

Please note refreshments are available in the room from 5.30pm

## Agenda

**1. Introductions and Apologies**

*County Councillor Prynne*

To note who is attending and any apologies for absence.

**2. Notes of the Meeting and Matters Arising from 3 December 2015** (Pages 1 - 8)

*County Councillor Prynne*

To agree for accuracy the notes of the meeting and receive any matters arising.

**3. What our Elected Members have been doing (20 mins)**

*County Councillor Prynne and other Elected Members*

To note feedback from work undertaken by the Chair of the Board and our Elected Members as part of their role on the CPB, including Member visits carried out since the last meeting. There will also be an update on Housing.

### What have our Young People been doing?

**4. LINX (Lancashire's Children in Care Council) (60 mins)**

*Young People and Barnardos*

To receive feedback on the work our young people have been doing including:

Performance Report  
Young Inspectors  
Health and Wellbeing  
Fostering and Adoption Panels

### What Do We Need to Know

**5. LCC Complaints and Feedback 2014/15 (15 mins)** (Pages 9 - 28)

*Angela Esslinger*

To note the attached report and receive a presentation.

**6. CLA Attainment (15 mins)**

*Audrey Swann*

To receive an update on CLA attainment and what is being done to improve it.

**7. Any Other Business**

*County Councillor Pryn*

To receive any other business.

**8. Date and Time of Next Meeting**

*County Councillor Pryn*

Thursday, 7 April 2016 at 6.00pm in the Duke of Lancaster Room (formerly Cabinet Room 'C').

# Agenda Item 2

## Lancashire County Council

### Corporate Parenting Board

Minutes of the Meeting held on Thursday, 3rd December, 2015 at 6.00 pm in  
Cabinet Room 'C' - The Duke of Lancaster Room, County Hall, Preston

**Present: Members**

County Councillor Margaret Brindle	- Lancashire County Council
County Councillor Ian Brown	- Lancashire County Council
County Councillor Julie Gibson	- Lancashire County Council
County Councillor Dorothy Lord	- Lancashire County Council
County Councillor Sue Pryn	- Lancashire County Council
County Councillor Miss Kim Snape	- Lancashire County Council
Catherine	- representing Adoption
Tony Morrissey	- Deputy Director, Children's Services
Mark	- LINX Representative
Sam	- LINX Representative
Gavin	- LINX Representative
Kris	- LINX Representative

**Co-opted members**

Nicola Bamford	- Designated Doctor and Consultant Paediatrician, representing CCG
Debbie Ross	- Designated Nurse for CLA, representing CCG
Diane Booth	- Children's Social Care
Kate Baggaley	- Barnardos
Amanda Mansfield	- Independent Reviewing Officers
Rebecca Wilkinson	- Barnardos

**Other Attendees**

Sally Allen	- Safeguarding Manager
Sam Gorton (Clerk)	- Democratic Services, LCC
Joanna Hunt	- Lancashire Children's Rights Service
Amanda Jakeman	- Department of Work and Pensions
Matthew	- POWAR Representative
Annette McNeil	- Policy, Information and Commissioning Service
Lesley Sheridan	- Quality and Review Manager

## **1. Introductions and Apologies**

All were welcomed to the meeting and apologies were received and noted from County Councillor Lorraine Beavers, Jane Simpson and Mark Twiname.

County Councillor (CC) Prynne (Chair) would be arriving later due to earlier meeting commitments and Tony Morrissey, Deputy Director for Children's Services would Chair the meeting until her arrival.

County Councillor Tomlinson (Cabinet Member for Children, Young People and Schools) was also in attendance until 6.30pm, this was due to his attendance at Cabinet Youth Council at that time. It was noted that future meetings of the Corporate Parenting Board (CPB) and Youth Council would not be held on the same night to avoid this clash and dates already set have determined this.

## **2. Notes of the Meeting and Matters Arising from 10 September 2015**

The notes of the previous meeting were agreed as an accurate record.

Actions from the Care Leavers issues around housing has been followed up by Moya McKinney and discussions with care leavers have taken place.

Tony Morrissey also reported that he had spoken to Anne-Marie Morgan around Future Horizons and publicising this to all age appropriate CLA in-house and in agency placements.

## **3. Ofsted Inspection**

Tony Morrissey spoke to this item and began by offering an unreserved apology, especially to the CLA/Care Leavers on the "Inadequate" outcome of the recent Ofsted report that the Authority has received. He stated categorically that this "will get better" and as detailed in the PowerPoint attached, outlined actions that have been put in place to improve and reassure the young people, that the Authority is working together with outside agencies and Ofsted to make the necessary improvements.

Sadly, when Ofsted arrived there were three child deaths who were all Children in Need cases and further investigation is ongoing to see if these could have been prevented. Ofsted looked at 250 cases over the four week inspection.

Ofsted have issued 17 recommendations which covers a number of areas and again, these are detailed in the PowerPoint attached.

Tony stated that they were surprised by the judgement of inadequate, however they knew some areas were challenging and there were issues around the number of Newly Qualified Social Workers and overall caseloads for Social Workers and that the LiquidLogic system was causing significant issues also. Plans are now in place to rectify these problems.

CC Tomlinson said that the issue around data was that staff were working around it and not with it, which meant that data given was inaccurate especially around PEPs. He felt that the scale of the issues around the system was a shock as other Authorities were using it and we need to ensure that it works for Lancashire and gives the accurate data that is required and that staff are fully trained and able to input what is necessary.

Another outcome following the inspection is that every Care Leaver will be given an information pack which includes information on their entitlements and the IROs will follow this up and speak with them about it, and ensure that they understand what they have been given. This will be around housing, benefits, employment and the help of the Department of Work and Pensions (DWP) is invaluable in helping Care Leavers to ensure they get what they are entitled to and also working closely with the Borough Councils on Housing. This was something that was discussed at the previous CPB.

It was noted that no major concerns were identified in respect to Child Sexual Exploitation (CSE) other than improving data and that positive work with partners and the Lancashire Safeguarding Children's Board (LSCB) was ongoing. Monitoring and raising awareness around CSE will continue.

The LSCB was also inspected at the same time and they received a judgement of good.

Monthly monitoring meetings are now taking place with the Authority and the Department for Education (DfE) who will ensure that we are working towards the outcomes that are required to improve the services given to children and young people of Lancashire.

Tony re-iterated that with the support and challenge of elected members, partners and children and young people we will ensure services to children and young people are good and enabling better outcomes.

Tony answered any questions.

Tony urged all to read the report, and a link to it can be found [here](#).

#### **4. LINX (Lancashire's Children in Care Council)**

Matthew from the POWAR Group, attended to give feedback on what CAFCASS – Family Justice Young Person's Board is and his involvement with it.

The Family Justice Young Person's Board supports the work of the Family Justice Board by enabling young people to have a direct say in the way in which services for children and young people are run. The group is made up of around 40 children and young people who have been through who have been through the family justice system or who have an interest in children's rights and the family courts. Matthew has been a member of this group for just over 12 months and has taken part in several meetings and court visits.

The meetings take part in either the national office in London or York and they are around every 2 months. The meetings are very interactive, with different activities happening throughout them. They talk about different subjects and themes in each meeting, in a range of group activities, workshops and games.

