



AUDIT COMMITTEE 26TH JANUARY 2021

SUBJECT: ANNUAL REVIEW OF COMPLAINTS RECEIVED UNDER THE COUNCIL'S CORPORATE COMPLAINTS POLICY 1ST APRIL 2019 TO 31ST MARCH 2020

REPORT BY: HEAD OF DEMOCRATIC SERVICES AND DEPUTY MONITORING OFFICER

--

1. PURPOSE OF REPORT

- 1.1 To provide Members with an overview of the corporate complaints received for the year 1st April 2019 to 31st March 2020.
- 1.2 To advise Members whether any trends were identified during this period and if so the action to be taken.
- 1.3 To provide Members with an overview of the lessons learned in respect of the complaints which have been upheld or partially upheld.

2. SUMMARY

- 2.1 To provide members with a review of the corporate complaints received during the year 1st April 2019 to 31st March 2020.
- 2.2 Complaints are one of the ways in which, the Council gains information on the level of satisfaction or dissatisfaction of the services provided corporately by the Council. The result of the monitoring enables each department to focus on areas of concern, to improve services and to monitor performance and ensure that any trends in issues raised are identified and dealt with to be avoided in the future.
- 2.3 The implementation of the Corporate Complaints Policy ensures that corporate complaints are dealt with consistently and fairly across all service areas.

3. RECOMMENDATIONS

- 3.1 Members are asked to note the content of the report.

4. REASONS FOR THE RECOMMENDATIONS

- 4.1 One of the terms of reference for the Audit Committee is to monitor the complaints process to ensure effective delivery of Council services.

5. THE REPORT

- 5.1 On 1st April 2013, the Council implemented a Corporate Complaints Policy (referred to as the Policy in this report) in order to reflect the model policy introduced by the Welsh Government. The Policy was subsequently reviewed and updated in 2016, however, the Public Services Ombudsman for Wales has recently issued guidance and a requirement for authorities to review their complaints procedure and update them in accordance with the new guidance by April this year. The Policy itself will therefore be the subject of a separate report to a subsequent meeting of this Committee prior to seeking approval of Cabinet.
- 5.2 In terms of our current policy a complaint is defined as “an expression of dissatisfaction or concern which requires a response” which may be:
- Either written or spoken,
 - Made by one or more members of the public,
 - About the Council’s action or lack of action or about the standard of service provided,
 - About the Council itself, a person acting on its behalf or a public service provider partnership.
- 5.3 The Policy sets out a two-stage complaints process; Stage 1 complaints should be dealt with within 10 working days and Stage 2 within 20 working days. If a complainant remains dissatisfied with the outcome of a Stage 2 response, he/she will have the opportunity to refer the matter to the Public Services Ombudsman for Wales.
- 5.4 The individual service areas are responsible for ownership of the conduct of the complaint process and investigate complaints at both stage 1 and 2, with the Stage 2 response being dealt with by the Head of Service or nominated representative. In addition, where complaints relate to more than one directorate these may be responded to by the Deputy Monitoring Officer.
- 5.5 Officers have established a Learning from Complaints Group (referred to throughout this report as “the Group”), which is chaired by the Deputy Monitoring Officer (or nominated representative), and includes Complaints Officers from across the Council, the Council’s Senior Policy Officer (Equalities and Welsh Language), a representative from the Council’s Performance Management Unit and a representative from the Council’s Internal Audit Section. Due to the constraints placed on officers as a result of the pandemic, meetings of the Group have not been held since March last year. However, officers have attended training on Teams with the Ombudsman’s office and further training will be undertaken in February. In addition, representatives from the Group would usually attend the All Wales Complaints Group meetings which are held twice per year to share experience and learn from other Councils; however, these meetings have also been placed on hold.
- 5.6 Complaints provide valuable feedback and are viewed as a positive opportunity to learn from experiences, which are in turn used to improve our services, strengthen relationships with customers and prevent similar problems which lead to the complaint from arising again. Some of the actions taken in response to complaints may seem to be of a minor nature however they can often make a big difference for

example to the provision of a service. Members are asked to note the information contained in paragraph 5.11.1 which sets out a sample of complaints together with the lessons learned.

