

To:	Coordinating Overview and Scrutiny Committee
Date:	July 2020
From	Director Digital & Customer Service and Assistant Director Customer Services & Business Support

Customer Services Progress Update including Call Centre activity in response to the COVID-19 emergency, Citizen Access Strategy and the Complaints and Member Enquiry handling review

1. Purpose

- 1.1. This report provides an update to the Coordinating Overview and Scrutiny Committee on Customer Service delivery including Call Centre activity throughout the COVID-19 emergency, Citizen Access Strategy development and the Complaints and Member Enquiry handling review
- 1.2. The report builds on the report to Coordinating Overview and Scrutiny in September 2019 and provides a further update on the progress and outlines the key priorities for 2020-21

2. Background

- 2.1. The contact centre receives 2 million telephone calls and approximately 60,000 emails a year and is therefore the largest touch-point the council has with users of council services. A breakdown of call volumes is available in appendix 1.
- 2.2. Customer Service is also responsible for the website and online customer service delivery. The website receives 46 million-page views per annum. In order to improve user experience when accessing accounts or requesting services online a project is underway to replace the One Account solution with the BRUM Account. The project will also increase the services that are available via the Birmingham website.
- 2.3. The BRUM account business case was approved in December 2017 and has subsequently had 3 phases to its implementation. As more and more services have chosen to automate processes and provide online solutions on the back of the citizens of Birmingham expressed an appetite to transact with the Council in an automated way

- 2.4. The contact centre transferred in house in November 2014. At the time customer satisfaction levels with services delivered via the contact centre were very low at 49%. As part of the transfer significant savings of £4m per annum were achieved set in a context of increasing demand. Since transfer further cumulative savings of £1.4m per annum were achieved with further proposals to increase savings in 2020-21
- 2.5. Throughout 2019/2020 Tenancy and Estate Management and Adult Social Care contact, ACAP, transferred successfully into the contact centre and have seen marked improvement in customer satisfaction levels post transfer
- 2.6. A table showing details of citizen satisfaction is contained in appendix 2. Citizen satisfaction was suspended during Apr, May and the majority of Jun this was due to a new telephony system being implemented but this is now fully operational and reportable

3. Customer Service Delivery and response to COVID-19

- 3.1. The Customer Services team and Contact Centre have been heavily involved in responding and ensuring that an appropriate level of service has been provided to the Citizens of Birmingham throughout the crisis and has continued to operate a full service provision as well as set up a new emergency helpline responding to COVID-19 specific enquiries
- 3.2. The Covid emergency line was set up on 30th March, which required approximately 30 members of staff to be mobilised, trained and prepared to answer a variety of COVID-19 related calls where citizens have required support. Most queries to the hub are food related, whether that be via the Shielded route or the voluntary sector TAWS route and Any issues identified on the calls relating to Adult Social Care or Children's were referred as appropriate The table in **appendix 1** shows a breakdown of contact received.
- 3.3. Since the emergency line has opened 9324 calls have been received into the line with answer rates of 99%. We also had an online form that has received 454 submissions.
- 3.4. Throughout the emergency, the contact centre has continued to provide a high level of service for all other areas they handle calls for. The table in **appendix 2** shows the call answer rates throughout the emergency across all services from January 2020 to May 2020 and as you will see the highest level of service performance has been maintained throughout the period and there has been a considerable reduction in the overall number of calls and online transactions. The table in **appendix 4** clearly demonstrates the increase in customer satisfaction during the past few months.
- 3.5. In addition to the call handling a number of back office activities are undertaken whereby requests for services or enquiries are received via an online email and Parking penalty charge notices and permits. All of these requests have been handled with no delays.
- 3.6. As well as Customer services managing the inbound calls for the emergency line, a large amount of outbound calling has also been required and the contact centre have

carried out over 40,000 outbound calls since March. Outbound activity has been broken down as follows:

- activity in relation to following up those citizens who registered with central government requiring assistance
- activity in relation to those citizens who were shielding but had not registered with central government – validation exercise to check if they did require assistance
- ad-hoc follow up activity when central government made us aware of access issues to properties when delivering food parcels

3.7. Customer Services has worked in partnership with the Fire Service to arrange safe and well checks for the 1494 citizens. These were safe and well calls on the data set that was passed to us via Central Government. The list contained citizens that were Shielding but had never registered for assistance and therefore a decision was required to carry out safe and well checks. The initial outbound exercise was carried out by Central Government who had tried to outbound call but did not get a response from 8000 citizens, who were passed to our contact centre, who managed to successfully contact 82% of the total list. The 1494 citizens the contact centre could not contact are in the process of being followed up by the Fire Service and all visits should be completed by week commencing 6th July 2020. Of the citizens visited only 8 have so far required support from Birmingham city council in relation to food parcels, social care and prescription help.

3.8. The contact centre also carried out an outbound exercise to contact small businesses that had not applied for small business grants and more recently an inbound line was mobilised to handle calls enquiring about the discretionary business grant funding. The line went live on the 1st June and fifteen members of staff were trained at the contact centre to support this activity. To date we have handled 2186 enquiries.

4.0 Citizen Access Strategy Development

4.1 The Councils current citizen access strategy is due for refresh. Although the current strategy remains fit for purpose, as we move into a new era of technology we are having to align the way we provide Council services to meet the ever changing needs of our new generation who are expecting to transact with local authorities in a very different way, whilst at the same time we must maintain access channels that are more suited to our existing client base who may be resistant to the new technological change

4.2 The current Citizen access strategy Citizen Access Strategy which (requires review) states that it will:

- Develop citizen access arrangements that are designed to meet the differing needs of our citizens, focused on the citizen, not internal service boundaries
- Develop a consistent, dynamic and excellent experience for our citizens whenever and however they contact us, building in continuous flexible change made rapidly in a controlled manner
- Improve the efficiency of citizen access arrangements by reducing failure demand – designing service delivery to get it right first time, every time so as

to remove duplication and failure and prevent demand arising in the first place

- Develop an improved digital offer, better citizen confidence in digital access channels and significantly increase take up and use of digital access channels
- Reduce demand by changing the relationship with citizens so that those that are able do more for themselves

