

17 July 2024

By email

Ms Holdsworth
Chief Executive
Royal Borough of Kensington & Chelsea

Dear Ms Holdsworth

Annual Review letter 2023-24

I write to you with your annual summary of complaint statistics from the Local Government and Social Care Ombudsman for the year ending 31 March 2024. The information offers valuable insight about your organisation's approach to complaints, and I know you will consider it as part of your corporate governance processes. As such, I have sought to share this letter with the Leader of your Council and Chair of the appropriate Scrutiny Committee, to ensure effective ownership and oversight of complaint outcomes, which offer valuable opportunities to learn and improve. In addition, this year, we have encouraged Monitoring Officers to register to receive the letter directly, supporting their role to report the decisions we uphold to their council.

For most of the reporting year, Paul Najsarek steered the organisation during his tenure as interim Ombudsman, and I was delighted to take up the role of Ombudsman in February 2024. I look forward to working with you and colleagues across the local government sector to ensure we continue to harness the value of individual complaints and drive and promote systemic change and improvement across the local government landscape.

While I know this ambition will align with your own, I am aware of the difficult financial circumstances and service demands that make continuous improvement a challenging focus for the sector. However, we will continue to hold organisations to account through our investigations and recommend proportionate actions to remedy injustice. Despite the challenges, I have great confidence that you recognise the valuable contribution and insight complaints, and their swift resolution, offer to improve services for the public.

Complaint statistics

Our statistics focus on three key areas that help to assess your organisation's commitment to putting things right when they go wrong:

Complaints upheld - We uphold complaints when we find fault in an organisation's actions, including where the organisation accepted fault before we investigated. We include the total number of investigations completed to provide important context for the statistic. This year, we also provide the number of upheld complaints per 100,000 population.

Compliance with recommendations - We recommend ways for organisations to put things right when faults have caused injustice and monitor their compliance with our recommendations. Failure to comply is rare and a compliance rate below 100% is a cause for concern.

Satisfactory remedy provided by the authority - In these cases, the organisation upheld the complaint and we agreed with how it offered to put things right. We encourage the early resolution of complaints and give credit to organisations that accept fault and find appropriate ways to put things right.

Finally, we compare the three key annual statistics for your organisation with similar authorities to provide an average marker of performance. We do this for County Councils, District Councils, Metropolitan Boroughs, Unitary Councils, and London Boroughs.

Your annual data, and a copy of this letter, will be uploaded to our interactive map, [Your council's performance](#), on 24 July 2024. This useful tool places all our data and information about councils in one place. You can find the detail of the decisions we have made about your Council, read the public reports we have issued, and view the service improvements your Council has agreed to make as a result of our investigations, as well as previous annual review letters.

Your organisation's performance

During the year, we [issued a public report](#) about your Council's delay in dealing with a resident's homelessness application. Our investigation found the Council delayed acting when the complainant reported he was homeless and took eleven weeks to issue a decision. Your Council also wrongly considered he had not been a victim of domestic abuse, as it said the abuser was not 'personally connected' to him. The Council's failings caused uncertainty and distress to the complainant.

We asked your Council to apologise, make a small payment and review the homelessness duty owed to him. During our investigation your Council told us it had a backlog of over 500 homelessness applications, caused by an increase in demand. You are acting to manage this, but there are still long delays in dealing with cases. We asked your Council to apologise to those waiting for a decision and draw up a plan to reduce the backlog.

Beyond this case, I welcome that your Council agreed to, and carried out, the recommendations we made in 14 cases during the year. However, it is disappointing that in three of those cases you did not complete the recommendations within the agreed timescales. Two of those cases involved the same complainant, when there was a delay of 12 weeks in sending out a reminder to staff. In the third case there was a delay of more than a month sending an apology and a payment to remedy a housing complaint.

We have noted more delay in our investigation enquiries. Four-fifths of the enquiries we made to you concerned housing complaints. We received almost half of these responses after the deadline. In one case we had to threaten to issue a witness summons to get a response. In another you took 12 weeks to reply to a query about whether a complaint had been through your processes. In a third housing case you sent a document about another case and a draft response rather than final response. Finally in another case your Council took three months, including us threatening to issue another witness summons, to confirm a simple question about a complainant's housing case. I ask you to remind your housing staff that late and inadequate responses both delay our investigations, and, if there is fault, prolongs the injustice suffered.

