

Future Council Strategy

2014 - 2017



CONTENTS

Page

1. Introduction	3
2. Our challenges	3
3. Our priorities	5
4. Our approach	7
• One Council	7
• Vision and Values	8
• New Business Model	9
• What we need to do	9
• How we will manage the change	11
5. Implementation of the strategy and monitoring of progress	12
Appendix 1 - Future Council Improvement Strategy Diagram	13

1. Introduction

The Future Council Strategy has been developed to define the approach we are taking to bring about the fundamental organisational transformation required to enable us to be an effective, efficient, high performing and sustainable Future Council.

The strategy has been developed to ensure we are in a position to achieve our agreed priorities and focuses efforts on driving forward changes and improvements to the organisation, the way services are provided and the way we do business in the future.

Not only do our members, managers and employees have to work differently, we also need to change how we are structured so we are able to work more effectively as 'One Council' and cope with the technological, demographic and cultural challenges we face.

This strategy has been developed in consultation with employees and their representatives through employee focus groups, employee surveys, Talkabouts and manager conferences to capture their thoughts, ideas and suggestions about the changes and improvements needed and our plans for the future are based on this feedback.

The diagram at Appendix 1 summarises our strategic approach.

2. Our challenges

The key challenges facing the council include:

- **Service improvement.** The need for quality services does not go away as our funding reduces. That's why it's important for us to continuously benchmark, quality assure, performance manage and improve our services. Our service quality is also informed by inspections, assessments and peer reviews. In 2012, Ofsted judged the council to be inadequate for child protection services and adequate for looked-after children services. An improvement notice to address the failings identified by Ofsted was issued. In November 2014, the improvement notice was lifted after Ofsted judged the council's services for children who need help and protection as requires improvement. An improvement plan is still in place as we aim for a good judgement when the next inspection starts in 2017.
- **Rising customer expectations and demands.** As commercial organisations continue to improve their customer service; people expect the same from the public sector. Customer expectations are changing too, with demands for faster and easier contact with the council 24 hours a day, seven days a week. Customers want to use our website and social media to contact us, and expect flexible, more personalised services.
- **Economic challenges.** The economic outlook for Barnsley is still a key consideration for us. We've launched the jobs and business plan which will help us to create 17,500 new jobs by 2033. Pro-active work is also taking place to open up employment sites and make them ready for development. This means we can make sure that Barnsley's infrastructure is available for creating future jobs and encouraging business growth. Skill levels are still a concern, as are GCSE attainment levels, although this is improving year on year. Businesses who might want to invest and grow in Barnsley need a skilled and qualified pool of workers to recruit from.

- **Building partnership and working collaboratively with others.** We need to encourage co-production and collaboration to make sure we're using the physical resources, skills and knowledge of our communities wisely. We also have to keep building, supporting and improving our partnerships to make sure Barnsley is getting added value. Technology and data sharing also have a significant part to play in these partnership relationships.
- **Devolution.** Releasing more powers to increase influence on decision making will benefit local authorities, but will also challenge them to work together and join up more services. The Sheffield City Region has the fifth largest growth deal, worth £300.7m over six years. We have to make sure we're involved and engaged in shaping the development programmes linked to this funding so that Barnsley can get its share of the improvements and opportunities.
- **Financial pressures.** National budget reductions mean that we've already reduced our budget by £59 million since 2010. We are facing a likely further £28m reduction over 2015-2017, and £12m in 2017/18. There is also some uncertainty around funding gaps for future years. This is a substantial proportion of our resources. It will mean we have to keep reviewing what we spend our resources on and why.
- **Demographic and social changes.** There will be a huge increase in people living longer with increasing needs. This places greater demands on social care and health services. The Care Act 2014 has also given councils more responsibilities and duties, with no additional funding. Health inequality continues to be a challenge. This is influenced by quality of healthcare, lifestyle and a number of other wider factors such as crime and poverty. Smoking is the largest risk factor for people's health in Barnsley, contributing to 20% of all deaths. During the previous planning period, the prevalence of smoking amongst adults in Barnsley fell from 23.6% to 21.4%. This is still higher than the national average of 18.4%, but the gap has narrowed. The Public Health function transferred into the council in 2013 and has now been spread across the organisation. This will help us to embed a 'Public Health Council' culture.
- **Cultural change.** To support the ongoing transformational change there has to be a cultural change. Not only in the Council but also across Barnsley. We want to encourage people to innovate and take managed risks, use technology and customer insight and adopt a lean thinking approach to suggest improvements to our services. Changing people's behaviour and the way things are done doesn't happen overnight. It will take a lot of support and perseverance which is an ongoing challenge with reduced resources.

