



## Children's Services

### Annual Complaints and Compliments Report 2022 – 2023

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Date 24<sup>th</sup> May 2023

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## 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 2022 to March 2023.

Children's services saw a 3.9% decrease in the number of complaints received during 2022-23. 76 complaints were received of which 12 were upheld, 18 were partially upheld, 25 were not upheld and 20 were withdrawn.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 lack of communication. However, although this increased to 22, only 3 of the complaints were upheld. The majority of concerns raised were made on behalf of children and we have continued to see low levels of complaints received directly from children and young people.

There was a significant decrease in complaints escalating to Stage 2, with only one investigation in total for 2022-23 compared to seven in 2021-22. There were a further 5 requests for Stage 2 investigations, which were resolved through successful resolution meetings with complainants.

There was a huge increase in the number of compliments in 2022-23 (154), 55 of which were from service users and 99 from professionals compared to 2021-22. The relevance of capturing all compliments received continues to be highlighted across all service areas. The relaunch of our Mind of My Own 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 and has supported the increase in compliments from them.

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) Children's social work Workforce report for 2022 highlighted nationally the number of children and family Social Workers in post fell for the first time since reporting started in 2017, with more leaving the profession during 2022 (the highest numbers in the last six years). It also highlighted a rise in vacancies from the previous year (again the highest number in the last six 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.

With regards to contacts and referrals, Children's Services has seen some stability when compared with 2021/22. The number of contacts received remains consistent with the previous year, although the number of referrals has dropped by 4%. We also saw the number of children coming into care decrease by 19% from last year.

Demand modelling makes clear that we can expect contacts to continue to grow through 2023 - 2024, both as a result of the impact of the pandemic on children's mental health and as a result of the cost-of-living impact on families. 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 during 2022-23 was mental health: parent/carer up from 737 to 864, an increase of 17%, replacing domestic violence: parent/carer which was down from 865 to 787, a decrease of 9%. We have also seen a continued increase in assessments identifying mental health of the child as a factor, up 15% from 474 to 547, as well as a significant increase in contacts relating to abuse or neglect up 46% from 844 to 1230.

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 the 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 2022-2023 the number of Ombudsman enquiries dropped to two enquiries compared to the four enquiries in 2021-22. This is a continued positive performance over the past three years and suggests that initial complaint responses are improving in quality.

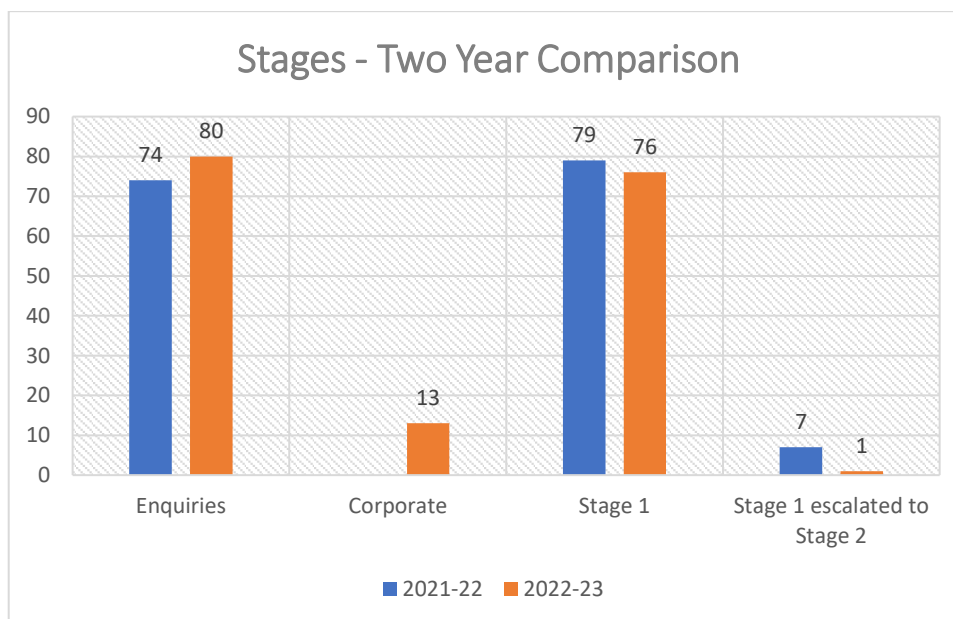
One found maladministration with injustice; relating to the delay in response to Stage 2 complaint handling, this resulted in an apology being issued along with a goodwill payment of £150.00. The Ombudsman finding also suggested that the local authority complete a further stage 2 investigation into the complaint.

	Apr 22-Mar 23	Apr 21-Mar 22	Apr 20-Mar 21
Maladministration (no injustice)		1	
Maladministration & Injustice	1	1	2
No maladministration after investigation			1
`Ombudsman discretion			
Investigation with Local settlement			
Outside Jurisdiction		1	
Investigation Discontinued		1	
Premature/Informal enquiries			2
Closed after initial enquiries – no further action	1		1
<b>Total</b>	<b>2</b>	<b>4</b>	<b>6</b>

## 1.2 Total number of complaints

During 2022-23 we saw a slight (8.1%) increase in the number of enquiries received (80) compared to 2021-22 (74). Enquiries do not fall within the remit of statutory or corporate complaints and are not included in any further data within this report.

