

Appendix 1

SIX MONTH COMPLAINT SUMMARY:

2017/2018

DIRECTORATE:

ADULTS, HOUSING & HEALTH

High level summary

Top expressions of dissatisfaction relate to Housing remedial repairs, Transforming Homes programme; delays by contractors and service provision for homeless applications. These include:

- Transforming Homes - Quality of works, conduct of contractors and no updates being provided.
- Repairs - Lack of updates regarding repairs appointments, damp and mould, delays by the contractor and quality of work.
- Housing solutions - Lack of updates, conduct of staff, delays with decision being made on application.
- Estate Management – ASB issues, lack of communication and service charges.

	S1 rec'd	% upheld	S1 escalated	S2 rec'd	% upheld	% of S2 upheld, that were not upheld at S1	S2 escalated	S3 rec'd	% upheld	% of S3 upheld, that were not upheld at S2
Repairs	80 (429)	32% (41%)	9 (71)	23 (97)	38% (48%)	13% (N/A)	7 (15)	7 (15)	0% (7%)	0% (N/A)
Housing Solutions	40 (100)	27% (24%)	10 (20)	29 (60)	36% (32%)	3% (N/A)	3 (12)	3 (15)	0% (7%)	0% (N/A)
Estate Management	56 (107)	25% (20%)	6 (22)	24 (57)	21% (26%)	6% (N/A)	4 (10)	5 (15)	33% (26%)	33% (N/A)

Transforming Homes	24 (65)	46% (60%)	1 (11)	7 (15)	60% (67%)	0% (N/A)	1 (3)	1 (3)	0% (N/A)	0% (N/A)
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***Last year's full figures are shown in brackets**

Please note: The Complaints Team will investigate a complaint direct at stage 3 when an assessment of the case is deemed appropriate

HOUSING – COMPLAINT DASHBOARD 2017/2018

HOUSING ASSET MANAGEMENT

	Service commitments submitted by the service for the year 2016/2017	Progress summary provided by the service
1	Communication – the service are addressing communication issues through Mears Governance Meetings	These continue to be held and form part of the contract management against set KPI's. In addition to this, in-line with Mears own internal procedures, governance meetings take place with Mears and their subcontractors
2	Attitude of staff – this has been addressed by taking appropriate action in line with HR procedures	This continues to take place and is monitored as part of routine business by Mears in order to address and identify any training issues
3	Quality of work – this has been addressed by delivered Toolbox talks	This is business as usual, in addition if a common theme/trend is identified this will be addressed

Complaint data for April to September 2017

April-Sept stats>>

Last year's stats>>

S1 rec'd	% upheld	S1 escalated	S2 rec'd	% upheld	% of S2 upheld, that were not upheld at S1	S2 escalated	S3 rec'd	% upheld	% of S3 upheld, that were not upheld at S2
80	32%	9	23	38%	13%	7	7	0%	0%
(429)	(41%)	(71)	(97)	(48%)	(n/a)	(15)	(15)	(7%)	(n/a)

Analysis – key themes / concerns	Does this link back to previous commitments?	Comments to explain: <ul style="list-style-type: none"> • Why previous commitments has not had an impact or • Provide suggested progress going forward or • Provide a summary of positive impact 	Additional commentary from the Complaints Team
32% of stage 1 complaints were upheld (based on 93 complaints). These linked to administration errors and processes not being followed properly	Yes – point 1	<p>The service have seen a significant reduction in the volume of complaints received and a reduction in overall upheld volumes, compared to last year’s figures. Complaints data is subject to regular review and discussions with contractors take place as required, which includes the production of Learning Actions Plans (LAP).</p> <p>LAP are monitored as part of regular operational and governance meetings with all repair and planned maintenance contractors as part of current contract management arrangements. Actions implemented are with a view to reducing volumes and to prevent unnecessary escalations.</p>	Previous commitments have resulted in improved performance within the reporting period.
38% of stage 2 complaints were upheld (based on 24 complaints). The main trend related to contractor staff complaints which were handled in line with HR	Yes – point 2	Robust contract management and the monitoring of Learning Actions have resulted in significant service improvements across the repairs service. This is evidenced by the	Previous commitments have resulted in improved performance within the reporting period

