



Children's Services – Starting Well
Annual Complaints and Compliments
Report 2023–24

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Children’s Services, Starting Well - Annual Complaints and Compliments Report 2023-24

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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 2023 to March 2024.

During 2023 – 2024 Children's Services saw a 33% increase in the number of complaints received from the previous year. 101 complaints were received compared to 76 in 2022- 2023; of which 17 were upheld, 18 were partially upheld, 44 were not upheld and 22 were withdrawn. Attitude/behaviour of staff was the largest reason for complaints with 28 recorded, followed by standard of service not met with 25 complaints, and lack of communication with 19 complaints. Improvements have been seen in most of the areas highlighted as concerns by complainants from the previous year, except in respect of "lack of communication".

The majority of concerns raised were made on behalf of children, as we continued to see low levels of complaints received directly from children and young people. There were 10 requests to progress to stage 2 complaints. However, following successful resolution meetings, only two of these went on to be investigated at stage 2, both of which are currently on-going. The benefits of successful resolution meetings are complaints are being resolved in a timelier manner with less financial implications.

Despite the rise in the number of complaints received, there was a 13% increase in the number of compliments received in 2023-24 to 178 compared to 158 in 2022-2023. The importance of capturing all compliments received continues to be highlighted across all service areas.

Post the Covid-19 pandemic and with the ongoing cost-of-living issues on top of the unprecedented growth in population, 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 to meet demand has continued to be the biggest challenge for the service.

A government study in 2019 prior to the pandemic highlighted the struggle local authorities were facing in recruiting experienced permanent Social Workers, this was 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 2023 highlighted nationally the number of children and family Social Workers increased by 4.5%. However, nationally there was an increase of 6.1% in the number of agency workers in post. Whilst the DfE report showed a slight decrease in vacancies not being filled from the previous year by 2.4%, this remains the second highest figure since the reporting started in 2017. Nationally there was a slight reduction in the average caseload to 16 which still remains much higher in Havering who at an average of 20.4 cases per worker have the highest caseloads in London and are ranked 5th highest nationally for average caseloads out of 152 local authorities.

Demand modelling showed increasing demands and we expected contacts to continue to grow throughout 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. However, with regards to contacts and referrals coming into the Multi-Agency Safeguarding Hub, Children's Services has seen some consistency when compared with 2022/23, with volumes remaining fairly stable. However, the number of children coming into care increase by 25% from last year. The most common assessment factor in Havering during 2023-24 was Domestic violence against parent/carer, up from 865 to 905, an increase of 4.7%, replacing mental health of the parent/carer, which also increased slightly from 864 to 869. We have also seen a continued increase in assessments identifying mental health of the child as a factor, up by 10% from 547 to 602, as well as a significant increase in contacts relating to abuse or neglect, up 49% from 1230 to 1833.

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 show case 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

Havering's overview of the Local Government and Social Care Ombudsman enquiries for the year 2023-24 shows the total number of enquiries increased to seven, a significant rise from the two received in the previous year (2022-23).

However, it is of note that six out of these seven enquiries were not fully investigated following initial assessments. This reduction in the investigative workload has highlighted improved case recording practices of the dedicated staff across Children's Services.

This positive trend underscores our corporate, whole council commitment to efficiency, accuracy, and continuous improvement in handling enquiries. As we move forward, we remain focused on maintaining high standards, improving our services to ensure the best outcomes for the children and families of Havering.

From the Ombudsman enquiry, one found maladministration with injustice relating to how the Council handled a child protection matter regarding the complainant's son. The complainant raised he felt the Council was biased against him during the processes, it failed to give him enough notice to attend meetings, and it failed to communicate with him properly and engage him in the process. This resulted with an apology being made, alongside a goodwill payment of £350.00. A review of the learning resulted in a written reminder being sent to all staff in the social work team to ensure they were aware of the importance of actively engaging with both parents and communicating with them effectively during our

Children’s Services, Starting Well - Annual Complaints and Compliments Report 2023-24 interventions such as child protection processes. This is being followed up with further training that is being rolled out to staff as part of the Children’s Services Improvement plan.

	Apr 23-Mar 24	Apr 22-Mar 23	Apr 21-Mar 22
Maladministration (no injustice)			1
Maladministration & Injustice	1	1	1
No maladministration after investigation			
`Ombudsman discretion			
Investigation with Local settlement			
Outside Jurisdiction			1
Investigation Discontinued			1
Premature/Informal enquiries			
Closed after initial enquiries – no further action	6	1	
Total	7	2	4

1.2 Total number of complaints

During 2023-24 we saw a slight reduction of 5% in the number of enquiries received (76) compared to 2022-23 (80). 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 101 complaints went through the formal Stage 1 process in 2023-24, a 32% increase compared to the number received in 2022-23 (76).

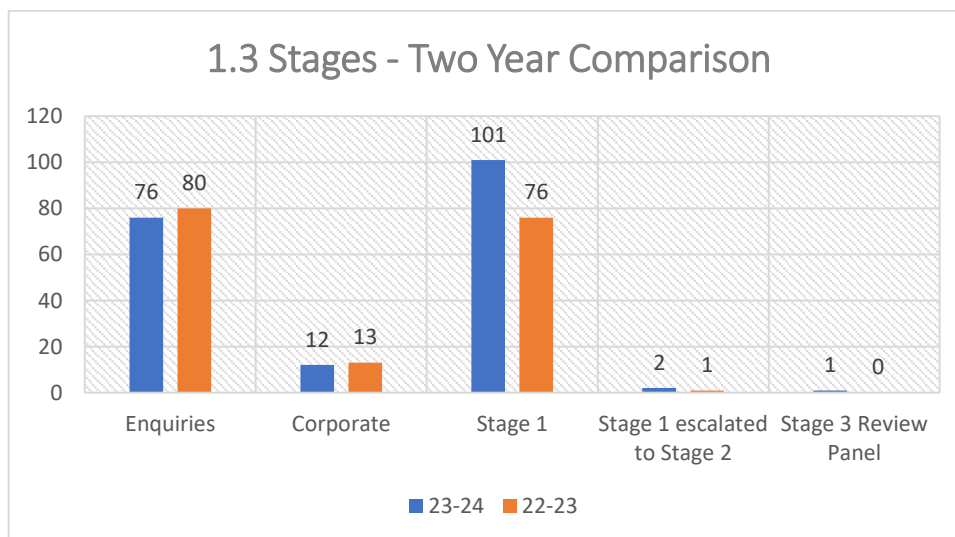
5202 children received a service during 2023-24, this means that 1.9% of the children and young people receiving services within Havering Children’s Services made a formal complaint.