- 4.3 In order to commence the review an initial project called the Service Catalogue, has been undertaken by Customer Services which has shown that as a council we offer over 1000 different types of services to our Citizens and ultimately we need to understand across each of these how our services are accessed i.e. via email, phone, online, website or face to face
- 4.4 We have made a really good start with mapping each of the services across the various Directorates and have appointed some business analyst capability to help us to really understand what our customer experience is like. This project will start with mapping the end to end customer journey across each of the key services which will enable us to see if there are any improvements that can be made in the current processes to improve our overall customers experiences
- 4.5 Complaints in the Council remain extremely high and so we must undertake the end to end process reviews to see how we can improve the overall customer experience through leaning processes and removing layers of duplication that may exist. That may mean we offer automation where possible to provide the best service possible to our citizens. The number of complaints received per Citizen is approx. 10x higher when compared to other authorities of a similar size (BCC 0.5 vs Manchester 0.04) Customer satisfaction (BCC: 68%) is lower than the average across the whole public sector (73.9%)
- 4.6 A number of engagement sessions and workshops took place throughout December 2019 and January 2020 to start the conversation and seek feedback on Councillors and Citizens experiences in all things customer access however progress has been slightly thwarted as a result of the authority responding to the COVID-19 emergency since the early part of this year
- 4.7 Whilst we have been in the emergency situation we have continued to try and identify in the background, data with regards to call volumes, satisfaction levels, back office volumes for each of the key services in scope which is still a work in progress.
- 4.8 The strategy will continue to evolve and be aligned to the ICT&D strategy for the Council as well as the ongoing work around Public Hubs and once the emergency has lifted, we will recommence the engagement strategy around the revised strategies development

5. Complaints and Member Enquiry handling review

- 5.1. The complaints and Councillor enquiry handling review was commissioned in direct response to several requests, firstly from Overview and Scrutiny received in June 2019 regarding members portal and ward level analysis to resolve service user issues to prevent repeat failure and secondly a subsequent Notice of Motion received in July 2019 regarding the complaints process and enquiry handling which was approved by CLT in July 2019. For reference **appendix 5** shows volumes of complaints and response times against the KPI by directorate.
- 5.2 Birmingham City Council are committed to providing an excellent service for Citizens but recognise all Citizens have a right to complain when the standard of service provided falls short
- 5.3 Several issues have been highlighted with the current process:
- There is no way of tracking the whole journey of a complaint within the authority; complaints are allocated to more than one officer to investigate and respond, this creates double handling, confusion and prevents service levels from being accurately measured
 - Root cause analysis is not undertaken, and corrective action is not implemented to prevent issues from re-occurring
 - There is inconsistency in response to complaints; some responses appear unprofessional, have spelling/grammar errors and/or have poorly constructed replies that do not resolve the complaint
- 5.4 The objective of the review was to be able to provide options to improve the complaints, compliments and comments processes, systems and organisation to maximise citizen satisfaction in a cost effective manner
- 5.5 The review also had the aim of providing options to improve the members portal, member enquiry and councillor complaint enquiry functions that are currently in place across the Council. The recommendations will offer solutions for better reporting, data and responses to members enquiries
- 5.6 The options paper will be supported by a recommendation and outline costs/benefits to deliver to support decision making and enable timely delivery of the preferred option
- 5.7 Following CLT approval in November 2019, Navigation Partners were engaged to review the end-to-end complaints process, solutions and organisation to;
- Understand issues and challenges in the current process
 - Recommend solutions and potential improvements to the Council Leadership Team
- 5.8 Workshops were held with each Directorate and Councillors throughout November 2019 and January 2020 and every service area has been encouraged to provide representatives who are involved in the daily complaints processes. Teams were given the opportunity to provide comments and feedback to help shape and influence any recommendations for improvements

- 5.9 The Steering Group, consisting of cross-directorate Senior Managers have evaluated the best option to rescue the Council from this crisis. Their preferred option is to create a virtual complaints teams located within each Directorate (with a small central team providing support). This central team will govern one complaints system and complaints process with standardised complaints teams embedded within each Directorate. The paper was due to go to CLT on the 15 June 2020 however due to COVID -19 items this has been deferred to the 3 July 2020. A copy of the findings and presentation can be found in **appendix 6**.
- 5.10 The review and the Steering group (supported by benchmarking data) has concluded that the current complaints process is not fit for purpose and is in crisis. There is a lack of focus on the Citizen with no consistent approach, a lot of complaints go unrecorded and the volumes included in reporting do not reflect the true volumes. Duplication often occurs when different teams respond to the same complaint. In addition, failings that result in complaints are not resolved. An intervention is urgently needed
- 5.11 This will need to be implemented and embedded within each Directorate to enable operational, technical and specialist expertise to be utilised. Additional resource will be needed to create the central and Directorate teams. Changes to i-casework will be required to allow the system to be used for all complaints. Training on this new way of working will need to be delivered to each Directorate. This will need to be communicated to Citizens, Members and across the whole council
- 5.12 The virtual team enables standardisation of processes across all directorates and enables dedicated resources to be available to handle and oversee complaints. One system will be used to record and track all complaints. Intelligence can be captured on complaints and root causes captured across all complaints.

Appendix 1 – Emergency Community Response Hub Dashboard

Period

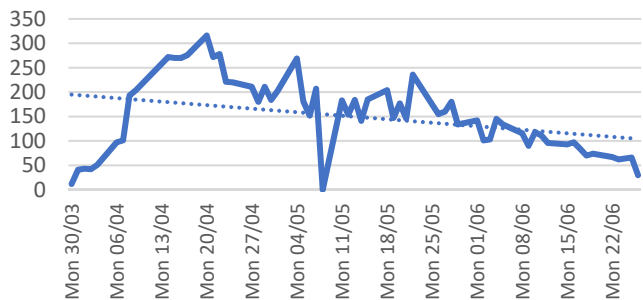
30th March to
28th June

a) Contact Centre Performance & Volumes (YTD)

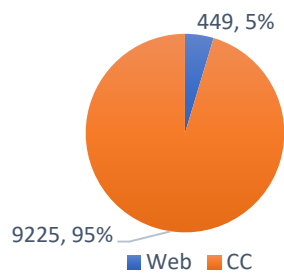
Calls Offered (YTD)	9,324
Calls Answered (YTD)	9,225
Percentage Calls Answered (PCA)*	99%
Average Handling Time (s)	431
Average Time to Answer (s)	5

