



Cambridge City Council

Waste Complaints and Feedback Report April – December 2018

Cambridge City Council Waste Complaints Report	1.1
Our Complaints Procedure	1.2
Waste Complaints to the City Council	2.1
How complaints were received	2.2
Govmetric – Customer Feedback System	3.1
Waste Complaints Themes and Trends	4.1

1.1 Cambridge City Council Waste Complaints Report

1.1.1 Every year we publish our Annual Complaints Report, which gives an overview of the complaints the Council has received and how we have dealt with them. Following the 2017-18 report, we have chosen to highlight the waste service for further reporting as it continues to be the highest area of complaint.

Cambridge City Council welcomes customer feedback, to help us to identify and address problems for customers, and to improve our services.

1.1.2 Why we have produced this report

- To learn from our mistakes so that we can improve our services.
- To encourage people who have cause to complain to make comments and suggestions to help us make these improvements.
- To show how we've responded to complaints and what we've done to try to put things right.
- To publicise and explain our complaints process.

1.2 Our Complaints Procedure

1.2.1 What is a complaint?

Customers complain to the Council if they:

- Are unhappy about something we have or haven't done.
- Are not satisfied with the way a member of staff has treated them.
- Are not happy with the way a councillor has treated them.
- Want to complain for any other reason.

1.2.2 Cambridge City Council has a three stage complaints process:

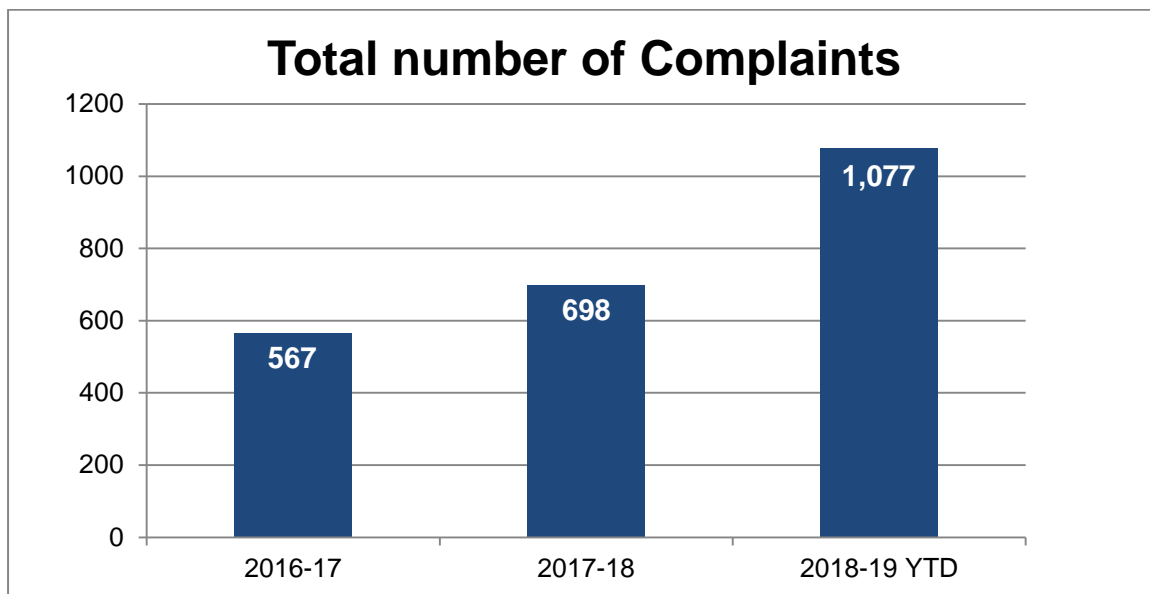
- **Stage One:** A complaint that has been made for the first time.
- **Stage Two:** Internal review of a complaint where the complainant is unsatisfied with the response to their complaint or the way in which the complaint has been handled, and they wish for their complaint to be considered further.
- **Stage Three:** Review by an Independent Complaints Investigator, where the complainant remains unsatisfied with the internal process and wish to take their complaint further.

The **Local Government Ombudsman (LGO)** is the final stage - the person affected must have gone through our complaints process before going to the LGO for an independent review.

2.1 Complaints to the City Council

2.1.1 The Council have received 1,077 complaints since April 2018. This is an increase of more than double on the number received in the previous year for the same reporting period.

2.1.2 The highest service area for complaint continues to be Waste Services. As with complaints overall, the number is continuing to increase. As illustrated below, the increase in service complaints is in line with the overall upward trend.



2.1.3 This report presents data for Waste Service complaints data from 1 April 2018 to 31 December 2018.

2.1.4 In this period over 170,000 telephone and electronic contacts were received, over 57,000 face-to-face visits recorded at the Customer Service Centre and over 5 million bins were collected by the waste service during this period. The number of complaints is relatively

low in relation to the volume of customer contacts received by Council services and the number of bins collected.

