
15 January 2019

Dear Councillor,

A meeting of **SCRUTINY COMMITTEE FOR CUSTOMER SERVICES AND SERVICE DELIVERY** will be held in the **COUNCIL CHAMBER** at these offices on **WEDNESDAY, 23RD JANUARY, 2019** at **7.00 pm** when your attendance is requested.

Yours sincerely,
KATHRYN HALL
Chief Executive

A G E N D A

	Pages
1. To note Substitutes in Accordance with Council Procedure Rule 4 - Substitutes at Meetings of Committees etc.	
2. To receive apologies for absence	
3. To receive Declaration of Interests from members in respect of any matter on the Agenda	
4. To confirm the Minutes of the meeting of the Committee held on 7 November 2018	3 - 6
5. To consider any items that the Chairman agrees to take as urgent business	
6. Future Proposed Approach for the Collection of Textiles and Small Waste Electricals and Electronic Equipment	7 - 12
7. Review of Customer Services across the Council	13 - 16
8. Scrutiny Committee for Customer Services and Service Delivery Work Programme 2018/19	17 - 18
9. Questions pursuant to Council Procedure Rule 10 due notice of which	

has been given.

To: **Members of Scrutiny Committee for Customer Services and Service Delivery:**
Councillors A Boutrup (Chairman), M Belsey (Vice-Chair), J Belsey, L Bennett, M Binks,
P Bradbury, C Catharine, B Forbes, C Fussell, S Ellis, G Heard, Anthea Lea, H Munding,
K Page and D Sweatman

**Minutes of a meeting of Scrutiny Committee for Customer Services
and Service Delivery
held on Wednesday, 7th November, 2018
from 7.00 pm - 7.29 pm**

Present: A Boutrup (Chairman)
M Belsey (Vice-Chair)

J Belsey
L Bennett
M Binks

P Bradbury
S Ellis
Anthea Lea

H Mundin
K Page
D Sweatman

Absent: Councillors C Catharine, B Forbes, C Fussell and G Heard

Also Present: Councillors M Thomas-Atkin

**1. TO NOTE SUBSTITUTES IN ACCORDANCE WITH COUNCIL PROCEDURE
RULE 4 - SUBSTITUTES AT MEETINGS OF COMMITTEES ETC.**

Councillor Coote substituted for Councillor Forbes. Councillor Stockwell substituted for Councillor Catharine.

2. TO RECEIVE APOLOGIES FOR ABSENCE

Apologies had been received from Councillors Forbes, Catharine, Marsh, Fussell and Heard.

**3. TO RECEIVE DECLARATION OF INTERESTS FROM MEMBERS IN RESPECT OF
ANY MATTER ON THE AGENDA**

None.

4. TO CONFIRM THE MINUTES OF THE PREVIOUS MEETING

The Minutes of the meeting of the Committee held on 19 September 2018 were agreed as a correct record and signed by the Chairman.

**5. TO CONSIDER ANY ITEMS THAT THE CHAIRMAN AGREES TO TAKE AS
URGENT BUSINESS**

None.

6. OVERVIEW OF COMPLAINTS - 2017/2018

Simon Hughes, Head of Digital and Customer Service, introduced the report which provided Members with the annual information of formal complaints received by the Council from 1st April 2017 to 31st March 2018 and summarised the complaints referred to the Local Government Ombudsman (LGO) during the same period. It was

noted that the Council had received a total of 232 complaints made to the Council and some of these were related to the 19 complaints and enquiries from the LGO of which 1 complaint was remedied before the LGO became involved and another complaint upheld after detailed investigation by the LGO.

Karen Speirs, Customer Services Manager, drew attention to the complaint upheld by the LGO. She confirmed that the complaint stemmed from a letter of complaint from a neighbour to a planning application however certain information about the neighbour was not redacted before it was published. The issue was identified 3 days later and subsequently removed.

A Member enquired whether there were any particular areas that had the most frequent complaints.

