



Annual Corporate Complaints and Compliments Report 2018/2019

1. Introduction

- 1.1 The Council operates a Corporate Complaints policy and procedure which is overseen by the Customer Services Division. Complaints, compliments and comments are managed through the corporate Customer Relationship Management (CRM) system, recently upgraded to Oracle Service Cloud. Any member of staff can record complaints and compliments through the corporate intranet using the online form. Customers can log complaints, compliments and comments online or can request them to be recorded through their preferred access channel.
- 1.2 Service Cloud holds records of all complaints, compliments and comments and is used to manage the status and timescales of complaint handling within the organisation. The related data is also analysed to identify trends and lessons learned to help us to improve our customers' experiences.
- 1.3 All complaints about Adults Social Care and Support and Children's Services, including Children's Special Educational Needs (SEN) are dealt with by the Adults and Children's Complaints Team.
- 1.4 This includes any corporate complaints received for Children's Services (51) and Adult Social Care (5) and these complaints are included in the Children's Services and Adults Social Care Annual Complaints reports respectively.

2. The Corporate Complaint Process

- 2.1 The Corporate Complaints policy is reviewed and updated annually.
- 2.2 The procedure is as follows:
 - Stage one, complaints are investigated and responded to by the appropriate service area. Complaints should be responded to within a maximum of 20 working days. Where complaints are considered more complex, with the agreement of the customer and of the appropriate Head of Service or Complaints team a complaint may be responded to in 30 working days.
 - Stage two, if a customer remains dissatisfied with the response that has been given a complaint is escalated to the final stage of the complaints procedure. The appropriate Head of Service or senior officer will review the complaint and the stage one response and respond to the customer within 10 working days or for more complex complaints within 20 working days, in agreement with the customer.

3. Summary of complaints and compliments

- 3.1 830 complaints were received for 2018/2019, an increase of 111 (15.4%) compared to the previous year when 719 were received.
- 3.2 Of the 830 complaints received 85 (10.2%) progressed to the second and final stage of the complaints procedure where a review by a Head of Service or senior officer was required. The percentage of complaints escalated to stage

two in the previous year was 10.99%.

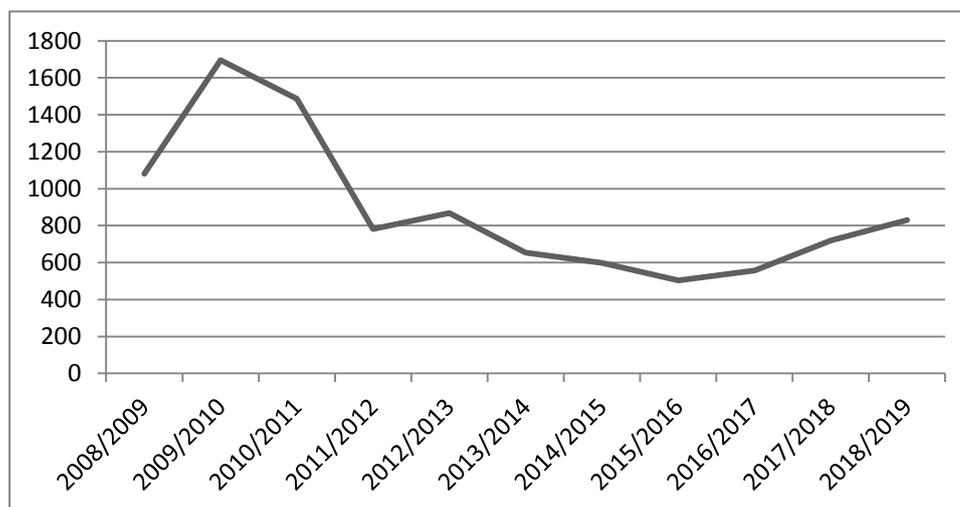
- 3.3 Since moving to Service Cloud in October 2018, the complaints team review all complaints logged, this includes those logged directly by the customer using the online complaints form. The review has identified those customers who may be unsure of which area their issue relates to often use the complaint form to make sure their issue is logged. Not all of these are formal complaints and can be dealt with outside of the complaints procedure without delay as a service request with the agreement of the customer. 80 complaints were cancelled and recorded as a service request having communicated the reason with the customers concerned.
- 3.4 2018/19 saw an unprecedented increase in the number of brown recycling bins failing due to splits in the bins. The damage meant that it was no longer safe to empty some of the bins therefore the collection crews logged the damage and placed a sticker on the bins informing customers of the problem and their next course of action. Prior to the escalation of problems with brown bins we would typically deliver 200 replacement bins a month including black and green bins. During the peak of the incident last year we had requests for over 7,000 bins in one month alone. The increase in delivery requests and overall customer contact placed additional pressures on the Customer Services Team, Waste and Recycling Team and Delivery Team. The increased demand lead to an increase in the delivery time for replacement containers which extended from 20 days to 12 weeks at its maximum, with the average during this period being 7 weeks. This delay and issues with collecting the damaged bins led to some customers being dissatisfied with the service and therefore resulted in an increase in complaints and overall customer contact.
- 3.5 The preferred access channel for customers to make a complaint continues to be by telephone followed by email, web form and post in that order.
- 3.6 Key trends for the year were:
 - There has been an increase in the number of complaints logged.
 - Service areas that provide services to all residents received the most complaints as forecast and reflected in previous years.
 - As mentioned above in point 3.5 there was an increase for Waste and Recycling due to split brown recycling bins.
 - Customer Services saw an increase in customer contact regarding brown recycling bins and extended waiting times in both quarters 1 and 2.
- 3.7 1137 compliments were received in 2018/2019 this compares to 1046 for the previous year, an increase of 91 (8.7%).
- 3.8 Table one shows complaints and compliments for the last 3 years and shows an increasing trend. The proportion of complaints compared with compliments is reasonably constant at around 40:60 complaints to compliments.

