ISLE OF ANGLESEY COUNTY COUNCIL

Committee: Corporate Scrutiny Committee

Meeting date: 03.02.11

Relevant Head of Service: Lynn Ball

Relevant Portfolio Holder: Cllr. Cliff Everett

Heading of Report:- Corporate Complaints & Compliments Procedure – Update Report

- 1.0 **Purpose of Report** To provide information on the number of complaints received since the last report to Committee. Quarter 2 and 3 2010/11 complaint reports, overall picture since 1.6.09 and the proposed new policy for public service providers.
- 2.0 **Issues for Scrutiny -** To note the information provided
- 3.0 **Background –** The Corporate Complaints & Compliments Procedure came into force on 1st June 2009 and part of the Recovery Plan is to enhance complaints management.

Beryl Jones Customer Care Officer, Legal Section

Date: 21.01.11

Appendices

- 1. Quarter 2 2010/11
- 2. Quarter 3 2010/11
- 3. Consultation Response

Previous Relevant Council or Executive Decisions or Local Service Board

No previous relevant decisions.

Background Papers

None

Report on the Corporate Complaints and Compliments Procedure

Introduction & Background

- 1. This report is produced to provide information on the Corporate Complaints & Compliments Procedure (the Procedure) in force since 1st June 2009.
- 2. This is a centrally administered procedure, introduced so that there was an assurance that all complaints received were being recorded.
- 3. Reports have been provided on complaints received to the following Committees:

 June September 2009 Customer Focus Sub-Committee on 18.12.09

 October 2009 June 2010 The Corporate Scrutiny Committee on 16.12.10
- 4. Complaints received in the period July December 2010 are reported in Appendix 1 and Appendix 2 to this report.
- 5. The Recovery Plan includes a section entitled *Enhancing Complaints Management* and this report seeks to give an overview of the new Procedure from its introduction to the end of December 2010.
- 6. In addition, the Council's external auditors, PriceWaterhouseCoopers are due to undertake a review of the Procedure during February 2010.
- 7. There is also the need to consider the effect that the "New Model Concerns and Complaints Policy" drawn up by a Working Group under the Chairmanship of Peter Tyndall, the Public Service Ombudsman for Wales, will have on our existing Procedure and working practices.

Overview of the Procedure – June 2009 to December 2010.

- 8. During this 19 month period the Council has received 153 complaints, an average of 8 per month but the actual number of complaints received per month varies from 11 in June, August and September 2009 to 1 in December 2010. (28 complaints were received in October 2009 but 22 of those related to the same issue).
- 9. The complaints received are broken down per service as follows:-

Service	Number of complaints received
Education	2
Environmental Services	2
Finance	28
Highways	20
Housing	22
Legal / FOI	3
Leisure (24 of the 29 are same complaint)	29
Maritime	1
Planning	36
Planning / Finance	1
Property	2
Waste	7

- 10. The overall rate of responses sent within the specified time limit is 83.1%.
- 11. Overall, the numbers reported above reflect what one would expect, i.e. frontline services like Finance, Housing and Planning do receive the highest number of complaints.
- 12. The number of complaints progressed to Stage 2 (Panel consisting of the Head of Service, Portfolio Holder and Chair of the Corporate Scrutiny Committee) during the period is 44 with an overall response rate of 81.9% within the specified timescale.
- 13. Those complaints which progressed to Stage 2 are broken down per service as follows:-

Service	Number of complaints at Stage 2
Economic Development	1
Education	1
Environmental Services	1
Finance	4
Highways	4
Housing	9
Legal / FOI	2
Maritime	2
Planning	19
Waste	1

- 14. When the investigation into the complaint has found that the service has failed in some way, matters have been rectified and apologies offered.
- 15. Of the 44 stage 2 complaints, 14 have gone on to complain to the Ombudsman. The Ombudsman has decided not to investigate 8, found in favour of the complainant in 2 cases, for the authority in another and although agreeing with the authority in another case, made suggestions for a compromise which both the service and complainant agreed upon. The results of the remaining 2 cases are unknown at the time of preparing this report.
- 16. The Stage 2 meeting procedure has worked well with agreement reached on all cases and Member involvement at this stage is seen as a positive step. However, given the number of Stage 2 meetings, the issues of achieving consistency and the pressure on Members is something that will need to be addressed as part of the discussions oon the new Model Concerns and Complaints Policy.

