

Meeting:	OVERVIEW AND SCRUTINY COMMITTEE
Date:	7 October 2008
Subject:	Children's Services complaints Annual report 2007-08
Key Decision: (Executive-side only)	No
Responsible Officer:	Heather Clements, Director of Schools and Children's Development
Portfolio Holder:	Christine Bednell, Portfolio Holder for Children's Services
Exempt:	No
Enclosures:	The report

SECTION 1 – SUMMARY AND RECOMMENDATIONS

RECOMMENDATIONS: None. For Information purposes only.

REASON: N/A

SECTION 2 - REPORT

ANNUAL REPORT for Children's Services for period 2007/08

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1. Context

This report provides information about complaints made during the twelve months between 1 April 2007 and 31 March 2008 under the complaints and representations procedures established through the Representations Procedure (Children) Regulations 2006, and the Council's corporate complaints procedure.

All timescales contained within this report are in working days.

Text in quotation marks indicate direct quotations from the 2006 Regulations or Guidance unless otherwise specified.

1.1 What is a Complaint?

"An expression of dissatisfaction or disquiet in relation to an individual child or young person, which requires a response."

However, "The Children Act 1989 defines the representations procedure as being for 'representations (including complaints)'." Therefore both representations and complaints should be managed under the complaints procedure (unlike for Adult social services, where only complaints need be captured).

1.2 Who can make a Complaint?

The child or young person receiving or eligible to receive services from the Council or their representative e.g. parent, relative, advocate, special guardian, foster carer etc

"The local authority has the discretion to decide whether or not the representative is suitable to act in this capacity or has sufficient interest in the child's welfare."

2. Stage of the Complaints Procedure and statistics

The complaints procedure has three stages:

Stage 1. This is the most important stage of the complaints procedure. The Service teams and external contractors providing services on our behalf are expected to resolve as many complaints as possible at this initial point.

The Council's complaints procedure requires complaints at stage 1 to be responded to within ten working days (with an automatic extension to a further ten days where necessary).

Stage 2. This stage is implemented where the complainant is dissatisfied with the findings of Stage 1. Stage 2 is an investigation conducted by an independent external Investigating Officer for all statutory complaints and an internal senior manager for corporate complaints. A senior manager adjudicates on the findings.

Under the Regulations, the aim is for Stage 2 complaints falling within the social services statutory complaints procedures to be dealt within 25 days, although this can be extended to 65 days if complex.

Stage 3. The third stage of the complaints process is the Review Panel under the statutory procedure. Under the corporate complaints process, the Chief Executive reviews the complaint.

Where complainants wish to proceed with complaints about statutory Children's Services functions, the Council is required to establish a complaints Review Panel. The panel makes recommendations to the Corporate Director who then makes a decision on the complaint and any action to be taken. Complaints Review Panels are made up of three independent panellists. There are various timescales relating to stage 3 complaints. These include:

- setting up the Panel within 30 working days;
- producing the Panel's report within a further 5 working days; and
- producing the local authority's response within 15 working 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 our procedure first.

3. Summary of Activity

The Complaints Service recorded 67 complaints during the year, compared with 61 the year before.

