

'one Derby, one council' Programme Progress Report

SUMMARY

- 1.1 This report provides a review of the 'one Derby, one council' transformation programme and the progress being made across the Council in delivering the Target Operating Model.

RECOMMENDATION

- 2.1 To note the contents of this report and the progress being made in transforming the organisation and in implementing the Target Operating Model.

REASON FOR RECOMMENDATION

- 3.1 The Target Operating Model was approved by Cabinet on 20 July 2010 and is the basis upon which the Council's 'one Derby, one council' transformation programme was developed.

SUPPORTING INFORMATION

- 4.1 This report provides the Corporate Scrutiny and Climate Change Board with an update of the progress being made since the last report to the Board in November 2012.

Derby Workstyle

- 4.2 The refurbishment of the Council House was completed ready for occupation at the end of November 2012. Moves started immediately after and continued through to 23 February 2013. Over 1850 people have now moved in the building. Overall feedback from users of the building has been positive. The Transformation Team is now preparing an End of Project Report incorporating lessons learned. Further work will also take place on cultural change and helping teams to adapt to new ways of working, discarding old habits and adapting to the new environment. The new building will help to change the culture of the Council and this is already evident in many areas based on feedback received.

- 4.3 The transfer of the Customer Management function from Albion Street to the Council House took place over the weekend of 15 and 16 December 2012. Albion Street ceased operations at 5pm on Friday and opened for business on 17 December immediately after the opening ceremony.
- 4.4 The customer experience in the new Council House has received very positive feedback from customers, Councillors, staff and visitors to the Council. The key features contributing to that experience include...
- Fully trained, uniformed Meet and Greet staff using iPads to access service knowledge for all services, and to 'check-in' customers when they arrive for their appointment.
 - A reception service for professional visitors where each Department is responsible for escorting services to and from the reception.
 - Nine self-service PCs, to further encourage channel shift, giving customers the opportunity to report, apply and pay for services themselves across a range of services including Streetpride and planning.
 - A Video Sign Language Unit providing a videophone that connects profoundly Deaf customers who use British Sign Language (BSL) to a hearing person on the telephone.
 - An integrated ticketing and appointment system supporting both drop in and appointment options for services, supported by four large screens calling customers forward and providing service specific information.
 - A validation service that issues tip permits, parking permits, bus passes, blue badges and organises bulky collections.
 - A secure method for providing vulnerable customers with Appointeeship payments.
 - Access to four partner organisations – Disability Direct, Derbyshire Careers, Citizens Advice and Derbyshire Friend - at agreed times, during the week. NHS and Connexions are also using these facilities to deliver weekly customer sessions.
 - A new telephony platform providing a standardised platform across Derby Direct and Derby Homes and reducing annual costs was implemented the week prior to the recant without any loss of service to customers.
- 4.5 The Council House was open between Christmas and New Year which enabled us to extend the customer service offer during this period. Customers were able to access a range of services including Housing Benefits, Council Tax, Housing Options, Derby Homes, and Derby Advice in addition to making payments. The Customer Management team, consisting mainly of volunteers, managed 2,345 customer contacts and took £15,052 in payments during this period.

- 4.6 The new Smart Working guide is being used by staff moving to the building and is proving to be invaluable as a reference tool. The building is helping to drive cultural change however more work is required to encourage behaviours to change. The principles of new behaviours within the building will start to be enforced. This will include enforcing a clear desk policy, stopping eating at desks and in areas not designated as break out spaces. It is important that these new behaviours are enforced by managers to ensure that the building is maintained in a good state and that respect for the building and colleagues is maintained.
- 4.7 The Council House Travel Plan is progressing well. Milestones include...
- Car share website active from November 2012.
 - Pool Bikes ready for use once car park and cycle rack changes completed.
 - Electric Pool Cars in place by the end of March 2013.
 - Personal Journey Planning service operational.
 - Cycle2Work scheme in operation.
 - Improvement works at Darwin Place completed.
 - Smart card integration at car parks planned.

Target Operating Model

- 4.7 As previously reported to the Board, the 'one Derby, one council' programme was launched in October 2009 following the DECATS diagnostic review. The Design Mandate including the Target Operating Model (TOM) sets out the way the organisation will operate in the future to enable effective process delivery. The TOM is based on five key layers...
1. **Self Service** – encouraging customers to transact with the Council through the Website.
 2. **Customer Management** – the creation of a single customer management approach to act both as a filter for customer enquiries and requests and to offer a standardised way of dealing with customers regardless of where and how they interact with the Council.
 3. **Front Line Service Delivery** – made up of professional and front line service delivery elements which are operational and service specific focussed.
 4. **Back Office** – made up of high volume, transactional services required to support and enable front line service delivery.
 5. **Strategic Core** – focussed on the management and direction of day to day business and ongoing change from a strategic and corporate perspective rather than one that is operationally or service specific focussed.

