

Corporate Policy Committee

30 November 2023

Six Months Complaints Report

Report of: Alex Thompson, Director of Finance and Customer Services

Report Reference No: CP/51/23-24

Ward(s) Affected: All

Purpose of Report

- 1 This report provides a summary and analysis of complaints and compliments received by the Council during the period 1st April 2023 to 30th September 2023.
- 2 The report highlights any areas of concern and examples of good practice. It provides assurance that matters raised as complaints by customers are being addressed; that action has been taken to rectify issues and that information arising from complaints has informed service improvements. Responsibility for services rests with the relevant service committee and members may wish to seek additional assurances from those service committees.
- 3 The report supports the strategic aims and objectives in the Council's Corporate Plan 2021-25 to become an open and enabling Council and specifically supports the objectives of the Council's Customer Experience Strategy.

Executive Summary

- 4 The Council provides the facility for customers to report compliments and complaints in relation to Council services in an accessible and consistent way. Improvements have been made to the processes for these customer engagements following the approval of the Customer Experience Strategy by the Corporate Policy Committee. As part of this

approval the Committee continues to receive updated performance information on progress.

- 5 The Council provides in the region of 500 different services across a population of almost 400,000 residents. These range from place-based services, such as waste collection and highways management which are universal, to individual services such as social care and housing.
- 6 The Council received 1,060 complaints and 390 compliments in between April and September 2023 (see Appendix 9 for examples of compliments received).
- 7 In Quarter 1, 469 complaints were received compared to 591 in Quarter 2. This is an increase of 26%. In terms of compliments, 170 were received in Quarter 1 compared to 220 in Quarter 2. This is an increase of 29%. Of the 1,060 complaints received over the two quarters, 84 were rejected, withdrawn or not pursued; and the remaining 976 were processed as official complaints. Of the 976 complaints, 81 were Stage 2 complaints and 1 was a Stage 3 complaint.
- 8 Customer feedback is very important in the future development of services and this report provides data and activities related to feedback in the period 1st April to 30th September 2023, focusing on those services which received a comparatively high volume of complaints (compared with other services in the same committee); or where complaint volumes have significantly increased for a service. The Customer Services Team has increased engagement with service leads throughout this period in line with the strategy. This has led to process changes, increased awareness and insight as well as additional training.

RECOMMENDATIONS

The Corporate Policy Committee is recommended to:

- 1 Note the Committee complaints and compliments data, and the briefing material in this report relating to first half of the 2023/24 financial year.
- 2 Note the issues raised and improvements made in respect to the management of complaints across the Council contained within the briefing material in this report.
- 3 Note the Council's compliance with the Corporate Complaints Policy, and with the recommendations of the Ombudsman.

Background

- 9 The Council has a Corporate Complaints Policy covering all complaints about Council services other than Adults & Health and Children's Social Care complaints, which each have separate statutory complaints process.
- 10 The Policy provides for members of the public to contact the Council in several different ways. Most complaints are received either by email, via the Customer Contact Centre or are self-logged via the Council's website. Appendix 8 shows the volume of telephone contact with the Council for each committee, as well as the specific contact count for customer feedback.
- 11 The Council has a two-stage complaints procedure. Most complaints are resolved at Stage 1 where a complaint is investigated and responded to by a manager from the service being complained about. The council's Customer Charter sets a standard of 10 or 20 days to respond to a complaint (depending on the stage and whether statutory or non-statutory). The customer will generally receive a written response within 10 working days, unless the matter has been resolved and the customer has been contacted directly by the service via telephone or email. It should be noted that the statutory complaints process for Children's Social Care has the option to go to Stage 3 if required.
- 12 If the customer remains unhappy following the Stage 1 response and outcome, they can request that the complaint is considered at Stage 2. At this stage a review of the complaint is carried out by a manager who has not previously been involved with the complaint.
- 13 The Local Government Act 1974 established the Local Government and Social Care Ombudsman. It empowers the Ombudsman to investigate complaints against councils and adult social care providers and to provide advice and guidance on good administrative practice. Once a complainant has exhausted the Council's Complaints procedure, their next recourse, should they remain dissatisfied with the Council's response, is to contact the Ombudsman.
- 14 The Ombudsman will assess the merits of each case escalated to them and seek clarification from the Council as necessary before making the decision to investigate a complaint. Once the Ombudsman decides to investigate, they will try to ascertain if maladministration/Fault has occurred and whether there has been any resulting injustice to the complainant because of the maladministration/Fault.
- 15 In instances where maladministration/Fault with Injustice is found, the Ombudsman will usually make non-legally binding recommendations

which they consider to be appropriate and reasonable. Although not legally binding, refusal to accept the Ombudsman's recommendation(s) will trigger a Public Report. A Public Report is a detailed account of the complaint, outlining the failures by the Council in the investigation.