The Head of Digital and Customer Service confirmed that complaints were focused more on where the Council works the most such as the Waste Department. He added that although the Waste Department had received a total of 51 complaints, they had also received a total of 51 compliments.

A Member sought clarification on how the Council deals with complaints made on social media as it is generally not considered a formal complaint.

The Customer Services Manager explained that her team monitors social media for any comments made about the Council or its services and have previously made a formal complaint on behalf a complainer when it was deemed that they had made a valid complaint on social media.

A Member commended the report and the fact that the public are being assisted to make complaints.

A Member questioned what is considered defamatory comments.

The Head of Digital and Customer Service confirmed that if a person are named and the comments are derogatory then it could be considered defamatory however the severity would be reduced if derogatory comments were made about an unnamed individual.

A Member sought clarification over whether the whole document would be removed or certain parts be redacted if defamatory comments are made in the document.

The Head of Digital and Customer Service outlined that it depends on the comments made in the document. He highlighted the fact that planning officers have asked previously for comments about a planning application to be reworded as such comments were not suitable for publication.

A Member suggested that a Learning Pool Module could be created to better inform Members on how the Council deals with complaints.

The Head of Digital and Customer Service expressed delight with the suggestion and confirmed that he will liaise with Democratic Services to have a Module created.

The Chairman noted that no Member wished to speak so moved to the recommendation which was agreed unanimously.

RESOLVED

The Committee noted the contents of the report.

7. SCRUTINY COMMITTEE FOR CUSTOMER SERVICES AND SERVICE DELIVERY WORK PROGRAMME 2018/19

The Chairman confirmed that there is two items on the agenda for the next meeting; Environmental Enforcement Powers and Customer Services as a Whole. She also noted that there will be a review of the British Heart Foundation Project being brought forward in the near future in addition to a Street Cleaning Review which was requested by Cllr Ellis.

A Member enquired when the Committee will look at food waste being implemented.

The Chairman confirmed that she had been informed that there will be a major waste strategy after the Local Elections take place in May 2019.

The Chairman noted that no Member wished to speak so moved to the recommendation which was agreed unanimously.

RESOLVED

The Committee noted the contents of the report.

8. QUESTIONS PURSUANT TO COUNCIL PROCEDURE RULE 10 DUE NOTICE OF WHICH HAS BEEN GIVEN.

None.

The meeting finished at 7.29 pm

Chairman

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FUTURE PROPOSED APPROACH FOR THE COLLECTION OF TEXTILES AND SMALL WASTE ELECTRICALS AND ELECTRONIC EQUIPMENT

REPORT OF: Divisional Leader for Commercial Services & Contracts
Contact Officer: Jo Reid (jo.reid@midsussex.gov.uk) and Alex Donley (alex.donley@midsussex.gov.uk)
Wards Affected: All
Key Decision: No
Report to: Scrutiny Committee for Customer Services and Service Delivery 23 January 2019

Purpose of Report

The purpose of the report is to:

- a) evaluate the trial collection of textiles and small waste electricals and electronic equipment (small WEEE), conducted in partnership with Serco and the British Heart Foundation (BHF) between November 2017 and September 2018;
- b) to set out the options available to provide an enhanced collection service of textiles and small WEEE across the District.

Recommendation

The Committee are recommended to note the proposals for developing an enhanced collection service for both recyclable and reusable textiles and small WEEE for consideration following the BHF trial.

Key Points

1. Mid Sussex District Council (MSDC) provides 14 mini recycling sites across the District, 13 of which facilitate the recycling of textiles. There is currently no provision to recycle small WEEE at any mini recycling site. Residents can however take both textiles and small WEEE to one of the 11 West Sussex County Council Household Waste Recycling Sites, two of which are within Mid Sussex.
2. MSDC and Serco worked in partnership with the BHF between November 2017 and September 2018 to trial a kerbside collection of reusable (second-hand quality) textiles and small WEEE with the intention of:
 - Increasing the amount of textiles and small WEEE reused in the trial area;
 - Reducing the amount of reusable textiles and small WEEE in the residual waste stream.
3. The trial was supported by funding from both BHF and MSDC.
4. Taking into account national best practice and the results of the trial, it is recommended that the Council explore the potential to provide an enhanced service provision for the collection of textiles and small WEEE.

