

# Complaints Overview 2018/19

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# 2-Stage Complaints Procedure



- Improves quality – train managers, engage senior managers
- Improves resident experience – engage more in process
- Reduce overall time for internal procedure – 20 days at each stage

# 2-Stage Complaints Procedure



## Stage 1

- Direct contact with resident from service
- Better service engagement
- A better quality investigation
- Detailed response
- Head of Service or Divisional Director sign off

# 2-Stage Complaints Procedure



## Stage 2

- Review Stage 1
- Contact with resident
- Faster end to end process
- Chief Executive oversight
- Escalation rate 8%,
- Impact on caseload and completion time.

# Volumes

	Stage 1	Old stage 2	Final stage*	Total at all stages
<b>2018/19 Actuals</b>	3213	228	214	3655
<b>2018/19 actual ½ year breakdown</b>	1579	51	149	1779
	1634	177	65	1876
<b>2017/18</b>	3403	378	161	3942
<b>2016/17</b>	3797	402	142	4341

# Challenges

- Ombudsman comments on responsiveness
  - monitoring of redress
  - identify blockages
  - review cases upheld
  - overall process streamline
  - setting internal deadlines
- Volumes – second stage reduction, but still more Chief Executive Review than under 3-stage process
- Team demands – stage 2 and Ombudsman: Stage 2 2019/20 year to date 61%, (average 19.8 days)

# Continual Work

- Quality Review – analyse response letters, lessons learnt
- Training Offer – investigation skills and writing a response
- Continue Review of Complaints with highest escalation or upheld rates
- Monitoring case work

# Local Government Social Care Ombudsman- Volumes Received



## LGO Complaints and Enquiries Received

	Adult Care Services	Benefits and Tax	Corporate and Other Services	Education and Children's Services	Environmental Services	Highways and Transport	Housing	Planning and development	Other	Total
2018/19	12	8	13	11	9	10	24	6	2	95
2017/18	6	15	6	10	13	20	32	4	0	106
2016/17	10	13	10	14	12	14	33	7	1	114
2015/16	10	19	11	22	13	19	48	6	1	149



# Local Government Social Care Ombudsman-Volumes Upheld



	LGO Decisions Made						
	Detailed investigation		Other				
	Upheld	Not upheld	Advice given	Closed after initial enquiries	Incomplete /Invalid	Referred back for local resolution	Total
2018/19	15	5	4	22	7	40	93
2017/18	17	12	3	26	4	38	100
2016/17	19	12	11	22	2	40	106
2015/16	9	13	11	35	7	78	153

# Benchmarking



London Borough	Invalid or Incomplete	Advice Given	Referred Back for Local Resolution	Closed after Initial Enquiries	Not Upheld	Upheld	Total	Uphold Rate (%)	Average uphold rate (%) of similar authorities
City of London	0	3	1	2	0	0	6	0	63
Royal Borough of Kensington & Chelsea	4	2	19	14	7	5	51	42	63
London Borough of Richmond upon Thames	3	0	22	17	8	5	55	38	63
Royal Borough of Kingston upon Thames	2	4	20	28	3	5	62	63	63
London Borough of Sutton	4	2	30	16	4	9	65	69	63
London Borough of Bexley	7	1	20	18	10	14	70	58	63
London Borough of Hammersmith & Fulham	3	5	17	21	7	18	71	72	63
London Borough of Wandsworth	9	3	32	18	9	9	80	50	63
London Borough of Havering	4	5	35	32	5	9	90	64	63
London Borough of Tower Hamlets	7	4	40	22	5	15	93	75	63
London Borough of Merton	5	1	41	28	9	22	106	71	63
London Borough of Harrow	7	2	34	27	15	22	107	59	63
London Borough of Islington	10	15	34	23	15	11	108	42	63
London Borough of Camden	3	9	40	21	27	10	110	27	63
Westminster City Council	12	6	36	38	9	9	110	50	63
London Borough of Barking & Dagenham	3	9	53	40	5	11	121	69	63
London Borough of Enfield	3	8	63	22	7	23	126	77	63
London Borough of Hounslow	3	5	55	39	6	19	127	76	63
London Borough of Lewisham	3	3	63	30	13	18	130	58	63
Royal Borough of Greenwich	2	16	55	36	4	18	131	82	63
London Borough of Brent	7	8	53	37	6	23	134	79	63
London Borough of Bromley	7	2	45	38	9	33	134	79	63
London Borough of Hackney	9	10	46	39	9	21	134	70	63
London Borough of Southwark	12	23	39	24	14	24	136	63	63
London Borough of Redbridge	10	4	50	39	16	20	139	56	63
London Borough of Hillingdon	2	5	36	68	25	24	160	49	63
London Borough of Waltham Forest	7	4	72	42	11	24	160	69	63
London Borough of Haringey	13	13	45	42	16	37	166	70	63
London Borough of Ealing	9	9	73	60	12	24	187	67	63
London Borough of Barnet	6	7	90	45	16	24	188	60	63
London Borough of Lambeth	13	18	80	45	14	35	205	71	63
London Borough of Newham	11	17	76	67	8	27	206	77	63
London Borough of Croydon	13	4	78	51	27	38	211	58	63

# Benchmarking -Upheld



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Royal Borough of Kingston upon Thames	2	4	20	28	3	5	62	63	63
London Borough of Havering	4	5	35	32	5	9	90	64	63
London Borough of Sutton	4	2	30	16	4	9	65	69	63
London Borough of Wandsworth	9	3	32	18	9	9	80	50	63
Westminster City Council	12	6	36	38	9	9	110	50	63
London Borough of Camden	3	9	40	21	27	10	110	27	63
London Borough of Barking & Dagenham	3	9	53	40	5	11	121	69	63
London Borough of Islington	10	15	34	23	15	11	108	42	63
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# Summary



The approach to our successful transition is as a result of:

- Focus on services with high escalation rates and high rates of upheld complaints – workshops, 1:1 sessions, service meetings.
- Exclusions from complaints process (e.g. appeals)
- Style of letter writing – introducing plain English
- The investigation process – contact with the customer
- Ensuring senior managers, Heads of Service and Divisional Directors review and sign-off
- Continual development of complaints handling