

Cabinet Member for Policy and Leadership  
Ethics Committee  
Audit and Procurement Committee

5 December 2024  
9 January 2025  
29 January 2025

**Name of Cabinet Member:**

Cabinet Member for Policy and Leadership – Councillor G Duggins

**Director approving submission of the report:**

Chief Executive

**Ward(s) affected:**

All

**Title:**

Complaints to the Local Government and Social Care Ombudsman 2023/24

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**Is this a key decision?**

No

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**Executive summary:**

The Local Government and Social Care Ombudsman (LGSCO) is the final stage for complaints about Councils, all adult social care providers (including care homes and home care agencies) and some other organisations providing local public services. It is a free service that investigates complaints in a fair and independent way and provides a means of redress to individuals for injustice caused by unfair treatment or service failure.

Coventry City Council's Complaints Policy sets out how individual members of the public can complain to the Council, as well as how the Council will handle their compliments, comments and complaints. The Council also informs individuals of their rights to contact the LGSCO if they are not happy with the Council's decision once they have exhausted the Council's complaints process.

The LGSCO issues an annual letter to the Leader and Chief Executive of every Council, summarising the number and trends of complaints dealt with relating to that Council that year. The latest letter, issued 17 July 2024, covers complaints to the LGSCO relating to Coventry City Council between April 2023 and March 2024 (2023/24).

This report sets out the number, trends and outcomes of complaints to the LGSCO relating to Coventry City Council in 2023/24. It focuses on upheld complaints, service areas with a high number of complaints, compliance with Ombudsman's



recommendations, learning from complaints, comparisons with prior years, and how we compare to other local authorities.

**Recommendations:**

**The Cabinet Member for Policy and Leadership is recommended to:**

- 1) Consider the Council's performance in relation to complaints to the LGSCO.
- 2) Note the Council's updated complaints process and guidance.
- 3) Request the Audit and Procurement Committee to review and be assured that the Council takes appropriate action in response to complaints investigated and where the Council is found to be at fault.

**The Ethics Committee is recommended to:**

- 1) Comment on the findings.
- 2) Consider the Council's performance in relation to complaints to the LGSCO complaints that were upheld.
- 3) Note the Council's updated complaints process and guidance.

**The Audit and Procurement Committee is recommended to:**

- 1) Consider the Council's performance in relation to complaints to the LGSCO.
- 2) Note the Council's updated complaints process and guidance.
- 3) Review and be assured that the Council takes appropriate actions in response to complaints investigated and where the Council is found to be at fault.

**List of appendices included:**

Appendix 1: Local Government and Social Care Ombudsman Annual Review Letter 2024  
Appendix 2: Local Government and Social Care Ombudsman Investigation Decisions in 2023/24 for Coventry City Council

**Background papers:**

None

**Other useful documents**

Local Government and Social Care Ombudsman Annual Review of Local Government Complaints 2023-24

**Has it been or will it be considered by Scrutiny?**

No



**Has it been or will it be considered by any other Council Committee, Advisory Panel or other body?**

Yes, Ethics Committee on 9 January 2025 and Audit and Procurement Committee on 3 February, 2025

**Will this report go to Council?**

No



**Report title:****Complaints to the Local Government and Social Care Ombudsman 2023/24****1 Context (or background)**

- 1.1 The Local Government and Social Care Ombudsman (LGSCO) is the final stage for complaints about Councils, all adult social care providers (including care homes and home care agencies) and some other organisations providing local public services. It is a free service that investigates complaints in a fair and independent way and provides a means of redress to individuals for injustice caused by unfair treatment or service failure.
- 1.2 Coventry City Council's Complaints Policy, published on the Council's website at [www.coventry.gov.uk/complaints/](http://www.coventry.gov.uk/complaints/), sets out how individual members of the public can complain to the Council, as well as how the Council will handle their compliments, comments and complaints. The Council also informs individuals of their rights to contact the LGSCO if they are not happy with the Council's decision once they have exhausted the Council's complaints process.
- 1.3 The LGSCO issues an annual letter to the Leader and Chief Executive of every Council, summarising the number and trends of complaints dealt with relating to that Council that year. The latest letter, issued 17 July 2024, covers complaints to the LGSCO relating to Coventry City Council between April 2023 and March 2024 (2023/24). The letter can be found in Appendix I.
- 1.4 This report sets out the number, trends and outcomes of complaints to the LGSCO relating to Coventry City Council in 2023/24. This report focuses on upheld complaints, service areas with a high number of complaints, learning from complaints, comparisons with prior years, and how we compare to other local authorities.
- 1.5 The Council has a robust and transparent policy for handling complaints. In addition to this annual report, the Council also produces formal reports on complaints about adult social care and children's social care, to Cabinet Member Adult Services and Cabinet Member Children and Young People respectively.

