

Review of Comments, Compliments and Complaints Procedure

EXECUTIVE MEMBER: Councillor John Bowman
LEAD OFFICER: Penny Mell, Head of Policy and Transformation
REPORT AUTHOR: Marissa Joyce, Customer Relations Officer

WHAT BENEFITS WILL THESE PROPOSALS BRING TO COPELAND RESIDENTS?

- The new process is an efficient and effective way of complaint handling in order to meet the requirements of the customer, the Council and the Local Government Ombudsman (LGO).
- It will also drive a continuous improvement culture, Customer Services Officers and Department Champions will be trained to capture all types of feedback allowing us to identify trends which can then be used to direct the Transformation team.
- It will also make it easier to share good practice throughout the organisation via the department Champions.
- Improved recording will make it easier to monitor feedback and provide accurate reports.

WHY HAS THIS REPORT COME TO THE EXECUTIVE?

(eg Key Decision, Policy recommendation for Full Council, at request of Council,etc.)

The Review of complaint handling procedure and develop a new procedure/policy is an action within the Customer services, Service Plan 2012/13. The draft procedure went to CLT on 5 September who requested it go to the Executive for consideration.

RECOMMENDATIONS:

That the Executive agree the proposed procedure for implementation 5 November 2012.

1. INTRODUCTION

- 1.1 The existing procedure has been in place since 2007 and Covalent has been used to monitor complaints since April, 2009. However, we've had some recent feedback from customers and officers suggesting that the current system is too lengthy and doesn't allow for a quick resolution. Currently we have 3 working days to acknowledge receipt of the complaint and a further 10 for the Service Manager to respond at the first stage with 2 further possible stages thereafter.

- 1.2 Our approach was firstly to e-mail Management Group informing them that we were conducting a review of the procedure and welcoming their comments, only 1 Manager responded. We then held workshops with Managers from service areas receiving the highest volume of complaints, Waste Services and Development Control, and we combined their issues and ideas with those also gained from the Customer Services Officers, Customer Relations Officer (CRO), Legal and Environmental Health Managers, Head of Policy and Transformation, the Chief Executive and The Leader.
- 1.3 We also looked at examples of best practice and the Local Government Ombudsman's (LGO) guidance to create a new procedure.
- 1.4 The current procedure can be found at Appendix A and the draft 'To be' procedure can be found at Appendix B.

2. PROPOSALS

- 2.1 That there be no change to the way in which we deal with comments and compliments only complaints, details as follows.

2.2 The "informal" Stage 1

We are introducing an informal first point of resolution via the CRO. This will act as a filtering system to distinguish between requests for explanation of, or requests for, services and minor complaints which lend themselves to a quick resolution, and the more complex complaints which may require in-depth investigation. We propose a 10 working day timescale for this stage, as opposed to the current 3 days although envisage that most will be resolved to the complainants' satisfaction in a shorter period. The CRO will log all complaints onto the Customer Relationship Management System (CRM) which we will use for recording and monitoring purposes and will enable Copeland Direct to deal with any subsequent enquiries regarding the status of the complaint at the first point of contact.

2.3 Stage Two

If the complaint cannot be resolved informally by the CRO it will be passed to the Department Champion, who will create a record on Covalent. This Officer will be the existing FOI Champion in the service (unless the Manager nominates another Officer) who will gather the required information to enable the Manager to form a response to be agreed by the Head of Service. This response will be returned to the CRO for a final check before being sent to the customer. In response to Managerial concerns about not being able to respond within 10 days and

subsequent comments about delays from the complainants, we propose an increase from 10 to 15 working days response timescale for this stage. The Champion will update Covalent and the CRO will update the CRM.

2.4 Stage Three

If requested by the complainant, the Chief Executive will conduct the final review of the complaint and copy the CRO into the response so that Covalent and the CRM can be updated. We suspect very few complaints will progress to this stage and this, along with an assurance of improved record keeping at previous stages, should mean that a 10 day response timescale is sufficient

2.5 Appeals

The current stage 3 (Appeal before members) will no longer exist, it is costly/time consuming and generally isn't seen by complainants as a truly independent review. The highest number of Appeals held in any one year to date has been 3 and most years there aren't any. If the complainant remains dissatisfied with the Chief Executive's response they will be given details of how to complain to the LGO and the complaint will be closed.

However, under the current procedure an Officer can award up to £250.00 compensation whilst the Appeals Panel can award up to £1000 and more than this with the approval of the Executive. As we are proposing to delete the Appeals stage, we have consulted with the Head of Corporate Resources who has proposed that we retain the £250.00 limit for Officers and allow the Chief Executive to award a higher amount (if necessary) at Stage 3 of the procedure.

2.6 Complaint Procedure Timescales and Cost Implications

The overall timescale of the existing complaints process can potentially take up to 123 days (including a 90 day Appeal timescale but not including the complainants 3 week response period) compared to 35 days in the new 'to be' process. We also envisage the overall cost of the process will decrease due to fewer complaints escalating into stages 1 and 2, negating the need for managerial involvement.

