

Lancashire County Council

Cabinet Committee on Performance Improvement

Tuesday, 15th October, 2019 at 2.00 pm in Cabinet Room 'B' - The Diamond Jubilee Room, County Hall, Preston

Agenda

Part I (Open to Press and Public)

No. Item

1. Apologies for Absence

2. Disclosure of Pecuniary and Non-Pecuniary Interests

Members are asked to consider any Pecuniary and Non-Pecuniary Interests they may have to disclose to the meeting in relation to matters under consideration on the Agenda.

3. Minutes of the Meeting held on 12th September 2019 (Pages 1 - 6)

4. Statutory Social Care and Corporate Complaints Annual Reports for 2018/19 - Complaints and Customer Feedback (Pages 7 - 42)

5. Corporate Strategy: Performance Monitoring Proposals (Pages 43 - 52)

6. Urgent Business

An item of Urgent Business may only be considered under this heading where, by reason of special circumstances to be recorded in the minutes, the Chairman of the meeting is of the opinion that the item should be considered at the meeting as a matter of urgency. Wherever possible, the Chief Executive should be given advance warning of any Members' intention to raise a matter under this heading.

7. Date of Next Meeting

The next meeting of the Cabinet Committee on Performance Improvement will be held at 2.00pm on Wednesday 11th December 2019 in Committee Room B – The Diamond Jubilee Room, County Hall, Preston.

L Sales
Director of Corporate Services

County Hall
Preston

Lancashire County Council

Cabinet Committee on Performance Improvement

Minutes of the Meeting held on Thursday, 12th September, 2019 at 2.00 pm
in Cabinet Room 'B' - The Diamond Jubilee Room, County Hall, Preston

Present:

County Councillor Keith Iddon (Chair)

County Councillors

C Crompton
A Atkinson
P Buckley
G Gooch

S Turner
P Williamson
B Dawson

1. Apologies for Absence

County Councillor Iddon took the Chair in County Councillor Driver's absence.

County Councillor Atkinson replaced County Councillor Driver.

County Councillor Williamson replaced County Councillor Green.

County Councillor Dawson replaced County Councillor Parkinson.

2. Disclosure of Pecuniary and Non-Pecuniary Interests

No pecuniary or non-pecuniary interests were disclosed.

3. Minutes of the Meeting held on 6th June 2019

Resolved: That the minutes of the meeting held on 6 June 2019 be confirmed and signed by the Chair.

4. Improvement in Occupational Therapy Performance and Disabled Facilities Grant Activity

A report was presented by Sue Lott, Head of Service – Adult Social Care Health on the development of the Occupational Therapy service within Adult Social Care at Lancashire County Council. The report demonstrated the improvements seen in the timeliness of assessments and the increase in Disabled Facilities Grants recommendations over recent years. The report also demonstrated the positive benefits of Occupational Therapy in adult social care and innovation possibilities for the future.

It was reported that prior to 2008, the NHS in Lancashire delivered all moving and handling, and equipment and adaptations assessments on behalf of the county council. The decision had then been taken to trial bringing the service back in-house. This had been completed in 2013 with both the Central Lancashire and North Lancashire Occupational Therapy services being delivered by Lancashire County Council and a Section 75 partnership arrangement remaining in East Lancashire whereby the NHS complete up to 100 Occupational Therapy assessments per month on behalf of Adult Social Care.

The Committee were informed that, within the Passport to Independence transformation programme in Adult Social Care, dedicated Occupational Therapist leadership had been created in the form of an Occupational Therapy County Manager post. In addition, the new Improved Better Care Fund monies offered the opportunity to enhance the overall Occupational Therapy establishment to better match demand and the number of Occupational Therapist posts within Adult Social Care was increased from 20 to 40 full time posts. All Social Care Support Officers had also been trained to assess for and commission lower level, less complex community equipment items.

An action plan had been produced in 2018 to reduce the waiting lists which set out new screening processes to be followed, data cleansing of the waiting lists, recruitment to new posts and initially some overtime hours for defined numbers of assessments.

A graph showed Cabinet Committee Members the significant improvement in the timeliness of assessments, with the number of people awaiting assessment across the county reducing from 1363 in March 2018 to 497 in August 2019. It was noted that these figures were for people who had been waiting 1 day or longer for an assessment. The Cabinet Committee noted that work was continuing on this, with the aim of the service reaching their 'business as usual' target to see everyone within 28 days of referral to an Occupational Therapist.

Details of community equipment activity and spend were provided to the Cabinet Committee, together with the three categories of provision:

- simple items of equipment - available for general purchase and not provided by Health or Social Care as an outcome of an assessment;
- 'Retail Model' equipment - provided via a prescription (and available for general purchase) to receive standard equipment funded by Lancashire County Council or NHS, or service users could pay a 'top up' amount for a more suitable model;
- complex community equipment – larger items e.g hoists, specialist chairs/beds loaned to service users for as long as they need them.

The process for accessing a Disabled Facilities Grant was via an Occupational Therapist assessment, who then made a recommendation to the District Council for a Disabled Facilities Grant adaptation to take place. Due to the staffing capacity within the Occupational Therapy service some years ago, lower numbers of recommendations were being made for these grants and some

District Councils had reported that they were struggling to spend their allocation across the year. As the Occupational Therapy service worked through the waiting list and was now in a much better performing position, the numbers of Disabled Facilities Grants recommendations sent to the Districts each year had improved significantly, moving from just 812 in 2014/15 to 2814 in 2018/19.

Details of the new initiatives in place, both within adult social care and in collaboration with the District Councils, to broaden access to Disabled Facilities Grants within the regulations, reduce hand-offs between services, avoid delays and increase people's independence and choice, were provided to the Cabinet Committee.

The significant improvements in the performance of the Occupational Therapy service, in terms of more timely assessments, improved waiting times and in people getting more timely access to community equipment and Disabled Facilities Grant adaptations, were as a result of a combination of the following factors:

- Significant investment to increase the number of qualified Occupational Therapists employed by the county council;
- Increased leadership capacity within the Occupational Therapy service;
- Improvements in productivity and business processes;
- Improvements in partnership working with District Councils, private sector equipment providers and the NHS.

A query was raised in relation to bed blocking. Sue Lott assured Committee Members that nobody would be expected stay in hospital any longer than they should but, if they were not able to be discharged due to a major adaptation needing to be carried out at their home, a short term residential care placement would be sought.

A discussion took place around when adaptations were no longer required and the cost of removing these from a particular property. CC Crompton asked whether there was a system in place whereby anybody due for hospital discharge could be matched up with the right adapted property for their needs. Sue Lott confirmed she would take this matter up with the districts as they had the most contact with the registered social landlords, and that the outcome would be reported back to the Cabinet Committee.

Committee Members were very pleased with the progress made and the Chair wished to place on record his thanks and congratulations to the team and the relevant Cabinet Members.

Resolved: That the Cabinet Committee on Performance Improvement note the report and the improvements seen in the performance of the Occupational Therapy Service.

5. Quarterly Corporate Performance Monitoring Report – Quarter 1 2019/20

A report was presented by Donna Talbot, Head of Service – Business Intelligence, providing an overview of performance activity across the Council for Quarter 1 of 2019/20 and where appropriate/available, compared performance against previous quarters and with performance nationally.

Education and Children's Services

It was reported that the timeliness of undertaking children's social care assessments in quarter 1 remained at the improved level achieved in quarter 4 of 2018/19. The figures for assessments which took over 45 days to complete had been lower than all comparator averages for the past 2 quarters and there was now a target to complete in 30 days.

The latest child protection plan rate was the highest (57.0 per 10,000) it had ever been since February 2017 and the looked after children rate remained significantly higher than the comparators. However, the bid to the Department for Education to support the move to a family safeguarding model was predicted to address the high levels of children in care and those on child protection plans, following a planned and supportive model, whilst managing risk. County Councillor Williamson added that the family safeguarding model would bring wrap around family support to try to prevent children coming into care.

Following a recent joint inspection of Lancashire youth offending services, our Youth Offending Team had been rated as Good.

The permanent exclusion rate for Lancashire remained higher than the national, regional and statistical neighbours averages, although lots of work was ongoing to address this, including reshaping the special educational needs provision. County Councillor Williamson added that separate Service Heads had been appointed, one for under 11s and one for under 25s, and that work was being done with other authorities, in order to reduce the permanent exclusion rate.

The Children and Family Wellbeing payment by results claims had achieved the target of 5,370 families by June 2019.

The number of eBook downloads had increased significantly. A piece of work was currently being undertaken comparing Lancashire's library visitor figures to those in other authorities.

Growth, Environment, Transport and Community Services

It was reported that the average time taken to repair highway street lighting faults had decreased. This had been due to the Salix Light Emitting Diode (LED) replacement programme. The safety carriageway defects repaired within 2 working days and those repaired within 5 working days remained an area of concern. However, the Cabinet Committee noted that improvement should be

seen in this area, once the amendments to the risk matrix filtered through from July 2019 figure.

County Councillor Iddon informed the Cabinet Committee that all Highways staff had been instructed to report any highways defects, even if these were not part of their area of work. It was noted that separate figures were available on which defects had been reported by Inspectors and those that had been reported by members of the public.

County Councillor Turner stated that there had been a vast improvement in the HAMS system.

The Cabinet Committee noted that increases were continuing to be seen at the recycling centres and that green waste was up on last year, and that these increases were partly due to more districts introducing charges for the collection of garden waste. CC Atkinson highlighted that other new initiatives at the recycling centres had also contributed to these increases, examples including accepting all hard plastics, allowing carpets at a couple of sites to be put into non-general waste skips, and including pots, tubs and trays in with the plastic bottle cages.

It was noted that the Thornton plant continued to be successful in mass loss and landfill diversion. In addition, a framework agreement had been entered into with Lancashire Waste Recycling Ltd on 1 June 2019, and was on track to produce Refuse Derived Fuel and would divert 60,000 tonnes away from landfill. County Councillor Iddon asked for his thanks to be passed onto the Waste Management Team.

Adult Services and Public Health

It was reported that there had been a further increase in the proportion of adult social care service users receiving direct payments, keeping Lancashire higher than the national average. Over 95% of adult social work assessments had been completed within 4 weeks and delayed transfers of care from hospital had improved considerably. In addition, the percentage of care homes and community care services in Lancashire rated Good or Outstanding matched or exceeded the North West and England averages.

The Cabinet Committee noted that Lancashire's rate of older people admitted to residential care was considerably higher than the national average, although lots of work was being done to reduce this and targets had been set for improvements over the next 4 years.

It was pointed out that the figure of 1,300 people waiting for older people social work assessments included 727 people who were currently in the system receiving a service, but who were waiting for a re-assessment.

It was reported that the Lancashire Shared Lives Service had been rated as Outstanding in all five of the Care Quality Commission assessment domains (safe, effective, caring, responsive and well-led).

County Councillor Iddon wished to pass his thanks onto the staff for the quality of services provided both in care homes and the community care services.

Resolved: That the Cabinet Committee on Performance Improvement note the reported performance for Quarter 1 of 2019/20.

6. Corporate Risk and Opportunity Register Quarter 2 update

A report was presented by Paul Bond, Head of Legal and Democratic Services, providing an updated (Quarter 2) Corporate Risk and Opportunity Register for the Cabinet Committee to consider and comment upon.

It was noted that, following the corporate approach to reporting on risk and opportunity, the Quarter 2 Risk and Opportunity Register had been reported to Corporate Management Team, following a review of the register. The register had now been updated to show progress against the risks and opportunities.

There were no additions or deletions to the Register, although there were a number of key updates which Paul provided a summary of to the Cabinet Committee.

Resolved: That the Cabinet Committee on Performance Improvement note the updated Corporate Risk and Opportunity Register.

7. Urgent Business

There were no items of Urgent Business.

8. Date of Next Meeting

The next meeting of the Cabinet Committee on Performance Improvement would be held at 2.00pm on Tuesday 15th October 2019 in Committee Room B – The Diamond Jubilee Room, County Hall, Preston.