1.3 Stages

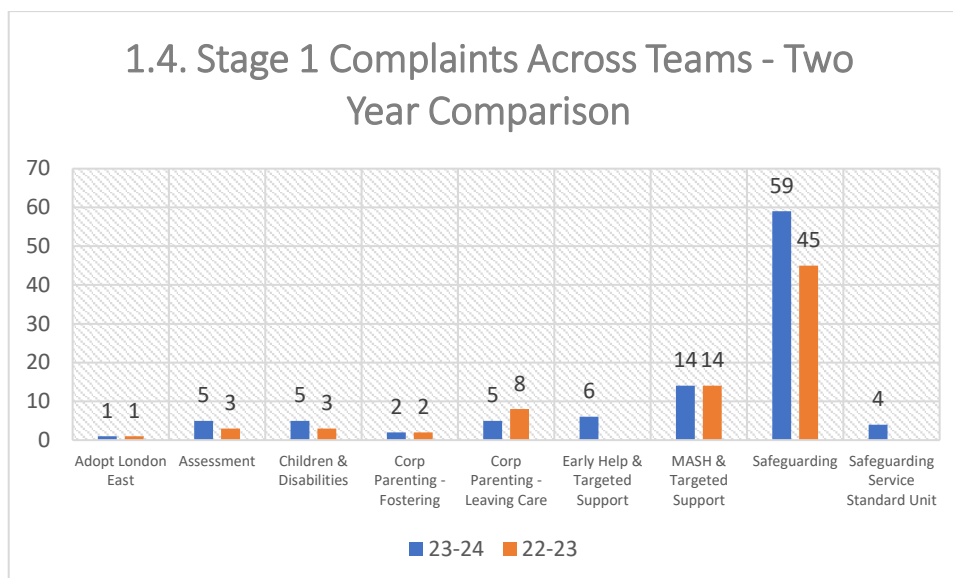
The number of complaints received in 2023-23 rose by 33% from 76 to 101. There was also an increase in the number of requests for complaints to be escalated to a stage 2 investigation in 2023-24 with 10 requests being made.

It is important to note that eight of those requests were withdrawn or resolved informally by utilising resolution meetings. Stage 2 requests can often be resolved by offering a meeting to the complainant and talking through the complaint face to face, these have been very successful this year.

One complaint has been through the Stage 3 review panel process this year.



1.4 Teams



The number of complaints for the MASH & Targeted Support has remained consistent with 2022-23, it is noted that the most common themes for complaints received were about attitude/behaviour of staff and lack of communication.

The Safeguarding Service saw an increase (31%) in the number of complaints from 45 in 2022-23 to 59 in 2023-24. The two main reasons for these complaints continued to be attitude/behaviour of staff (19), of which 8 were upheld to some degree and lack of communication (22) of which 7 were upheld.

As picked up within our Ofsted Inspection of Children's Services report published in February 2024 the capacity of staff has continued to be the biggest challenge for Children's Services. Whilst the year ending 30 September 2023 saw a reduction in staff turnover compared with the previous year, there were a high number of leavers in the second half of the financial year, which will only be reflected in 2024 figures.

Havering is not unique in its workforce challenges. The DfE Children's social work workforce report 2023 in England highlighted the number of staff vacancies in 2023 as the second highest since reporting started in 2017. In Havering, our vacancy rate on 30 September 2023 was higher than all of our comparator groups (England, London and statistical neighbours) at 27.8% and again, this increased further, later in the reporting year.

The use of agency social workers in Children's Services increased to 17.8% nationally. Havering saw a reduction in agency use compared to the previous year but remained above all comparators at 25.6%. This persistently high figure is directly linked to the high vacancy rate detailed above. The impact of the high levels of staff turnover and vacancies is high caseloads for remaining staff, which can result in a reduction in capacity and time for good communication with staff not meeting expected 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 to some extent; however, the cumulative impact continues to be felt with continued use of agency staff.

The large increase in the volume of contacts in October 2023 coincided with many 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 Director of Children's Services.

