

Members are reminded that they must declare all relevant pecuniary and non-pecuniary interests relating to any items of business to be discussed at this meeting

BIRMINGHAM CITY COUNCIL

CORPORATE RESOURCES OVERVIEW AND SCRUTINY COMMITTEE

TUESDAY, 14 JULY 2015 AT 14:00 HOURS
IN COMMITTEE ROOM 2, COUNCIL HOUSE, VICTORIA SQUARE,
BIRMINGHAM, B1 1BB

A G E N D A

1 NOTICE OF RECORDING/WEBCAST

The Chairman to advise the meeting to note that this meeting will be webcast for live and subsequent broadcast via the Council's Internet site (www.birminghamnewsroom.com) and that members of the press/public may record and take photographs. The whole of the meeting will be filmed except where there are confidential or exempt items.

2 APPOINTMENT OF CORPORATE RESOURCES OVERVIEW AND SCRUTINY COMMITTEE, CHAIR, DEPUTY CHAIR AND MEMBERS

(i) To note the resolution of the City Council appointing the Committee, Chair and Members to serve on the Committee for the period ending with the Annual Meeting of the City Council in 2016:-

Labour Group

Councillors Bridle, Chatfield, Gregson, C Khan, Kooner, Lal, Mosquito and Zaffar (Chair)

Conservative Group

Councillors Brew, Sambrook, Wood

Liberal Democrat Group

Councillor Hunt

(ii) to elect a Deputy Chair for the purpose of substitution for the Chair, if absent, for the period ending with the Annual Meeting of the City Council in 2016.

3 APOLOGIES

To receive any apologies.

4 **DECLARATIONS OF INTERESTS**

Members are reminded that they must declare all relevant pecuniary interests and non-pecuniary interests relating to any items of business to be discussed at this meeting. If a pecuniary interest is declared a Member must not speak or take part in that agenda item. Any declarations will be recorded in the minutes of the meeting.

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5 **CORPORATE RESOURCES OVERVIEW AND SCRUTINY COMMITTEE - TERMS OF REFERENCE**

To note the Committee's terms of reference, as set out in the attached schedule.

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6 **MEMBER DEVELOPMENT**

Update on Member Development Programme

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7 **CUSTOMER SERVICES UPDATE**

A. Briefing Note.

B. Report of the Service Director, Customer Services.

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8 **CORPORATE RESOURCES O&S COMMITTEE WORK PROGRAMME 2015-16**

Report of the Head of Scrutiny Services.

9 **CORPORATE RESOURCES OVERVIEW AND SCRUTINY COMMITTEE - DATES OF MEETINGS**

To approve a schedule of dates for the Committee's meetings during 2015/2016.

(i) The Chairman proposes that the Committee meets on the following Tuesdays at 1400 hours in the Council House:-

<u>2015</u>	<u>2016</u>
8 September	19 January
27 October	9 February
10 November	8 March
8 December	12 April

(ii) The Committee is also requested to approve Tuesdays at 1400 hours (excluding City Council where possible) as a suitable day and time each week for any additional meetings required to consider 'requests for call in' which may be lodged in respect of Executive decisions.

10 **REQUEST(S) FOR CALL IN/COUNCILLOR CALL FOR ACTION/PETITIONS RECEIVED (IF ANY)**

To consider any request for call in/councillor call for action/petitions (if received).

11 **OTHER URGENT BUSINESS**

To consider any items of business by reason of special circumstances (to be specified) that in the opinion of the Chairman are matters of urgency.

12 **AUTHORITY TO CHAIRMAN AND OFFICERS**

Chairman to move:-

'In an urgent situation between meetings, the Chair jointly with the relevant Chief Officer has authority to act on behalf of the Committee'.

CORPORATE RESOURCES OVERVIEW AND SCRUTINY COMMITTEE

To fulfil the functions of an Overview and Scrutiny Committee as they relate to any policies, services and activities relating to governance resources, performance (including customer services), finance, human resources, partnerships, public engagement, commissioning and procurement.

All Councillors, except Cabinet Members (and the Lord Mayor) can be members of an Overview and Scrutiny Committee. Chairs of these committees are appointed by the Full Council and Deputy Chairs are elected by each committee at its first meeting, for the purpose of substitution for the Chair if absent.

Good Overview and Scrutiny adds value to councils in many ways, for example it:

- Provides “critical friend” challenge to executive policy-makers and decision-makers;
- Enables the voice and concerns of the public and its communities to be heard;
- Is carried out by ‘independent minded members’ who lead and own the scrutiny process;
- drives improvement in public services.

7.1 General role

Overview and Scrutiny Committees **will**:

- (a) make reports and/or recommendations to the full Council, the Executive and/or other organisations in connection with the discharge of the functions specified in their terms of reference;
- (b) consider any matter covered in their terms of reference that may affect or be likely to have an effect on the citizens of Birmingham; and
 - (i) is relevant to the Council’s strategic objectives: and/or
 - (ii) is relevant to major issues faced by officers in managing a function of the Council; and
 - (iii) is likely to make a contribution to moving the Council forward and achieving key performance targets.
- (c) exercise the “request for call-in” and “call-in” any Executive decisions made but not yet implemented by the Executive.

Overview and Scrutiny Chairs should maintain regular engagement with Cabinet Members to enable flexibility to be built into the Overview and Scrutiny work programme, so as to respond to the council’s policy priorities in a timely way.

7.2 Specific functions

(a) Policy development and review

Overview and Scrutiny Committees **may**:

- (i) assist the Council and/or the Executive in the development of its budget and Policy Framework by appropriate analysis of policy and budget issues;
- (ii) conduct appropriate research, community and other consultation in the analysis of policy and budget issues and possible options;
- (iii) consider and implement mechanisms to encourage and enhance community participation in the development of policy options;
- (iv) question Members of the Executive and/or Chief Officers about their views on issues and proposals affecting their areas of responsibility; and
- (v) liaise with other external organisations operating in the city, whether national, regional or local to ensure that the interests of local people are enhanced by collaborative working.

(b) Scrutiny

Overview and Scrutiny Committees **may**:

- (i) review and scrutinise the Executive decisions made by and performance of the Executive and/or Chief Officers in relation to decisions taken by them or in relation to their areas of responsibility/department;
- (ii) review and scrutinise the performance of the council in relation to its policy objectives, performance targets and/or particular service areas – including the areas of responsibility of the Regulatory Committees, but not the actual decisions of the Regulatory Committees;
- (iii) make recommendations to the Executive, Chairmen of Committees, Chief Officers and/or Council arising from the outcome of the scrutiny process;
- (iv) review and scrutinise the performance of other relevant public bodies in Birmingham (including Health Authorities) and to invite reports from them by requesting them to address the Overview and Scrutiny Committee and local people about their activities and performance;
- (v) question and gather evidence from any person (with their consent).
- (vi) establish short life working groups to carry out specific time limited enquiries as agreed with the five Overview and Scrutiny Committee Chairs and subject to available resources.

Report to: Corporate Resources O&S Committee

Date: 14th July 2015

MEMBER DEVELOPMENT PROGRAMME UPDATE

1 Purpose

- 1.1 To update the Committee on progress with regards to member development in 2015/16.

2 Background

- 2.1 The Kerslake report, published in December 2014, made a number of recommendations which had implications for member training and development. In particular, Recommendation 03 included the recommendation:

The strategic, executive, independent scrutiny and community roles of members needs to be clearly defined and better supported including with appropriate training

- 2.2 Following the report, an Improvement Plan was drawn up that included activity to support member development. Alongside this, the former Governance, Resources and Customer Services O&S Committee continued its work overseeing the development of the programme. It last discussed the matter in April 2015.

- 2.3 In June 2015, the Council's six-month report to the Birmingham Independent Improvement Panel was submitted, and this noted some of the work that has been undertaken:

- The development (on-going) of proposals for training and development programmes for both councillors and officers, including support for design and delivery from the Local Government Association (LGA).
- Workshops will be held with the Executive Management Team (Cabinet Members and Chief Officers) in July, and for all other councillors and JNC (senior management) officers by the end of September 2015.
- A specific programme has been created for Chairs of Scrutiny and District Committees, which reflect the constitutional changes that have been made (see recommendation 7), and this started on 1st June.

- 2.4 This, and other work completed so far, is set out in the report below.

3 The Improvement Plan and Programme

- 3.1 The Improvement Plan sets out a number of actions needed to meet the requirements with respect to member development. These are set out in Appendix 1.

- 3.2 Underpinning this is a developing programme for members. This is attached as Appendix 2.

3.3 The programme is built around four areas:

New member Induction	On-going member development
Aim: To give oversight of council processes and procedures to enable new members to get quickly up to speed with their role <ul style="list-style-type: none"> Understand role and responsibilities, the Council's values & behaviours, define new development offer Who's who in Birmingham, customer intelligence and access to IT and council services Managing casework, code of conduct and the constitution 	Aim: to provide ongoing development opportunities for members related to current and potential future role and responsibilities <ul style="list-style-type: none"> A survey poll of all members for targeted training Skill development (e.g. running surgeries, media training and dealing with conflict) ; networks and external visits Community leadership development (i.e. place shaping, partnership, civic and civil) Site visits and floor walking of council services Future roles and responsibilities - progressing to Chair/Vice Chair/Cabinet; how member roles are changing
Scrutiny & District Chairs & Deputy Chairs	Member/Officer relationship
Aim: To develop good community governance with effective and positive scrutiny <ul style="list-style-type: none"> Understand the new constitution, roles and responsibilities and what it means in practice Future District Delivering Differently programme overview and how to implement locally Joint session with Scrutiny and District Chairs/Vice Chairs on new ways of working together 	Aim: members and officers share understanding about their roles and responsibilities and how they work together <ul style="list-style-type: none"> Member & Officers – redefined roles & expectations, supported by development programme Underpinning behavioural standards, the new constitution and community governance with outward place focus

3.4 Each of these areas is considered in more detail below.

4 New Member Induction

4.1 Four sessions were held (see Appendix 2, pages 1 to 2) for the six members newly elected to the City Council in May, though two had previously served as councillors. Attendance was good, with at least three members attending each session.

4.2 The fourth session was open to any member to attend, and this was attended by 11 members (including two new members).

- 4.3 Informal feedback from the session was positive, members engaged in the sessions and reported that they found them useful.
- 4.4 Further feedback will be sought from those members who attended.
- 4.5 Introductory sessions or training have also been held (or will be held) for members on regulatory committees (Planning, Licensing and Trusts & Charities).

5 Scrutiny & District Chairs & Deputy Chairs

- 5.1 Given the changes in the Constitution, and the new role of District Committees, a specific programme was created for Chairs and Deputy Chairs of District Committees.
- 5.2 Two District Chairs and Deputy Chairs Leadership Development workshops were held in June. These covered the changes to the operation and remit of District Committees and the skills needed to put this into place.
- 5.3 A third session will be held later in July with Scrutiny Chairs and Deputy Chairs, to look at how scrutiny and district committees need to work together to deliver the changes.
- 5.4 A further skills session is also being planned for the autumn, engaging the Centre for Public Scrutiny to work with members on skills and tools needed for conducting inquiries/Neighbourhood Challenge. This will be shaped following feedback from the July session.

6 Member/Officer Relationships

- 6.1 One of the findings of the Kerslake report was that “the council needs to clarify roles, responsibilities, behaviours and ways of working expected in relation to the role of the Leader, Cabinet, councillors, Chief Executive and officers”.
- 6.2 Workshops with senior members and officers will be held in July with the aim of getting a framework for understanding roles and associated behaviours, and understanding accountabilities. This work will then be rolled out to all members and JNC officers.

7 On-Going Member Development

- 7.1 Following the activity that has and will take place up to August, a review will be undertaken in order to report to lead members on progress, and to:
 - Shape the programme for September 2015 to March 2016;
 - Agree on communications (e.g. how to use Cllrs Bulletin and others).
- 7.2 As part of that, feedback will be collected from members via:
 - Member Survey;
 - Feedback collected during induction sessions;

- Feedback from this meeting.

- 7.3 The information collected will be used to design a programme for the remainder of the municipal year, ensuring that the content, pace and timing best suits members. A selection of the suggestions and formats suggested so far are set out in Appendix 3.
- 7.4 Alongside this, member access to “People Solutions” – the portal for human resources – has been provided. The Member Portal includes access to payslips and a wide range of learning resources that offer a blended mix of learning approaches.
- 7.5 Detailed discussions are under way with the LGA to arrange suitable development support.

8 Recommendations

8.1 Members are asked to:

- Note the report and attached Member Development Programme;
- Suggest ways in which the future programme might be phased or timed;
- Consider how the impact of the programme should be measured, and ask officers to draw up a basket of appropriate measures;
- Agree how often this Committee should review the activity and impact (perhaps six monthly?)