<p>procedure and staff being reminded of processes</p>		<p>reduction of complaints, including those received and escalated to stage 2, compared to the previous year's figures.</p>	
<p>13% of stage 2 complaint were upheld but were not upheld at stage 1. This related to incorrect information being given within the previous complaint response and a missed appointment</p>	<p>No</p>	<p>There are no common trends in this regard. However, all upheld cases are reviewed with relevant teams/contractors and where applicable learning implemented with a view to preventing any similar occurrences.</p>	<p>Although there are no common trends, service should focus on robust investigation at initial stages and 'getting it right first time' approach</p>

HOUSING – COMPLAINT DASHBOARD 2017/2018

TRANSFORMING HOMES

	Service commitments submitted by the service for the year 2016/2017	Progress summary provided by the service
1	Where complaints are upheld actions are put in place with our contractors to address any themes arising are monitored through ongoing improvement plans	Progress with the Improvement Plan is monitored monthly. Complaint themes are also reviewed on a monthly basis and new actions are included in the plan where applicable. Similar actions were taken regarding upheld complaint report for April – July 2017.
2	English classes have been put into place by a contractor for their workforce to help improve their ability to respond to residents when working in Thurrock homes. In addition to this, the content of all standard letters has been reviewed	Letters have been reviewed to ensure they are clear and contain up to date information. English lessons continue for new operatives and the amount of training is tailored for each individual by the independent training body and is signed off when the person is considered competent. Residents continue to receive ongoing support from our RLO's before and during works. This action also remains on the improvement plan for on-going review
3	The way defects are handled has now been reviewed and the time taken to resolve any defects is now monitored monthly as a performance item with our contractors	A review of the last 3 months shows that the number of defects has reduced and turnaround times have improved

Complaint data for April to September 2017

April-Sept stats>>
Last year's stats>>

S1 rec'd	% upheld	S1 escalated	S2 rec'd	% upheld	% of S2 upheld, that were not upheld at S1	S2 escalated	S3 rec'd	% upheld	% of S3 upheld, that were not upheld at S2
24 (65)	46% (60%)	1 (11)	7 (15)	60% (67%)	0% (N/A)	1 (3)	1 (3)	0% (N/A)	0% (N/A)

Analysis – key themes / concerns	Does this link back to previous commitments?	Comments to explain: <ul style="list-style-type: none"> • Why previous commitments has not had an impact or • Provide suggested progress going forward or • Provide a summary of positive impact 	Additional commentary from the Complaints Team
46% of stage 1 complaints were upheld, based on 26 complaints. These were linked to process issues such as missed appointments and communication	Yes – point 1	There has been an overall reduction in the number of stage 1 complaints. This is confirmation that the improvement plans developed is working to improve service delivery. All team members are aware of the contents of the plan and take part in regular review sessions.	Previous commitments have resulted in improved performance within the reporting period
60% of stage 2 complaints were upheld (based on 5 complaints).	Yes – point 1	There has been a slight reduction in numbers received and % upheld. This	Continued effective monitoring of contractor performance is

The main trend related to contractor staff complaints. Figure for whole of last year was 67%		will be subject to further monitoring	essential to reduce complaint volumes
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SIX MONTH COMPLAINT SUMMARY:**2017/2018****DIRECTORATE:****CHILDRENS SERVICES****High level summary**

Top expressions of dissatisfaction relate to Special Educational Needs (SEN) and School Admissions and include:

- Delays with Educational Health and Care (EHC) plan
- Lack of contact from SEN department
- Administration error regarding change of address

	S1 rec'd	% upheld	S1 escalate d	S2 rec'd	% upheld	% of S2 upheld, that were not upheld at S1	S2 escalate d	S3 rec'd	% upheld	% of S3 upheld, that were not upheld at S2
SEN	7 (17)	63% (41)	1 (3)	6 (8)	75% (50%)	25% (N/A)	1 (4)	2 (4)	50% (25%)	0% (N/A)
School Admissions	1 (7)	0 (14)	0 (0)	0 (5)	0 (60%)	N/A (N/A)	0 (0)	0 (0)	0 (0)	N/A (N/A)

***Last year's full year's figures are shown in brackets**

Please note: The Complaints Team will investigate a complaint direct at stage 3 when an assessment of the case is deemed appropriate

CHILDRENS SERVICES – COMPLAINT DASHBOARD 2017/2018

SEN SERVICE

	Service commitments submitted by the service for the year 2016/2017	Progress summary provided by the service
1	The service provided no commitments for the period 2016/2017	

