



ANNUAL REPORT 2023-24

ADULT SOCIAL CARE

Complaints, Comments and Compliments

Prepared for: Barbara Nicholls, Strategic Director of People

**Prepared by: Johannah Philp
Complaints, Compliance & Information Team Lead**

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1. Executive Summary

Adult Social Care (ASC) complaints fall within the remit of the 'The Local Authority Social Services and National Health Service Complaints (England) Regulations 2009' which includes a requirement to publish an annual report. This report covers the period from April 2023 to March 2024.

In the year 2023-24, Havering's Adult Social Care department experienced notable shifts in complaints received, reflecting both challenges and successes in service delivery and resolution.

Complaints escalated to the Local Government and Social Care Ombudsman (LGSCO) increased significantly from the previous year, with 14 cases referred we have 16 cases referenced on page 6. However, the diligence of Havering staff led to the discontinuation of 9 cases, showcasing robust case recording practices. Of the remaining cases, 5 were determined to have resulted in maladministration, primarily concerning the quality of care provided by home care agencies and inadequate record-keeping.

A slight rise in statutory complaints was observed, totalling 124 in 2023-24, compared to 115 in the preceding year.

Enquiry volumes surged by 15%, with financial concerns comprising 29% of the total, reflecting the prevailing economic challenges. Efforts to improve record-keeping and communication with care providers are ongoing to address recurring issues.

The Havering Assessment and Community Review Team demonstrated a substantial reduction in complaints, attributed to enhanced discharge-to-assess processes. Conversely, complaints related to the Financial Assessment Team surged by 183%, necessitating a closer examination of invoicing procedures.

Financial issues remained the primary cause of complaints, often intertwined with concerns regarding home care service quality. Disputes over discharge pathways were also notable, although many were ultimately dismissed due to established procedural integrity.

While the overall number of upheld complaints decreased, the proportion of complaints withdrawn increased significantly. Efforts to provide timely information and improve communication with clients and families were emphasised, resulting in a higher percentage of complaints being resolved without financial adjustments. For complaints upheld, apologies and financial adjustments were common resolutions, indicating a commitment to accountability and remediation.

In conclusion, Havering's Adult Social Care department navigated an increase in complaints with resilience and adaptability, leveraging lessons learned to enhance service provision and stakeholder satisfaction. Continued efforts in addressing systemic challenges and fostering a culture of transparency and responsiveness will be pivotal in sustaining positive outcomes in the future.

Outcomes from the complaints process have been incorporated into the ASC Action Plan (Appendix 1) in order to aid learning and improve performance.

2. Introduction

Local authorities have a statutory process for complaints, which are set out in the Local Authority Social Services and National Health Service Complaints Regulations 2009 and the Secretary of State for Health and Social Care's recommendation in paragraph 3.55. It is a requirement for the local authority ASC and Children's Services to have a system of receiving representations by, or on behalf of, users of those services. Havering ASC welcomes all feedback, whether this is a comment on improving the service, a complaint on what has gone wrong, or a compliment about how well a service or individual has performed.

Havering has adopted the statutory guidelines for complaints management as outlined by the Department of Health and good practice principles of the Local Government Ombudsman, and has encompassed this within its new procedures as follows:

Local resolution

Enquiries - Anyone can make an enquiry of the service for any reason, they do not need to have been adversely affected or be in receipt of a social care service. If a response is appropriate either the service can respond directly or SCCI can respond on their behalf. Responses can be provided over the phone or face-to-face as long as a record is kept.

Informal - Where a complaint relates solely to a regulated service, this will be referred to the relevant agency.

Formal - Complaints will be responded to within 20 working days from the date on which points of the complaint are agreed upon and/or relevant consent or further information is received. Complaints involving an external agency will be responded to within 25 working days. Complaints requiring an independent investigation will be completed within 25-65 working days. Timescales may vary in agreement with the complainant.

Stage 1 – Stage 1 Complaints is a replacement for Informal/Formal incorporated as these will be recorded in the same way during 2024-25 via our new complaints case management system Casetracker.

Although there is no longer a Stage 3 Review Panel in the regulations, it has been agreed within Havering to have an option for complaints to be reviewed by a Hearings Panel.

Complainants who remain dissatisfied will have the right to progress to the Local Government Ombudsman and are advised of such in responses.

The time limit for complaints to be made has remained at 12 months.

3. Service Context

Adult Social Care is responsible for ensuring the most vulnerable adults in our community, and their carers, are provided with support to meet their assessed needs. Safeguarding is a priority, with a personalised, outcome-focused approach adopted with each case. The Service ensures residents are provided with practical support to help them live their lives and maintain independence, dignity and control, with individual well-being at the heart of every decision.

Adult Social Care supports and works with individuals across our communities: older adults; adults who have physical disabilities; those with sensory impairment; mental health needs; and/or learning disabilities; as well as carers in the community.

The Service has the responsibility for supporting individuals to remain well and self-sufficient for as long as possible in the community, as well as providing services to those who are vulnerable and have social care needs. Adult Social Care provides direct delivery of services namely day opportunities for people with learning disabilities and physical disabilities.

For those that do not meet the eligibility criteria, we also have a duty to provide information and advice to all residents, and to signpost to services. The Service operates a strength-based approach to frontline social care to support clients to make the best use of community resources and to carry out assessments based on client assets and strengths (we call this 'Better Living'). We continue to work with and integrate with partners, such as the Integrated Care Board and wider Health colleagues, to help people remain well and active for as long as they are able.

Adult Social Care is further supported through the commissioning and brokerage of care, as well as quality and contract monitoring of provider services. In addition, the Service supports clients with the management of direct payments; Appointee and Deputyship and managing client finance arrangements; and assessing client financial contributions to their care to generate income for the Council.

4. Complaints Received

4.1 Ombudsman referrals

In 2023-24, there were a total of 14 complaints made to the Local Government and Social Care Ombudsman (LGSCO) regarding Adult Social Care decisions, this is a significant increase on the 7 cases referred to them in 2022-23. However, of the 16 cases referred to the LGSCO, 9 were discontinued and not investigated following initial enquiries, this is a testament to the accurate case recording of Havering staff members.

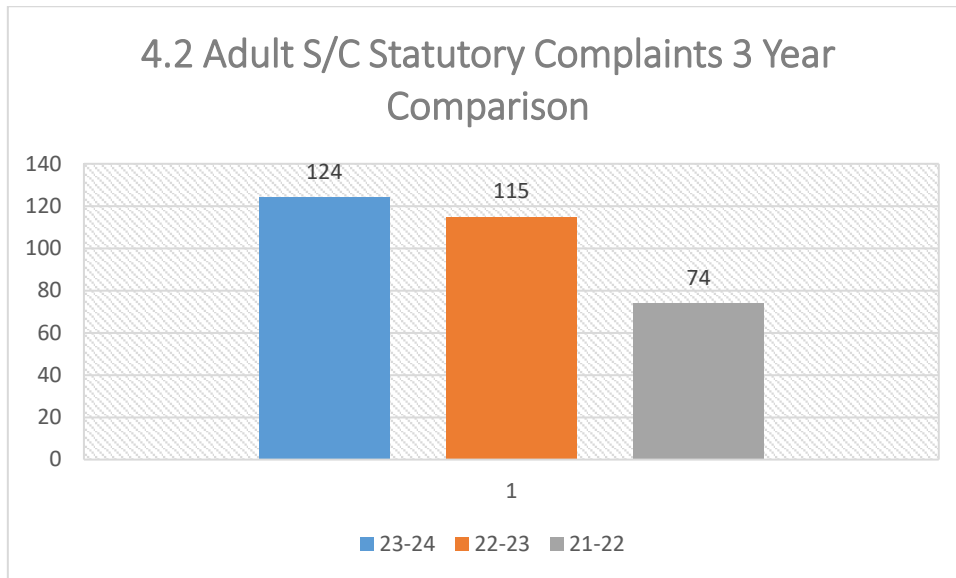
There have been 5 decisions for maladministration (injustice with penalty) and 2 cases remain ongoing.

