

Business Group: Adults Social Care

Service: Customer Engagement and Business Analysis

Number of complaints received

	Stage One	Stage Two	Stage Three	LGO
2018/19 Financial Year	113	n/a	n/a	5
2017/18 Financial Year	97	n/a	n/a	7

If you were unable to include any figures in the table above, please explain why.

The Adult Social Care statutory complaints process does not have Stage 2 and 3 escalations, rather after Stage 1 complaints can be escalated to the LGSCO.

If there is a significant variation between the number of complaints received in 2018/19 and 2017/18 please detail why this may be the case.

We have noted a 16% increase in complaints. This is mainly because of an increase in complaints about care and assessment services.

Further information

Please put the number of complaints received into context. This could include detailing the number of customer/resident contact received over the same period, or highlighting if a service is likely by its nature to attract a large number of complaints.

22% of the complaints recorded were about the quality of service. This can refer to many things, in terms of home care it can mean lack of cleanliness, inconsistency in carers, not completing care tasks and/or to a good standard, loss/breakage of items to name a few. Whereas in terms of care and assessment complaints it can refer to social workers not completing tasks to a good standard. Other categories where high number so complaints were received were communication (18%), service failure (14%) and service delay (14%).

The data for this year shows that 50% of complaints this year were about care and assessment services which is higher than last year's 38%. Most complaints have been about the eligibility/outcome of an assessment, quality of service, service delay or the attitude of staff.

26% of total complaints received were about homecare services. This is lower than the 47% that was recorded last year. Homecare complaints have seen a reduction which could reflect improvement in provision or barriers may still exist preventing people from raising concerns about their homecare. There have also been some changes to homecare provision in RBKC towards the end of Q4. There will be further monitoring in 2019/20 to ensure an accurate depiction is made.

The number of complaints that are fully or partly upheld is 54% this year which is lower than last year, however there are fewer complaints that were fully upheld this year. Those that were upheld this year were about the quality of service or about the outcome of an assessment decision.

The Customer Engagement Team (CET) records feedback about Adult Social Care services and this year we have recorded 26 such instances. These have been about a variety of issues, including service requests, requests for information, and suggestions for improvement to services and/or informal complaints. These can be about assessments, homecare, external providers and/or mental health services. The CET responds to these where appropriate in writing within 10 working days.

Can you please outline what learning there has been as a result of receiving and dealing with complaints during this reporting period.

- Arrange to meet new staff as part of their induction plan to ensure they understand the complaints handling and investigation steps in RBKC.
- Arranged meetings with homecare providers to refresh handling and investigation processes.
- Provided a bespoke training session focusing on prevention and learning with the Reablement team

In addition, below are a couple of examples of learnings from complaints that have led to service improvements

- A service user told us that our communication in connection with their Direct Payment and its management was poor and we didn't make reasonable adjustments to the format of our correspondence. We found that there were delays and lapses in our communication which was further compounded by the fact that the communication was not in the correct format. As a result, we reminded the team to always follow up on tasks and put outcomes in writing. The format requirements for all correspondence were recorded on the front page of our system to prevent further instances.
- A service user complained about their homecare – there was a problem with the consistency in carers, timekeeping and the branch not taking their concerns seriously. As a result, we asked the provider to investigate this thoroughly. They upheld all complaints and apologised for the distress caused because of having different carers attending. They reviewed the logs and upheld the timing issues and agreed new times with the service user, apologised for poor communication and arranged training for the carers and office staff to improve performance.

Use the space below to comment on praise or positive comments received during the reporting period.

23 compliments were recorded this year for RBKC.

Business Group: Children's Services

Service: Customer Relationship Team

Number of complaints received

	Stage One	Stage Two	Stage Three	LGO
2018/19 Financial Year	35	04	04	4
2017/18 Financial Year	31	02	0	11

If you were unable to include any figures in the table above, please explain why.

If there is a significant variation between the number of complaints received in 2018/19 and 2017/18 please detail why this may be the case.

We had four more complaints received in 2018/19 than the previous year due to complainants sending in more than one complaint albeit about different issues.

Further information

Please put the number of complaints received into context. This could include detailing the number of customer/resident contact received over the same period, or highlighting if a service is likely by its nature to attract a large number of complaints.

Of the 38 complaints received, 13 complaints were about the Special Educational Needs and Disabilities Team while the rest were split between Looked After Children, Short breaks and Disabled Children's Team.

Can you please outline what learning there has been as a result of receiving and dealing with complaints during this reporting period.

- 1) Better communications between the Service and Service users
- 2) Keeping parents updated with the progress of their child's Education Health Care Plan
- 3) Explaining the contents of an assessment report to a parent and managing their expectations with regards to amending a report.

Use the space below to comment on praise or positive comments received during the reporting period.

From the comments and compliments received from Service users, please see below for examples of positive comments.

"Thank you to you and your team for providing L with a plan that should offer him a great chance to fulfil his potential and supporting him through his education journey."

