



(BEING) A BETTER COUNCIL

2021 – 2024

September 2021

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1. INTRODUCTION

- 1.1 Public services are in the spotlight of their local communities more today than at any point in history; needs have changed, expectations have increased, and frustrations are easier than ever to share instantly. The benchmark we compete with when a resident interacts with us is set by Amazon, Uber or Airbnb. These and other household brands are our ‘invisible competition’ in terms of how we are organised, how we engage and how our services perform. This increased scrutiny is good for accountability over the performance of our services. It is also good in terms of aiding our understanding of the type of council our residents want us to be; **a better council**.
- 1.2 Residents are ambitious for Lichfield district and look to us to place make¹. Today our services struggle to meet this challenge; we are often reactive and fixed in ‘fire-fighting’ mode and/or trying to drive forward one or two key objectives, notably regeneration in Lichfield. This gives us less time and capacity to think about place making across the whole district. Our ability to rise to this challenge and successfully create quality environments where people want to live, work, play and learn in, is dependent on our relationships with those residents, businesses and partners and importantly, on the quality of services we provide to them and our capacity to become proactive, prevent demand and/or intervene early in the way we organise ourselves.
- 1.3 We know our services are very much in demand and the quality and customer experience received can differ depending on which part of the council, and which service, is interacted with. We work hard to ensure we have enough staff and resources to cover demand but recognise that sometimes we get this wrong or the volume of demand outstrips our ability to effectively manage and supply all the services needed at the quality expected. This understandably leads to mistakes, delays and elements of poor performance and drives lower levels of satisfaction than we want for our residents.
- 1.4 In January 2021, we asked residents for their opinion of the council as part of the budget setting process – the feedback received shows us we have work to do:

Measure	2021 Results
Overall satisfaction	60% of respondents stated they were either very (9%) or fairly (51%) satisfied with our performance
Keeping residents informed	54% of respondents indicated they felt very (8%) or fairly (46%) well informed about our services
Value for money	34% of respondents agreed the council provides value for money (4% strongly agreed / 30% tend to agree)
Trust in the council	62% of respondents expressed either a great deal (7%) or fair amount (55%) of trust in us

- 1.5 To add to the demand, management and quality challenges we experience, we have been living with uncertainty over how we will be funded in the future, as with all the public sector. We

¹ Place making - A process through which places that people want to live, work, or explore are created

know we have a funding gap of £1.3m a year from 2022/23, rising to £2.1m by 2025/26, almost entirely due to the impact of fair funding². New pressures we are becoming aware of may further increase the gap to £1.8m from 2022/23 and by £2.7m by 2025/26.

1.6 To ensure we respond to all these challenges and expectations and provide local people with the quality services they expect, we recognise the need to do things differently and change the way the council functions and interacts with our community. This requires an organisational change programme and this document sets out what we want to achieve through that, and by when.

2. A BETTER COUNCIL – AMBITION AND OUTCOMES

2.1 Our Strategic Plan describes at a high-level the outcomes we want to achieve for our community between 2020 and 2024. Having this plan helps us focus on what is important locally and, with the right organisational design and culture, will direct resources where they will have the most benefit. The plan sets out that we will work collaboratively to:

Enable people to –

- Help themselves and others
- Collaborate and engage with us
- Live healthy and active lives

Shape place to –

- Keep it clean, green and safe
- Preserve the characteristics
- Make sure sustainability and infrastructure needs are balanced

Develop prosperity to –

- Encourage economic growth
- Enhance the district for all
- Invest in the future

Be a good council that is –

- Financially sound
- Transparent and accountable
- Responsive and customer focused

2.2 Over the next three years (financial years to April 2024) we will identify, plan and implement substantial and sustainable change to our organisational structures, performance and culture to better deliver these strategic ambitions and meet our residents' expectations.

By December 2024 we expect to be a council that is:

Resident centric – Our focus will have shifted to dealing with needs as well as wants, providing consistently outstanding customer services to drive improved satisfaction and trust. Our officers will see the world from our residents' point of view in all our interactions. We will empower them to act on that understanding, to recognise and value the importance of keeping residents informed, and pro-actively engaging with them over service requests. Residents will be able to access more services 24/7 and self-service for simple transactions will become the norm. Where possible, we will develop a single view of the resident, so our staff have the right information to resolve requests for service within agreed performance timeframes.

