

# Appendix A

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 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 Nov 15/ Oct. 16 - 12 Nov 16/Oct. 17 - 23 Nov 17- present - 7
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. Budgetary provision was made to implement 1st April 2018. Internal recruitment was completed with effect from 1st April 2018. External adverts had a closing date of 10th August 2018 with interviews in progress.. The shared services structure was amended on the 21st March 2018. Job descriptions are currently being developed (see point 6). A shared services appointments panel has been convened on the 6th Sept 2018	Internal recruitment process completed November 17 - March 18 . Internal appointments made 1st April 2018. External appointments interview dates > DCE Offered 31st August > AD positions - 24th & 25th September	
3	Developing the leadership potential of the new senior team to take forward the place, strategic finance and transformation agendas	In August 2017, upon the appointment of the Chief Exec 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. Issues of the previous 2 years also needed to be addressed. The restructure of Senior Leadership and Management posts was proposed moving from a transactional structure to a transformational structure. External independent employee support was engaged by the Council to support managers who roles where affected by the proposed changes. The support provided was bespoke on an individual basis and in the context of the changes that took place. The council has developed a new leadership model based on the principles of high performing teams which we have codesigned with the leadership team, and branded it as ' Blended Working' . This new model centres around development of individuals , and is value based . there is a comprehensive programme in place to drive this through all levels of the organisation. The leadership model now drives through all recruitments made within the council. The recruitment approach developed has been externally validated by Veredus' Occupational Psychologists. Menrva has worked with Veredus (SRBC appointed external recruitment partner), to co-design the final recruitment programme design and run the recruitment Assessment. <b>Leadership Development Programme 2018:</b> South Ribble Borough Council are undertaking a transformational developmental change programme 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 are being restructured and recruitment for some Senior Leadership roles is continuing. The development support is focused on embedding the South Ribble Blended Way of Working within the Senior Leadership Team, with the Cabinet, Members and other Key Stakeholders and with Staff across the Council as a whole. Support is being provided for the Senior Leadership Team as a Group and as individuals as they develop in their new roles and start to transfer learning and embed a Blended Way of Working in their teams. The development approach to be informed by and directly aligned with the Cultural Mapping Work recently undertaken across the Council. <b>Member Development Programme:</b> Develop the culture of the Members forum with guidance from the member to member information within the Member Officer Protocol. Review the Member Charter and provide the members with a workshop in due course.	<b>Leadership</b> On-going development of cultural mapping. Review our Developmental Appraisal Plan - January 2019. <b>Members</b> Provide workshops for Members to develop and implement the Member Charter.	The Shared Services developments (listed in action point 6) will be influential in developing the leadership team.
4	Aligning 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. The council also has robust decision making processes in place ( see attached flow chart)	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. ( see attached) 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.

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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. Chorley have agreed to implement the Council new leadership model and recruitment process for the shared services appointments.	March 2018 approval. Draft job description to the next shared services appointments panel 6th Sept with timescale for approval as follows: - Shared Services Appointments Panel Training: Early October 2018 - Assessment Centre (Day 1 & Day 2): October 2018 - Shared Services Appointment Panel Internal Appointment decisions and next steps: October 2018 - External Recruitment (if required) November 2018	Dates and timings to be agreed at meeting on 6th September with a view for commissions to commence November 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 'TLC' 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 e.g. 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 lead hip team and regular updates take place. The CEO has a blog. We have invested in ICT software communications solution (Attain) which will link direct to all staff . We have introduced an all staff distribution list. The council is also in the process of setting up a formal JCC with the unions, to contribute to the communications strategy.  Transformation - an effective organisation sits transformation at the heart of its delivery model . the Council's approach to its corporate planning , and working up new and efficient ways of working is a responsibility of each and every officer in the council. To implement this , a cultural mapping exercise has taken place . out of this work, the leadership development work , and the creation of blended Blended working, teams are encouraged to develop new ideas, and transformational service delivery options . The staff have developed a concept called "white space" which allows for new service models to be developed on the lean principles of providing effective services. Teams challenge themselves around service delivery .. and options are developed from a 'whole team' approach . the method of transformation , allows change to be embedded within teams, with teams taking ownership of the Change. The communication of this new way of working has been delivered through "Market street" sessions, where all staff have had the opportunity to discuss and debate transformation projects that have taken place, and all of the above communication forum detailed above.	'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. At its meeting in March 2018 , the IRG considered the actions set out in the Peer review , and have subsequently met in July, and agreed a work plan for the coming year.	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	The IRG will monitor this action plan and there will be several workshop sessions scheduled to pick up on the following areas: - Leadership - Member & Officer Relations - Member Behaviour