

Report of the Head of Governance and Scrutiny Support and Director of Communities and Environment

Report to Scrutiny Board (Environment, Housing and Communities)

Date: 13 March 2019

Subject: Reducing Repeat Customer Contacts through Tackling Failure Demand – Tracking of scrutiny recommendations/desired outcomes

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

Summary of main issues

1. This report sets out the progress made in responding to the recommendations arising from the Scrutiny inquiry into Reducing Repeat Customer Contacts through Tackling Failure Demand.
2. Scrutiny Boards are encouraged to clearly identify desired outcomes linked to their recommendations to show the added value Scrutiny brings. As such, it is important for the Scrutiny Board to also consider whether its recommendations are still relevant in terms of achieving the associated desired outcomes.
3. The Scrutiny recommendation tracking system allows the Scrutiny Board to consider the position status of its recommendations in terms of their on-going relevance and the progress made in implementing the recommendations based on a standard set of criteria. The Board will then be able to take further action as appropriate.

Recommendations

4. Members are asked to:
 - Agree those recommendations which no longer require monitoring;
 - Identify any recommendations where progress is unsatisfactory and determine the action the Board wishes to take as a result.

1 Purpose of this report

- 1.1 This report sets out the progress made in responding to the recommendations arising from the Scrutiny inquiry into Reducing Repeat Customer Contacts through Tackling Failure Demand

2 Background information

- 2.1 In 2016/17, The Scrutiny Board (Citizens and Communities) conducted an inquiry into reducing repeat customer contact through tackling failure demand. This inquiry concluded in March 2017 and a report setting out the Scrutiny Board's findings and recommendations was published in April 2017.
- 2.3. In July 2017, the Scrutiny Board received a formal response to the recommendations arising from this review. These are reflected in appendix 2.

3 Main issues

- 3.1 Scrutiny Boards are encouraged to clearly identify desired outcomes linked to their recommendations to show the added value Scrutiny brings. As such, it is important for the Scrutiny Board to also consider whether its recommendations are still relevant in terms of achieving the associated desired outcomes.
- 3.2 The Scrutiny recommendation tracking system allows the Scrutiny Board to consider the position status of its recommendations in terms of their on-going relevance and the progress made in implementing the recommendations based on a standard set of criteria. The Board will then be able to take further action as appropriate.
- 3.3 This standard set of criteria is presented in the form of a flow chart at Appendix 1. The questions in the flow chart should help to decide whether a recommendation has been completed, and if not whether further action is required.
- 3.4 To assist Members with this task, the Principal Scrutiny Adviser, in liaison with the Chair, has given a draft position status for each recommendation. The Board is asked to confirm whether these assessments are appropriate and to change them where they are not. Details of progress against each recommendation are set out within the table at Appendix 2.

4 Corporate Considerations

4.1 Consultation and Engagement

- 4.1.1 Where internal or external consultation processes have been undertaken with regard to responding to the Scrutiny Board's recommendations, details of any such consultation will be referenced against the relevant recommendation within the table at Appendix 2.

4.2 Equality and Diversity / Cohesion and Integration

- 4.2.1 Where consideration has been given to the impact on equality areas, as defined in the Council's Equality and Diversity Scheme, this will be referenced against the relevant recommendation within the table at Appendix 2.

4.3 Council Policies and City Priorities

- 4.3.1 The Best Council Plan sets out the clear, strategic ambition to be the Best City, meaning a strong economy in a compassionate city. It also continues to reflect our Best Council ambition to be an efficient and enterprising organisation as we acknowledge that our drive for efficiencies has already helped Leeds manage the significant reduction in government funding at a time of increasing demand-led cost pressures.
- 4.3.2 The Scrutiny Board also recognised the importance of ‘getting the basics right’ as the Council needs to continue to deliver and commission good quality public services; keep to budgets and deadlines; maintain assets effectively; and streamline internal processes and systems. In doing so, our staff also need to be engaged and motivated to do their best through a mixture of support and empowerment. Such factors were a key consideration throughout the inquiry in order to tackle failure demand and reduce repeat customer contact to the Council.

4.4 Resources and Value for Money

- 4.4.1 Details of any significant resource and financial implications linked to the Scrutiny recommendations will be referenced against the relevant recommendation within the table at Appendix 2.

