

Manchester City Council Report for Information

Report to: Audit Committee – 3 September 2018

Subject: Annual complaints and enquiries report 2017-18

Report of: Deputy Chief Executive

Summary

This report presents the complaints and enquiries dashboard, which sets out the Council's annual performance for 2017/18 in the management of corporate and social care complaints, Councillor and MP enquiries. It also provides information on how the Council has used this information to influence service improvements.

Recommendations

Audit Committee Members are asked to note the report and approve the distribution of an annual report to this Committee which summarises the performance of the Council in the management of complaints.

Wards Affected: All

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1.0 Purpose of report

- 1.1 This report to members outlines the Council's performance in relation to complaints and related metrics during the course of the 2017-18 financial year, including the complaints dashboard. Performance in responding to complaints is published regularly on the Council's website and can be viewed online at: http://www.manchester.gov.uk/info/200025/complaints_comments_and_questions/4218/complaints_performance
- 1.2 Whilst the accompanying complaints dashboard at **Appendix 1** highlights performance for each measurable indicator in more detail, in summary, the table below shows the annual performance for 2017/18, compared with previous years:

Period	Stage One complaints* <i>(previous years Stage 1 and 2)</i>	Performance target 96% within 10 working days	Social Care	Performance target 96% within 20 working days	MP/Cllr Enquiries	Performance target 96% within 10 working days	Ombudsman Enquiries	Performance target average response within 28 calendar days)
2014/15	1864	89%	314	55%	1321	82%	39	28 (26% upheld)
2015/16	1841	85%	220	70%	1331	80%	27	28 (44% upheld)
2016/17	2243	81%	285	80%	1537	83%	17	27 (10% upheld)
2017/18	1949*	87%	343	81%	1517	76%	22	27 (42% upheld)

2.0 Performance Management of Corporate Complaints

- 2.1 Expected standard - 96% of Stage One complaints responded to within ten working days
- 2.1.2 Growth and Neighbourhoods have seen the most pronounced reduction in Stage One complaints compared to 2016/17 (33% less). As this is a return to previous levels it suggests that 2016-17 was an outlier. The transition from Enterprise Manchester to Biffa in 2015-16, the major service change that followed across the entire city in 2016/17, bringing reduced bin sizes, and the move to a two stage complaints process¹ are the likely causes for these variations. Other Directorates have seen small increases in the number of complaints received.
- 2.1.3 The Council as a whole remains 9% from achieving its target of responding to Stage One complaints within 10 working days, however has improved its performance by 6% on the previous year. Growth and Neighbourhoods have improved their performance against this metric by 13%, taking them to within 7%

¹ The complaints process was revised in 2016 to reduce the stages of complaint from three to two. Reasons for this included the need to reduce the bureaucracy of the process, make navigation through the process easier, with less people to deal with and to speed up access to the Local Government Ombudsman.

of target. A significant factor in this improvement has been work undertaken by the Corporate Complaints Team with Biffa who are now responding to all referred complaints within deadline.

2.1.4 The Corporate Core, with the largest number of complaints received, has slightly improved its performance, taking it to 90% of complaints responded to on time. Children and Families have seen a small fall in performance, from 67% to 65%, although it is notable that the service within Children and Families who receives the most corporate complaints, School Admissions, has seen improvements in their response times.

2.2 Expected standard - 10% of corporate Stage One complaints escalated to Stage Two

2.2.1 The Council as a whole has seen a 4% increase in the number of complaints escalated to the final stage of the complaints process from 12% in 2016-17 to 16% in 2017-18. This is an expected increase, given the removal of a complaint stage, however efforts are underway to minimise these escalations by ensuring that Stage One complaint investigations are of sufficiently high calibre. The Council is still within 6% of the 10% target, which indicates that most complainants are satisfied with the investigation undertaken at Stage One.

2.2.2 This increase is reflected across every Directorate of the Council with the exception of Strategic Development (who have seen a reduction from 31% to 24%), however as Strategic Development receive a very small number of complaints, their percentages can be unduly affected by a few cases.

2.2.3 As part of the transition to a two stage complaints process, the Corporate Complaints Team now has the discretion to decline to investigate Stage Two complaints where it is clear that a Stage Two investigation will not bring about a different outcome or where the outcomes sought by the complainant are not reasonable or achievable. In 2017-18 the Corporate Complaints Team declined to investigate 22 complaints:

- Children and Families - 2
- Corporate Core - 9
- Growth and Neighbourhoods - 9
- Strategic Development - 2

Of these 22 not investigated at Stage 2, 4 took their case to the Ombudsman who also declined to investigate, one was investigated by the Ombudsman but was not upheld and the other cases were not pursued further by the complainants.

2.3 Expected standard - 96% of corporate Stage Two complaints responded to within ten working days

2.3.1 Performance against this standard remained fairly static, despite an 83% increase in the number of Stage Two requests received. This increase in the number of final stage complaints was anticipated as a result of the revised complaints process. It is however encouraging that this has not impacted upon

the number of complaint responses issued on time. The Council remains 12% from target and the Corporate Complaints Team will continue to proactively monitor internal deadlines and to pursue services for their responses to complaints. There will also be continued use of the escalation procedures to prevent delays.

- 2.3.2 Performance across the Directorates has been mixed with both Children and Families and Growth and Neighbourhoods seeing significantly larger numbers of Stage Two complaints but also seeing significant improvements in the timeliness of their responses when compared to the previous financial year. It is noteworthy that Children and Families saw an increase from four Stage Two complaints in 2016-17 to 20 in 2017-18, whilst the figure for Growth and Neighbourhoods more than doubled from 58 to 117. Strategic Development have seen a 40% fall in their performance but again, as they receive a very small number of complaints, their performance can be unduly affected by a small number of late cases. In this case, they had two Stage Two complaints that were not responded to on time. Finally, Corporate Core have seen a 59% increase in Stage Two complaints and a fall of 5% in the number responded to on time.
- 2.4 Expected standard - 20% of corporate Stage One and Two complaints upheld
- 2.4.1 The percentage of complaints upheld from 2016-17 to 2017-18 has remained relatively stable (42% compared to 41%). This remains more than double the target of 20%. As part of the implementation of the two stage process, the Corporate Complaints Team undertook a number of briefings with complaints coordinators and investigating officers, both to explain the new process and to emphasise the need for thorough, non-defensive investigations. These briefings have led to a higher calibre of complaint response but have also led to an increase in the percentage of complaints being upheld as failings are now more likely to be identified and acknowledged.
- 2.4.2 Growth and Neighbourhoods have the highest percentage of cases upheld. This was predominantly linked to the number of failed bin collections. Although in comparison to the high number of collections that are successfully performed every month the number of failed bin collections are minimal, these can generate complaints with limited scope for investigation and are therefore more likely to be categorised as upheld. Growth and Neighbourhoods have, however, also seen a 7% decrease in the number of complaints upheld (52% down to 45%) as well as a 29% reduction in total complaint decisions. This, together with the trend of decreasing rates of both complaints received and upheld over each quarter of the year, offers assurance that the service provided to residents is improving.
- 2.4.3 Corporate Core has seen an increase in complaints decisions and the percentage of upheld complaints. This is, in part, due to the transfer of Highways reporting to the Corporate Core in early 2016. As Highways has now transferred to Growth and Neighbourhoods this will lead to changes in the performance for both Directorates. Children and Families have maintained the proportion of upheld decisions despite a 48% increase in decisions made.

