

O&S BRIEFING OUR FUTURES

28 January 2021



AGENDA

ITEM

TARGET OUTCOME

1	Introduction	✓ Strategy on a page, vision, key themes
2	Our Futures	✓ Update on our programme plan
3	Implementing the new operating model	✓ Update following Phase 1 & 2 consultation
4	Website Launch	✓ Update on the new website
5	Localities	✓ Update on our programme plan

Our vision for Slough:
A place of opportunity and ambition

Our strategic outcomes:

Slough children will grow up to be happy, healthy and successful

Our people will be healthier and manage their own care needs

Slough will be an attractive place where people choose to live, work and stay

Our residents will live in good quality homes

Slough will attract, retain and grow business and investment to provide opportunities for our residents

Our vision for the Council:
We are a world class organisation
We are strong local leaders with our partners
We deliver high quality and effective outcomes

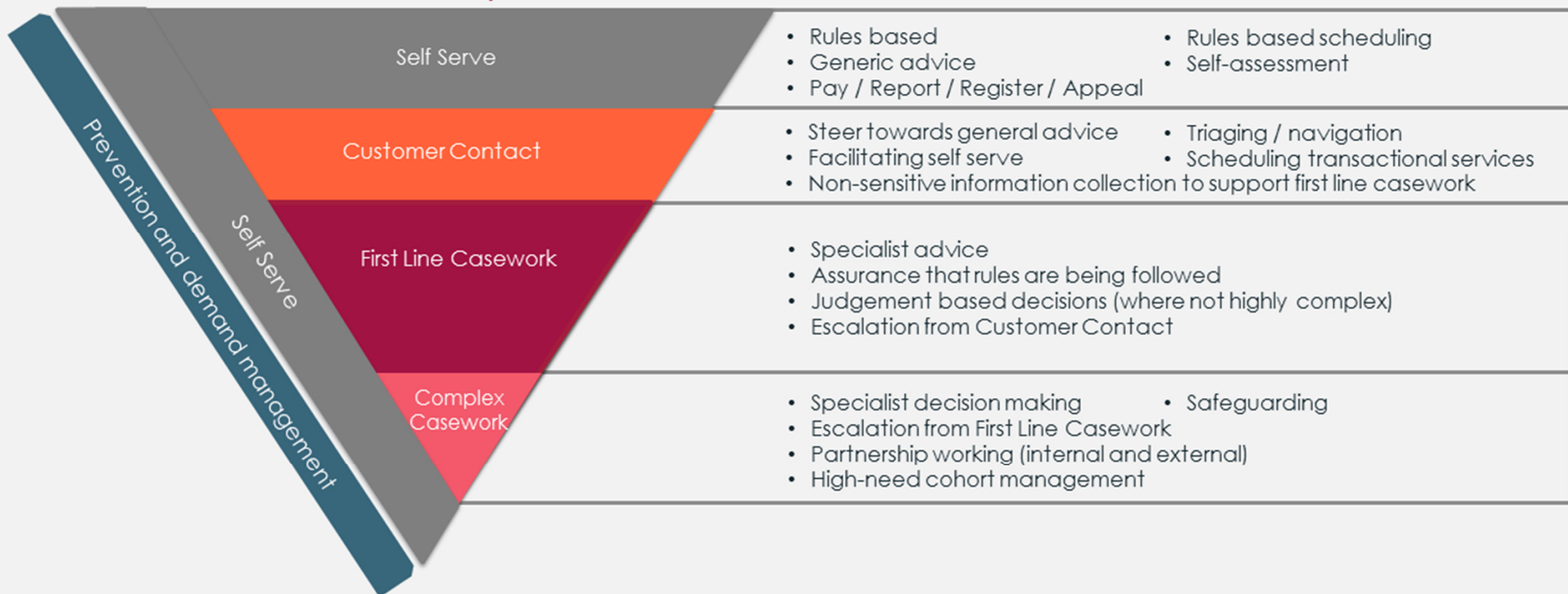
We will achieve this through a new relationship with our customers:

Residents	Business	Partners	Staff	Members
<p>Our promise...</p> <p>We will deliver high quality local services, supporting people as early as possible. We are self service and digital by default and make the best use of the resources we have.</p>	<p>We will make it easy for businesses to interact with us and we make Slough an attractive place to invest in.</p>	<p>We will be a strong partner. We will lead, facilitate and participate in partnerships and statutory boards effectively and share data so we can work together to make Slough thrive.</p>	<p>We make SBC a rewarding place to work, make it easier for people to do their jobs and provide people with opportunities to progress.</p>	<p>We are driven by political priorities, provide high quality advice, and support Members in their community roles.</p>
<p>Is met with a contribution...</p> <p>Our residents are engaged to help us shape Slough and take pride in our environment. They do their best to stay healthy, to live independently and to help our children to succeed.</p>	<p>Businesses will work with us to benefit the Slough economy, environment and our community.</p>	<p>Partners work with us to deliver the best outcomes for Slough and we have shared collective responsibility</p>	<p>Staff are proud to work for SBC, they are committed to excellence, work smartly and take responsibility for their professional development.</p>	<p>Members lead and govern with integrity, listen to community interest, respond to enquiries and attend training.</p>

<p>We make it easy <i>We make self-service, independence and dealing with us easy</i></p>	<p>We make it count <i>We put our scarce resources where they do the most good today and tomorrow</i></p>	<p>We make it work <i>We join up information and work with our partners to get the right outcome first time</i></p>	<p>We make it rewarding <i>Residents, business, communities and SBC employees benefit from Slough</i></p>
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CUSTOMER MODEL PRINCIPLES

Activity levels in our future operating model



KEY TRANSFORMATION AREAS

THE MOST CRUCIAL CHANGES TO ENABLER DELIVERY OF THE COUNCIL'S VISION ARE IN THE FOLLOWING AREAS...

