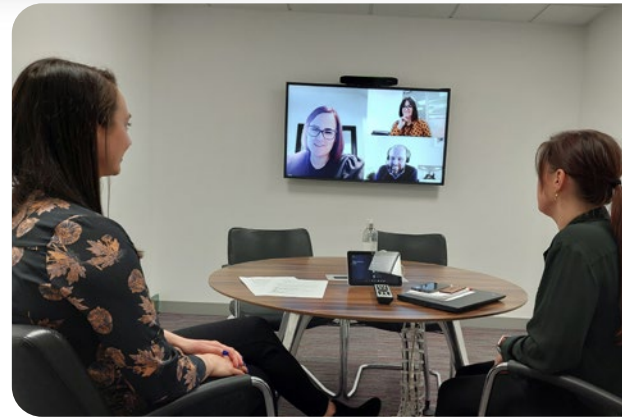


South Tyneside Council

'Our Council' Change Programme



South Tyneside Council

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**THIS IS
SOUTH
TYNESIDE**

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Our 'Council' Change Programme

- The 'Our Council' Change Programme has been developed to help enable the Council to **move forward in a positive, coordinated, and structured approach in collaboration with key stakeholders**. 'Our Council' will help strengthen the Council's foundations so that it can fulfil its ambitions, build upon existing strengths, and address key areas for improvement. The programme aims to **modernise and strengthen the organisation and support its employees and elected members to realise their full potential** in terms of delivering the very best services for the residents of South Tyneside. 'Our Council' responds to the most pressing internal issues facing the Council, as identified through the Council's recent period of review and reflection led by the Leader and Chief Executive, and as identified by the recent independent LGA Corporate Peer Challenge.
- The Council has developed this action plan working with employees, elected members and partners, to drive forward **positive, ambitious, and Council-wide transformation**. This next phase will be significant and will involve a joint and determined effort from all employees and elected members.
- The programme is phased given the extent of change required and the current challenges with regards to capacity. The programme balances the need to make important progress on several fronts with also ensuring that **change is paced** in a way that does not negatively impact the Council's very committed and hardworking teams, many of which are working at capacity and juggling competing demands. The programme therefore distinguishes between the things that can be implemented very quickly, the actions that will be delivered over summer and those things which may require some more time. Organisational change is an evolving process therefore the areas of emphasis and **actions within this programme are subject to review on a regular basis**. 'Our Council' is a live document, to be updated regularly and further expanded upon as the foundations and thinking develops and additional feedback and insight is received, which may include further external reviews.



- The LGA Peer Team recognised that **the motivation and desire for change exists** within the Council. The 'Our Council' Change Programme seeks to help the organisation 'change gear' and deliver in a timely, consistent, and transparent way, whilst ensuring its elected members and employees model the right values and behaviours. **Harnessing everyone's efforts and enthusiasm on this journey will unlock great potential** across the Council, help make roles more fulfilling and purposeful, and help the Council achieve its ambitions for the residents of South Tyneside.
- There are **many fantastic aspects of the Council**, its people, and services, and all those involved should take pride in what has been achieved to date, which at times has been accomplished despite some incredibly challenging circumstances. **There are many strengths which the Council will seek to build upon as it moves forward, as well as several areas for improvement which will be key to the Council modernising its ways of working.**

The 'Our Council' Themes

The 'Our Council' Change Programme is currently structured under five core themes. These themes will provide the initial framework for the programme and will be under continuous review as the programme progresses.

VISION - Being clear on where we are, where we need to go and how we're going to get there (1)



CAPACITY - More capacity to support how we need to work as a Council (5)

(1) VISION - Being clear on where we are, where we need to go and how we're going to get there – by the end of 2022 we will have set out a refreshed 20 Year Vision for South Tyneside, having listened to and engaged a wide range of residents, elected members, employees, businesses, and partners. We will also develop a Three-Year Council Strategy which will set out what the Council will do over the medium term to contribute to the 20 Year Vision. Our thinking will be underpinned by the latest data and insight, ensuring that our plans are evidence based and our resources are pointed at the right things. Through these processes we will join up political priorities with everything else we need to do: our statutory obligations; our plans to meet demand; health & safety and pre-existing commitments. We will also agree a set of 'Council Values' to define what we stand for as an organisation and how we will work.

