

Family Support and Child Protection



Statutory Complaints, Compliments & Representations

**Annual Report
2017/2018**

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1. Introduction

- 1.1 This is the 2017/18 Annual Compliments, Representations and Complaints report for Kirklees Children and Young People Service. Under the Children's Act 1989, the provision of an annual complaints report is a statutory requirement.
- 1.2 The Council operates three separate complaints procedures:
- Complaints about Children Social Care Services (as per statutory regulations under the Children's Act 1989).
 - Schools have a duty under the Education Act 2002 to have their own complaints procedure. The Council provides information and guidance to parents, pupils, school leaders and Governors in order to promote resolution of complaints about schools.
 - Corporate complaints procedure – this handles complaints falling outside of the above regulations.
- 1.3 This report solely provides information on the Statutory Complaints Procedure

2 Children Act Complaints (Statutory Complaints)

- 2.1 The Complaints Unit plays an active role in seeking early resolution through engagement and advice to both service and the complainants. The majority of complaints in 2017/18 were resolved by this approach, negating the need to proceed as a formal complaint.
- 2.2 The statutory complaints procedure has three stages.

Stage One. This is the most important stage of the complaints procedure. Children Social Care Service teams and Independent Providers providing services on the Council's behalf are expected to resolve complaints at this initial point.

The Statutory complaints procedure requires complaints at Stage One to be responded to within 10 working days (with an automatic extension to a further ten days where necessary).

Stage Two. This stage is usually implemented where the complainant is dissatisfied with the findings of Stage One. Stage Two is an investigation usually conducted by an Investigating Officer with an Independent Person. An Independent Person must be appointed to the investigation (regulation 17(2)). The Independent Person should be in addition to the Investigating Officer and they must be involved in all aspects of consideration of the complaint, including any discussions about the action to be taken in relation to the child.

The Manager responsible for the service which has been complained about adjudicates on the findings.

Stage two complaints falling within the Children Social Care Service statutory complaints procedures should be dealt with within 25 days, although in certain cases this can be extended to 65 days.

Stage Three.

The third stage of the complaints process is the Review Panel where complainants, who are not satisfied with the Stage Two response, wish to proceed with their complaint about Children Social Care Service functions.

At this stage, the Council is required to establish a Complaints Review Panel. The Panel makes recommendations to the Service Director who makes a decision on the complaint and any action to be taken. Complaints Review Panels are made up of three independent panelists.

There are various timescales relating to Stage 3 complaints. These include:

- setting up the Panel within 30 days
- producing the Panel's report within a further 5 days
- producing the Local Authority's response within 15 days.

A further option for complainants is the Local Government Ombudsman (LGO) who is empowered to investigate where it appears that a Council's own investigations have not resolved the complaint.

Complainants can refer their complaint to the LGO at any time, although the Ombudsman normally refers the complaint back to the Council if it has not been considered under the Council's procedure first.

2.2 Accessibility of the complaints procedure.

Complaints Leaflets – Child friendly leaflets are distributed to all residential homes. Children are given a copy of the complaints leaflet at assessment and/or reviews.

Community Languages leaflets - these are available in Chinese, Gujarati, Punjabi, Urdu and Polish. In addition the Complaints Manager speaks three languages.

Internet – The complaints procedure is available on the Kirklees website.

Pledge – Children and young people can access the complaints procedure through the internet using the pledge link: <http://www.kirklees.gov.uk/beta/young-people/in-care-in-kirklees/our-pledge.aspx>

Children Rights Service - this service advocates on behalf of a young person to access the complaints procedure.

All children and young people who make a complaint are informed of this service. The Complaints Unit have a close working relationship with the advocacy service who represented children in Kirklees.

Visually impaired – The complaints procedure is available in braille, CD, video and large print.

Links with Complaints Officer: Complaints are also received via other designated Complaint Managers from other services in Kirklees including the Complaint Managers for Adult and Corporate Complaints.

3 Compliments

Statistical summary of compliments received from 1 April 2017 – 31 March 2018.

