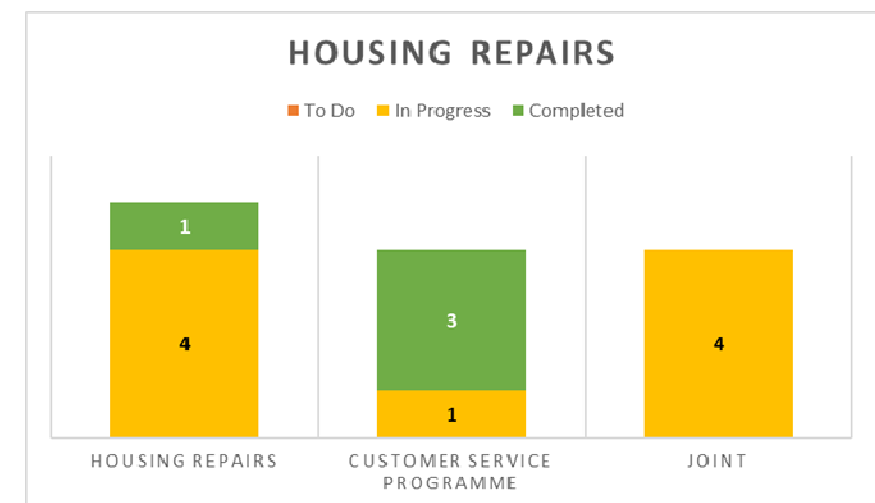
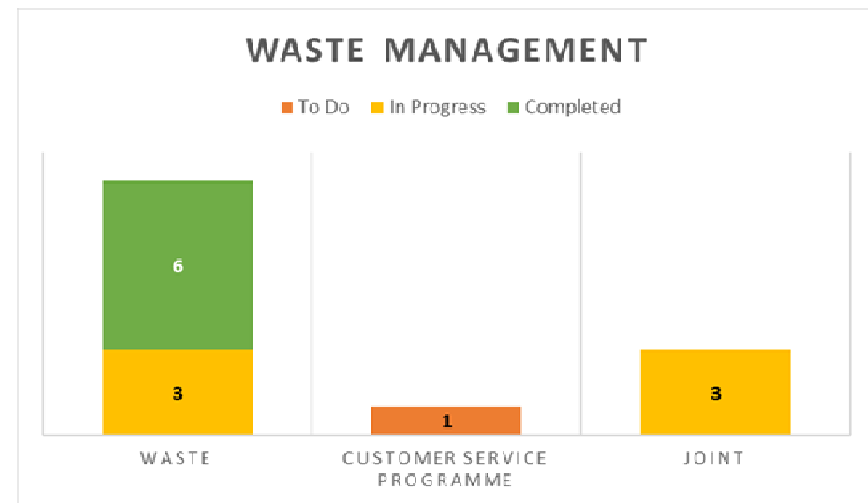
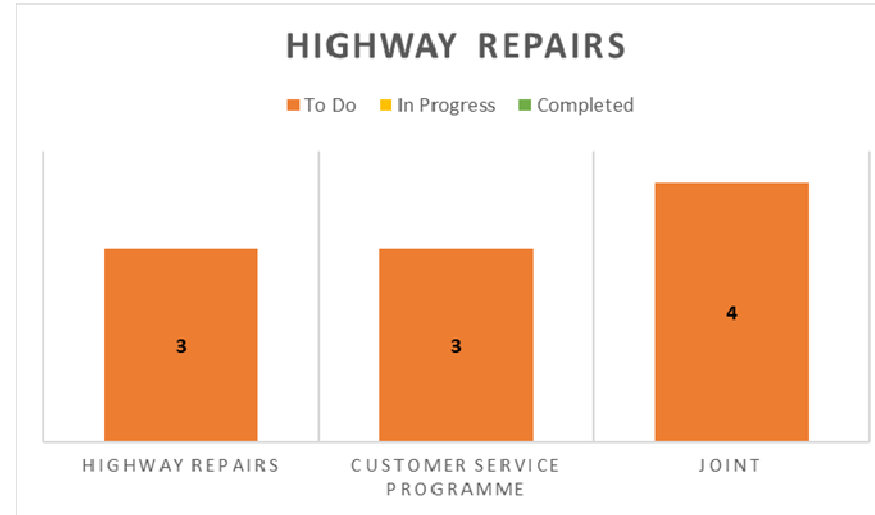
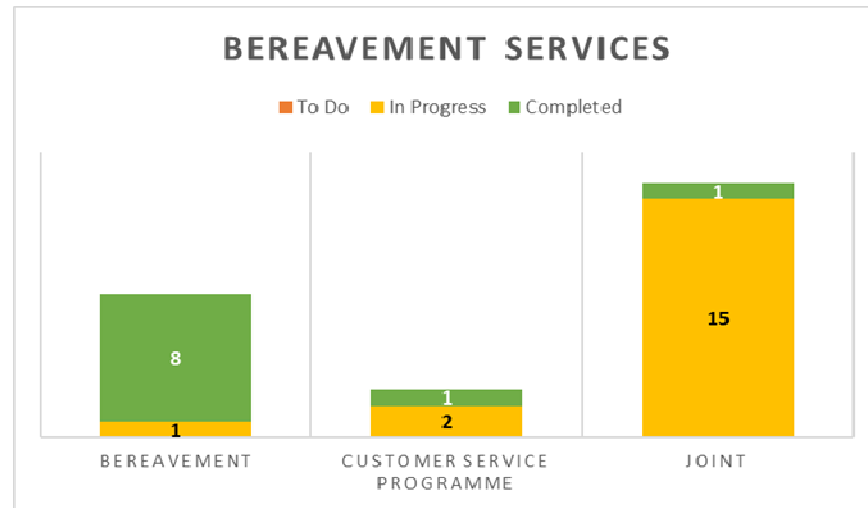


Customer Service Programme Discovery#1

Directorate	Service	Recommendations	Accountability		
			Customer Programme	Service	Service with CSP support
Regulation & Enforcement	Bereavement	28	3	9	16
Highways & Infrastructure	Highway Repairs	10	3	3	4
Regulation & Enforcement	Waste Management	13	1	9	3
Housing Management	Housing Repairs	13	4	5	4
	<b>Grand Total</b>	<b>64</b>	<b>10</b>	<b>41</b>	<b>13</b>



**BEREAVEMENT SERVICES**

**RECOMMENDATIONS PRESENTED TO SERVICE LEADS**

**Overview:** In Spring 2022 the Customer Service Programme conducted user research with our customers to understand the current customer experience by targeting high demand services accessed digitally and offline, in order to identify a model customer experience, based on best practice, to increase/improve customer satisfaction.

Code	Original Insight	Original Recommendation - summary	Original Recommendation - detail <b>Update against recommendation following December 2022 Task and Finish Group</b> <i>Update against recommendation following June 2023 Task and Finish Group</i>	Priority Rating	Delivery Accountability <b>R = issues / blockers</b> <b>A = underway and on track</b> <b>G = completed</b>
A	Citizens find the process of laying their loved one to rest complicated and confusing, at an already difficult time. There is a lack of clarity over what choices a family has, who does what and when. Relatives call sites as they don't trust the accuracy of the information on the website, but note our website page view analysis does demonstrate that citizens are visiting the BCC web site pages for the bereavement service guidance and information on the service offerings.	Create clear guidance taking relatives through each step in the process and their options	Create clear guidance taking relatives through each step in the process and their options, detailing who is involved and who is responsible for what, approximate timelines and costs (including BCC service fees and what is/not included), documentation requirements, what to expect and what to do if these expectations are not met. Consider including recommended suppliers. This guidance should start from the point of death and include registering a death. It should include the process if relatives are not using a funeral director. Conduct an audit of the current guidance available online and understand how we can tailor/expand this. This guidance should be available both online and in paper format. Distribute to partners to reach customers as soon as they need that information. Ensure it is available in a range of formats and languages. <b>Status Update 17 Jan:</b> Clear online guidance has now been developed and published: 'What to do after someone dies', A guidance booklet has been produced and is awaiting sign off. From April 2023, a medical examiner will investigate and authorise all Medical Certificates of Cause of Death. This will result in a further change to the documentation being required which will impact all services. Hold print run until after update to ensure accuracy. <b>Status update 7 June:</b> Improved content has been published. The introduction of the requirement for Medical Certificates of Cause of Death issues by GPs (non hospital deaths) to be authorised by a Medical Examiner (a national directive providing an additional layer of governance) has now been delayed until April 2024. Therefore more detailed information regarding Coroners Service is to be included in online guidance and a small print run of the offline guidance (along with posters and QR code) will now proceed ahead of an update and reprint for April 2024 when the Medical Examiner requirement is expected.	Medium	Programme Work in progress
B	Wildlife can have a negative impact on grave sites, which can be distressing for the family.	Communicate with relatives that wildlife can be an issue in graveyards	Communicate with relatives that this can be an issue and recommend particular plants and flowers that wildlife will not disturb (e.g. deer and rabbit resistant herbaceous plants) <b>Status Update 17 Jan:</b> Damage caused by wildlife is an on-going issue across a number of sites and is being managed by the service - adding information to information boards and signage with QR codes (linking to webpage information on wildlife); community meeting in Yardley Chapel to involve local Cllrs to educate public regarding badger activity. Online content around types of wildlife and impact on the sites - Content Manager to pick up requirements with Activities Manager and capture positive aspects of the wildlife (e.g. Bham SpringWatch Trailcams / webcams). <b>Status update 7 June:</b> Website content has been updated. A review of all signage is to be completed - see update against insight / recommendation Q. ACTION COMPLETED	Medium	Service - with support from Programme COMPLETED
C	Some grave sites are not well maintained over time.	Communicate with relatives their responsibility of maintaining a grave	Communicate with relatives their responsibility of maintaining a grave, including the rules/requirements around plastic flowers. Recommend ways of establishing a low maintenance grave and the grave maintenance service offering. <b>Status Update 17 Jan:</b> Work in progress to articulate clear guidelines for people, e.g.; plastic fading flowers, look at signage in the graveyards etc. Activities Manager reviewed signage at all sites to prioritise replacements and noticeboard - website needs to be aligned, Content Manager to work with Activities Manager to promote existing grave maintenance service from April 2023 when service is likely to be fully staffed. <b>Status update 7 June:</b> "Looking after a Grave" page on website updated in March 2023. A review of all signage is to be completed - see update against insight / recommendation Q. BCC also has a responsibility for maintaining sites (grass cutting). Grass cutting is currently based on a city wide contract managed by Parks. The grass cutting schedule for each site will be reviewed with Parks to and supported by clear communication back to customers.	Low	Service - with support from programme Work in progress
D	Documentation is often paper based and time consuming to manage for bereavement staff and partners. There is often duplication of forms, missing information and the need to scan in documents or manually input details.	Eliminate as much of the physical paperwork as possible as part of the new system	Eliminate as much of the physical paperwork as possible by ensuring the new bereavement system has capability to upload, share and view documentation for all partners, as well as input data via forms directly and make use of digital signatures. Ensure this is possible for all types of funerals. Offer support to those partners that need it to adopt new system. Note: Can only build online forms for non-statutory docs, all statutory docs need to remain on paper with the new system having ability to upload a scanned version / attachment to support digital record. <b>Status Update 17 Jan:</b> Need to establish the timeline for this BACAS replacement and full digitised applications. Soft market testing is underway to produce an analysis of options for new system. A lot of paperwork printing has already been eliminated but manual entry still being carried out where necessary. Digitisation of Bereavement forms in progress (a true copy of signature that complies with the e-signature requirements is needed). This activity may link to Register Office digitisation of records (DRS) Limited trials are in place in another Registration Authority before wider roll out for full replacement of Registration Online (RON) and NHS Digital (EMCD element - no physical medical certificates required no scanning/printing). All Register Officer digitisation is out of scope for this programme. <b>Status update 7 June:</b> Ongoing - The programme and service have currently prioritised the top 20 paper forms which have now been re-designed to digital forms including advanced payment features. The forms have now been tested by the service and all budget codes have been configured into solution. In line with the new forms the programme has reviewed all information, advice and guidance for these forms which have all been signed off. The remaining activities include configuration of the payments into the right fund codes in Oracle (awaiting a timeline for completion) and back office training for the new system to action any requests. Once the Oracle configuration is completed shortly, there will be a phased go-live of the forms on birmingham.gov.uk. The forms will allow customers to complete their request in a simple and easy way, allow them to add additional documents, status updates and pay for the service. The forms should improve the customer experience, reduce some admin in processing times and reduce delays in delivery due to lapse time for payments to be made.	High	Programme Work in progress

