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Democratic Support

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#yourplymouth

YOUR PLYMOUTH TABLED DOCUMENTS

Monday 8 September 2014
3 pm
Council House (next to the Civic Centre)

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 ADDITIONAL DOCUMENTATION WHICH WAS TABLED AT THE MEETING FOR CONSIDERATION UNDER AGENDA ITEM NOS. 6 AND 7.

Tracey Lee
Chief Executive

YOUR PLYMOUTH

6. CUSTOMER ACCESS STRATEGY (Pages 1 - 14)

The panel will receive an update with regard to progress on the Customer Access Strategy.

7. SAFER PLYMOUTH PARTNERSHIP - CRIME STATISTICS UPDATE (Pages 15 - 20)

The panel will consider the latest crime statistic for the City.

YOUR PLYMOUTH SCRUTINY

8 SEPTEMBER 2014



Customer Service Strategy

Programme Manager
Project Executive
Project Manager

Peter Honeywell
Faye Batchelor-Hambleton
Ross Johnston

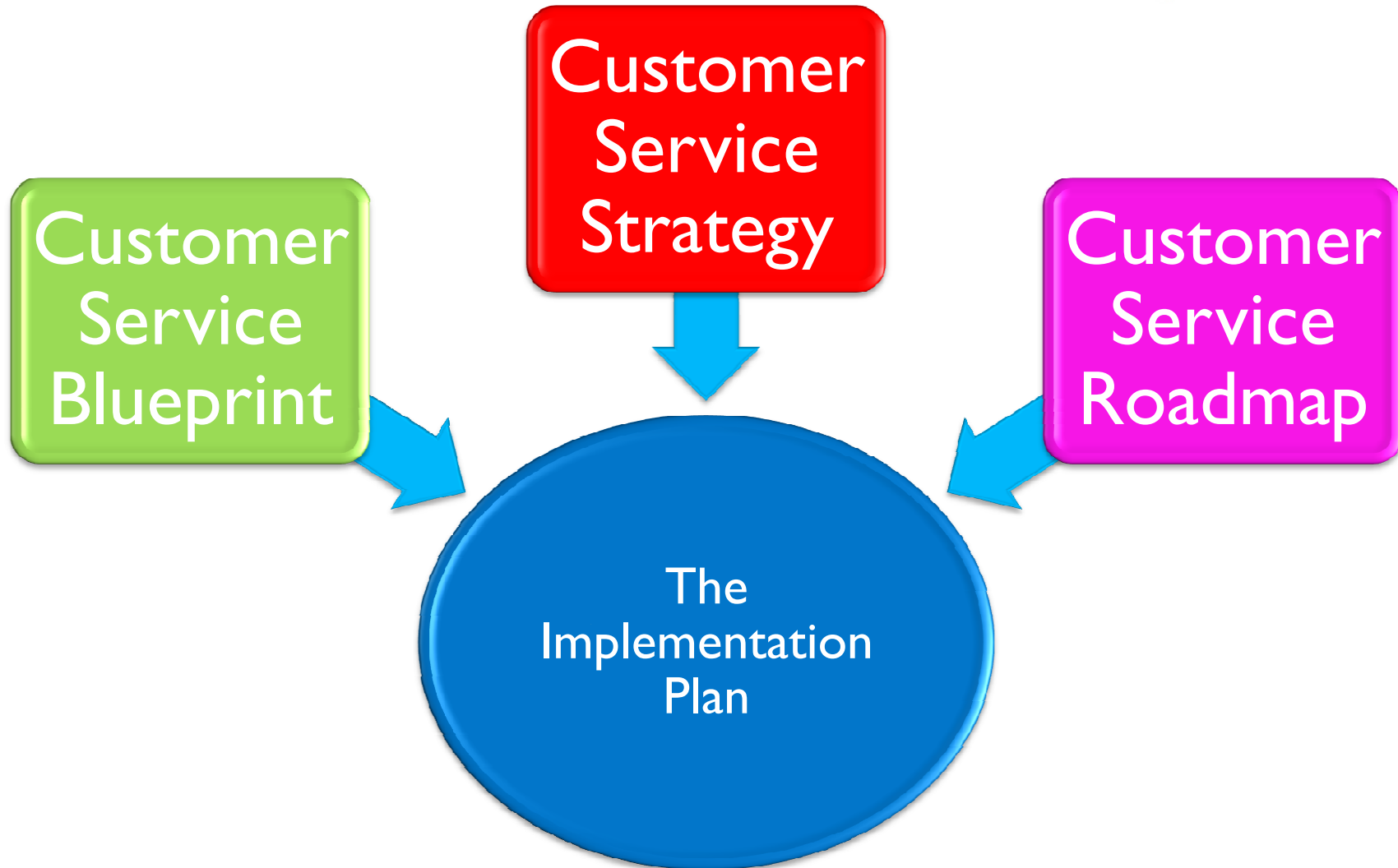
1st Stop Shop at New George Street



What will be different?

- The shop will be a smart service oriented retail unit in the heart of the city centre
- The shop will be open late night Thursdays and Saturday mornings in the run up to Christmas to validate levels of customer demand for extended opening hours
- Staff will be trained in a wider range of customer queries and customer needs e.g. dementia awareness
- Assisted self service
- We are redesigning the system support used by staff and the processes staff have to follow to improve the customer focus of the shop
- We continue to redesign the back office support and follow up to customers who raise requests in the shop

The Customer and Service Project



The Project's Outputs



Customer 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).

Customer Service Roadmap

A document that will outline the gaps that exist in the council's blueprint which will enable plans to be designed that will detail the design requirements for all components of the business architecture. This will then be transferred into projects outlined in the implementation plan.

Customer Service 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. All council services in scope will be involved in designing the strategy's vision and principles.

Implementation Plan

The action plan and ownership of the Customer Service Strategy, which will outline how, when and who will deliver the identified and agreed improvements to customer access and service delivery.

Why We Need a Customer Service Strategy



A Strategy is required to outline the way Plymouth City Council will:

- **Transform the way it interacts with customers**
- **Outline the standards customers can expect when interacting with the council**