"The transport and escorts for the rest of the students has been excellent since the return to school - so many thanks for that."

"Thanks again to you and M for all your excellent and caring advice over the last many weeks. I'm also grateful for your help yesterday. Your whole team has been wonderful throughout this whole process, and very patient with me! We purchased C's uniform for KAA yesterday, and he is looking forward to joining school with the other new students tomorrow."

Business Group: Planning and Borough Development

Service: Planning and Place

Number of complaints received

	Stage One	Stage Two	Stage Three	LGO
2018/19 Financial Year	28	14	7	0
2017/18 Financial Year	19	10	2	3

If you were unable to include any figures in the table above, please explain why.

If there is a significant variation between the number of complaints received in 2018/19 and 2017/18 please detail why this may be the case.

There has been an increase in complaints in 2018/19. We have had more complaints regarding the handling of applications and enforcement cases.

Further information

Please put the number of complaints received into context. This could include detailing the number of customer/resident contact received over the same period, or highlighting if a service is likely by its nature to attract a large number of complaints.

Handling of Planning Applications – 32

Staff Issues (like not responding to emails) – 5

Handling of Enforcement cases – 8

Handling of Building control cases - 4

Can you please outline what learning there has been as a result of receiving and dealing with complaints during this reporting period.

These complaints are taken to Senior Management Meetings on a quarterly bases and reviewed.

Use the space below to comment on praise or positive comments received during the reporting period.

We received 49 compliments in this period mostly regarding staff conduct.

Business Group: Environment and Communities

Service: Cleaner Greener and Cultural Services

Number of complaints received

	Stage One	Stage Two	Stage Three	LGO
2018/19 Financial Year	9	4	6	0
2017/18* Financial Year	18	2	1	

If you were unable to include any figures in the table above, please explain why.

If there is a significant variation between the number of complaints received in 2018/19 and 2017/18 please detail why this may be the case.

*In 2017/2018 figures were combined with Environmental Health

The increase in Stage 3 complaints is due to complainants writing directly to the Executive Director rather than following the Stage 1 and 2 process.

Further information

Please put the number of complaints received into context. This could include detailing the number of customer/resident contact received over the same period, or highlighting if a service is likely by its nature to attract a large number of complaints.

The directorate offers a wide range of services including parks police, commercial waste, waste collection, street enforcement, markets development and management, parks and leisure, arts and culture which includes museums and filming and events management. It provides support to the organisers of Notting Hill Carnival. In comparison to the number of interactions the services have within residents, businesses, and members of the public the total number of complaints is comparatively low.

Waste Management received 2214 service requests in the last financial year. Most service requests relate to fly-tipping, missed bin collections, street sweeping and are dealt with within 24 hours. The team received six Stage 1 complaints, four Stage 2 complaints and five Stage 3 complaints.

Culture received 1 Stage One complaint relating to carnival clean-up.

Markets received 1 Stage One complaint regarding a specific trading site.

Leisure and Parks received 1 Stage One complaint relating to the service received at one of our cemeteries and 1 Stage Three complaint.

Can you please outline what learning there has been as a result of receiving and dealing with complaints during this reporting period.

The service area reviews all complaints and lessons learnt on a quarterly basis. At these meetings all complaints are reviewed and discussions are had with a focus on any lessons learnt. In addition, there is now a waste management and recycling dashboard in place where Key Performance Indicators and complaints will be monitored on an ongoing basis. There is a need to focus on delivering great and consistent customer service. Therefore, customer satisfaction surveys for all Street Trading (including Carnival) and Market Traders is being conducted along with reviews of trading terms and conditions, and the production of a Trading Handbook to clarify the expectations of the trader and officer.

Business Group: Environment and Communities

Service: Private Sector Housing Team

Number of complaints received

	Stage One	Stage Two	Stage Three	LGO
2018/19 Financial Year	10	2	1	0
2017/18 Financial Year	4	0	0	0

If you were unable to include any figures in the table above, please explain why.

If there is a significant variation between the number of complaints received in 2018/19 and 2017/18 please detail why this may be the case.

In 2018-19 the number of complaints made against the service has increased. This is mainly due to requests from residents, leaseholders and landlords who are not satisfied with the outcome of their investigations and request a review. This included residents requesting the Council to take enforcement action where it was not appropriate to do so and where leaseholders did not agree with officers that they needed to apply for an HMO licence. Two escalated to Stage 2 and one escalated to Stage 3. The stage 3 complaint was partially upheld due to the lack of communication between the Council and complainant. This happened after the ending of the Bi-Borough arrangements, a change of management and staff leaving which led to a breakdown of the allocation and progression of service requests.

Further information

Please put the number of complaints received into context. This could include detailing the number of customer/resident contact received over the same period, or highlighting if a service is likely by its nature to attract a large number of complaints.

Thirty Councillor Enquiries, five MP Enquires and two VIP enquiries were received for the Housing Team this period. These relate to various issues ranging from Housing Defects, Overcrowding and infestation. All enquiries were satisfactorily resolved.