Self Service

- 4.8 As part of the implementation of the Channel Shift Strategy, we are continuing to encourage the use of self-service through the Website, automated telephony and Payment Kiosks. As outlined above, there are now nine self-service PCs in the Customer Management area as well as two payment machines, encouraging customers to move channels where they can do so, particularly for simple transactions.

Customer Management

- 4.9 The Lagan CRM system was extended in November 2012 to include compliments and comments further streamlining the administration process for complaints. This facilitates the gathering of customer insight giving services an opportunity to reduce complaints. The complaints process has been re-engineered to alert investigating officers and their line managers to approaching deadlines.
- 4.10 To date 80,817 cases have been managed using the Lagan CRM system with the volume of Lagan self-service e-forms increasing every month since they were fully implemented in March 2012, culminating in 1,047 submitted LCP forms in December 2012, an increase of 683 forms – 187%. This trend has continued into 2013 and the January to March data will be available shortly.
- 4.12 Data from the Lagan CRM system is providing valuable customer insight in support of the e-Services project and in particular identifying the best type of transactions to make available on mobile devices such as Missed Bin Collections, Fly Tipping, Litter and a Waste Management General Enquiries. The self-service component of the CRM project will be aligned with the e-Services project to ensure we offer a consistent and cost effective range of self-service options to customers.

Front Line Service Delivery

- 4.13 The Transformation Team continues to work with services supporting them to review their processes and to find ways for teams to deliver services that are smarter and quicker, implementing the standard processes and taking advantage of new technology.

Back Office

- 4.14 The back office is made-up of a number of elements including Business Support and HR.

Business Support

- 4.15 The Business Support Service continues to evolve and from the end of February 2013 there is now one centralised administrative hub for the whole Council providing support to all Council Departments. In 2011 there were 37 satellite teams identified and located across the city; in 2013 there will be only 10 locality satellite teams and this will reduce further in 2013.
- 4.16 During the recant process approx.16,500 archive boxes have been sent to off-site storage, each of these containing anything up to 30 individual files but labelled under one recall reference. In addition 17,814 large individually referenced files have also been archived. All these 33,621 units have required preparation, labelling, logging and reference tagging to ensure a fully managed archiving process.

- 4.17 In the last twelve months only 173 archived boxes in storage have been destroyed following a review of the retention periods for all stored items. Now that all archived storage is under the management of Business Support, it will be essential to improve the overall control of the Council's centralised archiving service and document retention management. This will be a key focus for the support service in 2013 as part of its responsibility on document security as well as reducing the associated rental costs in future years.
- 4.18 Business Support will also look to implement a 'scan on demand' service for those regularly recalled items from storage to continually improve the accessibility to documents/data as required by officers and teams.

HR/OD Strategy and Action Plan

- 4.19 Good progress continues to be made in the implementation of the HR/OD Strategy and Action Plan.

V.I.P. Awards

- 4.20 The V.I.P schemes (instant and annual) have been evaluated and the feedback has been largely very positive. It has raised the profile of the values and made nominated staff feel more valued and motivated.

Changes to the scheme for 2013 include:

- allowing customers to nominate individuals or teams for the Customer Experience Award
- the creation of eforms on iDerby and www.derby.gov.uk to facilitate nominations
- four Community schools are now part of the scheme (3 primary and 1 nursery)
- 'V.I.P of the Month' is now selected from the VIP Instant nominations
- the V.I.P Awards ceremony will be held on Thursday 2nd May 2013.

Employee Engagement

- 4.21 The Council Plan references raising the levels of engagement among employees as a way to assess how well the Council is working towards having a skilled and motivated workforce.

Interactive employee engagement workshops were held in June 2012. The findings were shared with Chief Officers in September 2012 and were cascaded through DMTs. The findings were taken to the HROD Board in October 2012 and taken to Personnel Committee and Cabinet. The Communications Plan in the report is being monitored by the HROD Board.

