



New Normal Strategy 2019 to 2024

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<p>Associated documents:</p> <p>Corporate Plan - 2015 to 2020 Medium Term Financial Strategy - 2017/18 to 2021/22 Growth and Infrastructure Strategy - 2018/19 to 2036 People Strategy – 2017 to 2020 Technology and Digital Transformation Strategy - 2017 to 2020</p>			
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Introduction

This strategy outlines the Council's approach to change management and recognises that the Council, its elected members and officers need to ensure a culture of continuous improvement is embedded within the organisation, given that society is continuously changing. As a result our organisation needs to be in a position to adapt our approach to service delivery to meet these needs.

Whilst this is predominantly an internally focused strategy its outcomes will impact on our relationship with our Residents, Communities and Partners. The three key areas of focus of the strategy are:

- Ways of Working
- Partnership
- Leadership

The strategy will be supported by a work programme developed in each of these areas.

Background

“Well run council, stable leadership, good skills base and a great place to work”

Corporate Peer Challenge July 2016



- In July 2016 the LGA conducted a Corporate Peer Challenge and overall were impressed with the performance of Dacorum Borough Council both managerially and politically. However the Council needs to continue to improve as challenges continue to be faced.
- It is recognised that much change has happened in recent years:
 - £30m Hemel Hempstead regeneration programme
 - Dacorum Borough Council move to the Forum
 - Increase in demand and provision of new homes
- This has been achieved within a constrained local government financial environment at a time when demand for services has increase but whilst protecting the delivery of front-line services.
- One observation from the Corporate Peer Challenge review was that “DBC needs greater clarity in the change management approach”. In addition there is a need to ensure that a culture of continuous improvement is embedded and ensure that DBC is able to prioritise resources to delver work-plans that deliver the maximum benefit.
- It was important to define the approach not as a “transformation programme” as that can imply that the starting point is bad, whereas Dacorum Borough Council is starting from a good base.
- We want our people to recognise that change is constant, and change is normal, and that by going through change in a structured, managed way we can deliver the “New Normal”; hence the **New Normal** programme

Review of our approach to change

Dacorum Borough Council has already delivered much change and many improvements.

In recent years, much of the council’s work has focused on direct delivery of significant regeneration schemes in addition to the delivery of day to day services for our residents and visitors.

Following the completion of major planned regeneration works in 2018, which were directly delivered by the Council, work has been undertaken by the Cabinet and Corporate Management Team to identify the type of council required from 2018 and beyond. This work has informed the Council’s change management programme.

Whilst the change management programme is mainly internally focused, the outcomes of this strategy will frame our future relationships with our residents, communities and partners. Core to our approach will be, to be a modern and efficient Council whilst maintaining a human face.

The work on reviewing our approach to change included a review of our various ways of working and approaches. The table on the right shows an assessment of the council’s the current position and proposed trajectory along a continuum line to indicated the councils direction of movement for the future.

Services as now		Enable self-reliance & community provision
Mostly face to face contact		Mostly virtual & on-line customer contact
Provision of services as we do now		Commercialisation – charging, selling services to others
Primarily working on our own		Primarily working in partnership & consortia with others
Focus on economic development “good place to work”		Focus on thriving communities – “good place to live”
Continue current development role		Private sector takes the lead. Council role is identifying and brokering partnerships
Smaller council but similar mix & culture		Very different staff with different skills and culture
Councillors role – internally focused scrutiny role		Councillors as community leaders – engaging with residents – helping solve problems
Provision of services just for Dacorum		Shared services & management with neighbouring Councils
Current range of services in-house		Commissioning for all services with outsourced provision

Council of 2018 and beyond



The Council is committed to being a “modern and efficient Council but with a human face”.

Central to delivering this commitment, will be to incorporate within change management initiatives the approaches summarised and illustrated in the model shown on the left.