All of the decisions returned for maladministration were regarding the level and quality of care provided by home care agencies along with poor record keeping and short visits.

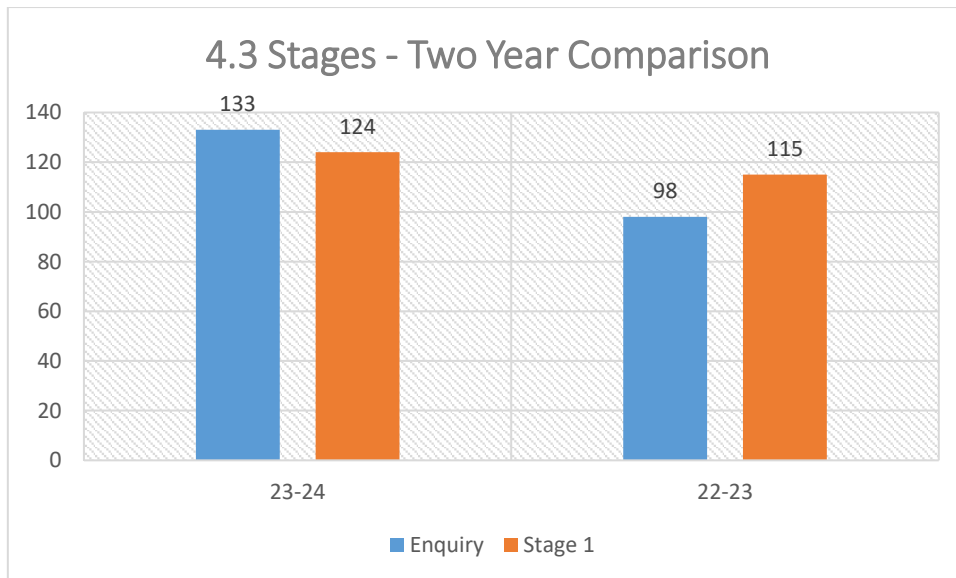
	Apr23 – Mar24	Apr22 – Mar23	Apr21 – Mar22
Maladministration (no injustice)			
Maladministration Injustice with penalty	5	2	2
Maladministration injustice no penalty			
No maladministration after investigation			
Ombudsman discretion			
-Cases under investigation/ongoing			
-Investigation not started/discontinued			
Not upheld no maladministration/service failure			1
Closed after initial enquiries: no further action	9	5	3
Closed after initial enquiries: out of jurisdiction			
Premature/Informal enquiries			
Total	14	7	6

4.2 Total number of complaints

In 2023-24, there have been 124 statutory complaints made, a slight rise on the number received in 2022-23 (115).

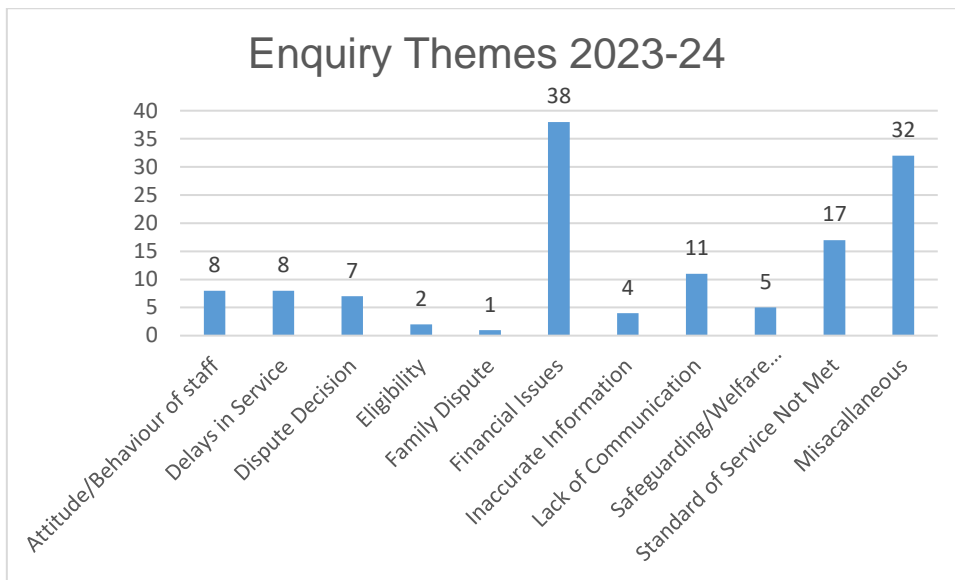


4.3 Stages

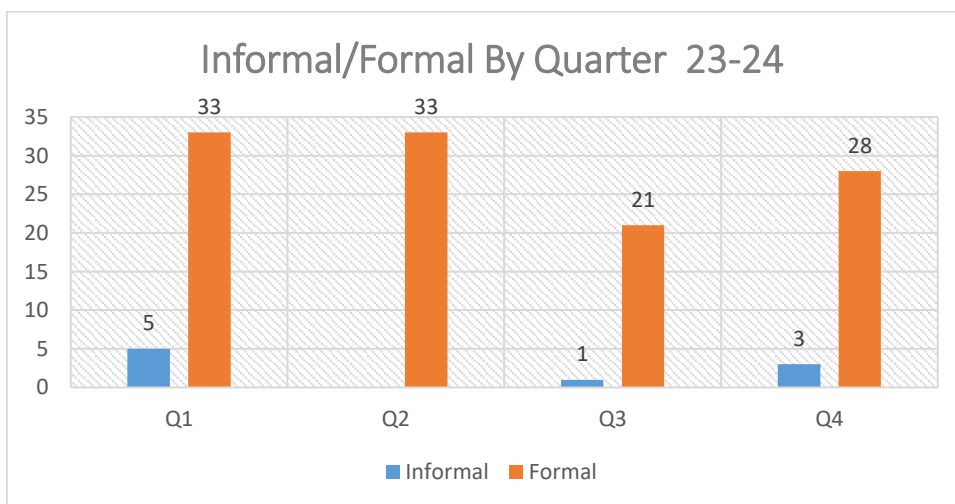


The number of enquiries received has risen from 98 in 2022-23 to 133 in 2023-24, a 15% increase.

The chart below gives an indication of the type of enquiries being received. Given the current financial climate and cost of living crisis, it is unsurprising to see that 29% of the enquiries relate to financial issues which are generally about financial charging, client contributions and cost of care enquiries. There continued to be complaints about the quality of care provided by home care services and the provided hours. Information has been shared with providers regarding the importance of accurate record keeping and the complaints manager continues to work with the quality team to identify where improvements can be made. The enquiries listed as miscellaneous are for a variety of reasons, for example, unwanted correspondence, unable to get through on the telephone, requesting reviews, and information being requested from the service.



There has also been a slight increase in 2023-24 of 8% in Stage 1 complaints. In 2024-25 formal/informal complaints will be reported together as stage 1 complaints.