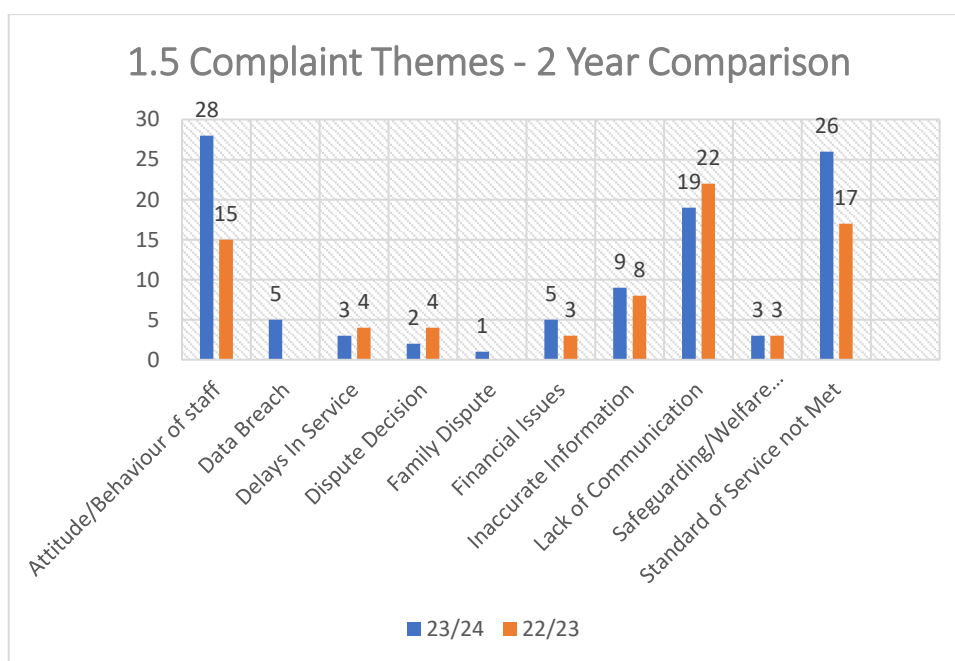
There are now clear communication pathways in place to ensure that partners and families are informed of outcomes of contacts by way of letter and email communication. We have continued to have strategic leads linked to school clusters to keep an open-door communication in place with our Early Help, MASH and safeguarding teams .

Revised structure charts of the service are regularly shared with cluster leads and the Designated Safeguarding Leads (DSL’s) in schools / health provision to support partners being able to reach the correct person in a timely manner. A newsletter is being developed to share by Early Help and the Multi-Agency Safeguarding Hub to start in September 2024 to offer partners updates to service changes. There are also regular Inward Speaking events scheduled throughout the year that informs and updates on the service offer by Havering.

Within our Children with Disabilities Service we have seen increased demand for services. Despite this, there has been a very small increase in the number of complaints, from 3 in 2022-23 to 5 in 2023-24. 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

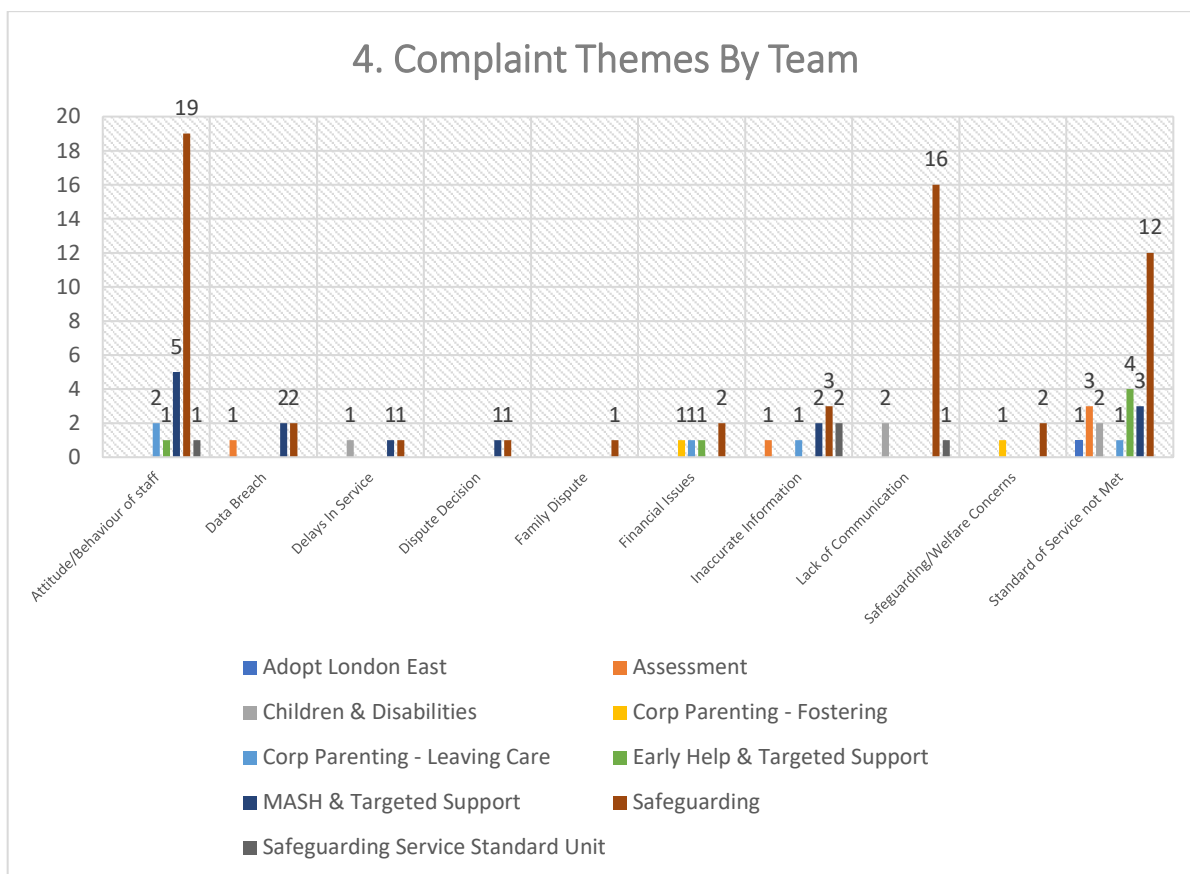
Complaints vary in their content but there are some important themes that we can learn from in the service to improve practice and enable us to develop better relationships with children, young people and their families. Every complaint received is carefully considered and enables us to review our processes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



The chart above highlights the highest number of complaint themes in 2023- 24 were the attitude and behaviour of staff, standard of service, and lack of communication. It is concerning that there were five complaints about data breaches over the course of the year, these complaints are dealt with by the GDPR team. Staff are constantly reminded to adhere to GDPR data protection protocols and are required to refresh their mandatory GDPR training annually. Work to remind staff regarding GDPR requirements is being picked up as part of the training that is being rolled out to staff as part of our improvement plan.