L Sales
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Preston

Cabinet Committee on Performance Improvement

Meeting to be held on Tuesday, 15 October 2019

Report of the Head of Legal and Democratic Services

Part I

Electoral Division affected:
(All Divisions);

Statutory Social Care and Corporate Complaints Annual Reports for 2018/19 – Complaints and Customer Feedback

(Appendices 'A' and 'B' refer)

Contact for further information:

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Executive Summary

The Council has a legal obligation to publish a complaints and customer feedback report on social care statutory complaints on an annual basis. There are two statutory procedures, both different: one for children and young people's social care complaints and one for adult social care complaints.

The Social Care statutory annual report and the Corporate Complaints Feedback annual report are set out at Appendices 'A' and 'B' respectively.

Recommendation

The Cabinet Committee on Performance Improvement is asked to note and comment on the statutory social care complaints annual report for children and young people and adults services for 2018/19, and the Corporate Complaints report, acknowledging the associated learning, so that the Council can meet its legal obligations.

Background and Advice

Complaints are used by the council as an opportunity to learn and improve. As a direct result of complaints made in 2018/19, the council has learnt lessons and improved services as detailed within the annual reports.

Because complaints are an important tool to access customer satisfaction, the complaints team regularly reports on statistics and trends, attends management team meetings and also links in with managers to ensure that complaints which are upheld, result in continuous improvements for the Council. It is, of course, vital to learn the lessons from complaints and spot early trends if service delivery is going wrong. This is particularly important in order to embed learning, if new council processes are being implemented which impact negatively on the public.

Statutory Social Care Annual Report on Complaints and Feedback: 2018/19

The Social Care Annual Complaints Report is a legal requirement for both children and young people and adult social care. It is therefore divided into separate sections for both adult and children and young people's services.

Complaints represented just over 1% of all active adult social care and children's social care cases throughout Lancashire in 2018/19. This is therefore a very small percentage of overall total of activity.

The trajectory of rising adult social care complaints, year after year has levelled off. There were 538 complaints about adult social care in 2018/19, which is broadly the same as in 2017/18. Included in this figure were 39 complex joint complaints with the NHS, which is an increase of 44% from 2017/18 (27).

Statutory children's social care complaints increased by 3% (from 280 complaints in 2017/18 to 289 in 2018/19).

The numbers of complaints that have gone to the ombudsman have decreased for both adults and children's social care.

Lessons learnt from upheld complaints are detailed within the report at Appendix 'A'. The statutory report is made publically available and shared with other interested agencies such as Ofsted, the Care Quality Commission and Healthwatch Lancashire.

Corporate non statutory complaints Annual Report: 2018/19

In 2018/19, the council dealt with 1188 corporate related expressions of dissatisfaction (including third party claims). This figure is a slight reduction (of 3%), on the previous year. The vast majority of expressions of dissatisfaction (96%) were resolved and nipped in the bud as routine service issues, early in the complaint process.

In total, 42 separate corporate complaints were made by the public to the ombudsman. A total of 34 final decisions were made: most (76%) were not investigated, 15% were upheld or partly upheld and 9% were not upheld. The lessons learnt from upheld complaints (mainly about blue badges) are detailed within the report at Appendix 'B'.

Consultations

Operational social care teams, managers and directors have been consulted on the annual report and the learning from complaints that has been identified.

Implications:

No financial or other issues are identified.

Risk management

If an annual report on social care complaints is not published, the council will be in breach of its statutory duties.

List of Background Papers

Paper	Date	Contact/Tel
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Reason for inclusion in Part II, if appropriate

N/A

Statutory Social Care Annual Report

Complaints and Customer Feedback

For the period 1 April 2018 to 31 March 2019

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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. 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 which local authorities must have in place. For adult social care, this report is also produced in accordance with the requirements of the Local Authority Social Services and National Health Service Complaints Regulations (2009).

Lancashire County Council is the Vice Chair of the National Complaints Managers Group (England) and the Vice Chair of the North West Complaints Managers Group which comprises 23 local authorities. The aim of this group is to provide a forum where complaints staff can learn and share best practice, develop and implement local practice standards, discuss performance and problem solve. These groups are also consulted on proposed changes to legislation and learning from complaints by the Association of Directors of Adult Social Services and the Association of Directors of Children's Services.

ii. Purpose

The purpose of the Annual Report is to review the operation of the complaints process over a 12 month period, including statistical data, and to provide the local authority with the means by which it keeps itself informed about complaint themes and how effective its current arrangements are for handling customer complaints. It offers an analysis of what the information obtained from the operation of the complaints process means for the council.

This report also includes information on compliments and comments received by the council.

iii. Period covered and data

The report covers the period 1 April 2018 to the 31 March 2019. The report makes extensive use throughout of data available from the Customer Feedback System which records all statutory social care complaints and feedback for the council. The statistical information presented within this report can be verified by reference to this database and is based on the date feedback is received. All percentages and costs are rounded to the nearest whole number.

Section One	Summary and Overview highlights the key messages from the report and gives the overall picture across the council
Section Two	Statistical data, analysis and learning in relation to Adult Social Care Services.
Section Three	Statistical data and further information and analysis and learning in relation to all Children's Services.

If you require any additional information please contact Lancashire County Council Complaints Team on 01772 539414 or email your request to complaintsandfeedback@lancashire.gov.uk

Section One: Summary and Overview of all Social Care Complaints and Feedback

1.1 Executive Summary

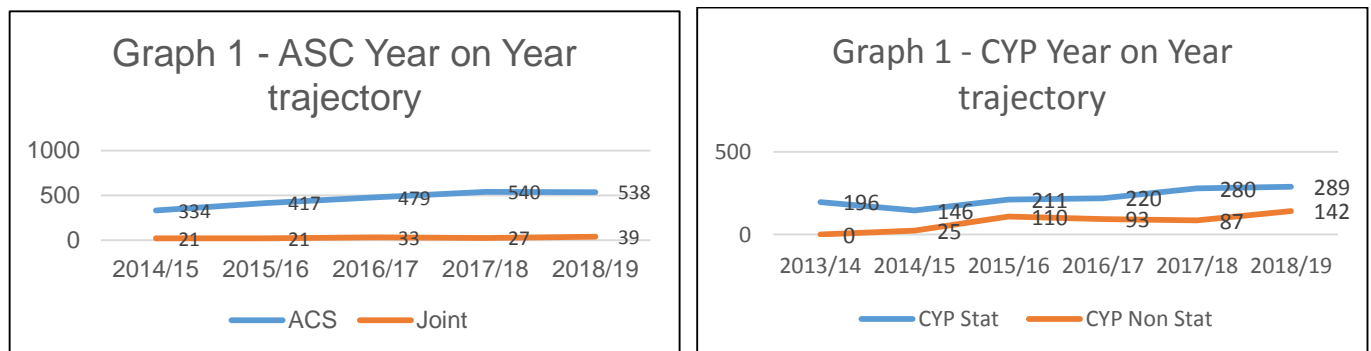
Complaints are used by the council as an opportunity to learn and improve. As a direct result of complaints in 2018/19 the council has made improvements to processes and procedures, it has improved communication with the NHS, customers and their families, issued guidance to staff and commissioned extra training for staff and managers.

Complaints represented just over 1% of all active adult social care and children's social care cases throughout Lancashire in 2018/19. Statutory complaint totals have increased overall by 3% (805 in 2017/18 to 827 in 2018/19). Most other councils are also experiencing a rise in complaints and ombudsman investigations rose nationally by 5% last year. Just over 23% of statutory social care complaints relate to the customer experience of "social work practice".

Graph 1 below shows that there were 538 complaints about adult social care (ASC) which is broadly the same as in 2017/18. Included in this figure were 39 complex joint complaints with the NHS, which is an increase of 44% from 2017/18 (27).

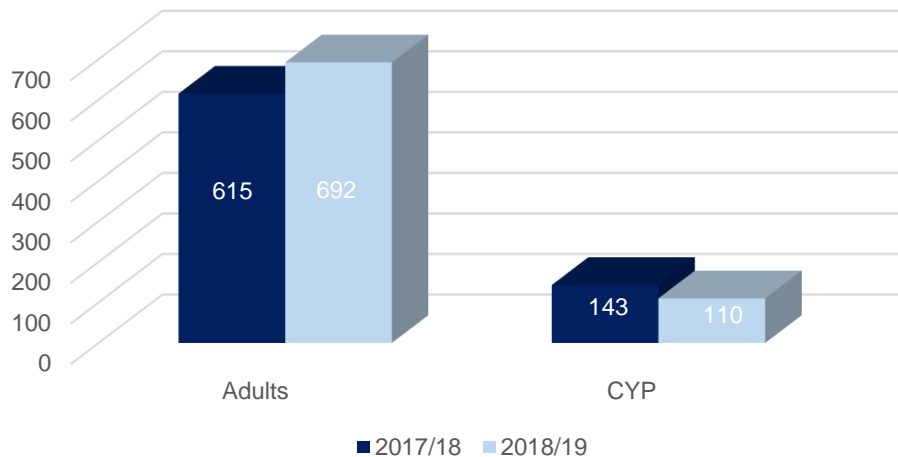
Graph1 also shows the continued increase in statutory children's social care (CSC) complaints totals by 3% (from 280 complaints in 2017/18 to 289 in 2018/19). Non statutory CSC complaints increased by 63% from 87 complaints in 2017/18 to 142 in 2018/19). This is mainly due to an increase in complaints about children with Special Educational Needs and Disabilities.

The numbers of complaints that have gone to the ombudsman have decreased for both adults and children's social care.



Graph 2 overleaf shows a 6% increase in **compliments** from 758 in 2017/18 to 802 in 2018/19 mainly due to an increase in adult social care feedback. The totals for CYP positive feedback have decreased from 143 in 2017/18 to 110 for 2018/19.

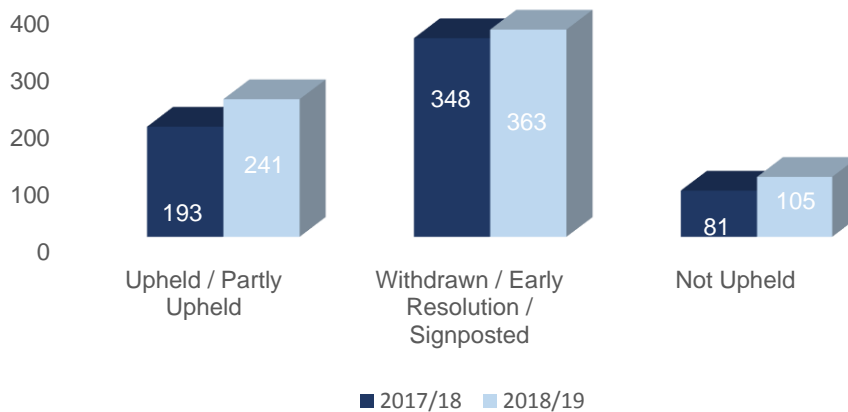
Graph 2 - Compliments



1.2 Statutory complaint trends and outcomes

Social care complaints represented 1% of CSC and 1.2% of ASC active cases. Adult social care complaints have levelled off after a number of years of consecutive rises but CSC complaints continue on an upward year on year trajectory. The number of complaints is rising as a percentage of total customer feedback. It represents just over 50% of all feedback received in 2018/19. In 2017/18, this figure was just under 50%. Increasingly people are therefore contacting the council to complain rather than to compliment staff.

Graph 3 - Statutory Complaints by Final Outcome



Graph 3 above shows a breakdown in the number of statutory complaints by final outcome for all 709 closed complaints during 2018/19. 13% of all complaints were not upheld in 2017/18 and this proportion has gone up to 15% of all complaints in 2018/19. Just over a third (34% of complaints) were justified by being upheld or partly upheld. This points to at least one third of complaints having an aspect which is justified. More than half (51%) of complaints have also been 'nipped in the bud' or withdrawn at an early stage in the complaints process. This figure is welcome news as it shows the success of early action to resolve complaints.

In 2017/18 the total amount spent on investigations for statutory adult social care complaints was nil because all complaints in ASC were investigated internally and for children's social care it was £4714.67.