*Contact Centre Target 90%

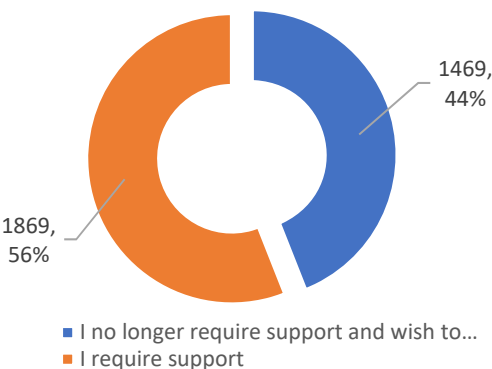
Calls Answered by Day Graph



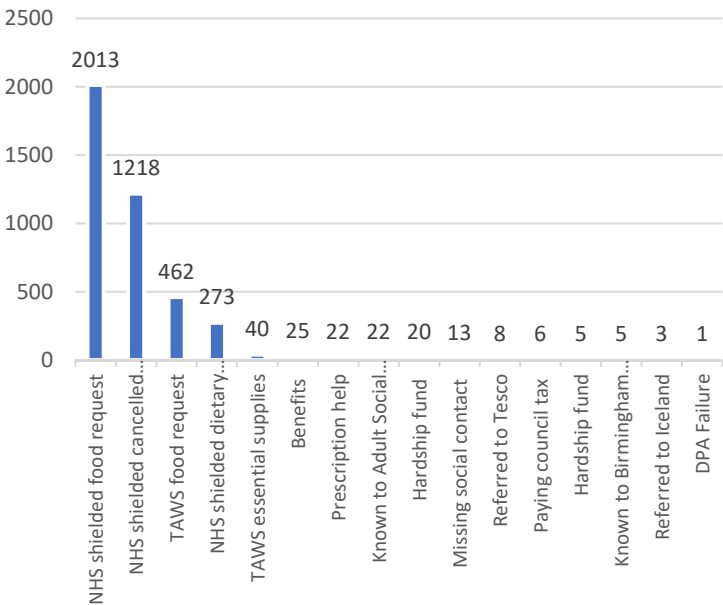
c) Contact by Channel (Web and Contact Centre YTD)



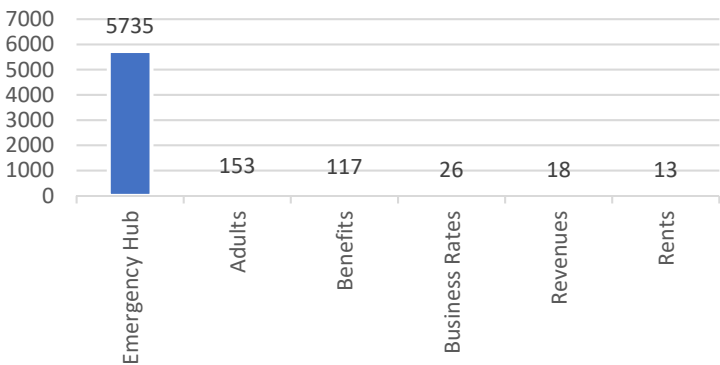
e) Support Requests Created (YTD)



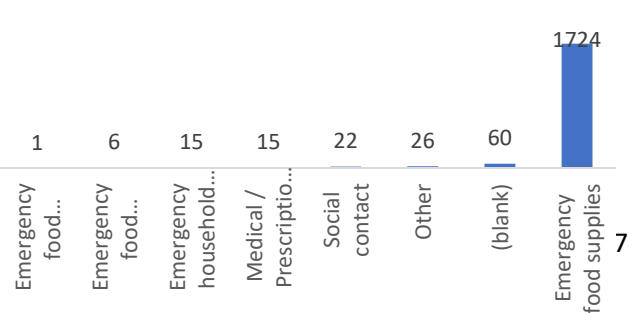
b) Call Outcomes for the Contact Centre (21st Apr Onwards)



d) Emergency Hub IVR Traffic Analysis (28th Apr Onwards)



f) Support Requests - What Support is required? (YTD)



Appendix 2

Core Services - Percentage Calls Answered Mar – June 2020

Service	Mar	Apr	May	June
Adults Social Care	85%	91%	86%	86%
Benefits	89%	91%	93%	93%
Children's Services	85%	98%	98%	99%
Elections	100%	99%	99%	99%
Environmental Health	98%	99%	97%	96%
Highways	98%	99%	97%	96%
Housing Repairs	98%	100%	99%	98%
Housing Options	94%	99%	91%	80%
Complaints Line	99%	99%	100%	99%
Neighbourhood Office	98%	99%	95%	94%
Parking	96%	98%	99%	95%
Parks	95%	92%	93%	95%
Payments Team	98%	100%	99%	99%
Planning	95%	100%	91%	91%
Recruitment	96%			
Rents	93%	99%	96%	99%
Revenues	92%	93%	94%	94%
Switchboard	98%	99%	99%	98%
Tenancy Estate Management	96%	99%	94%	93%
Waste Management	99%	100%	99%	98%
Grand Total	95%	98%	96%	94%

Covid Related Services setup in contact centre

Service	Mar	Apr	May	June
Emergency HUB	95%	100%	99%	99%
Public Health	91%	100%	88%	100%
Discretionary business grants			100%	93%

Appendix 3 – Call Volumes and Answer Rates Table 1.1 - Answer Rates 2018, 2019 and 2020

