

# COMPLIMENTS & COMPLAINTS ANNUAL REPORT 2016/17

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Buckinghamshire County Council



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## Overview

This report covers all complaints received and recorded for the period 1 April 2016 to 31 March 2017.

## Statutory Framework

The Council has a statutory duty to investigate Adult and Children's Social Care complaints under The Children Act 1989 Representations Procedure (England) Regulations 2006 and Local Authority Social Services and National Health Service Complaints (England) Regulations 2009.

There is also a requirement on us by the Local Government and Social Care Ombudsman to operate a corporate complaints procedure to cover other areas of council services such as School Admissions, Special Educational Needs, Libraries and Highways.

## What is a complaint?

*Any expression of dissatisfaction about a council service (whether that service is provided directly by the council or by a contractor or partner) that requires a response.*

There is a close link between service requests and complaints. As a Council we record first time contacts as services requests rather than complaints and services are encouraged to adopt local resolution to work with the customer to resolve the issue. Where this hasn't happened then invariably the customer will come back to us to make a complaint.

## Purpose of Complaints Procedure

The purpose of any complaints procedures is to ensure that we:

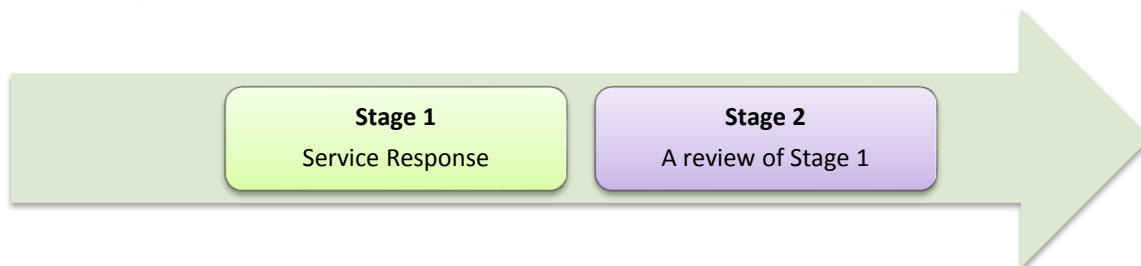
- The views and experiences of people who use services are heard to ensure the organisation remains focused on the customer.
- The organisation learns from complaints and seeks improvements to service provision and working practices
- There is a simple and effective way of raising a complaint.
- The complaint is dealt with fairly and consistently.
- It encourages an open and transparent environment that people trust and engage with
- The complainant receives a comprehensive response within the agreed timescales

## Complaints procedures

The County Council has three processes. The process followed for an individual complaint is largely dependent on the subject of the complaint. As a general rule, complaints specifically regarding child and adult social care issues will be referred to the statutory procedure whereas other service issues, process/procedural issues and decision making issues will be more appropriate for the corporate procedure.

## Corporate Complaints Procedure

A two stage process:

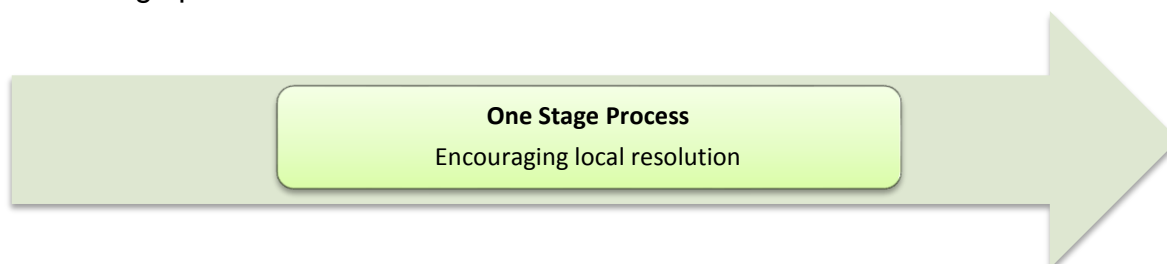


- Stage 1 – the staff delivering the service aim to respond to the complaint within 28 calendar days. If it is going to take longer the complainant is kept informed.
- Stage 2 – A review of the Stage 1 response carried out on behalf of the Monitoring Officer with an aim of completing within 28 calendar days. If it is going to take longer the complainant is kept informed.

The Local Government and Social Care Ombudsman is the final route of redress for the complainant.

## Adults Statutory Social Care Complaints Listening, Responding, Improving

A one stage process:



- A one stage process that encourages local resolution to resolve issues. The pre complaint stage is called the Concern Stage. The complaints process usually begins once the Concern Stage has been exhausted. Whilst the statutory timescale allows up to 6 months to issue a final response to the complaint, the Council has set a local standard of 28 days during which time the majority of complaints are expected to be resolved.

The Local Government and Social Care Ombudsman is the final route of redress for the complainant.

## Children's Statutory Social Complaints Procedure – Hearing the Customer's View

A 3 stage process



- **Stage 1 Local Resolution** - the staff delivering the service are given the opportunity to address the complaint providing a full response within 10 working days (This can be extended to 20 days in exceptional circumstances such as complex complaints).
- **Stage 2 Independent Investigation.** An Independent Officer(IO) and an Independent Person (IP) will investigate the complaint and the IO will prepare a report for the Service Director who will send a formal response to the complainant based upon the that independent report. The investigation should be completed within **25 working days** of receipt of the signed complaints statement. (This time can be extended to a maximum of 65 working days in certain circumstances).
- **Stage 3 Review Panel** - comprising an independent chair and two other independent people consider the adequacy of the Stage 2 complaint investigation. The Panel should meet within 30 working days of the request being made, its recommendations should be recorded within 5 working days of the meeting and the Executive Director must respond to complainants within 15 working days of the date when the Review Panel made their recommendations.

The Local Government and Social Care Ombudsman is the final route of redress for the complainant.

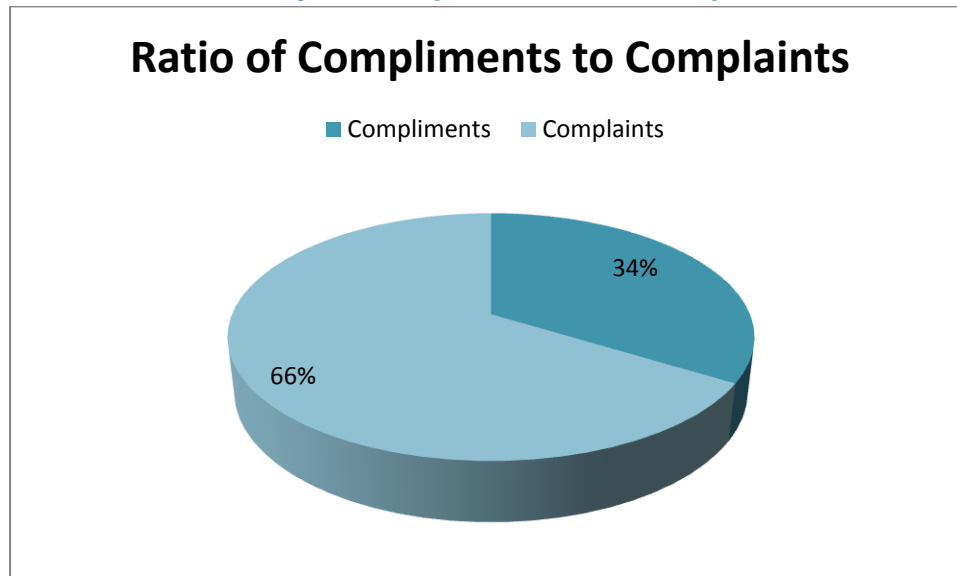
### **Use of advocates for Children Act complaints**

In accordance with national guidance, Buckinghamshire County Council has made arrangements for the provision of advocacy services for children and young people who wish to make representations under the relevant sections of the Children Act 1989. During the reporting period the County Council had a contract with NYAS for the provision of advocacy services for children in care.

The advocacy service must ensure that independent advocates provide appropriate help to children and young people, taking into account their age, means of communication, language, sex, race, religion, sexual orientation, health or disability.

