

## High level summary:

## 2019/20 – 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 2018/19 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	<b>206</b> <b>(218)</b>	<b>38%</b> <b>(44%)</b>	<b>17</b> <b>(23)</b>	<b>28</b> <b>(36)</b>	<b>21%</b> <b>(33%)</b>	<b>11%</b> <b>(6%)</b>	<b>2</b> <b>(4)</b>	<b>2</b> <b>(4)</b>	<b>0%</b> <b>(0%)</b>	<b>0%</b> <b>(0%)</b>
E&H -Waste Management	<b>177</b> <b>(163)</b>	<b>58%</b> <b>(77%)</b>	<b>14</b> <b>(20)</b>	<b>46</b> <b>(21)</b>	<b>61%</b> <b>(57%)</b>	<b>2%</b> <b>(10%)</b>	<b>1</b> <b>(2)</b>	<b>1</b> <b>(2)</b>	<b>100%</b> <b>(50%)</b>	<b>0%</b> <b>(0%)</b>
Housing – Housing Solutions	<b>95</b> <b>(61)</b>	<b>37%</b> <b>(36%)</b>	<b>13</b> <b>(9)</b>	<b>31</b> <b>(40)</b>	<b>42%</b> <b>(44%)</b>	<b>3%</b> <b>(1%)</b>	<b>3</b> <b>(2)</b>	<b>3</b> <b>(2)</b>	<b>0%</b> <b>(0%)</b>	<b>0%</b> <b>(0%)</b>
Housing – Estates Management	<b>54</b> <b>(48)</b>	<b>20%</b> <b>(35%)</b>	<b>8</b> <b>(12)</b>	<b>32</b> <b>(43)</b>	<b>16%</b> <b>(19%)</b>	<b>0%</b> <b>(5%)</b>	<b>6</b> <b>(1)</b>	<b>6</b> <b>(1)</b>	<b>0%</b> <b>(0%)</b>	<b>0%</b> <b>(0%)</b>
Place – Development Control	<b>51</b> <b>(24)</b>	<b>14%</b> <b>(21%)</b>	<b>12</b> <b>(10)</b>	<b>20</b> <b>(16)</b>	<b>20%</b> <b>(19%)</b>	<b>0%</b> <b>(0%)</b>	<b>11</b> <b>(3)</b>	<b>11</b> <b>(3)</b>	<b>0%</b> <b>(66%)</b>	<b>0%</b> <b>(33%)</b>

Finance – Council Tax	<b>68</b> <b>(54)</b>	<b>18%</b> <b>(17%)</b>	<b>9</b> <b>(6)</b>	<b>10</b> <b>(11)</b>	<b>10%</b> <b>(9%)</b>	<b>0%</b> <b>(0%)</b>	<b>2</b> <b>(2)</b>	<b>2</b> <b>(2)</b>	<b>0%</b> <b>50%</b>	<b>0%</b> <b>50%</b>
Place – Transport Development	<b>38</b> <b>(9)</b>	<b>4%</b> <b>(22%)</b>	<b>1</b> <b>(1)</b>	<b>3</b> <b>(1)</b>	<b>0%</b> <b>(0%)</b>	<b>0%</b> <b>(0%)</b>	<b>0</b> <b>(0)</b>	<b>0</b> <b>(0)</b>	<b>0%</b> <b>(0%)</b>	<b>0%</b> <b>(0%)</b>
E&H - Civil Enforcement (Parking)	<b>28</b> <b>(15)</b>	<b>29%</b> <b>(20%)</b>	<b>0</b> <b>(2)</b>	<b>10</b> <b>(6)</b>	<b>0%</b> <b>(33%)</b>	<b>0%</b> <b>(0%)</b>	<b>1</b> <b>(1)</b>	<b>1</b> <b>(1)</b>	<b>0%</b> <b>(0%)</b>	<b>0%</b> <b>(0%)</b>
Environment – Clean & Green	<b>32</b> <b>(49)</b>	<b>47%</b> <b>(65%)</b>	<b>2</b> <b>(4)</b>	<b>4</b> <b>(15)</b>	<b>100%</b> <b>(33%)</b>	<b>50%</b> <b>(7%)</b>	<b>0</b> <b>(4)</b>	<b>0</b> <b>(4)</b>	<b>0%</b> <b>(25%)</b>	<b>0%</b> <b>(25%)</b>
Housing – Transforming Homes	<b>24</b> <b>(22)</b>	<b>50%</b> <b>(45%)</b>	<b>4</b> <b>(11)</b>	<b>11</b> <b>(14)</b>	<b>55%</b> <b>(29%)</b>	<b>0%</b> <b>(7%)</b>	<b>1</b> <b>(2)</b>	<b>1</b> <b>(2)</b>	<b>0%</b> <b>(0%)</b>	<b>0%</b> <b>(0%)</b>

