



**Corporate Complaints,  
Compliments and  
Comments  
Annual Report  
2018/19**

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## **Introduction**

This report provides an analysis of the complaints, compliments and comments received by the Council during 2018/19 under the Corporate Complaints, Compliments and Comments Procedure (the corporate procedure). The purpose of the report is to identify topics and trends in relation to complaints; identify areas of organisational learning that have taken place over the past year as a result of the complaints received and make further recommendations based on trend data to improve services. The report also highlights those areas of good practice within the Council and seeks to identify topics and trends in relation to comments made by members of the public so the Council can also take action where appropriate to improve services.

In addition to the statistical information presented in this report it is important to recognise the work of the Complaints and Information Governance (CIG) Team that underpins this in terms of promoting an organisational culture in which complaints are recognised, accepted, owned and resolved as efficiently and as close to the point of service delivery as possible.

## **Corporate Complaints, Compliments and Comments Procedure**

The corporate procedure sets out how the Council will deal with all complaints, compliments and comments received with the exception of those received in relation to adult and children's social care services, social housing, public health and Members which will be dealt with under separate procedures.

The corporate procedure has two stages. Stage 1 is a local resolution stage where we try to resolve those complaints that cannot be resolved immediately as part of our day to day business. Stage 1 complaints are dealt with locally, that is within the service being complained about. We aim to resolve the majority of complaints at Stage 1 of the corporate procedure.

Stage 2 is a formal investigation stage where complaints will usually be investigated by the Council's Complaints Investigator, the Complaints and Information Governance Manager or another officer independent of the service being complained about.

If the complainant remains dissatisfied following a Stage 2 investigation they may refer the matter to the Local Government and Social Care Ombudsman.

## **Public Information and Accessibility**

We are committed to making sure that everyone has equal access to all our services. To help make sure the Council's complaints procedures are easily accessible we have produced two leaflets (one for children and young people and one for adults) covering all Council services to reflect the single point of access for complainants within the Council. The leaflets are available in all Council buildings. They have been written in line with the Plain English Campaign standards. The title is written in the most commonly used community languages and it contains details on how to access the information in other formats, for example, large print, audio and Braille.

Information is available on the Council's website which contains an electronic form people can use to make a complaint, pay someone a compliment or pass comment on

Council services. People may make a complaint in any format they wish. This can be in writing, email, via the web, over the phone, in person or by any other reasonable means.

The Complaints and Information Governance Manager can arrange advocates and interpreters (including British Sign Language interpreters) where appropriate.

## Complaints Information and Organisational Learning

### Overview of Complaints, Compliments and Comments

Between 1 April 2018 and 31 March 2019 the Council received a total of 1,064 representations under the corporate procedure, an increase from 939 in 2017/18.

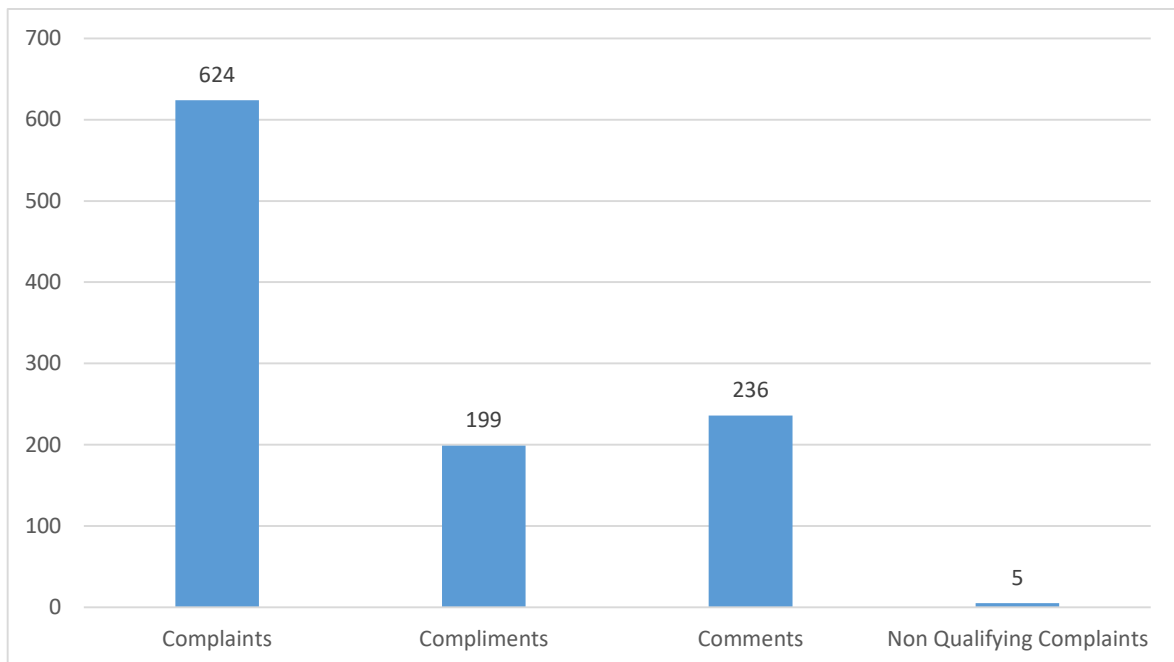
The Council received 624 complaints, a slight decrease from 636 in 2017/18. 623 complaints were initially dealt with at Stage 1 of the corporate procedure, while 1 was initially dealt with at Stage 2. 70 Stage 1 complaints were escalated to Stage 2 following a Stage 1 investigation. In total 71 complaints were investigated at Stage 2, a decrease from 88 in 2017/18.

The Council received 199 compliments, a significant increase from 79 in 2017/18. There was no one particular service area or issue responsible for the increase. The Council received a significant amount of positive feedback in relation to a number of services including, Building Cleaning & Street Cleansing, Cemetery & Crematorium, Grounds Maintenance, Highway Asset Management, the Hippodrome, Housing Options and Lifeline, Nursery & Horticulture, Refuse and Recycling Collection and Street Scene Enforcement.

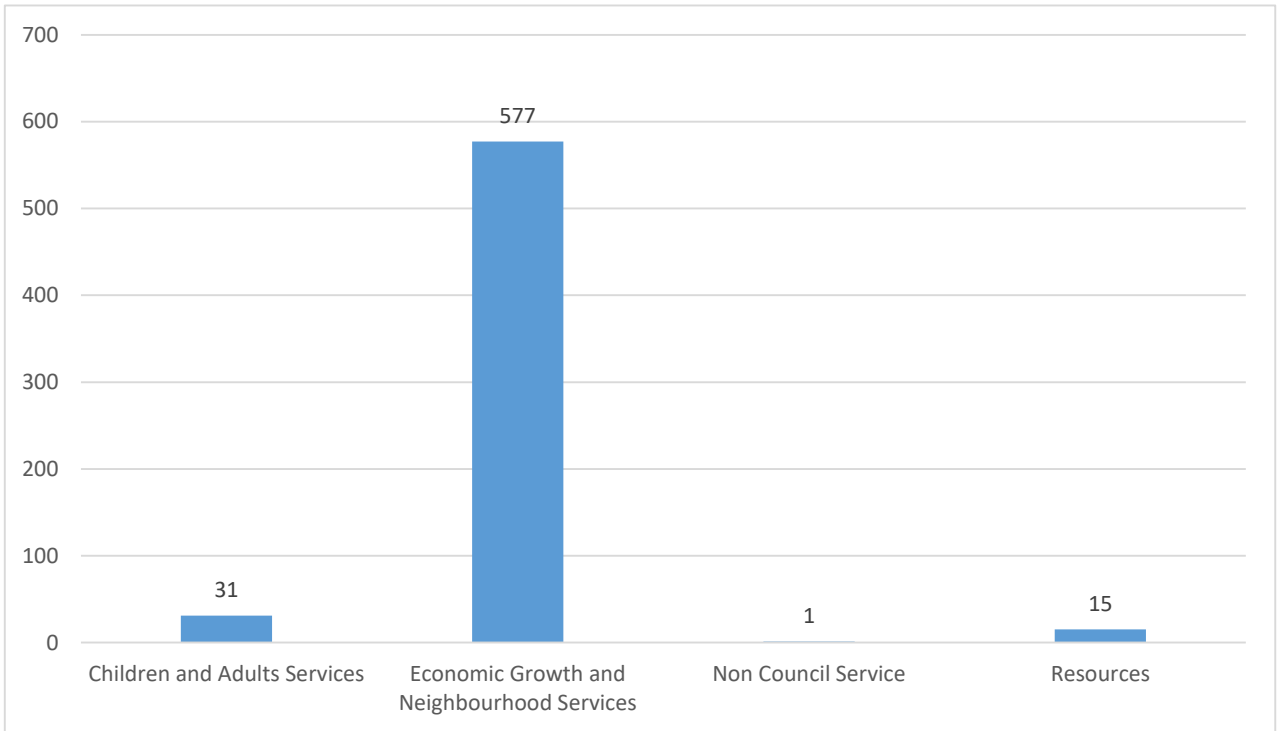
The Council also received 236 comments, a slight increase from 224 in 2017/18.

The Council also received 5 non-qualifying complaints.

### Total Complaints, Compliments and Comments

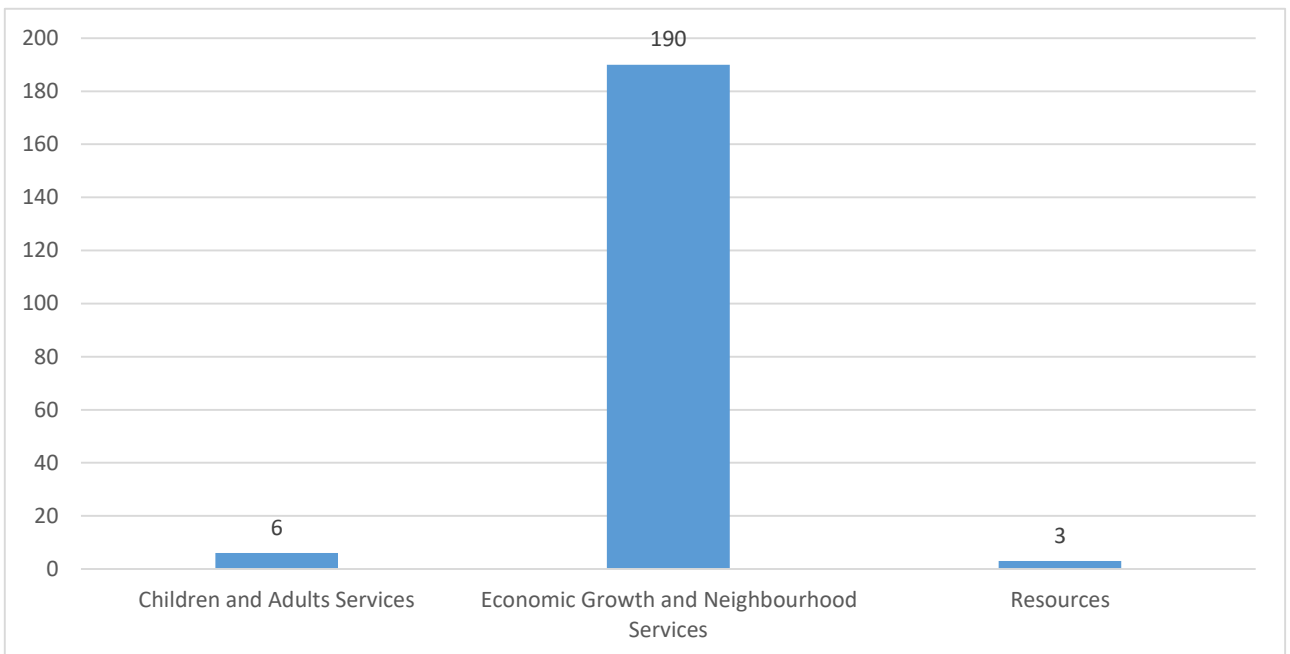


### Complaints by Department



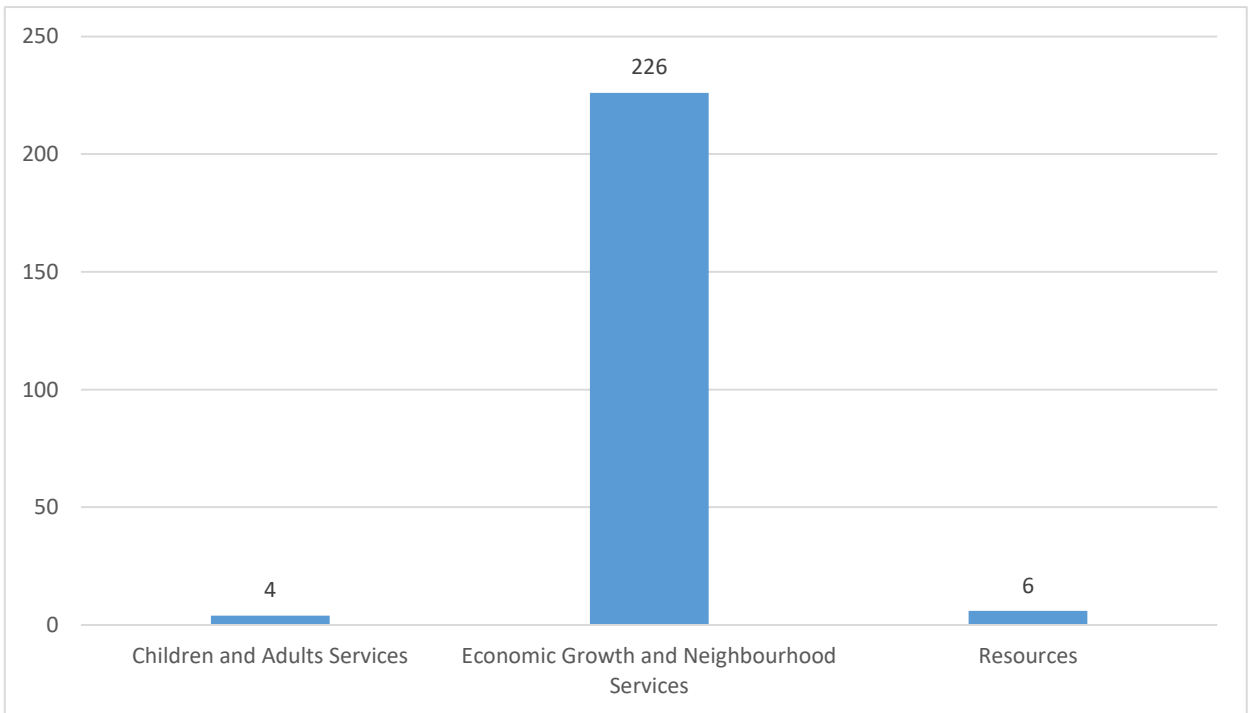
Economic Growth and Neighbourhood Services received 577 complaints, compared to 572 in 2017/18.

### Compliments by Department



Economic Growth and Neighbourhood Services received 190 compliments, a significant increase from 66 in 2017/18.