As the contract for the court visits was only 12 months these have stopped, but while it was running they happened all over the country. The Young Person's Board looked around several courts to see if they were young people friendly in their eyes. They looked to see if they had family rooms, what they contained, if they had cheap and close by cafes or shops for the young people and much more. The ones Matthew attended were good, with one having a day care centre for some younger siblings if they did not understand what was going on around them. They use feedback sheets as they go around and the visits were made up of around 3 or 4 young people. They gave feedback sheets which had their comments on and this was passed back to the staff member at CAFCASS.

Matthew said he enjoyed being part of this group because it was fun, got to visit and see new places and met a range of new people with similar interests. They have taught him lots of different skills such as public speaking, and since then he has spoken to groups of people around three or four times and this is something he could not have done if they had not of helped him.

Matthew confirmed they do follow up on actions/recommendations.

Matthew was thanked for his presentation.

LINX then gave an update on all the many varied activities and meetings they had been involved in since the last CPB meeting. These can be found on the presentation attached.

The young people gave further feedback on their Takeover of the BBC and Sam appeared on TV and the clip was shown. They all had so much fun and everybody was really proud of them and a massive well done was given!

Mark gave further insight into his trip to Geneva to the United Nations Conference to present the 'See it, Say it, Change it' report.

Feedback from the Young Inspectors was given and the PowerPoint is attached.

The Performance Report had been received and discussed by LINX outside of this meeting and the young people gave their comments as detailed on the PowerPoint attached.

**Action:** Diane Booth agreed to attend a future LINX meeting to discuss further improvements that can be made on performance information that LINX receive from LCC.

LINX had prepared a report on Education and CLA attainments as attached and following this, the Board took part in an activity which was to prepare a paragraph from the CPB to include in a letter from the young people to accompany "Sam's Story" which had been made in particular for Year 7 pupils. The letter was asking Headteachers' to share it with their pupils and wanted it endorsing by the CPB. The film is aimed at Year 7 pupils transitioning into high school – a time when bullying can happen.

A link to Sam's Story which has been produced in partnership with ITV Fixers to tackle negative stereotypes for CLA was shown and can be found [here](#).

A young lady who had recently left care from one of our Residential Homes took part in BBC Radio 4's Woman's Hour. A link to the slot is [here](#) and it is approximately 34/35 mins into the programme that Natalie is interviewed. The Board listened to the interview which was a powerful account.

LINX were thanked once again for their hard work and congratulations given for all their achievements over the past year.

## **5. Department of Work and Pensions**

County Councillor Prynne arrived for this item and gave a quick summary of the positive comments that the Board had received from the Ofsted Inspection and from Jo Turton, Chief Executive for Lancashire County Council. Special thanks was given to Catherine, Debbie Ross, Tony Morrissey, Bob Stott and LINX for their involvement with the actual inspection where they were interviewed by the inspectors, some on more than one occasion. The inspectors were really impressed with LINX and how involved they were and that they played an active part on the Board and contributed to half of the agenda for every meeting as well as having a young person led meeting each year. Partnership working with the LSCB was also recognised and that the recent Challenge Panel had taken place with young people from LINX also being involved.

Further work will be required from the Board in scrutinising services and following the Post Inspection Improvement Board meeting more details will be shared.

**Action:** Information on work required from the Board will be given at the next meeting.

Amanda Jakeman from the DWP was welcomed back to the CPB. Amanda informed the Board that since the last meeting she attended, she has started working in partnership with Jane Hylton from New Belongings, where they are upskilling 18 care leavers from the Preston area, giving them an indepth knowledge of Universal Credit. A request has also been made to replicate this in Burnley and this will commence in January. This training will inform a single point of contact (SPOC) for care leavers in these areas and Jane Hylton has all the up-to-date contacts for this.

Information on small/medium businesses which are being offered by BBC Traineeship for 16-24 year olds at Preston College, which is 5 weeks in college and then in a placement close to the young person's home and will help to build up digital skills can be found in the [Touchbase 107](#) (link attached) newsletter that was circulated to the Board following the meeting.

Amanda is going to be talking with Jane about looking at a number of care leavers where Assisted Service Managers will show them the on-line system and give them a package of support around it.

CC Prynne asked for timeframes around this and an action plan so the Board can monitor the training of staff and the knowledge of benefits by care leavers.

**Action:** Amanda agreed to send the Advanced Claim form letters to Sam Gorton so all the forms can be filled in beforehand and then the care leaver can be linked to the correct information when they attend their interview.

Amanda was thanked for her attendance and the Board welcomed the partnership working with the DWP and LCC/New Belongings in helping care leavers understand what they are entitled to and to ensure they receive all the help and support they require.

## **6. IRO Annual Report**

Sally Allen, Safeguarding Manager encouraged all to read the Annual Report that was attached with the agenda, however the Board were asked to be mindful that since the report came out, the Authority has been inspected and further changes have been made to the IRO Service.

Key findings, recommendations and progress so far was outlined in the PowerPoint attached.

Sally outlined that the second CLA Review meeting with the IRO should be plans of permanence. The system has been changed and data from this will be available to the Board after 1 April 2016.

## **7. Any Other Business**

There was no other business.

## **8. Date and Time of Next Meeting**

Thursday, 4 February 2016 at 6.00pm in the Duke of Lancaster Room (formerly Cabinet Room 'C'), County Hall, Preston, PR1 8RJ.



## **Items for Information Only**

### **9. Fostering Recruitment and Assessment Report**

### **10. Fostering Campaign May/June 2015**

Items 9 and 10 were not discussed at the meeting as these were for information only. Any issues arising from them, please forward to Sam Gorton, Clerk to the CPB who will forward to the relevant Elected Members/officers.



# Annual Report

## Complaints and Customer Feedback



Annual Report for the period 01 April 2014 to 31 March 2015

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# Introduction

## i. Background

Local Authorities are legally required to establish complaints procedures to deal with complaints about their social care functions since 1991. The complaints procedure for children and young people is covered by The Children Act 1989 and the Department for Skills and Education produced guidance, 'Getting the Best from Complaints' (2006), which outlines the procedures. The Local Authority Social Services and National Health Service Complaints Regulations came into effect on 1 April 2009 and this report is produced in accordance with the requirements of those Regulations.

## ii. Purpose

The purpose of the Annual Report is to review the operation of the complaints process over a twelve month period, including statistical data, and to provide the local authority with an instrument to keep informed about complaint themes and how effective its current arrangements are for handling customer complaints. It offers some analysis of what the information from the operation of the process means for the Council.

The report also includes information on, and analysis of, other types of customer feedback such as comments and compliments.

## iii. Period Covered

The report covers the period 1 April 2014 to the 31 March 2015 and is in four sections.

Section One	<b>Summary and Overview</b> highlights the key messages from the report and gives the overall picture and <b>learning</b> across the Council.
Section Two	Statistical data and further information and <b>analysis</b> in relation to <b>all Adult Social Care Services</b> .
Section Three	Statistical data and further information and <b>analysis</b> in relation to <b>Children's Social Care Services</b> .
Section Four	<b>Corporate</b> (non-statutory) complaints for all other council services.

The report makes extensive use throughout of data available from the Customer Feedback System. The statistical information presented within the report can be verified by reference to this database. All percentages are rounded to the nearest whole number.

