



APSE Performance Network

Roads & Highways Benchmarking Meeting

CRM – The Sheffield Experience

Julie Bullen/Vince Varnam
Sheffield City Council
14th November 2008





Sheffield Facts & Figures...

- Gained its city charter in 1893
- Population of 525,800 - England's 3rd largest Metropolitan Authority
- 227,000 households in Sheffield
- 2 Universities - with over 50,000 students
- The only city to include part of a national park, The Peak District, within its borders





Sheffield Streets, maintained by Street Force...

- 1,900 km of roads
- 3,400 km of footpaths
- 72,000 highway gullies
- 69,000 street lights
- 35,000 highway trees
- 2,700 litter bins





What are we trying to achieve?

- Customer 'voice and control' – active engagement/involvement
- Focus on 'people' not 'place' – individualisation & choice – services tailored to customer needs
- Equality of opportunity – a fair deal for all – excellent services and quality of life
- Value for money

'A Council that gets things right first time for our customers'





What do Most Customers Want?

Great Service

+

Value for Money

+

Right First Time

+

On Time

=

SATISFACTION





What do our customers experience?





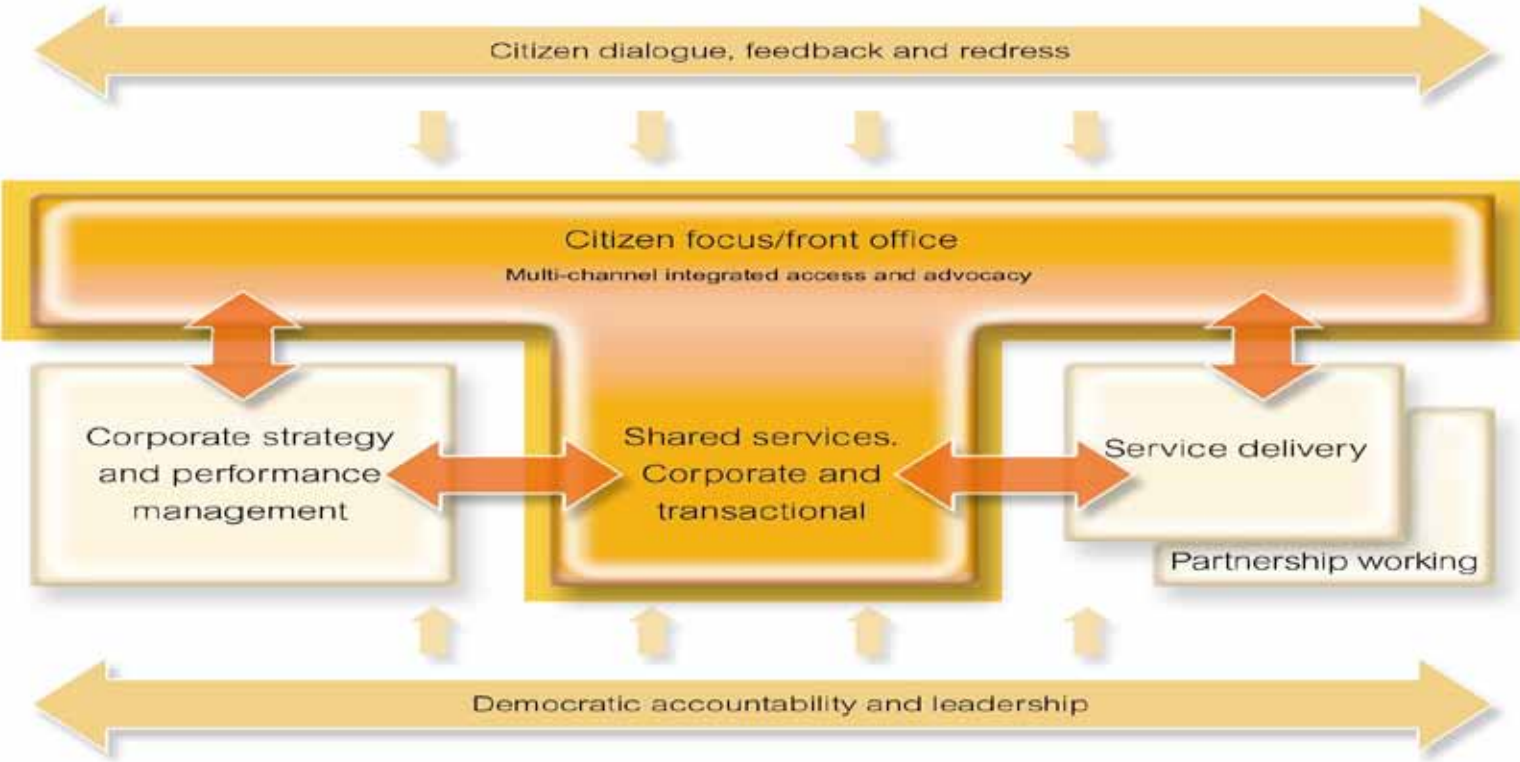
What do our customers experience?





