The Hart Values

Our operating model that guides how we design and deliver services

Purpose of this document

The HART values (new operating model) has been developed as a guide for how Hart District Council is planning to structure and deliver its draft Corporate Plan 2017-2022 in a way that puts the residents of Hart at its very centre. It builds on work carried out to meet the Corporate Plan 2014-2018 and shows a clear direction of travel.

The principles provide a framework for developing new ways of working and new ways of doing things.
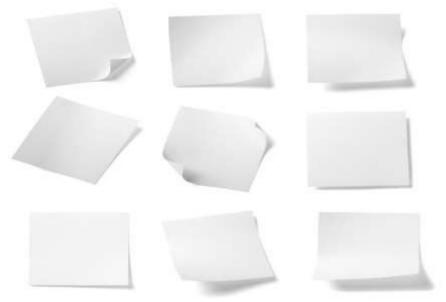
This document sets out:

1. An illustration of the operating model.
2. The guiding design principles for the authority to base its service and organisational design upon.
3. The need to be flexible and respond to change, encouraging innovation and creativity in seeking solutions.

Context – changing with the times, our journey so far

The last few years have seen significant changes for the Council. We have strengthened our finances and improved our performance in housing and recycling. We have let a multi-million pound contract and entered into a wide range of shared services. We have improved the way we work so that we can be sure to deliver on the priorities the Council sets. We are better partners and better performers than ever before.

The next few years will continue to be tough. We want to remain ahead of the game, focussed on our core purpose and strong in our core values. We will continue to take pride in our work, be accountable for our actions, collaborate with others and excel in all we set out to do. We may do less but we will do it well and with integrity in a business-like fashion.
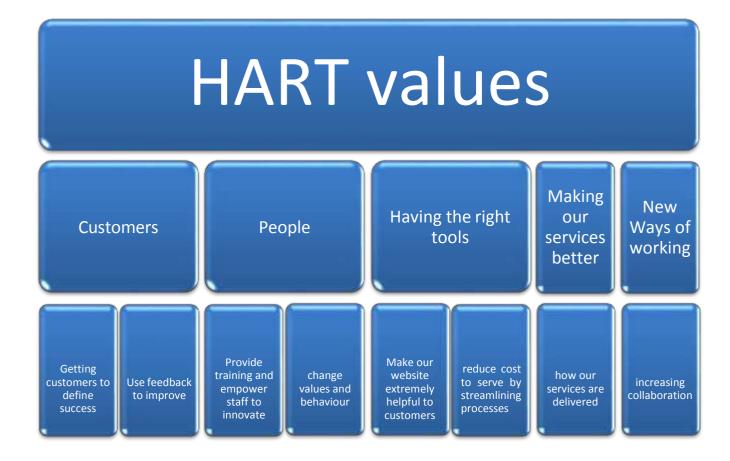
The next steps on our journey

As we move forward we will need to change the way we do things. Changing how we think about the organisation, changing the way we run the organisation and changing the way we behave in the organisation. Different skills will be needed. More than ever, we will need to work as one Council with common standards and approaches, in collaboration with our partners whether they are private, public or voluntary sector.

This new operating model will help to further develop our organisation, so that we continue to ensure the provision of high quality services for the people of Hart and so that our organisation is fit to meet the challenges ahead of us.

Overall Operating Model:

The diagram below summarises the Hart Values operating model, which is about how we can best harness new opportunities and develop the attitudes, skills and behaviours of our people to ignite, inspire, support and deliver the Council's services that will see Hart continue to be the best place to live in the country.

HART values								
Customers		People		Having the right tools		Making our services better	New Ways of working	
Getting customers to define success	Use feedback to improve	Provide training and empower staff to innovate	change values and behaviour	Make our website extremely helpful to customers	reduce cost to serve by streamlining processes	how our services are delivered	increasing collaboration	

Design Principles – 'Customers'

This reflects the evolving relationship with our customers, citizens and communities:

☐ Citizen and customer feedback and engagement will be actively sought to establish the key outcomes our residents want, to aid service design.
• We will aim to get it 'right first time' so that we don't waste the customers' time or our own, in them having to contact us again.
☐ We will use customer champions across the organisation to learn from best practice and ensure good quality service is consistent across all services.
☐ We will be clear about what we can and cannot do, having an open, honest and transparent approach across the Council.

