



**Governance and Audit
Committee**

Tuesday 21st July 2020

Annual Voice of the Customer Report 2019/2020

Report by:	Chief Executive Officer, Mr Ian Knowles
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Purpose / Summary:	To summarise customer feedback from the year 2019/20 and analyse customer contact and demand data to provide a clear view of the voice of the customer.

RECOMMENDATION(S):

- **Members welcome the Annual Voice of the Customer report;**
- **Members to provide feedback on the content of the report and suggest any improvements that may be made**

IMPLICATIONS

Legal:

None arising directly from this report.

Financial : FIN/32/21/SL

None arising directly from this report.

Staffing :

None arising directly from this report.

Equality and Diversity including Human Rights :

By understanding, in more detail about how customers interact with the Council means we will be able to address issues that are preventing them from access services in an equal manner.

Data Protection Implications :

None arising directly from this report.

Climate Related Risks and Opportunities:

None arising directly from this report.

Section 17 Crime and Disorder Considerations:

None arising directly from this report.

Health Implications:

None arising directly from this report.

Title and Location of any Background Papers used in the preparation of this report :

West Lindsey District Council Customer Experience Policy

2019/20 Quarterly Voice of the Customer Reports x 4

<https://www.west-lindsey.gov.uk/my-council/have-your-say/comments-compliments-and-complaints/>

Risk Assessment :

N/A

Call in and Urgency:

Is the decision one which Rule 14.7 of the Scrutiny Procedure Rules apply?

i.e. is the report exempt from being called in due to urgency (in consultation with C&I chairman)

Yes

No

Key Decision:

A matter which affects two or more wards, or has significant financial implications

Yes

No



Annual Voice of the Customer Report April 2019 to March 2020



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1.0 Introduction

What is the Voice of the Customer?

- 1.1 The Voice of the Customer Report doesn't just examine customer feedback but also takes into account a wider scope of customer views, expectations and opinions which are collected from a number of customer contact channels. These points include the data collected from day-to-day interactions as well as the compliments, comments and complaints received (customer feedback) and customer satisfaction survey responses. The focus is to turn these insights into actionable solutions to drive improvements and deliver a better service for our customers.

2.0 Customer Feedback

Customer Experience Policy and Customer Feedback

- 2.1 A new process for dealing with customer feedback was implemented in January 2018.
- 2.2 This is the second Voice of the Customer Report to include a full year's worth of data under the new process.
- 2.3 All customer feedback is logged on one central system allowing for easier and more specific reporting and comparison to take place, this allows customer feedback to be recorded and categorised. All customer feedback is logged by specific service and can be reported on by subject and issue. This makes it easier to identify trends and potential improvement actions.
- 2.4 Customer Satisfaction Surveys have been sent on a weekly basis to our customers who have received a service from us during the previous week. More services are being included in these surveys as time goes on and the responses are being used to improve the services we provide.
- 2.5 An improvement actions log has been created to feed back to the relevant teams the suggestions and required actions to be taken following analysis. Team Managers then report back to advise of the outcomes and improvements they have achieved once the actions have been implemented. This log also identifies wider areas for improvement which can potentially be built into service redesign work and projects that affect the Council as a whole.

Compliments

- 2.6 Compliments received allow us to identify what is working well and which aspects of our services our customers appreciate the most. These compliments are used to embed good practice across all Council services. Compliments received also encourage our officers to be the best they can be and provide the highest standard of service possible.
- 2.7 The Council received a total of 675 compliments between April 2019 and March 2020, this is an increase compared to the previous year where 505 compliments were received. More compliments have been recorded due to the proactive work undertaken by the Customer Experience Officer to promote to all staff the importance of capturing and recording customer feedback. The table in **Appendix A** illustrates how many compliments were received by each individual service.
- 2.8 Compliments received are generally regarding the speed, quality and the efficiency of the service received or regarding officer professionalism including politeness, patience, knowledge and willingness to help.

Comments

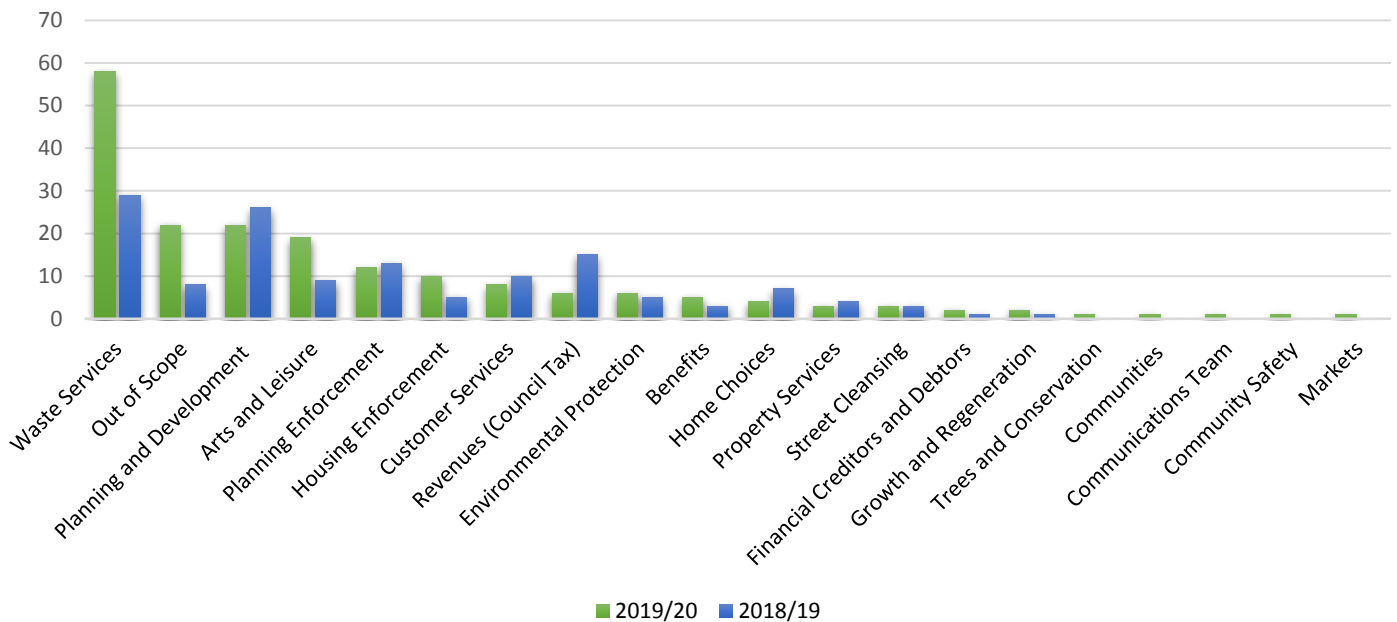
- 2.9 Comments are important feedback, whilst they may not be praising our services or making a complaint they provide useful insight and suggestions that may help to improve the services and experiences we provide.
- 2.10 The Council received a total of 73 comments between April 2019 and March 2020, this is a decrease compared to the previous year where 139 comments were received. The table in **Appendix B** illustrates how many comments were received by each individual service.
- 2.11 The nature of comments received can vary, this year has seen a rise in comments relating to the Trinity Arts Centre in particular following changes and improvements that have been made over the last year. Waste Services continue to receive the highest number of comments, these are usually in relation to waste fees and charges and waste policies and procedures.