Self-service and digitisation

Increasing the scope of self-service functionality through JADU and others (incl Revs & Bens, DSO, Reg Services, IT, ASC, Housing)

Better digitisation of service delivery, e.g. Reg Services

Locality based delivery

Bringing services to the heart of communities, tailored to their needs.

Working closely with local partners and communities, with shared strategic oversight of all local projects and assets.

Better customer service

Increasing the scope of customer services and better empowering customer service agents to provide holistic support to customer, resolving as much at first point of contact as possible

Holistic approach to prevention

Enabling a joined-up response to those residents/families who are most vulnerable or most in need, from all relevant council services, to support independence and prevent their needs from escalating.

Growth in strategic capability (Run vs Change the business)

Building the ability of the council to plan and act strategically, beyond day-to-day operational pressures, including, innovation, data & insight, prevention, comms commissioning, sustainability

Better team synergies

Bringing teams with similar remits and/or skills together (either structurally or virtually) builds communities of excellence, empowers teams to be mindful of 'the bigger picture' and improves customer experience.

Improved opportunities for staff

Providing staff with the roles, rotation, development opportunities, training, support and career pathway to grow. A better engaged workforce will reduce attrition in pivotal roles, reduce agency spend and build corporate memory.

Savings through efficiency

Reducing operating cost where possible through consolidation of aligned functions, reduced agency spend, streamlining of management, increase in self-service and a shift towards more digital delivery

