

Complaints & Member Enquiries Update Overview & Scrutiny October 2021



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Background

- The November 2020 Overview & Scrutiny Report identified and examined 3 key areas to improve the experience of those using council services:
 - Understanding current performance for the call-centre and Cllr enquiries and identify areas for improvement
 - Explore service delivery in 3 areas to look at root causes and identify areas for improvement
 - To investigate how member's enquiries are responded to; with a view of creating a new protocol

Recommendations & Progress

Recommendation	Progress
R04 - That the measure of customer satisfaction is reviewed, to either reflect those who report a “good” experience, or an alternative measure used. Officers should also explore working with the LGA to agree a standard measure of customer satisfaction to allow proper benchmarking across Councils.	The current contract for the Customer Satisfaction system is at capacity and no new services can be added without making the contract non compliant. The Customer Service programme will be rolling out the new Customer Satisfaction capability procured as part of the wider Contact Centre telephony procurement which is scheduled to be completed by the end of May 2022. Following the implementation a corporate roll out will commence. CSAT for complaints is within the compliance levels and therefore is due to be launched in October 2021. Reporting on root causes and learning for complaints to be launched for Quarter 2.
R06 - That an escalation mechanism is built into the revised approach to enquiries and complaints across all council service areas, to include root cause analysis of problems and complaints, with clear management action taken to rectify them. This should include reporting back to members as to the progress of enquiries, so they are not obliged to chase for responses	Clear escalation routes have been identified for each service area. Clear definitions for enquiries and complaints. Root cause analysis identified for Quarter 2 reporting with a mechanism to report findings to relevant stakeholders for moving forward into improvement projects. Further reporting developed weekly to identify cases that require updates for teams to ensure consistent action.
R07 - Members should also receive reports from the contact centre about the enquiries/ complaints in their ward to give visibility on what citizens are raising with the Council.	Casework reports have been drafted along with ward enquiry and complaint volume and root cause data. These will be implemented for Quarter 2 reporting (End October 2021)
R10 - That the preferred option for Member enquiries is pursued, subject to the findings set out above; and that a draft of the protocol is brought to the committee for comment and review before it is agreed. Within that, there should be a clear set of options for Members dependent on the type of enquiry	Members protocol was drafted, presented to the committee April 13 th 2021, agreed to be progressed by officers and implemented on May 24 th 2021 The protocol give 4 options for contact and include service level agreements for enquiries complaints, emergencies and escalation.

Why are we doing this? Root Cause Analysis Benefit

A clear focus for the dedicated teams is to learn from complaints and repeat enquiries. Every month we will be reviewing the top 5 root causes for Directorates and supporting the service areas to implement improvements which will reduce complaints.

Whilst we are still fine tuning the reports which will be available from Quarter 2 here are some examples of root causes analysis supports some interventions to improve the customer experience

Housing Options

Root Cause - Failure to do something.

The complaints team were trying to understand why there was a high level of complaints relating to lack of progress on housing applications. Upon investigation it was determined that due to staff shortages there was a backlog of over 13,916 applications waiting to be added to the system. There was a difficulty in recruiting to posts in the service area teams.

Working together support was offered via the customer services to provide a development opportunity to 18 contact centre staff that have housing knowledge to move across and support the vacant roles to expedite the ability to work on the backlog. A plan has now been put into place to reduce the backlog by December 2021.

Post launch feedback and amendments

We want this process to work and to therefore we have engaged with Citizens, Members and employees to understand the experiences of the new process as its embedding.

Post launch Engagement

- Citizen feedback sessions completed, and further quarterly sessions scheduled
- 8 Briefing sessions have been offered for MPs/Members and Cabinet Support
- Individual sessions held with various Members and MPs
- Weekly briefings are being circulated with current statistics, updates and key focus areas
- Monthly newsletters for staff and members are being issued

Post launch Reporting

- Citywide reporting has been developed for delivery from Quarter 2 onwards
- Reporting for root cause analysis has been developed to work with DMTs

Post launch Change Requests (Technical and Process)

Change Requests	Changes Completed	Changes not possible	Changes in progress
21	19	2	0