Many complaints highlighting the ‘attitude/behaviour of staff’ were in relation to parents being unhappy about the decisions that had been made.

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 interventions with families so that the 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. Alongside planned training on a ‘back to basics’ programme for staff.



Complaint themes by team are illustrated in Chart 4 above. This shows the Safeguarding Service which is the service with the greatest volume of children’s cases has the greatest number of complaints. However, of the 59 complaints received in relation to these teams, 39 (66%) were either withdrawn or not upheld. The MASH / Assessment Service saw the next highest number of complaints, 14 with 9 (64.2%) being withdrawn or not upheld.

1.6 Outcomes & Learning

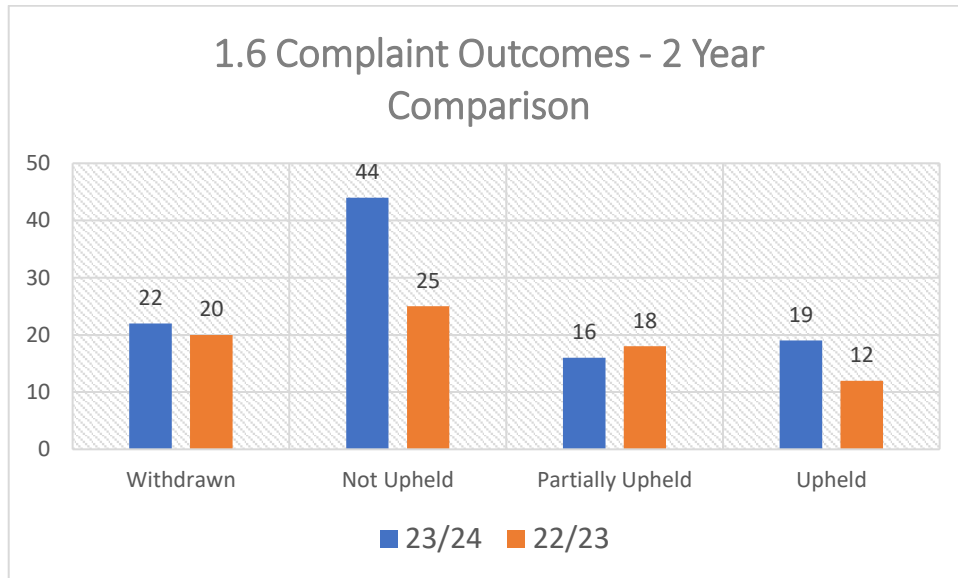
Learning from complaints forms part of Havering’s quality assurance framework and is used to plan training, improvement and quality assurance activities both on a strategic level as well as for individual practitioners, supervisors and managers.

During 2023-24 the Complaints Team Manager worked closely with the Social Work Practice Development Manager to offer complainants the opportunity to discuss their experiences with

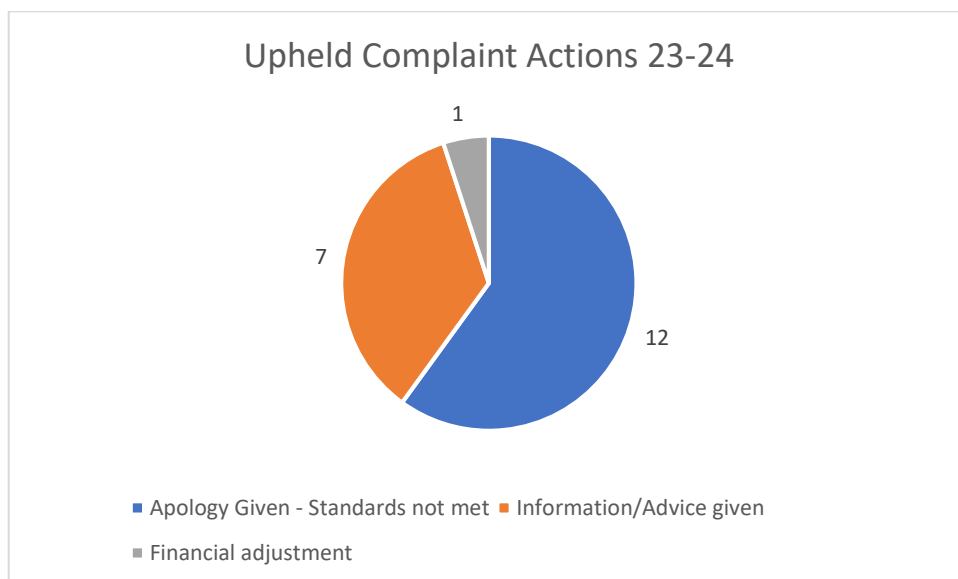
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Children's Services in order to identify and drive service improvements. This work was done outside of the complaints process and was only offered once the complaint has been responded to.

During 2023-24 the number of complaints that were 'upheld' decreased by 15% (19). Those 'partially upheld' stayed consistent with 2023-24 at 18, and complaints 'not upheld' rose by 52% in 2023-24(53) compared to 2022-23(25).



For those complaints upheld or partially upheld, these all resulted in an apology, linked to further information or explanation being provided, as shown in the breakdown of upheld complaints below.



For 2024-25 consideration needs to be given to how information is communicated to ensure this is given clearly and concisely so that it is understood by children, parents, and carers. This is key to ensuring families are always aware of either the reasons for intervention or the actions to be taken by Children's Services to intervene or the limitations to intervention where there may be discord among separated parents or family members concerning children.

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. Practice standards are being updated to reiterate this message to all staff.

