SOUTH
RIBBLE
BOROUGH COUNCIL

*forward with
South Ribble*

Transformation Strategy

2017-18

Document Control

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Summary

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Strategy Owner (Name/Position)	Chief Executive
Strategy Author (Name/Position)	Joanne Platt – Interim Corporate Improvement Manager
Applies to	All Council services, elected members and staff

Review of Strategy

Review Date	Refresh in April 2018 to ensure alignment with Corporate Plan for 2018-20

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Section 1: Introduction and context

1.1 External context

All public services are facing significant budgetary challenges, primarily caused by reductions and restrictions to funding and increasing demand for services. The comprehensive spending review announced in November 2016 and the local government settlement in December 2016 continued the restriction on local government finances and proposed the phasing out of Revenue Support Grant by the end of the 2019 financial year.

This coupled with the uncertainty caused by the move to 100% rates retention from 2019-20 and the as yet unpublished tier splits between upper and lower tier authorities, puts unprecedented pressures on councils to become financially self-sufficient by 2019-20, whilst continuing to meet demand for services and the aspirations of residents, businesses, partners and other stakeholders.

1.2 The Council

South Ribble Borough Council is an organisation which has continued to respond to the needs and aspirations of the communities it serves in an environment of rising demand and diminishing resources. It has recently been voted as the best place to live in the UK and wants to build on this to be recognised as being innovative, being the best council and providing the best services.

However, we recognise the need to change the way we are organised and do business to achieve this and to become a Council that is fit for the future[1]. This means playing a full and active role in place shaping, becoming a more agile organisation and taking an entrepreneurial approach to everything we do.

In 2016, we experienced a period of instability which impacted on staff morale and our ability to govern. We recognise the need to urgently address these issues, supporting staff and

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[1] Corporate Plan 2017-18

members through challenging times ahead and helping them to develop the skills they need for the future and to become resilient through times of change.

We will start this journey in 2017-18, by putting in place the building blocks necessary to achieve this shift in focus. This will include transforming services, finding ways to generate income to replace Government Grant, maintaining a skilled, healthy and motivated workforce and Council and having a robust and effective decision-making framework to support new ways of working.
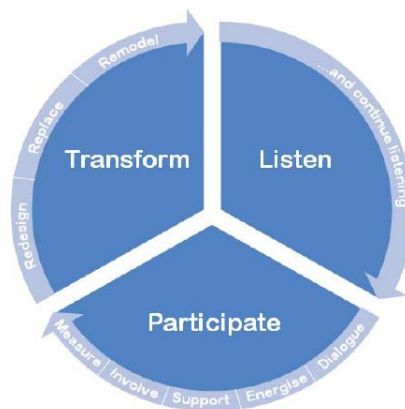
1.3   Council priorities

The Council has **four overarching priorities** which were agreed by Council in 2016, and which are aligned to wider partnership priorities.

❖ **Strong and healthy communities** – with a focus in 2017-18 on safeguarding, prevention, early intervention and support

❖ **Clean, green and safe** – with a focus in 2017-18 on community assets and cleanliness

❖ **Strong South Ribble in the heart of a prosperous Lancashire** – with a focus in 2017-18 on economic growth, skills and housing

❖ **Efficient, effective and exceptional council** – with a focus in 2017-18 on financial sustainability, business transformation and organisational development

1.4 Financial drivers

The Council's Medium Term Financial Strategy (MTFS) published in March 2017 identifies an anticipated budget deficit of £3.386m by 2019-20.

