

Appendix C – 2019/20 Complaints Root Cause Summary & Improvement Actions by Department

Data caveat – The summary below is based on cause of complaints as recorded on iCasework and CRM for corporate and statutory cases closed in 19/20 with the root cause identified on the system. Each case can have multiple root causes (instances). The table below captures instances by Service.

Community Wellbeing Department - Housing Directorate (780 instances)

Root Cause	Actions
<p>Repairs – 200 instances; 139 upheld/partly upheld</p> <ul style="list-style-type: none"> • Service Delayed – 71 • Service no up to standard/ as agreed – 51 • Service not provided – 42 • Poor communication - 27 • Policy or procedure – 6 • Other – 2 • Third party failure - 1 <p>Customer Care– 106 instances; 61 upheld/partly upheld</p> <ul style="list-style-type: none"> • Service failure – 45 • Poor communication – 28 • Delay in repair/inspection – 14 • Other- 6 • Policy or Procedure – 8 • Attitude - 2 • Appointment policy- 2 • Quality of work- 1 <p>Tenancy – 62 instances; 35 upheld/partly upheld</p> <ul style="list-style-type: none"> • Service failure – 29 • Poor Communication– 18 • Policy or procedure – 15 	<p>Housing Management Services</p> <p>The Housing Management Service is split over two core functions, Housing Management Customer Service and Housing Management Property Service. Both service areas manage high volumes of operational activities generated by customers and as part of the Council general landlord function. The Council is dependent on a number of contractors to fulfil its landlord obligations and has established partnership arrangements in place to ensure core service standards are delivered. There are a number of improvement initiatives underway as part of the large-scale improvement programme across the service.</p> <p>HMS – Property Services</p> <p>HMS - Property Services carries out over 30,000 repairs a year.</p> <p>The service have used a number of complaints to review their processes and systems so that they can track and effectively manage repairs. They now have a number of case trackers which are reviewed on a weekly basis to ensure cases are progressed efficiently and residents updated in advance where delays are identified:</p> <ul style="list-style-type: none"> • Complex case tracker • Working at heights tracker • Disrepair <p>The team have worked closely with IT to build in tracking / referral flags where support is required from colleagues in other teams to progress repairs. For example decants, asbestos and tenancy issues.</p>

Root Cause	Actions
<p>Accommodation Services – 62 instances; 12 upheld/partly upheld</p> <ul style="list-style-type: none"> • Service Failure - 40 • Communication - 12 • Policy or procedure – 10 <p>Public Realm – 51 instances; 27 upheld/partly upheld</p> <ul style="list-style-type: none"> • Service not provided/provided but not as agreed- 16 • Service Delayed- 14 • Service not up to standard- 9 • Policy or Procedure- 5 • Poor Communication- 5 • Third party failure- 2 <p>Property Services – 35 instances; 20 upheld/partly upheld</p> <ul style="list-style-type: none"> • Delay in Repair –20 • Communication- 9 • Delay in inspection- 2 • Attitude- 2 • Appointment Policy- 1 • Service Failure- 1 <p>Planned Maintenance – 34 instances; 12 upheld/partly upheld</p> <ul style="list-style-type: none"> • Service failure - 26 • Poor Communication- 7 • Policy or Procedure – 1 <p>Housing Options – 32 instances; 3 upheld/partly upheld</p> <ul style="list-style-type: none"> • Policy and Procedure- 16 • Poor Communication- 8 • Service not provided – 3 • Service not up to standard- 3 • Service delayed – 2 	<p>The service also hold complaint reviews which include their main contractor Wates, as part of a lessons learnt process and to enable them to identify where the blockages are. For example, the service were receiving a large number of complaints which related to leaks and the inability to gain access to undertake the necessary repair, so they have worked with Wates and the Customer Experience Team to develop a no access procedure to address this issue, as a result complaints of this nature have reduced.</p> <p>The aim is, particularly with complex cases, to track these at a much earlier stage so as to reduce the number that fall into disrepair. This combined with proactive monitoring of the forced entry leaks process, means they now follow up with inspections on all these job types and so, over time, will also reduce the number of complaints around follow up works that so plagued the service previously.</p> <p>The service has also introduced the following measures to help improve service delivery:</p> <ul style="list-style-type: none"> - Integrated Assessment Management Contact Improvement plan focused on rectifying service issues identified in customer satisfaction surveys; - No-access policy covering access to council and leaseholder properties to fix leaks and other repairs; - Scaffolding protocol for all scaffolding contracts and weekly management of scaffolding arrangements - Focus on complex and lengthy repairs and maintaining communications with residents during these works - New IT installed on CRM and Wates systems - Making 400 appointments for routine repairs a week - 100% of routine repairs attended to within four days of a call - 80% of routine repairs fixed first time - Repairs satisfaction has increased to 90%

