

Appendix 1

SIX MONTH COMPLAINT SUMMARY:

2018/2019

Top Ten Complaints Areas – All Directorates

High level summary:

Areas receiving the highest number of service or staff complaints are outlined below with the individual learning for each area grouped by directorate below. **(Last year's equivalent performance/data for April-Sept is in brackets)**

- Overall numbers for complaints within Housing areas are lower than at this point last year.
- The reporting period is showing a high percentage of upheld complaints for Missed Bin collections

Issue & Directorate	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 Collections - Env & Highways	125 (102)	78% (78%)	13 (8)	13 (8)	69% (88%)	15% (13%)	1 (0)	1 (1)	100% (100%)	0% (0%)
Repairs – Housing	95 (80)	42% (32%)	8 (9)	20 (23)	28% (38%)	0% (3%)	1 (3)	1 (3)	0% (0%)	0% (0%)
Estate Management – Housing	29 (56)	45% (25%)	10 (6)	29 (24)	24% (21%)	7% (6%)	1 (3)	1 (3)	0% (0%)	0% (0%)

Issue & Directorate	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
Housing Solutions	35 (40)	40% (27%)	3 (10)	19 (29)	37% (36%)	0% (3%)	1 (3)	2 (3)	0% (0%)	0% (0%)
Council Tax – Finance	23 (55)	13% (37%)	3 (9)	7 (18)	14% (25%)	0% (10%)	2 (4)	2 (4)	50% (0%)	14% (0%)
Planning – Place	14 (32)	21% (18%)	4 (8)	9 (13)	22% (7%)	0% (0%)	5 (6)	5 (6)	40% (0%)	22% (0%)
Non Return of Bins - Env & Highways	20 (22)	80% (48%)	5 (7)	5 (7)	80% (17%)	20% (0%)	1 (2)	1 (2)	100% (100%)	0% (33%)
Cemeteries - Env & Highways	21 (13)	62% (46%)	2 (1)	3 (2)	33% (100%)	50% (50%)	1 (0)	1 (0)	100% (0%)	100% (0%)
Transforming Homes – Housing	10 (24)	50% (46%)	3 (1)	10 (7)	30% (60%)	0 (0%)	3 (1)	5 (1)	0% (0%)	0% (0%)
Housing Benefit, Legislation & Control – Finance	18 (15)	17% (38%)	3 (2)	4 (2)	0% (0%)	0% (0%)	1 (1)	2 (1)	50% (0%)	0% (0%)

- Complaints for this area cover both the internal Quality Assurance team & Contractors.

Comparative Data: April-Sept 2018 vs. April – Sept 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 2018	95	42%	8	20	28%	0%	1	1	0%	0%
April – Sept 2017	80	32%	9	23	38%	13%	7	7	0%	0%
Difference	+15	+10%	-1	-3	-10%	-13%	-6	-6	N/A	N/A

Analysis – key themes / concerns	Comments to explain: <ul style="list-style-type: none"> • Provide suggested progress going forward or • Provide a summary of positive impact 	Additional commentary from the Complaints Team
<p>42% of Stage 1 complaints were upheld (based on 95 Received) These relate to delays in the completion of works, missed appointments & lack of contact from staff.</p>	<p>Learning action plans are produced on a monthly basis and monitored as part of operational and governance meetings to ensure all newly identified learnings are embedded accordingly.</p> <p>More upheld complaints are now case specific with contractors including technical or equipment failures, or issues with duplicate call slips being created.</p>	<p>Continued monitoring is required due to the slight increase in complaint volumes and a 10% increase in overall upheld rates</p>
<p>Stage 2 Complaints met the expected Benchmark with only 28% upheld, an improvement on last year (at 38%)</p>	<p>Continuing application of learning actions from previous years complaints have lowered the number of escalations and overall number of direct staff complaints. This included ensuring residents are contacted regularly with updates on repair timelines or reasons for any delays and any follow on works are progressed correctly.</p> <p>In addition to this, an action plan has been implemented with the contractor (Liberty Gas) which is also subject to monitoring as part of performance/contract meetings.</p>	<p>Positive improvement on this measure</p>

- Complaints for this area encompass all issues raised against the ASB, Caretaking & Tenancy Management teams.

Comparative Data: April-Sept 2018 vs. April – Sept 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 2018	29	45%	10	29	24%	7%	1	1	0%	0%
April – Sept 2017	56	25%	6	24	21%	6%	3	3	0%	0%
Difference	-27	+20%	+4	+5	+3%	+1%	-2	-2	N/A	N/A

Analysis – key themes / concerns	Comments to explain: <ul style="list-style-type: none"> • Provide suggested progress going forward or • Provide a summary of positive impact 	Additional commentary from the Complaints Team
<p>45% of Stage 1 complaints upheld (of 29 received) Complaints received related to lack of communication from staff or lack of clarity in information provided</p>	<p>All Estates Officers, including team leaders have been provided with additional customer care training covering the appropriateness of advice issued and ensuring that feedback is provided to residents in a timely manner to prevent service requests/contact slips becoming complaints.</p> <p>Other issues related to errors in letters sent to residents which were corrected and reissued as soon as they were identified.</p>	<p>Significant reduction in complaints volumes which is a positive</p>
<p>24% of Stage 2's (of 29 received) were upheld, below the KPI, these were mostly direct staff complaints regarding lack of contact</p>	<p>Of those complaints upheld it has been identified that there were staffing pressures in the ASB team. Steps have been taken to address this.</p>	

