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HARBOROUGH DISTRICT COUNCIL

REPORT TO THE CABINET MEETING OF 10 February 2020

PUBLIC REPORT: Y

EXEMPT REPORT: N

Report Title	Adoption of the Smarter Services Programme Strategy
KEY DECISION	Y
Report Author	Stephen Curtis
Purpose of Report	To consider and approve the Smarter Services Programme Strategy.
Reason for Decision	The Strategy seeks to prepare the Council to meet the challenges of delivering services to a growing and changing population; enable the organisation to meet the vision for the future of Harborough District; and remodel services to meet the needs of customers.
Portfolio (holder)	Councillor Paul Dann
Corporate Priorities	The Strategy will enable the organisation to implement projects that will meet priorities under all three of the Councils vision statements.
Financial Implications	There is existing budget provision of £300,000 to support the programme. No further financial decisions are sought at this stage.
Risk Management Implications	The programme team already maintain a comprehensive risk register. However, once the Strategy is agreed, a Member led Programme Board will be established and take an overview of programme risks.
Environmental Implications	None as far as this report is concerned.
Legal Implications	Procurement of new technology that will be managed through existing procurement frameworks. Other legal issues will be managed through projects within the programme.
Equality Implications	A baseline survey (stratified according to equality requirements) is being conducted to understand customer expectation over access to services. This will be repeated on an annual basis to assess the impact of the programme on customers. The programme will also measure staff perception of the impact of the programme on an annual basis. Individual projects being delivered as part of the

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	programme are expected to undertake equality impact assessments.
Data Protection Implications	Privacy impact assessments (PIAs) are expected to be undertaken as part of projects within the programme. Improvements in records management practice are also planned as part of programme delivery, which should enhance our data protection management arrangements.
Consultation	A Member workshop helped with shaping of the strategy; A customer survey is underway; Corporate Management Team, Service Managers and teams have been consulted and helped shape the strategy.
Options	<ol style="list-style-type: none">1. Do nothing: do not pursue a programme of change.2. Pursue this strategy: continue the programme as set out in the Strategy;3. Pursue a different Strategy.
Background Papers	Smarter Services Programme Strategy
Appendices	Appendix A: Smarter Services Strategy
Recommendation	<ol style="list-style-type: none">1. To approve and adopt the Smarter Services Programme Strategy attached as Appendix A..

1. Introduction

1.1 The Smarter Services Programme is designed to ensure the Council can continue to meet growing demands for services and make best use of available resources. The Council has a long tradition of innovation and this programme will build on the successes already achieved. However, the Council is now taking a more comprehensive and ambitious approach to transforming its services and improving the way we work so that we can continue to keep pace with growing demands and provide consistently high-quality services to our customers.

2. Key Facts

2.1 The Strategy sets out the approach to delivering the programme, designed to ensure it:

- Supports delivering the Councils objectives;
- Maximises ownership of change within the organisation;
- Improves efficiency and capacity to cope with growing demand for services;

- Focusses on meeting customer need.

2.2 Funding of £300k for the programme has already been approved. No further financial decisions are being sought at this stage.

2.3 The options are:

- Do nothing: do not pursue a programme of change. This option would present a saving of the remaining programme budget. Any change projects would be pursued on an ad hoc and largely reactive basis with individual cases being made for each project;
- Pursue this strategy: continue the programme as set out in the SSP strategy. This takes a pro-active approach to change, pursuing cultural change across the organisation and underpinned by some technological change. This prepares the organisation for future challenges;
- Pursue a different strategy. This is a high-risk option as it is largely unknown, and potentially represents a significant change in direction for the organisation.