Training is being planned as part of the Ofsted improvement plan to refresh the Systemic model of practice to allow staff to focus on their interventions with families, ensuring these are purposeful, planned and deliver both improvements on how we work with children and families and to improve outcomes, as well as supporting decreases in the number of complaints. Alongside, there has been a refresh of further learning and support materials for staff via the Havering Social Care Academy SharePoint site online.

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 and this is continuing with a DfE funded audit of the Case Management system as part of the Ofsted improvement action plan.

1.7 Response times

Stage 1 complaint responses within 10 working days improved in 2023-24 (47) compared to 2022-23 (28) an increase of 10% being responded to within the statutory timeframe. A further 29.7% of complaints were responded to within 20 days also an improvement compared to 2022-23. The number of complaints taking over 20 days has however increased to 24 from 22 in 2022-23 but was an improved % overall.

Complaints response timeframes are an area that are being monitored, we are hopeful that with the introduction of the new managers as part of the Starting Well restructure and the new case management system we will see an improvement in this area in 2024-25.

	Within 10 days		11-20 days		Over 20 days	
	Apr 23- Mar 24	Apr 22- Mar 23	Apr 23- Mar 24	Apr 22- Mar 23	Apr 23- Mar 24	Apr 22- Mar 23
Stage 1	47	28	30	25	24	22
%	46.50%	36.80%	29.70%	32.80%	23.70%	28.90%

1.8 Expenditure

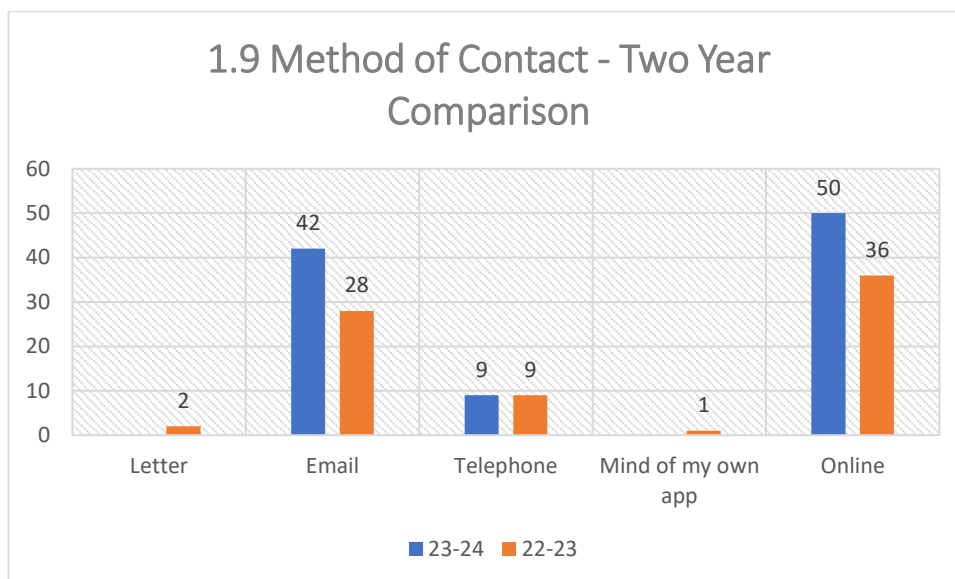
The cost of independent investigations in 2023-24 rose due to the number of stage 2 investigations increasing. Alongside one complaint leading to a financial adjustment of £350 being made.

	Publicity/ leaflets	Independent investigators	Payments	Total
Apr 2023 – Mar 2024		£2700	£350	£3050
Apr 2022 – Mar 2023		£1876	£150	£2026

1.9 Method of Contact

Email has continued to be the preferred method of contact as in previous years. It is also encouraging that we have seen an increase in the number of people opting to use Havering’s online form during 2023-24 which increased by 39% compared to 2022-23. Complaints received by telephone are always followed up with an email outlining the content of the conversation.

Having rolled out the new complaints case management system in 2023-24, which allows greater case tracking. We will continue to drive increases in the use of our online form to simplify the process of logging complaints and we expect this to improve response times and enhance user experience alongside improving reporting capabilities.



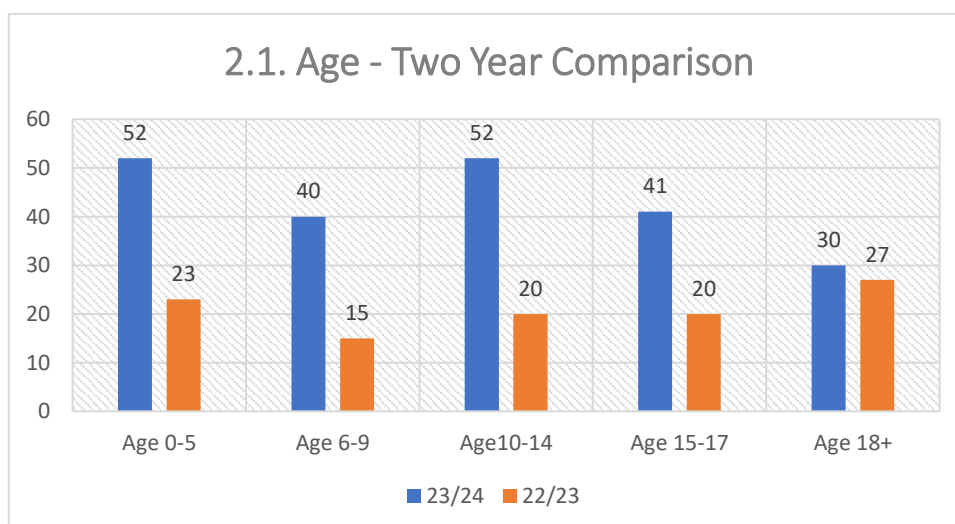
2. Monitoring Information

Whilst the monitoring information within this report is based on the number of children/young people the complaint is in relation to, we are able to break down the information to show that of the 76 Stage 1 complaints received, 66 were submitted by parents or family members, 9 were submitted by the young people receiving social care support and 6 were submitted by advocates on behalf of the young person.