### Comments by Department

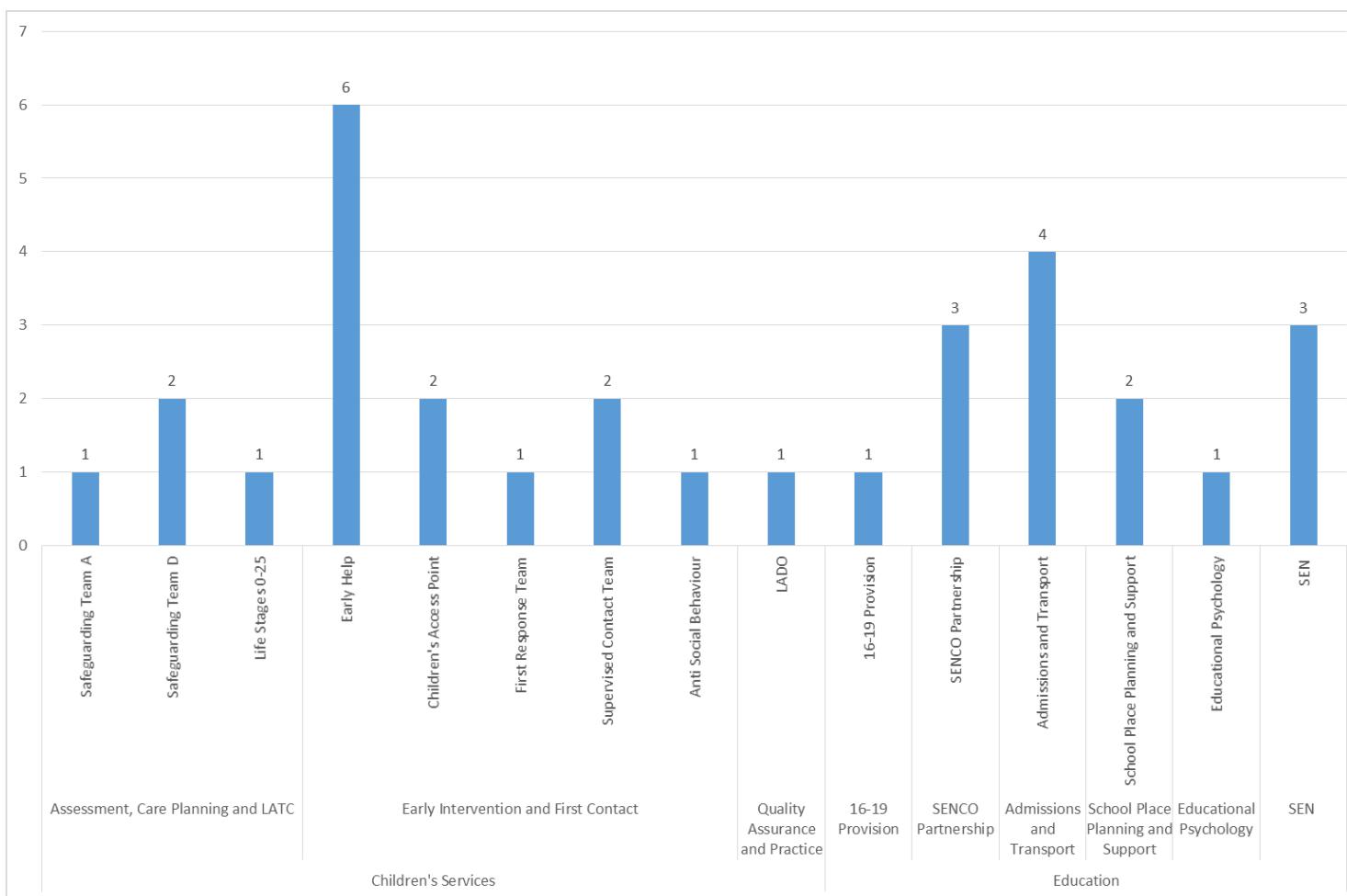


Economic Growth and Neighbourhood Services received 226 comments, compared to 212 in 2017/18.

# Complaints, Compliments and Comments by Department Children and Adults Services

## Complaints by Service Area/Team

### Overview





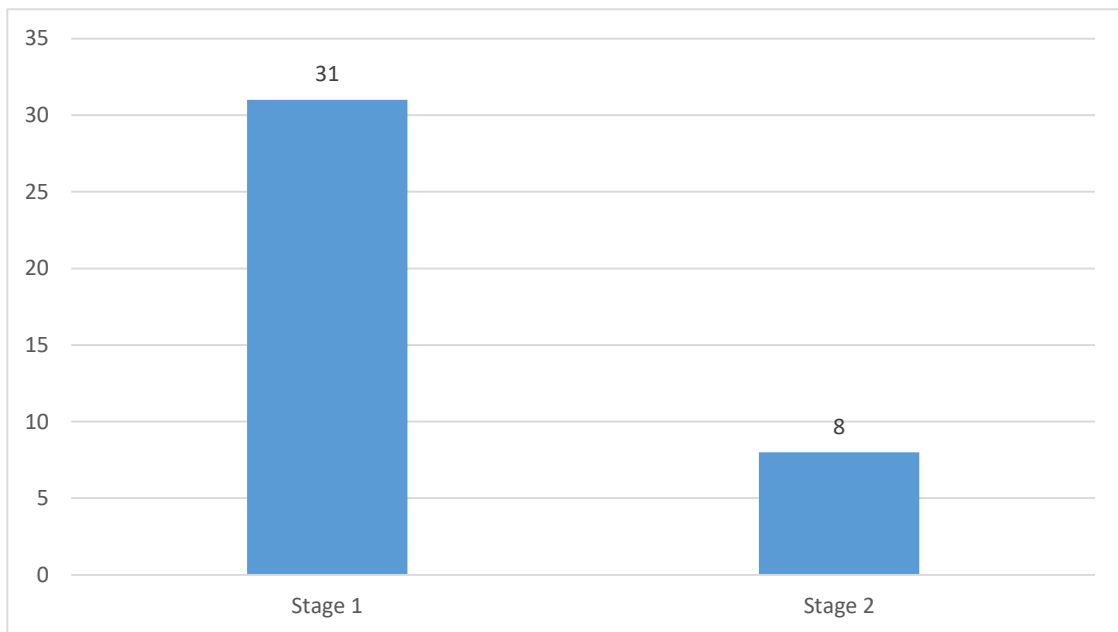
Children and Adults Services received 31 complaints, an increase from 19 in 2017/18.

Adult Services received 0 complaints, a decrease from 1 in 2017/18.

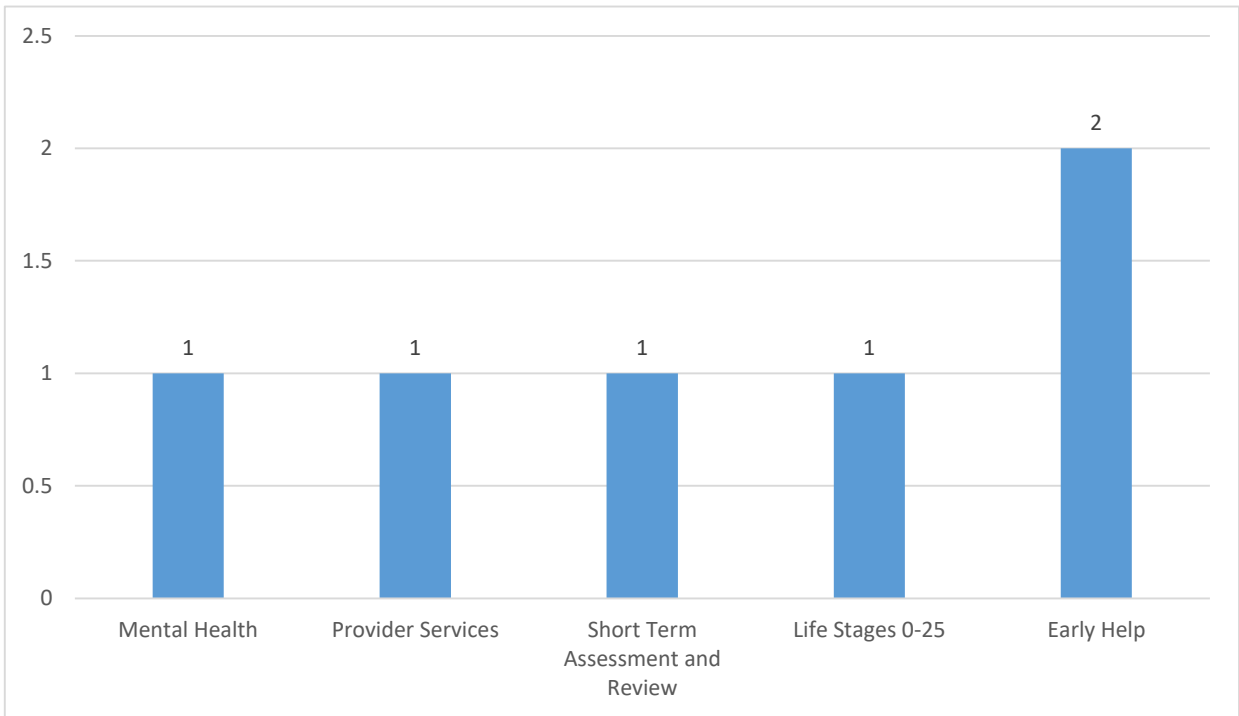
Children's Services received 18 complaints, an increase from 9 in 2017/18. Breach of confidentiality was the most common cause of complaint in Children's Services.

Education received 14 complaints, an increase from 8 in 2017/18. The most common cause of complaint was dissatisfaction with Education Health Care (EHC) Plans and School Transport.

### Complaints by Stage

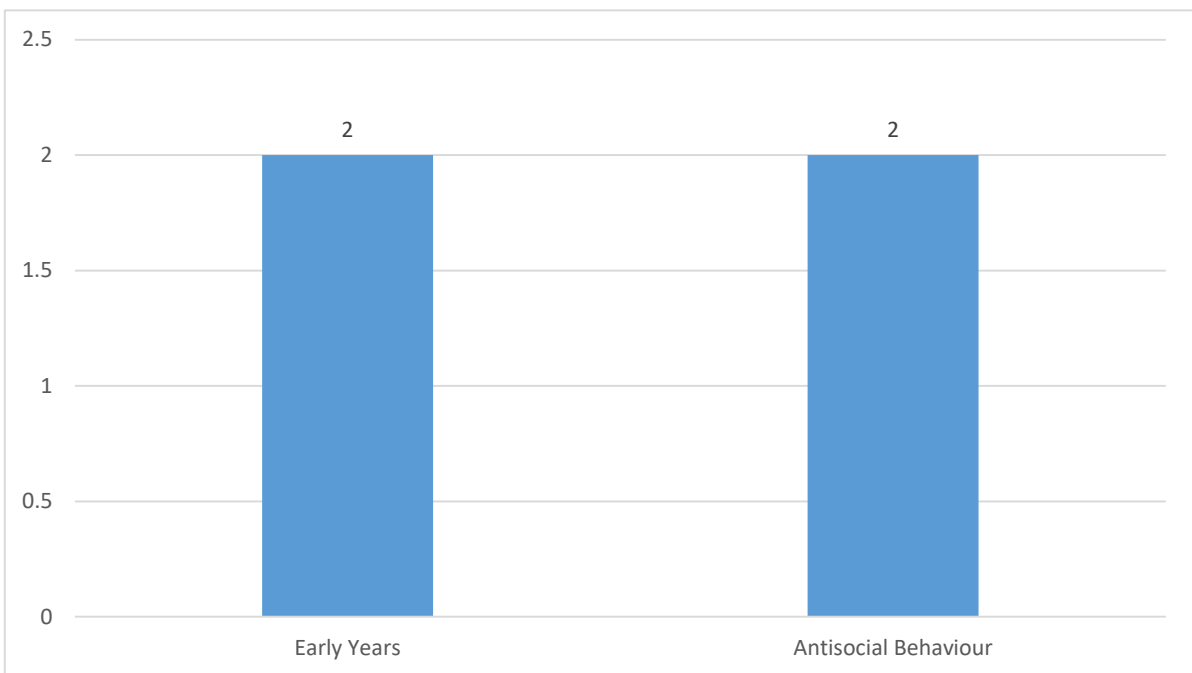


### Compliments by Service Area/Team



Children and Adult's Services received 6 corporate compliments, an increase from 0 in 2017/18.

### Comments by Service Area/Team



Children and Adult's Services received 4 corporate comments, an increase from 1 in 2017/18.

## Complaints by Outcome

The below tables show the decisions reached on complaints during 2018/19. Some of the complaints determined during 2018/19 were received during 2017/18 and the first quarter of 2018/19, prior to the Council's structure change, hence them being logged against former services/teams.

### Stage 1 Outcomes

Service Area/Team		Closed With No Response	Escalated to Stage 2 (No S1 Response)	Inconclusive	Not Upheld	Partially Upheld	Upheld	Withdrawn	Total
<i>Current Organisational Structure</i>									
	Safeguarding Team A	0	0	0	1	0	0	0	1
	Safeguarding Team D	0	0	0	1	0	0	0	1
<b>Total for Safeguarding</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>
	Life Stages 0 - 25	0	0	0	0	1	0	0	1
<b>Total for Safeguarding &amp; LATC</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>1</b>
<b>Total for Assessment, Care Planning &amp; LATC</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>3</b>
	Children's Access Point	0	0	0	1	0	0	0	1
<b>Total for Children's Access Point</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>
	Early Help	0	0	0	2	0	0	0	2
<b>Total for Early Help</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>
	First Response Team	0	0	0	1	0	0	0	1
<b>Total for First Response Team</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>
<b>Total for Early Intervention &amp; First Contact</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4</b>
	LADO	0	0	0	0	1	0	0	1
<b>Total for LSCB</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>1</b>
<b>Total for Quality Assurance and Practice Imp.</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>1</b>
<b>Total for Children's Services</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>6</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>8</b>
	16 - 19 Provision	0	0	0	1	0	0	0	1
<b>Total for 16 - 19 Provision</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>
	SENCO Partnership	0	0	0	1	1	0	0	2

<b>Total for SENCO Partnership</b>	0	0	0	1	1	0	0	2
<b>Total for 11 - 19 Learning &amp; Skills</b>	0	0	0	2	1	0	0	3
Admissions & Transport Team	0	0	0	2	1	0	0	3
<b>Total for Admissions &amp; Transport Team</b>	0	0	0	2	1	0	0	3
<b>Total for Education</b>	0	0	0	4	2	0	0	6
<b>Total for Children &amp; Adult Services</b>								
	0	0	0	10	4	0	0	14
<i>Previous Organisational Structure(s)</i>								
Children's Access Point	0	0	0	0	1	0	0	1
<b>Total for Children's Access Point</b>	0	0	0	0	1	0	0	1
Early Help Social Work & Edge of Care 5 – 19	0	0	0	0	1	1	1	3
<b>Total for Early Help Social Work &amp; Edge of Care 5 – 19</b>	0	0	0	0	1	1	1	3
Anti Social Behaviour	0	0	0	0	0	0	1	1
<b>Total for Youth Offending Service</b>	0	0	0	0	0	0	1	1
<b>Total for First Contact &amp; Early Help Services</b>	0	0	0	0	2	1	2	5
<b>Total for Children's Services</b>	0	0	0	0	2	1	2	5
<b>School Place Planning &amp; Support Services</b>								
School Place Planning & Support Services	0	0	0	0	2	0	0	2
<b>Total for School Place Planning &amp; Support Services</b>	0	0	0	0	2	0	0	2
Admissions & Transport	0	0	0	0	0	0	1	1
<b>Total for Admissions &amp; Transport</b>	0	0	0	0	0	0	1	1
Educational Psychology	0	0	0	0	0	1	0	1
<b>Total for Educational Psychology</b>	0	0	0	0	0	1	0	1
SEN	0	0	0	3	0	1	0	4
<b>Total for SEN</b>	0	0	0	3	0	1	0	4
<b>Total for SEN</b>	0	0	0	3	0	2	1	6
<b>Total for Education</b>	0	0	0	3	2	2	1	8
<b>Total for Children and Adults Services</b>								
	0	0	0	3	4	3	3	13
<b>Total</b>	0	0	0	13	8	3	3	27

