

**Quarterly Corporate Performance Management Report  
Summary for  
Select Committee on  
Community Safety and Community Services  
Quarter 2 (July to September 2010)**



# **Quarterly Corporate Performance Management Report**

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# Section 1

## Introduction

This Summary is taken from the second Quarterly Corporate Performance Management Report of 2010/11 highlighting performance for the period July to September 2010.

The report continues to be presented using the traditional performance framework while the Chief Executive's directorate work with colleagues across the Authority to undertake a review of the current arrangements, taking into account the changing national requirements.

Following consideration by Corporate Board, the Cabinet Performance Management Sub-Group and Cabinet, the full report will be made available to the public via the internet.

The main body of the report focuses on the seven priorities contained in the Council Plan and progress against the key performance indicators and activities used to determine our delivery of these priorities is included in **Section 3**.

A performance summary, incorporating the key service achievements and issues affecting Dudley MBC during quarter 2, is included in **Section 2**.

**Section 4** provides an update on community engagement activity.

To view copies of all Quarterly Corporate Performance Management Reports please use the link below:

<http://www.dudley.gov.uk/council--democracy/performance-matters-in-dudley/performance-reporting>

## **Section 2**

# **Performance Summary**

### **Quarter 2 2010/11**

This section summarises the performance information and key achievements and issues affecting community safety and community services in Dudley that are addressed in detail in the main body of the report.

Following the increase in recorded crime over the months of March, April and May, during quarter 2 we have returned to satisfactory levels in line with previous good performance and the work of the Safe & Sound partnership in targeting prolific and priority offenders is leading to real reductions in re-offending rates.

There follows a brief summary of performance for each Council Plan priority, including significant achievements and challenges and updates on the Major Projects Programme. The detail behind these headlines is included in Section 3 of the report.

# **Community Safety**

## **Performance Review – Quarter 2**

### **Highlights**

- Following the increase in recorded crime over the months of March, April and May, during quarter 2 we have returned to satisfactory levels in line with previous good performance, particularly in relation to serious acquisitive crime.
- The Prolific and other Priority Offenders Scheme continues to perform well with re-offending rates well below the target set for the Borough.

### **Challenges**

- This year Dudley has been subjected to two announced visits of the English Defence League (EDL) in April and in July and an unannounced 'rooftop' protest by two EDL supporters in May. The Council, Police and other partners worked closely with local community representatives and local traders to draw up plans and deploy resources in order to ensure the maintenance of law and order and the safety of local people. However despite this, on both occasions in April and July, there was major disruption to the town centre with widespread disorder and loss of trade for local businesses, with estimated costs to the council tax payers for the Council and Police operation over £1m. Delegates from the Borough, including senior Council officers and community representatives, met with the Minister for Crime Prevention prior to the July protest requesting Government consider changes to current legislation around EDL static protests. This has been followed up by a letter to the Minister in respect of the 17<sup>th</sup> July protest which has resulted in a promise from him to consider the request for legislative change within the Government's wider deliberations.

## Section 3




# Reporting on Council Action Plan Priorities

The Council Plan 2013 sets out the Authority's priorities for the three-year period 2010 to 2013. It provides a focus on where we want to be over the next three years and outlines how we are planning to meet the aspirations of the Community Strategy and the challenges of the Next Generation Local Area Agreement.

This section provides a detailed review of the progress of the key performance indicators and activities contained within the Council Action Plan.




Traffic light status indicators are used to denote performance as follows:

In terms of the **key activities** they represent the following progress:

-  Good (ahead of schedule)
-  Fair (on schedule)
-  Poor (behind schedule)

*NB: The Directorate of Children's Services provide narrative only and do not apply a performance alert.*

For **key performance indicators** they represent performance as:

-  Better than target limits
-  Within target limits
-  Worse than target limits

Comments are included for key performance indicators where performance is below target limits or where additional, useful intelligence is available.

The latest published Comparator data against all England councils and Metropolitan councils is included where available. The figures were taken from Oneplace, the Government website launched to provide information to the public on local authority performance nationally.

Where data is available, Dudley is also **ranked** against all England and Metropolitan councils. The rank calculation uses the Microsoft excel method of working out percentiles. It orders the data from highest to lowest value and assigns a percentage to each value.

