

Children's Services

Annual Complaints and Compliments Report 2021 – 2022

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Contents

Executive Summary.....	3
Introduction.....	4
Complaints.....	4
1.1 Ombudsman Referrals.....	4
1.2 Total number of complaints.....	5
1.3 Stages.....	5
1.4 Teams.....	5
1.5 Reasons.....	7
1.6 Outcomes & Learning.....	8
1.7 Response times.....	9
1.8 Expenditure.....	10
1.9 How Complaints were received.....	10
Monitoring Information.....	10
2.1 Age and Gender.....	10
2.3 Disability.....	11
2.4 Ethnicity.....	12
2.5 Religion.....	12
Members Correspondence.....	13
Compliments.....	13
Conclusion.....	14
Complaints and Compliments Action Plan.....	17

Executive Summary

Children's Services complaints fall within the remit of 'The Children Act 1989' and 'The Children Act 1989 Representations Procedure (England) Regulations 2006' which includes the requirement to publish an annual report. This report covers the reporting period April 2021 to March 2022.

Children's services saw a 10% decrease in the number of complaints received during 2021-22. 79 complaints were received of which 17 were upheld, 17 were partially upheld, 25 were not upheld and 19 were withdrawn. The service saw improvements in most of the areas highlighted as concerns by complainants from the previous year, with the exception of the attitude/behaviour of staff. However, although this increased to 19 concerns about staff, only two of the complaints were upheld.

There was a very small increase escalating to a Stage 2 complaints, with seven investigations in total for 2021/22 compared to six in 2020-2021. There were a further 6 requests for Stage 2 investigations, that were not progressed through successful meetings with complainants to resolve issues.

There was a decrease in the number of compliments in 2021-22(16) compared to 2020-21(22) although, it is possible that whilst individual workers are receiving positive comments these are not necessarily being shared. The relevance of capturing all compliments received continues to be highlighted across all service areas.

The majority of issues raised were made on behalf of children and we continue to see low levels of complaints received directly from children and young people. The relaunch of our Mind of My Own (MOMO) App to allow children and young people to give feedback is a priority for children's services to ensure we put their voices at the heart of our work.

Since coming out of the Covid-19 pandemic lockdowns, Havering Council has continued to experience increased pressure on many service areas in the Council. Within Children's Services the availability and capacity of staff has continued to be the biggest challenge for Children's Services. A government study in 2019 prior to the pandemic highlighted the struggle local authorities were facing in recruiting experienced permanent Social Workers, this has only been exacerbated by the pandemic and Havering is no exception to these challenges. Findings by the Department for Education (DfE) Workforce report for 2021 highlighted nationally a significant increase in the number of children and family Social Workers leaving the profession during 2021 (the highest numbers in the last five years). It also highlighted a rise in vacancies from the previous year (again the highest number in the last five years), a rise in sickness rates and a rise in the number of agency workers nationally. All of which has been seen within Havering's Children's workforce.

Coupled with the workforce challenges, Children's Services has continued to see increased demand throughout 2021-22 from the previous year. The number of contacts and referrals received increased by 7% and 3% respectively, while the number of children entering care during the year increased by 85% (or by 19% when compared to 2019/20).

Demand modelling makes clear that we can expect contacts to continue to grow through to 2024, both as a result of the pandemic and as a result of the cost-of-living impact on families. The impact of the Covid-19 pandemic on many residents is complex and ongoing. We are seeing many families requiring support that have not accessed services before and may not have done so had it not been for the adverse effects of the pandemic. The most common assessment factor in Havering remains 'domestic abuse against the parent', although the number of assessments identifying this as a factor reduced by 7% when compared with 2020/21 (but increased by 25% when compared with 2019/20). We have also seen an increase in assessments identifying mental health of the child as a factor (up by 9% compared to 2020/21 and 58% compared to 2019/20), as well as a 13% increase in contacts relating to neglect.

Children's Services have continued to use learning from complaints and compliments to help shape services. Our systemic model of practice is focused on relational, strengths-based practice as well as inviting feedback loops to reflect on our practice. Children's Services will respond to the areas of improvement identified in this report and continue to utilise good practice examples to showcase what works well.

Introduction

The 'Children Act 1989 Representations Procedure (England) Regulations 2006' govern complaints, representations and compliments received about Children's Services.

There are three stages covered within the regulations as follows:

- Stage 1 – Local Resolution

Response times are 10 working days with a further 10 working days if required. If a young person requires an advocate this should be sought for them. If the complainant is not happy with the response at Stage 1, they can request to progress to Stage 2 within 20 working days of receiving the response.

- Stage 2 – Formal Investigation

Response times are 25 – 65 working days. An Independent Investigator and Independent Person are appointed at this stage. The Independent Person must be external to the organisation. Following the independent investigation, the investigation report will be sent to the complainant, along with the adjudication letter giving the decision of the Head of Service. If the complainant is not happy with the response at Stage 2, they can request their complaint to be heard by a Review Panel within 20 working days of receiving the response.

- Stage 3 – Review Panel

The Review Panel is managed independently of the Complaint & Information Team via Democratic Services. The Panel must consist of three independent people, one of whom is the Chair. The Panel must be held within 30 working days from request. Following the Panel Hearing, the recommendations will be issued to the complainant, independent people, advocate, and Director of Children's Services within 5 working days. The Director must issue their decision within 15 working days of receiving the recommendations.

Complaints

1.1 Ombudsman Referrals

During 2021- 2022 we saw a decrease in the number of Ombudsman enquiries which dropped to four enquiries compared to the six enquiries in 2020-21. This is positive performance and suggests that initial complaint responses are improving in quality.

One found maladministration with injustice; relating to the delay in response to complaint handling, this resulted in an apology being issued along with a good will payment of £300.00. The Ombudsman finding also suggested that the local authority review their Special Guardianship leaflets to ensure that information was up to date in relation to support available through PAC-UK.

