

Scrutiny & Overview Committee Supplementary Agenda



7. Annual Complaints Report 2022 - 2023 (Pages 3 - 82)

The Scrutiny & Overview Committee is provided with an overview of the Annual Complaints for 2022-2023, alongside copies of the annual reporting figures, for their information and is asked to consider whether they wish to make any recommendations based on the content of the reports.

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LONDON BOROUGH OF CROYDON

REPORT:	Scrutiny and Overview Committee	
DATE OF DECISION	24 October 2023	
REPORT TITLE:	Annual Complaints Report 2022/2023	
CORPORATE DIRECTOR / DIRECTOR:	Corporate Directors - All	
LEAD OFFICER:	Paul Golland, Interim Chief Digital Officer and Director of Resident Access Kim Hyland, Complaints Manager	
LEAD MEMBER:	Executive Mayor Jason Perry	
CONTAINS EXEMPT INFORMATION?	No	
WARDS AFFECTED:	All	

1. SUMMARY OF REPORT

- 1.1 A high level overview of the performance of the Council's complaints that details service level agreements (SLA), number of complaints upheld, themes and learnings.
- 1.2 For Corporate Complaints Croydon operates a two stage corporate complaints policy. The first stage is investigated by the service who the complaint is regarding. The second stage is escalated to an independent investigation by the complaint's resolution team. The policy varies between Local Authorities, some of which operate a 1 stage policy and others a 3-stage policy.
- 1.3 For Children's Statutory Complaints Croydon operates a three stage complaints policy. The first stage is investigated by the service or services who the complaint is regarding. The second stage is an Independent Investigation by an appointed Independent Investigator and Independent Officer. Finally, the third stage is a Review Panel Hearing. Stage 2 and Stage 3 are managed by the Complaints Team. This is standard across all Local Authorities and follows Statutory guidelines.
- 1.4 For Adults Statutory complaints Croydon operates a one stage complaints policy, which is investigated by the service or services who the complaint is regarding. This is standard across all Local Authorities and follows Statutory guidelines.
- 1.5 Ombudsman complaint – When a resident is provided with a final response to their complaint, they are provided with the details they are able to take in escalating their complaint further. The next step of the process is to them to request an investigation into their complaint by the Housing Ombudsman or Local Government and Social Care Ombudsman (LGSCO).

2. RECOMMENDATIONS

- 2.1. The Scrutiny & Overview Committee is provided with an overview of the Annual Complaints for 2022-2023, alongside copies of the annual reporting figures, for their information and is asked to consider whether they wish to make any recommendations based on the content of the reports.

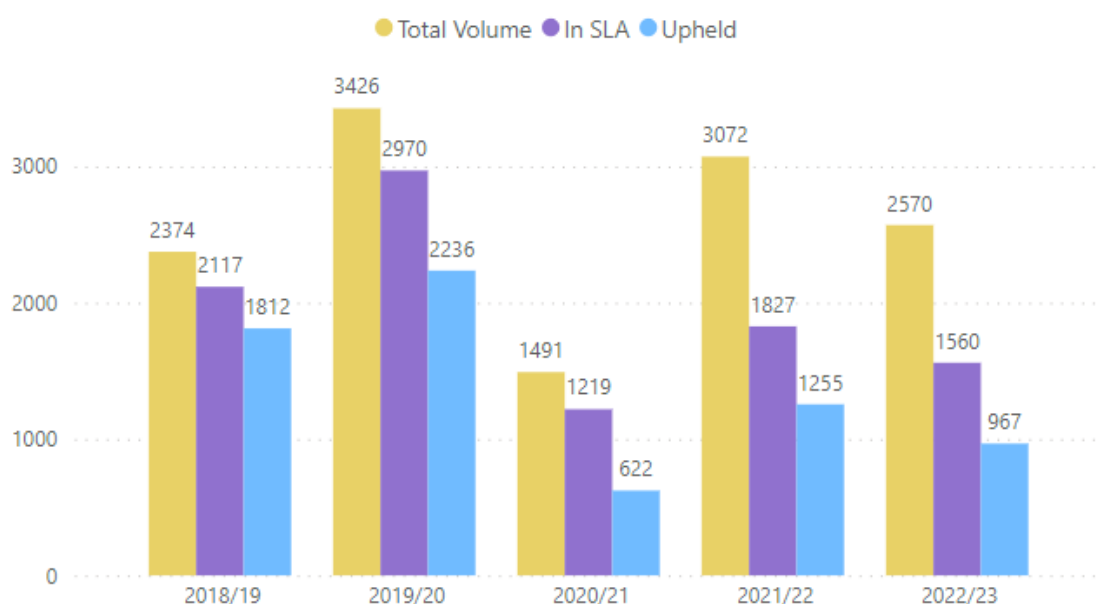
3. REASONS FOR RECOMMENDATIONS

- 3.1. The Corporate & Statutory Complaints report is received by the Scrutiny & Overview Committee on an annual basis.

4. BACKGROUND AND DETAILS

- 4.1. This report provides a summary position of Corporate and Statutory complaints, 2022/23 (1 April 2022 – 31 March 2023).

- 4.2. The chart below shows a 5 year view: 01 April 2018 – 31 March 2023 which provides an indication of trends in terms of numbers over the period. As the structure of Divisions and Services has changed significantly over the period, the below is shown as an indication of trends over the period.

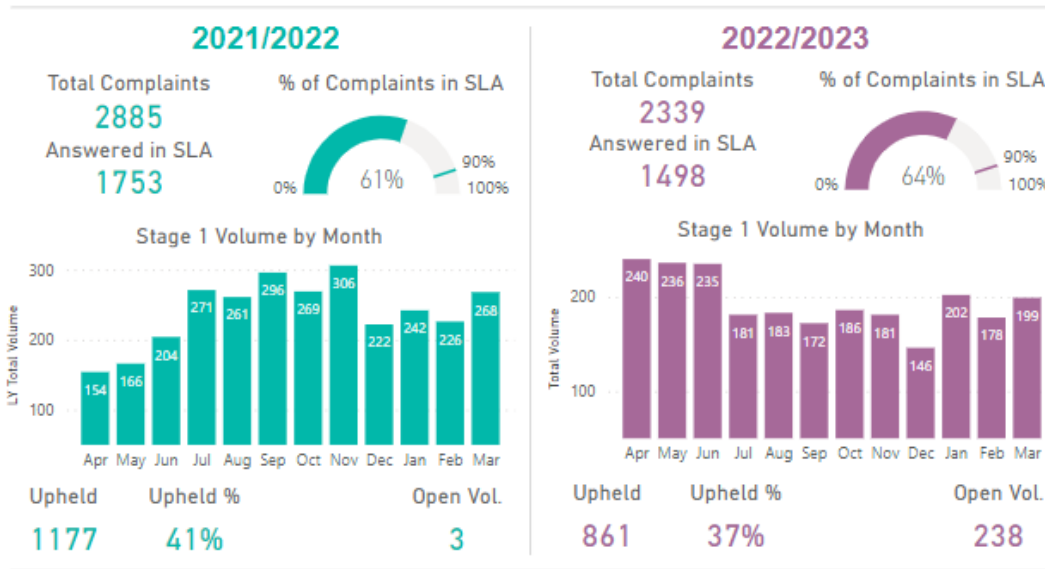


- 4.3. An increase can be seen in the 2019/20 reporting period, which was largely attributed to the roll out of the new bin contract and garden waste subscription issues.
- 4.4. The following year of 2020/21 shows a significant decrease in the number of complaints received as a result of the Covid pandemic. The Covid pandemic saw a pause put on to Council Tax enforcement and recovery, parking charges, non urgent housing repairs and increased resident understanding on the interruption and delay in the delivery of services.

- 4.5. The following annual period again saw an increase as the Local Authority returned to the implementation of enforcement action and 'service as normal' started to resume. Financial challenges, alongside that of resource in some services have also have a contributing effect to the number and type of complaints received.
- 4.6. During the same 5-year period the Council has also had a significant backlog in both FOI (freedom of Information) and SAR's (Subject Access Request's). The ICO (Information Commissioners Office) served the Council in early 2023 with an enforcement notice directing the Council to resolve this backlog. Council has given this priority and has reduced this significantly, taking the FOI backlog down from 1,900 to 96. Where the Council has had to prioritise these this has had some impacted in the Council's performance in clearing complaints.
- 4.7. We continue to build a working relationship with the Local Government Ombudsman (LGO) and are keen to show that we are a learning organisation.
- 4.8. We can demonstrate that we learn from complaints to continually improve. Complaints should be seen as an indicator of what is right, what is wrong and live feedback through the lens of residents.
- 4.9. Evidence of how we are learning from complaints include:
- Implementation of recommended actions and remedies
 - Regular policy and procedure reviews
 - Annual review of the complaints policy
 - Central learning records
 - Quarterly feedback of themes and numbers to DMT/CMT
 - Reflected in service improvement plans as work streams
 - Training – online and in person
 - Benchmarking with other Local Authorities
- 4.10. We need to ensure that we continue to demonstrate that we are learning from complaints. Our current focus is on re-occurring issues and improving turn around times when responding to complaints.

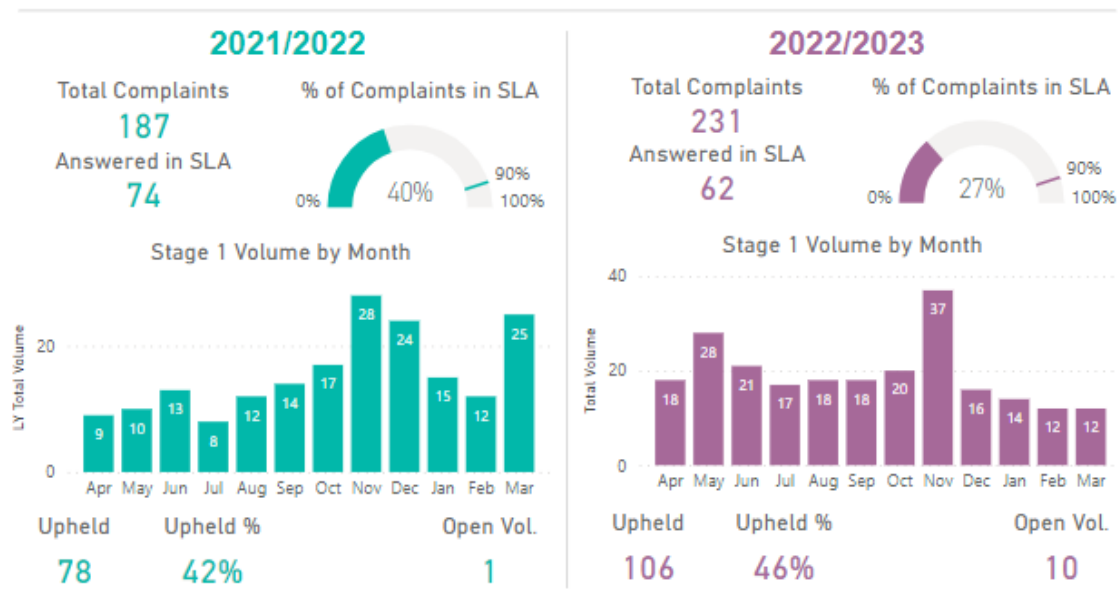
5. CORPORATE COMPLAINTS

Stage 1



- 5.1. The volume of corporate Stage one complaints decreased by 19% or 546 complaints in 2022/2023 compared to 2021/2022.
- 5.2. 64% of corporate Stage one complaints have been responded to within the 20 working day corporate target, an increase of 3% on the previous year.
- 5.3. 37% or 861 corporate Stage one complaints were upheld for 2022/2023. This has reduced by 317 complaints on the previous year.

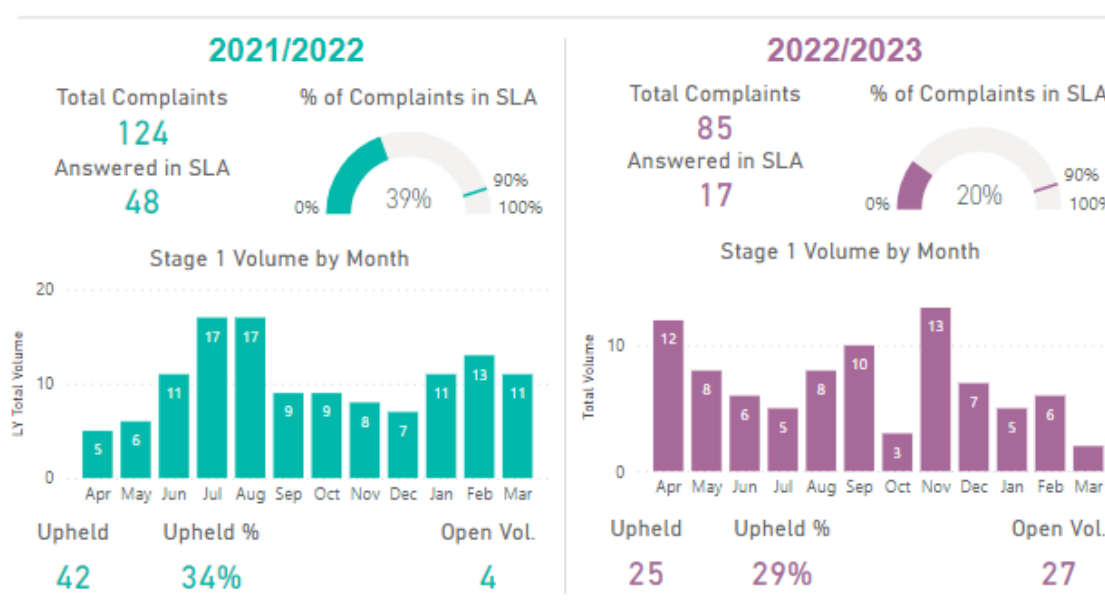
Stage 2



- 5.4. The volume of corporate Stage two complaints increased by 24% or 44 complaints in 2022/2023 compared to 2021/2022.
- 5.5. 27% of Stage two complaints were answered within the 20 working day target compared to 40% in the previous year.
- 5.6. 46% of corporate Stage two complaints were upheld. This is an increase 4% on the year before.

Local Government & Social Care Ombudsman (LGSCO)

- 5.7. Ombudsman investigations are complaints that have been escalated by residents who have fully completed the complaints process and are not satisfied with the outcome of their complaint. The Ombudsman, should they decide to investigate, send all enquiry correspondence via the Complaints Team who manage all contact and provide all requested information.

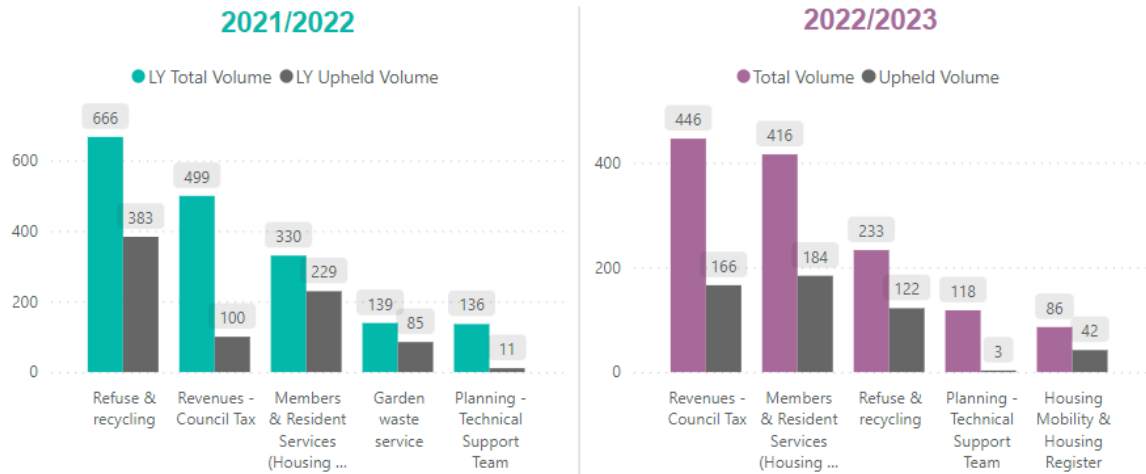


- 5.8. The volume of LGSCO investigations in 2022/2023 decreased by 31% (39 investigations) in comparison to those received in 2021/2022.
- 5.9. 25 LGSCO investigations were upheld for 2022/2023, compared to 42 last year however 27 cases remain undetermined at this time.
- 5.10. The number of Upheld or Partially Upheld cases against Croydon in 2022/2023 in each of the Directorates was as follows:
 - Adults Social Care - 7
 - Children, Families and Education - 7
 - Resources - 5
 - Housing - 4
 - Sustainable Communities, Regeneration and Economic Recovery – 2

Highest volume areas of complaint Council wide

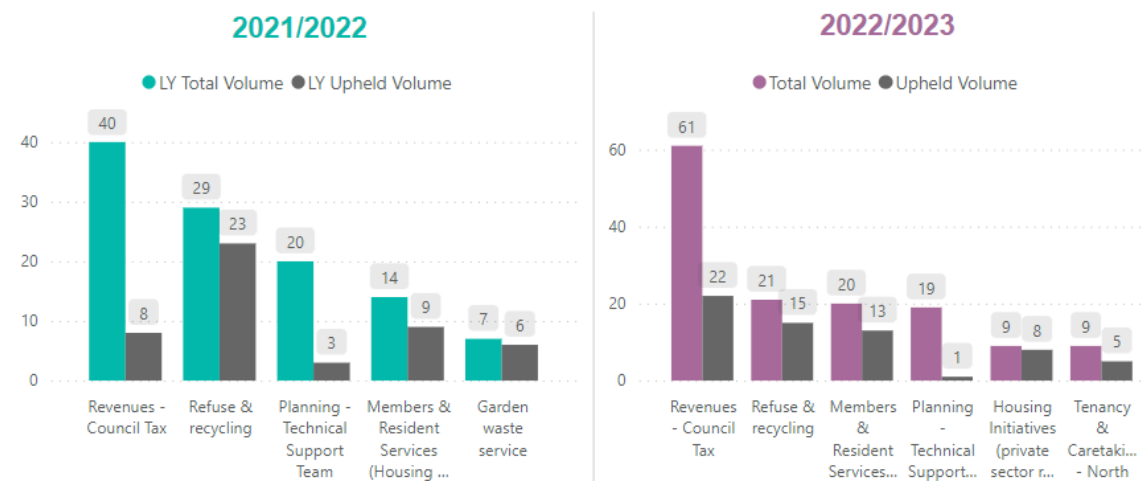
- 5.11. The corporate target is to respond to 75% of complaints within the target of 20 working days.
- 5.12. The services with the highest volume of stage one complaints for 2021/22 and 2022/23 are as follows:

Highest Volume Areas – Corporate Stage 1 – 2022/23



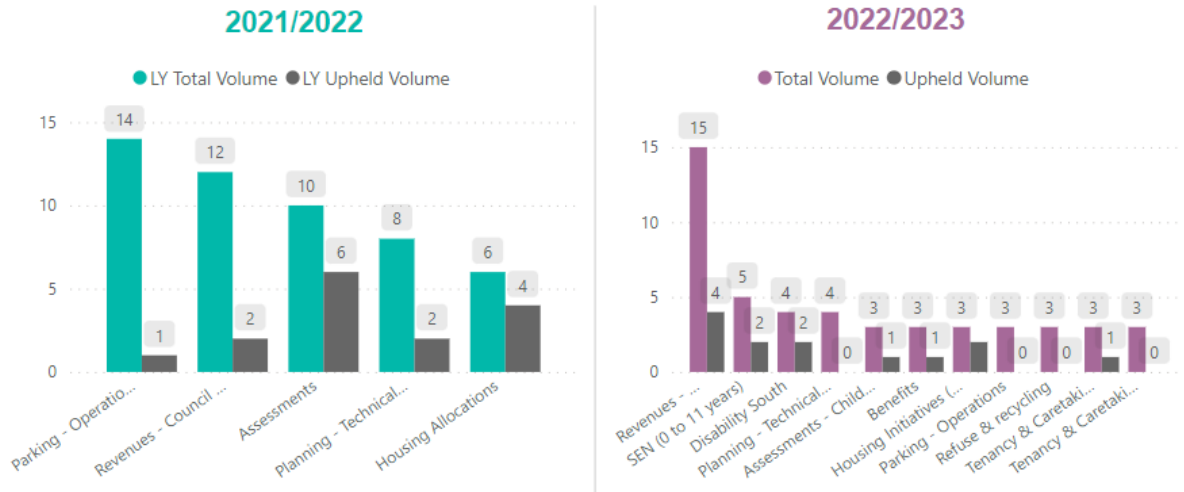
- 5.13. The services with the highest volume of stage two complaints for 2021/22 and 2022/23 are as follows:

Highest Volume Areas – Corporate Stage 2 – 2021/22 and 2022/23



- 5.14. The services with the highest volume of LGO complaints for 2021/22 and 2022/23 are as follows:

Highest Volume Areas – Corporate and Statutory LGO – 2021/22 and 2022/23



- 5.15. Please note that the highest volume LGSCO complaints include both Corporate and Statutory. There are currently 27 open cases awaiting decision.
- 5.16. Further details of the findings and the recommendations can be found in Appendix A.

6. CORPORATE COMPLAINT THEMES

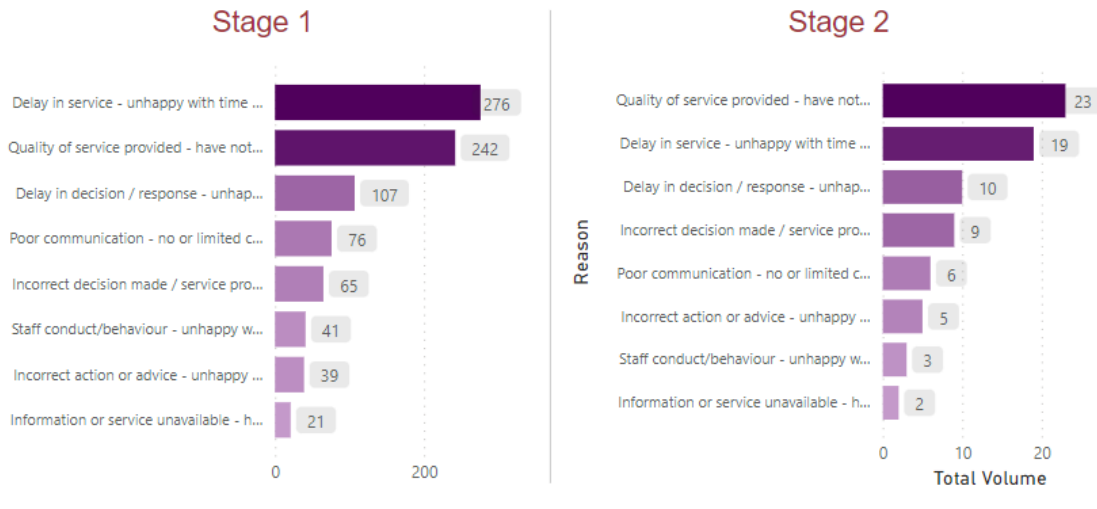
- 6.1. This section aims to show the high-level themes across council departments in the last two years. The below table shows some of the main causes per theme.

Theme	Type of cause
Council error	Admin, process, account or data management, wrong information provided
Delay	Delay in processing or delivering a service, delaying in, or lack of communication
Service failure	Not providing a service
Policy	Council policy
Staff	Staff behaviour, attitude or approach
Quality	Poor standard of service provided
Communication	Lack of updates provided, poor response to emails or answering the telephones

- 6.2. To note the Council launched a new complaint handling system in May 2021 which made the processes of recording and managing complaints much simpler across the organisation. This provides wider access to staff members and increased the monitoring capabilities for individuals and services, as well as increased reporting capabilities.
- 6.3. The Council also launched the Members App to allow all Councillor enquiries to be recorded by the Councillors directly into the Complaint Management System. They are able to view, update and see the current status of their enquiries.
- 6.4. The tables below show the main reasons for Stage 1 corporate complaints across each of the Directorates:

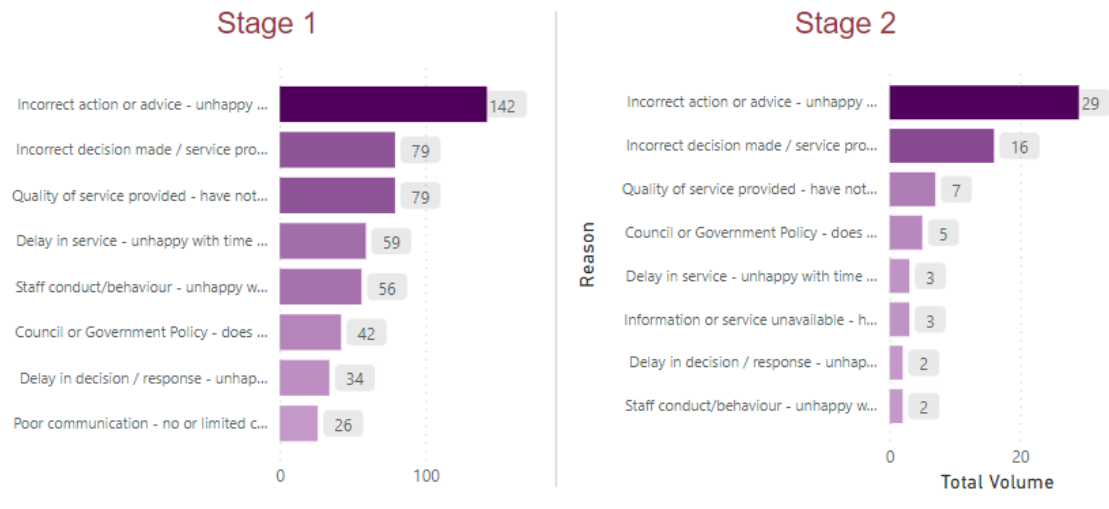
Housing:

Housing - 2022/2023



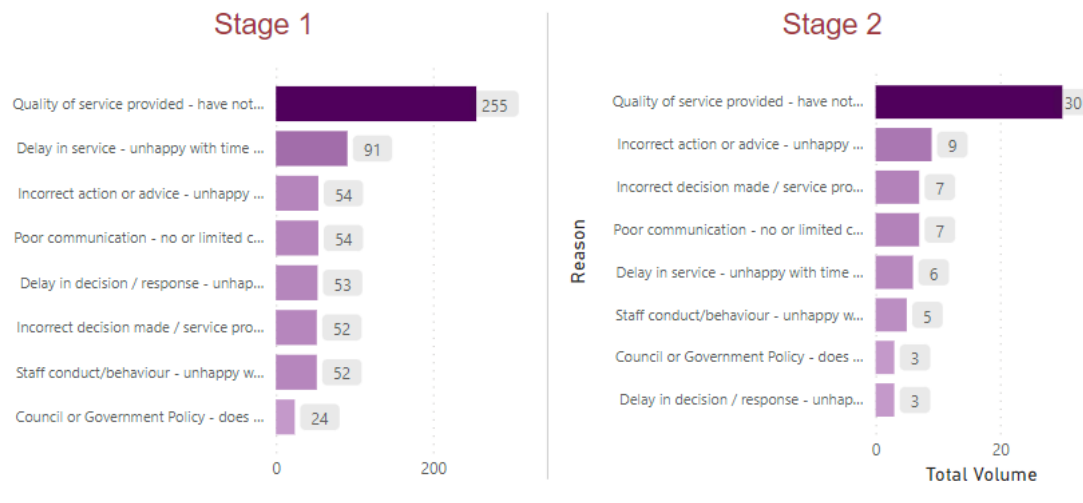
Resources:

Resources - 2022/2023



Sustainable Communities, Regeneration and Economic Recovery:

Sustainable Communities, Regeneration & Economic Recovery - 2022/2023



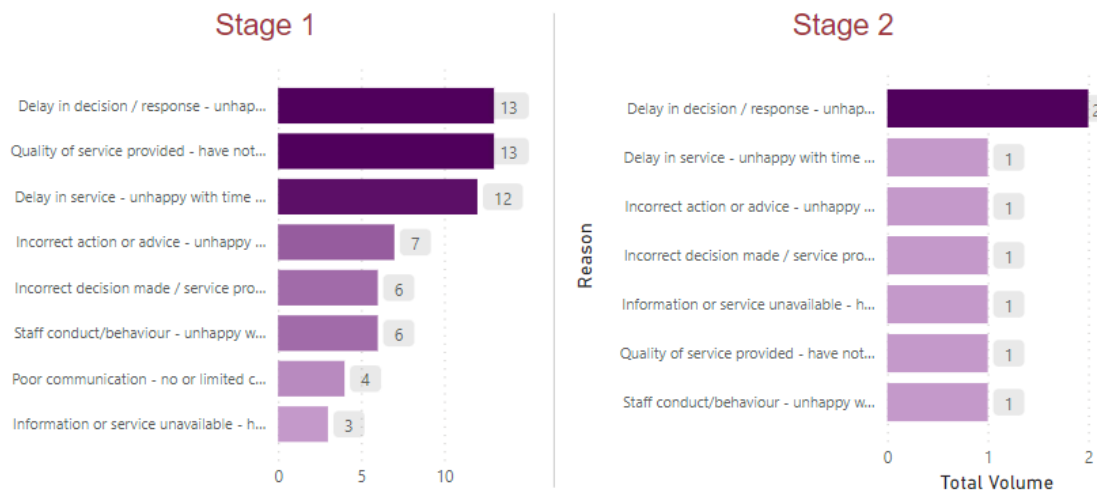
Assistant Chief Executive:

Assistant Chief Executive Directorate - 2022/2023



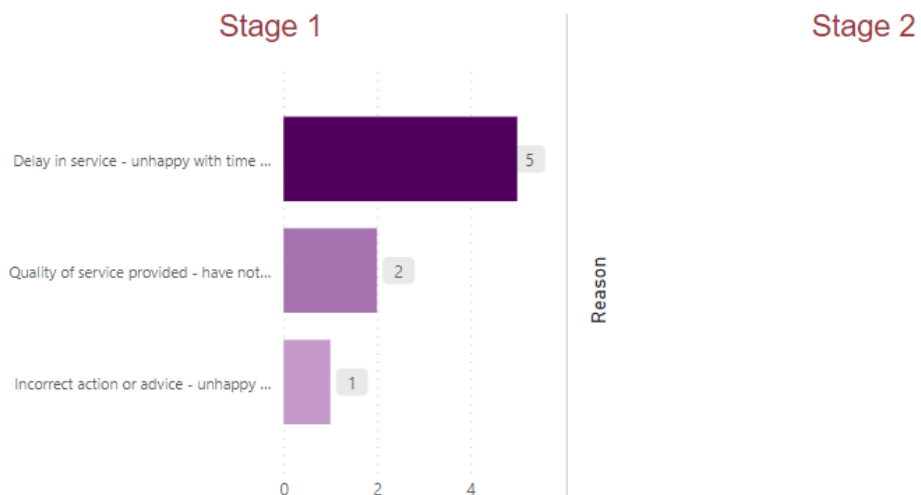
Childrens, Families and Education:

Children, Families & Education - 2022/2023



Adults Social Care:

Adult Social Care & Health - 2022/2023



7. BENCHMARKING

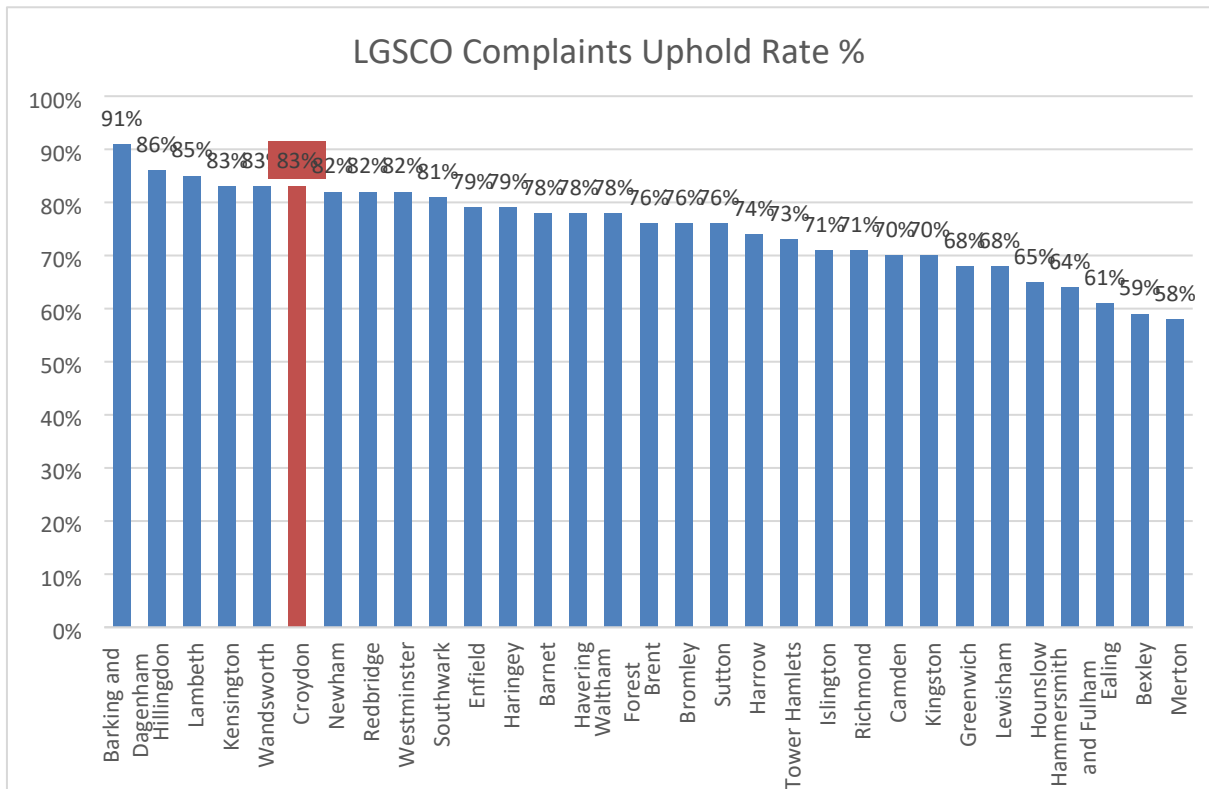
- 7.1. The Complaints team manager attends the London wide complaints forums considering best practice issues and it contributes to the London Complaints Managers Group, which works with the LGSCO.
- 7.2. This group are developing benchmarking statistics across all services, which Croydon have already contributed to. Limited responses have been received in response to requests for comparative data to date. Croydon remains committed to contributing to making the benchmarking data available to all.
- 7.3. The below table is a limited sample of other London Borough's complaints volumes during 2022/2023 that have been obtainable.

Borough	Population*	No of Stage 1 Corporate Complaints	Number of Stage 2 Corporate Complaints	Upheld Stage 1 Complaints	Number within borough SLA.
Croydon	390,800	2,340	231	861 (37%)	1,499 (64%)
Brent	339,800	1,709	252	666 (39%)	1640 (96%)
Merton	215,200	887	103	337 (38%)	532 (60%)

*population figures as of 2021 census

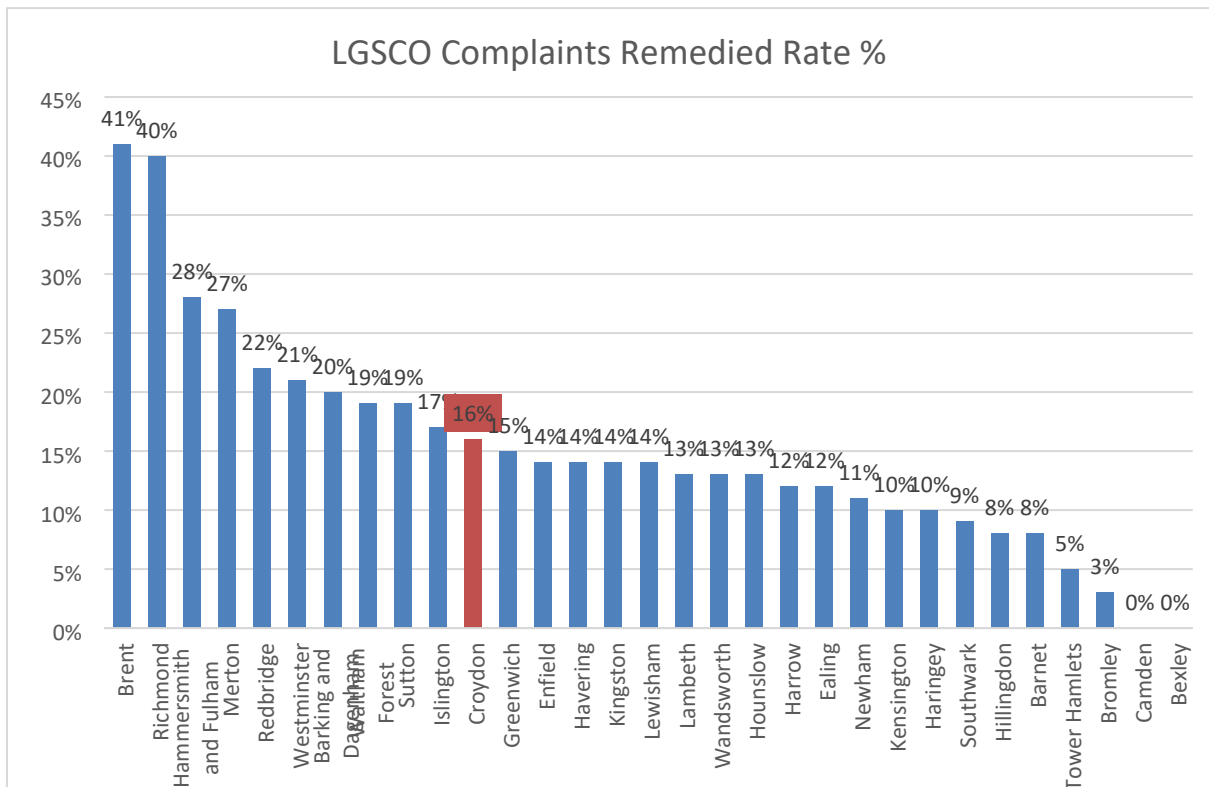
**All boroughs operate different complaints processes. Figures provided by LCMG (London Complaint Managers Group)

- 7.4. The Local Government and Social Care Ombudsman provide an annual review letter to each Local Authority. Some benchmarking data is available online in regards to the performance of other Local Authorities.
- 7.5. Of the detailed investigations undertaken in 2022/2023 the percentage of complaints which were upheld in favour of the resident was 83%. This was above the average for similar organisations of 77%. The graph below demonstrates how we compare to other London Local Authorities.



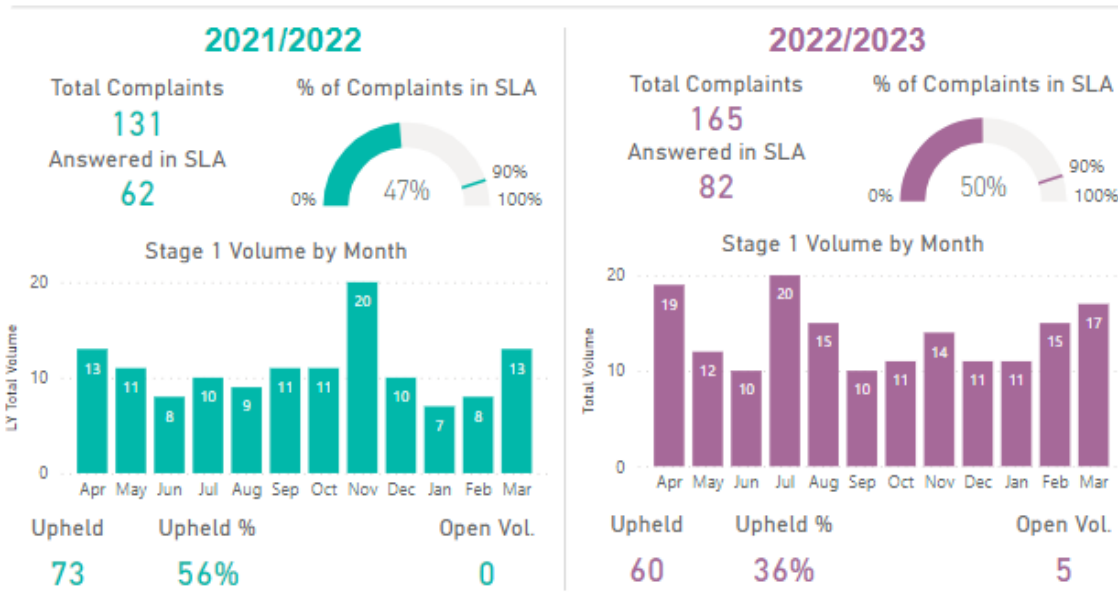
7.6. In 98% of cases the Local Authority successfully completed the recommendations set by the Ombudsman.

7.7. Of the detailed investigations undertaken the Ombudsman were satisfied that in 16% of cases a satisfactory remedy had been implemented by the Local Authority in advance. The graph below shows how we compare to other London Local Authorities.



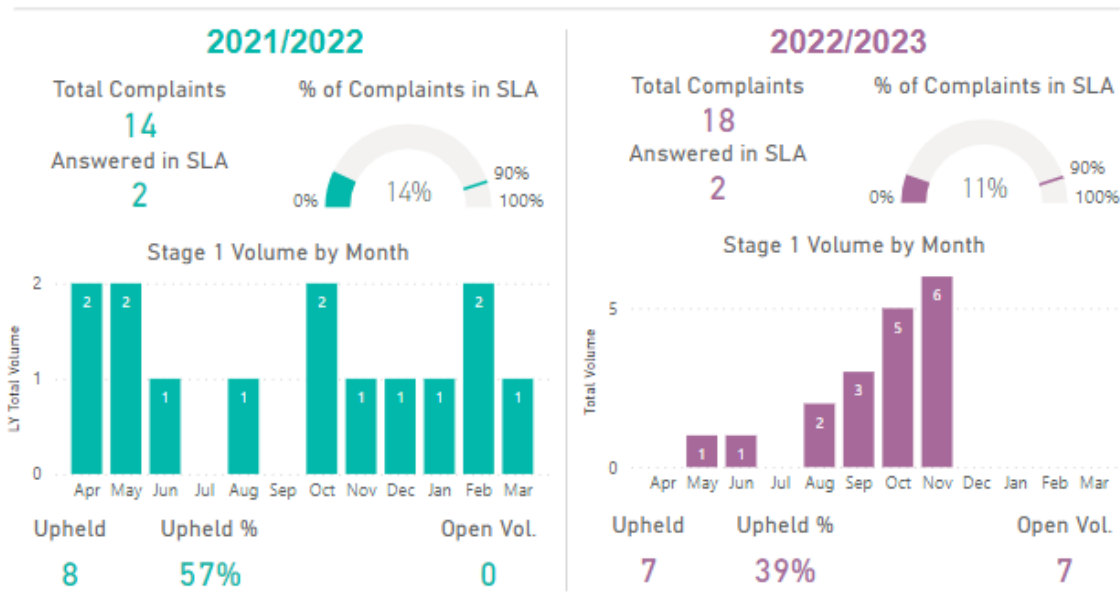
8. CHILDREN, FAMILIES AND EDUCATION (CFE) STATUTORY COMPLAINTS

Stage One



- 8.1. The volume of statutory stage one complaints increased by 34 in 2022/2023 compared to 2021/2022.
- 8.2. 50% of Stage 1 complaints were responded to within the 10 working day SLA's in the annual period 2022/2023. This is an increase of 3% on the previous year. There has been a recent change to the SLA response times to 20 working days in line with corporate Complaints.
- 8.3. 36% of statutory stage one complaints were upheld in 2022/23, a decrease of 20% on the previous year.

Statutory Stage Two

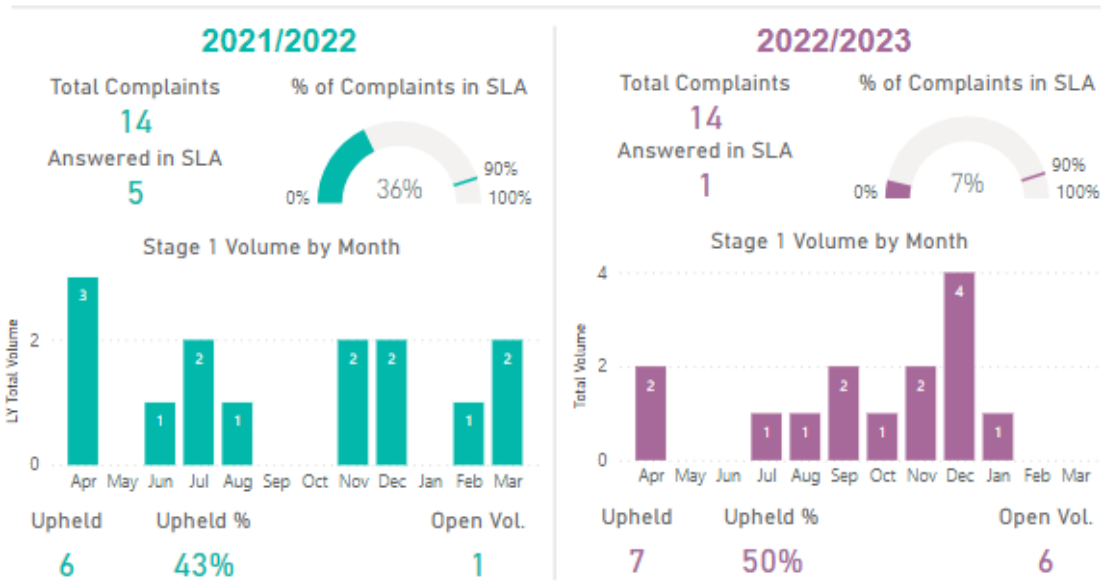


- 8.4. The volume of Statutory stage two complaints increased by 4 complaints in this annual period compared to last year.
- 8.5. 39% of stage two, or 7 complaints were upheld during 2022/2023, compared to 57%, or 8 complaints in 2021/2022.

Stage Three

- 8.6. In 2022/2023 there were a total of 3 Stage 3 panels, an increase of 1 on 2021/2022.

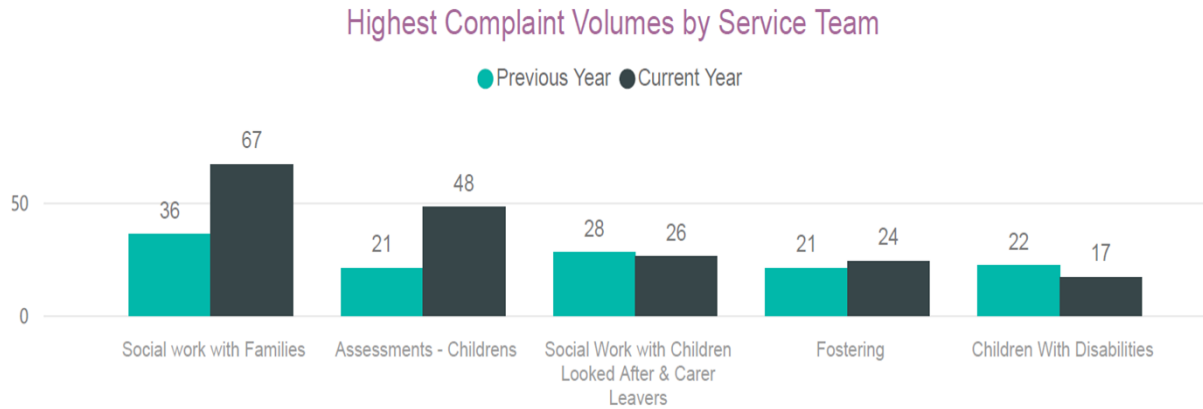
Local Government & Social Care Ombudsman (LGSCO)



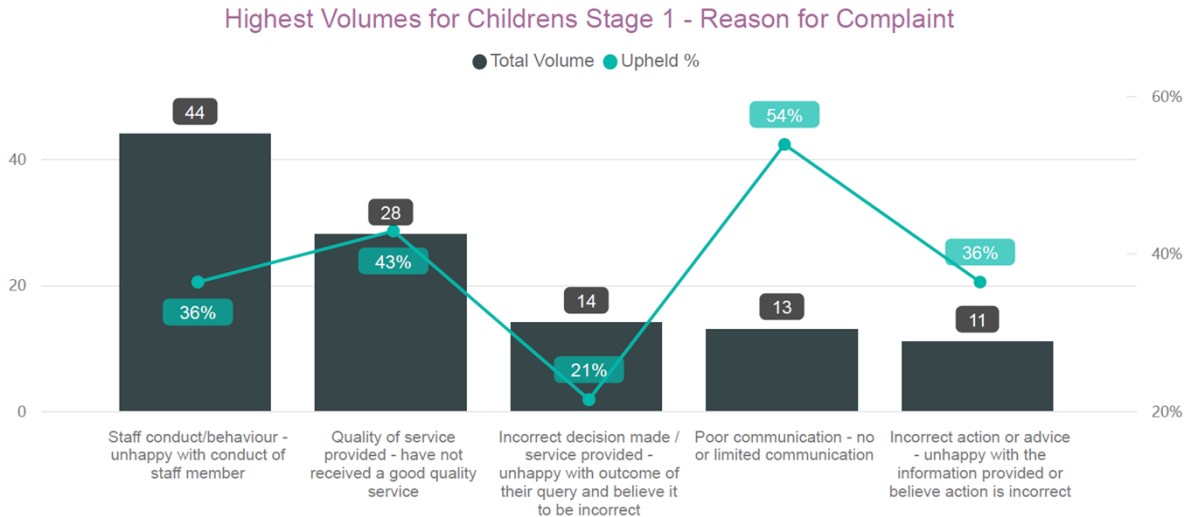
- 8.7. 14 complaints were escalated to the LGSCO in 2022/23, the same number as in the previous year.
- 8.8. 7 complaints, or 50% were upheld by the LGSCO, an increase of 1 complaint on the period 2021/22.

CFE Statutory Stage 1 complaint volumes by Service Team

- 8.9. The below table shows the highest number of complaints received by service teams within the CFE division within the last 2 years.

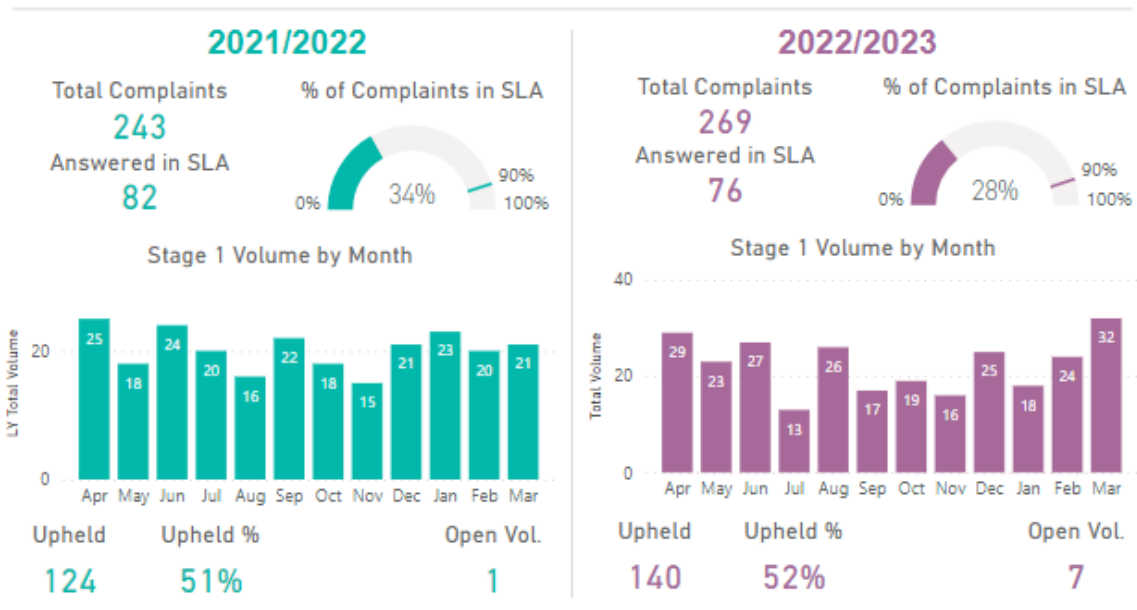


- 8.10. The chart below shows the Stage 1 themes for CFE Statutory complaints in 2022/23, alongside the percentage of upheld complaint for each category.