**Average** figures are also shown for all England and Metropolitan councils for information. This represents the mean unless otherwise stated. The calculation is arrived at by adding up all areas' values for the performance indicator and dividing by the number of values available. Where an area does not have data in the range (that is; if the value is missing or not available) it is not used as part of this calculation.

For further information visit the Oneplace website at:

<http://oneplace.direct.gov.uk/infobyarea/region/area/Pages/areaoverview.aspx?region=55&area=340>

Use the link below to view the Council Action Plan 2013:

<http://www.dudley.gov.uk/council--democracy/plans-policies--strategies/councilplan>

## Community Safety






### Priority 1 Strengthening trust and confidence by working to prevent and reduce crime and antisocial behaviour

#### Key Activities








Direct.	Ref.	Description	Q2 Status	Update	Lead Officer
DUE	CS1.1a	To continue to improve security on local authority car parks through Park Mark Awards	●	<ul style="list-style-type: none"> <li>Maintenance continues to take place on car parks covered by the Park Mark Awards with external assessment taking place later this year.</li> </ul>	Garry Dean
CEX	CS1.1b	Work with partners to reduce overall crime in the Borough. Continued development and implementation of bespoke strategies to reduce crime	●	<ul style="list-style-type: none"> <li>Progress made on Borough Domestic Abuse Service Improvement review.</li> <li>Planned Anti-social Behaviour review to be progressed during quarter 3.</li> </ul>	Dawn Hewitt
CEX	CS1.1c	Delivery of the Prolific and other Priority Offenders (PPO) Scheme	★	<ul style="list-style-type: none"> <li>The Prolific and other Priority Offenders Scheme continues to perform well. (See Key Performance Indicator NI 030 below).</li> </ul>	Bob Dimmock/ Sue Hayward
CEX	CS1.1d	Work with partners to oversee the development of the Reducing Re-offending Strategy	★	<ul style="list-style-type: none"> <li>A Multi-Agency Steering Group has been in place since April 2010.</li> <li>A draft Strategy will be in place by the end of 2010, with final version for implementation 1st April 2011.</li> </ul>	Sue Hayward
CEX	CS1.1e	Coordinate delivery of Operation Stay Safe	★	<ul style="list-style-type: none"> <li>3 sessions delivered in April – May.</li> <li>Staysafe programme resurrected (despite loss of LAA Reward Grant money) in September. 8 new sessions planned - the first delivered in mid-September.</li> </ul>	Andy Winning
CEX	CS1.1f	Coordinate and deliver crime reduction activities through the Joint Activities Group (JAG)	★	<ul style="list-style-type: none"> <li>A number of initiatives currently being driven by Joint Activities Group (JAG) <ul style="list-style-type: none"> <li>Christmas Alcohol and Cocaine Campaign</li> <li>Darker Nights Campaign</li> <li>Operation Spotlight - Burglary Reduction Campaign</li> <li>Digi Cycle property marking campaign</li> <li>Theft from motor vehicle campaign.</li> </ul> </li> </ul>	Bob Dimmock
DACHS	CS1.1g	Review working practices to tackle anti-social behaviour Corporate and Partnership levels	●	<ul style="list-style-type: none"> <li>ASB Champions meeting reconvened to assist with review.</li> <li>Corporate Board approval obtained with target to complete review by April 2011.</li> <li>First Project Board meeting to kick start review scheduled in October 2010.</li> </ul>	Diane Channings
L&P	CS1.1h	Review potential ASBO cases in the pipeline to ensure resources will be available and identify problems at an early stage	-	<ul style="list-style-type: none"> <li>No instructions were received in quarter 2.</li> </ul>	Richard Clark
CEX	CS1.2a	Host annual Face the People event where the public can hold the Safe & Sound Partnership to account for their performance, and influence the next year's priorities	●	<ul style="list-style-type: none"> <li>Event in February 2010 was well attended and successful.</li> <li>A key issue for the future however, is the new Government's stated intent to review the Police and Justice Act 2006, and in their consultation document they reported their intention to scrap the legal requirement for this meeting. The board will then have to decide if they wish to go ahead with such a meeting without the legal imperative.</li> </ul>	Alistair Cook
CEX	CS1.2b	Produce at least two Safe & Sound Partnership four-page pullout supplements per year for inclusion in Dudley Together to inform the public about	★	<ul style="list-style-type: none"> <li>Both supplements were duly written and included as a four page pull-out in Dudley Together. (One already published the other due next quarter).</li> </ul>	Alistair Cook



