The Agile Council 2nd Update

Becoming an agile council is about being change-ready – being able to respond to complex and ever-changing environments.

Agile councils think and act differently – they break down existing models in favour of new approaches that centre on the customer, they base decisions on strong business intelligence and operate through simpler, standardised organisational structures and processes.

PWC who have developed the model believe that to succeed in the current and future economic climate, the creation of the agile council is critical. By embracing a change-ready culture Council's remain one step ahead of whatever social, economic or political environment is thrown at them, continuing to deliver exceptional outcomes for their citizens. The model looks at the environment councils are operating in and five steps to becoming an agile organisation. These five steps are considered in this document.

It involves 'The Right outcome/services by the right providers using the right processes' – pwc

The Benefits of an Agile Council include

- Reduced Costs
- Enhanced Customer Experience and Better Outcomes
- Better Performance
- Increased Employee Satisfaction

1.   Reducing Complexity

Achieved by consolidating, simplifying and standardising operations, thereby reducing complexity and enabling clearer organisational choices.

Melton Borough Council's approach over the past two years has been to Turn the Tanker and have made significant progress to transform our architecture. The new website and telephony system gets much praise and has moved up to 4th in the national Gov Metric league. We are also pushing ahead with initiatives to encourage and give confidence to people to use the site to self-serve. Web chat is being tested in discrete areas of the site where customer service advisors will offer help through a "pop-up web chat offer" to those making slower progress through the "application" they are using. There will be more that we can do to "embed" the channel shift and make the adoption easier, including a marketing plan to make sure customers are aware of our offer.

Transformational Change Programme

Phase 1.5 of the programme has been focused on implementing the technical architecture on which to build true digital services. These technical components although increasing the complexity, provide the basis on which to simplify and standardise our processes for customers.

The key projects associated with phase 1.5 and the development of our technical architecture have been the website, electronic document management and My Account. Electronic Document Management (EDM) is now in place in Regulatory Services and further applications of the technology will be initially focused on the phase 2 digital services projects within the Transformational Change Programme.

"My Account" which provides a digital space from which customers can transact with us and provide the contextual links we need to fully integrate transactions, is scheduled for release in December 2014. This will form a major milestone in the delivery of the technical architecture. Providing the platform on which to develop customer focused processes which integrate with back office systems, reducing error and better meeting customer expectations.

Phase 2 of the programme encompasses the high areas of demand identified in the Transformational Change Programme report to PFA in December 2013. The first three Digital First projects - Revenues, Benefits and Planning are progressing towards implementation. With the Digital First Revenues and Digital First Benefits utilising the range of technical enablers to develop their digital offering to the customer.

It is worth noting this is not just about providing digital services but it is about services which are intuitive, customer focused with lean processes to maximise our investment. The Transformation Team, working across the Council are supplying the technical tools and coordinating change, digital and service expertise to redesign and improve our services. With the aim to develop 'digital services so good, people choose to use them', which is predicated upon simplifying and reducing complexity in order to deliver this. But also standardising to allow the sharing of developments across services, break down the silo based approach to the presentation of services to customers. So for example the long term

vision for 'My Account' would be a single sign in for customers on which to then transact with us whatever service they wanted to access.

People and businesses are choosing **electronic self-service** options as their preferred way of contacting the Council because they work and we aim to meet expectations - 24 hours a day, 365 days a year.

Since the software has been enabled 43 forms have been developed across the authority. Between June and September – the soft launch of the website - 266 online transactions were submitted from 23 of these forms.   The trend for the 3rd quarter in is looking to exceed that.

Summary			
	No forms developed	Q2 usage	comments
Communications	9	128	working well for job applications and equalities monitoring. New form for Q3 is for Elections
Central Service	1	13	good use for applying for an allotment
Regulatory	23	100	Building control showing good use of the forms - also good use for reporting flytipping
Comms and Neighbourhoods	10	25	use for one off event to register for me and my learning - new use for the young mayro voting looking successful

There are a number of services where the use of the e-forms is proving successful these areas are job applications, building control, waste – especially reporting fly tipping. Environmental Health has seen a rise in the number of service request being received directly from the website. Customers are able to report issues at a time which suits them. There are examples of where the forms have been used for one off events for example registering for me and my learning, suggesting discussion topics for the community forum and more recently for the young mayor voting.

Other service initiatives and projects

The **Oracle** upgrade to the core financial system has been completed which will lead to improved reporting on the system to enable more efficient and effective working. In addition the integration of the debtors system into the Oracle Financial System, thus reducing the number of IT Systems that have to be maintained.

Returned **direct debit** system has been automated which has the effect of reducing work load.

During 2014 the **Repairs and Maintenance Team** have been undergoing considerable changes in the way they work and how they process their work streams in order to become more efficient and effective in managing resident's demands and meeting the repair and maintenance needs of our housing stock. The main driver in this process was to reduce the

complexity of the processes and to manage change that would free up capacity within the team to deliver a more robust and fit for propose service and to implement longer and value for money procurements. Key to this change was the introduction of a new suite of KPI's which included a higher level of post inspection which would seek to gauge the opinions of MBC residents and to better understand their needs and priorities. An example is shown below. This data has become the main management tool to drive improvements in the way our contractors deliver their service.