Complaint data for April to September 2017

April-Sept stats>>
Last year's stats>>

S1 rec'd	% upheld	S1 escalated	S2 rec'd	% upheld	% of S2 upheld, that were not upheld at S1	S2 escalated	S3 rec'd	% upheld	% of S3 upheld, that were not upheld at S2
7	63%	1	6	75%	25%	1	2	50%	0%
(17)	(41)	(3)	(8)	(50%)	(n/a)	(4)	(4)	(25%)	(n/a)

Analysis – key themes / concerns	Does this link back to previous commitments?	Comments to explain: <ul style="list-style-type: none"> • Why previous commitments has not had an impact or • Provide suggested progress going forward or • Provide a summary of positive impact 	Additional commentary from the Complaints Team
63% of stage 1 complaints were upheld, based on 8 complaints	No previous commitments provided	A Special Educational Needs Board has been set up within the Directorate. This is aimed at addressing the performance issues, root causes and common themes of complaints. This will allow SMART objectives to be captured to improve performance for this service.	The Complaints Team will monitor progress via the SEND Board on a regular basis and assist the service where appropriate
75% of stage 2 complaints were upheld, based on 4 complaints	No previous commitments provided	As above	As above
25% of stage 2 complaints were upheld but were not upheld at stage 1, so complaints overturned	No previous commitments provided	As above	As above
50% of stage 3 complaints were upheld, based on 2 complaints	No previous commitments provided	As above	As above

SIX MONTH COMPLAINT SUMMARY:**2017/2018****DIRECTORATE:****ENVIRONMENT & PLACE****High level summary**

Top expressions of dissatisfaction include:

- Bins not being collected on dedicated collection day.
- Lack of contact from Planning Department
- Service delays
- Data Protection issues
- Bins not being put back in the correct place.
- Lack of maintenance of recreation grounds and open spaces
- Staff complaints

	S1 rec'd	% upheld	S1 escalated	S2 rec'd	% upheld	% of S2 upheld, that were not upheld at S1	S2 escalated	S3 rec'd	% upheld	% of S3 upheld, that were not upheld at S2
Missed Bin Collections	101 (190)	78% (66%)	8 (13)	8 (27)	88% (52%)	13% (N/A)	0 (4)	1 (4)	(100%) (50%)	0% (N/A)
Planning	32 (60)	18% (19%)	8 (15)	13 (31)	7% (21%)	0% (N/A)	6 (7)	6 (7)	0% (14%)	0% (N/A)

Non Return of Bins	22 (22)	48% (73%)	7 (7)	7 (7)	17% (43%)	0% (N/A)	2 (1)	2 (3)	100% (67%)	33% (N/A)
Parks & Open Spaces	19 (31)	44% (19%)	2 (4)	3 (5)	100% (60%)	0% (N/A)	2 (1)	2 (0)	50% (100%)	0% (N/A)
Waste & Recycling - Customer Relations	6 (2)	75% (100%)	1 (2)	14 (33)	40% (87%)	0% (N/A)	0 (1)	0 (1)	0% (100%)	0% (N/A)
Waste & Recycling – Driving Standards	3 (1)	33% (0%)	1 (0)	6 (11)	29% (56%)	0% (N/A)	0 (0)	0 (0)	0% (0)	0% (N/A)

***Last year's full year's figures are shown in brackets**

Please note: The Complaints Team will investigate a complaint direct at stage 3 when an assessment of the case is deemed appropriate

Environment & Place – COMPLAINT DASHBOARD 2017/2018

Waste & Recycling (Missed Bin collections)

	Service commitments submitted by the service for the year 2016/2017	Progress summary provided by the service
1	A review of the existing collection system and routes, planned improvement from a 'pepper pot' system to a 'sweep system' was to be introduced	Optimisation route was introduced in May 2017
2	Continue to actively engage frontline crews to ensure they understand the impact of complaints and their role in performance	Various monitoring documents have been introduced to ensure front line staff are clear on expectations and are adhering to written instructions where required.
3	Continue to actively engage the Waste Management Team to improve management skills and knowledge. A bespoke training programme will be created with the Training team which will include complaint management	Bespoke management training programme has been set up with My Learning to develop management skills and knowledge. Some sessions have been delivered but due to staff leaving this has been put on hold pending new incoming staff
4	Performance monitoring with crews regarding stage 2 complaints, including individual meetings with crews to address and monitor matters of concern as part of the PDR process	This has been a significant challenge with reduced management resources but meetings have been held with crews and individuals as part of complaint investigation processes. More work needs to be done on this.