The MTFS identifies a number of ways in which the deficit will be reduced as shown in the diagram below.
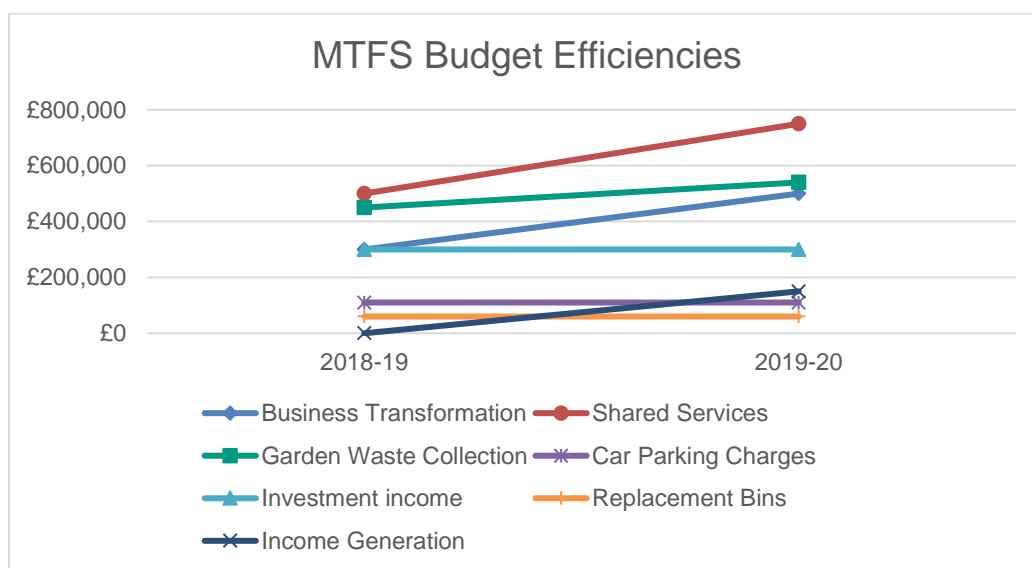
Section 2:   Organisational values and culture

We need to work as one team to address the challenges we face, managing and developing the collective knowledge, talent and skills we have more effectively to achieve our ambitions and to exploit new and emerging technologies and business models to transform our services.

Positive behaviours will play an important role in influencing the way we work together and with partners, communities, service users and other stakeholders.

Our **organisational values** (shown in the diagram below) define the way we will behave with each other and with customers, residents, businesses and partners. Displaying these positive behaviours is as important as what we do. The values and behaviours apply equally to everyone, from elected members and senior managers, to every single member of our staff.
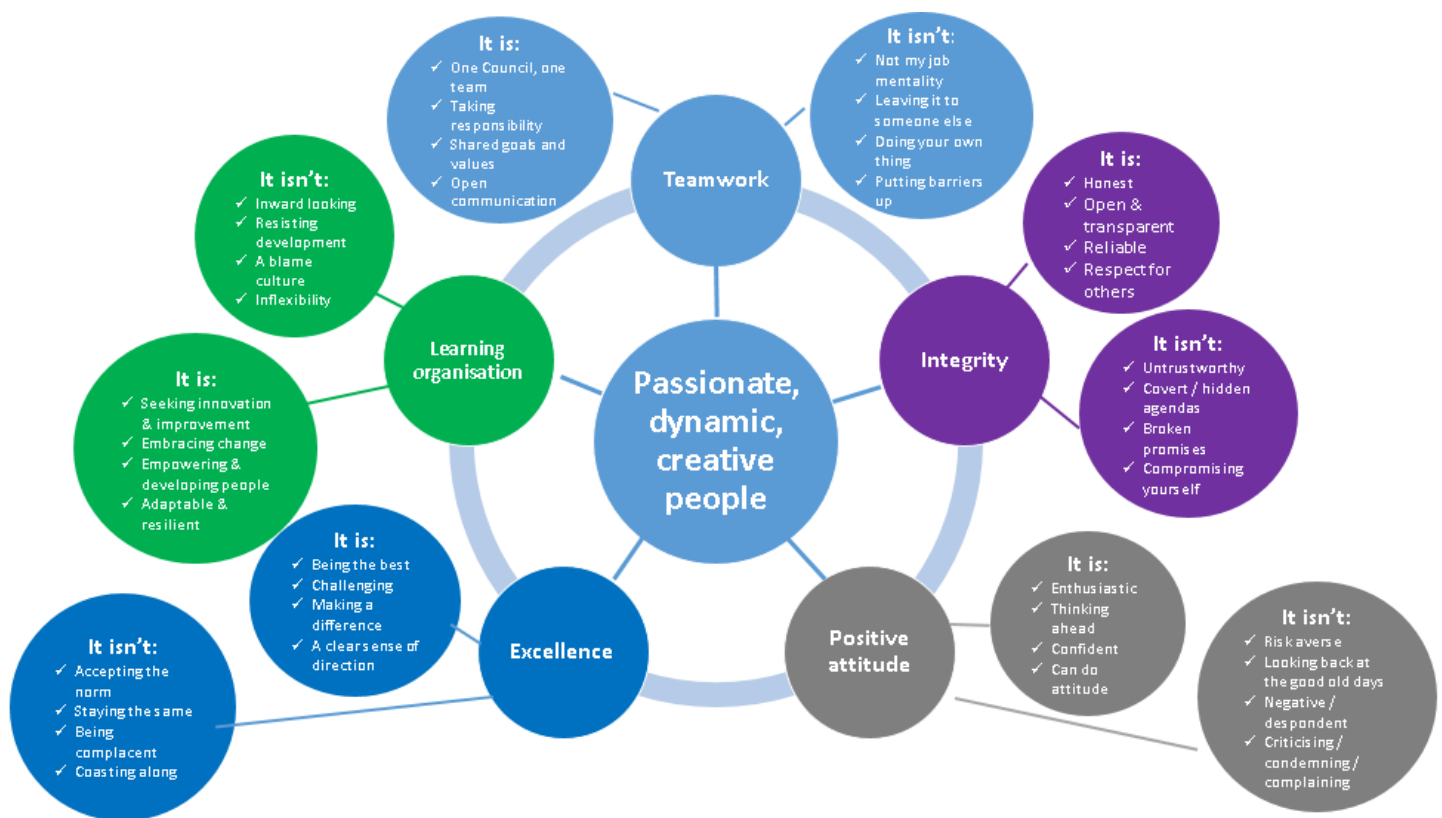
These values have served us well over a number of years, are embedded within our organisation and are still relevant.

