

Subject: Complaints Update – Members and Corporate**Date of Meeting: 24 June 2014****Report of: Monitoring Officer****Contact Officer: Name: Brian Foley Tel: 293109****E-mail: brian.foley@brighton-hove.gov.uk****Wards Affected: All****FOR GENERAL RELEASE****1. SUMMARY AND POLICY CONTEXT:**

- 1.1 This paper updates the Audit and Standards Committee on allegations about Member conduct following the last report to Audit and Standards Committee on 24 March 2014.
- 1.2 This paper gives a detailed breakdown of complaints received about services and shows what service improvements have arisen as a result of customer feedback.
- 1.3 The paper comments on the process being introduced to share customer feedback across the organisation.

2. RECOMMENDATION:

- 2.1 That the Committee note the report.

3. RELEVANT BACKGROUND INFORMATION

- 3.1 The current status of Code of Conduct complaints is:
 - o Active complaints
 - a. An elected Member has complained about a tweet that another member sent during a council meeting. The Member found the tweet deeply offensive. At the end of the meeting the Member who sent the tweet apologised to the member who had been offended but the apology was not taken as sincere. The Monitoring Officer referred the matter for investigation. During the process of investigation an attempt has been made to find a Local Resolution and the Member complained about has agreed to make a public apology at the next Council meeting.

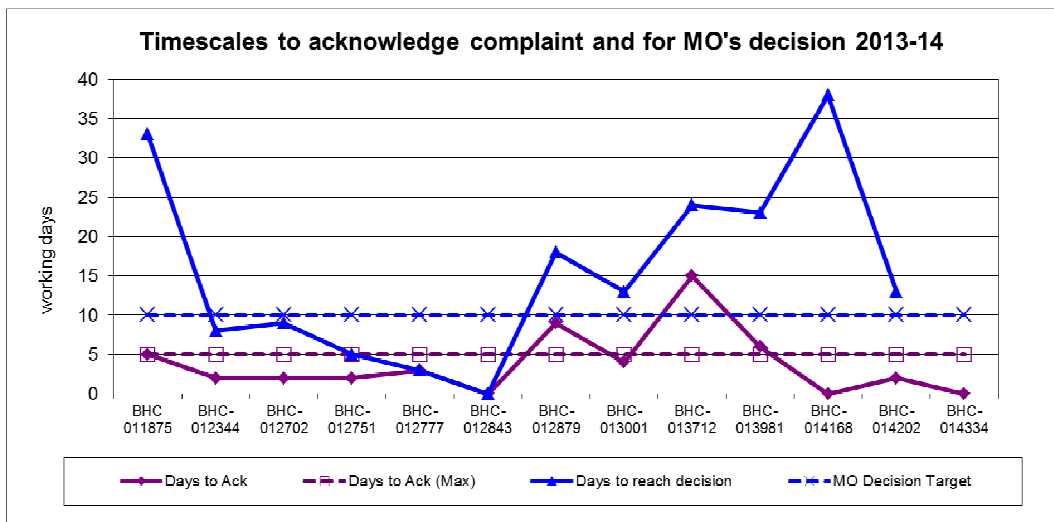
- Closed complaints:
 - a. A complaint was received from an elected Member about the accuracy of information supplied by another Member to a Committee. The Monitoring Officer was able to refer to published minutes which demonstrated that a lengthy and detailed discussion had taken place with residents. The minutes showed the contribution the Member had made to the discussion and that the comments were consistent with those reported to the Committee. On reading the minutes and receiving the feedback from the officers present the Monitoring Officer was not persuaded that this constituted a potential breach that required further investigation under the Code of Conduct.
 - b. A complaint was received from an elected Member about an alleged offensive remark made to a member of the public by another Member. This case was resolved by local resolution in that the Member apologised in person and shook hands with the member of the public. The Member's apology was also forwarded to people who had overheard the remark.
 - c. A complaint was received by a member of the public who alleged that an elected Member made physical threats against him. The Member made similar counter allegations. The initial background research carried out by the Monitoring Officer indicated there were witnesses who would support the statements made by the complainant and by the Member. The Monitoring Officer reasoned that the balance of evidence was unlikely to be conclusive and would not support a finding of a breach of the Code of Conduct in terms of the allegations made.
 - d. A member of the public believed his views on a consultation issue had been dismissed out of hand by an elected Member. The Member apologised but the member of the public felt this had not been sincere and raised the issue as a complaint. Having reviewed the emails supplied with the complaint the Monitoring Officer did not think the comments could be described as rude or disrespectful. It was noted that the Member said that officers would see the comments the person had made and were therefore not being dismissed out of hand. Furthermore an apology has been given "for any offence" caused by the subject Member for which she has said she is "truly sorry".

3.2 The Council's performance in dealing with individual complaints is illustrated in the chart below.

- Complaints about Member conduct should be acknowledged as soon as possible and within a maximum of 5 working days. This is

achievable in most instances but there have been three occasions where acknowledgement has taken longer than 5 working days.

- It is our intention that the complainant will normally be informed within 10 working days how the matter will be dealt with. This is not always possible because there are occasions when it is helpful to gain some background information before reaching a decision.
- There have been 13 complaints about Member conduct in 2013-14 which is similar to that in the previous year. However four complaints in 2013-14 related to the same matter. There has therefore been a reduction in the number of issues complained about.
- Following the introduction of a new complaint process under the Localism Act in 2012 complaints about Member conduct by other Members ceased. However, since January 2014 there have been three complaints of this type.



Complaints about Council Services

- 3.3 Customers and service users can give feedback to the council about the service they receive by making complaints, comments or compliments in person to the service provider or by contacting the Standards and Complaints team by using online forms, email, telephone, letter or printed forms.
- 3.4 The Council has three complaint processes that members of the public may use:
- Adult Social Care statutory procedure; this is a single stage process called 'Listening, Responding, Improving'. A senior manager usually responds to complaints and great emphasis is placed on resolving the problems raised and making service improvements so that similar

issues do not re-occur. If a person remains dissatisfied they may approach the Local Government Ombudsman (LGO).

- Children's Social Care statutory procedure; this is a three stage process called 'Getting the best from complaints'. Service managers respond to complaints raised and will identify where service improvements can be made.

If a person remains unhappy they can request a Stage Two Investigation which will be undertaken by an Independent Investigator and an Independent Person who will produce a report with findings and recommendations for service improvement. The Assistant Director provides an Adjudication Letter outlining what actions the Council will take.

If the person continues to be dissatisfied they can request a Hearing Panel composed of three Independent People who will listen to what the person raising the complaint has to say. The Panel will put questions to the Independent Investigator and a Council Officer. The Panel will produce a report with recommendations to resolve the complaint and the Director will provide an Adjudication Letter outlining what actions the Council will take. If the person remains dissatisfied they may approach the Local Government Ombudsman.

- Corporate Complaint procedure; this is a two stage process. A service manager will respond to the complaints raised and identify specific actions to resolve and remedy the complaint. They will also identify any service improvements that could be made. If the person remains unhappy a Standards and Complaints Officer carries out a Stage Two Investigation and will make recommendations for service improvements. If the person remains dissatisfied they may approach the Local Government Ombudsman.

3.5 Information on complaints activity is provided to key service areas either monthly or quarterly in the form of detailed reports which summarise all the complaints received stating whether the complaints were founded or unfounded, and gives details of any remedial action taken. During the complaint review meetings a discussion takes place about potential service improvements and response times. Aggregated information is used to show the themes and trends that arise for complaints and compliments received which is further way in which service improvements can be identified.

3.6 The Council's Executive Leadership Team receive a quarterly report showing the numbers of complaints received at each stage of the complaints process including the number of complaints received from the Local Government Ombudsman and Independent Housing Ombudsman. The report shows the proportions which are founded or unfounded.

3.7 During 2014-15 it is intended that customer feedback received from complaints, compliments and other sources will be provided to the Council's

Management Team every quarter so that Directors and Heads of Service can compare and share information about customer satisfaction and service improvements. It is intended that any significant improvements identified will then be included in Business Plans; progress on implementing improvements can then be monitored through the performance framework.