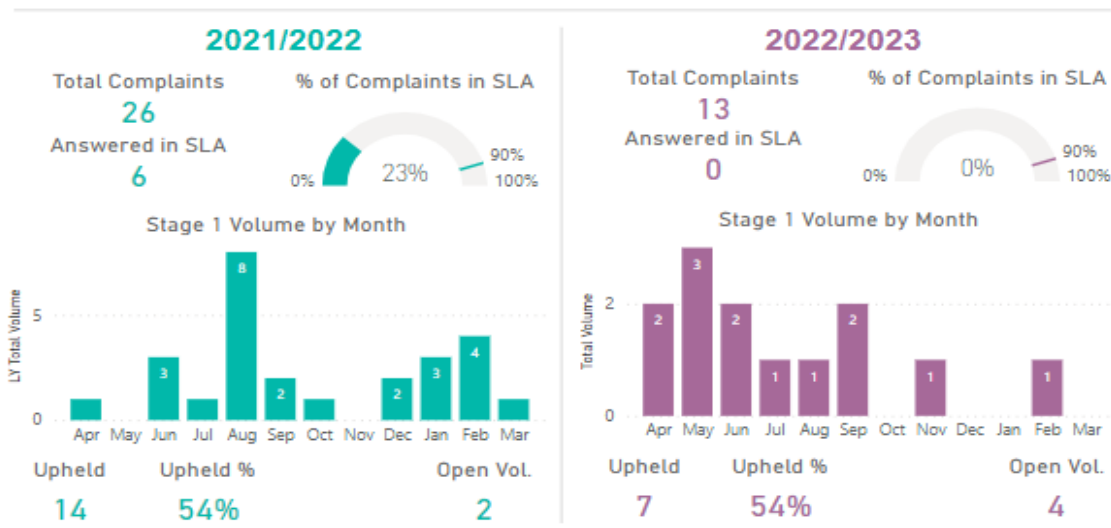
9. ADULTS SOCIAL CARE & HEALTH (ASC) STATUTORY COMPLAINTS

Stage One



- 9.1. Stage one complaints increased by 11% or 24 complaints in 2022/23 compared to 2021/22.
- 9.2. There has been a 1% increase in the number of complaints that have been upheld this year compared to last. For this year it was 52%.
- 9.3. The percentage of Stage 1 complaints that were answered within the 10 working day SLA was 28% in 2022/23 compared to 34% in 2021/22.
- 9.4. *Please note there is no Stage 2 process for Statutory Adults complaints*

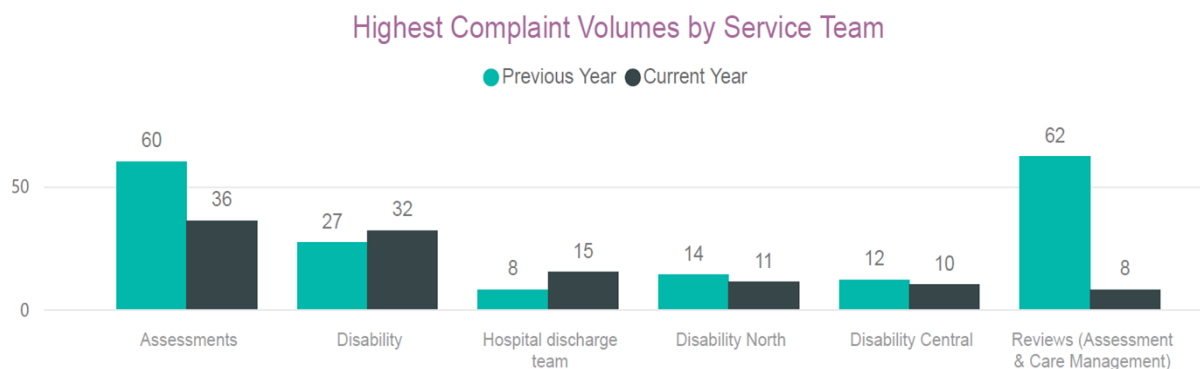
Local Government & Social Care Ombudsman (LGSCO)



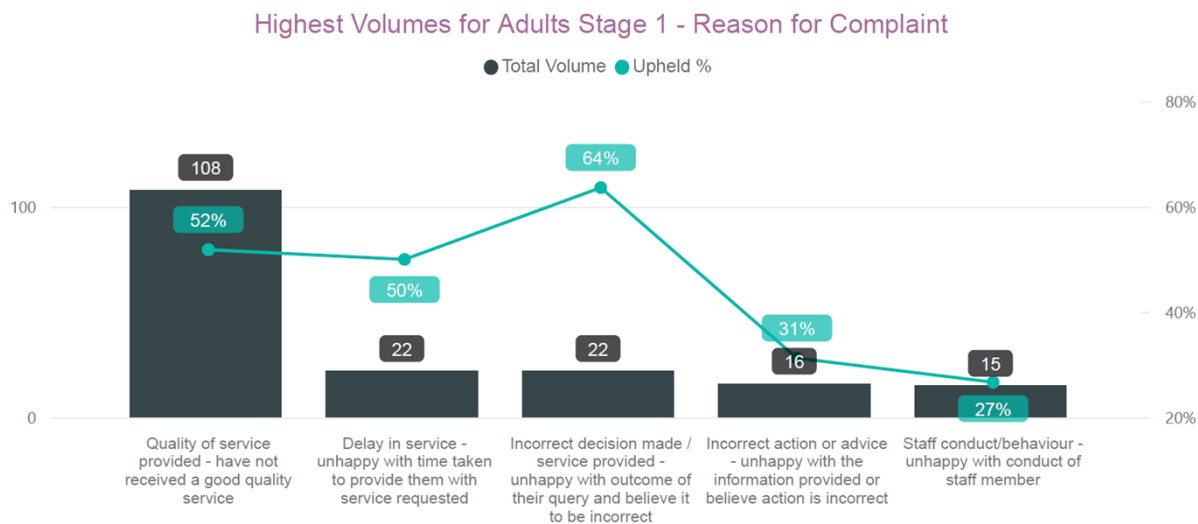
- 9.5. 13 complaints were escalated to the LGSCO in 2022/23, compared to 26 in 2021/22. This is a 50% reduction.
- 9.6. 7 complaints, or 54% were upheld by the LGSCO, a decrease of 7 complaints on the period 2021/22.

ASC Statutory Stage 1 complaint volumes by Service Team

- 9.7. The below table shows the highest number of complaints received by the service teams within the ASC directorate in 2022/23 along with competitive numbers for the previous year.



- 9.8. The chart below shows the Stage 1 Themes for ASC Statutory complaints in 2022/23, alongside the percentage of upheld complaint for each category.



10. IMPROVEMENTS MADE AND ACTIONS TAKEN:

10.1. Numerous improvements have been made across the organisation as a result of learning from complaints, and recommendations and orders made by the Ombudsman. Below are some of the actions taken:

- Implementation of a new Childrens, Young people and Education complaints policy.
- Updates made to the Corporate Complaints Policy and amendments to website undertaken.
- Complaints handling videos created and added to the Croydon Learning library for access to all staff.
- In person complaints handling training provided to numerous services across the organisation and to new starter contact centre staff.
- Processes maps for complaints, mayoral enquiries and member enquiries devised and added to the intranet for access by all staff.
- Meetings held and agreement made with Bernardos advocates to agree a protocol for the handling of complaints that cross over between Childrens Services and Housing.
- Training provided to officers dealing with antisocial behaviour so they are aware of the steps they need to take to investigate when concerns are raised.
- Training provided on the community trigger process and when that process should be discussed with those who have raised concerns.
- Community trigger processed publicised on the Local Authority Website.
- Staff reminded of the requirement to review procedures for restricting visitor's contact with service users of the Care Home as set out in its Visitor's Policy.
- Staff reminded of the importance of continuing to ensure the adult's care needs are being met when their care plan is under review, particularly if they are without adequate care during a period of dispute.
- Staff reminded of the needs to involve service users when it proposes to make significant adjustments to their care support.
- Staff reminded of the Council's duty to clearly set out how a person's eligible care needs will be met, particularly where it proposes to reduce someone's care hours.
- A review of the equipment ordering system undertaken to ensure processes are followed through correctly.
- Staff reminded that consideration should be made to placing a hold on accounts with enforcement agents when customers advise they have not received recovery notices.
- Officers reminded of the provisions of the Government guidance on collection of Council Tax arrears to ensure they are willing to negotiate payments at any time

in the process and work with bill payers to agree an affordable and sustainable payment plan to be paid within a reasonable timeframe.

- Staff reminded that when an owner of an abandoned vehicle has been located and the Council has contacted the owner, to wait for the full notice period to lapse before disposing of it.
- Notice letter to owners of abandoned vehicles revised to ensure it is clear what the notice period is and what action it intends on taking.
- A review of the processes for commissioning or arranging occupational therapy provision to ensure it can access assessment and therapy services when children and young people require it
- A review to ensure that providers being commissioned to deliver specialist provisions can meet the educational provision specified in children and young people's EHC (Educational, Health and Care) plans.
- Staff reminded that where NHS OT (Occupational Therapy) advice is sought during the EHC assessment process and that advice is delayed, to consider obtaining advice from private OTs or asking other professionals to cover the issue in their reports.
- A review of the guidance to staff on handling complaints where the complainant is accessing the legal protocol for housing disrepair claims to ensure it is clear to staff when complaints about homelessness applications and housing register applications, including requests by Council tenants to move to different accommodation, should be treated as separable from the legal protocol.
- A review of SEN processes to ensure:
 - Medical advice is sought to support decisions to provide alternative education that is less than full-time.
 - Alternative provision is put in place without delay and kept under regular review, with a view to increasing it where possible.
 - Requests for non-academic or therapeutic alternative provision are properly considered especially where there are special educational needs that may be met by such provision.
 - Special educational provision in an EHC plan is put in place where possible where a child is unable to attend school; the duty under s.42 Children and Families Act remains.
 - Social care advice is obtained during every EHCNA and the need for social care input reviewed when a child is out of school for an extended period.
- Processed put into place to ensure:
 - The LA acts on written representations from foster parents;
 - Foster parents are informed of the outcome of review panels
 - Foster parents are signposted to relevant fostering support when they are the subject of investigations.

- A full review of aftercare in all applicable Section 117 cases
- Remind all relevant staff of its duties under Section 17 of the Children Act 1989 and the circumstances when a Child in Need Assessment should be carried out, including where the individual affected has accessed the legal protocol for housing disrepair claims.

11. ALTERNATIVE OPTIONS CONSIDERED

11.1. N/A

12. CONSULTATION

12.1. N/A

13. CONTRIBUTION TO COUNCIL PRIORITIES

13.1. 7.1 Supporting Outcome 1 of the Mayor's Priorities – Listening to Residents

14. APPENDICES

14.1. Appendix A: A list of all findings from Upheld Ombudsman decisions

14.2. Appendix B: The Local Government and Social Care Ombudsman annual review letter

14.3. Appendix C: The Housing Ombudsman annual review letter

14.4. Appendix D: The Annual Complaints Report 2022-2023

15. BACKGROUND DOCUMENTS

15.1. N/A

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Appendix A:

Upheld Ombudsman Complaints:

TEAM	LGO RECOMMENDATION
Housing	The Council was at fault for the delays Miss X experienced with her housing application. Miss X suffered distress and uncertainty. The Council has agreed to apologise and pay Miss X to remedy her injustice.
Housing	In accordance with paragraph 52 of the Housing Ombudsman Scheme, there was maladministration by the landlord in its handling of the resident's succession to her late mother's tenancy. In accordance with paragraph 52 of the Housing Ombudsman Scheme, there was maladministration by the landlord in its handling of the associated complaint.
Housing	Mr B complained the Council failed to act on antisocial behaviour and noise nuisance from his neighbour and delayed responding to his complaint. There is no evidence the Council properly investigated concerns Mr B raised in 2022 or that it considered the community trigger process and told Mr B about it. The Council delayed responding to the complaint. An apology, payment to Mr B, investigation of Mr B's concerns and training for officers is satisfactory remedy.
Housing	Ms X is a Council tenant. She complains the Council failed to consider whether her family's living conditions meant she was homeless. Ms X complains the Council failed to respond to her requests to move to alternative accommodation due to significant disrepair and infestation issues. We have found the Council at fault. This caused Ms X distress and frustration. She missed out on the Council treating her requests to move as a homelessness application and a transfer request under its housing allocations scheme. To remedy this, the Council has agreed to apologise to Ms X, make her a payment and process her move request now. It has also agreed to make several service improvements.
Adults	The Council was at fault for delaying in putting in place a package of care and for failing to consider whether Mr X had the appropriate support through the care assessment. This meant Mr X had to wait longer than necessary to receive a package of care and cannot be sure the Council adequately considered his needs. The Council agreed to apologise to Mr X, make a payment to Mr X and review his care plan.
Adults	Mr D complained the Council wrongly kept his visitation restrictions in place for a care home where his friend lives. He said this caused him distress. We found the Council at fault as its policy did not set clear standards for when Mr D's restrictions would be reviewed and how he would be informed. However, as it found his behaviour continued to breach its policy, the outcome would have been the same. Mr D did therefore not experience an injustice as a result of the Council's fault. The Council should review its policy to prevent any potential future injustice to other visitors with restricted access.
Adults	Miss X complained about the outcome of a reassessment of her care and support needs. On the evidence seen so far, we have found the Council to be at fault because it did not properly consider her need for care at night, did not involve her properly in the assessment and fettered its discretion. She suffered avoidable distress, uncertainty and possible risk of harm. To

	remedy this injustice, the Council has agreed to apologise, make a payment to her, carry out a reassessment and take action to improve its practices.
Adults	The Council failed to ensure the appropriate funding was approved for Mrs X when she was discharged from hospital. It ordered the recommended equipment for her but could not explain why some of it was not delivered. The Council's response to Ms B's complaint was inadequate. The Council agrees to apologise to Mrs X, reimburse the amount of funding it failed to secure for her, and pay a sum which recognises the distress caused.
Adults	Miss X complains about the Council's handling of care and support to her grandmother. The Council has accepted some fault and agreed to our proposed recommendations. We do not consider further investigation is justified for the other complaints as there is insufficient evidence of fault and investigation would not lead to a different outcome.
Adults	Mrs X complained the Council failed to ensure a care package was in place for her husband, Mr X's hospital discharge. She also complained about the Council's delay in responding to her requests for direct payments and respite care and failing to correctly reassess Mr X's finances. We find fault by the Council. This caused significant stress and uncertainty to Mr and Mrs X. To address the injustice caused by fault, the Council has agreed to apologise, make a symbolic payment and remind staff of the relevant guidance.
Adults	There was fault by the Council. It did not communicate properly with Ms K when it decided not to continue with holiday payments for her disabled grandson. The Council also did not take into account that it had agreed to continue with these payments. The Council has apologised to Ms K. It has also agreed to backdate the discretionary payments, but end these in 2022. This is an appropriate way to settle this complaint.
Resources	Mr X complained the Council's offer to settle his complaint does not fully recognise the distress and financial hardship he experienced as a result of its failure to action a housing benefit appeal. A higher payment is appropriate in this case.
Resources	Mr X complains the Council unfairly added enforcement agent fees for council tax arrears when it knew he had changed address. The Council has agreed to remove the agent's visit charges.
Resources	Mr X complained the Council failed to tell bailiffs that he had cleared his council tax liability. This resulted in an unnecessary call and visit by bailiffs. We found there was fault by the Council that warrants and apology and a payment to Mr X.
Resources	Mr X complains that the Council is unfairly refusing to allow his to pay his Council Tax bill for 2021/22 over a longer period of time. The Council is at fault as it delayed in issuing Mr X's Council Tax bill which denied him the opportunity to pay his Council Tax over a longer period of time and with lower instalments. It is also at fault for failing to give proper consideration to offering an affordable payment plan to Mr X in accordance with Government guidance. The Council has agreed to apologise to Mr X and make a payment of £150 to acknowledge the distress caused to him. It has also agreed to arrange an affordable repayment plan with Mr X.
Resources	Mr B complains the Council has not dealt properly with collection of Council Tax for a property he owns. The Council took unnecessary enforcement action. Mr B was charged additional fees. The Council has agreed to repay Mr B £310.
SCRER	Ms X complains the Council failed to take sufficient action to deal with flytipping, anti-social behaviour and drainage issues on an alleyway. The Council is at fault as it delayed in establishing its responsibility for the

	alleyway. This caused avoidable time and trouble to Ms X which the Council has agreed to remedy by apologising and making a payment of £150 to her.
SCRER	Mr X complained the Council destroyed his car which he had left in a car park. The Council was at fault. It did not comply with the notice period in line with guidance before it decided to destroy his car. Furthermore, the Council's notice letter it sent to Mr X lacked information. The Council has agreed it will apologise to Mr X and pay him £300 to acknowledge the frustration and uncertainty caused by the matter. The Council will remind staff to wait for a notice period to lapse before it disposes of a vehicle it has seized. The Council will also revise its notice letter.
CFE	Ms X complained the Council did not properly consider her request for a personal budget to provide education for her son, Mr Y and failed to implement the provision set out in his Education, Health and Care plan between November 2021 and July 2022. There was no fault in the Council's decision not to provide a personal budget for direct payments. However, the Council failed to provide most of the special educational provision for Mr Y. The Council agreed to pay Mr Y £2800 to recognise the education he missed, reimburse the costs Ms X accrued in arranging some of Mr Y's provision and pay her £500 to recognise the time and trouble caused to her by the Council's fault.
CFE	Miss X complained the Council failed to provide Occupational Therapy (OT) provision in line with her son, F's, Education, Health and Care (EHC) Plan between December 2021 and May 2022. The Council failed to deliver F's OT provision during this period which was fault. It agreed to pay Miss X £1000 to recognise the impact the loss of OT provision had on F. It also agreed to refund her the cost of the private OT assessment she commissioned during the EHC assessment process and carry out service improvements.
CFE	The complainant's (Mr Y) representative (Advice Centre) said the Council failed by refusing to investigate Mr Y's out-of-time complaint at stage two of its children's complaint procedure. We found fault in the way the Council dealt with Mr Y's complaint. This caused him injustice. The Council agreed to apologise, consider Mr Y's complaint at stage two and provide staff training.
CFE	There was delay and fault in the way an EHC needs assessment was carried out and a delay in putting s.19 education in place. This caused unnecessary distress, time and trouble, some loss of education and uncertainty. The Council will apologise, make a remedy payment, and carry out service improvements.
CFE	The Council was at fault for its poor communication with Mr and Mrs X during the process of de-registering them as foster carers. It also failed to signpost them to a fostering support service and unnecessarily delayed in coming to its final decision on deregistration. However, the Council was not at fault for not referring Mr and Mrs X's appeal to the Independent Review Mechanism (IRM) as Mr X did not request this when given the opportunity. In recognition of the injustice caused by these faults, the Council has agreed to pay Mr and Mrs X £200 and said it will provide evidence of service improvements it has carried out.
CFE	Ms Y complains the Council failed to consider whether her family's housing conditions meant any of her children were 'in need' (under Section 17 of the Children Act 1989). We found fault by the Council, which meant Ms Y missed out on the Council carrying out Child in Need assessments for her children. To remedy this, the Council has agreed to: apologise to Ms Y,

	make her a payment, and carry out the assessment for her youngest child. The Council has also agreed to make several service improvements.
CFE	We find the Council at fault for its failings to follow the Annual Review and Education Health and Care (EHC) needs reassessment timescales for the complainant's (Mrs X) son (Y), its failings within Y's key stage transfer and the way it handled Mrs X's complaints. These faults caused Y and Mrs X injustice. The Council agreed to issue Y's final Education Health and Care Plan (EHCP), apologise, make payments to recognise negative impact of the Council's failings on Y's education and make payments for Mrs X for distress and time and trouble spent on chasing up the Council's responses. The Council also agreed some service improvements.

19 July 2023

By email

Ms Kerswell
Chief Executive
London Borough of Croydon

Dear Ms Kerswell

Annual Review letter 2022-23

I write to you with your annual summary of complaint statistics from the Local Government and Social Care Ombudsman for the year ending 31 March 2023. The information offers valuable insight about your organisation's approach to complaints. As always, I would encourage you to consider it as part of your corporate governance processes. As such, I have sought to share this letter with the Leader of your Council and Chair of the appropriate Scrutiny Committee, to encourage effective ownership and oversight of complaint outcomes, which offer such valuable opportunities to learn and improve.

The end of the reporting year, saw the retirement of Michael King, drawing his tenure as Local Government Ombudsman to a close. I was delighted to be appointed to the role of Interim Ombudsman in April and look forward to working with you and colleagues across the local government sector in the coming months. I will be building on the strong foundations already in place and will continue to focus on promoting improvement through our work.

Complaint statistics

Our statistics focus on three key areas that help to assess your organisation's commitment to putting things right when they go wrong:

Complaints upheld - We uphold complaints when we find fault in an organisation's actions, including where the organisation accepted fault before we investigated. We include the total number of investigations completed to provide important context for the statistic.

Over the past two years, we have reviewed our processes to ensure we do the most we can with the resources we have. One outcome is that we are more selective about the complaints we look at in detail, prioritising where it is in the public interest to investigate. While providing a more sustainable way for us to work, it has meant that changes in uphold rates this year are not solely down to the nature of the cases coming to us. We are less likely to carry out investigations on 'borderline' issues, so we are naturally finding a higher proportion of fault overall.

Our average uphold rate for all investigations has increased this year and you may find that your organisation's uphold rate is higher than previous years. This means that comparing uphold rates

with previous years carries a note of caution. Therefore, I recommend comparing this statistic with that of similar organisations, rather than previous years, to better understand your organisation's performance.

Compliance with recommendations - We recommend ways for organisations to put things right when faults have caused injustice and monitor their compliance with our recommendations.

Failure to comply is rare and a compliance rate below 100% is a cause for concern.

Satisfactory remedy provided by the authority - In these cases, the organisation upheld the complaint and we were satisfied with how it offered to put things right. We encourage the early resolution of complaints and credit organisations that accept fault and find appropriate ways to put things right.

Finally, we compare the three key annual statistics for your organisation with similar authorities to provide an average marker of performance. We do this for County Councils, District Councils, Metropolitan Boroughs, Unitary Councils, and London Boroughs.

Your annual data, and a copy of this letter, will be uploaded to our interactive map, [Your council's performance](#), on 26 July 2023. This useful tool places all our data and information about councils in one place. You can find the detail of the decisions we have made about your Council, read the public reports we have issued, and view the service improvements your Council has agreed to make as a result of our investigations, as well as previous annual review letters.

Your organisation's performance

During the year, we issued more public reports about your Council than last year, experienced more significant delays in getting the information we needed to progress our investigations, and noted many instances where the Council was late acting on agreed recommendations.

We issued four public reports about your Council this year. In the first, the Council [failed to review the suitability of temporary accommodation](#) provided to a homeless family. Our investigation found the Council failed to consider a change in the size of the complainant's family and whether the subsequent overcrowding of the property posed a risk to the complainant's health or her children. The complainant and her four children had been living in an unsuitable, overcrowded studio flat for over 18 months, which caused them significant distress and substantially impacted their wellbeing.

We asked the Council to apologise, arrange suitable alternative accommodation and make a payment of £5,000 to recognise the impact on the complainant and the family. To improve services and prevent the same errors causing injustice to others, we also asked it to review its procedures for keeping the suitability of temporary accommodation under review. I am pleased to note the Council arranged alternative accommodation for the family even before we issued our final report. However, I am disappointed there were delays in the Council completing the agreed service improvement recommendations and considering our report at its cabinet meeting.

A second [public report](#) found faults in the way the Council, and NHS organisations, dealt with a vulnerable young woman's health and social care services, section 117 aftercare, supported living referral, and support for her parents as carers. A Section 117 aftercare package is a legal entitlement, which should have helped to ensure the woman was not readmitted to hospital. The faults put her at significant risk of self-harm and had a major impact on her and her family's finances.

We made recommendations for all three organisations and were pleased they were accepted in full. We recommended that the Council apologise and offer a financial payment to the woman and her parents in recognition of their avoidable distress, frustration, uncertainty, loss of legal entitlements, increased risk of harm, lost opportunities, lost disability benefits, and outrage. The Council agreed to complete carers' assessments for the woman's parents and to ensure she had a care plan that clearly set out her section 117 aftercare. It also agreed to review its processes for carers' assessments and to ensure staff properly understand the law relating to supported accommodation referrals. Finally, the Council agreed to work together with the NHS organisations to improve section 117 record keeping and to ensure all residents entitled to section 117 aftercare had the appropriate care plans.

In a third [public report](#), we found the Council failed to provide respite for the mother of a disabled teenager. The Council had refused suitable respite care based on cost, without properly assessing need. We also found failings in the Council's complaint handling, where it frustrated the mother's attempt to pursue a complaint under the statutory complaint procedure for complaints about children's services.

We asked the Council to apologise to the family and pay them £4,000 to recognise the injustice caused by receiving insufficient or no respite service for almost three years, and for the distress and time and trouble caused. The Council completed these actions in the agreed timeframe. We also asked the Council to undertake service improvements to prevent a repeat of these events and it has provided us with evidence that it has improved its commissioning of respite care services for children and provided relevant training to staff. We are satisfied with the actions it has taken following our public report.

A fourth [public report](#) investigated the Council's failure to safeguard the child of a young person leaving care. Our investigation found the Council failed in its legal duty to ensure the mother and child had a suitable place to live and, as a result, for the next five years they lived in accommodation they could not afford. Furthermore, our investigation found the Council failed to intervene when the young person's brother went to live with her. He had recently left prison and was at risk of gang-related violence, which in turn placed the whole household at risk.

The Council commissioned a complaint investigation under the statutory children's complaints procedure, but we found this was subject to significant delay and the stage two report lacked depth of analysis. To remedy the injustice caused, we asked the Council to reimburse the cost of one year's university fees (£9,250), which the young person had missed due to the fault. We also asked the Council to make further payments totalling £1,300 for the distress and time and trouble caused. To ensure wider service improvements, we asked the Council to undertake work to understand why it did not make enquiries when it was aware the young person and her child were at possible risk of harm. The Council responded positively to our report and accepted our recommendations.

There were many occasions during the year that our investigations were delayed by your Council's failure to respond in a timely way to the information we had requested. We understand that in complex cases it can sometimes be difficult to respond to our enquiries on time. Where we agree an extension, the response will still be noted as late.

The Council's response to our investigations enquiries was significantly late in 14 cases. In two cases, the Council took over 80 days to respond, and in a further three cases, the Council took

over 40 days to respond. There were instances where the Council asked for time extensions, but these were sometimes requested on the day responses were due. Disappointingly, there were occasions where the Council then failed to meet agreed extensions.

I am particularly concerned that in two cases we had to alert the Council of our ability to issue a witness summons before it responded to our enquiries. This is rare action for us to have to take. These two cases, although the most serious, unfortunately sit alongside several other instances where investigators had significant concerns about the quality of evidence provided by the Council.

It is important that councils learn from complaints and remedy the injustice caused as a result of fault. It is also important that councils deliver on the actions they have agreed to within the agreed timescales. Your Council agreed to, and implemented, 45 recommendations during the year, however, it is disappointing that in 13 cases, your Council did not complete the agreed recommendations on time. In some cases, the Council was late making agreed payments to the complainant, action that should be simple to administer, in others there was delay in acting on the agreed service improvements.

While I acknowledge the pressures councils are under, such delays add to the injustice already suffered by complainants and others. Even when delays are minimal, it reduces the confidence residents have in the Council when it fails to act within the timescales it has agreed. I invite the Council to consider how it might make improvements to reduce delays in the remedy process and to ensure it tells us promptly when it completes a remedy.

While we have evidence of prompt, good quality responses and many recommendations were completed on time, I am concerned that the Council's complaint handling has fallen below the standards we expect. I ask that you consider your Council's approach to all aspects of its complaint handling, prioritising good standards of administrative practice, and seeking to improve the process and outcomes for people who complain to you. I would welcome meeting with you to discuss how we can support improvements and will write to you separately about this.

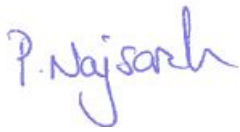
Supporting complaint and service improvement

I know that complaints offer organisations a rich source of intelligence and insight that has the potential to be transformational. These insights can indicate a problem with a specific area of service delivery or, more broadly, provide a perspective on an organisation's culture and ability to learn. To realise the potential complaints have to support service improvements, organisations need to have the fundamentals of complaint handling in place. To support you to do so, we have continued our work with the Housing Ombudsman Service to develop a joint complaint handling code that will provide a standard for organisations to work to. We will consult on the code and its implications prior to launch and will be in touch with further details.

In addition, our successful training programme includes practical interactive workshops that help participants develop their complaint handling skills. We can also offer tailored support and bespoke training to target specific issues your organisation might have identified. We delivered

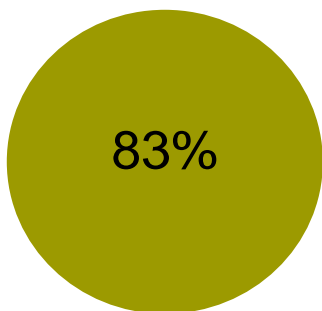
105 online workshops during the year, reaching more than 1350 people. To find out more visit www.lgo.org.uk/training or get in touch at training@lgo.org.uk.

Yours sincerely,



Paul Najsarek
Interim Local Government and Social Care Ombudsman
Interim Chair, Commission for Local Administration in England

Complaints upheld



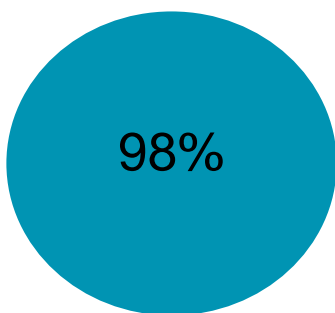
83% of complaints we investigated were upheld.

This compares to an average of **77%** in similar organisations.

57
upheld decisions

Statistics are based on a total of **69** investigations for the period between 1 April 2022 to 31 March 2023

Compliance with Ombudsman recommendations



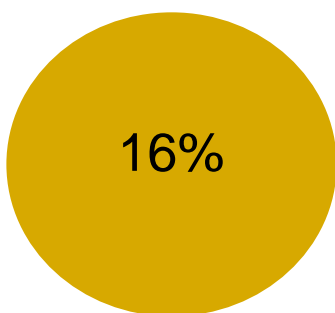
In **98%** of cases we were satisfied the organisation had successfully implemented our recommendations.

This compares to an average of **99%** in similar organisations.

Statistics are based on a total of **45** compliance outcomes for the period between 1 April 2022 to 31 March 2023

- Failure to comply with our recommendations is rare. An organisation with a compliance rate below 100% should scrutinise those complaints where it failed to comply and identify any learning.

Satisfactory remedy provided by the organisation



In **16%** of upheld cases we found the organisation had provided a satisfactory remedy before the complaint reached the Ombudsman.

This compares to an average of **15%** in similar organisations.

9
satisfactory remedy decisions

Statistics are based on a total of **57** upheld decisions for the period between 1 April 2022 to 31 March 2023

Housing
Ombudsman Service

**LANDLORD
PERFORMANCE
REPORT**

2022/2023

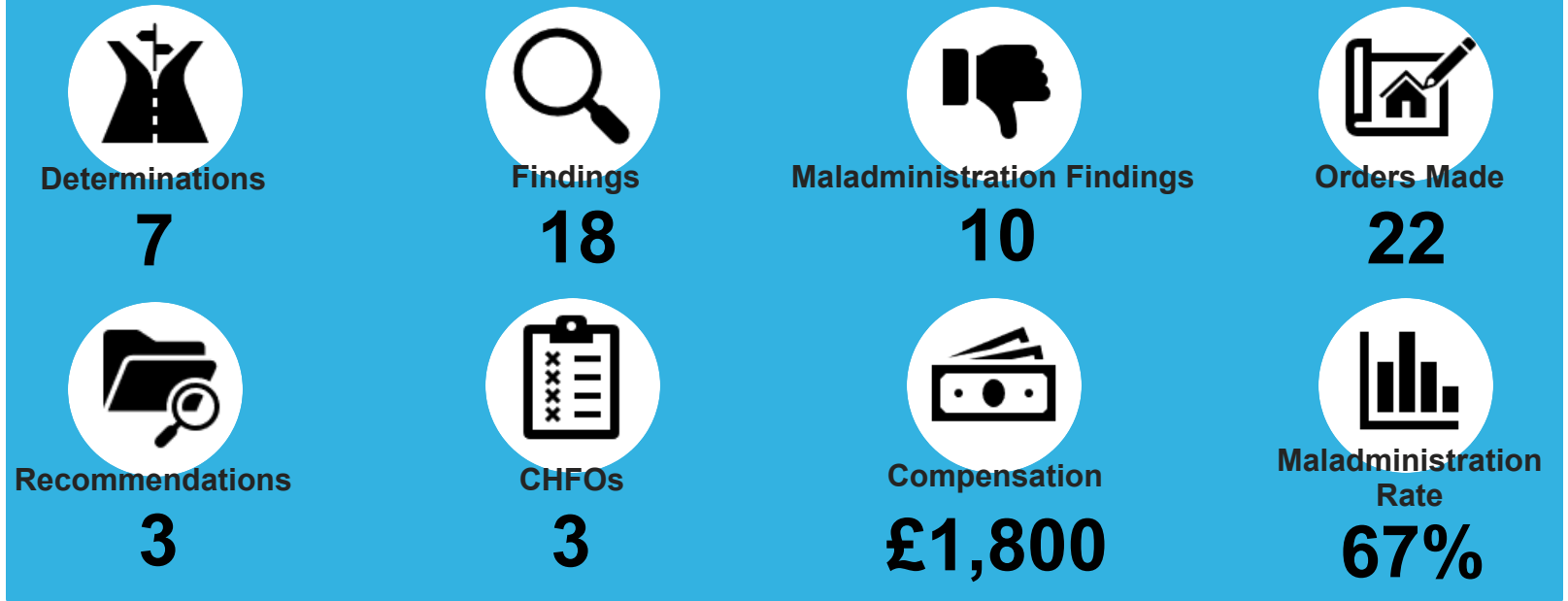
London Borough of Croydon

Landlord: London Borough of Croydon

Landlord Homes: 13,418

Landlord Type: Local Authority / ALMO or TMO

PERFORMANCE AT A GLANCE



PERFORMANCE 2021-2022



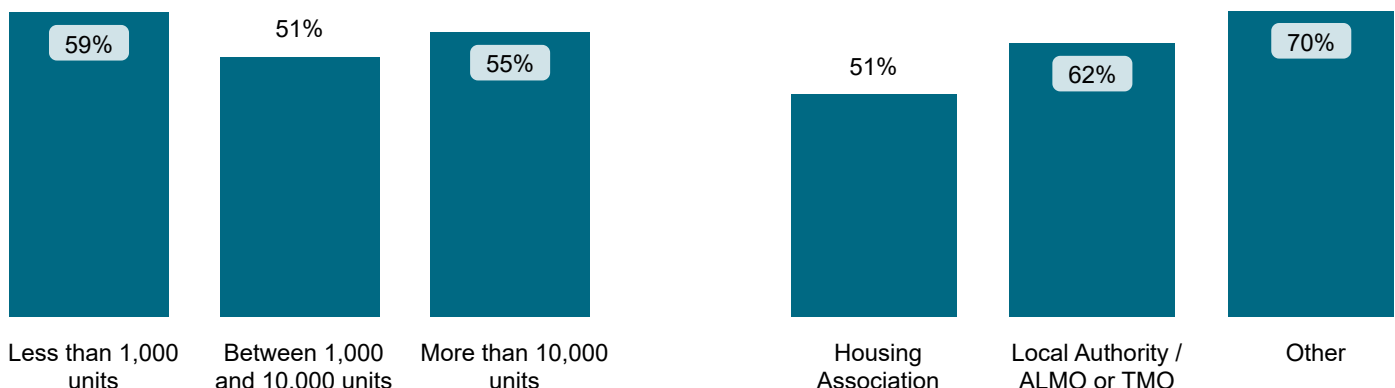
Maladministration Rate Comparison | Cases determined between April 2022 - March 2023

NATIONAL MALADMINISTRATION RATE: 55%

The landlord performed *similarly* when compared to similar landlords by size and type.

National Mal Rate by Landlord Size: Table 1.1

by Landlord Type: Table 1.2



Findings Comparison | Cases determined between April 2022 - March 2023

National Performance by Landlord Size: Table 2.1

Outcome	Less than 1,000 units	Between 1,000 and 10,000 units	More than 10,000 units	Total
Severe Maladministration	3%	2%	3%	3%
Maladministration	27%	20%	25%	24%
Service failure	20%	23%	21%	21%
Mediation	0%	1%	2%	2%
Redress	10%	12%	16%	15%
No maladministration	25%	32%	22%	24%
Outside Jurisdiction	15%	11%	10%	11%
Withdrawn	0%	1%	2%	1%

London Borough of Croydon	
Outcome	% Findings
Severe Maladministration	0%
Maladministration	22%
Service failure	39%
Mediation	0%
Redress	6%
No maladministration	22%
Outside Jurisdiction	17%
Withdrawn	0%

National Performance by Landlord Type: Table 2.2

Outcome	Housing Association	Local Authority / ALMO or TMO	Other	Total
Severe Maladministration	2%	3%	6%	3%
Maladministration	23%	28%	32%	24%
Service failure	21%	22%	24%	21%
Mediation	2%	1%	3%	2%
Redress	19%	8%	3%	15%
No maladministration	23%	24%	21%	24%
Outside Jurisdiction	9%	13%	12%	11%
Withdrawn	1%	1%	0%	1%

Outcome	% Findings
Severe Maladministration	0%
Maladministration	22%
Service failure	39%
Mediation	0%
Redress	6%
No maladministration	22%
Outside Jurisdiction	17%
Withdrawn	0%

Landlord Findings by Category | Cases determined between April 2022 - March 2023

Table 2.3

Category	Severe Maladministration	Maladministration	Service failure	Mediation	Redress	No maladministration	Outside Jurisdiction	Withdrawn	Total
Property Condition	0	2	4	0	1	2	1	0	9
Moving to a Property	0	0	1	0	0	2	1	0	4
Complaints Handling	0	1	2	0	0	0	0	0	3
Anti-Social Behaviour	0	0	0	0	0	0	1	0	1
Occupancy Rights	0	1	0	0	0	0	0	0	1
Total	0	4	7	0	1	4	3	0	18

Findings by Category Comparison | Cases determined between April 2022 - March 2023

Top 3 Categories for London Borough of Croydon Table 3.1

Category	# Landlord Findings	% Landlord Maladministration	% National Maladministration
Property Condition	8	63%	54%
Complaints Handling	3	100%	76%
Moving to a Property	3	33%	29%

National Maladministration Rate by Landlord Size: Table 3.2

Category	Less than 1,000 units	Between 1,000 and 10,000 units	More than 10,000 units	% Landlord Maladministration
Complaints Handling	97%	75%	76%	100%
Moving to a Property	50%	17%	31%	33%
Property Condition	50%	54%	54%	63%

National Maladministration Rate by Landlord Type: Table 3.3

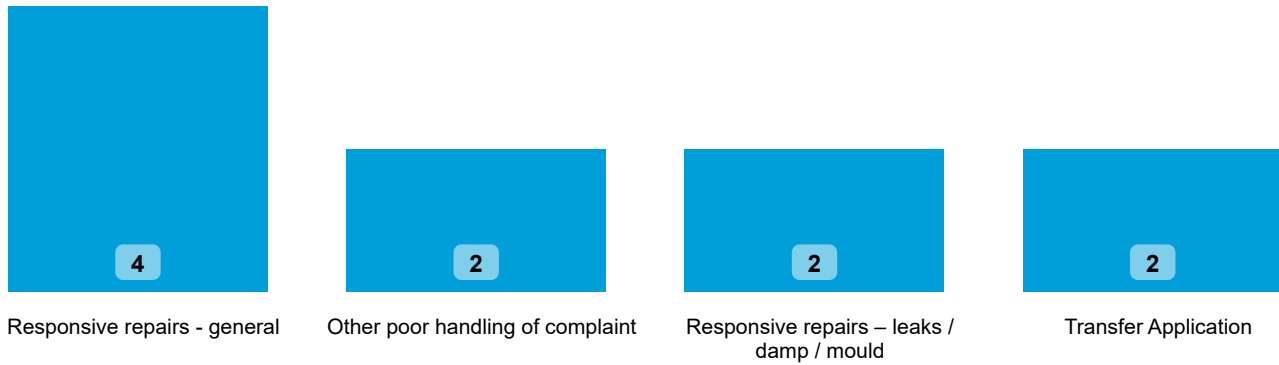
Category	Housing Association	Local Authority / ALMO or TMO	Other	% Landlord Maladministration
Complaints Handling	71%	87%	100%	100%
Moving to a Property	27%	33%	100%	33%
Property Condition	50%	63%	63%	63%

Findings by Sub-Category | Cases Determined between April 2022 - March 2023 Table 3.4

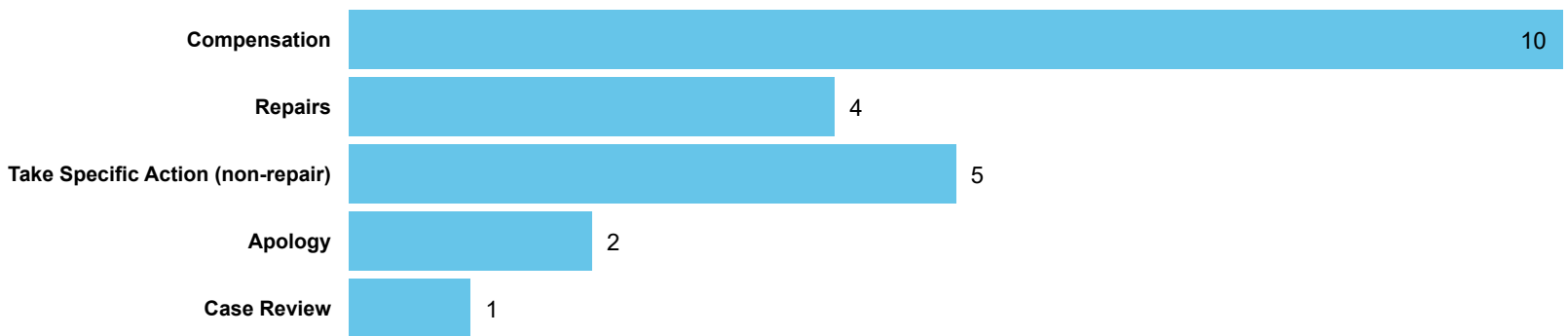
Highlighted Service Delivery Sub-Categories *only*:

Sub-Category	Severe Maladministration	Maladministration	Service failure	Mediation	Redress	No maladministration	Outside Jurisdiction	Withdrawn	Total
Responsive repairs - general	0	2	2	0	0	1	1	0	5
Responsive repairs – leaks / damp / mould	0	0	1	0	1	0	0	0	2
Decants (temp. or permanent)	0	0	0	0	0	1	0	0	1
Total	0	2	3	0	1	2	1	0	8

Top 3 Sub-Categories | *Cases determined between April 2022 - March 2023* Table 3.5



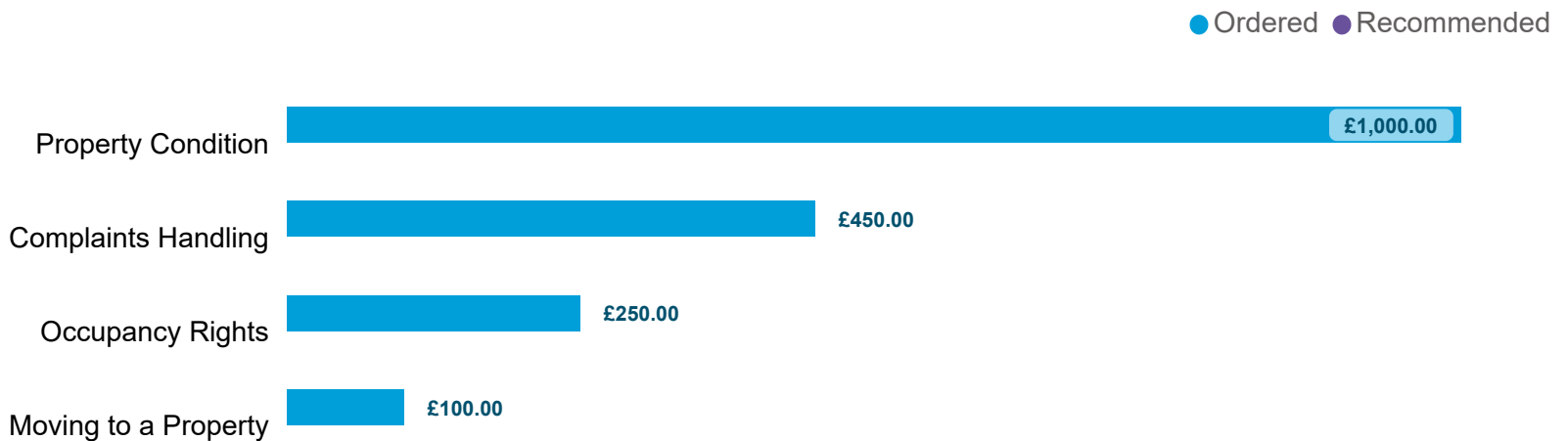
Orders Made by Type | *Orders on cases determined between April 2022 - March 2023* Table 4.1



Order Compliance | *Order target dates between April 2022 - March 2023* Table 4.2

Order Complete?	Within 3 Months	
	Count	%
Complied	19	100%
Total	19	100%

Compensation Ordered | *Cases Determined between April 2022 - March 2023* Table 5.1

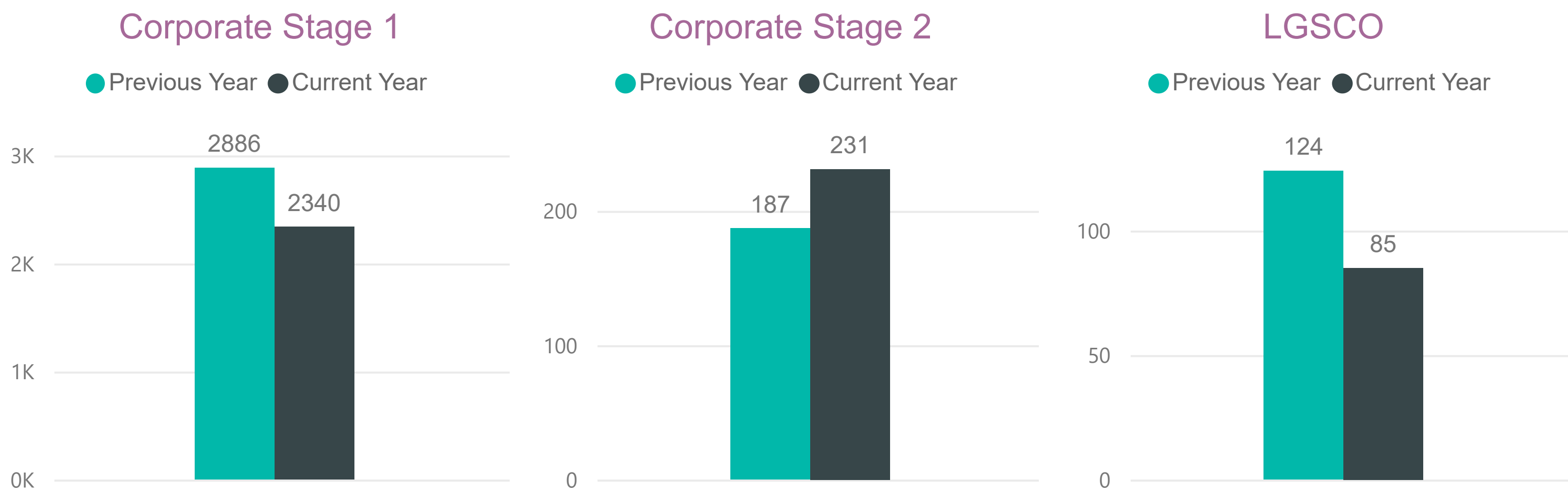


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Complaint & Enquiry Report
Croydon Council
Annual 2022/2023

1. Organisational Summary - Corporate Complaints

Corporate Complaints - Volumes by Complaint Type

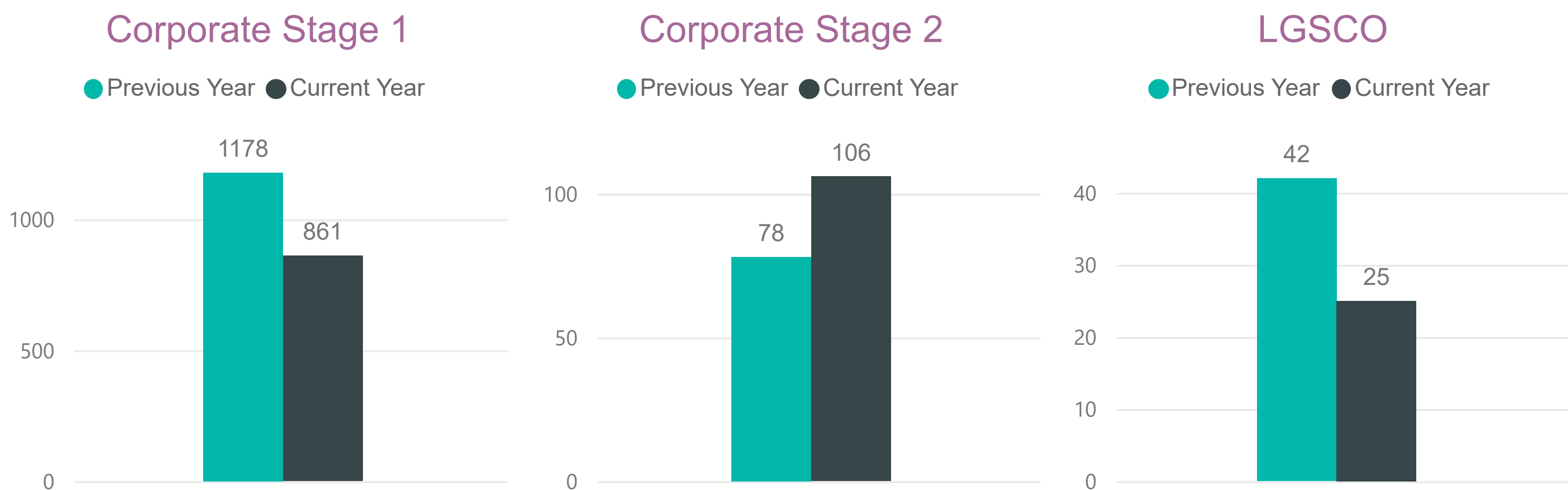


1.1 The volume of stage one has decreased by 546 complaints compared to the same period last year

1.2 The volume of stage two has increased by 44 complaints compared to the same period last year

1.3 The volume of LGO has decreased by 39 investigations compared to the same period last year

Corporate Complaints - Upheld Volume by Complaint Type



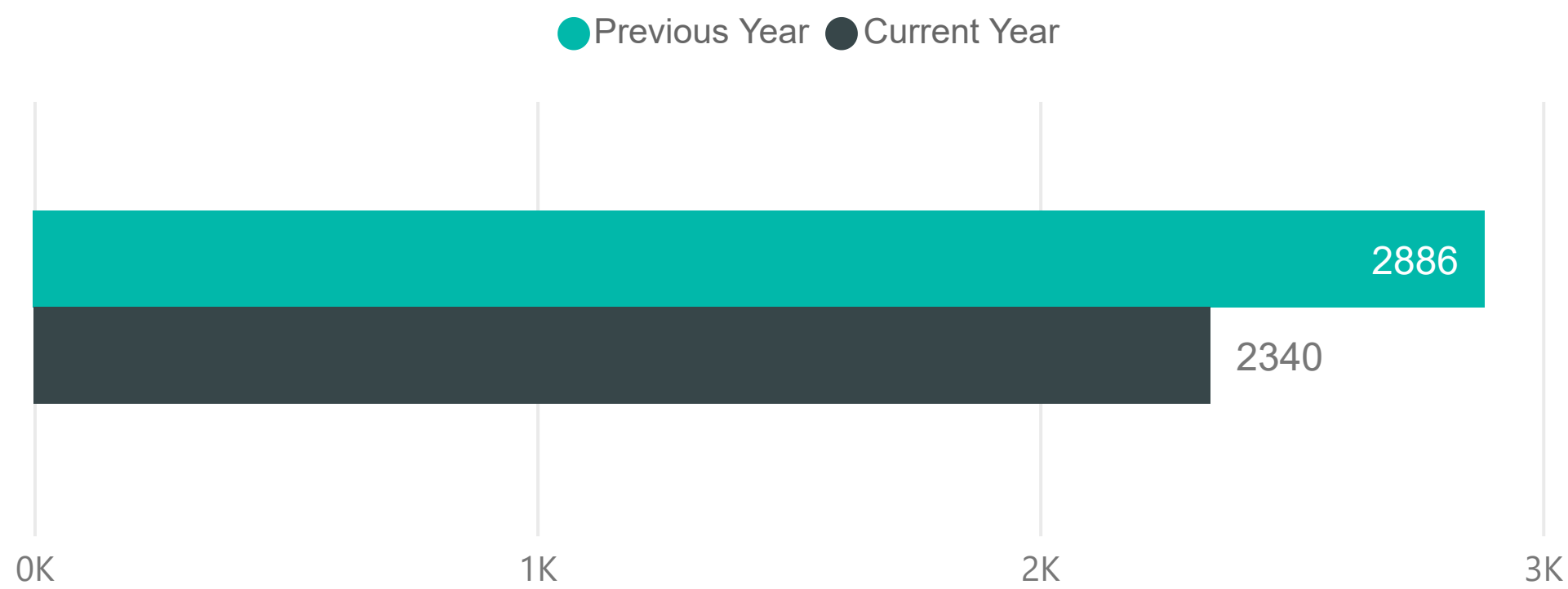
1.4 37%, or 861 complaints, at stage one were upheld for 2022, a decrease of 317 complaints from last year

