

COMHAIRLE CATHRACH NA GAILLIMHE

GALWAY CITY COUNCIL



Customer Care Plan 2005 - 2009

INTRODUCTION

The provision of Quality Customer Service and care is a key priority for Galway City Council and to support more effective customer service we have written and adopted this detailed Customer Care Plan.

This Customer Care Plan outlines the levels of service we are committed to providing. We are committed to delivering those services to the highest standard of effectiveness and integrity and to providing our customers with the best quality service possible within the financial and human resources available to us.

*We are also committed to implementing the **Ombudsman's Standards of Best Practice for Public Servants**, which are*

- Dealing properly with people*
- Dealing fairly with people*
- Dealing openly with people*
- Dealing impartially with people*

*These practice standards are outlined in detail in **Appendix 1***

It is our aim to continue, in consultation with staff, elected representatives and our customers, to improve the quality of service we give to people not only in the content of a particular service but also in the process and context in which services are delivered.

Our approach to customer care is governed by the following principles

- Quality Service Standards*
- Equality and Diversity*
- Flexibility and Sensitivity*
- Timeliness and Courtesy*
- Efficiency and Promptness*
- Openness and Impartiality*
- Simplicity*
- A Co-ordinated Approach*
- Consultation and Evaluation*

This Customer Care Plan has been prepared in conjunction with representative staff of the City Council together with a representative of the Workplace Partnership Committee.

The Corporate Policy Group (the Mayor and the Chairpersons of the Strategic Policy Committees) has also been involved and approved the Draft Plan prior to submission to the full Council.

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Structure of Galway City Council

The Council

Galway City Council is a modern and innovative public service organisation operating within a local democratic mandate and consists of 15 elected Councillors representing 3 Electoral areas within the city. Councillors are directly elected by the system of proportional representation every five years. The elected Councillors are an important link between the Council and the wider Community and provide feedback on the perception of service provision.

Corporate Policy Group

The Corporate Policy Group evolved from the “ Better Local Government – A Programme for Change” proposal, designed and introduced to enhance the democratic mandate and policy making role of the elected members.

The Corporate Policy Group is a committee of the Council supported by the City Manager, comprising of the Mayor of the Council and the Chairs of each of the Strategic Policy Committees.

The main function of the Corporate Policy Group is to co-ordinate the work of the different Strategic Policy Committees and to provide a forum where policy positions affecting the whole Council are agreed for submission to the full Council, which retains the overall decision making role. The Corporate Policy Group also monitors the performance of the Council and plays a key role in preparing the Budget.

Strategic Policy Committees

The Council has established five Strategic Policy Committees comprising of elected Councillors and sectoral representatives working together in a more participative form of democracy, thereby providing a more effective policy focus on the functions and activities carried out by the Council. In addition it fosters a higher degree of community relevance and local participation and provides new and different streams of expertise and advice to the Council. The Strategic Policy Committees are supported in their work by a Director of Services. The remit of the Strategic Policy Committees is to formulate and develop policy, the final decisions are ultimately the responsibility of the entire Council.

Staff

The staff operate under the general direction of the City Manager assisted by the Directors of Services and Heads of Functions across the entire range of Council services. The Council places a high value on staff and benefits from the considerable diversity of talent, expertise and experience of our staff, which is a key component in providing a quality service to the public.

We will continue to develop even further a professional and customer oriented culture.

The Workplace Partnership Committee is an important consultative Forum for staff and its influence is felt throughout the organisation. The Workplace Partnership Committee continues to develop projects that are of mutual benefit to the customer, staff and the Council.

General Customer Care

Mission Statement

As members and staff of Galway City Council our mission is to work together in providing services and facilities to the people we serve in a democratic and open manner which will contribute to making Galway an attractive and enjoyable city in which to live, work and visit.

(Corporate Plan 2004 – 2009)

Services and Activities of Galway City Council

Galway City Council provides a diverse range of services and activities. The activities and functions are normally described under the headings set out in the annual budget i.e.

- *Housing and Building*
- *Roads, Transportation and Safety*
- *Water Supply and Sewerage*
- *Development Incentives and Control*
- *Environmental Protection*
- *Recreation and Amenity*
- *Agriculture, Health, Education and Welfare*
- *Miscellaneous Services.*

*However with the introduction of the structures under Better Local Government, we are using the Strategic Policy Committee (SPC) and Directorate headings to describe the activities undertaken by the City Council. These activities are listed in **Appendix 2** of the Plan.*

These activities/functions illustrate the broad remit of the City Council and the extent to which these activities impact on the lives of those that live in, work in or visit our City. They also demonstrate the range of demands on the Council's resources and the diversity of those who are affected by what we do, from children to tourists, from those in need of accommodation or shelter to those seeking to invest in business. In light of this, it is incumbent on us to fulfil these roles with integrity and respect for those we serve, aspiring to the highest standards of service, and always having regard to the public interest.