1.3 Local Government and Social Care Ombudsman (LGSCO) complaints received

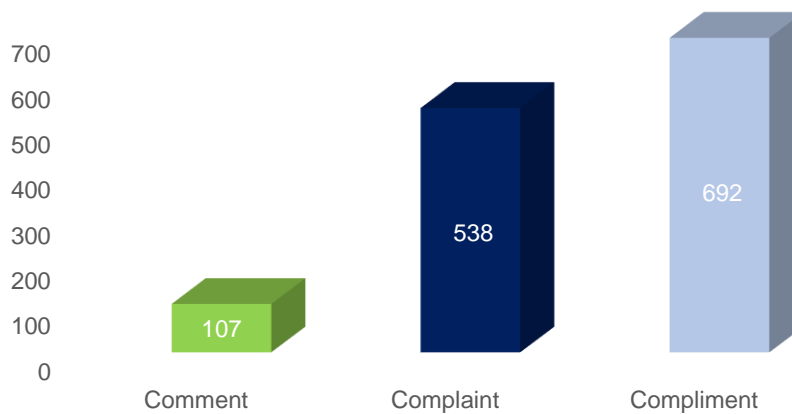
79 Local Government and Social Care Ombudsman (LGSCO) social care and education final decisions were received during 2018/19. This is a welcome 19% decrease on 2017/18 figures (98).

Section Two: Adult Social Care Feedback

2.1 Summary of ASC feedback in 2018/19

Graph 4 shows a breakdown of ASC by feedback type. A total of 538 complaints were received in 2018/19 which is similar to the previous financial year (540). However it should be noted that people are more likely to compliment adult social care rather than to complain.

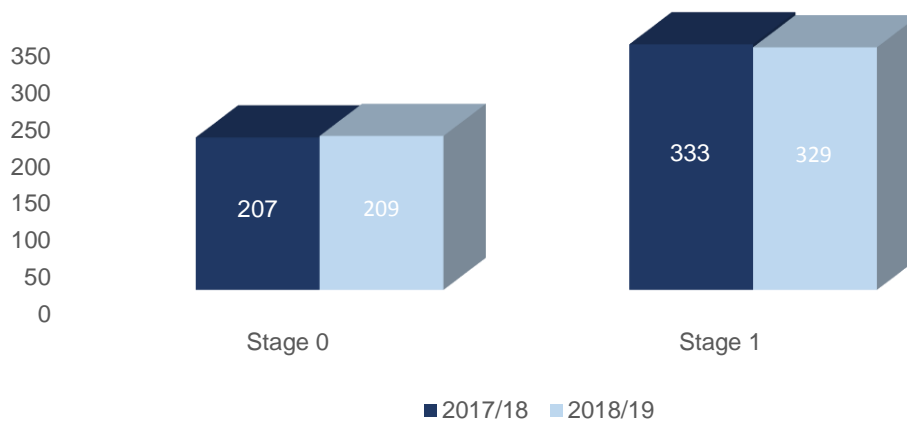
Graph 4 - Feedback Type



2.2 Breakdown of complaints by stage

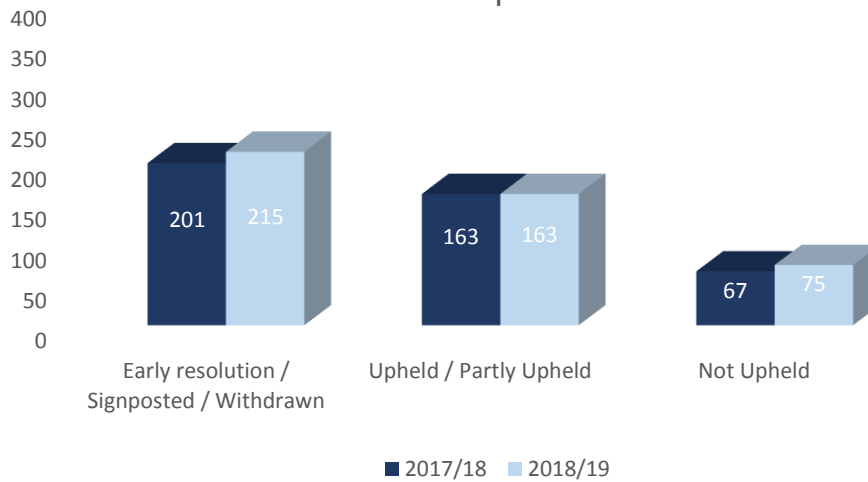
The breakdown of ASC complaints is shown in Graph 5. Stage 0 is the early resolution of complaints. It can be seen that a significant proportion of complaints continue to be 'nipped in the bud' with similar numbers of complaints requiring investigation at the formal stage.

Graph 5 - Complaint Stage



The outcomes of 453 closed complaints that commenced in this financial year, and had outcomes recorded against them at the year-end, are shown in Graph 6, the rest (85) were still open at year-end. Of all closed complaints, 47% were resolved early, 36% had at least one aspect upheld and only 17% were not upheld. These are similar proportions to the figures for 2017/18.

Graph 6 - Final Outcome



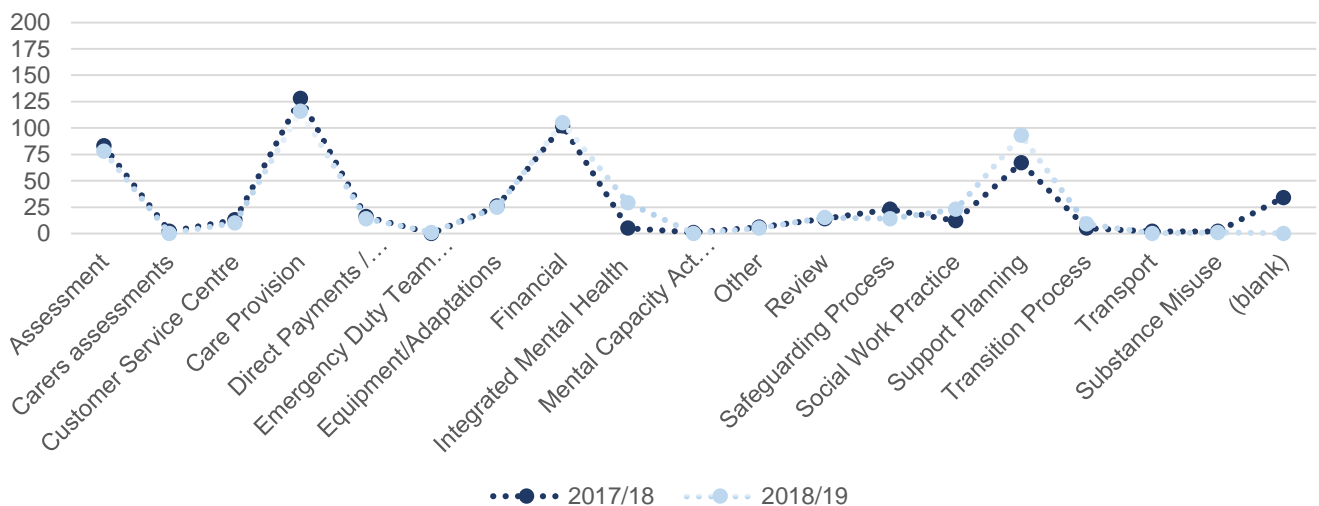
A total of 329 internal complaint investigations were undertaken. The breakdown of these was 23% upheld (77), 26% partly upheld (84) and 23% not upheld (75). 22% (74) remain open and 6% (19) were withdrawn throughout the complaint process. These proportions are similar to 2017/18. When the upheld and partly upheld figures are considered together, it can be seen that in about half of all cases, when an investigation is undertaken, an aspect is found to be justified.

Of the total number of complaints received in 2018/19, 2% (10) exceeded the 6 month statutory maximum timescale. This is mainly due to the complexity of the cases.

2.3 What do people complain about?

Graph 7 shows complaints by service type for the last 2 financial years.

Graph 7 - Complaints By Service Type



For 2018/19, the most frequent subject of complaint was Care Provision (116) which received 22% of the total number of complaints, which is similar to the previous year. There has also been a significant increase in the number of complaints about Support Planning from 67 complaints in 2017/18 to 93 in 2018/19. Assessment and financial related complaints have stayed broadly the same this year as compared to last year.

2.4 Learning for adult social care

Area	Learning point for adult social care
Social Care	<p>All social work students were informed of the correct procedures for introducing themselves to service users at the student forum and were sent an email reminder of the importance of accurate recording.</p> <p>Social care staff have been reminded to update the financial recording systems in a timely manner so that invoices can be correctly calculated and issued.</p> <p>In another complaint, staff have been reminded of the importance of inputting the correct financial information and providing information to customers on financial implications.</p> <p>Social workers have been reminded to improve communication surrounding the cancelling of meetings.</p> <p>A reminder has been issued to all workers of the importance of returning calls to the service user and/or their family members in a timely manner.</p>
Direct Payments / Finance	<p>Workers have been reminded to ensure that people are informed of the financial implications of care and that they understand these, particularly prior to being discharged.</p> <p>The principal social worker has devised a new process and easy read information explaining LCC's charging arrangements for non-residential care services which is currently being rolled out around the council area.</p> <p>Social care managers have drafted information for LCC's internet pages on financial contributions and a number of other social care areas, including first and third party top ups.</p> <p>There is now a clear pathway in place for interim services pending the start of a Direct Payment.</p> <p>Managers have improved timescales for undertaking direct payment reviews and improved communication between teams and service users about the outcome of reviews and direct payment arrangements.</p> <p>A finance letter which caused a complaint due to having been sent to a deceased person has been shared with the finance team to see if this practice can be reviewed and improved.</p> <p>Financial Assessment Officers have been reminded of the requirement to only complete assessments with the appropriate named person and ensure key questions are asked.</p>

Transitions	The Transitions Team have improved communication around checking before cases are transferred and closed. They now write to the service user before closing a case, to check if there are any outstanding concerns.
Older Peoples Service	<p>An older people's care home investigation established the importance of dealing with residents' concerns as they arise; sharing information during handovers, staff meetings and residents' meetings.</p> <p>A home will purchase a wheelchair for residents' use and ensure that assessments and plans are updated. The management team will share this learning with other homes.</p>
Crisis Care / Emergency Duty Team	Workers now consider contacting the service user/family to establish whether there is any other need for service user support, eg information off the care agencies preferred provider list.
Safeguarding	Social workers were reminded about the importance of notifying families about the outcome of a safeguarding enquiry, ensuring that sensitive information is shared appropriately.
Mental Health	Care coordinators have been given clarification on the commissioning process of domiciliary care via the Care Navigation team.
Quality Improvement	<p>The QI team have reviewed the system for the initial screening of residents, who are affected by home closures, identifying early on who may require input from health and finance staff for advice, information and assessments. A link officer is identified with sufficient capacity to undertake the work.</p> <p>When a home is ceasing to provide a service, we now explain to relatives that, whilst there is a proposed date to work towards, due to staff seeking new employment, it may become urgent to move service users before that date.</p>
Learning Disability and Autism	Managers have reminded staff that they should only approve payment on the financial recoding system when the appropriate finance form (FIN107) is seen or scanned. A service representative is now on the Direct Payment forum. Disputes and cases are now referred to the forum.
Shared Lives	The Shared Lives Service now take into account the service user's preference for communication when undertaking a review.
Intermediate Care	NHS Therapy teams now hold regular multidisciplinary team meetings, in order to facilitate safe discharge from health arranged intermediate care.
Continuing Health Care	<p>The Continuing Health Care (CHC) Manager has asked the specific Clinical Commissioning Group if the Department of Health Public Information booklets on CHC can be made available for practitioners to share with service users and their families.</p> <p>The team manager has suggested at a Management Meeting that practitioners should provide a blank copy of the CHC checklist at service user meetings to enable those present to refer to the information whilst discussions are being held.</p>
Reablement	<p>Managers have identified the need for better communication between social care workers and family/service users, for example to provide information about the reablement process as well as financial information.</p> <p>Managers now appreciate that reablement capacity and the use of reablement should be constantly reviewed in order to ensure we are providing the right level of service user support, equitably.</p>
Complaints Service	The complaints team now issues a covering letter with all complaints information included.

