

Appendix 2

Customer Satisfaction 2010-2011

Customer Satisfaction – Questionnaire Feedback

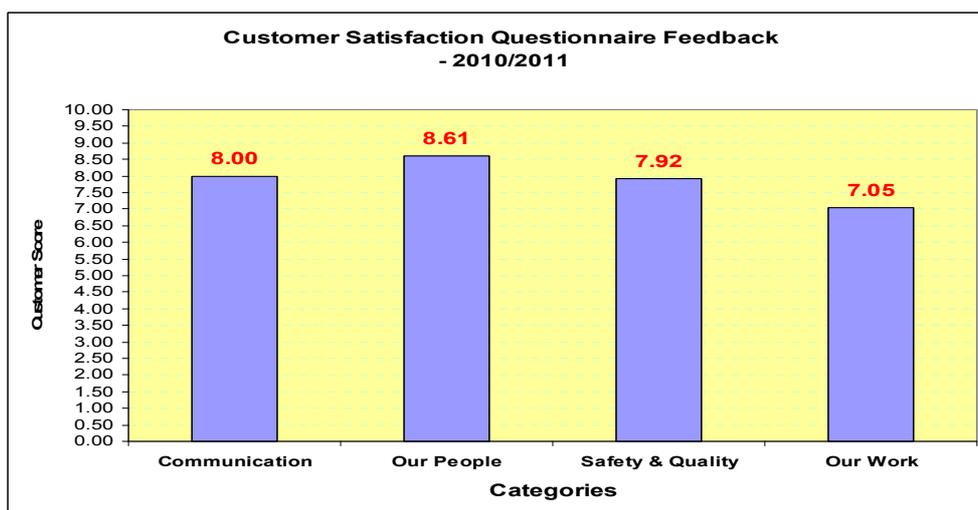
This document provides a brief analysis of Customer Satisfaction Questionnaires distributed during the first year of conducting such surveys, financial year 2010/11. During the year 2010/2011 feedback was obtained from 37 locations with a total of 463 respondents. A very satisfying response rate of approximately 27% has been obtained.

Experience has shown that a better response rate is achieved if the questionnaires are distributed within one or two days (either side) of the work being completed.

Where Questionnaire feedback highlights an issue that the Council feels should be investigated (generally allegations of inappropriate staff conduct) Colas is advised and required to conduct its own investigation for resolution.

Works to be the subject of questionnaire activity have been selected at random by the Customer Services Manager from the planned works programme.

The table below presents the mean scores received, with 0.0 being completely dissatisfied and 10.0 being completely satisfied.



Each category heading contains questions as shown below.

Communication

Did you know why the works were being carried out?

Were you told about the works in sufficient time?
Were you told who to contact if you had a problem or question?

Our people

Did you have contact with our staff?
If so, did you find them polite and helpful?
Was everyone on site dressed appropriately?
Did the workforce conduct themselves in a courteous and professional manner?

Safety & Quality

Were the signs around the works easy to understand?
Did you feel safe walking/cycling/driving around the works?
Were the works carried out in a tidy way?

Our Work

Did you feel unnecessarily inconvenienced by the work?
Has the completed scheme enhanced the street?
Were you satisfied with the progress of the work on site?

Questionnaire recipients are invited to comment on their overall experience of having Colas working in their street. Shown below is a selection of responses made. It is normal for such surveys to deliver more negative than positive responses as the responses are subjective. Frequently, cursory investigation of the subjective feedback does identify that a complaint is based upon an inaccurate perception of fact. However they are nonetheless opinions formed by the personal experience of our customers and should not be discounted, especially when perceptions are repeated by a number of customers.

Questionnaire Feedback - Positive Perceptions & Observations

Your workforce was most helpful. Helping us if needed either with the cars or when we were on foot
I am an elderly lady and the work staff was very considerate and helpful.
They did a very good job
I could not fault the staff in this undertaking.
Very pleased with finished surface.
They have been very courteous and helpful
Staff were unusually polite and helpful for council workers. We were really impressed.
Guys pleasant and helpful.
Employees were considerate of parking problems.
Job done quickly and professionally
Very pleased with work.
100% better than travellers.
Excellent, efficient. Very friendly team. Gold Star!
Very Good
The pavement looks so much better.
Most impressed
These people are highly skilled professionals
One man very kind and helpful
Great Job. Workforce exceptionally courteous, helpful and friendly.
Colas has done a good job around Wallasey.
Good work. Thank you.
Got it right in the end
Excellent job
Well done
A well organised and excellently executed operation - well done
Colas are fab. They worked so quickly and efficiently and with great attention to detail. I have also been impressed with their pothole repair in past. Pity about United Utilities and water leak.
All went well although not sure why on one day nothing happened. But very efficient job done.
Very clean and tidy. Men very helpful at all times.
Generally Pleased.
Pity other council workers aren't as helpful.
Very pleased with the work. Thanks.
Well done. End result fine.
Pleased with speed of work. Signs were bad.
Very Professionally undertaken - well done!

