

## Appendix B – Overview of key findings and delivery objectives

Key Outcomes	Initial findings	Future Transition Stage	End Stage
Vision and Strategy	<ul style="list-style-type: none"> <li>Strategic plan is 'on the shelf' and not linked to service plans so no clear method of delivery</li> </ul>	<ul style="list-style-type: none"> <li>Development of new Strategic Plan underway</li> <li>Service Plans in place with links to strategic objectives</li> </ul>	<ul style="list-style-type: none"> <li>Approved Strategic Plan</li> <li>Service Planning and Delivery embedded, linked to Strategic Plan</li> </ul>
Management	<ul style="list-style-type: none"> <li>'Top heavy' with too many HOS roles</li> <li>Ad hoc / no clear rationale or link to service delivery</li> </ul>	<ul style="list-style-type: none"> <li>DCX in post, driving commissioning approach</li> <li>Lead role for Commissioning and Contract management recruited</li> <li>Commissioning support function in place</li> </ul>	<ul style="list-style-type: none"> <li>Fewer more capable managers</li> <li>Structure clearly linked to Organisational strategy</li> <li>Commissioning structure fully in place &amp; operational</li> </ul>
Digital	<ul style="list-style-type: none"> <li>Website lacks customer self service functionality</li> <li>Multiple standalone systems</li> <li>Salesforce not being used to full potential</li> </ul>	<ul style="list-style-type: none"> <li>Redesign of TDC website completed</li> <li>Customer self service key functions on 'MyAccount'</li> <li>Prioritised technology development plan</li> </ul>	<ul style="list-style-type: none"> <li>Full resident / customer self service / online access</li> <li>Integrated systems across key functions such as Planning, Housing and Customer Services</li> </ul>
Customer Front End	<ul style="list-style-type: none"> <li>Poorly defined customer front end</li> <li>Lack of data / metrics / Customer strategy</li> <li>Calls / contacts routinely double handled</li> </ul>	<ul style="list-style-type: none"> <li>Channel shift to online self-serve underway</li> <li>Chatbot and telephony solutions in place</li> <li>Customer journeys simplified, fewer handoffs</li> </ul>	<ul style="list-style-type: none"> <li>Customer can self service most functions online</li> <li>Access issues fully mitigated</li> <li>Slick customer front end with minimal handoffs</li> </ul>
Commissioned Services External	<ul style="list-style-type: none"> <li>Ad hoc overall approach to commissioned services</li> <li>Some areas poorly specified</li> <li>Many areas lack performance data / metrics</li> </ul>	<ul style="list-style-type: none"> <li>Operations improvement plan &amp; tender in delivery</li> <li>Intelligent client function redesigned</li> <li>Service improvement plans in delivery</li> </ul>	<ul style="list-style-type: none"> <li>All external services operate to clear specifications, with performance metrics which are actively managed, developed and improved</li> </ul>
Commissioned Services Internal	<ul style="list-style-type: none"> <li>Ad hoc overall approach to commissioned services</li> <li>Some areas poorly specified</li> <li>Many areas lack performance data / metrics</li> </ul>	<ul style="list-style-type: none"> <li>Services operating to clearly specified requirements</li> <li>Performance data / metrics in place</li> <li>Service improvement plans in delivery</li> </ul>	<ul style="list-style-type: none"> <li>All internal services operate to clear specifications, with performance metrics which are actively managed, developed and improved</li> </ul>
Support Services	<ul style="list-style-type: none"> <li>Back office functions 'babysitting' front line services</li> <li>Day to day firefighting at expense of added value</li> <li>Lacking a 'business partnering' ethos</li> </ul>	<ul style="list-style-type: none"> <li>Service requirements identified</li> <li>Business Partnering agreements underway</li> <li>Greater focus on added value support</li> </ul>	<ul style="list-style-type: none"> <li>Service plans identify needs in advance</li> <li>Resources are directly linked to requirements</li> <li>Business Partnering is the norm</li> </ul>
People	<ul style="list-style-type: none"> <li>Job roles &amp; responsibilities poorly defined</li> <li>Lines of accountability blurred in some areas</li> <li>Lack of any coherent people plan</li> </ul>	<ul style="list-style-type: none"> <li>EMT - accountability framework in place</li> <li>Commissioning training underway for managers</li> <li>People Development plan in place</li> </ul>	<ul style="list-style-type: none"> <li>Smaller, more agile organisation</li> <li>Capabilities are defined, invested in and developed</li> <li>Talent is identified &amp; developed</li> </ul>
Process & Data	<ul style="list-style-type: none"> <li>Too much organisation effort in inefficient processes</li> <li>Many processes don't add value</li> <li>Data not valued or managed</li> </ul>	<ul style="list-style-type: none"> <li>Simplified internal business processes</li> <li>Automation of routine – e.g print &amp; mail functions</li> <li>Data is managed centrally in a structured way</li> </ul>	<ul style="list-style-type: none"> <li>Most routine processes are simpler and automated</li> <li>Date is used to drive insight and improvement</li> </ul>
Culture	<ul style="list-style-type: none"> <li>Lack of shared ownership / common purpose</li> <li>Performance not measured or managed</li> <li>Inconsistent values and behaviours</li> </ul>	<ul style="list-style-type: none"> <li>A developing sense of common purpose</li> <li>Performance appraisals in place for all staff</li> <li>Values and behaviours framework in place</li> </ul>	<ul style="list-style-type: none"> <li>'One team' Council</li> <li>Pay and reward linked to performance</li> <li>Modern, agile ways of working</li> </ul>