

Report Template

Signing-off Sheet

Title of Report:	Customer Feedback Team Annual Report		
Name of Meeting:	Audit and Standards Committee	Date of Meeting:	
This Report is currently listed on the Forward Plan:			

	Name of consultee:	Clearance given: (Yes / No)
Required Consultees on Draft Report (These must be consulted, or an explanation given i.e., not relevant)		
Cabinet Member(s):	Cllr Dominic Twomey	
Ward Members (for Ward related issues)	N/A	
Departmental Finance (Via financialimplication@lbbd.gov.uk)	N/A	
Corporate Risk (Via christopher.martin@lbbd.gov.uk)	N/A	
Corporate Procurement (Via eaun.beales@elevateeastlondon.co.uk)	N/A	
HR (Via gail.clark@lbbd.gov.uk)	N/A	
Legal Practice (Via legalimplications@lbbd.gov.uk)	N/A	
Corporate Policy and Equality Impact (Via Ce-Strategy@lbbd.gov.uk)	N/A	
Property/Asset Management (Via anthony.wiggins@lbbd.gov.uk)	N/A	
Adults' and Children's Safeguarding (Via christopher.bush@lbbd.gov.uk)	N/A	
Public Health and Community Safety (Via matthew.cole@lbbd.gov.uk)	N/A	
Other Consultees (including external bodies): (To be completed as appropriate)	N/A	

Audit and Standards Committee

November 2024

Title: Customer Feedback Team Annual Report	
Report of the Chief Operating Officer	
Open Report	For Information
Wards Affected: None	Key Decision: No
Report Author: Danielle Bridge Complaints and Information Manager	Contact Details: Tel: 020 8277 2111 E-mail: Danielle.Bridge@lbbd.gov.uk
Accountable Director: Natalia Monvoisin; Head of Customer Contact	
Accountable Strategic Leadership Director: Salauoddin Asghar, Director of Strategy	
Summary As part of our regulatory compliance, we are required to complete an annual complaints report based on information gathered over the course of financial year. This report provides a comprehensive overview of the activities conducted by the Customer Feedback Team throughout the financial year. It encompasses various aspects including complaints, members' casework, Freedom of Information (FOI) requests, and Subject Access Requests (SAR). This report serves multiple purposes, including detailing the council's performance concerning complaints and members' casework targets. It also highlights the process of reviewing and identifying areas for service improvement, with subsequent implementation aimed at enhancing overall effectiveness. It's important to note that legislation mandates a separate annual report for Care and Support, reflecting the council's commitment to transparency and accountability across different service areas.	
Recommendation: The Audit and Standards Committee is asked to note and comment on the contents of the report.	

1. Introduction and Background

- 1.1 The Customer Feedback Team are responsible for monitoring and tracking all complaints, members casework, Freedom of Information and Subject Access Requests. This report will provide information relating to overall performance for these areas with a focus on individual services areas and any reported problems to be addressed.

- 1.2 We have a recording system which has been in use since January 2016 and this allows for the Feedback Team to log and track all casework which is submitted.
- 1.3 The council has a number of information governance processes which are managed by the Customer Feedback Team. The four main processes are set out below with timescales and expected performance:

Complaints – The Council actively promotes the submission of complaints and has established a corporate procedure that enables residents to voice their concerns and raise issues of importance.

This process has two stages; the first stage where many are raised through our online form and we aim to respond within 10 working days.

If a complainant is not satisfied with the answer they receive at stage one they may ask for a review within 28 days of the response. The aim is to respond to a request for a review within 20 working days and if this target cannot be met a progress report will be sent to the resident directly to keep them informed.

If the complainant is still not satisfied with the response they can approach the [Ombudsman](#) or the [Housing Ombudsman Service](#) if the complaint is about housing.

The performance target for all complaints is currently to answer 90% within the timeframes described.

In addition to this process, there are certain services where there is a statutory complaints process that has to be followed and these are for complaints regarding:

- [adult social care services](#)
- [children's social services](#)
- [Schools](#)
- [Councillors](#)
- [reports of fraud](#)

Members Casework – Both elected members of parliament and councillors can submit casework from their residents. This casework has a 10-working day target for a response. The performance target for response is currently 90% within this time frame.

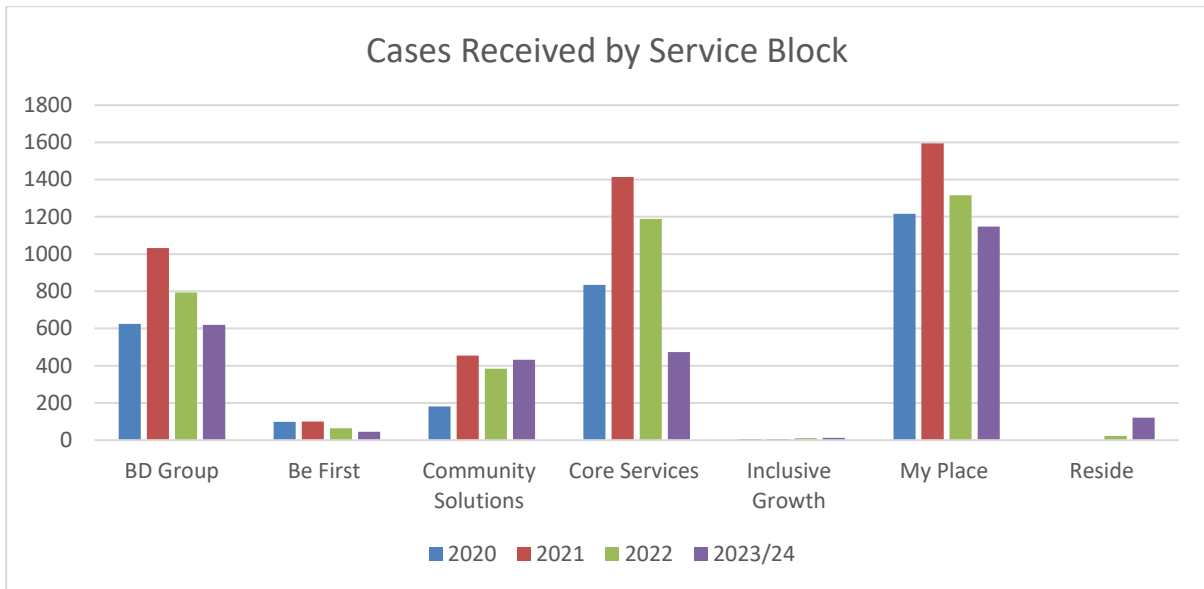
Freedom of Information/Environmental Information Regulations – Under the Freedom of Information Act, the council must make available to applicants' information which is held. This Act does allow for the council, if necessary, to apply exemptions to certain requests. The timeline for dealing with requests is currently 20 working days. The performance target for FOI's and EIR's is set by the Information Commissioners Office, and they currently expect that 95% of requests are dealt within these time frames.