Root Cause	Actions
<p>Leasehold Services – 29 instances; 8 upheld/partly upheld</p> <ul style="list-style-type: none"> • Service failure- 19 • Policy or Procedure- 5 • Section 20 notice – 3 • Poor Communication- 2 <p>Single Homelessness Team – 28 instances; 14 upheld/ partly upheld</p> <ul style="list-style-type: none"> • Service Failure – 14 • Communication- 10 • Policy or procedure – 4 <p>Rent Income – 24 instances; 4 upheld/partly upheld</p> <ul style="list-style-type: none"> • Service failure – 11 • Policy or procedure - 8 • Poor communication- 5 <p>Mechanical & Electrical – 21 instances; 12 upheld/partly upheld</p> <ul style="list-style-type: none"> • Service Failure –15 • Poor communication- 6 <p>Anti-Social Behaviour – 20 instances; 5 upheld/ partly upheld</p> <ul style="list-style-type: none"> • Service failure- 13 • Poor Communication- 5 • Policy or Procedure- 2 <p>Home Ownership – 14 instances; 7 upheld/partly upheld</p> <ul style="list-style-type: none"> • Service Failure –10 • Communication- 3 • Policy or Procedure- 1 	<p>HMS - Customer Service (Housing and Neighbourhoods)</p> <p>HMS – is responsible for managing 12,000 tenants and leaseholders.</p> <p><i>Service improvements include:</i></p> <ul style="list-style-type: none"> - Transfer of the estate caretaking in-house meaning we are able to address concerns about fly tipping and waste collection as well as cleaning standards in a more timely and efficient way. - Introduction of a secondary monitoring system for estate services and contracts. - Reverted to a patch-based system for housing officers to address complaints of ‘no single and clear point of contact’ and ‘lack of ownership’. - An agreed programme with Performance, Insight and Improvement team to formalise all processes within the service so they are visible and accessible to officers in addition to CRM. - New role to be included in the structure to monitor the quality of responses to stage one complaints in line with the new housing ombudsman requirements. This role will also support regular audits and address live issues / breakdown in communication between Property Services and Housing and Neighbourhoods.

Root Cause	Actions
<p>Private Housing and PHS Grants– 14 instances; 4 upheld/partly upheld</p> <ul style="list-style-type: none"> • PHS Grants – 10 • Poor Communication- 2 • Service Failure- 2 <p>Housing needs – 13 instances; 6 upheld/partly upheld</p> <ul style="list-style-type: none"> • Communication –9 • Service Failure- 3 • Attitude- 1 <p>Enforcement – 11 instances; 6 upheld/partly upheld</p> <ul style="list-style-type: none"> • Service failure – 5 • Policy or procedure - 4 • Communication – 2 <p>Housing Partnerships – 9 instances; 6 upheld/partly upheld</p> <ul style="list-style-type: none"> • Service Failure – 7 • Communication- 2 <p>Lettings – 7 instances; 2 upheld/ partly upheld</p> <ul style="list-style-type: none"> • Third Party Failure – 2 • Service not provided/up to standard- 2 • Service delayed- 1 • Policy or Procedure- 1 • Poor communication- 1 <p>Compliance and Risk- 5 instances; 4 upheld/partly upheld</p> <p>Landlord License- 1 instance; 0 upheld</p> <p>Resident Involvement- 1 instance; 1 upheld</p> <p>Support and Improvement- 1 instance; 1 upheld</p>	<p>Housing Needs</p> <p>The Housing Needs Service is responsible for the prevention and relief of homelessness, as well as the allocation of suitable accommodation, both in the private rented sector and social housing. Since the implementation of the Homelessness Reduction Act, there has been an increase in demand from single homeless people.</p> <p><i>Service improvements include:</i></p> <ul style="list-style-type: none"> - Following the implementation of the Homelessness and Rough Sleeping Strategy, a customer satisfaction survey has been produced, which will be used to measure customer service, and identify areas for improvement. - The specialist Domestic Abuse Team in Housing Options has achieved accreditation status from the Domestic Abuse Housing Alliance's (DAHA) for the positive work carried out with households affected by domestic abuse. <p>Private Housing Services (PHS)</p> <p>PHS predominantly has two key functions, one being regulating and enforcing standards within the private rented sector (PRS) and the other assisting disabled and vulnerable residents by facilitating and providing aids, adaptations and repairs in their homes. In the past year, PHS has received in the region of 4,500 PRS property licence applications, over 800 request for service from PRS tenants who believe they need repairs to their homes and in the region of 1,000 referrals or requests for service for aids, adaptations and/or repairs. In many cases, and in particular with regards to aids and adaptations, the issues that customers have are of a very complex nature and these are very often borne out in their complaints.</p> <p><i>Service improvements include:</i></p> <ul style="list-style-type: none"> - Feedback from customer satisfaction surveys is used to improve service delivery. - The service has ISO 9001:2015 quality system accreditation and complaints are discussed regularly with individuals and at team meetings.