1.5 46%, or 106 complaints, at stage two were upheld for 2022, an increase of 28 complaints from last year

1.6 29%, or 25 investigations, at LGO were upheld for 2022, a decrease of 17 investigations from last year

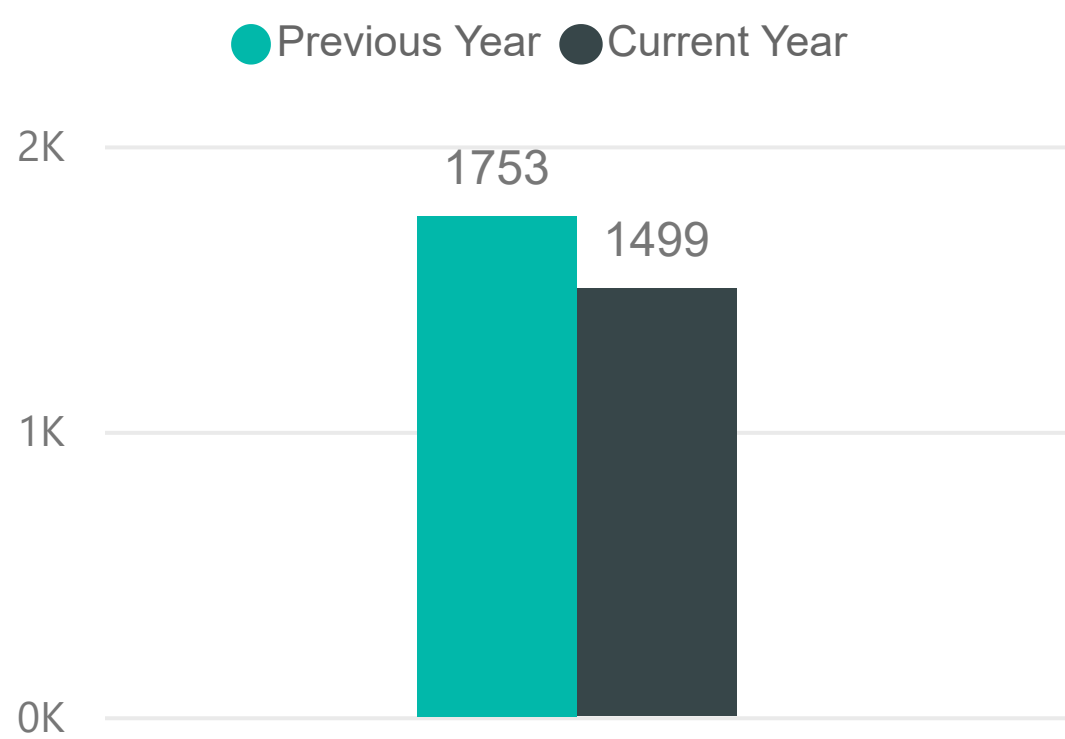
1. Organisational Summary - Corporate Stage 1

Corporate Stage 1 Volume

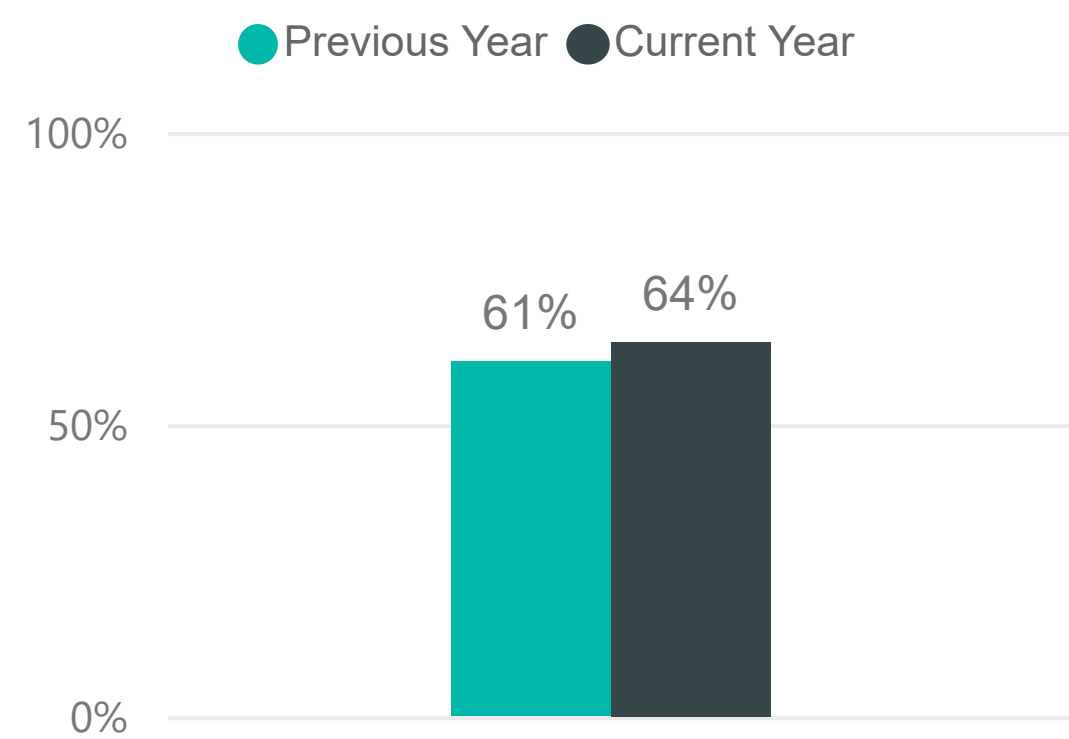


1.7 The volume of stage one has decreased by 546 complaints compared to the same period last year

Corporate Stage 1 SLA Volume



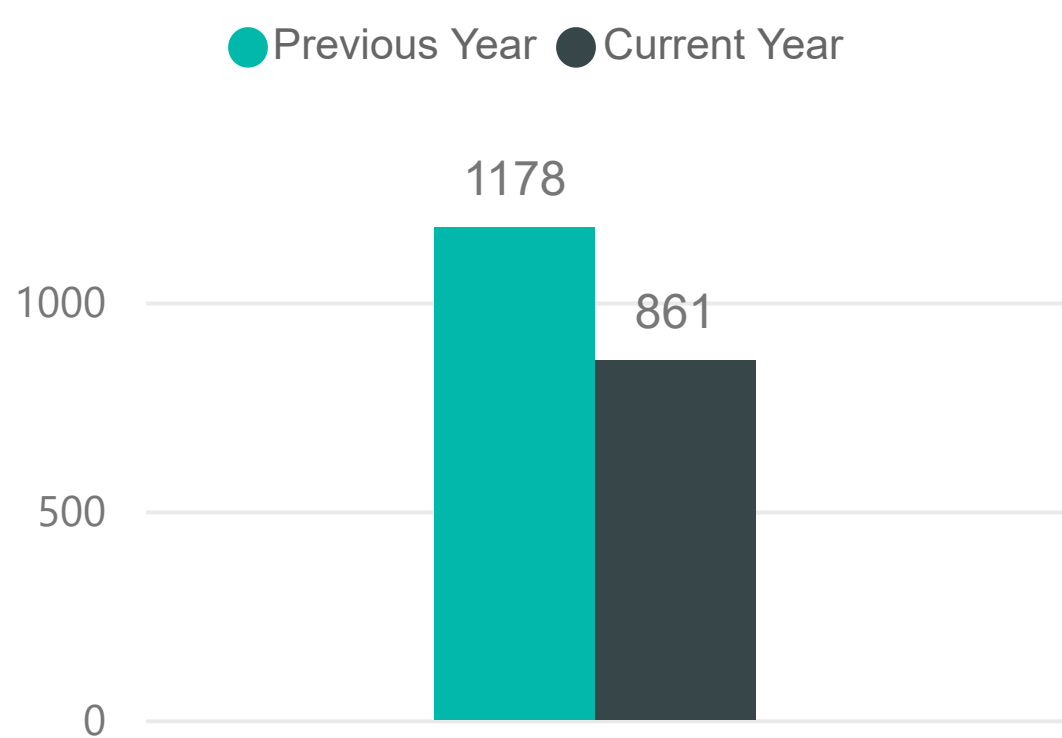
Corporate Stage 1 SLA %



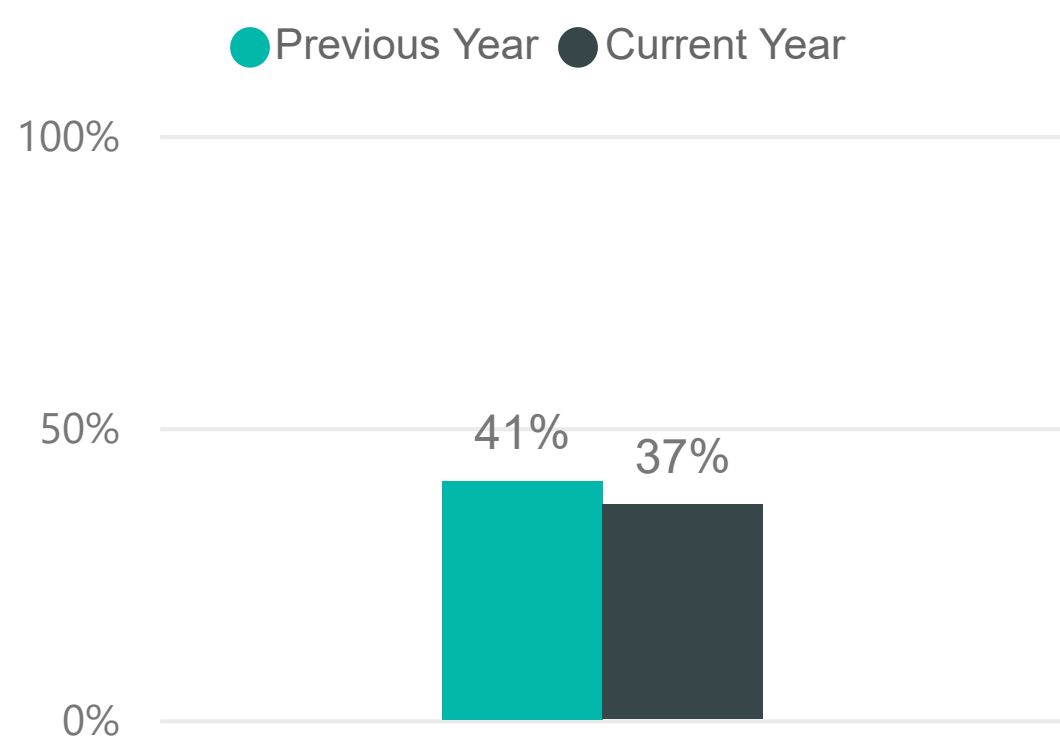
1.8 64% or 1499 stage one complaints were answered within corporate 20 working days target

Often cases will extend due to their complexity and in consultation with the complainant. Cases that have been extended are not included

Corporate Stage 1 Upheld Volume



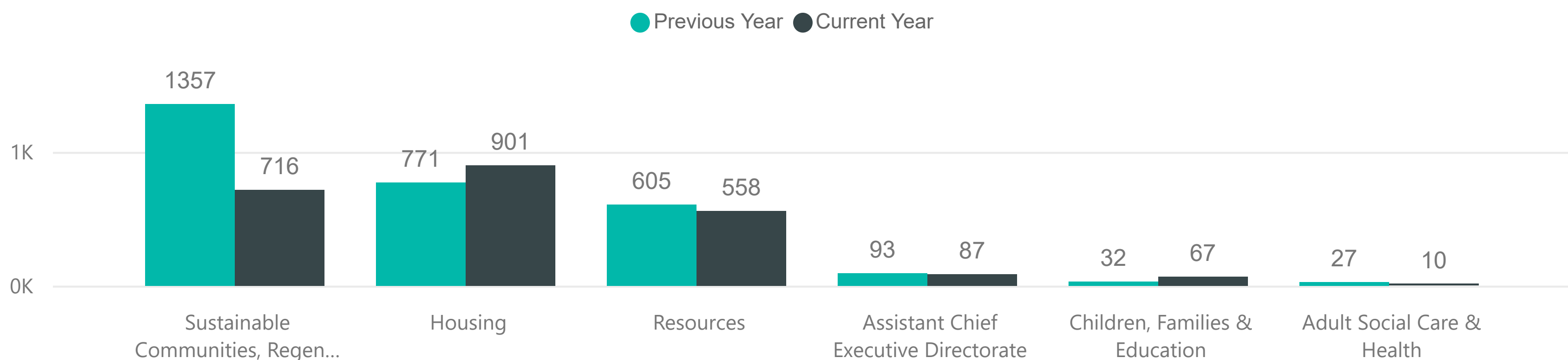
Corporate Stage 1 Upheld %



1.9 37%, or 861 complaints, at stage one were upheld for 2022, a decrease of 317 complaints from last year

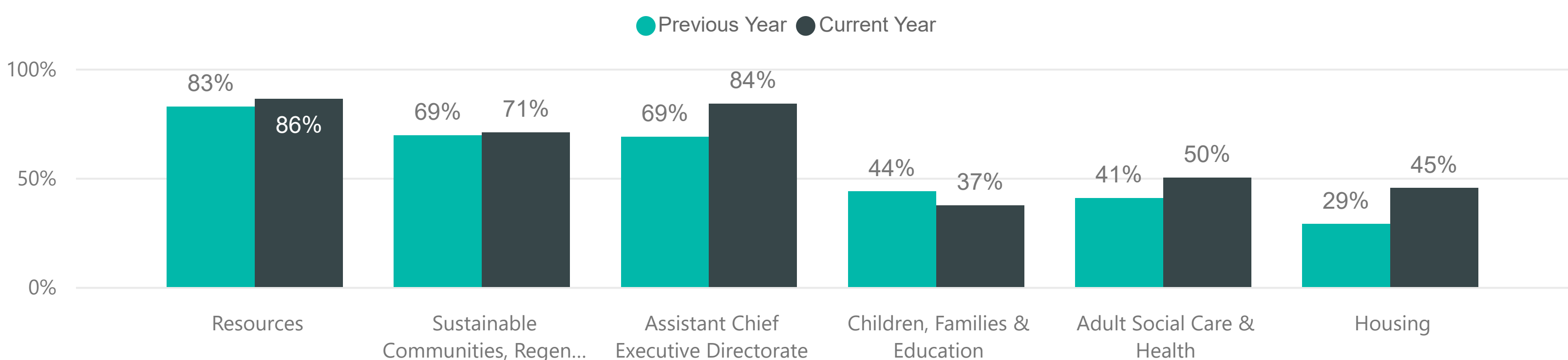
1. Summary by Department - Corporate Stage 1 Complaints

Corporate Stage 1 Volume by Department



1.10 The volume of stage one complaints by Department for 2022

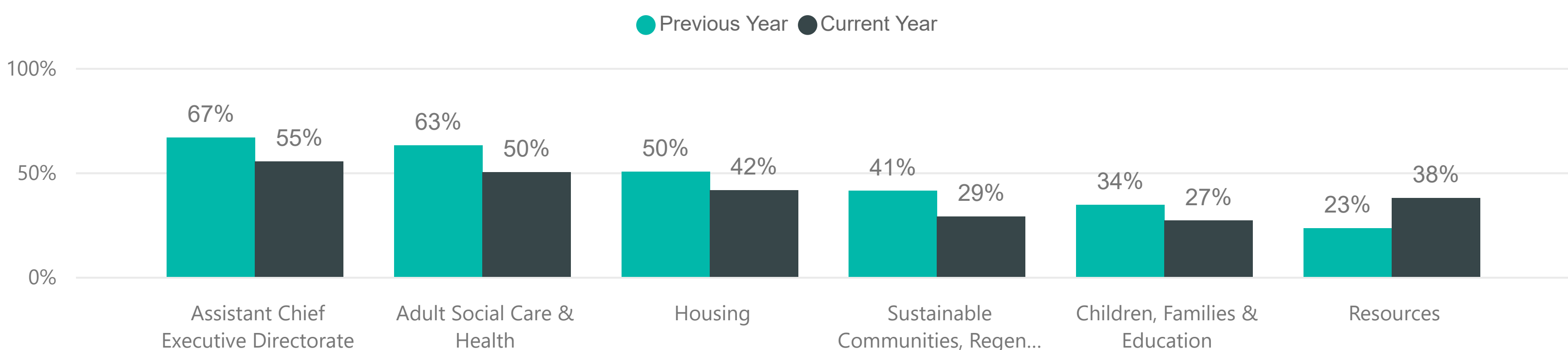
Corporate Stage 1 SLA % by Department



1.11 The SLA % of stage one complaints by Department for 2022

Often cases will extend due to their complexity and in consultation with the complainant. Cases that have been extended are not included

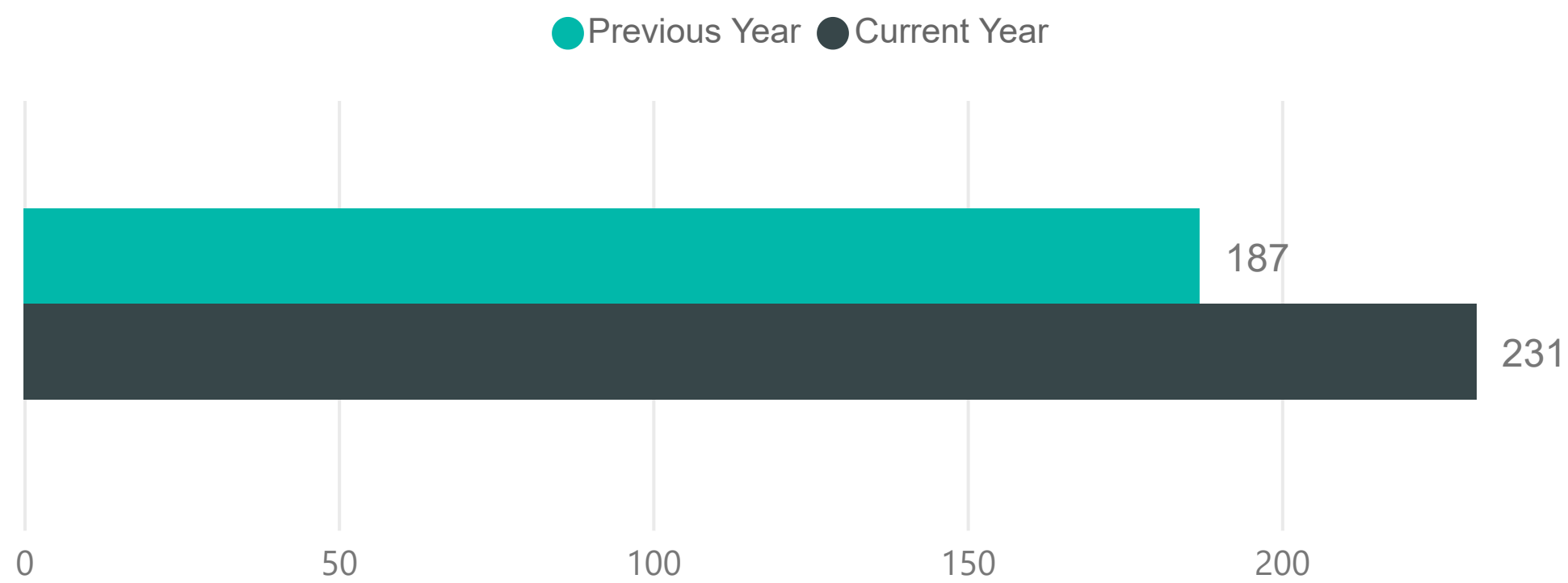
Corporate Stage 1 Upheld % by Department



1.12 The upheld % of stage one complaints by Department for 2022

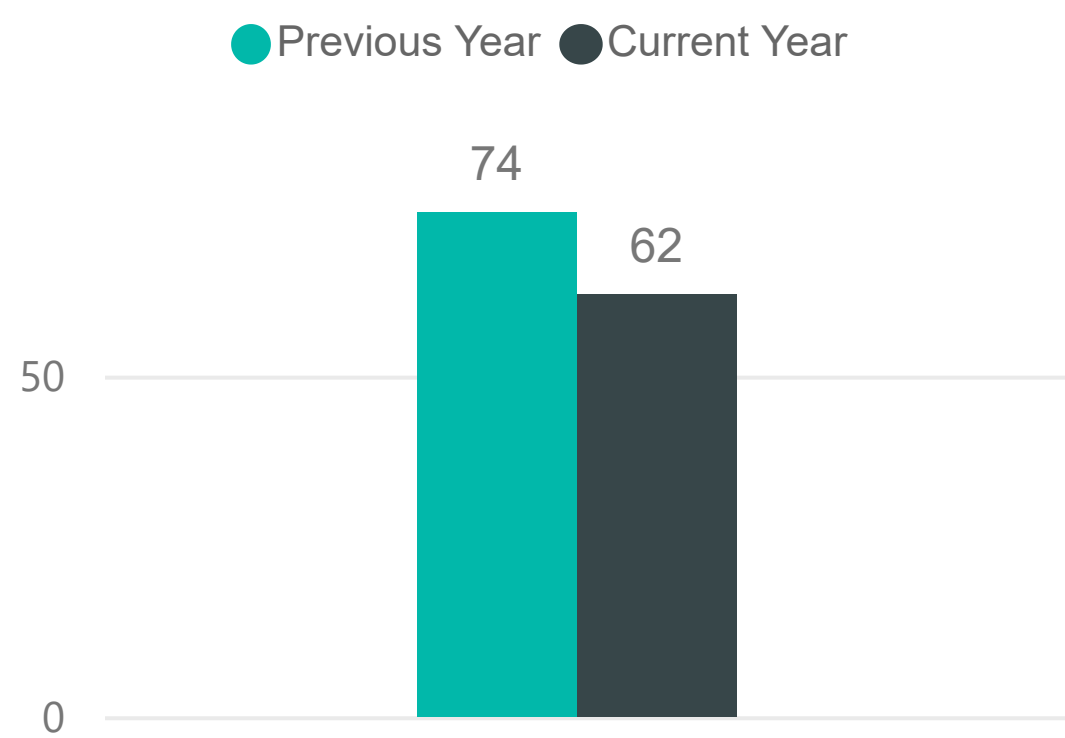
1. Organisational Summary - Corporate Stage 2

Corporate Stage 2 Volume

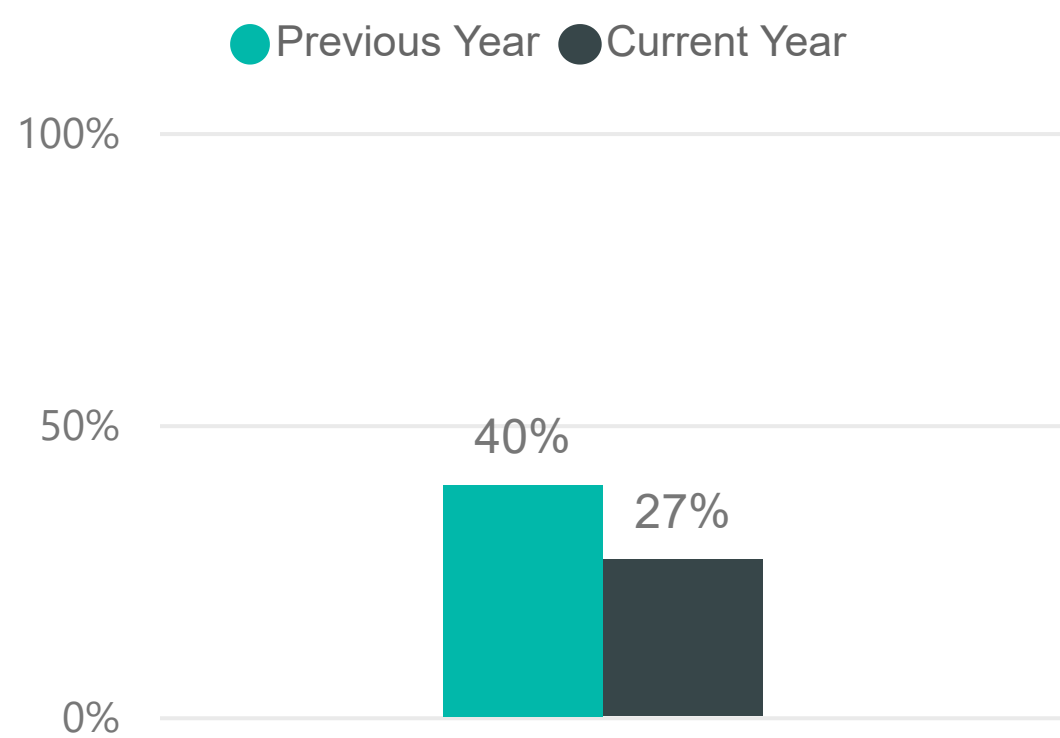


1.13 The volume of stage two has increased by 44 complaints compared to the same period last year

Corporate Stage 2 SLA Volume



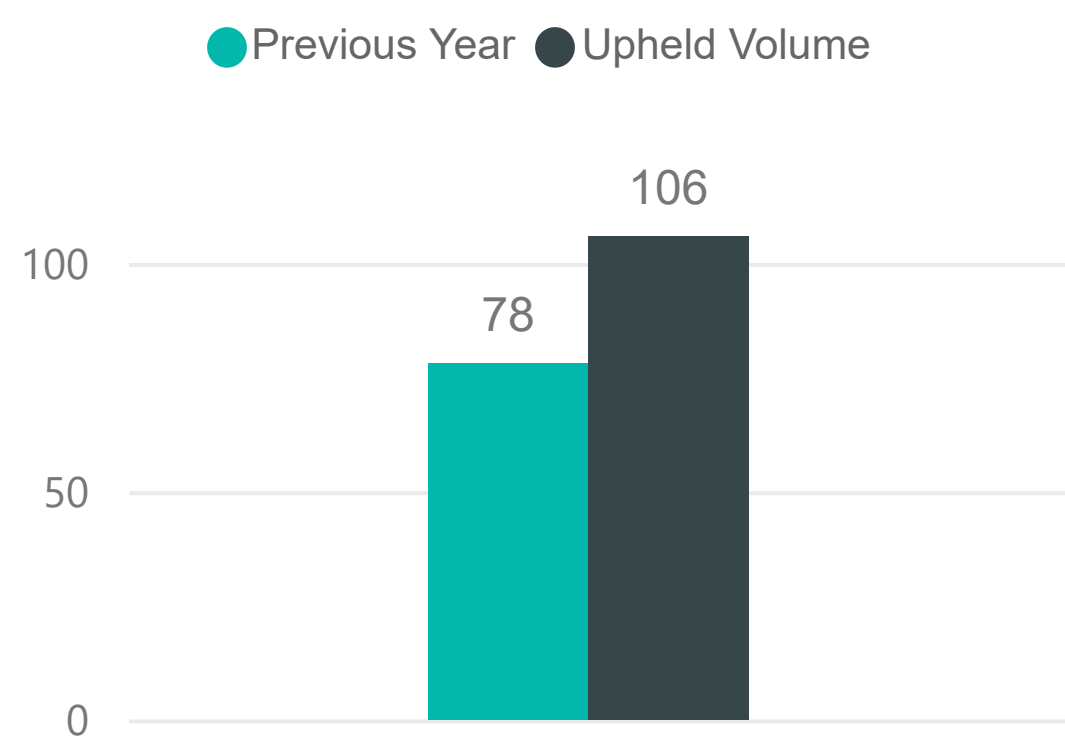
Corporate Stage 2 SLA %



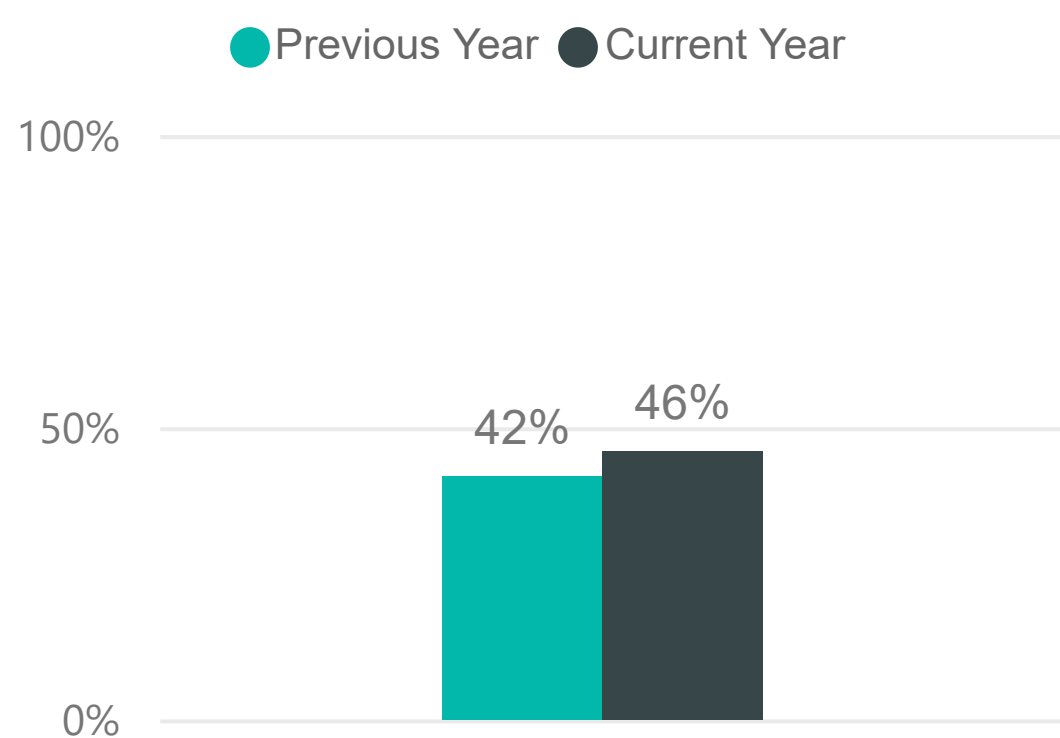
1.14 27% or 62 stage two complaints were answered within corporate 20 working days target

Often cases will extend due to their complexity and in consultation with the complainant. Cases that have been extended are not included

Corporate Stage 2 Upheld Volume



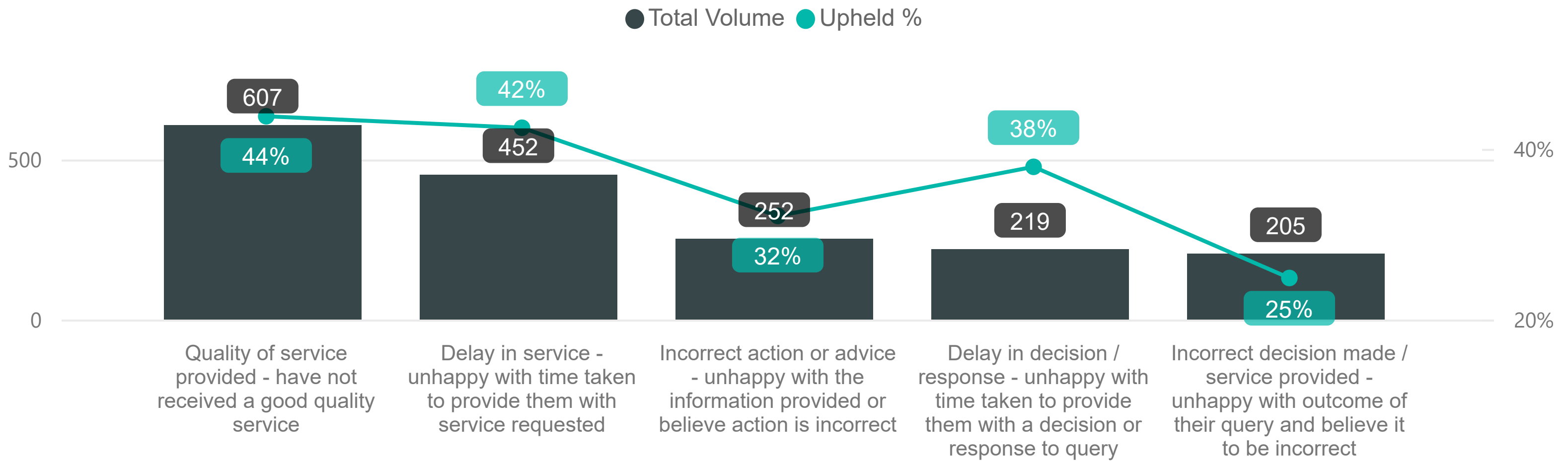
Corporate Stage 2 Upheld %



1.15 46%, or 106 complaints, at stage two were upheld for 2022, an increase of 28 complaints from last year

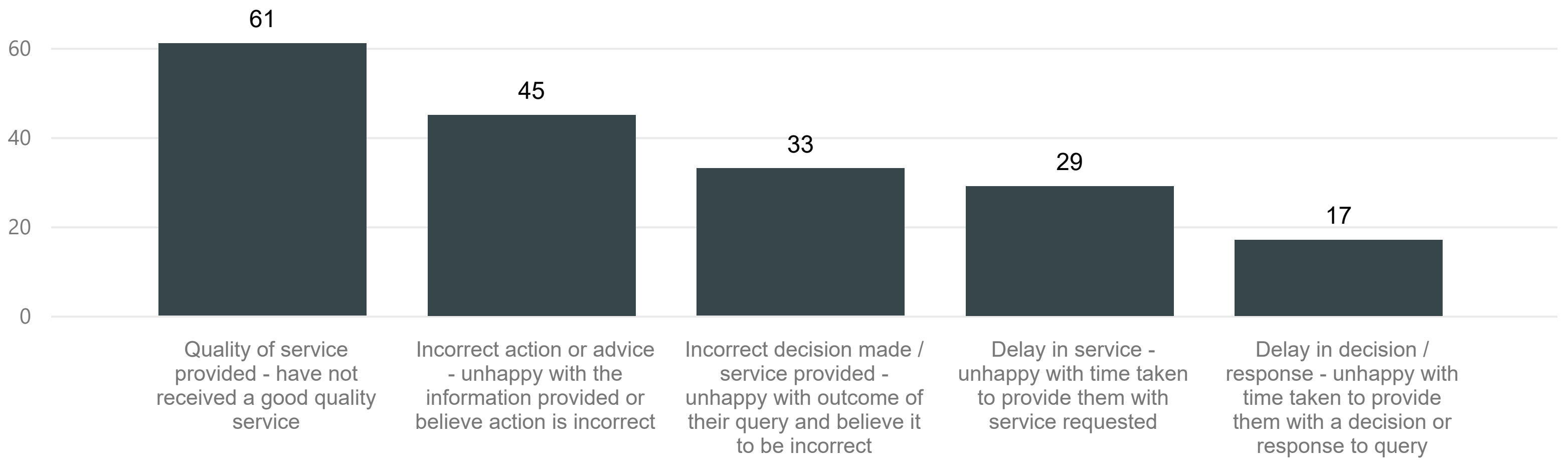
1. Organisational Summary - Corporate Themes

Corporate Stage 1 - Reason for Complaint



1.16 The chart shows the highest reasons for complaints in the bar and the percentage of those that were upheld in the line.

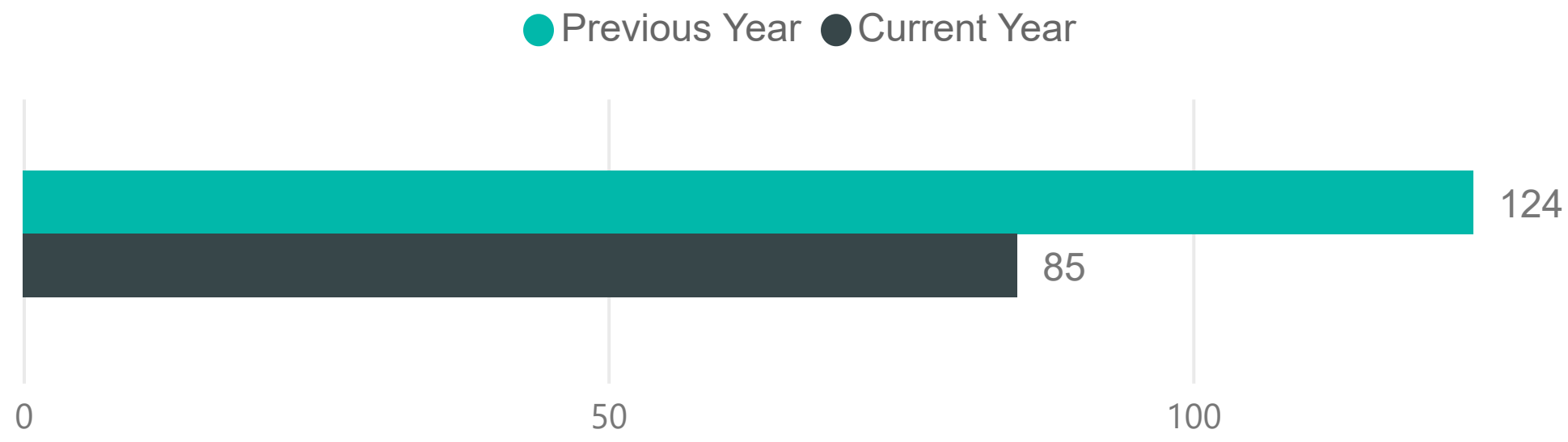
Corporate Stage 2 - Reason for Escalation



1.17 This chart shows the reasons why a complaint has been escalated to stage two, following a stage one.

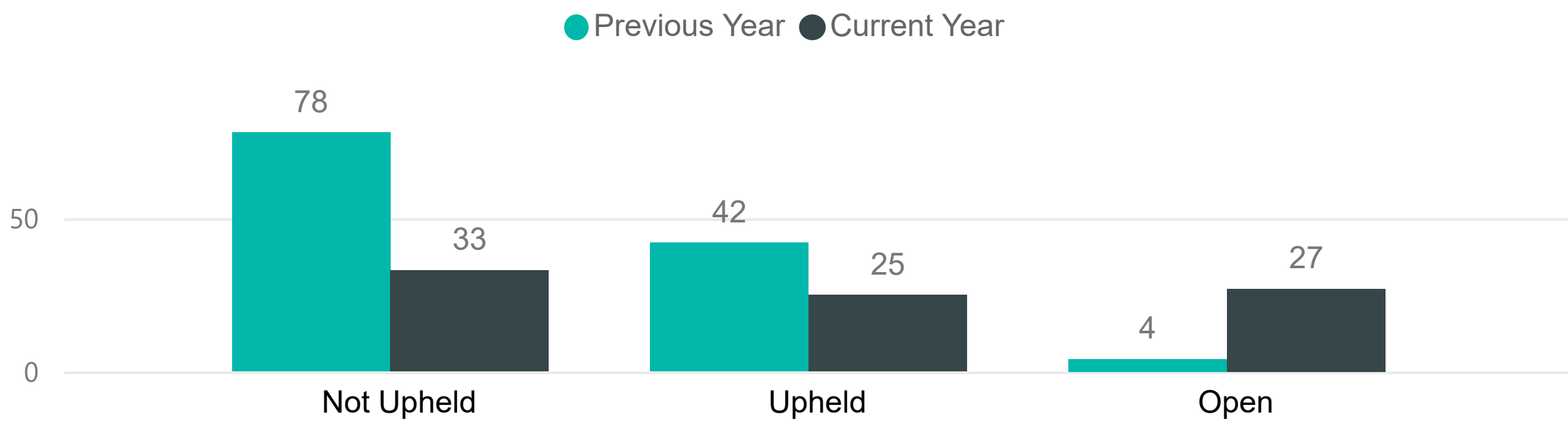
1. Organisational Summary - LGO Investigations

LGO Volume

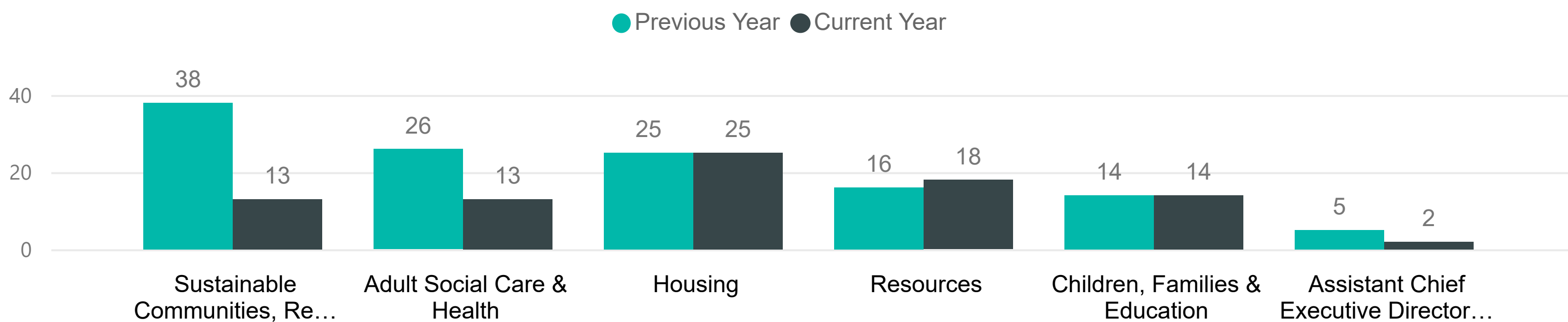


1.18 The volume of LGO has decreased by 39 investigations compared to the same period last year

LGO Upheld by Outcome

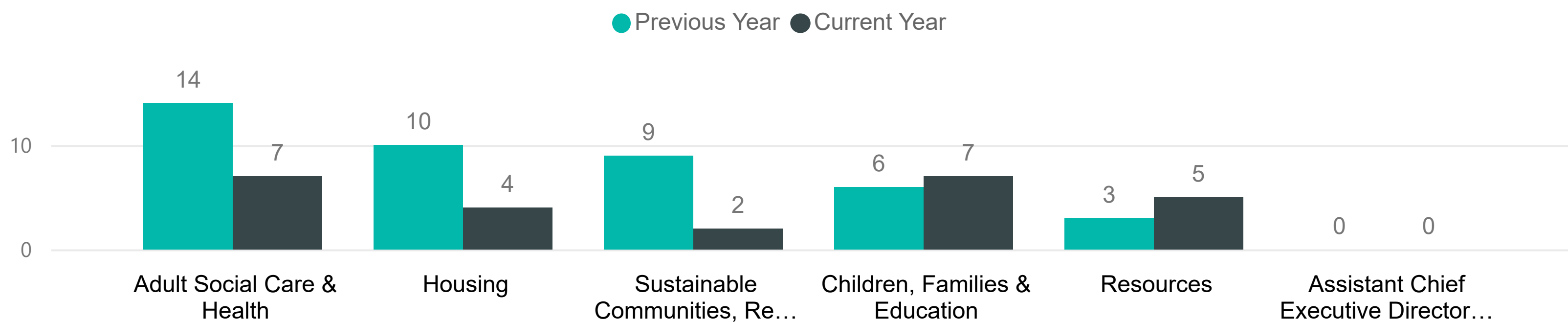


LGO Volume



1.19 Volume of LGO investigations by department, inclusive of corporate and statutory (adults & childrens) investigations.

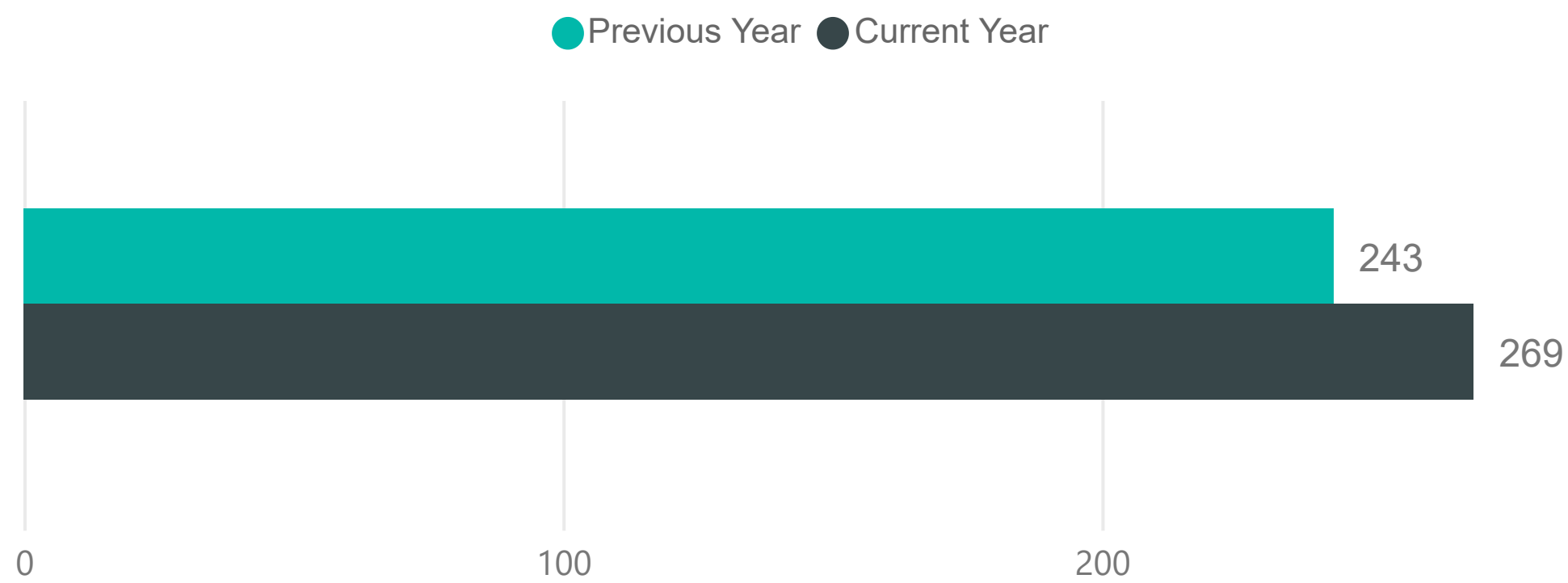
LGO Upheld by Department



1.20 29%, or 25 investigations, at LGO were upheld for 2022, a decrease of 17 investigations from last year

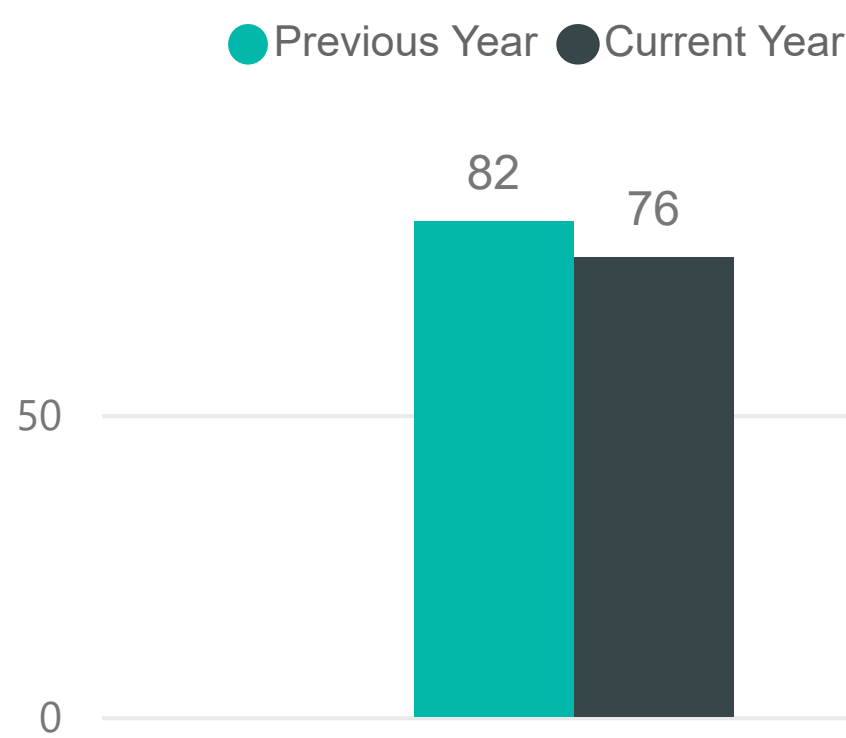
1. Organisational Summary - Adults Stage 1