Design Principles – 'Empowering People'

This operating model and resulting service designs will guide workforce planning to ensure that the Council has the right skills and capabilities for the future.

The Council will embed a shared culture and ethos across all its people, acting and behaving as a single organisation based on the Council's core values of:

H **Helpful** – we will really listen to what our citizens, customers and residents want to achieve and help them reach their goals.
A **Approachable** – we will be open, friendly and fair, working with others and helping others to succeed.
R **Responsive** – we will strive to do things well and look for ways to innovate and improve.
T **Take Ownership** – we will take responsibility, do what we say we will and see things through. People and teams will be required to work collaboratively with others both inside and outside the organisation and actively share learning and best practice.

We will empower our staff to take on new roles, and to be innovative and creative, listening to and implementing great ideas across the Council.

Design Principles – 'Having the right tools'

The Council is, for the first time in many years, putting considerable resources into changing and improving the key systems that help provide the services. Key principles include:

- Using the 'cloud' to enable flexible services which can operate from anywhere in the district, as well as at the offices.
- ☐ Improving management information available on customer needs (through a new Customer Relationship Management software system) which will help move resources where the best outcomes can be achieved.
- ☐ Encouraging customers to self serve through the web, wherever this is appropriate. This will help us to focus resources on supporting those who need more help.
- ☐ Improving collaboration across the Council and with other Councils, through the use of document sharing systems.

Design Principles – 'Making our services better'

We all want life to be made simple. We need to make accessing and working with the Council similarly easy for all our residents. Key Principles include:

- ☐ Increasing the number of services available on line
- ☐ Offering new ways to speak to the Council, for instance through web chat
- ☐ Make life easier for our residents, by making processes simpler e.g. offering direct debits for all suitable fees and charges.
- ☐ Working with our partners in the private, public and voluntary sectors to find new ways to get the right services to the customers who need them.

Design Principles – 'New ways of working'

Recognising that at a time of reducing resources, there are opportunities to continue to deliver the Council's priorities, through collaborative working internally and externally. Key principles include:

- Continue to reduce 'cost to serve' through streamlining processes
- ☐ Continue to look at different methods of service delivery whether that is direct delivery, shared services, partnerships, joint procurement et cetera.

Realising the change

As our operating model, the Hart Values will guide how the Council delivers the priorities over the next three years.

It has a number of key principles, many of which overlap and/or are reliant on others. To help realise this new way of operating, the diagram below has been created which will help us to understand how it will be implemented. Further details of the work in the key streams are in the appendix below.

Appendix 1 Hart Values – Work Programme

Principle	Task	Purpose	Objective	Structure	Timing	Update/ Completion
Customers – Customer Care	To provide a new customer contact centre	To provide improved customer quality and care, as well as improve our understanding of customer 'needs'	To improve satisfaction with the Council's services To enable greater integration with other services (e.g. waste) to enhance responsiveness	Shared service with Basingstoke and Deane, benefitting from existing shared services and shared IT systems	from April 2015	Phase 1 Completed April 2015. Phase 2 Oct 2016. Trial of IVR Aug 2017
	To create a customer champion group	To capture and share learning about some of the great work we already do – and find opportunities to improve even more	To help the Council consistently provide great service To enable staff to hear and learn from others within the Council To empower staff to implement this knowledge in their own services	Monthly meetings of the customer champions	February 2015	Completed Customer Champions now working on a range of topics
	To create opportunities for feedback from our customers	To benchmark our current performance against the HART values and find new ways to improve our services for our users	To check how we are doing now To ensure we are consistently seeking feedback (in all channels) To find new ways to engage with our residents	Carry out a mystery shopper exercise periodically and To review all the customer surveys carried out and make sure they all reflect the HART values.	Bench-marking during 2016	Link to corporate survey on website, all outgoing emails and social media
	To ensure our complaints policy reflects the HART values	To ensure that we consider how helpful, approachable, responsive and whether we took ownership, in responding to any complaint	To make sure we identify issues and learn lessons from each complaint that occurs To improve services and reduce numbers of complaints	Create a procedure that supports the existing policy which helps anyone dealing with a complaint consider the HART values in any response	March 2015	Ongoing analysis of feedback

