General Purposes Committee

In-Year Progress Report: Complaint Learning & MEQ Performance

March 2023

ENFIELD Council

Contents

1. Purpose

The purpose of this report is to respond to the General Purposes Committee (GPC) request in October 2022 to provide:

- A progress updates on corporate complaints improvement actions as detailed in the Corporate Complaints Annual Report 2021-22.
- An in-year progress updated regarding Member Enquiry performance

2. Background

In October 2022, the Council's Corporate Complaints Annual Report 2021-22 was presented to GPC. The Committee requested a progress update on improvement actions identified as part of the Report's complaints learning. Additionally, GPC requested an in-year progress update on Member Enquiry (MEQ) performance which is also included in this report.

3. Corporate Complaints – Improvement Actions Update

The Corporate Complaints Annual Report 2021-22 detailed improvement actions for 5 service areas. These can be found in the Report's section 5 (p.15-18). They were as follows:

- Council Housing Repairs Service (5.1)
- Housing Advisory Service (5.2)
- Waste Operations (5.3)
- Financial Assessments and Income & Debt Service (5.4)
- Response timescale performance (5.6)

For ease of reference, each improvement action and subsequent progress update is detailed in Appendix 1. The below section summarises this detail for each service area.

3.1 Council Housing Repairs Service

In July 2022 Council Housing Repairs service detailed a number actions undertaken to improve customer experience, such as improved staff training; improved complaints handling processes and repair progress action monitoring; and new quality inspection regimes. These were all implemented and are now in place.

The service has implemented subsequent customer experience improvements. These include encouraging customers to raise complaints via their Enfield Connected accounts enhancing a holistic view of the customer, creating linkages and learning between current and past complaints. As a result of the Council's complaints case management system replacement project, the service has improved their own complaints management via enhanced performance monitoring and reporting regarding complaint themes and learning which inform service improvement activities. Lastly, an additional complaints category for damp & mould

has been added to strengthen complaint reporting, analysis and targeted learning to develop service delivery.

3.2   Housing Advisory Service

The Housing Advisory Service's (HAS) July 2022 improvement actions were focused on improving temporary accommodation suitability and customer service quality. Consequently, in December 2022 the service responsible for ensuring temporary accommodation meets existing minimum standards and residents can access appropriate support, was restructured. The new Market Management is designed to improve quality and suitability of temporary accommodation focusing on 3 areas: standards (compliance & inspections); access (temporary accommodation offers and suitability); and solutions (single point of contact for households).

The Quality Management team continue to monitor staff conduct complaints and communication to ensure quick escalation to senior management, investigations and performance management actions as appropriate. In addition to the Mary Grober training, a subsequent customer service training programme will be delivered during 2023.

In addition to these improvements, the Housing Advisory Service is also part of Enfield Council's Damp & Mould Taskforce with continual damp & mould complaint reviews and delivery of a staff information campaign to raise awareness and ensure all staff understand their responsibilities, actions etc. regarding incidents of damp & mould. A specific MEQ category has been created for Members to capture constituent reports of damp & mould and ensure these are prioritised as part of the Member Enquiry handling process.

3.3   Waste Operations Service

The Service identified two actions designed to improve service delivery. Firstly, the level of agency staff employed in the team has reduced which enhances service consistency for customers. Secondly, an improvement project regarding missed bin collections designed to understand the causes of poor performance and create solutions to both improve customer experience and significantly reduce failure demand.

The project is halfway through and has identified a number of resource, technology, procedure, information management and communication challenges which are negatively impacting the customer experience and contributing towards complaints. To date a number of improvement actions have been implemented. All crews and support teams are now trained and using in-cab (waste vehicle) technology correctly which provide real-time reporting on collection progress, any issues etc. Working practices have been improved to enhance joined up working between multiple teams involved in bin collection customer experience such as waste crews, back office support staff and customer contact centre agents in order to resolve customer queries at first point of contact. Technical enhancements now allow residents to report a missed collection before 4pm on the same day. Newly designed KPIs monitor missed bin collections across all four collection services, Refuse Recycling, Garden and Food.

Moving forward the project will implement further improvement actions completing in June 2023. These include reviewing and updating relevant policies, ensuring these are communicated to supervisors and staff to ensure consistent application; as well as improving guidance to residents and officers creating a shared understanding of the service offer. Online processes requesting a missed bin collection will be streamlined further along with enhancements to improve the digital customer experience when requesting an assisted bin collection. Lastly, narrow routes which impede standard vehicle access will be reviewed to ensure the appropriate vehicle allocation. Where required, locations will also be referred to Highway Services to review network access design.

Customer calls regarding missed bins during this period decreased from 505 in June to 213 in December 2022. Online customer reports are reducing from 2,476 in June to 1,837 in November. However, inevitably, during the severe weather challenges (snow) in December 2022, there was an impact on service delivery and as expected, online missed bin collection reports did increase during that month. This is not uncommon during extreme weather events and in line with other affected local authorities.

Performance of the new KPIs mentioned above demonstrates a 31% reduction overall of missed bin collections from October to December, with significant reductions regarding garden waste. For the majority of collection services, missed collections increased between Q1 to Q2, but most decreased between Q2 to Q3. The detailed KPI table is available in Appendix 2.

3.4   Financial Assessments and Income & Debt Service

July's complaints learning identified that improving customer communication, information transparency as well as service quality and greater online self-service would improve the customer experience.

Consequently, a number of schemes and support fund information is now available online following a series of website improvements. Introducing a mobile text messaging channel has created more 'up front' communications between the Council, residents and businesses.   A 'single view of debt' principle is also being developed improving support to residents and businesses with multiple debts by creating a joined up view and informed discussion whenever the Council is in contact with these customers. The proof of concept with the Rents team is now complete, and will be further expanded to the Council Tax team shortly. Further rollout across other debt streams will take place during 2023/24.

Looking forward, a project is in place to implement online capabilities allowing customers to self-serve 24/7, creating greater ownership of their accounts and increased automation will result in faster turnaround times. The completion date is March 2024. Future customer improvement initiatives also include improving claiming process for support scheme and revising notification letters (e.g. Housing Benefit, Council Tax Support, Blude Badge etc.) to ensure customers understand decisions made and outcomes.

3.5   Response Timescale Performance

Recognising improvement required regarding timeliness of complaint responses across the organisation, a new resource structure and case management system were planned during 2022/23.

The previously centralised team were restructured, devolving complaints handling and performance management to dedicated teams located within specific departments. In July, the new case management system went live. The Council's first stage response timeframes reverted back to pre-Covid-19 timescales of 10 working days.

A support programme including new procedures, guidance, reporting, templates and training has been designed to drive performance improvements across the departments and support the newly decentralised teams. This programme will continue during 2023/24 to improve complaints handling including response times and quality.

An audit is currently underway including review of corporate complaints, particularly KPI performance and lessons learned. The ensuring recommendations will enhance future improvement planning and actions.

4.   Member Enquiries (MEQs) Performance May to December 2022

4.1   Purpose

This section provides an overview of in-year data analysis of MEQ performance between May to December 2022. The time period is aligned to the recently implemented case management system (Verint) therefore capturing greater insight compared to the previous system.

4.2   Volume Overview

Between May to December 2022, Members and MPs submitted 4,334 MEQs to Enfield Council. Place Department received the highest volume (85%) as demonstrated by the graph below.

Figure 1

MEQs Volume Per Dept Breakdown May-Dec 22

277 (6%)   43 (1%)

314 (7%)

3,700 (85%)

■ Place Enquiries   ■ Resource Enquiries   ■ People Enquiries   ■ Chief Executive Enquiries
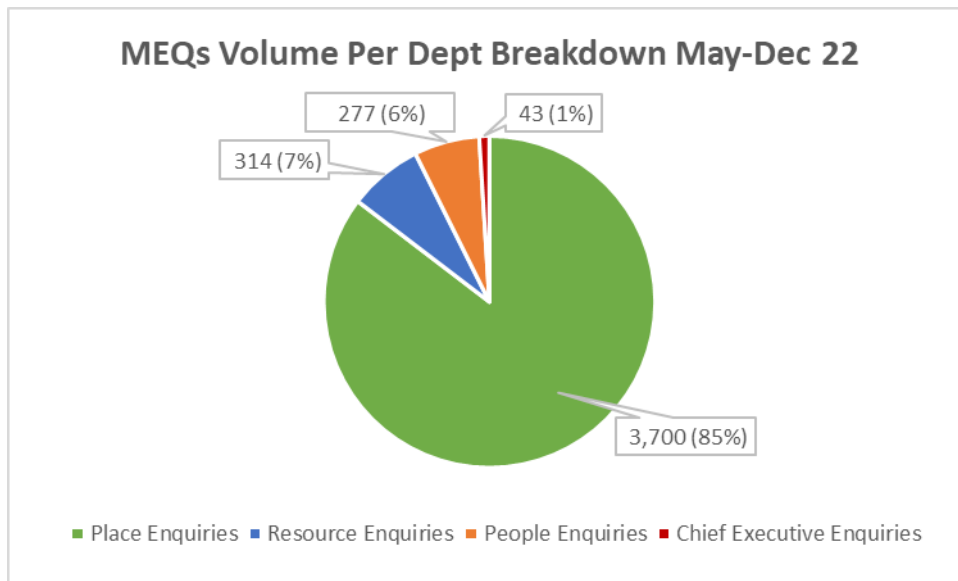
4.3 KPI Analysis Summary

Of these MEQs, 78% (3,359) were answered on time (within 8 working days). However, this falls short of the organisation's KPI target of 95% answered on time as 22% (975) were late.
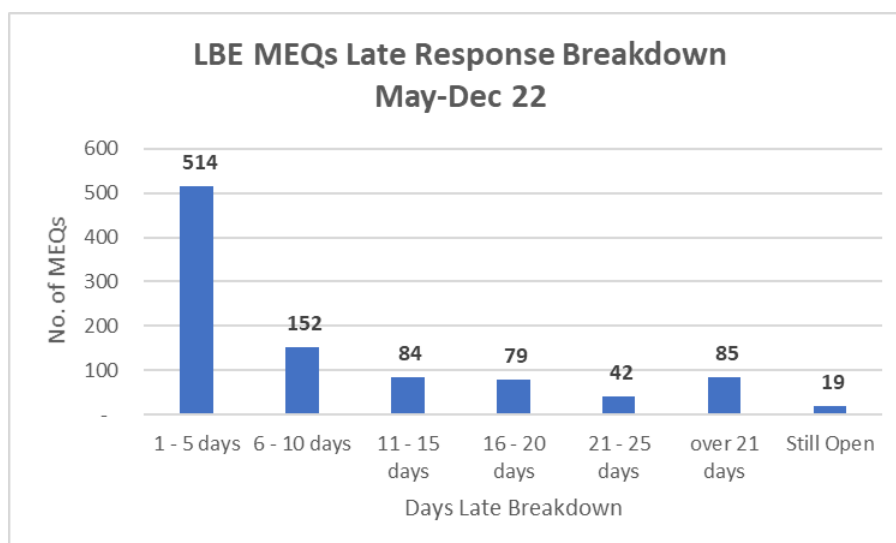
Corporately, KPI performance dropped by nearly 10% between Q2 to Q3 as the total of MEQs received increased by 535. In Q2 85.7% (994) of MEQs were responded to on time (4.75 days average response), one of the highest KPI performances for MEQs over recent quarters. However, the increased volume in Q3 impacted KPI performance which dropped to 76.8% (1256) with an average response of 6 days.