2.7 Implementation Plan

See Appendix D

2.8 Review

We propose to review the outcome of the changes to the procedure after 6 months.

3. ALTERNATIVE OPTIONS TO BE CONSIDERED

- 3.1 If we don't change the procedure we suspect not all comments, compliments and complaints will be recorded.

4. CONCLUSIONS

- 4.1 The proposed procedure provides the Council with a clear, accessible and flexible process that forms part of service provision and does not overwhelm customers, departments or other council processes.
- 4.2 We are also empowering the department Champions and frontline Customer Services Officers by giving them a tool to gather and record performance information at the first point of contact.

5. STATUTORY OFFICER COMMENTS

- 5.1 The Monitoring Officer's comments are: Revised procedure complies with existing statutory and constitutional requirements and with Localism Act in respect of the conduct of Councillors.
- 5.2 The Section 151 Officer's comments are: No further comment
- 5.3 EIA Comments
The proposed new procedure will be available in alternative formats on request and access to the documents will be available on Copeland's website which means that "BrowseAloud" or similar software will be available immediately. We will monitor access to the procedure and the procedure itself will be used to help monitor any equalities implications in design and delivery of customer services.
- 5.4 Policy Framework
The new procedure expands the role that Copeland Direct proactively currently take in gathering and acting on customer feedback. This allows us to address one of the Key Projects in the Councils Implementation Plan which is to improve the delivery of customer services. We will also develop a new web based form which addresses the Key Project to create access to information and services via the Councils website. The Comments, Compliments and Complaints procedure is an integral part of the Council's Corporate Policy Framework.
- 5.5 Other consultee comments, if any: None

6. HOW WILL THE PROPOSALS BE PROJECT MANAGED AND HOW ARE THE RISKS GOING TO BE MANAGED?

6.1 Outcomes will be monitored and maintained through Covalent. – The implementation of the new procedures will be monitored and reported to CLT and the Executive on a regular basis.

7. WHAT MEASURABLE OUTCOMES OR OUTPUTS WILL ARISE FROM THIS REPORT?

7.1 The new procedure will take effect from 5 November 2012.

7.2 A review will be carried out 6 months later.

List of Appendices

Appendix A – Current Comment, compliment and Complaints procedure

Appendix B –Draft Comments, Compliments and Complaints Procedure

Appendix C- Stage 1, 2 and 3 Process Maps

Appendix D – Implementation Plan v3

List of Background Documents: None



COPELAND BOROUGH **COUNCIL**

COMMENTS, **COMPLIMENTS AND** **COMPLAINTS** **PROCEDURE**

INTRODUCTION

This procedure reflects the Council's commitment to ensure all departments deliver a consistent approach in responding to and learning from our customers in order to deliver excellent customer services.

COMMENTS & COMPLIMENTS

Comments and compliments will be recorded on the Covalent System, actioned, shared and responded to where applicable. The Customer Relations Officer will have access to this system for information, reporting and monitoring purposes.

COMPLAINTS

What is a complaint?

A complaint is an expression of dissatisfaction, however made about the standard of service, actions or lack of actions by the Council or its staff affecting an individual customer or group of customers.

This procedure does not cover the following:

- (i) Complaints by Council employees or former employees about employment matters - separate grievance procedures exist for these purposes.
- (ii) Complaints about the conduct of Councillors – for the reasons explained on page 4.
- (iii) Complaints by Councillors in their capacity as Councillors rather than service users.
- (iv) Matters in which the complainant has a statutory right of appeal, or other statutory redress.
- (v) Allegations of financial impropriety or of criminal wrongdoing, which, if made, will always be referred to the Council's internal audit section, or the police, as appropriate.
- (vi) Anonymous complaints.
- (vii) Repeated complaints where the original complaint had been investigated, considered and responded to appropriately at each stage of the procedure, and no new element to the complaint has been introduced, or complaints about complaints.
- (viii) Initial Requests for a service.
- (ix) Initial Requests for information or explanation of Council policy or practice

Who can complain?

Anyone receiving or with a right to receive a service from the Council, including anyone acting for those unable to complain personally.

How to complain?

Complaints can be made in person, by fax, telephone, letter, e-mail or via the Council's website.

Complaints **do not** have to be in writing, but a full accurate written record will be made.

Stages of the Procedure

All complaints received will be recorded on the Covalent system and receipt acknowledged within 3 working days.

The complaint will be given to the Service Manager for initial investigation and response, unless the complaint is about a Service Manager in which case it should be passed directly to the Head of Service.

The Service Manager will attempt to resolve the complaint informally within 10 working days. If the complaint is resolved and the complainant is satisfied then the complaint can be closed.

All correspondences and supporting documentation received and sent should be recorded on the system.

However, if the complainant remains dissatisfied and makes further representation to the Council, the complaint should be escalated on the system and forwarded to the Head of Service for a formal Stage 1 investigation. The Head of Service must have had no personal contact with the complainant for the initial investigation and response.

If the complainant is claiming financial loss, damage or injury, then the Service Manager must also send a copy of the complaint to the relevant Senior Accountancy Assistant (Insurance).