	Apr 21-Mar 22	Apr 20-Mar 21	Apr 19-Mar 20
Maladministration (no injustice)	1		
Maladministration & Injustice	1	2	2
No maladministration after investigation		1	2
Ombudsman discretion			
Investigation with Local settlement			
Outside Jurisdiction	1		
Investigation Discontinued	1		
Premature/Informal enquiries		2	1
Closed after initial enquiries – no further action		1	1
Total	4	6	6

1.2 Total number of complaints

During 2021-2022 we saw a slight (2.6%) decrease in the number of enquiries received (74) compared to 2019-20 (76). Enquiries do not fall within the remit of statutory or corporate complaints and are not included in any further data within this report.

There were a total of 79 complaints that went through the formal Stage 1 process in 2021-2022. This means that 2.09% of the children and young people receiving services within Havering Children's Services made a formal complaint. This was a 10 % decrease in the number of complaints received compared to 2020-21 (87).

There was an increase by one for complaints progressing to Stage 2 with a total number of seven for the year. There were a further 6 requests for Stage 2 investigations, that were not progressed through successful meetings with complainants to resolve issues

No complaints were escalated to Stage 3 this reporting year.

	Enquiries	Stage 1	Stage 1 escalated to Stage 2	Stage 3 Review Panel
2021-22	74	79	7	0
2020-21	76	87	6	1

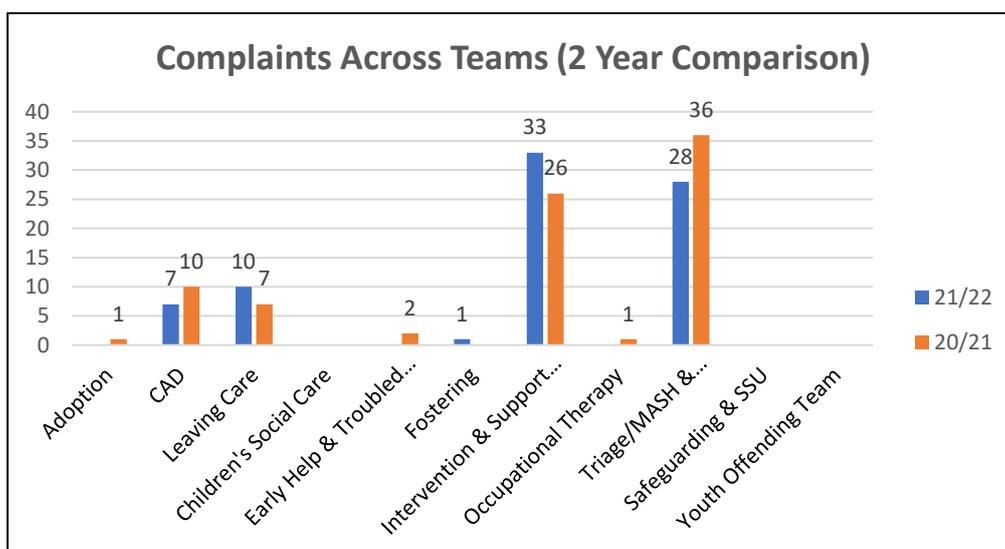
1.3 Stages

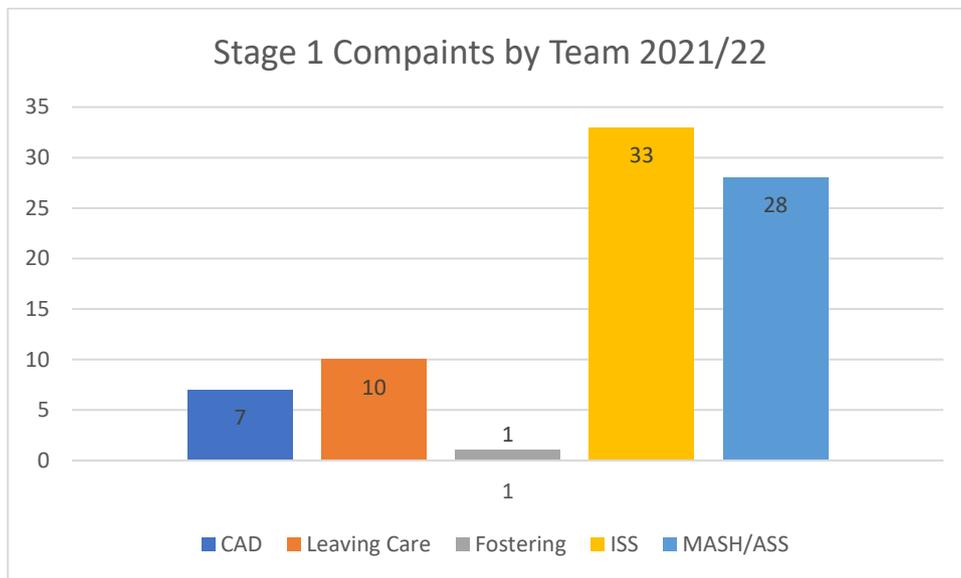
There are a very small number of complaints that have escalated to a stage 2 investigation in 2021-2022. The increase of one investigation remains below 9% of the total number of Stage 1 complaints.

Of the seven Stage two complaints in 2021- 2022, three complaints remain ongoing in 2022-2023, two were withdrawn, one partially upheld with apology given, and one upheld with apology given, training identified, and financial adjustment made.

No complaints were taken to Stage 3 Review Panel in 2021/22.

1.4 Teams





Improvements were seen in the number of complaints against the Triage/MASH & Assessment, with a decrease of 22% in 2021/22 compared to 2020/21. Despite the decrease in complaints, it is noted that almost half of the complaints received were in relation to attitude/behaviour of staff and inaccurate information being given or recorded.

The Intervention Support Service saw a large increase (27%) in the number of complaints from 26 in 2020/21 to 33 in 2021/22. The three main reasons for these complaints were attitude/behaviour of staff, lack of communication, and standard of service not met.

