

# BIRMINGHAM CITY COUNCIL

## PUBLIC REPORT

<b>Report to:</b>	<b>AUDIT COMMITTEE</b>
<b>Report of:</b>	<b>Customer Services</b>
<b>Date:</b>	<b>3 March 2016</b>
<b>SUBJECT:</b>	<b>LEARNING FROM COMPLAINTS</b>
<b>Wards Affected:</b>	<b>All</b>

### 1. Purpose of Report

- 1.1 The purpose of this report is to inform the Audit Committee on how the Council and its Directorates respond to complaints and uses them as learning and insight when implementing service improvements.

### 2. Decisions Recommended

- 2.1 That the Audit Committee notes the content of this report.

### 3. Contact Officer Details

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#### **4. Capturing Key Learning From Complaints**

- 4.1 Each Directorate is required to provide a quarterly report to Customer Services providing details of the Top 3 reasons for complaints received in the previous quarter and what actions they have taken/or are planning to take to address these. They are also required to provide an update on the previous actions from the preceding quarter. Following the interrogation and resolution of complaints from the Your Views corporate system, quarterly reports are produced which identify by service the nature of complaints, the issues and actions taken/recommended by the service to improve the service. All recommendations are tracked and reviewed each quarter and provide any associated timelines.
- 4.2 Learning from complaints is also discussed at the quarterly Your Views Coordinators meetings with a view to reducing repeat complaints or developing lessons learned into future activities that are known to generate an increase in complaints e.g. wheelie bin roll-outs; Green Waste renewal.
- 4.3 The quarterly learnings are incorporated into wider Action Plans by the Relationship Managers in Customer Services to take to the relevant Management teams in order to ensure that actions can be assigned and monitored.
- 4.4 The process identifies the top three key complaints/themes for each service, which in terms of the diversity of each service are catalogued against the following generic complaint types to enable analysis of overall performance improvement.
- 4.5 Nature of Complaint :
- Appropriateness of Service Provided
  - Customer Comments created by Web
  - Customer Complaint Created by Web
  - Damage to Property
  - Disagreement with Policy or Decision
  - Efficiency of Service
  - Hazard or Potential Risk
  - None Delivery of Service
  - Not assigned
  - Quality of Work
  - Staff Attitude

#### **5. Understanding The Customer Journey**

- 5.1 For the purposes of this report we will review Waste Management and Benefits complaints management.
- 5.2 In the example from Waste Management (see appendix 2) understanding the customer journey is a method of categorising complaints in terms of identifying where in the journey the service failed to deliver. And in doing so, the service area can identify process, policy or operational issues.
- 5.3 Whereas in the example from Benefits (see Appendix 3) which is heavily dependent on a number of customer transactions, the customer journey also relates complaints to key performance indicators, volumes of transactions and the impact on the service's ability to deliver improvements.

- 5.4 Customer Services Relationship Managers, working with Services Areas track the progress of complaints and are able to assess if the Customer Journey is improving compared to the last quarter and also analyse the overall customer experience year on year.

## **6. How Learning Is Translated To Improvements**

- 6.1 In the case of the Waste Management (Appendix 2) we are able to understand how Learning from Citizen complaints has informed the future activity which has a similar or same impact on the customer experience.
- 6.2 Below we can see a number of examples taken from the Lessons Learnt document for the Perry Barr Wheelie Bin roll out. The examples show how the actions taken from these lessons learnt have a direct impact on citizens:
- 6.2.1 ISSUE The red card collateral was posted in envelopes. This was seen as positive and there were a lot fewer returns than previous roll outs. ACTION Repeat for Lifford Roll Out.
- 6.2.2 ISSUE Poly wrap clearly marked “important information”. It was felt that this had made residents more aware to read the contained info. ACTION Repeat for Lifford Roll Out
- 6.2.3 ISSUE Residents putting out sacks on their first week of collection on their old day and their bins out on their new day. ACTION Make clear for Lifford Roll Out on the citizen calendar when the last sack collections will take place.
- 6.3 In the example of the Benefits Service (Appendix 3) we are able to see how complaints have led to a permanent change in process leading to a long-term permanent improvement ‘Introduction of Risk Based Verification, approx.50% of caseload will no longer require evidence to be submitted as part of the claim. This will reduce volumes of work coming in and speed up time to process claims’.

## **7. Citizen Satisfaction**

- 7.1 Learning from complaints have also enabled Customer Services working with Service Areas to identify where service improvements are required and before implementing corrective actions, the insight from complaints have been used at citizen panels before the improvement to understand the customer journey and help to shape the solution and after improvements to understand where the customer experience has improved.
- 7.2 Citizen satisfaction has improved significantly in the last 12 months to surpass the national average for satisfaction in local authorities reaching a high of 63.5%.

## **8. Outcomes For Citizens**

- 8.1 Through the management of complaints, the council across all services are able to be citizen focussed.
- 8.2 Service areas, through this process, are able to make long-term improvements and immediately react to the needs of citizens in the short term.

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| 8.3 | As an organisation our learning and ability to adapt is key to improving the council's objectives to make savings and efficiencies within services. |
| 8.4 | Quarterly Learning for Benefits and Lessons Learnt Report for Waste Management is provided at Appendix 1, 2, 3.                                     |