

“MOVING FORWARD: OUR PLAN FOR 2019”



WHY DO WE NEED TO TRANSFORM?

There are a number of reasons why we need to transform how we are currently operating as a council; they are: -

- **We want to continue to be an innovative council;** this means we continue to be a forward looking council leading the way, looking to continuously improve and capable of delivering services in different ways as new technologies and ways of working emerge.
- **We are going to grow the district;** We are rewarded for growing and improving the local area for its residents, therefore, it is important for us to develop the district in terms of delivering housing, infrastructure, business and employment in order to make it a vibrant place where people want to live and businesses want to be situated.
- **We are going to save money and be efficient;** to achieve a balanced budget. We want to do this in a way that minimises the impact on our residents. This will enable us to deliver value for money services to our residents in ways that meets their needs but best suits them.
- **We are going to be financially independent;** by being commercially astute enabling us to generate more income, by trading our services. This will enable us to reduce our reliance on central government funding to deliver our services, effectively safeguarding them from cuts.
- **We must be responsive and flexible to the changing expectations** about how, when and in what way services will be delivered to residents and business.
- **We will respond proactively to the opportunity to increase the powers of Councils at a local level.** In order to achieve this we will work with others on 'Combined Authority' models.

OUR CORPORATE AMBITION

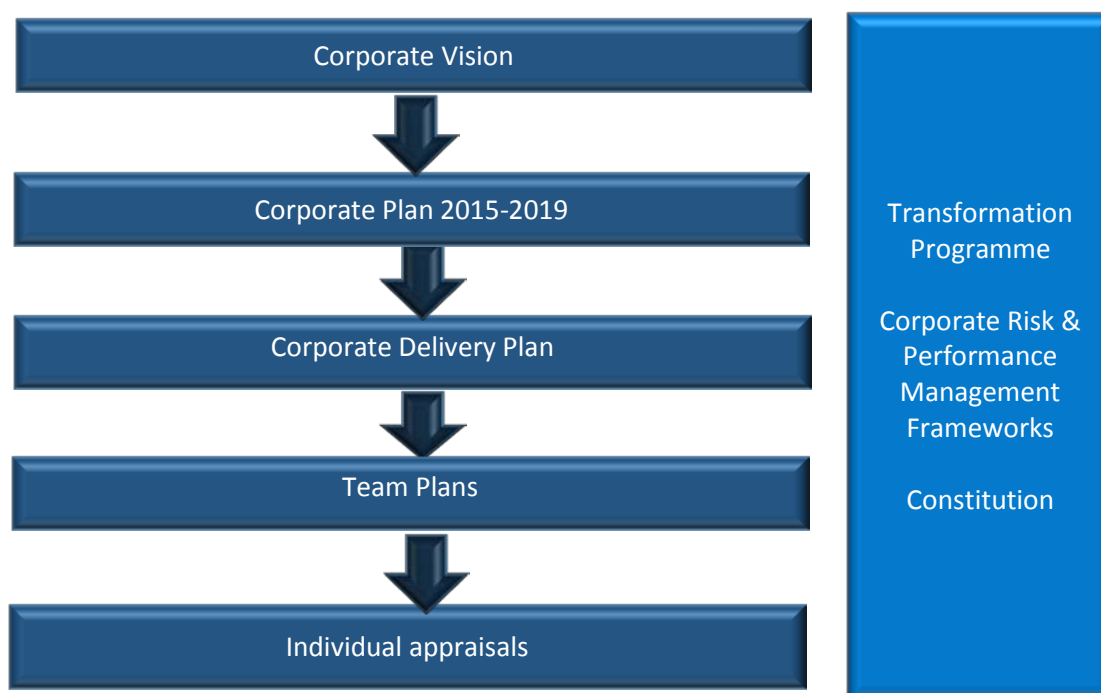
In South Holland our Corporate Plan 2015-19 sets out our ambition as a council, it is:

“To continue to increase the prosperity and wellbeing of our residents and businesses whilst striving to protect and enhance the district’s environment and its unique and historic character”

To achieve this our four main priorities are: -

- To develop safer, stronger, healthier and more independent communities while protecting the most vulnerable
- To have pride in South Holland by supporting the district and residents to develop and thrive
- To provide the right services, at the right time and in the right way
- To encourage the local economy to be vibrant with continued growth

These underpin everything that we do as a council and are the driving force behind our Transformation Programme. The diagram below shows how the programme links to the corporate planning process and the golden thread that runs through it.