- Complaints for this area cover both the internal Quality Assurance team & Contractors (Mears/Oakray/Aaron Services)

	<b>Service commitments submitted by the service for the year 2019/20</b>	<b>Progress summary provided by the service</b>
1	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 performance and routine business. Meetings cover issues including, but not limited to, customer care issues, complaints and enquiries and customer satisfaction feedback, contract performance against key performance indicators.
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 complete status. This will be monitored by Mears as routine business 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. It is anticipated that this will result in a reduced level of complaints, relating to follow on works.	<p>Follow on works continue to be monitored as part of routine business.</p> <p>In addition, a review of staff resources across the contract has been undertaken which has resulted in additional administrative support being assigned to some areas of the contract where the service demand is high.</p> <p>2019/20 saw a slight increase in the number of complaints upheld.</p> <p>To provide some context around Mears repairs demand;</p> <ul style="list-style-type: none"> <li>A total of 31,559 repairs were completed by Mears during 2019/20</li> <li>Customer satisfaction for Mears for 2019/20 was 91%</li> </ul>
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	There has been a noticeable reduction in the number of complaints received relating to the gas repairs and servicing contract.

	<p>the implementation of this new contract will result in a reduced number of complaints relating to missed appointments, delays and communication issues.</p>	<p>There has also been a reduction in upheld complaints for this contract; 16 upheld during 2019/20, compared to 38 upheld for the previous year – 2018/19.</p> <p>In relation to gas repair satisfaction, the service have only been measuring this since December 2019, however the year end outturn for was 88%.</p>
4	<p>Oakray door entry - 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.</p>	<p>There has been a reduced number of complaints received for this contract during the 2019/20 year.</p> <p>Oakray have worked hard to improve on their communications with Thurrock. Additional staffing including a dedicated Contract Manager has been assigned to work on the Thurrock contract to ensure that works are managed and issues responded to within an appropriate time.</p> <p>This contractor has met all KPI's and exceeded the target within a number of areas.</p>

<b>Comparative Data: 2019-20 vs. 2018-19</b>	<b>S1 rec'd</b>	<b>% upheld</b>	<b>S1 escalated</b>	<b>S2 rec'd</b>	<b>% upheld</b>	<b>% of S2 upheld, that were not upheld at S1</b>	<b>S2 escalated</b>	<b>S3 rec'd</b>	<b>% upheld</b>	<b>% of S3 upheld, that were not upheld at S2</b>
<b>2019-20</b>	<b>206</b>	<b>38%</b>	<b>17</b>	<b>28</b>	<b>21%</b>	<b>11%</b>	<b>2</b>	<b>2</b>	<b>0%</b>	<b>0%</b>
<b>2018-19</b>	<b>218</b>	<b>44%</b>	<b>23</b>	<b>36</b>	<b>33%</b>	<b>6%</b>	<b>4</b>	<b>4</b>	<b>0%</b>	<b>0%</b>
<b>Difference</b>	<b>-12</b>	<b>-6%</b>	<b>-6</b>	<b>-8</b>	<b>-12%</b>	<b>+5%</b>	<b>-2</b>	<b>-2</b>	<b>0%</b>	<b>0%</b>

<b>Analysis – key themes / concerns</b>	<b>Comments to explain:</b>	<b>Additional commentary from the Complaints Team</b>
	<ul style="list-style-type: none"> <li><b>Provide suggested progress going forward or</b></li> <li><b>Provide a summary of positive impact</b></li> </ul>	
38% of Stage 1 complaints upheld (of 206 received) This is a mixture of issues relating to contractor works, delays and missed appointments	Learning action plans are imbedded regularly with Mears & Aaron services as part of ongoing contract performance and this can be seen in the reduction overall volume of complaints received and the number upheld.	The direction of travel in terms of volume and percentage upheld is positive
21% of Stage 2 complaints upheld (of 28 received.) These include additional complaints regarding staff actions and attitudes	As with stage 1 complaints the learning actions can be seen to be being successfully embedded as the volume of escalations and overall numbers of direct staff complaints have fallen year on year.	