4.5 Legal Implications, Access to Information and Call In

- 4.5.1 This report does not contain any exempt or confidential information.

4.6 Risk Management

- 4.6.1 This section is not relevant to this report.

5 Conclusions

- 5.1 The Scrutiny recommendation tracking system allows the Scrutiny Board to consider the position status of its recommendations in terms of their on-going relevance and the progress made in implementing the recommendations based on a standard set of criteria. This report sets out the progress made in responding to the recommendations arising from the Scrutiny inquiry Reducing Repeat Customer Contacts through Tackling Failure Demand.

6 Recommendations

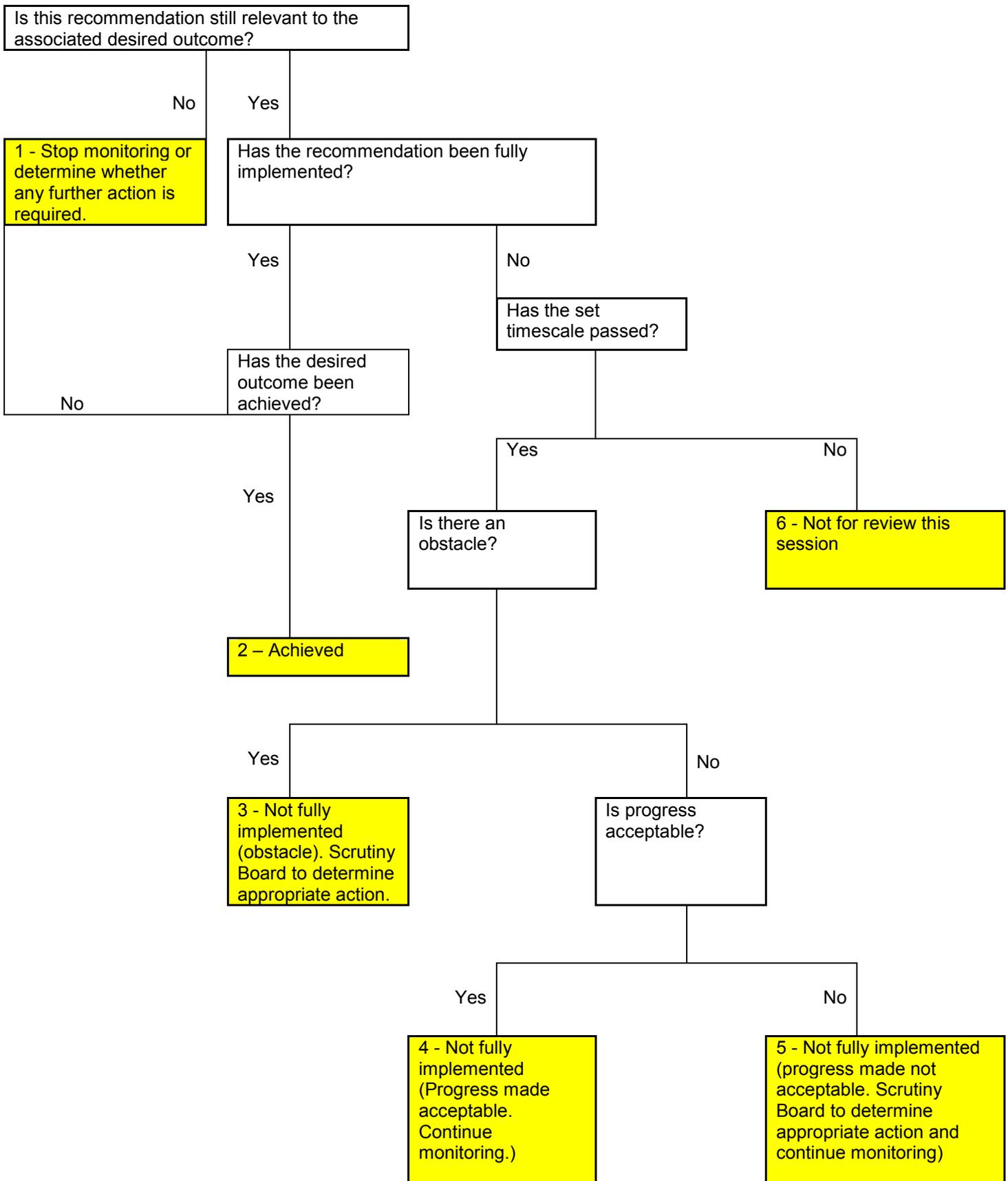
- 6.1 Members are asked to:
- Agree those recommendations which no longer require monitoring;
 - Identify any recommendations where progress is unsatisfactory and determine the action the Board wishes to take as a result.

