

**Economy & Environment Directorate
Appendix 2**

1. Number of complaints by Stage Type, Service, and Targets Met

Table showing summary of complaints by stage type reference.

Stage Type	Count	Count Completed in Target Times	Percentage Completed in Target Times
Stage 1	126	108	85.71%
Stage 2	15	14	93.33%
Escalated Stage 1 to 2	25	20	80.00%
Totals	166	142	85.54

Table showing how the complaints were received.

By source	Count Stage 1	Count Stage 2	Count Escalated Stage 1 to Stage 2
Contact Centre			
Email	75	10	24
Letter	5	1	1
On-line	36	2	
Other			
Telephone	11	2	
Totals	126	15	25

2. Tables showing summary of complaints by service, for each stage type

Service	Count Stage 1	Count Completed in Target Times	Percentage Completed in Target Times
Community & Leisure	65	62	95.38%
Infrastructure	29	23	79.31%
Property			
Public Protection	23	15	65.22%
Regeneration & Planning	9	8	88.89%
Other - Combined			
Totals	126	108	85.71%

Service	Count Stage 2	Count Completed in Target Times	Percentage Completed in Target Times
Community & Leisure	4	4	100%
Infrastructure	5	5	100%
Property			
Public Protection			
Regeneration & Planning	6	5	83.33%
Other - Combined			
Totals	15	14	93.33%

Service	Count Escalated Stage 1 to Stage 2	Count Completed in Target Times	Percentage Completed in Target Times
Community & Leisure	10	9	90%
Infrastructure	7	5	71.43%
Property	1	0	0%
Public Protection	2	1	50%
Regeneration & Planning	5	5	100%
Other - Combined			
Totals	25	20	80%

More detailed information on the above corporate complaints data, is currently maintained, by the Directors PA on a dedicated database.

There were various reasons identified with regards to response times not being met. Some examples are listed below:

- Workload pressures/officers on leave.
- Investigation time taking longer than anticipated.

The Director's PA continues to provide training to all staff where required, which covers a wide range of topics. .

Key complaints - identified by type or theme

List of key specific types, or themes, of repetitive, or pertinent complaints received during this reporting period.

Complaints Themes	Q1	Q2	Grand Total
Planning-General	3		3
Parking	1		1
Poor Communications	1	1	2
Delays in service delivery	1		1
Dog Bins	2		2
Refuse-Recycling-Green Waste-Other	8	10	18
Trees	2	7	9
Grass Cutting	2		2
Refuse-Recycling-Green Waste-Missed Collections	8	14	22
Planning-General	3	6	9
CA Sites	1	2	3
Parking	1	5	6
Cleansing	1		1
Delays in Service Delivery	7	5	12
Highway Maintenance Works	4	4	8
Transport	2	3	5
Delays in Responses	5	3	8
Cemeteries	1	4	5
Noise	1		1
Environmental Health Issues		2	2
Street Lighting		1	1
Illicit Tipping		1	1
Sport and Leisure Services		3	3
General Weed Control-Grounds Maintenance		3	3
Road Closures-Traffic Lights		1	1
Other matters	16	19	35
Grand Total	70	96	166

3. Number of complaints by Category

Table showing complaints by category.

Category	Count Stage 1, Stage 2 & Escalated 1 to 2
1 Collaborative Working	1
2 Decision Making	10
3 Delay in Service Provision	70
4 Officer/Contractors Conduct with public (including sensitivity/empathy of staff/politeness)	8
5a Following Council Policies	20
5b Following relevant Legislation	
6 Accessibility of Services	2
7 Clarity/Accuracy/Timeliness of information	6
8 Quality of Work	47
9 Openness/ Fairness and Honesty	2
10 Compliance with Complaints procedure	
11. Combination of Categories (Non-specific)	
Totals	166

4. Number of complaints by outcome and lessons learned

Table showing complaints by outcome.

Outcome Data	Count Stage 1, Stage 2 & Escalated 1 to 2
Upheld	58
Not upheld	108
Totals	166

The following tables shows more information regarding the complaints counts above, that were, Upheld, Not Upheld, by Service Area.

