

Customer Service Programme: show and tell

29th June 2023

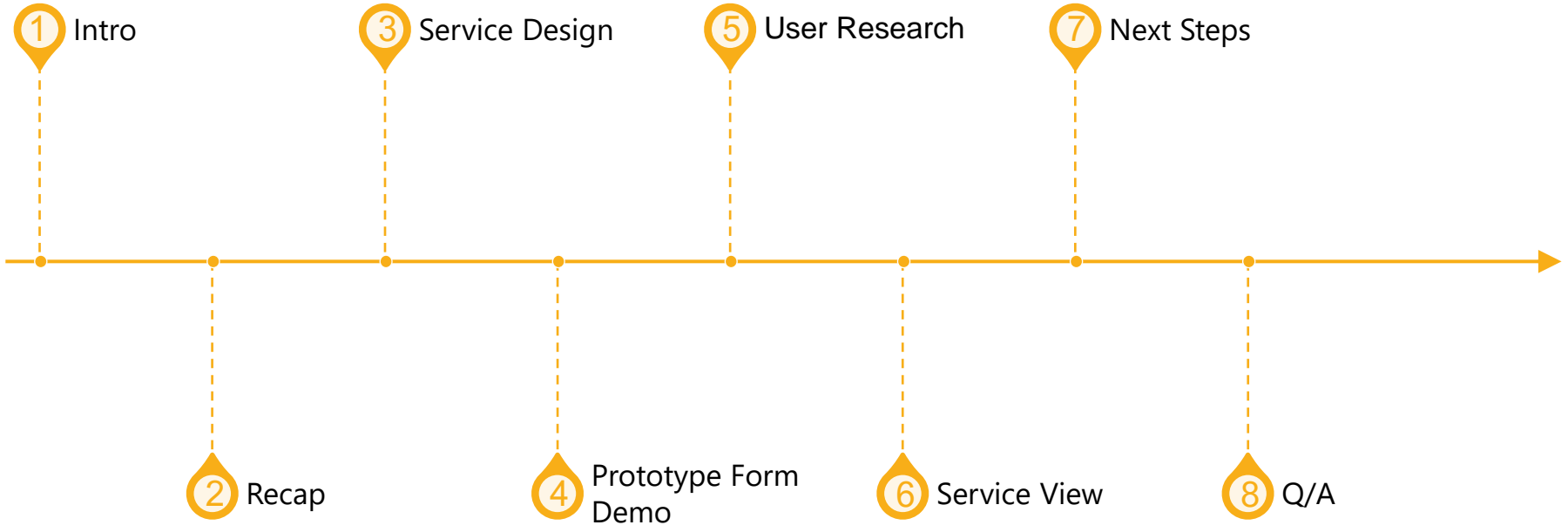
Putting customers first all the time every time.



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Contents



Intro

Geraldine Collins



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Context

The Children's Licensing Service is responsible for meeting BCC's statutory obligation to issue:

- work permits
- child performance licences
- chaperone licences
- a range of Body of Persons Approvals (BOPA) if large groups of children are performing

It also has a statutory responsibility to investigate referrals about children that might be working illegally.

The service experienced immense pressure in the run-up to the Commonwealth Games 2022. This exposed some areas of weakness in the service.

As a result, the Customer Programme was asked to work with the service to understand the current challenges and identify opportunities to:

- improve the customer experience
- improve the staff experience
- modernise the service
- identify efficiencies
- reduce complaints.

Problem statement

Children in Birmingham are missing out on opportunities to perform and are potentially being put at risk by working illegally. This is due to applications being lost and stalled because of a lack of transparency and communication between the council and customers and between teams within the council itself. One issue contributing to this is a complex, archaic, and inadequate technical system supporting staff in processing applications.

We believe that by establishing clear communication pathways, delivering a better technical solution, and addressing underlying culture issues, the service will be offering better support for the children and other residents affected in the process.

Quotes:

"Children in Birmingham do not get the same opportunities as children in London"

"Things can get stretched and things can get missed"

"I will not accept a child who lives in Birmingham as I am not going to be able to get a licence"

"The three systems we use currently are not married together"



= Quote from staff



= Quote from customers

Aim

To redesign the current solution, using our understanding of the current processes of issuing licences and permits to improve the user experience

Recap – What we did to get to this point

Kieran Swales



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Work to date

Phase 1	Date completed
Evaluate data from the service area (including how long licences take to be granted and the number of complaints)	October 2022
Gather, analyse and synthesise user research	October 2022
Create a set of empathy maps for core journeys	October 2022
Create and validate a set of as-is journey maps for all journeys	November 2022
Playback findings, recommendations and next steps to the service area	November 2022

Work to date

Phase 2	Date completed
Create a list of user stories to transition us from as-is thinking to to-be thinking	Dec 2022
Benchmark & learn from other local authorities who have re-designed similar user journeys	Dec 2022
Draft a set of to-be journey maps for core journeys	Dec 2022
Complete the to be user journeys	Jan 2023
Identify the riskiest assumptions at a global level (across all three to be design journeys), includes risk rating	Feb 2023

Service Design

Sarah Russell



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High level to–be chaperone journey

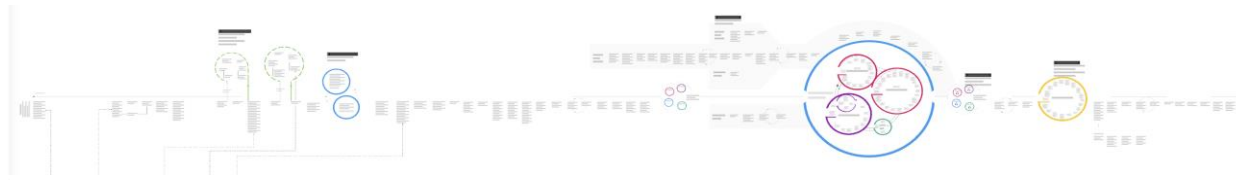
We have developed a high-level chaperone to-be journey to use alongside the to-be journey

High-level journeys are a light touch visual overview of the end-to-end process.