PriceWaterhouseCoopers Review of the Procedure

17. As part of the Regulatory Plan, our external auditors are required to undertake an audit of the procedure. This audit is due to take place during February although the exact timetable is currently unknown as we are awaiting the Terms of Reference.

- 18. The work is expected to take the form of a review of the files and statistical data held centrally and will also involve interviewing key staff and complaints officers within the Planning, Housing and Finance services.
- 19. In addition, we have requested that the review includes some work on agreeing a set of data for publication and also to assist the authority in preparing for the probable introduction of the *Model Concerns and Complaints Policy*.

Model Concerns and Complaints Policy for adoption by Public Service Providers in Wales .

20. Backgound to the proposed new policy - a letter dated 24.5.10 from the Public Services Ombudsman for Wales stated:-

"The Welsh Assembly Government's vision for improving public services is well known. Their publication "Making the Connections – Building Customer Service "(March 2007) states:

"Citizens will find it easy to complain and get things put right when the service they received is not good enough".

In order to make progress on delivering this aspiration the Assembly Government decided to form the Complaints Wales Working Group, which I was asked to Chair. The group was asked to develop a proposal for a common complaints handling system for public service providers in Wales. A proposal has been developed and we are now formally consulting with public service providers and key voluntary organisations in Wales on that proposal"

- 21. The consultation document was circulated on the 21st June 2009 and the response made by this authority can be seen at Appendix 3.
- 22. Little change was made to the original consultation document and we were informed in October 2009 that the proposed New Policy had been sent to the Welsh Assembly Government for consideration.
- 23. The latest information on the New Policy is that it has been endorsed by the First Minister and we are awaiting a letter confirming this and also explaining how much of the New Procedure must be adopted by each Public Service Provider.

Recommendations:-

- 1. That the Committee consider the information provided on complaints from 1.6.09 to 31.12.10.
- 2. That we await the outcome of the PriceWaterhouse Coopers review, consider the findings and report back to this Committee.
- 3. That once the letter had been received from the First Minister, the decision on changes to the Corporate Complaints and Compliments Procedure will be taken by Full Council in due course. In the meantime, this Committee is asked to resolve on the need for pre-decision by Scrutiny.

Y Weithdrefn Gwyno a Chanmoliaeth Gorfforaethol / Corporate Complaints & Compliments Procedure

CYFNOD / PERIOD: Chwarter 2 (2010/11) Gorffennaf - Medi 2010 / Quarter 2 (2010/11) July - September 2010

Rhif a dyddiad derbyn/ Ref & date received	Natur y gwyn/ Nature of complaint	Dyddiad ymateb a'r camau a gymerwyd o ganlyniad i'r gwyn / Date of reply & steps taken in view of the complaint	Wedi Cau neu Cam 2 / Closed or Stage 2
CCO/136 - 8.7.10	Cyllid / Finance - cwyn ynglŷn â'r ffaith bod yr adran wedi dilyn i fyny ar gwyn dienw yn erbyn yr achwynydd / complaint about the fact that the department had followed up an anonymous complaint against the complainant	28.7.10 – yn dilyn archwiliad, darganfuwyd nad oedd y gwyn yn ddienw a bod yr ymweliad gan yr Arolygwr yn gywir a chyfreithlon / following the investigation it was found that the complaint was not anonymous and that the visit by the Inspector was correct and legitimate	Wedi Cau / Closed
CCO/137 – 14.7.10		30.7.10 Y Swyddog Rheoli Stadau yn cysylltu â thrafod gyda'r achwynwyr ac yn gofyn iddynt gadw manylion am unrhyw sŵn neu gynnwrf - hyn yn fater sydd yn mynd i gymryd amser i'w ddatrys / The Estate Management Officer contacted the complainants ac requested that they keep records of any noise or disturbance — this is a matter that will take time to solve.	Ffeil yn agored hyd nes bydd y mater wedi'i setlo / File open until matter settled
CCO/138 – 20.7.10	Priffyrdd / Highways – cwyn ynglŷn â swyddog oherwydd mater o fethu cael mynediad i eiddo oherwydd cynllun gan y cyngor / complaint about an Officer due to the lack of access to a property due to a scheme undertaken by the Council.	27.7.10 – daethpwyd i'r canlyniad bod y gwyn yn erbyn y swyddog yn ddi-sail a bod y mater dan sylw wedi cael ei ddatrys pan ddaeth y gwaith i ben / it was found that the complaint against the Officer was without foundation and the problem was solved once the work had been completed.	Wedi Cau / Closed
CCO/139 – 23.7.10	Rhyddid Gwybodaeth - cais i adolygu penderfyniad i wrthod gwybodaeth Freedom of Information – application to review a refusal to release information		