Resident interactions will be efficient, straightforward and sensible. Our residents' journey from initial enquiry, through to final response will be mapped to ensure that resources are effectively deployed, and residents receive a prompt and accurate resolution. The most appropriate and efficient communications channels will be utilised and officers will be equipped and trained with the necessary capabilities to respond.

² The fair funding review affects how funding is allocated and redistributed between local authorities.

Our current plans for being a better council run to December 2024 by when we expect to have increased trust from and changed our relationship with our residents. However, our ambition is to go further, for residents to be involved in the design and creation of our services, not simply to be customers of them. The next iteration of this document will articulate how we believe we can do that.

Commercially minded – We will have reset structures, processes and working arrangements and shifted to a commercially minded, business focussed organisation. At its heart will be a balance between the different elements of commerciality for us; resident centricity, financial sustainability, value delivery and accountability. Our ethos will be:

- getting things right, first time;
- being focussed on doing the things we need to do well,
- and not doing the things that we do not need to do or that add no value.

Our leaders will understand the services they manage and will prioritise meaningful engagement with the community over future policy initiatives. Our officers will be skilled to adopt the positive culture and behaviours associated with those commercial organisations making up our invisible competition.

Data driven – We will be solving problems and making strategic decisions based on data analysis and interpretation. We will gather, use and examine data more effectively to better understand the wellbeing of our residents. This will help us in making informed decisions, identifying priorities for the district and planning, structuring and managing our services to serve our residents.

Performance driven – Officers will understand how their roles impact the council and our residents. They will be committed to and accountable for a well-articulated common purpose and a clear set of performance goals. We will employ SMART³ objectives to deliver these goals, provided by high-performing teams who aim to exceed expectations and performance targets. Our success in achieving these performance goals will be published openly and we will be both held accountable and recognised locally by our residents for the services we provide and outcomes they enable. Internally, officers will feel their voices are heard, that their perspectives matter. Engagement will be a habit, with information shared openly and transparently to aid alignment with our goals and objectives.

3. ORGANISATIONAL CHANGE STRANDS

3.1 Our organisational change programme has three strands to it:

STRAND ONE – ‘BETTER EQUIPPED’

3.2 This first strand will rethink how we structure the council and how our services are delivered, to challenge the traditional design of local authority service silos. Services and functions will be delivered horizontally across the organisation, brought together in a mix that enables better

³ SMART objectives – Specific, Measurable, Attainable, Realistic, Time-bound

outputs and delivers basic services consistently well while creating capacity for us to do the place making our community expects. We will consider who delivers our services and seek to construct the right 'mixed economy' of public, community and private sector provision. The key outputs of this work strand are:

- Services delivered locally so they are planned in, delivered and accountable to the localities they serve and are better joined up within the council and with other public sector partners;
- Better use made of digital services, so customers have greater access and services are available at times and on devices to suit them;
- Technology solutions enable better, faster decision making and service provision;
- Consolidated services in the resident facing functions, in the middle and back-office functions, so they are more efficient;
- A mixture of operating models implemented and in use for the provision of our services, where doing so offers the right solutions for residents;
- Commercial activity developed and opportunities to spin out services, part of services and/or new services through our trading company maximised;
- Opportunities to use our assets (land and buildings) in creative ways to generate capital and revenue receipts is maximised;
- Models of delivery achieved through contractual arrangement, grants or other funding mechanisms are developed;
- Communities better supported to reduce dependence on the council through facilitating, enabling, organising and funding activities.

STRAND TWO – 'BETTER LED'

3.3 We will attract more leaders, managers and officers with a broad range of skills who can help articulate challenges and spot opportunities for the community and council alike. A key part of our organisational change programme will be creating a single, strong 'can do' organisational culture, with modern managers and commercial management skills. The key outputs of this work strand are:

- Managers who have a shared understanding of the fundamental tools and techniques of management and an appreciation of the essential role of leadership;
- Managers who have a shared understanding of change and project management and who can employ an adaptable approach to delivering beneficial outcomes;
- Managers who have a shared understanding of the function and importance of knowledge management, who can make optimal decisions, manage risk, and deliver the basics well and achieve required performance levels for themselves and their services;
- Officers at all levels who always act in line with the council's values.
- Officers who demonstrate behaviours essential to the success of our new operating model – being brave and curious and taking ownership of delivering improvements for residents.