(2) ORGANISATIONAL DEVELOPMENT - A comprehensive Organisational Development programme aimed at future proofing the organisation and facilitating culture change through leadership development, learning, support, and wellbeing offers for all employees and elected members - We will ensure the refreshed 'Council Values and behaviours' underpin everything we do so that we are a transparent and open council. Our people are our most valuable asset, and we want to enable them to be committed to doing the very best for residents and communities. We will ensure all employees and elected members are engaged and supported in their distinct but complementary roles and can be their authentic selves at South Tyneside Council. We will offer a strengthened package of learning, development, and wellbeing support which underpins the refreshed organisational culture and drives learning and modernisation.

(3) RESOURCES - Clear alignment between what we want to achieve and our people, money, equipment, and facilities, while reviewing how well we are doing – we will demonstrate clear links between our refreshed Council Strategy and resource allocation through the Medium-Term Financial Plan. We will further increase understanding and inclusion in the process of budget setting for revenue, capital, and growth. We will modernise and invest in how we do things to improve service delivery. We will strengthen our performance management arrangements, providing greater clarity, transparency, challenge, and support – to ultimately result in better outcomes for residents.



(4) GOVERNANCE - Making fair, informed and appropriate decisions – we will lead a further review of the Constitution in advance of the Council's Annual Meeting in May 2022, and then a fundamental review of the Council's Committee Structure and reporting and decision-making processes. We will also undertake a thorough review of our other internal decision-making processes, our Partnerships and Provider arrangements, in line with the refreshed Vision, Council Values and Strategy. We will ensure our structures and processes are designed to guarantee accountability, transparency, responsiveness, equity, inclusivity, and participation. Work under this theme will help ensure our structures and processes are designed to guarantee accountability, transparency, responsiveness, equity, inclusivity, and participation.

(5) CAPACITY - More capacity to support how we need to work as a Council – implementing this programme will require additional capacity, skills, and some new ways of working. The programme will be supported by external or additional support where required, for example, additional project management capacity to deliver projects within services and corporate capacity through an appropriately designed and resourced corporate programme management office.

There is a significant amount of new work planned over the coming months as part of each of the five themes. The below table sets out the current planned actions under each theme.

These actions will be regularly reviewed and added to over the coming weeks and months as the programme and thinking develops:

1-Vision

Being clear on where we are, where we need to go and how we're going to get there

By the end of March	April-Summer	Autumn	2023
Clearly communicate achievements against the Council's Community Priorities Lead Officer – H Johnson Lead Director – N Robason	12 Month Delivery Plan finalised (end of April), inclusive of the key projects/ activities of strategic significance across the organisation and providing clarity on our work over the next 12 months Lead Officer – H Bainbridge Lead Director – N Robason	Communications LGA Corporate Peer Challenge – to inform and support service design and improvements	'Our South Tyneside' Annual Report – re-starting a yearly report to communicate progress and achievements against key plans Lead Officer – R Sherwood-Parkin Lead Director – N Robason
Develop 'Our South Tyneside' State of the Borough Report to provide an up-to-date baseline overview of the unique challenges and opportunities facing South Tyneside to inform the development of the refreshed Vision, Strategy and Values Lead Officer – R Sherwood-Parkin Lead Director – N Robason	Development of a refreshed 20 Year Vision for South Tyneside, 3 Year Council Strategy and Values , including: <ul style="list-style-type: none"> Facilitated workshops with employees, elected members and partners (May) 'Our South Tyneside Conversation' engagement campaign with residents and businesses (June-Aug) Cross-Council thematic workshops to develop the 3 Year Strategy (June-Aug) Develop clear links to the Medium- Term Financial Plan (throughout/ongoing) Lead Officer – H Bainbridge, R Sherwood-Parkin, H Johnson & D Coupe Lead Director – N Robason	Agreement of a refreshed 20 Year Vision for South Tyneside, 3 Year Council Strategy and Values , including: <ul style="list-style-type: none"> Drafts to be considered by Lead Members and Corporate Leadership Team; the South Tyneside Partnership; Overview & Scrutiny Final versions to be considered at Cabinet and Borough Council (Oct/ Nov) Lead Officer – H Bainbridge, R Sherwood-Parkin, H Johnson & D Coupe Lead Director – N Robason	Comprehensive programme of communication and engagement to embed and sustain the refreshed Vision, Strategy and Values, internally and externally Lead Officer – H Johnson & D Coupe Lead Director – N Robason