	Compli	ments Procedure	
CCO/140 – 28.7.10	Cyllid/ Finance – cwyn am y ffaith bod gorchymyn atafael cyflog wedi'i wneud pan nad oedd yn atebol am y dreth / complaint about the fact that an attachment of earnings order was made when not liable for the tax.	6.8.10 - Ymatebwyd gan egluro bod y prosesau cywir wedi cael eu dilyn, bod yr ohebiaeth yn enw'r achwynydd a bod y person yn atebol am y dreth / response explained that all the correct processes had been followed, all letters were addressed to the complainant and that they were liable for the tax.	Mater i'r Tribiwnlys Prisiad / Matter for the Valuation Tribunal
CCO/141 – 3.8.10	Morwrol / Maritime – cwyn bod aelod o staff wedi bod yn anghwrtais a hefyd nad oedd neb yn dychwelyd galwadau ffôn / complaint that a member of staff had been rude and that no one was returning telephone calls.	23.8.10 – Ar ddiwedd yr archwiliad daethpwyd i'r canlyniad bod hyn yn fater o "air un person yn erbyn un arall" ac nad oedd modd gwybod beth yn union oedd wedi digwydd / at the end of the investigation the conclusion was made that this was a case of "one person's word against another" and there was no way of knowing what had actually happened.	Cam 2 / Stage 2
CCO/142 – 3.8.10	Tai / Housing Cwyn ynglŷn â diffyg gwasanaeth warden / Complaint about the lack of a warden service	23.8.10 Ymateb llawn wedi mynd allan yn egluro'r sefyllfa unwaith eto / A full response sent explaining the situation once again.	Wedi Cau / Closed
CCO/143 – 4.8.10	Gwybodaeth Corfforaethol / Corporate Information – cwyn ynglŷn â thon ymateb i gais am wybodaeth / complaint about the tone of a response to a request for information	23.8.10 – Ar ddiwedd Cam 2, daethpwyd i'r canlyniad bod yr ymateb gwreiddiol yn briodol / at the end of Stage 2 the conclusion was reached that the request had been responded to appropriately.	Cam 2 / Stage 2
CCO/144 – 5.8.10	Cynllunio / Planning – cwyn oherwydd diffyg rhoddi gwybod am gais cynllunio i berchnogion eiddo cyfagos / complaint because owners of a nearby property had not been informed about a planning application.	25.8.10 – Ymateb llawn yn mynd allan yn egluro'r broses ynghyd a hanes y cais ac yn nodi bod gohebiaeth rhwng yr adran a'r achwynnydd ar y ffeil / a full response sent explaining the process and the history of the application and noting that there was correspondence between the Service and the complainants on file.	Wedi Cau / Closed
CCO/145 – 26.8.10	Priffyrdd / Highways – cwyn oherwydd bod gwybodaeth ar y wefan yn anghywir / a complaint that information on the website is incorrect.	1.9.10 – diolchwyd i'r achwynydd am ddod ar mater i sylw'r gwasanaeth a bu newid y wybodaeth ar y wefan / the complainant was thanked for bringing the matter to the attention of the service and the information on the website was amended.	Wedi Cau / Closed

