

## **MAIDSTONE BOROUGH COUNCIL**

### **CABINET MEMBER FOR CUSTOMER SERVICES**

**October 2004**

#### **COMPLAINTS HANDLING**

##### **1. Background**

1.1. The issue of complaints handling has previously been considered by the Cabinet Member, the Council's Standards Committee and the Customer Services and External Affairs Overview and Scrutiny Committee. In considering the last report on complaints, the Scrutiny Committee raised a number of concerns in respect of the report including:

- the need to establish benchmarks against which performance could be monitored and compared against other authorities;
- The need to clarify what was a complaint and what was a request for service;
- The need to have a breakdown of complaints by section and to have regular updates on performance;
- A concern that Service Level Agreements with back office sections had not yet been finalised;
- The need to ensure consistency across the Council.

1.2. In light of these concerns, the Cabinet Member decided that further work should be undertaken by Officers on these matters.

1.3. More recently, the CPA report noted that "Current corporate complaint handling processes are poor. Complaints made to the council by members of the public are not presently recorded, with the exception of housing, unless they are in writing to the chief executive. Responses to those complaints which are recorded are frequently made outside the council's own target timescale. The council does not have any way to review complaints to identify emerging themes or poor service performance. Customers do not get a good service if they complain."

1.4. In light of this, Officers have undertaken a fundamental review of the Council's complaints procedures. As part of this process, Officers have met with Camden Council (until recently, the only council to receive BSI accreditation for its complaints procedures) and the Local Government Ombudsman. A visit has also been arranged to Marks and Spencer to try to learn lessons from the private sector.

1.5. In contrast to the report that was submitted to the Cabinet Member in April which recommended an incremental approach focusing in the first instance on stage two, a more fundamental review is proposed.

## 2. **What is a Complaint?**

- 2.1. In the last report on complaints, the issue of what actually constitutes a complaint was raised. The Council defines a complaint as “a formal expression of dissatisfaction, however made, about the standard of service, actions or lack of action by the council or its staff affecting a customer or group of customers”. It also stipulates that a complaint is not a request for service.
- 2.2. The last report noted that there was a large discrepancy between the actual number of complaints recorded as being received by the Council and the public’s perception of the number of complaints they had submitted.
- 2.3. One of the issues that was made clear in the course of the Best Value Review is that there is a dissonance between what the Council regards as a complaint and what the public regard as a complaint. Over 20 per cent of people surveyed said they had made a ‘complaint’ to the Council within the preceding 12 months. This would equate to some 20-25,000 ‘complaints’ per year – far in excess of those currently within the complaints system (where only some 500 are recorded per annum).
- 2.4. The most likely explanation for this is the public regard problems they have reported such as failed street lights, litter in the street or potholes as complaints whereas the Council has traditionally regarded them as ‘requests for service’. It may well be time to change this: if a street light is not working or if a street is not clean, that is a “formal dissatisfaction about the standard of service” or a “lack of action by the council” under the definition of a complaint. A further reason for the disparity is that, at the present time, complaints are only formally logged and recorded when they are reported to the Chief Executive (i.e. at stage two).
- 2.5. In the last report, it was suggested that the Council should move to a broader definition of a complaint. Both the scrutiny committee and Standards Committee were concerned about this move, feeling that some issues (such as failed streetlights or potholes) should more properly be classified as ‘requests for service’.
- 2.6. Complaints can broadly be placed into one of four categories:
  - Complaints or inquiries about Council services;
  - Complaints or inquiries about Council policies;
  - Complaints or inquiries about Council administration; and
  - Complaints about individuals; and

Complaints about policies, administration and individuals will be dealt with as set out below however, in the first instance, complaints and inquiries about council services (for example, a missed bin, pothole, streetlights out etc) will be dealt with as a request for service. In other words, the inquiry will be logged and dealt with in accordance with Council service standards. For example, a missed bin, if reported by mid-day will be collected the same day. If reported after mid-day, it will be collected the following day. If a service is

then not carried out within the specified timescales, the inquiry will then be treated as a complaint as set out below.