3.0 Performance Management of Councillor and MP enquiries

3.1 Expected standard - 96% of Councillor and MP enquiries responded to within ten working days

- 3.1.1 The Council's performance against this metric has fallen from 83% to 76% despite a small drop in the number of enquiries received (down from 1537 in 2015/16 to 1517 in 2016/17). It should also be noted however, that there is an acknowledgement, particularly across the Neighbourhoods Service who have significant contact with Members and MPs that some caseload is being dealt with informally and therefore, the number of enquiries on record is in fact under represented. Instructions have therefore been issued to all staff to enforce the need to ensure cases are logged on the complaints and enquiry system and this will be handled by the Corporate Complaints Team to ensure consistency of approach.
- 3.1.2 The Council is 20% from the 96% target on this metric, with performance standing at 76% of enquiries handled on time. Growth and Neighbourhoods have seen a drop of 20% of enquiries responded to on time when compared with the previous year. It is acknowledged however, that due to the wide ranging scope of their services, the enquiries they receive can be complex in that they require input from a range of service areas before a response can be collated, and this adds to the time taken to respond. The Corporate Complaints Team have raised this matter with Directorate Senior Management Teams who have confirmed their commitment to seeing improvements in this regard, recognising the importance of responding to Councillors and MPs as community representatives in a timely way.

4.0 Performance Management of Social Care Complaints

4.1 Expected standard - 96% of social care complaints handled within timescale

- 4.1.1 Although legislation sets timescales for Children's Social Care complaints (Stage One: maximum of 20 working days, Stage Two: maximum of 65 working days and a Stage Three Review Panel must be organised within 30 working days), Adult Social Care legislation does not but states timescales must be negotiated with the complainant. That said, the Council aims to respond to complaints about Adult Social Care services within 20 working days.
- 4.1.2 Children's Services have seen a 5% increase in their performance, taking them to within 14% of target despite a 25% increase in complaints received. Adults have seen a 13% increase in social care complaints received but have seen a drop in performance of 8%. This takes the Council's overall performance to 81% (compared to 80% in 2016/17), with an overall increase of 20% more cases.

4.2 Expected standard - 20% of social care decisions upheld

- 4.2.1 The Council has seen a noted improvement in the percentage of social care decisions upheld, seeing a fall from 43% to 32%. Whilst this remains 12% from

target, the trajectory throughout the year has shown decreasing numbers of upheld complaints.

5.0 Performance Management of Local Government and Social Care Ombudsman (LGSCO) Enquiries

5.1 Expected standard - Local Government and Social Care Ombudsman enquiries responded to within 28 days

5.1.1 The Council received 22 enquiries from the LGSCO this year, an increase on the 17 cases from the previous year. The Council has however maintained its average response time of 27 days in which to respond to enquiries, which is within the target set by the LGSCO. The only Directorate not to meet this average was Children and Families. This was due to a number of highly complex cases that required the input of many services and partner organisations as well as detailed reviews of historic records.

5.2 Expected standard - 10% of Local Government and Social Care Ombudsman decisions where fault is found against the Council

5.2.1 The Council has seen a marked increase in both the number of decisions made by the Ombudsman (from 48 to 62) and the number of adverse decisions from 5 to 26, equivalent to 10% of decisions in 2016/17 to 42% in 2017/18. This is reflected across all Directorates, with particularly high levels of adverse decisions recorded against Children and Families. It should also be noted that the Ombudsman still records a complaint as upheld even where the Council has already acknowledged the fault and upheld it through its own procedures.

5.2.2 Following the appointment of a new Ombudsman it has been recognised that there is a more robust approach being taken to their decision making. This is evidenced in their own *Review of Local Government Complaints 2017-18*, published in July this year which headlines an upheld rate across all Councils of 57%, an increase from 54% in the previous financial year, as well as an increase in recommendations made to put things right, from 3574 to 3622. They also state in their report that they have published 40% more public interest reports, which is a significant increase and highlights again, evidence of their more rigorous approach to complaint handling and decisions during 2017/18. These reports trigger a requirement for the authority to consider them at Full Council, and are intended to highlight where there are systemic failings or significant injustices. Manchester has not been the subject of any Public Interest Reports during this financial year.

5.2.3 Of the 26 decisions upheld by the Ombudsman, two were sent directly to the Ombudsman so had not been previously considered by the Council. Four cases were Adults Social Care complaints which follow a legislative procedure which only permits one stage of investigation, and one case was not considered at the second stage of the complaints process, which meant that in these cases, the Council had a more limited opportunity to resolve matters with internal reviews before the Ombudsman was involved.

- 5.2.4 Of the remaining cases six were upheld with no further remedy proposed by the Ombudsman. In four of the cases the Ombudsman added to the remedy suggested by the Council, determining it was insufficient.
- 5.2.5 Taking into consideration the perceived, more robust stance of the Ombudsman, there were challenges made to the Ombudsman in eight of the draft decisions, some of which resulted in revisions in final decisions which were more favourable for the Council.
- 5.2.6 However, considering this picture in its entirety, it seems there were lost opportunities for internal resolution in 18 of the 26 cases upheld by the Ombudsman. The detail of the additional remedies that were proposed by the Ombudsman in these 18 cases is attached as **Appendix 2**.
- 5.2.7 In 11 of these 18 cases, the Ombudsman has proposed financial remedy as a means to compensate complainants that was not offered by the Council in our investigation, totalling £3,700 for all the cases combined. Whilst the Council's policy on complaint remedies does reference the need for Directorates to consider financial recompense it is often difficult to gauge the level at which this should be offered. Furthermore, there the complainant may still progress to the Ombudsman as a way of testing the Council's offer. This means there is often a preference within Directorates to await the Ombudsman's view on compensation before making an offer. Whilst this is understandable, it can make it more difficult for the complaint to be resolved without Ombudsman intervention.
- 5.2.8 In five cases, the Ombudsman has proposed nothing further than an apology as a means to remedy their upheld complaints. It is the Council's policy not to offer an apology unless fault has been found; otherwise this can lack sincerity and complainants may find this patronising if it is not accompanied by an acknowledgement of error. Where recommended by the Ombudsman, we recognise that an apology does need to be accompanied by an acceptance of the fault the Ombudsman has found, and will always ensure this happens following an Ombudsman enquiry.
- 5.2.9 In four cases, the Ombudsman findings in the case reflect failings in areas that were not the focus of the Council's initial investigation. Whilst important that these failings are acknowledged, it is clearly more difficult to identify and remedy them if they are not part of the complainant's initial communication.
- 5.2.10 From reviewing the detail in **Appendix 2**, the main messages are that:
- The Council may need to be more open to offering financial remedies during their own complaints investigations given the number of Ombudsman decisions that have resulted in compensation.
 - Where the Council offers remedy to put the complainants back into the position they might otherwise had been in if not for the fault, more consideration may be required for time and trouble/distress payments on top of these remedies.