Complaint data for April to September 2017	S1 rec'd	% upheld	S1 escalated	S2 rec'd	% upheld	% of S2 upheld, that were not upheld at S1	S2 escalated	S3 rec'd	% upheld	% of S3 upheld, that were not upheld at S2
April-Sept stats>>	101	78%	8	8	88%	13%	0	1	(100%)	0%
Last year's stats>>	(190)	(66%)	(13)	(27)	(52%)	(n/a)	(4)	(4)	(50%)	(n/a)

Analysis – key themes / concerns	Does this link back to previous commitments?	Comments to explain: <ul style="list-style-type: none"> • Why previous commitments has not had an impact or • Provide suggested progress going forward or • Provide a summary of positive impact 	Additional commentary from the Complaints Team
78% of stage 1 complaints were upheld and properties were added to the monitoring list (100 complaints)	Yes – points 1,2,3	<p>Whilst the introduction of optimised waste collection operations has overall been a success, the changes have meant that 79% of households have been impacted by this change.</p> <p>Given the scale of the changes to the collection service the current level of missed bin performance (just below target) is a significant achievement and was expected.</p>	Robust monitoring of the service commitments should result in improved performance

		Written instructions to crews have been consistently provided regarding complaints. Agency staff covering A/L and sickness (who may be unfamiliar with routes) may have also impacted on service levels over the summer months	
88% of stage 2 complaints (8) were upheld and 13% of stage 2 were upheld that had not been upheld at stage 1 so the complaint outcome was overturned following escalation. This was due to incorrect information being provided in the stage 1 response	Yes – points 1,2,3,4	<p>Close monitoring of stage 2's (via Hotspot monitoring list) has been in place as standard procedure for managing missed bins.</p> <p>Supervisors carry out weekly site visits to stage 2 households and maintain contact with residents where possible to reassure action is being taken. Work related instructions are issued and monitored by supervisors.</p> <p>On occasions some site visits have been missed and this was due to unavailability of supervisors (annual leave, vacant posts, and agency staff).</p>	<p>There have been issues when monitoring has not taken place due to resources following staff absences, however overall the monitoring appears to have reduced repeated complaints</p> <p>Service may want to consider how feedback is given to complainants when monitoring cannot be fulfilled due to leave, e.g. a call to the resident about impending leave could negate a formal stage 3</p>

ENVIRONMENT & PLACE – COMPLAINT DASHBOARD 2017/2018

Non Return of Bins

	Service commitments submitted by the service for the year 2016/2017	Progress summary provided by the service
1	Further in house training, written notifications provided to crews to address correct return of bins as required.	Training has been provided to crew members in April 2017. Written work related instruction have been provided to crews when issues arise and meetings held with crews have taken place to discuss repeated occurrences at the same address.
2	Review of return of bins procedure and improved publicity to residents	Outstanding
3	Better management of residents expectations	Outstanding

Complaint data for April to September 2017

April-Sept stats>>
Last year's

S1 rec'd	% upheld	S1 escalated	S2 rec'd	% upheld	% of S2 upheld, that were not upheld at S1	S2 escalated	S3 rec'd	% upheld	% of S3 upheld, that were not upheld at S2
22	48%	7	7	17%	0%	2	2	100%	33%
(22)	(73%)	(7)	(7)	(43%)	(n/a)	(1)	(3)	(67%)	(n/a)

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Analysis – key themes / concerns	Does this link back to previous commitments?	Comments to explain: <ul style="list-style-type: none"> • Why previous commitments has not had an impact or • Provide suggested progress going forward or • Provide a summary of positive impact 	Additional commentary from the Complaints Team
48% of stage 1 complaints were upheld , written instructions were provided to the crew and they were reminded of the service standard expected	Yes – point 1	Written instructions to crews have been consistently provided regarding complaints.	The % upheld figure has reduced which is positive.
17% of stage 2 were upheld, monitoring was requested to reduce issues	Yes – point 1	Close monitoring of stage 2's (via Hotspot monitoring list) has been in place as standard procedure for over a year. Supervisors carry out weekly site visits to stage 2 households and maintain contact with residents where possible to reassure action is being taken.	The % upheld figure has reduced which is positive
100% of stage 3 were upheld, learning related to reviewing policies and service standards. 1 complaint was overturned from not upheld at a stage 2	Yes – point 2	The reasons for disruptions have been, and continue to be addressed. A key theme is staff taking time to familiarise themselves with the changes to routes with the introduction of new rounds and ways of working.	

