

Report of the Chief Officer, Customer Access

Report to the Corporate Governance & Audit Committee

Date: 19th January 2018

Subject: Customer Contact and Satisfaction – Annual Report.

Are specific electoral Wards affected? If relevant, name(s) of Ward(s):	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Are there implications for equality and diversity and cohesion and integration?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Is the decision eligible for Call-In?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information? If relevant, Access to Information Procedure Rule number: Appendix number:	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No

Summary of main issues

- 1.1 This report provides the annual update on customer contact and satisfaction levels with customer services delivered by the Council. The intention behind the report is to provide a range of information and data pertaining to customer contact and satisfaction which together provides a more rounded picture of the Council's processes and procedures around our customer contact.
- 1.2 Specifically the report covers:
 - An overview of customer contact through the Council's corporate customer services – Customer Access.
 - A statement on customer satisfaction within Customer Access.
 - An analysis of corporate compliments and complaints logged via the Council's Compliments and Complaints policy, including those that have progressed to the Ombudsman; and
 - High-level information pertaining to actions taken in the past 12 months by Customer Access to improve access and satisfaction levels.
 - Actions to be taken in the next 12 months.
- 1.3 Based on the information provided in this report, it is the officer view that the Council's processes and procedures around customer contact and satisfaction are deemed adequate and acceptable. However it is also acknowledged that there are areas where processes and procedures can be improved to deliver a much more consistent experience for customers who contact the Council.

- 1.4 It is important to note that Member enquiries are currently out of scope for this particular report however work is ongoing to create a process for monitoring the level of Member enquiries and this will be included within the next report planned for January 2019.
- 1.5 It is felt that this is needed as it is recognised that there is a difference between the 'formal' data associated with contact and complaints as reported here and the experience of local Members who deal with issues raised with them by their constituents on a daily basis.

Recommendations

- 1.6 Corporate Governance and Audit Committee are asked to note that based on the review, assessment and on-going monitoring carried out, the Chief Officer Customer Access has reached the opinion that whilst there is still work to do, overall, customer contact systems are operating soundly and that arrangements are up to date, fit for purpose, effectively communicated and routinely complied with.
- 1.7 Corporate Governance and Audit Committee are asked to consider the content of this report and request any further information they wish to see added to future annual reports.

1 Purpose of this report

- 1.1 This report is intended to provide an annual update on customer contact and customer satisfaction with Council services. To do this, the report provides information and data covering the scale and scope of customer contact, levels of customer satisfaction with the provision of customer services and data pertaining to the Council's formal compliments and complaints process.
- 1.2 The report also provides a high-level updates on actions taken in the past 12 months to improve access and customer satisfaction and outlines actions that have taken to standardise processes across the council with regard to customer contact and satisfaction as a result of the 2016 internal audit report.

2 Background information

- 2.1 Corporate Governance and Audit Committee have received regular annual reports for a number of years on the Council's formal Compliments and Complaints policy and procedure.
- 2.2 At a previous Corporate Governance and Audit Committee meeting when the Compliments and Complaints report was discussed (early 2016), Members of the Committee requested that future reports cover issues such as customer contact and levels of customer satisfaction alongside updates on the compliments and complaints process. Member also asked for information pertaining to actions that had been taken during the previous 12 months to improve customer contact and satisfaction and any actions planned for the subsequent 12 months.
- 2.3 Also in 2016 Members requested an internal audit into customer contact and satisfaction to assess the level of assurance that could be given to existing processes and procedures. This report takes account of the findings from this internal audit report and details the taken over the previous 12 months along with actions planned for the coming 12 months.
- 2.4 To this end the report provides information on the following information for consideration by the Corporate Governance and Audit Committee. :
 - An overview of customer contact through the Council's corporate customer services – Customer Access;
 - A statement on customer satisfaction with customer services;
 - An analysis of corporate compliments and complaints logged via the Council's Compliments and Complaints policy, including those that have progressed to Ombudsman;
 - High-level information pertaining to actions taken in the past 12 months by Customer Services to improve access and satisfaction levels; and
 - Actions to be taken in the next 12 months.

3 Main issues

- 3.1 To enable the organisation to have the assurance that the Council has robust policies and procedures in place to manage customer contact and satisfaction levels, it requires an understanding of a range of factors which together can give an overall picture for Members to consider.

