

Sunderland Way of Working

Development of a new Operating Model

Introduction

- Drivers
- Framework and standards
- Strategic level operating model
- Rationale for this approach
- Functions within the operating model

Drivers

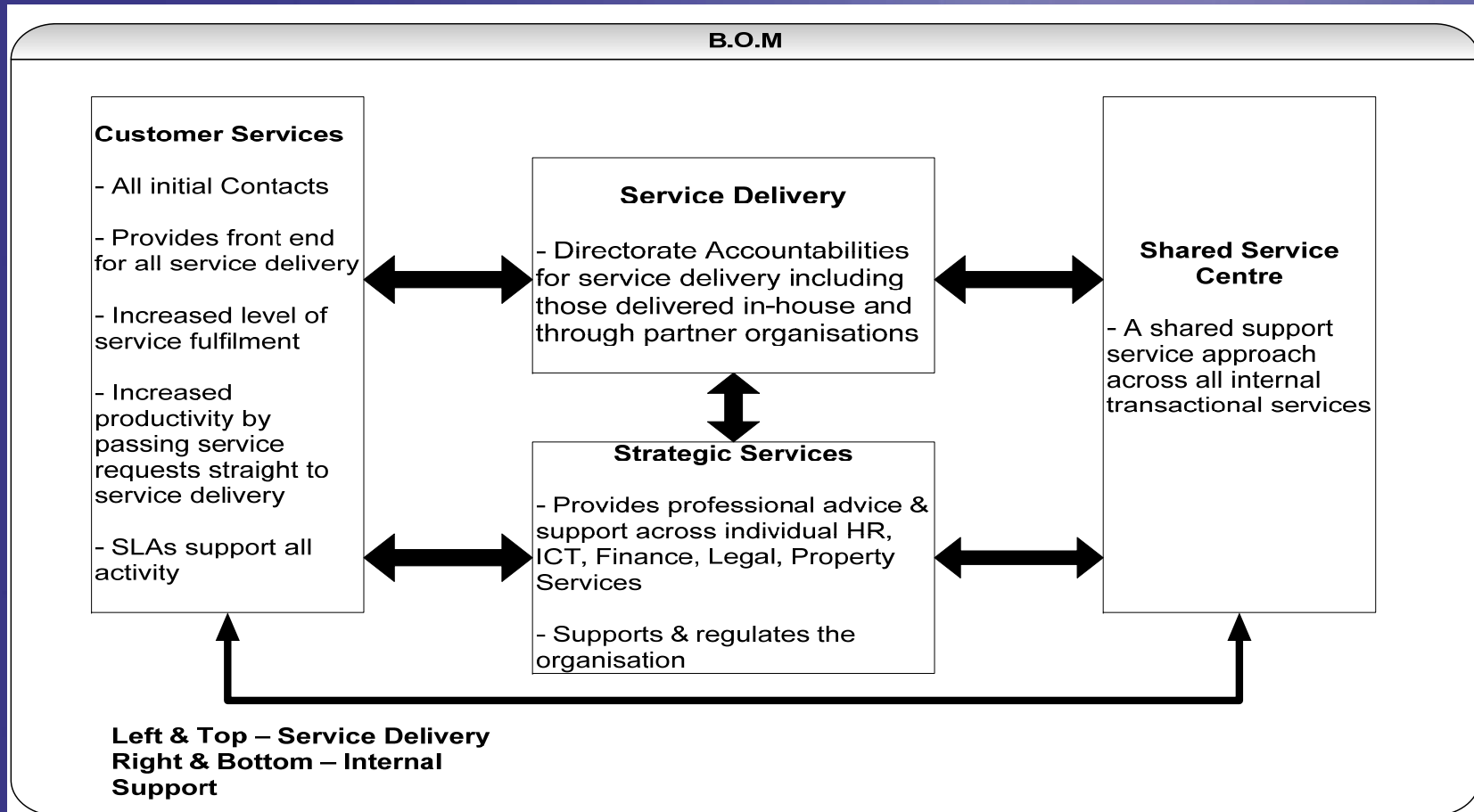
- The council's comparative performance over the last 3-5 years, the need to improve and deliver service excellence
- The relationship with elected members and the need to ensure members are at the centre of decision-making, enabling them to deliver their community leadership role
- The relationship with customers and the current disconnect between customer satisfaction with individual services and the council as a whole
- The current economic climate and the productivity agenda – the council has two years to plan and manage significant change with the inevitable reduction in public service spending

