

<b>LONDON BOROUGH OF CAMDEN</b>	<b>WARDS:</b> All
<b>REPORT TITLE</b> London Borough of Camden Annual Complaints Report 2020/2021 – (CS/2021/18)	
<b>REPORT OF</b> Borough Solicitor	
<b>FOR SUBMISSION TO</b> Resources and Corporate Performance Scrutiny Committee  Cabinet	<b>DATE</b> 8 <sup>th</sup> November 2021  10 <sup>th</sup> November 2021
<b>STRATEGIC CONTEXT</b>  Camden 2025 is our communities’ vision for Camden and Our Camden Plan is the council’s response to Camden 2025  Complaints provide a regular and rich source of feedback from our citizens that inform us when things have gone wrong. If we do not learn from this, the Council is missing an opportunity to improve services to support our citizens.  Insight from complaints plays a key role in how we deliver the right outcomes to our citizens and in continually improving our service delivery.	
<b>SUMMARY OF REPORT</b>  This is London Borough of Camden’s annual complaints report for the period 1 <sup>st</sup> April 2020 to 31 <sup>st</sup> March 2021.  It is a single report that includes information on complaints across all directorates. The report also provides information for decisions issued by the Local Government and Social Care Ombudsman (LGSCO) and the Housing Ombudsman (HO) in the same period.  The report this year also includes information on other types of formal enquiries which are often linked to complaints: <ul style="list-style-type: none"> <li>- Member Enquiries and MP Enquiries.</li> <li>- Freedom of Information (FOI) Requests.</li> <li>- Judicial Reviews</li> </ul> The report, how it is presented and what it contains continues to develop and evolve and as in previous years suggestions for improvements are sought from Members.	

## **Local Government Act 1972 – Access to Information**

No documents that require listing were used in the preparation of this report.

### **Contact Officer:**

Jim Read, Service Manager Business Support Services,  
Business Support,  
9<sup>th</sup> Floor, 5 Pancras Square  
London N1C 4AG  
020 7974 6093  
[jim.read@camden.gov.uk](mailto:jim.read@camden.gov.uk)

## **RECOMMENDATIONS**

The Resources and Corporate Performance Scrutiny Committee is asked to consider and note the contents of the report.

Cabinet is asked to consider and note the contents of the report.

Signed: 

Date: 25<sup>th</sup> October 2021

## **1. CONTEXT AND BACKGROUND**

### **1.1 Purpose of the report**

**1** This is London Borough of Camden's annual complaints report for the period 1<sup>st</sup> April 2020 to 31<sup>st</sup> March 2021.

**2** While in a perfect world we would receive no complaints, the Council seeks to learn from any and all complaints it receives. We look for patterns of service failure and seek to learn from our thankfully relatively rare failures. We try to use the feedback we receive from our complaints to fuel ideas for service improvements both in the short and long terms. While this remains a work in progress the Council works hard to view the complaints we receive as a positive opportunity while of course remaining focussed on trying to resolve them to the satisfaction of our residents as quickly as we can.

**3** It will, of course, be noted that this period is within the global coronavirus pandemic which had a significant impact on Council services, its staff and citizens and likewise impacted on the statistics presented in this report.

**4** This is a single report on all Council services' complaints.

**5** The report this year, following suggestions by the Committee, includes information on other types of formal enquiries which are often linked to complaints

- Member Enquiries and MP Enquiries.
- Freedom of Information (FOI) Requests for the same period.
- Judicial Reviews

**6** The report also provides the decisions issued by the Local Government and Social Care Ombudsman (LGSCO) and the Housing Ombudsman (HO) in the same period.

**7** The constitution states that the Ombudsman decisions on cases where there have been mistakes or failings (called "maladministration") should be presented to Cabinet on an annual basis for their information only.

**8** There is a separate detailed report for the statutory Children's social care services complaints as these are processed and monitored under a specific statutory framework which will be presented to Children's Scrutiny Committee in December 2021. Following that meeting, this report will be published at:

<https://www.camden.gov.uk/complaints>.

### **1.2 Scope of the report**

**9** Many complaints and enquiries are dealt with informally by officers and managers every day without the need for the formal complaints process to be followed. Officers are encouraged to try to resolve customer dissatisfaction as part of their normal business. These are not formally logged or reported on though services are encouraged to record these informal enquiries in some way in order to inform the way they deliver and improve their services in the future. Dealing informally at as early a

stage as possible represents best practice. It is worth bearing in mind these “hidden” cases when considering the report as a whole.

**10** Our complaint procedure is for those complaints that require a formal documented response and therefore could not be satisfied earlier in the process.

**11** The report focuses not only on volumes and timeliness of responses but also aims to identify themes and lessons learnt that result in service improvements.

**12** All Heads of Service have contributed to the report and the report has been to Directorate Management Teams (DMT) and the Camden Management Team (CMT). They have added their comments and feedback as well as having had the opportunity to consider how the report and details concerning their service could influence future service delivery and practice generally.

**13** The Council has a commitment to learning and improvement. Complaints and other formal enquiries are important information, providing an opportunity to understand where and why things sometimes go wrong and provide a basis for us to make positive changes, informed by data and the resident voice.

## **2. THE OVERALL PICTURE**

### **2.1 Number of Complaints and Enquiries - all stages**

<b>Level</b>	<b>2020/2021</b>	<b>2019/2020</b>
Stage 1	<b>951</b>	992
Stage 2	<b>100</b>	76
Housing Ombudsman & Local Government & Social Care Ombudsman	<b>137</b>	111
Member Enquiries	<b>2050</b>	2421
MP Enquiries	<b>1022</b>	748
FOI/EIR Requests	<b>1380</b>	1316

## **3. SUMMARY ANALYSIS OF COMPLAINTS DATA 2020~2021**

**14** The London Borough of Camden had a total of 951 Stage 1 complaints which was a 4% decrease to the previous year. There was a significant spike in complaints in July, August, September and October. This could be attributable to the end of the first wave of the pandemic and relaxation of restrictions during the summer months and the re-starting of some services that had had to stop during the first months of the pandemic. The overall reduction of 4% is not considered to be statistically significant.

**15** The council continued to provide complaint and enquiry services throughout the pandemic with citizens able to submit a complaint via e-form, email, telephone or letter despite staff moving to working remotely from home. However, due to resources being redirected and other priorities as a result of the pandemic there were, perhaps understandably in the circumstances, some delays in handling complaints.

**16** The current complaints portal for reporting complaints was inundated with other types of enquiry that were not complaint-related and were in fact requests for services. This, together with reduced staff resources, caused a backlog in triaging complaints resulting in delays getting the complaint to the right service to respond to. This meant that services had less time than the 10 working days to respond and with their own reduced resources has resulted in lower performance in meeting the target time for responding than would normally have been achieved. In looking at the percentage of cases dealt with within the ten working days target it is important to have these impacts in mind.

**17** In addition, the complaints team took responsibility for the MembersCovid19 inbox which was swiftly set up during the pandemic in order to have a single route for Members to send their queries and concerns related to the coronavirus and the pandemic work carried out by the council. The team triaged these enquiries and ensured that they went to the right service to ensure a quick response. In total 594 number of enquiries were responded to via this route during the period April 2020 to March 2021 and meant that Members were swiftly provided with information during an unprecedented period. The volumes and types of enquiries were reported into the weekly meeting led by the Chief Executive and were therefore able to be proactive and provide reassurance to Members in a timely manner. While the creation and maintenance of this inbox was both important and indeed widely welcomed again some impact on the team is to be expected.

**18** However, despite these challenges, the same proportion of complaints to last year were responded to within the recommended timescales to resolve & the same proportion of complaints were upheld as the previous year.

**19** A new indicator has been introduced this year following feedback from members on last year's report – Average time to respond (working days). In calculating this, all responses that took longer than 100 working days were removed as were all current open cases as these would distort the figures. An average was taken for all other cases by service area and by directorate.

**20** Following feedback from Members and officers, this year's report contains more detail on the types of complaint down to service area level allowing services and Members to see themes or repeated issues in their service area and make service improvements as a result.

**21** As with last year, the data reflects the emphasis made by all services on the principle focus at all stages of the complaints process being to provide a high quality response that resolves all the issues raised and to find a suitable outcome in a timely way, whilst keeping the complainant informed and up to date with progress.

## **4 Lessons Learnt and Service Improvements Highlights**

**22** Insight from complaints plays a key role in how we deliver the right outcome to our citizens and in continually improving our service delivery. The pandemic has had an impact on the whole complaints handling process and maintaining accurate and timely data this year. There will be improvements to the way we report on formal enquiries across the board with the implementation of the case management system. This system has now gone live for Freedom of Information requests and for Member Enquiries. The complaints module will go live in Autumn 2021. This will make it easier to identify themes, recurrent issues and better resolutions which will enable improved learning from complaints across the whole Council. Services will have direct live access to the data so they can monitor performance and learning outcomes in order to make decisions about service improvements.

**23** In this way, as well as putting things right for the individual citizen, the Council learns from complaints in order to improve services for the future.

### **4.1 Housing Repairs**

**24** Throughout this year, Housing repairs have adopted a proactive approach to addressing customer concerns through its new customer services and case management team which went live in August 2020. Unfortunately, due to Covid restrictions, many non-emergency repair types were unable to be actioned in 2020/21. To try and address any dissatisfaction in advance, we extensively communicated with our residents about the types of repairs they could report now and where to see advice and support from us about other concerns. This approach included emails and letters sent to residents and regular updates on our social media pages and local press adverts.

**25** It should be noted that a high volume of repairs were delivered throughout the pandemic – with just the non-essential repairs held – and the repairs team were instrumental during the first lockdown in the delivery of food parcels and personal protective equipment. All compliance activity also continued through gas and electrical checks carried out in homes and at times this led to concerns from residents about granting access during the pandemic. At all times the Council made sure that strict protocols were in place across its work programmes based on detailed advice from Public Health.

**26** An essential improvement during the year was to introduce our new damp, mould and condensation team. Residents who want to report these concerns can now do so easily via our dedicated web pages or by seeking advice from the contact centre team, who have been retrained to provide a solution-based response. In addition, we have proactively visited many properties and offered advice and, where appropriate, take action to deal with this.

**27** We have continued to improve our new centralised case management approach throughout the year, with more cases than ever being answered within 10 and 20 days. The high quality of the response, more empathetic approach and working across different directorates to provide a customer-focused reply are working well with lower comebacks and praise on the increase.

**28** As a result of this team's success, we are now supporting colleagues in Caretaking services and the CCTV programme to operate in this new way with more areas to follow later this year.

**29** We continue to adopt an open and honest approach with our residents by publishing our monthly performance on our web pages for complaint and call handling.

#### **4.2 Landlord Services - Service Improvement**

**30** The service has recognised that a number of the complaints are linked to issues related to another resident and will provide reassurance without breaching confidentiality. The service has returned to neighbourhood working and expects to see more problems resolved more quickly

Neighbourhood staff are participating in the development of the new complaints case management system which when implemented will allow complaints to be better monitored and trends identified more easily for ongoing service improvement  
The new tenant survey provides a source of valuable information on our new tenants' experiences and we are surveying, responding to and learning from these.

#### **4.3 Housing Needs Group - Service Improvement**

**31** The Housing Needs Service has started to record complaints in greater detail to make it easier for managers to identify individual service areas and advisers and provide appropriate support in those cases. This we expect to help identify any patterns for service improvements. A new monthly data and quality report is now being reviewed by the Head of Housing Needs to ensure learning is being identified and acted upon.

**32** The Housing Placements Service has made changes in order to speed up the verification process and changes in the permanent allocations processes, such as implementing twice weekly property advertising more recently.

#### **4.4 Camden Accessible Travel Services - Service Improvement**

**33** Staff will continue to be trained in communication skills and to engage with empathy and compassion. The Concessionary Travel team have been liaising with health service leads to make this process simpler and to speed up decisions on medical assessments.

#### **4.5 Adult Social Care - Service Improvement**

**34** A resident complained to the council that it did not have a formal policy setting out how it will charge people for the cost of care in settings other than care homes.

The complaint went through the council's complaints procedures (Stages 1 and 2) where it was not upheld. The service signposted the complainant to a factsheet and information on the ASC webpages that provided information on charging for the cost of care.

The resident went to the LGSCO who upheld the complaint and found the council at fault.

The LGSCO agreed that the Council provides a factsheet and links to information on its website that together explain how it charges for non-residential care and exercises discretion, but states that these are a policy document. Residents should not be expected to navigate several documents to find out how they will be charged for care. The factsheet should support a formal policy as per The Department of Health and Social Care, 'Care and support statutory guidance', 2016 which says councils should develop and maintain a policy setting out how they will charge people for the cost of care in settings other than care homes. This provided the opportunity for ASC services to update their information and produce a formal policy on paying for non-residential care in Camden. This is now available on the website.

## **5 Complaints handling – service improvements**

**35** A large proportion of complaints at all stages relate to how the council services handle those complaints in a timely and satisfactory way. The last year has been challenging due to the pandemic and even though the council continued to handle complaints, it has not always been as effective or as timely as we would like. The following service improvements identified last year have been actioned:

- New IT case management system to log and monitor complaints will go live in Autumn 2021.
- The reporting cycle for collation of the annual complaints report 2020/2021 has started much earlier in July 2021 to ensure better service involvement and contribution in the process to focus on lessons learnt.
- Rollout and training on the new case management system will start in Autumn 2021
- Service-specific complaints handling training including writing in Plain English will be rolled out alongside training on the new system.
- Research to be conducted into understanding why people don't progress complaints.



## BREAKDOWN OF DATA AND ANALYSIS

### 6.1 Stage 1 (Local resolution)

#### 6.1.1 Stage 1 complaints by directorate and division

2019/20 figures in brackets	Some directorates have restructured services during 2020/21 so data may be located in different divisions to 2019/20
*Average response time. Excludes open cases and cases 100+ days to respond.	If a service/team does not appear in the table it is because it has not received any complaints in the last two years

Service Area	Stage 1	Stage 1 Upheld	% Upheld	Stage 1 responded to within 10 w/days	Stage 1 responded to within 20 w/days	Average Time to respond w/days*
<b>Corporate Services</b>	<b>60 (127)</b>	<b>17 (14)</b>	<b>28% (11%)</b>	<b>43% (30%)</b>	<b>62% (74%)</b>	<b>10 days</b>
Law & Governance	1 (5)	0 (0)	0 (0%)	0 (80%)	0 (80%)	N/A
Finance	0 (2)	(0)	(0%)	(0%)	0% (0%)	N/A
Customer Services	59 (120)	17 (14)	24% (12%)	36% (28%)	49% (75%)	10 days

Service Area	Stage 1	Stage 1 Upheld	% Upheld	Stage 1 responded to within 10 w/days	Stage 1 responded to within 20 w/days	Average Time to respond w/days*
<b>Supporting Communities</b>	<b>813 (677)</b>	<b>192 (154)</b>	<b>24% (23%)</b>	<b>31% (29%)</b>	<b>57% (51%)</b>	<b>17 days</b>
Community Services	13 (14)	0 (0)	0% (0%)	23% (14%)	31% (29%)	18 days
Property Management	492 (346)	154 (106)	31% (31%)	37% (26%)	70% (55%)	14 days
Regeneration and Planning	60 (84)	4 (16)	7% (19%)	25% (44%)	35% (56%)	10 days
Housing Management	140 (218)	4 (29)	3% (13%)	22% (29%)	39% (46%)	16 days
Housing Support Services	98 (49)	27 (2)	28% (4%)	16% (27%)	38% (43%)	22 days
Development	6 (13)	2 (2)	33% (15%)	33% (15%)	83% (38%)	17 days
Resident Safety	4 (2)	1 (1)	25% (50%)	50% (0%)	50% (50%)	24 days

Service Area	Stage 1	Stage 1 Upheld	% Upheld	Stage 1 responded to within 10 w/days	Stage 1 responded to within 20 w/days	Average Time to respond w/days*
<b>Supporting People</b>	<b>78</b> (188)	3 (26)	<b>4%</b> (14%)	<b>21% (24%)</b>	<b>35% (43%)</b>	<b>20 days</b>
Adult Social Care	21 (50)	2 (15)	10% (30%)	24% (22%)	43% (42%)	23 days
Children's S&SW	49 (68)	1 (6)	2% (9%)	20% (26%)	33% (44%)	20 days
Early Intervention & Prevention	7 (21)	0 (3)	0% (14%)	0% (19%)	14% (43%)	13 days
Education & Integrated Commissioning	1 (0)	0 (0)	0% (0%)	100% (0%)	100% (0%)	1 day

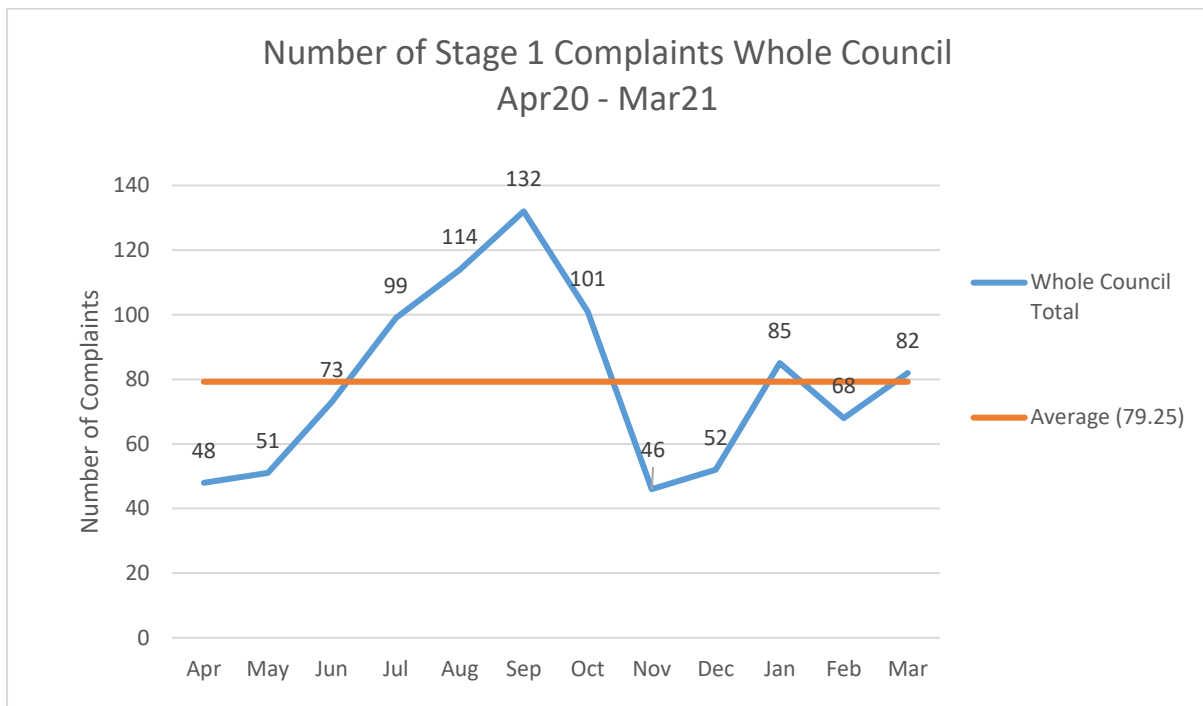
	Stage 1	Stage 1 Upheld	% Upheld	Stage 1 responded to within 10 w/days	Stage 1 responded to within 20 w/days	Average Time to respond w/days*
<b>Total</b>	<b>951</b> (992)	<b>212</b> (194)	<b>22%</b> (20%)	<b>31%</b> (28%)	<b>56%</b> (53%)	<b>16 days</b>

### 6.1.2 Stage 1 complaints Numbers received in previous years by directorate

Directorate	2019/2020	2018/2019	2017/2018	2016/2017
Corporate Services	127	113	138	223
Supporting Communities	677	572	461	573
Supporting People	188	182	137	217
<b>Grand Total</b>	<b>992</b>	<b>867</b>	<b>736</b>	<b>1013</b>

[Note: The directorates have changed over the years and some services are no longer in the same directorates].

