

<b>To:</b>	<b>Coordinating Overview and Scrutiny Committee</b>
<b>Date:</b>	<b>September 2019</b>
<b>From</b>	<b>Director Digital &amp; Customer Service and Assistant Director Customer Services &amp; Business Support</b>

## **Customer Services Update including Call Centre activity, BRUM account, Complaints and Member Enquiry handling**

### **1. Purpose**

- 1.1. This report provides an update to the Coordinating Overview and Scrutiny Committee on Customer Service delivery including Call Centre activity, BRUM account, Complaints and Member Enquiry handling
- 1.2. The report builds on the report to Coordinating Overview and Scrutiny in March 2019 and provides a further update on the progress made since then and outlines the key priorities for 2019-20.

### **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, with work on the BRUM account commencing shortly after.
- 2.4. The first phase of the BRUM account went live in June 2018 with additional services added throughout 2018 and plans to migrate other services during 2019. Full details of all services available are contained in appendix 5.

- 2.5. 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 2019-20.
- 2.6. In addition to movement of customer contact to the online solution from phones the savings are also supported by plans to transfer further services to the contact centre namely Tenancy Estate Management and Adult Social Care ACAP telephone calls. Tenancy Estate Management telephone calls have now successfully transferred and seen improved customer satisfaction levels, ACAP is planned for transfer by November 2019.
- 2.7. Against this background the direction of travel in citizen satisfaction with the services received via the contact centre continued to increase until Sep 2018, achieving 70%. However, from Oct to Dec 2018 there was a decrease in satisfaction levels to 64%. This increased again in Jan 2019 to 68%, dipping by 1% in Feb and increasing back up to 68% in Mar. In order to reverse this trend work continues with services to implement the actions needed to improve satisfaction levels with a particular focus on Waste, Parking and Housing Repairs, against this, it should be noted that satisfaction levels are above average for some areas an example is Benefits were at 80% and Housing Rents were at 79% for Feb 2019, which was considerably above the average. A table showing details of citizen satisfaction is contained in appendix 3. Citizen satisfaction was suspended during Apr, May and the majority of Jun this was due to a new telephony system being implemented.

### **3. Customer Service Delivery Improvement Initiatives BRUM account and Online Services**

- 3.1. The main focus since the previous report to Coordinating Scrutiny in June 2018 has been the development of the BRUM (Birmingham's Report, Update and Manage it) account. Any take up has been achieved through natural growth in the changes to the web user journeys for services or raising awareness via the contact centre when citizens telephone us. Promotion to increase take up has started in January 2019 with a campaign to encourage sign up for council tax e-billing and raise awareness that citizens can access their council tax account via the council's website.
- 3.2. The current Birmingham.gov.uk website went live in August 2016. This was the first step in a work plan to improve availability of online information and services to citizens and businesses. Post go live the website received positive feedback and was recognised in a number of awards in 2017, these were Honouree status in the Webby Awards (International), winners of the public vote and gold status in the Lovie awards (33 countries) and the Plain English Campaign Website Award.

- 3.3. The new website was designed and built with contributions from citizens, staff and a cross party member group that informed the final version. It was identified prior to the launch of the new website that the next step in the journey should be the replacement of the My Account. This was further reinforced by feedback from stake-holders post go-live of the website. The negative feedback on the new website was around the experience of using My Account. The current My Account was implemented in 2009 and is part of a full SAP Customer Relationship Management (CRM) solution which was developed to support the take up of online services in Birmingham.
- 3.4. It is an online self-service channel giving citizens access to create their own online account to allow them to view and track the requests they have raised with the Council. The services available via the My Account have reduced over time. The CWS platform (Corporate Web Services) which supports the My Account and associated online forms including integration to CRM or line of business systems has reached end of life and requires upgrading or replacing, so the decision has been to replace it with the BRUM account.
- 3.5. The “My Account” is being replaced on an iterative basis by the “BRUM Account” which allows citizens to register for an account and add services as they require them. This will consist of a number of different solutions accessible via a single online account. In order to ensure security of individual’s information, the first time a citizen requests a service they will be required to provide information that will authenticate them to each service. Once authenticated; future access to the service will be via a simple click on a link within the BRUM account to the individual’s information.

### **3.6. Overview of BRUM account**

- 3.7. The new customer services online solution will allow citizens to self-serve with council services through the website enabled by simple account registration, enquiry tracking, the ability to update personal information, status reporting and notifications. With the ever increasing demand the channel shift helps to mitigate a requirement for increased resources through the promotion of self service.
- 3.8. The “BRUM” Account Phase 1 went live in June 2018 and 84,400 accounts had been created by end of March 2019, increasing to 117,716 at end of June 2019. This has been achieved without any promotion other than raising awareness via Birmingham city council website and the contact centre. Volumes of online services usage are contained in appendix 2. However an event is taking place at the end of August 2019 at the Bullring which will reach out to citizens to support them with registration onto the BRUM account and take up of services available online. The event is organised by DFP TV who organises Public services events across UK.
- 3.9. The registration and manage your account element of the BRUM Account solution will include:  
Simple Registration Process

- Personalised welcome message
- Online account maintenance, including ability to reset password
- Enable authentication to service specific self-service solutions, once authenticated the service will be accessible via a single click from within the BRUM account
- Each service will display a history of activities that shows last date accessed
- Ability to retain partially completed forms which can be edited or deleted later
- Find My Local (Local View) functionality with pre-populated address
- Campaigns/Marketing functionality
- Agent view allowing auditable transaction/ account creation by contact centre staff on behalf of the citizen

The customer home page is the main entry point for registered users to view all their service requests and access other transactional and personalised services. The home page can be seen in appendix 4.

