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YOUR PLYMOUTH - PRESENTATIONS

Monday 9 June 2014
4 pm
Warspite Room, Council House

Members:
Councillor Kate Taylor, Chair

Councillor Sam Leaves, Vice Chair

Councillors Damarell, Philippa Davey, Downie, Martin Leaves, Rennie, Ricketts, Riley, Sparling and Tuohy.

PLEASE FIND ATTACHED PRESENTATIONS PROVIDED UNDER AGENDA ITEM NOS. 7 AND 8.

Tracey Lee
Chief Executive

YOUR PLYMOUTH

7. **TRANSFORMATION PROGRAMME - CUSTOMER AND SERVICE** (Pages 1 - 14)

Members will receive a presentation on the Transformation Programme with a particular focus on the Customer and Service area proposals.

8. **CUSTOMER ACCESS STRATEGY** (Pages 15 - 26)

The panel will be invited to consider how scrutiny can engage in development of the Customer Access Strategy.

Scrutiny of the Transformation Programme

PLYMOUTH CITY COUNCIL

co-operative councils
changing local communities together

Customer and Service Transformation Programme: Your Plymouth Panel 22nd April 2014: Programme Manager Peter Honeywell

What are the problems that the Programme is addressing?

PCC service standards are inconsistent

- ➔ Meaning: sometimes we respond to a customer request immediately and at other times there are long unexplained delays

Service availability perceived to be poor

- ➔ Meaning: few services are easy to find and use online or outside of office hours

PCC has little customer understanding

- ➔ Meaning: plans and decisions are not based on what customers need

Limited cross service data sharing

- ➔ Meaning: customers have to tell each service of their changed circumstances

Services are designed by officers

- ➔ Meaning: communications and processes make little sense to customers/partners

Service delivery isn't well connected with customer services

- ➔ Meaning: customer needs can't be met whilst they wait because time must be spent on emails/phone calls between service areas to find someone who can help

What are the overall Aims of the Programme?

- Create a new service within the Council to manage ~80% of customer requests for all services provided by (and for) the Council

- Simplify customer access to services so customers only have to tell us once

- Give customers access to key services 24 hours a day by automating and making them available via the internet

- Create a consistent set of performance standards for customer service (the measures that matter) and ensure we meet these targets

- User service reviews to re-design the way we provide service, removing unnecessary activity and allow staff to focus on delivering what customers need

- Develop a clear view of who our customers are and what they require from us and then use this information to inform business decisions

What specific Projects are included in the Programme?

- **Service Reviews**

  Sequentially analysing the way in which service is provided to customers across the council and then aligning each area with the blueprint

- **Customer Feedback**

  Tracking, measuring and responding to customer complaints, compliments and comments consistently

- **Customer Operating Model**

  Developing the blueprint for customer service delivery. Also delivering the technical and operational improvements to the contact centre and web site so they are able to support the blueprint

Are there any obvious issues that are excluded from the Scope?

- Services delivered to staff – such as ICT, HR and Finance will not fall within scope of the programme

- Customer insight – being delivered by Cooperative Centre of Operations

- Services generally delivered through projects and/or other non transactional methods such as Economic Development will not fall within scope of the service review project

- Social care services (Adults and Children) will not fall within the scope of customer feedback

What Financial Benefits are anticipated – overall and in 14/15?

Area	2014/15	2015/16	2016/17	Total
1st Stop and Revs and Bens Service review	£274k	£747k	£835k	£1,856k
Service reviews covering ASC/Health and ELAFS/CSC		£132k	£495k	£627k
Service reviews covering Planning, Homes and Communities and PPS		£47k	£118k	£165k
Total Savings	£274k	£926k	£1,448k	£2,648k

What are the Costs of the Programme – overall and in 14/15?

- Cost of the CST programme is:

2014/15	2015/16	2016/17	Total
£297k	£709k	£391k	£1,397k

- These costs are the resources required to plan and deliver the work required
- Seeking to utilise PCC staff on projects where possible

What are the key Desired Non-Financial Benefits/Outcomes?

