



Future Sheffield Update – Appendix B

Customer Experience Programme – Progress and next steps

Strategy and Resources Policy Committee – 20th November 2024



Customer Experience Programme – Progress since July

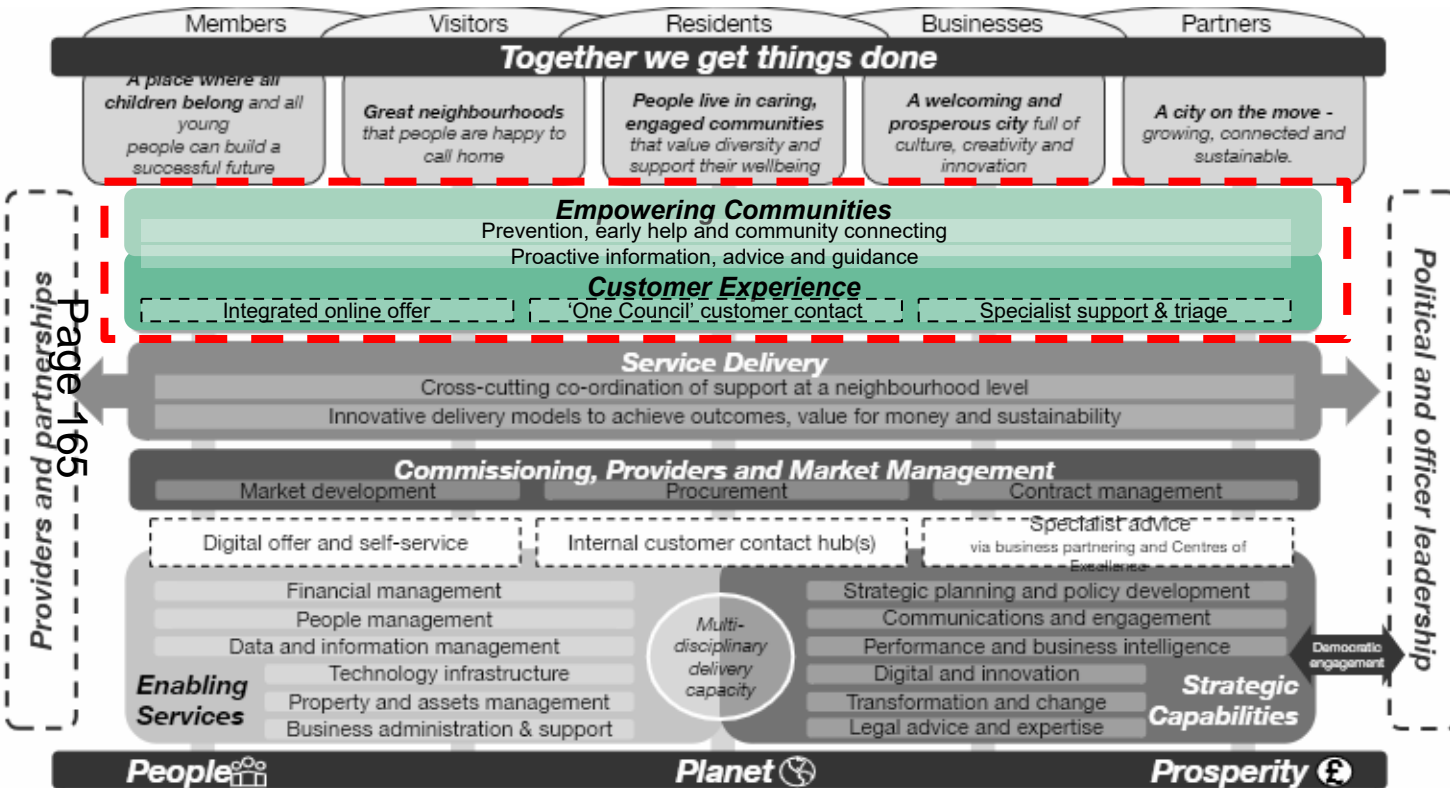
Over the last four months, the Customer Experience Programme has been making changes to specific service areas to improve how customers interact with the council and preparing for cross-council change.



