

Appendix 1

High level summary:

2018/19 ANNUAL COMPLAINTS REPORT

Top Ten Complaints Areas

The areas receiving the highest number of complaints are outlined below together with the individual learning for each area grouped by Directorate. Figures in brackets below represent 2017/18 data.

Directorate & Area	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 – Repairs	218 (186)	44% (38%)	23 (17)	36 (48)	33% (43%)	6% (24%)	4 (8)	4 (8)	0% (25%)	0% (50%)
Environment – Missed Collections	163 (200)	77% (74%)	20 (26)	21 (27)	57% (80%)	10% (20%)	2 (4)	2 (5)	50% (75%)	0% (0%)
Housing – Housing Solutions	61 (68)	36% (26%)	9 (17)	40 (51)	44% (36%)	1% (14%)	1 (9)	1 (10)	0% (20%)	0% (50%)
Housing – Estates Services	48 (92)	35% (33%)	12 (13)	43 (50)	19% (27%)	5% (14%)	1 (8)	1 (9)	0% (22%)	0% (100%)
Finance – Council Tax	54 (79)	17% (33%)	6 (12)	11 (27)	9% (25%)	0% (29%)	2 (6)	2 (6)	50% (0%)	50% (0%)
Place – Development Management	24 (59)	21% (17%)	10 (18)	16 (23)	19% (22%)	0% (9%)	3 (7)	3 (7)	66% (0%)	33% (0%)

Environment – Non Return of Bins	33 (45)	73% (54%)	6 (12)	6 (13)	83% (45%)	33% (20%)	1 (3)	1 (3)	100% (75%)	0% (0%)
Housing – Transforming Homes	22 (41)	41% (36%)	11 (2)	14 (11)	29% (63%)	7% (0%)	2 (1)	2 (1)	0% (0%)	0% (0%)
Communications – Contact Centre	20 (12)	60% (33%)	2 (1)	11 (11)	64% (64%)	0% (14%)	1 (1)	1 (1)	0% (0%)	0% (0%)
Children’s – SEN	22 (14)	45% (50%)	4 (4)	8 (13)	50% (73%)	13% (13%)	2 (2)	2 (3)	50% (33%)	50% (0%)

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

	Service commitments submitted by the service for the year 2018/2019	Progress summary provided by the service
1	Mears Communication with Residents – regular review and implementation of call scripts to assist call handlers in dealing with calls and providing up to date and correct information to residents. In addition to this, sample monitoring of calls received is undertaken, to identify any further training needs, which will assist in continuing to improve the customer experience.	Call scripts and a process manual have been implemented. Quarterly reviews are undertaken, allowing for updated processes to be routinely shared with staff and Mears. Monitoring of calls is undertaken, to assist in identifying any further training needs.
2	Mears Follow on Works – where a common trend has been identified in regards to follow on works not being progressed in line with internal processes by staff, this will be monitored in line with Mears internal HR processes.	With effect from January 2019, a new status has been implemented within the Mears repair system (Awaiting Supervisor Action). This will allow for Mears to actively monitor where there are follow on works required, as these jobs would now sit within this status, as opposed to sitting within the completed status. This will be monitored by Mears and any repeat issues relating to follow on works not being raised will be addressed as part of staff performance, in line with Mears internal HR processes.
3	Regular customer care and governance meetings are held with Mears, to review customer feedback and monitoring contractor performance.	This remains ongoing as part of contract management.
4	Liberty Gas Communication with Residents - Liberty Gas have implemented a new upgraded phone system and in addition to this, Liberty Gas now have additional staff dedicated to the Thurrock contract, with a view to improving the service and reducing missed appointments.	With effect from April 2019, Liberty Gas are no longer working with Thurrock Council. A new contract has been set up.

