

Service Improvement Plan Template

Service:	Customer & Digital Services
Directorate:	Customer & Corporate Services
Service Plan Holder:	Assistant Director Customer Services and Digital
Director:	Corporate Director Customer and Corporate Services
Cabinet Member:	Executive Member for Finance and Performance, Executive Member for the Environment, Executive Member for Culture, Leisure and Tourism, Executive Member for Economic Development and Community Engagement, Executive Member for Transport and Planning.
Date Last Updated:	11th July 2018

1.a – Description

The description of the service should include the vision and a summary of the overall service objectives. Please also identify the key customers and other stakeholders of the service

Our vision and key objectives

Our vision is to be a customer centric service placing residents and visitors at the heart of everything we do and we will ensure that our communication and service channels, business processes and enabling technologies support this vision. Wherever possible we will support customers to do more for themselves by providing high quality, responsive and easy to use on line services. Where a customer requires personal support this will be available and we will ensure excellence in all our customer service channels measured through satisfaction levels and fulfilment. Intelligent use of our data will help us understand our customers' needs in order to drive performance, improvement and delivery against council priorities and ambitions. We will work in partnership and with agility in order to achieve our business and financial objectives.

Our Services

Customer Services Group	Digital Services Group	Health & Safety Client
Customer Services	Digital Services Project	Shared Services with NYCC
Housing Benefits	Web Services	
Revenues	ICT Services	
Income Services	Digital City	
Bereavement Services	Strategic Intelligence Hub	
Registration Services	Communications	

Our Customer Groups

- All residents of York accessing a range of customer services 99,500 households and population of 207,000 across all Customer & Digital Services including revenues and benefit schemes, Registration and Bereavement services.
- Local, regional and international customers for Registration Services and the Open Data Platform.
- All 5,500 staff for Health & Safety (3,000 council based) plus schools paying for services.
- All internal users and partners for the Strategic Intelligence Hub.
- Customers covered by our financial inclusion activities including those claiming in and out of work benefits and accessing financial assistance schemes.
- Adult Social care customers with care packages and/or Court of Protection services

Who are your main partners?

Customer Services/Digital Services Project	ICT Services/Digital City
AdviceYork	Harrogate Council – shared Head of Service
CAB	Total Mobile
Explore Centres	Pinacl Solutions
Community Furniture store	City Fibre and other future possible partners e.g. BT
Foodbank	Vital
Govtech- Revenue/Benefit forms	Future Gov
Salvere – Direct payment management company	York University
Analyse Local – Business rate identification contracted company	WARP (security)
Mosaic – Adult social care	NABIT (benchmarking and general networking)
DWP – Benefits Best practice site	YHPSN (Yorkshire and Humber Public Services Network)
Barclays pingit	Civica
Allpay	
APS for now prepaid	
Oracle/ConnectionPoint	

Registration Services	Bereavement Services
York Hospital Trust	Funeral Directors
Surestart Centres	York Hospital Trust,
Funeral Directors	Clergy
Coroners	Celebrants
Local Wedding Venues	SANDS (Stillbirth & Neonatal Death Charity),
General Register Office	
Local Registration Services Association	
We give to the Special Care Baby unit.	

Health & Safety
North Yorkshire County Council
Public Health re wellbeing

Strategic Intelligence

Projects	Statutory	Systems
University of York	NHS Digital	Corelogic
Leeds City Council,	Ofsted	Tribal
North Yorkshire Police,	Housemark	TPP
LGA,	CIPFA	Esri
InnovateUk,	ADAS	Aspire
Research Council	ADCS	Lagan
	DfE	Careworks
	DCLG	Oracle
		HubSQL

1.b – Operating Context and Baseline Resources

Please describe the environment in which your services operate, the key strategies and challenges. Use this section to outline the service resources such as workforce, budget and associated risks.

Staff FTEs:

• Registration Services	11.29
• Bereavement Services	5.81
• Customer Services	119.81
• Strategic Intelligence	29.09
• ICT/Digital City	76.74
• Communication	7.24
• Health & Safety (shared service)	
• Total	249.99

Budget: *to amend*

• Customer Services	£1.27m
• Benefits & Transactional	£0.31m
• Bereavement Services	£-1.39m
• Registration Services	£-0.26m
• Strategic Intelligence	£0.89m
• Communications	£0.32m
• ICT Operations & Bus Dev	£4.8m
• Health and Safety	£0.43m
• Total	£6.37m

Demographic changes:

- Increase in aging population.