Adults Stage 1 Volume

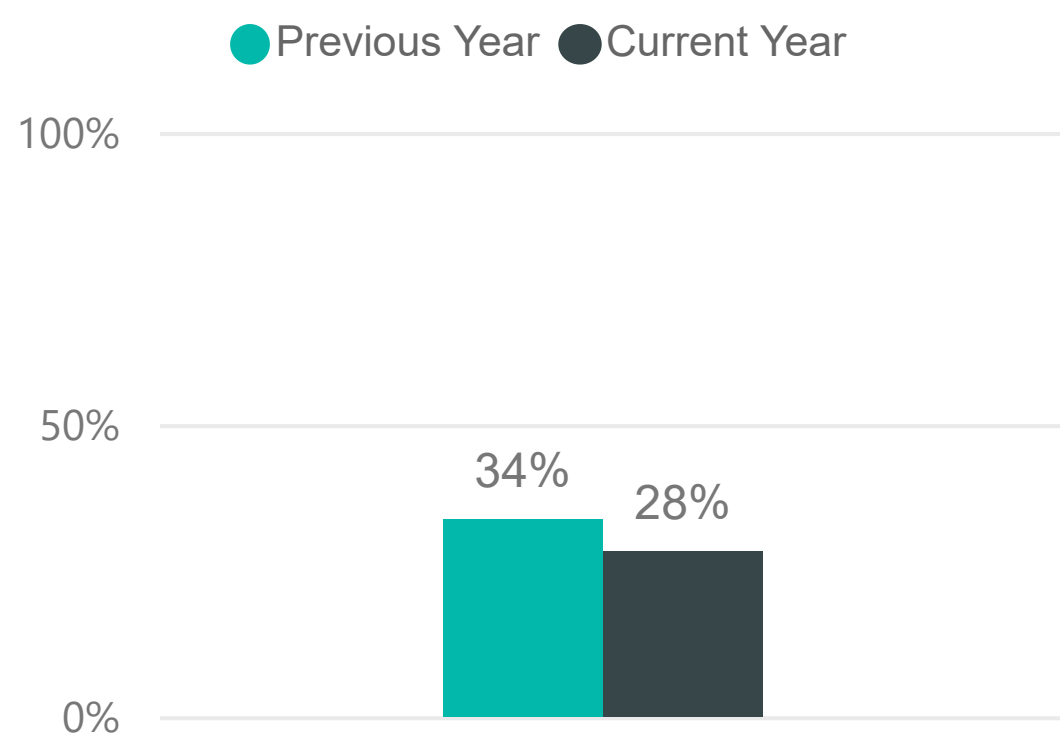


1.21 The volume of stage one has increased by 26 complaints compared to the same period last year

Adults Stage 1 SLA Volume



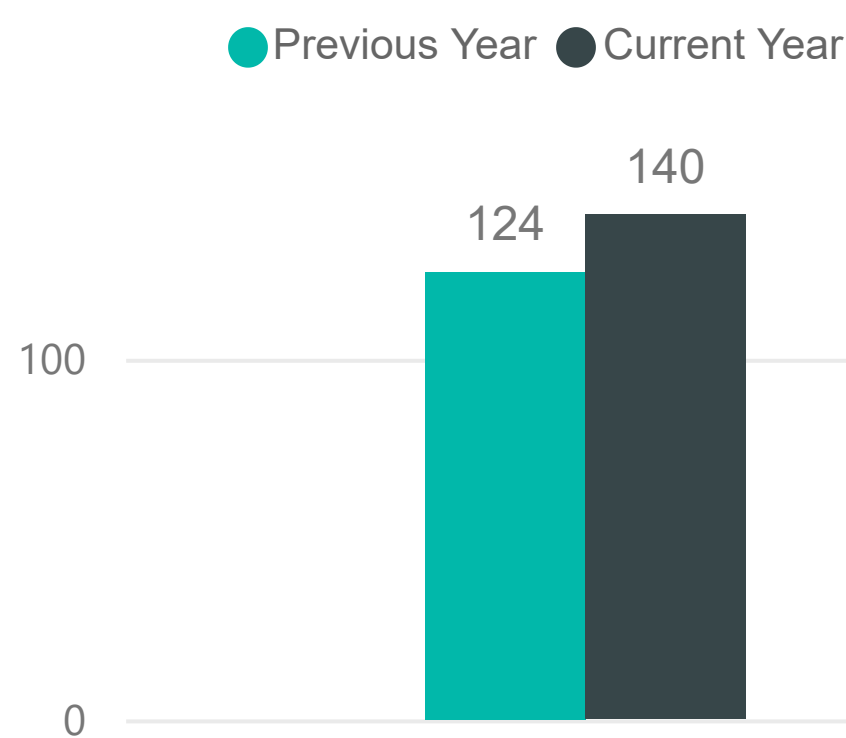
Adults Stage 1 SLA %



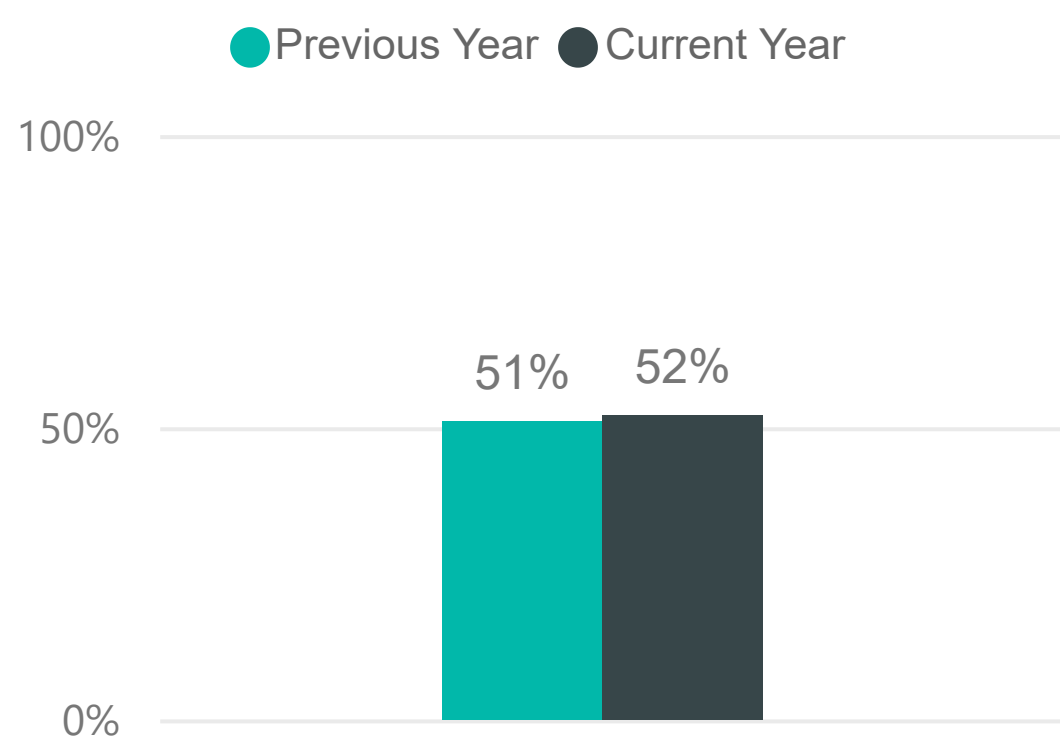
1.22 28% or 76 stage one complaints were answered within our target of 10 working days

Often cases will extend due to their complexity and in consultation with the complainant. Cases that have been extended are not included

Adults Stage 1 Upheld Volume



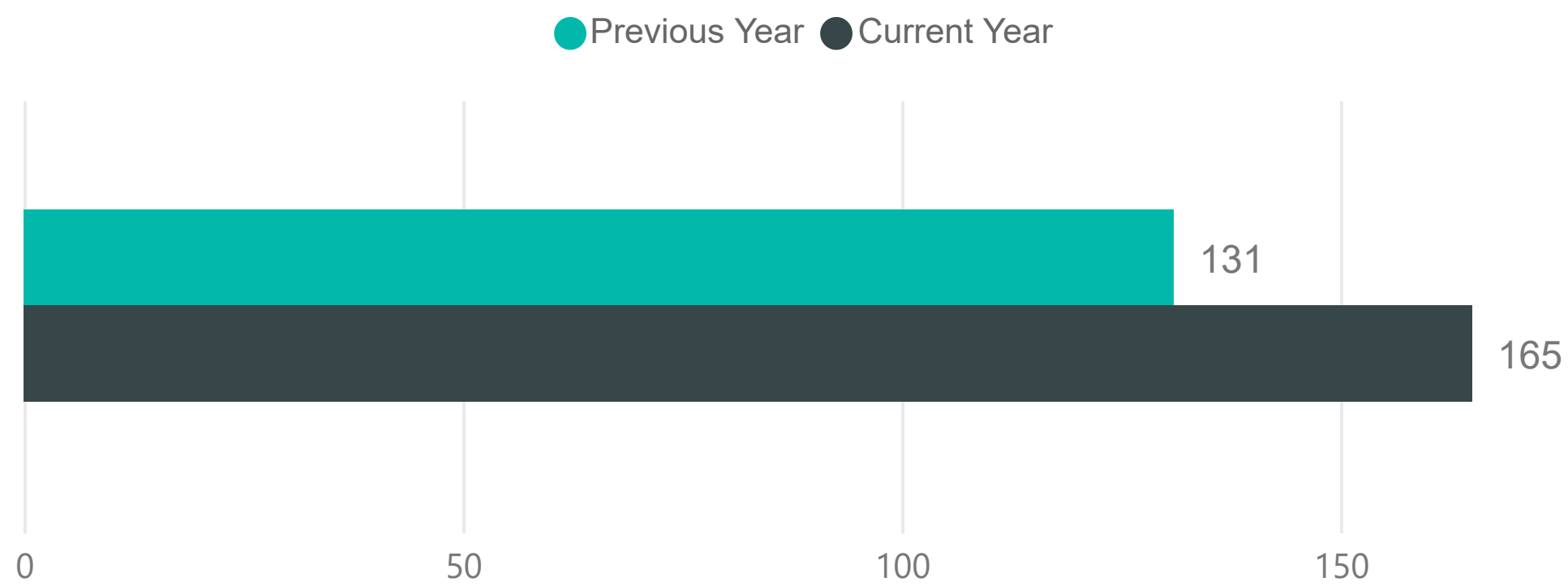
Adults Stage 1 Upheld %



1.23 52%, or 140 complaints, at stage one were upheld for 2022, an increase of 16 complaints from last year

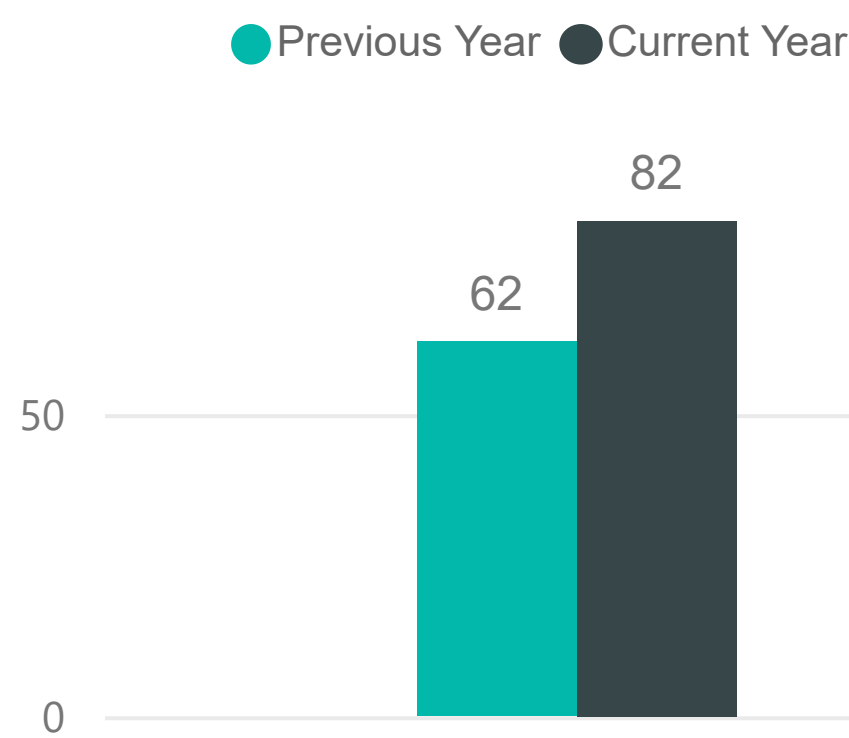
1. Organisational Summary - Childrens Stage 1

Childrens Stage 1 Volume

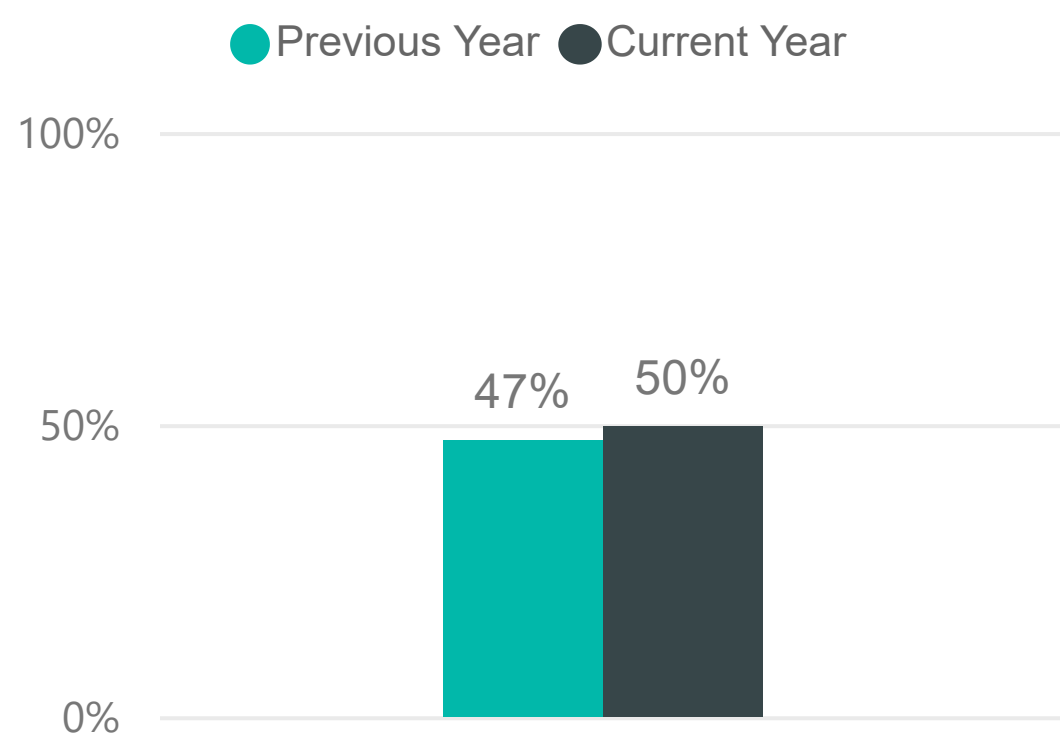


1.24 The volume of stage one has increased by 34 complaints compared to the same period last year

Childrens Stage 1 SLA Volume



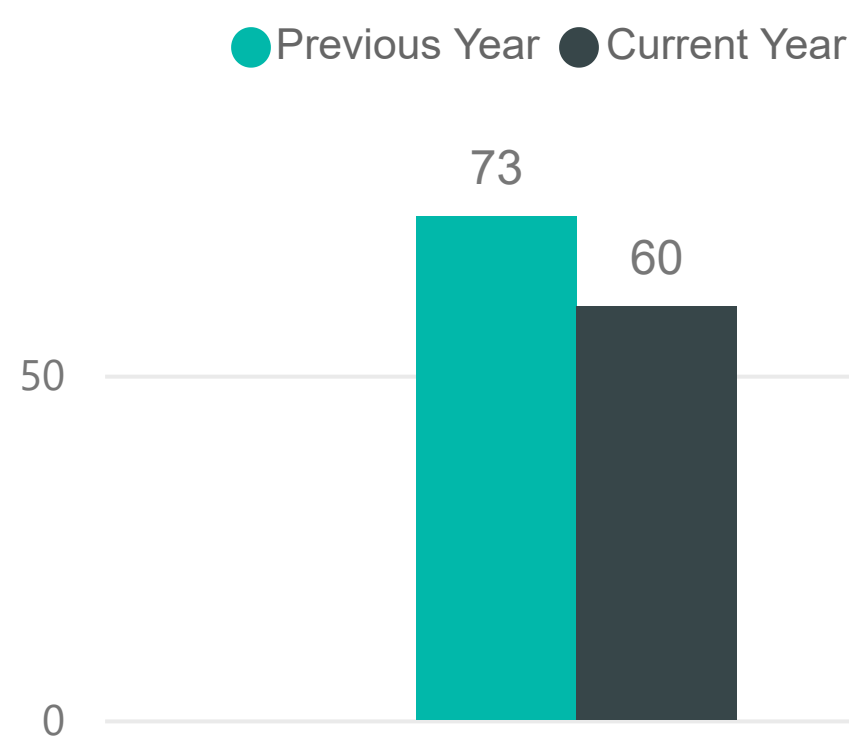
Childrens Stage 1 SLA %



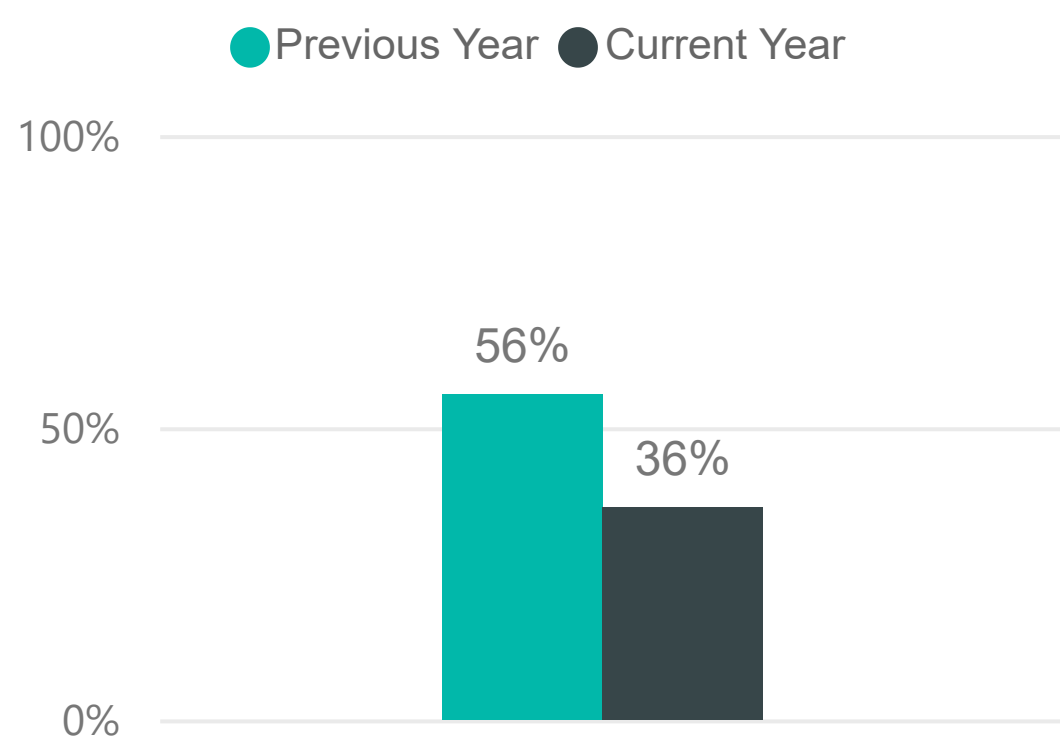
1.25 50% or 82 stage one complaints were answered within our target of 10 working days

Often cases will extend due to their complexity and in consultation with the complainant. Cases that have been extended are not included

Childrens Stage 1 Upheld Volume



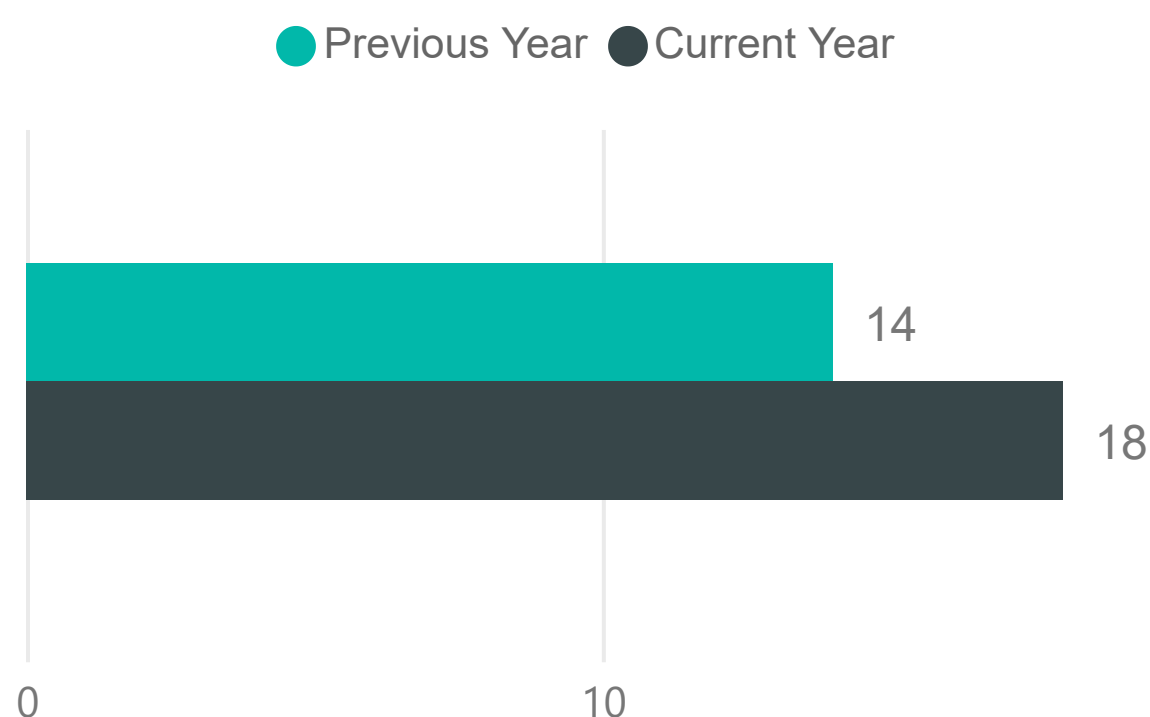
Childrens Stage 1 Upheld %



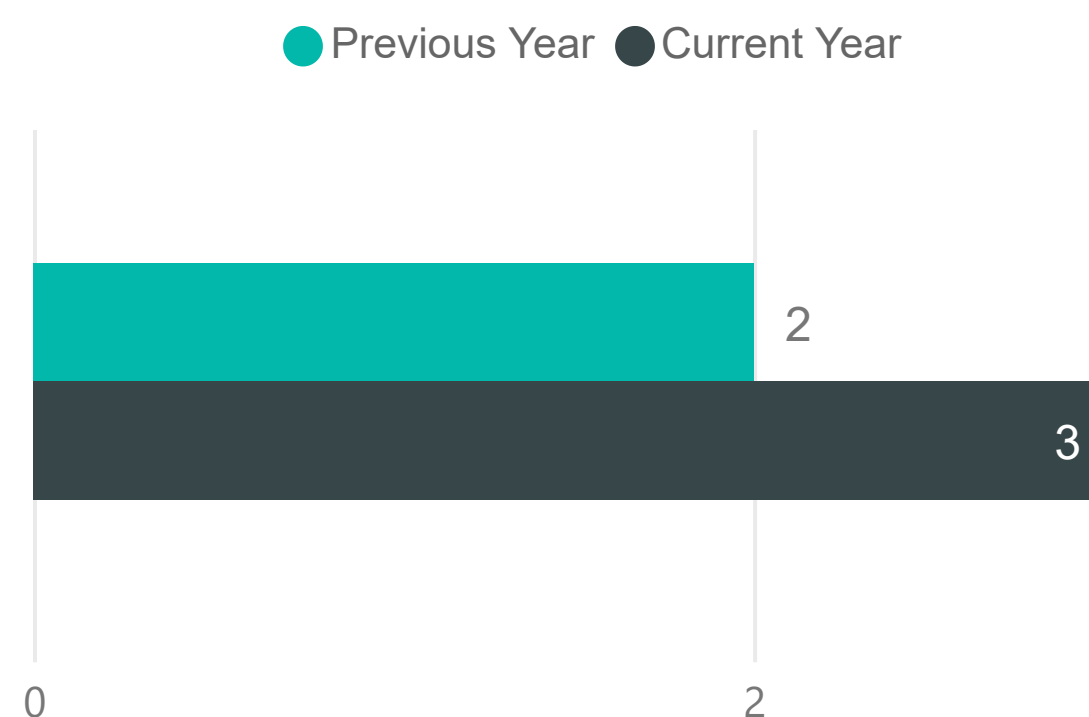
1.26 36%, or 60 complaints, at stage one were upheld for 2022, a decrease of 13 complaints from last year

1. Organisational Summary - Childrens Stage 2, Childrens Stage 3

Childrens Stage 2 Volume

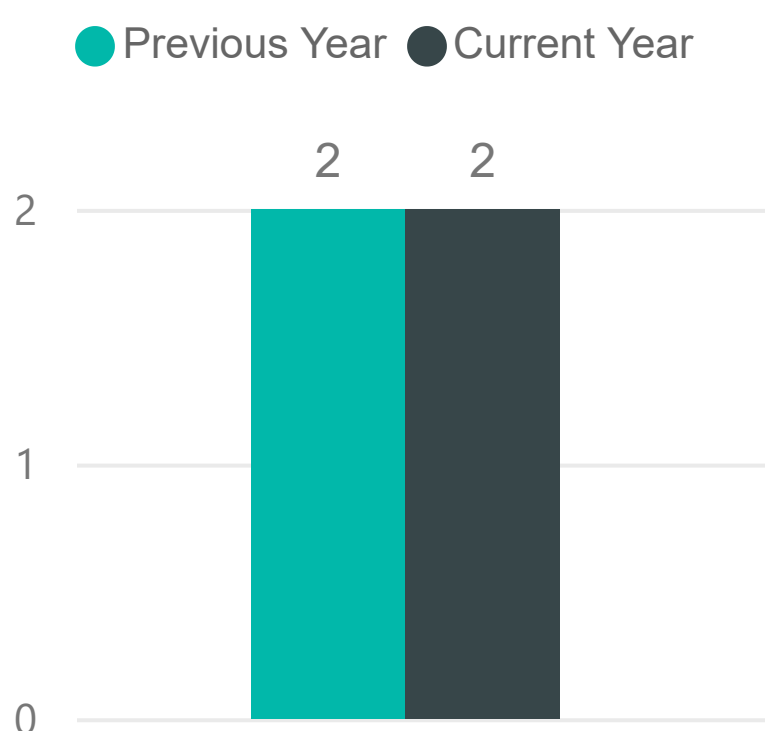


Childrens Stage 3 Volume

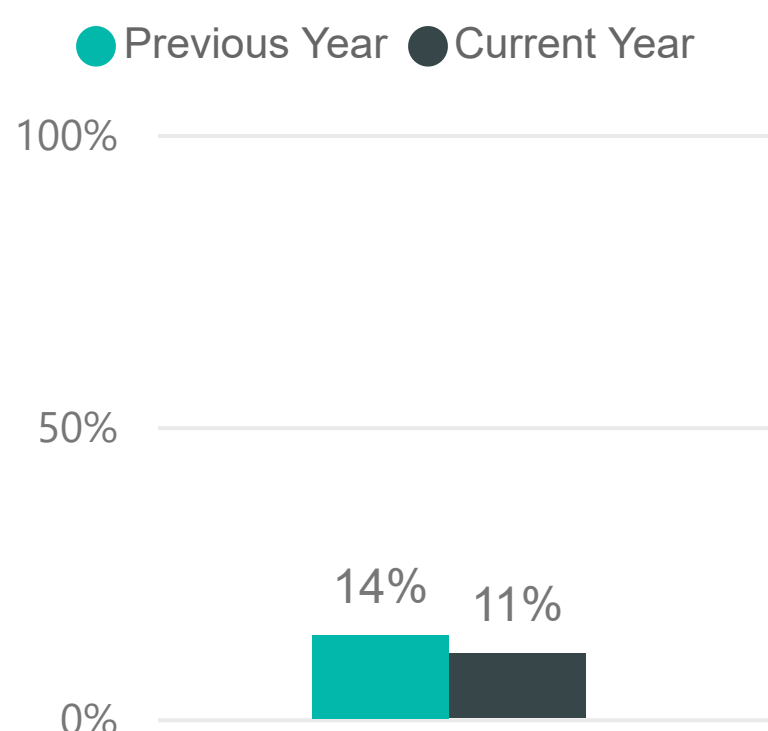


1.27 The volume of stage two has increased by 4 complaints compared to the same period last year

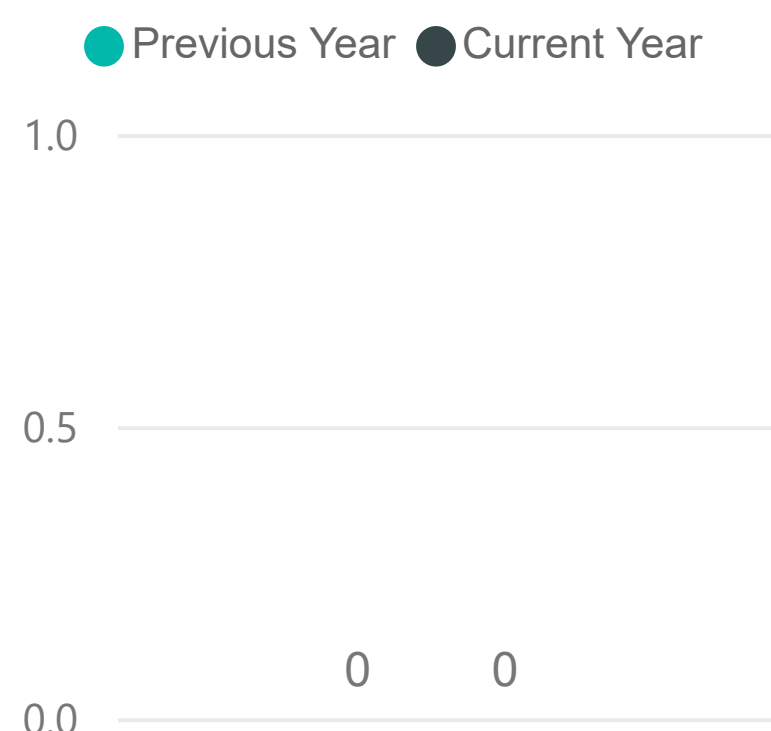
Childrens Stage 2 SLA Volume



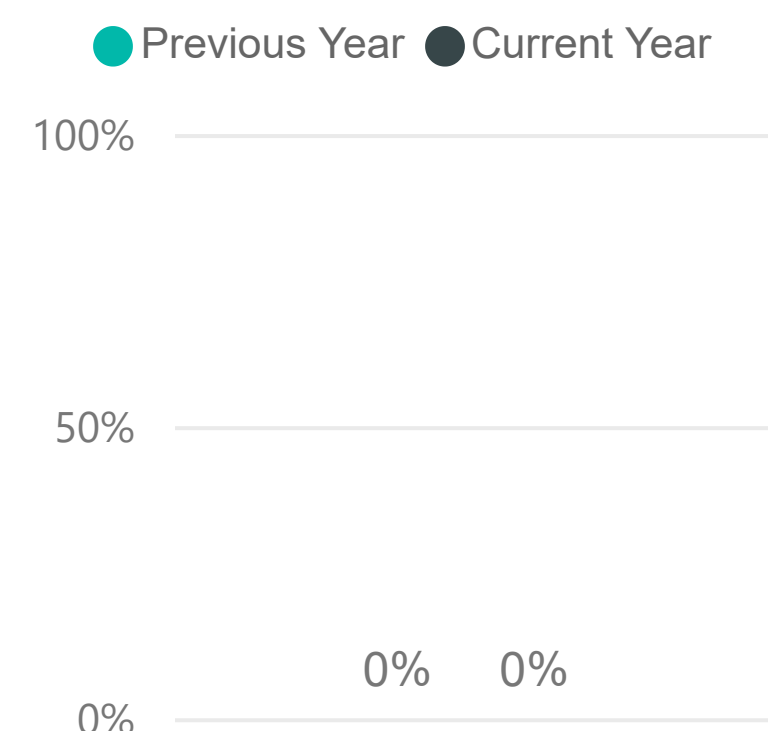
Childrens Stage 2 SLA %



Childrens Stage 3 SLA Volume



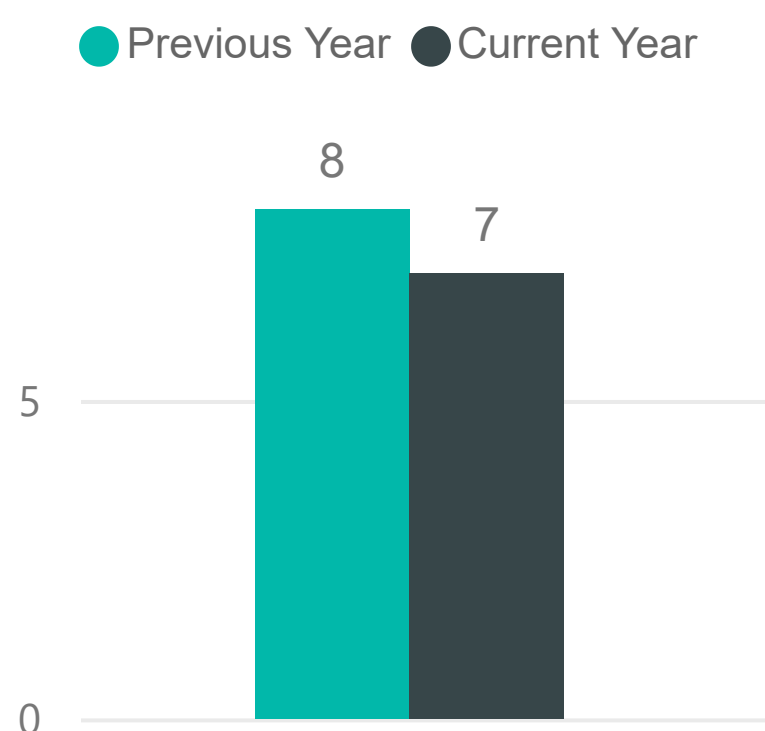
Childrens Stage 3 SLA %



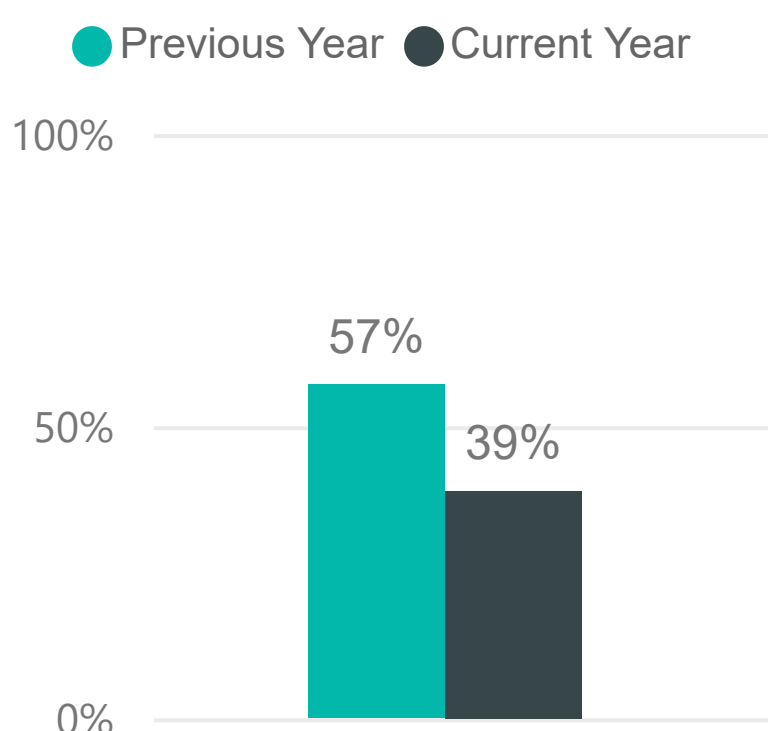
1.28 11% or 2 stage two complaints were answered within the target of 25 working days target

Often cases will extend due to their complexity and in consultation with the complainant. Cases that have been extended are not included

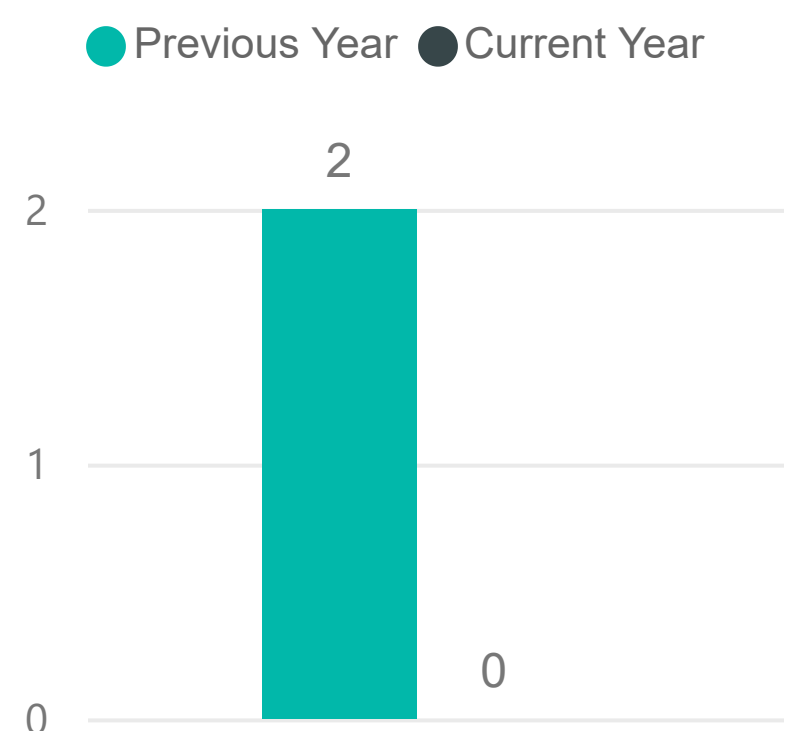
Childrens Stage 2 Upheld Vol.



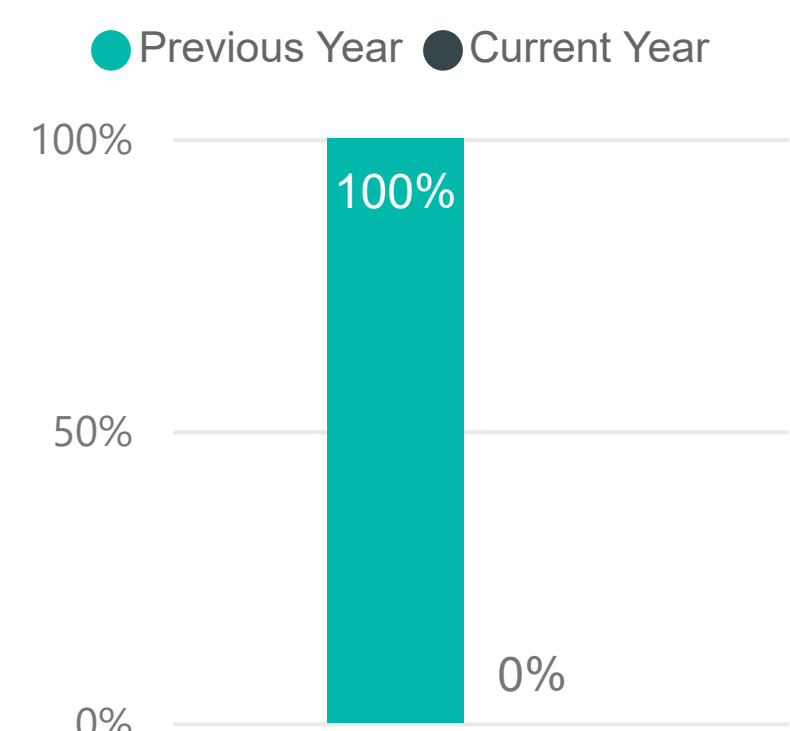
Childrens Stage 2 Upheld %



Childrens Stage 3 Upheld Vol.



Childrens Stage 3 Upheld %

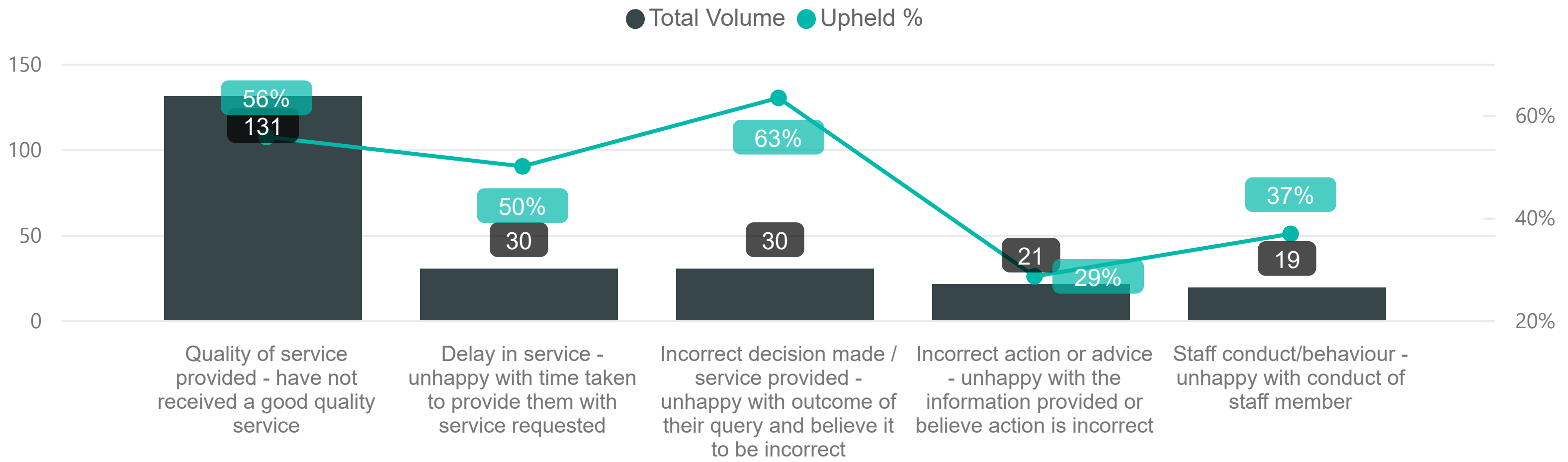


1.29 39%, or 7 complaints, at stage two were upheld for 2022, a decrease of 1 complaint from last year

1.30 No complaints were upheld at stage three for Q of 2022, a decrease of 2 complaints from last year

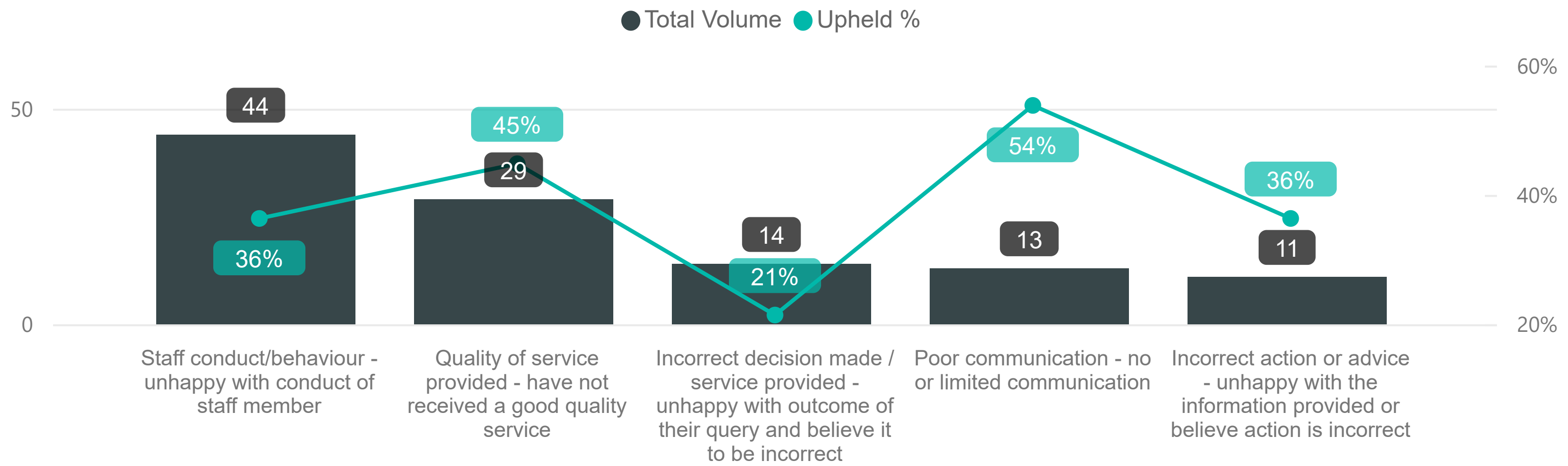
1. Organisational Summary - Adults & Childrens Social Care Themes

Adults Social Care Stage 1 - Reason for Complaint



1.31 The chart shows the highest reasons for complaints in the bar and the percentage of those that were upheld in the line.

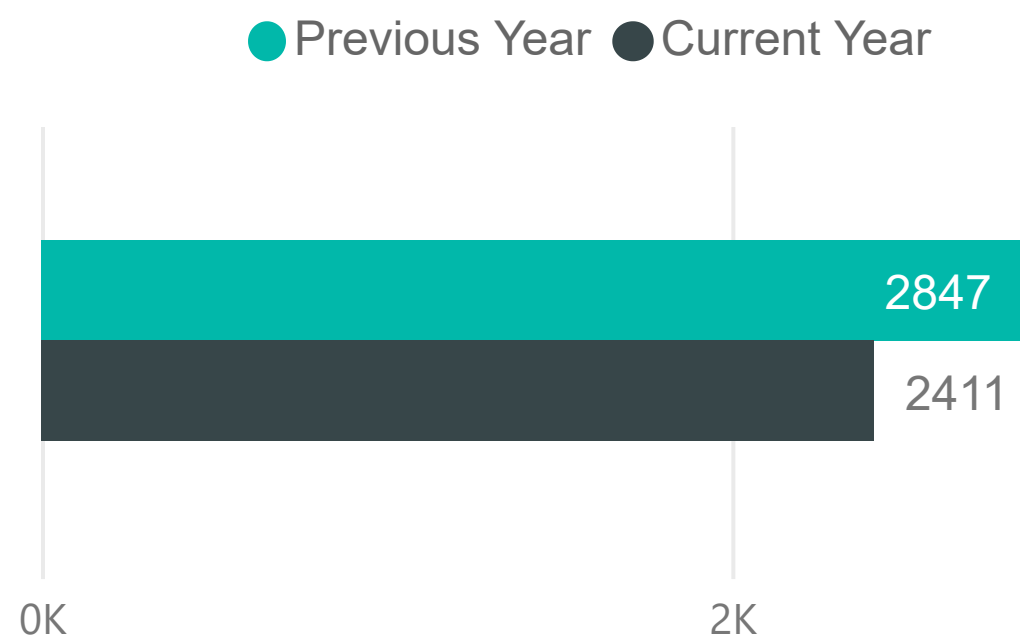
Childrens Social Care Stage 1 - Reason for Complaint



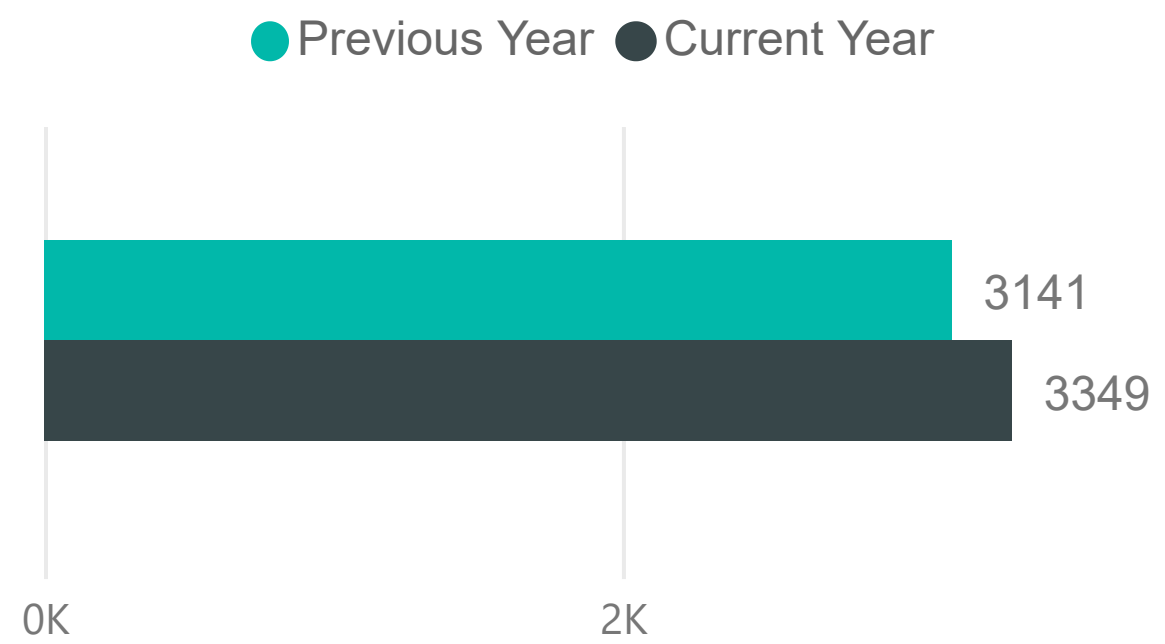
1.32 The chart shows the highest reasons for complaints in the bar and the percentage of those that were upheld in the line.