Feedback – Full Council & Remedial Action



We are now four months into the new process for Members and continuing to embed the changes. There have been challenges in relation to the volume of work during this time which has had a significant impact on the teams ability to deliver the service to the quality and time expected. Due to this, continued feedback and the Full Council meeting we have been making changes to support an improvement as required. Further work has now been undertaken on the process to include;

- Retraining of teams, including political awareness has been completed to ensure full feedback to Members on the actions taken within a timely manner, responses to include;
 - What went wrong?
 - Why did it go wrong?
 - What are we doing to resolve?
 - Be a timely response and a resolution
 - Include relevant details and Members reference
- Complaint Leads and their teams will;
 - Monitor and manage the response times
 - Work to reduce the volumes awaiting response
 - Review cases to ensure we are picking up any cases not actioned or without contact.
 - Leads will review cases daily to assess for escalations and action as appropriate
 - Teams will schedule contact time in the diaries to ensure regular contact is made on ongoing cases

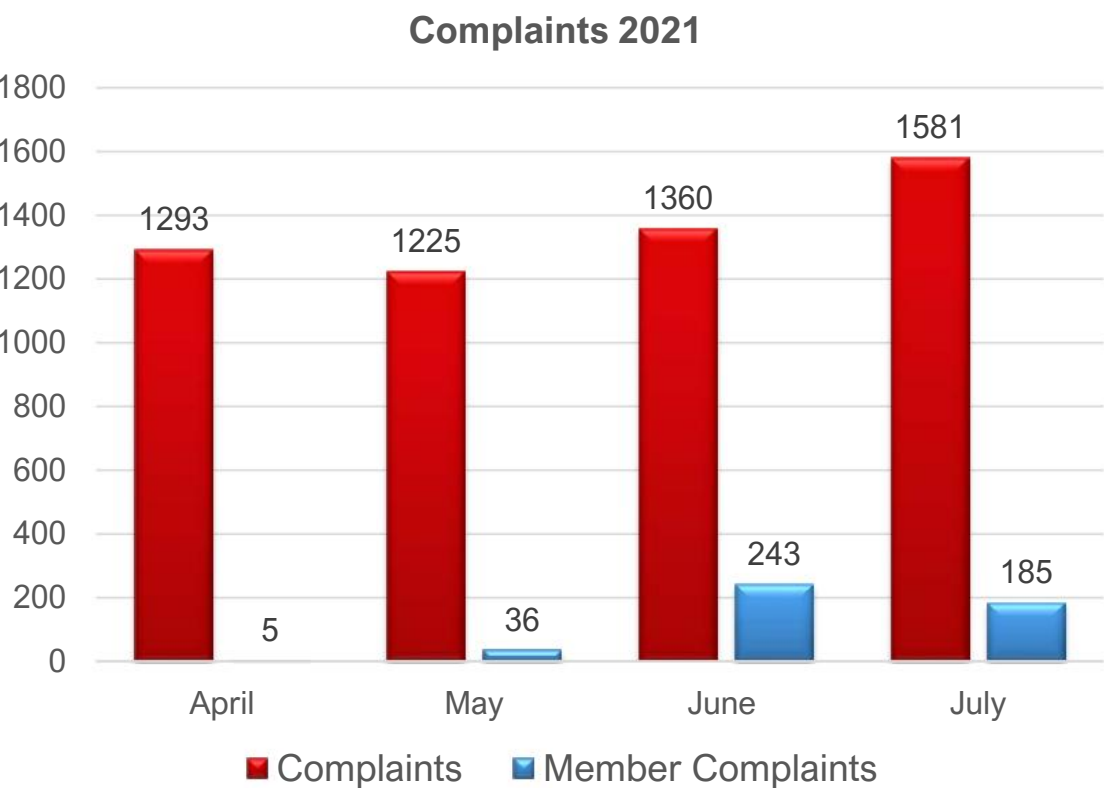
Additional supporting actions

- Measures put into place to support the volume reduction for key service areas
- Members document produced to support Members with useful signposting
- Rewrite of the acknowledgments completed
- Definitions, escalations and emergency routes developed for Members
- Communications by way of newsletters and weekly updates
- Website landing page content created and awaiting approval
- Handbook updated and returned to Members Development
- Members Form Updates completed and are now live
- Member 121 session being completed
- Members Updates weekly continue
- Member Newsletter continue monthly
- Reporting developed for ensuring consistency within service