		<p>Where crews are covering sickness/annual leave this is also a challenge for consistent delivery of service. Crews have been consistently supported to manage the changes via individual and group meetings, work related instructions and close monitoring etc.</p> <p>The service has been stabilised by recruiting 34 frontline employees into vacant posts since January.</p>	
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ENVIRONMENT & PLACE – COMPLAINT DASHBOARD 2017/2018

Parks & Open Spaces

	Service commitments submitted by the service for the year 2016/2017	Progress summary provided by the service
1	No previous commitments were requested by the Complaints Team	n/a

Complaint data for April to September 2017	S1 rec'd	% upheld	S1 escalated	S2 rec'd	% upheld	% of S2 upheld, that were not upheld at S1	S2 escalated	S3 rec'd	% upheld	% of S3 upheld, that were not upheld at S2
April-Sept stats>>	19	44%	2	3	100%	0%	2	2	50%	0%
Last year's stats>>	31	(19%)	(4)	(5)	(60%)	(n/a)	(1)	(0)	(100%)	(n/a)

Analysis – key themes / concerns	Does this link back to previous commitments?	Comments to explain: <ul style="list-style-type: none"> Why previous commitments has not had an impact or 	Additional commentary from the Complaints Team

		<ul style="list-style-type: none"> • Provide suggested progress going forward or • Provide a summary of positive impact 	
44% of stage 1 upheld, procedures to be reviewed and monitoring of work to avoid service delays	No	<p>The stage 1 complaints that were upheld cover a number of different themes. The current activities being undertaken within the service that will help to ensure that complaints are not upheld or repeated include:</p> <ul style="list-style-type: none"> • The recruitment of an Area Senior Supervisor who is more closely managing and co-ordinating the approach taken in the grounds maintenance, street cleansing and parks/open spaces teams • Work is also underway to implement a back office system that will provide clearer details of grass cutting schedules and the completion of work. 	
100% of stage 2 were upheld, staff have been spoken to. These complaints escalated to stage 3 with 50% upheld as the service were required to improve communication with residents	No	<p>Two changes have been implemented within Street Services that will hopefully reduce upheld complaints (see below)</p> <ul style="list-style-type: none"> • There is an ongoing and intensive training programme to encourage front line staff working in all services to understand their roles as ambassadors of the council and to recognise the importance of 	Suggested approach should result in a reduction of staff complaints

		<p>customer relations/services</p> <ul style="list-style-type: none">• The recruitment of an Area Senior Supervisor who will manage the grounds maintenance, street cleansing and parks/open spaces teams.	
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SIX MONTH COMPLAINT SUMMARY:

2017/2018

DIRECTORATE:

FINANCE & IT

High level summary

Top expressions of dissatisfaction relate to Council Tax, Housing Benefit, Sundry Debtors and Corporate Finance, these include:

- Complaints regarding Council Tax demand letters.
- Delays with refunds being processed.
- Lack of contact from Council tax Department
- Issues with Council tax student exemptions being applied
- Delays with amendments being made to accounts.
- Delays and errors in the processing of benefit claims.
- Overpayment letters are not clear.
- Payments stopped with no notification.
- Attitude of staff within the Sundry Debtors service.
- Recovery action taken is unjustified.
- Incorrect information sent from Corporate Finance

	S1 rec'd	% upheld	S1 escalate d	S2 rec'd	% upheld	% of S2 upheld, that were not upheld at S1	S2 escalate d	S3 rec'd	% upheld	% of S3 upheld, that were not upheld at S2
Council Tax	55 (111)	37 (17%)	9 (18)	18 (23)	25 (13%)	10% (N/A)	4 (2)	4 (2)	0% (0%)	0% (N/A)
Housing Benefit	15 (71)	38% (30%)	2 (11)	2 (20)	0% (35%)	0% (N/A)	1 (4)	1 (5)	0% (0%)	0% (N/A)
Sundry Debtors	12 (27)	15% (11%)	3 (1)	16 (69)	9% (12%)	0% (N/A)	6 (3)	6 (3)	0% (0%)	0% (N/A)
Corporate Finance	1 (6)	100% (67%)	0 (0)	0 (0)	0% (0%)	0% (N/A)	0 (0)	0 (0)	0% (0%)	0% (N/A)

*Last year's full year's figures are shown in brackets

Please note: The Complaints Team will investigate a complaint direct at stage 3 when an assessment of the case is deemed appropriate