Y Weithdrefn Gwyno a Chanmoliaeth Gorfforaethol / Corporate Complaints &			
	Compli	ments Procedure	
CCO/146 – 26.8.10	Cyllid / Finance – cwyn ynglŷn â threth y cyngor a'r ffaith nad oedd yr achwynydd yn cytuno gyda'r swm dyledus. / complaint about council tax and the fact that the complainants disputes the sum owing	15.9.10 – Eglurwyd y byddai angen mynd at y Tribiwnlys o ran y swm dyledus - adroddwyd hanes yr achos o'r cychwyn gan nodi pob gohebiaeth ayyb / It was explained that the disputed sum would need to be dealt with by the Tribunal – the history of the case and all correspondence was reported back to the complainant.	Cam 2 / Stage 2
CCO/147 – 26.8.10	Cyllid / Finance – Cwyn ynglŷn â threth y cyngor a'r ffaith bod gorchymyn atebolrwydd wedi ei wneud / complaint about council tax and the fact that a liability order had been issued.	5.10.10 – gyrrwyd ymateb yn adrodd hanes yr achos a bu cyfarfod rhwng y gwasanaeth a'r achwynydd / reponse sent detailing history of the case and a meeting held between the service and the complainant.	Cam 2 / Stage 2 CHECK WITH EVIE
CCO/148 – 3.8.10	Tai / Housing Cwyn ynglŷn â 'r ffaith bod cwpwl wedi bod ar y rhestr tai ers 2008 ac yn byw mewn tŷ preifat anaddas - eraill wedi cael blaenoriaeth / Complaint about the fact that a couple have been on the housing list since 2008 and have been living in an unsuitable private house – others have been given priority.	22.9.10 Ymatebwyd gan ddatgan bod y gwyn yma wedi ei hateb eisoes ac yn egluro'r sefyllfa o ran pwyntiau a hefyd trefnu i edrych ar y gwaith cynnal a chadw / The response noted that this complaint had already been answered and went on to explain the points system and to make arrangements for the maintenance works.	Wedi Cau / Closed
CCO/149 – 2.9.10	Tai / Housing Cwyn ynglŷn â'r ffaith bod tŷ ar stad wedi ei osod i fam sengl ac yn honni bod ffafriaeth wedi bod / Complaint about the fact that a house on the estate had been allocated to a single mother and allegation made that this wasdue to "who you know".	22.9.10 Eglurwyd y broses gosod tai a gyrrwyd copi o'r Polisi - doedd dim sail o gwbwl i'r honiad o ffafriaeth / The points system was explained and a copy of the Policy sent – there was no basis for the allegation of favouritism.	Cam 2 / Stage 2
CCO/150 – 9.9.10	Cynllunio / Planning – cwyn oherwydd nad oedd cais cynllunio wedi derbyn triniaeth deg a gwrthrychol / complaint because a planning application had not been dealt with in a fair and objective manner	24.9.10 – Gyrrwyd ymateb llawn yn nodi hanes y cais ac egluro bod pob dim wedi ei wneud yn unol â'r rheolau / a full response was sent outlining the history of the application and that everything had been done according to the regulations.	Cam 2 / Stage 2

Y Weithdrefn Gwyno a Chanmoliaeth Gorfforaethol / Corporate Complaints & Compliments Procedure			
CCO/151- 16.9.10	Rhyddid Gwybodaeth - cais i adolygu penderfyniad i wrthod gwybodaeth Freedom of Information – application to review a refusal to release information		
CCO/152 - 27.9.10	Addysg / Education - Cwyn ynglŷn â'r ffaith nad oedd yr adran yn talu digon o gostau teithio ar gyfer mynd a phlentyn i ysgol all sirol / complaint that the department was not paying sufficient travel costs to take a child to a school out of the county.	12.10.10 - Ymateb llawn yn cael ei yrru i'r achwynnydd yn nodi hanes yr achos a'r rheolau ar gyfer talu costau teithio / a full response sent to the complainant noting the history of the case and the regulations in respect of travel costs.	Cam 2 / Stage 2

- Cwynion ynglyn â'r iaith Gymraeg / Complaints relating to the Welsh Language = Dim / None
- Cwynion ynglyn â Phlant / Complaints relating to Children = Un /One (152)

Y Weithdrefn Gwyno a Chanmoliaeth Gorfforaethol / Corporate Complaints & Compliments Procedure

CYFNOD / PERIOD: Chwarter 3 (2010/11) Hydref - Rhagfyr 2010 / Quarter 3 (2010/11) October - December 2010