Services – Stage 1	Upheld	Not Upheld
Community & Leisure	38	27
Infrastructure	6	22
Property		
Public Protection	3	20
Regeneration & Planning	9	9
Other - Combined		
Totals	46	78

Services – Stage 2	Upheld	Not Upheld
Community & Leisure	1	3
Infrastructure		5
Property		
Public Protection		
Regeneration & Planning		6
Other - Combined		
Totals	1	14

Services – Stage 1 escalated to Stage 2	Upheld	Not Upheld
Community & Leisure	5	5
Infrastructure	3	4
Property	1	
Public Protection	1	1
Regeneration & Planning		5
Other - Combined		
Totals	10	15

List of lessons learned. The table below comments on key findings resulting from the complaints in this reporting period, that may help curtail, prevent, or impede future repeats.

Nature of Complaint	Lessons Learned	Category
Paid for a dropped kerb over 12 weeks ago and still not been carried out	Regular updates required with Contractor to confirm delivery dates, and to keep residents up to date with any delays	3 Delay in Service Provision
The Ridgeway from Llanfabon Area - Access to Senghenydd and Eglwysilan Mountain	It has been reiterated to Officers the need to ensure a timely response to enquiries or a holding response where matters are still being investigated.	3 Delay in Service Provision
Dog bins on canal by Darren Road - full and require replacing.	Whilst noting some mitigating circumstances that caused failure to completion of works it is recognised that failure to communicate between staff and officers has led to the necessity for the complainant to raise the complaint and equally become dissatisfied with the response due to incorrect update being provided. Staff have been advised to improve on this element moving forward.	3 Delay in Service Provision
3 complaints - street cleansing asked for an update 4 times, still waiting, litter in the same lane, not happy with the site visit undertaken, when call made to cleansing dept was advised they cannot send emails direct	Resourcing difficulties have led to the issue arising due to the prioritising of front line collections in this instance. Moving forward liaison is identified as required with area chargehands to ensure basics are covered when a supervisor needs to move a cleansing operative to frontline duty. Breakdowns in communication with CRM have been addressed via line manager.	3 delay in service provision
School transport provided always late	Busy periods were experienced coupled with a lack of officers	3 Delay in Service Provision
Formal Complaint Regarding Delayed Decision on SAB Application	Improve communication with applicant when there are delays encountered, ensure that dates proposed are realistic & communicated effectively; review communication standards with the team.	3 Delay in Service Provision
Reported fly tipping outside property 3 times still not removed	Failings in actioning the removal previously to be reviewed to understand where the error occurred.	3 Delay in Service Provision

Dog bins and regular rubbish bins not being emptied on a regular basis within an area of the county borough	Failings will be addressed via internal processes and recorded to ensure no further performance related issues arise for the area/operatives in question	3 Delay in Service Provision
Recycling not being collected	Resource and vehicle issues along with significant presentations of green waste are causing delays to rounds being completed. Members of staff unfamiliar with the round have been utilised and unfortunately exacerbated the problem with missed collections. Staff have been updated to move forward.	3 Delay in Service Provision
Non collection of garden and food waste 5 weeks running	Additional presentation of green waste along with vehicle and resource issues have attributed to delays in collection services. Unfortunately with the location in question being a Friday collection, it is susceptible to bear the brunt of any delay issues knocking collection times back	3 Delay in Service Provision
Missed recycling/refuse collections.	Cleansing operatives to pull street when access is problematic	3 Delay in Service Provision
Overgrown tree in the garden of private property which was obstructing the street light. Complained a number of times, promised a call back but it did not materialise.	Staff need to phone customers back when requested to do so.	3 Delay in Service Provision
Repeated missed and reported green/garden waste collections. Telephoned numerous times and asked for foreman to telephone back and nobody has been in contact.	Cleansing operatives to pull street when access is problematic	3 Delay in Service Provision
Recycling not being collected- further correspondence sent to Waste Admin	Discussions held with teams to be vigilant when assessing location to ensure presentations are or are not available for the collection	3 Delay in Service Provision
Ordered and paid for bins and are very concerned on the wait time for them.	System scheduled for a delivery time which was unfair on the resident having to store waste. Reasonable request that has been actioned by the supervisor to assist the customer.	3 Delay in service provision
Assisted Collections continuously missed	Assisted collection not being adhered to. Team advised to ensure no further failings occur.	3 Delay in Service Provision
Rang numerous times regarding cutting back trees - no response	Officers to ensure they correspond with residents in a timely manner before closing contacts without any action	3 Delay in Service Provision

