

Appendix 1 - Correlation between root cause, issues types and outcomes of complaints by department

Department, Root Cause and Issue types	Outcomes					Grand Total
	Complaint Withdrawn / Not pursued	Not Upheld	Partly Upheld	Rejected	Upheld	
Adult Social Care	1	54	66	5	31	157
Communication		31	36	4	8	79
Care Needs Assessment or Package		5	5	2		12
Complex Care - Other		6	4	1		11
Duty Team		2	6		1	9
Social worker/ Officer		4	2		2	8
ASC Mental Health		2	4		1	7
Hospital Discharge Service			3		1	4
Rehab & Reablement Service		2	1			3
Community Equipment		1	1		1	3
Access and Information - Other		1	2			3
Duty Team - Other		1	2			3
Hospital Discharge Team		2				2
Communication		1	1			2
Social worker/Officer		1		1		2
Hospital Discharge - Other			1		1	2
Supported Living - Other					1	1
Care Package			1			1
Residential - Other		1				1
Learning Disability Services			1			1
Lack of action		1				1
My Needs Assessment Or Care Package - Supported Living			1			1
Learning Disability			1			1
Care Assesor		1				1
Policy / Procedures		2	4		3	9
Complex Care - Other		1	1		1	3
Hospital Discharge - Other		1	1			2
Social worker/ Officer					1	1
Partnerships - Other			1			1
Care Package Review - Homecare			1			1
Hospital Discharge Service					1	1
Service Failure	1	21	26	1	20	69
Supported Living - Other		1	6	1	3	11
Residential - Other			1		4	5
Social worker/ Officer			5			5
Duty Team		1	1		3	5
Hospital Discharge - Other	1	1	2		1	5
Care Home / Residential Service		1	2		1	4
Hospital Discharge Service		4				4

Department, Root Cause and Issue types	Complaint Withdrawn / Not pursued	Not Upheld	Partly Upheld	Rejected	Upheld	Grand Total
Complex Care - Other		2	1		1	4
Community Equipment					3	3
Care Package Review - Care Home/Residential		2	1			3
Client Invoices			1		1	2
Care Package Review - Supported Living			2			2
Rehab & Reablement Service		2				2
ASC Mental Health			2			2
Access and Information - Other		2				2
Learning Disability Services		2				2
Occupational Therapist			1			1
Residential Care		1				1
My Needs Assessment Or Care Package - Homecare			1			1
Partnerships - Other		1				1
Care Needs Assessment or Package		1				1
Provider Payments					1	1
Care Package					1	1
Mental Health - Other					1	1
Customer Access	19	246	72	14	68	419
Communication	6	41	15	1	24	87
Council Tax - Other		6	2	1	5	14
Council Tax - Enforcement Action		9	3		1	13
Council Tax - Payments, Refunds & Direct Debits		4	1		3	8
Benefits Assessment		4			1	5
Contact Centre - Staff Attitude	1		1		3	5
Libraries – Staff Conduct		2	1		1	4
Customer Access Contact Centre - Other	2	1	1			4
Libraries - Poor Customer Service			1		2	3
Libraries – Noise		1			1	2
Libraries - Other		2				2
Council Tax - Discounts/Exemptions		1			1	2
Local Welfare Assistance - DHP's		1			1	2
Accessing My Account	1				1	2
Business Rates - Direct Debits			1			1
Council Tax - Call Waiting Time		1				1
Independent Travel - Other			1			1
Blue Badge - Service Delay			1			1
Libraries – Poor website navigation		1				1
Council Tax - Poor Customer Experience		1				1
Housing Benefits - Other		1				1
Business Rates - Account		1				1
Benefits -Incorrect Advice Given					1	1
Contact Centre Call Waiting Times	1					1