Community Wellbeing Department – Adult Social Care Directorate (60 instances)

Root Cause	Actions
<p>Commissioning, Contracting and Market Management – 13 instances; 10 upheld/ partly upheld</p> <ul style="list-style-type: none"> • Service failure – 9 • Policy/Procedure – 2 • Poor communication – 2 <p>Adult Services - Complex Care – 15 instances; 5 upheld/ partly upheld</p> <ul style="list-style-type: none"> • Correspondence issue - 8 • Service failure – 4 • Other- 2 • Policy or Procedure – 1 <p>Adult Services - Urgent Care – 11 instances; 2 upheld/ partly upheld</p> <ul style="list-style-type: none"> • Correspondence issues – 5 • Service failure- 4 • Other- 2 <p>Partnerships & Integration – 4 instances; 3 upheld/ partly upheld</p> <ul style="list-style-type: none"> • Correspondence Issue – 2 • Service not provided - 1 • Other- 1 <p>Central North West London (CNWL) – 8 instances; 2 upheld/ partly upheld</p> <ul style="list-style-type: none"> • Correspondence issues – 6 • Service failure- 2 <p>Safeguarding- 1 instance; 0 upheld/partly upheld</p> <p>Hospital discharge team- 3 instances; 2 upheld/partly upheld</p>	<p>Adult Social Care</p> <p>ASC received 2702 adult contacts, which were passed from BCS to the Duty team. ASC assessed 1145 new homecare and 168 new residential and nursing services. There were 3213 service users who received section 5 hospital discharge assessments.</p> <p>Service improvements include:</p> <ul style="list-style-type: none"> - Feedback/learning from complaints is discussed with individual staff members, at team meetings and management meetings to help improve service delivery. Identify and act on underlying performance issues. - Engagement by Heads of Service and Team Managers to achieve early resolution by identifying and responding to potential areas of complaints. Example : Early contact achieved in some cases to resolve immediate issues ahead of formal complaint response - ASC Transformation Process to positively impact and support customers journey 2021. This will be achieved by increased responsiveness, reduction in care hand offs between teams. - Responding to key findings in complaints linked to reported communication issues: Service improvements achieved/reduction of locum roles and further being sought both with increase in permanent staff and investment in retaining workforce. - Carers Board consultation to identify ‘gaps’ in service response and closer links to Gateway to assist resolution for Brent residents. - Use of Virtual Meetings (Zoom, Teams, Facetime) to assist with carrying out assessments rather than solely phone contact or email. - Recognition that work is required with other departments of the council to ensure complaints with multiple service strands receive cohesive response. - Reviewing cases waiting in OT- responding to change in need as key task in Management of waiting list

<p>Prevention and community team- 4 instances; 2 upheld Residential team- 1 instance; 0 upheld</p>	<ul style="list-style-type: none"> - The introduction of the ASC Skills Academy in April 2020, which provides consistent training for all staff across the department. This includes five new development pathways with the aim to broaden the skills across the department - All staff have completed, or are in the process of completing, strengths based practice training with SCIE to support good practice throughout the customer journey - A practice framework and recording guidance has been developed with staff and implemented to support our overall practice goal of promoting residents' wellbeing
---	---