I understand the demands on the department and hope the various measures I know you are taking result in improved management of complaints over the coming year. If there is any support we can offer, please do let me know.

Supporting complaint and service improvement

In February, following a period of consultation, we launched the [Complaint Handling Code](#) for councils, setting out a clear process for responding to complaints effectively and fairly. It is aligned with the Code issued to housing authorities and landlords by the Housing Ombudsman Service and we encourage you to adopt the Code without undue delay. Twenty councils have volunteered to take part in an implementation pilot over the next two years that will develop further guidance and best practice.

The Code is issued to councils under our powers to provide guidance about good administrative practice. We expect councils to carefully consider the Code when developing policies and procedures and will begin considering it as part of our processes from April 2026 at the earliest.

The Code is considered good practice for all organisations we investigate (except where there are statutory complaint handling processes in place), and we may decide to issue it as guidance to other organisations in future.

Our successful complaint handling training programme continues to develop with new modules in Adult Social Care and Children's Services complaint handling available soon. All our courses include practical interactive workshops that help participants develop their complaint handling skills. We delivered 126 online workshops during the year, reaching more than 1,700 people. To find out more visit www.lgo.org.uk/training or get in touch at training@lgo.org.uk.

We were pleased to deliver two online complaint handling courses to your staff during the year. I welcome your Council's investment in good complaint handling training and trust the courses were useful to you.

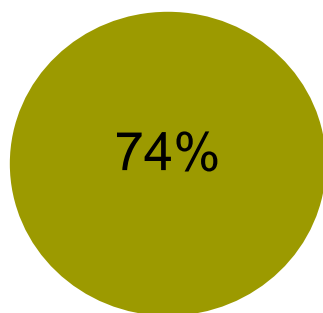
Returning to the theme of continuous improvement, we recognise the importance of reflecting on our own performance. With that in mind I encourage you to share your view of our organisation via this survey: <https://www.smartsurvey.co.uk/s/ombudsman/>. Your responses will help us to assess our impact and improve our offer to you. We want to gather a range of views and welcome multiple responses from organisations, so please do share the link with relevant colleagues.

Yours sincerely,



Amerdeep Somal
Local Government and Social Care Ombudsman
Chair, Commission for Local Administration in England

Complaints upheld



74% of complaints we investigated were upheld.

This compares to an average of **85%** in similar organisations.

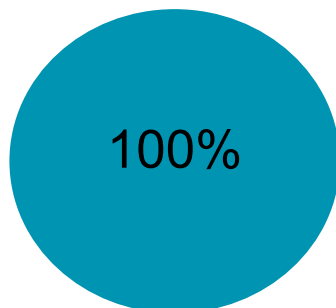
20
upheld decisions

This is 13.7 upheld decisions per 100,000 residents.

The average for authorities of this type is 8.2 upheld decisions per 100,000 residents.

Statistics are based on a total of **27** investigations for the period between 1 April 2023 to 31 March 2024

Compliance with Ombudsman recommendations



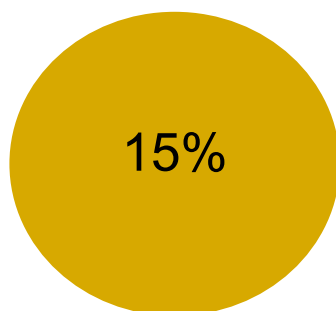
In **100%** of cases we were satisfied the organisation had successfully implemented our recommendations.

This compares to an average of **99%** in similar organisations.

Statistics are based on a total of **14** compliance outcomes for the period between 1 April 2023 to 31 March 2024

- Failure to comply with our recommendations is rare. An organisation with a compliance rate below 100% should scrutinise those complaints where it failed to comply and identify any learning.

Satisfactory remedy provided by the organisation



In **15%** of upheld cases we found the organisation had provided a satisfactory remedy before the complaint reached the Ombudsman.

This compares to an average of **12%** in similar organisations.

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satisfactory remedy decisions

Statistics are based on a total of **20** upheld decisions for the period between 1 April 2023 to 31 March 2024