

27 June 2019 at 7.00 pm

Conference Room, Argyle Road, Sevenoaks  
Despatched: 19.06.19



# Improvement & Innovation Advisory Committee

## Membership:

Cllrs. Abraham, Andrews, Bayley, Clayton, Esler, Eyre, Fleming, Hogarth, Maskell, McGregor, Pearsall and Waterton

## Agenda

There are no fire drills planned. If the fire alarm is activated, which is a continuous siren with a flashing red light, please leave the building immediately, following the fire exit signs.

	Pages	Contact
Apologies for Absence		
1. Appointment of Chairman		
2. Appointment of Vice Chairman		
3. Minutes To agree the Minutes of the meeting of the Committee held on 19 February 2019, as a correct record.	(Pages 1 - 4)	
4. Declarations of Interest Any interests not already registered.		
5. Actions from previous meeting	(Pages 5 - 6)	
6. Update from Portfolio Holder		
7. Referrals from Cabinet or the Audit Committee (if any)		
8. Role of the Advisory Committee and Key Challenges	(Pages 7 - 8)	Jim Carrington-West Tel: 01732 227286
9. GIS update	(Pages 9 - 16)	Matt Mitchell Tel: 01732 227156
10. Annual complaints report	(Pages 17 - 26)	Amy Wilton Tel: 01732 227280

11. **Customer Redesign**

(Pages 27 - 28)

Amy Wilton  
Tel: 01732 227280

12. **Work Plan**

(Pages 29 - 30)

If you wish to obtain further factual information on any of the agenda items listed above, please contact the named officer prior to the day of the meeting.

Should you need this agenda or any of the reports in a different format, or have any other queries concerning this agenda or the meeting please contact Democratic Services on 01732 227000 or [democratic.services@sevenoaks.gov.uk](mailto:democratic.services@sevenoaks.gov.uk).

**POLICY & PERFORMANCE ADVISORY COMMITTEE**

Minutes of the meeting held on 19 February 2019 commencing at 7.00 pm

Present: Cllr. Fleming (Chairman)

Cllr. Miss Stack (Vice Chairman)

Cllrs. C. Barnes, Clark, Halford, Kelly, Maskell, McGregor, Mrs. Morris, Parkin and Thornton

Cllrs. Dr. Canet and Searles were also present.

27. Minutes

Resolved: That the Minutes of the meeting of the Advisory Committee held on 29 November 2018 be approved and signed by the Chairman as a correct record.

28. Declarations of Interest

There were no additional declarations of interest.

29. Actions from previous meeting

There were none.

30. Update from Portfolio Holder

The Portfolio Holder, and Chairman, reported that since the last meeting, Brexit had moved forward and the potential use of the M26 post Brexit had been downgraded after the Gold Commander of Kent Police advised the motorway would not hold as many lorries as first thought.

He also advised that the Council were looking into a reduced reliance on business rates in the District after being part of two conferences regarding the future of the High Street.

A Member queried whether Sevenoaks District Council (SDC) would be applying for some of the £476 million in High Street funding the Government had provided. The Chairman confirmed that he had received the same email and had passed it onto the Council's Economic Development team to look into further.

The Portfolio Holder advised Members that the Buckhurst 2 car park was nearly complete and was due to open in April 2019.

## Agenda Item 3

### Policy & Performance Advisory Committee - 19 February 2019

He also advised Members that the three sites in Swanley which were being used for the redevelopment of the area had moved forward, and residents living in Swanley would receive documents through their doors over the next couple of weeks. The redevelopment of White Oak Leisure Centre had also been announced, with residents able to see the plan in the next issue of InShape.

The Vice Chairman queried whether the new leisure centre would have SDC branding once completed. The Chairman confirmed this would be the case.

#### 31. Referrals from Cabinet or the Audit Committee

There were none.

#### 32. Communications Strategy update

The Head of Transformation & Strategy presented the report to update Members on the progress made since the Local Government Association (LGA) Peer Review in September 2018.

He advised Members that since the last meeting, a temporary Communications Officer had been appointed on a six month contract. He also reported that external support for formal actions of the review were being discussed. This role would provide the Communications team with a more strategic outlook and were looking to appoint someone in March or April 2019.

The Head of Transformation & Strategy also advised that the Council were still looking at the “quick wins” mentioned in the LGA report, which included offering promoting more of the Councils services digitally, which had already seen positive results when working with the Health teams.

Resolved: That the report be noted.

#### 33. IT Forward Plan update

The Chairman presented the report which outlined the work the ICT service has undertaken over the last two years and how it has positively affected the day-to-day running of the Council’s services.