A total of 76 complaints went through the formal Stage 1 process in 2022-23, a 4% decrease compared to the number received in 2021-22. This means that 2.89% of the children and young people receiving services within Havering Children's Services made a formal complaint.



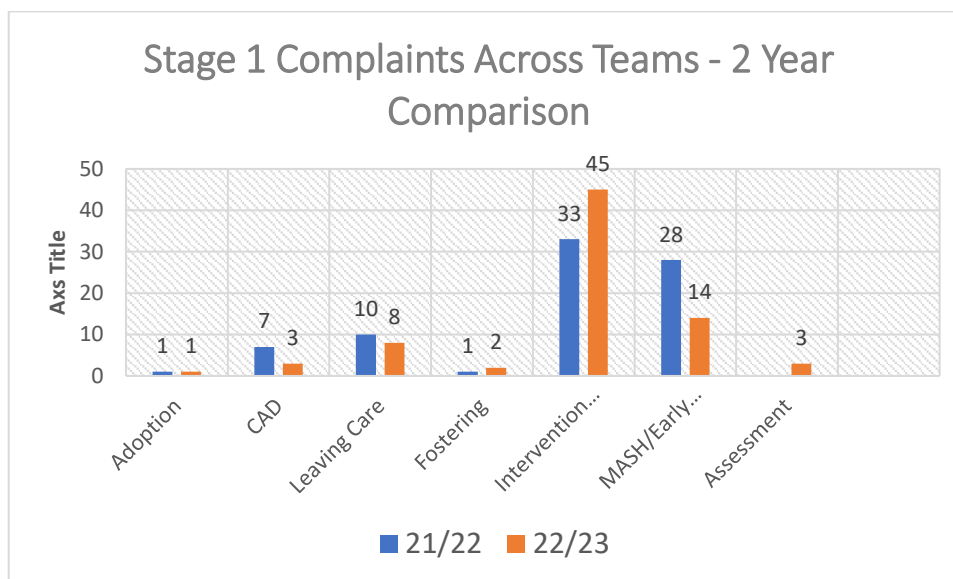
## 1.3 Stages

There are a very small number of complaints that have escalated to a stage 2 investigation in 2022- 23.

The number of complaints progressing to Stage 2 went down to 1, from 7 the previous year. There were a further 5 requests for Stage 2 investigations, that were not progressed following successful meetings with complainants to resolve issues.

No complaints were escalated to Stage 3 this reporting year.

## 1.4 Teams



Improvements were seen in the number of complaints against the Triage/MASH & Assessment, with a decrease of 64% in 2022-23 compared to 2021-22. Despite the decrease in complaints, it is noted that the most common themes for complaints received were in relation to attitude/behaviour of staff and lack of communication.

The Intervention Support Service saw an increase (26%) in the number of complaints from 33 in 2021-22 to 45 in 2022-23. The three main reasons for these complaints continued to be 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 2022 saw a further 5% increase in staff leavers compared with the year before (which saw a 77% increase in 2020). This resulted in an increase in our turnover rate, from 24.9% in 2021 to 26.2% in 2022.

Havering is not unique. The DfE Children's social work workforce report 2022 in England highlighted the number of children and family Social Workers leaving during 2022 went up by 11% compared to 2021.

Nationally vacancy rates were up by 20% from 2021 (the highest number in the last seven years). In Havering, our vacancy rate on 30 September 2022 was a 38% increase from the already high figure of 29.1% in 2021.

Nationally, sickness rates rose to 3.5% while Havering saw an increase from 2.0% to 6.3% absence. The use of agency workers increased by 14% nationally, Havering saw an increase of 76%. This significant increase in the use of agency staff is directly linked to the high vacancy rate detailed above. The impact of the high levels of staff turnover and high caseloads caused by vacancies accounts for the reduction in communication and staff not meeting standards of service. There has been a concerted effort to recruit permanent staff including a larger tranche of newly qualified staff, which has been successful however the cumulative impact continues to be felt.

This large increase in the volume of contacts in September 2022 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 was addressed by escalation from the Assistant Director of Children's Services.

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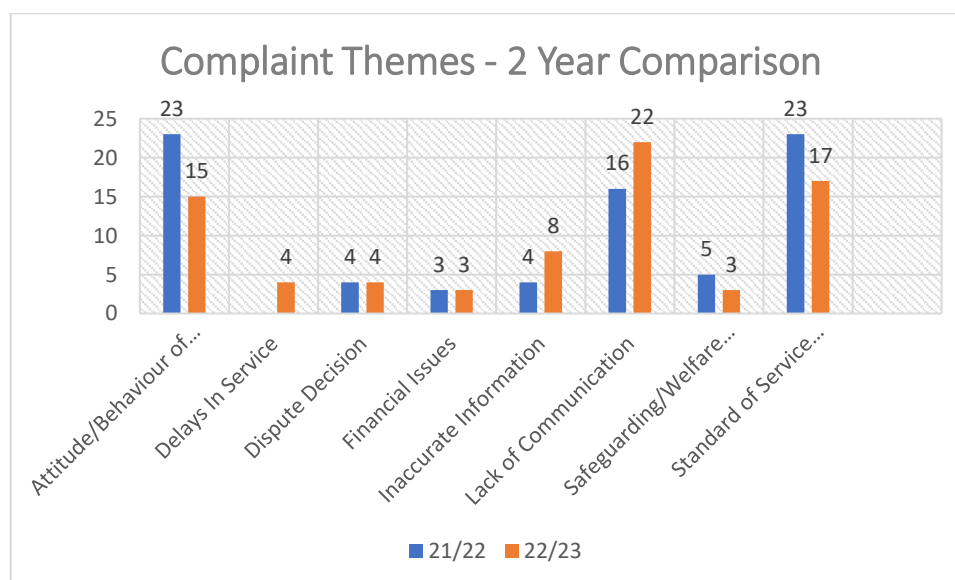
There are now clear communication pathways in place to ensure that partners and families are informed of outcomes of contacts by way of letter and email communication. We have continued to have strategic leads linked to school clusters to keep open-door communication in place. Revised structure charts of the service are regularly shared with 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 being shared by Early Help and Multi-Agency Safeguarding Hub which started in September 2022 and offers partners updates to service changes. There are also regular Inward Speaking events scheduled throughout the year that informs and updates on the service offer for Havering.

