



NOTTINGHAM CITY COUNCIL
OVERVIEW AND SCRUTINY COMMITTEE

Date: Wednesday, 8 January 2014

Time: 2.00 pm

Place: Ground Floor Committee Room - Loxley House, Station Street, Nottingham,
NG2 3NG

Councillors are requested to attend the above meeting to transact the following business

Deputy Chief Executive/Corporate Director for Resources

Constitutional Services Officer: Angelika Kaufhold **Direct Dial:** 0115 8764296

AGENDA

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IF YOU NEED ANY ADVICE ON DECLARING AN INTEREST IN ANY ITEM ON THE AGENDA, PLEASE CONTACT THE CONSTITUTIONAL SERVICES OFFICER SHOWN ABOVE, IF POSSIBLE BEFORE THE DAY OF THE MEETING

CITIZENS ATTENDING MEETINGS ARE ASKED TO ARRIVE AT LEAST 15 MINUTES BEFORE THE START OF THE MEETING TO BE ISSUED WITH VISITOR BADGES

NOTTINGHAM CITY COUNCIL

OVERVIEW AND SCRUTINY COMMITTEE

MINUTES of the meeting held at Loxley House on 4 December 2013 from 2:00 pm to 3:40 pm.

Councillor Brian Parbutt (Chair)
Councillor Azad Choudhry
Councillor Georgina Culley
Councillor Mohammed Ibrahim
Councillor Glyn Jenkins (Vice Chair)
Councillor Ginny Klein
Councillor Gul Khan
Councillor Neghat Khan
Councillor Thulani Molife
Councillor Toby Neal
Councillor Anne Peach
Councillor Mohammed Saghir
Councillor Roger Steel
Councillor Marcia Watson

Beverley Denby (Third Sector Advocate)

indicates present at meeting

Colleagues, partners and others in attendance:

Martin Hillier - Nottinghamshire Police, Chair of Child Sexual Exploitation Cross Authority Group
Pete Turgoose - Project Manager, Protect and Respect, National Society for Prevention of Cruelty to Children
Anne Partington - Acting Head of Safeguarding
Jane Garrard - Overview and Scrutiny Co-ordinator
Angelika Kaufhold - Overview and Scrutiny Co-ordinator

37 MEMBERSHIP

Noted that Councillor Longford has resigned from the Overview and Scrutiny Committee and that Councillor Anne Peach and Councillor Neghat Khan have been appointed to the Overview and Scrutiny Committee.

38 APOLOGIES FOR ABSENCE

- Councillor Azad Choudhry – unwell/ medical
- Councillor Georgina Culley – unwell/ medical
- Councillor Gul Khan – personal
- Councillor Mohammed Saghir - personal
- Councillor Roger Steel – other Council business
- Councillor Marcia Watson – personal

- Beverley Denby

39 DECLARATIONS OF INTEREST

None

40 MINUTES

The Committee confirmed the minutes of the meeting held on 6 November 2013 as a correct record and they were signed by the Chair.

41 CHILD SEXUAL EXPLOITATION – TO DISCUSS THE WORK OF THE COUNCIL AND ITS PARTNERS ON THE ACTIVITIES, PARTNERSHIP WORKING AND LEGAL FRAMEWORK TO COMBAT CHILD SEXUAL EXPLOITATION

Anne Partington, Acting Head of Safeguarding, explained that the Nottingham City Safeguarding Children Board (NCSCB) had responsibility for managing and co-ordinating multi-agency work to tackle child sexual exploitation in the City. The rapidly changing environment is reflected in the Family Support Strategy (previously considered by the Committee). Intervention is shifting to an earlier stage, for example work taking place at Children's Centres and support programmes in schools.

Martin Hiller, Chair of the Child Sexual Exploitation Cross Authority Group, introduced the briefing note circulated with the agenda, highlighting the following points:

- (a) Nationally, child sexual exploitation receives a lot of media coverage and these media reports are often about situations when intervention has taken place at a late stage. Perceptions of child sexual exploitation built by the media often give an inaccurate reflection of exploitation victims and perpetrators and this can be unhelpful in tackling the real issues. For example there has recently been a high level of media coverage about gangs of British Pakistan men exploiting girls, but the majority of child sexual exploitation is carried out by white males.
- (b) Child sexual exploitation is a priority area for the NCSCB and work takes place in a proactive way. This is not because Nottingham has a worse problem with child sexual exploitation but because the NCSCB feels that work needs to be proactive in order to tackle exploitation effectively.
- (c) The Child Sexual Exploitation Cross Authority Group leads on child sexual exploitation of behalf of the NCSCB. It was re-formed in January 2012 and includes key partners such as Nottinghamshire Police, National Society for Prevention of Cruelty to Children (NSPCC), Nottingham City Council, voluntary sector organisations. Organisational cultures on issues of child sexual exploitation are changing.
- (d) The local strategy is based on the Department for Education National Action Plan.
- (e) Child sexual exploitation is not a criminal offence. It is a generic term that covers a number of offences, including rape, sexual activity with a child. The retention of this

old legislation can make it difficult to prosecute perpetrators because victims of child sexual exploitation often do not see themselves as victims.

- (e) Locally there are several work streams and working groups planned and underway:
 - i) Raising awareness of child sexual exploitation with professionals
Full day training has been held for professionals directly involved with child sexual exploitation issues, and a half day training session for those who may come into contact with individuals vulnerable to child sexual exploitation. Good feedback has been received from the training but there has been lower take-up of training in the City compared with the County.
 - ii) Raising awareness of child sexual exploitation with children and young people
Work is taking place through schools, including productions by the Pint Sized Theatre Group. This is a hard-hitting, interactive session which has received excellent feedback. Web resources are also being developed.
 - iii) Improve support for looked after children
This work is in early stages and will look at issues beyond child sexual exploitation. OFSTED will be involved in this work.
 - iv) Tackling sexual exploitation of girls in gangs
This work is in early stages, but will be working with Vanguard Plus.
 - v) Data collection
Collection of data about the extent of child sexual exploitation is a huge issue, and it is anticipated that there is exploitation taking place that agencies are not aware of but the extent of the problem isn't fully known.
- (f) Organisations are currently developing a virtual team and slowly there are moves towards the recommended approach of having a co-located multi-agency team for child sexual exploitation.

