

# Transforming Shepway

*Delivering more of what matters with less*

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**12 December 2017**

# OSC updates

## **December 2017:**

Introduce future operating model

Indicative financial benefits

How the model has worked elsewhere

## **January 2018:**

Benefits for members/customers:

- Focus on 'mobile locality workers'
- ICT and Digital

## **February 2018:**

Blueprint update

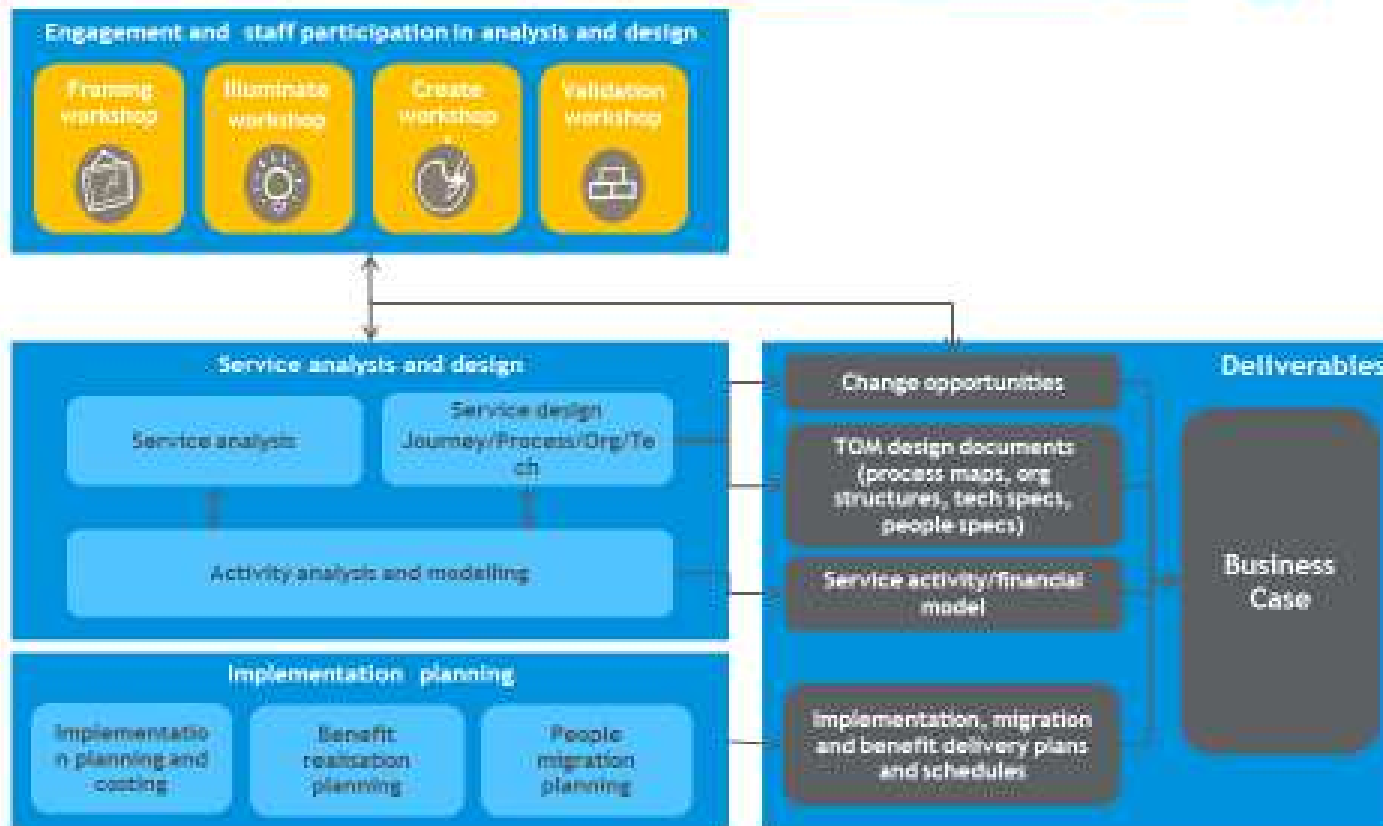
Proposed financial costs/benefits

## Cabinet 21 June 2017

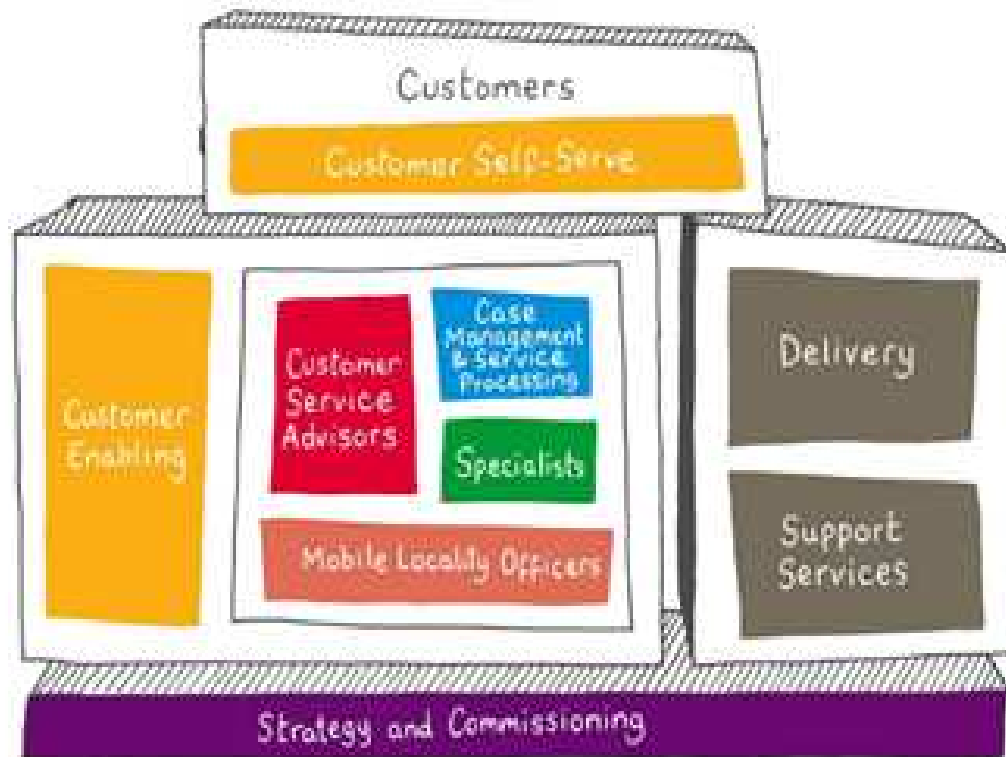
### Drivers

- Agreed to the procurement of a blueprint to look at a future operating model for the council.
- Customer experience
- Improvements in essential services residents rely on
- Technology changes and improvements
- Deliver member priorities – Corporate Plan
- Lead the district to financial security and set it on course for future prosperity
- Manage on much less central government funding than in previous years

# Outline Design - TOM

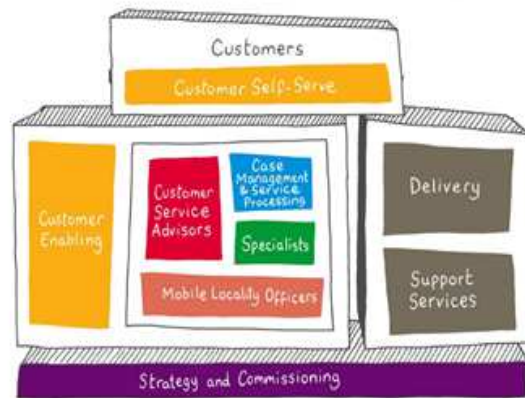


# Getting to grips with the model



- The organisational model
- Customer journeys and processes
- Technology
- People, culture and ways of working

# Getting to grips with the model



**Customers** – different customer groups access services in different ways. Some groups can be encouraged to self-serve on line or draw on support from customer service staff only, whereas others may need to access the support of specialist staff more quickly