- 16 All complaints are a useful indicator of performance and provide the Council with an opportunity to review the quality of service provided and to make improvements. The Customer Relations Team within Customer Services reports the volume, outcome and time taken to resolve complaints to each Directorate on a quarterly basis. The volume of compliments, overall customer contact and, where appropriate, areas of concern and potential for service improvements are also reported.
- 17 Colleagues from a number of services have attended 'Effective Complaint Handling' workshops run by the LGSCO and also the in-house Customer Experience Training for Managers; and the response to both of these has been very positive.
- 18 At the start of Quarter 2, the Complaints Team introduced a 'themes tracker' to assist in understanding the root of complaints. This is referenced in the Briefing section below.
- 19 Data provided within this report relates to the 'static' SLAs – which are set out by the Charter. Two services (SEND and Development Management) currently have temporary Stage 1 complaint SLAs of 20 working days rather than 10 working days; and on occasion, services may agree a different SLA with the complainant / correspondent. Appendix 5 gives details of the static SLA data; Appendix 6 gives the 'non-static' SLA data – SLAs which have been agreed between the complainant and the responder which may fall outside the Charter's SLAs.
- 20 The current Adult Social Care policy is being reviewed and one of the main changes will be that the current Stage 2 option will be removed. Relatively few adult social care complaints are escalated to Stage 2, with the majority being resolved at Stage 1. In anticipation of the new policy being implemented, with effect from 1 October 2023 we will not be escalating any complaints for a formal Stage 2 review. Instead, further work at Stage 1 – including the offer of a meeting and a further written response – will be completed where deemed necessary to provide further clarification to the complainant. They will then be referred to the Local Govt & Social Care Ombudsman if they remain dissatisfied.
- 21 It is noted that the LGSCO has launched a consultation on a joint complaint handling code together with the Housing Ombudsman. The Ombudsman believes that a single code that applies to all councils in

England will make it easier for customers to know what to expect in terms of how their complaint is going to be dealt with; and that it will improve complaints handling and standards, resulting in better services. The consultation closes on the 23rd of November 2023.

- 22 It is further noted that the Office for Local Government (OFLOG) are consulting on next steps and draft new metrics. The draft metrics include the percentage of Ombudsman complaints upheld and the number of upheld ombudsman complaints per 10,000 population. OFLOG have not yet confirmed how it will support local authorities with high or low performance against the metrics. The consultation closes on the 22 November 2023.

Briefing

Adults and Health

- 23 Adults and Health received 65 complaints in Quarters 1 and 2 of 2023/24, 6% of the total received by the council. Of these, 14 complaints were rejected, withdrawn, or not pursued; the remaining 51 were processed as official complaints.
- 24 Quarter 2 saw a 22% increase in processed complaints compared with Quarter 1 (28 and 23 respectively). There were 3 Stage 2 complaints in the 6 months.
- 25 57% of complaints were answered within the static 10-working day SLA. It is noted that officers responding to complaints notify the Complaints Team upon receipt of a complaint that they will be unable to respond within the 10-working day SLA. The reason most frequently given for this is officer availability and staffing. On average, Stage 1 complaints in Q1 took 11 working days to respond to; the longest taking 22 working days. For Stage 2 complaints in Quarter 1, there was only one complaint which took 8 working days. In Quarter 2, the average response time was 11 working days; the longest taking 39 working days. There were 2 Stage 2 complaints, the average response time was 17 working days; the longest taking 19 working days.
- 26 Seven service areas within Adults and Health responded to complaints between April and September 2023. Social Care Business Support and Finance accounts for 37% of all Adults and Health complaints (19). 89% of these were about 'payments or disputed charges' and the remaining 11% were about 'service quality'. 79% of complaints were responded to within the 10-working day SLA. 63% of complaints were upheld or partly upheld.