Last 18 months repeatedly contacted Preservation Dept and no one is following this up.	We should try to respond to incoming requests for service in a more timely manner	3 Delay in Service Provision
Formal complaint regarding street light not working for 7 weeks to the rear of a property and has called 3 times and was told this was being escalated.	Not upheld because the work was carried out within the agreed timescale, but lessons learned are to ensure timely communication/updates to complainant.	3 Delay in service provision
Non collection of green waste - reported to CRM	The crew need to be more vigilant in the future.	3 Delay in Service Provision
Food waste not collected and was promised a collection which didn't happen. Complainant was not happy to be told every day that it will be collected and nothing happens. They have a food business and was not happy with the extra recycling causing an eyesore	Team have been addressed for failings to action and communicate adherence with instruction	3 Delay in Service Provision
Requested numerous times that bin in returned to gate and still not being done	Inexperienced crew undertook the relevant work and made the error without awareness of previous arrangements. Measures implemented by supervisor and chargehand to mitigate any further potential failings.	3 Delay in Service Provision
Flooding outside property	Minor set of works to alleviate the problems could have been done quite a bit sooner	3 Delay in Service Provision
Non Collection of Refuse - Complained previously via CRM	Operatives briefed on the importance of notifying supervisor of outstanding work to avoid similar issues.	3 Delay in Service Provision
Non Collection of Food Waste	Awareness of the assisted collection for the substitute team addressed.	3 Delay in Service Provision
Recycling bins are not being emptied on a Monday causing bins to overflow, already an issue on street with a certain house with rubbish outside and in the gardens causing rats to be in street Reported twice	Mitigating circumstances in place which are affecting the collections. Attempts being made to eradicate problems moving forward with notification to owner of obstructing vehicles and engagement with property owner where waste is not being managed correctly.	3 Delay in Service Provision
Behaviour of a leisure staff member at a Leisure Centre during a class	The complaint assisted in ensuring that standards of delivery, across the whole range of provision are of the highest possible levels. Staff have both been reminded of their responsibilities and professional conduct whilst representing the Leisure Centre	4 Officer/Contractors Conduct with public (including sensitivity/empathy of staff/politeness)

<p>Garden waste not collected (previously dealt with as a service request but waste was found to be contaminated)</p>	<p>Team potentially correct in not taking green waste due to contamination but have not fed that back into the supervisor in effect assisting in the generation of the complaint. Team advised to ensure feedback is provided moving forward.</p>	<p>5 Following Council Policies/relevant Legislation</p>
<p>Non collection of green waste - put out in black bag, crew ripped open bag grass cutting fell all over street, crew left it there. Feels his complaint has brushed under the carpet and not taken seriously. Also not happy to be charged for the purchase of green waste bags.</p>	<p>Photographic evidence proved incorrect feedback initially received from the team to the supervisor in relation to what was presented by the resident. The team have been addressed on this issue and reminded of their responsibilities moving forward. Supervisor monitoring performance.</p>	<p>7 Clarity/Accuracy/Timeliness of information</p>
<p>Stage 1 didn't address all the issues in a complaint. Asked for a Manager to make contact when first reported missed collection with photographic evidence but hasn't been addressed in complaint. When reporting missed collections on repeated occasions informed crew would be out to collect in 5 working days but this didn't happen. Gave Manager enough opportunity but feels issues inadequately addressed.</p>	<p>Endeavour to enhance the frontline delivery in this area by optimising all the available resources including receiving on going support from those internal teams who are able to undertake relevant enforcement action to reduce issues associated with various highway obstructions.</p>	<p>7 Clarity/Accuracy/Timeliness of information</p>
<p>Leisure Centres displaying incorrect information and thus costing petrol and wasting peoples time</p>	<p>Comments will assist in ensuring that standards of delivery across the whole range of provision are of the highest possible levels.</p>	<p>7 Clarity/Accuracy/Timeliness of information</p>
<p>Non collection of green waste - put out in black bag, crew ripped open bag grass cutting fell all over street, crew left it there</p>	<p>Whilst the team acted appropriately in their assessments any spillages should be addressed. Team notified to ensure any requirements of this nature are addressed.</p>	<p>8 Quality of Work</p>
<p>Continual non collection of assisted collection service and attitude of staff</p>	<p>Unfortunately supervisor erred when identifying location and team to undertake the remedial actions causing the delay. Once realised this was swiftly responded to. Whilst this is an unusual error for the supervisor to make, it is recognised to take more care when addressing complaints moving forward.</p>	<p>8 Quality of Work</p>