Complaint Volumes & Types

Number of Complaints by type

- ASC Statutory complaints not shown on this chart



- Number of complaints over the past 3-years**

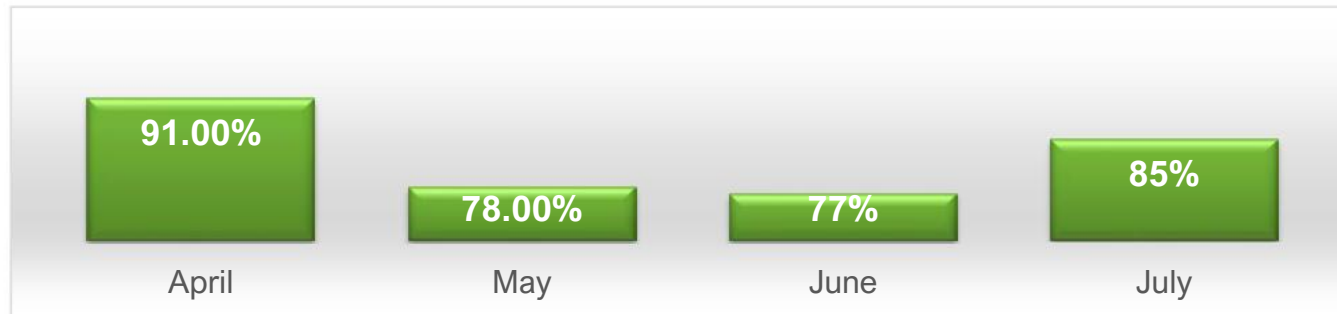
- 2020 volumes were noticeably lower due to Covid-19 measures

Number of complaints received	
April to July 2019	7254
April to July 2020	3615
April to July 2021	5928

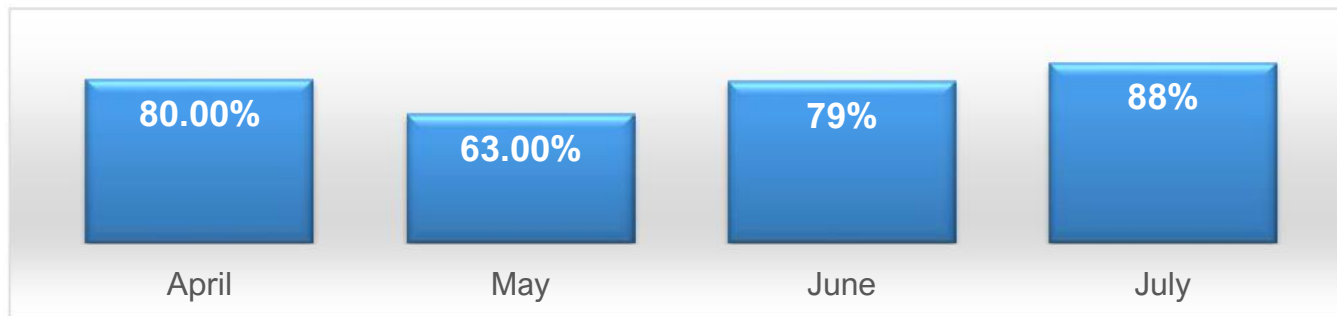
Complaints Performance

Number of complaints within the SLA

2021 Stage 1 % of complaints closed within 15 days



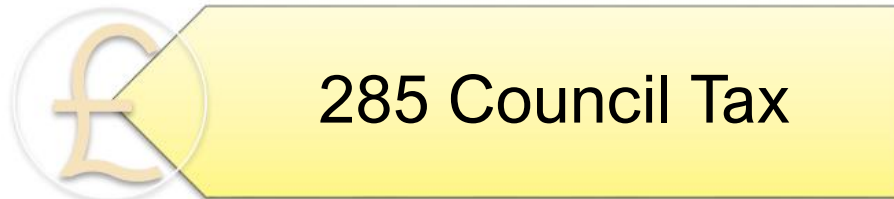
2021 Stage 2 % of complaints closed within 20 days



