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Customer Experience Programme

Appendix B – Programme aims and activities

Strategy & Resources Committee – 24th July 2024



Overview of the Customer Experience Programme

The Council's Customer Experience Programme was first established in January 2024 to advance the approach to customer experience across the council.

The overall purpose of the Customer Experience Programme is to support the Council to deliver the priorities within the Customer Experience Strategy, and achieve our vision for customer experience:

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.

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**Phase 1 of
Programme
(January -
May 2024)**

- **Review of current ways of working** – Considering current points of contact across the Council.
- **Customer Experience Strategy** – Developing a clear ambition and priorities for the future.
- **Cross-council Customer model** – Designing future ways of working to deliver better customer experience.
- **Programme Planning** – Setting out the roadmap for the changes we want to make.

**Current phase
of Programme
(June -
October 2024)**

- **Improving Digital Access** – Delivery by the Digital Programme of key changes, including improved web presence and online access.
- **Working in Communities** – Exploring good practice for empowering communities and review of in-person contact points.
- **Modern Customer Model** – Transforming priority customer journeys and optimising contact centre.
- **A Smarter Experience** – Developing stronger capabilities for insight and use of customer feedback.
- **Programme and Change Management** – Managing dependencies with other programmes such as the Target Operating Model, as well as supporting change communications and engagement.

Outcomes of the Customer Experience Programme

The Customer Experience Programme is driving the activities needed to deliver against our Customer Experience Strategy and achieve the following outcomes.

Our customers

- **Improved access:**

Customers will be more able to get to the solution they need, whether online, by phone, or in person.

- **Joined up response:** We will have greater co-ordination of services for customers which considers them as a whole individual, family or community.

- **Quicker outcomes:** Customers will have faster response times and fewer transfers between teams or services when interacting with the council.

- **Clear and consistent approach:**

Customers will have a fair, equitable and consistent experience every time.



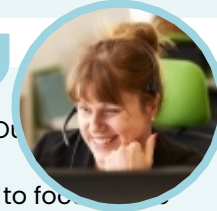
Our workforce

- **Enhanced purpose in their roles:** Our workforce

will be able to focus more time and effort on those who need their help.

- **Development opportunities:** Our workforce will have access to the training and career progression opportunities they need to deliver a great customer experience.

- **Increased productivity:** Our workforce will have better digitally-enabled tools, processes and connections to make it easier to deliver outcomes for customers, as well as the skills and confidence they need to use them effectively.



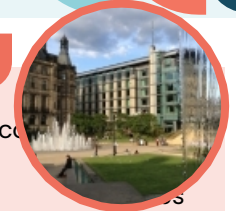
Our council

- **Better use of resources:**

The council will be able to use the right resources to best meet customer needs when they contact us.

- **Connected ways of working:** The council will be able to provide a holistic response by better joining up across services, so customers do not need to contact us multiple times.

- **Improved trust and reputation:** The council will see an increase in satisfaction and reduction in complaints as more customers get access to the most appropriate information or support at the right time.



The Customer Experience Programme will also contribute **financial benefits** as part of the Council's MTFS. Strategic benefits analysis indicates that the Council can achieve a **total benefits potential of £5.3m – £12.7m from the Customer Experience Programme** over the coming years. This will be further developed and incorporated within the Council's business and financial planning as the Programme progresses.

How the Programme supports the Council Plan

The Customer Experience Programme will support the Council to deliver the Council Plan, contributing to all outcomes.