Lead Officer: Kathryn Cook, Interim Head of OD Transformation

Contact Officers:

Emma Williamson, Head of Scrutiny Services (0121 464 6870)

Melanie Wood, HR Business Partner (0121 675 7128)

Shelley Howell, Senior HR Practitioner (0121 675 9927)

Appendix 1: Extract from the Improvement Plan

Reference:	Action:	Time-scale:	Outcome:	Comments:
Action plan 1	3. Design and initiate a member development programme, including member induction and a response to immediate training needs	May 15	Senior members and officers have absolute clarity on roles and responsibilities	<i>To form part of the member development proposal</i>
	4. Arrange for the design and deliver a series of externally facilitated workshops on the application/implementation of member roles and responsibilities and interface with officers	Jun 15	Attendance at workshops Positive feedback over period - individual and group reflection	<i>To form part of member development proposal</i>
	5. Secure joint officer and member agreement on how to monitor and manage adherence to roles and responsibilities and communicate to all members and staff	Jul 15	Clear approach with consequences for non-compliance Cross party and officer support	<i>Action to be led by Chief Exec and Leader but potentially links to the member development proposal</i>
	9. Develop and implement an equivalent performance review framework for elected members with SRAs – starting with cabinet	May 15	Officers and members are clear on how expectations are set and performance will be monitored and managed	<i>Action to be led by Leader and Group Leaders but potentially links to the member development proposal</i>
	24. Establish a cross party member and officer group to shape and champion engagement with staff and members on values and behaviours	Spring 15	Cross party member and officer agreement on cultural change and expectations	<i>Action to be led by Chief Executive and Leader but potentially links to member development</i>
	25. Implement first year cultural change programme with agreed baseline and measures for assessing impact	Jun 15	Members, officers and stakeholders report positive change Members and officers can articulate the desired culture for the council	<i>To be led by Chief Executive and Leader but potentially links to member development proposal</i>

Appendix 2: Member Development – programme outline May – July 2015

Part A: New Member Induction

Aim: To give oversight of council processes and procedures to enable new members to get quickly up to speed with their role

- Understand role and responsibilities, the Council's values & behaviours, define new development offer
- Who's who in Birmingham, customer intelligence and access to IT and council services
- Managing casework, code of conduct and the constitution

Development	Development Outcomes	Date/time/venue	Who is delivering	Format of delivery	Next steps (responsibility)
Swear & Declare	That new members are sworn in according to protocols That IT equipment is distributed and members taught to use (including contacts)	11th May 2015 3.00 – 5.30pm Committee Rooms 3 & 4	M Rogers (Organiser: J Goodall)	Formal swearing in.	✓ Completed 11 th May 2015
Induction presentation session part 1. Welcome. Birmingham City Council structure and overview.	That new members meet the Chief Executive and Strategic Directors, are welcomed to the City Council and have the opportunity to put questions to the Senior Leadership team That new members are given the opportunity to voice what they need as new members.	14 th May 2015 5.30 – 6.30pm Council Chamber	M Rogers Maria Gavin (for P Hay) I Jones (for S Lea) P Dransfield J Warlow (Organiser: J Goodall)	Formal presentation / question and answer session <ul style="list-style-type: none"> • Structures and key officers • Key objectives – Council Plan • Issues for the coming year 	✓ Completed 14 th May 2015 4/6 new members attended

Development	Development Outcomes	Date/time/venue	Who is delivering	Format of delivery	Next steps (responsibility)
<p>Induction presentation session part 2</p> <p>Codes of Conduct and City Council Governance</p>	<p>That members are provided with information on standards and conduct expected of Cllrs</p> <p>That members are informed about the requirements of the declarations of interest and member/officer protocols, the Executive Decision Making process and the role of Scrutiny</p> <p>That members understand the Committee Management Information System and how to effectively use the City Council AGM and Chamber equipment</p>	<p>18th May 2015</p> <p>4.00 – 5.30pm</p>	<p>D Tatlow, Legal Services</p> <p>E Williamson, Scrutiny</p> <p>P Patel / P Wright, Cttee Services</p> <p>(Organiser: J Goodall)</p>	<p>Formal presentations / question and answer session</p>	<p>✓</p> <p>Completed 18th May 2015</p> <p>3/6 new members attended</p>
<p>Induction presentation session part 3</p> <p>(a) Dealing with Casework - how to log constituents' issues using contact centre, web / mobile app.</p> <p>(b) Developing you as a Member</p> <p>(c) LocalView</p>	<p>That members are fully conversant with three delivery channels – contact centre, website and face to face and understand how to log resident's issues using the web and mobile App.</p> <p>That members fully understand how to deal with complaints, comments and compliments from residents in terms of BCC process.</p> <p>That members understand how to navigate People Solutions in order to access their payslip and how to access the Learning Centre via the portal to address personal learning and development needs.</p> <p>That members are consulted on the opportunity to take advantage of a 1-1 development needs conversation with an officer from HR.</p> <p>Introduction to the internal BCC online Geographical Information System.</p>	<p>Thursday 4th June</p> <p>1730-1900</p> <p>Committee Rooms 3 & 4</p>	<p>G Foxwell, Head of Customer Services</p> <p>M Wood, HR Business Partner</p> <p>S Lester, Bus. Change Mgr</p>	<p>Formal presentations / question and answer session</p> <p>Formal presentations / question and answer session</p> <p>Demonstration of access to People Solutions.</p> <p>Demonstration</p>	<p>✓</p> <p>Completed 4th June 2015</p> <p>11 members attended (2 new members)</p>
<p>New member induction for members elected by by-election</p>	<p>To provide induction sessions as outlined above for any member elected by by-election</p>	<p>As required</p>	<p>(Organiser: J Goodall)</p>	<p>As required</p>	<p>As required</p>

Development	Development Outcomes	Date/time/venue	Who is delivering	Format of delivery	Next steps (responsibility)
Role-specific induction / training (1): Licensing and Public Protection Committee members	That members of the Licensing and Public Protection Committee understand the Code of Conduct for Members on decision-making during Committee Hearings	3 June 2015	Legal Services / Licensing Contact: Sanjeev Bhopal/Parminder Bhomra/Stuart Evans	Face to face session: <ul style="list-style-type: none"> General overview of licensing law / principles Decision making Member Code of Conduct Hearing Procedure Rules 	✓ 3 June 2015
Role-specific induction / training (2): Planning Committee members	That members of the Planning Committee understand the decision-making process and how to conduct themselves during Committee meetings	2 July 2015	Richard Goulborn (Head of Planning Mgmt) Contact: E Williamson	Annual training session for Planning Committee Members (anyone who cannot make it is picked up in a 1:1 session)	Scheduled: 2 July 2015
Role-specific induction / training (3): Trusts and Charities Committee members	That members of the Trusts and Charities Committee understand their role as Members of the Committee in discharging decision making on behalf of the Council as Trustee.	23 September 2015	Legal Services with Geldards law firm Contact: Sanjeev Bhopal	Face to face session	Scheduled: 23 September 2015
Role-specific induction / training (3): Audit Committee members	That members of the Audit Committee understand their role as Members of the Committee.		Contact: Kay Reid, Assistant Director Audit & Risk Management	To be discussed at their first meeting on 30 th June	

Development	Development Outcomes	Date/time/ venue	Who is delivering	Format of delivery	Next steps (responsibility)
Roles (4): New governance arrangements and principles of appeal hearings	<p>That members are clear about their role in the appeals process.</p> <p>That members understand the practicalities of the new governance arrangements</p> <p>That members are familiar with relevant HR policies and procedures and the support tools available to them.</p> <p>That members understand the legal implications and the employment tribunal arena.</p> <p>That members are clear on how to conduct fair appeals, the behaviours that support their role and responsibilities in this process and the parameters on decisions that they can take.</p>	1 st July 2015	Geraldine Dooley / Nigel Browning (HR) Ed Beaver, Barrister	<p>Two parts:</p> <p>Interactive session with an intro to HR policy and procedures.</p> <p>Key principles and shared learning of appeal process.</p> <p>Part 2 – barrister to provide overview of key legal employment issues and set appeal hearings in context.</p> <p> Q & A forum</p>	Scheduled: 1 st July 2015

Scrutiny & District Chairs & Deputy Chairs

Aim: To develop good community governance with effective and positive scrutiny

- Understand the new constitution, roles and responsibilities and what it means in practice
- *Future District Delivering Differently* programme overview and how to implement locally
- Joint session with Scrutiny and District Chairs/Vice Chairs on new ways of working together

Development	Development Outcomes	Date/time/venue	Who is delivering	Format of delivery	Next steps (responsibility)
Roles (1): District Committee Chair, Deputy Chair and members	That District Committee Chair, Deputy Chair and members understand the changes to the Constitution and the implications for their role, have an appreciation of best practice and opportunities to gain key skills.	4 th June, Chamberlain Room 11 th June, Chamberlain Room	I Jones, Districts E Williamson / B Wishart, Scrutiny A Burns, HR	Presentation on <i>Future District Delivering Differently</i> ; discussion on skills, values and behaviours; action planning session.	✓ Session 1 (4 th June 2015) 13/19 attended ✓ Session 2 (11 th June 2015) 14/19 attended
Roles (2): Scrutiny Chairs, Deputy Chairs and members	That Scrutiny Committee Chair, Deputy Chair and members understand the changes to the Constitution and the implications for their role, have an appreciation of best practice and opportunities to gain key skills	June: first (informal) meeting of each Committee	E Williamson	Presentation on key changes during informal committee meetings	✓ EVC: 10 th June ✓ CR: 16 th June ✓ ESS: 19 th June ✓ HSC: 23 rd June ✓ NCS: 25 th June
Roles (1) and (2) : District/Scrutiny Committee Chairs and Deputy Chairs	Joint Session with Scrutiny/District Chairs and Deputies – that there is a shared understanding of the respective roles and their interrelationships and identification of how they would like to take these forward	14 th July 2015	I Jones, Districts E Williamson, Scrutiny A Burns, HR	Presentation on linkages, action planning session, discussion on skills, values and behaviours	Session 3 (14 July 2015)

Development	Development Outcomes	Date/time/venue	Who is delivering	Format of delivery	Next steps (responsibility)
Roles (1) and (2): District/Scrutiny Committee Chairs and Deputy Chairs and Scrutiny members	To develop skills needed for conducting inquiries/Neighbourhood Challenge	TBA – September	Centre for Public Scrutiny Contact: E Williamson	Bespoke session following feedback from June/July sessions, delivered by Centre for Public Scrutiny	To be arranged
Roles (3): Ward Committee / Forum Chairs	That Ward Committee Chair and members understand the changes to the Constitution and the implications for their role, have an appreciation of best practice and opportunities to gain key skills.	TBA - July	I Jones, Districts E Williamson, Scrutiny	Presentation and workshop	To be arranged

Member/Officer relationship

Aim: members and officers share understanding about their roles and responsibilities and how they work together

- Member & Officers – redefined roles & expectations, supported by development programme
- Underpinning behavioural standards, the new constitution and community governance with outward place focus

Development	Development Outcomes	Date/time/ venue	Who is delivering	Format of delivery	Next steps (responsibility)
Roles & responsibilities of a councillor	That new members fully understand the role of the Councillor and the values and behaviours required of them.	July 2015	LGA Contact: K Cook, HR	Workshops	

On-going Member Development

Aim: to provide ongoing development opportunities for members related to current and potential future role and responsibilities

- A survey poll of all members for targeted training
- Community leadership development (i.e. place shaping, partnership, civic and civil)
- Skill development (e.g. running surgeries, media training and dealing with conflict); networks and external visits
- Site visits and floor walking of council services
- Future roles and responsibilities – progressing to Chair/Vice Chair/Cabinet; how member roles are changing

Action	Outcomes	Responsibility	Timescale	Next steps (responsibility)
Survey of all members Discussing skills and induction and other events Offer of 121 advice session	To gain an understanding of members' needs, preferred styles of learning To gain an understanding of members' needs relating to specific roles To offer individual members an opportunity to discuss development needs	All	Survey closed: 26 th June	To use data to design programme for remainder of year
Review of activity so far	To review activity undertaken May to July 2015, and to report to lead members on progress, and to <ul style="list-style-type: none"> • Shape the programme for September 2015 to March 2016; • Agree on communications (e.g. how to use Cllrs Bulletin and others) 	Project group	July 2015	To use data to design programme for remainder of year
People Solutions	<ul style="list-style-type: none"> • Access to payslips • Learning Centre development resources for Members 			

Appendix 3: Proposed blended approach (first draft)

	Skills	Getting to know Council services	Community Leadership
Internal workshops ("bitesize" or half day)	<p>Dealing with Casework – Help with Surgeries: To provide practical learning around handling conflict.</p> <p>Training on use of social media and BCC policies</p> <p>IT support</p>	Basic introduction to key local government responsibilities: That members understand current service areas issues that have an impact on their community role – delivered by service area	<p>To provide information and support to members around engagement with local communities and the encouragement of social enterprise.</p> <p>To support members become more aware of how to strengthen community engagement through consultation, involvement and empowerment.</p> <p>To support members to mobilise communities using social media.</p> <p>To support members understanding of civil society – how neighbourhood forums, parish councils etc. work and the various community networks operating in the city</p>
Written information			LGA Guide for new Councillors 15/16
Briefings		<p>Service delivery / legislative information and updates</p> <p>New service delivery models</p>	Understanding Birmingham, districts and wards: That members fully appreciate BCC demographics and understand ward based profiles and statistics which enable them to better support residents in their respective local communities
Visits		Visits to other councils	Visits to other councils / partners

	Skills	Getting to know Council services	Community Leadership
External info & training	<p><i>e.g.</i> LGIU: Being an effective Councillor: ways of strengthening and sustaining personal resilience</p> <p>Media skills: External provider: equipping members with the skills needed to conduct media interviews</p>	<p><i>e.g.</i> LGIU: Inside Local Government Funding: How it works and making the most of it</p>	<p><i>e.g.</i> North West Employers: Social Enterprises and the role of the Councillor / Understanding what your residents think and how to influence them</p>
Online tutorials / e-learning	<p>Keys to speed reading success (Access via People Solutions)</p> <p>Personal online assessment (Access via People Solutions)</p> <p>http://www.local.gov.uk/digital-councils</p> <p>This includes:</p> <ul style="list-style-type: none"> • Social media - checklist for councillors • Social media - councillor case studies • Social media - councillors tasks and tools 		



Customer Services

Corporate Resources O&S Committee

1 Purpose

- 1.1 To inform Members of the work previously undertaken by the former Governance, Resources and Customer Services O&S Committee on customer services, to assist your committee in making sure that the committee adds value and supports the Executive in producing the best possible outcomes for the city.

