

HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter: Transformation Programme

Meeting/Date: Overview and Scrutiny Panel (Performance and Customers)
– 14th June 2017

Executive Portfolio: Cllr Stephen Cawley, Executive Councillor for
Transformation and Customers

Report by: Jo Lancaster, Managing Director

Wards affected: All

Executive Summary:

Huntingdonshire District Council (HDC) has embarked on a transformation programme focussed on improving customer service, generating efficiencies and lowering costs. The programme is being developed as part of the efficient and effective council strand of the Corporate Plan and is intended to run over the next three years. The details of the overall ambitions and detailed measures are under development and will be finalised over the coming weeks. The current report provides the overarching context for these more detailed developments.

1. BACKGROUND

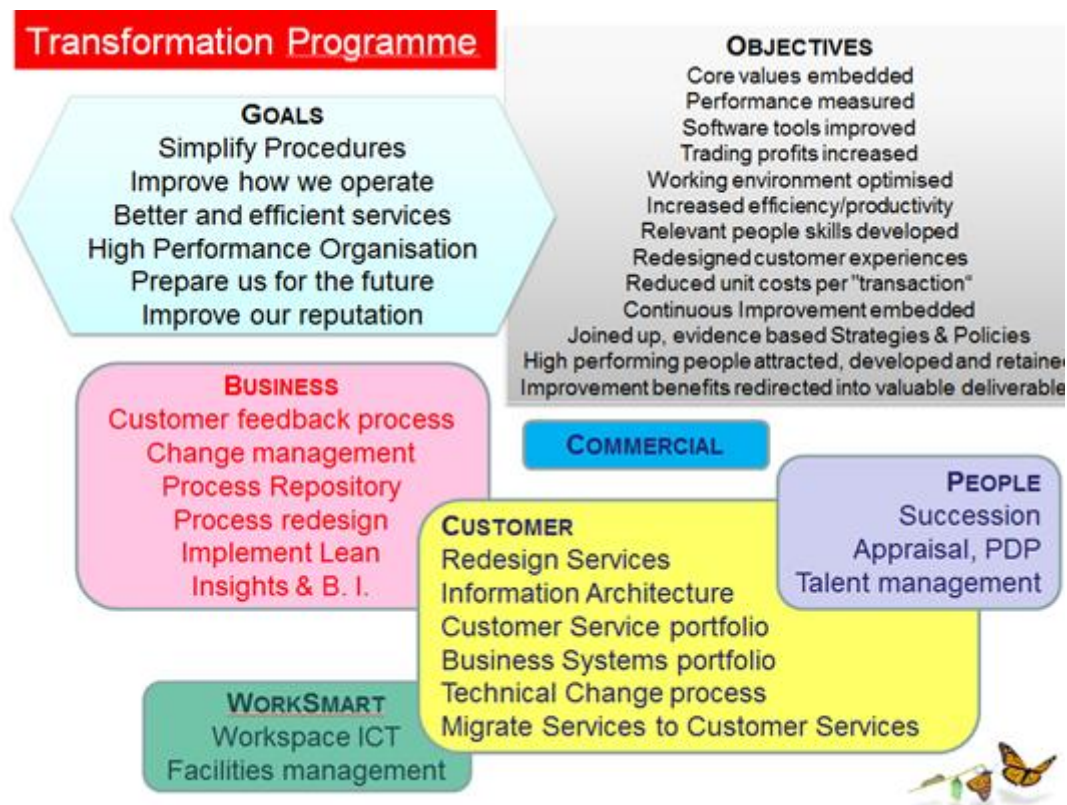
- 1.1 The Council has committed to a bold new vision to create a new model of service delivery based around an absolute focus on the customer and service user.
- 1.2 The programme has a two-three year old timeline and is expected to increase the efficiency and productivity of all services.

2. PROGRAMME STRUCTURE

2.1 The programme comprises five projects:

- Business
- Commercial
- Customer
- People
- Worksmart

These are set within broader parameters as shown in the following programme diagram:



- 2.2 The programme has in place a sponsor for each work stream and a project manager and the coordination is provided by a programme office. The council is currently replacing the original programme manager who will be the single point of contact.
- 2.3 In terms of governance, appendix 1 sets out the framework within which decisions are made. The majority of the day to day decisions are operational in nature and managed within the teams.

3. PRIMARY FOCUS

- 3.1 The main principles behind the programme are to
- Improve the customer experience
 - Increase productivity
 - Get it right first time
 - Develop joint problem solving
 - Create a more agile workforce
 - Have fit for purpose processes
- 3.2 To deliver this the plans are being developed to simplify procedures and create an organisational culture which allows us to react to the ever changing environment of public service .
- 3.3 The business work stream is looking at redesigning council processes to be designed principally around the customer/ service user, and developing the skills to allow this to continue to happen. It will develop better ways to manage change across all services and also explore how better to use customer feedback.
- 3.4 Worksmart will look at how the council's staff work and how best to optimise the council's buildings and ICT capacity to provide a more responsive environment within which to deliver services.
- 3.5 The Customer work stream will transform the Council into an organisation that consistently 'starts with the customer and ends with the customer', so the council will:
- See things from the customers perspective and do our best to help
 - Create customer led services, not what we think customers want
 - Challenge and change the division between the 'back office' and 'experts'
 - Change our role from regulators to facilitators and enablers
- 3.6 The People work stream will ensure that the organisation's people will deliver its activities and services effectively and efficiently, identifying areas where there is no value added to either the customer or staff. This will be supported by embedding a change in culture using the organisation's values and visions across to deliver continuous improvement on an ongoing basis.
- 3.7 The Commercial work stream will aim to exploit the full potential of the commercialisation agenda to deliver transformed services for residents.

4. MEASURES OF SUCCESS

- 4.1 In order to create a baseline, a comprehensive database is being developed by the Corporate Team of information which paints a picture of what impact the services have and how the council measures itself. This will complement the existing performance indicators reported quarterly. This dataset will be used as the reference point for the programme.
- 4.2 Alongside this, the programme and the individual projects are developing a core set of performance measures against which monthly and quarterly reports are taken with the governance structures.
- 4.3 Each project has a business case and is being managed within the council's normal project environment.

5. RESOURCES

- 5.1 Wherever possible existing staff resources are being redeployed to support the development of new ways of working. Where the skills or capacity does not exist, external specialists are being used.
- 5.2 There is a budget created as an earmarked reserve which will be used to fund transformation activity, reporting against which will take place in the normal manner.

Appendix 1