Peter Turgoose, Protect and Respect Project Manager, NSPCC, provided the following information:

- (g) The Child Sexual Exploitation Practitioners Forum will provide opportunity for practitioners to meet regularly to share information and support a multi-agency approach to developing solutions. Logistical issues are a challenge to making the Forum work, for example enabling teachers to attend the meetings, so individuals who attend will have responsibility to represent and feed back to their wider practitioner teams. So far approx 30 individuals from a range of different organisations have committed to attend.
- (h) The Concerns Network meeting provides opportunity to identify individuals/ situations below the threshold for intervention but where there are concerns. Concerns will be logged and enable links to be made so that otherwise unidentified issues are highlighted. Professionals can send concerns to a Police inbox, which will be regularly reviewed and concerns stored in a central location. Themes will be taken to a Concerns Network meeting. Community Protection Officers are involved in meetings and feed in local information.

- (i) The aim is to develop 'disruption strategies' to prevent/ stop exploitation before an offence takes place, rather than necessarily get a prosecution. Effective disruption will stop the (potential) victim being abused, which is the most important outcome, and getting a prosecution can be very difficult because victims don't always see themselves as victims and are not always willing to make statements against their abusers. A high level of social care support is provided to victims.
- (i) Nottingham is one of three sites of the Protect and Respect project run by NSPCC. Nottingham was identified as a site because of the NSPCC's previous work here on missing children. The project aims to tackle child sexual exploitation and has a strategy for work up to 2016. It focuses on young people aged 11-19 years at risk of/ currently subject to child sexual exploitation. It is not a therapeutic intervention, but works collaboratively with the young person to risk assess vulnerability to exploitation and make an intervention. Intervention lasts for a minimum of 6-8 months. Since May 2012 the project has worked with 40 children in Nottingham. Early intervention is an important aspect and the project is working with schools as part of the Personal, Social, Health and Economic curriculum exploring grooming, online activity and resistance to exploitation. The project also wants to educate professionals and parents, including foster carers, but this workstream has suffered from resource constraints. It is hoped to increase activity in this area from 2014.

Following questions from councillors, Anne Partington, Martin Hillier and Pete Turgoose provided the following additional information:

- (j) Media stories can give a distorted picture of child sexual exploitation, for example around the involvement of Pakistani communities, and this can cause problems. However, professionals have a good accurate understanding of the local issues.
- (k) Professionals try to engage local communities when there are major child sexual exploitation incidents. This is particularly important because individuals charged with offences are often released on bail into the community.
- (l) It is difficult to identify the impact of the work of the Cross Authority Group but it is believed that more intelligence is being collated and activity spotted earlier.
- (m) The lower level of take-up of training by professionals in the City is thought to be due to advertising and is now being addressed. A recent NSPCC conference was over-subscribed.
- (n) Activity to tackle child sexual exploitation refers to young people under 18 years. Most offences relate to young people under 16 years but vulnerability can continue to 18 years old and beyond. Agencies try to continue their involvement for older age groups, particularly for looked after children.
- (o) There is a huge spectrum of responses from parents to issues of child sexual exploitation, from denial and resistance to being engaged, through feelings of guilt to being very engaged in tackling the problem. The support provided to parents depends on what they need and want. It can be more difficult for parents to acknowledge abuse in circumstances when the young person denies being a victim.

- (p) Nationally feedback is being sought on the 2003 legislation to identify potential improvements. The NSPCC has contributed to this.
- (r) There is no national standard for the way in which local authorities should collate data on child sexual exploitation. This makes it difficult to compare the situation between areas. The Police have a more standard way of reporting incidents in line with definition of offences. However, variations in data may reflect local decisions on the threshold at which incidents are referred and reported, rather than any actual variation in activity levels.
- (s) There is nothing to suggest that Nottingham has a particular problem with organised child sexual exploitation. National research suggests, contrary to many media reports, that child sexual exploitation is often more opportunistic and, if at all, only loosely organised. Such research provides learning for how to tackle issues locally.
- (t) Online child sexual exploitation is a big issue across the country.
- (u) Work to develop in the future includes looking at more hidden potential exploitation situations, for example sexual exploitation of boys.
- (v) Information about child sexual exploitation issues could be better communicated to local people. It is a big challenge to make everyone aware of the issues but important to have effective communication in place and this will be an action to take forward.
- (w) Intra-familial abuse is not technically part of child sexual exploitation but it can be linked and there is close working with the relevant team in Nottinghamshire Police. Social workers are responsible for all child protection issues, including both intra-familial abuse and child sexual exploitation. Agencies are getting better at dealing with cultural and language barriers and interpreters, although expensive, are used.
- (x) Every organisation within the NCSCB has resource challenges and therefore work must be efficient and focus on key priorities. However, there is nothing to suggest that there currently isn't capacity to deal with issues and work is also taking place on new developments, for example working towards a co-located team. The NSPCC Protect and Respect project is of benefit to the City and brings in resource. The NCSCB is also drawing on other existing relevant work and skills, such as child sexual health professionals.
- (y) Evaluation of the Protect and Respect project will take place in 2016. The NSPCC has launched another 6 sites based on experience of the first 3 sites. Project success will be measured on outcomes for young people.

Based on the evidence provided, the Committee concluded that, although it was still relatively early days in the work of the Child Sexual Exploitation Cross Authority Group, it was satisfied with current activity to prevent and tackle child sexual exploitation in the City.

RESOLVED to recommend that

- (1) The Child Sexual Exploitation Cross Authority Group explore opportunities for raising awareness of child sexual exploitation issues in local communities;**

- (2) Ways be sought to raise the profile of child safeguarding issues, including child sexual exploitation, amongst all councillors; and**
- (3) Committee members engage in dialogue with local MPs about local child sexual exploitation issues with the objective of influencing national policy and resourcing.**

42 PROGRAMME FOR SCRUTINY

The Committee considered the Head of Democratic Services' report about the Overview and Scrutiny work programme for 2013/14. Angelika Kaufhold explained that in January the Committee will be looking at the Customer Access Programme, Citizen First and Have Your Say. Councillors discussed possible topics for future reviews and identified maximising the use of allotments and local food growing as a potential topic for further exploration.