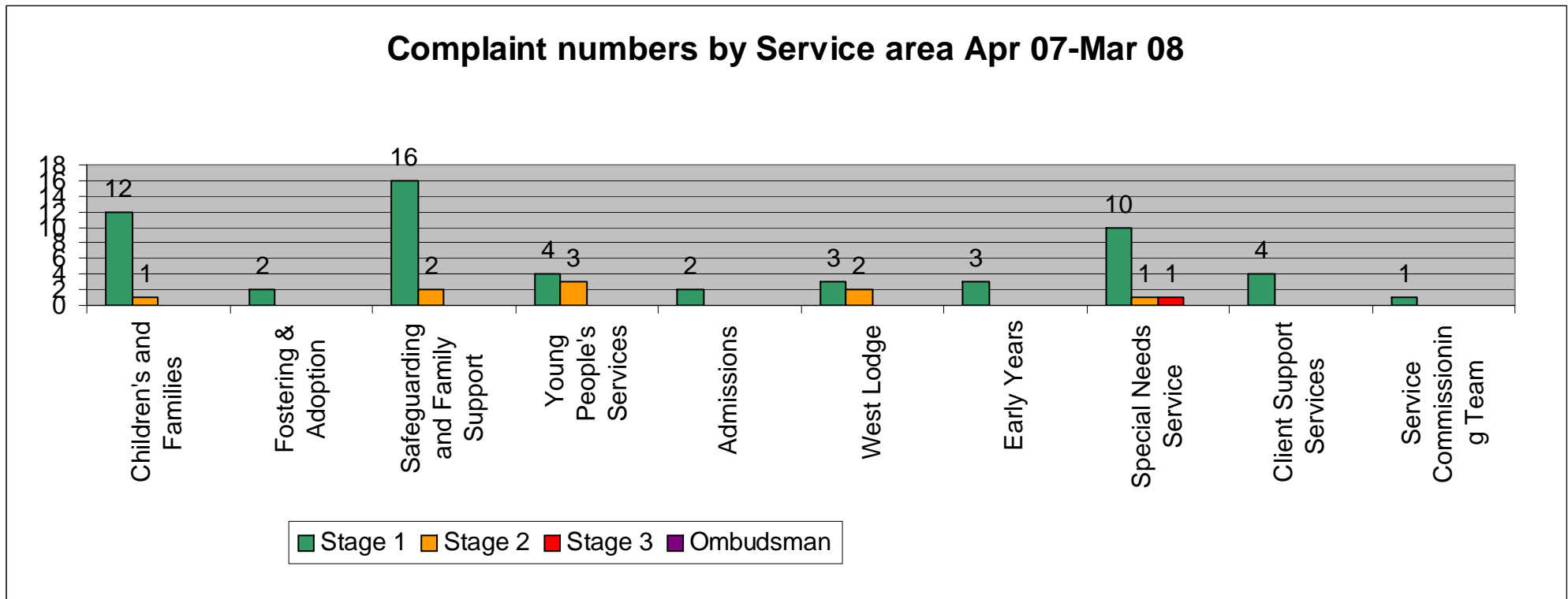
Total complaints made:

Between 1 April 2007 and 31 March 2008 we received and closed 57 Stage 1 complaints.

9 progressed (2 Stage 2 complaints were about the same issue – West Lodge schools amalgamation).

Of those 9 Stage 2 complaints that were investigated, 1 proceeded to Stage 3.

Key message: No Children’s Services complaints have escalated to the Ombudsman this year (for the third year in a row which is an exceptional achievement).



3.1 Comparison with the preceding year

	Stage 1	Stage 2	Stage 3
Harrow 2007-08 (letter-vetting and mediations)	57	9	1
Harrow 2006-07 (letter-vetting and mediations)	56	4	1
Harrow 2005-06 (pre-letter vetting; post-mediation)	53	11	2
Harrow 2004-05 (pre-mediation)	52	7	0
Harrow 2003-04 (pre-mediation)	40	8	1

Key message: Councils that capture high levels of Stage 1 complaints invariably achieve high Star ratings as it demonstrates a willingness to hear concerns, address them and improve services as a result of them. Whereas Councils that capture lower levels of Stage 1 complaints tend to get lower star ratings. [Source: Jerry White, Local Government Ombudsman & Steve Carney, Head of Complaints, CSCI 2007]