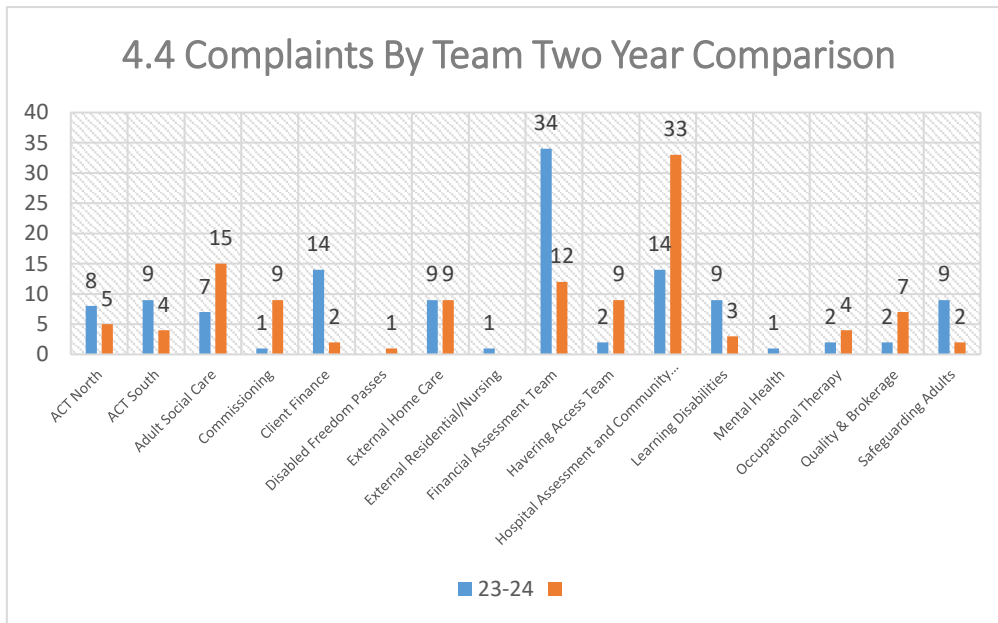


4.4 Service Areas

The Havering Assessment and Community Review Team showed a significant reduction in the number of complaints during 2023-24 with 14 being received compared to 33 in 2022-23. This is really encouraging and evidence that new processes implemented around the discharge to assess process. This reduction has also resulted in us reducing costs incurred when waiving invoice charges.

The number of complaints received around the financial assessment process and the Financial Assessment Team increased by 183% from 12 in 2022-23 to 34 in 2023-24. Many of these complaints were in relation to invoicing queries of lack of explanation about charges.

It is recognised that this should be an area of focus and that there is some work required around how our systems produce invoices and the level and quality of information contained within them.



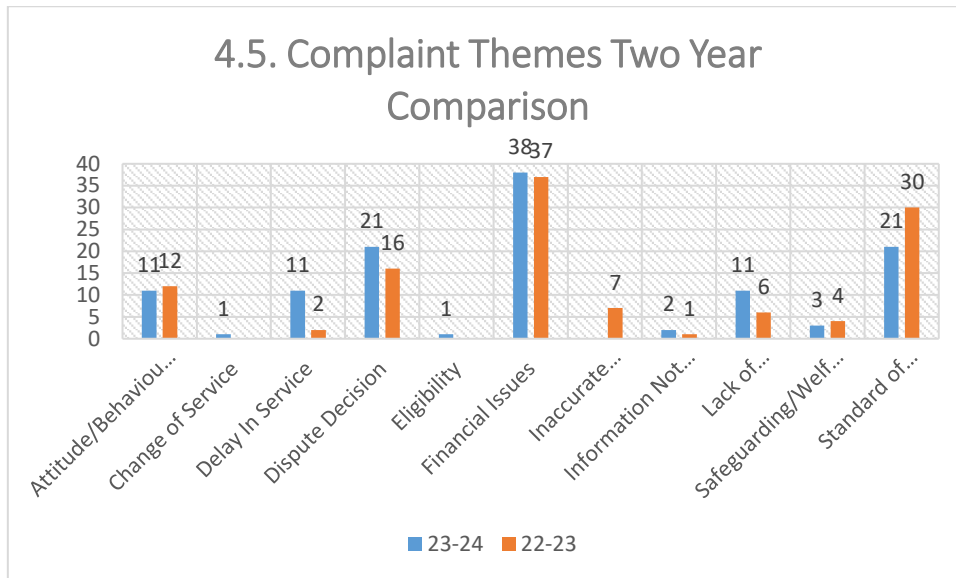
Complaints that relate to multiple areas of the Service (Cross Service - Adults Social Care) have seen a 50% decrease in the number of complaints recorded in 2023-24 and many other frontline teams have also reduced in the number of complaints they receive. This is likely because assessments and reviews of client care are now back to being face-to-face and this means that frontline workers can have more quality conversations with clients to understand the issues faced. ACT North and South, Client Finance, Learning Disabilities and Safeguarding have all seen a small increase in the number of complaints received in 2023-24.

4.5 Themes

As in 2022-23, 'Financial Issues' was the highest reason for complaints during 2023-24 followed by 'Standard of Service' (linked predominately to home care provision) which is the same as in 2022-23.

As above, where financial issues were given as the primary reason this is around invoicing and charging, these are usually coupled with a secondary complaint point around the quality of care by home care providers.

'Dispute Decision' was the third highest relating to the discharge pathways (and the associated financial contributions) however the majority of these complaints were not upheld, a testament to the robust processes put in place throughout the year.

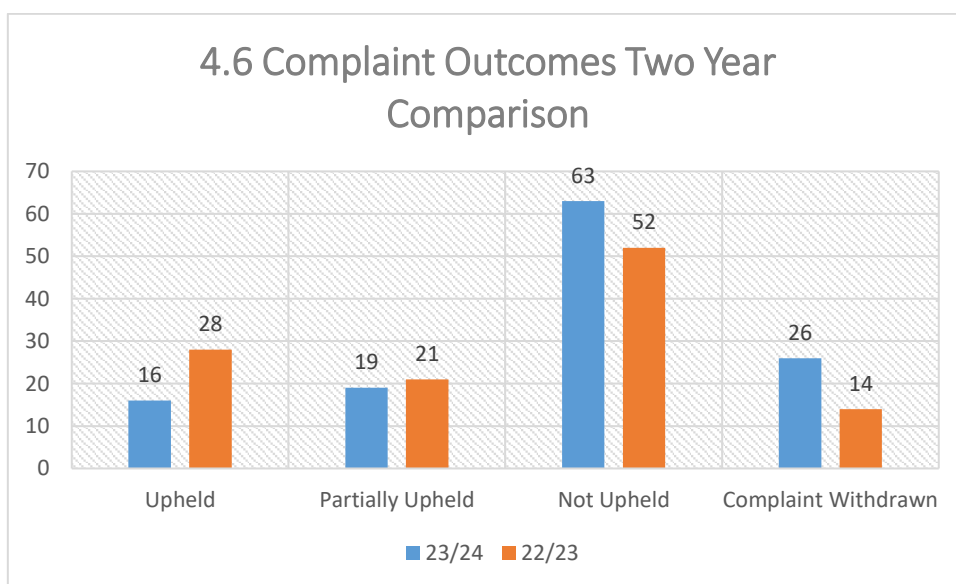


4.6 Outcomes & Learning

Of the 124 complaints received in 2023-24, 13% were upheld that is reduction on the 24.3 upheld in 2022-23. 15.3% were partially upheld another reduction from 18.2% on last year and 51% were not upheld compared to 45.2% in 2022-23.