2 Work Undertaken

- 2.1 Over the last three years, the Governance, Resources and Customer Services O&S Committee has maintained a focus on customer services issues. The aim was to ensure maximum improvement in customer services and end-to-end service delivery.
- 2.2 The Committee covered the following areas:
- Meetings with customer services officers, service heads and Service Birmingham to ask:
 - What can directorates do to make the customer experience better?
 - What can Service Birmingham do to make the customer experience better?
 - Visits to (and updates on) the Contact Centre;
 - Reports on:
 - Customer satisfaction;
 - Complaint handling;
 - Channel shift;
 - The BCC website.
- 2.3 Last year, the Committee conducted an inquiry to support the development of the Birmingham Promise – a report back on this has been scheduled for your November meeting.

3 Key Findings

The “End-to-End” Process

- 3.1 At the start of this work, the Committee found that many Members and most of the public held the contact centre largely responsible for customer services failures. Whilst there were complaints about the contact centre, the Committee found the picture to be more complex. There were



Customer Services

failures at each point of the customer journey and there was no measurement of this “end-to-end” customer journey which meant the source of poor performance was often obscured. Members found that both contact centre and service areas were often internally focused, and there was often a tendency to blame the other when things went wrong.

- 3.2 On their visits to the contact centre, Members mostly found the advisors to be polite and knowledgeable. Nonetheless there were examples of poor practice – some of it driven by the contract (e.g. limiting the time spent on calls so that advisors could take more calls).
- 3.3 Members also considered the role of the City Council service areas in delivering good customer services, and found that there were issues here too. At the root of the issues were governance arrangements to ensure compliance and better joint working, including:
- A lack of compliance by service areas with agreed processes in relation to the contact centre and Customer Relations Management (CRM) system;
 - A large amount of “bespoking” of the CRM system over the years which has made the overall system complicated and more difficult to control and test;
 - How the contact centre numbers were used, for example putting the contact centre number on letters when there is already an officer dealing with a case.
- 3.4 In addition, not all services were using the contact centre – Adult’s, Children’s and Housing Rents are delivered in separate call centres. Web, IVR (Interactive Voice Recognition), email and face to face contact is managed separately within customer services or neighbourhood offices. The disparate nature of how and where citizen contact is managed leads to:
- An inconsistent customer experience;
 - An inconsistent message;
 - Many routes into the council;
 - No single view of how citizens are being treated / served.

“One Contact Vision”

- 3.5 In the last year, the contact centre has been brought back “in-house” (from November 2014). The key benefits identified were that it would provide the City Council with cashable savings, increased visibility and flexibility over its services – the City Council would be able to service the citizens of Birmingham through one ‘front door’ into all council services.
- 3.6 The aim was to provide a consistent quality of service across all contact channels and improve customer satisfaction and the experience to make any contact with the council easy for the communities it serves.
- 3.7 As part of the move, therefore, the “One Contact vision” was launched, to rationalise all the customer contact into one customer services department:



- One door – One very obvious and very well sign posted route into the council either digitally or by phone;
- One and done – A passion from the customer services team to ensure contact is reduced to an absolute minimum and wherever possible delivering success from a single contact;
- One set of content – Citizens would be served the same consistent and high quality information and also be able to perform the same transactions irrespective of channel or agent;
- One easy experience – to make it easy for citizens to request services with the least amount of effort, irrespective of channel. Agents will be knowledgeable, courteous and helpful, leading and supporting customers through to a satisfactory resolution;
- One voice of the citizen – Citizen feedback is vital and Customer Services will be the centre of excellence within the council providing expertise in collation, analysis and feedback of citizen insights. The feedback will form the basis of a rolling programme of improvements (not only reporting raw statistics or customer sound bites but providing actual practical actions leading to improvements not only in customer satisfaction but in demonstrable efficiency savings across all council services).

Measuring the Customer Journey

- 3.8 As noted above, there was no measurement of the end-to-end process and this made it difficult to see precisely where things were going wrong. One of the ways in which this is now being addressed is through improved customer surveys.
- 3.9 Prior to last year, **customer satisfaction** with the corporate Contact Centre managed by Service Birmingham was previously measured through an end of call survey which Advisors elected whether to send citizens through to. Customer Satisfaction was a KPI under the Service Birmingham Contact Centre contract and its average monthly performance for customer satisfaction was well above the contractual target of 85% despite anecdotal feedback from citizens that suggested otherwise.
- 3.10 In March 2014 Customer Services took the decision to suspend the Service Birmingham customer satisfaction measurement and commission an independent survey through a third party, InsightNow, who then sent SMS and email surveys to citizens.
- 3.11 The results from these surveys which ran throughout March and April 2014 showed a 49.4% satisfaction with Contact Centre services and 43.2% satisfaction with the end-to-end service. Service Birmingham's reported performance for February had been 97%.
- 3.12 Customer satisfaction is measured via:
- A survey is sent via SMS to citizens within 24 hours of them having called the Contact Centre. They are asked six questions. This survey aims to measure satisfaction with the Contact Centre;



Customer Services

- A further survey is sent to citizens when a job is shown as completed within the Customer Relations Management (CRM) system. This asks seven questions and aims to measure the satisfaction of the citizen's end-to-end experience.
- The lack of a mechanism to resolve conflict between contact centre and service areas and a lack of clarity about where ultimate responsibility for resolving conflict lies: there are many areas of natural tension and speedy, emphatic resolution is needed.

3.13 This enables both the quality of the call and the quality of the overall service to be measured – something which had not been done before.

3.14 A report showing analysis of data – including trends over time and by service area – will be included on your agenda today.

Channel Shift

3.15 The Committee heard that channel shift targets are not being met. Members noted the need to encourage people to use the on-line reporting – and that that is best done by showing that it gets results when people do use it. Member use of on-line reporting and use of the app was also encouraged (and now forms part of the member induction).

The Website

3.16 Committee members received an update on the website at their meeting in March 2015. This covered the considerable amount of changes which have been implemented over the last year, including:

- The home page changed in order to provide easier access to the highest volume services;
- The "Do It Online" page changed to ensure that high volume transactional services are prioritised;
- Directorates and Customer Services have reduced out of date and redundant information on their pages. This reduced pages from 10,000 in 2012 to just over 4,500 in January 2015;
- The "Contact Us" page has been re-designed and focusses on encouraging citizens to stay online.

3.17 Since the meeting, webchat has been introduced.

3.18 Next steps include the replacement of the Content Management System – Customer Services are currently working with Service Birmingham on the evaluation of a new content management system to replace Fatwire.

Complaint Handling

3.19 Complaint handling was last considered by the Committee in September 2013. A report on complaints has been included on your agenda.

BIRMINGHAM CITY COUNCIL

PUBLIC REPORT

Report to:	Corporate Resources Overview & Scrutiny Committee
Report of:	Chris Gibbs - Service Director, Customer Services
Date:	14 July 2015
SUBJECT:	Citizen Satisfaction and Complaints
Wards affected:	All

Purpose of Report

The purpose of this report is to provide an update to the Corporate Resources Overview and Scrutiny Committee on citizen satisfaction and complaints

Recommendation

That the Overview and Scrutiny Committee note the contents of this report.

Contact Officer Details

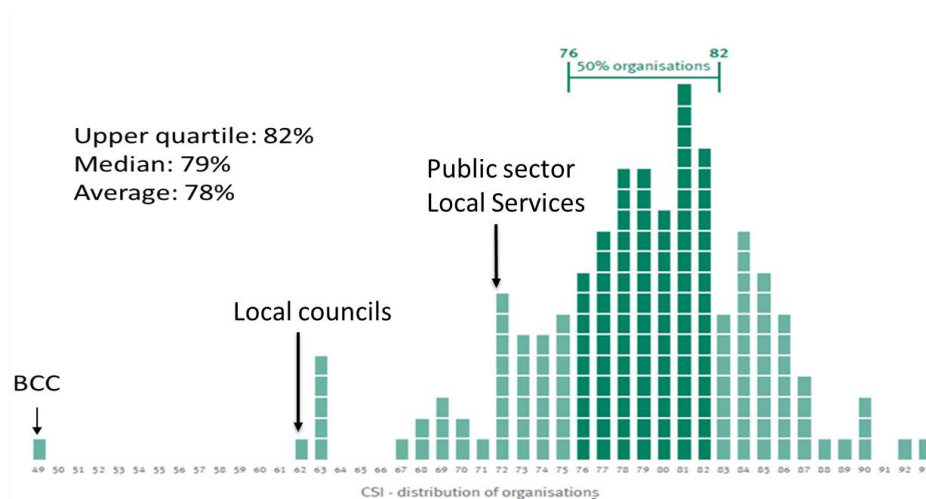
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Citizen Satisfaction

1. Background

- 1.1 As part of the Contact Centre contract re-negotiations with Service Birmingham during 2014 there was a strong focus on the requirement for any new contract to deliver the key values and vision for the Council. A true understanding of citizen satisfaction with its Contact Centre services was an important factor for the Council in determining whether its citizens were being well served by an outsourced provider.
- 1.2 A working group was set up in late 2013 to commence negotiations with Service Birmingham with independent consultancy being commissioned to support with value for money benchmarking and establishing critical success factors for the negotiation.
- 1.3 The Contact Centre has two million conversations with citizens a year and is therefore the largest touch-point the council has with end users of council services. Bringing these conversations in-house (removing the need to balance the supply of public service with the commercial needs of Service Birmingham) has allowed more control of messages, customer's needs to be addressed appropriately and places the voice of the customer at the heart of the organisation.
- 1.4 Service Birmingham (SB) measured satisfaction with its Contact Centre services through an 'end of call' survey whereby Advisors could choose which call to promote to a citizen. This reported an average satisfaction score of 97% despite anecdotal citizen feedback providing evidence to the contrary.
- 1.5 Customer Services commissioned independent analysis into citizen satisfaction during March/April 2014 which provided results of 49.4% satisfaction for contact centre services and 43.2% satisfaction for end to end delivery. As a result of these findings, and in order to measure any improvements, the independent measurement of citizen satisfaction has continued.
- 1.6 BCC benchmarked these results against the Institute of Customer Service annual customer satisfaction survey that shows satisfaction with local councils at 62% (see graph below) compared to 72% for local services in the public sector.



1.7 The contract re-negotiations with Service Birmingham ended in June 2014 when the decision was taken to bring the Contact Centre in-house to demonstrate improved value for money and enable the Council to deliver its vision for one front-door to Council services, resolve more customer issues at the first point of contact, and deliver an easier experience for customers. The service was bought in-house on 1st November 2014.

2. How customer satisfaction is now measured with the in-house service

2.1 There is a text survey sent to citizens' mobile phones within 24 hours of them having called the Contact Centre. It is currently sent to all citizens mobiles but we are reviewing whether this is appropriate going forward and whether a random sample would be as effective. Citizens are asked 6 questions which are shown in Appendix A. This survey aims to measure satisfaction with the Contact Centre.

2.2 A further survey is sent via email to citizens to measure their satisfaction with the end-to-end experience. This survey is sent when a job is shown as completed within the Contact Centre's Customer Relationship Management (CRM) system which holds details of the citizen's interactions with the Council. The email survey asks 7 questions (Appendix A).

2.3 Citizen satisfaction results are fed back to Customer Services on a monthly basis shown at an organisational level with the ability to drill down to individual Service Areas. Customer Services is also provided with detailed sentiment analysis of customer feedback showing both positive and negative commentary.

2.4 These results are fed back to Service Areas through the 6 weekly Contact Centre Governance Board and also provided to the Relationship Managers within the Customer Services team.

2.5 The Relationship Managers work with the Service Areas to develop Action Plans to address the areas of concern as identified by the feedback via the citizen satisfaction survey. These Action Plans aim to address the root cause of dissatisfaction and are tracked regularly through face-to-face meetings on a monthly basis with Service. The Fleet and Waste Action Plan is attached at Appendix B.

2.6 The Customer Services team (which was restructured following transition in-house) now includes a number of new roles that can support with issues identified in the survey e.g. process issues are highlighted to the new Process Improvement Analyst roles so they can address these.

3. Customer Satisfaction Trends

3.1 There has been an overall improvement in citizen satisfaction from service transfer 1st November 2014.

3.2 There has been an overall improvement in agent 'willingness to help' which correlates to citizen satisfaction and supports the investment made in frontline staffing.

3.3 There has been an overall improvement in ease of resolution and a declining trend in citizens with previous/repeat calls.

3.4 There is demonstrable evidence in a step change to meet the Local Council's benchmark of 62% and ambitions to exceed.