Compliments received:

Service Area	2013/14	2014/15	2015/16	2016/17	2017/18
Disabled Children's Service	5	3	1	0	3
Assessment and Intervention	6	2	4	15	20
Children's Residential	7	3	9	2	2
Children & Disability Residential	8	8	2	2	4
Fostering/Placements	4	7	9	11	0
Looked After and Care Leavers	3	5	2	12	13
Youth Offending Team	0	1	0	2	0
Children's Rights	3	2	6	1	2
Family Support / Early Help	0	2	0	0	0
Contact team	2	0	0	0	0
Adaptions Team	1	0	3	0	0
Child Protection & Review	2	0	1	2	5
Emergency Duty Team	1	0	0	0	1
Integrated Youth Support	1	16	3	2	0
Total	43	49	40	49	50

The above table shows the number of compliments received by the service. In this reporting period, **50** compliments were recorded by the Compliments Unit.

Majority of compliments received were about Assessment & Intervention; Looked After and Care Leavers service

It remains impossible to determine the number of compliments received about the service accurately because most compliments are received directly by front line staff and managers and they do not always record and inform the Compliments Unit for registration. The Compliments Unit reports weekly on compliments received and encourages as many managers as possible to pass on compliments so that they can be recorded centrally and the service can learn from the views and experiences of service users and carers. When compliments are received by the unit they are shared with managers and can be used in the staff member's annual appraisal. Compliments can also be used to share good practice in teams.

Examples of compliments received:

- A young person complimented her Youth Offending Team worker by stating *'Everything was positive and my self-esteem is higher thanks to *****', she helped my anger calm down now I'm pointing in the right direction'*
- Management received a compliment from CAFCASS officers who said that the Social Worker had a very child centred approach. This was evident in the assessments; plans and the Care Proceedings.
- A young Person complimented their Independent Reviewing Officer saying they had been brilliant for her, had listened to her and her made her feel valued as a young person in care.

4 Alternative dispute resolution.

The Complaints Unit played a key role in mediating between the complainant and the service. It is in the complainants and the service best interest to try and resolve complaints as close to the root as possible. This approach has helped to improve the relationship between the complainant and the service.

It is acknowledged that early intervention may resolve issues raised by the complainants without the complainant feeling the need to resort to the formal complaints process.

132 representations were dealt with during 2017/18 through Complaints Unit mediating or advising upon how the complaints are best resolved. This is when the Complaints Unit agreed with the person raising the concerns/complaints that the informal resolution was appropriate without denying the complainant's right to use the complaints procedure.

Below is a breakdown of the outcomes as a result of Complaints Unit Intervention:

Outcome of Complaints Unit Intervention	2013/14	2014/15	2015/16	2016/17	2017/18
Service Resolved Informal Complaint	19	30	7	8	28
Legal Proceedings Ongoing/Risk Insurance	8	1	11	7	19
Complainant does not qualify due to confidentiality	2	2	0	1	5
No further contact from complainant	0	1	1	1	1
Complaint not resolved	1	0	1	2	0
Referred to LGO	0	0	0	1	0
Complainant/service advised response satisfactory	34	41	72	44	55
Complaint withdrawn	1	0	1	2	1
Cllr or MP enquires	11	2	6	17	12
Referred to Service	10	3	4	5	11
Total	96	84	103	88	132

The number of complainants satisfied without recourse to the complaints procedure has increased. This has been due to various factors including: a great amount of emphasis being placed on early resolution this year. Managers have been advised that they must consider meeting with complainants; the Complaints Manager has mediated between the service complained about and the complainant, with the complainant's agreement, this approach has been successful in seeking a resolution and has had a significant reduction in formal complaints.

The approach to resolving complaints as close to the root as possible has proven to be effective and in the best interest of both complainant and service.

5 Complaints analysis

Analysis covering the period 1st April 2017 to 31st March 2018

5.1 Stage one analysis of complaints.

Below shows the number of people who made complaints and enquiries through the various stages of the statutory Childrens Act Complaints Services procedure over the last 5 years:

	2013/14	2014/15	2015/16	2016/17	2017/18
Stage One	88	87	74	202	152
Stage Two	1	8	2	5	5
Stage Three	1	0	1	1	1
Ombudsman	7	8	1	2	5
Total	97	103	78	210	163

In 2017/18 there were 152 complainants whose complaints were registered at Stage One. There is a reduction in complaints compared to the previous year. This is due to the change in leadership; visibility of the Complaints Unit staff; responding managers eagerness to early complaints resolution; Complaint Manager playing an active role in mediating and advising on the how best seek resolution; complaint staff quality assuring responses to complaints; Complaints Manager attending briefing sessions/leadership meetings with Head of Service and Service Managers.; Weekly; Monthly and Quarterly reporting on Complaints performance and Learning from Complaints. Weekly information sharing with managers has also helped in seeking early resolution.

