# Harborough District Council Smarter Services Strategy

**Version 0.21**
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# The Smarter Services Programme

- The Council is about to embark on a programme of change 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
  - Remodel our services to meet the needs of our customers

Customer expectations and needs are growing

# The challenges

The population of Harborough District is growing (by about 10,000 over the next 10 years). To meet the growing demand for services we must:

- Improve capacity

- Improve efficiency

- Find new ways of meeting residents' and business needs

- Develop a continuous focus on the financial context in which our services operate.
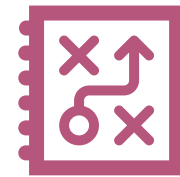
# Customer-led

SSP is about designing around the customer, in order to wrap our services around their needs.

Case studies

# **Case studies**

These are just a small number of examples of people's experiences getting in touch with the Council:

- Mrs A has completed an application online, and come into customer services for reassurance

- Mr B has made 3 phone calls to do 3 different transactions sharing a lot of the same information 3 different times that he could have done all at the same time

- Mrs C has phoned and had a hard copy form sent out for medical waste 'yellow box' collection

- Mr D had phoned to find out what has happened to his application.  He wasn't given a date by which he would hear, so has phoned back again to chase

# **Lessons**

Online services

Customer expectation

Repeat calls

Wrapping services around needs

Services not online

Manual processes

Processes designed around the service, not the customer

Poor communication

Customers not reassured

# Council Vision

**To secure a healthy and prosperous future for the people of Harborough District**

The Council's vision sets the context for driving change in our services:

| PLACE: a safe, enterprising and vibrant place | • CO 1 Keeping the District a great place to live, work and visit<br>• CO 2 Encourage enterprise<br>• CO 3 Enable delivery of quality homes for all<br>• CO 4 Improving the environment |
| --- | --- |
| PEOPLE: a healthy, inclusive and empowered community | • CO 5 Promote health and wellbeing<br>• CO 6 Support vulnerable People of all ages<br>• CO 7 Empower communities |
| YOUR COUNCIL: creative, proactive and efficient | • CO 8 Deliver financial sustainability for the future<br>• CO 9 Responsive and accessible Services |

# SSP Mission and Vision

To achieve continuous improvement of services in line with the Council's vision by:

- Being truly customer focused, responsive and accessible in the way we design services

- Trusting, supporting and empowering our staff

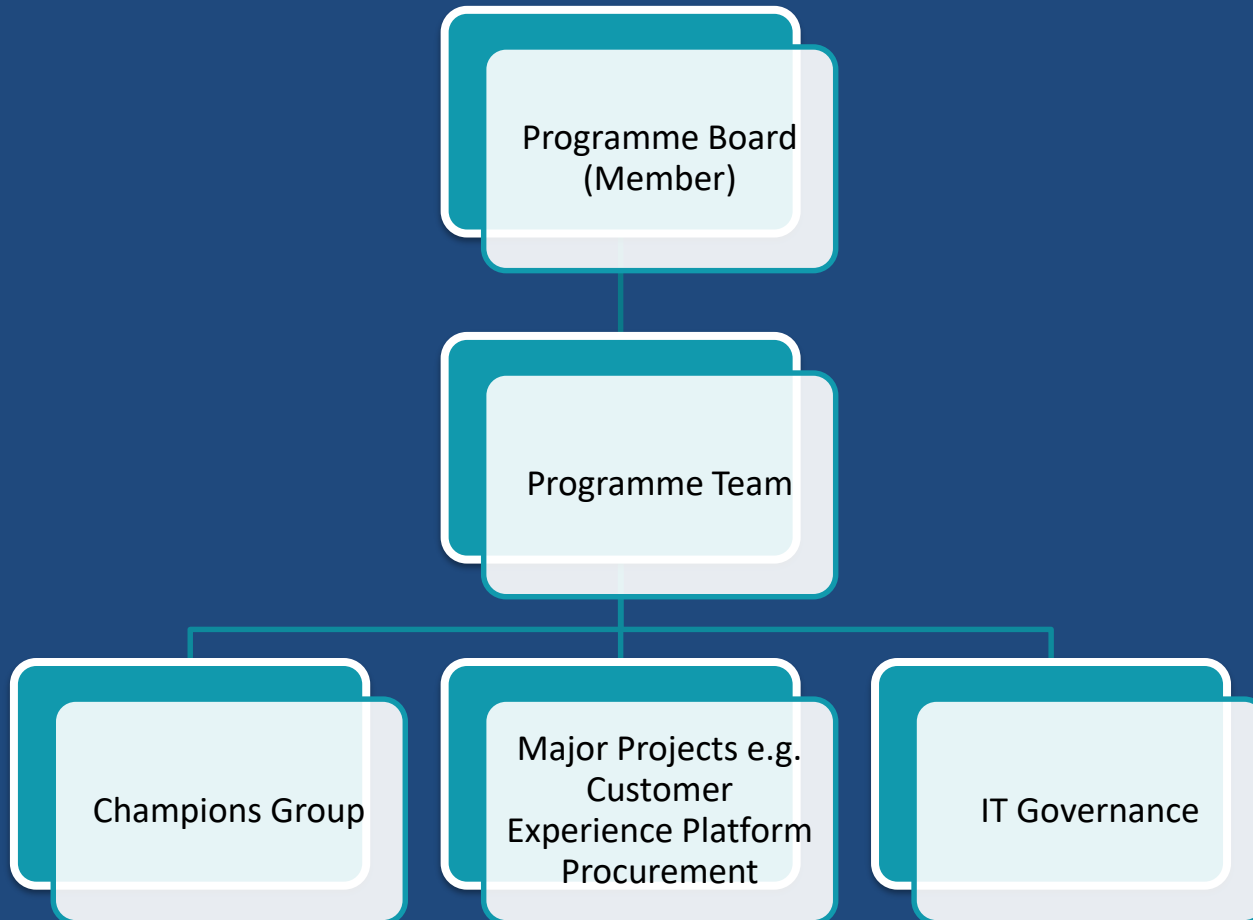- Creating a modern, evidence-driven Council