**Table 1: Services currently live in BRUM account Solution Citizens and Businesses are able to transact the following**

Citizen Portal	Registration for BRUM account using email and password. Ability to opt into services as required	Jun-18
Council Tax	View instalments and payments, Make payment, Amend account e.g. request/end SPD, open or close account, set up or amend direct debit	Jun-18
Business Rates	View instalments and payments, make a payment, set up direct debit	Jun-18
Parks	Report issues via maps or postcode (20 forms)	Jun-18
Skips	Request and pay for a permit	Jun-18
Elections	For use by Contact Centre staff to the electoral register	Jun-18
Neighbourhood Offices	For use by Contact Centre staff to transfer information to Neighbourhood offices	Jun-18
Complaints & Compliments	Log a complaint or compliment. Improved functionality to monitor progress on resolution and root cause analysis. All complaints including ombudsman and statutory will move to this solution giving a single view for all.	Jun-18
Council Tax/Business Rates	Launch of paperless billing for Citizens and Business Rates customers. Rates – E-billing Provides the ability for Citizens and Businesses within Birmingham to opt into receiving their bills electronically through the BRUM Account and Emails.	Nov 18
Housing Rents	View account, rent due, set up/Amend Direct Debits, online paperless statements and payments received	Dec-18
Web Chat	Ability to chat to a contact centre agent while in the BRUM account and key web pages	Dec-18

3.10 The “BRUM” Account consists of a number of ‘out the box’ solutions which have been developed and tested in the market as well as used by other local authorities

with integration into line of business systems. This will also support agility and increased availability of the BRUM account in the future as changes to one module for example rents can be made without impact on other services delivered via the BRUM account.

- 3.11 The implementation of the BRUM account also aligns to the city council's corporate objectives, Citizen Access Strategy and ICT-D strategy and supports the following themes:

**Citizen Access Strategy (requires review)**

- 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

**ICT-D strategy**

- Integrated ICT and Digital Services - We'll deliver an innovative, reliable, flexible, integrated, secure and well managed service.
- Digital Facilitation – We will help you to go digital
- Insight – to boost our capability, to turn data into information and information into insight

**4.0 Further Implementation**

- 4.1 The "BRUM" account is delivered in iterative phases; further phases will go live during 2019.
- 4.2 Where it is possible the solutions used are developed by suppliers and available in the market to other local authorities, only in instances where there is no developed solution that integrates with line of business systems will the solution be developed. When this becomes necessary all developments will be made available for other local authorities using the same software and vice versa.
- 4.3 This is supported by greater desire across suppliers and local authorities to do more collaborative working on developing technological solutions that can be easily shared amongst Authorities. This approach enables best practice and cost avoidance. Birmingham have recently shared the Parks and Skips solutions developed online with other local authorities

- 4.4 Each implementation includes refinement of requirements and design workshops that will inform the design and configuration of the new solution as well as the changes needed to business processes, policies and procedures, to enable a high quality experience for BRUM Account users.
- 4.5 Customer Services and Service Areas are working very closely together to support the project requirements, with service area representatives on each of the project teams.
- 4.6 The BCC web team will work on website content to ensure it supports the take up of the new BRUM Account. This will include working closely with Service Areas in advance of the online solution for their service becoming available via the BRUM Account, to ensure accuracy and effectiveness of associated content on the website.
- 4.7 Now that the BRUM account has been embedded and paperless billing is live, a campaign has been developed to promote the take up of e-billing for Council tax and Business Rates. Promotion Campaigns will run through the contact centre, IVR telephone queuing messages, social media and email messages.
- 4.8 It should be noted that there has been some slippage in the Phase 2 implementation which was planned to go live in December 2018. The remaining Phase 2 services have now gone live on an incremental basis between January and August 2019.

**Table 2 - Project Deliverables - Phase 2 – finalised September 2019**

Solution	Citizens and Businesses will be able to	Go Live
Environmental Health	Report issues via maps, geo tagging or postcode Request for service – Pest Control, Food Hygiene Get update on progress	April 2019  Sept 2019
Tenancy Estate & AntiSocial Behaviour	Report Anti-Social Behaviour Report Abandoned/ Permissions & Alternations/ Miscellaneous/ Tenancy Breach / Mutual exchanges	March 2019
Waste Management	Garden Waste - Subscription Service	April 2019
Waste Management	Remaining waste services – missed collections, bulky waste, clinical waste	Sept 2019
Highways	Report issues via maps, geo tagging or postcode Get update on progress	March 2019

**Table 3 - Project Deliverables - Phase 3 – finalised December 2019**

<b>Solution</b>	<b>Citizens and Businesses will be able to</b>
Housing Repairs	Report, repair and track progress
Housing Benefit and Council Tax Support	View payments due and apply for benefit or report change in circumstances
Landlord Portal	Landlords can view Housing Benefit payments for their tenants when paid direct to the Landlord
Private Sector Housing	Apply for HMO licence applications/renewals and pay for licences
Planning	Single sign on to the planning portal
SKIPs	Introduction of advanced payments

## **5. Citizen Engagement**

- 5.1 A number of engagement activities have taken place with the citizen's panel. The purpose of the panel is to obtain citizen feedback on proposed changes prior to implementation.
- 5.2 These included the current website and insight and feedback on other changes including amendments to notifications and letters and the introduction of other online solutions for parking and home options.
- 5.3 The adult social care co-production team transferred to customer service in 2018. Post transfer changes were made to the engagement and coproduction activities to increase effectiveness.
- 5.4 Co-production features very strongly in the vision for adult social care which was agreed by Cabinet in 2017. This states all services should be co-produced with users and carers as they are directly impacted by services and have first-hand experience of what works well and what doesn't.
- 5.5 The work has enabled the engagement and we have now had the opportunity to have worked with over 100 new citizens we have never worked with before and therefore reaching a wider audience
- 5.6 A group of 15 citizens volunteered to assist the team to plan the approach for co-production and associated engagement activities
- 5.7 The citizens agreed renamed the forum 'People for Public Services' and created a draft vision.
- 5.8 The citizens drafted the invitation which was issued to over 6,000 citizens who had shown as interest in the city council in receive information about adult social care and health.

