
Corporate Performance Management Efficiency & Effectiveness Scrutiny Committee

Customer Feedback Scrutiny Report

Report of the Chief Executive

Purpose of Report

1. As part of corporate review programme the Committee has been asked to review the arrangements for the operation of the corporate customer feedback arrangements, in particular the Complaints reporting procedures.

Background

2. Over the last 12 months a number of changes have been developed and so this an opportunity to look at;
 - The context provided by the Local Government Ombudsman framework
 - The assessment of the existing process for corporate customer feedback reporting.
 - The statutory complaints provisions relating to adults/children
 - The range of improvements currently being undertaken re: customer feedback reporting.

Ombudsman Framework

3. The Local Government Ombudsman has developed 6 key principles to assist in the design and operation of an effective Council complaints administration system. This has been used to help assess the current arrangements and focus upon the areas for future improvement.
4. The Ombudsman key principles are;
 - Accessibility
 - Communication
 - Timeliness
 - Fairness
 - Credibility
 - Accountability
5. The following table identifies the Ombudsman key principles and key features for effective complaints handling compared to Dudley MBC's current position and planned future improvements.

Local Government Ombudsman: Guidance in Good practice

Key Principles	Key features	Current activity
Accessibility	<p>It is well publicised.</p> <p>It is easily accessed and understood, by staff and the public.</p>	<p>The existing council website provides information for the public on how to complain and service standards.</p> <p>There is a customer feedback leaflet that is available at Council receptions and is used extensively by local people to report complaints.</p> <p>Dudley Council plus staff attend community forum meetings and can assist in recording customer feedback and ensuring responses are given to individuals and groups</p>
Communication	<p>It includes early direct contact with the person making the complaint and continued contact through the complaints process.</p> <p>There is effective communication between council staff and between the council and its partners regarding complaints.</p> <p>There is effective communication where the complaint involves more than one body.</p> <p>There is effective recording and feedback loop so that improvements can be made.</p>	<p>The system provides for an acknowledgement to the complainant within 5 working days, and includes the information as to who is responding to the complaint.</p> <p>The complaint will be investigated and the outcome reported directly back to the complainant within 20 working days. Achievement in meeting the 20 days response time has been monitored half yearly however we are aware of data collection inconsistency with this response rate on a council wide basis.</p> <p>Recording of the complaints arrangements were undertaken within services which is where review and feedback were mainly undertaken. A report is made twice a year as part of the quarterly performance report on the aggregate numbers of complaints received</p>
Timeliness	<p>It takes no longer than 12 weeks from receipt to resolution.</p>	<p>The vast majority of complaints are responded to within the target time of 20 working days. It is only where complaints are of an exceptional complexity or nature that this target is exceeded.</p>
Fairness	<p>It is clear about roles and responsibilities</p>	<p>The corporate procedure sets out the roles for the reporting centres of Dudley Council Plus; the role of the investigation officer; the right of appeal and the role of the Chief Executive to oversee the whole process</p>
Credibility	<p>It is managed by someone who can take an overview and can implement changes in the complaints system.</p> <p>It includes a robust review by someone who has the independence and authority to ask questions, get at the facts and recommend changes in response to complaints.</p> <p>There is effective leadership that ensures that the complaints system and learning from it has a high profile across the Council.</p>	<p>The Chief Executive oversees the overall corporate process. Within each Directorate there is a nominated lead for administering and reviewing the corporate customer feedback system.</p> <p>There is a corporate group comprised of each directorate lead to ensure that corporate standards and compliance is reviewed and improvements identified.</p>

Continued Key Principles	Key features	Current activity
Accountability	<p>Information is provided in a clear and open way and is properly managed.</p> <p>There is follow-up to ensure any decisions are properly and promptly implemented.</p> <p>There is regular monitoring to ensure timescales and satisfaction levels are met</p> <p>There is periodic review of the process, to keep it up to date and keep the public informed.</p>	Each DMT receives a regular report on the effectiveness of the complaints arrangements, service standards and learning points.
<p>Planned improvements:</p> <p>Improved website to allow for online complaints to be reported automatically on the new corporate management system (M3). Planned for Spring 2014</p> <p>Revised hard copy leaflet to be produced in February 2014</p> <p>Final stage of the M3 project to embed the customer feedback monitoring and management across all service areas of the Council.</p> <p>This will provide a consistent approach and enhance performance recording.</p>		

Council arrangements for Corporate Complaints

6. The Website and the Customer feedback leaflet provide the following information to the public as to how to complain.

“If you are not happy with a service then you have the right to complain and be listened to. We will do all we can to resolve your complaint promptly and effectively.