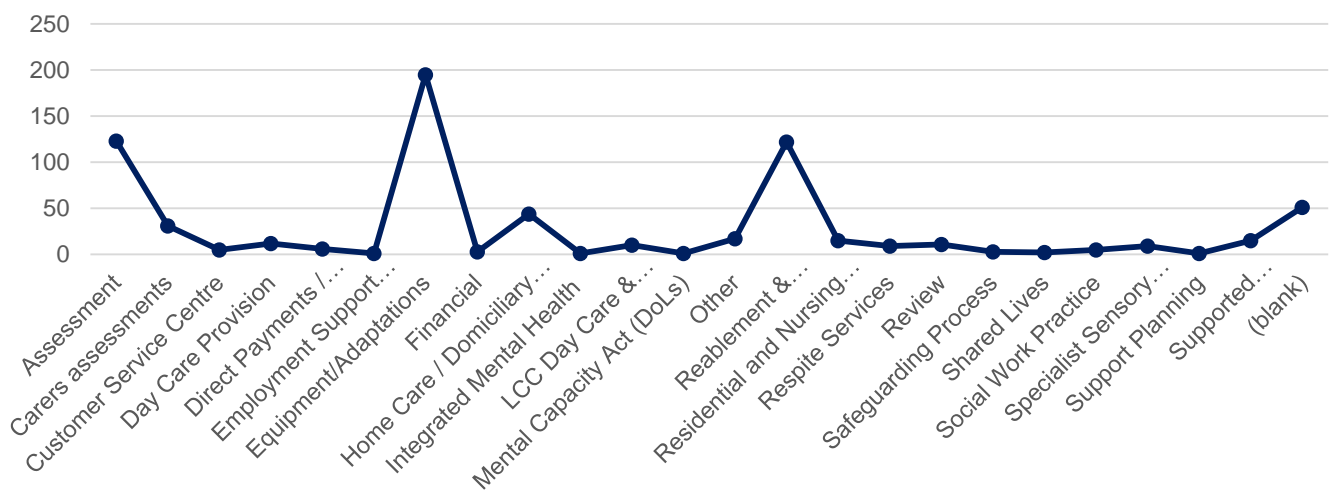
2.5 ASC services which were the subject of compliments

Graph 8 shows the number of compliments received by service type for 2018/19.

The number of statutory compliments has shown a welcome increase from 615 in 2017/18 to 692 in 2018/19. This is mostly related to the leaflet 'Your Views Count' being circulated after assessments or reviews. In 2017/18, 26% of all compliments were because of equipment and adaptations received and this has increased slightly by 2% in 2018/19. Compliments for Home Care/Domiciliary Care Services have increased by 3% in 2018/19 to 44. Compliments for reviews have doubled this year as have those for Carers' Assessments. Reablement compliment figures have gone up from 108 in 2017/18 to 122 in 2018/19, in all probability because of the recent work on Passport to Independence.

However, there has been a decrease in the proportion of compliments in relation to service user assessments (152 in 2017/18 to 124 in 2018/19).

Graph 8 - Compliments By Service Type



2.6 Joint Complaints

A Joint Complaints Protocol is in place with the NHS. Complaints investigations increasingly involve many different parts of the Council as well as health services and contracted service providers therefore adding much more complexity which the complaints team coordinates.

There was an increase in joint complaints during 2018/19 to 39 compared with 27 in 2017/18. These complaints are sometimes complex and take longer to resolve as they involve ASC and the NHS, typically Hospital Trusts and/or Clinical Commissioning Groups. Six joint complaints were still open at the close of 2018/19. Of the resolved complaints 14 were not upheld, 10 partly upheld and 5 were fully upheld. Four were withdrawn by the complainants. Integrated Mental Health and Support Planning were the biggest themes with 11 each.

2.7 Exceptional Compliments

- "I feel compelled to write you regarding our recent experience of Broadfield House Care Home where my mother was admitted after having a fall and a short stay in the Royal Preston Hospital. S (Social Care Support Officer) who had recently been out to assess my mother about her care needs, has been an excellent example of professionalism and has delivered a high standard of care and support for my mother and our family throughout. I have been a RC priest*

now for over 30 years and I have experience of care homes all over the country through my career. I have to tell you that Broadfield stands head and shoulders above them all. The atmosphere that is created by the staff there is a credit to the care team members and to the leadership team. Over the time I have been visiting, nothing is too much trouble and you are always greeted with a warm welcome. My mother constantly says how kind people are, how cheerful and caring they are towards her. I can testify that I have seen this high level of care given not only to my mother but to all residents and visitors. I for one am extremely grateful that my mother is in such a caring and engaging home. I would be very grateful if you can pass my comments on to both S and all the team at Broadfield. They are a credit to Lancashire County Council and an outstanding example of how a Care Home can be run"

- *"Things were pretty drastic for Mum following the death of my father and both her and my brother were fighting a losing battle with alcohol. You helped massively with your input, although it looked at the time that for both Mum and my brother there would be no good ending. But in actual fact there has been an extremely happy ending to everything. Mum was last in hospital on Christmas Eve 2016, and from that day has not touched a drop since. My brother is also completely sober and now using his time effectively helping with a charity that focuses on men dealing with life after prison/addictions. As a family we are reunited and I speak to my brother almost daily. Together we are helping Mum with the biggest change in her life since losing Dad and that is moving from where she has lived for over 50 years. We are hoping to move her into an apartment and she is excited about this new chapter in her life. You know how bad things had got, and this must seem very belated, but I wanted to pass on to you how much you helped at that dreadful time. Also I wanted you to know that sometimes, when all hope seems to be lost, that situations can turn around. So as I said, this is a very belated thank you and I hope that this news brings some encouragement that may be helpful to others who are lost in a very dark place."*
- *"I would like to pass on a word of praise. I am a retired social worker and I know Krystal and her family who live in very poor home conditions. Krystal has a learning disability and has also had difficulty with her parents, particularly around them engaging with her independence and any offers of support for years. Relationships with services have been poor over the years. Others have tried but got nowhere. However, you have done wonders and Krystal and her family can't praise you enough, not just what you've done but the way you've done it!"
(Please note that the name Krystal is fictitious)*

2.8 LGSCO Complaints

The Local Government and Social Care Ombudsman (LGSCO) provides the final stage for complaints about local authorities and some other organisations providing local public services. Their service is provided free of charge. Complainants approach the LGSCO when all other options for pursuing their complaint are closed by the Council, after it is considered that a proportionate response has already been provided. The LGSCO will only consider complaints that have already been through the Council's complaints procedures, although sometimes an early referral will be made to the LGSCO when complainants continue to be dissatisfied and the council considers that it has not done anything wrong or it has done all it can to resolve the matter.

In 2018/19, the LGSCO received total of 62 separate complaints in relation to ASC in Lancashire (in 2017/18 it was 80). Of these, 31 were referred to the council to respond to. Table 1 shows the number of LGSCO adult social care enquires staying reasonably steady over the last few years with welcome slight decrease for 2018/19.

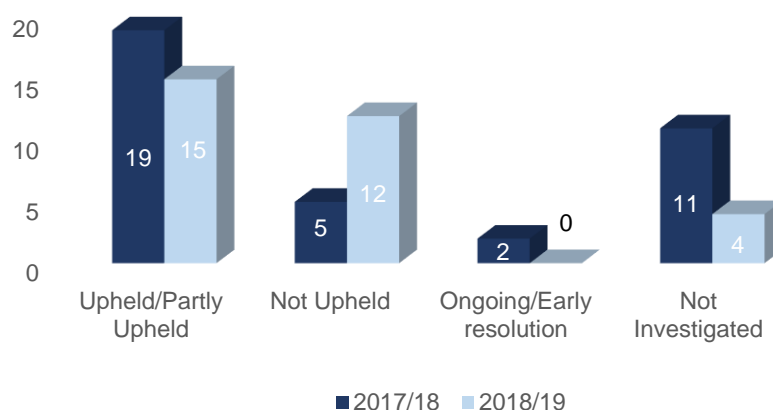
Table 1

LGSCO enquiries for Adult Social Care	2015/16	2016/17	2017/18	2018/19
Total Received	30	30	37	31

Graph 9 below shows of the 31 LGSCO ASC final decisions received in 2018/19, 39% were not upheld, 13% were not investigated and 48% were upheld. It should be noted that the LGSCO will also uphold complaints that the council has already upheld. Of the 15 complaints that were either upheld or partly upheld, just 8 were not upheld by ASC originally, **making an actual uphold rate of 26%**.

The final decisions resulted in a total of £24,484.83 being paid out by the council.

Graph 9 - Final Outcome



There have not been any ASC public reports in 2018/19. This is welcome news, as there were two in 2017/18. The main learning from the 15 upheld and partly upheld complaints is outlined below.

2.10 LGSCO ASC identified learning

- a) In a complaint about top up payments, we reviewed our procedures to ensure that:
- Information regarding top-up payments is in line with the Care Act 2014;
 - written top-up agreements were entered into with third parties (rather than the agreement being between the care home and the third party);
 - we ended the practice of allowing a third party to pay the top-up directly; and

We reviewed other cases potentially affected and provided the ombudsman with a written report of the review of our procedures.

- b) In a complaint about the council struggling to find an appropriate care home for an individual, we reviewed the lessons learnt and shared them formally with relevant staff in relation to considering alternative support. The care provider also reviewed their procedures to ensure support plans are updated appropriately when changes are identified through their monthly support plan reviews
- c) We changed our procedures to ensure that out of county service users are receiving an adequate social work service.
- d) We revised our third-party agreement form to ensure that it is Care Act compliant. We made social care teams fully aware of the correct procedures and guidance around third-party arrangements.

- e) We carried out a lessons learned exercise to identify what worked well and what did not about our decision to end a supported living scheme. It involved representatives from the housing association, care provider and borough council as well as gathering comments from tenants and their representatives.
- f) Managers have reminded their social work teams to ensure reviews of needs assessments are carried out in accordance with the Care Act.
- g) Managers have reminded their social work teams to improve record-keeping.
- h) We trained ASC staff in complaints handling
- i) We issued a staff guidance to ensure that complainants are informed of the implementation of outcomes to their complaints.
- j) The complaints team periodically reviews the effectiveness of the complaints process with complainants.

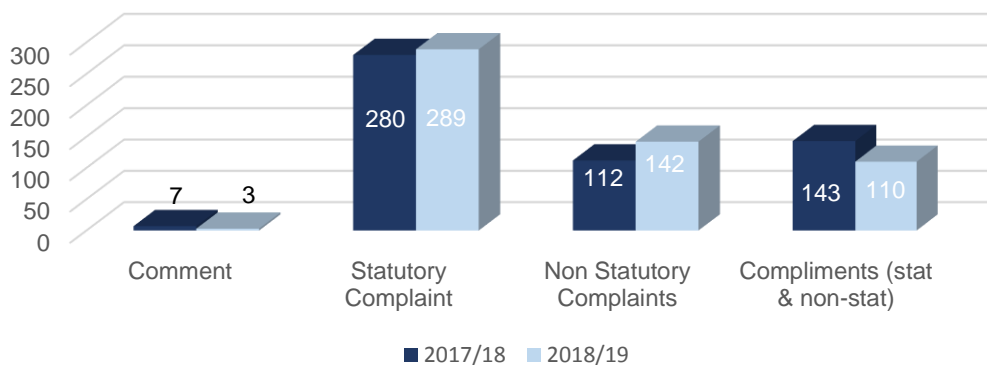
Section Three: Children and Young People Feedback

3.1 Summary of CYP and CSC feedback in 2018/19

There is a statutory and non-statutory process for complaints about CYP services. The statutory process involves three stages for social care complainants, who are eligible to complain. The Stage 1 initial response is always compiled by the service manager involved. If the person complaining is still unhappy, they can request a Stage 2 independent investigation. If the complainant remains unhappy, a Stage 3 review panel, which reviews the way the stage 2 was investigated, can be requested. The non-statutory process applies to non-social care complaints (for example education or Special Educational Needs and Disabilities SEND) or for people complaining about CSC who do not have parental responsibility for a child (for example grandparents). In 2018/19 the total amount spent on investigations for children's complaints was £4,714.67. This is less than the cost spent on investigations in 2017/18 which was £6,090.15.

