CUSTOMER SERVICES AND SERVICE CENTRE BUSINESS PLAN 2018/19

March 2018

1) Vision

To significantly improve the way the Council serves its customers and the way customers can interact with the Council.

2) Purpose

Service Area	Functions / Activities
Contact Centre / 1st Stop Shop	• Deal with first point of contact enquiries (F2F / Telephone) for: Waste, Highways, Housing Benefits, Council Tax, Housing, Street Services (grounds & cleansing) Parking, Emergency Welfare fund, Client Financial services, ASC, CSC, Environmental matters, Have your say, corporate property, Electoral Services, Bus Pass, Registration and the main PCC enquiry line.
Revenues and Benefits	• Administration of housing benefit • Council Tax Billing • Collection and recovery of revenue in relation to current and past year's Council tax charge. • Recovery of overpaid Housing Benefit • Maximising Housing Benefit subsidy income • Development and implementation of grants and discounts including Discretionary Housing Payments, Council Tax Support and council tax discounts • Partnership working with DWP to support Universal Credit claimants • Liaison with key partners (e.g. landlords and CAB) to maximise income for customers
Library Service	• Digital, health & wellbeing, information history and Reading & Culture. • Numerous clubs (too many to list), such as, job clubs, literacy, digital inclusion, family history, and ICT skills, all levels. • Rhymetimes, and other regular events for children. • Universal Credit assisted digital support • Digital skills training • Specialist events and functions i.e. Shakespeare, Naval History etc. • Specialist offerings, such as Schools Library Service, Sheet Music and Music Library Service. • Facilities such as free Wi-Fi, local & national newspapers, digital

	magazines and music.
Registration Service	• Registrations of Births, Deaths and Notices of Marriage & Civil Partnership • Citizenship Ceremonies • Nationality Document checking service • Joint Citizenship and Passport checking service • Ceremonies (statutory & celebratory) • Production of copy certificates
Service Centre	• Payroll and Pensions • Recruitment Team • HR Systems • Business Support (PA, admin support and quality assurance for the Council) • Digital Team (Firmstep & website) • Finance Systems Team (Council's financial systems) • Service Improvement (Rev's and Ben's systems team) • Client Financial Services (financial assessments for customers with care needs) • Deputyship (management of finances for those customers who lack mental capacity) • Business Operations (Creditor's and cashiers – invoicing, payments, debt recovery) • Business Rates (Billing and Collection)

Outcomes
- To improve understanding of the Council's customers
- To improve the way the Council serves their customers
- To improve the way that the Council listens and responds to customers.
- Positively Transform the way we interact with customers
- Customers understand what to expect when interacting with the Council
- Deliver high quality services at maximum efficiency to external and internal customers
- Improved approach to customer services across all council services
- Respond quickly to changing environmental pressure, political pressure and social pressures
- Customers are clear about what services we provide and when we will provide them
- Staff are clear about the standards they are expected to deliver for their customers
- Customers are able to give us their feedback
- Increase digital offering and access to council wide services

Labour Manifesto Pledges

Pledge	Outcome	How it will be delivered
Pledge 63: The refusal of the Government to pause and fix Universal Credit means a faulty system is being rolled out in	Any customer that needs access to Universal Credit knows how to make the application and receives their first payment within five	Recommendations from the Select Committee Review considered at Cabinet – August 2018.

Plymouth causing misery for many people. We will work with advice agencies and the DWP to ensure that people in the city get the support they need to navigate this complex and broken system.	weeks. Any other benefit or discretionary support they are entitled to is identified and provided. This will prevent customers from falling behind with their rent, needing payday loans and falling further into debt. It will allow PCC to collect all council tax that is due and reduce demand on other Council services for vulnerable people.	Scrutiny on debt recovery – 8 August 2018.
Pledge 84: The Conservative council has closed libraries all across our city and has downgraded others. This has left Plymouth with a two-tier library service. We will make sure Plymouth's libraries are all first class, and we will ensure that every community has access to a library service.	All residents will receive a quality service when they visit one of our libraries and will be able to access library services in their community and online.	Demolition of old St. Budeaux library – August 2018.

Roll out new library signage (building, vans, promotional material) – September 2018.
Opening of new library in St. Budeaux – June 2019. |
| **Pledge 85:** After the success of Rochdale Council's 'Library Card for every child' initiative we will provide all Year 1 children in Plymouth with a free library card enabling them to take books out from all the City Council's libraries. | Year One children will have easier access to library services, which will support the development of language and literacy skills. | Launch of the Summer Reading Challenge – July 2018.