<b>Service commitments submitted by the service for the year 2020/21</b>	
1	<p>Gas repairs and servicing</p> <p>Improved communications and service relating to keeping residents updated with the status of gas related repairs and completion of works in line with agreed policy timeframes.</p> <p>This was a new contract which commenced in April 2019 and following completion of the first year, a full review of service demand will be undertaken to ensure that volumes of operational staff are sufficient to support and deliver the requirements of the service. In addition, customer service training is being rolled out to all staff across the contract.</p> <p>It is anticipated that the above will result in fewer upheld complaints relating to these specific areas and an overall customer satisfaction rating meeting the agreed performance indicators.</p>
2	<p>Mears Repairs</p> <p>Continuous improvements to the service relating to follow on works being progressed including additional process implementations as required.</p> <p>General Housekeeping - Improvements to be made to system use, quality checks and the handheld devices for Mears operatives to log and update jobs. Maintaining clear monitoring of system failures.</p> <p>Communication to residents and the Council in relation to new or outstanding works orders.</p> <p>In addition to the above Mears will be reviewing and providing refresher training to staff covering customer services, the Mears internal repair reporting system and email management.</p>

- Complaints for this area cover the Allocations, Registrations, Homeless and Temporary Accommodation teams

	<b>Service commitments submitted by the service for the year 2019/20</b>	<b>Progress summary provided by the service</b>
1	Increased joint working with the Corporate Complaints team, conducting monthly review of trends and lessons learnt to minimise future complaints. 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	All processes have been updated to reflect the complaints above to improve our quality of service. Feedback is given to staff via the team meetings that are held, as well as the manager meetings.
2	Implement improvement of services from learning from complaints. Involve staff in service improvement review. Develop and undertaken a customer satisfaction survey and complete customer care standards for each area.	Staff have been trained to understand the importance of learning and taking on board the reasons for the complaints.  No customer satisfaction surveys completed yet, however we have access to a free customer satisfaction tool (STAR), which we will look to implement in the future.
3	Continue bespoke customer care training for staff. Include customer care in all team processes.	All processes have been updated to reflect customer care, call handling guidance on all staff members' desks.

<b>Comparative Data: 2019-20 vs. 2018-19</b>	<b>S1 rec'd</b>	<b>% upheld</b>	<b>S1 escalated</b>	<b>S2 rec'd</b>	<b>% upheld</b>	<b>% of S2 upheld, that were not upheld at S1</b>	<b>S2 escalated</b>	<b>S3 rec'd</b>	<b>% upheld</b>	<b>% of S3 upheld, that were not upheld at S2</b>
<b>2019-20</b>	<b>95</b>	<b>37%</b>	<b>13</b>	<b>31</b>	<b>42%</b>	<b>3%</b>	<b>3</b>	<b>3</b>	<b>0%</b>	<b>0%</b>
<b>2018-19</b>	<b>61</b>	<b>36%</b>	<b>9</b>	<b>40</b>	<b>44%</b>	<b>1%</b>	<b>2</b>	<b>2</b>	<b>0%</b>	<b>0%</b>
<b>Difference</b>	<b>+34</b>	<b>+1%</b>	<b>+4</b>	<b>-9</b>	<b>-2%</b>	<b>+2%</b>	<b>+1</b>	<b>+1</b>	<b>0%</b>	<b>0%</b>

<b>Analysis – key themes / concerns</b>	<b>Comments to explain:</b>	<b>Additional commentary from the Complaints Team</b>
37% of Stage 1 complaints were upheld (of 95 received). These were a mixture of issues spread across all teams with the main issues being perceived lack of response to residents and issues with bidding and banding.	<ul style="list-style-type: none"> <li>• Provide suggested progress going forward or</li> <li>• Provide a summary of positive impact</li> </ul> <p>During 2019/20, a review of the service was undertaken by two of the leading industry experts (National Practitioner Support Services and Shelter). They conducted a comprehensive examination of the entire service, focusing on the customer experience. The service has adopted a continuous improvement action plan which details increased activity to seek customer feedback and streamline processes to enhance the customer experience.</p> <p>The service have updated the processes following a review of the complaints and lessons learnt, and shared the learning with staff at quarterly meetings.</p>	The volume of complaints has increased. Whilst it is positive that the upheld percentage has remained static the jump in volume overall needs to be monitored.



