

Extract from minutes:

20.02.14 - RESOLVED – that the Performance Scrutiny Committee:-

(a) note the performance of services in responding to complaints, and

(b) recommends that work be undertaken with the Council's services to enable a report to be presented to Members in the autumn on the Council's performance in dealing with complaints and the nature of complaints received.

The following information has been received and it is clear that some services have this practice well embedded and others are yet to establish processes to collate and use the information. We will work with all services to promote the good practice across the authority and implement as appropriate.

Service:	Business Improvement & Modernisation
Lead Member:	Councillor Barbara Smith/Hugh Evans
Customer engagement via:	
<ul style="list-style-type: none"> • Resident's survey • DCC website • Customer satisfaction questions in Archives • Public engagement regarding corporate and wellbeing plans • Coordinating engagement with Town & Community Councils • Internal surveys on service quality • SOCITM • Archives' blog and open days 	
Monitoring activity via:	
<ul style="list-style-type: none"> • Town & Community Council cluster groups • Customer feedback to Archives • SOCITM 	
Customer feedback influencing service design and delivery:	
<ul style="list-style-type: none"> • Feedback from a regional stakeholder meeting informed the Strategic Equality Plans of the individual public authorities that 	

make up the North Wales Public Sector Equality Network.

- Businesses told us what they wanted to see in our Economic & Community Ambition strategy. We de-prioritised the things they didn't see as very important. Key areas for businesses were improving broadband, improving procurement opportunities, reducing red tape, increasing the availability of business premises in certain parts of the county, improving 'soft skills' amongst the future workforce and stepping up our engagement with businesses to understand their needs better. We are acting on all of these issues.

Complaints shaping service:

- Internal changes to ICT processes following customer feedback
- ICT service desk systems improved

Service: Customers and Education Support

Lead Member: Councillor Hugh Irving

Customer engagement via:

- DCC website
- Formal consultation with stakeholders
- Your Voice scheme
- Modernising Education Newsletter
- Education in Denbighshire blog
- Business planning – consulting and engaging with colleagues to ensure our business planning is effective and reflective of our service priorities
- Utilising Supportworks for One calls so that One users have one place to log all their requirements and they can be dealt with in a timely manner

Monitoring activity via:

- SOCITM website rating
- Your Voice scheme and reporting structure
- Feedback from consultations

- Using the Sims helpdesk and monitoring of the calls to help develop our training and support offered to schools
- Review of the way ICT calls are logged by school

Customer feedback influencing service design and delivery:

- Website was not specific enough regarding the bulky items that the council would / would not collect. We updated the list on the bulky item collection web page so that this included more examples of the types of items we collect.
- Customer commented that photos of Plas Newydd should be added to website. We added a Flickr slideshow to the Plas Newydd web page.
- Several customers commented that the Council's archive indexes were no longer available. We developed a new online archives facility.
- Several customers commented that the language switch feature (Cymraeg / English) should direct them to the same page in the equivalent language (not just the home page). We re-instated the language switch feature on the website so that customers are now re-directed to the same page - but in the equivalent language.
- Several customers unable to find Glasdir and Jillings reports easily on the website. We updated our search engine to include a quick link to improve access.
- Customer unable to find Chief Executive and Chairman email easily on website. Email addresses made more visible on website.
- Customer unable to find information about / applications for allotments in Denbighshire. Allotments web page and enquiry form added to website.
- School organisation documents were difficult to comprehend due to the required information to conform to legislation. Use of more plain language in documents, summary sections of key points.
- Requirement to engage with children and young people on school organisation proposals. Age appropriate documents produced for children and use of specialist staff to engage with children at all age ranges.
- Questionnaires issued with school organisation proposals. Questionnaires amended to focus on issues directly associated with the proposal rather than background information which would be useful for analysis.
- Concerns from local residents regarding the impact of the Rhyl new school proposal. Concerns from residents about access from Tynewydd Road led to the actual positioning of the school to be amended so that the access and front of the school was from Grange Road.
- Concerns from local residents over the plans for car and bus parking at Prestatyn High School. Service ensured more in-depth discussions with interested parties including bus operators leading to amendments to design.
- Ensuring that school requirements are met over school design. Extensive consultations with schools in the design process

to ensure that the requirements of the schools' needs are met within available resources.