Benefit area	Corporate Plan Objectives supported	Cooperative values supported
Increased customer engagement and involvement	Pioneering, Caring	Democratic, Fair
Improved customer satisfaction with service delivery	Pioneering	Responsible
Improved customer feedback and reduced customer dis-satisfaction/complaints with service delivery	Pioneering	Responsible
Increased staff empowerment to design services with and for customers	Pioneering	Responsible, Partners
Consistent customer experience across services delivered by the Council	Pioneering	Fair
Control and measurability over customer service delivered by the Council	Pioneering	Responsible

What are the main Equalities and Diversity issues for the Programme?

- Whilst delivering channel shift we must ensure that we retain choice for customers who need to interact with us face to face or by phone to do so

  "Digital by preference" as opposed to digital by default

- Changes to the way we provide service must be validated by customer groups representing the diversity of customers using the services

  Using customer and community group forums to discuss designs

- Equipping front line staff to recognise issues like dementia and serve customers appropriately

  Using customer and community groups to raise awareness and provide training

How are key partners being engaged in developing the Programme?

- Full stakeholder analysis has been undertaken for the project

- A plan of key events requiring communication and/or engagement has been developed and collectively reviewed with all the stakeholder engagement leads

- Service reviews commence with discussions and scoping about which partners should be involved in the process of redesign

  The new design for 1st Stop was recently shared with community and customer groups who provided a number of design enhancements

- Elected members have been consulted at early stages within the projects

- Trade Unions and staff have been part of blueprint, programme and project development.

What are the main risks and how are they being addressed?

Risk	Mitigating Action
Availability and quality of operational and customer data to inform the OBC is poor causing uncertainty to the planned benefits	Each service review will gather critical data, if necessary by primary data capture methods to verify/reset business case for that review
Customer demand may currently be constrained by existing low service standards. As service improves customer demand could increase and undermine financial savings	Manage member, CMT and customer expectation carefully based on data from reviews and ongoing performance management
ICT requirements prioritisation process isn't clear and could cause delay/prevent the delivery of programme benefits	Use programme and portfolio governance to resolve this risk
The scale and number of changes across PCC (from other programmes and management actions) makes establishing a meaningful baseline difficult and could cause conflicts and capacity challenges in deploying change	Integrated planning across the portfolio and management actions is required. Business Change Managers to own the schedule of change across the business

What are the next key events or actions for you?

Key activities and milestones to July 2014:

- Ongoing stakeholder and partner engagement around the move to 1st Stop and the Revs and Bens review

- Programme management:
  - Approve the business case for Revs and Bens review
  - Develop the Customer Access Strategy
  - Continue training and support for internal staff secondments to project roles

- Project activities (with particular focus on 2014/15 saving targets):
  - Revise entitlement letters in Housing Benefits
  - Implement quick win efficiency improvements into Civic Centre reception
  - Commence staff restructure for 1st Stop and Revs and Bens
  - Develop requirements for customer feedback model

How specifically can Scrutiny add value to your work over the next six to twelve months?

- Provide pre decision input on the customer access strategy (which will describe how we will develop services and channels to best meet customer needs) and other important programme decisions

- Monitor/challenge realisation of benefits – through quarterly reporting

- Monitor/challenge the plans and delivery of the programme – through quarterly reporting

- Facilitate engagement of Members in the programme aims and changes supporting Transformation

Scrutiny of the Transformation Programme

SCT Programme: Your Plymouth Panel 22nd April 2014: Programme Manager: Peter Honeywell

YOUR PLYMOUTH
9 June 2014

PLYMOUTH
CITY COUNCIL

The Customer and Service Blueprint

Programme Manager   Peter Honeywell
Project Executive   Dave Saunders
Project Manager   Ross Johnston

The Project's Vision

The Customer and Service Blueprint project will help drive Plymouth City Council's vision to become a Brilliant Cooperative Council by putting the customer at the heart of everything we do…….