# Design Principles

| Empowered customer | | |
|---|---|---|
| Customer need and experience (not service) drive service design | Optimum 24/7 device response online design drives all access channels | Customers trust us and can make quick and informed choices and decisions |
| **Enabled Staff** | | |
| Equipped with tools, skills and capabilities | Agile improvements continually focusing on customer need | Equipped to identify and deliver capacity improvements and income generation |
| **Capable organisation** | | |
| Using data to inform decision making around customer need | Analytical capability to drive improved customer insight | The organisation facilitates ownership of decision making and improvement |

# Why a programme?

- The barriers to achieving a customer-centric service and engagement are multi-faceted and complex

- Customer focused change is cross-service and requires coordination

# Programme Governance



Programme Board (Member)

Programme Team

Champions Group

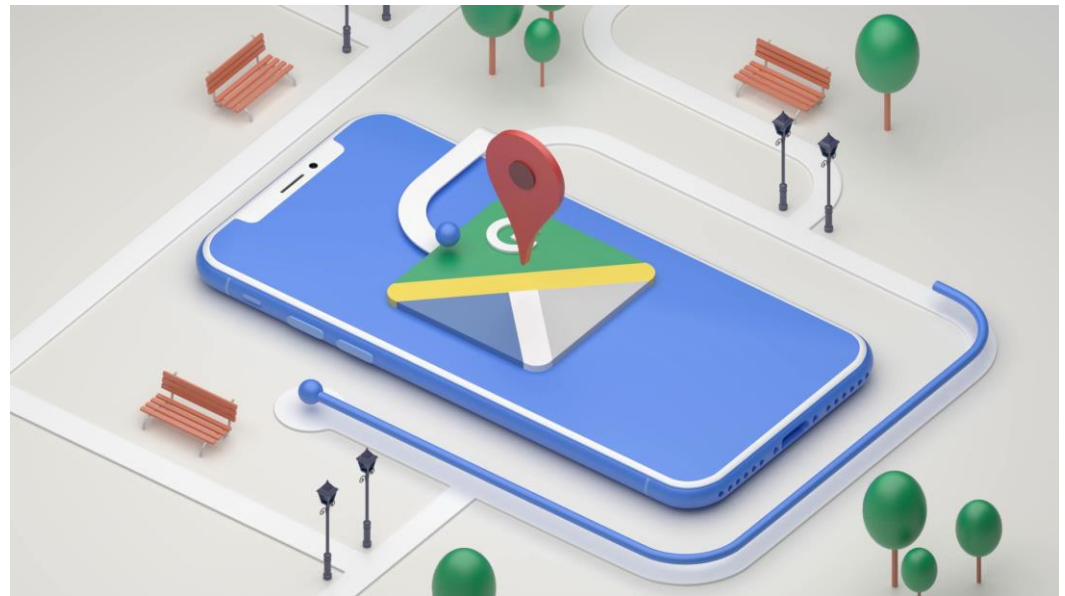Major Projects e.g. Customer Experience Platform Procurement