Community Wellbeing Department - Culture Directorate (36 instances)

Root Cause	Actions
<p>Libraries – 32 instances; 12 upheld/partly upheld</p> <ul style="list-style-type: none"> • Service Failure – 17 • Face to face staff communication - 9 • Policy or Procedure – 6 <p>Public Health adults- 3 instances; 2 upheld/partly upheld</p> <ul style="list-style-type: none"> • Staff conduct- 3 <p>Sports facilities – 1 instance; 1 upheld/partly upheld</p> <ul style="list-style-type: none"> • Service provided but not as agreed - 1 	<p>Libraries</p> <p>The library service had over 35,500 active borrowers and over 2,500,000 visits.</p> <p>Service improvements include:</p> <ul style="list-style-type: none"> - Regular discussion of complaint issues with individual staff, teams and management teams - Policy reviews and clarifications in relation to customer access - Changes and improvements to the library management system <p>Sports Facilities</p> <p>Service improvements include</p> <ul style="list-style-type: none"> - Regular team meetings and 1-1's for staff at Bridge Park - Staff inductions, training and performance management - Improved communications to staff at Bridge Park, enabling employees to have more opportunity to input into decisions on activity at the centre - Service improvements resulting from complaints are discussed with managers and raised at team meetings - Discuss complaint with contractor and agree on course of action – usually staff training, maintenance or amendment to service provision

Root Cause	Actions
<p>Parking & Lighting– 162 instances; 58 upheld/partly upheld</p> <ul style="list-style-type: none"> • Parking Enforcement- 75 • Parking Permits - 25 • Parking and Lighting Other – 22 • Parking Bays – 6 • Enforcement action– 3 • Bay Suspension- 2 • Projects- 2 • Car Parks – 1 <p><i>Trees and Lighting - 26 instances</i></p> <ul style="list-style-type: none"> • Trees – 14 • Lighting – 12 <p>Neighbourhood Management– 85 instances; 25 upheld/partly upheld</p> <ul style="list-style-type: none"> • Member/General Enquiry- 24 • Public Realm Contract- 19 • Bin Collections- 15 • Refuse and Waste- 12 • Con- Veolia- 8 • Littering and Fly Tipping- 2 • Damage to property- 2 • Housing management- 1 • Cemeteries- 1 • Other- 1 	<p>Parking & Lighting</p> <p>During the year the Parking & Lighting Service issued approximately 200,000 Penalty Charge Notices (PCNs), processed 40,000 parking permits and administered 240,000 visitor parking bookings</p> <p><i>Service area improvements include:</i></p> <ul style="list-style-type: none"> - There were 70 fewer complaints about Parking services than in 2018/19 - The service regularly review the Parking Enforcement plan and target enforcement activity to address hotspots; - parking contractor is given a clear timetable of parking suspensions and signage required; - permit complaints addressed by system changes and/or customer advice; - tree maintenance requests are considered against the planned schedule of tree maintenance across the borough and budget considerations <p>Neighbourhood Management and Public Realm</p> <p>Neighbourhood Management including the Neighbourhood Managers and Environmental Enforcement is the lead service for responding to customer contact and response for concerns over missed collections, street cleaning or waste crime such as dumping or littering. This includes the Public Realm contract with Veolia providing street cleansing and refuse and recycling collections for 120,000 households in the borough.</p> <p><i>Service area improvements include:</i></p> <ul style="list-style-type: none"> - Improving the alignment of Public Realm contract complaints with the Neighbourhood Managers to give a local focus to the council response. This has helped to identify underlying issues and improved links with internal and external teams to resolve the logged issue and associated problems.