**2 Options considered and recommended proposal**

- 2.1 Across all Councils, the LGSCO received 17,937 complaints and enquiries in 2023/24, up from 15,488 the previous year. The areas receiving the greatest number of detailed investigations were Children's Services (4,666), Housing (2,953), and Adult Services (2,499).
- 2.2 For Coventry City Council, the LGSCO received 80 complaints and enquiries in 2023/24, which is 7 complaints more than the previous year (73).



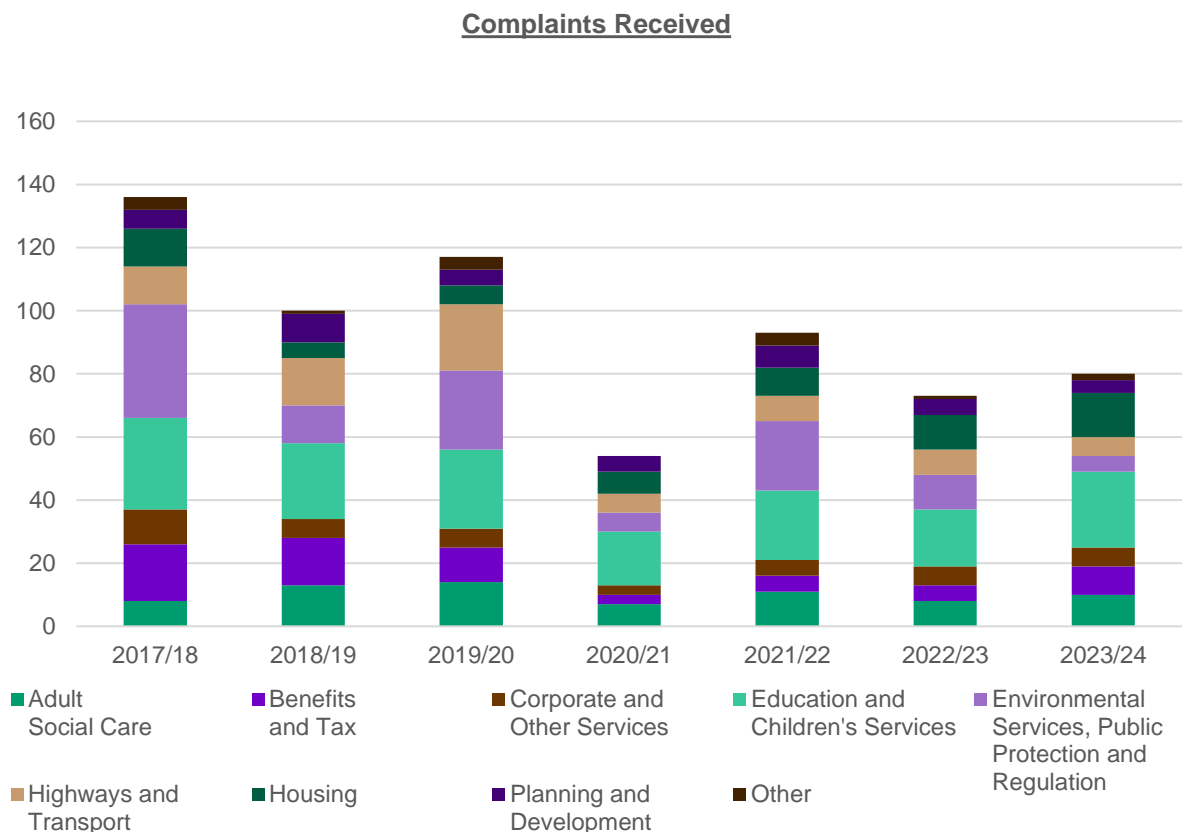
## 2.3 Figure 1.