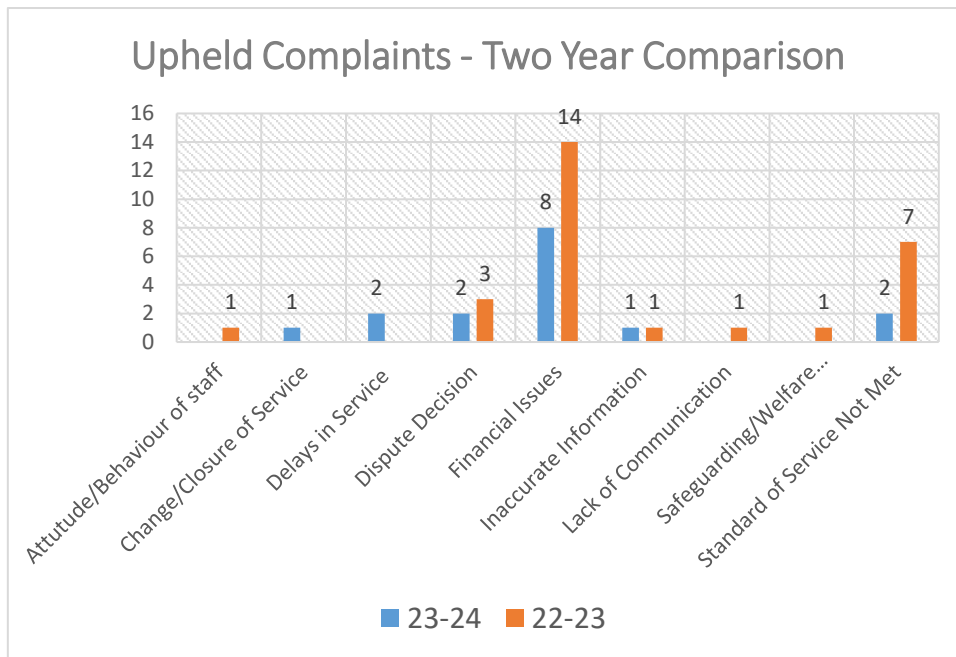
The number of complaints being withdrawn also went up from 12% to 21%.

There was a significant increase in the number of complaints ‘not upheld’. A number around financial charging were able to be rejected due to evidence that discussions had taken place with the client or family members around the charging processes in advance.

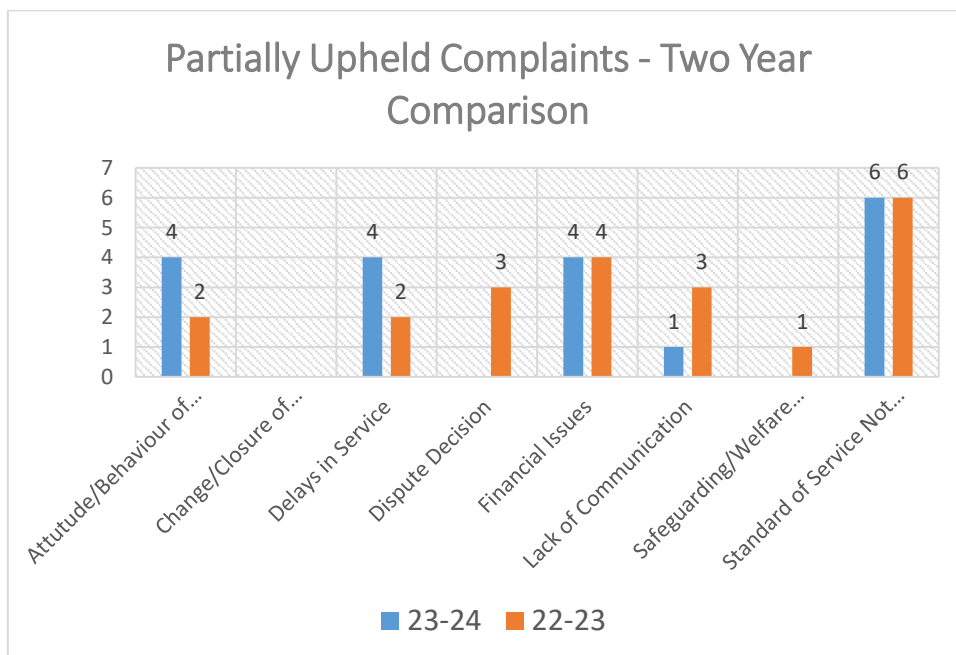


For complaints that were upheld 55% resulted in an apology being given and 45% resulted in a financial adjustment being made.

The financial adjustments were due to the Service not being able to evidence from the client database records that information about client financial charging was given in a timely manner. Processes have already been updated (as explained previously) to mitigate this in future as far as possible. Furthermore, home care charges are reimbursed when clients challenge the care hours received and this is upheld by the Service. These costs are recouped from the payments to the providers where they have erroneously charged.



For complaints that were partially upheld 95% resulted in an apology being given or information/explanation provided and 5% resulted in a financial adjustment being made.



4.6.1 Learning from Complaints

Complaints surrounding financial issues highlight the importance of clear communication regarding invoicing and charges. Improving transparency in financial assessments and charging processes can pre-emptively address misunderstandings and mitigate complaints.

The prevalence of complaints related to the quality of care provided by home care agencies underscores the need for ongoing monitoring and quality assurance measures. Regular audits and feedback mechanisms can help ensure that care standards meet the expectations of clients and their families.

Effective record-keeping is crucial for both accurate case management and addressing complaints. Investing in training and resources to enhance record-keeping practices can facilitate smoother resolution of complaints and strengthen the overall integrity of service delivery.

Complaints serve as valuable feedback for identifying areas where services may not fully meet the needs and expectations of clients. Adopting a client-centered approach that prioritises individual preferences and concerns can foster greater satisfaction and reduce the likelihood of complaints.

Prompt resolution of complaints, coupled with sincere apologies when warranted, can help rebuild trust and mitigate the impact of service shortcomings. Establishing protocols for swift acknowledgement and resolution of complaints demonstrates accountability and a commitment to continuous improvement.

Investing in ongoing training and development for staff members, particularly in areas such as communication skills, conflict resolution, and service standards, can equip them with the tools and knowledge needed to address complaints effectively and prevent recurrence.

Regular reviews of service delivery processes, informed by insights from complaints, are essential for identifying systemic issues and implementing targeted interventions. Engaging stakeholders in process improvement initiatives can foster a culture of collaboration and ownership in addressing service challenges.

4.6.2 Learning from the Ombudsman

It is important to note that where ASC commission a service, the local authority will be deemed responsible for those services and the actions of the organisation.

Commissioning, as part of their monitoring and quality visits, inspect records and complaints of providers and will make recommendations for improvements required. This is also reinforced through the Quality and Safeguarding Board meetings that take place in ASC, which cover safeguarding concerns, quality concerns, and complaints.

The Ombudsman decision of fault with injustice in 2023-24 with the highest financial impact on the service underscores the importance of thorough and considerate communication in care management, particularly when dealing with vulnerable individuals

like those with dementia. It highlights the necessity of assessing not just the care needs but also the financial and legal aspects surrounding the individual's situation. Learning from this, we should prioritise obtaining necessary legal documentation and ensuring clear communication channels with all relevant parties involved. By doing so, we can mitigate misunderstandings, prevent financial burdens on families, and ultimately provide more effective and compassionate care.

4.7 Response times

Response times improved for complaints responded to within 20 working days in 2023-24, 75% compared to 58.2% in 2022-23. The increased performance was a testament to the hard work of staff and the strategies put into place to deal with complaints in time.

Responses over 20 working days showed another improvement in 2023-24 at 26% compared to 41.6% in 2022-23, this is also encouraging given that many of the complaints received in 2023-24 have seen more complexities and often involve care providers and require more thorough investigation.