Graph 10 shows the overall rise in CSC statutory complaints by just over 3%, to make an overall total of 289 for 2018/19. The vast majority of CSC complaints are made by parents or guardians. Only 25 complaints were made by children or their advocates in 2018/19.

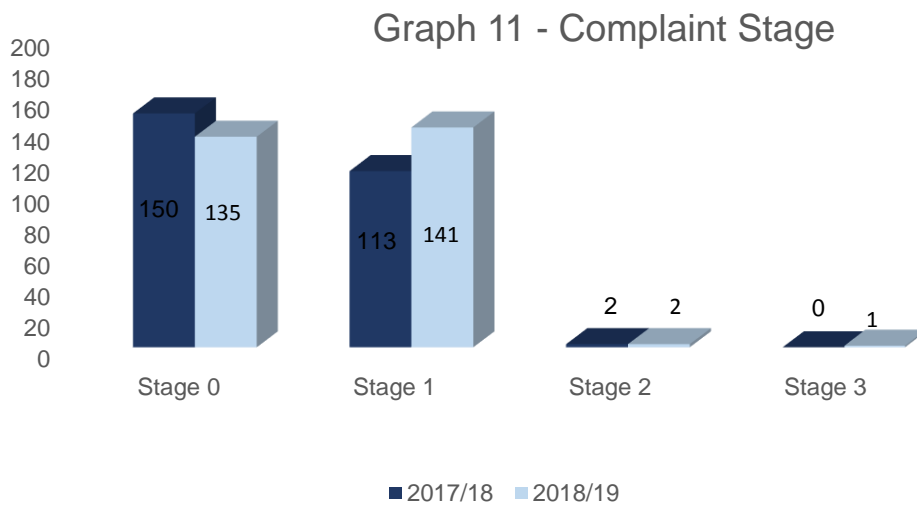
Graph 10 - Feedback Type



3.2 Breakdown of complaints by stage

The breakdown of complaints with outcomes recorded against them can be seen in Graph 11. Stage 0 is the early resolution of complaints. It can be seen that there has been an increase in complaints responded to at the formal stages rather than at in the early stages (Stage 0).

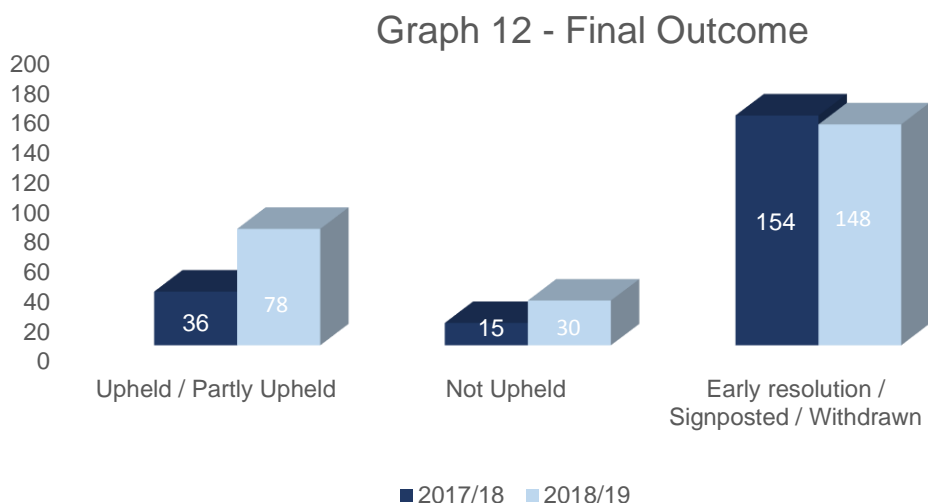
The number of complaints resolved locally at Stage 1 is more this year than it was in 2017/18 (an increase of 28). Two independent complaints investigations were commissioned and one Stage 3 panel was held.



3.3 Breakdown of complaints by outcome

Graph 12 shows a breakdown of the 256 closed complaints which had a final outcome recorded at the time of writing this report. Of these 12% were not upheld, 30% were upheld or partly upheld and most complaints (58%) were signposted, resolved early or withdrawn (a similar proportion for the last two financial years). Local and early resolution of complaints is a better outcome for everyone, as escalation is time-consuming and expensive.

More complaints were upheld or partially upheld during 2018/19 than the previous financial year with the proportions increasing from 18% of all closed complaints in 2017/18 to 30%. Therefore complaints are found to be justified in about a third of all cases.

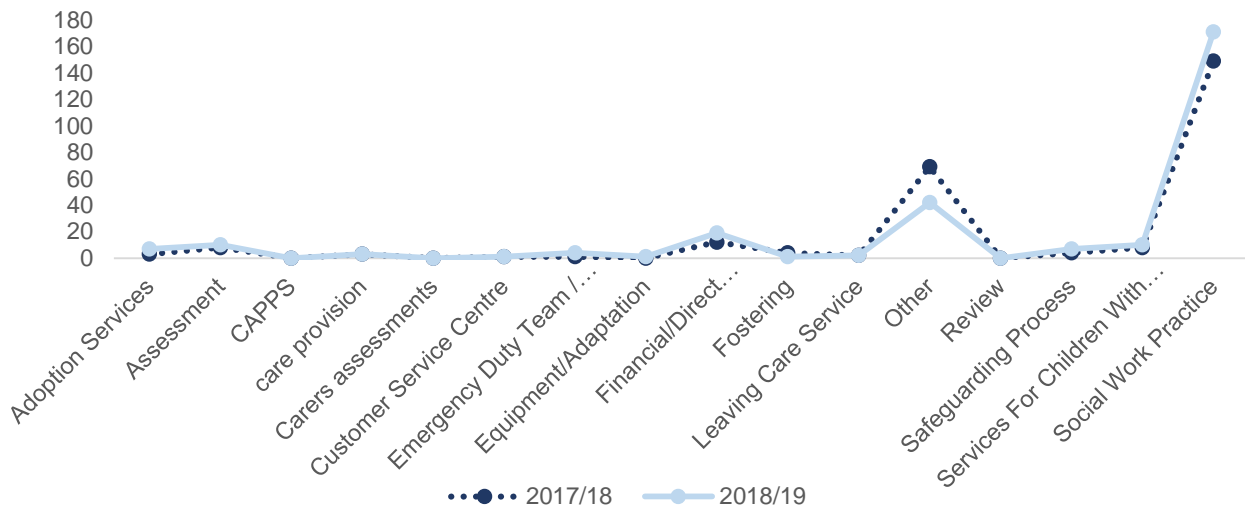


Of the total number of statutory CSC complaints received in this financial year, almost 50% (133) exceeded the statutory timescale (20 working days). It is considered that the reason for this is staff retention, with some social workers leaving and managers picking up on complaints afterwards, leaving the council in some difficulty with achieving a resolution to matters.

3.4 What do people complain about in the statutory process?

Graph 13 below shows a breakdown by service type for the last 2 financial years. It can be seen that the proportions are similar, although there was a 15% increase in the number of complaints in relation to social work practice, increasing from 149 in 2017/18 to 171 in 2018/19. Social work practice continues to be the most frequent subject of complaint covering more than 61% of all CSC complaints.

Graph 13 - Complaints By Service Type



3.5 Learning for CSC

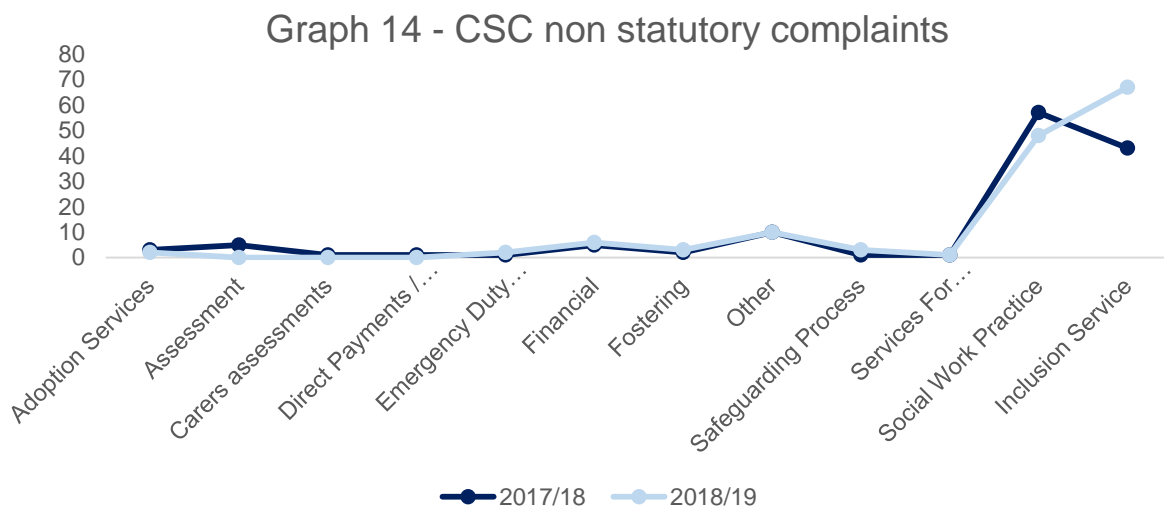
Area	Internal learning point for CYP social care
Social Care	<p>Social workers have been reminded to take care when speaking with service users or their family and be mindful of how it may affect them.</p> <p>Social workers have been reminded by their managers to follow through with tasks within the timescales they have provided.</p> <p>A reminder has been issued to all workers of the importance of returning calls to the service user and / or their family members in a timely manner.</p> <p>Social workers have been reminded by their managers of better communication especially surrounding cancelling of meetings</p> <p>Managers have reviewed and improved the service practices and approaches to working with children and families.</p> <p>Social workers have been reminded that calls are recorded by the Customer Service Centre and saved on the children's recording system.</p> <p>Managers have reminded social workers of the importance of responding to parents, carers & partner organisations that the council works with.</p> <p>In a specific complaint about communication with a complainant, we have clarified how best it is for the worker to contact the person.</p>

	<p>In a specific complaint, the social worker and the complainant now have weekly contact so that updates can be provided.</p> <p>In another complaint, we have improved communication to ensure that the individual has a better understanding of the rationale behind council decisions.</p> <p>A team manager has revisited the absence from work policy and the importance of maintaining online diaries with other members of staff, including other managers.</p>
Adoption Services	The adoption team ensures that newly qualified staff attend extra training, to ensure workers are providing the right information and giving the right messages.
Financial	<p>Practice managers have now been made fully aware of the complaints procedures to help prevent delays in financial complaints being dealt with.</p> <p>Additional training has been provided to social care in relation to financial issues.</p>
Partnership Working	<p>Additional checks have been implemented with Business Support to ensure records are kept up to date.</p> <p>All staff are now required to take part in yearly training on Information Governance matters and managers get reports of uptake.</p> <p>In a specific complaint, involving a number of partner agencies, contact was made with all services that were involved to avoid the same reasons for the young person's complaint happening again.</p>
Safeguarding	<p>In a specific complaint, the social worker gave the complainant the dates for core group meetings and the review meeting and the parents were approached for their consent to enable them to attend.</p> <p>In another complaint, the matters arising from a meeting were shared with the group of staff who are responsible for chairing allegations strategy meetings.</p>
Assessment	<p>In a complaint about involvement, it was made clear to the social workers that both parents were to be involved. Staff within assessment teams engaged in a training & development session in relation to this issue.</p> <p>In a complaint about the accuracy of assessment information, a family support worker got in touch with the complainant to ensure that information was accurately recorded.</p>

3.6 Summary of non-statutory CSC complaints

Non CSC statutory complaints are made by a people who are **not** entitled to complain under the Children Act procedures (for example a family friend or a relative without parental responsibility) or if the complaint is about something that cannot be complained about under the Children Act (for example adoption or fostering matters/complaints by members of the public: please see further categories below). Complaints about the Inclusion Service are also non-statutory, if CSC is not involved.

3.7 What are CSC non-statutory complaints about?



Graph 14 above shows that non statutory complaints have increased overall, but particularly for the for the inclusion service from 43 2017/18 to 67 in 2018/19.

Identifying themes and learning from all CSC complaints – non statutory or statutory - is valuable. Senior managers are informed of the themes on a regular basis through quarterly reporting and regular attendance at team meetings or senior management meetings.

