

OVERVIEW AND SCRUTINY COMMITTEE - MAY 2012

CUSTOMER CARE SCRUTINY REVIEW - DRAFT SCOPE

1	SUBJECT	Customer Care Scrutiny Review
2	COMMITTEE	Overview & Scrutiny Committee
3	REVIEW GROUP	<p>Councillors: Councillor Nana Asante Councillor Camilla Bath Councillor James Bond Councillor Krishna James Councillor Jean Lammiman Councillor Jerry Miles Councillor Chris Mote Councillor Paul Osborn (Chairman) Councillor Stephen Wright</p> <p>Co-optees: To be recruited from the Pool of Advisors</p>
4	AIMS/ OBJECTIVES/ OUTCOMES	<ul style="list-style-type: none"> • To gain a picture of Harrow Council's customer care. • To be in a position to congratulate those parts of the council that address customers' concerns well. • To help those parts of the council that do not address customers' concerns well to correct failings by making suggestions as to how the council can improve its customer care. • To ensure that Harrow's customer care systems and culture are as good as they can be.
5	MEASURES OF SUCCESS OF REVIEW	<ul style="list-style-type: none"> • Increased customer satisfaction with how the council deals with customers' queries so that the customer experience is better as a result of the scrutiny review's recommendations.
6	SCOPE	At this stage, no areas of scope are to be excluded as all contacts with the council are regarded relevant. As the review progresses in gathering evidence, the review group will refine its focus as appropriate.
7	SERVICE PRIORITIES (Corporate/Dept)	<p>This review relates to all four of the Corporate Priorities 2011/12:</p> <ul style="list-style-type: none"> • Keeping neighbourhoods clean, green and safe • United and involved communities: a Council that listens and leads

		<ul style="list-style-type: none"> • Supporting and protecting people who are most in need • Supporting our Town Centre, our local shopping centres and businesses
8	REVIEW SPONSOR	Tom Whiting, Assistant Chief Executive
9	ACCOUNTABLE MANAGER	Lynne Margetts, Service Manager Scrutiny
10	SUPPORT OFFICER	Nahreen Matlib, Senior Professional Scrutiny
11	ADMINISTRATIVE SUPPORT	Scrutiny Team
12	EXTERNAL INPUT	<p>Input from the following may be gauged through the course of the review:</p> <p>Stakeholders:</p> <ul style="list-style-type: none"> • Members • Residents and members of the public • Frontline staff involved in delivering customer care on behalf of Harrow Council • Relevant corporate director(s) and service director(s) • Relevant portfolio holder <p>Experts/advisers:</p> <ul style="list-style-type: none"> • Centre for Public Scrutiny • Public policy think tanks • Other local authorities
13	METHODOLOGY	<p>Light touch review using;</p> <ul style="list-style-type: none"> • Briefings from senior managers about local context • Analysis of Access Harrow performance and mystery shopping data • Random screening of recorded calls • Customer journey mapping • Intelligence from members' caseloads and members' complaints system • Benchmarking information from other local authorities and/or the private sector to identify good practice • Visits to leading local authorities in the field and/or private sector companies to share learning • Use press media and social media platforms to gather residents' views and experiences • Surveys of the Residents Panel (questionnaire or focus group) to get wider residents' perspective • Desktop research on previous studies of council customer care e.g. other scrutiny reviews
14	EQUALITY IMPLICATIONS	The council's customer care impacts upon everyone who makes contact with the council. Given the nature of the services that the council provides, it has particular implications for some of the most vulnerable members of the community, as well as more broadly all residents.

		<p>The review will consider during the course of its work, how equality implications have been taken into account in current policy and practice and consider the possible implications of any changes it recommends.</p> <p>In carrying out the review, the review group will also need to consider its own practices and how it can facilitate all relevant stakeholders in the borough to have their voices heard.</p>
15	ASSUMPTIONS/ CONSTRAINTS	<p>The review will require a long-term commitment from members and officers. Success will depend upon the ability and willingness of officers, partners and stakeholders (as relevant) to participate and contribute fully in this review.</p> <p>Recognition of the current financial context for local authorities and the public sector as a whole should also be considered as part of the review.</p>
16	SECTION 17 IMPLICATIONS	The review will have regard to the possible community safety implications of any recommended changes to policy or practice.
17	TIMESCALE	Evidence gathering in Summer/Autumn 2012 with a view to reporting back to the Overview and Scrutiny Committee in late 2012.
18	RESOURCE COMMITMENTS	To be met from existing scrutiny budget. No significant additional expenditure is anticipated.
19	REPORT AUTHOR	Nahreen Matlib, as advised by the review group.
20	REPORTING ARRANGEMENTS	<p>Outline of formal reporting process:</p> <p>To Service/Corporate Director [✓] throughout the course of the review and when developing recommendations</p> <p>To Portfolio Holder [✓] as a witness in the review and when developing recommendations</p> <p>To CSB [✓] To be confirmed</p> <p>To O&S [✓] late 2012</p> <p>To Cabinet [✓] To be confirmed</p>
21	FOLLOW UP ARRANGEMENTS (proposals)	Review by the Performance and Finance Sub-committee 6 months after the final report has been considered by Cabinet.

Version history:

1. 1 March 2012 – following scoping meeting on 29 February
2. 21 March 2012 – following comments from officers and councillors on draft scope
3. 16 May 2012 – following discussions at O&S 3 April and changes in timescales

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