However, taking the advice of a team of peers from a recent LGA Corporate Peer Challenge, we will review and refresh these values in 2017, working with staff, members and partners to reshape our organisational culture to one that is more **empowering** and **agile** and rooted in **ambition, pace, innovation, transformation** and **delivery.**

We will develop, design and deploy the '**South Ribble Way'**.

Section 3: Transformation

The Council's transformation aims are underpinned by the Council's desire to become more agile and entrepreneurial. We will be ambitious, delivering change at pace and empowering our people to be innovative in delivering services.

We will focus on building and maintaining leadership and organisational capacity, and strong and effective governance, systems and processes that support, inspire and empower our people to be and do the best they can for our communities and customers.

3.1 Transformation aims

We will strive to be the **Best Council**, innovating to deliver the best services. This means developing our skills together and working cohesively towards delivery of a single vision and priorities.

Our transformational aims are as follows:

Aim 1: To develop and embed an organisational culture that encourages, empowers and recognises ambition and innovation

Aim 2: A highly motivated and flexible workforce and Council

Aim 3: Developing a performance culture

Aim 4: Encouraging and nurturing talent

Aim 5: To reduce the cost of service delivery by £300,000 by April 2018, and by a further £200,000 by April 2019

3.2   Transformation principles

The guiding principles for our transformation work are shown below.

Engagement: with all stakeholders

Asset based approach: designing service models that make the most of community assets

Innovation and looking outward: searching out new ideas and best practice locally, regionally, nationally and internationally

Shared Services: seeking out further opportunities to share services or parts of services with others or to jointly procure goods and services

Reconnecting: our residents, businesses, partners and other stakeholders with our workforce and members

Understanding the strengths and weaknesses: of our systems and processes and our workforce and members

Challenging our workforce and members: to take greater responsibility for their own work and their own learning

Integrating learning with talent management: to develop capability

Refreshing and re-energising our workforce and members: through a new On-Board whole organisation induction programme

3.3 Transformation model

Our transformation model is shown below

Systems and processes

| Interactions with residents | Interactions with business | Efficiency and shared services |

The best Council, innovating to deliver the best services
More of our people feel proud to work for the Council
More of our people feel valued

Our people – the 'South Ribble Way'

| A highly motivated and flexible workforce and Council | Developing a performance culture | Encouraging and nurturing talent |
| More of our people feel motivated at work | More of our people feel we display high ethical standards and behaviours | More of our people feel they are actively supported to develop and to reach their potential |

Interaction with residents

We will review how we currently interact with residents across all services, conducting an end to end process review to improve the customer flow, to eliminate waste and ensure that value is added at each stage.