	Within SLA at Stage 1	Within SLA at Stage 2
2019	73.84%	88.9%
	7254 cases received	
2020	93.77%	89.89%
	3615 cases received	
2021 since 26th April	82.65%	77.4%
	5928 cases received	

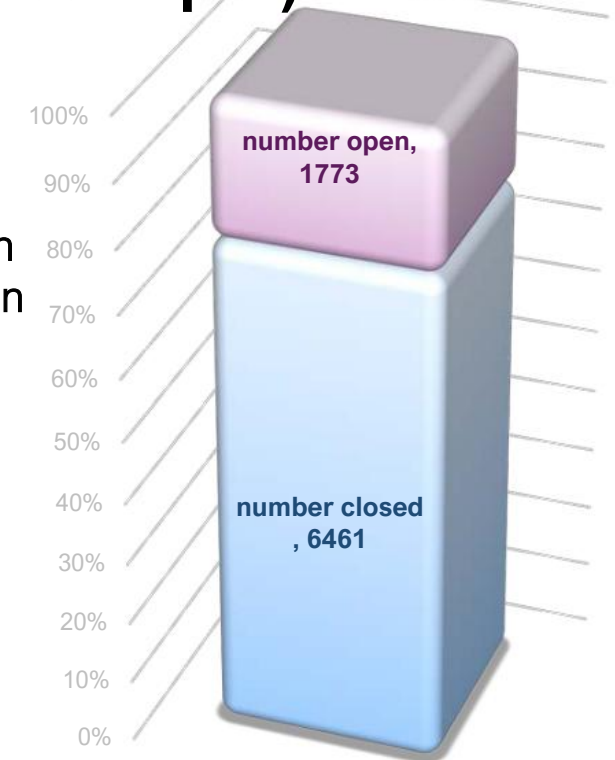
Complaints Analysis

■ Top areas by complaint volume since launch



■ Open and Closed Complaints since launch (26th April)

- Figures will differ from total cases received due to SLA timescales; e.g.: we would closed cases in April that were received in March
- 78.5% closed
- 21.5% open
- Average 461 cases closed per week (14 weeks)



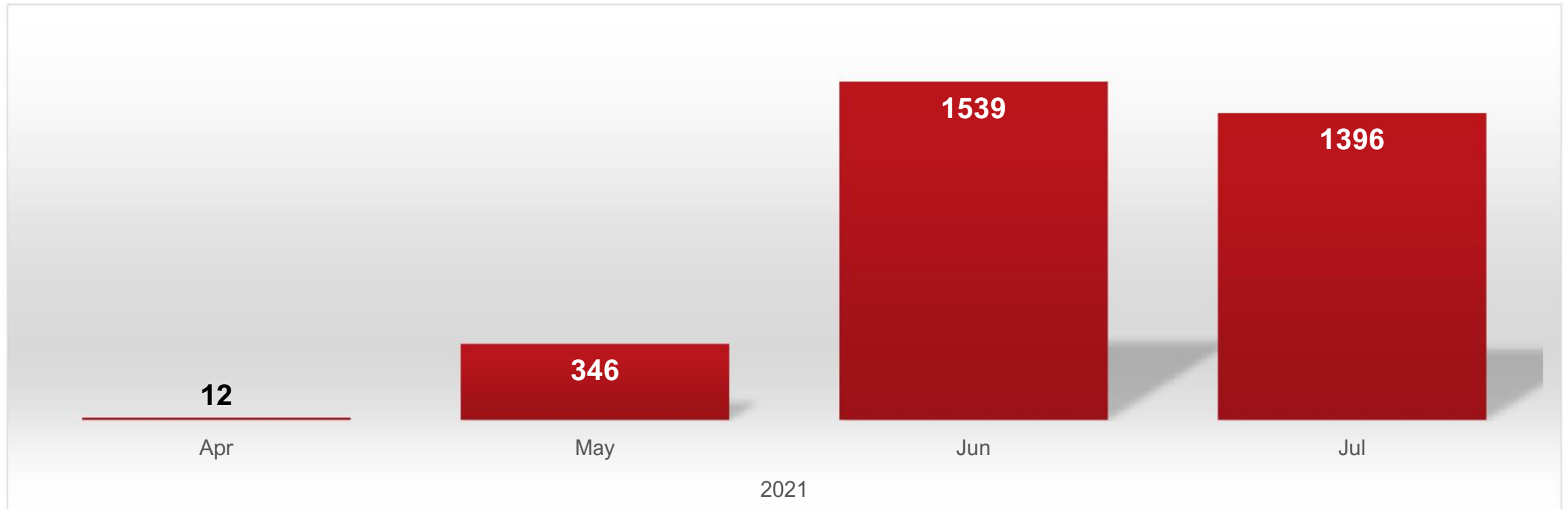
Complaints teams dashboards Directorate case volumes (Apr-July)

