



# One Council Overview and Scrutiny Committee

26<sup>th</sup> November 2013

## Report from the Assistant Chief Executive

For Information  
Wards Affected :ALL

### Complaints Annual Report 2012/13

#### 1.0 Summary

1.1 This report provides an overview of complaints received and investigated by the Council under the Corporate Complaints and statutory social care complaints procedures and by the Local Government Ombudsman. This report seeks to provide information on the overall picture from a Council-wide perspective. Appendices A, B & C attached to this report provides a more detailed breakdown on individual departments.

#### 1.2 Headlines

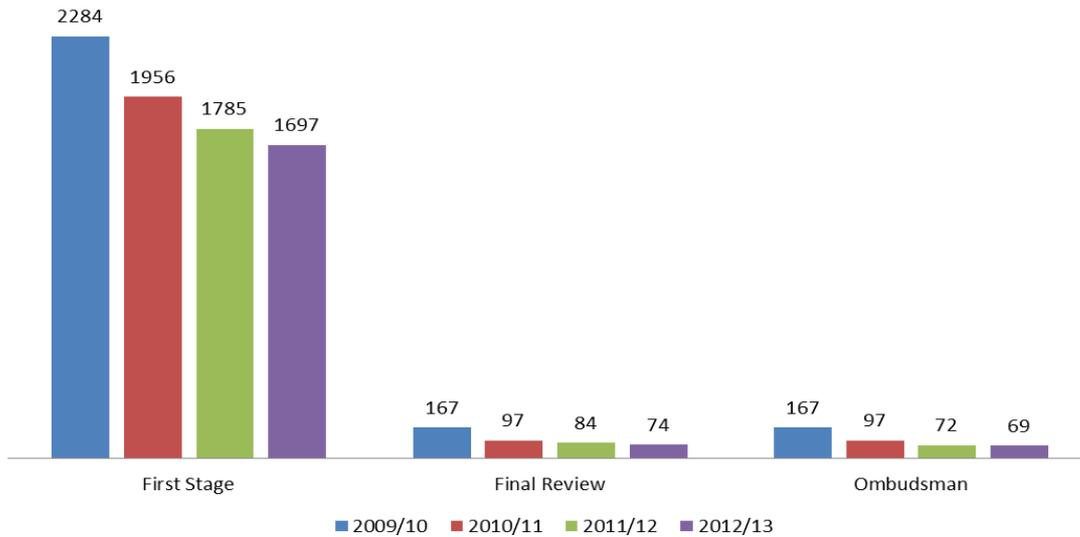
- The introduction of the two stage corporate complaints procedure in April 2012 proved successful with just under 96% being successfully resolved at the first stage
- 18% of first stage complaints were resolved within 5 days or less and saved the Council the costs associated with a full investigation
- A quarter of customers recorded their complaint directly onto the Council's database using our self service facility – up from 14% in 2011/12. Over half of our complaints now come in electronically.
- Local Government Ombudsman - In only 8 cases – 9% of all cases investigated by them, did the Ombudsman ask the Council to take action to resolve the complaint.
- 70% of complaints were responded to on time, down from 77% in the previous year.

#### 1.3 Context

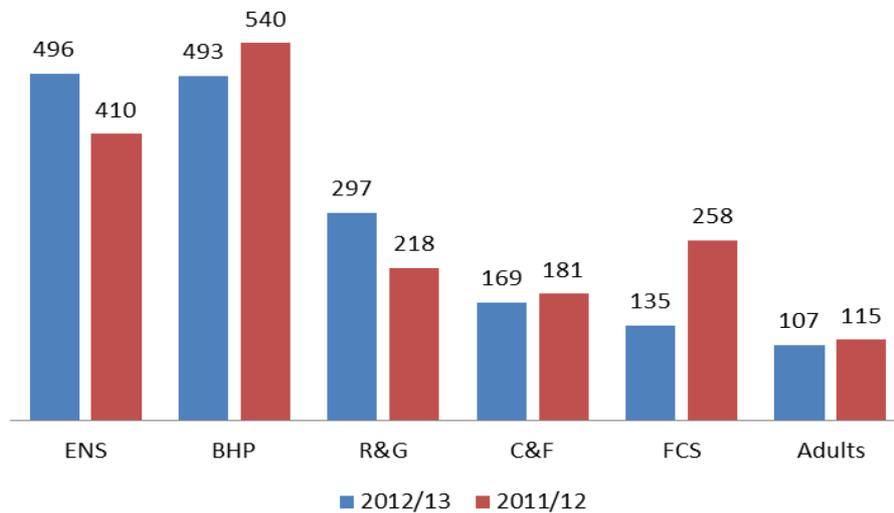
In April 2012 the Council introduced a two stage corporate complaints procedure having operated a three stage procedure for the past decade. To coincide with the launch of the two stage process, a Corporate Investigation Standard was introduced, which was designed to achieve consistent standards of investigation across the Council. This has contributed to the low levels of escalated complaints. In addition departments were encouraged to adopt more innovative ways of dealing with complaints with an emphasis on taking prompt action to resolve early those that did not require a full investigation. 18% were resolved using the early resolution approach, and it is believed that there is scope to increase this figure further.

#### 2.0 Recommendations

2.1 This report is for information only.  
 3.0 **Complaints received in comparison with previous years**



3.1 **First stage complaints received broken down by department**



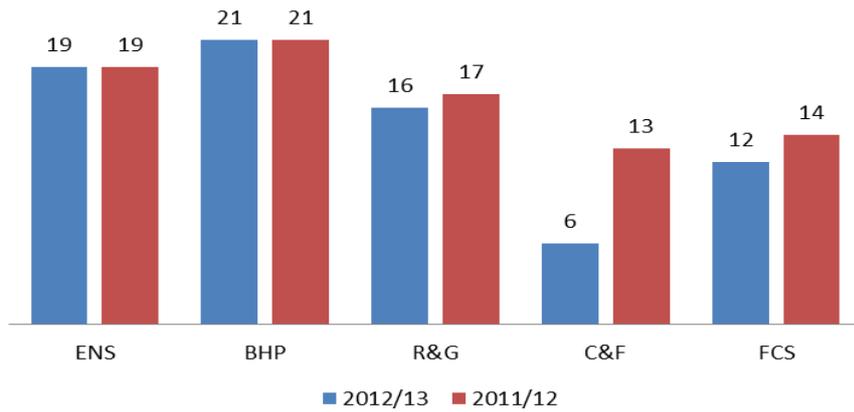
3.2 For the fourth year in succession there was a reduction in the overall number of first stage complaints received. Most of the reduction was attributable to Finance & Corporate Services, with Revenues & Benefits complaints down by 48% in comparison with the previous year.

The decrease in Revenues & Benefits complaints is all the more encouraging in view of the changes in the benefits system that have started to take effect and which were expected to result in an increase in complaints. The work the benefits service has done to mitigate the impact of the changes on service users has clearly had a positive effect.

It should be noted that BHP also had a reduction for the fourth year in succession. The increase in Environment & Neighbourhood Services complaints reflects the fact that there was a significant rise in parking enforcement complaints. A breakdown of complaints received within each department is set out in the appendices.



