

EAST RIDING OF YORKSHIRE COUNCIL

Report to: Overview Management & Scrutiny Committee
9 December 2021

Wards: All

Annual Feedback Report 2020/21

Joint Report of the Director of Corporate Resources and the Director of Children, Families and Schools

A. Executive Summary

This report provides an overview of all feedback received during 2020/21 by the Council.

There has been a decrease of 17.6% in the total number of complaints recorded by the Council. Most of these complaints continue to be dealt with at the earlier stages of the feedback process.

Complaint themes in general remain the same year on year; car parking, housing, grounds maintenance, highways and refuse collection, all of which are consistent with the high activity levels in these service areas. For both Adults and Children's social care complaints the main reason for complaints being logged remains poor quality of service.

The number of compliments logged in 2020/21 decreased by 13.8% from 1,739 to 1,499.

Feedback continues to be received by a variety of contact methods, with the number of complaints being received increasing slightly in the spring and summer months.

B. Corporate Priorities

Growing the Economy
Valuing the Environment
Promoting Healthy Lifestyles
Protecting the Vulnerable
Helping Children and Young People Achieve

C. Portfolios

Deputy Leader
Adults, Health and Wellbeing
Children, Young People's Education, Health and Wellbeing

D. Matter for Consideration

Members receive the annual feedback report and support the review of the feedback policy and the development of the new feedback system as outlined in paragraphs 12.1 – 12.2

D. Equality Implications

The equality implications have been considered and no negative impacts upon protected characteristic groups were identified.

1 Background Information

- 1.1 The Council's Feedback Policy ensures that customers have a method to provide feedback on Council services that they are receiving, whether this be a negative in the form of a complaint, a comment about something they feel strongly about, a compliment when things go right or the 'Ask the Leader' route about aspects of Council Policy. The Policy also ensures that statutory requirements in relation to Children's and Adults complaints are met.
- 1.2 Feedback is extremely important as it provides information directly from customers about how services are being delivered for the people that are actually using them. The feedback process is there to ensure that feedback is dealt with efficiently and effectively, in line with Ombudsman guidelines. It is also a key tool in managing the Council's reputation.
- 1.3 Many teams within the Council also record informal feedback (i.e. feedback that is not recorded on the feedback system) which is dealt with at the point of contact. The focus of this report is recorded feedback received during 2020/21.

2 Feedback Processes

- 2.1 Feedback which falls within the scope of the Feedback Policy is logged by two central teams, the Information Governance and Feedback Team and Customer Relations Team. In all cases, feedback is assessed by an officer before processing. If it is a complaint, at this point the officer will aim to help the customer find a suitable resolution to their problem if they are logging a complaint. This could include logging the issue as a service request which may be the more appropriate remedy. Compliments, Comments and Ask the Leader requests are simple feedback channels compared to complaints, details of the complaints feedback processes are outlined below.

Corporate Complaints Procedure

- 2.2 The corporate complaints process deals with complaints which relate to all Council services, other than those relating to Children's and Adults Social Care. The process for corporate complaints is as follows:
 - Stage 1 - an Investigating Officer (IO) based in the relevant service area will investigate and respond to the complainant within ten working days.
 - Stage 2 – if a customer is not happy with the response to their complaint at Stage 1, they can ask for their complaint to be considered by the relevant Director. The Director will respond to the customer within ten working days.

Children's Social Care Complaints Procedure

- 2.3 The Social Care complaints procedure is a statutory process which allows service users or other people on their behalf, to make complaints about Children's Social Care. There are three stages to this process:
 - Team solutions - the Customer Relations Team/relevant team manager will aim to resolve concerns raised, with the agreement of the complainant rather than entering the formal complaint process.
 - Stage 1 – an officer will attempt to address the complaint as quickly and informally as possible at a local level. Complaints at Stage 1 should be responded to within 10 working days, with an extension of a further ten days where necessary.
 - Stage 2 – this is a more in-depth investigation conducted by a senior officer and an external Independent Person. The findings of this investigation are adjudicated by a senior manager. Complaints at Stage 2 should be responded to within 25 working days, although in certain cases this can be extended up to 65 days.
 - Stage 3 – If the complainant remains dissatisfied then the complaint can progress to this stage, which consists of a Review Panel, made up of three Independent People. The timescales for this stage are: Review Panel to be convened within 30 working days, the Panel's report to be produced within five working days of the panel and the Council's response to be produced within 15 days of receiving the Panel's report.