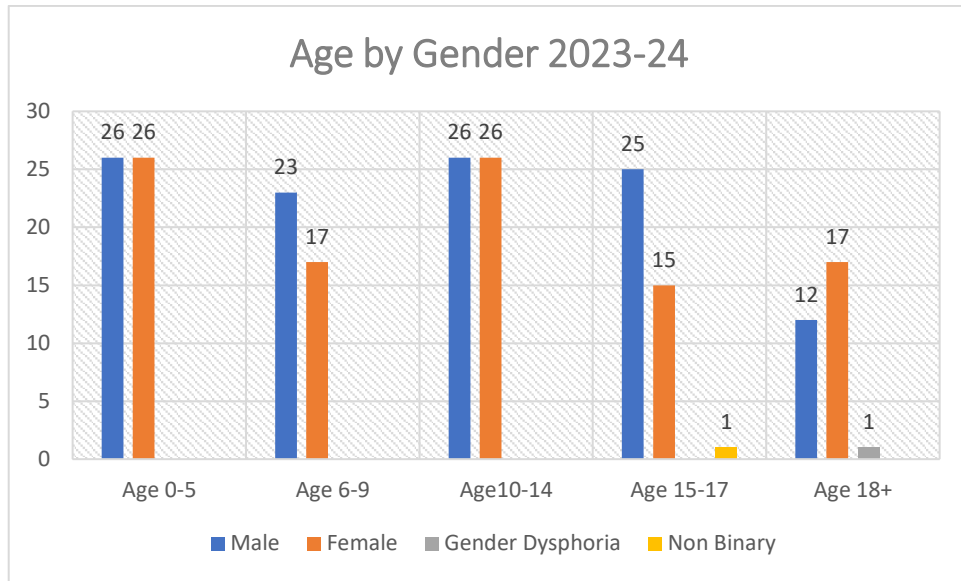
2.1 Age and Gender

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 2023-24 there have been noticeable increases in complaints across all age groups with the exception of 18+. With the 0-5 years up age group up by 126%, 6-9 years age group up by 166%, 10-14 years age group up by 160%, and the 15-17 years age group up by 105%.



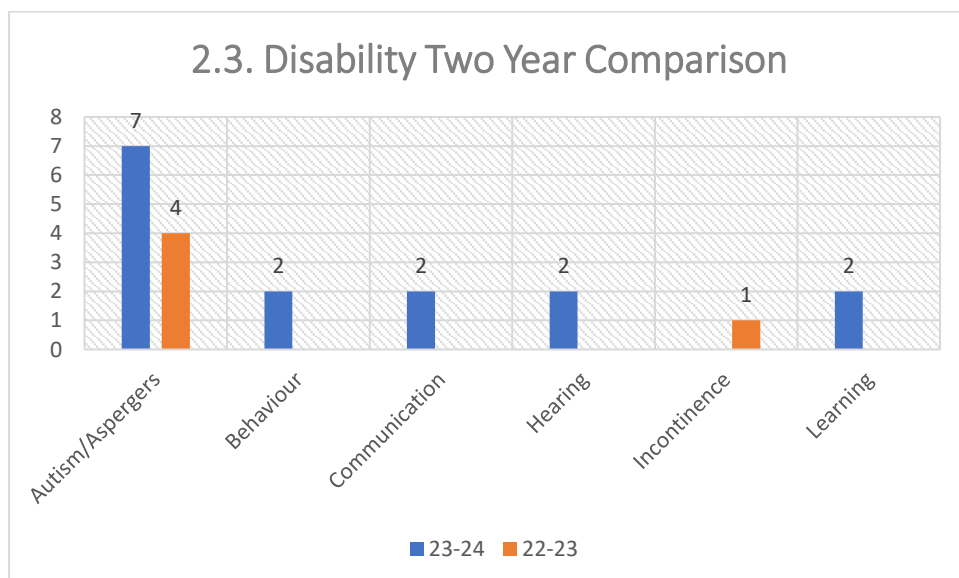
Overall, there have been 10% more complaints received in relation to male children than females in 2023-24.



2.3 Disability

Within the complaints received, we have seen a low number of children that had a recorded disability in 2023-24. Where children do have a disability recorded the majority have Autism/Aspergers syndrome. We have seen improved recording of children with behaviour, communication, hearing, and learning disabilities evidenced .

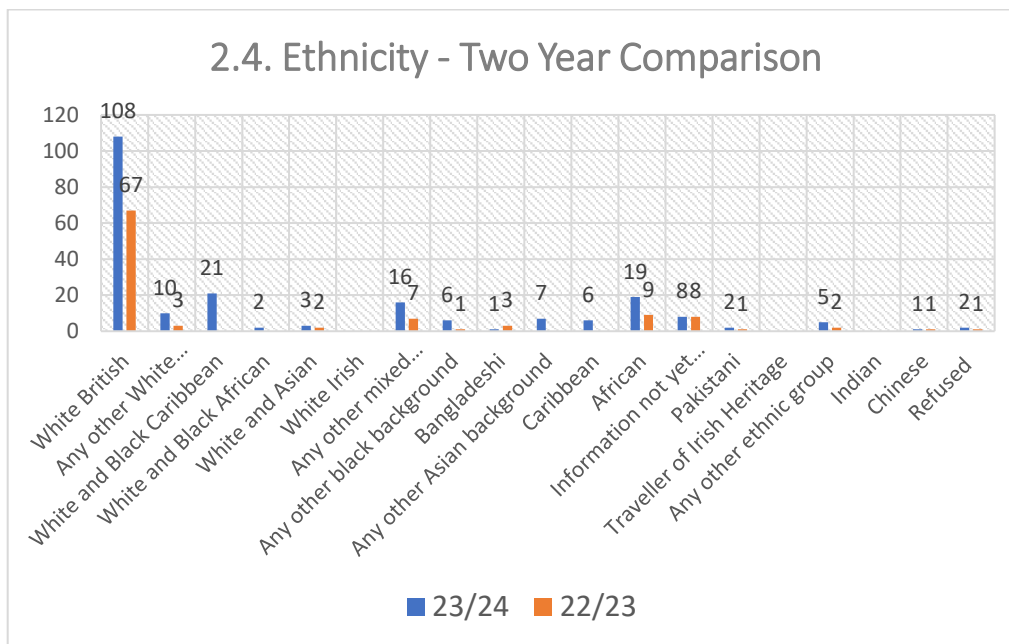
We know that the 15.2% population increase of children aged under 18 living in the Borough has occurred at a time when the number of Education, Health and Care Plans (EHCPs; or their predecessor, Statements of Special Educational Needs) has seen a 52% rise nationally over the 12 year period between 2010 and 2022. As a result we have seen a significant increase in the number of requests for assessments for Havering children and young people and a corresponding rise in the number of EHCP’s issued. However, we have continued to see low numbers of complaints in this cohort.