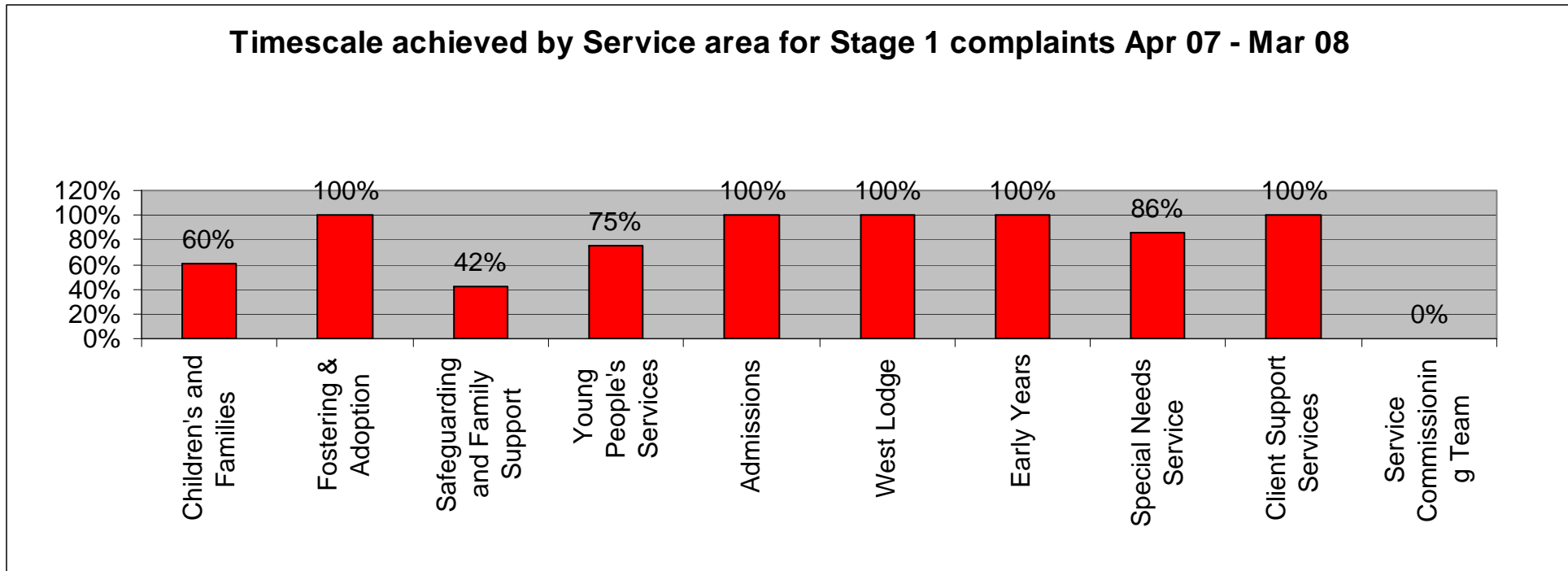
Analysis: The excellent progress over the last couple of years has continued with no major problem areas or serious repeat trends. There was only one Stage 3 complaint which related to Children with Disabilities and no Ombudsman investigations. Whilst we are picking up some cultural themes like a need for teams to work in partnership better with external and internal partners, the really worrying repeat trends we used to get a few years ago like failure to follow basic procedure and weak or unacceptably delayed responses are no longer happening. Managers have really engaged with the Complaints team to help us help them to stop complaints escalating.

Children's Services has got better at recognising and capturing Stage 1 complaints. The upward trend at Stage 1 is a positive step forward. It would only be a concern if lots more complaints escalated to Stage 2/3 and maladministration found by the Ombudsman.

The introduction of mediation in 2005-06 significantly reduced (and continues to significantly reduce the number of complaints that escalate – 8 complaints this year did not escalate to the next stage through the use of mediation). The message is the more we mediate, the fewer complaints escalate.

The introduction of letter-vetting by the Complaints Service in September 2006 has meant that all complainants are informed in their written response of the right to go to the next stage if they are unhappy. Before this measure was introduced this right was not explained in probably 80% of responses which would have made our escalation rates look artificially good. Now we have a complete and true record of escalation rates.

3.2 Stage 1 response times



Analysis: This is the first annual report to report on timescale adherence. This will mean for future years we now have base data to monitor relative performance against. Overall, the Complaints Service's impression is response times are better than 3 years ago.

Only Children's, Families and Safeguarding and Service Commissioning fell below 75%. There was excellent work from a number of services to achieve 100% compliance.

Safeguarding management will want to improve the 42% achievement rate.

Key action: senior management have agreed to set a target of 75% achievement for the forthcoming year.

3.4 Key improvements

In the last annual report the following were identified as key focus areas.

