
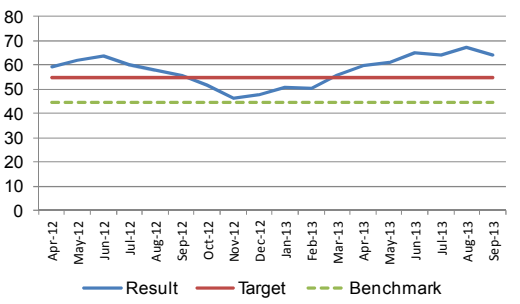

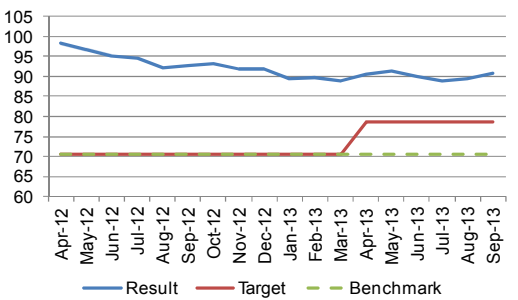


APPENDIX 1: 2013/14 6-month Performance Update: Exceptions Report

Children who were the subject of a child protection plan per 10,000	Target 54.6	Result 64.3	 RED
 <p>Performance Summary: The number of children subject of a child protection plan has risen from 231 as at 30th November 2012 to 321 this September, a 39% increase. While this has decreased slightly since a peak in August the number continues to be well above target and national & regional averages.</p>	<p>Performance Summary: The number of children subject of a child protection plan has risen from 231 as at 30th November 2012 to 321 this September, a 39% increase. While this has decreased slightly since a peak in August the number continues to be well above target and national & regional averages.</p>		
<p>Commentary</p> <p>The number of children subject of a child protection plan in Brighton and Hove at the end of September 2013 was 321. 188 children became the subject of a plan in the last 6 months, with 146 children ceasing to be. Nationally there has been an increase in CP numbers; the numbers in Brighton and Hove were already high. Audits in this area indicate that those children with a CP plan do meet the threshold and the plan is appropriate. Historically Early Help preventative work has been under-developed within the city. A new Early Help Strategy is now in place and it is expected that in the longer term CP numbers will reduce. However it is important that those children who do meet the threshold receive a CP plan and are safe, therefore the notion of a target number should be treated with some caution.</p> <p>The child protection (CP) numbers where the families are experiencing domestic abuse (57%) including the second time CP cases (80% of a recent small sample), suggest a high proportion of the work done at the highest tier of social work involvements has a Domestic Abuse/Domestic Violence issues.</p> <p>In addition further checks of the Children In Need (CIN) process of involvement for families are underway to ensure it is robust and effective and offering a proper alternative for managing medium risk situations in families.</p> <p>The recent trend of reducing numbers means that we are on track to move below 300 children on CP plans by November 2013 but that the actions below will ensure that pressure to keep the numbers down safely is maintained.</p> <p>Improvement Actions:</p> <ol style="list-style-type: none"> 1) Launch the updated CIN Policy in November 2013. 2) Launch the Early Help Strategy in November 2013. 3) Ensure children aged 14 or over who have younger siblings subject to CP plans can be considered for CIN plan with a synchronised review process. 4) For CIN Head of Service & Head of Safeguarding to join working groups about DA/DV service delivery to look at how provision can be improved. 5) Develop specialist risk assessment tools to assess risk in cases of substance misuse and domestic abuse, to improve risk judgements. 6) Continue to use audits to ask whether the threshold between CIN & CP is being used correctly in each case. <p>Accountable Director: Pinaki Ghoshal</p>			