As stated, the availability and capacity of staff has continued to be the biggest challenge for Children's Services. The year ending 30 September 2021 saw a 75% increase in leavers compared with the year before, contributing to an increase in our turnover rate, from 14.1% in 2020 to 24.9% in 2021. Havering is not unique. The DfE Children's social work workforce report 2021 in England highlighted the number of children and family Social Workers leaving during 2021 was 4,995, up by 16% compared to 2020 (the highest number in the last 5 years). Nationally vacancy rates were up by 7% from last year (again the highest number in the last 5 years). In Havering, our vacancy rate on the 30 September 2021 increased only marginally but from an already high figure of 28.4% in 2020, to 29.1%. Nationally, sickness rates rose to 3.1% and although Havering saw a reduction from 3.6% to 2.0% absence, this is likely to be underreported, as sickness of agency workers is not recorded in the same way. The use of agency workers increased only very slightly nationally and shows a reduction in Havering, but this represents a 'snapshot' on 30 September each year and does not reflect the rise in the use of agency staff in year, specifically in the ISS (Intervention Support Services) service where there was a significant churn with some agency staff not staying for long periods. The impact of the increase in staff turnover and high caseloads caused by vacancies will account for the reduction in communication and staff not meeting standards of service.

A large increase in the volume of contacts in September 2021 coincided with a large number of complaints from partners and families in relation to a lack of communication. Several strategies were put in place with partners to address the issues around communication and access to senior managers to address any issues. A lack of IT equipment including mobile telephones for SW's has been addressed by escalation from the Director of Children's Services.

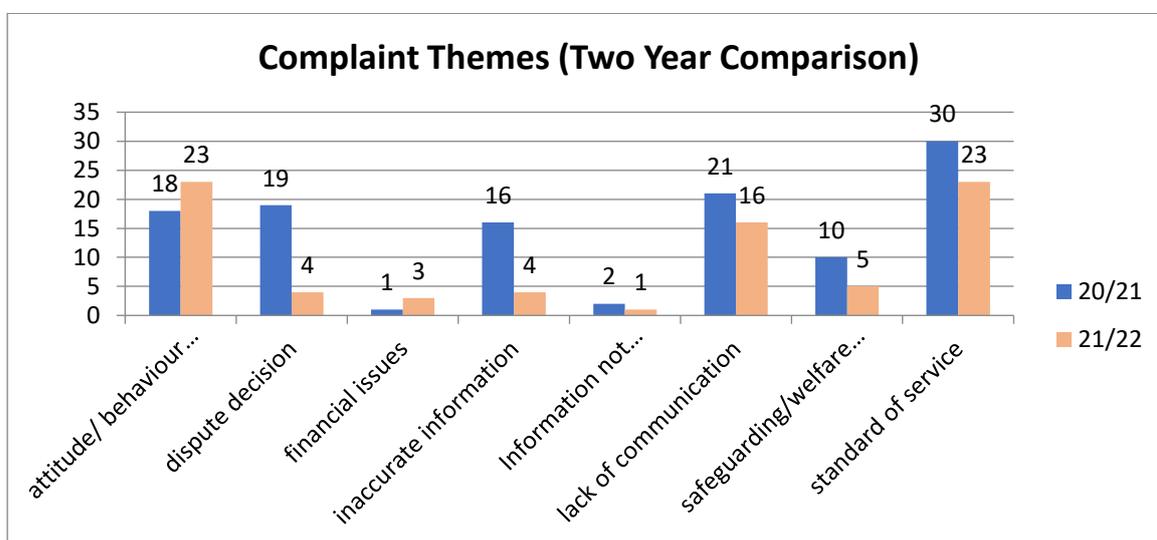
There are now clear communication pathways in place to ensure that partners and families are informed of outcomes of contacts by way of letter communication. There are also strategic leads linked to school clusters to keep an open-door communication in place. Structure charts of the service are shared out to cluster leads and the Designated Safeguarding Leads (DSL's) to support partners being able to reach the correct person in a timely manner. A newsletter is also to be shared starting from September 2022 which will offer partners updates to service changes.

Care Resources saw a very slight increase in complaints rising from 7 in 2020/21 to 10 in 2021/22, five of these complaints were due to standards of service not met, four of which were upheld with apologies given and for one complainant a financial adjustment was made.

Within our Children and Adults with Disabilities (CAD) services we have seen more demand for services, despite this, there has been a decrease in the number of complaints from 10 in 2020/21 to 7 in 2021/22. We saw a significant increase with children returning to school post-Covid-19 lockdowns in behaviour support requests (113% increase in 2021-22 compared to 2020-21, and up by 52% compared to 2019/20) as well as an ongoing increase in children receiving Education, Health and Care Plans. We are working with our safeguarding partners and third sector colleagues to respond to a decrease in children being 'school ready' and to ensure the continued identification of Young Carers.

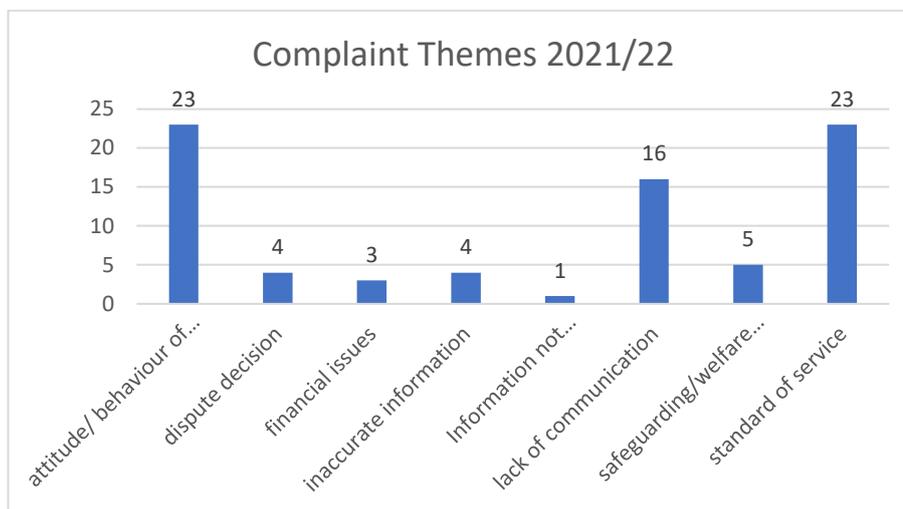
1.5 Complaint Themes

Complaints vary in their content but there are some important themes that we can learn from in the service to improve practice and enable us to develop better relationships with children, young people and their families. Every complaint received is carefully considered and enables us to review our processes and practices.