- 2.6.1. If a customer is adamant that they wish to complain, then they will be able to fill out either a complaint form or an online e-form. In exceptional circumstances, a member of staff may help a customer complete a form but a vital element of the Council's complaints procedure is that customers own their complaint and the Council will not accept anonymous complaints. In such circumstances, customers will be asked to sign the complaint form.
- 2.7. It should be noted that appeals against parking fines would be dealt with under the terms of the Road Traffic Act and would not be considered as being complaints. However, complaints about Council policy or about individuals would be dealt with as set out in this report.

### 3. **Stages of a Complaint**

- 3.1. The Local Government Ombudsman (LGO) advises that "all complaints systems need at least two stages... More than three seems excessive".
- 3.2. It is recommended that the Council should retain a two-stage complaints procedure as, in the words of the LGO: "The more stages there are, the more difficult it is to resolve complaints quickly and without waste; and the complainant's grievance can be increased by their having to jump through too many hoops".
- 3.3. It is therefore proposed that there should be two stages to a complaint:
  - Complaints at **Stage One** should be the responsibility of a Head of Service.
  - Complaints at **Stage Two** should be handled by the Head of Corporate Law and the Council's Monitoring Officer who will also become the Council's 'Complaints Champion'.<sup>1</sup> This reflects advice received from the Local Government Ombudsman that Stage 2 complaints should be dealt with by an officer within the Chief Executive's department but not the Chief Executive. The Complaints Champion will, however, draw to the Chief Executive's attention any trends or issues that may require his attention and will inform him of any complaints that have been escalated to the Ombudsman.

### 4. **Recording Complaints**

- 4.1. One of the concerns raised by the CPA report was that the Council does not currently record complaints at Stage One. This does not accord with best practice set out by the LGO and prevents the Council from gathering information on trends in complaints. Camden produce regular reports on

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<sup>1</sup> The Council's Complaints Champion will assume overall strategic responsibility of the Council's complaints procedures. He/she will take a lead will also assume responsibility for providing advice on complaints issues such as: vexatious complainants, who should lead on cross-cutting complaints and compensatory payments

complaints which form part of their overall performance management framework.

- 4.2. It is therefore proposed that complaints are filtered through the Council's contact centre.
- 4.3. The contact centre would act as a 'clearing house' and CRM technology would allow complaints to be tracked, dealt with within the specified timescales and reports produced. All documentation relating to the complaint (including the response) would be 'DIP'd (Document Image Processed – scanned) and electronically stored providing for easy access to material if a complaint is escalated to Stage Two or the Ombudsman.
- 4.4. This would inevitably add to the overall time taken to deal with complaints (rarely more than one day and usually a matter of only hours) but it would offer a number of advantages, namely:
  - All complaints would be logged and recorded centrally
  - All complainants would be given a reference number allowing them to track the progress of their complaint and ensuring that no complaint would be escalated to Stage Two without first having been considered at Stage One (i.e. no complaint would be escalated without a reference number)
  - The Council would have a mechanism to track complaints and directors would be alerted if a complaint was not responded to within the specified timescales.
  - The system would allow regular reports to be produced for discussion at either section meetings or directorate management teams.
- 4.5. The system would be as follows:
- 4.6. Telephones:
  - 4.6.1. When anyone receives a complaint (regardless as to whether it relates to their service area or not), they should access an e-form (which will be linked to the Council's CRM) via the Council's intranet and complete all the required fields. Once the complaint has been submitted, a reference number will be generated with a script which the officer can then give to the customer, allowing them to track their complaint and escalate it if necessary.
  - 4.6.2. If the person receiving the complaint is able to resolve it satisfactorily there and then, they should tick a box on the e-form and the complaint will be treated as having been resolved at Stage 1.
  - 4.6.3. If the person receiving the complaint is unable to resolve the complaint then they should inform the customer that their complaint has been recorded and that it will be dealt with within 10 days (in accordance with the Council's complaints timescales). The complaint will be forwarded by the contact centre to the appropriate Head of Service to coordinate a response. The CRM system will log who the complaint has been sent to and when a response is due enabling customers to 'track their complaint' and Directors, through their PAs (who will have access to Front Office – the Council's CRM solution). When a complaint has been resolved, the Head of Service must ensure that the e-form is updated and that any relevant documentation is sent to the

contact centre by e-mail or in an envelope marked 'complaints' to be stored electronically.