Comparative Data: 2018-2019 vs. 2017-2018	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
2018-2019	218	44%	23	36	33%	6%	4	4	0%	0%
2017-2018	186	38%	17	48	43%	24%	8	8	25%	50%
Difference	+32	+6%	+6	-12	-10%	-18%	-4	-4	-25%	-50%

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>44% of Stage 1 complaints were upheld (based on 218 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 identified learning is embedded accordingly.</p> <p>More upheld complaints appear to be case specific with contractors including technical or equipment failures, or issues with duplicate call slips being created.</p> <p>The gas contractor has also changed recently which should lower the overall number of complaints in this area.</p>	<p>Continued monitoring is required due to the slight increase in complaint volumes and 6% increase in overall upheld rates on last year.</p>
<p>Stage 2 Complaints met the expected KPI with only 33% upheld (from 36 received).</p>	<p>Continuing application of learning actions from previous years complaints have lowered the 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>As above, the change in gas contractor should also help reduce complaints.</p>	<p>Positive improvement on this measure</p>

Service commitments submitted by the service for the year 2019/2020	
1	Regular customer care and governance meetings are held with Mears, to review customer feedback and monitoring contractor performance.
2	Mears - Follow on Works - a new status has been implemented within the Mears repair system (Awaiting Supervisor Action). This will allow for Mears to actively monitor where there are follow on works required, as these jobs would now sit within this status, as opposed to sitting within the completed status.

3	Gas servicing and repairs – Aaron Services are the new contractor delivering gas repairs and gas servicing. As part of contract management, regular meetings will be held with the contractor, in order to monitor performance against set performance indicators. It is anticipated that the implementation of this new contract will result in a reduced number of complaints relating to missed appointments, delays and communication issues.
4	Oakray (Door entry contractor) - An improvement plan in relation to poor communication and delayed works has been implemented as part of contract management. It is anticipated this will assist in a reduced number of complaints being received relating to these issues.

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

	Service commitments submitted by the service for the year 2018/2019	Progress summary provided by the service
1	The service will hold regular meetings with service team managers to capture lessons learned from complaints, and embed learning in the business process and practices	Awaiting update from the service
2	Involve staff in service improvement review. Develop and undertake customer satisfaction surveys and complete customer care standards for each area.	Awaiting update from the service
3	Continue bespoke customer care training for staff. Include customer care in all team processes.	Awaiting update from the service

Comparative Data: 2018-2019 vs. 2017-2018	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
2018-2019	61	36%	9	40	44%	1%	1	1	0%	0%

2017-2018	68	26%	17	51	36%	14%	9	10	20%	50%
Difference	-7	+10%	-8	-11	+8%	-13%	-8	-9	-20%	-50%

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
36% of Stage 1 complaints upheld (61 received). Complaints received relate to administrative errors, delays in processing applications, changes to priority banding and lack of communication with residents	<p>Additional training has been provided to officers in cases of administrative errors to prevent a recurrence of the same issues.</p> <p>Automated responses have been added to the team inbox to provide residents with a timescale expected for a formal response.</p> <p>Managers are now monitoring calls to ensure follow up works are complete when agreed by a caseworker.</p> <p>Staff have been directed to communicate with residents through group inboxes to ensure responses are received and processed accordingly.</p>	Whilst overall complaints volumes have dropped, the upheld level has increased by 10%
44% of Stage 2's were upheld (40 received) and related to lack of communication by staff or	Complaints volumes in the first 6 months were largely due to staffing pressures within the Homeless team. Additional staff are now in post.	Complaint volumes have dropped which is a positive, however the

<p>incorrect actions or advice from caseworkers.</p>	<p>Existing staff have been retrained on customer service skills relating to the handling of calls and the quality of written correspondence.</p> <p>Steps have also been taken to ensure work is covered during periods of absence.</p>	<p>upheld % has increased on last year.</p>
--	--	---

	Service commitments submitted by the service for the year 2019/2020
1	Awaiting update from the service
2	
3	
4	

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

	Service commitments submitted by the service for the year 2018/2019	Progress summary provided by the service
1	Resident Engagement – Re-launched resident groups across the borough to work with residents to identify what the issues are at regular meetings in order to resolve them before complaints are escalated.	There are number of residents groups up and running, details can be found on the website. Many local issues have and are being addressed. The relationship between the council and residents has improved significantly.
2	Tenants Excellence Panel – To provide a panel that represents a wide diversity of tenants represented throughout all parts of the borough	New residents have joined the Excellence panel and this has strengthened the diversity of the group. This includes residents living in a range of accommodation, from different backgrounds and different geographical areas.
3	Focus on Fire Safety and Estate Improvement within areas of the 15 Tower blocks.	Awaiting update from the service