Subject Access Requests – Under the General Data Protection Regulations the council have to allow for any information which is held on a person to be made available to them upon request. Once a request is received, we have one calendar month to provide all relevant information. The performance target for SAR's is 90% within this timeframe.

2. Corporate Complaints

- 2.1 When reviewing the data which is placed in this report it is important to recognise the number of services we provide to our residents and the associated number of complaints. As we examine the data contained in this report, it is crucial to acknowledge the breadth of services we offer to our residents and to compare this with the number of complaints received. Whilst reviewing the data which is included in this report it is important to note the number of services we provide to our residents and consider the number of complaints alongside this information.
- 2.2 The data below shows complaints received by service area. This does not include Care and Support; legislation dictates that an annual separate report is developed and published for these services.
- 2.3 The number of complaints decreased (-23%) in 2023/24 vs 2022, this is positive as it shows that as a Council we are learning from our complaints and rectifying issues which have an impact on our residents. We need to work towards decreasing this figure year on year to ensure that as a Council we continue making service improvements based on the complaints we receive.
- 2.4 70% of complaints were answered within timescale which is a decrease of 3% on the previous year. This is below the corporate target of 90%

	2021	2022	2023/24
BD Group	1033	793	670
Be First	100	64	46
Community Solutions	454	384	432
Core Services	1414	1,188	473
Inclusive Growth	6	11	12
My Place	1,595	1,316	1,147
Reside	0	23	121
Total	4,602	3,756	2,901



2.5 The table below shows the outcome for each complaint received which has been responded to. Upheld complaints provide a good basis for us to consider how we can improve services offered. You will note that the figures below differ from our overall complaints total. This is due to a small number of complaints remaining open and therefore no outcome can be provided.

Outcomes from Complaints		
Upheld	821	36%
Not Upheld	1014	40%
Partly Upheld	562	18%
Resolved at first point of contact	20	0.8%
Withdrawn	89	5%
TOTAL	2506	

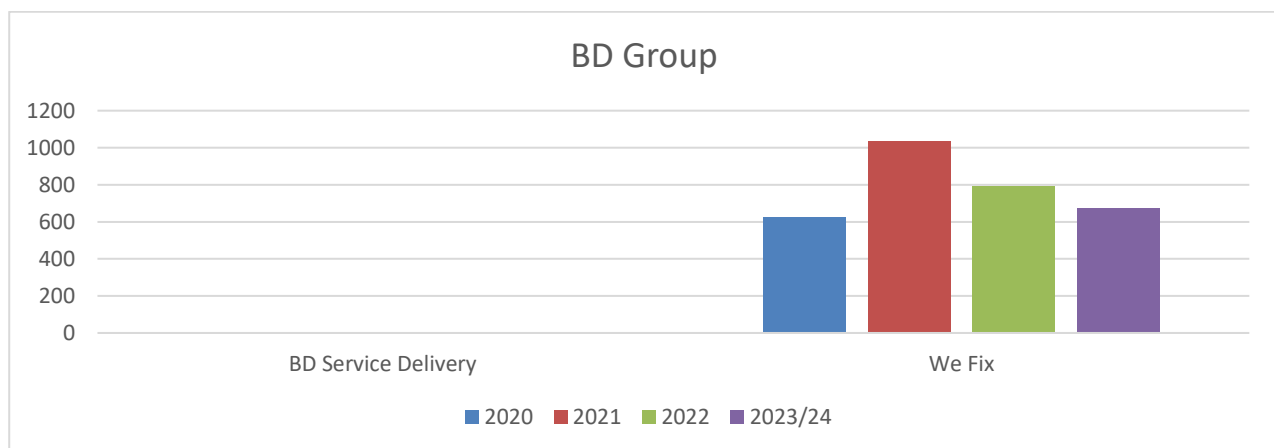
	% In Time	Upheld	Not Upheld	Partly Upheld	Resolved at First Point	Withdrawn
BD Group	53%	33%	21%	18%	0.3%	4%
Be First	56%	13%	39%	13%	0%	8%
Community Solutions	70%	19%	43%	19%	0.6%	3%
Core Services	66%	14%	53%	13%	2%	5%
Inclusive Growth	67%	0%	50%	25%	0%	0%
My Place	86%	35%	34%	24%	0.6%	2%
Reside	43%	33%	20%	12%	0%	0%

2.6 In 2023/24, we upheld 28% of complaints this is a decrease on the previous year (2022 at 46%), we are still below 50%. This decrease shows that investigation into a large portion of the complaints we are unable to find evidence which would support that we failed in the discharge of our duties.

- 2.7 It should also be noted that 31% of the complaints which have been upheld are related to our Refuse Service. As these relate to missed bin collections, in the main they are upheld unless we have sufficient evidence to suggest that the missed collection was due to resident fault.
- 2.8 As a Council we are clear in the drive to improve services based on the feedback which is generated by the complaints process. We are in the process of implementing a learning cycle from our complaints which will assist in producing service improvements based on the customer's voice. We continue to work with high volume service areas considering the complaints received and the way in which we can address these to ensure a reduction in numbers but also improvements in service. Further in this report we will consider the learning which can be taken in each individual directorate.