If you make a complaint, we will:

- listen to what you have to say
- respond to you promptly, ensuring you receive a response to the issues you raise
- Provide advice and information about how you can pursue your complaint further should you feel you need to do so.

Complaint stages

7. It is important to us that we try to resolve matters with you straight away, so before making a formal complaint, try to talk the problem over with the person you are dealing with or ask to speak to the manager of the service.

Stage One

8. If your complaint cannot be resolved informally you may wish to make a formal complaint. You can do this online, by telephone or in writing by completing the enclosed form. The directorate list on the back page of this leaflet provides the necessary contact details.

We will contact you within five working days to acknowledge receipt and within 20 working days with a full response.

If the complaint is complex and takes longer to investigate we will keep you informed. We will also tell you who to contact if your issue is not resolved.

Stage Two

9. If you remain dissatisfied with the outcome of your complaint, you can take your complaint further by contacting the appropriate senior manager detailing why you remain dissatisfied. Details of who to contact will be provided in our response issued to you at stage one.

Stage Three

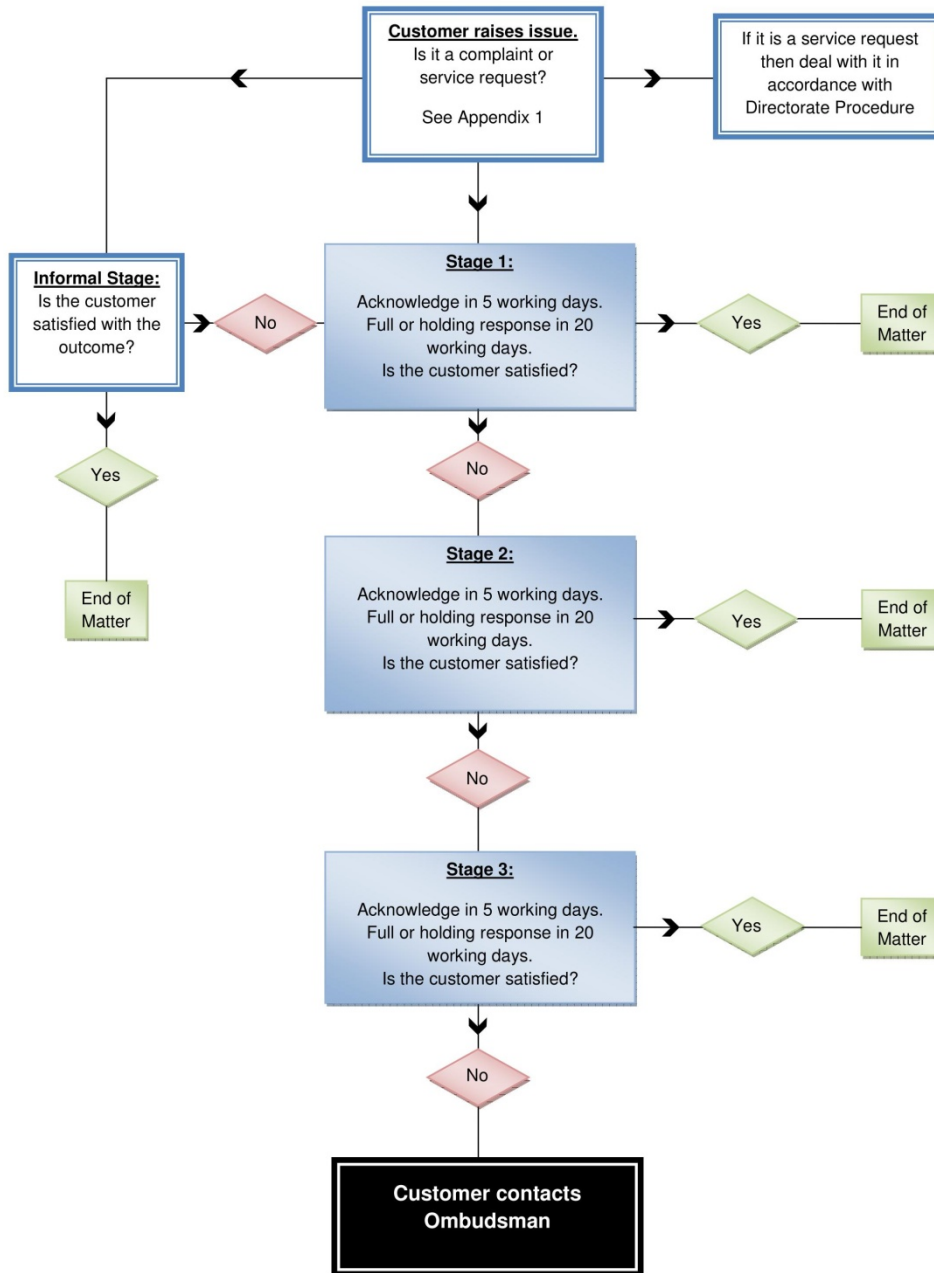
10. If your issue is not resolved following stage two, you can contact the council's chief executive in writing at the address given on the back page of this leaflet.