FINANCE & IT – COMPLAINT DASHBOARD 2017/2018

Council Tax

	Service commitments submitted by the service for the year 2016/2017	Progress summary provided by the service
1	Whilst the reporting period has seen a significant reduction in complaint volumes, the focus is to consider further improving this trend whilst continuing to maintain excellent recovery rates through debt recovery at the right time, in the right way and with the right message	<p>The majority of complaints in this period related to delays attributed to high work volumes and staff absences in the billing team at year end and were not recovery related.</p> <p>Vacancies have now been filled and turnaround times are now with target.</p>

Complaint data for April to September 2017	S1 rec'd	% upheld	S1 escalated	S2 rec'd	% upheld	% of S2 upheld, that were not upheld at S1	S2 escalated	S3 rec'd	% upheld	% of S3 upheld, that were not upheld at S2
April-Sept stats>>	55	37%	9	18	25%	10%	4	4	0%	0%
Last year's stats>>	(111)	(17%)	(18)	(23)	(13%)	(n/a)	(2)	(2)	(0%)	(n/a)

Analysis – key themes / concerns	Does this link back to previous commitments?	Comments to explain: <ul style="list-style-type: none"> • Why previous commitments has not had an impact or • Provide suggested progress going forward or • Provide a summary of positive impact 	Additional commentary from the Complaints Team
37% of stage 1 upheld, relating to service delays attributed to insufficient staff numbers and peak billing times	See above.	Complaints regarding the debt team have greatly reduced. Going forward complaint reporting will be split between billing and debt recovery.	
25% of stage 2 upheld relating to admin errors by the team which has been addressed with specific advisors	See above	Complaints regarding the debt team have greatly reduced. Going forward complaint reporting will be split between billing and debt recovery.	

FINANCE & IT – COMPLAINT DASHBOARD 2017/2018

Housing Benefits

	Service commitments submitted by the service for the year 2016/2017	Progress summary provided by the service
1	The number of complaints received within the reporting period is low based on the volume of benefit claims processed, however the team will continue to work on areas to improve both timeliness and accuracy of when assessing claims.	The number of complaints continues to remain low in comparison to claims processed. The timeliness and accuracy of assessment remains business as usual for the service and is encouraging to see this area continuing to improve

Complaint data for April to September 2017	S1 rec'd	% upheld	S1 escalated	S2 rec'd	% upheld	% of S2 upheld, that were not upheld at S1	S2 escalated	S3 rec'd	% upheld	% of S3 upheld, that were not upheld at S2
April-Sept stats>>	15	38%	2	2	0%	0%	1	1	0%	0%
Last year's stats>>	(71)	(30%)	(11)	(20)	(35%)	(n/a)	(4)	(5)	(0%)	(n/a)

Analysis – key themes /	Does this link back	Comments to explain:	Additional commentary from
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concerns	to previous commitments?	<ul style="list-style-type: none"> • Why previous commitments has not had an impact or • Provide suggested progress going forward or • Provide a summary of positive impact 	the Complaints Team
Significant reduction in stage 1 complaints being received	Yes – point 1	This is an improvement on previous reporting	
38% of stage 1 complaints upheld, root causes were service delays due to high work volumes and errors made by advisors	Yes – point 1	The number of complaints continues to remain low in comparison with claims processed	
Fewer staff complaints being received	Yes – point 1	This is an improvement on previous reporting	

SIX MONTH COMPLAINT SUMMARY:**2017/2018****DIRECTORATE:****HR, OD & TRANSFORMATION****High level summary**

Top expressions of dissatisfaction relate to Corporate Complaints & FOI and Organisational Development and include:

- Unhappy with the recruitment process.
- Qualifications of staff
- Agency pay entitlement
- Grievances process
- Delay in processing a subject access request.

	S1 rec'd	% upheld	S1 escalated	S2 rec'd	% upheld	% of S2 upheld, that were not upheld at S1	S2 escalated	S3 rec'd	% upheld	% of S3 upheld, that were not upheld at S2
Complaints/FOI/DP	5 (2)	80% (50%)	1 (0)	4 (0)	25% (0%)	0 (N/A)	1 (0)	1 (0)	100% (0%)	100% (N/A)
Organisational Development	2 (1)	0 (0%)	1 (0)	3 (0)	0 (0)	0 (N/A)	1 (0)	1 (0)	0% (0%)	0% (N/A)