## Stage 2 Outcomes

Service Area/Team	Inconclusive	Not Upheld	Partially Upheld	Upheld	Withdrawn	Total
<i>Current Organisational Structure</i>						
Children's Access Point	0	0	1	0	0	1
<b>Total for Children's Access Point</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>1</b>
<b>Total for Early Intervention &amp; First Contact</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>1</b>
<b>Total for Children's Services</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>1</b>
Admissions & Transport Team	0	1	0	0	0	1
<b>Total for Admissions &amp; Transport Team</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>
<b>Total for Education</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>
<b>Total for Children &amp; Adult Services</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>2</b>
<i>Previous Organisational Structure(s)</i>						
Early Help Social Work & Edge of Care 5 - 19	0	0	0	1	0	1
<b>Total for Early Help Social Work &amp; Edge of Care 5 - 19</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>1</b>
Anti Social Behaviour	0	0	0	1	0	1
<b>Total for Youth Offending Service</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>1</b>
<b>Total for First Contact &amp; Early Help Services</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>2</b>
<b>Total for Children's Services</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>2</b>
School Place Planning & Support Services	0	0	0	0	1	1
<b>Total for School Place Planning &amp; Support Services</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>1</b>
SEN	0	0	2	1	0	3
<b>Total for SEN</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>1</b>	<b>0</b>	<b>3</b>
<b>Total for SEN</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>1</b>	<b>0</b>	<b>3</b>
<b>Total for Education</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>4</b>

<b>Total for Children and Adults Services</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>3</b>	<b>1</b>	<b>6</b>
<b>Total</b>	<b>0</b>	<b>1</b>	<b>3</b>	<b>3</b>	<b>1</b>	<b>8</b>

## Organisational Learning

All resolution and organisational learning actions identified as a result of complaints are assigned to a responsible manager and progress against those actions is monitored by the Complaints Manager. In addition to those actions taken to resolve individual complaints, a number of service improvements were made following complaint investigations during 2018/19.

Following a complaint for the Children's Access Point (CAP) it was agreed CAP would ensure all contacts were recorded, that siblings would be consolidated on the system (Liquid Logic) and referrers would be contacted on receipt of a referral.

Following another complaint for the CAP it was recommended social workers be reminded that while it is good practice to encourage referrers to report any potential crimes directly to the Police, they also have a duty to pass on any information regarding potential crimes they receive to the Police. As a result of the complaint, in accordance with paragraph 19 of Working Together, the Council and Darlington Children's Safeguarding Board also provided some clearly signposted contact details so that children, parents, other family members and members of the public are aware of who they can contact if they wish to make a referral, require advice and/or support.

Following a complaint for Life Stages 0 – 25 data protection training was arranged for a social worker.

Following a complaint for Early Help Social Work & Edge of Care refresher training for staff was provided with regards to professional conduct.

Following a complaint for Early Help it was agreed managers will ensure that risk decisions taken around home visits are communicated to the involved parties.

Following a complaint for Special Educational Needs (SEN) it was recommended that where information is shared in the interest of the child the Local Authority complies with paragraph 9.213 of the Code of Practice.

Following a complaint for School Admissions and Transport it was agreed that prior to a face to face visit transport providers should make contact to introduce themselves to both the family and the child.

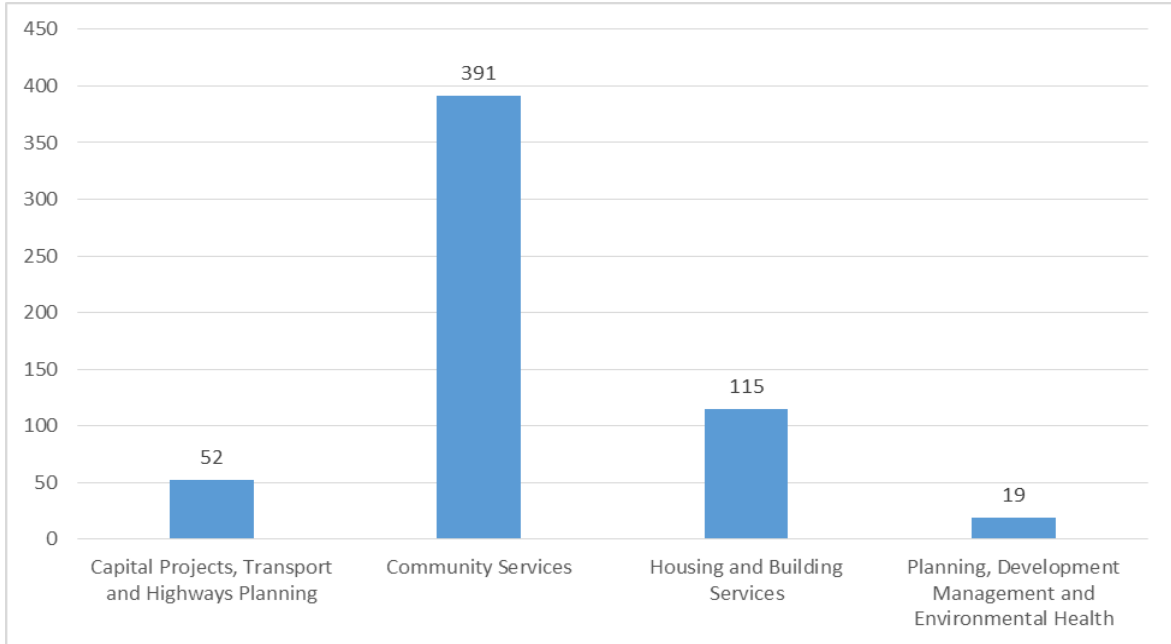
Following another complaint for School Admissions and Transport the Transport Officer was advised of how to deal with requests to appeal against a decision not to provide transport.

Following a complaint for Lifeline the CCTV Duty Manager spoke to the operator concerned to emphasise how important it is to follow the calls handling procedure.

# Economic Growth and Neighbourhood Services

## Complaints by Service Area/Team

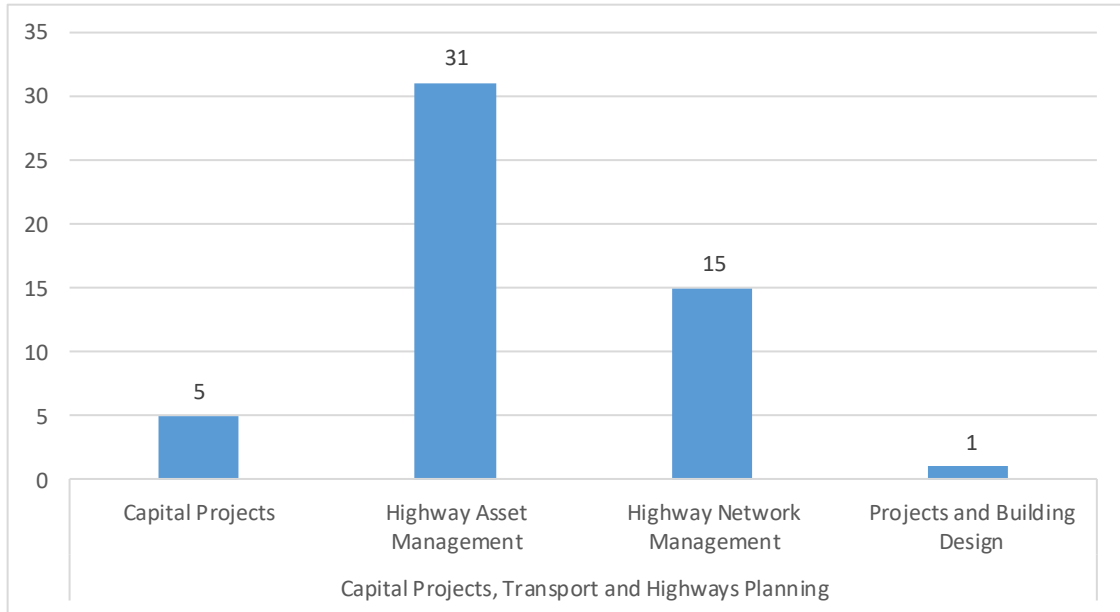
### Overview



Economic Growth and Neighbourhood Services received 577 complaints, compared to 572 in 2017/18.



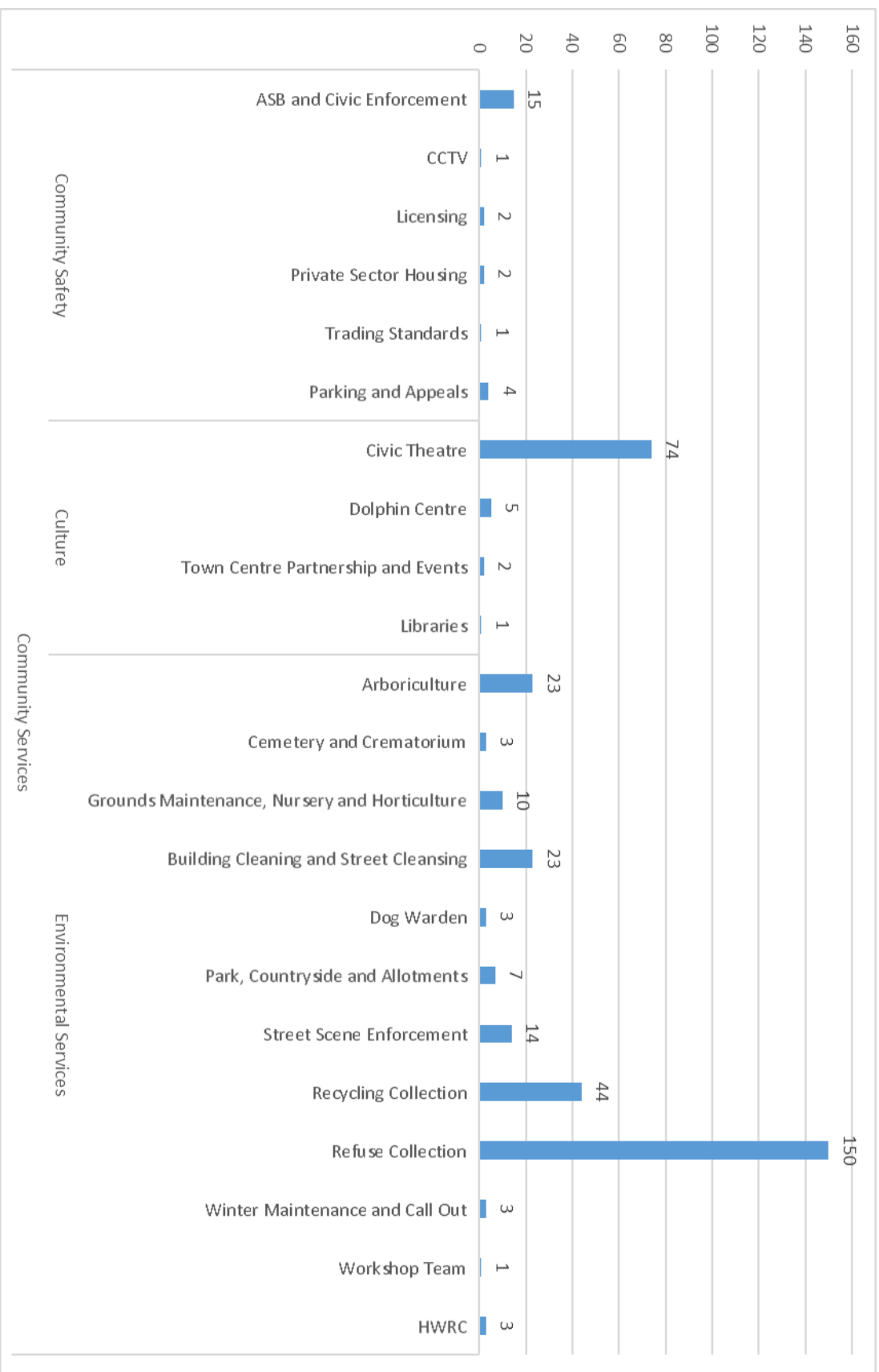
### Capital Projects, Transport and Highways Planning



Highway Asset Management received 31 complaints, an increase from 22 in 2017/18. The most common themes were dissatisfaction with road resurfacing and lack of notification about road works.

Highway Network Management received 15 complaints, an increase from 11 in 2017/18. There were no common themes identified.

## Community Services



Community Services received 388 complaints, an increase from 325 in 2017/18.

ASB and Civic enforcement received 15 complaints, an increase from 10 in 2017/18. Parking issues were the most common cause of complaint, particularly lack of enforcement action.

Parking and Appeals received 4 complaints, a significant reduction from 26 in 2017/18.

The Civic Theatre (The Hippodrome) received 74 complaints, a significant increase from 28 during 2017/18. Common themes included sound quality, issues with seating, dissatisfaction with the way staff dealt with customers and shows being incorrectly advertised.

The Dolphin Centre received 5 complaints, compared to 6 in 2017/18.

Arboriculture received 23 complaints, an increase from 19 in 2017/18. As in 2017/18 these complaints generally resulted from a lack of response to initial enquiries and/or dissatisfaction with a decision not to undertake works to a tree for the reasons requested.

Cemeteries and Crematorium received 3 complaints, a decrease from 6 in 2017/18.

Grounds Maintenance, Nursery and Horticulture received 10 complaints, a significant reduction from 22 in 2017/18.

Building Cleaning and Street Cleansing received 23 complaints, a significant reduction from 44 in 2017/18. These primarily related to the lack and quality of service provided.