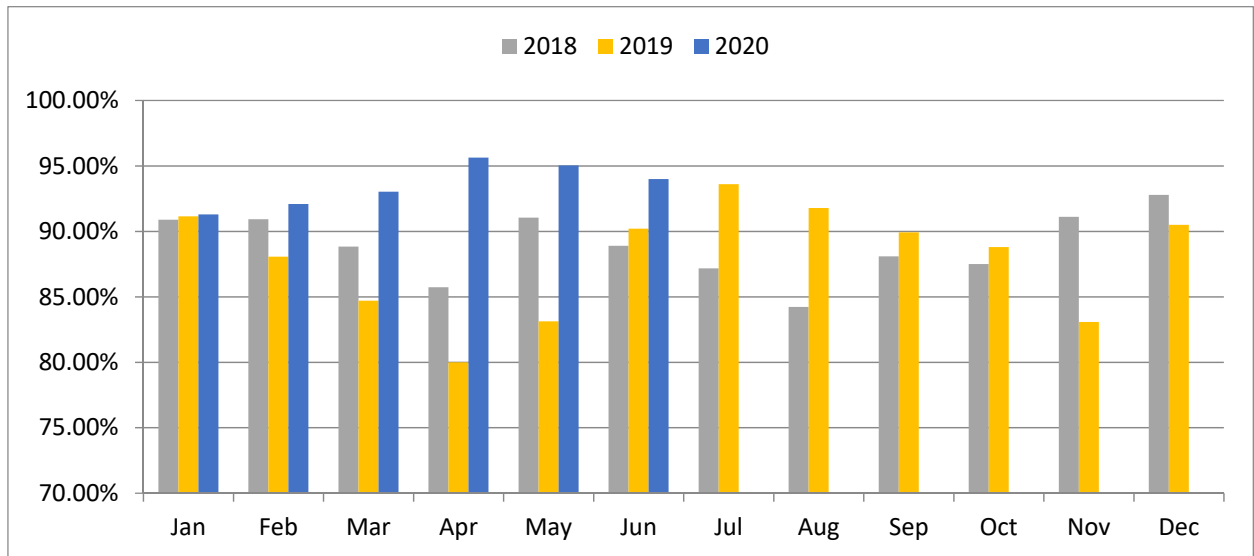


Table 1.2 - Calls received and answered YTD 2020 ,2019 & 2018 with % answer rate

2020	Received	Answered	PCA
Jan	190,963	174,330	91.29%
Feb	167,956	154,671	92.09%
Mar	188,328	175,202	93.03%
Apr	133,184	127,360	95.63%
May	139,048	132,141	95.03%
Jun*	175,984	165,425	94.00%
Totals	995,464	929,129	93.34%

projected

2019	Received	Answered	PCA
Jan	181,483	165,405	91.14%
Feb	170,111	149,810	88.07%
Mar	189,522	160,525	84.70%
Apr	183,634	146,907	80.00%
May	180,833	150,308	83.12%
June	167,146	150,766	90.20%
Jul	183,823	172,058	93.60%
Aug	179,436	164,686	91.78%
Sep	218,481	196,458	89.92%
Oct	198,262	176,057	88.80%

Nov	184,830	153,538	83.07%
Dec	162,761	147,299	90.50%
Totals	2,200,321	1,933,817	87.89%

2018	Offered	Answered	PCA
Jan	223,303	191,619	85.81%
Feb	168,919	158,895	94.07%
Mar	208,474	184,255	88.38%
Apr	182,871	167,643	91.67%
May	178,009	163,217	91.69%
Jun	168,071	155,920	92.77%
Jul	167,790	155,252	92.53%
Aug	159,396	146,953	92.19%
Sep	159,570	147,130	92.20%
Oct	188,874	166,631	88.22%
Nov	170,727	147,947	86.66%
Dec	124,380	115,983	93.25%
Totals	2,100,384	1,901,445	90.53%

Appendix 4 – Customer Satisfaction

Table 1

Overall Satisfaction Levels July 19 to May 20				Breakdown by Service of Satisfaction levels May 2019		
MONTH	Overall Satisfaction	Agent Willingness	Number of Survey Responses	Service Breakdown May-19	Satisfaction Score	Number of Survey Responses
Jul-19	66.3%	66.3%	963	Housing Repairs	76%	79
Aug-19	59.6%	59.6%	374	Waste Management	68%	57
Sep-19	62.2%	62.2%	865	Housing Benefits	76%	68
Oct-19	59.5%	59.5%	777	Council Tax	79%	121
Nov-19	66.2%	66.2%	553	Highways	63%	8
Dec-19	61.1%	61.1%	424	Parks	67%	3
Jan-20	63.3%	63.3%	540			
Feb-20	56.1%	56.1%	246			
Mar-20	70.5%	70.5%	995			
Apr-20	71.9%	71.9%	381			
May-20	70.0%	70.0%	553			

Appendix 5
– Citywide complaints handling
Table 1

	Nov-19			Dec-19			Jan-20			Feb-20			Mar-20			Apr-20			May-20		
Directorate	Received	Closed in 15 Days	% complete within 15 Days	Received	Closed in 15 Days	% complete within 15 Days	Received	Closed in 15 Days	% complete within 15 Days	Received	Closed in 15 Days	% complete within 15 Days	Received	Closed in 15 Days	% complete within 15 Days	Received	Closed in 15 Days	% complete within 15 Days	Received	Closed in 15 Days	% complete within 15 Days
Adult Social Care	0	0	-	0	0	-	0	0	-	1	0	0%	0	0	-	0	0	-	0	0	-
Birmingham Childrens Trust	0	0	-	0	0	-	0	0	-	0	0	-	0	0	-	2	0	0%	0	0	-
Common Wealth Games	0	0	-	0	0	-	0	0	-	0	0	-	0	0	-	0	0	-	0	0	-
Digital and Customer Services	190	186	98%	148	145	98%	167	158	95%	180	175	97%	178	172	97%	118	116	98%	134	133	99%
Education and Skills	32	18	56%	24	17	71%	43	29	67%	37	18	49%	18	9	50%	5	1	20%	6	6	100%
Finance	4	2	50%	14	12	86%	2	2	100%	2	0	0%	4	0	0%	0	0	-	1	1	100%
Human Resources	0	0	-	1	1	100%	1	1	100%	1	0	0%	0	0	-	0	0	-	0	0	-
Inclusive Growth	95	86	91%	72	68	94%	95	73	77%	97	80	82%	67	60	90%	22	17	77%	34	32	94%
Neighbourhoods	849	605	71%	732	624	85%	1,450	1,286	89%	996	850	85%	756	674	89%	480	461	96%	589	532	90%
Partnerships Insight and Prevention	0	0	-	0	0	-	0	0	-	0	0	-	0	0	-	1	1	100%	0	0	-
Unassigned	11	8	73%	15	13	87%	11	10	91%	17	13	76%	33	30	91%	7	6	86%	10	9	90%
CITYWIDE	1,181	905	77%	1,006	880	87%	1,769	1,559	88%	1,331	1,136	85%	1,056	945	89%	635	602	95%	774	713	92%