**Strategy & commissioning** – translates community/ customer intelligence and political will and ambition into strategic direction, and commissions what's required to deliver this

**Customer enabling** – helps the community and customers to help themselves so as to address aims and reduce demand for services

**Universal customer contact** - all activity associated with customer contact, customer service, managing cases, resolving questions and issues (simple and complex), and scheduling input from others where required

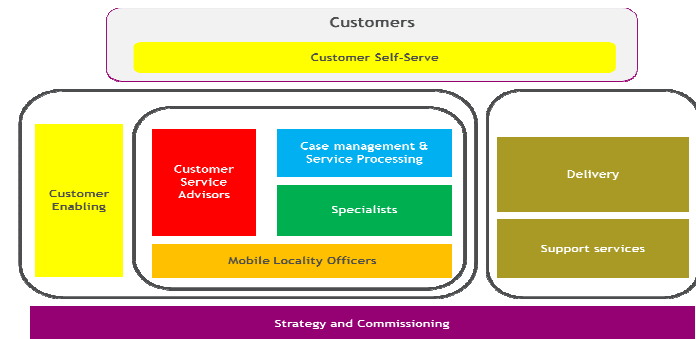
**Delivery** - delivery of core services e.g. grounds maintenance, Hythe Poole, etc.

**Support** - corporate support – non-customer facing back office functions, much transactional but some requiring organisational specific intelligence.

# The model will refocus our organisation around the customer

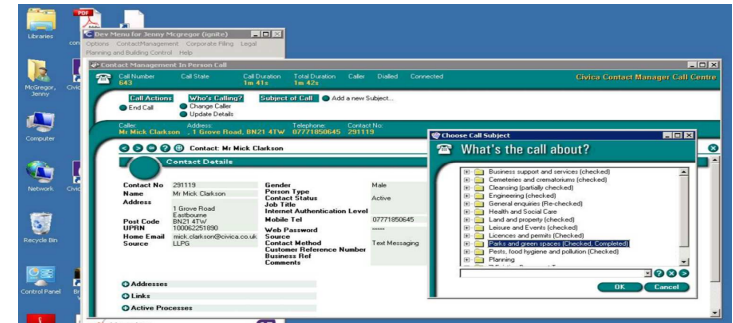
A radically new organisational model that completely reconfigures the way the organisation works, eliminating traditional silos, unlocking capacity and genuinely putting the customer first

Customer journeys and business processes that are re-designed to be as efficient as possible, delivering the best possible customer experience, with more opportunities to self-serve in key areas of reporting - such as enquiries, reporting, making applications, and booking and paying for services



# The Model will refocus our organisation around the customer

A refreshed technology platform that provides end-to-end integration all enabling slicker processes, self-serve and more efficient ways of working. Customers are not bounced around the Authority as insight and intelligence is shared to provide 'a single view of the customer'



A new mind-set and culture that develops through the introduction of more flexible ways of working, resulting in liberated staff who have greater autonomy to support customers and the opportunity to develop their skills





# How it's worked elsewhere

## Visit to South Hams/West Devon:

- Designed by customer demand not professional divisions
- Enabled by technology
- Investment in staff training and development
- Driven by behaviour framework
- Members empowered and supported
- Responsive to local priorities
- 25% reduction in budget against a backdrop of increased efficiency and reduced net costs.

## What staff and members told us...

- 24/7 access to those who choose to use their online services
- Increased range of access options to recognise diversity of customers
- Customer and site details held in one place for use by all services
- Flexible workforce – empowered roles, investment in training
- An enhanced locality role for Members as community enablers
- Locality workers – customer/community services out and about
- Flexible options for sharing services with potential future partners
- Improved work/life balance for staff

## Financial impact

**Eastleigh Borough Council:** Agreed capital expenditure of £3.372m and one-off revenue expenditure of £3.5m spread over 2 years, produced a net efficiency saving of £1.75m per year.

**South Hams:** Agreed investment of £4.85m, generating annual recurring revenue savings of £3.8m. Programme self-financing from the end of year 2 onwards. Payback period for the Programme was 2 years.

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