RESOLVED

- (1) To note the topics scheduled for forthcoming meetings of the Overview and Scrutiny Committee; and**
- (2) To commission a scrutiny review looking at allotments and local food growing to be carried out on 25 February 2014.**

Citizen First, Have Your Say, and Customer Access Programme

Overview and Scrutiny, 8 January
2014



Why have Citizen First?

Manifesto Pledge aims for:

The most citizen-friendly Council in the Country with:

95% of citizens satisfied with the way they are treated

§ Citizen Survey Satisfaction baseline: 64%

Important part of **putting the citizen at the heart** of what we do

§ Moving the Council from **good to great**



Citizen First - aims and values

Aims

- To work with our partners to establish a single standard for service delivery.
- To improve the range and quality of access citizens have to services and information.
- § To ensure that we deal with citizen queries more quickly, clearly and effectively.
- § To engage with citizens better and use their feedback to continually improve our standard of service.
- § To find better ways of working.

Values – a Council that

- § Cares for its citizens
- § Takes responsibility and delivers
- § Is fair
- § Strives for better
- § Works together to deliver high-quality services for citizens



The Nottingham Promise

Services convenient for citizens

Give your name

Keep appointments

Calls answered quickly

Resolve queries first time

Improve services through feedback

Easy to understand information

Achievement – More calls answered politely by a person

- § Introduced a common approach for **telephone access and performance**
- § Better telephone response to citizens on front-facing, high volume services. Between July and September 2013:
 - § 314,000 calls
 - § 279,000 answered by a person, representing 89% answer rate
 - § No voicemail

Customer satisfaction levels

- § 87% of citizens said they got through in a reasonable time.
- § 92% of citizens said the person was polite.
- § 93% of citizens said the person listened to their enquiry.
- § 88% of citizens said their enquiry was handled well.
- § 78% of citizens said their enquiry was resolved first time.

Achievement – Building better understanding of citizen feedback to improve services

Face to face enquiries

- § Expanded to:
 - § Angel Row Contact Centre
 - § Joint Service Centres (Bulwell Riverside)

Results

- § Colleague politeness and listening to what the citizen's enquiry - over 90%.
- § How quickly citizens got to see to someone - 83% and 93%
- § How well the enquiry was handled - 89% and 99%
- § Enquiry was dealt with first time - between 87% and 88%

Was helpful and dealt with my problem quickly :)

Immediately put at ease after the tension of worrying and waiting



Citizen First – Products to support improvement / change

§ Making our information easier to understand

- § Policy and guidance on better use of **Plain English**
- § Try to resolve more **equality enquiries** at the first point of contact, e.g. avoiding the need for translation or interpreters unless absolutely necessary

§ Customer Care

- § **Customer Care** service measures and behaviours part of:
 - § Directorate plans
 - § Individual accountabilities
- § **E-learning** for all colleagues on customer care standards and behaviour has been developed

§ Citizen Insight – consultation and engagement

- § A ‘virtual’ consultation team established with partners
- § “**Nottingham Insight Consultation hub**” to help with planning, good practice, methods, and let citizens know what we did with feedback (‘you said, we did’)



Have Your Say - Better understanding of citizen feedback

- § Introduced a single approach (policy and guidance) to deal with:
 - Comments, Compliments and complaints – **“Have your say”**
 - Implemented a **single IT system** for customers and colleagues to report on line or capture face to face, telephone online
 - Provides **performance reporting** to monitor delivery of service
 - § Timeliness
 - § Resolution at point of contact
 - § Learning
 - § Satisfaction

- § Dealing with feedback: timescales
 - § Comment: 10 days
 - § Compliment: thank the officer(s) concerned within 5 days
 - § **Complaints: immediate resolution** or within a couple of days
 - § If not, then deal with complaints within **10 days**
 - § **Named officer** gets back to citizens within 3 days



Have Your Say – What we know

Better understanding of citizen feedback – 6,686 items of feedback received

More timely response to citizen feedback – 92.3% of cases closed on time

Quicker resolution for citizens – 64.18% of complaints dealt with at the point of contact or within a couple of days

- § Top 5 reasons for complaints: other, quality of service, facility appearance / cleanliness, information quality and staff attitude
- § Top 5 reasons for compliments: quality of service, other, staff attitude, facility cleanliness / appearance and speed of response

Next Steps – More to do

- § Make sure citizens are at the heart of service ‘business as usual’
- § Nottingham Promise expand partners, refresh team’s progress through business planning
- § Make sure we use citizen feedback better
- § Let citizens know ‘you said, we did’
- § Process for acting on issues raised by citizens
- § Introduce mystery shopping
- § Single view of delivery: citizen first, customer access, community provision



Customer Access Programme

- **Improving** satisfaction and value for money by designing services around our customers.
- **Simplifying** the ways customers access and use our services locally and make the most of digital and self-service options.
- **Safeguarding** services and assets by reducing the cost of delivery and removing complexity allowing resources to be rebalanced to protect vulnerable citizens.
- **Delivering** services we can be proud of.