We will:
- collaborate in a cooperative manner with staff, elected members, customers and partners;
- develop a deeper understanding of our customers;
- outline a series of improvements to deliver access and service improvements across the council.
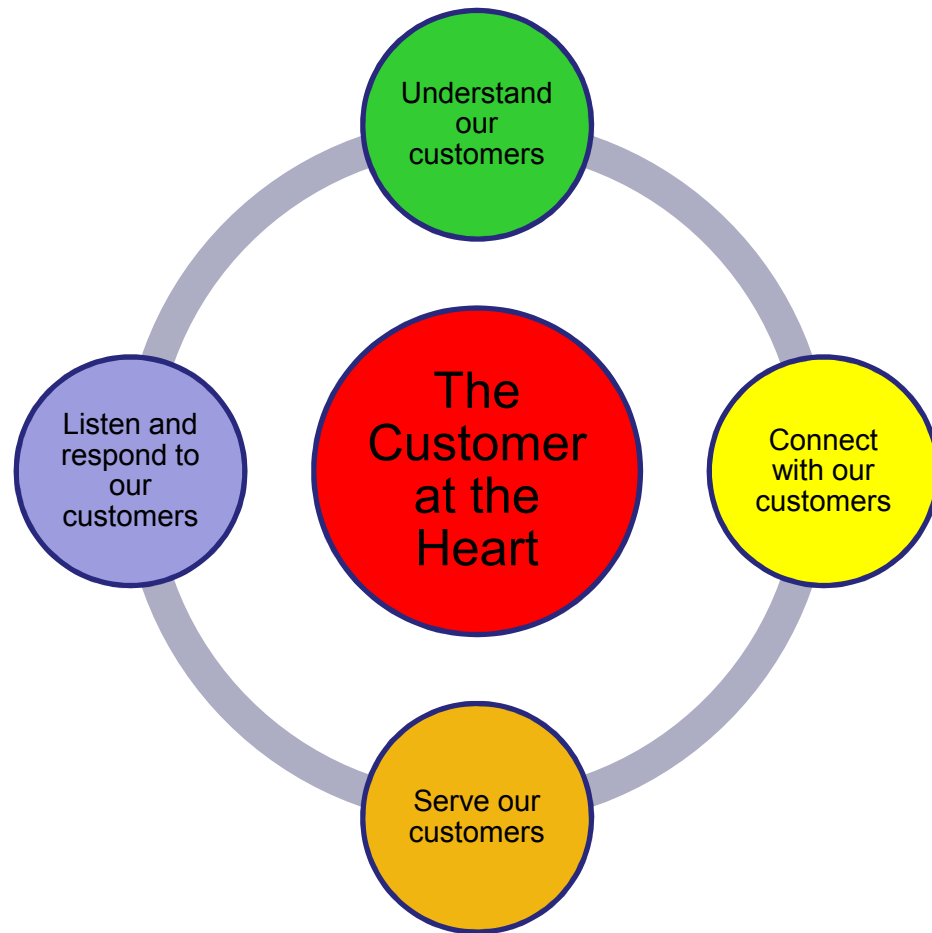
A short Clip……

Are you listening?

Creating a Customer Access Strategy

http://www.youtube.com/watch?feature=player_detailpage&v=p7kpt5x_p3U

Our Plan….

The Customer Access Strategy will be developed against this plan. At the heart of the strategy is the desire to create improved access opportunities and services provided by Plymouth City Council to its customers.

The customer at the heart….

Understand our customers

Deliverables

- Customer Segmentation Model
- Customer and channel data

We will develop a cross-functional team from all services in scope to gather data on customers, contact channels and satisfaction levels.

