

Report of Head of Governance Services and Scrutiny Support

Report to Scrutiny Board (Citizens and Communities)

Date: 7th November 2016

Subject: Scrutiny Inquiry into reducing repeat customer contacts through tackling failure demand.

Are specific electoral Wards affected? If relevant, name(s) of Ward(s):	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Are there implications for equality and diversity and cohesion and integration?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Is the decision eligible for Call-In?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information? If relevant, Access to Information Procedure Rule number: Appendix number:	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No

1. Purpose of this report

- 1.1 At the beginning of the municipal year, the Assistant Chief Executive (Citizens and Communities) and the Executive Member for Communities highlighted the need to reduce unnecessary repeat customer contact as one of the directorates' Service Review priorities for the next three years. Failure demand is seen as a fundamental contributor to repeat customer contact with the Council. Although it is impossible to state categorically, estimates put the level of failure demand within the organisation at approximately 15-20% of all contact to the corporate contact centre, which has a significant impact on resource levels.
- 1.2 It was recognised that the Citizens and Communities Scrutiny Board could assist in providing a strategic focus on the aspects of service delivery (Strategy, Policy, Structure, Process and/or Information) which generate failure demand within the organisation rather than this being viewed narrowly as a customer service issue.
- 1.3 The Board agreed to hold a working group meeting to discuss the potential scope for this inquiry, with the intention of bringing the draft terms of reference to its November meeting for consideration and formal agreement. The draft terms of reference are attached as appendix 1.
- 1.4 As set out in the draft terms of reference, the purpose of the first inquiry session is to consider evidence in relation to the following key areas:

- The general determinants of service failure and the key factors that contribute to receiving repeat customer contact (focusing on policy, people, process and information).
- The extent to which customer services can implement solutions that help identify customers who repeatedly contact the council due to service failure with the aim of mitigating the impact on their health and wellbeing.

1.5 The Chair agreed to use today's meeting to undertake this first session. As such, representatives from the Citizens and Communities directorate will be attending to provide a presentation in relation to the above key areas.

2. Recommendation

2.1. Members are requested to note the presentation and discussion during today's meeting and formally agree the terms of reference for its forthcoming inquiry into reducing repeat customer contacts through tackling failure demand.

3. Background documents¹

3.1 None

¹ The background documents listed in this section are available to download from the Council's website, unless they contain confidential or exempt information. The list of background documents does not include published works.