STRAND THREE – 'BETTER PERFORMING'

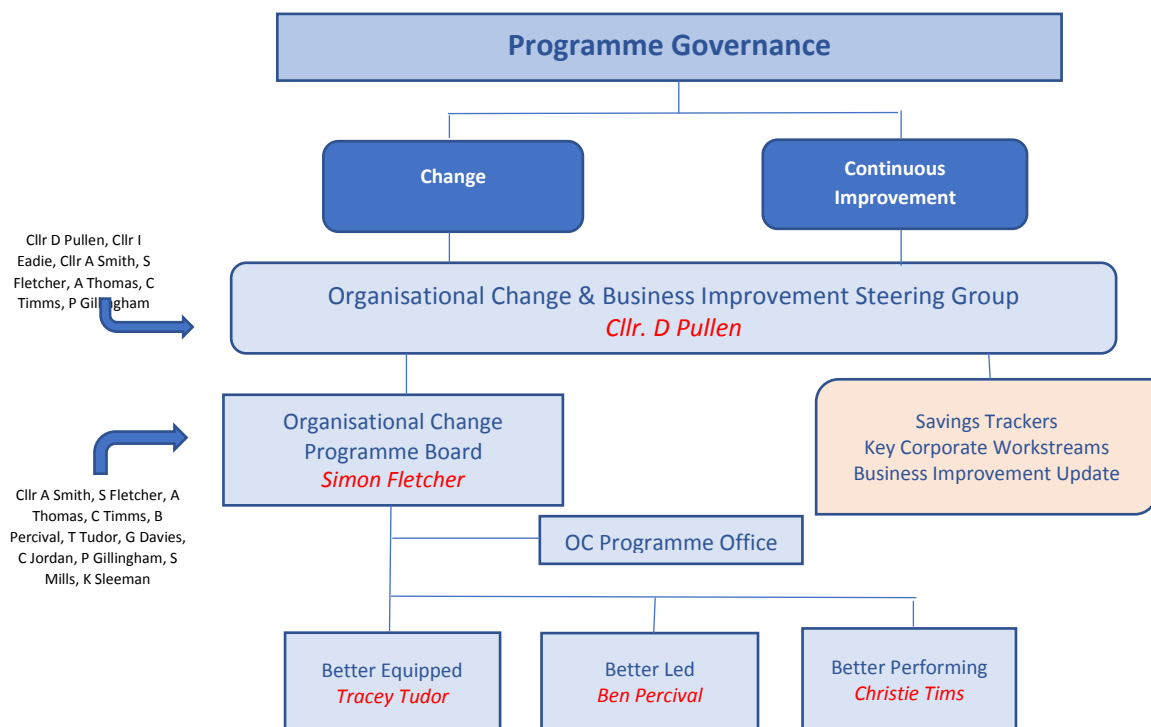
3.4 Being better equipped and led will support us to become high performing, focussed on improving our planning for and the performance of our services. Our organisational structure and practices will be designed to meet the needs of our residents. We will invest in continuously improving the capacity and core capabilities of our workforce, to create an officer cohort

capable of increased growth and performance, through enhanced teamwork, diversity and adaptability. The key outputs of this work strand are:

- A council with an open culture which values the opinions of its officers, frequently engaging with, communicating to and involving them in important decisions and changes;
- A culture in which individuals and teams take responsibility for the continuous improvement of processes within a framework provided by effective leadership;
- Brave leadership that allows experiments and mistakes, welcomes new ideas; empowering officers to challenge how we do things and do things differently and sees mistakes as opportunities to learn, celebrating successes;
- Leaders across the council who hold people responsible and accountable for results through effective performance management and appraisal systems, decisive about non-performers by focusing on the achievement of targets and results, maintaining clear accountability for performance;
- Improved outputs for residents by helping officers realise and use their full potential in carrying out their duties, leading to higher customer satisfaction and improved trust in the council.

4. HOW WE GET THERE

4.1 An organisational change and business improvement programme will be developed with workstreams created and others, as necessary, identified and implemented. The programme will run from December 2021 to April 2024, initially, and will clearly articulate the benefits we intend to realise using the following governance structures – to enable, track and bring about real change:



- 4.2 This programme of organisational change will alter how we do business, improve services to residents and provide better value for money. It will involve better alignment of our officers, processes and technology with our objectives and priorities in order to support and help innovate new ways of working and provide new levels of resident centric services and results.
- 4.3 Success will have been achieved when ‘adaptable approaches’ become business as usual. It will result in new operating models, better management practices, more efficient process, new technologies and improved leadership. It will influence our culture, staff training and structures.
- 4.4 We will take a priority-based approach as we have limited resource and organisational capacity for change and cannot transform everything at once. A roadmap has been developed to show the workstreams for change within the three areas, with individual projects and their approximate delivery dates.