We have seen decreases in complaints against all other areas across Children's Services with the exception of Fostering which received two complaints in 2022-23 compared to one in 2021-22.

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 7 in 2021-22 to 3 in 2022-23. We continue to see a significant increase in behaviour support requests linked to the ongoing impact of the pandemic, as well as the ongoing increase in requests for children to be assessed for Education, Health and Care Plans. We continue to work with our safeguarding partners and third-sector colleagues to ensure that children are '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.

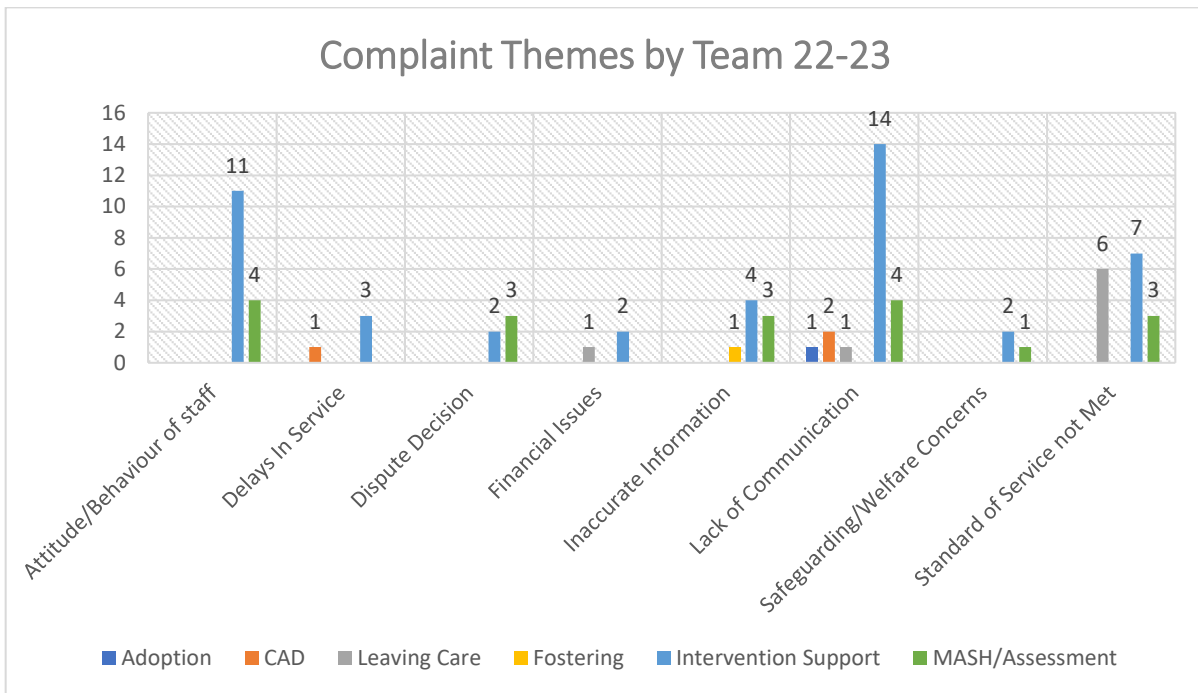


As you can see from the table above the two highest number of complaint themes in 2021- 22 were the standard of service and attitude/behaviour of staff. During 2022-23 there have been improvements and a reduction in the number of complaints in these areas. Encouragingly for Children's Services, there has been a significant drop in the number of complaints for 'attitude/behaviour of staff' which has reduced from 23 to 15 (34%). The 'Standard of service' complaints have also reduced from 23 to 17

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(26%). There have also been improvements across all areas other than inaccurate information and lack of communication.

In 2022-23 we saw an increase in the number of complaints in relation to ‘lack of communication’ which increased by 37.5%. However, over half (12) of the reported complaints in this area were either withdrawn or not 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 challenges. The service continues to model our systemic model of practice and we are working with staff on reducing 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 supervision and group supervision to invite reflections from staff as to their relationships and communication with children and families and how our interventions can empower families.



Complaint themes by team are illustrated above, unsurprisingly with the greatest volume of children’s cases the Intervention Support Service has the greatest number of complaints across the different areas, however, of the 45 complaints received for the team 27 (60%) of these were either withdrawn or not upheld. Our MASH/Assessment Team saw the next highest number of complaints, 17 with 10 (58.8%) being withdrawn or not upheld.