### 6.1.3 Stage 1 complaints received by month



For a full table of numbers of complaints broken down by division and service area and by month (April 2020 to March 2021) see **Appendix 1**

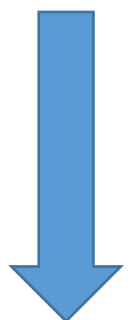
### 6.1.4 Analysis of Stage 1 figures

#### 6.1.4.1 Number of Complaints

**36** The net total number of complaints recorded at Stage 1 has decreased very slightly by **4%**.

**37** The service areas showing a notable decrease in complaints compared to the previous year are:

- Customer services – Parking Operations - a decrease of 51 complaints (73%)
- Housing Management – Landlord Services - a decrease of 29 complaints (23%)
- Housing Management – Estate Parking – a decrease of 25 complaints (83%)
- Housing Management – Leaseholder Services – a decrease of 23 complaints (68%)
- Adult Social Care Services – a decrease of 29 complaints (58%)
- Children’s Services (including Early Intervention) – a decrease of 32 complaints (36%)



**38** However, for two areas, Repairs and Operations and Housing Support Services (primarily Housing Needs), levels of unprecedented demand for services combined with the impact of the pandemic has meant an increase in complaints which given the types of provision is to be expected.

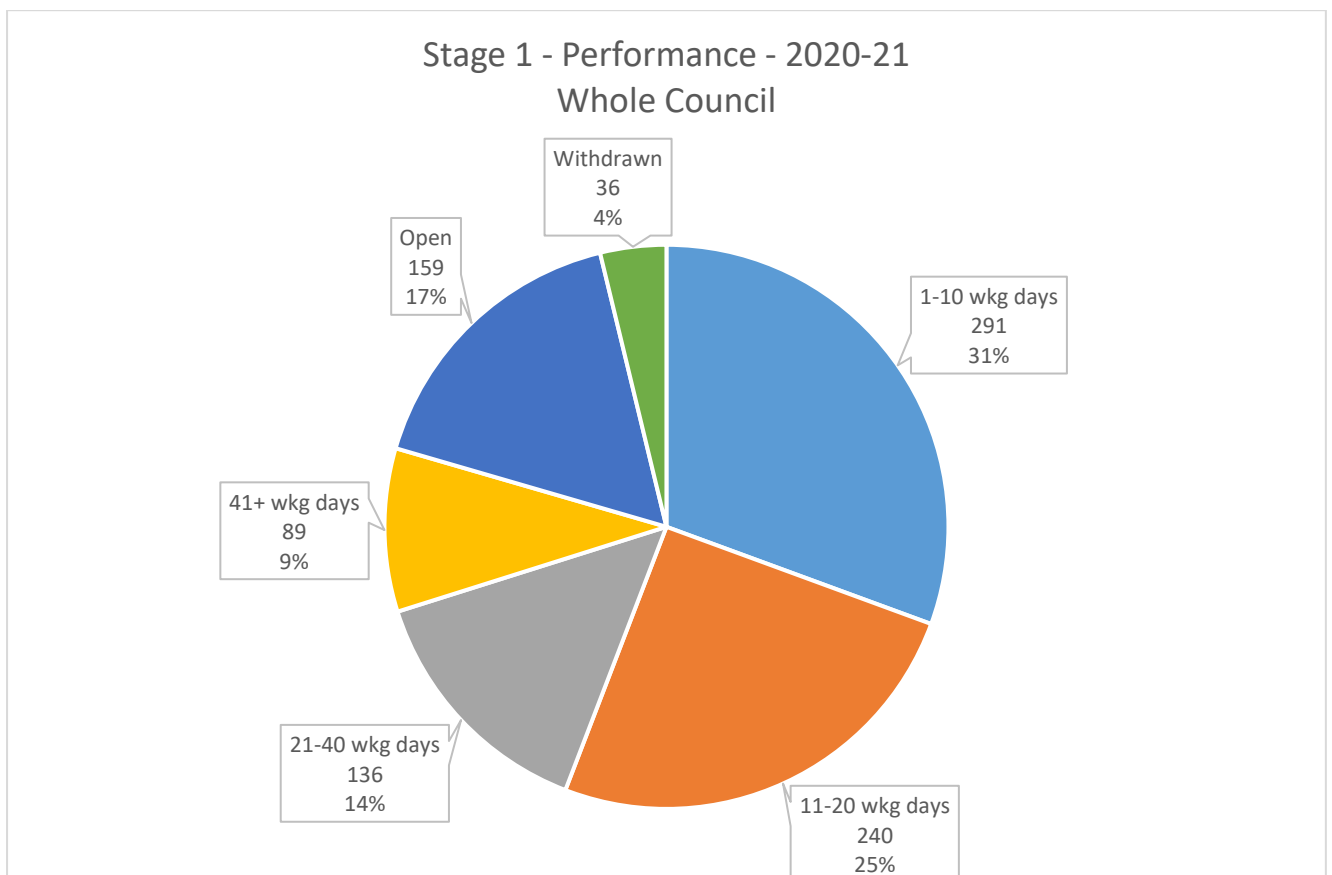


- Repairs and Operations – an increase of 186 complaints (68%)
- Housing Support Services – an increase of 49 complaints (100%).

**39** The detailed analysis of key areas is given in section - 6.1.4.7 (specific service areas).

### 6.1.4.2 Timescales

For a full table of complaints broken down by division and service area and by performance (timescales) see **Appendix 2**



**40** 31% of stage 1 complaints were responded to within 10 working days. This is an improved performance from last year (28%).

**41** The highest performing service areas are:

- Leaseholder Services (60%)
- Tenant & Leaseholder Participation (60%)
- Green Spaces (70%)

**42** These services receive a relatively low number of complaints so it is arguably easier to respond within the required timeframe.

**43** The pandemic has had a significant impact on the complaints handling process which has caused inevitable delays in responding within the target timescales.

**44** The drivers of performance are likely to be a combination of:

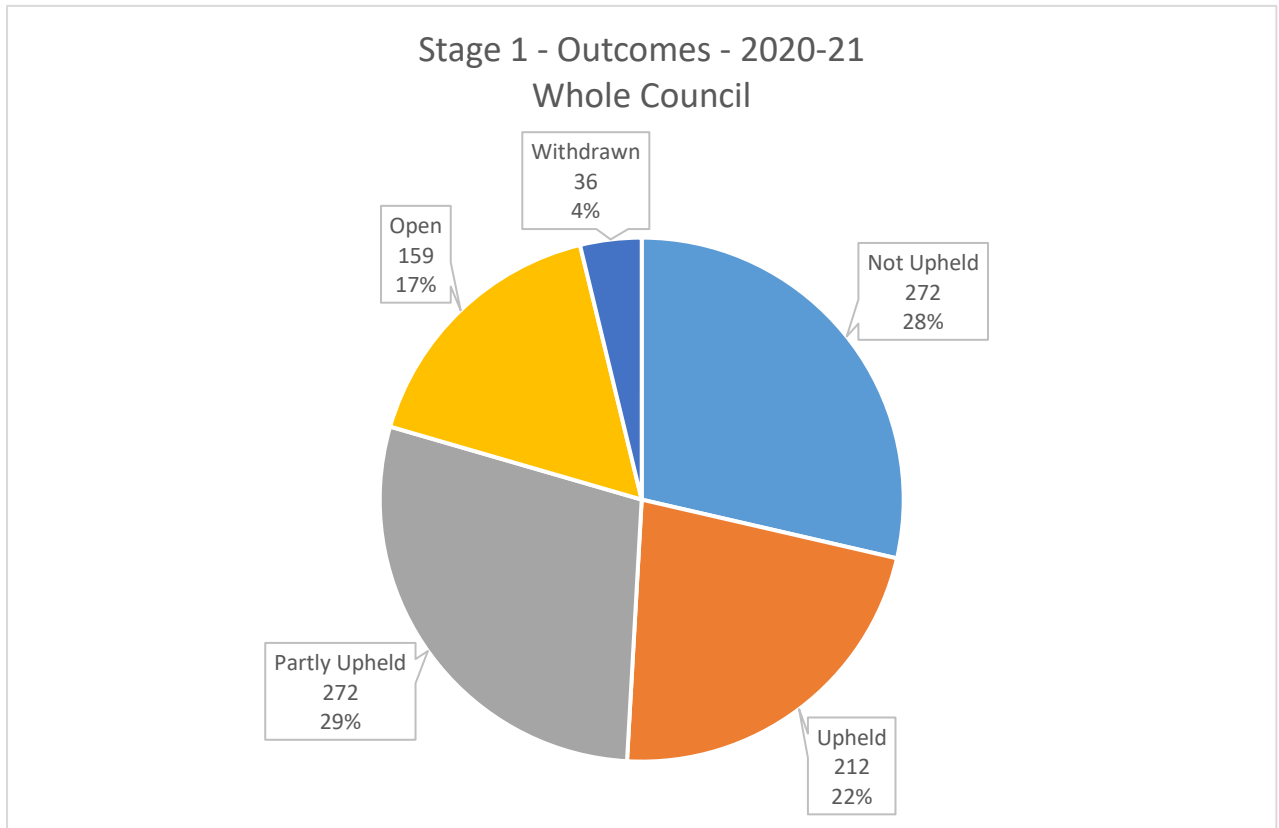
- the volume of complaints received in a relatively short period of time in certain service areas e.g. Repairs and Operations, Landlord Services
- Complexity of complaint - particularly in Adult Social Care, Children's Services and Landlord Services.
- More focus on the quality of response and appropriate resolution rather than the time taken to complete the response
- More communication with the citizen and keeping them informed
- In areas with a low volume of complaints, those that are outside the timescales have a large impact on the overall council performance.

**45** It is acknowledged that target timescales are not a good marker of success nor of quality. There is now a better understanding that the end to end time (i.e. the time from receipt of the complaint to the full and satisfactory resolution) alongside qualitative measures are better markers of success. The new case management system for managing complaints currently being developed (scheduled for implementation in Autumn 2021) will allow these measures to be captured more effectively.

**46** Once we have more accurate data from the new system around response times, we will review the performance target timescales whilst still ensuring we align with statutory requirements and best practice guidance from the Ombudsman.

### 6.1.4.3 Outcomes (Upheld/Not Upheld)

For a full table of complaints broken down by division and service area and by outcomes see **Appendix 3**



**47** With a continued focus on services resolving complaints informally we have seen the number of upheld cases at the formal stage 1 stay stable at 22%. This is a positive indicator as a low percentage shows that the original services provided were shown to have been satisfactory for a larger proportion of the complaints received.

**48** The service areas that have a significantly smaller proportion upheld are:

- Adult Social Care (10%)
- Children's Safeguarding and Social Work (2%)
- Landlord Services (2%)

**49** The service areas that have a larger proportion upheld are:

- Customer & Registration Services (35%)
- Camden Accessible Travel Services (31%)
- Repairs and Operations (32%)
- Housing Needs Group (27%)

**50** Adult Social Care have a significant lower proportion of complaints upheld this year compared to last year (30%).

#### **6.1.4.4 Types of Complaint**

**51** This is a new measure introduced this year following feedback from Members last year. For a full table of types of complaint broken down by division and service area see **Appendix 4**.

**52** The main category types have been taken from the LGSCO guidance on complaints handling.

1. Delay in providing a service
2. Lack of communication
3. Staff behaviour/Poor customer service
4. Quality of service
5. Disagree with decision/action
6. Compensation request
7. Lack of information/advice/access to service

**53** In addition, there are some types that are relevant to a specific service area:

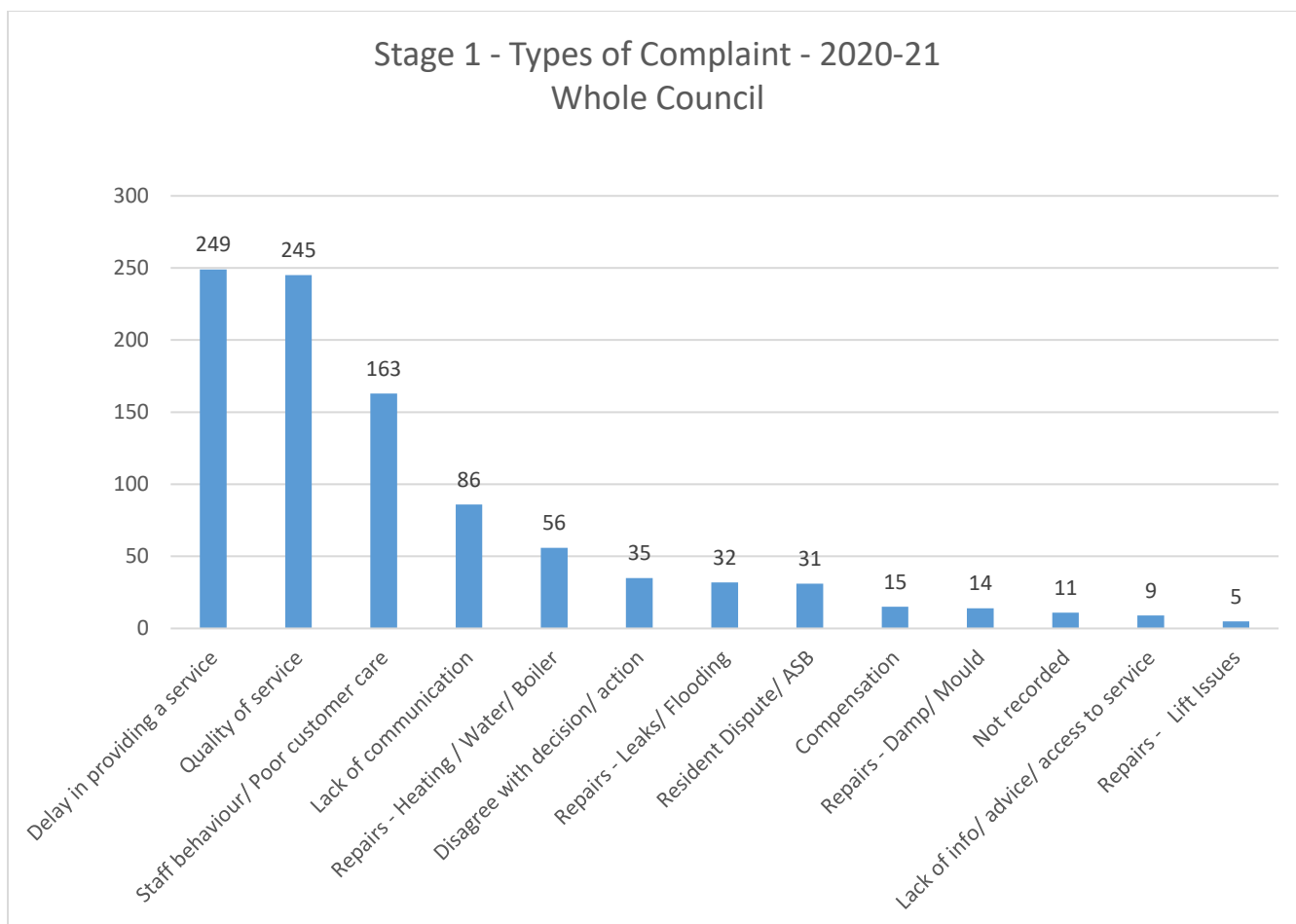
##### Landlord Services

- Resident dispute/Antisocial Behaviour

##### Repairs & Operations

- Lift issues
- Leaks/Flooding
- Damp/Mould
- Heating/Water/Boiler

**54** Complaints are often a combination of more than one of these themes. For example, a citizen may complain about a delay in providing a service and not having been contacted (lack of communication) and is requesting compensation as a result. In this report the primary reason for the complaint as identified by the complainant has been used.



#### 6.1.4.5 Cases remaining Open

**55** The 2020/2021 data shows that 154 (16%) complaints are “open”. This means that at the point the data was downloaded for analysis in June 2021 these cases had not been resolved with an outcome. Whilst some remain open as they were only received towards the end of the period in the final quarter, there is a variety of factors that mean others remain open for a prolonged period:

- 1) The case is complex and involves multiple agencies.
- 2) The data has not been updated in a timely way
- 3) Delays due to the pandemic

**56** Some of the complaints may have now been resolved and closed although some complex cases will remain open for a significant amount of time.

#### 6.1.4.6 Escalation to further Stages

**57** The proportion of stage 1 complaints that progressed to stage 2 has increased compared to the previous year. 10.5% of stage 1 complaints were escalated to stage 2 compared to 7.5% in 2019/2020. The proportional increase mirrors the increase in stage 1 in both the Repairs service and Housing Needs services where it is inevitable that the combination of high demand and restrictions on service delivery due to the pandemic e.g. longer timescales for non-urgent repairs, will have led to a rise in complaints and escalation of those complaints (see section 5 for details of Stage 2 cases)



### 6.1.4.7 Specific Service Areas

#### 6.1.4.7.1 Housing Management

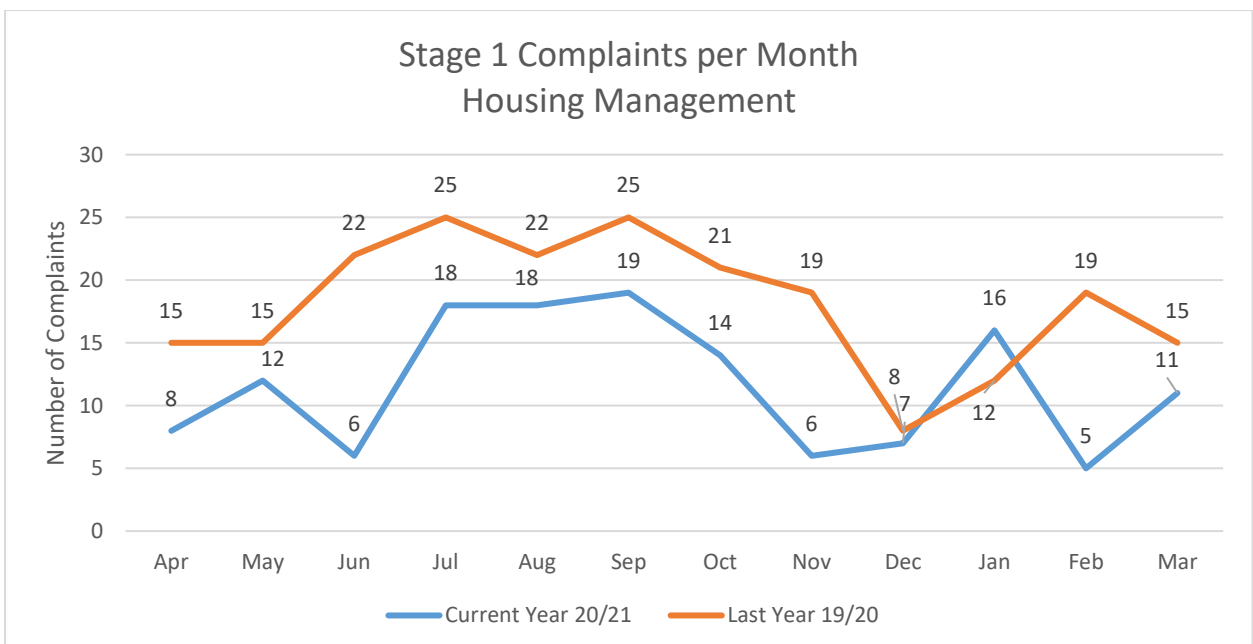
**58** There has been a 36% decrease in complaints compared to the previous year

2019/2020	218
2020/2021	140

**59** The decrease is seen across all service areas within Housing Management except Tenant & Leaseholder Participation.

