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# Performance & Corporate Services Overview & Scrutiny Committee
# Friday, 11 March 2022

# ADDENDA

**6.      Customer service centre - delivery model and plans for transformation presentation** (Pages 1 - 16)

The briefing note provides background and an overview of the service function to provide context for scrutiny covering either the service itself or its transformation programme.

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# Customer Experience Function and the Customer Service Centre

# **Scrutiny briefing**

## March 2022

Mark Haynes - Director

# Purpose and Introduction

**This note provides background and an overview of the service function to provide context for scrutiny covering either the service itself or its transformation programme.**

- The Customer Service Centre (CSC) is an integral part of Oxfordshire County Council and prides itself on delivering a high quality customer service.

- The team are currently undertaking a major transformation programme called 'Improving The Customer Experience' and this note and scrutiny item is designed to provide a rich and varied insight into how the service operates, the types of customer contacts and volumes that they receive.

- And a detailed look at the transformation programme which includes the ambition to be the BEST and how 'Five Pillars' are helping the team meet their objectives.

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# What is the Customer Service Centre ?

The Customer Service Centre (CSC) is the single gateway into services at Oxfordshire County Council. The contact centre is based at County Hall in Oxford, although we operate on a hybrid basis with staff working in the office and from home. The CSC partners with a number of key services with an aim to deliver first contact resolution regardless of which channel customers come through on. A number of our key partner services include:

- Children's Services
- Adult Social Care (ASC)
- Blue Badge
- Parking; and
- Highways & Environmental Services

The CSC has an establishment of approx. 97 fte. The structure consists of Specialist/Customer Service Advisors, team leaders and managers, and a new Continuous Improvement team, including a developing Complaints / Voice of the Customer team

During 2020-21, the CSC handled 150,420 calls and 63,500 emails, giving a total of 213k customer contacts. In quarter two 21/22, the CSC introduced Web Chat and Social Media as a contact channel. Webchat has been added to specific pages on our website and during the period to the end of 2021 we handled 274 webchats and 14 Social Media contacts.

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# What is the Customer Service Centre ?

Customers who contact the CSC are supported with their enquiries whether that's strength based conversations that lead to referrals into ASC, or assisting to complete an application for a Blue Badge application and taking their payment.

Many of the advisors are required to make statutory and evidenced based decisions to complete and progress applications or sign post customers to internal services or external partners (i.e. Age UK)

In 2021, the senior leadership team approved the following transformation objectives for the function:

- Endorse the next steps re the CSC being the 'Single gateway to Council Services' – dealing with internal and external customers,
- Support the model within your own directorates to ensure the model is maximised in line with the agreed corporate remit of the CSC.

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# 2020-21 Demand and activity

| Service Area | Demand |
|---|---|
| Adult Social Care | 54k contacts plus 4.9k Shield contacts |
| Children's Services | 16.5k contacts |
| Births and Deaths | Over 21k registration calls inc copy certificate requests |
| Blue Badge | Over 8k BB applications |
| Concessionary Fares | Nearly 5.6k bus pass applications |
| School admissions | Over 15k enquiries |
| Parking Permits | Over 18k contacts inc applications |
| Waste | Over 3.3k waste recycling permits processed |
| Highways | Over 27k enquiries |
| Street Lighting | Over 11k enquiries |

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# KPI's & Service Priorities 21/22

**Key Performance Indicators**

- Customer Satisfaction
- Answered calls
- First Contact Resolution

**Service Priorities**

- Further optimise the CSC using the 5 Operational Excellence Pillars
    1) Performance Management Framework
    2) Colleague Engagement Framework
    3) Strategic Vision
    4) Technology and
    5) Support Enablers

- To deliver on the vision of 'Our Customer Service is your experience…Your satisfaction is our success'
- Increase and enhance our digital customer offer to increase self-service and assisted service opportunities, working with Digital Transformation to do so.
- Improve the First Contact Resolution to customers across all access channels
- Ensure staff are fully trained, developed and competent across the services provided