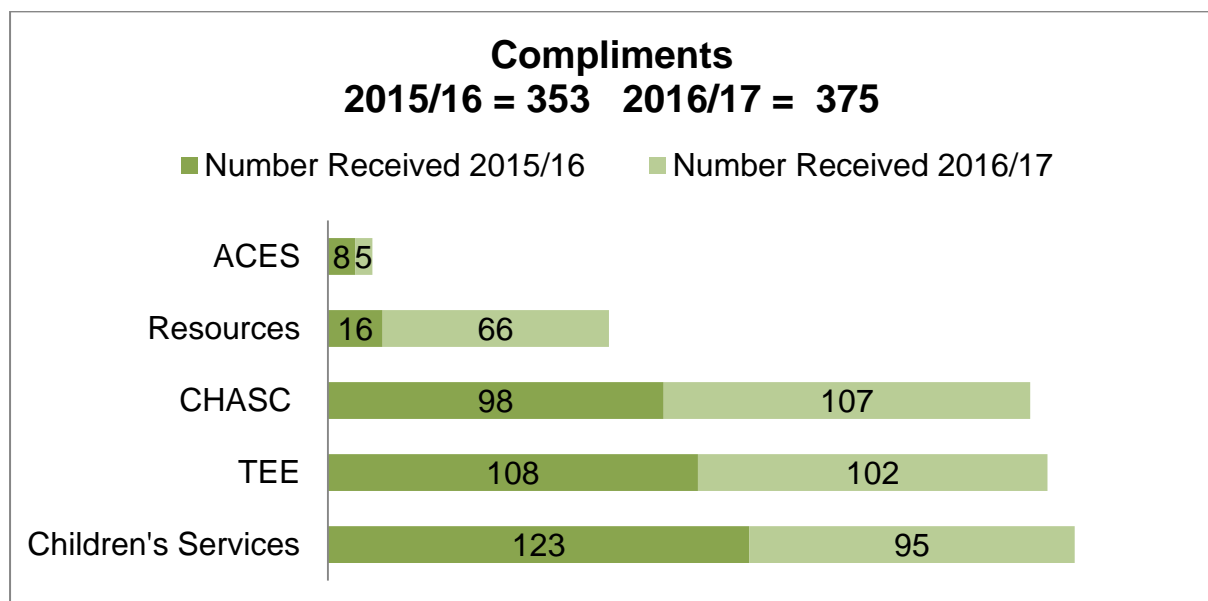
The advocates provided by NYAS are volunteers who have received the appropriate training in working with children and young people. They are from a variety of backgrounds and care is taken in achieving a good match between advocate and child to take into account the needs of the child.

## Executive Summary of Compliments and Complaints 2016/17



### Compliments

The number of compliments recorded this year has increased slightly from last year.

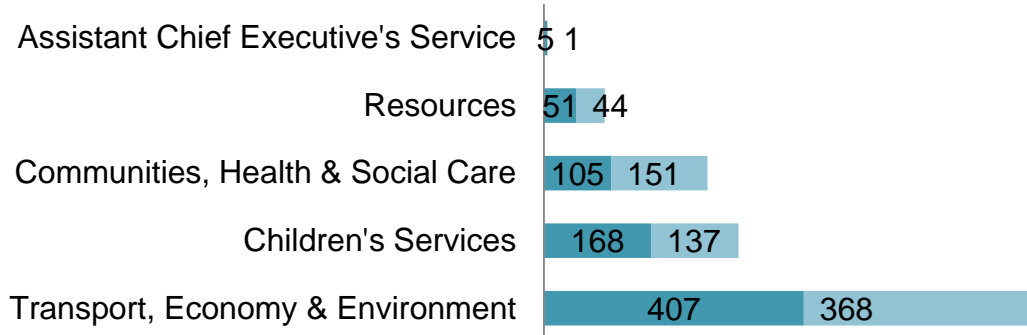


### Complaints

Between 1 April 2016 and 31 March 2017 the Council received a total of 736 complaints across all three complaints procedures.

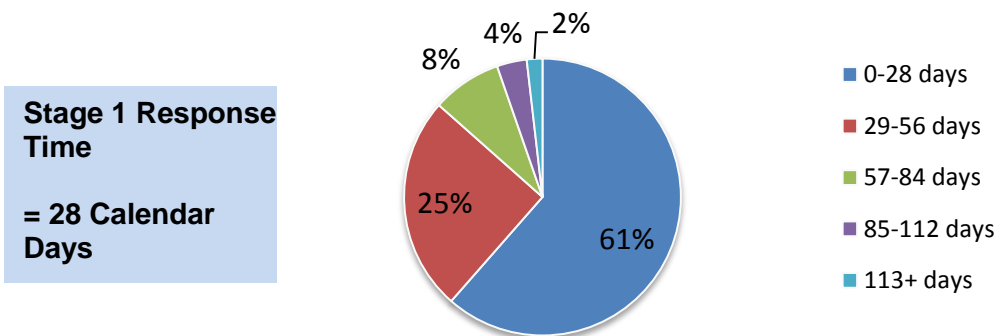
## Complaints Received (all procedures) 2015/16 = 701 2016/17 = 736

■ 2016/17 ■ 2015/16



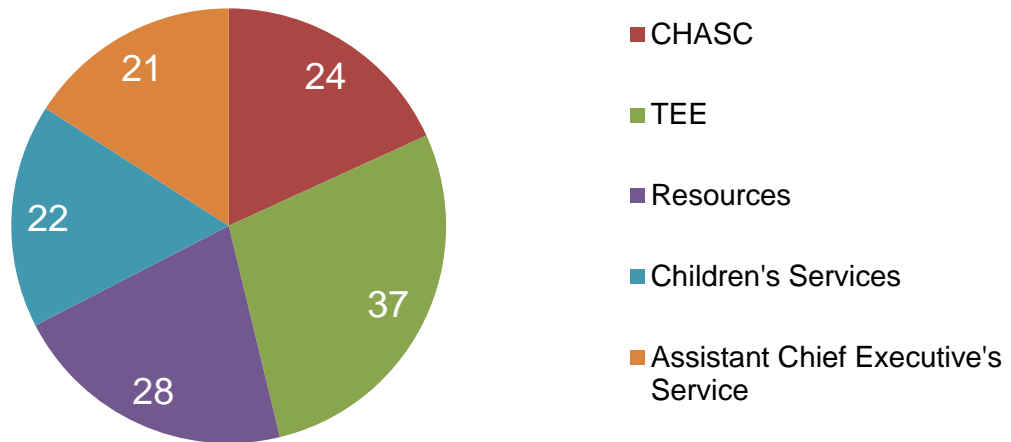
612 complaints were dealt with at Stage 1 of the corporate procedure and 73 (2015/16 = 49) were dealt with at Stage 2 of that procedure. Within the statutory children services procedure there were 46 (2015/16 = 45) dealt with at Stage 1 with 11 (2015/16 = 6) being escalated to Stage 2. 78 (2015/16 = 118) complaints were dealt with under the Adult Social Care Statutory Complaints Procedure.

