

Organisational Development
Programme
Chesterfield Borough Council
Appendix A

ICT Improvement

Strengthening our ICT infrastructure, cyber security and digital skills and implementing our digital platform

What is the programme ambition?

This programme will improve the technology that the Council uses to deliver its services. It will deliver the digital platform (including a new customer relationship management (CRM) system and a personalised customer portal) which underpins our services being able to continuously change and innovate. This programme will provide better networks, storage and hardware so that our workforce has the right tools to enable them to do their jobs professionally and it will enable us to strengthen our ICT security, reducing the risk of cyber attacks. The ICT service will be insourced. Digital skills will be developed across the council.

What will be different for residents and businesses?

- Being able to access a range of services online, at times and places that suit them
- Being able to access personalised information online, such as council tax, benefits and housing rent information
- Our service delivery will be resilient and online access will be secure

How will we know it is successful?

- ICT systems are stable, and the number of major incidents reduce
- Cyber security accreditations are easily achieved
- Customers will actively use online services to access council information
- We achieve reduced costs of service delivery, through automation, self service and service redesign
- Digital talent and skills are actively developed and change teams become multi- disciplined

OD outcome Customer Access	OD Outcome Financial & Commercial	OD Outcome People & Culture	OD Outcome Digital & Data Capability	OD Outcome Strategy, Planning and Governance	OD Outcome Engagement & Communication	OD Outcome Programme & Performance Management
✓	✓	✓	✓	✓	✓	✓

ICT Improvement : Progress to date

Focus for the next phase

- Insource of the ICT service completed and improvement achieved in the technical skills within the team
- Digital platform and systems integration tool implemented
- 10 core system applications upgraded
- E Billing implemented in Council Tax and Business Rates teams
- 60% of ICT moved to cloud hosting
- Implementation of Office 365 and teams
- Replacement of telephony system completed during the pandemic
- Covid 19 business grant administration built on the digital platform (new addition to programme)
- Channel shift and financial benefits are being achieved against target

- Redesign and implement the complaints process within the digital platform
- Replace the commercial property billing system
- Replace the Leisure Management System
- Implement the licensing system on the digital platform
- Housing rents information is made available on 'My Chesterfield'
- Continue to drive channel shift
- Reshape of Customers, Revenues and Benefits services
- Work towards delivery of 90% of applications moved to cloud hosting

Projects and change activity

2021/22 Q4	2022/23 Q1	2022/23 Q2	2022/23 Q3	2022/23 Q4
<ul style="list-style-type: none"> • Redesign and implement the staff caution list on the digital platform • Begin to implement Housing Rents information in My Chesterfield • Include Private Sector Housing processes on the digital platform 	<ul style="list-style-type: none"> • Redesign the complaints policy and include on the digital platform • Replace the leisure management system • Reshaping Customers, Revenues and Benefits • Review and reduce printing and postage costs 	<ul style="list-style-type: none"> • Integrate licensing services into the digital platform 	<ul style="list-style-type: none"> • Implement member casework on the digital platform • Implement technology improvements within the planning service so that efficiencies are achieved • Replace the commercial billing system 	<ul style="list-style-type: none"> • 90% of ICT applications are moved to cloud hosted provision

Customer Experience

Residents remain satisfied with the services we provide and our services become more accessible

What is the programme ambition?

The programme aims to build on the experience customers have when dealing with the Council, be that through online services or contact with a staff member in our buildings or in the community. The programme will focus on areas where people contact the council for help and support, making sure it is seamless, easy and automated where possible for speed and simplicity. At the same time we will ensure that the most vulnerable in our communities can always access what they need. The Council's website will be modernised and use of social media channels will continue to be developed in line with customer expectations. Our front line staff will be supported to fact find and problem solve at the 1st point of contact.

What will be different for residents and businesses?

- It will be easy to contact the council, whatever the issue
- More support and information will be accessible online 24/7 or through webchat or chatbots, providing a quicker resolution, especially for routine enquiries and advice and information.
- People with specific needs and support will receive the right help and support 1st time
- Frontline staff can dedicate more time to the people they support.
- Our Leisure teams will use technology to deliver some services in different ways
- Our visitor information centre and the way we deliver events will be reimagined in line with our recently adopted visitor economy strategy

How will we know it is successful?