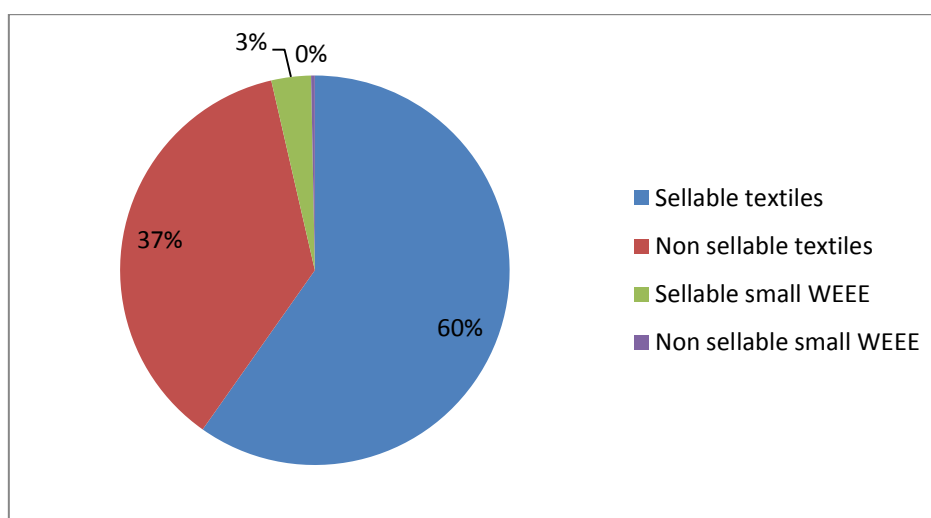
Context

5. In 2017 a composition analysis of residual (black bin) waste in Mid Sussex revealed almost 5% of the waste sampled was potentially reusable and/or recyclable textile items. A further 1% was small WEEE. (West Sussex Waste Partnership 2017). A further composition analysis was undertaken in October 2018; the results of which are not yet available.
6. Between November 2017 and September 2018 MSDC worked in partnership with Serco and the BHF to trial a kerbside collection of second hand quality textiles and small WEEE from 20,132 properties. Textiles and small WEEE were collected from participating properties three times during this period, with the aim of reselling as much as possible through BHF outlets.
7. Householders were notified of their participation in the trial by letter from the BHF. A week prior to the scheduled collection a bin hanger was placed onto the handle of the wheelie bins of participating households by Serco. The BHF covered the costs of the direct mail and the production of the bin hangers. The Council covered the costs of the bin hanger distribution (a total of £5,200).
8. The trial successfully met the objectives, with a total of 47 tonnes of textiles and small WEEE collected for reuse and recycling from participating households with just over half of the materials collected being suitable for resale.

Table 1: Tonnages of textiles and small WEEE collected and the percentage of eligible households using the service

WAVE	Wave 1 (Nov-17)	Wave 2 (Apr-18)	Wave 3 (Sept-18)	TOTAL
Tonnage	16.3	16.7	13.4	46.5
Participation level	17%	18%	14%	16%

Graph 1: The breakdown of materials collected from eligible households



9. It was also noted that for the duration of the trial period, the tonnages of textiles collected from bring banks located at mini recycling sites across the District, increased compared with previous years.