If you do not wish to complain yourself, with your permission someone else can do so on your behalf.

If you need help communicating with us, we can arrange this e.g. large print or Braille documentation, translation, text relay service, interpreting and sign language.”

Complaints process

11. The key stages in the Council corporate complaints process is outlined in the following flow chart.



Statutory complaints for adults and children social care

12. In addition to the Corporate Complaints arrangements, there are two separate, distinct Social Care Regulations – Statutory Procedures – firstly those applicable to Adult Social Care and secondly those that relate to Children Social Care complaints [Representations]. Complaints are defined as –

“Adverse comments about Children Social Care Services directly provided; or provided on behalf of the Directorate of Children [Social Care] Services. It is an expression of dissatisfaction, however made, about the standards of service, action or lack of action, decisions taken, or the way in which Children Social Care Services or its employees do their job.”

Recording and monitoring complaints

13. All complaints regarding Adult or Children Social Care issues are sent to the specialist Quality & Complaints Team based in Directorate of Adult, Community and Housing Directorate who have responsibility for recording and monitoring all complaints to a conclusion. The Quality & Complaints Team will be tasked with monitoring & tracking the complaint to a conclusion.

Adults

14. The Social Care procedure for Adult's complaints falls within 'The Local Authority Social Services and National Health Service Complaints (England) Regulations 2009. The procedure is designed to be compliant with the Health and Social Care (Community Health and Standards) Act 2003, the Care Standards Act 2000 and the Local Authority Social Services Act 1970. The Quality and Complaints Team has the responsibility for the day to day operation of the Representations Procedure on behalf of the Directorate of Adult Social Care Services. Follow the link to access the legislative background - http://www.opsi.gov.uk/si/si2009/uksi_20090309_en_1

Children

15. The Social Care complaints procedure for Children falls within the Children Act 1989 Representations Procedure (England) Regulations 2006'. The Regulatory Guidance is issued as Section 7 Guidance. The Quality and Complaints Team has the responsibility for the day to day operation of the Representations Procedure on behalf of the Directorate of Children Services.
The following link provides the legislative background:-
[http:// www.dudley.gov.uk/health-social-care/children-and-family care complaints-and-compliments/](http://www.dudley.gov.uk/health-social-care/children-and-family-care/complaints-and-compliments/)

Information about reported complaints

16. Information received from the Local Government Ombudsman – A key indicator of the effectiveness of the Council complaints arrangements is the report of the Local Government Ombudsman. A copy of the most recent letter received from the Ombudsman is attached. *(See appendix 1)*
An extract from the letter is shown below:-

"I am writing with our annual summary of statistics on the complaints made to the Local Government Ombudsman (LGO) about your authority for the year ended 31 March 2013. In 2012/13 we received 25 complaints about your local authority. This compares to the following average number (recognising considerable population variations between authorities of a similar type):

District/Borough Councils- 10 complaints
Unitary Authorities- 36 complaints
Metropolitan Councils- 49 complaints
County Councils- 54 complaints
London Boroughs- 79 complaints

None of the complaints made to the Ombudsman during the last year were upheld. In addition, the figure of 25 complaints received by the Ombudsman for 2012/13 compares with a total of 37 in 2011/12." *(See appendix 2)*

Information reported in the Corporate Performance reports

17. The Council reports on complaint activity twice a year, in the following format. information outlined below:- *(see appendix 3 for 2012/13 report)*

Directorate:		Contact:	
Number of compliments received			
Number of complaints received			
Number of complaints resolved / responded to in 20 days			
Main area/ issues		Amendments made/ actions taken/ learning from feedback.	