- Whilst apologies should not be offered where there is no fault, there may be cases where discretion could be applied to apologise and acknowledge more minor faults.
- The Council should continue to challenge the Ombudsman's stance where appropriate to do so as this has resulted in some positive influence around the Ombudsman decisions during 2017-18
- The Council should continue to develop learning action plans in cases where the Ombudsman has reached a different conclusion to that formed by the Council, so that we can consider where our own complaints process may have lost opportunities, and learn from this.

5.2.11 In addition to the above, in July, the Ombudsman has issued their Annual Review Letter on Manchester's complaints, which records the same detail on the 18 complaints they have remedied (referenced above, and shown in Appendix 2). They explain that they are intending to move away from reporting on complaint volumes, and instead turn the focus of their analysis onto the lessons that can be learned from the wider improvements. To this aim, they have developed a pilot project, which Manchester has volunteered to participate in, which will more effectively record and publish data about remedies. An update will be provided on this pilot in the next Annual Audit report.

5.2.12 In response to all of the above, the Corporate Complaints Team are liaising with Directorates to ensure that the Council's policy to deal with remedying complaints, which provides guidance on appropriate redress and resolution of cases with the aim of reducing Ombudsman involvement, is properly and consistently applied. Whilst the Council must accept that complaints may still be pursued with the Ombudsman, it is anticipated that this policy will assist in reducing the number of cases where the Ombudsman remains dissatisfied with the remedy proposed by the Council.

6.0 Learning from complaints

6.1 Low risk learning actions

6.1.1 2017-18 has seen a 26% reduction in learning actions that are considered to be low risk. The predominant cause of learning in these cases is recorded as a failure to follow processes or procedures and these have been remedied by staff briefings, one to one discussions with staff and by changing procedures.

6.2 Critical Learning and Learning Action Plans

6.2.1 Where complaints are received that are a concern in terms of risk and impact on the complainant, a *Learning Action Plan* will be developed and monitored by the Corporate Complaints Team, working with the service manager, to secure ownership and commitment to the actions and timescales. Once the plan is signed off as completed, the key actions and learning outcomes will be shared in a communication bulletin across the service, and beyond if necessary, to ensure that the impact of the learning improves practice and performance in the future.

6.2.2 This year has seen a reduction in critical learning action plans, from 25 to 22 cases. Children and Families had the highest number of cases at 18, and primarily related to social care cases. The remaining plans were for the Core (2) and Growth and Neighbourhoods (2)

6.2.3 Actions in a number of these learning plans resulted in changes to processes or procedures, examples of which are set out below:

- Changes in the processing of Cash Individual Budget payments to ensure back up processes are in place when ICT systems fail (Adults Services)
- Changes to the way the administration, recording and returning of medication is dealt with by reablement staff (Adults Services)
- Process around care provider's provision of notice for ending care package to be reviewed to ensure no gaps in service provision in future (Adults Services).
- Development of an advice leaflet to assist with explanations regarding rights around power of attorney (Adults Services)
- Development of an alert system in the Social Care recording system to notify professionals regarding expiry of children's immigration status so that appropriate action can be taken (Children's Services).
- The introduction of a new procedure to deal with Expressions of Interest under the Right to Challenge Scheme (Core - Legal Services)
- Refresh and recirculation of the Risk Assessment Form, incorporating questions on the sharing of data with third parties and the verification of evidence supporting allegations and introduction of a Public Interest Test checklist to evidence the reasoning behind the sharing/withholding of data as part of Audit investigations. (Core – Audit and Risk)

6.2.4 Learning Plans also recorded themes around training, development and actions taken with staff, some examples of which are below:

- Training to be issued to staff dealing with Housing Options around the handling of homelessness applications, and a new process to be implemented and staff briefed regarding legislation change in the Housing Act (Adults Services)
- Staff to be sent on refresher training on moving and handling and around dealing with communication with adults with a learning disability (Adults Services)
- Briefings to staff to ensure emails sent and received are recorded on electronic records to provide an audit trail of contact with families (Adults Services)
- Briefing note circulated to all staff in community teams regarding the funding of temporary health placements to ensure a better understanding around management of fees (Adults Services)
- Staff re-briefed on notification of death procedure to ensure insensitive mistakes do not happen with regard to communication with relatives (Adults Services)
- Staff to attend a letter writing course to improve communication around dealing with sensitive issues such as homelessness (Adults Services)

- Staff re-briefed about ensuring decisions are communicated in writing, contact details of relevant officers are provided and Working Agreement copies are provided to complainants (Children's Services)

6.2.5 It is clear that the process of learning and developing actions to prevent re-occurrence of the fault is a beneficial process for the Council and that these actions demonstrate there have been a number of key changes to services and development areas for staff as a result of complaints.

7.0 Praise

7.1 Praise recorded for employees has increased by 24% across the Council, from 321 to 397 records. Particular increases have been seen for the Corporate Core and Growth and Neighbourhoods, which follows efforts made by the Corporate Complaints Team to ensure that Directorates were aware that this is a recorded metric and that action was being taken to record these. Some examples of praise received are set out in **Appendix 3**.

8.0 Conclusion

8.1 The financial year of 2017-18 shows a mixed picture in performance of complaints handling. Whilst some indicators have shown an improvement, there are a number of indicators that have shown a decline.

8.2 The focus for the next financial year must be around securing an improvement in these areas. Of particular concern is the timeliness of response to MPs and Councillors and the percentage of upheld decisions from the Ombudsman. A targeted plan of action must be taken forward, and actively supported by Heads of Service and Strategic Directors to secure improvement as follows:

Stage 1 and Stage 2 complaints/Social Care complaints

- All staff to prioritise complaint investigations at the point of receipt – a communications feature will be run in a future Staff Bulletin to enforce this message and to offer signposting to advice and guidance for good complaints handling.
- The Corporate Complaints Team will be actively monitoring deadlines for complaints and enquiries, including sending reminders and instigating their escalation procedures to Heads of Service and Strategic Directors when cases are at risk of running late, or have gone over deadline.
- The existing offer of departmental training and briefings around process and complaint response writing will be re-emphasised via departmental management meetings.

MP and Councillor Enquiries

- Further instruction to be issued to remind staff that all cases are to be logged on the complaints system and the Corporate Complaints Team will monitor this to ensure this is taking place.
- Strategic Directors will be reminded to ensure the prioritisation of such enquiries, particularly where they are signing off the responses directly.

Ombudsman Enquiries

- Increased focus must be given to remedying complaints through the Council's own procedures, with more openness to offering not just financial recompense, but more creative solutions to ensure the complainant is put back into the position they would have been in where it not for the complaint. The Council's policy on Remedying complaints will be re-circulated
- The Council will openly participate in the Ombudsman's new *Remedy Project*, which will provide exposure to good practice across other authorities and opportunity to seek advice and guidance from the Ombudsman about where improvements can be made.
- Lost opportunities for resolution (i.e. where the Ombudsman upholds something we didn't) will be monitored throughout the year in the form of Learning Action plans and key messages will be communicated back through services.

8.4 More generally, as part of the continuous monitoring for complaints and feedback, Strategic Directors will continue to take responsibility for sharing their own performance dashboards and details of their learning action plans with their associated Executive Member on a quarterly basis.