IT Governance

# Approach to delivery: An engaging journey

You need engagement and facilitation to tackle the barriers and move forward
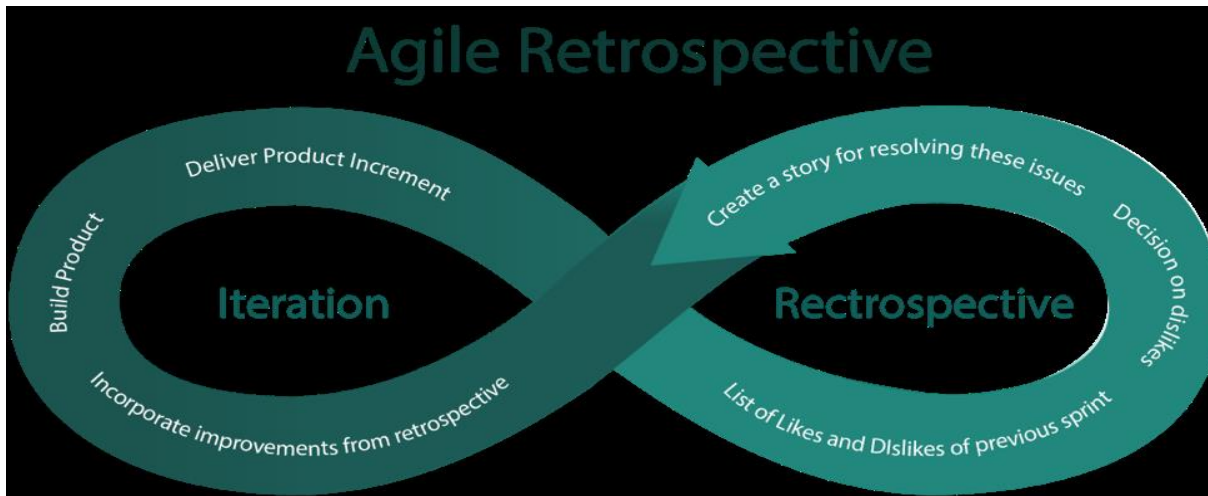
# Approach to delivery:  Creating a flourishing work environment

A modern public service is cross-cutting, engaging, innovative and works in partnership

# Approach to delivery:  Creating a flourishing work environment

Mostly Agile with incremental change



Some major projects such as procurement of the Customer Experience Platform

# Engagement

Engagement is important for helping to shape and change the design of services:

- Staff:
    - Know how services operate at the moment
    - Must design change using evidence
    - Need to work across service boundaries
    - Must be involved in and drive change
- Customers:
    - Use services
    - Provide the evidence of their experience
    - Understanding their needs drives change
    - We must ensure equality of access to our services
- Parishes:
    - Provide local intelligence for our services (e.g. on compliance with planning conditions)
    - Engage with our services (e.g. applying for grants)
    - Use services (e.g. grounds maintenance)

# Evidence and Insight

Performance has traditionally been driven by indicators and targets that are set for individual services. However, delivery of this strategy requires that we turn and look at whether we are meeting the needs of people and the environment in a way that may not be delivered by individual services. We need evidence and insight that can help:

- Provide an overview of the issues and needs facing Harborough
- Measure people's expectations and ability to access and use services through different channels.
- Monitor how our staff feel about their engagement in the programme and the Council
- Measure the success and monitor the delivery of changes and services