Key strategies / overarching aims:

- The Community Safety Plan
- Government Legislation - Prevention and Early intervention agenda
- Code of Corporate Governance
- ICT Strategy
- Performance Framework
- Engagement Strategy
- Communications Strategy/Media & Social Media Protocols
- Transparency standards/regulations
- Health & Safety Policy
- Promote financial inclusion by supporting the Living Wage, supporting voluntary organisations and developing financial inclusion work with measurable outcomes (Financial Inclusion)
- Work with local partners, such as schools, to ensure that pupils from disadvantaged backgrounds get extra support. (Digital City/Financial Inclusion)
- Help everyone to understand how they can live healthier lives and avoid problems from things like alcohol, smoking and being over-weight. (Communications support to Public Health)
- Ensure valued community facilities are protected.(Community Engagement)
- Improve the council's Customer Centre to ensure residents' queries are responded to quickly and effectively.(Customer Services/ICT)
- Implement the outcomes of our review on governance, transparency and public engagement
- Promote mutual respect between officers and members with clearly defined roles for each.
- Be entrepreneurial, making the most of commercial opportunities.
- Cut red tape and make it easier for small businesses to bid for council contracts
- Build the culture we need and attract, retain and develop colleagues.

Challenging areas of performance:

- Aging population impact on Adults Income teams work
- Digitally included/excluded

- Financially excluded residents – support and advice
- Budget reductions in or arising from digital services work
- Budget reductions in Financial Inclusion activity
- Universal Credit and impacts
- Transforming back office processes to deliver efficiencies and channel shift/ buy in of services
- Develop effective engagement challenges
- Creating new Health & Safety Organisation
- Developing solutions for Occupational Health provision
- Extracting data from non integrated systems that require replacing in next 1 to 2 years
- Over £1million budget savings over the next 3 years excluding the potential for Digital Services related savings.
- Focus on the delivery of frontline services for residents and the protection of community facilities.
- Focus on cost and efficiency to make the right decisions in a challenging financial environment

Future Savings Profile

Service	2018/19	2019/20
Customer Services	<ul style="list-style-type: none"> • Savings linked to DSP • £75k management review 	Savings linked to DSP
Benefits & Transactional	£100k reduction in YFAS Grant Reduction re Universal Credit (UC)	
Bereavement Services	Income target increase	Income target increase
Registration Services	Income target increase	Income target increase
Strategic Intelligence	£125k	£100k
Communications	0 plus new income target	£25k plus new income target
Former OCX Non Staffing Savings	£25k	£25k
ICT Operations & Bus Dev	£159k plus income target	£420k plus income target
Yorsafety Shared Service	Income Target Increase	Income Target Increase

Budget considerations for these services:

- Significant further savings of £1million are planned for Strategic Intelligence and ICT to 2019/20 which need a strategy developing around how those services will be provided going forward.
- £25k of former OCX non-staffing costs need to be identified and saved in each of the three years.
- The joint work for Harrogate will bring in an additional £40k per year for two years plus potential work relating to business intelligence..
- CCS will continue to look across all structures to review and, where it makes sense to, combine management and service structures.
- Bereavement & Regulatory Services have income targets to achieve and strategies will be reviewed over the next few months to develop 3 year plans for expanding existing and developing new services.
- Registration Services need to fund growth from new income streams for a recurring £30k with additional non-recurring £26k in 2017/18 to improve staffing resilience and protect income targets pending digitalisation of services.
- Customer Services savings will be directly linked to emerging plans for future phases of the Digital Services Programme, but need still to achieve £188k in residual savings from previous years.
- Benefits Services will be affected by both:
 - reduction in YFAS funding which will facilitate a different way of delivering crisis support.
 - reduction in grant to fund benefits services and the sufficiency of any residual funding to support any remaining Housing benefits and Council tax support functions.
- It is anticipated that the new YorSafety Shared Service with NYCC will return income levels comparatively similar to current levels, with income targets set in line with ongoing growth proposals.

2 – Service Improvement Priorities

Provide a headline overview and analysis of key challenges and summarise the key priorities for the service

Overview of how the service will look to the customer in the future:

Where possible and appropriate our customers will access our services on a 'digital first' basis with advice, information and transactional services all available on-line. Self service via web based services will be the preferred channel of use with support given to help people transact on line locally and through Customer Services. Our face to face and phone based resources will focus on those customers with personal and more complex needs.