- *Learning from complaints:* Action: A 'Learning' section to the database has been introduced. There have been some strong examples of significant changes/good organisational learning from complaints
- *Training for staff and members:* Action: The Complaints Service now offers training on 4 different complaints-related topics
- *Raising awareness of the complaints process* Action: Complaints surgeries for staff at team offices; complaints training advertised; an action plan for the Complaints Service to visit community groups (which has started to be implemented) etc.
- *Improved and more regular reporting* Action: Quarterly reports on complaints to the Improvement Boards started (first one in September 2007). New areas reported on (Timescale and upheld complaints)
- *Improved timescale adherence.* Action: This is the first annual report to report on timescale adherence which will allow us to set base data. We have set a timescale adherence target of 75% for 2008-09
- *Better support for staff involved in complaints:* Action: A supporting staff management project group was set up which agreed a meeting with front-line staff to explore what can be done to support staff better; A leaflet for staff who are the subject of complaints in place; a vexatious complainants process introduced
- *Improving management of the independent complaint investigators pool:* Action: The Pool has been widened to cover 7 Councils from the previous 3 which has increased capacity. We have introduced robust contracts, financial monitoring, feedback forms and regular training for the Pool. Excellent progress in a short space of time
- *Improving complaints monitoring and management within Partnership and contracted services:* Action: Council-wide Project group is being set up to agree a systematic review of Partnerships/Contracts to meet Ombudsman's minimum standards. Mark Gillett is project sponsor.

3.5 Additional improvements within 2007-08

- The Access to Services report was critical of how complaints in the Council are currently managed. However, the report singled out complaints management in Children's and Adults service as exceptions of good practice
- Mediation was used to successfully resolve 8 complaints that would otherwise have escalated
- A new complaints procedure finalised November 2007
- A complaints compensation procedure introduced – to ensure uniformity and proper audit
- Introduction of a vexatious/unreasonably difficult complaints procedure
- The social care complaints sections of the Harrow internet and intranet website have been significantly improved
- Started to record potential complaints
- Much needed improvements to the Complaints database agreed

4. Focus for the near future:

- Reviewing training for staff on complaints management to ensure it is effective
- Systematically monitoring and reporting on agreed actions arising from complaints to ensure they are being carried out

- Improved timescale adherence for Stage 2 independent investigations
- Agreeing helpful performance targets
- Increasing access to complaints for hard to reach service users
- Improving multi-agency working where there are cross-boundary complaints
- Improving support and co-ordination of managing difficult client/parent behaviour
- Offering support and advice to the new corporate complaints lead to help drive forward corporate complaints management, standards, reporting and co-ordination
- Producing contracted services complaint monitoring reports
- To build effective and constructive relationships with LINKs
- To increase awareness and use advocacy both in and outside the complaints process
- To reduce the escalation rates from Stage 1 to Stage 2 to below 15% overall.

5 Stage 1 Complaints

Complaints	Admissions	West Lodge	Children & Families	Fostering Adoption & Residential	Safeguarding & Family Support	Special Needs	Young Peoples Service	Early Yrs Childcare & Parenting	Client Support Services	Service Commissioning	Total
2007-08	2	3	12	2	16	10	4	3	4	1	57
2006-07	0	0	11	12	18	6	8	1	0	0	56

[Please note that the change of database has meant the 2006-07 figures have been transposed as accurately as possible from the previous different service categories.]

Analysis:

2 years ago Safeguarding and Family Support was highlighted as an area for improvement (accounting for 60% of complaints). Last year the figure was 32% and the report reflected some exceptional work by Gail Hancock and others to turn this service around. This good work has continued and the figure has dropped to 28%.

For 2006-07 Fostering was the one area of concern, particularly around inter-country adoption (complaints doubling from the year before). The Complaints Service flagged this up to senior management and swift action was taken which is reflected in only 2 complaints in 2007-08.

The West Lodge complaints all relate to the amalgamation consultation and partly arose from a misleading amalgamation policy. The complaint is being reviewed by an independent review panel at Stage 3.