Council Plan Outcome	Council Plan Sub-outcome	Customer Experience Strategy Priorities			
		Improving Digital Access	Empowered Communities	Modern Customer model	Smarter Experience
Policy Drivers	People	Key	Key	Key	Key
	Prosperity	Key	Key	Key	Key
	Planet	Key	Key	Key	Key
A place where all children belong and young people can build a successful future	Deliver the right care and support to those who need it, at the right time and in the right place	Key	Key	Key	Key
	Ensure children and young people are safe across the city	Key	Key	Key	Key
	Ensure all children and young people can feel like they can belong and thrive in Sheffield	Key	Key	Key	Key
	Address inequalities for our children and young people and ensure we are equipped to support them	Key	Key	Key	Key
Great neighbourhoods that people are happy to call home	High quality neighbourhoods which are clean, green, resilient and safe, and where people can live healthy lives	Key	Key	Key	Key
	Work with communities to improve the places and spaces that make neighbourhoods great places to live and be active	Key	Key	Key	Key
	Increase the availability, quality and range of housing in our neighbourhoods	Key	Key	Key	Key
	Ensure more parks and green spaces are high quality and maintained	Key	Key	Key	Key
People live in caring, engaged communities that value diversity and support wellbeing	Work with communities to ensure people can access support and live the lives they want	Key	Key	Key	Key
	Enable everyone to feel valued and supported, tackling inequalities and celebrating the diversity of all our communities	Key	Key	Key	Key
	High quality care and support at the right time and place so people can be independent for longer and stay safe	Key	Key	Key	Key
	A new approach to community empowerment and engagement, working with our VCF sector partners and through LACs	Key	Key	Key	Key
A creative and prosperous city full of culture, learning, and innovation	A thriving, liveable and sustainable city centre that plays a major role in our region's economy	Key	Key	Key	Key
	A vibrant and diverse culture offer that animates and inspires Sheffield	Key	Key	Key	Key
	Drive growth by supporting Sheffield's dynamic business base and building its global reputation	Key	Key	Key	Key
	Connect more people into the city's prosperity with more good jobs, skills, training and better access to opportunities	Key	Key	Key	Key
A city on the move – growing, connected and sustainable	Drive prosperity and lead global industrial transformation through innovation	Key	Key	Key	Key
	Become a leading city in the journey to a net zero, climate resilient future, creating new opportunities	Key	Key	Key	Key
	More homes for a sustainably growing city with choice, quality and affordability across Sheffield	Key	Key	Key	Key
	Develop a reliable, quick and affordable transport system to power our green growth ambitions	Key	Key	Key	Key

Moving from Strategy to Delivery – Our roadmap

The Customer Experience Programme has built out its roadmap framed around the four priorities set out in the Customer Experience Strategy:

Priority 1: Improving digital access

Driving stronger use of digital tools and solutions for customers across all services.

Priority 2: Empowering communities

Building creative ways to communicate, connect, empower and work with our communities.

Priority 3: Modern customer model

Developing a cross-council model and ways of working to enhance customer experience.

Priority 4: A smarter experience

Using data, insight and customer involvement to deliver better and more cost-effectively.

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While these are used in the Strategy to set out key activities for the next 12 months, they can also be applied when identifying and prioritising changes over the medium term (1 – 2 years) and long term (3 – 4 years)

In addition, the roadmap for the programme also has a focus on how a cross-cutting transformation is managed:

Programme and change management

Driving a 'one council' co-ordinated approach to transformation which delivers benefits and outcomes for customers

Moving from Strategy to Delivery - Focus until October

The Programme is now moving to deliver against the roadmap for achieving the priorities in the Customer Experience Strategy, with a focus on the following over the coming few months.

Delivery by Digital Programme

<p>Improving digital access</p>	<p>Improve website front end - home page</p>	<p>Transform first digital customer journeys (taxi licensing and rents)</p>	<p>Accelerated automation opportunities to create capacity and benefits</p>
<p>Empowering communities</p>	<p>Initial 'empowering communities' pilots eg Bridging pilot</p>	<p>Develop core knowledge base for service navigation and FAQs</p>	<p>Review of the purpose and future of our in-person contact points across city</p>
<p>Modern customer model</p>	<p>Optimising the current Customer Contact Centre</p>	<p>Transforming 3 - 4 specific end-to-end customer journeys</p>	<p>Build consistent patterns for common customer journeys - 'Apply', 'Book' etc</p>
<p>A smarter experience</p>	<p>Design and agree dataset requirement for customer experience</p>	<p>Contribute to skills analysis to inform customer-related training needs</p>	<p>Creating a Customer Experience Capability</p>
<p>Programme and change management</p>	<p>SCC Leadership Conference focused on Customer Experience</p>	<p>Further develop governance and infrastructure to manage interdependencies</p>	<p>Further develop Business Case and benefit realisation approach</p>

