



# Customer Experience Function and the Customer Service Centre

## **Scrutiny briefing**

March 2022

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# 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.



# 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.



# 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.



# 2020-21 Demand and activity

<b>Service Area</b>	<b>Demand</b>
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



# 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



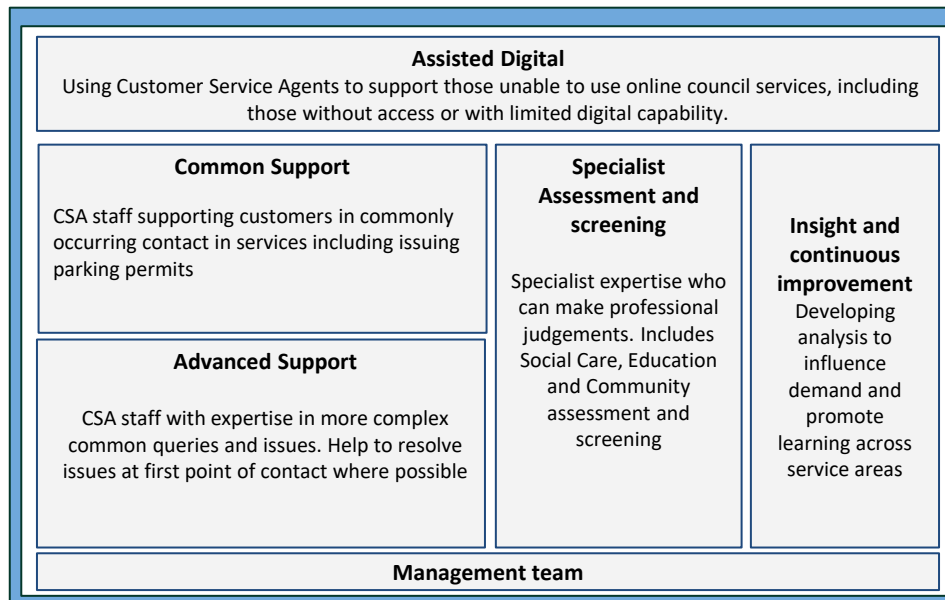
# Our operating model consists of

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**



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

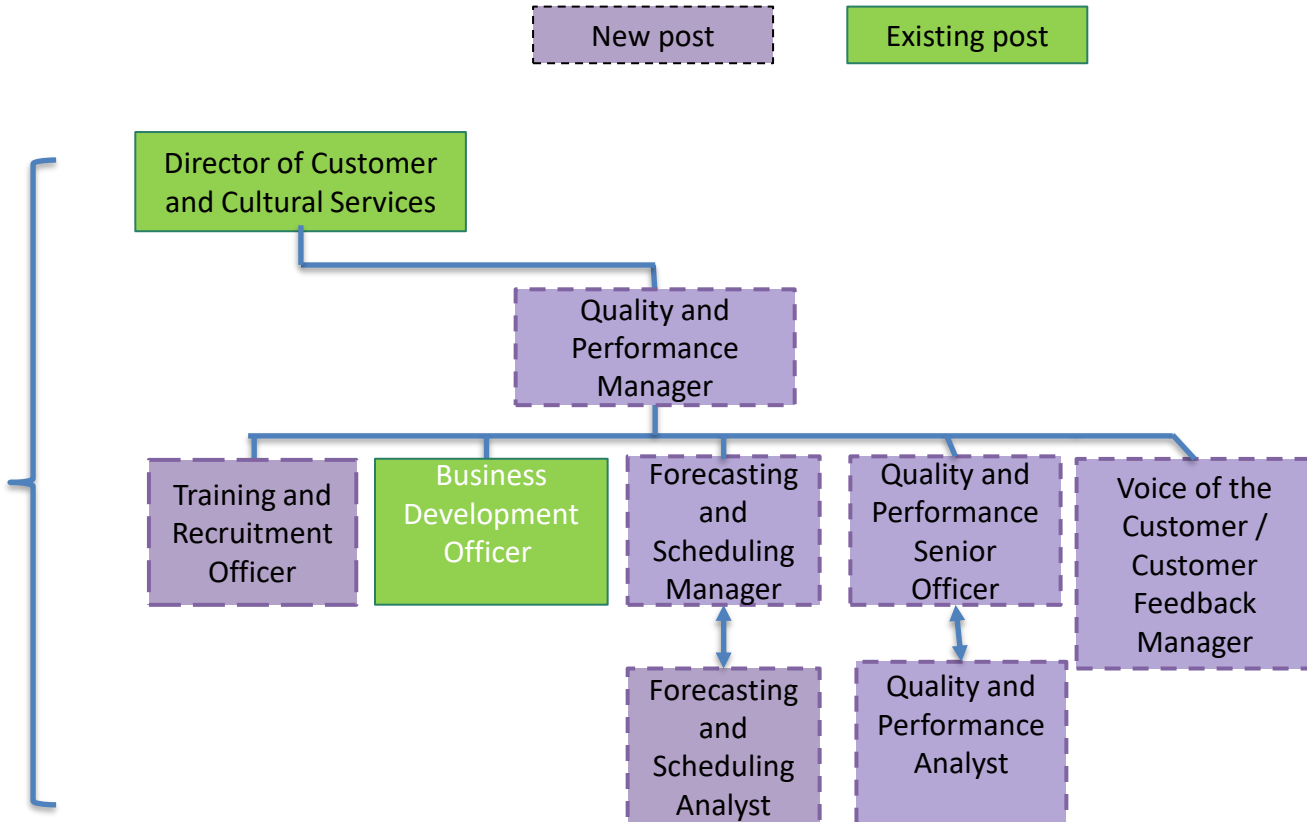
Enhanced **reporting** capability, customer **insight** and **satisfaction**