Department, Root Cause and Issue types	Complaint Withdrawn / Not pursued	Not Upheld	Partly Upheld	Rejected	Upheld	Grand Total
Benefits - Staff Attitude		1				1
Overpayments - Recovery					1	1
Births, Marriages & Deaths		1				1
Report Misuse			1			1
Local Welfare Assistance - Other					1	1
Customer Service Centre - Long Waiting Times					1	1
Poor Customer Service			1			1
Debt Recovery - Customer Service		1				1
Third Party Issue	1					1
Debt Recovery - Payments		1				1
Freedom Pass - Other		1				1
Policy / Procedures	8	173	33	2	14	230
Council Tax - Enforcement Action		61	19		8	88
Council Tax - Other	2	72	7	1	3	85
Council Tax - Discounts/Exemptions		15				15
Council Tax - Payments, Refunds & Direct Debits		7	1			8
Libraries - Other		3	1		1	5
Council Tax - Poor Customer Experience		4	1			5
Housing Benefits - Other	1	2				3
Council Tax - Energy Rebate payment		2				2
Client Affairs - Assessments	1	1				2
Freedom Pass - Assessment			1			1
My Account - Other	1					1
Council Tax - Banding		1				1
Business Rates - Account		1				1
Sports - Other			1			1
Libraries – Noise		1				1
Births, Marriages & Deaths		1				1
Contact Centre - Incorrect information / knowledge					1	1
Local Welfare Assistance - Other		1				1
Local Welfare Assistance - DHP's	1					1
Benefits - Delay In Assessment			1			1
Local Welfare Assistance - Welfare Reforms	1					1
Customer Access Operations - Other					1	1
Other			1			1
Debt Recovery - Invoicing / Billing				1		1
Benefits Assessment	1					1
Debt Recovery - Recovery		1				1
Service Failure	5	32	24	11	30	102
Council Tax - Enforcement Action		8	2	4	4	18
Council Tax - Payments, Refunds & Direct Debits	1	5	1		5	12
Council Tax - Other		1	6	3	1	11

Department, Root Cause and Issue types	Complaint Withdrawn / Not pursued	Not Upheld	Partly Upheld	Rejected	Upheld	Grand Total
Council Tax - Poor Customer Experience			1		6	7
Benefits - Delay In Assessment	1	4	1	1		7
Council Tax - Discounts/Exemptions		1	1		4	6
Libraries – Noise		1			3	4
Housing Benefits - Other			1	1	2	4
Libraries – Environment		1	2			3
Libraries – Staff Conduct		2				2
Benefits Assessment	1			1		2
Customer Service Centre - Staff Attitude		2				2
Libraries - Poor Customer Service		2				2
Debt Recovery - Other		1	1			2
Third Party Issue	1				1	2
Libraries – Availability of Stock			2			2
Financial Assessment			1			1
Libraries - Poor Quality Of Service information provided			1			1
Customer Service Centre - Long Waiting Times			1			1
Benefits -Incorrect Advice Given				1		1
Local Welfare Assistance - Other	1					1
Hubs - Poor Customer Service					1	1
Libraries - Other					1	1
Debt Recovery - Customer Service					1	1
Libraries – Poor Event Delivery			1			1
Debt Recovery - Invoicing / Billing					1	1
Debt Recovery - Account Enquiries		1				1
Libraries – IT equipment		1				1
Overpayments - Recovery		1				1
Libraries – Netloan		1				1
Client Affairs - Other			1			1
Debt Recovery - Payments			1			1
Environment and Leisure	5	36	17	4	11	73
Communication	3	9	8		4	24
Parking & lighting team - parking enforcement		2				2
HS&P – Traffic Enforcement	1				1	2
Community Group			2			2
HS&P - Parking Enforcement	1	1				2
Street Cleaning			1			1
Parking & lighting team - trees			1			1
Community safety team - other		1				1
Environmental enforcement team - Waste on private land	1					1
Parks - Playgrounds & Play Areas					1	1
Highways & Infrastructure - Other		1				1
Parking & lighting team - other					1	1

