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Update on Revised Corporate Complaints Policy & Procedure

Adjudication and Review – 21st April 2015


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Questions arising from the Review


- What is our definition of a complaint?
- How can we
 - ensure robust complaint statistics?
 - reduce duplication of complaints?
 - improve the customer experience?
 - get more right, first time, most of the time?
 - reduce time through our complaint stages?
 - derive better learning from the process?
 - reduce the cost to the Authority?

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All about improvement

- Outcomes more than percentage to time
- Do we make the most of free consultancy?
- How can we gain from the real cost of complaints?
- Can we reduce the cost of complaints?
- Identifying weaknesses, trends, failings, good practise
- Customer expectation
- Council's reputation

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Defining what is NOT a complaint

Issues present as complaints when they are better dealt with outside the complaints procedure.

Service failure: missed bin collection, streetlight out, pothole to report, repair needed. **REPORT IT** on line


Enquiry: traffic excessive, request for new road markings, tap not working in Council house, noisy neighbours

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Reminder of our review

- Lack of clarity
- Duplications of complaints
- Recording of complaints
- Stages – specified but not understood and no compliance
- Email bombardment
- Overall time taken from initial complaint to Members' Review
- No systematic means of lessons learned

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Definition of a Complaint

"... any expression of dissatisfaction about the Council's provision of, or failure to provide, a service for which it has responsibility and when it has not put right any service failure in a reasonable timescale."

This includes service failures that have not been rectified promptly or are repeated failures.

Complaint details

Which service failed to meet your expectations? *
In the complaint box, have named letters in the box (use number, please don't type)

How do you rate our service? By selecting the main issue of your complaint *
Please tell us more about the nature of your complaint *
What would you like us to do to resolve this complaint? *
(If you have comments)

About you

Do you have a...
First Name
Last Name
Email address

Postcode *
Phone number
Please enter your telephone number (it helps us respond quicker with any queries)

Are you reporting this complaint on behalf of someone else? *
If so, a contactable representative (Member of staff you wish the response to go directly to the customer) is required

Return to Form

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Quality, Clarity and Accountability

Acknowledgement

- Referenced ENQ number, initials of staff
- Confirmation of receipt and understanding
 - Council's investigation of issue, customer's expectation of redress
- Name of the officer investigating
- Date by which the customer can expect a response

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Examples from forms received

Example from forms	Redress expected	Outcome
Parking ticket	Traffic warden trained in customer care	No refund of ticket
Water gully - telephoned many times	Gully unclear to clear it out, investigated Or jelling - just solve issue	Recorded on CRM, will be visible in future
Parking bays half visible	Either paint or don't paint	Communication issue - service improvement
Rubbish and Brambles	Get the job done. Don't pass from service to service	Establish service "owner" and be clear who should do this

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Final response, your complaint, our investigation

- What we looked at and what we found
- Our conclusions and evidence for them
- Plain language, easily understood by the layman
- Well written, grammatically correct and well punctuated
- Written with sensitivity
- Accountability
- Our desire to improve.....

"To help us to improve our service to you, please complete our customer satisfaction questionnaire online www.havering.gov.uk/complaints"

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The Stages

Stage 1 - Service Lead (operational manager) 15 working days

Stage 2 - Chief Executive (engaging HOS) 20 working days


Stage 3 - Member Review Panel one calendar month - (come back to this later)

One response at each stage
15 + 20 + 31 = 78 days

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Management Information		Audit	
Service failed to meet your expectation	By Directorate By Head of Service By Service Area By Topic	Acknowledgement	Reference ENQ Named responsible investigator Clarity of issue Date of expected response Quality
In what way did the service fail?	Quality or reliability of service Staff attitude or competence Late delivery of the service Suitability of service Cost of service Availability of service	Final response	What we looked at, what we found Evidence for conclusions Plain language understood by layman Well written, grammatically correct, well punctuated Written with sensitivity
Timetable - percentage to final	Not keeping our promises By Directorate By Head of Service By Service Area By Topic	Accountability	Logged on day 1 Named staff in responses
How did we receive this complaint?	Online E mail Letter Telephone	Customer Satisfaction - How satisfied were you	With the response? Being told what happens next? That we covered all your concerns? The outcome itself? Our complaint process?
		Equal opportunity questionnaire	Do we discriminate because of our process?

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Management Information & Audit

	Upheld	Partly Upheld	Not Upheld
Compassion offered	Y	Y	
Completed satisfactorily			
Change in service provision	Y	Y	
Staff review/disciplinary	Y	Y	
Referred to external agency	Y	Y	
Clarification required			Y

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Next Steps

- Keep on top. Keep promoting. Raise expectation on staff. Promote on-line. Reinforce process. Train on quality.
- Management information. What does it tell us?
- Six week review with staff. Problems and how to resolve them.
- Four – six month audit of quality, compliance and accountability
- Management review and action

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Where does that leave Adjudication & Review

- Don't know yet!
- Will need to review Stage 2 to Stage 3 with Members of Adjudication and Review
- Current experience on Stage 2: 5 cases (but only 1, clock stopped pending customer response to proposed action)
- Real Stage 2 complaints and what will happen
 - On receipt, judgement
 - Notify Grant to identify which pre-booked potential date
 - Look at previous paperwork, have we failed? Where have we failed? What should we do about it?
 - Do we have sufficient clarity
 - Do we know the customer's expectation

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Stage 3 – what we think may happen

- Stages 1 and Stages 2 should have clarity
- No need for resubmitting the complaint
- MRP date already in diaries
- Dem Services notified on receipt of Stage 2 potential case
- All information will be readily available to Members
- Members' Review of Stage 3, when we know:
 - the effect of Stage 2
 - the numbers coming through
 - how the timing works (31 calendar days)