



**Doncaster
Council**



Complaints and Compliments Annual Report for 2019/20

1. Introduction

The purpose of this report is to summarise complaints and compliment information for 2019/20 for Doncaster Council and partners. This includes the Council, Doncaster Children's Services Trust (DCST), St Leger Homes of Doncaster (SLHD) and Doncaster Culture and Leisure Trust (DCLT).

The aim of complaint procedures is to resolve any dissatisfaction promptly, effectively and transparently and to inform service improvements to prevent service users experiencing the same issues in the future. The Council, DCST, SLHD and DCLT all have complaint policies and procedures. They also have officers who are responsible for ensuring the complaint and compliment processes are followed and are available to support customers and staff to ensure that making a complaint is as easy as possible for all concerned. These officers also ensure we respond to enquiries and investigations from the Local Government and Social Care Ombudsman (LGSCO).

The Council's definition of a complaint is:

“An expression of dissatisfaction, however made, about the standard of service, actions or lack of action taken by the Council or their staff, which affects a customer or a group of customers”

The aim of the complaint procedure is to resolve any dissatisfaction promptly, effectively and transparently and to assist with service improvements. All councils have a duty to provide available access to residents to report concerns and must investigate and respond within a reasonable and defined timescale.

2. Complaints Procedure

Early Resolution

Complaints that can be fully resolved to the complainant's satisfaction within 3 working days is the Council's preferred method of dealing with complaints. We aim to deal with the majority of complaints by early resolution. However, the Council will need to deal with some complaints through a formal investigation approach due to their complexity.

Stage 1 – Local Resolution

At this stage, a senior officer within the service area will investigate the complaint and send a full response to the complainant within 10 working days. In the event a complaint cannot be responded to in full by this time then the customer must be updated and an extension recorded with a new due date. Any extensions agreed should be shared with the Customer Experience team who will be monitoring the progress of each complaint.

Escalated Complaint Investigation

A complainant can request an escalated complaint investigation if they are unhappy with the outcome of the Stage 1 response. The Customer Experience team will review whether there has been any additional information provided by the complainant that

would warrant a further review. An independent senior officer would conduct the investigation. Their role is to ensure that a thorough investigation is carried out and a full response provided to the complainant within 20 working days (or a pre agreed timescale) of their latest communication. The Escalated investigation is the end of the Council's complaints procedure, there is no further right to appeal to the Council following the final response.

DMBC, DCST and SLHD all use the same procedure. DCLT aim to answer in full within 7 working days with no second stage. DCST also have a statutory procedure for their statutory complaints. This procedure is defined in The Children Act 1989 Representations Procedure (England) Regulations 2006.

Local Government Social Care Ombudsman

Following a full investigation, a complainant can approach the Local Government Social Care Ombudsman (LGSCO). The LGSCO will not usually investigate a complaint unless it has been dealt with through the Council's complaint procedure first and exhausted the internal complaints procedure. The option to approach the LGSCO is the third and final stage of the Council's complaints procedure and is the final point of contact to attempt resolution of a complaint.

3. Outcome and Resolution

There are three main categories for classifying the outcome of a complaint, which are as follows:

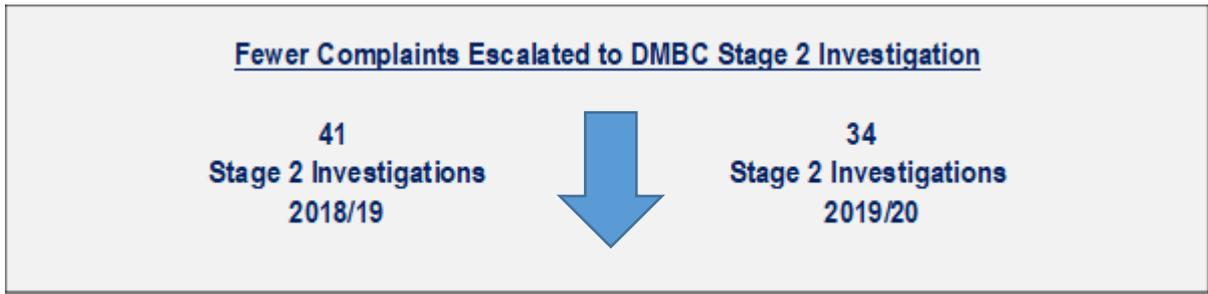
- *Upheld:* This is where we agree with the concerns raised and as a result, have put measures in place to improve service delivery going forward.
- *Partially Upheld:* We agree with some of the issues identified but not all.
- *Not Upheld:* There has been no evidence found to support the allegations of concern.

In cases where a complaint is upheld or partially upheld, an apology is always given for the faults that have occurred. In some instances, the investigator of the complaint may recommend that training be carried out for relevant staff members to ensure any knowledge gaps are addressed.

There may also be instances whereby complainants are offered a gesture of goodwill for time and trouble in making their complaint. This can be monetary or an appropriate gift. In most cases where a fault has been identified and a recommendation made, the Customer Experience Officer will monitor this to ensure any agreed action is taken.

4. Council Key Headlines 2019/20





5. Citizen Access Channels

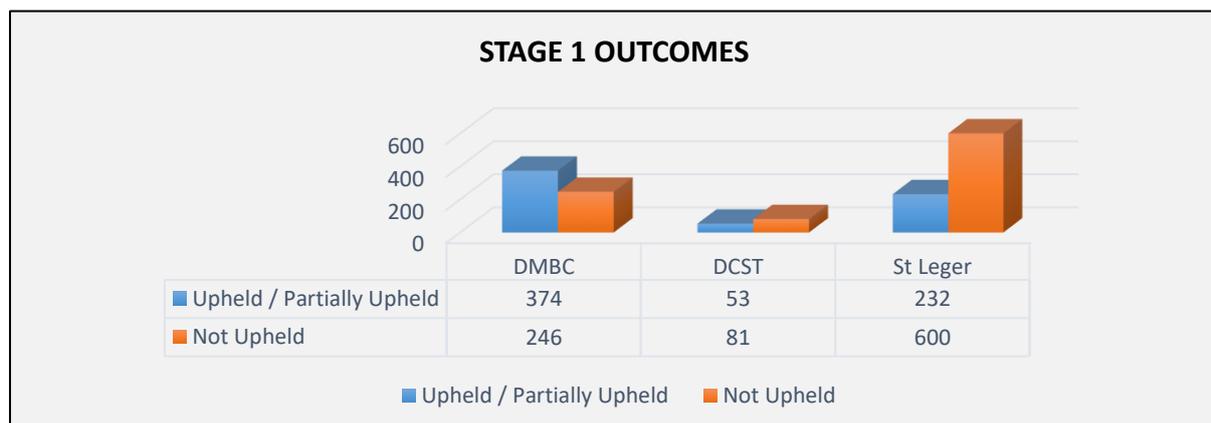
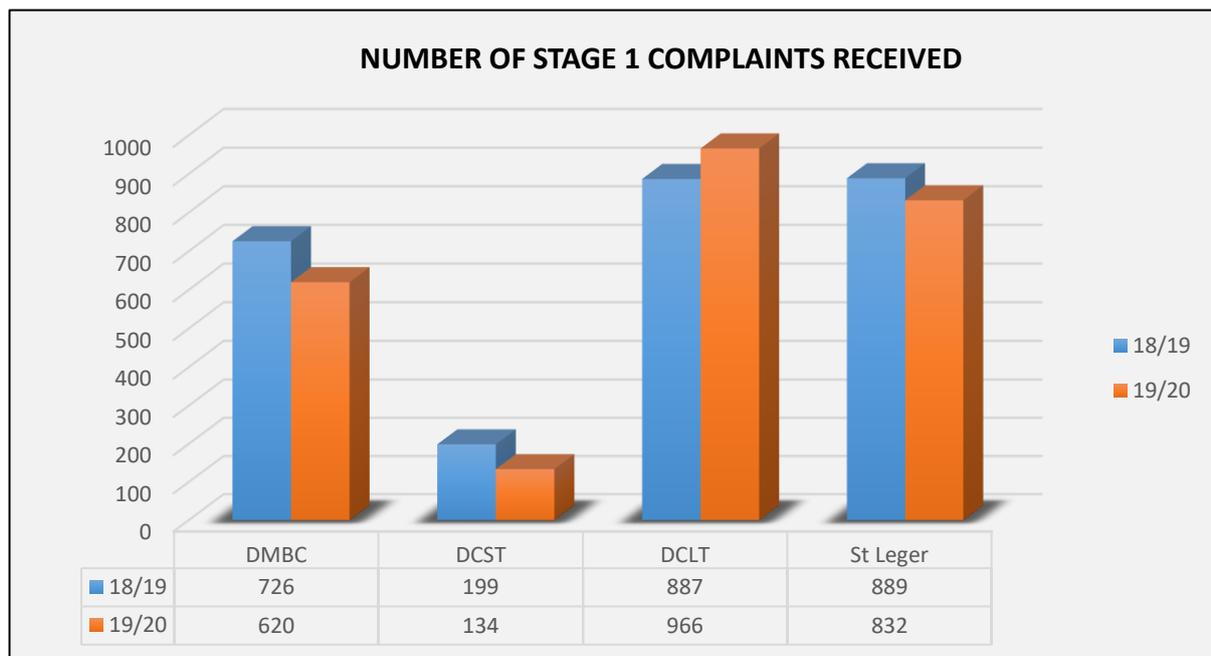
The following access channels were used by Doncaster people to log complaints across each of the organisations. On-line is the most efficient and least costly both for the organisation and the citizen.