Areas for improvement

18. Following an internal audit of the Management of Complaints , a range of key points identified as where improvements could be targeted to improve the customer experience, the principal areas being;

- Although there is information on the intranet on Complaints e.g. "Brief Guide for Employees" and "Advice to Managers and Staff dealing with complaints" this information was not particularly easy to find.
- There is no mention of "Complaints" on the intranet "A to Z". Also there is a need to raise awareness of the complaints procedure and other key documents.
- Five Council websites were reviewed and it was found that they had a clear link to " Complaints" on their website. Dudley MBC's website encourages the complainant to raise their concern with the applicable directorate either by telephone, letter or email
- Unlike many other Council websites there is no clearly identifiable facility on Dudley's website to "report a problem/fault". If there was such a facility it should reduce the number of issues reported through the Customer Feedback procedure.
- Complaints are dealt with in a much decentralised way i.e. the service are fully responsible for responding to the complaint and maintaining the documentation and complaint's registers. This results in each service having their own unique system. On a quarterly basis the services provide figures and brief information to their directorate Customer Feedback Representative. Given that each service maintains their own information and only brief details are submitted to the Customer Feedback Representative, which subsequently gets collated into a quarterly report to Cabinet, it is very difficult for corporate learning to take place
- A report on customer feedback/complaints is included in the Council's quarterly performance report (every six months) that is submitted to Cabinet, however while the report provides details by directorate of the number of complaints received, whether they have been responded to within 20 days and brief details of what the complaints related to and what action has been taken as a result of the complaint, the report does not aid corporate learning and provides limited performance information.
- There was insufficient awareness of the corporate training requirements in the organisations although there was a good range of training provided around the statutory complaints procedures.
- The guidance documents relating to the handling of complaints do not deal with the payment of compensation, dealing with unreasonably persistent complainants and unreasonable complainant behaviour and anonymous complaints.

In addition, as part of the review, the range of standards, arrangements and public information of other authorities and other private sector organisations has been identified and is included as [Appendix 5](#) to help identify areas for improvement.

Developments which have taken place

19. In response to the range of issues identified above the following areas of improvements have been identified and are being progressed:-

- **Implemented a Single Corporate Customer feedback system:** We are now in the process of rolling out the M3 system which was previously used in Directorate of Urban Environment across all directorates. All corporate complaints are now recorded in a consistent manner in all Directorates.
In addition the statutory complaints for Adult and Children Social Care will also be captured on M3 with the end of the existing licence in October 2014. Over the last 6 months a programme of training for staff in all directorates has been undertaken to ensure there is awareness of the new system and how it operates.
- **Improve performance reporting:** A key factor behind adopting the new M3 complaints recording system is the ability to generate much more performance information about the nature of the complaints we receive. This will include:-
 - Why the complaint is received – for example the complaint may be due to Council policy, job performance, staff conduct or delays etc.
 - Whether the complaint was upheld – including the reason why the complaint was justified/unjustified
 - The action that was taken as a result – including reports on instance of compensation; staff training; policy change etc

As we have been rolling out the new system, we have started to develop the new reporting capabilities, and illustrations of the nature of the reports available will be shown at committee on a power point presentation. A summary overview is shown in [Appendix 4](#). The full implementation of the new system and the reporting features will be in place from April 2014.

- **Website redesign:** Feedback area of the website fully revised making it more visible and accessible for customers including the online form, further improvements to the online form are in progress integrating the online form directly to the M3 system.
- **The Internal guidance has been reviewed:** In addition to the information for managers, specific and revised guidance information on the complaints process has been prepared specifically for Councillors and about to be launched
- **Specific communication** actions have been taken to promote the Complaints policy throughout the organisation, for example via the intranet message of the day
- **The corporate Customer Feedback Steering group** has been reviewed and is driving forwards this improvement agenda and its agenda and minutes are publicised on idudley.
- **Community Forums:** One significant area of community feedback that has developed over the last 12 months has been the role of the Community Forums. If attendees at forum meetings wish to get a personal response to issues they raise which members or officers aren't able to address on the night, they are asked to complete a form with the details of the request and their contact information. A representative of Dudley Council Plus now attends to help with this process and to ensure that forms are filled in so that the request and contact details are clear. The form is then recorded by Dudley Council Plus within 48 hours, an acknowledgement sent to the customer and the issue forwarded to the relevant directorate contact to deal with and respond to the customer alongside feedback channelled through other routes.