- 3.8 A programme of training has been introduced for managers in 2014-15 which focuses on developing Complaint Investigation Skills and Identifying Service Improvements. The purpose of this training is to enable managers to be able to better establish the cause of complaints and to identify suitable remedies and service improvements.
- 3.9 This is being supplemented with targeted coaching for specific teams and groups of managers.

Complaints Performance 2013-14

- 3.10 The following tables show the complaints performance for 2013-14 and provide a comparison with the preceding two years. The Appendix gives a more detailed description of complaints activity for key services delivered by Brighton and Hove City Council during 2013-14.
- 3.11 There has been a noticeable decline in correspondence performance during quarters 1, 3 and 4 of 2013-14.

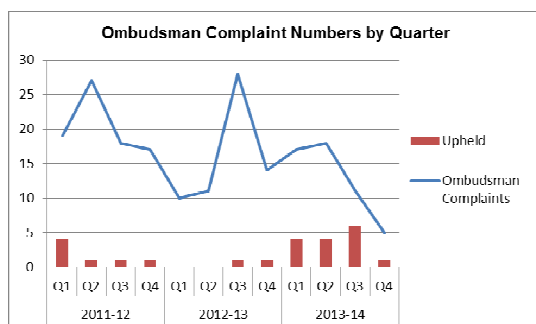
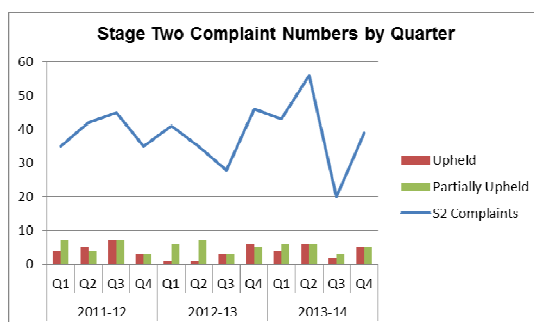
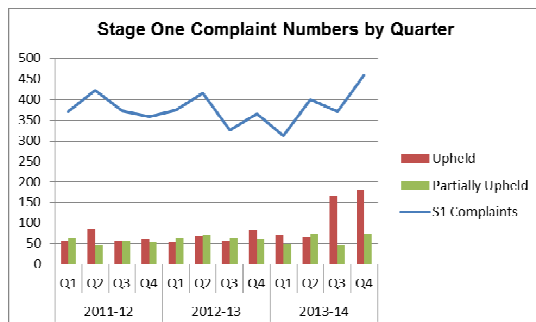
	2011-12				2012-13				2013-14			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Av. Response time (days)	12	11	10	11	17	15	21	17	21	11	19	19
Within 10 working days	71%	73%	72%	74%	72%	82%	72%	67%	65%	74%	47%	44%

- 3.12 In May 2013 (Q1) City Clean staff dealt with unusually high volumes of calls regarding the industrial action and this had an impact on their ability to reply to complaints in a timely manner. Transport and Network Management received coaching in May 2013 and this brought improvements in their response times. During this period the average response times in Housing Management and Housing Strategy were affected by a small number of specific cases that took an extraordinarily long time to resolve.
- 3.13 For Quarters 3 and 4 City Clean received very high level of complaints and their capacity to reply within 10 working days was seriously affected. During this time City Clean closely monitored their responses, gave training to additional team member to assist with giving responses and sought assistance from members of staff outside their service area.
- 3.14 In Quarter 4 the Housing Maintenance Team were affected by unusually high service demands because of the winter weather and this had a brief

effect on their ability to respond to complaints in a timely manner. The Maintenance Team have made provision for next winter to enable them to better respond to extreme weather conditions which should reduce the level of complaints.

- 3.15 The single stage Adult Social Care process does not have an average response target because the emphasis is on resolving the complaints. Such matters are often complex and involve a range of services therefore response times can be lengthy.
- 3.16 For Development Control, one third of complaints are about a disagreement with the planning decision. Their delayed responses are related to the need to consider an appeal in advance of responding to the complaint. There is a strong argument for not including such complaints as there is an alternative mechanism for dealing with such issues.

	Complaint Numbers by Stage											
	2011-12				2012-13				2013-14			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
S1 Complaints	372	423	373	359	374	416	326	366	313	400	372	459
Upheld	56	86	58	61	54	68	58	82	72	66	166	181
Partially Upheld	62	45	57	54	63	72	65	61	48	74	46	75
S2 Complaints	35	42	45	35	41	35	28	46	43	56	20	39
Upheld	4	5	7	3	1	1	3	6	4	6	2	5
Partially Upheld	7	4	7	3	6	7	3	5	6	6	3	5
Ombudsman Complaints	19	27	18	17	10	11	28	14	17	18	11	5
Upheld	4	1	1	1	0	0	1	1	4	4	6	1



- 3.17 The number of Stage One complaints has remained fairly consistent over the three Council years from 2011 to 2014 (1527, 1428, 1544). However

there is an increase in the proportion of complaints upheld or partially upheld by the managers responding to the complaints. (31%, 35%, 47%).

- 3.18 The information in the Appendix shows that service areas such as City Clean had a disproportionately high number of Stage One complaints upheld or partially upheld during 2013-14; the reasons for this are well documented and were about failure to collect refuse or recycling during the introduction of round changes. Adult Social Care, Children Services, Housing Repairs, Revenues and Benefits each had about 50% of their complaints upheld or partially upheld. The remaining services all had significantly less than half their complaints upheld or partially upheld.
- 3.19 The proportion of complaints that escalate to Stage 2 has consistently been slightly above 10% for each of the three years (157, 150, 158). Of the Stage Two complaints received the proportions upheld or partially upheld have remained fairly constant (25%, 21%, 23%).
- 3.20 The information in the Appendix shows that in 2013-14 about 40% of Stage Two complaints about City Clean were upheld or partially upheld. In all other services the proportion of upheld or partially complaints were about 25% or considerably less.
- 3.21 There were 81 Ombudsman investigations in 2011-12 compared to 64 and 63 during the last two Council years. The Ombudsman has made changes to the way they deal with complaints which makes it difficult to draw direct comparisons with previous years.
- 3.22 The Ombudsman has introduced an Assessment stage where on receipt of a complaint initial enquiries are made with the local authority and a decision is reached on whether the matter should be referred for Investigation. This is likely to have accounted for the reduction in complaints investigated by the Ombudsman.
- 3.23 The Ombudsman has changed the decision categories it uses and for 2013-14 introduced a new category 'Investigation completed, satisfied with LA Actions'. This can have a number of meanings. For example, the Ombudsman may recommend a remedy within its provisional letter which the Local Authority accepts and carries out, or it may mean that the Ombudsman is satisfied with actions previously taken by the Local Authority to remedy a case during Stage One or Two.
- 3.24 This category will be replaced in 2014-15 with three categories which say whether the complaint is Upheld (with or without Injustice) or Not Upheld. It is felt this will be less ambiguous and far more in tune with what members of the public, officers and Councillors understand.