He also advised Members about the implementation of the Red Dot system, which places a red dot on a person’s file, which indicates to teams about disruptive residents or customers for the protection of visiting officers from across the Council, who all have access to the same files.

The Corporate Customer Service and Delivery Manager added that the Council had a strict file retention policy and customers were made aware in writing if they had been added to the list. She also advised Members that the customer would be on the list for a maximum of three years.

The Vice Chairman questioned whether the information about customers could be provided to Members as well due to their interaction with customers. The

Corporate Customer Service and Delivery Manager advised that she would have to look into this further.

*Action - The Corporate Customer Service and Delivery Manager to look into whether Members could be made aware when resident has been added to the Red Dot system.*

Members queried whether the increased use of the Cloud to send documents is secure and protected from data breaches.

The Chairman advised that normal email were sent securely and some teams such as the Benefits team had their emails further secured due to the nature of their work.

The Head of Transformation and Strategy also indicated that the Council had regular tests to check security and is compliant with the Government secure network standards. He explained that some old apps were thought to be vulnerable, but these had now been disabled.

Members also queried whether the Council had back-up arrangements in place to access networks that were now stored in the cloud. The Chairman confirmed that regular data back-ups were held securely but that if there were to be a significant power outage inevitably there would be an impact on using the Council's IT systems.

The Corporate Customer Service and Delivery Manager added that all Service Managers have a business continuity plan which is reviewed annually, which includes prioritising which services require immediate reinstallation.

Resolved: That the report be noted.

#### 34. Customer Experience Project

The Corporate Customer Service and Delivery Manager presented the report and gave a [presentation](#) on website data from Google analytics over the last 12 months.

She advised that over three quarters of visitors to the website were new, with nearly 300,500 visits to the website in the six month period from 1 July 2018 - 31 December 2018.

She advised that the Council were trying to reduce the number of PDFs on the website as these documents were not mobile/tablet friendly. But she informed Members that some PDFs were still required on the website.

Resolved: That the report be noted.

## Agenda Item 3

### Policy & Performance Advisory Committee - 19 February 2019

#### 35. Work Plan

The work plan was noted with the Annual Complaints report, GIS update and Customer Service Projects all added to the 20 June 2019 meeting.

THE MEETING WAS CONCLUDED AT 8.16 PM

CHAIRMAN

**ACTIONS FROM THE MEETING HELD ON 19 February 2019 (as at 14.06.2019)**

Action	Description	Status	Contact Officer
Action 1	The Corporate Customer Service and Delivery Manager to look into whether Members could be made aware when resident has been added to the Red Dot system.	If, during the course of your duties, you are concerned about violence, verbal abuse, threatening behavior, dog attack or similar incident please contact Julie Heather x7125 or Amy Wilton x7280 for further information. Customer Solutions administers the 'red dot' database and they may be able to provide you with information that may be helpful to you.	Amy Wilton Ext. 7280

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## ROLE OF THE ADVISORY COMMITTEE AND KEY CHALLENGES

### Improvement & Innovation Advisory Committee - 27 June 2019

Report of Chief Officer Corporate Services

Status For Information

Key Decision No

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Portfolio Holder Cllr. Peter Fleming

Contact Officer Jim Carrington-West, Ext. 7286

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**Recommendation to Improvement & Innovation Advisory Committee:** That the report be noted.

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#### Introduction and Background

- 1 The purpose of this report is to provide details of the role of the Committee and the areas of responsibility including the key issues and challenges facing those areas.
- 2 The Terms of Reference for the Advisory Committee are listed below and there will be a short presentation at the meeting explaining the relevant service areas.

#### Terms of Reference

- 3 The following terms of reference are taken from the Council's Constitution.
- 4 Each Cabinet Advisory Committee shall:
  - (a) undertake policy initiation and development;
  - (b) consider such other matters as are referred to it by the Portfolio Holder;
  - (c) at the request of either Cabinet or the Audit Committee carry out specific research and development projects and to submit recommendations to Cabinet; and
  - (d) develop and approve its annual work plan ensuring that there is efficient use of the Committee's time.

## Agenda Item 8

- (e) The Cabinet Member be requested to provide a report to each meeting outlining their activities since the previous meeting and any decisions they intend to take in the following three months.
- 5 Within the areas of responsibility of: Policy, Performance, Communications, Customer Service, Business Transformation, Special Projects, Digital, Workforce, Economic Development & Regeneration, Equalities, Members, Wellbeing.
- 6 The Cabinet Advisory Committees are to ensure that there is mutual respect and co-operation with all other Committees within the Council.