As you can see from the table above the themes with the two highest number of complaints in 2020-2021 were the standard of service and lack of communication. During 2021-2022 there has been improvements and a reduction in the number of complaints and improvements across all areas other than financial issues and the 'Attitude/behaviour of staff'. However, given the challenges many families have been facing with the cost-of-living crises and high levels of this is not unexpected. Encouragingly for Children's Services there has been a significant drop in the number of complaints for 'Disputing Decision' which has reduced from 19 to just 4 (78%). 'Inaccurate Information' complaints have also reduced from 16 to 4 (75%). Lack of Communication has gone from 21 to 16 (23%) and 'Standard of Service' from 30 to 23 (23%).

In 2021- 2022 the biggest increase in the number of complaints was about the 'Attitude/behaviour of staff' which increased by 27%. However, less than a third of the reported complaints in this area were upheld or partially upheld. Many complaints giving 'attitude/behaviour of staff' were in relation to parents being unhappy about the decisions that had been made and reflects partly on what could be seen as unwelcomed decisions or professional challenge. The service has relaunched our systemic model of practice and we are working with staff on the use of professional language or jargon when we are discussing or planning with families so that families, can recognise themselves and the concerns of professionals within assessments, reports, and plans. We are also using one to one supervisions and group supervisions to invite reflections from staff as to their relationships with children and families and how our interventions are empowering families.



1.6 Outcomes & Learning

Learning from complaints forms part of Havering's quality assurance framework and is used to plan actions and improvements both on a strategic level as well as for individuals both practitioners and supervisors.

During 2021-2022 the number of complaints that were 'upheld' decreased by more than half. However, those 'partially upheld' more than doubled (28) compared to 2020-21(12). Complaints 'not upheld' rose slightly by 5% in 2021-22(40) compared to 2020-21(38).

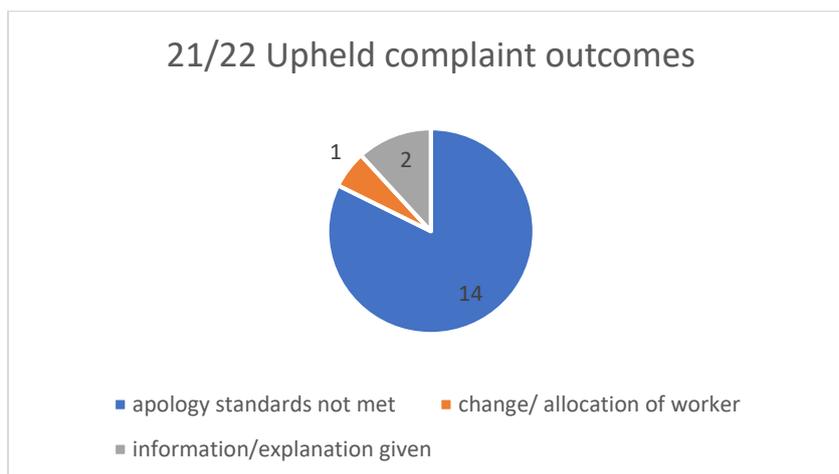
For those complaints upheld or partially upheld these resulted in an apology, linked to further information or explanation being provided, as shown in the breakdown of upheld complaints below. This appears to be reflected in the increases shown in 'lack of communication' and 'inaccurate information'. Consideration needs to be given on how information is communicated to ensure this is given in a clear and concise way and that it is understood by children, parents, and carers. This is key to ensure they are always aware of either the reasons for intervention or the limitations for Children's Services to intervene where there may be discord among separated parents or family members in relation to children. Part of the action plan for 2022-2023 will focus on how information and planning is communicated to parents/families to ensure consistency and to provide awareness of the role of Children's Services when it comes to their intervention.

Whilst there were improvements in the number of complaints regarding inaccurate information showed an increase during 2020-21 and although the pandemic has caused pressures on staff resources, this will need to be revisited through quality assurance and the continued audits of case records. During 2020-21 Children's Services have developed Case Recording Standards which details the roles and responsibilities of all staff in the timeliness and accuracy of records. This is available to all staff and will be further developed as part of a Staff Handbook in 2021-22.

As much as the pandemic has provided accelerated progression in the use of technology in our working lives, it has become evident that the impact of face-to-face conversations cannot be replicated digitally and now that restrictions have been lifted, it is the service position that all visits are undertaken in person, unless there is valid reason not to.

Of the one Ombudsman Investigation that was partially upheld the main reason for this was the significant delay the complainant experienced at Stage 1 of the process; this is an area that requires improvement for Children's Services. The Assistant Director and Complaints & Information Team Manager are working collaboratively to achieve more timely responses.

	Upheld	Partially upheld	Not upheld	Withdrawn	Total
21/22	17	18	25	19	79
20/21	6	28	40	13	87



During 2021-22 whilst the number of Covid-19 lockdowns reduced, the pandemic remained a national issue with some services in the council still being diverted to meet the national crisis. It is acknowledged that with the Covid-19 pandemic, came changes to ways of working, with some face-to-face contact being restricted, and pressures put on families impacting on family life.

Children’s Services reflected on these challenges and refreshed our systemic model of practice, providing in-house practice application workshops aimed at practice improvement. The workshops focused on ‘the doing’ aspects of our Face-to-Face Model in relation to use of questions as interventions and permission-seeking to increase levels of safety and trust with children and families. Further training is being undertaken to allow staff to focus on whether interventions are purposeful, planned and focused to both improve how we work with children and families and to improve and further decrease the number of complaints. Alongside this there has been further learning and support materials for staff online, including online webinars on Domestic Abuse.