A SOCITM[2] study published in 2012 (using data from 120 councils) estimated that the cost of contact for face to face transactions averages £8.62, for phone £2.83, but for web only 15 pence. The Cabinet Office Digital Efficiency Report from 2012 found that the average cost of a central government digital transaction can be almost 20 times lower than the cost of telephone and 50 times lower than face to face. Hence, it can be seen that significant savings can be made by transferring transactions from phone and face to face to online, and we will factor this into our work.

The default position for service provision should be for customers to self-serve, ideally with integration directly to back office systems. Where self-serve is not an option, customer service provision will be moved from the back office to Gateway unless this is not appropriate for the service that is being provided.

Interaction with business

We will review how we currently interact with business across all services, conducting an end to end process review to improve the customer flow, to eliminate waste and ensure that value is added at each stage.

Efficiency and shared services

Councils have general powers to work differently[3] and we are committed to using these powers to become more entrepreneurial in our approach.

We have already developed an Investment Strategy to use financial reserves to invest in property assets to generate income and are committed to seeking out other commercial opportunities to help us to become self-sufficient by 2019. We will look at commercial models adopted by other organisations (locally, regionally, nationally or internationally) to identify opportunities to generate additional income.

We also recognise the need to develop our organisational culture and infrastructure to enable staff to work anytime and anywhere, to support them to be innovative and courageous in re-designing services and to develop an asset based approach that builds social value in communities alongside service re-design.

A highly motivated and flexible workforce and Council

Members and staff who all want to do their best, seeking out ways to transform the way we work and meet the needs of our residents

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[2] Society of IT Managers
[3] Localism Act 2011

Developing a performance culture

Using our existing talent to support members and staff to be the leaders of the future

Encouraging and nurturing talent

Having the right people with the right skills at the right time - recognising and developing talent and providing opportunities for members and staff to develop their learning and skills

3.4   Making transformation happen

We have established a Transformation Fund of £500,000 to facilitate our business transformation. Bids to the fund will be dependent on submission of a robust business case showing the return of investment over a period of no more than 3-years and we will re-cycle a proportion of the savings that have been achieved through transformation into further transformation projects.

We have also identified a Transformation Lead who will be supported by other staff (a transformation team) to make changes identified by our staff happen.

3.5   Development, design and deployment

Working with the portfolio holders for transformation and organisational development, the two Member Development Champions and a group of the Council's Core Managers, we have developed action plans to set out the things we will do in the short-term (within 3 months), the medium-term (3-6 months) and the long-term (6-12 months) to achieve our transformation aims. These action plans appear at Appendices 1-4.

3.6 Review of the 2015-19 People Plan and the 2015-19 Member Development Plan

Our **People Action Plan for 2015-19** and our **Member Development Action Plan for 2015-16** set out the key actions and targets for 2015-16. The tables in Appendices 4 and 5 set out the progress we have made in relation to these plans. These plans have now been embedded into this strategy.

Section 4: Programme management and governance

The Transformation Team will act as a Programme Office for the transformation projects, monitoring and managing delivery and reporting progress to Senior Management Team and to the Cabinet on a regular basis.

Our established Programme Board will oversee delivery of our business transformation work and quarterly progress reports will be made to Cabinet and Scrutiny Committee.

Progress in delivering our organisational development action plans will be monitored by SMT and reported to the portfolio holder, Scrutiny Committee and the Cabinet.

However, Group leaders are also individually responsible for development at member level, including ensuring that members of their group engage with the personal development process and member development activity.

The strategy will be reviewed annually to ensure it remains fit for purpose for the Council, staff and elected members and for the people and communities of South Ribble.

Section 5: Appendices

Appendix 1: Systems and processes: action plan 2017-18

	Project	SMT Lead	Timeframe
SP1	Deliver a series of customer flow workshops with value stream mapping for interaction with residents	Transformation Lead	31/10/17
SP2	Deliver a series of customer flow workshops with value stream mapping for interaction with business	Transformation Lead	31/10/17
SP3	Deliver a series of customer flow workshops with value stream mapping for support services to identify efficiencies and opportunities for joint working and shared services	Transformation Lead	31/10/17
SP4	Develop a programme of activity to transform services from a customer flow viewpoint based on the outcome of the above three workshops	Transformation Lead	31/12/18

Appendix 2: Our people: short-term action plan (within 3-months)