Adult Social Care Complaints Procedure

- 2.4 The adult social care complaints procedure is a statutory process which allows service users or other people on their behalf, to make complaints about Adult Services:
- Local resolution/team concern – the Customer Relations Team/relevant team manager will aim to resolve concerns raised, with the agreement of the complainant rather than entering the formal complaint process.
 - Formal complaint – the complaint is allocated to a manager in Adult Services to carry out an in-depth investigation into the concerns raised. The Council should respond to an Adult Social Care complaint within a period of six months; however, the Council strives to address complaints in six weeks. The findings of the investigation are then adjudicated by a senior manager in Adult Services.

Ombudsman

- 2.5 If the complainant remains dissatisfied upon completion of the Council’s feedback process, then they can refer the matter to an Ombudsman.

2 Complaints

- 3.1 The table below shows that the overall number of complaints received in 2020/21 has decreased by 17.6% from the previous year. However, it should be noted that the actual number of Children’s and Adults Social Care complaints received in 2020/21 have increased from the previous year.
- 3.2 The number of contacts not progressing to a formal complaint, continues to remain high. The majority of these were resolved by the relevant team or service area to the complainant’s satisfaction. Although team solutions/concerns are not formally used for corporate complaints, steps are still taken to ensure that any complaints which are made that can be resolved as service requests are redirected. In all cases, both teams focus on getting the best outcome for the customer.

Year	2016/17	2017/18	2018/19	2019/20	2020/21
Corporate Complaints	1,728	1,845	1,922	1,741	1,508
Adults Complaints	22	26	16	15	31
<i>Adults Team Concerns/Solutions</i>	<i>284</i>	<i>284</i>	<i>310</i>	<i>289</i>	<i>182</i>
Children’s Complaints	24	20	11	17	18
<i>Children’s Team Solutions</i>	<i>178</i>	<i>194</i>	<i>159</i>	<i>177</i>	<i>107</i>
Total	2,236	2,369	2,418	2,239	1,846

- 3.3 The highest number of complaints logged by the Council is corporate complaints, in 2020/21 the Council received 1,508 corporate complaints. The table below shows all types of complaints, broken down by Directorate.

Directorate	2019/20	2020/21
Children, Families and Schools	243	139
• <i>Corporate complaints</i>	<i>49</i>	<i>14</i>
• <i>Children’s social care complaints</i>	<i>17</i>	<i>18</i>
• <i>Team Solutions</i>	<i>177</i>	<i>107</i>
Adults, Health and Customer Services	433	306
• <i>Corporate complaints</i>	<i>129</i>	<i>93</i>
• <i>Adult social care complaints</i>	<i>15</i>	<i>31</i>
• <i>Team Concerns/Solutions</i>	<i>289</i>	<i>182</i>
Corporate Resources	59	46
Communities and Environment	1,418	1,248