Key message: Council's that capture high levels of complaints invariably achieve high Star ratings as it demonstrates a willingness to hear concerns, address them and improve services as a result of them. Whereas Council's that capture lower levels of Stage 1 complaints tend to get lower star ratings. [Source: Jerry White, Local Government Ombudsman & Steve Carney, Head of Complaints, CSCI 2007]

5.2 Nature of complaint

Type of Complaint	Admissions / West Lodge	Children & Families	Fostering Adoption & Res	Safeguarding & Fam Supp	Special Needs	Young Peoples Serv	Early Yrs Childcare & Parenting	Client Support Services	Service Commissioning	Total
Allocation / Reallocation of Keyworker										0
Breach of Confidentiality		1								1
Chg To Indic Serv - Withdrawl / Reduction	1	1		1		1				4
Comms - Failure to Keep Informed/Consult		1	1		1					3
Complaint Reg Freedom of Info Act	1									1
Delay / Failure in Taking Action / Replying		1		3	2			2		8
Discrimination By a Serv					1					1
Failure To Follow Policy or Proc				3		1				4
Level of Service (E.g. Opening Times)		3	1	1				1	1	7
Loss or Damage to property										0
Policy / Legal / Financial Decision	1			1						2
Quality of facilities / Health Safety						1				1
Quality of Serv Delivery (Standards)	1	4			2		1			8
Refusal To Provide A Service		1		2	4					7
Staff Conduct - Attitude / Behaviour	1			5		1	2	1		10

Key message: The categories have been changed to hopefully produce more meaningful data. In 2006-07 two thirds of complaints related to either the level or quality of service or the action or lack of action which did not greatly help identify where work needs to be done. The new categories demonstrate that the subjects of complaint are in fact incredibly varied.

Tip: A helpful way of analysing this data is to look for high numbers of one type of complaint relative to the overall number of complaints for that service area. Another way of analysing the data is to examine a particular category because you are looking to see the impact of a change or because it is a service priority. For example narrowing criteria is likely to produce more complaints about withdrawal and reduction of service. A third way is to focus on categories that may be more serious like discrimination.

Analysis: There have not been any really worrying repeat trends. However, the data does indicate some trends:

The most common complaint, staff conduct, accounted for 18% of complaints. However, half of these were made against one service area (Family Support).

4 of the 7 'refusal to provide a service' complaints relate to Special Needs Services.

3 of the 7 'level of service complaints' related to Children's and Families

Last year 17% of complaints were about policy not being met which was quite high. This year the figure was a more acceptable 7%.

6 Equalities Information – Service Users

6.1 Stage 1

Gender of Service User

Male	23
Female	33
Not specified	1

Analysis: No concerns evident

Ethnic Origin of Service User

White/British	17
White/other	1
White Caribbean	1
Black African	1
Asian other	3
Asian /British Pakistan	1
Mixed Asian	1
Mixed Black British	4
Mixed Black African	1
Mixed white Asian	1
Mixed Other	3
Afghanistan	1
Other	1
Not recorded	21

Analysis: Complaints have been received from a wide range of ethnicities.

From the limited figures, the level of BME complaints is lower than hoped.

Action: The Complaints Service will review how ethnicity is captured given the high level of not recorded ethnicity.

Stage 1 Complaint made by

Service User	19
Parent / Carer / Family member	24
Advocate –(instigated by either carer or service user)	14
Solicitors	0
Friend, Councillor, other	0

Analysis: The fact most complaints are now made either directly by the Service User (19 is a very healthy figure) and 14 by advocates (from 2 the year before) is excellent news. 3 years ago only 4 complaints were made by a young person directly and only 3 made via an advocate.

6.2 Stage 2 complaints

Gender of Service User

Male	4
Female	5

Ethnic Origin of Service User

White/British	2
Unknown	7

Stage 2 Complaints made by

Service User	3
Relative/Partner (often informal carer)	1
Advocate –(instigated by either carer or service user)	4
Solicitors	1
Friend, Councillor, other	0

Analysis: Parents using the complaints procedure to challenge child protection procedures was a historic trend in Children's Services. 7 Stage 2 complaints coming from the young person or advocate is very encouraging.