2.4 Ethnicity

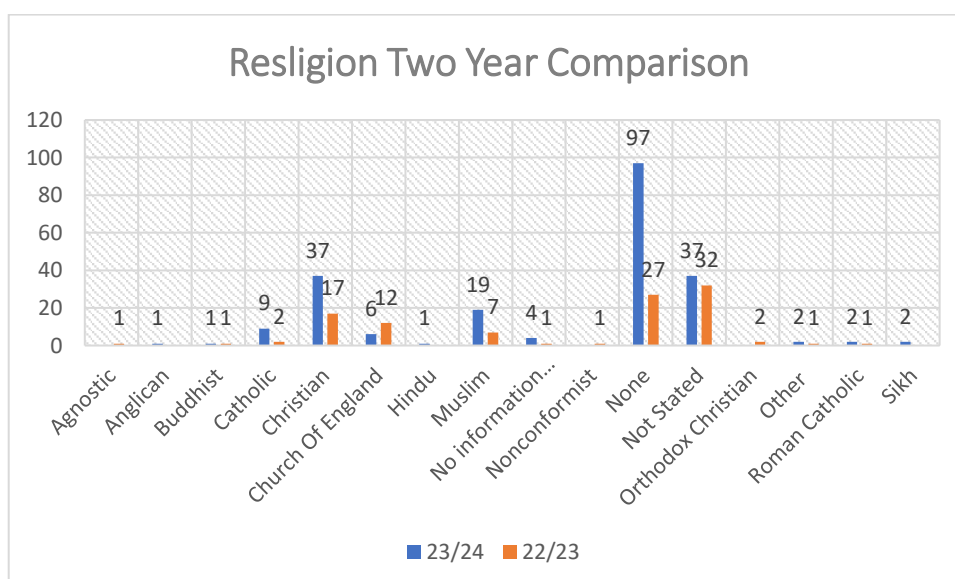
The higher number of ‘White British’ complainants continues to reflect the population within Havering. However, it is not representative of the service users across Children’s Services. There are representations across many ethnicities with slight increases shown across any other mixed background and 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, feedback or good news updates on their lives.



2.5 Religion

These figures are defined by how people personally report their religion and therefore we do not group together. During 2023-24 there was a significant increase in those recorded as having no religion and a slight increase where religion was not stated.



Members Correspondence

The number of Members correspondence recorded increased by 71% during 2023-24 at 77 compared to 45 in 2022-23. There was a decline in member's enquiries being responded to within the timeframe during 2022-23, with 78% meeting the target of 15 days or less compared to 91% in 2022-23.

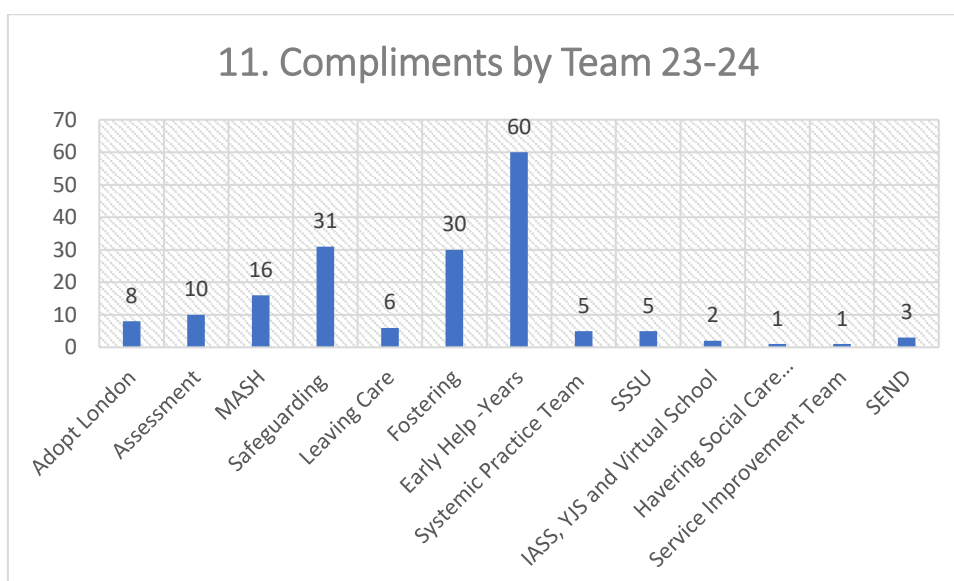
	2023-24	2022-23
Members Correspondence	77	45

The Service is aware that some Councillor/Member enquiries are being sent directly to Officers and therefore may not be captured in the performance data. Staff have been reminded to forward these to the SCCI Complaints Team for inclusion in the figures. During 2024-25 Councillor/Member enquiries will move on to a new case management system (Casetracker), we may therefore see a rise in the number of enquiries being reported next year as we will be able to record them more accurately.