Human Resources Information System Project

- 4.22 The Council is implementing new HRIS system called iTrent which will replace the existing HR system, Vision, and the payroll system operated by Selima. The first phase of the new system – core HR details and payroll – will go live in June 2013 before the termination of contracts with the existing suppliers. This build and implementation of the core system is being led by a multi-disciplinary core project team in HR and IT led by consultants from the supplier, Midland HR.

Additional self-service tools will be available in the new system and these will allow us to:

- deliver the payroll system on a more reliable platform
- reduce the amount of manual, duplicate data entry which will free up the Core HR function to focus more on supporting managers and employees
- to work in a more automated, simpler and standardised way in line with the 'one Derby, one Council' principles
- provide more self-service functionality to enable employees to have greater direct access to data we hold about them
- allow managers to directly access the data needed to manage their teams and enable us to drive a cultural change to self-service, which will dovetail with the development and implementation of the Derby Manager programme by providing them with the tools to more effectively deliver their people management and development responsibility
- support the delivery of the 'one Derby, one Council' transformation programme by providing staff with forward thinking tools to enable them to deliver their roles in the new environment.

4.23 The phase 2 modules to be rolled out from June 2013 onwards include:

- e-payslips
- sickness monitoring
- recruitment
- mileage and expenses
- timesheets
- performance modules
- leave (annual and other)
- occupational health.

The scheduling of these is being driven by the need to review existing policies and processes to ensure maximum value of the system and scale of change management required in moving to automated, self-service.

Learning Management System

4.24 The Council is developing and rolling out a programme of web-based learning. Data protection training is the initial course being rolled out. A pilot of the course was held in December 2012 with staff in HR Operations, Business Support and the Information Governance Board.

The course is now being rolled out to all PC users in the Council, over 3,600 in total, to ensure that we meet our commitments to the Information Commissioner's Office that we will deliver this training by end of March 2013.

The Learning Management System (LMS) will allow us to track completion and pass rates. Staff who do not pass will be given a further opportunity to take the course and given additional briefings where necessary.

The LMS will then be used to roll-out the new Corporate Induction programme which is being developed currently. The target date for roll-out remains April 2013.

Strategic Core

4.25 The key elements of the Strategic Core were implemented on 1 April 2011 with the centralisation of:

- Policy, Research and Engagement
- Performance and Improvement
- Marketing and Communications.

Feedback on the service being provided by the centralised services has been very positive and work continues to standardise the processes within these functions as well as to refine the service offer available to Directorates.

Programme Communication

4.26 We continue to communicate as widely as possible about the developments and benefits of 'one Derby, one council'. Recent communications include...

- A presentation to the LGC Judging Panel for the 'Business Transformation' category for the 'one Derby, one council' transformation programme.
- A presentation to the judges in the LGC Awards 'Council of the Year' category about our journey of transformation. The judges were the Chief Executive of the Local Government Association, the Director of Local Government Policy at the Department for Communities and Local Government and the Director of Public Services at Zurich – significant figures in local government.
- A major launch for our [online mapping service](#) (powered by the new GIS), incorporating external and internal communications.
- A comprehensive new section on our website about the opening of the Council House including [FAQs about our new 'one council' approach to serving customers](#).
- A significant new section on iDerby about [Derby Workstyle](#), including a 'smart working guide'.
- Weekly updates to staff in the [In Touch Weekly bulletin](#) on Derby Workstyle and the move to the Council House, under a section called 'Derby Workstyle/Council House news'.
- Presentations by the Chief Executive every month to staff on Derby Workstyle at the Employee Briefings.
- Monthly items in the [In Touch Monthly managers' bulletin](#).
- Monthly items in the [Team Briefing](#) cascaded to all staff.

OTHER OPTIONS CONSIDERED

5.1 This report provides the Corporate Scrutiny and Climate Change Board with an update on the progress being made across the various elements of the transformation programme.

For more information contact:
Background papers:
List of appendices:

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Appendix 1 – Implications

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IMPLICATIONS

Financial

- 1.1 The 'one Derby, one council' transformation programme contributes to the Council's overall budget saving programme.

Legal

- 2.1 None contained within this report.

Personnel

- 3.1 None contained within this report.

Equalities Impact

- 4.1 None contained within this report.

Health and Safety

- 5.1 None contained within this report.

Carbon commitment

- 6.1 None contained within this report.

Value for money

- 7.1 Ensuring the Council is delivering Value for Money is a central principle of the transformation programme.

Corporate objectives and priorities for change

- 8.1 'one Derby, one council' is the key element of delivering the Council's corporate outcomes of...
- Good quality services that meet local needs.
 - A skilled and motivated workforce.