



Transformation Dashboard

January 2020

Key achievements this quarter

- Launching our ambitious programme of work on **Front Office Transformation** which is seeking to improve the way we interact with residents when they first contact the Council
- Implementation of our restructured corporate **Finance** team from 1st December 2019 which is supporting the delivery of a redesigned and improved finance function for the organisation - [click here](#) for more details
- Completing the formal staff consultation on **Strategic Capability** which is looking at how we manage strategy, policy, communications and performance management within the organisation
- Progressing our work on **Provision Cycle** which looks at how we commission, procure and manage contracts with our suppliers - [click here](#) to watch a video to learn more
- Continuing our work to improve the efficiency and effectiveness of the **Customer Services Centre** - [click here](#) to learn more
- Continuing to develop our approach to how we deliver **Support Services** across the Council - [click here](#) for more
- Agreeing an **Information and Communication Technology (ICT) strategy** for the organisation, as well as a **Framework for Digital Service Delivery** - [click here](#) for more details
- Continuing to improve the way we communicate with staff about organisational change within the organisation
- Agreeing the details of two initiatives that will receive a **Corporate Social Responsibility contribution** as a result of PwC's support to the Transformation Programme

Focus for next quarter

- Continuing to develop our plans for refreshing the scale and scope of the programme with a new focus on capturing the **Council's programme of change activity as a whole**
- Completing a period of employee consultation on **Provision Cycle** and finalising our designs and structures for this work
- Further work on the redesign of our **Support Services**, including careful alignment with other redesign work affecting the whole organisation
- Re-examining our **Directorate-based service areas** and redesigning elements of them to ensure that they best meet the needs of residents - with the **Communities Directorate** likely to be the first to go through this process
- Further work to develop the **Front Office**, with a continued focus on optimising residents' experience of the Council
- Implementing further improvements to the **Customer Service Centre**, including through supporting more effective working relationships between the CSC and the Council's different service areas
- Further work to integrate **sustainability and the Council's climate action agenda** into the design of the programme
- Further work to better integrate a number of additional opportunity areas into the programme, including the emerging **Integrated Care System**, opportunities to think further about the **Council's relationships with other partners** and emerging technologies

Service improvement benefits

Non-financial benefits - *Examples of the expected non-financial benefits reported from live transformation projects*

Project	Benefit
Strategic Transport Model	<ul style="list-style-type: none">● Improved in-house travel and infrastructure data modelling to assess the impact of major transport infrastructure investments● Reduced spend and dependency on external consultancy support● Ability to effectively support OCC position at Examination in public● Improved ability to test out impact of different infrastructure scenarios
Fostering Care	<ul style="list-style-type: none">● Increased support for carers● Developing a foster carers' Charter● Children remain in local area where they can maintain their family, friends and local networks● New staffing model to ensure that resources are more effectively deployed and additional resources used effectively
Learning Disabilities	<ul style="list-style-type: none">● Development of new provider frameworks, particularly for residential care● Development of new models for providing wellbeing, employment and community outreach support● Mobilisation of the LD Placement Team improves oversight of the placement process and releases capacity within social work teams● Recommissioning of specific supported living properties which are no longer efficient and/or fit for purpose



A project spotlight on...

Customer Service Centre

Key things to know...

Project start date : 12/02/2019

People involved: Customer Service Centre staff, resident users, representatives from service areas, ICT team, PwC consultants

Accountable
Officer:
Claire Taylor



What is our aim?

This work is seeking to identify and deliver improvements to the performance of the Customer Service Centre (CSC). The ultimate aim is to deliver a better customer experience for both resident and business users of the Councils' services.

What have we done so far?

Following a period of research and observation, over 80 recommendations for improvement were put forward. Since November, the programme has started implementing these. The initial focus has been on putting in place practical changes which will create a more effective working environment for staff. Examples include creating a greater focus on day to day performance improvement through the use of visual metrics and daily huddles, the redesign of policies for team meetings and bringing together CSC colleagues into a single location with an improved office environment.

What is next?

Moving forward, further improvements are planned. These include investigating the use of new workforce management and email tracking systems to support staff manage their workload, plans to support more effective interactions between the CSC and different service teams and the development of a strategic vision for Customer Experience (including a corporate customer strategy, charter and standards).



Want to know more?

Click on the links below to find out more about the transformation programme:

[Click here to access the Transformation Intranet pages](#)

[Click here to see a summary of key projects underway in transformation](#)

[Click here to read the Design Principles which underpin the Transformation Programme](#)

[Click here to understand more about change management support available to OCC staff, to support them to stay well at work](#)

[Click here to read about National Customer Service Week](#)

[Click here to watch the Support Services Powtoon](#)

NB: Powtoon is a software used to make animated presentations and videos.

New phase of work

This is an example of the projected timeline of the key workstreams. Please refer to paragraphs 49-58 in the Transformation Programme Quarterly review Oct-Dec 2019 for further detail on the additional areas of opportunity that the new phase will consider.

	Key workstreams	Q4 19/20 (Jan-Mar)	Q1 20/21	Q2 20/21	Q3 20/21
Back office	Finance	Implementation of redesigned structure across whole council			
	Strategic Capability	1st Mar: Structure go-live for corporate team	Implementation of redesigned structure across whole council		
	Provision Cycle	Directors develop new organisational structures ready for staff consultation			
	Support Services	Directors develop new organisational structures ready for staff consultation		Anticipated go-live of new structures	
	Law and Governance	To be confirmed			
	Property	End of March: Agreement of strategy			
Front office	Front Office Transformation	End of March: Phase 1 - planning complete	Phase 2 to be confirmed - implementation		
	Customer Service Centre Optimisation	End of Feb: End of Phase 1	Phase 2 begins		
	Digital/ICT Strategy	Sign up to Local Digital Declaration			
Service-based redesign		Implementation of strategy			
	Communities, Adults' Services, Children's, Education and Family Services	Directorates develop their service-based redesigns			