

Children and Young People Overview and Scrutiny Committee

4th November 2014

Children's Social Care Complaints

Recommendations

That the Children and Young People Overview and Scrutiny Committee:

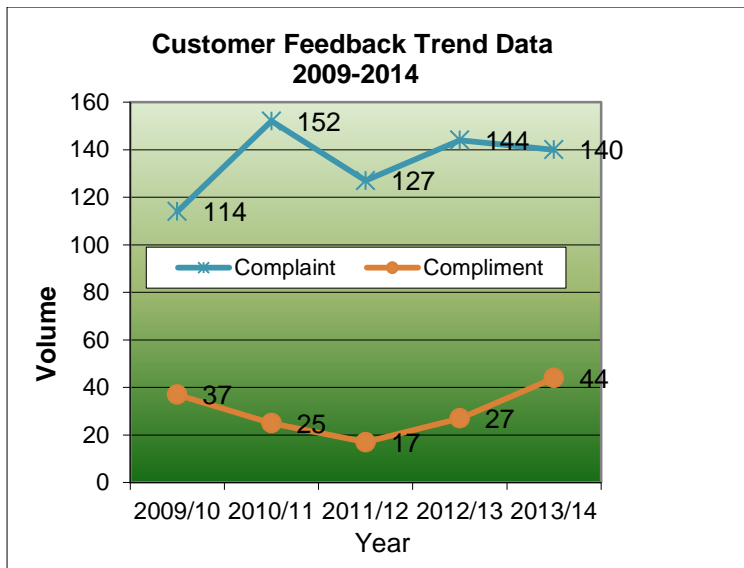
- 1) Support the 2014/15 Customer Feedback Action Plan; and
- 2) Be mindful of the potential impact of anticipated changes in future service delivery on customer feedback performance.

1.0 Key Issues

- 1.1 In June 2014 , the Children, Young People and Families Social Care Customer Feedback Annual Report 2013/14 was produced and discussed at People Group Leadership Team. A Joint Adult and Children's Social Care Customer Feedback Action Plan was drafted at that point, and progress towards these actions is reported on a quarterly basis to People Group Leadership Team (see **Appendix A**).
- 1.2 This Committee has asked for further information about the extent and nature of complaints regarding Children's Social Care, with further detail on those complaints that are regarded as 'high risk' and that are not resolved in the first stage.
- 1.3 This report also includes an update on action taken to support young people to raise concerns, and recent corporate performance oversight.
- 1.4 Finally, it also includes the revised and updated 2014/15 Children's Social Care Customer Feedback Action Plan, which is reported on quarterly to People Group Leadership Team, and half yearly to Corporate Board.

2.0 The Annual Report:

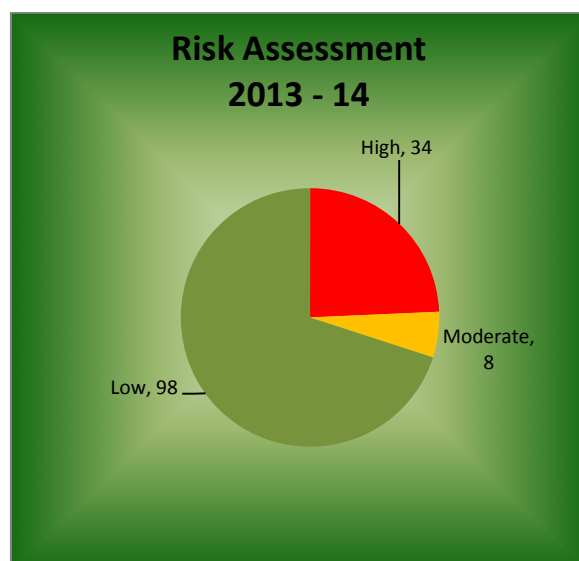
Key observations based on the data reviewed in that report were:



- 2.1 Compliments have increased this year, but the overall trend remains consistently lower than other services within the Council. Most compliments relate to services for children with disabilities. This is to be expected as a key element of child protection activity is about unwanted intervention in family lives.
- 2.2 However, the compliments received are very positive, and the service has now developed a strong presence in the UK's Wow! Awards, providing independent validation of the quality of services and positive customer satisfaction.
- 2.3 Complaints volumes have remained static. Complaint activity has been mapped against overall service activity to explore whether this matches service delivery, and to see if similar trends are being experienced in other Authorities.
- 2.4 The customer profile of those who complain is reflective of the complexion of the service customer base, i.e., the majority of feedback relates to child protection or interventions relating to the care of children and young people under 9 years old, few are from young people directly, with the vast majority being from parents. There continues to be an increase in other family members, particularly grandparents, also making complaints. The majority of complaints are from white British customers.
- 2.5 The majority of complaints are resolved successfully through local investigation at Stage 1 (94%). This positively validates the Council's approach of encouraging resolution as close to where the problem occurred as possible. The triage and risk assessment process in place is helping to ensure that those cases which might require additional input are identified and acted upon more promptly.

- 2.6 The most significant issue for children’s social care complaints is the timeliness of responses. Only 26% of complaints were completed within the 10 working days target. The average time to complete an investigation was 36 working days. An audit has been completed to identify issues and possible resolutions.
- 2.7 The results of this year’s pilot phone survey (undertaken to establish the views of customers using our complaints procedures) has been very valuable. There are 2 key points to note:
- there is a distinct correlation between whether a complainant is happy with the way their complaint has been handled, and whether they have had their complaint upheld.
 - there is a consistent message, whether or not the complaint has been upheld, that the thing customers like most is a timely and clear response, where they are kept in the picture, and helped to understand clearly what is happening. Conversely, the thing they dislike the most is not being kept informed, not knowing when they are going to get an answer, not having a clear understandable answer, and it taking too long to get an answer.
- 2.8 Learning from complaints is a critical indicator of the effectiveness of this process. There are sound examples in this report of how experiences with an individual complaint can result in changes and improvements for many.
- 2.9 Benchmarking the way this council handles customer feedback on its children’s social care services is not straightforward, as there are few consistent measures, and no national reporting structures. Work has been undertaken this year to establish whether we could use the UK Customer Satisfaction Index, and to make more effective use of the West Midlands Complaints Officers Group.

3.0 Understanding and managing risk:



- 3.1 In social care services there is a systematic approach to triaging new complaints to determine the level of risk and identify cases which might need to be handled differently. In children’s social care last year, 24% of cases were identified as potentially having a higher risk. Whilst this is not always an indicator that complaints will be dealt with at Stage 2 and Stage 3, it is often a good indicator that additional work will need to be done to try to resolve this at Stage 1, and that there might be a need to consider what is proportionate and reasonable as alternative approaches. In children’s social care last year only 6% of cases ended up going to Stages 2 and 3.
- 3.2 It is also important to remember that a complaint can have a very different effect on an organisation compared with an individual. This is especially important if someone is vulnerable for any reason, such as being a young person, being in poor health, with communication difficulties or recently bereaved.
- 3.3 A risk matrix approach is used, based on guidance from the Department of Health:

| Seriousness | Likelihood of recurrence | | | | |
|-------------|--------------------------|----------|----------|---------|----------------|
| | Rare | Unlikely | Possible | Likely | Almost certain |
| Low | Low | | | | |
| | | Moderate | | | |
| Medium | | | | | |
| | | | High | | |
| High | | | | Extreme | |
| | | | | | |

| | |
|--------------------|---|
| Seriousness | Low Unsatisfactory service or experience not directly related to care. No impact or risk to provision of care. OR Unsatisfactory service or experience related to care, usually a single resolvable issue. Minimal impact and relative minimal risk to the provision of care or the service. No real risk of litigation. |
| | Medium Service or experience below reasonable expectations in several ways, but not causing lasting problems. Has potential to impact on service provision. Some potential for litigation. |
| | High Significant issues regarding standards, quality of care and safeguarding of or denial of rights. Complaints with clear quality assurance or risk management issues that may cause lasting problems for the organisation, and so require investigation. |

| | |
|--|---|
| | <p>Possibility of litigation and adverse local publicity. OR Serious issues that may cause long-term damage, such as grossly substandard care, professional misconduct or death. Will require immediate and in-depth investigation. May involve serious safety issues. A high probability of litigation and strong possibility of adverse national publicity.</p> |
|--|---|

| | |
|-------------------|---|
| Likelihood | Rare Isolated or 'one off' – slight or vague connection to service provision. |
| | Unlikely Unusual but may have happened before. |
| | Possible Happens from time to time – not frequently or regularly. |
| | Likely Will probably occur several times a year. |
| | Almost certain Recurring and frequent, predictable. |

3.4 The principle of the approach is to enable Customer Relations Service and senior operations managers to track and monitor progress of cases which are likely to be high risk, which would benefit from regular progress checking, and action can be taken to remove barriers to prompt and effective responses.

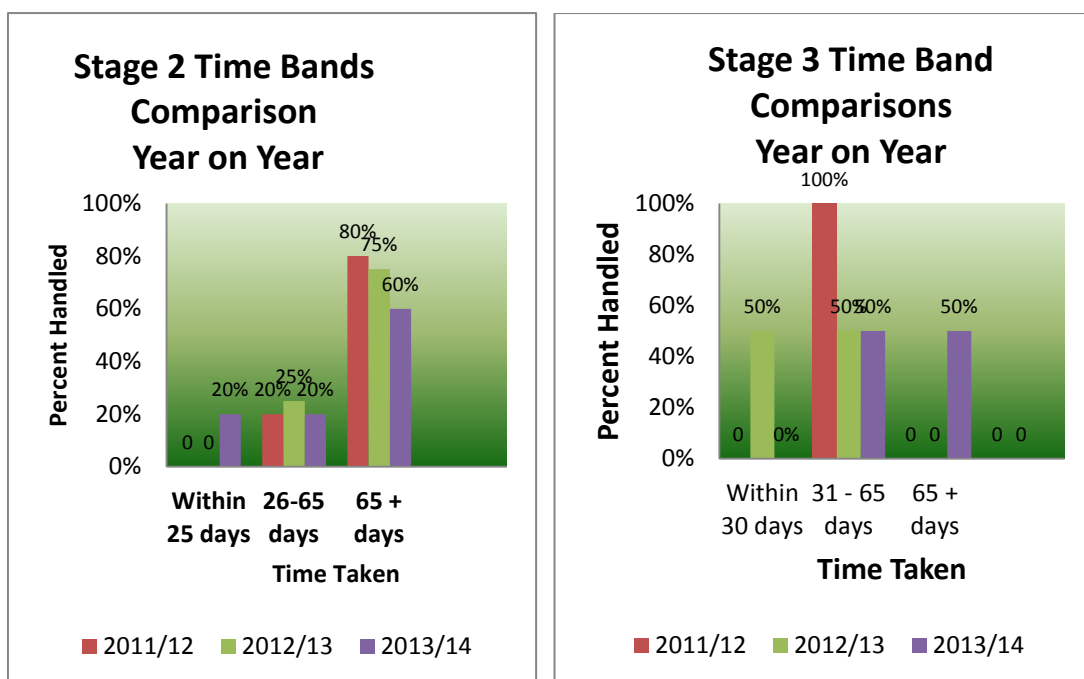
3.5 Included in the risk assessment is whether or not the complaint is High Profile:

- Is there an inquiry from the Local Government Ombudsman?
- Is there involvement/interest in case from senior officers/Insurers/Litigation/Media/ Councillors?
- Is there a serious adverse impact on a customer such as safeguarding/serious injury/death?
- Is there external interest in the case from central government/ Care Quality Commission/Health & Care Professions Council/ OFSTED/ MPs/ Information Commissioner

4.0 Complaints at Stage 2 and 3:

| Complaints Received in 2013-14 | Number |
|--------------------------------------|--------|
| Stage 1 | 132 |
| Stage 2 | 5 |
| Stage 3 | 3 |
| Negative Comments | 25 |
| Local Government Ombudsman Inquiries | 5 |

4.1 Whilst the number of complaints which move to Stage 2 and 3 are small in number, and usually complex in nature, there continue to be some problems in meeting statutory timescales for completion. 6 Stage 2 responses took over 3 months to respond to in this year, and 1 Stage 3 response was over the 30 working day target.



4.2 There are a number of reasons why these are hard to complete within timescales:

- the complex and multiple-headed nature of the complaints can make the size of the investigation task too large to be managed within 25 working days (for example a recent complaint had 14 separate heads of complaint to be investigated);
- the interaction or overlay of other statutory and non-statutory processes which make it difficult to establish which elements of the complaints can be looked at under this complaints process (for example, extent to which private law proceedings, or police investigations, can cause delay in initially commencing investigations, and can suspend or complicate ongoing investigations);
- the extent to which ongoing child protection or safeguarding activities are the primary focus of WCC interaction with customer, and must take priority over complaint investigation; and
- the logistic problem of organising a Stage 3 Panel Hearing to meet the availability of not just the customer, but also the 3 person independent panel, the investigator and the senior officers who need to attend – diarising availability of 10 – 14 people for any given Panel.

4.3 Whilst the complexity of these cases may cause some delay in investigation outcomes, they are usually the cases which offer most opportunity for reflection and learning to the Council, and result in significant changes in service delivery – some examples are shown in the table below:

| Complaint | Improvement Made |
|---|--|
| Complaint from relative with parental responsibility for a young person, when young person chose to leave | Staff advised to ensure that case recording reflects situations in which parental consent is not sought clearly within the child's file |
| Complaint from parent of young person which included concerns over how his son was looked after whilst he attended a court hearing. | Development planned of a protocol for how young people should be supervised in the court arena |
| Mislaying of a court direction | Review of processes for information handling with team to ensure key court documents could not be overlooked in future. |
| Complaint about lack of detailed response to fostercarers after a Fostering Panel Hearing | Fostering managers advised to provide more detailed feedback to fostercarers where they have submitted additional evidence to the Panel and so are likely to expect more detailed feedback. |
| Complaint relating to case recording practices | Team to undertake refresher training on recording practice. |
| Concerns about a referral made to Irish Social Services | The investigation revealed some shortcomings in the recording practices of the team, and a full team retraining took place on case recording best practice and information governance. |
| Concerns about failure to act on child protection referrals, case included interaction with councillors | The investigation revealed some shortcomings in recording relating to interaction with councillors, and the director agreed with the Panel that it would be helpful to provide briefing note advice to Members about what information Children's Services are able to provide when contacted by Councillors, and how they may best support their constituents on issues relating to safeguarding children. |

5.0 Complaints from Young People

5.1 In July 2014, a companion annual report was sent to Corporate Parenting Panel to talk about how and when young people engage with the complaints procedures (see Supplementary/Background papers). This explored the potential reasons behind why there is such a low level of direct use by young people, and what is done to make the procedures accessible to young people:

- Young people who are in the care of the Council may feel particularly vulnerable, need additional support and encouragement to raise any concerns they have, and have different expectations for how quickly and in what way they would like to see their problems resolved.
- It is therefore important that children and young people have easy access to ways to raise their feedback, and have confidence that they will be treated seriously. Some of the ways in which the Council tries to

make itself accessible for children and young people to raise feedback include:

- a) Direct links to information about how to provide customer feedback is on the new Young People web page of the Council's website. (<http://www.warwickshire.gov.uk/childrenandyoungpeople>)
- b) We have just completed a refresh of the leaflet for young people, after talking to young people on the Children in Care Council. (<http://apps.warwickshire.gov.uk/api/documents/WCCC-950-12>)
- c) Our Customer Relations Officer link attends the Children in Care Council.
- d) Our Reviewing Officers regularly check with young people if they have feedback they want to take forwards, and the leaflet about feedback is part of the information that goes to all looked after children at Review.
- e) Our Local Authority Designated Officer works within Children's Services and is alerted to all cases in which it is alleged that a person who works with children has behaved in a way that has harmed, or may have harmed, a child, possibly committed a criminal offence against children, or related to a child, or behaved towards a child or children in a way that indicates s/he is unsuitable to work with children.
- f) We have an independent advocacy support service for young people – Barnardo's Children's Rights Service. Their leaflet also goes into the looked after children information packs.
- g) Our foster carers are trained and supported to advocate on behalf of the young people they are working with.

5.2 When complaints come to the Customer Relations Service:

- We always check to see if a young person has an advocate, and organise one if they want one, and work closely with advocates to ensure that the young person's views are understood. We make sure we speak directly to the young person, and visit them if they would like us to.
- We always prioritise complaints directly from young people, ensuring that action is taken as quickly as possible.
- If a Stage 2 complaint investigation is needed, we will make sure that any complaint from a young person also has an Independent Person involved, to ensure that the investigator properly takes into account the views and wishes of the young person.

5.3 However, when the report was discussed at Children in Care Council, the subjective feedback from the young people provided a very different perspective. Key comments were:

- No one asks young people for their feedback
- No one tells you what to do about problems
- This is especially hard when you are living alone
- It takes courage to bring up problems

- Young people worry that if they complain things could get worse
- Feeling safe to speak up is very dependent on the relationships you have with your social worker and your fostercarers
- It often feels too cliquy between the social worker and the fostercarer – they seem to want to talk to each other rather than to the young person directly, and do not give the young person private time away from the fostercarer to raise their concerns
- Positive comments were made about feeling safe to speak in the LAC Reviews, but concerns raised about the lack of information given out to young people about how to raise concerns.
- Also concerns raised about how to raise issues when you are part of a sibling group – dilemmas about getting private time, considering impact on others, etc.
- Problems when there is a turnover of social workers or one of off sick – having someone to talk to becomes difficult.
- Issues around leaving care and losing the opportunity to use Barnardo’s advocacy support were also raised.

5.4 Three key actions were agreed:

- Customer Relations would attend Children in Care Council more frequently;
- Customer Relations would attend the 12th November Children in Care Council and Virtual School Award Ceremony to give us an opportunity to get information to and feedback from a much bigger audience of young people; and
- How we share information about customer feedback will be reviewed after more feedback from the Children in Care Council event 12th November. The initial view was that the leaflet which has been developed is good, but it needs to be given to young people on a very regular basis, not just once.

6.0 Corporate Performance Oversight:

6.1 Oversight of the Council’s performance in managing customer feedback has recently been discussed at Corporate Board (See Background Paper: Progress Report: Handling Customer Feedback, Corporate Board, 23 July 2014). A Council-wide Customer Feedback Action Plan was agreed.

| Key Actions 2014/15 | Explanation |
|--|--|
| Focused effort to ensure adherence to timescale compliance | <i>Direct customer feedback has now confirmed that this is a key area where customer satisfaction is won or lost. A concerted effort will be required to change the current compliance in this area, particularly within People Group.</i> |
| Rollout of systematic approach to obtaining user feedback from complainants | <i>The pilot phone survey has been successful in providing valuable insight into customer views. It is important to embed this now as an ongoing source of customer insight.</i> |
| Respond effectively to the increased interest the Local Government Ombudsman is | <i>The recent report published by the LGO on adult social care referrals to them in England confirms this as an area that they are actively engaging with and promoting. The</i> |

| Key Actions 2014/15 | Explanation |
|---|--|
| taking in Warwickshire County Council, and particularly adult social care, and improve risk management here | upswing in LGO Inquiries about adult social care issues in WCC noted is taking additional capacity and specialist advice to manage. There needs to be more active planning and management of this, co-ordinated between operational services, Customer Relations, and the Legal Services. |
| Ensure that the transfer from the current complaints handling database to the new WCC CRM (target 31/12/14) results in the service and process improvements expected | The Council proposes to bring all customer feedback recording into the newly commissioned corporate CRM. This will require effective transfer, and support and guidance for all staff affected |
| Review existing mechanisms for the support of customers raising concerns about adult social care services provided by External Providers, and what internal processes are needed to support the timely management of this. | Complaints in relation to external providers now make up a significant proportion of the total complaints received by adult social care. The current systems in place for getting responses back from providers does not appear to be able to manage this in a timely way, and this has an impact on the overall timescale compliance problems being experienced in adult social care. |
| Start to collect external provider data on handling positive and negative customer feedback in adult social care. | Current data on handling positive and negative customer feedback only provides part of the picture of customer satisfaction, and this is likely to increasingly be the case as this organisation continues to become a commissioner of adult social care services. On review of the contract documentation by Legal Services, contracts are in the process of being amended to make the collation of this type of data feasible. |
| Respond to the anticipated review of adult and childrens social care statutory complaints handling processes | Following the Francis and Clwyd Reports, it is expected that the Department of Health and Department for Education will undertake a full scale review of the current separate statutory children's and adults social care complaints procedures. The Customer Relations Service will assess these changes and work with the relevant business areas to ensure the existing Warwickshire County Council processes and procedures are fit for purpose. |
| Respond to the impact of significant pieces of legislation expected to impact on local government | The implementation of the Care Act and the Children and Families Act, for example, are likely to have significant implications for the operation of services affected. The Customer Relations Service will assess how this will impact on customer feedback, and provide advice and guidance on its management, and how current systems and processes for handling customer feedback might need to be reviewed. |
| Impact of One Organisational Plan and economic climate | The current economic climate continues to pose many challenges for dealing with positive and negative customer satisfaction. We will need to reflect on the impact of things like; further service re-configurations; shrinkage of in-house provision, further externalisation of services; and further joint working approaches between organisations on a local and regional level. |
| Advise and support the development of a council wide ICT customer feedback | Engaging with the CRM replacement programme to achieve improvements in the customer feedback journey, identifying opportunities for streamlining and realignment |

| Key Actions 2014/15 | Explanation |
|--|---|
| framework | <i>of processes, system generated escalations and improved data collection analysis and reporting. Engaging with the Councils EDRM programme to determine how a single repository for customer feedback might be established.</i> |
| Develop improved reporting metrics and statistics | <i>Develop a dashboard that would incorporate all the key reporting metrics, as part of the council's Dashboard Project. These would relate to customer feedback and satisfaction, be accessible to all business areas and have the ability to drill down to deliver localised analysis</i> |
| Retaining Customer Service Excellence | <i>Retaining Customer Service Excellence means assuring the assessor that effective systems are in place to capture user feedback on how the complaints procedure operates. The pilot for this has been successful, but it now needs to be formally rolled out across the Council.</i> |

6.2 Further focus on children's social care performance was also recently discussed at Corporate Services Overview and Scrutiny (see Background Paper: Social Care Complaints Handling: Improvement Plan, Corporate Services Overview and Scrutiny Committee, 04 September 2014). This report was in response to concerns raised by Members at Cabinet about why plans to improve the Council's timeliness of response to complaints from customers of social care services were not achieving the expected results. Key observations arising include:

- In children's social care, the 10 working days measure at Stage 1 has been in place since 2006. Regulation 14(1) of the Children Act 1991 Representations Procedure (England) Regulations 2006 places a 10 working day time limit for this part of the process. Most Stage 1 complaints should ideally be concluded within this time limit. Where the local authority cannot provide a complete response it can implement a further 10 days' extension (regulation 14(5)). This statutory duty is further confirmed in the statutory guidance Getting the Best from Complaints 2006.
- We have collated benchmarking data from our closest Statistical Neighbours for 2012/13, and 2013/14 if it is available.

| CHILDRENS SOCIAL CARE TIMESCALE COMPLIANCE | | |
|---|----------------|----------------|
| Local Authority | 2012/13 | 2013/14 |
| Warwickshire CC | 54% | 25% |
| Worcestershire CC | 53% | Unavailable |
| Leicestershire CC | 55% | 63% |
| Staffordshire CC | 41% | Unavailable |
| Northamptonshire CC | Requested | Requested |
| Essex CC | 65.6% | Unavailable |
| Kent CC | 59% | 79% |

6.3 A number of important factors have impacted on children's social care service's ability to tackle the timescale issues:

- The complex nature and recurrence of issues raised by some complainants made it difficult to establish the basis of the complaint and whether the complaints process was the appropriate avenue for issue resolution. For example in some case the matter was for the court to determine as part of private law proceedings relating to children. (It should be noted that Legal Aid is no longer available to individuals wishing to dispute recommendations in Family Courts, and this means some may be using our complaints process as the only way open to them for disputing decisions).
- There have been increased workload pressures during the last financial year within the Safeguarding Business Unit evidenced by increases in referral rates and the rise in the amount of statutory workload.
- The service has been required to quicken processes in line the Public Law Outline since July 2013. This has had considerable impact on capacity within the service.