Table One: Complaints and compliments by year 2016/2017 to 2018/2019

	2018/19	%	2017/18	%	2016/17	%
Complaints	830	42.2	719	40.7	556	35.3
Compliments	1137	57.8	1046	59.3	1021	64.7
Total	1967		1765		1577	

3.9 Figure one shows the trends for the number of complaints from 2008 to 2019. This shows the impact of service disruption caused by inclement weather as well as changes to services that affect all households. The increase resulting from the brown bin incident is reflected in the upturn in 2018/19.

Figure One: Number of complaints by year 2008-2019



- 2009-2010 – Introduction of additional waste and recycling services resulted in 1001 complaints contributing to the significant increase that year. There was also disruption to services due to heavy snowfall.
- 2010-2011 – Continued impact from waste and recycling changes to services, application of no side waste policy.
- 2011-2012 – 60% decrease in waste and recycling complaints.
- 2013-2016 – In 2014, the recycling service was changed, this included replacing boxes with brown recycling bins – this had no significant impact on customer contact. There was also minimal inclement weather during these years.
- 2016-2017 – Increase in waste and recycling related complaints due to missed collections because of contaminated recycling containers.
- 2017-2018 – 102 planning complaints received with regards to a single planning application
- 2018-2019 – Increase in waste and recycling related complaints due to split brown recycling bins. Increase in customer services complaints regarding brown recycling bins and extended waiting times.

4. Corporate Complaints Quarterly Service Area Analysis

4.1 Table Two shows complaints received by quarter.

Table Two: Complaints by Quarter 2016/2019

Quarter	2018/2019		2017/2018		2016/2017	
	No.	% of Total	No.	% of Total	No.	% of Total
Q1 (Apr-Jun)	244	29.4%	165	22.9%	166	29.9%
Q2 (Jul-Sep)	255	30.7%	256	35.6%	148	26.6%
Q3 (Oct-Dec)	168	20.3%	142	19.8%	134	24.1%
Q4 (Jan-Mar)	163	19.6%	156	21.7%	108	19.4%
Total	830	100%	719	100%	556	100%

Quarter one:

- Waste and Recycling had 140 complaints registered, this is an increase of 92 complaints compared with the same quarter in the previous year. Of the 140 there were 44 relating to brown recycling bins.
- Customer Service complaints also increased by 10 during this quarter and again can be directly associated to the increase in customer contact regarding brown recycling bins and extended waiting times.