5.7 The Committee received the first Annual Report in 2015. This is the fifth annual report; it includes comparative data against the data reported for the year 2018/19. In addition to this report Committee also receives a six-monthly update following the expiration of the first six-month period.

5.8 Review of Corporate Complaints

5.8.1 The data included in the Report relates to the complaints formally logged as corporate complaints received from 1st April 2019 to 31st March 2020. It includes comparative data for the year 2018/19 for each Directorate referred to and an overview of the response timescales. The data also includes the outcome of each complaint; namely whether a complaint has been upheld, not upheld or partially upheld. An overview of the outcomes in respect of Stage 1 complaints are set out in paragraph 5.8.6 and an overview of the outcomes in respect of Stage 2 Complaints are set out in paragraph 5.8.17 of the Report.

5.8.2 Members are asked to note that this report includes details of formally logged corporate complaints only and does not include detail of interactions with customers which are deemed to be service requests. In addition, Members are also reminded that complaints relating to Schools are dealt with under a separate policy as are complaints raised by services users within Social Services. As a result, the number of complaints within these areas are less than those relating to services delivered by the Communities Directorate and Housing.

5.8.3 The total number of corporate complaints received across the Authority was **274**. This is a notable **increase** on last years' total of **202**; there were **243** complaints dealt with at Stage 1 and **89** complaints dealt with at Stage 2 with **58** escalating from a Stage 1 to a Stage 2 (including 3 complaints within Communities which escalated from the previous years' stage 1 responses); 2 in Corporate Services; 28 in Housing; 27 in the Communities directorate (formerly referred to as the Environment directorate) 0 in Education and 1 in Social Services.

5.8.4 A breakdown of the Stage 1 corporate complaints by reference to service area, together with comparative data from last year is set out below.

	19/20	18/19
Corporate Services	18	15
Education	3	1
Communities	110	68
Housing	75	44
Social Services	37	24
Total	243	152

5.8.5 It should be noted that the number of complaints per service does not necessarily provide a direct correlation with the standard of customer service provided and that these results should not be treated in isolation. Each of these services are heavily influenced by the type of business transacted by that service, for example the number of customer facing transactions carried out, the public profile of the actions carried out by that service and whether the customer has alternative formal routes for

redress or appeal. In addition, as mentioned above there are separate legislative complaints process for School based complaints and complaints by service users in Social Services.

Outcomes of Stage 1 complaints

- 5.8.6 Of the **243** Stage 1 complaints responded to, **48** have been upheld, **152** were not upheld, **41** have been partially upheld, and **2** did not proceed (DNP). The breakdown by service area is listed below together with the comparative data for the year 2018/19.

	<u>Upheld</u>		<u>Not Upheld</u>		<u>Partially Upheld</u>		<u>DNP</u>	
	19/20	18/19	19/20	18/19	19/20	18/19	19/20	18/19
Corporate Services	5	8	12	6	0	1	1	0
Education	0	0	2	1	1	0	0	0
Communities	34	20	44	29	31	18	1	0
Housing	7	9	61	25	7	9	0	0
Social Services	2	0	33	24	2	0	0	0
Total	48	37	152	85	41	28	2	0