### **Key Implications**

#### Financial

None

#### Legal Implications and Risk Assessment Statement.

None

#### Equality Assessment

The decisions recommended through this paper have a remote or low relevance to the substance of the Equality Act. There is no perceived impact on end users.

**Appendices**    None

**Background Papers**    None

**Jim Carrington-West**

**Chief Officer Corporate Services**

## GIS UPDATE

### Improvement & Innovation Advisory Committee - 27 June 2019

Report of Chief Officer Corporate Services

Status: For information

Key Decision: No

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**Executive Summary:** This report outlines the work the GIS service including Street Name and Numbering undertakes as well as its accomplishments and future projects.

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**This report supports the Key Aim of Effective management of resources**

**Portfolio Holder** Cllr. Fleming

**Contact Officer** Matt Mitchell, Ext. 7156

Jim Carrington-West, Ext. 7286

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**Recommendation to Improvement & Innovation Committee:** That the contents of the report be noted.

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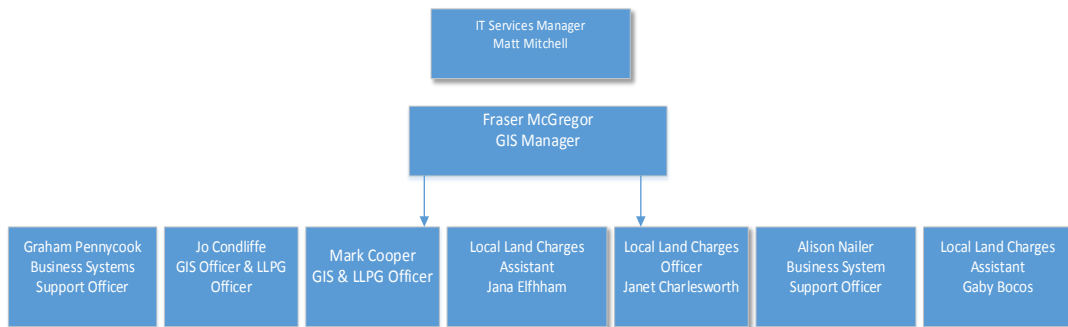
### Introduction and Background

- 1 The GIS and Mapping Team are responsible for all spatial data, spatial analysis, map production (both interactive online mapping and static maps), Local Land Charges, Street Naming and Numbering and the Local Land and Property Gazetteer. They administer and support 'Uniform' (a corporate back office system used by Licensing, Planning, Building Control and Environmental Health), DMS (our corporate document management system) and Total Land Charges (used for processing Land Charge searches and maintaining the Land Charges Register). They also administer our online 'Public Access' systems that help residents access current and historic Planning, Building Control, Licensing and Land Charges information and/or applications online.

### Team Structure

- 2 The team currently consists of 5 FTE, a GIS Manager (1.0 FTE), two Business System Support Officers (2.0 FTE), and two GIS & Local Land & Property Gazetteer Officers (2.0 FTE). The Land Charges team consists of two Local Land Charges Assistants (2.0 FTE)

## Agenda Item 9



### Street Name & Number Function

- 3 Street naming and numbering (SNN) is a statutory Council function. The primary purpose is to create addresses which are logical and consistent, and to ensure that properties can be located quickly in all situations. This is important as various organisations; delivery, postal, emergency services and the general public, need an efficient way of locating and referencing properties.
- 4 The SNN function requires us to consult with Royal Mail and Parish Councils when developers require new street names. When a customer submits an application to alter or add a house name, we only consult with Royal Mail, whilst also performing checks of our own, weighing up the potential for any addressing confusion now or in the future. The SNN Officer is also required to adhere to the Data Entry Conventions document, which prescribes how addresses should be formatted to be BS7666 compliant. During the course of the last year over eight hundred properties and streets went through the SNN process. Due to the increasing reliance on internet searches, whilst customers can query Royal Mail we get a growing number of requests for official confirmation of existing addresses which had been queried by commercial organisations; primarily by financial companies and credit reference agencies.
- 5 SNN is also responsible for the maintenance and upkeep of street name plates throughout the Sevenoaks district. This combines the ordering of replacement street name plates when they suffer damage or go missing as well as the cleaning of street name plates should they become obstructed. We work closely with our colleagues at Dunbrik to ensure this takes place when required.