The Challenges

PLACE

- In recent years DBC has led a major regeneration programme - Hemel Evolution, this was a once in a generation opportunity. The Council recognises that whilst it needs to maintain its role as a “leader of place, continuing this level of investment would be unsustainable. Therefore, a key focus for the Council will be how to manage stakeholder expectations whilst developing its role as an enabler using the Council’s investment as a catalyst for change to encourage further investment from other sources including public and private sector organisations
- DBC also recognises the benefits of increasing its influence at the sub-regional level to make the most of opportunities for funding and influence as wider schemes are developed across the region, in particularly schemes to deliver infrastructure.

PRIORITIES

- Going forward the Council anticipates demand for more services is likely to increase but within the context of limited financial resource. As a result, there needs to be an increased focus on evidence based priority setting
- This means making best use of new technologies whilst retaining a human face approach. This will enable “Channel Shift” to be deployed for the many who require a good quality, standard repeatable services whilst also the providing the opportunity for the development and delivery of a personal service for the most vulnerable.
- Structured engagement with residents and community is needed to ensure the Council understands their requirements and priorities

CULTURE

- Changing culture is not just about recruiting new people into the organisation. There is evidence that staff feel that DBC is a good place to work, but to make it a great place to work and to embrace the challenges of the future there is a need to develop a culture of constructive challenge which encourages challenge to develop a culture of continuous improvement.
- The shift in culture will be led by management who will ensure that there are simple communications and messages to support this approach

Scope of New Normal Strategy

- “New Normal” is a programme that covers the way things get done in DBC.
- From defining how we deliver services to our customers, implementing new operating models and systems to support new ways of working through to supporting our staff in the development of their skills to respond to the challenges being faced.
- In addition to new ways of working and new systems this strategy will also support the development of our cultural approach and how this supports the behaviours and ways of working we want to promote.

Values Driven

We have a clear set of values that are fundamental to who we are and how we behave.



Take responsibility



Be positive



Work with others to
deliver a great service



Be reliable

These behaviours help us deliver on our priorities as well as guiding the recruitment and training of the staff who work for us.

Overview of areas of focus for New Normal

Provision of Services

- Be open to exploring direct provision of services, shared services, and encourage selling of services to partners
- Encourage community provision of services
- Increase virtual and on-line customer contact whilst maintaining a human face