Principle	Task	Purpose	Objective	Structure	Timing	Update/ Completion
People – Empowering Staff	Workshops for all staff on the HART values and how to use them in their own work	To train staff on what we mean by the HART values and how they can apply it in their job	Ensure every staff member knows, understands and commits to the HART Values Ensure every staff member knows how they will apply the HART Values to their job	Small workshops enabling effective discussions exploring what good service is, the public service ethos, how to practically apply the values and to capture learning and revisit commitment	3 hours (provisional) rolled out during Spring 2015 for all staff	All staff have undertaken a HART values workshop and now embedded into induction
	Staff training on customer services and other skills	To enable all staff to learn new skills around customer engagement and provide them with an opportunity to hear and learn from others	To ensure that our staff are highly skills To improve the confidence of our staff	Through our training provider, sessions can be arranged online and/or in the classroom	Taught sessions or webinar's can be at the service and staff members convenience	Continuous as part of the training programme
	Provide 'How to Guides' and provide drop in sessions	To help empower our staff to take on work that they have always aspired to, but needed the support to achieve this	To ensure that our staff are highly skilled To improve the confidence of our staff in undertaking work or roles that are unfamiliar to them	A range of 'How to Guides' will be produced, (letters/reports/Council meetings/dealing with media/dealing with finance) which will be shared with all the services Drop in sessions will then be offered for anyone with queries	Drop in sessions will be arranged within a month of the circulation of the 'How to Guide' and repeated on	Ongoing based on feedback from staff
	To create a new personal development review	To help staff and managers to consider how they could further develop the HART values	To ensure we embed the HART values in everything that we do To give all staff the opportunity to reflect on the values, what further skills they might need and how they can implement them	Six monthly review dates	New process in place by March with training and implementation from April 2015	In place & has been improved through work of Customer Champions
	To review our recruitment policy	To ensure we recruit staff who reflect the HART values	Review current policy and procedures with a view to streamlining and embedding the HART values	Review and update process and provide support to recruiting managers	New process in place by March with training and	Job descriptions now reflect HART values

Principle	Task	Purpose	Objective	Structure	Timing	Update/ Completion
Having the 'right tools'	Using the 'cloud' to be more flexible	To enable service delivery 'on the doorstep' by enabling the use of IT systems wherever staff are in the district	Reduce the need for staff to return to the office to do paperwork, provide a 'real time' service to our residents	Investigate the opportunities for remote/site working through use of streamlined IDOX system	Summer 2015	IDOX implemented and review of IT systems now underway in 2017
	Improving management information available on customer needs	To enable the Council to provide services closely aligned to the needs of the residents Also to establish where demands on services can be reduced by alternative service delivery	From the new Customer Relations software, identify the quantity of requests for service through the contact centre, and the nature of those calls to see how we can better serve our residents	Benchmark information in April 2015 with monitoring on a monthly basis. Once a sound basis of information is available, consider the services and the way in which we provide them, with a view to making things simpler for our residents	Bench mark in April followe d by investig ation in Autumn 2015	Continuous work ongoing into improving understanding of customer needs
	Encouraging customers to self serve through the web	Enable more services to be available on line, meaning our residents can help themselves	Provide a website which is easy to use, where we can provide our services 24/7	Continued website development underway	Ongoing	Ongoing Waste and Recycling online sign up and renewal went live Oct 2016
	To improve collaboration between teams	To empower our staff to work more collaboratively together, sharing knowledge, saving time	Provide staff with the tools that will help them work with others effectively Enable more 'joined up' service delivery	Roll out of Office 365 during the spring of 2015 including SharePoint and the provision of a new intranet	Sharepoint implemented 2016	Sharepoint subject to further development in 2017