- **Specialist training in the Management of Complaints**

20. Arising from the revised process and arrangements outlined above, it is proposed to review the range of specialist training and support undertaken within the organisation. This will consider working with the Local Government Ombudsman to help:
- Investigate a complaint and reach evidence based conclusions
 - Identify appropriate and proportionate remedies for injustice
 - Write a comprehensive decision letter
 - Identify how complaints can be used to drive service improvements
 - Accurately identify, define and summarise complaints
 - To provide a top class customer service to our Community

Policy on compensation

21. Where a third party (a resident, visitor, tenant etc) has suffered a loss (property or injury) for which they feel the Council is responsible, for example due to a pothole, then the Council (Risk Management Team) will deal with compensation under the auspices of civil law. This generally speaking will be based on that party proving the Council has been negligent (Tort) and that this negligence has led demonstrable loss. In simple terms the Council will only pay compensation if it is legally liable to do so.
22. Generally speaking all directorates (including schools) know to send 'claims' to the Risk Management team and they will deal with them accordingly. There may be isolated examples where departments offer 'good will' gestures but generally speaking Risk Management team do and would caution against ad hoc 'compensation' payments.

Finance

23. There are no direct financial implications in receiving this report.

Law

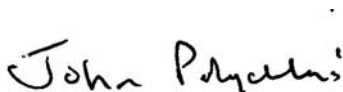
24. The Council may do anything which is incidental to conducive to or which facilitates the discharge of its functions under Section 111 of the Local Government Act, 1972.

Equality Impact

25. There are no special considerations to be made with regard to equality and diversity in noting and receiving this report.

Recommendation

26. It is recommended that: Committee receive this report.



.....

John Polychronakis
Chief Executive

Contact Officer: Geoff Thomas
Telephone: 01384 815270
Email: geoff.thomas@dudley.gov.uk

APPENDICES

Appendix 1: Local Government Ombudsman Annual Letter

Local Government OMBUDSMAN

16 July 2013

By email

Mr John Polychronakis
Chief Executive
Dudley Metropolitan Borough Council

Dear Mr Polychronakis

Annual Review Letter

I am writing with our annual summary of statistics on the complaints made to the Local Government Ombudsman (LGO) about your authority for the year ended 31 March 2013. This year we have only presented the total number of complaints received and will not be providing the more detailed information that we have offered in previous years.

The reason for this is that we changed our business processes during the course of 2012/13 and therefore would not be able to provide you with a consistent set of data for the entire year.

In 2012/13 we received 25 complaints about your local authority. This compares to the following average number (recognising considerable population variations between authorities of a similar type):

District/Borough Councils- 10 complaints
Unitary Authorities- 36 complaints
Metropolitan Councils- 49 complaints
County Councils- 54 complaints
London Boroughs- 79 complaints

Future development of annual review letters

We remain committed to sharing information about your council's performance and will be providing more detailed information in next year's letters. We want to ensure that the data we provide is relevant and help local authorities to continuously improve the way they handle complaints from the public and have today launched a consultation on the future format of our annual letters.

I encourage you to respond and highlight how you think our data can best support local accountability and service improvements. The consultation can be found by going to www.surveymonkey.com/s/annualletters

LGO governance arrangements

As part of the work to prepare LGO for the challenges of the future we have refreshed our governance arrangements and have a new executive team structure made up of Heather Lees, the Commission Operating Officer, and our two Executive Directors Nigel Ellis and Michael King. The Executive team are responsible for the day to day management of LGO.

The Oaks No 2
Westwood Way
Westwood Business Park
Coventry
CV4 8JB

T: 024 7682 0000
F: 024 7682 0001
W: www.lgo.org.uk

Helpline: 0300 061 0614

Since November 2012 Anne Seex, my fellow Local Government Ombudsman, has been on sick leave. We have quickly adapted to working with a single Ombudsman and we have formally taken the view that this is the appropriate structure with which to operate in the future. Our sponsor department is conducting a review to enable us to develop our future governance arrangements. Our delegations have been amended so that investigators are able to make decisions on my behalf on all local authority and adult social care complaints in England.

Publishing decisions

Last year we wrote to explain that we would be publishing the final decision on all complaints on our website. We consider this to be an important step in increasing our transparency and accountability and we are the first public sector ombudsman to do this. Publication will apply to all complaints received after the 1 April 2013 with the first decisions appearing on our website over the coming weeks. I hope that your authority will also find this development to be useful and use the decisions on complaints about all local authorities as a tool to identify potential improvement to your own service.