Stage 1 An acknowledgement letter should be sent within 3 working days of receipt of the complaint.

The Head of Service must send a substantive written response (either final response or progress report) to the complainant within 10 working days. If the complaint is resolved and the complainant is satisfied then the complaint can be closed.

All correspondences and supporting documentation received and sent should be recorded on the system.

However, if the complainant is not satisfied with the Stage 1 response they must inform the Customer Relations Officer within three weeks of receiving the response. The Customer Relations Officer will record and monitor the complaint from this point.

Stage II An acknowledgement letter should be sent within 3 working days of receipt.

The Chief Executive or a Director has the authority to determine whether satisfactory grounds have been given and whether the complaint shall then pass on to Stage II of the procedure. The Chief Executive or a Director will normally have five working days to reach a decision. If at any time new issues are introduced then this will be regarded as a new complaint.

If the Chief Executive or a Director is satisfied that the complainant has grounds for a Stage II investigation, the Customer Relations Officer will be notified and the complaint will be escalated to an Independent Investigating Officer from outside the Business Unit where the complaint originated. The Independent Investigating Officer will normally have 10 days to respond to the complainant. If the complaint is resolved and the complainant is satisfied then the complaint can be closed.

All correspondences and supporting documentation received and sent should be recorded on the system.

If the Chief Executive or a Director is not satisfied that the complainant has satisfactory grounds to move on to Stage II the complainant will be notified in writing by the Customer Relations Officer.

If the complainant is not satisfied with the Independent Investigating Officers response they can contact the Customer Relations Officer within 3 weeks of receiving the response to request a hearing by the Appeals Panel.

Stage III A letter of acknowledgement should be sent within 3 working days of receipt of the request.

The Chief Executive or a Director has the authority to determine whether satisfactory grounds have been given and whether the complaint shall then pass on to the final stage of the procedure. The Chief Executive or a Director will normally have five working days to reach a decision. If at any time new issues are introduced then this will be regarded as a new complaint.

If the Chief Executive or Director gives authority for the complaint to be forwarded to the Appeals Panel the Customer Relations Officer will arrange the Appeal and notify the complainant. The Appeals Panel must meet within 3 months to consider the complaint and hear the views of the complainant and officers involved. The complainant will be informed that the Appeals Panel is the final stage of the Council's Complaint Procedure and that information about his / her rights to complain to the Local Government Ombudsman will be provided, should they remain dissatisfied with the Appeals Panel's response.

All correspondences and supporting documentation received and sent should be recorded on the system.

If Officers are unable to conduct their investigations within the time scales allowed, they should contact the complainant with an interim response, telling them when a final response will be given and explaining the reason for the delay.

Local Government Ombudsman.

If the Chief Executive or Director finds there are no grounds to progress further than Stage I of the Complaints procedure, the complainant will be given information about his / her rights to complain to the Local Government Ombudsman.

Local Government Ombudsman,
PO Box 4771,
Coventry,
CV4 0EH
e-mail advice@lgo.org.uk
Tel 0845 602 1983
Fax 024 7682 0001

Complaints about Councillors

The conduct of Councillors is regulated by the Council's Code of Conduct for Members. Complaints by anyone who is concerned that a Councillor has breached this code should be directed in writing, by letter, fax or e-mail, to:

The Chair of the Assessments Sub Committee,
C/o The Monitoring Officer,
Copeland Borough Council,
The Copeland Centre, Catherine Street,
Whitehaven, Cumbria.
CA28 7SJ
e-mail tim.capper@copeland.gov.uk
Fax 01946 598311

Complaints about the Chief Executive, Directors or Heads of Service

Complaints about Heads of Service should be addressed to the Chief Executive. Complaints relating to the Chief Executive/ Directors should be addressed to the Leader of the Council, care of the Head of Corporate Resources, who will then carry out an investigation.

Helping the Council to Improve its Services

Although our primary objective is to provide an effective means for customers to make comments compliments and complaints and have them resolved, another very important objective is to improve services and service delivery.

Therefore it is important that the outcome of any investigation in which mistakes or problems are identified are reported to the relevant department so that appropriate action can be taken to avoid a recurrence. Equally, reports of good service and practices should also be shared.

Comments, compliments and complaints will be monitored on a monthly basis by the Customer Relations Officers, they will also send regular reports to the Senior Leadership Team and the Overview and Scrutiny Committee. This feedback can be a significant element in the Council's quality assurance system.

What kinds of remedies are available if a complaint is upheld?

Where a complaint is found to be justified, the Council will, as far as possible, take remedial action to put the complainant in the position he or she would have been in if things had not gone wrong. An apology will always be made. In some cases it may be possible to provide the complainant with a service which he or she is entitled to receive, but has not received, thus giving rise to the complaint. In others, a change in procedures to prevent future difficulties for the individual complainant, or for customers in general, may be appropriate.

Guidance on Compensation

There may be some circumstances where the complainant has sustained financial loss, damage or injury and the Council may wish to consider the question of financial compensation.

Whether financial compensation should be paid and how much will depend on the circumstances. Where compensation is considered appropriate the following guidelines should be taken into account.