We are looking to fundamentally change how we are operating by 2019. These will be delivered through our transformation programme 'Moving Forward'. To enable us to achieve our corporate ambition, four themes have been identified that underpin the work necessary. They are: -

- Digitalisation
- Aligning Public Services
- Organisational Design
- Commercialisation

The following pages set out what each of these is looking to achieve, what affects this and what outcomes we are looking to realise by 2019.

DIGITAL

We want: “Online services so good that people choose to use them”

Dependencies

- This requires a whole mind set change for residents, members and staff
- We need to fully commit to doing this throughout all aspects of the business
- The roll out of broadband across the district
- Mobile technology options

Outcomes

- We will have a new website that is easy to navigate and tells people what they need to know
- The majority of customers will only need to contact us once
- The majority of business transactions to be completed online freeing capacity in the services to help support the most vulnerable residents or those that cannot access the internet
- Residents will be able to ‘book and pay’ for services online
- Residents will be able to access online services 24 hours a day, 7 days a week
- Self-service machines in reception areas so we can support those residents that find using online services challenging.
- We will evidence how customers want to access services
- We will review all services to make them operate in a digital way
- We will redesign ‘back office’ processes to implement online services

ALIGNING PUBLIC SERVICES

We want: “To work with all public sector partners in a more joined up way to meet the future needs of our communities to forge a sustainable legacy”

Dependencies

- This requires a whole mind set change for residents and staff
- Will the infrastructure of our buildings and our partners support new ways of work?
- This must support our digital ambition

Outcomes

- Our services are co-located and co-working with our partners in the best location to meet the communities needs
- We will work with partners to build a hub of public services around the most vulnerable residents in our community
- To our residents the public sector is working as one organisation with shared processes, systems and ways of working
- Our office space has been reviewed and is working in a more effective way
- The buildings we own and those of our partners are better utilised
- We are generating savings as the whole public sector

ORGANISATIONAL DESIGN

We want: “To have a flexible workforce that meets the future needs of the business”

Dependencies

- This requires a whole mind set change for residents and staff
- ICT provision must support these new ways of working
- Understanding what the future business needs are and what skills will need to be developed
- Member engagement to achieve and retain Member Charter Plus status

Outcomes

- The shared management model has been restructured to be resilient and scalable
- Digital technology will drive innovative ways of working to ensure value for money
- The role of members and officers is clearly embedded
- All staff will operate in commercial, performance and outcome minded way
- We will have organisational values and key competencies that under pin everything we do
- Staff will be trained and supported to develop the skills they need to work in innovative ways
- The organisation has a clear succession plan to ensure it retains key skills and knowledge

COMMERCIALISATION

We want: “A commercial mind and a community heart”

Dependencies

- We need to change the current mind set away from being focused on spending to looking at greater income generation opportunities
- We need to describe what our commercial values are and communicate these with stakeholders
- Will other people chose to buy them?

Outcomes

- We are maximising the return from our investment asset portfolio
- Our contracts and procurement activity will be rationalised to achieve better value for money while actively encouraging local providers to supply their services to us
- We will develop a Housing Company that builds, sells and rents properties
- Our Licensing activity is traded and bought by others
- Our Food, Health and Safety services are traded and bought by others
- Our Building Control services are traded and bought by others
- Our assets at Priory Road, South Holland Centre and Ayscoughfee Hall will be reviewed to maximise their income potential