- 3.25 During 2013-14 there were 10 cases concluded with this decision. The main themes that occurred in these cases were:
- Delay in carrying out actions
 - Suitable compensation had been offered by the Council
 - Shortcomings in record keeping
 - Council had taken sufficient action to try to resolve the issue of complaint
- 3.26 Where complaints have resulted in the Ombudsman recommending remedial action the Council is keen to remedy the problem in the way set out by the Ombudsman. This may be in the form of specific action for an individual. In some instances an apology and an acknowledgement that we did not get things right has been sufficient to close the case.
- 3.27 The number of complaints where there has been a finding of maladministration increased in 2013-14. The Ombudsman has explained that in the past, the term maladministration was generally reserved for situations where the fault was likely to have been significant. However, it is no longer the case that the fault has to be significant before the Ombudsman decides there is maladministration. If there has been administrative fault, then it is maladministration. The Ombudsman says this is fairer for the complainant and easier for everyone to understand. The remedy will give an indication of the significance of the fault.
- 3.28 During 2013-14 there have been 5 findings of maladministration. The remedies associated with those cases were:
- The Council paid a resident £100 in recognition of the delay in installing central heating. The team were reminded of the need to keep electronic records to the same standard as the paper records it used to keep.
 - There had been some inconsistency in offering noise recording equipment to a resident but the Council will install it now.
 - The Council was at fault because it missed two waste collections and failed to return the next day in line with its policy. The monitoring of present performance remedied the injustice.
 - The Council was at fault for failing to ensure continuity of care for a person when she decided to live permanently in Brighton and Hove. This was resolved with an apology and financial compensation. The Council amended its processes for people making transitions from one Local Authority to another.
 - The Council could have checked suitability of temporary accommodation more quickly.
- 3.29 The Appendix gives examples of the sort of service improvements that are being identified when complaints are received. During 2014-15 we will be working on how we can become better at identifying service improvements

from customer feedback of all kinds and how we then share that information with colleagues, Councillors and members of the public.

4. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

- 4.1 The costs of complaints in terms of administration and compensation awards (where appropriate) are met within the allocated budget.

Finance Officer Consulted: James Hengeveld Date: 10/06/14

Legal Implications:

- 4.2 The Council's arrangements under which complaints about Member conduct are investigated and decided conform with the relevant provisions of the Localism Act 2011 and local procedures agreed by Audit & Standards Committee .

Lawyer Consulted: Oliver Dixon Date: 10/06/14

Equalities Implications:

- 4.3 There are no Equalities implications

Sustainability Implications:

- 4.4 There are no Sustainability implications

Crime & Disorder Implications:

- 4.5 There are no Crime and Disorder implications

Risk and Opportunity Management Implications:

- 4.6 There are no Risk and Opportunity Management implications

Corporate / Citywide Implications:

- 4.7 There are no Corporate or Citywide implications

SUPPORTING DOCUMENTATION

Appendices:

1. Analysis of complaints activity and service improvements

Documents in Members' Rooms

1. None

Background Documents

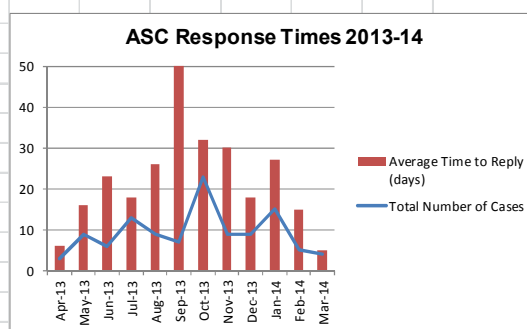
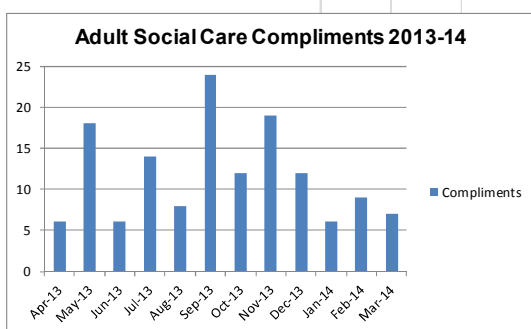
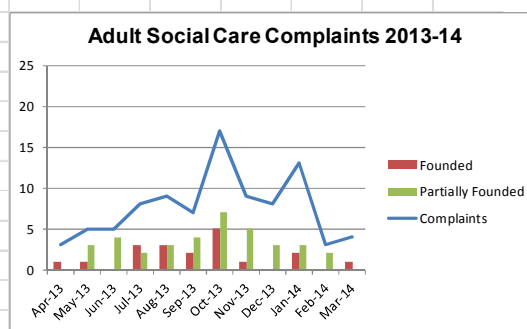
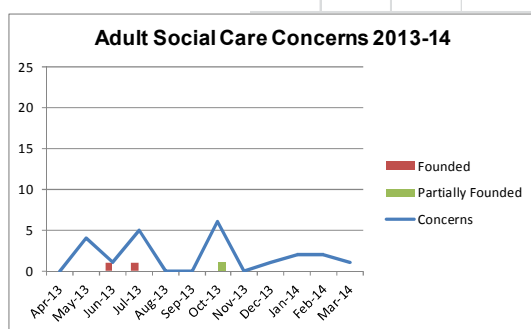
1. None

Appendix – Analysis of complaints activity and service improvements

ASC Annual Report - 2013/14

1. Complaints Numbers by Stage

	Apr-13	May-13	Jun-13	Jul-13	Aug-13	Sep-13	Oct-13	Nov-13	Dec-13	Jan-14	Feb-14	Mar-14	Total
Enquiries	2	0	1	0	2	0	2	1	0	0	3	3	14
Concerns	0	4	1	5	0	0	6	0	1	2	2	1	22
Founded	0	0	1	1	0	0	0	0	0	0	0	0	2
Partially Founded	0	0	0	0	0	0	1	0	0	0	0	0	1
Complaints	3	5	5	8	9	7	17	9	8	13	3	4	91
Founded	1	1	0	3	3	2	5	1	0	2	0	1	19
Partially Founded	0	3	4	2	3	4	7	5	3	3	2	0	36
LGO	0	0	1	1	0	0	0	0	0	1	0	0	3
Not to initiate investigation	0	0	0	1	0	0	0	0	0	1	0	0	2
Discontinue investigation	0	0	0	0	0	0	0	0	0	0	0	0	0
Satisfied with LA Action	0	0	0	0	0	0	0	0	0	0	0	0	0
Maladministration	0	0	1	0	0	0	0	0	0	0	0	0	1
Compliments	6	18	6	14	8	24	12	19	12	6	9	7	141



2. Correspondence Performance

	Apr-13	May-13	Jun-13	Jul-13	Aug-13	Sep-13	Oct-13	Nov-13	Dec-13	Jan-14	Feb-14	Mar-14	Total
Total Number of Cases	3	9	6	13	9	7	23	9	9	15	5	4	23
Average Time to Reply (days)	6	16	23	18	26	50	32	30	18	27	15	5	14.4
Completed within 10 days	100.0%	44.0%	50.0%	54.0%	33.0%	14.0%	46.0%	33.3%	67.0%	39.0%	25.0%	75.0%	47.8%

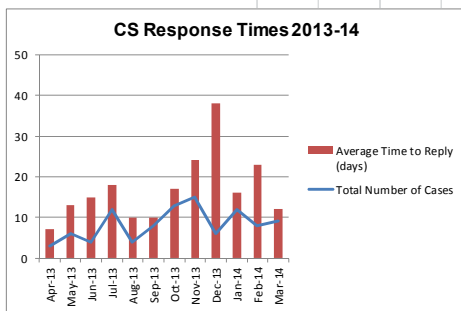
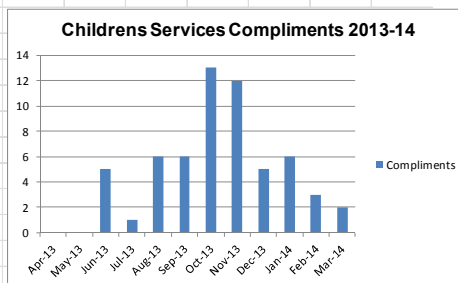
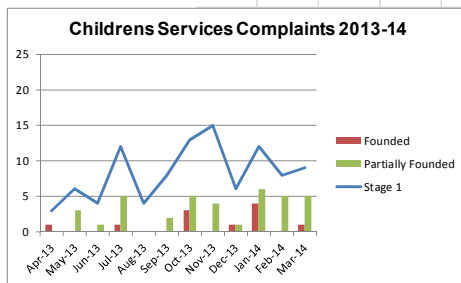
3. Top 3 Issues of Complaint

Quality of Service	13 (38%)
Staff Attitude	6 (18%)
Staff Competency	5 (15%)
Unsatisfactory Service	5 (15%)

