



Glasgow City Council

Operational Performance and Delivery Scrutiny Committee

Report by the Chief Executive Department

Contact: Gary Hurr

Comments, Compliments and Complaints System

Purpose of Report:

To provide an update on the Contact Us system, being introduced for comments, compliments and complaints.

Recommendations:

Committee is asked to note the content of the report.

Ward No(s):

Citywide: ✓

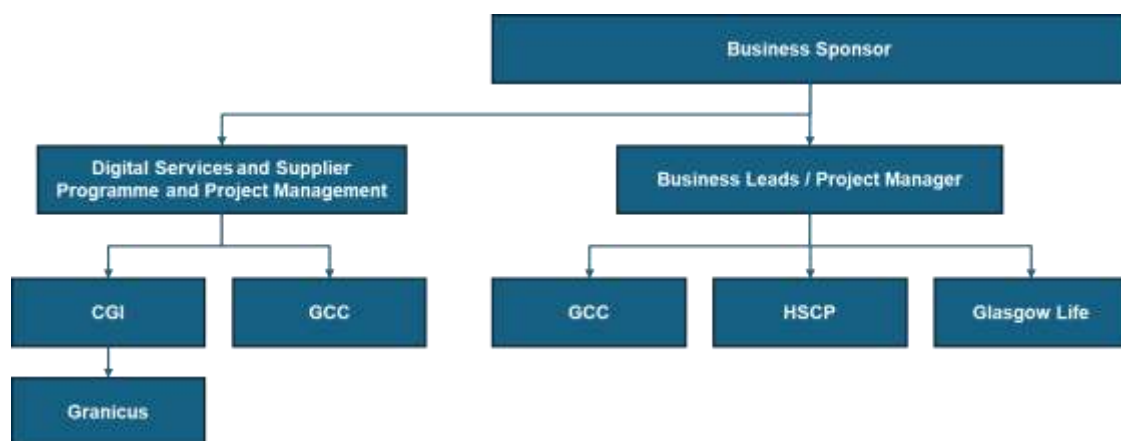
Local member(s) advised: Yes ☐ No ☐ consulted: Yes ☐ No ☐

1. Background

- 1.1 On 4 December 2024, Committee considered a report on Complaints Handling Performance for 2023/24. This included a progress update on the implementation of a new system for customer comments, compliments and complaints - Granicus, known as Contact Us. Members requested further information on this project.

2. Overview of Contact Us

- 2.1 Contact Us will provide a single modern way for comments and complaints to be managed across the Council Family.
- 2.2 It will replace the following existing solutions:
- Lagan – used by all parts of the Council Family, with the exception of HSCP and Glasgow Life;
 - C4 system – used by HSCP, and
 - Glasgow Life's in-house comments, compliment and enquiries system.
- 2.3 There will be approximately 150 users across Chief Executive's, Financial Services, Education Services, NRS, HSCP and Glasgow Life.
- 2.4 The Contact Us project is sponsored by Financial Services. In line with standard governance processes, a Project Board is in place to provide strategic direction and oversee progress.



- 2.5 Board membership is representative of all key parties responsible for the successful implementation of the project scope (CGI as Managed Service Provider, Digital Services and Business: GCC/ ALEO membership). Board members will appoint resources to deliver the project on their behalf and to ensure the smooth transition into operational use.
- 2.6 The specifications and implementation cost for the project were approved on 7 March 2025 and the target completion date is February 2026.