Department, Root Cause and Issue types	Complaint Withdrawn / Not pursued	Not Upheld	Partly Upheld	Rejected	Upheld	Grand Total
Highways & Infrastructure Team - Crossings & Road Safety			1			1
Parking & lighting team - permits					1	1
HS&P - Other	1					1
Parks - allotments holders day to day issues	1					1
ASB - other			1			1
Sports - Car Park			1			1
Cemeteries - poor customer experience	1					1
Environmental enforcement team - staff attitude			1			1
Licensing Query	1					1
Policy / Procedures		12	2	1	1	16
HS&P - Disabled Bay	2					2
Highways Management - Kerbs (Drop Kerb Application)	1			1		2
HS&P - Permits					1	1
Parks - Playgrounds & Play Areas	1					1
Parking & lighting team - permits	1					1
Environmental enforcement team - Waste on private land	1					1
HS&P - Enforcement (Tow Away)	1					1
Food Safety Query			1			1
Parking & lighting team - parking enforcement	1					1
Highways & Infrastructure - Other	1					1
Parking & lighting team - trees	1					1
Bins – commercial / trade			1			1
Community safety team - other	1					1
Community Group	1					1
Service Failure	2	15	7	3	6	33
Bins - not returned / not returned properly	1	1	1		1	3
Parking & lighting team - bailiff action	2					2
Anti Social Behaviour	1			1		2
Bins – damage to property	1	1				2
Bins - missed	1				1	2
ASB - Neighbour Disputes	1					1
HS&P - Parking Enforcement					1	1
Highways & Infrastructure Team - Disabled Bays (Bays On Public Roads)				1		1
Bins – commercial / trade			1			1
ASB - other	1					1
ASB - Noise Nuisance				1		1
ASB - Noise Nuisance Enforcement	1					1
Bins – Litter bin (full, damaged, missing etc.)			1			1
Highways & Infrastructure Team - Kerbs (Drop Kerb Application)	1					1
Parking & lighting team - trees					1	1
Licensing Query	1					1
Parks - General Information	1					1

Department, Root Cause and Issue types	Complaint Withdrawn / Not pursued	Not Upheld	Partly Upheld	Rejected	Upheld	Grand Total
Parking & lighting team - enforcement (tow away)					1	1
Public Realm - other			1			1
Trading Standards Query		1				1
Poor Customer Service			1			1
Cemeteries - Ground Maintenance	1					1
Sports - Poor customer service			1			1
Flytipping					1	1
Weeds		1				1
Food Safety Query	1					1
Highways & Infrastructure Team - Blocked Drains, Leaks & Floods		1				1
Executive Member Services	1	2	1	3		7
Communication			1			1
Complaints Service - Other			1			1
Policy / Procedures	1	1				2
Electoral Service - Voter registration	1					1
Complaints Service - Does not agree with the final review outcome		1				1
Service Failure		1		3		4
Complaints Service - Other		1		3		4
Finance			1	2	7	10
Communication			1	1	3	5
Payments - Other			1			1
Finance - Accounts Payable					1	1
Payroll - Other					1	1
Insurance - Other				1		1
Invoices - Other					1	1
Policy / Procedures				1		1
Insurance - Other				1		1
Service Failure					4	4
Invoices - Other					2	2
Payments - Other					1	1
Insurance - Other					1	1
Housing	52	472	101	99	290	1014
Communication	25	73	38	22	30	188
Homelessness application - family	8	12	5		2	27
Homelessness application - single person	8	9	4	1		22
Housing Customer - Other		6	3	6	4	19
Application for social housing waiting list		9	4			13
Complaints about Wates		1			11	12
Other	1	7		1	2	11
Repairs To My Property (Including Inspections)	3	4	1	2	1	11
Estate Services	1	2	2	2	1	8