### 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.

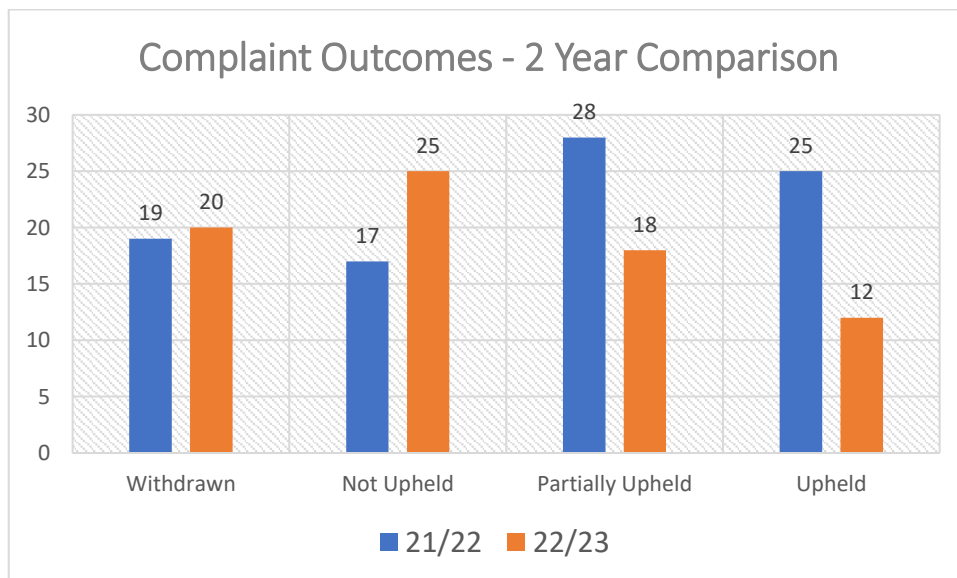
During 2022-23 the Complaints Team Manager has been working closely with the Social Work Practice Development Manager whereby complainants have been offered the opportunity to discuss their experiences with Children’s Services in order to make service improvements. This work is done outside of the complaints process and is only offered once the complaint has been responded to.

During 2022-23 the number of complaints that were ‘upheld’ decreased by 42.8%. Those ‘partially upheld’ stayed consistent with 2021-22 at 18. Complaints ‘not upheld’ rose by 17% in 2022-23(25) compared to 2021-22(17).

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.. Consideration needs to be given to 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 children, young people, parents/families and carers to ensure consistency and to provide clarity of the expectations and role of Children’s Services when it comes to their intervention.

As much as the pandemic provided accelerated progression in the use of technology in our working lives, it is evident that the impact of face-to-face conversations cannot be replicated digitally. The service position is that all visits and statutory meetings are undertaken in person, unless there is a valid reason not to and the rationale is agreed and recorded by a manager.

Of the one Ombudsman Investigation that was partially upheld the main issue 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 Director, Heads of Service and Complaints & Information Team Manager are working collaboratively to achieve more timely responses.



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During 2022- 2023 Children’s Services continued to work to 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. Ongoing 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 with this there has been further learning and support materials for staff via the academy SharePoint site online, including online webinars.

Children’s Services have undertaken a significant amount of work to improve the forms and processes of the case management system to improve accuracy and efficiency. Further work is planned for 2023 – 2024.

### 1.7 Response times

Stage 1 complaint responses within 10 working days improved slightly in 2022-23 (28) compared to 2021-22 (24) an increase of 6% being responded to within the statutory timeframe. 32.8% of complaints were responded to within 20 days which is another improvement compared to 2021-22. The number of complaints taking over 20 days has also reduced compared to 2021-22 from 27 to 22 a reduction from 34.1% to 28.9%.

This is an area covered in the complaint team improvement plan and the manager is working closely with the Director to ensure there are further improvements in this area.

	Within 10 days		11-20 days		Over 20 days	
	Apr 22- Mar 23	Apr 21- Mar 22	Apr 22- Mar 23	Apr 21- Mar 22	Apr 22- Mar 23	Apr 21- Mar 22
<b>Stage 1</b>	28	24	25	28	22	27
<b>%</b>	36.8%	30.3%	32.8%	35.4%	28.9%	34.1%

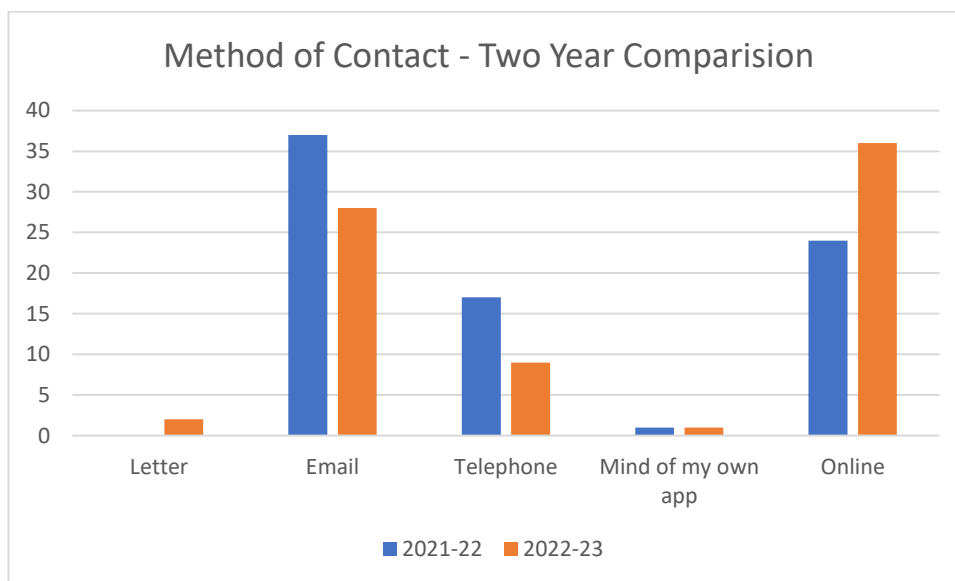
### 1.8 Expenditure

The cost of independent investigations decreased significantly in 2022-23, due to the number of stage 2 investigations reducing. This is as a result of the excellent work done by managers in the service committing to stage 1 resolution meetings and due to stage 1 responses improving.