Comparative Data: 2018-2019 vs. 2017-2018	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
2018-2019	48	35%	12	43	19%	5%	1	1	0%	0%
2017-2018	92	33%	13	50	27%	14%	8	9	22%	100%
Difference	-44	+2%	-1	-7	-8%	-9%	-7	-8	-22%	-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
35% of Stage 1 complaints upheld (48 received). Complaints received related to lack of communication from staff, lack of clarity in information provided and lack of action regarding reports of ASB.	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. This should help prevent service requests/contact slips becoming complaints. Other issues relate to errors in letters sent to residents which were corrected and reissued as soon as they were identified.	Significant reduction in complaints volumes which is a positive
19% of Stage 2's (43 received) were upheld. These relate to direct staff complaints regarding	Of those complaints upheld, it has been identified that there were staffing pressures in the ASB team. Steps	Complaints volumes & upheld volumes have both seen a

<p>lack of contact or missed appointments. This is below the KPI.</p>	<p>have been taken to address this which has resulted in a reduction of complaints in the second half of the year.</p> <p>The Tenancy Management team also reviewed their internal processes to ensure individual errors do not reoccur.</p>	<p>reduction on last year. This is positive.</p>
---	--	--

	<p>Service commitments submitted by the service for the year 2019/2020</p>
1	<p>Resident Engagement to continue with current plans to intervene and resolve issues locally.</p>
2	<p>Tenants Excellence Panels to continue to meet and identify any further issues</p>

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

	Service commitments submitted by the service for the year 2018/2019	Progress summary provided by the service
1	New contracts starting for 2018/19 with embedded learning. The delivery contracts have been re-procured and will mobilise this financial year, this includes the appointment of a new delivery contractor. All processes are being reviewed and updated in readiness for these new contracts incorporating learning from customer feedback to date.	New contracts mobilised in June 2018. Learning from customer feedback on the previous contracts has been incorporated into the reviewed processes now followed for the new contracts.
2	Monitoring of contractors performance through a new suite of KPIs. KPIs are monitored monthly by the Council with the applicable contractor. Resident Satisfaction remains a key priority and has an enhanced target under the new arrangements.	New suite of KPI's introduced with the required resident satisfaction level moving from 80% to 85% for 2018-19. The year-end performance for satisfaction with the contractor and the programme was 87.5%.

Comparative Data: 2018-2019 vs. 2017-2018	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
2018-2019	22	41%	11	14	29%	7%	2	2	0%	0%
2017-2018	41	36%	2	11	63%	0%	1	1	0%	0%
Difference	-19	+5%	+9	+3	-34%	+7%	+1	+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
41% of Stage 1 complaints upheld (22 received). Complaints received relate to quality of work by contractors and delays in commencing or completion of works.	<p>Each upheld case had specific issues to do with works at individual properties 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>	Overall complaints volumes at Stage 1 have dropped significantly which is a positive.

<p>29% of Stage 2's were upheld (14 received) and related to poor quality of work and customer service levels. The majority of complaints were escalated after the initial stage 1 was not upheld.</p>	<p>Percentage of upheld complaints compared to last year has reduced significantly 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>Whilst the number of Stage 2's has slightly increased, the number of upheld complaints has dropped significantly.</p>
--	---	--

Service commitments submitted by the service for the year 2019/2020	
1	<p>Provide quality assurance (QA) of all QA TH programme documentation and written processes, to ensure these are robust, consistent, and support effective programme delivery. To review the quality and relevance of documentation and seek standardization where applicable. Undertake periodic spot checks of processes and documentation to ensure files are complete.</p>
2	<p>Lead on customer information and analysis from the customer feedback transforming homes programme. To provide quarterly review of trends with suggested improvements. Work collaboratively with housing colleagues to deliver agreed improvements</p>