6.4 It is important to remember that the environment in which childrens' social care operates is significantly different to many other service areas in the Council. Particularly in relation to the child protection remit, childrens' social care are engaged in providing services that are often unsought and unwanted by the families they need to engage with, and require the development of working relationships to enable negotiation and dialogue about options and alternatives that people may be unhappy with. It is harder in this context to identify when a customers' unhappiness with something moves into becoming a formal complaint, and conversely, when things move on for a customer and what may have been a complaint is no longer a concern to them, or has been replaced with a different issue. The objective of the service is always to maintain dialogue and resolve problems as and where they occur.

6.5 Risks to future performance were also identified:

- Reductions in managerial capacity and other competing workload priorities on occasions can make it difficult for managers to give consistent high priority to this task.
- The extent to which increased work pressures in children's social care from July 2013 will continue as a result of the new court system and the Public Law Outline which will not only provide more potential ground for complaints, but will eat into the priorities of managers to be able to respond to complaints about these issues in a timely way.

7.0 2014/15 Children's Social Care Customer Feedback Action Plan

| Action agreed | Detail | Action Owner | Time to complete |
|--|--|---|---|
| Timescale compliance will be a key action point in the Customer Feedback Action Plan 2014/15. | Joint adult and childrens social care commitment. Progress on this plan will be regularly reported on at People Group GLT | People Group GLT/ Customer Relations | Quarterly |
| Corporate Board will ask for updates on progress as the year progresses. | Problems with timescale performance in social care services has been formally raised and discussed at Corporate Board, and will continue to be challenged there. | Corporate Board | Estimated next report due January 2015 |
| A further customer satisfaction survey will be undertaken later in the year. | The pilot phone survey has been successful in providing valuable insight into customer views. It is important to embed this now as an ongoing source of customer insight. | Customer Relations | January 2015 |
| All customer feedback recording will be brought into the newly commissioned corporate CRM. | The Customer Relations Service is engaging with the CRM replacement programme to achieve improvements in the customer feedback journey, identifying opportunities for streamlining and realignment of processes, system generated escalations and improved data collection analysis and reporting. | Customer Relations | Ongoing |
| The council's Dashboard Project will develop improved reporting metrics and statistics for complaints handling. | This will relate to customer feedback and satisfaction, and be accessible to all business areas and have the ability to drill down to deliver localised analysis. | Customer Relations | February 2015 |
| The Department of Health and Department for Education will undertake a full scale review of the current separate statutory children's and adults social care complaints procedures within the next 12 months. | The Customer Relations Service will assess these changes and work with the relevant business areas to ensure the existing Warwickshire County Council processes and procedures are fit for purpose. | Customer Relations | When it happens |
| The implications of the implementation of the Care Act and the Children and Families Act for the operation of services affected, and the consequent impact on customer feedback will be assessed and planned for. | The Customer Relations Service will assess how this will impact on customer feedback, and provide advice and guidance on its management, and how current systems and processes for handling customer feedback might need to be reviewed. | Customer Relations | September – December 2014 |
| The impact of One Organisational Plan and the current economic | We will need to reflect on the impact of things like; further service re-configurations; | People Group/Customer Relations | Ongoing |

| Action agreed | Detail | Action Owner | Time to complete |
|---|--|---|--------------------|
| climate for the operation of services affected, and the consequent impact on customer feedback, will be assessed and planned for. | shrinkage of in-house provision, further externalisation of services; and further joint working approaches between organisations on a local and regional level. | | |
| The findings from the children's social care audit of delays in complaints handling August 2014 will be explored and a more detailed action programme will be developed. | <p>This will focus on:</p> <ul style="list-style-type: none"> • a programme to close down the backlog of open and ongoing cases • to develop a more robust governance framework for complaints within children's social care for future. This will need to take into account a reporting arrangement for complaints which are outside of the timescale and a mechanism for monitoring ongoing complaints at team and service level. • guidance to be developed for managing complaints regarding closing cases. | People Group Senior Childrens Social Care Managers/ Operations Managers/ Customer Relations | Ongoing |
| Senior officers in children's social care will change their "sign off" processes on complaints. | They will ensure that they see closedown letters before considering complaints to be closed. | People Group Childrens Social Care Managers | By 1 November 2014 |
| The monthly open complaints reports will be circulated to those staff who are responding to complaints locally as well as senior officers | To make sure there are no problems in information getting to all relevant parts of the operational service to enable prompt checking and action on open cases. | Customer Relations/ People Group Childrens Social Care Managers | By 1 October 2014 |
| A programme of skilling-up team leaders to take on complaint-handling responsibility will be put in place. | The further reductions in operational managers mean there is a capacity problem in having enough trained people available to handle complaints. Capacity to respond to complaints is increased through extending this role to Practice Leaders, subject to discussions with Human Resources and training. | Customer Relations/ Learning and Development/ People Group Childrens Social Care Managers and Team Leaders | February 2015 |
| Clarification will be provided to staff on when a complaint is a complaint, and procedurally how to record on the system the reasons why complaint | Briefing notes will be developed to help staff to unpick whether or not issues should be within the complaints procedures, and what to do if the complainant stops engaging and complaints need to be closed down - when to deem a | Customer Relations | December 2014 |

| Action agreed | Detail | Action Owner | Time to complete |
|--|--|--------------|------------------|
| investigations are not progressing or are withdrawn. | complaint withdrawn and what to do about it. | | |

Supplementary Papers:

- Children's Social Care Compliments and Complaints Annual Report 2013/14
- Compliments and Complaints Progress Report 2013/14, Corporate Parenting Panel 7th July 2014
- Social Care Complaints Handling: Improvement Plan, Corporate Services Overview and Scrutiny Committee, 04 September 2014

Background Papers:

- Progress Report: Handling Customer Feedback, Corporate Board, 23rd July 2014

Appendices

- Appendix A – Compliments and Complaints Annual Report 2013-14

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**Warwickshire County Council
Children's Social Care**

Compliments and Complaints

Annual Report April 2013 - March 2014

OFFICER REVIEW



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Executive Summary

This summarises key observations based on the data reviewed in the following report, and recommends areas for further research and/or action in the following 12 month period.

- Compliments have increased this year, but the overall trend remains consistently lower than other services within the Council. Most compliments relate to services for childrens with disabilities. This is to be expected as a key element of this childrens social care service about unwanted intervention in family lives.
- However, the compliments received are very positive, and the service has now developed a strong presence in the UKs Wow! Awards, providing independent validation of the quality of services and positive customer satisfaction.
- Complaints volumes have remained static. Complaint activity has been mapped against overall service activity to explore whether this matches service delivery, and to see if similar trends are being experienced in other Authorities.
- The customer profile of those who complain is reflective of the complexion of the service customer base, ie, the majority of feedback relates to child protection or interventions relating to the care of children and young people under 9 years old, few are from young people directly, with the vast majority being from parents. There continues to be an increase in other family members, particularly grandparents, also making complaints. The majority of complaints are from white British customers.
- The majority of complaints are resolved successfully through local investigation at Stage 1 (94%). This positively validates the Council's approach of encouraging resolution as close to where the problem occurred as possible. The triage and risk assessment process in place is helping to ensure that those cases which might require additional input are identified and acted upon more promptly.
- The most significant issue for childrens social care complaints is the timeliness of responses. Only 36% of complaints were completed within the 10 working days target. The average time to complete an investigation was 36 working days. An audit is currently underway to try to establish why.
- The results of this year's pilot phone survey to establish the views of customers using our complaints procedures has been very valuable. There are 2 key points to note –
 - ❖ *there is a distinct correlation between whether a complainant is happy with the way their complaint has been handled, and whether they have had their complaint upheld*
 - ❖ *there is a consistent message, whether or not the complaint has been upheld, that the thing customers like most is a timely and clear response, where they are kept in the picture, and helped to understand clearly what is happening. Conversely, the thing they dislike the most is not being kept informed, not knowing when they are going to get an answer, not having a clear understandable answer, and it taking too long to get an answer.*
- Learning from complaints is a critical indicator of the effectiveness of this process. There are sound examples in this report of how experiences with an individual complaint can result in changes and improvements for many.
- Benchmarking the way this council handles customer feedback on its childrens social care services is not straightforward, as there are few consistent measures, and no national reporting structures. Work has been undertaken this year to establish whether we could use the UK Customer Satisfaction Index, and to make more effective use of the West Midlands Complaints Officers Group.



1. Introduction

The Council wants to hear from people when we get things right. This helps us to:

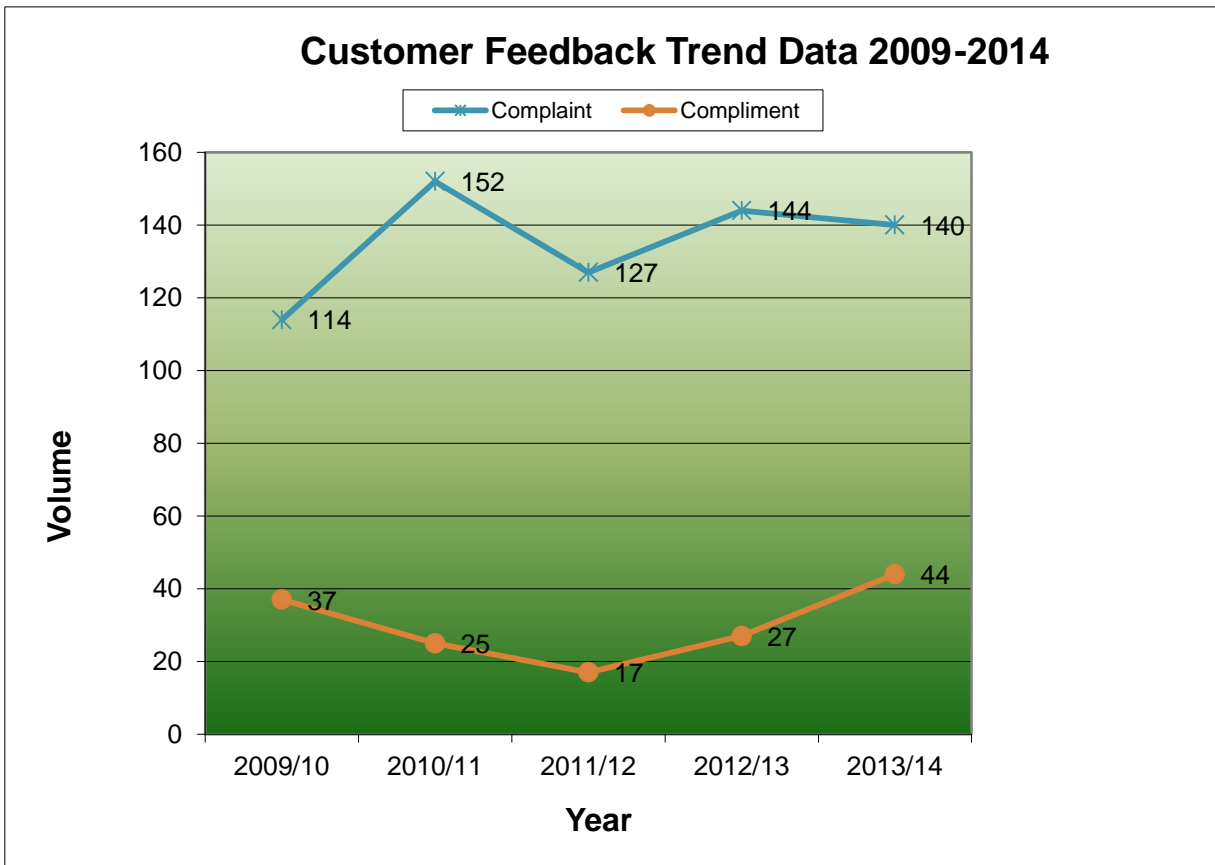
- understand what services people value and why;
- share best practice;
- make sure we learn and continually improve services to our customers;
- recognise and reward when our staff “go the extra mile”.

The Council wants all our customers to feel confident that their views will be taken seriously, and that there will be no “repercussions” if they need to raise genuine concerns

Our procedure is designed to:

- Protect vulnerable children from abuse and lack of care
- Confirm the right of customers to make a complaint and to disagree
- Enable those denied a service to challenge that decision
- Allow customers or their representatives to complain about services
- Ensure that complaints or suggestions are acted upon
- Provide extra feedback from our customers on the quality and appropriateness of our services
- Inform planning, resource allocation and quality assurance mechanisms.

Graph 1: Trend data for compliments and complaints 2009 – 2014





2. Compliments

| | 2009/10 | 2010/11 | 2011/12 | 2012/13 | 2013/14 |
|------------|---------|---------|---------|---------|---------|
| Compliment | 37 | 25 | 17 | 27 | 44 |

Historically, childrens social care services receive relatively low levels of compliment. This is understandable given the child protection focus. Because compliments are relatively infrequent, their value is high. The majority of compliments relate to services for children in need, usually those receiving support in relation to disabilities. There is a significant increase this year, which has seen higher registration of compliments by the Integrated Disability Service. Below is a selection of these compliments.

Some of these have been nominated for WOW! Awards, a UK wide staff recognition scheme, celebrating outstanding customer service. So far, 5 have been awarded certificates.

Customer Relations Team

Compliment about visit from Customer Relations Team to understand a complaint issue - *“....thank you for coming to our home.....It was really nice to have someone dealing with this matter that has caused so much heartache and pain in a professional manner. It was nice to have someone come and see us that has the openmindedness to listen to us.....”*

Integrated Disability Service

“Just wanted to say a massive thank you to everyone who has helped J, he has come on more than I ever imagined possible in one year.”

“.....we would like to thank you for your invaluable support and help in the last year. As you know we have three children with additional needs and without your positive and constructive approach, it would have been a very difficult year for us. The children have developed and matured well, thanks to the consistent strategies that were put in place following your recommendations.....”

“I cannot fault this branch of IDS. Swift responses, excellent communication, helpful advice and materials and professional staff who fit into school well. Thankyou....”

“ I just wanted to share with you the outstanding contribution that J brings to M School each week. Her knowledge and experience of Autism helps not only the students but the whole school. Her calming nature with our students provides them with the sense of security in an educational setting. Her commitment and time is relentless and very often we are emailing each other outside work hours..... has allowed the teaching staff as a whole to develop additional knowledge and skills in autism.....”

North Warwickshire Childrens Team

– positive feedback from mum, noted by ops manager *“ It was evident that mom has developed a very positive relationship with V already in a short space of time and was very open about the fact that she has never been able to discuss the things she has with V with another person for fear of being judged or embarrassed. It was clear that even after only a*



few sessions of work with V she had accepted that she has experienced domestic abuse and although she is finding accepting this difficult she is enjoying working through this with V. She commented that she felt comfortable with V and that it had changed her perception of the Local Authority and she views the Child Protection process very much as a supportive process....”

“telephoned me this morning and said that she wanted to thank you for your support prior to S arriving for contact. She said that she was very anxious and that L was “absolutely golden” making her feel calmer..”

.....To everyone that was involved with A and supporting us threw these last few years and Im not going to say we will be missing you all, but thanks for everything! I know a few of you thought I would fail but I made a mistake I learnt threw this and I promise I will always put A first no matter what, and never go back down an old road again. We never been so happy in our lives. Many Thanks.....”

.....Thank you for supporting us you have been the best social worker yet I will miss you a lot but Im glad me and my mum can act on with our lifes now after so many years. My mum and me will be very happy now thanks for everything.....”

Warwick Childrens Team

“ I just wanted to let you know that J and J have expressed their appreciation for your support and commitment with the placement of N. They commented that you are a pleasure to work with and when you say you will do something, you always do despite your busy work load. J expressed that in all her years in fostering, you are perhaps one of the best social workers she has met! “

Adoption Services, Letterbox Contact

.....I called in at the offices today unannounced dropping off our contact letters for T to pass on. She made us feel very welcome and valued.....She has a wonderful way with users of your services and coordinates the letter box contacts with such professionalism. T has provided really useful advice to us as a family and we have been really grateful for the guidance she has provided to us. She is organised, efficient and approachable and has an amazing ability to be able to pick up conversations started six months previously!..... This sort of knowledge made the service she provided personal and gave us real faith in her ability to coordinate and support Letterbox.....she seemed to have a real understanding and empathy with us and with our children’s birth families.....encouraged and coached us to provide the sort of letters that we hope will be meaningful to the birth family.....”

Educational Psychology Service

From a school, after a fatal car accident – “ Please also express my thanks to M. The school nursing team did a fabulous job this afternoon, working with students who continued to find school a difficult place to be. This support was much appreciated and we would recommend their support in the future to other schools who find themselves in similar situations.....”



3. Complaints

| | 2009/10 | 2010/11 | 2011/12 | 2012/13 | 2013/14 |
|-----------|---------|---------|---------|---------|---------|
| Complaint | 114 | 152 | 127 | 144 | 140 |

See Graph 1 for Trend Data

In addition to the tables and key graphs below, there are a number of further graphs and illustrations in Appendix 1.

The table below shows the categories of complaints received with additional information on main complaint areas.

Profile of Contact: Most complaints are received by phone (42%) or letter (29%), but there are increasing numbers being received (and choosing to continue to respond) by e-mail (16%).