Reference	Action	SMT Lead	Strategic support	Transformation theme
ODST1	**The South Ribble Way (Pre-launch)** (Refresh organisational values and behaviours)	**Chief Executive**	**Interim OD and HR Consultant**	Best Council
ODST2	**The South Ribble Way (Launch)** (Introduce the South Ribble values and behaviours, staff recognition scheme, corporate vision rollout and performance management framework)	**Chief Executive**	**Interim OD and HR Consultant** **Interim Corporate Improvement Manager**	Developing a performance culture
ODST3	**Organisation function and form review** (including spans of control and scheme of delegation for efficient and effective decision-making)	**Chief Executive**	**Interim OD and HR Consultant** **Interim Corporate Governance Manager**	Best Council
ODST4	**The South Ribble Way** (Member voice – member survey / temperature check)	**Head of HR**	**Interim Corporate Governance Manager**	A highly motivated and flexible workforce and council

Reference	Action	SMT Lead	Strategic support	Transformation theme
ODST5	**Statutory and mandatory training** (Review and refresh)	**Head of HR**	**Interim OD and HR Consultant** **Interim Corporate Improvement Manager** **Interim Corporate Governance Manager**	Developing a performance culture

Appendix 3: Our people: medium-term action plan (3 -6 months)

Reference	Action	SMT Lead	Strategic support	Transformation theme
ODMT1	**Staff recognition Awards (Go live)** (understanding the staff experience)	**Head of HR**	**Interim OD and HR Consultant**	A highly motivated and flexible workforce and council
ODMT2	**The South Ribble Way** (Leadership lunches for all staff)	**Head of HR**	**Interim OD and HR Consultant** **Interim Corporate Improvement Manager**	Encouraging and nurturing talent
ODMT3	**The South Ribble Way** (HR policies launch including performance appraisal and talent management – People Matter)	**Head of HR**	**Interim OD and HR Consultant**	Developing a performance culture
ODMT4	**The South Ribble Way** (Staff voice – internal staff survey / temperature check)	**Head of HR**	**Interim OD and HR Consultant**	A highly motivated and flexible workforce and council
ODMT5	Develop and design a talent management approach to identify the development needs of staff	**Head of HR**	**Interim OD and HR Consultant**	Encouraging and nurturing talent

Appendix 4: Our people: long-term action plan (6-12 months)

Reference	Action	SMT Lead	Strategic support	Transformation theme
ODLT1	On Board (whole organisation induction programme)	**Head of HR**	**Interim OD and HR Consultant** **Interim Corporate Improvement Manager**	A highly motivated and flexible workforce and council
ODLT2	Develop a buddying scheme for new starters and mentoring for new managers and members	**Head of HR**	**Interim OD and HR Consultant** **Interim Corporate Improvement Manager**	Encouraging and nurturing talent
ODLT3	All Committee Chairs to ensure specific training needs of Committee are met and to hold one annual session with Committee members and supporting officers to review the effectiveness of the Committee and to identify improvements – including reporting the Committee's effectiveness to Council via an annual report	**Head of HR**	**Interim OD and HR Consultant** **Interim Corporate Improvement Manager** **Interim Corporate Governance Manager**	Developing a performance culture

Reference	Action	SMT Lead	Strategic support	Transformation theme
ODLT4	Group leaders to receive regular reports on attendance at committees and key partnership meetings, training events and production of personal development plans to inform the annual appointments process and future member work programmes	Head of HR	Interim Corporate Governance Manager	Developing a performance culture
ODLT5	Agree protocol with political groups for member training – i.e. attendance, commitment to personal development, succession planning etc.	Head of HR	Interim Corporate Governance Manager	Developing a performance culture
ODLT6	Member Development Charter renewal	Head of HR	Interim Corporate Governance Manager	A highly motivated and flexible workforce and council
ODLT7	Review how member development is evaluated and the impact development initiatives has on achieving our goals	Head of HR	Interim Corporate Governance Manager	Developing a performance culture