By the end of March	April-Summer	Autumn	2023
	Submit Second Stage Health Determinants Research Collaboration Bid – to support and enable research capacity and capability across the Council Lead Officer – A Christie Lead Director – G Mansbridge	LGA Corporate Peer Challenge – Peer Team return visit (19-20 October) Lead Officer – H Bainbridge Lead – J Tew	
	Set up cross-Council engagement group to review current and future consultation and engagement activity Lead Officer – H Johnson Lead Director – N Robason		
Agree Influencing Strategy to help lobby Government (and others) for the resources we need in South Tyneside. The strategy will identify key influencers, how to target and develop the South Tyneside proposition. 'Live' document/ ongoing implementation Lead Officer – R Sherwood-Parkin Lead Director – G Mansbridge & N Robason	Work with partners to develop an overarching Economic Inclusion Strategy to move from 'Projects to People' (launch date – Autumn/ Winter) Lead Officer – R Sherwood-Parkin Lead Director – G Mansbridge	Firmly establish our regional position and communicate potential deal and benefits Leads – J Tew, N Robason & G Mansbridge	

2-Organisational Development (OD)

A comprehensive OD programme aimed at future proofing the organisation and facilitating culture change through leadership development, learning, support, and wellbeing offers for all employees and elected members

By the end of March	April-Summer	Autumn	2023
<p>Seek and appoint interim external Organisational Development capacity to help design and implement the programme around this theme Lead Director – S Reid</p>	<p>Agree action plan, covering:</p> <ul style="list-style-type: none"> Employee and Elected Member Induction, Training and Development Programme, including external support Workforce planning – identifying pinch points and future needs Approach to recognition, engagement, and wellbeing, particularly for those groups least engaged Agree common principles for Council-wide appraisals Agree Council approach to Equalities, Diversity and Inclusion Develop an OD programme alongside communications for 'Our Council' Start refresh of OD strategy <p>Lead Officer – D Coupe, G Fells & J Young Lead Director – S Reid</p> <p>New Hybrid Working policy launched supporting employees to work in more flexible and effective ways Lead Officer – J Young & G Fells Lead Director – S Reid</p>	<p>Implement a comprehensive Organisational Development, Culture and Wellbeing programme, including:</p> <ul style="list-style-type: none"> Roll out a wider culture change programme to include Employee and Elected Member development and a strong Equality, Diversity & Inclusion (EDI) offer and framework Organisational Development (OD) diagnostic with senior officers linked to system level working and further develop business partnering approach Wider employee engagement plan following initial staff sessions Align OD capacity/ roles to new Vision and Strategy Implement quick wins once capacity is in place Develop revised training and development programme to align with emerging 3 Year Strategy and workforce planning Develop talent management framework linked to workforce planning and leadership development programme Revise Apprenticeship strategy <p>Lead Officer – D Coupe, G Fells & J Young Lead Director – S Reid</p>	<p>Implement a comprehensive Organisational Development, Culture and Wellbeing programme, including:</p> <ul style="list-style-type: none"> Refresh OD strategy in line with culture change programme Test new values framework incorporating EDI and embed within services Embed new values and behaviours including EDI into OD frameworks and products Carry out employee survey and respond to results Review employee value proposition Refresh Wellbeing Strategy Develop coaching / mentoring offer <p>Lead Officer – D Coupe, G Fells & J Young Lead Director – S Reid</p>