- Complaints for this area encompass all issues regarding Registrations, Allocations & Homelessness and Prevention Teams

Comparative Data: April-Sept 2018 vs. April – Sept 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 2018	35	40%	3	19	37%	0%	1	2	0%	0%
April – Sept 2017	40	27%	10	29	36%	3%	3	3	0%	0%
Difference	-5	+13%	-7	-10	+1%	-3%	-2	-1	N/A	N/A

Analysis – key themes / concerns	Comments to explain: <ul style="list-style-type: none"> • Provide suggested progress going forward or • Provide a summary of positive impact 	Additional commentary from the Complaints Team
<p>40% of Stage 1 complaints upheld (of 35 received) Complaints received relate to administrative errors, delays in processing applications and lack of communication with residents</p>	<p>Additional training has been provided to officers in cases of administrative errors to prevent a recurrence of the same issues. This largely relates to changes in priority banding or initial applications to the Housing register or Homeless services.</p> <p>Automated responses have been added to the team inbox to provide residents with a timescale expected for a formal response and managers are now monitoring calls to ensure follow up works are complete when agreed by a caseworker.</p>	<p>Whilst overall complaints volumes have dropped, the upheld level has increased,</p>
<p>37% of Stage 2's were upheld (of 19 received) and related to lack of communication by staff or caseworkers.</p>	<p>Complaints volumes were largely due to staffing pressures within the Homeless team. Additional staff are now in post.</p> <p>Existing staff have been retrained on customer service skills relating to the handling of calls and the quality or written correspondence.</p>	<p>Complaint volumes have dropped which is a positive.</p>

- Complaints for this area encompass both Transforming homes and Adaptation works to properties.

Comparative Data: April-Sept 2018 vs. April – Sept 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 2018	10	50%	3	10	30%	0	3	5	0%	0%
April – Sept 2017	24	46%	1	7	60%	0	1	1	0%	0%
Difference	-14	+4%	+2	+3	-30%	N/A	+2	+4	N/A	N/A

Analysis – key themes / concerns	Comments to explain: <ul style="list-style-type: none"> • Provide suggested progress going forward or • Provide a summary of positive impact 	Additional commentary from the Complaints Team
<p>50% of Stage 1 complaints upheld (of 10 received). Complaints received were related to quality of work by contractors and delays in completion of works.</p>	<p>Each upheld case had specific issues and as such no direct themes can be taken from these (e.g. contractors leaving windows open in a property whilst working without asking the residents permission, or failing to sign off works when completed.) These were all addressed with the contractor's management teams and staff and none of these specific issues have reoccurred.</p> <p>Staff are also closely monitoring works through to completion where delays are occurring with contractors, to ensure the resident is fully aware of any issues which may occur and prevent further complaints occurring.</p>	<p>Overall complaints volumes at Stage 1 have dropped which is a positive.</p>
<p>30% of Stage 2's were upheld (of 10 received) and related to poor quality of work & customer service levels</p>	<p>Percentage of upheld complaints compared to last year has reduced showing the new contractors taken on for this year have performed better.</p> <p>Where complaints are upheld, these are discussed with contractor to prevent them from happening again (e.g. snagging left unfixed, appropriate signage not being used etc.)</p>	
<p>Number of Stage 3 complaints received has jumped significantly from 1 to 5.</p>	<p>More complaints were escalated or received directly at S3 than in the previous year, however none of these were upheld on the basis of the evidence presented.</p>	<p>.</p>

ENVIRONMENT & HIGHWAYS – COMPLAINT DASHBOARD APR-SEPT 2018

Missed Collections

Comparative Data: April-Sept 2018 vs. April – Sept 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 2018	125	78%	13	13	69%	15%	1	1	100%	0%
April – Sept 2017	102	78%	8	8	88%	13%	0	1	100%	0%
Difference	+23	0%	+5	+5	-19%	+2%	+1	0	0%	0%

Analysis – key themes / concerns	Comments to explain: <ul style="list-style-type: none"> • 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 (of 125 received)	<p>Multiple methods are being employed across all crews including issuing written instructions for teams, additional training for supervisors and crews and monitoring periods.</p> <p>However the percentage of complaints upheld remains the same as last year’s figures and is due to factors such as high staff turnover, use of agency staff or other operational difficulties.</p>	The suggested Bartec system for logging contaminated or non-presented bins along with instantly flagging any other issues would potentially help in responding to missed collections before they can escalate to a formal complaint.

ENVIRONMENT & HIGHWAYS – COMPLAINT DASHBOARD APR-SEPT 2018

Cemeteries

- Cemeteries did not feature at all in last year’s reporting, however due to the high temperatures across the summer multiple complaints were received regarding the upkeep of the cemeteries and quality of works being completed.