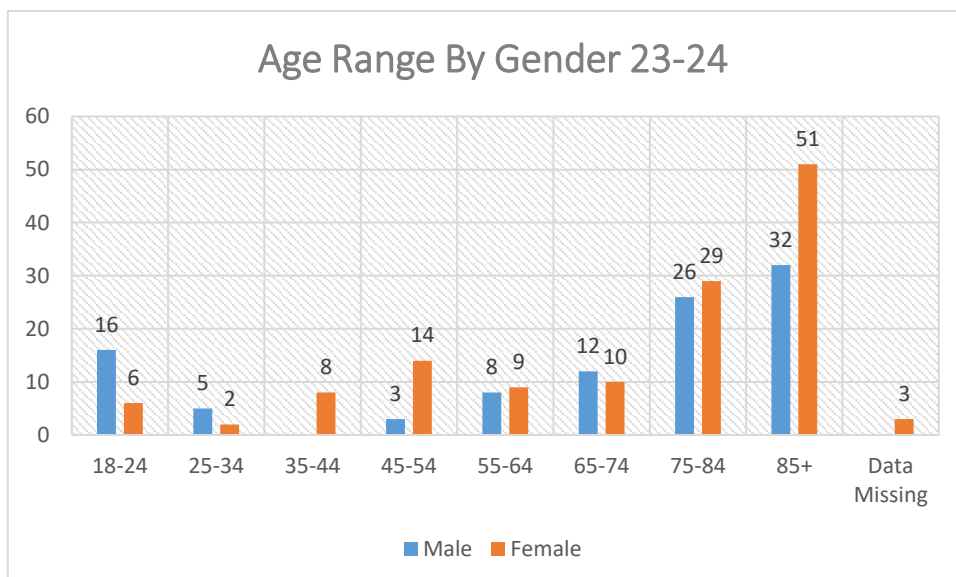
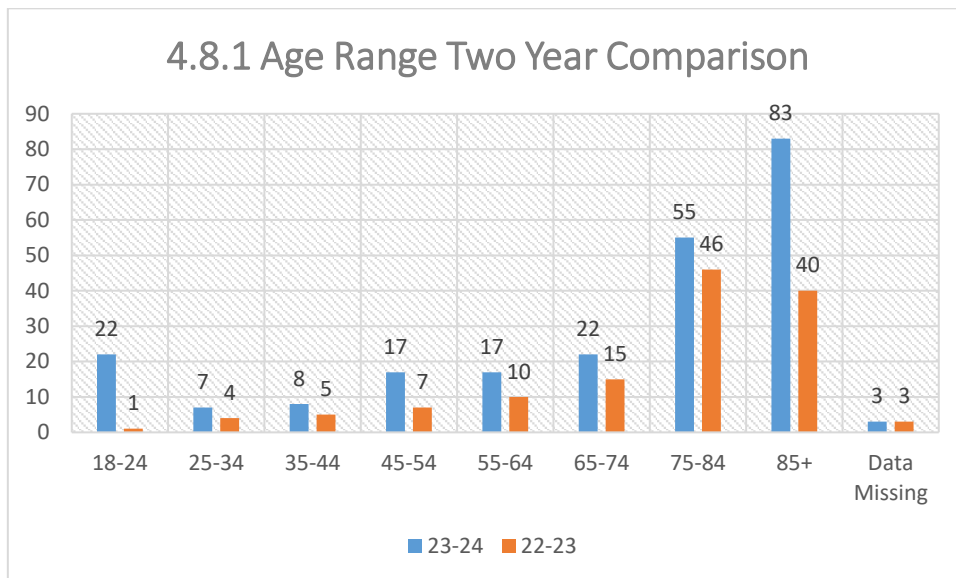
	Within 10 days	%	11-20 days	%	20+ days	%	25+ days	%
23-24	29	24%	63	51%	7	6%	24	20%
22-23	21	18.20%	46	40.00%	11	9.50%	37	32.10%

4.8 Monitoring information

4.8.1 Age

During 2023-24 complaints across all age ranges showed an increase, the most significant increase by far was for those aged 85 years and over with a 107% increase from 40 to 83. It is also noticeable that the number of complaints received that are in respect of those aged between 18 years and 24 years increased from one in 2022-23 to 22 in 2023-24

It is noted that during 2023-24 complaints relating to females were 29% higher than those for males.

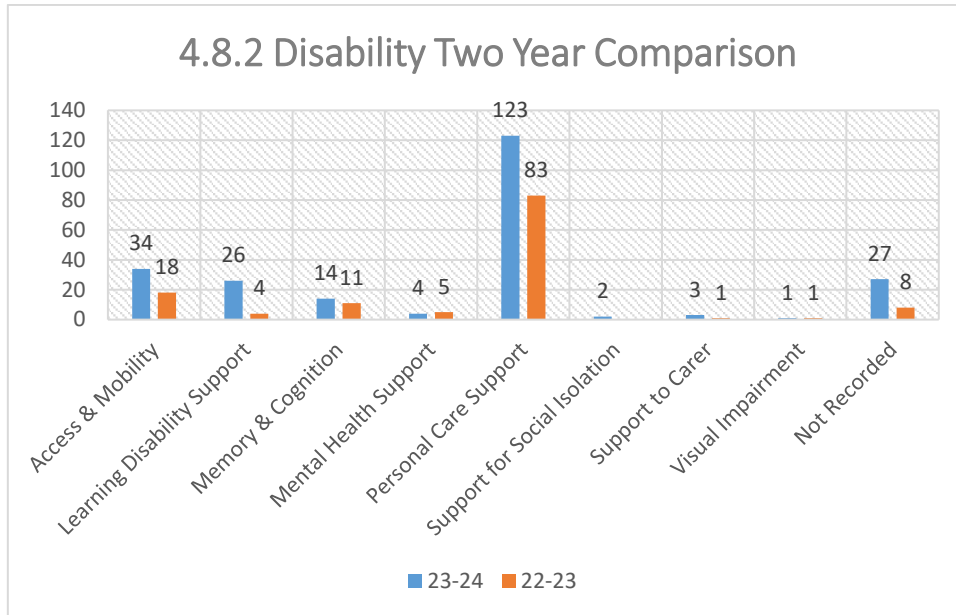


4.8.2 Disability

Complaints received by those requiring 'Personal Care Support' have continued to grow on the 2022-23 figures and have risen by 48% in 2023-24 from 83 to 123. Complaints for

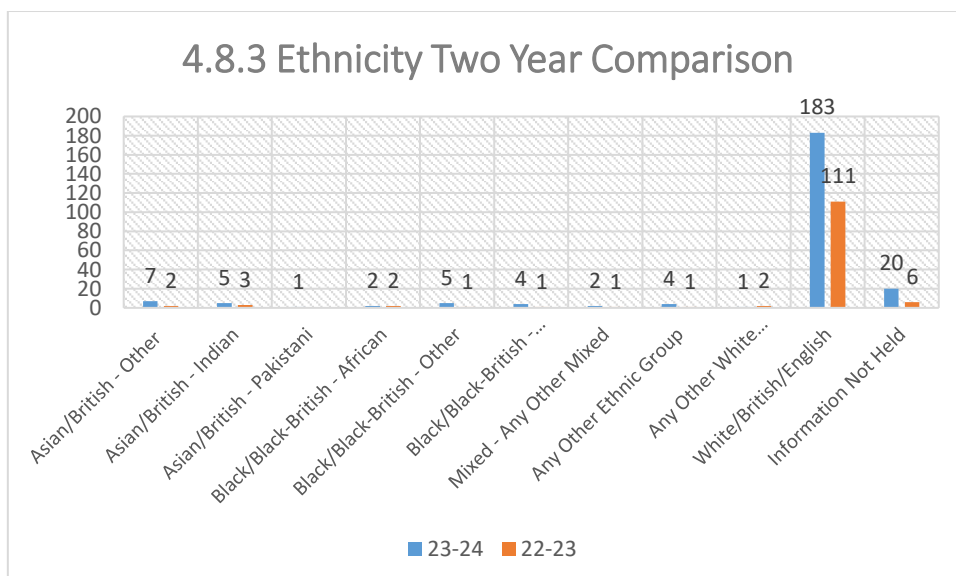
those requiring access and mobility support have increased by 88%, and learning disability support by 500%, demonstrating the rising support needs of Havering residents thus impacting on the Local Authority financially.