## Corporate Complaints - Stage 1 Overall Average response time = 31.88 days

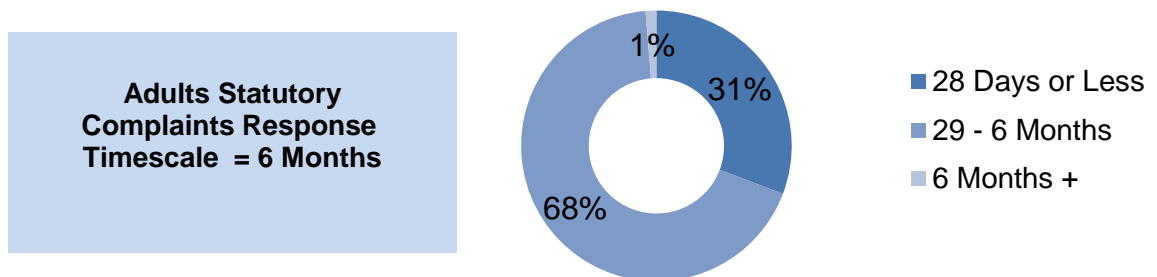




### Corporate Complaints - Stage 1 Average response times by Business Unit

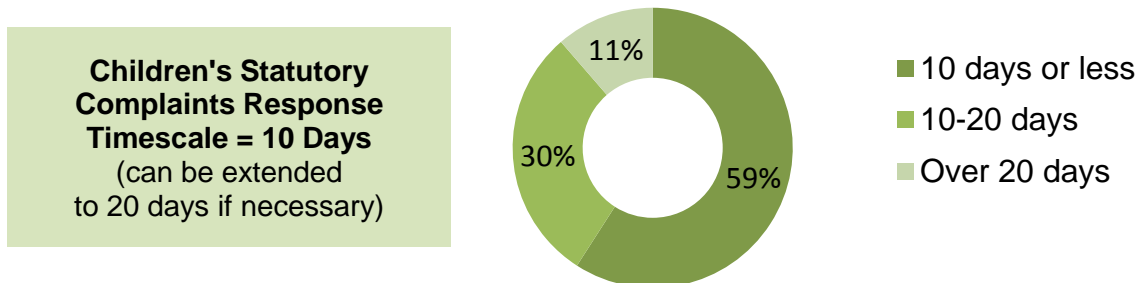


### Adults Statutory Complaints Average time to respond = 47.7 Days



## Children's Statutory Complaints

Average time to respond = 13.36 days



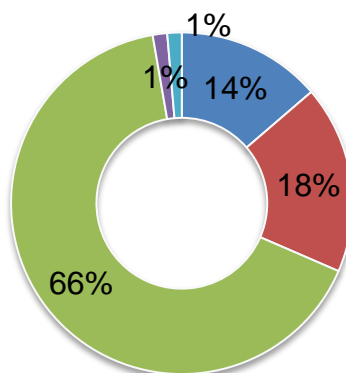
### Stage 2 Corporate Complaints – Escalations

Data for 2015/16 as a comparison is in brackets

- 612 (538) Complaints were recorded at Stage 1
  - 10% (10.8%) of this number were escalated to Stage 2
- 73 (49) Complaints were recorded at Stage 2 (the Final Stage)
  - 2 (12) of these Stage 2 complaints went directly to the Final Stage (as per correct procedure for complaints relating to requests for information made under the Data Protection Act, Freedom of Information Act and Environmental Information Regulations) (3%) (23.5%)
  - 11 (4) of these Stage 2 complaints were escalated directly to the final stage (due to their seriousness or previous correspondence indicating this to be appropriate) (15%) (7.8%)
  - 60 (35) of these Final Stage complaints were escalated directly from Stage 1 (82%) (68.6%)

### Corporate Stage 2 Complaints by Outcome 2016/17

■ Upheld  
 ■ Partially Upheld  
 ■ Not upheld  
 ■ Withdrawn  
 ■ Out of Jurisdiction



Of the 73 Stage 2 (Final Stage) complaints, 60 were escalated from the previous stage of the process. Therefore these complaints had a previous decision (normally 'Not Upheld') which was reviewed. The analysis of those decisions is as follows, which shows that 62% of reviewed decisions remained 'Not Upheld', whereas 35% of reviewed decisions were upheld (either in whole or in part).

Reviewed complaint decision	Number
Not Upheld	37
Partially Upheld	13
Upheld	8
Withdrawn	1
Outside Jurisdiction	1
<b>Total</b>	<b>60</b>

### Benchmarking

Whilst benchmarking information is not readily available, the table below provides some comparative information to put the County Council's performance into context. Please note that the data needs to be treated with some caution due to different definitions of complaints. This information is for the year 2016/17.

Authority	Corporate (Stage 1)	Adult Social Care (Statutory)	Children's Social Care (Statutory)	Corporate Response Targets	Total
Buckinghamshire	612	78	46	Corporate 28 Days (Internal target 10 working days)	736
Oxfordshire	279	169	91	10 Working Days	539
Surrey	776	255	538 (includes education non-statutory complaints)	10 working Days	1569
Norfolk	492	625	607	15 Working Days	1724
Warwickshire	768	Combined 300		10 Working Days	1068

### Local Government & Social Care Ombudsman

Each local authority is sent an Annual Review Letter from the Local Government Ombudsman (LGO). A copy of the letter is attached at Appendix 1.

Key developments this year include the retirement of Dr Jane Martin, and the appointment of Mr Michael King as Ombudsman, together with the inclusion of 'Social Care Ombudsman' in the official title to give the social care aspect of its jurisdiction more recognition. The Ombudsman has moved away from reporting a 'compliance rate' this year (this was a Council's compliance with Ombudsman's recommendations to remedy a fault). Instead, recommendations made to Councils are now more specific and are to be implemented within a specified time-frame, Evidence will be sought that recommendations have been implemented. The Ombudsman hopes that this will promote future service improvement.

A total of 59 complaints about the Council were determined by the LGO for 2016/17:

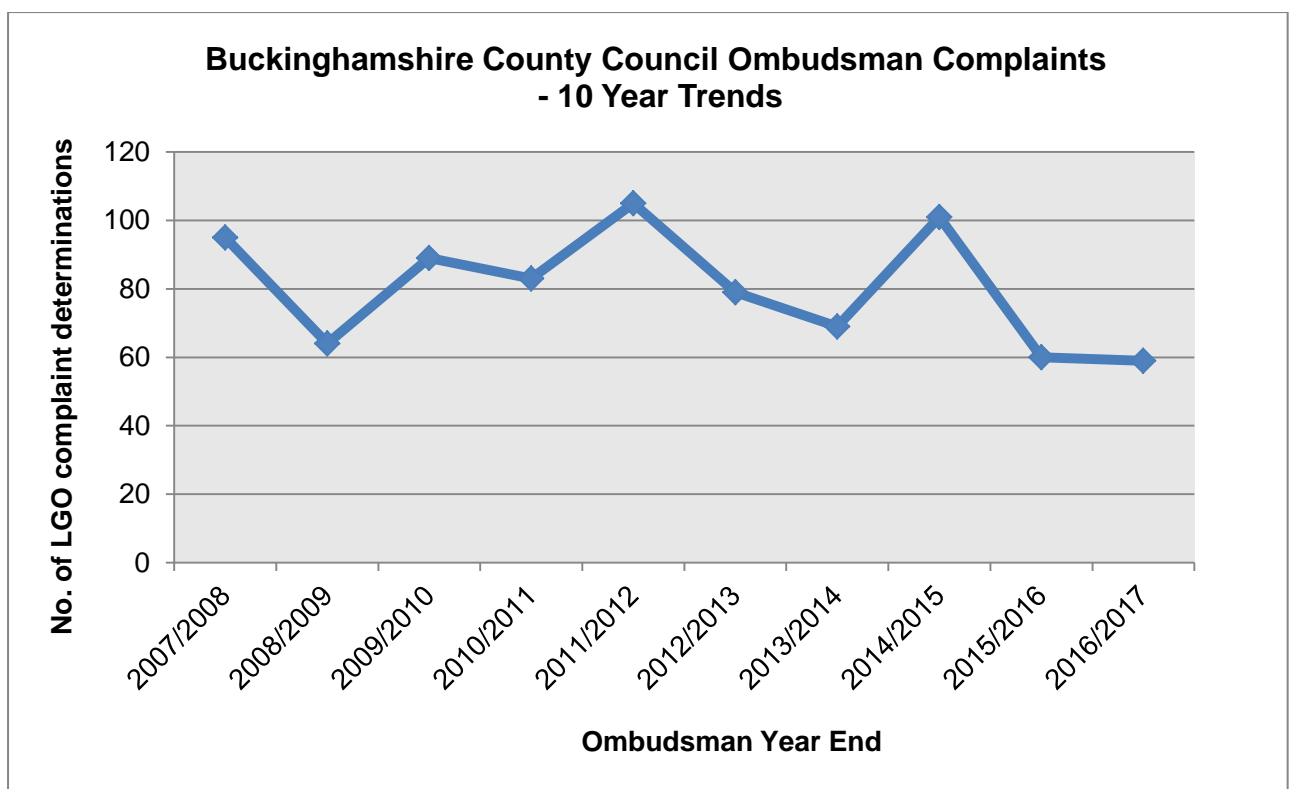
LGO Category	Number of LGO Complaints 2015/16	Number of LGO Complaints 2016/17
• Education & Children's Services	20	24
• Adult Care Services	14	12