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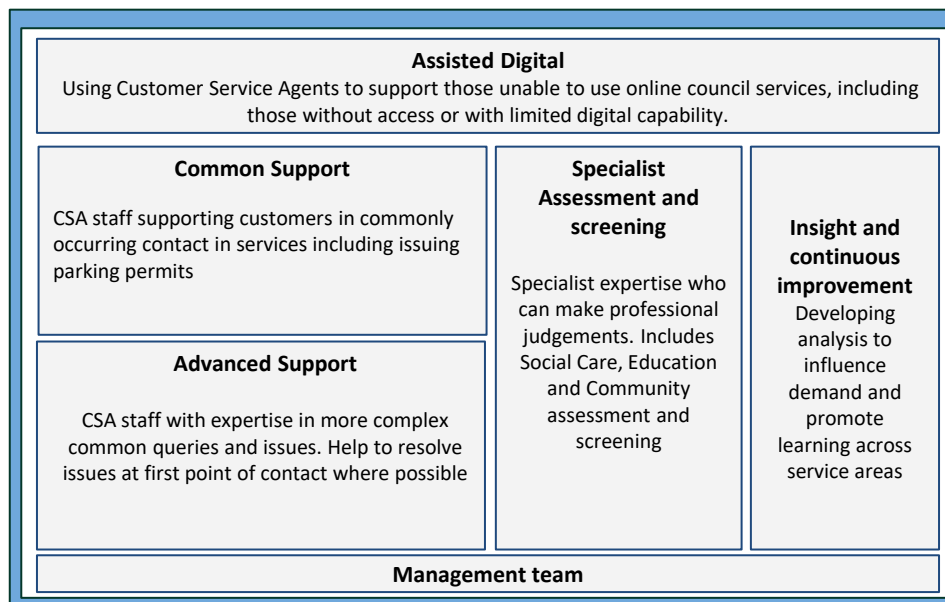
# Our operating model consists of

The OCC CSC will be the corporate gateway for all initial customer contact across multiple channels. Designed to have the right mix of resource to signpost, filter, resolve queries at first contact or route to services. Advanced and specialist support roles will be developed to support complex and statutory advice and guidance.

Partnership arrangements are in place with Cherwell District Council and City of Oxford

**As much first contact resolution as possible**

**Minimal handoffs to services to release capacity**

**Assisted Digital**
Using Customer Service Agents to support those unable to use online council services, including those without access or with limited digital capability.

**Common Support**

CSA staff supporting customers in commonly occurring contact in services including issuing parking permits

**Advanced Support**

CSA staff with expertise in more complex common queries and issues. Help to resolve issues at first point of contact where possible

**Specialist Assessment and screening**

Specialist expertise who can make professional judgements. Includes Social Care, Education and Community assessment and screening