Customer Service Best Practice

CUSTOMER SERVICE
is a single consolidated service that works with service delivery functions and for customers





The CRM Vision

Customer Relationship Management is a **way of working** to enable improvements:

- for **Customers** by offering services in a more personalised, consistent and timely manner
 - in the working environment for **Employees** by providing the correct tools and information to do their job
 - in the **Council's** efficiency through better sharing of information and by reducing duplication
- CRM will enable the Council's ambition to deliver 'real customer focus'.





CRM – a Way of Working

CRM is not primarily an IT project,

Whilst IT will enable better ways of working, but only by supporting major changes required in the areas of:

- Sharing information
- Changing working practices
- Changing job roles
- Changing the organisational structure

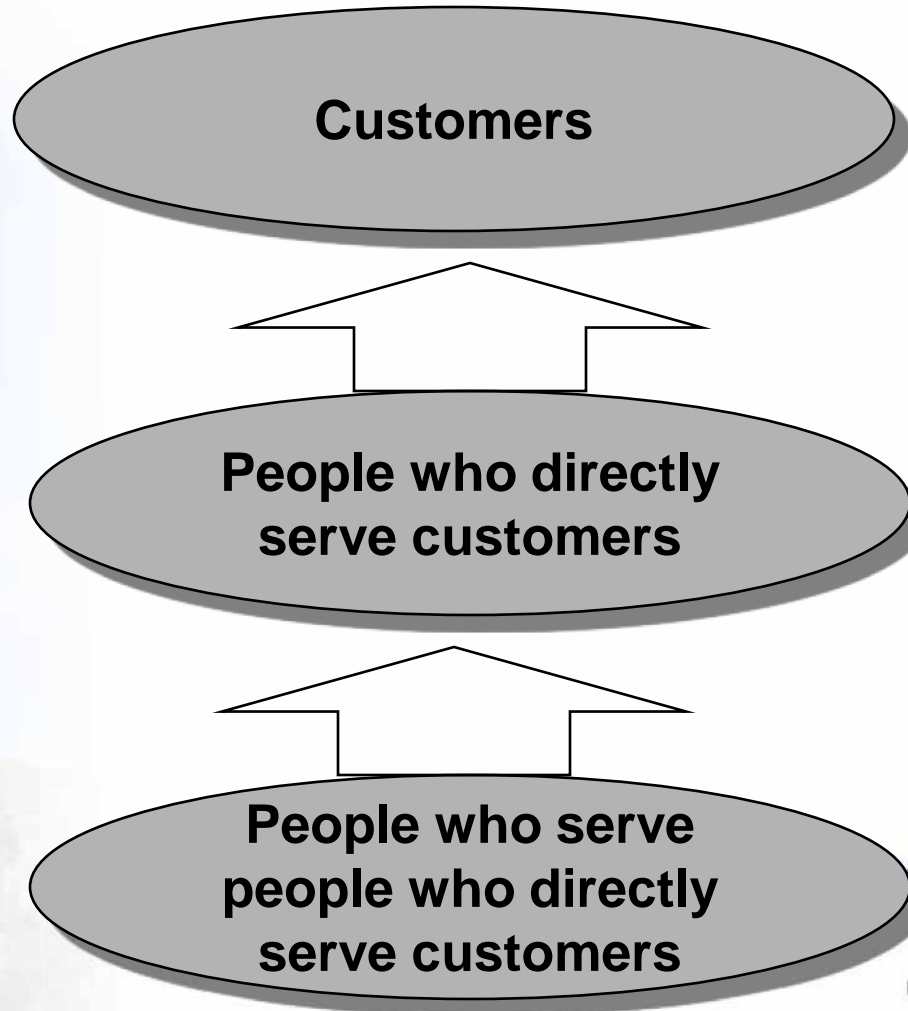
CRM will require us to look at:

- Who are our Customers? – both internal and external
- What do they want from us, how and when?
- How the Council can best meet these needs?