Where and how we will deliver Services

Online

On the phone

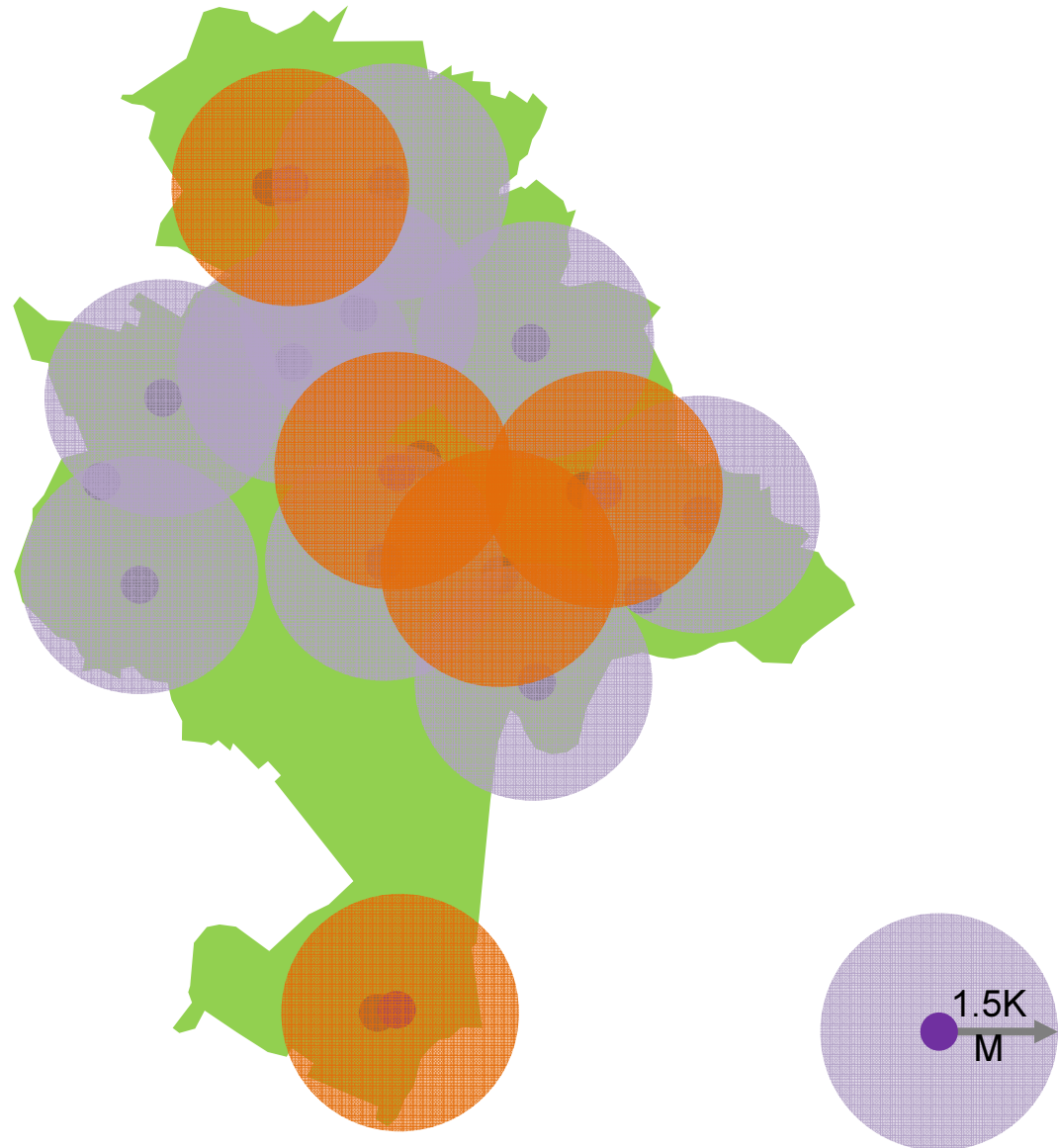
Face to face:

1. Joint Service Centres and Contact Centre (**PRIMARY**)

2. Libraries (**SECONDARY**)

PRIMARY customer access points will offer the same set of core services (all Council services).

SECONDARY customer access points will offer a smaller set of services across all locations alongside supported access.



How we will design services

Step 1 Collect evidence



Step 2 Cross reference with experience of departments/colleagues



Step 3 Co-design with citizen panel

Step 4 Customers and colleagues test services

We will deliver:

- Easier access to services - fewer numbers and multi skilled customer service advisors
 - Increase resolution at first point of contact
 - Reduce failure demand
- More effective online services
 - Reduce the need to travel to access services
 - Make services available at a convenient time for customers
- A single, consistent view of the customer
 - Allows customer service advisor to respond to customer needs
 - Make services available at a convenient time for customers
- Better, more targeted face-to-face services in more locations.
 - Core service offer at all joint service centres – supported by appropriate technology and designed around customer needs.
- A service we would all be happy to receive and which would be good enough for our families.

OVERVIEW AND SCRUTINY COMMITTEE
8 JANUARY 2014
HAVE YOUR SAY, CITIZEN FIRST, AND THE CUSTOMER ACCESS PROGRAMME
REPORT OF HEAD OF DEMOCRATIC SERVICES

1. Purpose

This Committee is asked to consider the work taking place in the Council in how it deals with citizen complaints, Have your say and developing different methods for citizens to engage with the Council as part of the customer access programme.

2. Action required

Councillors are asked to consider and comment on the presentation and information provided.

3. Background

3.1 The Citizen First Policy¹ relates directly to one of the Council's priorities as set out in the Council Plan. The Council is committed to improving customer care and to focus more effectively to meet the needs of our citizens. The Citizen First Strategy is therefore being developed to help us meet the commitments we've made as an organisation. The Citizen First Programme will provide new and cost effective ways for citizens to access Nottingham City Council services as well as improving those already in place. It aims to ensure that Nottingham City Council and partner organisations deliver consistently good quality customer service and high customer care standards. The Citizen First Policy outlines what we need to achieve and how collectively we can achieve this to improve the customer care for our citizens.

3.2 The Citizen First Strategy outlines what we need to achieve and how collectively we can achieve this to improve the customer care for our citizens. It is centred on improving access to services and will help colleagues to deliver those services more effectively. The draft Strategy can be broken down into five key elements:

- (i) To work with partners to establish a single standard for service delivery.
- (ii) To improve the range and quality of access citizens have to services and information.
- (iii) to ensure that we deal with citizen enquiries more quickly, clearly and effectively.
- (iv) To engage with citizens better and use their feedback to continually improve our standard of service.
- (v) To find better ways of working.

