

## Appendix 1

### High level summary:

#### 2019/20 – Six Month 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
Environment - Waste Management	<b>75</b> <b>(125)</b>	<b>67%</b> <b>(78%)</b>	<b>7</b> <b>(13)</b>	<b>19</b> <b>(13)</b>	<b>68%</b> <b>(69%)</b>	<b>0%</b> <b>(15%)</b>	<b>0</b> <b>(1)</b>	<b>0</b> <b>(1)</b>	<b>0%</b> <b>(100%)</b>	<b>0%</b> <b>(0%)</b>
Housing -Repairs	<b>57</b> <b>(95)</b>	<b>37%</b> <b>(42%)</b>	<b>2</b> <b>(8)</b>	<b>5</b> <b>(20)</b>	<b>40%</b> <b>(38%)</b>	<b>20%</b> <b>(3%)</b>	<b>2</b> <b>(1)</b>	<b>2</b> <b>(1)</b>	<b>0%</b> <b>(0%)</b>	<b>0%</b> <b>(0%)</b>
Housing – Housing Solutions	<b>43</b> <b>(35)</b>	<b>47%</b> <b>(40%)</b>	<b>6</b> <b>(3)</b>	<b>15</b> <b>(19)</b>	<b>40%</b> <b>(37%)</b>	<b>7%</b> <b>(0%)</b>	<b>0</b> <b>(1)</b>	<b>0</b> <b>(2)</b>	<b>0%</b> <b>(0%)</b>	<b>0%</b> <b>(0%)</b>
Housing – Estates Management	<b>29</b> <b>(29)</b>	<b>14%</b> <b>(45%)</b>	<b>4</b> <b>(10)</b>	<b>14</b> <b>(29)</b>	<b>14%</b> <b>(24%)</b>	<b>0%</b> <b>(7%)</b>	<b>3</b> <b>(1)</b>	<b>3</b> <b>(1)</b>	<b>0%</b> <b>(0%)</b>	<b>0%</b> <b>(0%)</b>
Finance – Council Tax	<b>36</b> <b>(23)</b>	<b>28%</b> <b>(13%)</b>	<b>5</b> <b>(3)</b>	<b>7</b> <b>(7)</b>	<b>14%</b> <b>(14%)</b>	<b>0%</b> <b>(0%)</b>	<b>1</b> <b>(2)</b>	<b>1</b> <b>(2)</b>	<b>0%</b> <b>(50%)</b>	<b>0%</b> <b>(14%)</b>

Place – Development Control	<b>18</b> <b>(14)</b>	<b>17%</b> <b>(21%)</b>	<b>5</b> <b>(4)</b>	<b>11</b> <b>(9)</b>	<b>9%</b> <b>(22%)</b>	<b>0%</b> <b>(0%)</b>	<b>1</b> <b>(5)</b>	<b>1</b> <b>(5)</b>	<b>0%</b> <b>(40%)</b>	<b>0%</b> <b>(22%)</b>
Place – Transport Development	<b>30</b> <b>(4)</b>	<b>3%</b> <b>(0%)</b>	<b>0</b> <b>(1)</b>	<b>0</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>
Environment – Clean & Green	<b>21</b> <b>(32)</b>	<b>56%</b> <b>(72%)</b>	<b>1</b> <b>(2)</b>	<b>3</b> <b>(6)</b>	<b>100%</b> <b>(33%)</b>	<b>100%</b> <b>(17%)</b>	<b>0</b> <b>(3)</b>	<b>0</b> <b>(3)</b>	<b>0%</b> <b>(50%)</b>	<b>0%</b> <b>(25%)</b>
Children’s – SEN	<b>14</b> <b>(12)</b>	<b>57%</b> <b>(58%)</b>	<b>2</b> <b>(4)</b>	<b>3</b> <b>(5)</b>	<b>67%</b> <b>(20%)</b>	<b>0%</b> <b>(0%)</b>	<b>1</b> <b>(2)</b>	<b>1</b> <b>(2)</b>	<b>0%</b> <b>(50%)</b>	<b>0%</b> <b>(25%)</b>
Housing – Transforming Homes	<b>11</b> <b>(10)</b>	<b>45%</b> <b>(50%)</b>	<b>0</b> <b>(3)</b>	<b>3</b> <b>(10)</b>	<b>67%</b> <b>(30%)</b>	<b>0%</b> <b>(0%)</b>	<b>0</b> <b>(3)</b>	<b>0</b> <b>(5)</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.