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Moving from Strategy to Delivery – Key activities

While the Customer Experience Programme is working on all areas of the roadmap, the following areas are a particular focus with key links and dependencies across the Future Sheffield Programme.

Customer model – Contact Centre optimisation

Overview: Strong practice and ways of working are needed in Customer Services as a foundation for an enhanced Customer Experience function, before it can take on more activities and responsibilities from across the organisation. This work is providing coaching and change management embedded within the Contact Centre to drive improvements in practice, process and performance.

Overall outcome

An optimised contact centre which is performing effectively and efficiently, with the right capabilities and recognised by the wider organisation to deliver a great customer experience. This then provides the solid foundation for further development and expansion of core Customer functions for SCC.

Customer model – Customer Journeys

Overview: Detailed design and delivery of operational changes for end-to-end customer journeys will translate the Customer Experience Strategy and model into practice for specific areas. This work will drive the changes to practice, process and behaviours from first point of contact to service delivery for 4 customer journeys. It will work on a range of areas to reflect the diversity of different customer needs and contact preferences.

Overall outcome

Improving the overall experience and outcomes for these initial customer journeys, demonstrating the benefits of the Strategy and model. Transforming specific customer journeys will also build the patterns and capabilities for transforming more customer journeys as the programme progresses.

Smarter experience – ‘Centre of excellence’

Overview: The future model includes a new ‘Customer Experience Capability’ to drive stronger insight, application and championing of the ‘voice of the customer’ across all services delivered by SCC. This work will undertake the detailed development and organisation design required to establish a small capability acting as a ‘centre of excellence’ which can further grow and develop.

Overall outcome

The Council has the organisational design and operational detail needed on a Customer Experience ‘centre of excellence’ capability focused on using customer business intelligence and the voice of customers to drive improved services and outcomes. This will enable strategic decisions on implementation

Working in communities (Title TBC)