- **Deliver services efficiently and cost effectively to all service consumers**
- **Align and coordinate the necessary changes across the council**
- **Respond quickly to changing environmental pressure, political pressure and social pressure**

Without a strategy now the proposed transformation programme is only going to be able to make incremental changes with limited service improvement benefits and limited savings contribution.

The Strategy's Objectives



The objectives of the Customer Service Strategy are:

- **Customer Focused delivery** – Listen to what our customer wants and where possible deliver the services to meet their needs.
- **To provide a Single Record of the Truth** – The customer information will be captured once and will be held centrally and shared across the services for a proactive customer relationship.
- **Aim to resolve queries and requests at the initial contact** - We will aim to respond in a timely fashion to customer needs through the channel they wish to contact us by. If we are unable to resolve customer requests / queries at the first contact, then we will proactively respond back to the customer within an agreed time frame.
- **Improved Accessibility** – The information about the services and how to contact us will be available on all channels. Customers could contact us through preferred channel and we will respond to their needs via the channels that are most efficient, cost effective and able to serve quickly in return. Customers can contact us 24/7 through a number of specific channels such as web, email, etc.
- **Honesty, Openness and Fairness** – We will be open and honest when providing services and information to our customers. Our customers will be treated fairly and our service delivery methodology will be governed through published policies and criteria's.

Customer Service Framework



The improvements to our customer service will begin by implementing our **customer service framework**:



Strategy On a Page



THEME 1: UNDERSTANDING OUR CUSTOMERS

- **Better customer engagement**
- **Customer Insight**
- **Meeting our customers' needs**

THEME 2: SERVING OUR CUSTOMERS

- **Customer Access improvements and opportunities for self-service (First Stop, Contact Centre, Web Services, Email Services, Mobile, Kiosks, extended locations, Social Media)**
- **Channel Management and consistent delivery;**

THEME 3: LISTENING AND RESPONDING TO OUR CUSTOMERS

- **Performance Management and Service Quality Control**
- **Organisational Culture**

Our Approach to Service Delivery



Customer Perspective

Tier 1: Do it

Tier 2: Help Me

Tier 3: Relate To Me

Service Type

Tier 1: Simple
General information and forms, signposting, self-service transactions

