

DIRECTORATE OF CHILDREN'S SERVICES

**COMPLAINTS, COMMENTS AND COMPLIMENTS
CHILDREN'S SOCIAL CARE SERVICES
ANNUAL REPORT**

April 1st 2010 – 31st March 2011

Policy Performance & Resources Division



Produced by Quality and Complaints Team June 2011

SECTION 1

1.1 INTRODUCTION

- 1.2 This Report provides information relating to Children's Social Care Complaints Comments & Compliments, during the period 1 April 2010 to 31 March 2011.
- 1.3 The procedures for Children's complaints, are determined by legislation, predominantly involving the: -
- Children Act 1989, Representations Procedure (England) Regulations 2006.
 - The Children & Adoption Act 2002 and Children (Leaving Care) Act 2000.
- 1.4 Every Local Authority with a responsibility for Children Social Care Services is Regulatory obliged to have in post a Complaint Manager, part of whose role it is to provide an Annual Report into the workings of the complaints and representations procedures. This requirement is contained in the Children Act 1989; Representations Procedure (England) Regulations 2006.
- 1.5 The complaints procedure cannot operate without effective information; therefore, all service users and people who request a service are provided with information on how to complain, comment or make a compliment. Complaint information is displayed in all public reception areas.
- 1.6 The Directorate of Children's Services is committed to a positive and proactive approach to complaints handling; complaints are viewed as a mechanism for ensuring that the Directorate remains receptive to the need to make improvements to the quality of the services that it provides as well as a method of seeking resolutions to the individual's dissatisfaction wherever possible.

SECTION 2

2. THE COMPLAINTS PROCEDURES

- 2.1 The Complaints, Comments and Compliments procedures serve four principal purposes:
- Providing a way for a child/young person, or a person acting on their behalf, to give the Directorate their views of the service.
 - Enabling the Directorate to learn from complaints and compliments, and to change, review or maintain services accordingly.
 - Ensuring that complaints are properly recorded and acted upon, and that where necessary things that have gone wrong are put right promptly.

- Ensuring that staff and service users understand their rights, and responsibilities within the complaints process.

2.2 The complaints procedure for Children social care has three 3 stages;

- Stage One Problem solving and informal resolution.
- Stage Two Formal Complaint investigation.
- Stage Three Independently chaired Review Panel

2.3 **Stage One**

Offers the Team responsible for the relevant service the first opportunity of considering the complaint and responding on behalf of the Directorate as appropriate; most commonly this involves either apologising for any mistakes made and correcting any resulting disadvantage (upholding the complaint) or finding that the work that was undertaken was correct (not upholding the complaint). Looking into a complaint at Stage 1 should be a relatively short piece of work; however, it is important that the response is informative, accurate, fair and as helpful as it can be. It may also at this stage be helpful to the complainant and in achieving a resolution if there can be direct contact with them by the relevant Team Manager.

2.4 **Important points within Stage 1**

- The timescale at Stage 1 gives 10 working days to respond to children, or their carers who raise a complaint; however, this can be extended by a further 10 days if the complaint is complex or key staff are unavailable.
- Young people who complain on their own behalf must be offered the services of an advocate.
- A written response is provided by the relevant Manager to the young person or their representative.
- The Directorate has the discretion to refuse to consider a complaint, which was not raised within twelve months of the incident/event occurring.

2.5 **Stage Two**

Whilst Stage 1 complaints are responded to by those directly responsible for the service being disputed, at Stage 2 of the procedures complaints are investigated by someone independent of that resource. This can be either a member of the Quality and Complaints Team, another Manager within the Directorate or an externally appointed person, the Local Authority has discretion over whom to appoint. Additionally, an Independent Person (not employed within the Local Authority) in line with legislation & guidance, must be appointed in each case to oversee the investigation from the perspectives of thoroughness, fairness and objectivity. Again in

accordance with legislation 25 working days up to a maximum of 65 working days are allowed for the investigation of the matter by the complaint investigator leading to the response by the Assistant Director for Children's Services. If an advocate has not been appointed previously the child/young person is again offered advocacy services at this stage.

