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Customer Experience Programme

Appendix A – Customer Model

Strategy & Resources Committee – 24th July 2024







Our strategy at a glance



Our vision: We offer great customer experiences for local people, communities and businesses by truly understanding and empowering them, being creative, and making it easy to reach the right solution for them.

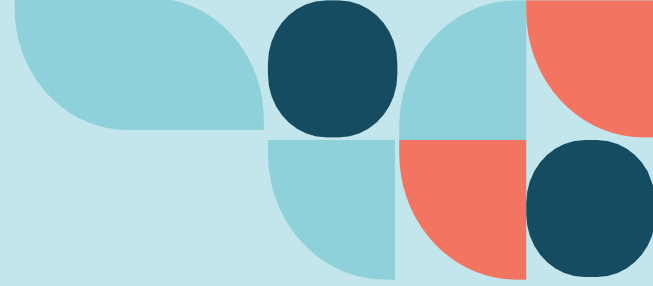
Over the next four years, we will work as one council to deliver a better customer experience for our diverse people and communities through:

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-  **Empowered communities:** We will connect more creatively with neighbourhoods and communities of interest, so local people can find the right support and solutions for them, whether provided by the council, themselves or others. This means we can bring our collective support to help people at the right time, and focus council resources on those who most need it.
-  **Digital:** We will expand our digital offer for customers to access reliable, seamless, inclusive and intuitive services, which are available 24/7. This means more people will want to use online options when interacting with us.
-  **Phone and in-person:** The digital shift means we can focus personalised support for those who rely on speaking with us by phone or in-person. This means customers can access us more quickly and get a better outcome.
-  **Connected response:** We will strengthen how we provide a joined up response from the first point of contact to delivering a service. This means freeing up services to focus on people and their specific circumstances.
-  **Developing the tools we need:** We will focus on developing the people-centred ways of working, processes and infrastructure we need to deliver great customer experience for the long term, including smarter use of information and feedback from local people. This means we will be able to continuously improve and ensure we can keep meeting customer expectations in changing circumstances.

Delivering better experiences for our customers will be an ongoing journey, but we have clear priorities for the next 12 months:

- 1. Improving digital access**
Drive stronger use of digital tools and solutions for customers across all services.
- 2. Empowering communities**
Build creative ways to communicate, connect, empower and work with our communities.
- 3. Modern customer model**
Develop a cross-council model and ways of working to enhance customer experience.
- 4. A smarter experience**
Use data, insight and customer involvement to deliver better and more cost-effectively.