Children’s Services have undertaken a significant amount of work to improve the forms and processes on the case management system to improve accuracy and efficiency. Further work is planned within 2022 – 2023.

1.7 Response times

Stage 1 complaint responses within 10 working days went down slightly in 2021-22(24) compared to 2020-21 (27), there was also a decrease in those being responded to within 11-20 working days. 65.8% of complaints were responded to within 20 working days. The number of complaints being responded to over 20 days improved slightly to 34%. This is an area covered in the complaint team improvement plan and the manager is working closely with the Assistant Director to ensure there are improvements in this area.

	Within 10 days		11-20 days		Over 20 days	
	Apr 21- Mar 22	Apr 20- Mar 21	Apr 21- Mar 22	Apr 20- Mar 21	Apr 21- Mar 22	Apr 20- Mar 21
Stage 1	24	27	28	31	27	29
%	30.3%	31%	35.4%	36%	34.1%	33%

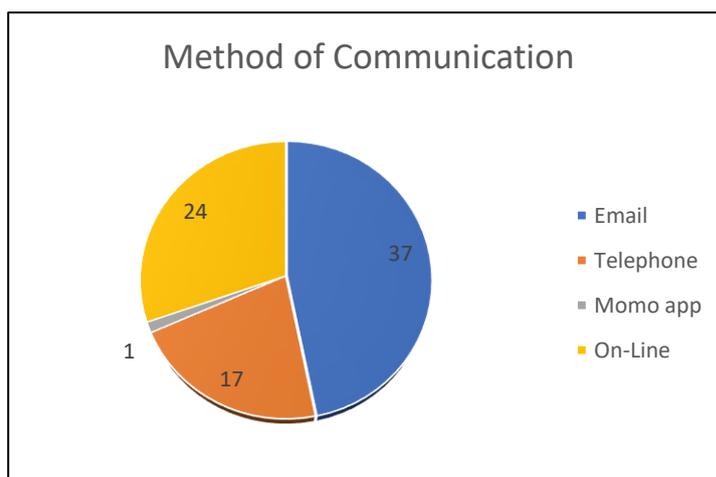
1.8 Expenditure

The cost of independent investigations increased significantly in 2020-21, due to the complexities of the complaints. This resulted in a 57% increase in spend year on year, it is not expected that this will increase again in 2022/23 due to the work being done to reduce the number of Stage 2 complaints.

	Publicity/ leaflets	Independent investigators	Payments	Total
Apr 2021 – Mar 2022		£14,413		£14,413
Apr 2020 – Mar 2021		£6,087		£6,087

1.9 How Complaints were received

Email remained the preferred method of contact during 2021-22 but decreased by 35% compared to 2020-21. The number choosing to complain online has increased by 33% which is encouraging. Complaints received by telephone have increased in 2020-21 by 35%, it is important to note that telephone calls are always followed up with an email outlining the content of the conversation. Given the numbers of complaints received by email and telephone, there may still be thought to be given to the user experience of the online form.



	Letter	Email	Telephone	MOMO App	Online
2021-22	0	37	17	1	24
2020-21	1	57	11	0	18

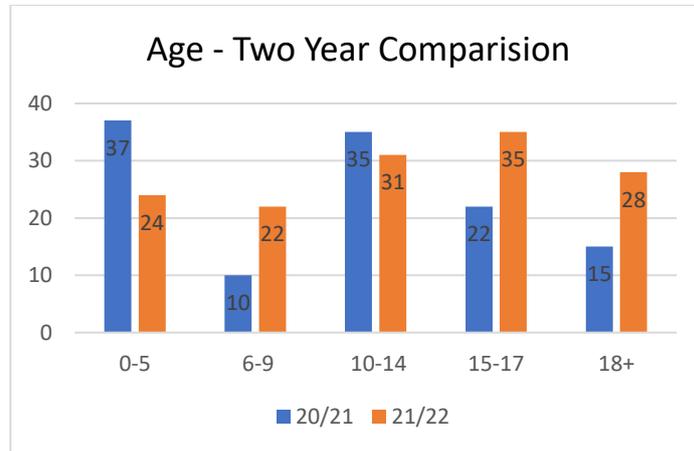
Monitoring Information

Whilst the monitoring information within the report is based on the child/young person the complaint is in relation to, we are able to record that of the 79 Stage 1 complaints received, 67 were submitted by parents or family members, 7 were submitted by young people receiving social care support and 5 were submitted by advocates on behalf of the young person.

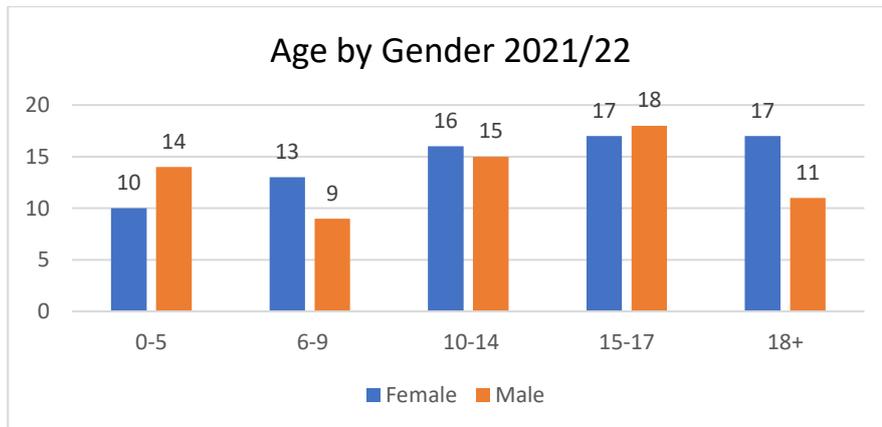
2.1 Age and Gender

It should be noted that data collected for the monitoring information will include all children within a family unit from which a complaint is made.

