Appendix B - Recommended opportunities to improve the customer experience
Bereavement Recommendations

Code	Insight	Recommendation summary	Recommendation detail	Initial rating
A	Citizens find the process of laying their loved one to rest complicated and confusing, at an already difficult time. There is a lack of clarity over what choices a family has, who does what and when. Relatives call sites as they don't trust the accuracy of the information on the website, but note our website page view analysis does demonstrate that citizens are visiting the BCC web site pages for the bereavement service guidance and information on the service offerings.	Create clear guidance taking relatives through each step in the process and their options	Create clear guidance taking relatives through each step in the process and their options, detailing who is involved and who is responsible for what, approximate timelines and costs (including BCC service fees and what is/not included), documentation requirements, what to expect and what to do if these expectations are not met. Consider including recommended suppliers. This guidance should start from the point of death and include registering a death. It should include the process if relatives are not using a funeral director. Conduct an audit of the current guidance available online and understand how we can tailor/expand this. This guidance should be available both online and in paper format. Distribute to partners to reach customers as soon as they need that information. Ensure it is available in a range of formats and languages.	Medium
B	Wildlife can have a negative impact on grave sites, which can be distressing for the family.	Communicate with relatives that wildlife can be an issue in graveyards	Communicate with relatives that this can be an issue and recommend particular plants and flowers that wildlife will not disturb (e.g. deer and rabbit resistant herbaceous plants)	Medium
C	Some grave sites are not well maintained over time.	Communicate with relatives their responsibility of maintaining a grave	Communicate with relatives their responsibility of maintaining a grave, including the rules/requirements around plastic flowers. Recommend ways of establishing a low maintenance grave and the grave maintenance service offering.	Low
D	Documentation is often paper based and time consuming to manage for bereavement staff and partners. There is often duplication of forms, missing information and the need to scan in documents or manually input details.	Eliminate as much of the physical paperwork as possible as part of the new system	Eliminate as much of the physical paperwork as possible by ensuring the new bereavement system has capability to upload, share and view documentation for all partners, as well as input data via forms directly and make use of digital signatures. Ensure this is possible for all types of funerals. Offer support to those partners that need it to adopt new system.
Note: Can only build online forms for non-statutory docs, all statutory docs need to remain on paper with the new system having ability to upload a scanned version /	High
E	Burials are complex and have many variations, so bookings need to be taken via phone currently. This is time consuming for bereavement staff and funeral directors, and limits when bookings can be made.	Review the process for booking burials to understand how we could simplify the service	Review the process for booking burials (including statutory and non-statutory requirements) to understand how we could simplify the service. Ensure the new bereavement system has the capability to take bookings for burials online. There is an opportunity to learn from Solihull Council about their system that allows for this.	High
F	In some cultures back filling graves (i.e. by hand) after the burial is a tradition and a sign of respect. Often a back fill is a lengthy process, and requires a staff member to stay on site at the grave whilst this is being done. Currently relatives can only choose to back fill themselves or have a manual fill using a digger, and are not always aware that they can change their minds part way through.	Offer a partial back fill/ partial manual fill option for relatives	Offer a partial back fill/ partial manual fill option for relatives, so they can honour their loved ones in this way, but relieve the burden of time spent by the staff overseeing the process. Consider different charging options to accommodate these traditions. Ensure relatives are aware of what their choice entails before the funeral (e.g. the average time it takes for 2 people to fill an adult grave).	Medium
G	Some funerals run over time, which has a knock on impact for later bookings and for staff.	Communicate to citizens the overrun charge, ensure they are aware of where responsibility lies	Communicate to citizens the overrun charge and ensure they are aware of where responsibility for this penalty lies (i.e. funeral directors)	Medium
H	Some burials are well attended by mourners. This can mean that graves already in use in the vicinity are stood on by mourners. This is viewed as disrespectful by some.	Clearly demarcate graves , ask ministers to request mourners are mindful of where they stand	Clearly demarcate where graves are, create narrow paths between rows of graves to help show where citizens should stand. Ask ministers to request that mourners are mindful of where they are standing at the start of graveside ceremonies.	Low
I	The current system is unable to notify funeral directors of updates and changes to their bookings.	Ensure the new digital system has the capability to keep funeral directors updated	Ensure the new bereavement system has the capability to keep funeral directors updated without having to make manual checks on the system.	Medium