Corporately, over half of the late responses were 1-5 days late (53%) as per the graph below:

Figure 2

LBE MEQs Late Response Breakdown May-Dec 22

Days Late Breakdown	No. of MEQs
1 - 5 days	514
6 - 10 days	152
11 - 15 days	84
16 - 20 days	79
21 - 25 days	42
over 21 days	85
Still Open	19

Departments followed the same trend with the majority of late responses 1-5 days late as follows:

- Chief Exec Dept – 75% (3)
- People Dept – 63% (40)
- Place Dept – 52% (446)
- Resources Dept – 51% (25)

For further analysis at departmental level, see Appendix 3.

4.4   Late Response Analysis

Parks & cemeteries had the highest volume of late responses (97) followed by street cleansing (73) and Council Housing repairs (38). The below graph lists the first ten MEQ categories with largest late response volumes:

Figure 3
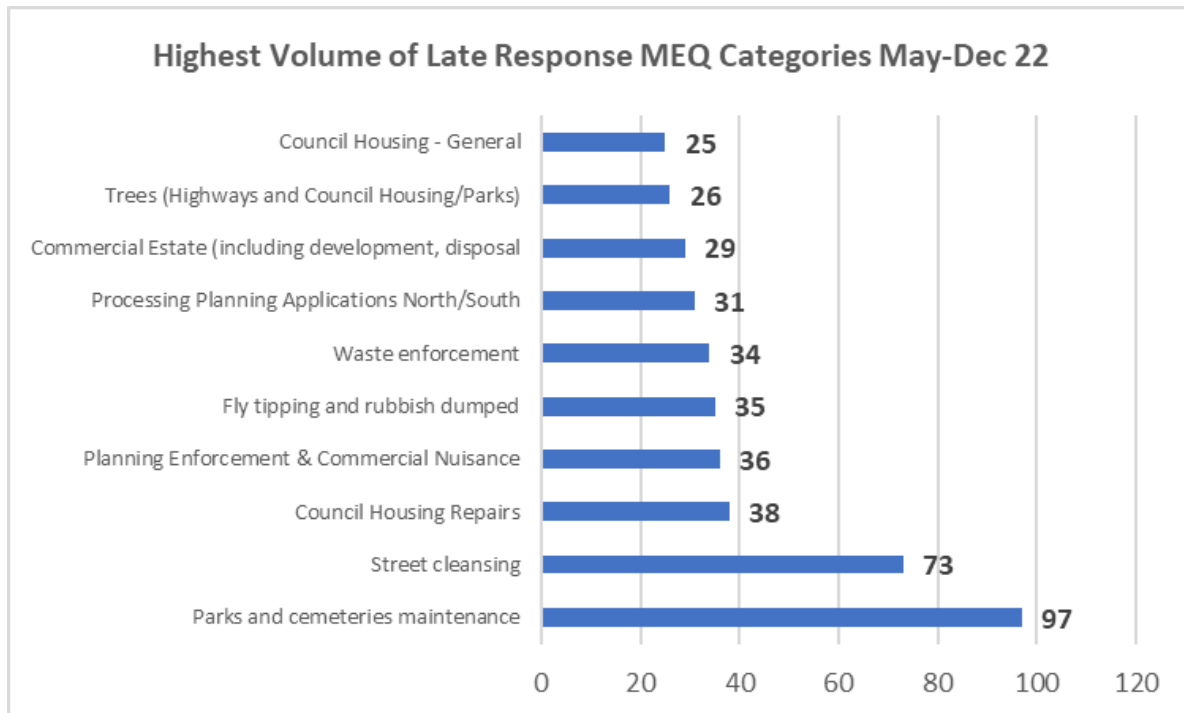
However, when volumes are viewed as an overall % of MEQs received per category, parks & cemeteries category drops to third position and is replaced by Commercial Estate at 56%. Waste enforcement moves from 6th to 2nd place. Notably Council Housing general moves from 10th to 4th position whilst fly tipping and dumped rubbish remains in 5th place. See graph below.

Figure 4

Highest % of Late Responses MEQ Categories May-Dec 22
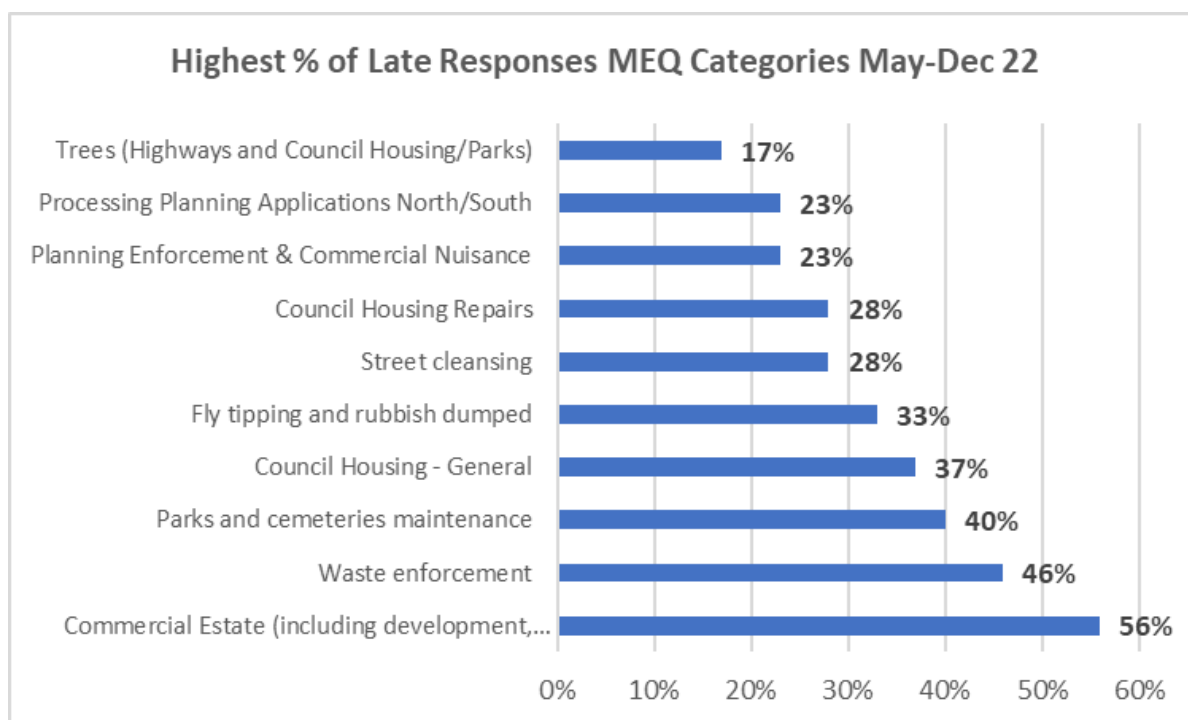
Late response analysis at a category level is available in Appendix 5.

4.5   On Time Analysis

62 out of the 199 MEQ categories were all answered on time. The top ten based on largest volumes received were:

- Healthy streets (48)
- Quieter neighbourhoods/low traffic neighbourhoods (30)
- Business rates (19)
- School streets (18)
- Noise nuisances (15)
- Rubbish left behind (14)
- Dispute reason for missed bin (13)
- Climate action (9)
- HMOs (8)
- Welfare & debt advice (8)

4.6   Thematic Content Analysis

In terms of MEQ categories, Members and MPs top 5 enquiries were regarding:

- Street cleansing – 257 (6% of total MEQs)
- Parks and cemeteries maintenance – 244 (6%)
- Highway maintenance/roads and pavements – 173 (4%)
- Planning enforcement & commercial nuisance – 157 (4%)
- Trees (Highways and Council Housing / parks) – 153 (4%)

Looking at the two highest categories in more detail:

- The majority of **street cleansing** MEQs related to litter/fly-tipping, lack of regular street cleaning/sweeping, issues with bins, weeds and blocked gullies/drains.
- The majority of **parks & cemeteries maintenance** MEQs related to park maintenance, overgrown hedges/trees, verge maintenance, overflowing bins, park security/safety and park toilets

A more detailed list of MEQ category volumes can be found in Appendix 4.

4.7   Service Requests

There is anecdotal evidence suggesting that for some issues, Members are choosing to submit an online service request rather than submit an MEQ compared to previous years. Technical system and reporting enhancements are required to drill down sufficiently into existing data to verify this trend which are currently under investigation. However, when comparing May-Dec 21 to May-Dec 22, there is an increase in service requests/'Report a Problem' online submissions.

An exact comparison is not possible due to reporting differences between the previous and new website versions. However, the below categories are the same and have increased in volumes between 2021 and 2022.

