

**BARNSELY'S EFFICIENCY PLAN 2020**

**1. Introduction**

1.1 The following Efficiency Plan seeks to outline the framework that the Council has in place to ensure that it is a self sustainable, evolving organisation that will deliver against our four year plan in spite of the reducing resources it faces.

**2. Background – delivery / changes undertaken since 2010**

2.1 From 2011/12 through to 2016/17, the Council has established some £87M of savings.

2.2 The Authority has managed to deliver savings on this scale by undergoing a radical overhaul of its structure/ services to ensure that the Council is an evolving organisation that can adapt to the prevailing environment and specifically the level of austerity that it has faced.

2.3 Barnsley's 'Future Council' model has entailed a fundamental redesign of our services to deliver outcomes in different ways and improve services to our customers around our 4 main priorities:-

- A thriving and vibrant economy
- Citizens achieving their potential
- Strong, resilient communities
- A sustainable Future Council

2.4 The Future Council model was introduced to deliver our key services on a new Business Unit model supported by a strong and lean core. Its aim was to provide improved key outcomes for local people whilst still ensuring expenditure plans fell within available resources and to this end, it is important to reiterate that the Council's net spend is still around £168M (net) in 2016/17 on services for the residents of Barnsley.

2.5 In addition the Council also has robust frameworks in place to establish and deliver organisational, performance and budgetary changes in line with the new Future Council model. For example, the Council has an integrated process that brings together performance and financial monitoring and quarterly reports are submitted into Cabinet and subjected to extensive challenge.

2.6 The position outlined above demonstrates that Barnsley has a proven track record of delivery and a strong foundation for achieving its forthcoming 4 year plan. However whilst this is the case, it should not hide the fact that the savings achieved to date have been very difficult to achieve. The systematic change to the Future Council model has had a widespread impact with resulting job losses and service implications.

- 2.7 Assuming that we are successful in securing a 4 year settlement, we are aware that there are still further changes required that will be increasingly difficult to deliver. As such, we will continue to challenge the way we deliver current functions and services. For example we will continue to reduce our communities dependency on the Council, supporting them to become more self-sufficient.
- 2.8 Moreover the Council's key priority is to enable a thriving and vibrant local economy by providing support to local businesses in order to diversify our business base away from traditional industries and create new retail, leisure and development space to attract customers and businesses back into the borough. This is a very challenging approach bearing in mind i) competition from more prosperous neighbouring cities/ towns and ii) that Barnsley has traditionally had low start up rates for local businesses and a limited supply of available commercial property sites.
- 2.9 On the back of the context outlined above, we will continue to change and evolve to become a truly modern local authority in order to address the challenges we will undoubtedly face over the next 4 years.

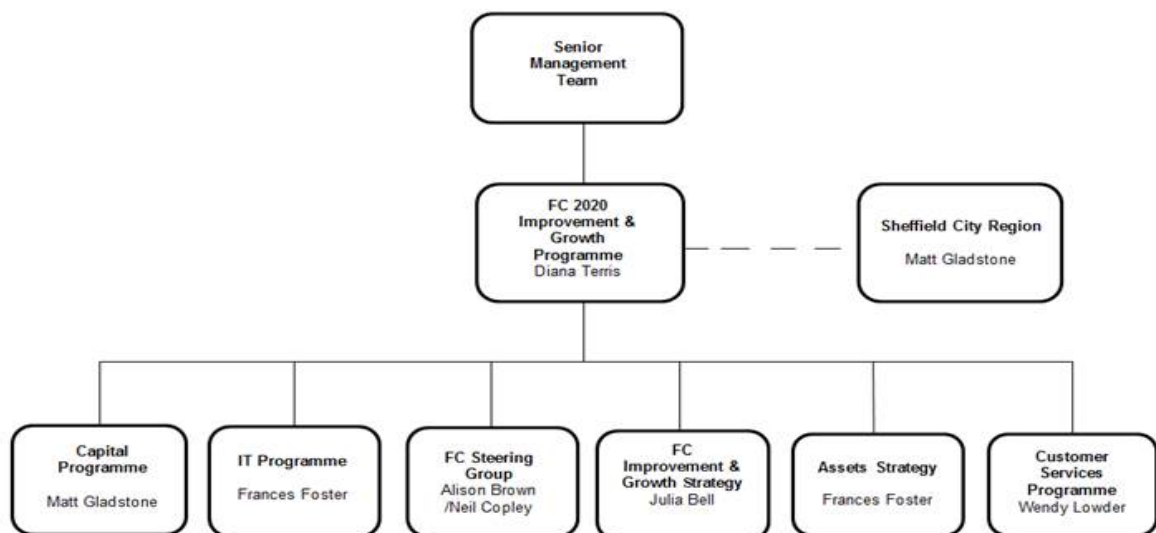
### **3. Delivery of the Council's 2020 vision**

- 3.1 The Council's 2015-18 Corporate Plan sets out what we aim to achieve to improve outcomes for our customers and the community with both the Future Council Strategy 2014-17 and Workforce Development Strategy 2014-17 enabling us as an organisation to effectively deliver these.
- 3.2 We are now working towards Future Council 2020 and as a result we have revisited our Corporate Plan outcomes and created a high level 2020 Outcomes Framework, which will see the refresh of our Corporate Plan and extension to 2020, in line with our key strategies and plans. Clear governance structures are in place to deliver these outcomes which are tracked via corporate performance indicators, as part of our performance management framework.
- 3.3 Improvement and growth is now our emphasis and to reflect this, we are developing a new Future Council Improvement and Growth Strategy 2017-2020, which will be complemented by a new Workforce Development Strategy 2017-20. In light of this, we anticipate that the key issues/ themes facing us over the next 4 years are:-
- Facilitating and accelerating growth;
  - Marshalling our resources to support early help offers and stepping in only when we have to do so;
  - Developing our Local Devolution and Area Council models to drive additional innovation and improvement within our communities;
  - Supporting behaviour change within our communities;
  - Dealing with the implications of Brexit;
  - Using technology to maximise our impact;

- Using the Improvement and Growth fund to drive additional innovation and change within the Council;
- Making decisions on what we will stop, start and invest more in doing.

