helena PARTNERSHIPS

Report to:	Board of Management	**Report by:**	Executive Director Business Transformation
Contact:	Liz Haworth, Ext 5729	**Date:**	28 May 2012

Title: Business Transformation in Service Delivery

Summary background of report:

Transformation in the way we deliver services is a strategic priority for the business. Good progress has been made to date, but the business faces a range of new challenges, and needs to respond to these risks. The attached presentation outlines the approach being taken to transform the delivery of services in order to maintain high levels of customer satisfaction whilst at the same improve efficiency and ensure that the most vulnerable are supported.

Key issues for discussion:

- The proposed strategy for transforming service delivery in the future
- The key principles underpinning the strategy
- The approaches being adopted to deliver the aims of the strategy

Key issues for decision:

- Approve the direction of travel outlined in the presentation

Implications: (please use ✓ or **x** to indicate):

Financial	✓	Staffing	✓
Customers	✓	Equality & Diversity	✓
Community & Environment	✓	Risk	✓

Supporting Documents:

1. Timeline of current projects
2. Presentation on business transformation in service delivery

Was the relevant Board Champion involved in the drafting of this report? ✓

Recommendations:

That the Board agree the strategy and timeline for delivery.

- **What?**

  To transform the way in which services are delivered in order to:

  Maintains customer satisfaction at levels of 88% and above

  - Improves customer satisfaction in areas where current performance is below top quartile
  - Achieves measurable and cashable efficiency savings by tackling waste, smoothing processes and focussing on adding value to the customer experience
  - Promotes new ways of working in relation to mobile working, paper and green travel
  - Promotes independence for older and more vulnerable tenants
  - Supports the sustainability of tenancies
  - Maximises opportunities for growth and new alliances
  - Responds to the priorities of tenants as identified by the Customer Excellence Panel based on surveys, listening days etc.

- **Why?**

  Benefits; where does it meet a corporate priority

  To respond to the changing environment in which we operate:

  - Welfare Reform
  - Efficiency and value for money
  - Self regulation
  - Demise of the TSA and Audit Commission
  - Localism
  - New corporate plan - commerciality

- **How?**

  To implement a range of building blocks which will transform future service delivery:

  - Channel shift e.g. text messaging, internet access
  - Customer insight
  - Customer relationship management
  - Develop the customer service centre further
  - First time resolution
  - Smooth processes, reduce paperwork, work more smartly

- **Who is affected (and how)?** e.g. service improvement

  Customers will experience an enhanced service as the building blocks are implemented through:

  - Enhanced access to services
  - Services tailored to meet individual need
  - Targeted services to address vulnerability e.g. fuel poverty, worklessness
  - Enquiries resolved at first point of contact
  - Reduced failure demand e.g. need to report a repair more than once
  - Support for the digitally excluded

- Less bureaucracy e.g. paper application forms for Under One Roof
- Better value for money

- **Costs and sources of funding**

  Financial implications

  - Costs are contained within existing budgets.
  - Future investment will be approved by the Business Transformation Board.

- **Risks**

  - Providing services that meet the needs of diverse customers
  - Keeping pace with new technologies
  - Containing costs within agreed targets

- **Timescales**

  This will influence when the matter is reported back to board (maybe in significant issues)

  - Phase 1 which is outlined in the attached timeline (supporting document 1) will be delivered by January 2013.

- **Monitoring Progress**

  What internal working groups will be formed and how often will they meet?

  - A project board meets regularly to review progress.
  - EMT review progress against the strategy on a quarterly basis.

- **Success Criteria**

  How the expected benefits/improvements will be measured

  - Key measures will be identified for each individual project. The key indicators reported to Board include customer satisfaction, performance of One Call, the quarterly reports of the Customer Excellence Panel, and complaints performance, as well as ABC information that benchmarks our costs and performance against similar organisations.