- (a) Where specific financial losses have been incurred and the Council has a legal liability to compensate this will be dealt with under Public Liability Insurance. If there is no legal liability to compensate the Council may wish to consider granting a nominal contribution towards the complainant's losses.
- (b) Where devaluation of property is alleged, any legal liability to compensate will be dealt with under Public Liability Insurance. If there is no legal liability to compensate the Council may wish to consider granting a nominal contribution towards any difference in value arising from the action complained of.
An independent valuation (for example from the District Valuer) could be obtained as evidence of devaluation.
- (c) Where a complainant has had to spend an unreasonable or significant amount of time in pursuing the matter a payment in recognition of "time and trouble" may be appropriate.
- (d) If exceptional worry, distress or inconvenience has been caused by the events consideration could be given to a payment in recognition of those factors.

Delegated Authority to Grant Compensation

Service Managers and Investigating Officers have the authority to make discretionary compensation payments of up to £250.

The Appeals Panel has the authority to make discretionary payments up to a maximum as set out in the terms of reference of the Appeals Panel, currently £1000. All other proposed compensation payments beyond the limits set out in the terms of reference of the Appeals Panel require approval of the Executive.

All compensation payments will be funded from the trading account of the business unit where the complaint originated.

Powers to Grant Compensation

Where a Council decides to pay compensation to a complainant following an adverse report by the Ombudsman, there is specific statutory authority to do so in Section 31(3) of The Local Government Act 1974. Section 31(3) was amended in 1989 to give specific statutory power.

Where a Council decides to pay compensation to a complainant following its own complaint procedure there is no specific statutory power to pay compensation. Powers which might be available exist in Sections 111 and 137 of The Local Government Act 1972. Whether an Officer, the Appeals Panel or the Executive is considering a grant of compensation the statutory powers to make the grant should be identified and legal advice sought, especially if the amount of compensation is significant. In most cases compensation will be related to one or more functions of the Local Authority and there will be no problem.



Proud of our past. Energised for our future.

COPELAND BOROUGH **COUNCIL**

COMMENTS, **COMPLIMENTS AND** **COMPLAINTS** **PROCEDURE**

Updated September 2012
M Joyce

INTRODUCTION

This policy and procedure applies to all Council employees and to employees and organisations who deliver services on behalf of the local authority. It reflects the Councils commitment to ensure all departments deliver a consistent approach in responding to and learning from our customers in order to deliver excellent customer services.

COMMENTS

What is a Comment?

A comment is when a customer gives us feedback about any Council service.

How will we deal with a comment?

- We will record details of the comment and acknowledge receipt within 10 working days.

How will we respond to a comment?

- We will either explain to the customer how we will implement their suggestion or explain why we are unable to.
- We will thank the customer for helping us to improve Council services

COMPLIMENTS

How will we deal with a compliment?

- We will log details locally within departments and acknowledge receipt of the customers' compliment within 10 working days.
- Excellent service will be acknowledged with individual employees by the Head of Service or appropriate manager.

How will we respond to a compliment?

- We will thank the customer for taking the time to let us know that we are providing a good service.

COMPLAINTS

What is a complaint?

The Local Government Ombudsman definition of a complaint is "A complaint is an expression of dissatisfaction, however made about the standard of service, actions or lack of actions by the Council or its staff affecting an individual customer or group of customers".

Who can complain?

Anyone receiving or with a right to receive a service from the Council, including anyone acting for those unable to complain personally.

How to complain

Complaints can be made in person, by fax, telephone, letter, e-mail or via the Councils website. Complaints **do not** have to be in writing, but a full accurate written record will be made.

Examples of complaints

A delay in taking action without good reason
A failure to provide a service
Mistakes in the way a decision has been taken
Not following the law or the Council's own policies
Giving incorrect or misleading information
Bias or unfair discrimination
Rude, unhelpful or inappropriate behaviour by staff
Poor/ lack of communication
Failing to meet published or advertised service standards
Failing to meet our statutory obligations

The procedure does not cover the following:-

Initial requests for a service.
Initial requests for information or explanation of Council policy or practice.
Anonymous complaints, although we will record them for monitoring purposes.
Matters in which the complainant has a statutory right of appeal, or other statutory redress.
Complaints by Council employees or former employees about employment matters as separate grievance procedures exist for these purposes.
Complaints about the conduct of Councillors for the reasons explained on page 3.
Complaints by Councillors in their capacity as Councillors rather than service users.
Allegations of financial impropriety or of criminal wrongdoing, which, if made, will always be referred to the Council's Internal audit section, or the police, as appropriate.
Repeated complaints where the original complaint had been investigated, considered and responded to appropriately at each stage of the procedure, and no new element to the complaint has been introduced.

How will we respond to a complaint?

The Council has a 3 Stage procedure that is designed to support the effective management and resolution of complaints.

Stage 1

All complaints received will be reviewed by the Customer Relations Officer who will try and resolve the matter to the complainants' satisfaction within 10 working days. If the complainant is claiming financial loss, damage or injury, then the Customer Relations Officer must also send a copy of the complaint to the relevant Senior Accountancy Assistant (Insurance) to determine if there should be an Insurance claim.

