



**Prosperous Communities  
Committee**

**1 December 2020**

**Subject: Together 24 Programme**

Report by:

Chief Executive

Contact Officer:

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Purpose / Summary:

To inform Members of the new, transformational programme, Together 24 (T24).

**RECOMMENDATION(S):**

- 1. Members welcome the achievements of the Customer First Programme.**
- 2. Members approve the Objectives of the Together 24 Programme, as set out below;**
  - All Council services have been redesigned with approved recommendations implemented by December 2024**
  - Customer requirements are identified and factored into service redesigns with focus on digital enablement by December 2024**
  - Maintain and or improve levels of customer and officer satisfaction by December 2024**
  - Ensure that officers have the right level of skills and behaviours and have the right tools to do their job by December 2024**
  - Efficiencies totalling a minimum of £300k are realised by December 2024**

**3. That progress related to the Together 24 (T24) programme be reported annually through the Members Newsletter, with oversight of the Project being reported quarterly to the Chairs Briefing Meeting, as part of the wider project update report regularly received.**

## IMPLICATIONS

**Legal: None**

**(N.B.) Where there are legal implications the report MUST be seen by the MO**

**Financial : FIN/91/21/TJB**

The Together24 Programme has a cashable savings target of £300k by December 2024.

There are no additional financial implications from implementing this programme. A Capital budget of £355k has been approved by the Corporate Policy and Resources Committee to deliver the CRM system and as detailed in the report at paragraph 4.7.

**Staffing :** The programme may result in some new ways of working and structural changes, dependent on the outcome of service reviews.

**(N.B.) Where there are staffing implications the report MUST have a HR Ref**

**Equality and Diversity including Human Rights : None**

*NB: Please explain how you have considered the policy's impact on different groups (for example: young people, elderly, ethnic minorities, LGBT community, rural residents, disabled, others).*

**Data Protection Implications :** The programme will be compliant with the Councils policies and procedures

**Climate Related Risks and Opportunities:** Service Reviews will aim to deliver environmental benefits wherever possible. These may include, but aren't limited to, reduced mileage and less reliance on paper-based processes.

**Section 17 Crime and Disorder Considerations: None**

**Health Implications: None**

**Title and Location of any Background Papers used in the preparation of this report :**

*Wherever possible please provide a hyperlink to the background paper/s*

*If a document is confidential and not for public viewing it should not be listed.*

**Risk Assessment :**

Current programme risks are identified in section 7.

**Call in and Urgency:**

**Is the decision one which Rule 14.7 of the Scrutiny Procedure Rules apply?**

i.e. is the report exempt from being called in due to urgency (in consultation with C&I chairman)

**Yes**

**No**

**Key Decision:x**

A matter which affects two or more wards, or has significant financial implications

**Yes**

**No**

## 1 Introduction

- 1.1 Together 24 (T24) is, as its name suggests, a collaborative programme designed to ensure all Council services are able to move to the next level in service delivery.
- 1.2 Technology is moving fast and there is a need to embrace it. Also, our customers' expectations are changing; their experience through whichever channel they choose to access our services should have the right look and feel, and be consistent. The learning we gain from their connections with us should inform our future business planning and service delivery.
- 1.3 This new programme comes after a period of reflection by Management Team following the recommendations of the Peer Review in early 2020.
- 1.4 The Customer First programme achieved some tangible benefits and has prepared us for the next stage in our journey.
- 1.5 T24 has developed a clear Vision and a condensed number of SMART (Specific, Measurable, Achievable, Realistic and Time-bound) Objectives. It will have its own Programme Board within the governance structure of the Council. The programme aims to have delivered the recommendations from technology-led service reviews in all front and back office service areas by December 2024.

## 2 Background

- 2.1 Following the Peer Review earlier in 2020, Management Team developed an action plan in order to address the issues raised.
- 2.2 One recommendation from the Peer Review was to “**Strip the Customer First Programme to its core and ‘rebrand’ it – its objectives are sound but the vision is currently too big and undeliverable, with some confusion about its overall purpose or vision. It has had its successes, eg in service redesign, so has potential for more. Engage your staff, who want to serve customers to full effect, to consider what customers really need and therefore what you need to do to meet those needs. Develop a new programme that offers a clean break from the current one.**”
- 2.3 Having reviewed the programme, Management Team considered the initiative had served its purpose and, whilst it provides the building blocks for future improvements, a new programme was needed with a clearer vision and smarter objectives.
- 2.4 A Project Team was formed to fully understand the needs and this vision was developed “**Together, through our staff and technology, we will excel in meeting the needs of our customers through service delivery**”.
- 2.5 The following SMART objectives have been developed for the programme;
  - All Council services have been redesigned with approved recommendations implemented by December 2024
  - Customer requirements are identified and factored into service redesigns with focus on digital enablement by December 2024
  - Maintain and or improve levels of customer and officer satisfaction by December 2024
  - Ensure that officers have the right level of skills and behaviours and have the right tools to do their job by December 2024
  - Efficiencies totalling a minimum of £300k are realised by December 2024

### 3 Customer First Programme Review

3.1 A full review of the Customer First Programme has been undertaken including an analysis of the programme achievements, see Table 1.