Figure 5
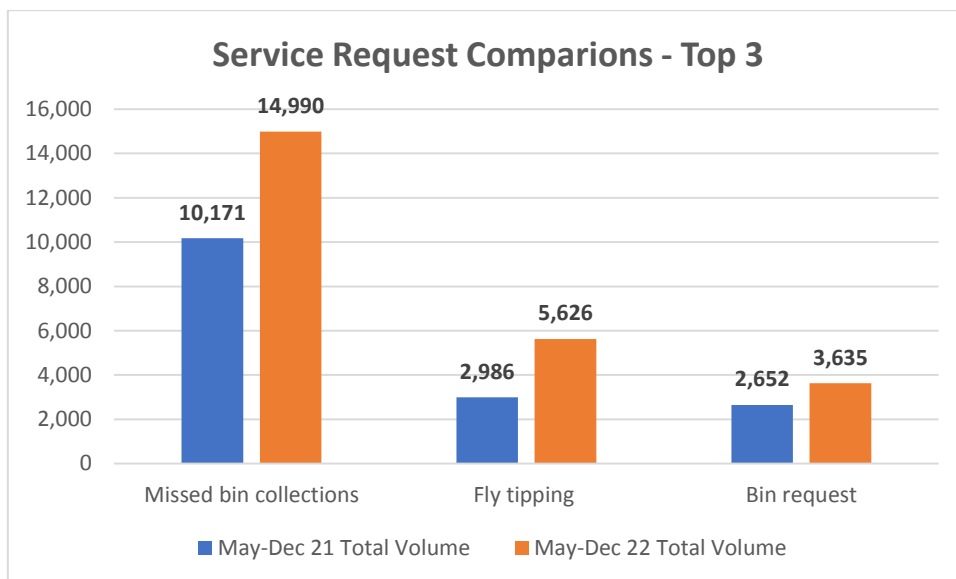
The above graph shows the 3 highest increases of service requests/report a problem submitted on the Enfield Council website (e.g. customers, residents, Elected Members) between the same time periods in 2021 and 2022. These are not reflected in the MEQ top 5 highest volumes. This could suggest an increase in Member use of service requests and reduction in MEQs. In particular, missed bin collections and fly tipping which both featured in the top 5 highest volume areas during April 21 to March 22. However, splitting out the Member volumes from the total volumes listed here is necessary to validate this interpretation.

In addition to the top 3 displayed in the above graph, the below table includes some notable increases similar to MEQ category types – parks & cemeteries maintenance, tree problem and hedge problems.

Table 1

	May-Dec 21 Total Volume	May-Dec 22 Total Volume
Missed bin collections	10,171	14,990
Fly tipping	2,986	5,626
Bin request	2,652	3,635
Healthcare waste collection request (non-commercial)	1,103	1,167
Residential property noise	630	967
Tree problems	485	911
Litter/overflowing bin	175	714
Parks & cemeteries maintenance	40	229
Hedge problem	123	149

NB: payments are excluded from the comparison.

Again, the capability to extract the Member-only requests from these volumes is necessary to understand whether Member service request use for these categories has increased or not, particularly as there are high MEQ volumes for these items in May-Dec 2022 also.

It should be noted that the highest increase was for non-electrical bulky waste collection requests rising from 1,321 in 2021 to 19,297 during the same period in 2022. However, during this time this service offer changed from paid to free, which is the likely cause of increase rather than additional Member use. Therefore this has been removed from the analysis.

4.8   Member Rejection Analysis

Members are now able to accept or reject an officer response which enables quality monitoring in addition to response time performance. Whilst there are some MEQ category synergies between time and quality performance, there are also some differences.

Similar to response time performance, rejection volumes compared to rejection percentage of total MEQs received differ.

In terms of volume, parks and cemeteries received the highest number of rejections (34), followed by traffic – road safety (22) and processing of planning applications north/south (16).

Figure 6

Member MEQ Response Rejection - Highest Volume May-Dec 22
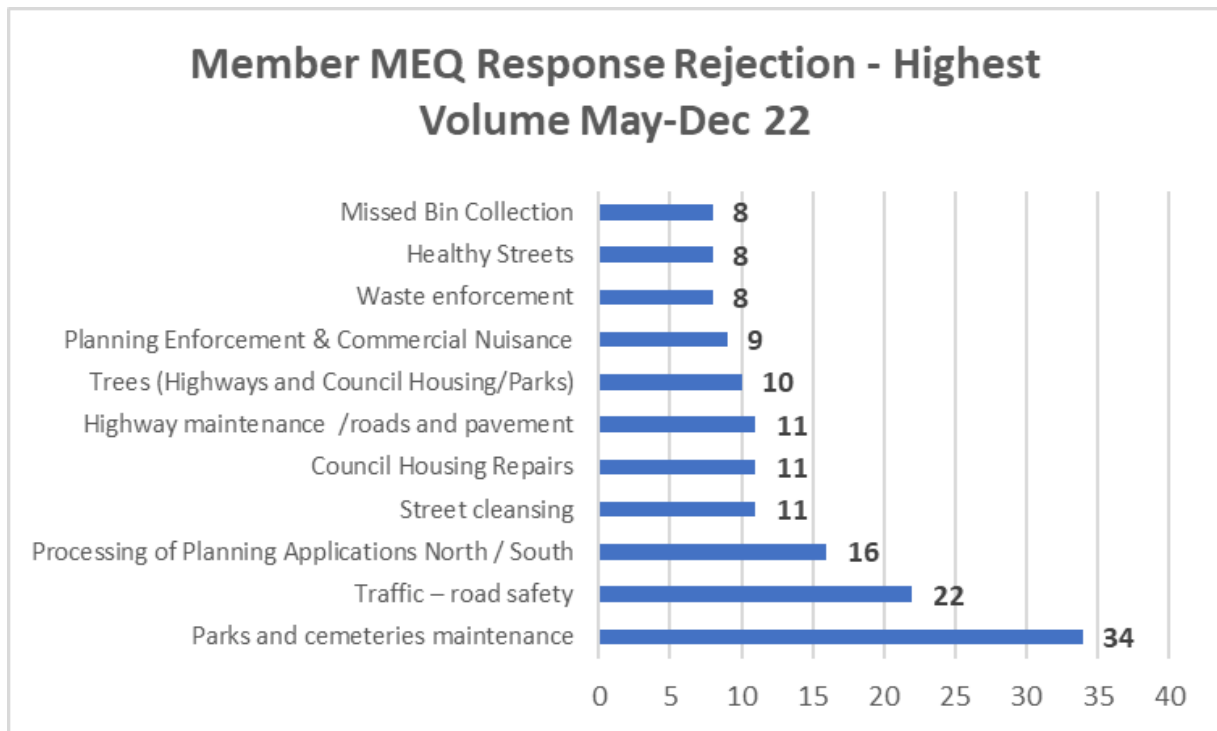
However, when rejections are viewed as a % of total volume received per MEQ category, the running order changes again.

Figure 7

Member MEQ Response Rejection - Highest % May-Dec 22
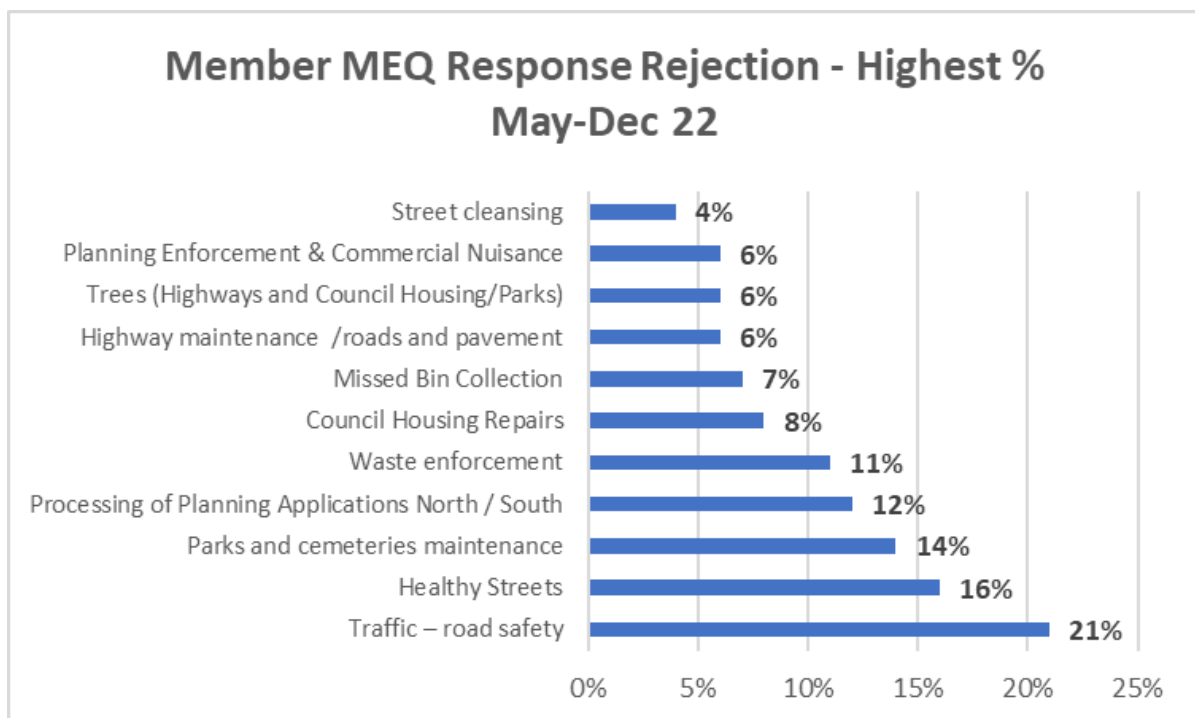
Traffic – road safety moves from 2nd to 1st position. Parks and cemeteries maintenance remains in the top 3, moving to 3rd position. Healthy streets received

the second highest percentage of rejections. Yet, its on time KPI performance was the strongest organisationally. Healthy streets not only answered 100% of MEQs on time, but also received the largest volume compared to other categories with 100% on time response rate.

Traffic – road safety had comparatively little response time performance issues with 9% (9) late responses. However, rejection levels were second highest.

However, parks and cemeteries maintenance remains a concern both in terms of response time and Member rejections. The MEQ category featured in the top three for both volume and percentage of rejections.

