

Introduction

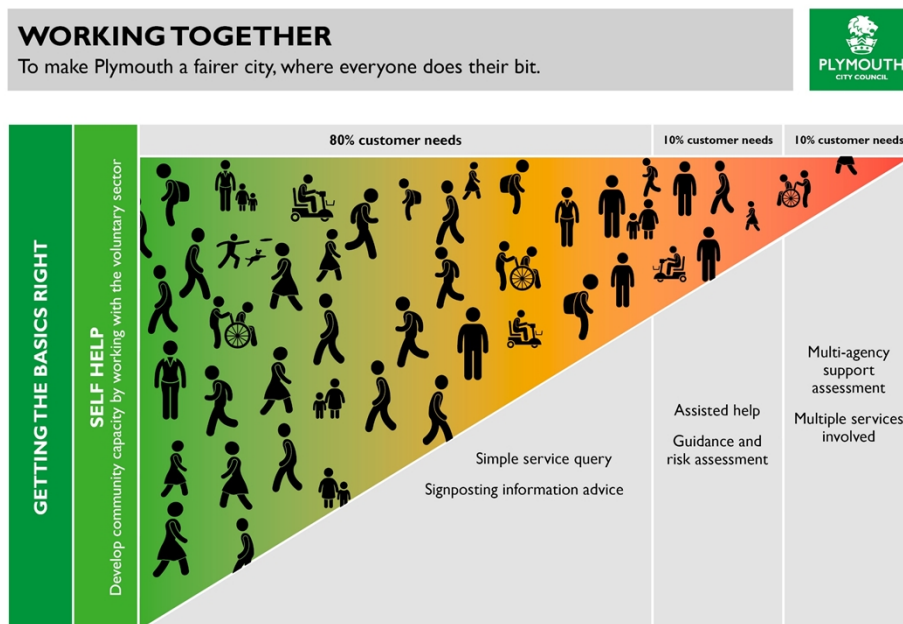
This report builds upon the previous updates provided to the panel describing the defining of the Customer Experience Programme. At the last update the programme purpose, goals and high level description of how the Council needed to change in order to achieve a more consistent customer experience was validated by the Panel. Since then the focus of the work of the programme has been to develop a structure to deliver on the outcomes required and to plan out the work. In the last few weeks we have started the first End to End Review focused on Street Scene and Waste.

1. Programme Drivers

The programme has defined the following as the drivers 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
- Empowering and supporting communities – the need to involve all stakeholders in the design and delivery of services. 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

At our last update with the panel we presented the following slide to describe how we were planning to remodel our services:



Official :

The diagram describes how we want to focus on:

- Reducing failure demand
- Enabling and supporting individuals and communities to help themselves
- Maximising economies of scale and digital delivery to meet 80% of customer needs
- Creating insight from our data to target and support customers with more complex needs

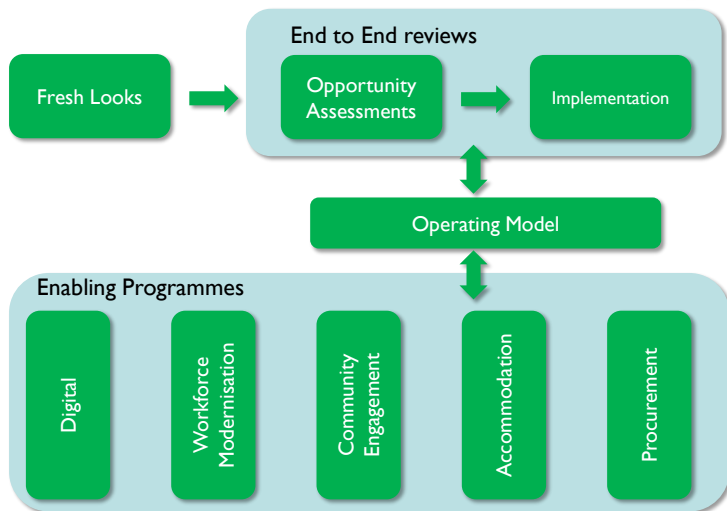
2. Structure of the Programme

Delivering the changes to achieve the outcomes described above has required us to plan for a collection of programmes as outlined in the diagram below:

OFFICIAL

Mobilising for Delivery

Proposed Programme Structure



Official :

3. End to End Reviews

This structure proposed shows how changes will be made in the organisation through the work of the End to End Reviews. This element of the work will build on the ideas generated from the Fresh Look sessions by drawing the customer experience currently delivered by the service and then using this to identify where the experience could be improved for customers and where the service could be better aligned with other services across the Council to create economies of scale and/or more consistent customer experience.