Quarter two:

- Waste and Recycling received 156 complaints, this is an increase of 116 complaints compared with quarter 2 of the previous year. Of the 156 there were 78 relating to brown recycling bins. In quarter 2 significant delivery management processes were implemented to improve timescales.
- It is important to note that during this quarter in 2017/2018 we had 102 complaints for planning relating to a single planning application. The trend in the number of complaints in this quarter is unusual.

Quarter three:

- Complaints activity remained consistent with the previous year however there was a slight change in trend as the result of an increase of ten complaints for Planning Services. These complaints related to the process and procedure around planning applications and decisions made. There was a decrease of ten for Highways Services during this quarter, no trend identified.

Quarter four:

There was no particular service area that saw a major change in the number of complaints recorded.

4.2 To help put the level of complaints into context table three shows some of the activities undertaken by key service areas which tend to be the subject of complaints.

Table Three: Key Council Activities 2018/2019

Service Areas	Activity level
Waste and Recycling Household waste & recycling collections 2018/19 (refuse, garden waste, mixed recycling, glass) Bulky Waste available Collections Visitors to Bickenhill HWRC Brown Recycling Bin requests	11,194,720 4,500 200,000 28,500
Income and Awards <ul style="list-style-type: none"> • Council tax bills issued during the year. • New Benefit applications processed 	170,772 3,091
Highways Maintenance Significant Highway schemes implemented	Highway Works Permit Scheme Delivery of the Traffic Management Strategy and Regional Transport Co-ordination Centre (RTCC) Abandoned Vehicles Clean Air Strategy Local Strategic Network Resilience Project Velo Wildlife Ways Smart Gullies Trial E-Car Club A452 Kenilworth Road – retaining wall Airport Footbridge over the A45
Streetcare <ul style="list-style-type: none"> • Maintained grass (m²) • Maintained hard ground (m²) 	6,766,891 4,013,919
Planning and Building Control <ul style="list-style-type: none"> • Planning Applications • Building Control Applications • Initial Notices* 	3,249 1,277 1,011
Customer Services Solihull Connect Number of contacts by channel <ul style="list-style-type: none"> • Contact Centre • Walk in Centres • Email • Webforms • Live Chats 	307,516 62,421 15,374 4,510 4,870

Service Areas	Activity level
Cemeteries and Crematoria	
Cremations and burials	3,590
Memorial headstone permits	718
Scatters	522
Grave reserves	143
Reassignments	51
Memorial sales	400
Registration Service	
Births , Deaths and marriages	3,298
Traffic and Parking	
Number of Council owned spaces	4,720
Libraries and Arts Services	
Visitor numbers	571,906
Parks	
Area of maintained shrubs (m ²)	540,750

*Initial Notices are issued by private companies to advise that they have been engaged to manage Building Regulations compliance.

- 4.3 Table four shows a breakdown of the 10 specific Service Area Teams which received the highest numbers of complaints.

Table Four: Top Ten Service Areas 2016/2019

Specific Service Area Team	2018/2019	2017/2018	2016/2017
Waste and Recycling	421	191	209
Highways Services	106	129	99
Income and Awards	62	56	48
Streetcare	50	54	41
Customer Services (Solihull Connect)	52	24	34
Planning and Building Control	36	134	32
Neighbourhood Services (not Regulatory Services)	30	33	21
Parks Grass Shrubs & Trees	26	30	17
Cemeteries and Crematoria	15	19	10
Libraries and Arts	12	9	6

- 4.4 A total of 421 complaints have been registered for Waste and Recycling, an increase of 120% from 2017/2018. However, 297 complaints were logged in the first two quarters of the year, the majority of complaints during this period related to split brown recycling bins (146), deliveries and other waste issues (151).

- 4.5 The next largest increase was in the Customer Contact Service which received 28 more complaints than the previous year which equates to a 117% increase. This is the result of increased customer contact due to split brown bins and waiting times caused by the significant demand specifically during quarter one . A number of temporary agency staff were recruited to deal with the high demand during this period specific online forms were also developed to help with managing the increased demand.
- 4.6 Planning and Building Control has seen a substantial decrease in relation to 2017/2018 when we received a high number of complaints to do with one single application. The number of complaints received 2018/2019 are in line with complaints normally received for this area.
- 4.7 There has been a decrease of complaints for Highways to 106 from 129 in 2017/2018. Highways undertook a number of major projects within the borough and no trend has been identified.
- 4.8 There were no particular trends identified for other service areas.

