



CUSTOMER EXPERIENCE PROGRAMME  
**FIT FOR THE FUTURE**

## **Citizen Experience Strategy and Operating Model**

**Conversations Feedback**

**April 2023**

# Citizen Experience Strategy and Operating Model



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# General Feedback



## Language

### Suggestions to **remove**:

- Citizen first approach
- Doing **to** you
- 'Front Door'

### Other comments :

- Too many words – Use visuals
- Needs to be plain English
- Use accessible colours
- Define the word 'you' in many places
- Digital; by design or choice? - needs consistency
- Needs to be within constraints of legislation
- 'Right first time' must be a positive comment and make clear it is referring to us getting right first time not the citizen
- The strapline is well used already – try something new
- Customer / citizens / residents – be consistent
- Grammar and punctuation needs looking at
- Tenants may not recognise themselves in "Citizens" and from Regulator perspective it's not a common term

### Suggestions to **add**:

- 'Putting you first'
- Making your experience inclusive, seamless, accessible, easy and automated where appropriate for speed and simplicity
- Doing **with** you
- Something about listening to and hearing our citizen's voice rather than putting citizens at the heart of what we do
- Tenants satisfaction – could be a measure for success

# General Feedback



## Citizen?, Customer? Or something else?

- No clear preference
- Other suggestion- Residents, Community

## Comments:

- 180
- Customer – Suggests transactional, consumer  
More friendly
  - Citizen – Suggests the need to have citizenship; legal aspects  
The communities don't use this word, so wont identify  
Old and outdated  
Does not cover visitors to the City
- Some of our customers (Planning) are neither our citizens or residents
  - Have our customers asked to be called something else ?
  - Whichever is chosen, include a definition

# General Feedback – Is anything missing ?

- An elevator pitch / summary
- Why this is necessary
- Where do the Members fit in?
- Where do Support Services (Enablers) fit in?
- Ensure this reflects our businesses too
- How ODS and OXPlace fit in?
- Make sure we acknowledge we won't be able to give everyone everything they want
- Needs to reflect different levels of contact for different teams
- How this is going to work
- How we will communicate and engage
- ~~Co~~ emphasis on retaining a face-to-face offering
- ~~Co~~ What we are moving from, and to and why it is important
- Examples – how this will work
- Profiles
- Videos
- Data
- Our corporate values and standards
- Examples of the high-level work streams from the programme
- Our reporting mechanisms
- How we will know we have succeeded - What does good look like
- List of interaction points – who is their first point of contact
- In order to deliver, lack of ICT resource (even with prioritisation) is major issue

# Accessing our Services

## Citizens & Advice Agencies Feedback



### Barriers

- Website not user friendly - too distracting, too many fonts, too clunky.
- Having to use Google to find the right webpage on the website as can't find it from the homepage!
- Hidden disabilities can be ignored/not recognised/not fully catered for (on website for example)
- Digital Poverty
- Literacy levels
- Blackbird Leys BLITZ IT hub is no more.
- Library staff no longer support with computer skills.
- Advice Centre has limited resources to help with online services.
- Unclear signage at library
- So many services and not knowing how to navigate it, find it difficult to do it over the phone or online

# Accessing our Services

## Citizens & Advice Agencies Feedback



### Suggestions:

- How to videos on the website
- Offices in local areas saves transport
- Keyboard shortcuts
- In person 'how to' sessions
- Different languages on the website
- Clear options on the phone line, so citizens know they are going in the right direction
- Communicate back to citizens what we have done against our promises – however big or small – that's what they want to hear about





# Emerging Actions for the Organisation (1/4)



## Website

1. Improvements and better quality information on website; updated regularly, and resources to do this
2. How to use - videos on website to carry out tasks
3. Better links between OCC and OXPlace websites.