<p>42% of Stage 2 complaints upheld of 31 received. The majority of these cases were direct staff complaints regarding lack of contact with caseworkers</p>	<p>Homeless team:</p> <ul style="list-style-type: none"> <li>• Dedicated officers are now on a rota to manage incoming calls and emails each day. Individuals will be contacted within 48 hours.</li> <li>• The inbox is reviewed daily by a service manager to confirm that this has been cleared and all emails have been responded to.</li> <li>• Identified training requirements in the use of Objective's contact slips have now been resolved. This is now an ingrained part of the initial training plan for new staff.</li> </ul> <p>The above measures will be monitored moving forward by the service manager to ensure compliance.</p> <p>The Allocations service has met and gained clarity on implementing some aspects of the Allocations Policy, agreeing the process moving forward.</p>	<p>The volume of complaints &amp; upheld percentage has dropped slightly but is still above the overall target of 40%.</p>
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<b>Service commitments submitted by the service for the year 2020/21</b>	
<b>1</b>	Communication will remain an agenda item for service manager team meetings, to ensure lessons from complaints and case reviews continue to be embedded into the day-to-day service processes and training provided where required for staff.
<b>2</b>	Encourage and increase customers usage of the online services
<b>3</b>	Continue with our efforts to improve our response time to customers and resolving any issues raised at the first point of contact, whilst undertaking quality and monitoring checks periodically. Officers to have regular casework monitoring sessions to ensure the service are contacting customers regularly.
<b>4</b>	Increased joint working with the Corporate Complaints team, conducting monthly review of trends and lessons learnt to minimise future complaints. 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.
<b>5</b>	Develop and undertake regular customer satisfaction surveys and complete customer care standards for each area.

- Complaints for this area cover the Tenancy Management, Caretaking & Anti-social Behaviour teams

	<b>Service commitments submitted by the service for the year 2019/20</b>	<b>Progress summary provided by the service</b>
1	Resident Engagement to continue with current plans to intervene and resolve issues locally.	The Resident Engagement team has grown and the team have successfully recruited three Neighbourhood officers. These new roles will continue to work with local residents to address neighbourhood issues on Housing land and further emphasise the importance of local community involvement as well as inspecting the areas not covered by caretaking services. The Resident groups have continued to grow over the reporting year and they have addressed a number of key concerns such as parking, grounds maintenance and fly tipping. They have also held many community events, in-line with encouraging healthy lifestyles.
2	Tenants Excellence Panels to continue to meet and identify any further issues	The Tenants Excellence Panel has continued to be involved in a number of developments which has provided a good level of feedback to the service. There are a number of subgroups which are progressing such as Readers Panel, Estate Inspections, Void Inspections, Complaints and Fire Safety. These subgroups focus on these areas and work with officers to develop their knowledge and challenge the practices to improve the level of service delivered to residents.

<b>Comparative Data: 2019-20 vs. 2018-19</b>	<b>S1 rec'd</b>	<b>% upheld</b>	<b>S1 escalated</b>	<b>S2 rec'd</b>	<b>% upheld</b>	<b>% of S2 upheld, that were not upheld at S1</b>	<b>S2 escalated</b>	<b>S3 rec'd</b>	<b>% upheld</b>	<b>% of S3 upheld, that were not upheld at S2</b>
<b>2019-20</b>	<b>54</b>	<b>20%</b>	<b>8</b>	<b>32</b>	<b>16%</b>	<b>0%</b>	<b>6</b>	<b>6</b>	<b>0%</b>	<b>0%</b>
<b>2018-19</b>	<b>48</b>	<b>35%</b>	<b>12</b>	<b>43</b>	<b>19%</b>	<b>5%</b>	<b>1</b>	<b>1</b>	<b>0%</b>	<b>0%</b>
<b>Difference</b>	<b>+6</b>	<b>-15%</b>	<b>-4</b>	<b>-11</b>	<b>-3%</b>	<b>-5%</b>	<b>+5</b>	<b>+5</b>	<b>0%</b>	<b>0%</b>

<b>Analysis – key themes / concerns</b>	<b>Comments to explain:</b>	<b>Additional commentary from the Complaints Team</b>
20% Of Stage 1 complaints were upheld (of 54 received). There were no overarching themes but mostly related to customer service type issues	<ul style="list-style-type: none"> <li>• Provide suggested progress going forward or</li> <li>• Provide a summary of positive impact</li> </ul> <p>Upheld complaints are decreasing which is a positive improvement. There have been no complaints for the Resident Engagement &amp; Neighbourhood Team and the Traveller Liaison Teams for the whole year.</p>	Whilst the volume of complaints at stage 1 has slightly increased, the number upheld has dropped well under the benchmark which is a positive.
16% Of Stage 2 complaints were upheld (of 32 received). Most which are direct staff complaints relating to disagreements with officers or lack of contact.	There have been a number of changes in process during the reporting year which has impacted the level of customer satisfaction within the team. For example, a new process of household audits has been successfully implemented which enables a proactive and supportive service to be delivered to residents rather than a reactive one. Emphasis has been made to officers on the importance of maintaining contact with residents and	Both the volume and upheld % in this area have dropped year on year. Whilst more complaints progressed to stage 3 the strength of the investigations at stage 2 meant that none of these cases were upheld.