OUR FUTURES – PROGRAMME PLAN

SOME OF OUR PROGRAMME ACHIEVEMENTS TO DATE

1 Improvements to member casework



2 LMP decant



3 Locality hubs operational; Langley, Cippenham and Britwell



4 Cashless



5 Design and recruitment of new leadership team



6 Commencement of Office 365 roll-out

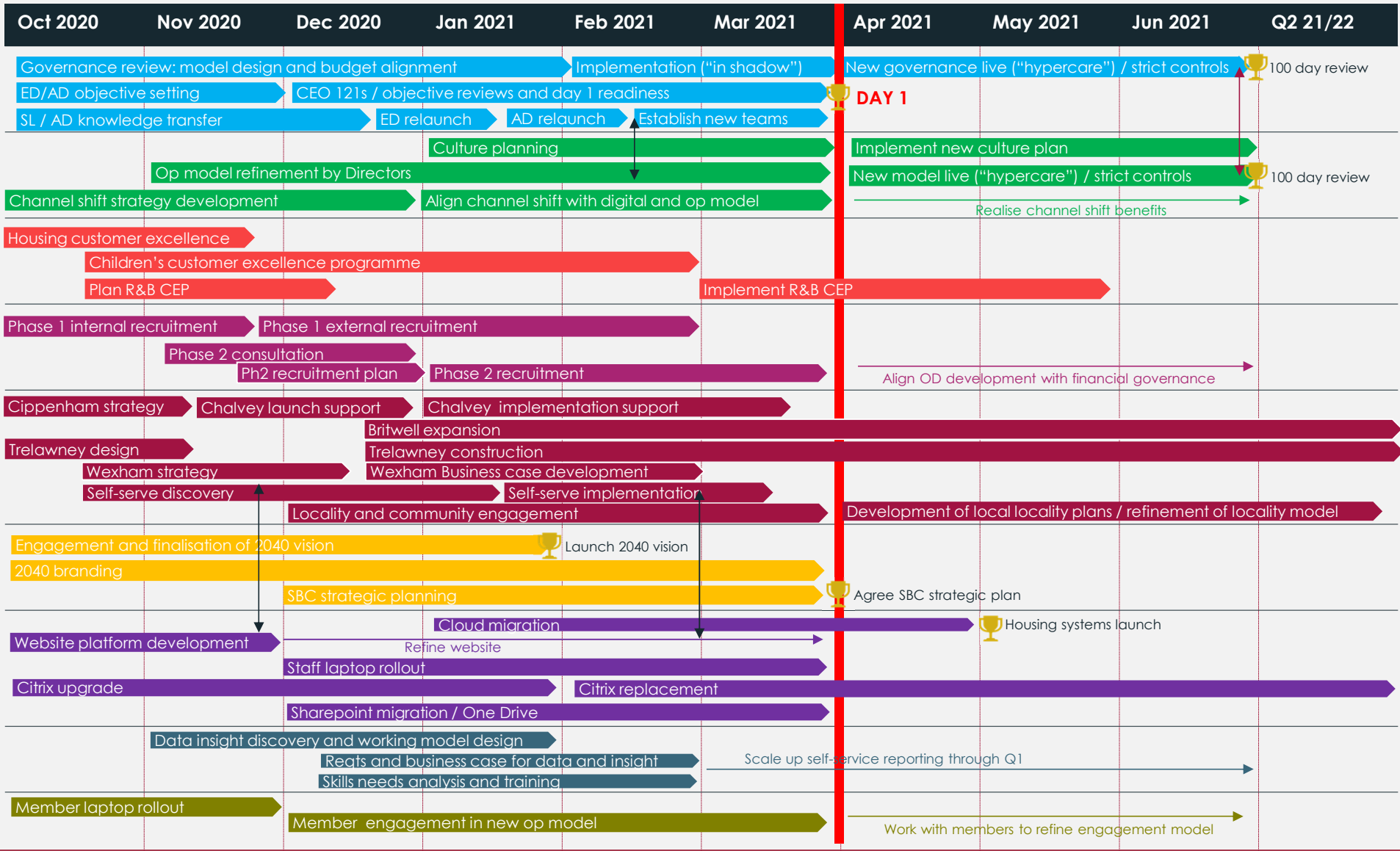


7 Operating model design and full OD model out to consultation



8 Customer excellence programme





IMPLEMENTING THE NEW OPERATING MODEL

Area of change	Description of change	Rationale for change
Increased Digitisation and self-service	The impact of increased service digitisation and self-service has influenced how and where we are proposing to focus resource, in particular, shifting the focus of Customer Services and Business Support onto more core elements of service delivery.	There will be less of a focus on transactional activity where that can be delivered through better technology.
Customer Services and Business Support	We proposed the centralisation of Customer Service and Business Support into centres of excellence from which resource can be deployed across the council.	This will improve our agility and resilience as a council, increase the breadth of opportunities available for staff and support greater career progression.
Strategy & Improvement	We're proposing the creation of a Strategy and Improvement team, including a Data & Insight function.	This team will enable the council to define and deliver a coherent and joined up strategy, informed by data-driven insights on both our operations and our customers. It will also drive continuous improvement across all service areas.
Corporate Services	We are proposing to centralise corporate services into centres of excellence, supporting service areas through a Business Partnering model.	This will allow us to maintain best practice across our corporate services and to respond in an agile way to provide hands-on support to service areas as needed.
Bringing together aligned services	Our proposal brings together services which are aligned in either strategy or delivery, examples include bringing more functions into a larger 'Revenues, Benefits and Charges' team, bringing together community and neighbourhood based services, and bringing together our people-based strategy and commissioning activities.	This will enable us to ensure we are taking strategic cross-service approaches to our delivery to deliver better outcomes for our residents.

RESTRUCTURE

CONSULTATION

Over past 12 months we have been working to design our new operating model, to achieve our vision of making Slough a world class organisation. As you may be aware, to implement the council's new operating model as part of the Our Futures transformation programme, we have been carrying out a complete organisational redesign.

This is taking place in two phases:

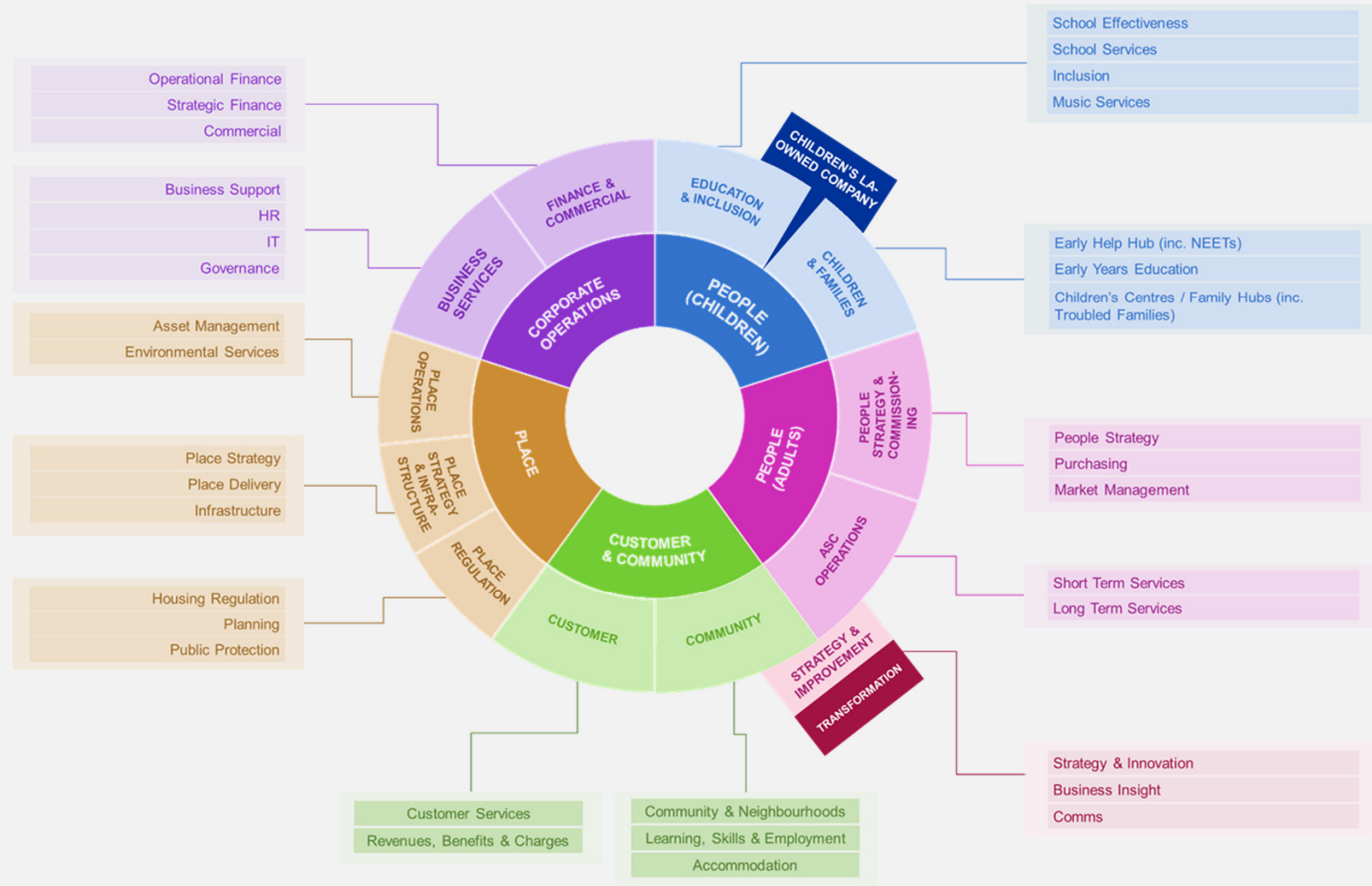
PHASE 1

Senior Management: Phase 1 entailed a reorganisation of SBC's senior management team. This is on course to deliver recurrent savings of just under **£1m** year-on-year. Our new leadership team has been established and we are now recruiting to the remaining vacancies.



PHASE 2

Main Staff Body: Phase 2 of the organisational redesign is a restructure of the main staff body and individual functions, in line with the new operating model design work that has been undertaken.



What will this look like?

Customer Demand

What do we need to enable working like this?

Focus on prevention & demand management; use partnerships to shape demand

Prevention & Demand Management

Information in the right place, website, partnerships, customer insight, community enablement

Customers to self-serve starting processes and find information online

Self-Serve

Information in the right place, website allows customers to track cases and start/complete processes

Resolve quickly & update customer records; multiple entry points (e.g. hubs, phone, etc.)

Customer Contact

Website, call centre, customer hubs, segmentation / triage

First-line casework, managing cases to completion; flexible skills able to manage a number of requests

First-Line Casework

Segmentation / triage, customer records available, customer insight, multi-skilled across services

Complex cases – e.g. high-value, vulnerable individuals, interventions, decisions where qualifications are necessary

Complex Case-work

Customer record; skills & knowledge

OUR NEW WEBSITE

DIGITAL PLATFORM – WHAT IS IT?

What it is



The main entry point for customers to access our services



An enabler for customers to transact with us

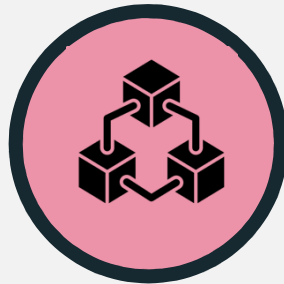


A mindset shift – to thinking digital by default

What it isn't



A **communication and PR tool** to promote the Council



Just a website – a fundamental change provision of services and moving towards digitisation



An **add-on** to the face to face contact and contact centre we already have



Completely finished - this is just the start of our journey to become more digital

DIGITAL PLATFORM – WHY HAVE WE DONE IT?



For our customers

- Facilitate more efficient resolutions for customers
- To save customers time in transacting with us
- To give the control back to our customers by increasing ability to self-serve without having to interact with us
- To keep customers better informed



For our staff

- To provide a digital door to the website we can all be proud of
- To reduce time spent by our staff on manual tasks such as rekeying information from one system to another, thereby freeing up officer time for more complex and valuable work
- To increase user control, with less bureaucracy and levels of sign off



For our Council


- To underpin and enable our new operating model
- To transform us to a modern council and bring our customers along on this journey
- To relieve pressure on our contact centre and Community Access Points (Community Hubs)
- To move towards a faster and cheaper way of serving our customers
- To reduce handoffs, thereby reducing risks of cases falling through the cracks



Coronavirus/Covid-19

[Latest guidance on Covid-19, service updates and help available >](#)

How can we help you?

 Search



Apply

- > Council job
- > Council home
- > School place



Report

- > Missed bin collection
- > Pothole in street
- > Flytipping



Pay

- > Council tax
- > Parking fine
- > Council invoice



Coronavirus/Covid-19

[Latest guidance on Covid-19, service updates and help available >](#)

[Home](#) > [Bins, waste and recycling](#) > [Household waste collection](#) > [Missed bin collection](#)

Report a missed bin

[Form to report missed bin collection](#)

Related Directories

> [Find bin collection days](#)

Missed bin collection

If we have missed your refuse, recycling or garden waste bin; we apologise for any inconvenience this may have caused.