5. Categories of Complaint

- 5.1 Complaints are categorised so that we can understand why customers complain. The categories for complaints are provided in Table five. The top three reasons are the same as for previous years:
- Service delivery
 - Decision making (policy)
 - Impoliteness, rudeness, unfairness, bias or prejudice

Table Five: Categories of complaints

Complaint reason	2018/ 2019	% of total	2017/ 2018	% of Total	2016/ 2017	% of total
Dissatisfaction in service delivery	618	74.5%	446	62.0%	394	70.9%
Dissatisfaction with the way we apply policy, a decision or a procedure	131	15.8%	218	30.3%	106	19.1%
Impoliteness, rudeness, unfairness, bias or prejudice	60	7.2%	47	6.6%	49	8.8%
Refusal to answer reasonable questions, misleading or unsuitable advice	16	1.9%	5	0.7%	6	1.1%
Inappropriate use of personal information	5	0.6%	3	0.4%	1	0.1%
Total	830	100%	719	100%	556	100%

- 5.2 Complaints indicating dissatisfaction with service delivery as expected represented the greatest proportion of complaints at 74.5%. This is a 12% increase for this category which relates to the split brown bins with customers being dissatisfied with waiting times when contacting the Council as well as the wait to receive a replacement bin and collection of their damaged bin.
- 5.3 15.8% of complaints related to dissatisfaction with the way policy or a decision was applied, a decrease of 14.5% on the previous year when we had 102 complaints with regards to a single planning application.
- 5.4 7.2% of complaints were made because of impoliteness and rudeness. In line with previous years, this category relates mainly to the Parking Enforcement Officers for Highways and Amey Crew for Waste and Recycling and Streetcare. No complaints were logged under this category to do with bias or prejudice.

6. Complaint Timescales

Table six shows the complaints resolved by complaint stage and timescale.

Table Six: Complaint Resolution Timescales 2018/2019

	Complaints at Stage 1	Complaints at Stage 2
Resolved in 20 days	698	
Over 20 days and less than 30 days	94	
Over 30 days	38	
Stage 2 in 20 days		77
Stage 2 over 20 days		8
Total	830	85

- 6.1 Of the 830 complaints registered at stage one, 698 were responded to within the 20 days, 94 were identified as complex and responded to within 20 to 30 days in line with the Complaints and Compliments policy and the agreement of the complainant. 38 complaints exceeded the 30 day target and a breakdown by service area is provided in Table seven.
- 6.2 Of the 85 complaints escalated to stage two, 77 were responded to within the 20 day timescale with 8 complaints that went over the 20 days. The affected customers were kept up to date with the investigation and the complaints team continued to work with the co-ordinators during this period. A breakdown by service area is provided in Table eight.
- 6.3 If at stage one or two a complaint is more complex or an in depth response is required, the deadline can be extended which should be negotiated with the customer and agreed by the Corporate Complaints Lead.

- 6.4 The complaints team monitor all complaint timescales to identify those approaching target completion, liaise with the relevant co-ordinators and where necessary speaking to the relevant investigating officer or Head of Service.
- 6.5 There are a number of reasons for a complaint to exceed timescale including:
- a. Complexity of the complaint: complaints relates to multiple services, requires monitoring or site visits.
 - b. More information needed from the customer which caused a delay in being able to start the investigation.
 - c. Delay in completing the complaint on the system even though a response has been sent to the customer.
 - d. Failure to allocate complaint to investigator
Poor response time management of the complaint by investigating officers.

Table Seven: Complaints exceeding 30 days at stage one by Service Area

Service Area Team	Total of Stage 1 out of SLA	a	b	c	d	e
Highway Services	16	3			1	12
Neighbourhood & Regulatory Services	13			1	1	11

There were 7 other service areas that had one or two complaints that exceeded the 30 days, all were monitors and progress notes were added to the complaints with reasons for exceeding timescales.