Complaint received re issues with how we have cut their hedge	A number of factors contributed. Inexperience regarding processes involved; lack of clarity regarding management responsibility for the public/private vegetation and hedge; no clear mapping information that shows land where CCBC maintain but do not own land; hasty inspections in order to process back log of service requests	8 Quality of Work
Overloaded bins and dumped rubbish at the rear of a property which the felt was a real eyesore as well as a health hazard.	No lessons to learn to this regard as this was simply a communication requesting action which was undertaken by the team following the notification process.	8 Quality of Work
Recycling Bins not collected - Possibly contamination issues	Confirmation from supervisor to team to ensure contamination stickers placed and ticked to advise residents of the contamination. Bins are checked in line with contamination process.	8 Quality of Work
Collection vehicles travelling through area too fast and causing damage	Supervisor has identified that staff are driving over a footway to gain access to a cul-de-sac as opposed to using the formal access which can be slightly more difficult to navigate in the particular size of vehicle. However, this action cannot be condoned and staff have been warned that no further misuse will be tolerated.	8 Quality of Work
Drop Kerb Complaint - Not to Standard	From a quality perspective the complaint was upheld, but from interaction and engagement it was felt that we fulfilled our duties.	8 Quality of Work
Multiple times bin has been skipped/taken and hasn't been informed by the bin men. Had to pay for new bin. Missed collections and generally negative attitudes/loud vulgar in the street	Whilst it is noted that there was contamination within the receptacle the failure in the feedback system has caused difficulties in this instance. Team have been briefed and resident is satisfied with the outcome and requirements moving forward	8 Quality of Work
Recycling bin not being returned to their property. Complains each time and it continues to happen. Lady is disabled.	Oversight in not making contact with the resident to update on actions taken. Supervisors to be mindful of ensuring residents are updated as part of our customer focused service provision	8 Quality of Work
Bin being thrown against pillar	Unfamiliar team undertaking the collection who were unaware of a prior agreement. Supervisor has now rectified by notifying the team.	8 Quality of Work
Flooding at property - still waiting for a report on feedback from investigation	Contracting staff should update client if there issues on site when cleaning drainage features	8 Quality of Work