- 4.6.4. If a complaint is considered urgent, a separate procedure applies (see 4.11)
- 4.6.5. If the person receiving the complaint does not have access to a computer or if, for any reason, they are unable to access the e-form, they should take details from the complainant, including a telephone number, inform them that someone will contact them, and pass the details on to the contact centre.
- 4.6.6. The Council will publicise a single telephone number for complaints.
- 4.6.7. The Council will continue to monitor and record calls received by the Contact Centre.
- 4.7. Complaints in Person:
  - 4.7.1. Where a complaint is received in person, the person dealing with the complaint (invariably a member of the contact centre) should follow the process map for a complaint. Where a complaint can be dealt with immediately, this should be recorded in the Council's CRM. Where this is not possible, the complainant should be informed that their complaint will be dealt with as soon as possible (and in any event within 10 working days).
  - 4.7.2. As with complaints by telephone, if a complaint is considered urgent, a separate procedure applies (see 4.11)
- 4.8. E-mails:
  - 4.8.1. As with telephone calls, officers receiving a complaint via e-mail should complete an e-form to log the complaint and, in so doing, receive a reference number. If they are able to resolve a complaint satisfactorily, they should respond, quoting the reference number. As with a telephone call, they should tick a box on the e-form and the complaint will be treated as having been resolved at Stage 1.
  - 4.8.2. If they are unable to resolve a complaint satisfactorily, they should forward the e-mail, using the reference number as the 'subject' to 'complaints@maidstone.gov.uk' within the contact centre who will forward the complaint to the appropriate Head of Service to coordinate a response, making a note of who they have been sent to. As with telephone calls, when a complaint has been dealt with, the Head of Service must ensure that the e-form is updated and that any relevant documentation is sent to the contact centre by e-mail or in an envelope marked 'complaints' to be stored electronically.
  - 4.8.3. Over time, the Council will widely publicise a single e-mail address for complaints: '[complaints@maidstone.gov.uk](mailto:complaints@maidstone.gov.uk)'. E-mails coming into this address will be dealt with by the contact centre who will log the complaint on the CRM and forward the e-mail on to the appropriate Head of Service as set out above.

#### 4.9. E-forms:

4.9.1. An e-form (electronic form) will be developed, allowing customers to submit a complaint directly via the Council's website. These complaints will come directly to the contact centre where they will be logged and sent to the appropriate Head of Service for a response. Once the complaint has been dealt with, the Head of Service must ensure that the e-form is updated and that any relevant documentation is sent to the contact centre by e-mail or in an envelope marked 'complaints' to be stored electronically.

#### 4.10. Letters:

4.10.1. Any complaint received by letter should be sent, in the internal mail to the contact centre with the envelope marked 'Complaint'. If the recipient is able to respond to the complaint, they should do so and send a copy of their response in the envelope with the original complaint. If the recipient is unable to deal with the complaint, it will be DIP'd and sent to the relevant Head of Service for a response.

#### 4.11. Urgent Complaints

4.11.1. There will inevitably be occasions where a complaint, particularly if received via the telephone or in person will be urgent. In these circumstances, a complaint will be dealt within 48 hours.

#### 4.12. Cross-Cutting Complaints

4.12.1. Where a complaint cuts across a number of service areas, the contact centre will forward the complaint to the Council's Complaints Champion. He/she will then determine which Head of Service should take primary responsibility for handling the complaint.

#### 4.13. Monitoring

4.13.1. By using the CRM, Directors (via their PAs) can be provided with a regular breakdown of performance in this area and complaints which are not being handled within the stipulated time periods can be drawn to their attention.

### 5. **Timescales**

5.1. At the present time, the Council has a target to deal with all complaints within 10 days though records held on Stage 2 complaints show that this target is met in only about 50 per cent of cases and has, at times, fallen as low as 18 per cent. Whilst the Council's deadlines are considerably tighter than other local authorities, it is proposed that the deadline of 10 working days for dealing with a response (receipt to dispatch) at Stage 1 should be retained. It is proposed that the timescale for responding to Stage 2 complaints should be increased to 20 working days. The CRM system will auto-generate letters informing customers whether either that their complaint is currently being looked at or, if it has been resolved, it will ask them whether they have been satisfied with the way in which it has been dealt with.

5.2. This is not an effort to 'move the goalposts' from targets that are not being met, but is rather a genuine reflection of the time needed to handle a complaint at Stage 2 satisfactorily.