### 3.3 Complaints Escalated to the final stage of the complaints procedure

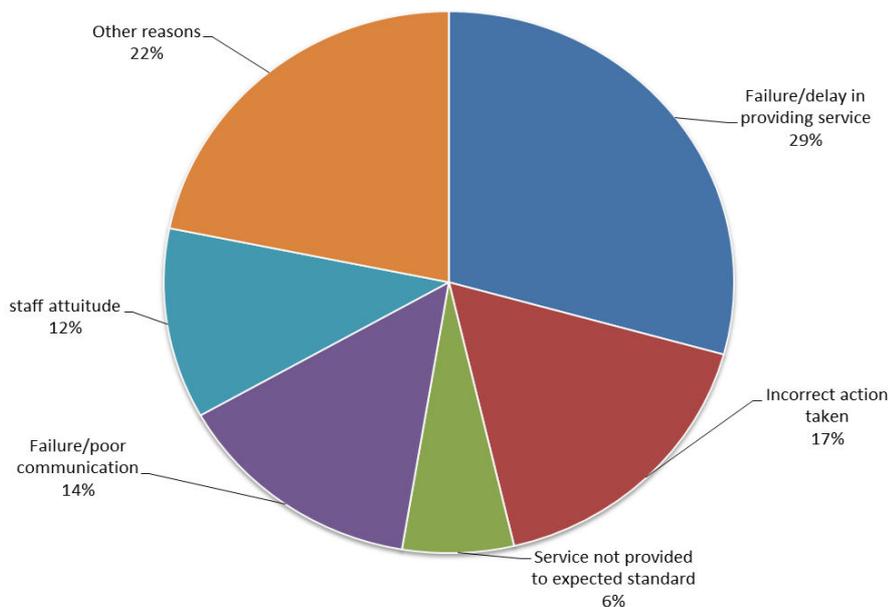


Just under 96% of complaints were resolved at the first stage insofar as the customer did not consider it necessary to take the complaint further. In 2011/12 which was the last year in which we operated a three stage process, the escalation rates from stages 1 to 2 and 2 to 3 was 10% and 40% respectively.

The low level of escalated complaints can partly be explained by the introduction of the Corporate Investigation Standard which led to an improvement in the overall quality of first Stage investigations. In addition, when an escalation request is received, the complaints team works closely with the service concerned to ascertain whether the remaining issues can be resolved without the need for further investigation.

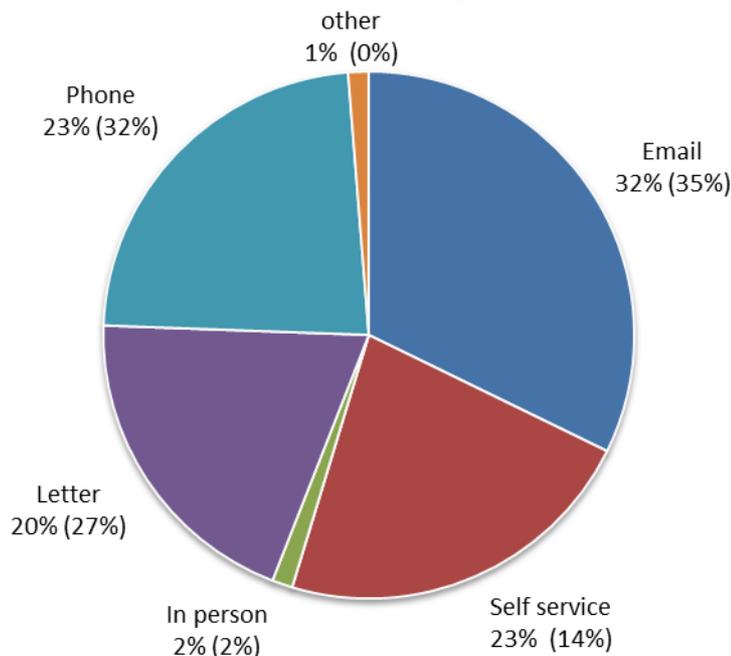
Under legislation there are in fact three stages to the Children & Family statutory complaints procedure with the last stage represented by a complaints panel. No complaints have reached the panel stage for several years. Stage 2 of the statutory procedure is the nearest equivalent to the final stage under the corporate procedure. Therefore this figure has been used for the purpose of comparison. The adult social care statutory complaints procedure has only one stage followed by the Ombudsman.

### 3.4 Reasons for complaining



The underlying reason for the complaint was recorded in just over half the complaints received and therefore can be regarded as a reliable indication of the most common reasons for complaining.

3.5 **How complaints were received** ( equivalent figure for 2011/12)



It is encouragingly to note the move towards complaints coming in on-line and in particular the significant increase in self service – which is where the customer records the complaint directly onto the complaints database via a link on Brent web site. Self service will be actively promoted in 2014.

3.6 **What was the outcome of investigations?**

Investigation outcomes

	First stage			Final Stage		
	Upheld/ Part Upheld	Not Upheld	Early resolution	Upheld/ Part Upheld	Not Upheld	Further investigation refused
ASC	46	42	*	N/A	N/A	N/A
BHP	241	187	75	7	8	6
C&F	74	105	1	1	5	N/A
ENS	174	169	88	6	10	3
FCS	46	75	31	2	7	3
R & G	117	69	47	3	6	7

\* 22 Adult Social Care cases were resolved at the first point of contact by the complaints team without formally reaching the first stage of the complaints process

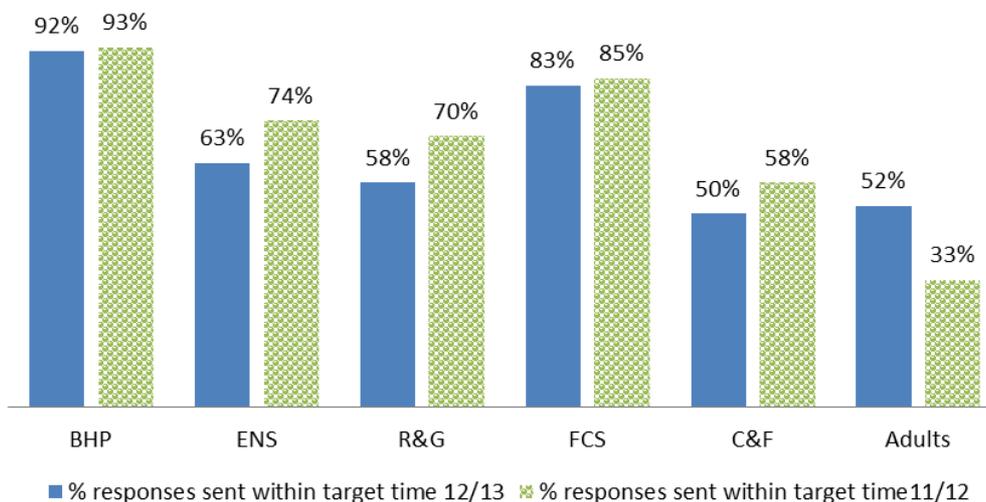
3.7 The relatively high percentage of complaints fully or partly upheld at the first stage is a healthy indication of departments’ willingness to recognise faults within their respective services and seek to remedy them.

It is important to note that 18% of first stage complaints were resolved in five days or less – the table above refers to them as “Early Resolution” cases. The early resolution approach is a relatively recent concept. The’ intention is to identify complaints that have the potential to be resolved quickly, thereby avoiding the costs in management time etc. associated with a full investigation.

Only 27% of final stage complaint investigations – just 19 cases, resulted in the complaint being fully or partly upheld. It is worth noting that we turned down the

request for a final stage investigation in a further 27% of cases. Requests for a further investigation are only refused where we are fully satisfied that the earlier investigation had been conducted thoroughly and all issues had been properly addressed and remedied and the customer had been unable to justify why a further review of the complaint should be undertaken. This approach, which was introduced two years ago, helps ensure that management resources are not spent on complaints that don't merit a further costly investigation. Where we decline to investigate further, the complainant can then refer the matter to the Ombudsman. To date, no complaint where the Council declined to investigate further has been upheld by the Ombudsman.

### 3.8 Percentage responses sent within target time



Total responses sent in comparison with those sent in time

Area	Total sent 2012/13	Sent in time 12/13	Total sent 2011/12	Sent in time 2011/12
ENS	362	225	433	318
BHP	459	421	556	517
R&G	297	170	245	171
C&F	152	76	165	96
FCS	135	111	268	227
Adults	127	66	92	30

The Council has a target of replying to first stage corporate complaints and Adult Social Care complaints within 20 working days. The equivalent figure for Children and Families is 10 working days. The above graph shows the number of complaints responded to within target. The corresponding table includes details of the total number of responses sent. BHP's performance was impressive, especially when bearing in mind the large volume of complaints dealt with.

A number of steps are being taken by the Complaints Service to help departments improve their response rates. For example we are planning to introduce a complaints 'clearing house' system which will sort those complaints that require a full investigation from those that can be dealt with as a fast track response or by some other means. The anticipated reduction in the number of full investigations should enable departments to improve their response rates. In addition where a service is experiencing a particular problem in responding on time, we propose that an officer from the complaints service will work directly with the service manager in a consultancy capacity to identify ways to improve performance. We will also be encouraging service managers to make greater use of the wealth of performance information available from the complaints database to monitor the

progress of investigations and take action when a response is in danger of missing the deadline.