2019/2020 figures in brackets

Service Area	Number of complaints	percentage upheld	percentage within 10 w/days	percentage within 20 w/days	Average w/days
Estate Management (general)	19 (26)	0%	5%	21%	27
Estate Management (estate parking)	5 (30)	0%	40%	60%	9
Leaseholder Services	10 (34)	20%	60%	90%	10.5
Landlord Services	96 (125)	2%	17%	32%	25
Tenant & Leaseholder Participation	10 (3)	0%	60%	80%	8

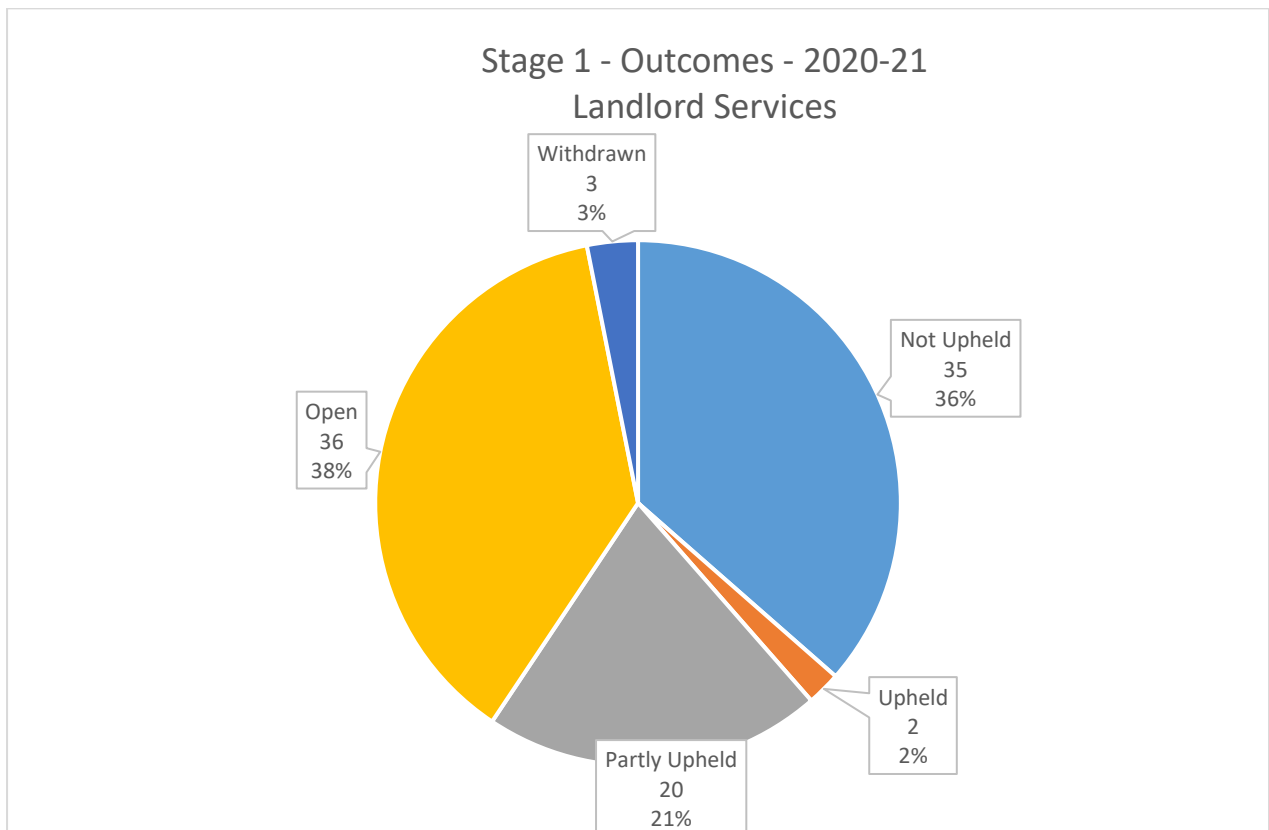


## Estate Management (Caretaking Service)

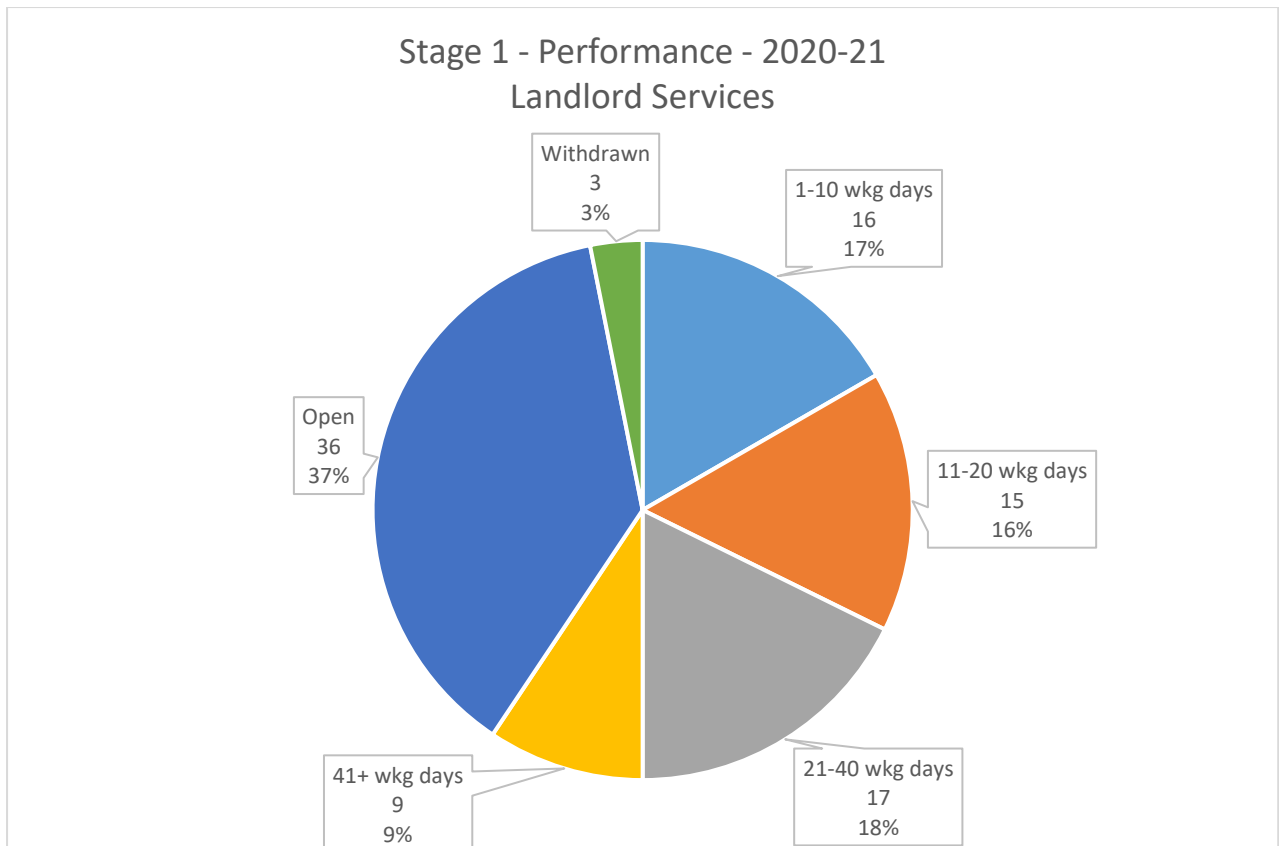
**60** This period saw the implementation of the Enhanced Caretaking Service following the detailed review of caretaking which completed in 2020. As a frontline service, Caretaking staff operated throughout the pandemic and provided onsite support to residents.

**61** During lockdown and the height of the pandemic the caretaking service was placed under pressure. The service had to manage its resources effectively with some staff self-isolating, absent due to Covid or shielding for period of time. This coincided with residents spending more time at home and additional waste generated by deliveries.

**62** This did mean that at times, the standard of waste management on estates was not as high as we would have liked for a period. The teams also had to focus on the cleaning of internal communal areas which was a cause of concern during lockdown. Overall, however the service was maintained and the Enhanced Caretaking Service was fully mobilised.



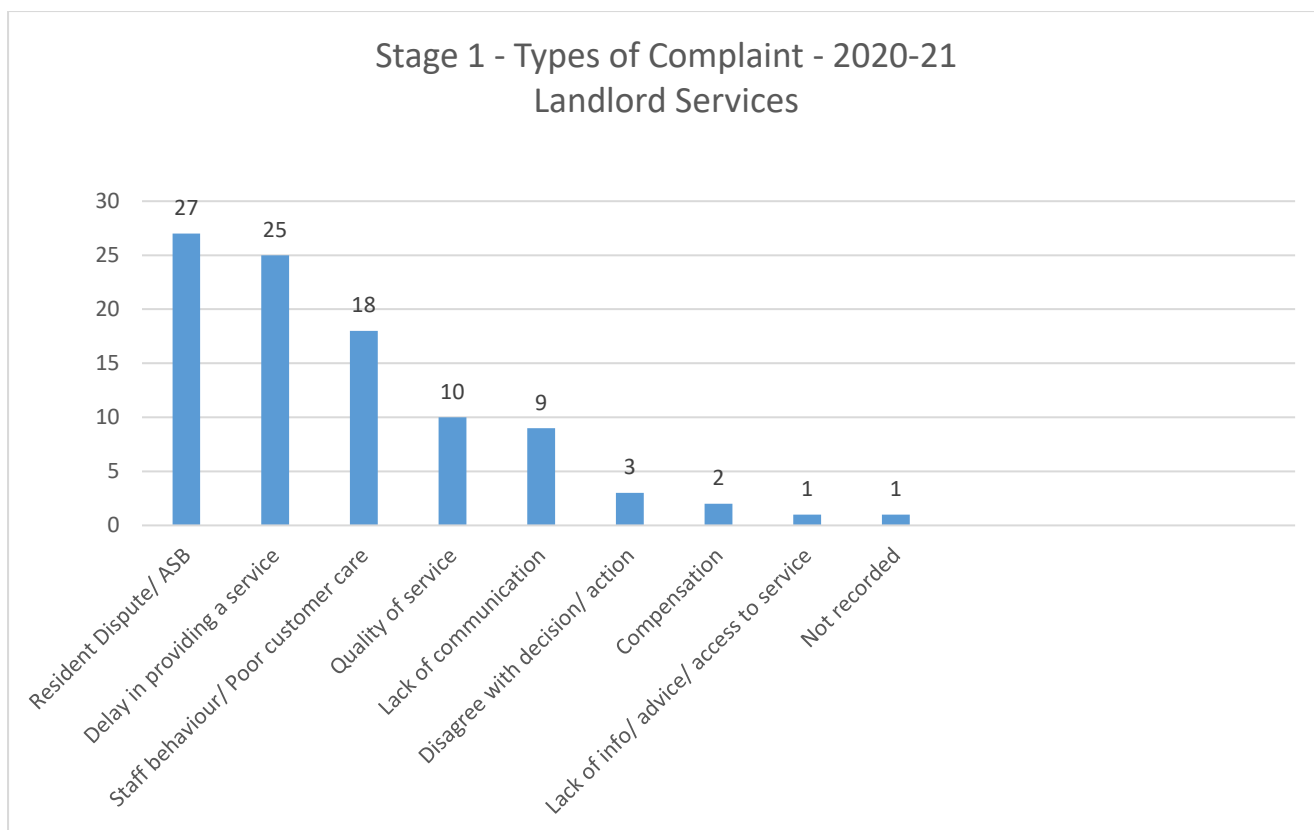
**63** In landlord services despite a decrease in the number of complaints, fewer are upheld - from 11% last year to 2% this year.



**64** Across Housing Management, the average time to respond to a complaint is 16 working days which is outside the target timescale but within the extended target timetable for complex cases. In Landlord Services which sees the highest number of complaints the average response time is 25 days which is outside the extended target timetable for complex cases. Response times are being looked at by the service and the performance in Landlord Services for the period covered by this report is summarised below:

- responding within 10 working days has dropped from 24% last year to **17%** this year.
- responding within 20 working days has also dropped from 40% last year to **32%** this year.

**65** It is noted that during the last year the Landlord Service has had to manage a range of complex cases as residents experienced the direct pressures attributed to lockdown, particularly increased incidents of anti-social behaviour. The Landlord Service also had to help a great many residents who were claiming Universal Credit for the first time and significant attention was paid to make sure rental income continued to be secured.



**66** 28% of complaints to landlord services were about neighbour disputes and anti-social behaviour on estates. These are often complex involving vulnerable people and a number of agencies and services so require time, continuous communication and mediation to resolve. In particular, many complaints were regarding a clash of lifestyles during lockdown e.g., residents working from home and other residents home schooling their children. After school areas were closed as were play areas so there were often reports of noise which was to be expected during lockdown.

#### Detailed Performance Comment

**67** Housing Management continued to provide services throughout the period. There were at times staff shortages due to the pandemic and some areas of work had to be de-prioritised to focus on the needs of vulnerable residents and carry out more checks on the welfare of residents. There was a particular focus on supporting those residents in financial crisis.

**68** In summary the complaints over the last year related to, or were exacerbated by:

- Residents being forced to stay at home during lockdown, not going to school resulting in a large increase in noise complaints and neighbour disputes due to a clash of lifestyles.
- Our effective way of resolving these disputes using the restorative approach was more difficult during this time as neighbours could not meet or approach each other face to face. Resolving issues via email, phone or letter inevitably took longer.

- Residents' mental health being affected by lockdown and isolation and this meant that neighbour disputes became protracted, more entrenched and more frequent.
- Neighbourhood staff were not visible in the same ways during lockdown, especially during the first lockdown to address neighbour disputes. Although the situation improved the lack of face-to-face interaction inevitably led to some dissatisfaction
- We received complaints regarding residents breaching lockdown which were challenging to resolve.

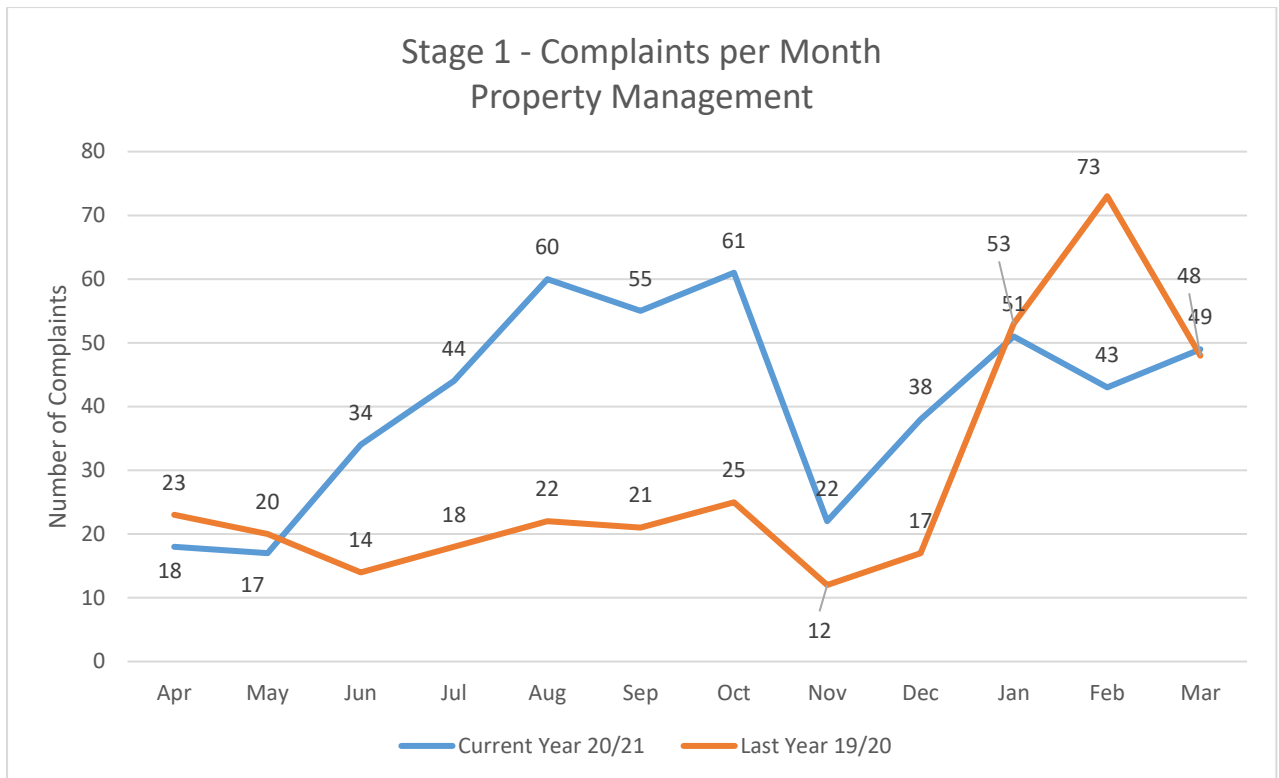
#### 6.1.4.7.2 Property Management

**69** In a typical year the repairs service manages over 200,000 calls and handles 100,000 repairs. During lockdown our call volumes increased by 50% and this trend is continuing into 2021/22. The drivers for the increased call volumes were people being at home more and the application then easing of restrictions, this affecting the types of work carried out and creating peaks of activity. This ultimately led to an increase in complaints from 346 in 2019/20 to 492 in 2020/21.