5. WHY WE KNOW WE CAN CHANGE

- 5.1 We are confident we can deliver the necessary organisational change identified in this paper because we have some history of successful service provision, transformation and progress:
- We cover a wide geography of nearly 130 square miles and deliver a range of services critical to residents’ lives on a consistent basis 365 days a year. These include:
 - Collecting 80,000 bins per week
 - Sweeping 95,000 linear metres of adopted highway
 - Emptying 700 street bins and 250 dog waste bins
 - Clearing more than 560 fly tips in 2020
 - Maintaining 14 parks and 79 public open spaces
 - We deliver some front-line services that are highly valued by our residents (e.g. waste management, parks and open spaces).
 - We successfully protected front-line services to achieve a more reliable and consistent delivery during Covid than most authorities.
 - We can be resident-centric; we rapidly developed an ability to be agile and work horizontally across the services of the council to respond quickly to the challenges of and achieve the best outcomes from Covid-19.
 - We have some track record of responding positively to rapid change: moving Council meetings on-line, expanded agile working, emergency response.
 - In some of our services we have successfully adopted new ways of working, utilising new technologies, and in doing so created efficiencies and a quality offer to our customers residents.
 - We have a history of multiple successful partnership working arrangements (e.g. shared building control, land charges, economic development and waste services) showing we can identify opportunities to deliver services in creative and innovative ways.
 - We have some history of being recognised nationally as an exemplar of good policy and practice (e.g. paper-lite and paperless approaches to working in our Planning service, promoting the concept of biodiversity ‘net gain’ linked to new developments which was included in the Environment Bill, and the introduction of software to assist in the processing of applications and managing trees/woodland assets).

- We have recently introduced new payroll and financial information systems that went live on the planned date within budget and will deliver benefits to the wider organisation in terms of empowering employees and managers.

6. WORKSTREAMS

6.1 The table below sets out the workstream and activities required to deliver our organisational change strands.

Project No.	Workstream	Definition	Lead	Target date
BETTER EQUIPPED				
1	Organisation Design / Target Operating Model (1)	Developed a new organisational operating model of horizontal services which are designed from our residents' point of view including a: <ul style="list-style-type: none"> • Front Office – residents' services. • Middle Office – bringing together of similar activities while protecting specialisms. • Core -which drives policy and strategy, performance and finance. 	Simon Fletcher TBC TBC TBC	Agreed - March 2022 Live – March 2023
2	Commercialisation (Business case)	Approved revised Business Case for our trading activities (currently Lichfield Housing Ltd) identifying and detailing those areas where we can operate commercially and trade effectively. Implemented new commercial structures and activities.	Ben Percival	May 2022 Jan 2023
4	Enhanced Digital Services	Implemented a Digital Innovation Hub team structure aligned to the delivery of digital plans. Developed plans and implementation timeframes for an extension of digital services and technologies (Automation / RPA, enhanced Website, extended JADU platform etc.) to enable and to empower our residents to self-serve 24/7.	Tracey Tudor	March 2022 May 2022
5	Data Driven Council	Developed core well-being indicators at a District and Ward level to drive decision making. Started to use data to forecast demand and predict service requests and requirements.	Tracey Tudor	June 2022 June 2022 +
6	IT Strategy	Developed an IT Strategy to articulate the technology and infrastructure (e.g. Cloud IT) we need to support a better council.	Tracey Tudor	March 2022