Root Cause	Actions
<p>Environmental Improvement and Public Realm – 55 instances; 28 upheld/partly upheld</p> <ul style="list-style-type: none"> • Public Realm Contract – 28 • Member/General Enquiry – 10 • Parks and Open Spaces – 6 • Service Failure- 4 • Waste- 3 • Staffing- 2 • Allotments – 2 <p>Highways and Infrastructure – 52 instances; 20 upheld/partly upheld</p> <ul style="list-style-type: none"> • Highways- 33 • Kerbs and pavements- 4 • Projects- 4 • Cycling/Cycle parking – 2 • Traffic Management- 2 • Other- 2 • Pavement defects- 1 • Blocked drains, leaks and floods - 1 • Member/General inquiry- 1 • Service- 1 • Signage and Information-1 <p>Customer Care – 39 instances; 14 upheld/partly upheld</p> <ul style="list-style-type: none"> • Service Failure – 20 • Policy or Procedure – 14 • Communication- 5 	<ul style="list-style-type: none"> - Having dedicated Veolia managers for problem areas. For example, a single environmental manager is now responsible for garden waste collections across the borough which has created a renewed focus and reduced complaints. - Introducing and managing a new HRRC booking service in house through customer services. This has eliminated post-lockdown queues at the site, while providing a high level of assistance to residents who struggle to book online slots. <p>Environmental Improvement</p> <p>The Environmental Improvement service responsibilities include Council parks, open spaces and cemeteries; and management of refuse and recycling services for approximately 120,000 households in the borough.</p> <p>Service area improvements include:</p> <ul style="list-style-type: none"> - Parks Services reviewing their processes for information relating to changes in services - Parks Services reviewing the allotments service processes <p>Highways and Infrastructure</p> <p>The Highways & Infrastructure service is responsible for roads and pavements in Brent.</p> <ul style="list-style-type: none"> - Complaints related to highways defects is always contentious as not all reported defects are programmed for repair. This is dependent on intervention levels and priority. - Expectation for addressing illegal vehicle crossings has increased with the establishment of an Environmental Enforcement team. - Further work is required to improve performance on efficient processing and programming of vehicle crossings. A restructure of the service will address this issue. - The use of asphalt for planned footway maintenance has generated a lot of complaints from some areas who would prefer paving slabs.

Root Cause	Actions
<p>Planning, Transport and Licensing– 30 instances; 3 upheld/partly upheld</p> <ul style="list-style-type: none"> • Service not up to Standard - 8 • Service Delayed – 6 • Service not provided – 5 • Communication – 5 • Policy or procedure - 4 • Planning Application- 1 • Quality of work - 1 <p>Community Safety, Protection and ASB– 19 instances; 1 upheld/partly upheld</p> <ul style="list-style-type: none"> • Nuisance- 13 • ASB- 4 • Community Safety- 1 • Member/General Enquiry- 1 <p>Employment, Skills and Enterprise – 5 instances; 4 upheld/partly upheld</p> <p>Commercial Services and Property- 9 instances; 2 upheld/partly upheld</p> <p>Building Control – 5 instances; 0 upheld</p> <p>Cemeteries- 5 instances; 3 upheld/partly upheld</p> <p>Facilities Management- 6 instances; 2 upheld/partly upheld</p> <p>Directorate- 2 instances; 1 upheld/partly upheld</p>	<p>Planning, Transport and Licensing</p> <p>The Planning service processed over 4,300 planning applications during 2019/20.</p> <ul style="list-style-type: none"> - The main causes of complaints were planning applications, decisions, or enforcement. - It is recognised that planning decisions can be unpopular or controversial at times and complaints about planning decisions are managed through a separate appeals process. Service errors in the administration of planning applications are discussed at an individual and team level to help improve service delivery standards. - The service need to ensure that documents in relation to applications remain viewable online and can be accessed.