ACCESS CHANNELS	DMBC	DCST	DCLT	SLH
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Website / Online	79.0%	6.0%	47%	3.0%
Email / Letter	2.0%	39.0%	24%	34.0%
Telephone	18.0%	36.0%	23%	55.0%
Face to Face	1.0%	3.0%	1%	8.0%
Other/3rd Party Enquiry	0.0%	16.0%	5%	0.0%

6. High Level Analysis

Across all the organisations in 2019/20, we saw a reduction in the number of complaints received by a cumulative 149, resulting in 2552 compared to 2701 in the previous year. This would suggest the quality of the service provided and lessons learnt from 2018/19 have positively influenced the impact our services are having on Doncaster people. This does of course include March 20 when the Covid-19 lockdown occurred which may also have had a slight impact.

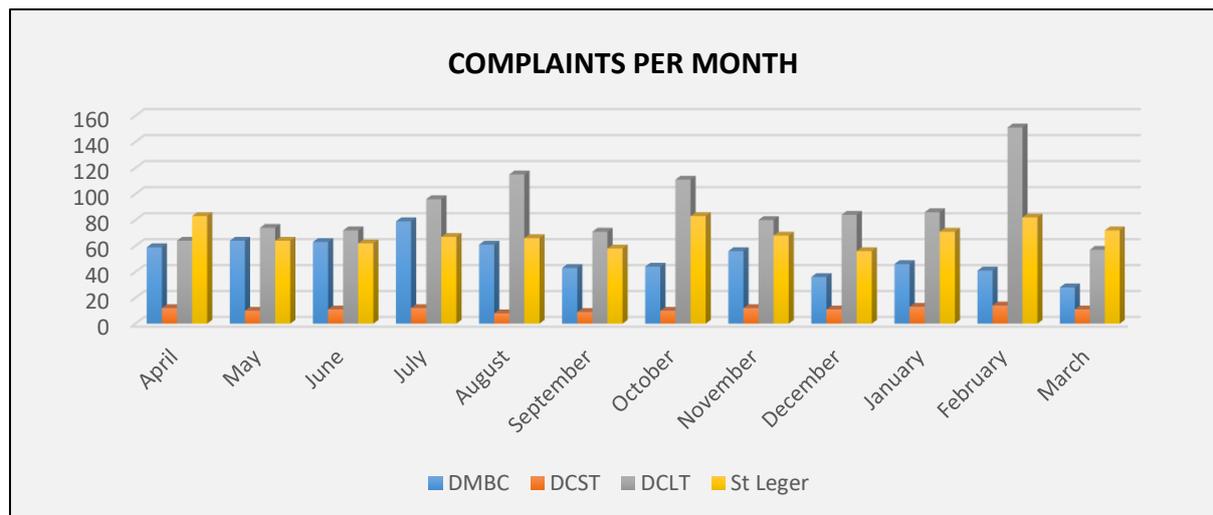


Doncaster Council monthly trends for 2019/20 are comparable to previous years, seeing a slight reduction during the Christmas period. Over the course of the year, there have not been any significant peaks in the number of complaints received. The largest number of complaints was 79 in July, though these were across the authority and not for one particular service area. The lowest being in March with just 28 complaints received, this may be due to the COVID pandemic, as not all attention would have been focused on complaining about council services.

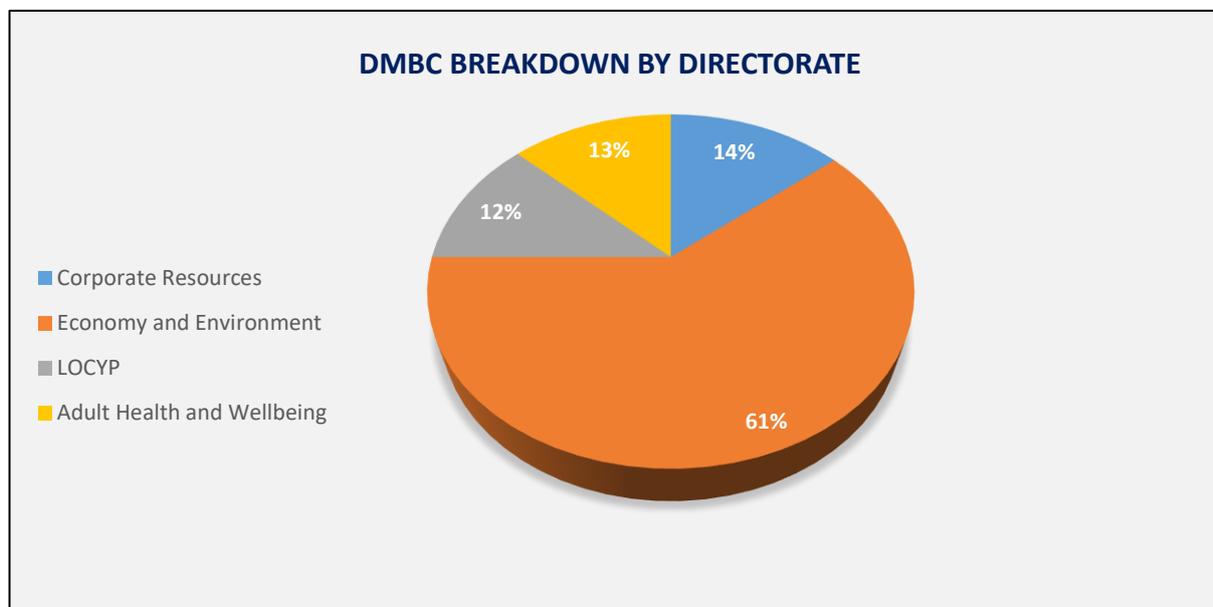
St Leger Homes monthly trends in 2019/20 are comparable to previous years, seeing the majority of complaints raised during quarter 4, where we see weather temperatures drop and we see a rise in complaints about damp to properties. The majority of the complaints are due to lifestyle conditions, not enough heat and ventilation, rather than the properties suffering from rising or penetrating damp.

DCLT monthly trends in 2019/20 remain consistent throughout the year with some small peaks, which correlate to increased footfall during school holidays. There was a significant peak in February, which can be attributed to the introduction of a new queuing and entry system to the Swimming Pool at the Dome.

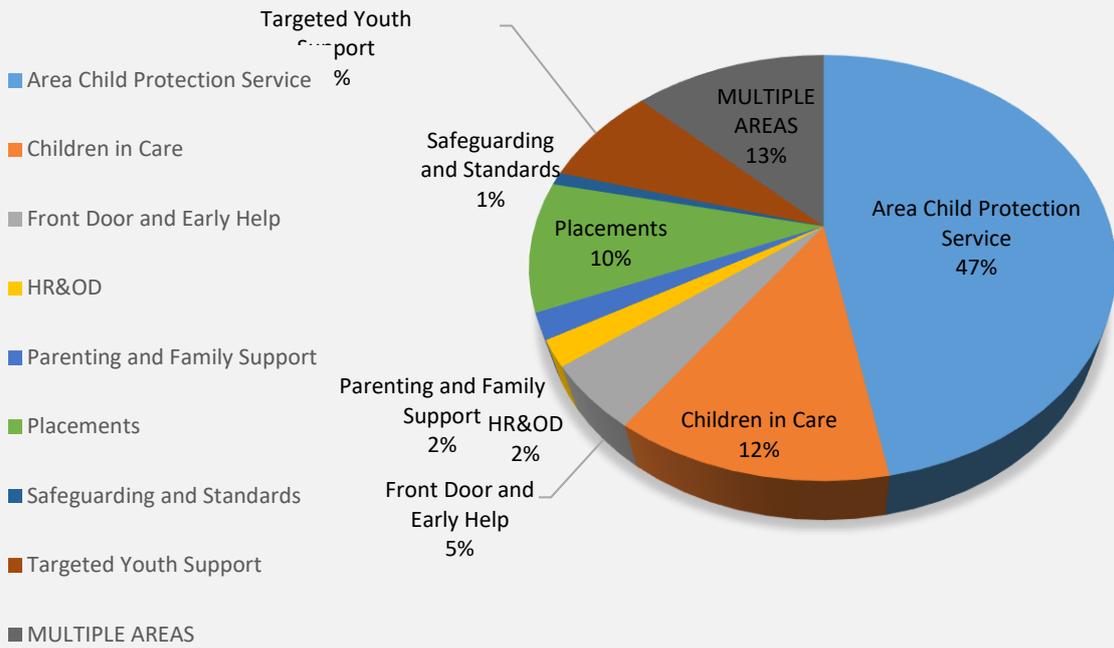
The number of complaints received each month by DCST remained consistent throughout 2019/2020