Questionnaire Feedback – Negative Perceptions & Observations

Did not feel safe negotiating the works.
Work force left materials and signs all over the place. They have a short working day and so many tea breaks. Work done at snails pace.
Would have preferred replacement flagstones.
After completing the first stage the job was left untouched for 2 weeks during which time temporary fencing blew down causing hazard and potential for damage.
Complained about delay in finished surface. Raised ironworks left for 5 weeks - considered very dangerous.
Tarmac outside 138 not finished - have contacted council. Also around trees not finished off.
We were left with small patches for some time after the work was complete, which was inconvenient and not particularly safe.
Not a good idea to cover tree roots. I have had three bad falls due to tarmac covering roots.
There was no lighting, making it hazardous to get into my house at nighttimes, not always properly fenced off. Could have been carried out in the Summer.
Work carried out very slowly and the road is still full of potholes and pavements still uneven and broken.
Grass verge left in a state of disrepair.
Whole road should have been done
The workmen churned up several grass verges in the vicinity of the area where the works are being carried out. I hope they will repair the damage.
I was not given advance notice. Guys pleasant and helpful.
Road Markings not replaced
Disgrace. Hope we don't get a very hot Summer. Tarmac everywhere.
Without water for 24 hrs because of broken water main. Pavements like patchwork quilt. Kerbs like broken teeth. Road broken up by digger.
We thought the work unnecessary.
I hope the grass verges are put right!
Rather looks like a patchwork quilt.
Lumps of tarmac still left around. Job still unfinished (5 weeks on). The look of the road/pavement is certainly not enhanced. Perfectly good driveways have been replaced with inferior tarmac.
Tarmaced over drain cover
Their road is great but the soft bu****s have blocked the grid with tarmac.
Surface cracking near grid
No prior notice given
On one day no work was done for no apparent reason
Work left for 48 hrs with no surface. Signing poor. Visitors parked on road.
Not informed of works. No signage.
5 weeks after surface finished we are still waiting for white lines and disabled bays. Parking areas and entrances being blocked by other drivers.
28 days have elapsed and Disabled Bay markings still not repainted.
Not enough notice of works
Poor signage resulted in visitor parking on road.
Work not carried out in tidy way
Some days nobody on site
Not informed of road works/didn't feel safe near school

The carriageway is now too dangerous for cycling. Recent repairs have already failed.
No notification. Didn't feel safe. Untidy works.
Tarmac on drive. Not allowed to move car off drive. No pedestrian walkway provided.
I am disabled and access to drive was blocked
No notice given
Access for resident's vehicles could have been enhanced. Damage caused to verge trees that could have been avoided.
Grass verges need reseeding.
Original work time and schedule extended - not informed of extra work and time anticipated.
Grass verge unfinished. Road surface now looks very untidy.
Grass verges are ruined.
Grass verge looks very untidy.
Did not feel safe walking around the works. Waiting for grass verges to be reinstated.
Have not finished to the edge of wall.
Was difficult to park my car whilst work was ongoing but the staff were friendly, helpful and accommodating.
They haven't filled in the gap between pavement and house so there is 5cm that needs cementing right along the walkway.
One man smoked a lot; There is a huge gap between the footpath and the walls.
At times prevented from parking outside homes by barriers when no work was not going on outside property and was not going to be done for some time.
Pavements not fully completed
Many residents' walls around gardens became unsafe. Council denied responsibility. Drop kerbs put in without consultation.
Not enough notice of works.
Did not know who to contact if a problem. Footpaths much better.
Dissatisfied with rate of progress
Difficulty getting into/out of drive due to temp. traffic signals.
The finish is rather rough and puddles form on the bend.
very poor finish. Amateurish & Cheap
Surface could be better. Can see original surface in places.
The surface is uneven and has started disintegrating already. Compared with other streets in the area which have been completed it is dreadful.
tar splashes up gateposts and new wall. The road looks unfinished. There is still a dip/puddle outside. The surface is very thin. A lot of surplus tar remains in the gutters. When the work finished we assumed they would be back to finish it off.
This work will not last as it is only cosmetic. Already weeds breaking through surface.
Materials created dust which covered garden, vehicles, windows and went on for several days. The surface is very rough and could damage vehicles.
Huge quantity of dust for 5 days. Lesser amount for following 4. Pavements covered in aggregate - no pavement swept or washed. Dust up to front door. Health concerns.
The resurfacing has left the road, dusty, gravelly and dangerous. No markings nearly 2 weeks. Cars chipped.
Road surface is very noisy. Very dusty and it made life difficult.
APPALLING. Dust in our houses, lungs, everywhere. On Friday an idiot walked the length of the road with a leaf blower. Loose gravel not yet cleared. Road surface dreadful. It wasn't done when it should have been.