7. STAGE 2 COMPLAINTS

There were 9 Stage 2 complaints during the year, compared to 4 last year.

7.1 Outcomes of Stage 2 complaints 2007-08

	Admissions	West Lodge	Children & Families	Fostering Adoption & Res	Safeguarding & Fam Supp	Special Needs	Young Peoples Serv	Early Yrs Childcare & Parenting	Client Support Services	Service Commissioning
Number	0	2	1	0	2	1	3	0	0	0
Upheld						1	1			
Partially upheld		2	1		1		2			
% upheld (fully or partially)		100%	100%		50%	100%	100%			
% escalating to Stage 2	0	100%	8%	0	12.5%	10%	75%	0	0	0

Key message: The best indicators as to how well a team are managing complaints are the percentage of complaints that escalate from Stage 1 to Stage 2, whether Stage 2 complaints are upheld or not and what learning is identified from complaints.

Analysis: Excellent work by Admissions, Fostering and Early Years for no complaints to escalate to Stage 2. To put this in context all complainants are advised of their right to go to Stage 2 if they are unhappy.

That only 2 Safeguarding and Family Support complaints escalated to Stage 2 is a significant achievement from where the service was 3 years ago.

That all complaints were at least partially upheld indicates some complaints are escalating unnecessarily to Stage 2 because mistakes/fault are either not being recognised at Stage 1 or there is a reluctance to admit fault at Stage 1 (particularly the two cases that were fully upheld).

Analysis of Young People's Services escalation rate: three out of the four Young People's complaints escalated to Stage 2. All emanating from the Leaving Care Service.

It is likely that the main reasons for this high proportion of Stage 2's can be attributed to two causes. Firstly, the Leaving Care manager being split between several services, operating from different sites (delaying some decision making). Secondly, the introduction of the new independent advocacy service, which was always likely to identify unresolved issues that previously would not have been progressed (ie the advocacy service achieving its purpose of making it easier for young people to formalise their complaint). Please note there is no criticism

intended of the Leaving Care Manager who was asked to manage additional services because of her successful record.

A lot of work has been done as a result of the lessons learnt and actions have been identified and implemented. In fact, the way that Young People's Services staff and managers have responded has been incredibly positive and should be recognised. For example a full day conference and consultation has been held with care leavers and a key document, the Leaving Care Charter, has been completely redrafted. Also, a restructure within the service has led to increased management availability and improved access to supervision and casework monitoring.

It is important to note that there have been no new Young People's Stage 2 complaints in the last 6 months.

2006-07 figures for comparison

Outcomes:	Safeguarding & Family Support	Fostering	Special Needs	TOTAL
Upheld		1		1
Partially Upheld			1	1
Not Upheld	2			2
% escalating to Stage 2	11%	8%	17%	
% upheld (fully or partially)	0%	100%	50%	

7.2 Stage 2 Response Times:

Service	West Lodge	Children & Families	Safeguarding & Family Support	Special Needs	Young People's Services	TOTAL
Within 25 days (simple complaints)			1			1
Within 65 days (complex)	2	1		1	2	6
Over timescale			1		1	2

Analysis: Explanation for the 2 complaints over timescale:

Young People's: the social worker was sick so, with the agreement of the complainant, the investigation was postponed pending her return.

Safeguarding: both the investigation and the Adjudication took longer than would have been hoped.

Key target for the Complaints Service: To reduce the response times for Stage 2 independent complaint responses.

7.3 Nature of complaint

Type of Complaint	West Lodge	Children & Families	Safeguarding & Fam Supp	Special Needs	Young People's Serv
Allocation / Reallocation of Keyworker					
Breach of Confidentiality					
Chg To Indic Serv - Withdrawl / Reduction					
Comms - Failure to Keep Informed/Consult					
Complaint Reg Freedom of Info Act					
Delay / Failure in Taking Action / Replying			1	1	2
Discrimination By a Serv					
Failure To Follow Policy or Proc	2				1
Level of Service (E.g. Opening Times)		1			
Loss or Damage to property					
Policy / Legal / Financial Decision					
Quality of facilities / Health Safety					
Quality of Serv Delivery (Standards)					
Refusal To Provide A Service					
Staff Conduct - Attitude / Behaviour			1		

Analysis: 4 of the complaints relate to delay or failure to take action. This is something that should be easily rectifiable.