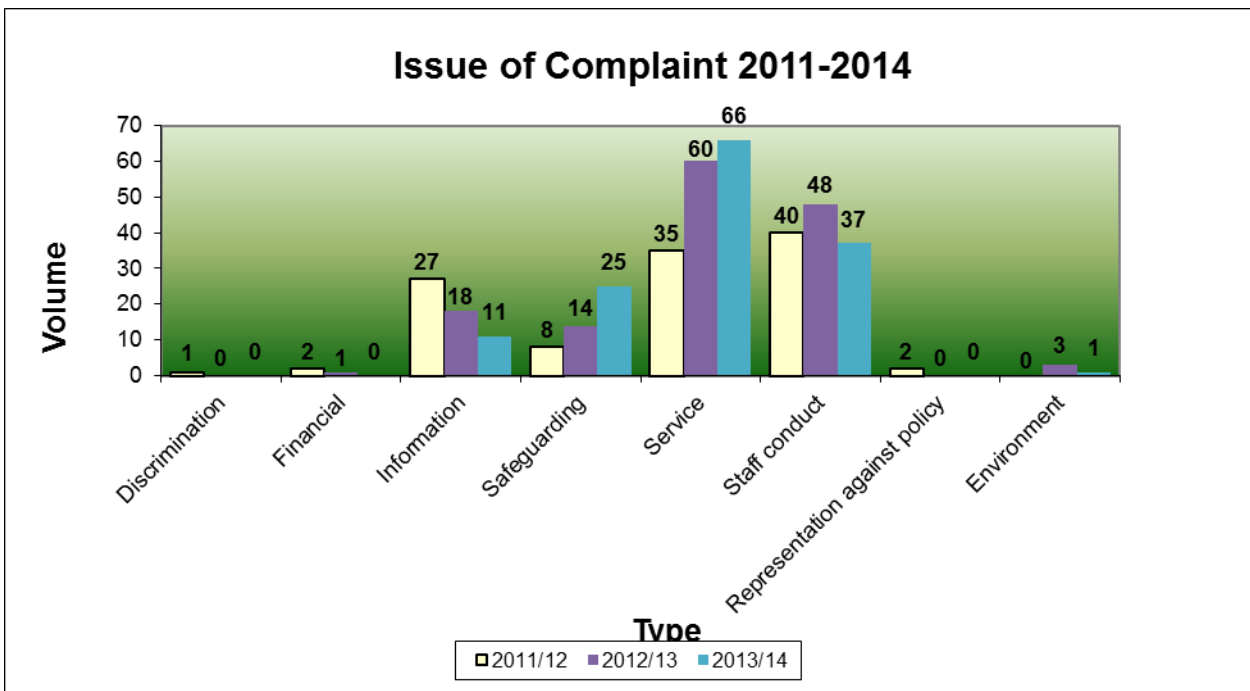
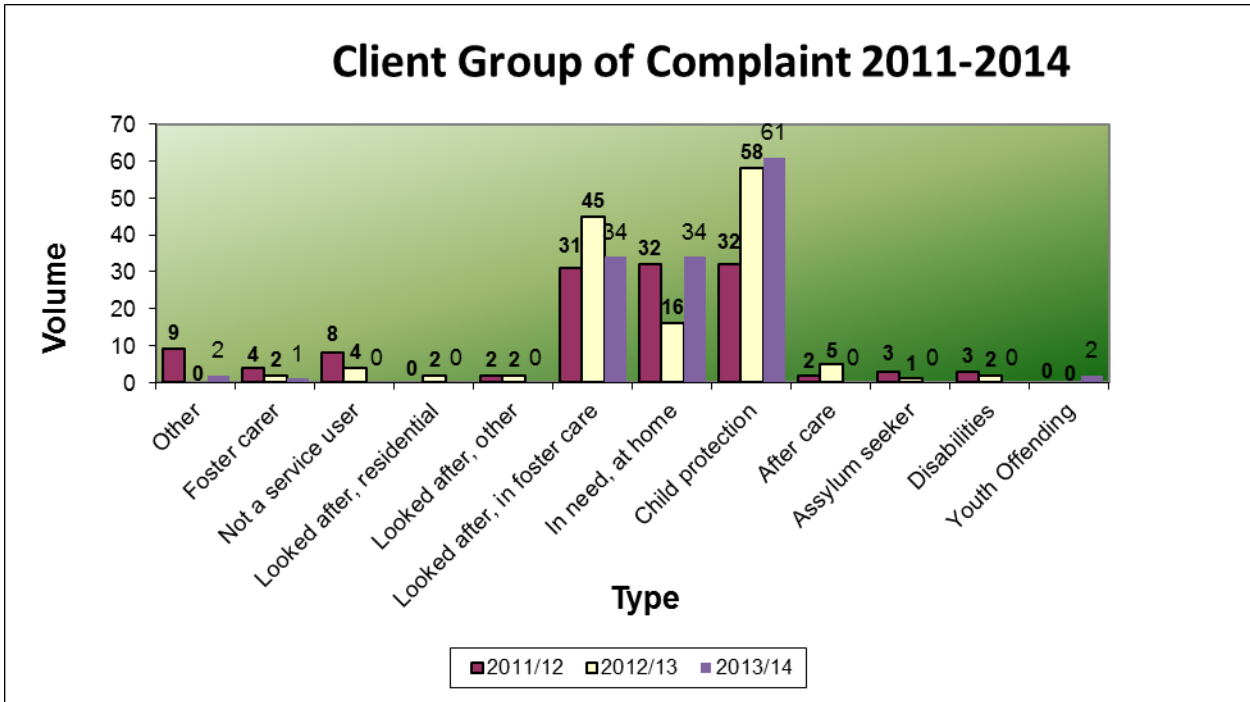
Profile of complainant: The vast majority of complaints come from adults (parents, grandparents, or other relatives), either on their own behalf, or the behalf of young people who they have some caring responsibility for (94%). 8 complaints were received directly from young people. 3 of these were supported through the formal advocacy arrangements with BARNARDO'S, and the rest had already identified alternative support. Complainants were just as likely to be men or women.

Profile of Service Users Involved: The majority of complaints were from families with children under 9 (58%). 9% of children and young people were of ethnicity other than White British.

| Complaints Received in 2013-14 | Number |
|--------------------------------------|--------|
| Stage 1 | 132 |
| Stage 2 | 5 |
| Stage 3 | 3 |
| Negative Comments | 25 |
| Local Government Ombudsman Inquiries | 5 |

Profile of Complaints: Complaints are usually in relation to either young people in foster care (24%), families in need at home (24%), or families within child protection (44%). A particular theme currently appears to be around kinship assessment processes.

| Reason for complaint | Number |
|------------------------------------|-----------------------------------|
| Poor/inadequate service | 66 |
| Conduct of Staff | 37 |
| Council Policy | 0 |
| Facilities | 1 |
| Discrimination | 0 |
| Other (please specify with detail) | 11 Information 25 Safeguarding |



The level of complaints which focus on individual staff has decreased to 26%. The sort of things which customers are alleging include: rudeness, arrogance, high handedness, deliberate obstructiveness, bullying. This can be linked to the number of complaints which relate to information/communication, including challenges to the accuracy of recording about customers, and misuse or inappropriate sharing of information about customers. Whilst in many cases there is no substance found to these sorts of allegation, these do



reflect a high level of tension and frustration, with these allegations often resulting from difficult interactions with customers as a result of interventions which customers are unhappy about. This is about how sensitive and difficult situations have been managed. 47% of complaints related to service issues – care planning, eligibility, inefficiency, of withdrawal of services.

Demographic Spread: The majority of complaints continue to be located in caseload of the Nuneaton and Bedworth area (43%), with the next highest area being Warwick area (22%). There were 13 cases which were out of area. This correlates with demographic data which shows that the Nuneaton and Bedworth area had the greatest proportion of the population with children under 19 years old, and the greatest proportion of children in poverty, so it is not surprising that this area sees the greatest level of social care and complaints activity.

Risk Identification & Management: 25% of cases received were considered to be High Risk – ie, where there was significant risk to the customer, the public, the reputation of the council, or adverse judgement by the Local Government Ombudsman.

How Complaints Were Handled: 89 Complaints were completed in this period. 94% of complaints were dealt with at Stage 1. 36% of Stage 1 complaints were responded to within 10 working days, with the average response rate being 36 working days.

Complaint Resolution: Whilst the number of complaints which move to Stage 2 and 3 are small in number, and usually complex in nature, there continue to be some problems in obtaining timely responses to these. 6 Stage 2 responses took over 3 months to respond to in this year, and 1 Stage 3 response was over the 30 working day target.

52% of complaints were not upheld, and a further 12% were withdrawn. 10% of complaints were upheld, and 21% were partly upheld. This may well illustrate the level of conflict the operational service needs to contend with, due to the interventionist nature of its actions, which are often unwelcomed by the families involved.

Remedy options are now grouped in 4 major areas: seeking understanding; rectifying situations; restitution/recompense; avoiding recurrence. This is to ensure that all these areas are considered. Whilst most effort is focused on remedying the situation the complainant is in, increasingly the expectation is that action will be taken to try to prevent recurrence of the problem. In 67% of cases the resolution offered to the customer was clearer and more detailed explanations about the actions or decisions which were being questioned by customers. There were a small number of cases which had additional remedies offered: apologies, reassessment, reinstatement of service, change of worker.

There have been relatively few complaints about childrens social care services which have been considered by the Local Government Ombudsman – there were Inquiries on 5 cases during this period, and 1 decision found injustice remedied during enquiries.



| Outcomes | Number |
|---|---|
| Percentage of complaints dealt with within the time scales set out in the Complaints Procedure. | 36% Stage 1 dealt with in 10 working days 20% Stage 2 dealt with in 25 working days 0 Stage 3 dealt with in 30 working days |
| Number of complaints substantiated / justified | 9 |
| Number of complaints partly justified | 19 |
| Number of complaints unjustified | 46 |
| Number withdrawn | 11 |
| Other | 4 |
| Outcome of Ombudsman inquiries in this period | 1 maladministration resolved during LGO inquiries |

Benchmarking and Developing Best Practice: There are currently no formalised benchmarking arrangements for complaints handling either nationally or locally. Efforts to develop a CIPFA family benchmarking arrangement last year were not successful. Alternative options for information sharing across the West Midlands Region are being explored actively. Some external perspective is being provided by using the Customer Services Network - the UK's leading independent customer service excellence organisation and a regional partner of The International Customer Service Institute – they have run the pilot phone survey for customer feedback on the complaints handling process (see Section 4, and Appendix 3). The potential value of using the UK Institute of Customer Service as a potential source of additional comparator data is also being actively explored (see Section 4, and Appendix 2).



4. Improvements Made in 2013/14

The table below shows the specific improvements made as a result of service complaints this year:

| Complaint | Improvement Made |
|---|--|
| Complaint from relative with parental responsibility for a young person, when young person chose to leave | Staff advised to ensure that case recording reflects situations in which parental consent is not sought clearly within the child's file |
| Complaint from parent of young person which included concerns over how his son was looked after whilst he attended a court hearing. | Development planned of a protocol for how young people should be supervised in the court arena |
| Mislaying of a court direction | Review of processes for information handling with team to ensure key court documents could not be overlooked in future. |
| Complaint about lack of detailed response to fostercarers after a Fostering Panel Hearing | Fostering managers advised to provide more detailed feedback to fostercarers where they have submitted additional evidence to the Panel and so are likely to expect more detailed feedback. |
| Complaint relating to case recording practices | Team to undertake refresher training on recording practice. |
| Concerns about a referral made to Irish Social Services | The investigation revealed some shortcomings in the recording practices of the team, and a full team retraining took place on case recording best practice and information governance. |
| Concerns about failure to act on child protection referrals, case included interaction with councillors | The investigation revealed some shortcomings in recording relating to interaction with councillors, and the director agreed with the Panel that it would be helpful to provide briefing note advice to Members about what information Children's Services are able to provide when contacted by Councillors, and how they may best support their constituents on issues relating to safeguarding children. |



Last year, a joint social care programme of improvement and learning was established, and below is the progress update so far.

| <i>Key Recommendations from 2012/13</i> | <i>Explanation</i> | <i>Actions Taken or Planned</i> |
|---|---|--|
| <i>Start to Collect External Provider Data on Handling Positive and Negative Customer Feedback</i> | <i>Current data on handling positive and negative customer feedback only provides part of the picture of customer satisfaction, and this is likely to increasingly be the case as this organisation continues to become a commissioner of social care services.</i> | <i>On review of the contract documentation by Legal Services, contracts are in the process of being amended to make the collation of this type of data feasible.</i> |
| <i>Achieve better understanding of the customer profile of those most likely to raise concerns about services</i> | <i>Explore the customer profile, preferred communication channels, and engagement with harder to reach customers with the current customer feedback procedures. Ensure that the current processes are continuing to match and enable all customers to engage in customer feedback.</i> | <i>The pilot customer phone survey (Appendix 3), and the review of the research from the UK Customer Services Institute (Appendix 2), will provide us with valuable data to help with this.</i> |
| <i>Improve the timeliness of response to negative customer feedback</i> | <i>Identify barriers to more timely responses, and recommend ways to consistently achieve more timely resolutions</i> | <i>Active exploration of the reasons for the delay is underway. In adult social care this has led to an identification of problems with timely responses when external providers are involved, and this is now being further researched. In childrens social care, a customer journey audit is underway on a sample set of delayed cases to establish root cause.</i> |
| <i>Find out what our customers think about the way we handle positive and negative customer feedback</i> | <i>Develop a systematic and cost effective mechanism for getting feedback from customers who have used the current adult and children's social care customer feedback handling procedures, and use that feedback to inform and develop the current systems in place.</i> | <i>A pilot customer phone survey has now been completed, to establish if this might be an effective system to get feedback on our processes (See Appendix 3).</i> |
| <i>Get better at learning from complaints</i> | <i>Current systems in place are not resulting in consistent and comprehensive recording of lessons learnt and action taken to change things. Action to explore how we might become better organisationally at using and evidencing how listening to complaints leads to change.</i> | <i>Evidencing learning from complaints has been a key theme of the quarterly reporting framework during this year.</i> |
| <i>Improve benchmarking</i> | <i>Whilst recognising the current problems with being able to identify and use contextual and benchmarking information in as timely way as is desirable, there is clearly a need for a more systematic approach to identifying and collating contextual data. Research and development of a new approach is needed.</i> | <i>Last year's annual report talked about the problems of effective benchmarking because there is no national reporting requirement, and there are significant differences in reporting across local authorities. This year, we explored the potential value of looking beyond local authorities for our benchmarking data. See appendix 2, the analysis of the value of the UK Customer Services Institute data and research.</i> |
| <i>Respond to changes in the way the Local Government Ombudsman works</i> | <i>There has been a significant shift in the way the LGO operates, and how their interaction with the Council continues to change. Current systems</i> | <i>The volume of queries from the LGO has continued to increase for adult social care, and the pressure for quicker turn-around responses to the</i> |



| | | |
|--|---|--|
| | <i>for responding to LGO enquiries need to be reviewed.</i> | <i>LGO has been felt. Changes have been made to systems within Legal Services to ensure that there is less “double-handling “ of cases where a simple response only is required, and can be sent out quickly to the relevant service area.</i> |
|--|---|--|

Further significant progress towards learning from complaints has been achieved through strengthening the current performance management reporting frameworks, including monthly reporting of unclosed complaints, and detailed quarterly reporting to Heads of Service.

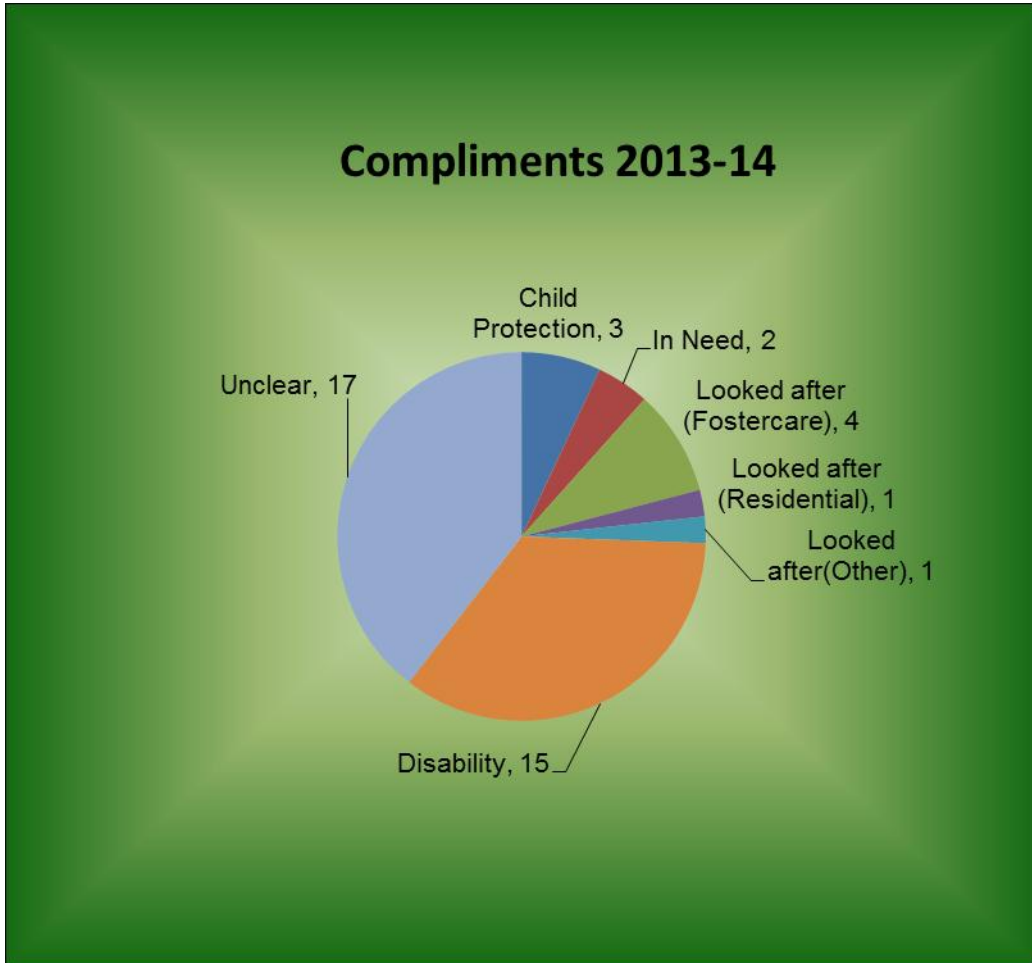
Finally, the development of a pilot customer survey to explore how our customers experience the complaint-handling process they go through, and what it can tell us about how we might be able to improve our service, has been a major development. (See Appendix 3 for the detailed analysis). Key points to note from the pilot are:

- there is a distinct correlation between whether a complainant is happy with the way their complaint has been handled, and whether they have had their complaint upheld
- there is a consistent message, whether or not the complaint has been upheld, that the thing customers like most is a timely and clear response, where they are kept in the picture, and helped to understand clearly what is happening. Conversely, the thing they dislike the most is not being kept informed, not knowing when they are going to get an answer, not having a clear understandable answer, and it taking too long to get an answer.



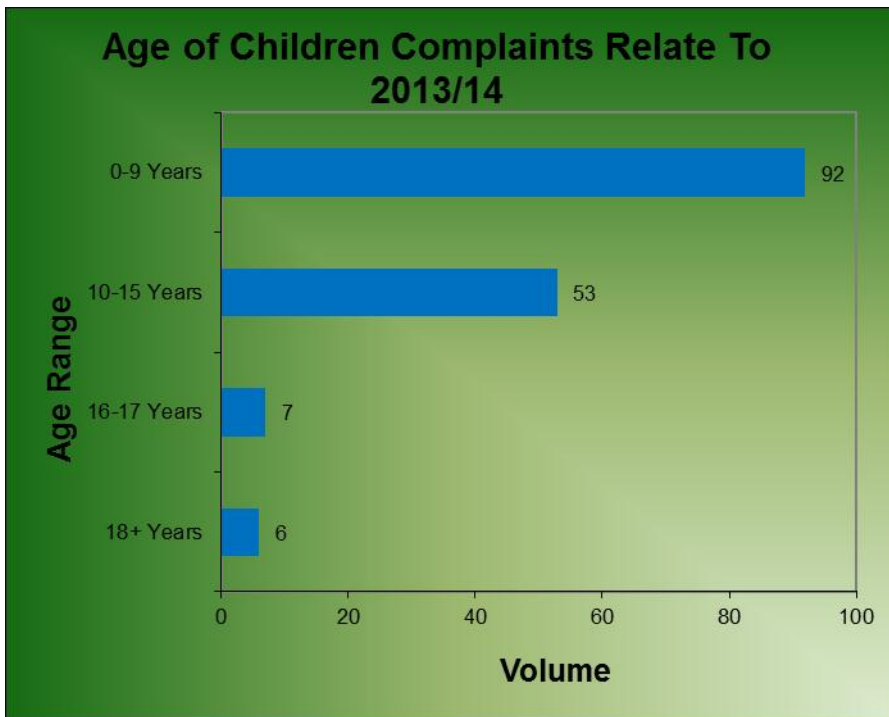
APPENDIX 1

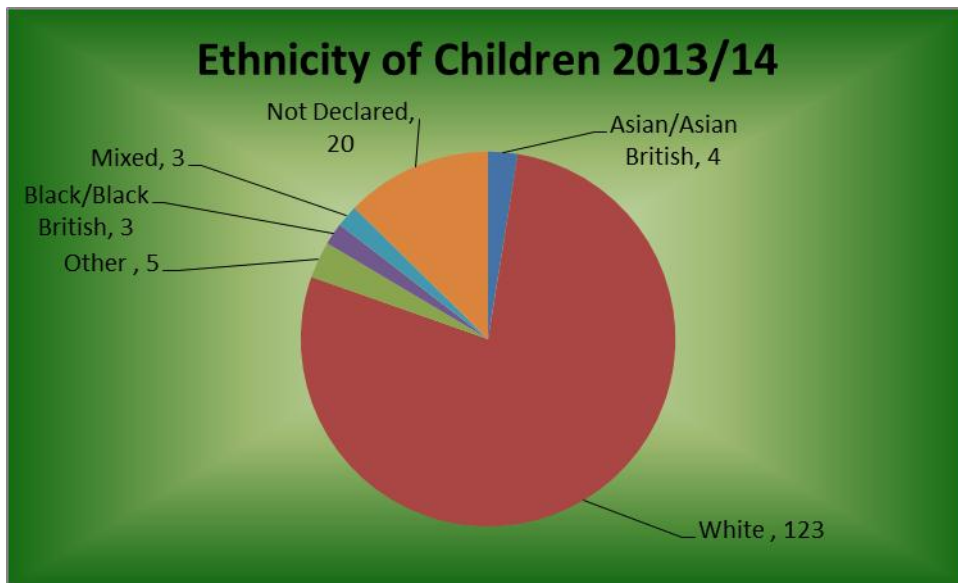
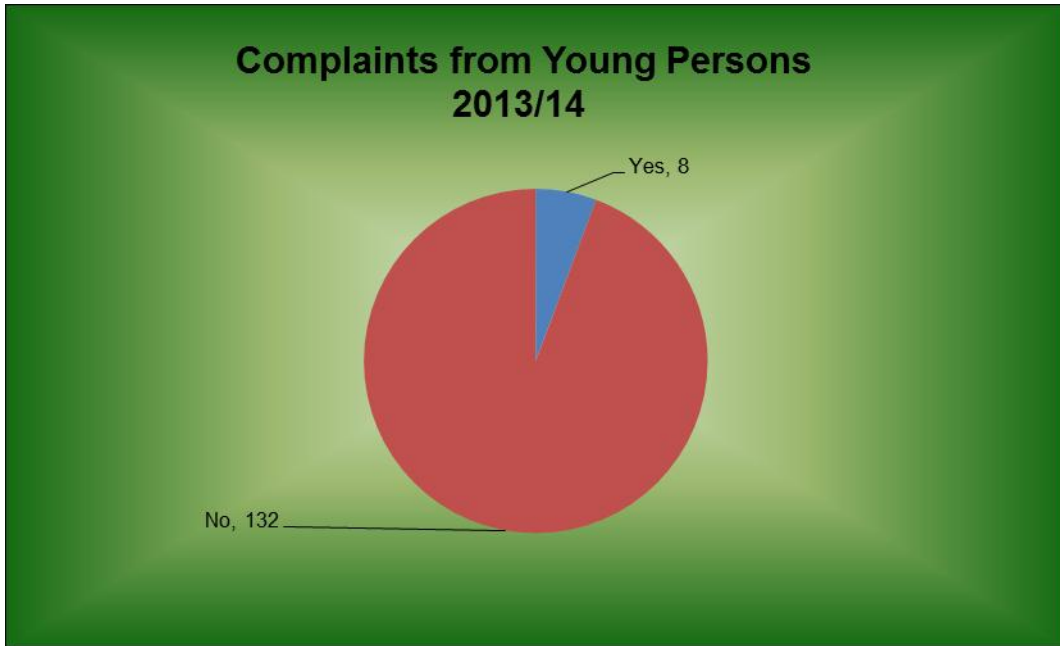
More Detailed Analysis