## Key Activities

Direct.	Ref.	Description	Q2 Status	Update	Lead Officer
		partnership working		<ul style="list-style-type: none"> <li>Owing to the financial constraints about to occur, however, this winter edition about to be published will probably be the last. It is being additionally circulated in an electronic format, and this will probably be the way of the future, as it is a very low cost option.</li> </ul>	
CEX	CS1.2c	Continuously update the Safe & Sound Partnership website, informing the public about new projects or activities undertaken and providing links to appropriate websites such as West Midland Police		<ul style="list-style-type: none"> <li>The Council's marketing officer responsible for partnership marketing has now been fully trained in the use of the site and is now responsible for updating the front page whenever possible. This has helped enormously with keeping the site up to date.</li> <li>Many out of date items have been removed or updated, but the process is slow due to staff holidays and absences.</li> </ul>	Alistair Cook
CEX	CS1.2d	Embed trust, confidence and core business (apply justice seen just done principal), by considering marketing potential for every new activity undertaken at every Joint Activity Group meeting		<ul style="list-style-type: none"> <li>Completed. Regular attendance as a member of the communications group to Joint Activities Group (JAG).</li> </ul>	Alistair Cook
CEX	CS1.2e	Proactive identification of tensions via tension monitoring process and implementation of appropriate measures		<ul style="list-style-type: none"> <li>Work ongoing.</li> <li>Tension monitoring process is still being developed and improved. Report to go to Corporate Board in October for approval to set up new Cohesion Delivery Working Group (operational group – task and finish approach), which will report to the Community Cohesion Tension Monitoring Executive.</li> </ul>	Rosina Ottewell
CEX	CS1.2f	Development of the Hate Crime Strategy		<ul style="list-style-type: none"> <li>Draft Hate Crime Strategy completed and on Safe and Sound website from July to 4th October for consultation period.</li> <li>To go to Safe and Sound meeting on 22nd November 2010.</li> <li>(Working group ongoing for development of associated action plan).</li> </ul>	Rosina Ottewell/ Nina Bahia
CEX	CS1.2g	Implement the key actions of the Hate Crime Strategy	-	<ul style="list-style-type: none"> <li>Pending activities in CS1.2f above.</li> </ul>	Rosina Ottewell/ Nina Bahia
CEX	CS1.3a	Explore benefits of undertaking partnership self-assessment event		<ul style="list-style-type: none"> <li>Completed and awaiting results.</li> </ul>	Dawn Hewitt

## Key Performance Indicators





Direct.	Ref.	Definition	08/09 Actual	09/10 Actual	10/11 Target	Q1 Actual	Q2 YTD Target	Q2 YTD Actual	All England Average 2008/09	Met Council Average 2008/09
CEX	SSC 01.1	Overall crimes recorded	11,428	10,459	Less than 10,459	2,949	Less than 5,229	5,506	n/a – local PI	
								 (See comment)		
<b>Comment for SSC 01.1:</b> Following the increase in crime over the months of March, April and May, we have returned to a satisfactory level and in line with previous good performance. 2,557 crimes were recorded during July, August & September (target for this period was less than 2,614). The Joint Activities Group (JAG) will launch key initiatives over the next 3 months aimed at crime prevention (see CS1.1f above).										
CEX	NI 016 (NGLAA)	Number of serious acquisitive crimes per 1,000 population	15.38	13.64	15	4.12	7.5	7.85	Not calculated	20.28
										In best 25%
CEX	NI 020 (NGLAA)	Number of ‘assaults with less serious injury’ (including racially and religiously aggravated) offences per 1,000 population	6.55	6.03	7.7	1.53	3.84	2.71	Not calculated	7.53
										In best third
CEX	NI 030	Re-offending rate of prolific and priority offenders (PPO) (number of convictions across the target group divided by the number of offenders in the target group)	First reported in 2010/11		Mean average of 15 convictions	-	Mean average of 15 convictions	1.05	Not calculated	
										