KPI Statistics for G Purchase											
Month		Sep-14									
These statistics relate to the post-inspections carried out for all works completed by G Purchase											
	Total	Inspected	%								
Number of w/o reported in the period	248	27	10%								
Of Inspected w/o											
Satisfaction			%								
Overall resident satisfaction with product	Not reported										
Overall resident satisfaction with service			69%								
							Don't				Target
	of	Yes	%	No	%	know	%	PTR %	Target %	Perf %
Q1. Appointments made	27	19	70%	8	30%	0	0%			
Q2. Did the contractor keep the appointment?	27	19	70%	8	30%	0	0%			
Q3. Was identification shown?	27	19	70%	8	30%	0	0%		98	
Q4. Were contractors professional and courteous?	27	24	88%	3	12%	0	0%	0	100	-99.12
Q5. Did they clean up afterwards?	27	25	92%	2	8%	0	0%	0	100	-99.08
Q6. Jobs completed first time	27	20	74%	7	26%	0	0%	0	85	-84.26
Number of jobs recalled	8									

The project management toolkit has been reviewed and simplified. This is reducing time and effort, whilst retaining effectiveness.

There has been a **revision of delegations** to ensure that they enable small land matters are delegated to relevant officers to deal with rather than having to go through Committee for approval.

2.   Enhancing Customer Intelligence

Achieved by greater customer/area insight and foresight achieved through improved business intelligence, use of technology and integrated data management.

Corporate Planning a Six-Step Approach

The intention is to set the leadership direction for the Council by considering and shaping priorities that will be promoted in the future Corporate Plan (2015-2020).

In the months ahead the Council will take an evidence based approach to creating a Corporate Plan that is clear, concise and easily communicated to members and officers of the Council as well as partners, agencies and the general public. The following six steps form the approach to corporate planning.

Step 1: Knowledge Base

The collection and compilation of both internal and external (including local, sub-regional and national) data and evidence to ascertain the current situation regarding priority need areas within the Borough. A key purpose of this step is to measure and gain perspective on the degree of convergence or misalignment of perceptions and opinions associated with the Council's current mission, values and priorities. The review will also reference national government policy and guidance, sub-regional strategies, neighbouring Authority and partner priorities and quite critically the current work being undertaken on Melton's Local Plan and the Sustainable Communities Plan. As such a mix of qualitative and quantitative techniques will be used to analyse and provide baseline feedback, and will include:

- Current Situation Analysis
- Customer Insight, Segmentation and Value Based Analysis
- Strength, Weakness, Opportunities, and Threat Analysis (SWOT)
- Core Competencies Analysis
- Key Success Factors
- Service Plan Reviews
- Balanced Score Card Evaluation

Step 2: Engagement

In the development of priorities and programmes, which will form the content of the new Corporate Plan, a series of member, officer and public engagements will be facilitated. Engagement will be an interactive process, providing an opportunity to discuss, reflect and give direction to the Council's objectives and priorities for the new Council term. Communication will be varied and include: early dialogue through member forums, chair meetings and online surveys which will be augmented with focus groups and 1-1 interviews with key external stakeholders and will culminate in a formal period of open consultation of our Draft Corporate Plan using our website as well as digital and traditional media channels.

Step 3: Identify and Agree Priorities

The intention is to identify specific outcomes against the financial planning and budget setting process that also reflect key council agendas, such as:

- Sustainability
- Transformation
- Agile Council Principles

The knowledge base, collected as part of Step 1, will help us to define and agree as a Council which (need) areas are a priority. We will assess and select priorities against a defined set of criteria, for example feasibility (financial, human and political investment required), ease of execution/delivery timescale – short to long term, level of innovation, scale and nature of impact. By narrowing our focus at this stage we will also be able to go on to identify cross-cutting themes, such as digital infrastructure within the Borough, which if left unaddressed may impact our capacity to deliver on certain priorities.

Step 4: Measurement, Impact and Monitoring

This step outlines the approach to identifying and bringing together measures to form a performance management framework.

Performance indicators are extremely valuable but they can be inconsistent and complex to understand. Traditionally indicators have focused invariably on targets that are fed by inputs and outputs (i.e. percentage of customers dealt with in a certain amount of time). The next level is to focus on how our current indicators relate to each other and build up a picture of the council's performance in terms of impact. Translating effort into impact will be an important and valuable exercise. Information will be tracked in a way that allows us to tell the story of change, potentially over a generation of people; this will ensure we capture outcomes and (customer) experiences that have occurred as a consequence of our work. Therefore measuring and monitoring our impact will allow us to:

- Determine whether our efforts are having a real impact on the Borough's needs and challenges, giving us and our partners the information required to adjust and adapt our approaches in order to manage demand and deliver services efficiently and effectively.
- Communicate our successes and challenges in specific, fact based terms.
- Expands the evidence base within the Council so that we can quickly and easily make compelling cases to partners and funders, particularly where there is an interest in outcome measures and solving specific challenges.