The finished surface is dreadful and the dust is caused is still causing unpleasantness.
I have never seen a road surface "dressed" so quickly or messily. Is it normal to still have cars throwing up dust and very loose stones over a week later? My car is continually covered in dust and I have been unable to put out any washing.
The worst job I have seen carried out on a road. Badly finished and looks worse than before. An inspection please.
Inconvenience, clouds of dust on everything, chippings too thick and dangerous for motor cyclists, pavements covered in chippings, work did not start when expected (1 week difference!), differing "No Parking" dates displayed, drains full of chippings.
we were not told 2 stages. Too many loose stones on footpaths causing damage and inconvenience
I am not happy. Tar and stones in house, even now several weeks after work started.
dates altered 5 times. A mess. Loose stones everywhere.
Pot holes not filled in
The road is a mess
Loose stones causing damage
Loose stones
Method of leaving many weeks between layers creates perception of job not being done properly.
Nice to see our taxes being well spent - Ha ha.
Pavements covering stones and tar everywhere.
Top coat not of sufficient thickness as it is already breaking up.
The road is lifting already. What a mess.
Loose stones everywhere
The pavement was left in a terrible state. No notice given. No attempt to brush off the loose material and is uncomfortable to walk on and can throw elderly people off balance.
Loose stones everywhere
Didn't know who to contact with a problem
Quite a lot of time wasted waiting for materials or waiting for council personnel to turn up.
Would have liked more notice
We didn't know until work started what was happening. No communication at all. Very poor.
24 hours is Not enough warning.
The surface is coming off already - not as good as kylemore drive. Work was inconveniently carried out on a Saturday giving all residents problems with access.
Road surface looks bumpy rather than smooth.
After one week we have pothole forming at the bottom of our road.
Road surface is a mess
Waste of money
Stones everywhere
Was not informed work had finished, having been warned for 3 days. Too many loose chippings.
No warning.
Before work: water board had 2 leaks outside. After you finished your work they spoil it by digging a hole. I phoned WBC before your work started stipulating the leaks.

<p>The men didn't turn up until 4pm when everybody was coming home from work and didn't finish until 8.30. wouldn't let us up our road to park the car off road. One of the operatives urinated against a wagon in full view of our 6 years old daughter. Any more questions feel free to phone me on 07770746370.</p>
<p>Work started at 16:45 when letter stated to keep vehicles off road bet. 8&5. 5pm is the busiest time of the day and it was a total mess in our street with cars unable to move. A totally inappropriate time to start work. Very disappointed.</p>
<p>They turned up on the first day then we didn't see them for 2 days. Apart from that they were meant to finish by 5pm and some days they didn't start till late and went on till after 7.00pm and later.</p>
<p>Before work: water board had 2 leaks outside. After you finished your work they spoil it by digging a hole. I phoned WBC before your work started stipulating the leaks.</p>
<p>What a pity UU dug a hole to find a leak the day after the tarmac was laid. Why aren't departments involved talking to each other?</p>
<p>The men didn't turn up until 4pm when everybody was coming home from work and didn't finish until 8.30. wouldn't let us up our road to park the car off road. One of the operatives urinated against a wagon in full view of our 6 years old daughter. Any more questions feel free to phone me on 07770746370.</p>
<p>They turned up on the first day then we didn't see them for 2 days. Apart from that they were meant to finish by 5pm and some days they didn't start till late and went on till after 7.00pm and later.</p>
<p>Not notified of the work and not asked to move cars. Road looks a mess.</p>
<p>Not told about work</p>
<p>The workforce whizzing cuts of flags in between cars is sandblasting. Not professional.</p>
<p>Informed a week after the work. Barriers left lying about for 3 weeks</p>
<p>Previous arrangements cancelled but no notification or explanation why. Cones remain on site 2 weeks after job completed. Road surface very good.</p>
<p>Sign showing start/finish date was inaccurate</p>
<p>The surface finish at the closed end is v. poor because the surface had to be laid by hand and the roller operator made no attempt to roll around the curve.. Very disappointing.</p>
<p>Doesn't enhance road. Date and notice was incorrect. Unable to have bins emptied</p>
<p>unacceptably poor quality job. Surface has no topping in parts. Breaking up in other areas. Looks a real mess and unlikely to last. Needs resurfacing under supervision. This job took place on the third notification - poor communication - the previous ones not honoured and not withdrawn. Why is Wirral wasting our money with this contractor?</p>