Bin men blocking in car and not returning bins to pavement	Better communication between the collection operatives was required the chargehand should have highlighted this issue with the new loader on the team. Reprimand highlighted is agreed as a suitable measure.	8 Quality of Work
Second week in a row that recycling hasn't been picked up. Previously complained in June.	Unfortunately, driver awareness for the bespoke service caused the failing in this instance. Future plans are to implement in-cab technology to mitigate such issues arising but in the short-term efforts are to be made ensure consistency in the drivers who have been trained with the location knowledge to fulfil the round.	8 Quality of Work
Recurring problem of green waste being dropped outside of a house and not being picked up. Operatives being rude and aggressive when asked if it was going to be picked up.	Team reminded in relation to spillages and advised not to engage with residents where there is emotive content to the discussion. In this instance there is no specific evidence to prove or disprove blame so general reminders issued to the team.	8 Quality of Work
Spoken on phone 4 separate occasions but to no avail re. Non collection of food and garden waste. Also comment on street lighting, weeds and surface state in lane	Team have been addressed in regard to the identified omission and instructed to ensure collection is maintained moving forward.	8 Quality of Work
Street and grass maintenance on a housing estate in Caerphilly	Cleansing issues surrounding damaged bins identified and issued for repairs.	8 Quality of Work
Bin collection not been returned left up road which you agreed to give assistance as with my medical problems	Crew addressed on difficulties presented to the partially sighted resident when not ensuring bins returned to correct positions.	8 Quality of Work
Bins blocking the access after being collected	Team addressed by supervisor to eliminate this issue moving forward	8 Quality of Work
A complaint was received regarding the resting place of parents which had been covered in dry grass and hadn't bothered to clear it up plus a plastic bag full of dried grass. Disrespectful	Lesson learnt is to be realistic of what can be produced with the reduction of resources.	8 Quality of work

Some of the key learnings identified include:

- Continuity of service needed, to reduce and prevent reoccurrence's (system failures)
- Need to ensure accuracy of data pre and post communications
- Cross service communications and prioritisation needs enhancing - complaint responses
- Improve citizen engagement and listening first-time
- Staff changes and turnover, could improve with better induction and suitable plant and equipment

5. Identified relationships to Equalities or Welsh Language

Table showing a count and list of findings resulting from the complaints in this reporting period, that specifically relate to the Equalities or Welsh Language protected characteristics.

Characteristic Strand	Count Stage 1, Stage 2 & Escalated 1 to 2
Age	
Disability	2
Gender Reassignment	
Marriage and Civil Partnership	
Pregnancy and Maternity	
Race	1
Religion/Belief or Non-belief	
Sex	
Sexual Orientation	
Welsh Language	
Totals	3

Examples of Age and Disability Complaints are

Details of Complaint	Service Area	Lessons Learned	Does the Complaint relate to Equalities or the Welsh Language?
Incorrect rules imposed at a Recycling Centre regarding banning a resident from returning same day due to carrying more than 6 bags of soil. I have been treated unfairly and think that the poor treatment is due to racially motivated prejudice.	Community & Leisure		Race
Recycling bin not being returned to her property. Complains each time and it continues to happen. Lady is disabled.	Community & Leisure	Oversight in not making contact with the resident to update on actions taken. Supervisors to be mindful of ensuring residents are updated as part of our customer focused service provision	Disability
Assisted Collections continuously missed	Community & Leisure	Assisted collection not being adhered to. Team advised to ensure no further failings occur.	Disability

6. Annex – Referrals to Ombudsman, complaints resulting from appeals and examples of relevant items (points to note) specific to this reporting period

Three complaints were considered by the Ombudsman in relation to the Economy and Environment Directorate, two in relation to Planning and one in relation to Environmental Health, none of which were taken to investigation.

7. Directors Summary – Overall Assessment and Evaluation

Overall, the Directorate is sustaining service delivery and performance levels, with some specific areas proving to be more challenging than others at present.

Our front-line and back-office services continue to sustain reasonable levels of service delivery in this period, despite changes experienced in working practices and public expectations, which has generated some challenges in certain services. Succession planning, staff retention and recruitment of replacement staff remains a challenge in some services while in others the affordability and availability of plant and equipment is sometimes a challenge.

By virtue of the front-facing nature and the diversity of services delivered, we rely heavily on public feedback. Intelligence gathered through engagement, our compliments and complaints including trends and feedback, direct service contacts, and recent 'what matters to you' programme, all provide us with sufficient knowledge to understand any areas for improvement.

There is also a system in place across the Directorate for the capture of compliments as these are equally important in terms of measuring the effectiveness of service delivery and customer satisfaction as complaints. The benefits of staff training programmes on good customer service are now starting to be experienced and these will be cyclically delivered and kept under continuous review.

For further information, please contact

Mark S Williams and Sian Wilkes

Tel 01443 864948

Email williams@caerphilly.gov.uk and wilkes@caerphilly.gov.uk