80% of Final Review investigations were completed within the time target time of 30 working days. The Complaints Service Manager has introduced a revised performance management process aimed at improving this figure to at least 90% by March 2014.

### 3.9 Compensation awards in connection with complaints

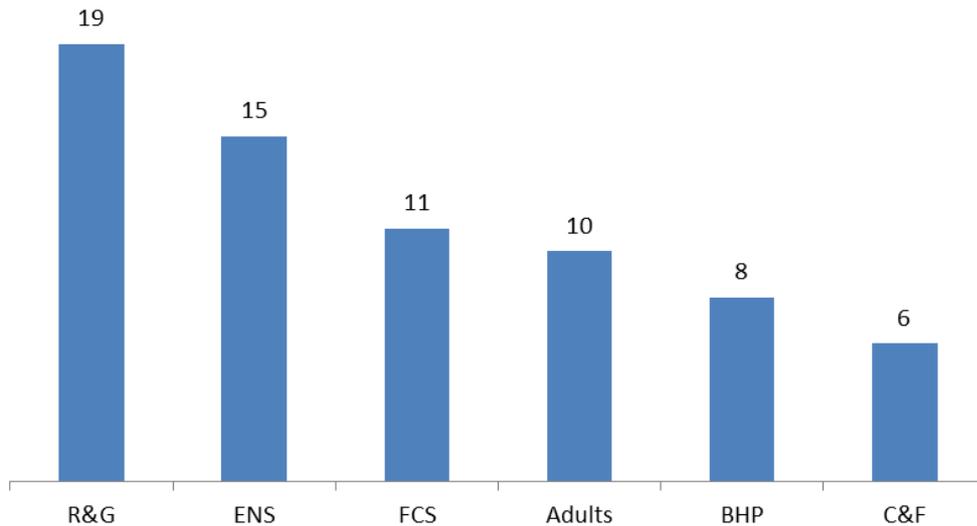
#### Compensation paid in connection with complaints investigated

	First stage		Complaint numbers	Stage 2 (this stage was removed with effect from April 2012)		Final stage		Complaint numbers
	11/12	12/13		10/11	11/12	11/12	12/13	
ASC	15165	<b>3020</b>	11	0	<b>0</b>	0	<b>0</b>	0
BHP	16364	<b>12830</b>	106	16,056	<b>13799</b>	0	<b>900</b>	6
C&F	18240	<b>25795</b>	8	3,500	<b>0</b>	0	<b>6354</b>	4
ENS	175	<b>5936</b>	17	185	<b>340</b>	45	<b>225</b>	2
FCS	650	<b>200</b>	2	3,222	<b>75</b>	0	<b>257</b>	3
RMP	1321	<b>3867</b>	14	7,550	<b>3176</b>	1450	<b>220</b>	4
<b>Total</b>	51915	<b>51648</b>	158	30513	<b>17390</b>	1495	<b>7956</b>	19

The Council's policy on compensation is closely modelled on guidance provided by the Ombudsman. Compensation is awarded in cases where upon investigation it is found that the Council's incorrect actions or failure to act or delay in acting has resulted in the person being seriously affected. For example the person may have incurred costs and/or suffered financial hardship because of our mistake or they may have experienced significant distress and inconvenience. Compensation awarded in appropriate complaints makes good business sense for the Council because it reduces the likelihood of a complaint escalating and therefore avoids the cost and reputational damage associated with escalated complaints and the intervention of the Ombudsman.

The total amount paid in compensation was just under £59.6k - £17.5k less than the previous year and half the amount paid out in 2010/11. BHP accounted for the bulk of the reduction. The significant increase in compensation payments by Children & Families is due to a small number of cases that resulted in large payments. For example, one case involved a £9k backdated fostering allowance and another concerned a £6k reimbursement of children's savings.

3.10 **Complaints accepted for investigation by the Local Government Ombudsman**

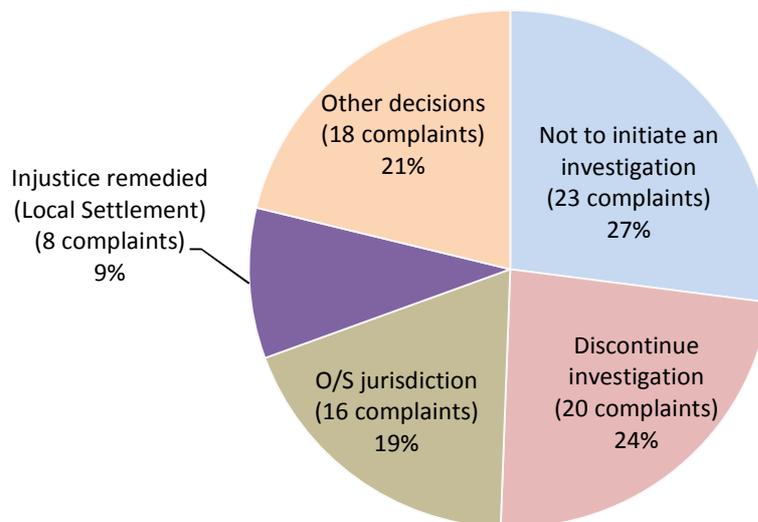


The Council’s records show that the Ombudsman accepted 69 complaints for investigation, just four more than the previous year. Because the Ombudsman service is in the throes of a major restructure it has not been possible to have the figure corroborated by them.

Almost half the cases accepted for investigation had not previously been investigated by the Council. The Ombudsman has the power to investigate a complaint regardless of whether the Council concerned has had the opportunity to resolve the matter through its own complaints process.

The fact that the bulk of the complaints relate to responsibilities covered by Regeneration & Growth, Environment & Neighbourhood Services and BHP reflects the fact that homelessness, housing allocations, parking enforcement planning applications and housing repairs are the most popular issues raised with the Ombudsman.

3.11 **What did the Ombudsman decide?**



The Ombudsman made 85 decisions in connection with complaints they investigated. Because of the length of time an Ombudsman investigation

takes, many of these cases were received in the 2011/12. In only 8 cases (9% of all decisions) was the Council asked to take some form of action in order to resolve the complaint. These were formerly classified as 'local settlements' and now come under the umbrella term of "injustice Remedied". Because the Ombudsman no longer publishes the equivalent figures for other local authorities it is not possible to compare our result with others. However it is worth noting that in 2011/12, the average across London boroughs was 27%.

### 3.12 **What service areas did the cases where the Ombudsman found fault relate to?**

Two cases related to Adult Social Care. One concerned a delay in carrying out an assessment which delayed the person's application for a Freedom Pass. The other related to a delay in assessing the person's contribution towards their care costs. Further details are provided in the Adult Social Care report – Appendix B.

One case concerned an unreasonable delay in processing a family's homelessness application which meant that they had to remain in hostel accommodation that was not best suited to meeting their needs. One case related to parking enforcement. The Ombudsman found that the Council had failed to carry out an undertaking given to the complainant to reinstate the appeal process.

Four complaints concerned Pupil and Parent Services. One related to a significant delay in arranging alternative education for a young person who was the subject of a managed move between schools. In another case the Council was criticised for not ensuring that a school fully implemented the requirements set out in a SEN statement. In another case the Ombudsman found that incorrect criteria had been used to determine an infant school appeal. In the remaining case the Ombudsman found that there had been an avoidable delay in arranging a fair access interview with the parent which led to a delay in identifying the appropriate school place.

A total of £2.5k compensation was awarded in connection with Ombudsman cases.

### 3.13 **Service improvements arising from complaints**

Departments are encouraged to learn from issues highlighted through complaints And where possible use them to improve services. Below are some practical examples of this process in action.

#### Environment & Neighbourhood Services

- Back in September 2012 a spate of complaints highlighted problems with the provision of transport for school children with special needs. Parents had no information about collection arrangements, children were not being collected or were being taken to the wrong school and many children were distressed as a result. Prompt reporting of these complaints led to urgent action by the department to resolve the problem.
- Following a case concerning fly tipping where substantial compensation was paid, procedures were reviewed to ensure that prompt action is taken in terms of inspecting and reporting back following the receipt of a report. Customers can also report incidents on line.