¹ What is the Citizen First Policy?
<http://gossweb.nottinghamcity.gov.uk/nccextranet/index.aspx?articleid=12712>

- 3.3 Have your say – comments, compliments and complaints². This policy informs citizens of how the different options they have to make comments, compliments and the complaints procedure.
- 3.4 The Customer Access Programme aims to:
- (i) **Improve** satisfaction and value for money by designing services around our customers.
 - (ii) **Simplify** the ways customer's access and use our services locally and make the most of digital and self-service options.
 - (iii) **Safeguard** services and assets by reducing the cost of delivery and removing complexity allowing resources to be rebalanced to protect vulnerable citizens.
 - (iv) **Deliver** services we can be proud of.

4. **List of attached information**

Appendix 1 – briefing note prepared by Ray Hennessy, Tracy Laxton, and Claire Brown

5. **Background papers, other than published works or those disclosing exempt or confidential information**

None

6. **Published documents referred to in compiling this report**

Minutes of meeting of the Overview and Scrutiny Committee held on 4 September 2013.

7. **Wards affected**

City-wide

8. **Contact information**

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² <http://www.nottinghamcity.gov.uk/abouthaveyoursay#how>

Overview and Scrutiny, 8 January 2014 – Briefing Note

Topic:	Have Your Say, Citizen First, and the Customer Access Programme
Requested by:	Overview and Scrutiny Committee
Submitted by:	Ray Hennessy, Tracy Laxton, and Claire Brown
Date submitted:	18 December 2013

(note: a presentation will be provided at the Overview and Scrutiny Committee to give councillors more information)

Background to Citizen First

In September 2011, a Citizen First Scoping Document was developed. This was used as part of engagement on Citizen First and to inform the scope of the Citizen First Transformation Programme. At the time of developing the Scoping Document, an initial set of aims and outcomes were identified for Citizen First which was informed by Manifesto Pledges and Council Priorities. This then formed the draft citizen First Policy.

The outline content of the Citizen First Policy was subject to a wide range of consultation with citizens, colleagues, councillors and partners (a list is included in the Citizen First Policy). In addition, citizen insight has also informed the development of the Policy: for example, the Citizen and Arrow Surveys undertaken in December 2011 / January 2012.

The Citizen First Policy was approved by Leadership Group. Mindful that there are a number of audiences for the Citizen First Strategy, a citizen facing summary has also been produced. The Summary Policy centres on the **Nottingham Promise**. The Nottingham Promise is a commitment by a range of public sector organisations to deliver good quality customer services and high customer care standards. The Nottingham Promise also includes the role citizens can play in helping us keep to our commitments.

A brief outline of Citizen First activity delivered to date includes:

- A baseline of **citizen satisfaction** of how enquiries have been handled (Manifesto Pledge), which has been followed to track progress. Also an expansion of capturing citizen satisfaction for a number of services, both face to face and on the telephone.
- **Customer care** measures and behaviours embedded in manager's appraisals.
- Increased understanding and visibility of **telephony standards** and performance, with support being provided to services where improvements are required. This has led to overall improvements.
- A policy to set out the Council's **equality offer** to its citizens and encourage better use of **plain English**. This was informed from feedback by citizen **mystery shoppers**.
- A forward plan of consultation and engagement, initially for the Council with a view to involve partners.
- Using **customer journey mapping** to identify possible improvements that could be made to the time it takes a taxi driver to get a licence.
- **Have Your Say** - a comments, compliments and complaints policy, process and system to enable the Council to capture and learn from citizen feedback.

Have Your Say

Have Your Say (HYS) was launched in July 2012. A new comments, compliments and complaints procedure was produced and we rolled out a new module on the covalent (I.T) system to capture all feedback.

This is important because of the.....

Manifesto commitment

- Make Nottingham the most citizen friendly Council in the country and ensure that when surveyed 95% of people are satisfied with the way they were treated.

Chief Executive

- Putting citizens at the heart of what we do
 - Nottingham Promise – use your feedback to improve services

Have Your Say feedback includes.....

Comment - Opinions not facts

Compliment - We got it right! Sometimes we go the extra mile

Complaint - We did not meet a citizen's expectations

Over the last 18 months we have logged in excess of 6500+ pieces of feedback and we have successful joint partnership working with Members Casework. We have promoted HYS at internal and external events and engaged with all reception points and provided a brief on promoting HYS. Some services provided by the council are not popular and we are not always able to deliver the outcome the citizen hopes for, however, it is how the citizen feels they have been treated that really counts.

Now that we have better baseline information, more can and will be done to improve the citizen's experience when they contact the Council.

Citizen First to date has focused on delivering improvements that can make sure we put the citizen at the heart of what we do as part of our 'business as usual'. This has also allowed an opportunity to develop larger transformation activity for the longer term (e.g. the **Customer Access Programme**).

Customer Access Programme

The Customer Access Programme aims to:

- **Improve** satisfaction and value for money by designing services around our customers.
- **Simplify** the ways customers access and use our services locally and make the most of digital and self-service options.

- **Safeguard** services and assets by reducing the cost of delivery and removing complexity allowing resources to be rebalanced to protect vulnerable citizens.
- **Deliver** services we can be proud of.

To achieve this we will deliver:

- Excellent customer services, supported by:
 - Systems which provide colleagues with the right information at the right time;
 - Increased self-service applications and automated processes
- Better, more targeted face-to-face services in more locations.
- A flexible, responsive, organisational structure.
- A service we would all be happy to receive and which would be good enough for our families.
- Significant, sustainable cashable savings.
- Interfaces to maximise the efficiency of other big tickets such as Community Buildings Programme.

The programme is currently developing a business case to restructure customer facing processes from across the organisation into a customer service function. This will allow the Council to resolve 80% of queries at first point of contact even where the customer may have multiple queries across different departments.

We are also looking at the way in which customer's access services and aim to develop our online services to allow customers the option of self service at a time and place to suit their needs. The programme will work with customers and local support groups to understand and respond to customer needs whilst developing online services that people prefer to use. Where customers wish to access these services we will support them to do so.