Planning and Economic Regeneration	86	107
TOTAL	2,239	1,846

- 3.4 The overall decrease in the number of complaints received in 2020/21 can mainly be attributed to the directorate, Communities and Environment. Streetscene has decreased by 98 complaints (9.8% decrease) and Housing, Transport and Public Protection has decreased by 75 complaints (30.5% decrease). In addition to these decreases, a reduction in team concerns within Adults Services (37% decrease) and Children, Families and Schools (39.5% decrease) has also contributed to the overall decrease in complaints.
- 3.5 The COVID pandemic inevitably had an impact upon the number of complaints received, with a number of services not being available to the public such as libraires and leisure centres and less people on the areas roads and streets to interact with our staff and drivers. There were very few complaints received in relation to the Council's response to the COVID pandemic however, the main theme of those complaints received were in relation to the food parcels not meeting their needs. Other feedback received was about the financial rates of care home placements and the lack of PPE that was being worn by care providers.
- 3.6 Noticeably, there was also a decrease in the number of complaints received for corporate specialist services in 2020/21. This can be mainly attributed to the measures the service put in place, including a restructure and additional members of staff being employed, to ensure that the service began moving towards working within statutory timescales, such as when completing EHC Plans. These changes were implemented because of an increase in corporate specialist services complaints received in 2019/20.
- 3.7 There was an increase in the numbers of complaints received by the Planning and Economic Regeneration directorate in 2020/21 however, it does not appear that this increase can be attributed to anything in particular.
- 3.8 There was a decrease in the amount of complaints being logged under the discrimination category from the previous year. During 2020/21, two complaints were categorised as discriminative, both regarding the Council's Discretionary Council Tax Reduction Scheme. No complaints under the discrimination category were escalated to Stage 2 of the Council's feedback process.
- 3.9 For complaints dealt with in 2020/21, response times relative to the ten working days target have remained high for corporate complaints. Historically complaint response rates have been approximately 98%. Although the response rate did drop to 96% in 2018/19, the response rate has risen to 97% in 2020/21. This continues to be a really positive result considering the volumes of complaints received and the impact the COVID pandemic had on Council services.
- 3.10 The response times for social care complaints in respect of statutory response times is lower than that of corporate complaints. The complex nature of social care complaints coupled with the need to ensure those involved have are available to take part in investigations often impacts upon the overall timescales. It should also be noted that the number of social care complaints dealt with is relatively low compared to the number of local resolutions/team concerns. The local resolutions/ team concerns are, by definition, issues which can be dealt with quicker than social care complaints, therefore, the overall response times for how social care respond to complaints would be lower than reported in the table below. The fact that these issues are dealt with quickly and to the customer's satisfaction is supported by the low number of local resolutions/team concerns which are escalated to the more formal social care complaints process.
- 3.11 It should also be noted that during 2020/21, the COVID pandemic had an impact upon both the number of corporate complaints logged under Adult, Health and Customer Services and complaints activity as many frontline services where suspended/ closed with services directing their resources to respond to the pandemic. During this time, the Customer Relations Team continued to triage complaints, taking forward those of a serious nature with others being placed on hold until resources were available. This

had an impact upon meeting statutory timescales. The table below shows a breakdown of response time, a breakdown of feedback by service area can be found in Appendix 1.

	2019/20	2020/21
Corporate complaints within policy timescale (ten working days)	98%	97% (41)
Adult social care complaints within Statutory timescale (six months) <i>Adult social care complaints within policy timescale (30 working days)</i>	87% 0%	47% (14) 13%
Children’s social care complaints S1 within Statutory Timescale (ten working days or 20 working days if complex)	54%	30% (5)
Children’s social care complaints S2 within Statutory Timescale (25 working days or 65 working days if complex)	25%	20% (1)

3.12 It should also be noted, although the timescales in the table above are reflective of the timescales outlined within the Feedback Policy, IO’s do often agree timescales with complainants on a case by case basis when handling social care complaints due to their complex nature. This can be highlighted by the way in which Adults Social Care complaints are handled, the Feedback Policy outlines a 30 day response time, however, due to the nature of the complaints these often take longer to deal with. This is communicated to the customer and the majority are still completed within the statutory response timeframe.

4 Escalation

4.1 The Council should always ensure customers are aware of their right to appeal a decision when responses are provided. There has been a decrease in the amount of corporate complaints which have been escalated to Stage 2 of the feedback process, from 102 last year to 96 this year (a 5.9% decrease). However, the areas that received the most escalation requests remain the same as the previous year. A breakdown of those escalated is set out in the table below.