- 3.2 In this regard, this report seeks to provide this overall picture through the provision of data and information pertaining to:
- Levels of customer contact
 - Levels of customer satisfaction
 - Levels of formal compliments and complaints; and
 - Actions taken and planned to improve further the policies and procedures in place.
- 3.3 It is worth noting that the information and data provided for customer contact and customer satisfaction is based purely on that pertaining to customer services delivered by Customer Access and cannot be deemed as wholly representative of all services within the Council. However, over 90% of customer contact with the Council is managed at the first point of contact through Customer Access, then it does provide the most appropriate proxy measure for the council as a whole.

An overview of Customer Contact

- 3.4 Customer Access provides customer service functions for over 90% of the Council's services through the following 'channels':
- Face to Face access through the Council's community hubs, one stop centres and community libraries.
 - Telephone access through the Council's corporate contact centre at Westgate.
 - Digital access through the Council's website, on-line transactions, e-mail and web-chat.
- 3.5 Detailed below are the approximate 2017/18 YTD volumes and monthly averages for contacts received across all these channels:

Channel	17/18 Year To Date	Monthly Average
Face to Face Access		
Community Hubs / One Stop Centres*	330,815	55,136
Community Libraries	1,409,249	176,156
Corporate Contact Centre	918,973	114,872
Digital Access		
Website	2,545,855	363,694
On-line transactions*	1,067,655	152,522
E-Mail	184,067	26,295
Web-chat*	2,206	441
Total	6,458,820	889,116

Please note the data shown is for the period Apr-Nov – except*.

- 3.6 As can be seen from the above table, to date in 2017/18, Customer Services have dealt with over 6 million customer contacts about Council Services throughout the full range of channels provided. This is a significant number of interactions with the citizens of Leeds on a daily basis; be that face to face, on the telephone or on-line.
- 3.7 *Note: The figures provided in the table above for face to face contacts in Community Hubs and One Stop Centres is for the period April to September 2017 only as in September the Customer Relationship Management IT system was decommissioned and data about face to face contacts has not been available to report on from the replacement system from this date.

- 3.8 Also the data for online transactions is for the period April to October 2017 only as the November data was not available at the time of creating this report. Finally, the figures for web-chat are low this year due to the function being under review and not used for the period April to June and therefore the data is only for the period July to November 2017.

Customer Satisfaction for Customer Access

- 3.9 Given the significant levels of customer contact being managed by Customer Access, levels of satisfaction with the service delivered by them is an important measure of whether the policies and procedures in place within the Council for managing customer contact are robust.
- 3.10 To this end, Customer Access has customer satisfaction surveys running on all of the contact channels and the results for each are highlighted below:
- For the previous three years the average customer satisfaction score for telephone contact ran at 98%. To date for 2017, customer satisfaction is running at 93%. The reduction in satisfaction levels is mainly due to increased wait times for customers to have their calls answered due to lower staffing levels in line with reduced budgets.
 - For face to face contact, the average customer satisfaction score for the past 3 years has been 99% and it remains at this level for this year.
 - Email satisfaction is currently running at 72% year to date, a slight increase on last year and continuing to improve.
 - Steps have been taken to promote channel shift, where an online channel is available customers are sent a link, via email, to the appropriate online form so they can self-serve their enquiry, rather than a member of staff carrying out the transaction on their behalf.
 - With regards to our digital access, we use a wide range of information from our customers to help us to continually improve our website and direct customers to online services;
 - We have seen a number of positive trends in performance over this period, with an increase in customers self-serving in a number of areas. e.g. online payments, Blue Badge applications, Check your bin day, Housing bids etc..
 - One of our focuses is to increasing channel shift through improving our IVR messages which in turn is reducing the number of follow up calls being handled by staff where no action is required.
- 3.11 To help achieve this we are also continually monitoring the effectiveness of our email and webchat services. The latter is now only offered on pages for where there is an online option, whilst email replies are quality assured to ensure that they address customer needs and effectively signpost to our self-services.

3.12 As the above information shows, levels of customer satisfaction are still high for telephone and face to face and relatively high for digital access. This slight dip for telephone contact is mainly due to increased wait times for customers to have their calls answered due to lower staffing levels in line with reduced budgets.

3.13 Finally, it is worth highlighting that the satisfaction levels highlighted here are for the provision of customer services rather than satisfaction with the actual service the Council has provided. In this regard, and in the absence of any reported service level customer satisfaction data, we are reliant on the level of compliments and complaints made to the Council through the Council's published policy. The next section of the report provides details on the Council's performance in this regard.