We can achieve this by considering three types of metrics:

- **Impact Metrics** (e.g. number of at risk families with a stable mentor relationship).

- **Participation Metrics** (e.g. number of people participating in a mentoring initiative, traffic level on website etc.).
- **Infrastructure Metrics** (e.g. area of street transformation)

Step 5: Drafting and Review

Bringing together all the data, evidence, feedback and engagement information to produce a draft Corporate Plan. This step aims to ensure that everything is in order prior to submission at Full Council and the formal adoption of the plan.

Step 6: Adoption and Publication

The Corporate Plan and Performance Management Framework will be taken for approval in June 2015 following the General and Local Elections.

The Melton Observatory Project

Background to the issue

As we seek to reduce complexity, manage demand and create efficient service delivery models to meet the needs of local communities that generate growth for Melton, an understanding of place as well as people and markets is essential.

We know that a robust analysis of people and place can help us as a local authority understand the current conditions, identify underlying trends and future drivers of change, develop future scenarios, create visions and strategy, and support effective operational decision making. Therefore accurate, consistent and complete information relevant to Melton is a key determinant of being able to plan effectively for the future, ensuring that resources and service plans are robust and fit for purpose.

MBC delivers a bundle of benefits to our communities and businesses; however we have identified a gap. Our lack of structured methodology to share data and information across departments and with partners and the public puts us in a reactive position, which has in some instances resulted in a slow turnaround of data analysis using inconsistent data sets with weak comparative analysis. Furthermore data is useless without the means to analyse it. Therefore access to analytical platforms such as GP-Analytics and LG Inform Plus enables data visualisation, analysis and manipulation through a suite of tools including mapping, ranked tables, profile (spider) charts, scatter plots, time series and mapping applications. The outputs created via these tools can be easily extracted for use in reports and presentations, plus the data can be quickly downloaded into an excel spread sheet.

By embedding data sets along with other case study information such as Melton Excels, Melton Cares etc., into an intelligence hub or 'observatory' the Council will be able to unifying datasets with customer views, attitudes and behaviours as depicted in the diagram figure 1.1 below.

Creating the Melton Observatory

In this context the council is working towards creating a **Melton Observatory** where data can be analysed and presented in a more meaningful and useful way. The Observatory would become a validated 'internal' information hub that integrates with the EDM system and presents a reputable platform for harmonizing and delineating vital data and information incorporated by joint working champions and stakeholders across key service areas, to provide information and intelligence for the Council.
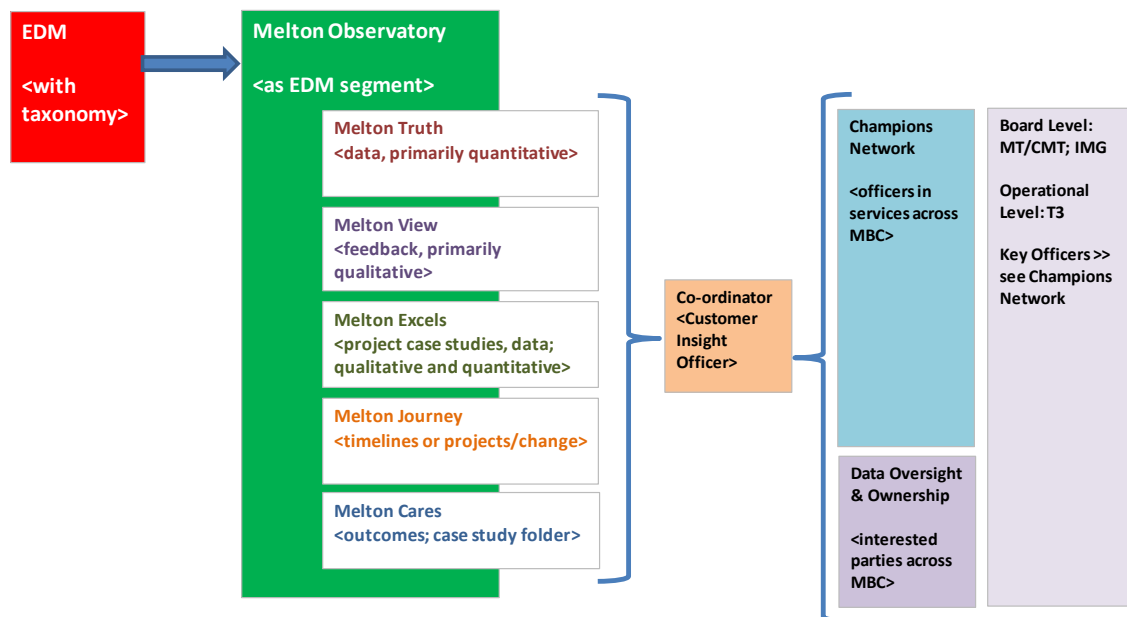

Figure 1.1: Proposed elements of the Melton Observatory

Sharing Good Practice

Many District councils, such as Solihull Borough Council (see http://www.solihull.gov.uk/About-the-Council/Statistics-data/solihullobservatory) have successfully floated their Observatories in the public domain. Such vital data will be highly relational to key sectors of Melton's economy including Benefits, Population and Census, Health and Wellbeing, Education, Safety and Crime, Transport and Housing, Strategic Planning, Waste and Environment, and could be objectively stratified into primary qualitative and secondary quantitative data. The Council will also benefit from the support of the National Centre of Excellence for Information Sharing, where they can enable information sharing approaches and internal practices to be further developed across the organisation, with partner organisations and different policy areas. The outcomes of sharing information are realised in the strategic transformation programmes as well as more targeted interventions such as the Me and My Learning project (see details in section 5 below).