Table Eight: Complaints exceeding 20 days at stage two by Service Area

Service Area Team	Stage 2 out of SLA
Parks grass shrubs & trees	4
Planning and Building Control	3
Highways Services	1

- 6.6 Of the 8 complaints, one exceeded timescale by 3 days and the customer had not been contacted.
- 6.7 The other 7 complaints were either complex, required further information, site visits or meetings and the complainants were kept informed.
- 6.8 Despite consistent reminders we are finding some complaints are being responded to outside of the timescales and we will continue to work with the areas concerned and provide on-going training and support.

- 6.9 The complaints team continue to work with co-ordinators to ensure responses where possible are sent within timescale, and customers are kept informed with deadline extensions.
- 6.10 To mitigate the impact of poor response time to the customer and to support investigating officers there is an automated reminder system as part of the complaints process as well as reminders from the complaint co-ordinator.
- 6.11 During 2018/2019 complaints investigation training took place for all investigating officers and co-ordinators. This training included a refresher of the complaints policy and procedure, how to put together a good response and importance of responding within timescales.

7. Learning from Complaints

- 7.1 One of the most important outcomes of investigating complaints is to learn from them. Categories of learning are used so that we can understand how feedback can be used to improve or shape services in the future. Table nine shows the categories recorded after a complaint has been investigated.
- 7.2 In line with the Council's legal obligations under Part 7 of the Immigration Act 2016, the Council's complaint procedure has incorporated a measure in which a customer can make a formal complaint to the Council, should any member of the public feel that a customer-facing council officer has insufficient fluency in spoken English in the performance of their role. Since the implementation of the Act, we have received no complaints in relation to this category which is a positive indicator on the quality of staff employed in customer facing public roles in the Council.

Table Nine: Categories of learning recorded

Learning Category	2018/2019		2017/2018		2016/2017	
	No.	% of total	No.	% of total	No.	% of total
Improve revised service delivery process	295	35.5%	204	28.4%	125	22.5%
Improve in communication	200	24.1%	155	21.5%	154	27.7%
Review behaviours and/or training needs for individuals or a team	154	18.6%	127	17.7%	145	26.1%
Customer comments included in review of how we apply policies, decisions and procedures	165	19.9%	179	24.9%	105	18.9%
Review of confidentiality procedures. These should be carried out in accordance with the Data Protections Act.	16	1.9%	54	7.5%	27	4.8%
Total	830	100%	719	100%	556	100%

- 7.3 The following learning categories were identified as part of the complaints outcome and a summary of the trends:.
- Improve service delivery process – increase relates to Waste and Recycling.
 - Review behaviour developments for individuals or a team – predominately relates to Waste and Recycling (Amey crew) and Highways (NSL parking enforcement officers).
 - Improve communication – increase related to different service areas with no particular trend identified.
 - Customer comments included in review of how we apply policies, decisions and procedures – majority relate to parking restrictions across various locations of the borough and parking charge notices being issued.
 - Review of confidentiality procedures. These should be carried out in accordance with the Data Protection Act and associated Regulations – complaints during 2018/2019 related mainly to Income and Awards complaints for Council Tax. A decrease in this category for Highways and Planning Services was seen during the year.
- 7.4 The complaints team run quarterly reports on recorded learning and contact service areas to discuss the learning actions that have been implemented as a result of the learning to ensure service improvements.
- 7.5 Samples of learning from complaints investigated during 2018/2019 have been included as Appendix 1. Once the complaint has been resolved it is the responsibility of the service area to implement any learning improvements identified.
- 7.6 Two case studies have been prepared by Customer Services and Waste and Recycling this year to show how a complaint is investigated from start to end, including how we learn from complaints. These case studies are included as Appendix 2.

8. Complaints by Ward

- 8.1 To gather a further insight into complaints Table ten shows complaints by Ward in which the complainant lived. This enables us to see if there are any new trends or exceptions to trends that could be analysed further.