2.6 **Stage Three**

If the complainant remains dissatisfied after the Stage two process, then they can request that matters move to Stage 3. This process requires the Local Authority to convene a stage 3 Review Panel to hear the complaints within 30 working days of the request. The Review Panel involves three independent people, one of whom is appointed to chair the panel. Also in attendance will be the complainant and advocate, the complaint investigator, the independent person, a Senior Manager from Children's Specialist Services, Complaints Manager and other officers who support the complaints process. Essentially the Review Panel considers the management of the complaint and the responses made at Stages 1 and 2. The Review Panel after listening to the issues related to the complaint then has 5 working days to provide written recommendations to the Director of Children's Services, copied to the complainant. The Director then has 15 working days to respond to the complainant; this concludes the Local Authority's handling of the complaint.

If the complainant remains dissatisfied following the Stage 3 response they can; within twelve months of the panel hearing, approach the Local Government Ombudsman seeking further enquiries or investigation to be carried out into the complaints by that office. If the Ombudsman determines that the complaint has not been looked into fairly and correctly by the Directorate, or that the service user has suffered an injustice in the services he/she has received then the Ombudsman will reach a finding of maladministration; there were no findings of maladministration for Dudley Social Care Services during 2010/11.

2.7 **CORPORATE COMPLAINTS: -**

2.8 The Children's Directorate also has a duty to comply with general complaints which do not fall within the boundaries of the Statutory Children Social Care complaint process. Complaints in this category are called "Corporate Complaints" and are dealt with under the Council's Complaints and Representations procedure; although Corporate Complaints will be dealt with by many Divisions within the local Authority, 5 were recorded in 2010/11 which concerned Children's Services; a decrease of one on the year before.

SECTION 3

3. OVERVIEW OF ACTIVITY 2010/11

3.1 SUMMARY

- i) Children's Services received **104** Children's Act complaints from **95** different young people or their representatives during 2010/11, this compares to **111** complaints for 2009/10 representing a decrease of **6%**. In the same period Children's Social Care received 3763 new referrals and worked with a total of 5574 cases; complaints were received in 1.8% of the cases worked with.
- ii) Many of the complaints received were complex continuing the trend within Dudley and across neighbouring Authorities of multi layered, complex complaints being presented as well as complaints which may be classed as informal, but which require careful management and time to prevent them from escalating into complaints about the way in which they have been handled.
- iii) It can be seen from the figures above that some young people may have made more than one complaint this year, this is not unusual; the disparity between the number of complaints received and the number of young people forwarding these can also be caused by complaints which concern more than one service and need to be counted as a separate complaint against each service.
- iiii) The majority i.e. **73** of the complaints relating to services provided to children were made or led by parents or other relatives; **19** complaints were made by children or their advocates.
- v) The guidance provides the opportunity of recording some adverse contacts as informal complaints; this is used for example in instances where a young person may wish to raise an issue without it being regarded as a complaint at that point.
- vi) Informal complaints are not necessarily minor issues; like complaints they need to be considered and responded to, not least because should the person who raises a comment be dissatisfied with the response they may then have the right to take the matter forward as a complaint.
- vii) **45** informal complaints were received in 2010/11. Compared to **42** in 2009/10. The combined number of complaints and informal complaints has totalled **149** this year, last year this figure was **153**.
- viii) **1** Stage 2 Children's Act complaint investigation and **One** at Stage 2 of the Corporate procedures were commenced within 2010/11; in 2009/10 there were **4** Formal complaint investigations. Significant efforts go into resolving complaints before they proceed to formal investigation, this allows for a thorough but quicker response. The average cost of a Formal complaint investigation is around £2,500.