**Street Naming and Numbering Charges**

Since April 2010	
Changing/adding a house or building name	£45
Numbering of New Properties	
Individual dwelling or building	£100
2-10 Plots	£200
11-19 Plots	£300
20+ Plots	£400
Changing existing street name	
	£395

**The Local Land & Property Gazetteer (LLPG)**

- 6 The SNN function feeds in to the Local Land and Property Gazetteer (LLPG). The LLPG is SDC’s corporate gazetteer. Every night changes made to our LLPG are sent to the NLPG. Every local authority in the UK maintains their own LLPG and update the NLPG in this way. To ensure that high quality address data is maintained nationally, each authority adheres to the Data Entry Conventions documents. As well as this there are also national standards for accuracy and completeness and Sevenoaks currently holds a Gold status rating.
- 7 Each property (residential, commercial or land) is uniquely identifiable by its Unique Property Reference Number (UPRN). Each property is linked to the street it is accessed from. Each street has its own Unique Street Reference Number (USRN). The use of UPRNs has improved property match rates between databases such as Revs and Bens, Elections, Planning and Royal Mail. This has increased revenue collection, reduced fraud i.e. through properties not appearing on the Council Tax system and improved address and data accuracy.

**GIS Function**

- 8 The GIS Team consists of the following core functions, mapping, spatial analysis, development, systems support and administration, street naming & numbering and maintenance of the LLPG. Either all or part of these services are routinely required by the council from Planning Applications, consultation processes, development monitoring, building control regulations, to adoption of any local plans.

## Agenda Item 9

- 9 The GIS Team work with customers from the outset of projects, identifying the customer's ultimate objectives. These objectives are then met using the tools and skills at their disposal, often creating new tools, data and map layers as a result. Sometimes objectives are met by reconfiguring some of the back-office systems.
- 10 As well as responding to internal customers' requests, the team are proactive in maintaining and developing the corporate databases and software systems for which they are responsible. They are also a public facing team who are responsible for the statutory street naming and numbering function. We are contacted on a daily basis via phone or email regarding SNN queries and applications, as well as serving map requests from Ward Councillors, Parish Councils and members of the public.

### Completed projects

- 11 Planning Map - Published the interactive planning map to allow customers to search for all spatial planning policies which apply to their area of interest and provides them with a downloadable report detailing this. By allowing the customer to self-serve this information, this has reduced the number of phone calls to planning/customer solutions requesting this.  
<http://maps.sevenoaks.gov.uk/planning/index.html>
- 12 Launched Locally Listed Building consultation map (two consultations).  
[https://maps.sevenoaks.gov.uk/local\\_list/](https://maps.sevenoaks.gov.uk/local_list/)
- 13 Published Assets of Community Value Map/register.  
<https://maps.sevenoaks.gov.uk/assetsofcommunityvalue/>
- 14 Shortlisted (top three nationally) for ESRI Customer Success Award for Community Engagement - use of ESRI Crowdsource Polling App for Draft Local Plan Consultation and background python automation.
- 15 Designed and published CIL Interactive Tool - The CIL tool is a web based interactive dashboard built using PowerBI to display money due to each Parish Council for CIL - information that was often requested by Parish Councils. The tool allows customers to drill down by Parish, and period and displays information on each planning application that makes up the payment complete with a link to Public Access. All information is automatically extracted on a daily basis from Uniform to ensure the information is always up to date.  
<https://app.powerbi.com/view?r=eyJrljoiMTQxNWVhZm90Y0Y5S00YTc5LTg4NzQtYzc0NmMzMDVhZWFiIiwidCI6ImZjMDC5YWJkLWMyNjgtNGM1Ny1hZDY4LTU4YTFiOWU1NTk4OCJ9>
- 16 Created the Brownfield Sites map/register.  
[https://maps.sevenoaks.gov.uk/brownfield\\_register/](https://maps.sevenoaks.gov.uk/brownfield_register/)
- 17 Tree Survey Field Collection App. A web app has been created to allow information to be collected on the condition of trees on council land. All information is input on tablet does not rely on internet connection in the field

as it can be synchronised once back in the office. The app has just been updated to allow the data to be stored in the cloud to ensure the reliability of synchronising the data.

