



## Overview & Scrutiny

### **Resident Experience Programme – Progress Update & Next Steps**

**Date:** 14 July 2022

**Key decision:** No

**Class:** Part 1

**Ward(s) affected:** All

**Contributors:** Director of Planning (Deputy SRO for the Resident Experience Programme),  
Head of Insight, Transformation & OD

### **Outline and recommendations**

This report provides an update on the Resident Experience Programme. Overview and Scrutiny is recommended to note, and comment on, the contents of this update.

## Timeline of engagement and decision-making

- **May 2021** – initial engagement with the Senior Leadership Team (SLT)
- **June 2021** – agreement from the Executive Management Team (EMT) to begin scoping the discovery phase of the programme
- **July 2021** – first Cabinet Briefing on the Resident Experience programme
- **September 2021** – first Overview & Scrutiny discussion on resident experience, following a call for evidence
- **October/November 2021** – four member-led workshops to inform the scope of the programme
- **November 2021** – second Overview & Scrutiny discussion on resident experience
- **December 2021** – meeting with core senior stakeholders to finalise the delivery approach for the discovery and design phases of the programme, with subsequent agreement to procure an external partner to support this work
- **January 2022** – second Cabinet Briefing on the Resident Experience programme
- **January to March 2022** – two design sprints ('discovery' and 'prototyping') undertaken as part of the member casework review
- **January to March 2022:** Procurement of an external partner undertaken through the Digital Outcomes & Specialists framework ('mini-competition')
- **February 2022** – third Cabinet Briefing on the Resident Experience programme
- **March 2022** – third Overview & Scrutiny discussion on resident experience

## 1. Summary

- 1.1. The purpose of this report is to provide the Overview & Scrutiny Committee with an update on the progress of the Resident Experience Programme (including the member casework review) since their last meeting in March 2022.

## 2. Recommendations

- 2.1. The Overview & Scrutiny Committee is recommended to:
- Note the work undertaken to date and planned next steps for the Resident Experience Programme (section 4)
  - Note the work undertaken to date and planned next steps for the member casework review (section 5)

## 3. Policy context

- 3.1. The Resident Experience Programme will support the delivery of all the Corporate Strategy priorities, particularly Open Lewisham, as well as the organisational priority of improving resident experience. Its work is shaped by the Council's four key values:
- We put service to the public first
  - We respect all people and all communities
  - We invest in employees
  - We are open, honest and fair in all we do

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## 4. Resident experience programme

### Programme development

- 4.1. The Chief Executive's report to Full Council in February 2020 established the need to improve resident experience as an organisational priority:

*“There is a need to improve the experiences of our residents, ensuring consistency and quality. We must focus on understanding residents' perspectives, shaping our services around their needs. We need to make better use of technology to improve our online self-serve options so people can access and use our services at times and places that suit them. We need to make the digital experience so good that residents make a choice to interact with us that way. Yet we must also manage expectations about what is realistic, affordable and deliverable within our existing systems. We know that some of our most vulnerable residents and customers may not be able to make use of digital options, irrespective of quality so we must ensure that our residents can still use other channels to communicate with us, including on the phone and face-to-face.”*

- 4.2. The Resident Experience programme is an organisation-wide initiative for driving forward transformation and culture change, user-focused service design and digital innovation. It is underpinned by the Council's emerging Digital Strategy, Organisational Development Strategy and Customer Service Strategy.
- 4.3. The ultimate aim of the programme is to improve outcomes and advance equality for all Lewisham residents by understanding their needs, listening to and learning from their experiences (both directly and through insights from our members and frontline staff) and focusing on what matters most to them.
- 4.4. Officers began to progress the development of the Resident Experience Programme in May 2021, drawing on learning from the Council's response to the COVID-19 pandemic. Work was led jointly by key service areas (IT & Digital, Insight, Transformation & Organisational Development, Corporate Customer Relations and the Programme Management Office).
- 4.5. A number of engagement activities were undertaken with Overview & Scrutiny Committee members between May and November 2021, including a call for evidence and subsequent discussion, an interactive session with Lou Downe (the author of 'Good Services') and four member-led, themed workshops.
- 4.6. The four Member-led workshops were on Digital inclusion, The opportunity of Local, Organisational culture and a multi-channel approach. Details of the discussions in these workshops are in Appendix A. These activities (plus engagement with Mayor & Cabinet, EMT and the Senior Leadership Team) generated a significant amount of feedback, which was critical in shaping the programme.