	Publicity/ leaflets	Independent investigators	Payments	Total
Apr 2022 – Mar 2023		£1876	£150	£2026
Apr 2021 – Mar 2022		£14,413		£14,413

### 1.9 Method of Contact

Email had been the preferred method of contact in previous years, however, encouragingly we have seen this figure reduce by 37% in 2022-23. It is also encouraging to see an increase in the number of people opting to use Havering's online form during 2022-23 which has increased by 50% compared to 2021-22. Complaints received by telephone have decreased in 2022-23 by 88%, it is important to note that telephone calls are always followed up with an email outlining the content of the conversation. Havering is currently in the process of procuring a new complaints and information case management system from ROL Solutions, Freedom of Information requests will be rolled out first, followed by Subject Access Requests, and then complaints. It is hoped that this will enhance user experience and improve on reporting capabilities.



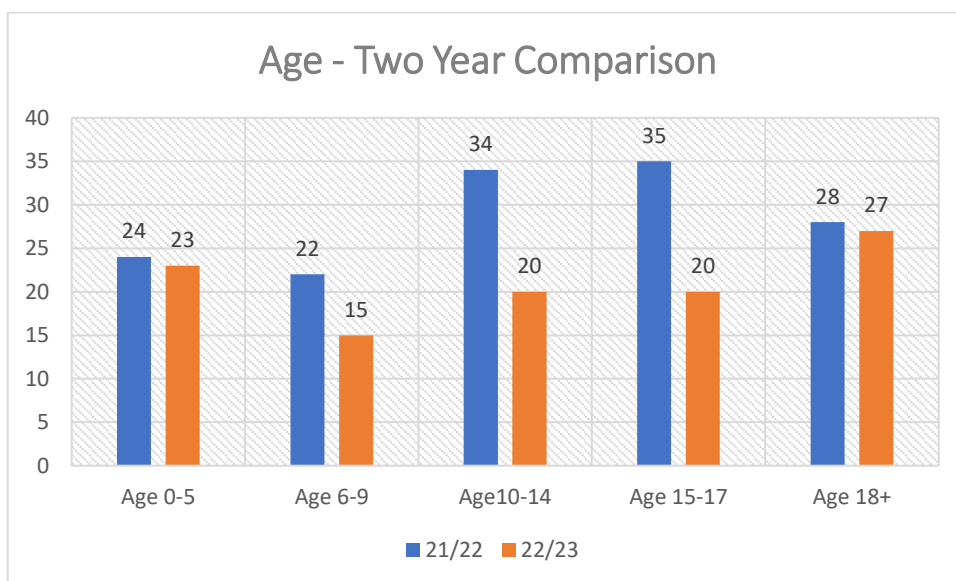
### Monitoring Information

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 76 Stage 1 complaints received, 66 were submitted by parents or family members, 9 were submitted by young people receiving social care support and 6 were submitted by advocates on behalf of the young person.

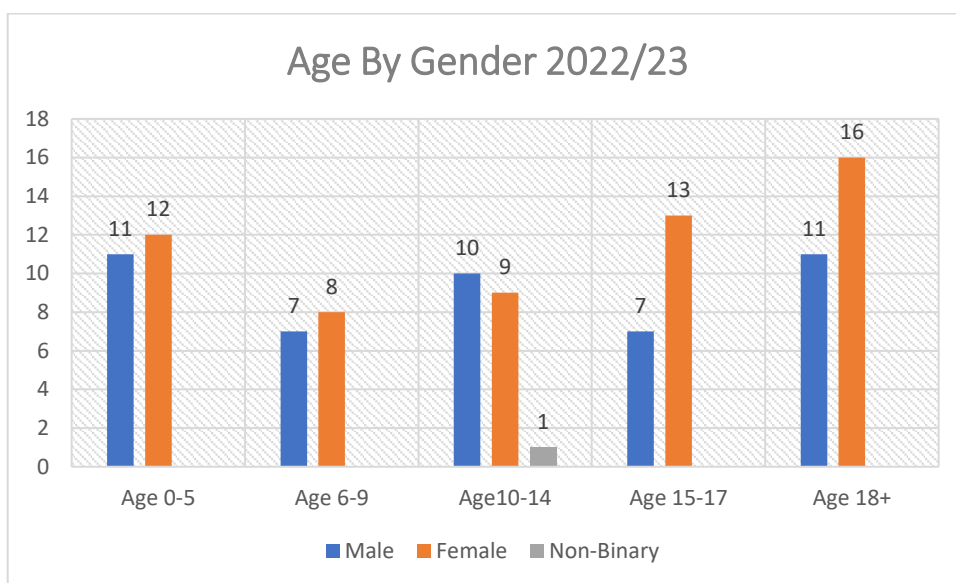
### 2.1 Age and Gender

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 2022-23 there has been a decrease in complaints across all age groups.