- 27 The themes tracker for Quarter 2 details that 55% (6) of complaints to the service were about social care contributions – of these 66% were upheld or partly upheld. 3 complaints were around overpayments – 66% were partly upheld. And there were 2 complaints about home care costs – both were partly upheld.
- 28 The Adults service accounts for 24% of all Adults and Health complaints (12). 53% of these were about ‘service quality’ / ‘service failure’ (23% and 31% respectively); ‘staff conduct’ and ‘communications’ both accounted for 15% of all complaints; and ‘policy and procedure’ and ‘payments or disputed charges’ accounted for 8% each. 50% of complaints were responded to within the 10-working day SLA. 25% of complaints were upheld or partly upheld.
- 29 There are 4 themes in the themes tracker for the Adults service in Quarter 2. 2 complaints were around care home costs – one was partly upheld, the other was not upheld. The other themes all had one complaint logged against them – safeguarding (not upheld); care assessment incorrectly carried out (partly upheld); complaint against an individual social worker (not upheld).
- 30 Adults and Health received 120 compliments between April and September 2023, spread across 21 services. The Dementia Reablement South team received the highest number (22); followed by the Adults service (17); and Dementia Reablement North team (16).

Children and Families

- 31 Children and Families received 264 complaints in Quarters 1 and 2 of 2023/24, 25% of the total received by the council. Of these, 30 complaints were rejected, withdrawn, or not pursued; the remaining 234 were processed as official complaints.
- 32 Quarter 2 saw a 49% increase in complaints compared with Quarter 1 (140 and 94 respectively). There were 29 Stage 2 complaints and 1 Stage 3 complaint in the 6 months.
- 33 24% of complaints were answered within the static 10-working day SLA. This percentage is impacted by SEN having a temporary 20-working day SLA. If this is considered, 56% of Children and Families complaints were answered within SLA.
- 34 Children’s Social Care staff have continued to deal with increasing demand which impacts on caseloads, which combined with staff turnover and absence has affected the ability to respond to complaints

in a timely manner. The Complaints Team have been proactive in trying to help teams respond to complaints.

- 35 Thirteen service areas within Children and Families responded to complaints between April and September 2023. The SEN team accounts for 48% of all Children and Families complaints (113). 67% of these were around 'service quality'; 'communication' accounted for 20%; 'service failure' 7%; both 'policy and procedure' and 'payments or disputed charges' accounted for 2% and 'legal and regulatory' and 'staff conduct' accounted for 1% each. 8% of complaints were responded to within the static 10-working day SLA; though as previously noted this service has a temporary SLA of 20 working days and 71% of responses were made within this SLA. 81% of complaints were upheld or partly upheld.
- 36 The top 5 themes in the themes tracker for SEND in Quarter 2 are: 13 complaints were around school placement, 11 of the 12 that have had a response were upheld or partly upheld. There were 14 complaints about required support for an EHCP plan not being provided, of the 11 that have had responses 8 were upheld or partly upheld. Complaints about EHCP plans being inappropriate numbered 12 – 66% were upheld or partly upheld. There were 7 complaints regarding annual review timescales not being followed, 6 of these were upheld or partly upheld. And there were 6 complaints about EHCPs not being created, 100% of these were upheld.
- 37 The SEN team commenced using the new complaints process at the start of Quarter 3. Whilst going into this process will not result in an immediate reduction in complaints, it is expected that the department and the Complaints team will identify key areas for service improvement which will reduce complaints in the future.
- 38 CIN/CP Crewe complaints account for 14% of all Children and Families complaints (33). 38% were around 'service quality'; 36% were around 'staff conduct'; 'policy and procedure' accounted for 13%; 'communications' 8% and 'service failure' 5%. 33% of complaints were responded to within the 10-working day SLA. 68% of complaints were upheld or partly upheld.
- 39 The Quarter 2 themes tracker identified 3 common themes – there were 4 complaints around safeguarding, of these 3 were upheld or partly upheld. There were 4 complaints about a section 47 investigation; of the 3 that have had a response all were upheld or partly upheld. And there were 3 complaints against an individual social worker, 66% were not upheld.

- 40 It is worth highlighting that Education Travel accounts for 11% of all Children and Families complaints (25). This service only received complaints in Quarter 2 in the lead up to the start of the new school year. 69% of complaints were around 'service quality'; 'communication' accounted for 15% of complaints; 'payments or disputed charges' 12%; and 'policy and procedure' 4%. 82% of complaints were responded to within the 10-working day SLA.
- 41 Complaints were primarily relating to delays in getting home to school transport organised before the start of term at the beginning of September; and concerns about providers being changed from the previous year along with unsuitable transport arrangements being made.
- 42 Customer journey maps have been created for the service, and members of the Continuous Improvement team will be meeting with colleagues from Education Travel to see what suggestions can be made to improve the customer experience during peak times and help reduce complaints.
- 43 Children and Families received 112 compliments between April and September 2023, spread across 7 services. The SEN team received the highest number (49); followed by Family Services (40); and Education (11).