Stage2

If it is not possible for the Customer Relations Officer to resolve the complaint, he/she will forward the complaint to the Department Champion who will gather further information for investigation by the Service Manager. The Manager will agree a response with the Head of Service (either final response or progress report) which will be forwarded to the Customer Relations Officer for a final check before being sent to the complainant. If the complaint is about a Service Manager it will be passed directly to the Head of Service, if it is about the Head of Service it will pass straight to the Chief Executive.

The Service Manager/Head of Service will attempt to resolve the complaint within 15 working days. If the complaint is resolved and the complainant is satisfied then the complaint can be closed. All correspondence and supporting documentation will be recorded on Covalent by the Champion. The Customer Relations Officer will update the CRM.

Stage 3

However, if the complainant remains dissatisfied and makes further representation to the Council, the complaint will be forwarded to the Chief Executive for a final investigation. The Chief Executive must have had no personal contact with the complainant for the initial investigation and response.

Timescales

If an Officer is unable to conduct their investigation within the time scales allowed, they should contact the complainant with an interim response, telling them when a final response will be given and explaining the reason for the delay.

Local Government Ombudsman.

If the complainant is not satisfied with the final response from the Chief Executive they will be given information about his / her rights to complain to the Local Government Ombudsman.

Local Government Ombudsman,
PO Box 4771,
Coventry,
CV4 0EH
e-mail advice@lgo.org.uk
Tel 0300 061 0614
Fax 024 7682 0001

Complaints about the Chief Executive, Director or Heads of Service

Complaints about Heads of Service should be addressed to the Chief Executive. Complaints relating to the Chief Executive or Director should be addressed to the Leader of the Council, care of the Head of Corporate Resources.

Complaints about Councillors

The conduct of Councillors is regulated by the Localism Act 2012. Complaints should be directed in writing, by letter, fax or e-mail, to:

The Monitoring Officer,
Copeland Borough Council,
The Copeland Centre, Catherine Street,
Whitehaven, Cumbria.
CA28 7SJ
e-mail tim.capper@copeland.gov.uk
Fax 01946 598311

Helping the Council to Improve its Services

Although our primary objective is to provide an effective means for customers to make comments compliments and complaints and have them resolved, another very important objective is to improve services and service delivery. Therefore it is important that the outcomes of any investigation in which mistakes or problems are identified are reported to the relevant department so that appropriate action can be taken to avoid a recurrence. Equally, reports of good service and practices should also be shared.

To facilitate this, comments, compliments and complaints will be monitored and the Customer Relations and department Champions will meet regularly and reports will be made to the Corporate Leadership Team and the Overview and Scrutiny Committee (Internal). This feedback can be a significant element in the Council's quality assurance system and we will also regularly publish this information on the Intranet.

What kinds of remedies are available if a complaint is upheld?

Where a complaint is found to be justified, the Council will, as far as possible, take remedial action to put the complainant in the position he or she would have been in if things had not gone wrong. An apology will always be made. In some cases it may be possible to provide the complainant with the service which he or she is entitled to receive, but has not received and resulted in the complaint. In others, a change in procedures to prevent future difficulties for the individual complainant, or for customers in general, may be the solution.

Guidance on Compensation

There may be some circumstances where the complainant has sustained financial loss, damage or injury and the Council may wish to consider the question of financial compensation.

Whether financial compensation should be paid and how much will depend on the circumstances. Where compensation is considered appropriate the following guidelines should be taken into account.

- (a) Where specific financial losses have been incurred and the Council has a legal liability to compensate this will be dealt with under Public Liability Insurance. If there is no legal liability to compensate the Council may wish to consider granting a nominal contribution towards the complainant's losses.
- (b) Where devaluation of property is alleged, any legal liability to compensate will be dealt with under Public Liability Insurance. If there is no legal liability to compensate the Council may wish to consider granting a nominal contribution towards any difference in value arising from the action complained of. An independent valuation (for example from the District Valuer) could be obtained as evidence of devaluation.
- (c) Where a complainant has had to spend an unreasonable or significant amount of time in pursuing the matter a payment in recognition of "time and trouble" may be appropriate.

(d) If exceptional worry, distress or inconvenience has been caused by the events consideration could be given to a payment in recognition of those factors.