It should be noted that because of the introduction of the new electronic recording system, midway through the year, only half year figures are available for 2014/15 activity, so monthly averages are extensively used in this report.

If you require any additional information please contact the Complaints Team on 01772 539414 or email your request to [complaintsandfeedback@lancashire.gov.uk](mailto:complaintsandfeedback@lancashire.gov.uk)

# Section One: Summary and Overview of Statutory Social Care Complaints

## 1.1 Executive Summary

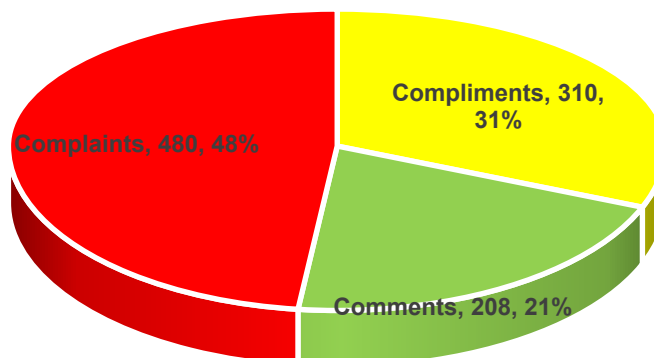
Complaints represented less than **one percent** of active adult social care and children's social care cases with an open referral in 2014/15. Statutory complaint totals have increased overall by 25%, (385 in 2013/14 to 480 in 2014/15). Complaints in adult social care have however risen significantly, with a 77% rise, (from 189 complaints in 2013/14 to 334 in 2014/15). Most probably this is a result of increased expectations by the public and reduced budgets. There was also rise by 40% in complex joint complaints with the NHS from 15 complaints in 2013/14 to 21 complaints in 2014/15. Adult social care related financial complaints also rose from 7% to 17% of all complaints, due to teething problems with new IT systems. Another reason for the rise in complaints has been the introduction of a new Customer Feedback IT system and internet portal. This means that online complaint submissions have increased and more complaint activity is being captured than ever before. Many issues which come in as 'complaints' are simply signposted back into 'business as usual' across all Council functions. In the past, this activity was 'invisible' but now it is being formally recorded and captured.

New arrangements for CYP complaints handling has however reduced statutory CYP complaints by 26% (from 196 complaints in 2013/14 to 146 in 2014/15).

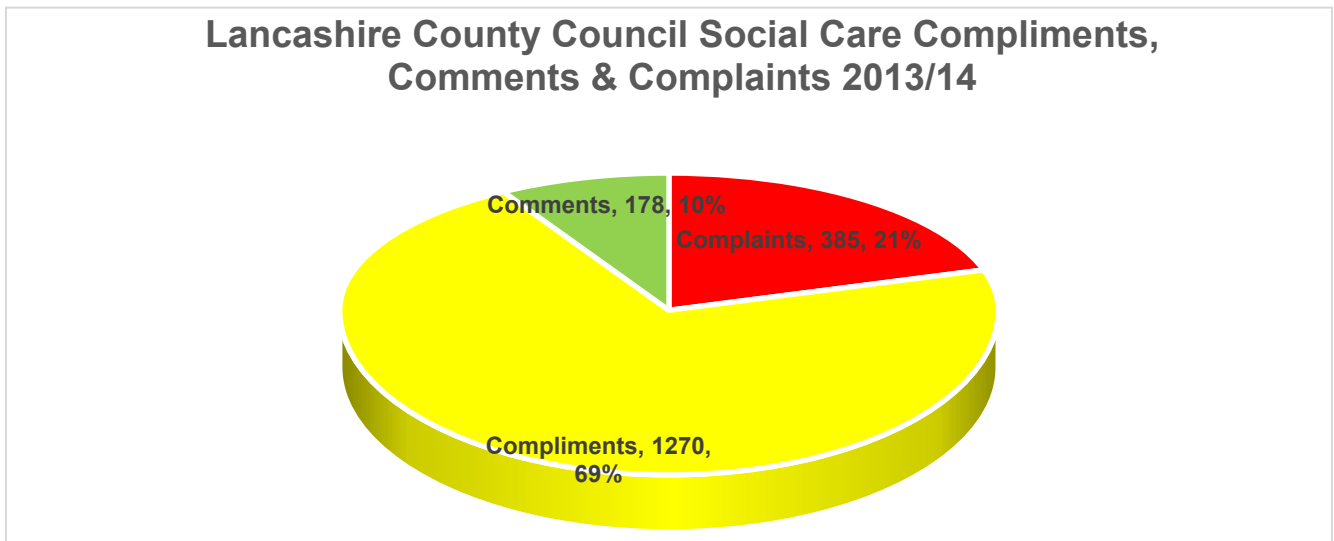
The reduction in compliments is very pronounced, going down from 1270 in 2013/14 to 310 in 2014/15. This is mainly as a result of a massive reduction in adult social care (ASC) compliments which used to be captured for equipment and adaptations services. There has been a 45% decrease in customer feedback overall which has gone down from 1837 instances in 2013/14 to 1017 in 2014/15.

**Chart 1** below shows the total number of customer compliments, comments and complaints received in 2014/15 for adult and children's social care services. **Chart 2** provides the previous year comparison. It can be seen that the proportions of feedback have completely changed. For the first time ever, complaints now represent the biggest proportion of social care customer feedback (48%).

**Lancashire County Council Social Care Compliments, Comments & Complaints 2014/15**



## Chart 2

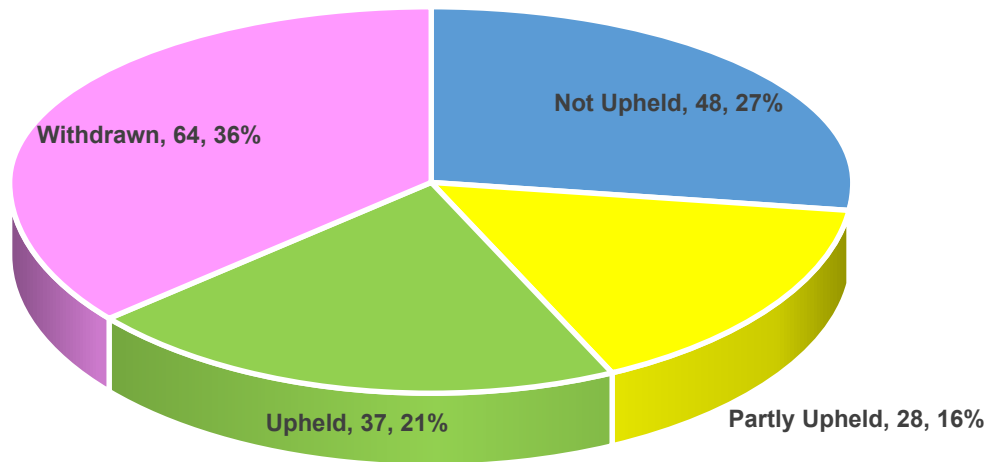


### **1.2 Complaint trends and outcomes**

Complaints have remained at less than one percent of active cases (0.8% for CYP and 0.9% for ASC). Despite the rise in complaints, social care teams therefore mainly get things right rather than wrong. Complaints however are on an upward year on year trajectory. The number of complaints as a percentage of total customer feedback has been increasing over the past four years. This year it has increased significantly to 48% compared with 21% in 2013/14.