1. Organisational Summary - MP & Councillor Enquiries

MP Enquiry Volume



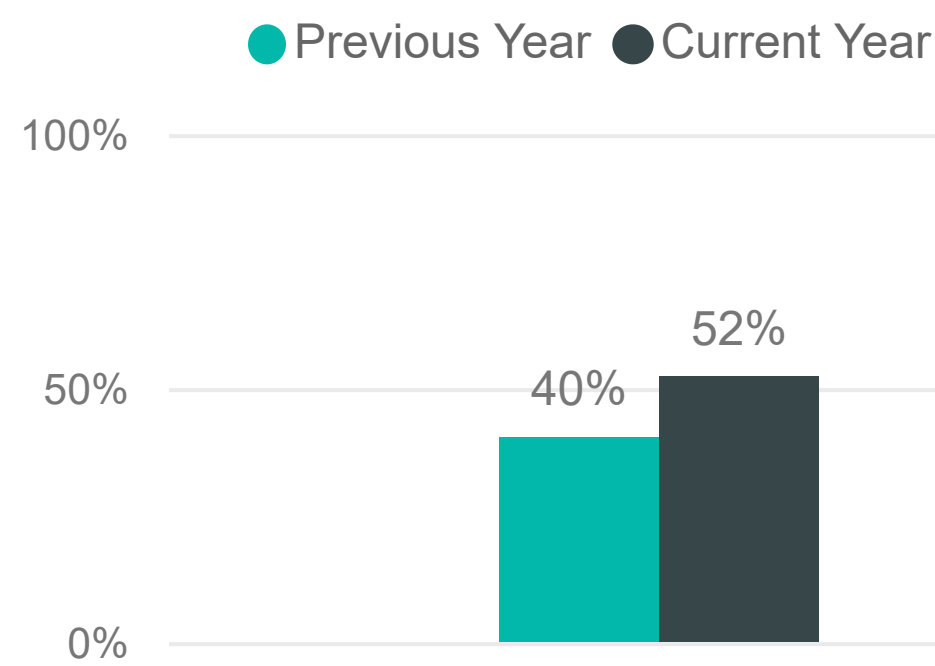
Councillor Enquiry Volume



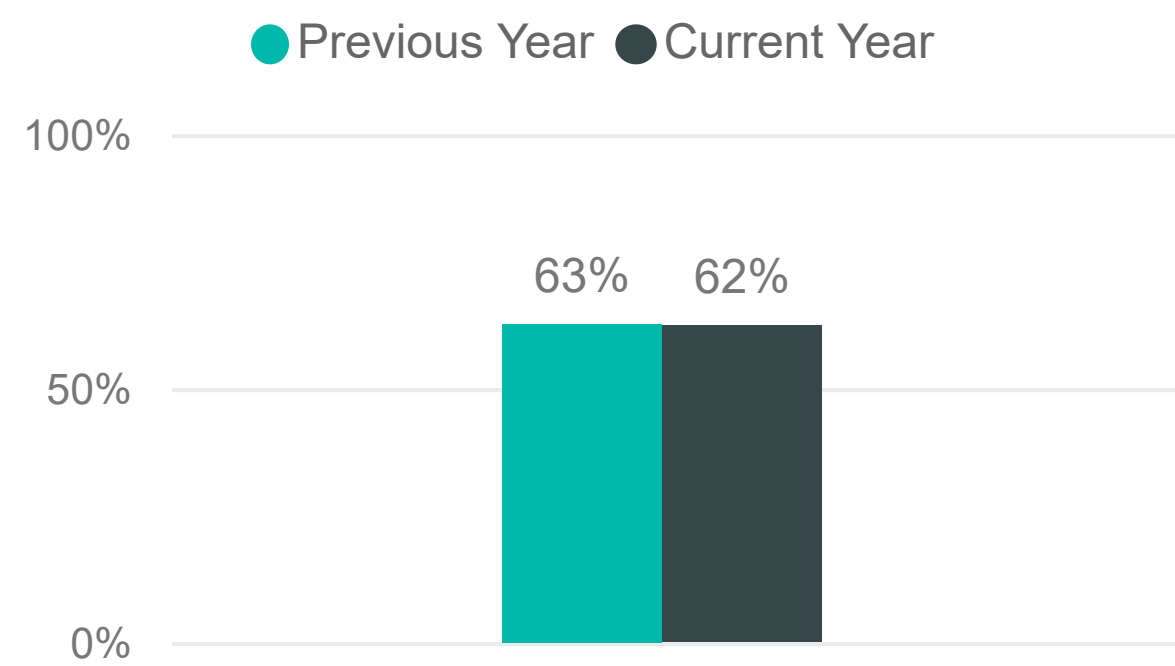
1.33 The volume of MP Enquiry has decreased by 436 enquiries compared to the same period last year

1.34 The volume of Councillor Enquiry has increased by 208 enquiries compared to the same period last year

MP Enquiry SLA %



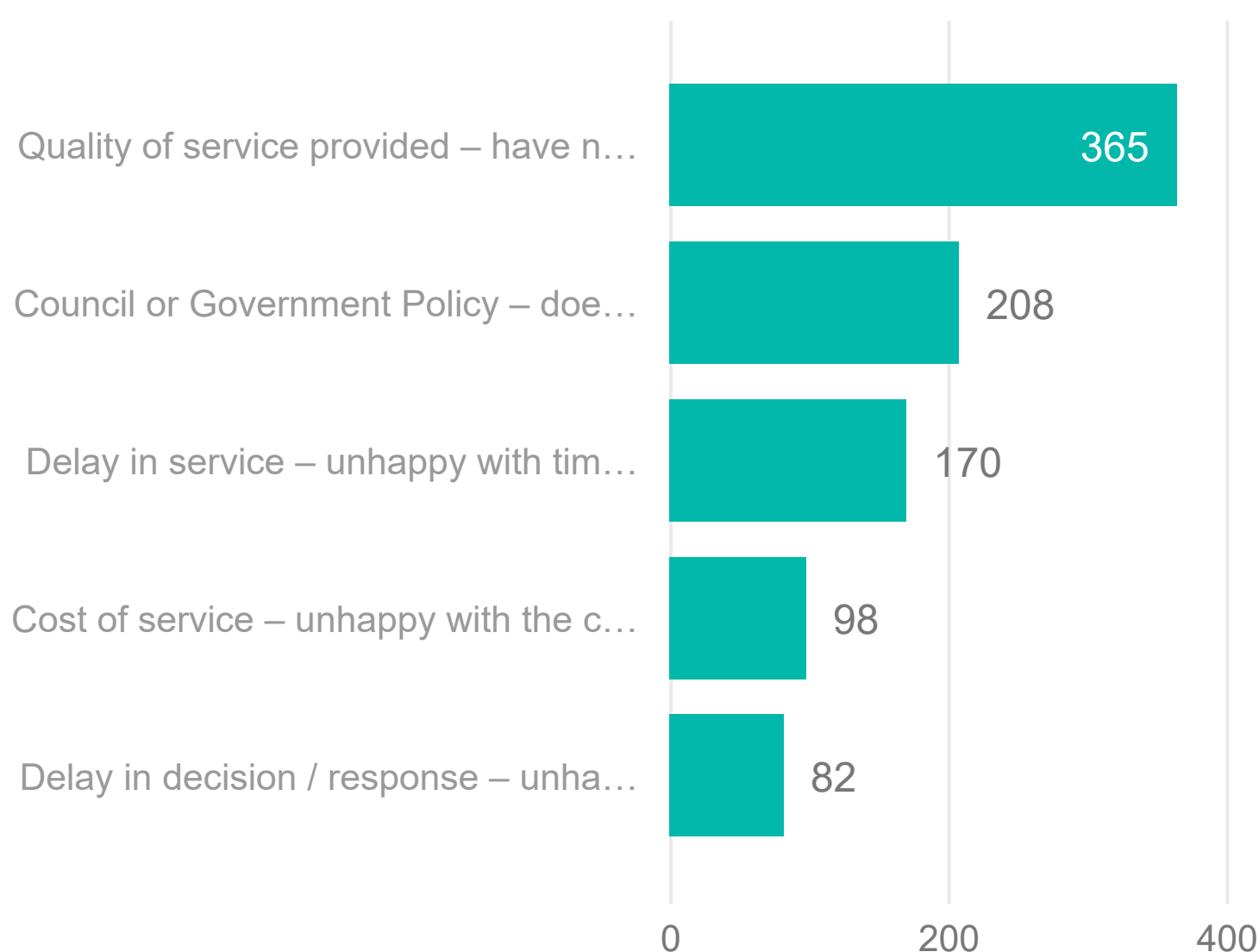
Councillor Enquiry SLA %



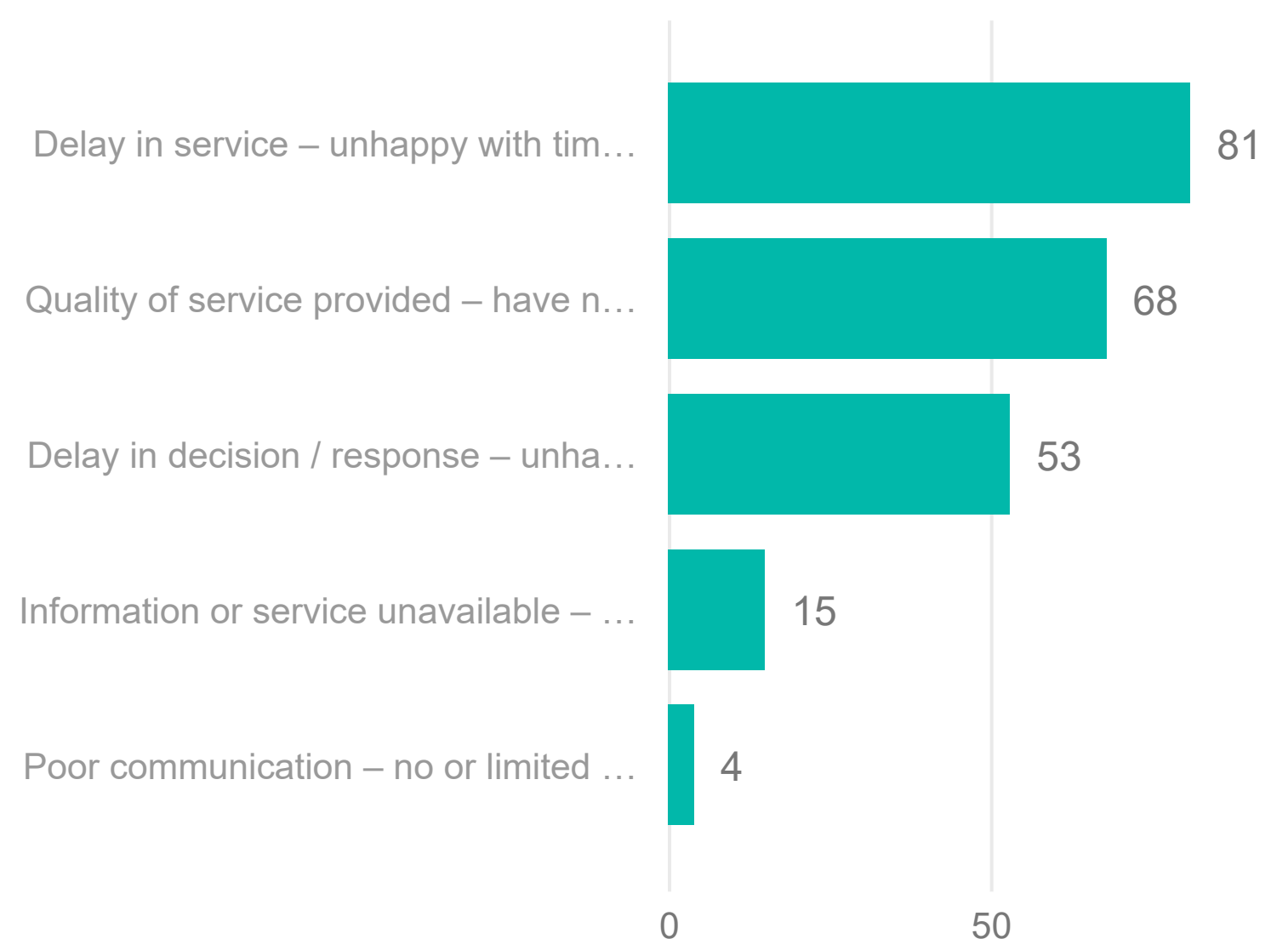
1.35 52% or 1260 MP Enquiry enquiries were answered within our target of 10 working days

1.36 62% or 2088 Councillor Enquiry enquiries were answered within our target of 10 working days

Highest Reasons for MP Enquiries



Highest Reasons for Councillor Enquiries



1.37 The Highest Reasons for Enquiry for MP & Councillor enquiries

Complaint & Enquiry Report
Resources
Annual 2022/2023

2. Resources - Complaints & LGO Cases

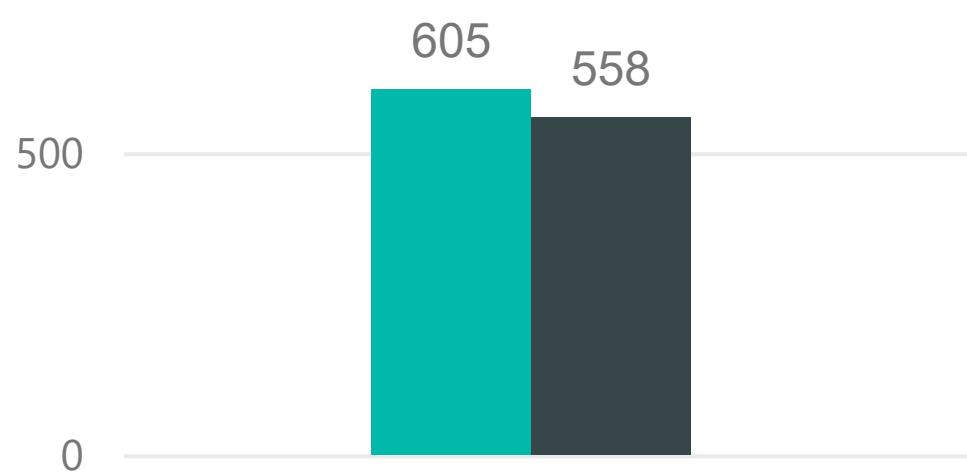
Departmental Complaint Distribution by Complaint Type

● Corporate Stage 1 ● Praise ● Corporate Stage 2 ● LGO



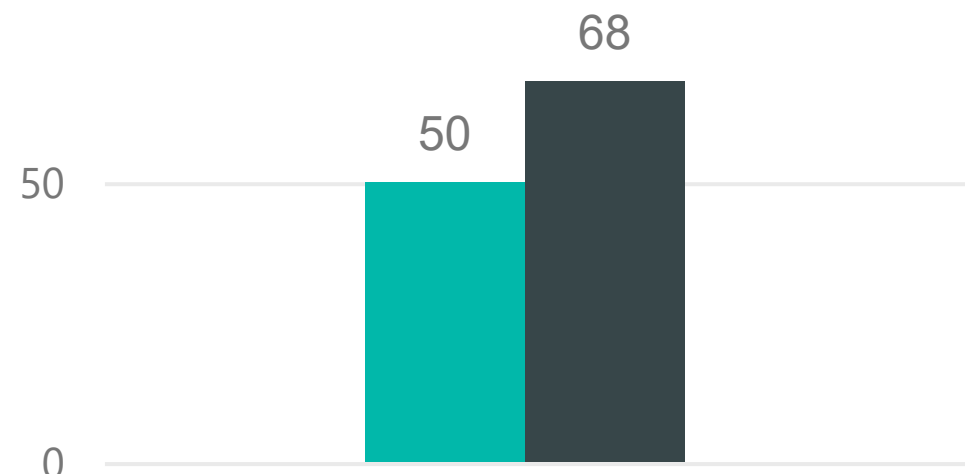
Corporate Stage 1 Volume

● Previous Year ● Current Year



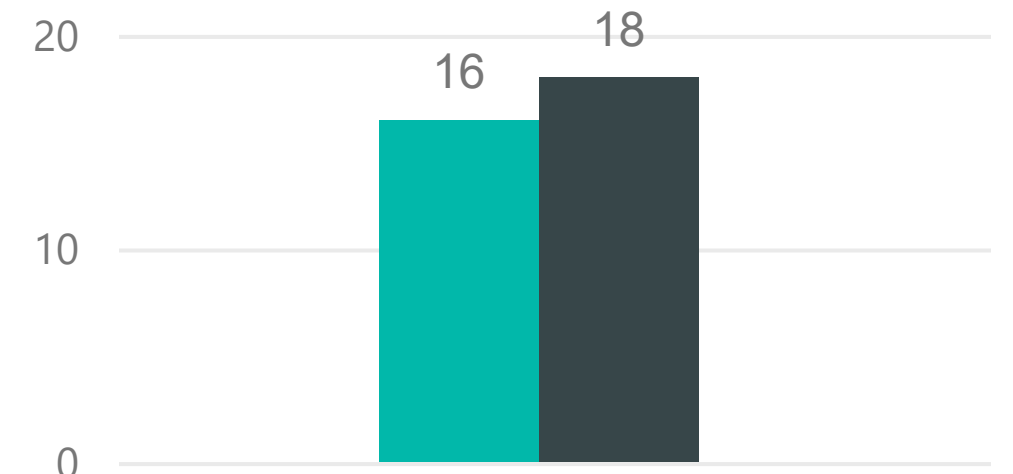
Corporate Stage 2 Volume

● Previous Year ● Current Year



LGO Volume

● Previous Year ● Current Year



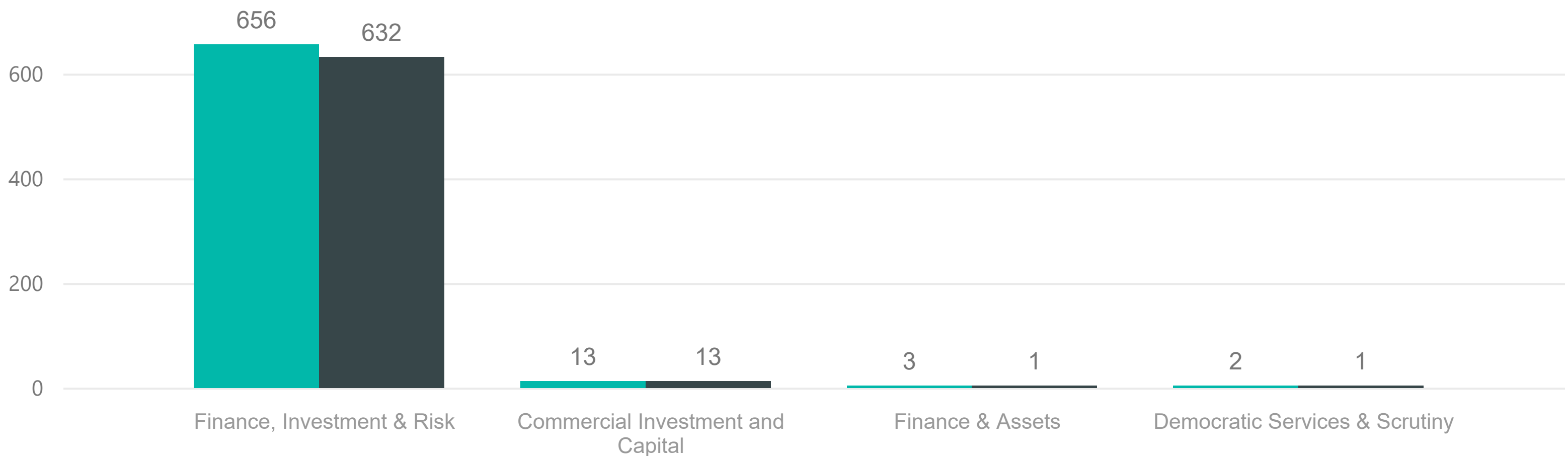
2.1 The volume of stage one has decreased by 47 complaints compared to the same period last year

2.2 The volume of stage two has increased by 18 complaints compared to the same period last year

2.3 The volume of LGO has increased by 2 investigations compared to the same period last year

Total Complaints by Division

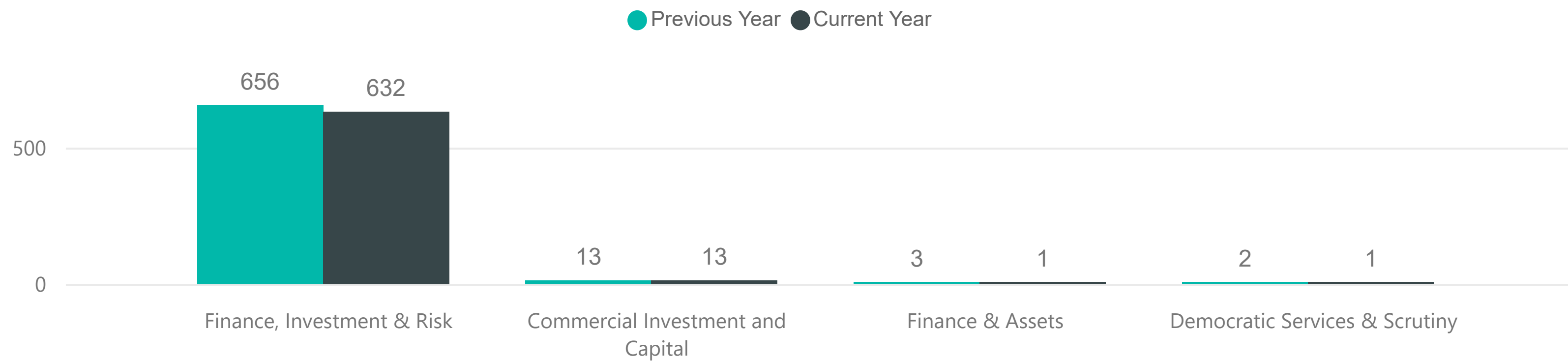
● Previous Year ● Current Year



2.4 Total volumes of complaints at stage one, two and LGSCO investigations by service team

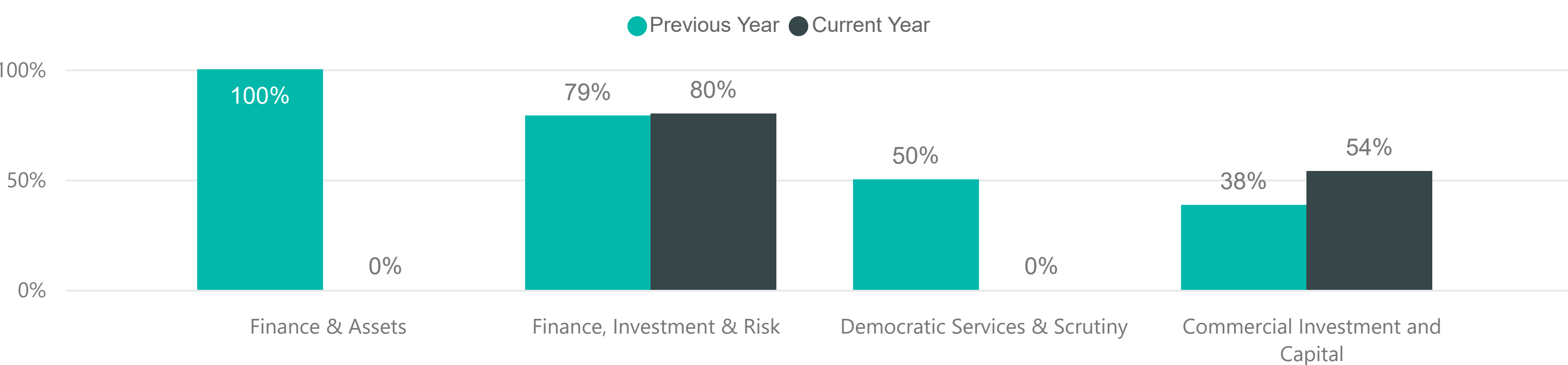
2. Summary by Division - Resources

Complaint Volume by Division



2.5 The volume of complaints by Division for 2022

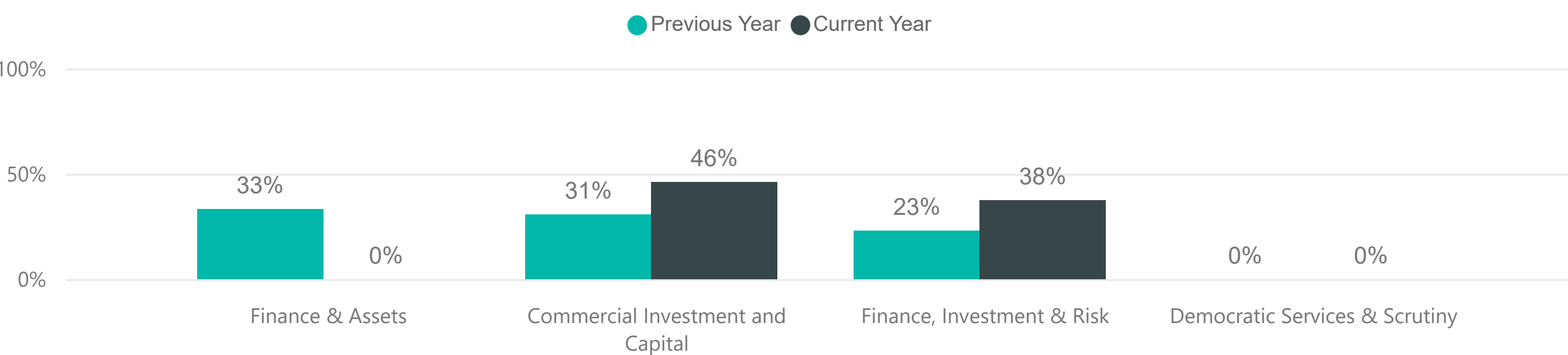
Complaint SLA % by Division



2.6 The SLA % of complaints by Division for 2022

Often cases will extend due to their complexity and in consultation with the complainant. Cases that have been extended are not included

Complaint Upheld % by Division

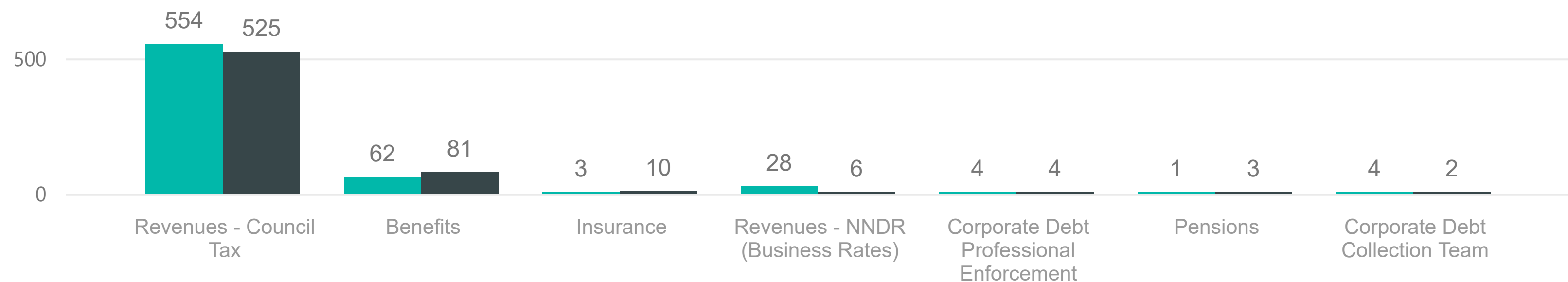


2.7 The upheld % of complaints by Division for 2022

2. Finance, Investment & Risk - Complaints

Highest Complaint Volumes by Service Team

● Previous Year ● Current Year



2.8 Total volumes of complaints at stage one, stage two & LGO in the Finance, Investment & Risk division

Revenues - Council Tax

Corporate Stage 1 Volume

● Previous Year ● Current Year



Corporate Stage 2 Volume

● Previous Year ● Current Year



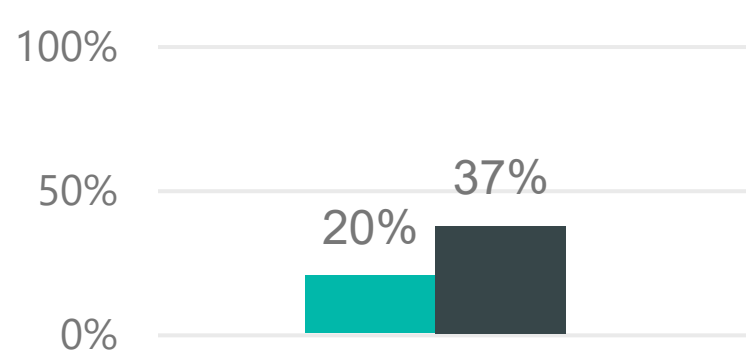
2.9 The volume of stage one has decreased by 53 complaints

2.10 The volume of stage two has increased by 21 complaints

2.11 The volume of LGO investigations was 15 in 2022

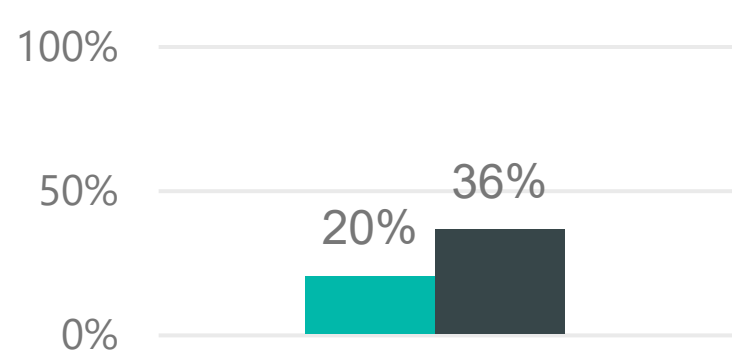
Corporate Stage 1 Upheld %

● Previous Year ● Current Year



Corporate Stage 2 Upheld %

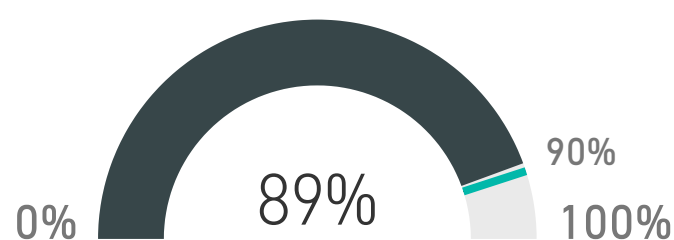
● Previous Year ● Current Year



2.12 37%, or 166 complaints were upheld at stage one.

2.13 36%, or 22 complaints were upheld at stage two.

Corporate Stage 1 SLA



2.14 89% or 396 stage one complaints were answered in SLA

2.15 33% or 20 stage two complaints were answered in SLA

Benefits

Corporate Stage 1 Volume

● Previous Year ● Current Year



Corporate Stage 2 Volume

● Previous Year ● Current Year



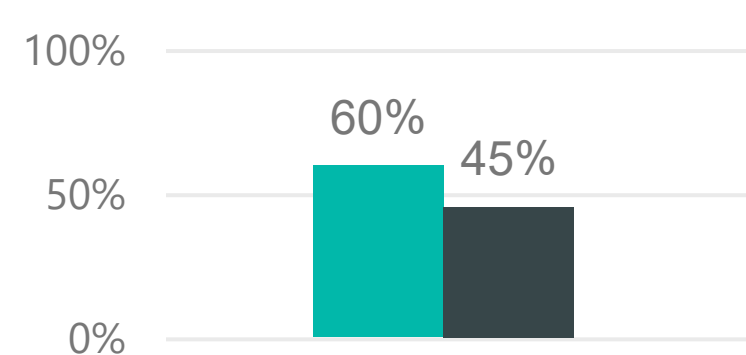
2.16 The volume of stage one has increased by 16 complaints

2.17 The volume of stage two has increased by 1 complaint

2.18 The volume of LGO investigations was 3 in 2022

Corporate Stage 1 Upheld %

● Previous Year ● Current Year

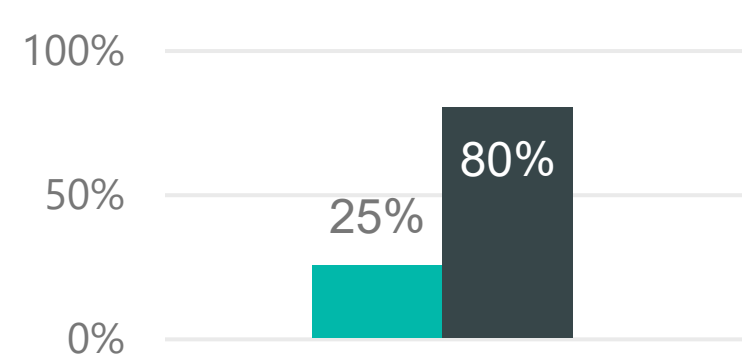


2.19 45%, or 33 complaints were upheld at stage one.

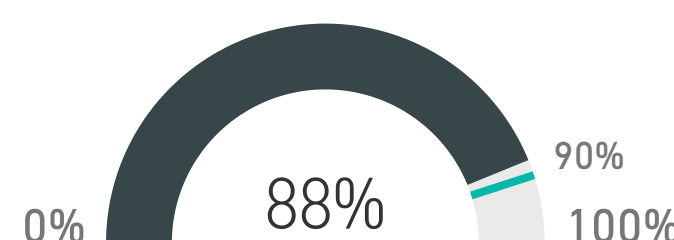
2.20 80%, or 4 complaints were upheld at stage two.

Corporate Stage 2 Upheld %

● Previous Year ● Current Year



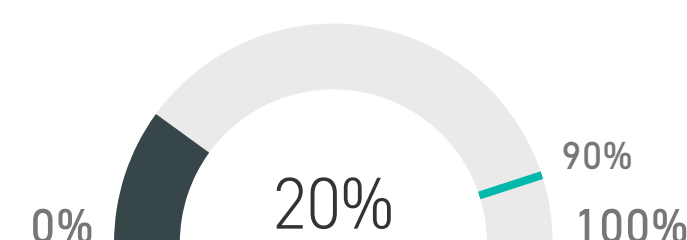
Corporate Stage 1 SLA



2.21 88% or 64 stage one complaints were answered in SLA

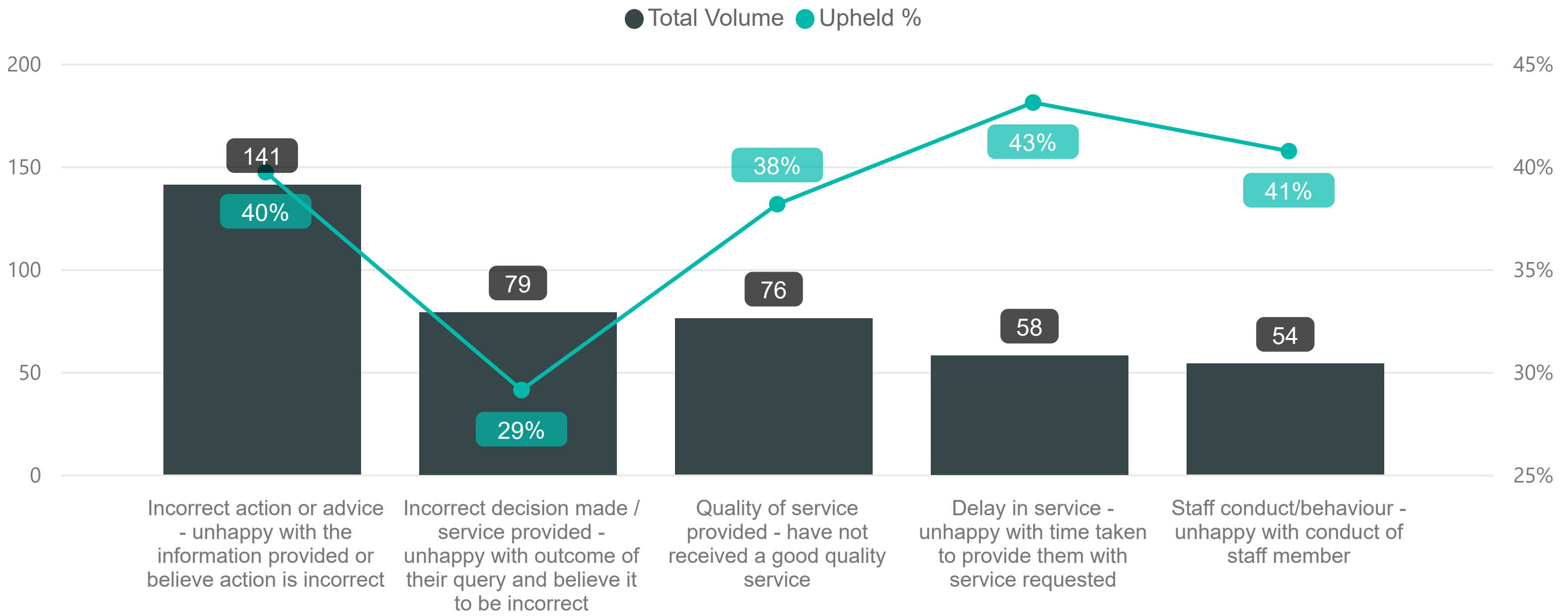
2.22 20% or 1 stage two complaint was answered in SLA

Corporate Stage 2 SLA



2. Finance, Investment & Risk - Complaint Themes

Highest Volumes for Corporate Stage 1 - Reason for Complaint

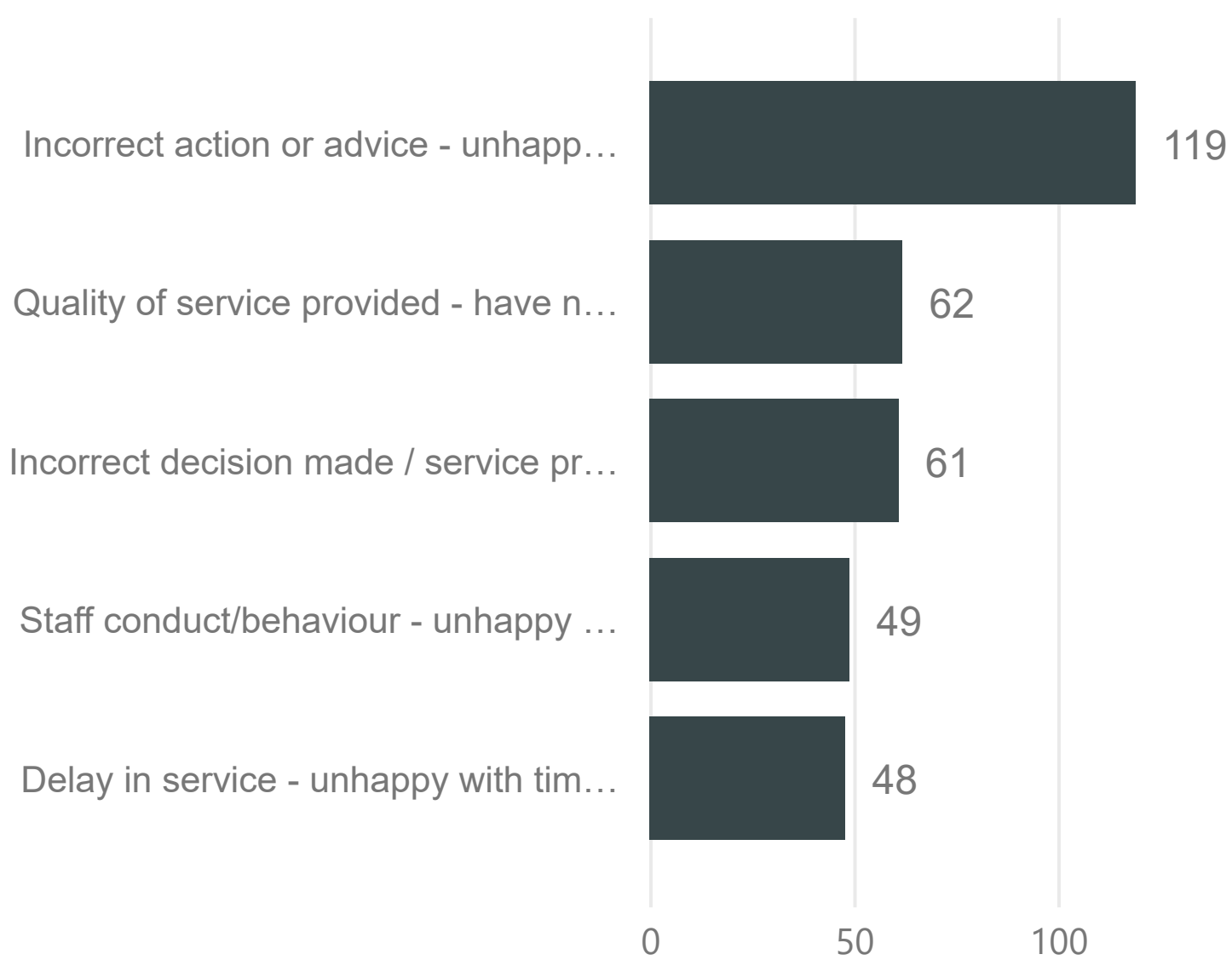


2.23 The graph shows the highest complaint volume by reason for Resources at stage one

The Bars show the Volume of Complaints with the Line showing the Upheld % by Reason for Complaint

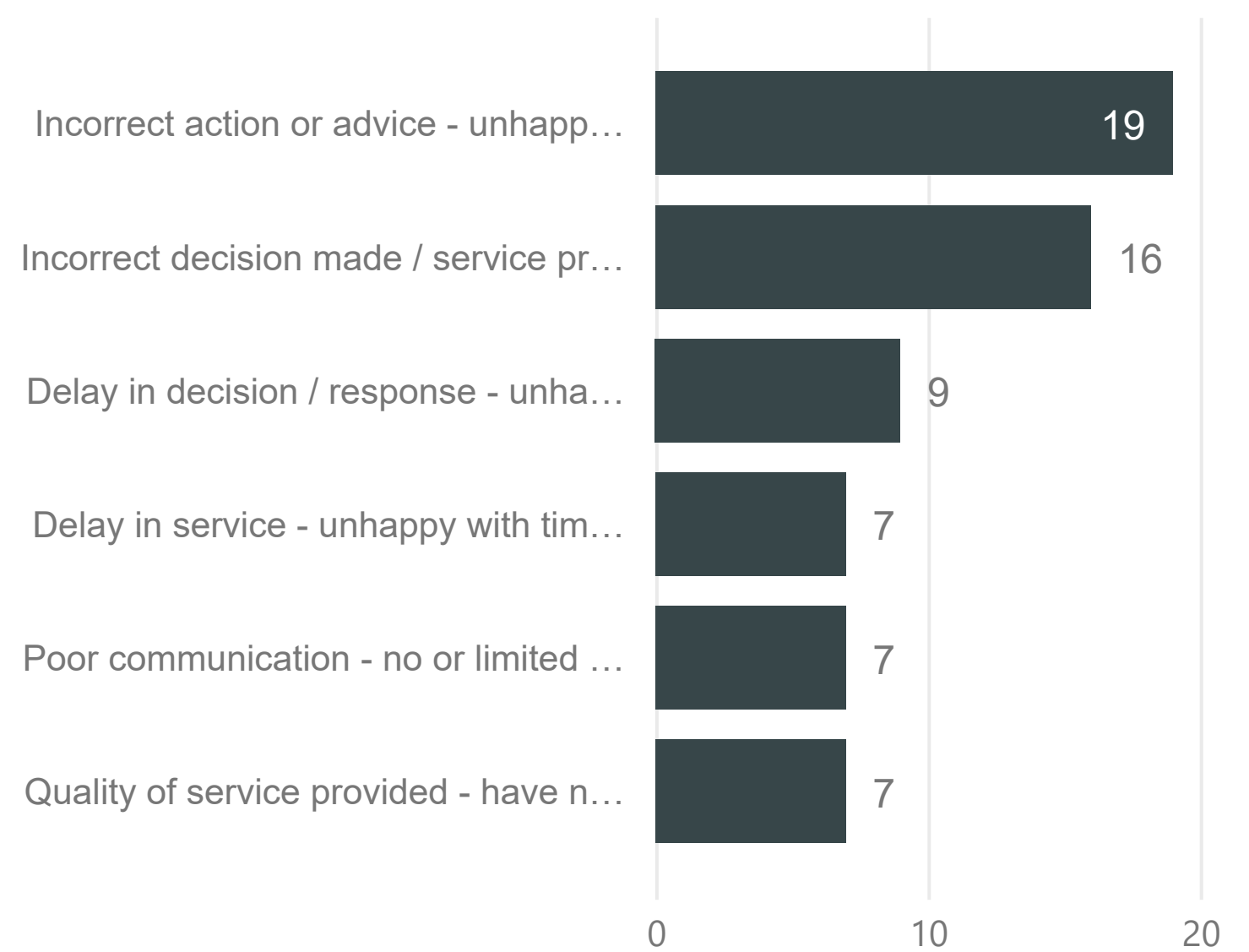
Revenues - Council Tax

Highest Volumes for Reason for Complaint - Stage 1



Benefits

Highest Volumes for Reason for Complaint - Stage 1



2.24 These charts show the highest volume of reason for complaint for each of the named teams in 2022

Complaint & Enquiry Report

Sustainable Communities, Regeneration & Economic Recovery

Annual 2022/2023

3. Sustainable Communities, Regeneration & Economic Recovery Directorate - Complaints & LGO Cases

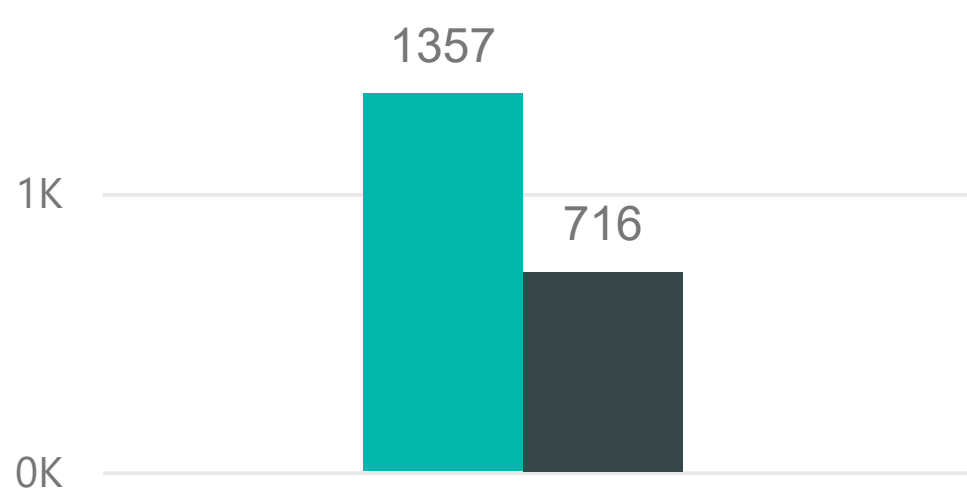
Departmental Complaint Distribution by Complaint Type

● Corporate Stage 1 ● Praise ● Corporate Stage 2 ● LGO



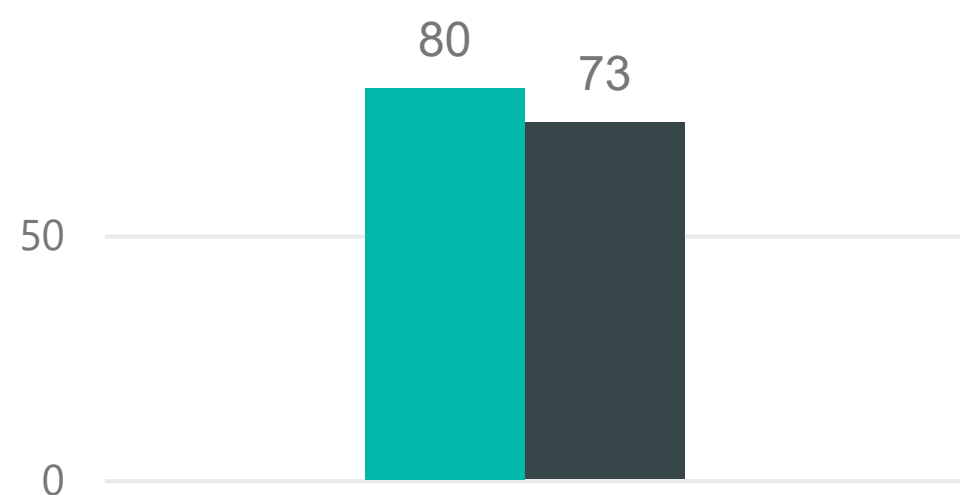
Corporate Stage 1 Volume

● Previous Year ● Current Year



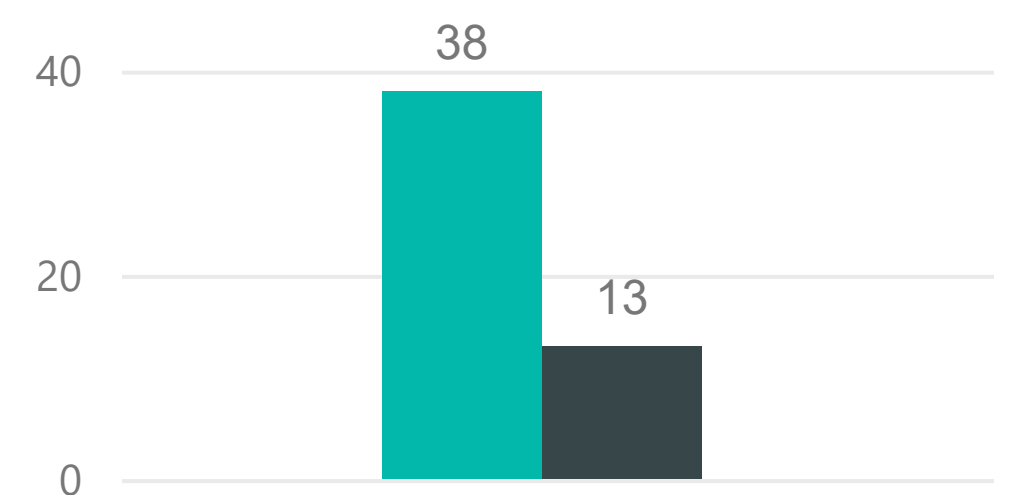
Corporate Stage 2 Volume

● Previous Year ● Current Year



LGO Volume

● Previous Year ● Current Year



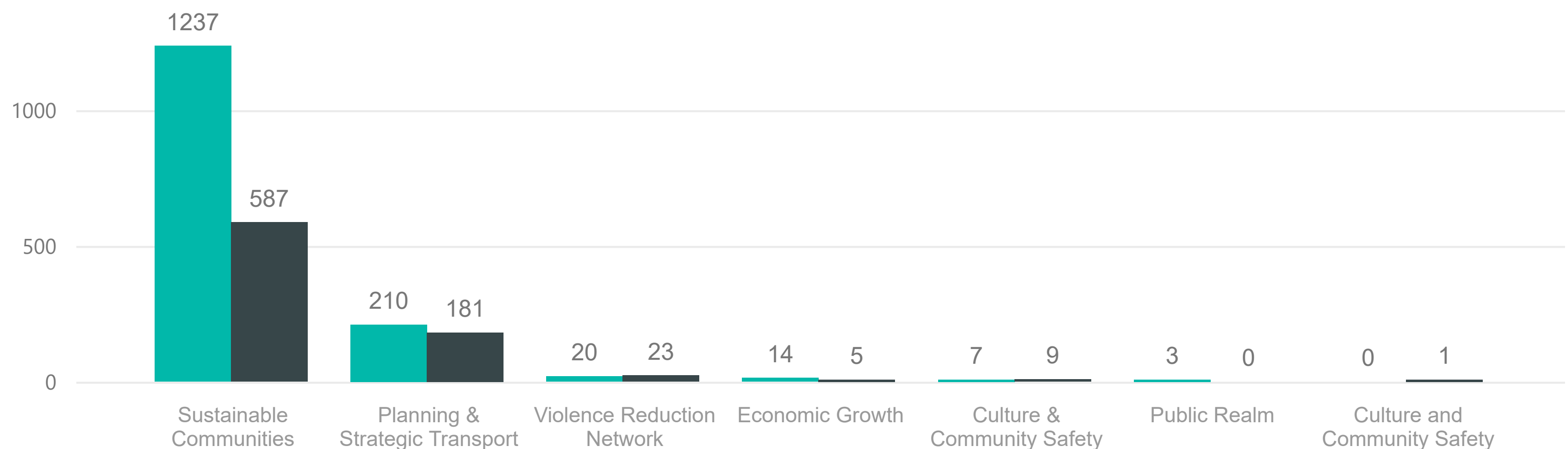
3.1 The volume of stage one has decreased by 641 complaints compared to the same period last year

3.2 The volume of stage two has decreased by 7 complaints compared to the same period last year

3.3 The volume of LGO has decreased by 25 investigations compared to the same period last year

Total Complaints by Division

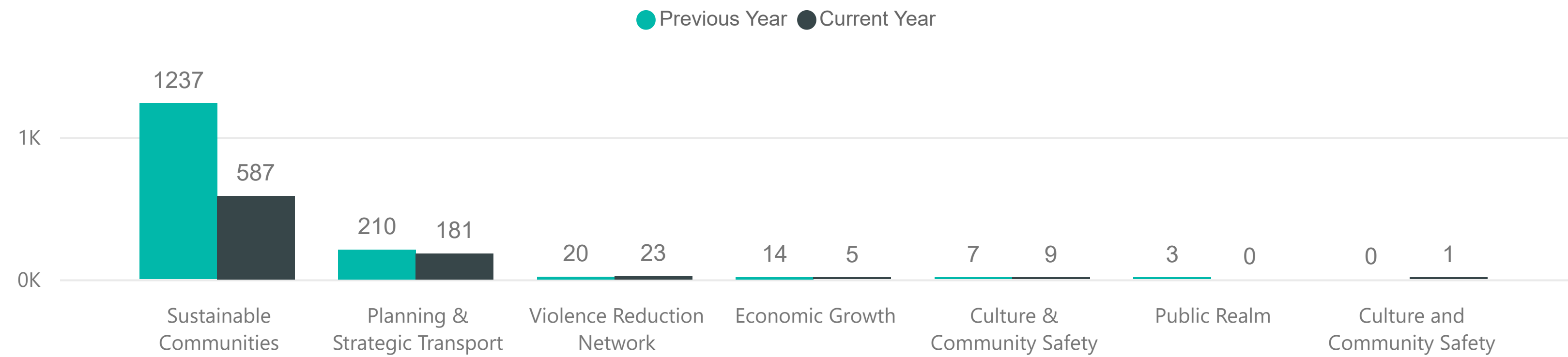
● Previous Year ● Current Year



3.4 Total volumes of complaints at stage one, two and LGSCO investigations by service team

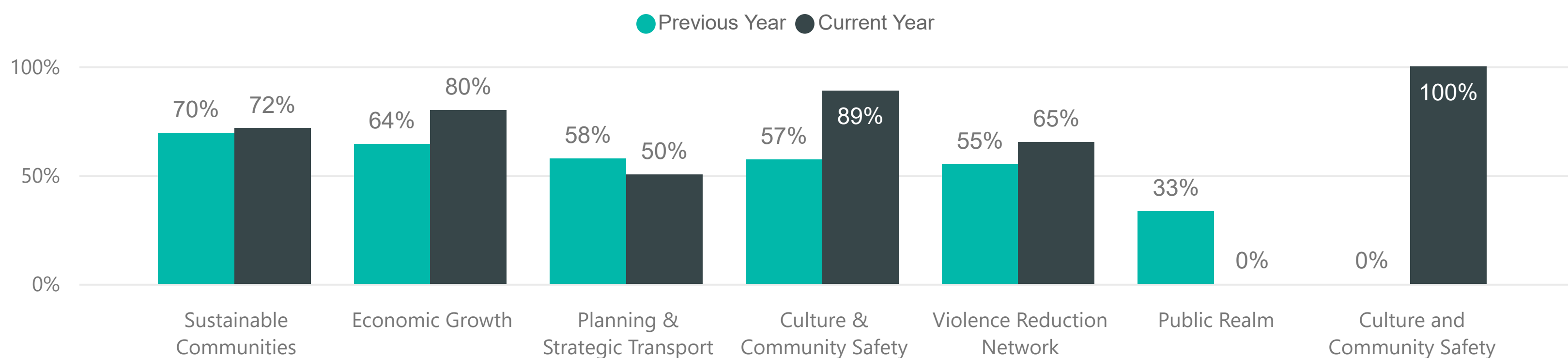
3. Summary by Division - Sustainable Communities, Regeneration & Economic Recovery Directorate

Complaint Volume by Division



3.5 The volume of complaints by Division for 2022

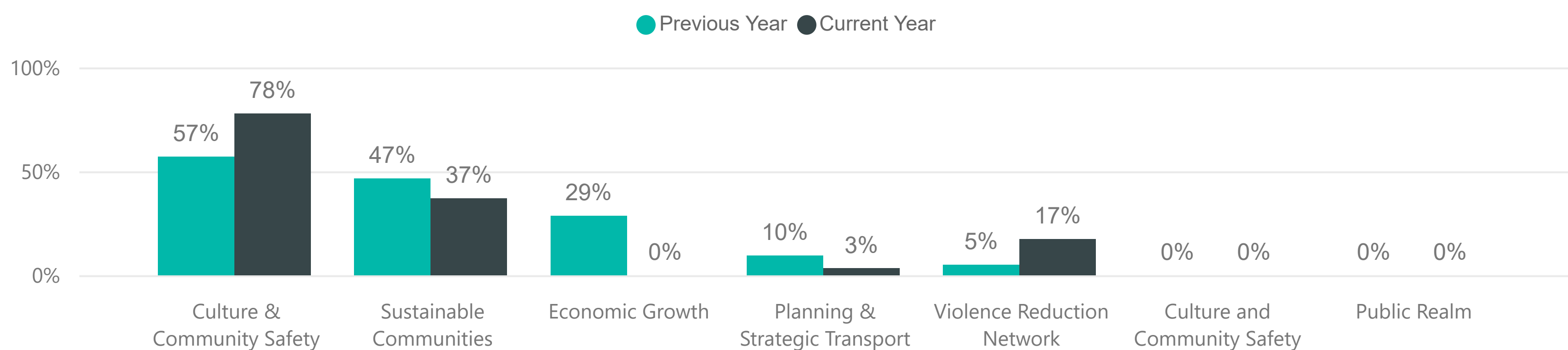
Complaint SLA % by Division



3.6 The SLA % of complaints by Division for 2022

Often cases will extend due to their complexity and in consultation with the complainant. Cases that have been extended are not included

Complaint Upheld % by Division

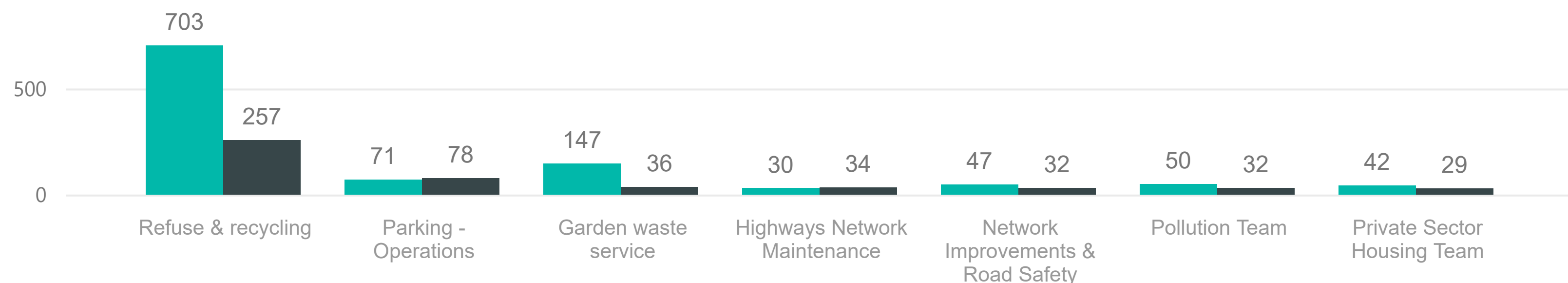


3.7 The upheld % of complaints by Division for 2022

3. Sustainable Communities - Complaints

Highest Complaint Volumes by Service Team

● Previous Year ● Current Year

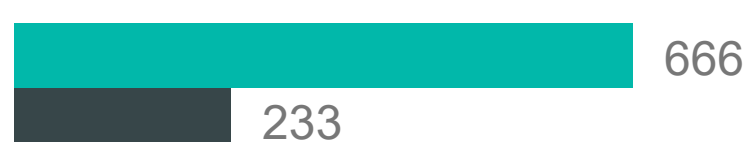


3.8 Total volumes of complaints at stage one, stage two & LGO in the Sustainable Communities division

Refuse & recycling

Corporate Stage 1 Volume

● Previous Year ● Current Year



3.9 The volume of stage one has decreased by 433 complaints

3.10 The volume of stage two has decreased by 8 complaints

3.11 The volume of LGO investigations was 3 in 2022

Corporate Stage 2 Volume

● Previous Year ● Current Year



Garden waste service

Corporate Stage 1 Volume

● Previous Year ● Current Year



3.16 The volume of stage one has decreased by 108 complaints

3.17 The volume of stage two has decreased by 2 complaints

3.18 The volume of LGO investigations was 0 in 2022

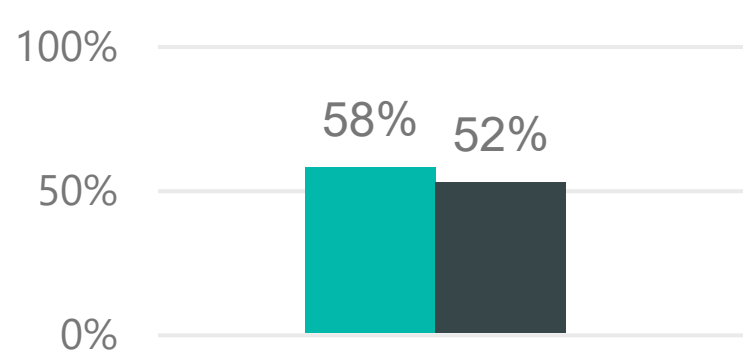
Corporate Stage 2 Volume

● Previous Year ● Current Year



Corporate Stage 1 Upheld %

● Previous Year ● Current Year

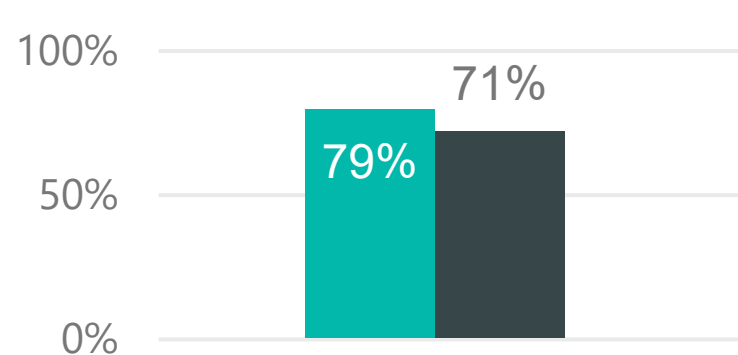


3.12 52%, or 122 complaints were upheld at stage one.