There have been 27 complaints from those who have a disability marker on record but it is not recorded which type of disability they have.



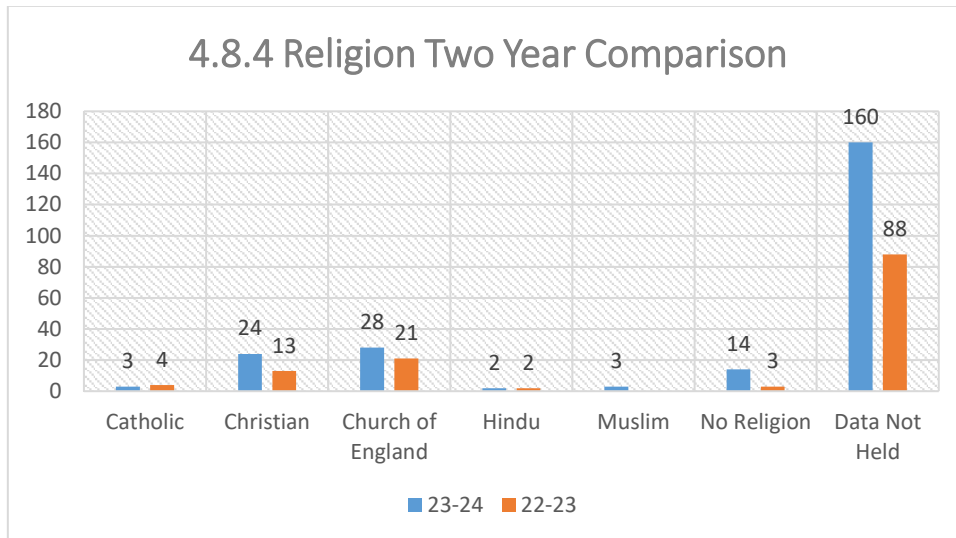
4.8.3 Ethnicity

As reflected in the population of Havering, 'White British' is the highest ethnicity and there was a 78% representation in this category for 2023-24 as against 83% recorded for 2022-23. There were no significant changes in the data collated for the other groups such as 'Asian/Asian British – Any other Asian background', 'Asian/Asian British – Pakistani' and 'Mixed White & Asian', 'Black/Black British – African' and 'Black/Black British – Caribbean'. Whilst underrepresented groups have not changed significantly over the years, we continue to monitor our resident involvement in view of Havering's changing demographics. 9% of service users that have made a complaint on 2023-24 have no ethnicity recorded.



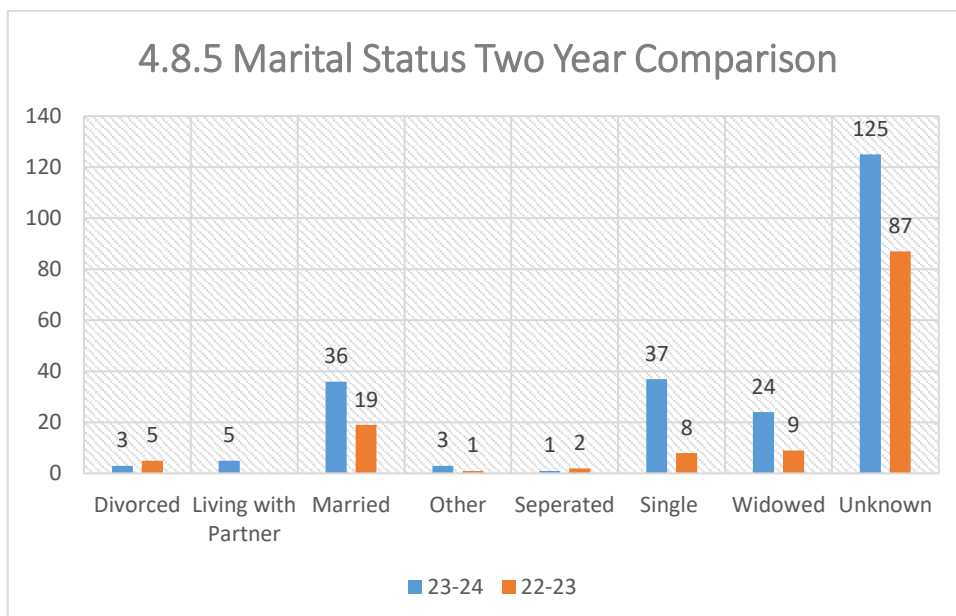
4.8.4 Religion

There has been a significant increase in the number of service users who have no religion recorded, this has increased from 88 in 2022-23 to 160 in 2023-24 up 81%, and greater emphasis will be placed on case file auditing to address this recording. There have been marginal increases in those recorded as Christian and Church of England.



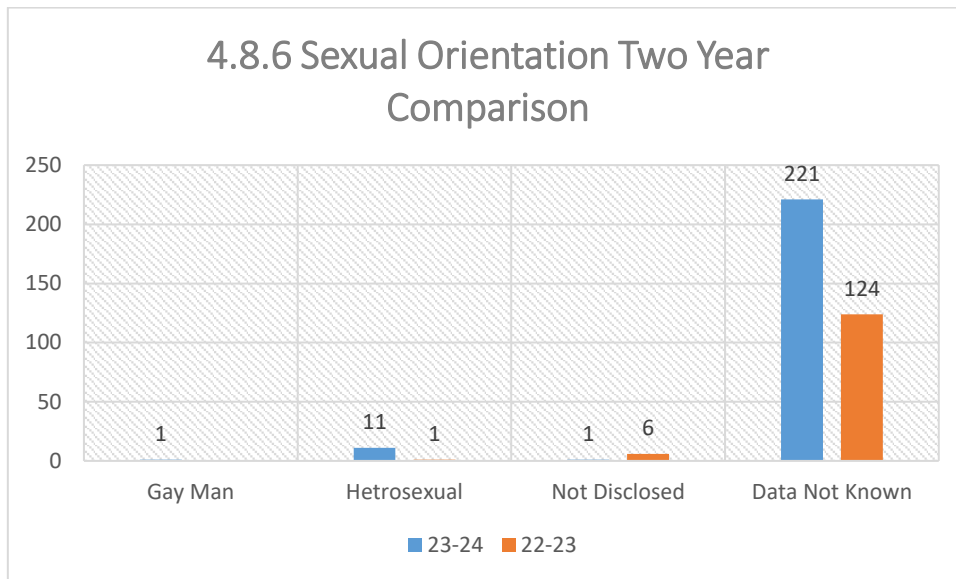
4.8.5 Marital Status

In 2023-24, 36 service users are recorded as being married up from 19 in 2022-23. Those recorded as single also increased from eight to 37. Those who are widowed rose from 9 in 2022-23 to 24 in 2023-24 and there is still a high number of service users that do not have a marital status recorded.



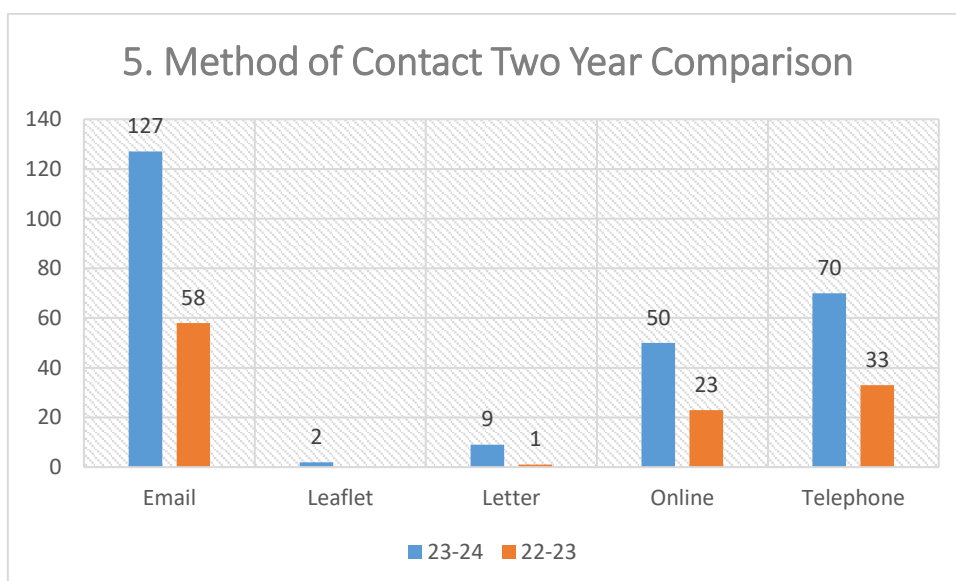
4.8.6 Sexual Orientation

This continues to be a category in which recording of this data could be seen as very sensitive and personal to an individual and is reflected in the high numbers that are 'not known'.