	following through on actions, especially vulnerable tenants to ensure they have the correct level of support.	
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<b>Service commitments submitted by the service for the year 2020/21</b>	
1	To continue to audit properties on a regular basis and to ensure relevant support is provided to vulnerable residents.
2	To continue to develop a system for inspecting Housing land to ensure the areas are well maintained and managed.
3	To continue with developing the area of resident engagement and empowering communities to support themselves and each other where possible.
4	To continue to identify garages which are in disrepair and manage them effectively, providing a good level of customer care to customers renting garages from the council.
5	To continue to provide a good level of tailored service to those living on the traveller sites, supporting them and their households effectively.

- Complaints for this area include both Transforming Homes and Adaptation works to properties.

	<b>Service commitments submitted by the service for the year 2019/20</b>	<b>Progress summary provided by the service</b>
1	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 the documentation and seek standardization where applicable. Undertake periodic spot checks of processes and documentation to ensure files are complete.	This is an ongoing exercise. We have undertaken a number of policy and process reviews, for example that relate to the delivery of adaptations to residents and also how we consult with leaseholders regarding programmes of works to their homes. A review is currently taking place regarding the communication process for external programme of works
2	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.	The service has completed quarterly and yearly reports based on independently obtained data which asks residents to confirm how Transforming Homes works went for them. The service consider any emerging themes and work with colleagues to deliver improvements. The service also look at any works defects that are reported whilst necessary rectification works are carried out to the individual properties. The service will look at any repeating issues and how it might address these.

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<b>2019-20</b>	<b>24</b>	<b>50%</b>	<b>4</b>	<b>11</b>	<b>55%</b>	<b>0%</b>	<b>1</b>	<b>1</b>	<b>0%</b>	<b>0%</b>
<b>2018-19</b>	<b>22</b>	<b>45%</b>	<b>11</b>	<b>14</b>	<b>29%</b>	<b>7%</b>	<b>2</b>	<b>2</b>	<b>0%</b>	<b>0%</b>
<b>Difference</b>	<b>+2</b>	<b>+5%</b>	<b>-7</b>	<b>-3</b>	<b>+26%</b>	<b>-7%</b>	<b>-1</b>	<b>-1</b>	<b>0%</b>	<b>0%</b>

<b>Analysis – key themes / concerns</b>	<b>Comments to explain:</b>	<b>Additional commentary from the Complaints Team</b>
50% of Stage 1 complaints were upheld (of 24 received). These largely relate to issues regarding quality of work by contractors and communication with residents over works	<ul style="list-style-type: none"> <li>• <b>Provide suggested progress going forward or</b></li> <li>• <b>Provide a summary of positive impact</b></li> </ul> <p>The main theme having reviewed the outcomes from the upheld complaints is one of communication. The service have carried out exercises to improve with regard to this matter. So whilst in the majority of cases our improved communication processes are robust, it is evident that further emphasis is required on this matter with regard to formal complaints. The service are already doing this, for example with on-going reviews of its procedure and processes generally particularly as works programmes move from internal refurbishment to external programmes.</p>	Both complaints volumes and upheld % have increased slightly, however comments by the service confirm they are aware of this so further monitoring will be required.

	<b>Service commitments submitted by the service for the year 2020/21</b>
1	Continuing work to improve communication processes.
2	On-going policy and process review to inform the above.
3	Consider and review the customer experience generally to reduce number of complaints received to include those regarding staff.

- Complaints for this area include all Waste collection issues.

	<b>Service commitments submitted by the service for the year 2019/2020</b>	<b>Progress summary provided by the service</b>
1	Ongoing efforts to further improve on reducing 'missed bins' and 'non-returned bins' complaints, with the 'Bartec In Cab' system being rolled out to all collection vehicles.	The introduction of Bartec has already enabled the Service to raise the level of key performance indicator compliance
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.	Scheduled training sessions during 'catch-up' periods throughout the year have ensured continuous training sessions are carried out and targeted towards improving service delivery.
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 Performance Development Review process.	The Waste Management Team have improved on the response times for complaint resolution by closer monitoring and by regular meetings with the Performance & Support Team where focus is maintained on prompt resolution of issues across the team.
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.	By using Bartec to enable crews to quickly and accurately report such issues and introducing an automated response directly to the resident. The Service is driving down contamination levels within recycling collections and reducing the risk of loads being rejected by the contractors which in-turn increases recycling tonnages.