E	Burials are complex and have many variations, so bookings need to be taken via phone currently. This is time consuming for bereavement staff and funeral directors, and limits when bookings can be made.	Review the process for booking burials to understand how we could simplify the service	Review the process for booking burials (including statutory and non-statutory requirements) to understand how we could simplify the service. Ensure the new bereavement system has the capability to take bookings for burials online. There is an opportunity to learn from Solihull Council about their system that allows for this. <b>Status Update 17 Jan:</b> Process for booking burials, looking at putting this all online. Research with Solihull MBC to review their system for burials (parameters that control bookings), links to BACAS replacement and potential RPA options and ensure scope to include faith/religious burials can be accommodated. Requires support from the programme for soft market testing and maybe some support for implementation. <b>Status update 7 June:</b> The intention is to put the process for booking burials online. The demonstration of the Funeral Directors portal used at Solihull MBC has been completed. Positive user feedback was provided on the portal. A further meeting with Solihull MBC is scheduled for 15th June to view the back end of the system. Once this has taken place, the service / programme will explore further options with DTS on how to progress. A specification of requirements will be developed over the following three months, ahead of procurement.	High	Service - with support from programme Work in progress
F	In some cultures back filling graves (i.e. by hand) after the burial is a tradition and a sign of respect. Often a back fill is a lengthy process, and requires a staff member to stay on site at the grave whilst this is being done. Currently relatives can only choose to back fill themselves or have a manual fill using a digger, and are not always aware that they can change their minds part way through.	Offer a partial back fill/ partial manual fill option for relatives	Offer a partial back fill/ partial manual fill option for relatives, so they can honour their loved ones in this way, but relieve the burden of time spent by the staff overseeing the process. Consider different charging options to accommodate these traditions. Ensure relatives are aware of what their choice entails before the funeral (e.g. the average time it takes for 2 people to fill an adult grave). <b>Status Update 17 Jan:</b> The service has always provided a manual backfill option but some bereaved families wish to have a partial backfill option. A partial backfill has risks associated with it relating to potential accidents on site with both mourners and heavy plant machinery operating in close proximity, which is increased where there are large numbers of mourners. The service has now overcome this by offering barriers for crowd control, but this is time intensive and requires additional resources to provide this level of service, which may impact upon scheduling of other funerals if partial backfill is required and the machines are requested (H&S and timing issues). Where resources are available this service will be available upon request. Resolution in place to offer partial backfill where the access and resources are available. <b>Status update 7 Jun:</b> The service recognises and is sensitive to the requirements in some cultures around backfilling of graves. A partial manual/mechanical back fill option is available to relatives on request where the resources to enable this are available. Resources to increase availability will be considered as part of any future operating model.	Medium	Service: COMPLETED (but work in progress to increase availability as resources permit)
G	Some funerals run over time, which has a knock on impact for later bookings and for staff.	Communicate to citizens the overrun charge, ensure they are aware of where responsibility lies	Communicate to citizens the overrun charge and ensure they are aware of where responsibility for this penalty lies (i.e. funeral directors) <b>Status Update 17 Jan:</b> All Funeral Directors are advised when an additional charge for the overrunning of the funeral is being applied, which has been in place for many years. <b>Status update 7 Jun:</b> Mitigating circumstances will always be considered before any charge is applied. An interval exists between cremations / burials in the event of an overrun. Any instance of an overrun will be looked at on a case by case basis.	Medium	Service COMPLETED
H	Some burials are well attended by mourners. This can mean that graves already in use in the vicinity are stood on by mourners. This is viewed as disrespectful by some.	Clearly demarcate graves , ask ministers to request mourners are mindful of where they stand	Clearly demarcate where graves are, create narrow paths between rows of graves to help show where citizens should stand. Ask ministers to request that mourners are mindful of where they are standing at the start of graveside ceremonies. <b>Status Update 17 Jan:</b> Graves that are being opened are demarcated by boarding and matting around the grave. Traditional type graves, with kerb sets, are also demarcated when a memorial is placed. Grave owners are permitted to lay slabs between the graves if they wish. It is not feasible to demarcate a lawn type section without a significant increase in grounds maintenance costs due to the obstacles created by pathways preventing the ride on mowers from cutting the lawns.	Low	Service COMPLETED
I	The current system is unable to notify funeral directors of updates and changes to their bookings.	Ensure the new digital system has the capability to keep funeral directors updated	Ensure the new bereavement system has the capability to keep funeral directors updated without having to make manual checks on the system. <b>Status Update 17 Jan:</b> as rows - E, H, J & L. Soft market testing underway and feature to be incorporated into functionality of new system. FDs will have access to own bookings <b>Status update 7 June:</b> See Update against insight / recommendation E. This feature will be incorporated into the specifications for the new bereavement system / funeral directors portal.	High	Service - with support from programme Work in progress
J	The current system has no high-level view of all bookings a particular funeral director has with BCC. Currently in order to get this view, the funeral director needs to click through to 'cancel' all bookings.	Ensure the new system can provide funeral directors with a view of all current bookings	Ensure the new bereavement system has the capability to provide funeral directors with a view of all current bookings with the council. <b>Status Update 17 Jan:</b> as rows - E, H, I & L. Soft market testing underway and feature to be incorporated into functionality of new system. FDs will have access to own bookings <b>Status update 7 June:</b> See Update against insight / recommendation E. This feature will be incorporated into the specifications for the new bereavement system / funeral directors portal.	High	Service - with support from programme Work in progress
K	The process for delivering a burial or cremation differs across BCC's bereavement sites. This creates additional confusion for funeral directors and staff that may work across multiple sites.	Consider which sites are most streamlined and effective and how to standardise across all sites	Consider which sites are most streamlined and effective. Consider how to standardise the process across all sites based on best practice. <b>Status Update 17 Jan:</b> The service has merged teams in response to business continuity issues. There will always be some differences as not every site offers the same services as another. There are standardised processes, based upon best practice, in place across all sites. There are also individual standardised processes for particular sites which are based upon the specific needs of the site.	Low	Service COMPLETED
L	Some funeral directors give incorrect information to citizens about BCC's availability to conduct funerals.	Have online view of ceremony availability across all sites for citizens	Host an online view of ceremony availability across all sites so citizens are able to book the slot that works best for them. Ensure this view reflects when sites are expected to be temporarily closed down due to short staffing, due to annual leave for example. Ideally this would be additional functionality as part of the new bereavement system. <b>Status Update 17 Jan:</b> as rows - E, H, I & L. Soft market testing underway and feature to be incorporated into functionality of new system for online and digitisation, better guidance. <b>Status update 7 June:</b> See Update against insight / recommendation E. This feature will be incorporated into the specifications for the new bereavement system / funeral directors portal.	High	Service - with support from programme Work in progress