Children Services Annual Report - 2013/14

1. Complaints Numbers by Stage

	Apr-13	May-13	Jun-13	Jul-13	Aug-13	Sep-13	Oct-13	Nov-13	Dec-13	Jan-14	Feb-14	Mar-14	Total
Enquiries	1	5	4	6	7	7	10	9	4	8	2	7	70
Stage 1	3	6	4	12	4	8	13	15	6	12	8	9	100
Founded	1	0	0	1	0	0	3	0	1	4	0	1	11
Partially Founded	0	3	1	5	0	2	5	4	1	6	5	5	37
Stage 2	2	0	1	1	1	1	0	3	1	2	0	0	12
Founded	0	0	1	0	0	0	0	1	0	1	0	0	3
Partially Founded	0	0	0	1	0	0	0	0	0	0	0	0	1
Stage 3	0	0	0	1	0	0	0	1	0	0	0	0	2
Founded	0	0	0	0	0	0	0	0	0	0	0	0	0
Partially Founded	0	0	0	1	0	0	0	1	0	0	0	0	2
LGO	0	2	1	0	3	0	0	0	1	0	0	0	7
Not to initiate investigation	0	0	1	0	2	0	0	0	0	0	0	0	3
Discontinue investigation	0	1	0	0	0	0	0	0	0	0	0	0	1
Satisfied with LA Action	0	1	0	0	1	0	0	0	1	0	0	0	3
Maladministration	0	0	0	0	0	0	0	0	0	0	0	0	0
Compliments	0	0	5	1	6	6	13	12	5	6	3	2	59



2. Correspondence Performance

	Apr-13	May-13	Jun-13	Jul-13	Aug-13	Sep-13	Oct-13	Nov-13	Dec-13	Jan-14	Feb-14	Mar-14	Total
Total Number of Cases	3	6	4	12	4	8	13	15	6	12	8	9	100
Average Time to Reply (days)	7	13	15	18	10	10	17	24	38	16	23	12	18.0
Completed within 10 days	67.0%	33.0%	25.0%	25.0%	75.0%	75.0%	24.0%	27.0%	17.0%	33.0%	0.0%	44.0%	35.0%

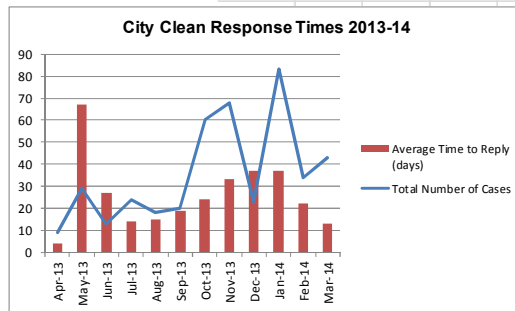
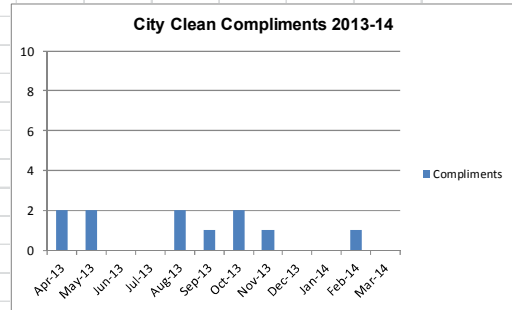
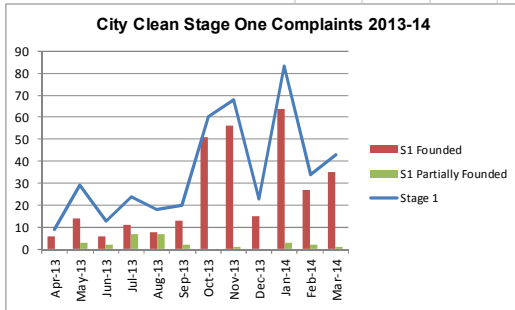
3. Top 3 Issues of Complaint

Disputes Report Content	7 (20%)
Failure to Support Parent	4 (11%)
Unhappy with SW	4 (11%)

City Clean Annual Report - 2013/14

1. Complaints Numbers by Stage

	Apr-13	May-13	Jun-13	Jul-13	Aug-13	Sep-13	Oct-13	Nov-13	Dec-13	Jan-14	Feb-14	Mar-14	Total
Enquiries	1	14	2	3	3	1	4	1	0	4	2	3	38
Stage 1	9	29	13	24	18	20	60	68	23	83	34	43	424
S1 Founded	6	14	6	11	8	13	51	56	15	64	27	35	306
S1 Partially Founded	0	3	2	7	7	2	0	1	0	3	2	1	28
Stage 2	4	0	3	7	3	2	1	0	1	0	4	2	27
S2 Founded	1	0	1	3	0	0	0	0	0	0	1	2	8
S2 Partially Founded	1	0	1	0	1	0	0	0	0	0	0	0	3
Escalated for S1	44%	0%	23%	29%	17%	10%	2%	0%	4%	0%	12%	5%	6%
LGO	1	0	1	0	0	1	0	0	1	0	0	0	4
Not initiate	0	0	1	0	0	1	0	0	0	0	0	0	2
Discontinue	0	0	0	0	0	0	0	0	0	0	0	0	0
Satisfied with LA Action	1	0	0	0	0	0	0	0	0	0	0	0	1
Founded (Maladministration)	0	0	0	0	0	0	0	0	1	0	0	0	1
Compliments	2	2	0	0	2	1	2	1	0	0	1	0	11



2. Correspondence Performance

	Apr-13	May-13	Jun-13	Jul-13	Aug-13	Sep-13	Oct-13	Nov-13	Dec-13	Jan-14	Feb-14	Mar-14	Total
Total Number of Cases	9	29	13	24	18	20	60	68	23	83	34	43	424
Average Time to Reply (days)	4	67	27	14	15	19	24	33	37	37	22	13	26.0
Completed within 10 days	88.9%	37.9%	38.5%	62.5%	72.2%	50.0%	15.0%	8.8%	8.7%	2.4%	11.8%	32.6%	23.3%

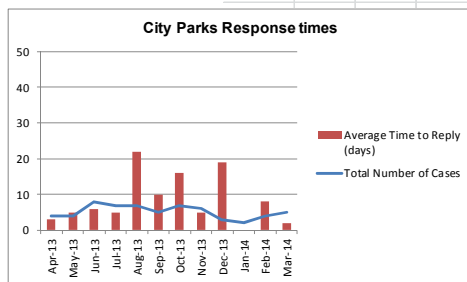
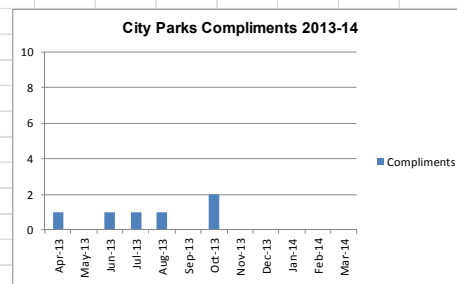
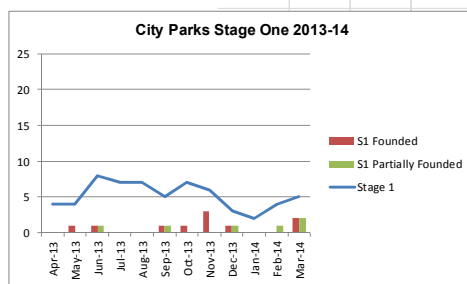
3. Top 3 Issues of Complaint

Missed Refuse	106 (22%)
Missed Recycling	90 (19%)
Insufficient Refuse Collections	21 (5%)