Delegated Authority to Grant Compensation

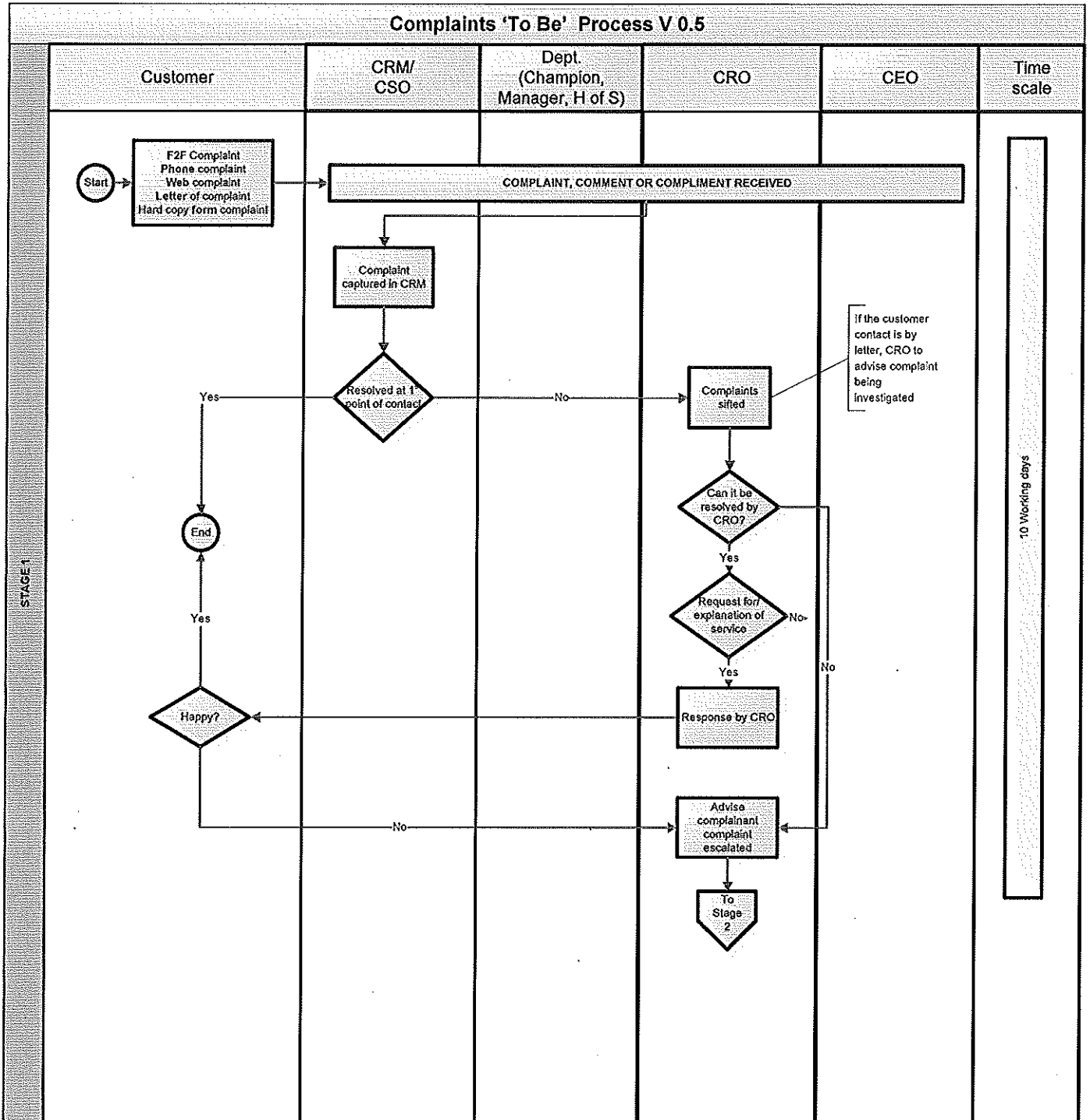
Service Managers have the authority to make discretionary compensation payments of up to £250, anything more must be awarded by the Chief Executive. All compensation payments will be funded from the trading account of the business unit where the complaint originated.

