GBC operating model paper

This short paper is part of the programme close down documentation of the Future Guildford, whole council transformation programme. It provides a summary of the Council operating model that we hope is valuable to all stakeholders; Councillors, CMT, heads of services and all staff and partners in maintaining and continuing to build the operating model to meet the evolving strategic priorities of the council.

1) Aims of Future Guildford and the design principles

In late 2018 the leadership team of Guilford Borough Council were supported by Ignite Consulting to develop a business case and blueprint for a new way of working at GBC. The aims of this new operating model were to:

- Improve our services and customer care
- Future proof our organisation
- Modernise our services and systems
- Make us more efficient
- Deliver savings and address our financial challenges
- Create an environment where there are better development opportunities for staff
- Develop our culture into one that collectively adapts and changes to address the various challenges and issues facing us

In order to meet these aims we agreed a set of twelve design principles to guide the transformation programme and the creation of our new organisation. These design principles remain as relevant now, to how we continue to build our organisation on the success of the Future Guildford programme, as they were in implementing this transformation:

1. Focus on the customer experience
2. Fewest steps for customer
3. Keep customers informed
4. Digital by default
5. Resolve first time
6. Collect less and tell us once
7. Use skills and expertise effectively
8. Efficient working
9. Use technology to ensure compliance
10. Real time measurement to improve
11. Supporting customers to do more
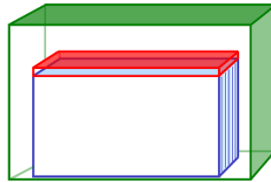12. Proactively prevent and shape demand

2) Foundations of our operating model

In designing our operating model we clarified two key characteristics of the work we do in the Council. These are critical drivers in how the work is most effectively structured and delivered.

a) Purpose of work

All organisations, including local authorities, perform three core purposed of work or general roles:

- Green box – strategy and governance
- Blue box – service/product delivery
- Red box – support services/resources

Blue Box
- Focussed on the customer
- All activities that are delivering value to the customer
- KPIs linked to cost, revenue or customer experience

Green Box
- Focussed on the Organisation
- Activities that monitor the environment and navigate this business through it successfully
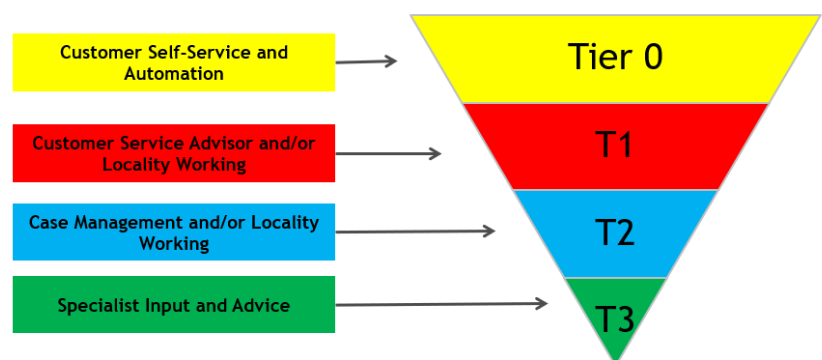- KPIs linked to corporate performance and Governance

Red Box
- Focussed on supporting the blue box
- All activities that enable the blue box to happen (may enable some green box activities)
- KPIs linked to a blue box KPI or provision of infrastructure at minimal cost

This purpose of work was used as the starting point for the structure of the three directorates of Guildford Borough Council, recognising the importance of all staff playing an appropriate role, as required by the organisation, in any of these general roles based on their individual skills.

b) Type of work/tier

As a key mechanism to delivering significant efficiencies in transactional/process heavy activity we have implemented this four-tier model across much of the core blue and red box service areas. This has led to consolidating the interface with the customer in tier 0 to enable more self service, bringing together a larger single front door customer service team and creating a blue and red box case management team to deliver the majority of rules-based work in the council.

Customer Self-Service and Automation → Tier 0

Customer Service Advisor and/or Locality Working → T1

Case Management and/or Locality Working → T2

Specialist Input and Advice → T3

The diagram below describes the key aspirations of the successful implementation of these four tiers. The language is particularly focussed to blue box/customer facing services, referencing customer service advisors (CSAs) in tier 1 but it is equally applicable to red box/support services where we have combined tier 1 and 2 activity into a single resources casework team.

