

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

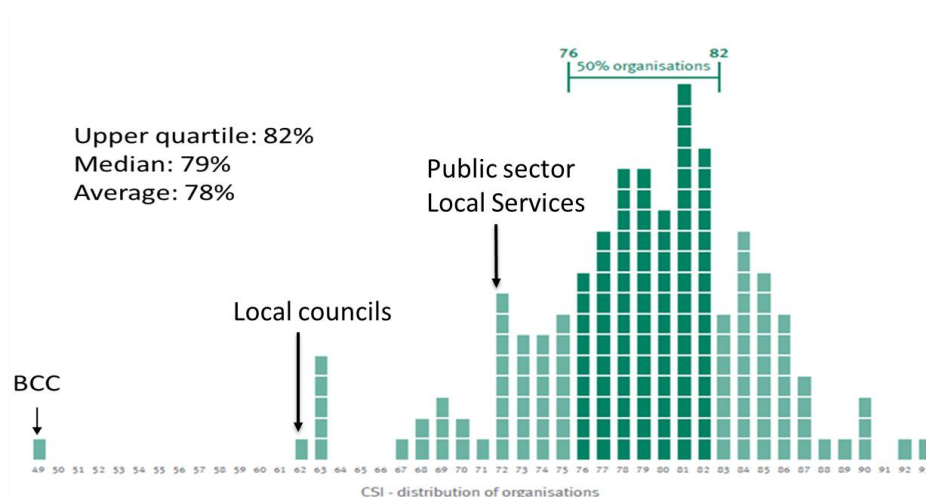
Chris Gibbs – Service Director, Customer Services
Tel: 0121 464 6387
Email: chris.gibbs@birmingham.gov.uk

Evelyn Bingham, Customer Services
Tel: 07823 534961
Email: evelyn.bingham@birmingham.gov.uk

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

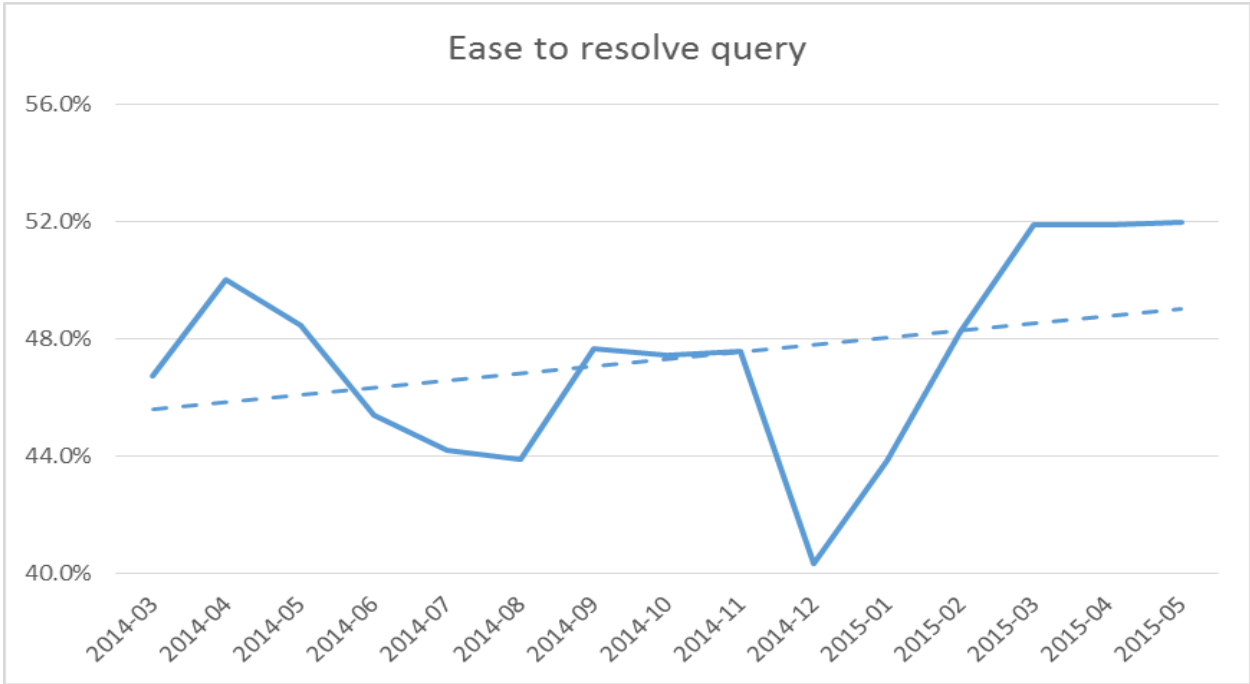
Q. How satisfied are you with your overall experience of speaking with us?