- Residents report they are satisfied with the customer service they receive
- Automation is used widely and effectively to improve services
- We have fully established a 'single front door' for contact with the council
- Systems and processes for interactions with residents are joined up across all parts of the council
- Efficiencies drive targeted cashable savings within this programme

Customer Access	Financial & Commercial	People & Culture	Digital & Data Capability	Strategy, Planning and Governance	Engagement & Communication	Programme & Performance Management
✓	✓	✓	✓	✓	✓	✓

Customer Experience: Progress to date	Focus for the next phase
<ul style="list-style-type: none"> • Planning and Environment services have been integrated into the customer service centre • The Theatre Box Office telephony service has been integrated into the Contact Centre • The Council’s Customer Relationship Management System has been replaced • Contact Centre technology has been upgraded to allow employees to work from home whilst in the Coronavirus pandemic • Covid 19 secure services have been delivered across all our buildings • The kickstart initiative has been implemented in our contact centre, providing skills and career experience for young people 	<ul style="list-style-type: none"> • Engage with customers to review opening hours within our Customer Service Centre • Provide assisted digital support within our Customer Service Centre • Reimagine the Visitor Information Service • Implement a leisure concierge service and enhanced digital access

Projects and change activity

2021/22 Q4	2022/23	2023/24
<ul style="list-style-type: none"> • Implement the Kickstart initiative within the Contact Centre, providing employment experience for young people • Provide assisted digital provision in our customer service centre • Begin to introduce new digital systems and a leisure concierge service at our sports centres • Buy and implement a new ticketing solution for our theatres 	<ul style="list-style-type: none"> • Engage with customers to review opening hours within our Customer Service Centre • Consider the introduction of an appointments service in our Customer Services Centre • Replace the Council Website • Reprocure the contact centre telephony system enabling a reduction in the number of telephone lines we use • Review the provision of telephony services within our sports centres • Integration of housing services into customer services functions • Review the events programme and our approach to delivery • Review and implement a reimagined visitor information service 	<ul style="list-style-type: none"> • Complete a review of cash collection and payment options • Complete the digital switch in Careline and introduce improved digital access channels

Developing our people and our use of resources

Reviewing and reshaping our internal services and delivering our people plan, procurement and asset management strategies

What is the programme ambition?

This programme will focus on reviewing and reshaping our Corporate Services, centralising them where appropriate, whilst using technology to reduce duplication and the cost of service delivery. Our workforce will receive the appropriate support, training and development to enable creative, flexible and productive ways of working and an appropriate reward and recognition strategy will be developed and implemented. We will work towards centralising our communications and marketing activity and will implement a corporate landlord approach to the management of our property portfolio. We will redesign our finance service so that better data is available to support ongoing service delivery and our Health and Safety provision will be reviewed to ensure it is fit for purpose with changing legislative requirements and the increased demands from the Coronavirus pandemic.

What will be different for employees?

- Many of our corporate services will be centralised, with the provision of a business partner approach in HR & OD, ICT and Finance services and the introduction of a corporate landlord for our property portfolio.
- Our procurement service will be transformed using category management and technology to deliver improved governance, social value, 'green' procurement and financial savings
- Our managers will be supported to lead effectively through change
- We will develop the capacity and skills of our workforce, supporting their health and wellbeing and ensuring appropriate recognition and reward
- Financial data and forecasting tools will be easily available

How will we know it is successful?

- The outcomes set out in our people plan and procurement strategies will be delivered on time
- Efficiencies and customer benefits identified through the Corporate Services change programmes are realised.
- The Corporate Asset Management Strategy will be developed, adopted and implemented
- We will have improved our financial processes and the financial data that is available to us and strengthened how the Finance Service engages with other service areas.
- New Health and safety legislation will be understood and embedded across the organisation