Corporate Policy

- 44 Corporate Policy received 137 complaints in Quarters 1 and 2 of 2023/24. 13% of the total received by the council. Of these, 7 complaints were rejected, withdrawn, or not pursued; the remaining 130 were processed as official complaints.
- 45 Quarter 2 saw a 6% decrease in complaints compared with Quarter 1 (62 and 67 respectively). There were 9 Stage 2 complaints in the 6 months.
- 46 75% of complaints were answered within the static 10-working day SLA.
- 47 Thirteen service areas within Corporate Policy responded to complaints between April and September 2023. The Council Tax Billing and Collections team account for 45% of all complaints (62). Of these, 55% were around 'service quality'; 28% were about 'communication'; 15% were about 'payments or disputed charges' and 1% 'policy and procedure'. 85% of complaints were responded to within the 10-working day SLA. 42% of complaints were upheld or partly upheld.
- 48 In Quarter 2, 28% of complaints received by the Council Tax Billing and Collections team were about the involvement of bailiffs – 63% of these

were upheld. 21% of complaints were around the receipt of a reminder, final notice or summons letter, with customers disputing whether these should have been sent. None of these complaints were upheld. There were also complaints about council tax reductions – customers disputing how the 25% single person discount was calculated (not upheld); and questioning why SMI had not been applied to an account (upheld).

- 49 Corporate Policy received 84 compliments between April and September 2023, spread across 4 services. The Council Tax Billing and Collections team received the most compliments (54); followed by Customer Service Centres (16); Business Rates Billing and Collection (13) and Blue Badge (1).

Economy and Growth

- 50 Economy and Growth received 39 complaints in Quarters 1 and 2 of 2023/24. 4% of the total received by the council. Of these, 7 complaints were rejected, withdrawn, or not pursued; the remaining 32 were processed as official complaints.
- 51 Quarter 2 saw a 13% increase in complaints compared with Quarter 1 (17 and 15 respectively). There was 1 Stage 2 complaint in the 6 months.
- 52 72% of complaints were answered within the static 10-working day SLA.
- 53 Three service areas within Economy and Growth responded to complaints between April and September 2023. Strategic Housing accounted for 53% of all Economy and Growth complaints (17). 63% of complaints were around 'service quality'; 'staff conduct' accounted for 15%; and 'communication' and 'legal and regulatory' both account for 11% each. 81% of complaints were responded to within the 10-working day SLA. 38% of complaints were upheld or partly upheld.
- 54 In Quarter 2, the themes tracker recorded disparate causes for complaints, for example 2 complaints were around lack of help / support regarding homelessness; and also referenced staff attitude (both were upheld). There was 1 further complaint which was solely about staff attitude (not upheld). 2 complaints disputed priority banding for HomeChoice applications – one customer felt they'd been misinformed by HomeChoice regarding the number of bedrooms they were eligible for (both were not upheld). There was also a complaint around Health and Safety and works done in a property's bathroom (partly upheld at Stage 1 and upheld at Stage 2).

- 55 Assets and Property accounted for 34% of all Economy and Growth complaints (11). 'Service quality' accounted for 54%; 'service failure' 30%; and 'communication' and 'policy and procedure' both accounted for 8%. 60% of complaints were responded to within the 10-working day SLA. 40% of complaints were upheld or partly upheld.
- 56 There were a number of causes for complaint in the Quarter 2 theme tracker for Assets and Property. For example - 2 complaints were about the perceived lack of maintenance of properties owned by CEC (neither were upheld). Another was around council owned trees being chopped down (not upheld) and 2 were complaining regarding a lack of response to communication (50% were upheld).
- 57 Economy and Growth received 2 compliments between April and September 2023, Economic Development and Public Rights of Way received one each.