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Children who are looked after per 10,000	Target 78.6	Result 90.7	 RED
 <p>Performance Summary: The number of Looked After Children/Children in Care has risen to 454 in September 2013. Overall there is a downward trend from a peak in November 2011. Brighton and Hove is the 24th highest out of 152 Local Authorities. The target for the current period (78.6) is the mean average of our two nearest statistical neighbours (Bristol and Bournemouth).</p>	<p>Context: Historically there has been a high number of children in care in Brighton and Hove, however over the last two years there has been a consistent and continuous reduction in the overall numbers of children in care. Given the need to ensure that children are safe it is anticipated that it will be some time before the current target has been achieved, and the concept of a target should be treated with caution as this is not a target that staff are working towards, but rather an indication of the total numbers we would generally expect a city such as Brighton and Hove to have. Our audit programme indicates that there are no children who have inappropriately entered the care system.</p> <p>The Children's Services VfM programme is focusing on prevention and strengthening processes in respect of the number of children in care. The Prevention objective is to ensure there are Early Help arrangements in place, strengthen prevention services, integrate working between council departments and external partners to ensure cohesive working in order to reduce LAC. The Process Workstream objective is to improve systems so that care plans can be delivered by lower cost interventions/placements, or reducing the time children require statutory interventions.</p> <p>The programme has reduced the rate of growth, reducing the numbers of children in care, and overachieving on savings targets since 2010/11. (Children in care numbers for March 2009 = 395, 2010 = 465, 2011 = 485, 2012 = 485, 2013 = 445).</p> <p>Improvement Actions:</p> <ol style="list-style-type: none"> 1. To continue to effectively implement VfM initiatives including identifying/resolving barriers in a timely way including working with partners. Key initiatives include – strengthen Common Assessment Framework (CAF) processes, delivering Stronger Families Stronger Community/Functional Family Therapy/Family Nurse Partnership/Early Parenting Assessment Programmes, further clarifying thresholds for social work, implementing pathway from social work to Family CAF, developing directory of interventions, strengthen pre-proceedings work by social work/Clermont/legal services to prevent care-proceedings, Early Care Planning Forum to ensure consistent decision making, Patchwork to better connect professionals. 2. To develop and implement an action plan related to the Early Help Strategy. This is in consultation to be finalised in November. 3. To develop a 'spend to save' business case in consultation with key partners to support vulnerable parents when their child is taken into care with an outcome of avoiding future pregnancies or improving parenting capacity to avoid subsequent children coming 		

APPENDIX 1: 2013/14 6-month Performance Update: Exceptions Report


into care.

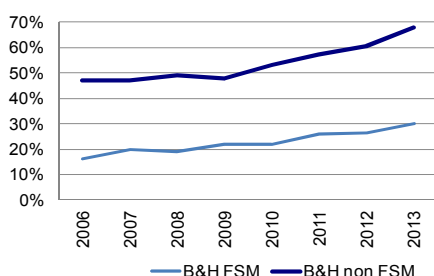
4. To implement a 'spend to save' business case to ensure good quality and value for money placements for 16+ children in need to prevent them from becoming looked after

5. To undertake an audit involving a sample of children in care cases. Themes likely to include Keeping Safe (missing children); Successful Transitions (focus on 16 Plus); Permanence & Stability (focus on children subject to Placement Orders), resulting in recommendations being made around relevant service improvement.

Accountable Director:

Pinaki Ghoshal

Learners eligible for Free School Meals (FSM) Gap as a percentage attaining 5+ A*-C grades in GCSEs including English and Maths	Target 26	Result 38	 RED
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Performance Summary:

Higher achievement in the non-FSM pupils (68%) and lower achievement in the FSM pupils (30%) has resulted in a Brighton and Hove FSM attainment gap of -38 percentage points. This gap is 3% wider than in 2011/12. Nationally in 2012/13 the FSM attainment gap was -26 percentage points.

Context:

In 2012/13 the free school meal (FSM) pupils percentage achieving 5+ A*-C GCSE (or equivalent) including English and mathematics GCSE was 30% up from 27% the previous year. However as the overall achievement for all pupils increased significantly this year the gap increased to 30 percentage points. In addition, the actual attainment of children with FSM was 30% in the city compared with 38% nationally.

In 2012/13 expected (3 levels) progress in English for Brighton and Hove FSM was 52%, in 2011/12 it was 53%, so has fallen by 1 percentage point. The national result was 54%, so Brighton and Hove was 2 percentage points below. In 2012/13 the Brighton & Hove non-FSM result was 76%, and national 73%.

In 2012/13 expected (3 levels) progress in mathematics for Brighton & Hove FSM was 37%, in 2011/12 it was 32%, so has risen by 5 percentage points. The national result was 52%; Brighton & Hove was 20 percentage points below. In 2012/13 the Brighton & Hove non-FSM result was 71%, and national 74%. No other local authority benchmarking figures are currently available.