3. BD Group

Stage 1 Complaints Received BD Group			
	2021	2022	2023/24
BD Service Delivery	0	0	0
BDMS	1,033	793	670
Total	1,033	793	670

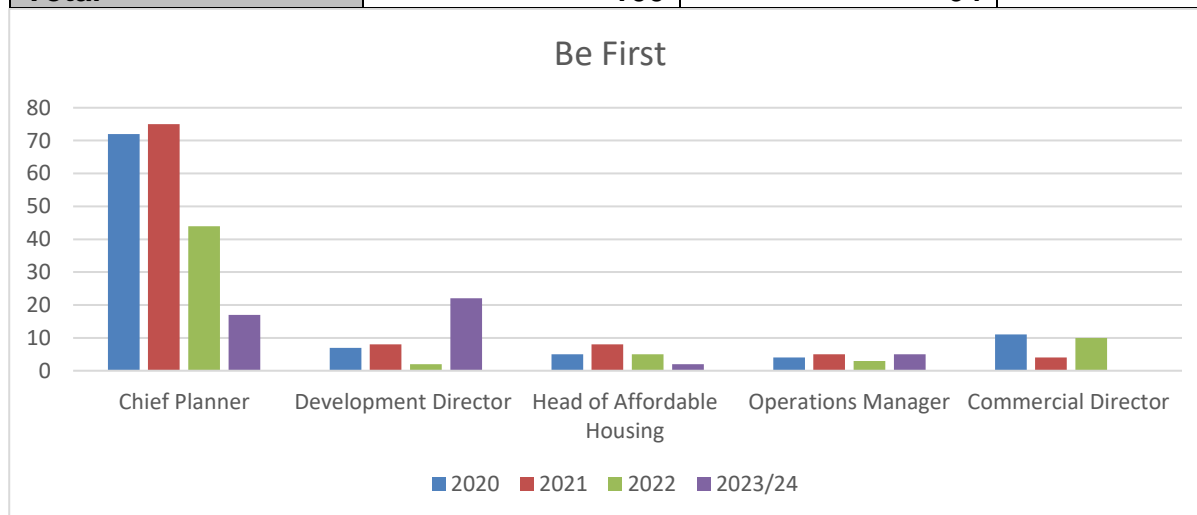


- 3.1 As a service BD Group offers paid services to schools including catering and cleaning as well as repairs and maintenance. BDMS undertake housing repairs for the council's housing stock.
- 3.2 A review of the complaints in this area show much the same trends as we have reported before but with a clear reduction in the numbers. It is not unusual to have common themes in service areas and these form the basis of our learning. The themes are, follow on works not being scheduled, delays in initial appointments, dissatisfaction with the way the repair has been handled and damp and mould cases being reported via the complaints system. We are directly working with colleagues in BDMS to review the complaints submitted and to find lessons which can be implemented to improve service delivery. The work which is being undertaken has certainly assisted with a reduction of complaints in 2023/24 by 15%. We continue working with our colleagues in BD Group finding ways in which we can learn and therefore reduce the complaints which are submitted.

- 3.3 BD Group continue to look for new ways to improve their overall service delivery. They have in 2023/24 introduced several changes which are assisting in ensuring both better service delivery and complaint investigations by improving communication with contractors holding them to account, expectation setting of recording relevant information on systems, implementation of a repairs surgery allowing residents to attend face to face and raise any concerns with a member of staff and a suite of reporting which allows easier tracking of individual service areas allowing for greater insight into if a particular service is presenting a problem.
- 3.4 There is no quick fix for the repair and maintenance issues we are facing, however, working in partnership with BD Group we are both committed to working together and improving the customer experience from point of initial contact to the repair being completed.
- 3.5 The council does not record complaints which relate to the other services provided by the rest of the BD Group.
- 3.6 Of those complaints received for BD Group 53% were completed within timescale.

4. Be First

Stage 1 Complaints Received Be First			
	2021	2022	2023/24
Chief Planner	75	44	17
Development Director	8	2	22
Head of Affordable Housing	8	5	2
Operations Manager	4	3	5
Commercial Director	4	10	0
Total	100	64	46

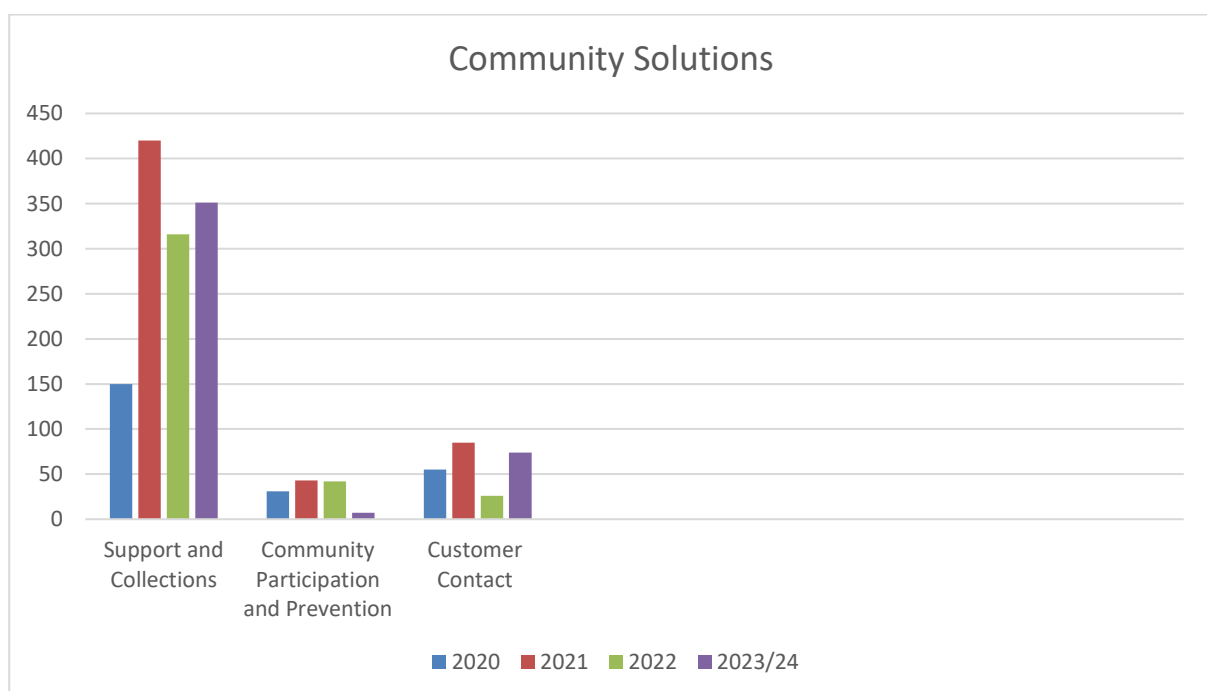


- 4.1 Be First offers a range of services including Building Control, Planning Applications, Regeneration of Council Stock and Regeneration of the Local Area.