7	Community Engagement Strategy	Refreshed engagement strategy focussed on locality-based engagement and decision making.	Tracey Tudor	Nov 2021
8	Communications Team Restructure	Transformed communications and engagement activity under one management structure.	Tracey Tudor	March 2022
9	Customer Experience Strategy	Developed a Customer Experience Strategy underpinning our Single Front Office approach and resident centric focus.	Tracey Tudor	July 2022
BETTER LED				
10	Performance Management Framework – Services	Developed a revised PMF for the council, better aligned to our Strategic Plan – based on outcome focussed three-year service plans and balanced score card performance targets.	Ben Percival	Dec 21 / Jan 2022
11	Management Development	Identified and embedding behaviours essential to deliver change <ul style="list-style-type: none"> • Performance management – high support, high challenge • Identify learning and development needs; <ul style="list-style-type: none"> ○ Leadership development ○ Line management development 	Ben Percival	Sept 2022
12	Digital collaboration	Identified and mandating use of digital tools to improve collaboration amongst teams, across services and with residents.	Ben Percival	April 2022
BETTER PERFORMING				
13	People / Belonging Strategy	Developed and implementing a strategy which supports our values and purpose – aligned to our Strategic Plan and focussed on providing officers with support, development and a working environment that enables achievement of our objectives and priorities.	Christie Tims	Jan 2022
14	Performance Management Framework - People	Developed and implemented a process for ensuring day to day activities meet the needs of our residents and delivery our goals effectively and efficiently, while recognizing and celebrating contributions of staff.	Christie Tims	April 2022
15	Customer Centricity training for all staff	Developed and implementing training to help better align our council and services with the needs of our residents – embedding a culture where all our staff put our residents at the heart of what we do.	Christie Tims	June 2022

7. MEASURES OF SUCCESS

7.1 The table below sets out the measurable success factors for the organisational change programme.

Benefit Ref.	Benefits	KPI or Action	How organisational change contributes to the benefit	Baseline if app.	Target			
					2021/22	2022/23	2023/24	2024/25
BC 1	Financial management	Savings targets are achieved	<ul style="list-style-type: none"> By improving the efficiency of services and getting things right first time, By reducing failure demand and intervening early to reduce high cost service provision, By implementing a mixture of operating models for the provision of our services, achieving sustainable savings, By develop models of delivery to be achieved through contractual arrangement, grants or other funding mechanisms. 	£5.2m - £6.7m savings by March 2025 Further savings of £2.2m - £2.7m by March 2026	-	£1.3m - £1.8m	£1.9m - £2.4m	£2.0m - £2.5m
BC 2		Dividend payment realized from trading activities	<ul style="list-style-type: none"> By developing our commercial / trading activities and opportunities to spin out services, part of services and/or new services. 	First dividend expected in 2022/23	-	>£100K	>£150k	>£200k
BC 3		Cost of services (per transaction) is known and used in service planning	<ul style="list-style-type: none"> By using a business intelligence system to ensure decisions are taken based on appropriate information. 	To be baselined - by March '22	-	TBC	TBC	TBC
BC 4		Number of high priority audit recommendations overdue	<ul style="list-style-type: none"> By ensuring managers are focused on outcomes and organisation priorities 	10 April 2021	<10	<8	<6	<4
BC 5		% residents feel the council provides value for money	<ul style="list-style-type: none"> By creating resident centric services, utilising data and digital technologies to improve services to residents, 	34% Jan 2021 Budget consultation	Measure in Oct 2021	50%	60%	>70%

			<ul style="list-style-type: none"> By consolidating services across the front, middle and back-office functions so they are more efficient, By delivering first time resolution to service requests. 					
BC 6	Transparent and accountable	Number of Committee reports with confidential areas as a % of total reports (excluding Employment Committee)	<ul style="list-style-type: none"> By demonstrating the Council's commitment to transparency through having less information included in confidential areas of reports. 	98%	99%	99%	99%	99%
BC 7		Number of Freedom of Information requests	<ul style="list-style-type: none"> By ensuring more information is readily available to residents through our website, reducing the need to enter the formal FOI process. 	275	250	230	210	190
BC 8	Increased resident satisfaction	% residents who are overall very or fairly satisfied with LDC	<ul style="list-style-type: none"> By consolidating services across the front, middle and back-office functions so they are more efficient, By creating resident centric services, utilising data and digital technologies to improve services to residents, By engendering a culture of customer service excellence across the council, By providing effective, efficient services and increasing productivity By delivering first time resolution to service requests. By designing processes and the customer experience from the customers viewpoint By increasing productivity in service delivery By reducing failure demand 	60% Jan 2021 Budget consultation	Measure in Oct 2021	70%	75%	>80%
BC 9		% fewer complaints received	<ul style="list-style-type: none"> By consolidating services across the front, middle and back-office functions so they are more efficient, 	85 2020/21	45 End Sept 21 (1/2 yr)	15% (72)	25% (64)	>30% (60)