**70** There is a significant decrease (95%) in complaints related to Planned Works. The department went through a restructure during the summer of 2020 with the new structure coming into effect in August 2020 and known as the Capital Works Team. There was a programme of training and development for the new team including improvements to resident engagement meetings and officers proactively addressing residents' concerns before these become official complaints. This has contributed to the decrease in the number of complaints in this area.

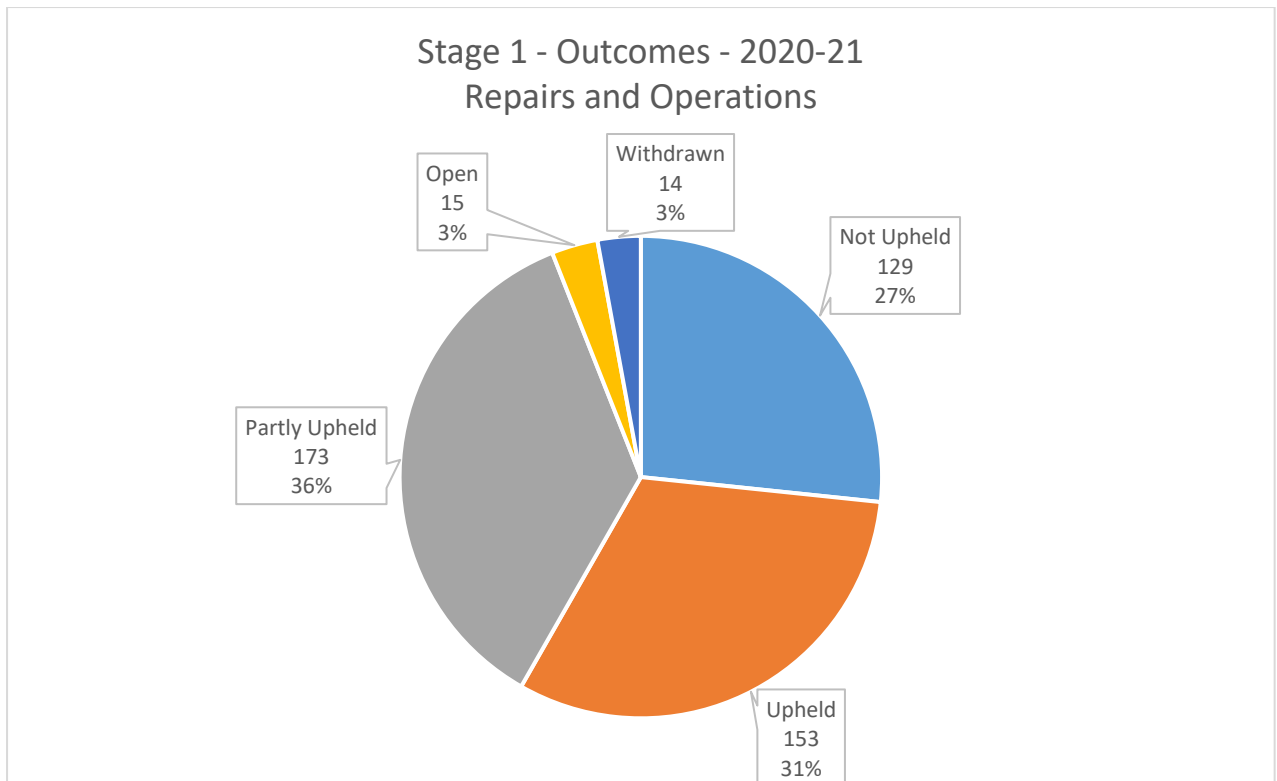
2019/2020 figures in brackets

<b>Service Area</b>	<b>Number of complaints</b>	<b>percentage upheld</b>	<b>percentage within 10 w/days</b>	<b>percentage within 20 w/days</b>	<b>Average w/days</b>
<b>Facilities Management</b>	3 (1)	33%	0%	0%	25
<b>Planned Works</b>	2 (45)	0%	50%	50%	3
<b>Property Planning &amp; Asset Management</b>	3 (2)	0%	0%	0%	N/A
<b>Repairs &amp; Operations</b>	484 (298)	32%	37%	70%	16



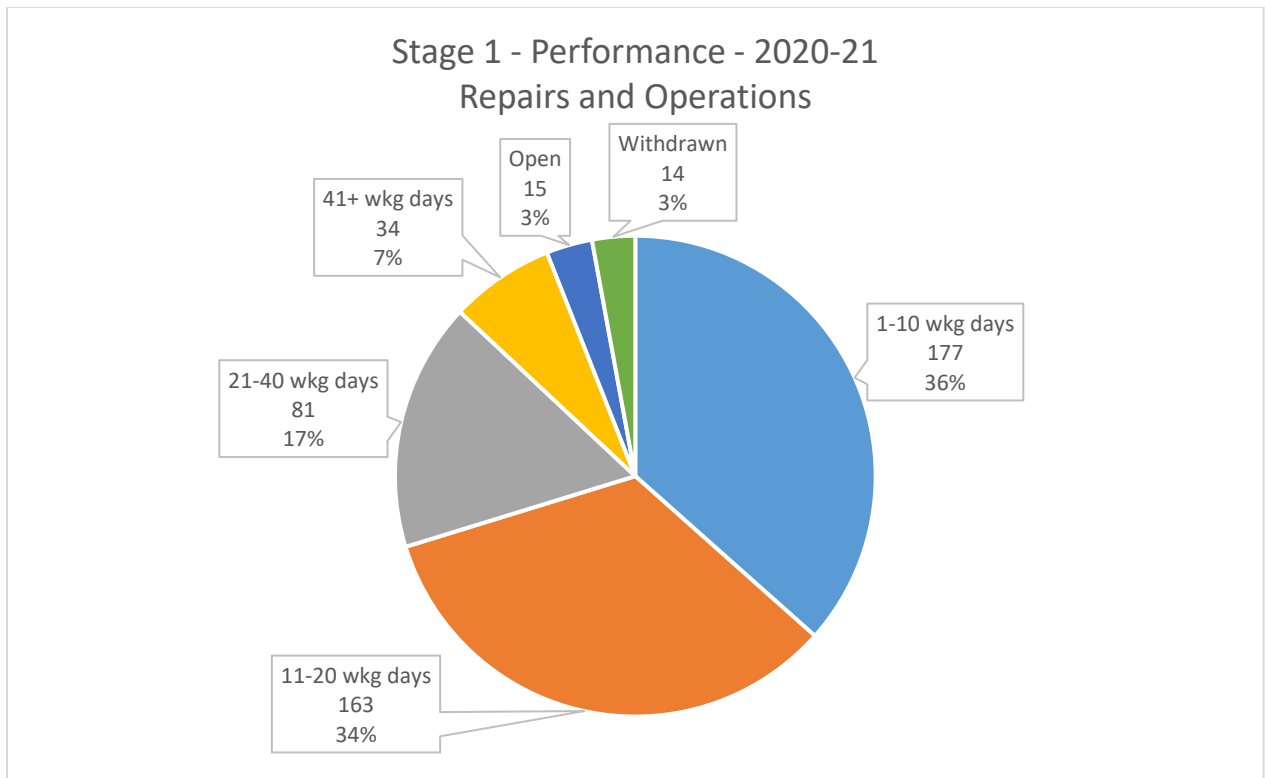
**71** The increase in complaints during the Summer months reflects the re-opening of the repairs service for essential repairs during quarter two of 2020/21. There was a massive surge in calls during this period and this inevitably placed considerable pressure on the service.

**72** During August/September and October 2020 the service was presented with 88,268 calls which was up considerably up from the same period in 2019 (53,289 calls). New repairs requests doubled in this period and the trend has continued ever since. As more repairs are requested then waiting times can be longer leading to an increase in customer dissatisfaction.



**73** In Repairs & Operations despite an increase in the number of complaints, very slightly fewer are upheld - 33% last year compared to **31%** this year

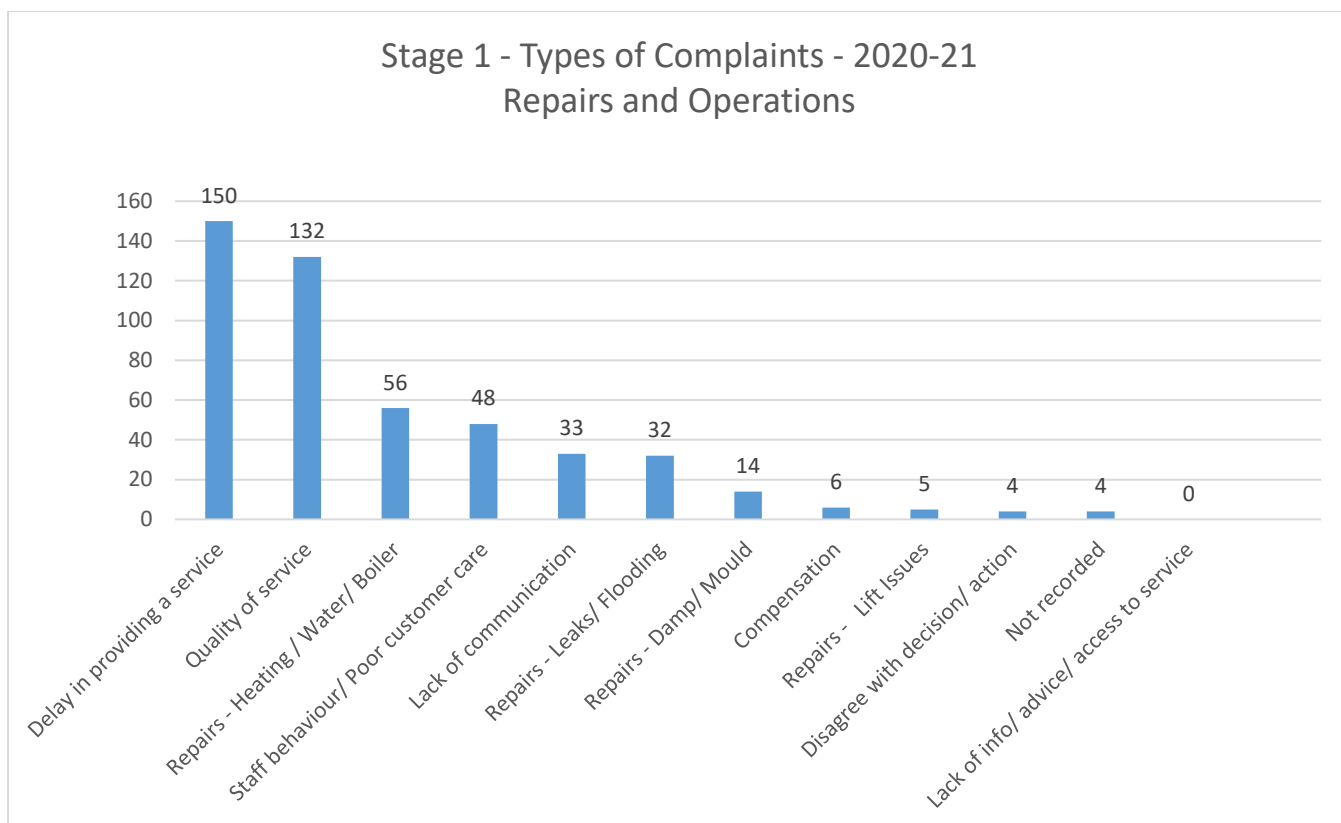
**74** The service has introduced a new case management team and it assesses the outcome of complaints and the remedies to be applied. The proportion upheld – just under a third reflects the pressure on the service during the pandemic and the acknowledgement that response times could not always be met.



**75** In Repairs & Operations, the average time to respond to a complaint is 14 working days which is outside the target timescale but within the extended target timetable for complex cases.

**76** Despite seeing an increase in complaints, performance on responding within 10 working days has improved from 27% last year to **37%** this year. Performance on responding within 20 working days has also significantly improved from 54% last year to **70%** this year. This reflects the impact of the new case management team which works service wide to manage complaints and co-ordinate responses, tracking all live cases using a dashboard. The data from this new dashboard has produced similar performance data to the above – responding within 10 working days is 48% and responding within 20 working days is 77% with the average time to respond to a complaint being 14 days.





**77** The highest proportion of complaints relates to the delay in providing a service and this reflects the factors outlined in this report and the ability of the service to address the surge in demand during the pandemic as well as remaining within budget.

#### Detailed Performance Comment

**78** The repairs service operated essential services throughout the pandemic and carried out a high volume of repairs during 2020/21 as well as maintaining a wide range of compliance activities such as gas safety checks. In addition, the service supported the Covid19 relief effort through the delivery of 27,000 food parcels and support to 2,000 vulnerable residents, as well as the delivery of PPE across the borough.

**79** With regards complaints, the new case management team has made a significant positive impact on how cases are managed across property services. All cases are logged centrally and tracked using a live dashboard. Cover arrangements are in place to make sure cases are investigated consistently across service areas and this is reflected in the improved response times.

**80** The Housing repairs call handling team also put in place a number of effective measures to address the increase in demand. These included a live chat facility which is more convenient for many users, an online form for non-emergency repairs which can be used to book appointments and also a limited number of additional staff to cover a 50% increase in call volumes (300,000 versus 200,000 in a usual year).

**81** The lockdown did however place considerable pressure on the service, with many more people working at home, home schooling or furloughed, meaning that the impact of any outstanding repairs was much more keenly felt, and any inconvenience caused much greater. Exacerbation of overcrowded conditions also placed additional pressure on issues related to damp, mould and condensation. As a result, the service introduced a dedicated team to focus on inspection, remedy and prevention of damp.

**82** Although the pandemic has placed demands on the service, satisfaction has remained strong with 58% rating the service as excellent (5 out of 5) and 21% rating the service as very good (4 out of 5), overall, just 10% of those surveyed were dissatisfied (our surveys are carried out independently by an accredited company).

**83** The service also noted that there were a couple of protracted communal heating failures which caused a high volume of cases. The service responded by accelerating its programme of communal boiler replacement, targeting those sites with temporary boilers in place and making sure key schemes reached site (e.g., at the Tybalds estate).

**84** Regarding lifts, the Council has prioritised investment in the installation of new lifts and since 2010 has installed 370 new lifts out of its total stock of 550. This has greatly improved overall service reliability although some of the lifts still to be replaced can encounter prolonged down time particularly where parts have to be manufactured. Investment in replacement lifts is continuing and the Council also put in place a process of informing residents so that they understand the cause of any delay and what is being done to get their lift back up and running, this includes:

- An engineer should attend site within 3 hours of a lift breakdown being reported and will try and get the lift working again straight away.
- Sometimes this is not possible for various reasons – parts may be required, an event such as flooding may complicate the repair, parts may have to be manufactured
- If a lift is not working for 3 days or more, a letter will be sent to residents giving them an estimated date for the lift to go back in service and giving contact details of their Neighbourhood Housing Officer (NHO), should they need any support. Emails are also sent to ward councillors, caretakers, NHOs and the tenants and residents association (where in place).
- If the repairs are delayed for any reason, a further letter may be sent, and relevant parties updated by email.
- Once the lift is back in service a final letter will be sent to residents if the lift has been out of service for 7 days or more, confirming the reason for the delay and thanking them for their patience

**85** Whilst the focus remains on replacing those lifts that are at the end of their life, and maintaining all others promptly, the above communications have helped to provide advice and support to residents.

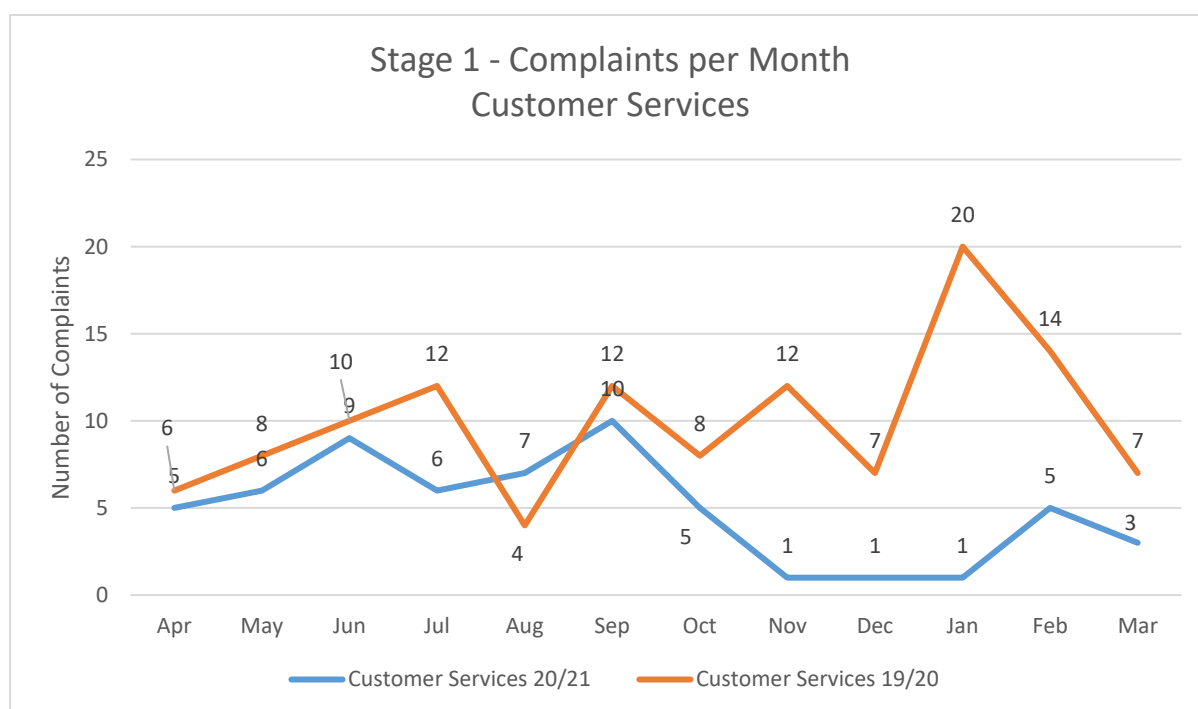
### 6.1.4.7.3 Customer Services – decrease in complaints