7 Background documents¹

- 7.1 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.

Recommendation tracking flowchart and classifications:
Questions to be considered by Scrutiny Boards



Position Status Categories

- 1 - Stop monitoring or determine whether any further action is required
- 2 - Achieved
- 3 - Not fully implemented (Obstacle)
- 4 - Not fully implemented (Progress made acceptable. Continue monitoring)
- 5 - Not fully implemented (Progress made not acceptable. Continue monitoring)
- 6 - Not for review this session

Desired Outcome – That an effective process is developed to ensure that customers receive the right housing repair work first time.

Recommendation 1 – That the Director of Communities and Environment engages with Scrutiny on the findings arising from the co-location pilot scheme involving housing repair specialist staff at the Contact Centre and in determining longer term options for ensuring that customers obtain the right housing repair work done first time.

Formal response:

- The initial three month period for the co-location pilot scheme has been extended for a further three months. There has already been a reduction in work queues to responsive repairs as CSOs are able to access specialist advice and service updates while the customer is still on the phone.
- A plan is in place to train CSOs in booking damp inspections, which are currently the biggest single reason for a CSO contacting responsive repairs. The customer will get the correct appointment (either a repair or an inspection) at first point of contact and there will be less follow up work for responsive repairs.
- Work is underway with Mears looking at the high number of repairs booked with incorrect SOR codes and how this can be improved through a mixture of better diagnostics by CSO (see below) and correct codes accessible in Orchard.
- Officers from Customer Services and Officers from Responsive Repairs are meeting regularly to improve the repairs guidance in the workbook. Move from team/ council focused to customer/diagnostic focused.

Current Position:

The initial co-location pilot came to an end after the co-located staff from the repairs team had rolled out a programme of training. The training has better equipped CSO's to field complex and damp related repairs and book technical inspections directly without relying on passing on referrals to another team. This approach has led to a reduction in 'pass on's' with the overwhelming majority of repairs flowing through the contact centre being booked in with a repair operative or for the more complex repairs, a pre-inspection booked at the first point of contact. Prior to this, all requests for technical pre-inspections were work queued to the repairs team meaning an unnecessary layer of contact.

A citywide review of SOR codes is underway and nearing conclusion. This will lead to a simplified and consistent way of raising orders to both Mears and Leeds Building Services. The purpose of the review is to ensure a comprehensive and accurate list of task codes for front line staff to select when raising orders which will in turn improve the accuracy of repairs raised. This will also ensure an accurate allocation of time is allocated to the operative for them to complete the allocated task. The review is also running alongside a

review of the diagnostic software which is used by all frontline order raising staff. This review will ensure that the right questions are asked during the order raising process and that staff have an easy to use tool for selecting and ordering the correct task code relating to the reported repair.

As part of the replacement of the current repairs order raising systems; Housing Leeds are exploring ways of introducing more innovative repair reporting means for tenants including enabling tenants to self-order basic repairs through an online portal and submit photographs and video media in order to more accurately establish causation and therefore improve diagnosis and right first time levels.

Position Status (categories 1 – 6) *This is to be formally agreed by the Scrutiny Board*

Desired Outcome – That Customer Service Officers and customers are kept regularly informed of progress in dealing with service requests and are notified immediately of any significant changes that may impact on initial service expectations

Recommendation 2 – That the Director of Communities and Environment leads on undertaking a review of existing customer service processes and procedures, including the use of the Contact Centre workbook scripts, to identify potential improvements that will better align service processes with communication links to Customer Service Officers and also directly with the customer.

It is expected that the key targeted service areas be prioritised as part of this review and that particular focus is also given to maximising the use of modern communication technologies when communicating with customers.

Formal response :

- We are working closely with the project team for the new customer portal to ensure that customers and CSOs will have access to timely updates and progress. When reviewing procedures greater consideration is now given to customer communication and ensuring that this is captured within scripts.
- Work is underway to find a replacement platform for the workbook which will feature time sensitive and temporary updates alongside permanent guidance.
- A list of areas that are scheduled for planned works are now available online for customers and CSOs.