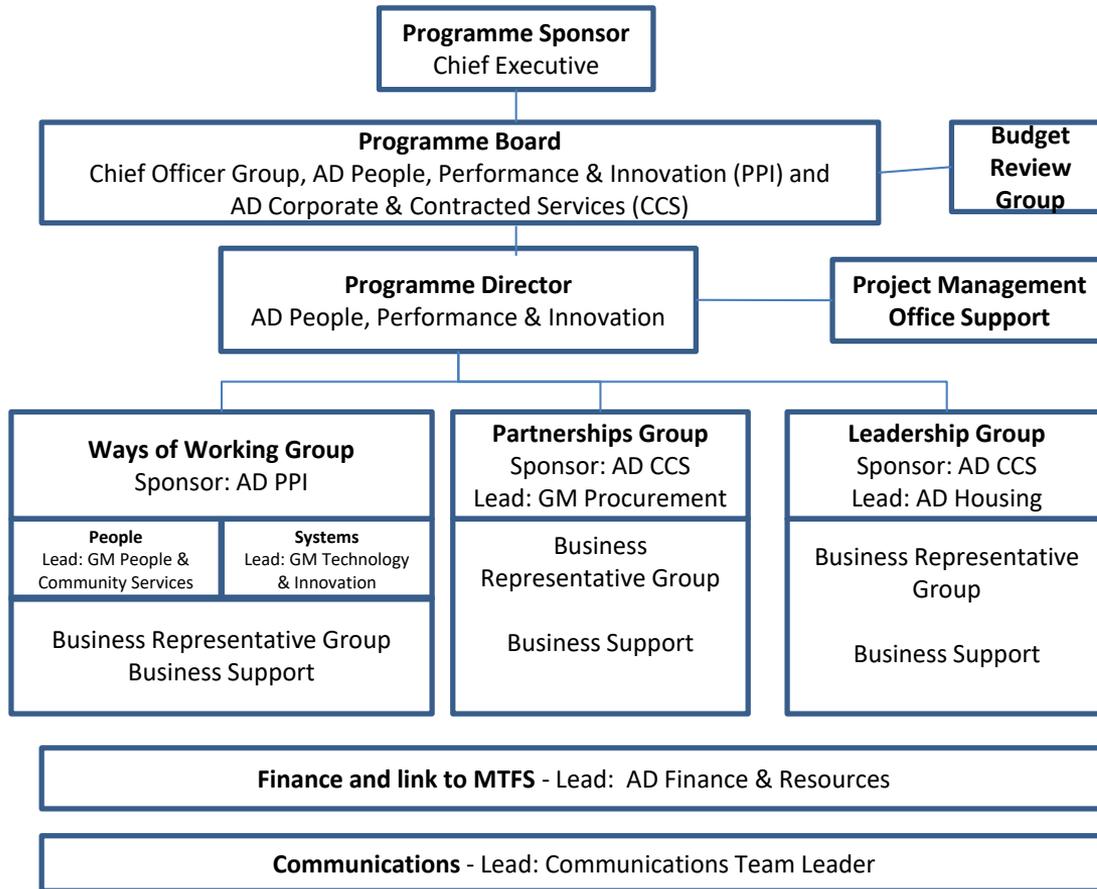
Partnership Working

- Engage in partnership with the Local Enterprise Partnership to secure benefits for Dacorum and South West Hertfordshire.
- Continue to maintain and support community activities & events, which offer a positive lasting impact
- Use the Council's position and influence to bring together partnerships with the public and private sectors to deliver our objectives

Change

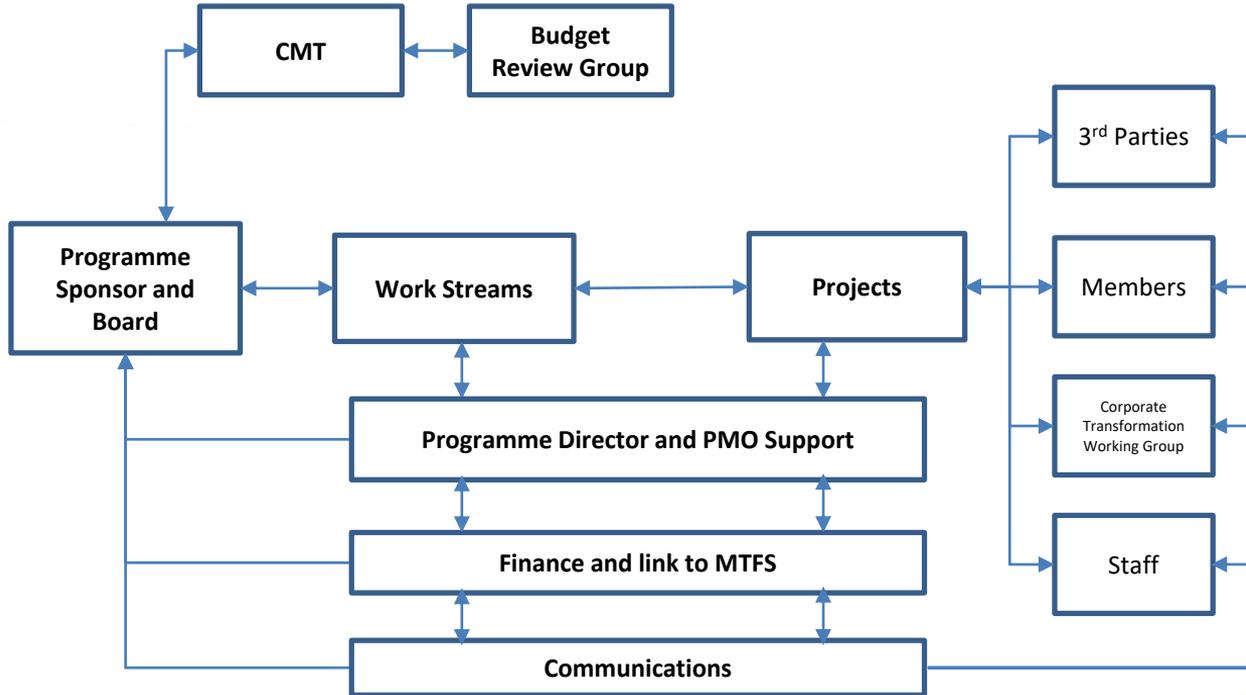
- Review current staff skills mix and development needs to enable a the development of a culture that encourages constructive challenge and continual improvement to flourish.
- When considering service improvements and the commissioning of services the Council should always consider three criteria: improved resilience; delivery of a better quality of service: and delivery of the service for a better cost.
- The Council should encourage and enable engagement with all members including in policy development. The creation of champions will be considered.