**Figure 1: Complaints and enquiries received by category**

Category (as defined by LGSCO)	Complaints in 2022/23	Complaints in 2023/24
Adult care services	8	10
Benefits and tax	5	9
Corporate & other services	6	6
Education & children's services	18	24
Environmental Services & Public Protection & Regulation	11	5
Highways & transport	8	6
Housing	11	14
Planning & development	5	4
Other	1	2
<b>Total</b>	<b>73</b>	<b>80</b>

2.4 Figure 2 sets out how the number of complaints and enquiries received by the LGSCO in last 7 years.

**Figure 2: Complaints and enquiries received in last 7 years**





- 2.5 In 2023/24 there was a slight increase (up 9%) in complaints and enquiries received – **80** (2023/24) compared to **73** (2022/23). The category with the highest number of complaints and enquiries remained Education and Children's Services with 24 (up 33% from 18 in 2022/23). However, there was a significant decrease (55%) from 11 to 5 complaints regarding Environmental Services in 2023/24. This was almost equivalent to a 50% decrease reported in 2022/23.
- 2.6 It is not possible to comment on the Council's overall performance based solely upon the number of complaints or enquiries to the LGSCO. Interpretation is challenging in relation to number, as a high number of complaints may indicate that a council has been effective at signposting people to the LGSCO through their complaints handling process. Equally it could be argued that a high number of complaints may highlight that a Council needs to do more to resolve issues through its own complaints process and so save customers from needing to escalate their complaints to the LGSCO
- 2.7 When dealing with an enquiry, the LGSCO can choose to investigate cases where it sees merit in doing so. Following an investigation, the LGSCO can decide if a complaint is: **upheld** – where a Council has been at fault and this fault may or may not have caused an injustice to the complainant; or where a Council has accepted it needs to remedy the complaint before the LGSCO makes a finding on fault; or **not upheld** – where, following investigation, the LGSCO decides that a Council has not acted with fault.
- 2.8 In 2023/24 the LGSCO made **69** decisions relating to Coventry City Council, down from **81** the previous year:
- **2 x** incomplete/invalid.
  - **4 x** advice given.
  - **21 x** 'referred back' for local resolution.
  - **34 x** closed after initial enquiries; and
  - **8 x** complaints investigated, of which **3** were upheld and **5** were not upheld.
- 2.9 The number of complaints investigated (**8** complaints in 2023/24) decreased compared to previous years (**20** in 2022/23, and **14** in 2021/22).
- The LGSCO upheld a lower proportion of complaints they investigated than in previous years: 38% of complaints were upheld (3 out of 8) in 2023/24, compared to 85% (17 out of 20) in 2022/23, 71% (10 out of 14) in 2021/22, and 77% (10 out of 13) in 2021/20.
  - This compares to the Chartered Institute of Public Finance and Accountancy (CIPFA) statistical neighbours' upheld rate of 79%, West Midlands Combined Authority (WMCA) upheld rate of 77% and a national upheld rate of 80% for 2023/24.
  - The tables below, set out how Coventry compares to its CIPFA statistical neighbours (Figure 3) and with the West Midlands Combined Authority (WMCA) constituent authorities (Figure 4).



**Figure 3: Complaints investigated: Comparison with CIPFA nearest neighbours 2023/24**

Overall, 79% of complaints were upheld among Coventry and its 15 statistical neighbours. The authority with the highest percentage of complaints upheld in 2023/24 was Salford (100%) and lowest was Coventry (38%). Bolton had the second highest upheld rate (90%).

Local Authority	Not Upheld	Upheld	% Upheld	Total
Salford	0	11	100%	11
Bolton	1	9	90%	10
Leicester	3	18	86%	21
Wolverhampton	1	6	86%	7
Oldham	2	12	86%	14
Blackburn and Darwin	1	5	83%	6
Bristol	7	35	83%	42
Rochdale	1	5	83%	6
Sheffield	4	20	83%	24
Medway	4	16	80%	20
Sandwell	4	14	78%	18
Derby	4	14	78%	18
Bradford	9	20	69%	29
Kirklees	8	13	62%	21
<b>Coventry</b>	<b>5</b>	<b>3</b>	<b>38%</b>	<b>8</b>

**Figure 4: Complaints investigated: Comparison with WMCA constituent authorities 2023/24**

Of 211 complaints investigated across the seven constituent areas of the WMCA, 174 (77%) were upheld and 37 were not upheld. The authority with the highest percentage of complaints upheld in 2023/24 was Solihull (100%), albeit from just 5 cases, while the lowest was Coventry (38%). Walsall was the second highest on (95%).