Reasons for missed collection

If your bin was missed on its scheduled day, there could be a number of reasons why. So, before you contact us, check that the following factors aren't responsible for your missed collection:

Position

Your bin should be placed clearly visible and not cause any obstruction at the front of your property. It's helpful if the bin is positioned with the handles towards the street.

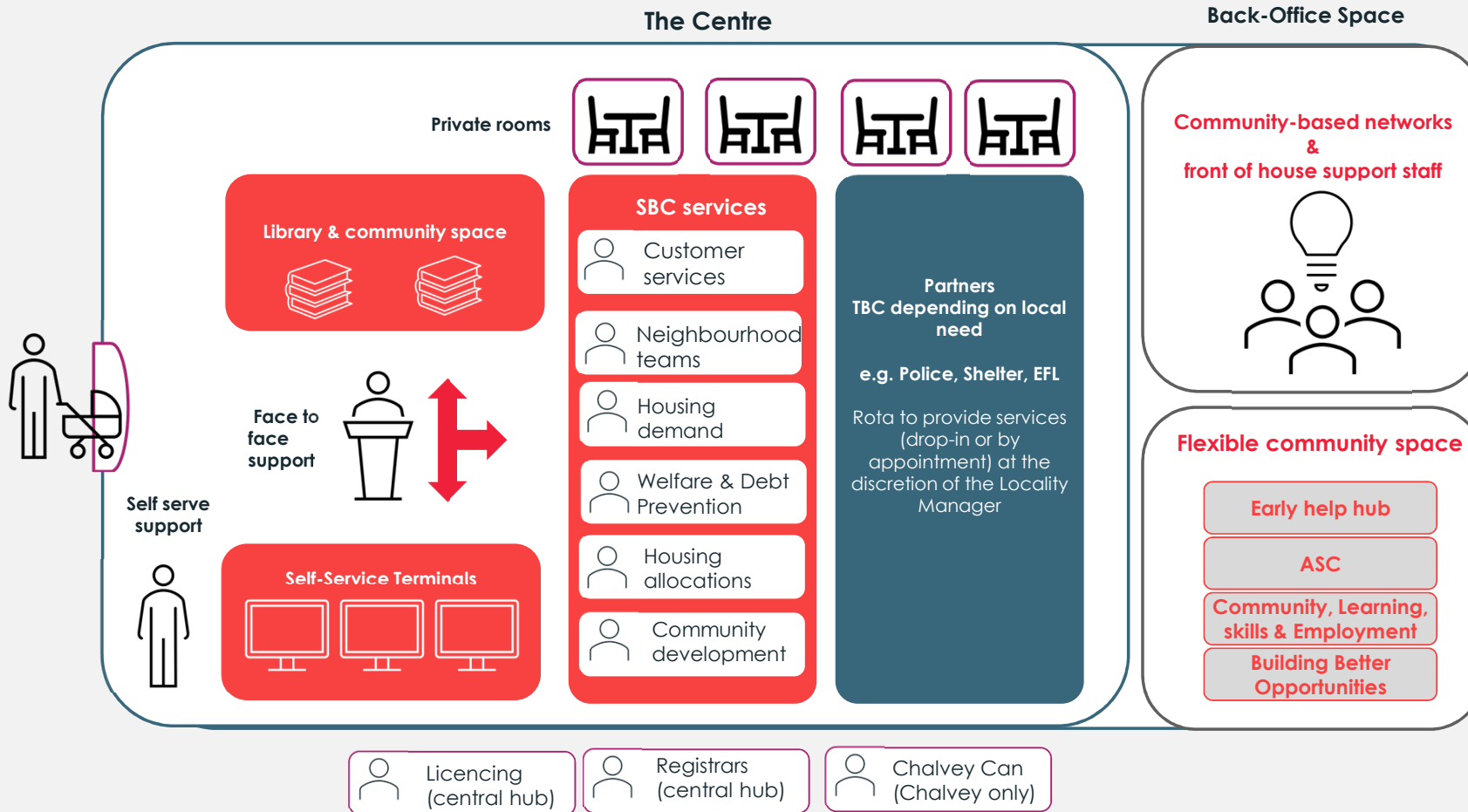
Day and time

Make sure your bins are out on the right collection day and before 6am. Check your [bin](#)