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<b>Difference</b>	<b>+14</b>	<b>-19%</b>	<b>-6</b>	<b>+25</b>	<b>+4%</b>	<b>-8%</b>	<b>-1</b>	<b>-1</b>	<b>+50%</b>	<b>0%</b>

**\*Notes**

- **2018/19 data relates only to missed collections.**
- **2019/20 data relates to waste management in general. This will include missed collections and other issue natures (e.g. non-return of bins). This change took place as part of a system upgrade and re-classification of issue natures**
- **Based on the above, the 2 years data is not a like- for-like comparison**

Analysis – key themes / concerns	Comments to explain: <ul style="list-style-type: none"> <li>• Provide suggested progress going forward or</li> <li>• Provide a summary of positive impact</li> </ul>	Additional commentary from the Complaints Team
58% of Stage 1 complaints were upheld (of 177 received). Complaints largely relate to missed bin collections and the return of bins to the property.	Waste Services are continually committed to improving the services provided to the residents of Thurrock and will continue to work towards reducing their need to complain about service provision. This will be achieved through a continued provision of excellent customer care, operational training and monitoring, and the use of In-Cab technologies to ensure our staff have access to accurate and up to date collection rounds information with which to carry out their work.	See notes section above
61% of Stage 2 complaints were upheld (of 46 received)	As above ongoing operational staff training is being continued with to help reduce the volume of staff complaints received.	See notes section above

<b>Service commitments submitted by the service for the year 2020/21</b>	
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.

- Complaints for this area include General parking enforcement and complaints against Civil Enforcement Officers (CEO's)

Comparative Data: 2019-20 vs. 2018-19	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
2019-20	28	29%	0	10	0%	0%	1	1	0%	0%
2018-19*	15	20%	2	6	33%	0%	1	1	0%	0%
Difference	+13	+9%	-2	+4	-33%	0%	0	0	0%	0%

Analysis – key themes / concerns	Comments to explain: <ul style="list-style-type: none"> <li>Provide suggested progress going forward or</li> <li>Provide a summary of positive impact</li> </ul>	Additional commentary from the Complaints Team
29% of Stage 1 complaints were upheld (of 28 received) These related to parking notices issued and/or a perceived lack of enforcement	In order to reduce the overall number of complaints received and upheld, the team will ensure all officers that are providing front line and back office support to the enforcement teams, are provided with all relevant	Volumes of complaints & upheld % have increased. However the % upheld figure is below the benchmark and with no staff

	<p>training, support and guidance suited to their role. This will focus on providing excellent customer service.</p> <p>The team will ensure robust supervisory measures are in place and to undertake regular quality control checks. Officers will be accountable for delivering a professional customer focussed service.</p>	<p>complaints upheld which is a positive.</p>
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<b>Service commitments submitted by the service for the year 2020/21</b>	
1	Effective use of remote supervisory tools including: Regular reviews and quality checks of Officers recorded body cam footage to ensure high levels of customer service are being provided by front line officers in accordance with legislation, policy and procedure. Any areas of concern will be addressed with officers in their 1-2-1 and additional training will be provided where required.
2	In cases where lessons have or could be learnt – The team will introduce an agenda point at the scheduled monthly team meetings to discuss casework and lessons learnt. Where there are concerns that require immediate rectification, immediate debriefs will be conducted to scrutinise how the service can improve.
3	Continue to promote a proactive approach to enforcement where Officers immediately deal with issues that fall within their remit and work in effective partnership with other service areas on matters outside their authority. This will be done through co-ordinated Operations that will focus and target problematic hotspots.
4	Increase Officer attendance at Community Forums and residents meetings to receive information and feedback on issues and concerns first hand negating the need for residents to escalate concerns.
5	Ensure all service requests are dealt with efficiently and customers receive a timely response including cases which have been referred to other service areas. All service requests will be reviewed within 24 hrs

- Complaints for this area include works conducted by the Arboriculture, Street Cleaning & Cemeteries teams.