Rejection reasons were primarily due to response quality, for example insufficient detail or failure to answer all points raised.

4.9   Improvement Actions

Targeted improvements are being undertaken at a service level to increase MEQ response time performance. Firstly, towards the end of 2022, a service review took place for Grounds Maintenance and Street Cleansing, identifying a number of immediate service improvements and a longer-term transformation programme. This included a review of administrative resource which identified additional capacity required to manage parks & cemeteries maintenance and street cleansing MEQ responses. Dedicated admin resource managing MEQ responses will improve response times. It will also increase supervisor capacity be outside the office and supervising staff more frequently, as well as quickly addressing service quality issues and ultimately preventing these occurring, thereby reducing MEQ volumes. Additionally, resource deployment has been reviewed in town centres and increased to address some of the highlighted issues; and a dedicated team has been identified and deployed to focus on litter bins. These proposals are currently being finalised for internal review and approval during Q4.

Secondly, a recent restructure has moved the Waste Enforcement team under the wider Waste Services umbrella. In addition to a review of service provision, economies of scale will provide additional administrative capacity to improve the handling of MEQs and contribute towards improved response timescale performance.

Thirdly, a detailed analysis of Q3 MEQ late responses has been provided to each department. Departmental MEQ teams are now conducting further investigations to identify root causes and design effective improvement actions with specific services/teams as appropriate.

Lastly, actions to improve MEQ response quality are underway. A bi-annual corporate report providing detailed analysis of MEQ rejections is shared and discussed at EMT (Executive Management Team). Additionally, each department receives a monthly MEQ rejection report for DMT (Departmental Management Team) to review and action. Based on MEQ Member response learning, a good practice guide has been created and is available to all MEQ responding officers, providing practical examples and accompanying guidance to improve response

quality. MEQ response training is currently being designed which includes online self-learning through the organisation's staff training system. Furthermore, departments are devising any subsequent, targeted training to address skills gaps and specific service and team needs.

Appendices

Corporate Complaints:

- **Appendix 1** Complaints Annual Report 2021-22: Improvement Actions & Progress Update Table
- **Appendix 2** Missed Bin Collections: New KPI Table Q1-Q3 2022/23 Results

MEQs:

- **Appendix 3** MEQ Departmental Late Response Breakdowns May-Dec 22
- **Appendix 4** Highest Volumes Received per MEQ Category
- **Appendix 5** MEQ Category Late Response Analysis

Appendix 1 Complaints Annual Report 2021-22: Improvement Actions & Progress Update Table

Place Department			
Name & Annual Report Ref	**Improvement Action (July 2022)**	**Progress Update (January 2023)**	**Additional Improvement Actions Planned/Undertaken**
Council Housing Repairs Service (5.1)	New Customer Support Team now in place who have completed full induction and training.	This action has been implemented	In addition, the following improvement actions were also identified and implemented:
	Implemented a new process for managing complaints which includes calling the customer when the complaint is received to understand the resolution; full background checks to understand the history of the complaint and the whole issue (to ensure holistic approach across multiple teams when resolving the issue); and weekly meetings with relevant Team Managers to discuss complex complaints and agree next steps.	The new process is in place including weekly team meetings regarding complex complaints. This action has been implemented.	- Promoting Enfield Connected for customers to submit complaints (rather than using email) to strengthen a holistic view of the customer and improve individual customer experience.
	Tracking follow on actions and progress to ensure that the repair is completed and identified learning is shared with the team.	Follow on actions and progress are now being tracked. This action has been implemented.	- Monitoring and reporting on complaint themes in order that we can use the learning to improve our services
	All the Housing Resolution Team have completed external HQN (Housing Quality Network) training to improve repairs diagnosis process thereby increasing the first time fix rate and reduce delays.	External training completed. This action has been implemented.	- Transitioning to the new complaints case management system (Verint) to improve record keeping and complaints management
	Repairs Operations Team are carrying out post inspections to check the quality of the works and address issues thereby improving repair quality	The post inspections process is now in place. This action has been implemented.	- Additional category added ('damp and mould') to strengthen complaint reporting and targeted learning to inform service improvements
Name & Annual Report Ref	**Improvement Action (July 2022)**	**Progress Update (January 2023)**	**Additional Improvement Actions Planned/Undertaken**
Housing Advisory Service (5.2)	To address accommodation suitability issues, Temporary Accommodation standards are undergoing improvement through the service's Inspection Regime.	In December 20222, the service area responsible for ensuring temporary accommodation meets existing minimum standards and residents can access appropriate support, underwent a service restructure. The new Market Management team is responsible for ensuring that temporary accommodation meets existing minimum standards, that additional standards are met for B&B accommodation and that homeless households access basic services. These measures are vital to ensure that temporary accommodation is of as high a standard as possible, and that homeless people are enabled to live as normal a life as possible while they wait for an offer of move -on housing.	In addition, the following improvement actions were also identified and implemented:
	In addressing complaints relating to staff conduct and communication a Quality Management Team has been created and recruited to. The team is responsible for delivering customer service training including the new corporate Mary Gober training programme. The team will review repeated episodes of such complaints and ensure that these are escalated quickly to senior management for further investigation and performance management.		- The Housing Advisory Service is also part of the Council-wide Damp & Mould (D&M) Taskforce. Temporary Accommodation households can be vulnerable, sometimes overcrowded and often have large amounts of belongings which are particularly at risk. The service is reviewing previous complaints relating to D&M to check the situation currently in the property.
		The new Market Management team is designed to improve the quality and suitability of accommodation with operations, producing a new suitability process. It comprises of 3 teams covering the following areas:	- There is also an information programme being delivered as part of the new Market Management service roll out to ensure all staff understand that it is no longer permissible to not take action on D&M

		complaints due to the perception they are being caused by 'lifestyle issues'.
	- Housing Standards team who lead on compliance and inspections. - Housing Access team responsible for the allocation of suitable accommodation / ensuring offers of temporary accommodation and PRS are compliant with statutory suitability requirements) - Housing Solutions team who are the single point of contact for households owed Main Duty in Temporary Accommodation. The Quality Management team continue to monitor and review complaints relating to staff conduct and communication and ensure that these are escalated quickly to senior management for further investigation and performance management. There are weekly meetings in place with operational managers to identify any training and developments needs to address any themes. All staff have been nominated to attend 'Customer Service Training in a Changing World' to improve their skills, deliver consistent service excellence and improve our customer experience. This training is scheduled to be rolled out early 2023.	- Oversight of D&M complaints is also taking place to embed that culture change. Additionally, Members have been asked to code their MEQs to allow for prioritisation of these issues.

Name & Annual Report Ref	Improvement Action (July 2022)	Progress Update (January 2023)	Additional Improvement Actions Planned/Undertaken
Waste Operations (5.3)	Reviewed service areas and rationalised service provision. In line with these findings, recruitment is currently underway to reduce dependency on agency staff which will support improved service delivery	Recruitment to many permanent positions has been completed resulting in a significant reduction of agency staff numbers. Further reviews of the use of agency workers will continue to ensure appropriate use and numbers are maintained.	N/A
	Missed Bin transformation project is underway throughout 22/23 to understand poor performance root causes and design solutions which will improve the customer experience and significantly reduce failure demand	The project identified a number of technology, resource, procedure, information management and communication challenges negatively impacting the customer experience and contributing towards complaints. Improvement actions were designed to address these issues. A number of these have been implemented, whilst others will be implemented by June 2023. These are as follows: Actions Implemented: - In-cab (waste collection vehicle) technology rolled out to all crews supported by additional training and user support to embed correct use - Technical enhancements implemented allowing residents to report a missed collection before 4pm - Improve multi-disciplinary team involving Waste Customer Experience and Digital services to	Continue with improvement action implementation by June 2023 whilst monitoring impact on new KPI targets. Implement the recommendations of the reviews of Waste, Street Cleansing and Parks & Open Spaces reviews.

resolve customer queries at first point of contact - Designed new KPIs to performance monitoring for missed bin collections - Free replacement bins now provided to residents when existing bin is damaged - Free recycling bins and online request forms now available on website Ongoing Actions (June 2023) - Review and update all relevant policies and procedures to capture improvements/changes and cascade to all supervisors and staff to ensure these are applied - Improve guidance to residents and officers ensuring shared understanding of service offer, bin presentation, contamination guidance etc. - Streamline processes for requesting a missed collection - Improve customer online forms when reporting missed bin & assisted collections - Review vehicle vs road allocation to enable narrow routes to be accessed	

Resources Department

Name & Annual Report Ref	Improvement Action (July 2022)	Progress Update (January 2023)	Additional Improvement Actions Planned/Undertaken
Financial Assessments and Income & Debt Service (5.4)	Communication & transparency: website updates have increased in frequency and new initiatives are being updated in a timely manner. The service has learned to ensure the information on new schemes such as the Council Tax Rebate is on various social media platforms, website etc. A review of correspondence is underway with the focus on clearer messages and details of the processes in practice (which are also published on the website to improve transparency).	Additional online information now available: - Household Support Fund - Test and Trace payment scheme Improvements to the website also include blue badge, claiming Housing Benefit/Council Tax Support and discretionary schemes (DHP and CTSH) Contact with customers via SMS and more 'up front' communications with residents and businesses is now in place.	Future planned improvements include: - Improving scheme claiming processes to make these more customer friendly - Introducing a new self-service portal for customers Reviewing language in all notification letters including Housing Benefit/Council Tax Support, Adult Social Care Financial Assistance and Blude Badge to support customers' understanding of decisions made
	Council tax payments: The Service is working with residents to assist with longer payment arrangements and support with multiple debts. A review of communications to residents is planned for 22/23. Comprehensive training provided for new Council Tax officers is underway. A review of systems technology (CIVICA On Demand) supporting the service is also required.	A project is in place to review the technology requirements due for completion by March 2024.	
	Service Quality: Staff recruitment is ongoing although remains a challenge due to market forces and therefore supported by external CIVICA on Demand	Plans are in place to implement resource changes by March 2024.	

| | resource. An additional 2 Enforcement companies have been appointed which will improve competition and performance enhancement. A self-service portal for benefits, Council Tax and NNDR is planned for implementation during 22/23 ensuring customers have more ownership of their accounts. The system will allow residents and businesses to self-serve enabling faster turnaround times. A new IT system to improve the workflow for concessionary travel is also requested designed to increase the response rate. | Self-service portal project will support customers to transact 24/7 resulting in transactional automation regarding customer claims and accounts.