Directorate	2019/20	2020/21
Children, Families and Schools	15	14
Adults, Health and Customer Services	3	4
Corporate Resources	7	5
Communities and Environment	62	48
Planning and Economic Regeneration	15	25
TOTAL	102	96

4.2 The Directorate which has the largest amount of Stage 2 escalation requests is Communities and Environment, however, proportionally against the total amount of complaints that the service area receives, escalations only account for 3.8% of all complaints. Similarly, the escalations requests are surrounding issues such as Penalty Charge Notices (PCNs), council tax liability and other financial claims or disputes, so understandably customers are keener to exhaust every level available to them when they have a grievance.

4.3 Planning and Economic Regeneration account for the second highest amount of escalations. Again, as with previous years, most escalated complaints are surrounding planning applications and customers are using every process available to them to raise issues or concerns. Also, Planning remain very good at ensuring customers are aware of their right to appeal a decision, when responses are provided.

4.4 As previously noted, the proportion of team solutions/concerns which progressed to formal complaints remains low. Of the 107 logged for Children’s Services, 15 went on to progress to a formal complaint, which is only 14%. For Adult’s Services of the 182 team solutions logged, 16 went on to progress to a formal complaint; this accounts for only 8.8%.

5 Complaint Themes and Outcomes

- 5.1 As part of the complaints process outcomes of complaints are also captured. In total 50% of Stage 1 corporate complaints were upheld. There were also 8.5% of Stage 2 corporate complaints that were upheld. Corporate complaint themes in general have related to car parking, housing, abandoned bins and/or missed collections, grounds maintenance, highways and waste, the lack of a provision of suitable education by the SEND (Special Educational Needs and Disabilities) team; all of which are consistent with the high activity levels in these services areas. For example, there are circa 12 million bin collections every year across the East Riding and over 40,000 housing repairs and the Council fills 35,000 potholes per year. With regard to lessons learnt, the main actions taken following investigation of a complaint resulted in a request for a service remedy and wider sharing with staff to improve practice/ service provided.
- 5.2 In Children’s Services, the majority of upheld complaints contained elements relating to shortfalls in service. 38% of Children’s Services complaints were upheld at Stage 1; this number decreased to 36% at Stage 2; a reduction in the percentage of complaints which were upheld from 2019/20. 16% of complaints received in 2020/21 were partially upheld at Stage 1 and this increased to 33% at Stage 2. There were five Stage 3 complaints which were forwarded to the next year. Learning outcomes are reflected on action plans which identify the Investigating Officer’s and Adjudicating Officer’s recommendations and actions needed by whom and when. These action plans are then fed into the service area for consideration by Service Managers and Area Managers, outcomes are disseminated through Area Management meetings, team meetings and individual case management reflective supervision. An example of learning outcomes resulted in ongoing training and development to focus on areas of improving service delivery ensuring that the service user is at the centre of this process.
- 5.3 Of the formal complaints logged for Adults Services, 27 were completed in 2020/21 and these were made up of 80 individual elements/parts. The percentage of complaints which were upheld or partially upheld remained constant at 32% which is comparable with figures for 2019/20 and remains lower than previous years. The most common theme for concerns raised year on year regarding adult services continues to be shortfalls in service. 52% of complaints received in 2020/21 were about the quality of service with poor communication, cost of service and safeguarding forming reoccurring themes for a number of complaints. With regard to lessons learnt, the main actions taken following investigation of a complaint resulted in learning being discussed at the Adults Operational Managers meeting, wider sharing with staff to improve practice, the review of a process, request for a service or financial remedy. In addition, sharing of lessons learnt regularly feeds into the adult workforce board.
- 5.4 It should be noted that although the percentage of upheld complaints increases as complaints are escalated through the complaints process, the number of complaints also drops significantly. The table below shows a breakdown by Directorate of all outcomes across all types of complaints.