**Insight and continuous improvement**
Developing analysis to influence demand and promote learning across service areas

**Management team**

**All initial contact will go via digital and/or customer service**

**The customer service team will be empowered to make decisions**

**A real focus on providing a responsive and qualitative service**

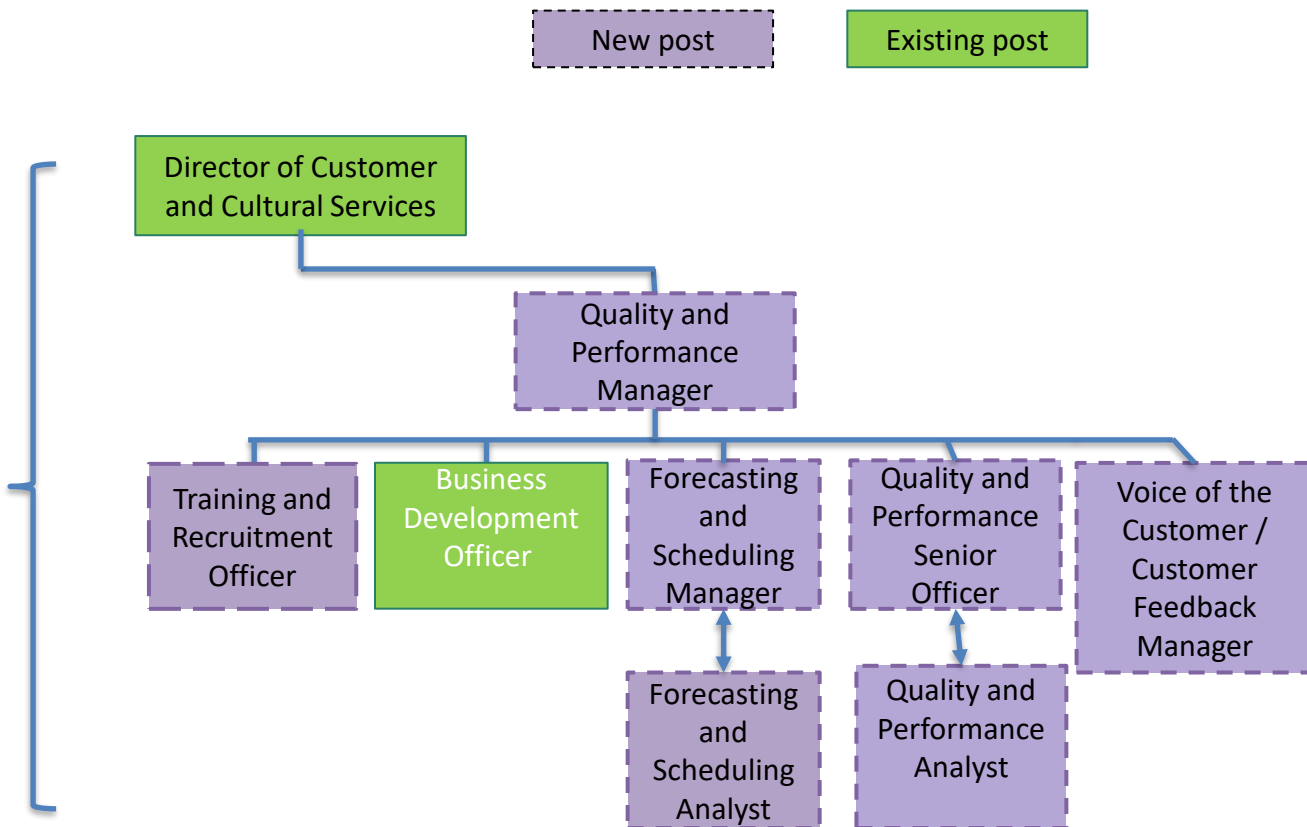**Enhanced reporting capability, customer insight and satisfaction**

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# This is the 'Continuous Improvement ' element of the Customer Experience function.

New post

Existing post

## Customer feedback

- FOI
- Complaints and comments
- Subject access request
- Member enquiries
- MP enquiries
- Customer satisfaction

## Continuous improvement

- Process mapping
- Performance reporting
- Forecasting
- Scheduling
- Monitoring
- Customer insight-
- Predictive analytics
- Proactive comms
- Activity sampling
- Recruitment
- Training
- Social Media
- Service Consolidation
- Digital Development

Director of Customer and Cultural Services

Quality and Performance Manager

Training and Recruitment Officer

Business Development Officer

Forecasting and Scheduling Manager

Quality and Performance Senior Officer

Voice of the Customer / Customer Feedback Manager

Forecasting and Scheduling Analyst

Quality and Performance Analyst

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# BEST

Our Customer Service is your experience...

Satisfied Customers

Business delivery



Team work

Engaged colleagues

...your satisfaction is our success.

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# Being the BEST

## B = Business Delivery
- We work with our directorates and partners to deliver their outcomes and resolve operational or business issues
- We capitalise on opportunities to grow the business in **an agile and creative** way
- We deliver against our targets
- We promote our digital capability
- We support the achievement of strategic priorities

## E = Engaged colleagues
- We operate with honesty, **equality and integrity**
- We respect, support and encourage our colleagues
- We provide development opportunities
- We are fair to all when filling vacancies
- We promote a culture of **colleague engagement**

