

New ways of working

Lead: Strategic Director (KA)

Appendix 1

Key Priority /Issue	Key Action	Outcome	Resources	Responsibility	Milestones	Progress @ 31/03/11
<p>Fit for purpose accommodation</p> <p>Drivers: Improved service at lower cost. LAA Outcomes. Total Place Community Budgets Cashable savings. Replacement building</p>	<p>To learn from the existing arrangements in place and build on the successes for future developments.</p>	<p>Create an inspirational building to support culture change amongst council staff and partners. Building to offer one of the most advanced solutions anywhere in the country to support integrated and joined up partnership working using modern working practices to maximise efficiency. Borough Council staff will work alongside staff from partner organisations, in particular County Council, Health and Probation staff in an innovative "neighbourhood" environment. It will also support regeneration of the town centre.</p>	<p>Legal and Property New Build Team. CMT</p> <p>Change Team.</p>	<p>Strategic Director (CAM)</p>	<ul style="list-style-type: none"> • Planning Application submitted. • Insurance Claim(s) settled. • Contractor appointed. • Planning Consent obtained. • New Build commenced. • New Build Completed • Cultural and change management implementation work commenced • Cultural and change management work completed 	<p>Planning Permission awarded. Insurance claims settled. Contractor awarded. Demolition/enabling works completed. Start on site July 2010. Building work on schedule for July occupation. Partners being prepared for new building</p>
<p>Enhanced Partnership Working</p> <p>Drivers: Improved service at lower cost. LAA Outcomes. Total Place Community Budgets</p>	<p>Increasing ability for the Council to deal with a range of cross-cutting issues by working more effectively in partnership.</p>	<p>More effective information sharing and problem solving to tackle root causes of issues. Better use of customer insight across the partnership.</p>	<p>Information Sharing: Sarah Goodwin, Jane Lang, Stewart Tiltman. IMAG Action Learning Set</p>	<p>Strategic Director (KA)</p>	<p>Build on children's centres approach. Develop Vulnerable People Group and consolidate neighbourhood management arrangements. Develop appropriate</p>	<p>Vulnerable People Group established and working very well. Neighbourhood management embedded and Neighbourhood management</p>

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Cashable savings. Early Intervention		A focus on the most important people and place related issues in an integrated and joined up way.	Customer Insight: Lucy Gleave People and Places Support: Head of Communities and staff		information sharing framework to support working arrangements in new build. Customer Insight resources maximised – Melton “product” produced on a regular basis to support work of partners and evidence for ‘locality based commissioning’.	Statement agreed with other districts. Information sharing framework being developed – series of major workshops planned for spring/summer 2011. Melton insight work recognised as valuable at County level and by partners, e.g. teenage pregnancy work. Work continuing to try and increase overall resources focused on Melton insight work.
Business Development: Paper-light Drivers: Less demand on office space. Process Improvements. Resilience Improved service at lower cost.	To implement systems and processes that enable the organisation to work in a ‘paper-light’ environment to maximise efficiency in the functions of the workplace as well as maximising the storage and environmental benefits.	Significantly reduce the need for paper through the effective use of the scanning/electronic document and record management system. Major reductions in the need for space as part of the new building. Aligning our resources with corporate priorities and the need to make cashable/non-cashable savings.	Sarah Goodwin/ Rebecca Barker Project team drawn from middle managers from all parts of the organisation looking at opportunities to and barriers in the way of transferring to paper light ways of working.	Head of Regulatory Services	Baseline to be completed by end 2009. Investigatory phase Jan/Feb 2010. Implementation April 2010 onwards	Milestone 1 (baseline) completed in accordance with programme. Physical storage aspects on track for new building. Slow progress being made in rolling out EDRMS and scanning.