Tier 2: Medium
Assisted transactions, client referrals

Tier 3: Complex
specialised, complex service delivery including case management

Most suitable Service Approach

Tier 1: Simple
Online, telephone and Assisted self-serve

Tier 2: Medium
Face-to-face, point of service

Tier 3: Complex
Home visits and specific face-to-face appointments

Next Steps and Decision-Making Schedule



The Customer Service Strategy will be part of a package of documents including the Customer and Service Blueprint, Customer and Service Roadmap and Implementation Plan. These documents will outline what we will do, how we will do it and why we are doing it. The suite of documents will be presented as one to Cabinet following the strategy's endorsement through a decision-making process as follows:

Meeting	September	October	November / December
Your Plymouth	8.9.14		
Project Board	29.9.14		
Programme Board	1.10.14		
Co-operative Review opportunity	TBC	TBC	
Cabinet Planning		28.10.14	
Cabinet			9.11.14

Recommendations



To hold a 1/2 day co-operative scrutiny review in early October to:

- Review the full Customer Service Strategy;
- Explain and promote the Customer and Service Blueprint and Roadmap;
- Scrutinise the Implementation Plan and outlined actions.

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DRAFT - Customer Services Strategy

2014 – 2017

Plymouth City Council is striving to become 'The Brilliant Co-operative Council' and 'one of Europe's most vibrant waterfront cities where an outstanding quality of life is enjoyed by everyone' in line with the agreed co-operative values of democratic, responsible, fair and partners. To ensure we meet these aspirations, a key success measure is to deliver services which meet the needs of the people of Plymouth; this strategy focuses on delivering this capability. The strategy establishes the foundation for understanding our customers better, designing service delivery and access to our services with customers and around their needs.

	<p>THEME 1: <i>Understanding our customers</i></p>	<p>THEME 2: <i>Serving our customers</i></p>	<p>THEME 3: <i>Listening and Responding to our customers</i></p>
<p>OUR GOALS</p>	<ul style="list-style-type: none"> • Customer understanding is consistently used, to refine service delivery and market services; • We provide a consistent approach to managing customers and customer experience across council services and channels; • Community led service provision where demand exists, for example implementing community hubs e.g. libraries • We will generate a deeper understanding of our customers through segmentation analysis; • We will provide more service redesign projects that include customers directly in their delivery; • We will have increased customer service satisfaction levels. 	<ul style="list-style-type: none"> • To have opening hours to access services at times that suit customers' needs • To Maximise opportunities for customers to interact with the council via digital platforms • To withdraw channels that customers do not use to improve the efficiency of service delivery • To develop a single record of the truth across the council • To implement and utilise a 'tell us once' approach to customer service • To ensure consistent information, advice and tools are provided across all channels • To increase the rates of customer needs being addressed at first point of contact • We will invest in staff development to deliver higher quality services 	<ul style="list-style-type: none"> • To have Customer satisfaction at the heart of our performance management framework • To improve service delivery as measured against performance targets • To increase customer satisfaction levels across all service delivery channels • To reduce customer complaints and dissatisfaction
<p>OUR COMMITMENTS</p>	<ul style="list-style-type: none"> • To have a clear definition and understanding of our customers and their physical and emotional needs • To understand and respect the needs of vulnerable customers • To ensure we engage our customers in design of services and redesign services around the customer and provide them on this basis • To ensure we review services from a customer viewpoint • To Implement a clear and consistent approach to gathering insight • To Improve locally based service delivery by streamlining processes and make the most use of customer service assets • To develop self-service opportunities for customers to access services giving priority to areas of greatest demand • Use customer insight to develop channels to increase service take-up 	<ul style="list-style-type: none"> • To generate and maintain a unique and consistent view of the customer; a single record of the truth • To ensure appropriate customer service / customer management training is available to staff to support this strategy and develop a customer-focused culture • To maximise the use of existing council assets – the contact centre, First Stop, Libraries, the website – taking into account customer and community needs • To Provide information in accessible formats across all channels • To pilot First Stop late night Thursday opening and Saturday opening hours • To develop a more transactional website providing self-service options for customer service delivery • To increase the telephony capacity of the contact centre and make use of telephony self-service • To ensure access is aligned to the most appropriate, effective and efficient channel • To maximise the amount of interactions completed at the first point of contact • To make as many transactions automated as possible, enabling the customer to access standard services 24/7 	<ul style="list-style-type: none"> • To develop a performance management framework and balance scorecard approach focussed on our customer service framework to improve service delivery • To ensure that the council's performance Management framework incorporates the measurement of customer outcomes across all channels • To publish annual measurable corporate customer service standards, developed with customers themselves • To develop and publish satisfaction levels against those standards • To make use of customer feedback to drive service improvements • To use customer feedback to drive service improvements and channel improvements