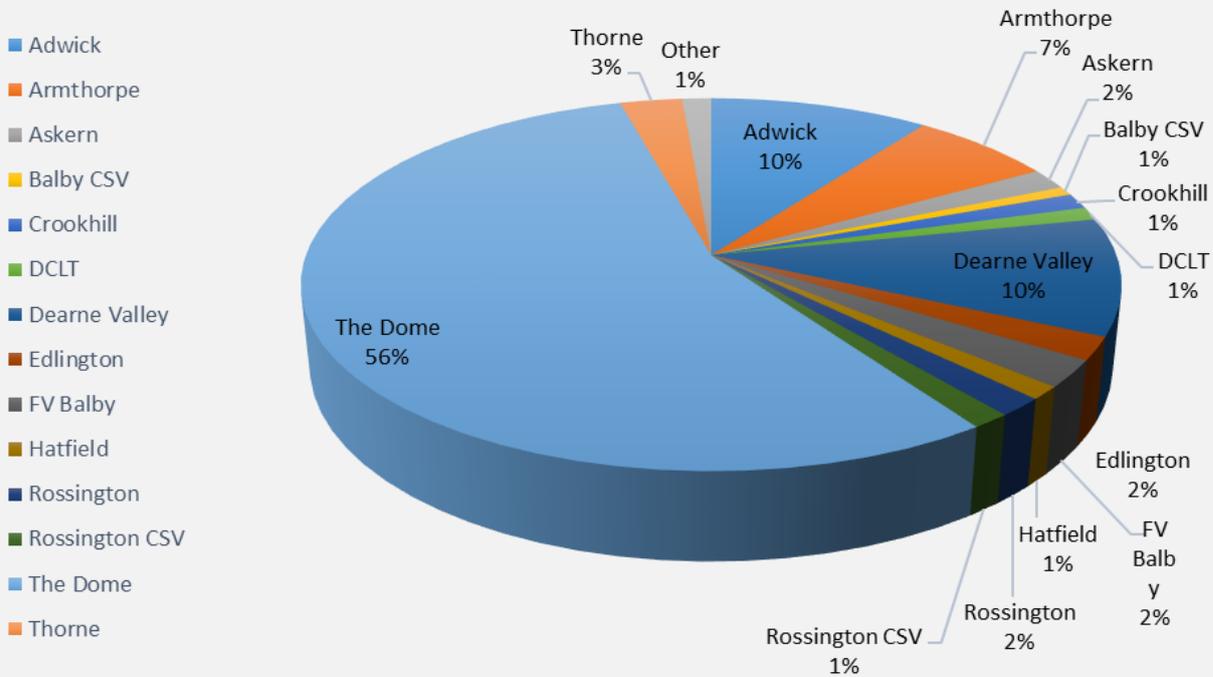
7. More Detailed Breakdown

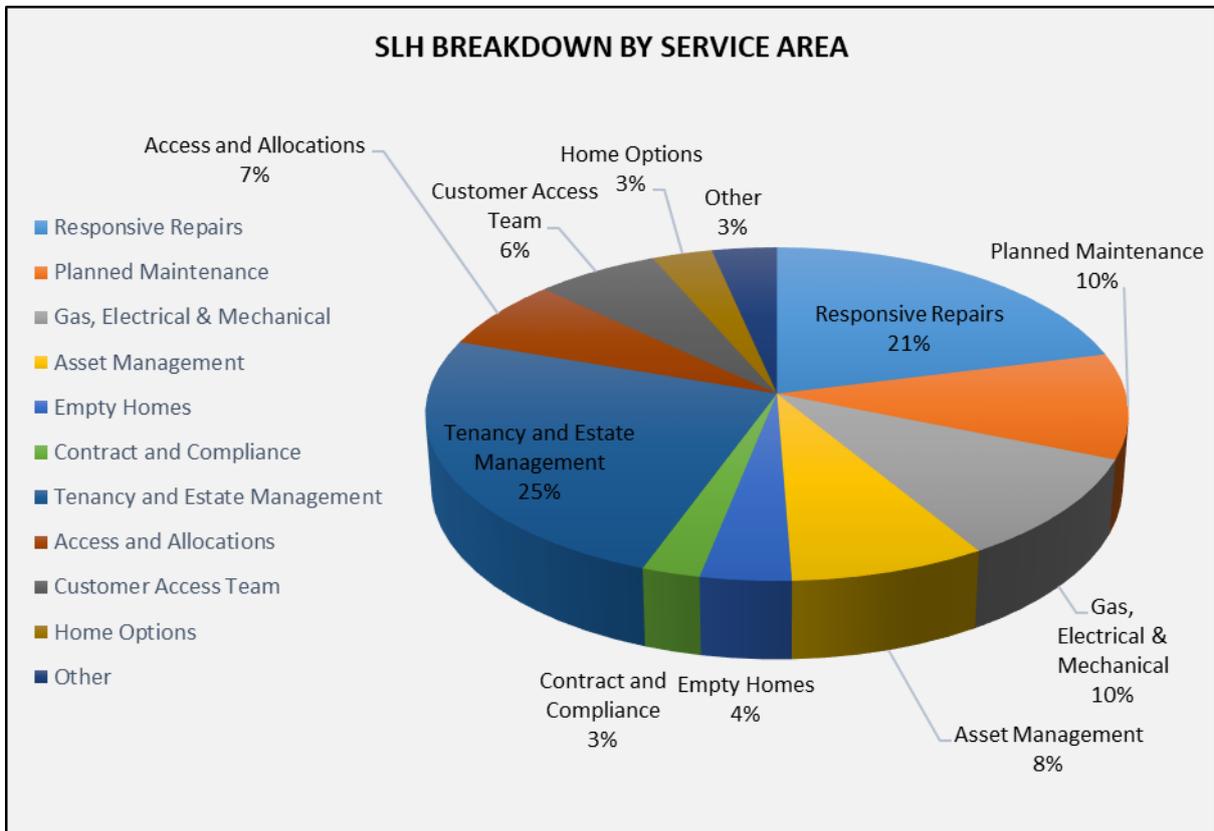


DCST BREAKDOWN BY SERVICE AREA



DCLT BREAKDOWN BY SERVICE AREA

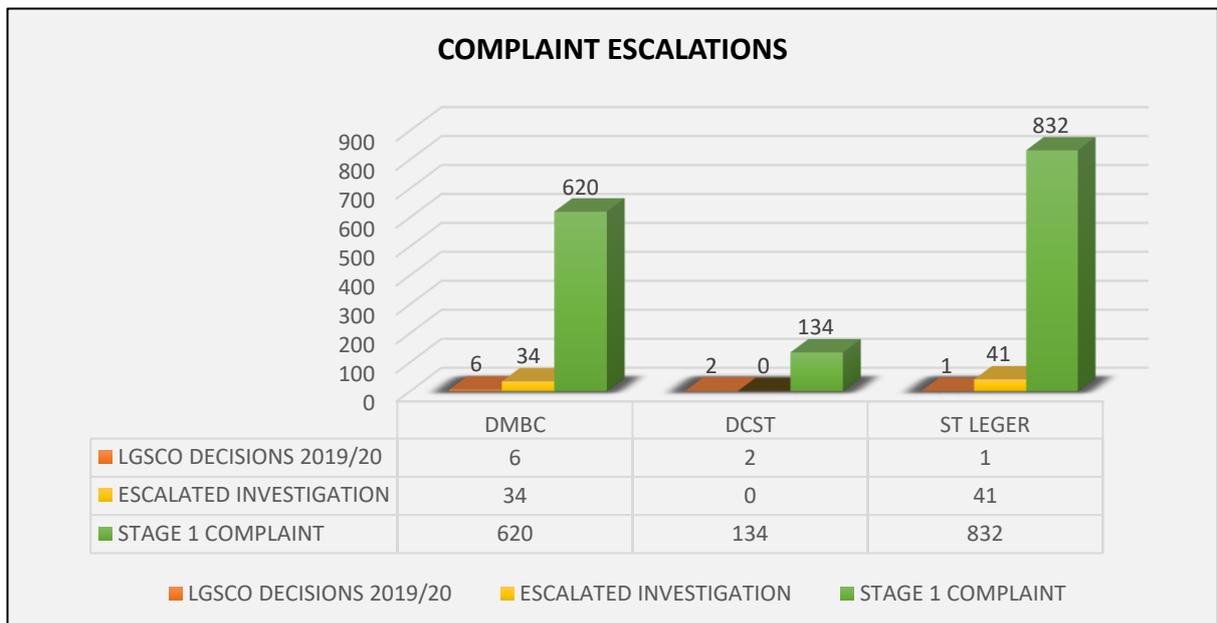




8. Escalated Complaints

Although the majority of all complaints will be investigated and resolved at the first stage of the complaints procedure, if a customer still feels aggrieved or they have additional evidence they wish to provide they can request that their complaint is escalated to Stage 2 of the complaint procedure for DMBC, DCST and SLHD. DCLT currently do not have a Stage 2 within their complaints procedure.