- 5.9 The first monthly forum meeting took place on 9<sup>th</sup> January. 55 citizens attended along with Cabinet Members and Senior Officers. The meeting was cochaired by the Cabinet Member for Health and Social Care and a member of the People for public services forum. Other forum members undertook other roles such as facilitating table discussions.
- 5.10 The forum planning group meet every month to agree and plan the approach for the next Forum.
- 5.11 The Citizen Involvement team have worked with over 25 teams and services to involve citizens in co-production since September 2018, including supporting the BRUM account and benefits. This figure is continuing to rise and the work of the team is set to increase going forward.
- 5.12 Citizens have been involved in the sign off of requirements and design for the new Waste solution which is currently begin implemented
- 5.13 They have also supported the agreement of requirements and testing of the Rents solution prior to implementation and have informed the design and the content for the e-billing campaign for Council Tax.

## **6. Members Portal and Councillor Enquiries Update**

- 6.1. As part of phase one of the BRUM account, a Members Portal was implemented to support enquiry and complaint handling by elected members on behalf of constituents and allow constituents to report issues online to identified elected members. The Members portal went live on 2 July 2018. It was envisaged that this would allow members to move away from the current paper and free format email approach to case handling and enable members to hold a central record of enquiries from citizens, allocate enquiries to service areas without the need for a named officer, track progress, respond to enquiries and view all cases, with the ability to identify trends and undertake analysis of the types of enquiries received.
- 6.2. The Councillor Enquiries inbox is well used and lots of enquiries come through the email inbox as opposed to through the portal. Directorate leads also report that lots of Councillor enquiries are emailed directly to officers which are responded to directly by officers across the Council. The issue here is that there is no management information, visibility or oversight as to how the issues are responded to which prevents root cause analysis being understood and monitored. The single issue may be resolved however this does not help to prevent repeat service failings.
- 6.3. The Members Portal is a module within the replaced corporate complaints system, which was procured to replace the complaints system in SAP CRM. After receiving training 12 of the 22 members went on to use the Members Portal. However, take up has been poor and a review has been undertaken to identify to improve the portal and increase take up. On average only 3 members now use the portal.



6.4. In order to obtain feedback on what changes are necessary to increase take up on the 6<sup>th</sup> November 2018 a feedback session was held with the pilot group that used the Members Portal after go live. At the feedback session members spoke about the issues they had experienced whilst using the system which were documented for review. Details of the issues raised are listed below:

- Members portal was designed to enable cross party members the ability to receive enquiries from citizens, track requests and responses from directorates to respond back to the citizens in a timely manner without having to manually chase Directorates for responses. The portal has automated performance reports to show who has responded to what which enables targets to be set and performance measured
- The reporting function within the members portal would provide cross party members with data which enables them to analyse the enquiries across their constituencies and work with officers in improving services and capturing lessons learnt to better understand repeat failure to help get to the root cause of the service issues
- The workflow, level of automation and process through the system end to end were perceived as overly complex and cumbersome which prevented members from using the functionality
- Customer services are currently going through a process redesign simplifying the end to end process on councillor enquiries with a view to having an alternative single point of access for councillor enquiries
- Members preference is to use email which causes an issue in the loss of data, no single process of submitting enquiries and ability to track any enquiries and/or the level of detail from the responses being received from the directorates to the enquiries not being of good quality

6.5 There are two potential options which will need to be shared and discussed as part of the member workshops.

Option 1 is to simplify the current process within the Members portal after gathering concerns from the workshop, develop the technology with a view of Members continuing or starting to use the portal to manage the enquiry within the system

Option 2 is an alternative whereby members forward the enquiries through to the members enquiries mailbox managed within the contact centre. The contact centre will then lift the enquiry into the case management system, assign the enquiry to the directorate, manage and track the response to ensure it is of a good standard and within timelines. Directorates would receive the enquiry through the case management system as they do for the council's corporate complaints, compliments and comments which will provide members and directorates with data that cannot be obtained by councillors sending emails directly to the Directorates

- We need to understand what the barriers are to using some of the technology available and so it is recommended that Helen Ward who is the O/D lead for the Council is involved in the workshops to discuss the process/cultural change work that may be required to make this a success

- The aim is to walkthrough the preferred option and present the proposal for solution to the Deputy Leader and agreed pilot members by the end of August 2019
- Any changes required to the technical solution and training will take place throughout August and September 2019
- Relaunch of the revised member enquiry process by the end of September 2019