- The Schools Forum suggested that it would be useful to have a single point of access for all Sims advice and guidance which we implemented.
- School Funding Formula Review - we undertook a detailed consultation on this to produce a simplified and transparent formula for schools. Including working directly with groups in schools to design how specific elements would look.
- Traded and Support Services - worked with schools to understand what their needs were in terms of services bought in from the LA and how these services could be delivered differently or not at all.
- Transport Policy - consulted with schools, elected members and the wider community on changes to central pick up points for schools. We are redesigning our processes to ensure we link transport eligibility to the admissions process as early as possible.
- Training for governors and schools - collected information on what schools needed in terms of training and how it could be best delivered (e-learning, school based, evenings).

Complaints shaping service:

Complaint	Action
Incorrect information given to customer by call handler.	Staff training for all staff in CCSC.
Unhappy with service at Ruthin One Stop Shop – not happy with new machine, too many staff and difficulty getting through to correct department via phone.	Staffing levels reviewed. New process for taking payments implemented so customer does not have to call another building.
Length of time waiting to get through to CCSC.	Review of call volumes and staffing.
Poor service provided by staff.	Customer services training provided to all staff.
Delays due to staff not inputting information correctly.	Staff training.
Inability to take card payments at the Harbour Master's office.	Installation of terminal.
Recorded message incorrect.	Re-record with correct information.

Service: Environment
Lead Member: Councillor David Smith

Customer engagement via:

- DCC website
- Advice on recycling via the refuse service's Recycling Advisors
- Consultation with councillors and residents concerning all trees that are removed or replaced in the Prestatyn MAG area
- Customer surveys
- "Bin it to win it" scheme to encourage correct disposal of litter or dog fouling

Monitoring activity via:

- Overall analysis of CRMs, covering outcome status (upheld/not upheld/partly upheld), response time, areas of highest demand and type (Public Spaces, Street Cleansing, Refuse – Other, etc.)
- Detailed analysis of dog fouling CRMs
- Detailed analysis of fly tipping CRMs

Customer feedback influencing service design and delivery:

- Installation of new bins along promenade in Prestatyn in response to CRMs concerning littering and dog mess.
- Dog fouling campaign as a response to level of CRMs concerning the issue.
- School meals surveys as a contributing factor to how the service is delivered.
- Introduction of more focused sweeping in Prestatyn in response to CRMs.
- Proactively dealing with seagulls in Rhyl in response to CRMs / White Rose Manager.
- Change of focus from scheduled work to demand based response – particularly with Ruthin Street Cleansing.

Complaints shaping service:

Complaint	Action
Complaints concerning street sweeping during school start and finish times causing traffic and health & safety issues.	Avoidance of street sweeping around school start & finish times.

Service: Finance and Assets
Lead Member: Councillor Julian Thompson-Hill

Customer engagement via:

- Website
- Landlord Forums
- Welfare Reform Groups
- liaison groups
- Third Sector Providers
- Internal Departments
- Face to face visits and comments / complaints
- Suppliers and contractors

Monitoring activity via:

- Number of comments & complaints
- Feedback from various groups and the third sector and face to face responses
- Feedback from suppliers and contractors
- Feedback from internal customers

Customer feedback influencing service design and delivery:

- Complaints about Bailiffs
- Make it easier to sign up to Direct Debit
- More flexibility on payment dates
- Feedback to suppliers and contractors is built into the procurement process – all bidders are given feedback on their tender submissions. This is mandatory for tenders via the OJEU process.