5.3. Payment of compensation for failure to deal promptly with a complaint

5.3.1. As part of an effort to ensure that the Council meets its timescales for handling complaints, it is proposed that compensation will be paid to the complainant from the service in question where the Council has exceeded its stated deadlines for handling complaints. It is suggested that compensation should amount to £10 per month of delay. This is a model that has been used by other councils including Camden and Brent where it had a significant impact on reducing delays. The compensation will not apply if the complainant has contributed to the delay or if a complaint is exceptionally complex and the additional time taken is reasonable. If there is a good reason for the delay, the complainant must have been kept in touch with progress on the complaint. The compensation policy will be overseen by the Complaints Champion who will produce regular reports on payments that have been made.

5.3.2. The proposed compensation policy (under Section 7 of the Local Government Act) will require the approval of full Council to be introduced. It is recommended that delegation should be given to the Chief Executive to introduce a compensation scheme.

6. **Vexatious Complaints Policy**

6.1. A very small minority of complainants make complaints that are vexatious, in that they persist unreasonably with their complaints, or make complaints in order to make life difficult for the Council rather than genuinely to resolve a grievance. This may involve making serial complaints about different matters, or continuing to raise the same or similar matters over and over again.

6.2. It is suggested that the Council should introduce a vexatious complainants policy. A draft policy is set out at Appendix A.

7. **Compensation and Other Remedies**

7.1. At present, the Council has no set policy for agreeing compensation or other 'on the spot' remedies. Compensatory payments or other remedies fall into two categories: those that the Council makes as a result of a judgement by the LGO and discretionary payments.

7.2. The situation with respect to discretionary payments has recently been clarified by Section 92 of the Local Government Act 2001 which has now removed all doubts by giving local authorities the express power to make compensatory payments.

7.3. The Audit Commission Best Value Review of Complaints in the London Borough of Waltham Forest estimated that complaints cost the Council £30 at Stage 1, £57 at Stage 2 and £157 at Stage 3. There is no mechanism to assess the cost of complaints at each stage in Maidstone but it is fair to suggest that they would be largely comparable to the first two stages in Waltham Forest. Clearly, if a complaint can be settled adequately at Stage 1, it will often be cheaper in the long run. In making discretionary payments, the key principle has to be cost: that money should be saved in the long run. In some instances, alternatives to financial compensation could be used. Camden, for example, offer a free swim or an enhanced service where a justifiable complaint has been made against their Leisure Services Department. This has resulted in Leisure Services having the lowest proportion of escalated complaints in the Council. A draft compensation policy is currently being developed and will be presented to the Cabinet Member in due course. In the meantime, Heads of Service will be encouraged to consider whether discretionary payments or services should be granted where a justifiable complaint has been made.

## 8. **Other issues**

### 8.1. Customer satisfaction

8.1.1. When the Cabinet Member last considered the issue of complaints, the Council was firmly in the bottom quartile with respect to BVPI4 – the proportion of those making complaints satisfied with the way in which they have been handled – at just 34 per cent. The data for the indicator is collected nationally every three years and whilst the Council has not improved its performance in absolute terms – the figure remains at 34 per cent – other councils' performance has worsened meaning that Maidstone has now improved relatively to the upper quartile. Clearly, it would be hoped that the measures outlined in this report will contribute to an overall improvement in BVPI4 both in relative and absolute terms.

8.1.2. Three further initiatives are being explored in terms of measuring and improving customer satisfaction with the handling of complaints at Maidstone Borough Council:

- The Council is one of the first local authorities to participate in the National Complaints Culture Survey which will assess the Council's strengths and weaknesses and overall customer with its complaints handling;
- The Council will pursue British Standards Institute accreditation for its complaints handling processes – no district has currently achieved this; and
- The Council will seek a Chartermark for its complaints handling processes.

These initiatives are being explored by the Council's Customer Action Teams and a report will be produced in due course.

### 8.2. Complaints Awareness

8.2.1. Clearly, if any complaints policy is to be successful, all staff will have to have confidence in the process and understand their responsibilities. Efforts will be

made to include complaints training within the customer care training programme and the Council is currently exploring the possibility of collaborating with the Local Government Ombudsman to provide an online training solution or a complaints training dvd for staff. Resources will also be made available to staff such as pro-forma responses to complaints and advice on issues such as vexatious complainants and compensation/remedies (as outlined above).