Council-wide Service Review Scope

The Services in scope for the business analysis review are:

Service	Service
Growth and Economic Development	Waste and Maintenance
Planning	Highways
Transport and Networks	Cemeteries and Crematoriums
Children and Young People's Service Assessment and Planning	Parking and Marine Management
School Organisation Appeals	Museums and Culture
Public Health and Protection	Customer Service
Children and Young People's Services	Benefits Administration
Education Support Services	Registration Service
Community Inclusion	Transaction Centre
Early Intervention and Support Services	Corporate Performance
Social Care Provision	Democracy and Governance
Sports and Leisure	School Organisation

PLACE	Planning
	Growth and Economic Development
	Street scene
PEOPLE	Children's Social Care
	Education, Learning & Families
	Public Health
	Homes and Communities
CORPORATE SERVICES	Customer Services
	FETA
	Democracy & Governance
CEX	Policy, Performance & Partnerships

Note: service list taken from the business services target reference model of Council

The customer at the heart….

Connect with our customers

Deliverables

• Customer Access Strategy
• Consultation / Engagement

We will develop our Customer Access Strategy and consult with our customers to validate the strategy so that our customers understand how they will be served, consistent with our vision to be a Brilliant Cooperate Council.

The customer at the heart….

Serve our customers

Deliverables

- Customer Access Strategy
- The Blueprint – The Business Architecture bit…
- Implementation Plan
- Full Business Case

We will outline plans that deliver responsive access opportunities and services that serve to meet the needs and realistic expectations of our customers.
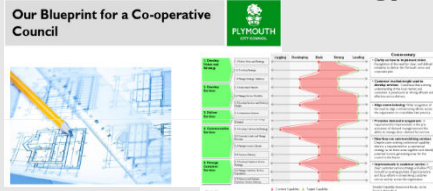
The Business Architecture bit…..

- Our Business Architecture approach will help us design more effective, efficient and "joined-up" services.

Co-Operative Council Blueprint and **Customer Access Strategy**

Customer & Community needs and preferences for access **Channels**

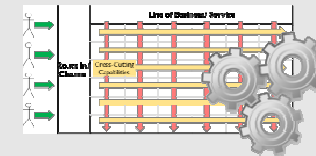**People, Teams & Organisation**

tracking & measuring **Performance**

Business Architecture joins up the dimensions of business change. It helps us design & plan new capabilities and business change across the whole Council

optimising **Services** and **Business Processes**

investing in **Information Technology & Data** management for digital service

using our **Locations** and **Assets**

The customer at the heart....

Listen and respond to our customers

Deliverables

- Customer Access Strategy
- Performance Management to Service Standards
- Implementation Plan

We will improve feedback mechanisms and deliver service standards that are framed around the voice of our customers, to ensure we measure the things meaningful to our customers and allows the opportunity for continuous improvement to take place across the council.

The major project deliverables

- ## Customer Segmentation

A business analysis review of all council services in scope to identify customer and contact data that will enable the creation of a customer segmentation model which will then be used to validate the Customer Access Strategy and lead to the direction of channel shift / channel migration designs to be implemented through the service review project(s) in CST_01.

- ## Customer Access Strategy

The council's strategy that sets out the vision and principles behind improving customer access and channel shift direction for the future of Plymouth City Council to enable the council to meet its vision of becoming a brilliant cooperative council.

- ## Customer and Service Blueprint

The framework that the implementation of the customer access strategy and service reviews (CST_01) will be delivered against. This will show how we link the council's services to deliver to the council's strategies and deliver improvements to services that are required to support the council's vision. It will also detail the design requirements for all components of the business architecture (from vision to performance).

- ## Implementation Plan

The action plan and ownership of the Customer Access Strategy and Blueprint enabling deliverables.

Note: Enabling deliverables are those changes required to create the framework rather than requirements from Service Reviews that will allow us to exploit the framework.

Our wishes (your involvement)

- Cooperative Review – cross-panel and transformation focussed group;

- Provide critical friend advice for the strategy's development;

- Potential involvement in staff and customer workshops

- Champion the project's vision