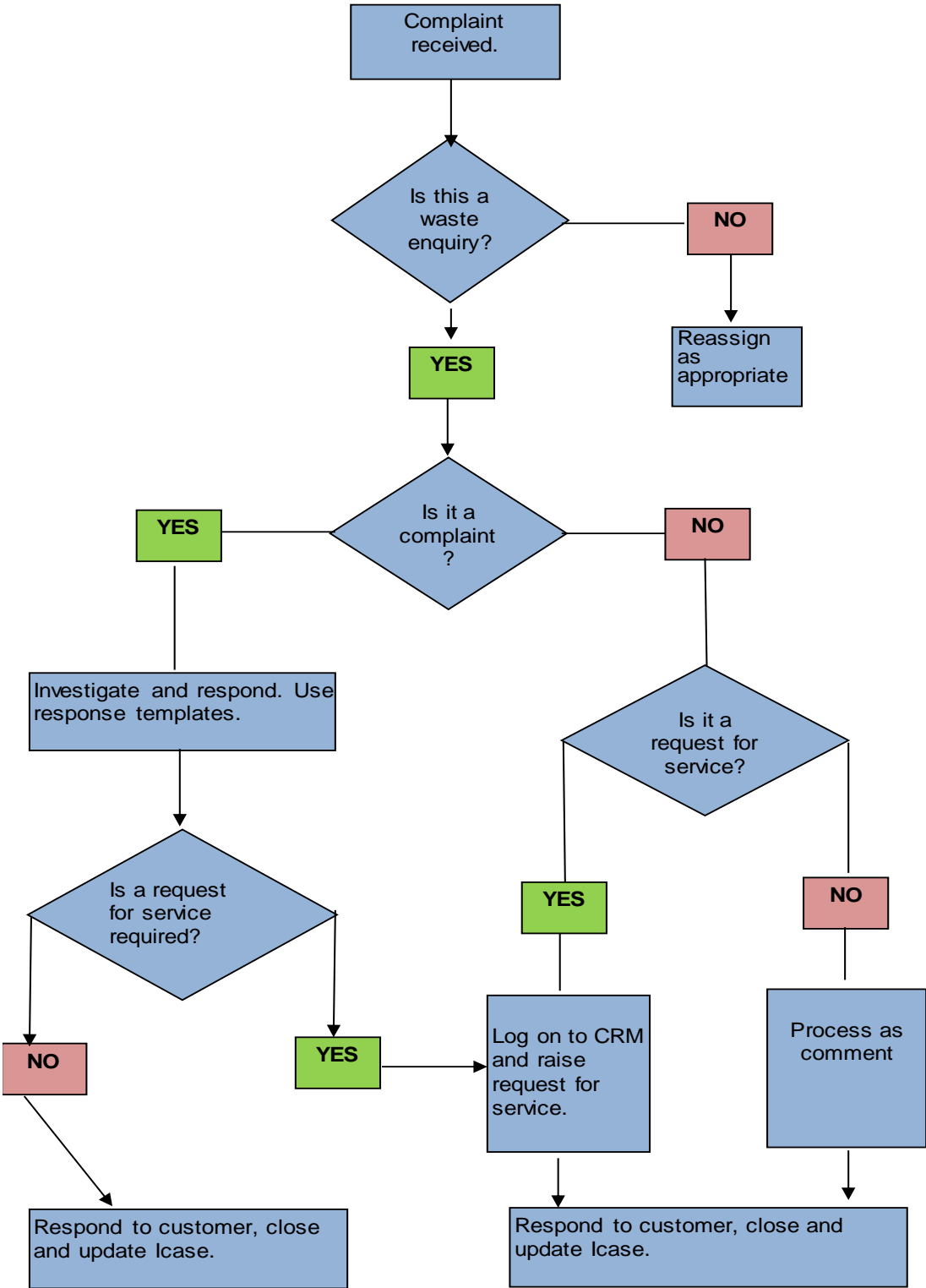
## 7. Complaints process

7.1 The current target for processing and responding to customer complaints is 14 days. This is in line with many other local authorities who work to a 10-working day response time. The current process for customer complaints is in 4 phases as follows:

- Stage 1 – Citizen report is logged as a missed collection, a report is sent to the depot to return to the property and collect missed waste. An automated response is sent to the customer to acknowledge the complaint.
- Stage 2 – Citizen wishes to raise a formal complaint, this can be completed via telephone and website channels. All stage 2 complaints are investigated and responded to by the depot connected to the missed collection.
- Stage 3 – The Citizen is dissatisfied with the response or that the issue of missed collections persists. Stage 3 are investigated and responded to by the Customer Support Team at Customer Services.
- Stage 4 – The situation remains unresolved and the Citizen raises a complaint to the Ombudsman. The Legal & Governance team with BCC refer this to the Customer Support Team within Customer Services to investigate. The Customer Support Team update the Legal & Governance Team with findings and provide an outcome to the Citizen, this may also include arranging for financial compensation.

The following page shows the current process flow for a stage 2 complaint. Complaints are received via telephone and online channels. Appendix 3 table 2 shows the volume of complaints being received through this channel for the last 12 months.

Stage 2 Complaint Flow



## 7.2 One Team Approach

There are currently a number of channels and teams who are dealing with citizen complaint and escalation an example of which is detailed below in relation to Waste Management, these are: -

- Contact Centre – Resolution Champions take over escalation cases where there have been ongoing issues and work directly with depot management to resolve and improve collections for the citizen. To improve working relationships Customer Services have based Resolution Champions directly on site in the depots.
- Contact Centre – Resolution Champions support and manage councillor enquiry's relating to waste management. Due to the links and connections with depot management this team are best placed to achieve outcomes for the councillor and citizen.
- Business Support staff are placed in each depot to assist with the management of stage 2 complaints. This team investigate and respond to citizen complaints.
- Customer Support Team – This team transferred to Customer Services in 2018 from Business Support staff, the team manage stage 3, ombudsman complaints, payment enquires / refunds and support with councillor enquiries. The team are also supporting stage 2 complaints at Lifford Lane due to resource difficulties.
- Relationship Management – Acts as a point of escalation for internal teams within Customer Services and the Contact Centre. Relationship Management will work directly with the senior management team within Waste Management to ensure trends, challenges and specific issues are being reviewed, progressed to reach conclusion. Relationship Management will also ensure that the Contact Centre and Website channels are abreast of all the most recent key messages, instruction and guidance for citizens.