• Environmental Services & Public Protection & Regulation	4	4
• Highways & Transport	17	15
• No category allocated	1	0
• Corporate and Other Services	4	2
• Planning & Development	0	2
• Total number of LGO complaints	60	59

The following table shows the LGO's classification decisions:

2016/17 Decision Classification	No. of Complaints 2016/17 (2015/16 in brackets)		Comments
<b>Upheld</b>	8	(5)	Fault found by LGO. (NB The fault may have already been previously satisfactorily remedied by the Council.)
<b>Not Upheld</b>	4	(5)	No fault found by LGO.
<b>Advice given</b>	4	(1)	No record of these complaints – we assume advice given to complainant by the LGO without reference to the Council.
<b>Closed after initial enquiries</b>	16	(25)	Initial information supplied by the complainant and/or the Council results in the LGO deciding not to investigate these complaints (for a variety of reasons, such as that the matter falls outside of the LGO's statutory jurisdiction, or there was insufficient maladministration and/or injustice found).
<b>Incomplete/Invalid</b>	3	(6)	No record of these complaints as not communicated to the Council – we can only assume that all these complaints were not progressed with LGO.

<b>Referred back for local resolution</b>	24	(18)	The Council is not aware of all of these cases, however we can assume that some were where the LGO told the complainant to contact the Council, but the complainant chose not to pursue the matter. In other cases, the LGO asked us to put the complaint through the relevant complaint procedure.
<b>Total</b>	59	(60)	



The number of LGO complaints significantly reduced in 2015/16 compared to the previous year figure (from 101 to 60), and has remained at that level for 2016/17. Nothing significant is noted as a cause for the reduction but the overall trend appears to be gradually going downward.

## **Annual Review of the Feedback and Complaints Procedure**

The Deputy Monitoring Officer, on behalf of the Monitoring Officer, has reviewed the Feedback and Complaints procedure and is satisfied that the two stage process (introduced in February 2016, when the procedure was reduced from three stages to two stages) is working more efficiently and effectively for both complainants and the Council. With only two stages the timescale is shorter and therefore less onerous on both parties allowing a swifter passage to the regulator, if required.

The policy for dealing with vexatious and persistent complainants was launched in October 2016. To date, the contact with one complainant has been managed by following the policy. The policy is available on the Council's web site.

An improvement plan has been established for 2017/18 focusing on the following areas:

- Improve response time to complainants
- Improve quality of responses – this includes a programme of training to help staff deal with complaints and complainants
- Strengthen Business Unit accountability for complaints handling – this includes the nomination of Compliments and Complaints leads
- Improve learning from complaints through the introduction of Business Unit learning logs
- The procurement of a new IT system to record and report on complaints and information requests.

20 July 2017

*By email*

Rachael Shimmin  
Chief Executive  
Buckinghamshire County Council

Dear Rachael Shimmin,

### **Annual Review letter 2017**

I write to you with our annual summary of statistics on the complaints made to the Local Government and Social Care Ombudsman (LGO) about your authority for the year ended 31 March 2017. The enclosed tables present the number of complaints and enquiries received about your authority and the decisions we made during the period. I hope this information will prove helpful in assessing your authority's performance in handling complaints.

The reporting year saw the retirement of Dr Jane Martin after completing her seven year tenure as Local Government Ombudsman. I was delighted to be appointed to the role of Ombudsman in January and look forward to working with you and colleagues across the local government sector in my new role.

You may notice the inclusion of the '*Social Care Ombudsman*' in our name and logo. You will be aware that since 2010 we have operated with jurisdiction over all registered adult social care providers, able to investigate complaints about care funded and arranged privately. The change is in response to frequent feedback from care providers who tell us that our current name is a real barrier to recognition within the social care sector. We hope this change will help to give this part of our jurisdiction the profile it deserves.

### **Complaint statistics**

Last year, we provided for the first time statistics on how the complaints we upheld against your authority were remedied. This year's letter, again, includes a breakdown of upheld complaints to show how they were remedied. This includes the number of cases where our recommendations remedied the fault and the number of cases where we decided your authority had offered a satisfactory remedy during the local complaints process. In these latter cases we provide reassurance that your authority had satisfactorily attempted to resolve the complaint before the person came to us.

We have chosen not to include a 'compliance rate' this year; this indicated a council's compliance with our recommendations to remedy a fault. From April 2016, we established a new mechanism for ensuring the recommendations we make to councils are implemented, where they are agreed to. This has meant the recommendations we make are more specific, and will often include a time-frame for completion. We will then follow up with a council and seek evidence that recommendations have been implemented. As a result of this new process, we plan to report a more sophisticated suite of information about compliance and service improvement in the future.

This is likely to be just one of several changes we will make to our annual letters and the way we present our data to you in the future. We surveyed councils earlier in the year to find out, amongst other things, how they use the data in annual letters and what data is the most useful; thank you to those officers who responded. The feedback will inform new work to



provide you, your officers and elected members, and members of the public, with more meaningful data that allows for more effective scrutiny and easier comparison with other councils. We will keep in touch with you as this work progresses.

I want to emphasise that the statistics in this letter comprise the data we hold, and may not necessarily align with the data your authority holds. For example, our numbers include enquiries from people we signpost back to the authority, but who may never contact you.

In line with usual practice, we are publishing our annual data for all authorities on our website. The aim of this is to be transparent and provide information that aids the scrutiny of local services.

### **The statutory duty to report Ombudsman findings and recommendations**

As you will no doubt be aware, there is duty under section 5(2) of the Local Government and Housing Act 1989 for your Monitoring Officer to prepare a formal report to the council where it appears that the authority, or any part of it, has acted or is likely to act in such a manner as to constitute maladministration or service failure, and where the LGO has conducted an investigation in relation to the matter.

This requirement applies to all Ombudsman complaint decisions, not just those that result in a public report. It is therefore a significant statutory duty that is triggered in most authorities every year following findings of fault by my office. I have received several enquiries from authorities to ask how I expect this duty to be discharged. I thought it would therefore be useful for me to take this opportunity to comment on this responsibility.

I am conscious that authorities have adopted different approaches to respond proportionately to the issues raised in different Ombudsman investigations in a way that best reflects their own local circumstances. I am comfortable with, and supportive of, a flexible approach to how this duty is discharged. I do not seek to impose a proscriptive approach, as long as the Parliamentary intent is fulfilled in some meaningful way and the authority's performance in relation to Ombudsman investigations is properly communicated to elected members.

As a general guide I would suggest:

- Where my office has made findings of maladministration/fault in regard to routine mistakes and service failures, and the authority has agreed to remedy the complaint by implementing the recommendations made following an investigation, I feel that the duty is satisfactorily discharged if the Monitoring Officer makes a periodic report to the council summarising the findings on all upheld complaints over a specific period. In a small authority this may be adequately addressed through an annual report on complaints to members, for example.
- Where an investigation has wider implications for council policy or exposes a more significant finding of maladministration, perhaps because of the scale of the fault or injustice, or the number of people affected, I would expect the Monitoring Officer to consider whether the implications of that investigation should be individually reported to members.
- In the unlikely event that an authority is minded not to comply with my recommendations following a finding of maladministration, I would always expect the Monitoring Officer to report this to members under section five of the Act. This is an exceptional and unusual course of action for any authority to take and should be considered at the highest tier of the authority.

The duties set out above in relation to the Local Government and Housing Act 1989 are in addition to, not instead of, the pre-existing duties placed on all authorities in relation to Ombudsman reports under The Local Government Act 1974. Under those provisions, whenever my office issues a formal, public report to your authority you are obliged to lay that report before the council for consideration and respond within three months setting out the action that you have taken, or propose to take, in response to the report.

I know that most local authorities are familiar with these arrangements, but I happy to discuss this further with you or your Monitoring Officer if there is any doubt about how to discharge these duties in future.