Table 2: The total tonnage of textiles collected from bring banks for recycling in Mid Sussex (2016/17 – 2018/19)

YEAR	2016/17	2017/18	2018/19
Tonnage	77	189	153

Proposal and Options

10. In most local authority areas, there is more than one method used for the collection of textiles and small WEEE for reuse or recycling. WRAP (the leading advisory body for waste and recycling sector) recommends offering a choice to householders in order to maximise capture. The exact mix of services depends on local factors including (but not limited to) demographics, existing reuse and recycling services and geography but include all or a combination of the following:
- a) Kerbside collection services provided through an existing waste and recycling collection contractor, for recycling;
 - b) Kerbside collection services provided through a charitable or commercial contractor, for resale;
 - c) A network of bring banks located at mini recycling sites across the local authority area.
11. Given the analysis of the BHF trial, it is recommended that a collection system incorporating all three options outlined above is recommended. Officers will prepare a business case for all three options for consideration at Scrutiny Committee on 13 March 2019.
12. It is proposed that the Council works with Serco to provide all households in the District with a kerbside collection of recyclable textiles and small WEEE alongside existing waste and recycling services. It is possible to modify the current collection vehicles by installing a small cage on the near-side undercarriage, in front of the rear wheel.
13. By developing this kerbside collection service residents in Mid Sussex would not have to transport their textiles and small WEEE to either a bring bank or a Household Waste Recycling Centre. Extending the range of materials collected at the kerbside has also been shown to increase the capture rate of other materials.
14. Given that there is the potential for income generation from the sale of both materials, the Council and Serco would work together to provide storage for both waste streams within the Bridge Road Depot rather than work with West Sussex County Council to facilitate disposal at a waste transfer station.
15. It is unlikely that the storage solutions developed would be entirely weather-proof and in order to be reused by a charitable or commercial operator both material streams need to be kept dry. Therefore the Council would only seek to collect textiles and small WEEE for recycling (not reuse) through this collection service. It should also be noted that many residents prefer to donate reusable textiles and small WEEE to charity.
16. The relative success of the trial kerbside collection service has been demonstrated in paragraphs 6 to 8 and the Council should explore the potential of working with the charitable sector to provide a kerbside collection service to selected households in the District. As previously noted, extending the range of materials collected at the kerbside, coupled with working with a charity partner, will increase the amount of waste sent for reuse but also increase the capture rate of other materials.

17. The textiles and small WEEE collected from the kerbside would be used as stock, to be sold in charity shops within the UK. If items are not suitable for the second-hand market they cannot be sold. Therefore, the Council would only work with a charity partner to provide a kerbside collection service for reusable textiles and small WEEE.
18. Initial discussions with the BHF following the conclusion of the trial suggest they will be unable to accommodate those properties where there is restricted access and those properties which use communal waste and recycling facilities. This would mean approximately 15,000 households would be unable to use this service. The BHF have also indicated that they would only offer participating households two (rather than the trialled three), collections over a 12 month period.
19. It is also recommended the Council continue to maintain existing (and look to increase the) numbers of textiles bring banks at the mini recycling sites located across the District. As noted in paragraph 9 and Table 2, the tonnages collected in these bring banks continued to increase throughout the trial period. Other local authorities have had some successes with providing bring banks for small WEEE and this option should also be explored.
20. MSDC is one of seven District and Borough Councils within West Sussex, all of whom work closely together under the umbrella of the West Sussex Waste Partnership (WSWP). A key function of the WSWP is the promotion of waste reduction and reuse activities across the County. MSDC would continue to participate in the promotion and organisation of waste reduction events should the recommendation be approved.

Timeline

21. The Council would prioritise the introduction of a kerbside collection service with a charitable partner. This could reasonably be introduced in the early part of 2019/20 financial year.
22. Concurrently the Council will work with Serco to develop a business case for the provision of a kerbside collection of recyclable textiles and small WEEE to all households by the Autumn 2019.
23. A thorough review and enhancement of the bring bank service would also be completed and reported to Scrutiny by Autumn 2019.

Resource Implications

24. It is not anticipated the Council or Serco would require additional resources for the exploration or delivery of the recommendations.