Environment and Communities

- 58 Environment and Communities received 424 complaints in Quarters 1 and 2 of 2023/24. 40% of the total received by the council. Of these, 12 complaints were rejected, withdrawn, or not pursued; the remaining 412 were processed as official complaints.
- 59 Quarter 2 saw a 30% increase in complaints compared with Quarter 1 (233 and 179 respectively). There were 31 Stage 2 complaints in the 6 months.
- 60 59% of complaints were answered within the static 10-working day SLA. This percentage is impacted by Development Management having a temporary 20-working day SLA. If this is considered, 74% of Environment and Communities complaints were answered within SLA.
- 61 Seventeen service areas within Environment and Communities responded to complaints between April and September 2023. Waste and Recycling accounted for 47% of all Environment and Communities complaints (194). The main cause of complaint was 'service quality' and 'service failure' - 55% and 39% respectively. 'Staff conduct' accounted for 3%; and 'communication'; 'payments and disputed charges'; and 'policy procedure' accounted for 1% each. 91% of complaints were responded to within the 10-working day SLA. 94% of complaints were upheld or partly upheld.
- 62 According to the themes tracker, of the 125 complaints received about Waste and Recycling in Quarter 2, 100 (80%) were about repeated missed collections. This is where a customer experiences two or more

missed collections over a short period of time. Several customer journeys about missed collections have been produced by the Continuous Improvement team. These have been supplied to the service, along with recommendations for improvements.

- 63 Development Management accounted for 24% of all complaints to Environment and Communities (97). 72% were around 'service quality'; 25% were around 'communication'; 'staff conduct' 2% and 'service failure' 1%. 25% of complaints were responded to within the static 10-working day SLA, though as previously noted this service has a temporary SLA of 20 working days and 89% of responses were made within this SLA. 47% of complaints were upheld or partly upheld.
- 64 In the last quarter of 2022/23, Development Management took part in a new complaints process pilot, one of the key objectives being a reduction in Stage 2 complaints. Once the pilot ended, the service remained in the process. Prior to the pilot, the service was receiving an average of 14 Stage 2 complaints per quarter. This fell to 7 Stage 2 complaints in Quarter 4 of 2022/23. In Quarters 1 and 2 of 2023/24 respectively, the service received 10 and 11 Stage 2 complaints respectively. Although this is an increase on Quarter 4, it is still a decrease of 29% (Q1) and 21% (Q2) compared with the average before the pilot commenced.
- 65 46% of complaints received by Development Management in Quarter 2 were about delays with a planning application – 50% of these were either upheld or partly upheld. 15% were disagreeing with a planning decision, 71% of these were not upheld.
- 66 It is worth highlighting that Environmental Services (Waste Strategy) accounted for 10% of all Environment and Communities complaints (42). The service saw an increase of 400% in Quarter 2 compared to Quarter 1 (35 complaints versus 7). 'Service quality' accounted for 51%; 'policy and procedure' 26%; 'payments or disputed charges' 14%; 'service failure' 7% and 'communication' 2%. 12% of complaints were responded to within the 10-working day SLA. 48% of complaints were upheld or partly upheld.
- 67 44% of complaints received by the service in Quarter 2 were about the introduction of the garden waste scheme – it is anticipated that this figure will increase in the coming months. The service has now acquired extra staff to assist with responding to these complaints.
- 68 Environment and Communities received 60 compliments between April and September 2023, spread across 9 services. Waste and Recycling received the most compliments (24); followed by Grounds Maintenance (14); and Libraries (11).

Highways and Transport

- 69 Highways and Transport received 131 complaints in Quarters 1 and 2 of 2023/24. 12% of the total received by the council. Of these, 14 complaints were rejected, withdrawn, or not pursued; the remaining 117 were processed as official complaints.
- 70 Quarter 2 saw a 5% increase in complaints compared with Quarter 1 (60 and 57 respectively). There were 8 Stage 2 complaints in the 6 months.
- 71 56% of complaints were answered within the static 10-working day SLA.
- 72 Three service areas within Highways and Transport responded to complaints between April and September 2023. Highways accounted for 81% of Highways and Transport complaints (95). 85% were around 'service quality'; 8% 'communication'; 4% 'staff conduct'; and 3% around 'policy and procedure'. 65% of complaints were responded to within the 10-working day SLA. 53% of complaints were upheld or partly upheld.
- 73 The Quarter 2 themes tracker does not highlight any standout cause for complaint - 25 different themes are identified in the tracker. 10 complaints were about flooding or flooded gullies. 7 were around trees, hedges or shrubs and their maintenance. 4 complaints were about potholes – either no action being taken, or the repair had failed – and a further 6 were regarding surfaces of roads or footways. 4 complaints were about road markings or road signs. And 3 were about no action being taken on requests for street light maintenance.
- 74 Highways and Transport received 12 compliments between April and September 2023, spread across 3 services. Highways received the most compliments (10); and Parking Services and Strategic Infrastructure both received 1.