3.13 71%, or 15 complaints were upheld at stage two.

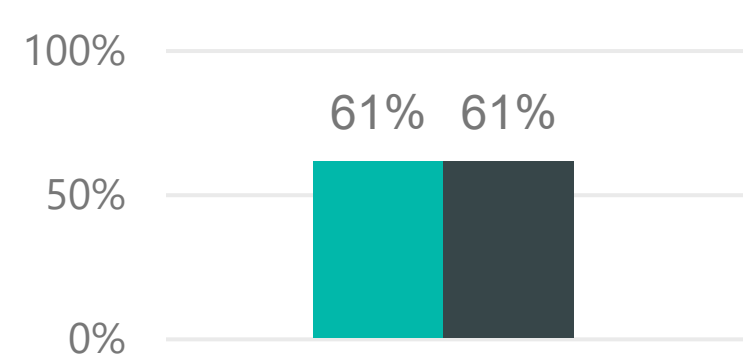
Corporate Stage 2 Upheld %

● Previous Year ● Current Year



Corporate Stage 1 Upheld %

● Previous Year ● Current Year

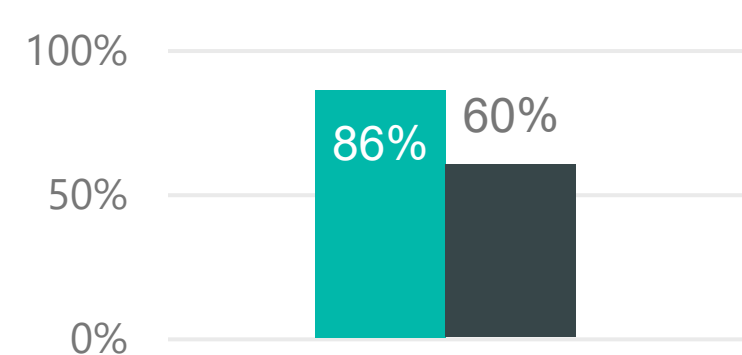


3.19 61%, or 19 complaints were upheld at stage one.

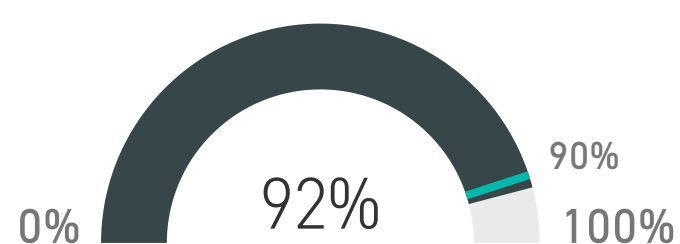
3.20 60%, or 3 complaints were upheld at stage two.

Corporate Stage 2 Upheld %

● Previous Year ● Current Year



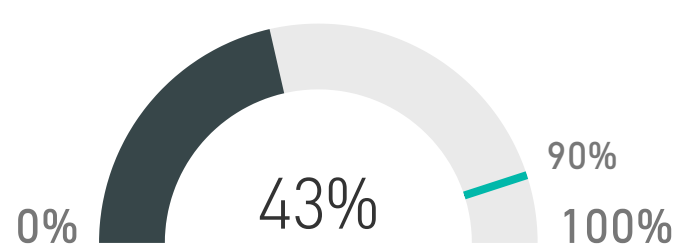
Corporate Stage 1 SLA



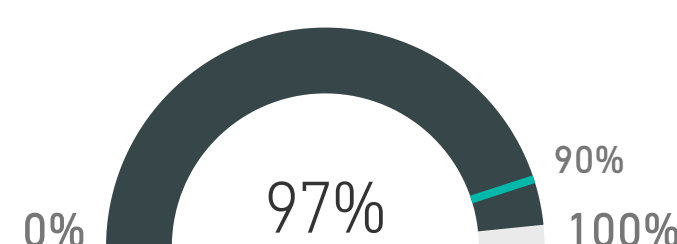
3.14 92% or 214 stage one complaints were answered in SLA

3.15 43% or 9 stage two complaints were answered in SLA

Corporate Stage 2 SLA



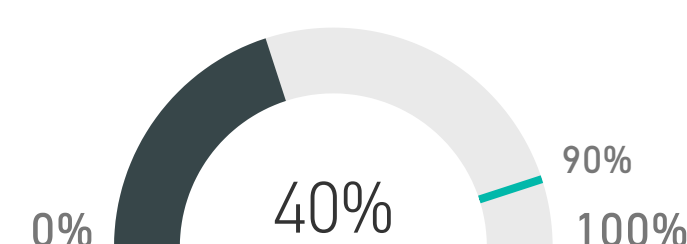
Corporate Stage 1 SLA



3.21 97% or 30 stage one complaints were answered in SLA

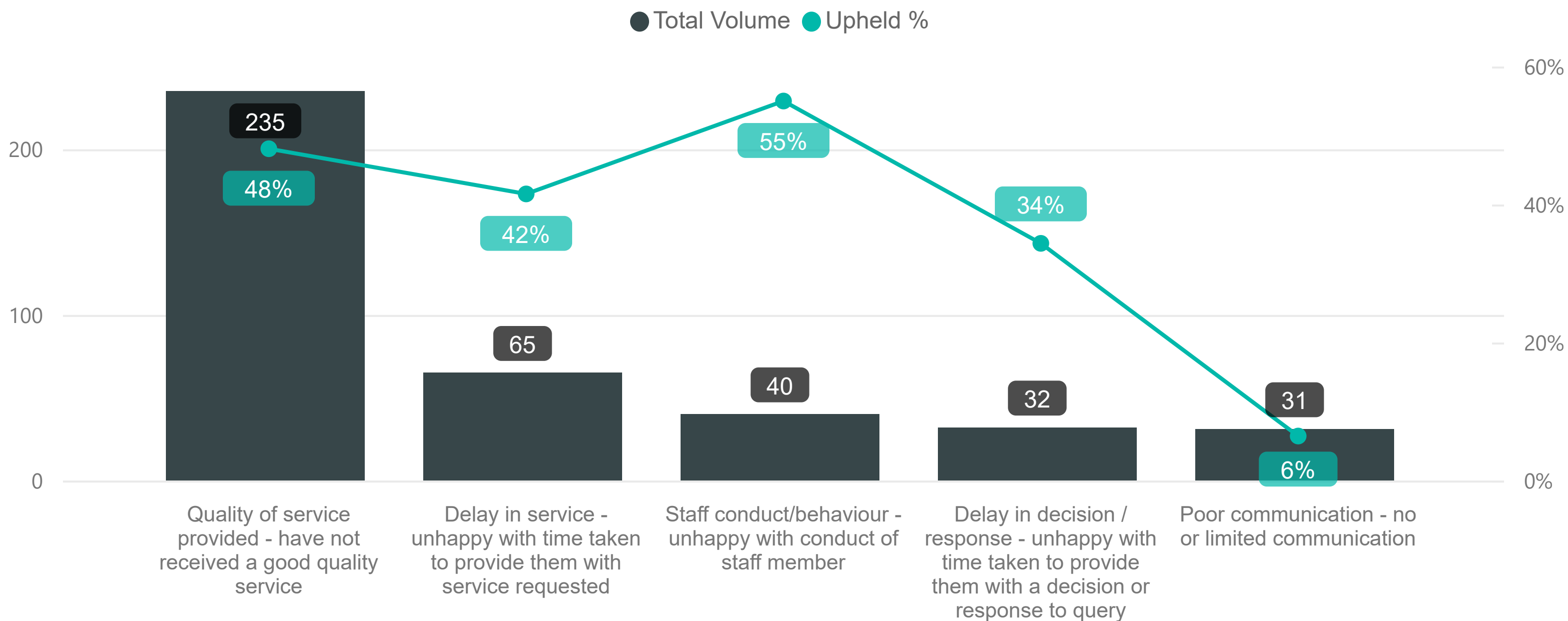
3.22 40% or 2 stage two complaints were answered in SLA

Corporate Stage 2 SLA



3. Sustainable Communities - Complaint Themes

Highest Volumes for Corporate Stage 1 - Reason for Complaint

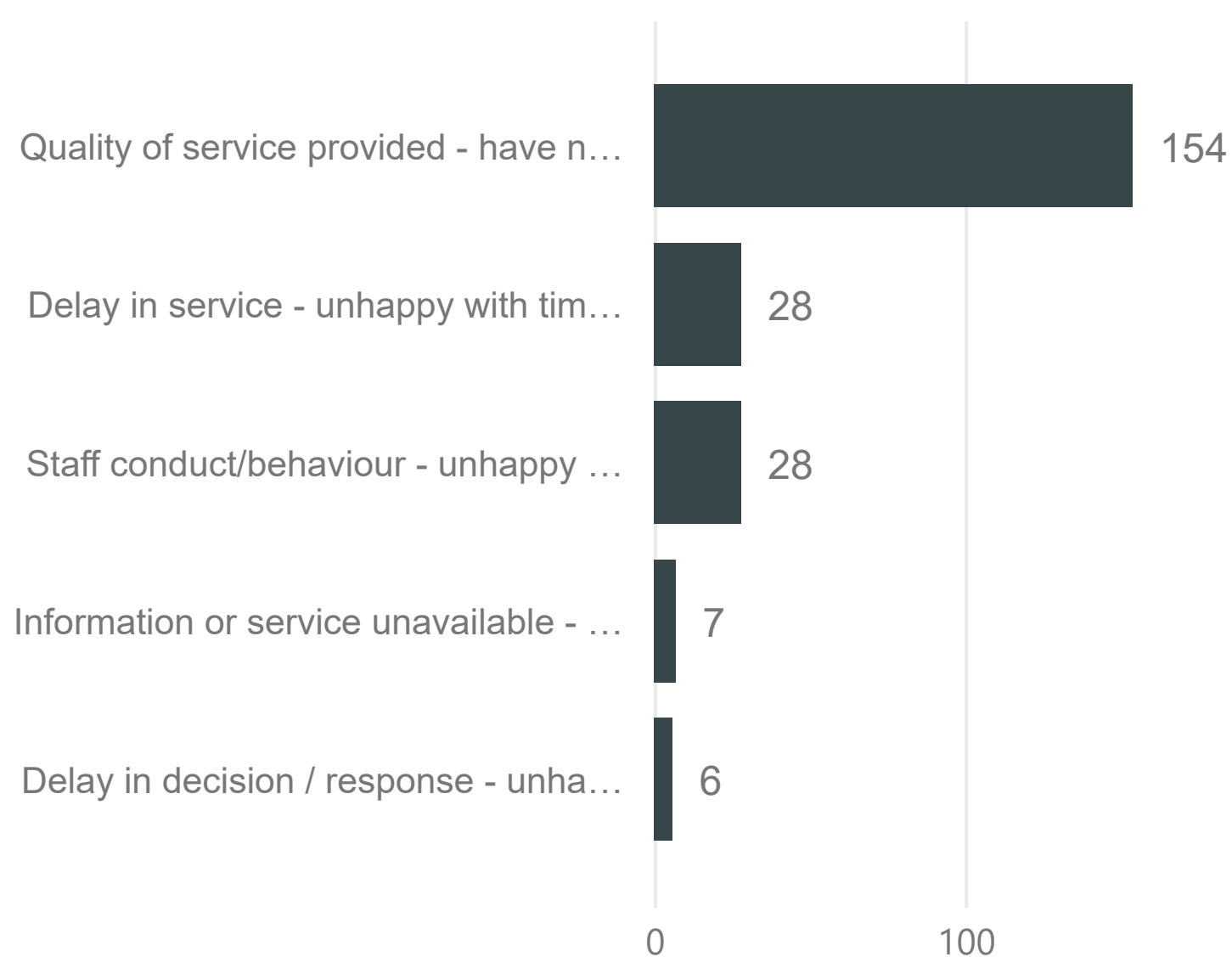


3.23 The graph shows the highest complaint volume by reason for Sustainable Communities, Regeneration & Economic Rec...

The Bars show the Volume of Complaints with the Line showing the Upheld % by Reason for Complaint

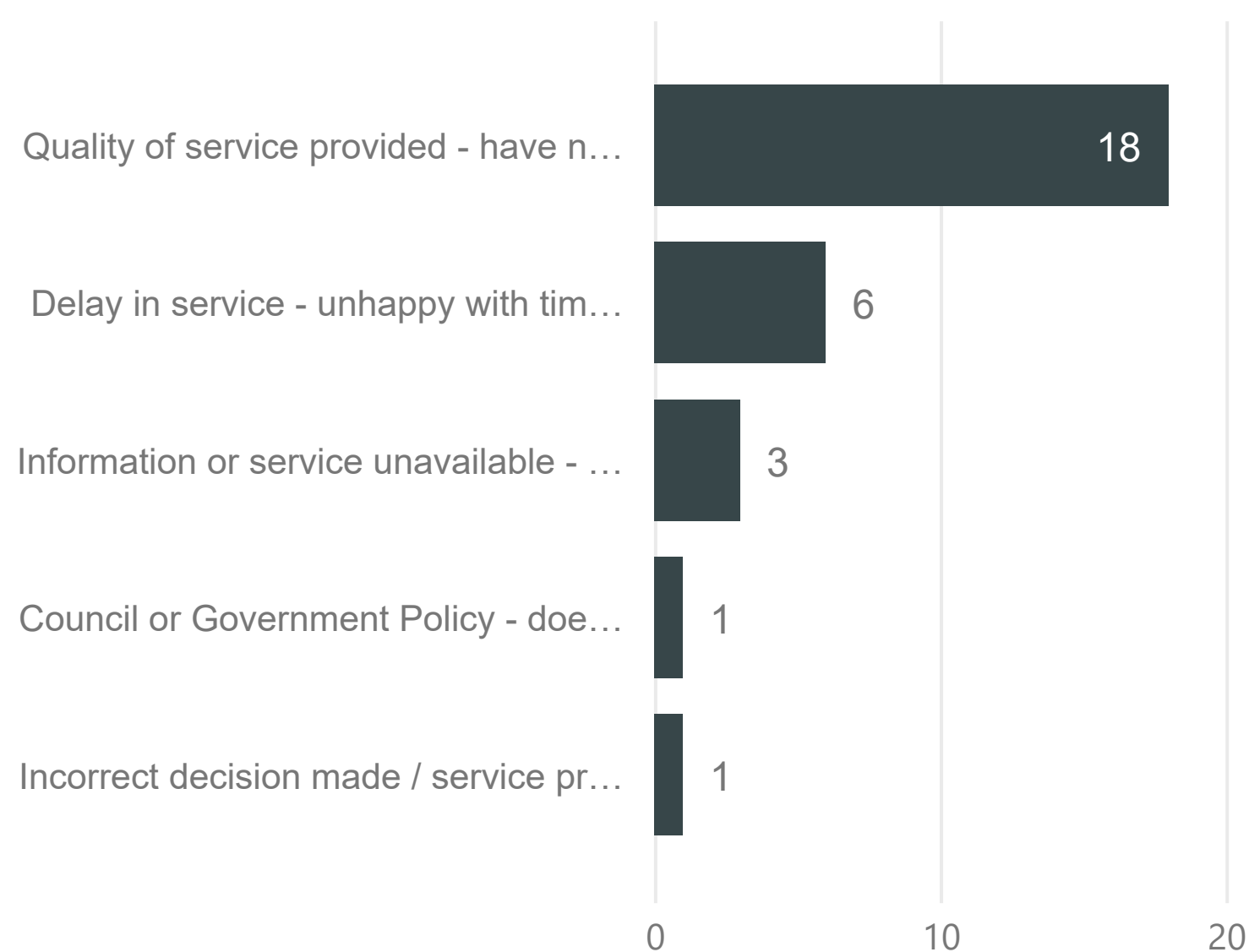
Refuse & recycling

Highest Volumes for Reason for Complaint - Stage 1



Garden waste service

Highest Volumes for Reason for Complaint - Stage 1



3.24 These charts show the highest volume of reason for complaint for each of the named teams in 2022

Complaint & Enquiry Report
Housing
Annual 2022/2023

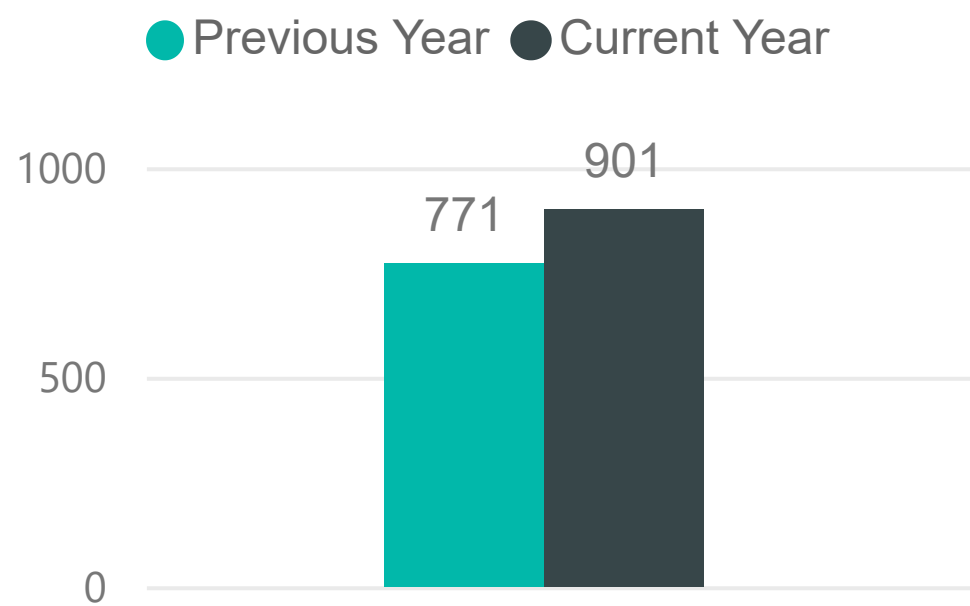
4. Housing - Complaints & LGO Cases

Departmental Complaint Distribution by Complaint Type

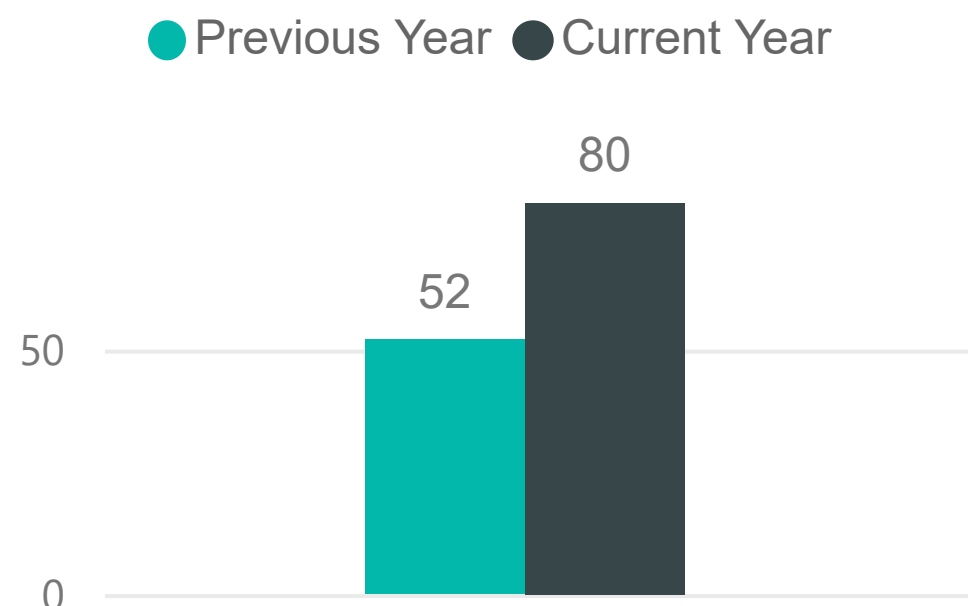
● Corporate Stage 1 ● Praise ● Corporate Stage 2 ● LGO ● Adults Stage 1



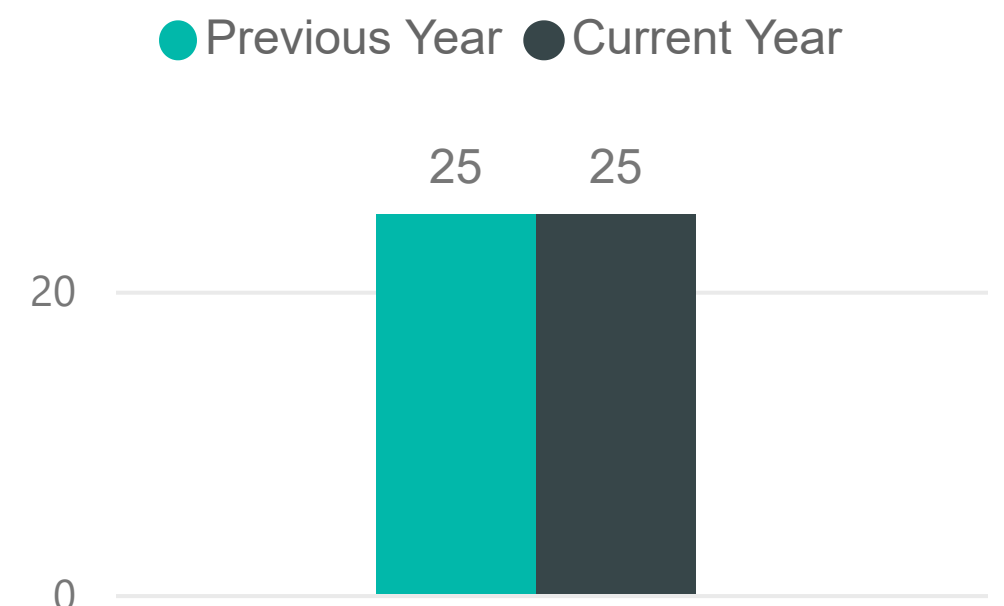
Corporate Stage 1 Volume



Corporate Stage 2 Volume



LGO Volume



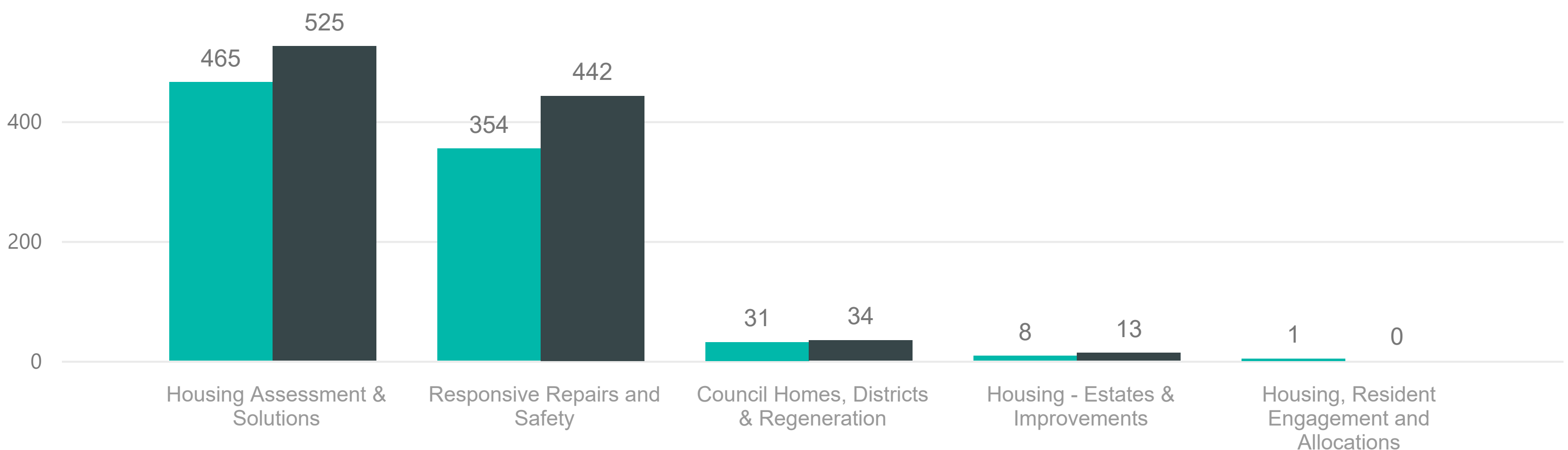
4.1 The volume of stage one has increased by 130 complaints compared to the same period last year

4.2 The volume of stage two has increased by 28 complaints compared to the same period last year

4.3 The volume of LGO has remained at 25 investigations, the same volume as this period last year

Total Complaints by Division

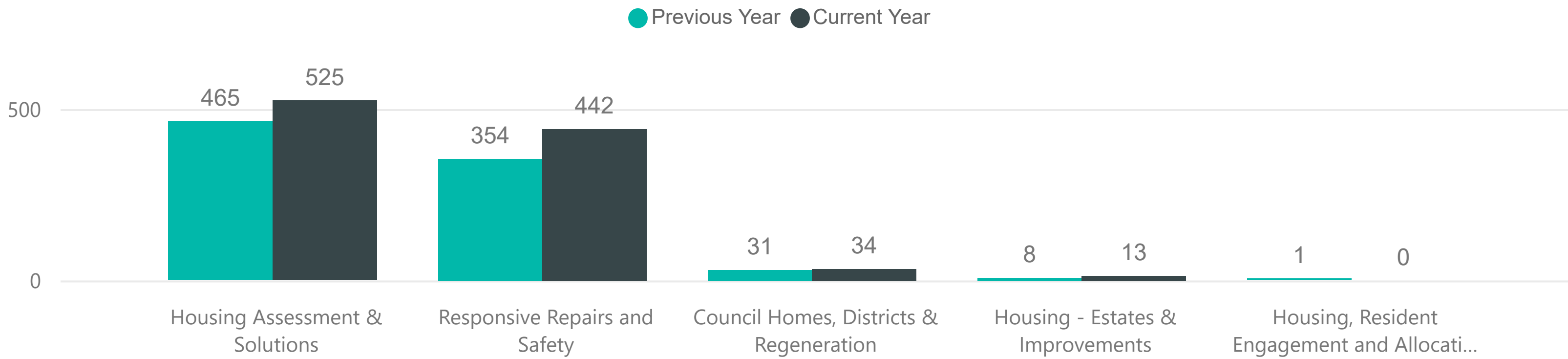
● Previous Year ● Current Year



4.4 Total volumes of complaints at stage one, two and LGSCO investigations by service team

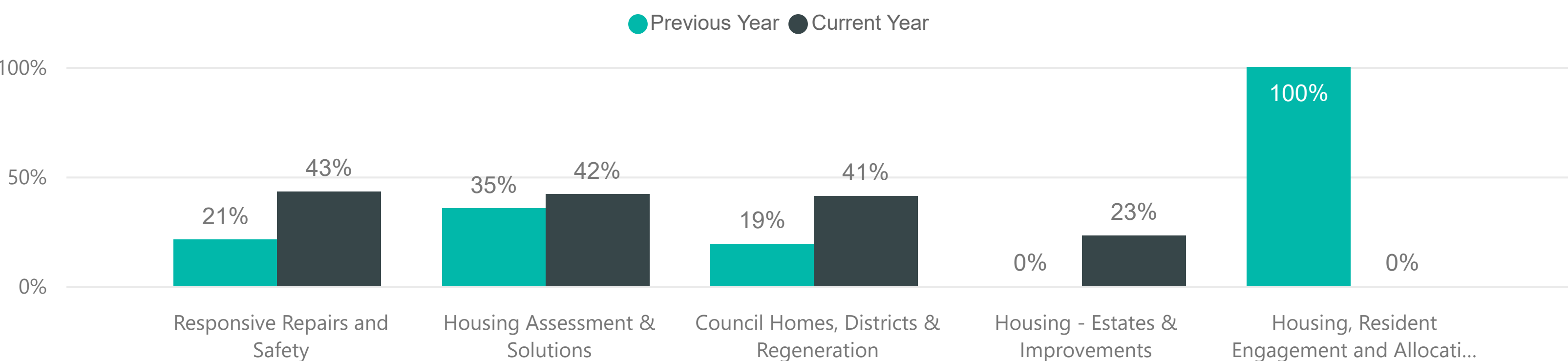
4. Summary by Division - Housing

Complaint Volume by Division



4.5 The volume of complaints by Division for 2022

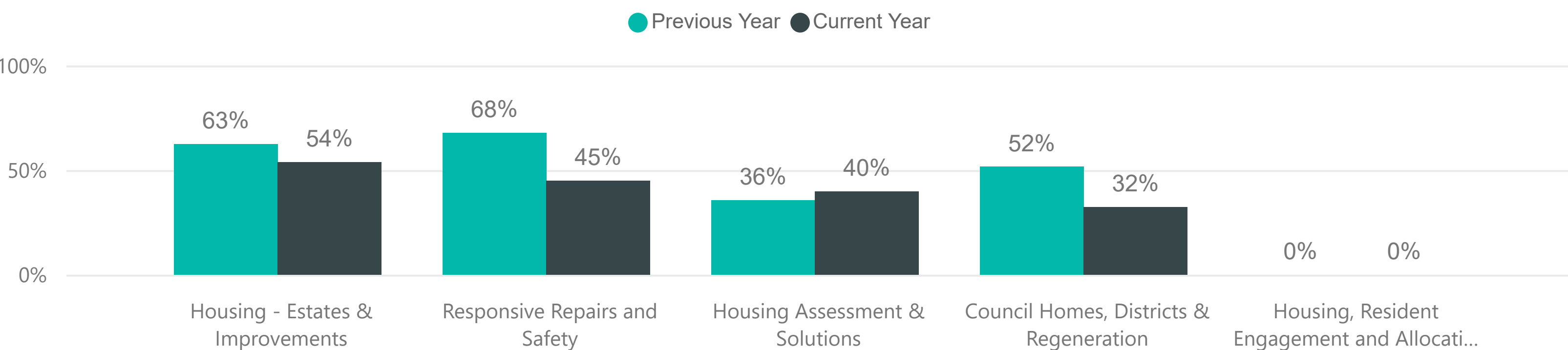
Complaint SLA % by Division



4.6 The SLA % of complaints by Division for 2022

Often cases will extend due to their complexity and in consultation with the complainant. Cases that have been extended are not included

Complaint Upheld % by Division

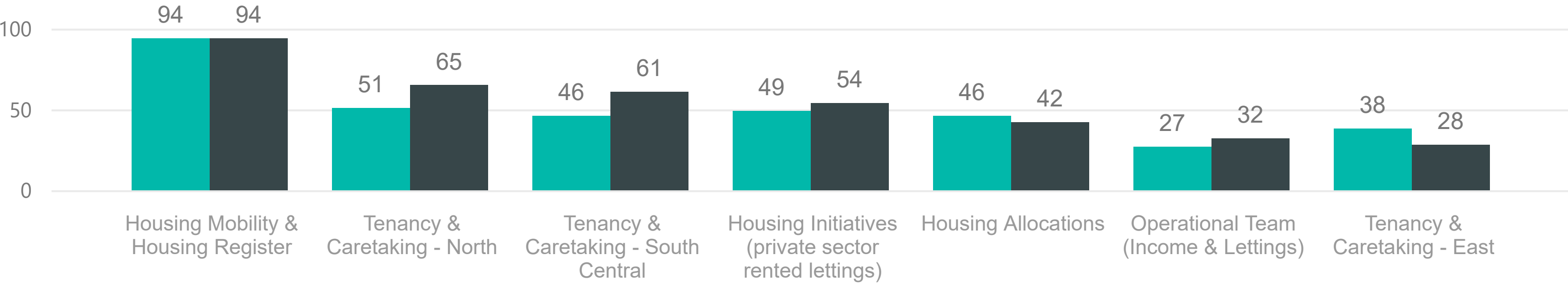


4.7 The upheld % of complaints by Division for 2022

4. Housing Assessment & Solutions - Complaints

Highest Complaint Volumes by Service Team

● Previous Year ● Current Year

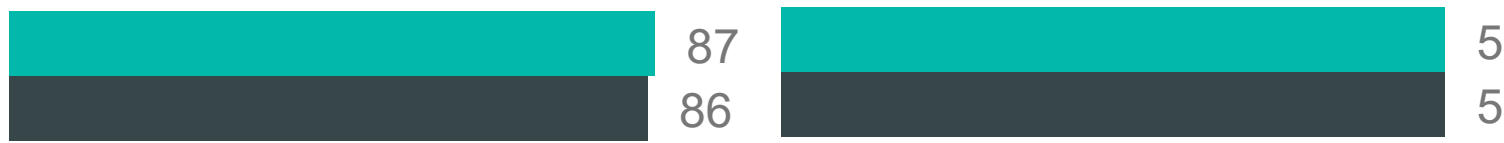


4.8 Total volumes of complaints at stage one, stage two & LGO in the Housing Assessment & Solutions division

Housing Mobility & Housing Register

Corporate Stage 1 Volume

● Previous Year ● Current Year



Corporate Stage 2 Volume

● Previous Year ● Current Year



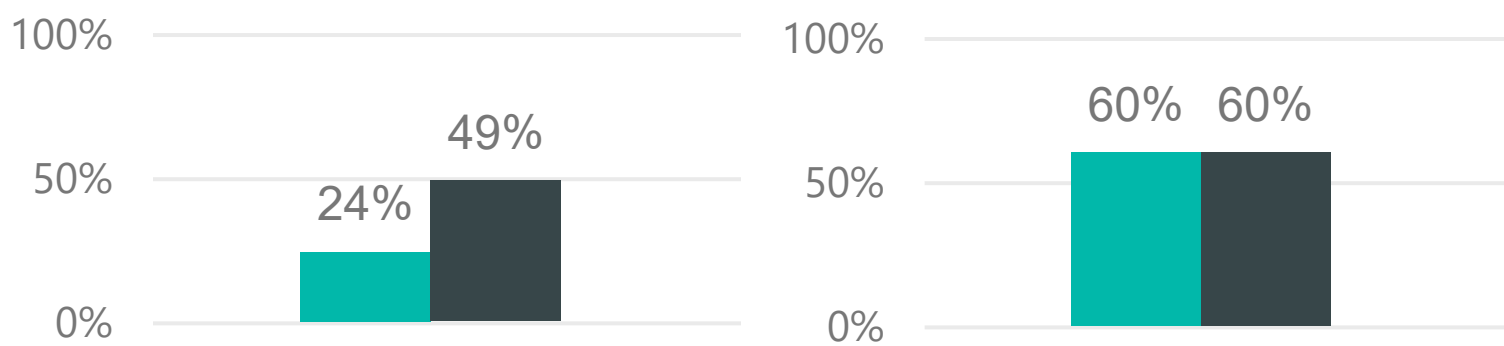
4.9 The volume of stage one has decreased by 1 complaint

4.10 The volume of stage two has remained at 5 complaints

4.11 The volume of LGO investigations was 2 in 2022

Corporate Stage 1 Upheld %

● Previous Year ● Current Year

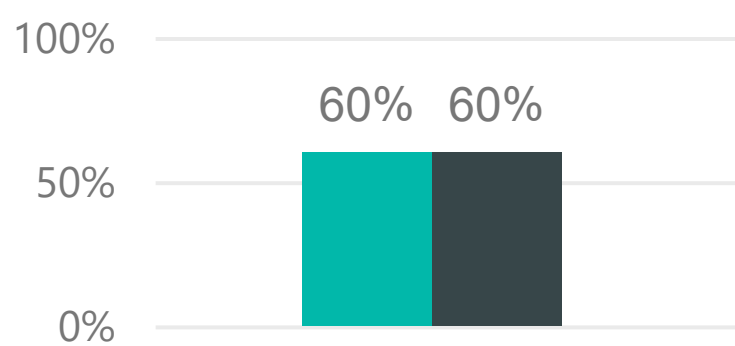


4.12 49%, or 42 complaints were upheld at stage one.

4.13 60%, or 3 complaints were upheld at stage two.

Corporate Stage 2 Upheld %

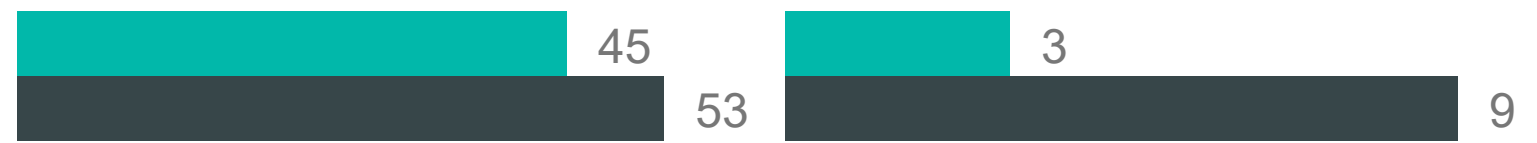
● Previous Year ● Current Year



Tenancy & Caretaking - North

Corporate Stage 1 Volume

● Previous Year ● Current Year



4.16 The volume of stage one has increased by 8 complaints

4.17 The volume of stage two has increased by 6 complaints

4.18 The volume of LGO investigations was 3 in 2022

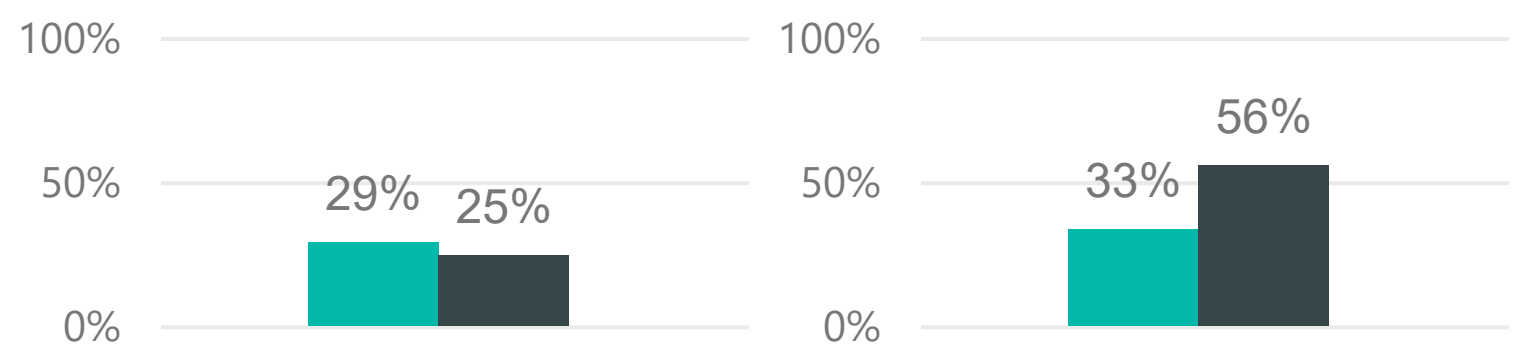
Corporate Stage 2 Volume

● Previous Year ● Current Year



Corporate Stage 1 Upheld %

● Previous Year ● Current Year

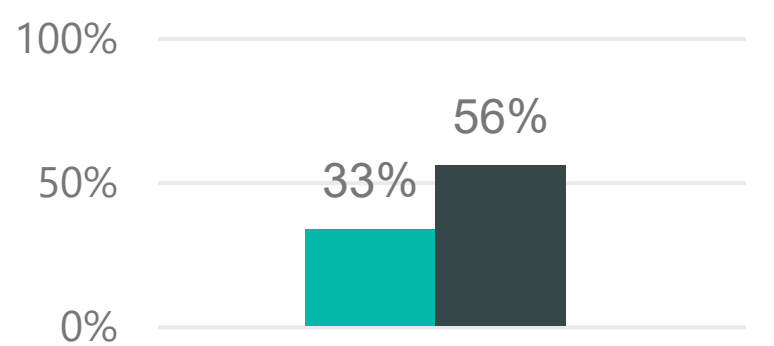


4.19 25%, or 13 complaints were upheld at stage one.

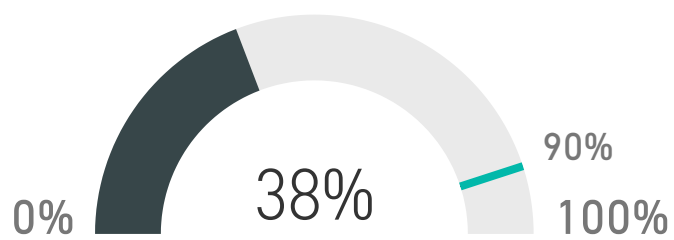
4.20 56%, or 5 complaints were upheld at stage two.

Corporate Stage 2 Upheld %

● Previous Year ● Current Year



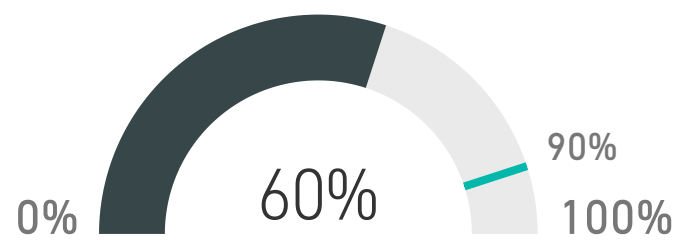
Corporate Stage 1 SLA



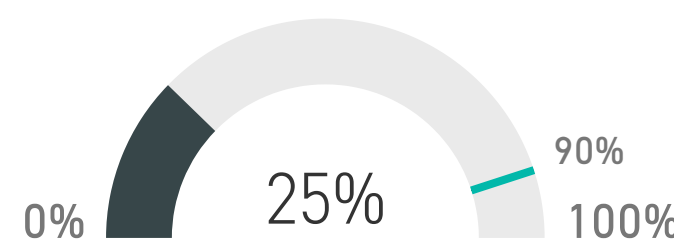
4.14 38% or 33 stage one complaints were answered in SLA

4.15 60% or 3 stage two complaints were answered in SLA

Corporate Stage 2 SLA



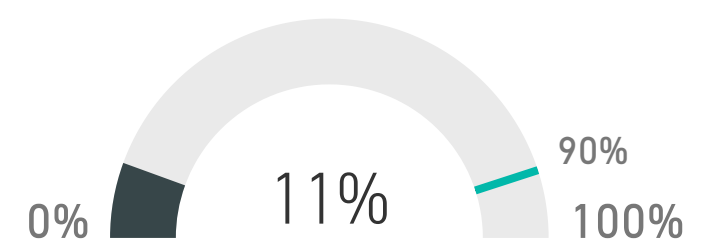
Corporate Stage 1 SLA



4.21 25% or 13 stage one complaints were answered in SLA

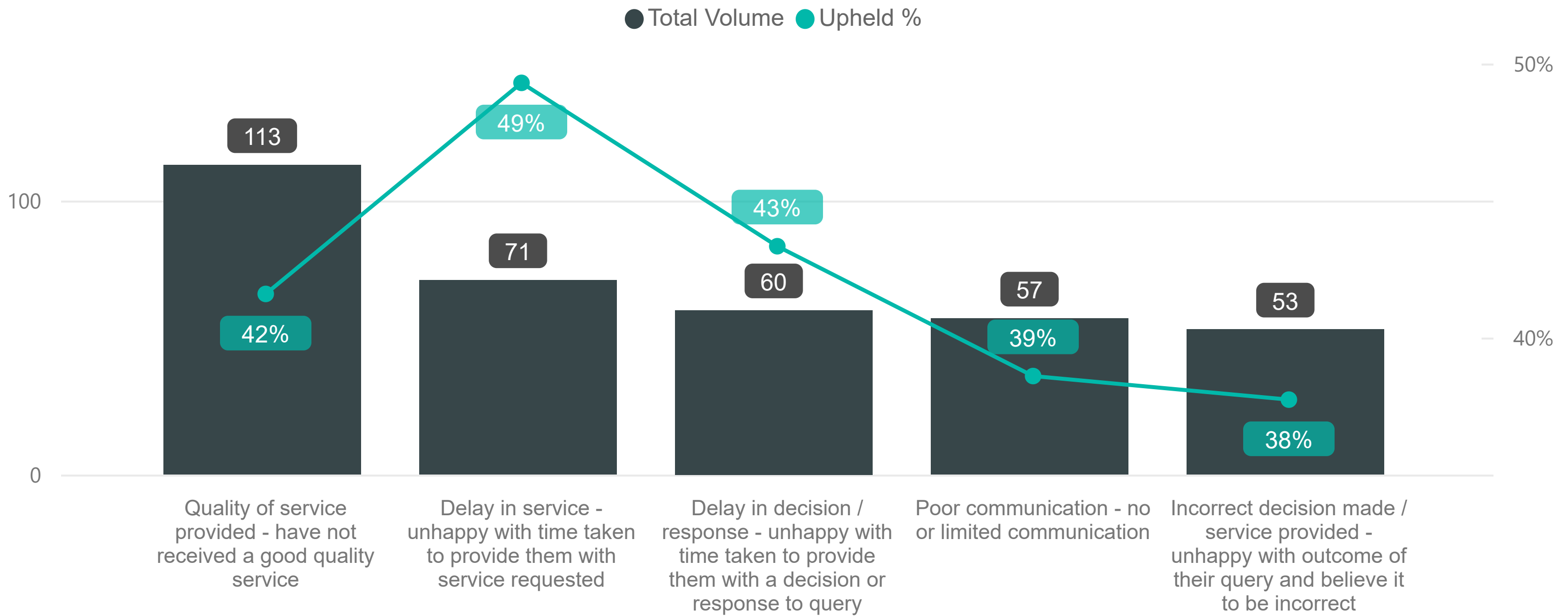
4.22 11% or 1 stage two complaint was answered in SLA

Corporate Stage 2 SLA



4. Housing Assessment & Solutions - Complaint Themes

Highest Volumes for Corporate Stage 1 - Reason for Complaint

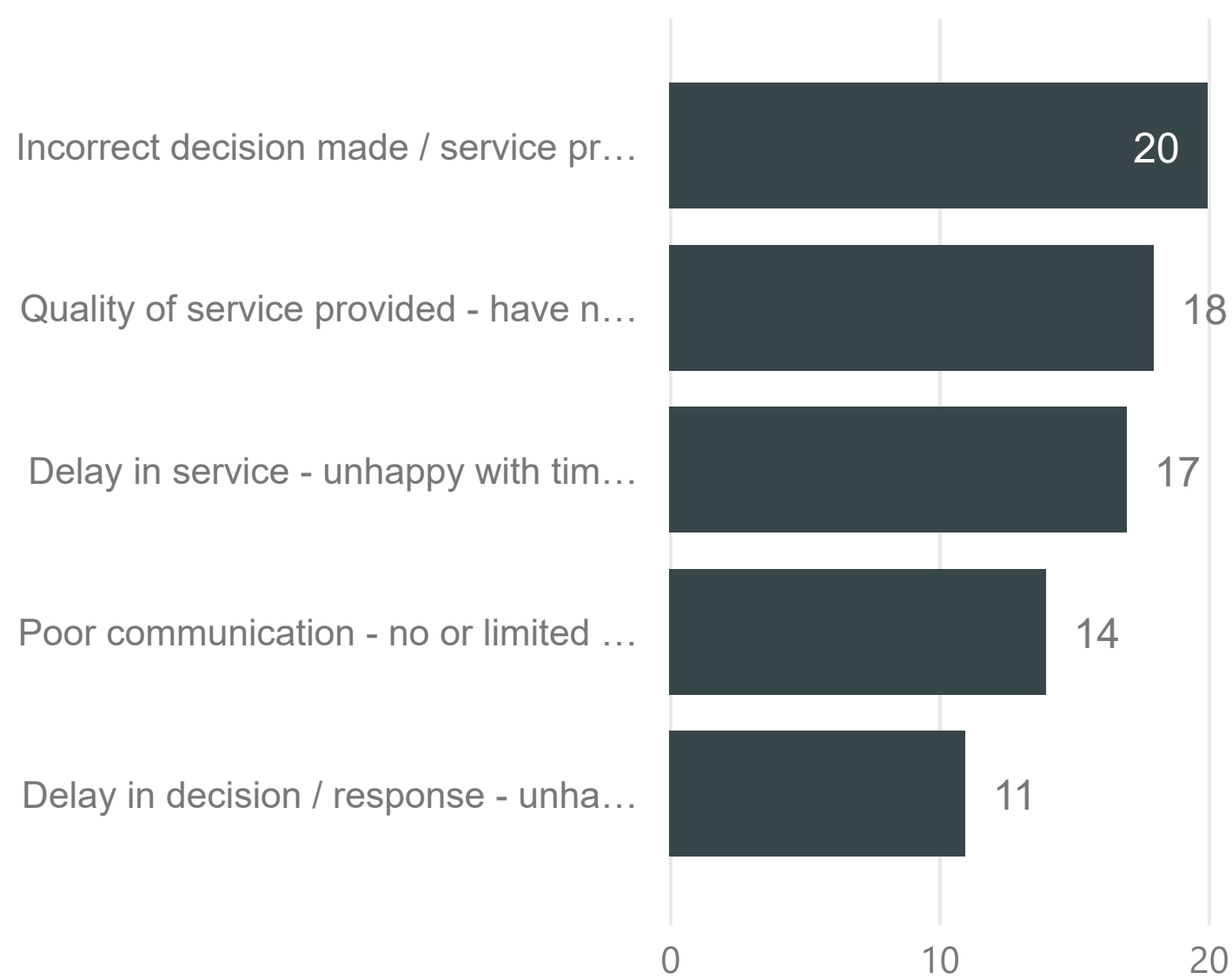


4.23 The graph shows the highest complaint volume by reason for Housing at stage one

The Bars show the Volume of Complaints with the Line showing the Upheld % by Reason for Complaint