The review process will break into 2 phases, with the first focused on identifying opportunities for improvement. This phase of work will conclude with a business case for the changes recommended to proceed to implementation. One key aspect we are focusing on during the opportunity assessment phase is engagement with stakeholders (customers, staff and Members) to ensure their views and input is accounted for whilst the work is on-going. To do this we will be establishing a space where those interested can drop in to see what the work of the assessment is and offer their input on the services being considered. Our first review is taking place in Street Scene and Waste with the room established at Chelson Meadow.

4. Operating Model

Both informing and being informed by the work in the opportunity assessment phase of the review, the operating model will describe the guidelines and policies that will bring us to start to achieve greater levels of consistency in how we work as well as how our customers experience the services we deliver. Examples such as establishing standard measures such as customer satisfaction on any business process offered by the Council or standardising on one agreed payment processing mechanism to be used wherever the Council sells something or requires payment to be made by customers.

5. Enablers

5.1 Digital

The digital enabler is organised around 4 sub sets of work:

- Digital inclusion – identifying and removing the barriers that prevent customers from using digital access channels to present their needs to the Council.

- Digital infrastructure – ensuring that high speed digital connectivity is available where the city needs it, this includes both full fibre broadband and 5G mobile networks
- The Council’s digital services – organising the projects to develop and improve the delivery of digital services to replace and/or add to analogue service delivery
- Digital Place – Exploring and exploiting the potential to use sensors to create data about people and things in our city. The work will also look at how we use technology to consolidate and manage the data and to generate insight from this it.

5.2 Workforce Modernisation

This component of the work is to align behaviours, values and talent, of our workforce, to the goals and outcomes of the Council in order for a digitally capable, customer focused, socially entrepreneurial and accountable culture to emerge. The work will include: the delivery of a new HR/payroll system as well as other technology work to take data from our HR and our Finance systems to support management decision making and much clearer accountabilities for all corporate resource management. It will also cover the work to embed a set of organisation design principles, some clearer expectations about what it means to be employed by PCC all geared to delivering the defined set of cultural outcomes.

5.3 Community Engagement

The finalisation of the programme mandate for this part of our work is not yet complete, at the moment we are proposing that this work seeks to;

- Identify things that people can do for themselves, which will give them tangible benefits to their lives / their environment / their experience, as well as support Council budget challenges
- Develop an understanding of how we best engage with, and support, people to do this. This will require us to consider different communities (which might be communities of interest, of practice or of geography), and the different assets that they have. Engaging with the wider VCSE, and building on much good practice already underway in Plymouth, will be key.
- ‘operationalise’ – build tools to support this happening, and to measure the impact, and to feed into the next cycle

As a hypothesis, we might anticipate that;

- Some groups are already doing these things, or might simply need ‘permission’ (*community engagement through communication*)
- Some groups may need a little support in taking thing forward; perhaps using current assets to help to organise this (*community support*)
- Some groups may need an approach which is more akin to *community development*

5.4 Accommodation

This work will respond to the requirements arising from the operating model and Opportunity Assessments where they are looking to create or vacate accommodation. It recognises that accommodation represents a significant component of our cost base and that where it is possible to increase the ratio of staff to desks and/or share it with delivery partners it will achieve savings as well as potentially simplify the “front door” we present to customers.

5.5 Procurement

This work recognises that around two thirds of our net budget is spent externally on goods and services. The procurement work will review our contracts with a view to identifying the opportunity to consolidate suppliers as we achieve greater consistency in how we work, by so doing we expect to be able to deliver savings as well.

7.0 Next Steps

The mobilisation of all the work described above is currently underway. We have started work on the first End to End Review in Street Scene and Waste. The panel as a group or as individuals would

be welcome to drop in to experience the Opportunity Assessment and provide their input to the work being done.

Resourcing the roles required to deliver the plans for the enabling programmes is currently underway.