Can you please outline what learning there has been as a result of receiving and dealing with complaints during this reporting period.

The stage 3 complaint could have been averted if there had been an effective handover of cases when staff left. In future the service will ensure that when Officers leave the Council the manager will go through outstanding cases and allocate to another officer to progress and be monitored through staff supervisions.

Use the space below to comment on praise or positive comments received during the reporting period.

Two comments on praise were received for this team during this year.

Business Group: Environment and Communities

Service: Noise and Nuisance Team

Number of complaints received

	Stage One	Stage Two	Stage Three	LGO
2018/19 Financial Year	18	3	2	2
2017/18 Financial Year	9	1	1	1

If you were unable to include any figures in the table above, please explain why.

If there is a significant variation between the number of complaints received in 2018/19 and 2017/18 please detail why this may be the case.

There has been an increase this year regarding service complaints which has been due to expectations of residents and the powers available to the Council with regard to sound insulation, disclosures under Freedom of Information, delays in work being completed for residents in a timely basis, dealing with breaches of notices served and delays in response to complainants where their complaints cross more than one department within the Council. All these complaints are fully investigated and responded to on a timely basis. The two cases that escalated to the LGO were regarding poor sound insulation in the complainant's premises that was difficult to witness by officers, however in one case the Council worked with the Housing Association to establish whether the poor sound insulation could be improved.

Further information

Please put the number of complaints received into context. This could include detailing the number of customer/resident contact received over the same period, or highlighting if a service is likely by its nature to attract a large number of complaints.

Sixty Councillor enquiries were received for the Noise and Nuisance Team this period along with four MP enquiries. These enquiries range from sound insulation issues, noise from Licensed/Food Premises causing issues for surrounding residents and noise from construction sites. All enquiries have been concluded with responses issued to relevant persons.

Can you please outline what learning there has been as a result of receiving and dealing with complaints during this reporting period.

A number of the complaints were in relation to investigations that have continued for many months (and, in some cases, years), with many officers being involved. We need to be clearer on the service that we provide, how we will investigate a person's complaint and the circumstances when we will close a case once all reasonable efforts have been made".

Use the space below to comment on praise or positive comments received during the reporting period.

Eight responses were received regarding praise for officers within this team for this period.

Business Group: Environment and Communities

Service: Licensing

Number of complaints received

	Stage One	Stage Two	Stage Three	LGO
2018/19 Financial Year	0	0	0	0
2017/18 Financial Year	0	0	0	0

If you were unable to include any figures in the table above, please explain why.

If there is a significant variation between the number of complaints received in 2018/19 and 2017/18 please detail why this may be the case.

Further information

Please put the number of complaints received into context. This could include detailing the number of customer/resident contact received over the same period, or highlighting if a service is likely by its nature to attract a large number of complaints.

Four Councillor Enquiries were received for this period. These related to noise and nuisance being caused by:

- patrons outside a licensed premise
- an enquiry about 'late night levy'
- an enquiry regarding special treatment licensing for a premises and;
- an enquiry regarding a birthday party that escalated into an incident after details were released on social media.

All enquiries were dealt with to a satisfactory conclusion.

Can you please outline what learning there has been as a result of receiving and dealing with complaints during this reporting period.

Use the space below to comment on praise or positive comments received during the reporting period.

Business Group: Environment and Communities

Service: Pest Control

Number of complaints received

	Stage One	Stage Two	Stage Three	LGO
2018/19 Financial Year	0	0	0	0
2017/18 Financial Year	1	0	0	0

If you were unable to include any figures in the table above, please explain why.

If there is a significant variation between the number of complaints received in 2018/19 and 2017/18 please detail why this may be the case.

Further information

Please put the number of complaints received into context. This could include detailing the number of customer/resident contact received over the same period, or highlighting if a service is likely by its nature to attract a large number of complaints.

Two Councillor Enquiries were received for this period. These related to mice infestation within a tenant's flat and a request by a Councillor regarding the Council's policy on dumping of waste material. Both enquiries have been dealt with to a satisfactory conclusion.

Can you please outline what learning there has been as a result of receiving and dealing with complaints during this reporting period.

Use the space below to comment on praise or positive comments received during the reporting period.

Business Group: Environment and Communities

Service: Food Safety

Number of complaints received

	Stage One	Stage Two	Stage Three	LGO
2018/19 Financial Year	0	0	0	0
2017/18 Financial Year	2	0	0	0

If you were unable to include any figures in the table above, please explain why.

If there is a significant variation between the number of complaints received in 2018/19 and 2017/18 please detail why this may be the case.

Further information

Please put the number of complaints received into context. This could include detailing the number of customer/resident contact received over the same period, or highlighting if a service is likely by its nature to attract a large number of complaints.