**Chart 3** below shows that, from when the new Customer Feedback System went live in October 2014, 63% (112) of resolved complaints were either not upheld by the investigating manager, withdrawn by the complainant or resolved early. A further **21% (37) of resolved complaints were upheld** and 16% (28) of complaints were partly upheld by the investigating manager. Compared with the previous year, 15% (57) of complaints were upheld, therefore there has been a slight increase of 6% in upheld complaints in 2014/15. This rise is probably an impact of very busy social care teams sometimes overlooking aspects of practice.

### Outcome of complaints between 01 October 2014 and 31 March 2015



#### 1.3 Learning from Complaints

Lancashire is the current chair and an active member of the North West Managers Complaints Group (NWCMG). The group consists of 23 Local Authorities and its aim is to provide a forum where statutory Complaints Managers can discuss, learn and share best practice regarding social care complaints. There are opportunities to develop and implement local practice standards, discuss performance and problem solve. The Group is also consulted on proposed changes to legislation by the Association of Directors of Adult Social Services and the Association of Directors of Children's Services.

#### 1.4 Learning for adult social care

Complaints have been used to improve services across adult social care systems and processes. During the past year the complaints training has improved the consistency and confidence of staff in complaint handling, to resolve complaints and ultimately improve the complainant's experience.

Learning from complaints has resulted in the following outcomes in 2014/15:

##### Improved internal working and with partners:

- Improvements to integrated hospital discharge arrangements
- Promoted use of Housing Support Pathway model for supported tenancies to improve compatibility of tenants
- Contract monitoring arrangements of providers being developed in response to learning arising from complaints
- Embedding new systems for officers to record Service Users agreement with assessment, support plan & charging arrangements
- Reviewing the approval process for social and health care funding in residential care (including nursing)

##### Finance Services<sup>1</sup>:

<sup>1</sup> Please see Appendix 1 on page 18 for full details and analysis of the problems faced and improvements made



- Improved working arrangements between social care and finance for handling complaints, queries and disputes
- Develop good practice in resolving complaints that relate to more than one team or service
- Review needed of systems in place once LCC notified of an activated power of attorney arrangement

#### **Safeguarding & Mental Health Services:**

- Extended the availability of carer assessments by independent carer organisations to people who are supported by integrated mental health teams
- Safeguarding Adult Boards to be provided with intelligence from safeguarding complaints for review
- Development of audit and delegation systems to ensure management oversight of casework

#### **Older People & Disability Services:**

- Implemented new guidance for Aid Call, to improve response times and monitoring
- Improved the pre-admission and admission process for new residents, as part of 'My Home Life/Maintaining Identity'
- Updated procedures for new and existing residents who are self-funding, including clear fee information for public display
- Introduced new clinical escort guidance to improve the experience for residents being escorted to clinical appointments and hospital
- Reviewing our arrangements to ensure good communication with families and carers so they can remain involved in the persons care
- Introduced a new procedure for when an older person is absent from day time support

#### **1.5 Learning for CYP social care services**

The findings particularly from Stage 2 investigations, provides the opportunity for open dialogue among professionals within children's social care and enables and facilitates learning from complaints to reduce similar occurrences. Conclusions and recommendations from all Stage 2 complaints are shared with all senior managers who have a role in social care complaints handling. In 2014/15, 11 Stage 2 investigations were undertaken on behalf of the Council and the following learning has been identified:

- Assessment – the need for more accurate and timely recording of assessments including initial assessment and core assessments. Some complaints commented on the quality of recording.
- Communication was a common theme running through all complaints, lack of or irregular contact with key contacts caused unnecessary anxiety and frustration.
- Support – some complainants felt that there was a lack of support from professionals dealing with their cases.
- More efficient complaint handling – this was identified in 2 complaints where more timely responses and checking of progress on complaints was highlighted.
- Training and development of staff on more specialist areas for e.g. ASD / Aspergers / specific SEND areas.
- Quality Assurance of complaint responses at stage 1.
- Lack of clarity on processes such as the initial contact for assessment stage
- The request for an apology for the actions of workers in individual cases.
- Review of assessment or reporting of information

As a result of stage 2 investigations the following action has been taken:

- Comprehensive joint training between Adults and Children's social care front line staff has been rolled out to enable cross service area learning and enables the sharing of good practice. Themes and trends for complaints are detailed in this training so that specific areas can be discussed/addressed.
- Quality assurance of stage 1 responses is a service the complaints and appeals team now offer and is open to staff who want to utilise this service.
- The complaints team now have a better system of recording and progress monitoring of complaints and this has already shown improvements in recording and out-coming of complaints.
- Themes and learning are regularly communicated back to senior managers via their senior management teams.
- There is more support from the complaint managers for their specific areas to designated complaints officers for e.g. attendance at team meetings.

## 1.6 Remedies

Complaints can be remedied in many different ways. There is usually more than one remedy or action resulting from a complaint therefore the number of remedies and actions exceeds the total number of complaints received.

In 2014/15, the five most common actions or remedies for all statutory complaints in descending order were:

- Gave apology - 38% (67)
- Gave explanation of decision making and action on case - 33 % (59)
- Gave explanation of legislation and authority's policy, procedure and eligibility criteria - 11% (20)
- Gave advice and information - 10% (18)
- Reimbursement of costs - 10% (17)

## 1.7 Local Government Ombudsman (LGO) enquiries and referrals

Despite a national rise of 10% in complaints to the LGO, LGO complaint referrals in Lancashire remain broadly static. In the 12 month period to 31 March 2015, 161 LGO enquiries relating to Lancashire County Council were made. This is similar to the previous year when 163 enquiries were made. Of these, a total of 78 had investigations or formal enquiries with only 11 of those upheld (9%). The vast majority of LGO referrals related to statutory social care complaints in CYP and adult services.

**Table 1: LGO Enquiries: 1 April 2013 – 31 March 2015**

<b>LGO Enquiry by service area</b>	<b>2013/14</b>	<b>2014/15</b>
Adult Social Care	29	27
CYP Social Care and CYP non statutory (e.g. Education)	22	31
Corporate	9	20
Overall Totals	60	78

Adult social care LGO complaint enquiries went down from 29 in 2013/14 to 27 in 2014/5 and from 22 in CYP, they rose to 31 last year. The rise in CYP referrals (of about 40%) appears in part to be linked to a rise in school appeals queries. Over half of all Corporate LGO complaint referrals (11) related to Highways and Transport matters.

Of the 27 LGO adult social care enquiries, the outcomes were as follows in 14/15:

- 5 not upheld
- 9 not progressed by the LGO
- 8 referred back for local resolution into our complaints procedure
- 5 upheld and local settlements agreed totalling £3300 (£2920 in 13/14).

Of the 31 LGO CYP enquiries, the outcomes were as follows in 14/15:

- 10 not upheld
- 7 not progressed by the LGO
- 8 referred back for local resolution into our complaints procedure
- 6 upheld and local settlements agreed totalling £2400 (£45 100 in 13/14).