9.0 Recommendations

9.1 The recommendations appear at the front of this report.

Appendix 1



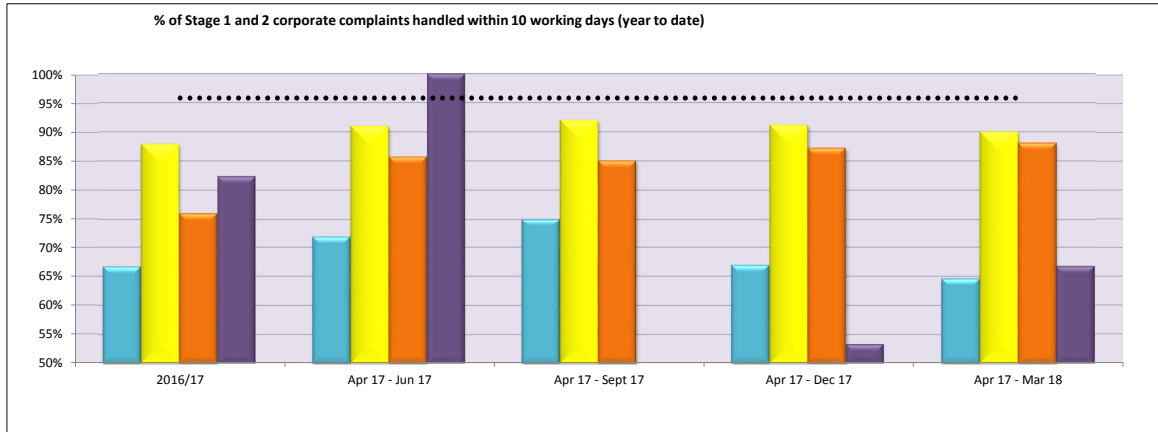
Manchester City Council Complaints and Enquiries Dashboard Financial Year 2017-18

Produced by Corporate Complaints, Performance and Intelligence

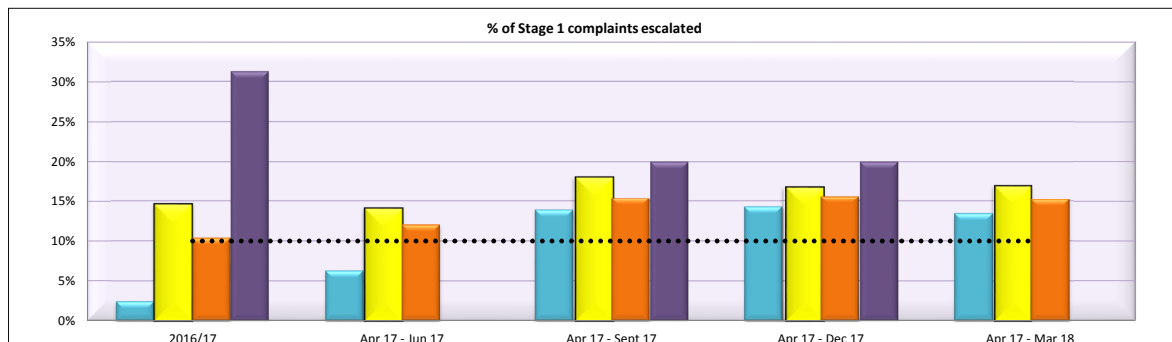
Performance Management Framework

Audit Committee- Complaints and Enquiry Dashboard

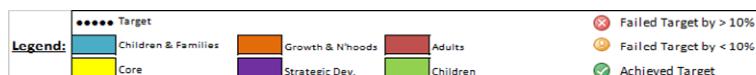
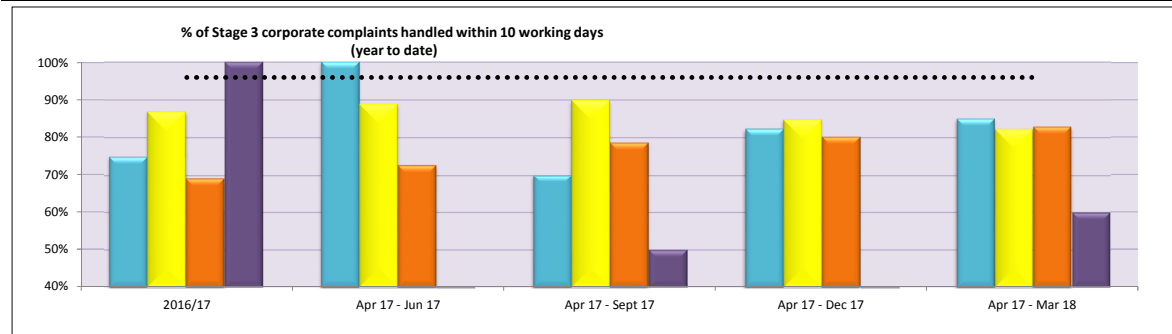
Number of combined stage 1 corporate complaints and % handled within 10 working days											Year To Date:		
Directorates	1 Apr 16 - 31 Mar 17		Target 17/18	1 Apr 17 - 30 Jun 17		1 Jul 17 - 30 Sep 17		1 Oct 17 - 31 Dec 17		1 Jan 18 - 31 Mar 18		1 Apr 17 - 31 Mar 18	
	No.	%		No.	%	No.	%	No.	%	No.	%	No.	%
Children and Families	123	67%	96%	32	72%	40	78%	40	53%	52	60%	164	65%
Corporate Core	953	88%		256	91%	237	93%	250	90%	253	86.6%	996	90%
Growth & N'bourhoods	1,150	76%		183	86%	213	85%	186	92%	186	90.9%	768	88%
Strategic Development	17	82%		3	100%	7	29%	5	60%	6	100.0%	21	67%
All Directorates	2,243	81%		474	88%	497	87%	481	87%	497	86%	1,949	87%



Number of Corporate Stage 1 complaints % escalated											Year To Date:		
Directorates	1 Apr 16 - 31 Mar 17		Target 17/18	1 Apr 17 - 30 Jun 17		1 Jul 17 - 30 Sep 17		1 Oct 17 - 31 Dec 17		1 Jan 18 - 31 Mar 18		1 Apr 17 - 31 Mar 18	
	No.	%		No.	%	No.	%	No.	%	No.	%	No.	%
Children and Families	123	2%	10%	32	6%	40	20%	40	15%	52	11.5%	164	13%
Corporate Core	905	15%		256	14%	237	22%	250	14%	253	17.4%	996	17%
Growth & N'bourhoods	1,061	10%		183	12%	213	18%	186	16%	186	14.0%	768	15%
Strategic Development	16	31%		3	0%	7	29%	5	20%	6	33.3%	21	24%
All Directorates	2,105	12%		474	13%	497	21%	481	15%	497	15.7%	1,949	16%