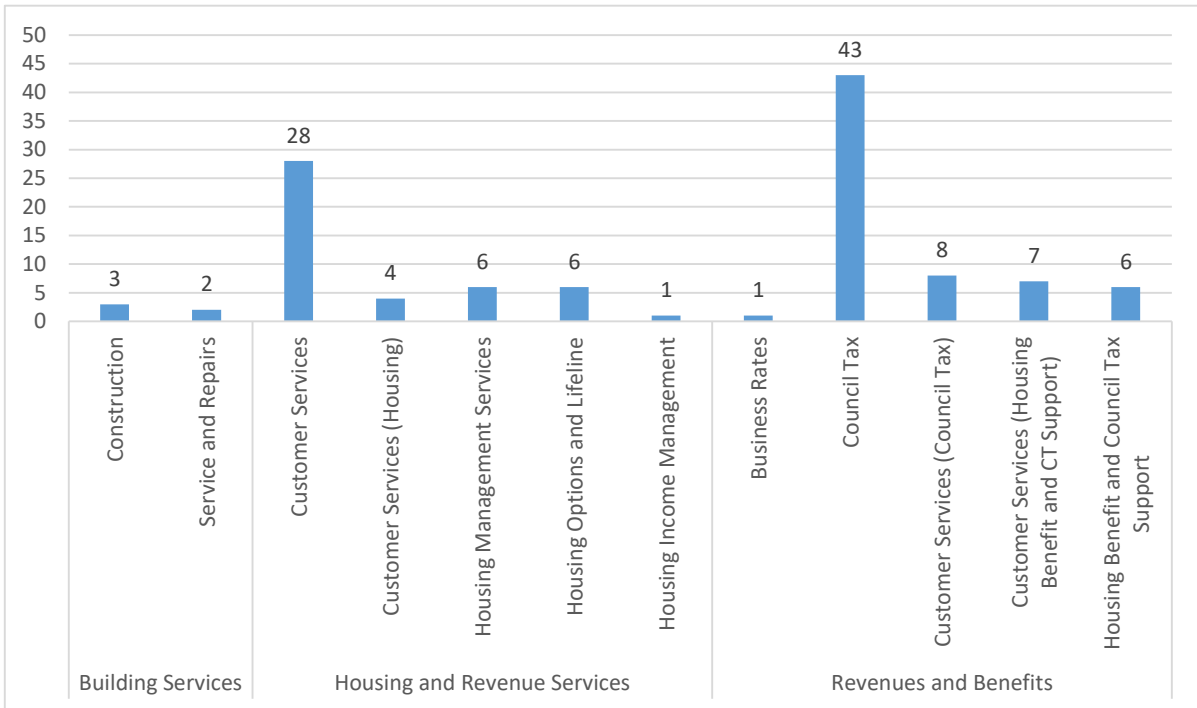
Street Scene Enforcement received 14 complaints, an increase from 6 in 2017/18.

Recycling Collection received 44 complaints, an increase from 34 in 2017/18. Complaints primarily related to collections being missed on one or more occasions.

Refuse Collection received 150 complaints, an increase from 140 in 2017/18. Complaints primarily related to collections being missed on one or more occasions. The continued high level of complaints can be attributed to people being more inclined to complain following the introduction of the Council's policy to no longer provide a recall service.

Household Waste Recycling Centre (HWRC) received 3 complaints, a decrease from 7 in 2017/18.

## Housing and Building Services



Housing and Building Services received 115 complaints, a reduction from 131 in 2017/18.

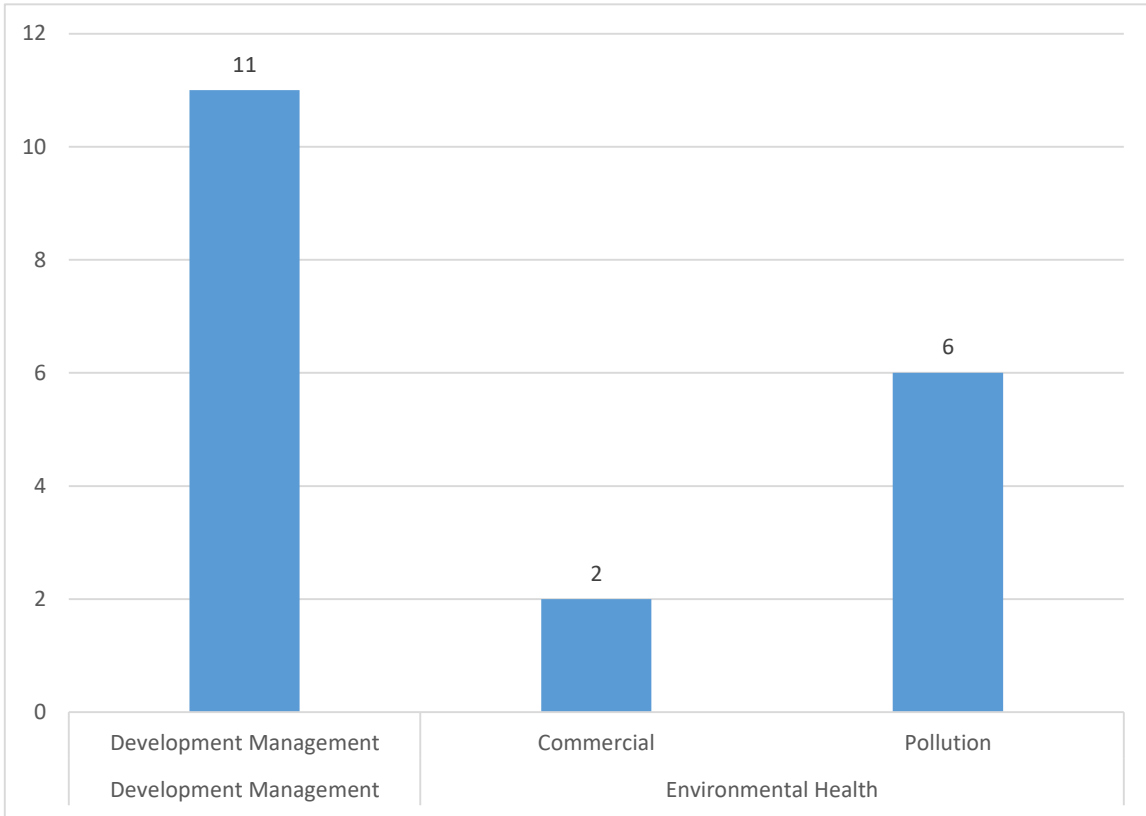
Housing Management Services received 6 corporate complaints, a decrease from 12 in 2017/18. There were no discernible themes in the complaints received.

Council Tax received 43 complaints, compared to 45 in 2017/18. Issues with communication was the only identifiable theme.

Housing Benefit and Council Tax Support received 6 complaints, a decrease from 21 in 2017/18.

Overall Customer Services, Customer Services (Council Tax) and Customer Services (Housing Benefit and Council Tax Support) received 43 complaints, a reduction from 56 in 2017/18. The most common themes remained dissatisfaction with telephone waiting times, the attitude of Customer Service Advisors and the accuracy of the advice provided.

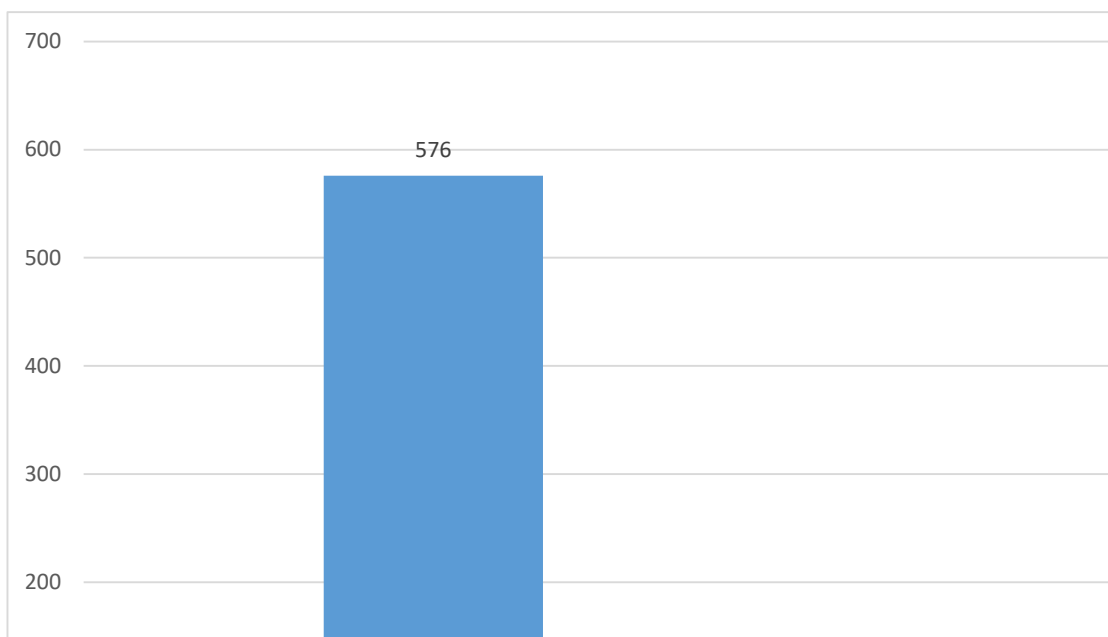
### Planning, Development Management and Environmental Health



Planning, Development Management and Environmental Health received 19 complaints, a decrease from 35 in 2017/18.

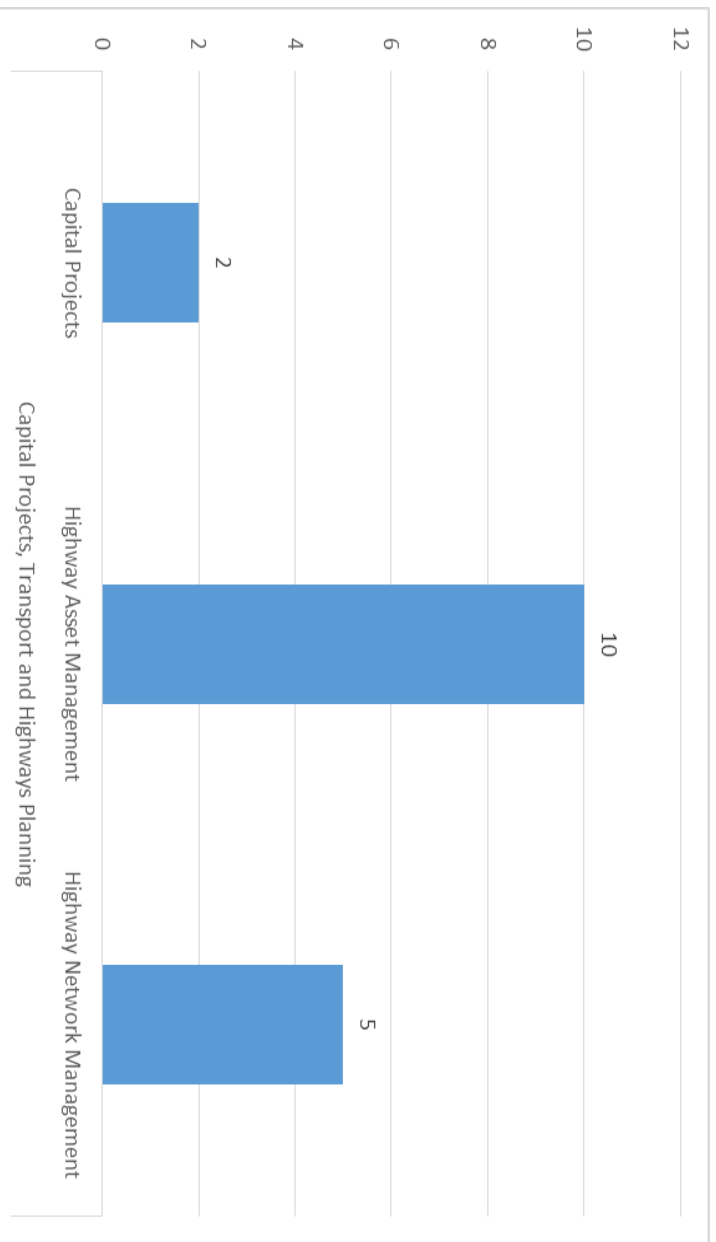
Development Management received 11 complaints, a decrease from 25 in 2017/18. The only discernible themes was people’s dissatisfaction with the level of enforcement action taken having reported a breach of planning control.

### Complaints by Stage

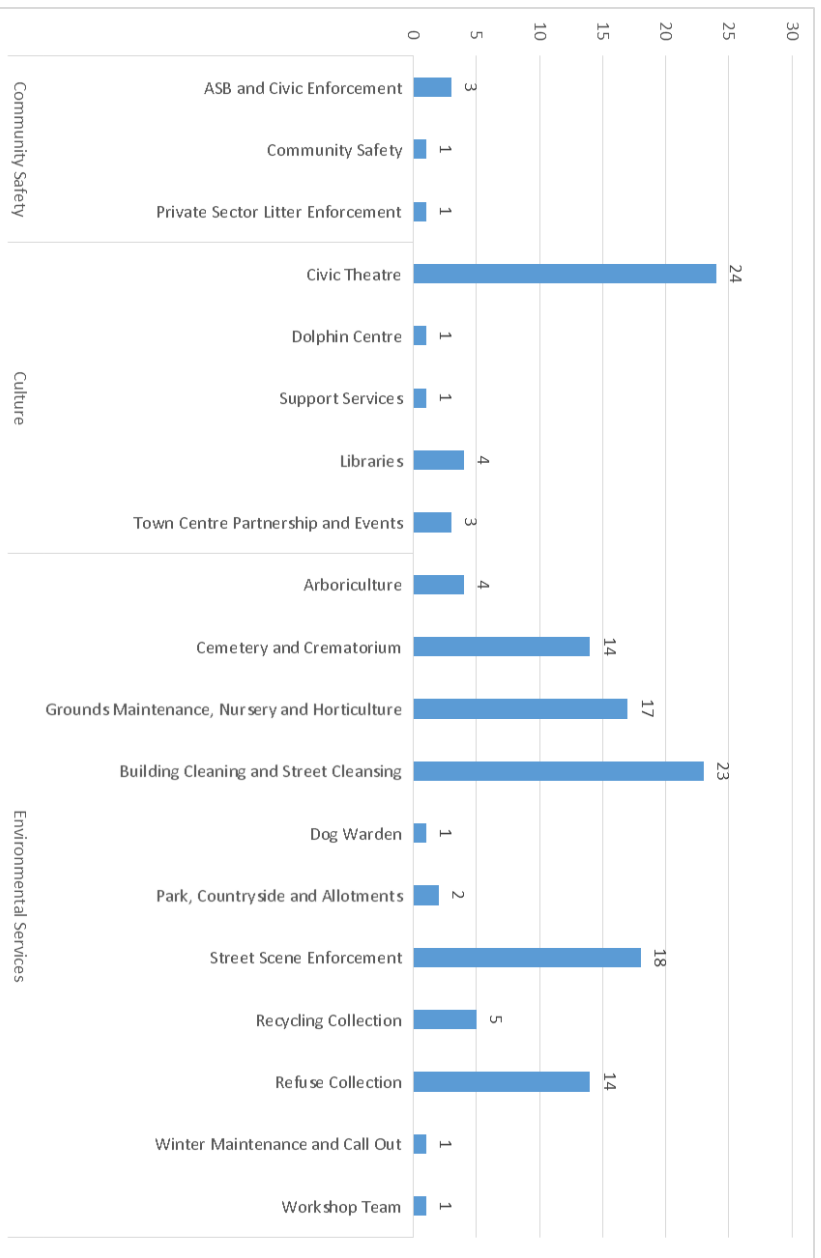


One complaint was escalated straight to stage 2.