86 There has been a 51% decrease in complaints compared to the previous year

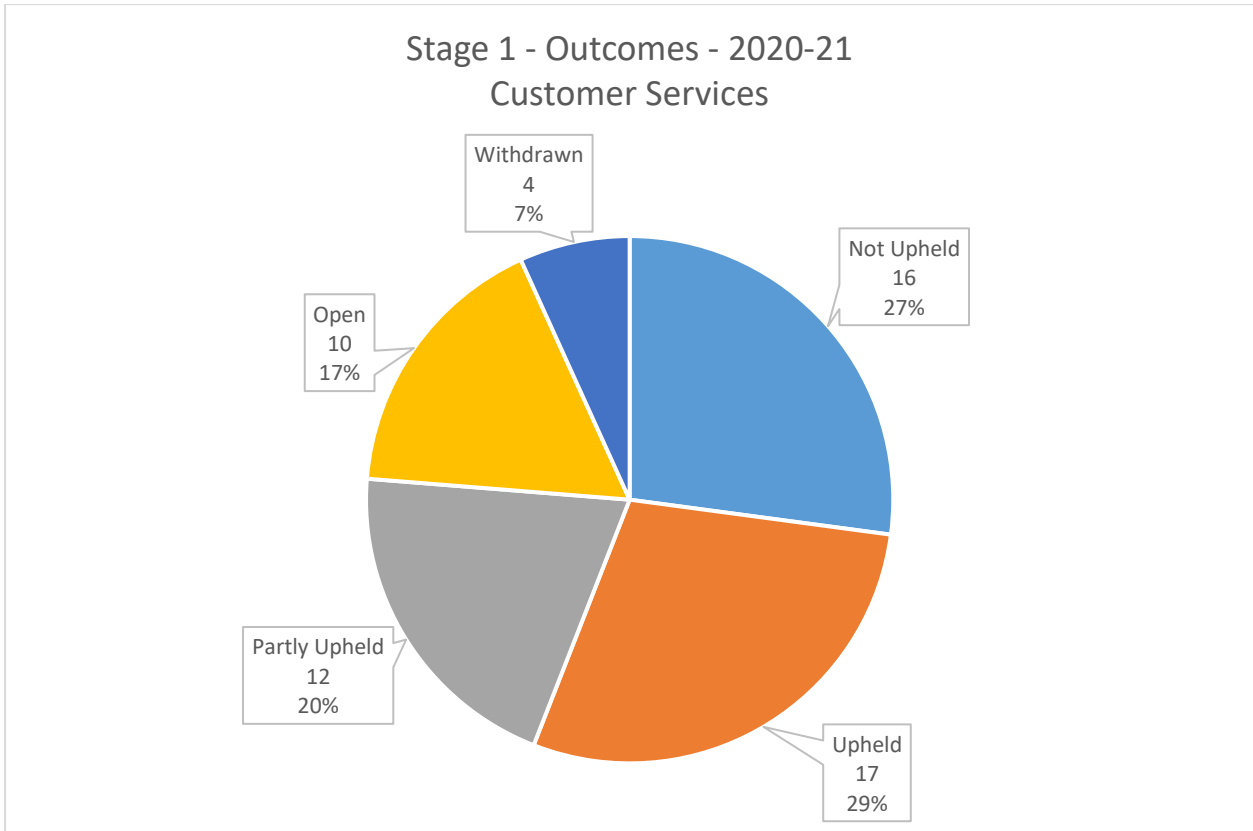
2019/2020	120
2020/2021	59

2019/2020 figures in brackets

Service Area	Number of complaints	percentage upheld	percentage within 10 w/days	percentage within 20 w/days	Average w/days
<b>Benefits</b>	5 (6)	20%	40%	40%	8.5
<b>Council Tax &amp; Business Rates</b>	9 (17)	33%	67%	78%	8.5
<b>Customer &amp; Registration/Contact Camden</b>	26 (27)	35%	54%	65%	7
<b>Parking Operations</b>	19 (70)	21%	21%	58%	15

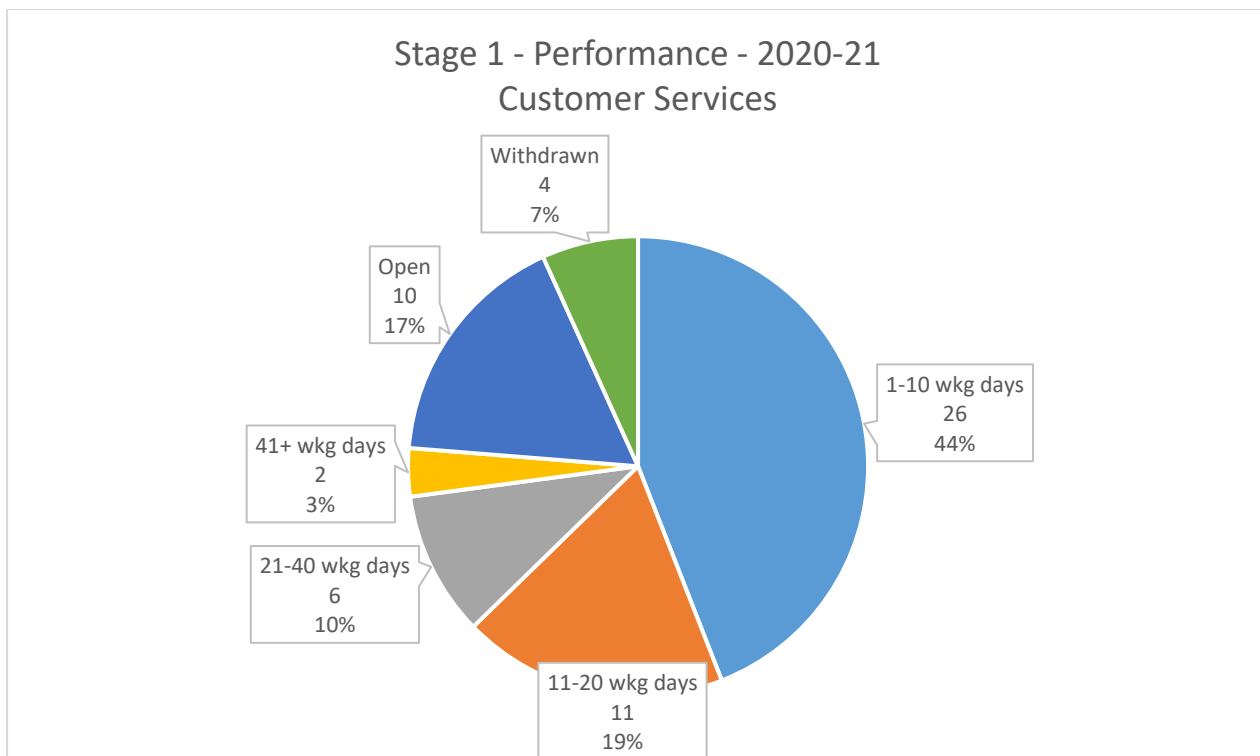


87 Parking Operations receive the highest number of complaints of services within customer services every year. This year has seen a significant drop in complaints which is to be expected given the extended lockdowns which prevented people travelling and the temporary changes to parking restrictions during the pandemic. There are slight increases in complaints corresponding with the end of lockdowns but overall, the number of complaints is less than in 2019/2020.



**88** In both Customer Services & Registration and Parking Operations the number of complaints that are upheld has seen a significant increase. Customer Services & Registration from 15% last year to 35% this year. Parking Operations from 4% last year to 21% this year.

**89** The percentage increases reflect the smaller number of complaints received this year together with an acknowledgment that last year customers experienced delays in service responses due to staff redeployment onto critical covid activities.

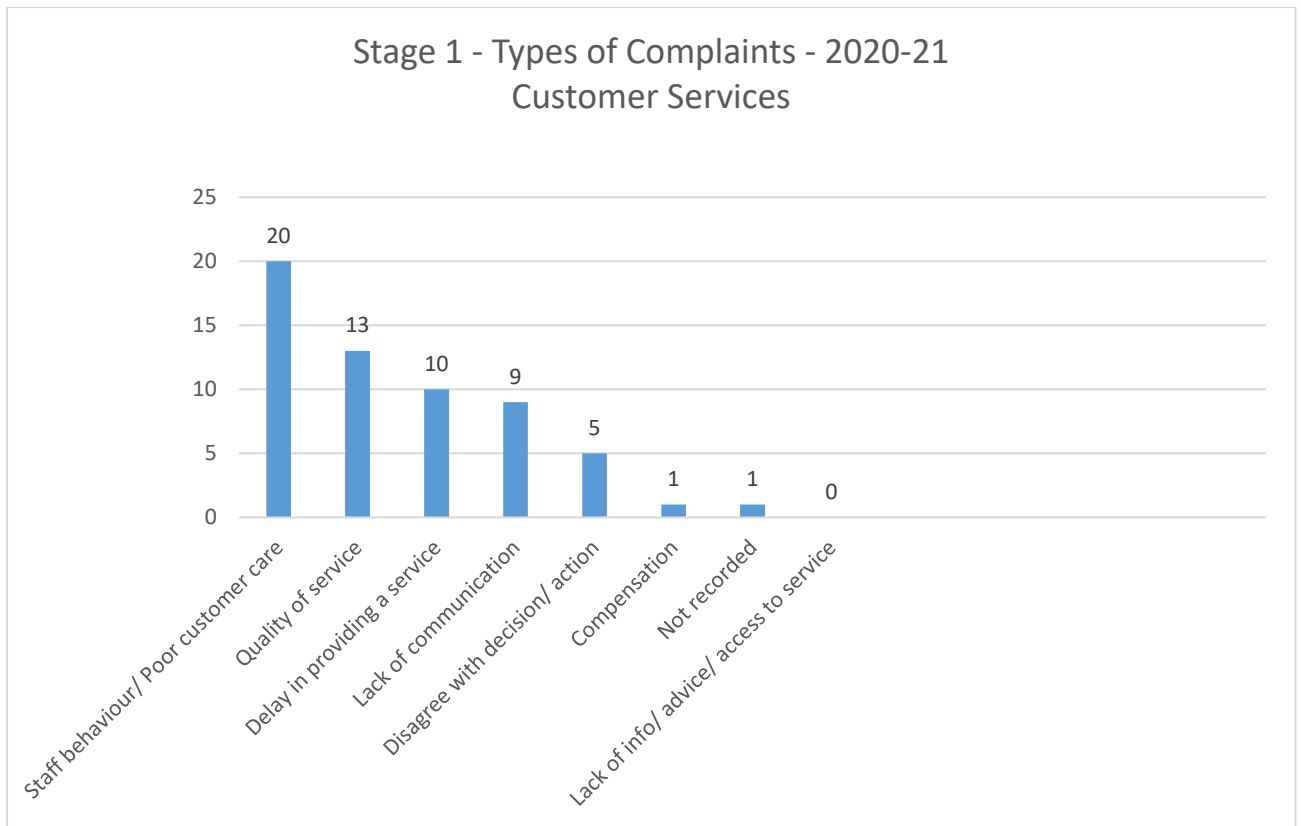


**90** The average time to respond to a complaint is 10 working days which is within the target timescale.

**91** In Customer Services & Registration, performance on responding within 10 working days has improved from 46% last year to 54% this year. However, performance on responding within 20 working days has dropped slightly from 69% last year to **65%** this year.

**92** In Parking Operations, performance on responding within 10 working days is comparable to last year - from 20% last year to 21% this year. However, performance on responding within 20 working days has dropped significantly from 83% last year to **58%** this year.

**93** Despite the slight drop these are still the higher performing service areas on response times.



**94** Of the 17 complaints upheld across the year, 11 related to delays in service or communication, reflecting the pressures on the services during the year and the redeployment of resources. Four upheld complaints related to staff conduct and two to quality of service.

#### Detailed Performance Comment

**95** As a division we are striving to improve people’s experiences and learn from every complaint.

**96** The division was at the forefront of the Council’s pandemic response, supporting residents with information, testing and vaccinations, supporting businesses through grants, rate relief and rent support, managing a significant increase in benefit claims and requests for financial support alongside maintaining critical business as usual activity. In parking, nearly 9000 essential worker permits were awarded and a number of staff were redeployed into critical covid response services such as test and trace teams or testing centres.

**97** Despite this the services have been a reduction in complaints and responded to complaints in an average of 10 days. Across the division, 17 complaints were upheld, most of which related to delays in service or communication reflecting the pressures on the services and staff. Considering the number of interactions the services have been involved in over the year, a very small percentage result in an upheld complaint.

**98** Nevertheless, the services continue to focus on learning from complaints and improving performance. During the pandemic, the service set up the covid 10

helpline, providing a much deeper, empathetic response together with outbound calling to our most vulnerable residents. The service is taking the learning from that work to ensure all staff in the service offer the same high standard of response. Projects to improve Council Tax, Business Rates and Parking permit processes were delayed due to the pandemic but these are now nearing completion and should be implemented in the second half of 2021/22. These are aimed at simplifying the process for both customers and staff to deliver a better self-service experience and greater insight into demand.

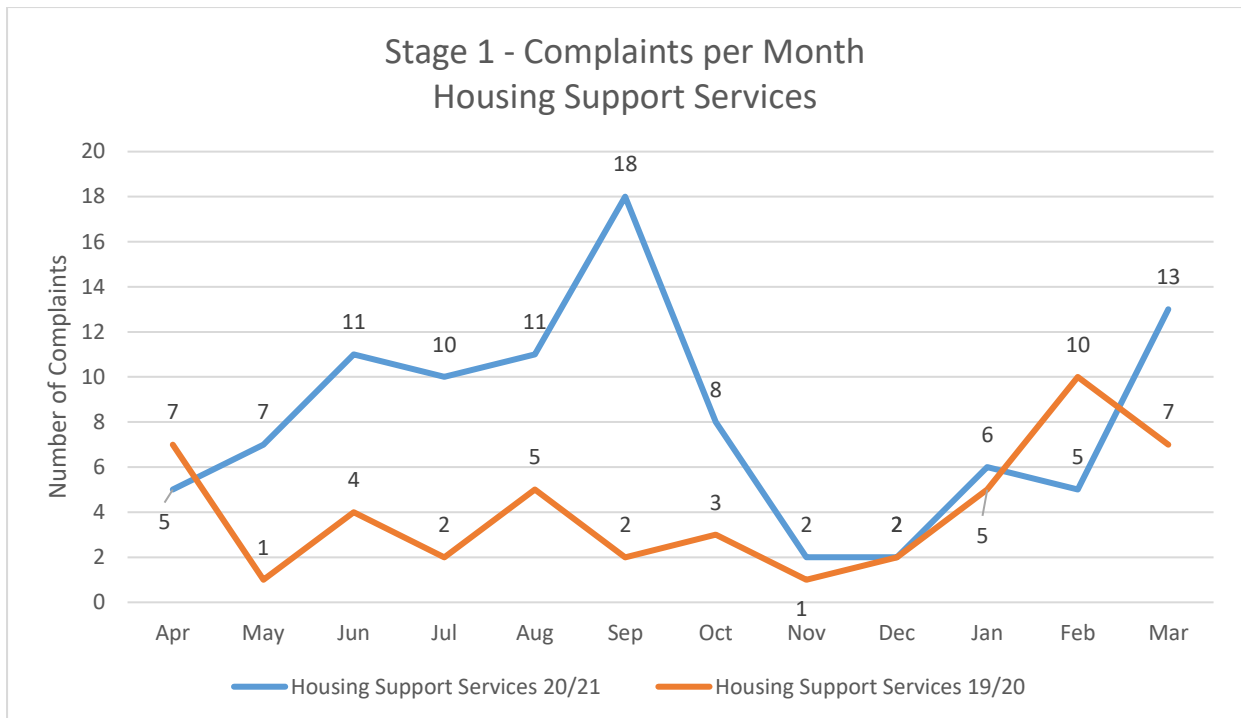
#### 6.1.4.7.4 Housing Support Services

**99** There has been a 100% increase in complaints compared to the previous year notably in Housing Needs (68%) and Camden Accessible Travel Solutions (190%).

2019/2020	49
2020/2021	98

2019/2020 figures in brackets

Service Area	Number of complaints	percentage upheld	percentage within 10 w/days	percentage within 20 w/days	Average w/days
<b>Camden Accessible Travel Solutions</b>	26 (9)	31%	4%	4%	62
<b>Housing Needs</b>	62 (37)	27%	19%	48%	22
<b>Housing Commissioning &amp; Partnerships</b>	2 (0)	0%	50%	50%	10
<b>Private Sector Housing</b>	1 (0)	0%	0%	100%	11
<b>Temporary Accommodation</b>	7 (3)	29%	29%	57%	11.5



**100** There has been an increase in complaints from last year. The relatively high number in Camden Accessible Travel Services mainly relate to changes in the criteria for blue badges which caused a backlog of applications and delays in processing. The impact of COVID 19 also had a detrimental impact on staffing levels within the service. These complaints were resolved over the subsequent months.

**101** The service has identified areas of improvement and has adapted a 'Lessons Learned' approach. Staff have been trained to improve their communication skills and to engage with empathy, compassion and understanding. The Concessionary Travel team have been liaising with health service leads to ensure the medical assessment process is as simple and fast as possible.

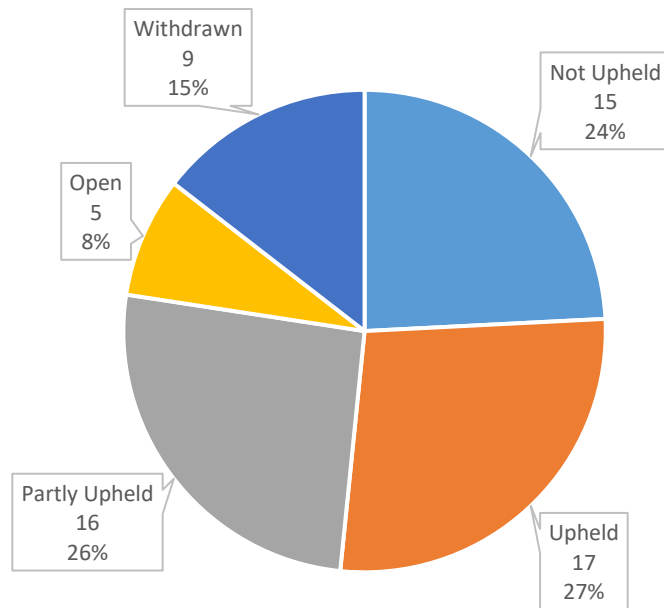
**102** The Housing Needs Group has seen an increased demand for our support this year.

**103** This increase in demand, coupled with covid pandemic pressures on staff availability caused delays in dealing with homeless applications, verifications, reviews, enquiries, mutual exchanges, and complaints. As a result of these delays, complaints and dissatisfaction with the service unfortunately dipped.

