

# Scrutiny of the Transformation Programme



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
1 <sup>st</sup> 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
<b>Total Savings</b>	<b>£274k</b>	<b>£926k</b>	<b>£1,448k</b>	<b>£2,648k</b>

# 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?



<b>Benefit area</b>	<b>Corporate Plan Objectives supported</b>	<b>Cooperative values supported</b>
Increased customer engagement and involvement	Pioneering, Caring	Democratic, Fair
Improved customer satisfaction with service delivery	Pioneering	Responsible
Improved customer feedback and reduced customer dissatisfaction/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 1<sup>st</sup> 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 1<sup>st</sup> 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 1<sup>st</sup> 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

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SCT Programme: Your Plymouth Panel 22<sup>nd</sup> April 2014: Programme Manager: Peter Honeywell

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