

APPENDIX D – Common themes for why complaints were upheld and initiatives in place to address the issues raised

Theme	Description	Initiatives in place
Communication and expectation management	Includes references to the accuracy and timeliness of information given to the customer or members of the public, as well as not communicating the reasons behind decision making that directly impacted on the customer or what actions would be taken to remedy the customer's issues.	<ul style="list-style-type: none"> ▪ We are clear on our service levels and publish details if/when they change, but we also need to hold a collective line on the new levels even if they are unpopular. ▪ Continue to remind frontline staff, services and providers to consider the impacts on clients and customers, consistent with our values, priorities and commitments in the Corporate Plan.
Absence of accurate record keeping	Includes references to records not being kept updated with important information, either for the customer, Council or Ombudsman's investigation.	<ul style="list-style-type: none"> ▪ Continue to remind frontline staff, services and providers to consider the impacts on clients and customers, consistent with our values, priorities and commitments in the Corporate Plan. ▪ Ongoing focus of Information Lead Officers Group to ensure accuracy and timeliness of data updates.
Equality and diversity	Includes references to complainants' disabilities (e.g. autism) or vulnerabilities (e.g. age) not being taken into consideration when PCC staff dealt with the person or issue.	<ul style="list-style-type: none"> ▪ In support of the Council's Corporate Plan, we have identified equalities and diversity as a key priority and recently developed a new policy to address this. ▪ As part of the policy, the Council has introduced mandatory training in equalities and diversity.
Awareness of policy	Includes references to any component of Council or national policies or agreements that were not fully adhered to.	<ul style="list-style-type: none"> ▪ Continue to ensure that line management is aware of the obligations and policies that govern the provision of their services and that their staff and services follow them.