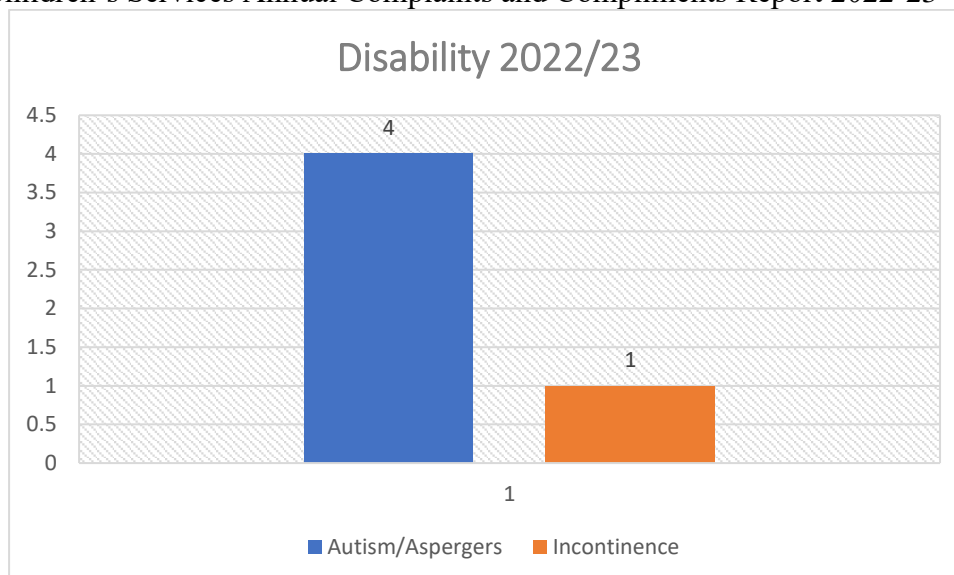


With the exception of the age group 10-14, there were a higher number of complaints in relation to females in 2022/23.



### 2.3 Disability

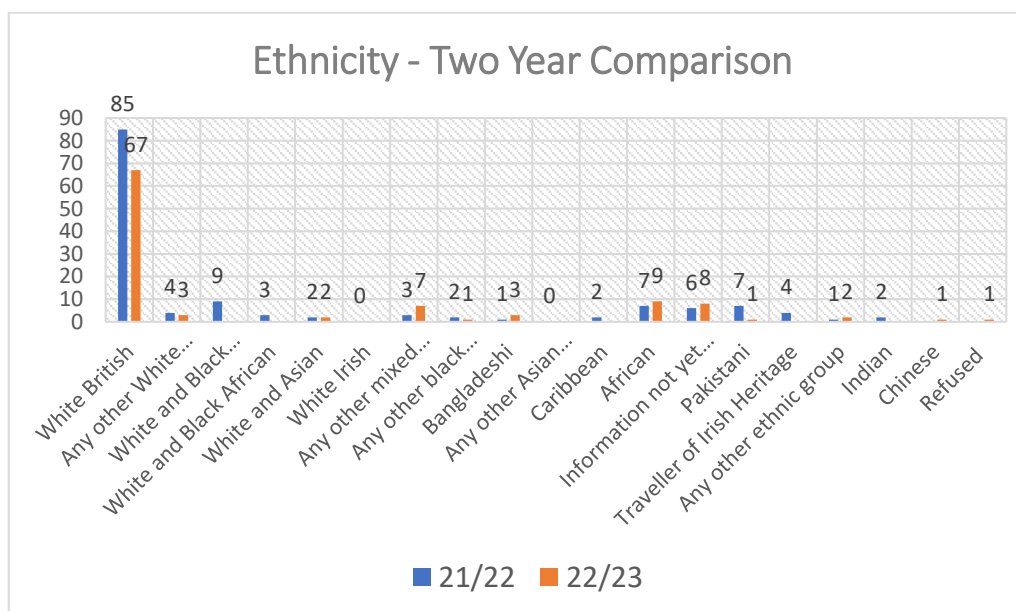
Within our complaint data there are a low number of children that had a recorded disability, with the majority having Autism/Aspergers syndrome in 2022-23. We know that overall we have a growing number of children accessing SEN (Special Educational Needs) Support in Schools, and the number of requests for Education, Health and Care Plan assessments has increased significantly, and is 48% higher in January 2023 than in January 2022, and we expect to see this continue in 2023-24.