- 4.2 The main issues which are reported relating to Be First are complaints relating to the manner in which objections have been dealt with regarding planning and issues with building control providing certificates. This year we also have the inclusion of issues which relate to works which could be considered latent defects on the new build properties.
- 4.3 Chief Planner by a significant number continues to bring the most complaints for Be First as they deal with residents directly for both submission of plans but also objections to planning applications.
- 4.4 We are aware that significant process improvement is required concerning how defects are managed post the 12-month warranty period to ensure issues are resolved in a timely manner with minimal impact on the residents.
- 4.5 Of the complaints received for Be First 56% were answered within timescale. This is a large decrease on the performance of last year, we have addressed this with Be First directly who assure that complaints continue to be a high priority for the service and that resources will be made available to improve moving forward.

5. Community Solutions

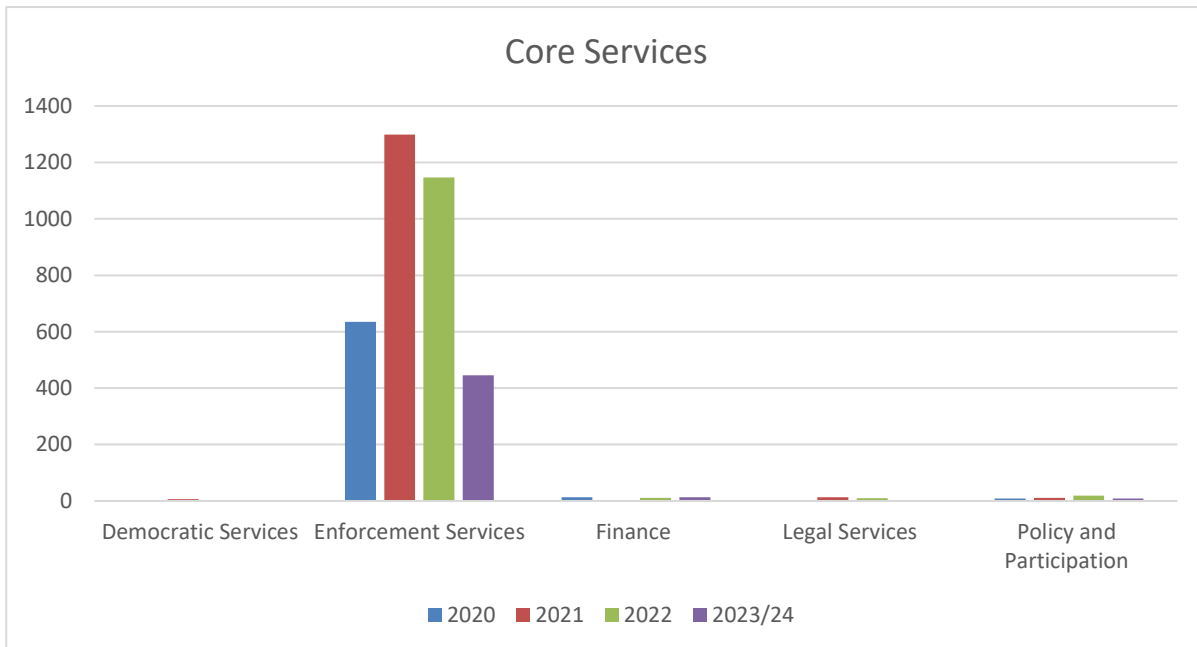
Stage 1 Complaints Received Community Solutions			
	2021	2022	2023/24
Support and Collections	420	316	351
Community Participation and Prevention	34	42	7
Customer Contact	85	26	74
Total	539	384	432



- 5.1 Community Solutions offers a range of services for our residents including housing allocations, early intervention services and the Homes and Money Hub which offers valuable advice and support to those residents who require financial assistance.
- 5.2 Revenues and Benefits remain the largest generator of complaints in this area with 60% of complaints under Support and Collections related to this service. As this area in particular affects every single resident/business in the Borough it is not surprising that they have the lions share. The main crux of the complaints within this area is disagreement with decisions made such as not granting benefit applications made, charges on the account. Complainants will often suggest that they have rung and resolved an issue with an outstanding balance, but the system still generates letters informing of debt or legal action.
- 5.3 Support and Collections have taken the step to update our public facing website and being transparent about the wait times which are in place for council stock. In being transparent this is allowing the applicants to have the full picture, this does not stop all complaints as applicants will feel that their particular circumstances warrant a faster approach and this is one of the reasons for complaints in this area.
- 5.4 We note an increase in the complaints relating to Head of Customer Contact. When reviewing this information, it is important that recognition is given that this service not only oversees our contact centre, but registrars, CAPITA out of hours service and our website. It should also be noted that although we have seen an increase in complaints relating to customer contact in context the number of calls answered (320,012) in a year compared to the number of complaints it is standing at 0.02%. This goes some way to show that our contact centre is running at a success rate of 99.98% this is a significant achievement. The contact centre are consistently evolving processes to ensure that the needs of our residents are met via this channel.
- 5.5 There has been a drive to increase digital development within the contact centre with an increase of residents using the services of 7% in rent and 3% in council tax as of December 2023. The drive to continually improve the digital offerings have led us to explore the use of artificial intelligence for voice bots and the inclusion of video calling in housing repairs which will allow the handler to see the extent of the repair being reported.
- 5.6 Of those complaints received within Community Solutions 70% were answered within timescale.

6. Core Services

Stage 1 Complaints Received Core Services			
	2021	2022	2023/24
Democratic Services	6	1	3
Enforcement Services	1298	1147	446
Finance	1	11	13
Legal Services	13	10	2
Policy and Participation	11	19	9
Total	1,414	1,188	473