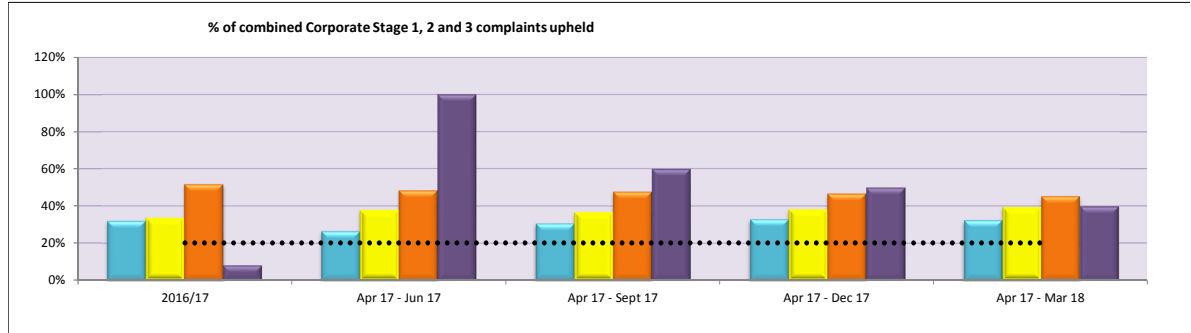


Number of stage 2 corporate complaint responses and % handled within 10 working days											Year To Date:		
Directorates	1 Apr 16 - 31 Mar 17		Target 17/18	1 Apr 17 - 30 Jun 17		1 Jul 17 - 30 Sep 17		1 Oct 17 - 31 Dec 17		1 Jan 18 - 31 Mar 18		1 Apr 17 - 31 Mar 18	
	No.	%		No.	%	No.	%	No.	%	No.	%	No.	%
Children and Families	4	75%	96%	2	100%	8	63%	7	100%	3	100%	20	85%
Corporate Core	106	87%		36	89%	53	91%	36	72%	44	75%	169	82%
Growth & N'bourhoods	58	69%		22	73%	39	82%	30	83%	26	92%	117	83%
Strategic Development	2	100%		0	-	2	50%	1	0%	2	100%	5	60%
All Directorates	170	81%		60	83%	102	84%	74	78%	75	83%	311	82%

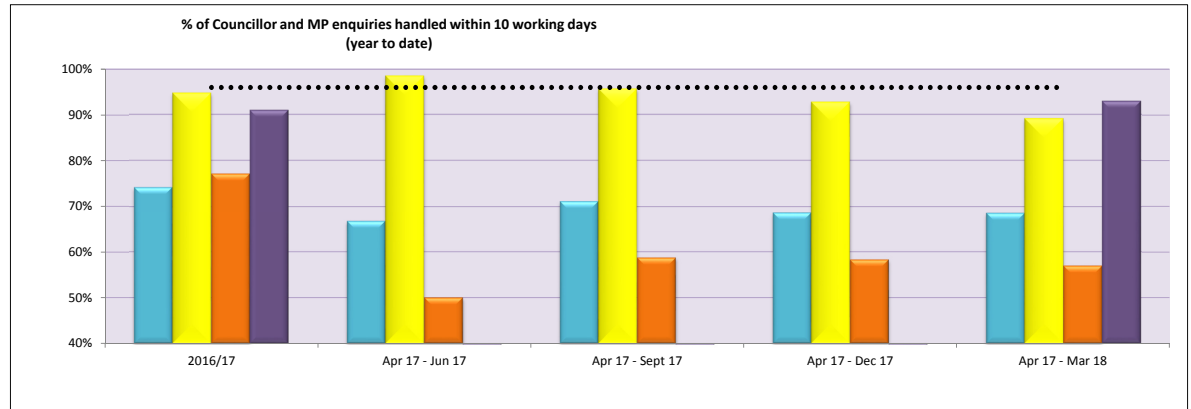


Audit Committee- Complaints and Enquiry Dashboard

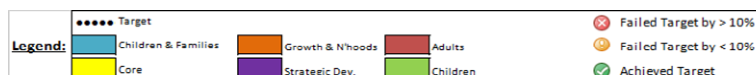
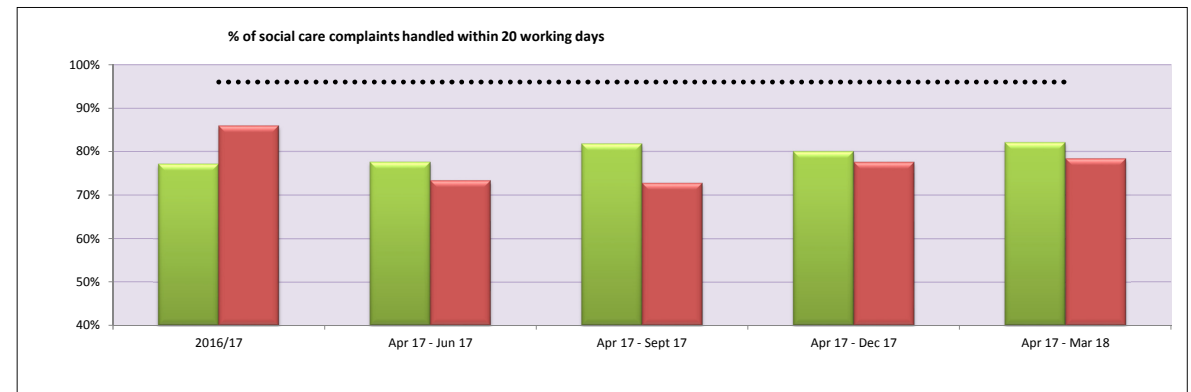
Number of Corporate Stage 1 and 2 decisions and % upheld										Year To Date:			
Directorates	1 Apr 16 - 31 Mar 17		Target 17/18	1 Apr 17 - 30 Jun 17		1 Jul 17 - 30 Sep 17		1 Oct 17 - 31 Dec 17		1 Jan 18 - 31 Mar 18		1 Apr 17 - 31 Mar 18	
	No.	%		No.	%	No.	%	No.	%	No.	%	No.	%
Children and Families	125	32%	20%	34	26%	48	33%	46	37%	58	31%	186	32%
Corporate Core	1016	34%		281	38%	282	35%	283	41%	282	43%	1128	39%
Growth & N'bourhoods	1159	52%		188	48%	219	47%	210	45%	207	41%	824	45%
Strategic Development	12	8%		3	100%	7	43%	4	25%	6	17%	20	40%
All Directorates	2312	42%		506	41%	556	40%	543	42%	553	41%	2158	41%



Number of Councillor and MP enquiries and % handled within 10 working days										Year To Date:			
Directorates	1 Apr 16 - 31 Mar 17		Target 17/18	1 Apr 17 - 30 Jun 17		1 Jul 17 - 30 Sep 17		1 Oct 17 - 31 Dec 17		1 Jan 18 - 31 Mar 18		1 Apr 17 - 31 Mar 18	
	No.	%		No.	%	No.	%	No.	%	No.	%	No.	%
Children and Families	819	74%	96%	150	67%	224	74%	250	64%	205	68%	829	68%
Corporate Core	613	95%		118	98%	173	94%	145	87%	166	80%	602	89%
Growth & N'bourhoods	83	77%		18	50%	28	64%	14	57%	12	50%	72	57%
Strategic Development	22	91%		0	-	-	-	1	0%	13	100%	14	93%
All Directorates	1,537	83%		286	79%	425	81%	410	72%	396	73%	1,517	76%

