10. MINUTES
The minutes of the meeting held on 30 June were approved and signed by the Chairman.

11. APOLOGIES
Apologies for absence from the meeting were received from Councillor Lane.

12. RESOURCES AND CORPORATE GOVERNANCE PORTFOLIO HOLDER
In June the Committee invited the Resource and Corporate Governance Portfolio Holder to this meeting to report on telephone answering, the high level of other services’ failure demand with which the Customer Service Centre deals, and progress in the end-to-end review work that will be required to rectify this. The Chairman and Vice Chairman also requested that Councillor Wright provide an update on the financing arrangements for the new leisure centre.

The Head of Customer and Information Services and the Customer Services Manager gave a brief introductory presentation to update members on the actions taken to address the issues highlighted at the June meeting. A copy of the presentation is attached at annex 1 to the minutes.

In addition to the presentation the following points were made:

- An analysis of the causes of failure was carried out during April and May and the results were broken down using a systems thinking approach looking at ways to reduce failure.

- The results for different service areas differed greatly.
• Face to face contact with customers was viewed as the key area and was found to have the highest failure rate of 49.1%. The main reason for this had been identified as the UChoose system. Customers were undergoing many problems and confusion trying to use the system and this resulted in an impact on staff resource.

• Work was taking place to update the Council website to help make customers more self sufficient.

• Meetings were held with the Heads of Service to look at how improvements could be made. One area that was working well was the council tax service.

• The 63 potential improvement actions identified would be broken down to three stages, though the initial focus would be on the first level of actions where quick wins could be made:
  i) Actions resulting in quick wins.
  ii) Actions requiring policy change.
  iii) Actions that need additional time and resources.

• Out of the 63 potential actions 18 had been completed. Some could not be progressed until further information had been obtained.

• It was important to keep focused on customer needs and keep the existing choice of access channels open.

• It was important to maintain the reputation of the Council.

• The GovMetric system was used to measure customer satisfaction levels on a monthly basis and Rugby was the only local authority within the county appearing in the top five this year.

The Resources and Corporate Governance Portfolio Holder was asked to report his views on the issues and raised the following points:

• The primary aim is customer satisfaction and that is where officers have been targeting their efforts.

• Regular meetings have taken place between the portfolio holder and officers to address the issues relating to the dip in performance.

• The target performance indicator LI 023 is out of date and irrelevant. Even if a call is answered within 20 seconds this does not guarantee the quality of the service being provided to the customer. Councillor Wright suggested that this indicator be removed and replaced by a measure of waste demand.

• The recent Customer Service Reception Review resulted in some good recommendations and these have all been implemented. The changes made need time to bed down before the focus is moved to customer satisfaction levels.

During discussion members raised the following points and questions:

Members questioned if performance indicator LI 023 could be removed and were informed this was possible.
Q. How often is the website reviewed and do facilities exist for the Council to contact customers?

A. The website is being used more and is constantly reviewed. Information is available suggesting the best times for customers to contact the Council. The website is good at providing information but not for transacting business and this type of provision is being explored further.

A suggestion was made that the use of intelligent call routing should be revisited. This would be relatively simple to put into place and would save customer and staff time.

It was important to ensure that any new system put into place was the right solution and would keep the needs of the customer as the priority. The whole organisation was currently under stress and careful consideration should be given to ensure this would be the best solution and would result in the removal of waste and raise customer satisfaction levels.

Members commented that a call routing system would need to be properly controlled. Consideration should be given to queue length and how customers calling about different topics will fit back into the queue. Some systems cannot ask dynamic questions and those that are interactive can be expensive.

Q. Can the issues regarding UChoose be expanded on? What should UChoose be replaced with, and what action should be taken regarding the underlying issues around housing?

A. The UChoose system is not flexible and cannot deal with the specific needs of customers. The system is web based and often customers need a lot of support from staff to access and use it. The current position in relation to housing is poor and unless a customer is in dire need there are no properties available.