***Last year's full year's figures are shown in brackets**

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HR, OD & TRANSFORMATION – COMPLAINT DASHBOARD 2017/2018

Information Governance

	Service commitments submitted by the service for the year 2016/2017	Progress summary provided by the service
1	No service commitments required by the Complaints Team	N/a

Complaint data for April to September 2017	S1 rec'd	% upheld	S1 escalated	S2 rec'd	% upheld	% of S2 upheld, that were not upheld at S1	S2 escalated	S3 rec'd	% upheld	% of S3 upheld, that were not upheld at S2
April-Sept stats>>	5	80%	1	4	25%	0	1	1	100%	100%
Last year's stats>>	(2)	(50%)	(4)	(0)	(0%)	(n/a)	(0)	(0)	(0%)	(n/a)

Analysis – key themes / concerns	Does this link back to previous commitments?	Comments to explain: <ul style="list-style-type: none"> Why previous commitments has not had an impact or Provide suggested progress going forward or Provide a summary of positive impact 	Additional commentary from the Complaints Team
80% of stage 1 upheld due to	None set	Last year's figure of 50% related to a	Commitment given should

<p>delays in processing Subject Access Requests.</p>		<p>single complaint.</p> <p>During 2016/17, the council received 47 Subject Access Requests and 83% (39) were processed within the statutory timeframe. 4 of the 8 requests that missed the deadline were received at the same time and were large requests resulting in staged disclosures being made.</p> <p>The team need to improve how it communicates staged disclosures going forward to avoid future upheld complaints</p>	<p>result in no further complaints of this nature</p>
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SIX MONTH COMPLAINT SUMMARY:**2017/2018****DIRECTORATE:****LEGAL****High level summary**

Top expressions of dissatisfaction relate to Democratic & Electoral Services and Legal Services and include:

- Issues with delivery of polling cards
- Location of polling stations
- Adherence to fair procurement policy
- Lack of update received from Legal Services.

	S1 rec'd	% upheld	S1 escalate d	S2 rec'd	% upheld	% of S2 upheld, that were not upheld at S1	S2 escalate d	S3 rec'd	% upheld	% of S3 upheld, that were not upheld at S2
Democratic & Electoral Services	2 (1)	50% (0%)	0 (1)	0 (4)	0 (50%)	N/A (N/A)	0 (0)	0 (0)	0 (0)	N/A (N/A)
Legal Services	1 (4)	0 (50%)	1 (1)	2 (4)	67% (25%)	0 (N/A)	1 (2)	1 (2)	0 (50%)	0 (N/A)

*Last year's full year's figures are shown in brackets

SIX MONTH COMPLAINT SUMMARY:**2017/2018****DIRECTORATE:****STRATEGY, COMMUNICATIONS & CUSTOMER SERVICE****High level summary**

Top expressions of dissatisfaction relate to the Contact Centre, the Communications Team and Face to Face (F2F) and include:

- Unhappy with advice given by Contact Centre advisors
- Telephone call transferred to incorrect department
- Telephone calls not returned
- Communications regarding bin collection changes
- Advertising procurement procedure
- Mishandling of documents when providing them to F2F.
- Staff conduct.

	S1 rec'd	% upheld	S1 escalated	S2 rec'd	% upheld	% of S2 upheld, that were not upheld at S1	S2 escalated	S3 rec'd	% upheld	% of S3 upheld, that were not upheld at S2
Contact Centre	8 (10)	50% (90%)	1 (0)	4 (12)	67% (50%)	33% (N/A)	1 (0)	1 (0)	0 (0%)	0 (N/A)
Communications Team	4 (0)	50% (0%)	2 (0)	2 (0)	0% (0%)	0% (N/A)	0 (0)	0 (0)	0 (0)	N/A (N/A)
F2F	2 (4)	0% (100%)	1 (0)	4 (6)	50% (67)	25% (N/A)	0 (0)	0 (0)	0 (0)	N/A (N/A)

*Last year's full year's figures are shown in brackets

STRATEGY, COMMUNICATONS & CUSTOMER SERVICE – COMPLAINT DASHBOARD 2017/2018

Contact Centre

	Service commitments submitted by the service for the year 2016/2017	Progress summary provided by the service
1	Complaints relating to the contact centre remain low compared to number of calls received, however the service will continue to undertake quality/monitoring checks to ensure call advisors handle calls effectively	Call quality monitoring is a BAU activity and a selection of every advisor calls are monitored monthly. Feedback is given and the advisors are scored against the call handling criteria which feeds into their PDR's
2	Advisors to continue to attend customer care training	This is BAU however a new Customer Care programme for council wide employees is also in development following new customer services strategy development
3	Individual feedback is given for staff performance related complaints	Individual feedback is always given in relation to any complaints in addition to continuous feedback from call quality monitoring and our customer satisfaction tool