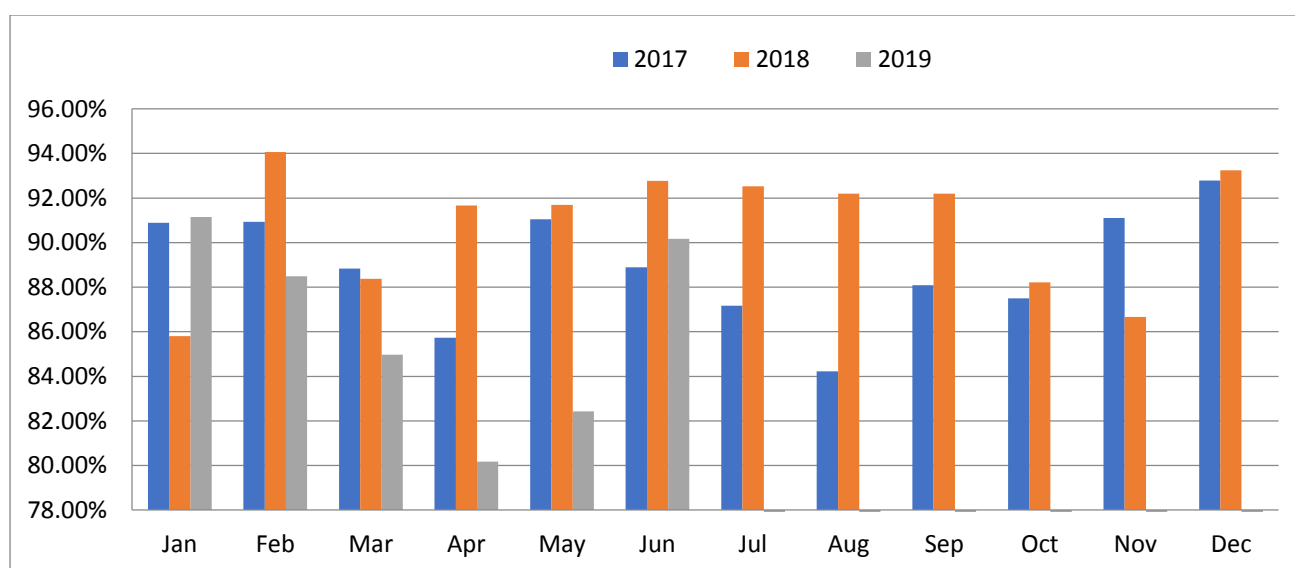
7.3 A review needs to be undertaken across all complaint channels as there are currently 7 potential access points which need to be reviewed across the Council including activity data to evaluate the potential of a one team approach. This will help to remove silo operating, create increase capacity and a singular focus on the end to end management of complaints. A quote has been obtained from trusted Navigation Partners to conduct this work over an 8 week period.

7.4 Power BI is a toolkit that is being piloted within Customer Services at present which is a piece of software that can be used to interpret data and translate it into ward level analysis of live service issues. By using the toolkit, Customer Services will be able to work with services to review, track and monitor service failure and demand with a view to build a process for improved customer satisfaction levels. The recommendation is to align all customer service enquiry, customer complaints and councillor enquiry handling into a single channel to allow improved reporting and subsequent action to improve services. A sample report will be provided by mid August.

## 8. Business Case

- 8.1. The BRUM account business case is on track to provide savings of £3.858m between 2019-20 and 2022-23 and expenditure remains within the budget set for the project for Phase 1 and 2. Phase 3 deliverables will require a separate business case prior to implementation.

### Appendix 1 – Call Volumes and Answer Rates Table 1.1 - Answer Rates 2017, 2018 and 2019



**Table 1.2 - Calls received and answered YTD 2019, with % answer rate**

2019	Received	Answered	PCA
Jan	181,467	165,405	91.15%
Feb	169,305	149,810	88.49%
Mar	188,915	160,525	84.97%
Apr	183,227	146,907	80.18%
May	183,338	150,308	82.43%
June	167,210	150,766	90.17%

2018	Offered	Answered	PCA
Jan	223303	191619	85.81%
Feb	168919	158895	94.07%
Mar	208474	184255	88.38%
Apr	182871	167643	91.67%
May	178009	163217	91.69%
Jun	168071	155920	92.77%
Jul	167790	155252	92.53%
Aug	159396	146953	92.19%
Sep	159570	147130	92.20%
Oct	188874	166631	88.22%
Nov	170727	147947	86.66%
Dec	124380	115983	93.25%
<b>Totals</b>	<b>2100384</b>	<b>1901445</b>	<b>90.53%</b>

**Table 1.3 - Calls received and answered 2017, with % answer rate**

2017	Received	Answered	PCA
Jan	188318	171154	90.89%
Feb	172426	156785	90.93%
Mar	230199	204508	88.84%
Apr	172868	148192	85.73%
May	180857	164664	91.05%
Jun	196860	174994	88.89%
Jul	197205	171902	87.17%
Aug	190669	160598	84.23%
Sep	188605	166140	88.09%
Oct	189196	165540	87.50%
Nov	184663	168253	91.11%
Dec	138512	128518	92.78%
<b>Totals</b>	<b>2230378</b>	<b>1981248</b>	<b>88.83%</b>