Comparative Data: April-Sept 2018 vs. April – Sept 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 2018	21	62%	2	3	33%	50%	1	1	100%	100%
April – Sept 2017	13	46%	1	2	100%	50%	0	0	0%	0%
Difference	+8	+16%	+1	+1	-67%	0%	+1	+1	+100%	+100%

Analysis – key themes / concerns	Comments to explain: <ul style="list-style-type: none"> • Provide suggested progress going forward or • Provide a summary of positive impact 	Additional commentary from the Complaints Team
62% of Stage 1 complaints were upheld (of 21 received). Issues were mostly to do with the condition of the cemeteries	<p>This year's complaints were largely due to a wet spring followed by a hot and dry summer leading to complaints regarding the length of grass/presentation of the cemeteries.</p> <p>All staff are being put forward to attend an accredited cemeteries operative training course and a reorganisation of the service is being considered to change the way the teams are deployed.</p>	

ENVIRONMENT & HIGHWAYS – COMPLAINT DASHBOARD APR-SEPT 2018

Non Return of Bins

Comparative Data: April-Sept 2018 vs. April – Sept 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 2018	20	80%	5	5	80%	20%	1	1	100%	0%
April – Sept 2017	22	48%	7	7	17%	0%	2	2	100%	33%
Difference	-2	+32%	-2	-2	+63%	+20%	-1	-1	0%	-33%

Analysis – key themes / concerns	Comments to explain:	Additional commentary from the Complaints Team
80% of Stage 1 complaints were upheld (of 20 received)	<ul style="list-style-type: none"> • Provide suggested progress going forward or • Provide a summary of positive impact <p>The same methods have been adopted to that of missed bin collections.</p>	

FINANCE & IT – COMPLAINT DASHBOARD APR-SEPT 2018

Council Tax

Comparative Data: April-Sept 2018 vs. April – Sept 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 2018	23	13%	3	7	14%	0%	2	2	50%	14%
April – Sept 2017	55	37%	9	18	25%	10%	4	4	0	0
Difference	-32	-24%	-6	-11	-11%	-10%	-2	-2	+50%	+14%

Analysis – key themes / concerns	Comments to explain:	Additional commentary from the Complaints Team
13% of Stage 1 complaints were upheld (of 23 received). This is below the KPI.	<ul style="list-style-type: none"> • Provide suggested progress going forward or • Provide a summary of positive impact <p>Where complaints have been upheld these have largely been due to administrative errors. Staff have been provided with further training or advice to prevent individual errors occurring.</p>	The number of overall complaints along with the % held have dropped significantly. This is positive

FINANCE & IT – COMPLAINT DASHBOARD APR-SEPT 2018

Housing Benefit

Comparative Data: April-Sept 2018 vs. April – Sept 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 2018	18	17%	3	4	0%	0%	1	2	50%	0%
April – Sept 2017	15	38%	2	2	0%	0%	1	1	0%	0%
Difference	+3	-21%	+1	+2	N/A	N/A	0	+1	+50%	N/A

Analysis – key themes / concerns	Comments to explain: <ul style="list-style-type: none"> • Provide suggested progress going forward or • Provide a summary of positive impact 	Additional commentary from the Complaints Team
<p>17% of Stage 1 complaints were upheld (of 18 received). This is below the KPI</p>	<p>Of those complaints upheld these were all based around administrative errors in the processing of a claim. In all instances the staff were retrained in the specific areas in which the error occurred to prevent a reoccurrence</p> <p>Most of the complaints received and not upheld, were due to:</p> <ul style="list-style-type: none"> • Confusion by the complainant due to the complexity of the benefits system and how issues such as overpayments are explained. • The roll out of universal credit as residents did not realise that the council no longer pay their benefits 	<p>Positive improvement in the reduction of upheld complaints</p>

PLACE – COMPLAINT DASHBOARD APR-SEPT 2018

Planning

Comparative Data: April-Sept 2018 vs. April – Sept 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 2018	14	21%	4	9	22%	0%	5	5	40%	22%
April – Sept 2017	32	18%	8	13	7%	0%	6	6	0%	0%
Difference	-18	+3%	-4	-4	+15%	N/A	-1	-1	+40%	+22%

Analysis – key themes / concerns	Comments to explain: <ul style="list-style-type: none"> • Provide suggested progress going forward or • Provide a summary of positive impact 	Additional commentary from the Complaints Team
21% of Stage 1 complaints were upheld (of 14 received). The complaints related to a lack of actions taken by the Enforcement team, delays and lack of communication with applications and difficulty obtaining information	Of the few complaints upheld, staff were reminded of the timescales for responses or given retraining in the specific area where the error occurred (e.g. ensuring the email addresses we have for contacts is correct to prevent responses failing to reach recipients).	The significant reduction in overall complaints received is a positive.
40% of Stage 3 complaints were upheld (of 5 received).	This only related to 2 upheld complaints. In one instance it became apparent that the investigating officer was provided with incorrect information to not uphold the stage 2 complaint. This decision was overturned at stage 3.	