Legal Implications

25. A kerbside collection service provided by Serco could be accommodated by way of a contract variation.
26. In order to introduce the services being recommended in this report, the Council and Serco would work with external providers to:
 - Manufacture and install undercarriage cages onto the existing waste collection fleet
 - Recycle the textiles and small WEEE collected by Serco
 - Secure an agreement with a charitable organisation to provide a kerbside collection service
 - Secure a provider for the collection of small WEEE from bring bank facilities

27. Whilst it is unlikely other charities would be able to offer a service comparable to that trialled by the BHF the Council would carry out a procurement exercise to ensure the service was exposed to competition.

Equality and Customer Impact Implications

28. The collection of textiles and small WEEE goods would not adversely affect any householder in the District. Existing collection points (including those for households in receipt of assisted collections) would be maintained for all kerbside collection services..

Risk Management

29. The Council are aware the BHF do not currently work with any other local authority partner (although they have done in the past) and there is a very real risk that current BHF budgets and staffing levels may not be able to accommodate a District wide service to replicate that delivered during the trial (the proposed BHF service is briefly outlined in paragraph 18).

30. Undertaking a procurement exercise to secure a charity partner for recommendation b) would enable the Council to minimise these risks and guarantee some continuity of service through a contractual arrangement.

31. Any risk of the Council's chosen charitable partner being unable to operate a collection service would be directly mitigated by the introduction of a kerbside collection service in partnership with Serco.

Background papers

BHF Pilot Project Report (September 2017)

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REVIEW OF CUSTOMER SERVICES ACROSS THE COUNCIL

REPORT OF: Business Unit Leader, Customer Services and Communications
Contact Officer: Mat Jarman (mat.jarman@midsussex.gov.uk)

Key Decision: No
Report to: Scrutiny Committee for Customer Services and Service Delivery 23
January 2019

Purpose of Report

The purpose of the report is to:

- a) provide an overview of the current level of customer service across the Council; and
- b) set out the action plan and next steps to maintain and improve customer service across the Council

Recommendation

The Committee are recommended to note the proposed next steps for improvements of customer service.