Compliments and Complaints – Council Wide

3.14 The data provided below show the volumes of complaints received by directorate for the period December 2016 to November 2017. Given the volumes associated with customer contact across the Council (see para 3.5).

Directorate	Compliments	Complaints (Stage 1)	Complaints (Stage 2)	Ombudsman Cases
Communities & Environment	303	1006	78	24
Resources & Housing	215	1627	206	34
City Development	84	251	72	10
Adult Social Care	593	467	N/A*	17
Children's Services	26	335	13	26
Total	1,221	3686	369	111

(Note* - The statutory adult social care complaints regulations only allows for one internal stage. Stage two is referral to the Ombudsman)

3.15 To clarify the data reported, there were a number of directorate changes in April whereby Strategy & Resources, Citizens & Communities and Housing & Environment were re-aligned and became Communities & Environment and Resources and Housing.

3.16 Rather than report the old directorates from December to March and the new directorates from April to November, the report captures data against relevant service areas within the new directorate structure fully from December 2016, despite the changes not coming in to effect until April 2017.

3.17 Compared to the comparable period in 2016/17, there has been a small increase in stage 1 complaints from 3,515 in 16/17 to 3,686 in 17/18 and a decrease in stage 2 complaints from 442 in 2016/17 to 369 in 17/18 and also a reduction in Ombudsman cases from 118 in 16/17 to 111 in the same period of 17/18.

3.18 With the pressures facing the Council across the board around budgets and service availability, the 5% increase in stage 1 complaints in 2017/18 is understandable and not particularly disheartening. Stage 2 complaints are expected to reduce in

2017/18 following the increase in 2016/17 which indicates that stage one responses are in the main meeting customers' expectations.

- 3.19 The Ombudsman has taken on 90 cases to date in 2017/18. The figure above of 111 cases is for the period December 2016 to November 2017, whereas the figure of 90 cases is for the period April 2017 to November 2017. Of the 90 cases received since April 2017, decisions have been received on 81 cases, with 18 of these decisions showing fault has been found.
- 3.20 Of the cases where fault was found, a total of £12,277.74 was recommended by the Ombudsman in compensation payments. This figure of 18 cases equates to fault has been found in 22% of cases to date. Comparing this to 2016/17, there had been 128 cases taken on by the Ombudsman, with 35 of those cases resulting in fault being found - 27% of cases. Based on the figures above it is expected that the reduction in the percentage of cases where fault is being found will continue and show an overall lower number for 2017/18 than in 2016/17.
- 3.21 The compliments figures provided do not include those received from September, to November due to the Customer Relationship Management IT system that was being used to record them being decommissioned in September and data not been available to report on from the replacement system to date. With 1,221 compliments received over the 9 months data available at this time, it is expected that around 1,600 compliments will have been received over the full 12 month period, which equated to the figure of 1,629 compliments reported for the 16/17 report.
- 3.22 With the pressures facing the Council across the board around budgets and service availability, the 2% increase in stage 1 complaints in 2017/18 is understandable and not particularly disheartening. Stage 2 complaints are expected to reduce in 2017/18 following the increase in 2016/17 which indicates that stage one responses are in the main meeting customers' expectations. However, with the increase in cases where the Ombudsman has found fault, this would indicate that improvements can be made around how stage 2 complaints are addressed by services.
- 3.23 The Customer Relations Service review will aim to look at identifying greater learning from complaints and as part of this, focus will be placed on stage 2 complaint investigation to try and achieve resolution outside of the customer progressing cases to the Ombudsman.
- 3.24 More detail on the complaints received by each Directorate is provided in Appendix 1 along with commentary as to trends identified and any actions taken by the services to address these issues.

Actions taken in the previous 12 months to improve customer access and satisfaction

- 3.25 The above sections have highlighted a range of information and data pertaining to customer contact, satisfaction levels and compliments and complaints and together provide a more holistic picture of high levels of customer access with high levels of satisfaction and relatively low levels of complaints.

