One Stop Shop (OSS) Review – 2015/2016

Terms of Reference (ToR)

1. **Introduction**

   On 30 September 2015, Warwick District Council's Executive Committee agreed with the recommendations within the report entitled "Review of WDC/WCC Customer Service Centre & Digital Transformation Initiatives". In particular Recommendation 2.6 was accepted which states that "in conjunction with WCC, officers review the joint One Stop Shop Service".

   It is considered an appropriate time to review the OSS Service because:-

   i. There is a degree of synergy between the Customer Service Centre (CSC) and the OSS, notably a shared Customer Relationship Management (CRM) system.

   ii. The joint OSS service has been in place since 2005 and it is important to understand whether it is still meeting our customers' needs.

   iii. WDC, through its "Digital Transformation" agenda, is looking at its business design and whether services are being provided in the most appropriate way.

   The results of the review will be used by WDC & WCC to understand whether the OSS service is meeting its original objectives.

   The stakeholders that would be affected by any outcomes from this review would be:-

   The WDC & WCC staff
   Members of the public
   Council service areas that are served by the OSS

   Although led by Neighbourhood Services within WDC, the review will be undertaken jointly with WCC with the different steps agreed by both parties. The review will involve both the Team Leaders and staff within the OSS service and they will be kept up to date with the progress of the review through face to face contact and regular briefings.

2. **Project Objectives**

   2.1. Project Completion

   To review the joint OSS service over a period of 6 months and provide key recommendations to the appropriate management within WDC & WCC with any recommendations implemented within a further 12 months.

   2.2. Specific Objectives

   These will be:-

   2.2.1 - Assess OSS performance against original and current expectations of the OSS service.

   2.2.2 –Summarise the range of services provided by the OSS service.

   2.2.3 – Look and describe the quality of the service provided

   2.2.4 – Understand the mode of operation of the OSS, in other words "how does it work day to day?"

2.2.5 – Understand the structure and organisation of OSS

2.2.6 – Look at Management Tools used

2.2.7 – Explore skills and knowledge of staff.

2.2.8 – Understand customer satisfaction through development of basic questionnaire.

2.2.9 – Using information derived from objectives 2.2.1 to 2.2.8 a recommendation report will be complied for the appropriate senior management within WDC and WCC.

3. **Issues**

3.1. **Agreeing a joint way forward.** – It is important that there is buy-in from both WDC and WCC into the approach of the review.

3.2. Agreeing and understanding the time frame. The timescale for the completion of the review alongside the implementations of any recommendations needs to be agreed at the outset.

3.3. Having the "buy-in" of both staff and Team Leaders within the OSS. In order to obtain the relevant information and required to undertake the review it is important that the staff are kept up to date with the progress and understand the relevance of the various interventions required.

3.4. Changes within the Customer Service Centre. There are currently synergies between the OSS and CSC that may be affected due to the return of the telephony back to WDC from the CSC. This could affect the way that the OSS operates within the timescale of this review.

3.5. Successful delivery of review. The OSS Review must be produced within the agreed timescale with the different stages produced on time. See Appendix A. It must be kept relevant and its purpose realised.

4. **Methodology**

4.1. **Key Phases** – The review will take 6 months with a report produced for the consideration of the relevant senior management. It is considered appropriate that any recommendations will be implemented within a further 12 months or earlier if considered appropriate. It is important to note that with the return of the WDC part of the CSC within this timescale and links between the OSS service and the CSC, especially the CRM system, there may recommendations that have to be agreed and implemented within this timescale.

4.2. **Stakeholder involvement** – Graham Folkes-Skinner – Waste Policy and Performance Officer at WDC will conduct the review but the approach will need to be agreed by both Kushal Birla – Head of Customer Service at WCC and Andy Jones – Deputy Chief Executive at WDC. The approach to the review will involve visits/job shadowing at the OSS alongside requesting information from both the management and staff of the OSS.

4.3. **Content and duration of project activities and tasks.** – The timeline can be found in Appendix A.

4.4. **Information Collection Tools** – This will be a combination of retrieving documents from colleagues both from WCC & WDC alongside job shadowing and talking to OSS staff. A data capture sheet can be found in Appendix B.

5. Expertise

The work will involve data collection and analysis alongside report writing. There will be regular joint updates provided to staff and Team Leaders; in summary:-

Name	Job Title	Role
Graham Folkes-Skinner	Waste Policy and Performance Officer - WDC	Review Manager Production of ToR Production of Final Review Report. Instigator of OSS updates
Andy Jones	Deputy Chief Executive - WDC	Reviewer of ToR & final Report and Recommendations
Kushal Birla	Head of Customer Service - WCC	Reviewer of ToR & final Report and Recommendations
Rob Hoof	Head of Neighbourhood Services - WDC	Reviewer of ToR & final Report and Recommendations. As Graham Folkes-Skinner Manager need to ensure that review is undertaken within timeframe.
Tracey Baker	Customer Services Manager (Face to Face) South - WCC	Conduit for requests to provide updates to OSS staff and information about the day to day running of OSS
Ruth Jones	Team Leader Warwickshire Direct OSS - WDC	Facilitator of requests for information and job shadowing
Caroline Watts	Team Leader Warwickshire Direct OSS - WCC	Facilitator of requests for information and job shadowing
Fiona Clark	Customer Contact Manager - WDC	Project Manager to WDC CSC review needs to be party to timescales with OSS Review due to synergies between both projects

6. Work Plan

6.1. Time Scale for review to be agreed.

6.2 Reporting Requirements:

Stage	Reported to…
Agreement and production of ToR	Andy Jones, Kushal Birla, Rob Hoof
Timescale of Review	Andy Jones, Kushal Birla, Rob Hoof
OSS Team updates	Andy Jones, Kushal Birla, Rob Hoof, Tracey Baker, Ruth Jones, Caroline Watts
Final Report and Recommendations	Andy Jones, Kushal Birla, Rob Hoof