

CUSTOMER EXPERIENCE PEER CHALLENGE

Response to recommendations



Appendix 3

	Peer Challenge recommendation	Council response
1	<p>Undertake a workforce capacity and capability review based upon customer experience and as part of this:</p> <ul style="list-style-type: none"> • Appoint the new Strategic Director and focus on strategic leadership capacity • Ensure that departments and service areas refocus on placing customers at the heart of a linear, consistent and coherent cross-council approach • Harness the Council's workforce to act as volunteers ambassadors and advocates for both the council and its customers • Capture staff ideas and potentially disruptive innovative solutions for improved customer experience 	<p>The Council's Customer Experience programme is bringing together a number of existing pieces of work around workforce capability and capacity, including:</p> <ul style="list-style-type: none"> • Welcoming the Council's new Strategic Director of Customer and Corporate Resources on 19 November 2018 • Updating the Council's Customer Services Strategy and developing a revised cross-council service delivery model with customers at its heart • Reviewing our People and internal communications strategies to ensure that they deliver against our ambitions for customer experience • Revising our approach to capturing, co-developing and acting on staff feedback and ideas
2	<p>Introduce a Plymouth City Council Definition of 'customer' and commence a consistent narrative around customer experience</p>	<p>Work is already underway with Members, managers and staff to develop a revised and consistent narrative around our customers, which will inform our overall Customer Experience Programme.</p>
3	<p>Establish organisation-wide customer profiles, based on the wealth of data already held, and use these profiles to inform service re-design from the customer perspective</p>	<p>A major project within the Customer Experience programme will focus on a 'single view of the customer', with appropriate IT applications and data management to avoid duplication and a fragmented approach to managing customer and property data</p>
4	<p>Implement a Council and city-wide digital strategy with high level strategic sponsorship</p>	<p>The Council recognises the importance of a Council and citywide digital strategy, and is currently bringing together the resources to ensure that we will respond appropriately to this major piece of work.</p>

	Peer Challenge recommendation	Council response
5	Consider the value, timing and effectiveness of undertaking a 'health check' for the Council's communications function and overall approach to ensure that it enables the effective delivery of the council's overall strategic intentions in respect of customers	We are liaising with colleagues across the local government communication sector to specify and carry out a health check which will inform the development of our communications function, and the way the entire organisation responds to communications interactions with its stakeholders and customers
6	Review both the structural and functional alignment of core services, for example housing delivery, homelessness and demand, and integrate key services to move the 'first stop shop' towards a true 'one stop shop'	A number of 'end to end' service reviews are either underway or are being planned which will be managed through the Customer Experience Programme Board and which are specifically aimed at changing the way that we work to further integrate our customer services offer.
7	Develop a corporate consultation and engagement strategy which is appropriately resourced	The Council has a number of approaches to consultation and engagement, and these will be brought together and refined to deliver against this recommendation.
8	Undertake a comprehensive brand audit and review your brand hierarchy	The Council is proud both of its own branding and also of its contribution to the now nationally recognised Britain's Ocean City brand, but we recognise that this is a good time to review our approach and hierarchy. We will undertake this work with partners and adjust our approach in line with what we learn.
9	Define and communicate the psychological contract between the Council and its customers, businesses and residents – what are the exact asks and offers?	We have already started work on developing our theme of 'Plymouth, a fairer city where everyone does their bit' so that it becomes widely understood and informs our policies and strategies. We will learn from best practice elsewhere, including the ground breaking work being undertaken in Wigan.