The Stage 2 investigations are carried out internally. If they are still dissatisfied with the response from their Stage 2 investigation, they may then proceed to an independent investigation by the LGSCO. The figures relating to these investigations are as follows.



Local Government & Social Care Ombudsman (LGSCO)

As a final stage to the complaints procedure, complainants have the right to approach the LGSCO following an unsatisfactory Stage 2 response. The LGSCO will direct the customer back to the Local Authority if the complainant has not yet given the Council the opportunity to resolve the complaint through our complaints procedures. The LGSCO may also pass the complaint back to the council if they consider that there is more that could be done to resolve the complaint.

The LGSCO will request necessary information from us for review and then will contact the Council should they decide that the matter falls within their jurisdiction and wish to investigate further. The LGSCO investigate malpractice or poor service and are instructed to comment on or request changes council policies.

The LGSCO publish an annual review letter every year, which details the complaints that they have received for each authority. During 2019/20 across DMBC, SLHD and DCST, the LGSCO received a total of 61 applications, the majority of which either being premature as the internal complaints procedure had not being completed or cases where the LGSCO decided not to investigate the matter further.

The LGSCO carried out detailed investigations on nine applications, seven were upheld in the customers favour and two were not upheld. 78% were upheld compared to an average of 67% in similar authorities. When comparing the number of decisions following investigations by the LGSCO to last year's statistics, we find that the number of investigations had reduced by 50%. Throughout the year we have been ensuring that, any Stage 1 or Stage 2 investigations that were carried out within the internal complaint procedure had addressed all the customers concerns before the response was sent to the customer. This ensures that if a customer chooses to seek independent advice from the LGSCO, DMBC have provided comments on all aspects of the complaint and that the LGSCO should only consider a full investigation if they believe DMBC to have provided incorrect advice or have not recognised any injustice that may have been caused to a customer.

In 100% of cases the LGSCO were satisfied that either DMBC, DSCT or SLH had successfully implemented their recommendations when a complaint was upheld.

Appendix 2 includes the LGSCO Annual Letter relating to Doncaster and shows very good performance in comparison with other local authorities.

9. Lessons Learned and Service Improvements

Doncaster Borough Council

The most positive changes throughout 2019/2020 when comparing complaints to the previous year are in two key areas, these are Waste and Recycling and Planning and Development. These two areas alone have seen a combined reduction of 175 complaints during the last 12 months.

Waste and Recycling

We have seen the number of complaints drop significantly in this area from 296 in 2018/19 to almost half that number, 150 throughout 2019/20. We can attribute this to a number of factors.

The Waste & Recycling information on the council's website has been re-designed so that is much easier for customers to report waste & recycling issues or to request a waste & recycling service online. This has ensured that customers' enquiries are immediately routed to the correct officer, reducing the lead-time for delivering service requests.

The Waste & Recycling Team have been working closely with the Customer Experience Team, introducing a service improvement group to ensure that officers have the appropriate knowledge and skills to resolve customer enquiries at the first point of contact, reducing the number of customers wishing to make a formal complaint.

In previous years there have been significant changes to the Waste & Recycling service such as the introduction of the blue wheelie bins, charging for new and replacement bins and changes to collection rounds, these have been a major concern for some residents. The lack of changes this year has resulted in consistent delivery of the waste & recycling service and resulting reduction in the number of complaints received.

Planning and Development

Over the course of the previous two years, we have seen the number of complaints for Planning and the Planning Enforcement team reduce from 45 complaints during 2018/19, to just 16 complaints in 2019/20.

The Planning team have continued their ongoing commitment to 're-think planning', which is a continuous improvement programme responding to performance information, customer feedback and government changes. The process has recently been more customer focussed, networking and engaging with applicants and developers as well as utilising planning agents and developers who will have key contact in the Planning Services. The planning department also offer a pre-application service where customers can talk to them about proposed schemes prior to submitting a planning application. Improving the first point of contact for customers has been a real focus as well as enhancing their updates and engagement with affected parties throughout the planning process.

More recently the Planning team have expanded this shared improvement strategy across the Sheffield City Region ensuring consistency, value for money services and responding to our customer's needs.

Street Scene

We have seen a slight rise in complaints for Street Scene this year. Street Cleansing and Fly Tipping teams received 39 complaints during the period 2018/19 but saw this increase during 2019/20 year to 55.

During the year, we noted a trend of complaints from residents who were submitting reports to have street cleansing carried out or fly tipping removed. Customers were complaining that their reports were being closed down before the work had been completed. If a customer makes a report on the council's website, these reports are automatically routed directly to the service area to carry out the work. Once the work has been completed, then the report should be closed and the customer can see that their report has been actioned. However, after further investigation it became apparent that officers were closing down reports first and then carrying out the work. Although this worked well for the department, it gave customers the impression that the report had been closed and no work was to be carried out. As a result of these complaints, Street Scene have now changed their process, reports are now only closed once the work has been completed and update notes are now provided for customers on the status of their enquiry.

Following this change in September, we have seen a significant reduction in complaints of this nature.

Adult Social Care

Within Adult Social Care, it became apparent that customers were unhappy with the length of time it was taking to receive an Occupational Therapy Assessment. Due to the number of residents requiring this service the possibility of reducing the timeframe is not always possible, however to improve the customers experience the team have increased communication with these customers to set out clearer expectations with full explanations of timescales and priority statuses. The team have developed a Complaint Prevention Group and regularly meet with the Customer Experience Team to discuss their complaints, any potential concerns and service improvements that they have introduced.

Throughout 2018/19, communication with the Safeguarding team was in some cases causing concerns for our customers. The team have now adapted the process to ensure there is increased contact with individuals who raise safeguarding concerns and ensuring that training needs of providers are proactively identified to prevent similar situations occurring in the future.

Learning & Opportunities for Children and Young People (LOCYP)

LOCYP received an increase in complaints this year after a change in the school transport providers. LOCYP ensured that the new providers received further training on how to manage children with additional needs and were provided with improved instructions relating to pick up and drop off times. Following the implementation of these actions, LOCYP have not received any further complaints relating to these issues.

St Leger Homes

Over the course of the last 12 months, St Leger Homes have identified three key areas which customers were expressing a concern of dissatisfaction about when receiving the service. Once these areas were identified, St Leger Homes were quick to put in

place actions or training to prevent further complaints and increase satisfaction for the customer.

Property Services

A number of customers reported that there was a manufacturing issue with the boiler installed in their property. A number of these appliances had leaked and caused damage to the property walls. Following further investigations, it was determined that the issue was due to the method of installation of the condensate pumps. Once the error had been identified, all appliances were remedied causing no further issues for the tenants.

Access and Allocations

A number of information and training issues were identified primarily the content of letters sent to customers regarding deceased tenants and customers reporting a lack of information received in relation to their housing applications or requests for further information. Both of these issues were addressed by improving the existing processes, creating more ownership for individual case management and ensuring that all staff involved in these areas received full end-to-end training on the new processes.

Tenancy and Estate Management

St Leger Homes have also received requests from tenants that St Leger operatives should be more visible on local estates to try to reduce anti-social behaviour. St Leger Homes have reviewed and updated their Estate Walks programme to ensure resources are targeted where they are most needed based volume of reports in specific areas.

Doncaster Culture and Leisure Trust

Over the course of the last 2 years, DCLT have seen the majority of customer concerns they received relate to the Dome. It was identified that a number of these concerns were in relation to two key areas, which were making the customer experience at this venue unpleasant and uncomfortable. These areas were cleanliness issues and temperatures in the gym changing facilities.

DCLT following the identification of the key areas have changed the cleaning provision and improved the cleaning schedules to ensure this is a task that is completed at intervals that are more regular. They have also completed the installation of an improved air conditioning and airflow system to improve the environment within the changing facilities.

The following 12 months will be a key indicator as to whether these changes have made a positive impact on customers' experiences at the venue.

Doncaster Children's Services Trust

Complaints in relation to this sector touch on a number of different aspects of care.

There have been a number of complaints where customers have felt that reports were biased against them or information within them was inaccurate. DCST provided

guidance to complainants on how to address the issue of incorrect third party information when this had been provided by another professional/agency.

The individual style of how social workers practice has resulted in complaints being received; this has been evident when the customer has compared how previous social workers have interacted with the family. In all cases, the manager has fed back to the relevant social worker the customer's experience so that the social worker can be mindful of this in future.

Parents have complained that social workers have failed to stop contact with the other parent from taking place or decide where a child should live prior to the outcome of an assessment. It has been confirmed in the complaint response that DCST does not make these decisions and parents are advised of their right to exercise their parental responsibility and to seek legal advice in these matters.

10. General Customer Services Contact

As well as complaints, we can also look into what our customer have been telling us either directly on the website or during interactions with the Council's Customer Service Team. This when compared to the previous year is a great indicator of which departments have improved their service and where there is still areas of concern that are affecting our residents.