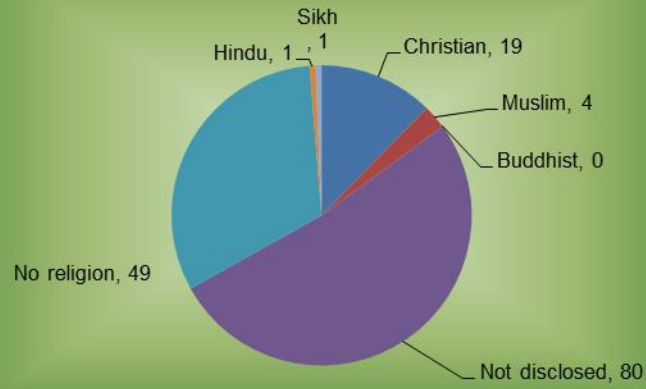
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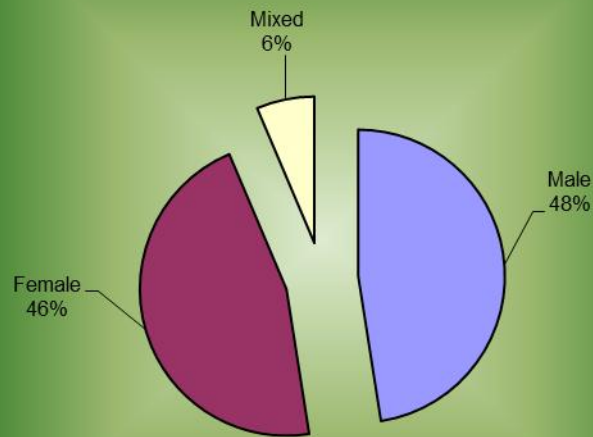


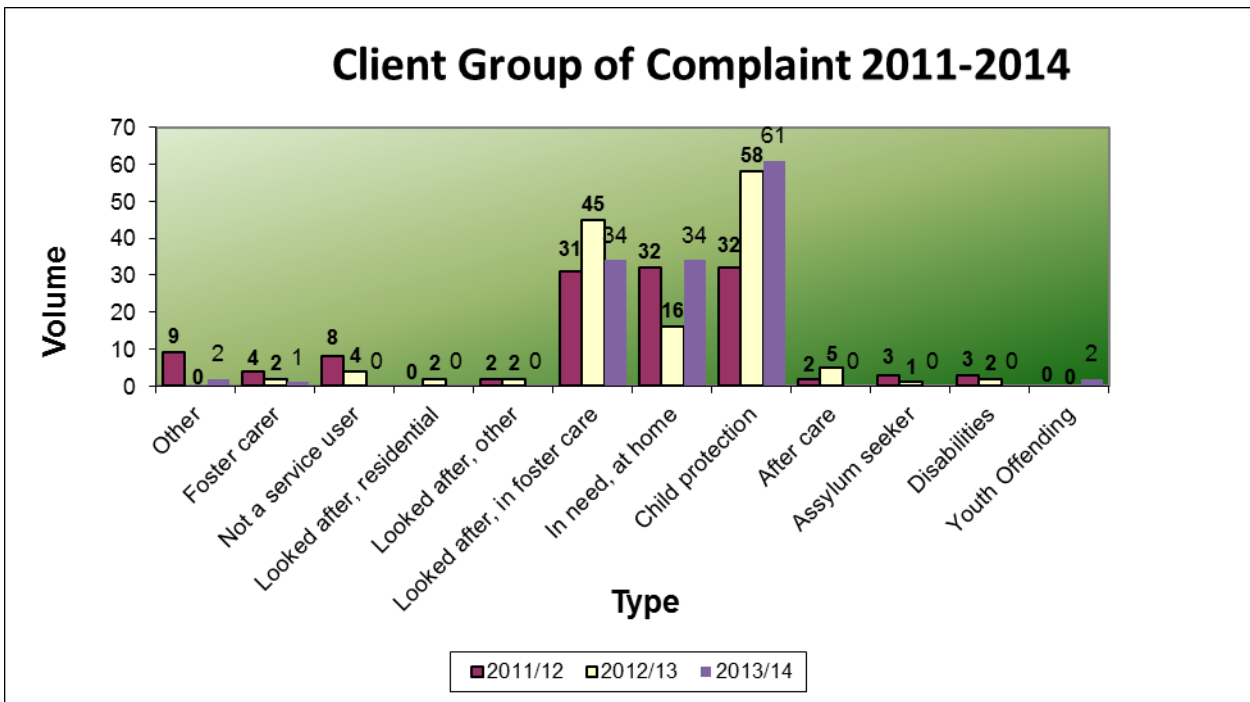
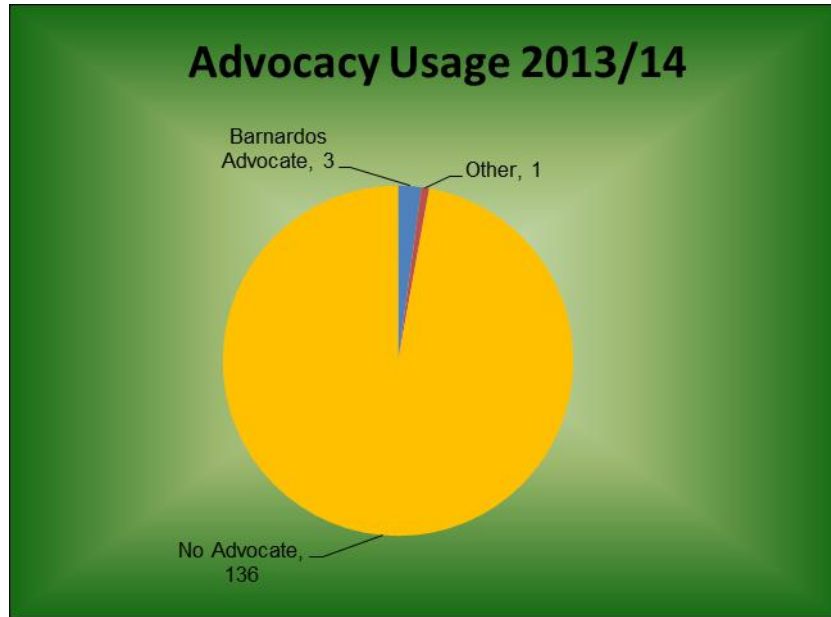


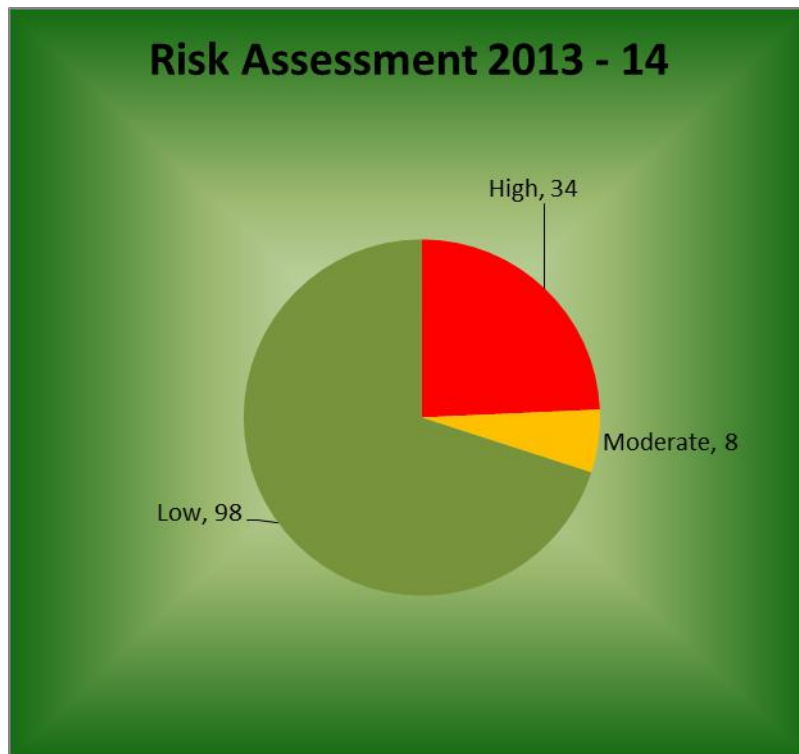
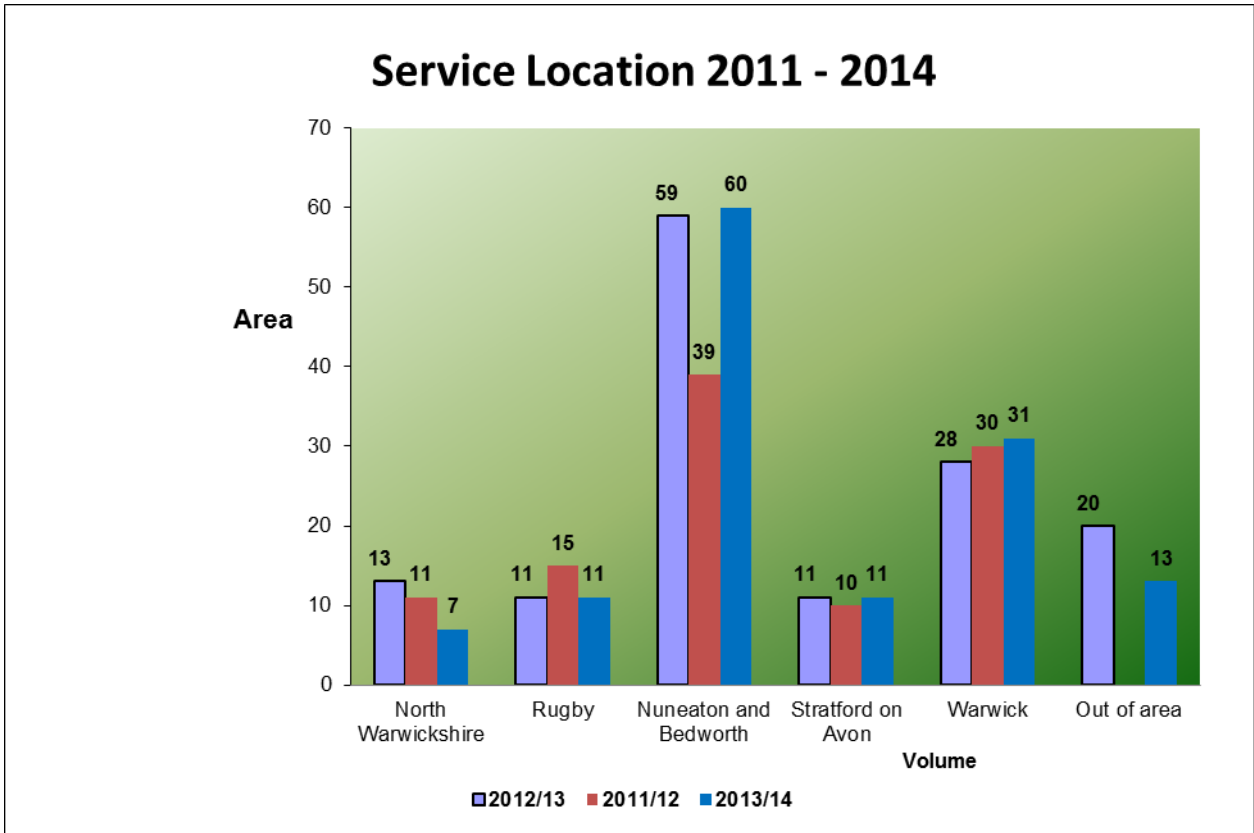
Religion of Children 2013/14

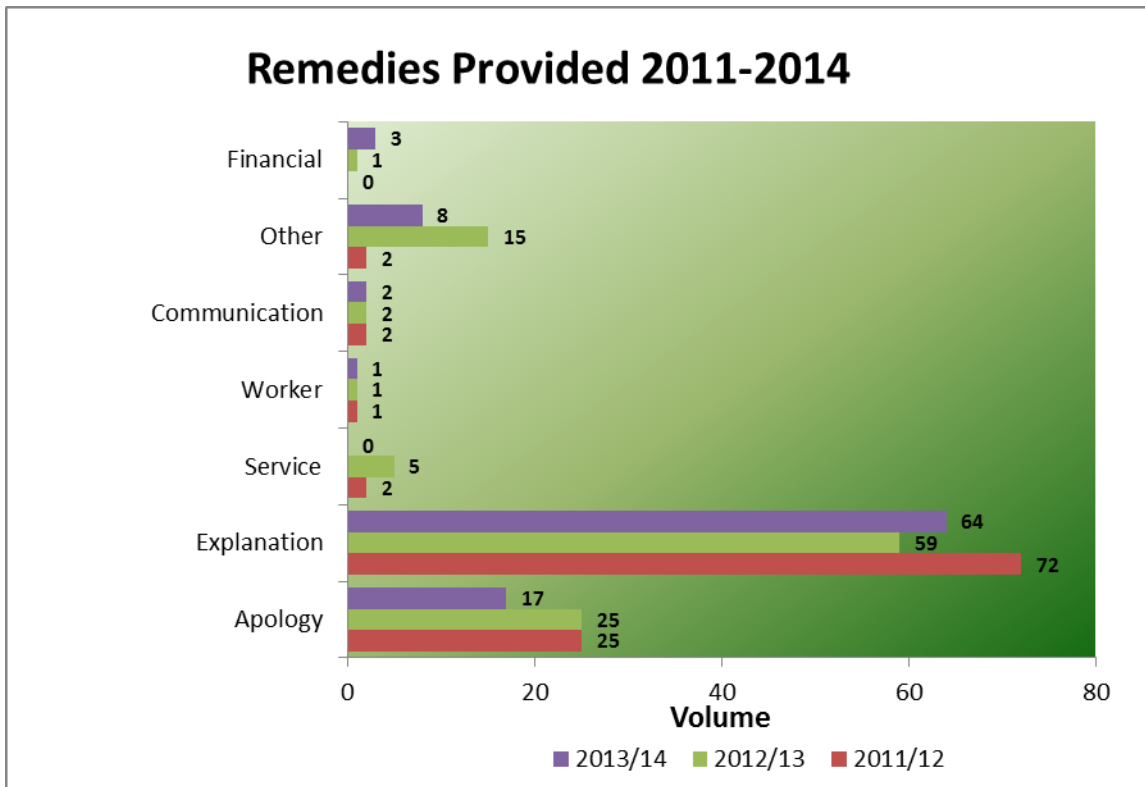
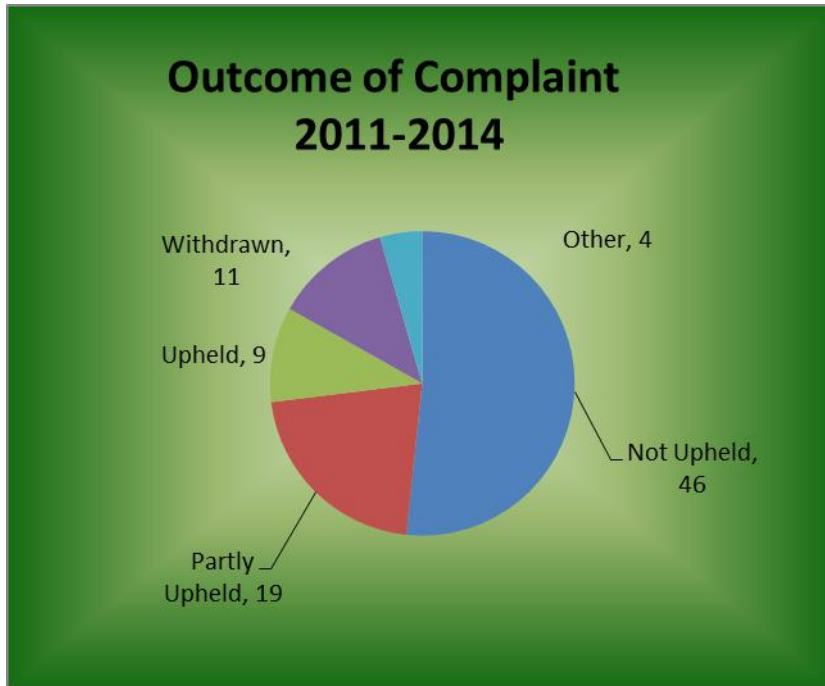


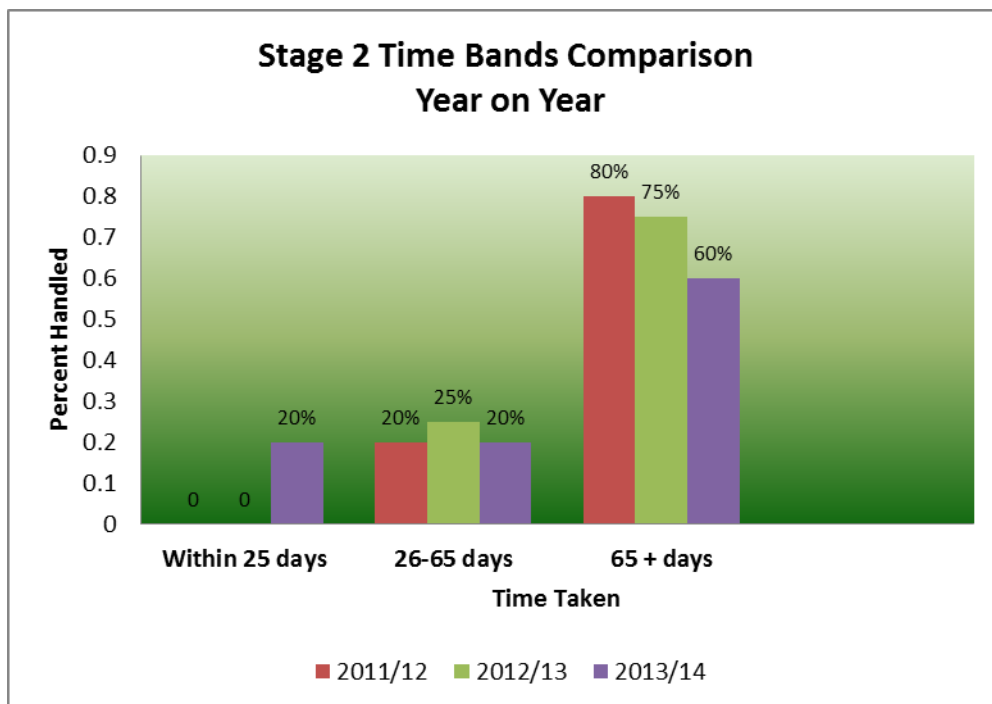
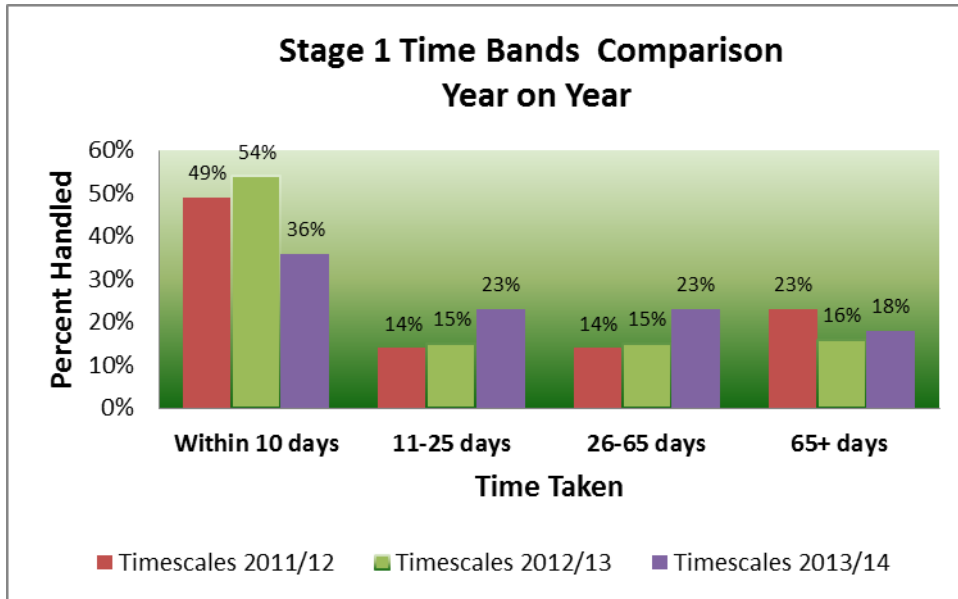
Gender 2013/14