3. Our priorities

The three corporate priorities for the council to 2015 are:



We have developed a long-term plan to grow the economy for the borough. We are keen to work with and support the private sector, supporting them to create better conditions and infrastructure, helping to safeguard existing jobs and businesses and stimulate the growth of

more and better jobs and homes. We want to make sure there are more job opportunities for Barnsley residents, to help the local economy, provide positive role models for young people, and reduce the extent of worklessness and poverty across the borough.

We will achieve this through delivering the following outcomes;

- Create more and better jobs and good business growth
- Increase skills to get more people working
- Develop a vibrant Town Centre
- Strengthen our visitor economy
- Create more and better housing.



It is important for the future of the borough that we help children, young people and families to achieve their potential and have the right skills and qualifications to access better education, employment or training. We also want to encourage young people to make a positive

contribution in their communities. We have a crucial role in protecting and safeguarding the most vulnerable and at risk of harm. We will continue to challenge and raise our standards whilst looking at how we can manage and reduce demand more effectively. For people to achieve their potential we need to create a healthier, happier, independent and more active population.

We will achieve this through delivering the following outcomes:-

- Every child attends a good school
- Early, targeted support for those that need it
- Children and adults are safe from harm
- People are healthier, happier, independent and active



We need to ensure better use of the physical assets, skills and knowledge that are in every community in Barnsley, so that we can utilise these resources more efficiently. Working together with the community, customers and partners becomes more important as we

try to reduce the dependency on council services by creating stronger communities and designing innovative and different services.

We will achieve this through delivering the following outcomes:-

- People volunteering and contributing towards stronger communities
- Protecting the Borough for future generations
- Customers can contact us easily and use more services online

4. Our approach

One council



To deliver our vision, priorities and outcomes we need to continue to change and improve our organisation and its culture. To do this, we have identified ten things that we need to continue to develop, improve and embed across

the organisation:

1. Clear vision and values – we will make sure our employees, partners, customers and the community are aware of our vision and values and what we are trying to achieve
2. Customer focus – we will understand all our customers and put them at the centre of everything we do
3. Commercial and business acumen – we will focus on outcomes and making every penny count
4. Effective delivery of projects and programmes – we will strengthen and standardise our approach to ensure integrity, accountability and value for money
5. Innovative and managed risk taking – we will remove barriers and bureaucracy and encourage, support and empower our employees to identify and implement suggestions and improvements
6. Learning organisation – we will invest in our people, recognise success and achievement and become stronger from our failures
7. Leaders at every level – we will have leaders at every level of the organisation who are highly skilled, motivated and empowered to respond effectively to local needs
8. Flexible workforce – we will ensure our workforce is healthy, agile, flexible and supportive of change with skills that can be deployed in different ways to meet our customers needs
9. Working with our partners, communities and residents – we will work together to identify and meet local needs through joint and informed planning and decision making
10. Enabling organisation – we will enable our partners, communities and residents to do more for themselves

Vision and values

We have developed a new and inspiring vision for Barnsley, supported by values that will help us to drive change and improvement and to achieve our priorities and outcomes. Our new vision is:

Working together for a brighter future, a better Barnsley

We will drive change and improvements to achieve the following positive outcomes:

Working together -
with our communities
A brighter future -
people achieve their potential
A better Barnsley -
our residents think and feel we are making a difference together

The vision is not only for the Council but also the borough and has been agreed with our partners within One Barnsley, which is our Local Strategic Partnership.

The core values developed by our employees are:

Our Values:



We're a Team

We all work together towards the same goal – to make Barnsley a better place for the people who live, work and visit here



We're Honest

We always say what we mean. Most of all we're reliable, fair and true



We'll be Excellent

We work really hard to provide the best quality and value for money for the people of Barnsley. Only our best is good enough



We're Proud

We're dedicated to making Barnsley a better place. We take pride in our work

These core values are the 'way we do things around here' and will help pull the organisation in the same direction towards achieving our vision and priorities.

To ensure the values become embedded within the culture of the organisation and are 'the way we do things here', employees have developed behaviours aligned to each of the values, in the form of a pledge. Their involvement in this work means that the values are owned by them and they are clear about and understand what is expected of them as an employee of the council.