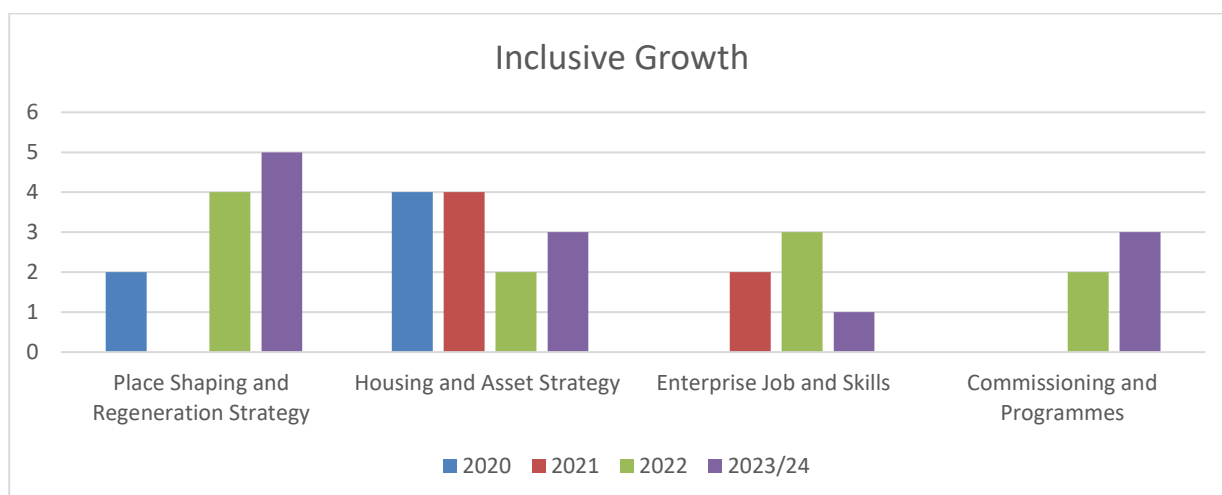


- 6.1 The Core Function within the Local Authority provides essential services to the Local Authority in the main such as financial services, democratic services and human resources. Overall, the complaints in this area are limited as the functions are in the main not resident facing. As we can see in the table above the largest generator of complaints within Core is those that sit under Enforcement Services.
- 6.2 Core Services maintain the contract for our leisure centres and residents are directed to submit complaints about these individual services to the centres directly.
- 6.3 As we can see from the table the majority of Core Services generate little complaints with only 16% of the overall total for the Local Authority. Enforcement Services provides a variety of services to our residents and the nature of those services will generate high volumes. Despite the services provided to our residents Enforcement has reported a decrease of 49% in this calendar year.
- 6.4 In previous years the largest generator to complaints for Enforcement Services was Parking, now that Parking have moved to My Place in the next year, we are likely to see a further decrease in the number of complaints which are generated within this department. For context of the 446 complaints, we report 231 of these were whilst parking was in the service, so they attributed 57% to the overall total before being moved.
- 6.5 Enforcement Services continue working collaboratively together and have implemented strategies which assist our residents. A large portion of complaints were frustrated by the inability to receive an update or response from the officer in charge as such each officer has been given the direction to schedule in time which is spent communicating with complainants over cases which have been submitted. It was also recognised that residents who were utilising the complaints/Members route would often have priority although not reported in the first instance so a process has been implemented that should the case not have been received before advice and guidance is provided into how it can be reported. This allows for officers to review and action reports which are generated in time order.

6.5 Of those complaints received in Core Services 66% were answered within timescale.

7. Inclusive Growth

Stage 1 Complaints Received Inclusive Growth			
	2021	2022	2023/24
Place Shaping and Regeneration Strategy	0	4	5
Housing and Asset Strategy	4	2	3
Enterprise Job and Skills	2	3	1
Commissioning and Programmes	0	2	3
Total	6	11	12



7.1 Inclusive Growth has 3 key priorities; develop our aspirational and affordable housing offer, shape great places and strong communities through regeneration, encourage enterprise and enable employment. As a commissioning function they do not directly deliver services.

7.2 This is a service which has a real impact on the Borough helping to deliver our strategy and vision. As a mainly strategic function, they are not customer facing and receive a minimal number of complaints.

7.3 Of the 12 complaints which were received in this area 67% were answered within timescale.

8. My Place

Stage 1 Complaints Received My Place			
	2021	2022	2023/24
Landlord Customer and Commercial	367	355	224

Contracts Quality and Compliance	5	1	4
Asset Management and Capital Delivery	91	76	59
Business Development	2	2	5
Public Realm	1130	859	855
Total	1,595	1,293	1,147

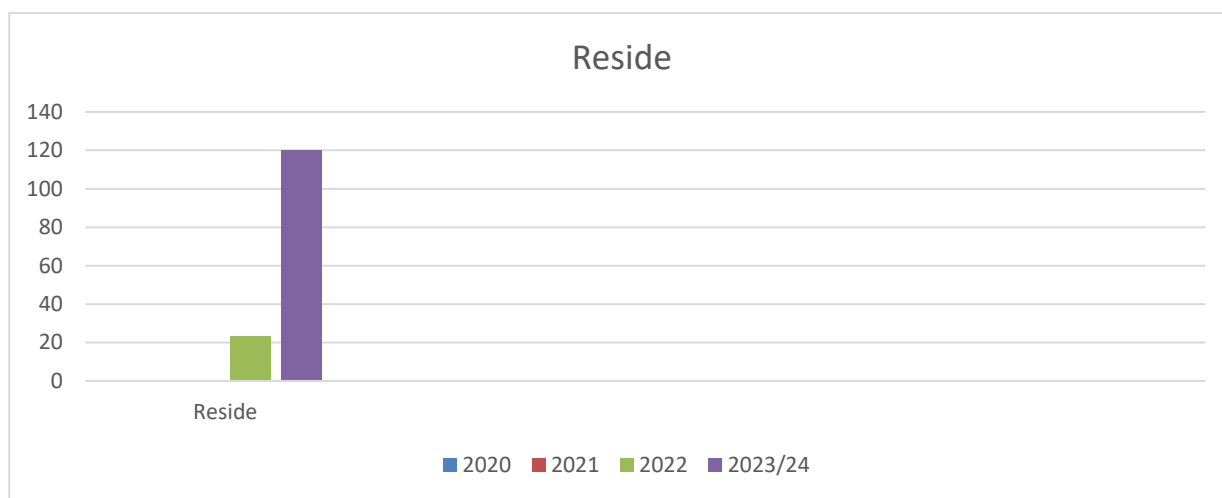


- 8.1 My Place as a service is responsible for a large portion of the front facing services which are undertaken by the Local Authority. It includes the Public Realm Department which delivers refuse collections, street cleansing and as of late in 2023 parking and parking and environmental design. As such My Place now actively manages 2 of the largest generators of complaints for the Local Authority. Not only this but the majority of housing complaints are also part of this service which is why this directorate will always be the largest generator of complaints.
- 8.2 When we review the numbers which are received 75% of complaints fall within Public Realm. As Public Realm has sat under this title both Parking and Refuse it is not surprising that the majority share of complaints for My Place sit under this particular area. Despite the inclusion of 2 other services within Public Realm they have decreased the complaints received by 11% in 2023/24. 86% of complaints in this area were answered in timeframe which is falling only slightly short of the stated 90% target which is set.
- 8.3 Lessons to be learned in My Place are to improve evidence of any decision making which has been taken because we will often rely on this when investigating complaints as will the Ombudsman if it is referred to them, in our responses if we are relying on policy and procedure ensure that this is clearly explained ensuring we follow policy and procedure also, establish clear guidelines for where responsibilities begin and end in the service, being able to communicate a negative decision and to increase communication with our residents.
- 8.4 The Strategic Director for My Place continues to maintain a view on all complaints and is actively involved when it becomes necessary to ensure that a matter is followed through to completion.