J	The current system has no high-level view of all bookings a particular funeral director has with BCC. Currently in order to get this view, the funeral director needs to click through to 'cancel' all bookings.	Ensure the new system can provide funeral directors with a view of all current bookings	Ensure the new bereavement system has the capability to provide funeral directors with a view of all current bookings with the council.	Medium
K	The process for delivering a burial or cremation differs across BCC's bereavement sites. This creates additional confusion for funeral directors and staff that may work across multiple sites.	Consider which sites are most streamlined and effective and how to standardise across all sites	Consider which sites are most streamlined and effective. Consider how to standardise the process across all sites based on best practice.	Low
L	Some funeral directors give incorrect information to citizens about BCC's availability to conduct funerals.	Have online view of ceremony availability across all sites for citizens	Host an online view of ceremony availability across all sites so citizens are able to book the slot that works best for them. Ensure this view reflects when sites are expected to be temporarily closed down due to short staffing, due to annual leave for example. Ideally this would be additional functionality as part of the new bereavement system.	Low
M	The process of reassigning ownership of a grave is complicated, lengthy, and requires a lot of time from staff to support customers through this process. Often customers lose copies of deeds.	Review the current process of reassigning grave ownership	Review the current process of reassigning grave ownership. Consider how to better inform citizens about the process and what is needed at each stage - this could be written guidance, or something more interactive like a video.	Medium
N	There is some disconnection between the various bodies that need to be made aware of a death, both within BCC and across the system. This results in citizens having to tell multiple agencies that someone has died and repeat information to different parts of the same organisation.	Explore how we can better join up and share information internally between Bereavement and Registrars	Explore how we can better join up and share information internally between Bereavement and Registrars. Consider the 'Tell us once' scheme and how we can bolster existing information, advice and guidance. Establish an open dialogue between other partners across the system (e.g. coroner, funeral directors etc) to explore opportunities to become more joined up.	Medium
O	The process of applying for a permit for a headstone is lengthy and time consuming for bereavement staff, stone masons and relatives.	Review the process and timelines of putting a headstone on a grave and how requests are currently prioritised	Review the current process and timelines of putting a headstone on a grave and how requests are currently prioritised. Provide access to the new bereavement system for stone masons and use that portal for all documentation. Provide guidance on the process and timelines to relatives.	High
P	Stone masons are often posted invoices from BCC for each individual permit, which creates a lot of manual paperwork for both parties.	Explore possibility of sending invoices to stone masons via BCC's current finance system	Explore the possibility of sending invoices to stone masons via BCC's current finance system or using the new finance system for this. Investigate if an integration can be added between the current / new finance system and the new Bereavement system to output the invoice.	Medium
Q	Some sites are confusing to get around, for example finding appropriate parking and the right location for ceremonies. Some locations have names that are similar to other local sites, meaning citizens go to the wrong site. All of this adds to the stress on the day of a funeral.	Consider how to make sites easier to navigate around, including signage and site maps	Consider how to make sites easier to navigate around, including signage and site maps. Consider how we could name sites in a way that removes confusion for visitors. Consider including all site information on the BCC service web site pages and new system. Could it be included as part of the booking confirmation for funeral directors that they could send on to relatives, or could relatives view this information on the system.	Low

Appendix B - Recommended opportunities to improve the customer experience

R	The service generally operates during core hours (Monday – Friday 8:30am – 4:30pm). Sutton New Hall does operate seven days a week. In some cases, partners need to contact Bereavement services outside of these hours, but are unable to (e.g. Muslim burials over the weekend in other areas of the city).	Consider establishing an out of hours process to enable Muslim burials to proceed at pace	Where there is appropriate lighting, services could be conducted into the early evening in the winter. Consider if there is demand to establish an out of hours process to enable Muslim burials to proceed at pace across the whole of Birmingham, for example could we offer an out of hours service for Muslim burials that cannot wait at a premium charge?	Medium