Current Position:

The new online housing registration customer portal has gone live. Staff training on the new system focused on the process for registering and management of housing applications as being “digital” by default. Only the most vulnerable customers should need to make contact in person or by telephone. The system provides customers with more instant and accurate, ‘real time’ information on their bidding position. It is anticipated that the new features that this system should reduce the numbers of calls regarding bidding positions.

Work has been undertaken to address two enquiry types which were identified as creating repeat customer contact and increasing calls volume times, due to customer expectations outcomes they hope to receive from their enquires.

- (i) Enquires relating to bidding positions on properties on the Choice Bases Lettings (CBL) system
- (ii) Leeds Housing Options enquires (LHO).

(I) A review of all communication to customers regarding bidding position and waiting times for properties has been undertaken. This included making changes to letters that go out to customers, information on the Leeds City Council (LCC) and Homes website. The changes that have been made aim to provide clearer and more consistent information to customers, which should reduce these enquiry types on these issues.

In addition work has been completed with CSO's on how to effectively manage calls and end conversations with customers on their bidding position, to reduce the length of these calls. Guidance has been produced following recent training and team leaders are coaching staff on how to tackle these types of enquires.

(II) LHO enquires which came through to Contact Centre have now been transferred back to be dealt with by the LHO team directly. This change took place November 2018.

Feedback from the LHO team is that this change has had positive results. Having the Housing Advisors dealing with these enquires rather than these calls been passed through via the Contact Centre is allowing enquires to be dealt with at the first point of contact in a more timely manner.

Position Status (categories 1 – 6) *This is to be formally agreed by the Scrutiny Board*

Desired Outcome – These mechanisms are put in place to ensure that customers receive timely notifications of any service assessment appointments and planned works.

Recommendation 3 – That the Director of Communities and Environment leads on undertaking a review of the Council's automated systems of sending notification letters and also seeks to maximise the use of modern communication technologies, including text alerts or emails, to speed up notifications to customers in relation to any assessment appointments and planned works.

Formal response:

- It was acknowledged during the enquiry workshops that repair confirmation letters for emergency repairs are particularly unhelp to customers as they arrived after the repair is completed. This function has now been turned off in the repairs ordering system.
- Right to Repair legislation requires confirmation letters for repair appointments to be sent out and therefore the function will not be turned off for non-emergency repairs. However, through the project to replace the current repairs ordering system, the use of more innovative notifications (text and email) is being developed.

Current Position:

Confirmation letters for emergency repairs remain turned off.

The replacement repair ordering system has not yet been implemented and it is likely that it will be the end of the year before it is. In the design and configuration there are two main elements that will improve the current position.

It will be possible to configure the preferred communication method for individual tenants in the new system and therefore repair confirmations will be set up to be sent out instantaneously by SMS text or email with the option to still send letters for tenants who's preference this is. The self service module in the new system will also enable and promote tenants 'self-serving' around repairs and tenants having online access to repair and appointment information will reduce the reliance on the Council sending out confirmations in the future.

Position Status (categories 1 – 6) *This is to be formally agreed by the Scrutiny Board*

Desired Outcome – That appropriate resources are put in place to undertake the task of effectively simplifying benefit notification letters to customers.

Recommendation 4 – That the Director of Communities and Environment leads on looking at the feasibility of establishing a task force with the appropriate software and legal expertise to focus on finding an effective means of simplifying existing benefit notification letters that will not be open to legal challenge.

Formal response:

A clear objective was set to review all key customer letters and notifications and make appropriate changes to simplify the wording, in order to reduce avoidable and repeat contact. This work is progressing well. A target has been set to reduce avoidable contact where we can, by April. A major piece of work has been undertaken to overhaul Benefit notifications. Examples of the changes that have been made are as follows:

- 37 paragraphs have been amended, fixing either faults or to make the notification simpler for the customer and less confusing.
- All letters now only (and rightly) request that customers tell us about their income changes when the claim is still "live and in payment".
- Appeal rights on all letters are now consistent for each tenure type.
- An "age related" program review has been carried out and this has resulted in a reduction of 8,000 notifications being issued per year. Most of these were issued where there was no change to entitlement and legislation did not force us to notify the customer. These letters have also been reviewed to make them more understandable for the customer.
- Extensive work has been completed on the landlord letters. Information on overpayments is much clearer and explains why recovery is being made from them. The landlord notifications now promote a link to the council's website, enabling landlords to access additional information held for their tenants.
- In addition to the above, a number of changes have been made to the Council Tax Bills to help reduce avoidable contact (e.g. nil balance bills), help explain how their bill is calculated and signpost charge-payers to additional information.