Questions sent in advance of the Meeting

(1) How the council deals with complaints from its citizens – Have your say? Including how data is collated and reported and fed back into service planning

How we deal with complaints

Citizens can make a complain by telephone, in person, in writing or by e-mail. Most complaints no longer have to be 'in writing' as was the case before – this was an important change, both making it easier for feedback to be received and also helps to meet our equalities commitments. At all stages, we provide the citizen with the name of who is dealing with their complaint, contact, reference number, and what happens next. We also respond in the citizen's preferred method of contact. If a colleague receives a complaint and doesn't know initially which service will deal with it, they will 'own' the complaint, log it on the system, and make sure it is effectively passed to the right person to deal with.

At any stage, if we agree with the complaint we will:

- Apologise and explain what went wrong;
- Arrange for the citizen to receive the service they were entitled to receive as far as possible;
- Change our process, where relevant, so that the mistake is not repeated;
- Occasionally, provide a gift as a token of our apology.

Details of the procedure can be located in the background papers. We have a four stage process to address complaints. In summary:

Stage 1: Informal Resolution. We'll try to resolve any concern expressed about our services quickly, usually within 2 working days.

Stage 2: Formal Complaint. We will provide a full response within 10 working days. If this is not possible, we will explain why there is a delay and advise the citizen when they can expect a full response.

Stage 3: Review. A complaint will proceed to Stage 3 if the citizen is unhappy with the outcome of their complaint, or if they feel the delay in receiving a full response is unreasonable. The citizen can ask us to have someone else review the case. The Reviewing Officer will write a review of their findings and send it to the appropriate Head of Service, Director or Corporate Director, to make a decision on our response.

Stage 4: Referral to the Chief Executive. If the citizen remains unhappy with our Stage 3 response, or if they feel the delay in receiving a full response is unreasonable they can ask to go to Stage 4: the final stage of our complaint procedure. The Stage 4 Reviewing Officer will send the citizen a full report of the Chief Executive's final decision within 15 working days. We reserve the right not to escalate a complaint to Stage 4.

The feedback is automatically sent via the online form (intranet / internet) to the respective service to respond within the agreed timescales. Progress on the complaint is updated on Covalent. Currently HYS data is reported quarterly to the Citizen First Board and Corporate Delivery Board.

The system is flexible enough to report on trends, timescales of responses, nature of complaints, root case identified, etc. This can be identified at a service, department and corporate level. The overall timescales for responding to citizen feedback is good. However, there is more to do to ensure services use their feedback in a systemic way, e.g. look at trends and see if future complaints can be 'switched off'. The next phase of HYS therefore will be how we use citizen feedback to learn from and improve what we do.

To help achieve this, a Have Your Say Learning and Improvement role has now been created and recruited to. This increases the capacity to work with departments on how they analyse their feedback and report back on what we have learnt, what has changed and ensure we provide a fit for purpose response.

In December, progress on HYS was presented to the Corporate Leadership Team. Corporate Directors agreed to roll out the HYS feedback cards to all front line colleagues. The Chief Executive is keen for us to learn of the good work delivered by frontline colleagues out in the city and demonstrate 'we are putting citizens at the heart of what we do'.

(2) What are the trends for complaints, what it is the most common, frequent complaint and how you monitor citizen satisfaction?

It is important to remember Have Your Say is all feedback from citizens and whilst we acknowledge the complaints and focus on areas of improvement we also need to learn about the services we deliver well and share good practice across the organisation. Councillors may wish to note that the analysis below doesn't include Social Care feedback: whilst citizen can (and do) provide feedback through Have Your Say, the feedback is currently maintained and reported separately.

Comments (Q2) Top 5	Compliments (Q2) Top 5	Complaints (Q2) Top 5	Root Cause (Q2) Top 5
Leisure Centres	Leisure Centres	Council Tax	Quality of service [33]
Libraries	Libraries	Leisure Centres	Quality of service [28]
Traffic Management	Council Tax	Benefits	Quality of service [35]
Council Tax	Benefits	Traffic Management	Policy [13]
Benefits	Traffic Management	Libraries	Other [26]

At the moment the same Departments are consistently logging feedback they receive from citizens. However, more work needs to be done to ensure all services are both logging and using citizen feedback to improve services (as mentioned above). In addition to increased capacity to work with services, Corporate Directors have agreed to champion HYS this could change to include some of our larger frontline services.

(3) Explanation of what channel development is and how it fits into the Council's citizen first programme?

Channel in this context refers to the way customers contact the Council, this could be via telephone, face to face or through web based processes. Channel development or channel shift is about developing services that can be delivered more efficiently, for example online services, so that colleagues can focus efforts on those areas in which they add the most value.

The Customer Access Programme will produce a Strategy which will describe the way in which we will develop services through all channels and the way in which we will promote those services so that customers are aware of the options and opportunities available to them.

Channel development was conceived through the Citizen First Programme but due to its size and complexity it is now a part of the Customer Access Programme.



(4) How will the council interact with its citizens in the future? How can it be sure it does not disenfranchise individuals and communities who may not have or use IT/smart phones to contact the council etc?

In the future the Council will interact with its citizens through the right access point for the customer and the interaction. As access to digital services develops and use of technology increases the Council will respond to that and find new ways to connect with those people who prefer those means. We will however ensure that traditional services are available and improved so that excellent customer service is a feature of all our interactions regardless of the way they are accessed.

New technology and streamlined processes will enable colleagues offering support to customers over the phone or face to face in our contact centres to provide a seamless service that properly addresses the customer's needs rather than single issue resolution.

The Programme will also work with the community to establish a digital inclusion strategy and provide appropriate IT to allow those who wish to use online services to do so regardless of their demographic.

Queries and comments made through the website feedback facility show that more online services will make the Council more inclusive, particularly for customers who face challenges with their mobility or language.