This is the **‘Continuous Improvement’** element of the Customer Experience function.

- 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







# BEST

*Our Customer Service is your experience...*



*...your satisfaction is our success.*



# 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

# 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

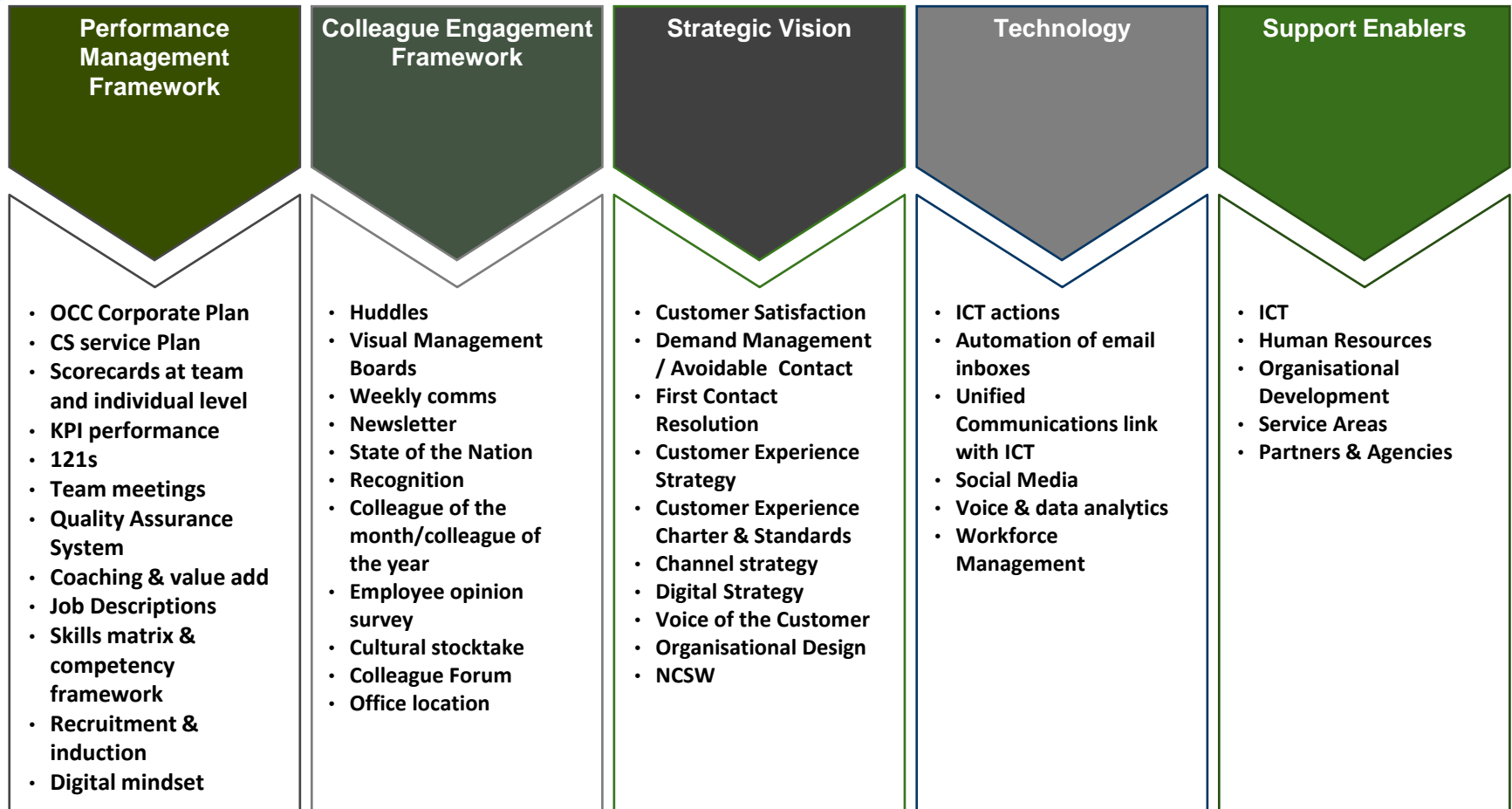