	Service commitments submitted by the service for the year 2018/2019	Progress summary provided by the service
1	<p>Review of local procedures including missed bins and update the website accordingly.</p> <p>All local procedures to be reviewed and website updated accordingly.</p> <p>Re-testing of rounds to ensure they are balanced and crew's deployed carry out collections as scheduled.</p>	<p>Toolbox Talks have now been given to all operatives outlining the expected standards required by the council and this has also been specified within the Supervisors' Crew Inspection records for checking & monitoring.</p> <p>Collection Rounds will be reviewed pending the implementation of the Bartec In-Cab technology, to ensure accurate round/route information is available across the service.</p> <p>It is expected at this time that local policies will be further reviewed as part of the overall review of the councils Waste Strategy document over the coming months.</p>
2	<p>Training - Further training to be carried out this year to continue to ensure all employees are regularly refreshed on expectations of customer care and service standards. Local induction, including new and agency staff, to be refreshed and to include importance of collections carried out as scheduled. Regular supervisor monitoring of crews in the field to ensure compliance with standards expected. Supervisors to undertake complaints training including investigations and responses.</p>	<p>The Induction Pack and process is still under review to ensure the process continues to meet Health & Safety and Service Quality needs, in preparation of an expected influx of new starters due throughout the summer period.</p> <p>Supervisors are now carrying out increased levels of monitoring visits and checks, to ensure the service standards are being maintained.</p>
3	<p>Reduce the number of complaints upheld and escalated. There has been an increase in S1, S2 and S3 complaints last year. The service will endeavour to reduce the number of complaints in 2018/19 via close monitoring of all complaints, performance management of crews and review</p>	<p>This is an ongoing process and deadlines for addressing complaints are now being met.</p>

	of lessons learned. More robust action will be taken with crews who repeatedly perform below standard.	Appropriate management action is now being used to address the repeat complaints and the levels are slowly reducing. The Bartec In-Cab system will further aide this reduction.
4	Consistent monitoring by supervisors - More consistent monitoring of S2 and S3 complaints where site visits are required	This is an ongoing process and improvement is being made.

Comparative Data: 2018-2019 vs. 2017-2018	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
2018-2019	163	77%	20	21	57%	10%	2	2	50%	0%
2017-2018	200	74%	26	27	80%	20%	4	5	75%	0%
Difference	-37	+3%	-6	-6	-23%	-10%	-2	-2	-25%	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
77% of Stage 1 complaints were upheld (of 163 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 is higher than last year's figures and is due to factors such as high staff turnover, use of agency staff or other operational difficulties. It should be noted that complaints have reduced compared to last year.</p>	<p>The suggested Bartec system for logging contaminated or non-presented bins, along with instantly flagging any other issues, would help in responding to missed collections before they escalate to a formal complaint.</p> <p>Recommendations were made by the complaints team in September for earlier intervention from Supervisors to prevent initial missed collections escalating into formal complaints.</p>
57% of Stage 2 Complaints were upheld (21 received). These relate to a reoccurrence of issues causing the initial complaint.	Similar methods are employed at stage 2. Longer monitoring periods and providing supervisors contact numbers to complainants, will assist the reduction of complaints.	Overall volumes at Stage 2 have dropped, as has the percentage upheld.

Service commitments submitted by the service for the year 2019/2020	
1	Ongoing efforts to further improve on reducing 'missed bins' and 'non-returned bins' figures, with the 'Bartec In Cab' system being rolled out to all collection vehicles.
2	Ongoing training & monitoring for all collection crews to ensure collection service standards are being maintained across the service. Ensure Service standards are monitored by Supervisors during crew visits.
3	Ongoing efforts to further improve on response & resolution of all levels of customer complaints. Closer monitoring of supervisor compliance to ensure timely and appropriate levels of response and measured via PDR process.

- 4 Aim to increase recycling levels across the borough by ensuring collection crews are carrying out contamination checks and recording issues via the Bartec In-Cab System, to ensure residents are then made aware of issues that result in bins not being emptied due to unacceptable materials being placed in their bins.