Assessment Code


Earlier in the year we introduced an assessment code that helps us to determine the circumstances where we will investigate a complaint. We apply this code during our initial assessment of all new complaints. Details of the code can be found at:

www.lgo.org.uk/making-a-complaint/how-we-will-deal-with-your-complaint/assessment-code

Annual Report and Accounts

Today we have also published *Raising the Standards*, our Annual Report and Accounts for 2012/13. It details what we have done over the last 12 months to improve our own performance, to drive up standards in the complaints system and to improve the performance of public services. The report can be found on our website at www.lgo.org.uk

Yours sincerely

A handwritten signature in black ink that reads "Jane Martin". The signature is written in a cursive style with a long horizontal flourish at the end.

Dr Jane Martin
Local Government Ombudsman
Chair, Commission for Local Administration in England

Appendix 2: The Local Government Ombudsman record of complaints for Dudley MBC

Authority Name	Total decisions	No power to investigate	No reason to use exceptional power to investigate	Investigation not justified & other	Not enough evidence of fault	No or minor injustice & other	Injustice remedied during enquires	Report
Dudley MBC								
2012-13	25	N/A	N/A	N/A	N/A	N/A	N/A	N/A
2011-12	37	1	3	3	18	4	7	1

Appendix 3: 2012-13 Customer feedback performance report

Corporate Customer Feedback:

Reporting Period 1st October 2012 to 31st March 2013

The Corporate Customer Feedback procedure has recently been reviewed, both in terms of the customer leaflet and the on-line information and contact form. Use the link below to view the updated procedure:

<http://www.dudley.gov.uk/contact-us/customer-feedback>

There follows a summary of each Directorate's customer feedback for the half year, including details of the number of complaints / compliments, specific issues arising and learning (for example procedures amended as a result of feedback).

Definition of compliment: A compliment is a remark expressing praise and admiration of good service delivery.

Definition of complaint: A complaint is all negative feedback expressed about Dudley MBC, about service, policy or action provided by the council itself or a person acting on behalf of the Council. A complaint is a written or oral expression of dissatisfaction or disquiet in relation to the Local Authority's exercise of its functions.

Responding to complaints

Complaints received towards the end of the period and still being dealt with are not included in the reported total number of complaints resolved in 20 working days.

Directorate: Chief Executive's	Contact: Barry Hutchinson
No. of compliments received: 0	
No. of complaints received: 0	
No. of complaints resolved / responded to in 20 days: 0	

Directorate: Corporate Resources	Contact: Menna Flavell
No. of compliments received: 97	
No. of complaints received: 44	
No. of complaints resolved / responded to in 20 days: 43	
Main area/issues:	Amendments made / actions taken / learning from feedback:
<u>Customer Services</u> Main areas were those covered by Benefits (19), Revenues (13) and Dudley Council Plus (8). Relating to issues such as administrative errors, computer system problems, waiting times, staff attitude.	Less than half of the complaints received were upheld. In all cases where complaints were upheld, action was taken including raising specific issues with staff, providing training and changing working practices.

Directorate: Adult, Community and Housing Services		Contact: Steve Rice
No. of compliments received: 135 (Adult Social Care); 50 (Housing)		
No. of complaints received: 72 (Adult Social Care); 142 (Housing)		
No. of complaints resolved / responded to in 20 days: Adult Social Care – 37 within 10 -20 days. 64 within 10 – 25 working days		
Main area/issues:	Amendments made / actions taken / learning from feedback:	
<u>Adult Social Care</u> Inadequate service; staff behaviour; funding; process; delay; service not provided / withdrawn;poor/ inaccurate communication	Change of practice / worker; improve communication; monitoring; need for extra capacity / resources identified; reinforce existing procedures; review communication / publicity / policy	
<u>Housing</u> Repairs timetable and Estate Management	Complaints analysed at completion, amendments to policy and procedures made and implemented. Review of how lessons learned are recorded currently under review	

Directorate: Children's Services		Contact: Matthew Smith(General) Steve Rice (Children's Social Care)
No. of compliments received: 78 (General); 20 (Children's Social Care)		
No. of complaints received: 7 (General); 97 (Children's Social Care)		
No. of complaints resolved / responded to in 20 days: 4 (General); 63 (Children's Social Care)		
Main area/issues:	Amendments made / actions taken / learning from feedback:	
General: Customer dissatisfaction with service provided	Change of practice	
<u>Children's Social Care</u> Delay; assessment disputes; respite provision; support	Change of practice; review of written agreements; improved communication / returning calls / increased scrutiny	