City Parks Annual Report - 2013/14

1. Complaints Numbers by Stage

	Apr-13	May-13	Jun-13	Jul-13	Aug-13	Sep-13	Oct-13	Nov-13	Dec-13	Jan-14	Feb-14	Mar-14	Total
Enquiries	2	2	1	2	2	0	0	0	0	0	0	0	9
Stage 1	4	4	8	7	7	5	7	6	3	2	4	5	62
S1 Founded	0	1	1	0	0	1	1	3	1	0	0	2	10
S1 Partially Founded	0	0	1	0	0	1	0	0	1	0	1	2	6
Stage 2	1	1	0	1	0	1	1	0	0	0	1	0	6
S2 Founded	0	0	0	0	0	0	0	0	0	0	0	0	0
S2 Partially Founded	0	0	0	0	0	0	0	0	0	0	0	0	0
Escalated from Stage 1	25%	25%	0%	14%	0%	20%	14%	0%	0%	0%	25%	0%	10%
LGO	0	0	0	1	0	0	0	0	0	0	0	0	1
Not initiate	0	0	0	1	0	0	0	0	0	0	0	0	1
Discontinue	0	0	0	0	0	0	0	0	0	0	0	0	0
Satisfied with LA Action	0	0	0	0	0	0	0	0	0	0	0	0	0
Founded (Maladministration)	0	0	0	0	0	0	0	0	0	0	0	0	0
Compliments	1	0	1	1	1	0	2	0	0	0	0	0	6



2. Correspondence Performance

	Apr-13	May-13	Jun-13	Jul-13	Aug-13	Sep-13	Oct-13	Nov-13	Dec-13	Jan-14	Feb-14	Mar-14	Total
Total Number of Cases	4	4	8	7	7	5	7	6	3	2	4	5	62
Average Time to Reply (days)	3	5	6	5	22	10	16	5	19	0	8	2	8.4
Completed within 10 days	100.0%	100.0%	100.0%	71.4%	71.4%	60.0%	71.4%	66.7%	66.7%	100.0%	25.0%	80.0%	75.8%

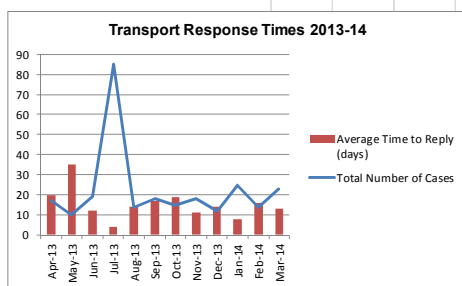
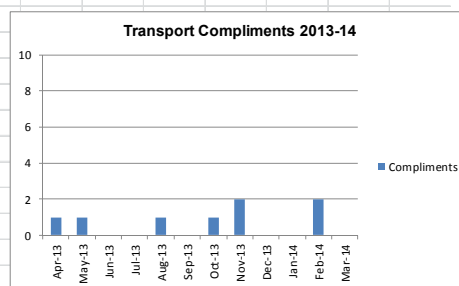
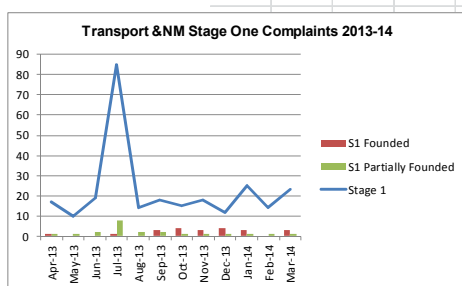
3. Top 3 Issues of Complaint

Arboriculture service	16 (26%)
Grass Verge Cutting	13 (21%)
Other	11 (18%)

Transport & Network Management Annual Report - 2013/14

1. Complaints Numbers by Stage

	Apr-13	May-13	Jun-13	Jul-13	Aug-13	Sep-13	Oct-13	Nov-13	Dec-13	Jan-14	Feb-14	Mar-14	Total
Enquiries	4	3	2	2	3	1	3	2	0	3	2	4	29
Stage 1	17	10	19	85	14	18	15	18	12	25	14	23	270
S1 Founded	1	0	0	1	0	3	4	3	4	3	0	3	22
S1 Partially Founded	1	1	2	8	2	2	1	1	1	1	1	1	22
Stage 2	1	3	3	6	1	3	0	0	1	3	2	3	26
S2 Founded	0	0	0	1	0	0	0	0	0	0	0	0	1
S2 Partially Founded	0	0	1	0	0	0	0	0	0	0	0	0	1
Escalated from Stage1	6%	30%	16%	7%	7%	17%	0%	0%	8%	12%	14%	13%	10%
LGO	1	0	1	0	1	0	0	2	0	0	1	0	6
Not to initiate	0	1	0	0	1	0	0	2	0	0	0	0	4
Discontinue/No Maladministration	1	0	0	0	0	0	0	0	0	0	1	0	2
Satisfied with LA Action	0	0	0	0	0	0	0	0	0	0	0	0	0
Founded (Maladministration)	0	0	0	0	0	0	0	0	0	0	0	0	0
Compliments	1	1	0	0	1	0	1	2	0	0	2	0	8



2. Correspondence Performance

	Apr-13	May-13	Jun-13	Jul-13	Aug-13	Sep-13	Oct-13	Nov-13	Dec-13	Jan-14	Feb-14	Mar-14	Total
Total Number of Cases	17	10	19	85	14	18	15	18	12	25	14	23	270
Average Time to Reply (days)	20	35	12	4	14	17	19	11	14	8	16	13	15.3
Completed within 10 days	41.2%	50.0%	47.4%	85.9%	78.6%	38.9%	33.3%	50.0%	41.7%	52.0%	21.4%	30.4%	57.0%

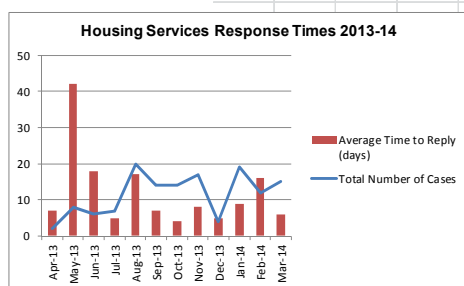
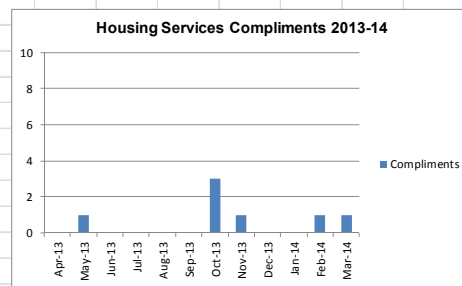
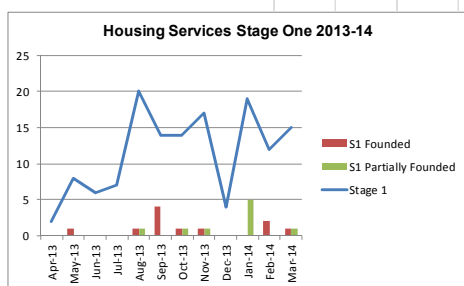
3. Top 3 Issues of Complaint

Policy / Consultation Issues	86 (31%)
Enforcement Officers	21 (6%)
PCN Maladministration	14 (5%)

Housing Services Annual Report - 2013/14

1. Complaints Numbers by Stage

	Apr-13	May-13	Jun-13	Jul-13	Aug-13	Sep-13	Oct-13	Nov-13	Dec-13	Jan-14	Feb-14	Mar-14	Total
Enquiries	8	7	10	15	11	12	20	10	11	21	28	32	185
Stage 1	2	8	6	7	20	14	14	17	4	19	12	15	138
S1 Founded	0	1	0	0	1	4	1	1	0	0	2	1	11
S1 Partially Founded	0	0	0	0	1	0	1	1	0	5	0	1	9
Stage 2	1	0	0	2	3	2	0	0	0	1	0	7	16
S2 Founded	0	0	0	1	0	0	0	0	0	0	0	0	1
S2 Partially Founded	0	0	1	0	0	0	0	0	0	0	0	2	3
Escalated from Stage1	50%	0%	0%	29%	15%	14%	0%	0%	0%	5%	0%	47%	12%
Ombudsman	0	1	0	1	0	0	0	1	0	1	0	0	4
Not to initiate	0	0	0	1	0	0	0	0	0	0	0	0	1
Discontinue/No Maladministration	0	1	0	0	0	0	0	0	0	0	0	0	1
Satisfied with LA Action	0	0	0	0	0	0	0	1	0	1	0	0	2
Founded (Maladministration)	0	0	0	0	0	0	0	0	0	0	0	0	0
Compliments	0	1	0	0	0	0	3	1	0	0	1	1	7