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Making our Services Better	Increase the number of services available on line	To help residents who want to 'self serve' to do, report or pay for things at a time convenient to them	From the benchmarking and management information coming from the new contact centre, build this into the service delivery options for future development of the website	Build this into next stages of the website development	Ongoing	Continued work on functionality of the web site in 2017
	Offer new ways to speak to the Council, for instance through web chat	To take advantage of new tools which the public want to use, that may reduce 'cost to serve' including web chat, twitter and face book	Explore options for provision of 'web chat' as part of the shared customer contact service with BDBC Help residents get the right information at the right time (current benchmark for 2014, number of page views on website was 2.6 million and interactions via twitter/facebook was 2.4 million)	After implementation of the new contact centre, explore options for web chat and inclusion of twitter and facebook updates into contact centre	Summer 2015	Social media is monitored and responses provided (during office hours) Webchat introduced Dec 2016
	Make life easier for our residents, by making processes simpler	Help residents use tools they are already used to, to engage with the Council e.g. enabling credit card or direct debit payments for fees and charges	Roll out more customer focused payment processes. Enable payments online	Scope all regular payments during Spring/Summer with a view to enabling simplified payment Once the Contact Centre is embedded explore credit card payments online and on the telephone	Summer 2015	Online Form now available for green waste. 'Wave and Pay' available on new car park machines
	Working with our partners in the private, public and voluntary sector to get services to those who need them	To adopt a proactive approach to identifying new trends in customer need and ways to service these needs	To find effective and cost efficient methods of providing services to our residents recognising that better outcomes are often achieved working with others to do this	Continued discussions with existing key partners such as Basingstoke and Deane and Rushmoor Councils, Hart Voluntary Action and Capita as well as exploring new partnership opportunities	Ongoing work with 5 Councils Joint Procurement	5 Councils services commencing in Oct. 2017

Principle	Task	Purpose	Objective	Structure	Timing	Update/ Completion
New Ways of Working	Continue to reduce 'cost to serve' through streamlining processes	To reduce 'double keying' of information to reduce 'back office' costs	Introduce systems which create the integration between existing proprietary software systems	Investigate software currently available and how it is being used by other authorities, to identify best practice. Project plan around the implementation to ensure best value is gained from the product	Investigation during Spring 2015, implementation from Summer	Ongoing review of IT systems to streamline including IDOX review in 2017
	Continue to look at different methods of service delivery – shared services	To continue to challenge the authority to provide good quality services whilst reducing the costs	Working with near authorities, continue to consider the opportunities for shared services	Implement shared services for Building Control, Contact Centre and Licensing. Explore other opportunities	All shared services implemented and audited in Jan 2017	Discussions with adjacent authorities regarding sharing of HDC Countryside Services
	Continue to look at different methods of service delivery – Joint procurement	Through economies of scale, working with partner authorities, to reduce the cost of back office services that have already been outsourced	From 2017, to provide flexible, quality and cost effective services covering IT, HR, Payroll, Revenues and Benefits, Finance and Post Room/Reception	This is subject to a project plan working in conjunction with four other small local authorities. The governance arrangements of which have already been agreed by Members	New provider to be in place by 2016	Services commence October 2017
	Continue to look at different methods of service delivery – partnerships	To consider how to make best use of existing and new partnerships	Review partnership working with key stakeholders and consider opportunities to enhance outcomes for the communities	Identify all engagement the Council has with outside parties assessing whether they are partnerships or looser relationships. Consider looking forward what footing will be required to ensure good outcomes	Scope all engagement Summer 2015 and assess value Autumn Project plan	New SLA's in place with grant funded organisations

Appendix 2 - HART VALUES

If you are being helpful, you will be:

- Genuinely listening to what the resident or what your colleague wants
- Treating everyone as individuals and with respect and dignity
- Trying to understand what outcome they want to achieve
- Be honest about what you and your service can do
- Searching for, then suggesting, alternatives where you cannot help and providing the correct contact information (where appropriate)

If you are being approachable, you will be:
- Enthusiastic and knowledgeable about the service and the Council
- Friendly, fair and easy to talk to
- Using your skills to recognise that residents and colleagues differ and may need you to change your approach, to suit different people's needs
- Actively listening and checking that important messages are understood
- Be welcoming and work as an effective team player, to listen and share ideas
- Using plain English that our residents can understand

If you are being responsive, you will be:

- Enthusiastic about using change to improve services
- Asking if anyone needs help and being happy to lend support wherever it is needed
- Spotting issues or areas for potential improvements, flagging these up and suggesting solutions
- Putting solutions suggested by you or others in place quickly and helping others to understand those changes

If you are taking ownership, you will be:

- Finding the outcomes or solutions residents want, even if they fall outside your area of expertise
- Making sure you complete work on time, or if you notice problems, reporting these immediately
- Looking for opportunities to keep your skills and knowledge updated
- Using feedback both as an individual and as a team, to improve
- Being accountable for your own actions, giving your name and contact details, so that anyone can contact you again