In summary the Observatory will itself aid data collection, information sharing, management and storage and will furthermore improve the Council's culture and reputation as an agile

council by being change-ready and able to respond to complex and ever-changing environments.

Local Plan and Planning

Detailed planning evidence has been developed on the Boroughs Landscape Sensitivity particularly in relation to wind energy developments. This provides an enhanced level of intelligence when assessing the impacts of these types of development on the Borough and its residents.

Work has also been completed which analyses the local housing market, this helps to inform the amount of new housing and the types of new homes the Borough's residents will need over the next 20 years.

In partnership with LCC evidence has also been gathered on the Transport Issues in and around Melton Mowbray. This new evidence helps us to understand the effects of possible developments on the town and what might happen if they do not provide appropriate investment in transport infrastructure. This intelligence will help us to ensure we are able to work with developers to ensure their proposals provide appropriate investment in infrastructure and the wider growth objectives of Melton Mowbray are not compromised by early developments.

Transformational Change Programme

As part of the digital first projects baselines around customer channel demand and the current cost to deliver the targeted transactions in phase 2 have been brought together into dashboards. These dashboards provide a greater insight into customer behaviour and form the baselines on which to track both changes in channel demand and the cost to serve.

Providing greater insight into the demand we service and the costs which form our budgets.

An enhanced website analytics product has been deployed as part of the My Account investment. The product called 'Engage' allows us to better understand our customer journeys through our digital channel. Providing a feedback loop on which to improve our offerings, actively signpost our customers or support them when using the digital channel.

Website improvement has resulted in less enquiries by phone on car parks notably.

A little bird told me…**Top tweets of the month**!

-

CllrBushMelton
Oct 23, 12:00pm via Twitter Web Client

Many thanks to @MeltonBC on the prompt removal of the fly tipped items on Sapcote Drive

3 retweets

CSuptSallyHealy
Oct 23, 9:57am via Twitter for iPhone

Excellent meeting with @rutlandcouncil @HarboroughDC @MeltonBC yesterday. Partnership working in to the future. Lots of good discussion.

4 retweets

MeltonBid
Oct 23, 9:37am via Twitter for iPhone

@ZestComms @MeltonBC Thank you for a fantastic series of social media workshops, great feedback. To the next ones!

3 retweets
Show Conversation

NHWNCatherine
Oct 21, 5:10pm via Twitter for iPad

A million thanks to @englisheric1, @Nhwmelton, @MeltonBC & @MousleyandSon for looking after me and my work shadowing partner today! :-D

3 retweets

williams31297
Oct 16, 12:03pm via Twitter for Android

Useful talks about the practicalities of info sharing between partner agencies from @MeltonBC and @DACBeachcroft #capitaconf

3 retweets

BelvoirBandB
Oct 09, 3:46pm via Twitter Web Client

Thanks to Lisa @MeltonBC & @bisonqueen for organising Fire Safety Training for small accommodation providers in Melton area. Very useful!

3 retweets

DatatankLTD
Oct 09, 10:16am via Twitter Web Client

Congratulations to @MeltonBC for their achievement @the_irrv Performance Awards last night in Telford #IRRV

3 retweets

3. Managing Demand

Managing demand should help to create the environment for economic prosperity. This can be achieved utilising customer intelligence to become more sophisticated in interpreting need and demand which can then drive innovation to achieve results. It will also require more sophisticated commissioning, procurement and contract/supplier management.

In May 2014 Development Control achieved national "**Smarter Planning Champion**" accreditation which acknowledged the high level of electronic processes and procedures in the service. One of only 41 authorities in the country and the first in Leicestershire to achieve this recognition.

As outlined in the customer intelligence section the Digital First Projects in phase 2 of the Transformational Change Programme are baselining current channel demand. This will inform both savings within the programme but also the deployment of operational resources to serve this demand.

The priorities of the Transformational Change Programme overall are driven by the demand for services. But also at a transactional level the priorities for process redesign are informed by the data on demand at this more granular level.

Changing Culture Through Me & My Learning, Vulnerable Adults & My Account we are working to start working together across the Council to move forward the culture to ensure we think firstly of support and how we ensure our residents can live independently.

Housing Foyer

This project has reached the stage of full planning and funding is in place to build a 25 unit Housing Foyer for young people aged 16 – 25 years. This will help deal with demand and ensure younger people are more ready to live independently and move them closer to being work ready. Reduce tenancy failure and deal with complex needs at an early stage. £2.4m build.

SLF (Supporting Leicestershire Families)

We have been working with over 70 clients in the last 12 months shown good outcomes and Leicestershire is 6th best Authority nationally at turning around troubled families.