Our digital infrastructure will support digital inclusion activity to support residents and businesses in accessing online resources and services. Free wifi will support tourism and access to services. Moving improved digital facilities and wifi into the Bereavement Services has been a short term priority in order to maintain the recognised service standards being achieved by the service.

Registration Services has a refreshed service plan to ensure statutory services are delivered in line with the GRO's expectation, supported by a strong digital offer, increased service offer and income strategy. Improvements to the Register Office will support this strategy along with the growing of relationships with other 'celebratory service' venues in the City.

Our Communication Team and Strategic Intelligence Hub will aid our engagement with, and understanding of , our residents and our data including a single view of our customers. Our Communications Strategy will support the promotion of our work and our priorities in the City. We will foster strong and positive relationships with local, regional and national media with a visible presence across a range of channels and a developing income stream for services.

Health & safety and Occupational Health Services will have secured approvals for separate and new shared arrangements with North Yorkshire County Council. It is anticipated that the single H&S organisation will rapidly develop a strong commercial proposition and market position to generate a return for both councils.

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Section 3 – Actions, Risks and Performance

Table 3.1 – Actions

These should be monitored regularly with ADs and Quarterly via DMT

Reference ID	Priority Theme	Action	Business As Usual (state if statutory) or Major Project	Accountable officer	Completed by date	Milestones / Deliverables
C&DS1	Income Strategies	Deliver savings and income strategies across all services. Deliver income strategies and reductions/restructures in time to achieve targets	BAU and Major Project (Digital Services Programme)	All	March 2018 and March 2019	<p>Expect Registration to deliver on income targets in 18/19 – 17/18 was a year of transition. ONGOING</p> <p>Bereavement Services has been significantly affected by business continuity issues, On track in current year. ONGOING</p> <p>Communications pressure has been addressed by</p>

						<p>consolidation and additional income from project and public health funding. ONGOING</p> <p>ICT/BI are both planning staffing restructures / changes to meet significant budget pressures in 2019/20. ONGOING</p>
C&DS2	Digital Services	Approval & adoption of a new ICT/Digital Strategy supported by a 3 year delivery programme (see C&DS3)	BAU Strategic	Head of ICT	Delivery Plans achieved by March 2020.	<p>Strategy approved September 2017 Plans approved in March 2018 and governance structure in place. ACHIEVED</p>
C&DS3	Digital Services	Proposals developed and approved for 3 Digital Services Programme including cross service business change plans and resourcing plans	Major Programme	AD for C&D/Head of ICT/Head of Strategic Intelligence	March 2019	<p>3 Phase programme developed and approved in 2017, timescales to be agreed in January 2018.</p>

						No longer in phases – a prioritised programme has been developed for the 18/19 financial year. ONGOING
C&DS4	Performance Framework	Review & deliver a Performance & Information function which underpins the delivery of the council's priority activities & outcomes	BAU Strategic	AD for C&D/Head of Strategic Intelligence	March 2018 and March 2019	Review under way. January 2018 report to CMT. Final recommendations to be made to CMT in July 2018. ONGOING
C&DS5	Communications Strategy	New Communication Strategy and campaign programme developed and delivered with a positive and proactive approach to internal and external communications /engagement.	BAU Strategic	Head of Communications	Delivery - March 2018 and March 2019	Communications and Campaigns plan produced by September 2017, however currently under review by new Head of Communications. ONGOING
C&DS6	Service Re-design	Bereavement and Registration Services- individual development of on-line service/income strategies and joint working where possible	BAU	Head of Customer & Resident Services	Plans developed by September 2017	Plans for registration services are now in delivery and go-live for new on line