Six Councillor enquiries were received regarding the Food safety team this year. These relate to questions being asked regarding mice infestation, food debris being left outside a hotel, pop-up street vendors and obsolete air vent ducting in a food premises. All enquires have been satisfactorily resolved.

Can you please outline what learning there has been as a result of receiving and dealing with complaints during this reporting period.

Use the space below to comment on praise or positive comments received during the reporting period.

One compliment was received for this team in this period.

Business Group: Environment and Communities

Service: Health and Safety

Number of complaints received

	Stage One	Stage Two	Stage Three	LGO
2018/19 Financial Year	1	0	0	0
2017/18 Financial Year	0	0	0	0

If you were unable to include any figures in the table above, please explain why.

If there is a significant variation between the number of complaints received in 2018/19 and 2017/18 please detail why this may be the case.

Although this one complaint came through to us as a service complaint we could not verify if the complaint related to one of our officers. After further investigation it transpired the fault lay with the premise's Health and Safety Advisors and not the Council's.

Further information

Please put the number of complaints received into context. This could include detailing the number of customer/resident contact received over the same period, or highlighting if a service is likely by its nature to attract a large number of complaints.

Health and Safety Team received two Councillor Enquiry and one enquiry from a Member of Parliament for this period. The Councillor enquiry related to unsafe work being carried out at South Kensington Tube Station and the MP enquiry related to a property run by a Housing Association where bags of asbestos had been left outside the property for collection. Both cases were dealt with to a satisfactory conclusion.

Can you please outline what learning there has been as a result of receiving and dealing with complaints during this reporting period.

The complaint was mistaken identity, as a council officer was not involved and it was found to be the sites health and safety advisor.

Use the space below to comment on praise or positive comments received during the reporting period.

Business Group: Environment and Communities

Service: Environmental Quality Unit

Number of complaints received

	Stage One	Stage Two	Stage Three	LGO
2018/19 Financial Year	0	0	0	0
2017/18 Financial Year	1	0	0	0

If you were unable to include any figures in the table above, please explain why.

If there is a significant variation between the number of complaints received in 2018/19 and 2017/18 please detail why this may be the case.

No significant variance for this year

Further information

Please put the number of complaints received into context. This could include detailing the number of customer/resident contact received over the same period, or highlighting if a service is likely by its nature to attract a large number of complaints.

Can you please outline what learning there has been as a result of receiving and dealing with complaints during this reporting period.

Six Councillor Enquiries were received for 2018/19 regarding air pollution in the borough and helicopter noise. One enquiry crossed over several teams as it requested information regarding Licensing, Noise and Nuisance, Health and Safety and Air Pollution. Officers within Environmental Quality Unit responded to the Councillors with a satisfactory conclusion.

Use the space below to comment on praise or positive comments received during the reporting period.

One compliment was received by this team for this period.

Business Group: Environment and Communities

Service: Support Services

Number of complaints received

	Stage One	Stage Two	Stage Three	LGO
2018/19 Financial Year	1	0	0	0
2017/18 Financial Year	0	0	0	0

If you were unable to include any figures in the table above, please explain why.

If there is a significant variation between the number of complaints received in 2018/19 and 2017/18 please detail why this may be the case.

Further information

Please put the number of complaints received into context. This could include detailing the number of customer/resident contact received over the same period, or highlighting if a service is likely by its nature to attract a large number of complaints.

One service complaint was received by Support Services relating to the delay in responding to a Freedom of Information/Subject Access Request. This was a legal case and involved several departments trying to collate the response for the recipient. This has now been concluded.

Can you please outline what learning there has been as a result of receiving and dealing with complaints during this reporting period.

Use the space below to comment on praise or positive comments received during the reporting period.

This service received six cases regarding praise this year.

Business Group: Environment and Communities

Service: Trading Standards

Number of complaints received

	Stage One	Stage Two	Stage Three	LGO
2018/19 Financial Year	1	1	0	0
2017/18 Financial Year	1	0	0	0

If you were unable to include any figures in the table above, please explain why.

If there is a significant variation between the number of complaints received in 2018/19 and 2017/18 please detail why this may be the case.

Trading standards received a complaint regarding a college which had in the past had awarded American Degrees, this business had moved away from the borough a few years ago and the complaint related to a degree awarded 10 years ago. There was no action we could take due to the length of time since the complainant's graduation and that we could find nothing misleading about the college's actions. The Complaint went to stage two at which point the complainant launched a Judicial Review action which was heard in the High Court and the petition was rejected as having no merit.

Further information

Please put the number of complaints received into context. This could include detailing the number of customer/resident contact received over the same period, or highlighting if a service is likely by its nature to attract a large number of complaints.

Three Councillor Enquiries were received this period along with two MP enquiries. The Councillor Enquiries related to the Council's views on VAPE shops in the borough, an enquiry regarding details of a company on Companies House and an enquiry made by the Councillor on behalf of a resident regarding purchase of an item not suitable for purpose. All these three cases were resolved satisfactorily. The MP enquiries relate to a constituent who was complaining about the service of a contractor they had hired and the other related to issues regarding an estate agent/letting agent. Both enquiries have been resolved.