Consultation and Engagement

- 75 Quarterly reports on complaints and compliments are provided to all Directorates highlighting areas of concern and of good practice specific to their Directorate; and enabling Management Teams to consider opportunities to drive improvements and to share best practice.

Reasons for Recommendations

- 76 To ensure that the Committee is provided with assurances of service departments use of complaints to deliver service improvements in line with the Customer Experience Strategy.
- 77 To ensure that the Committee is kept informed of the Ombudsman's findings and to provide assurance that the Council is complying with the Corporate Complaints Policy and any recommendations made by the Ombudsman.

| Option | Impact | Risk |
|------------|--|---|
| Do nothing | Poor customer experience would not be addressed, lessons would not be learned and service improvements would not be made | Likely increase in complaints to Local Government Ombudsman with the potential for financial penalties and poor reputational impact |

Implications and Comments

Monitoring Officer/Legal

- 78 There are no legal implications flowing directly from the content of this reports.

Section 151 Officer/Finance

- 79 If Fault causing Injustice is found, the Council can be asked to pay compensation to a complainant, the level of which is determined on a case by-case basis. The cost of such compensation is paid for by the service at fault. In 6 cases where the Ombudsman found Fault with Injustice between April and September 2023, the Council was required to make compensation payments totalling £1,050 – a decrease of 77% on the last 6 months of 2022/23.

Policy

- 80 Analysis of complaints enables services to identify and deliver improvements in service aligned with the Council's Customer Experience Strategy. If a high volume of complaints were received about a specific policy, a review of the relevant policy could be triggered and referred to the relevant service committee.

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| <p>An open and enabling organisation</p> <p>1.Listen, learn and respond to our residents, promoting opportunities for a two-way conversation</p> | <p>A council which empowers and cares about people</p> | <p>A thriving and sustainable place</p> |
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Equality, Diversity and Inclusion

- 81 When responding to complaints, the Council must ensure that people are treated fairly and that we comply with the Equality Act 2010, making reasonable adjustments where necessary. This may include providing responses in large font, using coloured paper, or communicating by specific means such as email only.

Human Resources

- 82 Whilst the primary purpose of this report is to inform Members of the outcome of complaints and to seek to secure improvements in performance, resource implications arise from the high numbers of complaints. These relate to the increased demand upon officers in researching the background to complaints and responding appropriately. Where complaints relate to specific staff members, for example because of behaviour or attitude, these are escalated to the appropriate manager.

Risk Management

- 83 If recommendations made by the Ombudsman are not followed, this could trigger a public report, as detailed in paragraphs 14 to 15.

Rural Communities

- 84 There are no direct implications for rural communities.

Children and Young People including Cared for Children, care leavers and Children with special educational needs and disabilities (SEND)

- 85 Implications for Children and Young people are included in paragraph 34 of this report – particularly relating to lack SEND provision or social care support.

Public Health

86 *There are no direct implications for public health.*

Climate Change

87 *There are no direct implications for climate change.*

| Access to Information | |
|------------------------------|--|
| Contact Officer: | Jane Farnworth, Acting Head of Customer Services Jane.farnworth@cheshireeast.gov.uk |
| Appendices: | Appendix 1 - Comparison of total complaints by committee Quarter 1 & Quarter 2 Appendix 2 - Comparison of complaint outcomes by committee Quarter 1 & Quarter 2 Appendix 3 - Comparison of complaint outcome distribution by committee Quarter 1 & Quarter 2 Appendix 4 - Processed complaint outcomes by committee, per complaint stage Appendix 5 - Complaint response timeframe performance April – September by committee (static) Appendix 6 - Complaint response timeframe performance April – September by committee (non-static) Appendix 7 - Compliments received April – September by committee Appendix 8 - Contact volumes April – September by committee Appendix 9 - Examples of compliments received, by committee Appendix 10 - Outcome of complaints to the LGSCO by committee |

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| | Appendix 11 - Summary of Recommended Actions from Ombudsman Decision Notices where Fault was found (as per Appendix 10) |
| Background Papers: | N/A |