The greatest source of complaint is that of issues surrounding keeping people informed of planned works, however the "Communication" score is one that has scored at a satisfactory level. This would tend to indicate that the distribution of the standard letter in advance of planned works is somewhat 'hit and miss'. Where the letter is distributed at an appropriate time it appears to have the desired effect. Overall, "Communication" needs to improve, if

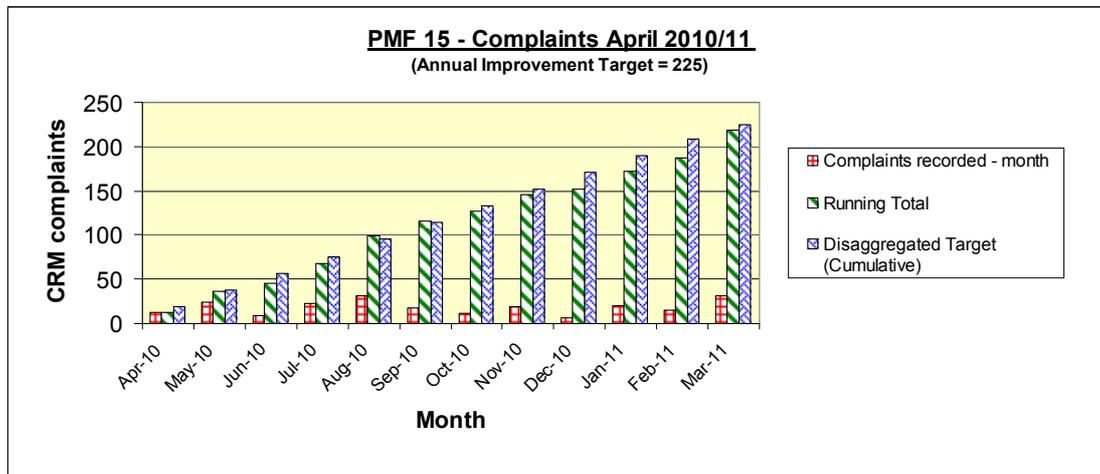
customer satisfaction levels are to improve. All residents and business customers should be provided with adequate notice of planned works on every occasion. Where planned works are delayed, after residents have been informed of commencement, further communication should take place.

The summer of 2010, saw a large number of complaints (and expressions of anger) in respect of the high volumes of dust generated and the presence of loose stones, whilst resurfacing work was taking place.

Customer Complaints (recorded on CRM)

During the financial year April 2010 to April 2011 there were 219 items of customer complaint recorded on CRM against an improvement target of 225 items.

The methodology for gathering the data is to capture all Formal Complaints made to WBC, together with the negative and positive comments recorded on CRM that have been expressed by customers. There is no automated process or accurate search facility for gathering data, which is collected on a weekly basis by searching the key word “Colas” in the CRM system and viewing each individual report that results from the search, to identify whether the issue is one of complaint or compliment.



If the CRM does identify a complaint (or compliment), a spreadsheet containing the data is provided to relevant officers of the Council and Colas. All such complaints should be processed in accordance with the 'Customer Complaints Investigation Protocol' (copy attached) as agreed between the Council and Colas.