Powers to Grant Compensation

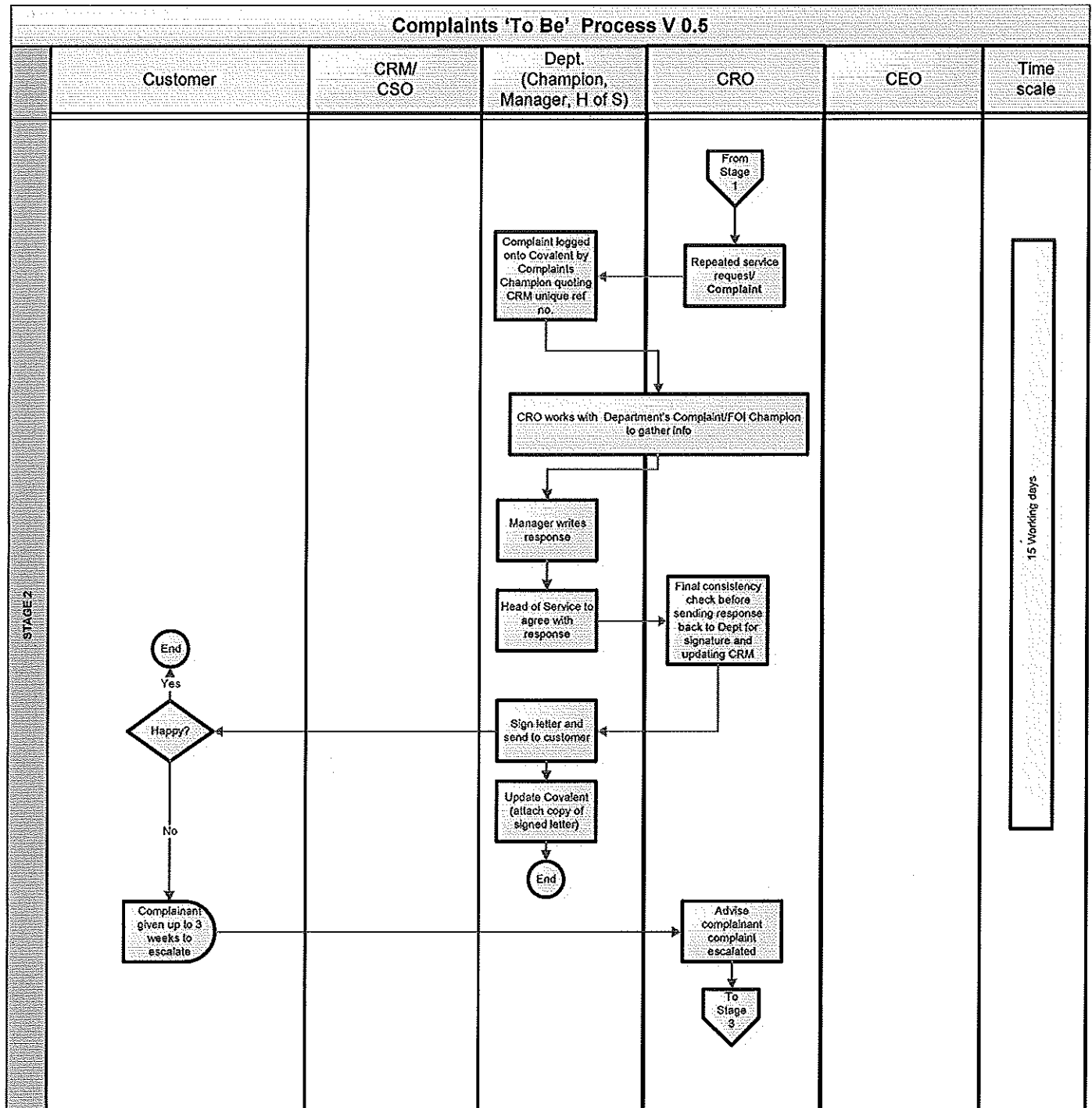
Where a Council decides to pay compensation to a complainant following an adverse report by the Ombudsman, there is specific statutory authority to do so in Section 31(3) of The Local Government Act 1974. Section 31(3) was amended in 1989 to give specific statutory power.

Where a Council decides to pay compensation to a complainant following its own complaint procedure there is no specific statutory power to pay compensation. Powers which might be available exist in Sections 111 and 137 of The Local Government Act 1972.