Whilst all of these are positive trends it is recognised that this is still a low baseline and that there is still much work to be done by both Customer Services and the Service Areas to improve citizen satisfaction.

4. Improvements made to the operation since transition

4.1 There have been a number of improvements to the Contact Centre since transition; some of which have been introduced as a result of the citizen satisfaction surveys, that has had a positive impact on citizen satisfaction - these include:

4.1.1 Improving training materials and coaching skills

- “Day in the Life” sessions taken place with Benefits, Housing Repairs, Fleet and Waste, Environmental Health and scheduled for Parks, Planning, Elections and Revenues in February and March. These sessions allowed Team Managers/Advisors to spend a day with the Service Areas to build a comprehensive understanding of the Service Areas and how they operate. The Team Managers have increased knowledge of the whole process and have improved relationships with Service Areas which are useful to handle escalated issues or complaints.
- Coaching skills for Team Managers have been rolled out
- New customer service training developed and rolled out to Team Managers to train out to Advisors during March/April 2015. A specific module have been developed to focus on empathy which citizens reported through the citizen satisfaction survey as being a behaviour that was lacking when dealing with the Contact Centre.
- There has been a complete revision and re-launch of the quality monitoring procedure used within the Contact Centre to measure the quality of calls. The previous quality monitoring procedure had little focus on soft skills which the citizen satisfaction had highlighted as a problem. The new way of evaluating quality is built around the vision and values of the Council with a heavy emphasis on soft skills.

4.2 There have been Resolution Champions appointed within the Contact Centre whose role it is to handle escalations from colleagues in their team. A great deal of those escalations has resulted in an outbound call to the customer to resolve their issue and has prevented the need for any further escalation to the corporate complaints procedure Your Views.

4.3 There is a new focus on end-to-end service delivery, working in partnership with Service Areas to reduce customer effort, failure demand and unnecessary contact.

4.4 As part of this year's Service Plan Customer Services is planning to re-engineer the IVR (inter-active voice response that allows citizens to interact with the Council via their telephone keypad) to make it easier for citizens to get through to the service they require and eliminate unnecessary calls by providing pro-active information within the IVR when we are aware of issues that might generate calls – missed collections, etc.

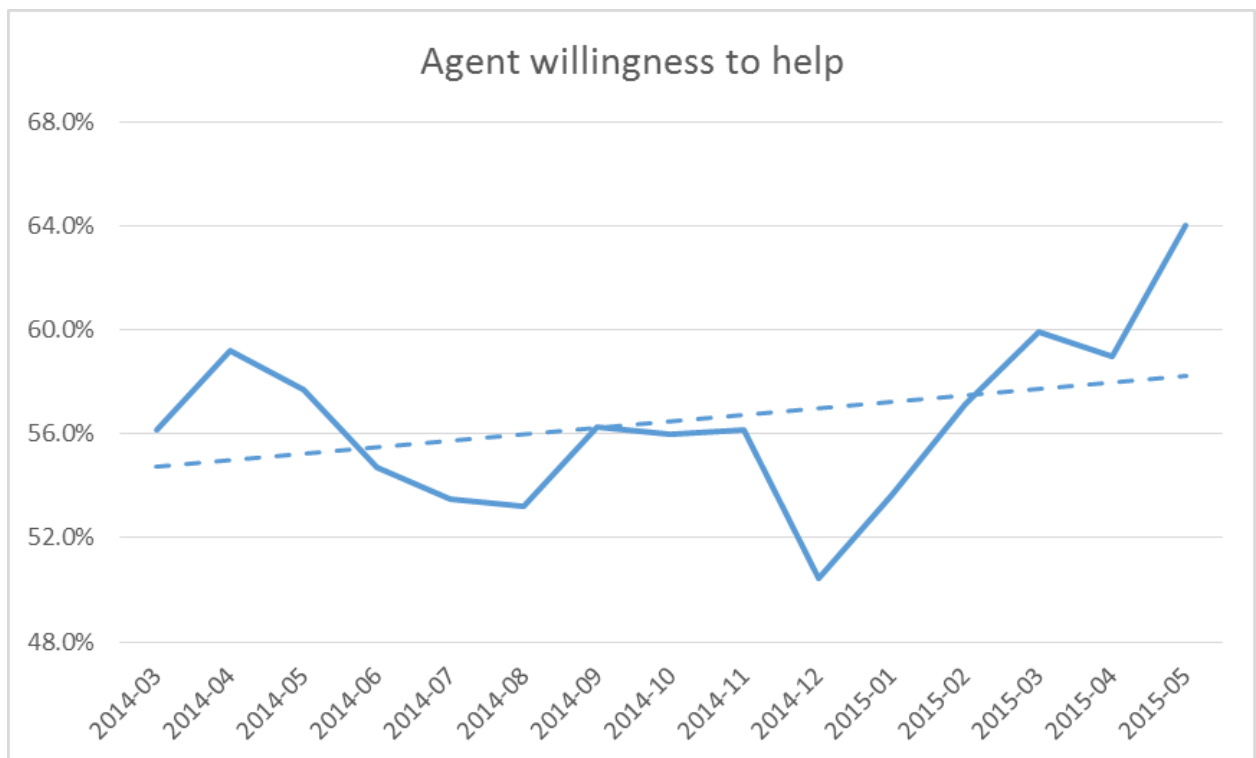
4.5 Improvement plans are being developed in conjunction with the Service Areas to further increase first contact resolution and embed cultural and behavioural change.

5. Citizen satisfaction trends – March 2014 – May 2015

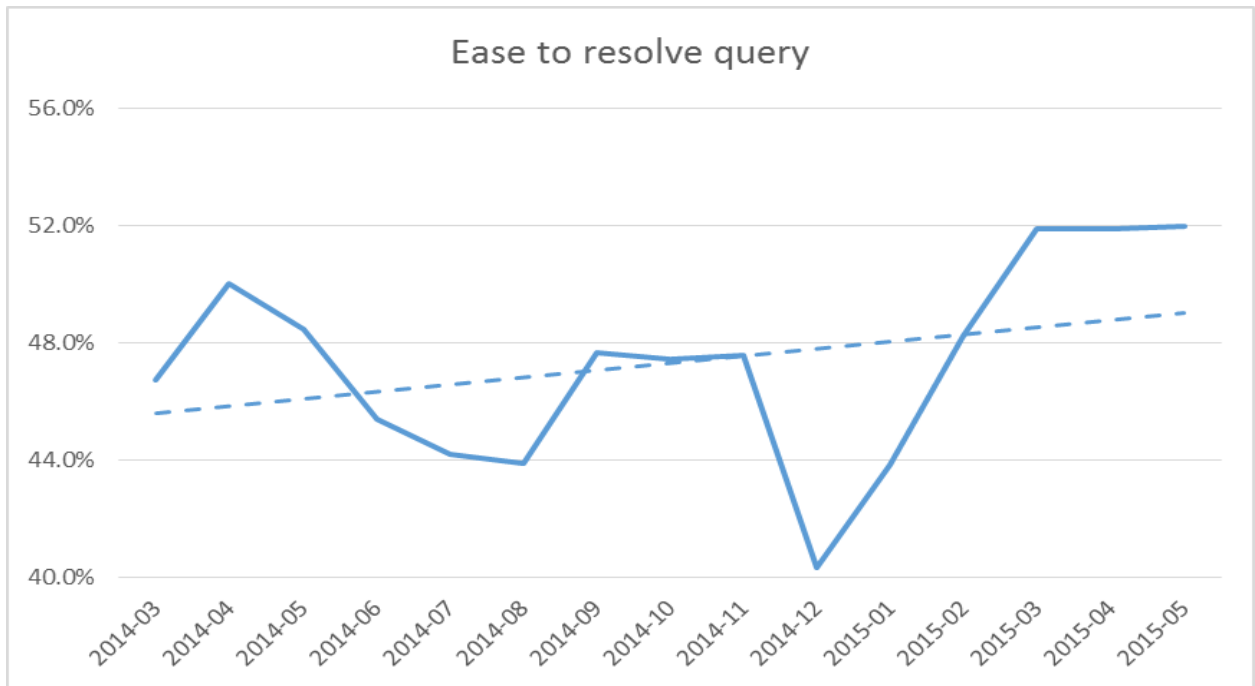
Q. How satisfied are you with your overall experience of speaking with us?



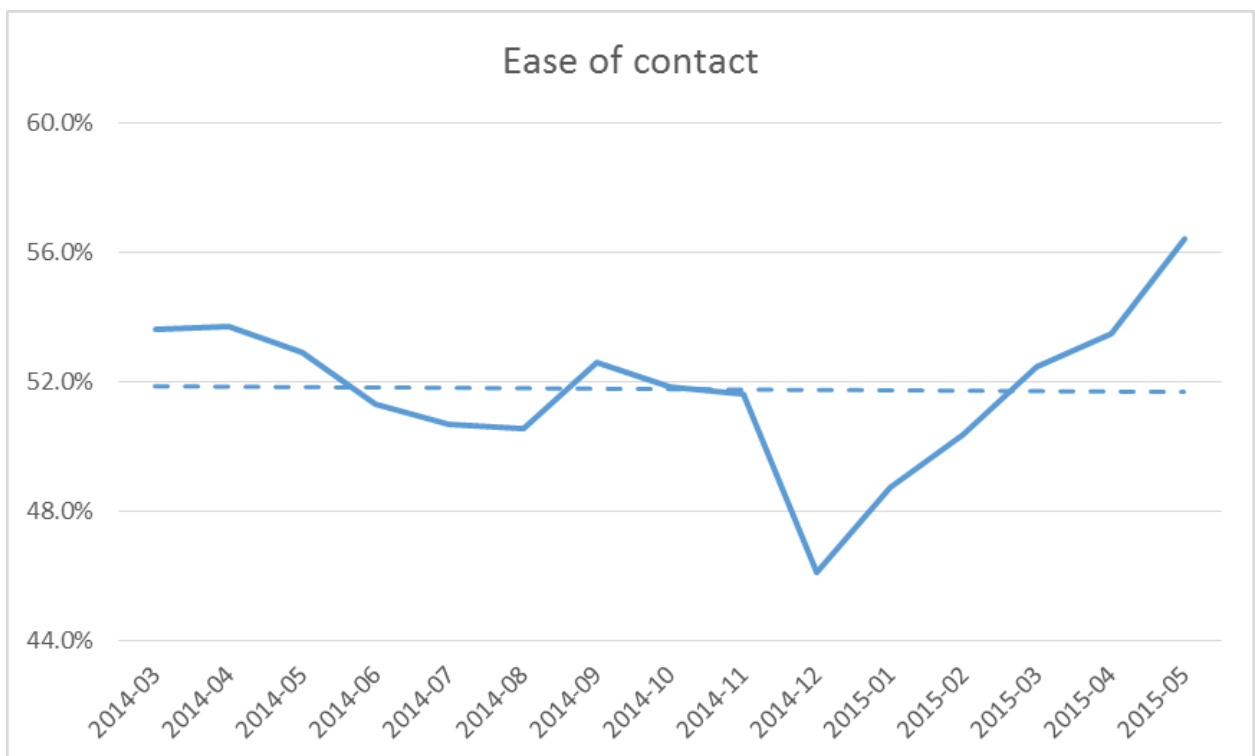
Q. How would you rate our advisors willingness to help?



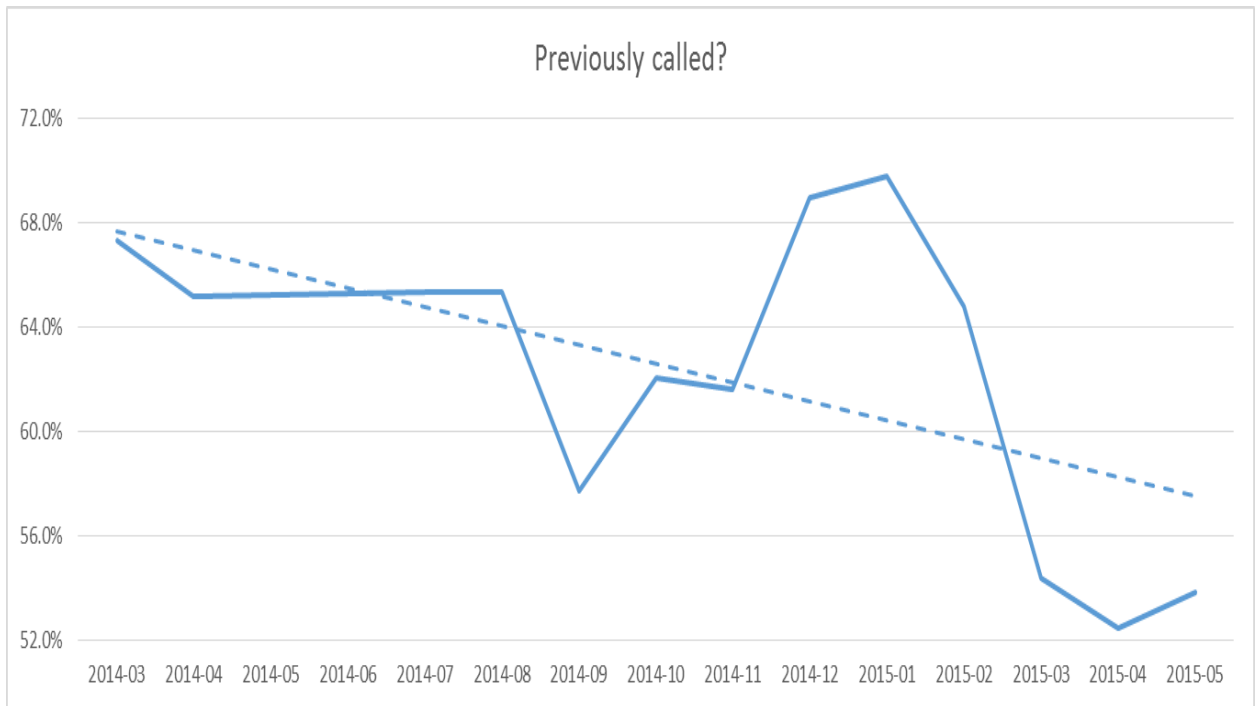
Q. How easy was it to get your query resolved?