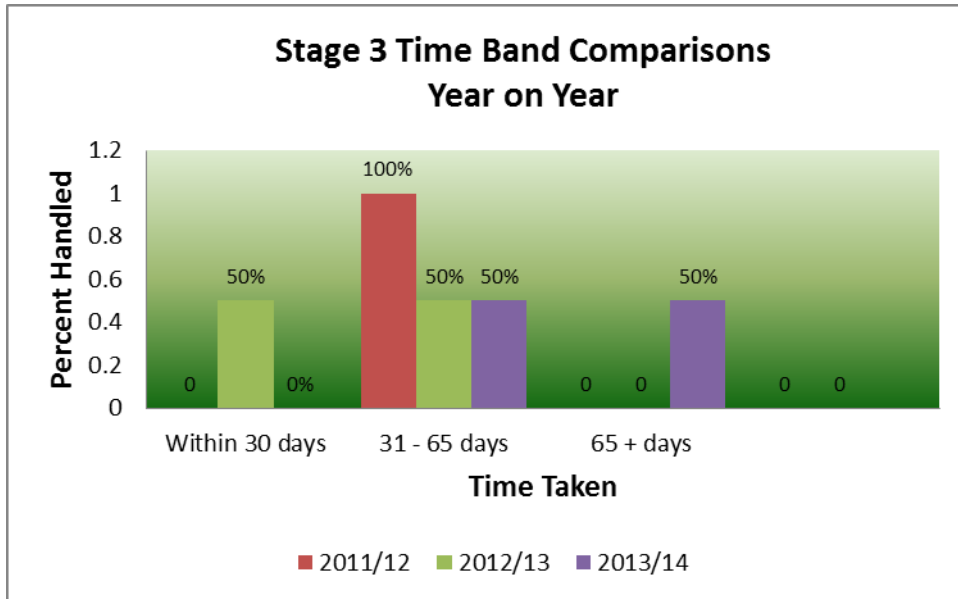












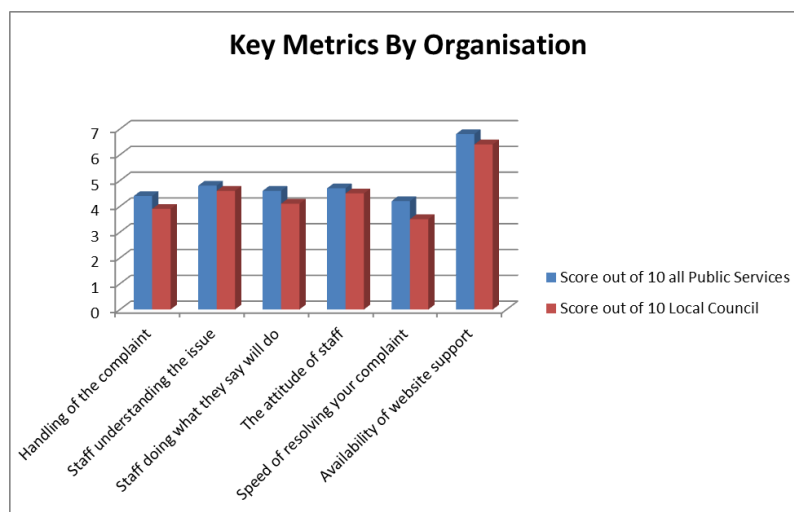
APPENDIX 2

COMPARATOR DATA FROM INSTITUTE OF CUSTOMER SERVICE 2014

An Assessment by John Crossling, Consultant, Customer Services, to evaluate the potential benchmarking data available from the UKCSI, and how it might be valuable, given the difficulties experienced last year in trying to get comparator data from the CIPFA family of Local Authorities.

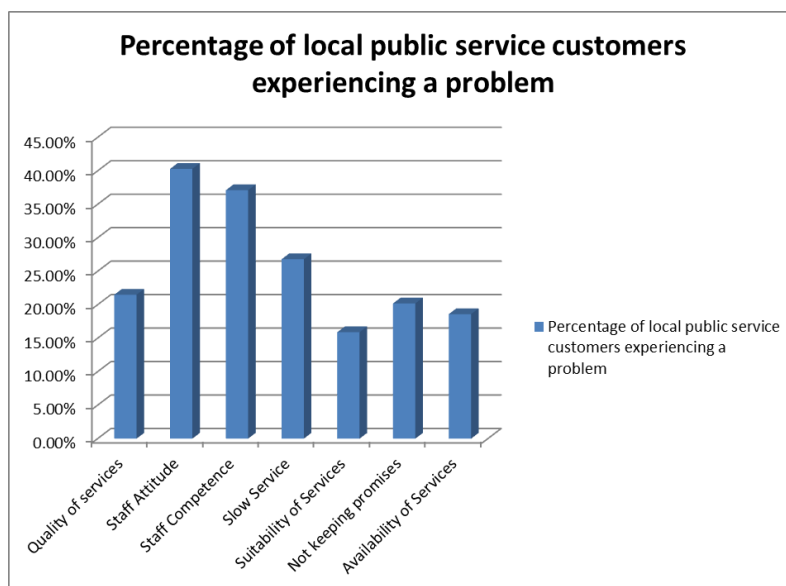
All the following research has been conducted by the Institute of Customer Service and is presented as the UK Customer Satisfaction Index (UKCSI).

UKCSI rates customer satisfaction with 205 organisations in 13 sectors. Only organisations which exceed a minimum sample size receive a UKCSI score. Overall there are a total of 41,275 responses from 12,603 respondents. Each respondent can answer questions on up to 5 organisations across 5 different sectors. The respondents are recruited through an online panel. The survey is representative of the UK by age profile, gender and region. There are no specific numbers quoted for the Local Public Services grouping but the number of responses is likely to be statistically valid.

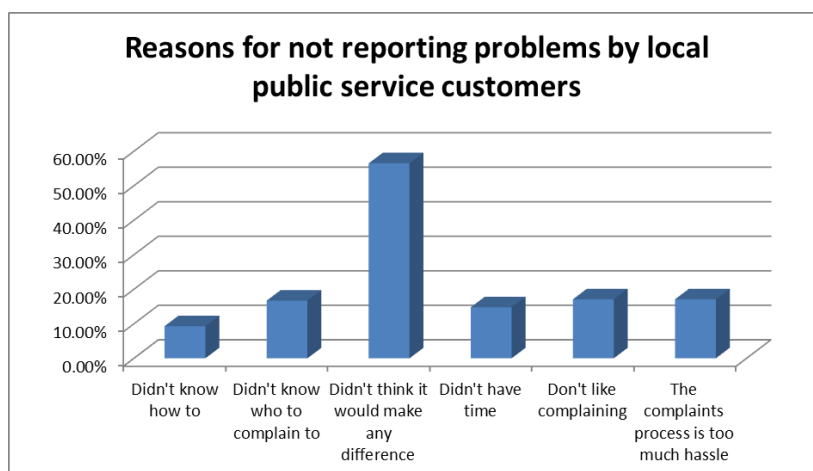


The subsequent analysis is focussed on Local Public Services. When key factors of overall complaints handling are compared local councils are rated slightly worse than Local Public Services in general but this group includes Fire and Ambulance services which always receive high approval ratings. In addition the Local Public Services grouping contains GP surgeries and Health Centres and the local Police Service.

It is unsafe to assume that the results accurately reflect the performance of Local Councils as the results will be skewed positively by the nature of certain services included in the grouping.

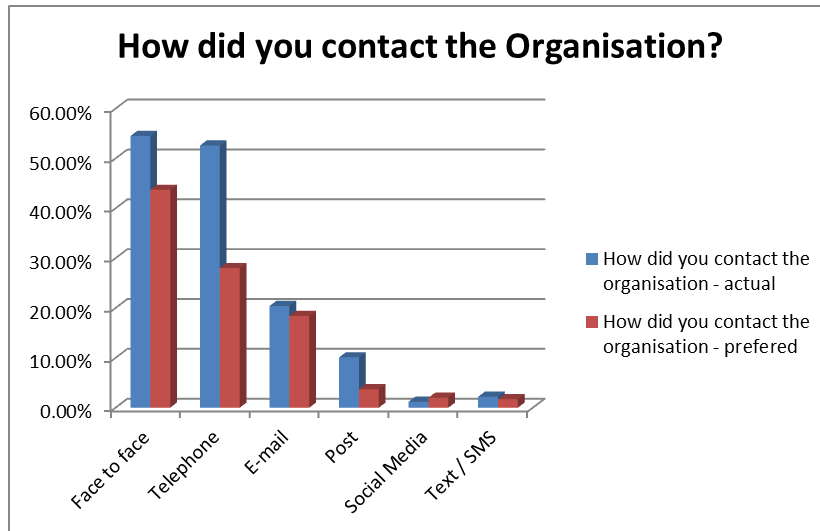


In this case the level of customers reporting a problem is not greater than 40%. Given the very large number of Local Council customers, it is likely that the percentage experiencing a problem would be far lower than that, however, the subject areas of staff attitude and competences may well reflect the issues that need to be investigated locally.

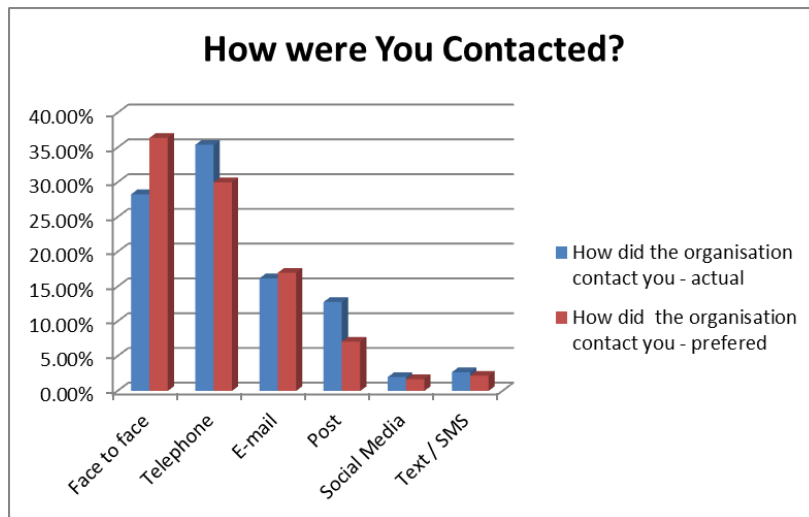


Once again the percentage levels may not align with the situation within Local Councils but there is a general perception amongst the public at large that it is not worth complaining to any large organisation as nothing will change. This Country is well known for not complaining to the extent that is known as the “British Disease”. Councils need to make significant investment in countering this impression if this factor is ever to change. Customer Service Excellence emphasises the need to tell customers what you have done in response to their comments or complaints. Generating good publicity for “You Said, We Did” panels would help to counter the impression that nothing will happen.

When complainants were asked about how they contacted public services they showed a strong bias towards face to face and telephone communication. Despite this, their stated preference was significantly lower than the actual use of these channels. With the exception of a very small number using social media all channels were being used more extensively than was the users’ preference.



When complainants were asked about how they had been contacted by the service provider about their complaints the numbers were noticeably lower but curiously the pattern was the exact opposite of the previous graph as regards contacts face to face. Here the contacts face to face were lower than the users wanted. It is hard to explain this difference. To a much lesser extent the same is true of email contacts. For all other channels actual and preferred pattern was consistent with above but with less of a difference between actuals and preferred options.



Complainants were also asked about how they felt their complaint was handled initially.



Bearing in mind this is still looking at a collection of mixed services described as local public services it would appear that the main areas of concern to investigate are connected with staff training. Complainants say that staff did not seem interested or made excuses. If you are contacting an organisation to make a complaint and this is the first reaction you receive it will only compound the situation and it is very important to address this as a matter of some urgency.

37.8% of complainants to local public services had to escalate their complaint most to a supervisor and some to head office however worryingly almost a third (32.6%) contacted someone outside the organisation. Depending on who was contacted this could be very damaging to the reputation of the organisation.

Complainants were also surveyed about the length of time it took to resolve their complaint. Here the areas of concern are at the two extremes. A lot of complainants felt their issue should have been dealt with immediately or at least within 24 hours but even more were unhappy that their complaint had still not been resolved and this was after more than 1 month. Closer analysis of these complaints is required to truly understand where the problem lies. Some of the complainants wanting immediate resolution may not be realistic. Those who had still not had resolution may have been recording their frustration. Some complaints can be complex and the frustration may be down to poor communication on behalf of the organisation. The process and timetable should be clearly explained and there should be regular progress reports explaining what has happened and what happens next, reinforcing when it will happen. If done well this should reduce the level of dissatisfaction.

It should be noted that the current WCC standard for responding to general complaints handling is within 3 working days before progressing to a formal Stage 1 investigation and the other thresholds align with official Social Care Stage 2/3 complaints processes.

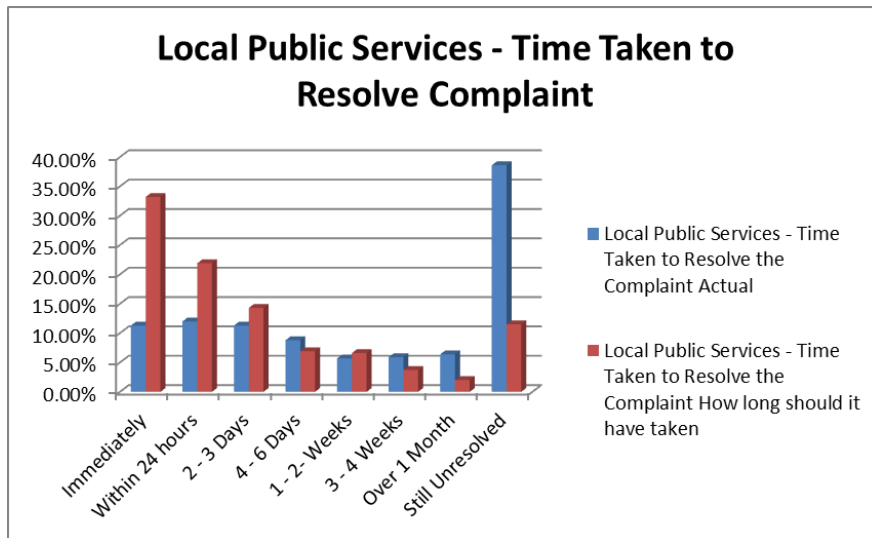
These do not match the time measures shown in the chart below or in the proposed questionnaire. They have been retained as these are the points used for the national analysis and if we want to make any meaningful comparisons in the future we need to have a consistent measure. This is an important point and may drive changes in the way in which we record our informal complaints from now on. Many informal complaints are likely to be dealt with straight away. We need to record this more effectively as they are

COMPLIMENTS AND COMPLAINTS ANNUAL REPORT 2012-13

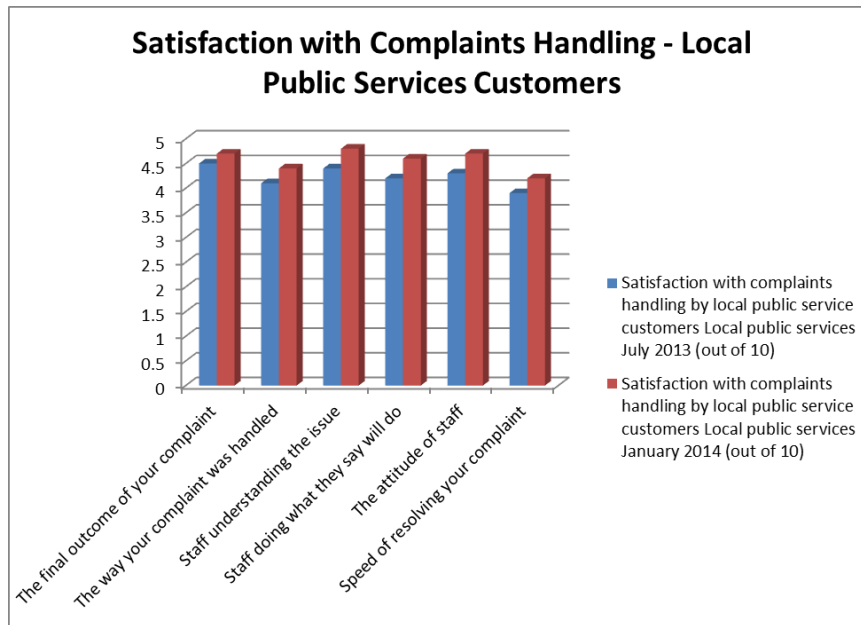
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both a success but also a learning point. If simple complaints display a pattern it highlights that a simple change may remove the need for even these complaints. This could be another improvement to report back to customers.

Some of the short term issues may be down to poor processes within the organisation. This could be what happens when an officer is way from their desk or is on holiday or ill. Others need to be able to step in. It is likely that some of the complaints can be resolved easily and these should be treated as a priority to close the complaint and satisfy the complainant.



The level of satisfaction of complainants with the overall handling of their issue based on a number of criteria has been compared between last year and this and it is encouraging to see that there is a slight improvement in satisfaction across all criteria. However it should be noted that every factor still has a score of less than 50% so there is still much to be done.



WCC has commissioned its own complaints telephone survey – See Appendix 3.

Complainants were asked about:-

- the ease of contacting the service
- willingness to help
- knowledge and competence
- keeping you informed
- was further action taken
- was the response time reasonable
- how difficult was it to get to the end of the complaints process
- how do you rate the outcome
- how do you rate the way your complaint was handled
- would you use the complaints process again

Due to the fact that the complainants were asked to rate their service as poor, average, good or excellent or similar 4 point scales; as opposed to the national research being measured as either a percentage or a mark out of ten, it is not possible to draw any comparisons.

CONSULTANT’S PROPOSAL:

There is a need to develop a consistent methodology of recording complaints handling within the authority. The national research together with the local survey work can be used to develop a questionnaire that can be used from here on.

It should focus on areas of concern and it should be ranked in a way that would allow direct comparison with the national picture. More importantly it should allow local trend data to be developed so that our issues can be investigated and where appropriate, solutions found.

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The questionnaires should be able to be completed on paper, on line and via a telephone survey where the researcher completes the on line version as they speak to the complainant.

| WCC Complaints Handling Survey | | | |
|---|-------------------|------------------------|----------------------|
| What area of the Council did your complaint relate to? | Adult Social Care | Children's Social Care | Other (Please state) |
| | | | |
| Please show all subsequent answers in the column matching to your answer above | | | |
| What Location; Site or Area Team did your complaint relate to? | | | |
| Rate the Following out of 10 (1 = Very Poor; 10 = Excellent) | | | |
| Overall handling of the complaint | | | |
| Staff understanding the issue | | | |
| Staff doing what they said they would | | | |
| Staff Attitude | | | |
| Staff knowledge / competence | | | |
| Willingness of staff to help | | | |
| You were kept informed of progress | | | |
| Speed of resolving your complaint | | | |
| Ease of knowing how to make a complaint | | | |
| Knowing who to complain to | | | |
| Ease of completing the complaints process | | | |
| | | | |
| Rate the Following out of 10 (1 = Very Unlikely; 10 = Extremely Likely) | | | |
| Do you think your complaint will make a difference? | | | |
| | | | |
| Indicate which of the following | | | |

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| | | | |
|---|--|--|--|
| methods of contacting the council you used | | | |
| Face to Face | | | |
| Telephone | | | |
| E-mail | | | |
| Post | | | |
| Social media | | | |
| Text / SMS | | | |
| | | | |
| Indicate which of the following methods of contacting the council you would have <u>preferred</u> to use | | | |
| Face to Face | | | |
| Telephone | | | |
| E-mail | | | |
| Post | | | |
| Social media | | | |
| Text / SMS | | | |
| | | | |
| Indicate all of the following that you feel applied when you first made contact with the Council | | | |
| Dealt with it immediately | | | |
| Listened carefully to fully understand your issue | | | |
| Were sympathetic | | | |
| Apologised | | | |
| Acknowledged your complaint in writing | | | |
| Told you what would happen next | | | |
| Made excuses | | | |
| Took responsibility | | | |
| Told you how long it would take to resolve | | | |
| Seemed uninterested | | | |
| Dismissed it | | | |
| Passed you on to | | | |

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| | | | |
|---|--|--|--|
| someone else | | | |
| Indicate which of the following equates to the time taken to resolve your complaint | | | |
| Immediately | | | |
| Less than 24 hours | | | |
| 2 - 3 days | | | |
| 4 - 6 days | | | |
| 1 – 2 weeks | | | |
| 3 – 4 weeks | | | |
| Over 1 month | | | |
| Still unresolved | | | |
| Indicate which of the following equates to the time <u>it should have</u> taken to resolve your complaint | | | |
| Immediately | | | |
| Less than 24 hours | | | |
| 2 - 3 days | | | |
| 4 - 6 days | | | |
| 1 – 2 weeks | | | |
| 3 – 4 weeks | | | |
| Over 1 month | | | |
| Still unresolved | | | |
| Are there any other comments or suggestions you would like to make? | | | |
| That concludes the questionnaire – Many thanks for taking your time to help us learn and improve our service | | | |

APPENDIX 3:**COMPLAINTS FEEDBACK PILOT REVIEW 29th April 2014****OBJECTIVE:**

To measure the customer's experience of the complaints process by conducting surveys with a small sample of respondents from the following areas; Adult Social Care, Children's Services and General Complaints (Corporate Services).