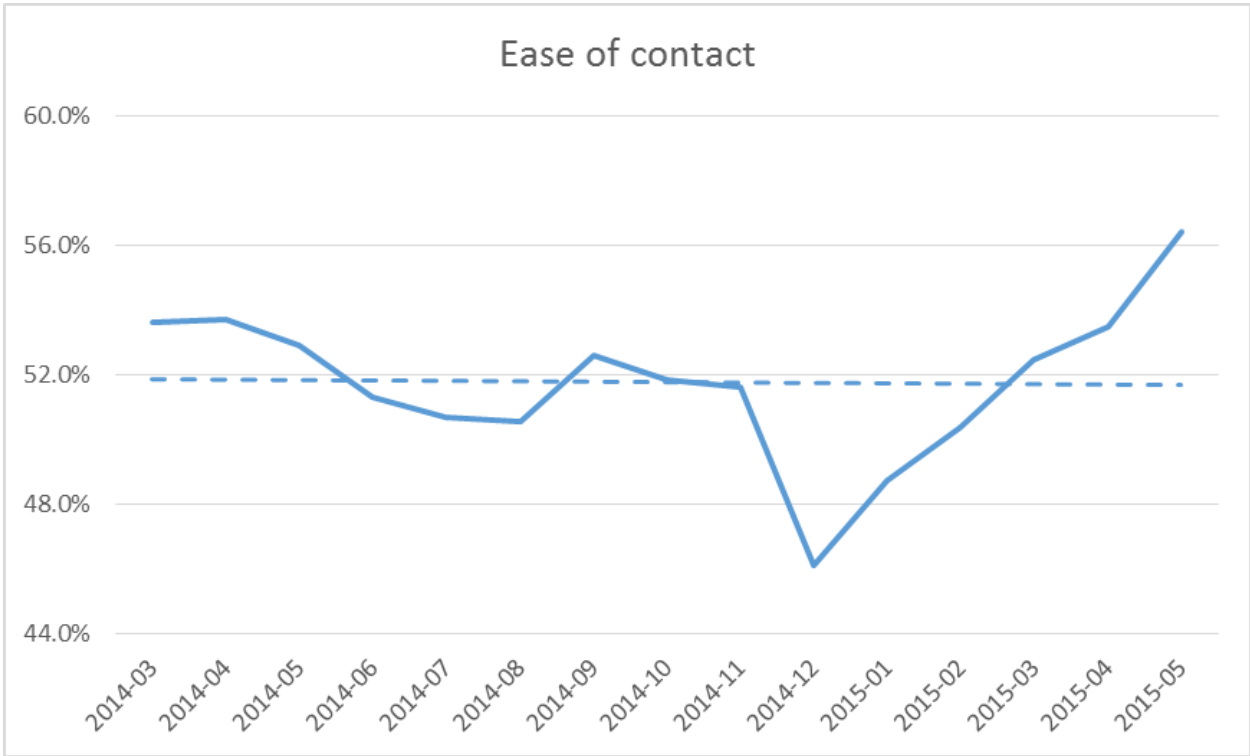
Q. How would you rate our advisors willingness to help?



