

PLYMOUTH CITY COUNCIL

Subject: Customer Experience Programme Update

Committee: Performance, Finance and Customer Focus Overview and Scrutiny Committee

Date: 20 March 2019

Cabinet Member: Cllr Taylor and Cllr Haydon

CMT Member: Andy Ralphs - Strategic Director for Customer and Corporate Services

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Ref:

Key Decision: No

Part: I

Purpose of the report:

To update the committee on the progress made to formulate the changes to be delivered through the Customer Experience Programme.

To seek their recommendations on any changes to the goals described and the mechanisms proposed for the delivery of this work.

Corporate Plan:

The Corporate Plan, as well as the Plymouth Plan have been taken and key inputs for the Customer Experience Programme. The mission in the Corporate Plan: “Making Plymouth a fairer place, where everyone does their bit”, is central to the goals and outcomes for the Customer Experience Programme.

Implications for Medium Term Financial Plan and Resource Implications: Including finance, human, IT and land:

At this stage the specific implications of the programme on the MTFS are undefined. The programme is being set up to help support the delivery of the budget gap over the next 3 years, as the programme moves from defining itself into implementation further reports will be developed to explain what financial benefits it will deliver and how much investment will be made by the Council to achieve these outcomes.

Other Implications: e.g. Child Poverty, Community Safety, Health and Safety and Risk Management:

Specific implications for the programme are not yet defined

Equality and Diversity:

Has an Equality Impact Assessment been undertaken? No, this will be developed as part of the detailed planning phase that follows

Recommendations and Reasons for recommended action:

Scrutiny to consider the programme as outlined and make recommendations to the drivers, goals and delivery proposals

Alternative options considered and rejected:

- 1/. Meeting budget challenges solely through an allocation of savings to each department/directorate
 - 2/. Wholesale outsourcing of services to achieve budget savings
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Published work / information:

Background papers:

Title	Part I	Part II	Exemption Paragraph Number							
			1	2	3	4	5	6	7	

Sign off:

Fin	pl.18 .19.2 57	Leg	lt/32 283/ 1803	Mon Off		HR		Assets		IT		Strat Proc	
Originating SMT Member													
Has the Cabinet Member(s) agreed the content of the report Yes													

1.0 Introduction

This report builds upon the previous updates provided to the panel describing the beginning of the Customer Experience Programme. Since then considerable work has been done in formulating what is a complex and wide ranging set of changes proposed. The details of the programme described in this report are the result of lengthy discussions with officers and Members over the last few months seeking to form a consensus on how to describe the programme clearly and simply. Work is now underway to validate and further refine this language with staff reference groups and we would welcome similar input from Scrutiny.

The panel should also note that, subject to the validation currently being sought, the programme will move into a planning phase, where the detail of how the changes will be implemented and the outcomes sought, including the financial outcomes will be specified. These will be brought back to the panel for further review post May depending on the meeting dates for the panel.

2.0 Programme Drivers

The programme has defined the following as the drivers or “forces” that the programme needs to respond to:

- Customer expectations – the changes in what customers expect from Plymouth City Council and what that means for the Council
- Empowerment – the need to involve all stakeholders in the design and delivery of services
- Supporting Communities – ensuring that we enable access to right information and best resources to meet customer needs
- Financial Sustainability – spending wisely and maximising income to the Council in order to balance the books
- Reputation – being known for delivery

3.0 Purpose and aspiration

In order to respond to the drivers listed above the programme has established a statement of purpose to encapsulate what it will achieve:

“Putting customers at the heart of everything we do”.

Customers are defined as the people who live, work or visit Plymouth. In other words they are those people with a stake in the community and/or a need for the services provided by the Council. Part of the work of the programme will be to define the relationship and expectations customer can have of the Council as well as their responsibilities to help make services work in the city.

The programme has also set out aspirations for what it will achieve, these help illustrate the purpose in more specific ways. Note: an aspiration is distinct from a target, in that a target has a value and a date by when it will be achieved, an aspiration is a goal for the future that is to be aimed for. By aiming high it is anticipated we will achieve more than accepting a target based on what can be planned for and achieved today.

The aspirations are:

- Get it right for people first time
- Refuse to accept inequalities in accessing and delivering our services
- Improve the customer experience to achieve quality outcomes for people who live, work or visit the city
- Help people to find new ways to solve issues in their lives and communities

4.0 Current Strategic Focus

Recognising that the goals for the programme are complex and wide ranging, it was necessary to prioritise the areas of focus for the change to be tackled first. The priorities for the first year of the programme are proposed as follows:

- Get the basics right
- Adhere to agreed service standards
- Provide information and advice to help customers help themselves
- Have simple systems to access services
- Develop community support to help customers meet their own needs and be more self sufficient
- Develop resources to work with people in communities to address complex issues

These points of focus will mostly impact on the transactional or simpler services provided by the Council, rather than the complex and personalised services that have been the subject of work such as the Integrated Health and Wellbeing (IHWB) Programme.

5.0 Design Criteria

In order to direct the work of the programme as it develops plans to meet the goals set out above a number of design criteria have also been proposed:

- Treat service users as citizens not just customers
- Use our financial and operational data to provide better outcomes in more efficient ways
- Balance opportunities with risks
- Focus on outcomes (rather than services)
- Achieve consistency (not uniformity)

These criteria have in the main been taken from recommendations made by Peer Reviews conducted by the LGA.

6.0 Operating Model

In order to deliver this level of change it will require reshaping the Council. Work is therefore underway to describe in future how we will seek to organise our resources to meet the goals of the programme. The term operating model is what we are using to describe the development of our understanding for how our people (culture and organisation structures), processes, data/technology and infrastructure will need to be organised in future to deliver what is required. Work is underway with a reference group of staff from across the Council, representing all levels, to define the future operating model. The basis of the operating model is that we will need to excel at the following capabilities:

- Getting the basics right
- Helping people to help themselves
- Self service
- Personalised services
- Complex services

Each of these capabilities will be defined and built around the inputs from staff, and the results of this work will be tested with customers, partners and members before being implemented.

The implementation of the operating model will build on the work of programmes including:

- The Way We Work
- Modernising Street Services
- IHWB

The programmes have reviewed service areas and implemented change on the back of the findings from the review. In the case of the Customer Experience Programme the reviews will be more consistent, using the operating model as the blueprint for end to end reviews, identifying where opportunities exist to change service areas to align with the model in order to achieve greater consistency across our service areas and joining up across service areas to improve customer service in some cases.

It is already clear that the operating model will need to include aspects of organisational culture change, greater use of digital technologies, and a focus on customers (and communities) taking responsibilities for service design and delivery. These themes will be embedded into the design of each of the capabilities within the operating model.

7.0 Next Steps

The programme will be moving into a planning phase subject to the staff and Member reviews of the defined goals and outcomes sought from this change. As part of the planning, workstreams for delivery of the change will be defined and resources and responsibilities agreed. The workstreams and deliverables they will produce will form the basis of the programme governance and the plan for overall delivery. Ultimately, the programme will be accountable to Members and report into CMT to ensure that it is able to maintain a focus on the interests of customers and the outcomes they seek, rather than being limited by our existing organisational silos.