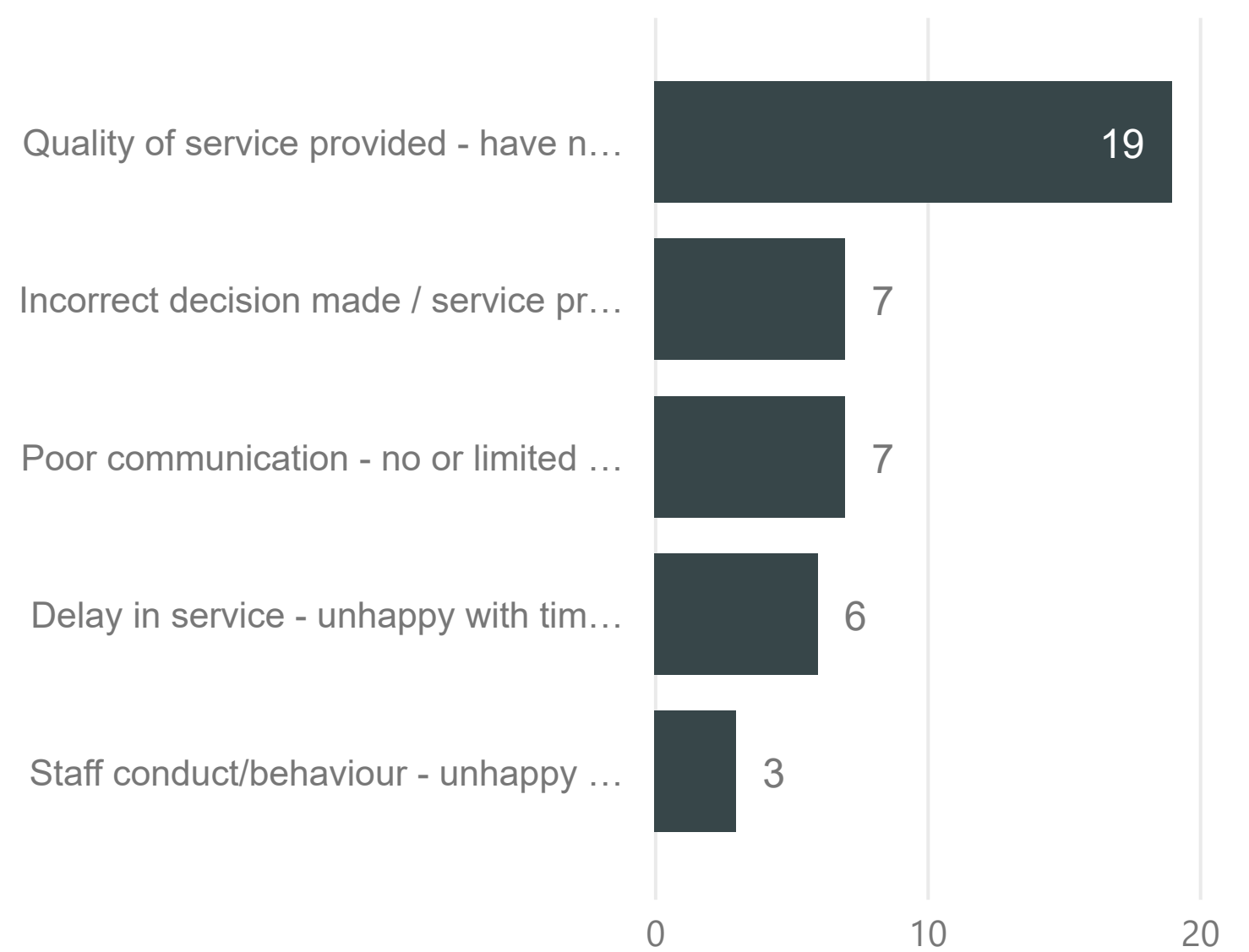
Housing Mobility & Housing Register

Highest Volumes for Reason for Complaint - Stage 1



Tenancy & Caretaking - North

Highest Volumes for Reason for Complaint - Stage 1



4.24 These charts show the highest volume of reason for complaint for each of the named teams in 2022

Complaint & Enquiry Report

Children, Families & Education

Annual 2022/2023

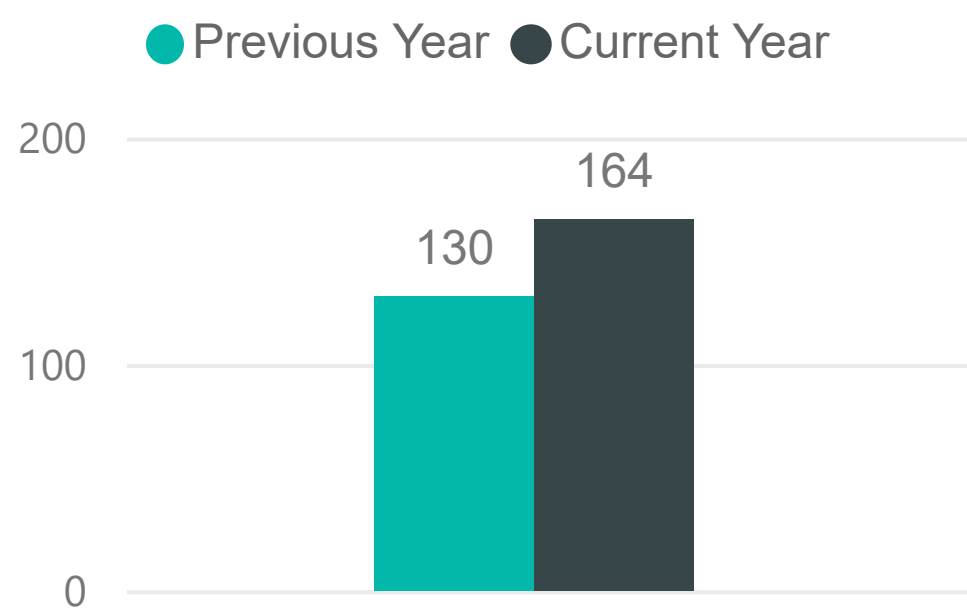
5. Children, Families & Education - Complaints & LGO Cases

Departmental Complaint Distribution by Complaint Type

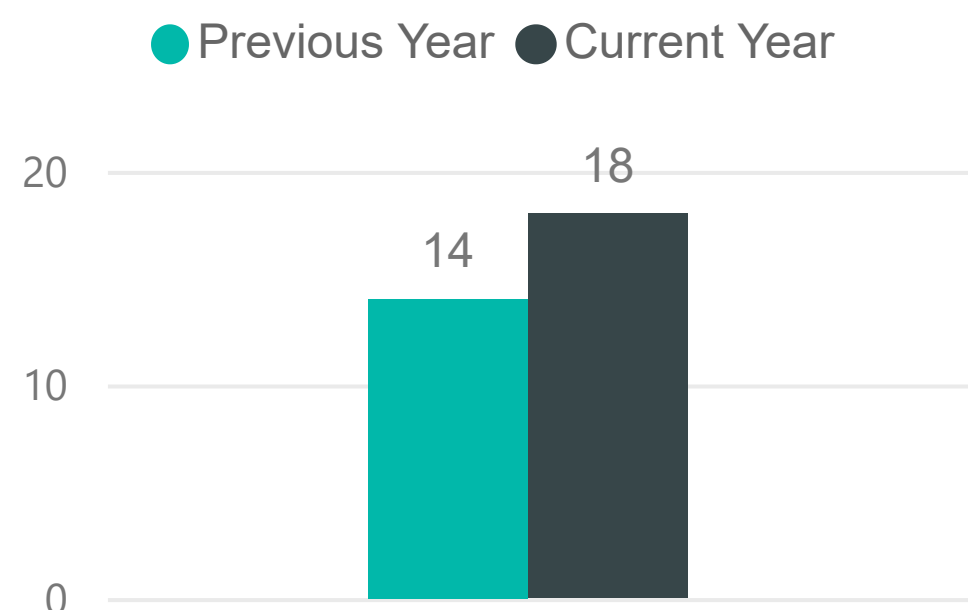
● Corporate Stage 1 ● Praise ● Corporate Stage 2 ● LGO ● Adults Stage 1 ● Childrens Stag... ● Childrens Stag... ● Childrens ...



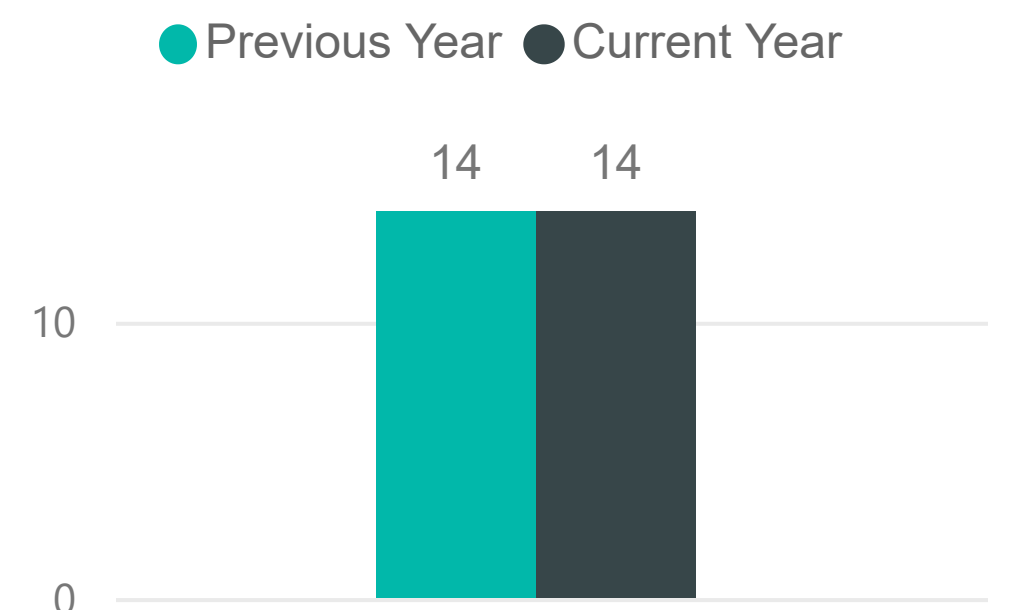
Childrens Stage 1 Volume



Childrens Stage 2 Volume



LGO Volume



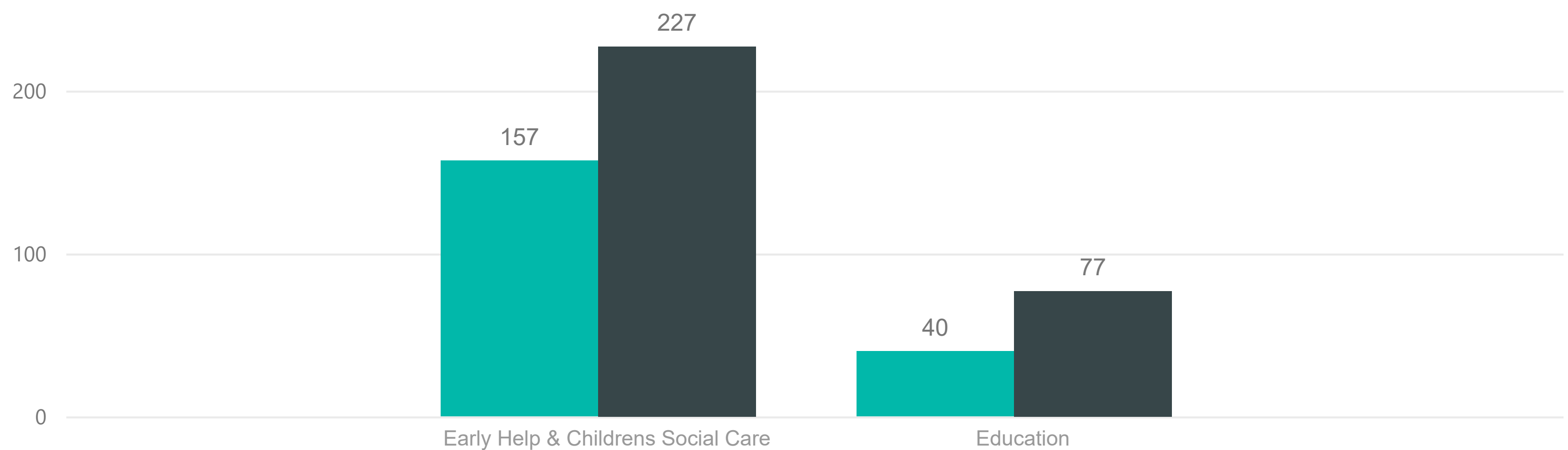
5.1 The volume of stage one has increased by 34 complaints compared to the same period last year

5.2 The volume of stage two has increased by 4 complaints compared to the same period last year

5.3 The volume of LGO has remained at 14 investigations, the same volume as this period last year

Total Complaints by Division

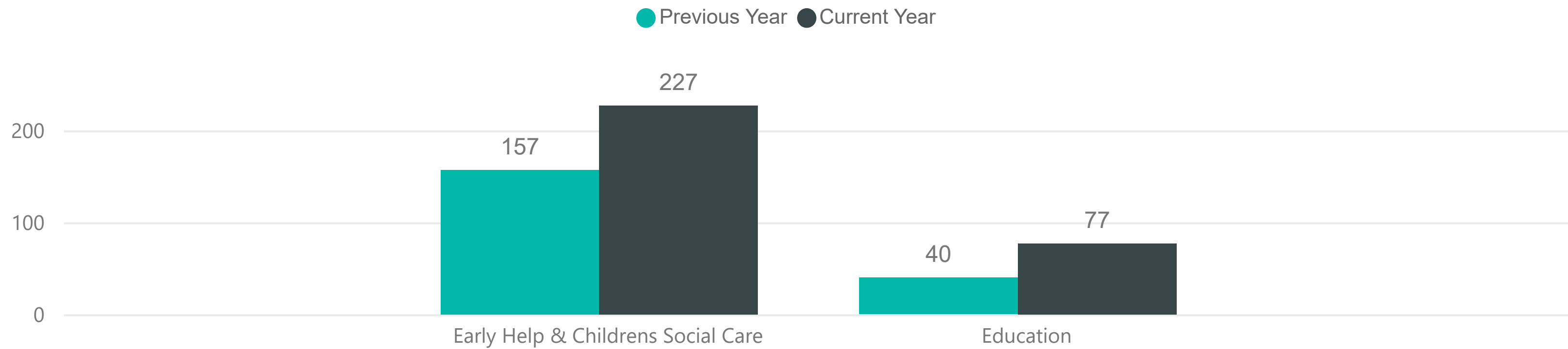
● Previous Year ● Current Year



5.4 Total volumes of complaints at stage one, two and LGSCO investigations by service team

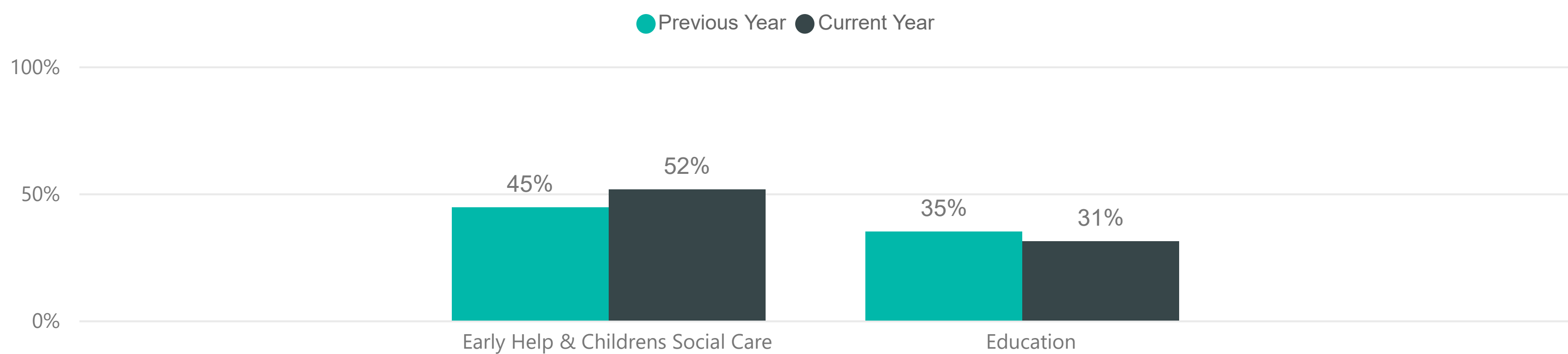
5. Summary by Division - Children, Families & Education

Complaint Volume by Division



5.5 The volume of complaints by Division for 2022

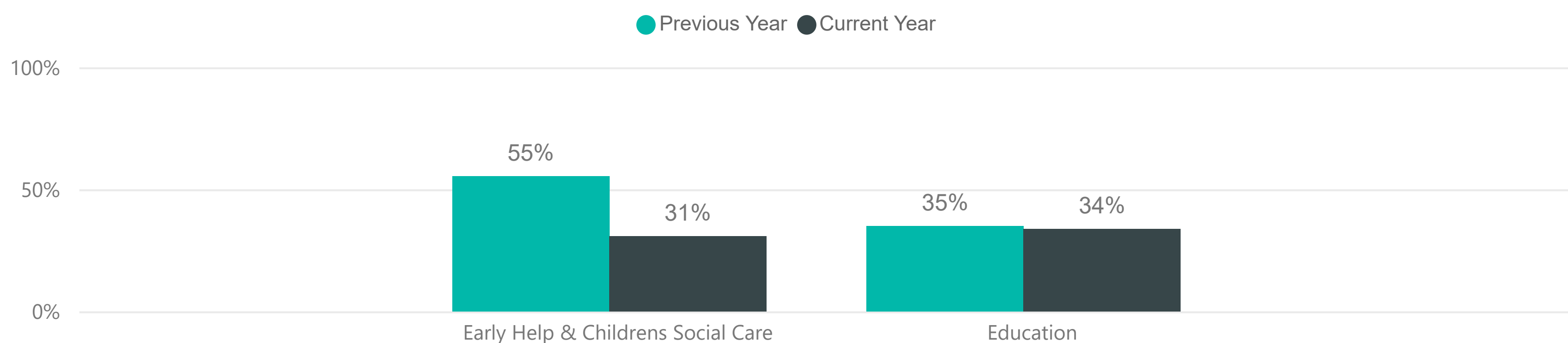
Complaint SLA % by Division



5.6 The SLA % of complaints by Division for 2022

Often cases will extend due to their complexity and in consultation with the complainant. Cases that have been extended are not included

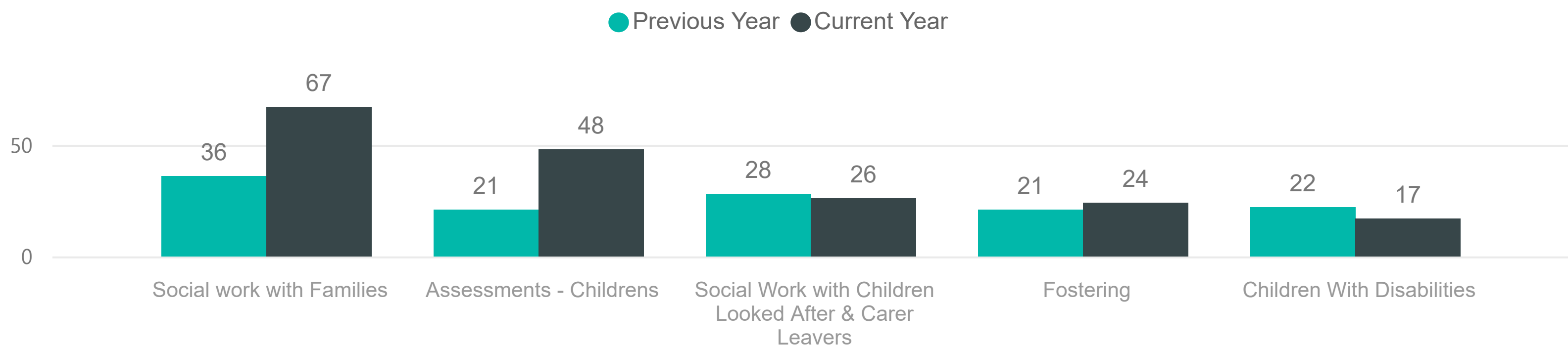
Complaint Upheld % by Division



5.7 The upheld % of complaints by Division for 2022

5. Early Help & Childrens Social Care - Complaints

Highest Complaint Volumes by Service Team



5.8 Total volumes of complaints at stage one, stage two & LGO in the Early Help & Childrens Social Care division

Social Work with Children Looked After & ...

Childrens Stage 1 Volume

● Previous Year ● Current Year



Childrens Stage 2 Volume

● Previous Year ● Current Year



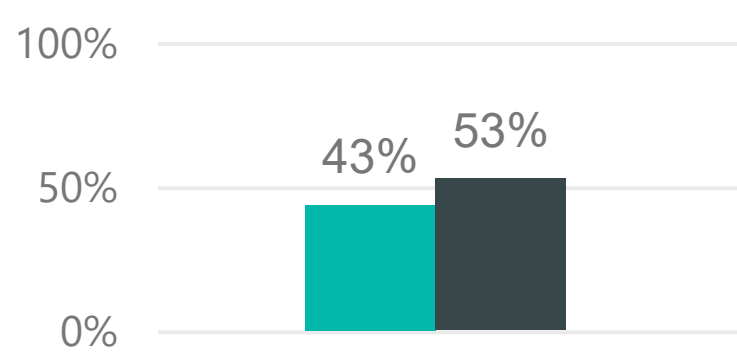
5.9 The volume of stage one has decreased by 4 complaints

5.10 The volume of stage two has remained at 4 complaints

5.11 The volume of LGO investigations was 0 in 2022

Childrens Stage 1 Upheld %

● Previous Year ● Current Year

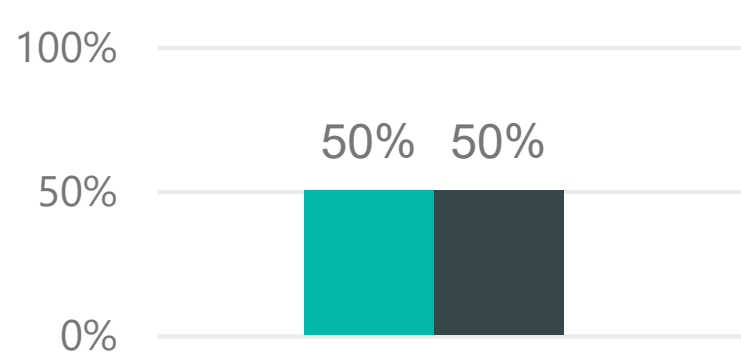


5.12 53%, or 10 complaints were upheld at stage one.

5.13 50%, or 2 complaints were upheld at stage two.

Childrens Stage 2 Upheld %

● Previous Year ● Current Year



Assessments - Childrens

Childrens Stage 1 Volume

● Previous Year ● Current Year



5.16 The volume of stage one has increased by 16 complaints

5.17 The volume of stage two has increased by 2 complaints

5.18 The volume of LGO investigations was 3 in 2022

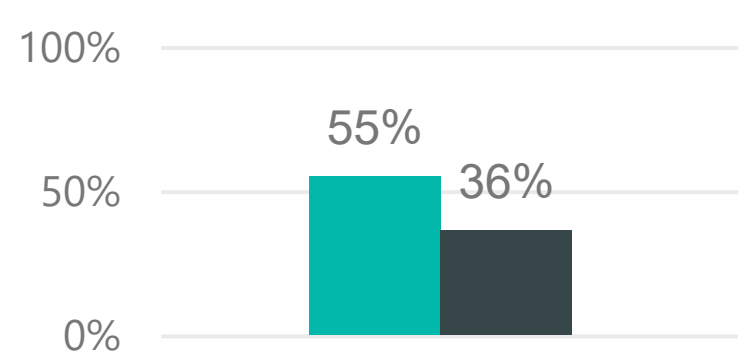
Childrens Stage 2 Volume

● Previous Year ● Current Year



Childrens Stage 1 Upheld %

● Previous Year ● Current Year

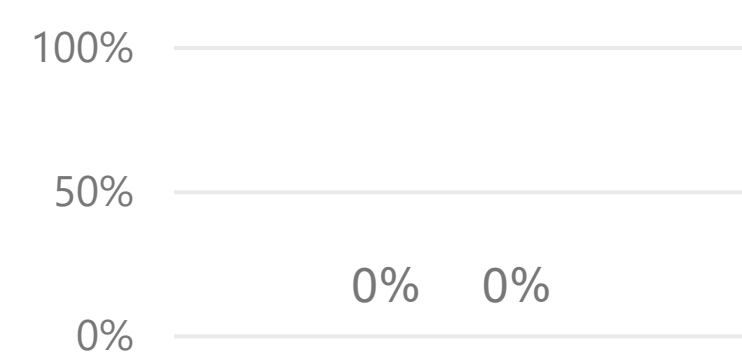


5.19 36%, or 13 complaints were upheld at stage one.

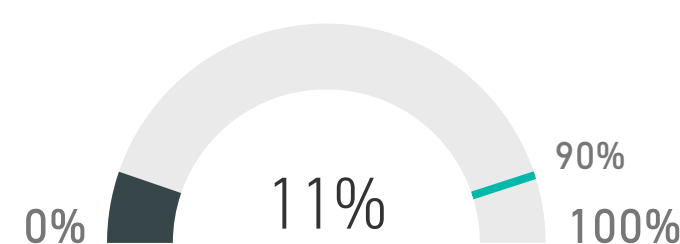
5.20 No complaints were upheld at stage two.

Childrens Stage 2 Upheld %

● Previous Year ● Current Year



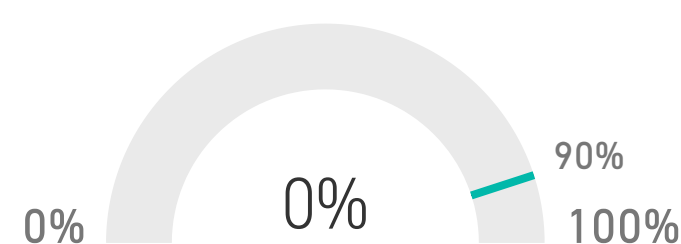
Childrens Stage 1 SLA



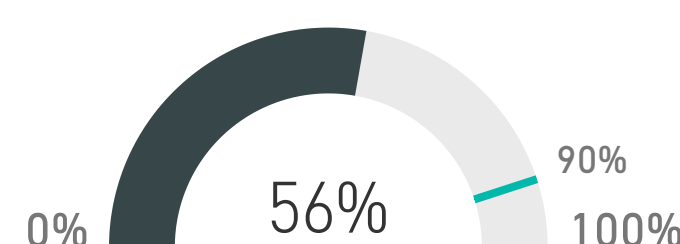
5.14 11% or 2 stage one complaints were answered in SLA

5.15 No complaints at stage two were answered in SLA

Childrens Stage 2 SLA



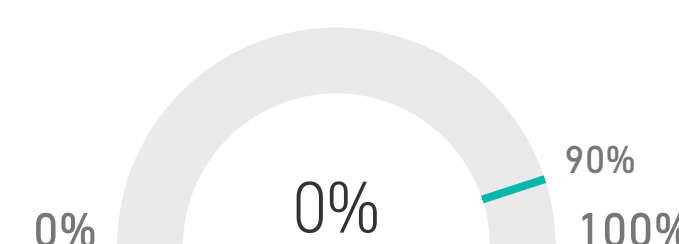
Childrens Stage 1 SLA



5.21 56% or 20 stage one complaints were answered in SLA

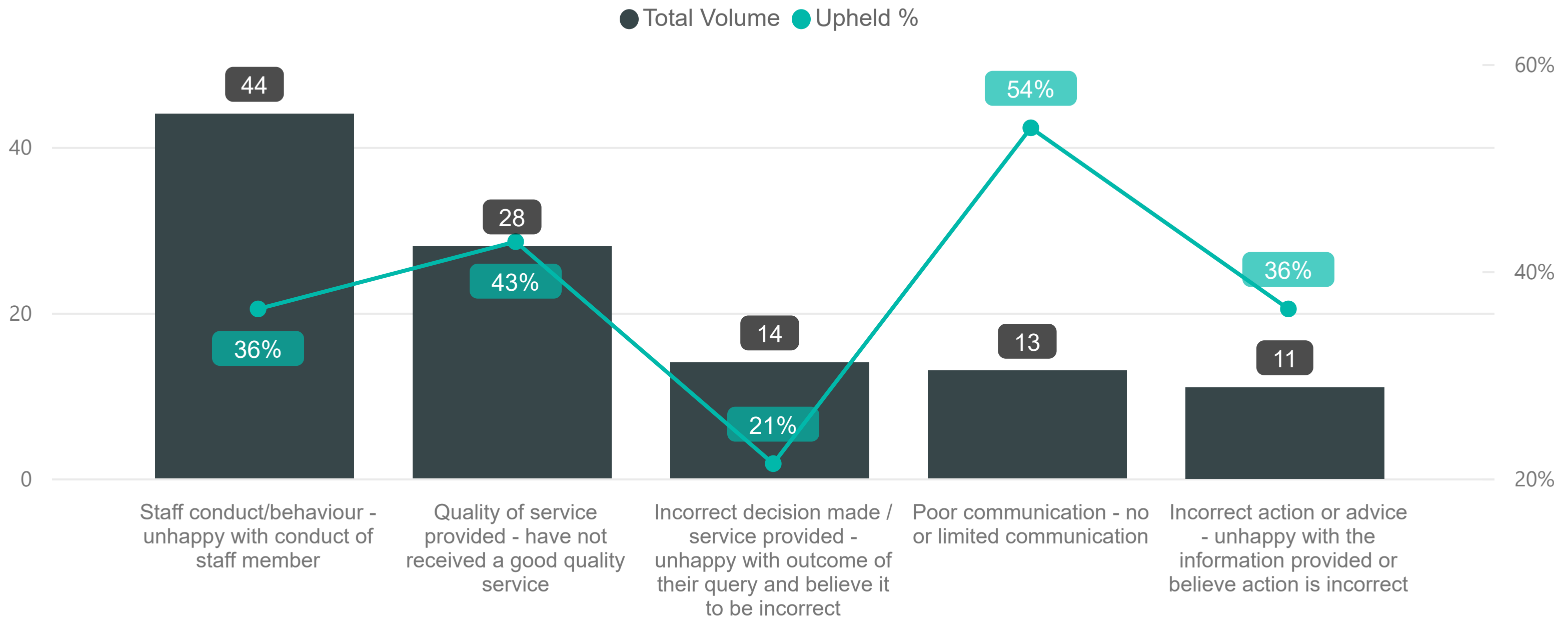
5.22 No complaints at stage two were answered in SLA

Childrens Stage 2 SLA



5. Early Help & Childrens Social Care - Complaint Themes

Highest Volumes for Childrens Stage 1 - Reason for Complaint

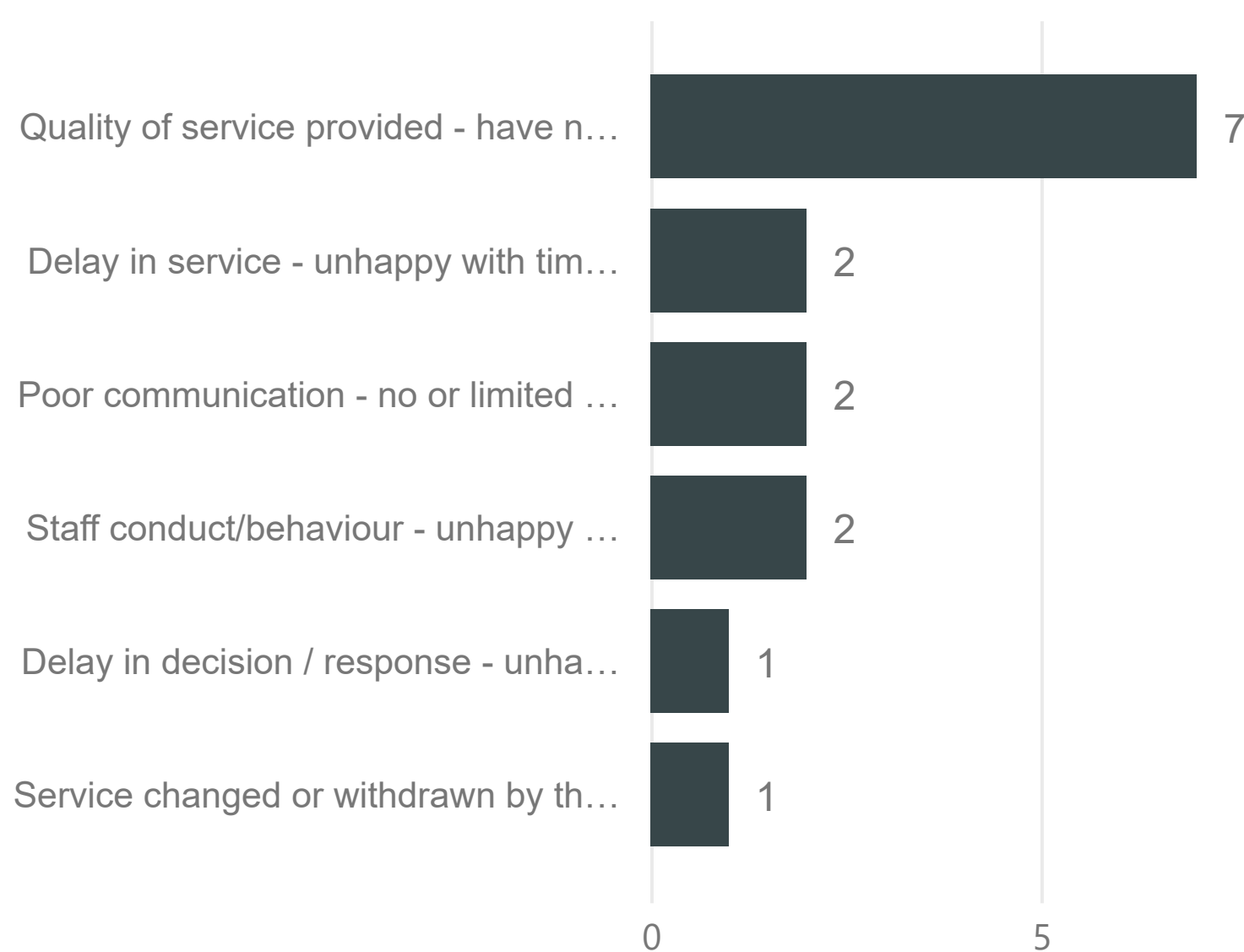


5.23 The graph shows the highest complaint volume by reason for Children, Families & Education at stage one

The Bars show the Volume of Complaints with the Line showing the Upheld % by Reason for Complaint

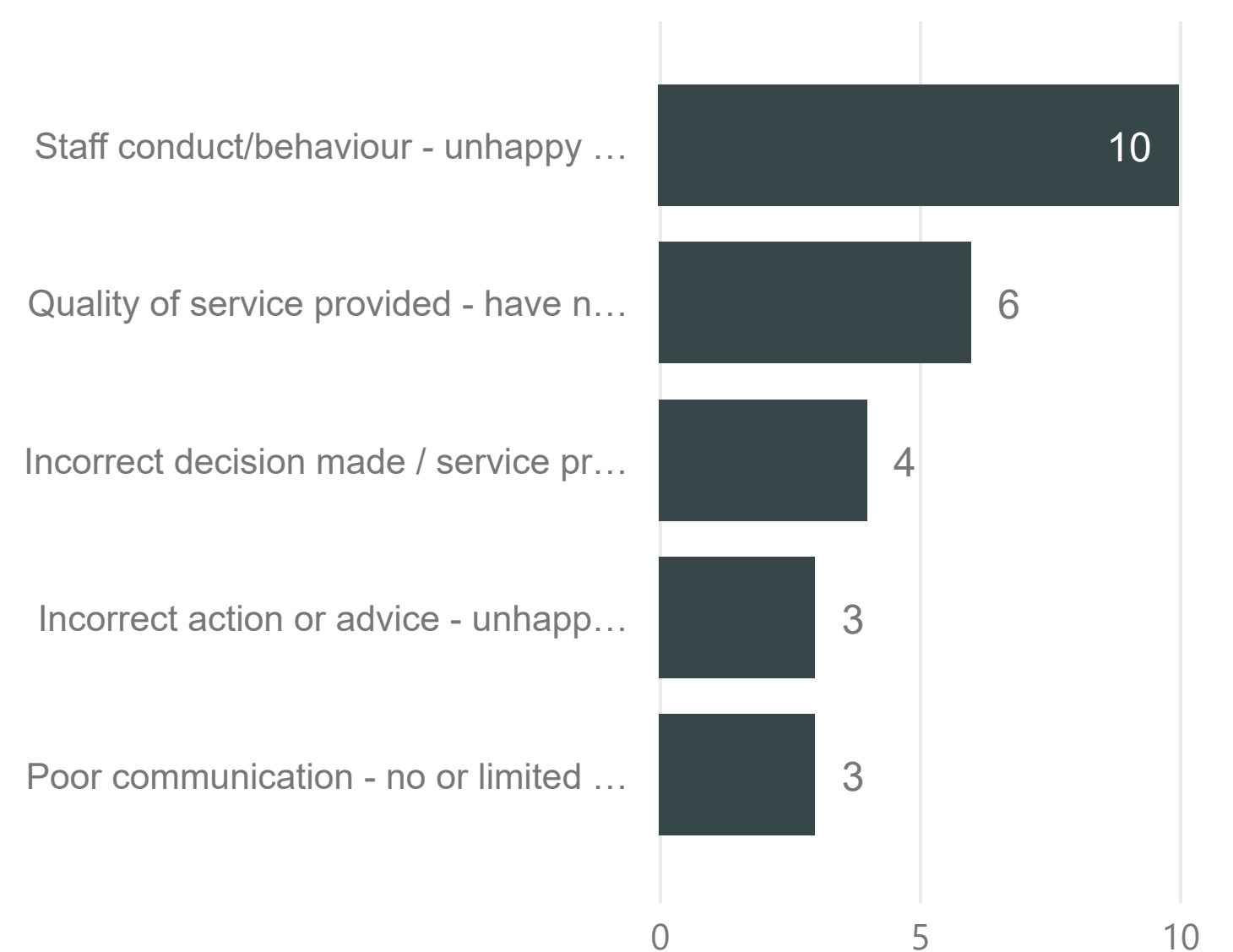
Social Work with Children Looked After & C... ▼

Highest Volumes for Reason for Complaint - Stage 1



Assessments - Childrens ▼

Highest Volumes for Reason for Complaint - Stage 1



5.24 These charts show the highest volume of reason for complaint for each of the named teams in 2022

Complaint & Enquiry Report

Assistant Chief Executive Directorate

Annual 2022/2023

6. Assistant Chief Executive Directorate - Complaints & LGO Cases

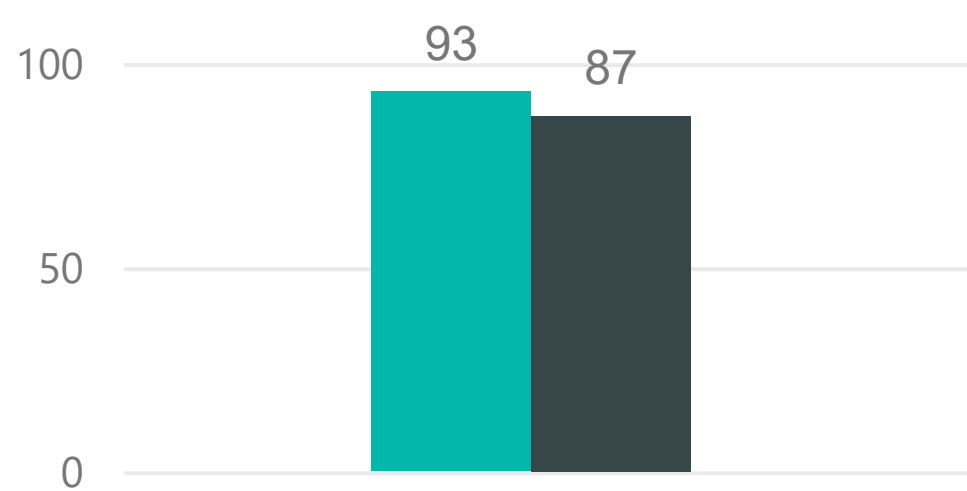
Departmental Complaint Distribution by Complaint Type

● Corporate Stage 1 ● Praise ● Corporate Stage 2 ● LGO



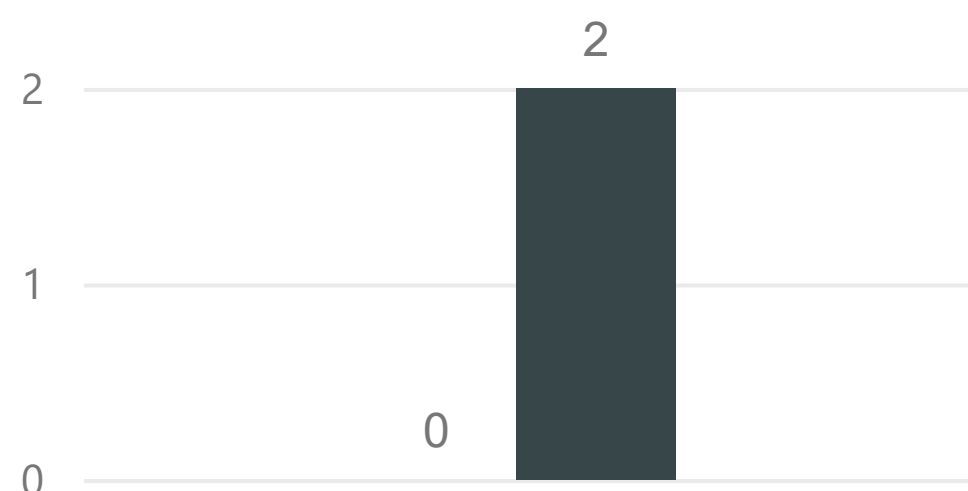
Corporate Stage 1 Volume

● Previous Year ● Current Year



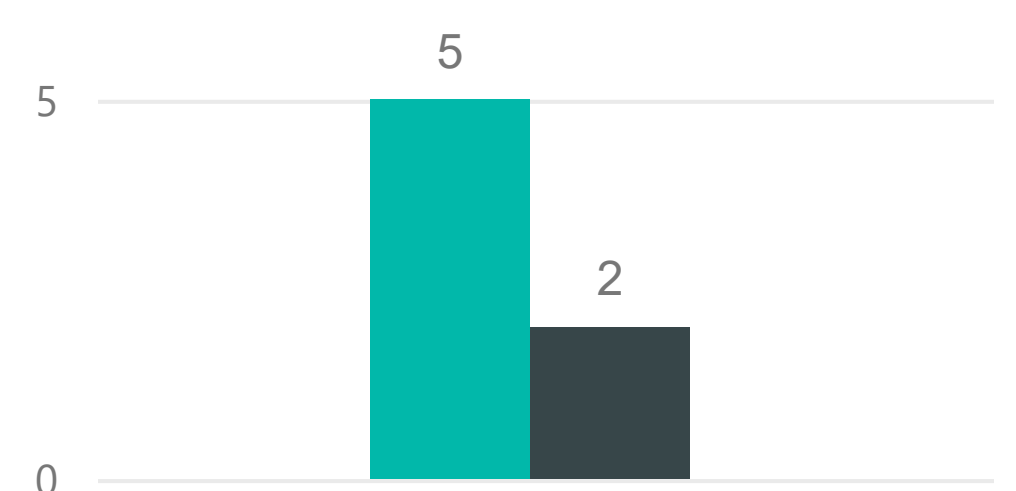
Corporate Stage 2 Volume

● Previous Year ● Current Year



LGO Volume

● Previous Year ● Current Year



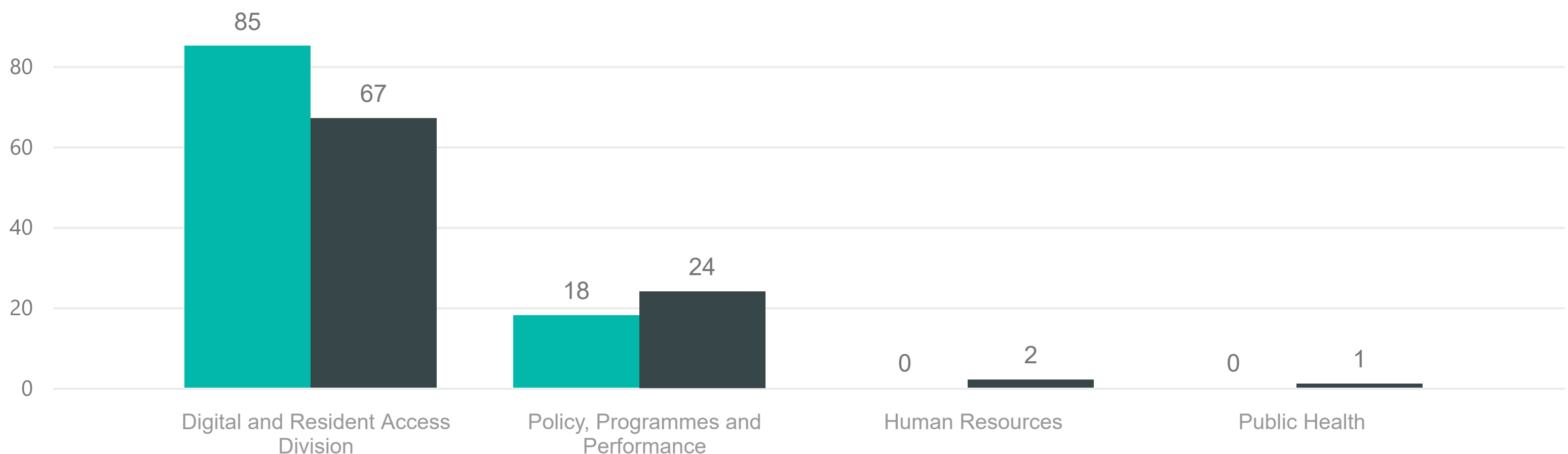
6.1 The volume of stage one has decreased by 6 complaints compared to the same period last year

6.2 The volume of stage two has increased by 2 complaints compared to the same period last year

6.3 The volume of LGO has decreased by 3 investigations compared to the same period last year

Total Complaints by Division

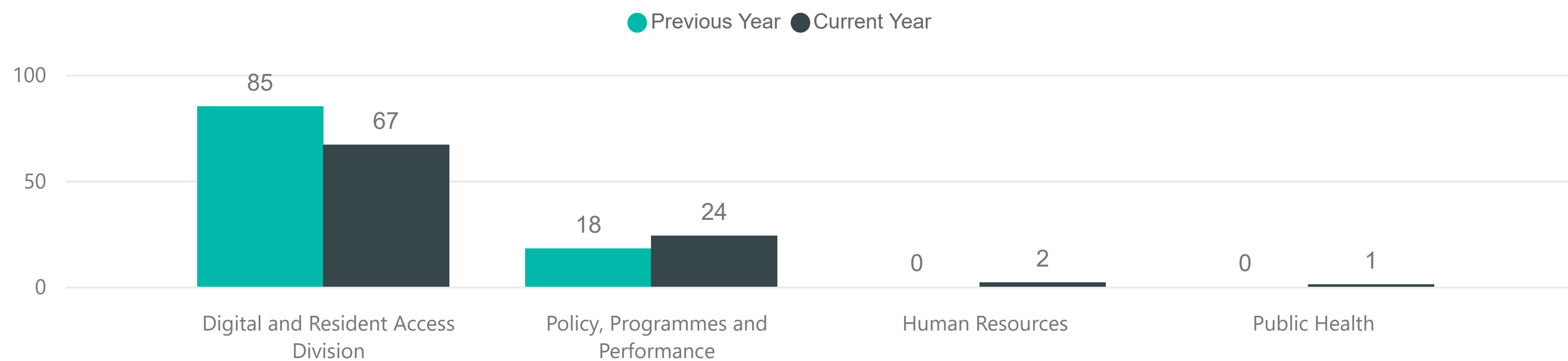
● Previous Year ● Current Year



6.4 Total volumes of complaints at stage one, two and LGSCO investigations by service team

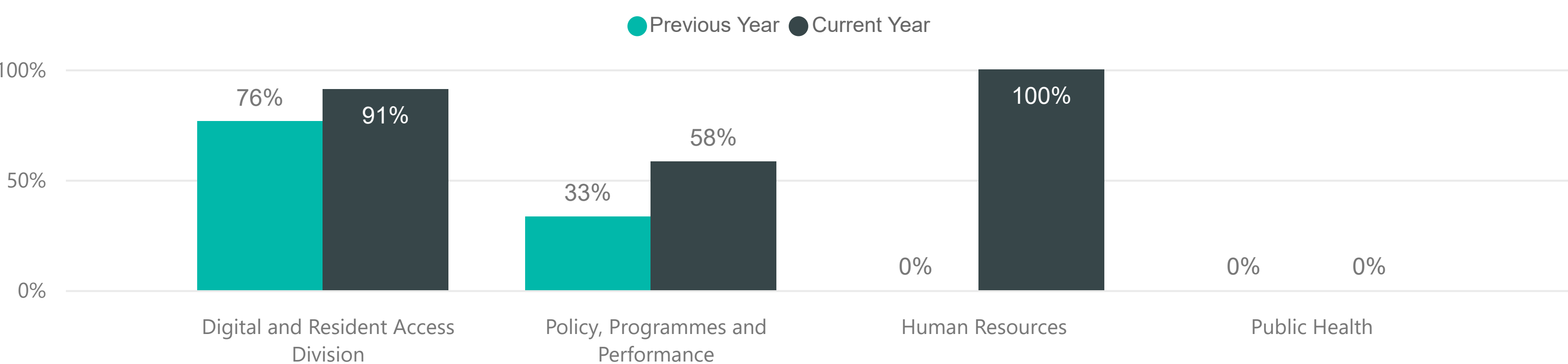
6. Summary by Division - Assistant Chief Executive Directorate

Complaint Volume by Division



6.5 The volume of complaints by Division for 2022

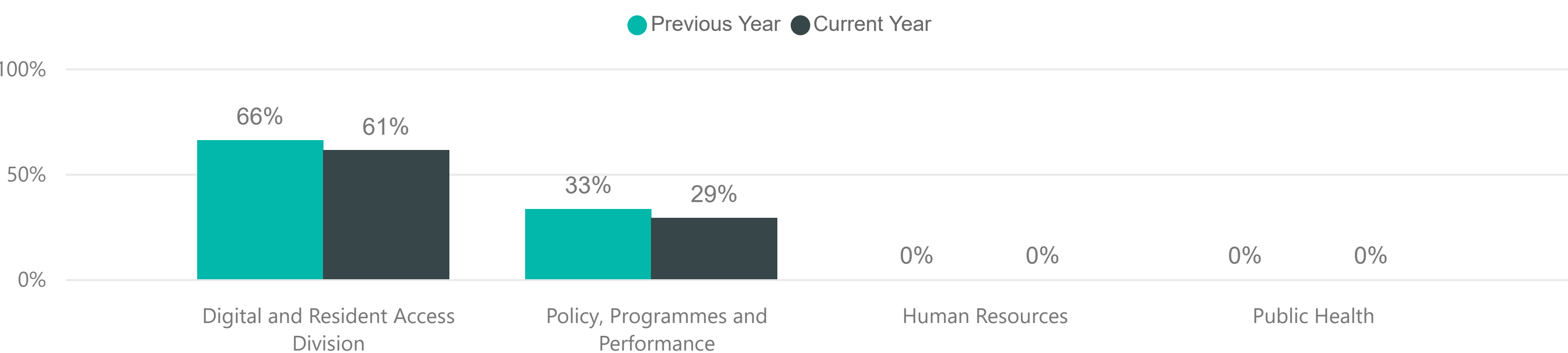
Complaint SLA % by Division



6.6 The SLA % of complaints by Division for 2022

Often cases will extend due to their complexity and in consultation with the complainant. Cases that have been extended are not included