However, the Ombudsman has made us aware that they are being more selective about the complaints they look at in detail, prioritising where it is in the public interest to investigate. This has meant that changes in uphold rates this year are not solely down to the nature of the cases going to the ombudsman. As the Ombudsman is less likely to carry out investigations on 'borderline' issues, they are naturally finding a higher proportion of fault overall.

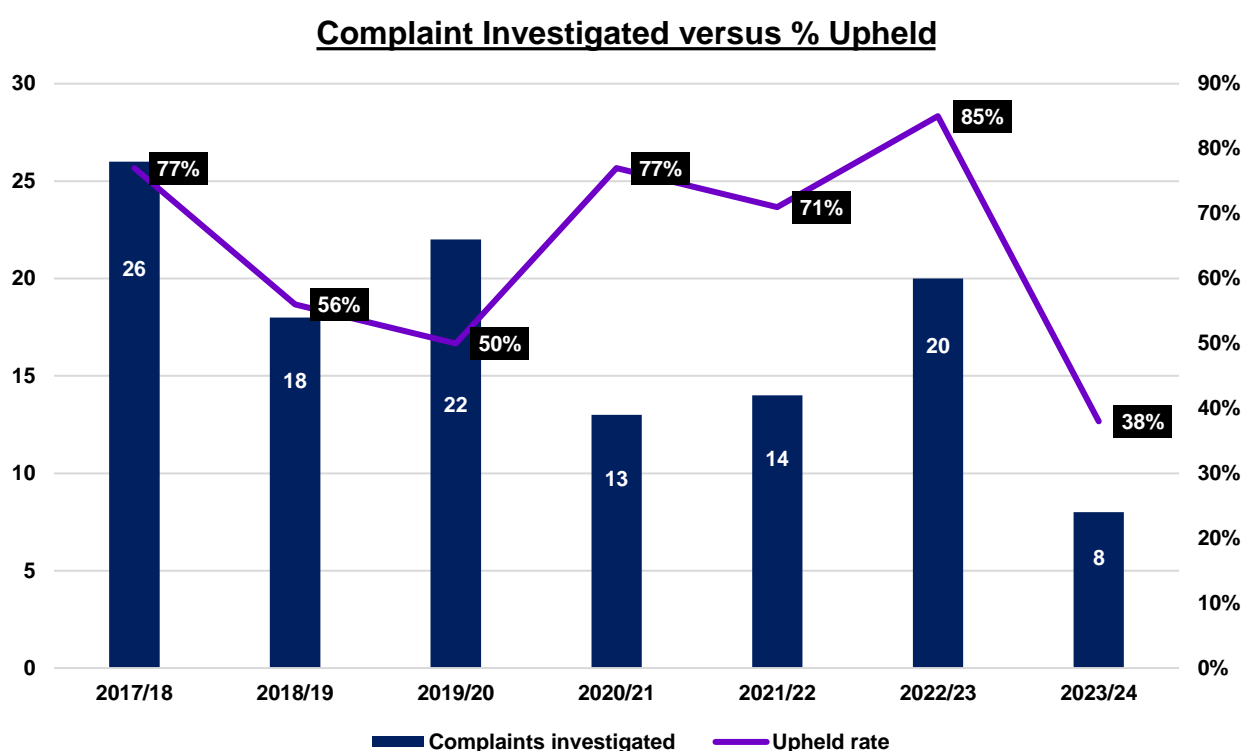
Local Authority	Not Upheld	Upheld	% Upheld	Total
Solihull	0	5	100%	5
Walsall	1	18	95%	19
Birmingham	17	115	87%	132
Wolverhampton	1	6	86%	7



Sandwell	4	14	78%	18
Dudley	9	13	59%	22
<b>Coventry</b>	<b>5</b>	<b>3</b>	<b>38%</b>	<b>8</b>

**Figure 5: Complaints investigated, and percentage upheld over the last 7 years**

Figure 5 sets out how the number of complaints investigated, and the percentage of complaints upheld by the LGSCO for the last 7 years.