Further work is intended to actually summarise the benefit notification but this is subject to a much wider piece of work around customer self-service. Whilst provisional work is underway, realistic progress is not likely to be made until the second half of this financial year. As this will require extensive testing, go live of such may not actually be until 2018/19.

Good practical examples of changes made include:

- Previously notification letters were sent out to customers informing them that there was no change to the amounts payable. This caused confusion amongst customers and caused unnecessary telephone contact. These “no change notifications are no longer sent out, which will have a big impact on reducing avoidable contact.
- The wording in letters to customers regarding Council tax support and housing benefit has been improved so that they are much clearer. For example:
 1. Council tax support and housing benefit statements were often confused by customers as a bill they needed to pay the wording has been changed to state “This is not a bill, this is a statement, and you have nothing to pay”.
 2. Letters regarding changes to benefit calculations and customers entitlements which is changing in accordance with bedroom requirement policies. For example the amount of benefit payable when children reach five and ten changes, these letters are now much clearer, giving customers a good understanding of why their benefit amount have been altered.
 3. The wording in letters regarding the “single room exemption” and effect on customers has also been simplified.

Current Position:

Regrettably the intended work has not materialised in 2018/19 due to resources being focussed on the preparation for the introduction and impact of Universal Credit. It is intended to re-baseline notifications in 2019/20 and scope what we wish to develop.

Position Status (categories 1 – 6) *This is to be formally agreed by the Scrutiny Board*

Desired Outcome – That the Council’s Interactive Voice Response telephony system continues to be development and remains fit for purpose.

Recommendation 5 – That the Director of Communities and Environment undertakes a review of the Council’s current Interactive Voice Response telephony system to identify possible improvements, including the feasibility of introducing a voice telephone input option as part of the system.

Formal response :

The current IVR menu has been amended to ensure that we direct customer calls quickly and easily to the appropriate officer within the contact centre.

Changes:

- The Leeds Housing Options(LHO) IVR menu has been merged with the main Housing Leeds menu to ensure that all housing contact is delivered via one IVR process and enables all call types to be captured and directed quickly and concisely.
- The Housing Leeds menu now includes divert out to LHO, Benefits and Choice Based Lettings options preventing unnecessary transfer for customers

and ensuing these are dealt with by the dedicated trained staff where needed

- The new LHO menu ensures emergency cases are informed of correct concise steps to follow, now promotes additional contact methods of drop in sessions and advises of timescales for cases
- The Choice Based Lettings menu option links direct to information capture for housing forms. This releases CSO time on the phone lines as these form requests can be completed out of hours
- The wording has been updated on all areas of the menu with clear advice and information for a better customer experience
- There is also appropriate signposting to the website for further information where appropriate
- Unnecessary information has been removed and transferred to the web with qualifying audio links
- Further work has been planned in to review the contractor information that is provided as part of the IVR menu.
- The option to provide a voice-activated system to direct customers to the appropriate menu options and person to speak to is been explored. The facility is available, but we are assessing the costs and associated benefits with installing such a feature.
- There is a greater customer focus with less recorded information and options are based on identifiers that customers will understand (postcode), rather than what is meaningful to council (contractor).

Current Position:

- We have recently procured an automated voice activated system which will be applied to our general enquiries number initially, but will then be applied to all our main lines. We hope to implement soon after 1 April 2019, with a later phase extending this facility to calls for individuals.
- While we have made some improvements to the existing IVR over the last 12 months, we have just initiated a full and fundamental review of the system with the aim to simplify the messages and use customers to help us get it right. We are starting with Housing and Council Tax services.

Position Status (categories 1 – 6) *This is to be formally agreed by the Scrutiny Board*

Desired Outcome – That the Council progresses to implement an electronic application form for Council Tax Support, Housing Benefit and Free School Meals that will enable more claims to be dealt with at the first point of contact.