Comparative Data: 2019-20 vs. 2018-19	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
2019-20	32	47%	2	4	100%	50%	0	0	0%	0%
2018-19*	49	65%	4	15	33%	7%	4	4	25%	25%
Difference	-17	-18%	-2	-11	+77%	+43%	-4	-4	-25%	-25%

Analysis – key themes / concerns	Comments to explain: <ul style="list-style-type: none"> <li>Provide suggested progress going forward or</li> <li>Provide a summary of positive impact</li> </ul>	Additional commentary from the Complaints Team
47% Of Stage 1 Complaints were upheld (of 32 received). These relate to a perceived	To reduce overall complaints volumes or those upheld the team will continue to ensure that service requests are answered in a timely manner and this will be checked by Management. The service has	The direction of travel is positive due to fewer complaints and a reduction in upheld complaints

quality issue with work and/or delays in conducting work.	communicated with any staff member who closes down jobs on Uniform that they need to ensure that a clear comment is made that is appropriate for the resident / complainant to see.	
100% Of Stage 2 complaints were upheld (of 4 received.) The volume of complaints is too low to show themes	Whilst the overall percentage is high, volumes are low and less than the previous year.	

<b>Service commitments submitted by the service for the year 2020/21</b>	
1	To ensure that all Team Managers and Team Leaders have had further guidance on closing down jobs on Uniform. This will include template paragraphs for the most common complaints that can be adapted for each response.
2	Further communications to all staff reminding them of the importance of answering service requests and complaints in a timely manner, and a “right first time” approach when dealing with these.
3	Continue with instilling a “don’t walk by” attitude in the service where staff either deal with issues that are their responsibility or report those that are outside of their remit or area. This will be backed up with effective supervision of staff and quality control of service delivery by Team Leaders and Team Managers.

- Complaints for this area include Council Tax billing complaints and issues relating to discounts on bills

	<b>Service commitments submitted by the service for the year 2019/2020</b>	<b>Progress summary provided by the service</b>
1	Continue to respond to all requests and queries within time to prevent complaints being received	The team continue to monitor both timeliness and accuracy work areas, to ensure customer service levels are maintained throughout the year.
2	Continue recording and review of telephone calls from staff to assist in further reduction of complaint volumes	As above

<b>Comparative Data: 2019-20 vs. 2018-19</b>	<b>S1 rec'd</b>	<b>% upheld</b>	<b>S1 escalated</b>	<b>S2 rec'd</b>	<b>% upheld</b>	<b>% of S2 upheld, that were not upheld at S1</b>	<b>S2 escalated</b>	<b>S3 rec'd</b>	<b>% upheld</b>	<b>% of S3 upheld, that were not upheld at S2</b>
<b>2019-20</b>	<b>68</b>	<b>18%</b>	<b>9</b>	<b>10</b>	<b>10%</b>	<b>0%</b>	<b>2</b>	<b>2</b>	<b>0%</b>	<b>0%</b>
<b>2018-19</b>	<b>54</b>	<b>17%</b>	<b>6</b>	<b>11</b>	<b>9%</b>	<b>0%</b>	<b>2</b>	<b>2</b>	<b>50%</b>	<b>50%</b>
<b>Difference</b>	<b>+14</b>	<b>+1%</b>	<b>+3</b>	<b>-1</b>	<b>+1%</b>	<b>0%</b>	<b>0</b>	<b>0</b>	<b>-50%</b>	<b>-50%</b>

Analysis – key themes / concerns	Comments to explain: <ul style="list-style-type: none"> <li>• Provide suggested progress going forward or</li> <li>• Provide a summary of positive impact</li> </ul>	Additional commentary from the Complaints Team
18% of Stage 1 complaints upheld (of 68 received) these largely related to perceived incorrect billing or failure to apply discounts.	Volume of complaints are extremely low considering the volume of cases the team deal with throughout the year.	Whilst the volume of complaints has increased the upheld % is very low and this should be emphasised as a positive.

<b>Service commitments submitted by the service for the year 2020/21</b>	
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



- Complaints for this area cover all issues raised regarding planning applications & enforcement cases

	<b>Service commitments submitted by the service for the year 2019/2020</b>	<b>Progress summary provided by the service</b>
1	In partnership with other services, improve customer access to Development Services	The service work closely with the Web Team to update information on the Council website to assist customers in submitting applications to the service. The service also work with the Geographical Information System (GIS) team to add updates to mapping tools on the website to allow customers to self-serve.