Complaints

- 2.12 Whilst complaints are negative feedback, the Council still encourages customers to make them as this feedback could help to improve our services and customer experience in the future. The number of complaints has been growing in both the private and public sectors. In part, this reflects rising expectations and new technologies making it easier to complain, and is not necessarily due to decreasing service quality. However, where complaints provide an early-warning signal that something has gone wrong, they can be a useful way to stimulating innovation, and a powerful form of knowledge.
- 2.13 A total of 187 complaints have been received between April 2019 and March 2020. This is an increase of more than 40 complaints compared to the previous year where 146

complaints had been received. The table in **Appendix C** illustrates how many complaints were received by each individual service in 2019/20 compared to 2018/19.

2.14 The graph below illustrates the number of complaints received per service between April 2019 and March 2020 compared to 2018/19;



2.15 Waste Services have historically always received the highest number of complaints, this is relative to the volume of service requests they receive as this service has contact with the largest number of households and customers in the district. It is pleasing to note that Waste Services also receive a lot of positive feedback in the form of compliments recorded. During the 2019/20 period complaints received for waste services have almost doubled.

2.16 The topic or reason for the complaints received is now recorded and reported on in order of frequency (highest to lowest) the topics/reasons for complaints are as follows: Quality of Service, Decision Made, Staff Behaviour and Lack of Contact or Communication, Process and Repeated Missed Bin Collections. The table in **Appendix C** illustrates how many complaints were received overall categorised by topic/reason.

2.17 Under the new process the response time for complaints is 21 days. The average time to respond to complaints in 2019/20 was 6.6 days compared to 7.3 days the previous year and is still well below our 21 day target. The majority of waste complaints are usually resolved quickly and some on the day they have been received which brings the average response time down.

2.18 It has been identified that some complaints received are becoming more and more complex requiring in-depth information gathering and investigation. This factor has had an impact on the length of time taken to respond to some complaints. During 2019/20 a number of complex complaints have been received which have required an extension of time for response due to legal and other professional advice being sought.

2.19 Of the 187 complaints received, 71 (37%) were upheld with the Council being found at fault by the independent officer following investigation. This is an increase compared to

the previous year where 52 (35%) of the complaints received were upheld. Waste complaints have a big effect on the overall upheld percentage.

- 2.20 The full breakdown of the number of complaints upheld per service can be found in the table in **Appendix D**.
- 2.21 Further and more detailed information on all compliments, comments and complaints received and upheld throughout the year can be found in the previously published Quarterly Voice of the Customer Reports for 2019/20. These reports also include specific detail on the improvement actions that were made following complaints being upheld.

Overall Customer Feedback Statistics

- 2.22 The table below illustrates the overall reporting data for all customer feedback received compared to the previous year. All of which is detailed within the sections above.

Overall Figures	Direction of Travel	TOTALS/AVERAGES		
		2019/2020	2018/2019	2017/2018
Complaints	↑	187	146	168
Compliments	↑	675	505	402
Comments	↓	73	139	79
Average number of days to respond	↓	6.6 days	7.3 days	5.8 days
WLDC at Fault	↑	71	52	84
% WLDC at Fault	↑	37%	35%	50%

Customer Feedback Governance and Reporting

- 2.23 Customer Feedback is governed by a set of regular reports.
 - Monthly Progress and Delivery reports monitor customer feedback levels including feedback received, days to respond to complaints and information on how many complaints are upheld in each period.
 - Monthly reports on feedback received are shared with each service.
 - Quarterly Customer Feedback and demand reports are produced for the Management Team, Service Team Managers and the Customer First Board.
- 2.24 Regular reports are submitted to the Management Team and the Customer First Board.
- 2.25 The Quality Monitoring Board discusses and oversees decisions on complex and sensitive complaints where high risk or reputational issues are involved. The QMB will agree any resolution or action required.

- 2.26 Quarterly Voice of Customer Reports are published to all Team Managers and Officers and via the regular Members newsletter to our Councillors.
- 2.27 This Annual Voice of the Customer Report is presented to the Management Team, the Overview and Scrutiny and Governance and Audit Committees and the Customer First Board.
- 2.28 A report on the Annual Local Government Ombudsman letter is presented to the Management Team and Governance and Audit Committee at a later date in the year.

Local Government Ombudsman Complaints (LGO)

- 2.29 Between April 2019 and March 2020 internal records indicate that a total of 10 enquiries have been made to the Local Government Ombudsman (LGO), this will be confirmed once the Annual LGO letter is received later this year. This is a decrease compared to the previous period where 16 enquiries were made.
- 2.30 All of the enquiries made have now been closed with final decisions being received.
- 2.31 When a complaint is referred to the LGO they decide whether or not to investigate further. The table below shows the outcome of the complaints referred compared to the previous year. A report will follow later this year when the Annual LGO letter has been received which will detail the whole 2019/20 period of complaints to the LGO. This report will include benchmarking data to illustrate how we compare to other District Councils in terms of referrals and instances where councils are found to be at fault. This report will be presented to the Governance and Audit Committee later in 2020.