Of the 20 LGO Corporate enquiries, the outcomes were as follows in 14/15:

- 4 not upheld
- 14 not progressed by the LGO
- 2 referred back for local resolution into our complaints procedure
- None were upheld

### **Learning from LGO complaints**

Of the 11 upheld cases, the following actions have been taken in response to LGO findings and recommendations.

#### **Adult social care**

1. Staff have been made aware that carer's assessments/needs should be undertaken/considered even if the person they care for doesn't meet eligibility criteria.
2. Safeguarding procedures have been reviewed and updated.
3. Shared Lives policies and procedures have been reviewed and updated.

#### **Children's Services**

1. Appeal Panel clerks have been directed to take more comprehensive notes of panel decisions.
2. Procedures/practices when checking email addresses when making safeguarding referrals to other Local Authorities have been improved.
3. Procedures relating to complaints which are outside of the scope of the statutory children's complaints procedure have been improved.
4. Procedures about consent required for people acting as representatives have been reviewed.
5. Procedures relating to considering foster carers for adoption have been reviewed to avoid delays and faults in the process (and in how Adoption Allowances are considered).
6. Quality of care assessments have been improved.

# Section Two: Adult Social Care Feedback

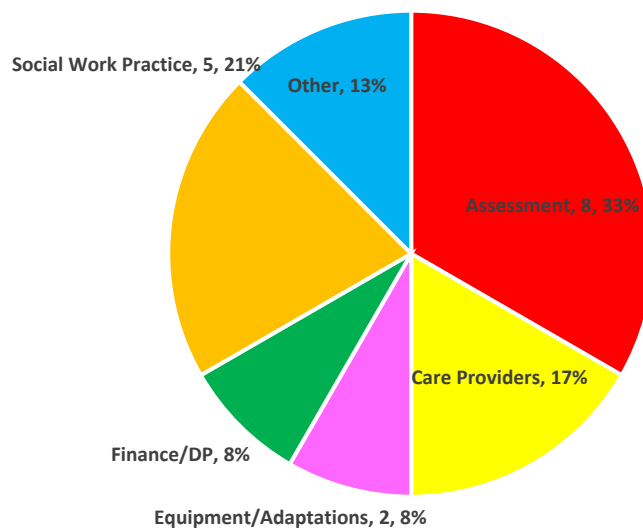
## - Statistical Data and Analysis

### 2.1 Services which were the subject of complaints in 2014/15

As already mentioned, the significant difference between the last two financial years has been the large increase of 77% in complaints. [Chart 5](#) and [Chart 6](#) below gives a breakdown of the average number of complaints received each month by service type.

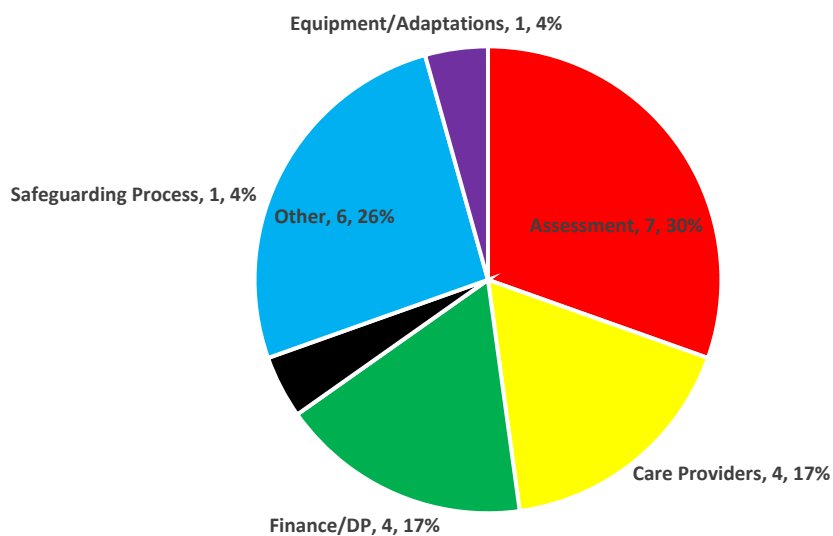
**Chart 5**

Average of complaints by service type 13/14



**Chart 6**

Average of complaints by service type 14/15



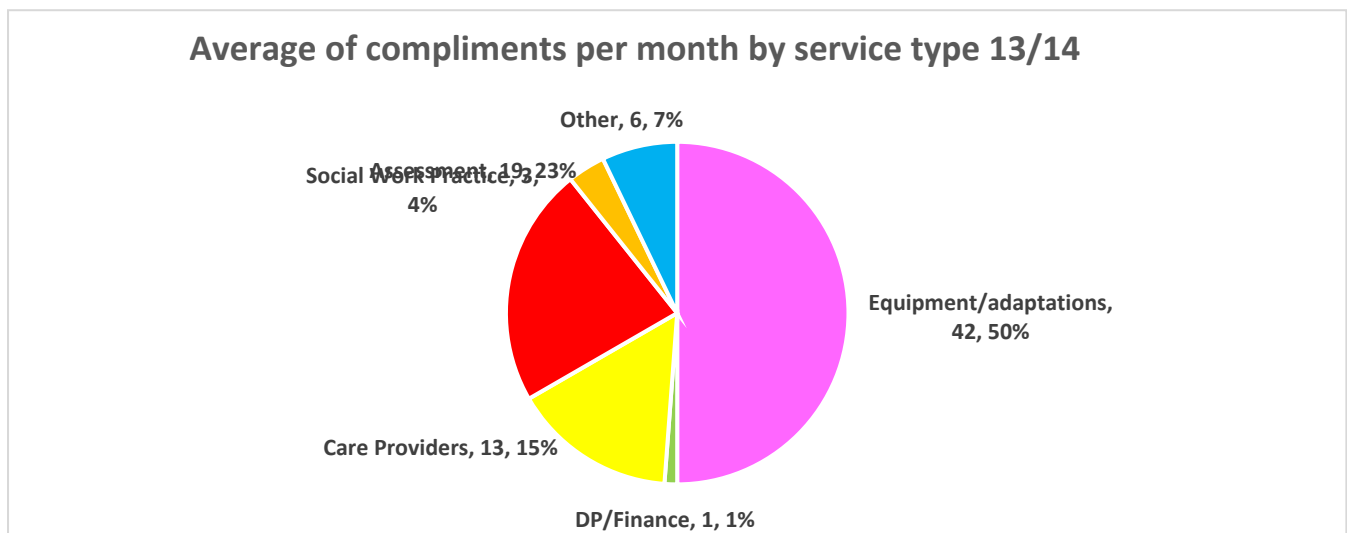
For 2013/14, the most frequent subject of complaint was assessment and this service received 33% of the total number of complaints that LCC adult social care received. This has remained at a similar level for 2014/15 with 31% of the total number of complaints. Complaints about care providers have remained constant with 17% in 2013/14 and 18% in 2014/15. Financial complaints increased significantly for 2014/15 from 8% to 17% of all complaints, as a result of new IT processes being introduced and some initial teething problems.

There has been a notable decrease in the number of complaints about equipment/adaptations with only 4% in 2014/15 compared with 8% in 2013/14. The new 'equipment prescription' model is therefore working well from this perspective.