- 3.26 However we continue to take action to increase satisfaction levels and have undertaken a number of improvements over the past 12 months which it is hoped further improve access to services and also improve customer satisfaction. A number of these changes are highlighted below.
- 3.27 **Community Hub Developments.** During 2017 new Community Hubs have opened at Bramley, Seacroft and Dewsbury Road. Each Community Hub brings together the One Stop Centre and the Library.
- 3.28 At Seacroft, the Post Office has also moved into the Community Hub and this is going to lead to further opportunities to co locate. Partners are keen to work in the environment new partners include Work Place Leeds who are working to help residents with low level mental health problems into work, Engage Leeds who are supporting residents to keep their homes, Migrant Access who are working with new people into our communities and we continue to work with popular partners such as Leeds City Credit Union and Money Buddies.
- 3.29 The next Community Hub developments to begin are Morley and Headingley. The Post Office are proposing to co locate with in Headingley.
- 3.30 The latest Community Hub at Dewsbury Road has seen the library open an extra 20 hours a week by it moving into the one building and with no additional staffing. The librarys' new location has led to an increase in the number of children's fiction books being borrowed increasing by 125%, children's non-fiction books 700% and IT usage up by 192%.
- 3.31 The business case for how Community Hubs will be rolled out to the rest of the City is currently being worked through and this will go to Executive Board in early 2018.
- 3.32 **Customer Relations Pilot Update.** From July 2016 the approach to customer relations calls was amended with greater focus was placed on resolving complaints informally at the first point of contact. This began as a pilot to assess the impact of the approach and soon became the accepted way of approaching these calls.
- 3.33 To achieve this a small team of experienced/supervisory officers began taking customer relations calls and used their knowledge and contacts to try and provide the customer with the outcome they desired without the need for a formal complaint to be logged. This led to around 40% of potential complaints being prevented between July 2016 and March 2017.
- 3.34 In May 2017 the team of experienced/supervisory staff taking the calls were transferred to work within teams across the Contact Centre to provide more on team support for Customer Services Officers. Since this time, the number of staff in these roles has also reduced as a result of financial pressures faced by the Contact Centre. To date in 2017/18, there has been a gradual reduction in the volume of complaints prevented:
- Q1 – 34% of potential complaints were prevented
 - Q2 – 27% of potential complaints were prevented
 - Q3 – 9% of potential complaints were prevented (based on data up to 19/12/2017)

- 3.35 However, steps are being taken to increase the likelihood of a complaint being prevented by adding messages to the customer relations line which allow for calls to be directed to service trained experts. Beyond this, options are also being explored around expanding the number of staff taking customer relations calls to other experienced staff who can adopt the same restorative approach to resolving complaints. Focus also is being placed on embedding the learning from this approach to first call resolution on all calls received. With this renewed focus it is expected that the volume of complaints prevented will increase in the future.
- 3.36 Detailed below are updates as to actions taken along with proposed action based on the findings and recommendations of the Audit Report of 2016.
- 3.37 **Corporate Review of Compliments and Complaints.** A Corporate Review of Compliments and Complaints was undertaken in 2016/17. The ambition to develop integrated compliments and complaints teams across the Council with streamlined and efficient and common processes in place was described in the annual report to Corporate Governance and Audit Committee in January 2017. The following provides an overview of progress against each of the agreed recommendations from the Corporate Review:
- 3.38 **Develop clear governance arrangements for customer relations** – there has been movement towards the new model of 3 customer relations teams in the council which cover:
- Adults and Health,
 - Children's and Families
 - Resources and Housing, City Development and Communities and Environment.
- The Customer Services Customer Relations Team is now leading on complaints for Resources and Housing and City Development. This has meant the integration of the Housing Complaints team with the Customer Relations Team, and, whilst no staff have transferred from City Development the complaints are now being handled centrally. Conversations continue to take place to ensure the best way of dealing with complaints in relation Communities and Environment. Early analysis indicates that the most beneficial and productive way of doing this would be to ensure clear links and strengthening common processes rather than structural changes. It is anticipated that the work to understand this will be completed by the end of March 2018
- 3.39 In response to the Customer Relations review, 6.8 FTE posts (3 of them vacant) were transferred from Housing Leeds to the Customer Relations Team to join their 4 FTE posts already within the Team. The 3 vacant posts have been deleted. A further vacancy that has arisen in the team will be held open pending further consideration of the needs of the team. The merging of these two teams means that there are now 7.8 FTE posts (one vacant) as opposed to the 10.8FTE originally. A further saving of £25k has been realised by City Development transferring this budget in recognition of the work now being undertaken by the Customer Access, Customer Relations Team.