2. Correspondence Performance

	Apr-13	May-13	Jun-13	Jul-13	Aug-13	Sep-13	Oct-13	Nov-13	Dec-13	Jan-14	Feb-14	Mar-14	Total
Total Number of Cases	2	8	6	7	20	14	14	17	4	19	12	15	138
Average Time to Reply (days)	7	42	18	5	17	7	4	8	5	9	16	6	12.0
Completed within 10 days	60.0%	37.5%	16.7%	57.1%	50.0%	28.6%	78.6%	47.1%	75.0%	63.2%	41.7%	66.7%	52.2%

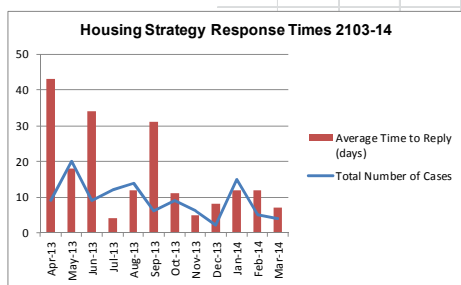
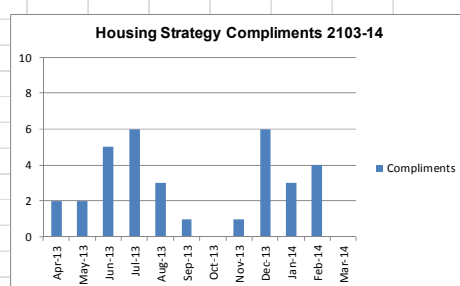
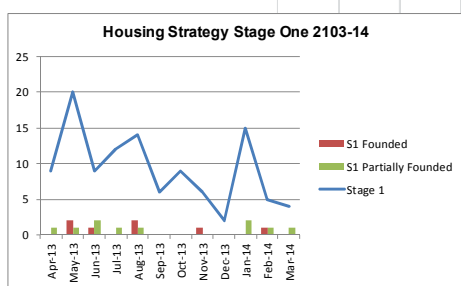
3. Top 3 Issues of Complaint

N'hoods - Staff Conduct	9 (6%)
ASB - Lack of Action	8 (6%)
Tenancy - Staff Conduct	7 (5%)

Housing Strategy Annual Report - 2013/14

1. Complaints Numbers by Stage

	Apr-13	May-13	Jun-13	Jul-13	Aug-13	Sep-13	Oct-13	Nov-13	Dec-13	Jan-14	Feb-14	Mar-14	Total
Enquiries	30	21	30	13	24	23	29	13	11	18	20	21	253
Stage 1	9	20	9	12	14	6	9	6	2	15	5	4	111
S1 Founded	0	2	1	0	2	0	0	1	0	0	1	0	7
S1 Partially Founded	1	1	2	1	1	0	0	0	0	2	1	1	10
Stage 2	3	2	1	4	2	3	0	0	1	2	0	0	18
S2 Founded	0	0	0	0	0	0	0	0	1	0	0	0	1
S2 Partially Founded	0	0	1	1	0	1	0	0	0	0	0	0	3
Escalated from Stage1	33%	10%	11%	33%	14%	50%	0%	0%	50%	13%	0%	0%	16%
Ombudsman	1	1	1	1	1	0	0	1	1	0	0	0	7
Not to initiate	0	1	1	0	0	0	0	0	0	0	0	0	2
Discontinue/No Maladministration	0	0	0	1	1	0	0	0	0	0	0	0	2
Satisfied with LA Action	1	0	0	0	0	0	0	0	0	0	0	0	1
Founded (Maladministration)	0	0	0	0	0	0	0	1	0	0	0	0	1
Compliments	2	2	5	6	3	1	0	1	6	3	4	0	33



2. Correspondence Performance

	Apr-13	May-13	Jun-13	Jul-13	Aug-13	Sep-13	Oct-13	Nov-13	Dec-13	Jan-14	Feb-14	Mar-14	Total
Total Number of Cases	9	20	9	12	14	6	9	6	2	15	5	4	111
Average Time to Reply (days)	43	18	34	4	12	31	11	5	8	12	12	7	16.4
Completed within 10 days	55.6%	40.0%	44.4%	50.0%	50.0%	50.0%	33.3%	66.7%	50.0%	73.3%	60.0%	75.0%	52.3%

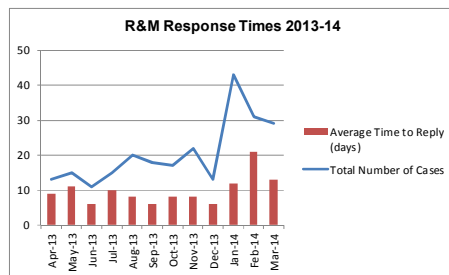
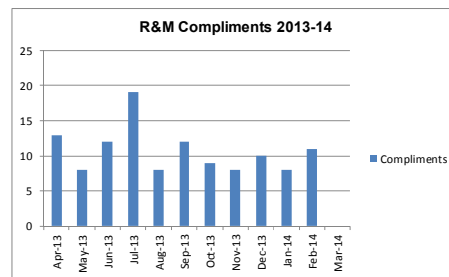
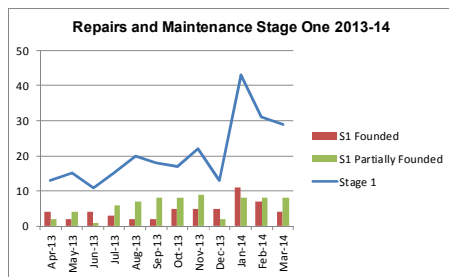
3. Top 3 Issues of Complaint

Temp. Accommodation	19 (16%)
H'ing Options Staff Conduct	10 (8%)
Application Processes	10 (8%)

Repairs & Maintenance Annual Report - 2013/14

1. Complaints Numbers by Stage

	Apr-13	May-13	Jun-13	Jul-13	Aug-13	Sep-13	Oct-13	Nov-13	Dec-13	Jan-14	Feb-14	Mar-14	Total
Enquiries	13	17	6	14	19	7	18	11	6	20	15	16	162
Stage 1	13	15	11	15	20	18	17	22	13	43	31	29	247
S1 Founded	4	2	4	3	2	2	5	5	5	11	7	4	54
S1 Partially Founded	2	4	1	6	7	8	8	9	2	8	8	8	71
Stage 2	4	0	3	3	3	3	1	1	1	2	0	6	27
S2 Founded	1	0	0	2	0	0	0	0	0	0	0	1	4
S2 Partially Founded	0	0	0	0	0	0	1	0	0	0	0	0	1
Escalated from Stage 1	31%	0%	27%	20%	15%	17%	6%	5%	8%	5%	0%	21%	11%
Ombudsman	1	0	0	0	0	0	0	0	0	0	2	1	4
Not initiate	1	0	0	0	0	0	0	0	0	0	na	na	1
Discontinue	0	0	0	0	0	0	0	0	0	0	na	na	0
Satisfied with LA Action	0	0	0	0	0	0	0	0	0	0	na	na	0
Founded (Maladministration)	0	0	0	0	0	0	0	0	0	0	na	na	0
Compliments	13	8	12	19	8	12	9	8	10	8	11	0	118



2. Correspondence Performance

	Apr-13	May-13	Jun-13	Jul-13	Aug-13	Sep-13	Oct-13	Nov-13	Dec-13	Jan-14	Feb-14	Mar-14	Total
Total Number of Cases	13	15	11	15	20	18	17	22	13	43	31	29	247
Average Time to Reply (days)	9	11	6	10	8	6	8	8	6	12	21	13	9.8
Completed within 10 days	77%	67%	91%	80%	80%	83%	71%	91%	100%	51%	35%	45%	66%