### **Manual for Councils**

We greatly value our relationships with council Complaints Officers, our single contact points at each authority. To support them in their roles, we have published a Manual for Councils, setting out in detail what we do and how we investigate the complaints we receive. When we surveyed Complaints Officers, we were pleased to hear that 73% reported they have found the manual useful.

The manual is a practical resource and reference point for all council staff, not just those working directly with us, and I encourage you to share it widely within your organisation. The manual can be found on our website [www.lgo.org.uk/link-officers](http://www.lgo.org.uk/link-officers)

### **Complaint handling training**

Our training programme is one of the ways we use the outcomes of complaints to promote wider service improvements and learning. We delivered an ambitious programme of 75 courses during the year, training over 800 council staff and more 400 care provider staff. Post-course surveys showed a 92% increase in delegates' confidence in dealing with complaints. To find out more visit [www.lgo.org.uk/training](http://www.lgo.org.uk/training)

Yours sincerely

A handwritten signature in black ink, appearing to read 'M King', with a stylized flourish at the end.

Michael King  
Local Government and Social Care Ombudsman for England  
Chair, Commission for Local Administration in England

**Local Authority Report:** Buckinghamshire County Council  
**For the Period Ending:** 31/03/2017

For further information on how to interpret our statistics, please visit our website:  
<http://www.lgo.org.uk/information-centre/reports/annual-review-reports/interpreting-local-authority-statistics>

## Complaints and enquiries received

Adult Care Services	Benefits and Tax	Corporate and Other Services	Education and Children's Services	Environment Services	Highways and Transport	Housing	Planning and Development	Other	Total
14	0	2	28	4	15	0	1	0	64

## Decisions made

Decisions made				Detailed Investigations			
Incomplete or Invalid	Advice Given	Referred back for Local Resolution	Closed After Initial Enquiries	Not Upheld	Upheld	Uphold Rate	Total
3	4	24	16	4	8	67%	59

### Notes

Our uphold rate is calculated in relation to the total number of detailed investigations.  
 The number of remedied complaints may not equal the number of upheld complaints. This is because, while we may uphold a complaint because we find fault, we may not always find grounds to say that fault caused injustice that ought to be remedied.

### Complaints Remedied

by LGO	Satisfactorily by Authority before LGO Involvement
6	1

# Children's Services

## Annual Customer Feedback 1/2

Annual Children's Services Summary (April 2016 – March 2017)

### Formal Stage 1 Complaints Received



*This represents an increase of*



**22%**

### % Complaints escalated to Stage 2

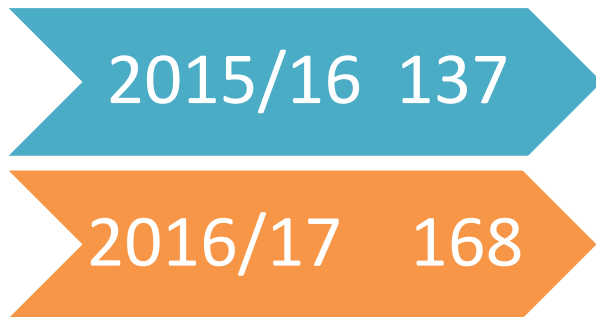


*This represents an increase of*

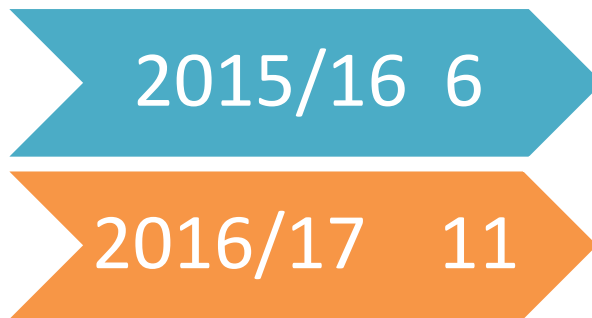


**83%**

### Stage 1 complaints comparison for 2015/16



### Stage 2 complaints comparison for 2015/16



### Stage 3 Panels



2 cases - Panel agreed with the stage 1 and 2 outcomes  
1 case - Panel overturned decisions in the complainants favour

**2**

**Stage 2 complaints upheld or partially upheld (overturning the outcome at stage 1)**

**6**

The reasons for complainants expressing dissatisfaction after a stage 1 complaint can vary. Primarily this has been due the complainant suggesting that the Stage 1 response did not adequately address the issues of complaint and/or where they were left feeling as though the complaint had not been taken seriously. However, it is also fair to say that there have been occasions where escalation was inevitable irrespective of the effort put in at Stage 1 due to a break down in trust.

# Children's Services

## Annual Customer Feedback 2/2

Annual Children's Services Summary April 2016 – March 2017

**Complaints where the Council is at fault (upheld) or partially at fault**



6% withdrawn or out of jurisdiction

**Complaints where the Council is not at fault**



**Stage 1 Average complaint response time**

Statutory

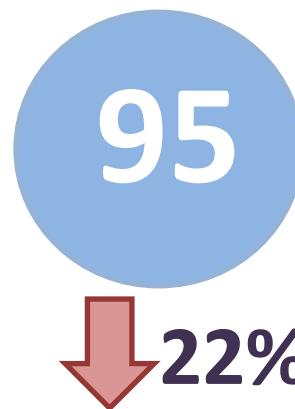


Corporate



2016/17 2016/17

**Compliments Received**



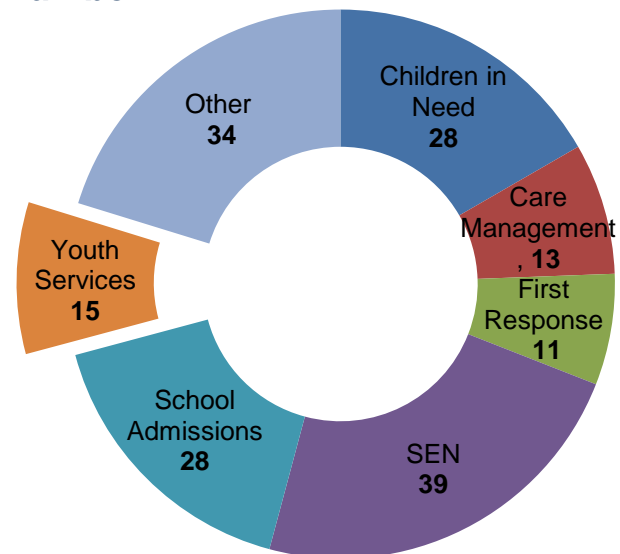
### Nature of issues

- Non-adherence to procedure
- Financial loss
- Dissatisfied with A/L Course
- Breach of confidentiality
- Staff Conduct
- Delay/failure to keep informed
- Quality of service
- BCC Policy



### Teams with the highest number of complaints

During 2016/17 10 complaints were recorded from young persons who were supported by a NYAS Advocate. All of these complaints were resolved locally at Stage 1.



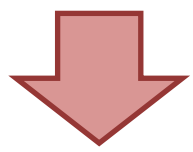
# Communities, Health & Social Care (CHASC) Annual Customer Feedback 1/2

Annual CHASC Summary April 2016 – March 2017

## Formal Stage 1 Complaints Received

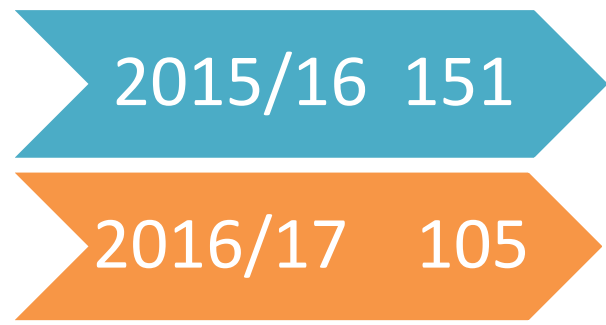


*This represents a decrease of*

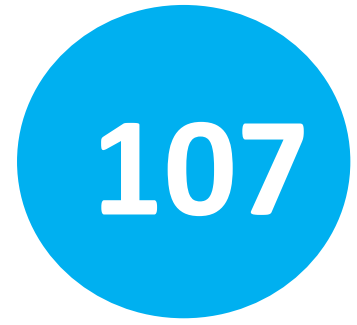


**30%**

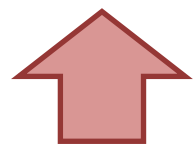
## Stage 1 complaints comparison for 2015/16



## Compliments Received



*This represents an increase of*



**9%**

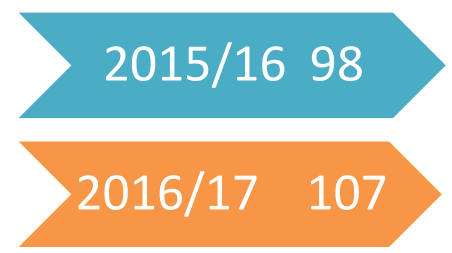
## Number of concerns received and dealt with within 48 hours



For Statutory Complaints, the pre complaint stage is called the Concern Stage and it is a process that encourages local resolution to resolve issues.