Can you please outline what learning there has been as a result of receiving and dealing with complaints during this reporting period.

Use the space below to comment on praise or positive comments received during the reporting period.

Business Group: Environment and Communities

Service: Registrars

Number of complaints received

	Stage One	Stage Two	Stage Three	LGO
2018/19 Financial Year	11	1	0	0
2017/18 Financial Year	7	0	0	0

If you were unable to include any figures in the table above, please explain why.

The figures take into consideration complaints, but not constructive feedback.

If there is a significant variation between the number of complaints received in 2018/19 and 2017/18 please detail why this may be the case.

Five more complaints were received than last financial year; of these five, four were directly linked to changes in the law / government policy regarding civil registration services therefore not entirely within our control.

Further information

Please put the number of complaints received into context. This could include detailing the number of customer/resident contact received over the same period, or highlighting if a service is likely by its nature to attract a large number of complaints.

It is estimated that over the last financial year, Registrars have had over 60,000 customer interactions. As such, the number of complaints received (12) is a very small proportion of total customer dealings.

Can you please outline what learning there has been as a result of receiving and dealing with complaints during this reporting period.

As the Head of Registration Service, I take customer complaints extremely seriously: they provide us with an opportunity to see from the customer's point of view where things have gone wrong and how they can be improved and form an essential part of our Customer Engagement Strategy. Although the 11 received complaints reveal no pattern, improvements to our processes and communications have followed resolution of each complaint.

Use the space below to comment on praise or positive comments received during the reporting period.

We have 32 recorded evidences of customer praise. These overwhelmingly talk of positive face-to-face interactions with our staff.

Business Group: Environment and Communities

Service: Libraries and Archives

Number of complaints received

	Stage One	Stage Two	Stage Three	LGO
2018/19 Financial Year	67	2	0	0
2017/18 Financial Year	40	4	1	0

If you were unable to include any figures in the table above, please explain why.

If there is a significant variation between the number of complaints received in 2018/19 and 2017/18 please detail why this may be the case.

The written complaints received were mainly regarding facilities. In Kensington Central library most complaints were regarding the lack of heating and the automatic doors remaining open due to a malfunction in the mechanism whilst awaiting the parts for the repair. In North Kensington library the complaints were mainly about the lift which was out of order for several months. The other complaints included library charges for late returns of borrowed items

Further information

Please put the number of complaints received into context. This could include detailing the number of customer/resident contact received over the same period, or highlighting if a service is likely by its nature to attract a large number of complaints.

There were a total of 801,280 visits to the libraries in 2018/19 and 67 written complaints.

Can you please outline what learning there has been as a result of receiving and dealing with complaints during this reporting period.

Staff have been trained to resolve complaints at the first point of contact before escalation to the next stage.

Use the space below to comment on praise or positive comments received during the reporting period.

Thirteen written praise/positive written comments were received about the staff and the library service.

Business Group: Environment and Communities

Service: Transport and Technical Services

Number of complaints received

	Stage One	Stage Two	Stage Three	LGO
2018/19 Financial Year	2	1		
2017/18 Financial Year	1	1	1	

If you were unable to include any figures in the table above, please explain why.

If there is a significant variation between the number of complaints received in 2018/19 and 2017/18 please detail why this may be the case.

Further information

Please put the number of complaints received into context. This could include detailing the number of customer/resident contact received over the same period, or highlighting if a service is likely by its nature to attract a large number of complaints.

Highways Maintenance - The Highways Maintenance Department receives approximately 2000 enquiries/requests for service per annum.

Undertaking extensive paving and carriageway maintenance, as well as ad hoc repairs, can be an inconvenience to those in the immediate vicinity. Therefore, attempts are always made to reduce issues, as far as practicable, and accommodate individual circumstances, where possible. Over the years, this approach has resulted in seldomly receiving official complaints.

Transport Policy - The Transport Policy Team receives regular correspondence challenging elements of transport and parking policies. However, it is very rare for members of the public to treat them as official complaints.

Can you please outline what learning there has been as a result of receiving and dealing with complaints during this reporting period.

Transport Policy's Official Complaint

One official complaint received in Transport Policy, which went through stages 1 and 2. The learning point from the case was limited. A resident took exception to installation of a bike hangar.

The complainant objected during the traffic order consultation stage, but when the points were considered, it was decided to proceed. The resident then objected after installation on safety grounds (because of sightlines). Although the Department disagreed, they moved the bike hangar half a metre, and the resident did not continue with a formal complaint.

Highways Maintenance Official Complaint

One Official complaint received in Highways Maintenance went to Stage one. The complainant raised concerns regarding the removal and relaying of antique cobble setts. Issues ranged from possible underground water to information held regarding the road construction.

The Council provided all information held but was unable to satisfy all requests.

Use the space below to comment on praise or positive comments received during the reporting period.