- As a result of a Final Review complaint investigation, Safer Streets introduced an improved method of recording and monitoring actions relating to tree maintenance.

#### Children & Families

- A straightforward note will be produced to explain to parents/carers in straightforward terms the Section 47 child protection process. The need for this was a recommendation arising from a number of complaint investigations.
- An inconsistent approach to the provision of interpreting/translation arrangements led to the department introducing guidance on the circumstances in which the service should be provided.
- A review of how background information on children considered for adoption is shared with prospective adopters will be carried out. This followed a time consuming complaint in which the adopters considered that the Council had failed to make them aware of the full history of the children.
- The Special Educational Needs Assessment Service is to tighten procedures to ensure statements for pupils transferring to secondary school are amended by the statutory due date each year.

#### Regeneration & Growth

- Procedures concerning the offering of new properties to tenants who have to be decanted as part of the South Kilburn redevelopment have been revised. This is to ensure that residents are made fully aware of whether parking facilities will be available at the new property before making a decision to accept.
- The Housing Needs Service used feedback from complaints as part of the review of procedures to improve their approach to remaining in contact with residents moving from temporary to council accommodation.

#### Adult Social Care

- Complaints about the perceived attitude of staff led to compulsory customer care training being introduced.
- The department has started to report and discuss as a learning exercise, feedback from complaints at staff meetings.
- As part of the reorganisation of the client affairs team feedback from complaints influenced the decision to cross train staff to ensure that calls could be handled by all members of staff rather than being transferred from team to team.

#### BHP

- A wide ranging analysis of the types of complaint received, led to BHP introducing a fast track resolution process similar to that operated by the Council. 75 complaints were resolved through that method.

- BHP is working towards integrating major works repairs data with day to day repairs data. This will help staff provide customers with a more coordinated response to repairs queries.
- Following complaints about delays in reinstating electrical fittings following leaks, BHP has introduced a procedure whereby once the household electrics are made safe an appointment will be made with the repairs contractor to return and reinstate fittings after area has dried.

### 3.14 **Priorities for 2013/14**

#### Improving complaint response times

Response times in a number of departments need to be improved. The Complaints Manager will be introducing a number of changes in procedure designed to help departments improve their performance. One such change is described below.

#### Introducing a complaints clearing house system

The complaints clearing house proposal involves the complaints team carrying out a brief assessment of all complaints within 24 hours of them having been received and recorded in order to ascertain the most effective way of dealing with them. Experience has shown that a significant amount of issues recorded as 'complaints' should in fact have been dealt with through one of the existing appeal mechanisms, or as service requests or through the data protection procedures. Making sure that all requests are put down the correct route, should reduce the volume of complaints that require a full investigation.

The assessment process will also be used to identify complaints that could go down the fast resolution route.

#### Introduction of quarterly complaint management information reports

Meaningful information on complaints activity represents a useful form of management information. A series of quarterly departmental specific management reports was piloted in Children & Families. The intention is to start providing similar reports for the other departments towards the end of 2013 with a full introduction from 2014 onwards.

## 4.0 **Financial Implications**

- 4.1 The corporate complaints procedure remains a relatively quick, cheap and effective way of resolving grievances, avoiding time-consuming investigations by the Local Government Ombudsman or court proceedings with their attendant high costs.

## 5.0 **Legal Implications**

- 5.1 The Children Act 1989 and supporting regulations provides the statutory framework for managing child social care complaints. The Local Authority Social Services and National Health Service Complaints (England) regulations 2009 is the relevant legislation so far as Adult Social Care complaints is concerned.

## **6.0 Diversity Implications**

- 6.1 The Council's complaints procedure covers all areas of the Council's service delivery and is available to everyone who lives in, works in or visits the Borough and all service users. With the exception of Children & Families the Council has been weak in collecting diversity information from complainants. It was hoped that an on line complaints survey introduced in 2012/13 would boost the level of diversity information captured. Unfortunately the response to the survey has been poor. The Complaints Manager is continuing to work with colleagues to explore other means of obtaining this information.

## **7.0 Staffing Implications**

- 7.1 The Complaints Team is in the process of being reviewed as part of the Council's wider restructure proposals

## **Background Papers**

Local Government Ombudsman's Annual Review 2012/13  
Adult Social Care complaints Annual Report 2012/13  
Children & Families Complaints Annual report 2012/13

## **Contact Officers**

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## Appendix A

### CHILDREN AND FAMILIES - COMPLAINTS ANNUAL REPORT: 2012/13

1. The Children Act 1989 requires the Council to produce an annual report on complaints received about statutory children's social care services. For the sake of completeness this report also includes information on complaints dealt with under the corporate complaints process – which in the main relates to services provided by Early Help & Education.
2. **A total of 169 stage 1 complaints were received**, 12 less than the previous year. 129 stage one complaints fell within the statutory complaints procedure with Localities and Care Planning accounting for the majority. Statutory complaints are subject to a three stage complaints procedure, with stage 2 investigations typically carried out by an external investigator. The third stage being an independently chaired complaints panel.
3. A total of 40 corporate complaints were received with two-thirds relating to SEN and school admissions. This largely reflects the nature of complaints received in 2011/12. A detailed breakdown of complaints received is given in appendix A.1.
3. **Complaints that escalated beyond stage 1** - Six complaints ended up escalating to Stage 2 which represents an escalation rate of under 4%. Complaints were distributed among : Localities (1), Placements (3) and Pupil & Parent Services (2)

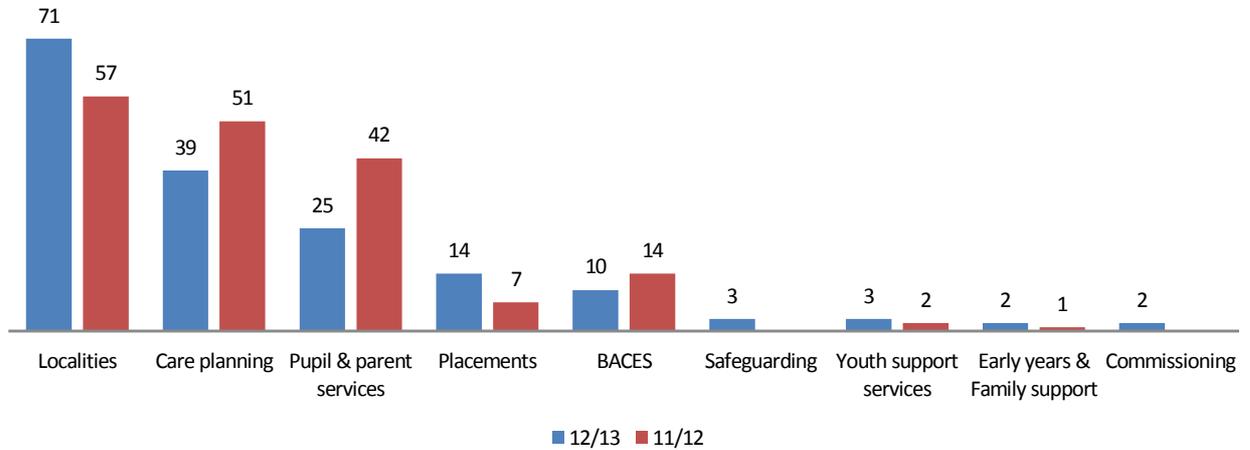
One of the reasons for the low escalation rate is because service users who are dissatisfied with the outcome of the stage 1 investigation, are given the option of meeting with the relevant service managers in the hope that any remaining concerns can be resolved without the need for a further often lengthy investigation. It is also worth noting that for several years no complaint has reached the final panel stage.