CEX	NI 035 (NGLAA)	Score assessing standard of local area’s arrangements to build resilience to violent extremism (rating poor 0 - good 5)	2.2	2.8	3.75	Annually reported.			Not calculated	
DCS	NI 111	The rate of first time entrants (FTE) to the criminal justice system per 100,000 population aged 10-17	1,317	896 (Estimate)	887	Annually reported.			1,551.82	1,678.61
									In best third	In best 20%
DUE	DUE EM 001	Number of Park Mark Awards on Local Authority car parks	14	15	16	Annually reported.			n/a – local PI	
L&P	L&P LDS 134	% of anti-social behaviour order applications that result in a successful legal outcome	100%	100%	100%	No instructions received in quarter 1	100%	No instructions received in quarter 2	n/a – local PI	

## Community Safety

### Priority 2 Substance misuse – engaging misusers into interventions at an early stage

#### Key Activities

Direct.	Ref.	Description	Q2 Status	Update	Lead Officer
CEX	CS2.1a	Ensure effective delivery of commissioned services	★	<ul style="list-style-type: none"> <li>A review of Dudley has taken place and new developments will take place to ensure that Drug Interventions Programme (DIP) is aligned with national guidance and operational models. A clinical governance audit was also undertaken and this was mostly very positive.</li> </ul>	Elaine Hopwood/ Dee Russell
CEX	CS2.1b	Awareness raising of the effects of substance misuse, e.g. through campaigns such as Tackling Drugs Changing Lives week and the Christmas Alcohol and Cocaine Campaign	●	<ul style="list-style-type: none"> <li>National Tackling Drugs Changing Lives week has not taken place this year.</li> <li>Cocaine and Alcohol Campaign will take place over the Christmas period. This year the campaign has been extended to include off-licences and a wider remit of public houses.</li> </ul>	Sue Haywood/ Elaine Hopwood/ Dee Russell
CEX	CS2.1c	Ensure delivery of bespoke drug and alcohol awareness sessions for communities	-	<ul style="list-style-type: none"> <li>No bespoke sessions have been requested to be delivered this quarter.</li> </ul>	Dee Russell
CEX	CS2.2a	Ensure that appropriate interventions are delivered to maximise adult drug users into treatment	★	<ul style="list-style-type: none"> <li>Quarterly service level agreement and monthly business meetings have all gone ahead as usual this quarter.</li> <li>DIP is becoming embedded in the Integrated Diversion and Offender Management (IDOM) process to ensure that adult drug misusing offenders receive appropriate intervention to maximise their engagement in treatment.</li> </ul>	Elaine Hopwood/ Dee Russell
CEX	CS2.2b	Delivery of Basic Drug and Alcohol Awareness Training Sessions (Tier 1) to professionals across the Borough to enable them to understand the substance misuse agenda and signpost people into treatment	●	<ul style="list-style-type: none"> <li>16 individuals attended Basic Drug and Alcohol Awareness Training Sessions (Tier 1). Unfortunately 3 sessions had to be cancelled.</li> </ul>	Dee Russell/ Sue Hayward
CEX	CS2.2c	Delivery of the Drug and Alcohol Intervention Programme (Tier 2) to professionals across the Borough to enable them to provide interventions to those people that they work with who present with drug and alcohol issues	●	<ul style="list-style-type: none"> <li>13 individuals attended Drug and Alcohol Intervention Programme (Tier 2). Unfortunately 2 sessions had to be cancelled.</li> </ul>	Dee Russell/ Sue Hayward
DUE	CS2.3a	Reduce harm to children by limiting the access to alcohol	●	<ul style="list-style-type: none"> <li>14 test purchases for alcohol were carried out, resulting in 2 sales.</li> </ul>	Nick Powell
DACHS	CS2.3b	To implement the Alcohol Strategy <ul style="list-style-type: none"> <li>Take part in the systems thinking programme and implement outcomes</li> </ul>	●	<ul style="list-style-type: none"> <li>Good progress being made by systems thinking approach working groups.</li> <li>On target to report to Safe and Sound Strategic Group in March 2011.</li> </ul>	Ann Parkes
CEX	CS2.3c	Support children and young people to become and remain healthy – Reduce alcohol and substance misuse among young people	★	<ul style="list-style-type: none"> <li>94% of young people left treatment in an agreed and planned way and were referred on to other services for ongoing support.</li> <li>Awaiting the issue of a 10 year comparative report for the Lifestyle Survey rather than a comparison of the last 12 months data. The raw data has been obtained to assist in identifying areas for additional support.</li> </ul>	Audrey Heer