## Compliments by Service Area/Team Capital Projects, Transport and Highways Planning

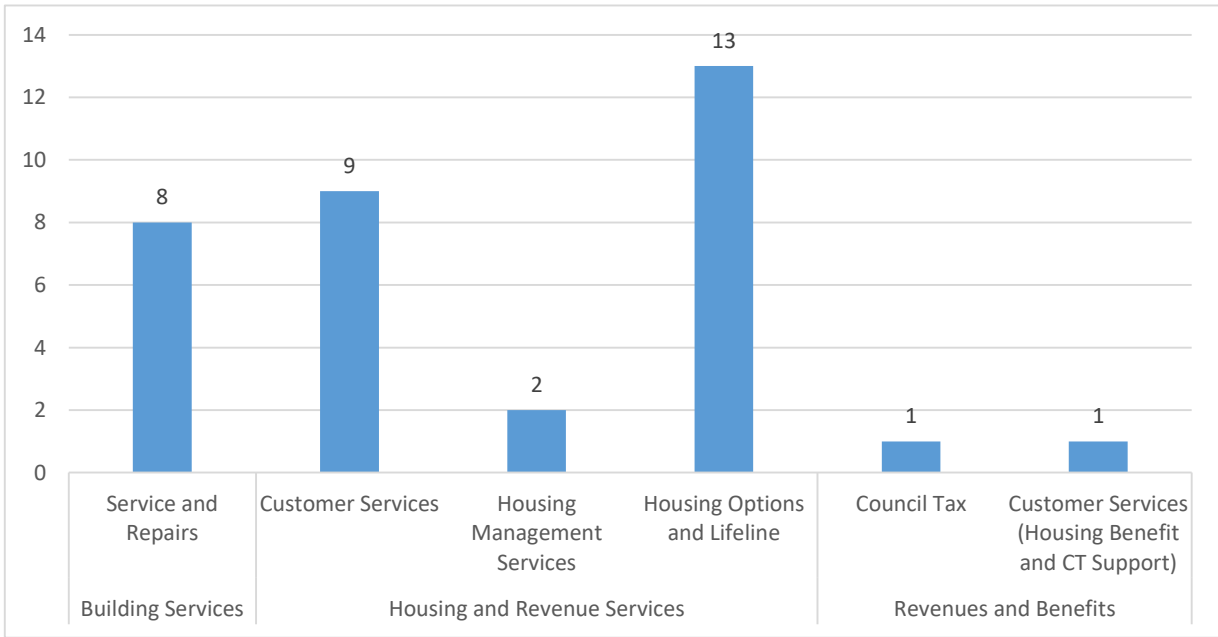


## Community Services



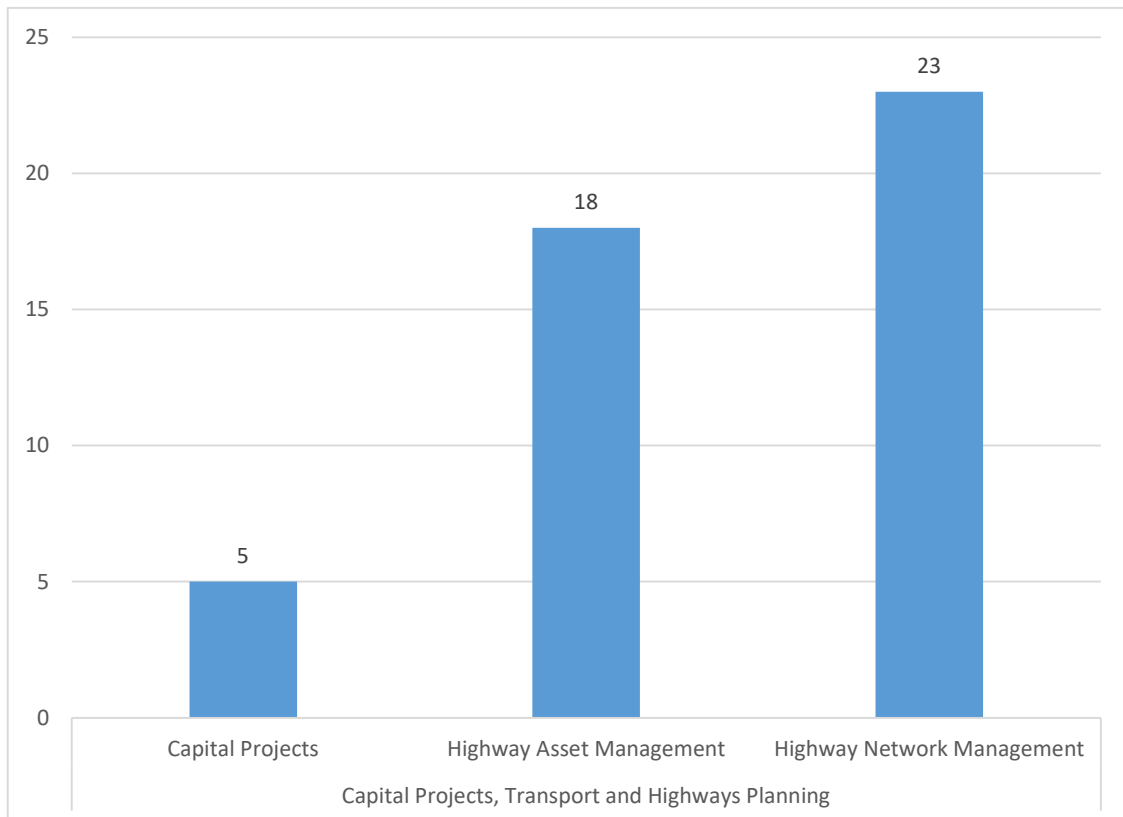
Community Services received 138 compliments, an increase from 44 in 2017/18. There were significant increases in compliments for the Civic Theatre (The Hippodrome), Cemetery and Crematorium, Grounds Maintenance, Nursery and Horticulture, Building Cleaning and Street Cleansing, StreetScene Enforcement and Refuse Collection.

### Housing and Building Services



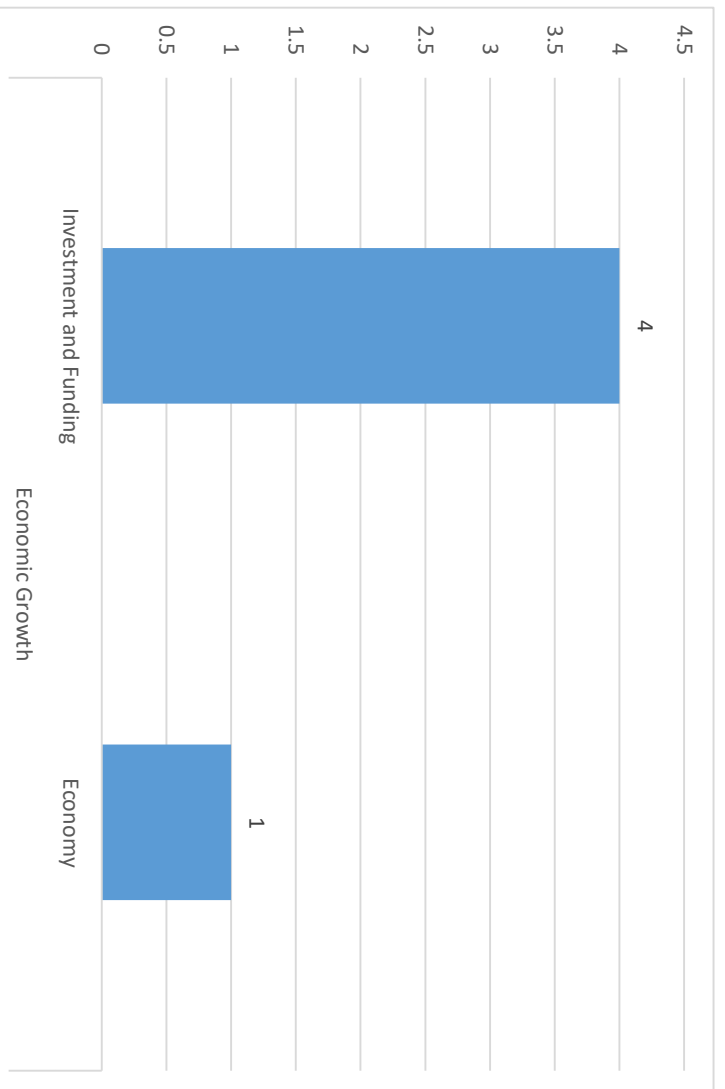
### Comments by Service Area/Team

#### Capital Projects, Transport and Highways Planning

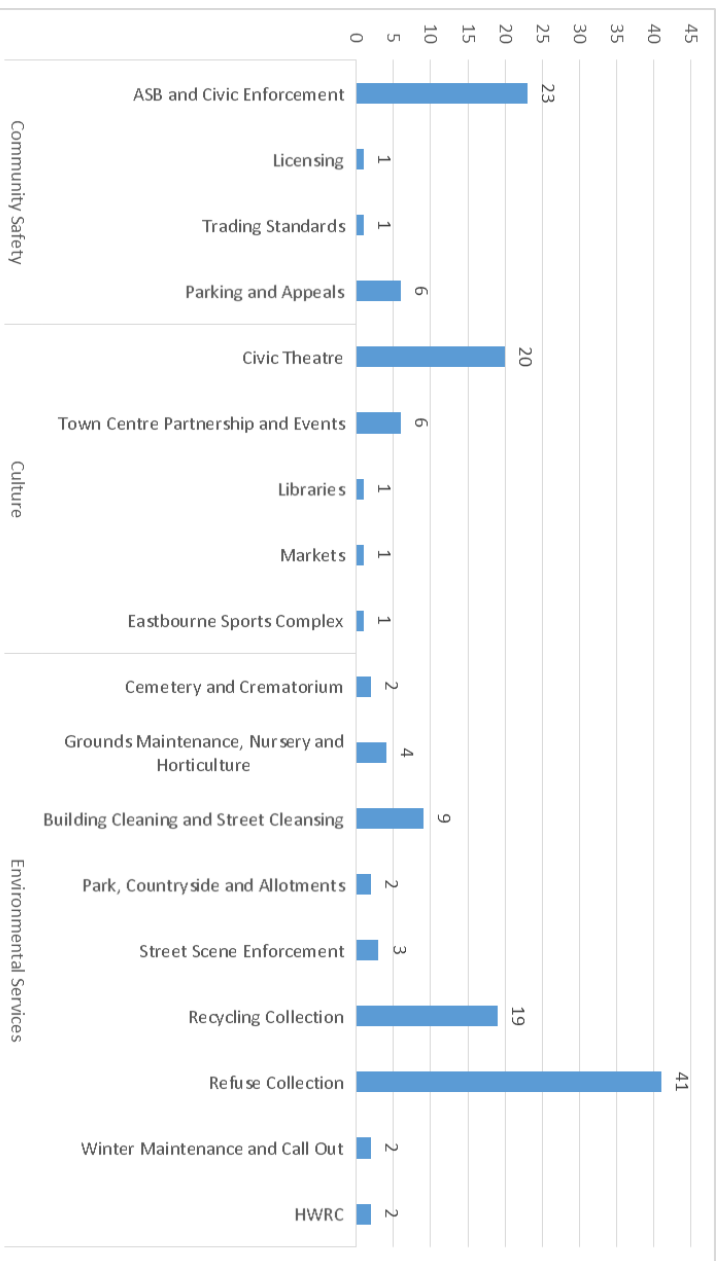


There were no discernible themes in the comments received for Capital Projects, Transport and Highways Planning.

### Economic Initiative



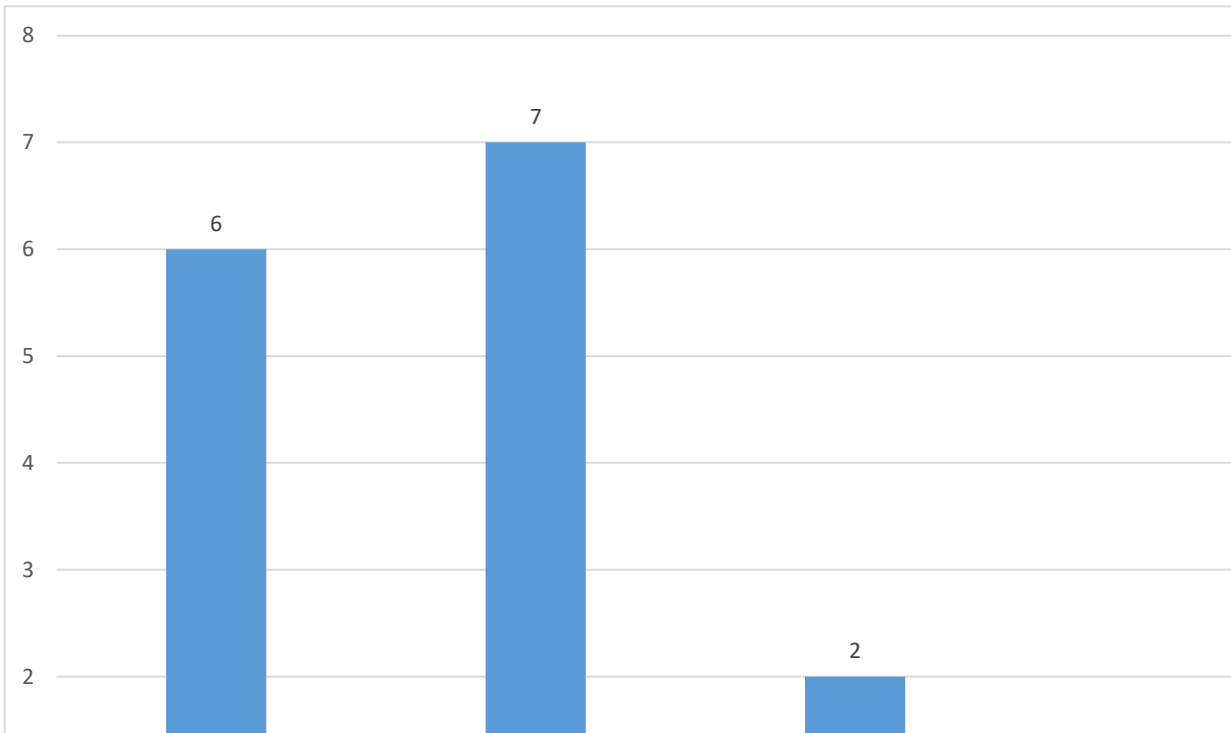
### Community Services



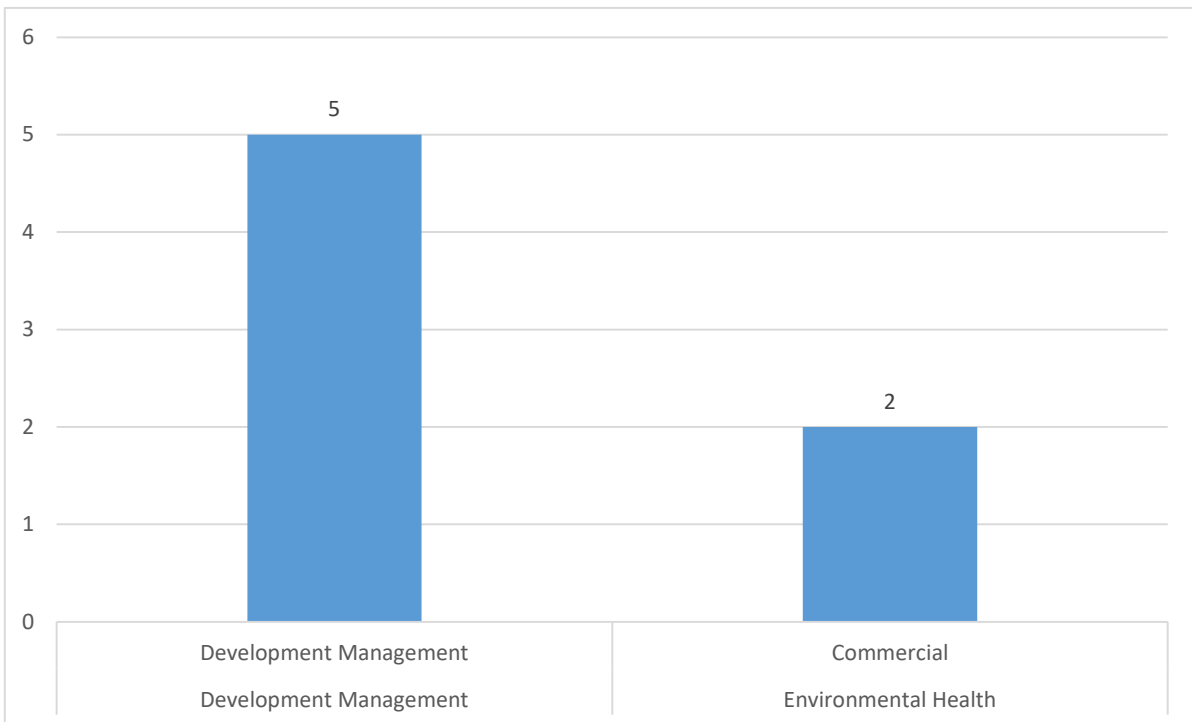
ASB and Civic enforcement received 23 comments. Parking issues were the most common theme, particularly lack of enforcement action. There were no common themes in the comments for the Civic Theatre (The Hippodrome) or Recycling Collection. The most common themes for Refuse Collection were dissatisfaction with the charge for a replacement bin and dissatisfaction with the policy to no longer provide a recall service for missed bins.