We will develop new ways of gathering and using evidence and insight as part of this programme, and new ways of monitoring performance.
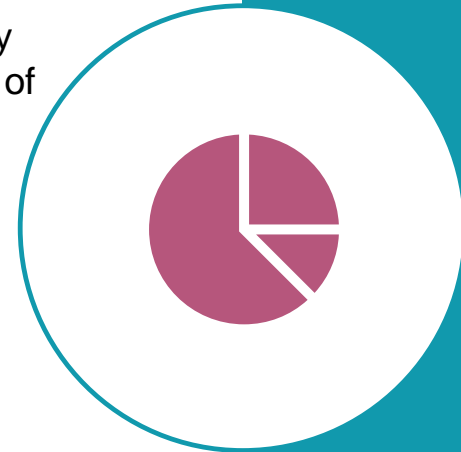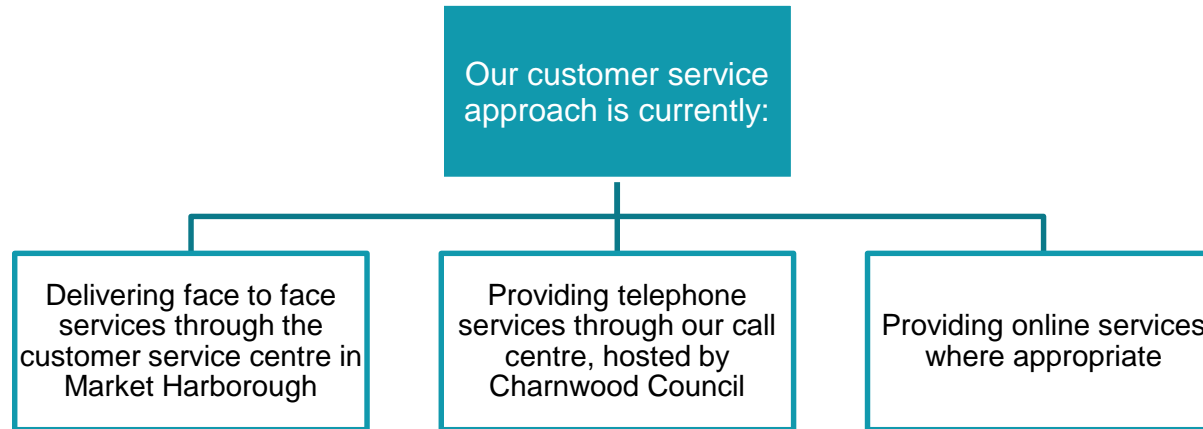
# Customer service

The SSP will help us to deliver our Customer Service Vision:

- We aim to deliver excellence by putting customers at the heart of everything we do. We will ensure consistency in customers' experience so their enquiry is resolved, where possible, the first time.  We will be responsive and communicate with customers at every step of their journey.

- Where we cannot immediately resolve their enquiry, we will be honest and let the customer know when we can. Through our digital channels, we will enable customers to access services flexibly and at a time convenient to them. This will free up resources to support our most vulnerable customers.

- Through customer insight and listening to feedback we will understand what customers want and need. We will strive to continually improve our services, build-on customer satisfaction and to deliver easy access to customer services, however the customer chooses to contact us.

# Customer Service

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┌─────────────────────────┐
│ Our customer service    │
│ approach is currently:  │
└─────────────────────────┘
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**Our customer service approach is currently:**

- Delivering face to face services through the customer service centre in Market Harborough
- Providing telephone services through our call centre, hosted by Charnwood Council
- Providing online services where appropriate

**We will use evidence to consolidate and drive improvement in our customer service in the following ways:**

- Ensure our online services are at least as good as other channels
- Improve the efficiency and responsiveness of our end-to-end services
- Encourage customers to use the most appropriate channel for their needs, ensuring our most vulnerable customers get the attention they need
- Ensure we design services around customer needs
- Allow customers to seamlessly shift channels without having to 'start again'

# Organisational Development

- We, as employees, are critical to the continued development of the organisation to ensure resilience and success against the challenges facing local government. In order for this strategy to succeed, we must:

  - Drive and lead the development of the services

  - Think and work across traditional service boundaries to meet our customer needs