Recommendation 6 – That the Director of Communities and Environment progresses to withdraw paper benefit claim forms once an electronic form is in place and an effective customer service support network is also in place to ensure that customers have access to appropriate support with their online claim applications which leads to more claims being dealt with at the first point of contact.

Formal response :

- Work is underway to implement an electronic application form for Council Tax Support, Housing Benefit and Free School Meals.
- A project board has been set up to create a Digital Centre of Excellence for Council Tax and Benefits. The first three priorities being looked at are: e Claim for benefits, landlords online and Council Tax discounts and exemptions product.
- “Benefits e-claim” software has been procured and the Council’s preferred provider is expected to commence work from 10th July 2017. It is planned that the software be deployed into “live” by the end of September 2017.

Current Position:

The e-Claim for “new” Housing Benefit claims was introduced in May 2018 and further enhanced to allow change in circumstances to be reported on line from December 2018. To date, 90% of all new claims are submitted on line.

The percentage of change in circumstances reported on line is relatively low at this point in time but is expected to increase over the coming months as awareness of the on line access becomes more widely publicised and customers have arising change in circumstances to report.

Position Status (categories 1 – 6) *This is to be formally agreed by the Scrutiny Board*

Desired Outcome – That all landlords are effectively using the Landlord Portal to access relevant information.

Recommendation 7 – That the Director of Communities and Environment progresses to adopting a mandatory self-serve approach for all landlords to access relevant information through the Landlords Portal and not via the Contact Centre.

Formal response :

- Within the next two to three months, the telephone support line that assists landlords on direct payment with queries regarding housing benefit of their tenants will only give advice to landlords on how to access the information they need online. Advice calls regarding tenants’ payments and benefits will no longer be provided over the phone. Improvements in promoting the landlord portal are being made to facilitate this channel shift so landlords are aware of the information they can access online.

- **Landlord Portal:** The landlord portal has been in use for a number of years, a number of landlords already subscribe to this. The aim is to promote the portal, by means of changes to the webpages and creating a user guide to assist landlords in registering and using the portal.
- In order to ensure a smooth channel shift of enquiries an effective marketing plan is in place to enable effective communication to all landlords so they are fully briefed and adequately prepared for this change. An overview of the portal functionality has been provided for telephone customer service officers and further overviews are planned for front-facing customer service officers. This will ensure that it is suitably promoted at the point a landlord contacts the Council. A user guide has been drafted and web content has been redesigned (but not yet put to “live”). The process for a landlord registering for the portal has been improved to allow speedier access. The email auto response system which sign posts landlords online will remain in place.
- **IVR:** An IVR message which will be on the landlord line which will divert landlords to go online for their queries is being developed. This will make it clear that the phone line is only for online support and not for general advice on tenant’s information. The IVR will include sign posting information for non-online enquires e.g. where landlords can access support via the LCC website for further information. A briefing will be provided to all CSO’s who currently deal with landlord enquiries so that they are fully aware of the channel shift etc.
- **Improvements to correspondence to landlords (letters and notifications regarding council tax and benefits) :** Some improvements have been made to the notifications sent to landlords to simplify the processes and information they receive. Examples of these improvements are as follows;
- **Landlord adjustment notification:** Landlord notification has been amended so that the reason for the adjustment/ cancellation is at the top of the letter, and all duplication for the reason for the overpayment or underpayment has been removed.
- **Landlord Cessation notification:** Landlord cessation notification previously only displayed overpayments which were made recoverable from the landlord. However, where the landlord has been overpaid they will now be notified of this and advised who we will be seeking recovery from e.g. landlord or tenant.
- **Landlord cessation letter:** Has now been amended to say the claim has been cancelled rather than stopped.

Current Position:

Overall a successful exercise which has allowed the improvements and efficiencies that it has. Over 2018/19 the number of Landlords registering for access to the self-service portal has increased.

It is noticeable however that the number of actual times Landlords now access the self-serve portal is reducing. This is very much attributable to the decrease in Housing Benefit caseload brought about by the introduction of Universal Credit full roll out within the city.

Position Status (categories 1 – 6) This is to be formally agreed by the Scrutiny Board

Desired Outcome – That Customer Service Officers are empowered to use their discretion and seek additional advice when dealing with potentially complex cases.