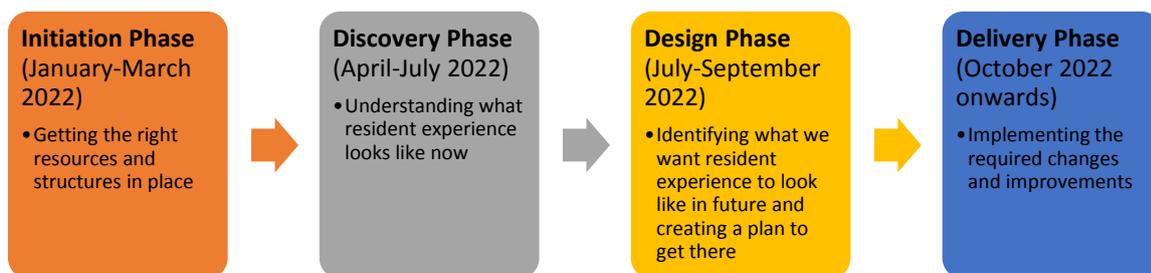
### Programme overview and work to date

- 4.7. The Resident Experience Programme is divided into four phases:

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- 4.8. During the initiation phase, an external partner (TPXimpact) was procured to support the discovery and design phases, working collaboratively with officers in the Insight, Transformation & OD service as part of a core programme team. Internal resources from across the Council have been identified to deliver and steer the work at an operational level. Officers are also in the process of procuring an external partner to provide additional capacity and specialist skills, who will work with these internal resources as part of a multi-disciplinary programme delivery team.
- 4.9. The programme is currently in the Discovery phase. The key objectives for the discovery and design phases are:
- To understand our current position in relation to resident experience and identify opportunities for improvement (including optimising access channels, end-to-end resident journeys and delivery models)
  - To develop the organisational capacity, capability and tools for change
  - To define our future vision for resident experience and set out what we need to do collectively to achieve it
- 4.10. A design process methodology was adopted for the discovery phase, using an agile delivery approach (e.g. fortnightly sprints, stand-ups, retrospectives and planning sessions) to ensure that work was broken down into manageable activities and flexibility was maintained.
- 4.11. Across six sprints, the core team have:
- Worked with staff and managers from key service areas to capture internal assumptions about resident experience as a starting point for research
  - Defined the service areas in scope for this phase (28 universal, transactional functions covering c.160 separate user journeys)
  - Gathered a range of quantitative data (including contact volumes for different channels) and undertaken desktop research
  - Analysed the evidence from previous resident engagement including the Resident Survey, Democracy Review and Voices of Lewisham
  - Conducted stakeholder interviews to understand the broader strategic context and related work underway across the Council
  - Refined the initial assumptions into a set of hypotheses to test with staff and residents
  - Started the first tranche of user engagement, including resident interviews across four pop-up events, focused discussions with VCS organisations and interviews with staff from in-scope services
  - Used the analysis to develop a set of insights about Lewisham's current position in relation to resident experience
- 4.12. The final part of the discovery phase will focus on carrying our further resident

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engagement, formulating and prioritising opportunities and determining the next set of activities. This work began with a programme board discussion on 1st July and will involve further engagement with EMT and Members.

- 4.13. The programme will then move into the two-month design phase, which will take forward the designing of solutions and interventions to tackle some of the key insights, for example the language we use when communicating with residents, the number of different telephone numbers residents are advised to contact causing confusion and inconsistency, the use of our online platforms and improvements to the website.

