

Sheffield City Council

Appendix C

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Digital Transformation
and Customer
Experience

Aligned digital delivery roadmap

November 2024



Context



- Sheffield City Council has embarked on the delivery of a **customer led transformational Digital Strategy** – in five years time we will be a digital council.

Alongside the Customer Experience Strategy there is a focus on achieving a **significant shift to digital self-serve** through improvements to the online customer experience across website, telephony and CRM; a council wide application and technology rationalisation and business systems replacements; and a focus on understanding how emerging technologies including Artificial Intelligence, automation and machine agents can support the transformation.

- The vision to become a digital council, underpinned by enabling technologies and IT, is supported by the development of a **a new customer model across the organisation** to sustain the transformation.



Vision 2024-2028



Digital Strategy

A digital council, empowering local people, communities, businesses and staff with reliable, seamless, inclusive and intuitive services, which are available 24/7 and managed sustainably.

Customer Experience Strategy

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.

Digital Transformation

Improving digital customer experience and access across all channels

We want to:

- Enable the channel shift to digital self-serve, for those customers that want to, to access services digitally at a time and on a device that suits them
- Improve how we track and respond to customer enquires
- Increase trust and satisfaction in the council
- Free up time for more complex enquiries

Improvements to:

Website

Improving access to online information

Online enquiries

Managing & tracking completion of enquiries

Telephone enquiries

Automation and AI

CRM

Operational improvements & increase digital contact

Knowledge

Single source of truth of current and accurate information

Digital self-serve – driving the channel shift

Customer first,
digital journeys
designed from
outside in



Improving digital channels

Website

(improvements to information, advice and guidance, designed from customer personas)

Online forms

(streamlining requests for access to services, applications processes and submitting enquires / complaints)

Telephony automation

(Enable self-serve or direct calls automatically to relevant service or channel)

Web and AI chat

(Personalised, immediate assistance to enquiries)

Digital knowledge

Single source of truth

CRM and MyAccount

Log and track enquiries (online / telephone)

End to end customer journey operational process improvements internally to support transformation of end customer experience and enable digital self-service

Delivery Plan 2024/2025: Digital and customer roadmap

DRAFT

2024/2025	Q3			Q4		
	October	November	December	January	February	March
Digital Customer Journeys	Wave 1: Phase 1: Taxi Licensing // Council Housing - Rents web & online forms Wave 2: Phase 2: Council Housing - Rehousing/Homelessness // Phase 1: Adults – self serve & prevention // quick links web & online forms			Wave 3 Phase 3: Council Housing Repairs (web & online forms) Phase 2: Licensing (online forms, CRM, telephony) Phase 1: Revs and Bens Council Tax /(web & online forms) Phase 1: Adults continued		
Website improvements Front and back end	Website Front End - Home, News, Service Pages Design & Development		Website Front End Inc. Directory / HTML pages / Guide pages Design & Development			
	Microsites →					
	Website Search – review technical improvement options			Key word tagging review / improvements →		
Telephony automation	Phase 1: Repairs automation			Phase 2: Customer Services area tbc		
AI and web chat	Web chat: Customer Services					
	AI chat: Cost of living AI incl. scope, design and content prep					
CRM and My Account	CRM Solution User Acceptance Testing & Operational Review (Digital Contact) – phase 1 all web forms (<i>go live tbc</i>) →					
	My Account (phase 1) for Website (<i>go live tbc</i>) →					
Digital knowledge	Digital Knowledge Requirements and Options Appraisal			Digital Knowledge Procurement and implementation		
Customer Experience Programme	Contact centre optimisation and in person future vision			Contact centre organisation design and in person contact business case		
	CEC design			CEC Phase 1		

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Delivery Plan 2024/2026: Digital and customer roadmap

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2025/2026	Q1			Q2			Q3			Q4		
	April	May	June	July	August	September	October	November	December	January	February	March
Digital Customer Journeys	Wave 4 Phase 1: Schools & childcare Phase 1: Parking TBC			Wave 5 Phase 1: Planning Phase 1: Bins & Recycling TBC			Wave 6 Phase 1: Libraries & archives Phase 1: Births, deaths & marriages TBC			Wave 7 TBC		
Website improvements Front and back end	Website Front End - Design & Development – ongoing improvements											
	Website Back End - key word tagging improvements											
	Microsites // Intranet review											
Page 176 Telephony automation	Telephony automation – x1			Telephony automation – x1			Telephony automation – x1			Telephony automation – x1		
	IVR review											
	Machine agents – discovery & design											
AI and web chat	Web chat: Customer Services area			Web chat: Customer Services area			Web chat: x1			Web chat: x1		
	AI chat: Licensing			AI chat: Council Housing			AI chat: x1			AI chat: x1		
CRM and My Account	CRM go live tbc			CRM – phase 1 customer generic			CRM – phase 2 customer generic					
	My Account go live tbc			My Account (phase 2)						My Account (phase 3) →		
Digital knowledge	Digital Knowledge x1 service area			Digital Knowledge x1 service area			Digital Knowledge x1 service area			Digital Knowledge x1 service area		
Customer Experience Programme	Contact centre consolidation: wave 1			Contact centre consolidation: wave 2			TBC			TBC		
	Cust. Skills - cross org training / upskilling			CEC phase 2 design / First point optimise			TBC			TBC		



November 2024

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