- 5.8.7 The overall number of complaints dealt with at stage 1 this year when compared to 2018/19 has **increased** by 91 (**243** this year compared to **152** last year).
- 5.8.8 The number of Stage 1 complaints upheld has **increased** by **11**(**48** this year compared to **37** last year); the number of complaints not upheld has increased by **67** (**152** this year compared to **85** last year) and the number of complaints partially upheld has increased by **13** (**41** this year compared to 28 last year).
- 5.8.9 The data for this year has been analysed by the service areas who have provided the following synopses.
- 5.8.10 In terms of **Social Services** complaints, from an analysis of this data it appears that the Corporate Complaints policy has been utilised in more circumstances where complainants were unable to progress their complaints through the separate Social Services Complaints procedure as they were not in receipt of social services and therefore complainants received a response via the Corporate Complaints Process. That said of the complaints dealt with 33 were not upheld, 2 upheld and 2 partially upheld.
- 5.8.11 In relation to trends for **Corporate Services**, predominately the complaints relate to council tax, some of which related to the enforcement agent (bailiff) providers. None of the complaints in relation to the bailiffs were upheld. Some related to the way in which customers were treated by a bailiff which is difficult to prove/disprove in some cases but there are agreed procedures/timescales in place for the bailiff to report back on any issues encountered. In terms of accommodating council tax complainant requests, the difficulty is that usually the Council Tax bill amount charged is correctly in line with council tax legislation and agreed Council policy. There is no discretion to reduce or waive council tax unless it is prescribed in council tax legislation so therefore, we cannot change procedures or exercise discretion unless the legislation allows.

5.8.12 In relation to **Communities**, the number of complaints which have been upheld has increased this year from 20 to 34, partially upheld complaints from 18 to 31; and complaints not upheld have increased from 29 to 44. The complaints are varied and range from Planning Applications, Permit Parking, Street Lighting to Missed Waste Collections. Many of the complaints (e.g.: street lighting, permit parking) are connected to savings required as a result of the Council's Medium-term financial Plan. The trend in missed collections complaints which have arisen are linked to workforce issues, resulting in changing staffing levels and various crews covering unfamiliar locations. Lessons learned include ensuring that replacement staff are fully briefed / provided with all relevant information to ensure collections are undertaken and commitment to undertake and implement a review of collection round structures to ensure workload balance across all collection streams and round sizes (accepting that the collection round review is a significantly large exercise and will take 12-18 months).

5.8.13 The complaints recorded within **Housing** span a wide service provision area and therefore, there no defined trends or systemic problems were identified.

The Housing Management Service has seen an increase in the number of Stage 1 complaints. No specific area has been identified as seeing a significant increase, however examples would include garden conditions, boundary fencing and re-let conditions.

Additionally, the Leaseholder Services Section has seen a notable increase in Stage 1 complaints due to the volume of Welsh Housing Quality Standard works being carried out on blocks including Leasehold properties. Leaseholders are able to raise complaints with the tender process, planned improvement works and final costs which are initially considered through the Corporate Complaints Procedure, although these follow defined legislative processes. They can also at any stage challenge via the Leasehold Valuation Tribunal.

5.8.14 In **Education** there were only three stage 1 complaints which related to early years additional support which was partially upheld; early years flying start and one school admissions complaint both of which were not upheld. No trends can be identified from this data. As mentioned above the low number of stage 1 complaints is the result of Schools having their own complaints policy/process that must be dealt with by the school, albeit the local authority via the education department provides advice and guidance on the schools-based policy. This process is however outside the constraints of this report.

5.8.15 A breakdown of Stage 2 corporate complaints by reference to the service area, together with comparative data for 2018/2019 is set out below.

	19/20	18/19
Corporate Services	4	3
Education	0	1
Communities	46	50
Housing	35	26
Social Services	2	5
Other (cross directorate)	2	5
Total	89	90

- 5.8.16 Members will note the number of complaints dealt with at Stage 2 are almost the same as last year with a slight variation in the numbers dealt with by each Directorate.
- 5.8.17 Of the **89** Stage 2 complaints responded to **14** have been upheld, **59** were not upheld and **16** were partially upheld. The breakdown by service area is listed below together with the comparative data for the year 2018/19.