There were no immediate plans for a replacement system. This is a classic example of the third stage of waste but it is important to spend time re-thinking how the system should work both from a resource and customer satisfaction view. This is an opportunity to scrutinise how the system should be altered to suit the customer.

Officers identified one particular area resulting in failure demand as documentary proof. Customers were often confused about which documents were needed and there was no central guide advising the customer of what documents to bring in relation to any particular transaction which resulted in them having to make return visits.

Q. All organisations have problems with call answering. The failure rate is high but the contact centre staff are not jacks of all trades. Are the right processes in place for calls to be directed to the correct back office areas?

A. Where technical advice is needed calls are diverted to the back office, or plans are in place for this to happen. The council tax service has remained with the contact centre and this is working well. Where services work well they are being retained.

Work is taking place with the service areas to analyse where support should be pulled or hand offs are needed. Contact centre staff will receive training as necessary.
It was important to ensure the ability to answer customers at the point of contact remains. The ongoing work by officers has made good inroads with this to match contact with capability.

Q. Are there any benchmarks for comparison with other authorities? What would be an acceptable target? Do other authorities have any examples of failure demand case studies?

A. The industry standard is 80% but this is based on the private sector which may only involve one type of business. Local authorities are made up of a diverse range of services and these measures are not fit for our purpose.

A target of 10% could be suggested but any reduction would be advantageous.

Members suggested that the councillor hotline should not be given priority over customer calls.

Members commented that the cycles of announcements currently played during call waiting times should be reviewed as they did not give the customer any indication of queue length and it was possible that customers might hang up and call back.

Members raised concerns that staff should not be placed under any additional pressure.

It was agreed that the existing performance indicator measures, LI 023 and LI 024, were not effective but there was a need to track waste demand. The Executive Director suggested that discussions should take place between officers and the Resources and Corporate Governance Portfolio Holder to produce some key indicators based on the customer to be brought back to this committee at a later date.

The Committee thanked the Head of Customer and Information Services and the Customer Services Manager for their presentation.

Councillor Wright gave the Committee an update on the financial arrangements for the new leisure centre.

During discussion of the item the following points were raised:

The budget had been set and would not change. This had been based on factual evidence and would allow the Council to build a facility of the highest standard possible for the money being spent.

The main contractor was in place and work would progress in the form of packages. This would permit different sub-contractors to bring individual expertise to the project and allow for preferential rates to be gained. The scheme would be well project-managed to drive maximum value.

Members raised concerns regarding the possibility of overspend and were informed that the budget has already been set and this would not be an issue. The invitation to tender for each package stated the amount that the council was able to spend and asked the tenderers to make proposals on what they would provide for that money. The price stated would not be exceeded.
A member asked what would happen if there were unforeseen additional costs, for example as a result of bad ground conditions. Surveys had been carried out to reduce the risk of this.

Members asked what impact the absence of a senior officer who was on sick leave could have on the project. The Committee was informed that the situation was not critical at this stage. It was hoped that the officer would have returned to work by the time the pressure was due to increase but if this did not happen, the situation would need to be addressed.

Tenders for the packages were due in shortly and a report will be taken to full Council at the beginning of next calendar year giving full details and including plans on a room by room basis.

The Committee thanked Councillor Wright for attending the meeting.

13. FINANCE AND PERFORMANCE MONITORING 2011/12 QUARTER 1

The Committee considered a report (Part 1 – agenda item 5) concerning the Council’s spending and performance concentrating on indicators that have underperformed during 2010/11.

During discussion the following points were made:

The Head of Resources informed the Committee that a small underspend was showing so far this year and felt this could be pushed a little further as the year progresses.

An increase in staff movement had resulted in additional savings but this situation could create problems managing some services, which could result in a need for short term recruitment to cover, though this was not a problem at the present time.

No upturn in the economy had been seen and lower that budgeted income from services such as parking, planning and building control was still an issue.