From April 2022 we have increased the number of dates businesses can pay by Direct Debt from 2 to 4 days.

Single view of debt principle: improving operational processes to support residents and businesses with multiple debts (e.g. Rent and Council Tax arrears) to address multiple debts in one phone call. This new process is currently in place in the Rents team and the same principle will be shared with Council Tax team once training is complete. The single view of debt principle will follow further across debt streams during FY2023/24.

Website improvements regarding accessibility of information and digital customer improvements referenced under 'Communications & Transparency' will improve service quality for Financial Assessments ensuring decision making is easier to understand reducing the number of customer queries and complaints. | |

Corporate (Multi-Department)			
Name & Annual Report Ref	**Improvement Action (July 2022)**	**Progress Update (January 2023)**	**Additional Improvement Actions Planned/Undertaken**
Response timescale performance (5.6)	New case management IT system to automate manual processes, improve data and performance insight	Case management system implemented in July 2022. Automated processes increase as a result compared to previous system (e.g. automatic population of e-form into case management system) and opportunities to improve initial complaints handling (e.g. providing access to Customer Contact Centre allowing them to update the system on the customer's behalf).	There are opportunities to increase complaints submission via e-forms which will improve processing efficiencies further: - Website updates are planned over the coming months to encourage e-form submission. - Actions are underway to ensure the Customer Contact Centre have the correct systems access allowing them to update the system on the customer's behalf (complaints received via telephone) also increasing initial processing efficiencies.
	Implementation of new resource structures and processes to increase performance and increase targeted improvements at service levels	Dedicated departmental resource structures for corporate complaints went live on 5th May 2022. In July 2022, first stage response timeframes reverted back to pre-Covid timescales of 10 working days to ensure practices were appropriate realigned.

Procedures, reporting, guidance and training are being developed and implemented in order to continue to drive | Continue roll out of support programme to improve complaints handling including response times and quality. |

		performance improvements for complaints handling across departments.	

Appendix 2 – Missed Bin Collections: New KPI Table Q1-Q3 2022/23 Results

Indicator	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Targets
Missed Collections													
Total Number of Scheduled Collections	810,600	849,200	849,200	810,600	887,800	849,200	849,200	849,200	656,200				
Total Missed Collections	1,382	1,420	2,029	1,466	1,786	1,615	1,609	1,647	1,154				**1315**
% Total Missed Collections	0.17%	0.17%	0.24%	0.18%	0.20%	0.19%	0.20%	0.19%	0.18%				**0.17%**
Food Missed Collections	336	248	395	365	379	339	359	458	230				**315**
% Food Missed Collections	0.09%	0.06%	0.10%	0.10%	0.09%	0.09%	0.10%	0.12%	0.08%				**0.08%**
Garden Missed Collections	355	477	519	388	405	372	328	335	137				**200**
% Garden Missed Collections	0.56%	0.72%	0.79%	0.62%	0.59%	0.56%	0.52%	0.51%	0.27%				**0.30%**
Recycling Missed Collections	405	405	538	371	523	490	567	520	454				**450**
% Recycling Missed Collections	0.22%	0.21%	0.27%	0.20%	0.26%	0.25%	0.30%	0.27%	0.30%				**0.23%**
Refuse Missed Collections	286	290	577	342	479	414	355	334	333				**350**
% Refuse Missed Collections	0.15%	0.15%	0.29%	0.18%	0.23%	0.21%	0.19%	0.17%	0.22%				**0.18%**
Ave. Missed Collections Per Working Day	65.81	64.55	92.23	69.81	77.65	73.41	76.62	74.86	67.88				
Ave. Missed Collections Per Working Day / Per Crew	2.27	2.23	3.18	2.41	2.68	2.53	2.64	2.58	2.34				
Outside SLA:													
Missed Collections Collected Outside SLA	91	132	129	173	199	196	136	219	295				**139**
% Collected Outside SLA	6.62%	9.30%	6.38%	11.79%	11.16%	12.15%	8.47%	10.62%	15.58%				
Repeat Missed Collections:													
% Total Repeat Missed Collections (Quarterly)			11.69%			15.90%			14.08%				
% Food Repeat Missed Collections (Quarterly)			11.21%			10.75%			14.61%				
% Garden Repeat Missed Collections (Quarterly)			13.35%			15.89%			11.75%				
% Recycling Repeat Missed Collections (Quarterly)			11.58%			21.03%			14.93%				
% Refuse Repeat Missed Collections (Quarterly)			10.47%			14.98%			14.09%				