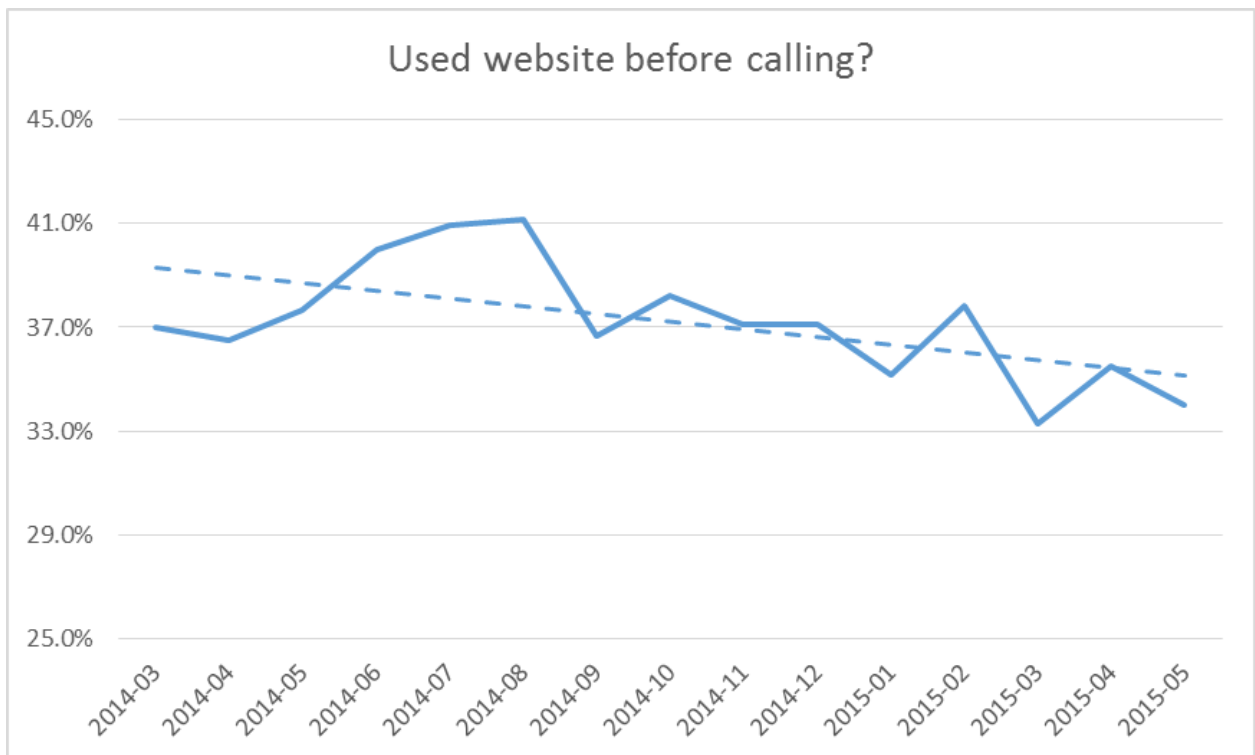
Q. How easy was it to get through to someone to talk about your query?



Q. Have you called previously with this query?



Q. Did you try and use the website to resolve your query before calling?



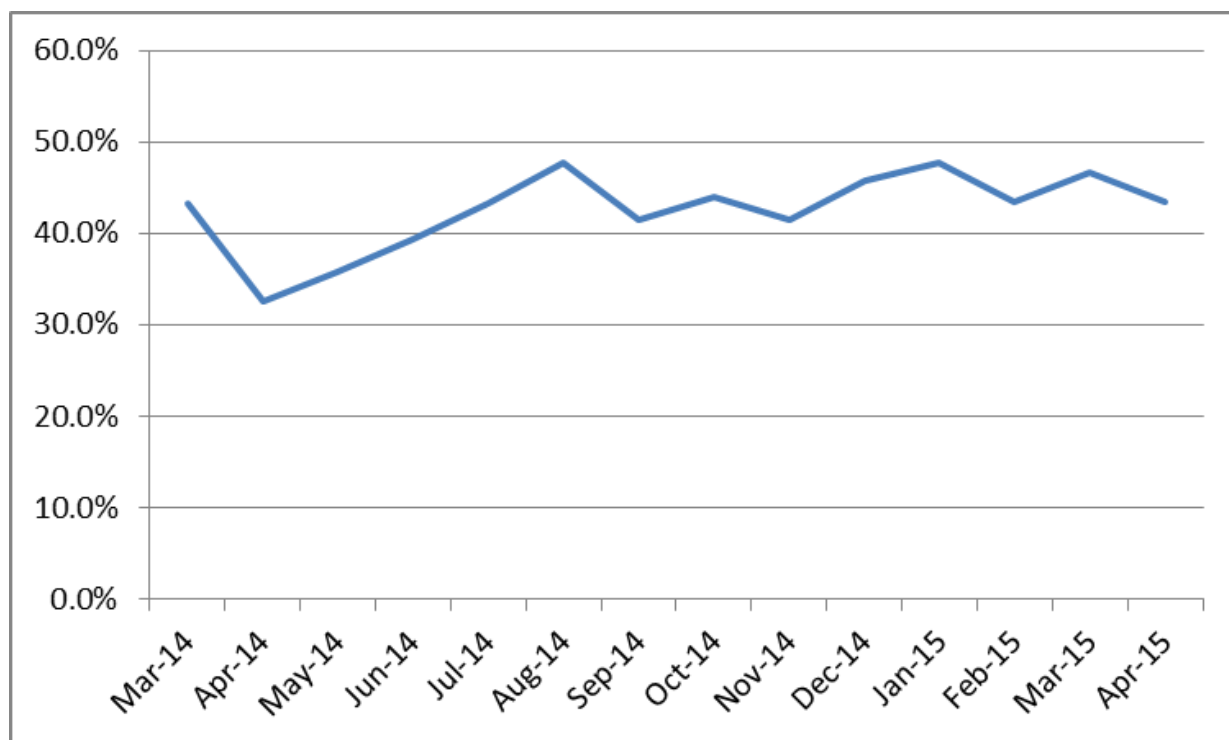
Overall citizen satisfaction by highest volume Service Areas (Contact Centre)



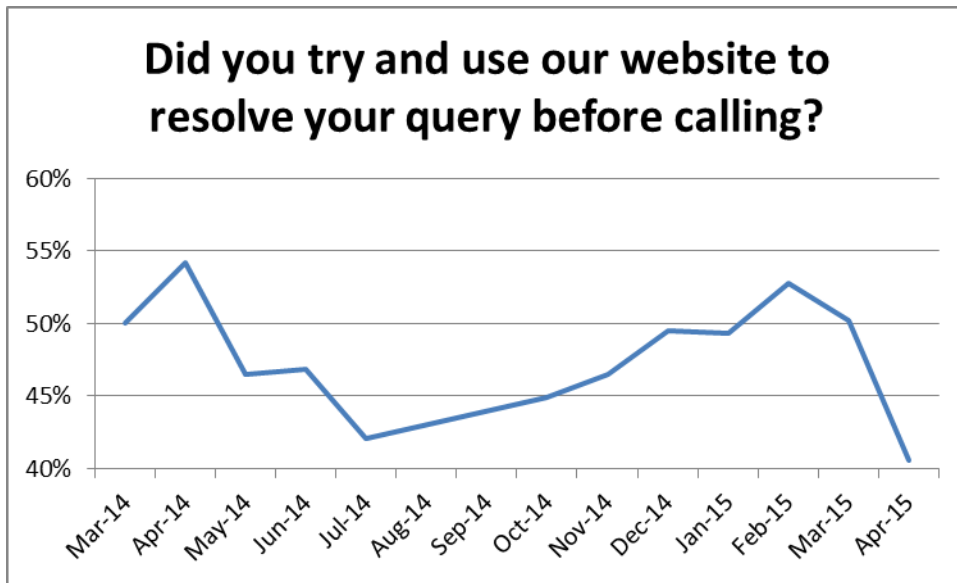
End-to-end citizen satisfaction survey

This survey sent by email to citizens when a job is closed on CRM measures the end-to-end satisfaction with their experience.

Q. How satisfied are you overall with dealing with us?



Q. Did you try and use the website to resolve your query before calling?



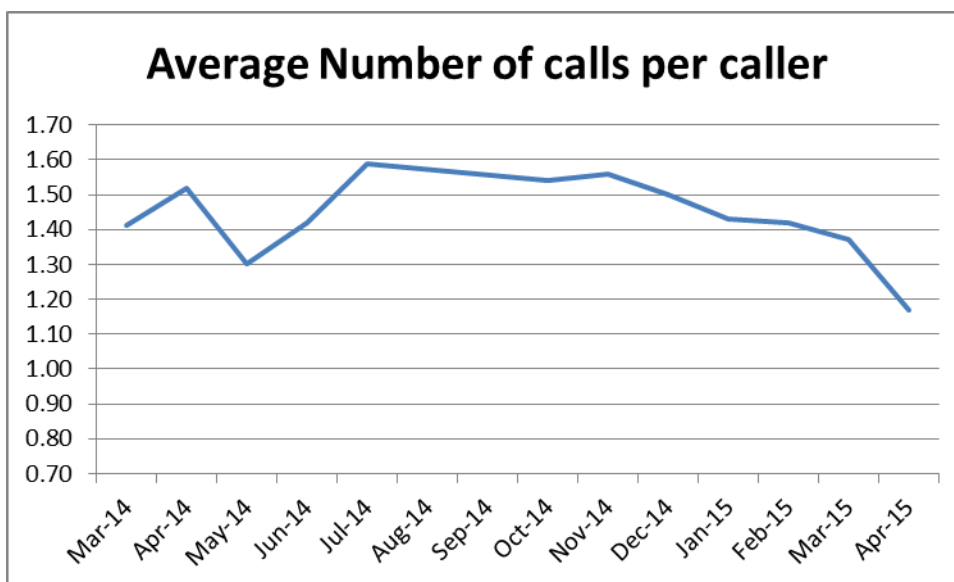
Q. How easy was it to request what you wanted?



Q. Were you advised of how long it would take to complete the job?



Q. How many times have you called previously with this query?



Q. Was the job completed to your satisfaction?



5.1 Other data available to analyse

The citizen satisfaction surveys provide us with the ability to drill down to individual Service Areas performance. We can also assess citizen 'sentiment' via the free-text comments that they leave on the SMS and email survey responses and we can track surveys back to Advisors in order to assess citizen satisfaction with individuals.

6. Complaints

6.1 Background

6.1.1 Since 1st April 2013, all complaints, compliments and comments have been handled via the corporate Your Views system, with the exception of Adults and Children's statutory complaints which have their own statutory procedure to follow.

6.1.2 All reporting comes directly from the CRM system with no manual intervention in the statistics.

6.1.3 The corporate target for complaints is to provide a full response to 90% of citizens within 15 working days. The Birmingham Promise states that a full response or update will be provided to citizens within 20 calendar days.

6.2 Complaints performance 2014/15

6.2.1 The table below shows the volume of complaints during 2014/15 and the performance by Directorate for responding to these within 10 and 15 working days. This also shows the comparison to 2013/14 and demonstrates the positive improvements made in meeting the 15 working day target.

Values		Grand Total 2013/14	Grand Total 2014/15	Q1 14/15	Q2 14/15	Q3 14/15	Q4 14/15
Economy	Volume of Complaints	3,680	3,403	1013	879	796	715
	% responded to in 10 working days	55%	75%	56%	81%	86%	85%
	% responded to in 15 working days	85%	96%	94%	94%	99%	99%
Place	Volume of Complaints	9,105	12,509	3,560	3,051	2,726	3,172
	% responded to in 10 working days	43%	66%	46%	59%	83%	80%
	% responded to in 15 working days	66%	91%	81%	89%	98%	99%
People	Volume of Complaints	207	364	78	91	101	94
	% responded to in 10 working days	24%	35%	28%	45%	36%	32%
	% responded to in 15 working days	32%	89%	72%	97%	94%	91%
Citywide	Total Volume of Complaints	12,992	16,277	4,651	4,021	3,623	3,982
	% responded to in 10 working days	46%	67%	48%	63%	82%	80%
	% responded to in 15 working days	71%	92%	83%	91%	98%	98%

6.2.2 Customer Services has introduced an escalation system whereby if a service does not achieve its monthly target, then the issue will be escalated to the Head of Service; a consecutive month would result in an escalation to the AD; and a third month would lead to escalation to the Strategic Director. This escalation process has been in place since 1 April 2013.