S	The COVID-19 pandemic has exacerbated the local staffing issue. Some of the staff working in the service long term are agency staff, which carries a higher cost than permanent staff.	Consider how we could bring some of the long-term agency staff into the service as permanent staff	Consider how we could bring some of the long-term agency staff into the service as permanent members of staff, reducing costs and the negative impact of short notice periods on the service. Consider how to make the service (and wider council) attractive as a career path. Update and improve guidance documentation for new staff, ensure staff have online access to remain connected to their colleagues across sites.	Medium
T	There are a number of phone numbers and email addresses that the service must manage	Consider moving to one main service contact number and mailbox with a triage team handling general enquiries - opportunity to use the Corporate Contact Centre	Consider moving to one main service contact number and mailbox. There is an opportunity in the Customer Services Programme for this service to use the corporate contact centre to help log, triage, track and report all enquires received, in one place. This would help to reduce the volume of enquiries the Bereavement service receive via the triage process, leveraging best practice technologies for voice, IVR, routing of calls & omni handling of non-voice contacts like email, chat, social media all managed via a single process & technology. This would support the single phone number/email strategy.	High
U	No key performance indicators available	Consider moving to one main service contact number and mailbox with a triage team handling general enquiries - opportunity to use the Corporate Contact Centre	Identify key service operational and financial KPIs so that the service can get an overview of how the service is performing on a regular basis. Consider using power BI to report from BACAS data to create visual, dynamic dashboards. The dashboards can also be used to setup service KPIs.	High
V	Citizens make general enquires about the condition of cemeteries and ask for help in completing deed replacements and transfers. Some of these calls can take a long time and can result in repeated calls from the same citizens.	Look at ways to promote the creation of Cemetery Friends groups to help provide general information and news relating to local cemeteries	Look at ways to promote the creation of Cemetery Friends groups to help provide general information and news relating to local cemeteries. Work with existing Friends groups to spread awareness including the benefits of having a Friends group can make by raising funds or applying for government funding to improve the condition of cemeteries.	Low
W	User feedback is not available – this was suspended during the pandemic to enable the service to prioritise core services (funerals and memorials).	Consider restarting service customer feedback (make available in online and offline) - opportunity to use corporate solution to measure satisfaction levels already in place	Restart capturing customer feedback in both online and offline formats. There is an opportunity to work with the Customer Service Programme to repurpose the corporate solution for customer satisfaction to log, monitor, review and report. Signposting to service feedback, could also be added to the existing service web pages and form part of a service request in the new Bereavement system. This will ensure we have a consistent measure of satisfaction and will allow us to benchmark/measure at intervals of the end-to-end journey.	High
X	The complaints data shows the most common root cause problems to be: 'Not the quality or standard expected 'Failure to deliver a service 'Disagree with policy or procedure'	Regularly review the complaints data to identify repeat complaints and common trends	Regularly review the complaints data to identify repeat complaints and common trends. Work with the complaints leads to see how they can be avoided through service improvement plans.	Medium
Y	The complaints data shows the response target for stage 1 citizen complaints was 73% in 2019, 69% in 2020 and 41% in 2021. This shows a gradual decline in responses provided to citizens within 14 working days and could be attributed to the level of demand experienced during the Covid-19 pandemic. It could also be down to the complaint leads prioritising waste management complaints.	Monitor the dates between complaints being submitted and the bereavement team receiving notification by the complaint leads to ensure there are no internal delays.	Monitor the dates between complaints being submitted and the bereavement team receiving notification by the complaint leads to ensure there are no internal delays. This will ensure the team have enough time to investigate complaints and provide a response within the set number of working days. Request regular reports from the complaint leads to check for the team is improving their stage 1 response times.	Medium
Z	Additional income generation opportunities	a. Review fees of core services to understand where the service makes the most revenue b. Review possible package options to encourage relatives to buy additional services	Review fees of core services to understand where the service makes the most revenue, to understand how the service can maximise income	Medium
			Review possible package options to encourage relatives to buy additional services, e.g. maintenance or borders for graves	Red
			Consider offering longer lease lengths or renewal options for grave leases to generate additional income	Medium

Appendix B - Recommended opportunities to improve the customer experience
Bereavement New System

Based on our analysis and recommendations we have identified a high-level set of user stories for the soft market test delivery team to take into considerations when identifying the Minimum Viable Product (MVP, release 1 for private – public beta) and post MVP (release 2, 3 etc) product roadmap.

