

Date	Agenda Item	Resolution	Responsible Officer/Body	Activity Log	Completion Date
29/06/23	Customer Journey Review	<p>(1) That the Director of Regeneration and Growth/Assistant Chief Executive, in consultation with the Cabinet Member for Finance and Resources and Cabinet Member for Adult Social Care, be authorised to agree a customer care standards/charter, and staff responsibilities in relation to those standards to ensure:-</p> <p>(a) that “back-office” staff take ownership and accountability of customer requests received via Contact Centre Agents;</p> <p>(b) a standard approach is taken to making officer contact numbers available on Outlook and to customers to prevent additional calls being made to the Contact Centre;</p> <p>(c) a standard approach to the complaints process and deadlines for responding to complaints are clear and accessible across all Council services;</p> <p>(d) that key contacts are identified within each service area to aid Customer Service Agents in their enquiries;</p> <p>(e) that residents are regularly updated and informed about the current process of their request/query.</p>	Assistant Chief Executive/Executive Director – Finance and Transformation	<p>Commitments remain in draft form whilst engagement is ongoing as these may be updated further following feedback from residents. Delays in engagement as outlined in AP Point 3. Further work ongoing.</p> <p>Key Service area links are in place for all calls taken by the contact centre. Ongoing development continues and proposed training will feature heavily on these areas.</p> <p>Email issued to all ADs and Directors instructing a reminder be sent to all Officers.</p> <p>Complaints process is in place and detailed on the Council Website. Ongoing monitoring of the Complaints SLA target is in place. Complaints Training is currently being rolled out and will include a reminder of all processes and timescales.</p> <p>Named Officers in each Service Area are identified and meetings are taking place on a regular basis.</p> <p>Work is ongoing within the Technology Workstream of the CJ Board to provide automated updates where possible.</p>	
29/06/23	Customer Journey Review	<p>(2) that the Director of Regeneration and Growth/Assistant Chief Executive be authorised to commission/develop a customer training package that incorporates the following topics:-</p> <p>(a) The completeness of response letters</p> <p>(b) Methods to manage customer expectations and awareness around the Council’s remit and responsibilities.</p>	Assistant Chief Executive/Executive Director – Finance and Transformation	<p>Research undertaken and discussions held. Awaiting feedback on potential costs prior to discussions taking place with procurement. Specification to be drafted. Response letters are also covered in Complaints training. Identified individuals in each Directorate to input into specification and agree requirements.</p>	
29/06/23	Customer Journey Review	<p>(3) that the Director of Regeneration and Growth/Assistant Chief Executive ensure that all members of staff undertake training around customer care standards as identified in (2) and that staff performance against these standards be incorporated within the appraisal process;</p>	Assistant Chief Executive/Executive Director – Finance and Transformation	<p>Training being considered will also look at including a coaching programme for supervisors/management staff. Discussions will be undertaken with HR re inclusion in Appraisal process.</p>	
29/06/23	Customer Journey Review	<p>(4) that mandatory corporate customer service training be included as part of the induction process for all staff;</p>	Assistant Chief Executive/Executive Director – Finance and Transformation	<p>As part of the proposed training an online offer will also be procured which all staff will be expected to complete, and which will be included in inductions.</p>	