**104** Private Sector Housing Service has recorded fewer complaints from the previous year.

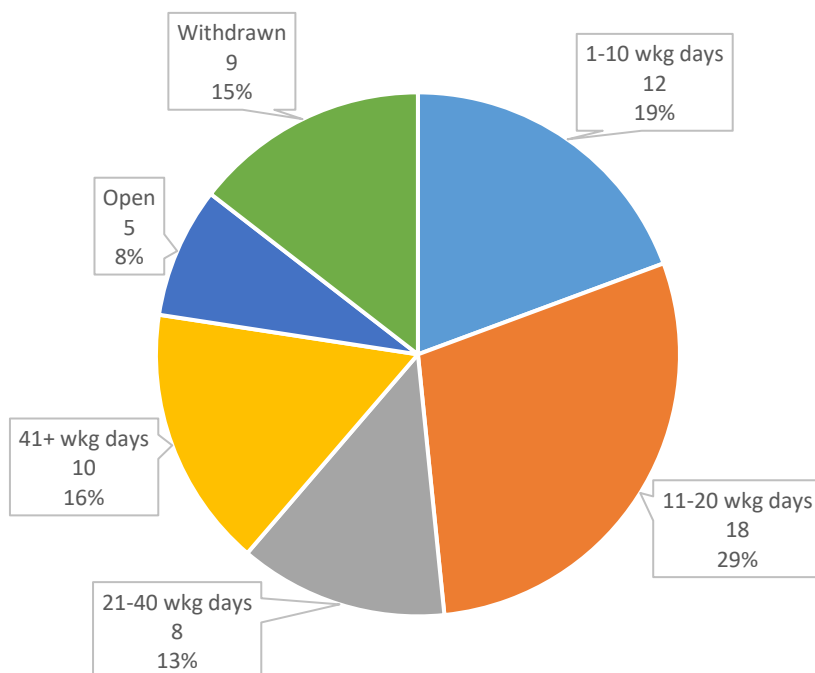


### Stage 1 - Outcomes - 2020-21 Housing Needs Group

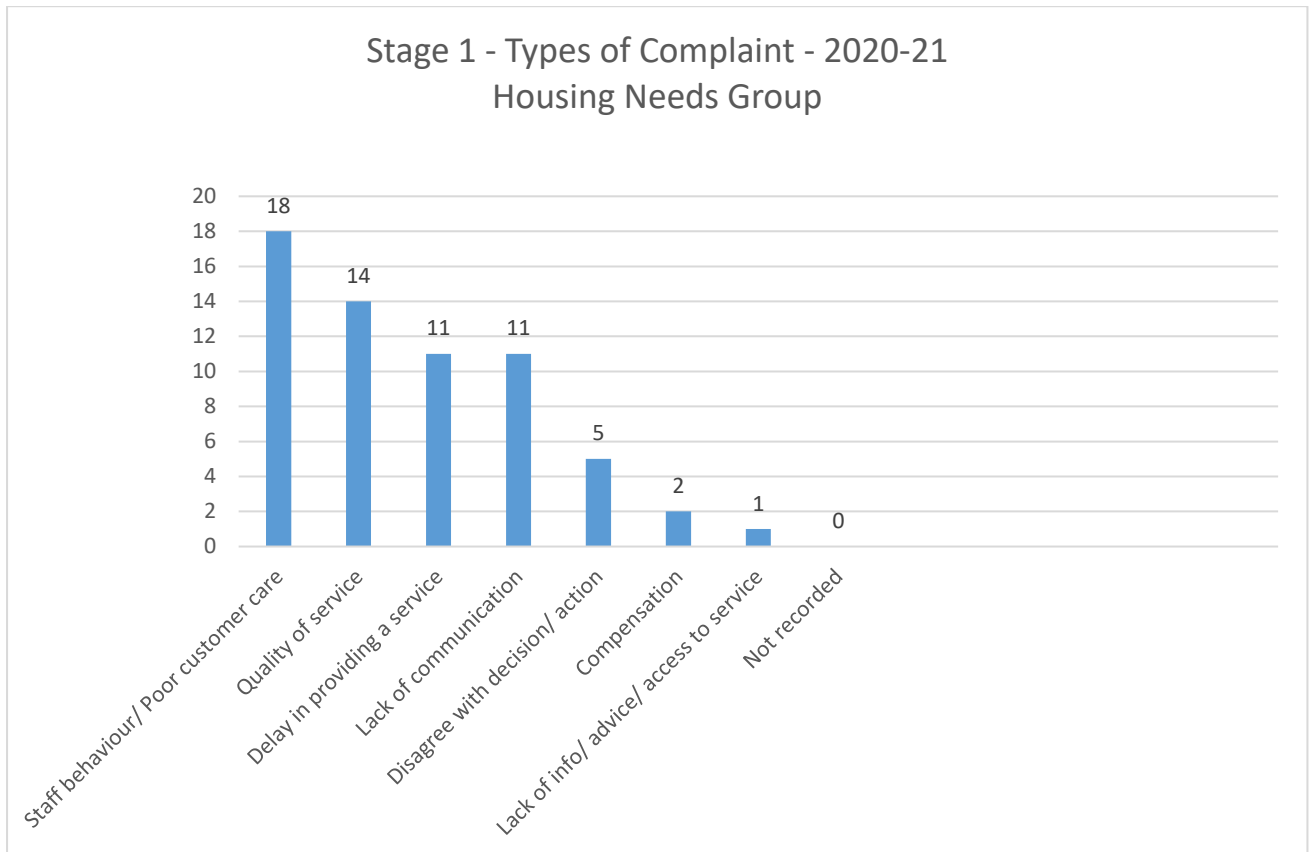


In Housing Needs significantly more complaints are upheld - **27%** this year compared to 3% pre-pandemic.

### Stage 1 - Performance - 2020-21 Housing Needs



**105** In Housing needs, the average time to respond to a complaint was 24 working days which is outside both the target timescale and the extended target timetable for complex cases which is a deterioration from 67% responded to 10 days last year to **19%** this year. Performance on responding within 20 working days has also dropped from 78% last year to **48%** this year. Prior to the pandemic this team's performance in terms of timeliness of response was generally good. With the embedding of the pandemic and the introduction of a new complaints logging/monitoring system in Autumn 2021 and better service case management and analysis, the team expect performance to improve this year and return to pre pandemic levels.



**106** There are over 6,500 households currently on the housing register seeking housing. Of the 62 complaints received, over half (52%) related to staff behaviour/poor customer service and quality of the service provided, including failure to provide correct information, lack of clarity over applications. The service prioritises work to become even more customer-focused and has commissioned an external consultant to review the system for allocating social housing as part of this work.

## Detailed Performance Comment

**107** Some examples of the increase in demand for our Housing Needs Services, in comparison to the previous year.

<b>Housing need areas</b>	<b>April 2020- 2021</b>	<b>April 2019 -20</b>
Verifications	4603	4503
Part VI reviews- stage one and two	873 (612 medical reviews)	715 (512 medical reviews)
Homeless applications	2597	2474

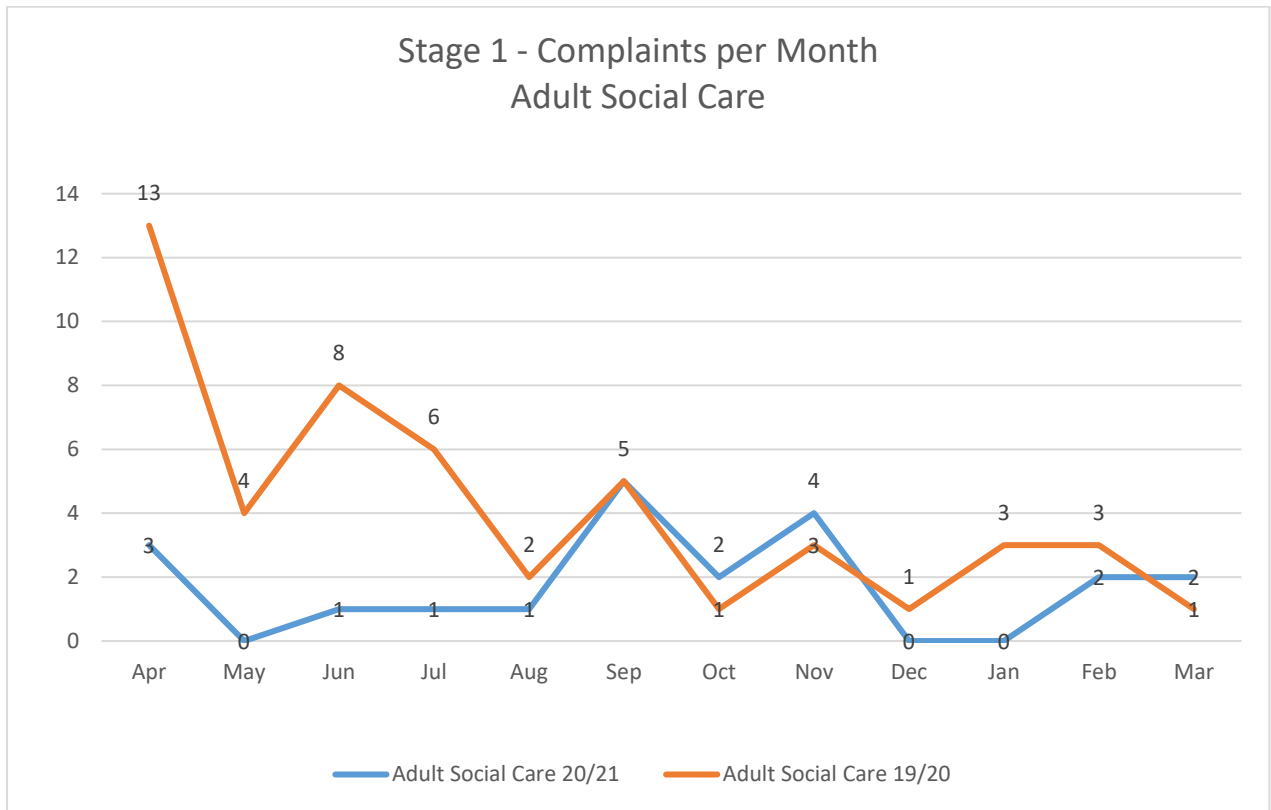
**108** During the pandemic, the Housing Needs Group has had to adapt to rapidly changing demands, new ways of working from home, dealing with IT issues and staff availability. There was a higher than desired reliance on temps during this period, and new team members were often less experienced. Training and inducting staff remotely from home can often work well but often be more challenging as well.

**109** There have been significant housing legislation and priorities changes introduced due to Covid. In addition, new priorities and changes to private rented sector evictions and the “Everyone In” policy to ensure all rough sleepers were accommodated during the pandemic provided unique challenges to the team.

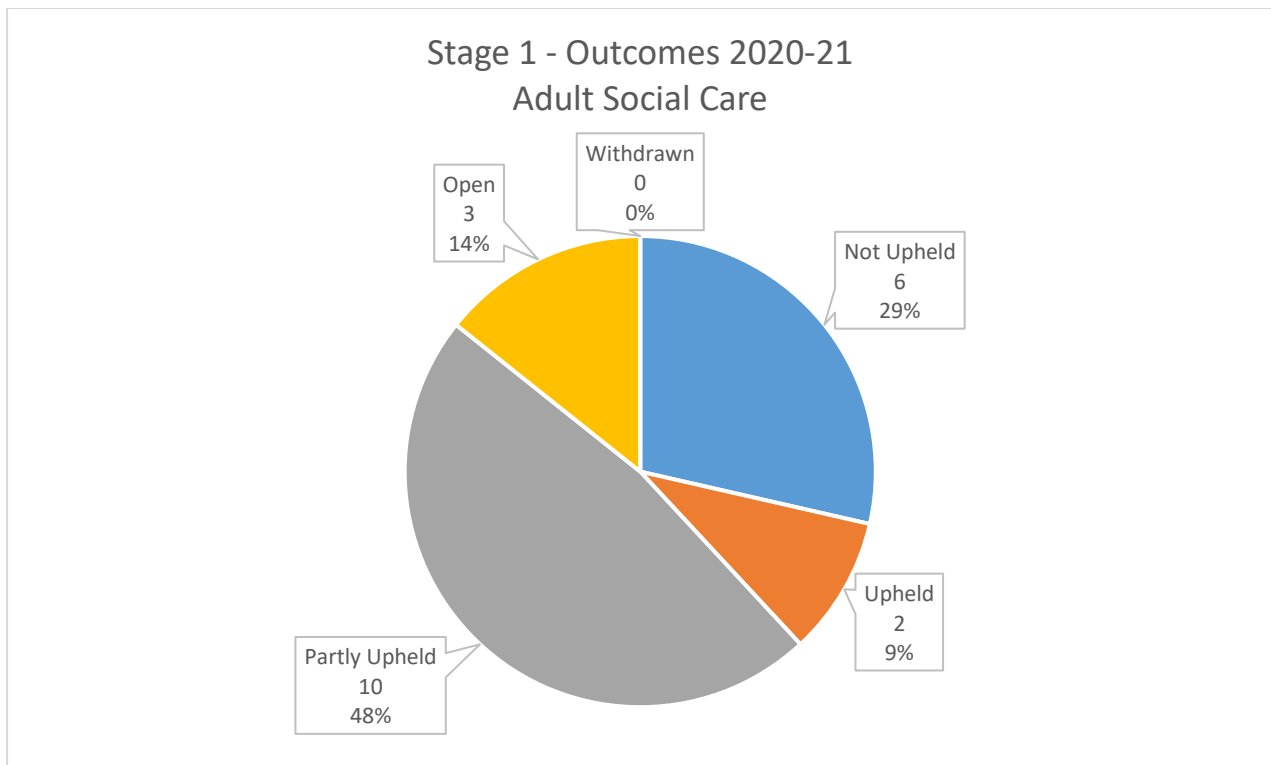
Despite the disappointing performance regarding complaints, the overall housing needs response to the pandemic could be considered a success. Rough sleepers housed in unprecedented numbers, a significant increase in homeless households helped into suitable, settled privately rented homes, and many families decanted from a family hostel in short order, amongst many other achievements.

**110** 2020/21 also saw the implementation of the Domestic Abuse Act and EU legislation, requiring additional staff awareness and training. In addition, to rise to the challenge of the Voids Improvement Programme, the Housing Placements Service has made significant changes. For example, we can now advertise, shortlist and verify, speed up the verification process, and improve the permanent allocations processes, such as implementing twice-weekly property advertising, a weekly activity since the mid-2000s. This new approach will help increase overall customer satisfaction with the service.

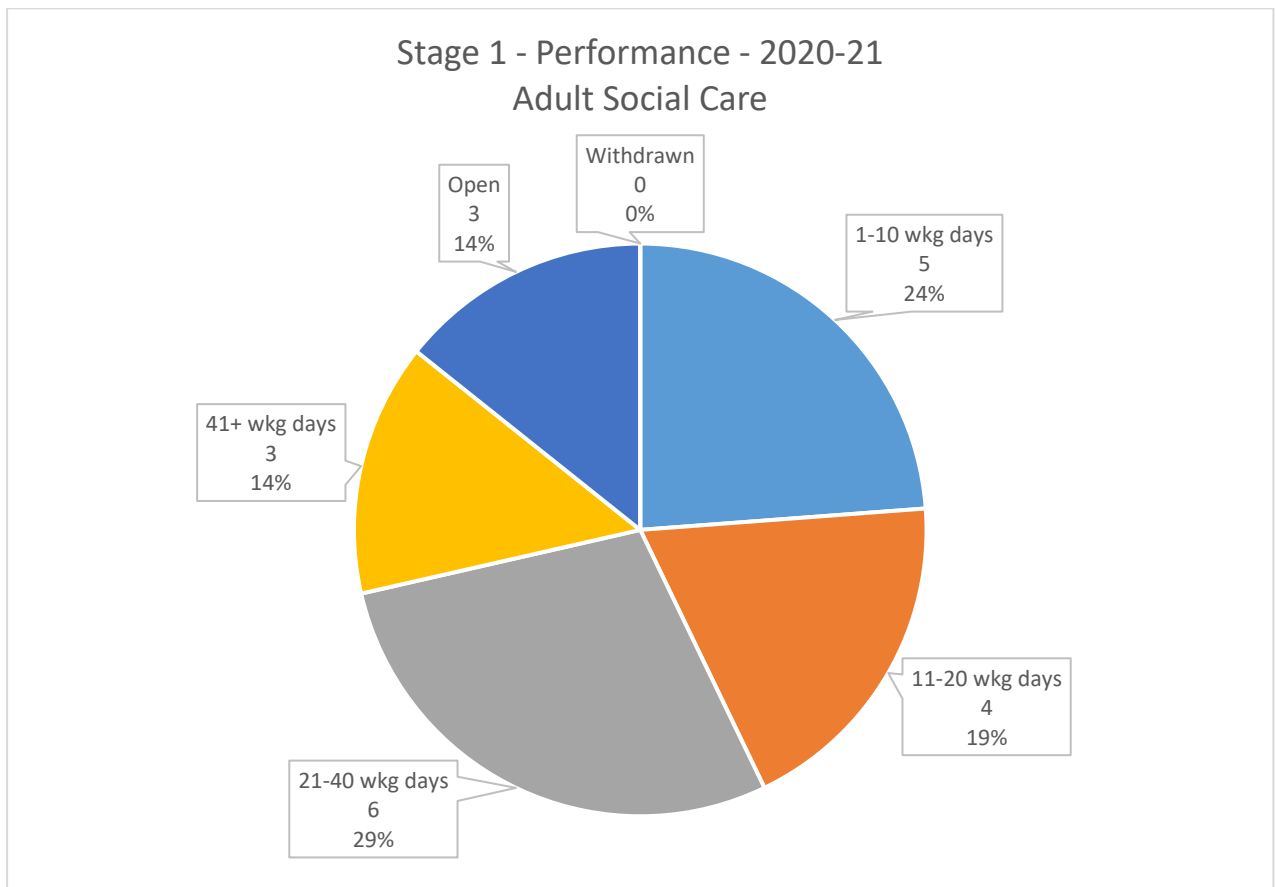
### 6.1.4.7.5 Adult Social Care Services



**111** There has been a decrease of 29 complaints (58%) compared to 2019/20. 11 (52%) of complaints were made between September 2020 and November 2020 corresponding to the lifting of some restrictions during the pandemic.

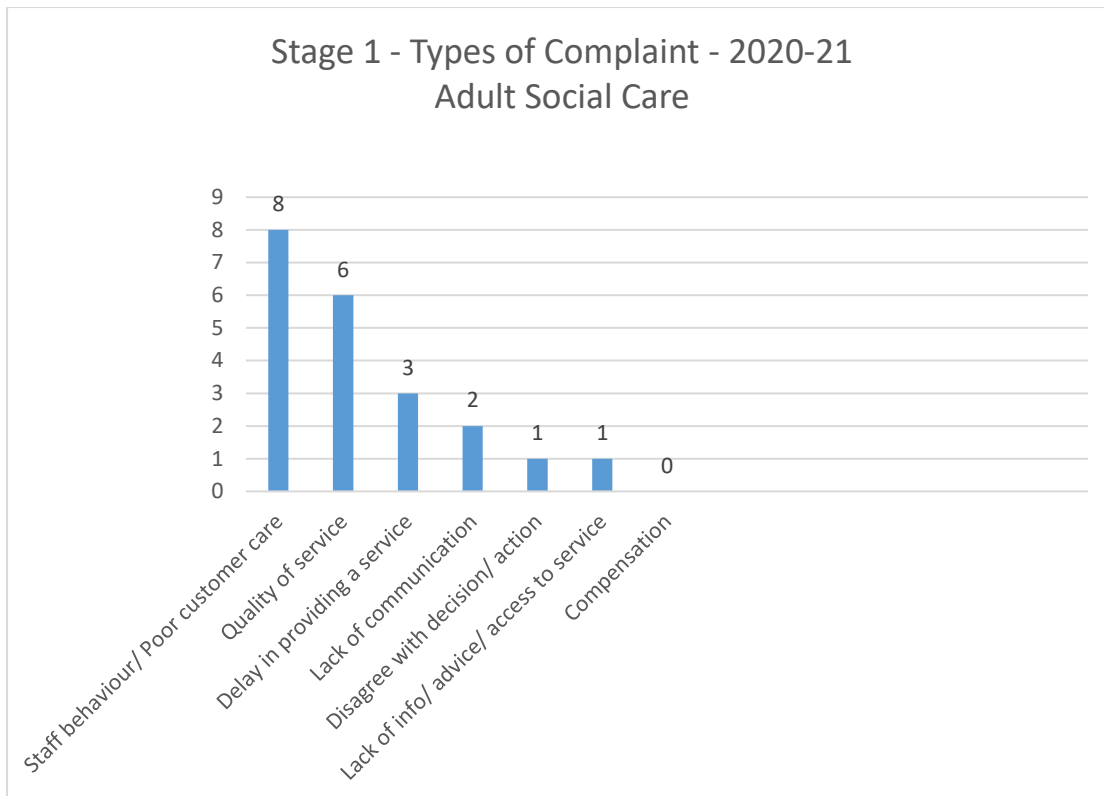


**112** Just 2 (10%) of complaints were upheld compared to 30% in 2019/20. However, nearly half (10) were partly upheld. This reflects the complexity of ASC complaints which often have layers of complaints that involved different service areas.