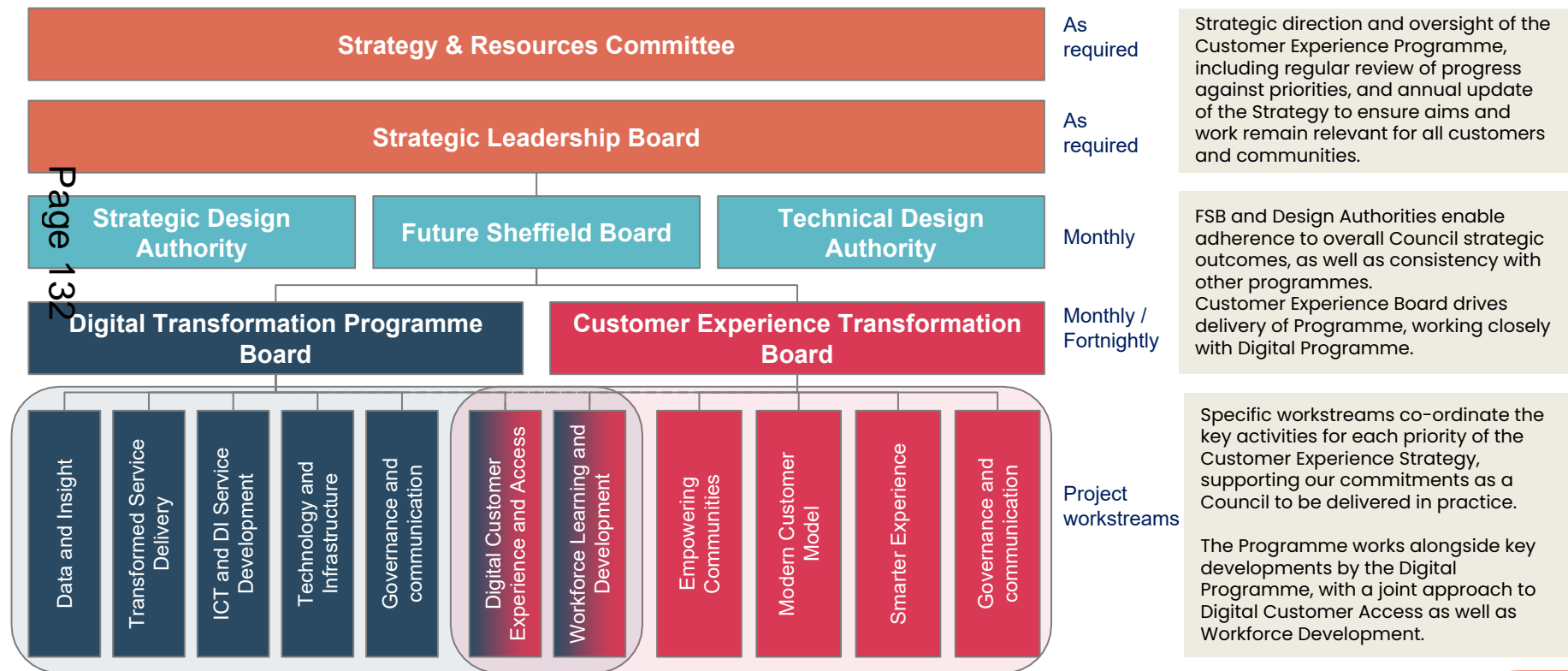
Overview: ‘Empowering Communities’ is a priority within the Customer Experience Strategy, with a focus on building stronger connections between the council, VCS and communities, so people can support themselves or others locally. This work will support some targeted grassroots initiatives to pilot new ways of working in communities, as well as reviewing our in-person contact points.

Overall outcome

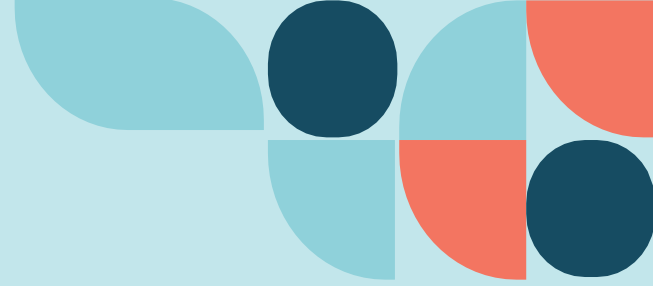
Building our insight and understanding of current good practice and opportunities to develop this further to support the ‘Empowering Communities’ priority. This will connect closely with related developments by the Community Engagement Programme and the Accommodation Review.

Customer Experience Programme - Governance

The Programme is overseen by the Customer Experience Transformation Board (previously Customer Strategy Board), linking into Future Sheffield. It also has strong links with the Digital Transformation Programme.



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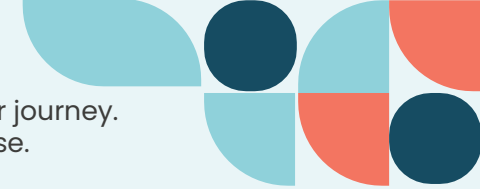


Transforming Customer Journeys

Additional information

Transforming customer journeys

Changes to technology, processes and people will be needed to transform at each stage of a customer journey. However, we will transform journeys with different ranges depending on the journey and how we prioritise.