Department, Root Cause and Issue types	Complaint Withdrawn / Not pursued	Not Upheld	Partly Upheld	Rejected	Upheld	Grand Total
Arrears		4	3			7
Housing Enforcement - Other		1	1	4		6
Banding	3		2			5
Communal Repair		3		1		4
Complaints about PS Staff		1	1		2	4
Anti - Social Behaviour		2	2			4
Outstanding Repairs - Other		2		1		3
Poor Customer Service			2		1	3
Tenancy issues			2		1	3
Leasehold Enquiries			2		1	3
Issues with Private Sector accommodation offer		3				3
Officer conduct				2	1	3
Lettings process		1			1	2
Offers of accommodation		1	1			2
Temporary Accommodation or Bed & Breakfast		1		1		2
Bidding		1			1	2
Parking		2				2
Planned Maintenance Of My Property	1				1	2
Payment / Arrears				1		1
Bedroom Entitlement			1			1
Contractor		1				1
Rent Refund			1			1
Application			1			1
Policy / Procedures	4	41	3	4	1	53
Other		7				7
Housing Customer - Other		5		1		6
Homelessness application - family	1	5				6
Anti - Social Behaviour		5				5
Offers of accommodation		2		1		3
Application for social housing waiting list		3				3
Decision		2				2
Banding	1	1				2
Bedroom Entitlement		1	1			2
Contractor		1				1
Complaints about Wates					1	1
My Personal & Household Details			1			1
Communal Repair		1				1
Parking		1				1
Gas Safety		1				1
My New Home		1				1
Temporary Accommodation or Bed & Breakfast	1					1
Billing		1				1

Department, Root Cause and Issue types	Complaint Withdrawn / Not pursued	Not Upheld	Partly Upheld	Rejected	Upheld	Grand Total
Rent Refund			1			1
Outstanding Repairs - Other		1				1
Communal Cleaning				1		1
Payment / Arrears		1				1
Housing Enforcement - Other				1		1
Issues with Private Sector accommodation offer	1					1
Arrears		1				1
Grants & Adaptations		1				1
Service Failure	23	358	60	73	259	773
Repairs To My Property (Including Inspections)	3	150	1	19	68	241
Outstanding Repairs - Other		62	1	13	55	131
Complaints about Wates		7	1	10	56	74
Communal Repair		35	1	10	14	60
Housing Customer - Other	2	14	10	2	13	41
Anti - Social Behaviour	1	17	11	2	4	35
Homelessness application - single person	11	8	7	2	2	30
Estate Services	1	10	7		10	28
Homelessness application - family	1	8	5	1	7	22
Poor Customer Service		5	1	1	6	13
Other		4	1	1	1	7
Temporary Accommodation or Bed & Breakfast		4	1	1		6
Rent Refund	2	1			3	6
Leasehold Enquiries		3	1	1	1	6
Banding	1	1	1	2	1	6
Planned Maintenance Of My Property		2			3	5
Gas Safety		4	1			5
Parking		1	1	2		4
Offers of accommodation		2	1	1		4
Asbestos Safety		1			3	4
Tenancy issues		2	1	1		4
Complaints about Oakray		2			2	4
Bidding			2	1	1	4
Issues with Private Sector accommodation offer	1	3				4
Application for social housing waiting list		2	2			4
Officer conduct			2		1	3
Application		3				3
Fire Safety		1			2	3
My New Home				1	2	3
Housing Enforcement - Other		2				2
Contractor					2	2
Lettings process				1	1	2
Damp and/or mould		1				1