Table 1. Customer First Programme Achievements

What were we trying to achieve?	Outcome / action
Improved Telephony	Upgraded telephone system and contact centre application
	Improved menu options for customers
	GDPR message for customers – to meet statutory requirements
	Call back facility
	Soft phones
	Contact centre functionality for Revenues and Benefits
	0300 number to reduce costs for those paying through telephone
Improved Email service	Emails integrated into the Contact Centre application
Improved face to face service provision	Benchmark of customer expectation and needs established
Improved Website	86 development activities to improve access.
	85 live e forms in place
Establish SMS capabilities	SMS capabilities implemented and used to notify Green Garden Waste Customers of renewals
Implement a Customer Relationship Management System	Successful procurement completed
Improve Income and Payments facilities	Upgrade for existing system completed
Implementation of event booking system	Event bright successfully piloted and implemented
Improved complaints, compliments and comments process	Designated officer appointed
	Reviewed process and implemented on firm step
	Regular reporting at Customer First Board and committees. Voice of the Customer Report.
Improved service for Market Traders	Hand held payment card device implemented
	Markets management and payments built into firm step
Developing our people	Behaviour framework developed around new values and embedded into the recruitment and appraisals
	All managers received customer experience training
Customer focused vision and values	New vision and values agreed in Corporate Plan

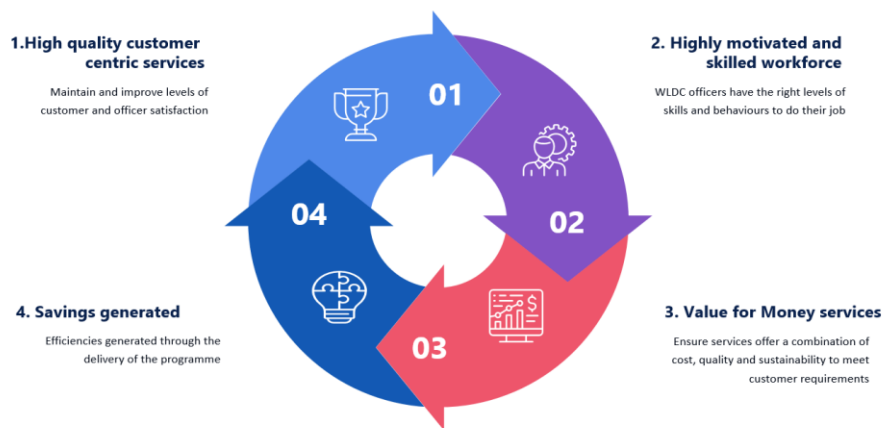
3.2 As a result of the review and feedback from the Peer Review, plus the changing needs of service areas, Management Team took the decision to close Customer First programme and commission a new programme with a new vision and more appropriate and SMART objectives.

## 4 Together 24 Programme (T24)

4.1 T24 is West Lindsey's key transformation programme for the next four years and will contribute to delivery of the Corporate Plan in general and the 'Our Council' outcomes in particular.

4.2 The programme aims to deliver the four benefits shown in Figure 1. Each of the benefits has been profiled, with owners assigned and associated KPIs identified. Service specific baselines and on-going performance for these metrics will be captured during the delivery of the programme enabling its success to be monitored.

Figure 1 T24 Programme Benefits



4.3 T24 will build on the work of the Customer First programme and is seen as a commissioner of CRM and ERP system. Both these tools will support the delivery of the programme.

4.4 The implementation of the programme will be undertaken through a five step approach discussed below.

- **Step One: Change Management.** How we move the Council from its current state to a desired future state. It is the discipline that guides how we prepare, equip and support individuals to successfully adopt change.
- **Step Two: Service Review.** The process which provides the evidence to inform recommendations. An overview of what is included within the review can be seen below in figure 2.