5 Method of Contact

Email continues to be the favoured method of contact during 2023-24 at 50%, with telephone being the second highest method of contact at 27%, which remains consistent with 2022-23. It is encouraging to see that those choosing to complain using the online service increased in 2023-24 and represented 20% of complaints received. Whilst acknowledging the multiple channels through which residents can register their complaints, we recognise the need to promote the online service as a preferred option for residents as the template provides a structured format and better data analysis opportunities that benefits all parties i.e. the complainant and service provider.



6 Expenditure

Whilst expenditure for LGSCO cases has increased in 2023-24, this in the main due to one case following a safeguarding investigation into abuse of an elderly resident by a member of home care staff where a large financial redress was recommended.

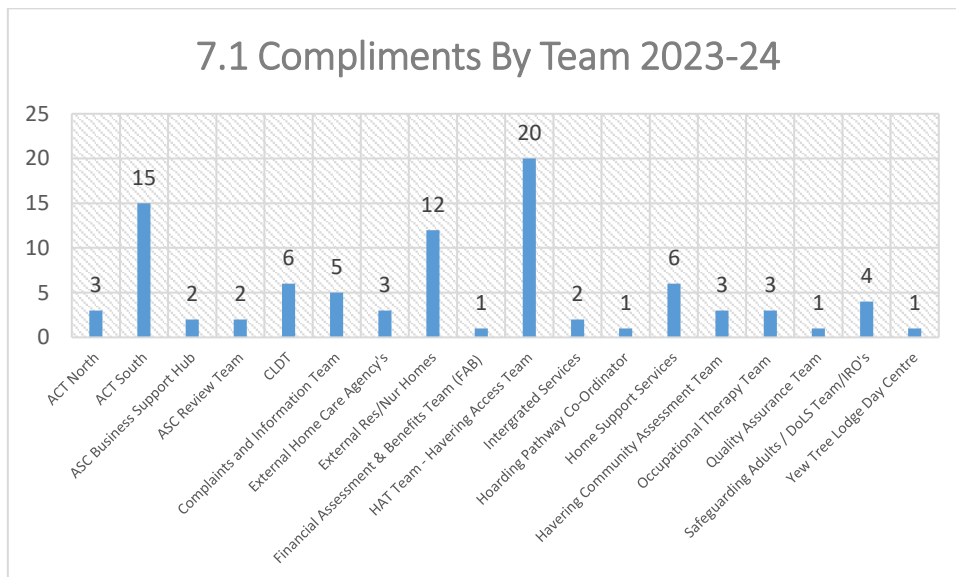
The costs of invoices being waived has decreased significantly from 2022-23, again this is due to the robust processes that have been put in place around the discharge to assess pathway.

	Ombudsman	Invoices Waived	Goodwill Payment	Total
Apr 2023- Mar 2024	£4250.00	£2585.63		£6535.63
Apr 2022-Mar 2023	£2024.42	£8282.14	£195	£10,501.56

7. Compliments and resident satisfaction

7.1 Compliments

The number of compliments received during 2023-24 increased significantly to 90 from 48 in 2022-23. The number of compliments is encouraging and is testimony to the professional and proficient service staff across Adult Social Care provide to the residents of Havering who are in need of support.



Some of the outstanding work of teams/staff are shown by a small selection of examples of compliments given below:

ASC Review Team

Thank you on her behalf to you not only for her coffee and bacon sandwich but also for caring and taking the time to ensure she had a hot drink.

ACT South

I feel that the situation is being dealt with better than it has been so far and that is thanks to you.

CLDT

Margaret was kind, friendly and cheerful putting us all at ease, she made it clear we could email or contact her at any time if we thought of anything else we wanted to add that we may have forgotten, she kept us up to date with the process

Home Care Agency

I must say S is outstanding in his approach and being able to understand vulnerable people's circumstances and full of empathy,

Occupational Therapy

Mr C's partner rang to say how wonderful and lovely M was and hopes we have got more people like her

Community Assessment Team

Just wanted to say thank you for all your hard work getting my mum the care that is needed for her

Havering Access Team

Thank you for your kindness and respect that you personally have shown me, you're very good at your job. Thank you!

Residential/Nursing

Thank you for the wonderful care your staff gave to mum, it was very much appreciated by all our family.

ACT North

He wanted to thank me for the wonderful social worker that came round. Who was kind, honest and made both him and his mother very much at ease.

7.2 Adult Social Care Outcomes Framework – Survey 2023/24

The chart below shows comparative data against 2022-23. In line with the statutory guidance, it should be noted that the ‘Quality of Life’ outturn is not calculated as a percentage (all others are), this is a weighted combination of a number of questions answered in the survey to come up with an outturn.

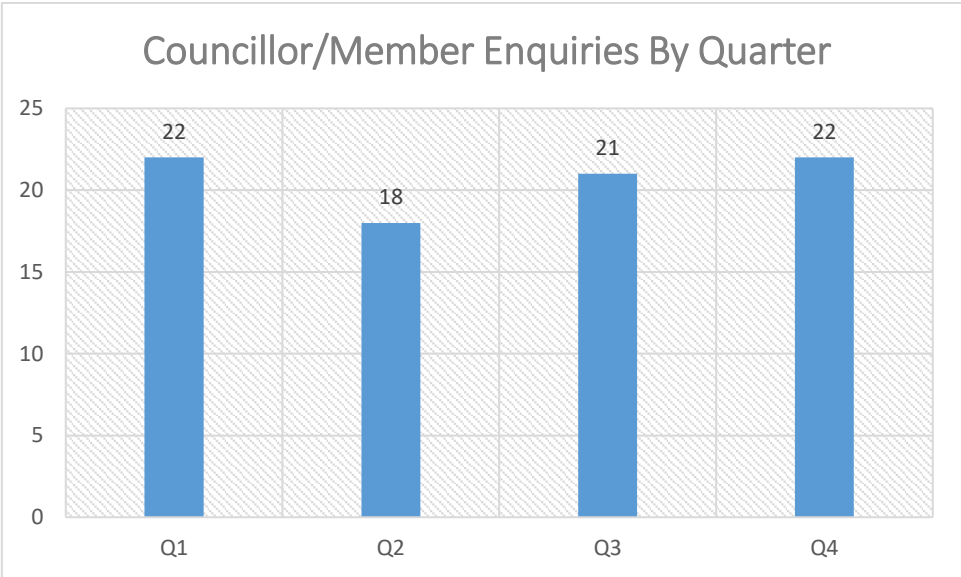
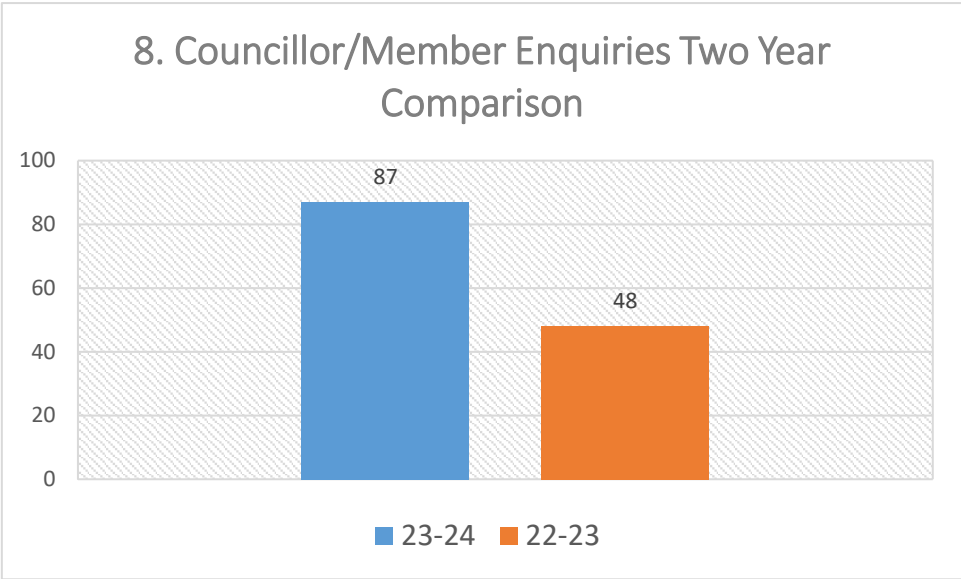
The data shows a decline in almost all of the categories with the exception of the proportion of people who use services who find it easy to find information about services which has remained the same, with a slight increase in those who feel they have as much social contact as they would like.