This is a priority for improvement. Schools have been working on this during the year and it is a focus for the secondary school partnership in their Raising Attainment Plan. The council have been able to produce and share much more detailed data analysis which shows where the gaps are and the importance of schools tracking the progress of learners and intervening where pupils are falling behind has been stressed.

The council has devised a strategy for closing the gaps in educational achievement, launched and discussed in July 2013; it is based on the experience and success of several of the

APPENDIX 1: 2013/14 6-month Performance Update: Exceptions Report

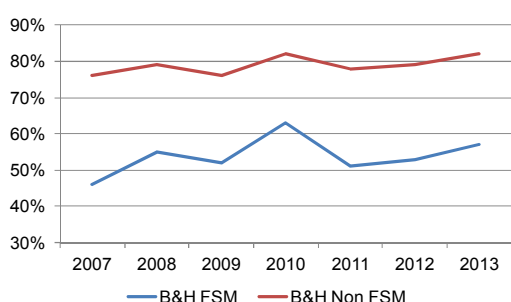
schools in the city.

Improvement Actions:

1. Secondary school partnership to devise plans for how further to close the gap. Plan review in December 2013.
2. Visit each secondary school to challenge on their plans for pupil premium and arrangements to close the gap. First visits complete by December 2013.
3. Allocate funding to support school partnership plans to close the gap in November 2013.

Accountable Director: Pinaki Ghoshal

Key Stage 2 Level 4+ (Gap in attainment for Free School Meals (FSM) pupils)	Target	Result	 RED
	19	25	



Performance Summary:

Higher achievement in the non-FSM pupils (82%) and lower achievement in FSM pupils (57%) has resulted in a Brighton and Hove FSM attainment gap of -25 percentage points. This gap is 1% less than last year and is wider than the national gap of 19%, partly because our non-FSM group performance is higher than national (79%).

Context:

Our FSM performance in individual subjects was similar to national attainment at level 4+, apart from writing and Combined Reading Writing Mathematics and Languages at 4+ which was lower. FSM level 5+ was also lower than the national result in maths and writing.

Analysis of the Schools data shows that there is a complex picture in the city which is different for different schools. The council has produced and shared detailed data analysis showing school leaders where the gaps are, tracking the progress of learners and helping schools to intervene where pupils are falling behind. School Partnership Advisers are locating good practice and this is being shared across the city. Schools will be linking together to research and trial ideas.


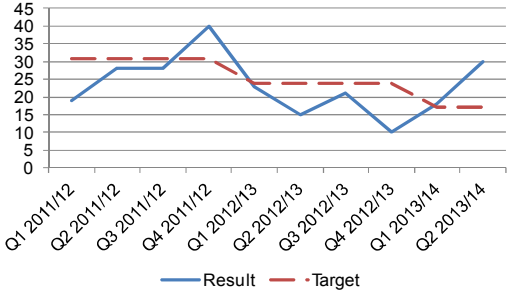
Improvement Actions:

1. Evaluate and disseminate the national and local evidence: e.g. Schools data and the Schools Supporting Schools projects – ‘what is working well?’ November 2013,
2. Link schools with similar profiles together to share practice (requests / links made by November 2013),
3. Extend the ‘Every Child a Reader’ programme, in a number of target schools, to encompass a broader strategy for addressing achievement in literacy, particularly in writing. Identified and started in the Autumn term 2013.


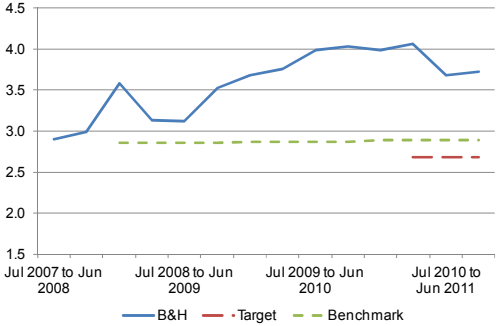
Accountable Director:

Pinaki Ghoshal


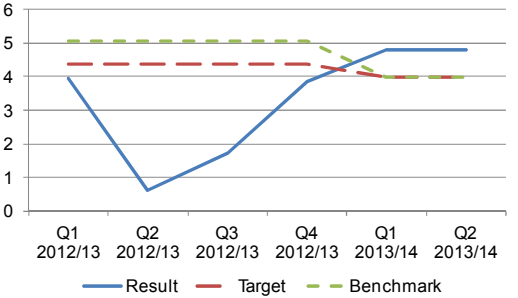

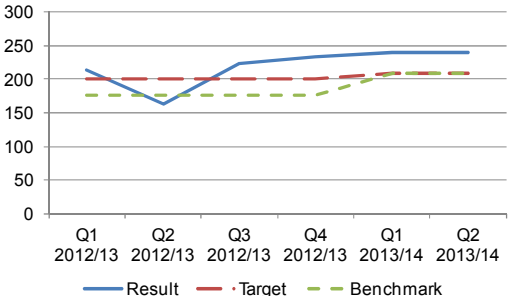
APPENDIX 1: 2013/14 6-month Performance Update: Exceptions Report

Reduce the number of first time entrants (FTE) to the youth justice system	Target 34	Result 48	 RED																																	
 <table border="1"> <caption>Performance Data for First Time Entrants (FTE)</caption> <thead> <tr> <th>Quarter</th> <th>Result (FTE)</th> <th>Target (FTE)</th> </tr> </thead> <tbody> <tr><td>Q1 2011/12</td><td>20</td><td>30</td></tr> <tr><td>Q2 2011/12</td><td>28</td><td>30</td></tr> <tr><td>Q3 2011/12</td><td>28</td><td>30</td></tr> <tr><td>Q4 2011/12</td><td>38</td><td>30</td></tr> <tr><td>Q1 2012/13</td><td>22</td><td>28</td></tr> <tr><td>Q2 2012/13</td><td>15</td><td>28</td></tr> <tr><td>Q3 2012/13</td><td>20</td><td>28</td></tr> <tr><td>Q4 2012/13</td><td>12</td><td>28</td></tr> <tr><td>Q1 2013/14</td><td>18</td><td>28</td></tr> <tr><td>Q2 2013/14</td><td>48</td><td>34</td></tr> </tbody> </table>	Quarter	Result (FTE)	Target (FTE)	Q1 2011/12	20	30	Q2 2011/12	28	30	Q3 2011/12	28	30	Q4 2011/12	38	30	Q1 2012/13	22	28	Q2 2012/13	15	28	Q3 2012/13	20	28	Q4 2012/13	12	28	Q1 2013/14	18	28	Q2 2013/14	48	34	<p>Performance Summary: There has been an increase in the number of First Time Entrants to the Youth Justice System this year, a total of 48 FTEs compared to 38 in the same period last year. However the overall number continues to be low and because the numbers are low there is a wider variation year on year. The overall number of first time entrants to the Youth Justice system is low.</p>		
Quarter	Result (FTE)	Target (FTE)																																		
Q1 2011/12	20	30																																		
Q2 2011/12	28	30																																		
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Q4 2012/13	12	28																																		
Q1 2013/14	18	28																																		
Q2 2013/14	48	34																																		
<p>Context: April 2013 saw the introduction of the Legal Aid, Sentencing and Punishment of Offenders Act 2012 which significantly changed the landscape of the entry into the youth justice system for young people with the removal of reprimands and final warnings and the introduction of cautions and conditional cautions. As such, the Youth Offending Service (YOS) and police have been working closely together on the Pre Court Disposal System in order to divert young people from the statutory youth justice system.</p> <p>It was recognised by the YOS and police that in the first two quarters of this year the new legislation caused some difficulties and the police processes were not clear. This may have resulted in some young people being referred into the criminal justice system and receiving a caution rather than an early triage intervention. These difficulties have now been ironed out with a police officer based in the YOS receiving cautions as part of the early interventions with the prevention team.</p> <p>Alongside this, the new Brighton and Hove Early Help Youth Pathway was introduced in September 2013 and this has been developed with partner agencies with the core aim of tackling risk factors that increase the likelihood of young people entering the criminal justice system.</p> <p>Improvement Actions:</p> <ol style="list-style-type: none"> 1. A clear and agreed protocol with the police in relation to pre court disposals is now agreed and will be fully implemented in quarter 3. 2. The new Early Help Youth Pathway went live in Q3 and will be monitored to ensure good outcomes. 3. High risk prevention cases to be referred to Management of Risk Multi-Agency Panels by YOS and community partners. <p>Accountable Director: Pinaki Ghoshal</p>																																				