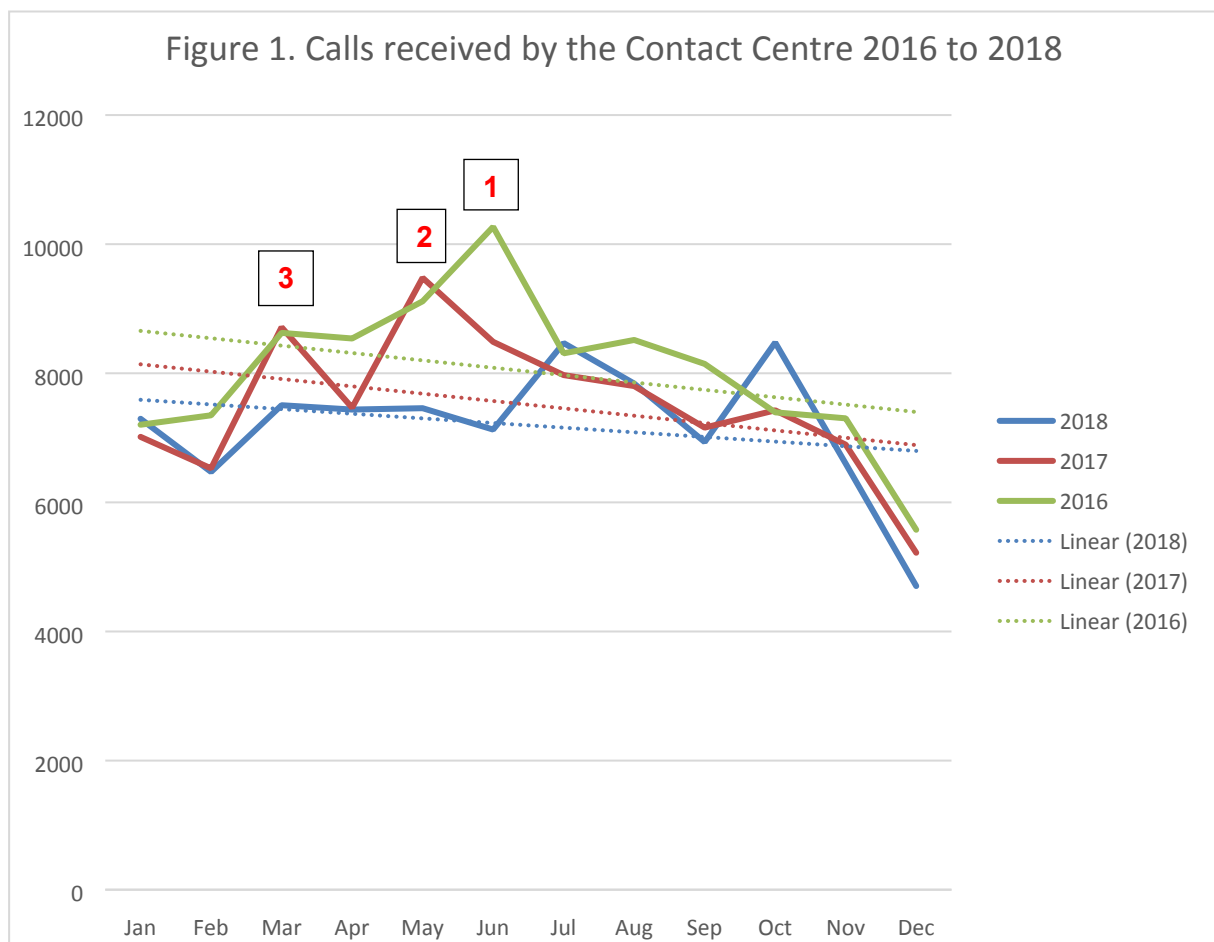
Key Points

1. Levels of Customer Service should be measured across the Council, rather than solely in the Customer Services team
2. Compliments and complaints need to be properly understood and then used to embed best practice across the Council

Context

3. As we move towards more digital methods of communicating the number of calls into the Contact Centre is decreasing.
4. The new Customer Relationship Management System (CRM) has allowed easier technical redesign of business processes and integration with other systems. It is integrated with new waste services system built on the same software, Salesforce. The licencing and support costs are the same as the previous CRM. To date the new CRM has enabled:
 - productivity gains by enabling new ways of working;
 - faster responses to service requests between customers and contractors;
 - resilience, process transparency and scalability to processes reducing marginal costs; and
 - Improved data quality, eliminating double-entry and duplication of data.

5. Workflow efficiencies have delivered efficiency gains within the team and this has continued to improve response times and widen the range of services offered. Since the introduction of the new CRM and improvements to workflows the Customer Services team have been able to respond faster to customer calls while at the same time introducing new service lines to the contact centre. This has been achieved thanks to their close involvement in developing and testing the system and openness to adopting new ways of working. The team shares best practice among themselves to speed up adoption and coordinates responses to show and tell sessions to ensure the developers deliver what is required.
6. Figure 1. shows the decrease in average monthly calls as customers have moved to other means of resolving service requests. We have also used information from calls to reduce the need for service requests, for example through improved notifications of work. From 14/15 baseline call volumes have decreased by over 20,000 calls per annum. As reported to Scrutiny in 2018, this represents approximately a £51,200 efficiency gain for the customer services team in reduced calls. There are also efficiency gains within other parts of the Council where services have been moved to the contact centre and 'web to case' has been implemented.



7. Remaining calls to the Council's Contact Centre tend to be complex and also peaks in calls associated with periodic activity are still experienced. In Figure 1. The peak '1' in 2016 was the General Election, peak '2' in 2017 was the EU Referendum. Peak 3 in 2017 was due to snow.