Who are our Customers?

We use the word “customer” to describe all those who use, or are affected by our services, or with whom the Council has a formal relationship. This includes, among others, citizens, residents of the city, clients and the people we serve.

Our customers are normally taken to include:

External Customers

- *The People of Galway City*
- *The City’s Workers*
- *Ratepayers*
- *Service Users*
- *Community and Voluntary Groups*
- *Tourists*
- *Interest Groups*
- *Media*
- *State Agencies*
- *Contractors/Suppliers*
- *Department of the Environment and Local Government*
- *Other Departments of State*
- *Galway City Development Board*

Internal Customers*

- *Elected Representatives*
- *Staff*

** Internal customers are those who are a part of the Council but also require the services of the Council in order to fulfil their mandate.*

Customer Care Charter

Galway City Council's approach to Customer Care is set out in our service objectives as follows

Customer Service Objectives

- ***To facilitate equality of access to all our services***
- ***To ensure that all staff are skilled in customer care***
- ***To respond professionally and promptly to all queries***
- ***To ensure that all information provided to the public is timely and in user friendly format***
- ***To foster increased communication and co-ordination within and between Departments***

- ***To facilitate equality of access to all our services***

Physical Access

The recently refurbished and extended City Hall has provided an excellent opportunity for improving customer service. The offices are designed to ensure privacy (a number of private interview rooms are available), comply with health and safety regulations and facilitate access for people with disabilities.

The provision of offices in newly developed resource centres in the west and east of the city will also allow the City Council to be more accessible to people in these areas. The possibility of the provision of online facilities in the Resource Centres will be investigated

We have reviewed our opening hours and our offices are now open during lunchtime.

Equality/Diversity

We will ensure equity of treatment for all our customers and accommodate diversity in accordance with the provisions of equality legislation

We will endeavour to identify and eliminate barriers to access for people experiencing poverty / social exclusion and disability in consultation with the Social Inclusion Group, Access for all Group, the Barcelona Declaration project team and the Anti Racism Strategy Group

• *To ensure that all staff are skilled in customer care*

- *Provide staff with the necessary supports to allow them to deliver quality services in an efficient and courteous manner*
- *Consult with staff and facilitate and encourage staff input into the development and review of services.*
- *Provide training for staff to allow them deliver the best possible service*
- *Undertake to carry out regular customer surveys to obtain feedback from our customers and incorporate feedback into training and development initiatives.*
- *Make full use of technology to improve service delivery and to make information more widely available and accessible to our customers*
- *Ensure that staff are informed of their responsibilities with regard to Security and Confidentiality of Information and also in compliance with the Data Protection Legislation.*

• *To respond professionally and promptly to all queries*

Dealing with written and electronic correspondence

*We will endeavour to acknowledge within **five working days** all written and electronic correspondence and indicate the timeframe for issuing an interim/final reply. A contact name, number and reference number will be provided with all correspondence*

Service by telephone

We will respond quickly and courteously, take the name, query and telephone number and indicate when the customer can expect to hear from us, or, where necessary have the appropriate Department respond if the query cannot be dealt with directly

We will keep internal directories and Intranet directory up to date and implement call logging/ tracking systems where appropriate.

Services to customers at public offices

We will be courteous and fair in our personal dealings with our customers and ensure a prompt response to their queries. Where it is not possible to deal with a query directly we will inform the customer and provide details of the relevant point of contact.

Information in the Irish language

Galway City Council fully recognises the rights of our customers to do their business with us through the medium of the Irish Language.

Our policy is to comply fully with our obligations under the Official Languages Act, 2003. This entails that all published public policy documents, under the terms of the Official Languages Act, 2003, shall be bilingual, that all forms of written or oral queries that are received in Irish be dealt with in Irish, that public signage/notices/advertisements be bilingual in line with the Official Languages Act Guidelines recently published and that we adhere to our obligations regarding the placenames order.

Galway City Council promotes the development of the Irish language in a positive and proactive way - co-operating with established language organisations in the City, as well as promoting a major cultural development through the schools in the City, entitled "Infheistíocht Chultúir". Galway City Council also provides staff training courses in Irish on an ongoing basis.