2.10 Of the 3 upheld complaints for Coventry, 2 complaints had remedies determined by the LGSCO and 1 the LGSCO found that Coventry had provided a satisfactory remedy before the complaint reached them (33%). This compares to an average of 14% in similar authorities. There was 1 complaint that resulted in some form of financial redress or reimbursement (£750)

2.11 Following an investigation, the LGSCO will typically issue a statement setting out its findings and decision. If the LGSCO decides there was fault or maladministration causing an injustice to the complainant, it will typically recommend that a Council take some action to address it. Wherever possible the LGSCO will publish decision statements on its website, except where the content of the report could identify the individual complainant. In some cases, where the LGSCO upholds a complaint, the LGSCO may choose to issue a formal report of maladministration

2.12 In 2023/24, the Ombudsman reported that the Council agreed to, and carried out, the recommendations made in five cases during the year. However, it was disappointing that in two of those cases the Council did not complete the recommendations within the agreed timescales. In one case, new Community



Trigger guidance was produced two months after the agreed deadline. For further details see Appendix 2.

2.13 The following table, Figure 6, sets out details about the complaints that the LGSCO investigated by service area.

**Figure 6: Complaints investigated by service area in 2022/23 compared to 2023/24**

Service area	2022/23				2023/24			
	Upheld	Not upheld	% upheld	Response time (days)	Upheld	Not upheld	% upheld	Response time (days)
Adult social care	4	1		18	2			22
Bereavement Services	1			0				
Children's services	1			18		2		33
Corporate & Other Services						1		9
Highways		1		23	1			5
Household waste assisted collections	3			12				
Household waste collections	2			9				
Housing services	3			16		1		7
Planning	2	1		10		1		2
Regulatory Services	1			10				
<b>Total</b>	<b>17</b>	<b>3</b>	<b>83%</b>	<b>13</b>	<b>3</b>	<b>5</b>	<b>38%</b>	<b>13</b>

2.14 This year saw a decrease in the number of detailed investigations completed: 8 in 2023/24 compared to 20 in 2022/23. These related to Adult Social Care, Children's Services, Corporate & Other Services, Highways, Housing Services, and Planning.

2.15 The LGSCO typically expects Councils to respond to investigation enquiries within 20 working days. In 2023/24 we averaged 13 working days.

2.16 Satisfactory remedy decisions are complaints where the Ombudsman has decided, while the authority did get things wrong, the authority had offered a satisfactory way to resolve it before the complaint was referred to the Ombudsman. In 2023/24 the LGSCO found 33% (1 of 3) of upheld cases Coventry had provided a satisfactory remedy before the complaint reached the Ombudsman. This compares to 12% (2 of 17) in 2022/23, 10% (1 of 10) in 2021/22 and 10% (1 of 10) in 2020/21.



2.17 In Figure 6, 38% of complaints investigated were upheld in 2023/24. This compares to an average of 80% in similar authorities. Adjusted for Coventry City Council's population, this is **0.8 upheld decisions per 100,000 residents**. The average for authorities of this type is 4.4 upheld decisions per 100,000 residents. (The figures used are based on latest census data).

**Figure 7: Number of Upheld Complaints per 100,000 residents.**

Local Authority/ Authority Type	Number of Upheld Complaint per 100,000 Population	
	Upheld Complaints	Upheld Complaints per 100,000 Population
County Councils	911	4.5
District & Borough Councils	256	1.2
London Borough Councils	724	8.2
Metropolitan Councils	532	4.4
Unitary Authorities	764	4.6
Across the UK	3,215	5.6
<b>Coventry</b>	<b>3</b>	<b>0.8</b>

**Figure 8: Satisfactory remedy provided before the complaint reached the Ombudsman comparison with other WMCA constituent authorities**

Of 174 complaints upheld in WMCA area the Ombudsman considered that in only 14 cases the authority had provided a satisfactory remedy before the complaint reached them (8%).