Background papers and links

Citizen First Policy and Summary:

<http://gossweb.nottinghamcity.gov.uk/nccextranet/index.aspx?articleid=12713>

Nottingham Promise: <http://www.nottinghamcity.gov.uk/nottinghampromise>

Have Your Say (Citizen Information and Webform):

<https://secure.nottinghamcity.gov.uk/haveyoursay/>

Have Your Say Policy and Procedure:

<http://intraapps.nottinghamcity.gov.uk/haveyoursay/>

Plain language guidance:

<http://gossweb.nottinghamcity.gov.uk/nccextranet/index.aspx?articleid=16425>

Customer Access Programme, Outline Business Case: Can be found at Item 7 of the Executive Board, 18 June 2013

<http://open.nottinghamcity.gov.uk/comm/agenda.asp?CtteMeetID=5013>

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OVERVIEW AND SCRUTINY COMMITTEE
4 DECEMBER 2013
PROGRAMME FOR SCRUTINY
REPORT OF HEAD OF DEMOCRATIC SERVICES

1. Purpose

To consider and set the overall programme and timetable for scrutiny activity for the forthcoming year.

2. Action required

The Committee is asked to:

- a) **note the items scheduled for forthcoming meetings of the Overview and Scrutiny Committee;**
- b) **to agree a new date for the Scrutiny Review Panel relating to Flood Risk Management and Gulley Cleansing;**
- c) **to appoint members to forthcoming scrutiny review panels;**
- d) **to put forward ideas for scoping potential review topics for meetings to be held in February, March and April 2014;**
- e) **identify any topics to be put forward as ideas for potential policy briefing sessions.**

3. Background information

3.1 One of the main roles of the Overview and Scrutiny Committee is setting, managing and co-ordinating the overall programme of scrutiny work.

This includes:

- mapping out an initial programme for scrutiny at the start of the municipal year
- monitoring progress against the programme throughout the year, and making amendments as required
- evaluating the impact of scrutiny activity and using lessons learnt to inform future decisions about scrutiny activity.

3.2 At this meeting, the Committee will have the opportunity to discuss topics for scrutiny review; making sure they have a clear focus; and set the programme of scrutiny activity accordingly.

3.3 In setting the programme for scrutiny activity, the Committee should aim for an outcome-focused work programme that has clear priorities and is matched against the resources available to deliver the programme. It is intended to hold reviews in single session meetings with topics that lend themselves to this style of review.

Commissioning scrutiny reviews

3.4 Delivery of the programme will primarily be through the commissioning of time-limited review panels to carry out reviews into specific, focused topics. All reviews must have the potential to make a positive impact on

improving the wellbeing of local communities and people who live and/or work in Nottingham; and to ensure resources are used to their full potential, reviews must have a clear and tight focus and be set a realistic but challenging timetable for their completion.

- 3.5 In setting the programme of scrutiny reviews, it is important that the programme has flexibility to incorporate unplanned scrutiny work requested in-year. However, the Committee will only be able to schedule unplanned work after it has reassessed priorities across the scrutiny programme and considered the impact on existing reviews of the diversion of resources. When the Committee monitors the overall programme for scrutiny at each meeting there will be opportunity to do this.
- 3.6 The Committee has already agreed the review items and memberships need to be agreed for these.
- 3.7 When establishing a review panel, the Committee needs to decide on:
- a clear and tight remit for the review
 - a timescale within which the review should be carried out
 - size of review panel, including whether any co-opted members should be involved
 - chair of the review panel (to be appointed from the pool of five scrutiny chairs)

and should have regard to the need over the year to engage as many councillors as possible in the scrutiny process.

Schedule of 'overview' items

- 3.8 The Committee also needs to agree a schedule of 'overview' items to come to future Overview and Scrutiny Committee meetings which is shown at Appendix 1. At each meeting, the Committee will look in-depth at one key strategic issue. In addition to providing an opportunity for scrutiny of strategic issues, this approach will support Committee members in having an overview of key current issues affecting Nottingham to inform work programming decisions.

Policy briefings

- 3.9 Through the process of developing the programme for scrutiny, the Committee may identify issues which call for a policy briefing. The purpose of these briefings is to inform councillors about a current key issue or to prepare councillors for review work that has been commissioned. These informal briefings will not be occasions for scrutiny to be carried out, although they may result in a suggestion for a new scrutiny topic, which would need to be considered by this Committee against the current programme for scrutiny and available resource. Policy briefings will not form part of the Overview and Scrutiny Committee's agenda but will be held separately and be open to all councillors to attend.

Monitoring programme for scrutiny

- 3.10 On an ongoing basis the Committee will be responsible for managing and co-ordinating the programme for scrutiny and assessing the impact of scrutiny activity. At all future meetings the Committee will monitor the progress of the programme, making amendments as appropriate.

4. **List of attached information**

The following information can be found in the appendices to this report:

Appendix 1 – Overview and Scrutiny Committee agenda

Appendix 2 - Policy Briefing sessions

5. **Background papers, other than published works or those disclosing exempt or confidential information**

None

6. **Published documents referred to in compiling this report**

None

7. **Wards affected**

Citywide

8. **Contact information**

Contact Colleagues

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The feasibility criteria includes:

<p>Decision making and being a critical friend</p>	<p>Is it a topic/key decision which requires consultation with Overview and Scrutiny <u>prior</u> to the decision being taken. Yes – include. No – apply other criteria and consider removing</p>	
<p>Public Interest and relevance</p>	<p>Is the topic still relevant in terms of it still being an issue for citizens, partners or the council in terms of performance, delivery or cancellation of services? Yes – apply other criteria and consider inclusion No – apply other criteria and consider removing</p>	
<p>Ability to change or influence</p>	<p>Can the Committee actively influence the council or its partners to accept recommendations and ensure positive outcomes for citizens and therefore be able to demonstrate the value and impact that scrutiny can have? Yes – apply other criteria and consider inclusion No – apply other criteria and consider removing</p>	
<p>Range and scope of impact</p>	<p>Is this a large topic area impacting on significant areas of the population and the council’s partners <u>or significant impact on minority groups.</u></p> <p>Is there interest from partners and colleagues to undertake and support this review and will it be beneficial? Yes – apply other criteria and consider inclusion No – apply other criteria and consider removing</p>	
<p>Avoidance of duplication of effort</p>	<p>Is this topic area very similar to one already being scrutinised in another arena or has it already been investigated in the recent past? Yes – consider involvement in the existing activity or consider removing No – apply other criteria and consider inclusion.</p>	

Overview and Scrutiny Committee agenda - List of potential topics for 'overview' items

Below is a list of 'overview' items (based on background research and intended to encompass the broad remit of Overview and Scrutiny) to be included on the agendas for meetings of the Overview and Scrutiny Committee during 2013/14. It is intended that the Committee will consider one strategic overview item at each of its meetings. Agreed items will be scheduled depending upon timeliness for the item and availability of contributors – a schedule will be brought to the next Overview and Scrutiny Committee meeting.