Reference	Action	SMT Lead	Strategic support	Transformation theme
ODLT8	**Committee training:** • A comprehensive induction for new committee members • Developing Committee member skills • Developing Committee member knowledge • External networking opportunities • Defining and expanding the role of the Chair • Team building activities • Regular chair's briefings	**Head of HR with**	**Interim Corporate Governance Manager**	Developing a performance culture
ODLT9	Whole Council annual celebration of success and recognition event (members and staff)	**Head of HR**	**Interim OD and HR Consultant**	Best Council
ODLT10	Re-introduction of a formal Member Development Steering Group	**Head of HR**	**Interim Corporate Improvement Manager**	A highly motivated and flexible workforce and council
ODLT11	Development of core competencies aligned to role descriptions for Councillors	**Head of HR**	**Interim Corporate Governance Manager**	Developing a performance culture

Reference	Action	SMT Lead	Strategic support	Transformation theme
ODLT12	Pilot a 360 feedback review with a small group of Members	Head of HR	Interim Corporate Improvement Manager	Encouraging and nurturing talent
ODLT13	Rejuvenate Member Learning hours to ensure that they are engaging and in line with Corporate priorities	Head of HR	Interim Corporate Improvement Manager	A highly motivated and flexible workforce and council
ODLT14	Develop a corporate programme of activities to address identified needs from PDP, 360, and best practice guidance	Head of HR	Interim Corporate Improvement Manager	Encouraging and nurturing talent
ODLT15	Strengthen all committee training to develop a programme of training which is bespoke to each Committee	Head of HR	Interim Corporate Governance Manager	A highly motivated and flexible workforce and council
ODLT16	Improve training records and produce attendance information for Group Leaders to help to inform decision making	Head of HR	Interim Corporate Governance Manager	A highly motivated and flexible workforce and council
ODLT17	Increase the use of Councillor Connect to publicise training events, to give feedback on sessions and to hold resources for members to access	Head of HR	Interim Corporate Improvement Manager	Developing a performance culture

Appendix 5: Review of People Plan 2015-16 actions

2015-19 People Plan Themes	Actions for 2015-16	What we did
Developing our culture though our people	Continue to embed the Values Framework through recruitment processes, induction, development and performance appraisal reviews	The Values Framework is contained within information packs given to potential recruits and is also contained within the HR and Managers' Induction checklist. Values are also embedded within the Performance development Review (PDR) process
	Promote the Council's employee benefits and rewards, highlighting the advantages of working for our organisation to existing and potential employees.	This information is provided to all potential recruits and is within the induction programme. Information on staff benefits is also on Staff Connect with regular reminders posted on Staff Connect
	To deliver a range of Business Transformation activities, that will contribute to service improvements and efficiency savings.	This has yet to be actioned
	Develop and implement an annual Training and Development Plan to develop people skills in: ❖ Leadership ❖ Service Management ❖ Technical / Occupational skills ❖ Core skills – customer care, equality and diversity, IT and health and safety ❖ Skills for Life ❖ Continuous Professional Development ❖ Professional qualifications	Services identify technical and occupational skills updates needed as short courses and seminars. This also contributes to Continuing professional Development as required. In 2015-16, 16 staff were supported to undertake qualification courses

2015-19 People Plan Themes	Actions for 2015-16	What we did
Building visionary and ambitious leadership	Continue to progress Leadership Development to: ❖ Communicate our culture and values through leadership ❖ Effectively manage change in a supportive way ❖ Develop leadership competencies and meet the learning needs for employees ❖ Introduce a coaching programme	Coaching 2-day course rolled out to a further 14 managers and team leaders 2 managers achieved ILM 5 in Coaching
Sustaining a diverse, healthy, productive and resilient workforce	Promote and develop our range of flexible, healthy and sustainable working practices to support the well-being and productivity of our people	Employees continue to benefit from working reduced or compressed hours and work life balance incorporating home working is encouraged where it is practical to do so
	Introduce an Apprenticeship Scheme	Completed
Supporting learning and development to ensure exceptional value for services	To develop our employees to make greater and more effective use of new technologies and new work practices	This has yet to be actioned
	Deliver a range of effective equality and diversity learning opportunities across the Council	This has yet to be actioned
	Continue to communicate with all employees and have in place effective engagement and feedback processes	A new Communications Strategy and action plan was developed and implemented in March 2017. A number of key actions aimed at improving internal communications have already been completed