Appendix 6 – Complaints Review summary Paper

See attached presentation

CUSTOMER COMPLIMENTS / COMPLAINTS AND MEMBER ENQUIRIES REVIEW

Overview and Scrutiny Update

June 2020

Complaints, Compliments and Members Enquiries Process Review Overview

- Following feedback received from Citizens, internal stakeholders and Members of the Council expressing high levels of dissatisfaction over the Council's complaint process; a formal review of the council wide complaints, compliments and Member enquiries process was commissioned and undertaken
- This review has now been completed. This review included:
 - Data on performance and volumes benchmarked against other organisations - this highlighted complaints per customer and % of upheld ombudsman complaints are both significantly higher than other similar sized authorities (number of complaints received per Citizen is approx. 10x higher and 40% more ombudsman complaints are upheld when compared against Manchester Council)
 - Extensive Engagement across the authority (including Citizens and Members of the Council) through multiple workshops and 1-2-1 engagements – this highlighted the failure to get the basics right first time, there are multiple different channels available for Citizens to complain and there is lack of resource to service the “true” level of complaints
 - Review of IT systems revealed the i-casework (complaints) system is deemed not fit for purpose and additional IT systems are used (3+), undermining the credibility of council wide reporting on complaints, compliments and Member enquiries

Key Findings

Performance



- The number of complaints received per Citizen is approx. 10x higher when compared to other authorities of a similar size (BCC 0.5 vs Manchester 0.04)
- Customer satisfaction (BCC: 68%) is lower than the average across the whole public sector (73.9%)

Continuous Improvement



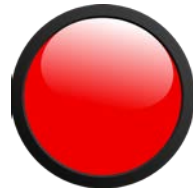
- There is no “true picture” of the complaint story and there is low confidence in the data reported as multiple systems are used
- Root causes are not accurately captured, there is no clear council wide process/strategy to learn from complaints and improve services and processes

Process



- The current process is not clear to Citizens and Members of the Council and there is no clear process for Members of the Council/MPs to follow or for vexatious complaints
- There is no clear definition of what is a complaint or enquiry
- Processes are not following consistently across each directorate

Quality of Responses



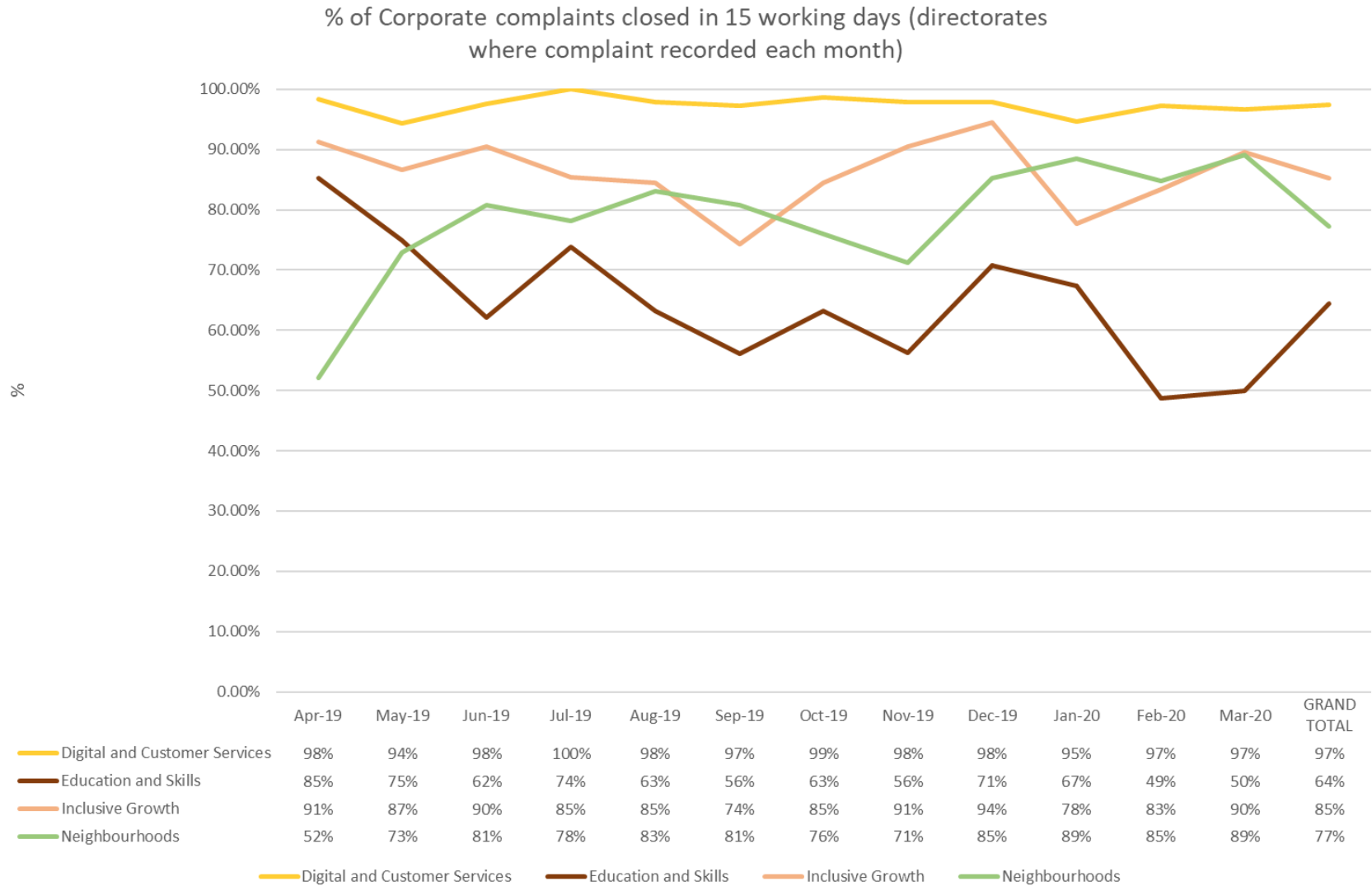
- There is no standard to measure the outcomes for Citizens
- Managers who are investigating and responding, often do not have the skills or time needed to generate a quality response
- The quality of responses varies considerably across the Council

Summary



- The current complaints process is performing badly and is in “crisis” and an intervention is urgently needed
- Citizens have seven different channels to use to complain and there are at least three different systems in use to record and track complaints
- Different areas have different levels of resources committed to complaints
- There is no clear, consistent process for Members of the Council/MP's to follow
- A lot of complaints go unrecorded and the volumes included in reporting don't reflect the true volumes
- The cost of complaints (compensation & re-work) is not tracked or measured across the council
- Service failings that cause complaints are not resolved, creating complaints that could have been avoided

Complaints Performance 2019-20



Note on the Data

Adults and Children's Trust figures are missing; different system used (Respond)

Neighbourhoods – data excludes Housing Options and Housing Management; different system used (Northgate)

Options Considered

The steering group, consisting of senior managers from different Directorates, have considered the best way to respond to the findings to improve the Council's position on complaint handling. The following provides a brief description of the main options considered and the outcome of the evaluation of these options.