  - Engage with customers and communities

  - Develop a wide range of 'digital' and service development skills

- The Council must continue to develop a supportive and collaborative culture to support continued change.
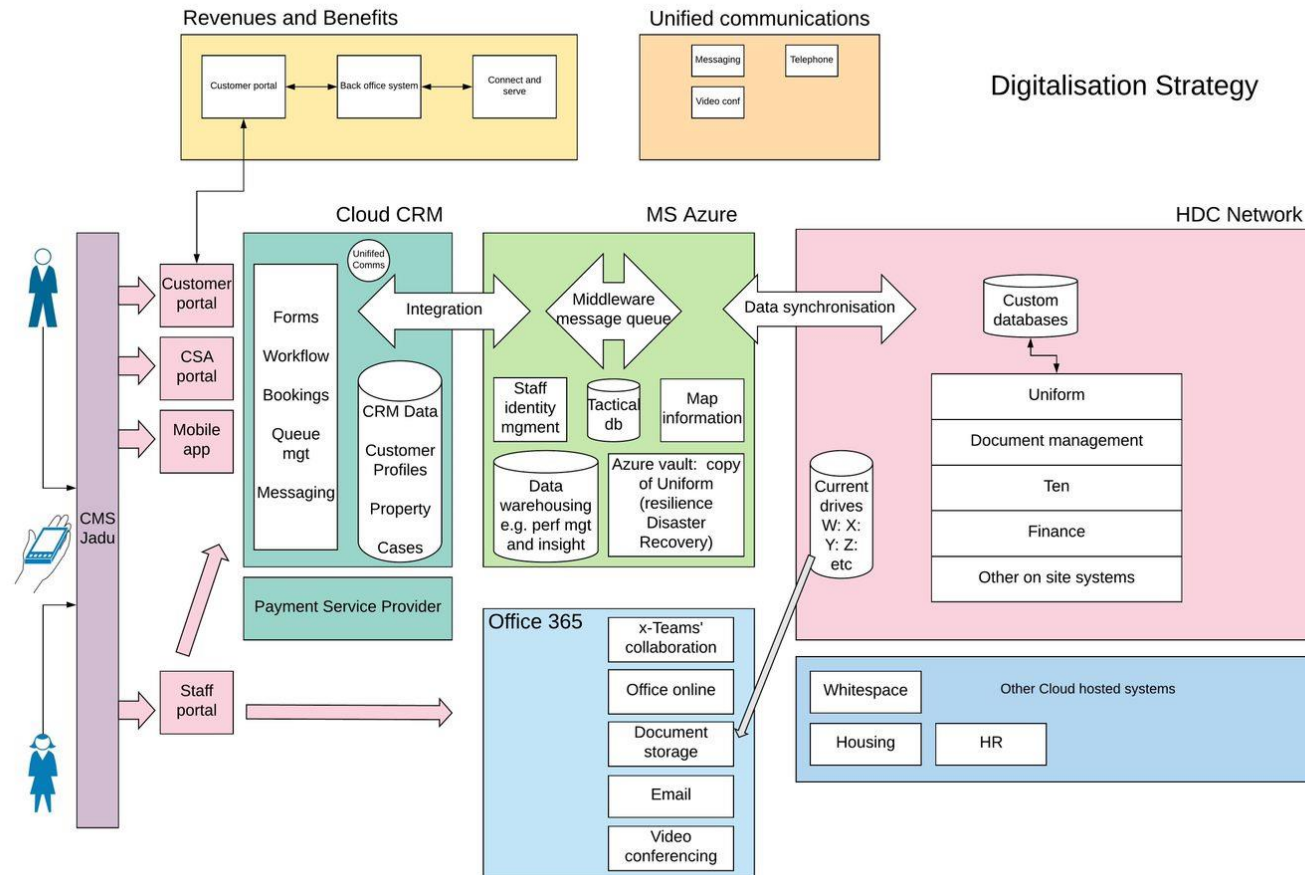
# Organisational Development

- The Council has developed a new workforce strategy, aligned to the SSP.  In summary, the vision is to create an environment in which the workforce is:

  - Focused on outcomes

  - Visionary, ambitious and effective

  - Committed to delivering priorities

  - Innovative and creative

  - Diverse and inclusive

  - Responsive to customers

  - Agile and willing to change

  - Collaborative and engaged across teams and with partners

  - Skilled in leadership

- The Programme will continue to work alongside and align with the implementation of the workforce strategy, incorporating this into its governance

# Information and Technology

- The way we use information and technology is crucial to delivering modern services.  Modern approaches to information and technology can facilitate:

  - Better / faster access to services online at a time that suits the customer

  - Mobile and flexible working

  - Efficient end-to-end processes

  - Better intelligence to improve service design

- For this to be successful, we will work towards a new architecture that is:

  - Supported by excellent information and data management

  - Secure and resilient

  - Is Cloud-based

  - Is based on modern, flexible and adaptable technologies

- A target technology architecture is illustrated on the next slide.  Many elements are already under implementation.  Completion and implementation of the architecture will be delivered through the programme.  As such, new governance arrangements to ensure new technology is in keeping with the architecture will be introduced as part of the programme governance.

# Information and Technology

# Timeline

| 2020 | | | | 2021 | |
|------|------|------|------|------|------|
| Q1 | Q2 | Q3 | Q4 | Q1 | Q2 |

- Strategy finalised
- Cabinet
- Strategy launch
- Annual report

Monitoring / Baselines: customer, staff, SSP maturity and projects → Monitoring / Review

Comms strategy refresh

Internal and external communications delivery

Online development / customer journeys (part of projects plus ongoing monitoring)

Early agile non-CEX projects (e.g. Call fo sites, Starters) → Ongoing agile project delivery

Early CEX projects (e.g. Customer account, fly tipping)

CEX Procurement

CEX = Customer Experience Platform

Information and data architecture build