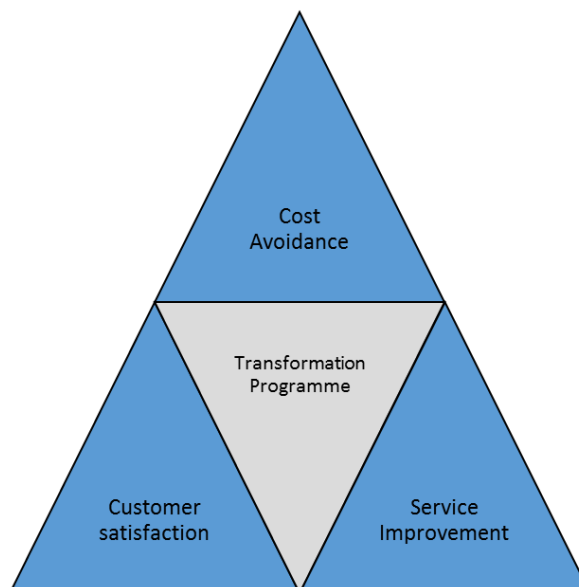
BENEFITS REALISATION

In order for Moving Forward to be successful we must ensure that all benefits to South Holland are identified and captured effectively. This will be done through the development of Benefits Cards for every project that is part of the programme.

To enable us to do this we must:

- **Identify both cash and non-cashable benefits at the point of project inception.** As part of project initiation a business case needs to be developed, this should identify and include cost benefit analysis and any non-cashable benefits that the project will deliver. For example, reducing demand for a particular service may not immediately free up cash savings to be spent elsewhere but may result in more people getting help or better quality services being provided at no greater cost. Benefits will not always be finance-related but could take the form of improved outcomes or a better quality of life for our residents.
- **Validate and continuously review expected benefits throughout the project lifetime.** Certain assumptions will have been made when the business case was developed and is important that these assumptions are tested to check they are reasonable and realistic. As projects develop it is important to continuously review expected benefits to ensure the project is moving in the correct direction. Any variation needs to be reported to the Programme Board.
- **Enabling benefits to be realised will be developed by investing in new ways of working.** This is often expressed as having the right conditions for the benefits to be realised, for example a new contract, service structure or introduction of technology. Where there is robust evidence that a particular approach has been successful elsewhere, you may wish to adopt the same approach if appropriate. At this stage cashable savings can be ratified against planned benefits.

The model we will be using in South Holland will be made up of three key types of benefits and are set out in the diagram below.



MOVING FORWARD

SOUTH HOLLAND DISTRICT COUNCIL'S DRAFT TRANSFORMATION PROGRAMME 2015-19

Public Sector Reform Agenda (Devolution)
 Communication Strategy for Transformation programme
 Corporate Plan 2015-19
 Financial Regulations
 Performance, Risk & Audit Frameworks