M	The process of reassigning ownership of a grave is complicated, lengthy, and requires a lot of time from staff to support customers through this process. Often customers lose copies of deeds.	Review the current process of reassigning grave ownership	Review the current process of reassigning grave ownership. Consider how to better inform citizens about the process and what is needed at each stage - this could be written guidance, or something more interactive like a video. <b>Status Update 17 Jan:</b> Process has been streamlined and information will be developed to provide more details relating to the process on the BCC website as part of the work currently being carried out by the web content team and Bereavement Services. <b>Status update 7 June:</b> Overview details have been updated on the BCC website. More detailed information required to explain the process will be made available over the next 3 months.	Low	Service - with support from programme Work in progress
N	There is some disconnection between the various bodies that need to be made aware of a death, both within BCC and across the system. This results in citizens having to tell multiple agencies that someone has died and repeat information to different parts of the same organisation.	Explore how we can better join up and share information internally between Bereavement and Registrars	Explore how we can better join up and share information internally between Bereavement and Registrars. Consider the 'Tell us once' scheme and how we can bolster existing information, advice and guidance. Establish an open dialogue between other partners across the system (e.g. coroner, funeral directors etc) to explore opportunities to become more joined up. <b>Status Update 17 Jan:</b> National 'Tell us once' function, the service is also in the process of appointing a HOS for both Bereavement and Registrars which will join the process up better. Some information may not be available to share due to legislative restrictions so need to review the use of TUO. <b>Status update 7 June:</b> The Head of Bereavement and Registration Service was appointed 1 May 2023. A review of working processes is being carried out to develop a more joined up approach where possible and where BCC holds responsibility. It is expected that this review will conclude within 3 months.	Medium	Service - with support from programme Work in progress
O	The process of applying for a permit for a headstone is lengthy and time consuming for bereavement staff, stone masons and relatives.	Review the process and timelines of putting a headstone on a grave and how requests are currently prioritised	Review the current process and timelines of putting a headstone on a grave and how requests are currently prioritised. Provide access to the new bereavement system for stone masons and use that portal for all documentation. Provide guidance on the process and timelines to relatives. <b>Status Update 17 Jan:</b> Process and timelines have improved since new recruits have started within the service. Further improvements will include considering an automated checking process and improved information on website as part of the work being carried out with the web content team and Bereavement Services. Customers need to know what to deal with, what to do and when - support users through the process with simple online guidance. <b>Status update 7 June:</b> The backlog for approval of memorial permits has been cleared. The online portal for memorial permit applications is still to be developed. It is anticipated that the specification for this will be developed within the next 3 months. The possibility of automation will be explored.	High	Service - with support from programme Work in progress
P	Stone masons are often posted invoices from BCC for each individual permit, which creates a lot of manual paperwork for both parties.	Explore possibility of sending invoices to stone masons via BCC's current finance system	Explore the possibility of sending invoices to stone masons via BCC's current finance system or using the new finance system for this. Investigate if an integration can be added between the current / new finance system and the new Bereavement system to output the invoice. <b>Status Update 17 Jan:</b> Service is raising invoices via Oracle and will process in batches instead of individual invoices. Full integration of automated invoices will be included in specification for new system. Also investigating option for online payment at point of request for service. <b>Status update 7 June:</b> Integration of automated invoices is not available using current system as this raises invoices to the appropriate funeral director recorded on the funeral record. The monumental mason is usually a different company, hence this is not possible at present. The requirement for invoices to be raised to both funeral directors and masons where these are different companies will be incorporated into the specifications for the new bereavement system / funeral directors portal (see update against insight / recommendation E). There will be a dependency on the interface with Oracle.	Medium	Service - with support from programme Work in progress
Q	Some sites are confusing to get around, for example finding appropriate parking and the right location for ceremonies. Some locations have names that are similar to other local sites, meaning citizens go to the wrong site. All of this adds to the stress on the day of a funeral.	Consider how to make sites easier to navigate around, including signage and site maps	Consider how to make sites easier to navigate around, including signage and site maps. Consider how we could name sites in a way that removes confusion for visitors. Consider including all site information on the BCC service web site pages and new system. Could it be included as part of the booking confirmation for funeral directors that they could send on to relatives, or could relatives view this information on the system. <b>Status Update 17 Jan:</b> Agreed that website is useful but signage could be better, so reviewing all signage across sites and also including better information for users on the website as part of the review that is currently taking place by the web content team and Bereavement Services. Dependency of the new bereavement system for some website changes. <b>Status update 7 June:</b> Service to commission a review of signage across all sites. Contact to made with the Comms team to identify company to deliver. Identification of an appropriate company and procurement route to be made in next 2 months. All contents and directories for each site have been updated on the website.	Low	Service - with support from programme Work in progress
R	The service generally operates during core hours (Monday – Friday 8:30am – 4:30pm). Sutton New Hall does operate seven days a week. In some cases, partners need to contact Bereavement services outside of these hours, but are unable to (e.g. Muslim burials over the weekend in other areas of the city).	Consider establishing an out of hours process to enable Muslim burials to proceed at pace	Where there is appropriate lighting, services could be conducted into the early evening in the winter. Consider if there is demand to establish an out of hours process to enable Muslim burials to proceed at pace across the whole of Birmingham, for example could we offer an out of hours service for Muslim burials that cannot wait at a premium charge? <b>Status Update 17 Jan:</b> The service already provides a very successful out of hours emergency burial service at Sutton New Hall Cemetery. Floodlighting has also been introduced to enable later burials up to 6pm through the darker winter months, which has been welcomed by the communities that utilise the later burial times. A planning restriction restricts the use of lighting after 8pm. When Kings Norton Cemetery extension is developed this will increase the options and a similar approach may be adopted at that site too. The booking service operates every day except Christmas day to accept short notice bookings both during the week and at weekends. <b>Status update 7 June:</b> The service monitors demand and is currently providing burials for short notice funerals within 24 hours of request. When Kings Norton Cemetery extension is developed this could increase the options and demand will be reviewed when the extension is completed. However, this is not expected to be completed until 2025.	Medium	Service COMPLETED

S	The COVID-19 pandemic has exacerbated the local staffing issue. Some of the staff working in the service long term are agency staff, which carries a higher cost than permanent staff.	Consider how we could bring some of the long-term agency staff into the service as permanent staff	Consider how we could bring some of the long-term agency staff into the service as permanent members of staff, reducing costs and the negative impact of short notice periods on the service. Consider how to make the service (and wider council) attractive as a career path. Update and improve guidance documentation for new staff, ensure staff have online access to remain connected to their colleagues across sites. <b>Status Update 17 Jan:</b> Three new office staff and three cemetery operatives have been recruited to vacant posts and more cemetery operatives interviews are taking place from 1st Feb. If the required amount of new starters are not identified in this round of interviews, then the post will be readvertised for a third time. There are another four vacancies that have occurred since the previous update. Following a wider advertising campaign, more interest has been shown following the more recent job advertisement. Staff have access to e-mails via smartphones and access to laptops in offices. <b>Status update 7 June:</b> 2 rounds of recruitment have now taken place since the original insight and recommendation. 5 permanent staff have been recruited. However, vacancies remain. Recruitment remains an issue within the service with a lack of suitable candidates coming through the recruitment process and hence a lack of appropriate applicants to fill the vacancies that have been advertised. Some of those recruited to permanent posts were previously long term agency staff working in the service. There is no corporate process / strategy to make temporary agency staff permanent, therefore effectively any of these staff who become permanent are interviewed twice. There needs to be a corporate response to provide a process to more easily recruit agency to permanent. This has been fed back to corporate HR as a matter to consider when reviewing processes, given the impact on services. The Customer Service Programme will also raise through its governance.	Medium	Service - Recruitment of long term agency staff to permanent staff - COMPLETED  People Services - Corporate Temp to Perm HR policy - OUTSTANDING
T	There are a number of phone numbers and email addresses that the service must manage	Consider moving to one main service contact number and mailbox with a triage team handling general enquiries - opportunity to use the Corporate Contact Centre	Move to one main service contact number and mailbox. There is an opportunity in the Customer Services Programme for this service to use the corporate contact centre to help log, triage, track and report all enquires received, in one place. This would help to reduce the volume of enquiries the Bereavement service receive via the triage process, leveraging best practice technologies for voice, IVR, routing of calls & omni handling of non-voice contacts like email, chat, social media all managed via a single process & technology. This would support the single phone number/email strategy. <b>Status Update 17 Jan:</b> Bereavement Services now has one published telephone number and e-mail address. Further programme work is required in the background, but the customer now has one point of contact. Customer also has an online contact form that they can complete for enquiries. The forms are directed through to the appropriate service area for action/response. <b>Status update 7 June:</b> One single email address and one telephone number are now being used across the service. Menus on the telephone system have been updated (6th June) to direct calls to the most appropriate teams within Bereavement Services. The very early indication is that this has introduced further improvements with calls being managed more effectively and queue times being reduced and in target. This will be monitored over time.	High	Programme COMPLETED
U	No key performance indicators available	Consider moving to one main service contact number and mailbox with a triage team handling general enquiries - opportunity to use the Corporate Contact Centre	Identify key service operational and financial KPIs so that the service can get an overview of how the service is performing on a regular basis. Consider using power BI to report from BACAS data to create visual, dynamic dashboards. The dashboards can also be used to setup service KPIs. <b>Status Update 17 Jan:</b> Service is using Outlook and not omni-mail, so some work remains outstanding for the IT to be developed by the team to support the service to produce BI data. In addition, the programme team is working with Bereavement Services to review and re-introduce the Service User Questionnaire that was in place prior to the pandemic and sent to every service user following a funeral. The responses were used to shape service improvements within the service to meet customer needs. <b>Status update 7 June:</b> As per the update for the recommendation against code T, one single email address and one telephone number is now published and being used across the service. We have allowed some time to embed the telephony solution and analyse the data and contact themes before we look to implement the Omni channel technology / capability within the service to handle all non-voice contacts (email, webchat etc) via a single process & technology. The next step will be a "Go" decision to stand up a delivery team to bring in this Omni Channel capability within the service as it will result in operational changes, as did the telephony implementation. Omni will produce BI data for performance measures for all non-voice channels.	High	Service - with support from programme Work in progress
V	Citizens make general enquires about the condition of cemeteries and ask for help in completing deed replacements and transfers. Some of these calls can take a long time and can result in repeated calls from the same citizens.	Look at ways to promote the creation of Cemetery Friends groups to help provide general information and news relating to local cemeteries	Look at ways to promote the creation of Cemetery Friends groups to help provide general information and news relating to local cemeteries. Work with existing Friends groups to spread awareness including the benefits of having a Friends group can make by raising funds or applying for government funding to improve the condition of cemeteries. <b>Status Update 17 Jan:</b> Agreed - work already ongoing - Bereavement Services Activities Manager working with numerous volunteer groups to organise activities across cemeteries. Since working with the service in July, a number of attempts have been made to gain interest in developing a Friends group at Handsworth Cemetery, but the interest has been low to date, so will keep trying. There is more interest in the ad-hoc volunteer task groups for litter picks etc. <b>Status update 7 June:</b> There are now Cemetery Friends groups for Handworth, Keyhill, Warstone Lane and Brandwood End cemeteries. The website has been updated to inform people about how they can become involved and communication will also be reviewed under update against insight / recommendation Q, relating to review of signage. An activity manager to support the coordination and organising involved in establishing Cemetery Friends groups at other sites will be considered as part of any future operating model.	Low	Service COMPLETED