LOCALITIES

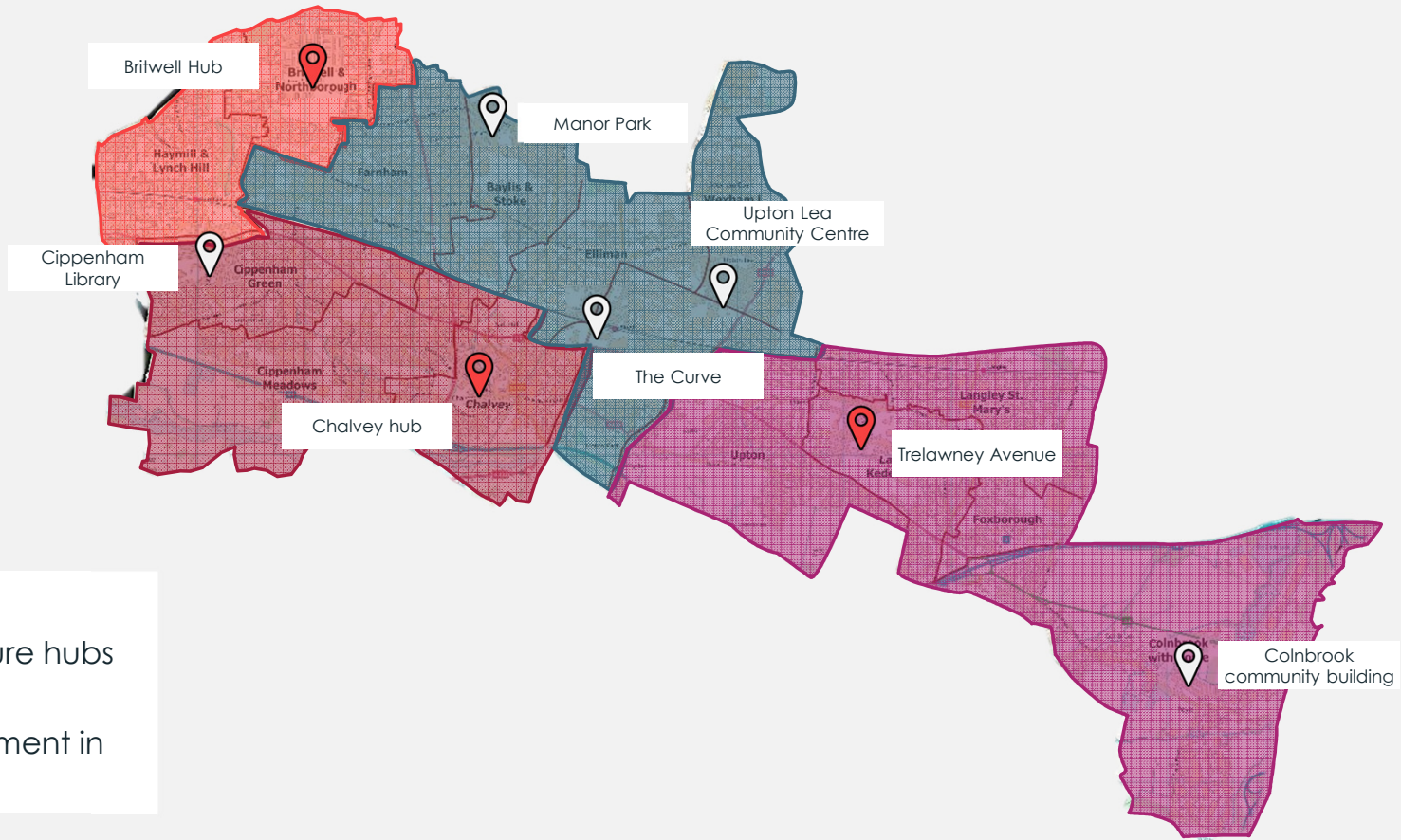
LOCALITY CENTRE DESIGN

OUTLINE OF THE LOCALITY CENTRE PHYSICAL DESIGN AND SERVICES WITHIN THE HUB



EMERGING MODEL - LOCALITY HUBS

WHERE OUR FUTURE HUBS WILL LOCATED



BRITWELL & NORTHBOROUGH, HAYMILL & LYNCH HILL LOCALITY ASSET UPDATE

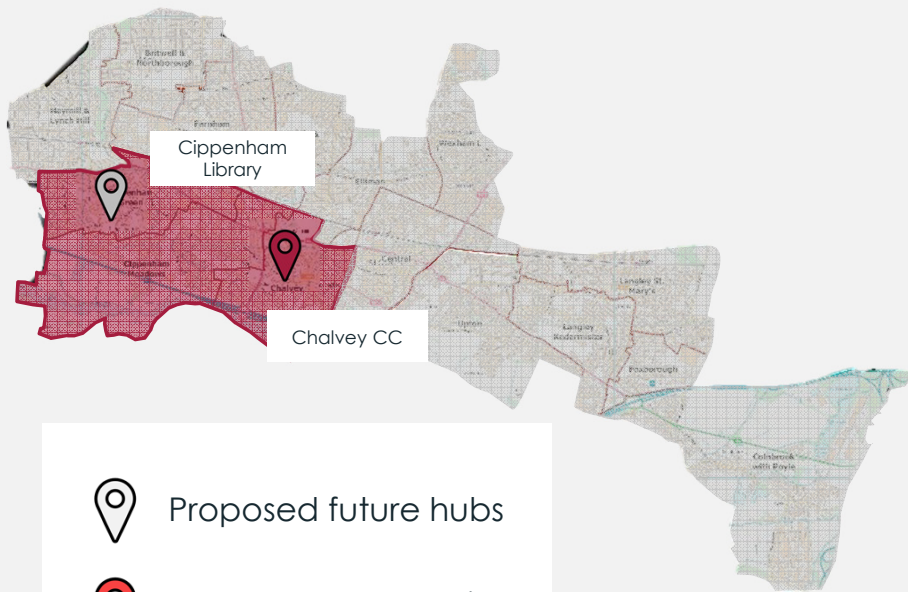


Britwell community hub

Headlines	GP surgery design is complete and agreed Agreement of final business case in January Contact centre relocation business case finalised
Key dates	SBC final business case sign off – January
Next steps	Contact Centre relocation construction commences in Commence construction 1 March 2021 Completion date est. December 2021