The number of Stage 2 and Stage 3 Complaints continue to be very few and are those where the complainant does not agree with the response from the responding manager, refusing to discuss his/her dissatisfaction further and wishes to exercise his/her right to proceed through the complaints procedure.

It can be noted from the table below that most of the preferred methods of initial contact with the Complaints Unit by service users and carers was email, telephone or letter.

Complaints - The overall preferred methods of contact are shown below:

Methods of contact	2013/14	2014/15	2015/16	2016/17	2017/18
Leaflets	16	20	23	32	10
In Person	9	7	1	1	3
Letter	13	12	8	18	31
Email	19	24	12	58	52
Telephone	25	20	22	76	35
Via the Ombudsman	0	0	0	0	0
Internet.	6	4	8	13	19
Other	0	0	0	4	2
Total	88	87	74	202	152

The majority of the Formal Stage One complaints in the table below are from parents or young people directly. This demonstrates that young people are aware of and have access to the complaints procedure and do voice their concerns via the Childrens Act Complaints Procedure.

Complaints – How Involved (relationship with child).

Complainant – How Involved	2013/14	2014/15	2015/16	2016/17	2017/18
Parent	47	30	35	114	77
Young Person	22	36	30	53	50
Relative	10	12	6	24	18
Foster Carer	4	8	2	10	5
Other Person	5	0	1	1	2
Solicitors	0	0	0	0	0
Ex-service user	0	1	0	0	0
Total	88	87	74	202	152

Complaints received by Service Area

Below is a breakdown of complaints by service area.

Most of the complaints received are about; Assessment and Intervention; Looked After and Care leavers.

Service Area	2013/14	2014/15	2015/16	2016/17	2017/18
Assessment and Intervention	45*	28*	24*	101*	60*
Disabled Children's Service	26	4	6	12*	9
Children Residential	10*	18*	16*	20	6
Children & Disability Residential	0	0	0	2	1
Fostering/ Placement	8*	5	4	12*	5*
Looked After and Care Leavers	20*	31*	21*	51*	68*
Family Support /Early Help	1	1	1	9*	1
Child Protection & Review	6*	1	5*	2*	1
Contact Centre	1	1	2	0	2
Emergency Duty Team	0	0	0	1	0
Integrated Youth Support	0	0	0	1	0
Other	0	1	2	1	3
Total	94	90	81	212	156

**Four Complainants, complained about more than one service. The services that they complained about were: Assessment and Intervention; Fostering/ Placement; Looked After and Care Leavers.*

From the total number of complaints registered at Stage one 50 of these were from young people. The table below shows the service area complained about by young people:

Service Area	2017/18
Assessment and Intervention	3
Disabled Children's Service	2
Children Residential	5
Children & Disability Residential	0
Fostering/ Placement	1
Looked After and Care Leavers	39
Family Support /Early Help	0
Child Protection & Review	0
Contact Centre	0
Emergency Duty Team	0
Integrated Youth Support	0
Other	0
Total	5

The above demonstrates that the services encourage young people to use the complaints and compliments procedures and work effectively in line with safeguarding principles to ensure that children have a voice and have a say about the quality of care they are receiving. The Complaints Unit works closely with the Children's Rights Service and advice on the child's right to use the complaints procedure when their concerns cannot be resolved, using the concerns protocol in line with the restorative approach. All complaints received by the Complaints Unit from the advocacy service are registered at Stage one.

Outcome of Complaints

Outcome of Stage One Complaints

There were 152 complainants who had complaints registered at Stage One. Each complainant raised more than one issue.

Below is a breakdown of the outcome of Stage One complaints received. It can be noted that of the completed investigations, largest number were consistently not agreed and were not upheld.