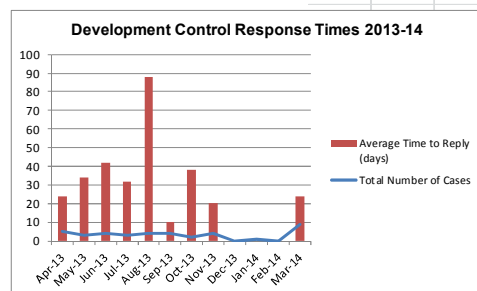
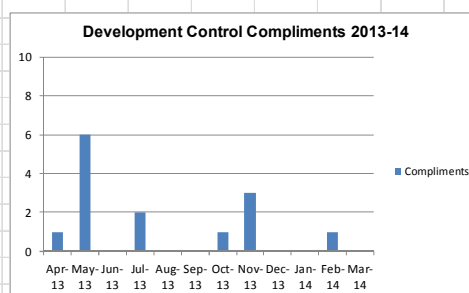
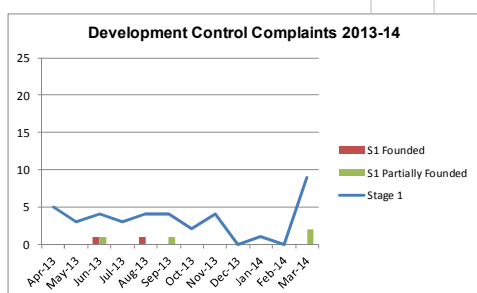
3. Top 3 Issues of Complaint

Poor Communications	42 (13%)
Poor diagnosis/repair	36 (11%)
Protecting Tenants Property	30 (9%)

Development Control Annual Report - 2013/14

1. Complaints Numbers by Stage

	Apr-13	May-13	Jun-13	Jul-13	Aug-13	Sep-13	Oct-13	Nov-13	Dec-13	Jan-14	Feb-14	Mar-14	Total
Enquiries	1	0	1	1	0	1	2	1	0	0	0	0	7
Stage 1	5	3	4	3	4	4	2	4	0	1	0	9	39
S1 Founded	0	0	1	0	1	0	0	0	0	0	0	0	2
S1 Partially Founded	0	0	1	0	0	1	0	0	0	0	0	2	4
Stage 2	1	0	2	0	1	0	2	0	0	0	1	0	7
S2 Founded	0	0	0	0	0	0	0	0	0	0	0	0	0
S2 Partially Founded	0	0	0	0	1	0	0	0	0	0	0	0	1
Escalated from Stage 1	20%	0%	50%	0%	25%	0%	100%	0%	0%	0%	100%	0%	18%
LGO	0	0	0	2	0	1	0	1	1	0	0	0	5
Not initiate	0	0	0	2	0	0	0	1	1	0	0	0	4
Discontinue	0	0	0	0	0	0	0	0	0	0	0	0	0
Satisfied with LA Action	0	0	0	0	0	1	0	0	0	0	0	0	1
Founded (Maladministration)	0	0	0	0	0	0	0	0	0	0	0	0	0
Compliments	1	6	0	2	0	0	1	3	0	0	1	0	14



2. Correspondence Performance

	Apr-13	May-13	Jun-13	Jul-13	Aug-13	Sep-13	Oct-13	Nov-13	Dec-13	Jan-14	Feb-14	Mar-14	Total
Total Number of Cases	5	3	4	3	4	4	2	4	0	1	0	9	39
Average Time to Reply (days)	24	34	42	32	88	10	38	20	0	0	0	24	26.0
Completed within 10 days	20.0%	33.3%	25.0%	33.3%	25.0%	50.0%	0.0%	50.0%	100.0%	0.0%	100.0%	11.1%	25.6%

3. Top 3 Issues of Complaint

Disagree With Decision	14 (34%)
Incomp/Negligent Officer	9 (22%)
Unhappy With Consultation	7 (17%)

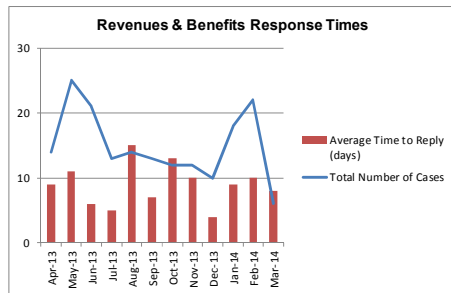
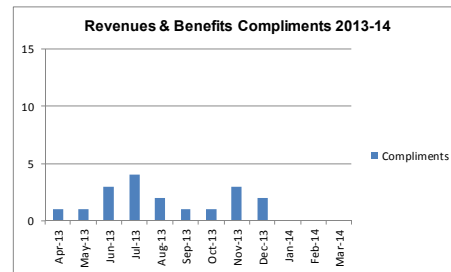
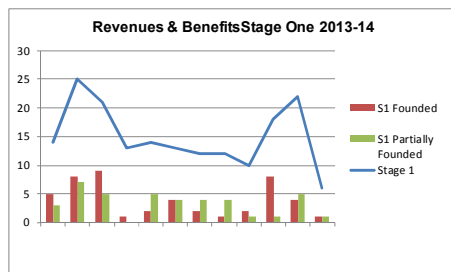
Revenues & Benefits Annual Report - 2013/14

1. Complaints Numbers by Stage

	Apr-13	May-13	Jun-13	Jul-13	Aug-13	Sep-13	Oct-13	Nov-13	Dec-13	Jan-14	Feb-14	Mar-14	Total
Enquiries	2	2	2	1	2	2	0	2	0	1	3	0	17
Stage 1	14	25	21	13	14	13	12	12	10	18	22	6	180
S1 Founded	5	8	9	1	2	4	2	1	2	8	4	1	47
S1 Partially Founded	3	7	5	0	5	4	4	4	1	1	5	1	40
Stage 2	1	1	0	1	3	0	1	2	1	1	0	3	14
S2 Founded	0	0	0	0	0	0	0	0	0	0	0	0	0
S2 Partially Founded	0	0	0	0	1	0	0	0	1	1	0	0	3
Escalated from S1	7%	4%	0%	8%	21%	0%	8%	17%	10%	6%	0%	50%	8%
LGO	0	1	2	0	0	2	0	2	0	0	0	0	7
Not initiate	0	1	0	0	0	1	0	1	0	0	0	0	3
Discontinue	0	0	2	0	0	0	0	0	0	0	0	0	2
Satisfied with LA Action	0	0	0	0	0	0	0	1	0	0	0	0	1
Founded (Maladministration)	0	0	0	0	0	1	0	0	0	0	0	0	1
Compliments	1	1	3	4	2	1	1	3	2	0	0	0	18

2. Correspondence Performance

	Apr-13	May-13	Jun-13	Jul-13	Aug-13	Sep-13	Oct-13	Nov-13	Dec-13	Jan-14	Feb-14	Mar-14	Total
Total Number of Cases	14	25	21	13	14	13	12	12	10	18	22	6	180
Average Time to Reply (days)	9	11	6	5	15	7	13	10	4	9	10	8	8.9
Completed within 10 days	71.4%	64.0%	95.2%	92.3%	42.9%	61.5%	58.3%	58.3%	80.0%	61.1%	50.0%	50.0%	66.1%



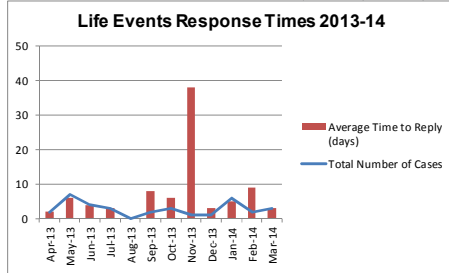
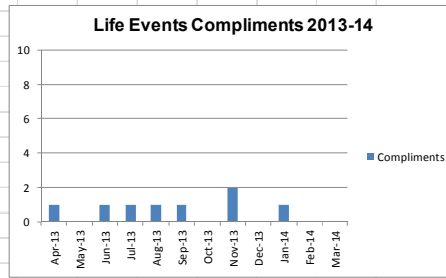
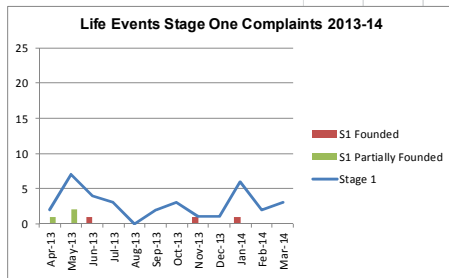
3. Top 3 Issues of Complaint