## 2.4 Ethnicity

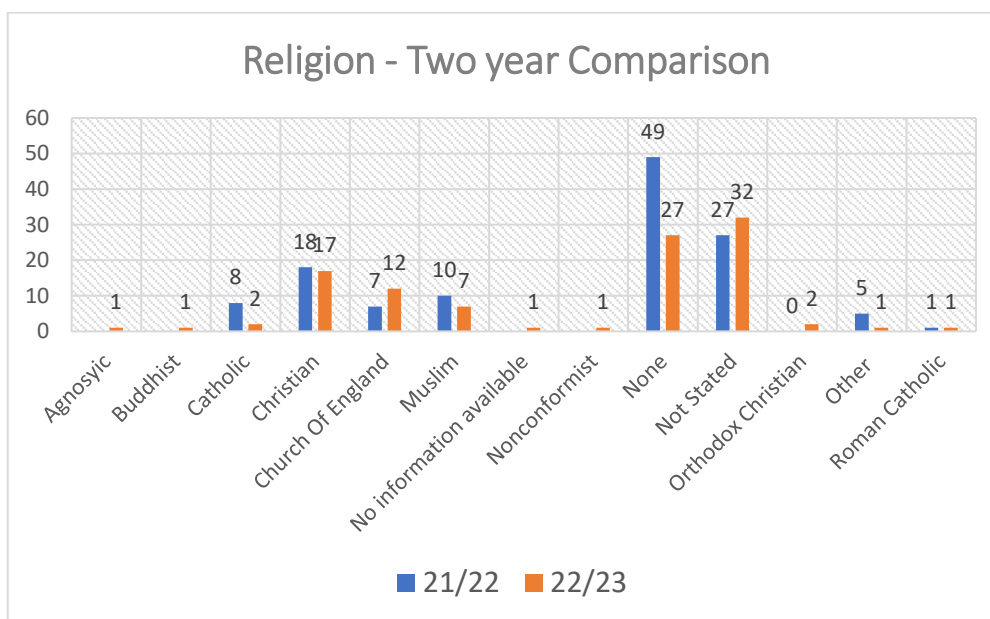
The higher number of 'White British' complainants continues to reflect the population within Havering. However, it is not representative of the service users across Children's Services. There are representations across many ethnicities with slight increases shown across any other mixed background and African.

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 decrease in 2022-23 in those recorded as having 'none'. There is a slight increase in 2022-23 where religion is not stated.



## Members Correspondence

The number of Members correspondence decreased by 24% in 2022-23 (45) compared to 2021-22 (56). There has been a significant improvement in response times with 91% having been responded to within timeframe over the course of 2022-23 which is a great achievement compared to the 71% achieved in 2021-22.

	2022-23	2021-22
Members Correspondence	45	56

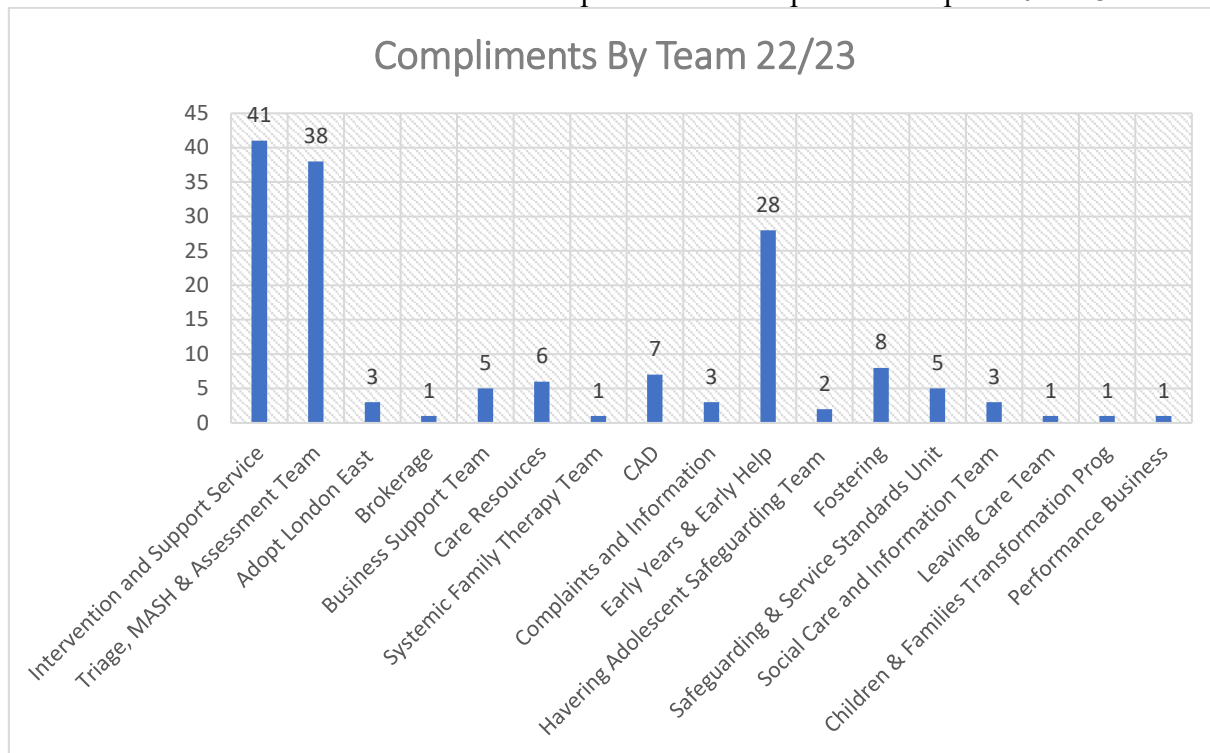
## Compliments

There have been 154 compliments received in total for Children’s Social Care during 2022-23.

There has been a significant increase in the number of compliments received from service users from 16 to 55, a 29% increase which is an amazing achievement and testimony to the excellent work being undertaken by our staff to support children, young people and their families

There has also been a further 99 compliments recorded which have been submitted both by internal and external partners which should be recognised as equally important as this strengthens Havering’s Children’s Services reputation with partners and the wider community.