Departmental MEQ Late Response Breakdowns

Figure 8

Chief Exec Dept MEQs Late Response Breakdown May-Dec 22

Figure 9

People Dept MEQs Late Response Breakdown May-Dec 22

Figure 10

Place Dept MEQs Late Response Breakdown May-Dec 22

Figure 11

Resources Dept MEQs Late Response Breakdown May -Dec 22
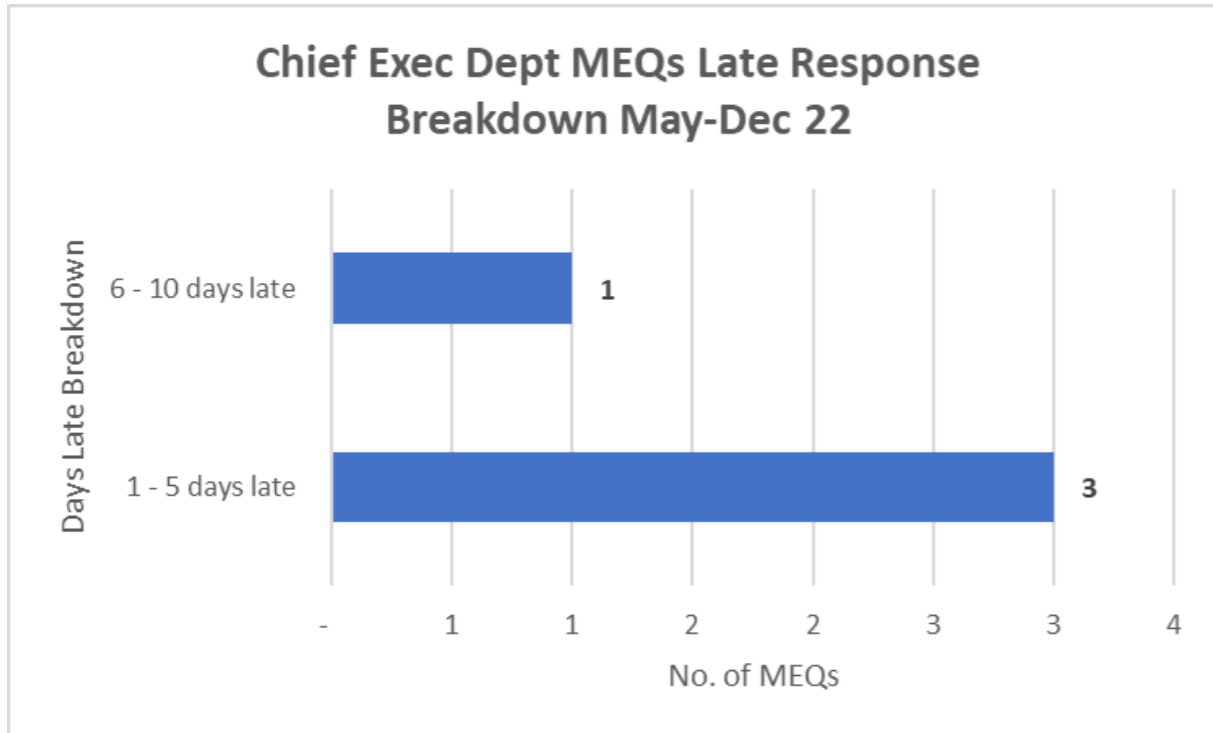
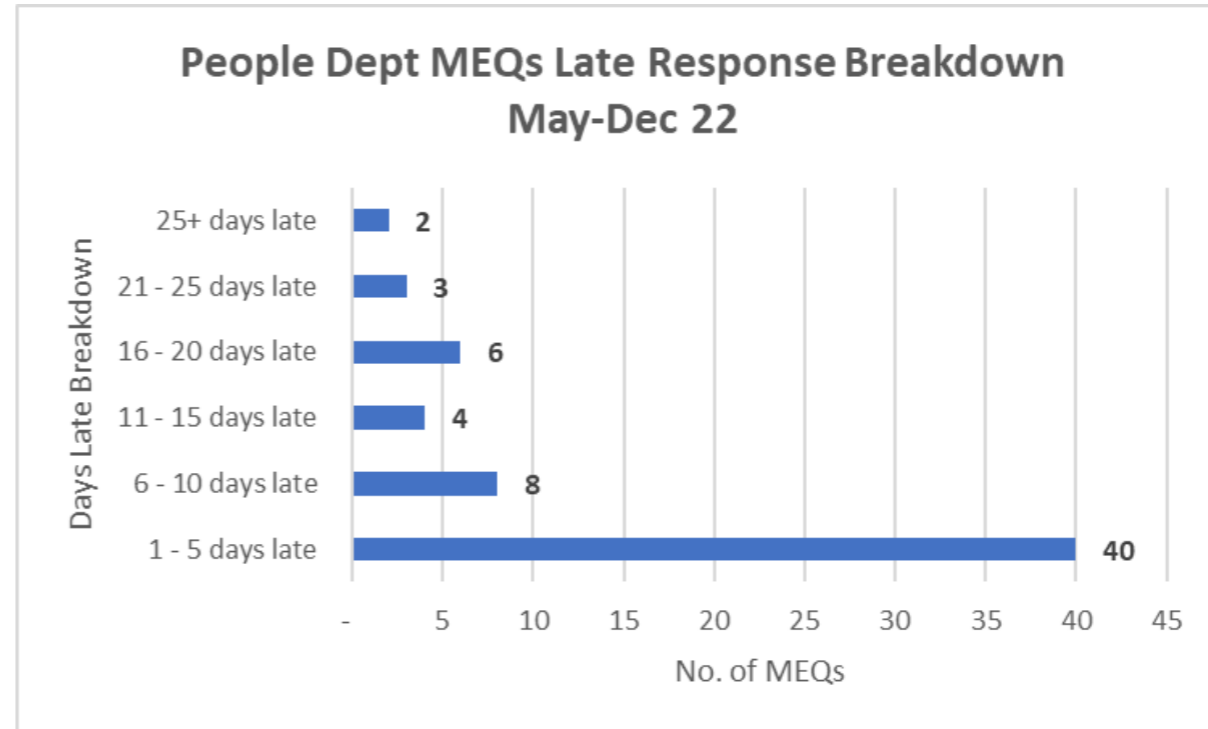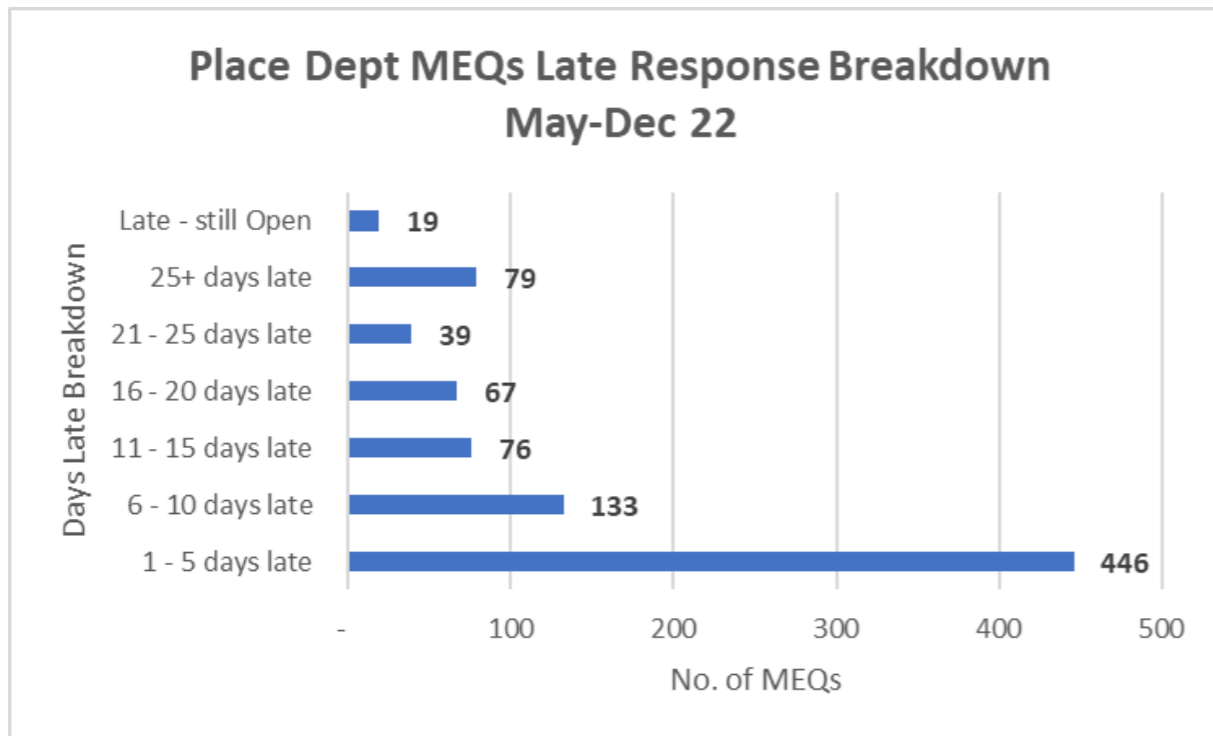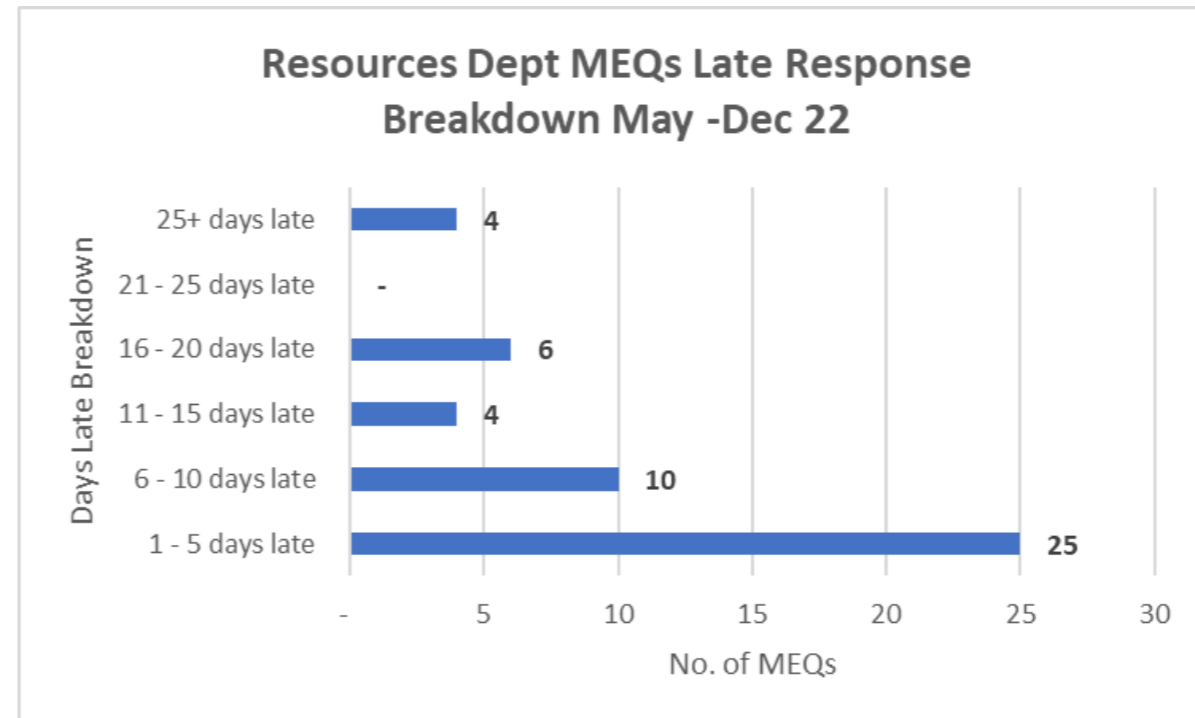**Appendix 4 - Highest Volumes Received per MEQ Category**

Figure 12

MEQs Top 10 Highest Volume May-Dec 22

Category	Value
Missed Bin Collection	113
Housing Allocations	115
Council Tax	130
Council Housing Repairs	136
Processing of Planning Applications North / South	137
Trees (Highways and Council Housing/Parks)	153
Planning Enforcement & Commercial Nuisance	157
Highway maintenance /roads and pavement	173
Parks and cemeteries maintenance	244
Street cleansing	257

