

Appendix D – 2017/18 Complaints Root Cause Summary & Improvement Actions by Department

CWB Department (ASC Directorate and Culture Services) & CYP Department

Community Wellbeing Department – Adult Social Care Directorate (45 cases)

Root Cause	Actions
<p>Service – 25 cases; 15 upheld/partly upheld</p> <ul style="list-style-type: none"> Poor Service – 13 Service not up to standard - 5 Service not provided – 3 Wrong Service Provided – 2 3rd party contractor issues – 2 <p>Customer Care- 11 cases; 5 upheld/partly upheld</p> <ul style="list-style-type: none"> Incorrect action taken - 6 Rudeness – 2 Contact Issues – 1 Correspondence issues – 1 Poor Attitude – 1 <p>Adults Transitions Assessments – 2 cases; 1 partly upheld</p> <p>Safeguarding – 3 cases</p> <p>Physical disabilities – 2 cases</p> <p>Hospital discharge – 1 case; upheld</p> <p>Member / General Enquiry – 1 case</p>	<p>Adult Social Care</p> <ul style="list-style-type: none"> In 2017/18, Adult Social Care directorate received over 3,600 contacts, made over 3,600 assessments for homecare, residential or nursing services, and also carried out over 2,100 hospital discharge assessments. Service improvements included the introduction of appeals process. The feedback/learning from complaints is discussed with individual staff members, at team meetings and management meetings to help improve service delivery.

Community Wellbeing Department - Culture Directorate (63 cases)

Root Cause	Actions
<p>Libraries – 52 cases; 23 upheld/partly upheld</p> <ul style="list-style-type: none"> premises / environment - 15 customer service – 9 other service - 8 computer provision – 6 other customers – 6 events and exhibitions - 4 book loans – 1 membership applications – 1 online access – 1 support for schools - 1 <p>Sports facilities – 11; 7 upheld/partly upheld</p> <ul style="list-style-type: none"> Staff / Customer service - 4 Bookings / Classes – 1 Courts – 1 Other Service - 1 Pricing / Policies - 1 Health Suite – 1 Pricing / Policies – 1 Swimming Pool - 1 	<p>Culture Service</p> <ul style="list-style-type: none"> The Culture Services within the Public Health & Culture directorate had over 36,000 active library borrowers and over 1.7m sports centre visits in 2017/18. Service improvements during the year included: <ul style="list-style-type: none"> ongoing staff training and performance management; regular discussion of complaint issues with individual staff, teams and management teams; Bridge Park facilities issues addressed with the contractors; heating and lighting issues at libraries addressed by the Facilities Management team; staff training/guidance provided regarding customer behaviour or managing noise levels in library spaces.

Children & Young People Department (110 cases)

Root Cause	Actions
<p>Social Workers – 18 cases; 8 upheld/partly upheld</p> <ul style="list-style-type: none"> • Service Failure - 12 • Communication – 6 <p>Assessments – 10 cases; 2 partly upheld</p> <ul style="list-style-type: none"> • Service not provided/not up to standard – 9 • Communication – 1 <p>Leaving Care – 10 cases; 7 partly upheld</p> <ul style="list-style-type: none"> • Service Failure – 6 • Communication – 3 • Policy or Procedure - 1 <p>Corporate Parenting – 8 cases</p> <ul style="list-style-type: none"> • Service not provided/not up to standard – 5 • Communication – 3 <p>Family Social Work – 8 cases; 4 upheld/partly upheld</p> <ul style="list-style-type: none"> • Service not provided/not up to standard – 7 • Communication delays - 1 <p>Customer Care – 7 cases; 1 partly upheld</p> <ul style="list-style-type: none"> • Correspondence issues – 3 • Poor attitude/rudeness – 3 • Incorrect action - 1 <p>Service Failure – 7</p> <ul style="list-style-type: none"> • Service not provided – 6 • Service delay - 1 <p>Visits – 6 cases</p>	<p>CYP</p> <ul style="list-style-type: none"> ▪ CYP received over 5,300 referrals and completed over 5,100 Child & Family assessments in 2017/18. ▪ Learning points from complaints are discussed with individual staff and in team meetings and there is ongoing work with managers to improve service delivery.

Root Cause	Actions
<ul style="list-style-type: none"> • Communication/inaccurate/behaviour – 4 • Service not provided/not up to standard – 2 <p>Placements – 5 cases; 3 partly upheld</p> <p>Finance/LAC Finance – 5 cases; 2 partly upheld</p> <ul style="list-style-type: none"> • Service not provided/not up to standard – 4 • LAC Finance - 1 <p><i>Less than 5 root cause themes identified in the following cases:</i></p> <ul style="list-style-type: none"> • Care Package – 3; Personal Advisors – 3; Family Support – 2; In Year Admissions – 2; Transfer Admissions – 2; Referrals – 2; Member/General Enquiry – 2; Child protection – 1; CP Conferences – 1; Communication – 1; Court Reports – 1; General enquiry – 1; Hardship and Subsistence – 1; LAC Reviews – 1; Reviews – 1; Quality Assurance – 1; Travel Arrangements – 1 case. 	