



DERBY CITY COUNCIL

COUNCIL CABINET
26 JULY 2010

Report of the Chief Executive

ITEM 22

'ONE DERBY, ONE COUNCIL' – TRANSFORMATION DESIGN PRINCIPLES

RECOMMENDATIONS

- 1.1 To endorse the Design Principles for the 'one Derby, one council' transformation programme as outlined in Appendix B.
- 1.2 To note the work of the Change Champion Groups over the last eight months in working on the 17 programme themes and in helping to develop these principles.

REASONS FOR RECOMMENDATION

- 2.1 As well as helping to achieve considerable efficiencies across the Council, the 'one Derby, one council' transformation programme is also focussed on creating a new organisation which is high performing and ambitious. The Design Principles proposed within this report whilst challenging to achieve, set out the overarching truths of what we want the future organisation to look and feel like.

SUPPORTING INFORMATION

- 3.1 In December 2009, as part of the 'one Derby, one council' transformation programme, employees were invited to volunteer as Change Champions. 170 of the 350 employees who volunteered were asked to join 17 theme groups looking at a variety of issues. The groups have met on a regular basis and have gathered examples of excellence from across the public, private and voluntary sectors. To do this, they have made site visits and attended open days, as well as doing research on the Internet. The groups then reviewed the current way we do things within the Council – and have suggested what is good and what is bad.
- 3.2 At the Employee Workshops in May, the outcomes identified by the Groups were on display for all employees to see. Action Plans designed to help the Council deliver these outcomes are currently being developed.
- 3.3 As we move into the next phase of the transformation programme, known as the Construct Phase, it is important that we establish a clear set of principles that underpin the vision of what we want to build as an organisation. These principles will be the overarching truths of the future organisation, statements of what we stand for. The principles should not be service specific but provide direction for the whole Council.

3.4 A set of Design Principles have been developed. These are broken down into four areas...

3.4.1 Organisational Principles

Outlining the new ways of working and behaviours which are necessary to achieve the organisational vision – across all Directorates and services, internally and externally facing.

3.4.2 Front Office Principles

Setting standards and values which affect all of the methods we use to contact and serve our customer groups, including staff, service users, Council Tax payers, elected members, partners and suppliers.

3.4.3 Strategic and Support Principles

Defining how the development and implementation of strategy will operate and how administrative and business support services will work to enable the delivery of service outcomes.

3.4.4 Technology and ICT Principles

Directing the approach to all technology and ICT decisions - both new investment choices and ongoing operations.

3.5 As we move through the programme over the next 2-3 years, the future design of the organisation will be 'tested' against the principles. The key rules will be that while not everything that is designed needs to support every principle, they must not contradict any.

3.6 Cabinet is asked to endorse the proposed Design Principles as detailed in Appendix B and agree that these should be used to help communicate the Council's ambition for the organisation as we deliver the programme.

For more information contact: Gordon Stirling Tel: 25 8457 gordon.stirling@derby.gov.uk

Background papers: None

List of appendices: Appendix A – Implications
Appendix B – Proposed Design Principles

IMPLICATIONS

Financial

- 1.1 None directly arising from the report.

Legal

- 2.1 None directly arising from the report.

Personnel

- 3.1 These Design Principles are based on the work done by 170 employees working in 17 Change Champion Groups.

Equalities impact

- 4.1 None directly arising from the report.

Corporate objectives and priorities for change

- 5.1 The 'one Derby, one council' programme contributes to the Council's priority of Council Organisational Development.

‘one Derby, one council’ Transformation Design Principles

'one Derby, one council – Transformation Design Principles...

Organisational principles

Outlining the new ways of working and behaviours which are necessary to achieve the organisational vision – across all directorates and services, internally and externally facing.

Front office principles

Setting standards and values which affect all of the methods we use to contact and serve our customer groups, including staff, service users, council tax payers, elected members, partners and suppliers.

Strategic and support principles

Defining how the development and implementation of strategy will operate and how administrative and business support services will work to enable the delivery of service outcomes

Technology and ICT principles

Directing the approach to all technology and ICT decisions - both new investment choices and ongoing operations

ORGANISATIONAL DESIGN PRINCIPLES

1. We will connect with our customers and communities in ways which best satisfy their diverse needs.
2. We will create an excellent reputation to be proud of.
3. We will create the best environment for excellent work.
4. We will manage the impact we have on others in society.
5. We will make sure we perform excellently.

Organisational Design Principle 1

We will connect with our customers and communities in ways which best satisfy their diverse needs.

- We will put connecting with communities at the core of our activities and services.
- We will have strong neighbourhoods and consultation structures which are an integral part of our decision making and service delivery.
- We will deliver genuine two way dialogue with partners, staff and communities.
- We will consult and listen to customers to make a difference to service delivery.
- We will co-ordinate consultation to avoid duplication.

Organisational Design Principle 2

We will create an excellent reputation to be proud of.

- We will deliver excellent customer services and communicate messages about our services and successes positively.
- We will know and understand our customers and always put them first.
- All our staff will work to a common set of service standards built around the customer.
- Our employees will actively and positively market the Council in all that we do.
- We will have a strong sense of identity.
- We will build an excellent reputation locally and nationally.

