

# Introduction to the Citizen Experience Business Case Forum

## Background

We know that people working in the public sector are passionate about putting citizens at the heart of what they do.

GovMetric works with many of these citizen experience champions, whose responsibilities typically cover transformation, customer service, customer experience, and insight. We see many pockets of good practice where their steadfast commitment to understanding and improving the citizen experience is leading to better outcomes for the people they serve.

However, many of these individuals are struggling to achieve wider buy-in for a systemic approach to citizen experience across the whole organisation.

Commonly reported barriers include:

- No consistent methodology or platform for citizen experience improvement (including Voice of the Customer, Voice of the Employee, behavioural and demand data)
- Lack of SLT understanding of the importance of citizen experience making it difficult to secure budget and resources, and hindering the development of a customer-centric culture
- Organisational silos and inconsistent ways of working
- Lack of interoperability between different technologies and data sources

To overcome these barriers, customer experience champions require a solid business case that will unlock the budget and resources required for a successful organisation-wide citizen experience improvement programme.

## Objective

The primary objective of this online forum is to develop a model that can be used by participants and the wider public sector to **quantify the financial ROI of implementing a citizen experience improvement programme within a public sector organisation.**

The premise for this model is simple: by reducing failure demand (defined as *the demand caused by a failure to do something or do something right for the customer*), an organisation can reduce the overall cost of service delivery as well as improve citizen outcomes.

The forum will build the model by establishing the following:

- That failure demand exists as a proportion of overall demand, and
- That understanding the citizen experience is necessary to identify root causes of failure demand and eliminate it through the design of more efficient and effective service delivery models—thereby reducing the cost of service delivery.

## Approach

The programme will take place over three to four months during Q3/Q4 2022. During the programme, each member of the group will conduct a small-scale study to understand how citizen experience insight can help to identify, quantify, and diagnose failure demand in a specific area of their organisation. Organisations that do not currently subscribe to the GovMetric platform will have the opportunity to trial elements of the service as part of the study.

The programme will be structured around three collaborative sessions for all forum members, held at the start, midpoint, and end of the programme. The high-level agenda for these sessions is as follows:

### Sessions 1:

- How are total demand and failure demand currently being measured in each organisation? What, When, Where, Why?
- How is the citizen experience currently being captured within each organisation? What, When, Where, Why?

- What is the forum's proposed methodology for identifying and quantifying total demand and failure demand, and for capturing the citizen experience?
- What are the proposed areas for study within each organisation?

## **Session 2**

- Which aspects of the methodology have been achievable? Which haven't? What are the challenges?
- What are the findings so far? What percentage of total demand has been categorised as failure demand? How has citizen experience insight helped to identify the likely root causes of this failure?
- What refinements should be made to the methodology?

## **Session 3**

- What are the final findings?
- What is the methodology for estimating the cost of the failure demand identified by the study?
- How can this be scaled up to model the costs of failure demand across the whole organisation?
- What is the likely cost of establishing a citizen experience improvement programme within the organisation?
- How can these costs be modelled to estimate the ROI of a citizen experience improvement programme in other organisations?

The programme will be coordinated by the GovMetric team, who will facilitate the sessions, provide guidance and support throughout the programme, and document and publish the final outputs.

## Outputs & Outcomes

Participants in the forum will benefit from the following outputs and outcomes:

- A proven, co-produced methodology for a citizen experience improvement programme that can help to identify and diagnose failure demand in their organisation
- A robust model for calculating the estimated ROI of such a programme in their organisation
- Ongoing support from a network of peers and other experts
- Recognition for their commitment to citizen-centric innovation within the wider public sector community
- An opportunity to trial the GovMetric solution on a digital channel of their choice

The methodology and model will also be made freely available to the wider public sector community as part of GovMetric's commitment to Open Source, Open Standards and ReUse.

## Sign up for the forum

Public sector individuals who are interested in joining the programme should register their interest using the form below:

<https://www.govmetric.com/citx-group>