The Department received 86 forms of praise (via email etc) from the public. Below are a few excerpts.

- I must admit that I am mostly impressed with the way this matter has been promptly taken in hands and resolved. The street was cleared from fences, cones, tarmac piles and rubbish yesterday. The road was covered with proper tarmac when I came back this afternoon.
- Thank you and well done.
- Just wanted to thank you for the incredible efficiency! Pavement was repaired yesterday and the gully was done today! Thanks once again
- The work was completed this morning. Thank you for organising it. Your team has done a first class job. Thank you.
- Many thanks for your acknowledgements / informative updates over the last few days.
- A very belated thank you for all the hard work the Council have done in refurbishing the three seating benches at Gloucester Road. They look wonderful and are in constant use daily.
- Thanks so much for your email. Mum seems fine from the fall despite landing on her face. She is a tough little person. I did notice that a repair had been made before I left to return home to Canada.
- Thank you very much for your email below which is copied to our client. I was in fact going to send you a note just as yours arrived, to thank you for carrying out the works which I noticed during my visit to site this morning.
- Thank you very much for your reply. Much appreciated I am delighted we are not losing our parking!
- I saw that it had been done this morning. Amazing! Well done and much appreciated. Have a good day.
- Thank you very much for your reply and for this information. This roll out is very exciting and thank you for informing us that a more demand-led approach might be adopted in the future.
- I write to express my thanks to you for arranging to have this work carried out by Cappagh Contractors on 4 and 5 April. After three months, it is an enormous relief not to see an overflow of water whenever it rains, and I am very grateful for your attention to this matter.
- Thank for the clear explanation, and arranging for the remedial action.

Business Group: Housing and Grenfell

Service: Housing Needs & Supply

Number of complaints received

	Stage One	Stage Two	Stage Three	LGO
2018/19 Financial Year	96	28	13	9
2017/18 Financial Year	74	23	14	18

If you were unable to include any figures in the table above, please explain why.

If there is a significant variation between the number of complaints received in 2018/19 and 2017/18 please detail why this may be the case.

Stage 1 complaints increased by around 30% but there was no discernible reason for the rise in numbers. The Housing Options and Allocations Teams received the bulk of the increase but again, there was no identifiable reason for this; there were no significant changes in the way those teams were applying policy or operating that might potentially lead to such an increase.

Further information

Please put the number of complaints received into context. This could include detailing the number of customer/resident contact received over the same period, or highlighting if a service is likely by its nature to attract a large number of complaints.

Given the volume of clients* it works with, Housing Needs and Supply attracts a relatively low number of complaints.

*2200+ households in temporary accommodation, 3400 applicants on the Housing Register, 750-1000 homelessness 'approaches' and 650-900 housing options advice enquiries per year.

Can you please outline what learning there has been as a result of receiving and dealing with complaints during this reporting period.

Most complaints submitted related to temporary accommodation provision, the department needs to focus on ensuring that it works closely with managing agents to ensure properties are maintained to a high standard and that officers are assessing our clients' needs accurately and managing their expectations around the location of same.

Use the space below to comment on praise or positive comments received during the reporting period.

A few individual officers received praise from satisfied clients during the year.

Business Group: Housing and Grenfell

Service: Housing Management

Number of complaints received

	Stage One	Stage Two	Stage Three	LGO
2018/19 Financial Year YTD	371	25	8	10
2017/18 Financial Year YTD	561	71	4	

If you were unable to include any figures in the table above, please explain why.

If there is a significant variation between the number of complaints received in 2018/19 and 2017/18 please detail why this may be the case.

There has been a 34% decrease in Stage one complaints and a 65% decrease in Stage two escalations between 17/18 and 18/19. Housing Management services were brought within the remit of the Council in April 2018. The reduction has been achieved by a wide reaching and ongoing range of service improvements across the department. Two key elements of services include bringing the Repairs service in to the Council as well as increased robustness of contractors required to deliver specialist services. Specifically for complaints the continuing drive for the service to provide a resolution at the earliest opportunity has assisted deliver the significant improvement in performance. The service carries out proactive home visits and meets with the complainant to obtain a deeper understanding of the complaint. In addition, regular meetings are held with Resident Associations as well as Estate visits frequently scheduled across the year. This allows the service to obtain insight earlier on potential problems and remedy without the need for an individual to complaint. Lessons learned from complaints are also being considered more holistically by undertaking estate-based reviews as part of the complaints workstream.

Further information

Please put the number of complaints received into context. This could include detailing the number of customer/resident contact received over the same period, or highlighting if a service is likely by its nature to attract a large number of complaints.

Housing Management is comprised of a wide range of frontline services: neighbourhood teams, income collection, repairs, customer services, capital works programmes as well as specific services such as grounds maintenance and cleaning services. The breadth of services requires high levels of customer contact. The level of complaints as compared to approximately 80,000 customer contacts is therefore comparatively low.