LGO Outcome	2019/20	2018/19
Not investigated	7	8
Not found to be at fault	3	4
Fault identified	0	3
Still under investigation	0	1

- 2.32 The number of complaints referred to the LGO where they decided not to investigate has remained similar this year. Half of the complaints referred to the LGO this year have been in relation to Planning and Development, the LGO have investigated two of these but no fault was found, the other three complaints were not investigated.
- 2.33 It is encouraging to note that the LGO did not identify any fault in the new complaints referred to them during the 2019/20 period. This is an excellent outcome and provides some reassurance that our current complaints process and investigations are working well.
- 2.34 The table in **Appendix E** illustrates which services the complaints referred to the LGO relate to.
- 2.35 Further and more detailed information on the complaints referred to the LGO throughout the year can be found in the previously published Quarterly Voice of the Customer

Reports for 2019/20 and in the forthcoming Annual LGO Report.

- 2.36 Where fault is identified by the LGO a suitable remedy is recommended which usually includes an apology and on occasions a compensation payment for the time and trouble the customer has had to go to in order to make their complaint and escalate it to the LGO. No fault has been identified during the 2019/20 period.
- 2.37 When a complaint is referred to the LGO there is no financial cost to the authority, unless the LGO find fault recommends that compensation is awarded which has not occurred during 2019/20.

Insights into Action

- 2.38 Gathering feedback from customers enables the Council to use these insights to shape the way it improves and develops. Customer insights relating to teams are sent to the relevant Team Managers stating the actions required and a deadline implementation date, this is escalated to the Management Team if failing to implement within the set timescale. Over time all suggested improvements are gathered into reports which are prioritised and fed into relevant projects and service redesign work.
- 2.39 When feedback is received and complaints are investigated the outcome is examined in order to identify any learning opportunities that can be gained from the issues raised. During the 2019/20 period many improvement actions have been implemented including changes in processes, procedure reviews, updates to the website, external systems and the continued monitoring of customer standards. Further and more detailed information on the improvement actions made throughout the year can be found in the previously published Quarterly Voice of the Customer Reports for 2019/20.
- 2.40 A focus during 2019/20 has been improving the information we provide to our customers and making it easier for them to connect and interact with us.

Improvements have been made to the Trinity Arts website and booking system following comments and complaints received.

For children's shows adults do not need to purchase a ticket, there was some confusion over how this works on the website leading to calls being made to us. Wording on the website was amended to make it more clear to customer how to book tickets and that adults do not need to pay.

Following a complaint received regarding the information provided when booking tickets online as to where they should be collected from the website information was updated to explain to customers what they should do next. Information was also added to the ticket booking system to advise customers of the pick-up location at the time of booking to avoid further confusion and complaints.

Complaints received regarding waste services have led to improvements being made to the phone lines and the information provided on our website.

A customer had problems getting through on the phone to pay for their GGW subscription, the options menu didn't make sense as normal payments came up before GGW payments options. Following this feedback the telephone line menu options were altered to make it simpler for the customer to access the GGW payment line.

Comments received regarding the lack of information (leading to confusion) over the cost of bulky waste collections online led to improvements being made. More information was added to the first page about the charges, as well as to the 'Items for collection' section. Information on 'how-to' was moved to a more prevalent location making it clearer for our customers and to avoid further confusion.

A complaint received regarding information provided when a customer called with a pest service enquiry led to the information on our website and the script for these types of calls being updated to better reflect the number of visits and charges that may be incurred.

A further improvement that has been made following feedback received when customers call us to make payments is the implementation of a new payment system. The new system is more secure and gives customers the confidence and assurance that their information is being handled in an appropriate and secure manner.

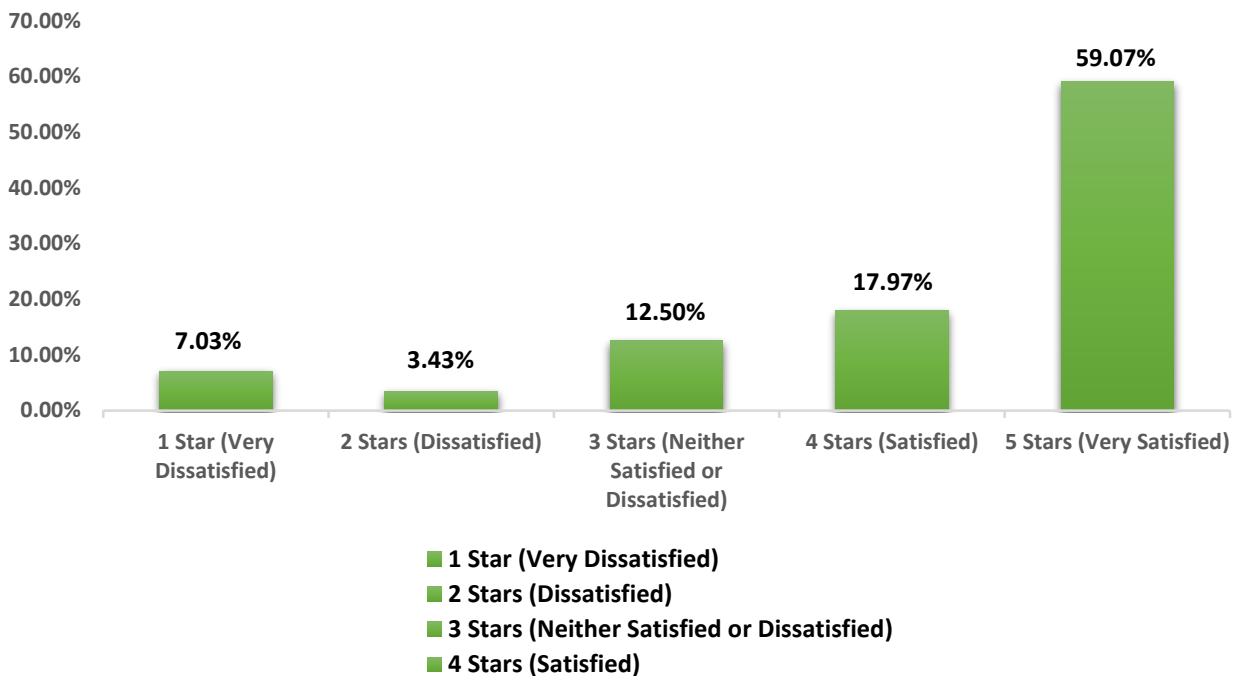
3.0 Customer Satisfaction Measurement

Satisfaction Surveys

- 3.1 The Council has been using an e-survey platform over the last year which enables to sending and analysis of customer satisfaction surveys from one place with real time results.
- 3.2 Surveys are sent to customers on a weekly basis to customers that have contacted the Council or have received a Council service in the previous week.
- 3.3 Currently surveys are only being sent via email but other methods are being investigated including channels such as SMS (to a mobile phone).
- 3.4 The insights gained from surveys are fed into the customer feedback system in order to collate all feedback in one central place. Identifying issues that customers report in survey responses allows the Council to act on and solve those issues before they potentially escalate into a formal complaint.
- 3.5 Not all services customers are sent satisfaction surveys, currently the services that are surveyed are; Anti-Social Behaviour, Environmental Protection, Food Health and Safety, Food Inspections, Housing Enforcement, Planning and Development, Planning Enforcement, Public Protection, Street Cleansing, Waste Services and Street Naming and Numbering. Work is underway to enable surveys across all Council services in the future. Since October 2019 a bespoke survey has been sent to Trinity Art Centre users to gain feedback on their experiences of the TAC and the performances and shows they have recently attended.