W	User feedback is not available – this was suspended during the pandemic to enable the service to prioritise core services (funerals and memorials).	Consider restarting service customer feedback (make available in online and offline) - opportunity to use corporate solution to measure satisfaction levels already in place	Restart capturing customer feedback in both online and offline formats. There is an opportunity to work with the Customer Service Programme to repurpose the corporate solution for customer satisfaction to log, monitor, review and report. Signposting to service feedback, could also be added to the existing service web pages and form part of a service request in the new Bereavement system. This will ensure we have a consistent measure of satisfaction and will allow us to benchmark/measure at intervals of the end-to-end journey. <b>Status Update 17 Jan:</b> Agreed - Linked with item U. Assistance needed from the programme on what the service can do - need to scope activity and identify points at which customer gives feedback end2end and build in satisfaction form based on corporate model. Questionnaire under review, customer complaints through corporate system being monitored. Customer contact form now available on website to enable service users to make request for assistance directly to the service as an alternative to phoning. <b>Status update 7 June:</b> The programme has supported by providing project management resources to review and develop the customer satisfaction questionnaire, Quality assurance has been completed by the programme to ensure it meets best practice and design principles. The service can implement the satisfaction survey offline to customers now. Further work is needed on the technical implementation of the questionnaire and digital solution capability is to be identified as the next step, anticipated within the next 8 months. If a go decision is "given to stand up a delivery team to bring in Omni Channel capability within the service (see update against insight / recommendation U), then customer satisfaction can be 'plugged in' as part of this. The need to be sensitive to the customer's situation when gathering feedback is paramount and recognised.	High	Service - with support from programme Work in progress
X	The complaints data shows the most common root cause problems to be: 'Not the quality or standard expected' 'Failure to deliver a service' 'Disagree with policy or procedure'	Regularly review the complaints data to identify repeat complaints and common trends	Regularly review the complaints data to identify repeat complaints and common trends. Work with the complaints leads to see how they can be avoided through service improvement plans. <b>Status Update 17 Jan:</b> Agreed - work started/ongoing. The service area has no access to complaint data. Programme supporting the service with obtaining raw data and providing a summary report to inform the service's action plan. <b>Status update 7 June:</b> The Customer Service Programme is currently working with the corporate complaints team to put the summary reports together for the Bereavement Service to have access to all the complaints data to inform the service action plan. This should be in place for July 2023. The most common theme for complaints raised to the service for 22/23 was Service Quality at 74%. The top three problem categories were Not to the quality or standard expected at 47%, efficiency of Service at 29% and failure to deliver a service at 18%. There is still some further work to do in this area which - the Programme will be working with the corporate complaints team and the service to take a deeper dive approach in reviewing some of the themes. A meeting will be scheduled between the Programme, the complaints team and the service area in the month of July to support Bereavement services accessing the data and understanding root cause reasons for complaints to form part of their service action plan.	Medium	Service - with support from programme Work in progress
Y	The complaints data shows the response target for stage 1 citizen complaints was 73% in 2019, 69% in 2020 and 41% in 2021. This shows a gradual decline in responses provided to citizens within 14 working days and could be attributed to the level of demand experienced during the Covid-19 pandemic. It could also be down to the complaint leads prioritising waste management complaints.	Monitor the dates between complaints being submitted and the bereavement team receiving notification by the complaint leads to ensure there are no internal delays.	Monitor the dates between complaints being submitted and the bereavement team receiving notification by the complaint leads to ensure there are no internal delays. This will ensure the team have enough time to investigate complaints and provide a response within the set number of working days. Request regular reports from the complaint leads to check for the team is improving their stage 1 response times. <b>Status Update 17 Jan:</b> Agreed - work started/ongoing using root cause analysis to improve, complaint volumes very low. All complaints are to be sent to Bereavement.Services@birmingham.gov.uk and not to individual officers to remove the risk of them not being picked up when the person is away from the office. <b>Status update 7 June:</b> Some improvement in the response rates for complaints is being seen. Year to date performance for 22/23 is 52% which is an increase from 41% for 21/22. The Customer Service Programme will be working with the corporate complaints team and the service area to identify any further opportunities for improvement and to review the end to end process on how complaints are assigned and to who (if its an officer or the generic mailbox). A meeting will be scheduled between the programme, the complaints team and the service in the month of July.	Medium	Service - with support from programme Work in progress
Z	Additional income generation opportunities	a. Review fees of core services to understand where the service makes the most revenue b. Review possible package options to encourage relatives to buy additional services	Review fees of core services to understand where the service makes the most revenue, to understand how the service can maximise income <b>Status Update 17 Jan:</b> Agreed - work already ongoing to review income generation opportunities. There is a review of fees, charges and usage conducted with Finance when reviewing fees and charges each year - completed November 2022. <b>Status update 7 June:</b> Cabinet and Cabinet Member reviewed the fee proposals and it was decided that no increase in fees for 2023/24 would be made. Review possible package options to encourage relatives to buy additional services, e.g. maintenance or borders for graves <b>Status Update 17 Jan:</b> Subject to Rules and Regulations. An increase in current staffing levels will be needed through recruitment to vacant posts ahead of any new packages being considered. A grave maintenance scheme was introduced many years ago but has not been popular and is very resource intensive. The service will work with the Content Manager to promote existing grave maintenance service from April 2023 when the service is likely to be fully staffed. <b>Status update 7 June:</b> The recruitment process has had limited success and the service is still operating with vacancies and absences, impacting upon the ability to identify the resources that would be necessary to consider providing new packages. Resources required for new packages to be provided will be considered as part of any future operating model. Offer longer lease lengths or renewal options for grave leases to generate additional income <b>Status Update 17 Jan:</b> The option to extend a lease from 75 years up to 99 years has been available for a number of years but there has been very limited demand for this. The wording on the fees and charges document is: Exclusive Right of Burial (ERB). NB. An extended lease of 99 years is available upon request - POA	Medium  High  Medium	Service COMPLETED  Service - with support from programme Work in progress  Service COMPLETED

**WASTE MANAGEMENT**

**RECOMMENDATIONS PRESENTED TO SERVICE LEADS**

**Overview:** In Spring 2022 the Customer Service Programme conducted user research with our customers to understand the current customer experience by targeting high demand services accessed digitally and offline, in order to identify a model customer experience, based on best practice, to increase/improve customer satisfaction.

Code	Original Insight	Original Recommendation presented to service leads in April 2022 <b>Update against recommendation following December 2022 Task and Finish Group</b> <i>Update against recommendation following June 2023 Task and Finish Group</i>	Priority Rating	Delivery Accountability <b>R = issues / blockers</b> <b>A = underway and on track</b> <b>G = completed</b>
31	Slab in the cab is currently used at the driver's/team leader's discretion n.b. Note correction - it is a planned/structured pilot to ensure any issues are fully addressed before going live, taking into account lessons learned from earlier less successful roll-outs.	<p>With the early success of the current soft pilot of slab in the cab, the service should-ensure more drivers to adopt this system to ensure consistency in quality and reporting across the service.</p> <p><b>Status update 05-Dec:</b> A new Transformation Director has been employed to drive this forward and ensure all technology (Kit -Krew In-cab Technology) is in place and fully operational by end of Dec22, which includes a robust staff training programme which is fully supported by all Trade Unions. The Business Support Team have worked closely with Assistant Service Managers and crews to ensure all round data is up to date and accurately reflects day-to-day collection routes; and the kit will also flag Assisted Collections to avoid them being missed. All crews will be mandated to use the in-cab technology to report anomalies such as broken bins, contamination or bins that have not been presented which will feed back real time to the Managers of the service who will be monitoring daily collections; and taking proactive action to address any missed collections in the event of vehicle breakdowns, road blocks, etc. The technology will free up manager time to better support the crews; and the real time data visibility will be available for the Contact Centre to better equip Agents to respond factually and accurately to customer enquiries, which in turn should reduce customer complaints.</p> <p><b>Status Update June:</b> <i>All the in cab technology is now in place and being used. The in-cab technology has been in place and in use in all vehicles since late January. Cradles for the tablets are fixed - the tablets themselves can be removed. Work has also been undertaken to cleanse the data as information provided to crews during the early stage of the roll out was inaccurate. Crews are monitored on the usage and reports are produced showing any problems. The reports produced by the system are being sent directly to the right person for action. Work can be reallocated in real time to minimise missed collections. This includes those as a result of vehicle breakdowns. Reports from the system are enabling service managers to understand real time failure and either make changes there and then or identify trends for more detailed investigations. The service is stabilising the usage and data produced but also looking at ways the system can be developed such as using the cameras on the vehicle to send images of issues to the contact centre or the relevant officer for action. Spare tablets are available where technical issues are encountered (e.g. problem with tablets in cabs in cold weather). The option to revert to manual systems also remains available for business continuity where there are issues. Where other issues are encountered these are worked through with TU's for resolution e.g. absence of cradle in hire vehicles and windscreen mounting presenting a potential Health and Safety issue. A session with Neighbourhoods Overview and Scrutiny is being planned to provide a more in-depth view of the technology.</i></p>	High	Service COMPLETED

32	At some depots, the rate of missed bins can be high. Customers do not always get their missed bins resolved in a timely manner, with some getting their bin emptied at the next scheduled collection. This means that in some areas public trust can be low in the service.	<p>Make use of slab in the cab across the service to reduce the rate of missed bins across the service, reducing complaints and additional work for back office staff. Review the current policy in place for collecting missed bins within 48 hours to ensure it is achievable for the service and change this target if not, to better manage customer expectations.</p> <p><b>Status update 05-Dec:</b> Currently the process of crews reporting missed collections happens at the end of each shift, the new in-cab technology will enable real time reporting of bins that have been missed for a variety of reasons such as road blocks, parked cars, bin not presented. This data will be captured and held in a single system so the Contact Centre will have visibility of missed bins so in the event of a customer contact, accurate data can be relayed. As well as this, managers will proactively follow up any multi-service issues causing regular repeat missed collections such as parking enforcements, illegal skips on highways, etc. that may prevent collection. Also because managers will be able to see crew performance in real time if a vehicle breaks down and can not complete a round, the work can be allocated to other crews who may have capacity on the same day to pick this up, however this will require proper engagement and agreed processes with Trade Unions for managers to follow. As part of the customer programme activity, in the Brum Account, citizens are able to report a missed bin at another property by entering the property address in the location field of the form. Whole road reporting was removed as the service found this was being inappropriately used as it was thought it would expedite a missed bin collection. Accuracy of reporting missed collections should be improved as a result.</p> <p><b>Status update June:</b> Missed collections are tracked, monitored and reported on a daily and weekly basis.. The reports are showing an improvement in missed collections (alongside a significant reduction in missed collection complaints - down by 41% this April compared to April 2022). However, it is fully accepted that things still aren't right and more work is needed - particularly for Montague Street and Lifford Lane depots where missed collections remain out of target</p> <p>Reports can show the individual rounds and where and what the problem is e.g. staffing issues, access issues etc. This level of reporting enables managers to undertake a review and put in some long term solutions to prevent future service failure. Members advised that they can help resolve local issues causing service failures if they are kept informed.</p> <p>Whilst the service area advise any missed collections are reallocated either in real time or collected the next day, members advised that this is not always the experience for their constituents. Delays of 4-6 weeks were reported. Also some depots don't pick up missed collections on weekends so if a collection is missed on a Friday, it will be Monday at the earliest before the collection is made. Consistency and trust that missed collections will be collected no later than the end of the next day is needed. This will help reduce complaints. Where black sacks (rather than wheelie bins) are missed, feedback was provided that these should be prioritised. The Instruction to local managers is for crews to go back and collect what they dropped the previous day before starting their round for the day but this needs to be enforced.</p> <p>it is imperative also that quality of service provision is improved and maintained. As missed collection / service failure complaints have reduced, the proportion of complaints relating to service quality has increased. Depot Managers have been instructed to balance analysis of the data with going</p>	High	Service COMPLETED
33	The waste service is currently using the 'task and finish' approach, which means crews often go home earlier than their official finish time. This means managers are unable to reallocate dropped work, so that it can be done on the same day.	<p>Use slab in the cab to reallocate dropped work before crews return to the depot.</p> <p><b>Status update 05-Dec:</b> see row 32</p> <p><b>Status Update June:</b> Managers are able to reallocate work in real time. This is happening on a daily basis and service managers are monitoring this.</p>	High	Service COMPLETED
34	Team leaders want to have a consistent and reliable team. However, they are not always informed of who will be in their team ahead of time, creating confusion and frustration. In addition, team leaders are not always told if their truck is going to be out of action due to an MOT or repairs ahead of time.	<p>Consider how to improve the line of communication between team leaders and management. Ensure there is a feedback loop in place for waste crews to feedback on their issues day to day</p> <p><b>Status update 05-Dec:</b> Large recruitment process underway to fill all permanent vacancies. However the service will retain 23% of agency cover for sickness, annual leave, etc. to enable permanency of each round to improve consistency of collections. In the event of planned vehicle maintenance alternative vehicles should be sourced in advance and if not possible the work reallocated between other crews with capacity.</p> <p><b>Status Update June:</b> There are currently only 9 full time positions vacant in refuse collections. Therefore the service has a stable workforce (previously, the level of agency staff covering full time posts was approximately 30%). The service still operates with 23% agency cover for sickness and leave but teams are kept together where possible. Over 70 of the older vehicles have been replaced, providing a more reliable service and a planned procurement to replace the remaining vehicles will take place soon.</p>	High	Service work started / ongoing