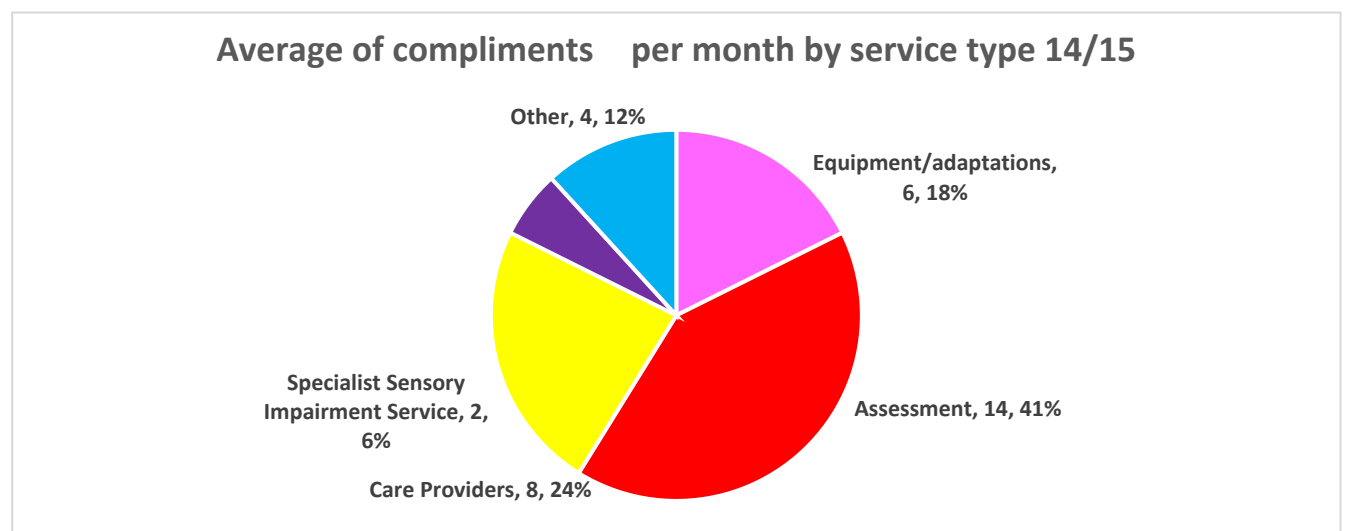
## 2.2 Services which were the subject of compliments in 2013/14

As already mentioned, the significant difference between the last two financial years has been the large decrease in compliments. [Chart 7](#) and [Chart 8](#) below gives a breakdown of the average number of compliments received each month by service type.

**Chart 7**



**Chart 8**



The main difference between the last 2 years has been the large reduction in compliments received overall. The average per month has gone down from 84 per month to just 34. This is mostly related to the new equipment and adaptations 'self-service' model of operation. It is also related more generally to the leaflet 'Your views Count' not being circulated as consistently after assessment or review any longer. In 2013/14 half of all compliments were because of equipment and adaptations received, however this has decreased to just 18% in 2014/15. There has been a significant increase in the proportion of compliments in relation to assessment with this accounting for 41% of compliments in 2014/15 compared with 23% in 2013/14.

Contracted care providers were another common reason for a compliment. This category received 23% of all compliments in 2014/15, which has gone up proportionally by 8% since 2013/14.

### **2.3 Joint Complaints**

In 2014/15 the number of joint complaints was 21, compared with 15 in 2013/14, an increase of 40%. A Joint Complaints Protocol is in the process of being agreed with the NHS. Complaints investigations are increasingly involving many different parts of the council as well as health services and contacted service providers therefore adding much more complexity which the complaints team co-ordinates.

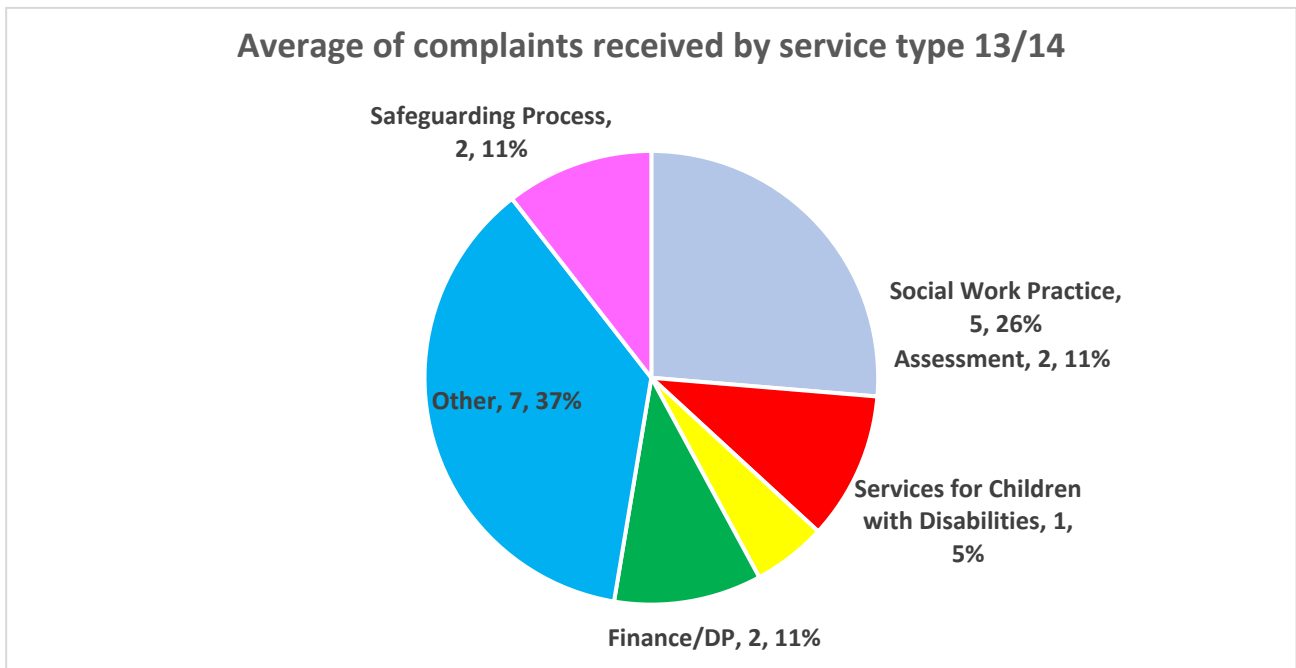
# Section Three: Children and Young People Social Care Feedback