<ul style="list-style-type: none">• <i>To ensure that all information provided to the public is timely and in a user friendly format</i>

- *Deliver quality services with courtesy, sensitivity and minimum delay*
- *Provide clear, helpful, accurate information that is relevant to your enquiry*
- *Ensure that all our forms and leaflets are simple and easy to understand*
- *Provide help with filling of forms at our public offices*
- *Include a contact name, telephone number and reference (where appropriate) on all correspondence that we issue*
- *Ensure that the media is used to communicate information to our customers particularly regarding emergency activities.*
- *We will proactively promote our services through all communications media available*
- *A Content Management System will enable timely and efficient delivery of each Department's notices on our website, www.galwaycity.ie*

<ul style="list-style-type: none">• <i>To foster increased communication and co-ordination within and between Departments</i>
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- *We will foster a more co-ordinated and integrated approach within the organisation to improve the delivery of our services*
- *We will implement initiatives to improve internal communication and co-ordination*
- *We will ensure that appropriate working arrangements are in place where an integrated approach is necessary for the delivery of services.*

Initiatives Implemented

- *Lunchtime Opening*
- *Customer Survey undertaken*
- *The Public Image Working Group recently carried out a customer survey. The results of this survey are outlined in **Appendix 4***
- *Provision of a robust and secure ICT infrastructure on which staff can ultimately deliver efficient services to the public.*
- *Using the potential of communications technology for streamlining business processes for greater efficiency internally and in dealing with customers.*
- *Monitoring of the progress of E- Government initiatives and active facilitation of the national rollout of same.*
- *www.galwaycity.ie is available as an information portal for Galway City Council services.*
- *Touchscreens are available as information portals in the Planning Office.*
- *Promotion of the use of broadband & broadband guide produced.*
- *Credit / Laser cards payment facilities*

Future initiatives planned

- *Improvements to Reception Area*
- *Irish Language: to ensure that at least one staff member in each department is proficient in the Irish Language*
- *Revised Customer Appeals System to be introduced*
- *Introduction of Customer Comment Form*
- *Electronic Payment Methods for Creditors*
- *Extend the use of Galwaycity.biz as a community website to facilitate groups getting online.*
- *Extend the use of public access PCs in Galway City Council.*
- *The telephone system will be surveyed and monitored for its effectiveness in routing customer service calls.*
- *Increase the range of services available on www.galwaycity.ie and endeavour to ensure that the website conforms to national guidelines for people with disabilities.*
- *Provide electronic versions of forms and investigate the use of e-forms for online applications.*
- *Rollout online billpay facilities.*
- *Investigate new technology for interacting with and providing information to the public. e.g. text messaging/ SMS.*
- *Introduce a “single point of contact” system for City Council account holders.*

The Role of the Customer in Ensuring Quality Service

How you can help us

We set out hereunder some helpful suggestions for our customers in assisting the City Council in providing quality services:

- *Quote reference numbers where available in all correspondence and/or communications*
- *Complete all forms carefully, accurately and legibly*
- *Provide all necessary supporting documentation*
- *Check that all application forms are fully completed and signed before submission*
- *Ensure that application forms are submitted in sufficient time where closing dates apply*
- *Inform us of any changes in circumstances that may have a bearing on our decision*
- *Respond promptly to any requests for further information*
- *If intending to call to the City Council to discuss a complex matter, please make an appointment beforehand if possible. This will ensure that the appropriate official(s) will be available and any necessary preparatory work can be carried out in advance.*

Code of Conduct

Galway City Council aims to provide a high quality customer service in a safe and secure environment. In order to achieve this, we would ask our customers to note that the following behaviour will not be accepted in any of our facilities/offices.

This Code of Conduct has been established for members of the public who use the facilities/office provided by Galway City Council.

The following behaviour is not acceptable:

- ***Behaviour which is disruptive and interferes with the use and enjoyment of the facility by others***
- ***Harassment of staff or members of the public by use of abusive, racist, obscene or threatening language.***
- ***Use of violence or threat of violence towards staff and /or members of the public.***
- ***Malicious damage to and/or theft of Galway City Council property***
- ***The use of alcohol and illicit drugs while using our facilities***

Please help us to help you by observing the Code of Conduct

Complaints and Appeals Procedure

Galway City Council provides a wide range of services to the people of Galway City. Our staff make every effort to assist you by providing a high quality and professional service at all times.

However, sometimes things go wrong. If you have a problem or are unhappy with a decision or any aspect of our service, we want to know about it so that we can try to resolve it.

We undertake to investigate complaints and determine appeals relating to our services in a fair, timely and confidential manner.

For the purposes of clarity, a distinction is drawn between a complaint and an appeal. A complaint indicates dissatisfaction with the manner in which the Council engages with, or responds to, its customers in delivering its services.

An appeal indicates dissatisfaction with a decision of the Council regarding [a] provision of a service, [b] entitlement to a service or a benefit relating to a service or [c] activities, which are subject to regulation by the Council.

For example, a decision to refuse a road-opening licence may give rise to an appeal against that decision, whereas a failure to provide information on the licensing system, or to indicate the time frame in which licence applications will be considered, may give rise to a complaint about the standard of customer service.