Table Ten: Complaints by Ward

Ward	2018/ 2019	% of Total	2017/ 2018	% of total	2016/ 2017	% of total
Out of borough customers, anonymous or no address given	89	10.7%	72	10.0%	55	9.89%
Bickenhill	30	3.6%	132	18.0%	38	6.83%
St Alphege	54	6.5%	57	8.0%	34	6.12%
Shirley East	46	5.5%	47	6.5%	28	5.04%

Ward	2018/ 2019	% of Total	2017/ 2018	% of total	2016/ 2017	% of total
Elmdon	49	5.9%	39	5.4%	44	7.9%
Dorridge and Hockley Heath	44	5.3%	38	5.3%	27	4.9%
Knowle	45	5.4%	36	5.0%	29	5.2%
Olton	44	5.3%	36	5.0%	30	5.4%
Shirley South	36	4.4%	33	4.6%	37	6.7%
Smiths Wood	22	2.7%	31	4.3%	23	4.1%
Blythe	74	8.9%	29	4.0%	36	6.5%
Meriden	34	4.1%	30	4.2%	22	4.0%
Silhill	46	5.5%	30	4.2%	41	7.4%
Lyndon	48	5.8%	25	3.5%	16	2.9%
Kingshurst and Fordbridge	42	5.1%	23	3.2%	26	4.7%
Chelmsley Wood	44	5.3%	22	3.1%	22	4.0%
Shirley West	58	7.0%	20	2.8%	37	6.6%
Castle Bromwich	25	3.0%	19	2.7%	20	3.6%
Grand Total	830		719		556	

8.2 The Ward complaints predominately relate to the following service areas:

Blythe:

- An increase of 45 predominantly relating to waste and recycling missed collections of various containers. Brown recycling bins have also had an impact on the increase for this ward.

Lyndon:

- An increase of 23 mainly relating to waste and recycling regarding various issues and a small amount relating to brown recycling bins.

Kingshurst and Fordbridge

- There has been an increase of 19 complaints, majority relating to the following service areas:
- Waste and Recycling regarding various issues and brown recycling bins.
- Income and Awards regarding council tax and benefits.
- Streetcare regarding litter and grass cutting.

Chelmsley Wood:

- An increase of 22 can be seen for this Ward mainly relating to:
- Waste and recycling regarding missed bin collections and brown recycling bins.
- Streetcare relating to various issues.
- Customer Services regarding various issues.

Shirley West

- An increase of 38 complaints majority relating to the following service areas:
- Waste and recycling relate to the brown recycling bins and missed collections of various containers.
- Highways Services regarding various issues.
- Customer Services regarding information provided by advisors.
- Income and Awards regarding various issues.

Silhill

- Silhill has seen an increase of 16 with the following service areas receiving the highest number:
- Waste and recycling the majority regarding brown recycling bins and missed bin collections.
- Highways Services relating to the actions of parking enforcement officers, resurfacing of roads and parking issues.

Elmdon

- Elmdon has seen an increase of 10 the majority relate to waste and recycling missed collections of various containers.

The following wards have seen a decrease in complaints registered for their ward:

- Smiths Wood have received 9 less complaints in comparison to 2017/2018
- St Alphege have seen a decrease of 3 complaints
- Bickenhill received 102 less complaints however this is in relation to 2017/2018 when we received a high number of complaints to do with one single planning application.

8.3 Waste and recycling have seen an increase in complaints for all wards which relates to the impact the split brown recycling bins had across the whole of the borough.

9. Compliments

9.1 1137 compliments were received in 2018/2019, an increase of 8.7% compared to 1046 compliments received in 2017/2018. Table eleven shows the top ten Service Areas to receive compliments.

Table Eleven: Compliments Service Area Top 10

Service Area	2018/2019	2017/2018	2016/2017
Customer Services	275	411	477
Highways Services	221	339	195
Cemeteries and Crematoria	106	56	17

Service Area	2018/2019	2017/2018	2016/2017
Waste and Recycling	55	100	87
Streetcare	33	45	48
Parks grass shrubs trees	20	13	13
Income and Awards	17	8	10
Neighbourhood Co-Ordinators	13	10	16
Planning and Building Control	6	9	12
Libraries and Arts Services	4	41	23

- 9.2 Compliments are shared with service areas quarterly and at year end. Customer Services share compliments received as part of a monthly local brief.
- 9.3 Table twelve shows the reasons for receiving compliments. The majority of compliments were made for named employee helpfulness at 68.5% compared to 66.7% during 2017/2018. High standard of service reduced slightly to 14.2% in 2018/2019.