Option	Title	Description	Outcome
1	Do minimum, increase FTE in line with true volumes and offer further training	Carry on using three different complaint systems, multiple different access points, with little or no intelligence on data and limited understanding of root causes. Multiple routes for Members to submit enquiries. Additional FTE will be required to cope with the "true" volumes and bring complaints within SLA. Offer additional complaint handling training.	Excluded - Benchmarking of complaint data highlights the current complaints process is in "crisis". Adding additional resource without fixing the root causes is not a viable option.
2	Create a central complaints team	One central team (not directorate specific) to handle, investigate and respond to all compliments/complaints and Member Enquiries. Using one system and fewer access points, intelligence gathered and the root causes of complaints understood. One route for Members enquiries.	Excluded - Each directorate has specific processes and knowledge required to handle complaints. It would be difficult for a central team to learn all the different processes and acquire all the knowledge needed to deal with every type of complaint. The team felt that the responsibility for resolving source issues would be removed from the service areas.
3	Virtual complaints teams (dedicated resource for Directorates) located within each Directorate (with small central team providing support)	Central team to govern the system and compliments, complaints and Member Enquiries process with standardised complaints teams embedded within each Directorate. Defined routes for each Directorate for Citizens and Members to submit complaints and enquiries.	<p>Preferred Option - Provides a resource and focused skill set to oversee and manage complaints. Enabling all complaint handlers to deliver customer focused responses whilst maintaining critical links to the Services.</p> <p>A virtual team ensures quality of responses can be monitored and maintained across the whole council, all complaint types can be managed through a single system regardless of Directorate. Service Area Managers maintain ownership of the issues, root causes and provide service area specific knowledge to resolve the complaint.</p> <p>One system enables "one view of the data" and root causes can be identified to improve service delivery from day one.</p>

What is this going to achieve?

One System



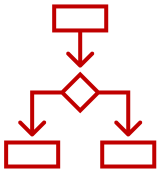
- One system to be used to track all complaints at every stage
- All data captured in one source
- There will be improved confidence in data and reporting
- There will be less duplication as information is located in one place

Dedicated Resource



- There will be dedicated Complaint Champions embedded and standardised across each Directorate
- On-going soft skills training to be available for these resources
- Flexibility- if needed standardised teams can be tailored to different Service Areas/ Directorates to utilise operational, specialist and technical expertise with overall guidance from the central team

One Process



- There will be one clear documented process and policy followed across the council
- There will be less entry points for Citizen's to complaint with less duplication and double handling of complaints
- Councillors/ MP will have a clear process for their enquires and/or complaints

Quality



- There will be a consistent approach for all compliments, complaints and members enquiries and enough dedicated resource to maintain quality
- There will be an increased focus on the outcome and resolution for the Citizen
- Accurate reporting and the feedback loop will drive service improvement and improvements to processes

Citizen / Members



- There will be a clear route to complain and a clear expectation of how the response will be managed
- Both Citizens and Members will have a dedicated Complaint Champion to communicate with
- Their complaint will be resolved quicker
- There is a greater chance of not experiencing the same complaint again in the future

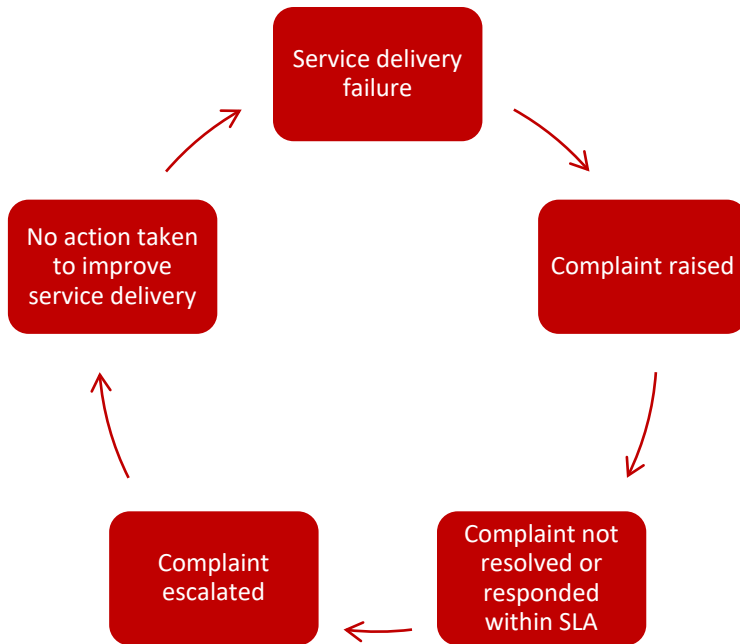
Benchmarking



- The number of complaints per Citizen will reduce in line with similar sized authorities
- There will be standardised reporting across all complaint types
- The Council's overall complaint performance will be more aligned with similar sized authorities
- The financial cost of complaints can be measured

How is this achieved?