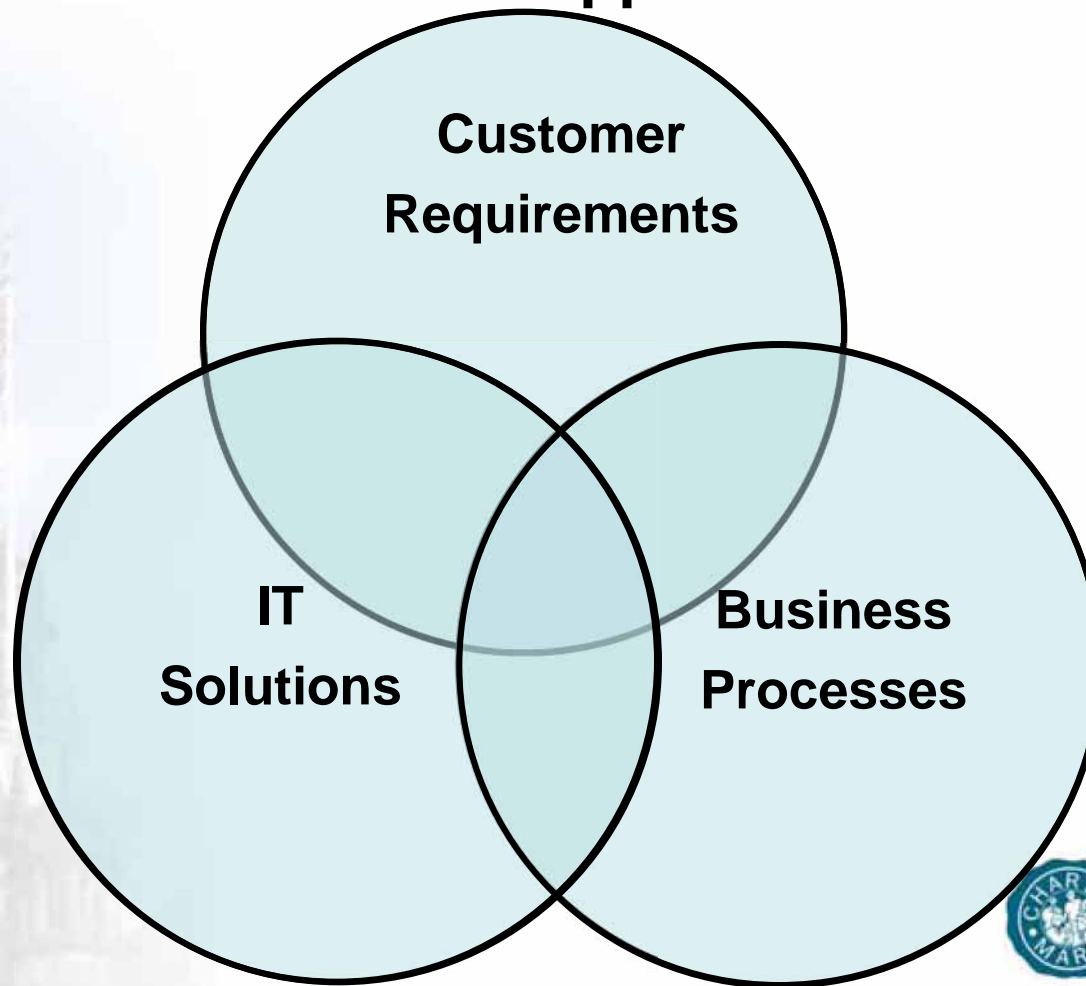


Creating the Customer Experience





The CRM Approach





What will success look like?