Directorate	Upheld	Rejected	Partially Upheld/ Rejected	No Finding	Withdrawn
Children, Families and Schools	37	41	16	3	1
Adults, Health and Customer Services	14	40	15	10	5
Corporate Resources	11	17	17	0	0
Communities and Environment	641	325	282	0	0
Planning and Economic Regeneration	8	69	29	0	0
TOTAL	711	492	359	13	6

*CFS/AHCS outcomes relate to individual elements raised within each complaint, outcome numbers will not match complaint numbers.

** Please note some complaints went straight to Stage 2 and are not included in the table.

6 Unreasonable Complainants

- 6.1 The Feedback Policy also make provisions for dealing with customers whose unreasonable and unreasonably persistent complainants/correspondence, hinder the Council's consideration of their, or other people's, complaints/correspondence. This could include for example making unjustified complaints, taking a scatter gun approach, refusing to accept our decisions or being offensive and/or abusive. In 2020/21, there were six unreasonable complainants, all of whom had their contact options restricted with the Council. There were a further three customers with warnings in place.
- 6.2 For those customers classified as unreasonable a number of steps were taken to try and deal with their correspondence. These included redirecting emails, instigating a single point of contact, instigating set hours to call the Council, and no longer logging complaints about certain issues. Restricting a customer's contact with the Council is only ever done as a last resort.

7 Comments

- 7.1 There has been an increase in the amount of comments received from 239 in 2019/20 to 276 in 20/21; this is a 15.5% increase from last year. Even though the current Feedback Policy and website informs customers that they will receive no response to a comment, this is not being reflected in the type of comments that are being submitted. As in the previous year, the majority of comments continued to take the form of a variety of questions, when people are obviously at a loss as to know how to contact the Council.
- 7.2 The themes for comments largely remain the same as previous years and are mainly regarding bin collections, waste recycling sites and queries around timescales for problems to be actioned.
- 7.3 Despite the fact that comments should normally not receive a response, it is important for IOs to be aware of the comments that are being made by customers as they can highlight reoccurring issues, particularly after any changes have been made within a service area. Also, a number of comments being made and these being actioned can prevent an issue turning into a formal complaint.

8 Compliments

- 8.1 This year saw a 13.8% decrease in compliments from 1,739 to 1,499. The majority of compliments received are for individual members of staff. Front line services account for the majority of compliments received as highlighted in the table below. It is also important to note at this point that many of these front facing services saw decreases in their compliments which can in all likelihood be attributed to the COVID pandemic, a good example being leisure services who closed many of their leisure centres in response to the pandemic.

Directorate	2020/21
Children, Families and Schools	123
Adults, Health and Customer Services	537
Corporate Resources	18
Communities and Environment	747
Planning and Economic Regeneration	74
TOTAL	1,499

- 8.2 It is important to note that Communities and Environment, whilst having the highest amount of complaints, also received the highest amount of compliments too. In 2020/21, Streetscene Services once again received the largest amount of compliments across the Council, with refuse collectors and grounds crews providing an excellent service prompting the compliments.

8.3 Many of the compliments mention a customer's thanks when they have reported or complained about a problem and this has been actioned quickly, emphasising the importance of providing good responses to customer complaints and the reliance these service areas have on customers self-reporting actions to be undertaken. Additionally, over 70 compliments were received by the Community Hub complimenting staff for the excellent service that the Council has provided throughout the COVID pandemic. A large proportion of the compliments were in relation to the food parcels that were arranged and delivered to people and also the medication collection/delivery that were arranged.

9 Ask the Leader

9.1 Ask the Leader is an additional feedback channel which allows customers to send questions to the Leader directly. This feedback channel was put in place to allow customers to share ideas with the Leader and express views on major Council issues. The questions for Ask the Leader during 2020/21 focussed on COVID-19 tiers and litter.

9.2 The number of Ask the Leader requests received by the Council has decreased, with 38 requests being accepted in 2020/21 compared with 65 in the previous year. This decrease is most likely linked to two things, the removal of the Ask the Leader banner on the Council website and the COVID pandemic. The ten-day response rate for Ask the Leaders increased in 2020/21 to 78.9%; in contrast to the previous year's response rate of 61.5%. The table below shows response rates by directorate.