It is particularly encouraging to see that the Intervention Support Service and Triage, MASH & Assessment received the highest number of compliments, and acknowledge even though they also received the highest number of complaints, their good work was appreciated.



Some examples of the appreciation shown are given below:

**Social Worker Adopt London**

We are so thankful that B was there to support us through this time. She has gone over and beyond her 'duty' and we are ever so grateful.

**Leaving Care**

A had a big talk with me about X and how for me to cope, she had made me feel a lot better and gave me a big speech on how to handle the situation she also has been looking at father rights and cafcass 😊

**CAD**

Thank you for your concern and continued assistance. Myself, my wife and my daughter will never forget the effort and patience you showed. God bless you.'

**ISS**

Nothing needs to change because M..... is the best carer in the world and A is the best social worker in the world

Early Help

I wanted to bring to your attention the amazing work D has done and is doing with a family currently allocated to me. In just a few sessions she has built such a good rapport with the family that they feel supported and held. Mother was extremely appreciative of the work that D is doing with the family

Fostering

X received her financial update yesterday and called me to say thank you to you ladies for sorting this out for her. She was tearful and grateful for the financial support and I wanted to pass on her thanks

Systemic Family Therapy

Hello K,  
Just wanted to thank you for the systemic session just now. I found it really powerful and informative. Very much appreciated your time, thank you

ISS

Today, one of our families was stepped off a CP plan and mother cited that F was '*a beautiful social worker*', *in the pre meeting she was very appreciative of her SW interventions.*

Systemic Family Therapy

Thank you for the sessions over the last year. It has helped me so much put things into perspective.

You helped me change my perspective on myself and how I should approach things in the future.

SSSU

We have had a meeting with new IRO A a few months ago which, we were really impressed with him, it was a good meeting and he gave us a lot of hope that things will improve for X



MASH

I received a phone call from Today in regards to an incident regarding my son, I would just like to say how helpful R was, and how very understanding she was, she offered me all the help available and took the time to listen to me when I felt no one else was. What a great member of your team!

Assessment

Hi V,  
I just wanted to say thank you so much for being my first and best social worker you've done such an amazing job and i'm actually gonna miss you so much

### Conclusion and recommendations

We have seen a decrease in the number of Stage 1 complaints in 2022-23 and in those progressing 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. Whilst there have been improvements, response times are not yet 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 Director of Children's services has been appointed from her Assistant Director role and has worked closely with the manager of the complaints team to taking forward learning in a more robust timely manner.

Liquid Logic, the Social Care case recording system was due to be further developed in 2022-23 however this work was halted due to a new Complaints & Information case management system being procured with ROL Solutions. Work is currently underway with building the system and testing will take place in the near future and should prove a better tool to record and report complaints.

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 Director of Children's Services will continue to collaborate on in 2023-24.

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 are better recording compliments, teams will again be reminded to forward compliments for recording purposes, as we are aware the numbers may not be representative of all compliments actually received recognising the good 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**

	<b>Task / Action</b>	<b>Owner</b>	<b>By Date</b>	<b>Intended Outcome / Impact</b>	<b>Target Completion Date</b>	<b>Quarterly Update</b>
<b>1</b>	<p>Continue to review and update process as necessary for receiving, allocating and responding to complaints within Children's Services including clear roles and responsibilities when new complaints recording system is launched.</p> <p>Further development of the 'closing the loop' interview with complainants after the complaint is resolved.</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/ Johannah Philp	By April 2024	Response timescales will be improved with a clear process in place, and regular senior management oversight.	The revised process to be in place by October 2023	
<b>2</b>	<p>Quarterly meetings between SCCI team and children's senior management team to be diarised and quarterly presentation of complaints and compliments themes to extended managers meeting</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 / Johannah Philp	By June 2023	Improved management oversight of complaints, themes and learning -will improve the timeliness and quality of responses	Meetings will take place quarterly during '23-'24	

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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>	<p>Lynne Adams / Candice Stephens</p> <p>Practice Development Manager</p>	By April 24	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 <b>Nov 2023</b>	
4	All managers to ensure that compliments are captured and shared with SCCI team for collation and reporting. SCCI 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/ SCCI	From April 23	Compliments are recognised and celebrated with the workforce and any learning from good practice is utilised.	As received and 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 staff PDR's for all case holding practitioners and managers.	All Heads of Service and Group Managers	From April 23	Improved case recording should result in fewer complaints regarding improper or inaccurate recording of information.	To be in all PDRs for 2023/24	
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 23	Practice development and learning is disseminated across the service to ensure positive changes occur as a result of serious incidents during practice weeks.	TBC	
7	Process to be developed for families to be notified in writing of any significant changes to service delivery, and the reasons why e.g., new social worker or any significant	Tamsyn Basson / Helen Harding	From April 23	Improved communication regarding significant changes should result in fewer	September 2023	

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	decisions made (for example, family time arrangements, change of care plan or end of intervention)			complaints regarding poor communication		
<b>8</b>	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	From April 23	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	
<b>9</b>	All responding managers to ensure that complaints and responses are shared with relevant staff members and are discussed during supervision meetings	All Heads of Service, Group Managers and Team Managers	From April 23	Learning from complaints and accountability	On-going	
<b>10</b>	Managers to include complaints and compliments as a standing item on team meeting agendas	All Heads of Service, Group Managers and Team Managers	From April 23	Learning from complaints and accountability	On-going	