Project Number	Service/Project	Theme Sponsor	Expected High Level Benefits	Interdependent Projects	Project Manager
D1	Refresh the Customer Access Strategy	Rob Leigh	<ul style="list-style-type: none"> Service Improvement Cost Reduction 	D2-D6, O4	Andy Prior
D2	Undertake a website review and implement changes required to become fully transactional	Rob Leigh	<ul style="list-style-type: none"> Service Improvement Customer Satisfaction 	D1-D6	Andy Prior
D3	Develop a Digital Engagement Strategy by using customer intelligence	Rob Leigh	<ul style="list-style-type: none"> Service Improvement Cost Reduction 	D1-D6	Dave Ogden
D4	Deliver a new digital platform that make web interaction easy ("Online services so good people choose to use them")	Rob Leigh	<ul style="list-style-type: none"> Service Improvement Customer Satisfaction Cost Reduction 	D1-D6, O4	Andy Prior
D5	Implement the Digital Innovation Fund requirements to allow the delivery of book & pay, and assisted digital. Then explore opportunities for further role out.	Rob Leigh	<ul style="list-style-type: none"> Service Improvement Customer Satisfaction Cost Reduction 	D1-D6	Phil Adams
D6	Options appraisal on future of ICT provision	Rob Leigh	<ul style="list-style-type: none"> Service Improvement Cost Reduction 	D1-D5	Jos Creese
ALIGNING PUBLIC SERVICES					
EMT LEAD: ROB WALKER					
A1	Explore options to co-locate and integrate services with NHS services	Rob Walker	<ul style="list-style-type: none"> Service Improvement Income Generation 	A2-A3, O4	Paul Jackson
A2	Explore options to co-locate with Justice System	Rob Walker	<ul style="list-style-type: none"> Service Improvement Income Generation 	A1, A3, O4	Paul Jackson
A3	Explore options to co-locate and integrate services with Department for Work & Pensions	Rob Walker	<ul style="list-style-type: none"> Service Improvement Income Generation 	A1-A2, O4	Paul Jackson
ORGANISATIONAL DESIGN					
EMT LEAD: MAXINE O'MAHONY					
O1	Shared Management Review and implementation of new model	Anna Graves	<ul style="list-style-type: none"> Service Improvement 	O2	Natalie King
O2	Further development of Shared Management Model	Anna Graves	<ul style="list-style-type: none"> Service Improvement Income Generation 	O1	Natalie King
O3	Development of a People Strategy which underpins organisational values	Maxine O'Mahony	<ul style="list-style-type: none"> Service Improvement Customer Satisfaction 	O4-O8	Greg Pearson
O4	Development of new ways of working; including flexible ways of working and reviewing how we use our office space in the future	Maxine O'Mahony	<ul style="list-style-type: none"> Service Improvement Customer Satisfaction Cost Reduction Income Generation 	D1, O5-O7	Greg Pearson
O5	Undertake a Learning & Development Needs Audit that will help inform the development of the council's ongoing Organisational Development Strategy	Maxine O'Mahony	<ul style="list-style-type: none"> Service Improvement Customer Satisfaction 	O3-O7	Greg Pearson
O6	Development of a Digital Passport training programme to ensure all staff are digitally skilled	Maxine O'Mahony	<ul style="list-style-type: none"> Service Improvement Customer Satisfaction 	O3-O8	Greg Pearson
O7	Development of a specific training programme for all staff on new corporate responsibilities around Commercial awareness	Julie Kennealy	<ul style="list-style-type: none"> Service Improvement Income Generation 	O3-O6, O8	Phil Adams
O8	Refresh the Staff Recognition Scheme	Maxine O'Mahony	<ul style="list-style-type: none"> Service Improvement 	O3-O7	Greg Pearson
O9	Service Review: Economic Development	Julie Kennealy	<ul style="list-style-type: none"> Service Improvement Customer Satisfaction 	D1-D6, O3-O8	Gerry Dawson
O10	Service Review : Assets & Property Service	Rob Walker	<ul style="list-style-type: none"> Service Improvement Customer Satisfaction 	D1 - D6, O3 - 08	Emily Spicer
O11	Service Review : Legal Services	Maxine O'Mahony	<ul style="list-style-type: none"> Service Improvement Customer Satisfaction 	D1 - D6, O3 - 08	Mark Stinson
O12	Service Review : Democratic Services	Maxine O'Mahony	<ul style="list-style-type: none"> Service Improvement Customer Satisfaction 	D1 - D6, O3 - 08	Mark Stinson
O13	Service Review: Financial Services (CPBS)	Julie Kennealy	<ul style="list-style-type: none"> Service Improvement Customer Satisfaction 	D1 - D6, O3 - 08	Ken Trotter
O14	Service Review: HR functions (CPBS)	Maxine O'Mahony	<ul style="list-style-type: none"> Service Improvement Customer Satisfaction 	D1 - D6, O3 - 08	Greg Pearson
O15	Services Review : Community Development	Rob Walker	<ul style="list-style-type: none"> Service Improvement Customer Satisfaction 	D1 - D6, O3 - 08	Paul Jackson
O16	Services Review : Environmental Services	Rob Walker	<ul style="list-style-type: none"> Service Improvement Customer Satisfaction 	D1 - D6, O3 - 08	Paul Jackson
O17	Service Review : Housing	Rob Walker	<ul style="list-style-type: none"> Service Improvement Customer Satisfaction 	D1 - D6, O3 - 08	Paul Jackson
O18	Service Review : Planning	Rob Walker	<ul style="list-style-type: none"> Service Improvement Customer Satisfaction 	D1 - D6, O3 - 08	Paul Jackson
O19	Service Review: Building Control	Rob Walker	<ul style="list-style-type: none"> Service Improvement Customer Satisfaction 	D1 - D6, O3 - 08	Paul Jackson
O20	Service Review: Customer Services (CPBS)	Maxine O'Mahony	<ul style="list-style-type: none"> Service Improvement Customer Satisfaction 	D1 - D6, O3 - 08	Rob Leigh
O21	Service Review: ICT (CPBS)	Maxine O'Mahony	<ul style="list-style-type: none"> Service Improvement Customer Satisfaction 	D1 - D6, O3 - 08	Rob Leigh
O22	Services Review : Public Protection	Julie Kennealy	<ul style="list-style-type: none"> Service Improvement Customer Satisfaction 	D1 - D6, O3 - 08	Phil Adams
O23	Services Review : Corporate Improvement Team	Maxine O'Mahony	<ul style="list-style-type: none"> Service Improvement Customer Satisfaction 	D1 - D6, O3 - 08	Greg Pearson
O24	Review Economic Development, Planning & Housing Strategic Interface	Julie Kennealy	<ul style="list-style-type: none"> Service Improvement Customer Satisfaction 	D1 - D6, O3 - 08	Gerry Dawson
O25	Implement a Town Council for Spalding	Anna Graves	<ul style="list-style-type: none"> Service Improvement Customer Satisfaction 	O1	Mark Stinson
O26	Service Review: Communications	Rob Leigh	<ul style="list-style-type: none"> Service Improvement Customer Satisfaction 		
O27	Service Review: Executive Support	Maxine O'Mahony	<ul style="list-style-type: none"> Service Improvement Customer Satisfaction 		