Organisational Design Principle 3

We will create the best environment for excellent work.

- We will fully enable all staff to carry out their roles and responsibilities, irrespective of their location.
- We will have a set of expected standards and behaviours, which respect those we work with.
- We will take a proactive approach to health and safety, so that all staff know their health and safety responsibilities and have the necessary skills to carry out the tasks.
- We will put staff development at the centre of our Corporate Plan.
- Our employees will be happy and proud to work for the Council.
- Our employees will feel supported, motivated and valued.

Organisational Design Principle 4

We will manage the impact we have on others in society.

- We will become an environmentally sustainable Council, within Derby, an environmentally sustainable city.
- Derby City Council will be the No. 1 ranked environmental council.
- We will treat people as individuals and not discriminate.
- Our services will reflect the diverse needs of our citizens.
- We will work successfully in partnership across the public, private and voluntary sectors.
- We will have an embedded partnership approach where and when appropriate.

Organisational Design Principle 5

We will make sure we perform excellently.

- We will be a top performing Council.
- We will be knowledgeable about our performance and have access to good operational information that is used for continual improvement.
- We will relentlessly focus on the needs of our customers and regularly review our process and systems.
- By using benchmarking we will add value for customers.
- We will strive and plan to get everything right first time, delivering a flexible and streamlined quality service to our customers.
- We will demonstrate to residents that we provide value for money and that our staff understand and respect value for money.
- We will be an efficient, effective and quality driven organisation.

FRONT OFFICE DESIGN PRINCIPLES

1. We will consider the whole customer journey, end to end.
2. We will simplify, standardise and share common customer facing process across the whole Council.
3. We will enable and encourage appropriate channel usage.
4. We will separate rules-based 'simple' delivery from judgement based delivery, to enable more first time resolution.
5. We will base future designs on what we know about our customers and what our customers are telling us.

Front Office Design Principle 1

We will consider the whole customer journey, end to end.

- We will consider the whole customer journey to ensure we minimise handoffs and look to complete the interaction at the right and most appropriate time.
- We will capture information once and use many times.
- We will ensure end to end service delivery and accountability is seen from a customer perspective.
- Access to, and/or integration with, core systems will be established for effective enquiry and issue resolution.
- We will seek to understand demand profiles and proactively respond to unplanned demand.

Front Office Design Principle 2

We will simplify, standardise and share common customer facing processes across the Council.

- We will simplify the process for the benefit of the customer and staff.
- We will standardise the way we deliver customer processes and services to drive consistency of customer experience.
- We will share activity and information where appropriate to speed up interactions and deliver a faster, more effective service to customers.

Front Office Design Principle 3

We will enable and encourage appropriate channel usage.

- We will seek to avoid all unnecessary contact.
- We will seek to provide self service channels where appropriate.
- We will encourage and incentivise customer groups/segments to utilise appropriate channels, promoting value for money.
- We will provide high quality experience regardless of channel.
- We will concentrate on embedding good practice across our primary channels, (Web, Telephone, Text, Face to Face) with a view to investing in new channels, (Mobile Phone Apps, Facebook, Twitter etc.) once established and appropriate.
- We will fast track customers where appropriate.
- The customer service channels will act as the primary first point of contact for customers.

Front Office Design Principle 4

We will support rules-based and case-based delivery to enable for first time resolution.

- Identify rules based and simple transactions that are appropriate to be delivered in the front office to free up resource in services.
- Enable more value add and preventative work by removing basic tasks from more technical, specialist and professional staff.
- Enable case based activity to be delivered more simply by understanding how we can simplify, standardise and share processes and information to arrive at the desired outcome more quickly.

Front Office Design Principle 5

We will base future designs on what we know about our customers and what our customers are telling us.

- Use the information we have across the Council about our customers to inform and monitor future designs.
- Interactions are tailored to individual customer needs where possible.
- Previous contacts and interactions are remembered.
- Real time performance information.
- Implement Customer Experience measures that are consistently applied across the organisation.
- Services are continuously improved based on customer experience and insight.

STRATEGIC AND SUPPORT SERVICES DESIGN PRINCIPLES

1. We will simplify, standardise and share the way we work across all strategic and support functions.
2. We will separate simple transactions from more complex activity to maximise the capacity of specialist resource.
3. We will pursue opportunities for shared service solutions and Centres of Excellence, as a way of improving capacity, sharing expertise and maximising investment in new ways of working.
4. We will create an internal partnership culture.
5. We will professionalise more generic support activity, offering a more flexible and adaptive workforce, creating greater career potential and role satisfaction for staff.
6. We will be an enabler for high quality front line service delivery.

INFORMATION AND TECHNOLOGY DESIGN PRINCIPLES

1. We will recognise that Information management is everybody's business.
2. We will strive to make sure Information is shared and accessible.
3. We will work towards making Information understandable and consistent.
4. We will use Information that is clear.
5. We will ensure the Information is secure.
6. We will adopt a common usage approach.
7. We will effectively use our current technology.
8. We will strive to have IT applications that are easy to use.