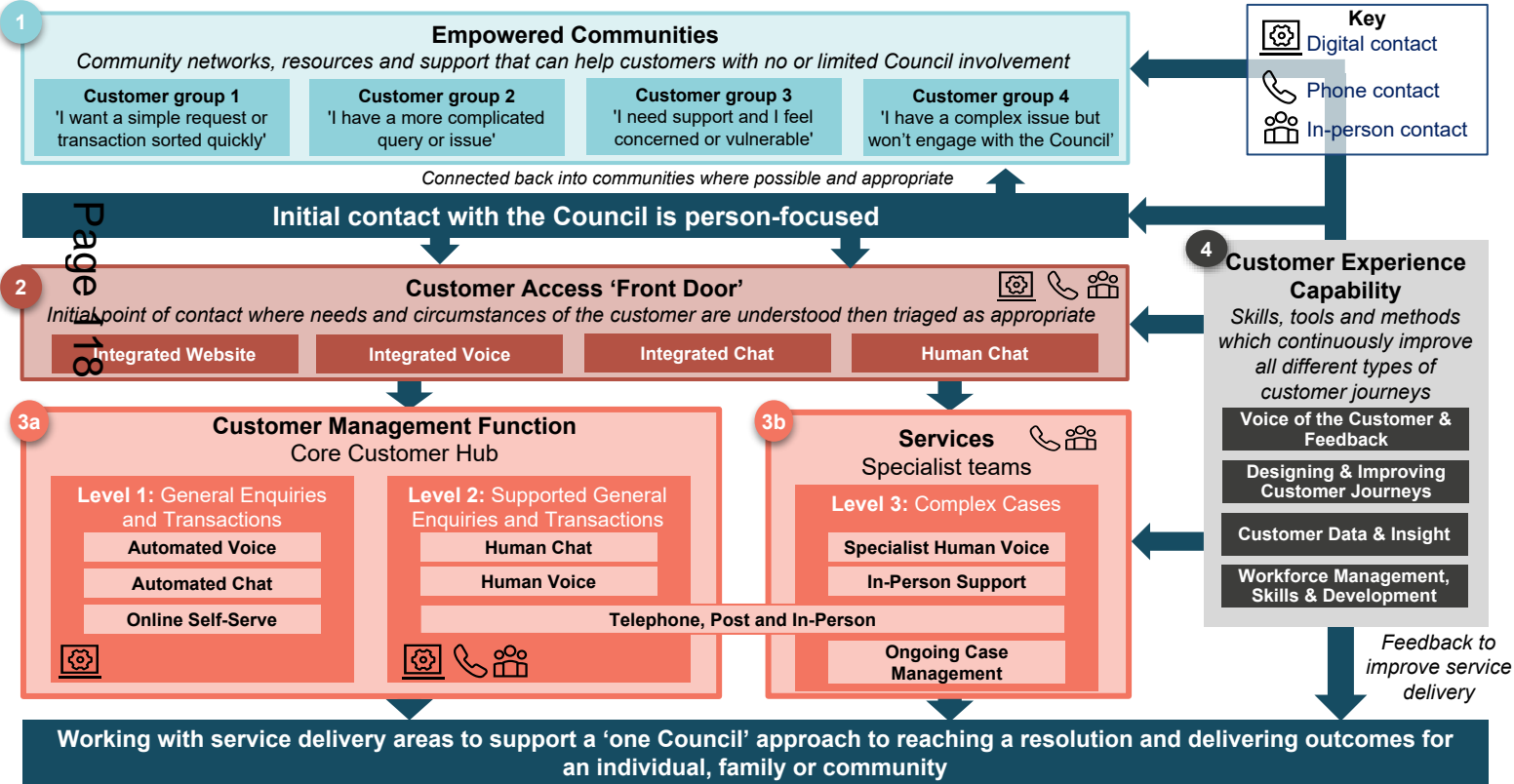


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The future Customer model *Summary*

The cross-council Customer model in the future

One of the priorities in the Customer Experience Strategy is the development of a cross-council model and ways of working to enhance customer experience. The proposed model is illustrated below.











Development of the model

The proposed future Customer model is comprised of four 'layers' to improve customer experience and organisational efficiency. An important principle is that every customer will get to the right response that best suits their needs and preferences.

The customer model was developed by the Customer Working Group, with representatives from across the council, overseen by the Customer Strategy Board. This model will align and embed within the Council's Target Operating Model as it is further developed and finalised.

Design principles for the Customer model

The Council wide transformation design principles have been used to guide the design of the future customer model for Sheffield.

Theme	Design Principle	How does the new model reflect these design principles?
 Customer	We put communities and customers at the heart of everything we design and deliver.	Places customers at the forefront of the Council's services, empowering customers to self-serve where possible or providing personalised support where required.
 Organisation	We design and deliver as one connected organisation so we are greater than the sum of our parts.	Establishes a connection between customer-facing teams, partners, and service delivery teams throughout the Council. This collaborative approach will enable these groups to provide comprehensive support to customers and address their needs effectively.
 People	We empower everyone to achieve future-focused outcomes for our city in line with our strategy and values.	Empowers customer-facing staff to effectively assist customers and provides clear guidance on roles and responsibilities.
 Processes	We design, implement, maintain and improve our processes based on our values.	The provision of technology to support self service will enable processes to be streamlined and customised to meet customers needs.
 Technology	We are bold in our use of technology for our customers and employees so we deliver better together.	The model is digital by design, with digital self serve options and enabling technologies used to efficiently and effectively support customer queries.
 Information	We use collective insight, intelligence and evidence to better design and deliver services.	Includes the customer experience capability which emphasises a culture of continuous improvement, building upon the insights generated from each customer experience to enhance the journey.
 Governance	We have simple governance with clear accountabilities to support effective delivery across the Council.	Ongoing governance will be deployed across the future operating model in a revised approach.
 Performance	We drive effective performance by being open, holistic and collaborative across the Council.	Uses the data and knowledge gathered throughout the customer journey to drive great customer experience, using customer insight to improve performance and delivery.