Date of meeting	Possible item and focus
5 February 2014	<p>Equality and Fairness Commission This item has been proposed to consider the work of the Equality and Fairness Commission and development of a protocol between the EFC and the Overview and Scrutiny.</p>
5 March 2014	<p>Provision of advice to citizens (tbc) To review the impact of current economic climate on welfare advice provided by the Council and Citizens Advice etc and what has changed in terms of the advice sought, how it is provided and where</p>
9 April 2014	<p>Overview and Scrutiny Workshop to identify topics for scrutiny review panels the 2014/15 Municipal Year</p>

List of potential policy briefings

Below is a list of potential topics for policy briefings that have been put forward by councillors to date. The Committee will need to identify any topics to be put forward as ideas for potential policy briefing sessions at this stage – this process can be ongoing throughout the year.

Date	Topic	Comments

Scrutiny Review Panels 2013/14

Date and Time	Topic	Chair /Membership	Lead Officer
<p>Friday 13 December 2013 at 3.00 pm</p> <p>New date needed</p>	<p>Gully Cleaning – since the implementation of the 3 Cities Good Practice Guide for gully cleansing in 2012/13, how effective is this proving and how are customer’s expectations being managed?</p>	<p>Glyn Jenkins (chair) Toby Neal Brian Parbutt Roger Steel</p>	<p>Angelika Kaufhold Chris Capewell – Team Leader Bridges/Drains Paul Daniels - Senior Drainage Engineer (A Vaughan)</p>
<p>Wednesday 22 January 2014 at 2.00 pm</p>	<p>Is the funding available for tree management and maintenance being used in the most efficient and effective way possible? How is the Council managing the problems caused by tree roots, in particular damage to pavements/ roads?</p>	<p>Brian Parbutt (Chair) Roger Steel</p>	<p>Angelika Kaufhold Eddie Curry – Head of Parks and Open Spaces - communities (John Kelly)</p>
<p>Monday 3 February 2014 at 2.00 pm</p>	<p>How are the Council and its partners managing responsibilities for the management and upkeep of local public waterways?</p>	<p>Azad Choudhry (chair) Sally Longford</p>	<p>Angelika Kaufhold John Lee – Snr Rights of way officer – Development (David Bishop)</p>
<p>Tuesday 25 February 2014 at 2.00 pm</p>	<p>Topic to be confirmed</p>	<p>Glyn Jenkins (chair)</p>	<p>Jane Garrard</p>
<p>Friday 28 March 2014 at 3.00 pm</p>	<p>Topic to be confirmed</p>	<p>Brian Parbutt (chair)</p>	<p>Angelika Kaufhold</p>
<p>Wednesday 23 April 2014 at 2.00 pm</p>	<p>Topic to be confirmed</p>	<p>Mohammed Ibrahim (chair)</p>	<p>Angelika Kaufhold</p>
<p>23 September 2013 – completed</p>	<p>Tackling anti-social behaviour caused by irresponsible dog owners report of the Anti-social behaviour of irresponsible dog owners - Review Panel</p>	<p>Mohammed Ibrahim (Chair) Glyn Jenkins Gul Khan</p>	<p>Status: review report published</p>
<p>Friday 25 October - completed</p>	<p>Ash die back – to review the council’s response to the prevalence of ash die back and what methods of monitoring and action are taking place.</p>	<p>Glyn Jenkins (Chair) Gul Khan Mohammed Ibrahim Roger Steel</p>	<p>Status: review report published</p>

Monday 11 November 2013 - completed	What is the Council doing to monitor and if applicable tackle parking congestion around educational establishments?	Brian Parbutt (chair) Glyn Jenkins Roger Steel	Status: review report being drafted
Thursday 28 November 2013 2.00 pm - completed	How effective is the action being taken by the Council to communicate and enforce its policies relating to wheelie bins on pavements?	Azad Choudhury (Chair) Mohammed Ibrahim Glyn Jenkins Sally Longford Toby Neal	Angelika Kaufhold Richard Antcliff Daniel Ayrton – Waste and Recycling Manager (A Vaughan)

Unscheduled scrutiny review panels:

Date and Time	Topic	Chair /Membership	Lead Officer
Monday 30 September 2013 completed	Personal budgets – Are there tensions between choice and autonomy for the individual and the Council's ability to provide the level and range of services that enable choice – response to recommendations	Brian Parbutt Georgina Culley	Angelika Kaufhold Tony Vardy Alex Norris
Ongoing and merged Exploring the implications of the changing educational landscape	How is the changing relationship between schools and the Council being managed and who will be responsible for educational performance outcomes for children? What action is the Council taking to address the shortage of school places for primary and secondary stage – current and planned activity and how will this address parental choice?	Glyn Jenkins Azad Choudhury Sally Longford Thulani Molife Eileen Morley	Jane Garrard Jane Garrard Jonny Kirk – Project Manger School Org Team (Nick Lee – Head of School Access and Improvement)
<i>Ongoing</i>	How effective is drug education in schools in reducing drug use amongst young people, and how are those young people who do not attend school reached?	Glyn Jenkins	Angelika Kaufhold

<i>March – to be confirmed</i>	How well are partners working together on effective resettlement and rehabilitation and resettlement within Nottingham's communities of adult male and female prisoners following release from prison?	<i>Not needed</i>	<i>To be confirmed</i>
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