- Knowledge about our customers
- Services organised around customer need
- Simpler access to services – one phone number
- Consistent customer experience – regardless of service or channel
- Customers served in one visit
- Council as an advocate for the customer



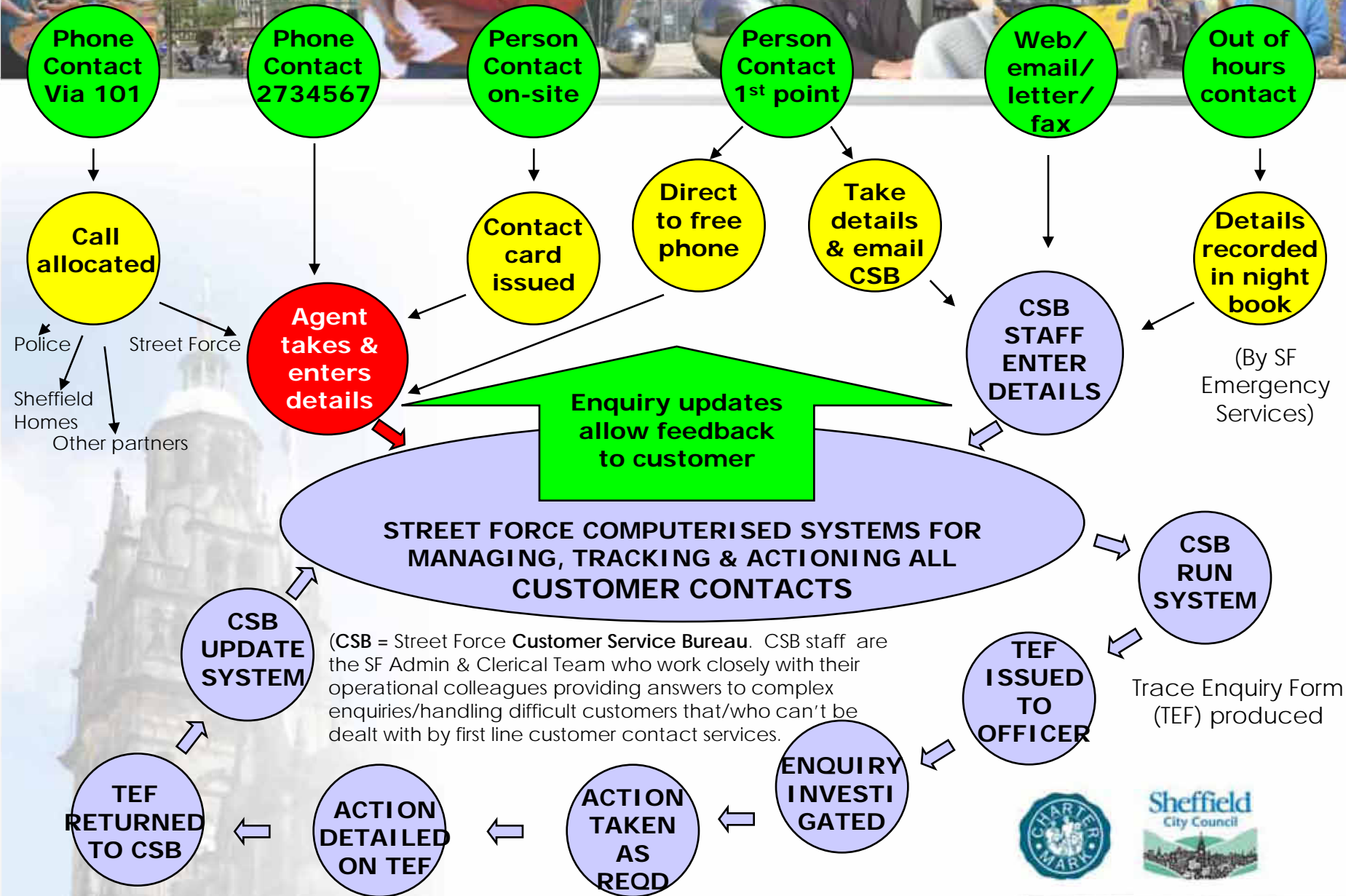


An example of CRM in practice

Streetforce Services



The Director of Street Force and his Management Team have adopted this universal system for Street Force to ensure that the quality of feedback to all our customers meets corporate customer service standards