	Service commitments submitted by the service for the year 2018/2019	Progress summary provided by the service
1	<p>Further non return of bin training has been carried out this year and this programme will continue to ensure all employees and agency staff are regularly refreshed on expectations and standards of bin placement.</p> <p>Local induction to be refreshed to include standards of bin placement to all new permanent and agency staff.</p> <p>Regular supervisor monitoring of crews in the field will include observations of bin placements to ensure compliance with standards expected.</p>	<p>Toolbox Talks have now been given to all operatives outlining the expected standards required by the council and this has also been specified within the Supervisors' Crew Inspection records for checking & monitoring.</p> <p>The Induction Pack and process is still under review to ensure the process continues to meet Health & Safety needs, in preparation of an expected influx of new starters due throughout the summer period.</p>
2	<p>Review of local procedures including bin returns and website updated accordingly.</p>	<p>It is expected at this time that local policies will be further reviewed as part of the overall review of the councils Waste Strategy document over the coming months.</p>
3	<p>Reduce the number of complaints upheld and escalated. There has been a decrease in S1 complaints last year, though an increase in S2 complaints. The service will endeavour to reduce the number of complaints in 2018/19 via close monitoring of all complaints, performance management of crews and review of lessons learned. More robust action will be taken with crews who repeatedly poorly perform.</p>	<p>This is an ongoing process and improvement is being made.</p>

Comparative Data: 2018-2019 vs. 2017-2018	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
2018-2019	33	73%	6	6	83%	33%	1	1	100%	0%
2017-2018	45	54%	12	13	45%	20%	3	3	75%	0%
Difference	-12	+19%	-6	-7	+38%	+12%	-2	-2	+25%	N/A

Analysis – key themes / concerns	Comments to explain:	Additional commentary from the Complaints Team
73% of Stage 1 complaints were upheld (of 33 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>	Overall volumes of complaints have dropped due to earlier interventions by staff, however the upheld % has increased.
83% of Stage 2 complaints were upheld. However this is based on 6 closed complaints with 5 being upheld.	As with missed collections, supervisors are contacting residents directly and engaging with them to prevent further reoccurrence of issues.	Volumes of Stage 2 complaints have reduced compared to previous year.

Service commitments submitted by the service for the year 2019/2020	
1	Commitments are the same for missed collections above
2	
3	
4	

	Service commitments submitted by the service for the year 2018/2019	Progress summary provided by the service
1	Response times for responding to Council Tax service requests/queries are now at an all-time low. Improved tracking will enable this to be maintained within the current year.	Response times are being maintained.
2	8 Complaints were upheld due to staff conduct. Whilst complaints regarding the debt team have significantly reduced, calls will continue to be recorded and reviewed in this area to continue the improvement.	Complaints in this area continue to reduce as does the ratio of upheld.

Comparative Data: 2018-2019 vs. 2017-2018	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
2018-2019	54	17%	6	11	9%	0%	2	2	50%	50%
2017-2018	79	33%	12	27	25%	29%	6	6	0%	0%
Difference	-25	-16%	-6	-16	-16%	-29%	-4	-4	+50%	+50%

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
17% of Stage 1 complaints were upheld (54 received). This is below the KPI. Complaints received covered issues relating to the application of discounts, disagreements with amounts owed and disputes of the legality of Council Tax.	<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> <p>Training has also been provided in relation to effective communication between the Council Tax and other teams where enforcement and debt collection issues are concerned.</p>	The number of overall complaints along with the % held have dropped significantly. This is positive
9% of Stage 2 complaints were upheld (11 received)	Service Commitments from last year have helped reduced the number of complaints significantly, including those escalated from Stage 1.	

Service commitments submitted by the service for the year 2019/2020	
1	Continue to respond to all requests and queries within time to prevent complaints being received
2	Continue recording and review of telephone calls from staff to assist in further reduction of complaint volumes

- There were no service commitments submitted in 2017/18 report, as this service area did not feature in the top 10 complaint areas.

Comparative Data: 2018-2019 vs. 2017-2018	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
2018-2019	24	21%	10	16	19%	0%	3	3	66%	33%
2017-2018	59	17%	18	23	22%	9%	7	7	0%	0%
Difference	-35	+4%	-8	-6	-3%	-9%	-4	-4	+66%	+33%

Analysis – key themes / concerns	Comments to explain:	Additional commentary from the Complaints Team
21% of Stage 1 complaints were upheld (24 received). The complaints relate to a lack of actions taken by the	<ul style="list-style-type: none"> • Provide suggested progress going forward or • Provide a summary of positive impact Of the low number of 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	The significant reduction in overall complaints received is a positive.