COMPLAINTS PROCEDURE RELATING TO CUSTOMER SERVICE

*If a person wishes to make a complaint about a service received please write, phone or ask to speak to the Officer in charge of the area to which the complaint refers. (See **Appendix 6 for a Customer Service Complaint Form**) All complaints will be taken seriously and be dealt with properly, fairly and impartially.*

Where a mistake has been made by the City Council, we will apologise and endeavour to explain what happened and rectify where possible. Where appropriate, we will review our procedures and make the necessary changes to avoid a recurrence. The Complaints Procedure will be monitored by the Corporate Affairs Section.

*If a person is still unhappy with how the complaint was dealt with by the Officer in charge of the area to which the complaint refers, the decision can be appealed [a “customer service appeal”]. The customer service appeal must be made in writing, stating the grounds for the appeal and forwarded to Corporate Affairs Section. The Director of Services for Corporate Affairs will then nominate an appropriate Officer to deal with the appeal. In acknowledging receipt of a **customer service appeal** an indicative length of time will be given for dealing with the appeal.*

APPEALS PROCEDURE RELATING TO PROVISION OF, OR ENTITLEMENT TO SERVICE

Internal appeals

It is the objective of the Council that, where decisions are made regarding the application of a policy to an individual, or access to or entitlement to a service, the decision will be notified in writing and the notification will outline the reasons for the decision, and details of procedures for appealing against the decision. The person to whom the appeal should be submitted will be identified, together with the timescale for lodging an appeal.

In general, appeals should be made in writing to an officer who is more senior than the decision-maker, and the grounds for making the appeal should also be outlined.

*In acknowledging receipt of a **service appeal**, an indicative length of time will be given for dealing with the appeal. The outcome of an appeal will be notified in writing to the person making the appeal.*

With the exception of statutory appeals [see below], appeals against decisions relating to provision of a service, entitlement to a service or a benefit relating to a service, or activities, which are subject to regulation by the Council, will be decided by officers assigned to the Directorate which has responsibility for the service in question.

The availability and use of this appeal procedure does not detract from the statutory right of customers to bring a complaint to the Ombudsman, or in certain cases to the appropriate court.

Statutory Appeals

If you are not satisfied with our final response regarding complaints or appeals you can contact the Ombudsman. The office of the Ombudsman is an independent agency whose role is to assess whether the public body has acted properly, fairly and impartially in the particular case.