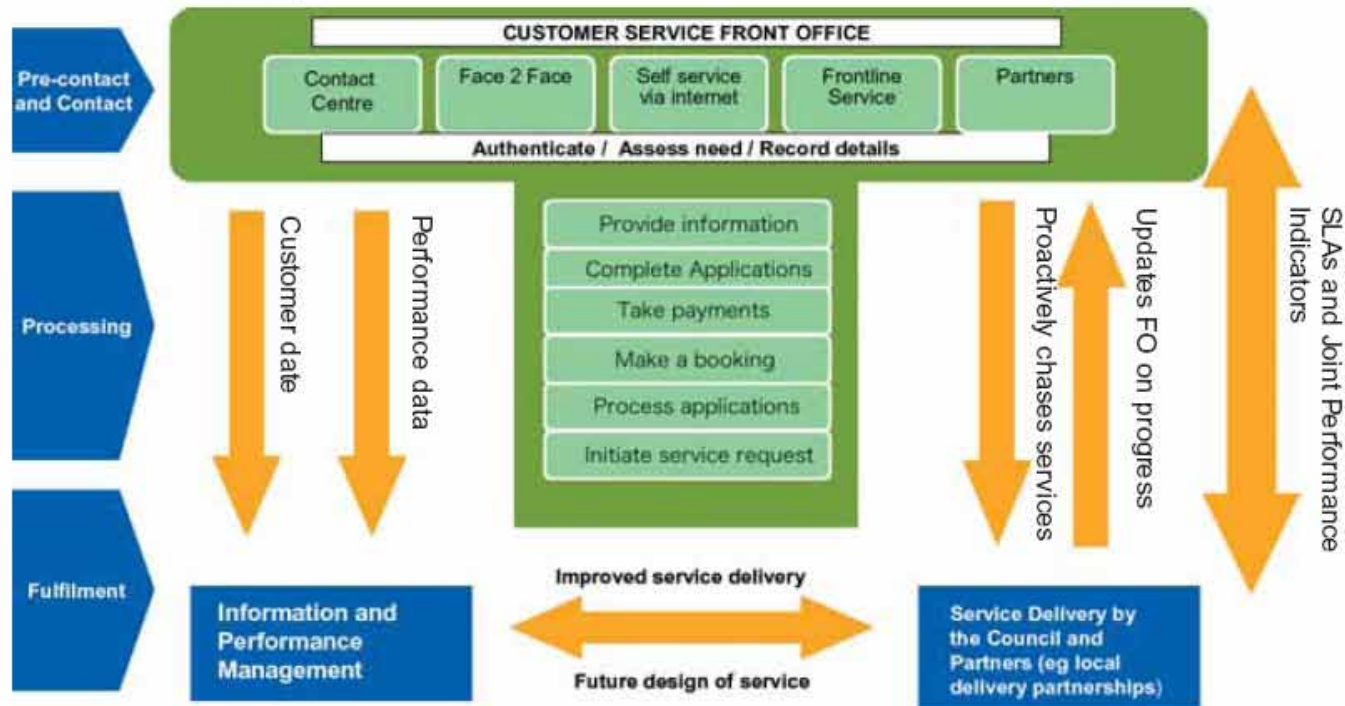
(CSB = Street Force Customer Service Bureau. CSB staff are the SF Admin & Clerical Team who work closely with their operational colleagues providing answers to complex enquiries/handling difficult customers that/who can't be dealt with by first line customer contact services.

The system was acknowledged as being robust and able to deliver quality feedback to citizens by the independent Charter Mark Assessor as part of her re-assessment of Street Force in Aug 08 when we retained our CM accreditation