Outcomes of Stage 2 Complaints

	<u>Upheld</u>		<u>Not Upheld</u>		<u>Partially Upheld</u>		<u>DNP</u>	
	19/20	18/19	19/20	18/19	19/20	18/19	19/20	18/19
Corporate Services	0	0	3	2	1	1	0	0
Education	0	0	0	1	0	0	0	0
Communities	11	7	26	36	9	7	0	0
Housing	3	4	27	18	5	4	0	0
Social Services	0	0	1	3	1	0	0	1
Cross/Directorate	0	0	2	3	0	2		
Total	14	11	59	63	16	14	0	0

- 5.8.16 Overall there has been a slightly **higher** number of complaints upheld at Stage 2 this year (**14** this year compared to **11** last year) and a slight increase in the number of complaints partially upheld (**16** this year compared to **14** last year). In relation to Corporate Services there was an increase of 1, Education there was a decrease of 1, Communities there was a decrease by 4, Housing there was increase by 10, Social Services there was a decrease by 3 and other there was a decrease by 3. There has been a slight decrease in the numbers of complaints not upheld.
- 5.8.17 With regard to **Housing**, the overall figures have increased by 9. As previously mentioned in paragraph 5.8.13, there has been a notable increase in Stage 2 complaints recorded for the Leasehold Services Section. This is due to the volume of Welsh Housing Quality Standard works being carried out on blocks including Leasehold properties. Leaseholders are able to raise complaints with the tender process, planned improvement works and final costs which are initially considered through the Corporate Complaints Procedure, although these follow defined legislative processes. If complainants remain dissatisfied with the Stage 2 response or they do not wish to follow the Complaints Procedure, they can also challenge the Council via the Leasehold Valuation Tribunal, although few progress through this process.
- 5.8.18 In relation to Communities the overall figures are very similar to last year with 11 upheld this year compared to 7 last year and 9 partially upheld this year compared to 7 last year.

5.9 Ombudsman's Referrals

- 5.9.1 There were 49 complaints referred to the Public Services Ombudsman for Wales for this period. There were 2 outcomes of investigations one of which was referred to the Ombudsman in the previous year; one related to housing and one related to social services both of which were partially upheld.

In relation to education and corporate services 1 complaint from each directorate was referred prematurely and not investigated. In relation to Housing 8 referrals were made prematurely and 10 had received stage 2 responses. One resulted in a proposed quick fix which was subsequently taken into investigation and partially upheld, the remainder were not investigated.

In relation to Communities 7 referrals were made prematurely and 8 had received a stage 2 response and 1 other referral, the status of which was unknown. Of these complaints there was one quick fix relating to a planning matter and none of the others were taken into investigation.

In relation to social services, there were 5 referrals made under the separate Social Services Complaints policy of these 5, 2 resulted in an early resolution and 3 were not investigated. In addition, there were 6 premature referrals one of which resulted in an early resolution, the remainder were not investigated, and 2 referrals were made following receipt of a stage 2 response.

5.10 Target time for responses

5.10.1 In terms of response times there were 28 stage 1 complaints which did not meet the target and 4 stage 2 responses. The comparable figures with 2018/2019 are set out below.

Year	Total Stage 1	Target not met	Total Stage 2	Target not met
2018/2019	152	21	90	6
2019/2020	243	28	89	4

The data in relation to this indicates that overall compliance with the response deadlines is 90.36%, 1.46% up on last years' figure of 88.9% as identified in the graph at Appendix 1.

5.10.2 The reasons for not meeting the deadline include the following; response waiting approval, administrative error, workload pressures, consultation required, officers on leave, initial impact of the Covid 19 pandemic towards the end of this reporting year. The Group will continue to remind officers to request an extension of time from the complainant should it become clear that the deadline for responding cannot be met.

5.11 Review of Trends and Lessons Learned

5.11.1 The volume of complaints is not always as important as the nature and the content of the complaint. Each complaint can be an opportunity to make small changes or service improvement on a small or greater scale. Sometimes the smallest change can result in the greatest increase in customer satisfaction. An overview of any trends, anonymised summaries of a sample of upheld/partially upheld complaints for each directorate are set out below.