METHODOLOGY:

Customer telephone surveys for all 3 complaints procedures to provide a snapshot of customer perceptions following at the end of the complaint handling process, undertaken by the customer Services Network.

The aim was to complete small sample of 45 complaint customers on our behalf as follows:

- 15 Adult Care
- 15 Children Services
- 15 General complaints

TIMESCALES:

Surveys conducted during Q1 2014

PILOT SAMPLE SIZE

The results are based on 30 telephone surveys conducted in March 2014 split as follows:

Adult Social Care - 19, Children's Services 8 and Corporate Services 3 completed surveys.

| | Adult Services | Children Services | Corporate | Total |
|---------------------------------|----------------|-------------------|-----------|-------|
| Total Contacts received | 40 | 24 | 9 | 73 |
| Surveys completed | 19 | 8 | 3 | 30 |
| Wrong number/ out of order etc. | 0 | 4 | 1 | 5 |

| | | | | |
|---------------|-------|-------|-------|-------|
| Success/Ratio | 47.5% | 40.0% | 37.5% | 41.1% |
|---------------|-------|-------|-------|-------|

Confidence Interval & Confidence Level

58.3% of respondents said they were satisfied or very satisfied with the outcome of the complaint

Find Confidence Interval

Confidence Level: 95% 99%

Sample Size:

Population:

Percentage:

Confidence Interval:

The confidence interval (also called margin of error) is the plus-or-minus figure. For the “outcome of the complaint” the confidence interval of 14.2%. This is based on a confidence level of 95%.

When you put the confidence level and the confidence interval together, you can say that we are 95% sure that the true percentage of the satisfaction “outcome of the complaint” the population is between 34% and 63%.

In order to have a confidence interval of 10% and extra 12 responses would be required form the population of 76. This is based on a confidence level of 95%.

Determine Sample Size

Confidence Level: 95% 99%

Confidence Interval:

Population:

Sample size needed:

HOW EFFECTIVE WAS THE PILOT:

A few more surveys are required to make the results of the pilot more accurate (+ or – 10%) but there are enough responses to provide a snapshot of how customers rate the complaint experience at Warwick CC.

In general, the customers were more than happy to engage in the feedback process. There was some hesitation of customers to engage fully in the Children’s survey mainly due to the sensitivity of the topic.

There seems to have been limited recollection of the “warm up” letter during many of the calls.

There was no objection to the time taken to undertake phone surveys. The average call was around 6 minutes and the longest call was 12minutes.

The customers fully understood the questions being asked and were able to respond appropriately.

The feedback process was successfully in identifying a number of key areas for service providers to focus on with the exception of Corporate surveys.

The key areas identified were:

- Inefficient / slow process
- staff not being attentive / no personal service / lack of contact.

The customer experience feedback strongly correlates to the outcome of the complaint investigation. There is a correlation co-efficient of 0.811

18. How do you rate the outcome of your complaint? [Change]

21. How do you rate the way your complaint was handled? (process not outcome) [Change]

| | Very Satisfied | Satisfied | Dissatisfied | Very Dissatisfied | Total |
|-------------------|----------------|------------|--------------|-------------------|-------|
| Very Satisfied | 75% (3) | 25% (1) | 0% (0) | 0% (0) | 4 |
| Satisfied | 11.11% (1) | 44.44% (4) | 44.44% (4) | 0% (0) | 9 |
| Dissatisfied | 0% (0) | 60% (3) | 40% (2) | 0% (0) | 5 |
| Very Dissatisfied | 0% (0) | 0% (0) | 0% (0) | 100% (5) | 5 |
| Total | 4 | 8 | 6 | 5 | 23 |

Correlation coefficient: 0.8113552

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Summary

The results are based on 30 telephone surveys conducted in March 2014 split as follows:

Adult Social Care - 19, Children's Services 8 and Corporate Services 3 completed surveys.

- 58.3% of respondents said they were satisfied or very satisfied with the outcome of the complaint with 16.7% saying they were very satisfied. 41.6% were dissatisfied or very dissatisfied. 76.5% of Adult Social Care were satisfied or very satisfied followed by 25% for Children's Services.
- 48.3% of respondents said they were satisfied or very satisfied with the way the complaint was handled with 13.8% saying they were very satisfied. 51.7% said they were dissatisfied or very dissatisfied. 55.6% of Adult Social Care said they were satisfied or very satisfied followed by Children's Services with 37.5% and Corporate Services with 33.3%.
- 82.8% of respondents said they would use the complaints process again. 88.9% of Adult Social Care complainants would use the complaints process again followed by 75% of Children's Services and 66.7% of Corporate Services
- The overall mean score for getting to the end of the complaints process was 3.08 (The lower the score, the easier it was). 32% rated it as easy or very easy and 36% rated it as difficult or very difficult. Adult Social Care mean score was 2.88 followed by Corporate Services with a mean score of 3 Children's Services with 3.67.
- 53.6% of respondents said yes they thought the time taken to respond was reasonable with 46.4% saying no it was not reasonable. 57.1% of Children's Services complainants said yes the time taken was reasonable followed by Adult Social Care with 55.6% and Corporate Services with 33.3%.
- 57.1% of respondents said yes WCC agreed to take the action further with 42.9% saying they didn't. 64.7% of Adult Social Care said yes they agreed to take the action further followed by Children's Services with 50% and Corporate Services with 33.3%.
- 40% of respondents rated the way they were kept informed as excellent or good, with 16.7% saying it was excellent. Adult Social Care scored 42.1% excellent and good, with 26.3% saying it was excellent. 37.5% of Children's Services and 33.3% of Corporate Services were rated as good, neither had an excellent rating.
- 51.7% of respondents rated the Knowledge and competence as excellent or good with 10.3% rating it as excellent and 41.4% as good. Adult Social Care score 52.6% followed by both Children's Services and Corporate Services with 50%. The excellent score for Adult Social Care was 15.8%. There were no excellent ratings for Children's Services or Corporate Services.
- Overall 56.7% of respondents rated the willingness to help as excellent or good. 16.7% said it was excellent. Children's Services scored 62.5% followed by Adult Social Care with 57.9% and Corporate Services with 33.3%. The excellent score for Adult Social Care was 21.1% and Children's Services were 12.5%. Corporate Services did not receive any excellent ratings.
- 73.3% of respondents rated the easy of contacting WCC as excellent or good, 23.3% said it was excellent. Children's Services scored 75% followed by Adult Social Care with 73.7% and Corporate Services with 66.7%. The excellent score for Children's Services was 37.5% followed by Corporate Services with 33.3% and Adult Social Care with 15.8%.

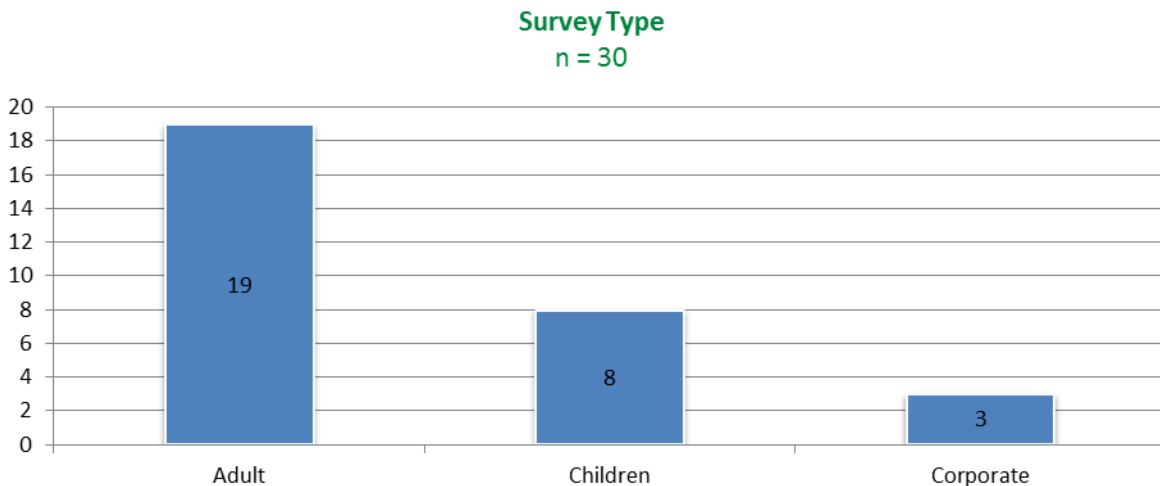
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- Overall 17 comments were made saying the complaint process was efficient.
- 35 comments were made saying the process was inefficient. The second most frequent negative comment was about staff not being attentive / no personal service / lack of contact, there were 13 specific comments made regarding this.

Responses

Overall there were 30 responses. 19 of these were Adult Social Care surveys, 8 Children's Services and 3 Corporate Services.



Results

Respondents were asked to rate the following aspects of the complaint process?

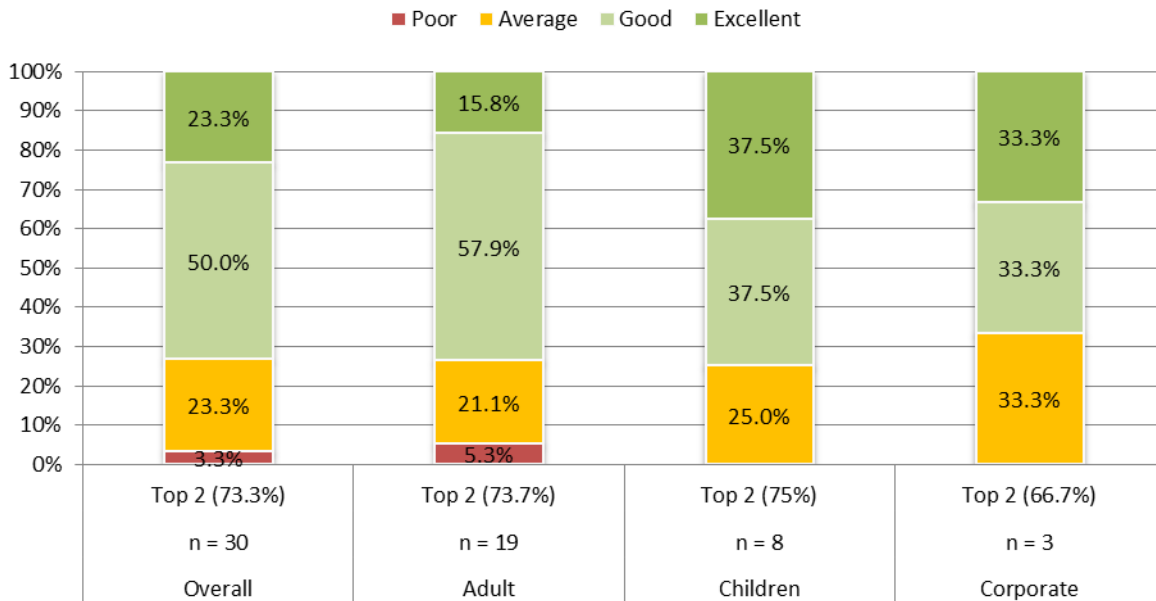
Easy to contact

- 73.3% of respondents rated the easy of contacting WCC as excellent or good, 23.3% said it was excellent.
- Children's Services scored 75% followed by Adult Social Care with 73.7% and Corporate Services with 66.7%. The excellent score for Children's Services was 37.5% followed by Corporate Services with 33.3% and Adult Social Care with 15.8%.

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Easy to contact



Willingness to help

- Overall 56.7% of respondents rated the willingness to help as excellent or good. 16.7% said it was excellent. Children's Services scored 62.5% followed by Adult Social Care with 57.9% and Corporate Services with 33.3%. The excellent score for Adult Social Care was 21.1% and Children's Services were 12.5%. Corporate Services did not receive any excellent ratings.

Willingness to help



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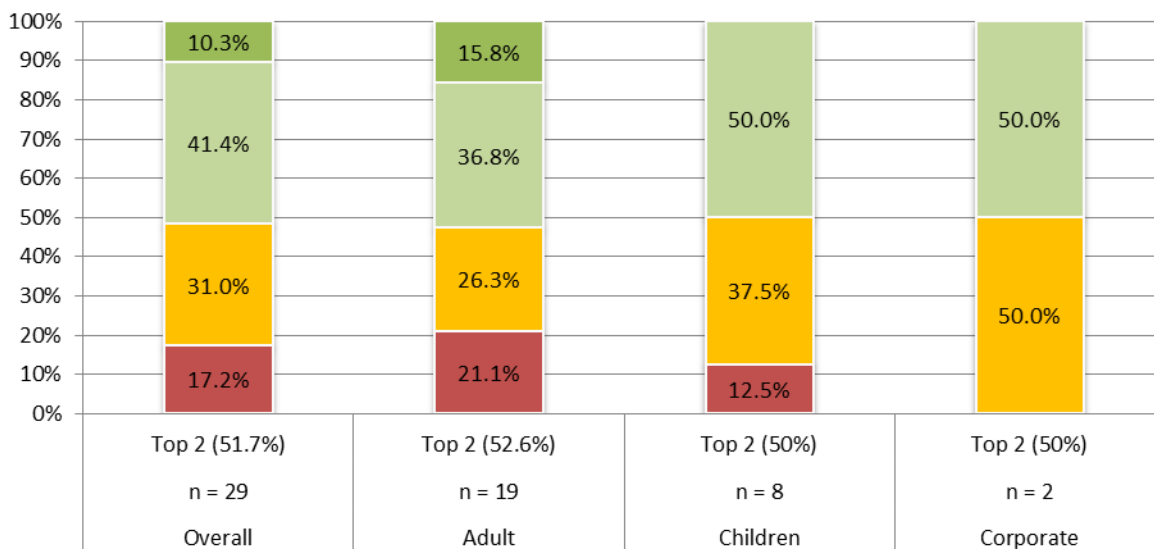
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Knowledge and competence

- 51.7% of respondents rated the Knowledge and competence as excellent or good with 10.3% rating it as excellent and 41.4% as good. Adult Social Care score 52.6% followed by both Children's Services and Corporate Services with 50%. The excellent score for Adult Social Care was 15.8%. There were no excellent ratings for Children's Services or Corporate Services.

Knowledge and competence

■ Poor ■ Average ■ Good ■ Excellent



Keeping you informed

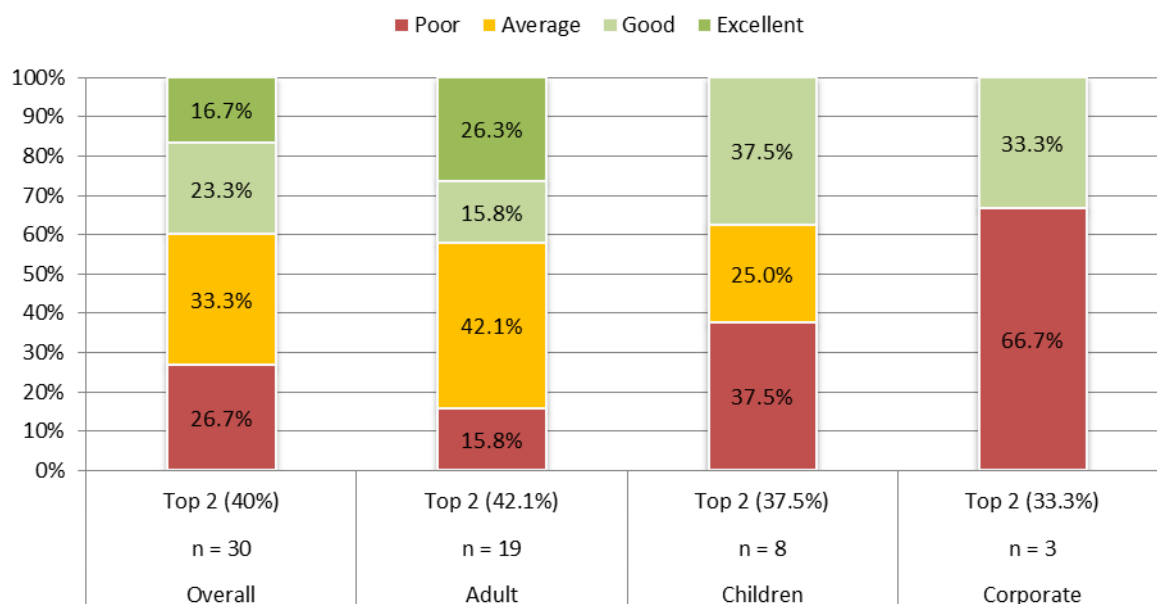
- 40% of respondents rated the way they were kept informed as excellent or good, with 16.7% saying it was excellent.
- Adult Social Care scored 42.1% excellent and good, with 26.3% saying it was excellent. 37.5% of Children's Services and 33.3% of Corporate Services were rated as good, neither had an excellent

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rating.

Keeping you informed



If average or poor, please tell us why?

A supplementary question was asked to further understand why aspects of the complaint process were rated as Poor or Average. The top 3 comments made were:

- 1) Inefficient Process (Slow, delays) – 8 comments
- 2) Telephone Contact/Speed of Answering/Passed around (Poor) - 2 comments
- 3) NOT Taking Ownership/Responsibility – 2 comments

| Survey Type | Easy to contact | Willingness to help | Knowledge and competence | Keeping you informed | If average or poor, please tell us why? |
|--------------------|-----------------|---------------------|--------------------------|----------------------|---|
| Corporate Services | Excellent | Poor | Good | Poor | Basically it took a lot of convincing for me to get them to reply in the first place and they were very unwilling to help me. I have to drag out every bit of information from them. |
| Corporate Services | Average | Poor | Average | Good | The length of time it took for them to get back to me. They wouldn't acknowledge our claim at first. Simply because they didn't seem to understand the problem. |
| Corporate Services | Good | Good | | Poor | I was told that there was going to be a pedestrian access for the shop but I haven't heard any more about it. |
| Adult | Good | Good | Good | Average | It took a while for them to get back to me. |
| Adult | Good | Average | Average | Average | I couldn't get anybody to look at it even slightly urgently. Towards the end of the process I got a phone call from someone who said they would be coming out to see me in a fortnights time and when they came out to see me they took one look at a letter that had been sent from their department and said 'that settles it'. There was no chance of any urgency about it. I had to speak to several people before I could get anyone to acknowledge that what I read from their literature, was true. The process took about 6 weeks to get a resolution and I had to keep ringing up or emailing people to see what was happening. Nobody was keeping me informed all the way through it. |

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| Survey Type | Easy to contact | Willingness to help | Knowledge and competence | Keeping you informed | If average or poor, please tell us why? |
|---------------------|-----------------|---------------------|--------------------------|----------------------|---|
| Adult | Good | Average | Average | Average | They didn't look into my complaint or answer my specific questions. They didn't answer me for six weeks. |
| Children's Services | Average | Average | Average | Poor | A lot of it was discrimination between males and females. I feel let down by Social Services. |
| Children's Services | Good | Good | Poor | Average | They would give me stupid answers. |
| Adult | Average | Poor | Poor | Average | The only response was that my wife's name wasn't on the list, so they couldn't talk to her. |
| Adult | Good | Good | Average | Poor | When I first put the complaint in, nothing happened unless I chased them. |
| Adult | Average | Poor | Poor | Poor | I had to go through various departments before I got to the right woman. They were telling me that it had nothing to do with them and if I had problems I had to go via other people. I never heard back from them, I had to keep contacting them. |
| Adult | Average | Poor | Poor | Average | You seem to phone somebody up, they say they will get back to you and it takes days. All I've had since I put this complaint in is lies and obstructions. It took a long time for a response from them, I reported the problem in March/April and they responded in September to say everything was OK as far as they were concerned. |
| Adult | Good | Average | Average | Average | It took them a long time to come to any decision about it and to deal with it. There were some things that they knew about and others that they didn't. They haven't kept me very well informed at all. |
| Children's Services | Excellent | Average | Average | Poor | They weren't sure how to help and it took a bit of time. The guy that I spoke to didn't know, but it was a complicated question. |
| Children's Services | Good | Good | Good | Poor | It was necessary for us to chase up, and was left to us to keep on contacting. |
| Adult | Average | Average | Average | Average | I kept having to go through to the customer resources group and that was good but from the other side that was poor. |
| Adult | Good | Good | Good | Average | It took quite a long time to get an outcome from the complaint but I was happy with the outcome. |
| Children's Services | Average | Average | Average | Average | You can contact them, but it's getting them to do something. |
| Adult | Poor | Poor | Poor | Poor | You can't get through on the number, and then when you do the person you need is not there. |

If excellent, please tell us why?