3.8 Services which were the subject of compliments and comments in 2018/19

Due to the nature of CSC, not many compliments are received (14). However, with the addition of compliments for the Inclusion Service, a total of 110 compliments were received for 2018/19, which is a decrease of 33 from 2017/18 (143).

3.9 Exceptional Compliments

From a NHS partner organisation:

"I know as professionals we don't hear this a lot. But everyone is saying how amazing you are as a social worker and how great you are with the young people. I have talked a lot in our management meetings about how great you have been with M, and now other practitioners are also saying the same about your work with L. I know in this job, you don't get a lot of acknowledgement for how hard you work, so just wanted to let you know it has not gone un-noticed at our end. Everyone gives a mini cheer when they find out you are the allocated social worker for a young person receiving a Children and Adolescent Mental Health Service!"

Compliment from a family member:

"I wanted to write to let you know how impressed I have been by the efficient and professional service and advice that I have received from your social worker on the couple of occasions that I have been in contact. Her guidance has been clear and helpful. I know how quick people can be to criticise but I wanted to pass on my thanks."

Compliment from an external trainer who provides Practice Educator training and long arm support to new social worker's:

I have done a session with a new social worker and her manager in CSC in Lancaster. The atmosphere within Mill 14 was excellent, to the extent that I would like to work there! I found it a very positive experience. The social worker and her manager were both very organised in terms of the new social worker's progress for her assessed and supported year in employment. In addition on a more general note, the general buzz around the room is so much more positive. I have noticed a positive difference in all the staff I have met there over the last year."

3.10 LGSCO Complaints

The Local Government Ombudsman (LGSCO) acts as the regulator and provides the final stage for complaints about local authorities and some other organisations providing local public services. Their service is provided free of charge. Complainants approach the LGSCO when all other options for pursuing their complaint are closed, after a proportionate response has been provided. The LGSCO will only consider complaints that have already been through the council complaints procedures. Sometimes the council will make early referrals to the LGSCO when complainants continue to be dissatisfied and the council considers that it has not done anything wrong or it has done all it can to resolve the matter.

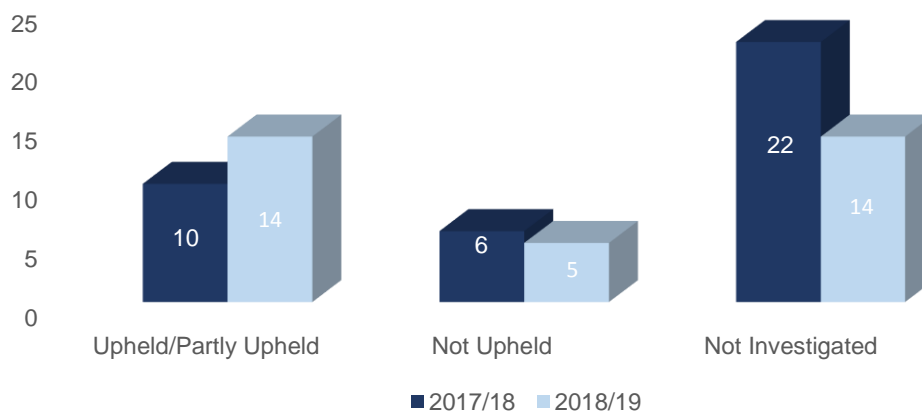
In 2018/19, the LGSCO received total of 66 separate complaints in relation to CSC, Inclusion and Education services (in 2017/18 it was 80). Of these, 48 were referred to the council to respond to. Table 2 shows the number of LGSCO enquires over the last 4 years, with welcome decrease for 2018/19.

Table 2

LGSCO enquiries for all Children's complaints	2015/16	2016/17	2017/18	2018/19
Total Received	56	47	61	48

The 48 CYP enquiries received from the LGSCO in 2018/19 resulted in 22 final decisions within the same year and an additional 11 final decisions were received from the previous year, making a total of 33. Graph 15 shows that of the 33 LGSCO CYP final decisions received in 2018/19, 5 were not upheld, 14 were not investigated and 14 were either upheld or partly upheld. As the LGSCO will also uphold complaints that the council has already upheld and of the 14 complaints, 3 had already been upheld or partly upheld, **this makes an actual uphold rate of 33%**. A total of £2,100 was paid out in final decisions, a significant decrease when compared with settlement amounts paid out for 2017/18 (£7,100).

Graph 15 - Final Outcome



The LGSCO was satisfied with the actions and the continuous improvement undertaken as a direct result of the complaints upheld by their investigations in 2018/19. There was one public report. The complaint centred on a couple who had a Special Guardianship Order (SGO) in place for their niece and nephew. They said the council failed to provide them with necessary help and support. The council paid an extra of £1,225 for the further distress and time and trouble caused and additional money for backdated payments for respite and allowances. The report was taken to Full Council and a full apology was made. At the time of writing this report, the council actions are still to be signed off by the ombudsman

3.11 LGSCO Children's Social Care identified learning

The identified learning from the other upheld social care and education complaints is as follows:

- a) We reviewed our procedures to ensure complaints about contact arrangements are properly considered in the future.
- b) We trained CSC staff in complaints handling
- c) We issued a guidance note to staff who deal with CSC complaints about the requirements of the statutory complaints guidance.
- d) We now ensure that parents and guardians know when child protection action will continue, even after court cases where no concerns about child safety are raised (where this is the case).
- e) Managers consistently communicate the learning from complaints at team meetings to social workers.
- f) We issued a staff guidance to ensure that complainants are informed of the implementation of outcomes to their complaints.
- g) The complaints team periodically reviews the effectiveness of the complaints process with complainants.

- h) In 3 complaints about Education Health and Care Plans (EHC):
- We reminded staff of the statutory timescales for producing EHC plans and the need to provide EHC review outcome letters in a timely manner;
 - We reviewed arrangements with education providers for ensuring EHC plan annual meetings take place and that EHC plans are issued within statutory timeframes; and
 - We worked with a specific Clinical Commissioning Group to develop a process to highlight when problems develop with EHC plans.

Non statutory corporate complaints and customer feedback

For the period 1 April 2018 to 31 March 2019

INTRODUCTION

This report covers the period 1 April 2018 to the 31 March 2019, covers all corporate (non-statutory) complaints and compliments for all council direct provision and commissioned services that do not relate to adult social care or children's complaints. The report also contains complaints and compliments for Public Health Commissioned Services.

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

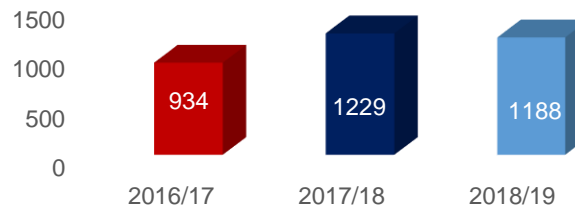
SECTION ONE: Corporate Feedback

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All council non-statutory corporate feedback

1.1 Summary of Corporate Complaints in 2018/19

Graph 1 - Corporate 'expressions of dissatisfaction'



Complaints are used by the council as an opportunity to learn and improve. As a direct result of corporate complaints in 2018/19 the council has made improvements to the Blue Badge service, public information, our communication with complainants and internal processes and procedures. Public Health is the most complimented corporate council service.

The council has a single central team for all complaints. Not all issues which are reported to the complaints team in the first instance are considered 'complaints'. The matter will usually be considered as a 'routine service issue' if it is a first notification and the council has not had a chance to put the situation right. Hopefully the issue can be dealt with early but, if not, an informal complaint is logged and, if the customer still remains dissatisfied after 20 working days, a formal complaint is logged.

This report uses the terminology 'expression of dissatisfaction' (regardless if it is a formal complaint or not) for all issues which have been reported by customers to the complaints team. Graph 1 shows that in 2018/19, 1188 matters were reported initially as a 'corporate complaint'. This figure is a slight reduction (of 3%), on the previous year. The vast majority of expressions of dissatisfaction (96%) were resolved and nipped in the bud as routine service issues, early in the complaint process.

The majority of expressions of dissatisfaction (35%) were about highways (414 individual matters). This however is a significant reduction on the figures for 2017/18, when the proportion was 50%. This is due to the considerable size of this service and the fact that roads impact on every Lancashire citizen. Highways therefore also attract a large volume of enquires and the service received 62 individual compliments in 2018/19.

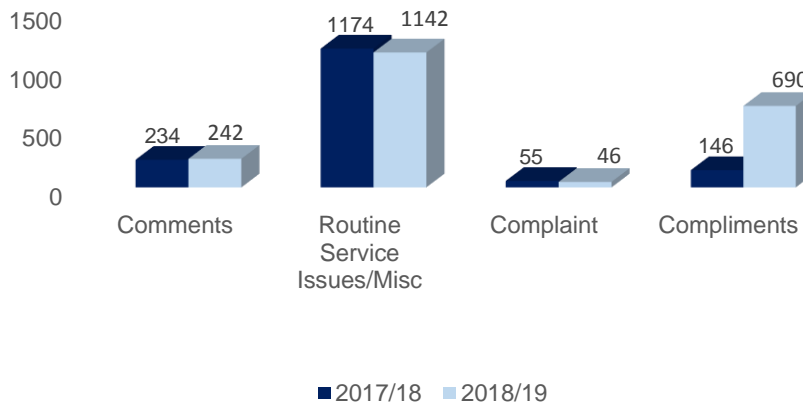
There was a slight decrease in views of the complaints pages on the LCC website from 9172 views in 2017/18 to 9139 in 2018/19 which also reflects the slight decrease in corporate expressions of dissatisfaction.

A total of 34 final decisions were made by the Local Government & Social Care Ombudsman (LGSCO) in 2018/19; 26 (76%) were not investigated; 5 (15%) were upheld or partly upheld; 3 (9%) were not upheld. Section 1.7 covers the learning from upheld complaints.

1.2 Breakdown of feedback type

Graph 2 shows of the 1188 corporate related expressions of dissatisfaction (including 3rd party claims, 96% (1142) were resolved early in the complaint pathway. They were 'nipped in the bud' as part of ongoing business matters and by proactive management action. It also should be noted that about 33% of all feedback received was positive, in the form of a compliment. There has been a welcome significant rise in the capture of corporate compliments, with over four times as many recorded for the previous year. An additional 242 comments were received by the complaints team which are always signposted for action to the service concerned.

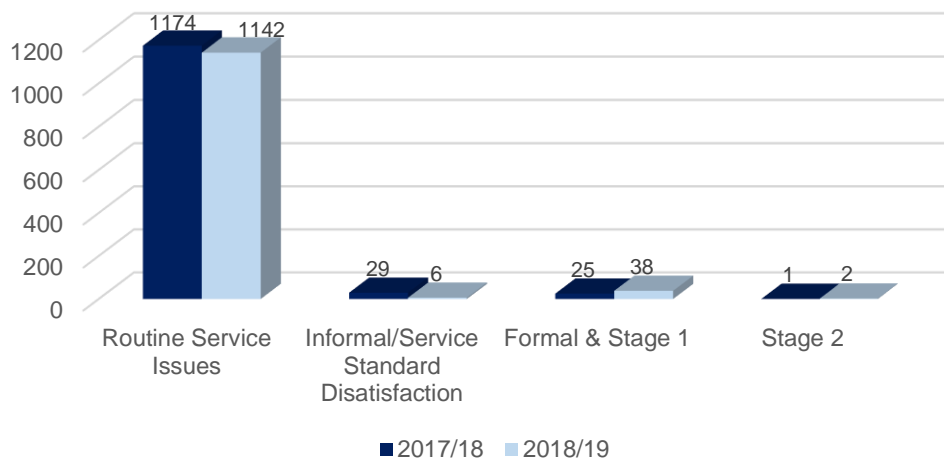
Graph 2 - Corporate Feedback Type



1.3 Complaints by Stage

Not many corporate complaints enter the formal stages. Graph 3 shows that just over 96% of negative feedback was resolved as part of routine business matters (including 3rd party claims). Six complaints were resolved early on in the informal complaints process, down from 29 in 2017/18. The most significant difference from 2017/18 is the number of complaints entering the formal stage. This has risen from 25 during 2017/18 to 38 during 2018/19 (56%) and this is mainly due to a change in how Highways and Transport complaints are managed.