New Normal – Programme Management



- The New Normal programme structure is shown to the left and has full support by the Chief Executive and the Chief Officer Group.
- The Programme Director will oversee the whole programme to ensure that there is no unnecessary duplication of effort, and that resource is prioritised to the projects with the highest priority
- There are 3 themes broken down into 4 work-streams: Leadership, Partnerships, Systems and People and all have a Sponsor and Lead. Each work-stream has business representatives who will work with cross-council teams to develop and discuss ideas for improvement. All work-streams will use the same prioritisation tool to help with priority setting.
- The priority projects will be outlined as a mini Project Initiation Document (PID) and presented to the Programme Board for approval. Only when approved will a full PID be prepared which will seek approval and funding through the normal channels

New Normal – Governance



- The Projects generated by the work-streams will engage with all who is necessary to fully develop the PID so that it can be reviewed and approved at the appropriate level.
- The New Normal Programme will utilise existing governance arrangements:
 - If the project can be funded from existing budgets or approved reserve it will be referred to CMT and BRG for approval
 - If the project requires additional capital, as well as going to CMT and BRG for approval, it will be referred to Cabinet for review and formal approval by Members

New Normal Work Stream - Leadership

Name	Role	Department
AD Corporate & Contracted Services	Sponsor	Corporate and Contracted Services
AD Housing	Lead	Housing
GM Financial Services GM Legal & Democratic Services Corporate Support & Democratic Services Team Leader GM Strategic Housing AD Planning & Regeneration GM People & Community Services GM ICT, Innovation & Performance	Business Reps	Finance and Resources Corporate Services Corporate Services Strategic Housing Planning and Development HR and Community Services ICT, Innovation and Performance

Members of this work stream have drafted the following objectives.

A workshop is scheduled to refined these objectives and identify the first set of projects to support them.

- Define what Leadership means to the organisation and how the current leadership model rates against that and identify the areas for improvement
- Improve the leadership culture within the current organisation
- Promote the role of Members as being “Community Leaders” within their wards and how to use this to feedback to Officers
- Work with the People work-stream to see how to develop future leaders

New Normal Work Stream - Partnerships

Name	Role	Department
AD Corporate & Contracted Services	Sponsor	Corporate and Contracted Services
GM Procurement & Contracted Services	Lead	Procurement and Contracted Services
GM Financial Services GM Environment & Community Protection GM Housing Development GM Strategic Planning GM People & Community Services Human Resources Team Leader GM ICT, Innovation & Performance	Business Reps	Finance and Resources Environment and Community Protection Housing Development Strategic Planning and Development Community Services HR and Organisation Development ICT, Innovation and Performance

Members of this work stream have drafted the following objectives.