MEQs 2nd Highest Volume May-Dec 22

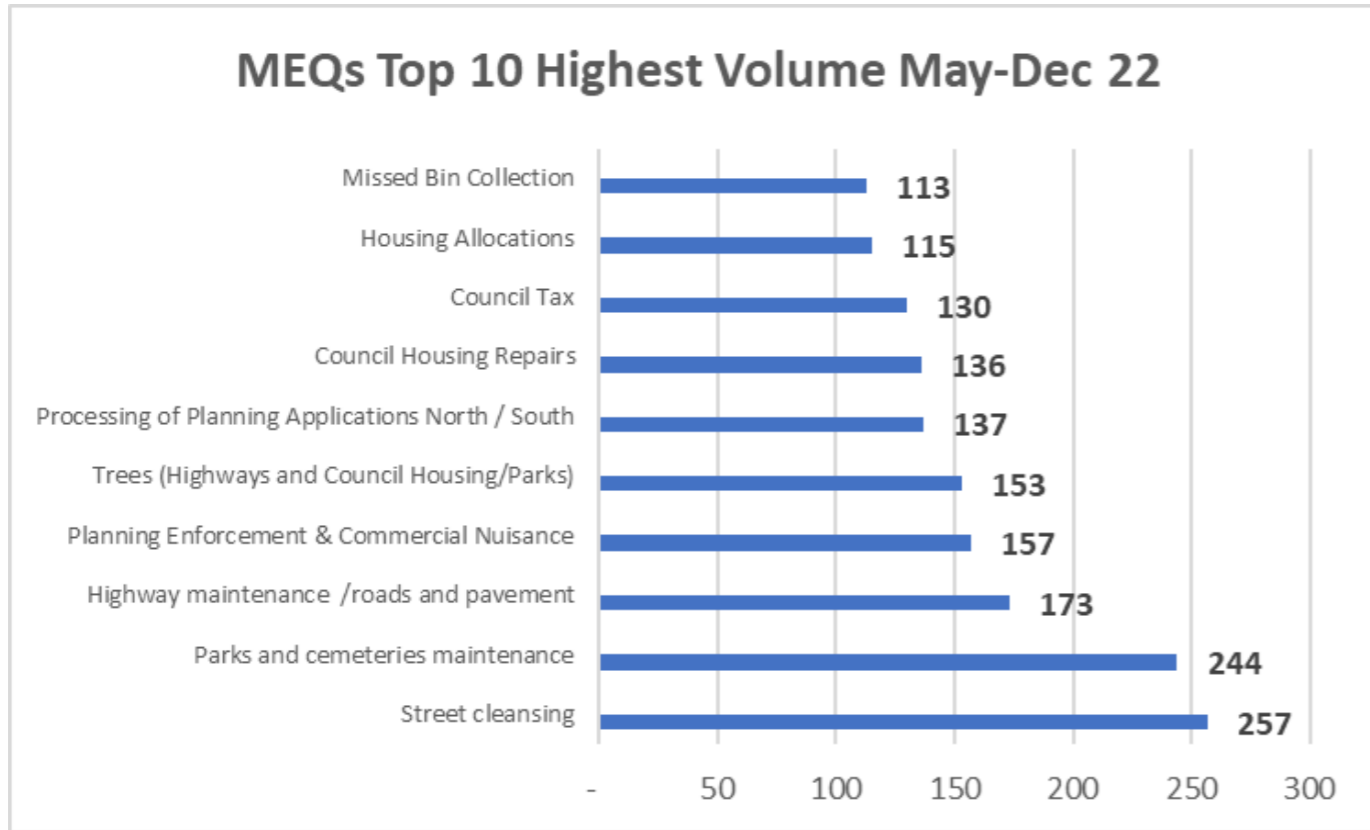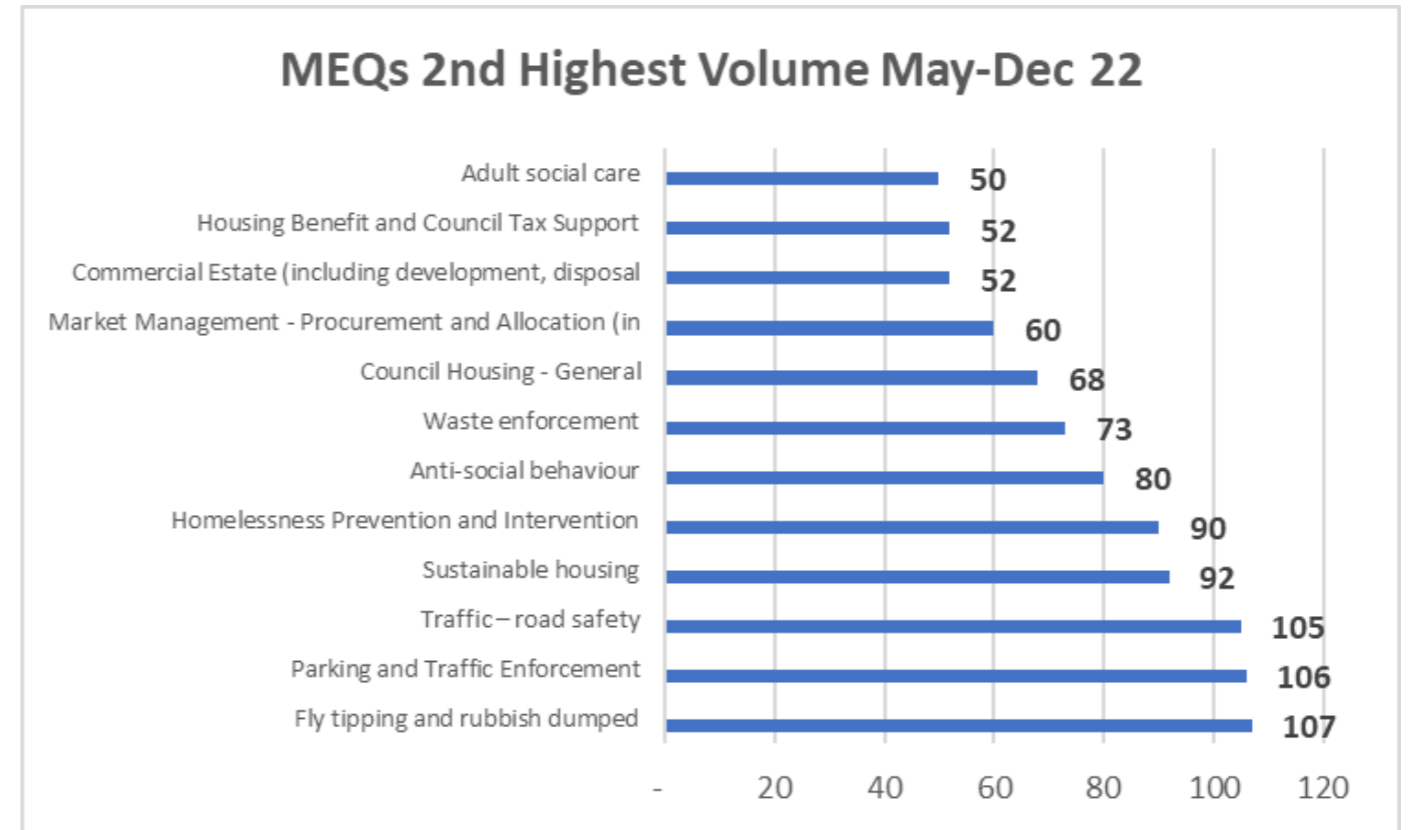| Category	Value
Adult social care	50
Housing Benefit and Council Tax Support	52
Commercial Estate (including development, disposal	52
Market Management - Procurement and Allocation (in	60
Council Housing - General	68
Waste enforcement	73
Anti-social behaviour	80
Homelessness Prevention and Intervention	90
Sustainable housing	92
Traffic – road safety	105
Parking and Traffic Enforcement	106
Fly tipping and rubbish dumped	107

Figure 13

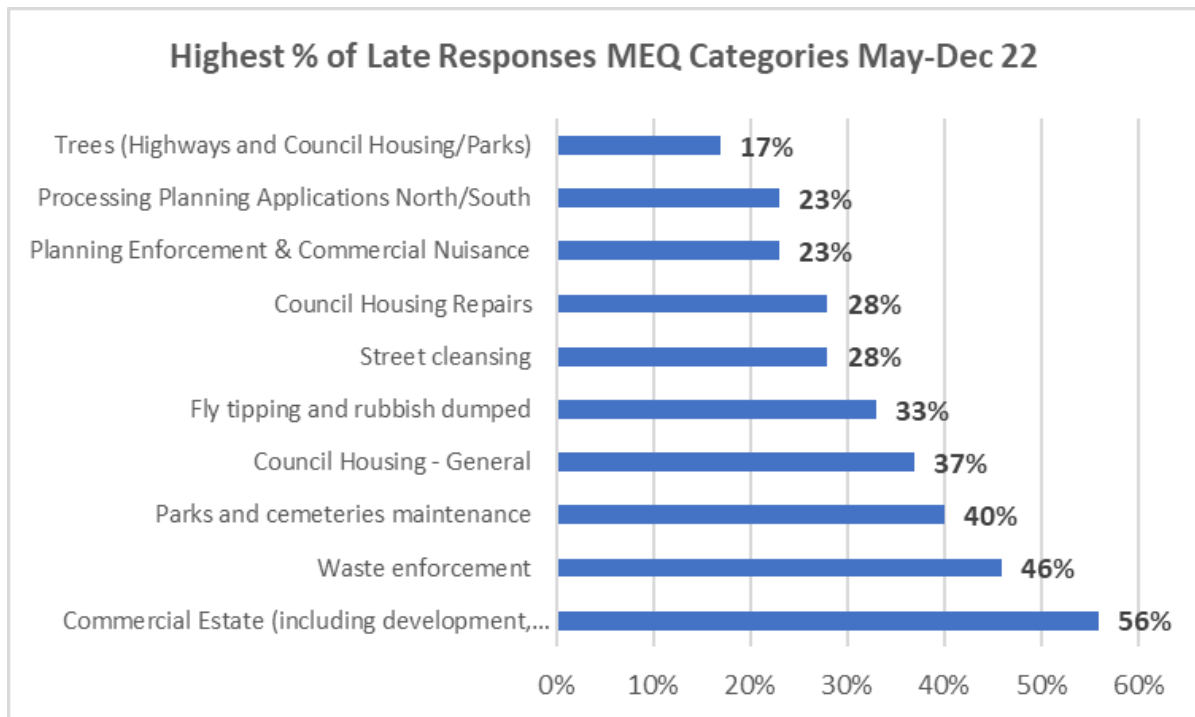**Appendix 5 – MEQ Category Late Response Analysis**

At an MEQ category level, parks & cemeteries had the highest volume of late responses (97) followed by street cleansing (73) and Council Housing repairs (38). The below graph lists the first ten MEQ categories with largest late response volumes:

Figure 14
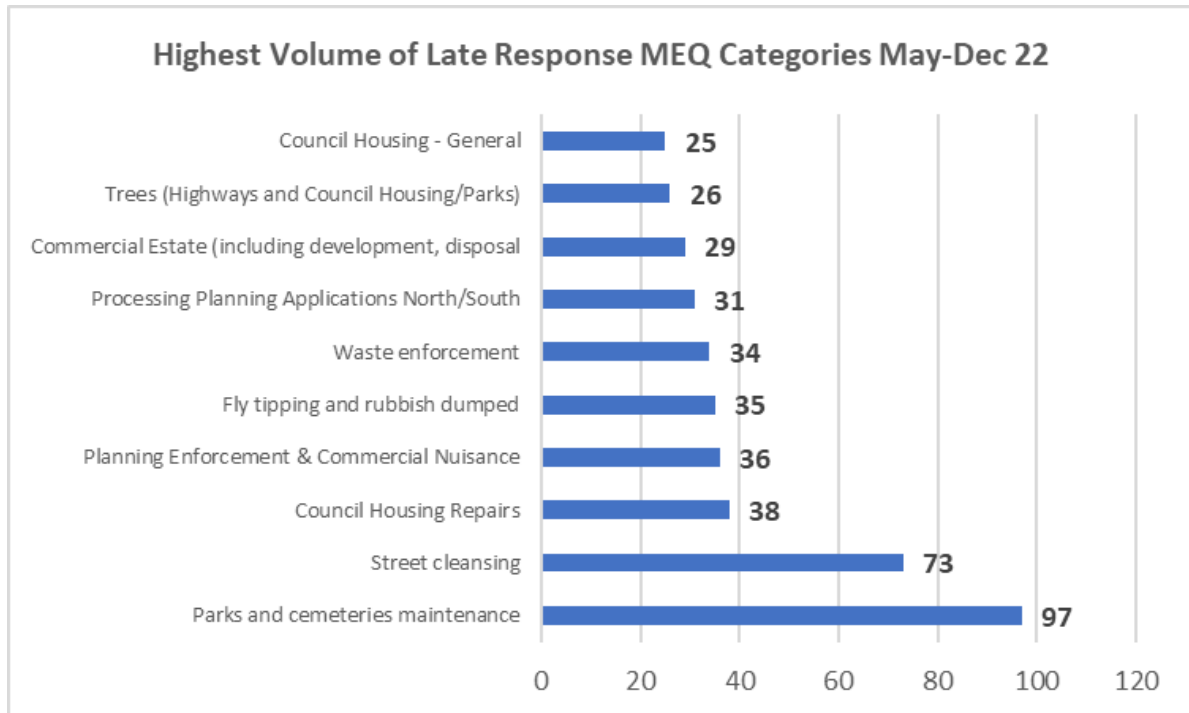
Highest Volume of Late Response MEQ Categories May-Dec 22

However, when volumes are viewed as an overall % of MEQs received per category, parks & cemeteries category drops to third position and is replaced by Commercial Estate at 56%.