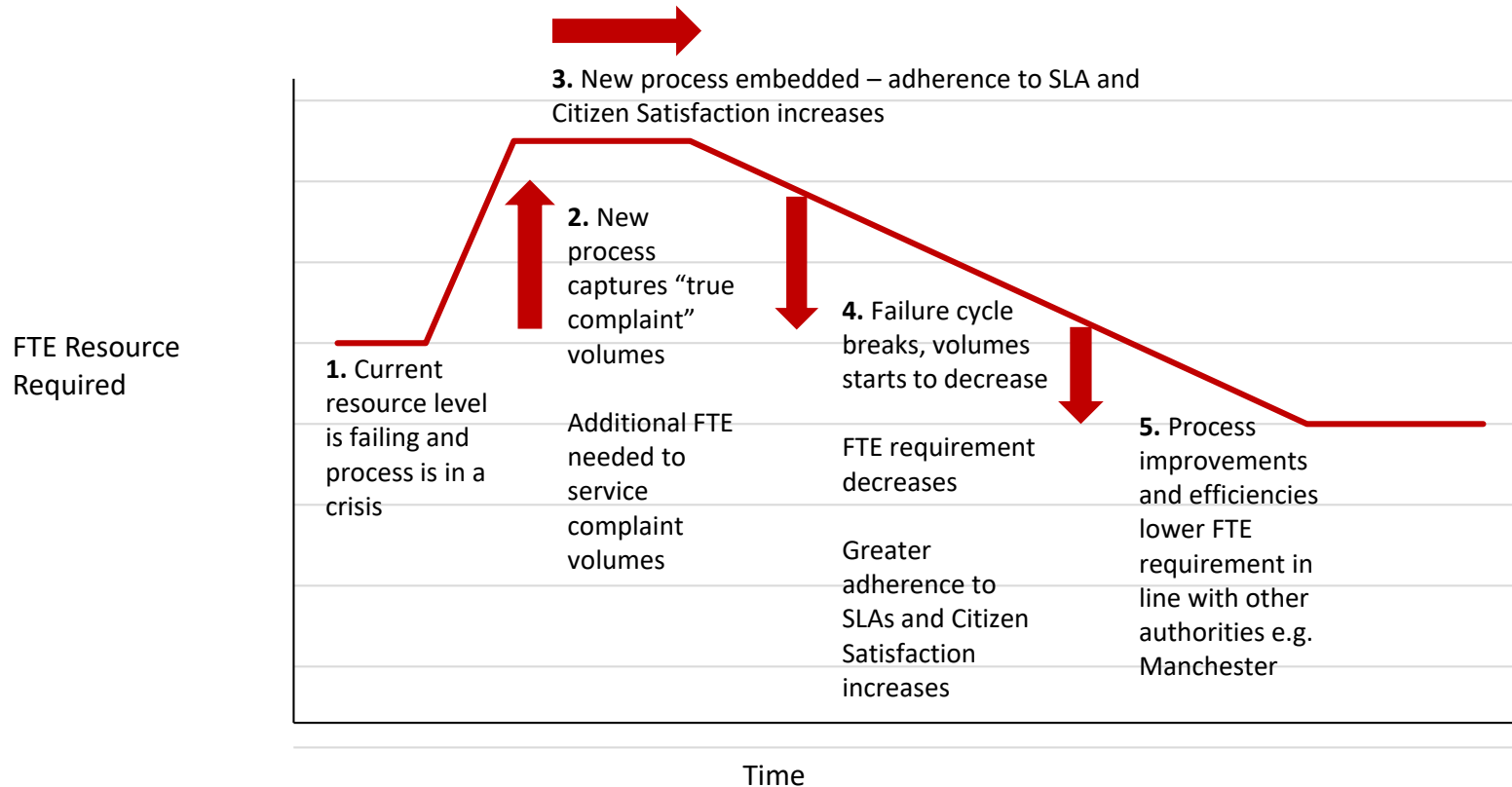
Breaking the Continuous Failure Cycle



- The failure to resolve Citizen's/ Member's complaints correctly or within the agreed timescales, escalates the complaint and extends the complaint's lifecycle creating further work and additional drain on resources. This is mainly caused by:
 - Managers not having enough time to respond within the required timescales or a lack of resource to investigate and respond to complaints correctly
- Other Citizens or/and Members raise further complaints about the same issue/process due to corrective action not being undertaken to resolve the root cause(s)
- This cycle is increasing the volume of complaints and fuelling this current crisis
- To reduce complaint volumes to a manageable level; this continuous failure cycle needs to be broken
- Only when this cycle has been broken consistently across the council, will volumes fall, and costs savings realised (recognising that certain policy decisions will always continue to generate complaints when Citizen's do not agree with them)

How is this achieved?

Breaking the Continuous Failure Cycle

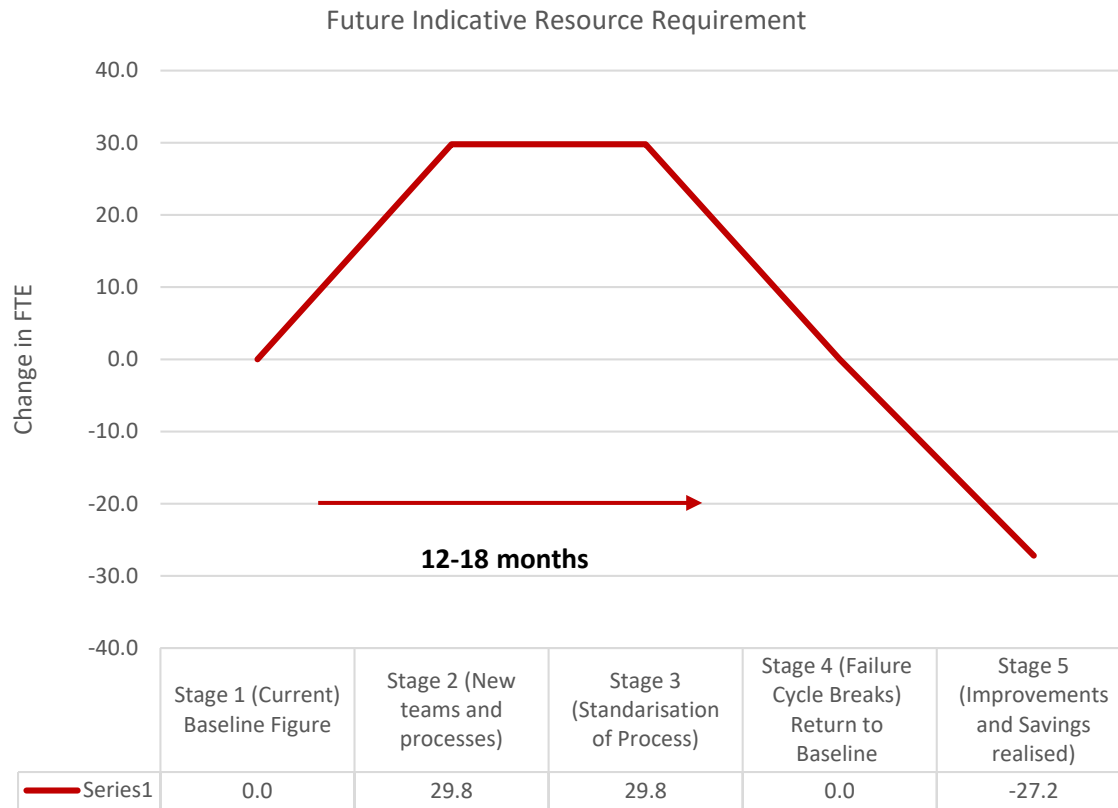


How is this achieved?