As part of the **Transformational Change Programme** we are targeting those who are most in debt to MBC so as to reduce demand on services and get residents who have financial issues to help themselves by managing their finances in a better way. To date we have targeted the top 20 and now have plans and services engaged with 10 of these residents. As we move forward we will be rolling this approach out into business as usual.
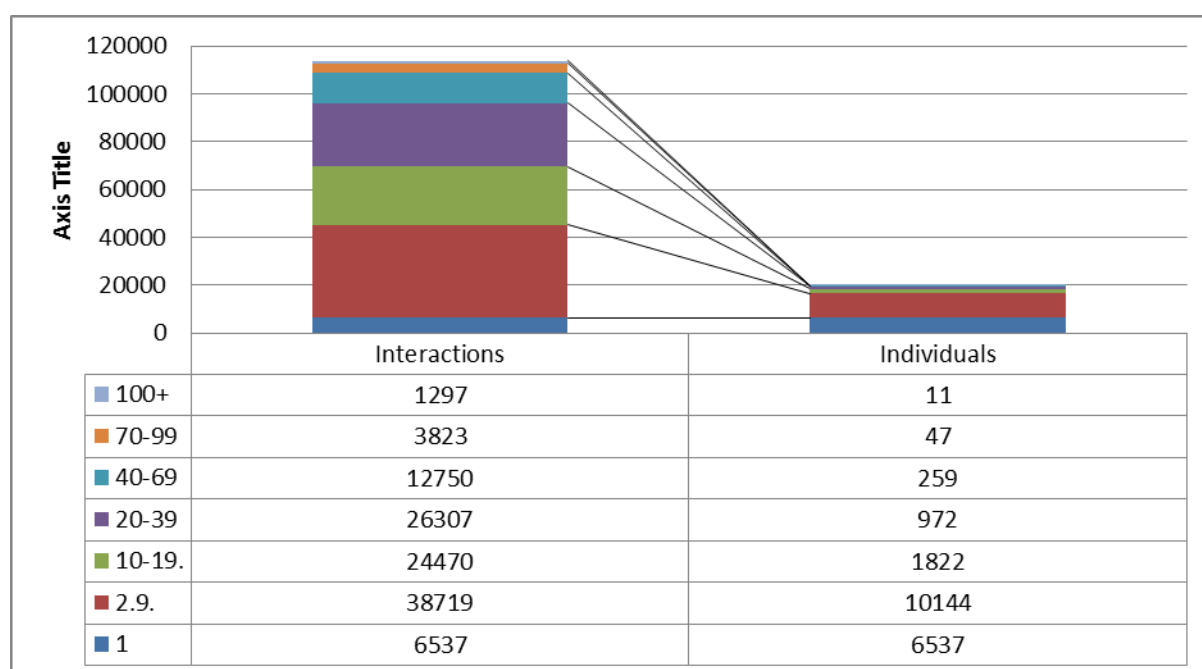
The **Me and My Learning** programme will reduce demand (see details in part 4 new delivery models). The project is transforming the lives of local residents. Phoenix House has been developed into a Learning and Support venue, focusing on providing services that break

down the barriers to unemployment. This is bringing together skills, training and advice in one place. Combining providers and local employers we are supporting residents to get the advice, training and job they need to maximise their potential.

The **Facilities Management** (FM) helpdesk informs manager of workloads, outputs of team and individual and customer feedback on performance. Key areas of demand can be identified, helping to determine where investment or changes may be needed. E.g. dishwashers were constantly failing so replaced with better model. Property team review has been completed to strengthen FM and construction skills and increase resilience of the team.

Update on Customer Insight Project

The following table was included in the previous report, it shows the number of interactions with the Council from individuals. The top line shows that 11 individuals contacted us on over 100 occasions, accounting for 1297 interactions.

	Interactions	Individuals
■ 100+	1297	11
■ 70-99	3823	47
■ 40-69	12750	259
■ 20-39	26307	972
■ 10-19.	24470	1822
■ 2.9.	38719	10144
■ 1	6537	6537

Additional analysis determined that within the top 11 were Wardens from residential accommodation dealing with needs of multiple residents and others in warden accommodation. All such cases are now being managed by wardens. The remainder have been broken into age groups of retired and working age and are being managed either via Me & My Learning, Sure Start and Older Peoples Services/Vulnerable Adults.

4.   Developing New Delivery Models

Develop new delivery models by increasing diversity in delivery arrangements. The expectation is to see more co-design of service delivery arrangements with customers involved in shaping services.

The Tanker has Turned

'Our ship' now has a much clearer focus on improving the place. The role of our Economic Development support for local businesses has emerged in the last 2 years and is second to none within our area. The grants that have been awarded to local businesses is currently over £1.5m and for other businesses we have a Business Grant Support Scheme, for those who need that extra bit of help to steer a successful course. Training is on offer for local retailers and in "bite-size chunks" with Rotary Club for these busy business people who cannot often take several hours away from their business during the working day. For our Rural Businesses the Council is a key player in the 'LEADER Bid' (see below p17) which will bring money into our area for tourism, rural businesses and farm diversification as well as some social schemes. We have also contributed fully to rural Broadband which will assist the development of those rural businesses.

