



# Creating the Council of the future



Caroline Wheller  
Corporate Commercial Strategy Manager

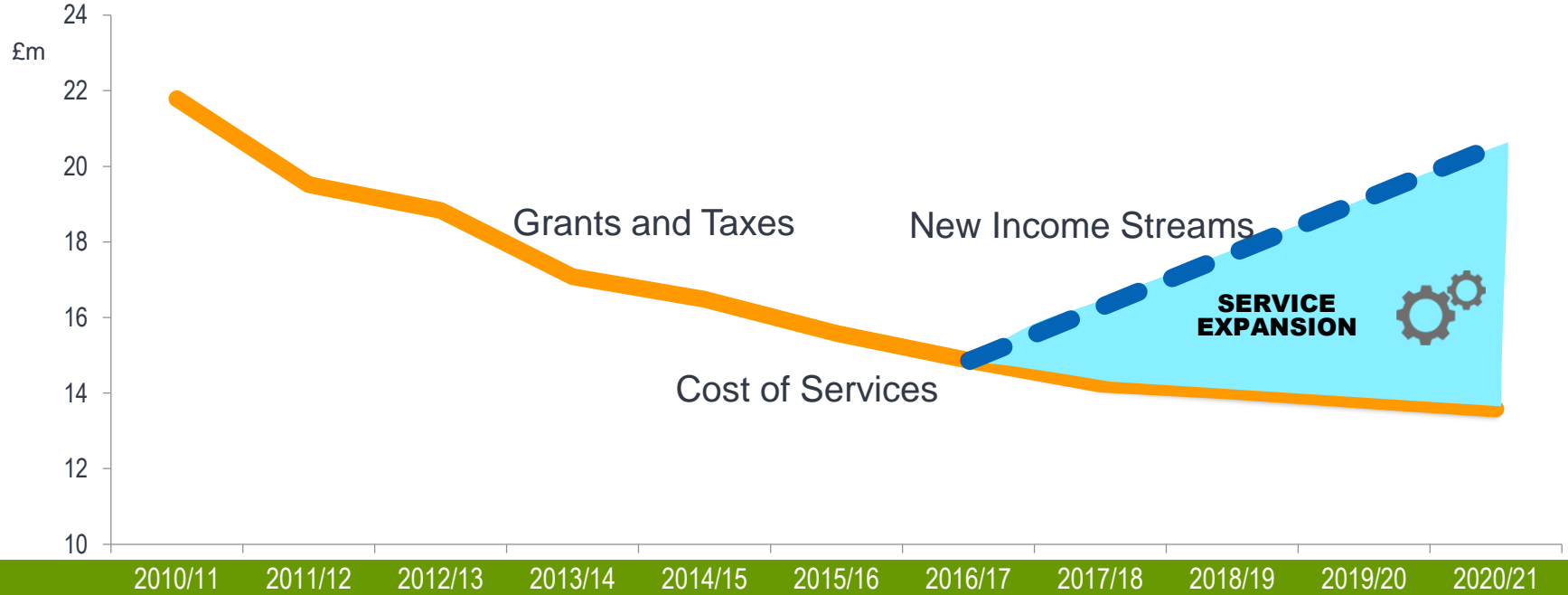




# AVDC's Vision



# 2011 – An Apocalyptic Vision



# Where are we now ?

*Four-year balanced budget*

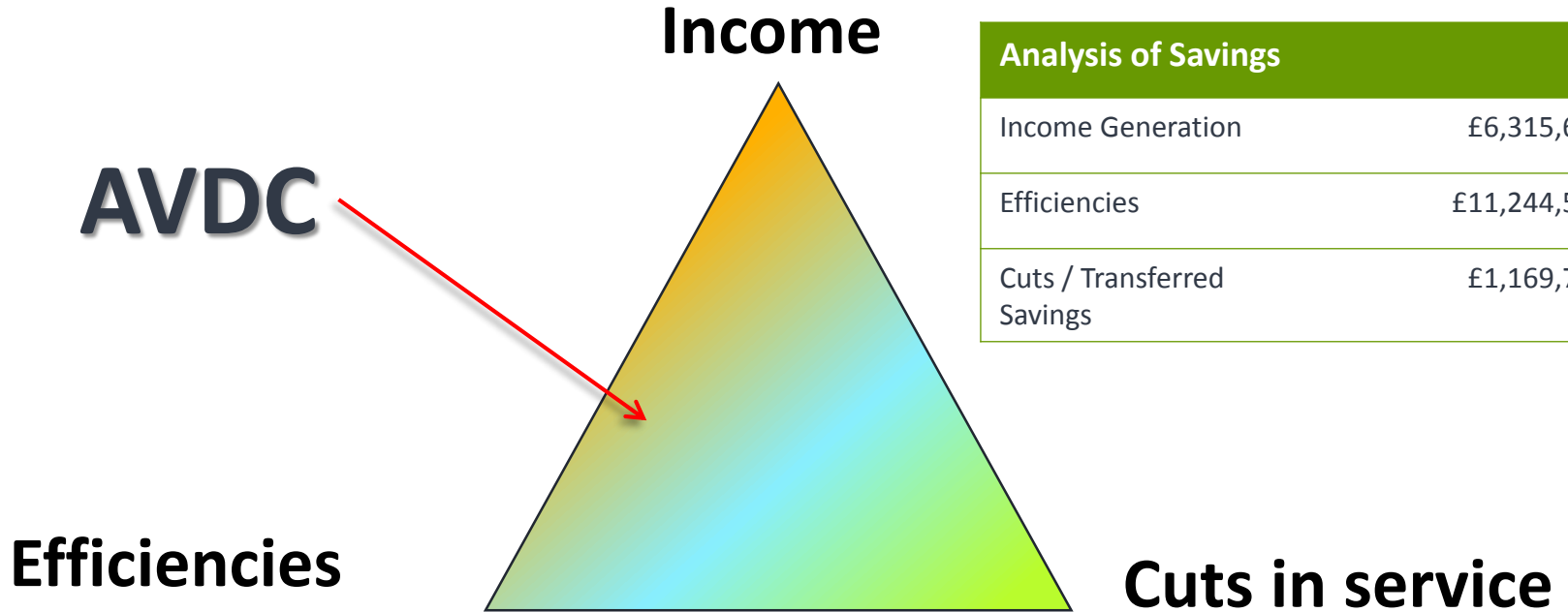