Of the 78 Statutory Complaints, 17 were escalated from concerns.

## Compliments comparison for 2015/16



# Communities, Health & Social Care (CHASC)

## Annual Customer Feedback 2/2

Annual CHASC Summary April 2016 – March 2017

**Complaints where the Council is at fault (upheld) or partially at fault**



24% withdrawn or out of jurisdiction

**Complaints where the Council is not at fault**

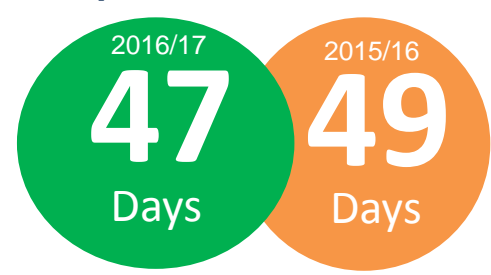


**Corporate CHASC Average complaint response time**



Adults Corporate Complaints Response Timescale = 28 days

**Statutory Average complaint response time**



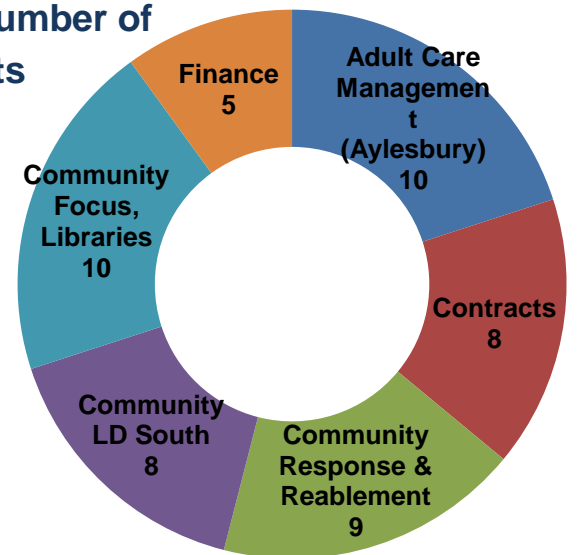
Adults Statutory Complaints Response Timescale = 6 Months

### Nature of issues

- Policy
- Transport
- Placement Offered
- Outcome of a decision or assessment
- Incorrect Correspondence issued
- Delay/Failure to keep informed
- Change of Provider
- Financial
- Quality of Service
- Outcome of Safeguarding Investigation or DOLs
- Individual Staff Conduct/Behaviour
- Explanation of Charges for Provision
- Delay in Care Assessment Process



### Teams with the highest number of complaints



# Transport, Economy & Environment (TEE)

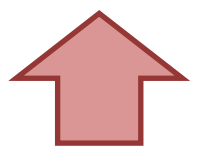
## Annual Customer Feedback 1/2

Annual TEE Summary April 2016 – March 2017

**Formal Stage 1  
Complaints  
Received**

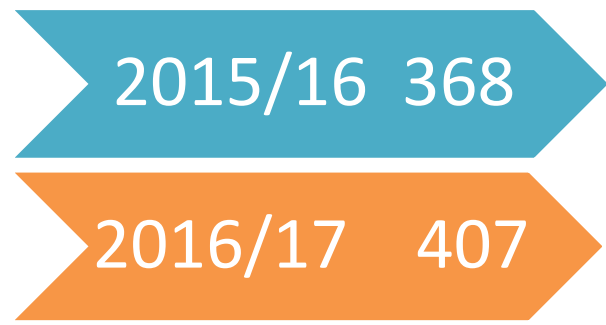


*This represents  
a increase of*



**11%**

**Stage 1 complaints comparison for  
2015/16**



**Number of  
Complaints  
escalated to Stage 2**



The total escalation rate from Stage 1 complaints to Stage 2 is 10% across all Business Units. A breakdown by BU will be provided from 2017/18

**Compliments  
Received**

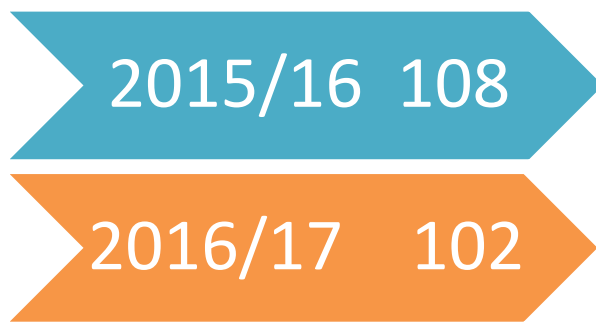


*This represents  
a decrease of*



**5%**

**Compliments comparison  
for 2015/16**



**Average complaint  
response time**



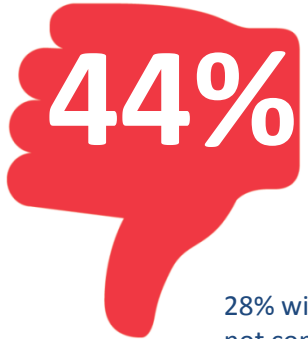


# Transport, Economy & Environment (TEE)

## Annual Customer Feedback 2/2

Annual TEE Summary April 2016 – March 2017

**Complaints where the Council is at fault (upheld) or partially at fault**

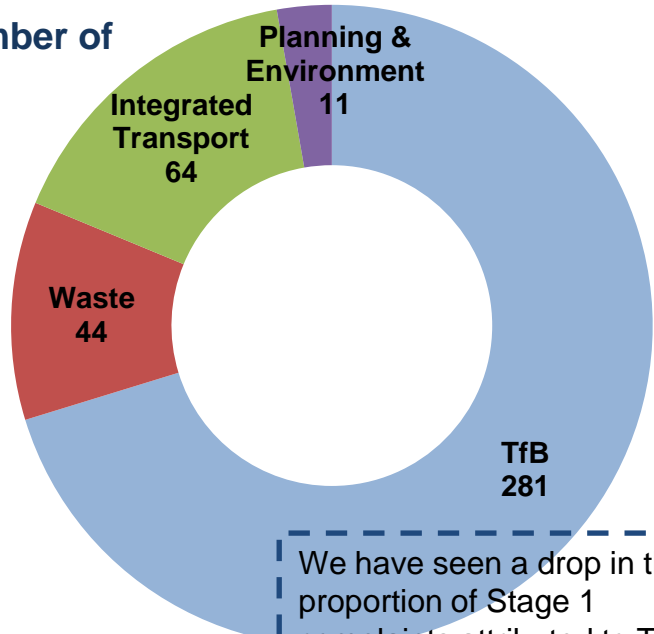


28% withdrawn, out of jurisdiction or not completed

**Complaints where the Council is not at fault**



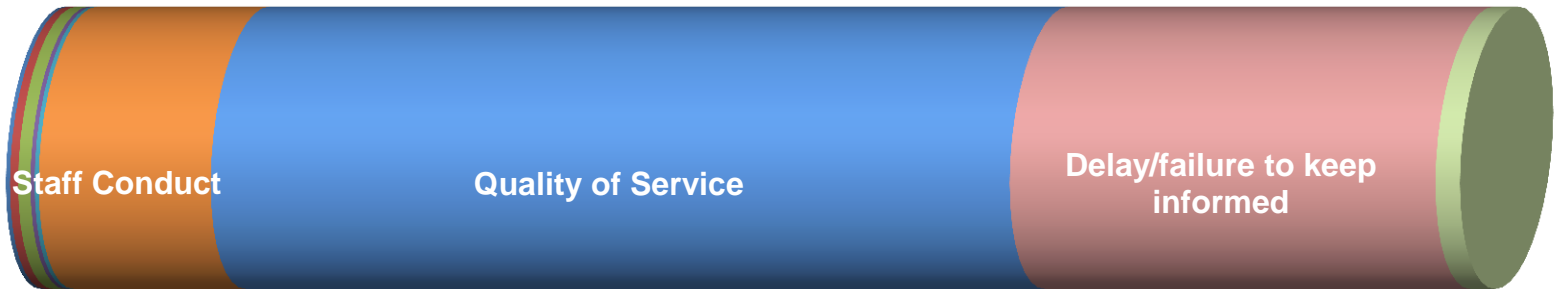
**Teams with the highest number of complaints**