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Devon & Cornwall Performance Management Framework

Background

In June 2010 Teresa May speaking at the ACPO conference said that police targets hinder the fight against crime. In a speech that outlined the intention to introduce Police & Crime Commissioners, she urged Chief Constables and Police Authorities to remove targets and reduce bureaucracy.

In January 2014 the UK Statistics Authority removed the 'national statistics' designation from police recorded crime data.

In April 2014 the Public Administration Select Committee published the report 'Caught red-handed, why we can't rely on Police Recorded Crime.' This report highlighted a number of key points including statements that:

- Numerical targets drive perverse incentives to mis-record crime.
- Associated "attitudes and behaviour... have become ingrained, including within senior police leadership" raising "broader concerns about policing values".
- This presents officers with "a conflict between achievement of targets and core policing values."
- PASC "deprecate the use of targets in the strongest possible terms" and accuses the police of adopting a "flawed leadership model, contrary to the policing Code of Ethics."

The recommendations included:

- The Home Office should do more to discourage use of targets.
- The Home Office must take responsibility and accept accountability for the quality of Police Recorded Crime Statistics.
- Senior police leaders must emphasise data integrity and accuracy, not targets.
- They should place new emphasis on values and ethics, especially in the Metropolitan Police.

The HMIC report 'Crime recording: a matter of fact' was published at the beginning of May. It described the early results of the inspection into the way that police forces record crime data. This interim report was limited to the findings following inspection of 13 forces including Devon & Cornwall. The data presented in the report was not statistically significant and so can at best only be taken to be indicative at force level.

Overall the report provided a fairly damning view of the reliability and validity of the way that the police service records crime data. This supports the findings of the

Public Affairs Select Committee and the removal of the national statistics designation from police crime data.

Taken together it is clear that the use of performance targets within the context of policing is not considered prudent and indeed is attracting considerable criticism from the Home Office and HMIC.

In addition the evidence suggests that police recorded crime data cannot be reliably compared between forces. Issues that affect this include the processes adopted by individual forces to record crime, variation in leadership and integrity around recording crime.

Until such time as these issues have been addressed we need to be cautious when considering Devon & Cornwall's position in national rankings and the use of total crime as a performance measure needs to be balanced by an understanding of the competing tensions driving trends in this measure.

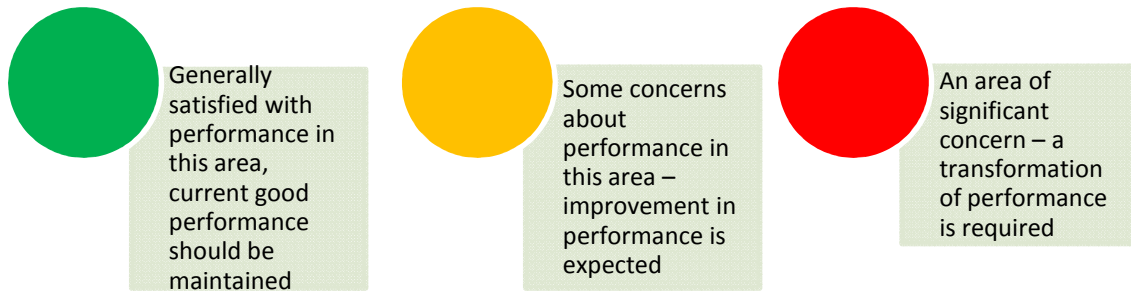
The New Approach for Devon & Cornwall

The refreshed Police & Crime Plan for Devon & Cornwall has reflected this debate, developing a bold new approach to performance management and in particular to how we assess delivery against the objectives set out in his police and crime plan. The new approach has been risk assessed for reliability, validity and the extent to which the measures are deliverable in context of the current and anticipated future pressures on police resources.