#	Type	As a….	I need…..	So that…..	Initial priority recommendation	Notes
1	Functional	Member of staff	I need to give relatives a view of what ceremony slots we have	So that I can reduce calls from families double checking slots	MVP	
2	Functional	Member of staff	I need to track burial events taking place in real-time and confirm the completion time	So that I can monitor the duration and identify those that have overrun	MVP	
3	Functional	Member of staff	I need to view all bookings made online	So that I can manage bookings and resources appropriately	MVP	
4	Functional	Member of staff	I need all the required forms for submission in a digital format available on the system for customers to complete	So that customers can save & complete the required forms online, with checks before submission	MVP	Can only digitise non-statutory forms, statutory forms have to remain in paper format that can be scanned/uploaded to the new system
5	Functional	Member of staff	I need to have access to a live dashboard & management information reports	So that I can monitor operational & financial performance of the service	MVP	
6	Functional	Member of staff	I need to log all service requests received for the service	So that I can log, track, manage and report on all service requests received by the service	MVP	
7	Functional	Member of staff	I need all business customers to receive a digital invoices or output invoice files through software integration	So that I can have all invoices generated through the corporate finance system	Post MVP	
8	Functional	Member of staff	I need to have the ability to add and amend available services and costings as and when necessary	So that I can easily keep our service offering up to date	MVP	
9	Functional	Member of staff	I need to issue work instructions for staff against each booking	So that staff have a clear set of actions they need to complete that is auditable within the system	MVP	
10	Functional	Member of staff	I need customers to have access to support and guidance tools	So that the system provides tailored self-service support first	MVP	
11	Functional	Member of staff	I need to plan, track and carry out activities based on stages of the services we provide (bookings, permits, service requests)	So that I can have a clear view of the activities to be carried out based on the stages of the request	MVP	
12	Functional	Member of staff	I need to be able to upload and store various file formats	So that I can submit supporting documents digitally	MVP	
13	Functional	Member of staff	I need to take a payment for services requested	So that I can confirm the request has been paid for with the customer	MVP	
14	Functional	Member of staff	I need to be able to a confirmation of the payment taken	So that the customer has proof of the payment made	MVP	
15	Functional	Member of staff	I will need to share a payment reference number with a customer	So that I can confirm the payment has been processed successfully	MVP	
16	Functional	Member of staff	I need to see the service requested and the payment made	So that I can confirm that the service request has been delivered and paid for	MVP	
17	Functional	Member of staff	I would like to see the payments taken going to the correct service ledger	So that we can reconcile service requests and income taken	MVP	
18	Functional	As a relative	I need an accurate view of time slots for ceremonies	So that I can get the most convenient time for me and my family	MVP	
19	Functional	As a relative	I want to create and manage my account profile	So that I can keep my account up to date	Post MVP	
20	Functional	As a relative	I want to provide feedback on the ceremonies arranged by myself or on my behalf	So that I can share my experience to help improve the service & system functionality	Post MVP	**Further user research would need to be undertaken if this user type was given access to the new application to view bookings made on their behalf and manage bookings directly rather than via a funeral director
21	Functional	As a funeral director	I need to book everything quickly online	So that I can get arrangements booked to give the family certainty	MVP	
22	Functional	As a funeral director	I need to quickly amend bookings online	So that I can meet families changing needs whilst not having to call the council	MVP	
23	Functional	As a funeral director	I need to cancel a booking online	So that I can meet families changing needs whilst not having to call the council	MVP	
24	Functional	As a funeral director	I need to receive a notification email confirmation of my bookings with site location and date/ time details	So that I can pass on the ceremony details to the family	MVP	
25	Functional	As a funeral director	I need to see a dashboard of all ceremonies I've booked, including costs	So that I can have a quick view of what funerals are taking place, at what time	MVP	
26	Functional	As a funeral director	I need to be updated if there are any changes to a booking	So that I can quickly make any amendments to all other arrangements	MVP	
27	Functional	As a funeral director	I want to receive notifications & reminders e.g. missing forms, ceremonies due to take place	So that I can avoid form submission delays and deliver any booked ceremonies	Post MVP	

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28	Functional	As a funeral director	I want to see funeral options available & the equivalent live calculations	So that I when I meet with families, we can review the options available and total costs	MVP	
29	Functional	As a funeral director	I want to create and manage my account profile	So that I can keep my account up to date	MVP	
30	Functional	As a funeral director	I want to provide feedback on completed ceremonies & the system	So that my feedback is reviewed to help with ongoing service & system improvements	MVP	