- viii) The Quality & Complaints Team has been contacted by the Local Government Ombudsman over a number of cases at the request of complainants; these contacts have not progressed past initial enquiries and responses.
 - ix) The Quality and Complaints Team have also had sustained contacts with a number of adults, usually relatives of service users, who are either unable to use the complaints procedures further or who decline to progress through the procedures but who also continue to make contact. Such work is time consuming and often requires a greater degree of caution.
 - x) **No** Stage 3 Review Panels have been requested this year.
- 3.2 Three complaints remain open and are being attended to appropriately. All other complaints have either received a response at Stage 1 this year or have progressed to Stage 2 of the procedures. Of these **35%** were dealt with within **10** working days, (compared with **37%** in the previous year) and a further **17%** within **20** working days compared with **27%** in the year before. Therefore **52%** were dealt with within the statutory timetable of **20** working days; this compares with the figure of **64%** in 2009/10.
- 30%** of complaints took more than **31** working days to complete, compared with **21.6%** in the previous year. Many of those complaints were complex and the time taken was agreed with the complainant, however, it is of concern when complaints take longer than expected to resolve and we will seek to improve on this figure for 2011/12.
- 3.3 There were **56** individual registered compliments for 2010/11 compared to **83** for 2009/10, a decrease of **27**.
- 3.4 **Local Government Ombudsman:** - As referred to previously there has been significant involvement with the Ombudsman on a number of complex cases; However, there were **no** reports issued against Children Services and **no** finding of Maladministration involving any of the complaints made.
- 3.5 **Advocacy:** - Government Regulations requires that all young people making a complaint in their own right are offered the assistance of an Advocate. **2** children/young people making a complaint chose to have the assistance and support of an advocate during the complaint process. Advocacy is now provided by the Children's Society.