Comparative Data: Apr-Sept 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
Apr- Sept 2019-20	57	37%	2	5	40%	20%	2	2	0%	0%
Apr- Sept 2018-19	95	42%	8	20	38%	3%	1	1	0%	0%
Difference	-38	-5%	-6	-15	+2%	+17%	+1	+1	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
<p>37% of Stage 1 complaints upheld (of 57 received). These are a combination of issues involving missed appointments, poor quality of work, delays in progressing works and general customer service issues.</p>	<p>The change of contractor for gas maintenance has contributed to a reduction in complaints received</p> <p>Overall upheld % has reduced by 5% which is a positive. Further monitoring and regular contract management meetings will be used to reduce recurring issues.</p>	<p>All indicators at Stage 1 have moved in a positive direction.</p>
<p>40% of Stage 2 complaints were upheld (of 5 received). 2 were escalations of Stage 1 issues and 3 direct staff complaints regarding contractor's staff behaviour.</p>	<p>As with Stage 1 complaints, prior learning actions are having a positive impact with the reduction in overall complaints received at Stage 2.</p>	<p>Whilst the upheld % at Stage 2 has increased, this is based on only 5 complaints. It's positive that Stage 2 volumes have significantly reduced.</p>

Comparative Data: Apr-Sept 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
Apr- Sept 2019-20	43	47%	6	15	40%	7%	0	0	0%	0%
Apr- Sept 2018-19	35	40%	3	19	37%	0	1	2	0%	0%
Difference	+8	+7%	+3	-4	+3%	+7%	-1	-2	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
47% of complaints received at Stage 1 were upheld (of 43 received). Themes include caseworker concerns, dissatisfaction with current banding and issues with bidding.	<p>Staff retraining provided in all instances of individual failure.</p> <p>Team processes have been updated when an upheld complaint has shown where the service can improve to provide an enhanced level of support.</p>	Overall volume of complaints received and upheld percentage have both increased. This should be monitored further by the service.
40% of Stage 2 complaints were upheld (of 15 received.).The majority related to direct staff complaints regarding lack of contact or incorrect information provided.	As with Stage 1's learning largely reflects individual retraining when complaints are upheld rather than larger service or process related issues.	<p>Volume of escalations from Stage 1 has increased but direct staff complaints have dropped.</p> <p>Overall % upheld has increased slightly and as with Stage 1's should be monitored.</p>

Comparative Data: Apr-Sept 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
Apr- Sept 2019-20	29	14%	4	14	14%	0%	3	3	0%	0%
Apr- Sept 2018-19	29	45%	10	29	24%	7%	1	1	0%	0%
Difference	0	-31%	-6	-15	-10%	-7%	+2	+2	0%	0%

<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 29 received.) These were quality of caretaking provided, concerns with anti-social behaviour team's actions and estates officers' actions.	<p>Upheld complaints have dropped. This shows existing learning actions being embedded.</p> <p>Of those complaints upheld, these related to individual errors and where appropriate additional training was provided.</p>	Key indicators in this area are positive.
14% of Stage 2 complaints upheld (of 14 received)	As with Stage 1 complaints there has been a further drop in overall upheld complaints as the majority of issues raised against staff have not been upheld.	Positive improvement in a reduction of complaints and a reduction in % upheld.



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

<b>Comparative Data: Apr-Sept 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>Apr- Sept 2019-20</b>	<b>11</b>	<b>45%</b>	<b>0</b>	<b>3</b>	<b>67%</b>	<b>0%</b>	<b>0</b>	<b>0</b>	<b>0%</b>	<b>0%</b>
<b>Apr- Sept 2018-19</b>	<b>10</b>	<b>50%</b>	<b>3</b>	<b>10</b>	<b>30%</b>	<b>0%</b>	<b>3</b>	<b>5</b>	<b>0%</b>	<b>0%</b>
<b>Difference</b>	<b>+1</b>	<b>-5%</b>	<b>-3</b>	<b>-7</b>	<b>+37%</b>	<b>0%</b>	<b>-3</b>	<b>-5</b>	<b>0%</b>	<b>0%</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
45% of Stage 1 complaints were upheld (of 11 received.) These related to either delays in the progression of works or the quality of the works provided	<p>Whilst complaint volumes have increased on last year slightly, overall percentage upheld has dropped slightly.</p> <p>The learning actions taken from those upheld complaints relate to the actions of contractors. As with previous years this is monitored with the contractor to ensure issues do not reoccur.</p>	Volume of complaints and upheld % are largely unchanged year on year.
67% of Stage 2 complaints were upheld (of 3 received.) These were all direct staff complaints	Overall volume of complaints has dropped and no stage 1's were escalated. This shows the actions taken in resolving the initial complaints are effective.	The higher upheld percentage should be considered against the overall drop in complaint volumes which is a positive.

**Environment & Highways Complaint Dashboard 2019/20**

**Waste Management**

- Complaints for this area encompass Waste Collection and Bin Placement issues.