It is the success of our small Economic Development Team which has enabled the council to successfully steer its course into new and challenging waters. Our success is shown through the Town Centre programmes we have been invited to take part in including the Portas Towns, Revive and Thrive and most recently an Asset Based Support approach to supporting Town Centre provision. As well as our roles being the Countywide lead for Broadband, EU Funding and the Place, Employment and Skills activity for all the Districts. We have covered some nautical miles in the last two years!

People Support

They have continued to embed excellent services on offer to local people. SLF has moved forward linking well into our services, a "good" rating was achieved in the Ofsted by the children centres, with excellent comments about the services offered. The increasing linkages with health, particularly mental health and the targeting of the 'leisure offer' continue to help those most in need in a positive and productive way. We are recognised nationally for the way we have integrated our services and produce good outcomes for people and of course this culminated in the IRRV Silver Award for Social Inclusion.

Of course the jewel in the crown which brings the transformation approaches together is "Me and My Learning". This initiative, has grown out of our people based services approach, but is also tackling the worklessness, employment and skills agenda so helping employers and our place based services. It is joining together more and more providers to develop improved services for local people so transforming the offer available. Our plans are well

advanced to sustain the provision into the future, as this is a good supportive way to change behaviour.

Me and My Learning: The Ethos

- • supports people to become digitally, financially and socially independent

- • will, wherever possible, help people to move into sustainable employment

- • uses a triage/assessment process to identify the barriers individuals face in becoming digitally, financially and socially independent

- • provides an individual, agreed, holistic and co-ordinated journey to independence

- • brings partner organisations together under a single co-ordinated "umbrella"

- • features local community involvement and ownership

The Me and My Learning approach aims to transform the way in which support services are provided, particularly to people who face multiple barriers. By doing this Me and My Learning (M&ML) will increase people's ability to live independently (and so reduce their demands on public services) including, where possible, securing and maintaining sustainable employment.

Previously the barriers to independent living that people, often those furthest from the labour market, faced were addressed in a piecemeal and uncoordinated manner.   Dealing with barriers in this way runs the very real risk that some are not addressed, which in turn reduces the chance of achieving an overall positive outcome (e.g. a move into sustainable work). Such an approach will inevitably end up costing more, for example through ineffective service delivery and the need to repeat interventions.

Me and My Learning is fully operational and all of the partners are based at Phoenix house these include Loughborough College, Drug & Alcohol sessions, Volunteering opportunities, Credit union advice, Mental health sessions and a crèche.

We have already seen 380 people of working age with 22 gaining employment and 189 still engaged in the service. The services are not just about employment but getting people independent i.e. by being able to manage their own lives – money, health, mental health, drug/alcohol, volunteering, Princes Trust, Digital Skills (this will help them to be ready to use MBC on line services).

The services offered with Me and My Learning include:

Digital Skills Training
Loughborough College have redesigned their digital skills sessions specifically to fit in line with the crèche we have at Phoenix House. They offer a 3-day digital skills course that runs Monday – Wednesday as well as a 2-hour digital taster session that starts at 9.30am on Fridays. They are also ready to support our customers when 'My Account' comes in the New Year.

Qdos Training
Qdos have recently joined the partnership offering functional skills training for Maths and English. These courses will be delivered over 4 days and customers are assessed initially to a level that suits their ability.

Tenants Awareness Session
There are regular tenants' awareness session is aimed at customers who are seeking a tenancy whether it be with Melton Borough Council, private rented or housing association. The sessions will cover the following topics:
- Your home
- Your tenancy
- Managing your home/budgeting
- Tenancy support/Me & My Learning

We have a deeper understanding of how some of our customers use the **website** and have been making improvements to ensure it is accessible to a wide audience giving special consideration to those who can sometimes find website difficult to access. This includes using lower case letters – uppercase text will shout as customer using auditory screen readers, making sure there is good contract in colours, that content is written in plain English and Google translate has been made active.

In October 2014 the Council received a SILVER award from the IRRV (Institute Ratings, Revenues & Valuation) for **Excellence in Social Inclusion**. The awards panel were looking for organisations to demonstrate they have excelled in the areas of prevention social exclusion,

evidencing leading edge approaches to improving the life of those experiencing poverty or deprivation.

This was easy for the staff at Melton Borough Council who for many years have worked hard with partners to develop an integrated approach to providing services around the customer and putting individuals and families first, identifying and tackling the root causes of problems and investing in early interventions.

This approach shows how the we co-ordinate agencies, including the CAB, Credit Unions, the Job Centre, Money Advice Service, Probation service, Adult Social Care, Children's Centres, Voluntary agencies, drug & alcohol services to name just a few to work together in a way that puts our customers first, ignoring departmental and agency 'silos' and merging into a shared pool of knowledge, professionalism and expertise to secure better outcomes for children, young people and families.

The way we work to help our customers at Parkside and at Me and My Learning based at Phoenix House contributed to the success of winning the IRRV silver award.