CHALVEY, CIPPENHAM GREEN, CIPPENHAM MEADOWS

LOCALITY ASSET UPDATE



Chalvey community hub

Headlines	Handover complete Internals in development
Key dates	Building complete - End of January 2021 Building open to public – end of Feb (restrictions permitting)
Next steps	Open in line with regulations

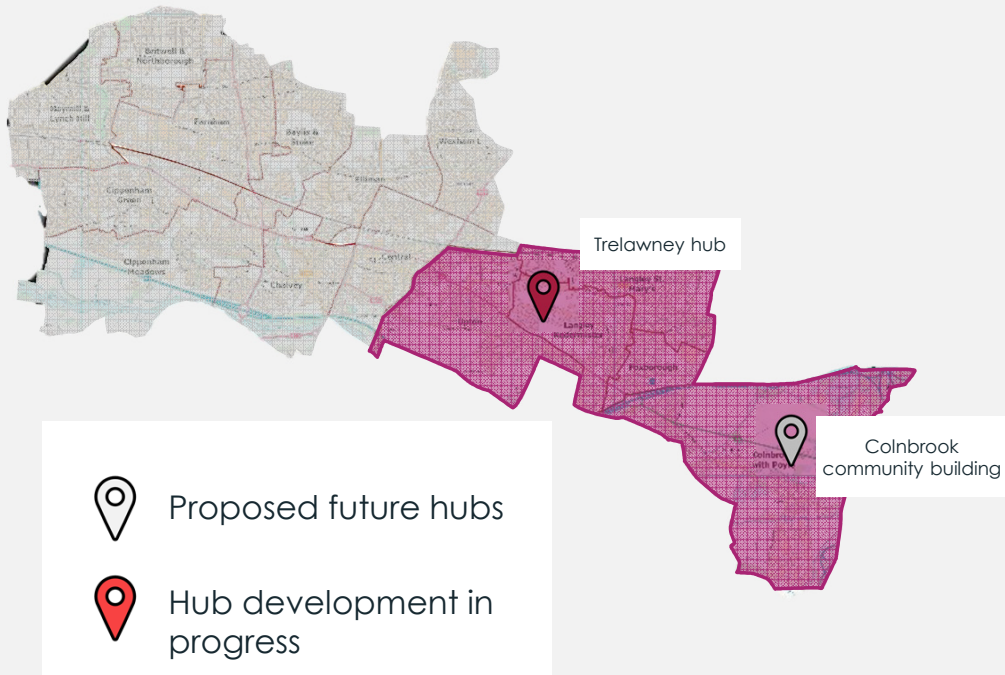
Cippenham library building

Headlines	Agreement to progress Cippenham Library development
Key dates	tbc
Next steps	Complete conceptual stage and develop an outline business case

Further to the above scoping work to be completed on the Earls Lane and Eltham Avenue assets.

COLNBROOK WITH POYLE, LANGLEY KEDERMISTER, LANGLEY ST MARY'S, FOXBOROUGH, UPTON

LOCALITY ASSET UPDATE



Trelawney Hub

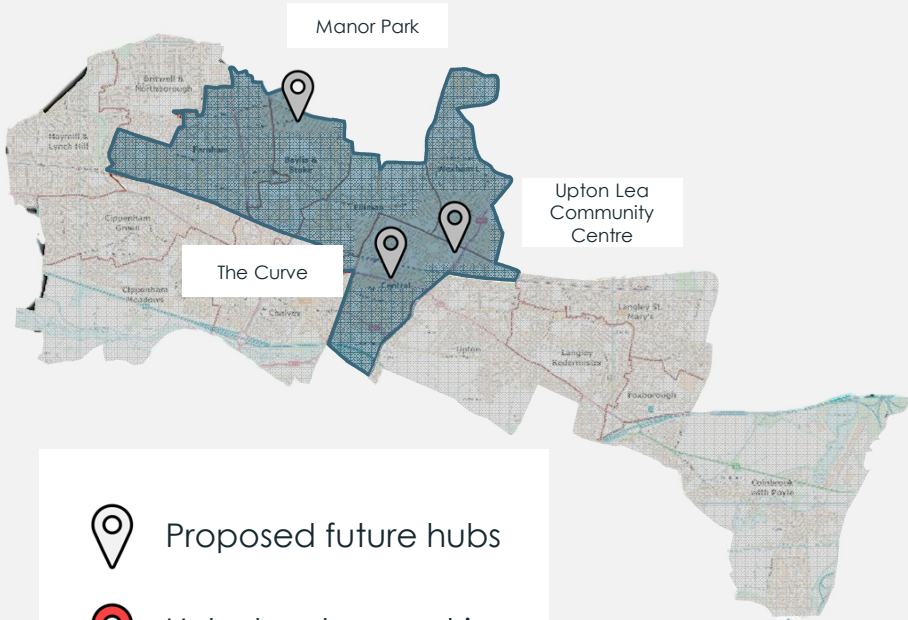
Headlines	Planning application submitted Progress to detail design of building
Key dates	Planning committee February 2021 Construction begins in June 2021
Next steps	Detail design