Analysis of Stage One issues

	Total	Total	Total	Total	Total
Outcome	2013/2014	2014/15	2015/16	2016/17	2017/18
Not Agreed	88	91	56	178	116
Partially Agreed	26	7	29	95	95
Agreed	26	35	17	106	46
Total	140	133	102	379	257

Below is a breakdown of the types of issues/complaints made by the complainants at Stage One

	Total	Total	Total	Total	Total
Issue	2013/14	2014/15	2015/16	2016/17	2017/18
Delay in Provision	1	0	4	8	17
Failure to consult/communicate	14	21	23	115	68
Welfare Issue	7	6	5	31	14
Inappropriate Management	9	4	1	4	1
Inaccurate Decision Making	1	11	6	33	27
Issues relating to Staff	56	43	24	61	45
Bullying by Service User	2	4	2	9	1
Service Provision/Assess	17	15	15	32	27
Provision/accuracy of Information	16	16	6	27	18
Financial Problems	9	6	4	14	17
Contact Arrangements	0	0	5	25	22
Other	8	7	7	20	0
Total	140	133	102	379	257

There were a total of 257 issues raised by complainants at Stage One, some complainant's raised more than one issue. Most of the issues related to failure to consult or issues relating to staff.

Below shows the outcomes of complaints that were partially agreed, agreed or not agreed at Stage One:

Partially Agreed

Issues	2013/14	2014/15	2015/16	2016/17	2017/18
Delay in Provision	0	0	0	3	3
Failure to consult/communicate	3	1	13	49	30
Welfare Issue	0	1	0	5	3
Inappropriate Management	0	0	0	2	0
Inaccurate Decision Making	0	0	0	4	7
Issues relating to Staff	10	2	5	11	21
Bullying by Service User	0	0	0	1	0
Service Provision	2	1	2	3	11
Provision/accuracy of Information	5	1	1	3	9
Financial Problems	3	0	0	4	3
Contact arrangements	0	0	3	6	8
Other	3	1	5	4	0
Total	26	7	29	95	95

Agreed

Issue	2013/14	2014/15	2015/16	2016/17	2017/18
Delay in Provision	1	0	4	0	14
Failure to consult/communicate	3	4	1	22	12
Welfare Issue	0	1	1	12	3
Inappropriate Management	1	0	1	2	0
Inaccurate Decision Making	1	1	0	6	4
Issues relating to Staff	5	10	3	13	4
Bullying by Service User	2	4	2	8	1
Service Provision /Assess	4	5	1	23	5
Provision/accuracy of Information	5	4	2	9	2
Financial Problems	1	3	0	1	1
Contact Arrangements	0	0	1	3	0
Other	3	3	1	7	0
Total	26	35	17	106	46

Not Agreed

Issue	2013/14	2014/15	2015/16	2016/17	2017/18
Delay in Provision	0	0	0	5	0
Failure to consult/communicate	8	16	9	44	26
Welfare Issue	7	4	4	14	8
Inappropriate Management	8	4	0	0	1
Inaccurate Decision Making	0	10	6	23	16
Issues relating to Staff	41	31	16	37	20
Bullying by Service User	0	0	0	0	0
Service Provision/Assess	11	9	12	6	11
Provision/accuracy of Information	6	11	3	15	7
Financial Problems	5	3	4	9	13
Contact Arrangements	0	0	1	16	14
Other	2	3	1	9	0
Total	88	91	56	178	116

5.2 Stage two analysis of complaints.

Prior to complaints being considered at Stage Two the Complaints Unit Manager explored with the complainant and the service all reasonable options of resolution. Where this is not feasible, the complaints are registered at Stage Two.

In 2013/14, only 1 complainant out of 88 registered at Stage One proceeded to Stage Two –formal investigation.

In 2014/15, 8 complainants out of 87 registered at Stage One proceeded to Stage Two formal investigation.

In 2015/16, 2 complainants out of 74 registered at Stage One proceeded to Stage

Two – formal investigation.

In 2016/17, 5 complainants out of 202 registered at Stage One proceeded to Stage

Two – formal investigation.

In 2017/18, 5 complainants out of 152 registered at Stage One proceeded to Stage

Two – formal investigation.

Below is a breakdown of the Stage Two complaint by service area:

Service Area	2013/14	2014/15	2015/16	2016/17	2017/18
Disabled Children's Service	0	*1	0	0	1
Assessment and Intervention	0	2	*2	0	2*
Duty and Assessment	0	*1	*2	1*	0
Children's Residential	0	0	0	0	0
Child Protection & Review	*1	1	0	1	0
Fostering/Placements	*1	0	0	3*	1*
Looked After and Care Leavers	*1	3	0	1	2
Youth Offending Team	0	0	0	0	0
Children's Rights	0	0	0	0	0
Family Support/ Early Help	0	0	0	0	0
Total	3	8	4	6	6

* Complainant made complaints about more than one service.