2.1.5 The Waste Service undertakes in the region 675,000 collections per month, collecting 3 bins per household per fortnight. The service has increased the number of successful collections to over 99.8%. The service now has less than 1,000 collections per month that are not collected on schedule for several reasons, a number outside the control of the service such as blocked roads, vehicle breakdowns, staffing shortages or issues where the bin has not been put out for collection.

2.1.6 The table below provides some context for the size of the operation.

	Missed	Possible	Actual	% Missed	% Collected
Apr-18	1,519	646,394	644,875	0.23%	99.77%
May-18	1,940	675,172	673,232	0.29%	99.71%
Jun-18	1,981	682,443	680,462	0.29%	99.71%
Jul-18	4,047	680,227	676,180	0.67%	99.33%
Aug-18	2,319	708,967	706,648	0.33%	99.67%
Sep-18	709	616,946	616,237	0.11%	99.89%
Oct-18	1,128	704,620	703,492	0.16%	99.84%
Nov-18	868	682,443	681,575	0.13%	99.87%

2.1.7 Complaints for Waste Service per quarter

Waste Complaints	Stage 1 Complaints	Stage 2 Complaints	ICI Complaints	Complaints in Target	No. of compliments
Total 1/4/18- 31/12/18	405	24	1	67%	5
Quarter 1 1/4/18- 30/6/18	57	1		46%	1
Quarter 2 1/7/18- 30/9/18	165	10	1	66%	-
Quarter3 1/10/18- 31/12/18	183	13	-	81%	4

2.1.8 Complaints for Waste Service per month

Waste Complaints	Total Complaints	Positioning of bin	Staff Attitude	Missed collections	Other
April	14	3	-	7	4
May	23	2	3	13	5
June	20	2	1	11	6
July	65	7	2	41	15
August	69	5	2	53	9
September	31	3	2	22	4
October	58	8	7	30	13
November	66	4	7	37	18
December	59	5	2	28	24

2.1.9 The service underwent several changes in 2018/19 including changes to collection policies, increased bin presentation monitoring and the introduction of a new waste management system to manage all aspects of the operations of the collection service and customer enquiries.

2.1.10 In July 2018 the service introduced a new waste management system, prior to the roll out of the system, all service process flows were reviewed to ensure that they provided to most efficient system to log service requests correctly and efficiently. These changes lead to new on-line system for reporting of missed bins and a revised on-line bins collection calendar that was integrated to the new management system. There was some initial teething trouble when the system went live which generated an increase in resident contact. These issues were acted on and resolved quickly, with messages put online for the public to keep them up to date.

2.1.11 The new online missed bin reporting system now automatically applies council collection policies in a clear and transparent manner, however some residents have not like this change in approach. Whilst it may have generated more complaints in the short term is has decreased the number of missed bins we return to collect.

2.1.12 The service has processes in place to address staff attitude complaints directly with the individuals involved and reoccurring issues such as bin positioning are also handled via the regular crew briefings, bespoke written warning and displays in the crew canteen. These reminders are backed up by Team Mangers doing on-street visits to the crew while they are doing their rounds.

2.1.13 It was agreed that the new waste management system would not be used for general comments or service complaints; nor continue with the previous practice of emailing or phoning the service managers with these types of issues. These issues would be recorded via the corporate compliments, complaints and suggestions tracker, to ensure that they were collected, resolved and trends spotted.

2.1.14 The change to using corporate tracker system has seen an increased number of logged complaints in a single system rather than complaints being spread over several systems, we are confident that there has not been an overall increase in complaints in to the service. The service is now able to provide a faster and more transparent reply to complaints and improved services to residents. This new process means that complaints trends can be reviewed by the service and the service can make changes to improve the customer experience and over time reduce the level of complaints received.

2.1.15 We are currently recruiting an Assistant Operations Manager, who will be able to assist the operations team with handling of this increase in queries and complaints. We will continue to work with our staff and customer services to better identify the nature of the communication and ensure they are correctly classified and captured correctly.

2.2 How complaints were received

Year	Face to Face %	Letter %	Email %	Telephone %	Other (Comment Cards) %
2018-19	1	2	19	14	1
2017-18	2	3	86	6	3
2016-17	3	7	82	6	2

2.2.1 The majority of complaints were received in writing, predominantly via email. 63% of complaints were logged by members of the public using the web form to report directly into Tracker. This number does not appear on previous years, as the functionality to report on this did not exist prior to the introduction of Complaints Tracker.

3.1 GovMetric - Customer Feedback System

3.1.1 GovMetric was introduced by customer services to monitor feedback and measure improvement. The tool allows us to record how the feedback was received, ratings of good, average or poor can be selected by customers. They are also able to select service areas/departments and give more specific detail about their experiences.

3.1.2 We currently use GovMetric to monitor feedback from the website, face to face visits in Mandela House reception and via service e-mails and incoming calls to Mandela House. The table below shows the amount of feedback received on the waste line for the reporting period.

GovMetric feedback via channels 1/4/18 – 31/12/18

Channel	Date	Total	Good %	Average %	Poor %
Phone	2018-19	349	90%	7%	3%
	2017-18	138	82%	12%	6%
	2016-17	125	82%	10%	8%