

## Overview and Scrutiny Committee - 12 November 2014

### Putting citizens at the heart of our decision making

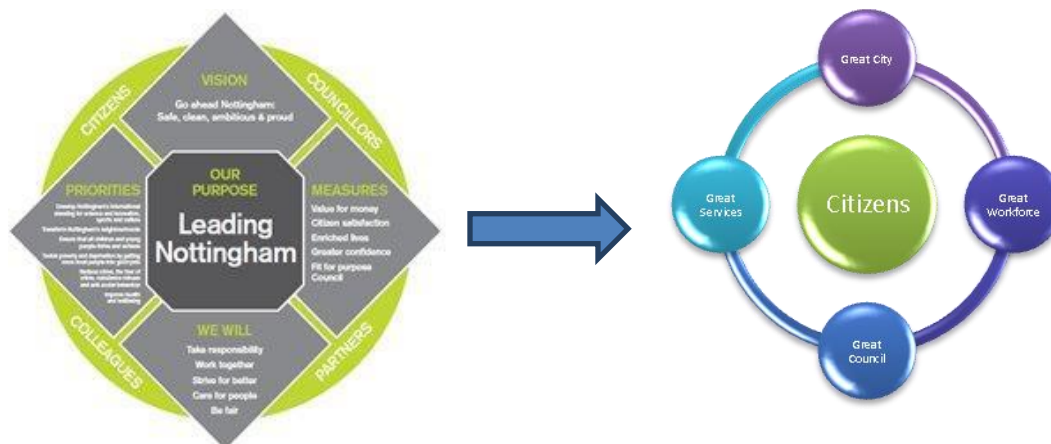
In spring 2014 ACOS agreed a new Operating Model for the Council to provide a way of working and structure that put citizens at the heart of our decision making.

The new Operating Model built on the journey that Jane Todd, as Chief Executive started around:

- Improved service delivery
- Strengthening the positive reputation of the City
- Establishing a vision for the City and Council that is owned by key stakeholders
- Giving clarity and focus to the role of the Council, the services it delivers and the partnerships it has built

In 2013 the Council was perceived as 'Good' by a range of indicators, but to make the next step to be a 'Great' Council for our Citizens, a more transformational approach was needed; particularly in the current financial climate.

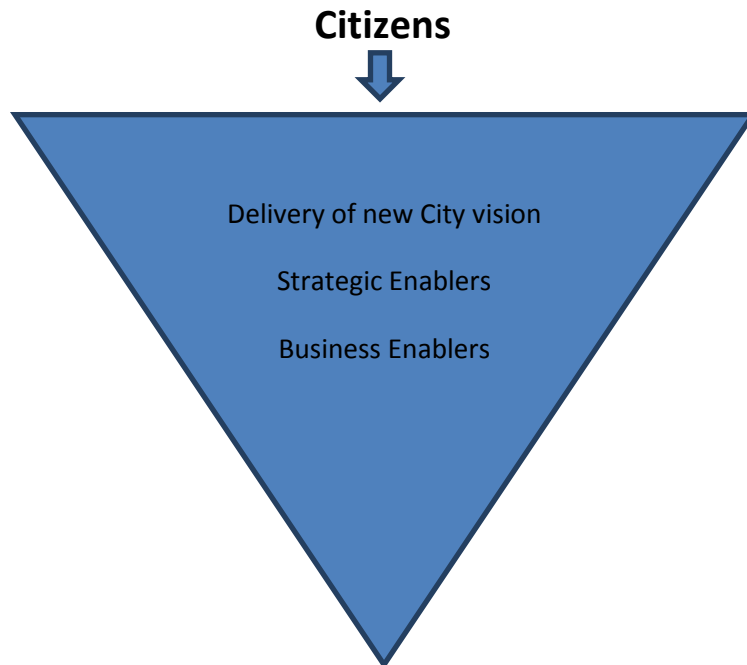
As a new Chief Executive, Ian Curryer spent a number of months listening to feedback from a range of key stakeholders (Colleagues, Councillors and Partners) to inform the journey ahead and understand better how we needed to put citizens at the heart of our decision making, alongside what 'Great' looked like for the City, Council, Services and Workforce. This enabled him to refocus and simplify our message map as follows:



In order to deliver the change required the Chief Executive developed a model of working that enables us to be more agile, less bureaucratic and allows us to take a

more strategic and coherent approach across some key areas of the Council, such as growth and economic development, commissioning, partnership, and commercialism. In essence, to enable our core business needs drive our delivery model, not vice-versa.

The agreed Operating Model reflects the drive and priorities of the Council as set out below:



The principles that informed the new operating model are as follows:

- To ensure that there is a clear understanding of leadership required to set the Council's vision at the heart of our delivery of the operational services.
- To bring **commissioning** into the centre of the organisation with a strategic link with the Council's partnership working, bringing a more cohesive and consistent approach to commissioning across the Council, including driving more aspirational procurement and facilitating increased opportunity for joint commissioning with partners. It is also proposed that corporate policy and performance are brought into this area to provide a stronger input into the direction of the Council's commissioning approach.
- To establish a dedicated strategic drive and focus on the development of the Council's approach to its' **commercial** services and to look to becoming a more mature organisation in terms of its commercial acumen and agility.
- To enable a specific emphasis on customer/citizen facing services, with stronger links between customer/citizen feedback and engagement mechanisms to inform the Council's future priorities, development and **transformation** programmes.

- To ensure financial sustainability in our management structures at a time of significant financial pressure.
- To ensure that there is clarity within the Council as to the potential priorities for our work as set out in the Council Plan
- To place delivery of services at the heart of the organisation, driving the core purpose of our work and ensuring the Council is well organised to deliver on the purpose

Additional responsibilities were added to three existing Director roles; Director, Neighbourhood Services, Director, Quality and Commissioning and Director, HR and Transformation to give wide overarching responsibilities that span across the whole Council for leadership and management.

These new, and agreed, responsibilities were in addition to the existing responsibilities, which have been retained and the new posts were subject a formal evaluation. The outcome of the evaluation recommended that the posts should be set at a level between the existing Chief Officer - Corporate Director level and the maximum of Senior Leadership Management Group (SLMG) Band. In view of the desired approach to have 'Strategic Enablers' to support the Operating Model, it was agreed that these posts were designated as Strategic Directors.

Going forward these posts will provide strategic direction and an approach that provides channels through which the transformation of services can take place in the key areas the Council is pursuing of Commercialism, Commissioning and Early Intervention and major Transformation Programmes.

As part of this change the following posts were also disestablished:

- Director Adult Provision and Health Integration
- Director Information Technology
- Director Policy and Partnerships
- Chief Social Worker – Adults

The revised Operating Model has also realised savings of approximately £300k per annum.

Also, in spring 2014, the Executive Board agreed the parameters for a new consolidated Customer Service function, delivering bookings, enquiries, payments, assessments, service requests and general enquiries. Significant investment is to be made in the IT infrastructure to support access to our services and an organisation wide programme to build a culture and way of working that supports good customer care.

Customer Access is now located in the Organisational Transformation Directorate with a direct reporting line to the Chief Executive.

Over the next few months, the new Operating Model will be shared with all managers and colleagues to reinforce the role they play in delivering citizen focussed services on a daily basis. A programme of activity will take place with all teams across the Council to help shape how colleagues need to work, and how service delivery needs to change. The programme will be practical in its focus, relevant to specific teams and built on performance data and feedback from citizens.

Performance indicators will be developed to measure the impact of the changes made in citizen satisfaction, in how they are treated. Progress will be reported through the Corporate Performance Board; with poor performance addressed and great practice shared.

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