Complaints shaping service:

Complaint	Action
Bailiffs – accused of assault	Body worn cameras issued, complaints have reduced to nil
Incorrect classification of exemption	Used more relevant case law in response to customer
Setting up Direct Debits taking days to process	Changed to paperless direct debit. The details are now taken

	over the phone and the mandate is set up within one day, by using new processes
More choices to pay, over 12 months rather than 10 months	New Direct Debit options offered to run for 12 months
Agricultural Estate – complaint re: time taken to resolve issues around the general management of the estate and communication with tenants.	Chartered land agent appointed by Property as a focused additional resource. Introductory meetings arranged and letters sent to all tenant farmers explaining the changes within the department and giving relevant contact details.
Student finance – customer complained that she had different replies to her query from members of the team.	All the team were reminded of the legislation.

Service: Housing & Community Development Lead Member: Councillor Hugh Irving	
Customer engagement via: <ul style="list-style-type: none"> • Formal consultation with internal and external stakeholders (Service Standards, Environmental Projects, Tenancy Agreement, Local Housing Strategy etc) • Consultation events countywide (daytime and evenings) - roadshows and drop-ins for specific environmental improvement projects • Housing web queries • Twitter & Facebook (via website) • Planned estate walkabouts • Residents Associations and informal residents groups • Tenants Federation • Volunteer Green & Clean Rangers • Tenants Newsletter • Complaints/Compliments/Comments (your voice) 	

- Questionnaires & Survey Monkey
- Postal & face to face (reception presence Brighton Road & County Hall)
- Customer Feedback - Property Services Repairs & Maintenance Team
- DTARF - Property Services Manager / Principal Officer, Maintenance attend the repairs sub group meetings of the Denbighshire Tenants & Residents Federation
- Meetings and joint working with various internal and external partners i.e. Communities First Team, Older People's Strategy Development Officer, Coleg Llandrillo, Countryside Services
- Environmental Grant scheme

We are just about to send out star surveys to all of our tenants which will capture tenant satisfaction in a number of our service areas including repairs & maintenance, rents, neighbourhoods etc. In addition to this we will be contacting all tenants whom we do not have any profile information on – this gives us better information on who we are communicating with and their preferred method of communication so we can reach more people and improve communications.

Monitoring activity via:

- Your voice complaints/compliments/comments procedure (CRM system) – establishing a formal way to review feedback (positive and negative)
- Dedicated officer for Facebook and Twitter
- Forums, resident groups and Tenants Federation
- Green & Clean Rangers feedback on grounds maintenance works and contract cleaning
- Dedicated officers for Housing web queries
- Local Housing Strategy (once adopted) – Strategic Housing Partnership with RSLs will monitor progress and regular reports to Scrutiny
- Feedback from consultations
- Results from Property Services surveys are analysed and feedback received is used to improve service delivery
- Minutes from Estate Walkabouts
- Survey Monkey & Questionnaire analysis
- System Thinking reviews including review of complaints
- Specific service area performance challenge meetings
- Feedback from Scrutiny, Cabinet and Full Council on specific topics – e.g. Local Housing Strategy, SARTH, Tenancy Agreement, etc

- Feedback from partner organisations

Customer feedback influencing service design and delivery:

- Green rangers have had input in to the new ground maintenance contract that is currently out for tender. They will also be included in the evaluation panel as part of the tendering process.
- Questionnaire feedback for Repairs & Maintenance was included in the systems thinking review and recommendations were made based on what customers told us such as; during property viewing the officer couldn't answer some of the customer questions in relation to other service for example when are the bins collected? A recommendation has been made to develop a FAQ list and answers to some of the most popular questions.
- Number of unofficial complaints around the length of time customers left waiting to see homelessness officers during drop in times and a congested reception area has led to the removal of the drop in and anytime access introduced (operating within council core hours).
- Feedback from RSLs in terms of the Social Housing Grant programme and any other bids for a specific purpose e.g. Housing Finance Grant.
- Feedback from Property Service surveys is used to improve service delivery.
- A representative from the Denbighshire Tenants & Residents Federation had a representative on the panel for the evaluation of the tenders for the contract to outsource the stores.
- Environmental Projects – comments and feedback from tenants and residents at consultation events has led to changed design and plans.
- Feedback and joint working has led to developing training programmes with partners for tenants and to developing projects for the benefit of our tenants i.e. environmental projects with Countryside Service, intergenerational projects.