<b>Comparative Data: 2019-20 vs. 2018-19</b>	<b>S1 rec'd</b>	<b>% upheld</b>	<b>S1 escalated</b>	<b>S2 rec'd</b>	<b>% upheld</b>	<b>% of S2 upheld, that were not upheld at S1</b>	<b>S2 escalated</b>	<b>S3 rec'd</b>	<b>% upheld</b>	<b>% of S3 upheld, that were not upheld at S2</b>
<b>2019-20</b>	<b>51</b>	<b>14%</b>	<b>12</b>	<b>20</b>	<b>20%</b>	<b>0%</b>	<b>11</b>	<b>11</b>	<b>0%</b>	<b>0%</b>
<b>2018-19</b>	<b>24</b>	<b>21%</b>	<b>10</b>	<b>16</b>	<b>19%</b>	<b>0%</b>	<b>3</b>	<b>3</b>	<b>66%</b>	<b>33%</b>
<b>Difference</b>	<b>+27</b>	<b>-7%</b>	<b>+2</b>	<b>+4</b>	<b>+1%</b>	<b>0%</b>	<b>+8</b>	<b>+8</b>	<b>-66%</b>	<b>-33%</b>

<b>Analysis – key themes / concerns</b>	<b>Comments to explain:</b> <ul style="list-style-type: none"> <li>• <b>Provide suggested progress going forward or</b></li> <li>• <b>Provide a summary of positive impact</b></li> </ul>	<b>Additional commentary from the Complaints Team</b>
14% of Stage 1 complaints were upheld (of 51 received). Complaints related to delays in application processing and issues regarding enforcement cases	The nature of the service and the matters it deals with mean that some decisions will not always be positively viewed by third parties. The outcomes through the complaints process do not identify any particular trends in regards to the nature of complaints or where they have been upheld.	There has been an increase in complaints volume at all stages, however several of these cases were submitted by 1 or 2 individuals
20% of Stage 2 complaints were upheld (of 20 received). These related to escalations of existing cases mixed with direct staff complaints	The service is aware that positive communication of its activities, methods of assessment and reasons for outcomes can lead to improved understanding for customers and that regular updates on cases under consideration can assist in supporting customers and providing certainty and clarity. The team are aware of this and as a service are looking to improve communication with customers as much as possible.	

<b>Service commitments submitted by the service for the year 2020/21</b>	
1	To improve communication with Customers
2	Regular recorded updates to complainants and Members in regards to enforcement cases
3	Advising applicants and agents of any potential changes in timescales for determination of applications

- Complaints for this area include: Plans for new parking restrictions, traffic calming measures and road redesign activities.

<b>Comparative Data: 2019-20 vs. 2018-19</b>	<b>S1 rec'd</b>	<b>% upheld</b>	<b>S1 escalated</b>	<b>S2 rec'd</b>	<b>% upheld</b>	<b>% of S2 upheld, that were not upheld at S1</b>	<b>S2 escalated</b>	<b>S3 rec'd</b>	<b>% upheld</b>	<b>% of S3 upheld, that were not upheld at S2</b>
<b>2019-20</b>	<b>38</b>	<b>4%</b>	<b>1</b>	<b>3</b>	<b>0%</b>	<b>0%</b>	<b>0</b>	<b>0</b>	<b>0%</b>	<b>0%</b>
<b>2018-19</b>	<b>9</b>	<b>22%</b>	<b>1</b>	<b>1</b>	<b>0%</b>	<b>0%</b>	<b>0</b>	<b>0</b>	<b>0%</b>	<b>0%</b>
<b>Difference</b>	<b>+29</b>	<b>-18%</b>	<b>0</b>	<b>+2</b>	<b>0%</b>	<b>0%</b>	<b>0</b>	<b>0</b>	<b>0%</b>	<b>0%</b>

<b>Analysis – key themes / concerns</b>	<b>Comments to explain:</b>	<b>Additional commentary from the Complaints Team</b>
Stage 1 complaints have increased.	<ul style="list-style-type: none"> <li>Provide suggested progress going forward or</li> <li>Provide a summary of positive impact</li> </ul> Overall levels of complaints have increased, however this was due to a single issue which involved a complaints campaign by a local organisation (none of these complaints were upheld).	It is anticipated that complaint volumes will drop back to 2018/19 levels by the next reporting cycle.

<b>Service commitments submitted by the service for the year 2020/21</b>	
1	Complaints relating to the Transport Development team are relatively low and will continue to be dealt with by the team. Allocation of enquiries and complaints can cause delay and a bespoke resource will be explored to manage this more effectively.
2	Bi-weekly meetings established to ensure all outstanding enquiries, complaints etc. are identified and dealt with robustly.
3	Additional resource explored, through restructure opportunity, to provide increased commitment to managing enquiries and complaints.