- 18 Planning Map Automation - For every Lawful Development certificate that Planning issue, a map is required. A computer script has been written to automate this process as soon as an application is received. This will have an annual saving of 54 hours to the GIS team, as well as ensuring Planning have the maps in a timely fashion without having to request each one through Servicedesk calls. A similar script has been created to produce the maps required for Planning Committee reports.
- 19 Sevenoaks Open GIS Data Portal - We publish an increasing amount of datasets on our portal (currently 16), which is a website that allows the public to view and download GIS datasets, including Tree Preservation Orders, Brownfield Registers, Metropolitan Greenbelt, Assets of Community Value. The data is available in various formats and is accessible free of charge, 24 hours a day. By publishing this data in this way we are promoting transparency and potentially reducing the number of enquiries directly to officers or via Freedom of Information requests.
- 20 Interactive Environmental Health Web Map (For EH staff) - Migrated Environmental Health's existing intranet web map to a new cloud based system. This allows EH colleagues to view and interrogate spatial information whilst out on site as well as in the office.
- 21 Ongoing Draft Local Plan mapping support and data capture - See workflow above
- 22 Migration of Idox systems to Hosted solution - Migrated all of our Idox systems (Oracle Database, Uniform, DMS, Total Land Charges and Public Access components) to a solution hosted by the supplier. This takes ten servers out of our server farm, saving resource in terms of support and administration as well as hardware costs for new servers and Oracle licensing costs.
- 23 Importing Licensing documents from Bexley's DMS to Sevenoaks' corporate DMS - Worked with Licensing colleagues to create a code mapping document, which linked Bexley document types and descriptions to those set up in the existing Licensing Partnership category within Sevenoaks' DMS. This gave the Licensing partnership full access to all previously scanned Bexley correspondence and documents to add to textual data already held in Uniform.
- 24 Land Charge Search look-up for Customer Solutions and Land Charges - Created a web form look-up, which can search for and return Land Charge Searches when searched for by solicitor and/or property address. Replaces the existing Excel spreadsheet that was maintained by the Land Charges team. This could potentially be made available on the website to allow customers to self-serve.

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- 25 Routes supplied for Election staff and colleagues as part of elections - Generating optimised routes based on criteria requested, such as maximum number of visits, time taken, distance travelled, etc. for electoral canvassers and polling station inspectors. With a view to allowing colleagues to self-serve in future by using a web service that colleagues can interact with and process their own destination lists. Locations can be derived using either postcodes or UPRNs from the LLPG.
- 26 Working with Revs and Bens to identify issues of missing or inaccurate accounts and ensure that addresses are correct. This has resulted in increased revenue.
- 27 Worked with Elections to ensure properties are assigned to an correct polling district by doing a spatial comparison.
- 28 The capture of all property classifications to enable better access to data and improved statistical information for Planning Policy, Revs and Bens and Waste Management.

### Current / Future Projects

- 29 Migration of spatial data to new SQL Enterprise Geodatabase - Our current Geodatabase has been running for many years and sits on a server that is coming to the end of its life. We are using this as an opportunity to undertake a data audit and will only transfer data sets required. This should offer better database performance.
- 30 Upgrading of GIS server software - This, combined with the geodatabase migration (above), will allow us to republish web mapping services that are used by assorted internally and externally facing interactive maps.
- 31 Upgrading of Corporate Interactive Web Maps - Once the new geodatabase and web mapping services are available we will create the BC, DC, Land Charges, Emergency Planning, CRM and Incident Reporting interactive maps. This process will let us decommission three of our older servers.
- 32 Idox Uniform Mobile Working app (BC, DC and Licensing) - This app is being trialled by three services. The app sits on a mobile device (phone or tablet) and syncs Uniform cases and DMS documents to the officer's device, which they then take on site. The officer can then input Uniform data whilst out on site, or take photos which will be pushed through to the DMS. The device syncs to the corporate systems at the end of the day or when the officer returns to the office. This reduces the amount of note taking, double entry and paperwork having to be taken on site.
- 33 Property history look-up for internal staff (web based) - This has been developed using a web form that allows customers to search for DC, BC, Appeals and Enforcement cases. The web form offers the flexibility to only



search for cases in the modules requested and the search can be filtered. The next stage will be to look at potentially making this available via the website.

- 34 Capture of historic Enforcement Notice spatial data - Additional information is being added to the Enforcement Register which will allow it to be searched textually and spatially. At the same time customers will also have access to scanned copies of the Enforcement Notices held in our DMS.
- 35 Interactive map for registers - The creation of an interactive map that can contain all of the registers held by SDC, such as Enforcement Notices, TPO's, Brownfield Sites, Assets of Community Value, Alcohol and Entertainment, Animal licenses, Gambling licenses, etc. Making them available in a single location.

## Conclusion

All the team's outputs and processes support the outcomes of the corporate customer redesign project. This entails using the best in industry toolsets to simplify data and reduce complexity of the data we hold. This allows us to better integrate business intelligence which in turn will help us develop more efficient customer focussed process.

## Key Implications

### Financial

Current work in support of the strategic direction set out in this report is costed within allocated budgets. Any additional funding required in future years will, in the first instance, be sought from derived service efficiencies.