8.2.2. It is also proposed that the Council will also work to promote public awareness of its complaints process by redesigning the complaints leaflet and improving information made available via the web.

### 8.3. Monitoring and assessing

8.3.1. The Best Value Review of Customer Care noted that, at present, enquiries are not tracked and monitored on corporate basis. The CPA Inspection Report made a similar criticism. Experience elsewhere suggests that complaints can be a useful part of a council's performance management system. By recording complaints in the CRM solution, the Council will be in a better position to analyse trends in complaints and respond accordingly. Regular reports will be provided to Management Team, Standards Committee and the relevant overview and scrutiny committee and guidance will be issued to directorates on how complaints should be monitored and assessed (for example, as a standard item on Directorate Management Team meetings). In addition, an annual report will be produced which will assess issues such as the number of complaints (with breakdown by directorate/issue) the timeliness of responses and any issues which may need addressing.

### 8.4. Contractors

8.5. Clearly, many Council services are no longer delivered by the Council but by contractors working on its behalf. As contracts come up for renewal, the Council will work to develop a situation whereby contractors use the same standards as the Council for dealing with complaints they receive. Where complaints are received by the Council, service level agreements will be developed which specify an identified point of contact from the contractor and timescales for providing required information. Contracts will also require contractors to provide the Council with information on complaints they receive to enable it to monitor and assess trends and patterns.

## **Guidance Note: Dealing with persistent complainants**

### **Introduction**

1. Many complainants are angry and aggrieved, sometimes with good cause. Most behave in legitimate ways. A very small minority make complaints that are vexatious, in that they persist unreasonably with their complaints, or make complaints in order to make life difficult for the Council rather than genuinely to resolve a grievance. This may involve making serial complaints about different matters, or continuing to raise the same or similar matters over and over again.
2. This note sets out guidance for dealing with vexatious complainants.

### **The problem in perspective**

3. It may seem that there are more vexatious complainants than is the reality. They can be difficult and time consuming, and so they tend to stay in mind. In fact, their numbers are small.

#### Is a complaint vexatious?

4. It is important to distinguish between people who make a number of complaints because they really think things have gone wrong, and people who are simply being difficult. It is important to remember that complainants will often be frustrated and aggrieved and it is therefore important to consider the merits of the case rather than their attitude.
5. Even though someone has made vexatious complaints in the past, it cannot be assumed that the next complaint is also vexatious. Each complaint must be considered, and a decision made as to whether it is vexatious or genuine. There is no way of avoiding reading and evaluating each piece of correspondence. This need not be time consuming, but it must be done.

#### Complaints about the same matter

##### a) No new information

6. If a complaint is about essentially the same matter that has already been considered, with only very minor differences, and does not contain any new information, the following action should normally be taken:
  - If the complainant has not exhausted the Council's complaints procedure, they should be referred to the next stage of the procedure. Another officer should then check that the decision on the complaint is correct, and write to tell the complainant telling them how to escalate their complaint in the normal way.
  - If they have exhausted the complaints procedure but not been to the Ombudsman, they should be referred to the Ombudsman. They should be advised that if they wish to complain to the Ombudsman, that they should do so sooner rather than later.

- If the Ombudsman has found there is a case of maladministration, the Council will consider the report.
  - If they have been to the Ombudsman, and they do not agree with the Ombudsman's decision, they should be referred back to the Ombudsman.
7. If the complainant does not pursue the complaint to the next stage, and continues nonetheless to correspond, the correspondence must be read by the officer who originally dealt with the complaint. If it raises no significant new matters and presents no new information, the earlier advice should be referred to (see point 6 above). The complainant should be warned that the Council will not enter into any further correspondence about the matter, other than as set out above.
8. If the complainant still does not take this advice, any further correspondence that does not raise any significant new matters or present any new information should simply be filed with no acknowledgment sent.

#### b) New information

9. If the complaint contains new information, this must be evaluated by the officer dealing with the complaint. A response should then be sent the complainant. The letter must include telling the complainant of the next appropriate stage in the complaints procedure.

#### Complaints about similar matters

10. The most difficult vexatious complaints to deal with are often complaints that are slightly different from the original complaint, but about the same broad area of activity. A decision will have to be made as to whether or not the matters are sufficiently different to justify being considered as a new complaint (see below).

#### **Complaints about different matters**

11. If a complainant keeps making complaints about different matters, each complaint should normally be considered in the usual way under the complaints procedure.