Directorate: Urban Environment		Contact: Ajaib Paul
No. of compliments received: 6		
No. of complaints received: 145 (excluding 6 anonymous)		
No. of complaints resolved / responded to in 20 days: 88		
Main area/issues:	Amendments made / actions taken / learning from feedback:	
Various issues raised mainly relating to front line services including snow and ice on Leisure Centre car parks; temperature of the Leisure Pool; annual delivery of black sacks (Waste Care); height of new speed bump installed at entrance to the Household Waste Recycling Centre; Tree maintenance.	All issues logged and actioned as considered appropriate. Some acknowledgement letters and formal responses were not sent as direct action was taken to resolve the issues raised. Not all customers agree with the actions taken.	
A number of messages of thanks have been received by the Winter Gritting service during the quarter, acknowledging the hard work undertaken to keep the roads moving during another very cold winter.	We continue to investigate promptly & address issues.	

Appendix 4: Customer feedback data sets

The customer feedback database requires all customer feedback to be categorised into 6 nature of complaint or compliment. The power point presentation accompanying this report provides a series of data sets for customer feedback and process handling as an example on the information we can extract from the new corporate customer feedback system.

Summary overview to include;

Corporate Customer feedback

Number of complaints received for this period

Number of compliments received for this period

Customer feedback related to Adult and Children's Social Care

Number of complaints received

Number of compliments received

Total number of Complaints received (including Social care):

Total number of Compliments received (including Social Care):

Process handling indicators

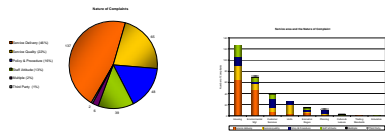
% acknowledged in 5 working days

% responded in 20 working days

% of complaints upheld

Followed by a series of charts for further analysis; including where necessary supporting commentary.

- Compliments & Complaints by the feedback category
- Complaints/ compliments by service provider and by feedback category
- Complaints/ compliments by all wards
- Complaints by customer method of Communication



Examples to be provided at Committee on a power point presentation.

Appendix 5: Experience elsewhere

Name of Company	Process: Stage 1	Stage two
British Gas	Contact by email, phone or post	If unhappy with the decision contact the complaints team. If after 8 weeks contact the Ombudsman Services – energy
Reports	http://www.britishgas.co.uk/content/dam/british-gas/documents/we-are-listening.pdf http://www.britishgas.co.uk/content/dam/british-gas/documents/annual-consumer-complaints-report-2012-13.pdf	

Name of Company	Process: Stage 1	Stage two
Talk Talk Communications company	Contact by email, phone or post	TRY to reply to complaints within 7 days. If not happy speak to a manager if not available a manager will try to contact you within 2 days. If still not happy with decision, forward the complaint to the CEO office. The CEO office will try to respond to the complaint within 5 days. If after 8 weeks contact the Ombudsman service – communications – Which will not accept the complaint if less than 8 weeks ago.
Reports	http://help2.talktalk.co.uk/manage-my-account/how-do-i-make-complaint	

Name of Company	Process: Stage 1	Stage two
South Staffs Water	Information about how to complain	If the company fails to respond within 10 working days then they will issue a automatic payment of £30
Reports	http://www.south-staffs-water.co.uk/your_home/complaints.asp http://www.south-staffs-water.co.uk/publications/your_home/complaints.pdf	

Name of Company	Process
Ryanair	<p>Respond quickly to passenger complaints and provide prompt refunds</p> <ol style="list-style-type: none"> 1. Ryanair enables passengers to forward their claim/ complaints via web form, fax or post 2. Under normal circumstances Ryanair will provide a substantive written response to complaints within 7 working days of receipt. We do not expect passengers to wait over 28 working days, as is the case with high fare airlines passenger service commitment. 3. Where a passenger claims and is entitled to a refund, Ryanair will issue that refund within 7 working days of approval.
Reports	http://www.ryanair.com/en/questions/contacting-customer-service http://www.ryanair.com/en/questions/ryanair-s-lowest-fares-and-passenger-service-charter