Corporate Services

Example

Customer purchased a second property which will be rented once renovations were completed. On dealing with the council tax department they were completely dissatisfied with the customer service and knowledge of the staff which involved: -

- Being advised to complete a change of address form but this was not possible because of the nature of the circumstances.
- When they called back and spoke to the advisor who gave this advice they were taken back through the same form with the same outcome.

The customer felt staff should be aware how to register the details of a property and felt that their time had been wasted. The customer sent an email and received a bill.

The customer contacted the department again to advise that the property was uninhabitable and wanted to apply for an exemption and was told that this was possible and that an inspector would make contact to arrange a visit and that the bill would be adjusted after the inspection. The customer had to make contact again to enquire why the Inspector had not been in contact to be told that the exemption was not possible as it had been used by the previous owner. The complaint was upheld, and a full apology given.

Lesson Learned – The section had experienced some staff turnover in a very legislatively complex work area, so new staff were not fully experienced. All staff however were reminded that they should advise customers in a similar situation to email the relevant details to counciltax@caerphilly.gov.uk, along with a contact telephone number in case we need further information or need to arrange a property inspection.

Housing

Example 1 – Housing Management

A Former tenant appealed against a decision to charge them rent until a specified date as the former tenant claimed they handed their written notice into a Customer First office six weeks prior to the tenancy end date. Evidence gathered whilst investigating this complaint was unable to prove or disprove the former tenants claim. Lesson learned - As a result of this complaint being partially upheld, the Area Housing Manager is currently working with the Customer Services Hub Manager to ensure the procedure for accepting End of Tenancy Notices at Customer First Offices are adhered to and recorded accordingly.

Example 2 – Leasehold Services

A leaseholder received a recharge for unblocking of a drain in their block but believed the blockage was due to a Caerphilly Homes tenant putting inappropriate items down the drain so disagreed with having to contribute to the cost. Leaseholder also felt 18 months was too long to wait to be notified of a recharge.

Lesson learned - The complaint was partially upheld on the grounds of waiting 18 months to be advised of the recharge and as a result the Leasehold Services Team is working towards the re-instatement of quarterly repair reports to leaseholders.

Example 3 – Welsh Housing Quality Standards Team

A tenant provided the Tenant Liaison Officer with a letter detailing issues with property since internal Welsh Housing Quality Standard works had commenced. The tenant also expressed their concern with the length of time it was taking for the internal upgrades to be completed.

Lesson learned - The complaint was upheld as it was agreed the time taken to complete the upgrade and rectify the issues identified was not acceptable and as a result there was a reduction in the number of properties issued to this management contractor.

Social Services

Example 1

A complaint was received from a complainant who fostered a child and was given incorrect information about the allowance that would be received for this. When the first payment was received it was less than expected, the complainant was then informed that she would not be entitled to the full fostering allowance until the fostering assessment was approved at panel and that the rate would increase. At the outset, the complainant had been told that she would have to go through an assessment process but at no point had been made aware that the payment would be linked to, or reliant upon this. The complainant had to make up for the unexpected shortfall and was considerably out of pocket causing unnecessary distress.

Following a meeting with the complainant, the complainant was offered a full apology for the misinformation that had been given and for the way she had been made to feel during this process. The complainant was also advised that there are two separate processes for 'General' Foster Carers and 'Connected Persons' Carers and these two processes were explained in detail.

Lesson Learned - As a result a new fostering website was developed to clarify the fees for 'General' Foster Carers and 'Connected Persons' Carers General Foster Carers.

Example 2

A complaint was received from a complainant about staff members attending her property and attempting to enter her home instead of attending the correct property of the person they were to deliver care to.