Housing Management Case Volumes	2017/18	2018/19
No general enquiry cases created	17407	16501
No repair cases created	44734	47184
No action requests created (all case types and entities)	23768	22441

Can you please outline what learning there has been as a result of receiving and dealing with complaints during this reporting period.

1. Complaints monitoring strives to capture what the Council learnt and what needs to improve to place the community at the heart of service delivery. The information captured from this monitoring is used to inform service improvement as well as feedback and dissemination of the information to managers and directors to improve service-based systems and procedures.
2. The need for holistic estate-based lessons learned has commenced and will be further developed in 2019/20.
3. Engaging with empathy and compassion: the importance of engaging empathetically and considering residents' personal circumstances was a clear learning point. Staff have been trained to improve the effectiveness of their communication skills and to better engage with empathy, compassion and understanding. Ongoing training on understanding the complaints process and improving customer service continues to be delivered.
4. We have developed and communicated a style guide to all services that are involved in investigating or responding to complaints.
5. Systems are being simplified to have fewer steps and hand-off for processes, which improves the reliability and the ease of making refinements, including making better use of the Customer Relationship Management system (MS Dynamics CRM) which is being upgraded and expanded.
6. Modern and accessible communication methods are being implemented. Notifications and messages (such as text messages and emails) are being reviewed across all applications to keep residents informed and to aid staff who have actions to complete.
7. The website is undergoing a complete overhaul and the housing services pages are being rewritten. The new format places residents need at the heart and will facilitate easier access to services and support. This includes a focus on complaints and contact data where better information would have helped manage expectations.

Business Group: Housing and Grenfell

Service: Grenfell Complaints

Number of complaints received

	Stage One	Stage Two	Stage Three	LGO
2018/19 Financial Year	120	23	16	0

If you were unable to include any figures in the table above, please explain why.

The Grenfell Tower Fire occurred on 14 June 2017 and related complaints were recorded as from 22 January 2018 until 31 March 2018.

If there is a significant variation between the number of complaints received in 2018/19 and 2017/18 please detail why this may be the case.

Further information

Please put the number of complaints received into context. This could include detailing the number of customer/resident contact received over the same period, or highlighting if a service is likely by its nature to attract a large number of complaints.

Can you please outline what learning there has been as a result of receiving and dealing with complaints during this reporting period.

The Grenfell complaints process provides the Council with an additional means of monitoring performance and improving service quality and provides an important opportunity to embed the learning into Council services.

Complaints monitoring strives to capture what the Council learnt and what needs to improve to place the community at the heart of service delivery. The information captured from this monitoring is used in several ways, including the provision of feedback and dissemination of the information to managers and directors to improve systems and procedures.

The following provides a summary of some of the lessons learnt in relation to the common themes that account for a large proportion of the complaints received between 1 April 2018 – 31 March 2019.

Clearer communication and engagement with residents

Frontline staff in have been trained in how to deliver clearer communications and how to engage in constructive dialogue to be able to fully understand residents' needs. This has involved adapting the language we use: instead of referring to complaints as 'closed' we now record complaints as having been 'responded to'.

Engaging with empathy and compassion

The importance of engaging empathetically and considering residents' personal circumstances was a clear learning point. Staff have been trained to improve their communication skills and to engage with empathy, compassion and understanding. We have also developed and communicated a style guide to all services that are involved in investigating or responding to Grenfell complaints. This has now been adapted and shared with other services.

Being flexible and accommodating the needs of residents

Another learning was around the need for staff be more flexible when engaging with residents, taking into account availability and location – if residents wish to have a face-to-face meeting, staff will arrange this at a time and location that suits the complainant, including outside of working hours.

Clear and easy to understand policies and guidelines

The service received complaints that pertained to inconsistent or unclear advice, particularly around entitlement to financial payments. As a result, support workers and housing officers were issued with clear guidelines and policies and have attended mandatory briefing sessions to ensure that they fully understand policies/procedures and are able to provide residents with accurate advice and information.

Reviewing our website for housing needs

We are reviewing the information and advice about housing needs and revising our website content and publications. This will ensure people who use our services and their advocates are clear about what services we can offer and criteria for receiving the services. We are working with IT to develop an online form for reporting of Grenfell Complaints.

Raising awareness of how to make complaints

An early point of learning was to make sure that residents are fully aware of their options in registering a complaint and are supported to do so. As a result, the website and relevant newsletters were updated to include an overview and contact details for making complaints, and a session was held with the Citizens' Advice Bureau to outline how complaints can be raised on behalf of residents. Councillor briefings have also taken place to enable them to understand how to raise queries or complaints on behalf of residents.

Helping to ensure medical assessments are carried out in a timely fashion

The service was notified that some residents had experienced delays in their medical assessments being carried out in a timely fashion. As a result, Housing have made good progress with the My Care My Way team who manage care coordinators within the participating GP surgeries. Housing have established the types of information required (and why), the processes and forms, and the role that the care coordinators may play in retrieving and providing that information. The MCMY team who coordinate this work are taking this project forward with the GP surgeries who, ultimately, hold this information and we are monitoring progress in this area.