Key Activities					
Direct.	Ref.	Description	Q2 Status	Update	Lead Officer
CEX	CS2.3d	Implementation of actions from the Children and Young Persons Substance Misuse Plan		<ul style="list-style-type: none"> <li>Cannabis Campaign was cancelled in July as printers were not able to produce scratch cards by the agreed delivery date. This has been rescheduled for October.</li> <li>Posters are being developed to make young people aware of the consequences of cannabis use and to clarify the reclassification.</li> <li>Work is ongoing on needs assessment to inform the action plan for 2011/12.</li> </ul>	Audrey Heer
CEX	CS2.3e	Ensure that systems are in place to provide support to young people with alcohol issues identified through Operation Stay Safe		<ul style="list-style-type: none"> <li>Processes agreed with Zone, including subject and parental consent. Advice and information to parents given on the night.</li> </ul>	Audrey Heer/ Andy Winning
CEX	CS2.3f	Ensure that staff working with children and young people are trained to provide universal education and or targeted interventions		<ul style="list-style-type: none"> <li>Ongoing promotion and implementation of basic drug and alcohol awareness, drug and alcohol intervention, parental substance misuse and safeguarding and refresher training.</li> <li>Initial discussions taking place with Children's Centre contact.</li> </ul>	Audrey Heer/ Children & Young Persons Misuse Group
CEX	CS2.3g	Awareness raising in respect of the effects of alcohol misuse – Joint campaigns e.g. Christmas and Cocaine Campaign		<ul style="list-style-type: none"> <li>Alcohol Concern has invited partners and the general public to participate in Alcohol Awareness Week which will run from 18-24 October. The theme is 'alcohol and childhood' and will encompass the impact of alcohol use by young people and the impact of parental drinking on children. A number of partners will be participating in the week.</li> <li>A quiz has been devised for agencies to use with young people.</li> </ul>	Drug & Alcohol Team

Key Performance Indicators										
Direct.	Ref.	Definition	08/09 Actual	09/10 Actual	10/11 Target	Q1 Actual	Q2 YTD Target	Q2 YTD Actual	All England Average Q4 2008/09	Met Council Average Q4 2008/09
PCT	NI 039 (NGLAA)	Rate of hospital admissions per 100,000 population for alcohol related harm	1,872	2,035	1,979	Annually reported			420.06 (quarter figure)	522.68 (quarter figure)
									In worst third	Average

## Quality Service

### Priority 2 Resource efficiency

#### Key Activities

Direct.	Ref.	Description	Q2 Status	Update	Lead Officer
FIN	QS2.3a	Review the service provision of Dudley Council Plus to ensure it meets customer needs in the right location		<ul style="list-style-type: none"> <li>Service provision being reviewed following introduction of Benefits counter (which has led to increased overall demand for services in the centre).</li> </ul>	Sean Beckett

## Section 4

# Community Engagement

The Community Engagement Database exists as a corporate resource for the recording of all Community Engagement activity undertaken by the Council. It is a corporate requirement that the database be used to record engagement activity from its initial planning stages through to completion. Upon completion, officers are required to detail both the engagement findings and the impact of the engagement activity on Council policy, practice or services.

This section provides a summary of engagement activity undertaken in relation to the Council plan priorities during the first half of 2010/11. Further detail can be obtained by contacting the lead officer named against each engagement record or by accessing the database itself:

<http://appsrvr1/engagement/> (internal Council access)

or

<http://online.dudley.gov.uk/dudco/engagement/> (external Council access).

### Reporting Period 1<sup>st</sup> April to 30<sup>th</sup> September 2010

#### Community Safety

##### **DACHS - Anti-Social Behaviour Customer Satisfaction (Apr-Jun10)**

Once an anti-social behaviour incident case is closed, the customer(s) who reported the incident is sent a postal survey.

##### **Headline Findings:**

Customer results showed 47% were either "very satisfied" or "satisfied" with the way their anti social behaviour complaint was dealt with. 41% of customers will use the service again.