*Known for innovation and doing it differently*

*Has rebuilt itself from the inside out*

***Unitary & Social Enterprise Model***



# Where are you ?



# Driving Cultural Change

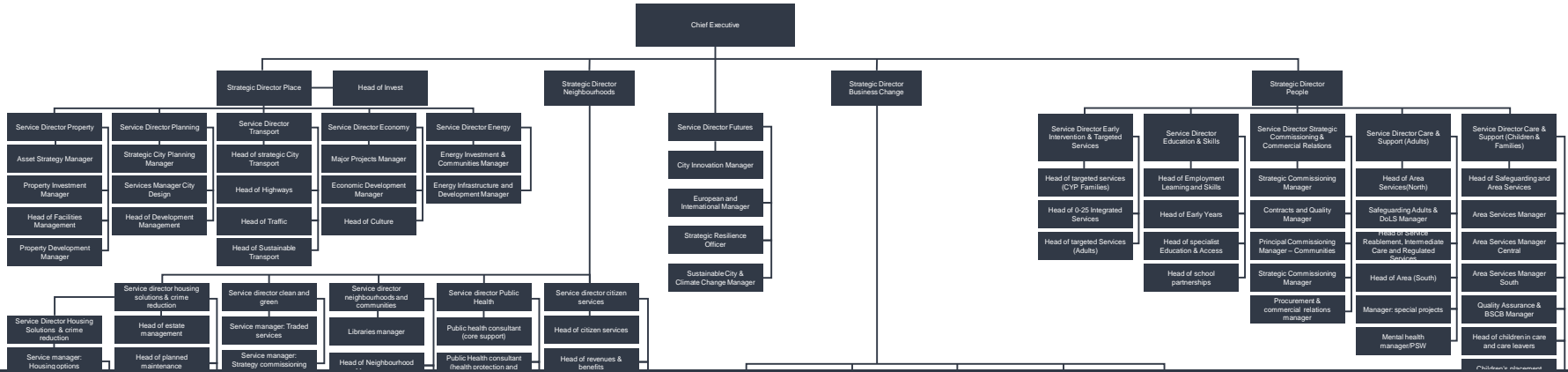
**‘Change the people or  
Change the People’**