<b>Comparative Data: Apr-Sept 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>Apr- Sept 2019-20</b>	<b>75</b>	<b>67%</b>	<b>7</b>	<b>19</b>	<b>68%</b>	<b>0%</b>	<b>0</b>	<b>0</b>	<b>0%</b>	<b>0%</b>
<b>Apr- Sept 2018-19</b>	<b>125</b>	<b>78%</b>	<b>13</b>	<b>13</b>	<b>69%</b>	<b>15%</b>	<b>1</b>	<b>1</b>	<b>100%</b>	<b>0%</b>
<b>Difference</b>	<b>-50</b>	<b>-11%</b>	<b>-6</b>	<b>+6</b>	<b>-1%</b>	<b>-15%</b>	<b>-1</b>	<b>-1</b>	<b>-100%</b>	<b>0%</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>
67% of Stage 1 Complaints were upheld (from 75 received). The majority related to missed collections.	Whilst the percentage upheld remains high there has been a significant reduction in overall complaint volumes. This is due to the early intervention by supervisors to prevent initial missed collections becoming formal complaints.	Complaints volumes & upheld % have both dropped. The new Bartec system should help to continue this trend.
68% of Stage 2 complaints were upheld (of 19 received). These are a combination of missed collections and direct staffing complaints	Whilst the number of escalations has decreased there have been an increase in direct staffing complaints. These need to be monitored by the service to ensure issues do not reoccur.	Overall volumes of complaints have increased. Upheld % remains similar and will require further direct monitoring.

<b>Comparative Data: Apr-Sept 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>Apr- Sept 2019-20</b>	21	56%	1	3	100%	100%	0	0	0%	0%
<b>Apr- Sept 2018-19*</b>	32	72%	2	6	33%	17%	3	3	33%	17%
<b>Difference</b>	-11	-16%	-1	-3	+67%	+83%	-3	-3	-33%	-17%

\*Note – This may not be a like for like comparison due to the classification of different issue natures.

<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>
56% of complaints were upheld at Stage 1 (of 21 received). The majority related to lack of responses from online service requests	Where complaints were upheld teams were retrained on the importance of responding to initial service requests to prevent these becoming complaints.	Several cases still have learning outstanding due to lack of response to chasers from the complaints team.

Comparative Data: Apr-Sept 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
Apr- Sept 2019-20	36	28%	5	7	14%	0%	1	1	0%	0%
Apr- Sept 2018-19	23	13%	3	7	14%	0%	2	2	50%	14%
Difference	+13	+15%	+2	0	0	0	-1	-1	-50%	-14%

<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>
28% of complaints were upheld at Stage 1 (of 36 received). The majority related to issues regarding bills received or delays in processing discounts.	Of those complaints upheld, the majority were due to individual errors by a single member of staff. Staff training was then provided.	Overall volume of complaints has increased, however the volume remains low when considering the service area in question.



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

<b>Comparative Data: Apr-Sept 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>Apr- Sept 2019-20</b>	<b>18</b>	<b>17%</b>	<b>5</b>	<b>11</b>	<b>9%</b>	<b>0%</b>	<b>1</b>	<b>1</b>	<b>0%</b>	<b>0%</b>
<b>Apr- Sept 2018-19</b>	<b>14</b>	<b>21%</b>	<b>4</b>	<b>9</b>	<b>22%</b>	<b>0%</b>	<b>5</b>	<b>5</b>	<b>40%</b>	<b>22%</b>
<b>Difference</b>	<b>+4</b>	<b>-4%</b>	<b>+1</b>	<b>+2</b>	<b>-13%</b>	<b>0%</b>	<b>-4</b>	<b>-4</b>	<b>-40%</b>	<b>-22%</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
17% of Stage 1 complaints were upheld (of 18 received). These related to delays in processing of applications and lack of action in enforcement cases.	With the few complaints that were upheld, staff were retrained accordingly on the issues leading to the complaint occurring.	Low volumes of complaints received and the % upheld is low.
9% of Stage 2's upheld (of 11 received)	This area shows an improvement in performance, as whilst complaint volumes have increased slightly, the total number of complaints upheld was 1.	Low volumes of complaints received and the % upheld is low.

<b>Comparative Data: Apr-Sept 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>Apr- Sept 2019-20</b>	<b>30</b>	<b>3%</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>Apr- Sept 2018-19</b>	<b>4</b>	<b>0%</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>+26</b>	<b>+3%</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>

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
3% of Stage 1's received (of 30 received)	The majority of complaints received were part of a campaign based around a set of new parking restrictions.	The increase in complaints were due to a single issue.

<b>Comparative Data: Apr-Sept 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>Apr- Sept 2019-20</b>	14	57%	2	3	67%	0%	1	1	0%	0%
<b>Apr- Sept 2018-19</b>	12	58%	4	5	20%	0%	2	2	50%	25%
<b>Difference</b>	+2	-1%	-2	-2	+47%	0%	-1	-1	-50%	-25%

<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>
57% of Stage 1 complaints were upheld (of 14 received). These related to delays with EHCP's and lack of contact from the service.	Performance remains similar to last year. Processes have recently been changed and staff retrained, therefore this should see a positive impact as the year progresses.	Further monitoring should take place due to the lack of impact from prior learning to confirm if the new processes are having a positive impact.