Return to school and SRC presentation assemblies – September 2018.
National Libraries Week – 8-13 October. |

3) Service Priorities for 2018/19

| Service Priority

What it is and why you're focussing on it | 'Must do' actions

What do you have to do to make the successful deliver against your priorities | Dependencies

Who or what (e.g. systems; other departments) are you dependent on to achieve your actions |
|---|---|---|
| Year end for C/Tax, Housing Benefits and Business Rates

(Emma Rose) | Resource it and manage all risks | DELT resourcing, print & doc, finance |
| Proposed transfer of Service Centre services into Delt Shared Services Ltd

(Faye Hambleton) | On 1st May Payroll, Pensions and HR Systems will transfer (TUPE) to Delt. The process is almost complete, having had Cabinet sign off, consultation and Trade Union agreements in place.

In parallel, a project is underway to transfer (TUPE) Digital and Systems Team over the coming months following the successful transfer of Payroll and Pensions. | The Payroll and Pensions transfer is near completion. The Digital transfer has cabinet sign off and the consultation papers will be worked up over the next few months. |

Customer Services Week (Dave Saunders)	Retain and resource it	none
CSE accreditation (Dave Saunders)	Retain and resource it	none
Council Tax Support Policy Review (Emma Rose)	Model options for a new scheme Define proposals, input from Scrutiny before and after a 3 month consultation, decision on new scheme must be made by Council before 11 March 2019 for 2019/20 implementation	Capita software modelling ability Policy in practice modelling Scrutiny
Welfare Reform Impact and projects (Emma Rose)	Decision on where the lead for this sits in the organisation Define resources needed and priority areas of work Action recommendations arising from UC Select Committee in March 2018	Policy and Performance Team Community Connections, Education and Early years teams (esp in relation to free school meals and UC) DWP Social and Private sector landlords
Summer Reading Challenge (Dave Saunders)	Market and resource it	none
Demolition and rebuild of St. Budeaux Library (Dave Saunders)	Close existing library and enhance outreach offer in the locality, ensure developer builds the new building following planning approval and monitor spend of CCIB agreed funding. Ensure lease at West Park library is renegotiated in the event the new build misses the July 2019 target date.	Planning permission and any unknown risks once the developer commences work.
Two stage complaint process launched (Helen Cocks)	Firmstep process build and testing Training and guidance notes for users Feedback policy and webpages updated and published for customers and staff Complaints coordinators identified and roles/responsibilities clarified Update LGO Reporting mechanisms in place	Firmstep and Digital Team Complaint coordinators Design Team
Customer Promises launched (Helen Cocks)	Stakeholder engagement – particularly with Members Publish – website, screens etc	Design Team After Local Elections
Service Standards launched	Service Standards to be published for	Firmstep and Digital Team

(Helen Cocks)	Firmstep processes Service Standards cross referenced with balanced scorecards and KPIs and measures identified for other standards Capturing, monitoring and reporting mechanisms in place Target date 01.04.2018 – as per business case.	Service/Strategic Directors Business Plans Performance Team
Library events (Dave Saunders)	Promote and resource it	none
Registration Service structure (Emma Rose)	Redefine management and ceremony arrangements	HROD TU's
Refurbishment of Lockyer Street (Emma Rose)	Agree priorities for spend according to the Executive Decision Complete works in 2018/19	FM coordinating quotes Shut down of Lockyer Street needed, anticipated for 2 weeks. Alternative temporary registration venues required (coroner's, libraries, other) Contractors availability
Identify future location for the Register Office (Emma Rose)	In line with the Executive decision to vacate Lockyer Street by December 2020 we need a decision on new location by the end of 2018/19 to allow for working up detailed specification for the new location, works a necessary and 12 month lead in time for moving ceremonies	Accommodation Project (TWWW Programme) Councillors Registration Team General Register Office
Identify new software solution for Registration management (Emma Rose)	Current software has longstanding performance issues and queries regarding GDPR compliance. 'Central' (Access database) not supported and alternative needed	Delt Business Analysis GRO (in terms of requirements to report for GRO KPIs)
Internal service centre growth (Paul Walshe)	The Service Centre has visions to grow by consolidating services that can be performed more universally, benefit from economies of scale and increase resilience.	In order to achieve this growth and efficiencies, it is dependent on other departments (council wide) transferring 'like' services across other council departments into the Service Centre.
Compliance with all corporate policies including HSW, Risk Management etc. (All service managers)		

Appendices to the Business Plan

1. Budget 2018/19

2. Balanced Scorecard – key performance indicators for your service (to measure progress against your priorities and statutory duties)

3. Risk and Opportunity Register

4. Service Standards – the standards of service you are providing to citizens/internal customers (new)