Department, Root Cause and Issue types	Complaint Withdrawn / Not pursued	Not Upheld	Partly Upheld	Rejected	Upheld	Grand Total
Billing					1	1
Electrical Safety		1				1
Bedroom Entitlement				1		1
Complaints about PS Staff		1				1
Communal Cleaning			1			1
Grants & Adaptations - Other		1				1
Integration & Improved Outcomes	3	69	69	4	26	171
Communication	2	40	37		13	92
BFFD/MASH/NRPF - Quality of Service		6	3		2	11
Care Planning - Leaving Care		3	7			10
East Locality Teams - Social Workers		4	2			6
East Locality - Other		4	1			5
BFFD/MASH/NRPF - Advice given	1	2	2			5
West Locality Teams - Social Workers		4			1	5
BFFD/MASH/NRPF - Timeliness of service			2		2	4
West Locality - Other		2	1			3
Looked after Children - Leaving Care		1	2			3
Care Package		1	2			3
Young people in care - Corporate Parenting					3	3
Looked after Children - Social Workers		1	2			3
CYP LAC & Permanency - Other		1	1		1	3
Children & Young People With Disabilities		1	1			2
Looked after Children - Corporate Parenting			2			2
East Locality Teams - Family Social Work		1	1			2
West Locality Teams - Family Social Work		2				2
Child Protection Conference		1	1			2
SEND Specialist Services - Communication issues			1		1	2
CYP CWD - Other		2				2
Input form service		1	1			2
CYP Family Solutions - Other					2	2
SEND Specialist Services - report for EHCP			1			1
SEND Specialist Services - Quality of service			1			1
Young people in care - Personal Advisors		1				1
SEND Specialist Services - Assessment			1			1
BFFD/MASH/NRPF - Referral decisions					1	1
CYP Troubled Families - Other	1					1
Looked After Child - Other			1			1
Social Workers		1				1
Accelerated Support - Other			1			1
Virtual School - Service delayed or not provided		1				1
Policy / Procedures		8	2		1	11
SEND Specialist Services - Advice given		3				3

Department, Root Cause and Issue types	Complaint Withdrawn / Not pursued	Not Upheld	Partly Upheld	Rejected	Upheld	Grand Total
East Locality Teams - Assessment		2				2
CYP LAC & Permanency - Other			1			1
Care Planning - Leaving Care		1				1
West Locality Teams - Family Social Work		1				1
SEND Specialist Services - Quality of service					1	1
Input form service			1			1
BFFD/MASH/NRPF - Referral decisions		1				1
Service Failure	1	21	30	4	12	68
Care Package		1	4		3	8
CYP CWD - Other		3	1		1	5
SEND Specialist Services - report for EHCP		2	3			5
BFFD/MASH/NRPF - Quality of Service			1	1	2	4
BFFD/MASH/NRPF - Referral decisions		2	1			3
Looked after Children - Corporate Parenting		1	1	1		3
CYP LAC & Permanency - Other		1	1		1	3
Accelerated Support - Other			2			2
Looked after Children - Social Workers			2			2
Looked after Children - Placements			2			2
SEND Specialist Services - Advice given		2				2
Transitions Service		2				2
Care Planning - Leaving Care			2			2
East Locality - Other	1			1		2
Child Protection Conference			1			1
Fostering & Adoption - Other		1				1
West Locality - Other			1			1
CYP Family Solutions - Other		1				1
BFFD/MASH/NRPF - Advice given			1			1
West Locality Teams - Family Social Work			1			1
Social Workers		1				1
Young people in care - Corporate Parenting			1			1
East Locality Teams - Social Workers					1	1
SEND Specialist Services - Query response			1			1
Looked After Child - Other		1				1
Early Years Service (Age 0 To 5) - Nursery Education Grants		1				1
Care Planning - other				1		1
SEND Specialist Services - Assessment			1			1
Short Breaks / Respite					1	1
East Locality Teams - Assessment					1	1
Children & Young People With Disabilities - Assessments			1			1
East Locality Teams - CIN meetings & family conferences			1			1
SEND Specialist Services - Quality of service					1	1
East Locality Teams - Family Social Work		1				1