**Table 1.4 Changes in Call Volumes since Oct 2018 (comparing same period 12 months ago)**

Service	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	Average	
Benefits	-26%	-33%	-36%	-41%	-41%	-30%	-35%	-38%	-39%	<b>-34.40%</b>	Universal credit
Waste Management	-22%	6%	-16%	25%	18%	40%	78%	36%	6%	<b>23.83%</b>	Strike action
Payments Team	-14%	-23%	-16%	-81%	164%	62%	20%	-19%	-25%	<b>7.57%</b>	Garden Sales opened in Feb 2019
Switchboard	-16%	-32%	-9%	-5%	-13%	1%	4%	26%	24%	<b>-2.31%</b>	
Elections	14%	3%	-7%	-22%	-21%	-20%	27%	-60%	-1%	<b>-9.68%</b>	June 2017 General Election
Neighbourhood Office and Advice	-1%	-16%	-16%	-15%	3%	-6%	-12%	n/a	n/a	<b>-8.8%</b>	
Planning	-5%	-22%	-10%	-6%	-13%	-12%	-12%	-20%	-28%	<b>-14.26%</b>	
Housing Rents	-2%	-9%	2%	-11%	-7%	-16%	8%	-2%	-1%	<b>-4.23%</b>	
Environmental Health	-2%	-27%	-16%	-24%	-14%	-13%	-14%	-11%	-26%	<b>-16.38%</b>	
Revenues	11%	2%	-7%	-1%	-5%	9%	16%	32%	7%	<b>7.13%</b>	
Highways	-2%	-13%	-12%	-15%	-4%	-4%	2%	1%	-23%	<b>-7.70%</b>	
Parking	0%	-17%	14%	10%	-5%	20%	-26%	9%	16%	<b>2.38%</b>	
Housing Repairs	4%	15%	17%	6%	12%	-5%	4%	6%	-10%	<b>5%</b>	Winter conditions
Your Views	12%	-5%	4%	6%	-10%	-33%	-11%	0%	3%	<b>-3.82%</b>	
Parks	15%	0%	6%	-7%	27%	41%	19%	18%	-26%	<b>10.35%</b>	
Anti-Social BASBU	12%	-14%	47%	23%	10%	11%	26%	-24%	-33%	<b>16%</b>	

Volumes in red are reductions to previous years calls offered.

## Appendix 2 – Online Statistics

**Table 2.1 - Comparison of Contact via online and telephone channels**

	BRUM Account	Old Online Account	Other Forms	Telephone Calls
June	1909	14811	17580	155920
July	5419	14589	18630	155252
August	6623	11898	17387	146953
September	7232	12570	17385	147130
October	7510	19068	18540	166631
November	6610	16421	17761	147947
December	7077	11828	15998	115983
January 19	7419	24436	16390	165405
February 19	7321	*52724	13113	149810
March 19	12553	31772	16178	160525
April 19	11003	25665	16019	146907
May 19	16961	15472	20499	150308
June 19	14611	14130	18115	150766

*\*Includes 38k order Garden waste service*

*\* Migration to new telephony platform*

**Table 2.2 - Website Visits**

Month	2018	2017
Jun	3510463	3874566
Jul	3577137	4869037
Aug	3354113	4336706
Sep	3719934	4745192
Oct	4171941	4625004
Nov	3600678	3706018
Dec	3104667	3771123
Aug	3354113	4336706
Month	2019	2018
Jan	4646980	4109156
Feb	4609071	3463942
March	4860028	4507325
Apr	4259664	3814194
May	4209946	4109156
June	3878630	3510463
<b>Total</b>	<b>54857365</b>	<b>57778588</b>



### Appendix 3 – Customer Satisfaction Table 1

Overall Satisfaction Levels December 17 to February 2019				Snapshot of breakdown by Service of Satisfaction levels February 2019		
MONTH	Overall Satisfaction	Agent Willingness	Number of Survey Responses	Service Satisfaction Breakdown	Survey June -19 Score	Number of Responses
Dec-17	67%	80%	3,437	Housing Rents	79%	80
Jan-18	69%	82%	3,682	Council Tax	75%	202
Feb-18	68%	79%	2,035	Housing Benefit	84%	118
Mar-18	67%	83%	1,166	Children's Services	71%	42
Apr-18	69%	83%	1,121	Highways	17%	12
May-18	69%	83%	1,014	Housing Repairs	56%	266
Jun-18	67%	82%	1,114	Waste	56%	154
Jul-18	68%	81%	856	Parking	36%	11
Aug-18	69%	84%	1,134			
Sep-18	70%	85%	1,028			
Oct-18	64%	82%	708			
Nov-18	64%	81%	938			
Dec-18	64%	82%	759			
Jan-19	68%	82%	1041			
Feb-19	67%	81%	1088			
Mar-19	68%	85%	980			
Apr-19	*N/A	*N/A	*N/A			
May-19	*N/A	*N/A	*N/A			
Jun-19	*N/A	*N/A	*N/A			

\*Customer satisfaction data will resume from July 2019, no surveys have taken place due to the implementation of a new telephony system.

**Top 5 complaints recorded by the contact centre July 2018 - June**

**2019 - 12 months**  
**Table 2**

Top 5 by service	Top 5 reasons for complaint	Volumes
Waste Management (Total for Service 3730)	<b>Missed Collection Refuse</b>	<b>1013</b>
	<b>Missed Collection Recycling</b>	<b>598</b>
	<b>Performance and Behaviour of Operatives</b>	<b>418</b>
	<b>Replacement Bin/Pod</b>	<b>312</b>
	<b>Garden Waste Service</b>	<b>303</b>
Housing Repairs / Contractors (Total for Service 2138)	<b>Fortem</b>	<b>764</b>
	<b>Wates East</b>	<b>380</b>
	<b>Wates West</b>	<b>280</b>
	<b>Fortem Gas</b>	<b>226</b>
	<b>Engie</b>	<b>147</b>
Revenues and Benefits (Total for Service 443 Revs - 257 Bens 186)	<b>Council Tax</b>	<b>247</b>
	<b>Benefits</b>	<b>161</b>
	<b>Discretionary Housing Payment</b>	<b>16</b>
	<b>Council Tax Enforcement</b>	<b>10</b>
	<b>Hardship Fund</b>	<b>9</b>
Customer Services (Total for Service 242) Complaint types include: Incorrect Information/Advice/ Lack of Information given, Call Termination, Soft Skills, Incorrect System usage, No Call Back, Incorrect Service, Inappropriately Transferred, Call Waiting Times, Incorrect Use of Hold, Escalation process not followed, Time Management	<b>CC- Home and Environment which covers:</b> <i>Contact Centre but service unknown</i> <i>Housing Repairs</i> <i>Waste Management</i> <i>Housing Options</i> <i>Highways</i> <i>Elections</i> <i>TEM</i>	<b>133</b>
	<b>CC - Revs and Bens which covers:</b> <i>Revenues</i> <i>Rent</i> <i>Benefits</i>	<b>83</b>
	<b>CC - Leisure and Regulation which covers:</b> <i>Parking</i> <i>Planning</i> <i>Public Health</i>	<b>10</b>
	<b>Online Account</b>	<b>5</b>
	<b>Website Issues</b>	<b>5</b>
	<b>Highways Trees</b>	<b>51</b>
	<b>Pavement and Road Surface Defects</b>	<b>33</b>
Highways (Total for Service 215)	<b>Road Workers</b>	<b>17</b>
	<b>Road Works</b>	<b>17</b>
	<b>Street Lighting and Street Name Plates</b>	<b>13</b>