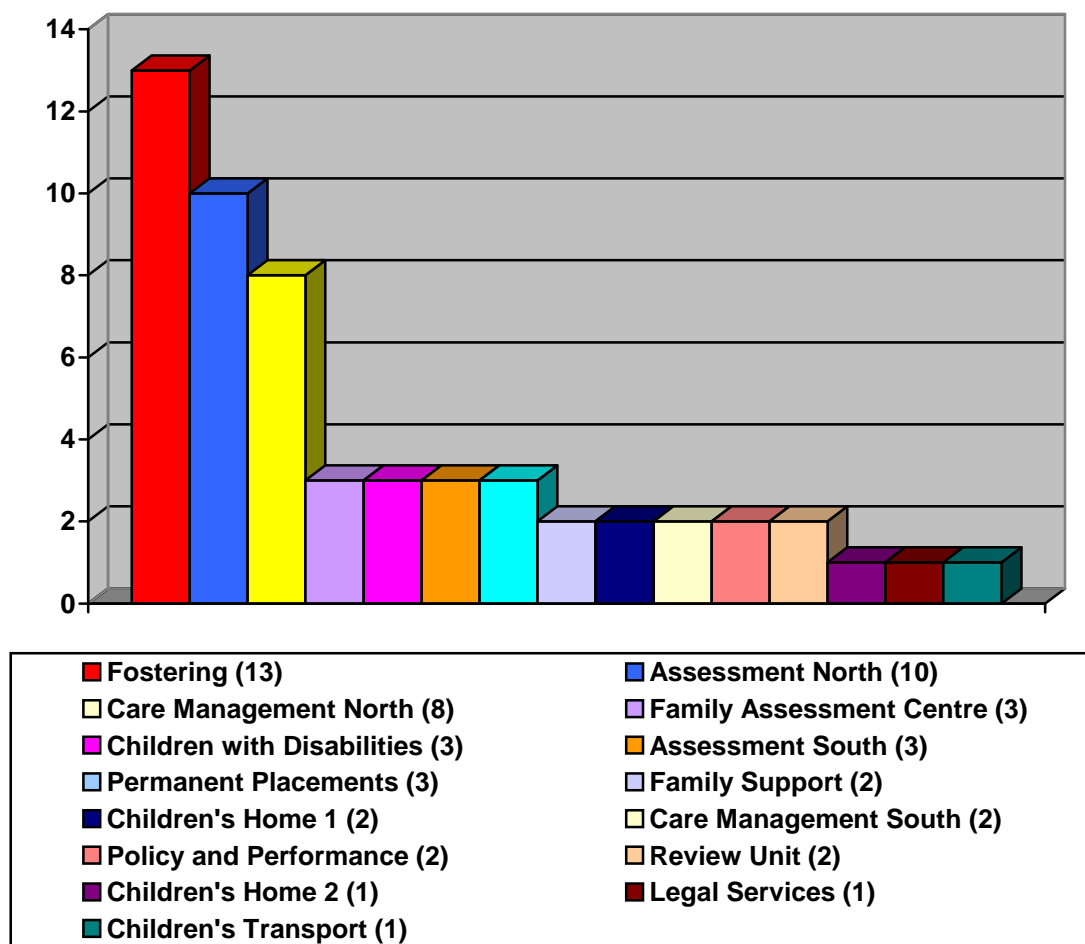
SECTION 4

4. ACTIVITIES OF THE QUALITY & COMPLAINTS TEAM 2010/11

- 4.1. Regular contact is carried out by the Team's Complaints Officer with residential Children's Homes across the Borough in order to monitor and assist access to the complaints procedures. Young People who raise a complaint are offered a visit from the Complaints Officer or Complaints Manager. This provides easy, fast and informal access for young people to the complaint process.
- 4.2. The majority (**52%**) of all complaints resolved at Stage 1 were acknowledged and concluded within the statutory timescale. The Quality & Complaints Team monitors each complaint and works closely with each Manager responding to a complaint to assist them as and where required.
- 4.3. Separate training for Managers, Social Workers and Foster Carers has been delivered during 2010/11 including: -
 - A half-day course to inform front line staff/newly appointed staff of their responsibilities when a complaint is made.
 - A course for managers and other senior team members in responding to complaints at Stage 1 of the procedures.
 - A course for Managers and Senior Managers who may be required to undertake a Stage 2 complaint investigation.
 - A half day course for foster carers raising awareness and exploring their particular relationship to the complaints procedures.
- 4.4. The established complaints leaflet for children has been widely circulated and is well used.
- 4.5. Protocols are in place with Health colleagues, and multi agency teams such as Flipside – a specialist multi agency fostering service.
- 4.6. Quarterly monitoring reports are presented to Senior Managers concerning complaints in their areas and across the Directorate.

SECTION 5

5.1 COMPLIMENTS DATA 2010/11



5.2 The table above shows the numbers of compliments received from service users, and other professionals, such as Judges, solicitors and Court Guardians for the Directorate's staff.

5.3 Although we have a statutory responsibility to register complaints and ensure that they receive a response, we also believe that there is much to be learnt by the way of good practice by proactively gathering and reporting on compliments received across the Directorate.

5.4 The above graph shows an decrease in compliments to **56** from last year's figure of **83**; this is the first time in five years that registered compliments have fallen. This does not mean that work is not being appreciated or that compliments are not being received; more likely, compliments are not being forwarded for registration.

5.5 Examples of compliments received: -

A social worker in Care Management North received a compliment from an Independent Fostering Agency regarding "how professionally and sensitively you dealt with the delicate situation and the quality of

information you passed on to them in order for the carer's to fully understand both the baby and mother's needs" when placing a child.

In another case a parent complimented a social worker for there sensitivity during a visit to a Hospital.

Assessment South were complimented by a parent for the work that had been done in enabling his family to move closer to him resulting in better relationships

Foster carers were complimented by the social worker involved and the child's father for their support while the child was in care.

Legal Services were thanked for the support given to a social worker by a legal executive "producing first rate statements at extremely short notice" despite being "under a tremendous amount of pressure".

Assessment North and Quality and Complaints were complimented by a firm of solicitors "it is some time since we have ever received such a helpful response to any complaint from a Local Authority. That in itself speaks to us as a very positive way in which the Local Authority has kindly dealt with this complaint and we hope that it has been constructive and are grateful for your prompt attention of the matter".

