

# **Office of the Chief Executive**

## **Business Plan 2017-18**



Office of the Chief Executive Business Plan 2017-18				
Director:	Glen Chipp		Principal/Service Accountant:	James Whittaker / Zelda Morris
Responsible Officer:	Customer Services:	Olivia Shaw	Transformation:	David Bailey
Portfolio: Leader	<div>Cllr Chris Whitbread</div> <div>.....</div> <div>Date.....</div>			

**Customer Services (Responsible Officer – Olivia Shaw)**

<b>No.</b>	<b>Action</b>	<b>Deadline</b>	<b>Target / Success measure(s)</b>	<b>Lead officer / title</b>	<b>Cross reference</b>	<b>Project / BAU</b>
1	Embed approaches to measure and analyse satisfaction in customer facing services as a regular activity	Mar 2018	<ul style="list-style-type: none"> <li>▪ Agree approach to collecting regular feedback about customer satisfaction in customer facing services</li> <li>▪ Engage relevant service areas with implementation</li> <li>▪ Create continuous feedback mechanism to implement improvements to processes</li> <li>▪ Use analysis to prioritise activity in the digital programme</li> </ul>	Olivia Shaw, Head of Customer Service		P001 Customer Services Programme  P142 Customer Satisfaction
2	Implement the integration of Neighbourhoods Contact Centre and Switchboard teams	August 2017	<ul style="list-style-type: none"> <li>• Complete line management transfer, along with budget re-alignment</li> <li>• Deliver cross training of knowledge and skills between teams</li> <li>• Develop shared knowledge base</li> <li>• Complete process mapping for all relevant customer journeys</li> </ul>	Olivia Shaw, Head of Customer Service		P001 Customer Services Programme
3	Complete discovery work and data analysis to create an initial priority list of customer journeys from across the organisation for process mapping, redesign and integration with the corporate team.	December 2017	<ul style="list-style-type: none"> <li>• Undertake data collection exercises to establish, throughput etc.</li> <li>• Establish list of priority areas of customer contact.</li> <li>• Complete As Is and To Be process mapping.</li> </ul>	Olivia Shaw, Head of Customer Services  Simon Hill, AD for Governance		P001 Customer Services Programme

4	Deliver CRM capability for the organisation through the FirmStep platform	March 2018	<ul style="list-style-type: none"> <li>▪ Complete prototyping of Achieve system and online form capability</li> <li>▪ Establish priority for integrations with back office systems</li> <li>▪ Design, test and implement new workflow for agreed customer journeys.</li> </ul>	<p>Steve Bacon, IT Operations Manager</p> <p>Rob Pavey, Assistant Director of Resources</p>		P001 Customer Services Programme
5	Develop the Civic Offices Reception refurbishment	March 2018	<ul style="list-style-type: none"> <li>▪ Cabinet agree direction of travel and funding for detailed feasibility study.</li> <li>▪ Complete detailed feasibility study.</li> <li>▪ Develop programme blueprint and plan.</li> <li>▪ Cabinet agree programme blueprint, plan and funding.</li> <li>▪ NB: Delivery of programme is likely to commence in 2018/19.</li> </ul>	Simon Hill, Assistant Director for Governance	CPKAC17/18 Action 1.b.12	<p>P001 Customer Services Programme</p> <p>P002 Service Accommodation Review</p>
6	Create a rolling programme redesigning high volume customer journeys to deliver digital, self-service options through an improved website.	March 2018	<ul style="list-style-type: none"> <li>▪ Create process maps of the relevant customer journeys and redesign following engagement with service area.</li> <li>▪ Design, test and implement digital customer solutions to promote self-service.</li> <li>▪ Agree the work programme and monitor progress through the Website Development Board</li> </ul>	<p>David Newton, Assistant Director for IT and Facilities</p> <p>Rob Pavey, Assistant Director for Revenues</p>		P001 Customer Services Programme

Transformation (Responsible Officer – David Bailey)

<b>No.</b>	<b>Action</b>	<b>Deadline</b>	<b>Target / Success measure(s)</b>	<b>Lead officer / title</b>	<b>Cross reference</b>	<b>Project / BAU</b>
1	Deliver the Council's Transformation Programme plan for 2017/18	Mar 2018	<ul style="list-style-type: none"> <li>Coordinate, manage and support the programme through the Transformation Programme Management Office.</li> <li>Support and advise the Transformation Programme Board.</li> <li>Baseline key benefits.</li> <li>Deliver improvements in key benefits.</li> </ul>	Glen Chipp, Chief Executive David Bailey, Head of Transformation	Action 3.a.1 (secondary actions 1.a.3, 1.a.4, 1.a.5)	The management of change should be seen as business as usual, however, key projects include: P001 Customer Service P004 Corporate Communications P006 Ageing Population Needs Assessment P043 Correspondence and Document Management P106 Workforce Development Strategy
2	Establish effective project and programme management	Mar 2018	<ul style="list-style-type: none"> <li>Prototype and deploy project management system.</li> <li>Equip project officers with tools and techniques to better manage change.</li> <li>Increase Portfolio, Programme and Project Management Maturity Model (P3M3) assessment from 1-1-2 to 3-3-3.</li> <li>Evidence of improvements in project and programme management in line with P3M3 assessment.</li> </ul>	Gareth Nicholas, Senior Project Improvement Officer	Action 3.a.1 (secondary actions 1.a.3, 1.a.4, 1.a.5)	P003 Establish Project and Programme Management
3	Develop an approach to shared service review and identify opportunities for shared services with other public sector partners	Mar 2018	<ul style="list-style-type: none"> <li>Develop an approach to shared service review.</li> <li>2. Identify opportunities for shared services with other public sector partners.</li> </ul>	David Bailey, Head of Transformation	Action 1.c.7 (secondary actions 1.a.3, 1.a.4, 1.a.5)	P108 Shared Service Review

4	Develop and implement the 2017/18 plan for the service accommodation strategy programme	Mar 2018	<ul style="list-style-type: none"> <li>▪ Cabinet agree direction of travel and funding for detailed feasibility study.</li> <li>▪ Complete detailed feasibility study.</li> <li>▪ Develop programme blueprint and plan.</li> <li>▪ Cabinet agree programme plan, blueprint and funding.</li> <li>▪ NB: Delivery of programme is likely to commence in 2018/19.</li> </ul>	David Bailey, Head of Transformation	Action 1.b.12	P002 Service Accommodation Review
5	Develop and implement benefits management and integrated performance reporting	Mar 2018	<ul style="list-style-type: none"> <li>▪ New, integrated performance reporting system is prototyped.</li> <li>▪ Benefits maps are developed during annual planning for 2017/18.</li> <li>▪ Key Performance Indicators (KPIs) are reviewed and updated.</li> <li>▪ Duplications in performance reporting are reduced and removed, enabling officers and Councillors to manage by exception.</li> </ul>	Senior Project Improvement Officer	Not currently referenced in the Corporate Plan Key Action Plan	P124 Corporate and Business Planning
6	Develop and deliver a revised Corporate Plan 2018/2023	Mar 2018	<ul style="list-style-type: none"> <li>▪ Revised Corporate Plan 2018/2023 adopted by Council.</li> <li>▪ Plan is customer and future focussed.</li> <li>▪ Plan clearly articulates the drivers for change, the benefits for our customers, and how these will be delivered through project work</li> </ul>	Senior Project Improvement Officer	Not currently referenced in the Corporate Plan Key Action Plan	P124 Corporate and Business Planning