35	The way complaints are dealt with is inconsistent across the service. The waste service still receive iCasework, rather than these complaints going directly to the complaints team.	<p>Review the complaints process and ensure alignment across all teams, agreeing who should deal with complaints. Consider having an overflow route, should volume become too high.</p> <p><b>Status Update 05-Dec:</b> The new Complaints process was launched April 2021 and City Operations which includes Waste Services now have a dedicated complaints handling team which is embedded and sits alongside the operational teams at each depot. This improves the turnaround time for complaints and although this is a high volume area the SLA of 90% is now consistently achieved. The in-cab technology will further enhance complaints responses and will enable the team to provide more personalised responses. If volumes reduce, efficiencies in administrative activities will be made.</p> <p><b>Status Update June:</b> Complaints continue to be monitored centrally and reported back to Senior Management and are reducing. Trends are tracked and root cause analysis is taking place, enabling the service to develop improvement plans to address issues. Further work is needed to ensure that enquires / first requests are categorised accordingly (rather than as complaints) and dealt with with the appropriate level of urgency. Auto responses are disjointed from the issue at hand when requests are incorrectly categorised. The AD for Customer Services and Business Support is due to brief the Deputy leader on this shortly and a working group is proposed to address and resolve this.</p>	High	Service COMPLETED
36	Customers don't always following guidance around disposing of their waste correctly as well as the kerbside policy. This leads to missed bin collections and therefore additional customer traffic to BCC and sometimes complaints. BCC don't often communicate why a bin hasn't been collected, which leads to confusion and frustration with customers.	<p>Review current guidance for how the public should correctly recycle and what should not be put into refuse bins. Ensure all guidance and policies are easy to read and accessible in a range of languages and formats. Establish a live update system that is connected to slab in the cab, so customers know when and why their bins have not been collected.</p> <p><b>Status Update 05-Dec:</b> Review current guidance for how the public should correctly recycle and what should be put into refuse bins working with 'Keep Britain Tidy' to try and define and find a way of telling residents they've done something wrong. Options being explored are: Tag &amp; Flag new guidance - you've received a tag; tag and flag to resident what they did wrong; what they can and can not put into bins; tagged bins will automatically re-routed to residual waste - don't want to move into a removal of bin situation but we do want to review the communications and consider video clips of residents putting the right rubbish in the right bin instead of leaflets. Education and bin stickers to clearly show what can be placed in bins. HMO team are reassessing the Landlord responsibilities and ensure there is enough literature and information contained and landlords are suitably educated on their duties and responsibility to inform tenants of requirements - reinforcement at a regular basis. The current bin specification, which is 25-pages long needs to be reviewed, improved and simplified.</p> <p><b>Status Update June:</b> The service continues to work with Keep Britain Tidy and ReLondon to review best practice from around the UK. This will result in a new set of information which will be produced with comms and marketing and then shared with residents. Targeted campaigns will also take place. The service is currently monitoring the Environment Act for changes in legislation and seeking clarity where necessary before anything is implemented.</p> <p>Stickers on bins have been trialled to advise residents when they have done something wrong and to advise what can and can't be put into bins. Where, for example, cardboard is contaminated but other recycling isn't, the other items should still be taken for recycling and the contaminated items should be moved to the residual round using the in cab technology. Where this isn't happening, it is a quality issue (see update against insight / recommendation 32).</p> <p>HMOs/exempt properties continues to be an issue. Where these properties are licensed, waste services are working with the licensing / enforcement teams to ensure that these properties have the right bins and that correct use of the bins is monitored. However, not all the properties are licensed. Intelligence is being gathered on where properties are being used as HMOs and are unlicensed.</p> <p>Assessments on whether properties have wheelie bins rather than continue to use bags / sacks we carried out in 2013/14. These can be reviewed on request and where it's possible to get a bin on a property, a bin is issued. However, the current policy is that bins can't be stored on pavements. The bins policy will be reviewed, alongside any changes required as a result of the Environment Act (such as segregation of waste).</p>	High	Service -with support from programme Work started/ongoing
37	Sometimes crews need to take a broken bin away. There is nothing for them to provide to the customer telling them what has happened and when the new bin will arrive.	<p>Develop some simple comms in a range of languages and formats for crews to have in the trucks, to post through a customer's front door in this instance.</p> <p><b>Status Update 05-Dec:</b> In-cab technology allows driver to report broken bin and locations in real time to organise a repair or replacement bin. The service are reviewing the current bin procurement approach, and are exploring an Amazon -type procurement approach to enable the despatch of bins directly to residents homes as opposed to bulk order and storing of bins in depots. This will enable a much more proactive and faster response time to replacement bin requests.</p> <p><b>Status Update: June:</b> Waste Services are working with the corporate comms team to develop a postcard / leaflet for residents when there has been a need to remove their broken bin or pod.</p>	High	Service -with support from programme Work started/ongoing

38	Sometimes rubbish is accidentally dropped during rounds. The public can at times become aggressive and there are road rage incidents towards the crews.	<p>Review the training crews get to better equip them to deal with difficult members of the public and to ensure they clear up any rubbish that is dropped during the process of collecting bins.</p> <p><b>Status update 05-Dec:</b> It is mandatory for all crews to pick up any dropped refuse or spillage that fall from the bins at the point of collection when being lifted into the truck. Any reports of non-compliance will be monitored and performance managed by depot managers. The street cleaning rounds now follow the black bag collection crews. Any residual waste that has been fly-tipped or black bags that have been opened by pests can now be reported by crews with a pinned location using the In-cab technology; requests will be automatically assigned to the appropriate service to resolve to avoid multiple reports of the same issue and customer complaints.</p> <p><b>Status Update June:</b> Steps are being taken to improve quality and ensure that mandatory instructions such as clearing up dropped refuse / spillages are always carried out. In addition, one of the vehicle checks to be conducted before each round is to ensure the tools to clear up dropped refuse / spillages (e.g. brush and shovel) are on board.</p> <p>All vehicles are equipped with CCTV and the service works with WM Police who have stated that they will prioritise instances of aggression / road rage towards crews.</p>	High	Service COMPLETED
39	Staff highlighted that due to traffic issues on their rounds they miss around 15 streets a day resulting in many missed bins.	<p>Consider how to leverage slab in the cab to reallocate dropped work as efficiently as possible and how this information is relayed back to the customer both digitally and non-digitally.</p> <p><b>Status update 05-Dec:</b> The in-cab technology will be able to record if there is vehicle or access issues or the crew is stuck in traffic; *using the technology so that we can communicate to residents and Members access issues have resulted in collection not being able to take place. Being made aware in real time will allow depot managers to reschedule asap</p> <p>*what mechanisms will be used to communicate issues to residents and Members (e.g. Brum Account, Waste alpha options)??</p> <p><b>Status Update June:</b> Rounds have been reviewed. Dropped work is reallocated on a daily basis. Traffic issues are rarely now a cause for missed collections.</p>	High	Service COMPLETED
40	Not all streets are included on the digital form when reporting a missed bin collection, making this a painful process for some customers.	<p>Review the current maps in use. Consider moving to a live version of maps in the missed bin/recycling form to ensure that all roads are current. Enable a customer feedback loop when maps are not up to date.</p> <p><b>Status update 05-Dec:</b> Dependency on LLPG data between the mapping solution and the line of business application which needs to be in sync in order for the report to be submitted and actioned by the service. Taking this approach could lead to an increase in failure rate and we will need to understand how much of an issue this is considering we are using local and national LLPG data.</p> <p><b>Status update June:</b> Planners are now providing data for new estates and developments. More regular data provision is sought - particularly on smaller developments and on when residents are moving into properties.</p>	High	Service Work started / ongoing
41	Customers have expressed that paying for garden waste is not value for money especially when this type of waste is missed or not collected.	<p>Note: We understand legislation around garden waste has recently changed and local authorities may no longer be able to charge for garden waste.</p> <p><b>Status update 05-Dec:</b> We are looking to introduce reoccurring payments (direct debits) for residents to pay for their garden waste collections, this will mean that they will be automatically subscribed to the service each year without the need to renew annually which is resource intensive. When we move to automatic subscription this will enable the service to effectively plan the routes for the year ahead as opposed to being reactive every month and making manual adjustments which increases the potential for dropped work. We are aware that there are pending changes to the Environment Act which may impact on the type of service offered to residents however no decisions have yet been made/communicated.</p> <p><b>O&amp;S</b> - recommends a move to an automatic renewal system; once residents sign up we tend to retain them (very few cancel)</p> <p><b>Status Update June:</b> Waste Services is in ongoing conversations with DEFRA to gain clarification on the Environment Act and its implications for garden waste (it's already known that food waste will need to be collected weekly but clarity around garden waste is outstanding). Ahead of any legislative changes, an autorenewal process will be introduced. Development costs for this will be looked at.</p>	High	Programme but pending legislation
42	For some customers waste collections have been missed multiple weeks in a row with no explanation or update about when their waste will be taken away.	<p>Consider reviewing the current mechanism for informing a customer their collection will not be done on a single occasion or for multiple occasions.</p> <p><b>Status update 05-Dec:</b> See Row 32 - Covered by KIT implementation - pulls all the repeats together to be provided with a hotspot of issues.</p> <p><b>Status Update June:</b> See Update against insight / recommendation 32</p>	High	Service Work started / ongoing