Compliments

There were 178 recorded compliments received for Children’s Social Care from both external and internal stakeholders during 2023-24. This is an increase on the 158 received last year.

It is particularly encouraging to see that the Safeguarding service (formerly the Intervention Support Service) received a significant number of compliments, alongside a high number of complaints. The Early Help Service again received the highest number of compliments.



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Some examples of the appreciation shown are shown:

Social Worker Adopt London

You have been brilliant and really made a difference. Thank you so so much. You have shown us a lot of care and pushed things along for us whilst providing sound advice which we could rely upon and trust.

Leaving Care

I cannot thank you enough for being the professional that is constantly there when i need them

Systemic Family Therapy

S said 'you were very calming and made the situation fee safer'.

Safeguarding

You honestly did help me so much and thanks so much for putting up with me. I am doing really well in life and am now renting my own really nice apartment that I moved into this weekend

Early Help

This is to express our profound gratitude to you for the positive outcome of yesterday's hearing, which was due largely to your diligence and commitment.

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

Fostering

She was not only professional, non-bias, confident and knowledgeable, but was also extremely supportive and

MASH

I like working with J she knows how to help with my mental health and my anxiety i was wondering if i can have more sessions with her

Assessment

Your dedication, compassion, and tireless efforts have made an immeasurable difference in the lives of the mother and child involved.

Conclusion and recommendations

The data and analysis presented in this report offers valuable insights into the performance and challenges faced by Havering's Children's Services in managing complaints. Despite encountering obstacles such as staff turnover and communication issues, the service has demonstrated resilience and a commitment to improvement.

Noteworthy trends include a reduction in overall complaints received, albeit with an increase in Stage 2 escalations. This underscores the need for proactive resolution strategies and effective communication to address concerns at an early stage.

The dedication to learning from complaints and implementing systemic improvements is evident, as shown in the decrease in upheld complaints and the focus on staff training and development. Efforts to streamline processes, enhance response times, and leverage technology for better complaint management are commendable and poised to yield positive results.

The insights gleaned from monitoring information regarding demographics, disabilities, ethnicity, and religion underscore the importance of inclusive and equitable service delivery. Addressing representation imbalances and empowering all service users to provide feedback will be crucial in fostering trust and accountability within the community.

Moreover, the recognition of compliments received, particularly for Safeguarding and Early Help services, reflects the positive impact of dedicated staff efforts and reinforces Havering's commitment to delivering high-quality services.

As Havering's Children's Services continue their journey of improvement, it is imperative to sustain the momentum of positive change, address persistent challenges, and prioritise the well-being and best interests of children and families. By embracing a culture of transparency, accountability, and continuous learning, the service can further enhance its effectiveness and reputation, ultimately ensuring the best outcomes for the children and communities it serves.

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 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 2024-25.

The extended managers team 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.

Complaints and Compliments Action Plan

	Task / Action	Owner	By Date	Intended Outcome / Impact	Target Completion Date	Quarterly Update
1	<p>Enhancing Complaint Handling Processes</p> <p>Action Steps Further develop the 'closing the loop' interview with complainants after the complaint is resolved, ensuring that feedback is collected to improve future service delivery. Develop a robust structure within the complaints handling process, outlining specific tasks that should be completed within the ten-day response timescale, such as making a phone call to the complainant.</p>	Tara Geere/ Customer Information & Investigations	By April 2025	<p>Intended Outcomes:</p> <p>Improve customer satisfaction and trust by actively engaging with complainants throughout the process and seeking feedback on their experiences. Enhance efficiency and accountability by clearly defining roles and responsibilities and establishing standardized procedures for handling complaints within the specified timeframe.</p>	The revised process to be in place by October 2024	
2	<p>Proactive Resolution Strategies</p> <p>Action Steps: Continue offering resolution meetings to complainants at Stage 2 Implement a formal process for successful resolution meetings to be documented and shared for learning purposes. Provide training to staff on conflict resolution and effective communication techniques.</p>	Tara Geere/ Customer Information & I Investigations	By April 25	<p>Intended Outcomes:</p> <p>Reduce the need for formal complaints escalation. Increase satisfaction among complainants by resolving issues more quickly. Improve staff skills in conflict resolution and communication.</p>	The revised process to be in place by October 2024	

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3	<p>Strengthening Response Times</p> <p>Action Steps: Monitor complaint response times closely and identify bottlenecks in the process. Implement measures to streamline the complaints handling process, leveraging new technologies where possible. Provide additional resources or staffing support to the Complaints & Information Team if needed.</p> <p>Set clear targets for response times and regularly review performance against these targets.</p>	Johannah Philp	From April 24	<p>Intended Outcomes:</p> <p>Improve overall customer satisfaction by responding to complaints in a timely manner. Increase efficiency and effectiveness of the complaints handling process. Enhance accountability and transparency by meeting established response time targets.</p>	As received and On-going	
4	All managers to ensure that compliments are captured and shared with the Customer Insight & Investigations Team team for collation and reporting.	All Heads of Service, Group Managers and Team Managers/CIIT	From April 24	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 Practice and Case Recording Standards to be relaunched and 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 24	Improved case recording should result in fewer complaints regarding improper or inaccurate recording of information.	To be in all PDRs for 2024/25	
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 24	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	Gary Jones	From April 24	Improved communication regarding significant changes should result in fewer	September 2024	

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	decisions made (for example, family time arrangements, change of care plan or end of intervention)			complaints regarding poor communication		
8	All managers are 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 24	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	
9	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 24	Learning from complaints and accountability	On-going	
10	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 24	Learning from complaints and accountability	On-going	