4. **50% of stage 1 complaints were answered on time**, representing a slight worsening of performance in comparison with 2011/12. A detailed breakdown is given in appendix A.1. The complaints service will be working with DMT and service managers to improve response rates. Some of the action being taken is set out the committee report associated with this report.
5. **Outcomes of complaint investigations** – 40% of investigations resulted in the complaint being upheld or partially upheld. A total of six stage 2 complaint investigations were concluded of which 1 were partly upheld and 5 not upheld.
6. A total of **4 Ombudsman complaints** required the department to take action to resolve the complaint. One case concerned the administration of an infant school admissions appeal. The Ombudsman concluded that the Council had incorrectly advised the panel about the criteria that should be considered. Another case concerned a delay in arranging a fair access interview with the parent which contributed to a delay in securing a school place. . One complaint concerned a delay of two terms in sourcing alternative education for a young person subject to a managed move. The other complaint related to a delay of a month in identifying and offering a secondary school place for a young person recently arrived from abroad..
- 7 **Training** carried out during the year addressed the need for officers to undertake a professional complaint investigation and write effective responses. Training was also provided to foster carers to ensure that they understood the relevant procedures and could support looked after children who wished to make representations or complaints.
- 8 **Priorities for 2013/14:**
  - Working with DMT and service managers to improve response times

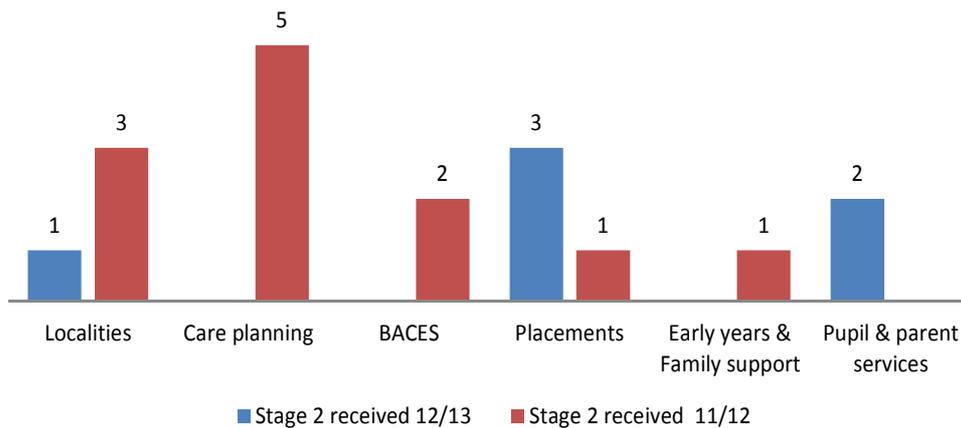
- Deliver further investigation skills training to build capacity within the department
- Produce regular (quarterly) complaint management information reports for DMT summarising key issues

## Appendix A.1: Management Information in respect of Children & Family complaints

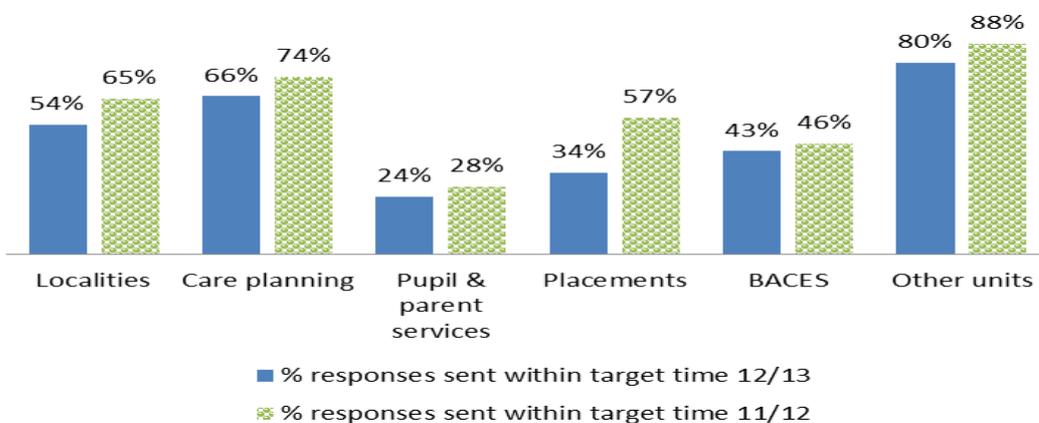
### Number of Complaints Received



### Stage 2 complaints received



### Percentage of first stage complaints responded to within timescales



Total responses sent in comparison with those sent in time

	Total sent 12/13	How many within time 12/13	Total sent 11/12	How many within time 11/12
Localities	56	30	63	41
Care planning	32	21	38	28
Pupil & parent services	25	6	36	10
Placements	15	5	7	4
BACES	14	6	13	6
other units	10	8	8	7

**Equalities Information**

70% of complaints were made by females. Ethnicity information based on those complainants who were prepared to provide it is set out below.

<b>Ethnicity of Child or Young Person</b>	<b>2012/13</b>	<b>2011/12</b>	<b>2010/11</b>
Asian or Asian British	8	20%	6%
Black or Black British	52	30%	50%
Black African	20	20%	11%
Mixed/Black and White or Mixed/Other	8	15%	11%
White/British	8	10%	6%
White/Irish	0	5%	
White/Other	4	-	6%

**Phillip Mears**  
**Complaints Service Manager**

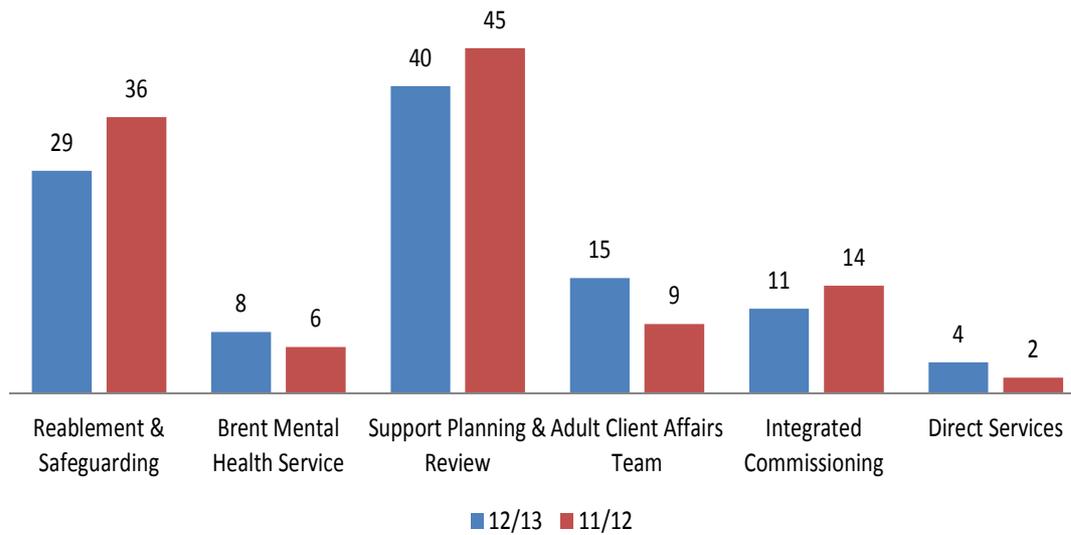
## Appendix B - ADULT SOCIAL SERVICES - ANNUAL COMPLAINTS REPORT 2012/13

1. This report provides information on complaints made about Adult Social Care as required under the Local Authority Social Services and National Health Service Complaints (England) regulations 2009.
2. The statutory complaints procedure is a one stage process with the Ombudsman representing the next stage.
3. A total of 85 Statutory and 22 corporate Complaints were received in the year, eight less than the previous year. A total of 25 compliments concerning staff were also received.
4. Over recent years despite the pressures on services and the fact that a number of service users have had their care packages reduced or charges increased, complaint numbers have continued to show a slight downward trend. This can be explained in part by the improvements that have taken place in the way decisions are explained to service users, coupled with the on-going work of the complaints team to resolve issues at the point of contact before they became formal complaints. During the year, the complaints team were able to resolve 22 'potential' complaints at the first point of contact.
5. Reason for Complaint. Incorrect action taken by the council was the cause of 32% of the complaints; this is where the complainant disagreed with the decisions the council made around care packages, eligibility and charges. A further 23% of complaints concerned the delay or failure to provide a service. Another 25% of complaints centred on poor communication practices
6. The percentage of complaints responded to on time improved from 33% to 52%. A breakdown of response rates across the department is set out in appendix B1 below. Considerable work was done by the complaints team in the year to build investigation capacity within the department. It is recognised however that much work remains to be done in order to improve response rates further. A number of proposals are being developed which are outlined in the main committee report.
7. The local government ombudsman received and closed 10 complaints about Adult Social care, representing an escalation rate of 6%. In two of those cases the Ombudsman asked the Council to take some form of action in order to resolve the complaint. One case concerned a delay in accepting that the person met the criteria that qualified them for a freedom pass. The other case concerned a delay in assessing the person's contribution towards care charges.
8. A number of service improvements arising from complaint investigations have were identified during the year. A selection of these is included within the report to One Council Overview & Scrutiny Committee.
9. Compensation was awarded in respect of 10 investigations, totalling £3020. This represents a reduction of £12k on the previous year.
10. A training programme was delivered by the complaints team which focused on providing managers the necessary skills to undertake effective investigations. In the coming year the emphasis will be on providing staff with the confidence and skills needed to remedy a complaint at the earliest possible stage.