# Driving Cultural Change

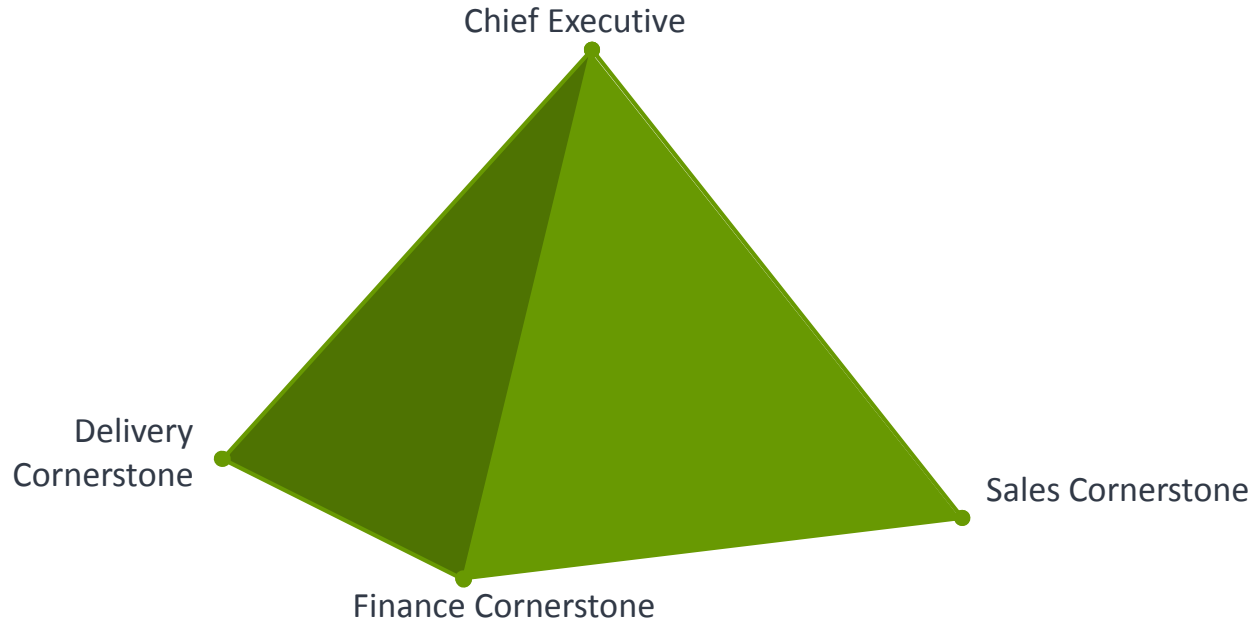
- What has AVDC done?
  - Identified the new behaviours required
  - Put EVERYONE under the spotlight
  - Held firm to 'Behaviour trumps skill' approach to employment.
  
- The result?
  - Agile and whole council customer-focussed workforce (as opposed to industry customer focussing e.g. housing/planning/EH)

# A Typical Local Authority



“ Not so much an organisational chart, as a list of internally-facing cliques ”

# Aylesbury Vale District Council





## Our new structure



Chief Executive  
Andrew Grant



Director  
Tracey Aldworth

Commercial  
Portfolio

Director  
Andrew Small

Customer Fulfilment

Assistant Director  
Jeff Membery

Community  
Fulfilment

Assistant Director  
Will Rysdale

Business Support  
and Enablement

Assistant Director  
Isabel Edgar-Briançon

Commercial and  
Business Strategy

Assistant Director  
Andy Barton

Commercial Property  
and Regeneration

Assistant Director  
Teresa Lane

Connected Knowledge

# Driving Cultural Change



“You don’t transform a company through its structures, systems and processes along: You do it through people”