Complaint data for April to September 2017	S1 rec'd	% upheld	S1 escalated	S2 rec'd	% upheld	% of S2 upheld, that were not upheld at S1	S2 escalated	S3 rec'd	% upheld	% of S3 upheld, that were not upheld at S2
April-Sept stats>>	8	50%	1	4	67%	33%	1	1	0	0
Last year's	(10)	(90%)	(0)	(12)	(50%)	(n/a)	(0)	(0)	(0%)	(n/a)

stats>>

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Analysis – key themes / concerns	Does this link back to previous commitments?	Comments to explain: <ul style="list-style-type: none">• Why previous commitments has not had an impact or• Provide suggested progress going forward or• Provide a summary of positive impact	Additional commentary from the Complaints Team
50% of stage 1 upheld relating to human errors such as incorrect information being given to residents	Yes – points 1,2,3	2016/17 commitments are still in place and ongoing for 17/18 and will continue during 2018/19. Customer care training pilot commences during December 2017 and will be rolled out during 2018.	

SIX MONTH COMPLAINT SUMMARY:

2017/2018

DIRECTORATE:**CHILDRENS SERVICES (CORPORATE BUT SOCIAL CARE RELATED)****High level summary:**

These complaints relate to Children's Social Care that **do not** impact on social work registration and include staff complaints

Top expressions of dissatisfaction relate to temporary accommodation conditions, Data Protection breaches and staff complaints

	S1 rec'd	% upheld	S1 escalated	S2 rec'd	% upheld	% of S2 upheld, that were not upheld at S1	S2 escalated	S3 rec'd	% upheld	% of S3 upheld, that were not upheld at S2
Family Support Team Children & Families Assessment Team Safeguarding Disabled Children Adoption	2	50%	0	4	0%	0	0	0	0	0
	1	0%	0	4	25%	0	0	0	0	0
	0	0%	0	1	0%	0	0	0	0	0
	0	0%	0	1	100%	0	0	0	0	0
	0	0%	0	1	100%	0	0	0	0	0

Please note: The Complaints Team will investigate a complaint direct at stage 3 when an assessment of the case is deemed appropriate

Points to Note:

- Family Support Team – 50% of stage 1 complaints were upheld, based on 2 complaints. The learning from this were that guidelines were issued to team members regarding the sharing of third party information

- Children & Families Assessment Team – 25% of stage 2 complaints were upheld, based on 4 complaints. This related to a data breach which was being investigated via HR processes.
- Disabled Children – 100% of stage 2 complains were upheld, based on 1 complaint. The member of staff was given additional training regarding errors made on assessment documents.
- Adoption – 100% of stage 2 complaints were upheld, based on 1 complaint. The data breach was discussed with the individual during their supervision meetings.

SIX MONTH COMPLAINT SUMMARY:**2017/2018****DIRECTORATE:****ADULT SOCIAL CARE SERVICES (CORPORATE BUT SOCIAL CARE RELATED)****High level summary**

These complaints relate to Adult Social Care that do not impact on social work registration and include staff complaints

Top expressions of dissatisfaction relate to incorrect invoices and Data Protection issues.

	S1 rec'd	% upheld	S1 escalated	S2 rec'd	% upheld	% of S2 upheld, that were not upheld at S1	S2 escalated	S3 rec'd	% upheld	% of S3 upheld, that were not upheld at S2
Customer Finance	2	100%	0	1	0%	0%	1	1	100%	100%
Transitions Team	0	0%	0	1	100%	0%	0	0	0%	0%

Please note: The Complaints Team will investigate a complaint direct at stage 3 when an assessment of the case is deemed appropriate

Points to Note:

- Customer Finance - 100% of stage 1 complaints were upheld (based on 2 complaints). Staff were spoken to regarding incorrect details on invoices and for one complaint, the amount was written off as a goodwill gesture.

- Customer Finance - 100% of stage 3 complaints were upheld (based on 1 complaint). This was overturned from not being upheld at a stage 2. Services were reminded of the need to accurately process payments
- Transitions Team – 100% of stage 2 complaints were upheld, based on 1 complaint. The staff member was spoken to about the importance of adhering to the Data Protection policy.