There were **5** complaints registered at Stage 2. Each complainants raised more than one issue. The outcome of the issues can only be recorded after the investigation and response have been concluded at Stage 2.

The following table shows the types of issues and the outcome of the complaints on conclusion.

Issues	Partially Agreed	Agreed	Not Agreed
Decision Making	0	1	1
Inaccurate/Failure to provide General Information	2	1	3
Issues Relating to Staff	0	1	1
Welfare Issue	0	1	1
Financial problems	0	0	1
Failure to Consult/Listen	1	2	1
Inappropriate Management	0	1	2
Contact Arrangements	0	1	1
Delays/Quality in Service Provision	2	4	1
Lack of Communication	0	3	0
Total	5	15	12

There are a total of 20 issues which were partially and fully agreed and 12 issues not agreed.

5.3 Stage 3 complaints- Review Panel Hearings.

Complainants who are not satisfied with the Stage 2 responses have a right to have their complaints considered by three independent people who form the Stage 3 Panel.

Prior to complaints being considered at Panel the Complaints Unit Manager explored with the complainant and the service all reasonable options of resolution. All complainants were satisfied with the stage two responses. There was only **one complainant** who was dissatisfied with the Stage Two response and proceeded to Stage 3.

The complaint mainly related to: disclosure of information and information not shared appropriately; poor communication and quality of records.

5.4 Ombudsman complaints and enquiries:

Complainants have the right to refer their complaints to the Local Government Ombudsman at any time. The Ombudsman will decide whether or not to investigate for maladministration. The meanings of the terminology used by the Ombudsman when terminating complaints are given below:

Outcome	Definition
'preliminary' or 'informal' Enquiries	Requesting basic information in the preliminary stages.
investigation discontinued – injustice remedied	Investigation stopped without any recommendations, because the Local Authority may have put things right. .
Not to initiate an investigation	No or insufficient evidence to suggest an investigation is appropriate.
Outside Jurisdiction	The issue is not one the Ombudsman can deal with.
Investigation complete, satisfied with authority's actions, not appropriate to issue report	This is now covered under one of the following: <ul style="list-style-type: none"> • Upheld: Maladministration and Injustice • Upheld: Maladministration, No Injustice • Not upheld: No Maladministration
Investigation complete – Maladministration and injustice	Investigation completed with evidence of maladministration and injustice caused to the complainant.
Ongoing/pending	Awaiting final decision
To discontinue investigation	Investigation has been stopped. No further action is needed as the injustice caused to Mr X by the alleged fault is not so significant that the Ombudsman would recommend a remedy

Assessment/enquiry	Collecting basic information prior to being passed to an investigator
Not upheld; no further action	No fault found & no further action required.
Closed after initial enquiries; Out of jurisdiction	Early decision made not to investigate complaint. May be out of jurisdiction/cannot lawfully investigate/inappropriate to investigate. Early assessment may show an investigation could not achieve anything.
Upheld; maladministration & injustice	Authority found to be at fault evidence of injustice caused to the complainant. Recommend how the organization should put things right.

Breakdown of Ombudsman complaints and enquiries

Outcome	2013/14	2014/15	2015/16	2016/17	2017/18
Assessment/enquiry	1	0	0	0	2
investigation discontinued – injustice remedied	0	0	0	0	0
Not to initiate an investigation	2	0	0	0	0
Closed after initial enquiries; out of jurisdiction	3	4	1	1	1
Not upheld; no maladministration	0	1	0	0	0
Upheld; maladministration & injustice	1	1	0	1	1
Ongoing/pending	0	0	0	0	1
To discontinue investigation	0	0	0	0	0
Not upheld; no further action	0	2	0	0	0
Total	7	8	1	2	5

There were very few complaints that are considered by the Local Government Ombudsman.

There was only one complainant that was investigated by the Local Government Ombudsman. The Ombudsman decided not to investigate four of the complaints brought to the Ombudsman attention after making initial enquires from the Local Authority.

The Local Government Ombudsman found maladministration in one complaint which related to the sharing information between birth and adoptive parents. The Ombudsman made recommendations which included: repeating the apologies made to the complaint at earlier stages of the complaint process; to review how information is shared with families; to consider reminding staff of the importance of recording changes to important documents. All the recommendations made have been implemented and evidence shared and approved by the Ombudsman.

5.5 Timescale performance.

The table below shows that all complaints were acknowledged within 3 working days.

