



PORTFOLIO HOLDER DECISION NOTICE

INDIVIDUAL DECISION BY THE PORTFOLIO HOLDER FOR FINANCE

TOPIC - IESE CUSTOMER FOCUS/EFFICIENCY CHANGE PROGRAMME

PROCEDURAL INFORMATION

The Access to Information Procedure Rules – Part 4, Section 22 of the Council's Constitution provides for a decision to be made by an individual member of Cabinet.

In accordance with the Procedure Rules, the Head of Legal Services (Interim), the Chief Executive and the Strategic Director: Resources are consulted together with Chairman and Vice Chairman of The Overview and Scrutiny Committee and any other relevant overview and scrutiny committee. In addition, all Members are notified.

If five or more Members from those informed so request, the Leader may require the matter to be referred to Cabinet for determination.

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SUMMARY

Winchester City Council is undergoing a period of significant change to ensure it continues to provide services that are delivered by agile, responsive and customer focused teams. The council also needs to provide these services within a context of reduced financial resources and the removal of core government funding in 2019-20.

In the light of increasing financial pressures on local government, the council undertook a procurement exercise to appoint an organisation to gain a clear overview of the current status quo in the council relating to customer focused processes. As a result of this exercise, a not-for-profit social enterprise owned by local authorities, iESE (Improvement Efficiency Social Enterprise), conducted a review of customer service across the Council. The report from iESE highlighted a variety of measures to implement including:

- i. The adoption of a single set of principles and behaviours across the organisation, linking to the work already undertaken around organisational values

- ii. Increasing ease of access for customers looking to contact council officers, and measuring improved performance around call waiting and departmental resolution
- iii. Conducting a review of departmental processes, measuring service performance and assessing ways to increase value to the customer, and implementing a council-wide change plan to improve those processes

Based on the information in the report, the Council's transformation team will build on the evidence to work with iESE to support our internal teams' managers to roll out an intensive two year Customer SMART change programme addressing the recommendations.

In order to deliver this change programme, the Council is proposing to utilise the expertise from iESE with the following draft plan below and at a total cost of £58,000 including expenses:

- Winchester City Council becomes an owner (member) of iESE, for the nominal charge of £1. As an 'owner' of iESE this will allow the council to access iESE's services directly without going through a competitive procurement process. It does not, however, commit the Council to exclusively using iESE for these services
- The portfolio holder for professional services attends up to two iESE Board meetings per year – either in person or via conference call
- iESE complete a set up phase including support of internal change champion staff & training in the first weeks of February 2019
- Cohort 1 is conducted with close support from iESE onsite. Comprises six services:
 - First three services four days a week for the initial eight to ten weeks
 - Three further services have four to six week's support at three days week
 - End Cohort 1 end June 19
- Ongoing support for two days month for Cohort 2 for the next four months, flexible as required

The estimated saving to the organisation are expected to more than cover this outlay.

DECISION

That the Portfolio Holder for Finance approves that:

- Winchester City Council become an owner of iESE by agreeing to and signing the terms of the iESE Transformation Limited Members Agreement

- Following the authorisation of this membership, the Teckal exemption duly applying, the spend of £58,000 is approved in order to progress the council-wide Customer SMART change programme

REASON FOR THE DECISION AND OTHER ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

As Described In The "Summary" Section Of This Notice.

RESOURCE IMPLICATIONS:

There is a resource implication around using team members from within services that are already stretched, and asking managers to allow deployment of these individuals as Change Champions.

There is also a cost of £58,000 to be funded from the Human Resources /Organisational Development reserve. The support from iESE will be focussed on working with the council's internal transformation team that has been established since 2017.

The organisation needs to undergo a comprehensive review that scrutinises customer interface across all our services in order to elevate to a more consistent delivery of customer service.

The improvements to processes will both save public money and improve the experience of the council for our customers. It is important that the council has a clear and consistent approach to driving efficiency through the organisation and continues to embed a continuous improvement approach to delivering public services.

DATA PROTECTION IMPACT ASSESSMENT

All new processes need to be in line with GDPR legislation to protect the privacy of individuals.

CONSULTATION UNDERTAKEN ON THE DECISION

This approach has been discussed with the Portfolio Holder for Professional Services and the Portfolio Holder for Finance.

Senior officers and all members have been consulted via the Portfolio Holder Decision making process.

**FURTHER ALTERNATIVE OPTIONS CONSIDERED AND REJECTED
FOLLOWING PUBLICATION OF THE DRAFT PORTFOLIO HOLDER DECISION
NOTICE**

None

**DECLARATION OF INTERESTS BY THE DECISION MAKER OR A MEMBER OR
OFFICER CONSULTED**

None

DISPENSATION GRANTED BY THE STANDARDS COMMITTEE

Not Applicable

Approved by: (signature)

**Date of Decision
15/02/2019**

Councillor GUY ASHTON – Portfolio Holder for FINANCE

APPENDICES:

NONE