- 3.40 **To review the Compliments and Complaints Policy** – a small working group is reviewing and refreshing this in line with the findings from the internal audit review. It will ensure it is consistent with the new way of working developed as a result of the corporate review into compliments and complaints, and will reflect a restorative approach. It will also ensure clarity about where complaints are handled outside the complaints framework. The policy will address how member queries and complaints will be handled. It is anticipated that the new policy will be in place for April 2018
- 3.41 **Introduction of a new set of corporate customer service standards to enable services to assess the overall approach to customer contact within their service.** The current standards are being reviewed and refreshed in the light of the refreshed policy. They will enable services to assess the overall approach to customer contact within their service area and will provide part of the framework for quality assurance and performance. It is anticipated that the refreshed standards will be in place by July 2018
- 3.42 **Introduce a consistent approach to Quality Assurance to ensure that investigations and responses meet expected standards.** A small working group is being established to develop this area of work. It will consider the development of best practice complaint response templates, performance data required to support service improvement, within the context and framework of the refreshed policy and standards.
- 3.43 **To ensure the consistent roll-out to relevant officers of the ‘Quality Complaints Handling and Investigation’ training** There are a number of changes being developed as a result of the review and training will be established which ensures that these changes are taken forward consistently and appropriately at all levels. This training will take the good practises from the Quality Complaints Handling and Investigation training and develop this further
- 3.44 **To have clarity on roles and responsibilities for the enforcement of customer service standards and the investigation of complaints (including protocols for the independent investigation of complaints).** Work in this area will follow the development of the standards.
- 3.45 **Agree processes for the reporting of performance associated with customer contact and satisfaction at service, directorate and organisational level and consider how a corporate measure of customer satisfaction can be developed and measured for the Best Council Plan.** This will follow other work and will be taken forward by the Council Customer Relations group which is chaired by Steve Hume, Chief Officer Resources and Strategy, and membership comprises the heads of the 3 customer relations teams.
- 3.46 **Introduce a more consistent IT system for the recording, management and monitoring of compliments and complaints across the Council.** The IT Development Team are currently looking at how they can potentially fit the Adults and Health and Children’s and Families customer relations teams’ requirements into their schedule to manage and adopt the system currently used by the Customer Services Customer Relations Team.

- 3.47 **Evaluate changes made to customer relations.** It is intended to fully evaluate the changes in October 2018 with a view to further development and learning taking place as appropriate
- 3.48 **To establish a processes for monitoring the levels of Member enquiries –** Member enquiries continue to be responded to appropriately. Further consideration will be included in the review and refresh of the policy, standards and performance arrangements, as described earlier.
- 3.49 **Citizens and Communities Inquiry into Failure Demand.** The Citizens and Communities Scrutiny Board carried out a review into reducing failure demand within the corporate contact centre. This work focussed on the high volume services – Housing and Council Tax and Benefits looking at the causes of repeat contact to the Council for Council services. This work helped us identify the factors which contribute to service failure and which often lead to increased complaints to the Council.
- 3.50 The outcomes from this inquiry was to provide the three service areas with 10 recommendations to support them with their joint working to achieve reduced repeat contacts due to service failures.
- 3.51 One of the areas highlighted in the recommendations was closer working between the services. From this, Tier two support - service specialists being based within Customer Access to support front line staff to deal with customer enquiries at first point of contact - has been provided by Housing Leeds and Council Tax Admin and is currently being trialled on a virtual basis with the Benefit Service.
- 3.52 The closer working between the services with officers from Housing Leeds and Council Tax being based with front line staff has seen some significant improvements in processes and procedures both within the front line and within the services themselves.
- 3.53 Other closer working between these services has seen significant work with Leeds Benefits Service to improve the clarity of their notifications and correspondence to customers.
- 3.54 ***Actions to be taken in the next 12 months to improve customer access and satisfaction***
- 3.55 The following sections details some of the new actions that are to be taken in the next 12 months to further improve the processes and procedures associated with customer contact and satisfaction and increase levels of assurance from satisfactory to good.
- 3.56 **Voice of the Customer.** Customer Access are using information they receive from customers looking to use this information to get a more holistic view of our customers' wants and needs. Intelligence will be brought together from a number of sources with our initial touch points being feedback from Customer Service Officer's, web chat, telephone, compliments and complaints, emails, LCC Webpages, web forms and Contact360 online forms.