By the end of March	April-Summer	Autumn	2023
<p>Implement and communicate 'Quick Wins' and develop Action Plan arising from 2021 Employee Wellbeing Survey Lead Officer – J Young Lead Director – S Reid</p>	<p>Refresh of the Council Values underway as part of the wider refresh of the Council's Vision, Strategy and Values (see 'Vision' theme)</p>		
	<p>Local Government Association facilitated time with Cabinet and Corporate Leadership Team regarding roles, responsibilities, development, and support (sessions on 3 March & 29 April)</p> <p>Series of review and priority setting meetings – Leader & Chief Executive; Chief Executive & Directors; Directors & Lead Members (April-June)</p>		

3-Resources

Clear alignment between what we want to achieve and our people, money, equipment, and facilities, while reviewing how well we are doing

By the end of March	April-Summer	Autumn	2023
<p>CIPFA Review to provide further assurance and feedback (w/c 28 March) Lead Officer – T Race Director Lead – S Reid</p>	<p>Review process for internal budget planning; further develop inclusion and understanding of financial planning and prioritisation process Round-table budget discussions planned throughout April 2022 Director Lead – S Reid Lead Officer – T Race</p>	<p>Cabinet Members to review revised Medium Term Financial Plan aligned to new Three-Year Council Strategy Lead Officer – T Race Director Lead – S Reid</p>	<p>To develop</p>
<p>Make swift progress with 'Investment Areas' identified in the MTFP 2022-27 Lead Officer – T Race Lead Director – S Reid</p>	<p>Set out and agree revised Performance Management Framework – providing greater clarity, transparency, challenge, and support across the organisation More detailed action plan to follow Lead Officer – H Bainbridge Lead Director – N Robason</p>	<p>Implement revised Performance Management Framework Lead Officer – H Bainbridge Lead Director – N Robason</p>	
	<p>Corporate oversight and steering of the digital and ICT investment and work programme for 2022/23 and beyond – new Corporate Governance Board to be set up. Lead Officer – C Harper Lead Director – S Reid</p>		
<p>Continued implementation of the council-wide Modern Workplace Programme Lead Officer – J Milne Lead Director – S Reid</p>	<p>Continued implementation of the council-wide Modern Workplace Programme Lead Officer – J Milne Lead Director – S Reid</p>	<p>Continued implementation of the council-wide Modern Workplace Programme Lead Officer – J Milne Lead Director – S Reid</p>	<p>Continued implementation of the council-wide Modern Workplace Programme Lead Officer – J Milne Lead Director – S Reid</p>



4-Governance

Making fair, informed and appropriate decisions

By the end of March	April-Summer	Autumn	2023
<p>Report to HR Committee to address the capacity issues in the Governance and Corporate Affairs Directorate – to better support the organisation in terms of governance, performance and programme management, strategy and policy, and communications.</p> <p>Lead Director – N Robason</p> <p>HR Committee agreed the following structure on 23 March 2022:</p> <ul style="list-style-type: none"> • Corporate Lead Officer, Engagement, Communications and Support Services – Hayley Johnson • Corporate Lead Officer, Legal and Governance – John Rumney • Corporate Lead Officer, Performance and Change Management – Holly Bainbridge • Corporate Lead Officer, Policy and Insight – Rory Sherwood-Parkin 	<p>Constitutional and Statutory Grievance Board</p> <p>First meeting late April (agenda items include: Risk and Health & Safety for Elected Members)</p> <p>Lead Director – N Robason</p>	<p>The Council Housing Executive and Strategic Housing Board, both key components of the enhanced South Tyneside Homes client governance arrangements, are fully embedded and have agreed a clear work programme</p> <p>Initial findings of the review of services delivered by South Tyneside Homes are considered by Cabinet Members</p> <p>Pilot Area Management projects that bring together Council teams, South Tyneside Homes and Contractors are launched</p> <p>Lead Director – G Mansbridge</p>	<p>An Annual Conversation between the Council’s Cabinet and South Tyneside Homes (STHs) Board takes place to consider strategic priorities and the STHs Delivery Plan</p> <p>The Council hosts a Housing Conference bringing together Homes England, Housing Associations, developers, landlords and tenants to discuss local housing needs, explore opportunities for innovation in housing investment and inform a review of the Integrated Housing Strategy</p> <p>Place-based, integrated Area Management model is rolled out across the Borough</p> <p>Lead Director – G Mansbridge</p>

