

Complaints and Casework Review

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- Last reviewed in 2008
- Inconsistent approach
- Inconsistent performance
- Digital transformation
- Are we efficient and effective?
- Savings

Why change?



- Process
- Organisational structure
- System

Scope of review



Corporate Complaints			Statutory Social Care Complaints			MP/Mayor/Member Enquiries			Information Requests		
Stage 1	1779	83%	Adults Stage 1	74	TBC	MP	1240	57%	FOI/EIR	1529	55%
Stage 2	248	75%	CYP Stage 1	68	TBC	Cllr	695	77%	SAR	112	32%
Stage 3	75	98%	CYP Stage 2	9	TBC	Mayor (& CE)	435	65%	S29	144	NA

2015/16 Volumes and Performance



- 11 London Boroughs surveyed
- Desktop review of 5 neighbouring boroughs
- Volume, performance and trend analysis
- Escalation rates – identified and analysed
- Stakeholder Engagement – e.g. Housing Case Study
- Member's survey
- Analysis: roles, responsibilities, procedures

Approach



Resolve at 1st point of contact

- ✓ Better for customer
- ✓ Better for representative
- ✓ Better for Council

Objective of the review



	Stage 1	Stage 2	Stage 3
Target time to Complete	10 working days	20 working days	30 working days
By	Service Manager	Head of Service	Independent Adjudicator

As is process



- Corporate complaints policy 'invites' escalation
- 'Hand-off' culture
- Transactional costs – increase at each stage
- Incorrect routing:
 - standard service requests
 - non-linear
 - alternative appeals process

Key findings on current process



2015/16

	Stage 1	Stage 2	Stage 3	1 to 2	2 to 3
CYP	79	14	7	18%	50%
Community Services	46	4	1	9%	25%
Customer Services	1,073	100	32	9%	32%
Lewisham Homes	450	108	28	24%	26%
Resources & Regeneration	131	22	7	17%	32%
Total	1,779	248	75	14%	30%

Escalation rates



	Stage 1	Stage 2	Stage 3	Escalation Rate: 1 to 2	Escalation Rate: 2 to 3
Revenues and Benefits	488	24	11	5%	46%

- Adapted 3 stage process
- Phone call resolution at first stage
- Formal response at second stage
- Independent Adjudicator
- Low stage 1 – 2 escalation rate of 5%
- Compares to Council escalation rate of 14%

Revenue and Benefits pilot



Stage 1	Stage 2	Stage 3	Cost per call	Cost per visit
NA	£60 - £160	£855	£4.41	£7.19

- Unable to quantify stage 1 cost as part of service with no identified resources
- Increased cost per stage

Transactional costs

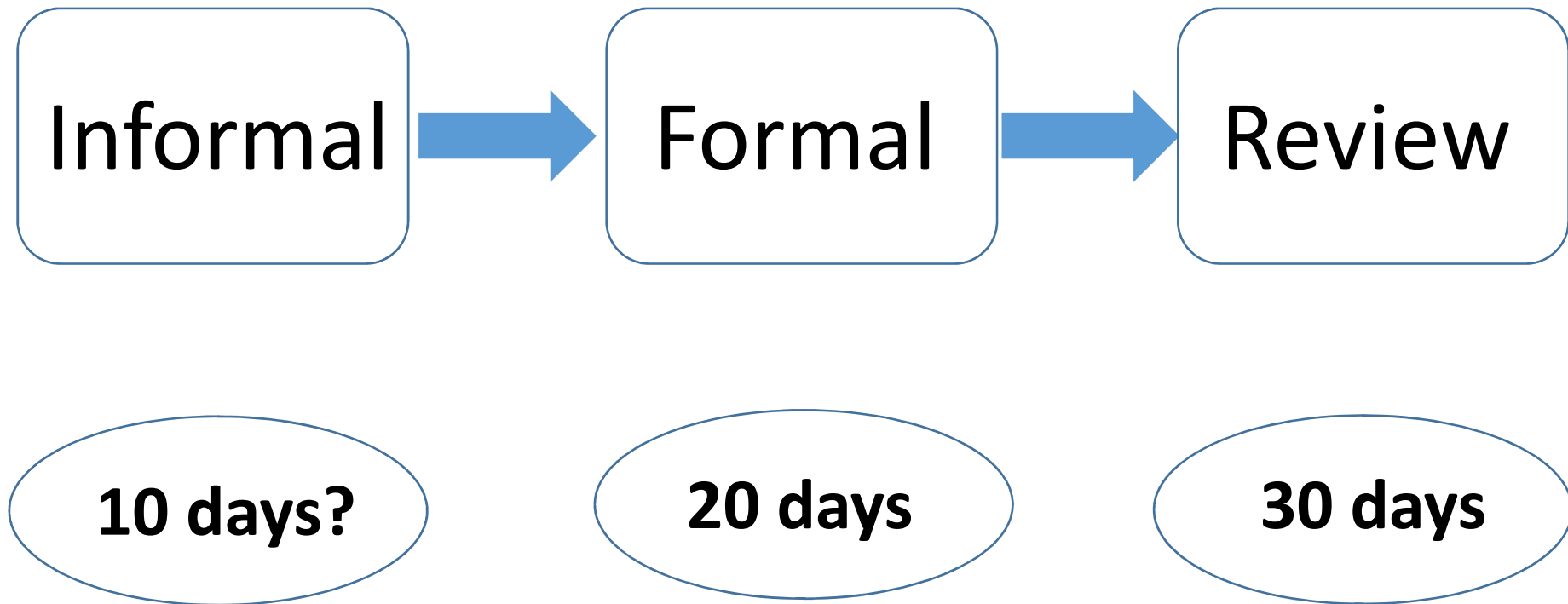


- Revised process – Corporate Complaints
- Statutory Social Care Adults/Children – No Change
- Re-route:
 - Standard Service Requests
 - Where other appeal process
 - Where partner (Lewisham Homes/Regenter/Brockley)
- Targets – Review KPI's
- Go on line

Emerging recommendations



Corporate Complaints



New process



- Customer Service and Resource and Regeneration Casework – includes Independent Adjudicator (7.5 FTE)
- Children and Young People Casework (3 x FTE)
- Community Services Casework (3 x FTE)
- Information Governance (2 x FTE)

Current organisational structure



Corporate Team Advantages

- ✓ Administer
- ✓ Investigate
- ✓ Report
- ✓ Manage system
- ✓ Training
- ✓ Resilience
- ✓ Economy of scale
- ✓ Consistency
- ✓ Independent

Proposed structure



- iCasework
- Out of support
- Complex configuration
- Functionality not used
- No ownership
- No training

Upgrade or replace...

System



- Obtain feedback on proposals
- Test new process
- Finalise recommendations
- Present to Executive Management Team
- Implementation:
 - New policy
 - New structure
 - New system

Next steps...