Days Acknowledgement Letter sent within	Total	Average Days	Within 3 Working Days	After 3 Working Days
2013/14	88	3	88	0
2014/15	87	3	87	0
2015/16	74	3	74	0
2016/17	202	3	202	0
2017/18	152	3	152	0

The following table shows time taken to respond to Stage One Complaints:

Stage One responses	Total	Average Days	Response within 20 working days	After 20 Working Days
2014/15	87	14.5	73	14
2015/16	74	16.4	62	12
2016/17	202	20	149	53
2017/18	152	12.9	129	23

Majority of the complaints are consistently responded to within the statutory deadlines at Stage one. There has been a major improvement in the average time taken in responding to complaints. The complaints that take longer than 20 working days were complex and the complainant was kept informed. Some of the delays in responding were due to the service changes; change in management and officers.

Whilst the Childrens Act requires complaints registered at Stage one to be responded to children and young people within 10 working days with an extension the Complaints Manager has tightened the time scales as a matter of good practice and in acknowledgement that children and young people voice must be heard and the importance of responding to children and young people in a timely manner. Therefore all responding managers were asked to respond within 6 working days.

The table below shows that **100%** of the stage one complaints from children and young people were responded within the statutory time scales of 20 working days. **90%** of complaints were responded to within 10 working days.

Complaints from children Stage One responses	Total	Average Days	Within 6 Working days	Within 10 Working Days	Within 20 Working days	After 20 Working days
2017/18	50	8.7	12	33	5	0

Stage Two Response	Total	Average Days	Within 25 Working Days	Within 65 Working Days	After 65 Working Days
2013/14	1	99	0	0	1
2014/15	8	67	1	3	4
2015/16	2	105	0	0	2
2016/17	5	70	1	2	2
2017/18	5	84	0	0	5

Stage 2 complaints were related to historical events. The reason why complaints investigations were not completed within 25 working days was due to: the amount of information to be reviewed; the number of people to interview; staff unavailable during holidays and sickness; availability of the investigating officer. The complainants were notified and accepted the reasons for the delay.

The Complaints Unit monitor complaints to ensure that response times are met as far as reasonably possible and ensure complainants are kept informed. The service receive a weekly summary of complaints received and this has helped in terms of ensuring timescales to respond are being met.

5.6 Compensation payments.

Under Section 92 of the Local Government Act 2000, Local Authorities are empowered to remedy any injustice arising from a complaint.

If a service user makes a complaint to the Ombudsman and the Ombudsman finds the Council guilty of maladministration, then it is open to the Ombudsman to make a recommendation that compensation be paid by the Council to the complainant.

No payments were paid out in compensation.

6. Service Improvements

At all stages, any lessons/findings identified through complaints are followed up by managers in staff supervision to inform individual learning and development.

Learnings identified from complaints investigations and responses are shared with Learning & Organisational Development Service.

The Complaints Unit monitors the implementation of recommendations made and agreed at Stage Two, Stage Three and those made by the Local Government Ombudsman.

At Stage Two the Adjudication Manager met with the Investigating Officer, Independent Person and Complaints Manager to discuss the findings from the investigation and any lessons to be learned. An Action Plan is agreed and monitored by the Complaints Unit to ensure implementation.

All staff interviewed in the process of investigation of complaints receive feedback from their line manager on the findings and learning identified.

At Stage Two, following formal investigation, the appointed Adjudication Manager always apologised where complaints were agreed and acted upon recommendations related to service improvement.

There were various actions and learnings to the complaints which cannot be shared in this report without identifying the complainant.

The following are examples of learning or action taken as a result of responses to complaints through to the statutory complaints procedure:

- Managers and officers were reminded that parents should be given a reasonable amount of notice prior to any meetings.
- Responding Managers always apologised to complainants and gave assurance that the error would not re-occur.
- The number of professionals working with a family should be kept to a minimum to prevent the family feeling overwhelmed.
- The importance of social workers communicating with parents/carers in a calm, courteous and sensitive manner, regardless of the parents/carers response was shared with managers.

