

Future Council Strategy Progress

1.0 Introduction

1.1 This report provides an overview of the Organisation Improvement Strategy 2017-2020, which has been developed to ensure that Barnsley Metropolitan Borough Council (BMBC) continues to drive forward changes and improvements at pace to ensure it meets the demands required of a modern council.

2.0 Background

2.1 Future Council was established as a concept in 2013 to fundamentally change how services were designed, planned and delivered in order to achieve sustainability for the future.

2.2 In order to ensure the council was in the best position possible to become a Future Council, achieve the priorities included within the Corporate Plan and meet customer needs and expectations, the Future Council Strategy 2014-2017 was developed. It set out how the council would achieve the organisational transformation required to be effective, efficient and high performing.

2.3 Implementation of the strategy resulted in a programme of organisational change and transformation at a scale, strength and pace that had not been seen before at the council. Key achievements during the period 2014-2017 include:

- Introduction of a new organisational model
- Achievement of efficiencies through reviewing and realigning common services and functions
- Development of a new council vision supported by four core values
- Implementation of a revised approach to financial planning and performance management including multi-year planning to provide more stability
- Implementation of a new approach to business planning that put our customers at the heart of the process
- Development of the Barnsley Leadership Programme
- A revised and improved Member Development offer
- Introduction of the Employee Excellence Awards scheme

2.4 During this period the council also became recognised as an Investors in People Gold accredited organisation and was shortlisted as a finalist for the LGC Council of the Year Award 2016.

3.0 Current Position

3.1 Although significant progress and improvements were made during the three year period, there were some outcomes that were not fully achieved. These are:

- Implementation of effective workforce and succession planning –some progress has been made but more work is required to fully embed this throughout the organisation
- Introduction of a corporate coaching and mentoring scheme – informal coaching and mentoring does happen but a formal corporate approach is needed for consistency
- Review and improvement of systems, processes and procedures – some progress has been made with real positive results but it is important that we undertake a whole scale review to have the maximum impact on both our customers and the way we operate internally

3.2 The council is now planning its journey to 2020 and has developed the Organisation Improvement Strategy 2017-2020 (Item 4b - attached) to build on progress already made and make further changes and improvements to ensure it continues to meet the demands of a modern future council. The strategy also includes actions to address the outstanding outcomes from the previous strategy.

4.0 Future Plans/Challenges

4.1 Using feedback from the 2016 Investors in People assessment and in consultation with employees and members, four themes of improvement have been identified. These are:

Theme 1: Culture and Behaviour Change

Theme 2: Efficient and effective processes and technology

Theme 3: Agile, healthy and engaged workforce

Theme 4: Developing the skills of our workforce and our members

4.2 An Organisation Improvement Strategy Board is to be established consisting of representatives from across the council to check and challenge progress of actions arising out of the strategy and making sure things stay on track. Julia Burrows, Director of Public Health, will be the Senior Responsible Officer for the Board.

4.3 A communication plan has also been developed to ensure that regular updates are provided to employees to keep them up-to-date on progress and achievements.

5.0 Invited Witnesses

5.1 At today's meeting, the following representatives have been invited to answer questions regarding this area of work:

- Andrew Frosdick, Executive Director Core Services
- Michael Potter, Service Director - Organisation & Workforce Improvement
- Amanda Glew, Organisation Development Manager
- Councillor Alan Gardiner, Cabinet Spokesperson Core Services

6.0 Possible Areas for Investigation

6.1 Members may wish to ask questions around the following areas:

- What are the key areas for development and how will these be achieved?
- What are the potential consequences if these areas for development are not addressed?
- What resources are required to deliver the strategy and does the organisation have the capacity to effectively address these requirements?
- What was the main reason for not achieving all the outcomes from the previous strategy and what has been learnt?
- How will you know whether the new Strategy is having the desired impact and what processes are in place to ensure a continuous cycle of improvement?
- Which areas of the strategy are reliant upon partners and what is being done to develop these relationships?
- What is being done to support employees in terms of development, wellbeing and managing change?
- To what extent is the organisation effective in working as 'One Council'?
- What actions could be taken by Members to support the development of the organisation?

7.0 Background Papers and Useful Links

- Item 4b (attached) – BMBC's Organisation Improvement Strategy 2017-2020
- BMBC Corporate Plan 2017-2020:
<https://www.barnsley.gov.uk/media/4264/corporate-plan-2017-20.pdf>
- Future Council Strategy 2014-2017:
<http://barnsleymbc.moderngov.co.uk/documents/s14358/Appendix%203%20-%20Future%20Council%20Strategy%202014-17.pdf>

8.0 Glossary

BMBC - Barnsley Metropolitan Borough Council

9.0 Officer Contact

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