Unwarranted/Illegal Action	45 (18%)
Poor Communication	32 (13%)
Excessive Charges	21 (9%)

Life Events Annual Report - 2013/14

1. Complaints Numbers by Stage

	Apr-13	May-13	Jun-13	Jul-13	Aug-13	Sep-13	Oct-13	Nov-13	Dec-13	Jan-14	Feb-14	Mar-14	Total
Enquiries	0	1	0	1	0	0	0	1	0	0	1	0	4
Stage 1	2	7	4	3	0	2	3	1	1	6	2	3	34
S1 Founded	0	0	1	0	0	0	0	1	0	1	0	0	3
S1 Partially Founded	1	2	0	0	0	0	0	0	0	0	0	0	3
Stage 2	0	0	0	0	0	0	0	0	0	0	0	0	0
LGO	0	0	0	0	0	0	0	0	0	0	0	0	0
Compliments	1	0	1	1	1	1	0	2	0	1	0	0	8



2. Correspondence Performance

	Apr-13	May-13	Jun-13	Jul-13	Aug-13	Sep-13	Oct-13	Nov-13	Dec-13	Jan-14	Feb-14	Mar-14	Total
Total Number of Cases	2	7	4	3	0	2	3	1	1	6	2	3	34
Average Time to Reply (days)	2	6	4	3	0	8	6	38	3	5	9	3	7.3
Completed within 10 days	50.0%	71.4%	100.0%	66.7%	100.0%	50.0%	66.7%	0.0%	100.0%	83.3%	50.0%	33.3%	67.6%

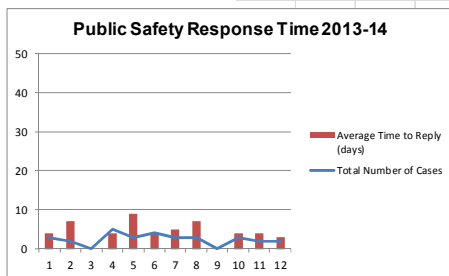
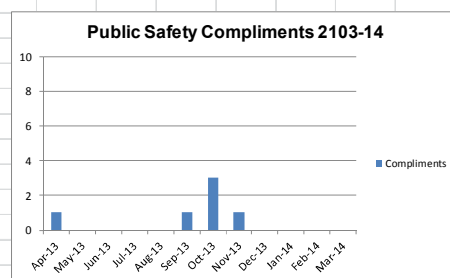
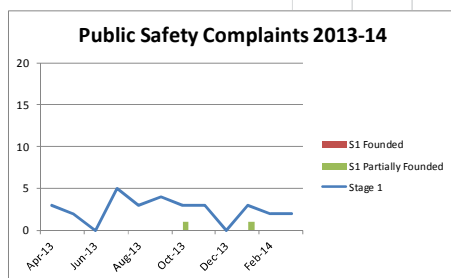
3. Top 3 Issues of Complaint

Poor Quality of Service	12 (35%)
Staff Conduct	5 (15%)
Uncaring Staff	4 (12%)

Public Safety Annual Report - 2013/14

1. Complaints Numbers by Stage

	Apr-13	May-13	Jun-13	Jul-13	Aug-13	Sep-13	Oct-13	Nov-13	Dec-13	Jan-14	Feb-14	Mar-14	Total
Enquiries	0	2	2	0	1	0	1	0	0	0	0	0	6
Stage 1	3	2	0	5	3	4	3	3	0	3	2	2	30
S1 Founded	0	0	0	0	0	0	0	0	0	0	0	0	0
S1 Partially Founded	0	0	0	0	0	0	1	0	0	1	0	0	2
Stage 2	0	3	0	0	1	0	1	0	0	0	0	0	5
S2 Founded	0	0	0	0	0	0	0	0	0	0	0	0	0
S2 Partially Founded	0	0	0	0	0	0	0	0	0	0	0	0	0
Escalated from S1	0%	150%	0%	0%	33%	0%	33%	0%	0%	0%	0%	0%	17%
LGO	0	0	0	1	0	0	0	0	1	1	0	0	3
Not initiate	0	0	0	1	0	0	0	0	1	0	0	0	2
Discontinue	0	0	0	0	0	0	0	0	0	0	0	0	0
Satisfied with LA Action	0	0	0	0	0	0	0	0	0	0	0	0	0
Founded (Maladministration)	0	0	0	0	0	0	0	0	0	1	0	0	1
Compliments	1	0	0	0	0	1	3	1	0	0	0	0	6



2. Correspondence Performance

	Apr-13	May-13	Jun-13	Jul-13	Aug-13	Sep-13	Oct-13	Nov-13	Dec-13	Jan-14	Feb-14	Mar-14	Total
Total Number of Cases	3	2	0	5	3	4	3	3	0	3	2	2	30
Average Time to Reply (days)	4	7	0	4	9	4	5	7	0	4	4	3	4.3
Completed within 10 days	66.7%	100.0%	100.0%	100.0%	66.7%	75.0%	100.0%	66.7%	100.0%	66.7%	50.0%	50.0%	76.7%

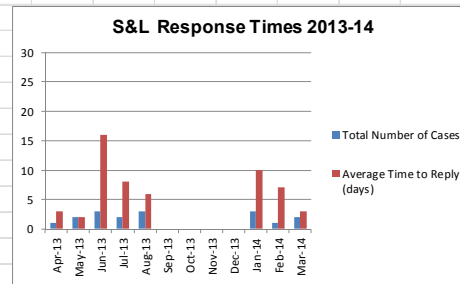
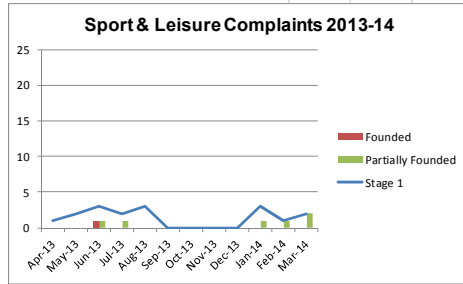
3. Top 3 Issues of Complaint

Noise Pollution	6 (19%)
Environment Issues	4 (13%)
Animal Welfare	3 (10%)

Sport & Leisure Annual Report - 2013/14

1. Complaints Numbers by Stage

	Apr-13	May-13	Jun-13	Jul-13	Aug-13	Sep-13	Oct-13	Nov-13	Dec-13	Jan-14	Feb-14	Mar-14	Total
Enquiries	0	0	1	0	1	0	0	0	0	0	0	1	3
Stage 1	1	2	3	2	3	0	0	0	0	3	1	2	17
Founded	0	0	1	0	0	0	0	0	0	0	0	0	1
Partially Founded	0	0	1	1	0	0	0	0	0	1	1	2	6
Stage 2	0	0	0	0	0	0	0	0	0	0	0	0	0
LGO	0	0	0	0	0	0	0	0	0	0	0	0	0
Compliments	0	0	0	0	0	0	0	0	0	0	0	0	0



2. Correspondence Performance

	Apr-13	May-13	Jun-13	Jul-13	Aug-13	Sep-13	Oct-13	Nov-13	Dec-13	Jan-14	Feb-14	Mar-14	Total
Total Number of Cases	1	2	3	2	3	0	0	0	0	3	1	2	17
Average Time to Reply (days)	3	2	16	8	6	0	0	0	0	10	7	3	4.6
Completed within 10 days	100.0%	100.0%	33.3%	100.0%	66.7%	100.0%	100.0%	100.0%	100.0%	66.7%	100.0%	100.0%	76.5%

3. Top 3 Issues of Complaint

Disagree With Decision	4 (24%)
Poor Quality of Service	2 (12%)
Disrepair	2 (12%)