6.2.3 Given the positive improvements in meeting the corporate SLA the focus has switched to learning from complaints and taking actions to address the root cause. On a quarterly basis, Customer Services provide the Your Views Coordinators for each Service Area with a breakdown of the top 3 nature of complaint (i.e. staff attitude, efficiency of service, etc). The

Service Area is required to provide a report to the Customer Services on changes that will be made to the service as a result of complaints received. These Action Plans are monitored via Customer Services to ensure the proposed actions are implemented. An example of the most recent Your Views Directorate learnings report is attached at Appendix C.

6.2.4 Customer Services undertakes random sampling of complaints responses to ensure adherence to quality standards and reports findings back to Service Areas where any non-compliance is identified. As a result of this, Customer Services has developed and delivered specific training courses on 'Complaints Investigation' and 'Writing a Complaint Response' in order to ensure that staff handling complaints are aware of good practice

6.2.5 Customer Services has worked with the Directorate Coordinators to develop a Your Views Customer Satisfaction survey measure customer satisfaction with the complaints process.

6.3 Complaints procedure

When a citizen makes a complaint we are required to:

1. enter the complaint on to the CRM system and share and keep data inline with BCC Privacy Policy
2. acknowledge the complaint and provide the citizen with a reference number for that complaint;
3. investigate the complaint fully;
4. send a full response to the customer within **15 working days**, using the method of their choice. If we cannot provide a full response within 15 working days, perhaps due to the complaint being complex and requiring further investigation, then we should inform the customer of when we will be able to respond.

The complaints procedure is based on a three-stage process as below.

Stage 1 – Settle the complaint immediately

This is where we are able to resolve the issue on the spot. The Resolution Champion role introduced within the Contact Centre as part of the re-organisation is helping to ensure that complaints are resolved at the first point of contact and do not escalate to a Stage 2 or beyond.

The aim is to deal with the complaint straight away. However, this is not always possible, in which case the complaint will go straight to a Stage 2.

Stage 2 – Investigating the complaint

The department that provided the service will investigate the complaint and respond to the citizen within 15 working days.

Stage 3 – Review the complaint

If the citizen is unhappy with the Council's decision at stage 2 they can ask the Council to review it. The citizen will need to explain why they feel the Council's decision is incorrect. The complaint will then be looked at by an independent officer and the Council will respond within **20 working days**.

If the citizen is still unhappy after their complaint has been reviewed the Council will tell them what they can do next. At this stage the citizen may wish to contact the Local Government Ombudsman who will expect them to have exhausted the complaints procedure.

6.4 Citizen Satisfaction with Your Views

To ensure that the Council is following the Your Views procedure correctly and is giving our citizens the best service we send citizens a link to a Your Views satisfaction survey to ask about their experience. The most recent survey results identified the following:

- More than half of respondents complained via email or web, the rest complained via telephone with a very small % complaining via letter or face-to-face
- The majority of respondents received an acknowledgement letter
- Of those that received an acknowledgement many were not clear on the timescales when they would receive a response – this is unusual given that auto acknowledgements are sent for web and email responses and these clearly state the date by when the complaint will be responded to – we will review the acknowledgement templates to see if this could be made clearer
- The majority of respondents found it easy to make a complaint, however, many of them also found it difficult to contact the Council to discuss their complaint when it had been made.
- 50% of respondents were dissatisfied with the time it took to resolve their complaint but there is no way of identifying how long it took to resolve
- More than half of respondents were dissatisfied with the complaint response – we will review via quality checks of responses and promote ‘Responding to complaints’ training course.

Appendix A

Citizen Satisfaction Survey Questions (SMS and Email surveys)

Customer Satisfaction Survey Questions (draft) for BCC - email survey only 8th April 2014		
1	Did you try and use our website to resolve your query before calling?	Yes or No
2	How easy was it to request what you wanted?	1 to 10
3	Were you advised of how long it would take to complete your job?	Yes or No
4	Did you have to contact the council again after you first reported your request	Yes or No (if No, how many times?)
5	Was the job completed to your satisfaction?	Yes or No
6	How satisfied are you with your overall experience?	1 to 10

Customer Satisfaction Questions for Birmingham City Council (from 31st March - 25th April) - SMS		
1	Did you try and use our website to resolve your query before calling?	Yes or No
2	How many times have you called previously about this query?	1, 2, 3, 4 or more than 5
3	How easy was it to get through to talk to someone about your query?	1 to 10
4	How would you rate the person's willingness to help?	1 to 10
5	How easy was it to get your query resolved?	1 to 10
6	How satisfied are you with your overall experience of speaking with us?	1 to 10


APPENDIX B Fleet & Waste Action Plan – 2015 / 2016

Date Added Open / closed	Item or Initiative	Actions & Updates	Owner	Outcome
<p>April 2015</p> <p>Open</p>	<p>Review volumes and types of calls to the actual requests for service.</p> <ul style="list-style-type: none"> • 7076 provide information tickets recorded in January 2015. This represents 49% of calls answered. • Are customers calling about recycling collection rotations for example? • Do we need to look at Bulky waste calls vs bookings to understand what the other enquires are. • Missed collection call volumes from the IVR selection can report up to 28% of call traffic, are all these calls resulting in a missed collection being book? <p>Once understood we should look for: -</p>	<p>May</p> <ul style="list-style-type: none"> • Established around 25% of all bulky calls result in a payment, further exercise to be taken to understand what the additional calls relate to. • Provide info tickets can only be reviewed by sample checking, you can't run a report which will provide the note data recorded. • Will need to secure a resource to perform this analysis. 	<p>To be allocated (Awaiting PA role to be filled)</p>	

Date Added Open / closed	Item or Initiative	Actions & Updates	Owner	Outcome
	<ul style="list-style-type: none"> • How can we reduce volumes? • Is there a root cause? • Can the call be deflected? 			
April 2015 Open	<p>Defective tickets process.</p> <p>Currently not live with the service.</p> <p>The process will assist in driving out error and deliver service improvement. Reporting and tracking on the errors taking place will assist in reducing repeat call, escalations and complaints.</p>	<p>24/04/15 – BH has been in dialog with SW and provided the codes which are to be used to report defective tickets. BH has also provided a list of pointers of what does and does not constitute a defective ticket.</p> <p>TH to establish the go live date for clinical waste so BH can prepare the team internally at Customer Services</p>		

Date Added Open / closed	Item or Initiative	Actions & Updates	Owner	Outcome
<p>April 2015</p> <p>Open</p>	<p>Ember call foresight report (April 2015 issue)</p> <ul style="list-style-type: none"> • From October 14 to March 15 there was between 24% to 30% repeat contact. This equates to 4366 calls in January 2015 by means of illustration. • FCR over the same period averages 77%. • In March the key time for repeat calls up to 7 days = 50%. • 10% re-called within 15 minutes. <p>Further data analysis is requirement to get under the numbers. For example to understand the 15 minute recall.</p>			
<p>April 2015</p> <p>Open</p>	<p>Review work being generated in the Back Office.</p> <ul style="list-style-type: none"> • Data errors / LLPG, are these genuine errors, are numbers reducing? 			

Date Added Open / closed	Item or Initiative	Actions & Updates	Owner	Outcome
April 2015 Open	<p>Service requests via e-mail to the Back Office.</p> <p>Review volumes being received by Back Office and the sources of the requests.</p> <ul style="list-style-type: none"> • Can we close down old e-mail addresses? • Can we bounce back requests from Contact@ • Can we stop all e-mail handling to encourage channel shift to the web. 	<p>24/04/15 – Agreement reached between KM & BH to close down legacy e-mail address which are filtering through to Contact@Birmingham inbox. Additionally it was agreed to cease processing jobs being reported via Contact@Birmingham and instead to send a response back steering the customer with a link to self-serve.</p> <p>June 2015</p> <ul style="list-style-type: none"> • Aim is to close down legacy inboxes such as “Recycling@Birmingham”. FV / Joe O trying to establish what the inboxes are. • Send back a response to Contact@birmingham e-mails steering the customer online. • Have discovered there is another inbox customers are using Fleet&Waste@servicebirmingham – This looks as if it has been a creep over time, this should not be in the public 	<p>BH / Ops</p>	


Date Added Open / closed	Item or Initiative	Actions & Updates	Owner	Outcome
		<p>domain. We will use the response for contact@birmingham on this mail box. Joe also needs to flush out the users of this inbox.</p> <ul style="list-style-type: none"> Once legacy inboxes have been established a Change will be raised with SBIT to close them down. Like highways, I have asked Stuart for a copy of this CR. <p>The following is the response to be used on the inbox.</p>  <p>Fleet & Waste - Email Job Response -June :</p>		
<p>April 2015</p> <p>Open</p>	<p>IVR</p> <ul style="list-style-type: none"> Review the layers Ease of journey Length of time to navigate Review the content, is it repetitive for example telling customers to go on line. Are splits / options fir customer use or MI. If MI is it being used? <p>Where there is option split, analysis the usage to establish</p>	<p>June 2015</p> <p>First draft review taken</p> <ul style="list-style-type: none"> We can maybe reduce some wording in some of the scripting The repeated use of www.birmingham.gov.uk need to be reviewed Missed collections – we ask customers to split out the type of missed collection (5 options) but where is this being used? Stating that the green service is now a chargeable service – This is year 2, do we still need this? 		


Date Added Open / closed	Item or Initiative	Actions & Updates	Owner	Outcome
	<p>changes in demand by month and across the year. This could identify events that drive call demand.</p> <p>The Ember call insight report shows 55% of customers abandon their call when waiting up to 5 minutes. 29% of customers wait up to 10 minutes. This could be reflective of the pre IVR messaging adding queue time for the customer.</p>	<p>This feedback needs to feed into the review the service improvement team is undertaking.</p>		
<p>April 2015</p> <p>Open</p>	<p>Complaints & Customer Satisfaction</p> <p>Review of complaints & C-Sat reporting or actual complaints to establish themes and trends which are causing repeat demand or failure.</p> <p>There is a high volume of your views raised in Fleet & Waste, in January 2015 there was 946 of which 763 were complaints.</p>	<p>June 15</p> <ul style="list-style-type: none"> Action to be picked up when Performance Analyst is in post. Aim is to drill down on the verbatim feedback from the C-sat to build up insight and themes. Build up a month on month C-Sat insight 		

Date Added Open / closed	Item or Initiative	Actions & Updates	Owner	Outcome																														
April 2015 Open	<p>Collate and gather reports of service failure and use information to drive improvements.</p> <ul style="list-style-type: none">Engagement with resolution champs / logsError reporting to the BA teamDefective ticket reporting <p>Findings can be delivered via the meeting set up of: -</p> <ul style="list-style-type: none">Monthly review meetingsService improvementOperations improvement group	<p>May 2015</p> <ul style="list-style-type: none">I have taken a review of the log sheet and cut it to the attached. This represents 1 res champ over the first 4 weeks of being in place.There is in total 90 records which have been recorded as a service area failure of which 70 appear to be missed collection related, <table><tr><th>Missed Collections</th><th>Vol</th><th>%</th></tr><tr><td>Refuse</td><td>17</td><td>24.3%</td></tr><tr><td>Recycling</td><td>17</td><td>24.3%</td></tr><tr><td>Bulky</td><td>5</td><td>7.1%</td></tr><tr><td>Green</td><td>3</td><td>4.3%</td></tr><tr><td>Communal</td><td>2</td><td>2.9%</td></tr><tr><td>Container</td><td>5</td><td>7.1%</td></tr><tr><td>Assisted</td><td>14</td><td>20.0%</td></tr><tr><td>Asbestos</td><td>7</td><td>10.0%</td></tr><tr><td>Total</td><td>70</td><td></td></tr></table> <p>The other 20 issues relate to other reasons connected to wheelie bins, fly tipping, address updates and clinical. 10 of the customers are repeat reports / escalations to the resolution champ (highlighted in green on the attached) which would suggest the customers report or</p>	Missed Collections	Vol	%	Refuse	17	24.3%	Recycling	17	24.3%	Bulky	5	7.1%	Green	3	4.3%	Communal	2	2.9%	Container	5	7.1%	Assisted	14	20.0%	Asbestos	7	10.0%	Total	70			
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Date Added Open / closed	Item or Initiative	Actions & Updates	Owner	Outcome
		<p>issue is not being resolved.</p> <p>This has been shared with the service area Assistant Director.</p> <p>June 2015</p> <ul style="list-style-type: none"> This analysis to be developed when Performance Analyst is in post in order to build up a month on month insight. 		
<p>April 2015</p> <p>Open</p>	<p>Providing advisors with view only access to MAPPS.</p> <p>There is more meaningful data being capture within MAPPS compared to the update to CRM. The data in MAPPS would aid the advisor better in handling the call.</p> <p>For example – CRM will state “Job Closed no further action” but MAPPS will state the bin was not presented.</p> <p>There are developments with “Slab In The Cab” to consider as the technology rolls out across the service and what updates</p>	<p>June 2015</p> <p>The need to provide MAPPS to advisors is the main is avoid with the introduction of slab in the cab. The integration to CRM will provide advisors in the Contact Centre with live updates. The first phase of this starts on July 6th.</p>	<p>BH / Service Area</p>	