### Housing and Building Services



### Planning, Development Management and Environmental Health



## Complaints by Outcome

The below tables show the decisions reached on complaints during 2018/19. Some of the complaints determined during 2018/19 were received during 2017/18 and the first quarter of 2018/19, prior to the Council's structure change, hence them being logged against former services/teams.

### Stage 1 Outcomes

Service Area/Team	Closed With No Response	Escalated to Stage 2 (No S1 Response)	Inconclusive	Not Upheld	Partially Upheld	Upheld	Withdrawn	Total
<i>Current Organisational Structure</i>								
Capital Projects, Transport & Highway Planning	0	0	0	0	0	1	0	1
Capital Projects	0	0	2	1	0	0	0	3
<b>Total for Capital Projects</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3</b>
Highway Asset Management	0	0	2	10	1	5	1	19
<b>Total for Highway Asset Management</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>10</b>	<b>1</b>	<b>5</b>	<b>1</b>	<b>19</b>
Highway Network Management	0	0	0	7	1	1	0	9
<b>Total for Highway Network Management</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>9</b>
<b>Total for Capital Projects, Transport &amp; Highway Planning</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>18</b>	<b>2</b>	<b>7</b>	<b>1</b>	<b>32</b>
ASB & Civic Enforcement	0	0	0	7	3	2	0	12
<b>Total for ASB &amp; Civic Enforcement</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7</b>	<b>3</b>	<b>2</b>	<b>0</b>	<b>12</b>
Licensing	0	0	0	0	1	0	0	1
<b>Total for Licensing</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>1</b>
Private Sector Housing	0	0	0	0	1	0	0	1
<b>Total for Private Sector Housing</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>1</b>
Trading Standards/Animal Welfare	0	0	0	0	0	0	1	1
<b>Total for Trading Standards/Animal Welfare</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>1</b>

<b>Total for Community Safety</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7</b>	<b>5</b>	<b>2</b>	<b>1</b>	<b>15</b>
Civic Theatre	1	0	4	23	3	28	0	59
<b>Total for Civic Theatre</b>	<b>1</b>	<b>0</b>	<b>4</b>	<b>23</b>	<b>3</b>	<b>28</b>	<b>0</b>	<b>59</b>
Dolphin Centre	0	0	0	0	1	1	0	2
<b>Total for Dolphin Centre</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>2</b>
Town Centre Partnership & Events	0	0	0	0	0	1	1	2
<b>Total for Town Centre Partnership &amp; Events</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>2</b>
<b>Total for Culture</b>	<b>1</b>	<b>0</b>	<b>4</b>	<b>23</b>	<b>4</b>	<b>30</b>	<b>1</b>	<b>63</b>
Arboriculture	1	0	0	10	0	5	0	16
<b>Total for Arboriculture</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>10</b>	<b>0</b>	<b>5</b>	<b>0</b>	<b>16</b>
Cemetery & Crematorium	0	0	0	1	0	0	0	1
<b>Total for Cemetery &amp; Crematorium</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>
Grounds Maintenance, Nursery & Horticulture	0	0	0	1	0	5	0	6
<b>Total for Grounds Maintenance, Nursery &amp; Horticulture</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>5</b>	<b>0</b>	<b>6</b>
Building Cleaning & Street Cleansing	0	0	1	0	1	6	0	8
Dog Warden	0	0	0	1	0	1	0	2
Park, Countryside & Allotments	0	0	0	0	0	2	0	2
StreetScene Enforcement	0	0	0	0	2	10	0	12
<b>Total for Street Scene</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>3</b>	<b>19</b>	<b>0</b>	<b>24</b>
Recycling Collection	0	0	2	10	1	14	0	27
Refuse Collection	0	0	9	51	1	50	4	115
<b>Total for Waste &amp; Transport Services</b>	<b>0</b>	<b>0</b>	<b>11</b>	<b>61</b>	<b>2</b>	<b>64</b>	<b>4</b>	<b>142</b>
<b>Total for Environmental Services</b>	<b>1</b>	<b>0</b>	<b>12</b>	<b>74</b>	<b>5</b>	<b>93</b>	<b>4</b>	<b>189</b>
<b>Total for Community Services</b>	<b>2</b>	<b>0</b>	<b>16</b>	<b>104</b>	<b>14</b>	<b>125</b>	<b>6</b>	<b>267</b>
Construction	0	0	0	1	0	0	0	1
<b>Total for Construction</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>
Service & Repairs	0	0	0	1	0	1	0	2
<b>Total for Service &amp; Repairs</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>2</b>
<b>Total for Building Services</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>3</b>
Customer Services	0	0	2	7	1	3	0	13
<b>Total for Customer Services</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>7</b>	<b>1</b>	<b>3</b>	<b>0</b>	<b>13</b>
Customer Services Housing (Tel)	0	0	1	0	3	0	0	4

<b>Total for Customer Services Housing (Tel)</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>4</b>
Housing Management Services	0	0	1	1	2	0	0	4
<b>Total for Housing Management Services</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>4</b>
Housing Options & Lifeline	0	0	0	3	2	0	0	5
<b>Total for Housing Options &amp; Lifeline</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>5</b>
Business Rates	0	0	1	0	0	0	0	1
Council Tax	0	0	0	7	0	5	2	14
Customer Services Council Tax (Tel)	0	0	2	3	0	0	3	8
Customer Services Hous. Ben. & CT Support (All)	0	0	1	0	1	0	2	4
Housing Benefit & Council Tax Support	0	0	0	2	1	1	2	6
<b>Total for Revenues &amp; Benefits</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>12</b>	<b>2</b>	<b>6</b>	<b>9</b>	<b>33</b>
<b>Total for Housing &amp; Revenue Services</b>	<b>0</b>	<b>0</b>	<b>8</b>	<b>23</b>	<b>10</b>	<b>9</b>	<b>9</b>	<b>59</b>
<b>Total for Housing &amp; Building Services</b>	<b>0</b>	<b>0</b>	<b>8</b>	<b>25</b>	<b>10</b>	<b>10</b>	<b>9</b>	<b>62</b>
Development Management	0	0	0	3	1	1	2	7
<b>Total for Development Management</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>1</b>	<b>1</b>	<b>2</b>	<b>7</b>
Commercial	0	0	0	2	0	0	0	2
<b>Total for Commercial</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>
Pollution	0	0	0	1	2	0	1	4
<b>Total for Pollution</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>2</b>	<b>0</b>	<b>1</b>	<b>4</b>
<b>Total for Environmental Health</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>2</b>	<b>0</b>	<b>1</b>	<b>6</b>
<b>Total for Planning Development Man. &amp; Env. Health</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6</b>	<b>3</b>	<b>1</b>	<b>3</b>	<b>13</b>
<b>Total for Economic Growth &amp; Neighbourhood Services</b>	<b>2</b>	<b>0</b>	<b>28</b>	<b>153</b>	<b>29</b>	<b>143</b>	<b>19</b>	<b>374</b>
<b>Total</b>	<b>2</b>	<b>0</b>	<b>28</b>	<b>153</b>	<b>29</b>	<b>143</b>	<b>19</b>	<b>374</b>

<i>Previous Organisational Structure(s)</i>								
Capital Projects	0	0	0	1	0	0	0	1
<b>Total for Capital Projects</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>

Highway Asset Management	0	0	0	8	3	3	0	14
<b>Total for Highway Asset Management</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>8</b>	<b>3</b>	<b>3</b>	<b>0</b>	<b>14</b>
Highway Network Management	0	0	0	2	2	0	0	4
<b>Total for Highway Network Management</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>4</b>
Projects & Building Design	0	0	0	1	0	0	0	1
<b>Total for Projects &amp; Building Design</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>
<b>Total for Capital Projects, Transport &amp; Highways Planning</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>12</b>	<b>5</b>	<b>3</b>	<b>0</b>	<b>20</b>
Built and Natural Environment	0	0	0	1	0	0	0	1
<b>Total for Built and Natural Environment</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>
Development Management	2	0	1	2	0	1	0	6
<b>Total for Development Management</b>	<b>2</b>	<b>0</b>	<b>1</b>	<b>2</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>6</b>
<b>Total for Economic Initiative</b>	<b>2</b>	<b>0</b>	<b>1</b>	<b>3</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>7</b>
Regulatory Services	0	0	0	1	0	0	0	1
Environmental Health	0	0	0	0	0	0	1	1
Pollution	0	0	0	1	0	0	0	1
<b>Total for Pollution</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>
<b>Total for Environmental Health</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>2</b>
Licensing	0	0	0	1	0	0	0	1
<b>Total for Licensing</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>
Parking & Appeals	1	0	0	2	0	1	0	4
<b>Total for Parking &amp; Appeals</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>4</b>
<b>Total for Private Sector Housing, Licensing &amp; Parking</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>5</b>
<b>Total for Regulatory Services</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>5</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>8</b>
<b>Total for Economic Growth</b>	<b>3</b>	<b>0</b>	<b>1</b>	<b>20</b>	<b>5</b>	<b>5</b>	<b>1</b>	<b>35</b>
<b>Total</b>	<b>3</b>	<b>0</b>	<b>1</b>	<b>20</b>	<b>5</b>	<b>5</b>	<b>1</b>	<b>35</b>
Dolphin Centre	0	0	0	0	0	1	0	1
<b>Total for Dolphin Centre</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>1</b>
Hippodrome	0	1	1	7	1	5	0	15
<b>Total for Hippodrome</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>7</b>	<b>1</b>	<b>5</b>	<b>0</b>	<b>15</b>
<b>Total for Culture</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>7</b>	<b>1</b>	<b>6</b>	<b>0</b>	<b>16</b>

	Arboriculture	0	0	0	4	0	2	0	6
	<b>Total for Arboriculture</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>6</b>
	Cemetery & Crematorium	0	0	0	1	0	2	0	3
	<b>Total for Cemetery &amp; Crematorium</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>3</b>
	Horticulture	0	0	0	1	0	3	0	4
	<b>Total for Horticulture</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>3</b>	<b>0</b>	<b>4</b>
	Building Cleaning	0	0	0	1	0	0	0	1
	Dog Warden	0	0	0	1	0	0	0	1
	Parks, Open Spaces & Play Areas	1	0	0	2	0	4	0	7
	Street Cleansing	0	0	2	4	1	8	0	15
	Street Scene Enforcement	0	0	1	1	0	0	0	2
	<b>Total for Street Scene</b>	<b>1</b>	<b>0</b>	<b>3</b>	<b>9</b>	<b>1</b>	<b>12</b>	<b>0</b>	<b>26</b>
	Call Out	0	0	0	1	0	0	0	1
	HWRC	0	1	0	3	0	1	0	5
	Recycling Collection	0	0	2	5	0	9	0	16
	Refuse Collection	0	0	3	16	0	15	2	36
	Winter Maintenance	0	0	0	1	0	0	0	1
	<b>Total for Waste &amp; Transport Services</b>	<b>0</b>	<b>1</b>	<b>5</b>	<b>26</b>	<b>0</b>	<b>25</b>	<b>2</b>	<b>59</b>
	<b>Total for Environmental Services</b>	<b>1</b>	<b>1</b>	<b>8</b>	<b>41</b>	<b>1</b>	<b>44</b>	<b>2</b>	<b>98</b>
	<b>Total for Community Services</b>	<b>1</b>	<b>2</b>	<b>9</b>	<b>49</b>	<b>2</b>	<b>50</b>	<b>2</b>	<b>115</b>
	Complaints & Information Governance Team	0	0	0	0	1	0	1	2
	<b>Total for Complaints &amp; Information Governance Team</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>2</b>
	Finance Central	0	0	0	0	0	1	0	1
	<b>Total for Finance Central</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>1</b>
	<b>Total for Finance &amp; Human Resource Management</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>3</b>
	General Trades	0	0	0	0	1	1	0	2
	<b>Total for Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>2</b>
	<b>Total for Building Services</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>2</b>
	Housing Income Management	0	0	0	2	0	0	0	2
	<b>Total for Housing Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>

<b>Management</b>									
Management Services	0	0	0	1	0	0	0	1	
<b>Total for Housing Management Services</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	
Housing Options	0	0	0	0	1	0	0	1	
Lifeline	0	0	0	0	0	1	0	1	
<b>Total for Housing Options &amp; Lifeline</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>2</b>	
<b>Total for Housing &amp; Revenue Services</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>5</b>	
Revenues & Benefits	0	0	0	0	0	1	0	1	
Council Tax	0	0	3	20	1	2	1	27	
<b>Total for Council Tax</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>20</b>	<b>1</b>	<b>2</b>	<b>1</b>	<b>27</b>	
Council Tax Support & Housing Benefit	0	0	0	6	0	0	0	6	
<b>Total for Council Tax Support &amp; Housing Benefit</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6</b>	
Customer Services	0	0	3	10	1	7	0	21	
<b>Total for Customer Services</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>10</b>	<b>1</b>	<b>7</b>	<b>0</b>	<b>21</b>	
<b>Total for Revenues &amp; Benefits</b>	<b>0</b>	<b>0</b>	<b>6</b>	<b>36</b>	<b>2</b>	<b>10</b>	<b>1</b>	<b>55</b>	
<b>Total for Housing &amp; Building Services</b>	<b>0</b>	<b>0</b>	<b>6</b>	<b>39</b>	<b>4</b>	<b>12</b>	<b>1</b>	<b>62</b>	
<b>Total</b>	<b>6</b>	<b>2</b>	<b>44</b>	<b>261</b>	<b>41</b>	<b>211</b>	<b>24</b>	<b>589</b>	