During 2021-22 there a decrease across ages 0-5, and 10-14 with an increase of complaints involving children age 6-9, 15-17, and 18+.

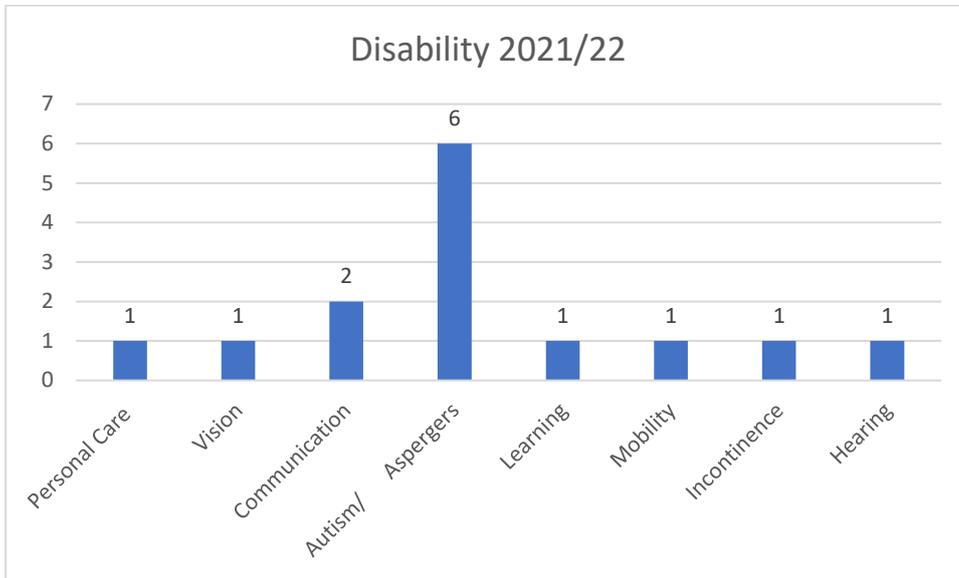


Across age ranges 0-5 and 15-17 there were a higher number of complaints in relation to males in 2021/11. Complaints relating to females were higher across age ranges 6-9, 10-14, and 18+.



2.3 Disability

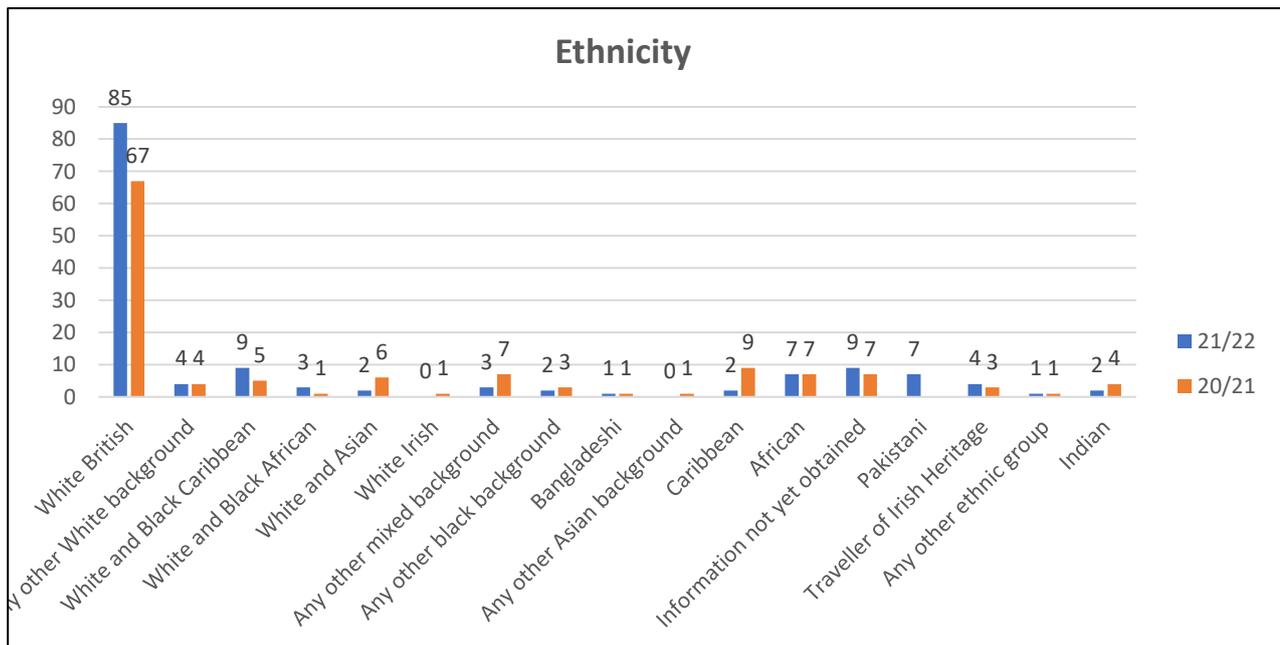
There are a low number of children that had a recorded disability, with the majority having Autism/Aspergers syndrome in 2021-22, which is similar to 2020-21. We know that overall we have low numbers of children accessing SEN (Special Educational Needs) Support in Schools, however the number of requests for Education, Health and Care Plan assessments has increased and we expect to see this continue in 2022-23.