Following an investigation into the complaint it was identified that several carers did accidentally knock the complainant's front door in error as the address they required was difficult to find. The carers were very apologetic for disturbing the family. The carers then immediately visited the correct address. An apology was given to the complainant and the complainant was assured that this will not occur again and that there are systems in place to provide the correct address to staff.

Lesson Learned - As a result any new carers will be informed that the property is difficult to locate and will be given directions before visiting.

Example 3

Complaint received from daughter of resident in private home who was unhappy with part of the complaint response letter from the home in that they appeared to be blaming her mother for an incident which occurred and because there were no witnesses it was

felt that her mother had undressed herself, there was no evidence of any dirty clothing in the room.

Following an investigation it was identified that the letter from the home should have been more appropriately worded and that complainant's mother was not supported by home staff on the morning in question and was unable to determine what happened between the checks on the complainant's mother that morning. An apology was issued to the complainant and she was advised that's staff will be reminded of the importance of providing appropriate care at the right time.

Lesson Learned – staff team at private residential home were reminded of importance of providing appropriate care at the right time

Education

Example

A complaint was raised regarding a delay in the early years support allocated to a child and why the support which was not received as a result of the delay could not be added to the allocation.

Officers acknowledged that there was a delay and the systems were reviewed and updated and an apology given. The process now ensures that support is given in a timely manner to those who need it. Management processes are in place which are regularly reviewed to ensure any delays are minimised.

A review of the amount of support provided concluded that the number of hours allocated was the most appropriate given the individual circumstances of the child with detailed reasons for reaching this decision.

Lessons learned – The complaint resulted in the LA processes / systems being updated. In addition, management processes have been put in place and are regularly reviewed to ensure any delays are minimised.

Communities

As mentioned above the trend identified related to waste collection. However, the relatively small number of complaints are set against the backdrop of the 9 million + collections undertaken each year by the Authority. Examples of the issues dealt with and lessons learned include the following:

Example 1

Missed food waste collection. To prevent this from happening in future, maps were to be placed on the particular round file for future reference by covering staff.

Example 2

Lack of waste collection. As a result, collection rounds are reviewed when the type of collection vehicle is changed.

Example 3

Non collection of food recycling and garden waste. The outcome was that a door knocking exercise and letter drop was to be undertaken to all houses on a particular street to make them aware how their parking was affecting collection methods.

Example 4

Persistent non collection of food waste which was reported multiple times. Following discussions with crew it transpired several different employees had worked the round over the period in question. The crew would park at the entrance to the street and then pull the food waste using a slave bag which is a common practice but, on this occasion, has contributed to this property being missed. The crew have been instructed to reverse to the end of the street while adhering to the precautions laid out in the route risk assessment prior to commencing the loading process. This should prevent properties being missed moving forward as the entire street will be serviced

Causes of complaints

5.12.3 Members will recall at the meeting of the Audit Committee in March 2016 it was agreed that the causes of complaints would be recorded in accordance with the following agreed list.

- 1 Collaborative Working
- 2 Decision Making
- 3 Delay in Service Provision
- 4 Officer/Contractors Conduct with public (including sensitivity/empathy of staff/politeness)
- 5 Following Council Policies/relevant Legislation
- 6 Accessibility of Services
- 7 Clarity/Accuracy/Timeliness of information
- 8 Quality of Work
- 9 Openness/ Fairness and Honesty
- 10 Compliance with Complaints procedure
- 11 A combination of categories

This data has been analysed within each directorate and is set out in the table at Appendix 2 and a graph of the causes is attached at Appendix 3.

5.13 Vexatious Complainants Policy

5.13.1 Members are advised that there have been no referrals made under this policy, although the officer hearing from Complaints Group will continue to monitor its use. The Group however acknowledge that it is a useful aide in dealing with potential vexatious complainants.