A workshop is scheduled to refined these objectives and identify the first set of projects to support them.

- Understand and recognise our persona with our partners, and how this affects their relationship with the Council.
- Transitioning from direct delivery of major infrastructure projects to enabling our investment to act as catalyst to get things done
- Develop personas for our partners to enable us to develop relationships and methods of working different types of organisation - Contractors, Voluntary sector, LEP (Business/Commerce), Other Councils
- Develop a more consistent approach to working with our partners through stakeholder mapping, establishing principles of partnership and including, where useful, Business Charters to support the relationship
- Identify how best to monitor performance and health of relationship with partners

New Normal Work Stream Systems

Name	Role	Department
AD People, Performance & Innovation	Sponsor	People, Performance and Innovation
GM ICT, Innovation & Performance	Lead	ICT, Innovation and Performance
GM Tenants & Leaseholders AD Neighbourhood Services GM Strategic Planning GM Revenues & Benefits GM Financial Services GM People & Community Services	Business Reps	Tenants and Leaseholders Neighbourhood Services Strategic Planning and Development Revs, Bens and Fraud Finance People and Community Services

Members of this work stream have drafted the following objectives. A workshop is scheduled to refined these objectives and identify the first set of projects to support them.

- Improve the online experience for our residents and the quality of information delivered from online sources to our services
- Use technology as a means of consulting with and better understanding the needs and views of our residents
- Increase end to end processes so that calls to action from our residents reach the correct officer, wherever they are, in the quickest and most constructive way
- Improve the governance of our technology estate, providing a framework for technology owners and system users to work together
- Address issue of single points of failure in supporting the Council’s applications. Do not box us in for future technology growth.
- In combination with the People work-stream, support officers and members in developing skills to ensure they make the most of the technology at their disposal
- Improve our use of data in particular:
 - Developing a customer golden record and master data approach
 - To support strategic decision making, making the right data with the right tools
 - Understand opportunities that new technologies (Internet of Things, AI, Machine Learning, etc.) can provide to enable measured adoption
- Review current processes and procedures and fit for purpose including rules and governance. These are not necessarily just linked to “technology systems”, with more investigation this may need to be set up as a separate work-stream

New Normal Work Stream - People

Name	Role	Department
AD People Performance & Innovation	Sponsor	People, Performance and Innovation
GM ICT Innovation & Performance	Lead	ICT, Innovation and Performance
GM Tenants & Leaseholders AD Neighbourhood Services GM Strategic Planning GM Revenues & Benefits GM Financial Services GM People & Community Services	Business Reps	Tenants and Leaseholders Neighbourhood Services Planning and Development Revs, Bens and Fraud Finance People and Community Services

Members of this work stream have drafted the following objectives. A workshop is scheduled to refined these objectives and identify the first set of projects to support them.

- Ensure the Performance Management system incorporates values, culture and behaviours as well as skills and task lists
- Develop a talent management system that ensures key staff are retained and developed as future leaders
- Improve recruitment and retention figures for key staff
- Ensure staff are equipped to work effectively in a political environment and how this fits with their role
- Use staff engagement and other interventions to continue to develop a supportive culture within the Council
- Improve the quality of people data and develop how it used to improve People MI and support workforce planning and development
- Improve support for front-line staff to ensure that they have the skills and resilience to deal with vulnerable and challenging customers
- Work with the leadership work-stream to define what is meant by leadership in DBC and support the development of those skills in our staff
- Review external spend on staff

New Normal Strategy

The New Normal Programme is a holistic continuous improvement programme focussed on 3 key themes: Ways of Working; Partnerships and Leadership which will be broken down into 4 work streams to support the Council's development:

- Leadership
- Partnerships and Relationships
- Systems and Process
- People

The model on the right summaries and illustrates the inter-relationship between the work streams and how the strategy will be directed within the context of the Council's overarching strategy as defined in the Corporate Plan and the resources as set out in the Medium Term Financial Plan