Table Twelve: Categories of Compliments

Category	2018/2019	% of total	2017/2018	% of total	2016/2017	% of total
Named employee helpfulness	779	68.5%	697	66.7%	645	63.2%
High standard of service	161	14.2%	167	16.0%	192	18.8%
Helpfulness of service	182	16.0%	166	15.8%	159	15.6%
Other	15	1.3%	16	1.5%	25	2.4%
TOTAL	1137	100%	1046	100%	1021	100%

10. Customer Comments

- 10.1 Customer comments are captured where a customer has a suggestion for service improvement or is not happy with the way we are currently delivering a service or policy and indicate they do not want to log a formal corporate complaint. These comments are predominantly logged by Solihull Connect across all access channels.
- 10.2 Customer comments are shared with all relevant service areas for learning and improvement suggestions. In cases where a customer has requested a response this will be provided by the service area responsible.

10.3 Table thirteen shows the number of comments recorded over the last 3 years

Table Thirteen: Number of comments for last three years

	2018/2019	2017/2018	2016/2017
Number of comments	723	528	1060

10.4 Table fourteen shows the service areas that received the most customer comments. The majority of comments relate to Waste and Recycling which is consistent with previous years.

Table Fourteen: Top Service Areas receiving the most comments

Service Area	Total
Waste and Recycling	396
Parks grass shrubs & trees	68
Income and Awards	65
Customer Services	65
Streetcare	62
Highways Services	30
Elections	10
Planning and Building Control	8
Neighbourhood and Regulatory Services	4

10.5 Key trends of customer comments registered in 2018-2019 relate to:

- Waste and Recycling – various comments made including about brown recycling bins
- Parks, grass and shrubs - regarding the Let it Grow project
- Customer Services call waiting times – increase in call waiting times due to significant increase to demand
- Highways Services – Penalty Charge Notices, parking restrictions and various including dropped kerbs, traffic lights and signage.
- Council Tax – Various comments including payments, recovery, council tax resourcing, benefits and bailiffs.

10.6 The decrease in customer comments overall relate to:

- Highways have seen a decrease of 22 - we had numerous comments relating to car parking signage and gritting not taking place in icy conditions during 2017/2018.
- Neighbourhood and Regulatory services have seen a decrease of 28 comments – we had numerous comments relating to unauthorised encampments in 2017/2018.

11. Local Government Social Care Ombudsman

- 11.1 Each year the Local Government and Social Care Ombudsman (LGSCO) provides feedback to Local Authorities about the complaints it has received about them in the past year. No specific areas of concern have been highlighted in 2018/2019.
- 11.2 Tables fifteen and sixteen show the services areas for which complaints decisions were made by the LGSCO and what decisions were made.

Table Fifteen: Services Areas decisions made on

Service Areas	Total
Transport and Highways	6
Income and Awards	3
Environmental Service & Public Protection	7
Planning & Development	10

Table Sixteen: Decisions made

Decisions Made	Total
Closed after Initial Enquiries	14
Incomplete/Invalid	2
Referred back for local resolution	7
Not Upheld	2
Upheld - Financial redress: Avoidable distress/time and trouble	1

12. Corporate Complaints and Feedback Policy

- 12.1 Due to the implementation of Service Cloud and promotion of online forms all complaints logged are now reviewed by the complaints team before being assigned to the relevant service area for investigation. This has improved the customer experience and resulted in more complaints being cancelled where the customer has simply wanted to request a service.

13. Looking Forward

- 13.1 During 2019/20 the complaints team will focus on timescales and improved support and training for those areas struggling with complaint response timescales of complaints.
- 13.2 Quality monitoring of Investigating Officer responses at Stage one and Head of Service responses at Stage two will be undertaken to ensure complaints are being appropriately responded to and to ensure consistency where

redress is offered. The complaints team will work with individuals and services that need support to improve the quality of responses.

13.3 Improving performance information will also be a focus during the year providing service areas with performance data and comparisons for improvements.

13.4 A number of activities could result in increased numbers of complaints for 2019/2020. These include:

- HS2 Highway Improvements
- Station Approach Accessibility Scheme
- Travel Behaviour Change Programmes
- Velo
- School street pilot - experimental Traffic Regulation Order (TRO), which will be in force for a maximum period of 18 months
- Street lighting LED project and traffic signals upgrade

List of Appendices

Appendix 3.1 Learning examples
Appendix 3.2 Case studies