**COMMERCIALISATION
EMT LEAD: JULIE KENNEALY**

C1	Undertake a review of all procurement & contracts management processes. To ensure the development of a commissioning approach that enables greater uptake from local SME providers	Maxine O'Mahony	<ul style="list-style-type: none"> • Service Improvement • Cost Reduction 	O9 - O23	Greg Pearson
C2	Options appraisal for the future of the recycling service	Julie Kennealy	<ul style="list-style-type: none"> • Income Generation 	O16, C9, C11	Emily Spicer
C3	Undertake a review of the West Marsh Road Depot site to expand any commercial possibilities.	Jenny Stephens	<ul style="list-style-type: none"> • Service Improvement • Income Generation 	O16, C9, C11	tbc
C4	Develop options for Ascoughee Hall to ensure long term financial security	Jenny Stephens	<ul style="list-style-type: none"> • Cost Reduction • Income Generation 	C1	tbc
C5	Develop options to increase the financial profitability of the South Holland Centre	Jenny Stephens	<ul style="list-style-type: none"> • Cost Reduction • Income Generation 	C1	tbc
C6	Develop options to consider the future use of the Priory Road site	Jenny Stephens	<ul style="list-style-type: none"> • Service Improvement • Income Generation 	C1	tbc
C7	Through the Housing Company develop new housing opportunities for the district	Julie Kennealy	<ul style="list-style-type: none"> • Service Improvement • Income Generation 	O17, C1	Jenny Stephens
C8	Develop our Investment Asset Portfolio to maximise income	Julie Kennealy	<ul style="list-style-type: none"> • Income Generation 	C1	Jenny Stephens
C9	Develop an options appraisal for a trade waste scheme	Julie Kennealy	<ul style="list-style-type: none"> • Income Generation 	O16, C2, C11	Emily Spicer
C10	Develop an options appraisal to trade Building Control Services	Julie Kennealy	<ul style="list-style-type: none"> • Income Generation 	O19	Paul Jackson
C11	Develop options appraisal for a domestic garden waste collection service	Julie Kennealy	<ul style="list-style-type: none"> • Income Generation 	O16, C2, C9	Emily Spicer
C12	Develop future options for Leisure Centre provision in the district	Rob Walker	<ul style="list-style-type: none"> • Service Improvement • Customer Satisfaction • Cost Reduction • Income Generation 	C1	Paul Jackson