##### **Methodology:**

Questionnaires / Postal Surveys

Nigel Collumbell

Starts: 01/04/2010

Ends: 16/07/2010

## Quality Service

### FIN - April 2010 Customer Satisfaction Survey

To survey 120 customers by post to establish their satisfaction with the service received from DC+.

#### **Headline Findings:**

Statement(s) in satisfaction surveys % agreed:

1. Staff were helpful & polite - 90%.
2. I was given clear answers to my questions/The member of staff gave clear answers to all of my questions - 90%.
3. In general it was easy to contact staff by phone - 86%.
4. I visited DC+ and was very satisfied with the environment/The layout and comfort of the centre was satisfactory- 100%.
5. Average score for DC+ specific questions/I was happy with the service I received from DC+ - 92%.
6. Overall satisfaction with the service/Overall % of customers who agreed with the statements - 95%.
7. Do you have any special needs for which we do not cater? None.

#### **Methodology:**

Questionnaires / Postal Surveys

Sean Beckett

Starts: 01/04/2010

Ends: 30/04/2010

### FIN - May 2010 Customer Satisfaction Survey

To survey 120 customers by post to establish their satisfaction with the service received from DC+.

#### **Headline Findings:**

1. Staff were helpful & polite - 85%.
2. I was given clear answers to my questions. / The member of staff gave clear answers to all of my questions - 83%.
3. In general it was easy to contact staff by phone - 83%.
4. I visited DC+ and was very satisfied with the environment. / The layout and comfort of the centre was satisfactory - 98%.
5. Average score for DC+ specific questions/ I was happy with the service I received from DC+ - 87%.
6. Overall satisfaction with the service/ Overall % of customers who agreed with the statements - 80%.
7. Do you have any special needs for which we do not cater? None.

#### **Methodology:**

Questionnaires / Postal Surveys

Sean Beckett

Starts: 01/05/2010

Ends: 31/05/2010

### DFIP - June 2010 Customer Satisfaction Survey

To survey 120 customers by post to establish their satisfaction with the service received from DC+.

#### **Headline Findings:**

1. Staff were polite and helpful - 88%.
2. I was given clear answers to my questions. /The member of staff gave clear answers to all of my questions - 85%.
3. In general it was easy to contact staff by phone - 85%.
4. I visited DC+ and was very satisfied with the environment. / The layout and comfort of the centre was satisfactory - 97%.
5. Average score for DC+ specific questions/ I was happy with the service I received from DC+ - 89%.
6. Overall satisfaction with the service/ Overall % of customers who agreed with the statements - 85%.

#### **Methodology:**

Questionnaires / Postal Surveys

Sean Beckett

Starts: 01/06/2010

Ends: 30/06/2010

## Quality Service

### DFIP - July 2010 Customer Satisfaction Survey

To survey 120 customers by post to establish their satisfaction with the service received from DC+.

#### **Headline Findings:**

3 DC+ compliments – “good from staff who answered phone and dealt with my requirements”, “the call handler was very helpful” and “whenever I get in touch your staff are always pleasant and helpful”.

1 DC+ complaint – regarding a member of staff debating the position of a street lamp.

No back office compliments.

5 back office complaints – details required not being provided by Highways, bins not being collected from a central agreed point, a street light being out for 3 weeks despite several reports, a vacant property not having the garden cleared as promised (affecting neighbours) and a drainage problem.

#### **Methodology:**

Questionnaires / Postal Surveys

Sean Beckett

Starts: 01/07/2010

Ends: 31/07/2010

### DFIP - August 2010 Customer Satisfaction Survey

To survey 120 customers by post to establish their satisfaction with the service received from DC+.

#### **Headline Findings:**

6 DC+ compliments – including “everyone at Council Plus is polite, pleasant and helpful”, “keep up the good work”, “most helpful” and “the lady I spoke to was very helpful, she made me feel comfortable and did all she could in a difficult time”.

No DC+ complaints.

1 back office compliment – “the person and partner were most helpful and did an excellent job, thank you!”

4 back office complaints – 2 about the speed and communication from housing lettings and 2 regarding trees to which they did not receive the desired outcome.

#### **Methodology:**

Questionnaires / Postal Surveys

Sean Beckett

Starts: 01/08/2010

Ends: 31/08/2010