8. STAGE 3 COMPLAINTS

There was 1 Stage 3 Complaint Review Panel (this compares with 1 Review Panel last year and 2 the year before that).

8.1 Stage 3 complaints by Service Area, Timescales and Outcome.

Status	Service Unit	Setting up Panel (30 day timescale)	Panel report produced (5 day timescale)	Council Response (15 day timescale)	Outcome
Children Services	Special Needs (Children with Disabilities)	N (due to summer holidays)	Y	Y	Upheld. Compensation

Analysis: £3,250 compensation was paid as a result of the complaint for the manner in which the family's daughter was removed from home.

9. Ombudsman complaints and enquiries.

During the year, 0 complaints were considered by the Local Government Ombudsman.

9.1 Complaints made to the Ombudsman and Decision

Service Area	Total	Outcome of Ombudsman Consideration	
		Ombudsman Discretion – no or insufficient injustice	Premature Complaint
N/A			

Analysis: Harrow's continuing exemplary record of non-investigation by the Ombudsman can be attributed to proactive senior management efforts to get complaints resolved and supporting the Complaints Service, the independence and quality of the 2nd stage investigations and the use of mediation to resolve complaints that would have otherwise escalated further.

Key message: The fact the Ombudsman has not carried out a full investigation and issued a report against Harrow Council in the last 3 years is a significant achievement.

10. Percentage escalation

The following table indicates how many complaints have escalated from Stage 1 to Stage 2 and how many have progressed from Stage 2 to Stage 3. By measuring these figures as a percentage we can gauge customer satisfaction with our responses to their complaints.

Average % escalation rate Stage 1- Stage 2	2007-08	16%
	2006-07	7%
	2005-06	21%

Analysis: Unlike most London Councils, Harrow complainants are always explained the right to go to the next stage if they are unhappy so 16% is not that high especially considering the escalation rate would have been 26% without the successful mediations.

However, the target should be 10%. The fact 8 out of 9 Stage 2 complaints were upheld or partially upheld indicates some improvement is needed in investigation at Stage 1.

Average % escalation rate Stage 2 - Stage 3	2007-08	11%
	2006-07	25%
	2005-06	18%

Analysis: 11% is a satisfactory escalation rate from Stage 2 to 3.

Two requested Stage 3 complaints were resolved by mediation.

Key message: The most crucial test of success is whether the Ombudsman issues reports of maladministration against the Council. The Ombudsman has not carried out a full investigation and issued a report in the last 3 years relating to Harrow Social Services (Adults or Children's). 3 of the other 6 North-West London Councils have had reports issued against them by the Ombudsman in the last year.

11. Compensation/Reimbursement Payments

The Council provides compensation if after a complaint has been investigated or as part of an Ombudsman's investigation, it is concluded that:

- the Ombudsman would find that there has been maladministration by the Council causing injustice to the complainant; and
- he would recommend that compensation should therefore be paid to the complainant.

Payments related to the following service areas:

Service	Stage	Amount
Leaving Care	2	£400
Children with Disabilities	2	£5,000
Children with Disabilities	3	£3,250
	Total	£ 8,650

Analysis: There have been no compensation payments for the Fostering and Adoption Service this year whereas in 2006-07 there were four payments made with a total of £14,686.64. This reflects the significant improvements made in this service. There is a need to monitor the position in relation to the Children with Disabilities Service in the light of two significant payments this year. It should be pointed out, however, the stage 3 complaint that led to a compensation payment was historical and the original complaint occurred in the early part of 2006.

12. Mediation and Alternative Dispute Resolution

Harrow Council continues to deliver pioneering work in this field. The success of internal mediation noted in the last two annual reports at resolving complaints and thus preventing complaint escalation continues.

8 out of 9 Children's Services mediations successfully resolved the complaint.

Without mediation, Stage 1 to Stage 2 escalation rates would have run at 26% and there would have been 3 Stage 3 review panels instead of the 1 that took place.