Complaints shaping service:

Complaint	Action
Liberty gas contract - no Welsh speakers available at the call centre.	We have reviewed our contract with Liberty Gas in order to ascertain whether this level of service is acceptable within the terms. There is no specific reference to Welsh language provision within the contract and this is something we will rectify – Liberty now have access to Language Line.
Contractor failing to turn up for planned appointments and	Regular contract meeting now held with contractor and missed appointments are monitored, discussed and as a result this has

not notifying the customer.	improved and better communication with customers is in place.
Lack of communication/call backs from Homelessness Officer and customer worried they will be homeless soon.	Line manager to remind staff to keep in regular contact with customers. Staff attended Denbighshire Way training for Housing.
The wording of our final letter from Liberty Gas requesting access to service the gas appliances is threatening due to the letter implying that legal proceedings may be taken should access not be permitted.	We reviewed the wording of the letter and removed a section about the 'notice of seeking possession' should access not be allowed. We also added a further sentence at the end of the letter advising tenants that if their service had now been completed then to disregard the final notice. The change was implemented by us rewording the letter and advising Liberty to update their system with the revised standard letter, Liberty immediately updated their system and also arranged for the new letter to be translated into Welsh.
Comment - The trees that have been cut down for safety reasons have exposed the back of garages which are in a poor condition, paints and graffiti are not a good introduction to Ruthin on one of the main routes into the town. Shrubs are to be planted to act as a screen but these will take a time to mature and in the meantime could have the garages painted preferably green to blend into the landscape and stop them being such an eyesore.	Order has been placed with painting contractors to proceed with the work.

Service:	Planning and Public Protection
Lead Member:	Councillor David Smith
Monitoring activity via:	
<ul style="list-style-type: none"> • Complaints 	

Customer feedback influencing service design and delivery:

- Citizens Advice consumer service review following feedback.
- Following Ombudsman recommendation - 'give more mention to the assessment provided by one of the objectors', officers have reviewed the Planning Committee report process to ensure that, where objections are received by specialist groups, bodies or individuals, the nature of their objections will be explained in more detail in the summary section of the report. Where DCC specialist Officers have differing views to the objectors, the Officers will attempt to explain in more detail to Members, both within the report and at Committee, why they have a different opinion.

Complaints shaping service:

Complaint	Action
Complainant believed that the Officer should have taken her mother to a more private location to issue FPN.	Kingdom Security Environmental Officers have been advised to consider all the circumstances of engagement.
Complaints regarding CCTV staff.	Customer care training delivered to staff.
Complaints regarding Community Safety Enforcement officers.	Denbighshire Way and Conflict Management training delivered to staff.
FPN - a reminder letter for payment was sent in error.	A procedure is now in place to avoid a reoccurrence - currently one officer does the task of cross referencing payments as they come in. Two officers will from now on review those payments against the list of none payers after a period of 28 days before letters are dispatched.
Officer conduct - Community Safety Enforcement.	Manager has brought the matter to the Officer's attention and spoken to him regarding his approach.
Information not provided or made available during the planning application process; lack of clear information on the website which states when representations on applications should be made.	Necessary adjustments to the electronic system to ensure the date by which representations should be made within the consultation period on any application is made clear on the website.