2015-19 People Plan Themes	Actions for 2015-16	What we did
	Undertake a review of the Performance Appraisal Scheme	A review of the PDR process was undertaken in 2016 and revised paperwork to support the process was issued to managers
Workforce Targets	To improve the level of overall satisfaction with the Council as an employer: Target 97%	93% were satisfied in the 2015 staff survey. However this reduced dramatically to 31.8% in the November 2016 staff survey
	To improve effective communication between service areas: Target 75%	80% in the 2015 staff survey
	To improve the regularity of Team Briefings across the Council: Target 88%	81% in the 2015 staff survey
	To improve the involvement of employees in the development of service plans: Target 85%	77% in the 2015 staff survey
	To improve the organisation's response to recognising the work of employees: Target 82%	83% in the 2015 staff survey
	To improve employee perceptions of their services being valued by Councillors: Target 86%	81% in the 2015 staff survey. However this reduced dramatically to 16.32% in the November 2016 staff survey
	To improve the organisation's management of change: Target 75%	67% in the 2015 staff survey
	To reduce the levels of perceived stress within the working environment: Target 50%	49% in the 2015 staff survey and 48.3% in the November 2016 staff survey

2015-19 People Plan Themes	Actions for 2015-16	What we did
	To improve the level of employee satisfaction with the councils commitment to equality and diversity: Target 80%	94% in the 2015 staff survey
	To improve the level of employees effectively contributing to Business Transformation	54% in the 2015 staff survey
	To reduce working days lost to sickness absence: 5.9 days per FTE	7.72 days
	To ensure that all employees receive an annual Performance Appraisal: Target 96%	71% had an annual Performance Appraisal
	To retain the IIP Gold Award	Due in 2018

Appendix 6: Review of Member Development Plan actions for 2015-16

2015-19 Member Development Plan Themes	Actions for 2015-16	What we did
Building visionary and ambitious leadership	Develop members to take a leadership role in the community and participate in local community activities	Members take part in My Neighbourhood Forums
	Continue to ensure all members are aware of and contribute where feasible to major projects	The Leader of the Council and various Portfolio holders represent the Council on various partnerships. The most notable example is City Deal with the Leader of the Council being a member of the City Deal Executive Board. Update reports on key partnerships are provided to relevant committees and at Members' Learning Hour
	Deliver the Council's Corporate Plan through close working between members and officers	Portfolio holders meet regularly with senior managers to discuss priority issues and a report on progress towards the priorities in the Corporate Plan is made to Scrutiny Committee and Cabinet twice yearly
	Equip, update and provide members with best practice to meet changing legislation and statutory obligations, including, for example, training for Scrutiny, Licensing, Planning, Standards and Governance	Ongoing mandatory committee training provided on a regular basis and there are monthly member learning hours to which all members are invited.
Change and collaborative working	Develop members via training and support processes to make greater and more effective use of new technologies. To include awareness of the benefits of the website and social media	Partially achieved
	Support members to share skills, knowledge and experience with other members and officers	Not yet actioned

2015-19 Member Development Plan Themes	Actions for 2015-16	What we did
	Promote the use of online resources as a tool for learning and development	Online tools were promoted at a Members' Learning Hour in November 2015. MILO (My Interactive Learning Online) was rolled out to all members in October 2016.
	Promote external local events and seminars relating to key topics and challenges	Relevant events are shared with relevant members who are encouraged to attend
	Attendance by the Member Development Group at regional networking events to share and gain best practice	Regular attendance by HR Advisor
Developing skills and capacity	Arrange for all members to complete Personal Development Plans and to periodically review progress on their training needs	At November 2015, 12 members had completed a PDR
	Deliver a training programme based on feedback from Members Personal Development Plans, best practice and updates on key legislation changes	A programme of Member Learning Hours have been delivered for all members to provide updates on key issues
	Capture and share information on member learning and undertake an evaluation of the training delivered	Records on members' attendance on training events are contained within individual member files held by the HR Team
	Prepare for and successfully retain the Member Development Charter	Not yet actioned
Member development targets	Successful renewal of the North West Member Development Charter in 2016	Not achieved
	40 out of 50 councillors to be engaged in the Personal Development process	Not achieved (see above)

2015-19 Member Development Plan Themes	Actions for 2015-16	What we did
	The average number of councillors attending the Learning Hour is 25	Average attendance is 24 members. Overall, Member Learning Hours are well attended and typically more than 25 members do attend.
	80% of councillors who respond to the Annual Evaluation Survey to be satisfied with the training and development opportunities available	Survey not carried out