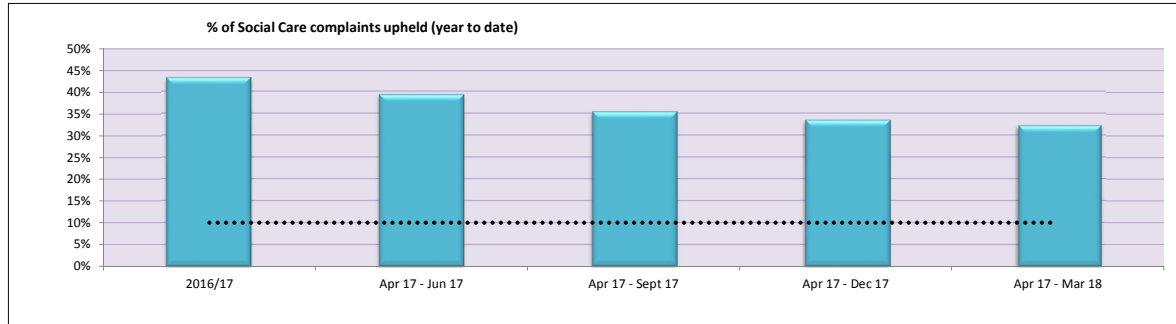


Number of Social Care Complaints and % handled within target										Year To Date:			
Directorates	1 Apr 16 - 31 Mar 17		Target 17/18	1 Apr 17 - 30 Jun 17		1 Jul 17 - 30 Sep 17		1 Oct 17 - 31 Dec 17		1 Jan 18 - 31 Mar 18		1 Apr 17 - 31 Mar 18	
	No.	%		No.	%	No.	%	No.	%	No.	%	No.	%
Children	179	77%	96%	49	78%	44	86%	67	78%	63	87%	223	82%
Adults	106	86%		30	73%	25	72%	34	85%	31	81%	120	78%
Total Social Care	285	80%		79	76%	69	81%	101	80%	94	85%	343	81%

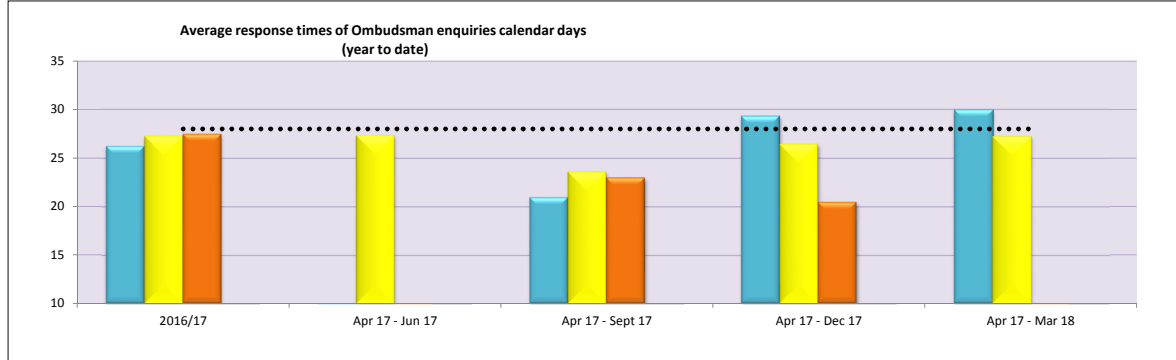


Audit Committee- Complaints and Enquiry Dashboard

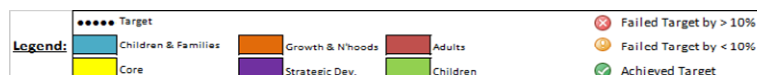
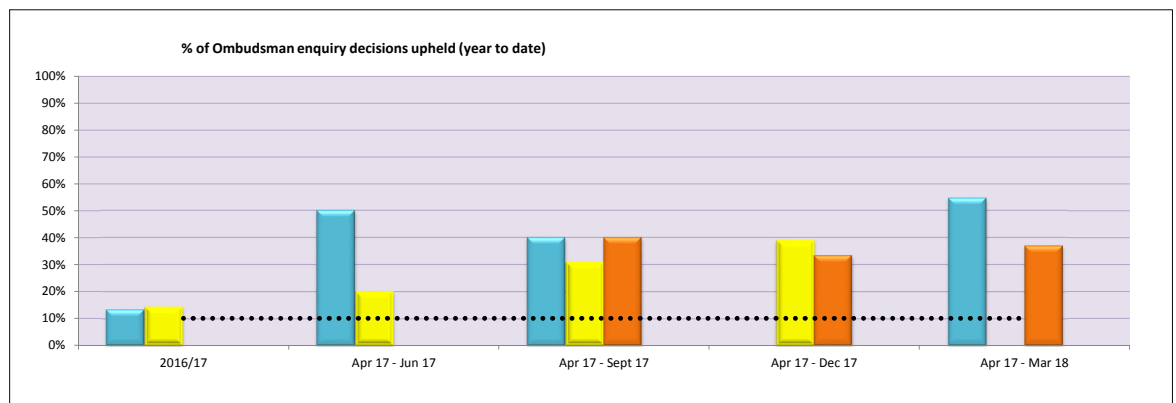
Directorates	Number of Social Care decisions and % upheld										Year To Date:		
	1 Apr 16 - 31 Mar 17		Target 17/18	1 Apr 17 - 30 Jun 17		1 Jul 17 - 30 Sep 17		1 Oct 17 - 31 Dec 17		1 Jan 18 - 31 Mar 18		1 Apr 17 - 31 Mar 18	
	No.	%		No.	%	No.	%	No.	%	No.	%	No.	%
Total	285	43%	20%	79	39%	68	31%	101	31%	94	29%	342	32%



Directorates	Number and average response times of Ombudsman enquiries (in calendar days)										Year To Date:		
	1 Apr 16 - 31 Mar 17		Target 17/18	1 Apr 17 - 30 Jun 17		1 Jul 17 - 30 Sep 17		1 Oct 17 - 31 Dec 17		1 Jan 18 - 31 Mar 18		1 Apr 17 - 31 Mar 18	
	No.	Avg Days		No.	Avg Days	No.	Avg Days	No.	Avg Days	No.	Avg Days	No.	%
Children and Families	8	26	28	0	-	3	21	2	34	4	35.0	9	30
Corporate Core	4	27		3	27	2	18	2	34	2	30.0	9	27
Growth & N'bourhoods	4	28		0	-	2	23	2	18	-	-	4	21
Strategic Development	0	-		0	-	-	-	-	-	-	-	0	-
All Directorates	17	27		3	27	7	21	6	28	6	33.3	22	27