Key message: The message is the more we mediate, the fewer complaints escalate.

13. Advocacy

Free advocacy is a statutory right for Children in Need. The Council introduced a new locally-based dedicated advocacy service (Your Voice Your Choice) in November 2006 when the previous internally organised service only helped 5 young people make a complaint in the two previous years.

14 complaints were made with the support of an advocate this year which is more than almost a sixfold increase in the use of an advocate to make a complaint. For example: a stage two complaint where 22 of the 23 points raised by the young person were upheld, despite the initial view of the managers of the service involved that there were no grounds for the complaint. The complaint would never have been made if it were not for the advocacy service and positive changes have been made to the service complained about as a result of the learning gleaned from the complaint.

Just as importantly, the advocacy service does a lot of work to resolve complaints without the need for them to escalate to complaints. In the first eighteen months of the service, Your Voice Your Choice dealt with 95 referrals.

The advocacy service has also contributed strongly to organisational learning. Cases coming forward are analysed for trends and the information is fed back to the council, to help address issues before they have a detrimental impact and escalate.

The Corporate Director is exploring extending the scope of the advocacy service.

14. Complaints dealt with by the local authority and NHS Bodies

Please note that there were no joint investigations during this financial year.

15. Learning derived from complaints

Examples of learning include:

- Numerous individual remedial actions. Examples include: helping arrange housing for a young person; accepting Children's Services should have accepted responsibility for a young person 3 years before; apologies; reassessments or more money allocated for access visits
- Revised Leaving Care Charter
- Staff training on carer's assessments
- A proposed multi-agency review of Aspergers/Autism service provision has been highlighted to senior management
- The Complaints Service has highlighted multi-agency cases (Social care, PCT, Acute, care agencies, Mental Health, Housing) where the lack of systems to ensure joined up working is apparent. For example addressing the complex multi-service needs of service users, difficult behaviour and addressing risk and serious untoward incident avoidance (vulnerability/mental health deterioration)
- The need for more support for staff who are the subject of complaints
- Agreement to introduce quarterly contract complaint monitoring reports for the Improvement Boards
- Improved multi-agency working to deal with a difficult complainant
- A complaints compensation procedure introduced to ensure uniformity and proper audit
- Introduction of a vexatious/unreasonably difficult complaints procedure to better manage difficult complainants. This has been used for the first time at the request of Children's management to manage a complainant who complained about every social worker
- A review of the school's amalgamation policy and preparing guidance to assist the implementation of the policy

- Introduction of a formalised dispute resolution mechanism between Governing bodies and the Council
- Exploration of a Mother & baby home resource in Harrow
- A number of reminders issued to staff. For example, a practice note to remind staff to read files when cases are transferred to them

16. Ombudsman's powers widened

The Ombudsman's powers of investigation have been widened to allow the Ombudsman to investigate new areas e.g. procurement; to carry out joint NHS/Council investigations; to investigate matters of interest that are not complained about but come to light as part of their investigations.

Stuart Dalton

Complaints Manager, Children's Services

Date: 28 August 2008

Financial Implications

There are no specific budget issues associated with this report. All compensation payments are met by the appropriate service within base budgets.

Performance Issues

No PAF or BVPI indicators. However, complaints has a significant impact on the customer satisfaction KPI.

SECTION 3 - STATUTORY OFFICER CLEARANCE

Name: John Stansfield	<input type="checkbox"/>	on behalf of the* Chief Financial Officer
Date: 02/09/08		
Name: Helen White	<input type="checkbox"/>	on behalf of the* Monitoring Officer
Date: 10/09/08		

SECTION 4 - CONTACT DETAILS AND BACKGROUND PAPERS

Contact: STUART DALTON, ADULTS AND CHILDREN'S COMPLAINTS
MANAGER (020 8424 1578)

Background Papers: NONE

IF APPROPRIATE, does the report include the following considerations?

1.	Consultation	YES/ <u>NO</u>
2.	Corporate Priorities	YES / <u>NO</u>
3.	Manifesto Pledge Reference Number	