## - Statistical Data and Analysis

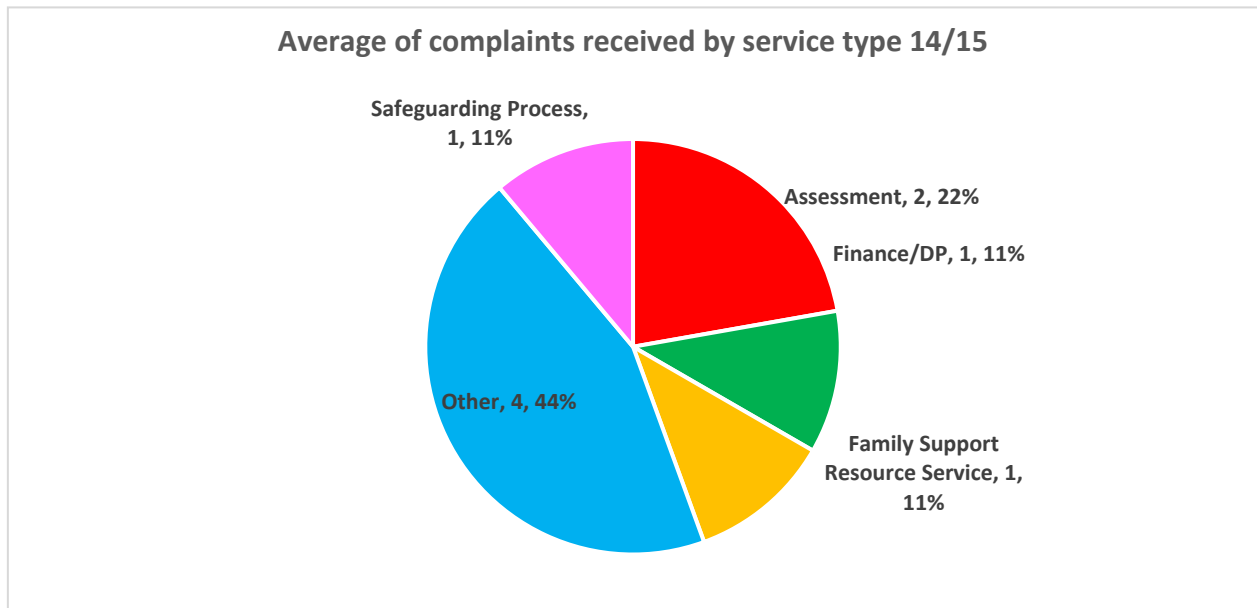
### 3.1 Services which were the subject of complaints in 2014/15

[Chart 9](#) and [Chart 10](#) below gives a breakdown of the average number of complaints received each month by service type.

**Chart 9**



**Chart 10**



Complaints in relation to assessment have increased significantly from 12% in 2013/14 to 22% in 2014/15. However, complaints about financial issues have remained constant with 12% in 2013/14 and 11% in 2014/15.

There has been a notable recording of complaints regarding the safeguarding process in 2014/15 which accounted for 11%.

### 3.2 Breakdown of complaints by stage

It can be seen that despite the 26% reduction in CYP Stage 1 complaints, there has been a rise in Stage 2 commissioned investigations.

Stage	2013/14	2014/15
Stage 0	0	9
Stage 1	196	146
Stage 2	4	11
Stage 3	0	0

### 3.3 Stage 2 and 3 Complaints

The Children's statutory complaint process allows the person complaining to request an independent investigation if they are not happy with the first (management) response to their complaint. This is a stage 2 investigation. If they remain unhappy the person can then request a Stage 3 review panel, which reviews the way the stage 2 was investigated.

This year the Social Care Feedback Service managed 11 Stage 2 investigations and no stage 3 review panels. Local and early resolution of complaints is a better outcome for everyone, as escalation is time-consuming and expensive. Often there is little a Stage 3 panel can achieve and in many cases, early referral to the Local Government Ombudsman was agreed.

### 3.4 Summary of non-statutory CYP complaints

Non statutory children's social care complaints are complaints made by a person who is not entitled to complain under the Children Act procedures or if the complaint is regarding something that cannot be complained about under that procedure.

In 2014-2015 there were a total of 25 non statutory complaints recorded, the subjects of which were the following:

18 complaint were regarding general children's social care services, in relation to:

- Quality/Reliability of service
- Actions of the social worker
- Lack of communication



- Decision to place child in Foster Care/for Adoption
- Unfair treatment by social work staff
- Actions to protect a vulnerable child

5 Complaints were regarding the Adoption and Fostering service in relation to:

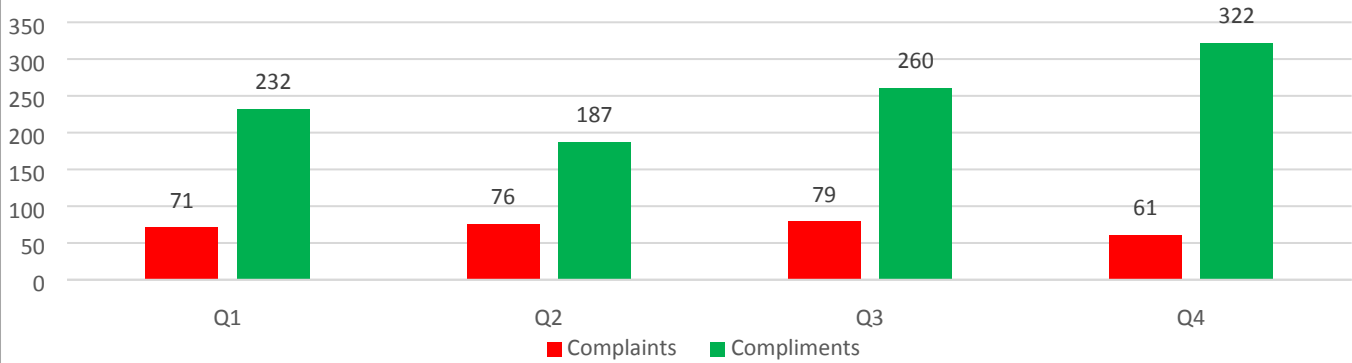
- Adoption allowance policy
- Decision to not approve potential adoptive carers
- Decision to not approve potential foster carers
- 2 complaints received was in relation to the actions of the emergency duty team/contact centre

Identifying themes and learning from all children social care complaints – non statutory or statutory is valuable and feedback is provided in the same way in that senior managers are informed of the themes on a regular basis through regular attendance at team meetings or senior management meetings.