A question was asked to further understand why aspects of the complaint process were rated as Excellent. The top 3 comments made were:

- 1) Communication/Information (Give Person Explanation) – 2 comments
- 2) Responsiveness of the person – 2 comments
- 3) Efficient Process (Quick, no delays) – 2 comments

| Survey Type | Easy to contact | Willingness to help | Knowledge and competence | Keeping you informed | If excellent, please tell us why? |
|---------------------|-----------------|---------------------|--------------------------|----------------------|---|
| Corporate Services | Excellent | Poor | Good | Poor | It was just an email. |
| Children's Services | Excellent | Good | Good | Good | I had all of the numbers and they helped me find what I needed. |
| Children's Services | Excellent | Excellent | Good | Good | They were very quick to respond. |

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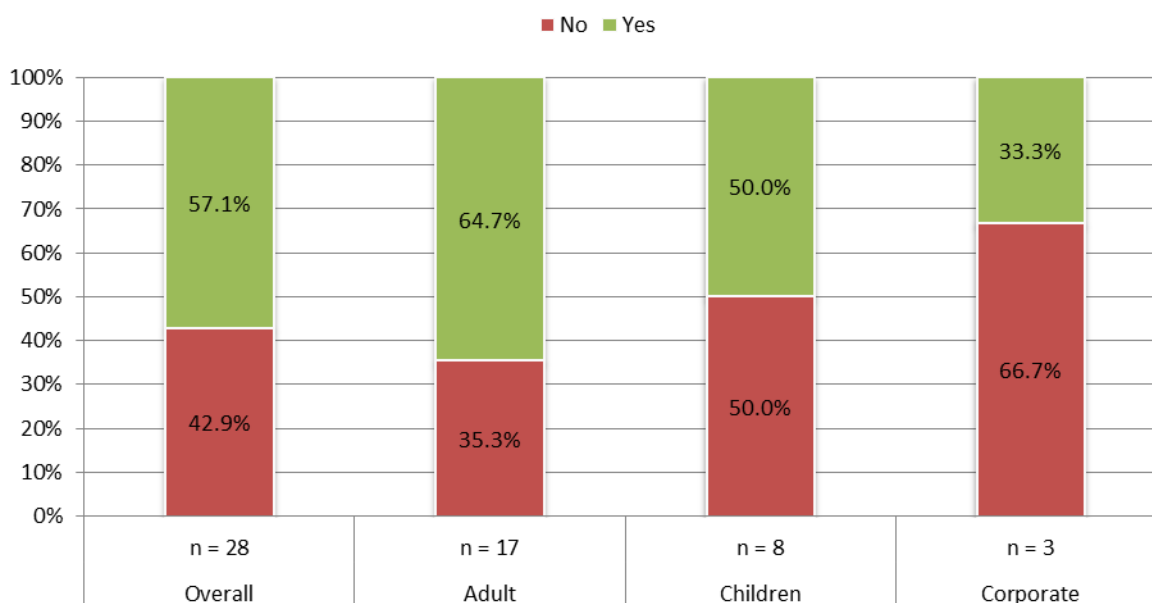
| Survey Type | Easy to contact | Willingness to help | Knowledge and competence | Keeping you informed | If excellent, please tell us why? |
|---------------------|-----------------|---------------------|--------------------------|----------------------|--|
| Adult | Excellent | Good | Good | Excellent | I can contact them by email or phone. They informed me personally by phone and by email to let me know what they were going to do. |
| Adult | Good | Excellent | Excellent | Excellent | The whole process, after I made contact, they were in contact all the time. The complaint was on behalf of my grandmother and they sent messages to me and my grandmother. |
| Children's Services | Excellent | Average | Average | Poor | No comment made. |
| Adult | Good | Good | Excellent | Good | When problems arose we spoke to the people concerned and they got answers quickly. |
| Adult | Excellent | Excellent | Excellent | Excellent | I was just satisfied with the outcome. |
| Adult | Good | Excellent | Good | Excellent | My dad goes to Parkview 3 days a week and the other 4 days he has a carer. If he isn't going to Parkview they are very quick to tell me so I can make other arrangements. There's no continuity with one particular person, there doesn't seem to be one key contact for me. |
| Adult | Excellent | Excellent | Good | Excellent | They did what I needed them to do. |

Did WCC agree to take further action on the issue you raised?

- 57.1% of respondents said yes WCC agreed to take the action further with 42.9% saying they didn't.
- 64.7% of Adult Social Care said yes they agreed to take the action further followed by Children's Services with 50% and Corporate Services with 33.3%.

1.

Did WCC agree to take further action on the issue you raised?



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If no, why do you think that was?

The top comments made were:

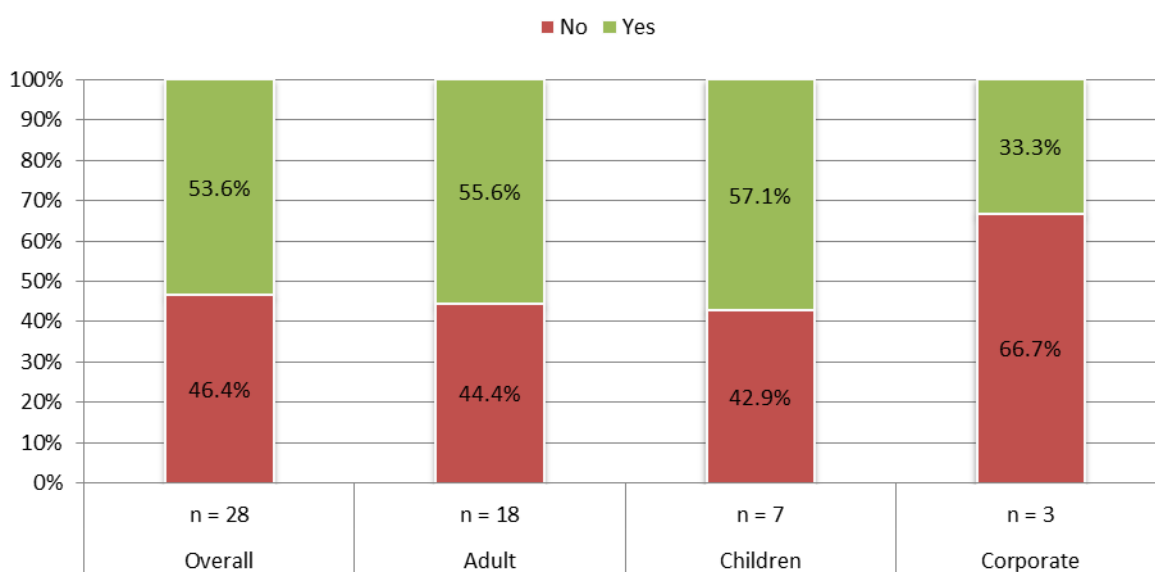
- 1) Company Information/Communication (Poor) – 2 comments
- 2) Not Attentive/No Personal Service/Contact – 1 comment
- 3) Unresponsiveness of the person – 1 comment

| Survey Type | Did they agree to take further action on the issue you raised? | If no, why do you think that was? |
|---------------------|--|---|
| Corporate Services | No | They just ignored my request, they say they never received it but my email never bounced back and I have got proof that it did send. |
| Corporate Services | No | Because they're scared of being prosecuted and they don't want to allow people to escape paying. People park outside and take wheelbarrows in so they don't have to pay for dumping commercial rubbish. |
| Adult | No | They gave me the answer straight from the book. |
| Children's Services | No | I don't know, you tell me. |
| Children's Services | No | I didn't get any other letters. |
| Adult | No | We spoke to the lady who just said we are sorting it out. |
| Adult | No | My aunt moved in to another home, that was her decision. |
| Adult | No | Basically they didn't believe what I was saying, they didn't want to be bothered. |
| Adult | No | I think they've got something to hide. |
| Children's Services | No | They told me who I needed to make contact with directly. They didn't take the issue and deal with it, I did. |
| Adult | No | It was believed to be malicious. |
| Children's Services | No | I didn't see the point, every complaint I put in has not been dealt with properly. |

Do you think the time taken to respond to the issues you raised was reasonable in the circumstances?

- 53.6% of respondents said yes they thought the time taken to respond was reasonable with 46.4% saying no it was not reasonable.
- 57.1% of Children's Services complainants said yes the time taken was reasonable followed by Adult Social Care with 55.6% and Corporate Services with 33.3%.

Do you think the time taken to respond to the issues you raised was reasonable in the circumstances?



If no, why do you think that was?

The top comments made were:

- 1) Inefficient Process (Slow, delays) – 9 comments
- 2) Not Knowledgeable – 1 comment
- 3) No Communication/Information (Give Person Explanation) – 1 comment
- 4) Unresponsiveness of the person – 1 comment

| Survey Type | Do you think the time taken to respond to the issues you raised was reasonable in the circumstances? | If no, why do you think that was? |
|--------------------|--|--|
| Corporate Services | No | This has been ongoing since October or even earlier than that and I still haven't received a proper reply from them. |
| Corporate Services | No | It took many weeks to get it done. |

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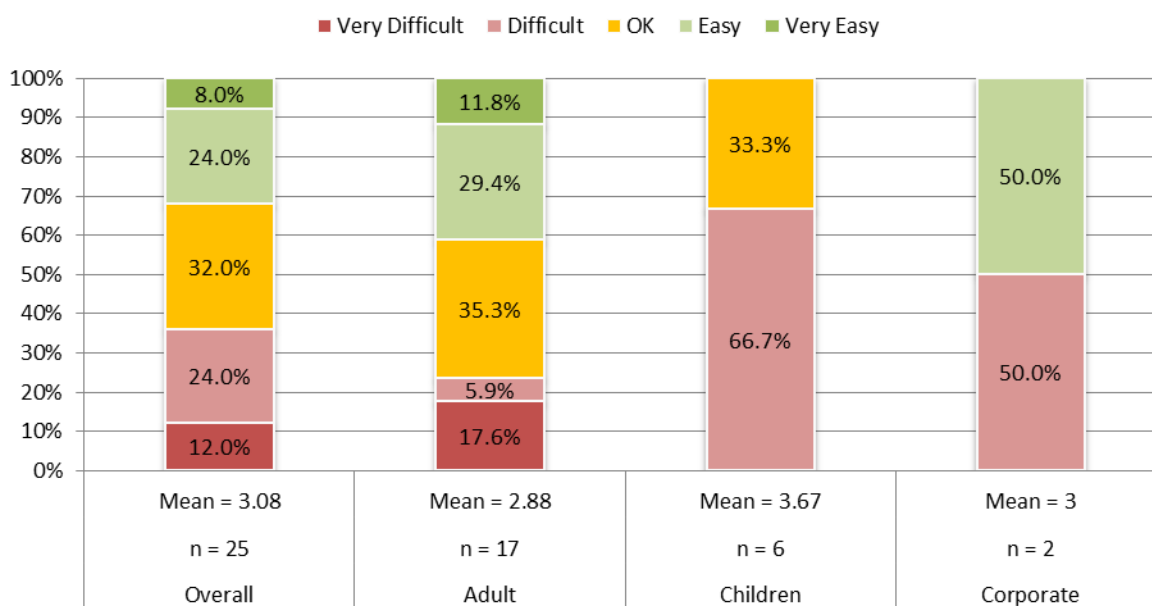
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| Survey Type | Do you think the time taken to respond to the issues you raised was reasonable in the circumstances? | If no, why do you think that was? |
|---------------------|--|---|
| Adult | No | It took a fortnight for someone to come out and speak to me. When they phoned me to say someone would be out in a fortnight, they could have settled it all there and then on that phone call. This was typical of the way it had worked all the way through. |
| Adult | No | It was too long. |
| Children's Services | No | It took too long. |
| Children's Services | No | It was delayed, considering what the issue was. |
| Adult | No | My wife's mom was leaving hospital, but they wouldn't speak to her about where she was going. |
| Adult | No | There was no response. |
| Adult | No | They could have done a lot better. I had to keep phoning them up and try to get some knowledge from somebody. |
| Adult | No | It's taking too long. I originally raised the issue early 2012 and it's now 2014 and still not resolved. |
| Children's Services | No | The whole thing was based on a financial situation, the short term team in Bedworth were fantastic, but with the long term team we had a couple of payments then nothing. Every meeting it (finance issue) was raised and they would say that they would sort it, but they didn't we had to sell our own stuff. |
| Adult | No | Again we are talking about issues that were raised in Feb 2013 and it took nine months for them to complete their investigations. |
| Adult | No | No comment made. |

How difficult was it to get to the end of the complaints process?

- The overall mean score for getting to the end of the complaints process was 3.08 (The lower the score, the easier it was).
- 32% rated it as easy or very easy and 36% rated it as difficult or very difficult.
- Adult Social Care mean score was 2.88 followed by Corporate Services with a mean score of 3 Children's Services with 3.67.

How difficult was it to get to the end of the complaints process?



Why do you say that?

The top comments made were:

- 1) Inefficient Process (Slow, delays) – 6 comments
- 2) Efficient Process (Quick, no delays) – 3 comments
- 3) Not Attentive/No Personal Service/Contact – 1 comment

| Survey Type | How difficult was it to get to the end of the complaints process? | Why do you say that? |
|---------------------|---|---|
| Corporate Services | | We're not at the end of the process yet. We should be a lot further down the road but we're not. |
| Corporate Services | Difficult | They didn't appreciate the issues we were raising. |
| Corporate Services | Easy | Well I basically got a blank 'no' so there was no point in pursuing it any further. |
| Adult | OK | I had to do a few things and I looked after my father in law until they could find another carer. |
| Adult | Difficult | Mainly because nobody took any notice, there was no priority attached to the matter but according to their procedures on the internet, they had an update date on them and it was bang up to date but they told me that their procedures needed revising. |
| Adult | Easy | I looked on the website and got who to contact. |
| Adult | Easy | It only took about a week to be dealt with. |
| Children's Services | Difficult | It's still ongoing. |
| Children's Services | Difficult | They didn't give me the right reasons. |
| Children's Services | Difficult | It wasn't customer services, it was Children's Services, the process took too long as they had to get the forms and the checks done. |
| Children's Services | | I don't think we got to the end, they just sent me a letter and I didn't reply. |
| Adult | OK | It was so slow. |
| Adult | | As far as I am concerned they just signed it off and never notified us at all. |
| Adult | Very Easy | My aunt moved, which is what she wanted to do. |
| Adult | Very Difficult | It never came to any conclusion at all. |
| Adult | Easy | They just kept in contact with me, I didn't have to do anything. |

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| Survey Type | How difficult was it to get to the end of the complaints process? | Why do you say that? |
|---------------------|---|---|
| Adult | Very Difficult | I'm still going through it now. I'm having doors shut in my face all the time. I require certain information and I can't get it. I spoke to someone 2 days ago and they were supposed to get back to me and so far I've heard nothing. |
| Adult | OK | Once they realised what I was complaining about they dealt with it. |
| Children's Services | OK | It was smooth when I knew who to speak to. |
| Children's Services | Difficult | I don't think she understood (language barrier) what we were trying to say. She misconstrued what we had written on one form. |
| Adult | | As soon as they had a conclusion, we were informed. |
| Adult | OK | There were three elements of the complaint and one of the parties response was excellent, one was below average and one was very poor. As the complaint went over such a long period of time my initial complaint was to get a direct apology and then I was looking to seek financial compensation so when I received what I first set out for I was happy to go along with that and draw a line under it. |
| Adult | Easy | I didn't know that I was complaining I was just pointing something out and I wanted a resolution. |
| Adult | Very Easy | I didn't have to do anything about it, I just kept thinking about Rupert getting enough money to go to the day care centre. |
| Adult | OK | No comment. |
| Adult | OK | I was going through 2 or 3 people but it was easy to get through. |
| Children's Services | OK | I got to the end, but didn't see the point. |
| Adult | Very Difficult | Getting to the person that you needed to talk to (was difficult). |
| Adult | Easy | It got sorted and my daughter can now understand. |

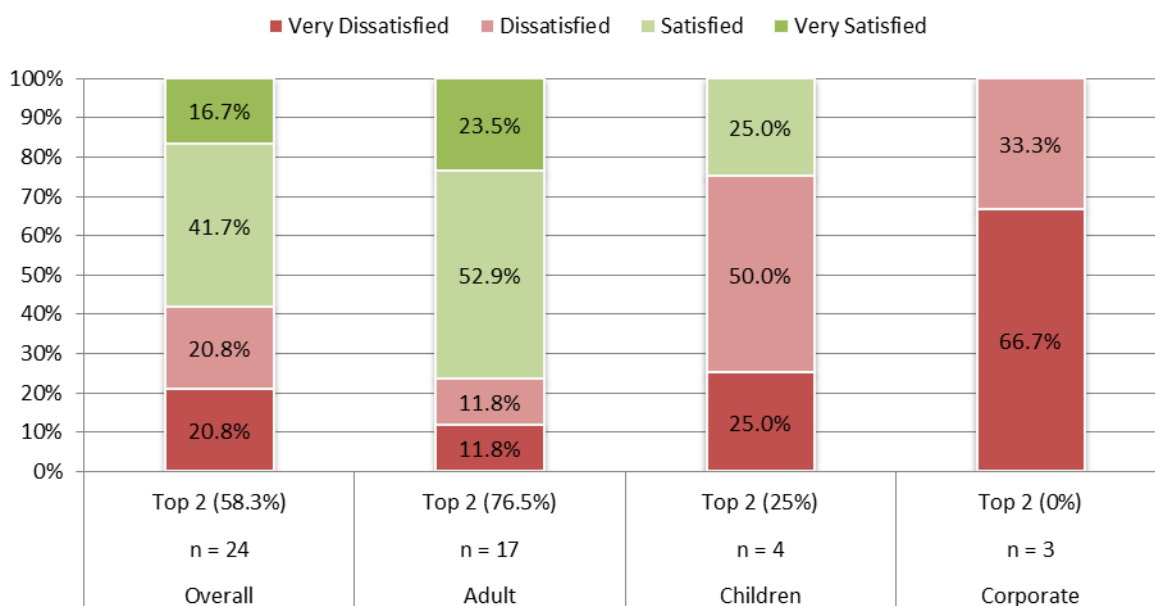
How do you rate the outcome of your complaint?

- 58.3% of respondents said they were satisfied or very satisfied with the outcome of the complaint with 16.7% saying they were very satisfied. 41.6% were dissatisfied or very dissatisfied.
- 76.5% of Adult Social Care were satisfied or very satisfied followed by 25% for Children's Services.

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How do you rate the outcome of your complaint?



Why do you say that?

The top comments made were:

- 1) Efficient Process (Quick, no delays) – 6 comments
- 2) Complaint Outcome (Poor) – 3 comments
- 3) Not Attentive/No Personal Service/Contact -2 comments
- 4) No Communication/Information (Give Person Explanation) - comments
- 5) DID NOT Treat Customer Fairly – 2 comments

| Survey Type | How do you rate the outcome of your complaint? | Why do you say that? |
|---------------------|--|---|
| Corporate Services | Very Dissatisfied | They still haven't replied. |
| Corporate Services | Very Dissatisfied | They wouldn't refund any money. |
| Corporate Services | Dissatisfied | Because they don't agree with me. |
| Adult | Satisfied | The fact that they dealt with it and I do think the care team that I complained against were suspended from doing any more care work. |
| Adult | Satisfied | What I first asked for on day one, they actually agreed too (after a 2 months delay). |
| Adult | Dissatisfied | The questions I asked were reasonable but they did not pay attention and gave me no explanation. |
| Adult | Satisfied | It took a short time to sort it, and the new company are good. |
| Children's Services | Dissatisfied | See previous comment. |
| Children's Services | Dissatisfied | I felt that they were incompetent. |
| Children's Services | | We had an outcome, I now have my granddaughter, but with the social workers involvement there was no outcome. |
| Adult | Satisfied | It was what she wanted. |
| Adult | Satisfied | She got her wish to move to another home. |
| Adult | Very Dissatisfied | It never came to any conclusion at all. I think they are incompetent. |

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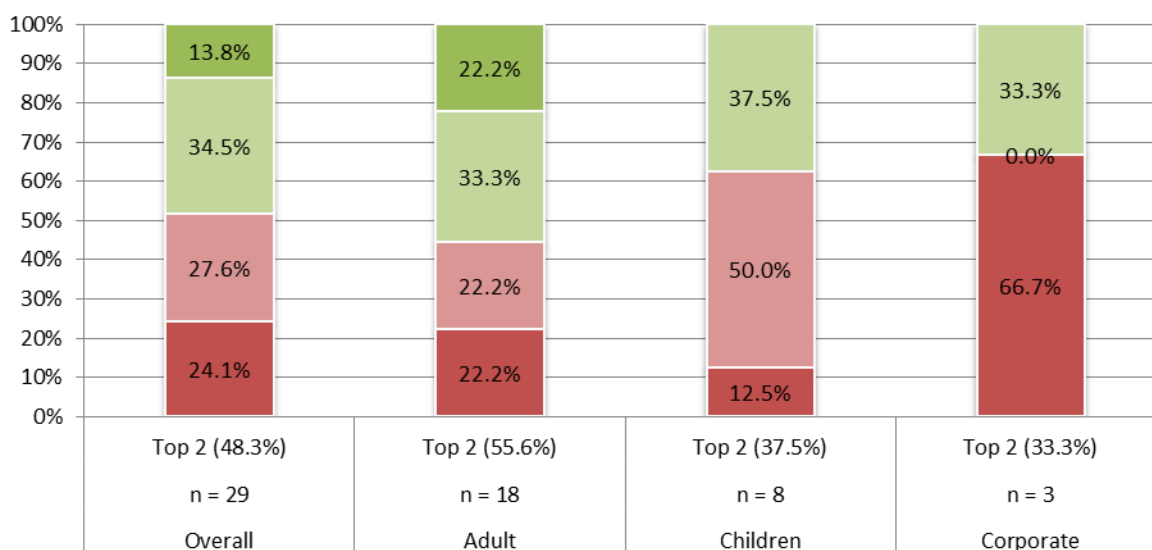
| Survey Type | How do you rate the outcome of your complaint? | Why do you say that? |
|---------------------|--|---|
| Adult | Very Satisfied | Once I made the complaint everything was put on place for my grandmother. |
| Adult | Very Dissatisfied | I've got no outcome to it. I'm sick and tired of being told lies and mis information. |
| Adult | Satisfied | They dealt with it and the next day I had a different carer. |
| Children's Services | Satisfied | When we spoke to the social workers manager, she firstly told us to take it to a level two complaint, when she actually listened she understood. |
| Adult | Satisfied | It wasn't me that made the complaint, we didn't instigate it. |
| Adult | Satisfied | Well I obtained a written formal apology from the head of social services which is what I wanted. |
| Adult | Very Satisfied | Because I pointed out my Sister was unfairly treated and they rectified that for me and they paid me what I had paid out to them. |
| Adult | Very Satisfied | Things improved for my Son and he got the funding he needed to go to the two day care centres in Rugby. |
| Adult | Very Satisfied | I got to use my mileage on something that I wanted. I used my direct payment to go away on holiday. |
| Adult | Dissatisfied | I raised a few issues, Warwick County Council brought the issues to Rainbow Care but I feel that Warwick County Council took their opinion. It seemed to me that the majority of the staff at Rainbow Care were doing it for the pay and not because they cared about the person they were looking after. |
| Children's Services | Very Dissatisfied | Nothing got solved or helped my son, I'm going through a solicitor now. |
| Adult | | I don't know what happened, no-one informed me. |
| Adult | Satisfied | It's happened now. |

How do you rate the way your complaint was handled?