- Staff were reminded of the importance of ensuring young people are kept up to date with the situation particularly when there is a change of key worker/PA/SW.
- A complaint highlighted that assessments should be completed within reasonable timescales and shared with relevant family members as agreed with the family.
- Staff were reminded that at the hospital, as matter of good practice, social workers should check with the family that the hospital staff have explained the background to their action and any consent signatures the hospital staff have taken for 'permissions' for their intervention and action.
- A response to a complaints found that the complaint could have been avoided if the social worker had met with the parent to discuss the misunderstanding on both parts.
- An investigation into complaints stated that in the process of assessment support from the extended family should be considered e.g.: How grandparents can be fully involved in planning and supporting the parent and child.
- Officers were reminded that when a meeting had been arranged, if officers were unable to attend due to emergency, they should ensure that the parents or those who have been asked to attend are informed as soon as possible. This should be followed up by contacting all parties with details of when the meeting will next be held.
- Following an investigation staff were reminded as part of their Supervision and Case Planning of the importance of recording changes to important documents (such as a Child Permanence Records) on recording systems.

7. Diversity Monitoring

The purpose of collecting information on ethnicity, gender and disability is to be able to measure the extent to which the Complaints Procedure is reaching all service users and/or their carers.

ETHNICITY

The ethnicity of the complainants is majority White/British with the next largest ethnic groups represented being Asian/Pakistani.

Complainants by Ethnicity

Ethnicity	2013/14	2014/15	2015/16	2016/17	2017/18
White/British	46	56	44	74	77
Mixed White/Asian	3	5	1	3	1
Mixed White/Black Caribbean	5	4	3	8	0
Asian/Pakistani	3	4	4	17	8
Black African	2	0	1	2	1
Not Stated	26*	17*	19*	93*	63*
Asian/Indian	1	1	1	0	0
Black Caribbean	2	0	1	3	0
White/Other	0	0	0	2	2
Total	88	87	74	202	152

* Complainants that did not provide information on ethnicity were mainly relatives or parents.

GENDER

Complainants by Gender

Gender	2013/14	2014/15	2015/16	2016/17	2017/18
Female	51	47	41	124	98
Male	33	29	27	70	49
Joint eg: Mr &Mrs	4	11	6	8	5
Not Known	0	0	0	0	0
Total	88	87	74	202	152

8. Present position and future developments:

Present position:

Performance on responses to complaints from young people and services users has vastly improved since the change in Leadership. This has influenced and supported the management of complaints in seeking early resolution.

The high number of complaints that have been resolved through alternative dispute resolution has reduced the number of complaints registered through the complaints procedure and has been in line with restorative practice. This has mainly due to the change in culture and leadership and senior management commitment to early resolution.

The Complaints Manager is a member of the Voice of the Child Task & Finish Group. This group considers: How do we engage with children, young people and families; how do we use the views of children, young people and families in the work that we do.

The voice of the child is apparent in the process of managing complaints, all responding managers are asked to ensure the child/young person has been met.

The Childrens Rights Service advocate on behalf of the child/young person to ensure that the child/young person is satisfied with the responses to the complaints and desired outcome. This is effective as there are no complaints that proceeded through to Stage 2 of the complaints procedure and where complaints are upheld action is taken to remedy and put things right.

Complaints Manager attends Leadership Sessions; Practice Progress Operational Group; Voice of the Child Task & Finish Group; Yorkshire and Humberside Complaints Managers Group; Team Meetings with the managers of Independent Reviewing Officers and Childrens Right Service.

The Complaints Manager will be attending meetings Service Team Managers Meetings to discuss and inform on best practice in responding to complaints.

Weekly reporting to Heads of Service and Service Manager on Complaints has assisted in improving response time to complaints at stage one. This approach will continue.

The Complaints Unit also shares monthly; quarterly reports with the senior managers. The Annual report is presented to the Corporate Parenting Board. Information on complaints is also share with the Service Improvement Board.

The Complaints Manager is now accessible as she is based in the same building as Social Workers and Team Managers.

The Service Director, Family Support and Child Protection, meets with the Complaints Manager on serious complaints and in the process of responding to Stage 3 complaints.

Further Developments:

- Ensure that all communities from different ethnic backgrounds are aware of the Childrens Act complaints procedure.
- Meet with Learning and Development Manager to ensure that learnings from complaints is embedded within Training.
- Complaints Manager will present quarterly reports to the Senior Leadership Team around themes emerging from complaints.
- The Complaints Manager will continue to support managers with responding to complaints in line with restorative practice.
- Written Procedure with time scales on responding to enquires from MP's and Cllr's to be presented to senior management and Corporate Service.
- Encourage managers to send copy of compliments received to the Complaints Unit.

If you would like to comment on this report, please contact:

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