Satisfaction Levels

- 3.6 During the past year a total of 6,738 satisfaction surveys have been sent out and 1,239 responses have been received, giving a response rate of 18% which is an increase compared to the previous year where the response rate was 14%. The overall satisfaction rating for 2019/20 is 77.04%. This is a slight increase compared the previous year where overall satisfaction was 75.93%.
- 3.7 The majority of surveys are sent to waste services customers as they have the highest number of service requests recorded each week. Once response rates increase a satisfaction score will be provided for individual services.
- 3.8 The chart below illustrates the breakdown of all customer satisfaction scores received between April 2019 and March 2020.



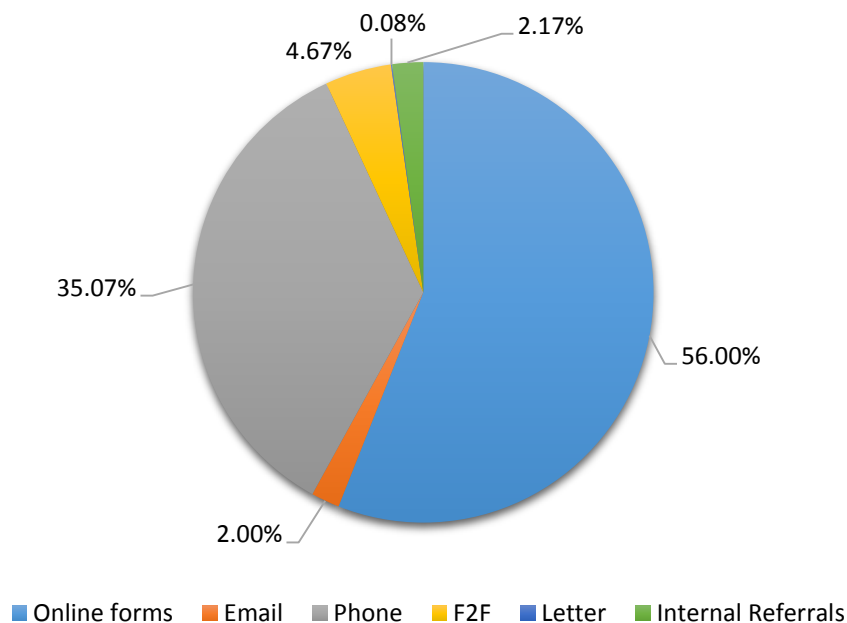
- 3.9 Customers are asked to rate the service they received out of 5 stars (ranging from very satisfied to very dissatisfied) ratings of 4 stars and 5 stars are used to calculate the overall customer satisfaction score of **77.04%**.

4.0 Demand Analysis

- 4.1 The demand analysis part of this report focuses the data available surrounding customer contact points. This includes data collected around telephony, face to face interactions, the website, payments and how service requests are received. Analysing this information can show how customers are choosing to interact with the council and through which channels.

Service Requests and Customer Contact Methods

- 4.2 Service requests can be made by customers through various channels. For example telephone, online forms, at the Guildhall and email. It is important to understand how customers are making requests so the receipt of these can be resourced adequately and appropriately.
- 4.3 Currently the method of receipt of service requests are only recorded by the following teams: Anti-Social Behaviour, Planning Enforcement, Housing Enforcement, Food Health and Safety, Public and Environmental Protection, Street Naming and Numbering (SNN) and Waste Services. Future investments in technology will allow for improved recording of future service request enabling a better understanding of our demands in this area.
- 4.4 The overall breakdown of the main contact channels used for the teams mentioned above is: 35.07% from phone, 56% from online forms, 2% from email and 4.67% from face to face. These figures are the same as the previous year with the majority of customers making contact with us via the phone and online forms. The chart below illustrates the full breakdown of all contact channels used:



Face to Face Demand

- 4.5 The total number of customers that choose to come into reception is relatively low as many now choose to request services through other means. The footfall for the Guildhall is made up of Council customers as well as Job centre plus (JCP), Lincolnshire County Council (LCC) Voluntary centre services (VCS) and Citizens Advice Bureau (CAB). While these are not our direct customers this still has a direct impact on demand and traffic in reception. On average just under 60% of reception footfall is for our tenants, leaving just over 40% of footfall visiting for the Council's services.
- 4.6 Reception footfall reduces in the summer and Christmas holidays, however demand remains consistent across other months. The volume of visitors to the Guildhall has increased overall compared to the previous year for both WLDC and tenant services. The

