

Report of:	Deputy Leader
To:	Co-ordinating Overview and Scrutiny Committee
Date:	16 April 2021

Progress Report on Implementation: Responding to Our Customers

Review Information

Date approved at City Council:	03 November 2020
Member who led the original review:	Cllr Carl Rice
Lead Officer for the review:	Emma Williamson, Head of Scrutiny Services
Date progress last tracked:	NA

1. In approving this Review the City Council asked me, as the appropriate Cabinet Member, to report on progress towards these recommendations to this Overview and Scrutiny Committee.
2. Details of progress with the remaining recommendations are shown in Appendix 2.
3. Members are therefore asked to consider progress against the recommendations and give their view as to how progress is categorized for each.

Appendices

1	Scrutiny Office guidance on the tracking process
2	Recommendations you are tracking today
3	Recommendations tracked previously and concluded

For more information about this report, please contact

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Appendix 1: The Tracking Process

In making its assessment, the Committee may wish to consider:

- What progress/ key actions have been made against each recommendation?
- Are these actions pertinent to the measures required in the recommendation?
- Have the actions been undertaken within the time scale allocated?
- Are there any matters in the recommendation where progress is outstanding?
- Is the Committee satisfied that sufficient progress has been made and that the recommendation has been achieved?

Category	Criteria
1: Achieved	The evidence provided shows that the recommendation has been fully implemented within the timescale specified.
2: Not Achieved (Obstacle)	The evidence provided shows that the recommendation has not been fully achieved, but all possible action has been taken. Outstanding actions are prevented by obstacles beyond the control of the Council (such as passage of enabling legislation).
3: Not Achieved	The evidence provided shows that the recommendation has not been fully achieved, but there has been significant progress made towards full achievement. An anticipated date by which the recommendation is expected to become achieved must be advised.
4: In Progress	It is not appropriate to monitor achievement of the recommendation at this time because the timescale specified has not yet expired.
5: Achieved (outcomes to be monitored)	The evidence provided shows that the recommendation has been fully implemented within the timescale specified. However, the outcome has not yet materialised, or "work on the ground" has yet to be seen. Reporting on the recommendation as part of the tracking process ceases. However, a report back on the outcome or continuing implementation will be reported back to the Committee as determined by the members in consultation with the Cabinet Member.

Appendix 2 : Progress with Recommendations

No.	Recommendation	Responsibility	Original Date For Completion	Cabinet Member's Assessment
RO1	That a Council-wide approach and vision for customer services is agreed and owned by all directorates. This should include an explanation of the consequences of failure to meet the performance standards set out in the approach.	Deputy Leader	May 2021	4

Evidence of Progress (and Anticipated Completion Date if 'Not Achieved')

The Customer Services Programme (CSP) is developing a Customer Services Strategy covering all Council services. The strategy is being developed on behalf of the programme by our Professional Services Partner which will be onboarding with the Council on the 29th March 2021. The developed strategy will be co-produced with Customers, Elected Members and Colleagues. The strategy will be developed prior to submission to the Council governance by the end of June 2021.

No.	Recommendation	Responsibility	Original Date For Completion	Cabinet Member's Assessment
RO2	That a review of all telephone and on-line access is undertaken across the council to understand the customer experience and how it can be improved. This should lead to a consistent platform for telephone and on-line engagement, and standardised performance measures across the Council.	Deputy Leader	May 2021	4

Evidence of Progress (and Anticipated Completion Date if 'Not Achieved')

The CSP will review all access channels for all prioritised services as part of the Customer Journey Improvement project.

A list of the prioritised services are as follows:

The services that have been prioritised, in the first instance, for end to end Customer Journey Improvement project are:

- ✓ Clean Streets
- ✓ Waste
- ✓ Housing Repairs
- ✓ Housing Management
- ✓ Revenues
- ✓ Benefits
- ✓ Adult Social Care

The following services currently provided by the Customer Contact Centre will also be part of the end to end review:

- ✓ Customer Service- Housing Repairs
- ✓ Customer Service -Adult Social Care
- ✓ Customer Service -Housing Options.

All processes above will be subject to end to end process review and will be subject to business case development for inclusion in the CSP Full Business case currently scheduled for delivery in June 2021.

No.	Recommendation	Responsibility	Original Date For Completion	Cabinet Member's Assessment
RO3	a) That each customer-facing service area publishes customer data on a regular basis, alongside other performance information, so citizens and Members can see the "end to end" performance.	Deputy Leader	May 2021	4