## Translation

1. Better internal awareness and use of translation services available

## ICT

1. CivicaPay
2. Improved phone signal for WFH
3. Wider roll out of Power BI

## FOI

1. Strategic support for FOIs - communicating the importance and expectations for all staff to support, and learning from them

# Emerging Actions for the Organisation (2/4)



## Links

1. Link to:
  - Digital Inclusion Strategy for County
  - Leisure Options
  - Census data
  - Transformation work in Housing Needs and Homeless Prevention strategy
  - Integrated Care strategy
2. Converse with other bodies and hold them to account to listen to our citizens
3. Explore widening role of Residents Panel to allow for testing of strategies etc.
4. Use our new developments to join up and integrate our work
5. Residents Panel

## Intranet

1. Better Staff Directory

## Data

1. Plan for better use of and sharing of data & insight internally and externally
2. Feed in and use data from Oxford Residents Survey
3. Better use of data and improved data sharing internally
4. Build a library of best practice, case studies etc
5. Volumetrics for managing demand

# Emerging Actions for the Organisation (3/4)



## Reporting

1. Review of corporate standards (CSE feedback)
2. Review of operational reporting metrics
3. Review of quality and number of Corporate and Service KPIs
4. Increased Power BI resource

## Face to Face

1. Space in the community (Comm Centre) for sensitive conversations and 'drop in' conversations
2. Explore opportunities for working from Community Centres and promoting how people can book these spaces
3. In person 'How to' sessions
4. Ask citizens what they want and how they want to be engaged with

## Training

1. Training around how to have conversations to understand needs of the citizen
2. A proper shadowing offer for staff
3. Ensure Advice Centres understand our service delivery
4. Make citizens feel like a person
5. EDI Training for staff
6. Comms training

# Emerging Actions for the Organisation (4/4)

## Comms

1. Open, honest, timely communication about decision making and any changes in these
2. Better promotion of 'AccessAble'
3. Training in comms
4. More awareness and better use of the new Residents Panel when in place
5. Support and encourage use of videos within comms
6. More opportunities to show we listen and we do
7. Comms Plan to support the channel shift towards digital

## Online offering

1. Ask citizens what they want and how they want to be engaged with
2. More online forms
3. Online platform for reporting defects

## Culture

1. Structured engagement
2. Platform for best practice
3. An INTERNAL customer-focused culture
4. Continue to develop ways to provide recognition to staff for their hard work

## EDI

1. Making it easier for everyone to apply for our jobs - show case our diverse workforce
2. More targeted support to our diverse communities
3. Youth Voice



# Law and Governance - Emerging Actions



## Service Area:

- Policy Review (changing he/she to they)
- Roll out of new database for Information & Governance
- Re-tendering of Case Management for Legal Services
- Lesson learning from Staff Survey (Law & Governance)
- Improving webpage content with rollout of refreshed website
- Publish FOIs on website via new system

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## Organisation:

- Improvements to website
- Services learn from their FOIs
- Strategic support for FOIs - communicating the importance and expectations for all staff to support with these
- Staff directory and intranet
- Open, honest, timely communication about decision making and any changes in these

# Planning - Emerging Actions



## Service Area

- GIS in place
- Local Land Charges digitisation project
- Improve webpages
- Review service standards
- Review of storage of applications – scanning an option?
- Replacement of Uniform

## 19 Organisation

- Re-fresh of website
- Review of corporate standards (CSE feedback)

# Community Services - Emerging Actions



## Service Area

- Better use of data
- Demonstrating impact
- Digital inclusion
- Online booking systems

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## Organisation

- Link to Digital Inclusion Strategy for County
- Plan for better use of and sharing of data & insight internally and externally
- Training around how to have conversations to understand needs of the citizen
- A proper shadowing offer for staff
- Better promotion of 'AccessAble'
- Comms. training

# Corporate Strategy - Emerging Actions



## Service Area

- Website re-design/refresh project
- More digital newsletters - in particular Housing/Tenants
- Residents Panel refreshed
- Review of quality and number of Corporate and Service KPIs
- Roll out of Oxford Residents Survey
- Review of operational reporting metrics