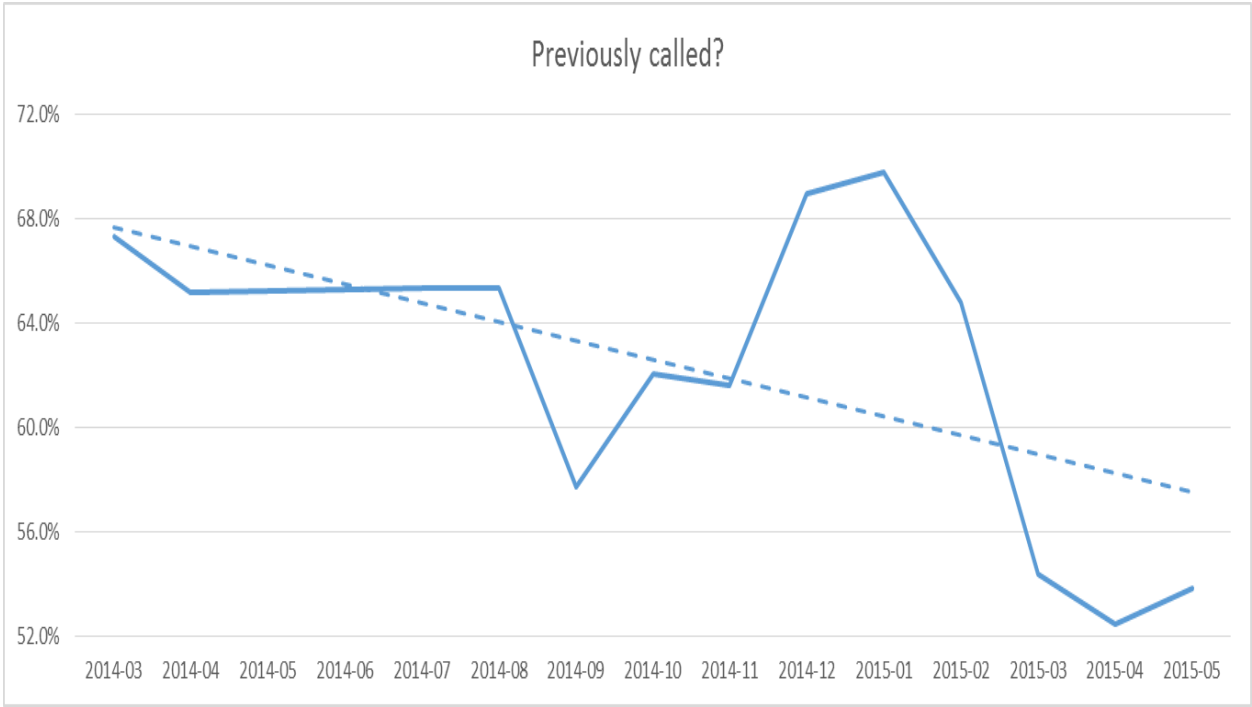
Q. How easy was it to get your query resolved?



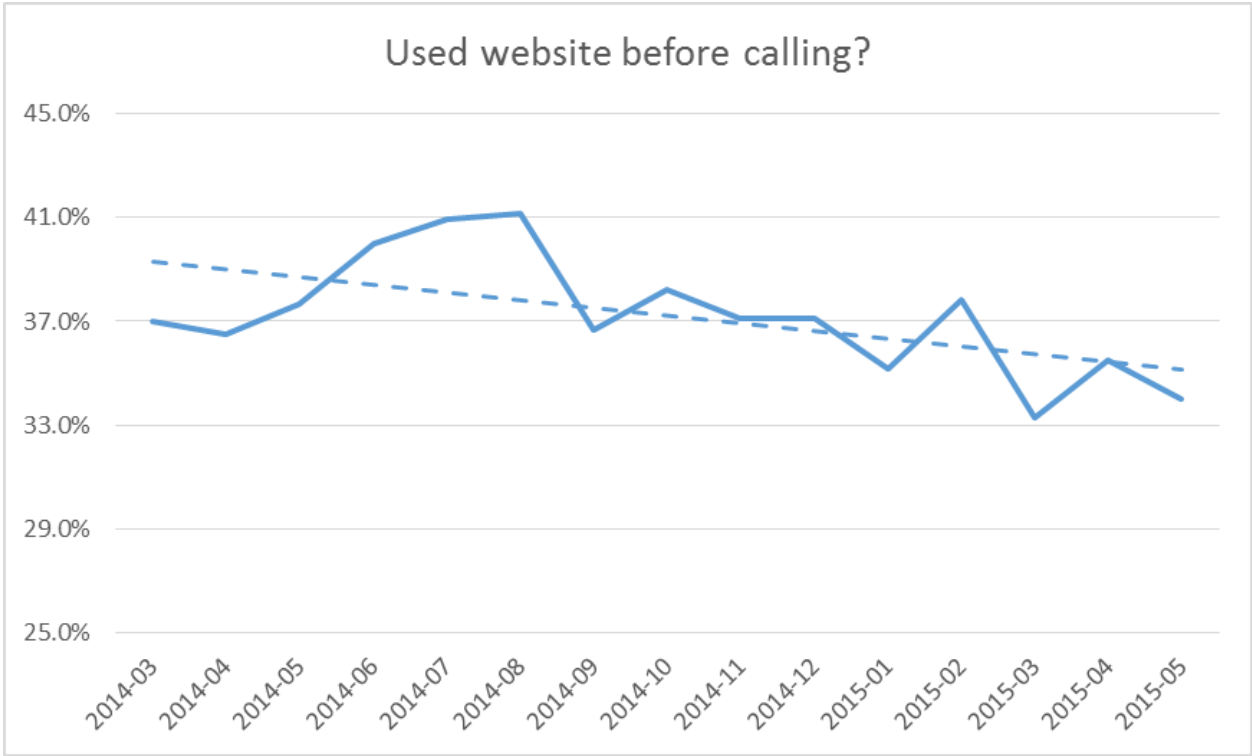
Q. How easy was it to get through to someone to talk about your query?