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✓	✓	✓	✓	✓	✓	✓

Developing workforce and use of resources: Progress to date		Focus for the next phase
<ul style="list-style-type: none"> The Procurement Strategy is on track The People Plan is on track, with achievement of IIP Gold accreditation in February 2022. 		<ul style="list-style-type: none"> Deliver key milestones in procurement workstream Deliver key milestones in the people workstream Develop and approve the Asset Management Strategy Review and reshape Health and Safety provision
Projects and change activity		
2021/22	2022/23	2023/24
<ul style="list-style-type: none"> Begin to review and scope the redesign of purchase to pay activities within the council, reducing paper and increasing automation Migrate the council's finance system to SaaS (not hosted on premise) Begin to develop the Asset Management Strategy and delivery plan Deliver the procurement strategy actions and the savings in the procurement action plan Complete the People Plan delivery plan Begin to undertake a review of our Health and Safety approach, exploring the use of digital technology to improve provision and reshape the Health and Safety service Reshape legal services to provide additional administrative support Start the development of the Programme Management Office 	<ul style="list-style-type: none"> Complete a redesign of the Finance Service Complete a review of financial processes, monitoring and reporting Review and reshape Support Services Redesign Property and Technical Services Introduce Corporate Landlord Develop 10 year maintenance plans and climate change carbon assessments Review and develop short term facilities improvements at Stonegravels Depot Redesign the Communications and Marketing functions Review and reshape the policy and partnerships service Improve the integration of the Council plan, MTFP, service business planning and Organisational Development Develop a new ICT strategy Refresh and approve the People Plan 2023 – 2026 Complete a review of hybrid mail, including the use of the reprographics service 	<ul style="list-style-type: none"> Upgrade the finance system from ERP7 to ERPx Implement HR technology improvements Deliver the 2023/24 milestones identified in the People, Procurement and Asset Management workstreams

New ways of working

Rethinking and modernising our services, so we are more efficient

Transformation Phase (2) Design and Develop

What is the programme ambition?

This programme will enable services to work creatively, efficiently and at lower costs so that we can secure our finances and support growth in Chesterfield. It will build on the new ways of working that have emerged through the coronavirus pandemic, including embedding a hybrid working environment in the Council. Opportunities to work closely with partner organisations to deliver more joined up services will be actively progressed. Technology will be utilised to improve our efficiency and productivity. This programme will be regularly refreshed to incorporate external change projects such as the Local Government Boundary Review, changes to service delivery brought about by legislative or policy changes, organisational changes resulting from Vision Derbyshire or other local government reforms and changes brought about through consultation and engagement with our communities.

What will be different for residents and businesses?

- The programme will improve many key processes that will free up staff time and capacity
- Services will continue to provide good value for money
- The council will continue to work with partner organisations to deliver joined up services
- Services will be less tied to physical locations
- We will minimise the amount of space which is occupied by our workforce and maximise the space available for partner accommodation or alternative uses
- Many of the improvements will enable staff to work more flexibly and efficiently but may not be visible outside of the council

How will we know it is successful?

- We will have updated and refreshed many of our business processes and our ways of working
- We will see increased satisfaction and feedback from residents, service users and our workforce
- We will realise financial, efficiency and customer benefits
- We will have identified new opportunities to secure income which will protect our vital services

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New ways of working: Progress to date	Focus for the next phase
<ul style="list-style-type: none"> This is a new work programme 	<ul style="list-style-type: none"> Reshape of Revenues and Benefits services Reshape of Housing – phase 1 Complete a review of VOIDS processes

Projects and change activity

2021/22 Q4	2022/23	2022/23	2023/24
<ul style="list-style-type: none"> Support the requirements of the Local Government boundary review Review and reshape environmental services Reshape the housing directorate Review and redesign VOIDS processes Complete a review of approach to supporting community and voluntary sector services Review and update the Anti Social behaviour strategy and supporting processes Develop and implement our approach to hybrid working 	<ul style="list-style-type: none"> Implement the Local government boundary review Complete a review and reshape of the stores function Review the housing repairs process and implement technology improvements Implement a corporate asset management system Complete a review of commercial catering Implement the Safer Streets initiative 	<ul style="list-style-type: none"> Review the use of technology within Environmental Services Complete a review of building cleaning Review and reshape Democratic and Elections services Integrate Tenancy Management into the digital platform Implement the use of data analytics within debt recovery Use behavioural insights to improve debt recovery Automate direct debit collection in rents to increase efficiency levels. 	<ul style="list-style-type: none"> Complete the digital switch within our Corporate estate Explore opportunities to deliver further shared services in Revenues and Benefits teams