Directorate	Number of Ask the Leader's Received	Number Responded to within Timescale	10 Day Response Rate
Children, Families and Schools	0	0	-
Adults, Health and Customer Services	13	8	61.5%
Corporate Resources	2	1	50.0%
Communities and Environment	16	16	100.0%
Planning and Economic Regeneration	7	5	71.4%
TOTAL	38	30	78.9%

9.3 There were a number of Ask the Leader requests in 2020/21 that were responded to outside of the ten working day timescale. A number of factors contributed towards the delay in departmental responses being sent to the customer. These have been looked at and in the majority of cases delays can be attributed to the officers/service involved in the process. All those involved have been reminded of the need to prioritise responses. Steps have also been taken to ensure that officers receive more timely updates on Ask the Leader response rates, further information on this is outlined later in the report.

10 Customer Contact

10.1 A customer can provide the Council with feedback in a variety of ways including email, face to face, post, and telephone and, via the Council's website. During 2020/21, the Council received 40.8% of the feedback via telephone.

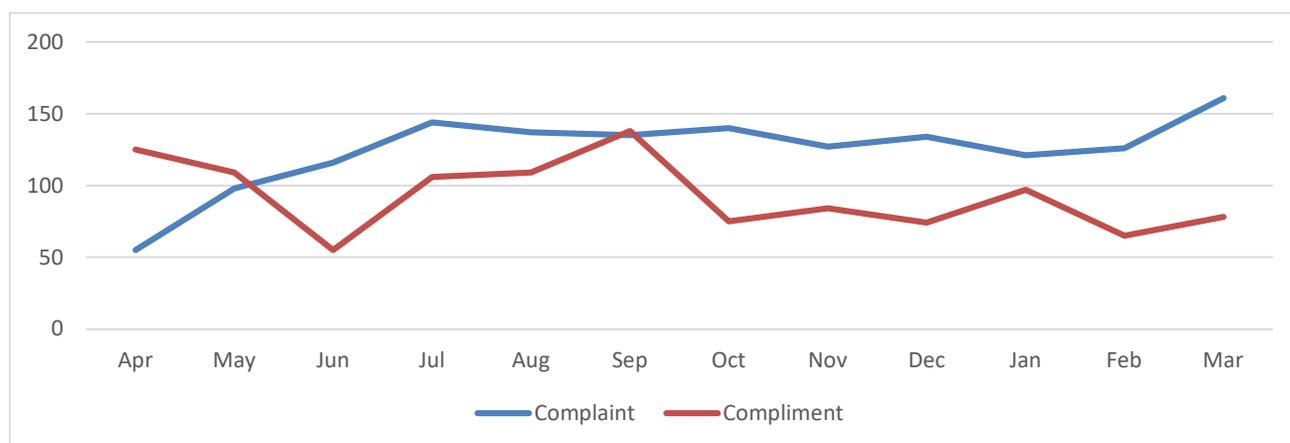
10.2 Where recorded, the table below shows a breakdown of the ways in which the Council received feedback in 2020/21. As expected, due to the COVID pandemic face to face and post interactions have fallen from the previous year.

Contact Method	Complaints	Comments	Compliments	Ask the Leader	%
Email	235	34	559	0	28.7%
Face to Face	6	1	45	0	1.8%

Post	43	2	66	0	3.8%
Telephone	765	100	312	0	40.8%
Website	445	139	133	38	24.9%
TOTAL	1,494	276	1,115	38	100%

* Please note: the figures used in this table do not include feedback received by the Customer Relations Team.

10.3 Further analysis has been completed in relation to when the Council receives feedback and data shows that complaints tend to increase slightly across the spring and summer months. This increase can be attributed to the increase in summer work being carried out by front line services, such as grass cutting. Compliments however tend to be higher throughout the autumn months, although remain high throughout the year. The COVID pandemic appears to have had little impact on when complaints and compliments are made with increases attributed to the adapted/new services (such as activity packs from children centres and day centres for service users, PPE equipment distribution and the provision of online lessons via the Schools Music Service).