8. Liaising with services to identify potential call peaks allows Customer Services to plan for peak workloads and also ensure information is provided to Contact Centre staff and the Digital Team to ensure information is consistent for frequently asked questions. This allows the service to answer more calls at the first point of contact. This also ensures other work is scheduled outside of these periods.
9. Customer Service is not only the Contact Centre. Every single service area provides a level of customer service. Every time a customer interacts with the council, whether through a housing benefit claim or to notify of a change of circumstances they will expect a level of customer service. These figures are reported to the monthly BUL's meeting as part of the Performance Indicator pack.
10. The Council's Customer Service standards are available to all staff on the Wire. These outline the generic levels of Customer Service that sit outside of any specific service standards for individual services. In November 2018 a survey was conducted across the Council to gauge staff awareness of these standards.

Findings from Survey

11. The survey focused on areas including; telephone service, written customer responses, website content.
12. The key findings showed that there are some gaps in understanding, particularly concerning responsibility for website content and accessibility. Training and additional communications to staff are underway particularly in how to ensure content is accessible to all customers.
13. Staff are clear on the specific customer service standards for their service and regular monitoring and feedback has ensured these are met and issues addressed if performance drops.

Action Plan

14. The proposed action plan is as follows:

Action:	Method	Due by	Owner
Share standards more widely	Focus each month on one specific are of the standards by: <ul style="list-style-type: none"> • Email campaign • Staff newsletter • The Wire 	20 th of each month	Communications
Sharing of complaints and compliments to share bet practise	Monthly report to each HoS to be cascaded to all teams to embed best practise	20 th of each month	Customer Services
Reward best practise	Make a Difference Award to be held each quarter to reward and embed	Each quarter	Communications

	best practise		
Review of progress	Report to Scrutiny Committee	Autumn 2019	Communications and Customer Service

Financial Implications

15. The work will be delivered through existing budgets.

Risk Management Implications

16. Risks to achieving response times are managed through the service planning process and reviewed as part of performance management.

Equality and Customer Service Implications

17. When making changes to services, those with 'protected characteristics' under the Equality Act are given particular consideration. Wherever possible the Council aims to maintain choice in how a service can be accessed (i.e. by phone, face-to-face, or via the web) to provide maximum flexibility to the customer. Service changes are also subjected to customer impact assessments prior to their implementation.

SCRUTINY COMMITTEE FOR CUSTOMER SERVICES AND SERVICE DELIVERY WORK PROGRAMME 2018/19

REPORT OF: Tom Clark, Head of Regulatory Services
Contact Officer: Alexander Austin, Member Services Officer
Email: alexander.austin@midsussex.gov.uk
Tel: 01444 477067
Wards Affected: All
Key Decision: No

Purpose of Report

1. For the Scrutiny Committee for Customer Services and Service Delivery to note its Work Programme for 2018/19.

Summary

2. Members are asked to note the attached Work Programme. The Work Programme will be reviewed as the final piece of business at each meeting, enabling additional business to be agreed as required.

Recommendations

3. **The Committee are recommended to note the Committee's Work Programme as set out at paragraph 5 of this report.**
-

Background

4. It is usual for Committees to agree their Work Programme at the first meeting of a new Council year and review it at each subsequent meeting to allow for the scrutiny of emerging issues during the year.

The Work Programme

5. The Committee's Work Programme for 2018/19 is set out below:

Meeting date	Item	Reason for Inclusion
13 March 2019	Leisure Strategies update (Play & Amenity Green Space Strategy)	
13 March 2019	Member Development Working Group Achievements	
13 March 2019	Six month progress report for cashless parking	
13 March 2019	Parking Strategy Refresh	

Policy Context

6. The Work Programme should ideally reflect the key priorities of the Council, as defined in the Corporate Plan and Budget.

Financial Implications

7. None.

Risk Management Implications

8. None.

Background Papers

None.