Tier 0 - Customer Self Service

- Customers can easily find what they need online
- Customers have a consistent user experience for all online services
- Customers can apply for and report all significant services/issues online
- Customers can pay for any service online
- Customers can submit documents online, both at initial application and during a case
- Customers can view information about their cases and accounts online

Tier 1 - Customer Contact Management

- Calls can be queued and routed to automated systems and customer service advisors (CSAs), and customers get feedback and self-serve nudges whilst queueing
- CSAs can search by unique customer, property or case reference to find, view and update existing customers, properties or cases
- CSAs have easy access to a searchable knowledge base/scripts to help them answer 100s of enquiry types
- CSAs can view all case documents to assist them to help customers with enquiries about open cases
- CSAs can easily take payments for all services
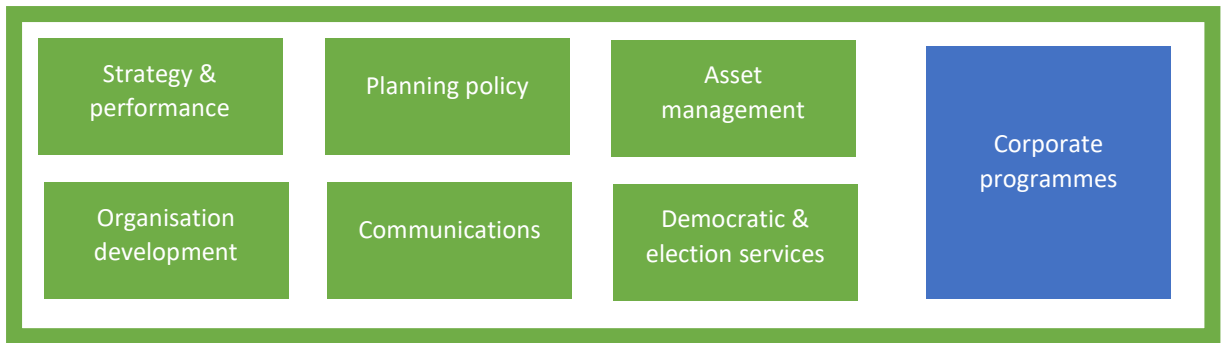- CSAs can create new cases and workflows

Tier 2 - Case Management

- Customers receive automatic updates via SMS/email when cases are created or updated
- All new case work is picked up from work trays/queues
- Trays/ queues provide a unified view of all work for a particular team, across the full range of services
- Work can move between queues based on rules or manual choice
- Work can be split into stages and both the overall case and individual stages can have target dates configured
- Managers can view live performance reports for teams, cases and individuals and overdue work is escalated
- Electronic case files are available from workflow/case screens
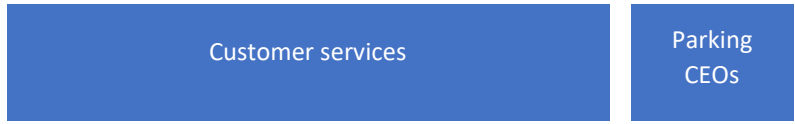- Case workers can easily take payments for all cases

Tier 3 - Specialist

- Cases initiated online or by CSAs are created in specialist back office systems without rekeying data
- All documents created in specialist back office systems are automatically added to the full electronic case file
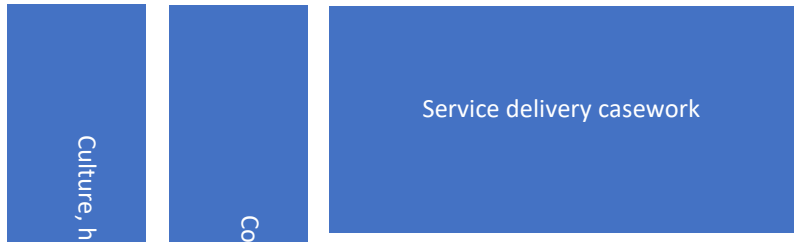
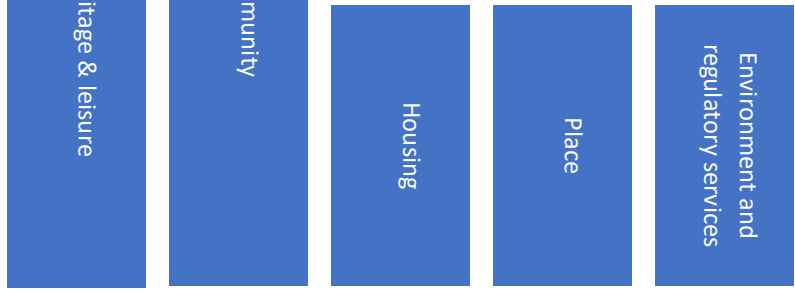# 3) GBC operating model visualisation as at April 2021

Strategy & performance	Planning policy	Asset management	Corporate programmes
Organisation development	Communications	Democratic & election services	

Tier 0/1	Customer services	Parking CEOs	Resources casework
Tier 2	Culture, heritage & leisure	Community	Service delivery casework	Resources specialist services
Tier 3			Housing	Place	Environment and regulatory services	
Service delivery	Operational & Technical services	