43	<p>Customers are unsure how to use bins correctly. For example the pod should host cardboard, but is often too small for the cardboard customers need to recycle. Some people swap their recycling round so the cardboard goes into the main bin. In addition, customers aren't always clear what to do to manage a missed bin (especially if it's a bag) without creating additional issues such as rodent infestation.</p>	<p>Review current guidance and comms in place informing customers how their bins can be used, including what to do whilst waiting for missed bins to be collected.</p> <p><b>Status update 05-Dec:</b> See Row 36 - Keep Britain Tidy and HMO engagement</p> <p><b>Status Update: June:</b> See update against insight / recommendation 36. Work continues to learn from best practices across the UK.</p> <p><i>In addition, A contamination project has been launched in the Perry Barr depot to collect extra data. Bin Stickers have been introduced in Lifford's area and the service area is working on a pilot with its paper contractor to trial an extra wheelie bin. Changes introduced by the Environment Act around food waste and deposit schemes could reduce the amount of waste in residual and other recycled collections respectively.</i></p>	Medium	<p>Service -with support from programme Work started/ongoing</p>
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## HOUSING REPAIRS

### RECOMMENDATIONS PRESENTED TO SERVICE LEADS

**Overview:** In Spring 2022 the Customer Service Programme conducted user research with our customers to understand the current customer experience by targeting high demand services accessed digitally and offline, in order to identify a model customer experience, based on best practice, to increase/improve customer satisfaction.

Code	Original Insight	Original Recommendation - detail Update against recommendation following December 2022 Task and Finish Group Update against recommendation following June 2023 Task and Finish Group	Priority Rating	Delivery Accountability R = issues / blockers A = underway and on track G = completed
19	Customers find it difficult to explain what the issue is online. They are unsure if their issue qualifies as an emergency or not, so often they find it easier to ring up and speak to someone. Staff find that some customers believe everything is urgent, meaning there is a gap in expectations and a lack of common understanding.	<b>Review the BRUM account reporting process and content to understand how we might clearly communicate the different levels of severity of repairs. Make it easier for customers to tell us what the issue is, improve triaging and reduce the need to ring. Test these changes with users and iterate based on feedback. BCC might should explore implementing a simple decision tree, diagnostic tool for customers to use.</b> <b>Status Update 29-Nov:</b> new functionality available enabling customers to report, diagnose and track a repair, end2end view of the repair request and timelines. Target go-live Mar23 for online capability and automation. <a href="#">Link to Rows 20 &amp; 22</a> <b>Update 09-June23:</b> BRUM account end to end testing highlighted issues with function / process (some of the information submitted was not getting passed on to contractor). The new functionality (enabling customers to report, diagnose and track a repair, end2end view of the repair request and timelines) is now confidently expected end August / early Sept due to having to wait till an NEC (Housing Management software) Upgrade. Extensive user testing will take place to ensure the solution is fit for purpose. The service has been attending weekly meetings since Jun-23 to ensure links to Ombudsman recommendations and Para 49 (further investigation by the Ombudsman to establish whether any presenting evidence is indicative of a systemic failing).	Medium	Programme Work started / ongoing
20	Customers believe that BCC aren't proactively maintaining housing stock due to a lack of funding, which causes things to become worse over time, resulting in more expensive repairs. Sometimes the wrong people are sent to do the repairs work. Customers experience varying standards of quality of repair, some of which is poor. This results in the need for repeated contact about the same issue.	<b>Improved triaging will help ensuring the right tradesperson is sent to a job. Service level agreements detail the agreed standards of quality and timeframes expected. These are known, documented and publicly available in an accessible format. Customers are served information about the SLA and expectations appropriately, through the service, and don't have to hunt through the website for them. BCC and its partners consistently meet agreed standards. BCC are already exploring how they could make use of smart technology to track and maintain its infrastructure and assets e.g. in housing and highways. This will enable the council to proactively address issues as they arise, often before they become a major problem that is expensive to fix.</b> <b>Status Update 29-Nov:</b> Housing stock maintenance will reduce demand by modernising Housing stock and Housing Revenue Review also in progress. Increase of capital spend by £ 50m by Apr23 (inc. retrofit, reprocurement will facilitate adoption of new KPI 'right first time' to ensure cases are reviewed accordingly; currently at 40% decency level of housing stock which is not acceptable and service is increasing the level of stock surveys completed, as a result. <a href="#">Link to Rows 19 &amp; 22</a> <b>Update 09-June23:</b> Work in progress following Ombudsman Para 49 investigation / response to drill into quality of repairs and repeat calls about same issue. Also, additional resource looking at current end to end process and linking to complaints. Further analysis at service failure level on correct trade and success of triage is also in progress. The action plan should have the majority of the short term actions completed by December 2023. As well as monitoring through overview and scrutiny, there is further assurance from the Ombudsman who will test and check that these actions have been completed and are embedded. This will happen around January 2024. The Ombudsman has been positive about the quality and content of the plan commenting that it is a "robust plan" with targeted actions. Separately, works on asset management strategy and investment programmes as a result of additional funds being invested are taking place to proactively maintain housing stock and bring stock up to a Decent Homes standard. The impact of these on demand will be longer term. The strategy will focus on key themes of Safe, Warm and Sustainable with works covering thermal efficiency improvements as well as the more traditional elemental works.	Medium	Service Work started/ongoing
21	Some tenants don't look after their properties to an appropriate standard, resulting in the need for additional repair work, putting added pressure on the department.	<b>Review existing tenancy agreements and communication materials detailing expectations of both BCC and the tenant, as well as the escalation process if a either party is found not to be meeting the agreement. Ensure clear documentation is readily available on line in a range of accessible formats and languages.</b> <b>Status Update 29-Nov:</b> Tenancy conditions require lengthy process and is currently under review with consultants Campbell & Tickell as part of the Housing TOM - review outcome target: Dec22, implementation kick-off Jan23 - recommendation in scope so will be picked up and output communicated to tenants. Tenancy conditions are robust however visibility of diagnostic trees and customer journey could be better, e.g. tenancies currently end on a Friday and begin on a Monday (other LAs adopt a more flexible approach) setting customer expectations would be key to improving customer satisfaction. Voids end2end review also in progress. Strongly supported by O&S as current process results in lost tenancy days/revenue loss and this opportunity presents potential financial gain for BCC. <b>Update 09-June23:</b> The consultant review referenced against the November update for this insight / recommendation has now concluded and a draft of the Housing TOM has been completed but this is still to be delivered. <Timeline/ summary of next steps needed> There is additional recognition on the need to maximise tenancy visits for both new and existing tenants, to collect photos, regular condition updates and data when on site. This work is part of the digital enablement strand of the TOM covering identification of the type of visits needed, the level of information to be collected and maximising data collected in each visit. In addition to this, processes are also in place for contractor operatives to feed back on properties as part of safeguarding protocols.	High	Service/Programme Work started/ongoing

22	For some customers it is a lengthy process scheduling in an appointment via the contact centre. Some customers wish to be able to self serve and book/manage their own appointments.	<p><b>BCC is already developing an online booking system showing available appointments that customers can self book in Housing. Use the user stories developed as part of this work to ensure this system is user need led and fit for purpose.</b></p> <p><b>Status Update 29-Nov:</b> In scope for Housing Online - communication module is an element within the configuration capability of the portal enabling self-service and customer appointment scheduling.</p> <p><b>Link to Rows 19 &amp; 20</b></p> <p><b>Update 09-June23 :</b> A self serve option for tenants to book / manage their own appointments will be delivered as part of the changes to the Brum account (see status update against insight / recommendation 19). Self serve will not be mandated. Other means to raise repairs will remain open. There is also ongoing work by repairs teams to look into and maximise appointment availability which has diminished. This work is expected to conclude by the end of September.</p>	High	Inform new solution spec
23	Customers are asked for feedback twice, by both BCC and contractor partners. BCC's request typically comes via SMS and a contractor's request comes via PDAs (personal digital assistants). Feedback is crucial for both BCC and contractors to understand how they can improve service delivery. Contractors want to work more closely with the council, to increase shared understanding of ways of working and processes, for example Northgate systems only track repair activity to measure workload, and cannot track conversations. Some customers receive a request for feedback from BCC for a repair that hasn't yet been carried out.	<p><b>More joined up/partnership working between the council and contractors, so customers don't feel the organisational boundaries. Make use of a single point of feedback that can be shared with our repair partners. Ensure contractors do not ask customers for feedback whilst still in their home.</b></p> <p><b>Status Update 29-Nov:</b> Housing Satisfaction Measures end2end process asking for feedback based on the service being delivered (enquiry type); New regulations require specific questions to be asked of tenants via a survey and an associated action plan put in place for resolution.</p> <p><b>Wider tenant satisfaction measures - Apr23 and target publication Jun/Jul23. *(Joint delivery by Service and Programme)</b></p> <p><b>Feedback via contractors - Steve Wilson leading on service improvement work for City Housing programme and has shared the recommendations and our customer charter principles to aid the partnership relationship.</b></p> <p><b>Update 09-June23 :</b> Work is ongoing as part of Tenant Satisfaction Measure activity (due to be delivered by end August 2023) and the Ombudsman Para 49 response to ensure we get the best out of the communications to and from our customers. Automated messaging and text surveys are being looked at as a better alternative to emails to capture satisfaction data following repairs being completed. NEC is being reviewed for capability. All intelligence and information requirements will also be built into the future Repairs and Maintenance contract from April 2024.</p>	Medium	Service/Programme Work started/ongoing
24	Sometimes customers are not informed if a contractor will not be attending as planned, meaning they may stay at home all day waiting for someone to come who never arrives. Conversely, sometimes contractors arrive without an appointment being booked in, and the customer is not aware of the visit.	<p>Keeping customers informed about changes to their case, particularly when it directly affects them is fundamental. The appointment notification system will help with this if it has the functionality to provide live updates - for example notifying a tenant that a contractor is running late and they will now arrive at 4pm instead of 2pm.</p> <p><b>Status Update 29-Nov:</b> 'As-is' functionality customers receive and SMS text appointment confirmation from contractors and an 24-hr reminder from the contractor. Functionality to track engineer to the doorstep and notify customers of any delays is not yet implemented. This needs to be 2-way functionality for customer and contractor and although may already have the capability; implementation approach will be key. To be noted: Demonstrates the benefits of the programme, as this user need was not part of the original procurement detail but as a result of the user research conducted by the programme, this functional requirement will now be incorporated in the new tender process.</p> <p><b>Strongly supported by O&amp;S - if we get this right, it will revolutionise the service; timeline for activity required.</b></p> <p><b>Link to Row 25</b></p> <p><b>Update 09-June23 :</b> This requirement has been included in the Repairs Contract 2024, allowing text between operative and customer and live tracking.</p>	Medium	<p>Inform new solution spec COMPLETED</p> <p>Implementation In Progress</p>
25	Customers sometimes miss repair appointments, which is costly to the service.	<p>The service are currently in the process of trying to implement an automated reminder system that will remind the customer 48 hours and 2 hours before the scheduled appointment. Ensure this process is fit for purpose through user testing. Track the impact on rates of missed appointments.</p> <p><b>Status Update 29-Nov:</b> due to 'cost per property' model, costs would remain the same (i.e. no reduction in contractor costs) but increased contractor efficiency would improve the customer experience and satisfaction. Service exploring the use of the communications module within the Northgate solution to support 'getting this right first time' and improving the customer journey (review of volume of missed appointments will be key).</p> <p><b>Link to Row 24</b></p> <p><b>Update 09-June23 :</b> Analysis of missed appointments due to no access is being carried out, to identify trends / customer profiles and check if our comms processes are working or need improvement. Findings to date are that process not always being followed. Many customers say they were not aware of appointments so focus is on the evidence around text and phone ahead which is part of the current process. Also anecdotal evidence that language is an issue with some tenants and contact information is changing but repairs service not always being updated. Analysis expected to conclude by December 2023. Future 2 way communication functionality (see update against insight / recommendation 24) will support with reducing missed appointments. Preferred language functionality also to be looked at for inclusion in new system specifications, it is expected the language functionality will be a longer term aspiration.</p>	Medium	Service Work started/ongoing
26	Customers are able to place multiple requests for a repair, which can result in duplication within BCC. In one case 22 jobs were booked for the same property, on different dates. Reference numbers are provided over the phone, but customers don't necessarily take a record of these. Customers are given a separate reference number for each issue in a house.	<p>Explore how BCC can manage cases without using reference numbers, for example assigning a case to a household or customer - this could reduce the possibility for duplication and would improve the customer experience of the service.</p> <p><b>Status Update 29-Nov:</b> scope of user need, tenants with multiple repairs to be assigned a property-based rather than job-based unique reference number enabling a customer and contractor view of multiple/outstanding jobs under one reference.</p> <p><b>Housing Management review as part of potential failure demand and repeat jobs; need to properly analyse the Northgate data on all outstanding jobs and top 50 reporters. If stock decency can be increased then the volume of repairs will reduce.</b></p> <p><b>O&amp;S: long term repairs data may highlight fundamental issues and enable a more proactive approach using the insights to requirements and a long term view for planned maintenance.</b></p> <p><b>Update 09-June23 :</b> Further analysis of repeat jobs is ongoing. Contact centre script and agents do check history and raise recall, This needs some more work with the service to accurately identify the root cause,the work links in with the Para 49 work and will be ongoing through to December 2023.</p>	High	Service with support from Programme Work started / ongoing