Key features of the future Customer model

The future customer model will better connect community resources and support and use digital channels more effectively to therefore allow more tailored human responses for those people who need it.

Empowered Communities

This layer, sometimes referred to as the 'pre front door', improves connections and navigation for customers seeking resources and support before engaging with the SCC.

Key features:

- The Council can bring together their collective support to individuals at the right time, whilst also optimising the allocation of Council resources.
- Allows the Council to better understand the specific needs and challenges faced by local people, enabling them to provide more targeted support.
- Enable customers to find the right support and solutions for themselves.



Customer Access 'Front Door'

Integrated and consistent first points of contact for the Council which leverages digital capabilities to help direct a customer-focused response.

Key features:

- Leveraging digital technologies to enhance customer access e.g. online self-service for those who want it
- Reduced demand for services, as customer queries are addressed more quickly and directed to the right teams.
- Improved customer experience, with customers being directed to the right team or department more efficiently.
- Staff will have more time to focus on more complex queries and needs.



Customer Management Function

A comprehensive function equipped with the necessary capabilities, tools, and resources to effectively resolve enquiries and direct them to the appropriate teams based on individual circumstances

Key features:

- More tailored human responses for those who need it with automation and digital supporting simpler transactions.
- Staff are provided with the capabilities, resources and information to effectively resolve customer enquiries.
- Staff will have more time to focus on more complex queries and needs.



Customer Experience Capability

Dedicated function which champions continuous improvement by using insight and lessons learned to improve the customer journeys across SCC on an ongoing basis.

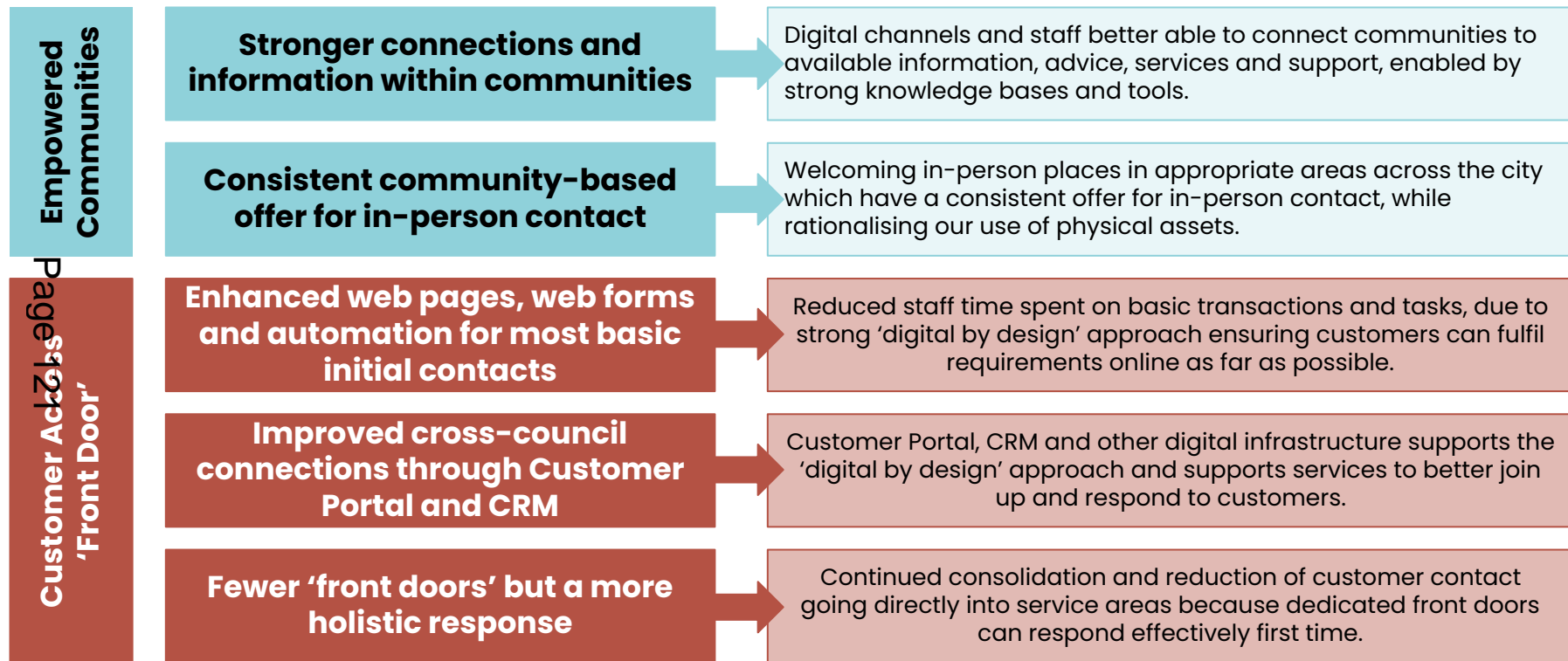
Key features:

- More consistent and connected use of feedback and the 'voice of the customer'
- Identify opportunities to optimise and refine customer journeys across the Council.
- Monitor KPIs and metrics to understand performance.
- Collaborates with teams to implement changes and enhancements.



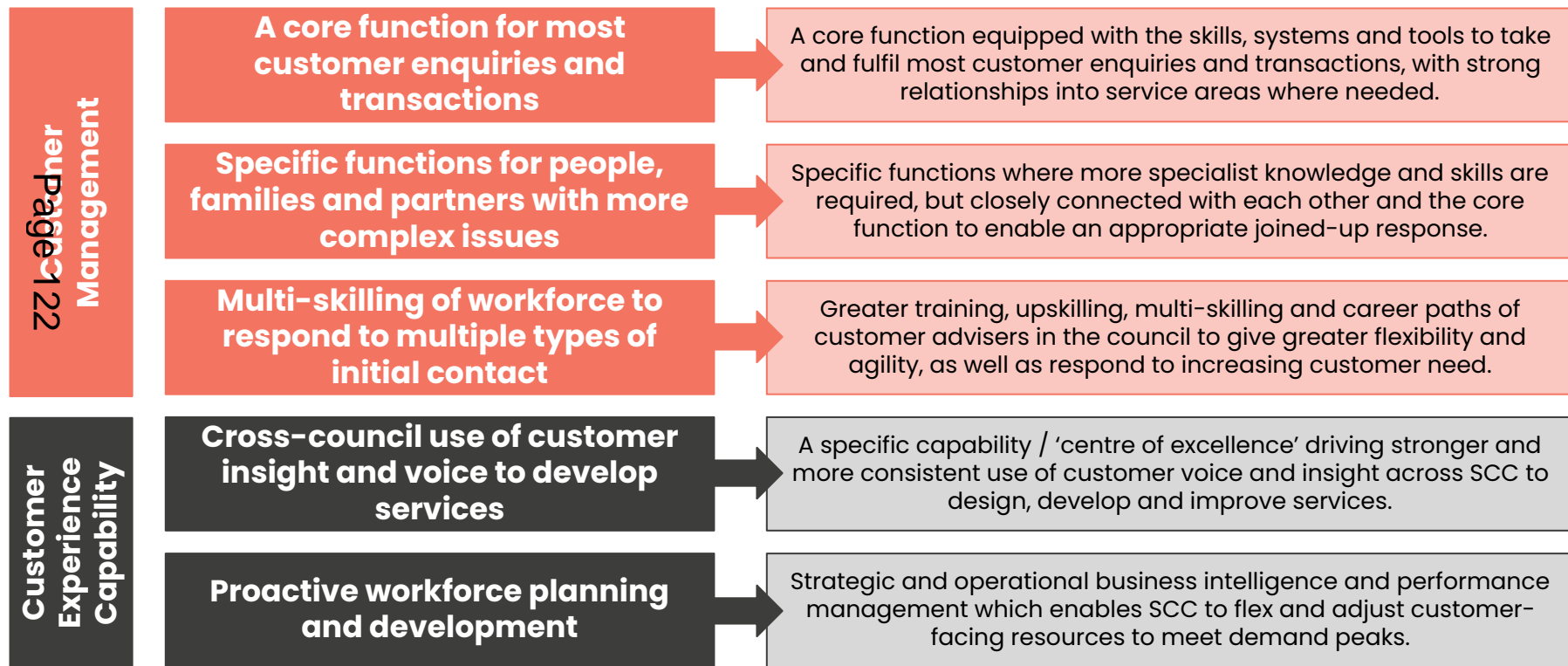
What the model means for future ways of working

The future customer model will help customers to access the right information or support they require for their circumstances, with more community-based and online options available.