By the end of March	April-Summer	Autumn	2023
<p>Further review of the Constitution and a review of the Council’s Committee Structure in relation to Performance Panels and CAFs in advance of the Council’s Annual Meeting in May 2022</p> <p>Commence work to clarify roles and responsibilities of Members and Officers.</p> <p>Constitution Committee Working Group (12 April) and formal Constitution Committee (28 April)</p> <p>Work of Independent Remuneration Panel underway to report to Constitution Committee (28 April)</p> <p>Work ongoing re: aligning Cabinet portfolios with refreshed priorities.</p> <p>Lead Director – N Robason</p>	<p>Fundamental review of the Council’s Committee Structure and reporting and decision-making processes and Scrutiny arrangements</p> <p>Review to have a clear focus on purpose, roles, responsibilities, and contribution to the corporate direction of the Council.</p> <p>Lead Director – N Robason</p>		
	<p>Review of internal strategic planning and decision-making – Design Phase</p> <p>Business process re-engineering to ensure the Council’s internal processes are effective in helping the Council achieve its objectives.</p> <p>Lead Director – N Robason</p> <p>Interim Governance Solicitor to be appointed to assist with this work, alongside other responsibilities</p>	<p>Review of internal strategic planning and decision-making – Implementation Phase</p> <p>Lead Director – N Robason</p>	<p>Review of the South Tyneside Partnership to ensure it is fit for purpose and appropriately focused in line with the refreshed Vision and Strategy</p> <p>Lead Officer – H Johnson</p> <p>Lead Director – N Robason</p>

5-Capacity

More capacity to support how we need to work as a Council

By the end of March	April-Summer	Autumn	2023
<p>Make swift progress with 'Investment Areas' relating to capacity identified in the MTFP 2022-27</p> <p>HR Committee agreed the following structure on 23 March 2022:</p> <ul style="list-style-type: none"> • Corporate Lead Officer, Engagement, Communications and Support Services – Hayley Johnson • Corporate Lead Officer, Legal and Governance – John Rumney • Corporate Lead Officer, Performance and Change Management – Holly Bainbridge • Corporate Lead Officer, Policy and Insight – Rory Sherwood-Parkin <p>Organisational Development interim support now in place</p>	<p>Design of the Corporate Programme Management Office (CPMO) – oversight of the change programme and key projects, and Three-Year Council Strategy when it is agreed</p> <p>Lead Officer – H Bainbridge Lead Director – N Robason</p>	<p>Implementation of the Corporate Programme Management Office (CPMO) – oversight of the change programme and key projects, and Three-Year Council Strategy when it is agreed</p> <p>Lead Officer – H Bainbridge Lead Director – N Robason</p>	To develop
	<p>Scope additional project delivery capacity required within services</p> <p>Lead Director - All</p>	<p>Review and re-allocation of resources - MTFP 2023-28</p> <p>Lead Director – S Reid Lead Officer – T Race</p>	
	<p>Work with the Social Care Institute of Excellence to develop and undertake a diagnostic on the Commissioning function</p> <p>Lead Director – V Pattinson</p>		

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