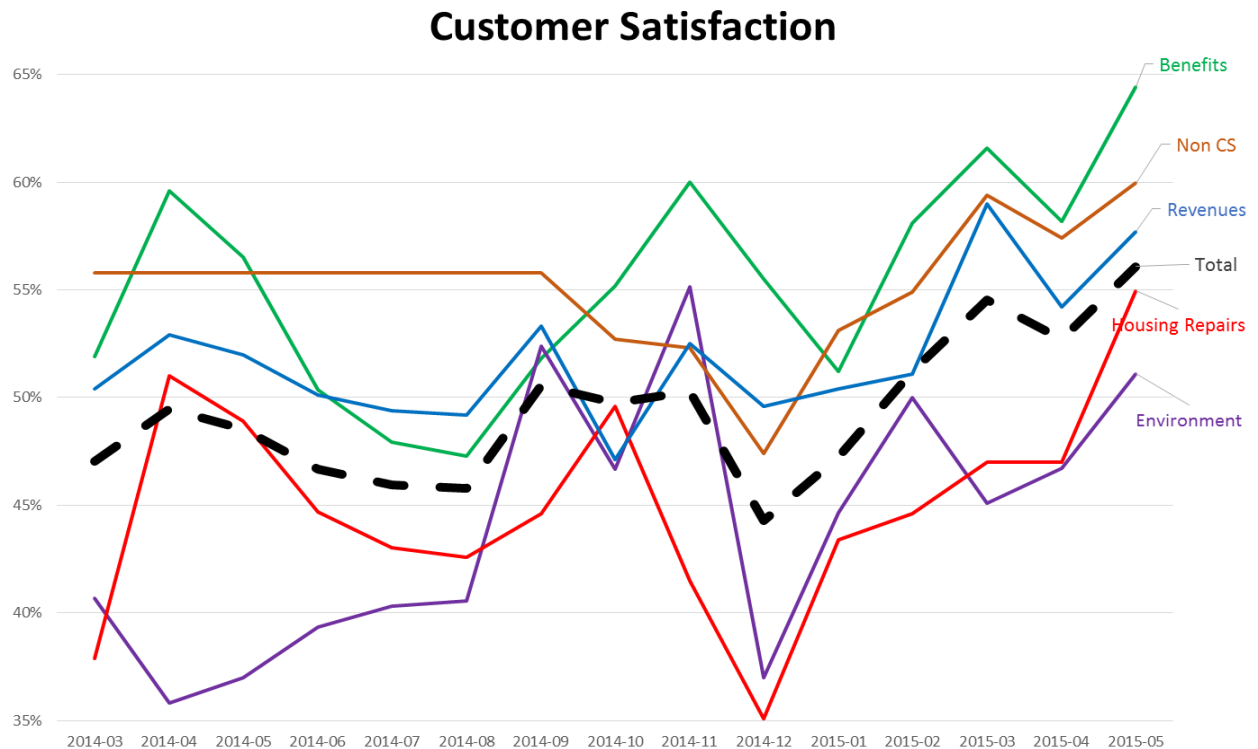
Q. Have you called previously with this query?