MOVING FORWARD

SOUTH HOLLAND DISTRICT COUNCIL'S DRAFT TRANSFORMATION PROGRAMME 2015-19

Project Number	Service/Project	Theme Sponsor	Expected Delivery Date	Expected High Level Benefits
O12	Service Review : Democratic Services	Maxine O'Mahony	Mar-16	<ul style="list-style-type: none"> • Service Improvement • Customer Satisfaction
O13	Service Review: Financial Services (CPBS)	Julie Kennealy	Sep-16	<ul style="list-style-type: none"> • Service Improvement • Customer Satisfaction
O14	Service Review: HR functions (CPBS)	Maxine O'Mahony	Apr-16	<ul style="list-style-type: none"> • Service Improvement • Customer Satisfaction
O15	Services Review : Community Development	Rob Walker	Jun-17	<ul style="list-style-type: none"> • Service Improvement • Customer Satisfaction
O16	Services Review : Environmental Services	Rob Walker	Mar-17	<ul style="list-style-type: none"> • Service Improvement • Customer Satisfaction
O17	Service Review : Housing	Rob Walker	Dec-17	<ul style="list-style-type: none"> • Service Improvement • Customer Satisfaction
O18	Service Review : Planning	Rob Walker	Dec-17	<ul style="list-style-type: none"> • Service Improvement • Customer Satisfaction
O19	Service Review: Building Control	Rob Walker	Dec-17	<ul style="list-style-type: none"> • Service Improvement • Customer Satisfaction
O20	Service Review: Customer Services (CPBS)	Maxine O'Mahony	Sep-16	<ul style="list-style-type: none"> • Service Improvement • Customer Satisfaction
O21	Service Review: ICT (CPBS)	Maxine O'Mahony	Sep-16	<ul style="list-style-type: none"> • Service Improvement • Customer Satisfaction
O22	Services Review : Public Protection	Julie Kennealy	May-16	<ul style="list-style-type: none"> • Service Improvement • Customer Satisfaction
O23	Services Review : Corporate Improvement Team	Maxine O'Mahony	Mar-17	<ul style="list-style-type: none"> • Service Improvement • Customer Satisfaction
O24	Review Economic Development, Planning & Housing Strategic Interface	Julie Kennealy	Apr-17	<ul style="list-style-type: none"> • Service Improvement • Customer Satisfaction
O25	Implement a Town Council for Spalding	Anna Graves	Dec-17	<ul style="list-style-type: none"> • Service Improvement • Customer Satisfaction
EMT LEAD: JULIE KENNEALY				
C1	Undertake a review of all procurement & contracts management processes. To ensure the development of a commissioning approach that enables greater uptake from local SME providers	Maxine O'Mahony	Dec-15	<ul style="list-style-type: none"> • Service Improvement • Cost Reduction
C2	Options appraisal for the future of the recycling service	Julie Kennealy	Mar-16	<ul style="list-style-type: none"> • Income Generation
C5	Develop options to increase the financial profitability of the South Holland Centre	Julie Kennealy	Mar-16	<ul style="list-style-type: none"> • Cost Reduction • Income Generation
C6	Develop options to consider the future use of the Priory Road site	Julie Kennealy	Mar-16	<ul style="list-style-type: none"> • Service Improvement • Income Generation
C7	Through the Housing Company develop new housing opportunities for the district	Julie Kennealy	Sep-17	<ul style="list-style-type: none"> • Service Improvement • Income Generation
C8	Develop our Investment Asset Portfolio to maximise income	Julie Kennealy	Apr-16	<ul style="list-style-type: none"> • Income Generation
C9	Develop an options appraisal for a trade waste scheme	Julie Kennealy	Apr-16	<ul style="list-style-type: none"> • Income Generation
C10	Develop an options appraisal to trade Building Control Services	Julie Kennealy	Apr-16	<ul style="list-style-type: none"> • Income Generation
C11	Develop options appraisal for a domestic garden waste collection service	Julie Kennealy	Apr-16	<ul style="list-style-type: none"> • Income Generation
C12	Develop future options for Leisure Centre provision in the district	Rob Walker	Apr-17	<ul style="list-style-type: none"> • Service Improvement • Customer Satisfaction • Cost Reduction • Income Generation