Employees' Pledge - As an employee I promise to:

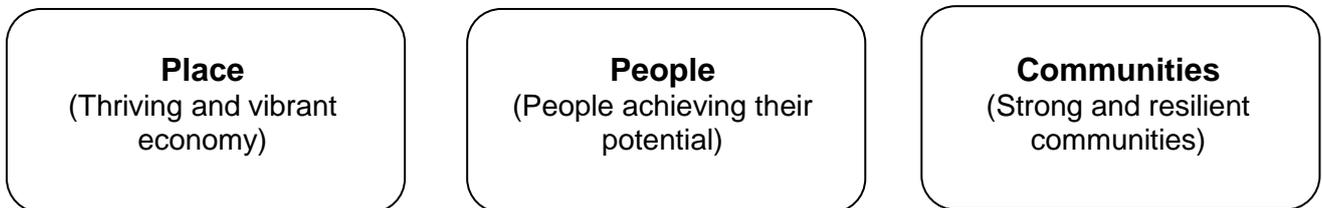
<p>Work with my colleagues, partners, customers and the wider community</p> <p>Think about our customers and always put their needs first</p> <p>Share my skills, knowledge and expertise with others</p>	<p>Act professionally and take responsibility for my actions</p> <p>Understand the needs of others and support them whenever I can</p> <p>Be honest about any mistakes I make, correct them and learn from them</p>	<p>Work hard, use my initiative and tackle challenges with a positive attitude</p> <p>Assess how well I'm doing, ask for feedback and keep improving</p> <p>Be open to change and willing to work in different ways</p> <p>Use resources wisely, not wastefully</p>	<p>Follow the council's vision and be true to its values</p> <p>Understand the impact my work has on the council's performance</p> <p>Take pride in my work and in the council's successes and achievements</p>
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Managers' Pledge - As a manager I promise to:

<p>Give the people I work with a clear understanding of their purpose and responsibilities</p> <p>Encourage people to share their ideas and skills – and be creative</p> <p>Work with all my colleagues to develop the best services for the people of Barnsley</p>	<p>Be clear, honest and fair – and never use corporate jargon (tell me if I do!)</p> <p>Talk to anyone affected by my actions and involve them in making decisions</p> <p>Work hard to get the best out of all the different people I work with</p>	<p>Help my colleagues develop their own careers and achieve their ambitions</p> <p>Regularly tell the people and teams I work with how they are doing</p> <p>Assess our successes and failures and come up with ways to improve</p>	<p>Set a good example by always being true to the council's values</p> <p>Speak up for the council and always present its work in a positive light</p> <p>Show my appreciation of the efforts made by people and teams I work with</p>
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New Business Model

The new model consists of three directorates that will work together to deliver the key priorities of the council. These are:



The directorates include a number of business units responsible for the delivery of services. Each business unit has a clear, strong business plan, is cost effective, achieves value for money and each is tasked to deliver outcomes and drive value.

There is also a strong, lean strategic core responsible for identifying future needs, improving commissioning and planning processes and supporting the council to achieve its priorities and outcomes.

What we need to do

Whilst some progress has been made to implement the fundamental changes needed to become a Future Council, there are a number of other key projects and initiatives that will take the council from where it is now and further drive the changes and improvements required. These include:

- Redesigning the council using organisation design principles that will review management layers and spans of control to improve communication and ensure decisions can be made quickly at the right level

- Enabling improved collaboration and the achievement of savings through a common services and functions efficiency review
- Continuously improving the way we manage, support and develop our employees through meeting the standards of Investors in People (IIP) Gold accreditation
- Developing and implementing an organisation Workforce Development Strategy and Plan to ensure we have leaders at all levels of the organisation and that our elected members and employees are highly skilled and able to respond effectively to local needs
- Utilising effective workforce and succession planning to ensure we have the right people, with the right skills, knowledge, values and behaviours, in the right place at the right time
- We will also ensure that we attract, recruit, develop and retain employees who contribute significantly to helping us to achieve our objectives and make a difference to the organisation's performance by taking a strategic approach to talent management
- Implementing a 'one council' approach to managing performance, programmes and projects which focuses on greater cost control, generates integrity and professionally delivers what is promised
- Changing working practices to enable the organisation to meet local needs including a review of flexible working policies and procedures
- Developing and implementing job families and generic job profiles to ensure our workforce is agile, flexible and supportive of change with skills that can be deployed in different ways to meet customer needs
- Continuing to ensure our employees are motivated, involved and empowered to make decisions and understand how they contribute to the success of the council through effective communication and engagement
- Ensure employees feel valued for their contributions and the work they do through the implementation of an Employee Excellence Awards Scheme
- Supporting innovation and managed risk taking by undertaking a full review and rationalisation of our systems, processes and procedures to ensure they are lean, fit for purpose and remove any bureaucracy to support simple, quick, business like decision making
- Positively supporting work life balance and employee wellbeing in order to achieve maximum outputs and outcomes from the workforce