					<p>Outcomes – see C&DS1 timescales.</p>	<p>system is February 2018.Achieved internally, go-live to the public is imminent ONGOING</p> <p>Structure now includes management resources to support income generation activities. Sharing of ideas/contracts include eg music systems and webcasting. ONGOING</p> <p>The purchase of the new Bereavement system will be affected by current business continuity issue. Purchase being finalised in June 2018. Still risks</p>
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						being managed around business continuity. ONGOING
C&DS7	Shared Health and Safety.	Implement shared service proposals for Health & Safety and Occupational Health	Medium Project	Head of H&S / AD for C&D	Complete	Implemented for H&S, ACHIEVED Occupational Health transferred to HR
C&DS8	Income	To deliver Registration Services so that statutory service delivery is excellent, and commercial offer becomes world class to support the council's income generation strategies and the city's economy.	BAU	Head of Customer & Resident Services	March 2019	
C&DS9	Business Continuity	In addition to C&DS6 – secure a safe working environment and sustainability of all cremator equipment. Ensure staffing resourcing plans are in place to address current known pressures.	Medium Project	Head of Customer & Resident Services	March 2019	
C&DS10	Shared Service	Ensure effective client management of the Health & Safety Shared Service to ensure CYC receives a high quality H&S services to help	BAU	AD C&DS	March 2019	

		meet its H&S statutory responsibilities.				
C&DS11	Shared Service	Develop future service delivery model options in partnership with Harrogate	Medium Project	Head of ICT/Head of Business Intelligence	January 2019	
C&DS12	Customer Strategy	Develop a new Customer Strategy 2019-2022	Small Project	Head of Customer & Resident Services	January 2019	
C&DS13	Business Change	Jointly lead the review of the Use of West Offices	Small project	AD C&DS	September 2018	

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Section 3 – Actions, Risks and Performance

Table 3.2 – Risk Management (to complete)

These should be monitored regularly with ADs and Quarterly via DMT

Reference ID	Risk	Rating (RAG)	Actions to Mitigate and Correct	Responsible Officer
2029	Welfare benefit changes create increased demand and financial risk	A	Financial inclusion working group Plans in place to respond to changes Close working with DWP Working with Adult Social Care to respond to client needs	Corporate Director Customer and Corporate Services
2033	Death or injury to a member of staff or customer	A	New H & S shared service arrangement with North Yorks. Close monitoring of major incidents by Director and JHSC Learning from events CLG level training provided on H&S issues Incident reporting portal and dashboard in place Quarterly report to CMT Client monitoring arrangements	Corporate Director Customer and Corporate Services
C&BS1	Failure to deliver savings /income targets	A	Regular budget monitoring 3 years savings plans in income generating services	Assistant Director Customer Services and Digital
C&BS3	Failure to deliver Digital Services Programme	A	Digital Strategy Group (CMT) leadership Project/programme management Adequate resourcing plans to deliver	Assistant Director Customer Services and Digital

C&BS4	Failure to engage effectively with staff and/or communities	A	Communications and engagement strategies My Account/e-engagement mechanisms developed	Head of Communications
C&BS5	Failure to deliver shared opportunities	A	Project planning and management Staff and trade union engagement Member (portfolio holder support) Robust client arrangements and agreements	Head of Health and Safety Head of ICT Head of Business Intelligence
C&BS6	Criticism from GRO for failing to deliver statutory services and new performance framework for Registration Services	A	Close planning and working between Proper Officer and Registration Services Manager on the new performance reporting framework Delivery of action plans on GRO audits Training for all staff	Head of Customer, Resident and Exchequer Services
C&BS7	Information security/data breaches	A	Strong internal controls Trained staff Monitoring of any breaches	Head of Business Intelligence

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Section 3 – Actions, Risks and Performance

Table 3.3 – Performance Indicators

These should form the basis for the indicators that appear on your directorate scorecard available on the KPI Machine and should be monitored regularly with ADs and Quarterly via DMT

Reference ID	Indicator Description	2015/16 Result	2016/17 Result	2017/18 Result	Polarity	Latest Direction of Travel	Responsible Officer	Include
Service Delivery								
OCC06B	Number of days taken to process Housing Benefit new claims and change events (DWP measure)	5.87	5.58	3.2	Up is Bad	Neutral	Head of Customer, Resident and Exchequer Services	Y
OCC07	Benefit Reception Numbers	1,536	1,290	1,054	Neutral	Neutral	Head of Customer, Resident and Exchequer Services	Y
CFS01	Overall Customer Centre Satisfaction (%) - CYC	91.54%	92.48%	93.13%	Up is Good	Good	Customer & Resident Services Manager	Y
CFS03	Satisfaction with CYC Website (%) - CYC	NC	NC	-	Up is Good	Neutral	Customer & Resident Services Manager	Y
CFS04	Satisfaction with Face to Face services (%) - CYC	92.34%	93.47%	92.70%	Up is Good	Good	Customer & Resident Services Manager	Y
CFS05	Satisfaction with Call Centre services (%) - CYC	91.29%	92.20%	93.21%	Up is Good	Good	Customer & Resident Services	Y