2.4 Ethnicity

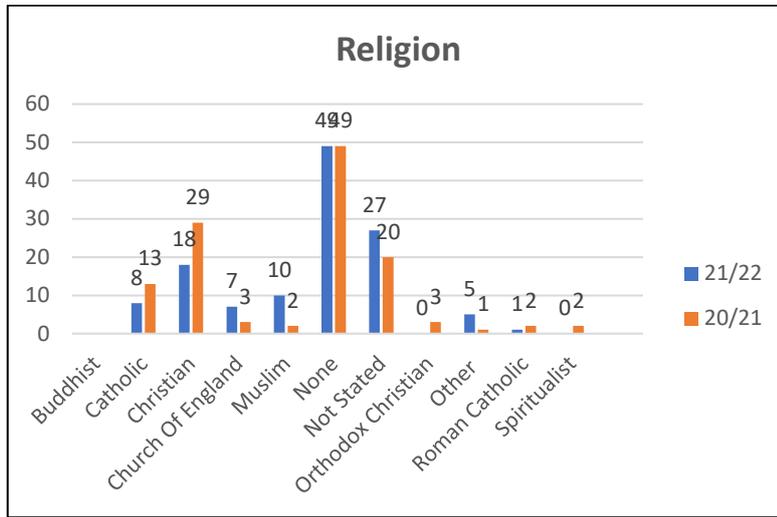
The high number of 'White British' continues to reflect the population within Havering however is not representative of the service users across Children's Services. There are representations across many ethnicities with slight increases shown across White and Black Caribbean and Pakistani.

As part of the work being undertaken by the service to understand the disproportionate representation of some BAME groups in our statutory services, we need to ensure that all families and young people feel able and empowered to complain or to share compliments and good news.



2.5 Religion

These figures are defined by how people report their religion and we do not group together. There is a significant increase in those recorded as having 'none' and this may be reflective of the number of children within age-range 0-5. Those recorded as 'Other' have had a slight increase in 2021-22 and include Hindu, Sikh, and those choosing to declare simply 'other'. There has also been an increase in those choosing not to record their religion.



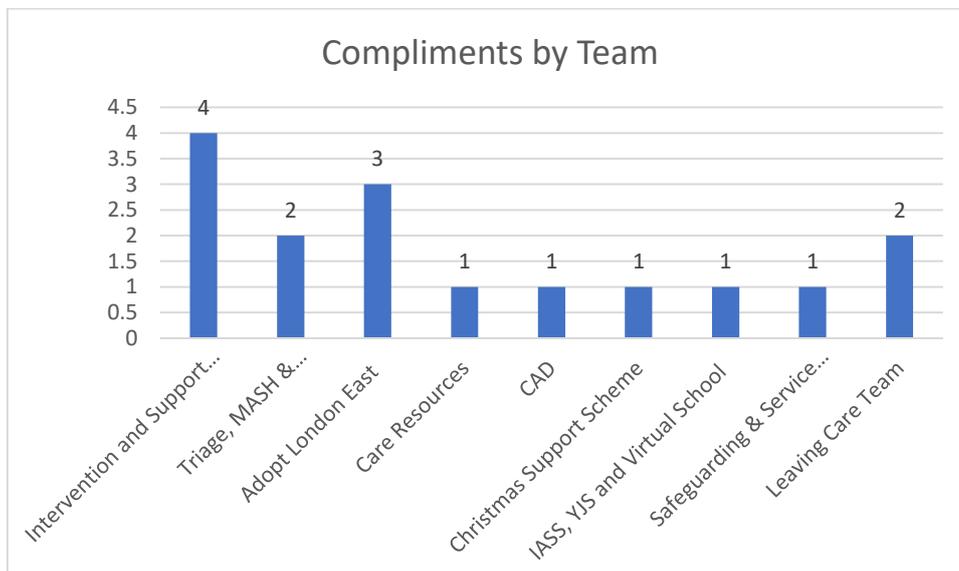
Members Correspondence

The number of Members correspondence decreased by 23% in 2021-22 (56) compared to 2020-21 (69) however there was a decline in those being responded to within timeframe with only 71.5% percent meeting targets. Timescales is an area for improvement in 2022-2023.

	2021-22	2020-21
Members Correspondence	56	69

Compliments

There has been a decrease in the number of compliments in 2021-22(16) compared to 2020-21(22), however, this could be due to them not being directed to SCCI (Social Care Complaints & Information), this is something that will need to be cascaded to staff and managers as a reminder for recording purposes and the capturing of good practice for Children’s Services, this could also be due to the impact of the pandemic. It is particularly encouraging to see that the Intervention Support Service received the highest number of compliments, and that even though received the highest number of complaints, that their good work was appreciated. 50% of the compliments recorded are from other professionals either internally or externally.



Some examples of the appreciation shown are given below:

1. Appreciation shown for a Social Worker (Adopt London)

"I have no words to describe my gratitude to X, she has been 'a rock' to me fighting our corner and getting us desperately need support. She continues to support us and with her help I am starting to believe in myself again. As a parent I believed I had failed, she has allowed me to see that I had not had the support or resources I needed to succeed, and she has given us as a family the confidence is putting into practice what are learning in order to support our amazing daughter."

2. Appreciation shown for a Social Worker (CAD (Children and Adults with Disabilities))

"I am writing to express my gratitude for the way in which my application for Respite was dealt with by X. I am truly thankful for being appointed X to deal with my application as X was very patient, professional, dependable and displayed empathy the right amount of empathy. She was able to communicate effectively including actively listening, providing a good explanation of the process and a non-judgmental attitude. X came across as honest, transparent and caring which I greatly appreciate Teju also had the ability to identify and understand my needs effectively.

I am overall pleased with the service I have received, and I therefore wanted to express my gratitude".

3. Appreciation shown for Head Of Business Management (Children's)

"Thank you, X, for helping me I just got an email from Mr Councillor X addressing how it was processed on certain dates I emailed him back for his support but I told Mr Councillor X it was already sorted out by X . I never have complained about this or about you which is why I needed to email you all you done was support me explaining the situation I waited patiently."

4. Appreciation shown for a Social Worker (Fostering)

"The process was really smooth.

"X was fantastic. We couldn't rate her highly enough. She was efficient, flexible and respectful. She's a lovely person."

5. Appreciation shown for a Social Worker (ISS)

"I am so grateful you intervened and took control of the situation, given the circumstances it was at such short notice and maybe out of the blue. Your professionalism as left me speechless, and I hope others look up to you and take on board how you approached and dealt with my situation. Again, Thank you so much for the outcome that's in the best interest in keeping me involved in my son's life. I cannot thank you enough X !!"