Service: Highways and Infrastructure

Lead Member: Councillor David Smith	
Customer engagement via:	
<ul style="list-style-type: none"> • DCC website • Customer feedback surveys (for example feedback on the National Standards Bikeability training delivered by Cycle Experience Ltd) • Rights of Way actively work with customers via the Statutory Local Access Forum, regular meetings with user groups such as the Ramblers' Association and British Horse Society, as well as attending Community Council meetings • Rights of Way regularly consult with the wider public when making orders and, if the public identify areas to improve, will give these areas due consideration 	
Monitoring activity via:	
<ul style="list-style-type: none"> • CRM analysis 	
Customer feedback influencing service design and delivery:	
<ul style="list-style-type: none"> • Forums and bus surgeries held regularly in the past by Passenger Transport as part of bus service design. 	
Complaints shaping service:	
Complaint	Action
Complaint regarding parking charges at Loggerheads; not clear that blue badge holders have to pay.	Information revised and specific information regarding blue badge charges included.
Requests from users who were unable to obtain complete personal sets of the definitive county map needed to find out path numbers.	Provision of the map layer of public paths on the county web site mapping system.
Request by the Ramblers Association for the provision of signage when Rights of Way divert paths.	Provision of signage when Rights of Way divert paths. These are maintained by owners for 5 years to ensure users are made aware of changes in an official manner until the Ordnance Survey updates the maps walkers will use.

Service: Communication, Marketing and Leisure
Lead Member: Councillor Huw Jones

Customer engagement via:

- Stakeholder workshops
- Evaluation of Youth Work sessions
- Active Young People surveys (5x60 / Dragon Sport)
- Comments boxes on customer receptions
- Family Information Service outreach work
- Youth Service locality newsletters
- Tourism Forums
- Press releases
- County Voice / What's On (new electronic County Voice will have built in customer feedback mechanism)
- Campaigns (e.g. Dog Fouling, Fostering)
- Marketing of events (e.g. Eisteddfod, Denbigh & Flint)
- Temporary Advice Centre / Emergency Rest Centre (Rhyl floods)
- Visitor Surveys (Tourism)
- Survey Monkey / Facebook surveys
- Facebook and Twitter pages
- Integrated Children's Centres parent evenings, letters to parents, newsletters
- GP referral information and education sessions
- Support for community clubs
- Rhyl Talented Athlete Scheme
- Children with Disabilities project engagement with parents

Monitoring activity via:

- Customer complaints / feedback reviewed at monthly Lead Officer Group meetings
- Customer Service Group with representatives from all parts of CML meet monthly to review customer feedback and plan future changes and initiatives
- Research undertaken during events (e.g. "Open for Business" event at Llangollen Pavilion)

- Economic Impact Assessments (e.g. Rhyl Harbour opening, Rhyl Air Show, Proms on the Proms)
- Corporate Communications weekly feedback meetings with Customer Services on current issues to inform press stories
- Your Voice reports
- Facebook and Twitter posts
- Survey results
- Stakeholder event results
- GP Referral client feedback forms
- Family Information Service monitoring forms
- Integrated Children's Centre childcare inspections reports
- Sport Wales KPIs
- Community Chest grants awarded
- Sport Wales self-assessment

Customer feedback influencing service design and delivery:

- Stakeholder workshops informed Leisure Strategy and Library Strategy.
- Workshops with tourism businesses shaped the Destination Management Plan and priorities.
- Refurbishment of Ruthin Leisure Centre.
- New Prestatyn Library+ model and opening hours.
- Worked with residents on designs for fascia of Denbigh Leisure Centre following feedback.
- Youth Service open access sessions split into junior/senior sessions following discussion with young people.
- Christmas opening hours at Leisure Centres.
- Introduction of parent portal and direct debit for swimming lessons.
- Fitness suites were too busy at Rhyl and Denbigh. We have added new fitness rooms in Rhyl and have plans to expand Denbigh.
- 5 x 60 programmes influenced by young people.
- GP Referral timetable changed.