							Manager	
TAP02	% of panel satisfied with the way the council runs things	NC	65.54%	62.13%	Up is Good	Good	Customer & Resident Services Manager	Y
YCC030	Footfall in Customer Centre - % served within target wait time	70.00%	74.69%	78.37%	Up is Good	Neutral	Customer & Resident Services Manager	Y
YCC030a	Footfall in Customer Centre - Average wait time (Minutes)	8.49	7.13	6.59	Up is Bad	Neutral	Customer & Resident Services Manager	Y
YCC117	YCC % Calls answered in 20 seconds - TOTAL	64.90%	75.70%	79.10%	Up is Good	Good	Customer & Resident Services Manager	Y
YCC118	YCC % Calls Answered - TOTAL	90.80%	96.00%	97.10%	Up is Good	Good	Customer & Resident Services Manager	Y
YCC121	YCC Average speed of answer - TOTAL	00:00:49	00:00:36	00:00:28	Neutral	Neutral	Customer & Resident Services Manager	Y
YCC157	Benefits % calls answered in 20 seconds - TOTAL	72.80%	69.10%	69.69%	Up is Good	Neutral	N/A	Y
YCC158	Benefits % calls answered - TOTAL	91.40%	92.80%	93.93%	Up is Good	Good	N/A	Y
YCC161	Benefits average speed of answer - TOTAL	00:00:45	00:01:00	00:00:49	Neutral	Neutral	N/A	Y
CFD03a	% of external calls answered within 20 seconds - CYC	88.15%	89.01%	89.75%	Up is Good	Neutral	N/A	Y
COMP01	% of complaints responded to within 10 days	-	75.40%	-	Up is Good	Neutral	Information Governance & Feedback Team Manager	Y
YCC201	Digital Services Transactions / Channel Shift (%)	-	-	-	Up is Good	Neutral	Head of Business	Y

							Intelligence	
CORP02L a	Red rated Large Projects - CYC	0	1	1	Neutral	Neutral	Programme Manager	Y
CORP02L b	Amber rated Large Projects - CYC	5	5	6	Neutral	Neutral	Programme Manager	Y
CORP10L	Large Project - Digital Services (CRM)	Amber	Amber	Amber	Neutral	Neutral	Head of Customer, Resident and Exchequer Services	Y

Performance

Employees (Excluding Schools)

STF08	Staff FTE Total (Excluding Schools) - (Snapshot)	N/A	579.1	578.4	Neutral	Neutral	Organisational Health Check	Y
STF100	Average sickness days lost per FTE (Excluding Schools) - (Rolling 12 Month)	N/A	6.5	8.7	Up is Bad	Neutral		Y
STF107	Voluntary Turnover (%) Total (Excluding Schools) - (Rolling 12 Month)	N/A	8.80%	7.40%	Up is Bad	Neutral		Y
STF90	PDR Completion (%) - (YTD)	N/A	78.10%	91.76%	Up is Bad	Neutral		Y

Finance

BPI108	Forecast Budget Outturn (£000s Overspent / - Underspent)	-£70	£-259	-	Up is Bad	Good	Organisational Health Check	Y
COR01	Key Corporate Risks	N/A	4	5	Up is Bad	Neutral		Y
CORP01L	Active Large Projects	N/A	2	1	Neutral	Neutral		Y
CORP02L a	Red rated Large Projects	N/A	1	0	Up is Bad	Neutral		Y
CORP02M a	Red rated Medium Projects	N/A	-	0	Up is Bad	Neutral		Y

Customers

CFD03a	% of external calls answered within 20 seconds	N/A	N/A	N/A	Up is Good	Neutral	Organisational Health Check	Y
CFS01	Overall Customer Centre Satisfaction (%)	N/A	N/A	N/A	Up is Good	Neutral		Y
COMP01	% of complaints responded to within 10 days	N/A	N/A	N/A	Up is Good	Neutral		Y

COMP02	% of complaints referred to the Ombudsman which have been upheld	N/A	N/A	N/A	Up is Bad	Neutral	Y
YCC121	YCC Average speed of answer - TOTAL	N/A	N/A	N/A	Up is Bad	Neutral	Y
YCC201	Digital Services Transactions / Channel Shift (%)	N/A	N/A	N/A	Up is Good	Neutral	Y