The Icelandic Court of Appeal was meeting at present and a decision regarding the priority status of the Council’s claim should be received in the near future.

Members asked if performance indicator LI 201 (% of annual gas services completed on time) was back on track. It was agreed this would be reviewed again at the next meeting, when the Quarter 2 data would be available.

Members raised concerns regarding performance indicator LI 214 (number of households where homelessness has been prevented). They questioned whether data for all work within the Borough was being captured, in particular that being carried out by the Citizens Advice Bureau (CAB).

The Head of Resources informed the Committee that the Council was seeking to recruit a Homefinder post. In the past the Council had been paying significant bills for bed and breakfast accommodation but this has now greatly reduced.
RESOLVED THAT –

(1) the Head of Housing be asked to answer the points raised in relation to performance indicator LI 214 and the CAB and circulate a response to members of the Committee by letter; and

(2) performance indicator LI 201 be reviewed again at the next meeting.

14. FUTURE PERFORMANCE MONITORING

The Committee considered a report (Part 1 – agenda item 6) concerning options for future performance monitoring.

At its last meeting the Committee had discussed the changes to Government mandatory data requirements and the development of new performance measures. The Committee had requested that officers present to this meeting some options for future performance monitoring.

Officers had subsequently met with the Chairman and Vice Chairman to draw up some proposals. The proposed system would be maintained on Covalent and will operate on different levels:

Level 1 – Corporate Strategy based monitoring

Each of four meetings would focus on a corporate priority, to assess performance in the implementation of the Corporate Strategy.

Level 2 – Portfolio-based monitoring

Each of the four meetings would also focus on a portfolio, on which a headline report would be presented.

The relevant portfolio holder be invited to attend a meeting of the committee. This would be a significant change from the past where the committee had only invited the Resources and Corporate Governance Portfolio holder to look at internal issues. It would not only help to enhance the 'holding to account' role of scrutiny but would also contribute to the constructive dialogue between scrutiny and the Executive.

Level 3 – Investigating matters of interest or concern

Particular individual issues can be targeted for follow up and further investigation. Minute 13 above concerning the CAB was an example of this.

Officers would undertake to find answers and forward a response to members within a set period of time and then place the item on the agenda of the next meeting.

A possible drawback of the new system was that, because of the limited availability of data, scrutiny of the priority and portfolio holder that occurred early in the year would be less rigorous than later on in the year. It was therefore important that members independently review Covalent as the year progresses. The Improvement Officer would prepare a series of reports that members would be able to generate at any time in order to review performance in any priority or portfolio.

During discussion of the item the following points were raised:
Members asked if the risk register would be included as part of the backdrop of information and were informed that it would be possible to feature risks and show how they link with actions.

It was recognised the examples included as appendices 1-3 of the report were early attempts produced as an example of what can be included. The final versions could only be as good as the detail that had been input into the system. It will be possible to produce reports by priority view.

Members raised concerns that this could provide an opportunity for some members to use the system to highlight their pet concerns and it was agreed that specific topics should not be raised and that measures should be put into place as part of the process to avoid this.

A member commented that the high level information was not tangible and the results would be too general. This would be resolved by drilling down into the lower levels where more detail can be obtained.

It was noted that Government might set a framework for mandatory data and some flexibility was required regarding local decision making to be able to adapt to potential changes. However, the system would be selective and the committee will be able to choose which indicators to focus on. These would not necessarily be the same as those considered by Cabinet.

It was agreed that a workshop be held which will be open to all members on performance management, and in particular the generation of Covalent reports.

It was acknowledged the system was still at the pilot stage and further development would continue.

It was agreed to scrutinise the Sustainable Inclusive Communities portfolio at the next meeting and to invite the Portfolio Holder. The next meeting would also scrutinise performance data for Priority 2 – Meeting the housing needs of our residents now and in the future.