Customer self serve

Consistent Customer Service  
Delivery



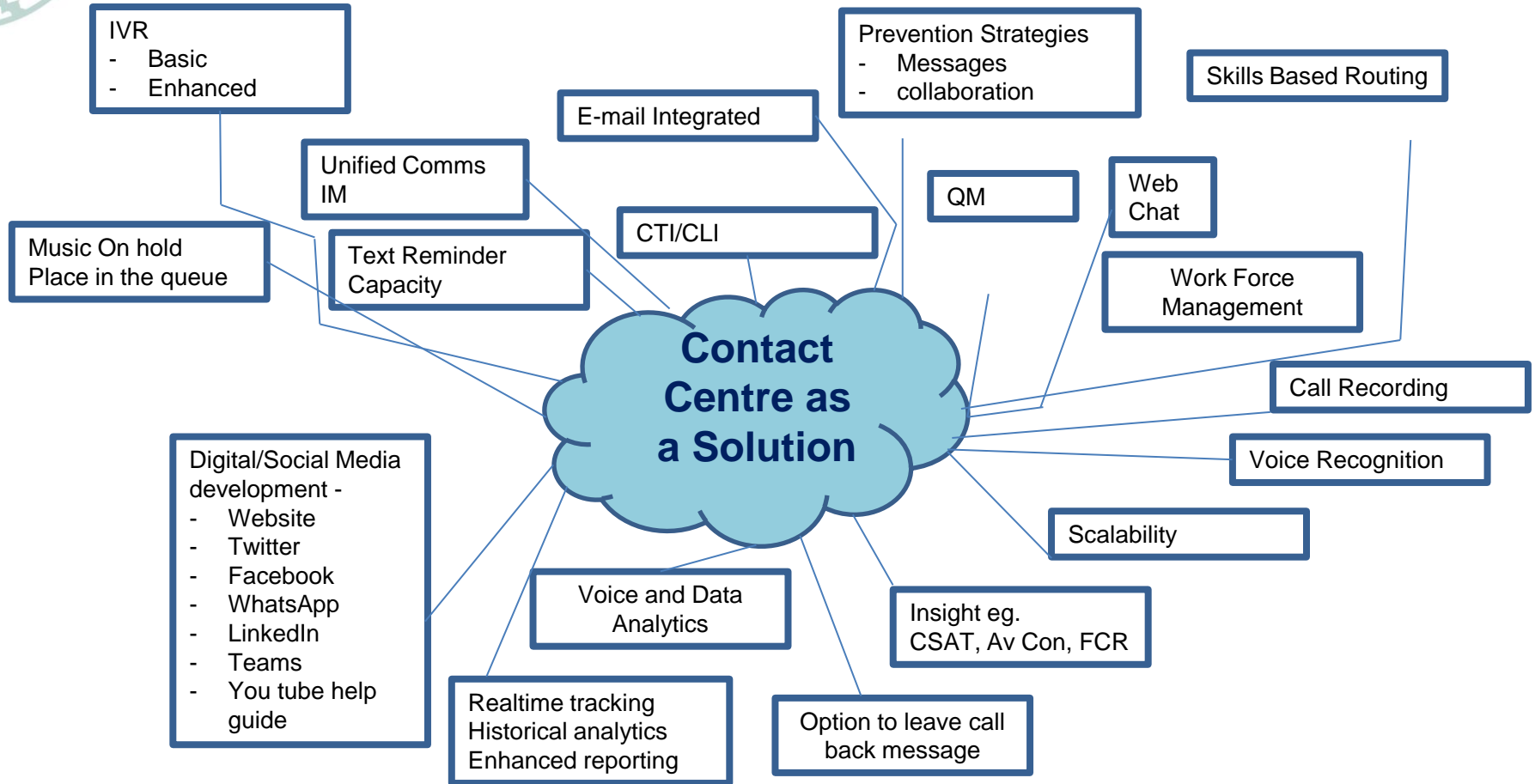


# Five Pillars to Operational Excellence





# Investing in a new service system solution





# 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

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