The address and contact details for the Ombudsman's office are

Office of the Ombudsman

18 Lower Leeson St

Dublin 2

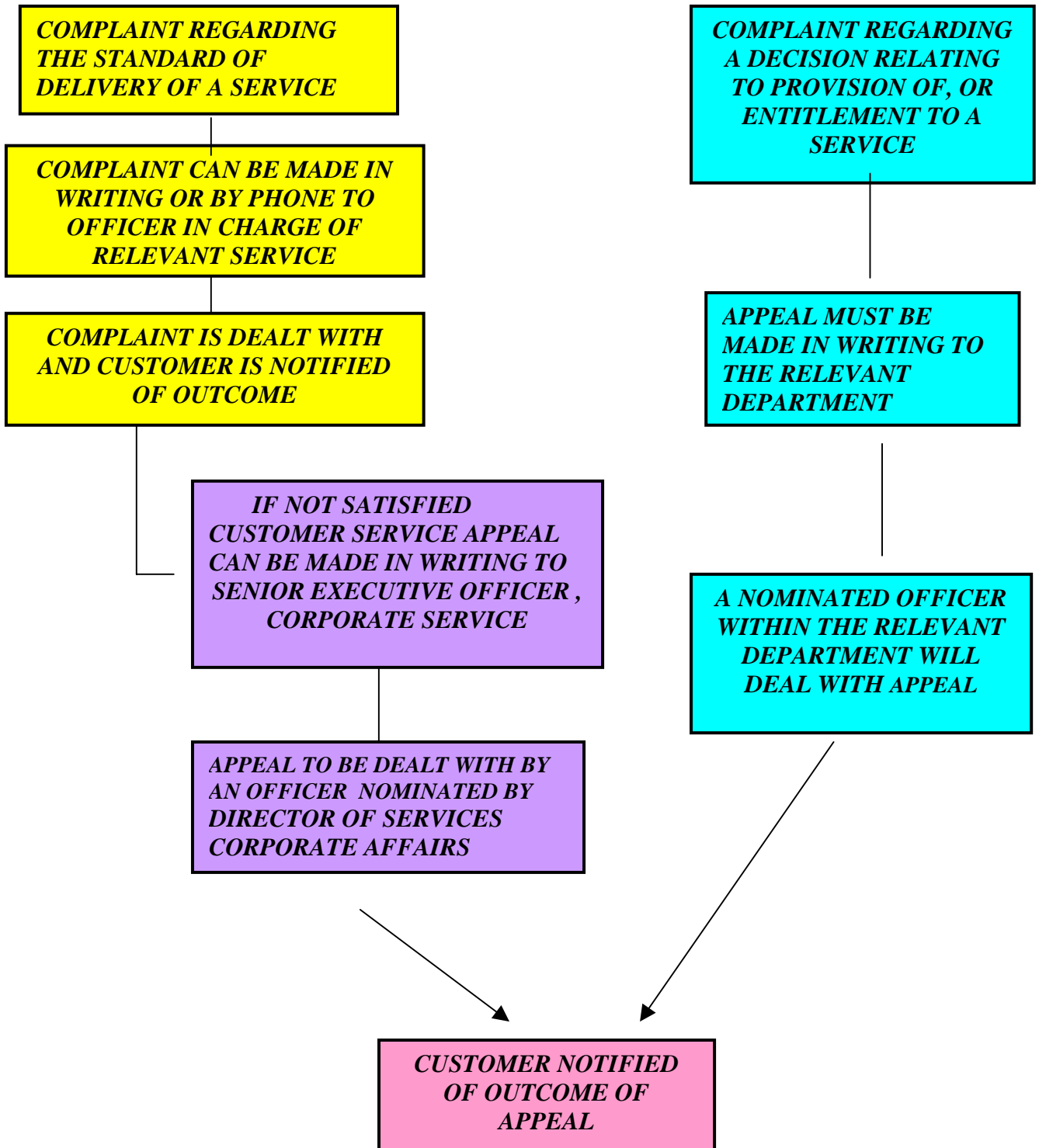
Tel. 01 6785222 Lo-call 1890 223 030

Email: ombudsman@ombudsman.irl.gov.ie

Website: [www.http://ombudsman.gov.ie/](http://ombudsman.gov.ie/)

*In certain instances, the decision process provides for appeals to specific external bodies e.g. an appeal against a planning decision must be made to **An Bord Pleanála**, while certain other decisions can be appealed to the Courts. Where an appeal applies to an external body, the Council will provide full details of the appeal procedure in issuing notification of its decision.*

GALWAY CITY COUNCIL
COMPLAINTS & APPEALS SYSTEM



If you are not satisfied with our final response regarding complaints or appeals you can contact the Ombudsman.

Implementation, Monitoring and Review

The ongoing monitoring and review of the Customer Care Plan will be an integral part of the work of the Management Team as part of their strategic management role. They will pay particular attention to monitoring progress on the achievement of the objectives set out in the Plan. The Staff together with the Workplace Partnership Committee will also be involved and consulted during the review process. A set of indicators has been established in respect of each service, and we also intend to develop our data-gathering and research capacity to monitor service outputs and outcomes, and our progress in meeting targets over the period of the Plan. This will also strengthen our capacity to learn from previous experiences and to incorporate that learning in new or reviewed policies.*

Galway City Council's Customer Care Plan will be reviewed annually.

We are fully committed to improving our service to all our customers, involving partnership, consultation and standard setting.

The Customer Care Plan is a significant start and one which we will continuously seek to develop

This Plan will be circulated to every staff member, made available to all our customers and published on our website.

An executive summary of the plan will also be circulated to all households in Galway City.

** The Management Team comprises the City Manager, the Directors of Services and Head of Finance, and the Senior Executive Officer, Corporate Services, who is the Secretary to the Team.*

Appendix 1

Public Bodies and the Citizen - The Ombudsman's Guide to Standards of Best Practice for Public Servants

“Public bodies should strive for the highest standards of administration in their dealings with people. Public servants should ensure that people are dealt with properly, fairly, openly and impartially. The following checklist, although not exhaustive, is a guide to standards of best practice for public servants. I hope that public bodies will find it useful in their efforts to provide a better service to their clients.”

Dealing "properly" with people means dealing with them -

- *promptly, without undue delay and in accordance with published time limits;*
- *correctly, in accordance with the law or other rules governing their entitlements and published quality standards;*
- *sensitively and by giving reasonable assistance, having regard to their age, to their capacity to understand often complex rules, to any disability they may have and to their feelings, privacy and convenience;*
- *helpfully, by simplifying procedures, forms and information on entitlements and services, maintaining proper records, and providing clear and precise details on time limits or conditions which might result in disqualification;*
- *carefully, where more than one public body is concerned, by ensuring proper communications between the bodies to prevent a person's needs being overlooked;*
- *courteously, including communicating in Irish (both written and oral) where it is clear a person wishes to do so;*
- *responsibly, by not adopting an adversarial approach as a matter of course where there may be a fear of litigation and by being prepared to explain why an adverse decision has been given.*