The Venue is being developed which will be a young person's café that will offer advice and support at the earliest opportunity to young people living in the Borough. The project is being developed by the Melton Learning Hub with MBC support. This project is aiming to fill the void that will be left by LCC youth service funding reductions as well as delivering a service that has been shaped by the young people.

Housing Related Support is ceasing – Intensive Housing Management Service: As part of LCC funding cuts the current HRS service is ceasing. Melton Borough Council is working to develop a new model that will ensure the needs of our most vulnerable older people are addressed at the earliest possible stage and will also be needs led. This is leading to a £46,000 annual saving to MBC General Fund and £160,000 per annum saving to LCC. The new model is to be in place for April 1st 2015.

Customer Support

Web chat is here! With the launch of the new website and the aim for our customers to channel shift we felt it was very important to start offering assistance through a digital means instead leading our customers away from their computer screens and to the telephone. So along aside our social media channels we have implemented web chat.

So when customers now go on the website and struggle to find something, our customer service team can now pop up and offer help through the website. The web chat doesn't appear unnecessarily and has the ability to know when a customer might be struggling by using different behavioural filters, as follows:

- Gliding: Page has loaded; no mouse activity.

- Surfing: High mouse activity, unstructured, visitor is navigating around page.

- Swimming: Ordered mouse movement, but too fast for them to be reading.

- Diving: Low overall activity – slow, ordered movements. Visitor is consuming content.

- Deep Diving: Scrolling has occurred, minimal mouse movement, visitor is heavily consuming content (reading).

We have currently got the web chat on the waste and recycling pages so we can review the demand, it will soon be deployed across more services on the website.

Business Support

LEADER Programme 2015-2020 - £1.75 million funding allocation

LEADER is a well-established method of delivering Rural Development Programme (RDP) funding at a local level and is a source of European funding that will support the development of rural areas up to 2020.

The focus of the programme is to deliver jobs and growth in rural areas through:

- Support for micro and small enterprises and farm diversification

- Support for increasing farm productivity

- Support for rural tourism

- Support for increasing forestry productivity

- Provision of rural services

- Support for cultural and heritage activity

We have submitted an **East Leicestershire Local Development Strategy** (LDS), which outlines our approach to delivering sustainable rural development within East Leicestershire. Over the six years of the programme we will work with new and existing local businesses to deliver good quality employment opportunities whilst empowering local communities to shape services that will ultimately support growth within the local rural economy. The mission statement of the Local Action Group is:

Working with communities and businesses to nurture a growing and prosperous rural economy which will provide access to, and support the development of: local jobs, local services and local products, whilst retaining and enhancing our local heritage and environment.

Melton Town Centre App is live
Melton Borough Council and the Melton BID Company have joined resources to produce a Melton Town Centre App, with the aim to maximise visitor potential, increase foot traffic to

the high street, increase community engagement and provide shop owners with the tools to benefit from the smartphone revolution.

The App aims to connect local businesses to local consumers using the latest technologies in a way that is simple for everyone.

The Melton Town Guide App will allow businesses to be found under multiple categories with their own information such as images, text, address, web site, email address, phone numbers, social media and integrated revenue generating Couponing & Special Offers Systems. It will also provide a "show on map" button that links to integrated maps. With integrated Facebook & Twitter, users can quickly tweet/post their current location or talk about one of the businesses listed on the app. With built in maps, every business can be found using the "show on map button", or you can just navigate to the map section and filter which items you want to see with the ability to show walking or driving directions from your current location.
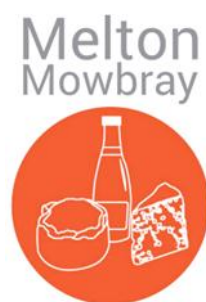
We are hopeful that the Melton App will be a very powerful tool for tourists and locals alike

The Melton Town Guide App is available to download FREE from the Apple Store from 14th November 2014.

Consultation is being undertaken between October 14 to January 15 on the **Melton Local Plan Issues and Options.** This key consultation document encapsulates extensive engagement undertaken to date including the work undertaken with the Melton Local Plan Reference Groups and sets out the key choices facing the development of the Borough. The consultation is being promoted through a variety of means including social media and will involve a number of events and workshops across the Borough. To ensure an efficient approach to managing the consultation response, Planning Policy and the Digital Engagement Officer have set up an online consultation portal using the Delib Citizen Space Software. This system is embedded into the Melton Local Plan Website and makes it easier for users to develop and revisit their response, it also automates some aspects of the Local Plan consultation process. Above all implementing the software and using it at this stage

start the transition of Local Plan customers to more digital means of communication. This will be invaluable as interest in the Local Plan grows as the strategy for the development of the Borough develops.

Caretaking staff are developing skills and training to cover greater breadth of work, minor works, access for contractors, reporting back on completion of minor works. Working closely with customer services to re-design reception and channel shift. Working with probation and the Rehabilitation Company Limited on the Community Payback scheme to undertake works at MBC properties including weeding and litter picking, painting fencing etc.