Rhif a dyddiad derbyn/ Ref & date received	Natur y gwyn/ Nature of complaint	Dyddiad ymateb a'r camau a gymerwyd o ganlyniad i'r gwyn / Date of reply & steps taken in view of the complaint	Wedi Cau neu Cam 2 / Closed or Stage 2
CCO/153 - 4.10.10	Datblgu Economaidd / Economic Development - Cwyn am lythyr a dderbyniwyd gan y gwasanaeth yn dilyn ymweliad gan long mordaith / Complaint about letter received from the service following a cruise ship visit	25.10.11 – archwiliad a thrafodaeth drylwyr o'r achos - ymddiheurwyd am unrhyw gam ddealltwriaeth ond ni chynhaliwyd y gwyn / a full and thorough investigation and discussion into the matter – apology given for any misunderstanding but the complaint was not upheld	Cam 2 / Stage 2
CCO/154 – CCO/159	Rhyddid Gwybodaeth - cais i adolygu penderfyniad i wrthod gwybodaeth Freedom of Information – application to review a refusal to release information		
CCO/160 - 21.10.10	Cyllid / Finance – cwyn ynglyn a'r ffaith nad oedd budd-dal tai wedi ei dalu allan yn gywir / complaint about the fact that housing benefit had not been paid out correctly.	22.11.10 & 7.14.11 – ymatebion dal - achos cymhleth yn cynnwys iawndal - disgwylir ymateb llawn fynd allan cyn diwedd mis Ionawr / holding replies sent – complicated case involving compensation – full response expected by end of Janaury.	Various holding replies sent
CCO/161 – 22.10.10	Cyllid / Finance - cwyn oherwydd diffyg ymateb i lythyrau ynglŷn â budd-dal tai / complaint about lack of response to letters about housing benefit	12.11.10 – Gyrrwyd ymateb llawn gydag ymddiheuriad / a full response was sent together with an apology.	Wedi Cau / Closed
CCO/162	Rhyddid Gwybodaeth - cais i adolygu penderfyniad i wrthod gwybodaeth Freedom of Information – application to review a refusal to release information		

	Y Weithdrefn Gwyno a Chanmoliaeth Gorfforaethol / Corporate Complaints & Compliments Procedure			
CCO/163 – 22.10.10	Cynllunio/ Planning – cwyn oherwydd diffyg ymgynghori ynglŷn â chais cynllunio / complaint about the lack of consultation regarding a planning application	12.11.10 – gyrrwyd ymateb llawn i bob elfen o'r gwyn gydag eglurhad o'r rheolau perthnasol / a full response to all points raised was sent together with an explanation of the relevant regulations	Cam 2 / Stage 2	
CCO/164 – 22.10.10	Addysg / Education - cwyn yn dilyn llythyr gan y	11.11.10 – edrychwyd i mewn i'r mater a daethpwyd i'r canlyniad nad oedd cyfathrebu ffurfiol rhwng y rhiant a'r ysgol ond ar ôl derbyn y gwyn roedd yr holl wybodaeth berthnasol ar gael i'r ysgol / upon looking into the matter it was obvious that there was no formal communication between the parent and the school but following receipt of the complaint the school was in possession of all the relevant information	Wedi Cau / Closed	
CCO/165 + 166	Rhyddid Gwybodaeth - cais i adolygu penderfyniad i wrthod gwybodaeth Freedom of Information – application to review a refusal to release information			
CCO/167 – 27.10.10	Cynllunio/ Planning – cwyn oherwydd diffyg ymateb i lythyr ac ymateb i alwadau ffôn / complaint about the lack of response to a letter and to phone calls.	15.11.10 – derbyniwyd bod rhan o'r gwyn yn gyfiawn a gyrrwyd ymddiheuriad i'r achwynydd / it was accepted that part of the complaint was justified and an apology was sent to the complainant.		
CCO/168 – 4.11.10	Cyllid / Finance – cwyn am y ffordd y deliwyd gyda threth y cyngor a bod achos wedi ei ddechrau / complaint about the way that council tax had been dealt with and because proceedings had been begun	14.12.10 – roedd llawer o gyfathrebu gyda'r achwynydd ynglŷn ar achos yma a bu dryswch rhwng yr achos a'r gwyn - ymatebwyd yn llawn i'r pwyntiau i gyd - / there was considerable	Dim Cam 2 – syth at yr Ombwdsmon /Bypassed Stage 2 and went straight to the Ombudsman	
CCO/169	Rhyddid Gwybodaeth - cais i adolygu penderfyniad i wrthod gwybodaeth Freedom of Information – application to review a refusal to release information			