Dealing "fairly" with people means -

- *treating people in similar circumstances in like manner;*

- *accepting that rules and regulations, while important in ensuring fairness, should not be applied so rigidly or inflexibly as to create inequity;*
- *avoiding penalties which are out of proportion to what is necessary to ensure compliance with the rules;*
- *being prepared to review rules and procedures and change them if necessary;*
- *giving adequate notice before changing rules in a way which adversely affects a person's entitlements;*
- *having an internal review system so that adverse decisions can be looked at again and reviewed by someone not involved in the first decision;*
- *informing people of how they can appeal, co-operating fully in any such appeal and being open to proposals for redress including apologies, explanations and payment of appropriate compensation;*
- *making appropriate redress which puts the person back into the position he/she would have been in if the public body had acted properly in the first place;*
- *adopting a policy for dealing with the small number of people who act in a vexatious manner or in bad faith, which strikes a balance between the interests of the public body, its staff and the person concerned.*

Dealing "openly" with people means -

- *putting people in contact with the officials of the public body with responsibility for dealing with them and, if appropriate, referring them to alternative sources of assistance;*
- *making available and keeping up to date, comprehensive information on the rules and practices which govern public schemes and programmes;*
- *giving people full information on the reasons for a decision which adversely affects them including details of any findings of fact made in the course of the decision;*
- *ensuring people know what information is available, where to get it and know of their right to access it in accordance with the Freedom of Information Act, 1997 and otherwise;*
- *assisting people, where necessary, to prepare their requests for access to information;*
- *providing accessible public offices and using information and communications technologies to ensure maximum access and choice in service delivery.*

Finally, dealing "impartially" with people means -

- *making decisions based on what is relevant in the rules and law and ignoring what is irrelevant;*
- *avoiding bias because of a person's gender, marital status, family status, sexual orientation, religious belief, age, disability, race, membership of the Travelling Community, language, attitude or reputation or because of who they are or who they know;*
- *ensuring, where a service is based on a scheme of priorities, that the scheme is open and transparent;*

(Revised March 2003)

Appendix 2

SPC 1 – Housing Services

Provision of Local Authority Housing
Management of housing stock
Affordable Housing
Voluntary Housing Schemes
Provision & Management of Traveller Accommodation
Accommodation for Homeless people
Tenant Participation and Estate Management
Housing Loans and Grants
Anti Social Behaviour
Building Control
Rental Accommodation Scheme

SPC 2 – Transportation and Infrastructure

Roads Improvement and Maintenance
Traffic Management
Integrated Transportation planning
Taxis and Hackneys
Pedestrianisation
Cycling facilities
Road Safety
Public Lighting
Parking
Water Supply Improvement and Maintenance
Drainage Improvement and Maintenance
Public Conveniences

SPC 3 – Economic Development and Planning

Land Use – Forward Planning and Development Control
Action Area and Integrated Area Planning
Enterprise Development
Economic Development
Tourism Promotion and Development
Heritage and Conservation
Urban Renewal –Incentives

SPC 4 – Environment

Waste Management and Regulation
Pollution Control (Air, Water, and Noise)
Litter Management
Street Cleaning
Derelict Sites
Local Agenda 21
Burial Grounds
Casual Trading/ Markets
Food Safety
Dog Control
Coastal Management
Galway Energy Agency
Fire Prevention and Protection

SPC 5 – Recreation, Amenity and Culture

Parks and playgrounds
Recreation centres
Playing fields
Amenity areas
The Arts
Culture
Theatre
Museum
Libraries
Community Facilities
Community Development

Corporate Services and Community and Enterprise

Human Resources
Information and Communications Technology
General Services
City Development Board Strategy
Social Inclusion
Community and Voluntary Forum

Finance

Payments, Payroll, Expenditure and Income
Financial and Management Accounting
Value for Money
Costing.

Appendix 3

Service Contact Details

*Galway City Council
City Hall
College Rd
Galway*

Opening Hours *9am to 4pm*
Office Hours *9am to 5pm*

Main Telephone No *091 536400*
Main Fax No *091 567493*
Email [*enquiries@galwaycity.ie*](mailto:enquiries@galwaycity.ie)
Website [*www.galwaycity.ie*](http://www.galwaycity.ie)

<i>Community & Enterprise</i>	<i>091 536573</i>
<i>Community Wardens</i>	<i>091 536544</i>
<i>Corporate Services</i>	<i>091 536597</i>
<i>Environment</i>	<i>091 536595</i>
<i>Finance</i>	<i>091 536592</i>
<i>Housing</i>	<i>091 536590</i>
<i>Human Resources</i>	<i>091 536596</i>
<i>Mayor's Secretary</i>	<i>091 536446</i>

<i>Parks & Culture</i>	<i>091 536548</i>
<i>Planning</i>	<i>091 536599</i>
<i>Rates</i>	<i>091 536593</i>
<i>Register of Electors</i>	<i>091 536597</i>
<i>Roads & Water Services</i>	<i>091 536589</i>
<i>Service Charges</i>	<i>091 536593</i>
<i>Traffic Fines</i>	<i>091 536594</i>

For out of hours emergencies contact the emergency services [999] who will contact the relevant City Council personnel as necessary.