Work being undertaken to identify what a new shared **IT service** would look like to improve our outcome based approach to delivering IT services and projects

Procurement services are a fully tendered compliant service with improved processes and the development of a collaborative approach with other Local Authorities – e.g. Insurance Contract

Working on back-office services to be integrated within **Electronic Document Management** with the outcomes of more efficient record management and improved access to data across the whole authority– e.g. Invoices/Allotments/Insurance

Leisure Vision – Looking to develop a Leisure Vision that is going to encourage more of our residents to become physically active and involved in sport.

Customer services staff have recently undertaken **solutions focused outcomes training** delivered in partnership with the DWP. This looks at giving the CS advisors tools to have different conversations with our customers so that they are not just dealing with the issue that the customer is presenting with but looking deeper into what is required to solve a wider range of issues and encourage independence.

The **appraisal process** has been redesigned and tested on Management team. This incorporates competencies based around our organisational values. The revised process will be rolled out to all staff over the next 12 months and will aim to promote digital processes and change the focus of performance on not just tasked based outcomes but also the behaviours and soft skills.

5.   CREATING NEW SUPPORT MODELS

Achieved by improving the way in which the organisation is supporting and supported through back office and support functions.

Transformational Change Programme

The new website went live in June and for 3 months we monitored customer feedback and have made adjustments to the site to meet customer requirements.

New **Engage software** – allows us to have a deeper insight and understanding of how customers use the website – for example "jobs" might be the page that gets the most web hits but engage allows us to see that the jobs page is not the first page that people come onto the site for. We know that most people come on the site for a different reason but have a look at our vacancies on the way out. It's not their primary reason for visiting the site. If we just used the data we have on the volume of website a page gets, this would give us an incorrect view of what the customer demand actually is.

Webchat Already mentioned in Section 2 above, with the launch of the new website and the aim for our customers to channel shift we offer assistance through digital means instead leading our customers away from their computer screens onto the telephone. When customers now go on the website and struggle to find something, our customer service team can now pop up and offer help through the website. The web chat doesn't appear unnecessarily and has the ability to know when a customer might be struggling by using different behavioural filters. This is being tested by our customer services staff at the moment and usage monitored.

We have currently got the web chat on the waste and recycling pages so we can review the demand, it will soon be deployed across more services on the website. The aim is to roll the webchat out across further services on the website and help to keep customers on a digital channel to self-service rather than seeing them switch channel to the telephone.

Using E-Forms. These are electronic forms on the website which allow direct contact with the relevant department. This enables self-serving by the public and businesses and hence reduces the number of telephone calls. Where someone is raising a concern about an Environmental Health matter, a noise for example, the form offers the opportunity to suggest any remedy that the customer would suggest. The replies have generally been realistic and enabled easier resolution in some cases.

We are using the analytical data from Facebook and twitter to see what the customers appetite is for communicating via **social media** and what matters they respond to, for example a message that was sent out about a planning decision generated about 60 views however a message regarding dogs in the country park attracted over 14k views and over

250 shares. The uptake on this through twitter was not the same. We have learned from the analytical information that Facebook is better for person messages while twitter works better as a communication and engagement tool with local businesses and professionals.

Govmetric is a tool on the call centre phones and website which allow us to measure customer satisfaction and receive feedback on service. We are using the information we receive here to inform service improvements to ensure a better outcome for the customer.

A new service strategy for customers has been consulted on internally and will be reported at this PFA committee meeting in December. This embeds and recognises the importance of service design, through knowing our customer, having simple processes and various access channels. It outline the expectation of a customer experience with is well communications and of a high quality and contains service standards which are transparent and reportable.

In August the **Electronic Document Management** System (EDM) went live in **Planning**. The system links to the database system used by the planning team enabling instant access to documents and plans and a central storage place for planning application documents. The system has search and retrieval capabilities which are more advanced saving time when reviewing documents. One of the key benefits is the speed to which applications and documents can be uploaded onto the website/public access system. Once a document/plan is scanned into the EDM it can be instantly turned into a public document and viewable on the website. EDM also has the benefit of saving storage space on drives and document recovery in the case of a disaster. This is to be rolled out to other services of the Council.

At the same time as the EDM went live, the new **Planning Public Access System** went live. The public access system is the back office interface which enables the public to view and comment on planning applications received by the Authority. The new system enables the public to self-serve, preventing unnecessary calls into the customer service centre and planning team. It provides advance searching on applications, including address searches, area searches and date searches which the previous system did not allow. The system now has map for ease of reference and the ability to log in and receive alerts for application submitted within a defined area.

6.   Conclusion

Melton Borough Council is building on its customer insight work and use it to build more robust services which fully utilise the knowledge and skills of our customers who know best how they will access services at the same time trying to create behaviour change within our customers who access our services the most and cause most demand.

Reducing complexity in the development of new delivery and support models should enable the Council to better manage demand and create a drive toward better economic prosperity.

Although Melton Borough Council continues to demonstrate a great deal of success to date, there is still more that can be achieved. As an Agile Council, Melton Borough Council has the will and determination to progress this agenda.

Melton Borough Council is travelling full steam ahead on our journey to deliver efficient, effective, customer focused services to local businesses and people, to improve the facilities and offer of the place and to promote channel shift and behaviour change for the future.

The tanker of HMS Melton has definitely turned her course and is ready to face any choppy seas ahead.