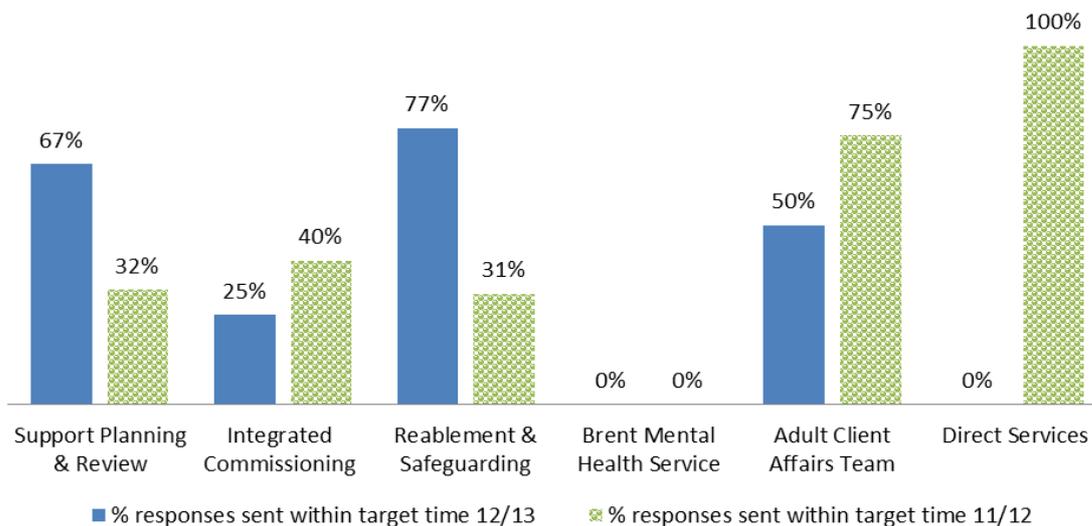
Phillip Mears  
Complaints Service Manager

## Appendix B.1 - Management Information Adult Social care

### Numbers of Complaints Received



### Percentage of first stage complaints responded to within timescales



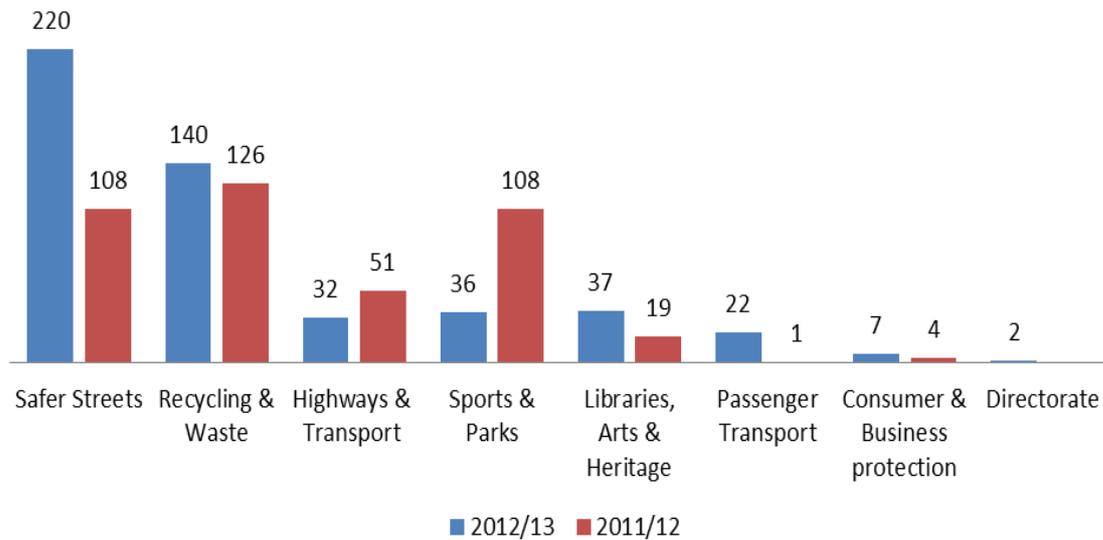
### Total responses sent in comparison with those sent in time

	Total responses sent 12/13	How many within time 12/13	Total responses sent 11/12	How many within time 11/12
Support Planning & Review	48	32	48	15
Integrated Commissioning	40	10	10	4
Reablement & Safeguarding	30	23	23	7
Brent Mental Health Service	6	0	6	0
Adult Client Affairs Team	2	1	4	3
Direct Services	1	0	1	1

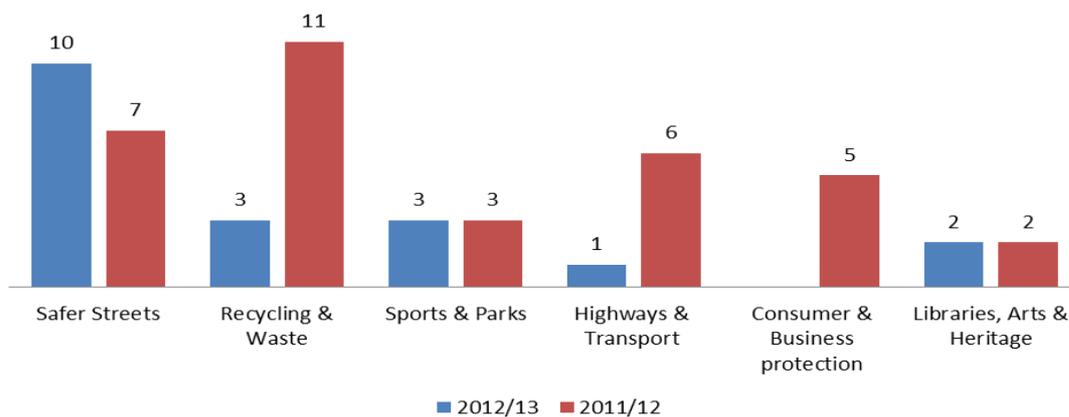
**Appendix C: Departmental analysis** in respect of Environmental Neighbourhood Services, Brent Housing Partnership, Regeneration & Growth and Finance & Corporate Resources.