Appendix 4

Results of Customer Survey

A survey of 500 households, selected at random throughout the City, was undertaken with a view to establishing what our customers thought about the quality of the Council's customer service. Householders were asked ten questions, and the full results are posted on the City Council website and are also available from City Hall. The results can be summarised as follows:

The aim of the survey was to obtain the views of a sample of the City Householders regarding the City Councils service to its customers, and to seek to apply any conclusions from the survey towards improving the quality of service.

Question 1 relates to Access to Services. Almost three-quarters (74%) consider access to be good or very good. The results also indicate that a significant majority of householders do not use either the Internet or e-mail to access services, and that most householders access services either by telephone or in person at City Hall. Less than 40% of respondents indicated that the level of privacy provided in doing business was good or very good. This issue will require attention.

Question 2 relates to the Services used most frequently by the respondents. 41% identified the Environment/ Waste Management Services, while 12% identified Planning and 11% identified Finance and Rates. This is to be expected, given that the Council's Waste Management system impacts on almost every household in the City.

65% of respondents felt that the service either always, or mostly met with standards they expected (Question 3). Almost 80% of the respondents felt that Council staff with whom they dealt with were helpful, 89% felt that Staff were courteous and 87% felt that staff were friendly (Question 4-6). 65% of respondents felt it was easy to obtain the information they needed regarding the service (Question 7).

Question 8 related to the Public Image of the Council. 43% considered that the public image of the Council had not changed while 42% considered it had improved and 10% considered it had disimproved.

The views on the Council's communications with the public (Question 9) indicate that over 42% consider information services to be either good or very good, but only 29% considered that advance information of service disruption was good or very good. The results indicate that a small number of respondents either use the Internet or listen to the weekly radio slot.

Question 10 refers to the facilities for the public at City Hall and 59% considered the facilities to be good or very good.

Appendix 5

Performance Indicators

The following are the national service indicators applicable to Galway City Council to measure our performance. It is our objective to gather and publish the information on an annual basis to assist us in improving service standards. It is also our objective to develop local indicators relating to our services objectives in supporting strategies contained in our Corporate Plan 2004-2009

National Service Indicators:

Ref.	Heading	Detail	Measure
A&C.1	Arts & Cultural Services	Arts Grants	<ul style="list-style-type: none"> Number of arts grants allocated Total value of arts grants allocated per 1,000 population
CP.1	Community Participation & Co-operation	Youth Council / Comhairle Na n'Óg	<ul style="list-style-type: none"> % of local schools involved in the local Youth Council / Comhairle Na n'Óg
C.1	Corporate Issues	Sickness absence	<ul style="list-style-type: none"> % working days lost to sickness absence through Certified leave and Uncertified leave
C.2	Corporate Issues	Training & Development	<ul style="list-style-type: none"> Expenditure as % of total payroll costs
E.1	Water	Pollution Levels of River Channels	<ul style="list-style-type: none"> % of river channel which is unpolluted; slightly polluted; moderately polluted; seriously polluted
E.2	Water	Drinking Water analyses results - Public Schemes	<ul style="list-style-type: none"> % of drinking water analysis results in compliance with statutory requirements
E.5	Fire Service	Fire Prevention	<ul style="list-style-type: none"> Total number of Fire Certification applications received and processed
E.6	Environmental Services	Waste Management	<ul style="list-style-type: none"> % of Households provided with segregated waste collection
E.7	Waste Management	Recycling of household waste (door to door collection only)	<ul style="list-style-type: none"> % of household waste collected (door to door) which is sent for recycling
E.8	Waste Management	Landfilling of household waste	<ul style="list-style-type: none"> % of household waste collected (door to door) which is sent to landfill
E.9	Waste Management	Recycling Facilities for various categories of waste - glass, cans, textiles, batteries, oils, others:	<ul style="list-style-type: none"> Number of Bring Sites; number of Civic Amenity Sites; locations per 5,000 population; tonnage of waste collected per 5,000 population
E.10	Environment	Litter - Level of litter pollution in the City/County.	<ul style="list-style-type: none"> Total No. of Wardens per 5,000 population; number of on-the-spot fines issued; number of prosecutions; % of areas within the local authority that are unpolluted; slightly polluted; moderately polluted; significantly polluted; grossly polluted with litter
E.11	Environment	Environmental Complaints and Enforcement:	<ul style="list-style-type: none"> Total No. of cases subject to complaints re environmental pollution (waste, litter, water, noise and air pollution); number of complaints investigated; number of enforcement procedures taken
E.12	Environment	Environmental Campaigns (Green Schools)	<ul style="list-style-type: none"> % of schools participating in environmental campaigns - primary and secondary schools