			<ul style="list-style-type: none"> By creating resident centric services, utilising data and digital technologies to improve services to residents, By engendering a culture of customer service excellence across the council. By increasing the number of compliments received By resolving an issue before it becomes a complaint. 					
BC 10		% residents expressing great deal or fair amount of trust in LDC	<ul style="list-style-type: none"> By engendering a culture of customer service excellence across the council. By engaging residents about the services we provide, why we do what we do and over our key decisions 	62% Jan 2021 Budget consultation	Measure in Oct 2021	70%	75%	>80%
BC 11		% residents accessing services 24/7	<ul style="list-style-type: none"> By increasing the number of channels available at different locations and at different times, By improving the transactional capability of our website and how it interfaces with back office systems, By developing a 'my account' feature for residents so they can apply, pay for and track services online. Reduction in the number of telephone calls Reduction in the number failure/waste demand 	To be baselined - by March '22	-	TBC	TBC	TBC
BC 12		% performance targets achieved	<ul style="list-style-type: none"> By ensuring managers are focused on outcomes and organisational priorities. By increasing productivity through process redesign – resident centric/focussed. 	To be baselined - by March '22	-	70%	80%	>90%
BC 13		% internal audits rated as 'substantial assurance' ⁴	<ul style="list-style-type: none"> By ensuring managers are focused on outcomes and organisational priorities. 	32% March 2021	Measure in March 2022	40%	50%	>60%
BC 14		% residents who feel fairly, or well	<ul style="list-style-type: none"> Improved engagement at a locality level By ensuring managers are focused on outcomes and organisational priorities. 	54%	-	60%	65%	>70%

⁴ Substantial assurance - There is a sound system of internal control designed to achieve the organisation's objectives. The control processes tested are being consistently applied.

		informed about our services		Jan 2021 Budget consultation				
BC 15	Increased partner satisfaction	% partners who are overall very satisfied or satisfied with LDC	<ul style="list-style-type: none"> By focusing on working together with partners to achieve targets and shared priorities for residents. 	To be baselined - by March '22	-	TBC	TBC	TBC
BC 16	Staff satisfaction	% staff who are satisfied with LDC as their employer	<ul style="list-style-type: none"> By recognising staff for their contribution to the services they provide for our residents, By providing clear direction and leadership over the future of services and the organisation. 	68% Oct '21 (Small sample)	-	80%	85%	>90%
BC 17		% staff who have confidence in the leadership skills of their manager	<ul style="list-style-type: none"> By developing managers who have the tools and techniques of management and an appreciation of the essential role of leadership. 	64% Oct '21 (Small sample)	-	70%	75%	>80%
BC 18		% staff who agree their manager is an excellent role model	<ul style="list-style-type: none"> By developing managers who have the tools and techniques of management and an appreciation of the essential role of leadership. 	61% Oct '21 (Small sample)	-	75%	80%	>80%
BC19		% staff who agree their manager exhibits our values the majority of the time	<ul style="list-style-type: none"> By developing managers who have the tools and techniques of management and an appreciation of the essential role of leadership. 	70% Oct '21 (Small sample)	-	80%	85%	>90%
BC 20		% staff who have confidence in the leadership skills of the senior leadership team	<ul style="list-style-type: none"> By developing managers who have the tools and techniques of management and an appreciation of the essential role of leadership. 	57% Oct '21 (Small sample)	-	65%	75%	>80%
BC 21		% staff who have confidence in the leadership skills of the Leader and Cabinet	<ul style="list-style-type: none"> By improving our communications and trust between member and senior leaders. 	Baseline before March 2022	-	TBC	TBC	TBC

BC 22		% staff who agree the senior leadership team exhibit our values	<ul style="list-style-type: none"> By developing managers who have the tools and techniques of management and an appreciation of the essential role of leadership. 	56% Oct '21 (Small sample)	-	75%	85%	>90%
BC 23		% of staff who agree they would be happy to be still working at the council in one year	<ul style="list-style-type: none"> By creating an outcome focused organisation supported by a can-do culture. 	66% Oct '21 (Small sample)	-	75%	80%	>85%
BC 24	Successful project & programme delivery	% project objectives achieved in full	<ul style="list-style-type: none"> By growing more managers who can manage change and project management (through recognised P3M training such as Prince2, Agile Project Management, APM etc) and who can employ an agile approach to delivering beneficial outcomes. 	Baseline by March 2022	-	TBC	TBC	TBC
BC 25		% projects delivered on time and to original budget	<ul style="list-style-type: none"> By growing more managers who can manage change and project management and who can employ an agile approach to delivering beneficial outcomes. 	Baseline by March 2022	-	TBC	TBC	TBC