8.5 Of those complaints received in My Place 86% were answered within timescale.

9. Reside

Stage 1 Complaints Received Reside			
	2021	2022	2023/24
Reside	0	23	120
Total	0	23	120



9.1 Reside is a housing company whose aim is to provide affordable properties in both shared ownership and the rental market.

9.2 When we consider the complaints which are submitted relating to this area we have seen an increase relating to dissatisfaction with services provided under the service charge, ongoing repairs which require addressing and communication issues.

9.3 Learning from the Reside complaints it is clear that we need to review internal policies and procedures which are in place dealing with our leaseholders and tenants. Over this period, it has been a struggle to maintain performance relating to complaints and part of this is due to an unclear direction in how matters are moved forward. Whilst a private company there is still an expectation that officers will respond to complaints in the manner in which the Local Authority sets the standard but this does not always occur. Implementation of a tracker to ensure that cases are being followed through to completion as casework can get lost in the process of having dialogue with contractors and our other entities.

9.4 Of those complaints received, 43% are answered in timescale.

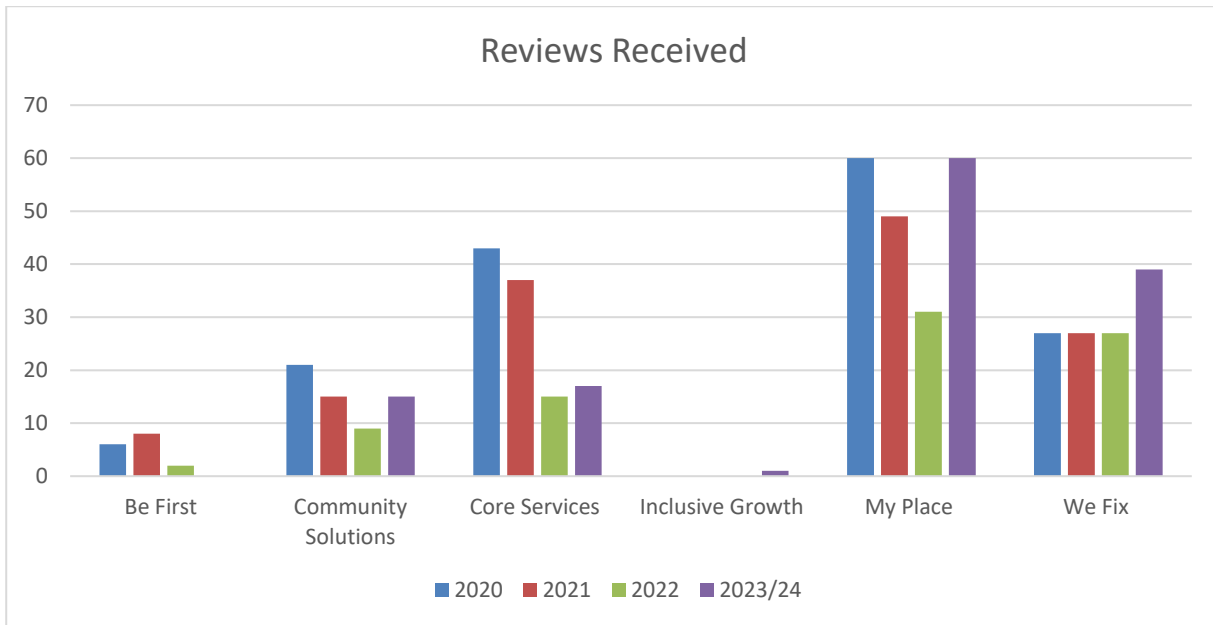
10. Reviews (Stage 2)

10.1 The aim of the Local Authority is also in the first instance to produce a clear and detailed investigation into any complaint which has been made. On occasion we are unable to complete this to the satisfaction of the resident who is involved and as such they retain the right to request that the complaint is reviewed further by the Local Authority. This task is undertaken within the Feedback Team and is the final

step before the complainant can approach the relevant Ombudsman and ask that they consider the matter further.

- 10.2 Of the complaints submitted in 2023/24, 5% further asked the Local Authority to review the complaint. This is a good indication that overall our complainants are satisfied with the response we have produced to the concerns raised. When I have reviewed the cases which have requested a further review residents felt that the initial responses did not meet expectations in terms of offering clear and deliverable actions. Responses also on occasion failed to clearly respond to all reported issues and residents quite rightly questioned this and asked for further review of the complaint.
- 10.3 In 2023/24 we have seen an increase in the number of reviews by 57% from 2022/23. The spread across the teams asking for reviews remains static. **The top 3 service areas are repairs (41), refuse (17), landlord services (16) meaning that 56% of our requests relate to 3 teams.** As we can note from the context in this report around the stage 1 complaints received it would not be considered unusual for these areas to feature as they generate the largest numbers throughout the year.