- *Figure 1: Service Review Inclusions*



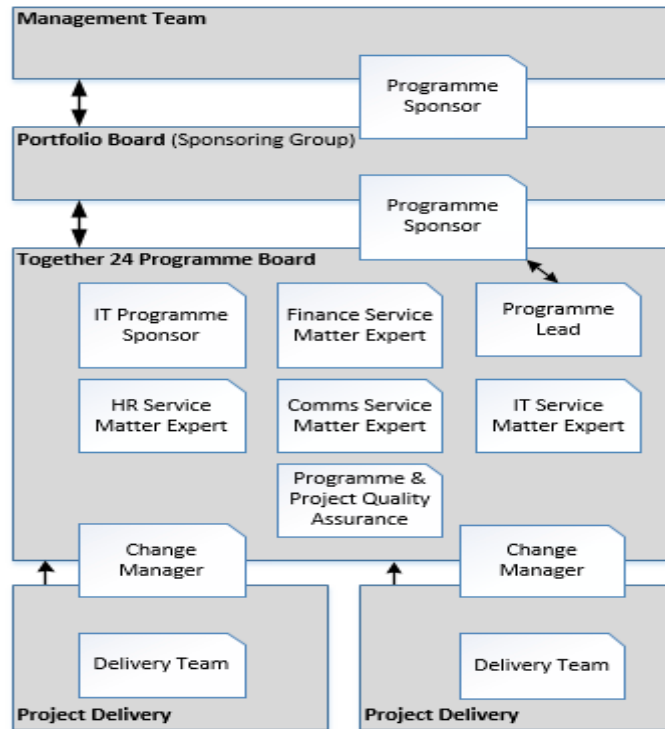
- **Step Three: Business Case and Service Plan.** Takes the learning from the Service Reviews and provides justification for implementing the identified recommendations.
  - **Step Four: Implementation.** Implementing the relevant processes, tools and systems to deliver the preferred option.
  - **Step Five: Continuous Improvement.** The last step is not the final step within the process, as it is important that Council services continue to review and improve services. Review dates will be identified to encourage an emphasis on continuous improvement.
- 4.5 To help organise and manage the delivery of the programme, the service reviews have been organised into seven tranches. A period of 20 weeks has been allocated for the completion of the review, with an additional 12 weeks identified for the implementation of recommendations. Tranche one commenced on 5th October 2020 and includes the following service areas.
- Waste & Recycling
  - Street Cleansing
  - Trinity Arts Centre
  - Environmental Health (statutory nuisance and private water supply)
  - Financial and Procurement Management
  - Performance Management
- 4.6 As a headline programme, T24 has undergone a rigorous governance process prior to Management Team sign-off. Quality assurance activities have been identified allowing for the Business Case and supporting governance strategies (such as Risk Management and Stakeholder Management) to remain relevant and fit-for-purpose.
- 4.7 The Corporate Policy and Resources Committee at its meeting in July 2020 approved a £355k budget for the implementation of a CRM system. As this Programme is seen as a commissioner, this budget will be held by the Corporate Systems Manager to include;
- Implementation and design of the core CRM system £182,000 (approved to spend)
  - Development Management system solution £123,000
  - Omni-channel, Artificial Intelligence, process automation and Customer Feedback £50,000
- 4.8 The CRM project team and service representatives will determine the functionality of the CRM system for the delivery of the Planning System, but have the option to procure an alternative solution should this not be achievable

## **5 Programme Structure**

- 5.1 To ensure the successful delivery of the programme; key positions roles have been identified and an organisation structure identified. An overview of the organisation is shown in Figure 3.



Figure 2:T24 Organisational Structure



**6 Resource**

6.1 There are no new resource or financial implications resulting from the implementation of T24. Staffing resource has been allocated following recent Senior Management and Programme/Project Team restructures.

**7 Risk Management**

7.1 T24 has nine risks allocated to the programme (see Table 2) all which have all have a rating of **Amber**. Risks will be monitored throughout the delivery of the programme with visibility at the Programme Board and review dates allocated to ensure the on-going management of risk.

Table 1: Programme risk register

Risk	L	I	Rating
<b>Risk 01:</b> Benefits of the Programme are not realised	2	3	6
<b>Risk 02:</b> The required resources and finance are not available when needed	2	3	6
<b>Risk 03:</b> Resistance from staff and key stakeholders to engage with the Programme	2	3	6
<b>Risk 04:</b> Failure to achieve programme benefits	2	3	6
<b>Risk 05:</b> Resources dedicated to T24 projects are redeployed in COVID-19 causing delays	2	3	6
<b>Risk 06:</b> The cost of technology is prohibitive to the ambitions of the Council	2	2	4
<b>Risk 07:</b> The Programme isn't delivered in line with the agreed timescales	2	2	4

Risk	L	I	Rating	
<b>Risk 08:</b> Transitional changes cause disruption to customers	2	2	4	
<b>Risk 09:</b> Digital technology is not adopted by the majority of our customers to access our services	2	2	4	