## 5. Member casework review

- 5.1. Members and senior officers repeatedly raised concerns about the effectiveness of the current member casework process during programme engagement activity. At their September 2021 meeting, the Overview & Scrutiny Committee requested that officers review the process, with a particular focus on (a) the pathways and gateways for members to raise cases and (b) the digital systems used to manage casework.
- 5.2. Following initial work by officers in Corporate Customer Relations, a user-led approach was adopted in order to quickly identify improvements in a user-focused, agile and collaborative way. Between January and March 2022, officers from the Insight, Transformation & OD service facilitated two design sprints ('discovery' and 'prototyping') with a core team of officers, including service owners, technical leads and subject matter experts from different services. The findings and recommendations from this have been taken forward for implementation by the Corporate Customer Relations team supported by wider colleagues.
- 5.3. The discovery and design sprint identified the majority of problems fell into four areas – the process, roles and responsibilities, training and communication and reporting. As a result, a number of deliverables were taken forward to address the key issues, including:
  - A new Member Casework portal
  - A revised end to end process for single service and multi-service enquiries
  - Clarified roles and responsibilities
  - A response template/guide
  - A Member Officer charter
  - A new website service status page
  - A Community of Practice for staff dealing with Member casework
- 5.4. The Members Casework Portal is due to go live on 26th July and is currently in User Acceptance Testing (UAT), where the functionality of the portal is tested. Four Members who expressed an interest in being involved in the UAT will be participating in this.
- 5.5. Training materials for members and officers are currently in development, with interactive virtual training for members scheduled to take place in w/c 18th July and on 25th July. Some later training sessions have been added to accommodate those who could not attend prior to 6.30pm.
- 5.6. Members Training will be hands-on and will be conducted over Teams using a UAT environment which is an exact replica of the live system where Members will use their own devices to log example casework. Currently 28 Members have signed up to the training. 60 sessions are available and Members who have not yet done so are asked to sign up using the EventBrite link in the email from Mark Ferris dated 13th June.
- 5.7. There will be a functional mailbox in place which will be monitored by the Support &

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Development Team for Members who are having any issues logging on or if they need support post go live. A full list of support contacts will be provided as part of the training material.

## **6. Financial implications**

- 6.1. The discovery and design phases of the Resident Experience Programme are funded from corporate transformation reserves, with a budget of £120,000 agreed. A proportion of this budget has been utilised to procure an external partner (TPXimpact) to support the work. The delivery phase of the programme will require additional funding, which will be identified and justified in the business case produced at the end of the design phase.

## **7. Legal implications**

- 7.1. As opportunities for improvement are further defined and proof of concept pilots are undertaken, there may be specific legal considerations (e.g. in relation to consultation or statutory provision of services). These considerations will be assessed on a case-by-case basis, with input sought from appropriate officers. More widely, there is an opportunity across the programme as a whole to progress the objectives of the Equality Act and Public Sector Equality Duty (see section 10).

## **8. Equalities implications**

- 8.1. Improving resident experience is about raising standards for all residents and ensuring that their interactions with the Council are positive, supportive and empowering. We have a diverse borough and need to take into account and design for the differing experiences and characteristics of our residents, mitigating barriers they may experience and reducing marginalisation.

## **9. Climate change and environmental implications**

- 9.1. There are no specific climate change and environmental implications arising from this report.

## **10. Crime and disorder implications**

- 10.1. There are no specific crime and disorder implications arising from this report.

## **11. Health and wellbeing implications**

- 11.1. There are no specific health and wellbeing implications arising from this report.

## **12. Background papers**

- 12.1. [Improving the resident experience](#) (report to Overview & Scrutiny Committee in September 2021)
- 12.2. [Update on improving the resident experience](#) (report to Overview & Scrutiny Committee in November 2021)
- 12.3. [Update on the resident experience programme](#) (report to Overview & Scrutiny Committee in March 2022)

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## 13. Glossary

TERM	DEFINITION
<b>Design sprint</b>	A design sprint is a time-constrained process (usually 1-2 weeks) where a dedicated team explore a specific challenge or issue, design potential solutions and test them with real users.
<b>Interaction</b>	Interactions are the way in which residents engage with the services we provide, from access to outcome. It also includes the actions we take as a Council when things go wrong, such as complaints and member advocacy.
<b>Residents</b>	Residents are people we serve as a Council, whether they live, work, learn in or visit the borough.
<b>Resident experience</b>	Resident experience is the sum of all the different interactions that a resident has with the Council and, most importantly, their perception of those interactions.
<b>Service</b>	A service is a set of processes and activities that the Council undertakes in order to deliver an outcome

## 14. Report author(s) and contact

- 14.1. If there are any queries about this report, please contact Atika Mohammed (Head of Insight, Transformation & OD) by email ([atika.mohammed@lewisham.gov.uk](mailto:atika.mohammed@lewisham.gov.uk)) or telephone (020 8314 3133).

## 15. Appendices

- 15.1. Appendix A – Member led workshop outputs

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