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Rate of offending per re-offender (Youth Offending Service)	Target 2.58	Result 3.73	 RED
 <p>Performance Summary: This is the average number of offences for each re-offender. The most recent Ministry of Justice data shows proven re-offending for young people in a cohort October 2010 to September 2011. The data from the MOJ is retrospective to ensure it is based on proven offending. Current data would not give an accurate figure due to the time it takes to process through the criminal justice system. The average number of offences committed by young people already in the youth justice system in Brighton & Hove was 3.73. This is a reduction of 7.6% when compared to the previous rolling year outcome. The national re-offending rate is 2.89 offences per person.</p>	<p>Context: The Management of Risk protocol and meeting has been reviewed and re-launched to provide more robust risk procedures. Increased partnership engagement linking Youth Offending Service (YOS) and the Integrated Offender Management cohort, and clearer processes has led to improved accountability and management oversight of high risk cases.</p> <p>Improvement Actions:</p> <ol style="list-style-type: none"> 1. Engagement and review panels are to be implemented, in line with the YOS action plan to enable a more transparent and consistent approach to compliance and ensure all action has been taken to ensure high levels of engagement. 2. A weekly reflective practice meeting is being attended by caseworkers and used as a forum for review, reflection and practice issues to improve practice. 3. Two YOS staff have been trained to support delivery of the Can Do project which has been developed by Lewes Prison. This is an offending behaviour programme which includes work with those serving to a custodial sentence at Lewes Prison. 4. Review the Can Do project with partners and consider a further programme if evidence of positive impact on recidivism. Review to be completed by March 2014. 5. Improve links with education support services to ensure education plans are linked into the YOS plans and joint work is undertaken to both reduce exclusions and re-offending rates. YOS worker to attend Behaviour and Attendance Partnership meetings by end of December 2013. <p>Accountable Director: Pinaki Ghoshal</p>		

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Permanent admissions of 18-64 year olds to residential and nursing care homes per 100,000 population	Target 8 (15.9 2013/14)	Result 9.6	 RED
 <p>Note: This chart shows the trend the reported result is for 6 months</p>	Performance Summary: Data for April to June 2013 is finalised but the result to September is a projected figure based on the actual performance (this is worked out based on rate per 100,000 population). Current numbers of admissions are projected to exceed target by the end of 2013/14. <ul style="list-style-type: none"> In 2012 -13 the Council achieved a significantly above average performance and decided to set a further stretch target in 13-14 linked to the increase in the provision of supported accommodation in the City. As this provision becomes available it should have a positive impact on performance. 		
Permanent admissions of older adults (65+) to residential and nursing care homes per 100,000 population	Target 417 (834 2013/14)	Result 479.7	 RED
 <p>Note: This chart shows the trend the reported result is for 6 months</p>	Performance Summary: Data for April to June 2013 is finalised but the result to September is a projected figure based on the actual performance (this is worked out based on rate per 100,000 population). Current numbers of admissions are projected to exceed target by the end of 2013/14.		
<p>Context</p> <p>The number of people being admitted to residential accommodation in the city is currently projected to be higher than target during 2013/14.</p> <p>The council aims where possible to help people to stay in their own homes rather than to be admitted to residential accommodation by making it easier and more affordable for vulnerable older people to live at home longer, by using the latest assistive technology including Telecare, falls detectors and bed sensors. This work is ongoing.</p> <p>The results at this point in the year are not final and are subject to change. Data collection in this area is complex and takes time to gather final figures. Manual analysis is required and this includes retrospective adding of some people's records for earlier periods, or alternatively if backdated Continuing Healthcare funding has been received by residents they should no longer be counted for this indicator. Consequently, results for this measure can fluctuate during the year and it is usually not until year end that final analysis can be carried out. This ensures accurate reporting of the actual performance in year, where all</p>			

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cases have been scrutinised and only relevant cases have been counted. Work to improve this situation is shown below.

Improvement Actions:

The council has increased investment and focus on reablement services in the city to help people to live at home rather than need to enter residential accommodation.