	Y Weithdrefn Gwyno a Chanmoliaeth Gorfforaethol / Corporate Complaints & Compliments Procedure				
CCO/170 – 8.11.10	Cyllid / Finance – cwyn yn erbyn swyddog oherwydd gwybodaeth anghywir / complainat against an officer re: false information	21.12.10 – bu ymchwiliad llawn i'r gwyn ond nid oedd unrhyw dystiolaeth ac ni chynhaliwyd y gwyn / a full investigation was held into the complaint but there was no evidence and the complaint was not upheld	Wedi Cau / Closed		
CCO/171 – 8.11.10	Tai / Housing – cwyn oherwydd nad oedd y cyngor wedi gwerthi darn o dir i'r achwynydd / complaint because the council failed to sell a plot of land to the complainant.	13.12.10 – gyrrwyd ymateb yn egluro bod deiseb wedi'i dderbyn gan drigolion stad tai'r cyngor ac felly bu rhaid tynnu'n ôl o'r gwerthiant / response sent which explained that a petition had been received from residents of a council estate and that the council had to withdraw the land from sale	Cyfarfod Cam 2 - 26.1.11 - Stage 2 Meeting		
CCO/172 – CCO/174	Rhyddid Gwybodaeth - cais i adolygu penderfyniad i wrthod gwybodaeth Freedom of Information – application to review a refusal to release information				
CCO/175 – 16.11.10	Cynlluniol Planning – cwyn ynglŷn â diffyg ymateb i lythyr a'r ffaith nad oedd pryderon ynglŷn â chais cynllunio yn derbyn sylw / complaint about the lack of response to a letter and the fact that concerns were not being acknowledged	25.11.10 – cwyn oherwydd bod cais cynllunio wedi ei wneud gan swyddog yn hytrach na'r Pwyllgor Cynllunio a Gorchmynion / complaint because a planning application was dealt with by an Officer rather than by the Planning and Orders Committee.	Cam 2 / Stage 2		
CCO/176 – 18.11.10	Cynlluniol Planning – cwyn oherwydd diffyg ystyriaeth i wrthwynebiad i gais cynllunio / complaint abou the lack of consideration given to objections to a planning application	10.01.11 – gyrrwyd ymateb dal 8.12.10 - gyrrwyd ymateb llawn a nodwyd bod y llythyr gwrthwynebiad wedi cael ei adrodd i'r Pwyllgor / holding reply sent 8.12.10 – full response sent noting that the objection letter was reported to the Committee.	?		
CCO/177 – 30.11.10	Tai / Housing – Cwyn ynglŷn â system trin carthion newydd / complaint re: new sewage treatment system.	21.12.10 – gyrrwyd ymateb yn nodi hanes yr achos ac ymdrechion y Cyngor i ddatrys y broblem <i>I response sent noting the history of the matter and the efforts made by the Council to deal with the problem</i>	Wedi Cau / Closed		
CCO/178 – 7.12.10	Cynllunio/ Planning – cwyn oherwydd oedi wrth ddelio gyda materion cynllunio / complaint about the delay in dealing with planning matters	18.1.11 - nodwyd bod oedi ar y ddau ochr ond gyrrwyd ymddiheuriad / it was noted that there had been delays on both sides but an apology was sent.	?		

- Cwynion ynglyn â'r iaith Gymraeg / Complaints relating to the Welsh Language = Dim / None
- Cwynion ynglyn â Phlant / Complaints relating to Children = Un / One (164)

Public Service Ombudsman for Wales Consultation – Common Complaints Procedure for Public Services in Wales.

Further to the letter of 24.5.10 and the invitation to comment on the proposal for a common complaints policy for Public Services in Wales, we would like to make the following comments:-

- 1. In general terms, the procedure was well received with the definition and three stage process similar to our current policy.
- 2. Our current policy includes member involvement at Stage 2 (a panel of the Head of Service, Portfolio Holder and the Chair of the relevant Scrutiny Committee) and it is felt that this leads to a "more robust and accountable procedure and that the involvement of members is paramount in making the procedure acceptable to Complainants"
- 3. In the main, the procedure is clear and easy to follow although we would point out the following inconsistencies:-
- footnote on page 11 "complaint is formally made in writing" it is not clear anywhere else in the document that a complaint at stage 2 needs to be in writing
- time scales the Policy = 20 days but later notes that 10 days for Informal and 20 days for Formal.
- Page 5 of the Policy "persistence" more clarity required here as to what would be deemed "unreasonable" persistence where the previous paragraph notes that "being persistent can be an advantage"
- 4. The Model policy will present certain challenges to this authority due to the need for :-
 - Training frontline staff will need to be identified in each service area and adequately trained. Investigators will also need to be identified for each service area and for "authority wide" investigations.
 - Resources both staff and systems significant investments would need to be made in order to enable the authority to administer the new policy.