How we will manage the change

In order to ensure we are successful in making the changes and improvements required to become a sustainable Future Council we will:

- **Ensure everyone understands the need for change** - engagement and consultation has already begun with employees at Talkabouts, the manager conference and through TerrisTalk to ensure they fully understand the reasons why we need to change, what the change will look like and how they can help make change happen. We will continue to engage with employees and have these meaningful conversations throughout the process.
- **Lead the change** - the change will be led by the Senior Management Team and the wider Barnsley Leadership Team with full support from elected members. Consultations will be held throughout the process with employees and their representatives. To ensure we have leaders at every level throughout the organisation, employee focus groups, employee surveys, Talkabouts, manager conferences, employee groups will be used to enable employees to contribute their ideas and to help make the change happen.
- **Have a clear vision and direction** - in consultation with our employees, we have developed an inspirational vision for the council that is clear and easy to understand. The vision will be communicated internally to employees and elected members and externally with our partners, customers and the community so that everyone is clear about what the council is working to achieve.
- **Overcome any barriers that may stand in the way of change** - we will undertake a review of our functions, structures, policies, processes and systems to remove any unnecessary bureaucracy and ensure they do not stifle innovation or stop the change from happening. We will address issues as they arise through meaningful engagement and consultation in order to find a solution to any problems or resistance we may meet along the way.
- **Set clear achievable goals and milestones** - this strategy and action plan sets out clear objectives and outcomes that will be achieved from now until 2017. However, there are changes that will be made and improvements that will be in place from April 2014. We will regularly report progress and celebrate achievements through TerrisTalk, Talkabouts and the manager conference.
- **Continue to make improvements** - throughout the change process and beyond, we will continue to check what is working and what needs to improve by using performance data and feedback from inspections, employee surveys, Talkabouts, manager conferences, employee groups and Investors in People assessments. We will continue to consult with and involve employees in making changes and improvements.
- **Embed the change** - the new ways of working and changes we make will be embedded within the culture of the organisation through our values which define our principles and the way we do things here.

5. Implementation of the strategy and monitoring of progress

The Future Council Change Programme Board will monitor and evaluate the effectiveness of the strategy and its strategic actions. The Board will be chaired by Diana Terris, Chief Executive. Progress against the strategy will be monitored by the Programme Board.

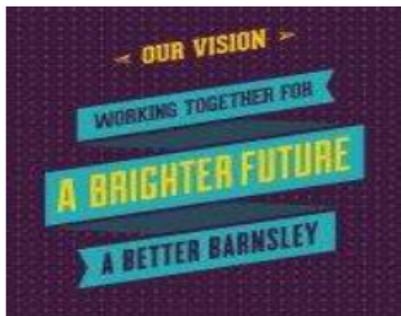
The effectiveness of changes and improvements implemented as a result of the strategy will be evaluated through analysis received from employee surveys, Investors in People assessments and feedback from manager conferences, Talkabouts and the Talkabout Challenge site.

We will also review our strategy on an annual basis, based on feedback received from employees, to ensure it remains valid and fit for purpose.

Our Future Council

Our Vision

Working together for a brighter future, a better Barnsley



Working together -
with our communities
A brighter future -
people achieve their potential
A better Barnsley -
our residents think and feel we are making a difference together

Our Priorities

Thriving and vibrant economy
People achieving their potential
Strong and resilient communities
One Council

Our Values



We're a Team
We all work together towards the same goal – to make Barnsley a better place for the people who live, work and visit here



We're Honest
We always say what we mean. Most of all we're reliable, fair and true



We'll be Excellent
We work really hard to provide the best quality and value for money for the people of Barnsley. Only our best is good enough



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