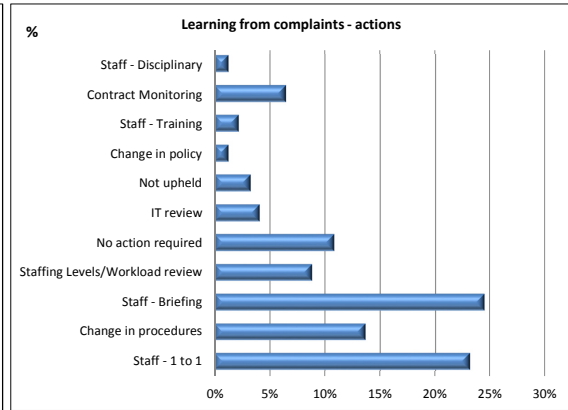
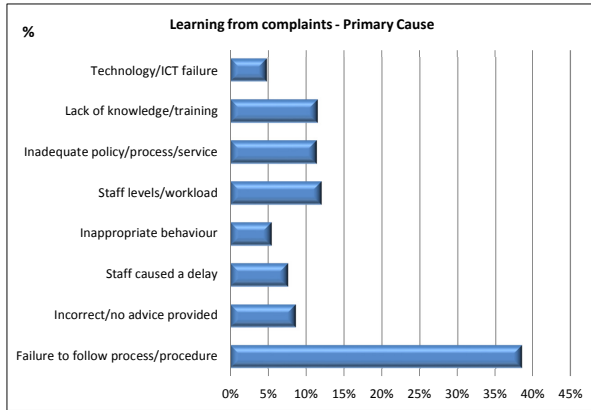


Directorates	Number of Ombudsman enquiry decisions and % upheld										Year To Date:		
	1 Apr 16 - 31 Mar 17		Target 17/18	1 Apr 17 - 30 Jun 17		1 Jul 17 - 30 Sep 17		1 Oct 17 - 31 Dec 17		1 Jan 18 - 31 Mar 18		1 Apr 17 - 31 Mar 18	
	No.	%		No.	%	No.	%	No.	%	No.	%	No.	%
Children and Families	15	13%	10%	6	50%	4	25%	3	0%	9	89%	22	55%
Corporate Core	21	14%		5	20%	8	38%	5	60%	3	0%	21	33%
Growth & N'bourhoods	11	0%		3	0%	2	100%	7	29%	7	43%	19	37%
Strategic Development	1	0%		0	-	-	-	-	-	-	-	0	-
All Directorates	48	10%		14	29%	14	43%	15	33%	19	58%	62	41.9%



Audit Committee- Complaints and Enquiry Dashboard

Directorates	Learning from complaints												Year To Date:	
	1 Apr 16 - 31 Mar 17		Target 17/18	1 Apr 17 - 30 Jun 17		1 Jul 17 - 30 Sep 17		1 Oct 17 - 31 Dec 17		1 Jan 18 - 31 Mar 18		1 Apr 17 - 31 Mar 17		
	Minor	Critical		Minor	Critical	Minor	Critical	Minor	Critical	Minor	Critical	Minor	Critical	
Children and Families	134	21	n/a	22	2	32	5	43	6	47	5	144	18	
Corporate Core	256	3		64	0	83	1	91		56	1	294	2	
Growth & N'bourhoods	498	1		43	0	40		79	1	61	1	223	2	
Strategic Development	4	0		0	0							0	0	
All Directorates	892	25		129	2	155	6	213	7	164	7	661	22	



●●●●● Target	Children & Families	Growth & N'hoods	Adults	⊗ Failed Target by > 10%
Legend:	Core	Strategic Dev.	Children	⊙ Failed Target by < 10%
				✔ Achieved Target

Appendix 2 – Lost opportunity for resolution in relation to Ombudsman Upheld Decisions

Case	Council decision	Council remedy	Ombudsman decision	Ombudsman remedy	Decision challenged
1.Children's Services - Council's approach to dealing with Special Guardianship allowance for child	Not upheld	Explanation of decision	LGO found issue with Council not undertaking a Statutory S2 investigation – <i>(NB this was not raised in complaint to Council)</i>	Undertake a S2 investigation	Yes
2.Children's Services Complainant felt SW intervention in relation to her family was inappropriate.	Not upheld	Inform complainant in writing re decisions taken re why ongoing SW intervention was necessary	LGO found issue with delays in undertaking family assessment – <i>(NB this was not raised in complaint to Council)</i>	£300 compensation	Yes
3.Children's Services – Failure to remove access restrictions on a parent when completing a child protection investigation	Upheld	Contact details for the officer leading investigation and working agreement to be established	Ombudsman found that the Council failed to provide a copy of the working agreement, delayed in its investigation and failed to communicate the outcome	£750 compensation	No
4.Children's Services – Home to school transport appeal did not consider all relevant information	Not upheld	The Council felt it had considered all relevant information and based on this, disabled child was not entitled to transport. Explanation provided	Ombudsman found that the Council did not adequately consider its policy in the appeal and all representations made by the complainant	A fresh appeal panel offered	No
5.Adults Services (social care) – Delay in completing assessment of need and providing personal budget	Not upheld	Explanation as to why the Council did not feel the case had been delayed. Additional information was required.	Ombudsman found that the assessment did not consider the reasons for informal family support and therefore failed to approve costings at appropriate time	Backdate direct payment to complainant to 3 March.	Yes
6. Adults Services - Homelessness.	Not upheld	Explanation provided as to why complainant did not meet band criteria and advice on making a homelessness application	Ombudsman found that there was fault in the way the Council handled Housing register and homelessness applications, which caused a missed offer of social housing.	£400 compensation, direct offer of a house, £200 a month backdated to June until house found	No
7.Adults Services (social care) – Failure to arrange adequate and consistent care in line with Care Plan and	Not upheld	Explanation to advise that care charges have been correctly assessed on basis of income and entitlement is correct.	The Ombudsman found there was some fault in making arrangements for four additional hours of care in a specific period.	Apology and £200 compensation	Yes

Appendix 2 – Lost opportunity for resolution in relation to Ombudsman Upheld Decisions

Case	Council decision	Council remedy	Ombudsman decision	Ombudsman remedy	Decision challenged
failure to take action to deal with request for additional support.					
8.Adults Services (social Care) – Transfer of a young person with autism to an out of area placement	Not Upheld	Explanation of decision	The Ombudsman found no fault in decision to transfer out of the area but fault was found in the lack of suitable support with finances and in not communicating effectively with family	Apology	Yes
9.Adults Services – Delayed decision in a homelessness application	Upheld	Apology and payment of arrears at property	Ombudsman found no fault in making initial decision or dealing with complainant's possessions, but fault was found in delay of its review.	£200 compensation offered in addition to Council remedy	No
10. Adults Services (social care) – Care provider did not provide appropriate support to disabled son and no contact with him.	Not upheld	Explanation provided regarding Council's view of care being provided.	The Ombudsman found fault in that the care provider sent the wrong medication when her son visited complainant but closed case as did not cause significant injustice	Apology	No
11.Core City Solicitors – Failings in the way the Council dealt with the complainant's expression of interest under Community Right to Challenge Scheme	Upheld	Apology and process review to ensure delays are mitigated against in future.	The Ombudsman found there was a significant delay in dealing with issue	£1000 compensation in addition to Council remedy	No
12. Core – City Treasurers Rev Bens Claim Council Tax recovery action should not have been pursued.	Upheld	Apology, refund of overpayments and enforcement costs	The Ombudsman found that recovery action was inappropriate	In addition to Council remedy proposed £50 time and trouble payment	No
13.Core, Risk and Internal Audit – Failure to	Not upheld	Explanation provided of actions	The Ombudsman found that it was inappropriate not to	Apology	No