Figure 15

Highest % of Late Responses MEQ Categories May-Dec 22

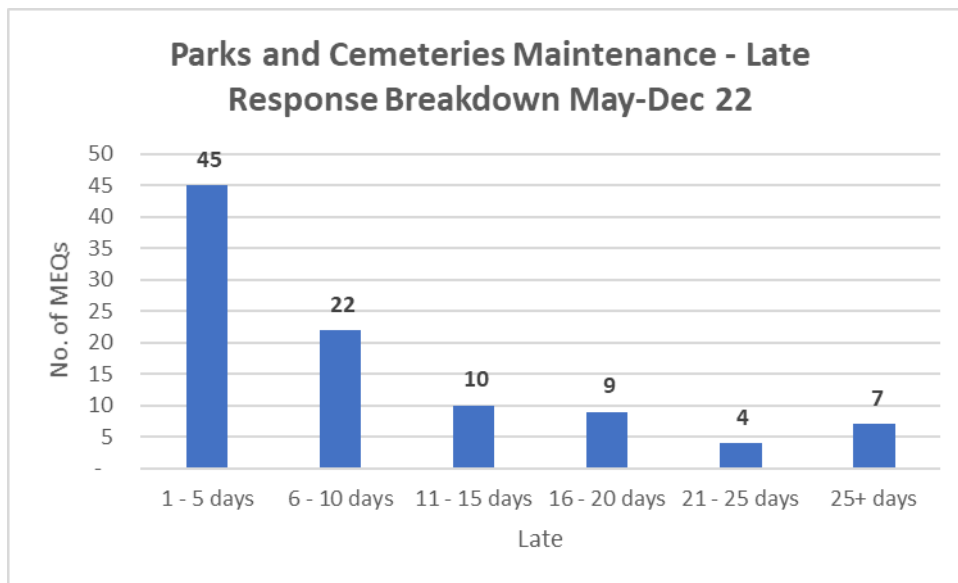| Category	%
Trees (Highways and Council Housing/Parks)	17%
Processing Planning Applications North/South	23%
Planning Enforcement & Commercial Nuisance	23%
Council Housing Repairs	28%
Street cleansing	28%
Fly tipping and rubbish dumped	33%
Council Housing - General	37%
Parks and cemeteries maintenance	40%
Waste enforcement	46%
Commercial Estate (including development,...	56%

Waste enforcement moves from 6th to 2nd place. Notably Council Housing general moves from 10th to 4th position whilst flytipping and dumped rubbish remains in 5th place.

Extent of late responses

This section analyses specific MEQ categories with high volume and high % of late responses to identify the extent to which responses were late.

Firstly, parks & cemeteries were mostly 1-5 days late (45). This volume dropped by half for 6-10 days late. It also had the second highest number of MEQs over 25 days late (37 days on average). The highest was playground equipment maintenance with 8 over 25 days late (35 days on average).

Figure 16

Parks and Cemeteries Maintenance - Late Response Breakdown May-Dec 22

Secondly, street cleansing, it is notable that the vast majority of responses (63) were 1-5 days late with relatively few responses across the remaining timeframes.

Figure 17

Street Cleansing - Late Response Breakdown May-Dec 22
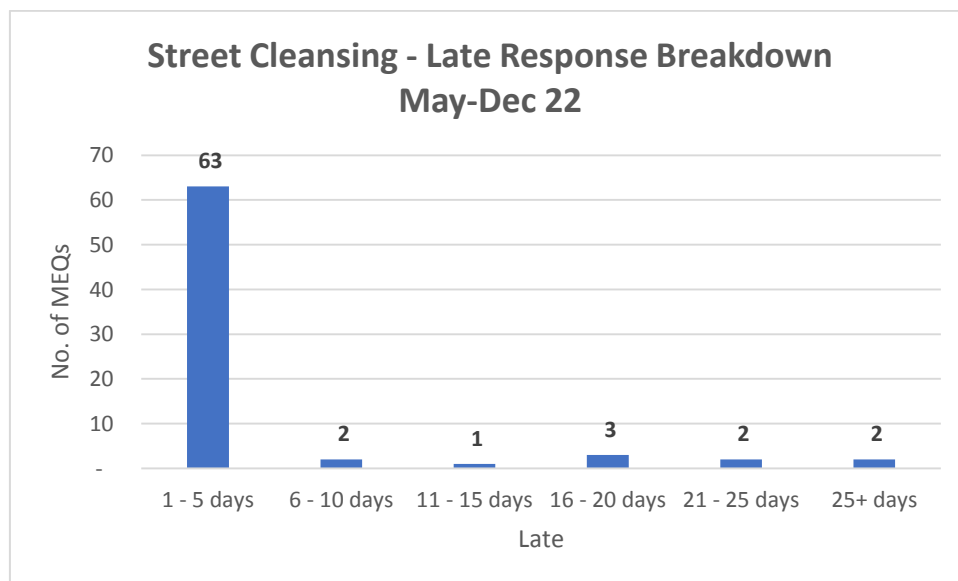
Both MEQ categories come under the same service area within Place department.

Thirdly, waste enforcement responses were mostly 1-5 and 6-10 days late. However, there were also comparatively large volumes over 25 days late (35 days on average).

Figure 18

Waste Enforcement - Late Response Breakdown May-Dec 22
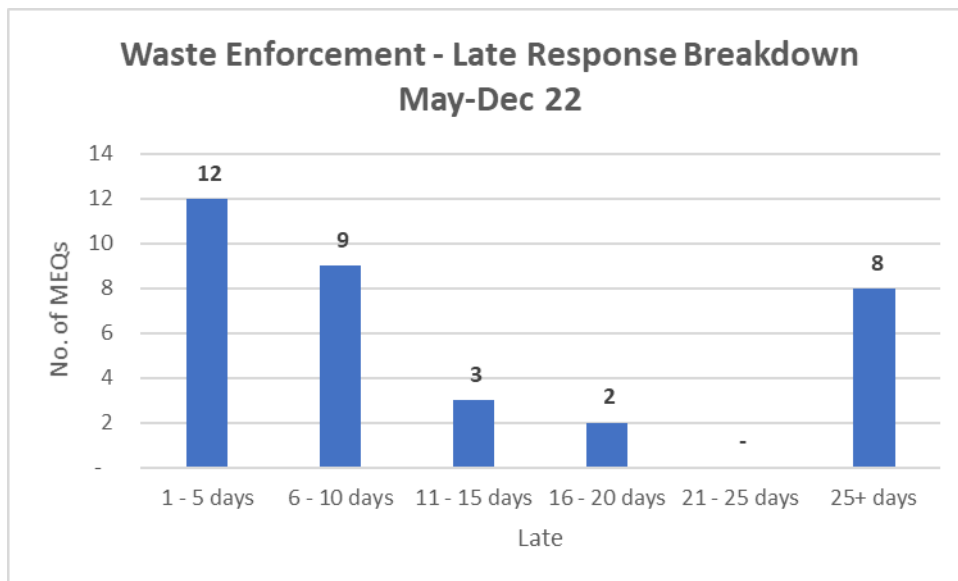
Fourthly, Council Housing repairs late response timeframes were split between either 1-5 days late or across the remaining breakdown categories. However, it should be noted that 9 were late but remained unanswered at the time of data analysis (marked as 'open' in the below graph). Therefore, the length of time taken to respond to these outstanding MEQs will change the lateness breakdown.

Figure 19

Council Housing Repairs - Late Response Breakdown May-Dec 22
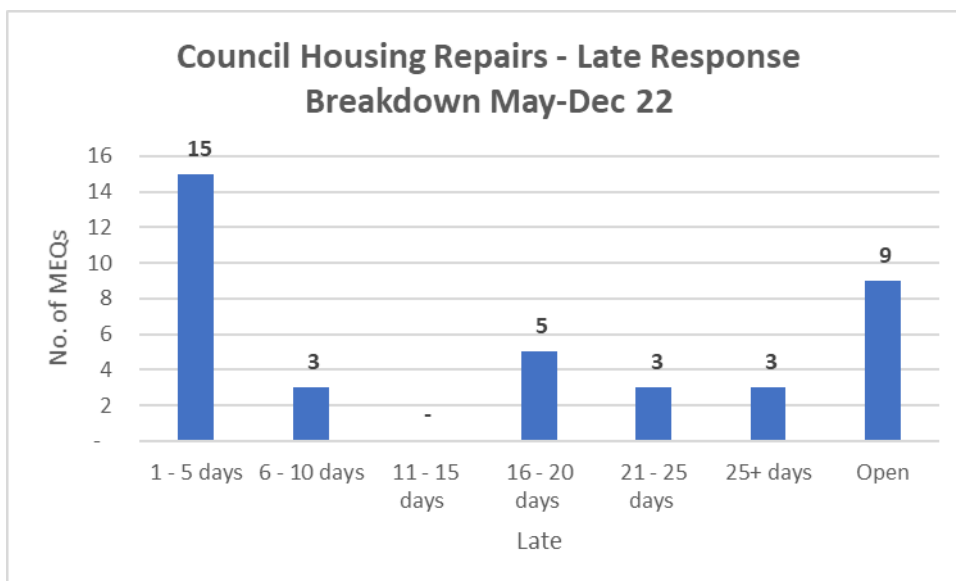
Lastly, commercial estate responses were more evenly spread across the breakdown categories. 2 were late, but at the time of data analysis, remained unanswered and are listed below as 'open'.

Figure 20

Commercial Estate - Late Response Breakdown May-Dec 22