31	Functional	As a funeral director	I need to contact the service on the system	So that I can submit enquiries & receive responses in one place	Post MVP	
32	Functional	As a funeral director	I need to be able to upload and store various file formats	So that I can submit supporting documents digitally	MVP	
33	Functional	As a stone mason	I need a standard online process to apply for a permit	So that I manage my workload and my relationship with families	MVP	
34	Functional	As a stone mason	I need a simple, consistent way to be billed for my work	So that I can accurately make payments as easily as possible	MVP	
35	Functional	As a stone mason	I need to contact the service on the system	So that I can submit enquiries & receive responses in one place	MVP	
36	Functional	As a stone mason	I need to be able to upload and store various file formats	So that I can submit supporting documents digitally when it's convenient to me	MVP	
37	Functional	As a stone mason	I need to receive notifications & reminders	So that I can see a status of permit submissions and receive reminders should any online forms be missing	Post MVP	
38	Functional	As a stone mason	I need to see all my permit requests on a dashboard including tracking/status of each request submitted	So that I can see what permits have been approved and the current stage of those still being processed	MVP	
39	Functional	As a stone mason	I need to provide feedback for each completed memorial request on the system	So that my feedback is reviewed to help with ongoing service & system improvements	Post MVP	
40	Functional	As a stone mason	I need to create and manage my account profile	So that I can keep my account up to date	MVP	
41	Non-functional	As a member of staff	I need a stable connection on my device to access the new application	So that I can carry out my tasks efficiently	MVP	
42	Non-functional	As a member of staff	I need to login to the application securely using modern authentication (SSO - AAD)	So that I access systems securely	MVP	
43	Non-functional	As a member of staff	I need the application to record user actions	So that I have visibility of audit history on the new system	MVP	
44	Non-functional	As a member of staff	I need the new application to be scalable to accommodate as a minimum of ~9K bookings per year	So that it is capable of meeting increased demand on the service	MVP	
45	Non-functional	As a member of staff	I need the application live environment to be supported every working day	So that users have support available to help capture & resolve system or service-related issues	MVP	
46	Non-functional	As a member of staff	I need the planned maintenance of the application to be scheduled over the weekend or when demand on the system is low	So that it does not impact system availability to our users	MVP	
47	Non-functional	As a member of staff	I need the data to be stored securely, (encrypted at rest)	So that we can prevent any potential data breaches	MVP	
48	Non-functional	As a senior member of staff	I need the new application to have an archiving capability	So that it meets the BCC corporate & service specific retention schedules	Post MVP	
49	Non-functional	As a member of staff	I need google analytics to monitor website usage and page views	So that I can analyse how citizens navigate and use the information available on website to see if it meets their needs	MVP	
50	Non-functional	As a member of staff	I need the new application to support BCC branding	So that users have confidence that they are accessing a BCC service	MVP	
51	Non-functional	As a member of staff	I need the new application to be able to integrate easily with other BCC LOB applications e.g. the register death application	So that Citizen data can be consistent across BCC and to increase automation efforts	MVP	
52	Non-functional	As IT&D	I need to proactively monitor the performance of the new application	So that I am aware of application performance issues and I'm able to make continuous improvements	MVP	
53	Non-functional	All users	I need to ensure the new application meets the web content accessibility guidelines, WCAG 2.1 level AA	So that the new application (web site/app/mobile version) is accessible to all users, including users with impairments to their vision, hearing, mobility, thinking & understanding\	MVP	
54	Non-functional	All users	I need my applications to be available during my working hours	So that I can carry out my tasks efficiently	MVP	
55	Non-functional	As a funeral director & stone mason	I need to login to the systems securely using modern authentication and RBAC	So that I access systems securely	MVP	
56	Non-functional	As a relative	I need to login to the systems securely using modern authentication and RBAC (SSO - Brum account)	So that I access systems securely	Post MVP	
57	Non-functional	All users	I need the application to be useable across different mobile devices	So that I am not restricted to my device type and can work on the move	Post MVP	
58	Non-functional	All users	I need the application to work across different browsers	So that I can carry out my tasks from any secure device	MVP	

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Housing Repairs Recommendations

Code	Insight	Recommendation	Initial Rating
19	Customers find it difficult to explain what the issue is online. They are unsure if their issue qualifies as an emergency or not, so often they find it easier to ring up and speak to someone. Staff find that some customers believe everything is urgent, meaning there is a gap in expectations and a lack of common understanding.	Consider reviewing the BRUM account reporting process and content to understand how we might clearly communicate the different levels of severity of repairs. Make it easier for customers to tell us what the issue is, improve triaging and reduce the need to ring. Test these changes with users and iterate based on feedback. BCC might want to consider implementing a simple decision tree, diagnostic tool for customers to use.	Medium
