



CHESTERFIELD
BOROUGH COUNCIL

Great Place Great Service Progress Report

**Overview and Performance Scrutiny Forum
10 January 2017**

**Rachel O'Neil
Customer, Commissioning and Change Manager**

Introduction

- The Great Place : Great Service (GP:GS) Transformation Programme was reviewed and revised in December 2015. The programme will transform and modernise the way we work.
- The programme is based on 6 key pillars
 - Customer Service delivery
 - Workforce development
 - ICT development, as an enabler of change
 - Estate rationalisation
 - Commercialisation
 - Development and implementation of a Target Operating Model
- The programme will:
 - deliver increased income and revenue savings
 - Improve customer service
 - Introduce new ways of working

Customer Service Delivery

- Customer Service Excellence accreditation retained;
- Refreshed the public website so that it is more responsive and ongoing improvement plan in place;
- Process changes implemented to improve rent collection;
- Procurement shared service implemented. £53k cashable saving achieved. 54 contracts managed and contract register developed.
- Procurement strategy developed.
- Draft customer charter in development.
- Support services review underway.
- Resource Link developments being scoped.

To do in the next six months:

- Develop and implement Customer Services delivery plan, aligned to the Digital Strategy

Workforce development

- Aspire updated with manager guides and toolkits;
- Pay and Reward project implemented including moving staff from weekly pay to monthly pay;
- E Learning system procured and in development;
- IIP review completed;
- Living wage implemented;
- Delivered management development training;
- Agreed centralisation of training budgets from 2017/18
- Occupational Health provision reviewed and proactive help drop in sessions being implemented;

To do in next six months

- Implement apprentice programme
- Improve leadership skills and capabilities
- Work towards IIP re-accreditation

ICT development

- Aspire implemented and is being increasingly used as a communication tool – but more to do;
- Wi-Fi implemented in key public access buildings;
- Continued roll out of laptops and tablets to support agile working;
- Information Assurance Manager recruited;
- Information Governance Framework and corresponding security policies developed;
- Improved mobile telephony contract negotiated;
- Servers, active directory and some ICT infrastructure tactically updated – but underlying core infrastructure is in need of significant modernisation.
- Digital strategy in development. Next step = consultation with residents / customers & visitors.

To do in next six months

- PSN accreditation and annual ICT Health Check
- Complete contractual review of PPP contract
- Member approval of Digital Strategy

Estate rationalisation

- CBC is a key partner in One Public Estate activity;
- Epims estate mapping complete;
- Chesterfield locality review underway;
- Occupancy of our rental estate remains very high;
- Working with DCC on relocation of Register Office to Town Hall;
- Town Hall refurbishment re-planned;
- Healthy Living Centre – extra capacity for classes;
- Draft asset management plan in place;

To do in next six months

- Develop detailed asset management plan;
- Begin Town Hall refurbishment and planned CCTV relocation;
- Development of museum store;

Commercialisation

- Commercial Strategy approved and training procured
- Commercial Building Service developed
 - £90K of works quoted, £40K won
 - Derbyshire Trusted Trader & Contractor Health and Safety (CHAS) status
 - Promotional leaflet to be circulated with Business rates;
- Crematorium company being established;
- Building Control company being established;
- Commercial Catering Function established commencing with Market Hall and Borough-wide rollout planned
- Commercial work programme developing including housing development
- Old Queens Park Site – Options appraisal

To do in next six months

- Implement commercial work programme
- Work on implementing subsidy reductions in Venues and Leisure

Target Operating Model

- Target Operating Model developed;
- Project Monitoring Office (PMO) implemented to track and manage change across the council;
- PPP contractual review being initiated;
- Options for new ways of working being developed for museum and venues;

To do in next six months

- Complete PPP contractual review;
- Embed PMO process;
- Complete Support Services review;
- Gain member agreement on new ways of working for museum and venues;

Summary

- GP : GS programme remains complex and challenging;
- Resources are limited and in some cases this is delaying the speed of implementation of some projects.
- Step changes already implemented are showing positive rewards;
- GP : GS focus needs to move away from being centred around Town Hall refurbishment;
- Radical change is required to move us towards ICT being an enabler of transformation;
- The programme needs to place greater focus and resources on our 'workforce' and supporting them through change over the next six months;
- Development of a Digital Strategy – with supporting ICT and Customer Services Delivery Plans – will provide greater focus and clarity on how we will transform services to our customers over the next four years.

Recommendations to Committee

- The content of this report is noted;
- The progress achieved and the planned work is supported;
- Consideration is given to the need for a update to be presented to Scrutiny in six months time;
- Consideration is given to any specific areas of the programme that would benefit from more detailed scrutiny and if so, it is carried forward to the Scrutiny work planning 2017/18 workshop for prioritisation.