We have seen a drop in the proportion of Stage 1 complaints attributed to TfB from 60% during 2015/16 to 46% during 2016/17

**Nature of issues**

- Non-Adherence to procedure
- Health & Safety
- Financial loss
- Contractor/Management
- Breach of Confidentiality
- Staff Conduct
- Quality of Service
- Delay/failure to keep informed
- BCC Policy



# Resources

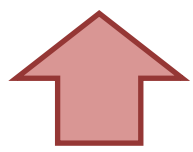
## Annual Customer Feedback 1/2

Annual Resources Summary April 2016 – March 2017

**Formal Stage 1  
Complaints  
Received**

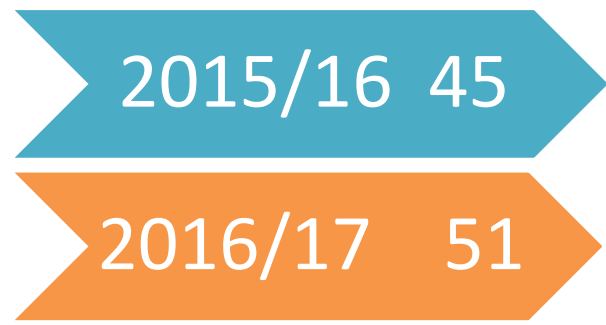


*This represents  
an increase of*



**13%**

**Stage 1 complaints comparison for  
2015/16**



**Number of  
Complaints  
escalated to Stage 2**

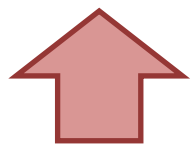


The total escalation rate from Stage 1 complaints to Stage 2 is 10% across all Business Units. A breakdown by BU will be provided from 2017/18

**Compliments  
Received**

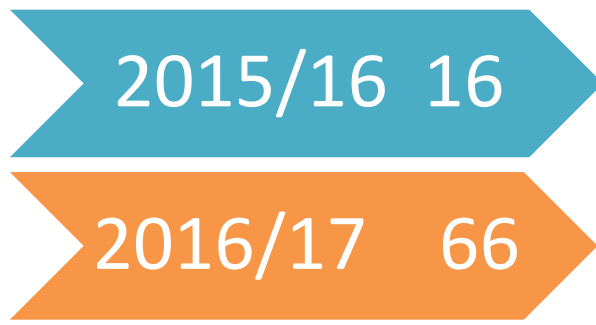


*This represents  
an increase of*



**312%**

**Compliments comparison  
for 2015/16**



**Average complaint  
response time**



# Resources

## Annual Customer Feedback 2/2

Annual Resources Summary April 2016 – March 2017

**Complaints where the Council is at fault (upheld) or partially at fault**



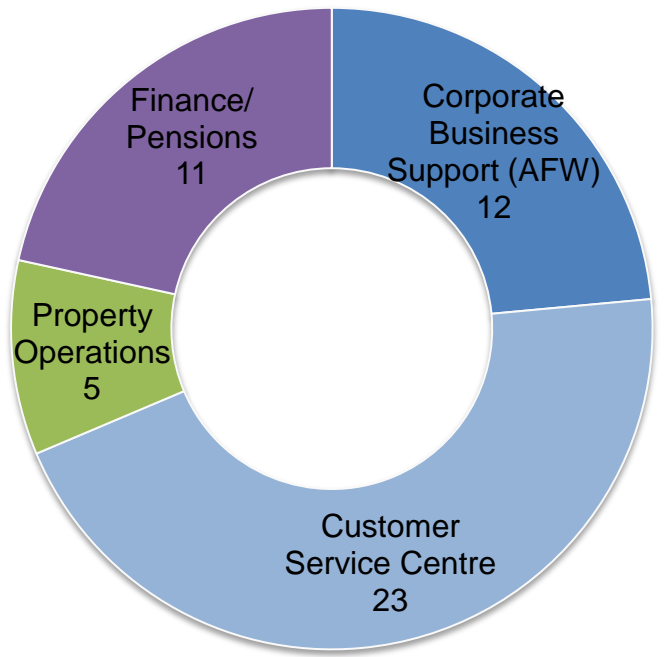
2% withdrawn

**Complaints where the Council is not at fault**

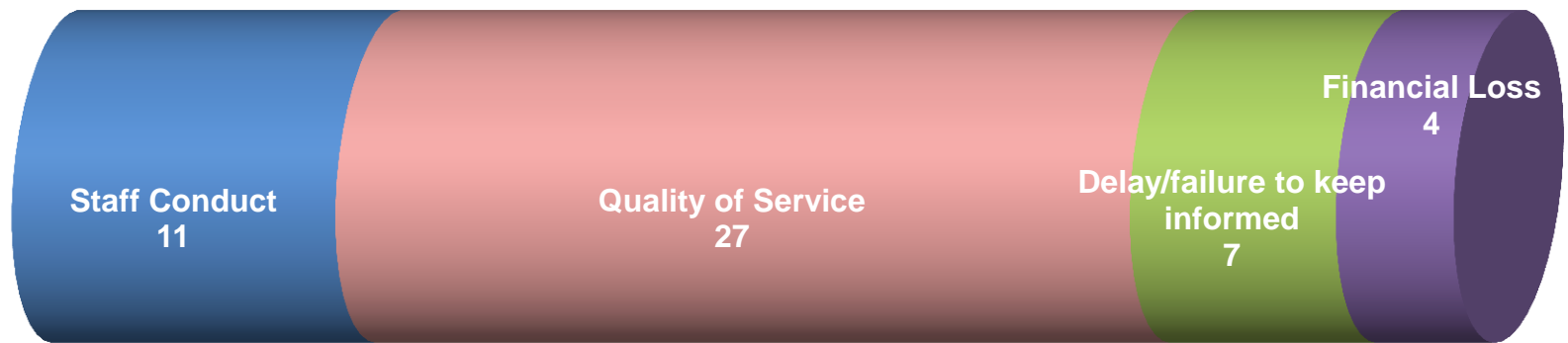


Corporate Business Support complaints are usually about either concessionary bus passes or blue badge applications

**Breakdown by Teams**



**Nature of issues**



# Assistant Chief Executive's Office (ACES)

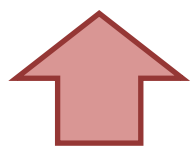
## Annual Customer Feedback 1/2

Annual ACES Summary April 2016 – March 2017

### Formal Stage 1 Complaints Received

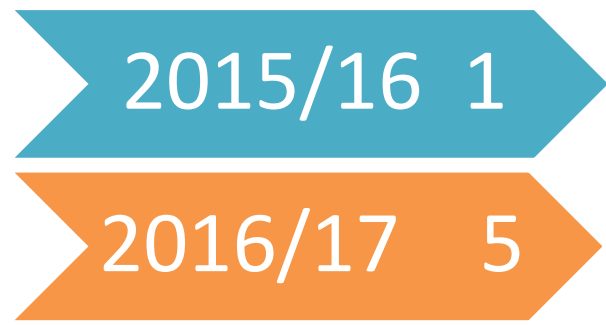


*This represents an increase of*



**400%**

### Stage 1 complaints comparison for 2015/16



### Number of Complaints escalated to Stage 2

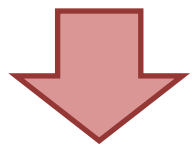


The total escalation rate from Stage 1 complaints to Stage 2 is 10% across all Business Units. A breakdown by BU will be provided from 2017/18