### Legal Implications and Risk Assessment Statement.

None

### Equality Assessment

There are no equalities impacts arising from this report.

Appendices                      None

Background Papers              None

**Jim Carrington-West**  
**Chief Officer Corporate Services**

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## ANNUAL COMPLAINTS REPORT 2018/19

### Improvement and Innovation Advisory Committee - 27 June 2019

Report of Chief Officer Corporate Services

Status: For Information

Key Decision: No

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Executive Summary: This report updates Members regarding customer complaints and feedback monitoring for the year 2018/19, as compared to 2017/18.

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This report supports the Key Aim of improving the key services we deliver to the public

Portfolio Holder Cllr. Peter Fleming

Contact Officer(s) Amy Wilton x7280 Julie Heather x7125.

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**Recommendation to Improvement and Innovation Advisory Committee:** That the report be noted.

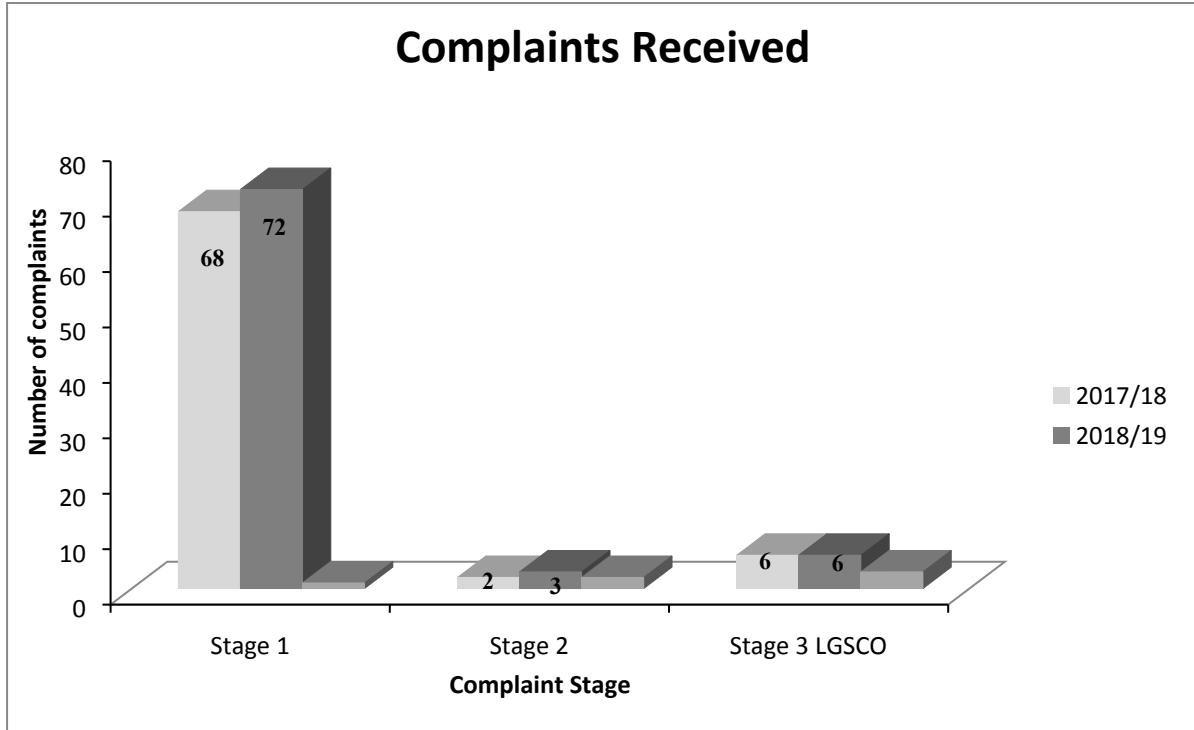
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#### Introduction and Background

1. This report provides details of formal complaints received by Sevenoaks District Council during the period 1 April 2018 to 31 March 2019. Complaints data provides the Council with a useful tool to highlight specific concerns, assist in the identification of trends and common areas of concern and act as a guide to which remedial action may be required to deliver service improvement.
2. The Council's formal complaints procedure defines a complaint as '*any expression of dissatisfaction with our services whether justified or not*'. If a customer is contacting the Council for the first time regarding assistance for a Council service, then this will be dealt with as a service request. The complaints process will be used if a customer specifically states they would like us to follow the "complaints process" and/or they make reference to items from within the formal process (e.g. Stage 1) or the customer is contacting us for a second time regarding the same matter and wishes to make a complaint.
3. The procedure is based on a two-stage internal process. If complainants are still dissatisfied with the outcome after both Stage 1 and Stage 2, they can then request the Local Government and Social Care Ombudsman investigate at Stage 3.