Appendix 4

Image 4.1 – Image BRUM account log in page

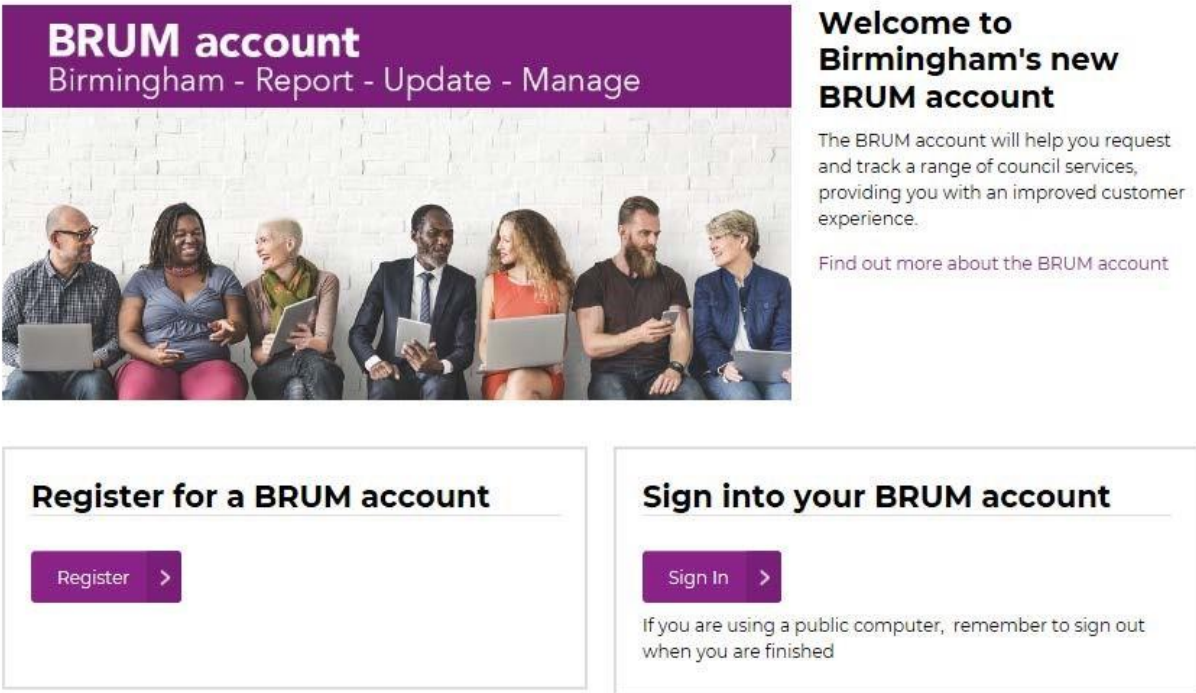
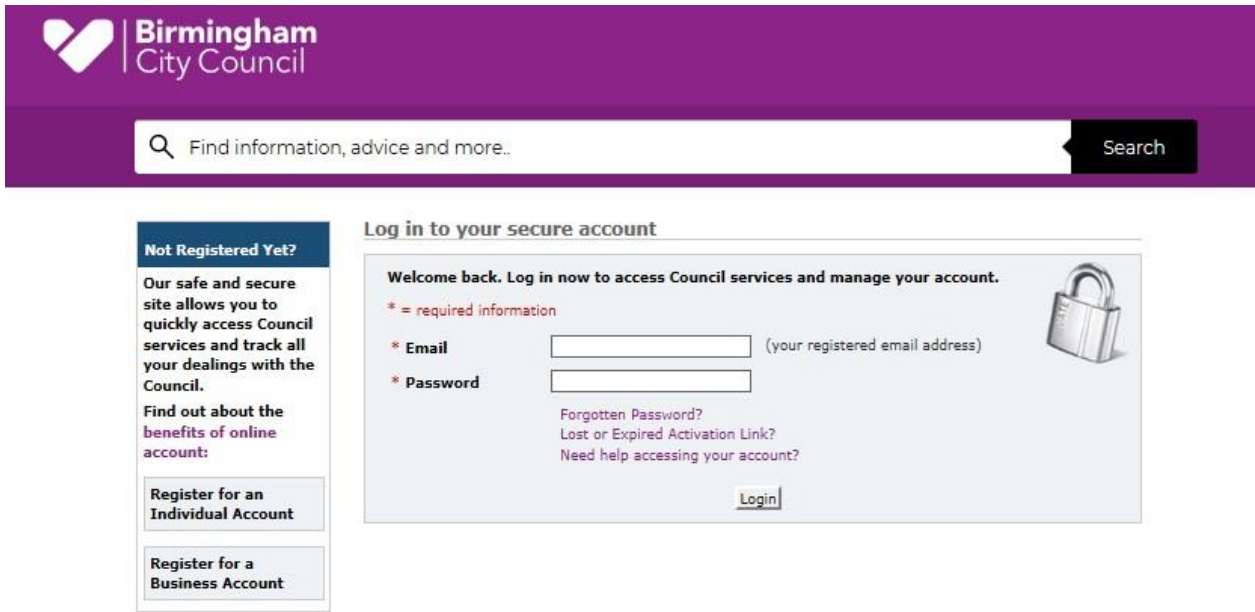