# Section Four: Corporate (non-statutory) complaints for all other council services.

## - Statistical Data and Analysis

### 4.1 Annual Comparison 2014/15 Corporate Complaints/Compliments



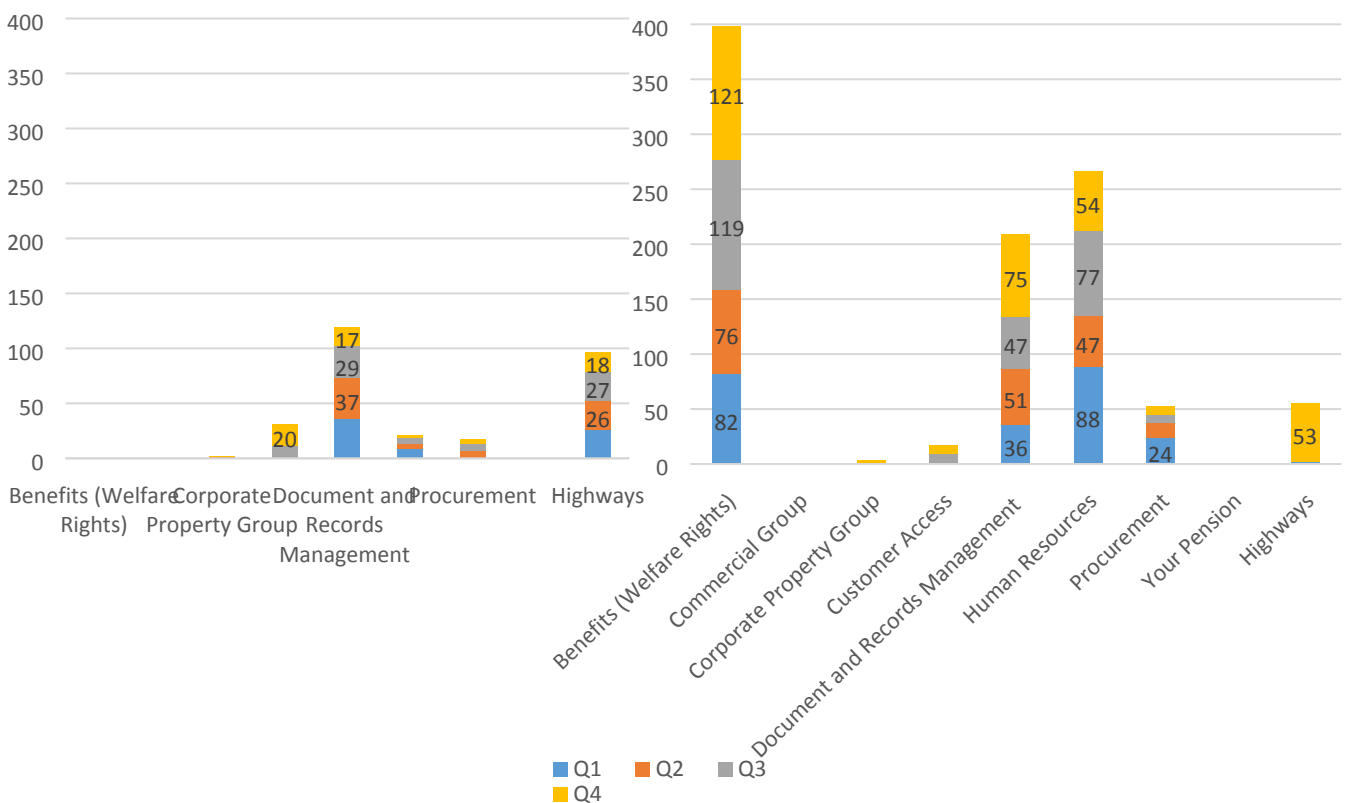
A total of 287 complaints and 1001 compliments were recorded for 2014/15. It can be seen that compliments consistently outnumbered complaints for every quarter of 2014/15.

Points to note:

- Most complaints were about Highways, Customer Access Team and Records Management, throughout 2014/15
- Welfare Rights was the service which recorded the highest number of compliments for 2014/15

### 4.2 Complaints Breakdown into Teams

### 4.3 Compliments Breakdown into Teams



Please note: Figures have been provided by the individual teams (not recorded by the Corporate Complaints team themselves), where results show 'nil' this may be due to the individual teams not being able to provide figures or not recording for the time frame required. Due to no teams reporting prior to 2014, the Corporate Complaints Team cannot provide a comparison with the previous year.

### Blue Badge improvements

The Blue Badge Service is now with the Customer Access Service. A new process for dealing with Blue Badge applications has resulted in a 25% reduction in the time taken to process an individual application, from an average of 12 to nine minutes. A significant statistic is the 77% reduction in the amount of time passed between receipt of an application and the application being processed, as this was the source of many complaints previously.

<b>Quarter</b>	<b>No. of Blue Badge Complaints</b>	<b>No. of Blue Badge Compliments</b>
Apr – June 2014	8	6
Jul – Sep 2014	29	18
Oct -Dec 2014	23	1
Jan – Mar 2015	11	1
<b>Total:</b>	<b>71</b>	<b>26</b>

The welcome downward trend in complaints in the last quarter above has continued into the new financial year.

## Appendix 1

### Financial issues: analysis of the problems faced and improvements made

Shortly after the new financial systems (Liquid Logic and Controcc) were implemented last year, problems began to emerge, with care providers complaining about not being paid correctly and clients who complained about incorrect billing. Whilst the problem initially manifested itself as an issue affecting the Procurement Service, further analysis identified that there were actually problems in different parts of the organisation and that the integrity of the data within the system was one of the main reasons for the problems. To address this, three broad areas of work were undertaken:

#### 1) Improving and maintaining data integrity.

A temporary, cross-service "Hit Squad" of 15 people was created to correct errors in the data, and enable the backlog to be cleared. This was an effective use of resources and the quality of data improved. The Hit Squad focussed on client data that was already in the system and responsibility for new data was dealt with by the Care Navigation Team which already existed for this purpose. At the time it was thought that once the historic data was corrected that the Care Navigation team would be able to manage the day to day "business as usual" activity of recording new placements and make changes to any existing ones.

#### 2) Working Practices

It was established that social care staff were, in some cases, not following the new processes and were, on occasion, doing things outside of the system. This contributed to the problems with data in the system. It was recognised that the initial processes that had been designed as part of the new system implementation required Social Workers to do tasks outside of core social work tasks, i.e. commissioning care packages. This was both time consuming and not an effective use of time and was therefore not always seen as a priority. It was therefore agreed that the most effective and logical place for this activity to take place was within the Care Navigation Team.

#### 3) Suppliers

A large number of suppliers were not using the new system to submit their invoices. The system had been designed in such a way that suppliers could have access to all of their client information, be able to submit invoices electronically and be paid more promptly. When the systems went live, very few suppliers were registered to use the new systems in the way that is required. This resulted in significant numbers of manual invoices being received and contributed to the backlog. A significant amount of work was undertaken to target suppliers and encourage them to use the electronic system. This work was very successful with the majority of suppliers now sending in invoices electronically. A couple of very large providers had specific issues some of which are still being addressed.

The actions outlined above initially had a positive impact. There has however been a deterioration in the situation over the last few months and whilst the problems are not as significant as in the early days of the system implementation, action needs to be taken to address these on a long term basis. In order to do this a transformation board is to be established that brings together some existing groups that have been established to try and overcome some of the ongoing issues. This board will be supported by a programme manager and the Core Systems/transformation team. Key workstreams within the programme include;

#### a) Data

There are still some data issues that need to be addressed. The extent of this problem is currently being assessed as well as the capacity for the Care Navigation team to deal with all of these. An important system development will go live in October which will enable providers to report any inaccuracies in the data to one central point. Currently providers inform us in a variety of ways and have asked for an amendment to the system to make this process easier. Understanding why and how inaccuracies appear is a key issue that needs to be resolved and is a part of this workstream.

#### **b) Social Workers' Use of the System**

This will include ensuring processes are documented and that Social Workers are adequately trained in addition to this work is ongoing to understand other problems social workers are experiencing with the system to see if solutions can be found.

#### **c) Reporting**

Ensuring reporting mechanisms are effective and produce information in a format that is useful for management purposes.

#### **d) Technical Issues**

Despite the work already undertaken, there are some technical issues with the systems that are causing problems for users. The Business Control Team in the Core Business Systems / Transformation Service are currently working with services to understand and prioritise changes, and work with BTLs to ensure that those changes are delivered. The actions have been prioritised and work is focused on those changes that will have the biggest impact.

#### **e) Resolving Queries At First Point of Contact**

The Customer Access Service are also an important in the whole process. Some activity is underway within Social Care Services and Finance to work with the Customer Access Service to better resolve queries at first point of contact. This should provide a better customer experience.

The queries received will be monitored to ensure that any new issues are identified and action taken to overcome these.