Graph 3 - Complaint by Stage



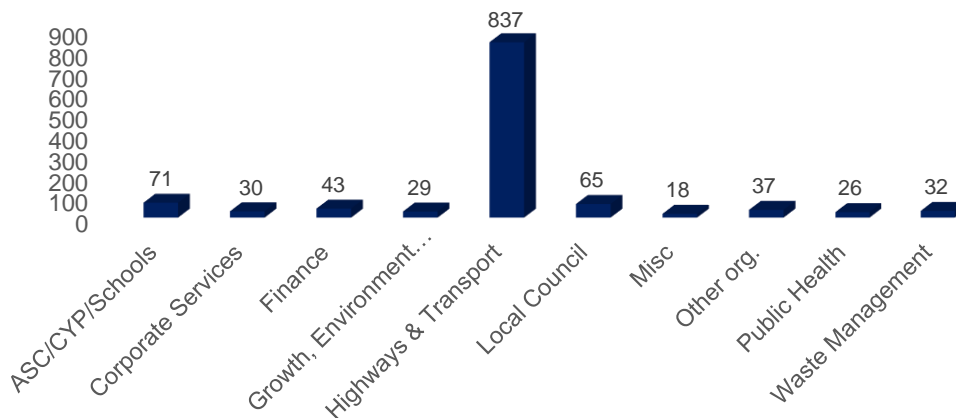
For the majority of 2018/19, Stage 2 of the corporate complaints process involved a panel of County Councillors, (it changed to a review by Head of Service or Director late in May 2019). No Stage 2 review panels were held in 2018/19. Both complaints resolved at Stage 2, were made during the

2018/19 financial year and resolved under the new process at Head of Service or Director Level in 2019/20.

1.4 What do people make corporate 'complaints' about?

Graph 4 shows that Highways & Transport continues to be the single most common reason for expressions of dissatisfaction in about 71% of all cases. This is because of the considerable size of Highways & Transport and the fact that these services potentially impact upon the entire population of Lancashire and not just those in direct receipt of services from LCC.

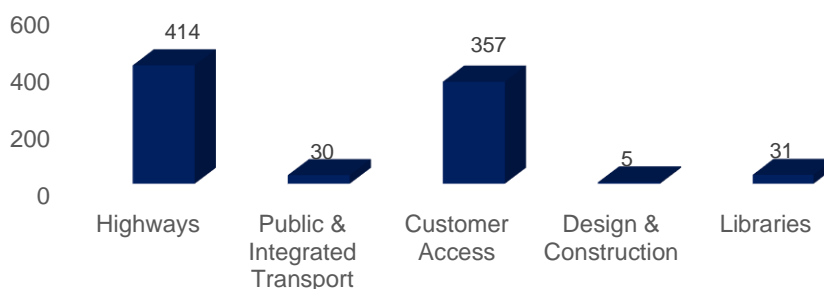
Graph 4 - Expressions of dissatisfaction 2018/19



1.5 What are complaints made for the Highways and Transport Service about?

A further breakdown of the 837 Highways & Transport expressions of dissatisfaction (which also includes customer access and libraries) can be seen in Graph 5 below.

Graph 5 - Expressions of dissatisfaction for Highways & Transport 2018/19



The majority of expressions of dissatisfaction were for Highways (414) which represents 35% of the total number (1188). However this figure is significantly down from 617, received the previous year, which at that time, represented half of all expressions of dissatisfaction. Customer Access figures are up by 85% from 193 in 2017/18 to 357 in 2018/19. The most common reason for dissatisfaction with customer access relates to poor communication about highways reports that have not been fixed. The Complaints Team have worked with the Customer Access Team to re-introduce the

Highways Mailbox to assist in communicating with customers in these situations, so it is expected that this figure will reduce for 2019/20.

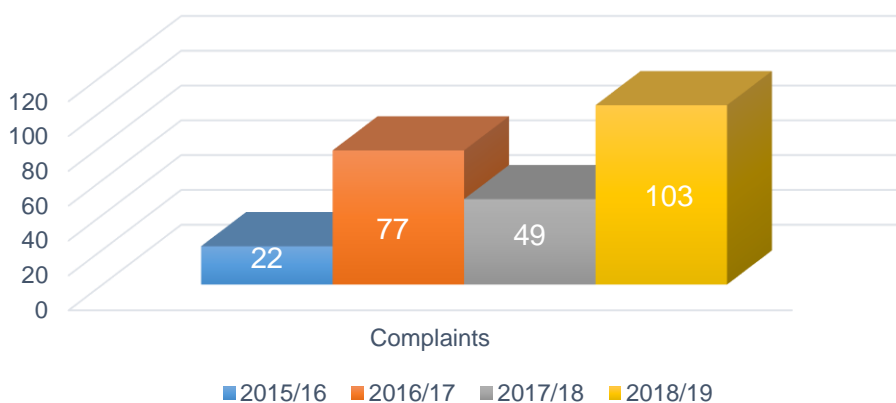
The top three most complained about themes within Highways for 2018/19 were timeliness of response/action (156); flooding/blocked gullies (28); and professionalism of worker/staff conduct (20). After an analysis of some of the complaint themes, a note about expected behaviour is being issued to all drivers by the Director of Highways and Transport. After some complaints about charges for a phone number being used for Penalty Charge Notices, this was changed to a local rate number.

1.6 Complaints about Public Health Commissioned Services

Public Health services are provided to the public through commissioned providers. However as the council is responsible for the quality of these services, the performance of these contracts are monitored and providers report back quarterly on their performance.

There has been a fourfold increase in the capture of all feedback in Public Health as a result of continued promotion of the use of an electronic form for submitting data and the increased reporting from providers. From the council perspective, it is important to know about the performance of our contracts and that complaints procedures are accessible to the public.

Graph 6 - Public Health Complaints

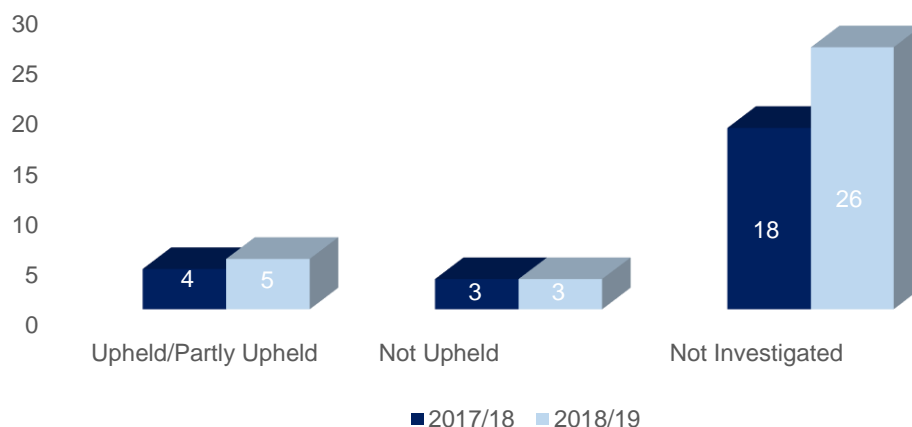


1.7 LGSCO Complaints

Council officers try their best to respond to complaints proportionately, but sometimes complaints are not upheld and people remain dissatisfied. In total 42 separate corporate complaints were made by the public to the LGSCO in 2018/19. Of these, the ombudsman made 32 final corporate decisions. In 2017/18 it was just 24, so these figures have gone up.

The 32 corporate enquiries received from the LGSCO in 2018/19 resulted in 25 final decisions within the same year and an additional 9 final decisions were received from the previous year, making a total of 34. Graph 7 shows the final outcome of these complaints. Only 5 complaints were upheld and 29 were not investigated or not upheld. This makes an uphold rate of only 15%. In 85% of corporate complaints, the final council decision on the complaint is therefore not further investigated or the council position is agreed by the ombudsman.

Graph 7 - Final Outcome of LGSCO complaints



1.8 Learning from LGSCO corporate complaints

In three upheld complaints about blue badges, we reviewed the matrix we currently use for the Blue Badge service and took the following actions:

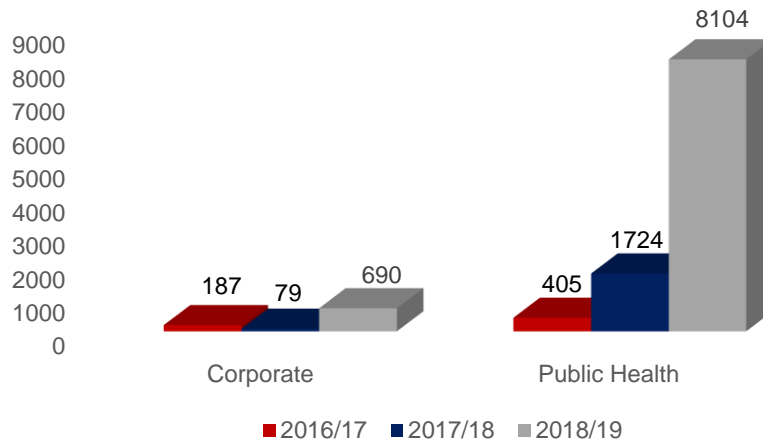
- We agreed to review our blue badge policy and procedures to ensure they comply with the law.
- We ensure all applications are referred for an independent mobility assessment where it is not obvious that the applicant is eligible or ineligible.
- We ensure we do not discount people with variable conditions and take account of people with hidden or non-physical conditions which affect walking ability.
- We have arranged training for our officers to ensure they are properly following the law and government guidance when considering blue badge applications.
- We made changes to our process, so that in the event an applicant reaches a borderline score and a positive decision cannot be reached, the applicant will be offered an independent assessment immediately.
- A further review was conducted after the results of a recent Government consultation into blue badge provision.

In a complaint about a delay to a school transport appeal, we have improved the process and if delays become unavoidable we communicate the reasons for delays to appellants.

Changes to supply and ordering processes have been made in children's centre which had wrongly told a parent that it had vitamins in stock, when it did not.

1.9 All Corporate Compliments

Graph 8 - Compliments



The capture of corporate compliments has shown a welcome increase for 2018/19. The amount of compliments generated is generally in relation to the nature of the business and is directly proportional to the amount of business that the council undertakes in particular service areas. As can be seen in Graph 8, a total of 8794 compliments were made in 2018/19. The majority are made in relation to public health commissioned services with just over 92% of all the compliments received. The number of public health compliments have risen by four times the previous year, (similar to the rise in complaints), pointing to improved capture and recording of all feedback by providers. Compliments are always shared with the line managers concerned and staff are also sometimes nominated for Pride Awards from this customer feedback.

1.10 Exceptional compliments by service

A. Public Health

Public Health commissioned services stand out by far, as the most appreciated council service. Some examples of exceptional feedback received in 2018/19 are quoted below.

We cannot thank you ALL enough for all your help, patience, support and understanding. I can report that my son is getting meetings in and enjoying sobriety. He could not have done it without you. You all do a wonderful job and provide an excellent service!

A great service, thank you for changing my ferrule. Very good home assessment, I didn't realise the support I needed. How lovely that you came to our heritage group to talk to us about how we can help ourselves and be safe. I wouldn't have known where to get the support you have been able to help me find, thank you. How great! A new ferrule for Christmas! Such a great, caring service. The ladies are always smiling, so kind and helpful.

Best place I've ever been to. Get the support I need and no matter what the staff are always there to help.

B. Highways

Highways received 62 formally recorded compliments in 2018/19. Some examples of exceptional feedback received in 2018/19 are quoted below.

Just to say what a wonderful job you have done with the road surface of Smithy Lane, Stalmine. Our Wyre Pensioners Forum group members wanted me to contact you to say what an excellent job you had done and made the cut through now a safer road to travel to and from upon. Well done to all involved.

Many thanks for the very prompt action in clearing the blocked gulley by Waddington Coronation Gardens. Not only do we have lovely smooth roads through the village now but we have clear gullies as well.

I want to thank you for sorting out the street lighting on main avenue, Middleton, Morecambe. I told you about it on 9th October and you sorted out the whole road on 10th October. Wonderful service, keep up the good work.