## S = Satisfied Customers
- We aim to give outstanding service to our customers
- We identify ways to increase customer satisfaction
- We take **ownership** of customers problems
- We try to meet customers needs through a single contact
- We promote quality, resolution and successful outcomes

## T = Team work
- We continually seek ways to improve our performance
- We work for the good of the team, Customer Experience and the Council overall
- We **share ideas and learning** to do things more efficiently and effectively
- We work collaboratively with our internal services areas – our internal customers

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# Definition of Customer Experience Function

*A customer is an individual or business, including internal users who purchase or consume goods or receives services produced by an organisation.*

| Channels | Web | Telephony | Face to face | Social Media | Email | Post Fax | Web Chat | Video Con | SMS | Other future Modes | Other |
|---|---|---|---|---|---|---|---|---|---|---|---|

All create millions of contacts / interactions per year. We can manage our demand by:

**Identification & removal of avoidable contact**

**Early Intervention, preventative techniques & signposting**

**Community Empowerment & involvement of partners**

**Customer self serve**

**Consistent Customer Service Delivery**

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# Five Pillars to Operational Excellence

## Performance Management Framework

- OCC Corporate Plan
- CS service Plan
- Scorecards at team and individual level
- KPI performance
- 121s
- Team meetings
- Quality Assurance System
- Coaching & value add
- Job Descriptions
- Skills matrix & competency framework
- Recruitment & induction
- Digital mindset

## Colleague Engagement Framework

- Huddles
- Visual Management Boards
- Weekly comms
- Newsletter
- State of the Nation
- Recognition
- Colleague of the month/colleague of the year
- Employee opinion survey
- Cultural stocktake
- Colleague Forum
- Office location

## Strategic Vision

- Customer Satisfaction
- Demand Management / Avoidable Contact
- First Contact Resolution
- Customer Experience Strategy
- Customer Experience Charter & Standards
- Channel strategy
- Digital Strategy
- Voice of the Customer
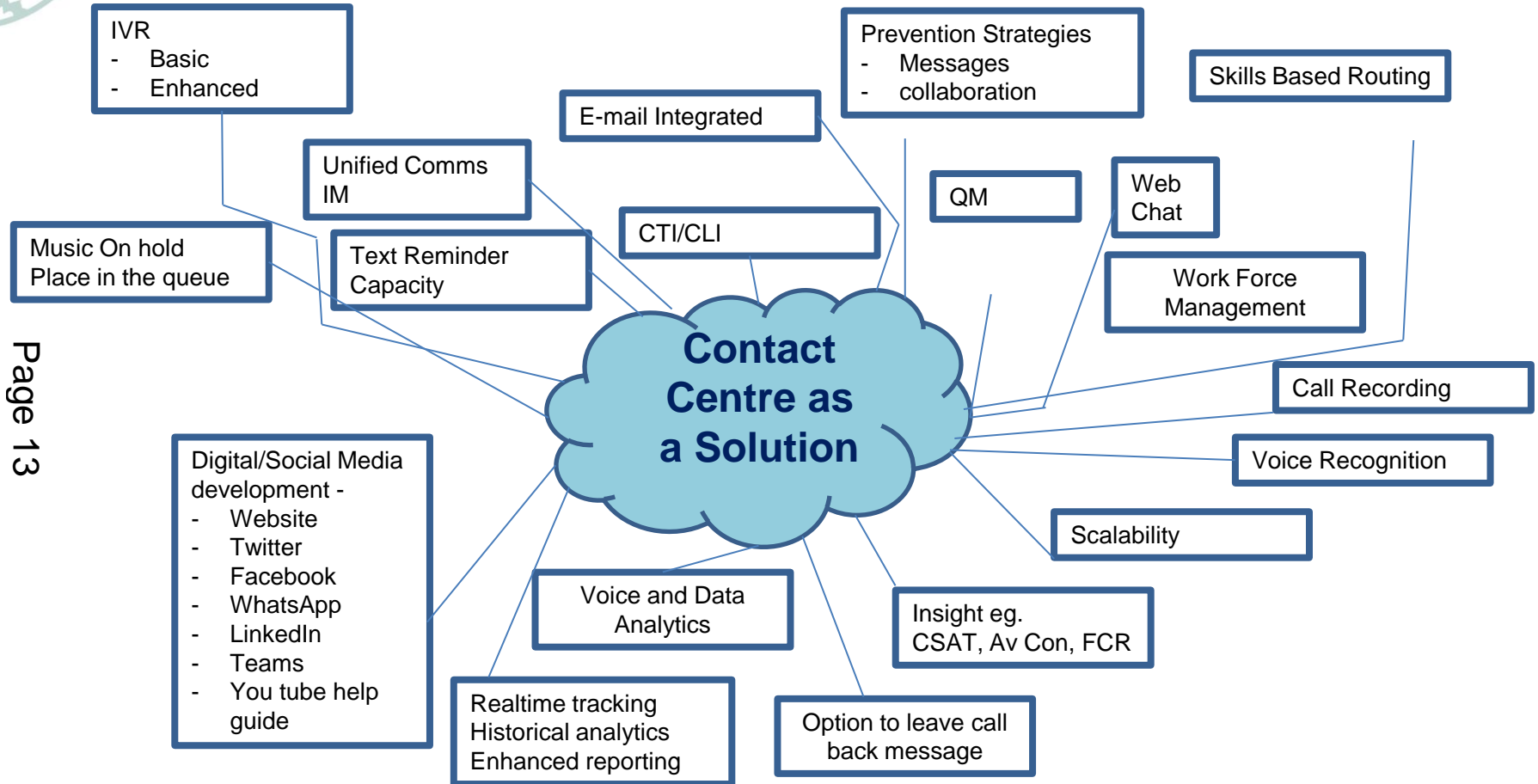- Organisational Design
- NCSW