Family Authorities

Name of Authority	Definition of complaint	Website
Solihull	<p>A complaint is when you tell us, either verbally or in writing, that you are dissatisfied with the service we have provided in relation to your request for information. For instance, you may feel we have failed to:</p> <ul style="list-style-type: none"> • Respond to your request within statutory time scales. • Properly explain why we have refused your request. • Provide you with help. • Follow the Council's agreed procedure. 	<p>http://www.solihull.gov.uk/democracy/councilservice.htm</p> <p>Obtained Complaints report http://eservices.solihull.gov.uk/mginternet/CEListDocuments.aspx?Committeeld=141&MeetingId=1823&DF=06%2f08%2f2013&Ver=2</p>
Process time	<p>The complaint will be registered and forwarded to the relevant officer who will contact the customer to discuss the issue. (no timeframes in force)</p> <p>Stage 1: Full response or holding response within 30 days</p> <p>Stage 2: 10 days If the complainant is still not happy with the result from stage 1</p> <p>(New policy introduced from June 2013)</p>	

Name of Authority	Definition of complaint	Website
St Helen's	<p>An expression of dissatisfaction from any recipient(s) of a council service, however made, about the standard of service received, action or lack of action Taken, or the behavior of any representative of the Council".</p>	<p>http://www.sthelens.gov.uk/media/94737/st_helens_council_corporate_complaints_policy_2010.pdf</p>
Process time	<p>A letter will be sent to the complainant, acknowledging receipt and informing them of who will be dealing with their complaint.</p> <p>Stage 1: Full response within 10 days if the customer is not happy with the result they have 28 days to ask the Council to progress to stage 2.</p> <p>Stage 2: A letter will be sent to the complainant, acknowledging receipt and the name of a senior officer, who will be dealing with their complaint, and will aim to resolve the problem in 15 days.</p>	

Name of Authority	Definition of complaint	Website
Bury	A complaint is a way of telling us that you are not happy with a particular service.	http://www.bury.gov.uk/index.aspx?articleid=4263
Process time	Acknowledgement : 5 days Response: 20 days Next stage letter to Chief Executive: 20 days	

Name of Authority	Definition of complaint	Website
Trafford		http://www.trafford.gov.uk/about-your-council/complaints/complaint-stages.aspx
Process time	Acknowledgement : 3 days Response: 20 days Their aim is to solve the problem at the first point of contact. Stage 3: 6 weeks to review if unhappy with the outcome.	

Name of Authority	Definition of complaint	Website
Tameside	An expression of dissatisfaction about the council's action or lack of action or about the standard of a service, whether the action taken or the service was provided by the council itself or a body acting on behalf of the council.	http://www.tameside.gov.uk/complaints/policy#def http://www.tameside.gov.uk/servicecharter/complaints
Process time	Acknowledgement : 5 days Response: 20 days Complaints Officer review 20 days	

Name of Authority	Definition of complaint	Website
Sandwell		http://www.sandwell.gov.uk/downloads/file/3742/comments_complaints_and_compliments_procedure
Process time	Acknowledgement : 10 to 20 days Response: 25 to 65 days Ensure the complaint is received by the relevant department within 24 hours.	

Name of Authority	Definition of complaint	Website
Knowsley		http://www.knowsley.gov.uk/get-in-touch/comments-and-complaints.aspx
Process time	Acknowledgement : 3 days Response: 10 days	

Name of Authority	Definition of complaint	Website
Walsall	If someone informs the council that something is not working or is a problem, for example, an overgrowing tree, it is a report and not a complaint. Should further communication then be required however, to say that the problem has not been dealt with then it becomes a complaint?	http://cms.walsall.gov.uk/complaints_compliments http://cms.walsall.gov.uk/tell_us_report_2006-07_final-2.pdf http://cms.walsall.gov.uk/tell_us_leaflet-4.pdf
Process time	Acknowledgement : 5 days Response: 15 days	

Name of Authority	Definition of complaint	Website
Wolverhampton	A complaint is an expression of dissatisfaction about the council's action or lack of action or about the standard of a service, whether the action was taken or service provided by the council itself or a person or body acting on behalf of the council.	http://www.wolverhampton.gov.uk/CHttpHandler.ashx?id=1757&p=0
Process time	Acknowledgement : 4 days Response: 21 days Stage 2: 28 days, If dissatisfied with Stage 1 outcome, stage 2 will be investigated within 28 days.	

Name of Authority	Definition of complaint	Website
Manchester		http://www.manchester.gov.uk/info/200025/complaints_comments_and_questions/67/comments_compliments_and_complaints/3 http://www.manchester.gov.uk/info/200025/complaints/4218/complaintsperformance_statistics
Process time	Acknowledgement : 3 days by telephone Response: 10 days Stage 2: 28 days, If still unhappy the complaint will be reviewed by the Complaints Officer.	