**Environmental Neighbourhood Services**

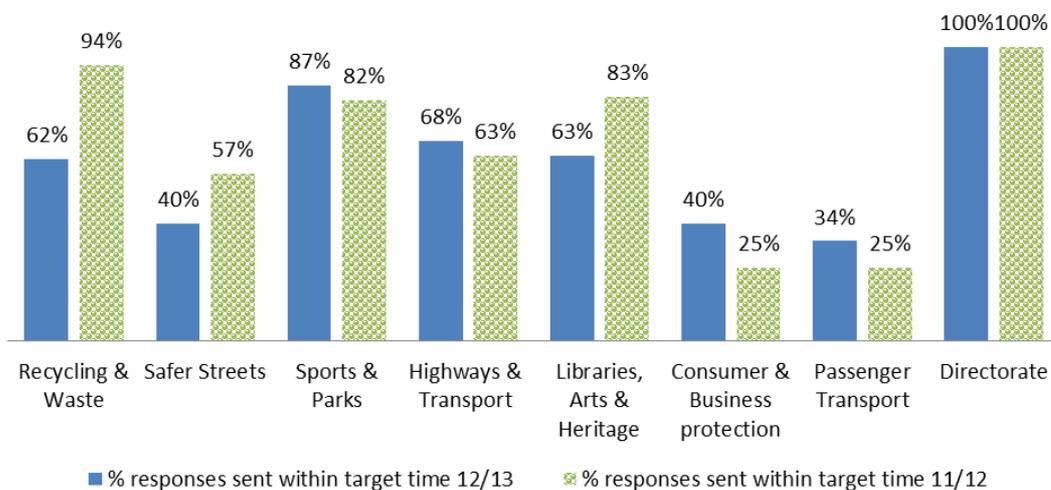
**Number of first stage complaints received:**



**Final Review complaints received**



**Percentage of first stage complaints responded to within timescale**



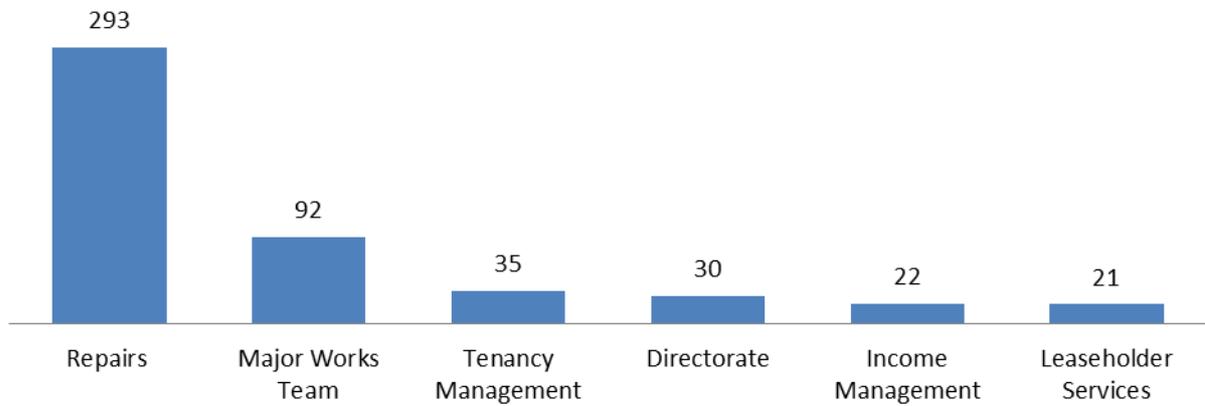
Total responses sent in comparison with those sent in time

	Total responses sent 12/13	How many within time 12/13	Total responses sent 11/12	How many within time 11/12
Recycling & Waste	131	81	136	128
Safer Streets	85	34	184	105
Sports & Parks	77	67	34	28
Highways & Transport	38	26	30	19
Libraries, Arts & Heritage	19	12	35	29
Consumer & Business protection	5	2	4	1
Passenger transport	6	2	8	6
Directorate	1	1	2	2

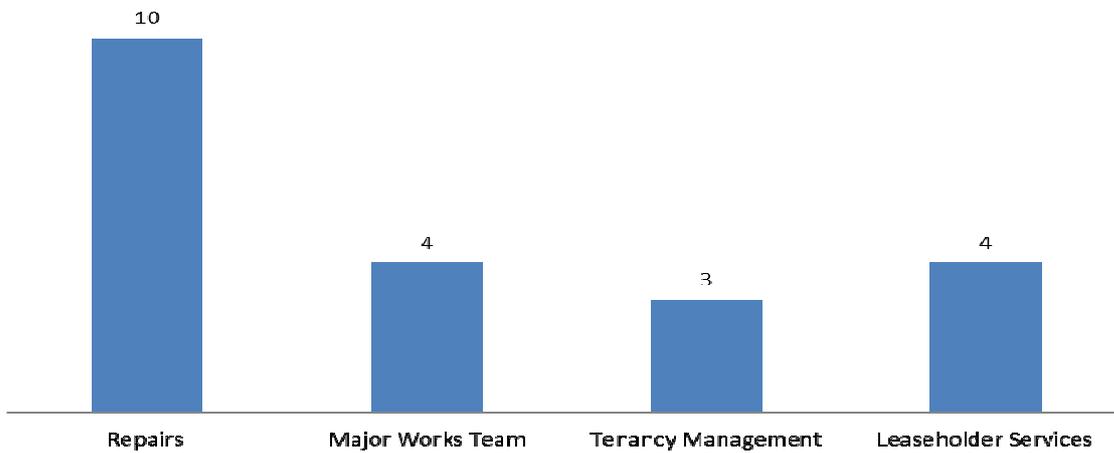
## Brent Housing Partnership

For period April 2011 to March 2012 complaints were not broken down by the indicated units but were recorded under Standards and Procurement so comparison not available

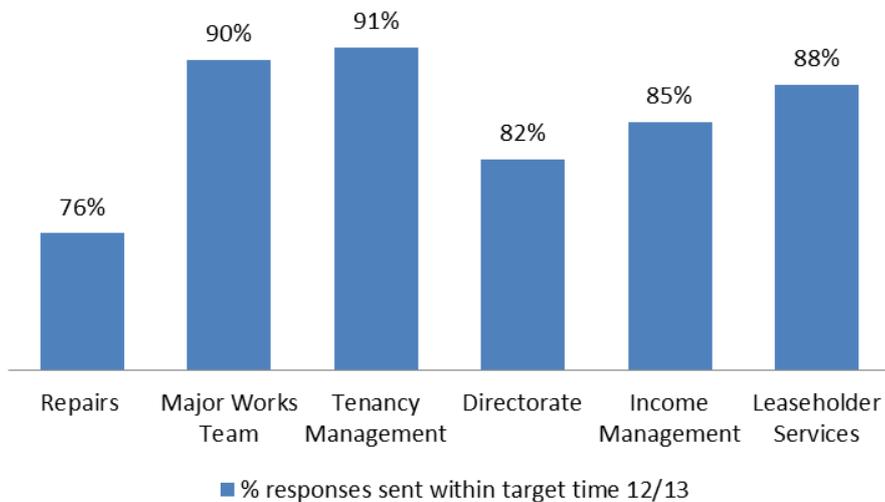
### Number of first stage complaints received