#### Trivial complaints

12. However, if the new complaints are about entirely trivial matters, or matters that have clearly not caused the complainant any injustice, it may be appropriate to close down the complaint at Stage 1. This should only be done with the agreement of the Director concerned in consultation with the Council's Complaints Champion (the Head of Corporate Law and Monitoring Officer). The complainant should be told this, and there is no need to provide any right to appeal other than to the Ombudsman. Subsequent complaints should then simply be noted.

#### Vexatious complaints made by telephone

13. A complaint to the Council does not have to be made in writing. However, if a complainant keeps telephoning either to discuss an existing complaint or to make

a new complaint, and this is proving time consuming and disruptive, it may be reasonable to ask them to put their concerns in writing and to discontinue the call. If the problem persists, it may be reasonable to tell the complainant that the Council will, for a set period, not accept telephone calls and only deal with the complainant in writing.

14. If the complainant is told that the Council will only deal with his or her concerns in writing, a letter should be sent to the complainant to confirm this, how long the ban will apply, and the reason for it. At the end of the period the matter should be reviewed, and the ban lifted if appropriate.
15. There should never be a blanket ban for an unspecified period of time.
16. The decision should be made by the relevant Director in consultation with the Council's Complaints Champion.

### **Co-ordinating dealings with vexatious complainants**

17. Vexatious complainants often contact many different people within the Council, and can try and take advantage of the differing responses they may receive. It is important to try and ensure that a vexatious complainant has one main contact within the Council. In such circumstances, the Council's Complaints Champion will be able to advise on the best approach, usually by identifying a single point of contact.

### **Saying 'no' and safeguarding the Council's resources**

18. It is important not to spend large amounts of time on vexatious complainants, but skill will be needed to try and avoid inflaming an already difficult situation. It may sometimes be worth spending a bit of time defusing a situation, rather than taking a hard line and then spending even more time holding that line. The best way of handling the situation will be a matter for judgement.
19. It is not necessary to meet a complainant's unreasonable demands, or to answer every single point in an unreasonable letter. Again, judgement will be required to separate a complainant's legitimate queries from those that are unreasonable, often all within the same complaint. Skill will be required to respond tactfully and sympathetically.

### **Threatening and Abusive Complainants and Harassment**

20. Maidstone Borough Council is committed to a policy of Equal Opportunities for all, regardless of race or ethnic background, age, religious beliefs, sex, marital status or disability. As part of that commitment, the Council is committed to creating and preserving a working environment throughout the organisation where harassment and threatening or abusive behaviour is deemed both unacceptable and intolerable.
21. The legal definition of harassment is "Unwanted conduct that violates a person's dignity or creates an intimidating, hostile, degrading, humiliating or offensive

environment, having regard to all the circumstances and the perception of the victim.” (Employment Equality [Religion or Belief] Regulations December 2003). Examples of such behaviour can include:

- offensive sexual or racial remarks or offensive remarks about a person’s disability
- unwanted physical contact or assault
- intimidation
- threats
- excessive swearing or foul language

This list is not exhaustive, but is designed to give an indication of behaviour which can cause distress to someone through offence, embarrassment or fear.

22. Personal harassment is more difficult to describe but can be defined as unwanted and uninvited actions or behaviour, by one or more individuals, which causes others offence or embarrassment. It can either be an isolated incident or can be a number of acts which occur over a period of time.

#### Telephone Complaints

23. If a complainant is rude or abusive or takes an excessively long time to explain their complaint on the telephone, it is perfectly acceptable to terminate the conversation. A note should be taken of what was said (which counts against the complainant should the matter be escalated) and forwarded to the Council’s Complaints Champion. The Complaints Champion may determine that, for a set period of time, the Council will not accept telephone calls and only deal with the complainant in writing as set out in 14-17 above. The Complaints Champion may also decide to involve the police.

#### Written Complaints

24. If a written complaint is threatening or abusive, the complaint should be referred to the relevant Director for consideration. The Director may inform the complainant that the Council will not consider complaints that are threatening or abusive in tone and that the matter will be given no further consideration. In these circumstances, the letter should be filed and copied to the Complaints Champion.

#### **Further advice**

25. Advice on specific cases can be obtained from Paul Fisher, the Council’s Complaints Champion on 01622 602006.