## Stage 2 Outcomes

Service Area/Team	Inconclusive	Not Upheld	Partially Upheld	Upheld	Withdrawn	Total
<i>Previous Organisational Structure(s)</i>						
Highway Asset Management	1	2	1	0	0	4
<b>Total for Highway Asset Management</b>	<b>1</b>	<b>2</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>4</b>
Projects & Building Design	0	0	1	0	0	1
<b>Total for Projects &amp; Building Design</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>1</b>
<b>Total for Capital Projects, Transport &amp; Highways Planning</b>	<b>1</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>5</b>

Built and Natural Environment	0	1	0	0	0	1
<b>Total for Built and Natural Environment</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>
Development Management	0	0	2	1	0	3
<b>Total for Development Management</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>1</b>	<b>0</b>	<b>3</b>
<b>Total for Economic Initiative</b>	<b>0</b>	<b>1</b>	<b>2</b>	<b>1</b>	<b>0</b>	<b>4</b>
Pollution	0	1	0	0	0	1
<b>Total for Pollution</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>
<b>Total for Environmental Health</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>
Licensing	0	1	0	0	0	1
<b>Total for Licensing</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>
<b>Total for Private Sector Housing, Licensing &amp; Parking</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>
<b>Total for Regulatory Services</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>
<b>Total for Economic Growth</b>	<b>1</b>	<b>5</b>	<b>4</b>	<b>1</b>	<b>0</b>	<b>11</b>
<i>Current Organisational Structure</i>						
Highway Asset Management	0	2	1	2	1	6
<b>Total for Highway Asset Management</b>	<b>0</b>	<b>2</b>	<b>1</b>	<b>2</b>	<b>1</b>	<b>6</b>
Highway Network Management	0	1	0	0	0	1
<b>Total for Highway Network Management</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>
<b>Total for Capital Projects, Transport &amp; Highway Planning</b>	<b>0</b>	<b>3</b>	<b>1</b>	<b>2</b>	<b>1</b>	<b>7</b>
Civic Theatre	0	0	1	0	1	2
<b>Total for Civic Theatre</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>2</b>
<b>Total for Culture</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>2</b>
Arboriculture	0	2	1	1	1	5
<b>Total for Arboriculture</b>	<b>0</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>5</b>
Grounds Maintenance, Nursery & Horticulture	0	0	0	1	0	1
<b>Total for Grounds Maintenance, Nursery &amp; Horticulture</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>1</b>
Street Scene	0	0	0	0	0	0



	Park, Countryside & Allotments	0	0	0	0	1	1
	StreetScene Enforcement	0	0	0	1	0	1
	<b>Total for Street Scene</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>2</b>
	Waste & Transport Services	0	0	0	0	0	0
	Recycling Collection	0	1	0	0	0	1
	Refuse Collection	0	0	0	0	2	2
	<b>Total for Waste &amp; Transport Services</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>3</b>
	<b>Total for Environmental Services</b>	<b>0</b>	<b>3</b>	<b>1</b>	<b>3</b>	<b>4</b>	<b>11</b>
	<b>Total for Community Services</b>	<b>0</b>	<b>3</b>	<b>2</b>	<b>3</b>	<b>5</b>	<b>13</b>
	Housing Management Services	1	0	0	0	0	1
	<b>Total for Housing Management Services</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>
	Council Tax	0	1	0	0	0	1
	<b>Total for Revenues &amp; Benefits</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>
	<b>Total for Housing &amp; Revenue Services</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>
	<b>Total for Housing &amp; Building Services</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>
	Pollution	0	1	0	0	0	1
	<b>Total for Pollution</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>
	<b>Total for Environmental Health</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>
	<b>Total for Planning Development Man. &amp; Env. Health</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>
	<b>Total for Economic Growth &amp; Neighbourhood Services</b>	<b>1</b>	<b>8</b>	<b>3</b>	<b>5</b>	<b>6</b>	<b>23</b>
	<i>Previous Organisational Structure(s)</i>						
	Eastbourne Sports Complex	0	1	0	0	0	1
	<b>Total for Eastbourne Sports Complex</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>
	Hippodrome	0	0	0	0	2	2
	<b>Total for Hippodrome</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>2</b>
	<b>Total for Culture</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>3</b>
	Arboriculture	0	2	1	0	0	3

<b>Total for Arboriculture</b>	<b>0</b>	<b>2</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>3</b>
Horticulture	0	0	0	1	0	1
<b>Total for Horticulture</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>1</b>
Street Cleansing	0	0	0	1	0	1
<b>Total for Street Scene</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>1</b>
HWRC	0	0	0	1	0	1
Recycling Collection	0	0	0	1	0	1
Refuse Collection	1	0	0	3	0	4
Winter Maintenance	0	0	1	0	0	1
<b>Total for Waste &amp; Transport Services</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>5</b>	<b>0</b>	<b>7</b>
<b>Total for Environmental Services</b>	<b>1</b>	<b>2</b>	<b>2</b>	<b>7</b>	<b>0</b>	<b>12</b>
<b>Total for Community Services</b>	<b>1</b>	<b>3</b>	<b>2</b>	<b>7</b>	<b>2</b>	<b>15</b>
Complaints & Information Governance Team	0	0	1	0	0	1
<b>Total for Complaints &amp; Information Governance Team</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>1</b>
<b>Total for Finance &amp; Human Resource Management</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>1</b>
Housing Management Services	0	0	1	0	0	1
<b>Total for Housing Management Services</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>1</b>
<b>Total for Housing &amp; Revenue Services</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>1</b>
Council Tax	0	3	2	0	0	5
<b>Total for Council Tax</b>	<b>0</b>	<b>3</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>5</b>
Council Tax Support & Housing Benefit	0	1	0	0	0	1
<b>Total for Council Tax Support &amp; Housing Benefit</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>
Customer Services	1	0	1	2	0	4
<b>Total for Customer Services</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>2</b>	<b>0</b>	<b>4</b>
<b>Total for Revenues &amp; Benefits</b>	<b>1</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>0</b>	<b>10</b>
<b>Total for Housing &amp; Building Services</b>	<b>1</b>	<b>4</b>	<b>4</b>	<b>2</b>	<b>0</b>	<b>11</b>
<b>Total for Neighbourhood Services &amp; Resources</b>	<b>2</b>	<b>7</b>	<b>7</b>	<b>9</b>	<b>2</b>	<b>27</b>
<b>Total</b>	<b>4</b>	<b>20</b>	<b>14</b>	<b>15</b>	<b>8</b>	<b>61</b>

## Organisational Learning

All resolution and organisational learning actions identified as a result of complaints are assigned to a responsible manager and progress against those actions is monitored by the Complaints Manager. In addition to those actions taken to resolve individual complaints, a number of service improvements were made following complaint investigations during 2018/19.

Following a complaint for Development Management it was agreed the Development Manger would review the Statement of Community Involvement. It was also recommended that officers be reminded that objectors are able to make an appointment to meet with planning officers and agreed Development Management would appoint an Equalities Advisor under the Council's revised Equalities Scheme.

Following a further complaint for Development Management it was recommended consideration be given to the requirement for officers to keep up to date with planning law and practice. It was also identified there was no clear understanding of the Habitat Regulations and it was recommended further training be provided, procedures updated and consideration given to an informative or advice to an applicant about what to do if European Protected Species are found to be on site following the grant of a planning permission where a preliminary survey had initially indicated low risk of harmful impacts. It was also recommended that where proposals are likely to require a Habitat site license consultation should be undertaken with Natural England as best practice. The Investigator Officer went on to recommend that officer comments should be included as formal comments to an application and set out on an agreed template that is obvious to planning officers for inclusion in the report and on the Council's web site and that the officer's report should fairly and reasonably reflect the consultee response. The case officer in the Planning Considerations section should explain clearly how those comments are taken into account in the balancing of the recommendation and officers should complete their reports as objectively and transparently as possible, being balanced with all of the relevant considerations and issues and the planning considerations argued through with a recommendation to Members. In relation to Committee reports the Investigating Officer recommend the Council should consider whether the reports should be considered by legal before finalising, as is standard practice in most planning authorities.

Following a further complaint for Development Management it was agreed the Council should explicitly reference the section 149 duty of the Equalities Act 2010 when considering equalities issues in reports and undertake EIAs where appropriate in accordance with the Council's Equality Policy 2018 – 2022, in order to ensure a more robust analysis of the potential impacts on individuals with protected characteristics, any adverse impacts and their possible mitigation.

Following another complaint for Development Management, regarding the size of the font used on consultation letters it was agreed that a size 12 font would be used in future.

Following a complaint for Refuse Collection, regarding a missed assisted collection it was agreed the Council would make sure the assisted collection lists are updated, speak with the crew and monitor the collections over the coming weeks to make sure the service is being provided.

Following a complaint for the Household Waste Recycling Centre (HWRC), the operator was reminded of the need to keep the centre open until the advertised time.

Following a complaint for Arboriculture, a decision not to undertake works to a tree was revisited in light of the complainant's disability, in accordance with the Tree and Woodland Strategy 2011 – 2020.

Following a complaint for Environmental Health it was recommended the Council review the wording included on Community Protection Notice (CPN) warnings to ensure it is clear what behaviour is unacceptable and update the advisory letters on garden bonfires to make reference to possible action under Anti-Social Behaviour (ASB) legislation.

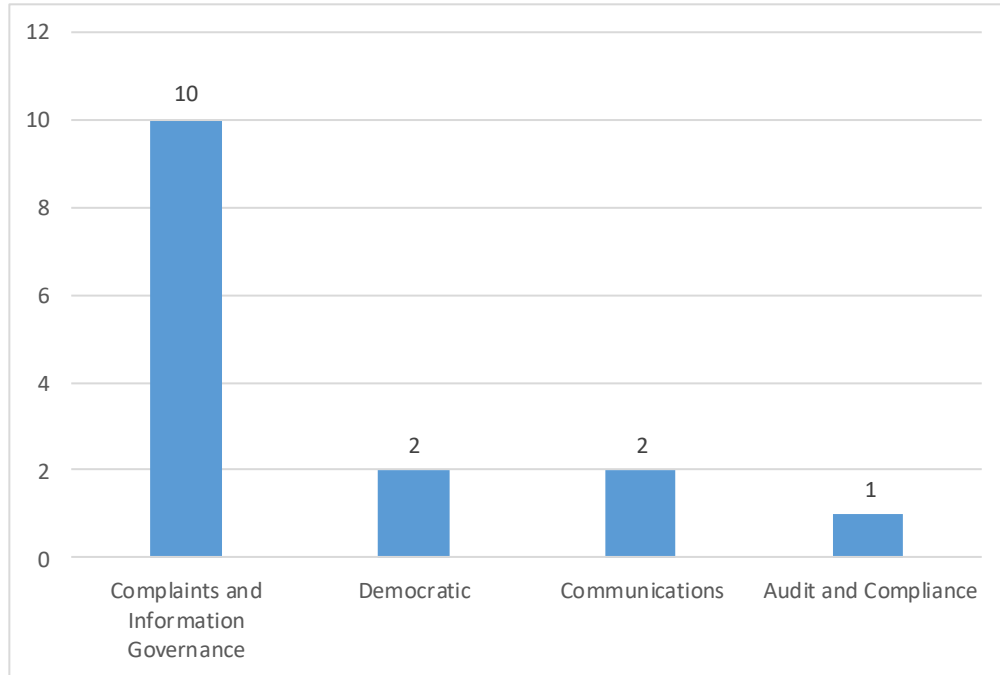
Following a complaint for Council Tax data protection training was arranged for an officer.

Following a complaint for Highway Asset Management it was recommended that officers complete the data protection training and ensure they are clear about who they can and cannot share the personal details of residents raising Highways issues with.

## Complaints, Compliments and Comments by Department Resources

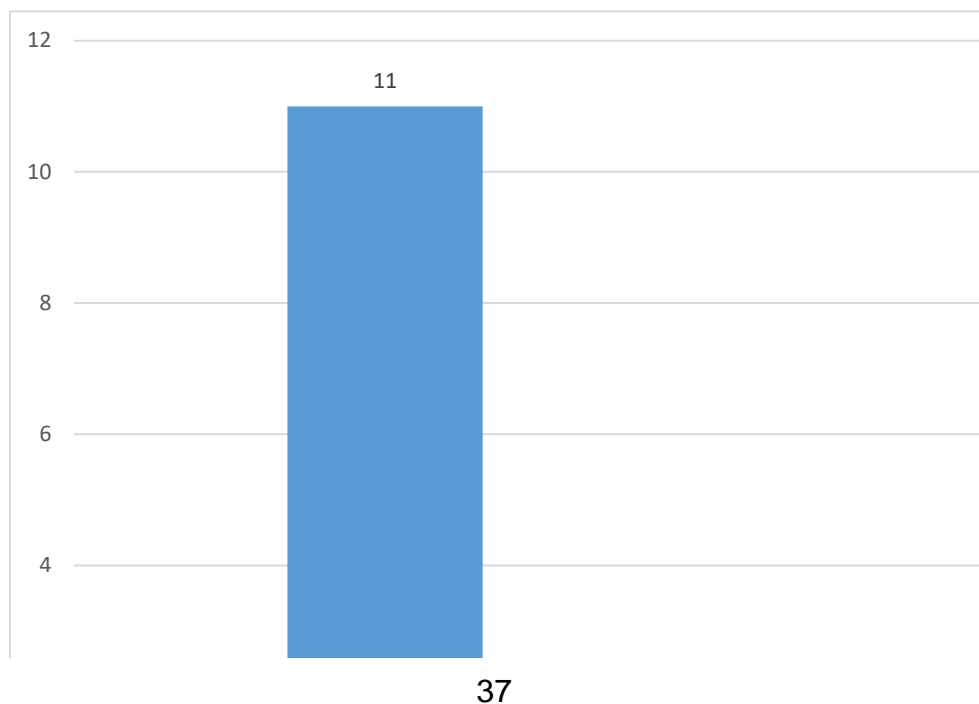
### Complaints by Service Area/Team

#### Overview



The Complaints and Information Governance Team received 10 complaints, the same number as in 2017/18. The most common theme remained dissatisfaction with the response to a subject access request.

#### Complaints by Stage



## Complaints by Outcome

The below tables show the decisions reached on complaints during 2018/19. Some of the complaints determined during 2018/19 were received during 2017/18 and the first quarter of 2018/19, prior to the Council's structure change, hence them being logged against former services/teams.