Increase the number of people who receive Assistive Technology as part of their support plan; a Project Manager has been appointed and Telecare Champions are in place.


Work to improve data quality and data flow in this area includes:

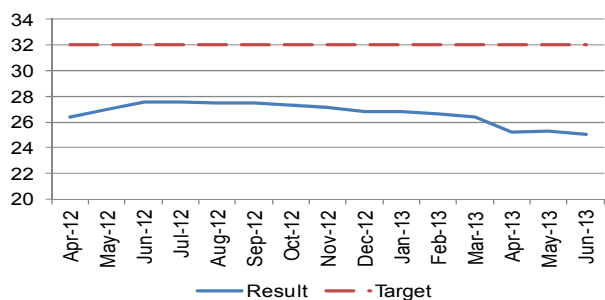
- identifying reducing delays in record entry after the start date of agreements;
- robust reporting on the various types of financial agreements thereby correctly removing self funders and CHC clients prior to year end analysis;
- moving to a position where all new admissions can be reported upon weekly.

Accountable Director:

Denise D'Souza

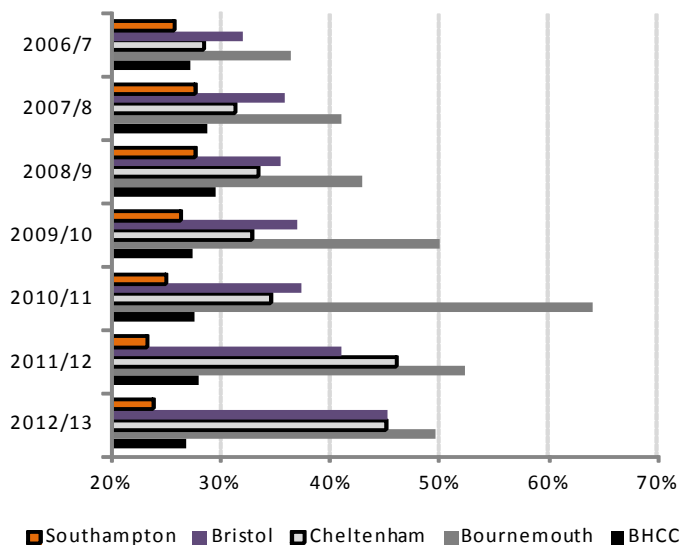
APPENDIX 1: 2013/14 6-month Performance Update: Exceptions Report

Percentage household waste sent for reuse, recycling or composting	Target 32%	Result 25.4%	 RED
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Performance Summary:

The recycling rate forecast is below target and has declined over the last year. Further analysis is being undertaken on factors affecting recycling. Service disruption in the summer had a significant impact. However, it is apparent other factors are in play and the service is seeking to get a better understanding of these and what can be done practically to influence resident behaviours. Recycling rates across the country as a whole appear to be levelling off.



Context:

Disruption to the service in May, June and July had an impact on recycling rates and round changes currently being implemented may also have an impact.

2012/13 benchmarking: BHCC (26.8%), Bournemouth (49.7%), Cheltenham (45.2%), Bristol (45.3%), Southampton (23.9%)

Note: Cheltenham, Bournemouth and Bristol operate alternate weekly refuse collections and/or weekly food waste collections.

Improvement Actions:

Communal recycling in the city centre is expected to increase recycling rates by 3%. Facilities for communal recycling will be rolled out between November 2013 and March 2014. Due to phased roll the full benefits of the scheme will not be realised until 2014/15

We are continuing to explore ways of influencing community behaviours with respect to recycling.

Further analysis of the relationship between the pace of falling tonnages and the pace of the long term fall in recycling rates is being undertaken.


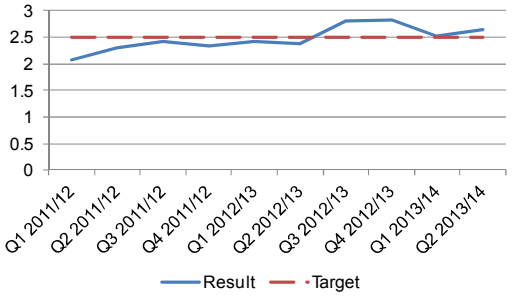
Accountable Director:

Geoff Raw



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Missed Refuse and Recycling Collections	Target	Result	
		No data	
<p>Performance Summary: Reporting function is currently disabled due to new ICT system being implemented and report writing function is being developed.</p> <p>Service has experienced high level of missed bins due to the service disruption in May June and July associated with the council's negotiations on allowances. During the disruption missed bin reporting was suspended. The round changes currently being implemented will take some months to bed in.</p> <p>Context: Once new rounds have bedded in a significant improvement in performance is expected. Collections on bank holidays (excluding Christmas Day, Boxing Day and New Years Day) and communal recycling in the city centre will make the service more user friendly for residents and improve performance.</p> <p>Improvement Actions: We are assessing the effectiveness of the round changes in terms of ensuring we meet the targets modelled. Once we have evaluated this we will make further tweaks and modifications to the rounds to ensure we are delivering an effective service.</p> <p>Accountable Director: Geoff Raw</p>			


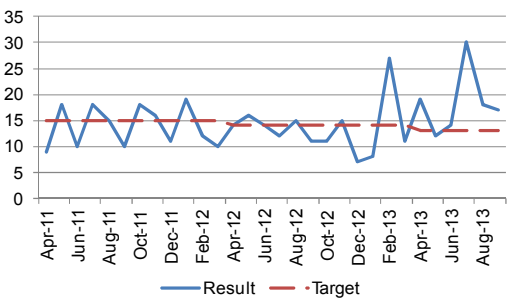
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Average number of working days / shifts lost per Full Time Equivalent (FTE) due to sickness absence (not including schools) quarterly	Target 5	Result 5.18	 AMBER
 <p>Performance Summary: The current projection indicates there will be a 9% increase in sickness absence in 2013/14 which would mean a 11.37 days lost out-turn compared to 10.42 days last year. There appears to be no specific reason for the increase although it is possible it may be attributable in part to the work the council has been doing to improve the reporting of sickness absence by managers.</p>			
<p>Context: Stress is cited as one of the main reasons for sickness absence. In order to help the council understand better the causes of stress within its workforce, this year's Staff Survey includes the Health and Safety Executive's Stress Audit questions. Analysis of the results will enable the council to identify further proactive steps it can take to prevent and minimise work-related stress within the workplace and ensure that it has appropriate mechanisms in place to support those individuals who may be affected by stress.</p> <p>Improvement Actions: The staff survey will go live to all employees from the 4th to the 22nd November which includes the Health and Safety Executive Stress Audit questions, enabling us to analyse the entire workforce results in January 2014.</p> <p>Also, Human Resources is about to embark on a Business Process Improvement review of the absence management process across the council with a view to making improvements.</p> <p>Accountable Director: Catherine Vaughan</p>			

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Recruitment - Percentage of BME applicants that have been offered a job at the council	Target 10	Result 7.4	 RED												
Recruitment - Percentage of White Other applicants that have been offered a job at the council	Target 10	Result 6.4	 RED												
<p style="text-align: right;">Performance Summary: This is 2012/13 data</p>															
<p>Context: Recruitment data in respect of council vacancies (excluding school-based vacancies), that were filled during the financial year 2012/2013 has been analysed. The findings, which were similar to those set out in the recent Global HPO report, have been reported to the council's Workforce Equalities Group (comprising Workers' Forums and trade union representatives) and the Executive Leadership Team.</p> <p>For context, the current employee profile in the council is as follows:</p> <table border="0"> <tr><td>White British</td><td>86.9%</td></tr> <tr><td>BME</td><td>5.7%</td></tr> <tr><td>White Other</td><td>5.1%</td></tr> <tr><td>White Irish</td><td>2.4%</td></tr> <tr><td>Disabled</td><td>7.3%</td></tr> <tr><td>LGBT</td><td>11.6%</td></tr> </table> <p>In view of this, and accordance with the commitments set out in Year 1 of the council's Workforce Equalities Action Plan, the council is already working to improve the recruitment of individuals from groups (particularly BME and White Other) which are currently under-represented within its workforce. As part of this work, the council has recently revised its workforce targets and set them in line with the economically active population within Brighton and Hove.</p> <p>Improvement Actions: The council will:</p> <ul style="list-style-type: none"> • Improve the capture, quality and analysis of the council's recruitment data • Produce regular management information reports (including recruitment data) will go to senior managers and the Workforce Equalities Group highlighting issues/trends for review and action • Work to re-establish a relationship between the BME and community organisations and the council • Gain an understanding of the council's image as an employer within the BME and white other communities • Re-visit the previous advertising campaign that was successful in attracting applications from groups under-represented within the council's workforce • Emphasise to all potential job applicants the importance of disclosing their personal equality monitoring information • Review the content of recruitment and selection training to ensure it addresses equality and diversity issues effectively and make it mandatory for recruiting managers • Review the recruitment and selection policy and practices to ensure they are applied in a clear, consistent, fair and reasonable manner, taking positive action when appropriate <p>Accountable Director: Catherine Vaughan</p>				White British	86.9%	BME	5.7%	White Other	5.1%	White Irish	2.4%	Disabled	7.3%	LGBT	11.6%
White British	86.9%														
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APPENDIX 1: 2013/14 6-month Performance Update: Exceptions Report