10.4 In 2020/21, the wards which account for the most complaints in the East Riding are East Wolds and Coastal ward, Minster and Woodmansey ward and St Marys ward. These three wards account for over 15% of all complaints received by the Council. The numbers of complaints range from 23 to 86 across the wards.

10.5 The wards with the highest number of team solutions/concerns differ to complaints with East Wolds and Coastal ward, Pocklington Provincial ward and Wolds Weighton ward having the highest number. These three wards account for over 26% of all solutions/concerns received by the Council. The numbers of team solutions range from 0 to 25 across the wards.

10.6 The wards with the highest number of compliments were Pocklington Provincial ward, St Mary's ward and Bridlington South ward. However, this only equates to just under 10% of all compliments, which shows they are more evenly spread across the wards. The numbers of compliments range from 8 to 49 across the wards.

11 Defamatory Material

11.1 If anyone finds material on the Council website which they allege is defamatory (e.g. comments which have/or are likely to cause serious harm to the reputation of the complainant) then they are required to complete the Council's defamatory material notice of complaint form.

11.2 In 2020/21, five notices were received, all in relation to Planning and Development Management. Two of which did not meet the definition of defamatory material and were therefore not progressed further but three of which were upheld. In all three cases, the defamatory information was removed.

12 Future Development

- 12.1 The Councils Feedback Policy is currently being reviewed to ensure that any best practice or necessary improvements are captured. Prior to this review taking place work had already started to improve consistency across all existing feedback channels, ensure that options are available to officers who log feedback to prioritise items which require looking at as a matter of urgency, and improve the way in which lessons learnt are captured. Unfortunately, this work has been delayed due to the COVID pandemic and the fact that the feedback system (Contact 360) was due to be replaced, this meant that development time was limited.
- 12.2 The intention now is to update the Feedback Policy and review how feedback is handled in conjunction with the replacement of Contact 360. The team are already working closely with ICT to ensure that the new system has a process for capturing feedback and that it reflects the changes which are planned subject to approval of the updated Feedback Policy.

13 Conclusion

- 13.1 2020/21 saw an overall decrease in the feedback the Council has received however, much of this decrease will inevitably be a result of the COVID pandemic. The Feedback Policy continues to be an important tool allowing customers to let the Council know about issues affecting them. It still remains a first port of call for many to raise an issue that may have been ongoing for a while.
- 13.2 Although it is clear from the report that customers are able to make complaints and the majority are dealt with at the early stages of the feedback process, opportunities still remain to make improvements to the process. These are currently being explored as highlighted in the report.

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Feedback Service Area Breakdown

Directorate	Service Area	2020/21 Compliment Numbers	2020/21 Corporate Complaint Numbers	2020/21 Corporate Complaint in Time Response Rate	2020/21 Team Solutions
Children, Families and Schools	CYP Education and Schools	19	0	N/A	3
	CYP Support and Safeguarding Services	34	0	N/A	88
	CYP Specialist Services	70	14	18%	16
Planning and Economic Regeneration	Asset Strategy	8	18	94%	N/A
	Economic Development	11	9	100%	N/A
	Planning & Development Management	55	80	93%	N/A
Communities and Environment	Housing, Transport and Public Protection	119	171	98%	N/A
	Infrastructure and Facilities	22	52	98%	N/A
	Revenues and Procurement	239	127	100%	N/A
	Streetscene Services	367	898	98%	N/A
Corporate Resources	Finance	17	6	100%	N/A
	Human Resources	0	4	75%	N/A
	Legal & Democratic Services	1	21	100%	N/A
	Digital, Change and Technology	0	15	100%	N/A
Adults, Health and Customer Services	Adult Services	117	0	N/A	87
	Business Management & Commissioning	144	0	N/A	95
	Culture and Customer Services	212	91	100%	N/A
	Public Health	64	2	100%	N/A
TOTAL		1499	1508	97%	289