Recommendation 8 – That the Director of Communities and Environment takes the lead in undertaking a review of existing Contact Centre procedures to provide a greater degree of flexibility in the approaches taken by Customer Service Officers so that they feel empowered to use their discretion and seek additional advice when dealing with potentially complex cases.

Formal response:

- Work is underway with service managers in both housing and council tax & benefits to identify escalated calls / complaints which are generated through the inability of a CSO to carry out a particular task. We are challenging those areas where we feel more discretion should be given to CSOs, and we have escalation procedures for dealing with complex cases. The Head of Customer Contact meets with other heads of service and chief officers on a regular basis to address issues and immediate problems can generally be dealt with through a phone call.
- Examples where we have empowered Housing CSOs:
 - Increasing rent arrears that CSOs can deal with from £200 to £400
 - All CSOs book their own damp inspections
 - CSOs take upfront payment for rechargeable lock repairs

Current Position:

- The arrangements we have put in place to empower CSOs have been fully embedded and we believe to be working. We are reliant on feedback to tell us if this is not the case.
 - In preparation for universal credit, we crossed skilled CSO's who take benefit calls to also deal with the customers rent if they were a LCC tenant. The reason for this is that we knew that as a result of customers moving onto universal credit, rent arrears would increase for customers. This enables the CSO to provide a holistic service looking at a range of debts that they may owe the council. This gave the CSO the ownership to make an arrangement with the customer that was realistic for them looking at their income and expenditure.
 - Empowering experienced CSO's to provide a helpdesk function within the service to support existing staff and our apprentices with any service related enquires. Over time, this will reduce feedback and result in fewer process related complaints as CSO's have someone readily available to help them should they need it.
 - We have introduced a People Hour every week which gives opportunity for CSO's to input and raise any areas of concern around service or customer feedback so these can be actioned quickly and nipped in the bud rather than it escalating into a bigger issue.

Position Status (categories 1 – 6) *This is to be formally agreed by the Scrutiny Board*

Desired Outcome – That an appropriate options appraisal is undertaken regarding the introduction of a dedicated route of communication for Elected Members to escalate complex cases that have come to their attention.

Recommendation 9 – That the Director of Communities and Environment leads on undertaking an options appraisal based around the suggestion of introducing a dedicated route of communication for Elected Members to escalate particular complex cases that have come to their attention. Once completed, this is to be shared with Scrutiny for further consideration.

Formal response :

- There is currently a dedicated route of communication for elected members who wish to escalate any complex housing cases:Housing.leeds.mp.and.members.enquiries@leeds.gov.uk
- Related process flows for Housing Leeds to deal with enquiries to this inbox were agreed with Cllr Coupar approximately 18 months ago and shared with members along with full contact list of Housing Managers. This list has since been updated and recirculated.
- We await further recommendation if options appraisal is still required.

Current Position:

The OOH team are confident to make decisions using their own judgement in emergency situations. This includes overriding normal processes when needed to respond to the emergency situation. Since the introduction of the new OOH process less concerns regarding the OOH service are being recorded however Member's views on whether this is their experience would be appreciated.

Position Status (categories 1 – 6) *This is to be formally agreed by the Scrutiny Board*

Desired Outcome – That appropriate investment is made into robust customer service data collection and analysis to inform longer term strategic planning.

Recommendation 10 – That the Director of Communities and Environment works with the Director of Resources and Housing to explore opportunities for further investment into robust customer service data collection and analysis to assist with longer term strategic planning.

Formal response :

Investment into this will be developed and done so by gaining feedback from customers via the "Voice of the Customer work". This work will be commenced once the work is complete on providing a replacement system to prepare for the decommissioning of Siebel.

Current Position:

- We have been hampered in this particular recommendation since the decommissioning of Siebel in 2017. A Customer Relationship Management system is essential to provide the level of insight required to assist meaningful longer term planning around identifying service improvements. DIS, with Customer Access, have been developing a replacement CRM system in-house, and have made excellent

progress. It is hoped the new system could be live in hubs and the contact centre within months.

- We have procured, on a trial basis, a customer survey system which provides us with voice of the customer and allows us to target improvements based on customer experience and views. This was introduced in January 2019 and is providing an important aspect of customer insight to help us target improvement initiatives.

Position Status (categories 1 – 6) *This is to be formally agreed by the Scrutiny Board*