**113** Five complaints (24%) were responded to within 10 working days which is a slight improvement from 2019/20 (22%). Statutory timescales state that ASC complaints should be responded to within 20 working days. This year, the service responded to 9 complaints (43%) within 20 working days which is comparable to the previous year.

The average time to respond is 23 working days which is just outside the recommended timescale.



**114** There were 2 complaints upheld during the period. 1 related to the unprofessional service provided by an officer and the other was a delay in auctioning a debt write-off. An apology was provided in both cases.

#### **6.1.4.7.6 Environmental Services**

**115** The pandemic presented many challenges over the last year but the service maintained collections and cleansing services in line with industry standards. The majority of complaints and enquiries go via our contractors Veolia and in 2021/22 the call centre dealt with over 54,000 calls email enquiries and complaints. The Camden Area Monitoring Officers also deal with complaints via email and phone which are not currently formally recorded and these are not reflected in the report. Once the complaints case management system is in place, these complaints can be formally logged and will provide improved data.

## 7.2 Stage 2 (review/investigation)

**116** If a complainant is not satisfied with the response at the initial stage, they have the opportunity to escalate their complaint for consideration at a more specialist and objective level. There are different names for this stage under the different statutory frameworks, but this report describes them all as stage 2 for ease of comparison.

**117** The complaints team are responsible for carrying out the reviews and liaise with the relevant service area as required.

**118** Statutory children's services stage 2 reviews are undertaken by an independent investigator and work to slightly different timescales.

Statutory adult social care services complaints do not have a stage 2 though the complaints team may re-look at a stage 1 if the complainant is dissatisfied. After that, the complainant can go to the LGSCO if they remain dissatisfied.

### 7.2.1 Stage 2 complaints recorded by directorate and division

2019/2020 figures in brackets

Service Area	Stage 2	Stage 2 Upheld
<b>Corporate Services</b>	<b>5 (6)</b>	<b>0% (0%)</b>
Law & Governance	0 (0)	0 (0%)
Customer Services	5 (6)	0 (0%)
<b>Supporting Communities</b>	<b>86 (60)</b>	<b>12% (15%)</b>
Community Services	0 (0)	0 (0%)
Property Management	46 (31)	13% (26%)
Regeneration and Planning	6 (5)	17% (20%)
Housing Management	24 (24)	8% (0%)
Housing Support Services	10 (5)	10% (0%)
Development	0 (0)	0 (0%)
<b>Supporting People</b>	<b>9 (10)</b>	<b>0% (0%)</b>
Children's Safeguarding & Social Work	9 (5)	0% (0%)
<b>Total</b>	<b>100 (76)</b>	<b>12% (12%)</b>

## **7.2.2 Analysis of Stage 2 Complaints**

### **4.2.2.1 Volumes**

**119** The complaints team have continued to work with the complainants and the service areas to ensure a satisfactory resolution is reached at an earlier stage and being more citizen-focussed in order to reduce the number of complaints reviewed at stage 2.

**120** However, there was an increase in the number of stage 1 complaints that progressed to stage 2 (30% increase compared to 2019/2020). As with stage 1 this increase was in the Repairs service and Housing Needs service where it is inevitable that the combination of high demand and restrictions on service delivery due to the pandemic e.g. longer timescales for non-urgent repairs, will have led to a rise in complaints and escalation of those complaints to Stage 2.

**121** In 2021/2022 research will be carried out into understanding why people do not progress complaints to the next stage – whether it is because they are satisfied with the outcome at the previous stage or that the process is somehow a blocker to them not feeling able to progress the complaint.

### **7.2.2.2 Timescales**

**122** The complaints policy states that stage 2 reviews aim to be responded to within 25 working days. The complaints team are responsible for carrying out the reviews and liaising with the relevant service area as required. Stage 2 reviews of statutory children's services are carried out by independent investigators.

**123** 57% of stage 2 complaints were responded to within the required timescales compared to 64% in the previous year.

**124** It is difficult to determine the exact reasons for taking longer to respond but it is likely to be a combination of:

- Volume of complaints (particularly in Property Management and Housing Management)
- Complexity of complaint
- More focus on the quality of response and appropriate resolution rather than the time taken to complete the response requiring more communication with the citizen and keeping them informed throughout the process.
- Reduced staff resources due to the impact of the pandemic

### **7.2.2.3 Upheld/Not Upheld**

**125** The proportion of stage 2 reviews that were upheld was maintained at 12% despite an increase in the number of review requests.



## **7.2.3 Themes – stage 2 complaints**

### **7.2.3.1 Reasons recorded for complaints**

**126** The reasons recorded for stage 2 complaints across all service areas are:

1. Disagrees with Stage 1 response
2. Quality of investigation at Stage 1
3. Agreed actions/outcomes from stage 1 still outstanding
4. No response to Stage 1 complaint /delay with stage 1 response

**127** As is expected, a large proportion of complaints went to stage 2 as the complainant disagreed with the outcome from stage 1. The impact of the pandemic meant there were delays in some service areas so it is expected that there were more stage 2 requests because of the delay in providing a stage 1 response.

## **8 External Bodies**

- **Local Government and Social Care Ombudsman (LGSCO)**
- **Housing Ombudsman (HO)**

### **8.1 Introduction**

This section of the report provides information on cases that the Ombudsman has made decisions on in the period.

**128** Part III of the Local Government Act 1974 sets out the role of the Ombudsman in terms of investigating and reporting maladministration. Section 5A of the Local Government and Housing Act 1989 then sets out requirements for the Monitoring Officer of a local authority – who in Camden is the Borough Solicitor – to report to the Cabinet on those cases where an Ombudsman has made a finding of maladministration.

**129** This report is therefore presented to Cabinet as well as the Resources and Corporate Performance Scrutiny Committee and covers those cases where there have been routine mistakes or failings and the Council has agreed to make remedies and changes in line with the Ombudsman’s recommendation.

### **8.2 LGSCO and HO investigations and decisions 2020/2021**

**130** The Housing Ombudsman deals with enquiries and complaints that are related to services provided by the council as a social landlord e.g. repairs to properties.

**131** The Local Government and Social Care Ombudsman deals with enquiries and complaints that are related to all other council services. This includes non-landlord housing issues such as housing allocation, homelessness and temporary accommodation which is categorised in LGSCO reports as “Housing”.

**132** The HO and LGSCO produce annual review reports and the data, feedback and recommendations and remedies made in these are reviewed by the complaints team who ensure the relevant service areas act on them in a timely manner.

## **8.3 Local Government and Social Care Ombudsman (LGSCO)**

### **8.3.1 LGSCO – National Picture**

**133** At the end of March 2020 LGSCO temporarily stopped its casework, in the wider public interest, to allow authorities to concentrate efforts on vital frontline services during the first wave of the Covid-19 outbreak. It restarted casework in late June 2020, after a three month pause.

**134** In 2020/21 the LGSCO upheld a greater proportion of investigations than ever before across all councils in all categories of complaint, other than Environmental Services and Protection.

It also said it was making a higher proportion of recommendations than previous years.

### **8.3.2 LGSCO – Camden Local Picture**

**135** There were 82 complaints sent to the LGSCO relating to Camden. 74% of these did not reach the formal investigation stage as complaints officers work with the investigators at an early stage to ensure that only valid, complex cases go to formal investigation. As a result, whilst it is a smaller proportion that are formally investigated, a higher proportion of these are upheld by the LGSCO. This early work with the LGSCO is extremely valuable.

**136** Of 21 cases formally investigated, 18 were upheld and 3 not upheld. This reflects the trend detailed above that the LGSCO has upheld a greater proportion of investigations nationally and also the fact that we work hard to settle and compromise those where we think we can. Our upheld figures are comparative with other similar councils.

From LGSCO data – [LGSCO Annual Report 2020~2021]  
 Click on link: [LGSCO Camden Performance 2020/2021](#)

Service	Total	Formal investigation		Do not go to formal investigation			
		Upheld	Not Upheld	Advice given	Closed after initial enquiries	Referred back for local resolution (premature)	Incomplete or Invalid
Adult Social Care	12	3	1		2	3	3
Benefits & Tax	3				1	2	
Corporate & other services	3			1	1	1	
Education & Children's Services	13	5			2	4	2
Environment, Public Protection & Regulation	4				1	3	
Highways & Transport	12	1	1		8	2	
Housing	28	7	1	10	4	6	
Planning & Development	7	2				4	1
<b>TOTAL</b>	<b>82</b>	<b>18</b>	<b>3</b>	<b>11</b>	<b>19</b>	<b>25</b>	<b>6</b>
		<b>26%</b>		<b>74%</b>			

### 8.3.3 LGSCO cases - Maladministration

137 Where the ombudsman finds fault the outcome decision can be (in order of seriousness):

- Maladministration with injustice
- Maladministration without injustice
- Upheld (NFA)
- Service Failure

**138** There were 6 cases with an outcome decision of either maladministration with injustice or maladministration without injustice in 2020/2021

	Service area	Nature of complaint	Remedies & outcomes
1	Customer Services – Council Tax & Business Rates	Council did not award a Covid Business Grant.	Draft decision: council should have awarded the grant. Council is challenging this decision and taking legal advice Remedy: ongoing case
2	Development Management	Council failed to use its building control powers to protect amenity and failed in its complaints handling	Decision: no fault in building control decision but fault in complaint handling. Remedy: £150 & apology
3	Housing Needs	Council failed to consider homelessness application & refused to allow an application for a property transfer	Decision: There was a delay in reviewing housing decision and in assessing the condition of the property Remedy: £150 & apology
4	Housing Management - Leaseholder Services	Council caused delays in dealing with Right to Buy application specifically in establishing internal structural changes	Decision: Council failed to keep accurate records and did not consider alternative ways of establishing internal structural changes. Remedy: £250 & training on accurate record keeping
5	Early Intervention & Prevention - Special Educational Needs	Council's handling of a child's Education, Health & Care Plan and failure to comply with a court decision	Decision: Fault in payment for support but LGSCO cannot investigate further as complaint has gone to SEN & Disability Tribunal so outside of jurisdiction Remedy: Payment for support paid Ongoing (Tribunal)
6	ASC – Support & Safeguarding Adults	Council does not have a policy setting out how they charge people for cost of care in settings other than care homes	Decision: Fault: council does not have a formal policy Remedy: Formal policy to be written and put on website Apology for uncertainty caused

### **8.3.5 Briefing - Investigation into a complaint against the London Borough of Camden by the Local Government and Social Care Ombudsman**

**139** This briefing sets out the findings by the Local Government and Social Care Ombudsman (LGSCO) to a complaint made against the London Borough of Camden in August 2018. Part III of the Local Government Act 1974 sets out the role of the Ombudsman in terms of investigating and reporting maladministration and the Monitoring Officer of a local authority - who in Camden is the Borough Solicitor - to report to Cabinet on those cases where an Ombudsman has made a finding of maladministration.

**140** Members were informed of the publication of the public interest report on 1<sup>st</sup> July 2021. This is also being presented to this Cabinet as part of the annual complaints report, outlining where there has been a failing by the Council on this particular case and where the Council has agreed to make remedies and changes in line with the LGSCO's recommendations.

#### **8.3.5.1 Introduction**

**141** The briefing is to make Cabinet aware of a report, which was published by the LGSCO on their website on 1<sup>st</sup> July 2021. The report is a result of a public interest investigation carried out by the LGSCO on the grounds of non-compliance by the Council, due to the extended delay to implement the recommendations made. These originated from an initial complaint made against the Council, of which the Council was found to be at fault.

#### **8.3.5.2 Background**

**142** The complainant made an official complaint to the LGSCO that the London Borough of Camden had failed to properly deal with his original complaint submitted back in August 2018. The LGSCO found the Council had not considered this complaint properly because it failed to:

- respond to the concerns the complainant raised about arrangements for his contact with his children and
- provide a response to another matter that he raised in that complaint when it responded to his complaint initially in August 2018

**143** The LGSCO found fault that the Council failed to respond to this complaint properly in August 2018 and asked the Council to apologise to the complainant and to ensure that its staff would properly address and respond to complaints in future, informing the LGSCO how the Council would do this. The Council should have taken action on both these recommendations, however a further delay in doing so resulted in the LGSCO notifying the Council on 19<sup>th</sup> January 2021 of their intention to progress a Public Interest investigation on the grounds of non-compliance, due to the extended delay to implement the recommendations made.

### **8.3.5.3 Actions taken**

**144** In addition to the Council considering this at Cabinet, a list of recommendations was set out by the LGSCO in order to remedy the injustice caused to the complainant. The Council was asked to action these recommendations within one month of the date of their report (dated 21<sup>st</sup> May 2021). They were the following:

- Apologise to the complainant for the slow and inadequate apology it provided on his earlier complaint and for its failure to complete the action agreed to improve its handling of future complaints
- Pay the complainant £250 to recognise the further injustice he was caused in the form of avoidable frustration and time and trouble, as a result of the delayed apology
- Explain the steps it will take to ensure staff are clear about how to properly address and respond to complaints in future, as this remedy from the complainant's original complaint is still outstanding
- Explain how it monitors and implements our recommendations to prevent similar mistakes from happening again.

**145** The Council accepted these recommendations and has since apologised to the complainant for the slow and inadequate apology initially sent. Payment of £250 has been made to the complainant and the Complaints Team have implemented the LGSCO recommendation regarding complaint handling to mitigate any future risk of recurrence.

**146** In addition, the Council has placed two public notices in local newspapers and published the report on its website, as required by the LGSCO.

### 8.3.6 LGSCO Annual Letter feedback

**147** The LGSCO recorded satisfaction with the council's compliance in 13 cases where they recommended a remedy. In 6 of these remedies were not completed within the agreed timescales.

<b>Service</b>	<b>Summary of case</b>	<b>Remedies</b>	<b>Delay</b>
Looked After Children & Care Leavers	Care leaver receiving assistance with university education. Complaint was related to a payment for university fees.	<ul style="list-style-type: none"> <li>• Apology</li> <li>• New appeal/review or reconsidered decision</li> <li>• Financial redress: Avoidable distress/time and trouble</li> <li>• Provide training and/or guidance</li> </ul>	<p>48 days late</p> <ul style="list-style-type: none"> <li>• Delay in paying compensation</li> <li>• Delay in informing LGSCO of training plan.</li> </ul>
Parking Operations	the Council pursued a Penalty Charge Notice from 2017 incorrectly. The Council did not follow procedures when assessing whether a Debt Recovery Order applied to the case. The Council also mishandled formal complaints.	<ul style="list-style-type: none"> <li>• Apology</li> <li>• Procedure or policy change/review</li> </ul>	<p>8 days late</p> <ul style="list-style-type: none"> <li>• Delay in actioning the procedural change</li> </ul>
Landlord Services	Delay in homelessness application and housing application. Caused significant distress due to being in unsuitable accommodation for five months longer than necessary.	<ul style="list-style-type: none"> <li>• Apology</li> <li>• Financial redress: Avoidable distress/time and trouble £2000</li> <li>• Procedure or policy change/review</li> </ul>	<p>31 days late</p> <ul style="list-style-type: none"> <li>• Delay in review of procedures.</li> </ul>
Temporary Allocations Group	Council failed to recognise a vulnerable young care leaver had significant mental health issues until late in the housing and consequently was without suitable housing for 3 months.	<ul style="list-style-type: none"> <li>• Financial redress: Avoidable distress/time and trouble £850</li> </ul>	<p>43 days late</p> <ul style="list-style-type: none"> <li>• Delay in paying compensation (resident requested cheque which takes longer)</li> </ul>
Fostering & Adoption	Council failed to backdate specialised fostering care payments	<ul style="list-style-type: none"> <li>• Apology</li> <li>• Financial redress: Avoidable distress/time and trouble £200</li> <li>• Procedure or policy change/review</li> </ul>	<p>22 days late</p> <ul style="list-style-type: none"> <li>• Delay in paying compensation</li> <li>• Delay in providing evidence of review of procedures</li> </ul>
Housing Needs	The Council failed to deal with a housing application and consider medical points.	<ul style="list-style-type: none"> <li>• Review of medical points and housing application</li> </ul>	<p>9 days late</p> <ul style="list-style-type: none"> <li>• Delay in reviewing medical points. Applicant requested a stage 2 of points which further impacted on time to complete the remedies.</li> </ul>

**148** In half of the cases there were unnecessary delays in making financial remedy payments. Generally, the Council makes all payments via BACs which is the quickest way of making payments. In some cases, complainants request a cheque and this can take longer. The complaints team is working with financial services to ensure all compensation payments are prioritised and paid promptly within the timescales set by the LGSCO.

**149** When the remedy involves a procedure change or review of processes these can take time to put in place. The complaints team keeps the LGSCO updated on progress of these remedies and informs them if they are going to take longer than the timescales set. Services have been reminded of the importance of ensuring remedies are actioned in a timely manner.

## **8.4 Housing Ombudsman**

**150** The Housing Ombudsman has not yet published its Landlord Reports for 2020/2021 so all data presented below is from the Council's systems.

### **8.4.1 Volumes**

**151** The complaints team formally logged **55** cases from the Housing Ombudsman that had a determination in 2020/2021. 15 of these were related to Housing Management services and 36 were related to Repairs and Operations in Property Management. The remaining 4 were 2 x Housing Support services, 1 x Planning and 1 x Environmental Services.

### **8.4.2 Types of enquiries**

**152** In Housing Management 11 of the enquiries related to Anti-social Behaviour and Neighbour disputes. The majority of these were alleged noise nuisance which might be expected during this period of the pandemic when most people had to stay at home.

**153** In Property Management all of the enquiries related to repairs – 23 were general repairs issues, 9 were related to damp or leaks and 4 were related to heating and hot water issues. The majority were complaints about the delay in completing repairs which might be expected during this period of the pandemic.