Local Authority	Upheld cases where the authority had provided a satisfactory remedy before the complaint reached the Ombudsman		Total Number of complaints upheld
	%	Number	
<b>Coventry</b>	<b>33%</b>	<b>1</b>	<b>3</b>
Dudley	15%	2	13
Birmingham	8%	9	115
Sandwell	7%	1	14
Walsall	6%	1	18
Solihull	0%	0	5
Wolverhampton	0%	0	6

2.18 The LGSCO Annual Review Letter recognises compliance with Ombudsman's recommendations, which is included on the [interactive data map of council performance](#) which shows performance data for all councils in England. In 2023/24 the Ombudsman was satisfied we successfully implemented all their recommendations 100%. This was based on 5 compliance outcomes - 2 Adult Care Services 1 Environmental Service, 1 Housing Service and 1 Highway Services (although 2 of these enquiries related to the 2022/23 financial year).



**Figure 9: Compliance with Ombudsman recommendations**

Local Authority	Complaints where compliance with the recommended remedy recorded	
	Number	% Where remedy successfully implemented
Birmingham	115	99%
Walsall	18	99%
Sandwell	14	99%
Dudley	13	99%
Wolverhampton	6	99%
Solihull	5	99%
<b>Coventry</b>	<b>3</b>	<b>100%</b>

2.19 Following their investigations, the LGSCO recommended some changes be made to the Council's processes and procedures. A summary of the recommendations is set out in the Learning from complaints table (Figure 9). Further details about the outcomes of each of the complaints investigated this year and the actions taken are set out in Appendix 2.

## 2.20 Figure 10: Learning from complaints

Service Area	Summary of actions agreed
Adult Social Care	<ul style="list-style-type: none"> <li>• Develop practice guidance around the whole family approach.</li> <li>• Deliver training to staff in the contact team about recognising when parents need support.</li> <li>• Provide evidence of work underway to address working practices relating to communication.</li> <li>• Review record keeping procedures and language used in communications to ensure clear explanations are provided in plain English about different discharge decisions.</li> <li>• Review the way safeguarding investigations are conducted to identify why errors occur and lessons learnt.</li> <li>• Provide copy of the Home's guidance or policy document regarding the reporting of accidents or injuries sustained by service-users.</li> </ul>
Housing	<ul style="list-style-type: none"> <li>• Remind relevant staff of the proactive duty to make reasonable adjustments under the Equality Act and ensure this is communicated to applicants.</li> <li>• Draw up procedures or guidance for considering homelessness applications where children might reasonably be expected to reside with the applicant when domestic abuse is a factor.</li> </ul>
Environmental Services & Public Protection & Regulation	<ul style="list-style-type: none"> <li>• Agree to review policies and procedures for assisted refuse collections to ensure refuse workers are properly alerted to new assisted collections;</li> </ul>



	<p>and arrangements remain clear to refuse workers throughout the duration of the assisted collection.</p> <ul style="list-style-type: none"> <li>• Agree to review policies and procedures for missed refuse collection reports to ensure reports are properly recorded, responded to, and monitored for repeated issues.</li> <li>• Agree to review policies and procedures for complaints about refuse and recycling to ensure complainants receive considered responses and are told how to escalate their complaint, both within the Council's complaints procedure and to the Ombudsman.</li> <li>• Remind staff to adhere to the complaints policy, specifically providing a response or update to the complainant within the specified timeframe.</li> <li>• Ensure that reports of missed collections are escalated to the Waste Team.</li> </ul>
Highways & Transport	<ul style="list-style-type: none"> <li>• Ensure contacts received from members of the public about road contractors failing to comply with conditions are responded to promptly and where this is not possible, or the level of contact becomes too much and a drain on resources, the Council will set out reasonable and realistic levels of contact for that individual on that topic.</li> </ul>

### **3 Results of consultation undertaken**

3.1 None identified or undertaken.

### **4 Timetable for implementing this decision.**

4.1 The LGSCO Link Officer function is now part of the Council's Customer Service Team. All communication between the local authority and the LGSCO, such as complaints, enquiries, investigations, and remedies, all go via the Ombudsman Liaison Officer.