29/06/23	Customer Journey Review	(5) that the Director of Regeneration and Growth/Assistant Chief Executive, in consultation with the Director of Finance, investigate options for procuring a single joint Customer Relations System across the Council;	Assistant Chief Executive/Executive Director – Finance and Transformation	SOCITM currently engaged to undertake independent options appraisal on existing and potential CRM systems, reporting back to CJ Board. There are linked dependencies within this action which will impact timescales.	
29/06/23	Customer Journey Review	(6) that the Director for Director of Regeneration and Growth/Assistant Chief Executive considers the introduction of automated feedback surveys and that regular feedback on Council enquires/complaints are analysed and shared with Directorates;	Assistant Chief Executive/Executive Director – Finance and Transformation	Automated feedback surveys are already in use across various service areas. Procurement of the new Telephony system will allow greater opportunities for this. CJ Board have also identified gaps and have provided approval and funding for new technology, eg tablets within the OSS.	New technology and manual captures implemented in 2023. Telephony system scheduled for implementation by end of 2025.
29/06/23	Customer Journey Review	(7) that the Director for Director of Regeneration and Growth/Assistant Chief Executive introduces corporate guidelines in relation to the use of Council contact numbers to ensure that all officers are contactable and that contact details are updated regularly	Assistant Chief Executive/Executive Director – Finance and Transformation	Email issued to all ADs and Directors instructing a reminder be sent to all Officers.	
29/06/23	Customer Journey Review	(8) that the Director of Regeneration and Growth/Assistant Chief Executive considers the feasibility of amalgamating the current three contact centres (Corporate Contact Centre, Revenues and Benefits Contact Centre and Adult Social Care Care) into a single contact centre number with staff specialising in various areas;	Assistant Chief Executive/Executive Director – Finance and Transformation	Initial Options appraisal undertaken and report presented to CJ Board and Leadership Team. Agreement to pause the work to allow for the detailed process mapping to take place to better inform the decision. Work is ongoing to look at the single number and will be further considered with the implementation of the new telephony system.	Initial scoping and process mapping undertaken and completed in 2023. One Number implementation with new telephony by end 2025. Transformation and strategic partner work ongoing - Discussion requires on whether action to be transferred to Corporate Transformation for ongoing work.
29/06/23	Customer Journey Review	(9) that the Director of Regeneration and Growth/Assistant Chief Executive, as part of the refresh of the Council's website, ensures the Council continues to promote the use of Sandwell Digital First and the Council's website as the first point for accessing information and raising an issue/request;	Assistant Chief Executive/Executive Director – Finance and Transformation	Work ongoing within the Digital Workstream of the CJ Board to ensure promotion of all digital channels. OSS and Community Hubs are supporting people to set up My Sandwell accounts if desired. Financial year 22/23 and current stats for this year show that digital is now the main contact channel. This will continue to be monitored.	
29/06/24	Customer Journey Review	(10) that as part of the customer journey review being undertaken, the Director of Regeneration and Growth/Assistant Chief Executive reviews current timescales for responding to enquiries and consider a reduction, wherever possible, including member enquiries being reduced from 10 working days to 3-5 days.	Assistant Chief Executive/Executive Director – Finance and Transformation	This recommendation was NOT approved by Cabinet on 12 July 2023. A lack of resources meant that the request could not be feasibly met. However, officers would review the request at a later date. An existing wider piece of work is ongoing with Members around the Councillor Portal. This work will look at the response time and any agreed standards, and ensure that this is considered as part of the wider remit of that work	
03/10/24	Performance Management	(1) that the Assistant Chief Executive ensures that as part of the Neighbourhood Working Review that will be reported to the Safer Neighbourhoods and Active Communities Scrutiny Board:-	Assistant Chief Executive	Ongoing	Ongoing

(a) any ward based work that is managed by the Neighbourhoods Team is recorded for data and statistical purposes which are measurable;
 (b) a clear framework is developed for what is councillor casework and what is strategic work and what timescales apply to the different types of enquiry raised by councillors.