Priority area	Key achievements for this priority include:
Improving Digital Access	<ul style="list-style-type: none">• Working with the Digital Programme to deliver the first changes to improve accessibility and navigation of the website, starting with taxi licensing and checking and managing housing rents.• Initial launch of Microsoft Co-pilot (GenAI) to begin to automate and improve simple customer operations.
Modern Customer Model	<ul style="list-style-type: none">• Team-led transformation in the Contact Centre to develop and upskill Customer Service Advisers.• Redesign of 4 customer journeys (Housing rents; support for vulnerable adults; school admissions; support for new or growing business) with quick wins delivered and wider business change requirements prepared.• Appointment of SCC’s Director for Customer Experience and Communities to lead cross-council change.
Empowering Communities	<ul style="list-style-type: none">• Initial review of the locations and service offers of our in-person contact points across the city so we can develop a more consistent and connected in-person offer in the future.• Identifying existing good practice and local pilots for connecting and empowering communities differently.
Smarter Experience	<ul style="list-style-type: none">• Development of a new Customer Experience Capability for the council which will drive stronger insight, application and championing of the ‘voice of the customer’ across all services delivered by SCC – see appendix.• Refining existing information, data and intelligence to improve our customer performance and outcomes.

Next phase of Customer work - How it fits with the TOM

The next phase of work will continue to drive the Customer Experience Programme as part of Future Sheffield, as the transformation moves the council towards implementation of its Target Operating Model.



The next phase of work will progress the implementation of the Council's Target Operating Model in relation to both Empowering Communities and Customer Experience.

It will establish a **single cross-council co-ordinated approach to communities**, by connecting and drawing together all existing and planned work in this area.

It will also make the **first structural changes to implement the council's future Customer model**, setting up a new Customer Experience Capability and starting to consolidate initial contact within a single Core Customer Hub.

Next phase of Customer work - What it will deliver

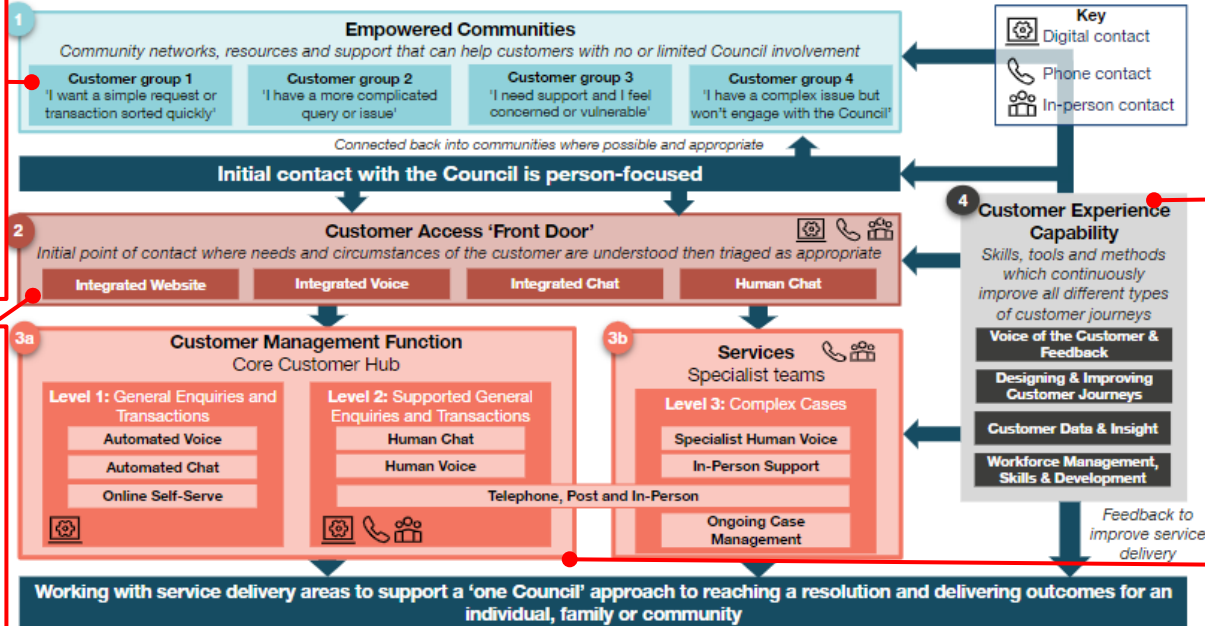
There are three workstreams within the next phase of work, each contributing to the delivery of the agreed future Customer model for the Council.