# Driving Cultural Change

- Bringing forward Commercial projects

Its all about PIES: Profit  
Income  
Efficiencies  
Savings



# Transforming Planning

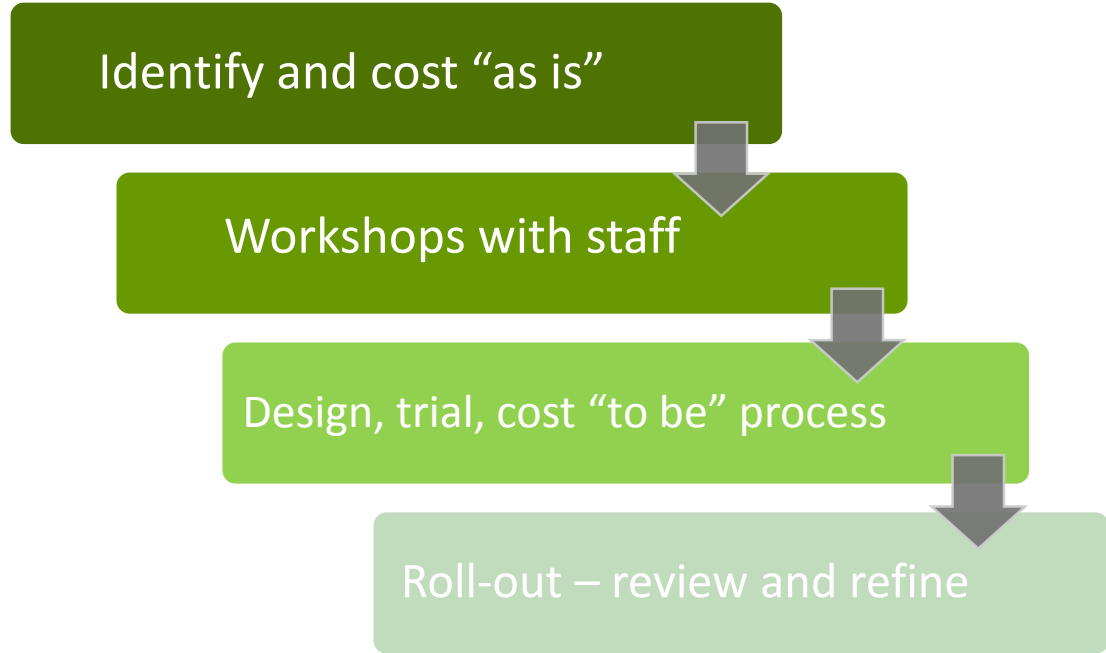
## Drivers

- Secure financial footing for service
- Opportunity to use technology to improve service
- Create structure that facilitated cost reduction and income generation



£400 cost

# Process Reviews



# Operating principles

- Identify and drive out waste
- Put in place customer self-help
- Design processes and service with customer in mind
- Minimise process steps and automate where possible
- Resolve at first point of contact; minimise hand-offs
- Upskill and empower staff to make earliest decision possible
- Challenge application of the law

# Results

- From £1.5m loss to over £0.5m profit
- Managers not technical experts but great managers
- Real-time MIS at case and officer level
- Real devolved decision making
- Risk appropriate reporting
- Continuous improvement – technological part of next phase

# Council of the future?



“If you always do what you’ve always done ...  
You’ll always get what you always got”

# Our themes

Future needs	Challenging how we work	Developing potential	Sustaining success
<ul style="list-style-type: none"> <li>• Connected Knowledge</li> <li>• Commercial strategy SEED</li> <li>• Connected People</li> <li>• Connected Vision</li> <li>• Behaviours               <ul style="list-style-type: none"> <li>Understanding</li> <li>Framework</li> <li>Assessments</li> <li>Familiarisation</li> </ul> </li> <li>• Agile leadership</li> <li>• One Council</li> <li>• Unitary</li> </ul>	<ul style="list-style-type: none"> <li>• Lift &amp; shift</li> <li>• RE-structure 50% customer fulfilment Flatter structure</li> <li>• Innovation Business planning E-ploy Marketing</li> <li>• Connected Working Customer need Employee requirement Opportunity</li> <li>• Business review Business analysts</li> </ul>	<ul style="list-style-type: none"> <li>• REACH</li> <li>• Connected Learning Topic tasters E-learning</li> <li>• Staff conference</li> <li>• The Apprentice challenge</li> <li>• Apprenticeships</li> <li>• Core Delivery Group</li> <li>• New tools/support Prezi Lucid chart E-learning Director training</li> </ul>	<ul style="list-style-type: none"> <li>• Lessons learned</li> <li>• Failing fast</li> <li>• Maintaining focus</li> <li>• PMO</li> <li>• Governance</li> </ul>

# Council of the future

A Successful Social Enterprise delivering first class services for those who need it.



Thank you  
&  
Questions ?



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