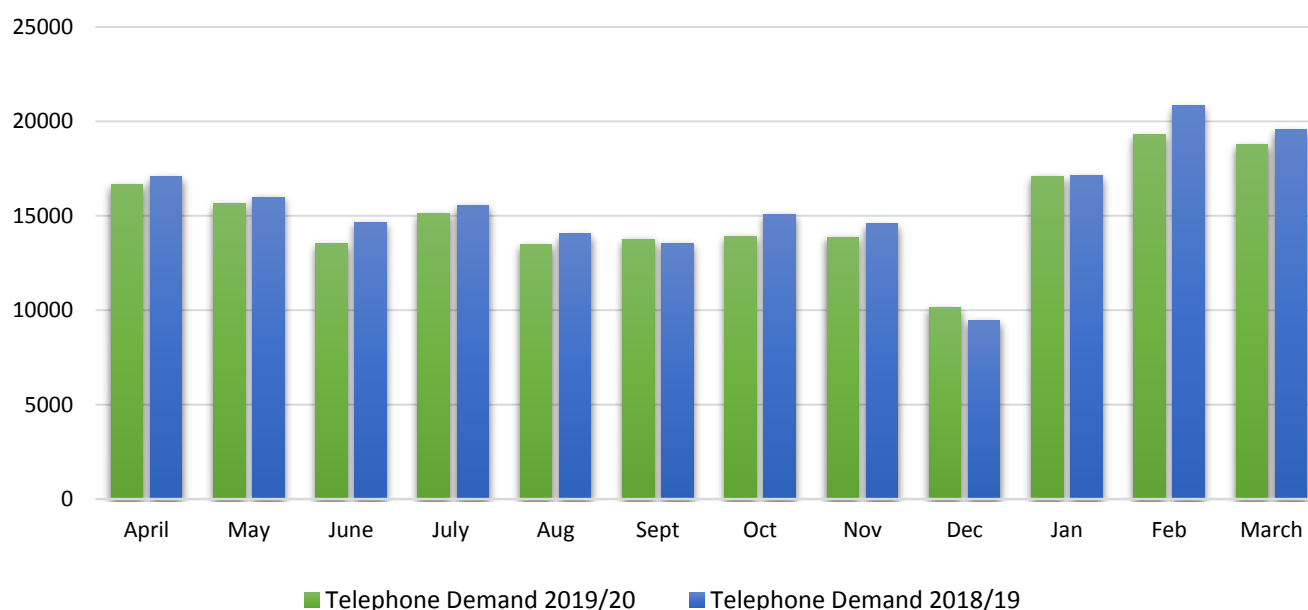
percentage of customers visiting for West Lindsey District Council services between April 2019 and March 2020 is 59.01% and for Tenants is 40.99% this breakdown is the same as the previous year.

A decrease in footfall has been recorded in quarter 4 due to customer access to the building for both WLDC and tenant services being restricted from mid-March 2020, due to Covid 19 restrictions.

	QU1	QU2	QU3	QU4	Totals	%
Total Footfall	14366	14737	13564	12341	55008	
WLDC	6706	5732	5208	4903	22549	40.99%
Tenants	7660	9005	8356	7438	32459	59.01%

Telephone Demand

4.7 The graph below illustrates telephone demand each month for 2019/20 compared to the previous year. Telephone demand in 2019/20 has decreased slightly compared to 2018/19.



4.8 Telephone demand increases dramatically during January, February and March during the Green Garden Waste Service sign up period.

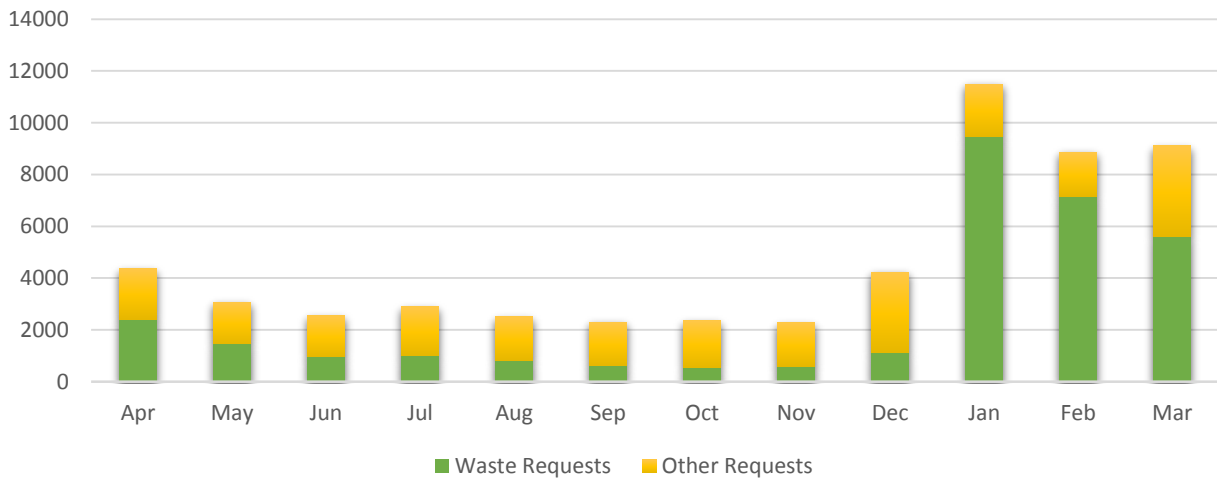
4.9 On average 82% of all calls received across the council are answered and handled, this remains consistent with the percentage of calls handled during the previous year.

Online Demand

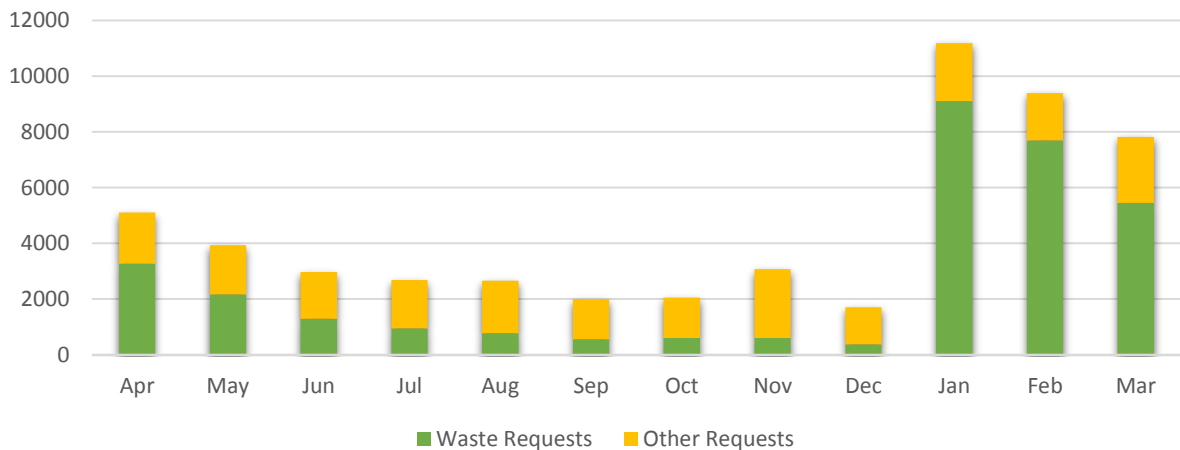
4.10 Customers can request or subscribe to a service via the Council website. The most visited pages on the website include the Green Garden Waste Service pages during the subscription period and the second most popular pages are relating to Planning and Development.