The key area that we can see have improved and has ultimately generated less customer contact is Waste and Recycling and specifically customer reports of missed waste collections.

Although we can attribute a large proportion of the reduction in customer contact to the implementation of the blue recycling containers in 2018/2019 causing a significant rise in resident concerns, the Waste and Recycling team had also introduced handheld devices for the operators at the beginning of 2018/2019. The introduction of these devices was intended to improve service delivery, which are the results we are seeing this year.

When comparing the previous 2 years' worth of information we can identify that we have received, whether online or through customer services, 7,503 fewer customer contacts due to missed collections.

The total figures for each year are as follows:

2018/2019			
Organic (Green Bin)	Recycling (Blue Bin)	Refuse (Black Bin)	TOTAL
3,178	4,733	5,232	13,143

2019/2020			
Organic (Green Bin)	Recycling (Blue Bin)	Refuse (Black Bin)	TOTAL
1,744	1,543	2,353	5,640

We have also seen a reduction in customer contact in relation to fly tipping; the numbers of these instances being reported have decreased significantly in the space of 2 years. In 2018/2019 DMBC received 12,559 reports of fly tipping in the borough when comparing that to 19/20, we can see this has dropped to 10,626, a reduction of almost 2000 cases.

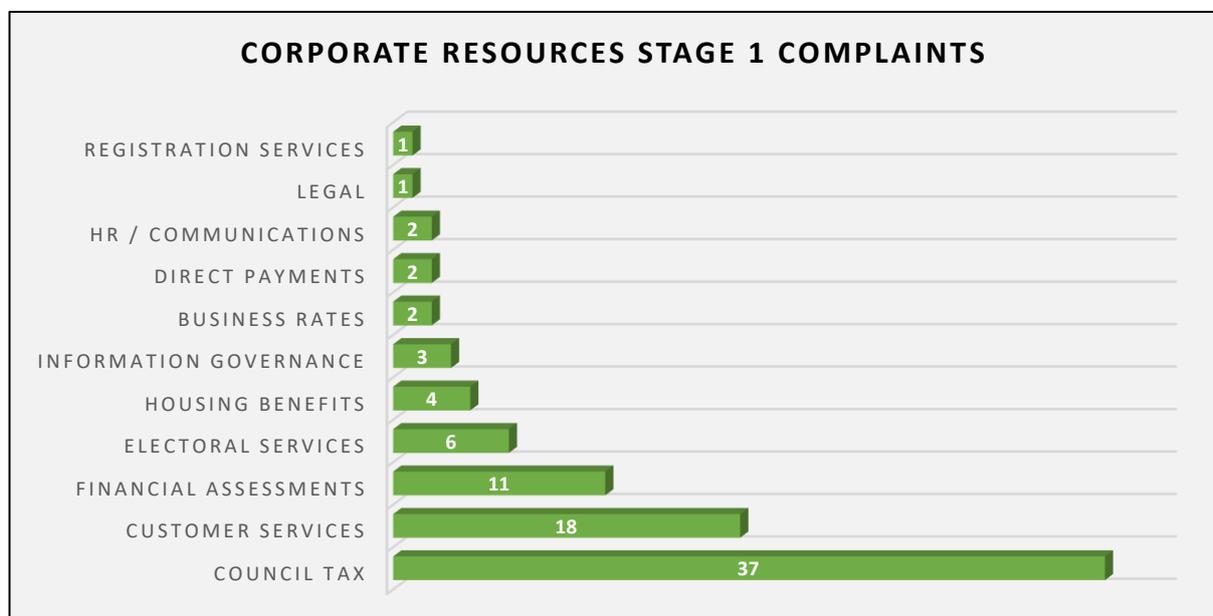
We have however seen an increase in certain areas with the most significant being reports of potholes to the Highways Team. These reports however, coincide, and in the majority attribute to, the large scale flooding which was experienced in Doncaster towards the end of 2019. This water damage is one of the main causes of road deterioration and is a major cause of potholes across the borough. We saw the number of potholes being reported jump from 2012 reports in 2018/19 to 2930 reports in 19/20. Although it is difficult to prevent potholes due to the adverse weather conditions, it is good to see that residents are making Doncaster Council aware of these issues to give us the opportunity to remedy the area before any damage or injury is caused to the public.

11. Doncaster Council by Directorate

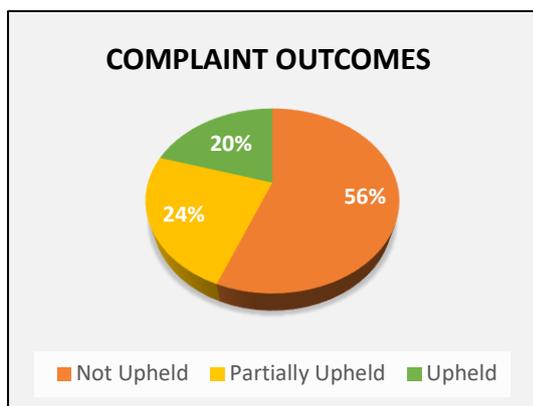
Corporate Resources

Within the Corporate Resources Directorate, the Council Tax department have received the majority of complaints during 19/20. This is to be expected as every household in Doncaster receives this service unlike other areas within Corporate Resources who only engage with customers who require there service

The main reasons for complaints in relation to Council Tax were either customers misunderstanding their Council Tax bill or the recovery process when they were in arrears on their payments. The complaints upheld were found to be due to either system or human error.



Across the Directorate, 86% of all customer complaints were responded to within the timescale of 10 working days. Of those where the timescale was extended due to the complexity of the complaint, customers were notified of the new response date.

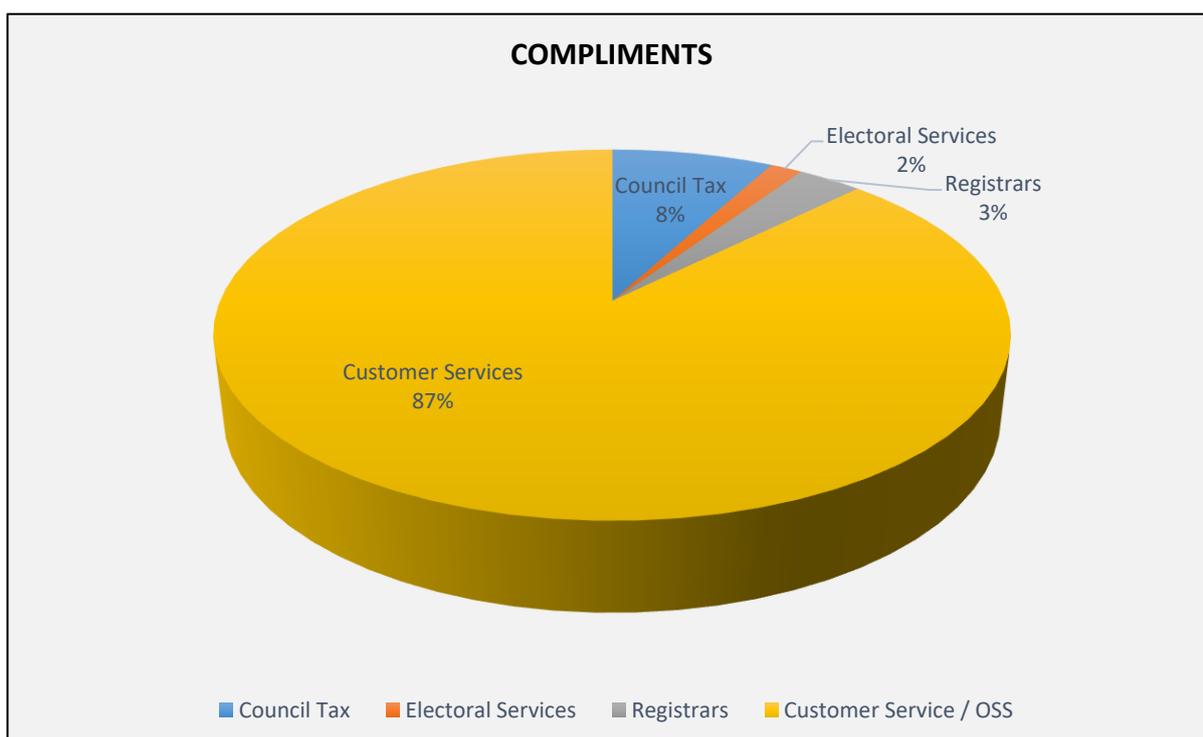


Corporate Resources received seven escalated complaints during 2019/20, 5 of which were for Council Tax from customers who previously had their stage 1 complaint answered and not upheld. Of the five Council Tax escalated complaints, one decision was reversed following a further investigation. The average timescale for responding to all escalated complaints that were received within this directorate was 13 working days, much sooner than the advertised 20 working day lead-time.

Of all Council Tax complaints that were received and responded to over the course of the last year, two customers sought advice from the Local Government and Social Care Ombudsman (LGSCO). In both cases, the LGSCO chose not to investigate the issues raised by the customer.

