

OVERVIEW AND SCRUTINY COMMITTEE
6 JANUARY 2016
NOTTINGHAM CITY COUNCIL'S GOOD TO GREAT OPERATING MODEL
REPORT OF HEAD OF DEMOCRATIC SERVICES

1. Purpose

The Overview and Scrutiny Committee requested a presentation on the Chief Executive's 'Good to Great Operating Model' and realignment of Council services. The Committee should explore the focus of the restructure, how services are now structured and being delivered and how this will deliver improved customer focused services.

2. Action required

The Committee needs to explore how this is changing the structure of the Council and focus for service delivery and how this will deliver improved customer services.

3. Background information

In November 2014, Ian Curryer, Chief Executive of the Council, delivered a presentation to the Committee outlining the Council's operating model with citizens at the heart and its journey to becoming a great Council.

The concept of moving the Council from 'Good to Great' was introduced when Ian Curryer became Chief Executive in January 2013. It reflected his assessment that the Council needed a clear sense of direction going forward; the amalgamation of different sites required a single operating model; the strong corporate centre had a tendency to encourage a risk-averse culture and a focus on process rather than service user outcomes; and that there was a lack of focus on 'the citizen' within the Council.

The journey from 'Good to Great' is about putting the citizen at the front of the organisation and becoming a great customer services organisation. This requires service departments to identify customer need; and support from other departments to enable front line services to deliver what they need to. It requires a more balanced approach to risk, encouraging innovation and creativity; and a reduction in unnecessary bureaucracy, especially given the current financial challenges facing the organisation.

Key features of the new operating model are:

- i. an understanding of different types of leadership, that aren't just about management;
- ii. clear expectations of employees that employees understand;
and

- iii. 'strategic enablers' to support a great customer services organisation. This includes putting commissioning principles and processes at the centre of the organisation; utilising commercialism principles; and having a customer services function as part of the organisation.

As a 'Great' Council, citizens should experience the following differences:

- iv. ways of contacting the Council that are more convenient for the citizen and better reflect what people want – this will be based on consultation and listening to citizens
- v. seamless services with one point of contact for most transactions with the Council
- vi. queries resolved at the first point of asking
- vii. professional customer service experience
- viii. feedback used to improve services

4. List of attached information

None.

5. Background papers, other than published works or those disclosing exempt or confidential information

None.

6. Published documents referred to in compiling this report

Overview and Scrutiny Committee minutes, 11 November 2014.

7. Wards affected

All

8. Contact information

Rav Kalsi
Senior Governance Officer
0115 8763759
rav.kalsi@nottinghamcity.gov.uk