Root Cause	Actions
<p>Council tax/recovery - 120 instances; 48 upheld/partly upheld</p> <ul style="list-style-type: none"> • Service Failure – 70 • Communication – 33 • Policy or Procedure – 17 <p>Customer Care – 71 instances; 18 upheld/partly upheld</p> <ul style="list-style-type: none"> • Service Failure – 32 • Policy or Procedure – 18 • Communication – 16 • Attitude- 2 • Other – 2 • Quality of work- 1 <p>Benefits– 47 instances; 24 upheld/partly upheld</p> <ul style="list-style-type: none"> • Service Failure – 37 • Communication – 8 • Policy or Procedure – 1 • Other – 1 <p>Revenue and Debt- 28 instances; 7 upheld/partly upheld</p> <ul style="list-style-type: none"> • Council Tax Payments and Enforcement- 12 • Service Failure – 6 • Communication – 6 • Attitude- 2 • Delay in payment- 1 • Policy or Procedures- 1 <p>Overpayment Recovery– 11 instances; 8 partly upheld</p> <ul style="list-style-type: none"> • Service Failure – 5 • Policy or Procedure- 3 • Communication- 3 	<p>Brent Customer Service (BCS)</p> <ul style="list-style-type: none"> - BCS includes the Customer Contact Centre, Customer Service Centre, Revenues & Benefits service, Registration & Nationality service, Client Affairs Team, Debt Recovery and Concessionary Travel teams. The scale of BCS operations during 2019/20 included: 158,000 Contact Centre calls answered; 48,000 responses to Contact Centre emails/web chat/tweets; over 121,000 live council tax accounts; over 25,000 live Council Tax Support claims and over 6,000 new Housing Benefit claims with more than 110,000 changes in circumstances in the year; 3,200 social care financial assessments; over 5,400 Blue Badge/Taxi Cards/Freedom pass applications. <p>Benefits</p> <ul style="list-style-type: none"> - As per previous years, the root cause for a sizable proportion of Housing Benefit complaints is benefit calculations and appeals that are investigated by an independent statutory process. - In order to remedy this situation, the service are working in conjunction with the Policy Team putting an emphasis on frequent, targeted quality checks and training for all HB Assessors. They are also aiming to utilise the new ICMS system, to gather precise analysis of complaints so that improvements in work quality and service delivery can be introduced. They are focusing intensely on Corrective and Preventative Actions Plans established through their analysis of Complaints data. - The service still receive a small amount of complaints received regarding Universal Credit. Although the Council are not directly responsible for UC claims. <p>Registration and Nationality</p> <ul style="list-style-type: none"> - It is very rare for the Registration Service to receive complaints. The complaints received in 2019/20 related to documentation required for civil marriage and id checks for the EU settlement scheme. The service will continue to ensure information is clearly and accurately advertised.

Root Cause	Actions
<p>Concessionary Travel – 5 instances; 3 upheld/partly upheld</p> <ul style="list-style-type: none"> Blue badge service – 5 <p>Client Affairs – 5 instances; 4 upheld/partly upheld</p> <ul style="list-style-type: none"> Service Delayed- 4 Communication- 1 <p>Registration and Nationality – 4 instances; 3 upheld/ partly upheld</p> <ul style="list-style-type: none"> Communication – 2 Policy or Procedure – 1 Service Failure- 1 <p>Local Welfare Assistance- 3 instances; 1 upheld/partly upheld</p> <ul style="list-style-type: none"> Policy or Procedure- 2 Service Failure – 1 <p>DPA- 6 instances; 0 upheld</p> <p>Procurement- 1 instance; 0 upheld</p> <p>Transformation – 1 instance; 1 upheld</p>	<p>Blue Badges, Taxi card, Freedom Passes Discretionary Housing Payment</p> <ul style="list-style-type: none"> Since the introduction of Hidden Disabilities in August 2019 falling within the assessment of Blue Badges, the service have seen a significant increase in complaints around this area. Unfortunately, the way the media advertised this criteria to be included as being able to apply for a Blue Badge, most customers believed they would automatically be entitled to receive a Blue Badge if they fell within this group. We require medical documentation from a medical Practitioner who would explain and justify the Blue Badge is required to access goods and services. The service also received a complaint regarding Local Welfare Assistance where a payment card was sent to the service user’s address but they were unaware. The service have since changed and updated notification letters to state customers are required to contact the service within 5 working days of receiving the card and purchase goods within one month. There has been an increase in complaints about decisions in regards to Discretionary Housing Payments where an award has been declined. Most of the time this is due to payments requested not relating to rent liabilities or customers not providing all the required documentation to support their application. Letters have recently been updated to state customers are able to request a revision of the decision and provide the required supporting documentary evidence. <p>Council Tax/Business rates/Care debt/Hb overpayments/sundry debt</p> <ul style="list-style-type: none"> Customers who take the time to raise an issue and complain to the Council’s debt services are in fact offering up gifts. These provide the service with opportunities to learn from these complaints about how future service provision can be improved. To some extent, it is not unexpected that complaints about debt collection services generate complaints as they often relate to the work done to collect historic debts that may include tracking customers who have previously absconded or assumed a debt had been forgotten. However, the fact that 40% (63/159) were upheld or partly upheld is a concern and something from which the service will learn. Moving into 2020/21 the service has put more emphasis on ethical and empathetic collection combined with accuracy to improve the customer experience while still seeking to maintain collection.