They help us to:

- understand and highlight the key phases/steps
- visually indicate what we are testing and what we are not and where this fits within the journey
- visualise a process that is easy to interpret quickly without a detailed run through

To – be chaperone journey



Service design next steps

Next steps for service design work moving forward

- Iterate the offline journey to align with responses from legal (consent)
- Develop what we are testing versions of the high-level journey for next round of testing
- Continue to change and iterate the to-be journey in line with user research insights and responses to queries

Chaperone Application Form Prototype Demo

Grace Pocock



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Chaperone application form

- We have been working with our content designers to review and update:
 - The guidance for users on what it means to be a chaperone and how to apply to be one
 - The form used to apply to be a chaperone
- These are the things we will be testing in this first round of research
- They are a focus for us as we heard from users that the current form was not very user friendly, it was difficult to fill in and return, and they would prefer a digital solution. We also heard from staff that many applications were coming in incomplete, so we needed a way to encourage users to give all the information needed
- To help us test these, we needed something to show our users; **this is our wireframe or prototype**
 - It is **not a build**, but an **indication**
 - It shows the **content** and a **basic proposed layout** for this
 - It has **some functionality**, but is not functioning like a build

Application form - DEMO

- This demo does not reflect a final version
- It will be changed and created collaboratively with our content designers following UR
- It doesn't need to be perfect for us to test it
 - The idea is that it **will** change and be iterated on after this
 - We just need something **tangible** to put in front of users to guide the conversation
 - We will **learn** in this low-cost prototype, before we apply anything to a higher-cost build



[Link to the Figma prototype of the form](#)

User Research

Ciara Judd



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User research so far...

- We conducted 5 user research sessions including a pilot.
- Feedback from participants was varied, due to differing levels of experience or interaction with the Chaperone licence application process.
- Participants stated that the new form is cleaner, the content clear, easy to navigate, and overall, an improvement on the current service.
- Following analysis, we will have clearer actions to take as a team.

Customer panel

- On Monday we spoke to members of the customer panel about their experiences online and filling out applications forms
- We wanted to understand what support we could offer to users who experience barriers to filling out online forms
- We also showed them our form prototype



Next steps for user research

Analysis

- Now we have completed this round of user research, our next step is to conduct analysis of the data we've recorded.
- In the analysis session, as a team we will be reviewing the notes from the UR sessions and grouping them into themes.
- From here, the UR team will be creating a tracker and pulling together insights & actions.

Next steps for user research

Staff research

- Our next round of research will be with the staff at Birmingham City Council.
- The aim of these sessions will be to go through the prototype with them and gain an understanding of their opinions on the changes to the form.
- We are in the beginning stages of planning for this round of research, but our next steps will be to issue staff communications and sending out invitations for these sessions.

Service View

Viki Sullivan



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Next Steps

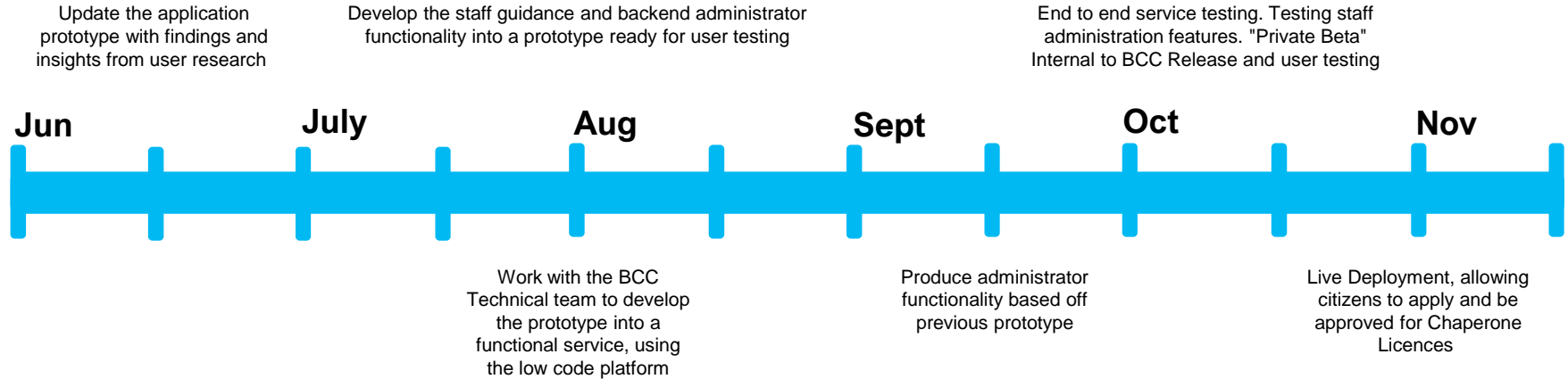
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Timeline highlights



Questions?



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