The operating model – A Framework and Standard for all services

- People
- Functions and structure
- Processes

- ICT
- Costs
- Performance Management
- Business Ownership

Strategic Level Operating Model



Strategic Level Operating Model

- Expanded and high performing Customer Service Network (CSN) managing all initial customer contact
- Service delivery directorates have the responsibility for understanding the needs/ requirements of their customers, (users and non-users) and arranging, enabling and redesigning services that customers expect and value
- Strategic services will support, enable and regulate the council to ensure appropriate and valued services are delivered effectively and efficiently
- A shared services approach to internal support services will include all transactional and business administration services

Rationale

- It delivers the council's core business – high quality services
- It builds on the expertise across the organisation - respecting and valuing the unique contributions
- It allows us to deliver services based on the needs of customers from a 'one city' perspective
- It builds further on our understanding that how we handle each contact is a 'one' council (brand) experience and that it shapes the reputation of the council
- It provides an enhanced role for local members
- It supports the development of core processes
- It reduces cost by pulling customers to the front end

Core Design Principles

- Getting it right first time, and when it isn't putting it right immediately
- Creating easy access with a simple and logical point of contact for local people
- Offering variety and choice to meet the needs and preferences of different users
- Delivering 'seamlessly' with providers working together
- Being agile, responsive and adaptable to changing circumstances by understanding our customers
- Ensuring that the council performs its statutory duties effectively whilst reducing identified waste, duplication and delivering improved efficiency

External Customer Service Model

- At its core the proposed Operating Model will migrate and transfer all initial customer contact through the Customer Service Network
- Wherever possible the service will be fulfilled immediately through the Customer Service Network
- This recognises that for some service users once a case worker is in place and a relationship is developed - the most effective and efficient way of further contact is directly with the service provider
- Customer Service Network will initiate the service request on behalf of the customer and will be able to make a commitment about the level and timing of the service that the customer can expect based on agreed service levels and hand off with the service delivery team

How might this look and feel for our customers contacting the council in future?

Some examples:

- Telephone calls on one main number for the customers
- Face to Face contact in the Customer Service Centres
- Self service via the internet or SMS
- Front line service delivery staff will be enabled to handle and initiate service requests
- All customers are encouraged to provide feedback about the service, good or bad
- Any more?

Service Delivery Model

- **Principles:**
- Service directorates will still have responsibility for understanding customer needs and requirements and arranging services that customers expect and value
- Service directorates will commission first point of contact and agreed levels of service fulfilment within the CSN
- The council will be more agile, responsive and adaptable to changing circumstances

Service Delivery Model

- **Function**
- Leads change and improvement
- Understands customer (users and non-user) needs
- Accountable for direct service delivery
- Delivers value for money
- Responsible for area arrangements delivery model
- Implements the Service Improvement Framework

Service Delivery Model - Benefits

- Freeing up service delivery teams to concentrate on service delivery
- Tailoring and targeting services to the most vulnerable Freeing up managers to strategically plan and improve services
- Office-based employees have greater flexibility in how they manage their workload. Personal productivity/ effectiveness are increased through the provision of suitable mobile solutions.
- Operational teams will have greater flexibility and levels of empowerment
- Any more?

Internal Customer Service Model

- Strategic Services

- Supports, enables and regulates the council
- Development of the customer-centric ethos delivering the needs of the organisation and service directorates
- Clear definition and agreement to 'specialist' or professional services within corporate services
- Moving to delivery of defined services

Shared Service Centre

Delivers all transactional and business administration support services across the council

- Payment to all service providers
- Staff related services (e.g. new joiners, leavers, individual moves, bulk moves, provision of equipment such as mobiles, blackberries, laptops etc)
- Booking training, travel and conferences
- Stakeholder package based on event type
- Service Level Agreement (SLA) managed

Timescales

- June and July 2009 – Heads of Service workshops
- June 2009 - Cabinet report for external support
- July-September 2009 – forensic baseline work completed including Value Chain Analysis
- September 2009 – interim opportunities discussed and agreed to be progressed by EMT
- September 2009 – heads of Service event and communication roll-out
- October/November - benefits plan, business case and deployment plan agreed
- April 2011 – new Operating Model implemented