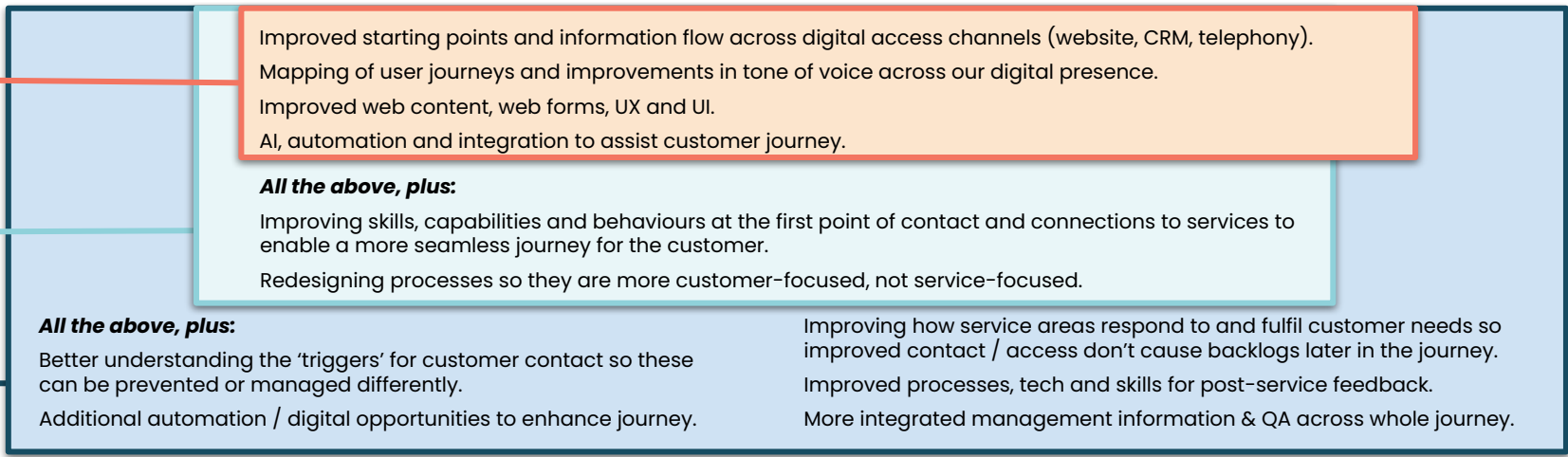
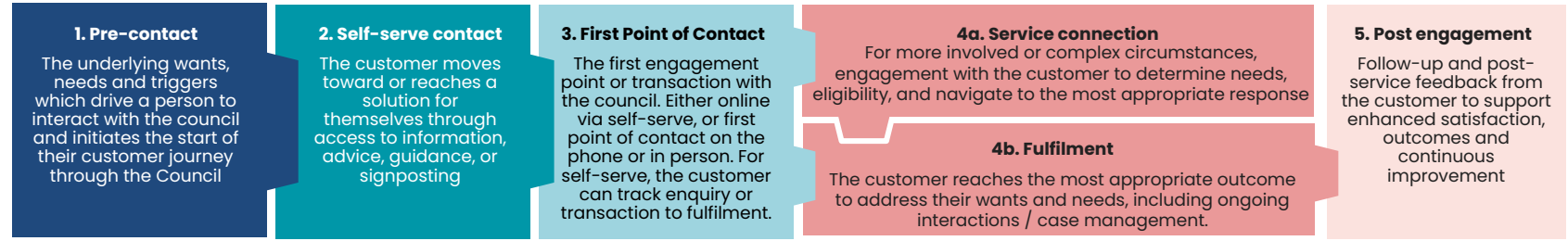


Key stages of a customer's journey

Range 1
Focus on upfront digital presence and delivery

Range 2
Transforming customer contact

Range 3
Transforming the end-to-end journey





Our pipeline of customer journeys to transform

While we want to develop many customer journeys, we need to prioritise. The Customer Experience and Digital Programmes have led a prioritisation exercise to build a pipeline to develop and transform over the coming months.

Prioritisation Criteria



Customer Demand

Chosen customer journeys should deliver a meaningful improvement to the customer experience. This could be through ample digital opportunities.