**2018/19 Complaints figures**

4. The Council received a total of 81 complaints in 2018, an increase of 5 since 2017. The following graph shows at which stage of the complaints process each of the complaints were received.



**Stage 1 Complaints**

5. Stage 1 complaints received

	2017/18	2018/19
<b>Total</b>	68	72

6. 2018/19 saw a slight increase in Stage 1 complaints received. Development Services, Housing Advice, Parking and Revenues attracted the most complaints. Benefits, Communities & Business and Direct Services have all seen a reduction in complaints compared to last year. For a breakdown of Stage 1 complaints received by service area see appendix A.
7. Of the 72 Stage 1 complaints received in 2018/19 72% were found to be invalid. This was because customers had made incorrect claims, unrealistic claims or had contacted the wrong organisation.

8. Outcome of complaints at Stage 1

	Total 2017/18	Total 2018/19
Complaint invalid	39	52
Complaint upheld	29	20
<b>Total</b>	<b>68</b>	<b>72</b>

No financial payments were made at Stage 1.

**Lessons Learned**

9. An integral part of the Council’s corporate complaints process is ensuring that the outcomes are evaluated and any areas where lessons can be learnt to improve the way we do things and prevent similar errors occurring in the future are documented and action is taken.
10. Over many years the Council has continually applied the learning from previous complaints to improve our services. This is reflected by the ongoing fall in the number of Stage 1 complaints to the Council to just 72 in 2018/19. As we work harder to ensure customers receive the service that they want from the Council we are also finding that more complaints are upheld as we seek to drive up standards.
11. Since April this year there have been 15 occasions where learning has been taken from complaints made to the organisation at Stage 1 or Stage 2 in order to improve our service to the customer.
12. In the majority of these cases the lessons learnt are about the way information is communicated to customers. That can be the timeliness or clarity of writing to a resident or about a lack of available information that has caused a customer a difficulty.
13. The Corporate Customer Services and Delivery Manager continues to work closely with Service Managers to ensure that improvements to services continue to address the learning coming from complaints. This is evidenced in part by the low number of complaints received by the Council and the fact that the LGSCO has not been required to uphold complaints about us.

**Stage 2 Complaints**

14. Stage 2 complaints received

	2017/18	2018/19
<b>Total</b>	2	3

This year saw a slight increase in Stage 2 complaints. For a breakdown of Stage 2 complaints received by service area see appendix B.

Out of the 3 Stage 2 complaints investigated during 2018/19, 1 was upheld with some recommendations for improvement. This complainant requested their concerns be reviewed by the Local Government and Social Care Ombudsman. It relates to Housing Advice and is still under investigation.

15. Outcome of complaints at Stage 2

	Total 2017/18	Total 2018/19
Complaint invalid	1	2
Complaint upheld	1	1
<b>Total</b>	2	3

No financial payments were made at Stage 2.

**Stage 3 complaints - Local Government and Social Care Ombudsman**

16. In 2018/19 the Local Government and Social Care Ombudsman received 6 complaints about this authority. Of the 6 complaints 4 were closed after initial enquiries with no further action and 2 are still under investigation. The following table shows the decisions made by the LGSCO by service area. For LGSCO complaints received by service area see Appendix C.

LGSCO Decision	Service area	Number of decisions
Closed after initial enquiries - no further action	Legal	1
	Planning	1
	Revenues	2
<b>Total</b>		<b>4</b>

17. The Ombudsman has yet to provide the annual letter. Therefore, no comparison can be made to other Local Authorities.

18. No financial payments were made at this stage.

#### Key Implications

#### Financial

The Council made no financial payments as compensation in 2018/19 to resolve complaints.

	Compensation Paid (£)	
	2017/18	2018/19
Stage 1	990.50	0
Stage 2	0	0
LGO	0	0
<b>Total</b>	<b>990.50</b>	<b>0</b>

#### Equality Impacts

There are no decisions recommended through this paper. There is therefore a remote or low relevance to the substance of the Equality Act. There is no perceived impact on end users.

#### Appendices

Appendix A - Table to show Stage 1 complaints received by service area.

Appendix B - Table to show Stage 2 complaints received by service area

Appendix C - Table to show LGSCO complaints

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received by service area

Background Papers: None.