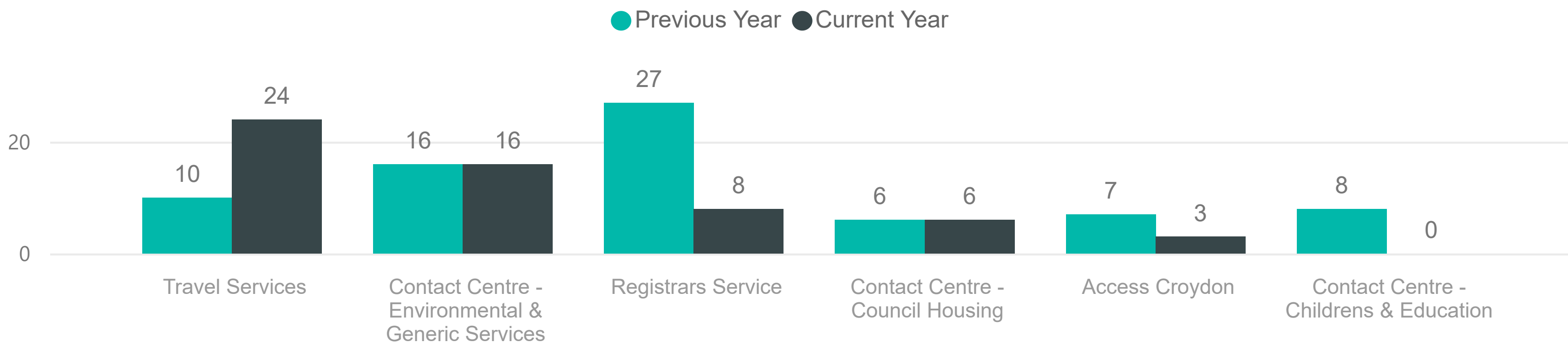
Complaint Upheld % by Division



6.7 The upheld % of complaints by Division for 2022

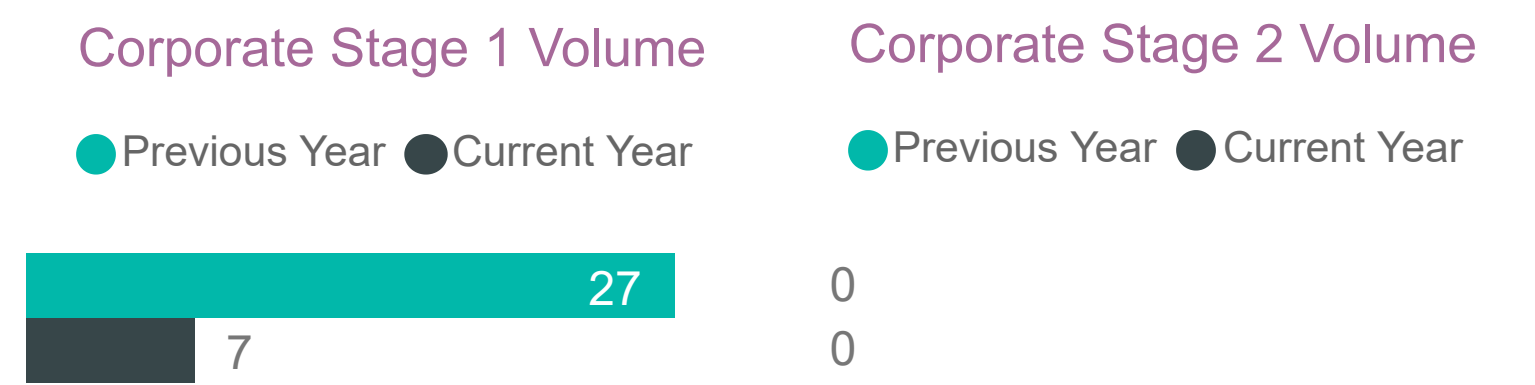
6. Digital and Resident Access Division - Complaints

Highest Complaint Volumes by Service Team



6.8 Total volumes of complaints at stage one, stage two & LGO in the Digital and Resident Access Division division

Registrars Service

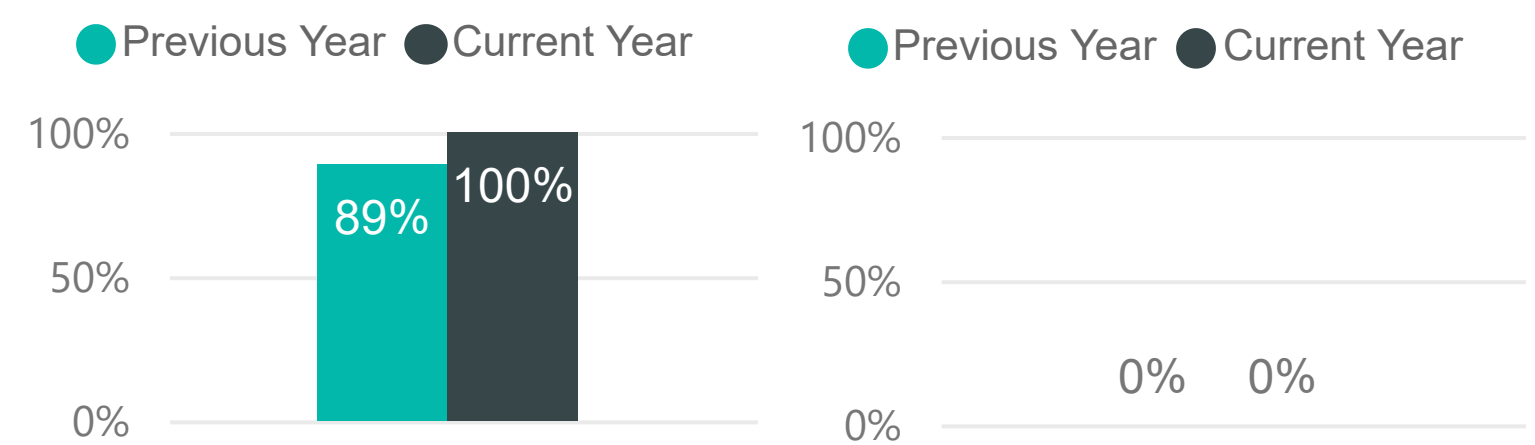


6.9 The volume of stage one has decreased by 20 complaints

6.10 The volume of stage two has remained at 0 complaints

6.11 The volume of LGO investigations was 0 in 2022

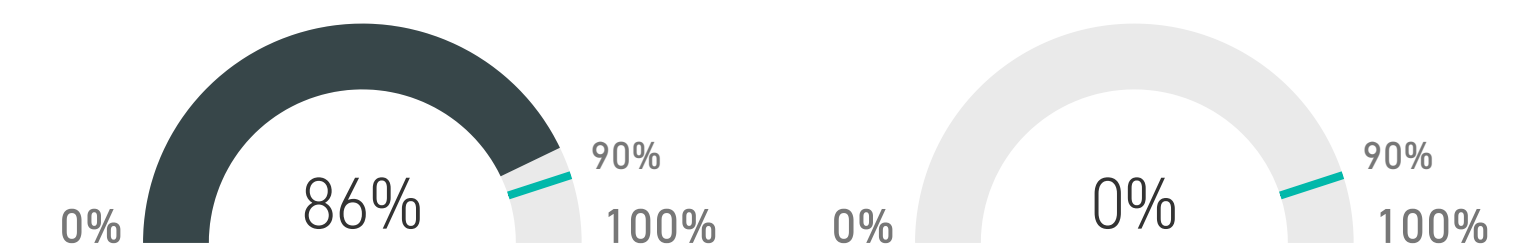
Corporate Stage 1 Upheld %



6.12 100%, or 7 complaints were upheld at stage one.

6.13 There were no complaints at stage two

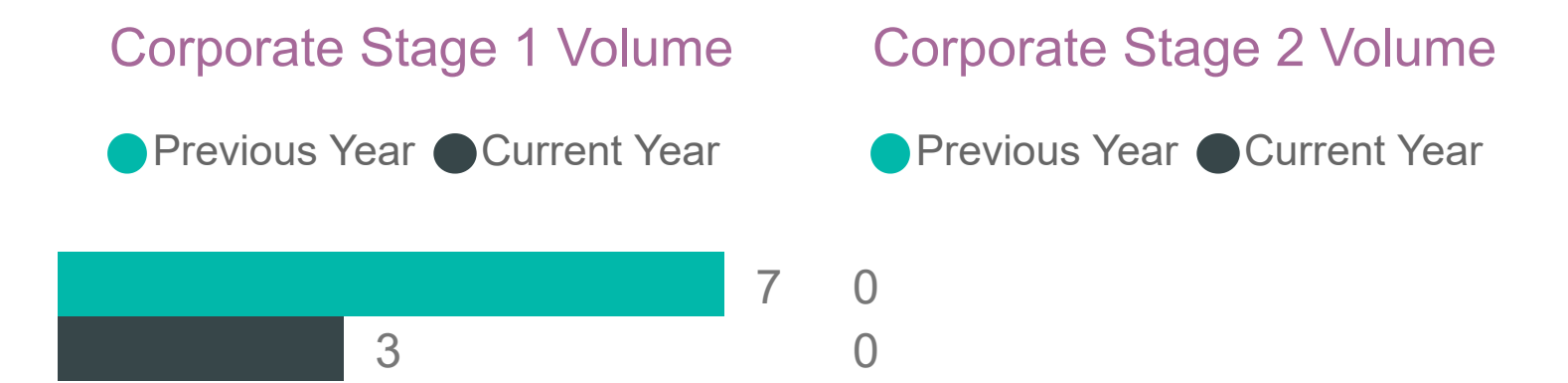
Corporate Stage 1 SLA



6.14 86% or 6 stage one complaints were answered in SLA

6.15 There were no complaints at stage two

Access Croydon

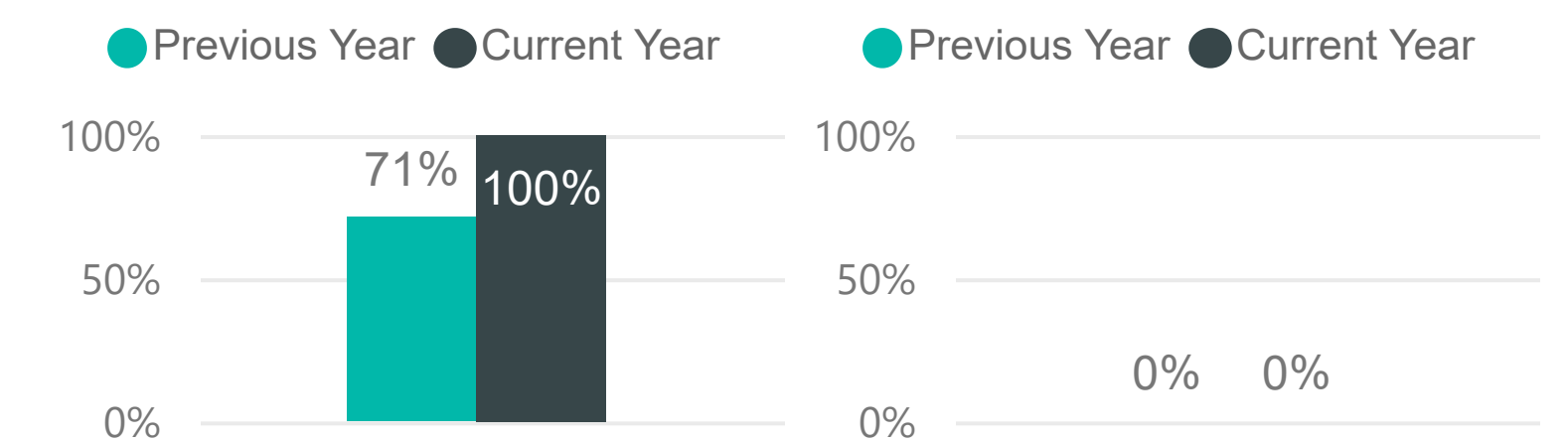


6.16 The volume of stage one has decreased by 4 complaints

6.17 The volume of stage two has remained at 0 complaints

6.18 The volume of LGO investigations was 0 in 2022

Corporate Stage 1 Upheld %



6.19 100%, or 3 complaints were upheld at stage one.

6.20 There were no complaints at stage two

Corporate Stage 1 SLA

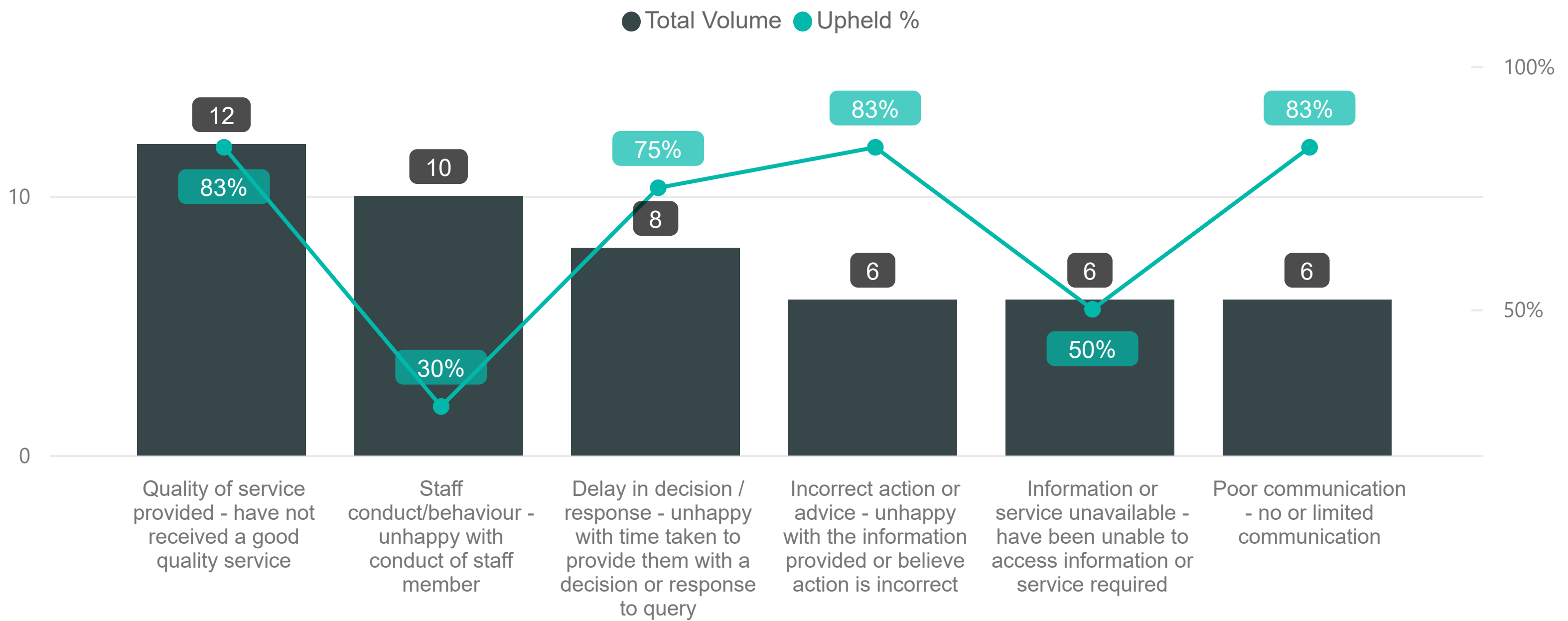


6.21 100% or 3 stage one complaints were answered in SLA

6.22 There were no complaints at stage two

6. Digital and Resident Access Division - Complaint Themes

Highest Volumes for Corporate Stage 1 - Reason for Complaint

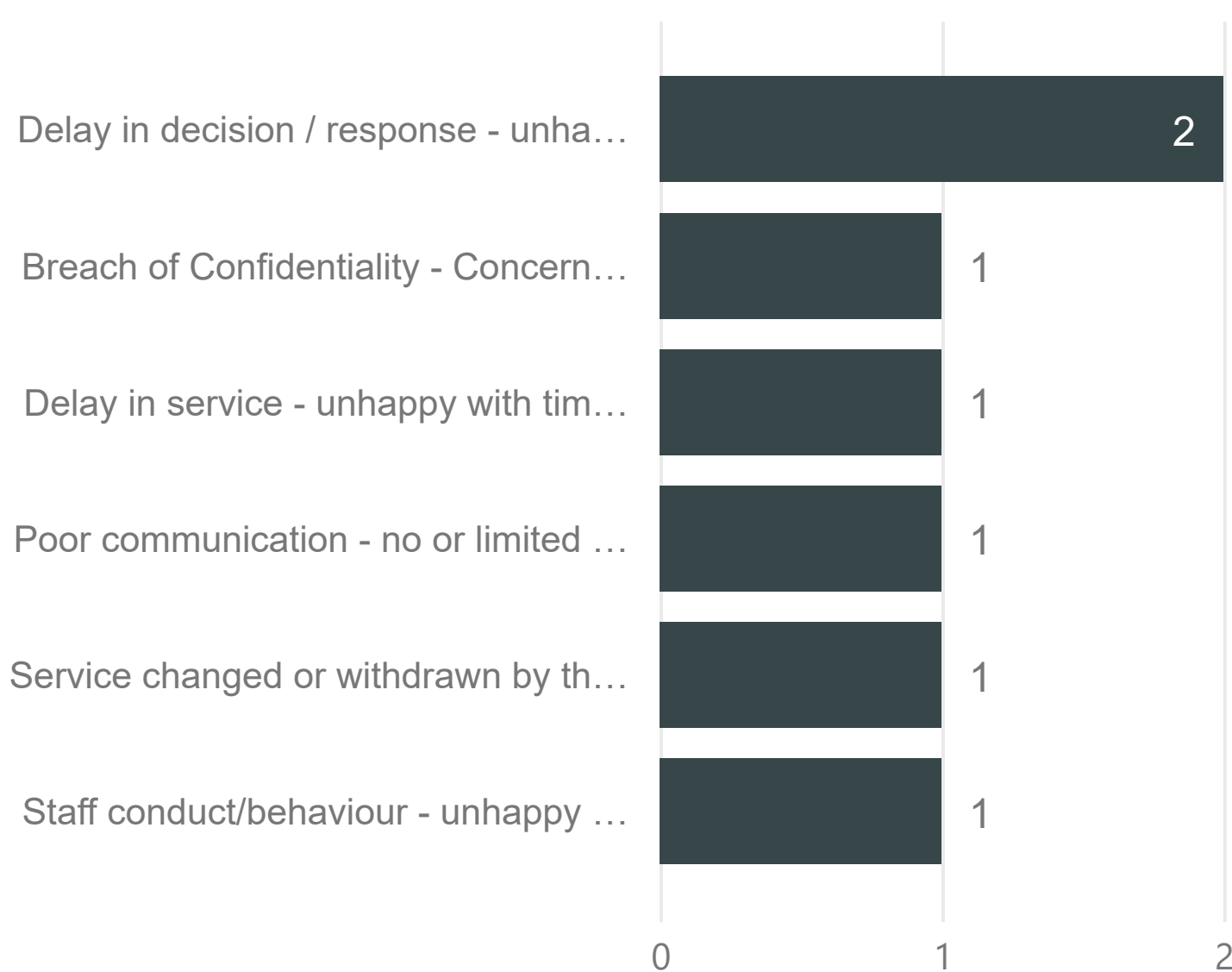


6.23 The graph shows the highest complaint volume by reason for Assistant Chief Executive Directorate at stage one

The Bars show the Volume of Complaints with the Line showing the Upheld % by Reason for Complaint

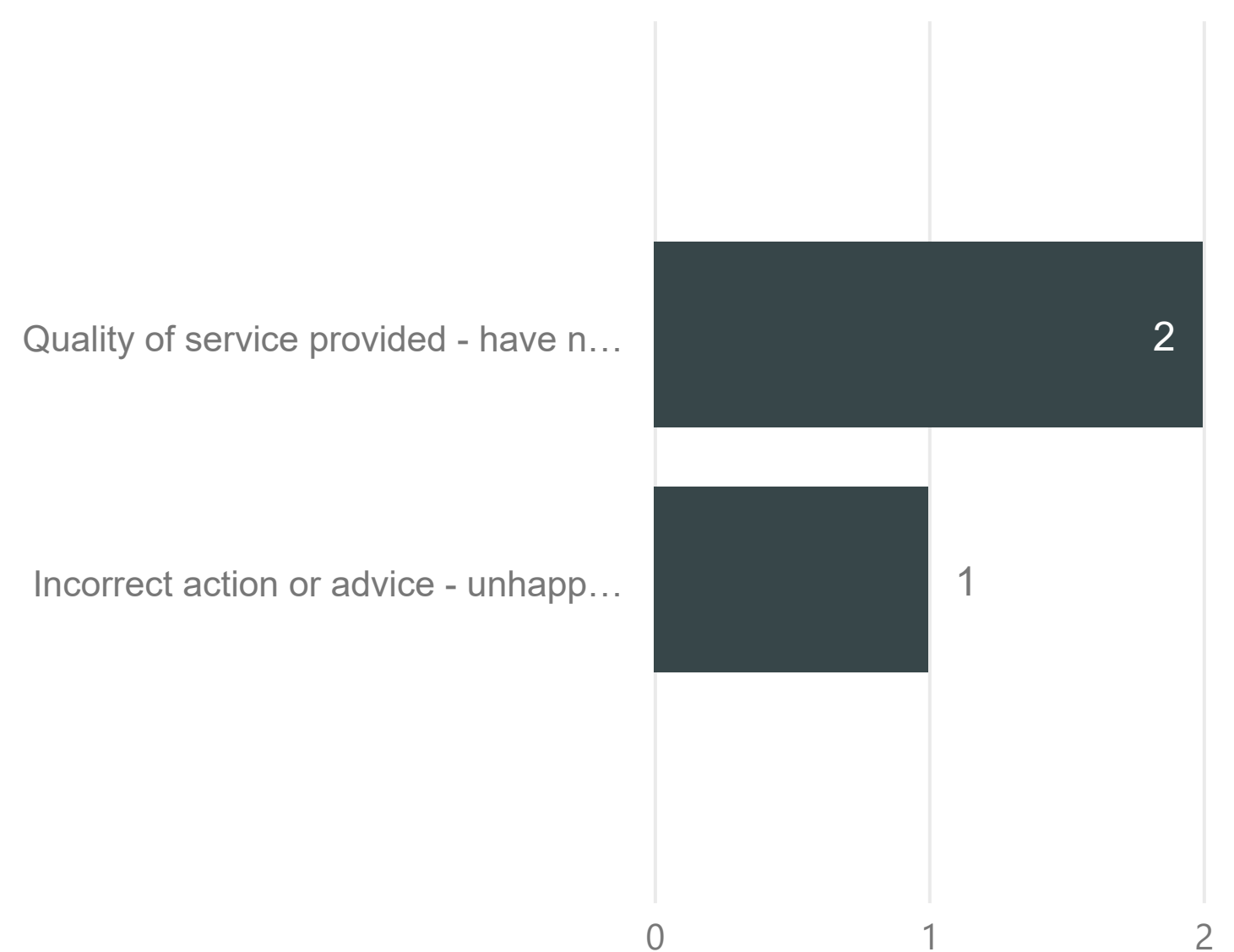
Registrars Service

Highest Volumes for Reason for Complaint - Stage 1



Access Croydon

Highest Volumes for Reason for Complaint - Stage 1



6.24 These charts show the highest volume of reason for complaint for each of the named teams in 2022

Complaint & Enquiry Report
Adult Social Care & Health
Annual 2022/2023

7. Adult Social Care & Health - Complaints & LGO Cases

Departmental Complaint Distribution by Complaint Type

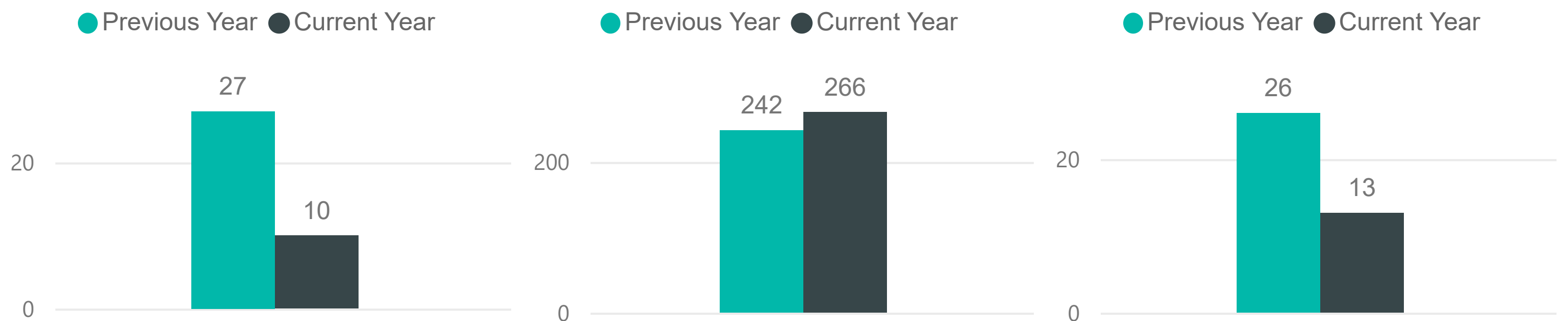
● Corporate Stage 1 ● Praise ● LGO ● Adults Stage 1 ● Childrens Stage 1



Corporate Stage 1 Volume

Adults Stage 1 Volume

LGO Volume



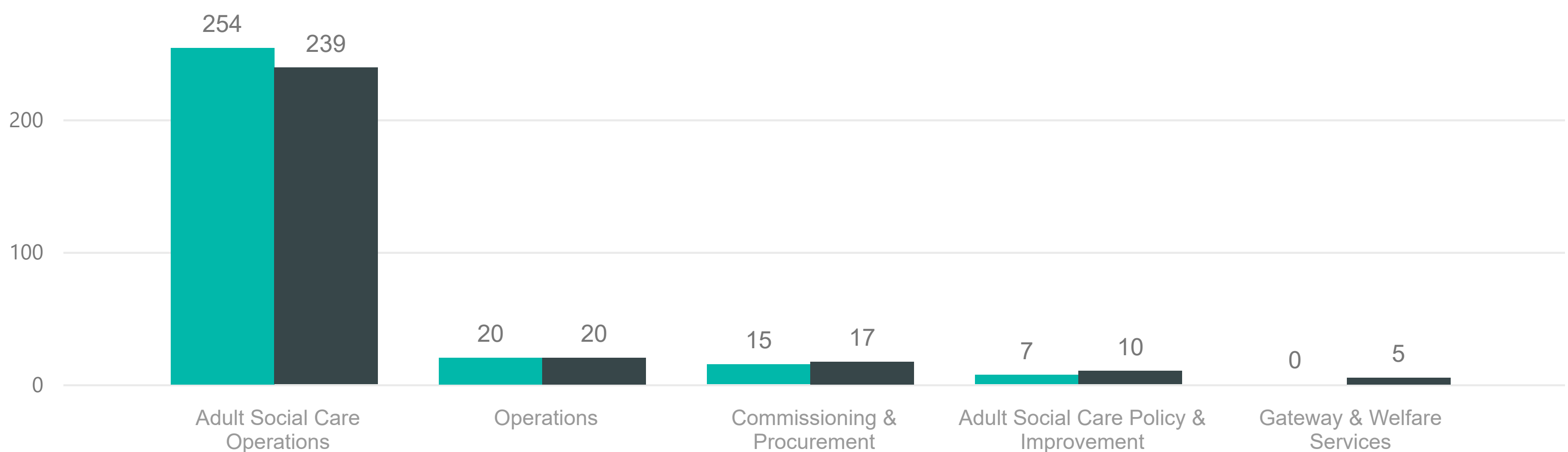
7.1 The volume of stage one has decreased by 17 complaints compared to the same period last year

7.2 The volume of stage two has remained at 0 complaints, the same volume as this period last year

7.3 The volume of LGO has decreased by 13 investigations compared to the same period last year

Total Complaints by Division

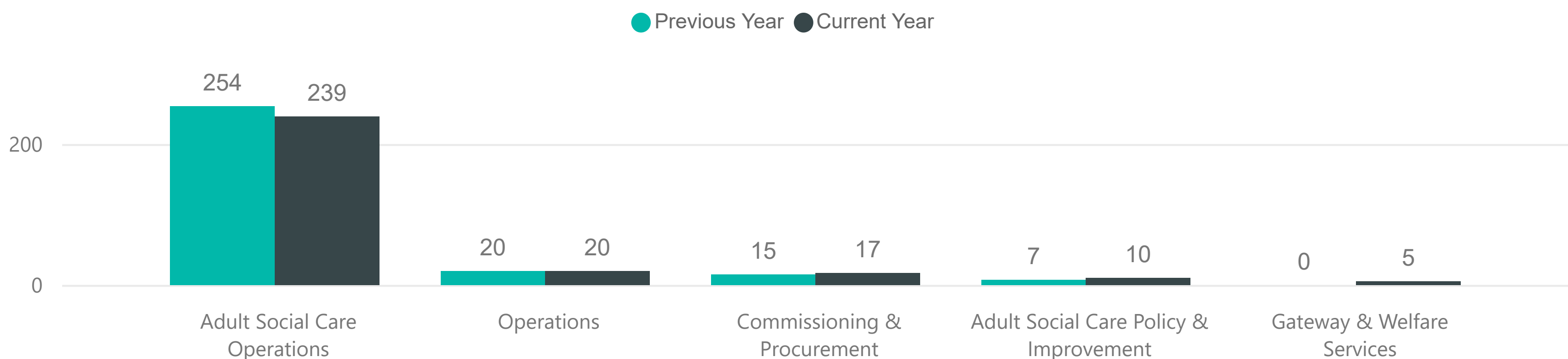
● Previous Year ● Current Year



7.4 Total volumes of complaints at stage one, two and LGSCO investigations by service team

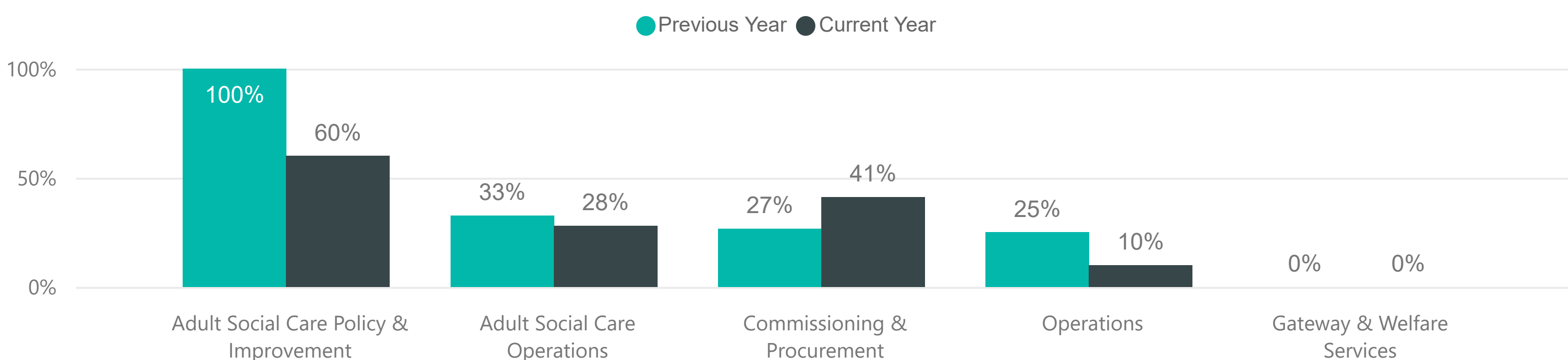
7. Summary by Division - Adult Social Care & Health

Complaint Volume by Division



7.5 The volume of complaints by Division for 2022

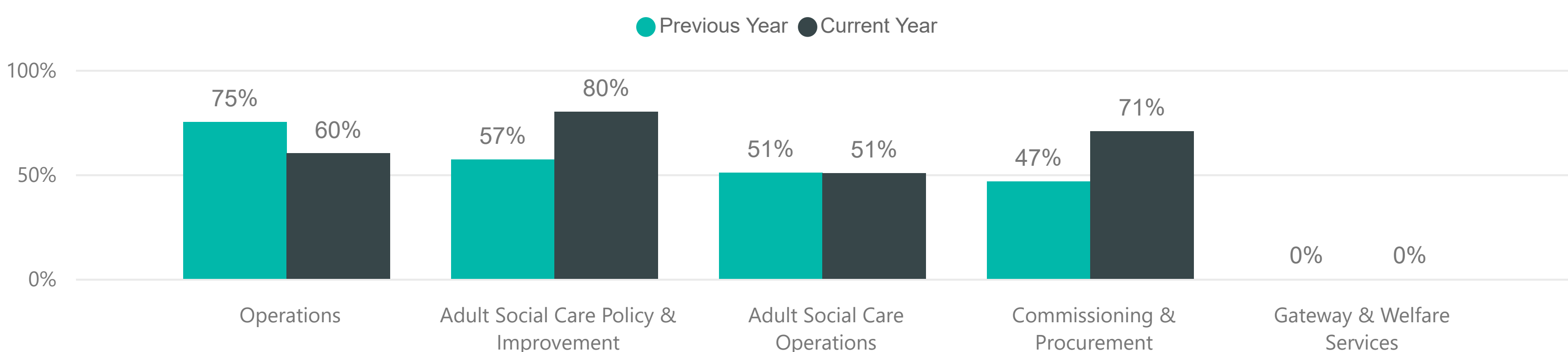
Complaint SLA % by Division



7.6 The SLA % of complaints by Division for 2022

Often cases will extend due to their complexity and in consultation with the complainant. Cases that have been extended are not included

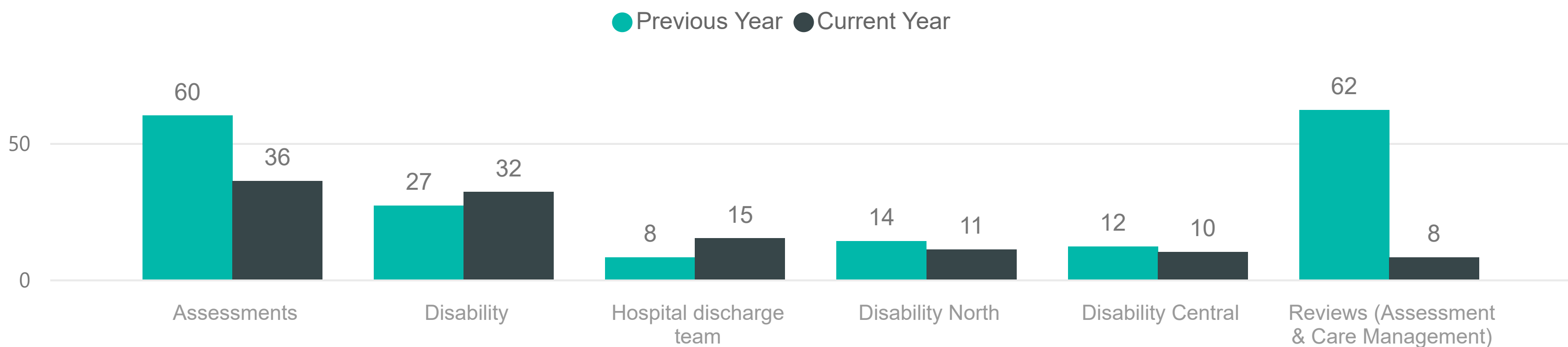
Complaint Upheld % by Division



7.7 The upheld % of complaints by Division for 2022

7. Adult Social Care Operations - Complaints

Highest Complaint Volumes by Service Team



7.8 Total volumes of complaints at stage one, stage two & LGO in the Adult Social Care Operations division

Reviews (Assessment & Care Management)

Adults Stage 1 Volume

● Previous Year ● Current Year

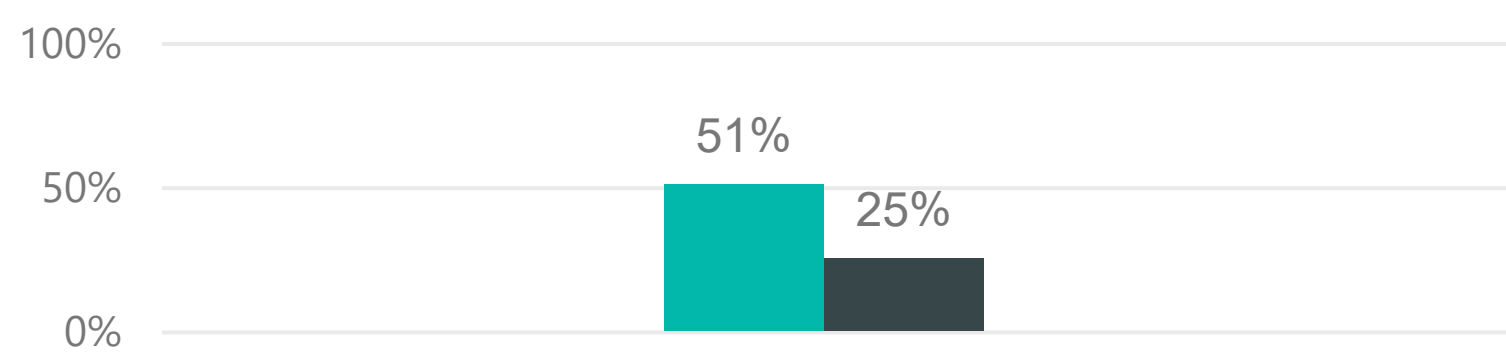


7.9 The volume of stage one has decreased by 47 complaints

7.10 The volume of LGO investigations was 0 in 2022

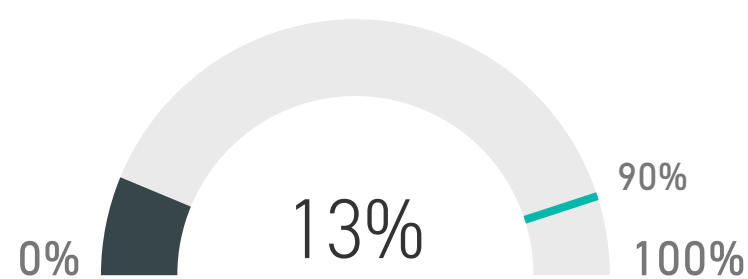
Adults Stage 1 Upheld %

● Previous Year ● Current Year



7.11 25%, or 2 complaints were upheld at stage one.

Adults Stage 1 SLA



7.12 13% or 1 stage one complaint was answered in SLA

Assessments

Adults Stage 1 Volume

● Previous Year ● Current Year

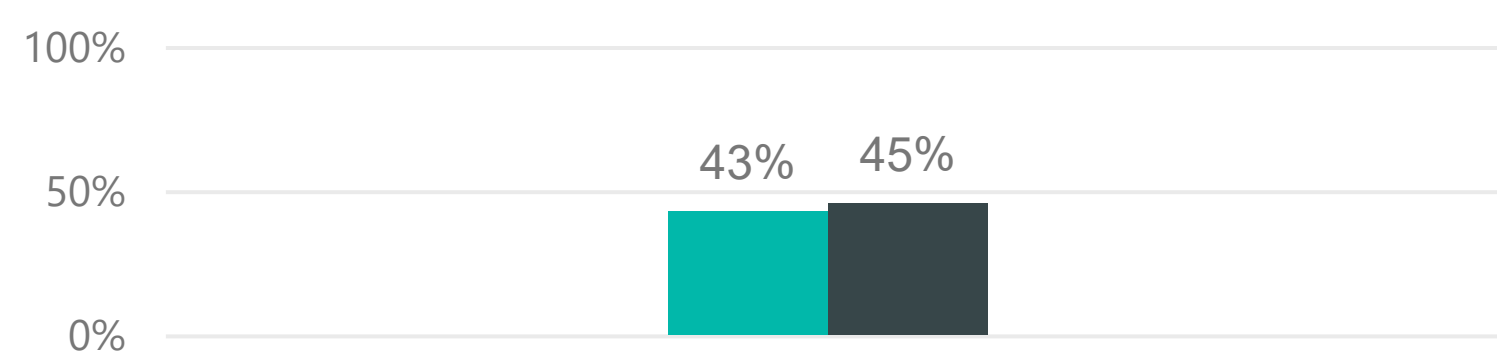


7.13 The volume of stage one has decreased by 16 complaints

7.14 The volume of LGO investigations was 1 in 2022

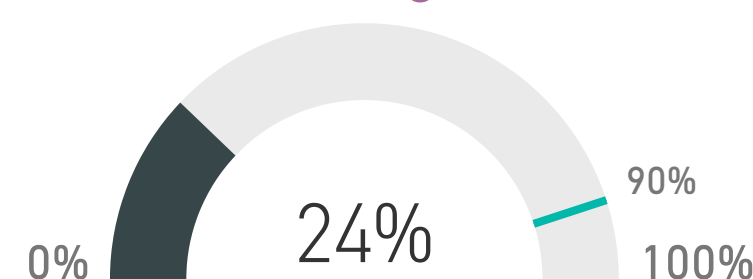
Adults Stage 1 Upheld %

● Previous Year ● Current Year



7.15 45%, or 15 complaints were upheld at stage one.

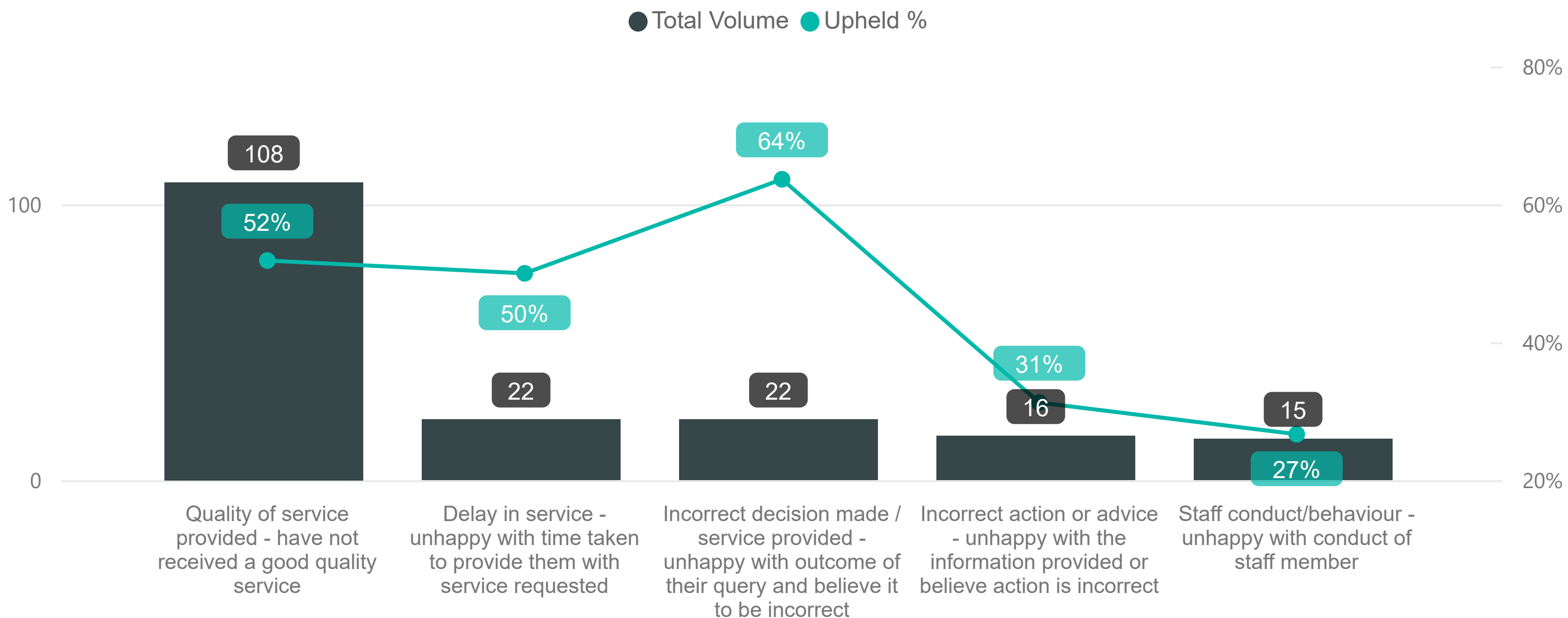
Adults Stage 1 SLA



7.16 24% or 8 stage one complaints were answered in SLA

7. Adult Social Care Operations - Complaint Themes

Highest Volumes for Adults Stage 1 - Reason for Complaint

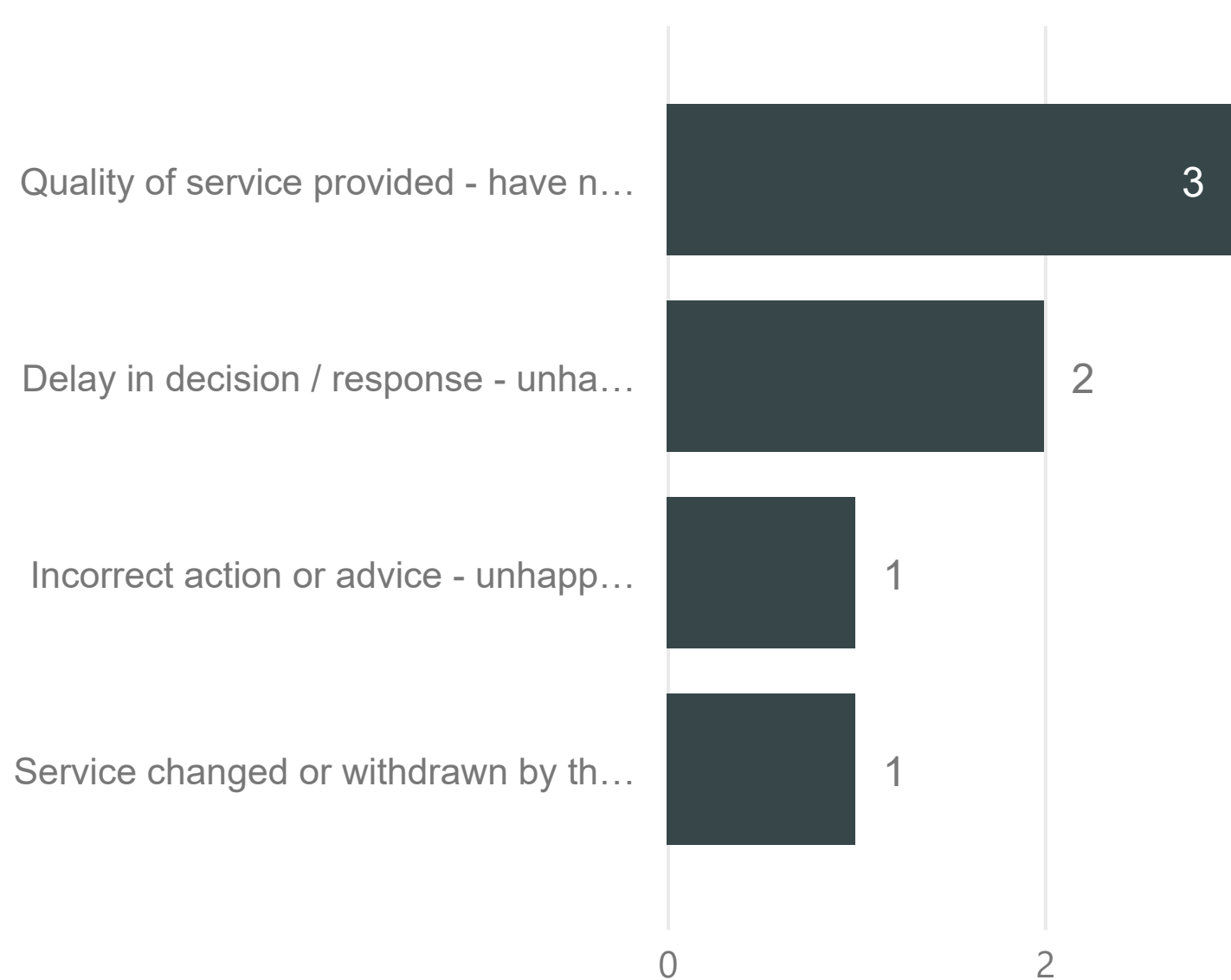


7.17 The graph shows the highest complaint volume by reason for Adult Social Care & Health at stage one

The Bars show the Volume of Complaints with the Line showing the Upheld % by Reason for Complaint

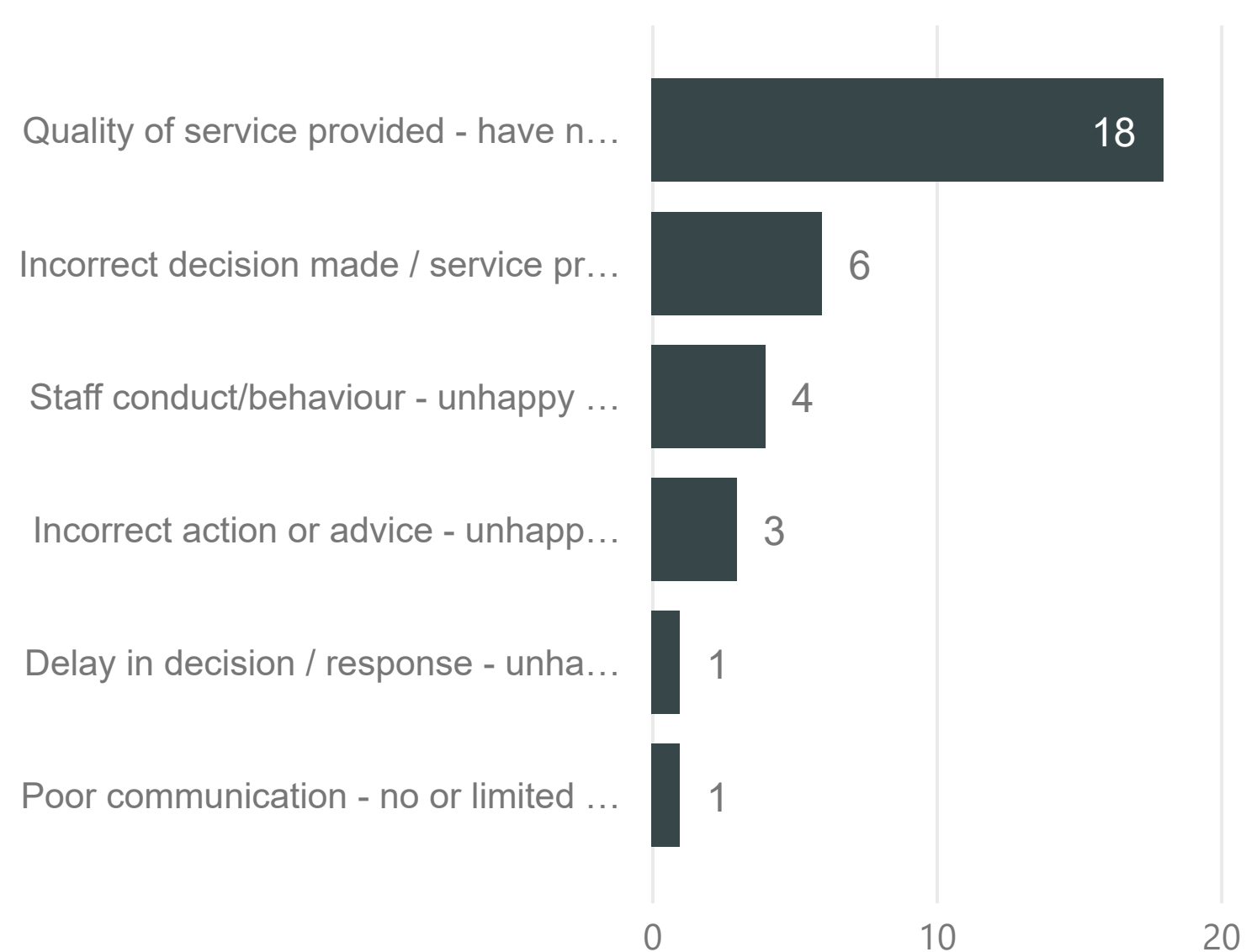
Reviews (Assessment & Care Management) ▾

Highest Volumes for Reason for Complaint - Stage 1



Assessments ▾

Highest Volumes for Reason for Complaint - Stage 1



7.18 These charts show the highest volume of reason for complaint for each of the named teams in 2022