Resource Requirement

Additional resource is needed to service the true volume and break this cycle.

The resource required to break this cycle is:



- **Stage 1 (Current)** 33.6 dedicated FTE invested to deliver the current crisis. This is the current baseline (0 change on graph)
- **Stage 2 (New teams and processes)** Initial investment of an additional 29.8 FTE (2 year fixed term contracts) to address “true” volumes and service complaints correctly
- **Stage 3 (Standardisation of Process)** Time for new teams and process to be embedded (FTE requirement reviewed regularly)
- **Stage 4 (Failure cycle breaks)** volumes reduce (approx. 53% reduction in complaint volume). FTE requirement returns to baseline of 33.6 FTE (shown as 0 on graph).
- **Stage 5 (Improvements and Savings realised)**
This is an aspirational future position.
Improvements applied reducing volumes and FTE requirement in line with other authorities e.g. Manchester Council*. Change in FTE Figure shown is reduction to baseline FTE

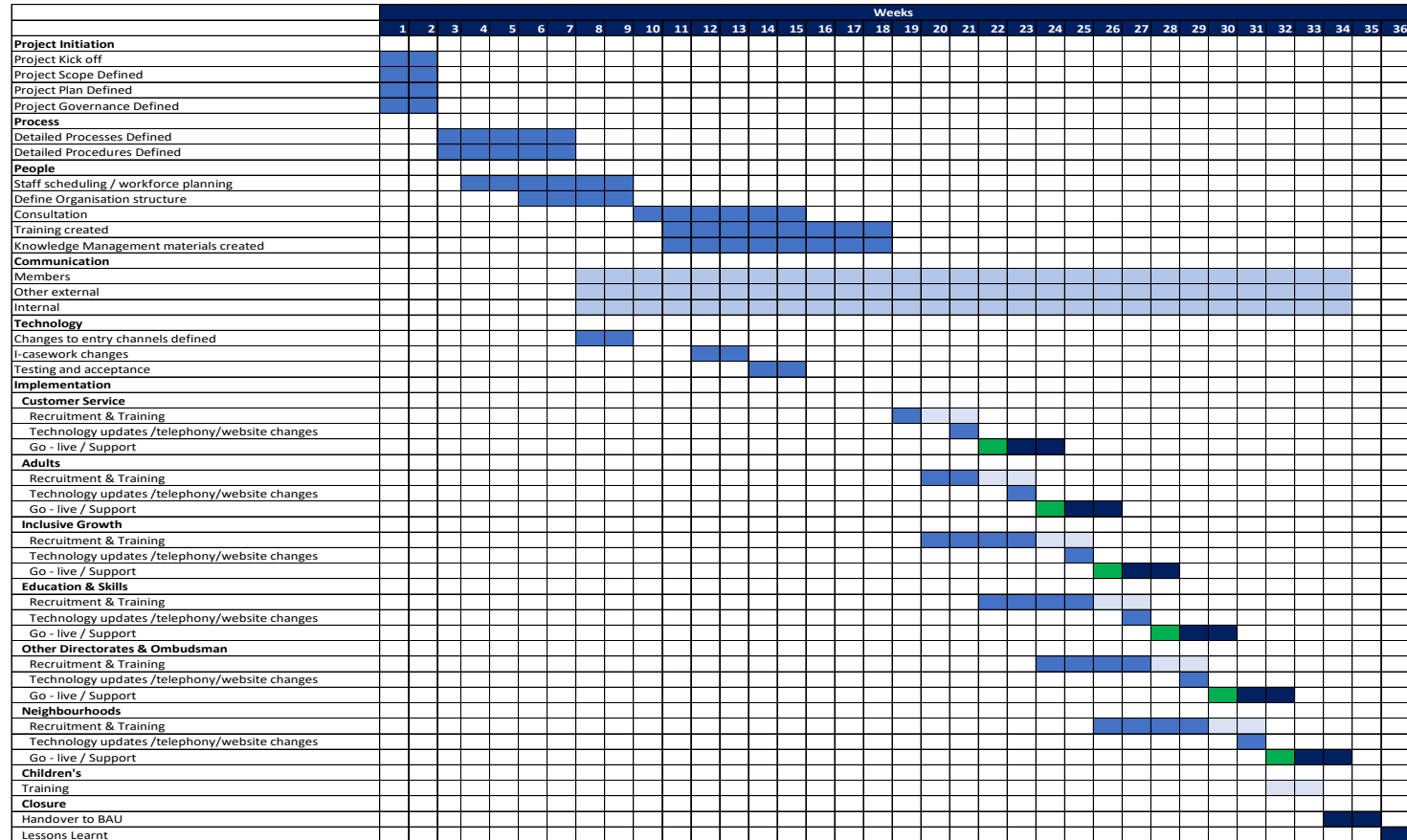
Initial investment in FTE is needed to break the failure cycle to enable the Council to achieve future savings and improvements

How is this achieved?

To achieve these desired outcomes an implementation project is required. This would include:-

Area	Description
Process	<ul style="list-style-type: none">• Creation and approval of a standard process to be used across the Council• Creation of definitions of a complaint, compliment, enquiry and the appropriate treatment of them (noting that enquiries are not included in this project)• Measuring adherence to the new process• Creation of training and knowledge management materials to support the new process, deliver the soft skills required and ensure that the council can learn from complaints
Citizen	<ul style="list-style-type: none">• Communication to all Citizens on how to complain: updates to website/ literature/ advice given, etc
People	<ul style="list-style-type: none">• Creation of new roles and organisation structure• Definition of a recruitment strategy• Additional FTE required• Consultation with Unions• Training of new process to all staff across the Council
Technology	<ul style="list-style-type: none">• Improvements / Changes to i-casework• Testing changes work
Communication	<ul style="list-style-type: none">• Internal communication to all staff on the new ways of working• External communication to Members and other organisations on the new ways of working
Implementation	Project Management of the implementation to deliver on time and on budget

Preferred Option Timeline – Route A



- Indicative timeline of 36 weeks
- Existing business support job descriptions to be used for new roles
- Implementation is staggered across the different Directorates