- 3.57 We will be assessing how we can better utilise this information to change and improve service delivery to all customers regardless of their contact methods.
- 3.58 We are aware that there is information which we are not using to its full “customer insight” potential. The work on the Voice of the Customer is to better understand this information and how we could utilise this to improve our service delivery to customers.
- 3.59 During the next 12 months we will be:-
- Changing the ‘Contact Us’ web page to ensure that we are providing links to online forms for customers to use.
 - Updating the IVR. This is to have clearer messages for our customers which are simplified, reduce the amount of information and match the information on our web pages for consistency
 - Developing ‘dashboards’ which pull together information from across several different areas to enable assessment to be carried out which will provide enhanced details to allow decisions on change to be made
 - Developing and managing a pilot to trial how we can quickly respond to customer comments.
 - Re-configuring our telephone survey technology to allow customers to choose if they wish to participate
 - Updating our survey questions
- 3.60 The above information and data provides a more holistic view of the Council’s approach to managing customer contact and satisfaction. Based on this and the findings from the Internal Audit report, it is the officer view that the council’s processes and procedures around customer access and satisfaction are deemed adequate and acceptable.

4 Corporate Considerations

Consultation and Engagement

- 4.1 This report is based on information and data obtained through the day to-day operation of customer services; through information obtained as a result of the Internal Audit review of customer contact and satisfaction and the corporate review of compliments and complaints. To this end, services have been involved and engaged through these processes and reviews.

Equality and Diversity / Cohesion and Integration

- 4.2 Previous reports have raised the risk that the council may be under-reporting and potentially not paying appropriate attention to complaints where there are equalities or alleged discrimination aspects, or where vulnerable people do not complain. The cross-council customer relations meetings discuss ways to make sure that we are learning from the very best practice.

Council policies and City Priorities

- 4.3 The Council’s approach to customer contact and satisfaction has implications for council policies and city priorities in that it covers effectively all contact made to the Council. Therefore it is important that the actions identified above are taken to ensure

that all services within the Council are able to provide excellent customer access and satisfaction given the impact this has on council priorities and city priorities.

Resources and value for money

- 4.4 Any feedback we receive from customers (be that through day to day contact, customer satisfaction surveys or compliments and complaints) is free feedback from our customers. We use this feedback to identify areas of improvement, to make our services more effective, in particular more joined up and responsive to people's individual needs and circumstances (see Appendix 1).
- 4.5 Each Ombudsman investigation and equality/discrimination complaint uses a case conference approach, the aims of which are to ensure that the investigation is i) thorough and timely, and ii) actions are put in place to prevent similar problems from occurring.
- 4.6 The cost of financial settlement and compensation is significantly outweighed by the amount of staff time spent administering and investigating complaints and it is true to say that the earlier faults or mistakes are identified and addressed, the more cost effective the process is. This is why the pilot approach outlined at para 3.32 to 3.35 although now no longer in place due to financial restraints, has been used to disseminate the learning to other experienced officers to ensure that the focus on tackling issues before they become complaints remains a key part of the Customer Services role.

Legal Implications, Access to Information and Call In

- 4.7 There are no legal implications, Access to Information and Call in issues associated with this report.

Risk Management

- 4.8 There are significant risks of an organisational, reputational and service delivery nature, associated with poor customer contact and satisfaction levels and therefore it is important that actions are taken to ensure that the processes and procedures that are in place within the authority around customer contact and satisfaction are acceptable and appropriate so as to mitigate the risk to the organisation.
- 4.9 To this end the actions taken and to be taken are important in delivering further assurances on the processes and procedures in place to deliver excellent customer contact and satisfaction.

Conclusions

- 4.10 This report has provided an update on customer contact and satisfaction levels with customer services within the Council. The intention behind the report has been to provide a range of information and data pertaining to customer access and satisfaction which together provides a more rounded picture of the Council's processes and procedures around customer contact.
- 4.11 Corporate Governance and Audit Committee are asked to note that based on the review, assessment and on-going monitoring carried out, the Chief Officer Customer

Access has reached the opinion that whilst there is still work to do, overall, customer contact systems are operating soundly and that arrangements are up to date, fit for purpose, effectively communicated and routinely complied with.

5 Recommendations

- 5.1 Corporate Governance and Audit Committee are asked to note that based on the review, assessment and on-going monitoring carried out, the Chief Officer Customer Access has reached the opinion that whilst there is still work to do, overall, customer contact systems are operating soundly and that arrangements are up to date, fit for purpose, effectively communicated and routinely complied with.
- 5.2 Corporate Governance and Audit Committee are asked to consider the content of this report any request any further information they wish to see added to future annual reports.

Appendices

Appendix 1 – Commentary on complaint trends and actions taken to address them - Nov 2016 to Oct 2017