C. Welfare Rights

Welfare Rights received 224 formally recorded compliments in 2018/19. Some examples of exceptional feedback are quoted below.

I wish to compliment the staff at your office (the Welfare Rights Service) for all the help and support shown to me in my claim for attendance allowance- thank you once again.

I didn't think that we (my husband and I) would be eligible for pension credit. However; after being contacted by this department, your representative made a claim on our behalf. We then had a visitor from the Department who was very helpful, business like and courteous. Each time we had cause to contact the Department we had the same experience from all the staff. I cannot speak too highly of them and thank them all for their help.

Thank you with all your assistance with my case. Although it took considerable time to come to court, your advice and helpfulness are greatly appreciated. Without your help I would have lost the case. Thank you again for your time and effort. You are a valuable member of staff!

Cabinet Committee on Performance Improvement

Meeting to be held on Tuesday, 15 October 2019

Report of the Chief Executive

Part I

Electoral Division affected:
All

Corporate Strategy: Performance Monitoring Proposals

(Appendix 'A' refers)

Contact for further information:

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Executive Summary

Performance indicators have been proposed against the 5 objectives of the Corporate Strategy, some reported quarterly some annually. These indicators, set out in Appendix 'A', will form the content of future quarterly corporate performance monitoring reports to the Cabinet Committee on Performance Improvement. It is also proposed that detailed reports are scheduled for presentation to the Cabinet Committee over the year to enable a more in-depth discussion, the proposed details of which are set out in Appendix 'A'.

Recommendation

The Cabinet Committee on Performance Improvement is asked to comment on these performance monitoring proposals for the Corporate Strategy.

Background

Presentation to Full Council

The Corporate Strategy, 'A vision for Lancashire' with 5 over-arching objectives was presented to, and approved by, Full Council on 14 February 2019. The presentation to Full Council included high level key performance metrics, to enable members to monitor progress against the following 5 key objectives over a number of years, and to establish plans for corrective action where necessary:

- Lancashire will be the place to live
- Lancashire will be the place to work
- Lancashire will be the place to prosper
- Lancashire will be the place to visit
- Lancashire will be the place where everyone acts responsibly

Some of the metrics reflected the county council's enabling and influencing role, rather than its direct responsibility.

It was agreed that, following the approval of the proposed high level key metrics by Full Council, targets (both short and longer term) would be set, and these would be monitored on a regular basis by members through the Cabinet Committee on Performance Improvement.

In addition to the high level key metrics relating to the vision, the Cabinet Committee will continue to regularly receive the more detailed, service specific key performance metrics which enable Members to monitor ongoing service delivery and performance.

Both the strategy document and the accompanying high level key performance metrics will be kept under regular review and will be updated to ensure they remain current and relevant. It is anticipated that the vision will have a lifespan of at least 5 years, with an annual review and refresh.

Members' workshop

All Members of all Scrutiny Committees were invited to attend the 'Corporate Strategy – Scrutiny of Key Metrics' workshop held on the 13th June 2019, to debate the proposed key metrics or identify additional ones as needed. The report at Appendix 'A' reflects these considerations, the proposed performance indicators and the response to queries raised. Officer recommendations are also included in this report.

Proposed Monitoring arrangements

Performance indicators are proposed against the 5 objectives of the Corporate Strategy, some of which will be reported quarterly and some annually. Details of the performance indicators are set out at Appendix 'A'.

More detailed information has been requested about some key aspects of performance, and it is proposed that detailed reports are scheduled for presentation to the Cabinet Committee on Performance Improvement over the year, to enable a more in-depth discussion.

It is proposed to continue to provide quarterly corporate performance monitoring reports, including the quarterly metrics set out at Appendix 'A', along with a more detailed annual report of performance against this suite of indicators.

A forward plan for the annual reports detailed will be developed with the Leader of the County Council, as Chair of the Cabinet Committee on Performance Improvement.

Targets are currently being developed against the metrics in Appendix 'A' and once the metrics have been agreed by the Cabinet Committee on Performance Improvement, the Internal Scrutiny Committee will review and ensure that the targets set are appropriate.

The next quarterly corporate performance monitoring report (against the new metrics and targets) will be presented to this Cabinet Committee on 11th December 2019.

Consultations

Members of Management Team(s) have previously received the information in this report.

Implications:

This item has the following implications, as indicated:

Risk management

No significant risks have been identified in relation to the proposals contained within this report.

Local Government (Access to Information) Act 1985

List of Background Papers

None

Reason for inclusion in Part II, if appropriate

N/A

Corporate Strategy: Performance Monitoring Proposals

September 2019

Proposed performance indicators

Lancashire will be the place to live

People will have a better quality of life, people and families will live healthier lifestyles and vulnerable people are supported and protected.

Performance Indicator	Frequency
Percentage of highways defects repaired within published timescales	quarterly
Percentage of recycling, reuse and composting of waste (1)	quarterly
Percentage of families who received targeted early help support from Children and Families Wellbeing service which successfully met their identified needs	quarterly
Percentage of children looked after who are actually living in Lancashire (2)	quarterly
Percentage of children achieving a good level of development at the Early Years Foundation Stage	annual
Number of NHS health checks offered to eligible population and take up of health checks	quarterly
Percentage of adults and older people whose desired safeguarding outcomes are met	quarterly
Percentage primary pupils offered one of top three preferences (3)	annual
Percentage secondary pupils offered one of top three preferences (3)	annual
Percentage care homes in Lancashire rated as good or outstanding (4)	quarterly
Percentage care providers in the community rated as good or outstanding (4)	quarterly

- (1) There was query by members as to whether data are available on the proportion of hard plastic as a subset of this indicator, however, it is not possible to separate hard plastics at present.
- (2) An officer recommendation to include an indicator which demonstrates the importance of having the right support available to children looked after within Lancashire
- (3) Members requested that indicators relating to the ability of parents to get children into their choice of school were included, as it is recognised as an important factor in choosing to live and work in Lancashire.
- (4) Members requested that the quality of services for vulnerable adults should be included.

Lancashire will be the place to work

People can learn and develop skills, job opportunities are good and skilled and talented individuals are attracted and retained.

Performance Indicator	Frequency
Number of visits to libraries (5)	quarterly

Number of PNET sessions	quarterly
Number of library events organised and attendance	quarterly
Number of e-book downloads	quarterly
Percentage of pupils reaching the expected standard in reading, writing and mathematics at KS2	annual
Average Attainment 8 score at GCSE	annual
Percentage of young people in employment education or training	quarterly
Proportion of children excluded from school	quarterly
Number of graduates choosing to work in Lancashire (6)	annual
Percentage of adults with learning disabilities in employment (7)	quarterly
Number of volunteers (8)	quarterly
Delivery of LCC's digital strategy (9)	annual

- (5) There was a query by members as to whether alternative uses of libraries can be reported, such as IT, learning, health and social inclusion and the outcome of community sessions. The proposal is to include some additional performance indicators in the quarterly corporate performance monitoring report (PNET sessions, events and e-book downloads) and to present a detailed report to CCPI on the subject.
- (6) A query was raised about what further information is available regarding graduates working in Lancashire such as whether there are appropriate jobs available, what is the percentage of graduates and do we have the whole picture regarding graduates in the county. The proposal is to present a detailed report to CCPI on the subject.
- (7) An officer recommendation to reflect the employment opportunities for people with learning disabilities supported by the council.
- (8) An officer recommendation to include a measure showing the volunteering opportunities supported by the council, as volunteering is a good opportunity to gain work experience it is included in this section. However, volunteering can also reduce isolation, improve mental health and offer opportunities for people of all ages.
- (9) An officer recommendation to include the monitoring of the delivery of the Digital Strategy Delivery Plan. This also links to being the place to prosper and the good use of resources. The proposal is for annual monitoring of the LCC Digital Strategy Delivery Plan by CCPI.

Lancashire will be the place to prosper

A great place to do business and invest, and has the best conditions to help businesses grow

Performance Indicator	Frequency
Number of Rosebud loans provided to new or existing businesses	quarterly
Number of jobs created by Boost (10) (11) (12)	quarterly
New businesses established	quarterly
Sustainable transport and travel (13)	annual

- (10) There was a query as to whether data such as new jobs created and new businesses established is being captured, and whether detail such as innovation, home starts, and self-starters is available. All Boost clients are small or medium sized enterprises and an additional performance indicator relating to the number of businesses established will be included in the corporate performance monitoring report. It is proposed that a detailed report is presented to CCPI on the subject.
- (11) A query was raised regarding the impact of superfast broadband on economic development and flexible working. It is proposed that a detailed report is presented to CCPI on the subject.
- (12) A query was raised about the availability of data on Enterprise Zones, and whether the number of advanced/hi-tech manufacturing/research businesses are available. It is confirmed that such data are available and it is proposed that a detailed report is presented to CCPI on the subject.
- (13) Officer recommendation to include information about sustainable transport and travel, including the development of growth corridors, this will have links to economic development, Lancashire being the place to live and work, and to 'acting responsibly'. It is proposed that a detailed report is presented to CCPI on the subject.

Lancashire will be the place to visit

Destination of choice for cultural and leisure activities and for businesses to invest in the visitor economy

Performance Indicator	Frequency
Number of visitors to Lancashire (14)	annual
The economic impact of visitors to Lancashire	annual
Full Time Equivalent jobs supported by the visitor economy	annual

- (14) There was some discussion about promoting Lancashire to increase visitor numbers. Marketing Lancashire is the agency charged with promoting the county on a national and international stage. It is proposed that three indicators provided by Marketing Lancashire are reported to CCPI (annually) and that a detailed report is presented by Marketing Lancashire to CCPI.

Lancashire will be the place where everyone acts responsibly

People are enabled to take responsibility for themselves and their families. Lancashire County Council spends its money wisely.

Performance Indicator	Frequency
Improving our population's health and wellbeing (15)	annual
Percentage of older people (65 and over) who were still at home 91 days after discharge from hospital into reablement/rehabilitation	quarterly

services	
Proportion of adults with learning disabilities who live in their own home (16)	quarterly
Proportion of adults and older people receiving long term services who are supported in the community (16)	quarterly
Permanent admissions to residential and nursing care homes per 100,000 population aged 18-64 during the year (16)	quarterly
Permanent admissions to residential and nursing care homes per 100,000 population aged 65+ during the year (16)	quarterly
Revenue forecast outturn % variance to budget	quarterly
Proportion of budget supported by reserves (17)	annual
Number of working days per full time equivalent lost to sickness absence (18)	quarterly
Progress on the apprenticeship levy (19)	annual
Audit report (20)	annual
Progress on organisational development (21)	annual

- (15) Officer recommendation to include information about the work being done to improve our population's health and wellbeing, including initiatives to reduce levels of obesity and promote greater levels of activity across all age groups. It is recommended that a detailed report is provided to CCPI about public health initiatives and the outcomes being achieved.
- (16) Four additional indicators were proposed in order to gain a better understanding and monitoring of Adult Social Care clients, and it is recommended that these indicators are included in the quarterly Corporate Performance Monitoring report.
- (17) An officer recommendation to include an additional indicator on the use of reserves, to be reported annually.
- (18) An officer recommendation to include an additional indicator which demonstrates that the council is acting responsibly by reducing sickness absence levels.
- (19) An officer recommendation to report on the use of the apprenticeship levy, which when used effectively provides the opportunity to promote skills development within the county council, resulting in a higher skilled workforce and increased employability. It is recommended that a detailed report is provided to CCPI.
- (20) An officer recommendation to include a statement regarding the council's annual audit report, as a clean audit report will indicate that the council is acting responsibly.
- (21) A recommendation to monitor progress made regarding organisational development in Lancashire County Council

Proposed detailed reports for CCPI

- Alternative uses of libraries such as IT, learning, health and social inclusion and the outcome of community sessions.
- Graduates working in Lancashire
- Economic development, including new businesses, superfast broadband and enterprise zones.
- Transport and sustainable travel
- Promoting Lancashire to increase visitor numbers (Marketing Lancashire)
- Population health and wellbeing
- Use of the apprenticeship levy
- Monitoring of the delivery of the Digital Strategy Delivery Plan
- Organisational development