6. A care leaver showing appreciation for their key worker (Care Resources)

"Thank you so much for today. I honestly appreciate it and I am so blessed that god blessed me with a social worker like you, I'm really at my lowest right now and really needed this. You are like an angel that god sent down to me. I thank you again for always being there when I need you. I will always appreciate and hope that you get and achieve everything that you want because you absolutely deserve it"

Conclusion and recommendations

Although we have seen a decrease in the number of complaints in 2021-22, we continue to see a small number that escalate to a Stage 2 investigation. There has been an improvement in the use of informal meetings with complainants that has resolved a number of issues and resulted in several complaints not progressing to a Stage 2 investigation. The service and complaints team will continue to advocate meetings and monitor the impact this may have on the number of Stage 1 complaints escalating.

Complaints play an important role in identifying and embedding service improvements. Currently due to the workforce issues response times are not being consistently met. This is having a negative impact on taking the learning from complaints to the service in a timely manner and takes up staff time in chasing outstanding complaint responses. The current Assistant Director of Children's services was appointed during the 2021-2022 and has a clear plan with the manager of the complaints team in taking forward learning in a more robust timely manner.

Liquid Logic, the Social Care case recording system will be further developed and should prove a better tool to record and report complaints, however this will now start to be used until 2022/23 once the necessary enhancements have been implemented.

The recording and monitoring of complaints is continually being reviewed and it is recognised that performance in this area needs to be improved, this is something that the Complaints & Information Team Manager and Assistant Director of Children's Services will collaborate on in 2022/23.

Children's Services Improvement Board looks at quality assurance and learning from complaints, while also linking to appropriate training and, going forward, quarterly meetings will be held with the Children's Services Senior Management Team to review performance and monitor progress against the action plans on any complaints received in the preceding quarter.

Although Children's Services may be receiving compliments, teams again need to be reminded to forward compliments for recording purposes, as the numbers may not be representative of compliments actually received and the recognised work being done within teams. Managers and staff will be reminded to record compliments with the Complaints & Information Team

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Complaints and Compliments Action Plan

	Task / Action	Owner	By Date	Intended Outcome / Impact	Target Completion Date	Quarterly Update
1	<p>Review and update process for receiving, allocating and responding to complaints within Children's Services including clear roles and responsibilities.</p> <p>Development of a robust structure within the process, as to tasks that should be completed within the ten-day response timescale e.g., phone call to complainant.</p>	Tara Geere/ Johanna Philp	By May 22	Response timescales will be improved with a clear process in place, and regular senior management oversight.	Revised process to be in place by 31/7/22	
2	<p>Quarterly meetings between SCCI team and children's senior management team to be diarised.</p> <p>The purpose of this will be to review any complaints and compliments from the preceding quarter, discuss themes/learning/reflection of disproportionality and follow up on any current or overdue tasks</p>	Tara Geere	By April 22	Improved management oversight of complaints will improve timeliness and quality of responses	First meeting took place 11/7/22 and EMM by end July	
3	<p>Bi-annual practice week to include a 'lessons learned from complaints' session for all social care staff and managers.</p> <p>Purpose being to come to gather to consider themes and learning from complaints and compliments received in the preceding six months as well as learning from what happened at each stage to prevent escalation.</p>	Lynne Adams / Candice Stephens Practice Development Manager	By April 22	Learning from complaints becomes a whole service task, with clear evidence for Ofsted as to how we feed learning from complaints back into the service	To be in place for Practice Week Nov 2022	

4	All managers to ensure that compliments are captured and shared with SCCI team for collation and reporting; to take responsibility for ensuring that a log of all compliments forwarded is kept up to date	All Heads of Service, Group Managers and Team Managers	From April 22	Compliments are recognised and celebrated with the workforce and any learning from good practice is utilised.	On-going	
5	Children's Services Case Recording Standards to be a regular discussion item at service and team meetings, and case recording to be a standard item within the PDR for all case holding practitioners and managers.	All Heads of Service and Group Managers	From April 22	Improved case recording should result in fewer complaints regarding improper or inaccurate recording of information.	To be in all PDRs for 2022/23	
6	Introduction of a more formal process for learning from complaints, local and national serious case reviews / rapid reviews to be shared consistently across the service and partners.	Kate Dempsey / Practice Development Manager	From April 22	Practice development and learning is disseminated across the service to ensure positive changes occur as a result of serious incidents.	TBC	
7	Sufficient information about the purpose of interventions with families, along with detail about the process and next steps to be shared with all relevant parents and children. To be evidenced as part of case recording and reviewed in supervision and quality assurance activity. Training re purposeful, planned and focused interventions to be revisited with all staff teams and how that sits with customer service.	Tamsyn Basson/ Helen Harding/ Petra Schmidt	From April 22	Reduction in the number of complaints where families have not been provided sufficient information about Children's services interventions	Training by September 2022	
8	Process to be developed for families to be notified in writing of any significant changes to service delivery, and the reasons why	Tamsyn Basson /	From April 22	Improved communication regarding significant changes should result in fewer	September 2022	

	e.g., new social worker or any significant decisions made (for example, family time arrangements, change of care plan or end of intervention)	Helen Harding		complaints regarding poor communication		
9	All managers to be responsible for Quality assuring documents and ensuring compliance with data protection regulation (GDPR) within key documents such as assessments and care plans before they are shared; to be checked through quality assurance processes	All Heads of Service, Group Managers and Team Managers	April 22	All information shared is relevant, proportionate and compliant with our duties under data protection regulation, therefore reducing the likelihood of complaints in this area.	On-going	
10	All staff to have GDPR training	All Heads of Service, Group Managers and Team Managers	By September 22	To ensure improved understanding of the legislation and to work within guidelines/ our duties under the data protection regulation.		
10	Review of the CAD services caseloads to ensure capacity for EHCP and improve timescales.	Caroline Penfold	By September 22			