## Organisation

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- Better quality information on website and updated regularly
- Raise awareness internally of translation services available
- Feed in and use data from Oxford Residents Survey
- Review of operational reporting metrics
- Review of quality and number of Corporate and Service KPIs
- More awareness and better use of the new Residents Panel when in place



# Regulatory Services - Emerging Actions



## Service Area

- Helping citizen know structure of the team and therefore understand where to go for help (website and upskill Contact Centre)
- Online forms for HMO
- Better info on webpages
- Better use of Power BI for case management

## Organisation

- Better info on website to reduce contact/queries from citizens
- Better use of and awareness of translation services
- Better intranet - in particular staff directory
- Better use of data and improved data sharing internally (particularly demographic data to ensure representative)
- Increased Power BI resource
- Space in the community (Comm Centre) for sensitive conversations and 'drop in' conversations
- Explore opportunities for working from Community Centres and promoting how people can book these spaces
- Ensure Advice Centres understand our service delivery
- More on-line forms

# Corporate Property - Emerging Actions



## Service Area

- Right To Buy - improving process - making slicker - explore automation
- More prominent automated affordability calculator on line (RTB)

## Organisation

- Support to provide good content for new website (capacity an issue in services)

# Regeneration & Economy Emerging Actions



## Service Area

- Structured engagement
- Use of videos in comms.
- Explore Govdelivery
- Sharing positive comms.
- SIP Phase2 and embed with Locality Managers
- Regular briefs with CSO
- Online form for general questions

## Organisation

- Converse with other bodies and hold them to account to listen to our citizens (enabling role)
- Explore widening role of Residents Panel to allow for testing of strategies etc.
- Utilisation of our Community Solutions database to support B2B and tactical conversations
- Support and encourage use of videos within comms
- Structured engagement
- Wider offer around Youth Voice

# Finance - Emerging Actions



## Service Area

- Increase presence in the community (to build trust with citizens and support channel shift)
- Civica Collect
- RPA
- Revs & Bens portal
- QL portal
- Text messaging

## Organisation

- Improved intranet
- Improved phone signal for WFH
- CivicaPay
- Staff directory
- Platform for best practice

# Housing - Emerging Actions



## Service Area

- CBL needs to go live - ongoing probs with QL etc
- Deliver Online form
- Deliver Enhanced Housing Options
- Secondment from Housing to IT to help with Power BI
- Training from housing to upskill to Contact Centre on key housing issues to improve "end to end Journey"
- Review housing needs triage process to improve citizen journey
- Mobile working solutions - devices to be rolled out along with versa forms
- 197 Through LS transformation, understanding what the tenancy management offer will be in locality, face to face (sits alongside a significantly enhanced digital offer)
- End to end process map from assessment to allocations to drive out efficiency/new ways of working

## Organisation

- Power BI needed across organisation
- Volumetrics to manage demand
- Refreshed focus on corporate homelessness prevention

# OxPlace - Emerging Actions



## Service Area

- Review social media channels
- Automate handover
- Consultation events and feeding back to citizens
- Collect more feedback and use it to inform what we can deliver - design, installations, fittings, access to information
- Follow through the process of service user feedback into future design/build

## Organisation

- Better link between OCC and OX Place websites - not duplicating information and making sure webpage on OCC looks like OX Place webpage
- Build a library of best practice, case studies etc.
- Online platform for reporting defects

# Business Improvement - Emerging Actions



## Service Area

- Update website with better and more informative information for citizens to help themselves
- Analyse what difference automation would; make to our front line (Face to face and Calls)
- Look at where we can do more user-led (engaging citizens/users - hearing their voice) design of our service improvements, process changes, new systems and comms.
- Provide ways for staff to go out into and work from the communities we serve. (This will also be part of our evolving 2F offer)

## Organisation

- q Ensure there is a Comms Plan in place to support the launch of the new website and the rollout of other new online services
- q Continue to develop ways to provide recognition to staff for their hard work