### Stage 1 Outcomes

Service Area/Team	Closed With No Response	Escalated to Stage 2 (No S1 Response)	Inconclusive	Not Upheld	Partially Upheld	Upheld	Withdrawn	Total
<i>Current Organisational Structure</i>								
Complaints & Information Governance	0	0	0	5	1	1	0	7
<b>Total for Complaints &amp; Information Governance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>7</b>
Democratic	0	0	0	1	0	0	0	1
<b>Total for Democratic</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>
<b>Total for Democratic Services</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>
<b>Total for Law &amp; Governance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>8</b>
Communications	0	0	0	1	0	0	0	1
<b>Total for Communications</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>
<b>Total for Resources</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>
<b>Total for Resources (July 2018)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>9</b>
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>9</b>
<i>Previous Organisational Structure(s)</i>								
Audit & Compliance	0	0	0	1	0	0	0	1
<b>Total for Audit &amp; Compliance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>
Complaints & Information Governance Team	0	0	0	0	1	0	1	2
<b>Total for Complaints &amp; Information Governance Team</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>2</b>
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>8</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>12</b>

## Stage 2 Outcomes

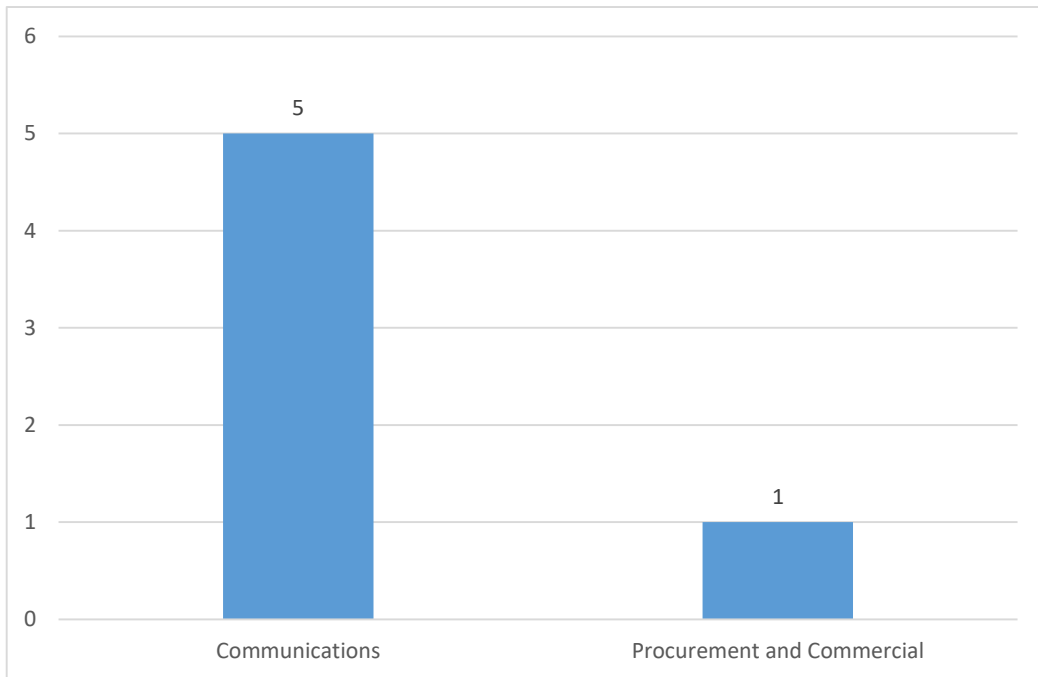
Service Area/Team	Inconclusive	Not Upheld	Partially Upheld	Upheld	Withdrawn	Total
<i>Current Organisational Structure</i>						
Law & Governance	0	0	0	0	0	0
Complaints & Information Governance	0	2	0	0	0	2
<b>Total for Complaints &amp; Information Governance</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>
<b>Total for Law &amp; Governance</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>
<b>Total for Resources (July 2018)</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>
<b>Total</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>

## Compliments by Service Area/Team

Four compliments were received for Resources, all of them being for the Complaints and Information Governance Team.

## Comments by Service Area/Team

### Overview





## **Organisational Learning**

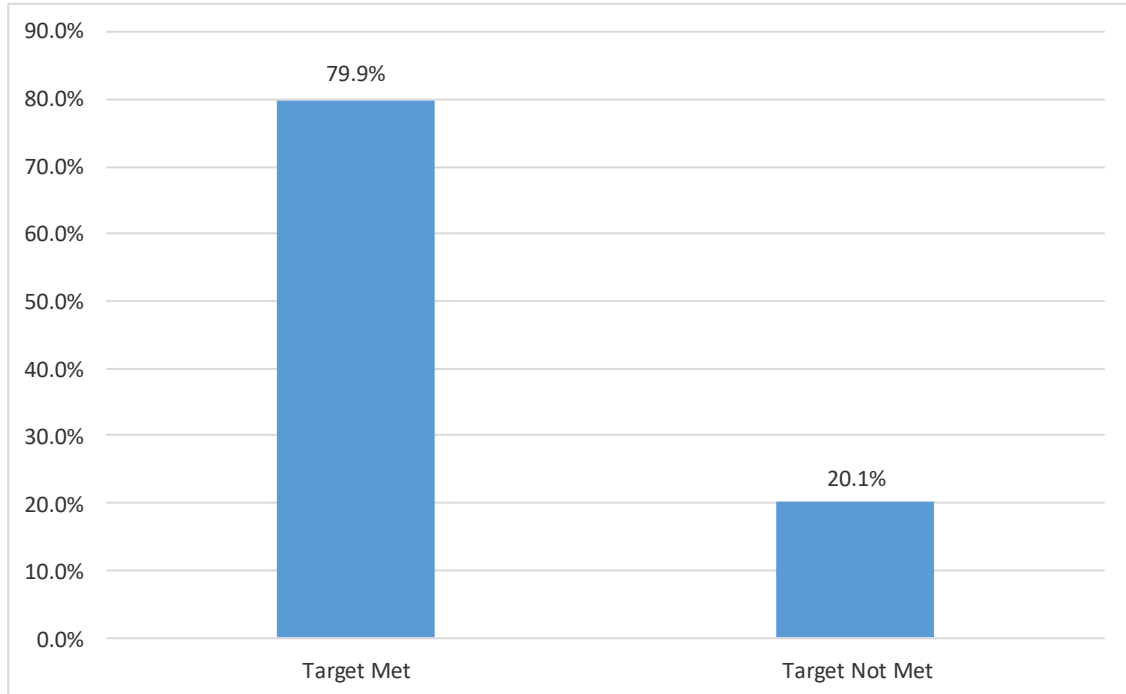
All resolution and organisational learning actions identified as a result of complaints are assigned to a responsible manager and progress against those actions is monitored by the Complaints Manager. In addition to those actions taken to resolve individual complaints, one service improvements was made following a complaint investigation during 2018/19.

Following a Stage 2 complaint for Arboriculture, the Complaints and Information Governance Team also updated their Stage 1 complaint assignment email to remind officers that where a complainant alleges discrimination on the grounds of one of the protected characteristics in the Equalities Act 2010, it should act as a trigger for an Equalities Impact Assessment.

## Performance against the Corporate Complaints, Compliments and Comments Procedure

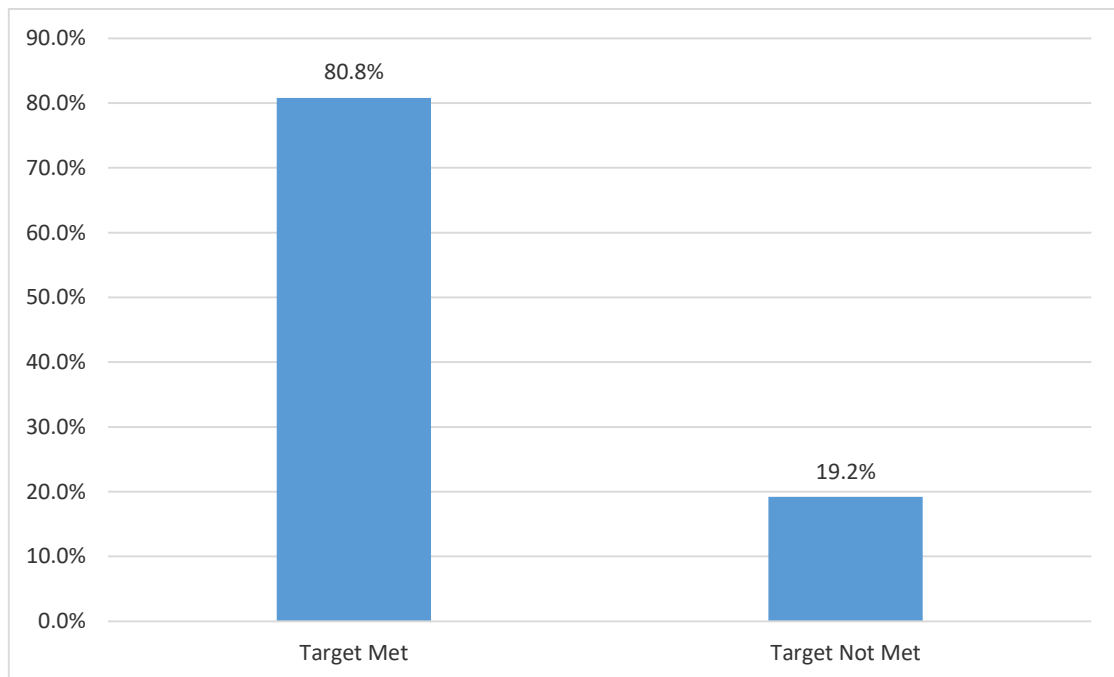
### Stage 1

#### Performance against Stage 1 acknowledgement target (3 working days)



This was an increase in performance from 78.8% in 2017/18.

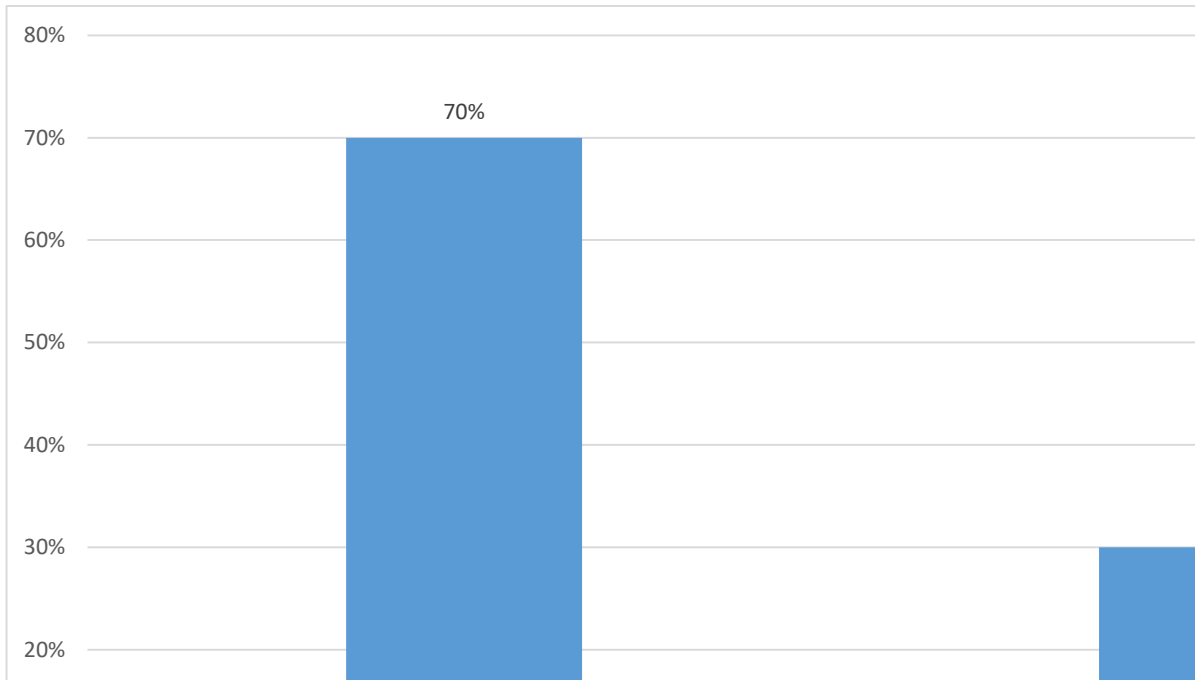
#### Performance against Stage 1 response target (25 working days)



This was an increase in performance from 75.3% in 2017/18.

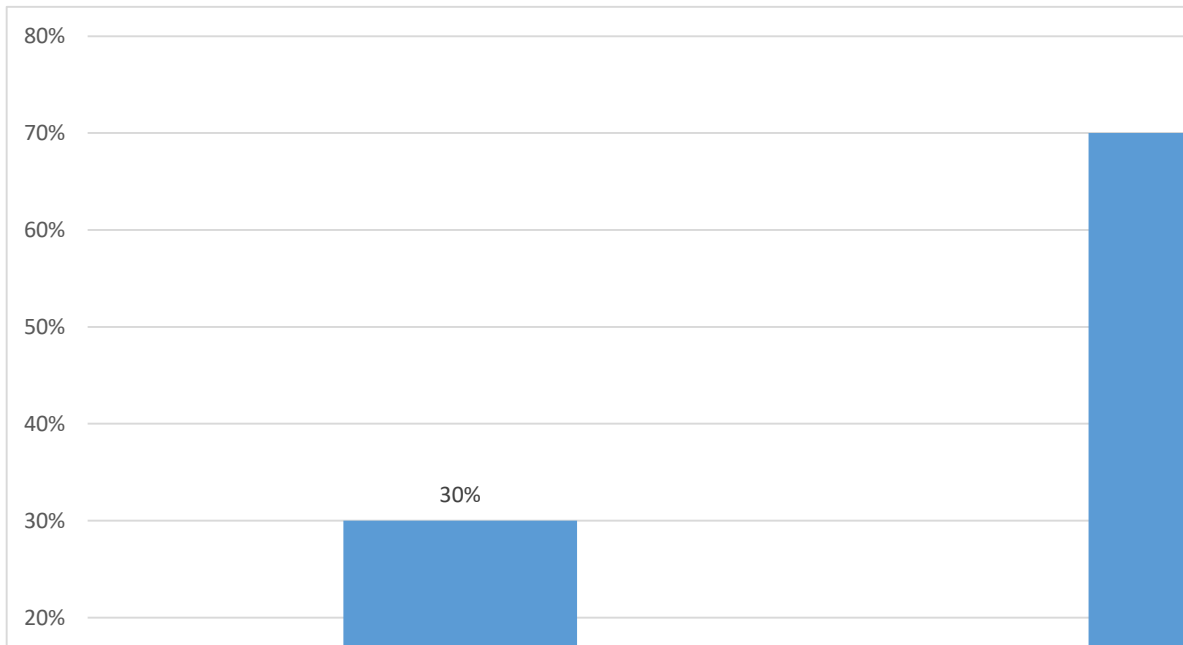
## Stage 2

### Performance against Stage 2 acknowledgement target (3 working days)



This was a reduction in performance from 73.3% in 2017/18.

### Performance against Stage 2 response target (30 working days)



This was a reduction in performance from 43.2% in 2017/18. The overall reduction in performance can be attributed to staffing issues within the Complaints & Information Governance Team.

## **Further Recommendations**

The Council should work to improve performance against the Stage 2 response target.

### **Performance against Local Performance Indicators**

In relation to corporate complaints the Council's key performance indicator is the number of maladministration decisions received from the Local Government and Social Care Ombudsman. The Council received 0 maladministration decision during 2018/19, a decrease from 2 in 2017/18.

Full details of those complaints determined by the LGSCO are included in the Cabinet reports of 11 December 2018 and 19 September 2019 entitled [Review of Outcome of Complaints Made to Ombudsman](#).