### **8.4.3 Determinations/Outcomes**

<b>Service</b>	<b>Housing Management</b>	<b>Property Management</b>	<b>Housing Support</b>	<b>Environ-ment</b>	<b>Planning</b>
<b>Maladministration &amp; Injustice</b>	1	1			
<b>Service Failure</b>	1	4			
<b>No Maladministration</b>	1	4			
<b>Premature/ Local resolution</b>	9	17	2		1
<b>Outside jurisdiction</b>	1	2			
<b>Discretion/NFA</b>	1	3			
<b>Open</b>	1	5		1	
<b>TOTAL</b>	<b>15</b>	<b>36</b>	<b>2</b>	<b>1</b>	<b>1</b>



#### 8.4.4 Maladministration

154 In the period there were 2 cases where the HO found maladministration with injustice.

	Service area	Nature of complaint	Remedies & outcomes
1	Housing Management (Landlord Services)	<ul style="list-style-type: none"> <li>How the Council handled reports of anti-social behaviour (ASB).</li> <li>How the Council responded to reports of the lift being out of order.</li> <li>How the complaint was handled.</li> </ul>	<p>Outcome: Maladministration:</p> <p>Failure:</p> <ul style="list-style-type: none"> <li>Handling of reports of ASB</li> <li>Response to reports of the lift being out of order.</li> <li>Complaint handling.</li> </ul> <p>Remedies</p> <ul style="list-style-type: none"> <li>£600 for inconvenience and distress</li> </ul>
2	Property Management (Repairs)	<ul style="list-style-type: none"> <li>Council's response to reports of water being leaked into flat from upstairs flat</li> <li>Council's response to reports of ASB (Noise).</li> </ul>	<p>Outcome: Maladministration</p> <p>Failure:</p> <ul style="list-style-type: none"> <li>Handling of reports of ongoing leaks and noise from the upstairs property,</li> <li>Complaint handling</li> </ul> <p>Remedies</p> <ul style="list-style-type: none"> <li>£900 distress &amp; time &amp; trouble</li> <li>send the resident its plan of enforcement actions against the leaseholder</li> <li>Confirm in writing to the resident its position on required repair works</li> </ul>

## 9 Financial Remedies awarded

### 9.1 Stages 1 & 2

(2019/2020 figures in brackets)

Stage	Financial remedy
Stage 1 (Local Resolution)	£11,144
Stage 2 (Review/Investigation)	£6,161
<b>Total</b>	<b>£17,305</b> (£49,900)

### 9.2 Ombudsman-awarded financial remedies 2020/2021

(2019/2020 figures in brackets)

Housing Ombudsman and LGSCO orders	<b>£5,075</b> (£14,385)
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**155** This is the total amount ordered by the Ombudsman to be paid as redress for delays and service failures. It does not include the amounts paid as refunds for amounts complainants have paid out due to the service failure (e.g. in rents, service charges, replacement items).

## 10 Member Enquiries

**156** Feedback from Cabinet members last year was to include Member Enquiry data in the annual report. It is acknowledged that there is great similarity between the types of complaints submitted and the types of Member enquiries received. Often a citizen will both contact their Councillor and submit a complaint regarding the same issue

**157** The Member Enquiry module of the case management system went live in December 2020.

**158** Data presented in this report is taken from two sources: for Quarters 1-3 (April 2020 – December 2020) from the historical i-casework system and spreadsheets, for Quarter 4 (January 2021 – March 2021) from the case management dashboard.

**159** For the period April 2020 to March 2021 the total number of member enquiries received was **2050**. This is twice the volume of Complaints and is often regarding the same issues.

### 10.1 Member Enquiries by Quarter – Whole Council

Qtr 1 (Apr-Jun 2020)	Qtr 2 (Jul-Sep 2020)	Qtr 3 (Oct-Dec 2020)	Qtr 4 (Jan-Mar 2021)	TOTAL
336	656	454	604	<b>2050</b>

## 10.2 Member Enquiries by Directorate & Division

(2019/2020 figures in brackets)

<b>Service Area</b>	<b>Number</b>
<b>Corporate Services</b>	<b>146 (181)</b>
Law & Governance	22 (44)
Finance	6 (7)
Participation, Partnerships & Communications	1 (2)
Customer Services	117 (128)
<b>Supporting Communities</b>	<b>1825 (2190)</b>
Community Services	183 (297)
Property Management	276 (580)
Regeneration and Planning	628 (552)
Housing Management	363 (365)
Housing Support Services	368 (390)
Development	3 (6)
Resident Safety	4 (0)
<b>Supporting People</b>	<b>79 (50)</b>
Adult Social Care	68 (37)
Children's Safeguarding & Social Work	7 (6)
Early Intervention & Prevention	3 (4)
Education & Integrated Commissioning	1 (3)
<b>Total</b>	<b>2050 (2421)</b>

### 10.3 Performance – Quarter 4 - Whole Council – Member Enquiries

**160** With the introduction of the new case management system for Quarter 4 of 2020/21 we are now able to provide valuable performance data.

**161** We aim to respond to a member enquiry within 10 working days (extending it to 20 working days for complex cases). The below figures relate to Quarter 4 of 2020/21.

Measure	Number	Percentage
Responses sent on time	413	68%
Late responses	191	32%
Average Days to Respond	13.3 days	
Number of extensions requested	37	6%
Average length of extension	6.6 days	

#### 10.3.1 Analysis – Member Enquiries

**162** Training was offered to all staff who respond to Member enquiries, which covered how the system works and the expectations on how to respond to an enquiry focusing on early engagement, understanding the enquiry, providing a timely response and focusing on learning and remedy outcomes.

**163** Councillors were also offered training on the new system and it provided an opportunity for feedback on where there could be improvements to the Council's approach to responding to enquiries.

**164** The target timeframe is 90% of enquiries responded to within 10 working days. 68% responded to with 10 days reflects the early days of services understanding the new way of responding. Training has continued to ensure timeliness continues to rise. Councillors have commented that they would rather receive an accurate and full response rather than a response that is incomplete and the 10 days met.

**165** This is the first time the Council has had accurate and timely data on Member enquiries and having this data has enabled proactive work with services to continue to improve timeliness. DMTs are now receiving reports on Member enquiries to ensure performance and service improvements are appropriately acted upon.

**166** Team Managers can now also view all the data and select their own parameters for filtering that data using the QlikSense dashboard.

## 10.4 Examples of Data available

### 10.4.1 Types of Member Enquiry (Jan 21 – Mar 21) – (Top 9)

<b>Enquiry Type</b>	<b>No of Enquiries</b>
Outstanding repairs	74
Housing Needs - Reviews (Disagree with decision)	67
Traffic control & Transport Strategy	27
Housing register (Over-crowding)	20
Road works	18
Tenants - Noise nuisance	16
Trees (Public spaces and Streets)	16
Waste/Rubbish collections	16
Noise Pollution - Regulatory services	15

## 10.4.2 Learning outcomes – Member Enquiries

**167** As part of the new system Service Officers are asked to explain what has been learnt from the Member enquiry, which can then be incorporated into improving the experience for our citizens. Below is a sample of the types of learning outcomes.

I have instructed Veolia to remove the bins from the pavement and remind their staff to check that there is a suitable storage space when delivering bins.
Improve communication with residents.
Improve communication with residents when there are issues with the lack of heating and hot water.
Confirmed parking restrictions and blue badge concessions on Brownlow Mews.
Manager to speak to Customer Service Officer who processed form without taking appropriate action.
Regular communication with the TRA and residents.
Keep the applicants informed throughout the process
Regular contact with resident
Act upon report from contractor who advised that further investigation should be undertaken when they attended in March 2020.
Lack of communication with the resident in regards to subsidence which is affecting the building, which is in turn effecting the efficiency of the heating system.
issues regarding GEM's performance raised with management
The process of Essential Repairs Transfers in order for repairs to be carried out can be lengthy
Regular contact with neighbour
Suggested possible tenancy sustainment may be required in light of harassment from landlord
Options - mutual exchange and perhaps make a separate application
The system is due to be upgraded, this will allow the residents full control over the heating inside the property.
Advised of points and advised to update health needs as last updated in 2017
Need to adhere to allocation scheme and bidding process - no direct offer
Do better quality repairs
Length of time taken to carry out medicals delays the review process
Ensure doors are checked and locked daily to prevent further access to roof.
Resident to arrange repair when P4 (Phase 4) status comes in, to carry out nonessential repairs.
Listen to the resident more to understand if there is a leak that can be contributing to the condensation damp.
Making sure we are on top of cases to ensure that they progress in a timely manner

## 11 MP Enquiries

**168** MP Enquiries are those enquiries received from the offices of the two Parliamentary representatives for Camden, Keir Starmer and Tulip Siddiq. MP enquiries should be responded to within 10 working days.

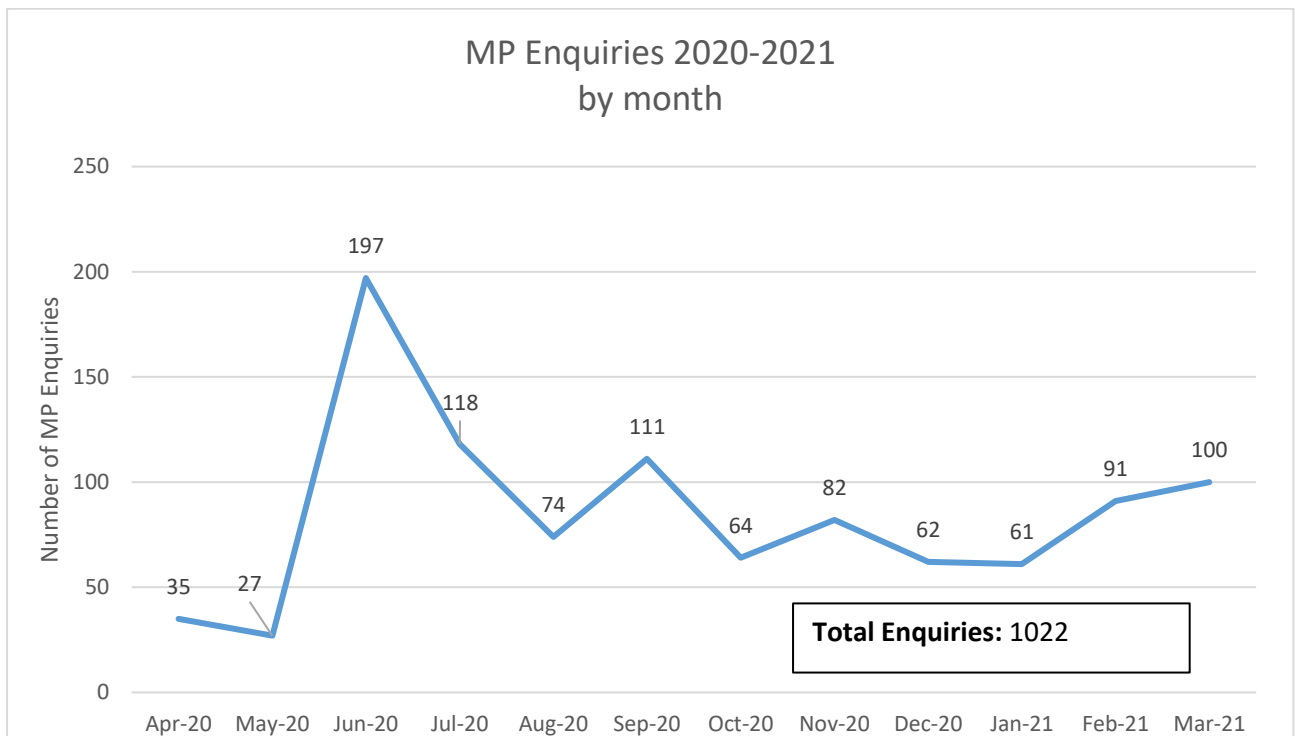
**169** For the period April 2020 to March 2021 the total number of MP enquiries received was **1022**.

### 11.1 MP Enquiries by directorate and division

(2019/2020 figures in brackets)

Service Area	Number
<b>Corporate Services</b>	<b>122 (48)</b>
Law & Governance	0 (0)
Finance	0 (1)
Customer Services	122 (47)
<b>Supporting Communities</b>	<b>836 (634)</b>
Community Services	19 (57)
Property Management	151 (92)
Regeneration and Planning	206 (93)
Housing Management	135 (113)
Housing Support Services	318 (274)
Development	3 (5)
Resident Safety	4 (0)
<b>Supporting People</b>	<b>64 (66)</b>
Adult Social Care	26 (25)
Children's Safeguarding & Social Work	15 (22)
Early Intervention & Prevention	7 (9)
Education & Integrated Commissioning	3 (10)
<b>Total</b>	<b>1022 (748)</b>

## 11.2 MP Enquiries received by month



## 11.3 Analysis of MP Enquiries

**170** Members may be surprised by the high number of enquiries from the offices of our two MPs, Keir Starmer and Tulip Siddiq.

**171** In most instances, MP enquiries are signed off at Director-level and involve significant input from officers at all levels in order to provide a response. Often these enquiries have already been raised by the constituent or councillor via other routes such as complaints, Member enquiries and FOI requests which means work is duplicated.

**172** The types of MP enquiries vary slightly to the types of complaints. Whilst Housing Support services received a high proportion of MP enquiries and complaints, Regeneration and Planning issues saw a much higher proportion in MP Enquiries than in complaints.

**173** The new case management system for handling enquiries has been rolling out since May 2020 with the first module for FOI requests and then for Member enquiries in December 2020. The complaints module will go live in November with the MP enquiries module in early 2022.

**174** This will allow for better tracking of all types of enquiry and will link enquiries together to ensure a consistent response and reduce duplication.



## 12 Freedom of Information Requests

### 12.1 FOIs/EIRs – Whole Council

**175** FOI requests are requests for recorded information held by the council and handled under the Freedom of Information Act 2000 (FOIA). EIR requests are the equivalent for environmental information which comes under the Environmental Information Regulations 2007 (EIR).

Requests must be responded to within 20 working days of receipt. There are only limited occasions when the timescale can be extended. The council's average time to respond is around 13 working days which is far shorter than the statutory maximum.

**176** Requests are not usually service-specific and cross over several different service areas so they are not logged by service area.

2019/2020 figures in brackets

	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Full Year
Number of FOI/EIRs requests received	284	365	389	342	<b>1380</b> (1316)
Percentage of FOI/EIR requests responded to within the time period within 20 working days of receipt	97%	99%	99%	99%	<b>99%</b> (99%)
Number of enquiries treated as Business As Usual	124	139	141	162	<b>566</b>

**177** The council is one of the top 3 London boroughs for FOI/EIR performance. We are comparable with City of London (who have far fewer request than us each year) and London Borough of Barnet. We have achieved such high performance by a combination of factors.

- A dedicated expert team who work closely with services to ensure information is collated quickly and responses are drafted to a high standard to not only meet the deadlines but provide good quality responses to requesters.
- The council has a strong corporate commitment to FOI/EIR and this positive approach enables services to give the work the necessary priority to meet the legal requirements and provide an excellent service to requesters.
- Overdue requests are considered a serious problem and raised at head of service level to ensure that any issues do not recur, which has reduced numbers considerably
- Streamlining backoffice processes and implementing a new case management system.
- Responding to simple, routine and straightforward requests informally as Business as Usual requests (BAUs) has enabled us to give the requester what they have asked for without the cumbersome red tape of a formal FOI response.
- Putting more information on the Open Data Portal and signposting requesters to this to provide the information they have requested.

## 12.2 Types of FOI received

**178** In order to illustrate the types of FOI/ EIRs requested a sample of a two-week period was taken between 26/10/20 and 06/11/20. In this period a total of 51 information requests was received.

**179** Below are examples of the types of request received in the above period that show the wide-ranging types of information requested.

Request Summary
New Enhanced Caretaking Service
housing allocation scheme
Mowing regime benefit wild flowers
Judicial review claims of decisions to award planning permission in 2019
Accessible Housing
Fake council tax account
Allegations & prosecutions under the Protection from Eviction Act 1977
Spend on consultants and consultancy fees for work related to pandemic
Home visits carried out to people receiving social care support by social care
Number of residential units in Camden
How many fines were issued to parents due to their children missing school
Low Traffic Neighbourhoods (LTN)
Homeless non-UK nationals
Camden Home Improvements and Swiss Cottage Open Space projects
Pupils taken off the roll for the purpose of elective home education
Cloud data breaches, cyber/ransomware attacks and data loss incidents in 2019 and 2020
Non-recyclable waste
Neighbourhood Officer's job description
Roadwork and related projects in Marchmont St and Tavistock Place
Ban on spitting
Potholes
Details of invoices paid from 1/04/19 – 31/03/20 where payment date is greater than 30 days
Registration of skin piercing practitioners
Number of personal injury claims against council December and November 2019
Playgrounds
Discussions with GLA in 2017 about housing development in Gospel Oak/West Kentish Town
Details of 'cyber-attacks' between October 2019 - October 2020, Oct 2018-2019 and Oct 2017-2018
Spend / usage of Covid-19 PPE items
Mould or damp
Estate parking
Rope swings
Current policy for environmental noise officer visits
Complaints in relation to people not wearing masks in commercial premises
Homelessness within the younger generation
Rough sleeper numbers

## 13 Judicial Reviews

### 13.1 Number per year

Year	2020-2021	2019-2020	2018-2019	2017-2018
Number of JR's received per year	75	Not Available (N/A)	96	99
Percentage of JR's that don't progress or are otherwise defeated in court	99%	N/A	97%	97%

### 13.2 Status – 2020/2021

(LBA = Letter Before Action)

Status	Number of cases
Received (LBA stage)	75
Don't progress past LBA.	66
Settled	2
Progressed to permission stage/trial	7

### 13.3 Commentary

**180** While it is not possible to be exact (because other councils do not publish their figures) we remain convinced that Camden is one of the most frequently challenged councils in the country. This reflects both our location and the extremely well informed and sophisticated local legal suppliers we have in the Borough. The majority of the cases this year have been, perhaps not surprisingly, in regard to homelessness and housing issues. While the vast majority of cases do not go beyond the letter before action stage and the pandemic has limited the number of challenges this year (especially in planning), they still represent a significant investment in terms of time and legal/client department expertise and often require an urgent turnaround. These are detailed and carefully drafted letters designed to accord with the rules of practice and also designed to convince prospective litigants that the Council has not failed in its duties. It is worth investing significant time into these replies as experience has shown this can result, as in this year, to far less cases progressing.

## **14 Legal Implications**

### **14.1 Comments from the Borough Solicitor**

**181** The Local Government and Social Care Ombudsman (LGSCO) states that good practice on the approach to dealing with complaints are outlined in The Local Authority Social Services and National Health Service Complaints Regulations 2009. The report shows that the approach adopted in the Local Authority reflects those Regulations.

## **15 Resource Implications**

**182** Funding for the complaints service is secured through revenue budget provision within Business Support Services.  
Financial remedies are paid from Directorate services' budgets.  
There are no specific financial implications arising from this report.

## **16 Appendices**

Appendix 1 Complaints by Service by Month 20~21  
Appendix 2 Complaints~Performance 20~21  
Appendix 3 Complaints~Outcomes 20~21  
Appendix 4 Complaints~Type 20~21  
Appendix 5 Complaints Procedure

**REPORT ENDS**