Complaints shaping service:

Complaint	Action
Process for booking swimming lessons (having to queue from	Parent portal and direct debit introduced and has been well

early morning).	received.
Prestatyn One Stop Shop only open half day in new Library+.	Additional post now in place to cover community need.
Only being able to book fitness classes on the day.	Can now book 7 days in advance. Online booking facility to be introduced shortly.
No access to fitness suites or classes for under 16s.	Junior fitness memberships introduced for 11-15 year olds.
Inconsistent communication from lifeguards regarding use of equipment in public swimming and lack of clear direction on website or at reception.	All duty officers informed to ensure consistent message. Website updated to make situation clearer to customers.
Inconsistent Officer communication with Members raised at Scrutiny.	New Member protocols introduced.
Concession holder locations at Rhyl Air Show.	New booking procedure introduced with agreed location and payment up front.

<p>Service: HR</p> <p>Lead Member: Councillor Barbara Smith</p>
<p>Customer engagement via:</p> <ul style="list-style-type: none"> • Customer service feedback button on the HR intranet site • Customer service feedback button on every email signature • Confidential email address to allow customers to provide confidential feedback direct to senior managers within the service • At the end of each case or project a feedback form is provided to the manager to comment on the service they have received • Annual customer service survey
<p>Customer feedback influencing service design and delivery:</p> <ul style="list-style-type: none"> • HR Improvement Plan Phase 1 This plan was developed as a direct result of customer feedback received and centred on the main areas of concerns that had been identified. Examples include: <ul style="list-style-type: none"> ○ Improving the transaction service ○ Changes to the performance appraisal system on itrent

- Development of the HR intranet page and document store
- Introduction of a HR training plan and competency framework

- **Middle Managers Feedback**

Senior managers from HR attended all the departmental managers' team meetings during February / March this year, in order to gain their views on three keys areas:

- *Has the service you receive from HR direct improved over the past few months? If so in what way?*
- *What areas of improvement would you like to see the service concentrate on over the next 12 months?*
- *How can HR facilitate you as a senior manager working more independently on HR matters? What support do you need; what tools do HR need to develop/improve in order to support you?*

The feedback gathered from these meetings has been used to evaluate the success of the HR Improvement Plan Phase 1 and has been fundamental to building up phase 2 of the HR Improvement Plan.

Service: Adult Social Services
Lead Member: Councillor Bobby Feeley

Customer engagement via:

- Feedback Fortnight
- Carers' Week

Monitoring activity via:

- 'Have your say' questionnaire which is sent out to a random selection of people who have received a service from the Intake Team. If respondents raise any issues, we contact them. We also provide an annual summary which is shared with respondents who have indicated that they want a copy of the summary.
- The customer service standards are in place; some of this information is gained at the point of the service users reassessment and is captured on PARIS. Each quarter the data is analysed and findings are shared with managers.
- Complaints:
 - Each quarter, a full analysis is completed and presented to the senior management teams - Adults and Children's
 - Following a complaint being made, we look at what lessons can be learned. An action plan is drawn up and monitored until all the actions have been completed.

- We do record praise/compliments and report on the numbers, we include the details in the annual report alongside the reason for the praise.
- Quarterly and annual reporting.

Service: Children and Family Services
Lead Member: Councillor Bobby Feeley

Customer engagement via:

- Fun days
- Surveys/questionnaires
- Consultation events
- Focus groups
- Workshops
- Complaints system
- Have your Say surveys – to gain service user views (children, young people, parents/carers) on the impact the Children & Family Service is having on their lives and how useful the service they've received is/has been, specific surveys for various target groups have been devised

Monitoring activity via:

- Statutory reviews and visits
- Planning meetings, reviews and assessments
- Inspections
- End of Placement reports – these are completed by social workers, foster carers, parents and children/ young people at the end of a placement
- Family Support exit questionnaires – to gain service user feedback when a case is closed the Family Support Team
- Foster Carer self-assessments

Customer feedback influencing service design and delivery:

- The Leaving Care Team's name changed to the **14+ Group** following feedback from the young people.

Complaints shaping service:

Complaint	Action
Complainant unhappy with the foster placement and in particular to the foster carers. Complainant felt they were unable to deal with their needs in particular to self-harming. Complainant also felt that issues were not taken seriously until moved which at that point had reached crisis point.	Future training session on self-harm identified.