Image 4.2 – Image log in page Online Account that is being replaced



## Appendix 5 – details of services available in Phase 1 and 2

**Table 5.1 – Phase 1**

Parks	Council Tax
<ul style="list-style-type: none"> <li>• Apply to hold an event in a park</li> <li>• Apply for an allotment</li> <li>• Floristry service - place an order</li> <li>• Hedge and shrub maintenance</li> <li>• Pitch maintenance</li> <li>• Access to sports pitches in parks</li> <li>• Japanese knotweed and other invasive weeds</li> <li>• School trips to parks</li> <li>• Report an accident or an incident causing a nuisance, danger or damage •</li> </ul> <p>Bins in parks</p> <ul style="list-style-type: none"> <li>• Grass cutting</li> <li>• Litter in parks</li> <li>• Rubbish or debris in lakes and streams</li> <li>• Talks and guided walks for groups in parks</li> <li>• Report faulty or dangerous playground equipment or surfaces</li> <li>• Book a room</li> <li>• Request a repair to a facility or building</li> <li>• Memorials and commemorative features in parks</li> <li>• Work experience and work placements</li> <li>• Schools, group visits and children's parties</li> <li>• Parks Enquiry</li> </ul>	<ul style="list-style-type: none"> <li>• Council Tax Change in circumstances:</li> <li>• Tell us if your change your address</li> <li>• Let us know if a tenant moves in or out</li> <li>• Student council tax discount or exemption:</li> <li>• Full time students attending college or university</li> <li>• Foreign language assistants</li> <li>• People with dementia and others who are severely mentally impaired</li> <li>• Single Person Discount</li> <li>• Set up or amend your Direct Debit</li> <li>• View your statement</li> <li>• Paperless billing</li> </ul>
Contact Us	Housing Rents
<ul style="list-style-type: none"> <li>• Comments, compliments and complaints</li> <li>• Give a compliment</li> <li>• Make a comment</li> <li>• Make a complaint</li> </ul>	<ul style="list-style-type: none"> <li>• Pay your rent:</li> <li>• Pay rent by Direct Debit</li> <li>• View/request rent statement</li> </ul>

<b>Business Rates</b>	<b>Skips</b>
<ul style="list-style-type: none"> <li>• Set up or amend your Direct Debit</li> <li>• View your statement</li> <li>• Paperless billing</li> </ul>	<ul style="list-style-type: none"> <li>• Apply for a skip permit</li> <li>• Register as a skip operator</li> </ul>

**Table 5.2 - Phase 2 Services**

<b>Highways</b>	<b>Waste</b>
<ul style="list-style-type: none"> <li>• Pavement &amp; Road Surface Enquiry</li> <li>• Report Street Lighting, Traffic Lights, Street Name Plates and Signals</li> <li>• Tree Pruning</li> <li>• Tree Planting</li> <li>• Weed Removal</li> <li>• Road Obstructions</li> <li>• Fly posting</li> <li>• Guard Rails &amp; Benches</li> <li>• Bollards</li> <li>• Drainage &amp; flooding on the Highway</li> <li>• Graffiti Removal</li> <li>• Winter Maintenance</li> <li>• New works on the Highway</li> <li>• Highways General Enquiry</li> </ul>	<ul style="list-style-type: none"> <li>• Refuse &amp; Recycling: Order Green Service</li> <li>• Refuse &amp; Recycling: Missed Collection</li> <li>• Special Waste Collection: Large Items</li> <li>• Clinical Waste: Request New Delivery/Service</li> <li>• Fly tipping Removal</li> <li>• Street Cleaning</li> <li>• Wheelie Bins Enquiry</li> <li>• Refuse &amp; Recycling: Replacement Missing/Damaged</li> <li>• Cement Asbestos Collection</li> <li>• Recycling: Assisted Collection</li> <li>• Litter/Dog Waste Bin Issue</li> <li>• Clinical Waste: Cancel Sack Collection</li> <li>• Clinical Waste: Missed Sack Collection</li> <li>• Waste/Recycling Collection Schedule</li> </ul>
<b>Anti-Social Behaviour</b>	<b>Tenancy Estate Management</b>
<ul style="list-style-type: none"> <li>• Report Anti-Social Behaviour</li> <li>• Log Anti-Social Behaviour Incident</li> <li>• Log Anti-Social Behaviour Involved Party</li> </ul>	<ul style="list-style-type: none"> <li>• Mutual Exchange</li> <li>• Report Abandoned Property</li> <li>• Report Tenancy Breach</li> <li>• Request Permissions and Alterations</li> <li>• Miscellaneous</li> </ul>

Environmental Health	Parking
<ul style="list-style-type: none"> <li>• Pest Control</li> <li>• Noise Nuisance</li> <li>• Environmental Health Food Hygiene complaint</li> <li>• Registration of food premises</li> <li>• Dog Related Enquiries</li> <li>• Travellers/Sites/Unauthorised Encampment</li> <li>• Animals</li> <li>• Food Export Certificates</li> <li>• Food Condemnation Certificate</li> <li>• None Smoking Compliance</li> <li>• Health and Safety Consultancy Environmental</li> <li>• Health Pollution</li> <li>• Drainage</li> <li>•</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Report Abandoned vehicles</li> <li>• Report illegal parking</li> </ul>