5.14 Conclusion

5.14.1 Whilst the number of complaints received and dealt with under the Corporate Complaints Process over the last year has increased, the areas of complaint remain wide ranging across the authority. It is important to recognise that the outcome of many complaints dealt with enable us to implement changes and improve on our services provided. An important part of dealing with complaints are the lessons

learned and any actions agreed as a result of recognising when we need to put things right for the customer and the service.

6. ASSUMPTIONS

- 6.1 The information contained in this report is based on data collected over the year and therefore it has not been necessary to make assumptions.

7. LINKS TO RELEVANT COUNCIL POLICIES

- 7.1 Monitoring of the Council's corporate complaints and successful resolution of those complaints contribute to the following Well-Being goals within the Well-being of Future Generations Act (Wales) 2015 as it supports the provision of higher quality and more effective services to the public across all service areas. In addition, monitoring provides information on the level of satisfaction of the services provided corporately by the Council. The result of the monitoring enables each department to focus on areas of concern, to improve services and to monitor performance, ensure that any trends or issues raised are identified and dealt with so as to be avoided in the future and to ensure that corporate complaints are dealt with consistently and fairly across all service areas.

- A prosperous Wales
- A resilient Wales
- A healthier Wales
- A more equal Wales
- A Wales of cohesive communities and thriving Welsh language
- A globally responsible Wales

8. WELL-BEING OF FUTURE GENERATIONS

- 8.1 This report contributes to the Well-being Goals as set out in Links to policies above. It is consistent with the five ways of working as defined within the sustainable development principle in the Act in that the monitoring of the Council's corporate complaints handling across all service areas and enables departments to focus on areas of concern, to improve services and to monitor performance to ensure that any issues raised are identified and dealt with so as to be avoided in future.

9. EQUALITIES IMPLICATIONS

- 9.1 Monitoring of complaints via the Corporate Complaints policy addresses the Council's statutory duties under the Equality Act 2010 (Statutory Duties) (Wales) Regulations 2011 and the Welsh Language Measure (Wales) 2011 in two ways. It addresses specific complaints to the Council around alleged discrimination by service areas and also addresses the monitoring of complaints from people who fall under the categories protected by these statutory duties.
- 9.2 The full details of these issues (that cover wider matters than are recorded as Corporate Complaints in this report) are included in the annual reports provided to the Equalities and Human Rights Commission and the Welsh Language Commissioner's Office. These reports are considered by Policy and Resources Scrutiny and Cabinet prior to being published.

10. FINANCIAL IMPLICATIONS

10.1 There are no direct financial implications associated with this report.

11. PERSONNEL IMPLICATIONS

11.1 There are no direct personnel implications associated with this report.

12. CONSULTATIONS

12.1 The views of the consultees have been incorporated into this report.

13. STATUTORY POWER

13.1 Local Government Act 1972 – 2003

Author: Lisa Lane, Head of Democratic Services and Deputy Monitoring Officer

Consultees: Corporate Management Team

Robert Tranter, Head of Legal Services and Monitoring officer

Jan Carter, Senior Housing Officer

Gemma Hoare, Housing Officer (Customer Services)

Karen Williams, Customer Services Digital Hub Manager

Rob Waggett, Customer Services Development Officer

Liam Miles, Customer Services/Complaints Officer

Nicola Broom, Complaints and Information Manager Social Services

Michelle Moore, Social Services Complaints and Information Officer

Ros Roberts, Business Improvement Manager

Andrea Jones, Corporate Complaints Officer

Anwen Cullinane, Senior Policy Officer (Equalities, Welsh Language and Consultation)

Deborah Gronow, Audit Group Manager

Karen Williams, PA to Chief Executive

Leigh Brook, PA to the Director of Social Services and Housing

Lianne Fry, PA to Corporate Management Team

Sian Wilkes, PA to the Interim Corporate Director of Communities

Appendix 1 Comparable data in respect of targets not met

Appendix 2 Table outlining causes of complaints

Appendix 3 Graph highlighting causes of complaints