Compliments

Doncaster Council have received in total 346 compliments, of which 64 were for teams across Corporate Resources. The breakdown of the directorate is below

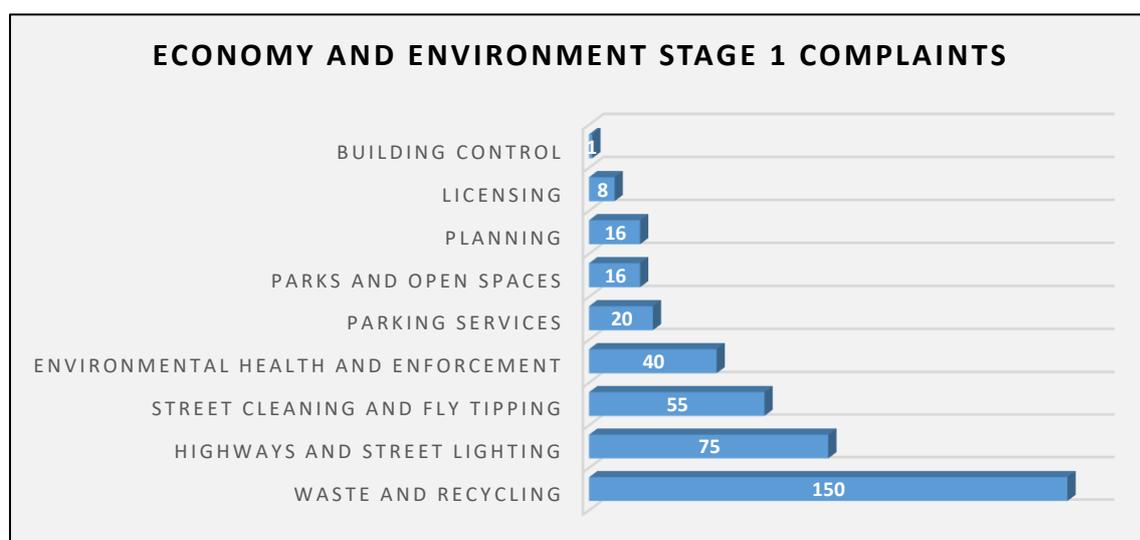


The Economy and Environment Directorate received 381 complaints in 19/20. The services that received the most complaints were those which have the largest impact on the majority of the residents in the borough, Waste and Recycling, Highways and Street Lighting, Street Cleaning and Fly Tipping. These three services equated for 74% of all complaints received for this directorate.

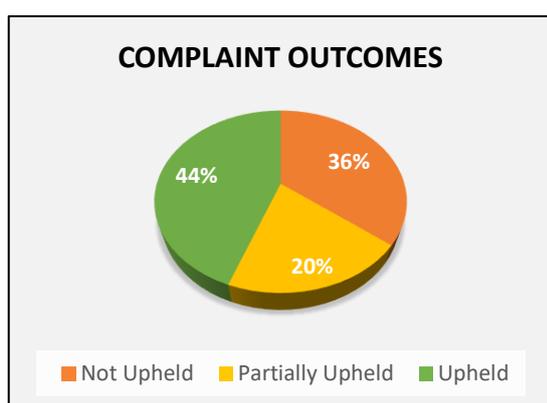
This year Waste & Recycling received 146 less complaints in 19/20 than 18/19. They received 150 complaints in 19/20, which equates 0.2% of all the households in Doncaster.

For Economy and Environment the main complaint themes throughout the year were:

- Lack of communication with customers.
- Road Closures adversely affecting customers travel.
- Street cleansing schedules.



Across the Directorate, 71% of all customer complaints were responded to within the timescale of 10 working days.



Escalated Complaints

Economy and Environment received 13 escalated complaints during 2019/20. Of these, just three were upheld following a further investigation. The average timescale for responding to escalated complaints within this directorate was 19 working days.

Of all Economy and Environment complaints that were received and responded to over the course of the last year, only 3 customers had a finalised LGO decision, 2 being upheld and the other not upheld.

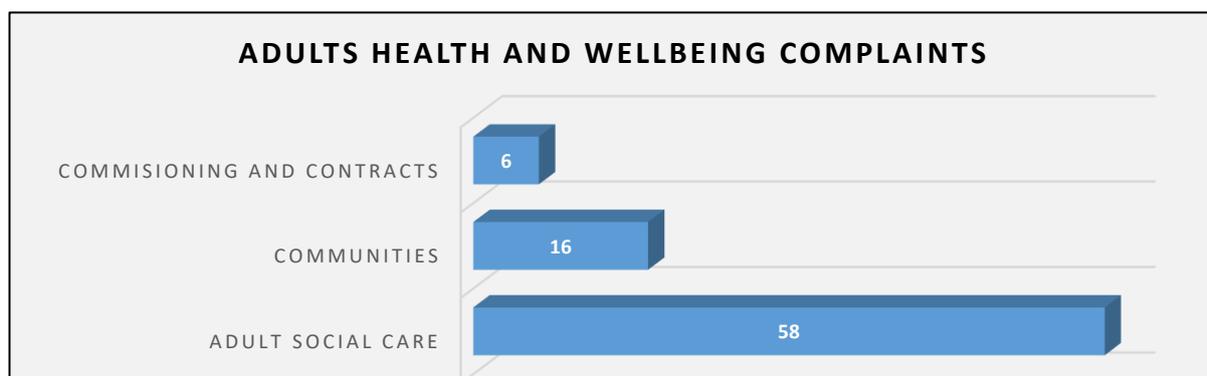
Compliments

Doncaster Council have received in total 346 compliments, of which 217 were for teams across Economy and Environment. The breakdown of the directorate is below

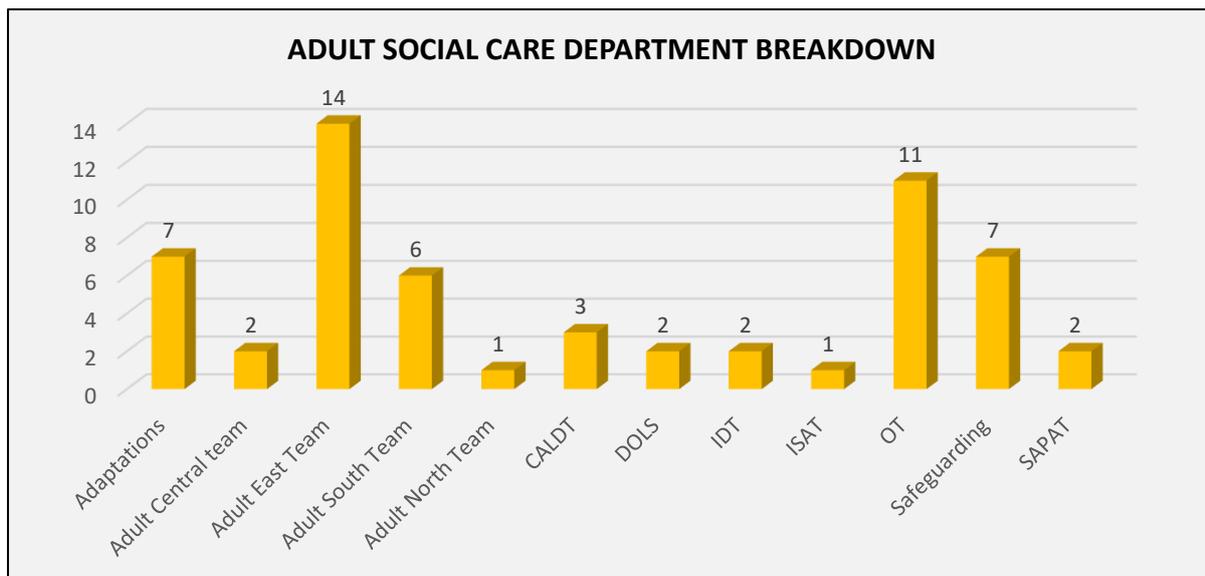


Adults Health and Wellbeing

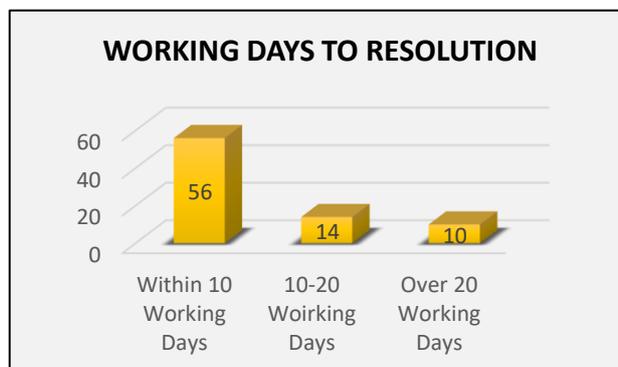
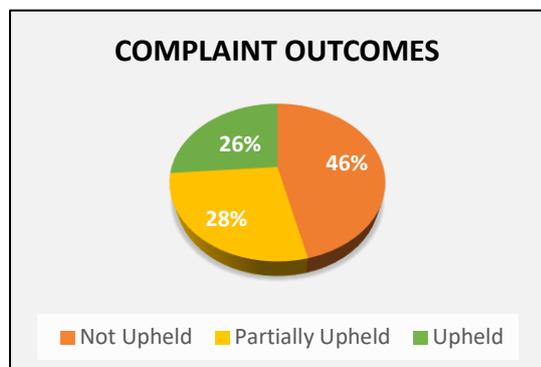
AHWB received 80 complaints in 19/20, with Adult Social Care receiving 58 of these complaints. The departments, which generated the main themes, were Occupational Therapy and Adaptations, which accounted for 18 of the overall figure. The main issues customers were reporting were; the delay in having an occupational therapy assessment completed and the standard or delay to work carried out in customers' homes. Throughout the year, this team has regularly held monthly meetings discussing complaint prevention methods and making all parties involved aware of cases, which may be more complex and ultimately result in a complaint being made. These meetings allow all interested parties to immediately action any steps necessary to avoid further delays and to ensure the customer receives the correct level of care required to resolve the matter, and to prevent a complaint. It should also be noted that of the 18 complaints across these departments, four were from a repeat customer.