## Technology

- ICT actions
- Automation of email inboxes
- Unified Communications link with ICT
- Social Media
- Voice & data analytics
- Workforce Management

## Support Enablers

- ICT
- Human Resources
- Organisational Development
- Service Areas
- Partners & Agencies

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# Investing in a new service system solution



**Contact Centre as a Solution**

IVR
- Basic
- Enhanced

Prevention Strategies
- Messages
- collaboration

Skills Based Routing

E-mail Integrated

Unified Comms IM

QM

Web Chat

CTI/CLI

Music On hold
Place in the queue

Work Force Management

Text Reminder Capacity

Call Recording

Voice Recognition

Digital/Social Media development -
- Website
- Twitter
- Facebook
- WhatsApp
- LinkedIn
- Teams
- You tube help guide

Scalability

Voice and Data Analytics

Insight eg. CSAT, Av Con, FCR

Realtime tracking
Historical analytics
Enhanced reporting

Option to leave call back message

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# Corporate Led Transformation

- Trading Standards
- Fire and Rescue
- The Oxfordshire Way
- Environment and Place redesign
- Children's Services
- Parking Permits
- County Hall reception
- ICT – Digital Presence

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# NEW - Five Pillars to Operational Excellence for 22/23

| Performance Management Framework | Colleague Engagement Framework | Strategic Vision | Technology | Support Enablers |
|---|---|---|---|---|
| • **Corporate PMF system**<br>• **Corporate Finance system**<br>• **Rolling 12 months comms programme** | • **Delivering the Future Together**<br>• **Team Led Transformation**<br>• **12,3,2,**<br>• **Values and Behaviours**<br>• **TNA** | • **Extended opening hours**<br>• **Corporate OOH role**<br>• **Internal helpdesks**<br>• **Reception**<br>• **Career Progression Scheme**<br>• **Membership of a professional body**<br>• **Accreditation**<br>• **Contact consolidation / business development**<br>• **Savings**<br>• **Numbering strategy** | • **CCaaS Phase 2**<br>• **Web chat**<br>• **WFM**<br>• **Email integration**<br>• **Social Media**<br>• **Bots**<br>• **GOSS / Jadu review**<br>• **Digital Presence**<br>• **Knowledge base** | • **Community Voluntary Sector**<br>• **City and Districts**<br>• **BEST**<br>• **Funnel**<br>• **Design Principles** |

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