Colnbrook community building

Headlines	Colnbrook community building purchased
Key dates	Conceptual document to be defined as part of Strong Health and Attractive neighbourhoods
Next steps	Progress to Scope stage through Strong, health and attractive community engagement

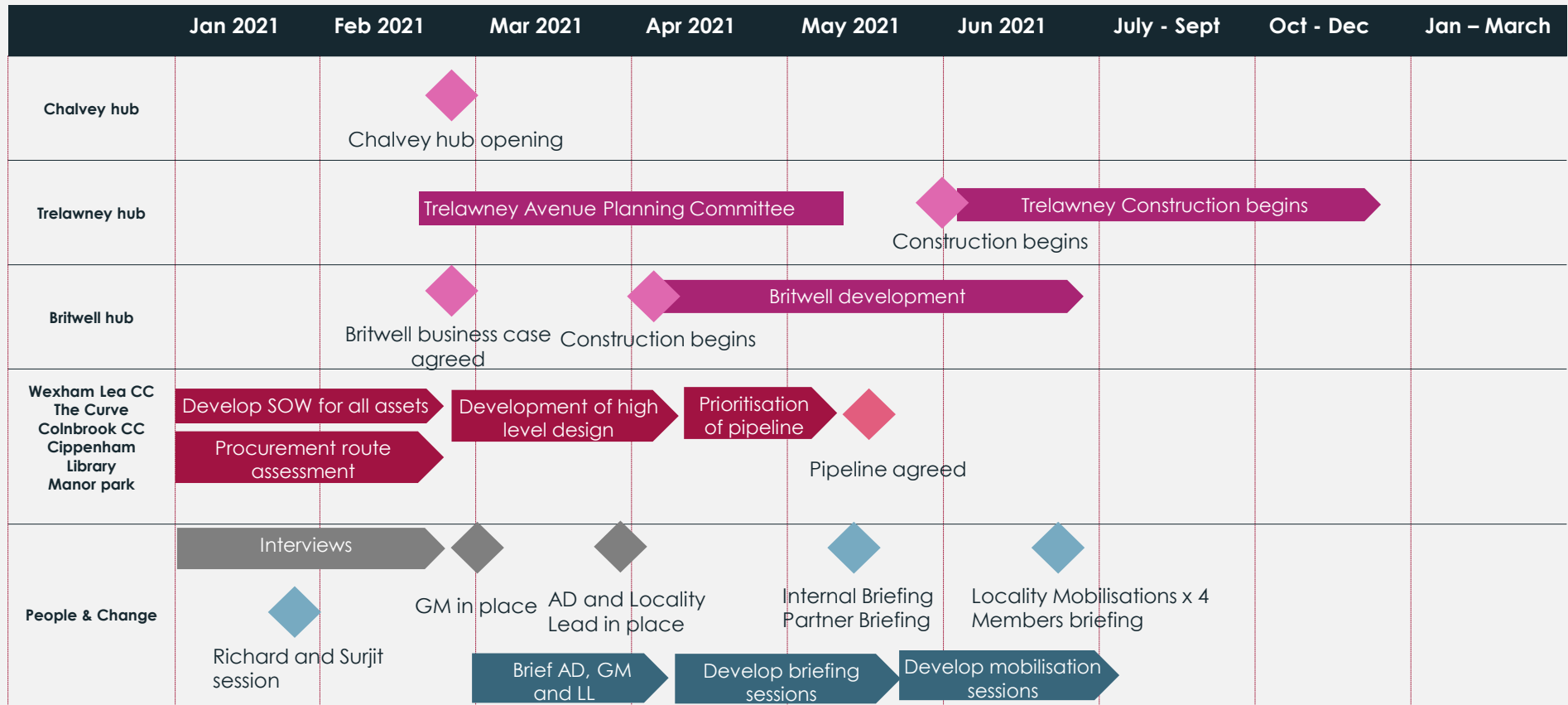
WEXHAM, ELLIMAN, CENTRAL, BAYLIS & STOKE, FARNHAM

LOCALITY ASSET UPDATE



Options	Outline	Progress to Scope
Stoke wharf	Potential long term opportunity to be scoped through Stoke Wharf Development to be confirmed	Keep informed
Upton Lea CC	Further feasibility for community hub to be scoped, other options currently being considered	Yes
Curve	Minor remodelling in pipeline, dates to be defined in the coming months	Yes
Manor Park	Improvements and development in the pipeline, dates to be defined in the coming months	Yes

FORWARD PLAN



THANK YOU