3.4 There are a number of existing programmes (see diagram below) that along with these revised strategies will provide the building blocks required to deliver Future Council 2020. Together these form the Future Council Improvement and Growth programme.

3.5 There are clear governance arrangements in place for challenging and monitoring progress of these investments and efficiency savings; their associated risks and impact, which is supported by a new corporate approach to project & programme management.



3.6 The Councils framework for delivering Future Council 2020 is described above and we should also note the relationships with other key strategic groups such as :-

- Childrens & Young People Trust
- Health & Wellbeing Board and the Senior Strategic Development Group
- Community Safety Partnership
- Stronger Communities Partnership
- Barnsley Economic Partnership

3.7 In addition to this Barnsley plays a strong role in regional boards such as:-

- Sheffield City Region where the Leader is Chair of the Board and key officers are members of the associated governance structures
- South Yorkshire & Bassetlaw Sustainability and Transformation Plan Board -a key board that will drive forward greater integration and sustainability within NHS.

#### **4. The Council's Medium Term Financial Strategy**

- 4.1 One of the key strategies that underpins the Council's 2020 vision is its Medium Term Financial Strategy. We have a long tradition of forward planning that provides the Council financial context for delivering its key priorities. The Council's Medium Term Financial Strategy is currently estimating a financial shortfall in the region of £17.8m over the period through to 2020.
- 4.2 As outlined above, the Council has reshaped and transformed into an effective, efficient, highly performing and sustainable Future Council. This has provided the foundations to ensure we are in a position to achieve our agreed priorities and outcomes as we continue our journey to 2020.
- 4.3 This has enabled us to identify a series of investment and efficiency proposals in the early stages of our work that underpins the ongoing work to deliver the Council's 2020 outcomes framework.
- 4.4 These proposals not only have the potential to make a significant impact on the aforementioned financial gap but deliver innovative changes to service delivery, aided by the establishment of an Improvement and Growth Fund. This will ensure that our improved customer focused 2020 outcomes are delivered by a sustainable future council and provide the services that our community needs.

#### **5. Risks underpinning delivering of the Council's 2020 vision**

- 5.1 In addition to the MTFs, the Council also ensures that key risks are identified at an early stage by operating a Strategic Risk Register. A robust and dynamic SRR sets the culture and tone for Risk Management across the Council and ensures the engagement of the Senior Management Team (SMT) in the Risk Management process. The role of SMT demonstrates a strong commitment to lead and champion Risk Management 'from the top'. This reinforces the continuing development of a Risk Management culture and specific action planning is carried out to address key risks and provide assurances to interested parties that these key risks are being managed and mitigated effectively.
- 5.2 One such key risk on the Council's Strategic Risk Register is the delivery of the Council's budget in the face of austerity and funding cuts, 'Failure to deliver the MTFs and failure of Future Council to achieve the required level of savings'. The identification of this specific risk led to the Council establishing a robust reserves strategy to manage risks.

Other relevant risks regarding the Council's journey to 2020 include:-

- Failure to manage organisational change and the risk of destabilisation of the Organisation;
- Workforce planning issues;
- Failure to adapt the Authority into a sustainable organization; and

- Failure to be able to deliver the ambitions and outcomes associated with the Customer Services Organisation Programme (CSO).

5.3 The Council's reserves strategy is incorporated into the Council's MTFS and takes a prudent approach on the levels of reserves it maintains specifically to mitigate the risks identified above. For example, the reserves strategy has a Minimum Working Balance of £15M and establishes strategic reserves aligned to key priorities on a year by year basis. These allow the Council to manage its financial risks on a longer term basis by covering any unforeseen events/ shocks as well as short term income and expenditure fluctuations to ensure that the Council's medium term objectives are achieved.

5.4 To complement the reserves strategy, the Council's Asset function has a strategy in place to identify Council land and buildings to generate future receipts. In addition the Council's Asset Management Strategy also ensures that the Council's asset portfolio is managed efficiently and any savings maximised to enhance the Council's MTFS.

## **6. Reasons for Applying for a 4 Year Settlement**

6.1 The Efficiency Plan has outlined the uncertainty that Barnsley is facing and whilst it has strong track record of delivery, having a 4 year settlement will assist the 2020 plans that the Council is already adopting.

6.2 By at least knowing the RSG resources that Barnsley will receive over the next 4 years will provide some certainty for a key, albeit shrinking, income stream. This allows the Authority to plan ahead for the other more volatile income streams and in turn scope out its spending plans over the next 4 year period.

### **PROPOSED LINKS WITHIN THE DOCUMENT (underlined)**

1. £87m savings – 2010-2016
2. Council's 2015- 2018 Corporate Plan
3. Future Council Strategy 2014-17
4. 2020 Outcomes Framework
5. Workforce Development 2014 -17
6. Medium Term Financial Strategy
7. Strategic Risk Register
8. Asset Management Strategy