# Staff Feedback

Citizen focused



## What more could teams do ?

- Ask citizens about barriers they encounter
- Act on user needs
- Sentiment analysis
- Escalation process (R&B)
- Remove internal barriers so we are seen as one entity

## What help do staff need?

- More resources
- Time to read about what the Council is doing
- A strategic steer on addressing ICT needs
- Customer Services training



# Staff Feedback

Positive Citizen  
experience



## What more could teams do ?

- Co-design our services - work collaboratively
- More automation on accuracy of claims (R&B)
- Ensure processes are in place and clarify timescales (Property)
- Online bookings for schools/ museum (Comm Services)
- Corporate templates
- Adopt a conversational approach rather than transactional (C.Centre)
- Building blocks (capabilities) in place to provide good online transactions e.g. reusable integration with payments, booking system, etc (ICT)
- Better way to gather feedback online. Not getting useful feedback from GovMetric currently. Not getting any feedback from online form transactions (ICT)
- Reusable integrations with third party systems (e.g. Uniform, QL etc.) rather than just sending emails to service areas when someone submits an online form (ICT)
- Think long-term about online services. Currently contracts end, new systems procured, and all work on integration on old system is lost and has to be re-done (ICT)
- Let citizen/customer know how long each transaction they make online will take to process and what to do if it takes longer (ICT)
- Update citizens on progress of their online transaction to stop repeat contact about the same issue (ICT)
- Focus on delivering good online service for high volume services that currently can't do online e.g. Housing repairs, Bulky Waste Collection, Rent queries, P&R permits (ICT)

## What help do staff need?

- Specific and updated training and information to all (eg questions around energy)
- A Website giving more transparency on timeframes of service (R&B)
- Staff directory up to date with current staff, clear descriptions of roles and responsibilities so a search is effective and finds the right person (community services)
- Better internal comms (Community Services)
- Enhanced staff engagement (C.centre)
- Clearer guidelines and timeframes so that citizens are not kept wondering what is going on. (PROPERTY & RB Team)
- Clear strategic direction and technical capability/skills/resource to integrate various systems (ICT)
- Less third -party applications to deliver online services which all work slightly differently (ICT)
- A better understanding of what is available to citizens, so we know how to signpost (L&G team)

# Staff Feedback

Inclusive access



## What more could teams do ?

- Equality impact assessments and Surgeries (L&G team)
- Still offering PDF and Word-based forms on our website as the only digital channel for completing a transaction.  
Should be replaced with integrated online forms (ICT)
- More inclusive communications
- Need to ensure that all PDF/Word docs on our website comply with legal accessibility standards - WCAG 2.1.  
Currently quite far away from compliance on this (ICT)
- Have a F2F presence maybe teams call with public/in person rota R&B team

## What help do staff need?

- Time - needed to absorb all the info that is already available – (L&G team)
- Time, Testing of forms - efficiencies that are mapped need to be applied (R&B team)
- Corporate-led initiatives to train staff in accessibility best practice (Community Services)
- Staff engagement - are staff in a position to improve on their levels of engagement? What's creating barriers?
- Resource needed to comply with legal accessibility standards for online documents. Also requires whole organisation change in mindset/skills (ICT)

# Staff Feedback

Get it right first time



## What more could teams do ?

- It's not so much the TEAM getting it right. This needs to come from the top down, getting it right for their staff, the emphasis has been on the teams to improve far too much
- Corporate standard processes would help everyone internally and externally (L&G team)
- Automation - removes the opportunity for human error speed will stop 2nd chasing calls R&B team

## What help do staff need?

- The staff directory up to date
- One single system that gives a single view of a resident/property, so anyone can see history/notes/contact etc (Community Services)
- Ensuring that we get things right, needs major spend on either staffing or technology, to ensure that we have the resources to get it right.( PROPERTY)
- Corporate understanding of objectives - pressure points, government drivers (R&B)
- Time (L&G)

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