

Report of	Meeting	Date
Chief Executive (Introduced by the Executive Leader)	Executive Cabinet	21 January 2016

TRANSFORMATION STRATEGY

PURPOSE OF REPORT

- To present the Transformation Strategy for approval

RECOMMENDATION(S)

- That the Transformation Strategy is approved.

EXECUTIVE SUMMARY OF REPORT

- At its meeting in November, the council considered and approved the final report on future governance models for the council and public services in Chorley. That report contained a series of recommendations for the organisation. The Transformation Strategy presented in this report has a key objective to support the organisation in achieving those ambitions.
- The strategy sets out the key areas that will need to be considered in the delivering the change required, and also identifies key actions to be implemented over the next year.

Confidential report Please bold as appropriate	Yes	No
--	-----	----

Key Decision? Please bold as appropriate	Yes	No
--	-----	----

Reason Please bold as appropriate	1, a change in service provision that impacts upon the service revenue budget by £100,000 or more	2, a contract worth £100,000 or more
	3, a new or unprogrammed capital scheme of £100,000 or more	4, Significant impact in environmental, social or physical terms in two or more wards

REASONS FOR RECOMMENDATION(S)

(If the recommendations are accepted)

- The Transformation Strategy has been developed following the council's consideration of the future governance models overview report and supporting evidence. It provides a framework to support the organisation in the change that will be required to respond to the challenges in the coming years and to reach the ambitions set out in the November council reports.

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

6. To not produce a transformation strategy. This would mean the council would not have a clear framework to manage the implementation of a major change programme.

CORPORATE PRIORITIES

7. This report relates to the following Strategic Objectives:

Involving residents in improving their local area and equality of access for all		A strong local economy	
Clean, safe and healthy communities		An ambitious council that does more to meet the needs of residents and the local area	✓

BACKGROUND

8. At its meeting in November, the council received reports on the future governance models for the council and public services in the borough. This included an overview report, accompanying background evidence and an associated report about the development of a combined authority for Lancashire.
9. The overview report included a series of recommendations, around the overarching governance models for public services and service delivery models. The covering report presented to council also proposed developing a Transformation Strategy that would be considered by Executive Cabinet.
10. The strategy is attached as Appendix A to the report.

CONTEXT, CHALLENGES AND OBJECTIVES

11. The strategy sets out the challenges facing public services in the coming years. These are mainly a summary of those detailed and analysed throughout the governance models overview report and supporting evidence. The summary is included in the strategy for context. They include:
 - A growing and changing population
 - An economic area spanning administrative boundaries
 - Pockets of deprivation
 - Changing legislative and policy context
 - Budgetary pressures
12. The strategy also sets out the recommendations and service design principles that were included in the overview report and approved by full council.
13. The aim of the strategy is to support the council in achieving its ambitions for public service reform. This will include:
 - a greater integration of public services, particularly around prevention and early intervention
 - focus on prevention and early intervention across public services
 - decision making and accountability at the lowest practical level
 - the system-wide sharing of responsibility for management of demand and reduction of cost shunting between organisations.
14. The objectives of the transformation strategy are:
 - To support the council to achieve its ambitions and the recommendations of the Future Governance Models for Chorley report.

- To support the delivery of the council's Medium term Financial Strategy
- To position the borough and the council well to respond to future challenges and demands

THEMES AND DELIVERING THE STRATEGY

15. The key themes identified in the strategy aim to set out the key elements that will need to be addressed through its implementation. The key themes for the strategy are:
- Customers and communities
 - Councillors and staff
 - Digital
 - Governance models
 - Financial, performance management and business planning
16. Following the approval of the strategy, an overview action plan will be developed alongside the implementation of a new management structure for the organisation, and the work will be overseen by an all-party working group. The initial focus of the strategy will include the following work:
- a) Develop governance arrangements, structures and approach to the integrated community wellbeing service
 - b) Implement changed management structure – including subsequent changes to decision making and information sharing arrangements
 - c) Work to develop and implement the combined authority for Lancashire
 - d) Develop and implement a work smart programme, to maximise the use of digital information management and make more flexible working practises
 - e) Develop a Member support programme for changing governance, service delivery and decision making arrangements
 - f) Develop a new organisational development plan identifying the skill requirements – including for a new management team, frontline workers, and partnership working
 - g) Develop a customer services strategy to include implementation of the service design principles across the organisation and integration of customer-related functions.
 - h) Refresh the council's performance management and business planning frameworks to reflect the changing governance models
 - i) Develop a strategy for the implementation of a council-wide approach to encouraging community-action and coproduction
 - j) Refresh the council's internal communications strategy
17. It is anticipated that these pieces of work will be delivered between January 2016 and the end of the 2016/17 financial year.

IMPLICATIONS OF REPORT

18. This report has implications in the following areas and the relevant Directors' comments are included:

Finance	✓	Customer Services	
Human Resources		Equality and Diversity	

Legal	✓	Integrated Impact Assessment required?	
No significant implications in this area		Policy and Communications	

COMMENTS OF THE STATUTORY FINANCE OFFICER

19. The Transformation Strategy at this point would be resourced through existing budgets and the budget agreed at full council. Further costs that may be incurred in the implementation of the strategy will be subject to further reports to Council or Executive Cabinet, where consideration of financial implications will be made.

COMMENTS OF THE MONITORING OFFICER

20. No comments.

CHRIS SINNOTT
PROJECT DIRECTOR

Background Papers			
Document	Date	File	Place of Inspection
Future Governance Models: Final Report	24 November 2015	Council report	https://democracy.chorley.gov.uk/ieListDocuments.aspx?CId=114&MId=4469&Ver=4
Report Author	Ext	Date	Doc ID
Chris Sinnott	5337	22 December 2015	Transformation Strategy