20	Customers believe that BCC aren't proactively maintaining housing stock due to a lack of funding, which causes things to become worse over time, resulting in more expensive repairs. Sometimes the wrong people are sent to do the repairs work. Customers experience varying standards of quality of repair, some of which is poor. This results in the need for repeated contact about the same issue.	Improved triaging will help ensuring the right tradesperson is sent to a job. Service level agreements detail the agreed standards of quality and timeframes expected. These are known, documented and publicly available in an accessible format. Customers are served information about the SLA and expectations appropriately, through the service, and don't have to hunt through the website for them. BCC and its partners consistently meet agreed standards. BCC are already exploring how they could make use of smart technology to track and maintain its infrastructure and assets e.g. in housing and highways. This will enable the council to proactively address issues as they arise, often before they become a major problem that is expensive to fix.	Medium
21	Some tenants don't look after their properties to an appropriate standard, resulting in the need for additional repair work, putting added pressure on the department.	Consider reviewing existing tenancy agreements and communication materials detailing expectations of both BCC and the tenant, as well as the escalation process if a either party is found not to be meeting the agreement. Ensure clear documentation is readily available on line in a range of accessible formats and languages.	High
22	For some customers it is a lengthy process scheduling in an appointment via the contact centre. Some customers wish to be able to self serve and book/manage their own appointments.	BCC is already developing an online booking system showing available appointments that customers can self book in Housing. Use the user stories developed as part of this work to ensure this system is user need led and fit for purpose.	High
23	Customers are asked for feedback twice, by both BCC and contractor partners. BCC's request typically comes via SMS and a contractor's request comes via PDAs (personal digital assistants). Feedback is crucial for both BCC and contractors to understand how they can improve service delivery. Contractors want to work more closely with the council, to increase shared understanding of ways of working and processes, for example Northgate systems only track repair activity to measure workload, and cannot track conversations. Some customers receive a request for feedback from BCC for a repair that hasn't yet been carried out.	Consider how to become more joined up between the council and contractors, so customers don't feel the organisational boundaries. Consider how to make use of a single point of feedback that can be shared with our repair partners. Ensure contractors do not ask customers for feedback whilst still in their home.	Medium
24	Sometimes customers are not informed if a contractor will not be attending as planned, meaning they may stay at home all day waiting for someone to come who never arrives. Conversely, sometimes contractors arrive without an appointment being booked in, and the customer is not aware of the visit.	Keeping customers informed about changes to their case, particularly when it directly affects them is fundamental. The appointment notification system will help with this if it has the functionality to provide live updates - for example notifying a tenant that a contractor is running late and they will now arrive at 4pm instead of 2pm.	Medium
25	Customers sometimes miss repair appointments, which is costly to the service.	The service are currently in the process of trying to implement an automated reminder system that will remind the customer 48 hours and 2 hours before the scheduled appointment. Ensure this process is fit for purpose through user testing. Track the impact on rates of missed appointments.	Medium
26	Customers are able to place multiple requests for a repair, which can result in duplication within BCC. In one case 22 jobs were booked for the same property, on different dates. Reference numbers are provided over the phone, but customers don't necessarily take a record of these. Customers are given a separate reference number for each issue in a house.	Consider how BCC can manage cases without using reference numbers, for example assigning a case to a household or customer - this could reduce the possibility for duplication and would improve the customer experience of the service.	High
27	Contractor colleagues are unable to manage information on the housing repairs system. For example, to update details such as phone numbers, or to include a warning about a tenant they must contact BCC directly to get this changed.	Consider how to more effectively work closely with partners, sharing data and systems, to improve efficiencies and the experience customers have of the service.	High
28	Customers are sometimes promised that a manager will be in touch to discuss their case, but this never happens. For some customers, conversations feel scripted and unnatural.	Customer centricity training for the contact centre will help to ensure staff have the training and skills to effectively manage cases and support customers, delivering a high quality of customer experience.	Medium