Department, Root Cause and Issue types	Complaint Withdrawn / Not pursued	Not Upheld	Partly Upheld	Rejected	Upheld	Grand Total
Young People In Care - Other			1			1
CYP Troubled Families - Other		1				1
Direct Payments					1	1
Legal		3	1			4
Policy / Procedures		1				1
Legal Team - Brent Legal Service		1				1
Service Failure		2	1			3
Legal Team - Brent Legal Service		2	1			3
Property & Assets		8	4			12
Communication			2			2
Residential property team - Other			1			1
Development management - poor customer service			1			1
Policy / Procedures		3				3
Access & Facilities - Brent Civic Centre		1				1
Commercial Property - Other		1				1
Acquisitions & Disposals residential valuations, CPOs, i4B, leases, loft/basement/garden sales)		1				1
Service Failure		5	2			7
Access & Facilities - Brent Civic Centre		3	1			4
Residential Construction (new Council homes)		1				1
Residential property team - Other		1				1
Development management - Other			1			1
Public Health		8	4		4	16
Communication		2	1		1	4
Libraries – Staff Conduct			1			1
Libraries – Poor website navigation		1				1
Libraries – Noise		1				1
Libraries - Poor Customer Service					1	1
Policy / Procedures		1	1		1	3
Libraries - Other		1			1	2
Sports - Other			1			1
Service Failure		5	2		2	9
Libraries – Staff Conduct		2				2
Libraries – Noise		1			1	2
Libraries - Poor Quality Of Service information provided			1			1
Libraries - Poor Customer Service		1				1
Libraries – Environment		1				1
Libraries – Availability of Stock			1			1
Libraries - Other					1	1
Regeneration, Growth & Employment	6	17	4		3	30
Communication	2	2			1	5
Planning Enforcement - Other	1				1	2

Department, Root Cause and Issue types	Complaint Withdrawn / Not pursued	Not Upheld	Partly Upheld	Rejected	Upheld	Grand Total
Other Planning matters	1	1				2
Other		1				1
Policy / Procedures	2	6	1			9
South Kilburn Estates Regeneration	1	2	1			4
Other Planning matters	1	1				2
Delays to taking action		1				1
Inadequate Investigation or Analysis		1				1
Planning Enforcement - poor customer service		1				1
Service Failure	2	9	3		2	16
Poor Customer Service			2		2	4
South Kilburn Estates Regeneration		4				4
Other Planning matters	1	3				4
Other		1				1
Regeneration - Other		1				1
Inadequate Investigation or Analysis			1			1
Lack of action	1					1
Safeguarding Partnership & Strategy	1	16	3		6	26
Communication		5			2	7
CYP Commissioning - Other		2			1	3
School Admissions - In Year Admissions		1				1
Independent Reviewing Officer - Reports & Records		1				1
Child Protection - Reports & Records					1	1
CYP School Admissions - Other		1				1
Policy / Procedures		2	1			3
Child Protection - CP Conferences			1			1
School Admissions - School Transport		1				1
CYP Commissioning - Other		1				1
Service Failure	1	9	2		4	16
School Admissions - Child out of school		3				3
School Admissions - Free School Meals		1			1	2
School Admissions - In Year Admissions		2				2
CYP Commissioning - Other	1		1			2
Commissioning - 3rd party contractor issues					1	1
CYP Business Support - Service not up to standard					1	1
Commissioning - Poor customer service			1			1
Child Protection - LADO		1				1
School Admissions - Transfer Admissions					1	1
Quality Assurance - Other		1				1
Gordon Brown Centre - Care Provided		1				1
Transformation			1		3	4
Communication					1	1

Department, Root Cause and Issue types	Complaint Withdrawn / Not pursued	Not Upheld	Partly Upheld	Rejected	Upheld	Grand Total
Hubs - Poor Customer Service					1	1
Service Failure			1		2	3
FOI - Other					1	1
Information Governance - Other			1			1
i4B/FWH - Other					1	1
Strategy & Partnerships		1				1
Communication		1				1
Prevent		1				1
HR			1			1
Communication			1			1
HR Team - Brent Recruitment Complaint			1			1
Grand Total	88	924	341	131	445	1929