- 2.7 Consolidation of several systems into one corporate solution will support compliance with the Scottish Public Services Ombudsman (SPSO) complaint handling procedure and provide customers with access to a new single online form to record comments and compliments and raise complaints.
- 2.8 The expansion of Granicus and the project implementation for Contact Us is strategically aligned with the Digital Glasgow Strategy and the Customer Strategy.
- 2.9 Contact us will provide a new reporting system for operational management and Scottish Public Services Ombudsman (SPSO) key performance indicators compliance reports. The SPSO has a range of KPIs which each organisation under its jurisdiction is required to report on. These include the overall number of complaints and performance against national resolution targets of five days for frontline complaints and 20 working days for investigation stage complaints (stage 2). At present Lagan does not provide the appropriate level of qualitative management information and can require inefficient manual interventions to produce reports.
- 2.10 The introduction of the new Contact us system will eliminate any inconsistencies and systems limitations in producing reports on complaints received and resolved in the C4 system. All complaints received will be recorded as a single case, in line with SPSO requirements, with each stage of any multi-stage complaint registered within that single case record, removing the necessity to log each stage of a multi-stage complaint as a single 'complaint' in its own right. The ability to report on volumes of complaints activities at each stage will be retained."
- 2.11 Responsibility for complaints handling is operationally managed by the corporate Customer Care Team (within CBS) for the core Council and by complaints handlers/ managers within the specific ALEOs. Strategic responsibility for complaints reporting, compliance and governance resides with the Chief Executive's Department.
- 2.12 The implementation of Contact Us will not necessarily lead to improvements in meeting complaints handling KPIs. A range of supporting measures (many of which are already in place) are also required which include:
- Monitoring of compliance/variance with national KPIs by Senior Management Teams on a monthly basis.
 - Lessons learned analysis where KPIs have not been met, and appropriate corrective action taken.
 - Training and development of officers involved with complaints handling, using courses developed on the GOLD system.
 - General environmental scanning on trends in complaints handling
 - Compliance with legislative changes required by the SPSO.
 - The ability to identify a potential Service Improvement from a complaint as part of a commitment to continuous improvement.

3. Overview of the Process for Digital and ICT Projects

- 3.1 In December 2024, Committee also sought information on the process followed to identify potential digital projects, secure approvals, and ensure successful delivery and implementation.
- 3.2 The process starts with the Council Family identifying need. This is discussed with Digital Services Business Partners, and other relevant specialists within Digital Services. Business requirements are specified and submitted on the Athena SPM system as a 'demand'.
- 3.3 These demands are reviewed by the Council's Managed Services Providers (MSP), who then create an Impact Assessment (IA) detailing the proposed approach to meeting the requirements of the demand, costs and timescales. The creation of an IA may involve further discussion with the Council Family to obtain clarity on requirements; investigation by MSPs of options and solutions available to meet requirements, and consideration of existing and/ or new technology.
- 3.4 These IAs are then returned to the Council Family. Initially, they are reviewed by Digital Services for scrutiny before being provided to the Service/ALEO that raised the demand. If, after Service/ ALEO review, the IA is acceptable, it is approved. Should an IA not be acceptable, or if further clarification is required, these discussions will progress and may result in a revised IA being issued.

4. Policy and Resource Implications

Resource Implications:

<i>Financial:</i>	None
<i>Legal:</i>	Compliance with the Complaints Handling Procedure is a statutory requirement. The relevant legislation is contained in the Scottish Public Services Ombudsman Act 2002.
<i>Personnel:</i>	None
<i>Procurement:</i>	None

Council Strategic Plan:

Good complaint management, clear and detailed reporting and service improvements learned as a result of complaints within the council generally support its core values of transparency, upholding citizen's rights and partnership working with citizens by allowing contributions to be made from any source on the subject of how service delivery might be improved.

The complaints handling process supports the following specific themes:

Resilient and Empowered Neighbourhoods, with specific outcomes:

- Citizens and neighbourhoods can influence how services are developed and budgets spent

Priorities: 77, 83

A well-governed city that listens and responds, with specific outcomes:

- Improve the council's communication with residents, including through updating our website, facilitating engagement on social media and by webcasting council committee meetings.

Priority: 105

Equality and Socio-Economic Impacts:

Does the proposal support the Council's Equality Outcomes 2017-22

This process supports Equality Outcome 8 - Service users with protected characteristics are provided with targeted, improved and more accessible information about the services provided by the Council Family.

What are the potential equality impacts as a result of this report?

Not required as this is not a new/updated strategy, policy or service and has no significant equality impact. However, the overarching complaints process commits to making reasonable adjustments to support individuals with protected characteristics ensuring that it is accessible for all.

Please highlight if the policy/proposal will help address socio economic disadvantage.

Not required as this is not a new/updated strategy, policy or service and has no significant equality impact

Climate Impacts:

Does the proposal support any Climate

None.

*Plan actions?
Please specify:*

*What are the
potential climate
impacts as a result
of this proposal?*

None.

*Will the proposal
contribute to
Glasgow's net zero
carbon target?*

No.

**Privacy and Data
Protection impacts:**

Customer complaints' data is stored in a secure case management system, Lagan.

3 Recommendations

The Operational Performance and Delivery Scrutiny Committee is asked to note the content of this report.