H.1	Housing	Housing Vacancies	<ul style="list-style-type: none"> Total Dwellings in Stock % of dwellings let; % of dwellings empty % of empty dwellings subject to major refurbishment schemes % of empty dwellings (excluding major refurbishment schemes) unavailable /available for letting
H.2	Housing	Re-letting of dwellings	<ul style="list-style-type: none"> Average time (in weeks) taken to re-let dwellings which are available for letting
H.3	Housing	Repairs completed	<ul style="list-style-type: none"> Repairs completed as % of valid repair requests received in calendar year
H.4	Housing	Inform applicants of local authority's decision	<ul style="list-style-type: none"> Average time (in days) to inform applicants of our decision in relation to: <ul style="list-style-type: none"> - Shared Ownership Housing Scheme - Housing Loans Scheme - Local Authority Housing
H.5	Housing	<ul style="list-style-type: none"> Traveller Accommodation 	<ul style="list-style-type: none"> Total number of traveller families accommodated as % of targets set in local Traveller Accommodation Programme
P.1	Planning & Development Control	Planning applications decision making: Individual houses Housing developments Other developments - not requiring EIA Other developments - requiring EIA	<ul style="list-style-type: none"> No. of applications determined % of complete applications determined within 8 weeks Average length of time taken to determine an application where further information is sought % of grants; % of refusals An Bord Pleanala decisions - % of cases where our decision was confirmed; % of cases where our decision was varied; % of cases where the our decision was reversed
P.2		Planning Enforcement	<ul style="list-style-type: none"> Number of cases subject to complaints that are investigated Number of cases dismissed Number of enforcement procedures taken through warning letters Number of enforcement procedures taken through enforcement notices Number of prosecutions
P.3		Public opening hours	<ul style="list-style-type: none"> Average weekly public opening hours
P.4		Pre-planning consultation	<ul style="list-style-type: none"> Average length of time from request for consultation with local authority planner to actual formal pre-planning consultation
P.5		Building Control	<ul style="list-style-type: none"> Buildings inspected as a percentage of new buildings notified to the local authority
Rec.1	Recreational Services	Children's Playgrounds	<ul style="list-style-type: none"> Number of children's playgrounds per 1,000 population directly provided by the local

			authority and those facilitated by the local authority
Rec.2	Recreational Services	Swimming Facilities	<ul style="list-style-type: none"> • Number of visitors to local authority facilitated swimming facilities per 1,000 population
Rev.1	Revenue Collection	House Rent	<ul style="list-style-type: none"> • Amount Collected at year-end as a % of amount due • % of arrears: 4-6 weeks old, 6-12 weeks old, more than 12 weeks old.
Rev.2	Revenue Collection	Housing Loans	<ul style="list-style-type: none"> • Amount Collected at year-end as a % of amount due • % of arrears: 1 month old, 2-3 months old, more than 3 months old
Rev.3	Revenue Collection	Commercial Rates	<ul style="list-style-type: none"> • Amount Collected at year-end as a % of amount due
Rev.5	Revenue Collection	Non-Domestic Water Charges	<ul style="list-style-type: none"> • Amount Collected at year-end as a % of amount due

Appendix 6

Customer Service Complaint Form

NAME _____

ADDRESS _____

TELEPHONE: Home: _____ Work: _____ Mobile: _____

DETAILS OF COMPLAINT: (Include date, location, relevant department and any other relevant information)

SIGNED: _____ **DATE:** _____

Galway City Council is committed to providing an efficient and courteous service to all of our Customers.

Anyone wishing to make a complaint in relation to the quality of any of the services or activities of Galway City Council should complete this Customer Service Complaint Form and forward to the relevant Department .

Appendix 7
Customer Comment Form
Galway City Council

1. Date --/--/---- Time _____
2. Purpose of your visit: _____
3. Did you have an appointment? Yes No

<u>Please Rate our Performance</u>	Excellent	Good	Average	Below Average
Speed with which your query was dealt with	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Employee Friendliness & Courtesy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Staff were knowledgeable & could answer your questions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
How do you rate the standard of service provided?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
How do you rate the facilities at City Hall?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

4. Is it easy to find information about the services we provide? Yes NO
5. Where do you look for information about our services?
- City Council Offices
 Newspaper
 Internet
 Other (Please Specify _____)

6. Please specify any way in which you think the services provided by Galway City Council can be improved.

7. Your details (optional)

Name:

Address:

Phone:

THANK YOU FOR TAKING THE TIME TO COMPLETE THIS QUESTIONNAIRE