

Designing a structure to enable service excellence

Customers, Revenues and  
Benefits reshape

# Setting our strategic focus

## Maximising

Maximising collection of Council Tax, Business Rates, Housing Rents and Commercial Rents so that we can deliver the council's vision of

- 'Putting our communities 1st'

## Delivering

Delivering customer service excellence to the residents of Chesterfield through our customer service centre, contact centre and council reception points

## Reducing

Reducing our service costs

## Improving

Improving the quality of life for local people by ensuring accurate and timely benefit and grant payments

# What are the numbers?

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We administer over £200m\* of income annually – council tax, nndr, credit income, rent, benefits, grant payments

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We respond to approx. 200,000 customer contacts by phone per year

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We respond to approx. 8000 customers in person per year

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We want to achieve a 20% reduction in customer contact demand by 2022 (-41,600)

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We want to reduce our service delivery budget by at least £285,000 by 2023 (£2.69m 10.5%)

# Services have been with CBC for 8 months – a learning curve



Fantastic staff



Dedication and hard  
work is evident



A real willingness to  
support each other



A clear focus in  
delivering good  
customer service



A workforce that is  
able to cope with  
change

# Observations – Are we fit for the future? Can we achieve our strategic goals

The service strategy is not well understood

KPI's are not always being achieved

Some resources seem to be in the wrong places - we have gaps

Not enough management/leadership support is provided to the workforce

We appear to be duplicating work for back - office teams

We don't have deliverable and achievable succession plans

Staff training programmes are not being delivered

We are not maximising technology

Some of the basics aren't in place

Boundaries and accountabilities are unclear

Lack of communication across teams

Health and safety gaps

There is inequality in terms and conditions

# What should we do about it?



Ensure clarity of vision and purpose



Define the performance targets – what is important for us to deliver



Listen to what you think is getting in the way of delivering great services. What problems do we need to solve?



Understand where decisions need to be made and ensure we have structures in place to make them quickly



Agree the change programmes that we need to implement to get us on track



Reshape the service

# Reasons for reshape



## Morale

Improve morale and communicate better



## Performance

Improve performance



## Resource

Get resources in the right place, at the right level



## Terms and Conditions

Address the pay anomalies within the service, inherited following Arvato TUPE transfer



## Succession Planning

Develop roles that improve retention



## Capability

Strengthen technical skills within the service area



## One council One team

Maximise opportunities to work more corporately – scanning, indexing, printing, postage, customer experience



## Benefit realisation

Derive benefits from digital transformation

Any questions?