27	Contractor colleagues are unable to manage information on the housing repairs system. For example, to update details such as phone numbers, or to include a warning about a tenant they must contact BCC directly to get this changed.	<p>More effective working closely with partners, sharing data and systems, to improve efficiencies and the experience customers have of the service.</p> <p><b>Status Update 29-Nov:</b> Data sharing dependency and how we capture contractor data and feed this back into the single customer record; potential use of the comms module to push our reminders across City Housing. Link to Tenant Satisfaction Measures</p> <p><b>O&amp;S:</b> Proactive approach required to address this recommendation and plug the tenant data gaps.</p> <p><b>Update 09-June23:</b> Correct to ensure BCC have control over updates for warnings for example. Investigation needed to determine capability of interface for contractor to highlight the issue via PDA whilst on job, information comes into NEC but BCC validate / approve the addition of a warning before records are updated.</p>	High	Service with support from Programme Work started / ongoing
28	Customers are sometimes promised that a manager will be in touch to discuss their case, but this never happens. For some customers, conversations feel scripted and unnatural.	<p>Customer centricity training for the contact centre will help to ensure staff have the training and skills to effectively manage cases and support customers, delivering a high quality of customer experience.</p> <p><b>Status Update 29-Nov:</b> Customer Standards Workshops to embed principles of our customer charter 'putting customers first all the time, every time'.</p> <p><b>O&amp;S:</b> require an update on the issues coming out of the workshops and O&amp;S attendance as part of Phase 2</p> <p><b>Update 09-June23 :</b> Closer partnership work taking place between service area, contractors and complaints team when complaints are raised. Repairs service area is getting involved in back office comms and looking at recording contacts by Manager / Senior Manager etc. Contact centre does need to follow scripts to ensure correct diagnosis of repairs. Soft skills training is deployed to all agents to ensure that calls are not 'robotic'. Customer satisfaction on call handling is measured for random sample of calls - routinely around 80% for way agent has handled call. Feedback provided to service area and agents as appropriate. We also have an opportunity to review the contractors Out of Hours responses to ensure the quality of the responses are consistent. Improvements have been identified for inclusion in the Repairs and Maintenance contract in April 2024.</p>	Medium	Programme COMPLETED
29	Data shows that there were over 70,000 calls related to housing applications	<p>The website states there's high demand for housing within Birmingham but doesn't give any example or average waiting times based on typical applications. This would help set customers expectations in believing they will get accommodation relatively quickly. It also doesn't let the customer know how many applications are currently on the council housing waiting list. Providing this information may be useful to customers or creating a quick assessment questionnaire asking basic information to provide an estimate of the time it may take to get accommodation would be useful.</p> <p><b>Status Update 29-Nov:</b> administration of the process if the issue due to capacity/vacancies, was reduced to 4,000 applications; new allocations policy and new functionality development within the system will assist but need to get backlog figures reduced (average 6-week waiting period) - service to provide figures and report back.</p> <p>Automation being led by Jamie Harrison - greater visibility will negate the 70,000 calls received for application updates; as well as managing expectations on timelines.</p> <p>Choice-based lettings requires a content review - is the guidance meaningful for the customer and aligns to the customer journey, the 'as is' not providing the information customers require at the time they need. Proactive engagement with tenants to downsize is in progress.</p> <p>Regular update notes to Cllrs on current status - Average Waiting Calculator available <a href="https://www.birminghamchoice.co.uk/">https://www.birminghamchoice.co.uk/</a> but how this is communicated needs addressing e.g. cascade link on the Members' page.</p> <p><b>O&amp;S:</b> historical levels are far too high; escalation to Housing O&amp;S for visibility</p> <p><b>Update 09-June23 :</b> there are currently 7,400 applications waiting to be assessed of which 2,800 are within the 6 week target. Numbers began to rise after the dedicated 'Backlog team' was disbanded and the backlog of applications returned to Business As Usual (BAU). Currently the average time taken to assess an application is 8 weeks. Demand has increased with an average of 500 new applications received per week. BAU team has been running on reduced capacity with a vacancy rate of 27%, recruitment has recently taken place to fill the vacancies and onboarding is in progress.</p> <p>A Service Review has recently been completed by the Corporate Special Projects and Delivery Unit. This has resulted in the compilation of a detailed action plan based on the recommendations from the review. A section of the Action Plan is around the customer journey and making information more visible to our customers, as such the BirminghamChoice web page is currently being reviewed and updated to make information more available to our customers. In addition there is a link on the front page of BirminghamChoice to a 'Housing Advice Pack' This gives customers information on numbers on the Housing Register, numbers of lets completed, waiting times, other housing options etc.</p> <p><b>Volume of calls answered for 'Council Tax' during period 2022/23: 84.79% (329,378)</b></p> <p><b>Mar-23: 37,653 calls answered (78.70%) compared with Apr-22: 26,186 (76.76%).</b></p> <p><b>Volume of calls answered for 'Rents' during period 2022/23: 89.77% (93,269)</b></p> <p><b>Mar-23: 10,635 (87.81%) compared with Apr-22: 8,256 (93.82%) *peaks during Mar-23 due to Annual Rent Statements and Annual Billing.</b></p> <p>A bi-monthly update on stats etc. for the Portfolio Holder is in progress. This was previously shared with Councillor Thompson and will continue to be shared</p>	High	Programme COMPLETED
30	Data shows over 20,000 calls were made by customers checking their rent/council tax balance	<p>Ensure customers are made aware how they can view their balance online via the BRUM account</p> <p><b>Status Update 29-Nov:</b> Online rent account , payments calculator, payment history and notifications all live in the Brum Account. Need shift to self serve to irradiate calls for simpler enquiries.</p> <p>Service provide 12-week support at the beginning of the tenancy journey, communicating the expectations of tenants.</p> <p><b>Update 09-June23 :</b> Programme has met with the Letting teams and provided them with an overview of the BRUM account and Rents capabilities; providing guidance notes and screenshots by way of instructions to set up a BRUM Account and access the rents accounts. With effect from July 2023, officers will use this guidance to assist new tenants to setup their accounts and get access to their digital housing services during the 12 weeks letting suite process. Once work has been trialled with new tenants, the service will consider how to share with existing tenants also.</p> <p><b>Main root cause for 22/23 was Service Quality at 74% compared with previous fiscal year of 52% with the top three problem categories identified as:</b></p> <p><b>Not to the quality or standard expected 47%</b></p> <p><b>Efficiency of Service 29%</b></p> <p><b>Failure to deliver a service 18%</b></p>	Medium	Programme COMPLETED

		<p>Some contractors have a FLAG initiative in place as well as sending out leaflets to tenants on how to deal with damp for example, they are happy to share this information with the council</p> <p><b>Status Update 29-Nov:</b> Contractor comms/leaflets can add value to tenant guidance and could be distributed via .gov.uk, tenant comms and newsletters. City Housing DMT to define approach and response</p> <p><b>Update 09-June23 :</b> Programme has reviewed and updated the online content around damp on <a href="http://birmingham.gov.uk">birmingham.gov.uk</a> on 23-Feb <a href="https://www.birmingham.gov.uk/info/20006/housing/2661/damp_condensation_and_mould">https://www.birmingham.gov.uk/info/20006/housing/2661/damp_condensation_and_mould</a>.</p> <p>Proactive work has commenced to better understand and address root causes of damp. Three briefing and information sessions with members and MP's were held from November 2022 chaired by the Cabinet Member for Housing and Homelessness. One of the actions was to proactively analyse damp repairs logged by customers over a 3 year period. For those properties where a number of visits had not eradicated the problem, we will be implementing a programme of specialist surveys on these homes to determine the root cause and establish more permanent solutions for the customer. The outcome would be less occurrences of damp and mould and better conditions for the customers. This programme of work is commencing in June 2023 and will continue until April 2024 where the approach is included in the new Repairs and Maintenance contract.</p>	Medium	Service COMPLETED
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## HIGHWAY REPAIRS

### RECOMMENDATIONS PRESENTED TO SERVICE LEADS

**Overview:** In Spring 2022 the Customer Service Programme conducted user research with our customers to understand the current customer experience by targeting high demand services accessed digitally and offline, in order to identify a model customer experience, based on best practice, to increase/improve customer satisfaction.

