

29th September 2015

Audit, Scrutiny and Transformation Committee

Transformation and New Ways of Working

Report of: *Philip Ruck – Head of Paid Service*

Wards Affected: *All*

This report is: *Public*

1. Executive Summary

- 1.1 It is clear that the Council has to transform the way that it conducts its business. Advances in technology, changes in legislation and financial and other pressures, requires an organisation that is flexible; one which meets the needs of its customers but also provides employees of the Council with the tools to perform.
- 1.2 Key to any transformation is ensuring that the Council can continue to make the changes it needs to on an on-going basis. This implies an ability to adapt and be innovative.
- 1.3 Phase 1 of the Transformation agenda will focus on the delivery of the Customer Access Strategy and New Ways of Working. This is a vital piece of work and will support and make evident the change that is happening within the Council. This phase focuses on :
- The progress and implementation of the New Ways of Working programme, highlighting major milestones achieved and to follow.
 - Implementation of the Customer Access Strategy and current progress.
 - A review of the work programme that supports both of the above.

2. Recommendation(s)

- 2.1 Agree the approach to Phase 1 of the Transformation and New Ways of Working Programme.**
- 2.2 Agree that further progress reports are made to the Audit, Scrutiny and Transformation Committee which will update on future workstreams.**

3. Introduction and Background

3.1 Phase 1 of the Transformation Agenda for the Council is essential. It will deliver new methods of interacting with our residents and enable its employees to deliver quality services at a cost and in an environment that is fit for the modern age. No process or system could be deemed to be future proof but what we are building within the Council will be durable and key to developing the supporting infrastructure and the customer interface that the Council requires.

3.2 The transformation is driven by:

- Engagement – the need to engage with all in the decision making process of the Council
- Efficiency – the need to deliver services effectively with best value
- Informed decisions – produce high quality data to support decision making
- Morale – involve employees in the journey – they are a valued resource and also highly loyal and knowledgeable
- The need to support the Council’s vision and strategic thinking

3.3 Phase 1 of the Transformation Agenda has clear deliverables:

- 1) For the customer - the implementation of the Customer Access Strategy
- 2) For the employees - delivering New Ways of Working

3.4 The deliverables outlined in section 3.3 above, are supported by key enablers:

- Communication – ensure employees and customers are informed at all stages of the process
- Technology – ensure our IT toolset in “Modern” delivers in sync with the operational deliverables
- Process Reviews –change the way we do things
- Skills agenda – ensure that the Council have the right skills – this might and will mean training and achieving knowledge transfer

Issue, Options and Analysis of Options

3.5 The transformation agenda is seeking to provide major changes to the organisation in both the back office and the way work is done. To achieve this, the Council is bringing together two particular workstreams providing

the focus for this agenda; the New Ways of Working programme (NWoW) and the Customer Access Strategy (CAS).

- 3.6 The NWoW and the CAS are the operational deliverables and their delivery will be supported by solid communications, improved technology, process reviews, ensuring the staff are trained, skilled in their requirements and mentored to ensure they achieve.
- 3.7 All this work is driven by the need to engage with our stakeholders (community groups, representatives and the public) the need to be more efficient and drive out waste through good choices supported by data. In turn this should improve staff morale, resulting in better performance.
- 3.8 The transformation phase 1 is captured and represented diagrammatically at Appendix A - Phase 1 Transformation Plan Diagram

New Ways of Working

- 3.9 So far, the NWoW programme enabled the delivery of:

- Remote working,
- Office 365 and
- A new phone system

This has provided the Council with new opportunities for service delivery methods and practices.

- 3.10 In the future the NWoW programme will see the delivery of
- High Availability – systems that enable data to be stored effectively off site in order for improved resiliency i.e. the delivery of data anytime anywhere (see IT Transformation and IT Security Report to Audit, Scrutiny and Transformation Item 9 29.09.2015)
 - Desktop Anywhere – allows staff to work from any place, any time and any where
 - Smart Working - Skype for Business, Modern Desktop, Windows 10.0, Agile Updates
 - Cloud Delivery
- 3.11 The workstreams will be developed with timescales and it is intended to be delivered over the next 18 months.

Customer Access Strategy

3.12 Members will be aware that the Customer Services Transformation Business Case was approved in November 2013. The concept of this transformation was to shift to a new model that offered a wide range of modern and efficient access channels for customers. This new service model would consist of three main strands:

- A modern, and customer friendly website with increasing options to transact on-line with the Council;
- An effective and efficient telephone service with direct access to trained advisors able to resolve most queries without the need to refer the customer on.
- Handling other contact channels such as post, emails, text messaging and social media.

The two key elements to deliver this customer services transformation was the introduction of a Customer Access Strategy and a Customer Contact Centre.

4.7 The Customer Access Strategy was approved in December 2014 with the key aim to improve customer experience and satisfaction whilst driving down costs through economies of scale and joined up processes. The strategy provides the overarching framework for the channels (or methods) the Council will use to interact with customers to ensure the successful delivery of our services with the resources available. The strategy sets out the following strategic principles:

- Be open to all
- Provide Choice
- Meet Needs
- Deliver First Time
- Provide Satisfaction

4.9 The Implementation Plan contains key actions; progress on these actions to date is set out below:

- New Complaints Policy and procedures developed
- New 'Kiosk' facility introduced into the Town Hall for residents making payments
- Ongoing Workshops are taking place with front facing services to develop detailed plans for the following work streams:
 - Channel Shift Strategy and targets
 - Online Customer Transactions/website pages
 - Text Messaging service
 - Customer Standards
 - Customer Satisfaction and Benchmarking
- A refreshed Council website homepage and introduction of 'My Nearest' - planned for autumn 2015.
- Technology projects
 - Initial Workshops held in September 2015 to develop Business Cases/Options for appropriate software systems to enhance customer services including:
 - Customer Relationship Management
 - Booking System
 - Customer Portal

4.10 The Contact Centre began operating in April 2014 and is now working at full capacity delivering the following:

- Services for Housing, Depot, Environmental Health, Licensing, Planning and Building Control
- Handling over 120 types of enquiries – from arranging a rent payment to reporting a missed waste collection
- Additional tasks to assist services i.e. customer satisfaction surveys, updating data on systems etc

Members will be aware that the performance of the Customer Contact Centre has been reported quarterly to the Policy, Finance and Resources Committee.

4. Reasons for Recommendation

To formalise and set out transformation phase 1 plan that identifies a clear and structured approach.

5. Consultation

5.1 With CLB

5.2 LB Newham & LB Havering IT (“OneSource”) on New Ways of Working and ‘Modern’ proposal

6. References to Corporate Plan

6.1 Transformation – Provide more modern and effective customer services, develop new ways of working for the Council, improving service delivery and reducing costs and unnecessary bureaucracy.

7. Implications

Financial Implications

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7.1 The New Ways of Working Programme seeks to ensure the Council is making the most efficient use of its resources.

Legal Implications

Name & Title: Saleem Chughtai, Governance Lawyer – BDT Legal

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7.2 None.

Other Implications (where significant) – i.e. Health and Safety, Asset Management, Equality and Diversity, Risk Management, Section 17 – Crime & Disorder, Sustainability, ICT.

7.3 The Transformation agenda will have implications that will affect policies, services and processes. These will be captured as individual projects take shape and implemented.

8. Background Papers (include their location and identify whether any are exempt or protected by copyright)

8.1 Customer Access Strategy

9. Appendices to this report

Appendix A - Phase 1 Transformation Plan Diagram

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