Root Cause	Actions
	<p>Contact Centre</p> <ul style="list-style-type: none"> - The majority of complaints related to service failure, policy and procedure and communications. The following actions have been taken to address these causes: - Formalised SLA's with service areas clearly defining our remit and support arrangements - -4-6 weekly service area liaison meetings with service areas to facilitate strong joint working and communication - Regular team huddles and briefings to keep our team up to date on service changes and provide regular refresher sessions - More robust quality auditing and improved reporting <p>Client Affairs Team</p> <ul style="list-style-type: none"> - The content and purpose of the Financial Assessment correspondence sent to residents has been reviewed to make this clearer and easier to understand. Quality auditing will be transferring to the same platform as the Contact Centre to identify generic metrics along with more specific indicators relating to the Client Affairs Team. This will improve the quality auditing process and reporting. Regular liaison meetings with key stakeholders is taking place to ensure effective joined up working and problem resolution.

Root Cause	Actions
<p>Localities – 34 instances; 13 upheld/ partly upheld</p> <ul style="list-style-type: none"> • Service Failure – 17 • Social Workers- 6 • Communication – 6 • Policy or Procedure – 2 • Other- 2 • Attitude- 1 <p>LAC and Permanency – 22 instances; 11 upheld/partly upheld</p> <ul style="list-style-type: none"> • Service Failure – 11 • Communication – 10 • Data Protection- 1 <p>Planning, Performance and Partnerships – 19 instances; 9 upheld/ partly upheld</p> <ul style="list-style-type: none"> • Service failure – 10 • Policy or procedure – 4 • Communication – 3 • School Admissions- 2 <p>Inclusion – 15 instances; 6 upheld/partly upheld</p> <ul style="list-style-type: none"> • Service Failure – 8 • Policy or Procedure – 5 • Communication- 2 <p>Early Help – 6 instances; 1 upheld/partly upheld</p> <ul style="list-style-type: none"> • Children’s Centres- 2 • Communication- 2 • Policy and Procedures- 2 <p>Safeguarding and Quality Assurance- 4 instances; 4 upheld/partly upheld</p>	<p>CYP</p> <ul style="list-style-type: none"> ▪ To put some context to the volume of complaints received in 2019/2020, Children Social Care received 3993 referrals and completed 3660 Child & Family Assessments. As of 31 March 2020, the Council had 2401 open children in need cases and 254 children were the subject of a child protection plan. There were 299 looked after children and the Council had 359 care leavers aged 17-25 in receipt of services. <p><i>Service improvements include:</i></p> <ul style="list-style-type: none"> ▪ Learning points from complaints are discussed with individual staff and in team meetings and there is ongoing work with managers to improve service delivery.

Root Cause	Actions
<p>HR and Legal – 10 instances; 5 upheld/partly upheld</p> <ul style="list-style-type: none"> • Communication – 5 • Service Failure- 2 • Policy or Procedure- 2 • Attitude- 1 <p>Electoral Services – 9 instances; 3 upheld/partly upheld</p> <ul style="list-style-type: none"> • Service Failure - 5 • Communication – 3 • Policy or Procedure- 1 <p>Finance – 8 instances; 4 upheld/ partly upheld</p> <ul style="list-style-type: none"> • Service Failure – 5 • Communication – 2 • Policy or Procedure- 1 <p>Insurance - 6 instances; 3 upheld/ partly upheld</p> <ul style="list-style-type: none"> • Communication – 4 • Policy or Procedure- 2 <p>Executive and Member Services – 5 instances; 0 upheld/partly upheld</p> <ul style="list-style-type: none"> • Communication – 3 • Planned Works – 1 • Other- 1 <p>Audit and Investigations – 1 instance; 0 upheld Democratic Services- 1 instance; 1 partly upheld Chief Executive Support- 1 instance; 0 upheld</p>	<p>Chief Executive's Service</p> <p><i>Service improvements include:</i></p> <ul style="list-style-type: none"> • Service improvements resulting from complaints are discussed with managers and raised at team meetings. Complaints are seen as an important part of learning and help to improve the quality of service that is provided. • Complaints that are received directly in the Chief Executive's Office are captured and reported monthly along with telephone performance statistics for departments within the Council. Emerging trends are monitored and raised with Directors / Service Heads.