- 48.3% of respondents said they were satisfied or very satisfied with the way the complaint was handled with 13.8% saying they were very satisfied. 51.7% said they were dissatisfied or very dissatisfied.
- 55.6% of Adult Social Care said they were satisfied or very satisfied followed by Children's Services with 37.5% and Corporate Services with 33.3%.

How do you rate the way your complaint was handled?

■ Very Dissatisfied ■ Dissatisfied ■ Satisfied ■ Very Satisfied



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Why do you say that?

The top 3 comments made were:

- 1) Efficient Process (Quick, no delays) – 4 comments
- 2) Inefficient Process (Slow, delays) – 4 comments
- 3) NOT Taking Ownership/Responsibility - 4 comments

| Survey Type | How do you rate the way your complaint was handled? | Why do you say that? |
|---------------------|---|---|
| Corporate Services | Very Dissatisfied | The complete reluctance to do anything about this and it's been going on for so long. |
| Corporate Services | Very Dissatisfied | They didn't understand the reason we were asking for compensation. |
| Corporate Services | Satisfied | No comment. |
| Adult | Satisfied | Somebody came out to see me and went through the complaint with me. |
| Adult | Dissatisfied | The complete absence of urgency. |
| Adult | Dissatisfied | The outcome, and it wasn't looked at. |
| Adult | Satisfied | It was dealt with quickly. |
| Children's Services | Dissatisfied | I'm just going to say 'Claire's law', the whole Social Services system is geared for women to complain. |
| Children's Services | Dissatisfied | See previous comment. |
| Children's Services | Satisfied | Customer services were good. |
| Children's Services | Dissatisfied | The issues were not addressed. |
| Children's Services | Satisfied | They responded to me and tried to answer anything they could. |
| Adult | Dissatisfied | It was slow and a pain in the a*se. |
| Adult | Very Dissatisfied | The whole thing, the reason was a serious one but was swept under the carpet and we were ignored. |
| Adult | Satisfied | They carried out what my aunt wanted, they let her move on. |
| Adult | Very Dissatisfied | They just weren't taking the whole situation seriously. They didn't want to get involved because it was going to take their time up. I also feel that it was due to finances and the cuts within the council. |
| Adult | Very Satisfied | The people realised there was an issue and made it their job to fix it. |
| Adult | Very Dissatisfied | No one has actually contacted me to talk to me and find out what the problem is. I've had to send letters in. It would have been nice to actually to speak to someone and explain the situation. |
| Adult | Satisfied | They actually did something about it even though they were slow to do it. |
| Children's Services | Satisfied | I've pressured the council to give me money that I am due. |
| Children's Services | Dissatisfied | We have limited means and it was a stressful situation. |
| Adult | Dissatisfied | Because nobody would stand up and hold their hand's up and say they had an issue and I had to go through various different Managers and that should not of happened, it shouldn't have got to that stage where I had to make personal contact with the head of social services. |
| Adult | Satisfied | The outcome was excellent but the time to took to get there wasn't. |
| Adult | Very Satisfied | I realised that if I did want to take the complaint further they would have dealt with it for me. |
| Adult | Very Satisfied | I was able to achieve my outcome. |

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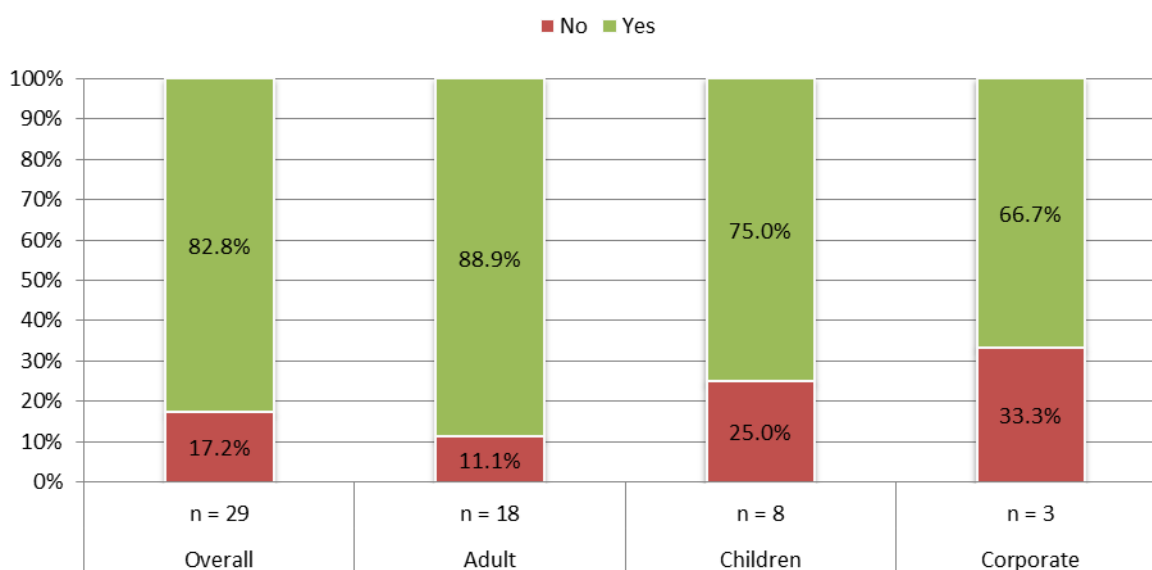
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| Survey Type | How do you rate the way your complaint was handled? | Why do you say that? |
|---------------------|---|---|
| Adult | Satisfied | It was one person talking to me about the complaint and she wrote down my version of it over the phone and seemed to agree with it but once they spoke to Rainbow Care they seemed to believe them instead. |
| Children's Services | Very Dissatisfied | I complained about my sons carer, but nothing got solved until he was assaulted by his carer. |
| Adult | Very Dissatisfied | It was like banging my head against a brick wall, I was fighting something that was beyond help, and with no satisfactory answers. |
| Adult | Very Satisfied | They did what I need. |

Given how it felt to use the complaints process this time, would you use the complaint process again?

- 82.8% of respondents said they would use the complaints process again. 88.9% of Adult Social Care complainants would use the complaints process again followed by 75% of Children's Services and 66.7% of Corporate Services

Given how it felt to use the complaints process this time, would you use the complaint process again?



If no, why not?

The top 3 comments made were:

- 1) Not Attentive/No Personal Service/Contact – 2 comments
- 2) Inefficient Process (Slow, delays) - 1 comment

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| Survey Type | Given how it felt to use the complaints process this time, would you use the complaint process again? | If no, why not? |
|---------------------|---|---|
| Corporate Services | No | Because of the length of time and the ignorance of the people dealing with it. |
| Children's Services | No | What's the point?. |
| Adult | No | It was a waste of my time and energy because nothing came of it. They didn't want to know. |
| Adult | No | I would take legal action about Rainbow Care myself. I got the impression that they took Rainbow Care's version to be true. |
| Children's Services | No | Social Services wriggled their way out of it, it took him (my son) being assaulted for me to be listened to. |

What (if anything) could WCC do to improve the complaints process?

The top comments made were about improving the following areas:

- 1) Not Attentive/No Personal Service/Contact – 6 comments
- 2) Inefficient Process (Slow, delays) - 2 comments
- 3) No Communication/Information (Give Person Explanation) -2 comments
- 4) Efficient Process (Quick, no delays) -2 comments
- 5) Unprofessional -2 comments

| Survey Type | What (if anything) could they do to improve the complaints process? |
|---------------------|--|
| Corporate Services | They could stick to what the process actually is. |
| Corporate Services | It might have been a good idea for them to come out and look at the problem and talk to us about it. |
| Corporate Services | I don't know. |
| Adult | When they set up and check the people that come in to care, they need to have an ongoing check on how good the carers are over a period of time to make sure they are doing the requirements that are needed for that particular person. |
| Adult | Have some urgency. Nobody was in any hurry to do anything, they were quite content with letting things jog a long and it didn't matter if nothing happened for a while. |
| Adult | They could have come back to me and spoken to me about my problem. |
| Adult | The website wouldn't work for us, it just kept going back to the main screen, but that would be the only thing. |
| Children's Services | Face to face meetings instead of all over the phone. |
| Children's Services | Give you the right reasons. |
| Children's Services | I got a result and I would recommend the process to others. |
| Children's Services | Instead of coming back and asking what they were not getting right, they just didn't come back. |
| Children's Services | No comment made. |
| Adult | Have better people at the council. |
| Adult | They need to keep u informed of what is going on and give you an outcome. |
| Adult | Nothing really. The communication between the 2 parties was done. |
| Adult | Keep in touch with people and follow through with the complaint. I gave up in the end. |
| Adult | Nothing really, once the complaint was made they handled it pretty well. |
| Adult | Maybe speak to someone over the phone or meet them in an office. You can't always explain what you mean in a letter. |
| Adult | Just make sure that they answer them as quickly as possible. |

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| Survey Type | What (if anything) could they do to improve the complaints process? |
|---------------------|---|
| Children's Services | If they had taken it on and I didn't need to do anything. They just gave me the name of the person to contact directly. |
| Children's Services | Listen and if necessary check on information. |
| Adult | I have no choice but to go through the complaints procedure, they need to make sure that they have professional staff doing the job. |
| Adult | I would prefer to have had a named contact to talk to, I didn't feel that there was anyone to call and I tried to talk to people I did know but I was passed on to someone else. |
| Adult | I hope I don't have to use the complaints procure again in the future and I haven't thought about it but I think they dealt with things satisfactory. |
| Adult | No comment. |
| Adult | I wanted a meeting with a Social Service Manager and the Manager from Rainbow Care so we could argue it out but it wasn't an option. |
| Children's Services | I don't think they could, they have put me off complaining. They need to listen more, as Social Services twisted everything onto me and my partner, but the carer assaulted my son. |

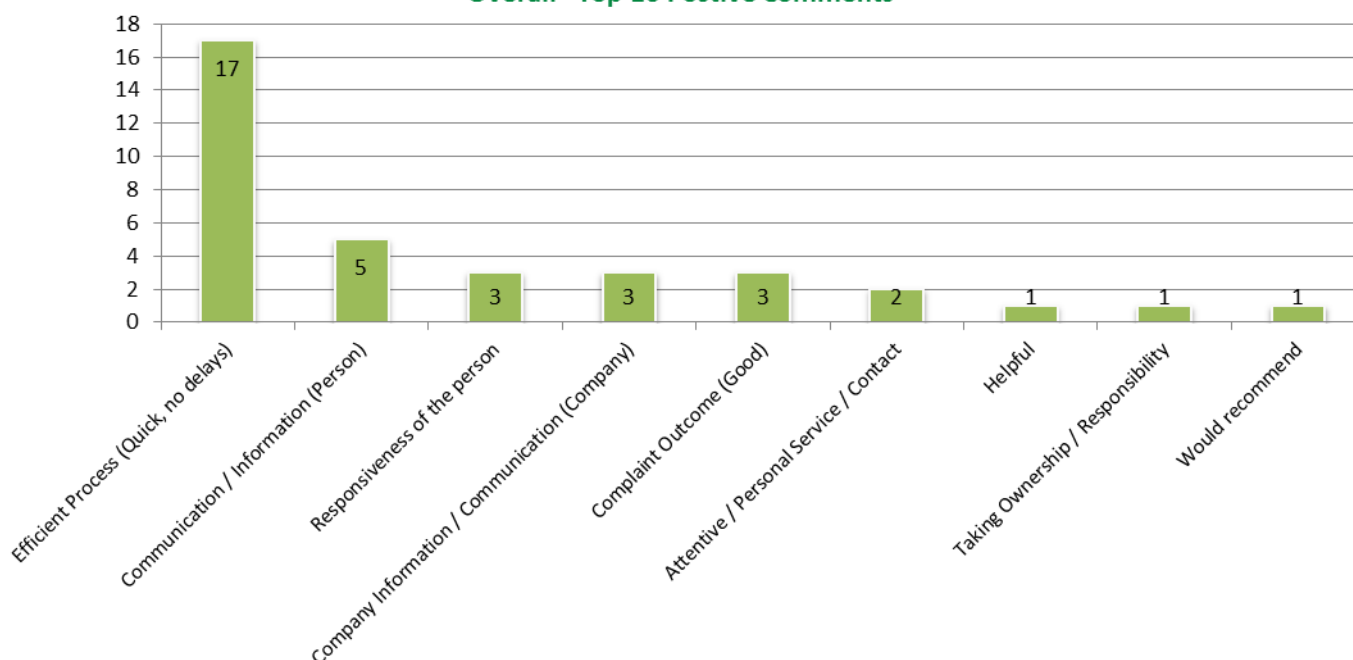
Comment Code Charts

The following charts show the frequency and type of verbatim comments made by those surveyed.

Positive Comments

17 comments were made saying the process was efficient. The second most frequent comment was regarding communication / information given by a member of staff, which was mentioned on 5 occasions.

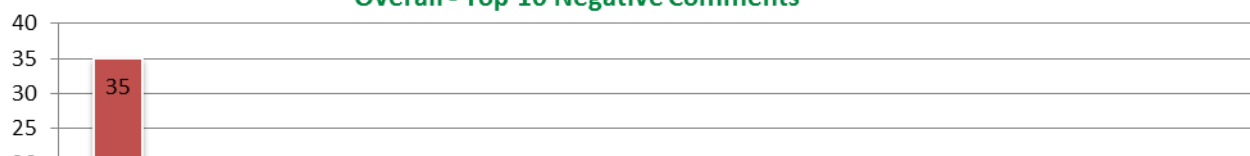
Overall - Top 10 Postive Comments



Negative Comments

35 comments were made saying the process was inefficient. The second most frequent comment was about staff not being attentive / no personal service / contact, there were 13 comments made regarding this. There are also 12 comments regarding lack of communication / information given by a member of staff.

Overall - Top 10 Negative Comments

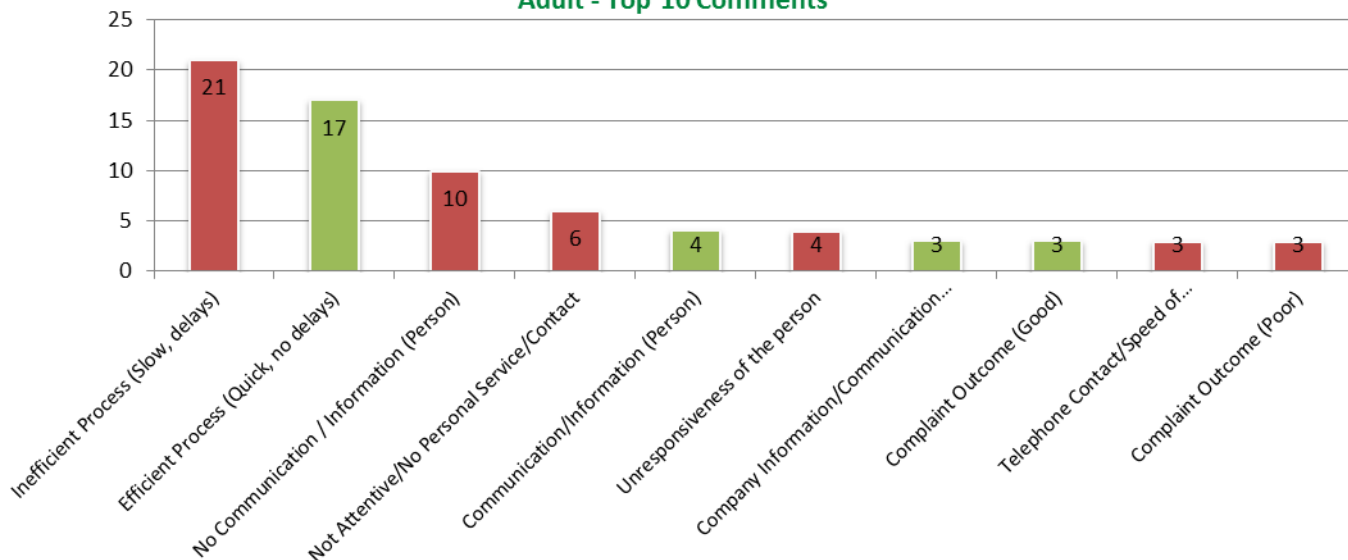


Adult Social Care

Inefficient process was the top negative comment regarding Adult Social Care with 21 comments made. This was followed by no communication / information given by staff with 10 comments made.

The top positive comment was efficient process with 17 Comments followed by communication / information with 4 comments.

Adult - Top 10 Comments



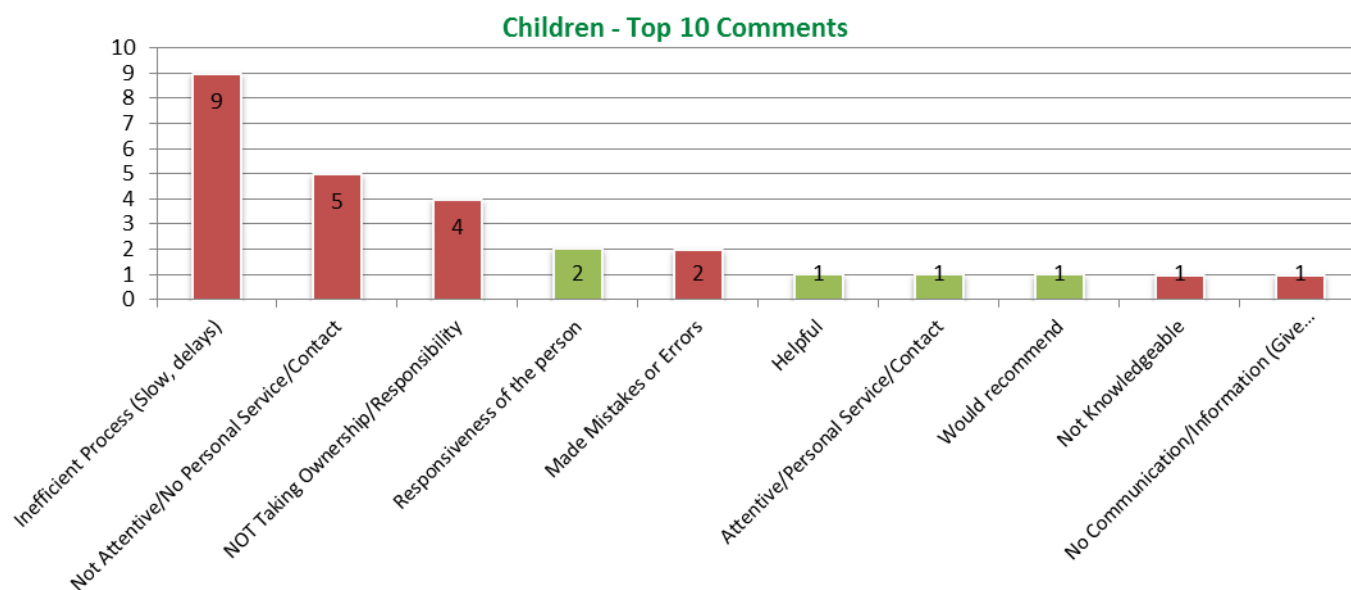
Children's Services

Inefficient process was the top negative comment regarding Children's Services with 9 comments made. This was followed by staff not attentive / no personal service / contact with 5 comments made.

The top positive comment regarding Children's Services was about the responsiveness of the staff with 2 comments made.

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Corporate Services

Inefficient process was the top negative comment regarding Corporate Services with 5 comments made. This was followed by staff not attentive / no personal service / contact with 2 comments made.

The top positive comment regarding Corporate Services was about communication / information given by staff with 1 comment made.