**Jim Carrington-West**  
**Chief Officer Corporate Services**



## Appendix A - Stage 1 complaints received by service area

	Stage 1 Complaints received			
	2017/18	% of total	2018/19	% of total
Audit	0	0	0	0
Benefits	11	16	8	11.1
Building Control	0	0	0	0
Communications	0	0	0	0
Communities & Business	3	4.5	0	0
Customer Services	0	0	0	0
Democratic Services	0	0	0	0
Development Services	18	26.5	17	23.7
Direct Services	10	14.7	6	8.3
Electoral Services	0	0	0	0
Environmental Health	3	4.5	6	8.3
Facilities Management	0	0	1	1.4
Housing Advice	4	5.8	10	13.9
IT Services	1	1.5	0	0
Land Charges	0	0	1	1.4
Legal	0	0	0	0
Licensing	1	1.5	0	0
Local Tax	9	13.2	11	15.2
Parking Services	7	10.3	12	16.7
Planning Policy	0	0	0	0
Print	0	0	0	0
Private Sector Housing	1	1.5	0	0
Property	0	0	0	0
<b>Total</b>	<b>68</b>	<b>100</b>	<b>72</b>	<b>100</b>

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## Appendix B - Stage 2 complaints received by service area

	Stage 2 Complaints received			
	2017/18	% of total	2018/19	% of total
Audit	0	0	0	0
Benefits	0	0	1	33.3
Building Control	0	0	0	0
Communications	0	0	0	0
Communities & Business	0	0	1	33.3
Customer Services	0	0	0	0
Democratic Services	0	0	0	0
Development Services	0	0	0	0
Direct Services	0	0	0	0
Electoral Services	0	0	0	0
Environmental Health	1	50	0	0
Facilities Management	0	0	0	0
Housing Advice	0	0	1	33.3
Housing Standards	0	0	0	0
IT Services	0	0	0	0
Land Charges	0	0	0	0
Legal	0	0	0	0
Licensing	0	0	0	0
Local Tax	0	0	0	0
Parking Services	1	50	0	0
Planning Policy	0	0	0	0
Print	0	0	0	0
Private Sector Housing	0	0	0	0
Property	0	0	0	0
<b>Total</b>	<b>2</b>	<b>100</b>	<b>3</b>	<b>100</b>

**Appendix C - Local Government and Social Care Ombudsman complaints received by service area**

LGSCO Complaints received 2018/19	
Development Services	1
Housing Advice	1
Environmental Health	1
Legal	1
Revenues	2
<b>TOTAL</b>	<b>6</b>

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## CUSTOMER REDESIGN

### Improvement and Innovation Advisory Committee - 27 June 2019

Report of	Jim Carrington-West - Chief Officer Corporate Services
Status	For Information
Key Decision	No
Portfolio Holder	Cllr. Peter Fleming
Contact Officer	Amy Wilton, Ext. 7280

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**Recommendation to Improvement and Innovation Advisory Committee:** That the report be noted.

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**Reason for recommendation:** This report is for information only.

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#### Introduction and Background

- 1 A project is underway to re-design the approach we take to delivering Council services.
- 2 We are doing this now to ensure the Council is prepared for what it assesses to be the future of local government. Demand for Council services is growing, customers want to interact with services in the way that best suits them and they have ever increasing expectations. We believe this will lead us to need to do more with the resources we have. To achieve this we want to do things more effectively, more efficiently and through better use of data, IT and other technology in order to create more capacity to enable us to meet current and future challenges.
- 3 The growth and development of our staff remains important to us. We will provide more opportunity for career growth, linked to a career grade pay structure.
- 4 Through this project we will:
  - Resolve a greater proportion of all customer contact at the first point of contact.
  - Reduce the levels of avoidable contact from customers.
  - Increase the number of customers using self-service options.
  - Sustain or improve performance of services.

## Agenda Item 11

- Sustain or improve levels of customer satisfaction.
  - Create an improved career structure for customer facing staff.
- 5 To date, the Planning service and Housing Advice service have been reviewed through Customer Redesign.
- 6 The Corporate Customer Services and Delivery Manager will give a presentation to explain the project in more detail.

### **Key Implications**

#### Financial

There are no financial implications to this report.

#### Legal Implications and Risk Assessment Statement.

There are no legal or risk implications related to this report.

#### Equality Assessment

The decisions recommended through this paper have a remote or low relevance to the substance of the Equality Act. There is no perceived impact on end users.

### **Conclusions**

This report is for information only and Members are requested to note the report.

**Appendices** None

**Background Papers** None

**Jim Carrington-West**

**Chief Officer Corporate Services**

**Improvement and Innovation Work Plan 2018/19 (as at 31/05/19)**

20 June 2019	3 October 2019	28 November 2019	27 February 2020
Annual complaints report GIS update Customer Service projects			

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