4.11 There has been an increase in the number of service requests made via online forms during the 2018/19 period. In total 55,969 online requests were received compared to 55,418 the previous year. The two graphs below illustrate how many online requests were received each month during 2019/20 and 2018/19 broken down by waste requests and other requests. The increases in January, February and March are due to Green Garden Waste Subscriptions.

Online Service Requests 2019-2020

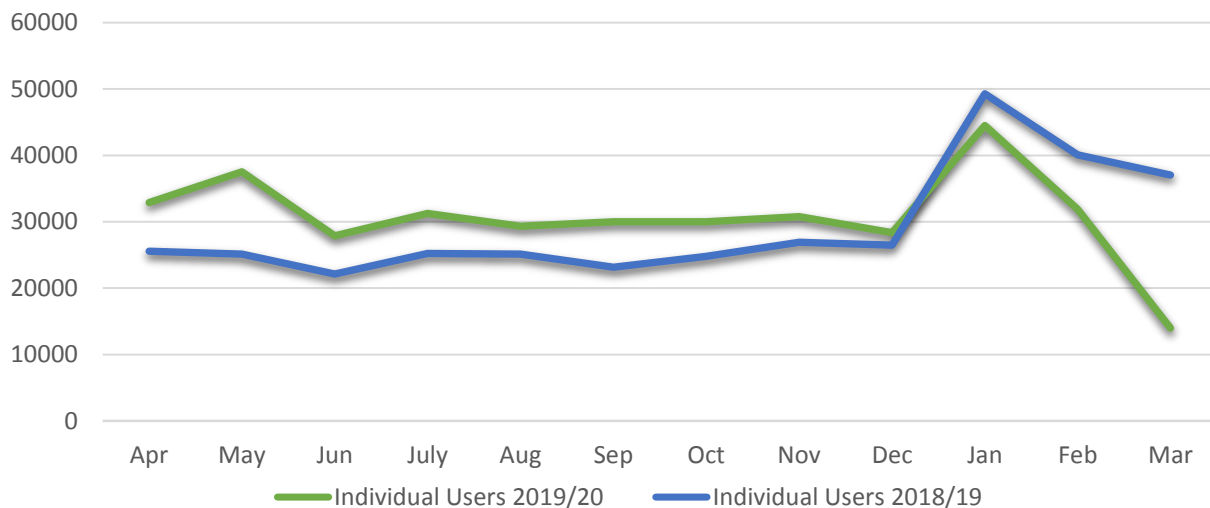


Online Service Requests 2018-2019

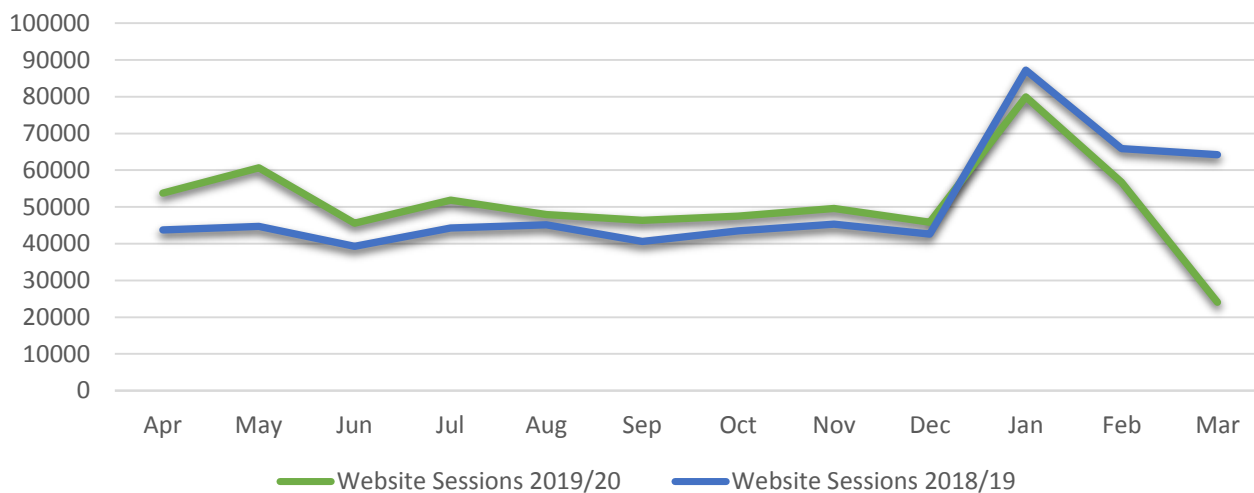


4.12 The graph below illustrates the number of individual website users each month compared to the previous year. As you can see there has been an overall increase in the number of users each month and a dramatic increase in users during the Green Garden Waste subscription period.

4.13 When both telephone and online demand is compared it is evident that during 2019/20 more customers decided to sign up to the Green Garden Waste Service online as there has been a decrease in calls compared to the previous year with an increase in online activity.



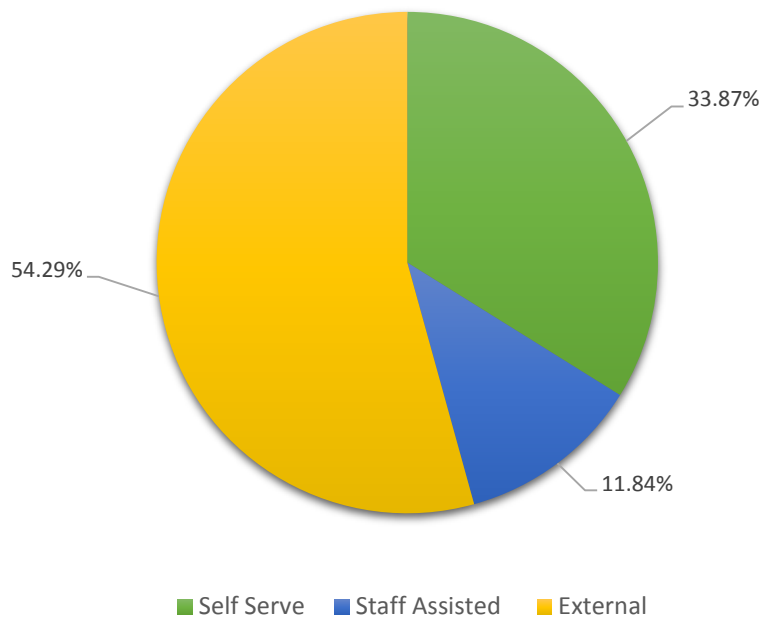
4.14 The graph below illustrates the number of website session per month. During 2019/20 there has been an increase overall, this indicates that customers are becoming more confident in using the Council website to access our information and services and that the information provided is more informative and helpful. It is important that our customers' needs can be met via our website, Customer First is about putting the Customer at the centre of everything we do, through excellent customer service, a great experience, and a value-for-money, effective service delivery which is designed around our Customer's needs.