4.2 The Council's guidance and process for dealing with LGSCO complaints is set out in Complaint Handling Guidance [http://www.coventry.gov.uk/downloads/download/4587/complaints\\_handling\\_guidance](http://www.coventry.gov.uk/downloads/download/4587/complaints_handling_guidance) . Following the 2017 annual letter, this guidance was updated to ensure that investigations, particularly upheld complaints, are properly communicated to elected members. As a result:

- complaints to the LGSCO continue to be formally reported to the Cabinet Member for Policy and Leadership and the Audit and Procurement Committee every year (this report). In addition, this report is also considered by the Ethics Committee.
- complaints about Adult Social Care and Children's Social Care, including cases investigated by the LGSCO, continue to be reported through an annual report to the Cabinet Member Adult Services and Cabinet Member Children and Young People respectively.
- where an investigation has wider implications for Council policy or exposes a more significant finding of maladministration, the Monitoring Officer will consider



whether the implications of that investigation should be individually reported to relevant members; and

- should the Council decide not to comply with the LGSCO's final recommendation following an upheld investigation with a finding of maladministration or should the LGSCO issue a formal report (instead of a statement), the Monitoring Officer will report this to members under section 5(2) of the Local Government and Housing Act 1989.

## **5 Comments from the Director of Finance and Resources and the Director of Law and Governance**

### **5.1 Financial implications**

There are no direct financial implications associated with this report. Financial remedies resulting from any complaints are typically paid out of service budgets. In 2023/24 there was 1 complaint which resulted in some form of financial remedy or reimbursement, totalling £750. This is detailed in Appendix 2 and was paid out of the budget of the relevant service areas.

### **5.2 Legal implications**

The statutory functions of the LGSCO are defined in the Local Government Act 1974. These are: to investigate complaints against councils and some other authorities; to investigate complaints about adult social care providers from people who arrange or fund their own adult social care; and to provide advice and guidance on good administrative practice. The main activity under Part III of the 1974 Act is the investigation of complaints, which it states is limited to complaints from members of the public alleging they have suffered injustice as a result of maladministration and/or service failure.

The LGSCO's jurisdiction under Part III covers all local Councils, police and crime bodies; school admission appeal panels and a range of other bodies providing local services; and under Part IIIA, the LGSCO also investigate complaints from people who allege they have suffered injustice as a result of action by adult social care providers.

There is a duty under section 5(2) of the Local Government and Housing Act 1989 for the Council's Monitoring Officer to prepare a formal report to the Council where it appears that the authority, or any part of it, has acted or is likely to act in such a manner as to constitute maladministration or service failure, and where the LGSCO has conducted an investigation in relation to the matter.

## **6 Other implications**

### **6.1 How will this contribute to the One Coventry Plan?**

**<https://www.coventry.gov.uk/strategies-plans-policies/one-coventry-plan>**

The One Coventry Plan sets out the Council's vision and priorities for the city. The vision: One Coventry – Working together to improve our city and the lives of those who live, work and study here. Effective management and resolution of complaints, as well as learning from complaints, will help ensure that Council services meet the



needs of residents and communities and helps build a foundation of trust in order for the Council to have new conversations with residents, communities and partners to enable people to do more for themselves as active and empowered citizens.

## **6.2 How is risk being managed?**

It is important that the Council takes action and learns from the outcome of complaints. Appendix 2 to the report sets out the actions the Council has taken; for example, providing training, instruction and guidance to staff and improving communications between services to help to reduce the likelihood of the same fault happening again.

## **6.3 What is the impact on the organisation?**

The co-ordination and management of complaints to the LGSCO often involves considerable officer time at all levels of seniority. It includes collecting a significant amount of data, preparing and writing formal responses, and chasing to meet timescales set out. It may also require liaison with and external input from partner organisations and commissioned services.

It is therefore preferable (and beneficial) for complaints to be resolved informally at first point of contact wherever possible, or resolved through the Council's internal complaints procedures, adult social care complaints procedures, or children's social care complaints procedures, as appropriate. This would improve satisfaction for residents and communities, as well as save Council time and resources. The Council also publishes guidance on complaints handling. See link for reference [http://www.coventry.gov.uk/downloads/download/4587/complaints\\_handling\\_guidance](http://www.coventry.gov.uk/downloads/download/4587/complaints_handling_guidance)

## **6.4 Equalities/EIA**

We welcome all feedback and encourage members of the public to let us know if they have anything to say about Council services, whether that be for us to take action to put things right if something has gone wrong, or to let us know when we are doing something well.