A social worker in Care management North was complimented for the support she had offered to a foster carer.

A parent thanked the Children's Disabilities Team for finding short stay care during the Christmas holidays at very short notice.

Parents passed on through CAFCASS their belief that their assessment in the Family Assessment Centre had benefited them as parents. The had told the Guardian concerned that they had not thought that the assessment would assist them, but they felt stronger as a couple because of the hard work of the centre.

A Judge in the family Court commented that it was a pity that the social worker who had been involved in a difficult case could not be cloned; this case had resulted in the child concerned remaining with his parents.

A Young Person's Advisor was complimented for "hard work, commitment and intervention with these children's parents.

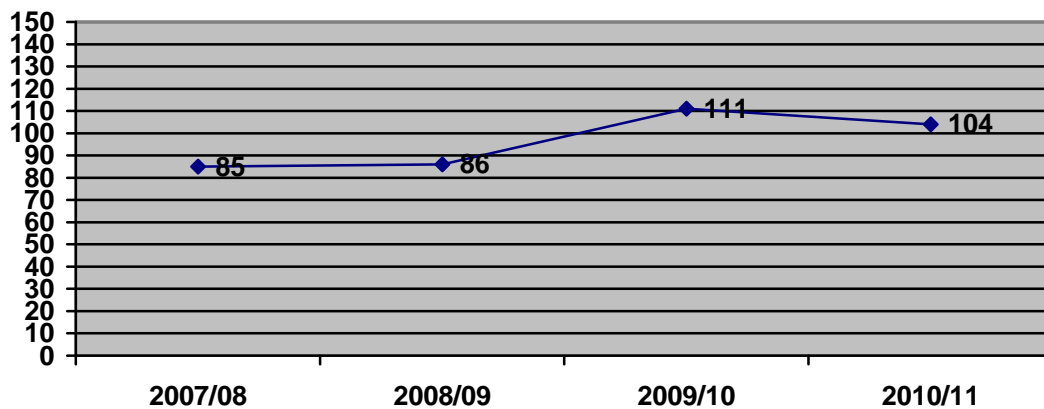
"She has been undertaking work related to routines of care, identified resources for parents at a Children's Centre (nursery placement, course on parenting etc.) and also advised parents around ensuring the basic needs of these children are met (e.g. personal hygiene, play and stimulation, attendance at health appointments and dress and supervision issues), Since her intervention (ongoing) with this family I have noted a marked improvement in the children's well being and care by parents."

The contact Team were sent a card from the parent of a child approaching their first birthday; the card expressed very warm thanks to the team for the work that they had done in helping mother and child be together

A social worker in Care Management North wrote to the Assistant Director to comment on the work of FAST in helping a father who had been “extremely nervous about the assessment of his parenting skills”. The child was now placed with his father and Community Support continued to be involved; the father was “most appreciative, not only of being able to learn skills, but for the very sensitive way staff have worked with him. Reports have been clear and Reviews undertaken regularly so the organisation of the whole programme was excellent”.