**RESOLVED THAT** –

(1) a workshop be held on future performance monitoring which will be open to all members; and

(2) the Sustainable Inclusive Communities Portfolio Holder be invited to the next meeting of the committee.

**15. REVIEW OF EMPLOYEE WELLBEING – ONE PAGE STRATEGY**

The Committee considered the one page strategy for the review of Employee Wellbeing.

**RESOLVED THAT** – the one page strategy be approved subject to the inclusion of examination of best practice in other organisations.

**16. COMMITTEE WORK PROGRAMME**

The Committee considered a report (Part 1 – agenda item 6) on the progress of the task group reviews and on the committee’s work programme for 2011/12.
The committee agreed the Work Programme subject to the following changes to the schedule for the meeting on 10 November:

**Budget Preparation – Scrutiny of the budget process**

The first report on the budget will be submitted to Cabinet in October. Details of this, the size of the shortfall and ideas for closing it together with suggestions on how to scrutinise how this can be achieved will be included. The item will also cover future changes based on the Localism Bill.

**Procurement Review** – Review report

**Sustainable Inclusive Communities Portfolio Holder** - Councillor Leigh Hunt be invited to the meeting

**Review of action plans** – 6 month progress report

**RESOLVED THAT** – the Committee Work Programme be updated as detailed above.
Organisational Customer Demand Review

Raj Chand & Debbie McCarthy
Customer & Information Services
8 September 2011

Identifying the causes of ‘failure’ and looking at the outcome

<table>
<thead>
<tr>
<th>Outcome</th>
<th>Value</th>
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</thead>
<tbody>
<tr>
<td>Resolved without support</td>
<td>410 (44.95%)</td>
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<tr>
<td>Resolved by pulling support</td>
<td>164 (18.43%)</td>
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<tr>
<td>Hand Off</td>
<td>166 (18.37%)</td>
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<tr>
<td>Pass Back</td>
<td>110 (12.09%)</td>
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<tr>
<td>Unsolved</td>
<td>42 (4.56%)</td>
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Agreeing actions to reduce the ‘predictable’ failure demand

- Meetings held with Council Tax, Parks and Open Spaces, Housing (Estates Management), Parking Services, Elections, Licensing and the Environmental Protection Team
- WCC and Rugby Life processes – Sept
- 63 potential improvement actions identified
- Linking into existing E2E reviews (Repairs, Housing Options, Planning, Benefits)
Annex 1

Keeping the customer at the centre
- Ensuring access to more than one service at the same time
- Ensuring customers have the same choice of access channels

"I want services that work for me"

- Not having to wait longer if changes are made to services
- Not having to speak to several different people, repeating the same information

CLEAN, GREEN & SAFE

Focusiing on the ‘solution’
- Not moving the failure demand or creating new failure demand elsewhere
- Eliminating unnecessary duplication
- Not creating further detriment to services
- Not increasing customer dissatisfaction
- Ensuring service quality and maintaining Council reputation

CLEAN, GREEN & SAFE

Measuring the ‘right’ things
- Customer demand: volumes, channels, types, frequency, peaks, troughs, value, failure, outcome ...
- Customer journey from end to end including hand-offs; (customer service centre)
- Customer wait times
- Customer satisfaction

CLEAN, GREEN & SAFE
where next?

✓ Satisfy customer demand by helping customers pull 'value' demand from RBC
✓ Prevent predictable failure demand
✓ Make systems thinking the 'norm' at RBC by working together to enhance and improve both the customer experience and journey
✓ Undertake a third data capture for the 2 month period from October to November 2011
✓ Continuous monitoring of failure demand
Organisational
Customer Demand
Review
Raj Chand & Debbie McCarthy
Customer & Information Services
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<tr>
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<td>(11.0%)</td>
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<tr>
<td>Unsolved</td>
<td>20</td>
<td>(2.0%)</td>
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<tr>
<td>Unsolved</td>
<td>11</td>
<td>(1.1%)</td>
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</table>

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