Date Added Open / closed	Item or Initiative	Actions & Updates	Owner	Outcome
	integration with CRM will offer.			
April 2015 Open	<p>Financial Impact</p> <p>Establish the key drivers which constitute cost to the Service Area or Customer Services. For example: -</p> <ul style="list-style-type: none"> • Cost of repeat calls • Cost of reduced channel shift • Cost of error <p>Cost of resolution management</p>			
April 2015 Open	<p>Clinical Waste</p> <p>Currently customers needing a sharps box collection needs to call and book a collection each time. If a regular collection is needed can this not be set up to be a scheduled collection?</p> <p>This would avoid calls, need to establish the volumes involved for sharps.</p>			

Date Added Open / closed	Item or Initiative	Actions & Updates	Owner	Outcome
May 2015 Open	<p>Analysis on the IVR split for F&W shows there is on average 1500 to 2000 calls per month for Bulky Waste. However 25% of the calls on average result in a booking.</p> <p>Need to establish what the other 75% of calls are for.</p>			
April 2015 Closed	Undertake and outbound calling campaign to understand and obtain feedback from customers who had taken up the green waste service for 2015. Aim is to ask 6 questions and gain verbatim feedback,	<p>April 2015</p> <ul style="list-style-type: none"> Outbound calling commenced using 2 advisors from the F&W dedicated team. <p>May 2015</p> <ul style="list-style-type: none"> Attached report produced on findings and presented to service area. 	BH	 <p>Green Waste Survey Results - April 2015.d</p>

Date Added Open / closed	Item or Initiative	Actions & Updates	Owner	Outcome
May Closed	A set of golden rules and check list was developed for advisors to support with reports of missed collection from Citizen. Due to a number of changes due to the F&W service transformation there was additional requirements to follow. Errors being made by the Contact Centre are impacting the citizen and the service area.	May 2015 <ul style="list-style-type: none"> Golden rules formed and agreed between Customer Services and F&W. Advisors briefed and visual aids created An easy missed collection check list developed to support the golden rules New daily reporting formatted by F&W to support the Contact Centre in error management. 	BH	Copy of the golden rules and check list.  Missed Collection Desk Aid - BH Version

APPENDIX C

Your Views Directorate Learnings Summary

Service	L4 service	Local Root cause Analysis	Diagnosis	Actions
Business Development & Innovation	Business Development & Innovation	Failure to explain thoroughly the reasons why a business was not eligible for grant	Failure to explain	Discussions already held with the author of the letter to share best practice and the expectations of what is required in a grant decision letter.
Business Improvement	Business Improvement	Delay in handling general enquiries.	Staff absence, high workloads, caused prioritisation to take place with enquiries being lowered in importance and therefore general enquiries were not handled in time	Management have now appointed additional resource to assist the team.
City Centre Management	City Centre Partnerships	Third Party related for which we are unable to control but can advise for future regeneration projects	Unable to retrospectively control the situation through planning as we are unable to enforce the provision of disability access.	Discussed with relevant project managers to raise awareness of disability access for Golden Triangle regeneration in the same area
Library & Archive Services	Central Library - General	Increased noise levels and the consumption of food	The vision of the Library was to be like no other in order to deliberately attract new users and visitors. In this we have been successful and the building has become a tourist attraction but with it has come the increase in noise levels not normally associated with old style libraries.	<ul style="list-style-type: none"> • Review of procedures and policy for eating and drinking in the library to be carried out. • Explain to customers that a heavily used building will generate greater noise levels due to the sheer volume of people the library attracts. • Remind public that members of the library can book private rooms (study carrels) to undertake research or undisturbed study. • Reminder that a quiet study area is located on 2nd floor at the front of the building and also on 4th floor. • Staff and security to police the quiet study areas to try and reduce the amount of noise generated. • It is our intention in the near future to erect partitioning to demark an area on the 1st floor for the purpose of quiet study. • Remind the public that drinking from a bottle is allowed anywhere in the building, but drinking from cups is allowed on the terraces or cafes only. • Only food and drink purchased from the café can be eaten within the designated areas. • Customers eating outside of these areas will be challenged by staff and asked to relocate. • Library staff, specialist security personnel and CCTV systems will be used to police these issues.

Service	L4 service	Local Root cause Analysis	Diagnosis	Actions
Library & Archive Services	Central Library - General	lack of understanding of staff especially IT related problems resulted in poor customer service	Review of policy and procedures for customer service department to be carried out	Review staff rotas so that they are able to build up expertise in each service area. Staff will work closely with duty manager and incident manager when they require help and advice. Ensure staff 121 interviews are undertaken on a regular basis. Staff have been provided with communication devices to enable them to make contact with other staff quickly and efficiently. Refresher courses will be arranged for staff to include customer service, manual handling, first aid and fire evacuation
Planning Management Support	Planning Enforcement	The cause for the increase in service complaints about disagreement with an enforcement decision is linked directly to an increase in enforcement complaints about breaches in planning control. It is also linked to closure of enforcement complaint cases and there is very little that can be done to prevent complaints about our decisions.	Further proactive work is needed to manage customer expectations. This way we can educate complainants on what action can be taken and the reasons why enforcement action is unlikely.	Improved and more detailed leaflet information available on the web to manage complainants expectations. Direct officer contact details are now provided to allow discussion and explanation to aid the complainants understanding of our decision.
Benefits	Benefit Enquiry - Payment Enquiry	<u>Reconsider of benefit</u>	This is where customers believe we haven't got their benefit details correct, linked to updating of DWP passported benefits which customers don't associate or customers failing to report changes	Due to the nature of Benefits, with the continuation of the SSSC, and the use of DHP funds, all cases had to be reviewed in the first quarter of the year, this action has now been completed. Although the volume of complaints has increased, the % of justified complaints has reduced. This demonstrates that the customers experiencing financial pressures and reliant on benefit will continuously use the complaints process even if prematurely to establish their full entitlement.

Service	L4 service	Local Root cause Analysis	Diagnosis	Actions
Benefits	Housing Benefit - Change in Circs	<u>Customer did not provide the Requested Information</u> Due to the nature of the Service relying on information provided by the DWP and the customer to enable an se,	Customers writing in, however the information relates to change in circumstances, payments of HB, or general enquiries. In context in the number of changes that are processed in the quarter, the level is very low.	The service area have developed a customer service promise. And continues to ensure in the main that speed of processing is high. Of total complaints received for Q3 for Benefits delays in processing where there was a justification equated to 0.02% of the entire number of items processed in the same period.
Benefits	Housing/Council Tax Benefit - New Claim	<u>Delays in Processing</u> Due to the nature of Benefits, with continuation of the SSSC, use of DHP funds, introduction of the Benefit Cap and review of Discounts (Including Single Person Discount) by the Revenues Service, there will always be an overlap of complaints between the two Services, due to the reliance on both Services working together, and correspondence being dealt with simultaneously	Customers writing in, however the information relates to change in circumstances, payments of HB, or general enquiries. In context in the number of changes that are processed in the quarter, the level is very low.	The service area have developed a customer service promise. And continues to ensure in the main that speed of processing is high. Of total complaints received for Q3 for Benefits delays in processing where there was a justification equated to 0.02% of the entire number of items processed in the same period.
Rents	Hsg - Account Refund Request	Delay in customers receiving a credit refund	Further examination of resources and demand ongoing. The volume of complaints is very low, in comparison to the number of refunds required.	The restructure of the Rent Service was completed in Nov 2013. The restructure introduced an Inbound team as the first point of contact in the arrears recovery process. Initially the team consisted of temporary staff until September 2014, when permanent appointments were made. An extensive & comprehensive programme of training was introduced.
Revenues	Council Tax Enquiry	Recovery method applied	Customers will be unhappy where a final notice is issued, when they believe they have made all required payments. However, unless the customer indicates the correct account, payments are always allocated to oldest outstanding account first	* Continued improvement the outcomes through the benefit of Special payment arrangements, including removing associated costs. * Introduction the use of TEXT messaging a couple of days prior to reminder being issued, to remind customer payment is due (due to go live April 15) * More use of telephone contact with Customers where payment arrangements can be made

Service	L4 service	Local Root cause Analysis	Diagnosis	Actions
Revenues	Council Tax Payment Investigation	Incorrect bill	Bills issued whilst awaiting benefit awards, or review of benefit entitlements, awaiting decision on DHP, or Discounts	Introducing the removal of costs on any final payment of a Single Person Discount by Direct Debit
Revenues	Council Tax Refund/ Transfers	Clarification of Bill	Bills issued whilst awaiting benefit awards, or review of benefit entitlements, awaiting decision on DHP, or Discounts	Introducing the removal of costs on any final payment of a Single Person Discount by Direct Debit
Business Development & Innovation	Business Development & Innovation	Failure to explain thoroughly the reasons why a business was not eligible for grant	Failure to explain	Discussions already held with the author of the letter to share best practice and the expectations of what is required in a grant decision letter.
Business Improvement	Business Improvement	Delay in handling general enquiries.	Staff absence, high workloads, caused prioritisation to take place with enquiries being lowered in importance and therefore general enquiries were not handled in time	Management have now appointed additional resource to assist the team.
City Centre Management	City Centre Partnerships	Third Party related for which we are unable to control but can advise for future regeneration projects	Unable to retrospectively control the situation through planning as we are unable to enforce the provision of disability access.	Discussed with relevant project managers to raise awareness of disability access for Golden Triangle regeneration in the same area
Planning Management Support	Planning Enforcement	The cause for the increase in service complaints about disagreement with an enforcement decision is linked directly to an increase in enforcement complaints about breaches in planning control. It is also linked to closure of enforcement complaint cases and there is very little that can be done to prevent complaints about our decisions.	Further proactive work is needed to manage customer expectations. This way we can educate complainants on what action can be taken and the reasons why enforcement action is unlikely.	Improved and more detailed leaflet information available on the web to manage complainants expectations. Direct officer contact details are now provided to allow discussion and explanation to aid the complainants understanding of our decision.

Service	L4 service	Local Root cause Analysis	Diagnosis	Actions
Housing needs	Housing needs	<p>Assessing Needs Northfield and Newtown Offices - Efficiency of service / roofless: Due to staffing shortages Northfield office no longer offers pre booked appointments and provides a walk in service only until further notice. Again for the same reason Newtown only offers pre booked appointments only until further notice. This message is relayed to customers through the contact centre and officers are directing persons to the appropriate offices dependent on their circumstances.</p> <p>Birmingham Home Choice - Efficiency of service: When customers are shortlisted for a property upon which they have bid they are suspended from bidding on further properties until the outcome of their earlier bid is known. If after the viewing the outcome is not passed back in a timely way the customers application can remain suspended for longer than it needed to be.</p> <p>Recently a large number of enquiries have been received from customers wanting to be released from bidding cycles after the viewing outcome. A more robust system is to be put in place between the allocations service and the voids teams to ensure that all properties viewed are outcomed post viewing. A cleanse of unoutcomed properties is also to be undertaken.</p> <p>Medical Assessment - Efficiency of service: In the last quarter there was a review of the Health and Housing assessment process. The team now contacts the customer to undertake a telephone based assessment. This is an improvement for the customers as it reduces the number of forms a customer has to complete in order to obtain an assessment. There has been an increase in the demand for such assessments. The process is further being reviewed to reduce the overall timescale to complete the assessment.</p> <p>Temporary Accommodation - Efficiency of service: BCC's temporary accommodation team offers a variety of tenures as temporary accommodation. The majority of enquires relate to repairs or issues occurring in the temporary accommodation property. The accommodation is either provided through BCC or through the private sector landlords via their agents. The length of time to resolve such issues is dependent on the landlord type and the associated service level agreement. Contact centre staff are being trained on the various types of temporary accommodation to enable them to speedily report temporary accommodation issues to the appropriate team.</p>		
Car Parking	PCN Written Other for Specialist	PCN Process.	Complainants should have followed the PCN appeal process.	No Actions
Car Parking	Service Spec Enquiry - Parking	First point of contact between Customer and Contact Centre/CEO's.	Alleged Contact Centre and CEO's attitude, 4no. Complaints which were not justified.	Feedback given to Contact Centre and CEO's
Car Parking	Specialist Use of Car parks	First point of contact between Customer and Contact Centre/CEO's.	Alleged Contact Centre and CEO's attitude, 1no. Complaint which was not justified.	Feedback given to Contact Centre and CEO's
Fleet and Waste Mgt	Wheelie Bins Enquiry	Resistance to change from residents	Improved communication with residents during wheelie bin roll-out and improvements to .Gov web site	

Service	L4 service	Local Root cause Analysis	Diagnosis	Actions
Fleet and Waste Mgt	Wheelie Bins Enquiry	Some initial problems experienced in Redfern during Stabilisation	Continued engagement with residents. Increased Stabilisation period for Redfern. Updated Lessons Learned	
Fleet and Waste Mgt	Refuse& Recycling: Missed Collection	A report is being circulated to SMT which identifies repeat missed collections and this will be used to determine root causes	Engagement with residents to determine reasons for service issues / work with Waste Prevention Team	
Housing Repairs	Wilmott Dixon (Repairs North)	Heavy rain fall in 2014 caused leaks. This lead to an increase in roof repairs and the change in weather is now bringing further issues to light, e.g damp caused by the previous leak	1. Weather related issues that could not be foreseen.	NA
Housing Repairs	P H Jones (Gas North)	PH Jones had issues with new technology which impacted on service delivery. There was also a secondary cause but we are unable to disclose this detail.	1. Issue with new technology. 2. Other	Snr management highlighted this issue in Dec 2014. They met with the contractors and established the reason for service issues. A service improvement plan has put in place.
Housing Repairs	P H Jones (Gas North)	PH Jones had issues with new technology which impacted on service delivery. There was also a secondary cause but we are unable to disclose this detail.	1. Issue with new technology. 2. Other	Snr management highlighted this issue in Dec 2014. They met with the contractors and established the reason for service issues. A service improvement plan has put in place.
Housing Repairs	P H Jones (Gas North)	PH Jones had issues with new technology which impacted on service delivery. There was also a secondary cause but we are unable to disclose this detail.	1. Issue with new technology. 2. Other	Snr management highlighted this issue in Dec 2014. They met with the contractors and established the reason for service issues. A service improvement plan has put in place.

