

BARNSELY METROPOLITAN BOROUGH COUNCIL

This matter is not a Key Decision within the Council's definition and has not been included in the relevant Forward Plan

REPORT OF THE EXECUTIVE DIRECTOR, CORE SERVICES TO CABINET ON 8 MARCH 2017

ORGANISATION IMPROVEMENT STRATEGY 2017-2020

1. PURPOSE OF REPORT

- 1.1 To gain Cabinet approval to implement the Organisation Improvement Strategy 2017-2020.

2. RECOMMENDATIONS

- 2.1 **Cabinet consider the Organisation Improvement Strategy and approve for implementation with effect from 1st April 2017.**

3. INTRODUCTION

- 3.1 The Future Council Strategy 2014-2017 set out changes and improvements required to bring about the fundamental transformation to become an effective, efficient, high performing and sustainable Future Council.
- 3.2 As a result of the strategy, a number of key changes and improvements were made during the period 2014-2017. These include:
- Achievement of efficiencies by reviewing and realigning common services and functions;
 - Development and introduction of a new organisational model putting our residents and customer at the heart of everything we do;
 - Introduction of a revised approach to business planning, financial planning and performance management including multi-year planning to provide more stability;
 - Development of a new vision supported by four values to drive culture change;
 - Revised and improved employee and member development programmes including implementation of the Barnsley Leadership Programme;
 - Revised and improved approach to employee communication, engagement and collaboration including the launch of the employee excellence awards scheme to reward employees' innovative ideas, suggestions and achievements;
 - Achievement of Investors in People Gold accreditation.

- 3.3 The Future Council report, submitted to cabinet on 21st September 2016 (Cab 21.9.2016/6), provided an update on progress against the Future Council Strategy and outlined further planned changes to develop the organisation, its workforce and members.
- 3.4 Our Corporate Plan 2017-2020 sets out our ambitious plans for change improvement and growth supported by revised outcomes that will make a real difference to our customers and communities.
- 3.5 To ensure we are an efficient and effective organisation and in the best position possible to support the achievement of our outcomes and the priorities set out in the Corporate Plan, the Organisation Improvement Strategy 2017-2020 has been developed.

4. PROPOSAL AND JUSTIFICATION

- 4.1 We have looked back at the progress made over the last three years as a result of the previous strategy and used feedback from the Investors in People assessments to see where we need to make further improvements and do things differently.
- 4.2 We have also used feedback from employees and members at recent Talkabout events to identify where we need to focus our efforts and make further improvements over the next three years. This feedback, along with the Investors in People findings, has helped to identify four themes of change which have been included within the Organisation Improvement Strategy. These are:
1. Culture and behaviour change
 2. Efficient and effective processes and technology
 3. Agile, healthy and engaged workforce
 4. Developing the skills of our workforce and our members
- 4.3 The strategy is supported by a delivery plan that sets out the high level actions to be taken against each of the themes to bring about the required improvements and efficiencies for our organisation and how we operate.
- 4.4 Progress against the delivery plan will be reported to and monitored by the Future Council Improvement and Growth Board on a bi-monthly basis.

5. CONSIDERATION OF ALTERNATIVE APPROACHES

- 5.1 A strategic cohesive approach to bring about further improvements to the organisation and the way we operate is essential to ensure we continue to meet the demands of a modern council. Failure to implement the strategy could have a detrimental impact on the delivery and achievement of the priorities and outcomes of the Corporate Plan.

6. IMPLICATIONS FOR LOCAL PEOPLE/SERVICE USERS

- 6.1 The implementation of the Organisation Improvement Strategy will ensure that we are able to deliver the priorities and outcomes within the Corporate Plan, making a real difference to our borough, customers and communities.

7. FINANCIAL IMPLICATIONS

- 7.1 Whilst there will be some financial cost associated with implementing the key aspects of the strategy, it is expected that these costs will be contained within existing resources. Any proposals outside those classed as business as normal will be subject of a separate report for consideration and approval.

8. EMPLOYEE IMPLICATIONS

- 8.1 Implementation of the strategy will ensure that employees have the right skills, knowledge and behaviours to perform effectively in their role. It will also ensure that they are engaged, motivated and empowered to share ideas and get involved in decision making. The provision of reliable and efficient technology will mobilise our workforce and enable better and more efficient ways of working.

9. COMMUNICATIONS IMPLICATIONS

- 9.1 A detailed marketing and communications plan will be developed to support the effective implementation of the strategy. Key communication channels will include Chief Executive blogs, Straight Talk, intranet, internal Facebook groups and updates at future Talkabout sessions.
- 9.2 The strategy itself will further improve engagement with employees and members through the theme 'agile, healthy and engaged workforce'.

10. CONSULTATIONS

- 10.1 The following people have been consulted in the development of this strategy:

Senior Management Team
Barnsley Leadership Team
Employees (Talkabout sessions held during November 2016)
Council Members (Talkabout session held in January 2017)
Special Member Development Working Party (30 January 2017)
Equality and Inclusion Manager
Risk and Governance Manager
Communications and Marketing Manager
Strategic Finance Manager

11. THE CORPORATE PLAN AND THE COUNCIL'S PERFORMANCE MANAGEMENT FRAMEWORK

- 11.1 This strategy will support achievement of the council's priorities, in particular the One Council priority. High level actions within the delivery plan are aligned to the One Council characteristics and will include outcomes and success criteria which will be used to monitor performance and progress.

12. PROMOTING EQUALITY, DIVERSITY AND SOCIAL INCLUSION

- 12.1 An initial equality impact assessment has been undertaken to identify key equalities objectives associated with the strategy. A copy of the equality impact assessment statement is attached to this report at Appendix 2.

13. TACKLING HEALTH INEQUALITIES

- 13.1 Implementation of the strategy will support employees to improve their own health, wellbeing and resilience and promote the importance of health and wellbeing to others. This will be addressed through the strategy theme 'agile, healthy and engaged workforce'.

14. RISK MANAGEMENT ISSUES

- 14.1 The issue of ensuring the Council benefits from a robust Workforce Strategy is included within the Strategic Risk Register (SRR) as follows:

Risk	Concern Rating	Mitigations
Workforce Planning Issues	3 (Amber)	Refresh of Corporate Plan to align it to 2020 outcomes - will also include a review of the Future Council Strategy which will join up the Future Council Strategy to the Workforce Development Strategy and also ensure the Organisation Improvement Strategy is more aligned to resourcing and financial influences

- 14.2 The mitigation detailed for this risk includes the refresh of the Corporate Plan, and associated strategies that underpin this document. By approving this report, the council will be in a strong position to align resources to deliver the ambitions within the Corporate Plan 2017 –2020 and ultimately mitigate this risk to an acceptable level.

15. LIST OF APPENDICES

Appendix 1: Organisation Improvement Strategy 2017-2020

Appendix 2: Equality Impact Assessment Statement

16. BACKGROUND PAPERS

Corporate Plan, published January 2017

Future Council 2020 Cabinet report, 21 September 2016

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Financial Implications/Consultation



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(To be signed by senior Financial Services officer
where no financial implications)