Below is a full breakdown of all Adult Social Care Service Complaints received throughout 2019/20.



Across the Directorate, 68% of all customer complaints were responded to within the corporate timescale of 10 working days. Most complaints in this area are of a complex and sensitive nature and can be difficult to carry out a full investigation and respond within the 10 working days. If a complaint response is going to take longer, customers are regularly contacted throughout and often invited to attend a face-to-face meeting to discuss their concerns on more of a personal level. This can again have an effect on the timescales as we allow the customer to choose a time that suits their requirements.



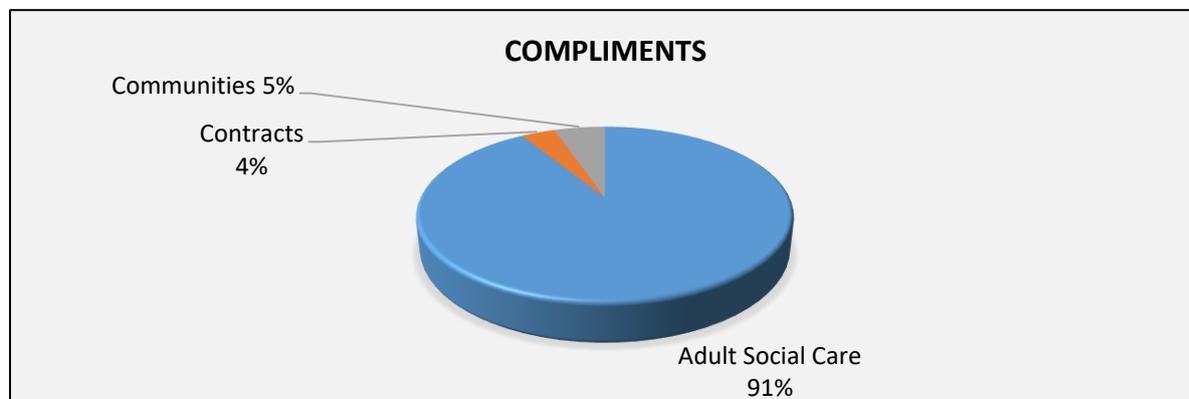
Escalated Complaints

Adults Health and Wellbeing received eight escalated complaints during 2019/20. All were associated with Adult Social Care. The average timescale for responding to all escalated complaints that were received within this directorate was 21 working days. Of all Adult Health and Wellbeing complaints that were received and responded to over the course of the last year, two customers sought advice from the Local Government and Social Care Ombudsman (LGSCO). We also saw three customers

who started their LGSCO application during 2018/19 have their cases upheld within this financial year.

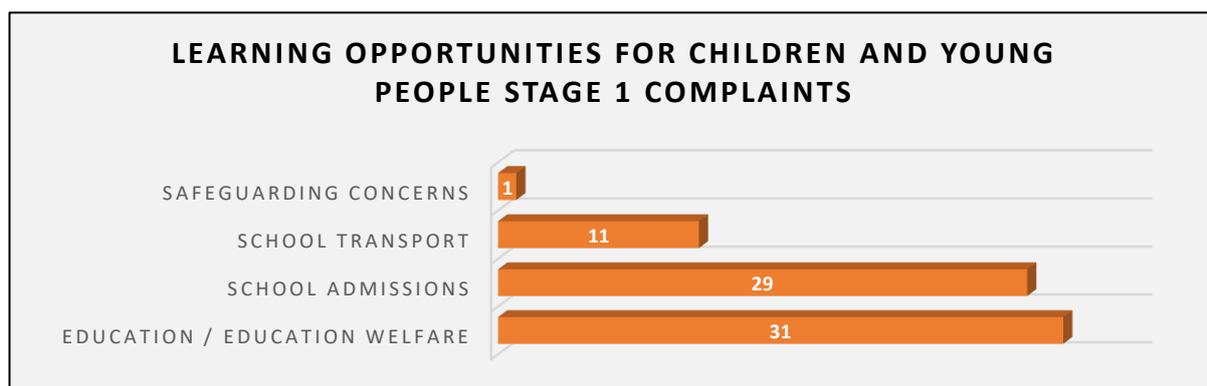
Compliments

Doncaster Council have received in total 346 compliments, of which 64 were for teams across Adults Health and Wellbeing. The breakdown of the directorate is below.



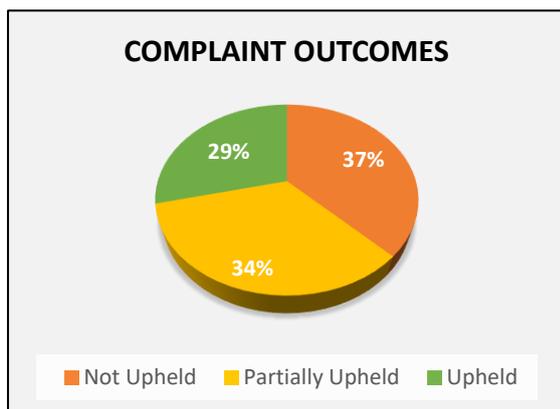
Learning Opportunities for Children and Young People (LOCYP)

LOCYP received 72 complaints in 19/20 and the main themes were School Admissions where parents were concerned that their child had not been allocated a place in their preferred school or that following a school transfer their child had not received formal education for an extended period due to delays in processing. Although, only five of the 29 School Admission complaints were upheld in full. The LOCYP team have recognised that on occasions there have been delays in both processing school admission applications and communicating the decision to parents or guardians. The team continue to improve the customer service experience and are reviewing the current processes that are in place to ensure that adequate resources are available during peak times of the year to provide a more timely and efficient service.



Across the Directorate, 56% of all customer complaints were responded to within the timescale of 10 working days. Given the nature of the complaints being dealt with, the investigations can be complex and before a complaint is resolved, particularly in the

cases of school admissions, a final resolution must be achieved which can exceed the 10 working days. Although the outcome may take longer than the expected timeframe, customer are always contacted with regular updates throughout this period.



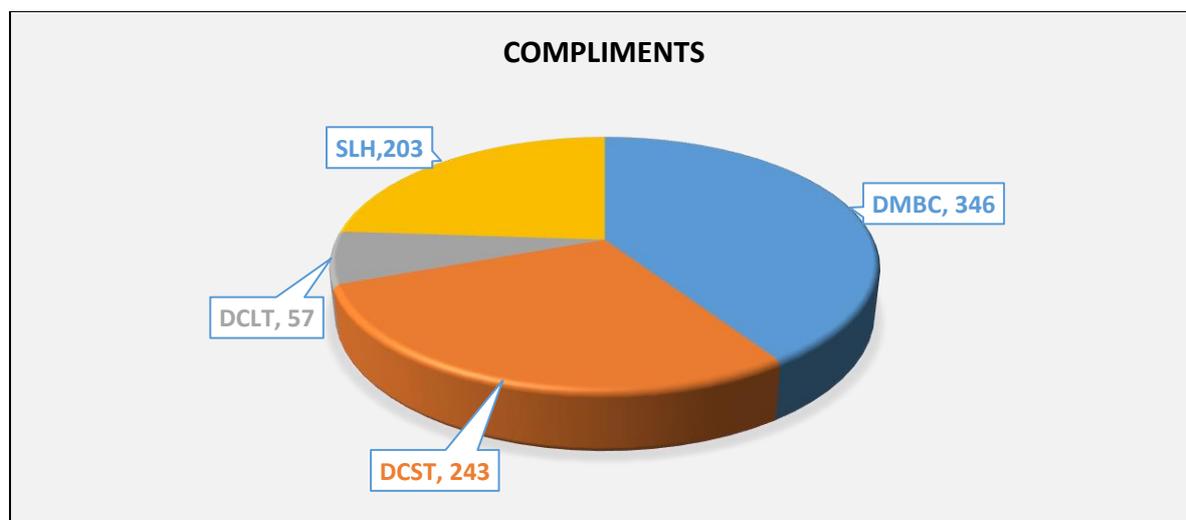
Escalated Complaints

LOCYP received six Stage 2 escalated complaints throughout 2019/20. Of these six, two were related to school transport and two were School Admission complaints. In total, two of the escalated complaints were resolved having the complaint partially upheld. The average timescale for responding to all escalated complaints that were received within this directorate was 15 working days, against the advertised 20 working day timescale.