03/10/24	Performance Management	(2) that the Assistant Chief Executive reviews the function and use of the Member Portal alongside the related training offer for all councillors.	Assistant Chief Executive	Regular and ongoing work with Members around use and function of portal ongoing. Workshops and training sessions held and continuous improvements made to portal in terms of wording, ability to track cases and reporting functions. Work continues.	Ongoing
08/05/25	Voluntary Sector Support and Grant Funding	(1) the Assistant Chief Executive provide a briefing note (via email) in six months' time detailing any progress made on the implementation of new Online Grant Management System and that further update be provided to the Budget and Corporate Scrutiny Management Board on a bi-annual basis on the work of this new system	Assistant Chief Executive	Briefing note delayed to incorporate outcome of pilot with 50 VCS organisations. Pilot conducted in October 2025, and implementation of the GMS has been paused to consider the findings and feedback of the organisations involved and allow the new Oracle Fusion Support Provider to determine how technical issues can be addressed. Oversight is through Oracle Fusion Programme Board. A briefing note can be provided to the chair.	30/10/25
08/05/25	Voluntary Sector Support and Grant Funding	(2) the Assistant Chief Executive provide the Budget and Corporate Scrutiny Management Board a briefing note (via email) on the proposal to conduct a community outreach and engagement strategy with communities that are emerging and/or potentially underrepresented to ensure that they have equal and equitable access to grant funding;	Assistant Chief Executive	Approach to engagement with the sector was set out to SNAC on 04/12/25 with a proposal to hold an event in Spring to commence the conversations. In consultation with Cabinet leads it was agreed to postpone this event until later in the year. An update on this can be brought to Scrutiny in the next municipal year - need to determine whether this fits with SNAC or B&CSMB	In progress
08/05/25	Voluntary Sector Support and Grant Funding	(3) the Assistant Chief Executive provide a further report to the Budget and Corporate Scrutiny Management Board in February 2026 on the seed and/or start-up funding that will be made available to new and emerging groups, including details of how it would be ring fenced;	Assistant Chief Executive	Seed funding was to be allocated from savings derived from reduction in existing grant funding programmes once the corporate savings target of £250k had been achieved. Through regular monitoring of the corporate savings targets, it has been identified that this is not achievable and therefore has been built into the 2026/27 Budget to achieve through other measures. This means that there is currently no funding available to allocate to this grant stream - discussions ongoing.	TBC
08/05/25	Voluntary Sector Support and Grant Funding	(4) following the completion of the value-for-money and cost-saving exercise, the Assistant Chief Executive submit a further report to the Budget and Corporate Scrutiny Management Board detailing the feasibility of bringing the grant funding service in-house;	Assistant Chief Executive	This action relates to the Vision 2030 programme that was administered by SCVO on behalf of the council and included an administration cost. This grant programme came to an end on 30 September 2025 and was not renewed, therefore there was no requirement to consider alternative proposals for bringing the management of this programme in house.	Closed

08/05/25	Voluntary Sector Support and Grant Funding	(5) the Assistant Chief Executive provide the Budget and Corporate Scrutiny Management Board with details of the application process for grant funding, including details of appropriate advice provided to enable all organisations to apply including new, emerging and underrepresented groups;	Assistant Chief Executive	In development	In development
08/05/25	Voluntary Sector Support and Grant Funding	(6) the Assistant Chief Executive provides a briefing note to the Budget and Corporate Scrutiny Management Board (via email) providing detail on which of the 10 organisations, that currently receive 50% of the overall grant funding, receive direct awards and/or receive recurring awards.	Assistant Chief Executive	Issued in August 2025 via Alex Goddard	Complete - August 2025
08/05/25	Voluntary Sector Support and Grant Funding	(7) the Assistant Chief Executive provides the Budget and Corporate Scrutiny Management Board with annual updates on the grant award that are below the financial threshold of £150,000 made to organisations through the Council's Procurement and Contract Procedure Rules rather than as a grant award, including the reasons for this.	Assistant Chief Executive	To be included in future reports to Budget & Corporate Scrutiny Management Board	Ongoing
17/07/25	Q4/Annual 2024/25 Corporate Performance Report	that the Executive Director of Children and Education explore options to disaggregate the effect of the covid-19 pandemic disruption on persistent absence figures, to ensure that improvement efforts are bringing about improvement, as opposed to it being a result of those children affected by the pandemic moving on from primary school.	Executive Director of Children and Education	Remodelling the support for schools and launching the Attendance is Everybody's business campaign has had a positive impact on improving on both school attendance but also reducing persistent absence from 23.1% in 2022/23 to 19.72% in 2024/25	