Appendix 2 – Lost opportunity for resolution in relation to Ombudsman Upheld Decisions

Case	Council decision	Council remedy	Ombudsman decision	Ombudsman remedy	Decision challenged
verify allegations from an investigation before sharing them		and why they were taken	have verified details before sharing		
14. Growth and Neighbourhoods Planning – Parking issues outside a school affecting a complainant's property	Not upheld	Explanation of decision around enforcement and actions being taken.	The Council failed to ensure the school had an up to date travel plan as part of the planning condition <i>(NB – this was not raised as part of the complaint to the Council)</i>	£200 compensation	Yes
15. Growth and Neighbourhoods Planning – Council approved planning permission despite application containing inaccurate information.	Not upheld	Explanation provided – this did not affect the decision to grant planning permission	The Council was not at fault for its handling of, and decision in, the planning permission – but did fail to note some contradictory information in the Planning application	Apology	Yes
16. Growth and Neighbourhoods Planning – Wrong to grant planning permission on a neighbouring property.	Not upheld	Explanation for the decision taken to recommend planning permission.	The Council failed to deal with some enquiries from the applicant's agent, resulting in misunderstanding about discharge of condition. <i>(NB – This was not raised as part of the complaint to the Council)</i>	Apology	No
17. Growth and Neighbourhoods- behaviour of a Civil Enforcement Officer when issuing a fine for littering.	Not upheld	Explanation of Officer's actions provided and acknowledgement of some error – agreed to cancel the £50 payment of PCN	Ombudsman found that there was faulty in the way that the Notice was issued to a minor and inappropriately involved Manager from her workplace.	Ombudsman proposed increasing the compensation to include refund and £50 time and trouble payment for distress.	No
18. Growth and Neighbourhoods – Legality of eviction	Not upheld	Explanation of Officer's actions when dealing with the issues and the process/decisions taken.	The Ombudsman found that the Council failed to take legal action against a landlord when the complainant faced eviction from his private property	Apology and £350 compensation for the uncertainty	Yes

Appendix 3 – Examples of praise given during 2017-18

Children and Families Directorate

Compliment received from a citizen regarding one of the delivery drivers of equipment and adaptations:

"Just wondered if you could pass on some feedback to the driver, REDACTED, who delivered and fitted the bed lever for REDACTED. She was very impressed with the courtesy and good service from REDACTED and wanted to thank him for doing a good job."

Compliment received from a parent of a service user who was subject to a parenting assessment:

"I've just read the parenting assessment- can I say that it is really good document. Not only did it melt my heart with how lovely they are with her and how well you have been able to capture it- but it's also a really good analytical yet concise document. Pleasure to read!"

Praise for Social Worker:

"I received an email today from X, who was the Guardian for YP. He was very complimentary about REDACTED's practice. I too share X's praise for REDACTED. She took the case on mid-way through proceedings and although it was very complex she managed to work effectively with the parents, build a relationship with the young person and keep the proceedings child focused. I found her very responsive and she kept me updated with all events. I think she has secured the right care plan for the young person and clearly worked hard on the case."

Praise from Childminder about REDACTED, Early Years Quality Assurance Officer:

"REDACTED helped me acknowledge certain key areas which needed improvement in and outside the house. She supported me in identifying any risks around the property and also those risks that I had not noticed. She made sure I had all the up to date material needed and sent me a couple that I was missing. Her input was a great support to me just before Ofsted came to visit. She has always been quick to respond to any queries or questions I have had via email and always been on top of updating me with new information too."

Corporate Core

Praise for Call Centre Agents in the Corporate Contact Centre:

"REDACTED and REDACTED were both very helpful and understanding and I really appreciate REDACTED sending me a link to claim council tax support and that she put my account on hold during difficult circumstances."

"I was really impressed with how REDACTED handled the call, she was dead friendly and the speed of getting the street lights fixed really impressed me. I would give her a box of chocolates if I knew where she lived! She needs a pay rise".

"Thank you for all your help, you are great at your job and have gone that extra mile to help me and provide great customer service. I phone up so many places and they can't wait to get the call over with and you haven't made me feel like that at all, you have wanted to help me. Before speaking to you I was scared to call!"

"I spoke to REDACTED regarding a missed bulky collection, I found him to be patient, knowledgeable, took ownership of the call, was very pleasant to speak to and conscientious. I can't believe he's not off making millions elsewhere! It was almost worth it just to speak REDACTED, genuinely nice guy that knows his stuff."

Praise for the Corporate Complaints Team:

"The problem which you are kindly dealing with has been a chronic problem and I have invoices going back over the last two years when Biffa and their predecessors have failed to empty our bins and we have had to employ private contractors to the tune of £1300. This is why I am so very pleased that we have made personal contact with yourself as the personification of Manchester City Council and with REDACTED who is worthy of high praise for his professionalism, courtesy, expediency and efficiency. I have his contact details and he has mine and I am confident that if problems were to occur in the future we can make contact with each other via mobile phone or email and we can address matters quickly with only days rather than weeks passing before the situation is remedied. Thank you for giving this matter your kind attention. It is most reassuring that there are Manchester City Council professionals so ready and willing to assist citizens in stressful situations and resolve their difficulties. "

"I certainly appreciate the work you have put in on my freedom of information act request as I work in information access myself. You handled my previous request impeccably and the irritation that spurred this one has abated. Kudos, MCC. If you have a compliments procedure please consider this a comment on your excellent work."

The Neighbourhoods Service

Praise for Waste Contractor Operative from Biffa:

"I've just witnessed a loader on a paper round at the bottom of Palatine Road really go out of his way to pick up some spilt waste. His colleagues were shouting at him to hurry up but he really made a big effort to make sure he had cleaned up properly and wasn't rushed away by his driver. It was quality workmanship and hopefully this can get passed on that it was noticed and appreciated"

Praise for worker from Blackley Cemetery:

"Thank you so much to REDACTED for the hard work put in to finding us a cremation plot in Blackley Cemetery that was close to a family grave. REDACTED spent many hours helping the family and we are all very grateful"

Praise sent in from a City Centre Tour Guide:

"I've just taken a group of Dutch planners around the city centre. I expected to have to apologise about all the litter but couldn't find any!"

Praise received regarding appearance of city centre

“Periodically we travel by tram from Rochdale to media city, through the city centre; last week we were struck by the cleanliness of the streets, the noticeable lack of litter, and the generally clean and tidy appearance of Manchester, from Victoria station to Castlefield. It was a pleasure to see.”

Praise for Manchester Markets:

“At short notice and during what is a very busy time, markets staff supplied and erected gazebos and tables at the Moston Lane Christmas Lights Switch On. Also, The District Market Manager offered advice and support in terms of event management, health and safety and insurance requirements, helping the local community provide a safe and successful event. Both the local members and the community were impressed with the help and support provided by Manchester Markets”

Compliment for a Highways Operative:

“This worker was working on the tarmac today near Emmanuel Church. I had a shopping trolley which was heavy as I had shopping in it and the worker lifted the trolley over the road for me and then he took my arm and helped me over the road. This young man made my day and I have told everybody about him. I had to ring up as I felt he deserved to be rewarded. Please can this be passed on to the relevant team?”