Workstream 1 will **co-create a clear, consistent Empowering Communities ambition** for how we work with communities of Sheffield, contributing to the Communities Strategy as per S&R Committee decision on 16/10. It will include set-up of two Proofs of Concept, structural change and defined programmes to deliver the ambition.

Workstream 3 will **deliver changes to priority customer journeys**, focusing on **improving digital access and initial contact** with the council. It will work on the next set of customer journeys in the joint Digital / Customer pipeline, in addition to journeys of previous phase. This will drive channel shift and increase productivity, so SCC can implement the core Customer Hub.

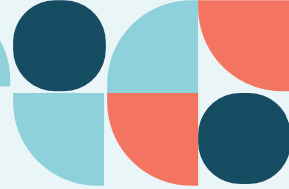
Workstream 2 will **implement the first team structures of the Customer Experience Capability**, focusing particularly on Voice of the Customer and Customer Journey functions. This new capability will drive improved customer experience across the council and grow over time as other capabilities mature.

This workstream will also determine the customer interactions that should be **consolidated within a single Core Customer Hub**, along with associated roles and responsibilities. It will decide what should transition when, and prepare for the first transition to take place for April 2025.



Next phase of Customer work – How it progresses key functions

The next phase of work will progress development and implementation of key functions for the council in relation to Communities, Customer Operations, and the new Customer Experience Capability.



Director of Customer Experience and Communities
Tom Smith

N.B. This is an indicative high-level framework of key functions and will evolve as further organisational design work and transformation is undertaken.

Communities

Covering the following functions:

Community Engagement and Co-production

Community Empowerment and Development

VCS partnerships and co-ordination

Local Area Committees*

**Interdependent with locality model discussions and other changes*

Community Safety

Covering the following functions:

Safer Neighbourhoods

Cohesion and Migration

Community Safety Partnerships

Community Outreach and Prevention

Customer Operations

Covering the following functions:

Core Customer Hub

Assessment, fulfilment and service relationships

In-person customer contact

Out of Hours Services

Customer Experience

Covering the following functions:

Voice of the Customer

Customer journeys

Customer workforce management

Customer intelligence

Workstream 1 determines the scope and organisation design required to deliver these areas in future.

Workstream 2 decides core hub responsibilities and how it grows.

Workstream 3 establishes first teams of the Customer Experience Capability

Developing our Customer Experience Capability

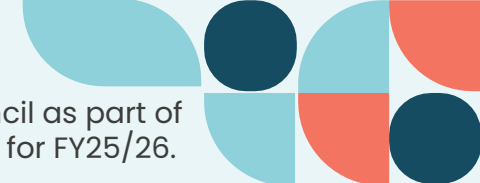
Part of the next phase of work will include implementing the first stage of the Council's new Customer Experience Capability. This will involve better connecting existing teams as well as new functions.

For the Customer Experience Capability to successfully champion continuous improvement across Sheffield City Council, it is integral that each function has clearly defined responsibilities, activities and methods to share good practice.

	Definition:	Inputs / Dependencies:	Key Activities:
Voice of the Customer	Collecting, communicating and actioning feedback to adapt to changing needs and preferences.	<ul style="list-style-type: none"> • Feedback & Complaints • Demand & trends data • Sharing of good practice • VCS partnerships 	<ul style="list-style-type: none"> • Improvement of corporate and statutory obligations • Customer engagement events, ie. focus groups • Maintain feedback and complaints mechanisms • Engage in inclusive customer research and surveys • Amplifying the customer voice
Customer Journeys	Mapping, analysis and designing of current and future Customer Journeys across the council.	<ul style="list-style-type: none"> • Priority areas of high demand with low satisfaction • Sharing of good practice • Digital transformation support 	<ul style="list-style-type: none"> • Utilise data to identify priority journeys • Service and process designs • Solution identification, development and monitoring • Prioritisation and testing • Continuous improvement for sustainability
Customer Intelligence	Gather and analyse inbound and outbound customer data to inform improvements.	<ul style="list-style-type: none"> • KPIs and Dashboards • Access to STORM and CRM Customer data • Smarter Experience input 	<ul style="list-style-type: none"> • Data collection, cleansing and analysis • Data integration and linking to wider IT landscape • Monitor and analyse customer trends to anticipate future decisions / opportunities • Define and refresh KPIs
Customer Workforce Management	Equip the workforce with relevant upskilling opportunities to confidently meet changing demand.	<ul style="list-style-type: none"> • Transformation areas requiring additional training • Feedback & demand data • HR and annual reviews 	<ul style="list-style-type: none"> • Develop and update competency frameworks • Identify upskilling opportunities across the workforce and assist in provision of training • Monitor workforce KPIs and retention rates • Utilise data to inform and support workforce planning

Next phase of Customer work – Outcomes and benefits

The next phase of work will unlock and deliver financial and non-financial benefits for the Council as part of the Customer Experience programme, contributing to the Future Sheffield savings requirement for FY25/26.