What the model means for future ways of working

The future customer model will provide more consistent and connected support for customers when they need to contact the council, underpinned by the right data and skills for a smarter experience.



Key enablers for the future model

Development of key enablers is required for the future model to work effectively across the council. Key changes across how people work, processes and technology will improve outcomes and efficiency.



People

Refocusing resources

There is an opportunity to improve productivity and create capacity for staff by implementing self-service options and streamline entry routes for customers so that staff can focus their time and resources on more complex tasks.

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Adoption of a One Council Approach

Development of what the Council, its employees and community can expect from working together, so that a consistent and standardised approach can be taken to support customers. Customers will therefore not receive inconsistent support depending on how they contact the council.

Empowered Decision Making

Enable staff with the skills, authority and resource to act within clear parameters. This will enhance customer satisfaction and improve outcomes, as well as increase staff engagement and efficiency in resolving customer issues.

Process

Customer Focused Experience

The Council can streamline customer experience by better connecting and integrating its points of contact. Enabling the better directing of customers to the right team will reduce the need for customers to navigate multiple channels or departments to get their queries resolved.

Consistent Processes

The Council will develop more customer-focused consistent processes across directorates and service areas. This is especially true for communicating with other teams and accessing back-office support. These will be automated where possible to create capacity for staff.

Shared Best Practices

Establishing a cross-Council function focused on driving continuous improvement. This function will play a crucial role in identifying and implementing best practices, fostering collaboration and knowledge sharing among different areas, leading to improved outcomes for both staff and customers.

Technology

Supporting Technology

An opportunity for the Council to enhance its digital offer and involve its teams in the process to ensure a consistently high standard of service and foster a collaborative environment for continuous improvement.

Single View of the Customer

To fully benefit from the CRM system it is important to encourage its widespread usage across all SCC services. By promoting and incentivising its use, staff will have access to a more effective platform for customer information, improving efficiency and accuracy in customer interactions.

Test, learn and iterate

The Customer Experience Capability, working with the developments driven by the Digital Programme, will be able to better apply functionality and tools from current systems, as well as support future digitally-enabled ways of working across the Council.

How the Customer model will benefit people in Sheffield

The future customer model aims to be simple, consistent, accessible and drive more connection with communities to deliver a great customer experience for everyone.

The model will focus on utilising technology to resolve more simple transactional queries, allowing staff to dedicate more time to more complex queries that require personalised support. In doing so, this will benefit the following groups in different ways:

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Local people

- Local people can **effectively** and **appropriately access a wide range of Council and community based services** and information that meet their needs and capabilities.
- Residents will receive a **more seamless experience** which requires minimal effort.
- Timely and appropriate resources** that meets needs, supported by effective links with relevant services.
- For individuals who cannot use digital channels, they will receive a **consistent assisted digital offer**.



Our workforce

- Service staff will be able to focus on customers who are **most in need of their support**, instead of addressing or redirecting simple enquiries.
- Staff will be able to **deliver valuable and informed interactions** with customers throughout the customer management lifecycle.
- Due to greater ability to resolve enquiries at the first point of contact, our workforce will see a decrease in failure demand, allowing additional time for **operational staff to prioritise customers who truly need it**.



Partners

- Across all partners, whether governmental or part of the VCF sector, third party organisations will have a **clear understanding of how and when to contact the Council** in different circumstances.
- Due to improved communication flows between partners and the Council, there will be a **clear understanding of roles and responsibilities**.
- Stronger capabilities and ways of working** that enable customers to access support by the Council or by partners as appropriate, without repeated handovers.



Councillors

- Councillors to receive **greater clarity on how to find the information and support** that they need from their officers.
- The improved data and business intelligence on customer needs will help Councillors **understand and shape Council services**.
- An improved customer experience at all levels and facets ensures that that individuals receive a more positive interaction with the Council, **improving the trust and perception of SCC**.