### Final Review complaints received



### Percentage of first stage complaints responded to within timescale

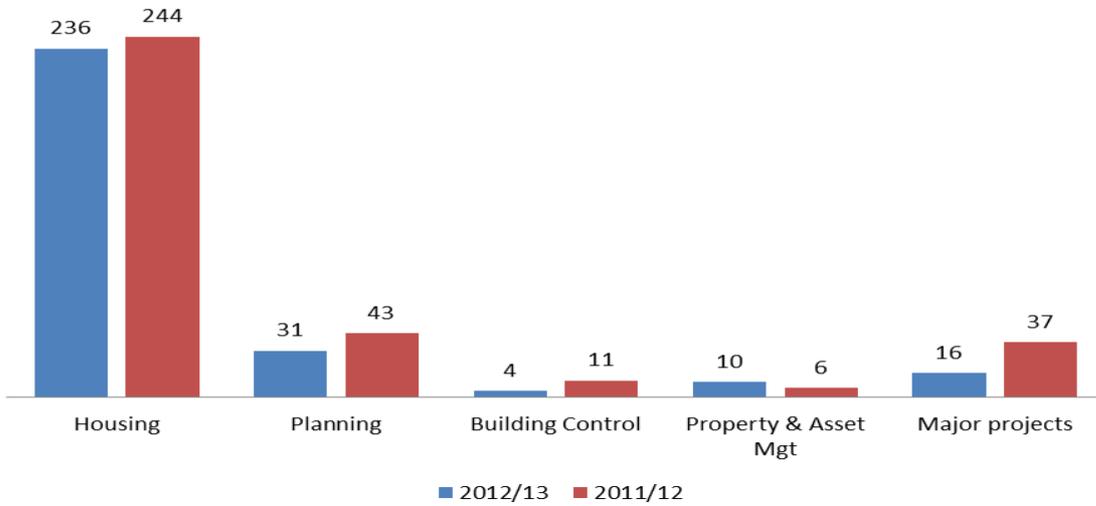


Total responses sent in comparison with those sent in time

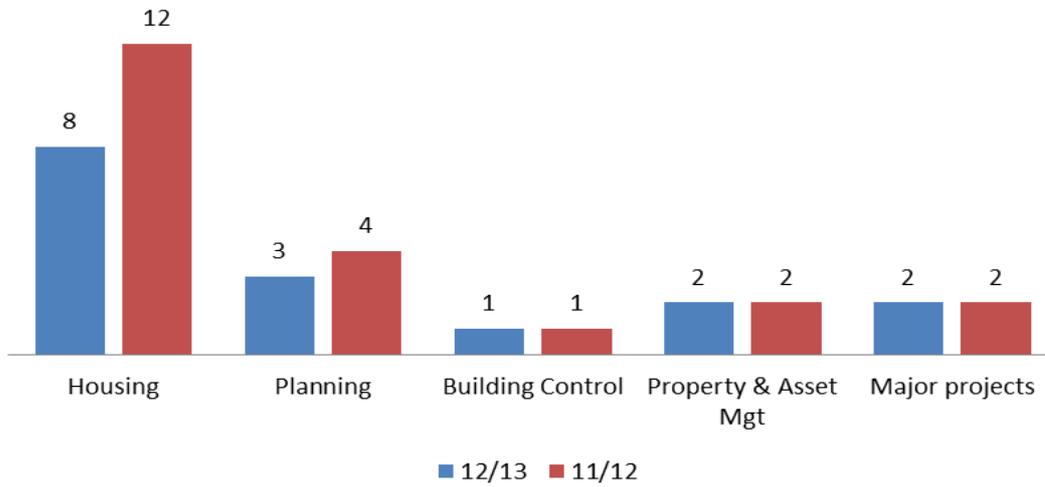
	Total responses sent in 12/13	How many within time 12/13
Repairs	287	217
Major Works Team	79	71
Tenancy Management	34	31
Directorate	17	14
Income Management	26	23
Leaseholder Services	16	14

## Regeneration & Growth

### Number of first stage complaints received



### Final Review complaints received



### Percentage of first stage complaints responded to within timescales

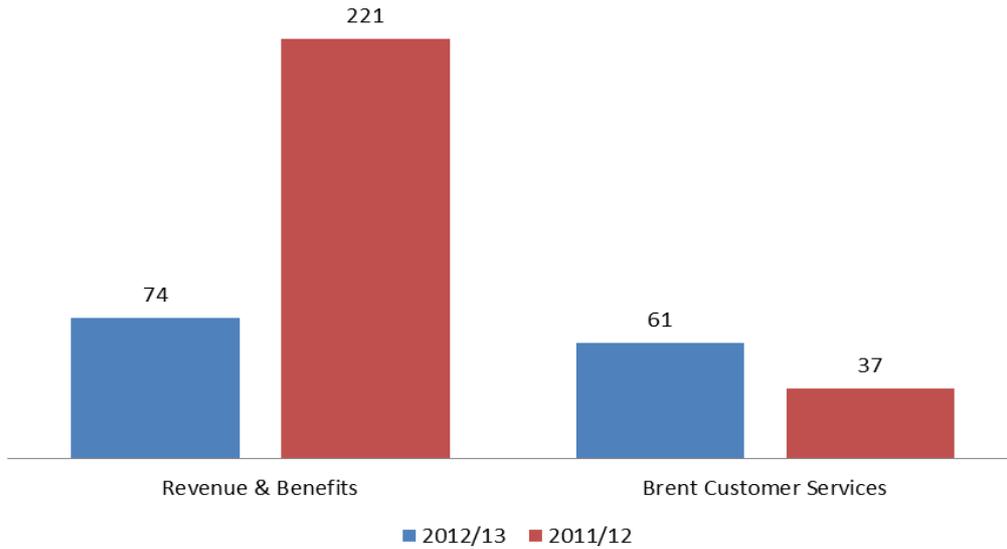


	Total responses sent 12/13	How many sent in time 12/13	Total responses sent in 11/12	How many sent in time 11/12
Housing	281	161	213	157
Planning*	10	6	28	12
Property & Asset Mgt	5	3	6	5
Building Control	1	0	4	2

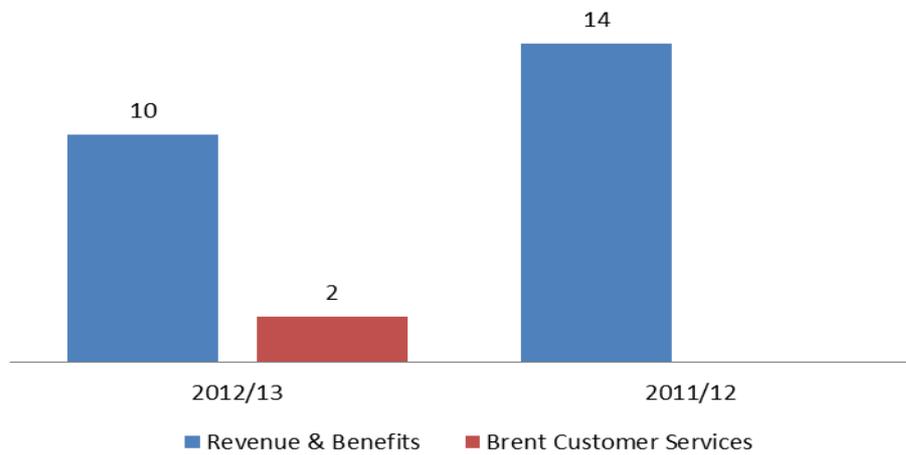
\*It should be noted that in the case of Planning, the response rate has been derived for an analysis of the 10 complaints where the response date was recorded on the database. This number is low in comparison with the number of complaints received and therefore may not be statistically reliable.

## Finance & Corporate Services

### Number of first stage complaints received



### Final Review complaints received



### Percentage of first stage complaints responded to within timescales

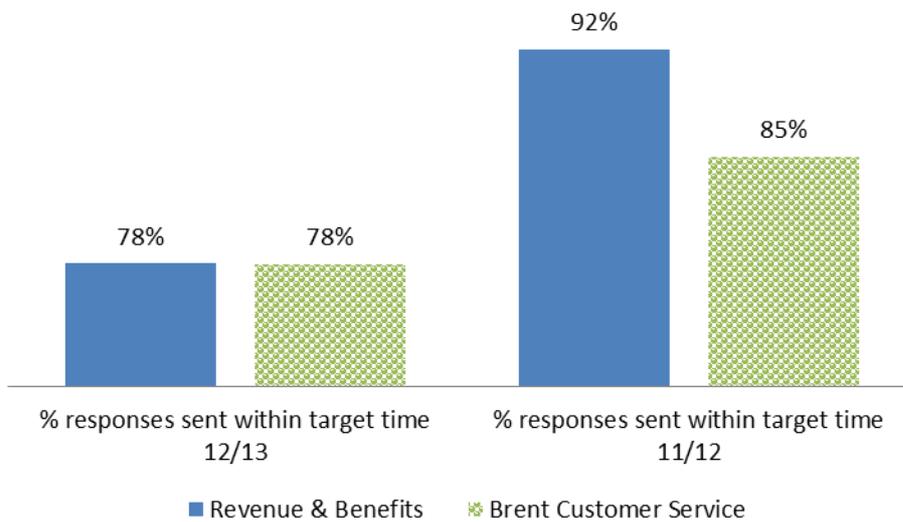


Table responses sent in comparison with those sent in time

	Total responses sent 12/13	How many within time 12/13	Total responses sent 11/12	How many within time 11/12
Revenue & Benefits	76	71	243	204
Brent Customer Service	59	40	25	23

Breakdown of services complained in connection with Brent Customer Services

School admissions	14	Customer service – call queue handling	7
Housing benefit – current claim	10	Customer service – information and advice	7
		Customer service – visit queue handling	4
Housing benefit - overpayments	9		
Council Tax – recovery	5		
Housing benefit - appeals	2		
Business rates - recovery	3		