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<p>Business Development: Mobile working</p> <p>Drivers: Process Improvement. Improved service at lower cost.</p>	<p>Use of mobile devices to interact with customers in remote locations. Enables us to deliver services in customers' homes or in other convenient locations. Maximising the efficiency of officers who will be able to work 'out in the field' without the need for duplicating the recording of data.</p>	<p>Dealing with current and future challenges. Enhancing our customer focus & better understanding our customers. Aligning our resources with corporate priorities and the need to make cashable/non-cashable savings. Develop our internal & external self service offerings.</p>	<p>Existing resources.</p>	<p>Head of Communications/ Head of Communities</p>	<p>Phase 1 (outreach worker/Hsg repairs) end of march 2010.</p> <p>Pilot in other services (regulatory/Street scene) following implementation in housing repairs.</p>	<p>Mobile working solution delivered to revenues and benefits. Working effectively since May 2010. Excellent product for voids implemented. Confidence in product achieved after problematic start. Need to now focus on Housing Repairs inspections, estates management and allocations</p>
<p>Customer Focused Organisation:</p> <p>Access Strategy Channel Shift and Self Serve: Access Channels</p> <p>Drivers: Total Place Community Budgets Early Intervention Efficiencies Customer satisfaction</p>	<p>Through the development of a first class transactional website we will seek to ensure that we reduce the reliance on traditional more expensive channels such as the telephone and face-to-face, but seek to ensure that these continue to support those who are most vulnerable and in need. We will do this by ensuring that we develop further our understanding of the customer base, using techniques such as circles of need and customer journey mapping.</p>	<p>Better understanding of our customers. Higher levels of web self service with back office systems updated without dual keying. Better services designed and commissioned to meet customer needs. Better customer satisfaction. Working more effectively with partners as part of Total Place – joining services up and using access to services as a means of assisting with early interventions.</p>	<p>Stuart Oliver, Sarah Goodwin, Joe Collier, Lucy Gleave Total Place CS Task Group</p>	<p>Head of Communications</p>	<p>Customer Insight Work for access to services. Determine new face to face arrangements for new build. Web development including appropriate integration. Transactions on line. Marketing Plan developed Marketing Plan implemented. Customer service strategy aligned with Total Place work. Success measures defined and monitored. Improvements for services linked to</p>	<p>Customer insight work for access to services completed. New face to face arrangements post new build agreed. First tranche of on-line services implemented. High level marketing plan agreed. Draft customer service strategy framework agreed as part of Total Place. Working to develop a Melton pilot within the Access to Services programme – principle of this</p>

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					death of a parent with dependent children and people experiencing financial difficulties.	agreed with funding. Discussions with Govmetric to understand how we can monitor customer experiences waste and recycling, focusing on single service transactions.
<p>Customer Focused Organisation</p> <p>CRM and Service Redesign</p> <p>Drivers: Total Place Community Budgets Early Intervention Efficiencies Customer satisfaction</p>	<p>Use of CRM and back office systems to reduce avoidable contact and improve the customer experience by allowing more contacts to be resolved at the first point of contact. Service redesign to ensure that waste is eliminated from processes and that there is challenge as to whether we can deliver services in a better way to meet changing customer needs and expectations. Full integration between front and back office to avoid dual keying of data.</p>	<p>More efficient use of resources. Less failure demand and less dual keying. Improved customer experiences. Better customer satisfaction.</p>	<p>Stuart Oliver, Joe Collier, Dave Torbett Customer services and benefits teams Kevin Quinn. Apeira Northgate. Total Place Programme</p>	<p>Head of Communications</p>	<p>Benefits new claims process improved. Benefits change of circumstances process improved. ASB improvements in end-to-end experience for vulnerable people, based on Circles of Need work. Enhanced work on 'Change of Address' and 'Notification of Death' Exemplar site for use of CRM and integrated working.</p>	<p>Benefits new claims process implemented and working well. Benefits change of circumstances process being developed and tested. ASB process redesigned. Once case management system determined this work can be completed in next few weeks (ny April 2011) Northgate commissioned to work with us to ensure that we maximise the potential of their products to be integrated and be used at maximum efficiency.</p>