

# Transformation Strategy 2021 – 2024



# PURPOSE

The purpose of the transformation strategy is to effectively co-ordinate and manage transformation and change to deliver the aims of the Medium-Term Financial Strategy and to deliver our corporate priorities. To do this, the transformation strategy pulls together all of the different elements of change such as people, our assets, technology and culture to deliver change to effectively respond to the opportunities and challenges of the future.

The key priorities for transformation at Chorley will be around what the workforce needs to look like and how it needs to operate to deliver outcomes, transform our working environments to be more efficient making sure we're as efficient as possible, reviewing our assets portfolio and how we use our resources and foster a culture of continuous improvement.

Additionally, it is crucial for us to acknowledge that with the large change programmes included in the transformation programme, there must be mechanisms in place to monitor and capture the impact and outcomes of that change. Therefore, transformation will play key role capturing the benefits of transformation initiatives, such as projects involving communities, the organisation and investment, to ensure the improvement outcomes made are realised.

# WHERE WE ARE

We continue to face financial uncertainty and challenges to balance the budget. There is significant uncertainty regarding the level of retained business rates income and the fair funding review and a key challenge around responding to LCC budget cuts. There remains a £1.7m budget gap by 2023/24 and transformation strategy seeks to address this through a programme of budget savings and additional income generated through capital investments.

We have a proven record of delivering transformation, with governance around our transformation programme and drive to change is well established. The transformation programme has been crucial to bridging the gap and has so far delivered over £4m in savings and additional income since 2014/15. This has been through effective service reviews, successful review of key contracts, income generation through vital investment and sharing services with South Ribble. While delivering cashable savings and supporting the Medium-Term Financial Strategy remains a key driver for transformation at Chorley, delivering organisational change and behaviour change is also a key driver.

The COVID-19 pandemic has served to catalyse and accelerate organisational changes to Council operations and services, with opportunities to accelerate organisational change are now greater than ever before. This will involve exploring further opportunities for agile working and the use of our assets, further increase in digital take up of council services improve current working practices, modernise and introduce improvements to deliver high quality services in a co-ordinated way and continually reviewing its staffing structures to ensure they are efficient and fit-for purpose.

# OUR GOALS

Reflecting on the challenges and also the opportunities the Council faces, the below sets out of our goals for transformation, the following six goals have been identified to demonstrate what the Council will achieve over the next three years to our vision:

- Deliver an improved customer experience.
- Enable greater efficiency across the Council.
- Improve availability and integration of data to improve service provision and targeted work with our communities.
- Deliver commercial investments and opportunities to generate income and support the financial base.
- Deliver improved internal communications especially around change.
- Develop and enhance organisational culture including empowering leadership at all levels and developing a strong agile culture.

# HOW WE WILL DELIVER OUR GOALS

We will support delivery of the Medium Term Financial Strategy through making sure we're as efficient as possible, making best use of our assets and resources to invest and generate income and focus on opportunities to improve. The following diagram outlines the overarching actions and strategies we will progress against each key driver of change to deliver our vision.



# HOW WE WILL DELIVER OUR GOALS

Sitting alongside this strategy, is the transformation programme which includes key projects which will deliver the strategic vision and goals of the transformation strategy. The programme includes projects that will deliver tangible savings such as the directorate level savings and deliver transformation to improve the way we work and generation of income. These projects are underpinned by key strategic elements set out in the aligning strategies such as organisational development, the key priorities in the corporate strategy, maintaining sustainability through investment and transforming digitally to deliver efficient services.

Alongside this, there is a wider agenda as part of the transformation programme which is around culture, organisational development and the improvement of communication which seeks to deliver organisational change and behaviour change to achieve sustainability.

- Workplace review
- Directorate level savings
- Streetscene modernisation
- Development of Alker Lane and Bengal Street
- Facilities and assets review
- Health provision sites including Whittle surgery and Tatton
- Wholly owned companies including housing and leisure
- Review of leisure facilities contract
- Digital strategy – year one elements
- Organisational development strategy action plan
- Shared services
- HR transformation project

# GOVERNANCE

The following mechanisms of governance will support the delivery of the transformation programme and will be in place to define roles and responsibilities, provide structure and processes for decision making and accountability and channels of engagement and communication with key stakeholders.

<b>Transformation Programme Board (Senior Management Team)</b>	<ul style="list-style-type: none"><li>• Occurs monthly with an update on the programme delivery and acts as the approval function for major change proposals to, the Council 's resources, including finance, people, staffing structures, systems and technology, and property.</li><li>• Lead decision making function for transformation and change and responsible for the delivery of the transformation programme.</li></ul>
<b>Transformation Focus Groups</b>	<ul style="list-style-type: none"><li>• Occurs monthly and provides an advisory and critical friend function for major proposals for change to, the Council 's resources, including finance, people, staffing structures, systems and technology, and property.</li><li>• Membership includes transformation and change, communications, finance, legal, HR and OD. This will be flexible dependent on items being considered.</li></ul>
<b>Senior Leadership Team Briefings</b>	<ul style="list-style-type: none"><li>• A monthly update to the Senior Leadership Team meeting on the monitoring and direction of the transformation programme.</li></ul>
<b>Director Briefings</b>	<ul style="list-style-type: none"><li>• Engagement with each director on Directorate specific initiatives.</li></ul>
<b>Chief Executive Briefings</b>	<ul style="list-style-type: none"><li>• Engagement with the Chief Executive on the large change programmes and overall programme progress.</li></ul>
<b>Transformation and Change team</b>	<ul style="list-style-type: none"><li>• Monitor and manage transformation programme progress, savings and impact through benefits realisation the following.</li></ul>