Compliments

Doncaster Council have received in total 346 compliments, of which just one was for teams across LOCYP. It is felt that this is because any compliments are more likely to be given to schools directly rather than through Doncaster Council. Within the coming year we will work with the schools to keep a central record of any formal compliments received across the borough.

12. Compliments



The top areas of compliments for each organisation are DMBC – Waste & Recycling, SLHD – Property Services, DCLT – The Dome and DCST – Placements. An example of these are included below.

Doncaster Council

“Just a note to say thank you for the service I have had from the carers, they have all been brilliant. Nothing has been too much trouble for them”

“I would like to thank all staff in the one stop shop customer service team who assisted with my blue badge and council tax enquiries. Everyone I have spoken to have been more than helpful”

“I would like to thanks the operatives that came out to clean the waste that was dumped on the XXX, the area has never looked so clean and the operatives deserve the praise”

“Thank you to everyone I have spoken to in customer services with regards to the lights being out on XXX Crescent and thank you to highways for resolving the issue so quickly, they were back on last night. Thanks”

“I want to compliment you on the wildflower verges and roundabouts around the borough. They not only look amazing but are of great benefit to wildlife”

“Spoke to Advisor X in customer Service, via the Public Information Helpline. I just wanted to say how excellent the service was, from both Advisor X and Emergency Planning. My enquiry was logged and dealt with straight away, I was very grateful of the service.”

“Customers husband had an accident in the garage this morning whilst the refuse collectors were there, they rushed into help, he had blood dripping from his head and they bandaged him up. They called the ambulance for her, she said they were perfect gentlemen & really couldn't do enough to help, she can't praise them enough for what they did for them.”

“Customer wanted to pass on a compliment for Advisor A - He called up this afternoon to order a green bin/blue bin lid and said advisor A was absolutely brilliant and provided an excellent service and just wanted to sing her praises :). Mr x just wanted to pass on that he didn't feel we get enough praise and that we should as we provide an excellent service.”

“Customer would like to compliment the street scene team for coming down to the back alleys of XXX on Saturday and making the alley immaculate. She is aware people are quick to complain about this stuff and she hates seeing residents fly tip and litter down these alleys and the team made it look amazing again over the weekend.”

“Just a thank you for the fast efficient way you dealt with my damaged blue waste bin. I reported it Thursday and it was repaired Friday morning, despite the horrendous weather conditions! Well done to all involved”

“I would like to say a huge thank you to the stronger communities' officers for DMBC. They have gone above and beyond for me and my family in the difficult time we are having after our home was flooded at the beginning on November. Their help and generosity is outstanding! Thank you so much you have made a bad situation bearable.”

“Hi - I would like to say a special thank you to Suez for all their help after the recent floods in Fishlake. The guys have been outstanding.”

St Leger Homes

“Customer lived in an area affected by the floods, as a result the customer had to move and lost majority of his possessions, the customer was moved to another home and SLH staff helped source some possessions and delivered them to him. The customer said that he “cannot thank the staff enough for all their help and he wouldn't have coped if it wasn't for their kindness and support through such a difficult time”

“A Tenant wrote to SLH to compliment XXX and XXX who fitted her new boiler they were polite, clean and tidy throughout the whole install. The tenant would also like to compliment the planner, the tenant is deaf and she kept close contact with her by text messaging her all the information she needed.”

“A tenant's son wanted to pass on his compliments to XXX, one of SLH gas fitters saying: “He visited my mother and was not only able to use his trade skills to get the boiler running, but he used excellent customer service skills to explain to an 81 year-old woman what he had done. Thank you!”

“A tenant telephoned SLH to say, “I went out of my back door into the back garden and when I tried to get back in I could not open the door. I was really worried but luckily XXX & XXX from the Roofing Team were on my street and they came to see what the problem was. I explained to them that I could not open the door. One of them climbed through my sitting room window and managed to open my door from the inside. They were very nice young men and I was grateful that they helped me.”

“I would like to thank XXX and XXX for their help assisting two young people who presented as homeless after fleeing violence. Both of your staff were helpful, kind, approachable, and understanding whilst dealing with this sensitive matter. I feel XXX and XXX both need thanking for their help. Thank you guys, it makes such a difference.”

Doncaster Children's Services Trust

“You are a credit to us all in Doncaster who are or have been through the system you are one in a billion I hope that more people like you who genuinely care for the young people. You made my time much easier with all your passion and care towards me I cannot thank you enough for what you have done for me and all the other lives you have touched we appreciate you”

“Thank you from the bottom of my heart for bringing my baby my first born back into my life not only have I got my baby but it has brought me and my parents closer together it is amazing what you have done for me and my child and wider family truly is amazing”

“I wanted to convey my appreciation for all the work Worker J undertook and the manner and respect Worker J showed my adopters throughout. I know this has been greatly appreciated by the couple, being kept informed, given the time to ask whatever questions they had and someone who knew the child well and spoke with great fondness and accuracy. Often it is only when things go wrong that any mention is made of your work, so I feel it's important to acknowledge when things go well. Please convey my gratitude for all the work both teams undertook.”

“The older neighbours absolutely loved it. The feedback was so positive. They loved the activities and the interaction with the young people. The icebreaker questions were brilliant. We will definitely use them in the future. Many thanks to you and the inspirational young people who took part.”

“Dr A complimented the Team Manager B on a very professional meeting. Dr A stated it is the best meeting in his long career. Dr A stated he wished this meeting were videoed to show the partnership of child protection and medical personnel.”

“I just wanted to pass on how impressed I was with the quality of the Final Paperwork – the LA have done a really thorough job with this case, and that shines through.”

13. Unreasonable Behaviour Policy

In a small number of cases, we experience service users acting in an unreasonable way when accessing Council services. This could be when they have a complaint, pursuing their complaints in a way that can impede the investigation of their complaint, or taking up a disproportionate amount of Council time and resources.

Therefore in July 2019, our previous Persistent Complainants Policy was replaced by an Unreasonable Behaviour Policy to improve the way we deal with this situation, ensure we are making the best use of council tax payers money and to protect staff.

The aim of this policy is to give officers more transparent guidance in helping them identify circumstances where a service user or complainant's behaviour could be classed as unreasonable and to aid their decisions in how to appropriately respond to such behaviour. Not all unreasonable behaviour is persistent and can be on and off in its nature (such as an act of aggression or violence etc.) and so the new policy provides more scope for officers to manage any behaviour deemed unreasonable regardless of how many times we receive contact from an individual.

Since the launch of the new policy, we have seen a significant increase in communication between service teams and the Customer Experience Officers to discuss behaviour experienced that officers feel is unreasonable. There has been very positive feedback from officers across the Authority in relation to how the policy provides guidance and options when a worker feels that their relationship with a customer has become difficult.

There are currently 29 individuals on the Unreasonable Behaviour register and the way in which their behaviour is being managed differs vastly, ranging from complete barring of attending the One Stop Shop (due to acts of violence) or simply appointing a Single Point of Contact to try to streamline communication from an individual in an effort to help them.

The Customer Experience Officers have a tracking system to record all residents whose behaviour is deemed unreasonable and they are responsible for reviewing this decision within a reasonable timeframe, which is always set out to the resident from the onset. They are also responsible for keeping a central record of all letters/emails and other communication sent out or received from those residents relating to the policy.

Since the policy was introduced, we have seen officers seeking support for a wide range of behaviours such as persistent “scatter gunning” where a resident would send one email to multiple officers and even had one instance whereby a resident was harassing a member of staff by attending their place of work regularly. This matter

ended up being passed to the Police, the individual was charged, and legal restrictions put in place to protect the worker.

14. Priorities for 2020/21

The key priorities for the year ahead are to continue working closely with our partners to ensure that the management of complaints is consistent across all four areas. This will not only benefit our working relationships but also provide the customer with a clearer understanding of our joined up processes with a much more straightforward route to first contact resolution.

As a Council, we will again focus on both the lessons learned from this past year to take forward to improve our services we provide to our residents, but we will also capture any new trends that may be significant and look to make relevant changes within each department in real time to improve the customer journey.

We have begun to see a big push on capturing customer compliments which we will continue to promote in the year ahead. Similar to complaint trends, it is just as important to understand what we as a Council are doing right and look to add to this across more areas.

We are already working on changes within the internal processes between departments, which should come into effect in the first half of the coming year. This will not only provide a better level of communication between teams but will also provide more regular updates to customers both manually and within their customer Doncaster Council online account.

As always the focus is to improve on the total complaint numbers coming in by learning from this year's data, and not only be driven by the number but also to ask ourselves "what have we changed which has had this effect?" and "what else can we do for our customers?"