Service User Survey	23/24	22/23
Social care-related quality of life	18.7	19.0
The proportion of people who use services who have control over their daily life	75.1%	75.8%
The proportion of people who use services who reported that they had as much social contact as they would like	43.3%	43.0%
Overall satisfaction of people who use services with their care and support	60.9%	63.1%
The proportion of people who use services who find it easy to find information about services	65.3%	65.3%
The proportion of people who use services who feel safe	69.7%	73.7%
The proportion of people who use services who say that those services have made them feel safe and secure	86.4%	87.7%

8. Member Enquiries

The number of MP/Councillor enquiries received in 2023-24 was 87, an 81% increase from 2022-23 (48). 78 of those enquiries (90%) were responded to within the timeframe in 2023-24, an improvement on the 86% in 2022-23. Those that were not responded to within the timeframe were related to complex cases that required further investigations to be undertaken in order to provide a robust response.

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 across ASC are 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.



9. Conclusion

The assessment of complaints within Havering's Adult Social Care (ASC) department during the period of April 2023 to March 2024 offers valuable insights into both the challenges and achievements encountered in service delivery and resolution. Despite facing a significant increase in complaints referred to the Local Government and Social Care Ombudsman (LGSCO), the department demonstrated resilience and effectiveness in managing these cases, evidenced by the discontinuation of nine cases following initial enquiries. This outcome underscores the meticulous case recording practices upheld by Havering staff members.

While a slight rise in statutory complaints was observed, efforts to address the underlying issues have been initiated, particularly in response to the surge in enquiries, predominantly concerning financial concerns amidst the prevailing economic challenges. Strategies aimed at enhancing record-keeping and communication with care providers are underway to tackle recurring issues and improve service standards.

Notable reductions in complaints were observed in specific service areas, such as the Havering Assessment and Community Review Team, attributed to enhanced discharge-to-assess processes. However, challenges persist, particularly in the Financial Assessment Team, where a significant increase in complaints underscores the need for closer scrutiny of invoicing procedures and information provision.

Financial issues remained a primary cause of complaints, often intertwined with concerns regarding home care service quality, emphasising the importance of addressing systemic challenges and fostering a culture of transparency and responsiveness. The proportion of upheld complaints decreased overall, indicating progress in addressing service shortcomings and enhancing client satisfaction.

Learning from complaints has been incorporated into the ASC Action Plan to facilitate continuous improvement and performance enhancement. Furthermore, insights gleaned from LGSCO investigations have informed robust processes and monitoring mechanisms, reinforcing the commitment to quality and accountability in service provision.

Despite facing complexities in some cases, the department demonstrated improved response times and a proactive approach in addressing member enquiries, reflecting a dedication to resolving issues expediently and effectively.

In conclusion, the assessment of complaints within Havering's ASC department provides valuable lessons and opportunities for ongoing improvement. By addressing systemic challenges, fostering a client-centered approach, and leveraging insights from complaints to inform policy and practice, Havering is well-positioned to enhance service provision and stakeholder satisfaction in the future.

ASC complaints recording will be transferring to a new Complaints Handling Management System in 2024-25 and it is anticipated, as this matures, that this will lead to better monitoring to provide evidence-based learning, through the action plan incorporated within it.

Appendix 1

9. ASC Complaints Action Plan

Issues Identified	Lessons Learnt	Action to be taken	Department	Timescale	Review/Progress
Ensure meticulous case recording to facilitate efficient management and resolution of complaints.	Accurate case recording is crucial for effective complaint management. Regular training and audits help maintain high standards in case recording. Peer review enhances accuracy and consistency.	Provide refresher training on case recording practices for all ASC staff. Implement regular audits to monitor the quality and accuracy of case recordings. Introduce peer review mechanisms to validate case recordings and provide feedback.	Lurleen Trumpet & Patrick Odling-Smee	From April 2024	
Lack of Information on Invoices	We have seen an increase in the number of complaints being received due to service users/families being unclear about what it is they are being charged for	Look at how we can utilise systems LAS and Controcc more effectively to enhance the level of detail provided on invoices	Lurleen Trumpet, Patrick Odling-Smee & Richard Tyler	By 30 June 2024	
Improve transparency and accuracy in financial assessments and invoicing processes.	Clear communication about financial processes reduces misunderstandings and complaints. Regular reviews of invoicing procedures are necessary to ensure accuracy. Staff training ensures consistency in financial assessments.	Conduct a review of invoicing procedures to identify areas for improvement. Enhance communication with clients and families regarding financial charging processes. Provide additional training to staff involved in financial assessments to ensure clarity and consistency. Enhance engagement between finance and ASC	Financial Assessments & Benefits – Salim Rabah	From April 2024	

Adult Social Care, Ageing Well - Annual Complaints and Compliments Report 2023-24

Issues Identified	Lessons Learnt	Action to be taken	Department	Timescale	Review/Progress
Enhance communication with care providers and maintain accurate records to address recurring issues.	Good communication with care providers helps in resolving issues promptly.	Establish regular communication channels with care providers to address concerns and share feedback. Provide training on effective record-keeping practices and the importance of accurate documentation. Implement regular audits to ensure compliance with record-keeping standards	Quality and Outcomes Team	From April 2024	
Use insights from complaints to identify systemic issues and drive continuous improvement.	Complaints analysis provides valuable insights into systemic issues and areas for improvement. Implementing recommendations from complaints analysis leads to better service delivery. Regular reviews of progress against the Action Plan ensure continuous improvement.	Establish a dedicated team to analyse complaints data and identify trends. Implement recommendations from complaints analysis into service improvement initiatives. Regularly review progress against the ASC Action Plan and adjust strategies as needed.	Customer Insight Information Team	From April 2024	
Streamline the process for managing MP/Councillor enquiries, ensuring all requests are promptly captured, recorded, and responded to within agreed timeframes.	Streamlining enquiry management processes and providing staff training on complex enquiries enable prompt and effective resolution, improving service responsiveness and efficiency.	Linked to roll-out of new system for members to log enquiries	Customer Insight, Information, and Investigations Team	By October 2024	