4.15 The dramatic decrease seen in March 2019/20 on both the charts above is due to new cookie settings that were implemented on our website at the beginning of March 2020 meaning that if a website visitor does not accept the cookie message their activity is not logged or recorded, although they are able to continue to use the website as normal. These cookie settings were put in place as part of GDPR regulations being implemented on the website regarding cookies.

Payment Methods

- 4.16 The methods in which customers make payments to the Council can be classified into three categories; Self-Serve, Staff Assisted Payments and External Payments.
- 4.17 Self-Serve payments include payments taken over the website, the kiosk in reception and the automated telephone payment line. Staff Assisted payments include payments over the phone, postal cheques, cheques and small amounts of cash taken face to face. External Payments include bank account payments (but not direct debit payments), Post Office payments and PayPal.
- 4.18 In the 2019/20 period the payments have consisted of 33.87% Self-Serve Payments, this is a slight decrease compared to last year. 11.84% of payments were Staff-Assisted, this has decreased compared to the previous period due to more people paying online and supporting customers to move to not paying by cash or cheque payments at reception. The volume of External Payments has increased compared to the previous period at 54.29%. The breakdown of payment methods is illustrated in the chart below.



- 4.19 Going forward it is anticipated that more customers will use the automated payment facility or make payments online as they become more confident and satisfied that it is a secure method to use.

5.0 Conclusion

- 5.1 Overall we are receiving more feedback from our customers, in particular in the form of compliments and complaints. Under the new process all customer feedback is recorded, historically not as much emphasis was put into recognising all compliments and comments received. There has been a particular rise in positive feedback for individual officers which is encouraging to see.

The 2019/20 period has seen an increase in overall customer contact and service requests received. The methods in which customers contact us has remained the same as the previous year with more online self-service methods being utilised by customers which means that we need to ensure that the information on our website is accurate, informative and up to date. When reviewing feedback received it is evident that website failure and down time leads to an increase in telephone calls and email contact to our Customer Services Team which increases pressure on the service.

Our customers live, work, or conduct business within our district usually for extended periods of time; and therefore the Council needs to build a positive relationship with customers for long term success. We need to make it as easy as possible for our customers to interact with us seven days and week and 24 hours a day.

The information within this report provides important input into the delivery of the Customer First Strategy, providing baseline data, enabling the Council to look through the customer's eyes at the services provided and to think, act and plan from the customer viewpoint which will be essential in making service improvements.

A customer wants to be seen as an individual, and wants to find or obtain what they need quickly and easily. The Council's role is to help customers do what they need to do, with the least possible friction. The data in this report will allow the use of customer analytics to predict customer behaviour, personalised services and continually evaluate the customer journey leading to an improved customer experience overall.

This will enable the Council to deliver excellent customer services, ensuring that it is operating and using its resources in the best way possible to provide a 'right first time' speedy, efficient and effective services.

Appendices

Appendix A – Compliments received per Service 2019/20 vs 2018/19

Compliments	2019/20	Compliments	2018/19
Planning and Development	159	Customer Services	113
Customer Services	145	Planning and Development	103
Waste Services	81	Street Cleansing	60
Street Cleansing	47	Waste Services	59
Member and Support Services	36	Building Control	32
Building Control	21	Revenues	19
Food, Health and Safety	19	Arts and Leisure	16
Arts and Leisure	17	Home Choices	15
Revenues (Council Tax)	15	Benefits	11
Trees and Conservation	12	Housing Enforcement	9
Growth and Regeneration	12	Licensing	8
Licensing	11	Local Land Charges	7
Benefits	11	Environmental Protection	6
Environmental Protection	11	Property Services	6
Communities	10	Growth and Regeneration	6
Home Choices	10	Food, Health and Safety	6
Property Services	8	System Development	5
Customer Experience	7	Planning Enforcement	4
Community Safety	7	Community Safety	4
Planning Enforcement	6	Customer Experience	3
System Development	6	Communities	3
Local Land Charges	5	Member and Support Services	3
Public Health Funerals	3	Wellbeing and Health	1
Crematorium	3	Financial Creditors and Debtors	1
Housing Enforcement	3	Energy	1
Cemetery	2	Public Health Funerals	1
DFG's	2	Trees and Conservation	1
Electoral Services	1	Communications Team	1
Financial Creditors and Debtors	1	Cemetery	1
Management Team	1	Crematorium	0
Tourism	1	Tourism	0
Projects and Performance	1	Stray Dogs (Customer Services)	0
Council Overall	1	Electoral Services	0
Communications Team	0	HR	0
Energy	0	Management Team	0
HR	0	Internal Confidential Issues	0
Internal Confidential Issues	0		
Stray Dogs (Customer Services)	0		
Wellbeing and Health	0		