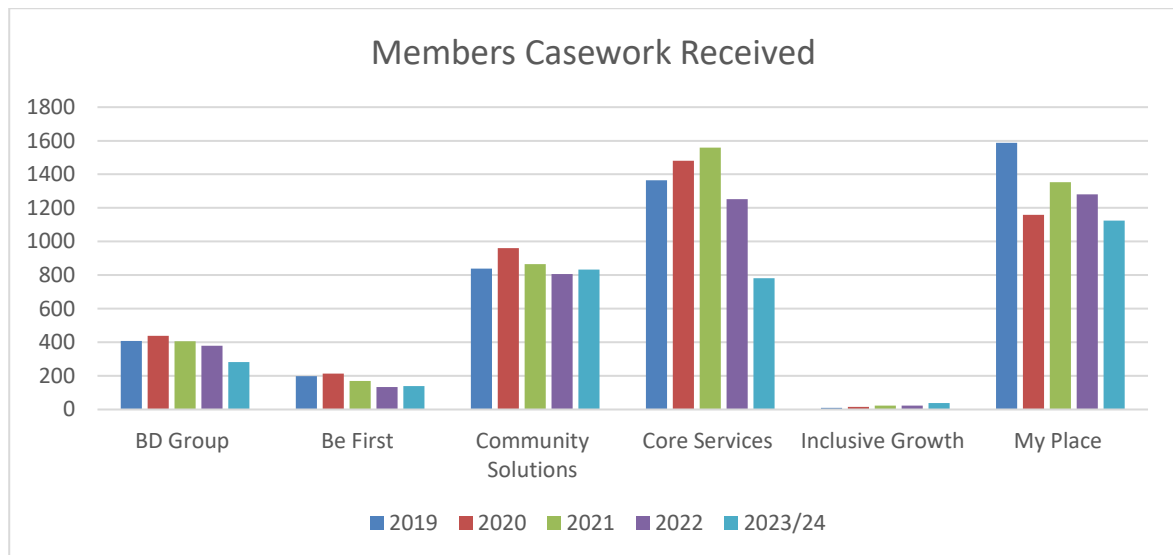
Stage 2 Complaints			
	2021	2022	2023/24
Be First	8	2	0
Community Solutions	15	9	15
Core Services	37	15	17
Inclusive Growth	0	0	1
My Place	49	31	60
BD Group	27	27	39
Total	136	84	132



11. Members Casework

- 11.1 There is a comprehensive members casework system in place to answer Councillors and Members of Parliament queries and concerns. We aim to respond to 90% of these cases in 10 working days.
- 11.2 A decrease of 17% in casework received is reported within 2023/24. 82% of casework was answered within timescale which although an increase is minimal (4%) from the previous year. This is below our stated target of 90%.

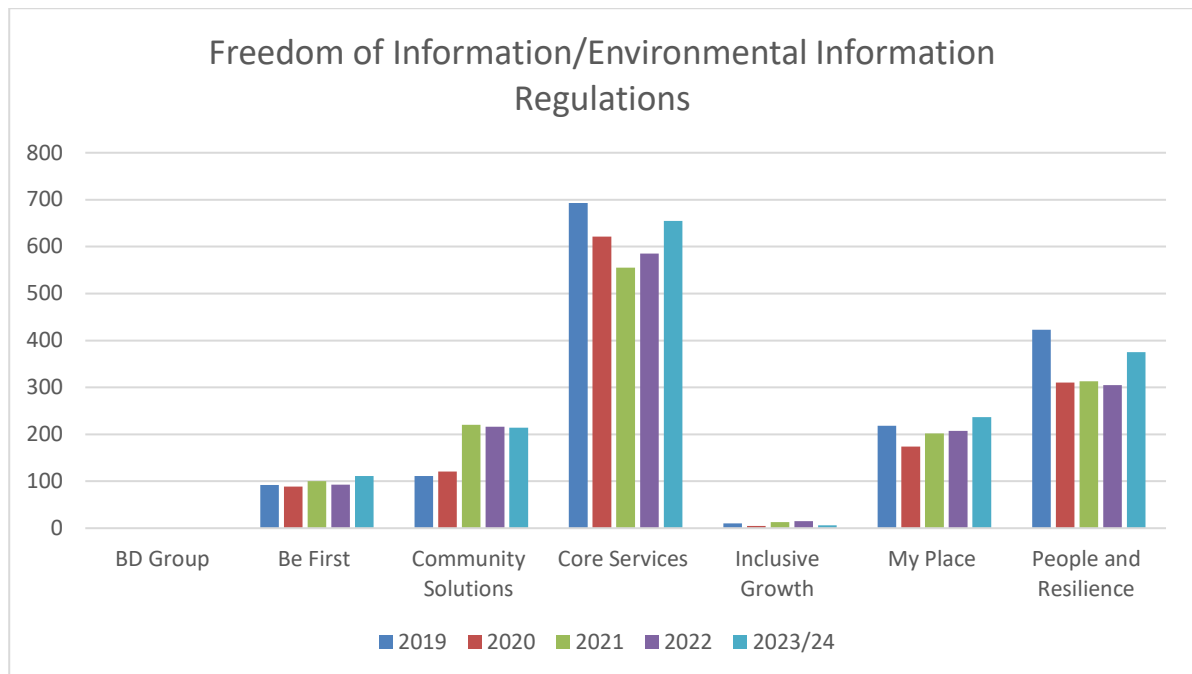
Members Casework Received			
	2022	2022	2023/24
BD Group	406	379	283
Be First	169	133	139
Community Solutions	865	807	834
Core Services	1,559	1,252	781
Inclusive Growth	23	23	38
My Place	1,353	1,261	1,124
Total	4,375	3,875	3,199



- 11.3 The casework which is submitted by our members in the main will be comparative to those issues which are submitted via the formal corporate complaints route. There is one inclusion which we should make note of, and this is the wait for Housing Allocations in the Borough. Residents will often approach Members seeking support with being housed appropriately according to assessed need.
- 11.4 There continues to be a decrease year on year within the member's process. We believe this to be reflective of the drive of the Local Authority to ensure not only that we are keeping our residents updated in terms of specific issues but also the expectation that is set seeking that first time issues are reported via the service request function in the first instance. There has been a noted increase of casework being directed to officers which could have an impact on the number of received cases. We are seeking support from Members to ensure that the correct process is followed as this allows tracking of issues and also allows the Local Authority to build a picture of the areas of business which require greater attention.
- 11.5 We continue to try and work proactively with the elected members to ensure that we address the issues which are being raised with them.