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



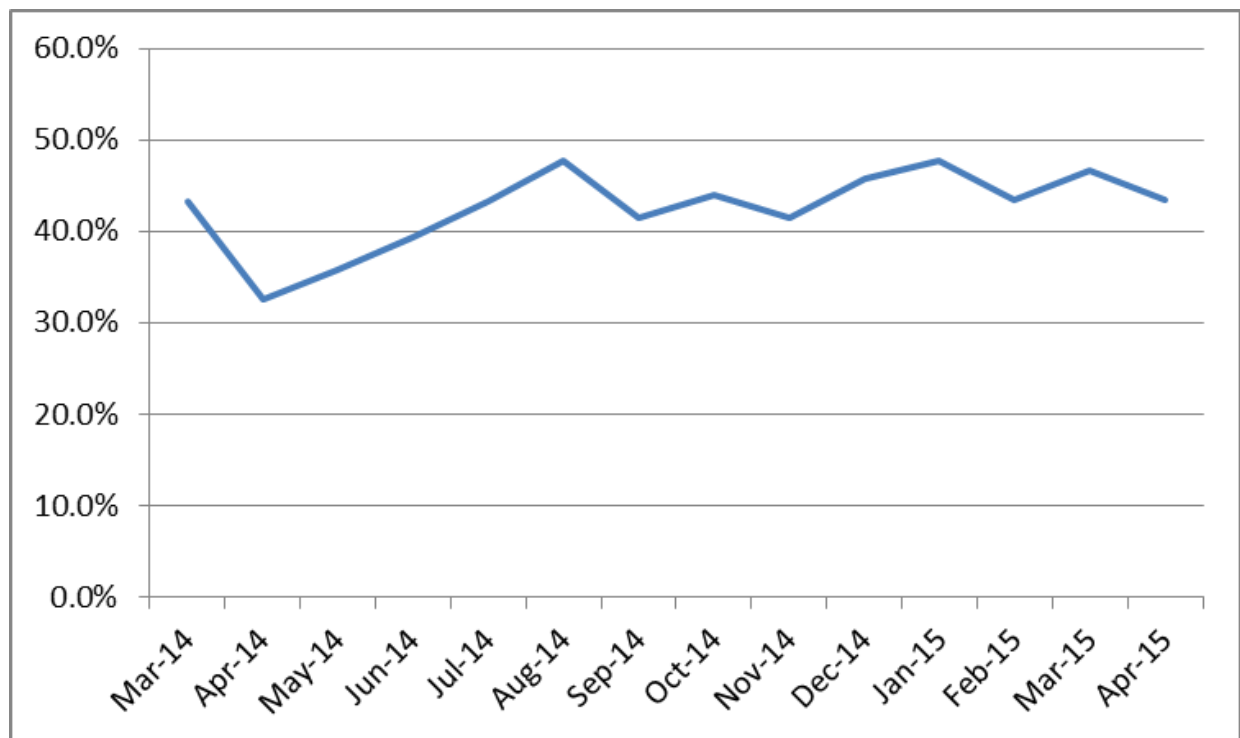
Overall citizen satisfaction by highest volume Service Areas (Contact Centre)



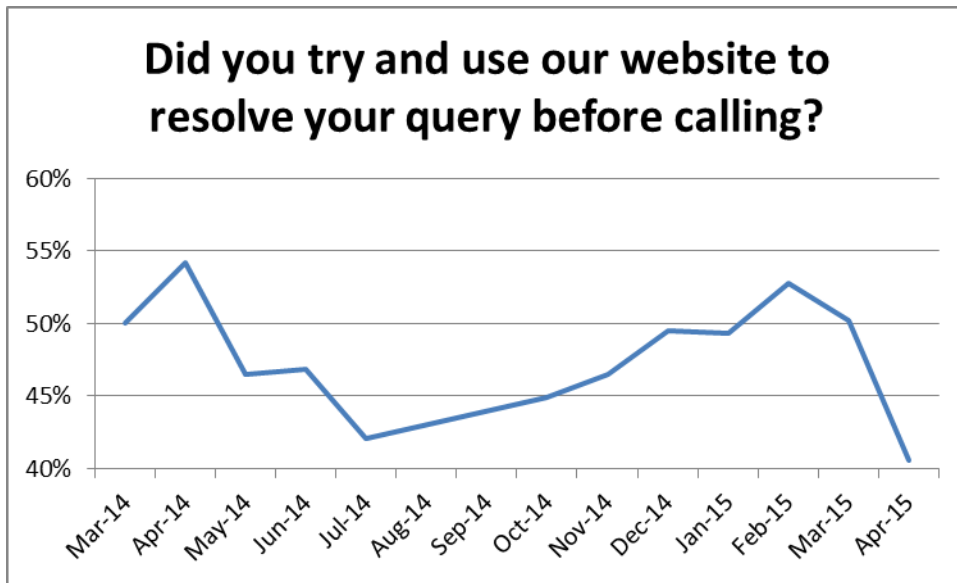
End-to-end citizen satisfaction survey

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?