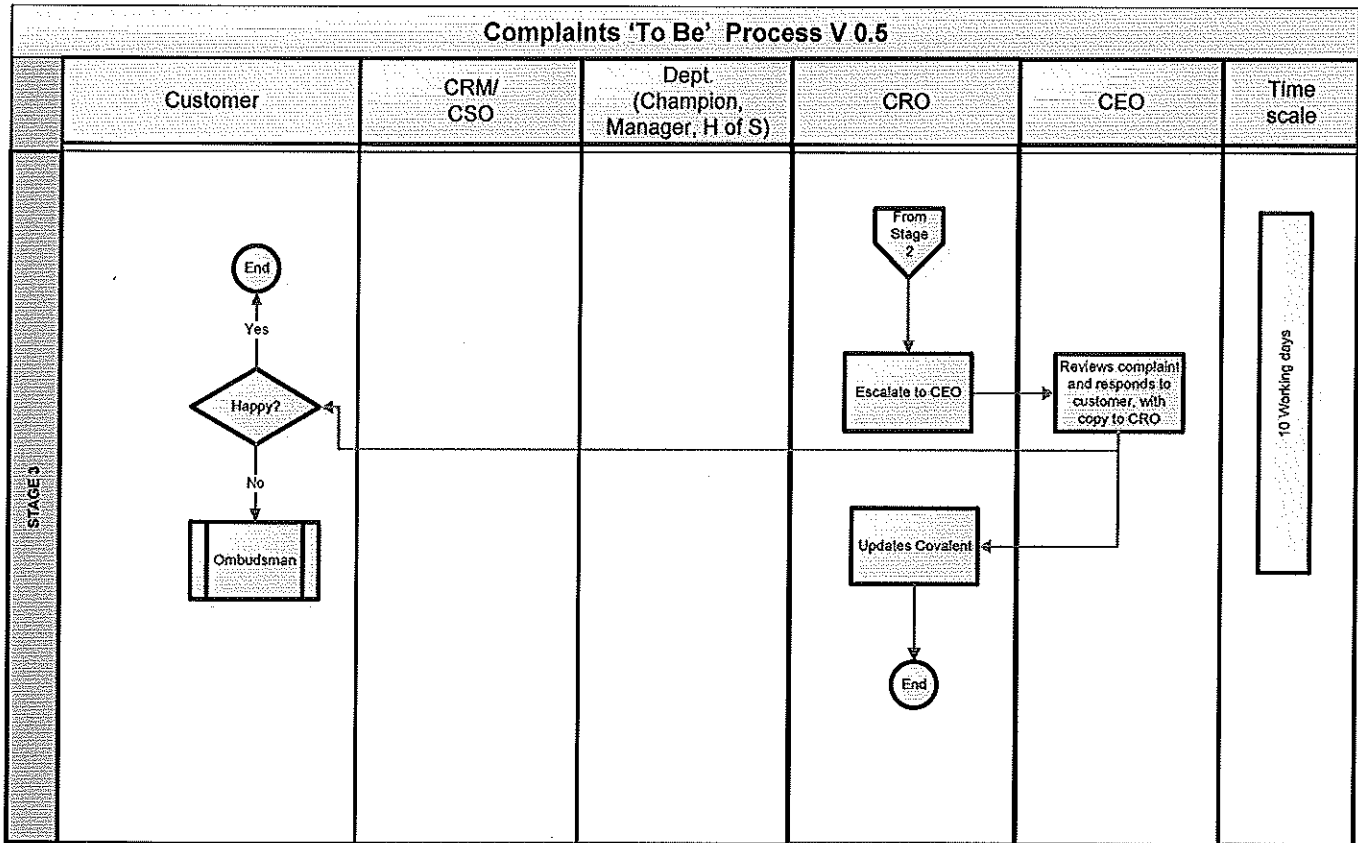
Appendix C



Appendix C



Appendix C



COMPLAINTS PROJECT IMPLEMENTATION PLAN							APPENDIX D
ACTION NO	ACTION DESCRIPTION	ACTION BY	TARGET DATE	STATUS	MILESTONES	REMARKS	
	Implementation Plan						
	Draft	Sue	09/08/2012	complete			
	Process map						
	Update map v0.3 to v 0.4 to 0.5	Sue	09/08/2012	complete			
	Acceptance testing - Review of policy						
	Managers	Sue.Marissa	02/08/2012	complete		version 0.2 Janice/Tony/Jackie	
	Rob	Sue.Marissa	06/08/2012	complete		0.2/3	
	Penny	Sue.Marissa	06/08/2012	complete		0.2/3	
	Managers	Sue.Marissa	07/08/2012	complete		version 0.3 emailed 7/8/12	
	Holly/Cath	Sue.Marissa	09/08/2012	complete		0.3	
	Clinton	Marissa	14/08/2012	complete		0.5	
	Elaine W	Marissa	wc 13/8	complete		0.5	
	Penny	Marissa	13/08/2012	complete		Speak to Penny to request she speaks to Hof S(to give them time to decide who the Champions might be)	
	Leave policy	Marissa/Penny	13/08/2012	open		Decide how the policy will work whilst CRO on leave	
	Speak to Tony P to confirm Champion	Marissa	14/08/2012	complete		Before TP leaves	
	Covalent						
	Discuss Covalent changes with HF/CM	Sue.Marissa	09/08/2012	complete		Meeting arranged 29/08/12	
	Update Covalent guidance notes	Marissa	03/09/2012	open			
	Update Covalent process maps	Sue	03/09/2012	complete		Separate the 3 stages	
	Covalent -change wording, settings and triggers to reflect new policy	Holly.Cath.Marissa.Sue	WC 24/9/12	Open			
	New policies						
	Write the new complaints policy document	Marissa	31/08/2012	complete			
	Publish the new complaints policy	Marissa	08/10/2012	open		Post CLT and Exec, ready for LMG	
	Write new vexatious complainant policy	Marissa.Sue	30/10/2012	open			
	Vexatious complainant to be checked by legal	Marissa.Clinton	30/10/2012	open			
	Speak to DL re amount of delegated compensation	Marissa	10/08/2012	complete			
	Report						
	Write draft report for CLT	Sue.Marissa	31/08/2012	Complete			
					CLT 5/9/12		
	CRM / e-forms/web						
	Create CRM scripts & e-forms	Sue S/IT	08/10/2012	open		Initial meetings with Sue S/Sue B/JoanneP and IT	
	Create website content and update website	Marissa	08/10/2012	open			
	Creat notes for the CRM	Sue S/ Marissa	08/10/2012	open			
					IOC 10/9/12	WEB 'GO LIVE'	

					exec		
	Training						
	Produce guidance checklist for managers	Marissa	08/10/2012	open			
	Take new policy to LMG	Penny	08/10/2012	open			
	Establish who will be the Complaints Champions	Marissa	08/10/2012	open		Discuss at LMG	
	Complaint Champion training	Marissa. Sue	08/10/2012	open			
	Councillor training	Marissa. Sue	08/10/2012	open			
	Core curriculum training		08/10/2012	open		Speak to HR to add complaints training to core curriculum	
	Templates/ forms/letter						
	Create template for standard letters (all stages)	Marissa	10/09/2012	complete			
	Re-design 'Have your Say' form	Marissa	30/09/2012	open		Involve Comms and the Complaint's Champions	
					Go live 05/11/2012		