Business Group: Customer Delivery

Service: Revenues

Number of complaints received

	Stage One	Stage Two	Stage Three	LGO
2018/19 Financial Year	4	0	0	0
2017/18 Financial Year	6	0	0	0

If you were unable to include any figures in the table above, please explain why.

If there is a significant variation between the number of complaints received in 2018/19 and 2017/18 please detail why this may be the case.

Slightly fewer complaints in 2018/19, but not enough to discern a pattern.

Further information

Please put the number of complaints received into context. This could include detailing the number of customer/resident contact received over the same period, or highlighting if a service is likely by its nature to attract a large number of complaints.

The Housing benefit Section has a case load of about 16,000 cases at any one time. We deal with difficult and complex cases with people who often face challenging circumstances. This can sometimes lead to complaints about the way staff have dealt with a situation.

Can you please outline what learning there has been as a result of receiving and dealing with complaints during this reporting period.

Managers hold regular one to one meetings with staff to support and develop their skills when dealing with residents.

Use the space below to comment on praise or positive comments received during the reporting period.

Business Group: Customer Delivery

Service: Business Rates

Number of complaints received

	Stage One	Stage Two	Stage Three	LGO
2018/19 Financial Year	3	1	1	0
2017/18 Financial Year	2	0	1	0

If you were unable to include any figures in the table above, please explain why.

If there is a significant variation between the number of complaints received in 2018/19 and 2017/18 please detail why this may be the case.

Further information

Please put the number of complaints received into context. This could include detailing the number of customer/resident contact received over the same period, or highlighting if a service is likely by its nature to attract a large number of complaints.

There are over 9,000 business rate accounts.

Can you please outline what learning there has been as a result of receiving and dealing with complaints during this reporting period.

Use the space below to comment on praise or positive comments received during the reporting period.

Business Group: Customer Delivery

Service: Customer Services

Number of complaints received

	Stage One	Stage Two	Stage Three	LGO
2018/19 Financial Year	8	1	1	0
2017/18 Financial Year	13	1	0	0

If you were unable to include any figures in the table above, please explain why.

If there is a significant variation between the number of complaints received in 2018/19 and 2017/18 please detail why this may be the case.

There is no significant variation in the total complaints received.

The Stage 3 complaint came from a resident who queried the Council's decision to allocate another resident a Parking Bay within a particular location; the Council's decision was upheld at Stage 3, and at time of writing the complainant has not elected to refer the matter to the Ombudsman.

Further information

Please put the number of complaints received into context. This could include detailing the number of customer/resident contact received over the same period, or highlighting if a service is likely by its nature to attract a large number of complaints.

Customer Services offers the first point of contact for a number of Council services, managing the Customer Service Centre, Contact Centre, Enquiryline (Switchboard), Access and Advice, and Residents' Parking and Accessible Transport services. As a result, the department is a high-volume service, with 100,000 face-to-face visitors and 400,000 calls to our contact centre over the course of a year. As Customer Services is the initial point of contact for many Council services, complaints received often relate to service policy decisions, or to back-office service delivery, and these are passed on to the relevant department.

In context of the high volume of contacts, the number complaints relating to Customer Services remains low.

Informal Complaints

As a face-to-face and telephone-based service, the vast majority of complaints are dealt with directly, at the informal stage. However, Customer Services captures these informal complaints and examines the root cause to avoid any further reoccurrence or escalation into the formal procedure. Generally, informal complaints focus on:

- waiting times
- the way customers feel they had been treated
- customers who claimed they had been given incorrect advice.

Please outline what learning there has been as a result of receiving and dealing with complaints during this reporting period.

Two Stage 1 complaints resulted in a contact number being added to a standard letter sent to residents.

One Stage 1 complaint referred to a letter from Council Tax being confusing. This was upheld and the department made a recommendation to the Council Tax team that they change the letter to make it clearer. The same complainant also criticized the way their original call was handled by the Contact Centre officer; this too was upheld, and the officer was given advice by their manager.

All Customer Services staff have regular one-to-one meetings with their managers to improve their skills, and calls to the Contact Centre are monitored to improve services.

Use the space below to comment on praise or positive comments received during the reporting period.

The vast majority of our feedback is highly positive about our staff and the service provided. Here follow some typical comments left by residents:

Contact Centre

"I have been very impressed today by the efficiency and courteous manner of the people whom I have spoken to at Royal Borough and I really want to congratulate them on a job well done. Very good indeed."

"The person handling my call [...] was extremely helpful and kind. Thank you."

"[The advisor] was very helpful and very polite and I got the response I wanted on the spot."

Customer Service Centre

"Really efficient, effective and pleasant experience."

"[The advisor] was really lovely. Professional with very good people skills. A pleasure to deal with."

"Everything was very straightforward and clear and I was very well looked after."