BOHRx03. Total number of Stage 2 complaints	Target 78	Result 110	 RED																																																
<div style="display: flex; justify-content: space-between;"> <div data-bbox="140 331 651 629">  <table border="1" data-bbox="140 331 651 629"> <caption>Monthly Stage 2 Complaints Data</caption> <thead> <tr> <th>Month</th> <th>Result</th> <th>Target</th> </tr> </thead> <tbody> <tr><td>Apr-11</td><td>10</td><td>13</td></tr> <tr><td>Jun-11</td><td>18</td><td>13</td></tr> <tr><td>Aug-11</td><td>12</td><td>13</td></tr> <tr><td>Oct-11</td><td>18</td><td>13</td></tr> <tr><td>Dec-11</td><td>12</td><td>13</td></tr> <tr><td>Feb-12</td><td>18</td><td>13</td></tr> <tr><td>Apr-12</td><td>12</td><td>13</td></tr> <tr><td>Jun-12</td><td>18</td><td>13</td></tr> <tr><td>Aug-12</td><td>12</td><td>13</td></tr> <tr><td>Oct-12</td><td>12</td><td>13</td></tr> <tr><td>Dec-12</td><td>8</td><td>13</td></tr> <tr><td>Feb-13</td><td>28</td><td>13</td></tr> <tr><td>Apr-13</td><td>18</td><td>13</td></tr> <tr><td>Jun-13</td><td>12</td><td>13</td></tr> <tr><td>Aug-13</td><td>30</td><td>13</td></tr> </tbody> </table> </div> <div data-bbox="699 293 1465 472"> <p>Performance Summary: Stage 2 complaints have been generally a little higher than previous years with a peak in July of 30 against the monthly target of 13; the target is based upon the average of the last two year's total.</p> </div> </div>				Month	Result	Target	Apr-11	10	13	Jun-11	18	13	Aug-11	12	13	Oct-11	18	13	Dec-11	12	13	Feb-12	18	13	Apr-12	12	13	Jun-12	18	13	Aug-12	12	13	Oct-12	12	13	Dec-12	8	13	Feb-13	28	13	Apr-13	18	13	Jun-13	12	13	Aug-13	30	13
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<p>Context: There has been a significant increase in Stage Two complaints in a range of services even though Stage One complaints received and upheld have remained fairly level.</p> <p>There are indications that this increase is as a result of two factors</p> <ol style="list-style-type: none"> 1) Round changes causing customer contact problems at City Clean 2) Service pressures affecting the quality of some stage one responses <p>Customer satisfaction has been affected and we are seeing greater numbers of complaints being escalated to Stage Two and recently increased levels of Stage One complaints in City Clean as well. Currently there is no increase in the proportion of Stage Two complaints upheld.</p> <p>Improvement Actions:</p> <ul style="list-style-type: none"> • Standards and Complaints have provided teams with a structured response letter to help improve the quality of replies. • Standards and Complaints are working with Learning and Development to deliver training on 'Investigating Complaints and Identifying Service Improvement' to managers on a regular basis. • City Clean have implemented an action plan to improve Stage One responses, this includes making the provision of training and overseeing quality a generic responsibility for senior officers in the service. • Monthly and Quarterly complaint feedback reports and discussions continue to be held with key service teams and will be extended where possible. <p>Accountable Director: Paula Murray</p>																																																			