	Customer Services	Adult Social Care	City Housing	City Operations	Education & Skills	Inclusive Growth	CFLT
Total cases	357	164	2913	2834	283	1233	27
Divisions	Contact Centre	Statutory services	Housing options, Housing Management Housing Repairs	Streetscene including Parks and Waste, Regulation and Enforcement, Neighbourhoods Division	SENAR,	Planning, Housing Development, Transportation & Connectivity, Highways, Birmingham Property Service	Finance & Governance HR, CWG, PIP, D&CS (not revs and Bens)

- **Revenues and Benefits total cases - 422** – these teams are currently moving into the complaints process

Member Enquiry Volumes

- **Number of Complaints and Enquiries by type**
 - Members Enquiries launched in icasework on 24th May 2021

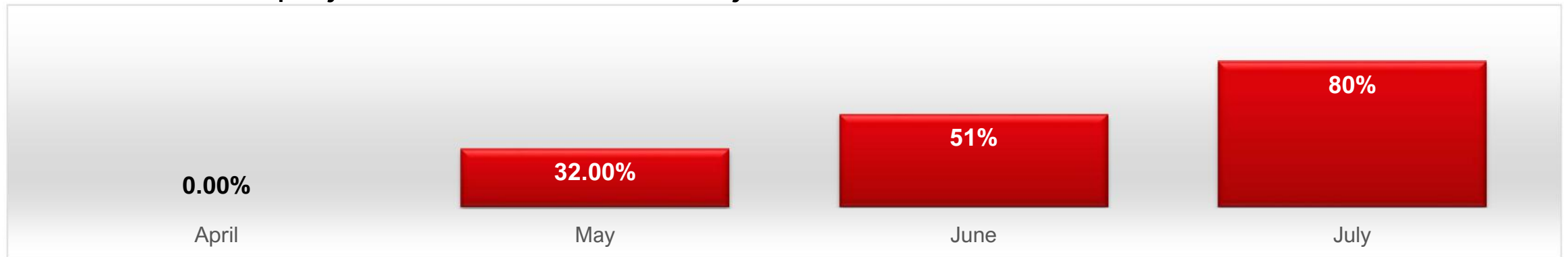


Member Enquiry Performance

Number of Member Enquiries within the SLA

2021 % of Member Enquiries closed within 10 days

- Member Enquiry Process started 24th May 2021

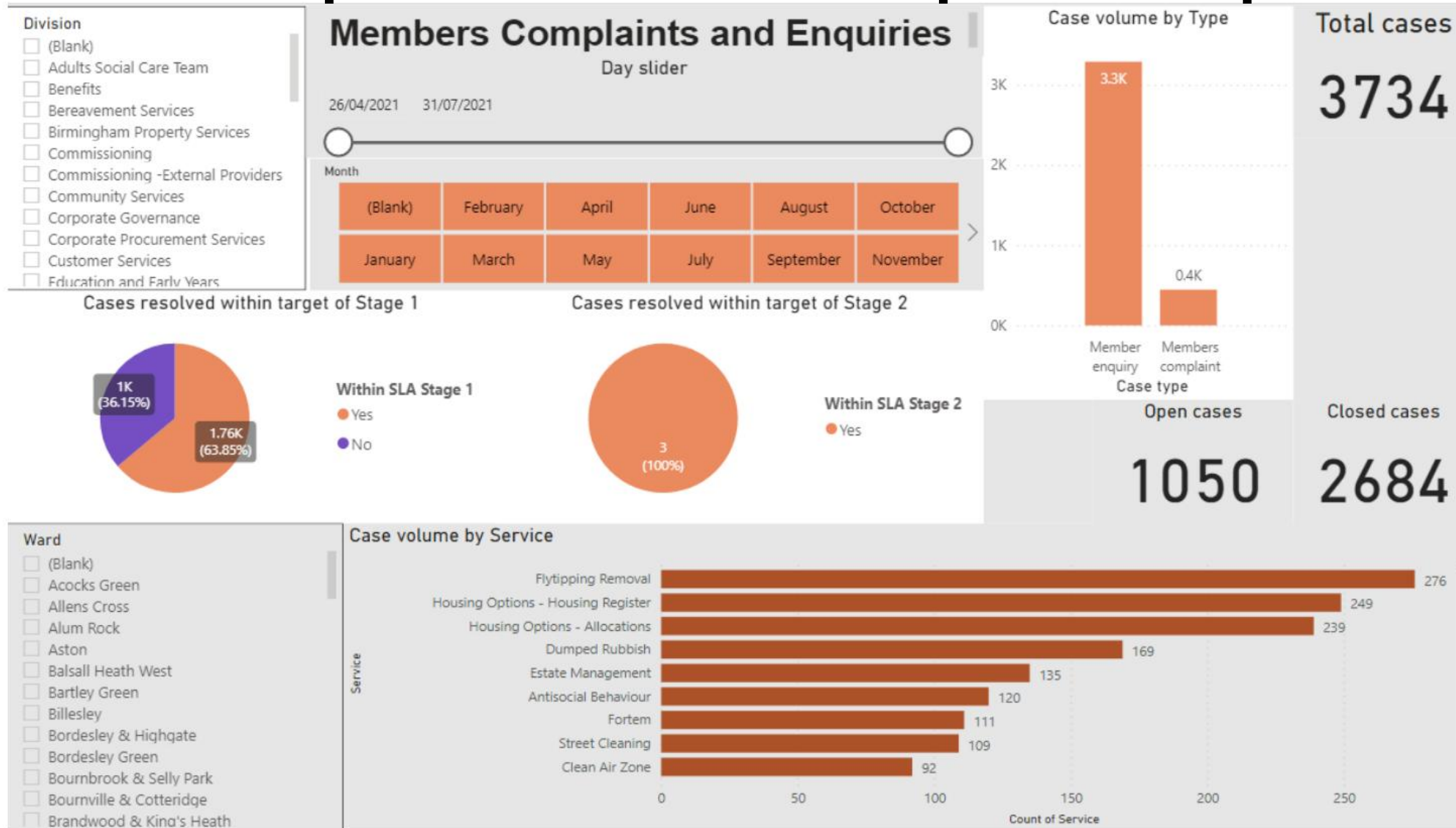


Member Enquiries Closed within 10 days 2021 since 24th May

1912 cases received

57% within SLA

In development - Members Reports Sample Front Page



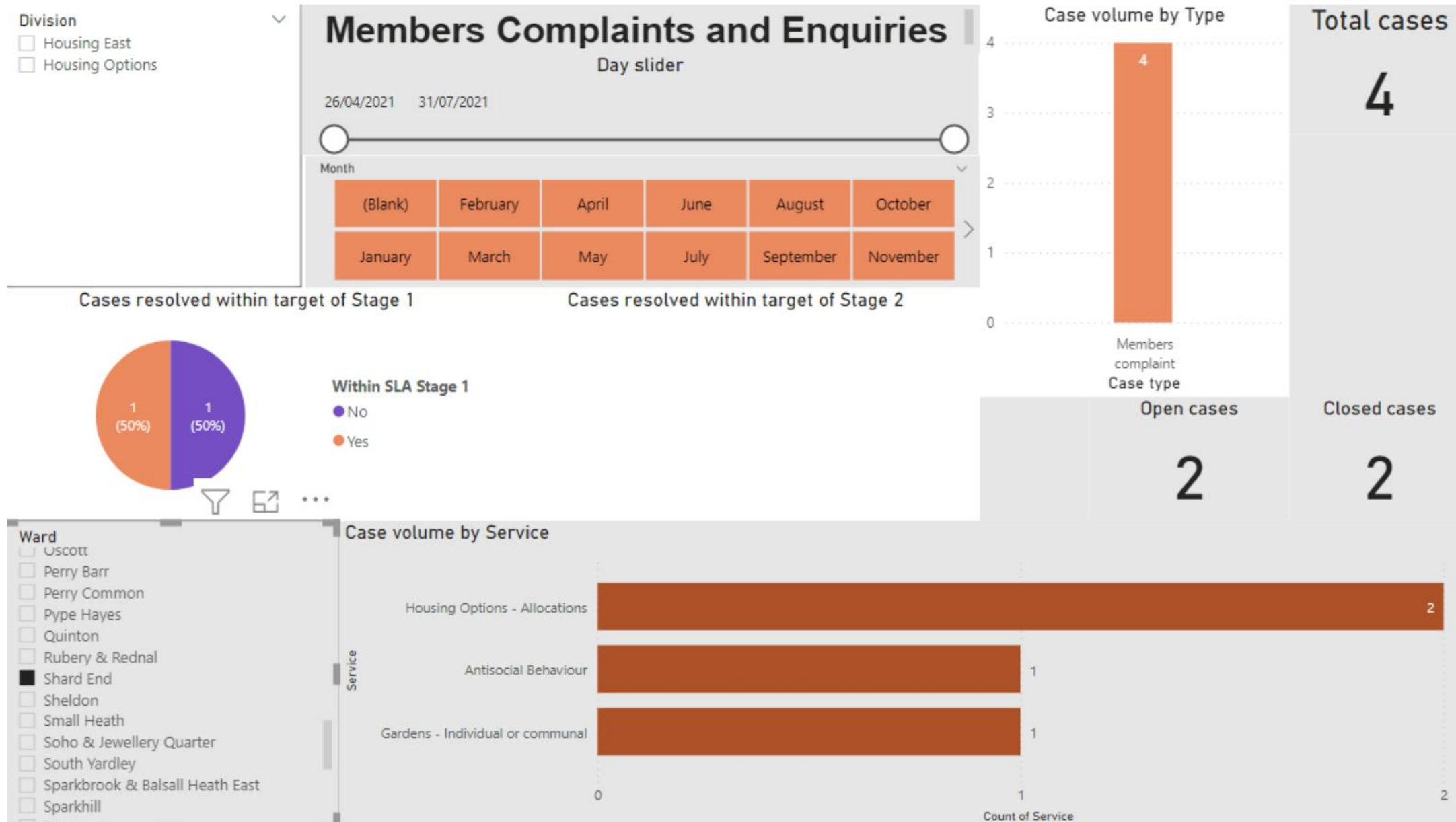
The Members Report Home page shows:

- The total number of cases
- Type of cases
- The number of open and closed cases
- SLA information on closed cases
- Case volume by service

You can then filter this information by:

- Ward
- Date
- Service

Ward level view for Members



Root cause analysis report

- Ward
- ☐ Old Warley
 - ☐ Olton
 - ☐ Oscott
 - ☐ Penn
 - ☐ Perry Barr
 - ☐ Perry Common
 - ☐ Pye Hayes
 - ☐ Quinton
 - ☐ Rubery & Rednal
 - ☐ Rubery North
 - ☒ Shard End
 - ☐ Sheldon
 - ☐ Small Heath
 - ☐ Soho & Jewellery Quarter
 - ☐ South Yardley
 - ☐ Sparkbrook & Balsall Heath East
 - ☐ Sparkhill
 - ☐ St Alphege

Service

- Assisted Collection - Refuse
- Estate Management
- Garages
- Gardens - Individual or communal
- Housing Options - Housing Register
- Housing Repairs Policy - East
- Land & Property
- Missed Collection - Refuse
- Planning Enforcement
- Request for Street Furniture
- South
- Trees