29	Data shows that there were over 70,000 calls related to housing applications	The website states there's high demand for housing within Birmingham but doesn't give any example or average waiting times based on typical applications. This would help set customers expectations in believing they will get accommodation relatively quickly. It also doesn't let the customer know how many applications are currently on the council housing waiting list. Providing this information may be useful to customers or creating a quick assessment questionnaire asking basic information to provide an estimate of the time it may take to get accommodation would be useful.	High
30	Data shows over 20,000 calls were made by customers checking their rent/council tax balance	Ensure customers are made aware how they can view their balance online via the BRUM account	Medium
		Some contractors have a FLAG initiaive in place as well as sending out leaflets to tenants on how to deal with damp for example, they are happy to share this information with the council	Medium

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Waste Recommendations

Code	Insight	Recommendation	Initial Rating
31	Slab in the cab is currently used at the driver's/team leader's discretion n.b. Note correction - it is a planned/structured pilot to ensure any issues are fully addressed before going live, taking into account lessons learned from earlier less successful roll-outs.	With the early success of the current soft pilot of slab in the cab, the service should consider encouraging more drivers to adopt this system to ensure consistency in quality and reporting across the service.	High
32	At some depots, the rate of missed bins can be high. Customers do not always get their missed bins resolved in a timely manner, with some getting their bin emptied at the next scheduled collection. This means that in some areas public trust can be low in the service.	Make use of slab in the cab across the service to reduce the rate of missed bins across the service, reducing complaints and additional work for back office staff. Review the current policy in place for collecting missed bins within 48 hours to ensure it is achievable for the service and change this target if not, to better manage customer expectations.	High
33	The waste service is currently using the 'task and finish' approach, which means crews often go home earlier than their official finish time. This means managers are unable to reallocate dropped work, so that it can be done on the same day.	Use slab in the cab to reallocate dropped work before crews return to the depot.	High
34	Team leaders want to have a consistent and reliable team. However, they are not always informed of who will be in their team ahead of time, creating confusion and frustration. In addition, team leaders are not always told if their truck is going to be out of action due to an MOT or repairs ahead of time.	Consider how to improve the line of communication between team leaders and management. Ensure there is a feedback loop in place for waste crews to feedback on their issues day to day	High
35	The way complaints are dealt with is inconsistent across the service. The waste service still receive iCasework, rather than these complaints going directly to the complaints team.	Review the complaints process and ensure alignment across all teams, agreeing who should deal with complaints. Consider having an overflow route, should volume become too high.	High
36	Customers don't always following guidance around disposing of their waste correctly as well as the kerbside policy. This leads to missed bin collections and therefore additional customer traffic to BCC and sometimes complaints. BCC don't often communicate why a bin hasn't been collected, which leads to confusion and frustration with customers.	Review current guidance for how the public should correctly recycle and what should not be put into refuse bins. Ensure all guidance and policies are easy to read and accessible in a range of languages and formats. Establish a live update system that is connected to slab in the cab, so customers know when and why their bins have not been collected.	High
37	Sometimes crews need to take a broken bin away. There is nothing for them to provide to the customer telling them what has happened and when the new bin will arrive.	Develop some simple comms in a range of languages and formats for crews to have in the trucks, to post through a customer's front door in this instance.	High
38	Sometimes rubbish is accidentally dropped during rounds. The public can at times become aggressive and there are road rage incidents towards the crews.	Consider reviewing the training crews get to better equip them to deal with difficult members of the public and to ensure they clear up any rubbish that is dropped during the process of collecting bins.	High
39	Staff highlighted that due to traffic issues on their rounds they miss around 15 streets a day resulting in many missed bins.	Consider how to leverage slab in the cab to reallocate dropped work as efficiently as possible and how this information is relayed back to the customer both digitally and non-digitally.	High
40	Not all streets are included on the digital form when reporting a missed bin collection, making this a painful process for some customers.	Review the current maps in use. Consider moving to a live version of Google maps in the missed bin/recycling form to ensure that all roads are current. Enable a customer feedback loop when maps are not up to date.	High
41	Customers have expressed that paying for garden waste is not value for money especially when this type of waste is missed or not collected.	Note: We understand legislation around garden waste has recently changed and local authorities will no longer be able to charge for garden waste.	Low