Enforcement team, delays, lack of communication with applications and difficulty obtaining information	is correct to prevent responses failing to reach recipients).	
--	---	--

	Service commitments submitted by the service for the year 2019/2020
1	In partnership with other services, improve customer access to Development Services

	Service commitments submitted by the service for the year 2018/2019	Progress summary provided by the service
1	Complaints relating to the contact centre remain exceptionally low compared to number of contacts received, however the service will continue to undertake quality/monitoring checks as BAU activity, to ensure call advisors handle calls effectively. All contact centre calls are recorded	<p>During 2018/19, 356,016 contacts were received via the contact centre. With this in mind, complaints volumes continue to be exceptionally low and represent 0.01% of contacts received.</p> <p>Continuing with quality monitoring checks.</p> <p>All contact centre calls continue to be recorded.</p>
2	Individual feedback is given for staff performance related complaints to avoid reoccurrence	Feedback continues to be provided to advisors for any complaints received.
3	Advisors to continue to attend newly developed right first time customer care training	Continuing to send advisors to customer care training.

Comparative Data: 2018-2019 vs. 2017-2018	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
2018-2019	20	60%	2	11	64%	0%	1	1	0%	0%
2017-2018	12	33%	1	11	64%	14%	1	1	0%	0%

Difference	+8	+27%	+1	0	0	-14%	0	0	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
60% of Stage 1 complaints (20 received with 12 upheld) were upheld. These relate to mis-directed calls, incorrect information being provided and delays in answering calls	In all issues of upheld complaints where learning was applicable (some complaints were upheld due to technical issues with the telephony system), staff have been retrained on the specific areas in question to prevent a reoccurrence.	Overall complaints volumes and upheld % have increased, however there are no common trends to take from this as they are all individual one-off issues. Complaints are low based on the number of contacts
64% of Stage 2 complaints (11 received with 7 upheld) were upheld	As above in any upheld situations staff have been retrained on expected customer service levels and telephony manner as required.	Statistics are the same for the previous year. Complaints are low based on the number of contacts.

Service commitments submitted by the service for the year 2019/2020	
1	Complaints relating to the contact centre remain exceptionally low compared to number of contacts received, however the service will continue to undertake quality/monitoring checks as BAU activity to ensure call advisors handle calls effectively. All contact centre calls are recorded
2	Individual feedback is given for staff performance related complaints to avoid reoccurrence
3	Advisors to continue to attend newly developed right first time customer care training

	Service commitments submitted by the service for the year 2018/2019	Progress summary provided by the service
1	We will continue to monitor performance closely and take action to address any issues of underperformance.	<p>The SEN service have introduced a suite of reports on performance regarding timeliness of EHCP's, conversion of statements and % of plans issued each month; the number of EHCP's completed month on month continues to improve.</p> <p>The service continues its commitment to monitoring performance closely and taking appropriate and proportionate action where necessary.</p>

Comparative Data: 2018-2019 vs. 2017-2018	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
2018-2019	22	45%	4	8	50%	13%	2	2	50%	50%
2017-2018	14	50%	4	13	73%	13%	2	3	33%	0%
Difference	+8	-5%	0	-5	-23%	0	0	-1	+17%	+50%

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
45% of Stage 1 complaints were upheld (22 received). These relate to lack of contact from staff, delays in providing an EHCP and difficulties in admissions to Special Schools	The SEN service have introduced a suite of reports on performance regarding timeliness of EHCP's, conversion of statements and % of plans issued each month; this has enabled the service to monitor progress and implement processes to aid service improvements. The number of EHCP's completed month on month continues to improve, further training and service expectations has also been delivered to staff.	Complaints volumes have increased, but percentage upheld overall has dropped slightly.
50% of Stage two complaints were upheld (of 8 received)	In-house training has been delivered to staff outlining service expectations, detailed analysis on feedback is taking place and this has seen a reduction in the volume of complaints being received.	Volume of complaints and % upheld have dropped from the previous year.

Service commitments submitted by the service for the year 2019/2020	
1	The service will continue to monitor performance closely and take appropriate action to address any issues. The service will implement smarter, improved ways of working including the use of digital platform, making more information readily available online.