Main outcome	The issues it is solving	How it delivers benefits
<p>Workstream 1: Establishing a single cross-council approach to engaging and empowering communities across Sheffield.</p>	<p>Establishing a coherent, shared ambition for communities in Sheffield. This will build on existing work to connect and maximise existing good practice and community engagement across Sheffield.</p> <p>By contributing to a clear Communities strategy, SCC can make decisions on structural changes and ways of working needed to be an effective, empowering and collaborative partner of communities.</p>	<ul style="list-style-type: none"> • More effective demand management and cost avoidance as a result of pre-front door activities. • Better value and impact of resources invested in communities. • Potential savings from aligning council ways of working and structures to strategic priorities and agreed ways of working.
<p>Workstream 2: Implement the Customer Experience Capability and construct Core Customer Hub to consolidate activity into the contact centre.</p>	<p>Lack of dedicated capacity and capability in the council to use customer voice and drive improved customer experience.</p> <p>Duplication and fragmentation in the teams and functions providing initial customer contact.</p>	<ul style="list-style-type: none"> • Savings from consolidation and rationalisation of council structures. Increased productivity at first points of contact. • Customer Experience Capability as enabler to deliver benefits through customer journey transformation.
<p>Workstream 3: Transform digital access and initial points of contact for priority service areas</p>	<p>Current customer journeys are manual, unclear, non-digital, inconsistent and cause failure demand.</p> <p>Processes, practices and technology needs to be collectively redesigned in order to implement changes to ways of working at our front doors.</p>	<ul style="list-style-type: none"> • Drives channel shift so customer demand is met through lower cost mechanisms • Savings from increased productivity as well as savings from aligning council ways of working and structures to strategic priorities and agreed ways of working.

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Next phase of Customer work – Next steps plan

An indicative plan for the key areas covered in this Appendix are illustrated below.

	October	November	December	January	February	March onwards	
Key milestones and dependencies		★ S&R Committee paper ★ Empowering Communities kick-off event	First wave of customer journeys complete ★ Christmas break	Core Customer Hub changes agreed ★	★ Potential CEC go-live Empowering Communities vision agreed	★	
Workstream 1: Empowering Communities	Mobilisation	Initial engagement	Ongoing engagement to direct and develop work				SCC continuation of Proof of Concepts and develop strategy
		Rapid review of existing work	Development of vision and programme of work		Next steps and action planning		
		Developing definitions	Planning Proof of Concept x 2	Mobilise, monitor and support Proofs of Concept			
Workstream 2: Modern Customer Model	Finalise initial CEC design	Workforce analysis and preparation of roles for CEC	Planning and delivering consultation activities and initial CEC requirements		Supports communications, mobilisation and first 100 day planning for CEC go-live		SCC embedding of CEC and progressing Customer Hub changes
	Develop and confirm interim states of Core Customer Hub for future council		Detailed design of the Core Customer Hub		Additional design for interim state 1 of Customer Hub	Implementation planning	
		Analysis and additional research on activities and responsibilities to be consolidated	Benefits calculation and realisation planning		Support with materials and preparation to implement interim state 1 of Customer Hub		
Workstream 3: Customer journeys	Work with Digital to agree solutions and prioritisation	Implement agreed changes for Phase 1 Customer journeys (<i>Housing rent balance; support for vulnerable adults; school admissions; support for new or growing business</i>)					Further 'waves' of customer journey transformation by Future Sheffield
	Agree new journeys	Develop as-is and to-be designs for first 3 of 6 customer journeys		Develop as-is and to-be designs for second 3 of 6 customer journeys			
		Collaboration with Digital and services on operational solutions		Development of implementation requirements and plans		Next steps and transition planning	
Programme and change management	Regular input to and facilitation of the Customer Strategy Board						
	Regular input to Future Sheffield communications, including 'stories of difference'						
	Ongoing risks, issues and dependency management across Customer Experience Programme						
		Benefits identification, categorisation and tracking					