Code	Insight	Recommendation	Initial Rating	Delivery Accountability
44	The response to complaints from contractors isn't always to an acceptable quality.	<p>Explore how the service might establish a shared quality standard for responses to complaints, and how we can hold ourselves and our partners to that standard. Consider making adhoc checks of complaint responses to ensure quality standard is acceptable.</p> <p><b>Refined 04-Nov:</b> Customer Responses in general from the BCC Customer Services are not of sufficient quality in the view of the responsible service area (i.e. Highways). Whilst much of this issue can be resolved through improved wording in responses (particular automated responses), some quality improvements will require process and/or systems changes in conjunction with BHL/Kier as a our highways services provider. Outbound response from CXM shared with service, pair writing to commence. Identify any system changes front office/back office. Iterative content development i.e. released as signed off.</p> <p><b>Update 12-Dec:</b> <i>At the moment systems don't talk to each other as well as they should do; systems need to be joined up and quality of responses needs improvement - needs to be clear on the request and timescale of outcome and aligned to contractor responses; part cultural piece with Keir - subscribed updates on the progress of repairs raised; new technology that can be embraced and a common approach/consistency between services e.g. Housing repairs. The PFI contract will be lever for alignment with contractors</i></p>	Medium	Programme
45	Councillors are not always using the form that has been created for them to submit their requests, instead using the highways or general complaints inboxes (resulting in delays in responding due to additional processing time and time spent on manually copying content from councillor's emails into iCasework)	<p>Reinforce messaging to councillors that they must use the correct process, and when they don't respond by asking them and making it very easy for them to do so - e.g. include link to the form and instructions on what to do</p> <p><b>Refined 04-Nov:</b> To deliver the recommendation Highway Service needs see a clearly defined set of outcomes and an agreed delivery plan from D&amp;CS to address this issue. Comms &amp; engagement piece to reinforce the process of Member enquiries. Review of current content, information, advice and guidance required.</p> <p><b>Update 12-Dec:</b> <i>Members are generally starting to use the systems in place but they won't use the forms as they don't have the time - use of the complaints teams is the corporate approach. 85% come through the complaints team exceptions for urgent/critical items that will go direct to services. Most Highways are enquiries and not complaints which takes time from the complaints team. New system/process - clarify the route to enable better processing of requests that are not complaints - narrative needs to better reflect the expectations of Members (members need to work out which complaints team to send their queries to); some requests need multiple services to be co-ordinated to resolve as a priority.</i></p>	High	Programme
46	In Highways there are two business support teams broadly doing similar work. They are working in silos and rely in 'middle people' to work effectively	<p>If our understanding of this situation is right, review the roles, responsibilities and function of these two teams and consolidate into one, redirecting freed up resource elsewhere in the service should it be found that there is duplication of effort.</p> <p><b>Refined 04-Nov:</b> In Business Support (City Operations dedicated support from Business Support) there are two teams doing similar work to manage service enquiries and complaints . They are working in silos and rely on 'middle people' to work effectively. Review of the current business support structure, policies and working practices in Digital and Customer Services on behalf of the Highway service required.</p> <p><b>Update 12-Dec:</b> <i>Need one team to own it and close the task down</i></p>	High	TBC should be DCS not programme
47	The service reported finding it difficult to prioritise activity because sometimes everything is considered 'urgent'.	<p>Consider how the service might establish more effective prioritisation processes. Test these with staff to ensure they will be effective and allow staff to focus on things that are a genuine priority.</p> <p><b>Refined 04-Nov:</b> Short Discovery piece to inform current process, pain points and opportunities from the end to end dropped Kerb service.</p> <p>Business requirement need to be provided by Highways to identify the needs for the new licencing scheme</p> <p><b>Update 12-Dec:</b> <i>From a process perspective there is a need to define what is classified as urgent and the ability to prioritise work. Members need to be able to identify cases that are urgent based on their community knowledge - it is a more difficult process to invoke highways enforcement (catching people in the act, capacity to resource), Section 184 Highways Act - letters are currently issued to the address. Preventative action (fencing, bollards, etc) may be an option and there is funding available to support this type of activity but resources are limited. Use of a transportation capital budget for rare instances where Members identify as a priority - requires further exploration</i></p>	Medium	Service with Programme support



<p>48 The Clean Air Zone website is confusing, and it is unclear if zones are in the CAZ or not. CAZ charges are not clearly explained on the website. There is no pre-notification or warning of a CAZ fine. Fines come as a surprise to many customers, which can be confusing and distressing.</p>	<p>Review the webpages and quality of communication about the CAZ. Use a content designer to ensure all written communication is clear and accessible. Test the new content with customers to ensure there is no ambiguity. Ensure zones and times are clearly indicated online so charges do not come as a surprise to customers. Should the development of a BRUM account app happen in the future, the service could consider making use of push notifications to alert customers that they have entered a CAZ and give them, for example 10 minutes to exit the zone should they have entered if unintentionally.</p> <p>Refined 04-Nov: This needs to be worked through with the CAZ team. Highways and Infrastructure are only responsible for penalty charge notices if drivers do not want to pay the 'fine'. The CAZ charge and communications and messaging about payment of the charge is dealt with by the CAZ team. However staffing of customer frontline in Parking needs to be investigated.</p> <p><i>Update 12-Dec: Tell Us Once - single view of customer, if a citizen tells 'The Council' something they believe their data will be updated for every dept. Front end visibility and communication of CAZ</i></p> <p><i>Enforcement of CAZ has a dependency of the frontend</i></p> <p><i>O&amp;S - we acknowledge there are two teams in two different directorates and this needs to be resolved.</i></p>	<p>Low</p>	<p>Rejected as CAZ does not sit with Highways</p>
<p>49 Complaints can come to the service from multiple sources, which can make it difficult to spot duplicates, which can result in duplication of effort from the service.</p>	<p>Consider how we can consolidate complaint routes and have one place that they are managed from to ensure there is only one version of the truth for the whole service.</p> <p>Refined 04-Nov: Service Requests can come to the service from multiple sources, which can make it difficult to spot duplicates, which can result in duplication of effort from the service. Customer Services to identify multiple service request routes and a plan for consolidation of these with the Highway Service.</p> <p><i>Update 12-Dec: This will be possible with the new technological solutions becoming available</i></p>	<p>High</p>	<p>Business Support not programme</p>
<p>50 Customers want to be able to easily report issues on the go. Currently the reporting solution is clunky, customers find the map difficult to use and it doesn't work at all on some devices.</p>	<p>Review the current reporting solution. Consider moving to a live version of Google maps to ensure that all road information is current. Consider using alternative solutions like what3words and coordinates for customers to report locations. Enable a customer feedback loop when location information is not up to date.</p> <p>Refined 04-Nov: Understand user needs, review the current Brightly/Jadu technology and how we can use this to improve the user experience from a reporting perspective. Joint discovery with Data programme - Alpha (testing/prototyping) and Beta (live/implementation) may be delivered by Data Management programme.</p> <p><i>Update 12-Dec: This will be possible with the new technological solutions becoming available to automate the process</i></p>	<p>High</p>	<p>Inflight with service programme to support customer elements</p>
<p>51 When the service area seeks to engage with service users, they typically use the same group of customers to represent the people of Birmingham.</p>	<p>In line with customer engagement and user research best practice, seek to expand the existing group of customers, refreshing this either on a rolling basis or every six months. This will enable new voices to contribute to shaping the service, which is very important if the engagement is to be meaningful. Ensure that the group represents the diversity of Birmingham, particularly amongst young people and people of colour.</p> <p>Refined 04-Nov: Leverage the use of the customer panel, gap maybe around Business customers. Best practice engagement process would sit with D&amp;CS programme to share with Highways, The development/Ownership of the engagement plan will sit with the Highways leveraging on best practice.</p> <p><i>Update 12-Dec: Positive that customer engagement happens in the service but need to expand this; detailed in PFI for contractors to work in alignment and ensure focus groups are reflective and representative. Strategic Equality Partnership also looking up public participation and citizen engagement and a new strategy developed as a result</i></p>	<p>Medium</p>	<p>Programme</p>
<p>52 Customers found there is sometimes a lack of communication on why something has happened or why a decision has been made. This keeps customers in the dark about things they care about and isn't open or transparent.</p>	<p>Openly share what decisions we have made and why. In line with the digital strategy theme 'Evidence based decision making', ensure we use data and evidence for our decisions and publish these to ensure customers are aware.</p> <p>Refined 04-Nov: Review the "As Is" process and solution supporting this with a discovery (user research) phase; through user engagement identify pain points and opportunities to close the gap in sharing information online/offline with customers. Some outputs may be linked to PFI, integration with Brum Account to enable information flow to enable greater customer interaction - dependency on contractors to implement.</p> <p><i>Update 12-Dec: We miss opportunities to communicate the wider plan and the priorities and tailoring quality responses to customers - closer / joined up thinking about future view of strategies.</i></p>	<p>Medium</p>	<p>Solution review inflight by Service, programme to support once finalised</p>

53 Customers report that the quality of repairs is not always to a good standard. Ensure the SLA between us and partners is clear and known. Consider including information online about the expected quality of repairs, what qualifies for a repair and what repairs we will/will not make, e.g. why we only fill in a large pothole when there are other smaller potholes within the immediate area. This will help to better manage customer's expectations and will be information the contact centre and the service can refer customers to.

Refined 04-Nov: Understand the current performance standards are for the service, how these are raised and reported on. Do customers know these standards, how does this feed into the contractual agreements with Contractors and managed. Do we need to make this data visible and transparent. what is the mechanism of reporting defect quality issues? Opportunity to offer a commercial service offering through our suppliers/contractors to offer an enhanced service.

*Update 12-Dec: Being taken forward as a performance measure discussion with the service provider and ensure repairs are conducted by contractors in a timely way; quality of responses reviewed to ensure they are meaningful and in plain language - how the data is managed and fed back to contractors and customers; providing visibility of the standard of performance. Member example to be provided as to where the system hasn't worked - stewards are not engineers they are customer service/engagement experts - test the process.*

Medium

Inflight by Service,  
Programme to  
advise