12. Freedom of Information Requests

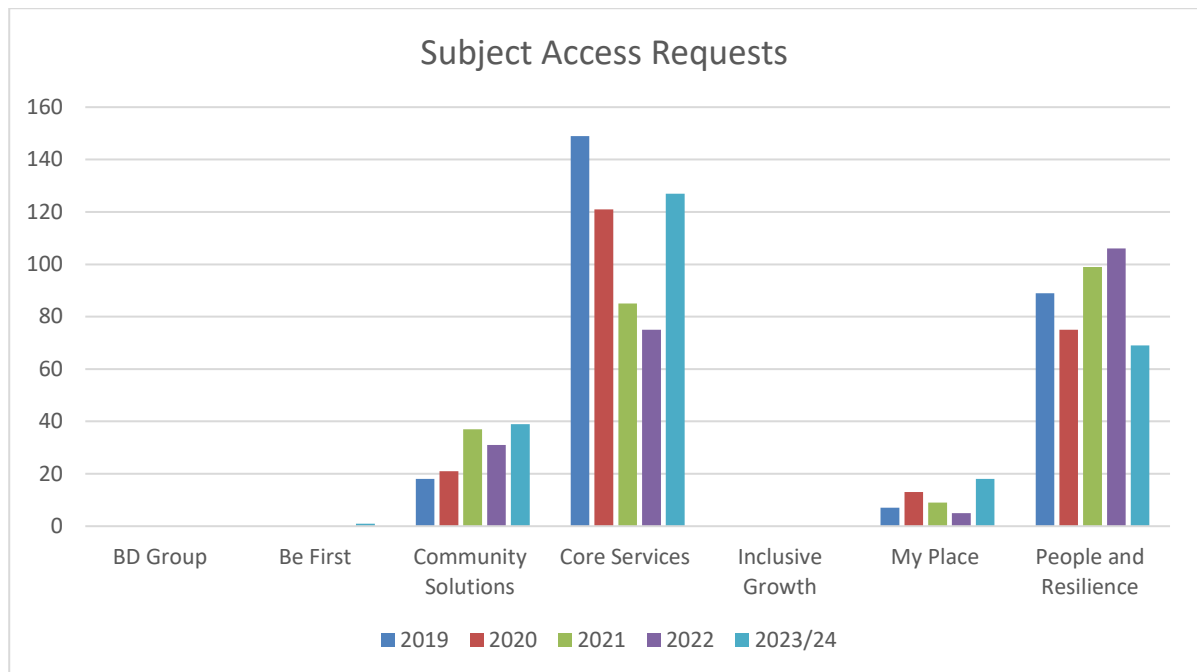
Freedom of Information/EIR Received			
	2021	2022	2023/24
BDTP	0	0	0
Be First	100	93	111
Community Solutions	220	216	214
Core Services	555	585	655
Inclusive Growth	13	15	6
My Place	202	207	237
People and Resilience	313	305	375
Total	1,403	1,421	1,598



- 12.1 In line with the Information Commissioners Office guidance, the council publish all FOI and EIR's which have been responded on the Council's website. The link for the disclosure page is here <https://www.lbbd.gov.uk/council-and-democracy/transparency-and-information-requests/freedom-information>
- 12.2 We have seen an increase in FOI's which have been received in 2023/24 by 12%.
- 12.3 The highest volume of FOI's received continues year on year to be Core Services and People and Resilience receiving 64.4% (1,030 of 1,598).
- 12.4 Of those FOI and EIR's received 94% (1501 of 1598) were completed within timescale.
- 12.5 The improvements which were implemented in 2022 have continued to increase the performance of FOI and EIR's and keeping our performance stable. This has meant that the Local Authority have met the target which is set by the Information Commissioners Office.

13. Subject Access Requests

	Subject Access Requests Received		
	2021	2022	2023/24
BD Group	0	0	0
Be First	0	0	1
Community Solutions	37	31	39
Core Services	85	75	127
Inclusive Growth	0	0	0
My Place	9	5	18
People and Resilience	99	106	69
Total	230	217	254



- 13.1 Within the reporting period we have noted an increase of 17% in Subject Access Requests being received by the Local Authority. Year on year People and Resilience and CCTV receive the largest portion of casework type.
- 13.2 Of those Subject Access Requests received 82.6% (210 of 254) were completed within timescale. This is a decrease on the previous year (89%).
- 13.3 Children’s Social Care remains the most complex file type to undertake but we have bolstered the team undertaking this work to ensure that files are produced in a timely manner.
- 13.4 For context it should also be noted that the team supporting subject access for Children’s Social Care also support with Disclosure Requests and in 2023/24 1,523 of these were undertaken. Disclosure Requests relate to information sharing with our partner agencies such as Police, Courts, Probation and CAF/CASS.

14. Financial Implications

- 14.1 To improve performance further we may require additional resource as not responding within the timeframe can have a financial impact through fines imposed by ombudsman or needing to pay compensation for complaints upheld.
- 14.2 Additional financial input will be required for digital development as the advancement of AI rises this will prove to be an investment to support the Customer Feedback Team, particularly with cumbersome administrative tasks such as larger redactions and potentially first line logging. Allowing the team to spend more time developing root cause analysis and supporting services with continuous improvement initiatives.

15. Legal Implications

- 15.1** There is a statutory requirement for the Council to have a complaints process in relation to certain established services, for example, Children's Services under the Children Act 1989 and Adult Social Care services under the Local Authority Social Services and National Health Service Complaints (England) Regulations 2009. These must have an annual report.
- 15.2** In terms of independent review there is the Local Government and Social Care Ombudsman under the Local Government Act 1974; and the Housing Ombudsman, under the Housing Act 1996. They are independent and responsible for dealing with complaints about local authorities that there has been maladministration causing injustice or a service failure. The Housing Ombudsman is responsible for dealing with social housing complaints and can make various determinations which include maladministration, severe maladministration and service failure and will provide a decision which will include recommendations the council will be required to implement. If there are failings in services then these must be reported to the Council.
- 15.3** Finally under the Localism Act 2011 the Council shall make arrangements regarding complaints about Council Members allegedly breaching the Members Code of Conduct. Such matters are regularly reported to this Committee.

16. Other Implications

- 16.1** When addressing complaints, it's crucial to ensure that our responses are inclusive and considerate of the diverse needs of our residents. This means actively listening to each individual's concerns, acknowledging their unique experiences, and providing solutions that are fair and equitable. We should use clear and accessible language, avoiding jargon that might alienate or confuse. Additionally, it's important to be culturally sensitive and aware of any potential biases that could affect our judgment.

Public Background Papers Used in the Preparation of the Report

- None

List of appendices:

- Statutory Social Care Complaints Annual Report
- Housing Ombudsman Updated Self-Assessment
- Learning Cycle for Implementation