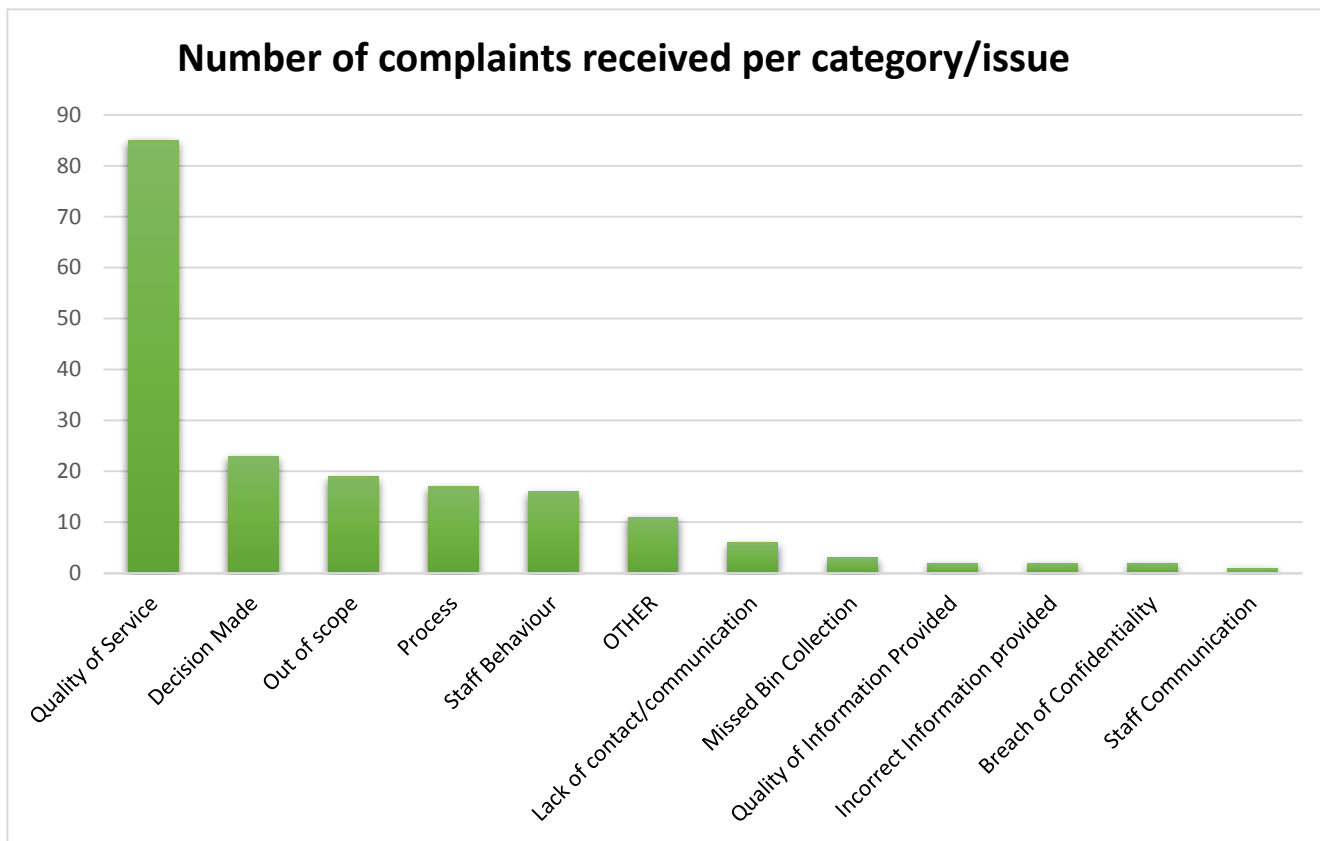
Appendix B – Comments received per Service 2019/20 vs 2018/19

Comments	2019/20	Comments	2018/19
Waste Services	33	Waste Services	42
Arts and Leisure	14	System Development	37
Revenues (Council Tax)	4	Street Cleansing	12
System Development	4	Property Services	7
Out of Scope	3	Arts and Leisure	6
Customer Services	2	Environmental Protection	6
Growth and Regeneration	2	Customer Services	6
Planning and Development	2	Housing and Planning Enforcement	5
Property Services	2	Revenues	4
Benefits	1	Planning and Development	4
Communities	1	Building Control	2
Energy	1	Member and Support Services	2
Environmental Protection	1	Out of scope	2
Housing Enforcement	1	Growth and Regeneration	1
Management Team	1	Electoral Services	1
Building Control	0	Communities	1
Cemetery	0	Management Team	1

Appendix C - Complaints received per Service 2019/20 vs 2018/19

Complaints	2019/20	2018/19	Difference
Waste Services	58	29	up 29
Out of Scope	22	8	up 14
Planning and Development	22	26	down 2
Arts and Leisure	19	9	up 10
Planning Enforcement	12	13	down 1
Housing Enforcement	10	5	up 5
Customer Services	8	10	down 2
Revenues (Council Tax)	6	15	down 9
Environmental Protection	6	5	up 1
Benefits	5	3	up 2
Home Choices	4	7	down 3
Property Services	3	4	up 1
Street Cleansing	3	3	=
Financial Creditors and Debtors	2	1	up 1
Growth and Regeneration	2	1	up 1
Trees and Conservation	1	0	down 1
Communities	1	0	down 1
Communications Team	1	0	down 1
Community Safety	1	0	down 1
Markets	1	0	down 1
System Development	0	3	down 3
Building Control	0	1	down 1
Local Land Charges	0	1	down 1
Electoral Services	0	0	-
Crematorium	0	0	-
Tourism	0	0	-
Energy	0	0	-
Wellbeing and Health	0	0	-
Customer Experience	0	0	-
Stray Dogs (Customer Services)	0	0	-
Public Health Funerals	0	0	-
Licencing	0	0	-
Cemetery	0	0	-
HR	0	0	-
Food, Health and Safety	0	0	-
Member and Support Services	0	0	-
Management Team	0	0	-
Internal Confidential Issues	0	0	-

Appendix C Continued - Complaint Categories (topics/reasons) 2019/20



Appendix D – Upheld Complaints per Service 2019/20

Service	Number of Complaints received	Number of Partially upheld complaints	Number of Fully upheld complaints	Number of complaints where some fault identified
Waste Services	58	2	31	33
Out of Scope	22	N/A	N/A	N/A
Planning and Development	22	0	2	2
Arts and Leisure	19	7	6	13
Planning Enforcement	12	3	1	4
Housing Enforcement	10	1	1	2
Customer Services	8	4	2	6
Revenues (Council Tax)	6	1	2	3
Environmental Protection	6	0	1	1
Benefits	5	0	1	1
Home Choices	4	2	0	2
Property Services	3	1	0	1
Street Cleansing	3	0	1	1
Financial Creditors and Debtors	2	0	0	0
Growth and Regeneration	2	1	0	1
Trees and Conservation	1	0	0	0
Communities	1	1	0	1
Communications Team	1	0	1	1
Community Safety	1	0	0	0
Markets	1	0	0	0

Appendix E – Complaints referred to the LGO by service 2019/20

Service	Number of complaints referred to the LGO	Decision Made
Planning and Development	5	Two complaints Investigated - No fault found and the LGO would not investigate the other three complaints
Planning Enforcement	1	LGO would not investigate
Housing Enforcement	1	Investigated - No fault found
Housing Enforcement and Council Tax	1	LGO would not investigate
Benefits	1	LGO would not investigate
Council Tax	1	LGO would not investigate