Service	L4 service	Local Root cause Analysis	Diagnosis	Actions
Housing Repairs	Willmott Dixon (Repairs South)	This is a small increase due to issues with fencing jobs from earlier in the year. Fencing jobs related to Efficiency of service. This is due to categorisation of complaint reason. This is still being addressed as it is subjective.	Miscommunication between Contractors and Asset Management	Agreement with Willmott Dixon that all fencing jobs are to be completed by yr end. All new fencing jobs will be completed within SLA.
Housing Repairs	Mears (Repairs Central)	Inclement weather increasing volumes	Unforeseen weather related	None required
Housing Repairs	Morrison (Gas South) Contracted to Mears	Root cause analysis indicates a need for Mears to balance resources between new heating system installation programmes and gas repairs in order to ensure priority to the latter as this was having an adverse impact on service delivery in specific cases.	1. Allocation of resources. 2. Seasonal increase -winter boiler issues as people are using their boilers more.	Senior management bought Mears in (Dec) to discuss and resolve issues with resourcing of gas installation programme and maintaining existing resources for day to day repairs.
Housing Repairs	Morrison (Gas South) Contracted to Mears	Root cause analysis indicates a need for Mears to balance resources between new heating system installation programmes and gas repairs in order to ensure priority to the latter as this was having an adverse impact on service delivery in specific cases.	1. Allocation of resources. 2. Seasonal increase -winter boiler issues as people are using their boilers more.	Senior management bought Mears in (Dec) to discuss and resolve issues with resourcing of gas installation programme and maintaining existing resources for day to day repairs.

Service	L4 service	Local Root cause Analysis	Diagnosis	Actions
Housing Repairs	Mears (Gas Central)	Root cause analysis indicates a need for Mears to balance resources between new heating system installation programmes and gas repairs in order to ensure priority to the latter as this was having an adverse impact on service delivery in specific cases.	1. Allocation of resources. 2. Seasonal increase -winter boiler issues as people are using their boilers more.	Senior management bought Mears in (Dec) to discuss and resolve issues with resourcing of gas installation programme and maintaining existing resources for day to day repairs.
Housing Repairs	Mears (Gas Central)	Root cause analysis indicates a need for Mears to balance resources between new heating system installation programmes and gas repairs in order to ensure priority to the latter as this was having an adverse impact on service delivery in specific cases.	1. Allocation of resources. 2. Seasonal increase -winter boiler issues as people are using their boilers more.	Senior management bought Mears in (Dec) to discuss and resolve issues with resourcing of gas installation programme and maintaining existing resources for day to day repairs.
Housing Repairs	Mears (Gas Central)	Root cause analysis indicated that Mears' management were moving resources around the city and this was having an adverse impact on service delivery in specific areas.	1. Allocation of resources. 2. Seasonal increase -winter boiler issues as people are using their boilers more.	Senior management bought Mears in (Dec) to discuss and resolve issues with resourcing of gas installation programme and maintaining existing resources for day to day repairs.
Housing Repairs	Council Officer (Capital Team)	1. Surveyors visiting properties 2. Works commencing in their estate 3. Lack of clear communication after a survey has taken place 4. Increased knowledge of Capital Investment	1&3. Communication from surveyors to tenants is not 100% clear. 2. Investment carried out on an expire lifecycle and not street by street basis 4. Confusion of how investment programmes are programmed	1&3 Develop a leaflet Q&A to advise on reason for survey and to remove any miss understandings 4. Ensure all communication is clear and concise including the webpage and over the telephone, create better awareness of programme formulation
Parks & Nature Cons	Shrub/Hedge pruning	Customers' enquiries to reflect seasons growth in vegetation.	Green & Growing environment	Continued monitoring to ensure compliance and meeting programme deadlines.

Service	L4 service	Local Root cause Analysis	Diagnosis	Actions
Sport & Events	Major Events	Various - from access problems to issues with stallholders / security.	The markets do affect normal access, but alternative routes are made clear with signage. Some people see this as a disadvantage.	Most complaints resolved with third parties ie Security Company / Stallholders or by Duty Manage on-site. More serious issues are discussed at Internal Meetings and SAGs or referred to relevant section i.e. Trading Standards.
Sport & Events	Sports Events	Road closures.	As part of the race, we have to implement a number of road closures and diversions along one of the major routes into Birmingham.	Customers complaints were taken on board, residents affected by the route are given prior notice by way of letter drops. Anything major was reported to the SAG and measures will be implemented if necessary.
Sport & Events	Sports Events	Road closures.	As part of the race, we have to implement a number of road closures and diversions along one of the major routes into Birmingham.	Customers complaints were taken on board, residents affected by the route are given prior notice by way of letter drops. Anything major was reported to the SAG and measures will be implemented if necessary.
Housing Management	District Area Management Edgbaston		The Complainants made incorrect assumptions about an officer and the way they dealt with a case	The officer concerned has been moved to another location. No further complaint received and no new complaint received from the officers new location
Housing Management	District Area Management Hall Green	Not done in a timely matter	Justified	Officer spoke to about performance issue
Housing Management	District Area Management Hodge Hill	Customer not happy with offer and the condition of garage.	Partly justified	Explained the void standards. We cannot meet everyone's expectations in terms of what they like/don't like
Housing Management	District Area Management Hodge Hill	These are not services delivered by the local housing team.	Justified	We have no control over these services therefore cannot implement improvements. Complaints fed back to relevant service areas
Housing Management	District Area Management Sutton	1) Service charges have been explained at Sheltered Housing Liaison Board and minutes sent to scheme, also the line manager of the scheme has emailed the customers with a breakdown off service charges. 2) Plans for development are still being considered & costed so no information available to be	1)No previous complaints received. 2) No previous complaints received. 3) Improve communication on timescales on development updates.	1) No actions 2) Update on development. 3) Monthly reporting process for contractors in place.

Service	L4 service	Local Root cause Analysis	Diagnosis	Actions
		given Customers have been advised. 3) Process of reporting concerns advised and explain dhow contractors are monitored		
Housing Management	District Area Managemen t Yardley	Customers did not like the wording of our letters	Partly justified	We explained to the tenants that the letters have to be written in such a way so that people are clear on what is expected of them and the likely consequences of not allowing the visit to proceed.
Housing Management	District Area Managemen t Yardley	Issues at the property relating to repairs, works after a mutual exchange was completed.	Partly justified	City wide looking at the process in relation to the process for tenants leaving property in a fit state after moving out.
Housing Management	Housing Managemen t	This was a private tenant renting a leaseholder property.	The items in the letter were not the councils responsibility but the leaseholders. This was also the first time the council had received information on these issues.	NA
Neighbourhoo d Offices	Northfield NO - Northfield	None	1) Justified - Building Issues - No space within main office to locate public telephone. 2) Unjustified - Lack of communication - The customer was known to the staff as a 'special case' who needed to be seen as priority. However the Advisor was unable to explain this to the customer at the time due to data protection.	1) When the main office is refurbished the phone will be removed from the corridor. Two telephone booths will be located within the main office. 2) A notice will be displayed at reception stating that it may be necessary for customers to be seen out of turn on occasions due to special circumstances.
Tenancy Management	Hsg - Mutual Exchange Proposal	The legislation give the council only a few grounds to refuse a proposal. Most disputes are regarding tenant responsible repairs and the delays these cause	NA	NA

Service	L4 service	Local Root cause Analysis	Diagnosis	Actions
Tenancy Management	Hsg - Mutual Exchange Proposal	Process can take a long time to complete once we have all the information we have 42 days to make a decision and then there is the time to arrange a multiple assignment.	Waiting times now back on schedule	Additional resources deployed
Const. Eng	Request for Parking	None	1) Justified? - The original complaint had been dealt with and the issue should have been referred to the police. 2) Justified - Engineer did not respond to original enquiry. 3) Justified? - Contractor misread instruction and H marking was incorrectly marked out.	1) No action 2) Site visit undertaken and letter sent to customer explaining the process. 3) No action



Corporate Resources O&S Committee: Work Programme 2015/16

Chair: Cllr Waseem Zaffar

Committee Members: Cllrs: Randal Brew, Marje Bridle, Tristan Chatfield, Matthew Gregson, Jon Hunt, Changese Khan, Narinder Kaur Kooner, Chaman Lal, Yvonne Mosquito, Gary Sambrook, Ken Wood

Committee Support: Scrutiny Team: Emma Williamson (464 6870), Jayne Power (303 4810)
Committee Manager: Victoria Williams (303 7037)

1 Meeting Schedule

Date	Item	Officer contact
16 June 2015	<i>Informal Meeting</i>	Emma Williamson/Jayne Power, Scrutiny Office
14 July 2015, 2pm Committee Room 2	Member development: <ul style="list-style-type: none"> Update on Member Development Programme Members as community leaders (Citizens UK – to be confirmed) <i>Outcome:</i> to support the development of a member development programme	Emma Williamson/Jayne Power, Scrutiny Office
	The Customer Journey: <ul style="list-style-type: none"> Briefing on work undertaken by former Governance, Resources and Customer Services O&S Committee; Customer satisfaction trends analysis Briefing note on complaints process <i>Outcome:</i> to agree two or three key lines of enquiry	Chris Gibbs, Service Director, Customer Services
08 September 2015	<i>Leader's Update</i> Part 1: To answer questions on the Leader's Policy Statement, the Boundary Commission work and the Combined Authority	Deborah Harries, Head of Public Affairs
	<i>Leader's Update</i> Part 2: To update members on the Future Council programme, including <ul style="list-style-type: none"> Financial strategy <i>Tracking:</i> Are Ward Committees Fit for Purpose <i>Tracking:</i> Devolution – Making it Real 	
	<i>Terms of reference: customer journey inquiry</i>	



Date	Item	Officer contact
27 October 2015	Cabinet Member for Commissioning, Contracting and Improvement <ul style="list-style-type: none"> To set out key priorities <i>Tracking:</i> Council Commissioning and Third Sector Organisations 	Jon Lawton, Cabinet Support Officer Nigel Kletz, Assistant Director Procurement
	Report back on Golden Square	
10 November 2015	<i>Deputy Leader:</i> <ul style="list-style-type: none"> To set out key priorities, including finance <i>Tracking:</i> Service Birmingham <i>Tracking:</i> Citizen Engagement <i>Tracking:</i> Birmingham Promise (and report on targets within Birmingham Promise) 	Rebecca Grant, Cabinet Support Officer
8 December 2015	<i>Inquiry session: Customer Journey</i>	
19 January 2016	<i>To be confirmed: Performance of property portfolio (Deputy Leader)</i>	
	<i>To be confirmed: Children and Families with No Recourse to Public Funds – action plan update</i>	
	<i>To be confirmed: Acivico – Contract Performance Update – to be confirmed</i>	
9 February 2016	<i>Review of District and Ward arrangements</i>	
8 March 2016	Leader <ul style="list-style-type: none"> To report on progress made over the year Deputy Leader <ul style="list-style-type: none"> To report on progress made over the year Cabinet Member for Commissioning, Contracting and Improvement <ul style="list-style-type: none"> To report on progress made over the year 	
12 April 2016		

2 To be Scheduled

- Birmingham Promise – review content for 2016/17 (December?)
- Birmingham Highways and Amey – Contract Performance Update
- Boundary commission – further update in October?



- Finance reporting
- Birmingham's local Council Tax Support scheme (October?)

3 Other Meetings

Call in Meetings

Petitions

None scheduled

Councillor Call for Action requests

None scheduled

The Committee approved at hours as a suitable day and time each week for any additional meetings required to consider 'requests for call in' which may be lodged in respect of Executive decisions.

4 Forward Plan for Cabinet Decisions

The following decisions, extracted from the Cabinet Office Forward Plan of Decisions, are likely to be relevant to the Corporate Resources remit.

ID Number	Title	Portfolio	Proposed Date of Decision
000243/2015	Considerations around a potential Combined Authority	Leader	20 July 2015
	Winning Resources for Birmingham City Council Priorities – Standing Item	Leader	20 July 2015
	Discharge of Accountable Body Arrangements for AMSCI – Standing Item	Leader	20 July 2015
	Considerations around a potential Combined Authority	Leader	21 September 2015
000047/2015	Variation to Wholesale Markets Business Case	Deputy Leader	20 July 2015
	Corporate Revenue Monitoring Report Month 2	Deputy Leader	20 July 2015
	Building Birmingham 2015/16 – Phase 2 BMHT New Starts Programme – Jarvis Road, Erdington and Radnor Road, Lozells Public	Cabinet Member for Commissioning, Contracting and Improvement	21 September 2015