The Council is committed to making it easy for everyone to submit compliments, comments or complaints to us, and we offer several different pathways to do so. As well as our [Compliments, Comments and Complaints](#) web page and our online [Speak Up](#) form, we also offer contact by telephone, email, social media, letter or via face-to-face contact. We also advise people that they can ask somebody else to act on their behalf, for instance, a friend or relative or Citizens Advice.

Where necessary and appropriate, translation and interpretation services, correspondence in large print, audiotape, or braille, or the services of an advocate (for instance, Barnardo's) are also available. Should a complainant remain dissatisfied following the conclusion of the Council's complaints process, they are able to refer their complaint to the LGSCO. Both the Council's complaints policy and individual complaint response letters set out the escalation process and make it clear how members of the public can do so.



6.5 **Implications for (or impact on) climate change and the environment**  
None.

6.6 **Implications for partner organisations?**

Investigations by the LGSCO may involve not only services directly provided by Coventry City Council, but also commissioned or outsourced services. In such cases, the Council will liaise with partner organisations and third-party contractors to comment or provide information as part of an investigation.

### **Additional Information**

In February, following a period of consultation, the LGSCO launched the **Complaint Handling Code** for councils, setting out a clear process for responding to complaints effectively and fairly. The purpose of the Code is to enable organisations to resolve complaints raised by individuals promptly, and to use the data and learning from complaints to drive service improvements. It will also help to create a positive complaint handling culture amongst staff and individuals.

The LGSCO issued the Code as “advice and guidance” for all local councils in England under section 23(12A) of the Local Government Act 1974. This means that councils should consider the Code when developing complaint handling policies and procedures and when responding to complaints. If a Council decides not to follow the Code, the LGSCO expects it to have a good reason for this.

The Code only applies to complaints where there is no statutory process in place. This means that some complaints about children’s services, adult social care and public health are not covered by the expectations set out in the Code. The Code does not apply to complaints about the behaviour of locally elected officials.



**Report author:****Name and job title:**

Kenneth Kanebi

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**Contact:**<mailto:Ombudsman@coventry.gov.uk>

Enquiries should be directed to the above person.

<b>Contributor/ approver name</b>	<b>Title</b>	<b>Service area</b>	<b>Date doc sent out</b>	<b>Date response received or approved</b>
<b>Andrew Walster</b>	Director of City Services and Commercial	-	14/10/2024	02/11/2024
<b>Andy Williams</b>	Director of Regeneration and Economy	-	14/10/2024	04/11/2024
<b>Colin Knight</b>	Director of Innovation	-	14/10/2024	04/11/2024
<b>Mandeep Chouhan</b>	Resident Experience Lead, Customer Services	Customer Services	31/10/2024	01/11/2024
<b>Jaspal Mann</b>	Strategic Lead, (EDI)	Public Health and Wellbeing	14/10/2024	22/10/2024
<b>Sukriti Sen</b>	Director of Childrens Services and Education	-	14/10/2024	31/10/2024
<b>Alison Duggal</b>	Director of Public Health and Wellbeing	-	14/10/2024	31/10/2024
<b>Sally Caren</b>	Head of Adult Care and Support Services and Housing	Adult Services and Housing	14/10/2024	04/11/2024
<b>Richard Moon</b>	Director of Property Services and Development	-	14/10/2024	31/10/2024
<b>Susanna Chilton</b>	Director of Human Resources	-	14/10/2024	04/11/2024
<b>Suzanne Bennett</b>	Governance Services Co-ordinator	Law and Governance	07/10/24	07/10/2024
<b>Names of approvers for submission: (officers and members)</b>				
<b>Barry Hastie</b>	Director of Finance and Resources	-	04/11/2024	12/11/2024
<b>Julie Newman</b>	Director of Law and Governance	Law and Governance	04/11/2024	04/11/2024
<b>Julie Nugent</b>	Chief Executive		04/11/2024	12/11/2024
<b>Councillor G Duggins</b>	Cabinet Member for Policy and Leadership		12/11/2024	14/11/2024

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