

Appendix 2: Learning from complaints 2023-24

Ref	Portfolio	Service	Issue	Theme	Lesson learnt
1.	Chief Executives	Low number of complaints – no complaints upheld in 2023-24.			
2.	Education & Youth	Low number of complaints – no complaints upheld in 2023-24.			
3.	Governance	Customer Contact	Staff attitude in the Contact Centre.	Staff attitude	<ul style="list-style-type: none"> • Routine call sampling by the Team Leader. • Regular 1:1s with Agents and review of sampled calls. • 1:1 support for any known issues.
		Revenues	Personal information recorded on ring doorbells when Enforcement Officers make enquiries with neighbours.	Service standards	<ul style="list-style-type: none"> • Awareness raising especially given the increased use of ring doorbell technology. • Instruction to Debt Enforcement Agents to refrain from knocking on neighbour doors to avoid inadvertently compromising third party residents who receive a cold call.
		Revenues	External Debt Enforcement Agent acted disproportionately when clamping a vehicle of a third party.	Conduct	<ul style="list-style-type: none"> • Introduction of a process whereby the Council is presented with a schedule of visits that have taken place over the previous fortnight. • Sampling of the cases including a review of video footage to ensure the appropriate standards are being met and that Enforcement Agents are representing the Council professionally. • Feedback to the external agency where necessary to drive improvement.
4.	Housing & Communities	Strategic Housing	Gas safety concerns at NEW Homes.	Health and safety	<ul style="list-style-type: none"> • Revised guidance to the Council's Gas Safety Engineers. • Revised procedures for accepting handover of new homes or major refurbishments. • The Council undertakes its own survey/review of each installation.
		Housing Assets	Timely of responses.	Service standards	<ul style="list-style-type: none"> • New templates enabling the service to respond to frequent complaints more efficiently.

					<ul style="list-style-type: none"> Allocated specific complaints or requests for service directly to WHQS teams to bypass the inspection team (which could take longer etc.)
		Housing Assets	Pre-emptive measures to reduce number of complaints.	Service standards	<ul style="list-style-type: none"> Changed internal reporting processes and actions. Produced tenant guides for controlling mould and condensation. Produced helpful information and guides published on our website. Created specific programmes of work to deal with seasonal issues (emergency boundary and gardens works programme, Mould & Condensation works). Tenant induction handbook given to all new tenants within 2 weeks of their occupation.
		Housing Assets	Reducing cases of no access and resulting complaints made from tenants not knowing when someone was attending to complete their reported repairs.	Service standards	<ul style="list-style-type: none"> The implementation of DRS to improve the service delivery giving our customers an appointment convenient for themselves to have their repair carried out.
5.	Planning, Environment & Economy	Portfolio wide	Complaints not being answered within timescale.	Service standards	<ul style="list-style-type: none"> A portfolio complaints tracker spreadsheet developed. Monthly complaints tracker meetings with officers where complaints are outstanding. Improved processes around issuing holding responses to complainants.
		Portfolio wide	Dealing with complex complaints that often involve more than one service area.	Service standards	<ul style="list-style-type: none"> Portfolio collaboration meetings held to discuss and track actions on complex complaints. Meetings are minuted to capture all agreed actions and officer responsibilities.
		Portfolio wide	Ownership of complaints.	Service standards	<ul style="list-style-type: none"> All Team Leaders now responsible for answering Step 1 complaints for their service areas (unless complaint is referring to them). Feedback on complaint given at 1:1/workload review meetings. Team Leaders held accountable for actions agreed at complaint tracker meetings.

6.	Social Services	Adult Social Services	Increase in the volume of complaints about financial implications of charges.	Information sharing	<ul style="list-style-type: none"> • Review and refreshed a range of leaflets including Paying for Residential Care, Deferred Payments Scheme, Charging for Community Care, Discharge Leaflet. • Employees reminded to add a case note that leaflets have been shared with family members and when they share financial advice in conversations they have with families.
		Children's Social Services	Lack of information about direct payments and how to use payments.	Information sharing	<ul style="list-style-type: none"> • Introduced a standard letter to explain to families why a direct payment has been awarded and how it should be used and why excess funding is required to be returned to the Council. • Review underway for children with care and support needs to have their own individual case record, moving us away from the 'lead child' approach.
15.	Streetscene & Transportation	Garden Waste Collections	Confusion on website as to whether to apply for new sticker.	Information sharing	<ul style="list-style-type: none"> • Website application reviewed and noted that wording was unclear and confusing causing residents to apply for a sticker they did not require. • Application wording was adjusted and members of staff within the admin team to review reports to check additional stickers had not been ordered
		Rail Card Codes	Codes no longer supplied to FCC from TFW.	Information sharing	<ul style="list-style-type: none"> • Liaised with Transport department to inform them of the changes. • Made enquiries with TFW – codes no longer supplied, but residents can apply direct through TFW. • Updated information on website with new link to refer residents to.
		Mattress Bookings at HRC Sites	Booking in system was ineffective, causing complaints.	Service standards	<ul style="list-style-type: none"> • Process was reviewed and feedback given to waste & recycling manager. • New system put into place, which links straight through to HRC sites. • Updated the team on the process and website information. • Training given to chargehands on site so that bookings can now be reviewed and monitored.