42	For some customers waste collections have been missed multiple weeks in a row with no explanation or update about when their waste will be taken away.	Consider reviewing the current mechanism for informing a customer their collection will not be done on a single occasion or for multiple occasions.	High
43	Customers are unsure how to use bins correctly. For example the pod should host cardboard, but is often too small for the cardboard customers need to recycle. Some people swap their recycling round so the cardboard goes into the main bin. In addition, customers aren't always clear what to do to manage a missed bin (especially if it's a bag) without creating additional issues such as rodent infestation.	Review current guidance and comms in place informing customers how their bins can be used, including what to do whilst waiting for missed bins to be collected.	Medium

Appendix B - Recommended opportunities to improve the customer experience

Highways Recommendations

Code	Insight	Recommendation	Initial Rating
44	The response to complaints from contractors isn't always to an acceptable quality.	Explore how the service might establish a shared quality standard for responses to complaints, and how we can hold ourselves and our partners to that standard. Consider making adhoc checks of complaint responses to ensure quality standard is acceptable.	Medium
45	Councillors are not always using the form that has been created for them to submit their requests, instead using the highways or general complaints inboxes (resulting in delays in responding due to additional processing time and time spent on manually copying content from councillor's emails into iCasework)	Reinforce messaging to councillors that they must use the correct process, and when they don't respond by asking them and making it very easy for them to do so - e.g. include link to the form and instructions on what to do	High
46	In Highways there are two business support teams broadly doing similar work. They are working in silos and rely in 'middle people' to work effectively	If our understanding of this situation is right, review the roles, responsibilities and function of these two teams and consolidate into one, redirecting freed up resource elsewhere in the service should it be found that there is duplication of effort.	High
47	The service reported finding it difficult to prioritise activity because sometimes everything is considered 'urgent'.	Consider how the service might establish more effective prioritisation processes. Test these with staff to ensure they will be effective and allow staff to focus on things that are a genuine priority.	Medium
48	The Clean Air Zone website is confusing, and it is unclear if zones are in the CAZ or not. CAZ charges are not clearly explained on the website. There is no pre-notification or warning of a CAZ fine. Fines come as a surprise to many customers, which can be confusing and distressing.	Review the webpages and quality of communication about the CAZ. Use a content designer to ensure all written communication is clear and accessible. Test the new content with customers to ensure there is no ambiguity. Ensure zones and times are clearly indicated online so charges do not come as a surprise to customers. Should the development of a BRUM account app happen in the future, the service could consider making use of push notifications to alert customers that they have entered a CAZ and give them, for example 10 minutes to exit the zone should they have entered if unintentionally.	Low
49	Complaints can come to the service from multiple sources, which can make it difficult to spot duplicates, which can result in duplication of effort from the service.	Consider how we can consolidate complaint routes and have one place that they are managed from to ensure there is only one version of the truth for the whole service.	High
50	Customers want to be able to easily report issues on the go. Currently the reporting solution is clunky, customers find the map difficult to use and it doesn't work at all on some devices.	Review the current reporting solution. Consider moving to a live version of Google maps to ensure that all road information is current. Consider using alternative solutions like what3words and coordinates for customers to report locations. Enable a customer feedback loop when location information is not up to date.	High
51	When the service area seeks to engage with service users, they typically use the same group of customers to represent the people of Birmingham.	In line with customer engagement and user research best practice, seek to expand the existing group of customers, refreshing this either on a rolling basis or every six months. This will enable new voices to contribute to shaping the service, which is very important if the engagement is to be meaningful. Ensure that the group represents the diversity of Birmingham, particularly amongst young people and people of colour.	High
52	Customers found there is sometimes a lack of communication on why something has happened or why a decision has been made. This keeps customers in the dark about things they care about and isn't open or transparent.	Openly share what decisions we have made and why. In line with the digital strategy theme 'Evidence based decision making', ensure we use data and evidence for our decisions and publish these to ensure customers are aware.	Medium
53	Customers report that the quality of repairs is not always to a good standard.	Ensure the SLA between us and partners is clear and known. Consider including information online about the expected quality of repairs, what qualifies for a repair and what repairs we will/will not make, e.g. why we only fill in a large pothole when there are other smaller potholes within the immediate area. This will help to better manage customer's expectations and will be information the contact centre and the service can refer customers to.	Medium