Members Complaints Root Cause

Case type

Member enquiry

Members complaint

Total Problems

21

Day slider

26/04/2021

31/07/2021

Month

January

April

July

October

February

May

August

November

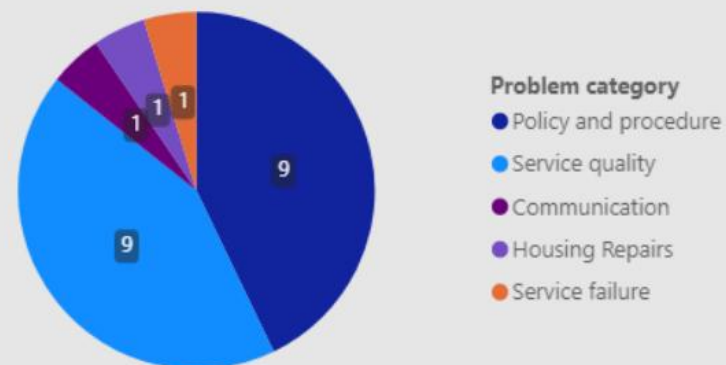
March

June

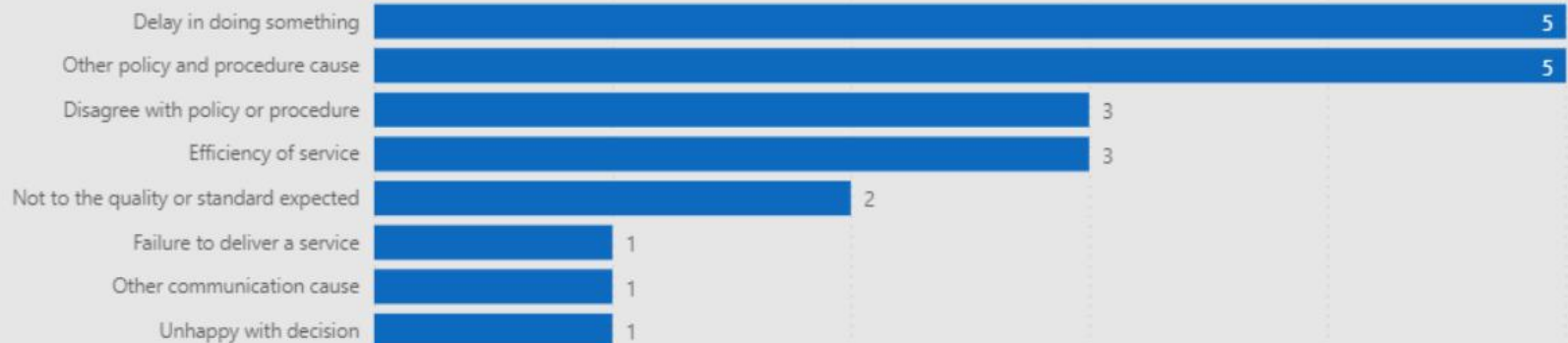
September

December

Cases by problem category



Root cause of the problem



Count of Problem

Root Cause Analysis Impact

Housing Repairs

Root Cause - Failure to do something.

Prior to the new complaints service being launched contractors were able to manage their own missed appointments via the CRM process. (Will find out what this stands for) On many occasions missed appointments or failure to do something was added as a service request several times for the same work item and not being registered as a complaint.

In the new service the contractors now have one opportunity to undertake the work and failure to do so will result in a complaint being raised. Contractors have set KPI in relation to complaints. With a more accurate recording of complaints penalties are now being initiated.

City Operations

Root cause – Missed Assisted Collections

The Street Scene service has over 4000 assisted collections per week. On average the complaints team will receive 140 complaints when the crew have missed an assisted collection. On investigation as to why we were receiving a high level of complaints in this area it was discovered that there is a manual process used by depots for missed collections. Daily papers with A-Z collections are printed for the crews for them to look through line by line to locate their assisted collections within their rounds. This has been resulting in some being missed. The business support teams within the depots are now working on automating this process within the system to improve the service and reduce complaints

Next Steps

- Continue to develop reporting to support identification of root causes
- Work with DMT's to co-create action plans to address root cause issues identified
- Quarterly feedback sessions with Members, Citizens and Directorates to inform improvements required
- Continual development and feedback through training to all complaints teams with a focus on quality and resolution
- Close monitoring and clearance of inherited backlogs across all complaints teams
- Continual review of out of scope complaint areas
- Focus on improving SLA response times for complaints and enquiries
- Dedicated working groups to be created for long standing complaint issue resolution