### Compliments Received

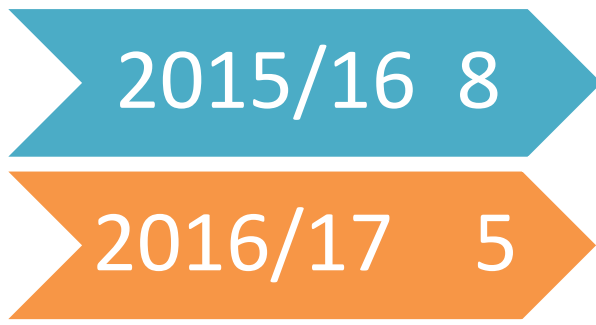


*This represents a decrease of*



**60%**

### Compliments comparison for 2015/16



### Average complaint response time



# Assistant Chief Executive's Office (ACES)

## Annual Customer Feedback 2/2

Annual ACES Summary April 2016 – March 2017

Complaints where the Council is at fault (upheld) or partially at fault

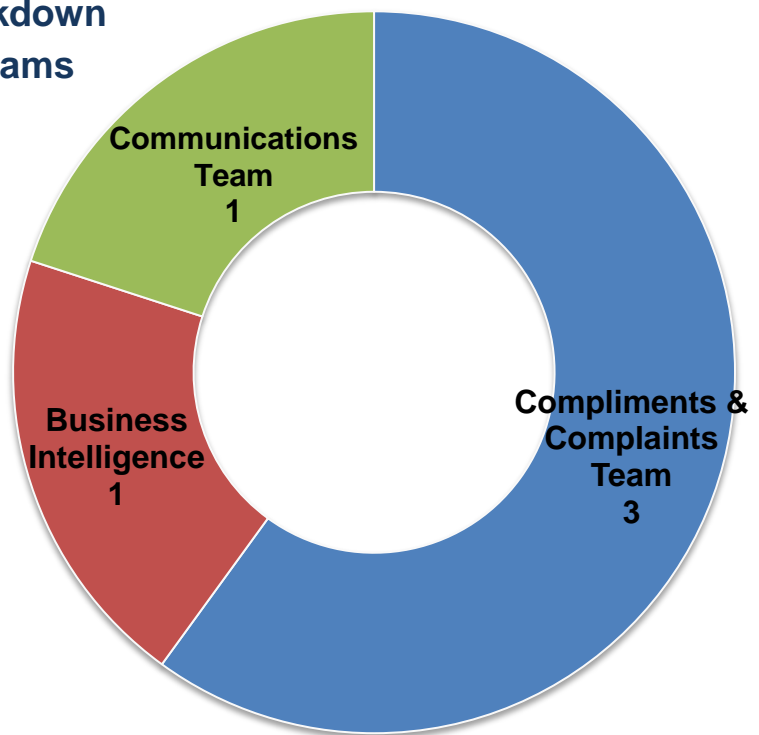


Complaints where the Council is not at fault

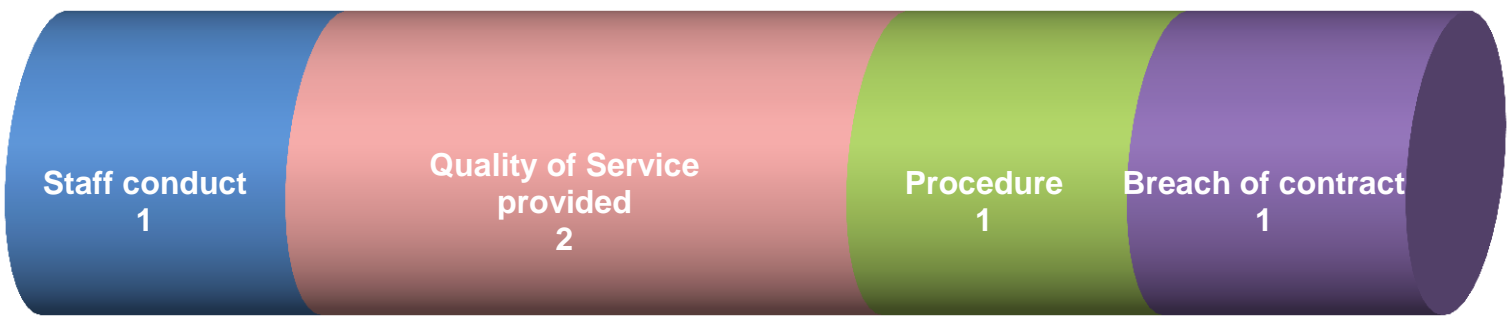


60% withdrawn or out of jurisdiction

Breakdown by Teams



Nature of issues



# Customer Feedback - Organisational Learning

## Appendix 3 -Annual Organisational Learning Summary (April 2016 – March 2017)

Accountability is a key principle of complaint handling and ensuring that complaints are followed up and promises made to customers are kept is a huge part of this. As part of the Council's improvement plan for complaints we are encouraging an open culture where we take responsibility for learning. It goes without saying that we should be listening to what our customers are saying to us but to implement learning and be able to show what we have done to improve services completes the complaint journey for customers and for us. Traditionally, there has been no formal way of recording learning but we are currently in the process of purchasing a new system to record all complaints and information requests and learning is to be included within the requirements.

Below are a few brief examples of learning for 2016/17

### Resources

**Recommendation:**

Customer Service Advisors need extra support/help in dealing with angry or upset customers.

**Action Taken:**

During 2016/17 specific training for Customer Service Advisors was held on call management and service delivery including avoiding confrontation. Restructure of the Customer Service Centre included the introduction coaching and evaluation for all staff.

### CHASC

**Recommendation:**

Families and clients who are in receipt of carers Direct Payment should be given a full explanation of how the process works.

**Action Taken:**

All team members were reminded that they should explain the process to families at every opportunity so that all expectations are met.

**Recommendation:**

All families need to be kept apprised of staff movements (where a worker moves on and the client is reallocated)

**Action Taken;**

A staff briefing was given to remind care management staff of the importance keeping all relevant parties informed of any changes relating to care issues.

# Customer Feedback - Organisational Learning 1/2

## Appendix 3 -Annual Organisational Learning Summary (April 2016 – March 2017)

### Children's Services

#### CHILDREN'S SERVICES

##### Recommendation:

Senior Managers should arrange for an audit or formal review of staff and user perspectives of Strengthening Families Model specifically in relation to its impacts or not on CPC engagement and participation, power and authority.

##### Action Taken:

Children's Service implemented the Strengthening Families Child Protection Conference Model on 4<sup>th</sup> April 2016. A feedback report was undertaken incorporating views from parents, professionals and young people on the new style format in the first six months after implementation.

#### CHILDREN'S SERVICES

##### Recommendation:

That BCC considers clearer guidance for the use of statutory deductions from Direct Payments.

##### Action Taken:

As a result of this recommendation further guidance was drafted and made available to staff in Children's Services.

#### CHILDREN'S SERVICES

##### Recommendation:

For the Council to put in place a proper mechanism for monitoring/reviewing savings that is regularly audited and shared with the young person.

##### Action Taken:

Children's Services undertook a review of savings for Looked After Children (LAC) and full guidance was put in place from August 2016 setting out the Council's expectations for all of their LAC.

#### CHILDREN'S SERVICES

##### Recommendation:

Managers should check that current training includes issues around the change of a child's name to ensure that in future similar situations are spotted and dealt with sooner.

##### Action Taken:

In January 2017 Children's Services confirmed that Legal Services produced a document around the legalities of changing of a child's name. This guidance was produced as a result of a complaint by one parent who was unhappy that the other parent had changed the child's name without their consent.