**Complaints Investigation Protocol
- Colas/Wirral Council**

Complaints Investigation Protocol

The capture of ALL data from the CRM in respect of 'informal' complaints is difficult, however the search process is straight forward and data will be obtained by exercising consistency in the search method used.

It should be noted that many of the complaints about 'standard of work' will be made by members of the public who have little or no technical knowledge of a process, and therefore expressions of dissatisfaction will be based upon subjective observations and assumptions. However, such perceptions need to be professionally responded to, even on occasions where the complaint is clearly unjustified.

Complaints about the conduct of any Colas contractor will result from a customer 'experience' and such an experience will form a perception that will mould opinion. It is imperative that all staff representing Wirral Council conduct themselves appropriately at all times and exercise respect and courtesy. Therefore any complaints about conduct should be fairly 'investigated' to enable appropriate learning and/or corrective action to be taken. Any breaches of company policy should be dealt with in accordance with that policy.

All formal and informal complaints brought to the attention of Wirral Council and associated with the work or staff of Colas will be recorded on the CRM system.

Formal Complaints

Formal complaints are processed in accordance with the Wirral Council policy. Relevant formal complaints are recorded within the Technical Services Directorate in addition to the CRM system. Notification of a formal complaint made in respect of a Colas related issue will be given via e-mail to the Colas Liaison Officer, by the Wirral Council Customer Services Manager for investigation by Colas (where appropriate). A full response should be delivered to Wirral Council in accordance with the time limits set by the Formal Complaints protocol (see "Customer Care - The Wirral Council & Colas Partnership" document). The Customer Services Manager will retain responsibility for monitoring progress towards obtaining a full response within 10 working days.

Informal Complaints

Wirral Council - Informal complaints (those that are not subject of the Wirral Council Formal Complaints procedure) will be dealt with in accordance with existing Wirral Council procedures. Additionally the Customer Services Manager will, at the conclusion of an 'investigation' by Colas ensure that a complainant is contacted and reassured that the complaint has been responded to. Effort will be made to placate a complaint on all occasions. Where appropriate, Colas will contact the customer directly.

Colas –will be informed of all relevant informal complaints and will conduct its' own internal investigation. Colas will deal with issues of complaint in accordance with this document and company policy and strive to improve customer experience. The Contract and Customer Service managers (Wirral Council) will be informed of each complaint's resolution and of any resultant change in working practice.

Procedure

The Customer Services Manager (Wirral Council) will interrogate the CRM system weekly (Friday) to identify items of complaint. Any items of complaint will be highlighted if there is any prima facie evidence of a Health & Safety issue.

The record of weekly complaint items will be presented in a spreadsheet format and delivered to the Colas liaison officer (for investigation) and also the Wirral Council Contract Manager (for information) via e-mail.

SR No.	Date	Location	Request Type	Pr
398652	07-Jun-10	Greenbank Road	ST-Road Defect-S	04
399178	09-Jun-10	Ledbury Close	ST-Pavement Defect-S	04
399313	09-Jun-10	Unknown MBoV Address	CC-Complaint Stage 1-C	04
399643	10-Jun-10	Calveley Close	ST-Street Lighting-S	04

The Colas liaison officer will 'investigate' informal complaints and record his/her findings by completing the appropriate column in the spreadsheet and returning it to the Customer Services Manager (Wirral Council). He/she will also report at a subsequent Weekly Contract Meeting. (Notification on Friday; report at meeting 1 week following Monday).

'Complaints' will be a standard agenda item for the Weekly Contract Meeting (Monday) of new complaints and development of Colas comments to be appended this column. Discussion, consideration of new complaints and development of practices.

A cumulative account of the number of complaints received will be maintained by the Customer Services Manager and each month delivered to the Colas liaison officer and the Wirral Council Contract Manager, via e-mail. The cumulative total of complaints received will be compared with disaggregated targets to provide a visual RAG (Red, Amber, and Green) status.

Month	Complaints	Disaggregated Target	RAG Status
Apr-10	12	19	
May-10	24	38	
Jun-10		57	
Jul-10		76	
Aug-10		95	
Sep-10		114	
Oct-10		133	
Nov-10		152	
Dec-10		171	
Jan-11		190	
Feb-11		209	
Mar-11		225	
Cumulative Total	36		

Performance 2010/11

During 2009/10 there were 251 items of complaint received. The performance improvement target for 2010/11 is a reduction by 10% to 225 recorded items of complaint.