

South Ribble Borough Council - Peer Review / S24 Recommendations Action Plan				
	LGA Peer Review Recommendation	Action taken	Timeline	Comment
1	Political leadership - robust implementation of officer/member protocol	Member officer protocol has been developed through cross-party working, this was approved by council on 21st March 2018 and subsequently individual member/officer commitment has been made through formal signature.	Council approved the member/officer protocol on 21 <sup>st</sup> March 2018 and as of June 2018, 98% - Member sign up 100% - Officer sign up	Ongoing monitoring through standards committee. Complaints received 17/16 - X number 18/19 - to date X number
2	Implementing the new senior management structure	Council approved the new leadership structure in November 2017 with the amended shared services structure in March 2018. Internal recruitment was made with effect from 1st April 2018. External adverts are currently live with a closing date of 10th August 2018 with interviews being held at the beginning of September 2018. The shared services structure was amended on the 21st March 2018. Job descriptions are currently being developed (see point 6).	Internal recruitment process November - February 2017. Internal appointments made 1st April 2018. External appointments anticipated September 2018.	No comments
3	Developing leadership potential of the new senior team	In 2017 South Ribble Borough Council undertook a review of the current operating structure with a view to ensuring operations in the future fully meet the Council's culture and delivery focus in the most efficient and effective way. Operations were restructured. This included the restructure of Senior Leadership and Management posts and included establishment reductions in the management team. External independent employee support was engaged by the Council managers who roles are affected by the proposed changes. The Council sought to provide as much support as possible to each employee directly aligned to their individual needs. The support provided was bespoke on an individual basis and in the context of the changes that took place. A key objective of the support was to identify from each individual's perspective what has happened and what needed to happen and what it looks like and feels like for individuals to be confident in their own skin to achieve their personal goals and ambitions. The support was aimed at individual's state of change readiness with development support tailored to individual needs to put them in the strongest position possible for what their next steps might be. The ambition of the Council is to embed a Blended Way of Working in the new Senior Leadership Team, with Key Stakeholders and across the Council as a whole. To help facilitate this, support has included one to one and group work to develop the draft Leadership Principles and Ways of Working and inform the recruitment assessment approach. The recruitment approach developed has been externally validated by Veredus' Occupational Psychologists. Mennva has worked with Veredus (SRBC appointed external recruitment partner), to co-design the final recruitment programme design and run the recruitment Assessment. Internal appointments into the new Senior Leadership Structure are development appointments. A number of roles remain unfilled		
4	Alligning political and officer processes to ensure decisions are implemented with no last minute changes	Senior officer meetings programmed to clear all council reports. Portfolio holder discussions take place to confirm reports. Shadow cabinet briefings introduced on all cleared cabinet reports. Pre-cabinet briefings take place.	Working Example Extended Leadership Team (Report Clearing Meeting) - 14th August 2018 Cabinet Workshop - 14th August 2018 Shadow Cabinet Briefing - 7th September 2018 Cabinet Meeting - 12th September 2018	The timeline was already in existence but the briefing of shadow cabinet has been introduced since the peer review revisit.
5	Reviewing the governance committee with a view to separating the audit and general governance function	A draft paper is currently with governance committee to review. The governance committee has already set up a task group to review before formal consultation by the committee.	Task group meeting 6th September 2018	Governance Committee formal consideration on 20th September 2018.
6	Implementing with Chorley the agreed approach to shared services	Council approved the revised shared services structure in March 2018. Draft job descriptions are being co-created with existing staff central to the shared services journey. An action plan is being developed to test future shared services opportunities. External capacity is being sourced to strengthen the existing shared services legal agreement.	March 2018 approval. Draft job description to the next shared services appointments panel.	Commissions to be in place by the end of August 2018.
7	Improving internal communication and clarity with staff about the vision and next steps for transformation	Cultural mapping process proposed by the staff feedback was to introduce a 'tic' approach to communications. This represents a requirement that communication is timely, clear in language and consistent in message. There have been ongoing staff briefings with regards to any real time and significant staff communication eg shared services. We have in place key messages from the leadership team posted on Connect and through face to face team meetings. The CEO continues to have an open door policy introduced on her appointment in August 2017. A transformation space on Connect has been created by members of the extended leadership team. The CEO has a blog. We have invested in ICT software communications solution (Attain). We have introduced an all staff distribution list.	'Cultural Baseline' - an understanding of where the organisation is now and how it could build on existing initiatives and be purposeful in developing its culture and engaging the workforce into the future. The Chief Executive wanted to co-create the design of the intervention. The key outcomes were: - an independent observation of where the organisation is now, - observations on areas for focus to move the organisation forward - the 'What next?' It was also agreed we would generate a quantitative 'baseline score' for where the organisation is now and the telling of the Story around where the organisation has been and where it is now. Shared services departments were briefed on 19th & 20th June 2018 and are ongoing. Key messages on Connect are bi-weekly for leadership team. Open door policy is actively used by all layers of organisation. Transformation section on Connect is updated as and when. The CEO blog is released as and when required. Investment in the ICT system Attain is to be rolled out in 18/19.	Our communication model has consciously shifted from a top down, tell and inform model, to a grass - roots, two way communication, involvement and engagement space.
8	Renewing the focus and commitment to the Improvement Reference Group (and agreeing a timeframe when the IRG should be stepped down)	Regular IRG meetings took place in 2017/18 and are planned for 2018/19. July IRG reset action the plan.	Schedule of meetings (2017 - 2018) 15th May 2017 13th June 2017 24th July 2017 24th August 2017 18th September 2017 30th October 2017 5th December 2017 8th January 2018 19th March 2018 10th July 2018 TBC August 2018 TBC September 2018	