	Directorates should be able to demonstrate how this information is used in service improvement.			
Evidence of Progress (and Anticipated Completion Date if 'Not Achieved')				
<p>The CSP will review all access channels for all prioritised services as part of the Customer Journey Improvement project.</p> <p>For all of the prioritised services referenced in the response to recommendation 2, will be subject to review and capture of performance information guided by the new Customer Service Programme Citizen Panel (CSPCP) confirming the key data points/ performance measures customers would want to see. The intention of this approach is to enable customer enablement to scrutinise performance and benchmark against other Local Authorities. All new processes will be launched with the performance data and as part of the Go Live each service. The new process, will have the ease and intuitiveness of interrogation of the performance information as part of the User Acceptance Testing completed by the members (CSPCP)</p>				
No.	Recommendation	Responsibility	Original Date For Completion	Cabinet Member's Assessment
RO4	That the measure of customer satisfaction is reviewed, to either reflect those who report a "good" experience, or an alternative measure used. Officers should also explore working with the LGA to agree a standard measure of customer satisfaction to allow proper benchmarking across Councils.	Deputy Leader	May 2021	4
Evidence of Progress (and Anticipated Completion Date if 'Not Achieved')				
<p>The customer satisfaction measurement has been amended to now report on good, average and poor. We will engage with the LGA regarding benchmarking by the end of March 2021 to understand what is possible.</p>				
No.	Recommendation	Responsibility	Original Date For Completion	Cabinet Member's Assessment
RO5	Whilst many employees do a good job in helping residents, Directorates should be supported in making the necessary changes to tackle residual culture and behaviour that does not put the customer first. As there was evidence of this in waste management, the delayed management restructure should be completed urgently.	Deputy Leader Cabinet Member, Street Scene and Parks	May 2021	4
Evidence of Progress (and Anticipated Completion Date if 'Not Achieved')				
No.	Recommendation	Responsibility	Original Date For Completion	Cabinet Member's Assessment
RO6	That an escalation mechanism is built into the revised approach to enquiries and complaints across all council service areas, to include root cause analysis of problems and complaints, with clear management action taken to rectify them. This should include reporting back to members as to the progress of enquiries, so they are not obliged to chase for responses.	Deputy Leader	May 2021	4
Evidence of Progress (and Anticipated Completion Date if 'Not Achieved')				
<p>The Complaints Implementation Project which is under the CSP has created a Members Protocol and Complaint Policy which have been drafted and reviewed and includes escalation points for Members to use. The process developed in line with the protocol and policy includes steps to keep members and citizens updated on the progress of their enquiry or complaint throughout the service level agreement timescales. Reporting criteria's have been designed with the system owners to produce daily/weekly/monthly reporting as required. Anticipated Completion Date April 2021</p>				

No.	Recommendation	Responsibility	Original Date For Completion	Cabinet Member's Assessment
RO7	<p>That information sharing with Members is improved to enable them to answer queries from residents, particularly with regards to waste and highways.</p> <p>In the case of missed waste collections, Ward Councillors should be sent the list collated by the depots at the end of the day of missed roads/ properties to enable them to advise residents accordingly.</p> <p>Members should also receive reports from the contact centre about the enquiries/ complaints in their ward to give visibility on what citizens are raising with the Council.</p>	<p>Deputy Leader</p> <p>Cabinet Member, Street Scene and Parks</p>	May 2021	4

Evidence of Progress (and Anticipated Completion Date if 'Not Achieved')

Point 1 – Within the members reporting structure information on complaint, root causes and service improvements undertaken will be sent to members

Point 2 - Missed roads data is published on www.birmingham.gov on a daily basis

Point 3 – A reporting structure has been developed that will enable members to have reports for each of their Wards.

Anticipated Completion Date – April 2021

No.	Recommendation	Responsibility	Original Date For Completion	Cabinet Member's Assessment
RO8	That each service area reviews what information could be shared on the website in a more timely manner, to assist in reducing calls and complaints to the contact centre.	Deputy Leader	May 2021	4

Evidence of Progress (and Anticipated Completion Date if 'Not Achieved')

The CSP will review all web content for all prioritised services as part of the Customer Journey Improvement project to ensure the data is still fit for purpose and can support customer self sufficiency in accessing services, information or guidance.

The CSP will also review the content provided via the 250 external websites as part of the Website Accessibility and Security Vulnerability review. The programme intention is to remove content where appropriate from external websites and replace with content on the Council website where possible.

No.	Recommendation	Responsibility	Original Date For Completion	Cabinet Member's Assessment
RO9	That Cabinet and senior leadership must ensure that customer data is used in performance monitoring and to drive policy and investment decisions. A report should be brought to this Committee, setting out how this will be achieved, including a mechanism for ensuring each decision considers the impact on citizen experience.	Deputy Leader	March 2021	3

Evidence of Progress (and Anticipated Completion Date if 'Not Achieved')

Work is underway to develop a City Equalities Observatory, as set out in the "Investing in our Future" paper that was approved by Cabinet in January 2021. This Observatory will operate an 'Insight as a service' model that tests and challenges the organisation to demonstrate that its approaches are demonstrably addressing structural inequalities in the city. The Observatory will be supported in its establishment by the council's Insight Programme, which will build the tools and mechanisms required to enhance the council's analytical capabilities alongside increasing availability of and engagement with customer and business data across the organisation. This quantitative analytical approach will be coupled with a qualitative research about the nature of inequalities and the lived experience of residents through an expanded Equalities team that will work as part of the City Equalities Observatory. In this way customer data and experience will be incorporated into policy creation, decision making and performance monitoring.

No.	Recommendation	Responsibility	Original Date For Completion	Cabinet Member's Assessment
R10	<p>That the preferred option for Member enquiries is pursued, subject to the findings set out above; and that a draft of the protocol is brought to the committee for comment and review before it is agreed.</p> <p>Within that, there should be a clear set of options for Members dependent on the type of enquiry.</p>	Deputy Leader	May 2021	4

Evidence of Progress (and Anticipated Completion Date if 'Not Achieved')

Protocol drafted and presented to the Overview and Scrutiny Committee and further engagement with the wider members has been completed. The members Portal was discussed and, and a further option was presented to members (Online Form) for review.

Anticipated Completion Date May 2021

No.	Recommendation	Responsibility	Original Date For Completion	Cabinet Member's Assessment
R11	<p>Progress towards achievement of these recommendations should be reported to the Co-ordinating Overview and Scrutiny Committee no later than March 2021. Subsequent progress reports will be scheduled by the Committee thereafter, until all recommendations are implemented.</p> <p>In addition, the Co-ordinating O&S Committee will have regular monitoring reports on customer services matters beyond the tracking of this report.</p>	Deputy Leader	March 2021	4

Evidence of Progress (and Anticipated Completion Date if 'Not Achieved')