Potential Efficiencies

Services areas with a high number of FTEs should be prioritised as it presents an opportunity for financial efficiency savings.



Complexity of Delivery

The customer journeys chosen should have a range of complexity, providing a methodology that can be used across the longest list of journeys.



Current Customer Experience

Customer journeys with a high level of complaints show a demand for change among the customer base.



Alignment to Council Plan

Does the customer journey align to one of the four strategic objectives of the council plan and how strong is the alignment.

Initial customer journeys prioritised

1

I want to check and manage my housing rent balance

2

I want to apply for a school place

3

I am concerned about my relative and want to understand available support

4

I want support with my new or growing business

Next Potential Customer Journeys

I want to apply for Council Tax single Person discount

I want to appeal a parking ticket or fine

I want to check if I can access further benefits

I want to apply for a taxi licence

I want to apply for free school meals

Other Potential Customer Journeys to follow

I want to discuss the support and services I am receiving

I want to renew/apply for a blue badge

I want to register for council housing

I want to register a birth/death

I want to request a repair for my council house

I am struggling to cope with looking after myself or my family

I want to report adult abuse (safeguarding)

Report a change of address

Food hygiene inspection process

Ongoing digital changes across a range of customer journeys, including user journey updates to website and discovery work

Initial journeys we are focusing on

Based on the data provided and conversations across the Customer and Digital Transformation teams, the following four Customer Journeys have been prioritised for this phase of work.

I want to check and manage my housing rent balance

Customer Experience Reasoning:

- Lower complexity levels
- Housing Service demonstrates strong support for adopting change
- High demand and Low Satisfaction

Digital Transformation Insight:

- A review of the web pages and online forms 'as is' and 'to be' mapping is completed
- Check rent balance form has been updated for self-serve in 2023
- Information systems specialist has been seconded from the Housing team to support work over the coming 12 months

Decision:

The Customer Journeys will build on the digital transformation, taking a **holistic end-to-end approach** – considering the customer experience **before reaching the web, during and after**, e.g. what if the rent balance is incorrect or support is required?

I want to apply for a school place

Customer Experience Reasoning:

- Mixed complexity levels
- High level of customer demand
- Leverages existing portal to build upon the customer experience

Digital Transformation Insight:

- Limited knowledge of functionality and capability of the Capita system used to manage school admissions process so changes to the digital application form will be restricted
- Review of web pages, and wider messaging about the application process is straightforward to achieve

Decision:

The Customer Journeys will look more towards the **upskilling and messaging** ahead of completing the application forms to reduce the number of incorrect submissions and subsequent appeals. This may also explore the **support** provided during the appeal process.

I am concerned about my relative and want to understand available support

Customer Experience Reasoning:

- Higher complexity levels
- ASC First Contact presents a crucial area for improvement, with good engagement across the service

Digital Transformation Insight:

- The ASC team is relatively engaged for change and have approached Digital Services to request a review of their web pages
- A website review is currently underway, gathering analytics to show engagement and page volume

Decision:

The Customer Journeys will look to explore **3 pathways**: queries that shouldn't enter ASC First Contact, transactional queries that should enter ASC First Contact and more complex queries that are handed over to the relevant team / SME.

I want support with my new or growing business

Customer Experience Reasoning:

- Mixed complexity levels
- Embraces a different persona type
- Foster stronger partnerships with VCF partners in the local area

Digital Transformation Insight:

- Business Sheffield (Welcome to Sheffield) is not within the Digital Teams remit. Welcome to Sheffield is managed by Marketing Sheffield so would need to be engaged if any digital changes were to be identified on their web journey.

Decision:

The Customer Journey will adopt a high level view of what a typical persona across Sheffield would need to know and do when building a new or growing business, e.g. licensing. This will need to explore the continuity aspect across SCC website and Business Sheffield.

The Customer Journey Transformation will be conducted over a **12 week period**, with regular alignment with the Digital Transformation Programme team to review and progress any digital and technological improvements identified for smooth implementation.