The following is an extract from the recent paper presented by the Tim Passmore of the APCC to HMIC 'Forward Looking Performance' which included our new performance management framework as an example of good practice.

The new framework provides greater depth of detail of the performance landscape, with many more aspects of police service provision being monitored than was previously the case. In addition we have removed potential for conflicting messages from for example requiring decreases in volume crime set against increases in reporting by vulnerable victims.

The measures take a 3 tiered approach to provide a focused direction of travel as follows:



As we worked through the risk assessment of the identified performance measures it became clear that some required considerable further development to establish a valid baseline or were less robust than we would have liked ideally (total crime per 1000 population for example). In response to these concerns we adopted headline measures (those that are robust with available baseline information) and secondary measures (those that require further development but which may become headline measures at a later point).

We believe that the new performance management framework offers a more detailed approach to performance than was previously the case and supports greater description of progress against the Police & Crime Plan priorities. It also shifts the focus of our performance scrutiny towards a more effective understanding of the drivers of performance and a more sophisticated understanding of performance.

A key challenge that remains is how we translate what is a quite complex performance framework into an effective dialogue with the public.

The table below provides an extract of some of the measures to illustrate the approach taken.

Headline Measure	Attainment	Secondary measure	Attainment
Victim based crime (excluding domestic and sexual abuse and hate crime)	Improvement in performance is expected	Total number of recorded crimes per 1000 population	Subject to performance in victim based crime, domestic abuse, sexual abuse and hate crime.
		Victim-based crime specific to rural areas	Current good performance should be maintained
		Victim-based crime specific to urban areas	Current good performance should be maintained
		Number of recorded domestic burglary offences per 1000 households	Current good performance should be maintained
%age of 101 callers satisfied with the overall service	Current good performance should be maintained	%age of 999 calls answered in target	Current good performance should be maintained
		%age of abandoned non-urgent FEC calls	Transformation of performance is required
Number of recorded violence against the person (excluding domestic abuse) offences per 1000 population	Transformation of performance is required	Number of recorded alcohol-related violent crime offences per 1000 population (excluding domestic abuse)	Transformation of performance is required

SAFER PLYMOUTH PARTNERSHIP – PERFORMANCE MEASURES FOR 2014/15

PERFORMANCE MEASURE
<p>Close the Gap between the 10 neighbourhoods with the highest crime rates and the city average per 1,000 population</p> <p><u>Reduction:</u> To reduce the gap between the city rate/1000 and the rate for the 10 priority neighbourhoods using the 2013/14 out-turn as a baseline. (The gap between rates at the end of March 2014 was 76.3 so success would be less than this)</p>
<p>Increase reporting of domestic abuse</p> <p>Increase on 2013/14 end of year outturn (success: more than 7103 reports)</p>
<p>(New Measure) Increase first-time reporters of domestic abuse 2014/15 is a baseline setting year. (first-time reporters is defined as a victim who has not reported a domestic abuse incident to the Police within the previous 12 months)</p> <p>To be supplemented by monitoring of all first-time victims of domestic abuse who receive a PDAS service (excluding those who have reported to the Police) and will complement the baseline-setting).</p>
<p>Reduce Violence with Injury (excl DA)</p> <p>Reduction on 2013/14 end of year outturn (success: less than 1720 reports)</p> <p>To be supplemented by monitoring the level of all alcohol-related violence and violence without injury</p>
<p>Reduce Anti-Social Behaviour incidents per 1000 population</p> <p>Reduction on 2013/14 end of year outturn (success: less than 10,299 reports)</p>
<p>(New Target) Increase the number of vulnerable victims of ASB support by the ASB Victim Champion Service</p> <p><u>Target:</u> 300 victim referrals who then engage with the service¹</p> <p><u>Qualitative measure:</u> 90% satisfaction rate of those who engaged with the service.</p>
<p>Serious Acquisitive Crime – monitor levels only</p> <p>2013/14 End of year outturn 1,969 reports (success would be maintain or less than 1,969)</p>

¹ On occasions, despite every effort by the ASB VC Service, those referred choose not to engage or do not respond to the contact attempts made by the service.

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