SCC – The new Model For Delivering Customer Experience

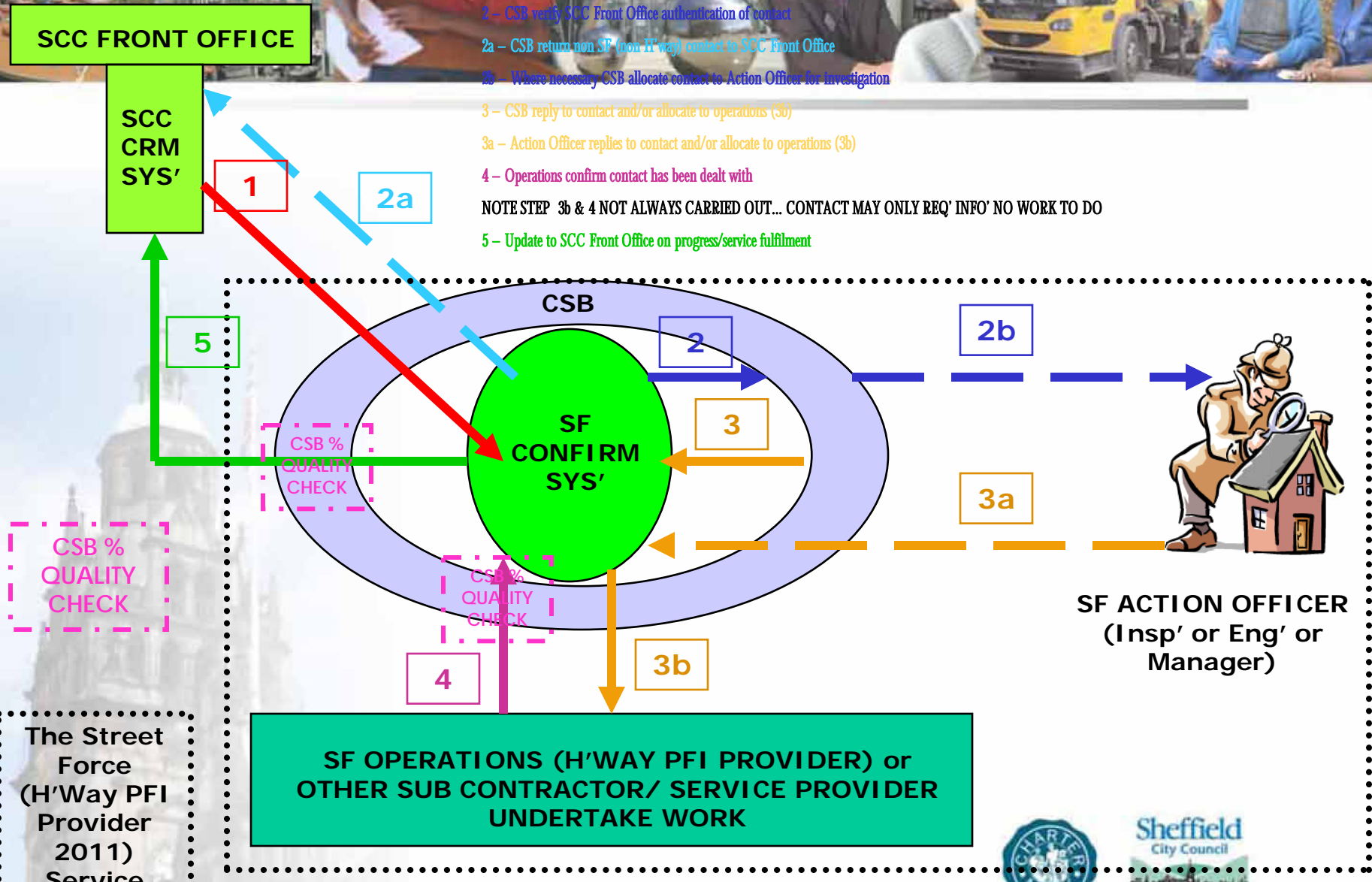
This is shown in the diagram below;



(Customer Experience – A strategy for Sheffield City Council 2007 – 2010)

OUTLINE OF NEW CUSTOMER CONTACT PRACTICE & PROCESSES - June 2008

- 1 - Customer Contact received
 - 2 - CSB verify SCC Front Office authentication of contact
 - 2a - CSB return non SF (non H'way) contact to SCC Front Office
 - 2b - Where necessary CSB allocate contact to Action Officer for investigation
 - 3 - CSB reply to contact and/or allocate to operations (3b)
 - 3a - Action Officer replies to contact and/or allocate to operations (3b)
 - 4 - Operations confirm contact has been dealt with
 - 5 - Update to SCC Front Office on progress/service fulfilment
- NOTE STEP 3b & 4 NOT ALWAYS CARRIED OUT... CONTACT MAY ONLY REQ' INFO' NO WORK TO DO



The Street Force (H'Way PFI Provider 2011) Service Delivery Team

SF OPERATIONS (H'WAY PFI PROVIDER) or OTHER SUB CONTRACTOR/ SERVICE PROVIDER UNDERTAKE WORK

NOTE: WHERE PRACTICABLE, EACH STAGE OF THE PROCESS WILL BE ELECTRONIC





Summary

Customer Relationship Management needs a 'total' approach:

- customer contact - 'reach & richness'
- technology as an enabler & accelerator
- information as a corporate resource
- process not being the product - shorter decision making chains
- trained and skilled customer focused teams
- being an 'intelligence led' organisation
- the Customer, customer, customer.....



Thank You for Your Attention

www.sheffield.gov.uk

julie.bullen@sheffield.gov.uk

vincent.varnam@sheffield.gov.uk

www.sheffield.gov.uk/streetforce