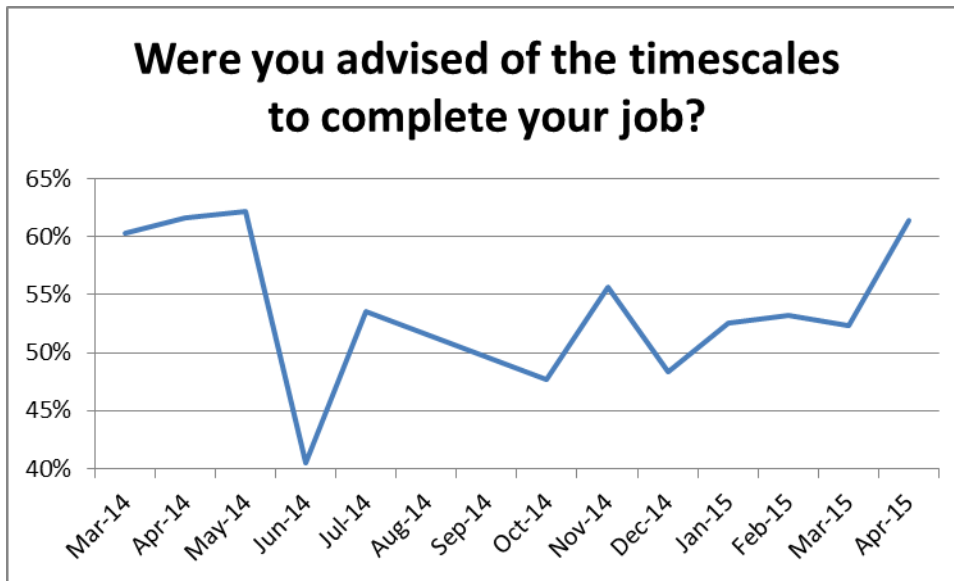
Q. Did you try and use the website to resolve your query before calling?



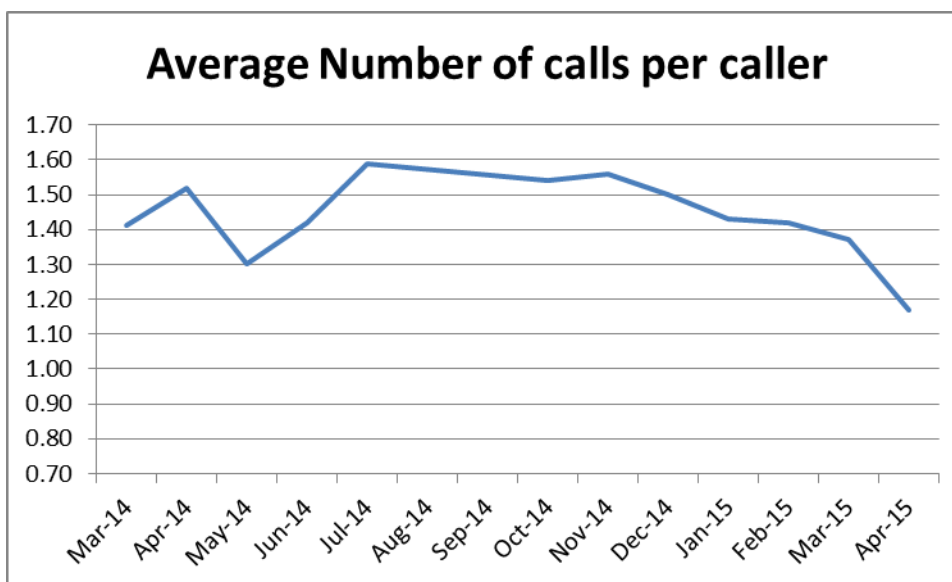
Q. How easy was it to request what you wanted?



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
April 2015 Open	<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>			
April 2015 Open	<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
<p>April 2015</p> <p>Open</p>	<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			
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																																	

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.

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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.

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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

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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
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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.
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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	

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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.
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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.
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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.

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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.
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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.

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		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
Neighbourhood 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

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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