SECTION 6 COMPLAINT DATA 2010/11

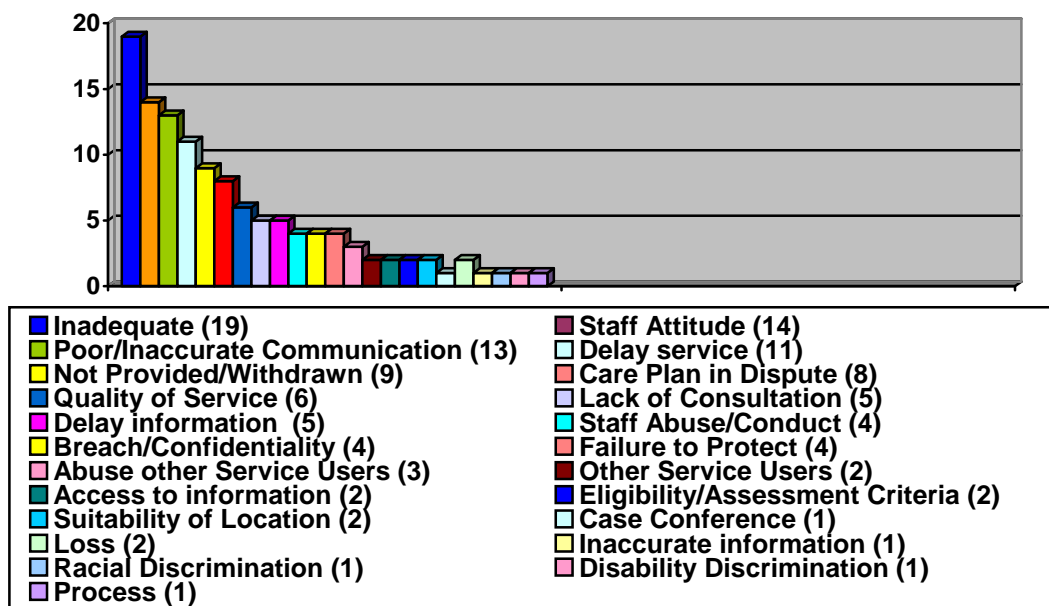
Comparison of Complaints Over The Past Four Years.



6.1 2010/11 saw a slight fall in complaints received up from **111** to **104**; however, the numbers have not fallen back to the unusually low figures seen in 2007/08 and 2008/09. Complaint activity in the first two months of this year appears to be high and we may see a further increase in the annual figure by the end of the year.

6.2 If we combine the **45** informal complaints received with the **104** complaints, the number of adverse contacts rises to **149**, a slight fall from **153** in the year before.

6.3 COMPLAINT ISSUES:-



6.4 It is possible for a complaint to concern more than one issue; in total 120 issues were the subject of complaints this year. By far the issue most frequently complained about was the adequacy of the service being provided. Each complaint offers opportunities for learning for the service as a whole or the individual worker concerned with the aim that improvements can be made where difficulties have been identified.

6.5 The figures above should be viewed in the context of the total number of services being provided, as well as the need to prioritise vital pieces of work which can result in complaints elsewhere

6.6 Complaints which were placed within the 'inadequate Service' category include concerns about frequent changes of worker resulting in a lack of consistency and progress, the level of contact and quality of work from an allocated worker, punctuality of support workers and complaints about the quality of contact arrangements.

6.7 Complaints about 'staff attitude' concerned comments made by staff and the attitudes presented in their work; these concerns are addressed and challenged when they arise.

6.8 The one complaint concerning racial discrimination was made by a boy with the full support of his residential home staff because of racist remarks made to him by another resident. The young person had been informed of his right to report the actions to the complaint. The matter was eventually resolved by the abuser moving to another placement.

6.9 Some of the remaining issues complained about involved: -

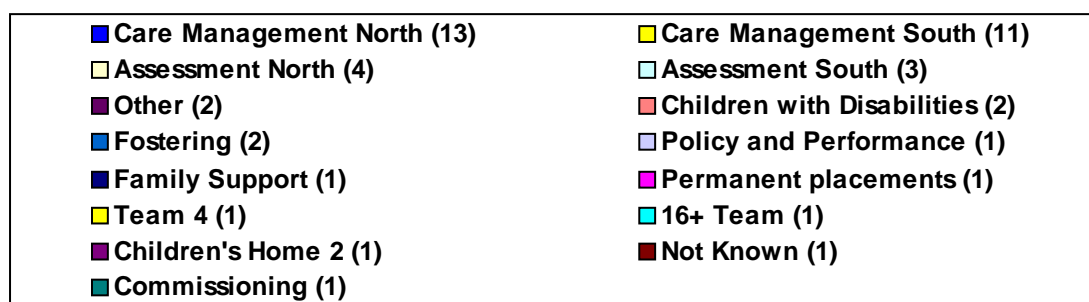
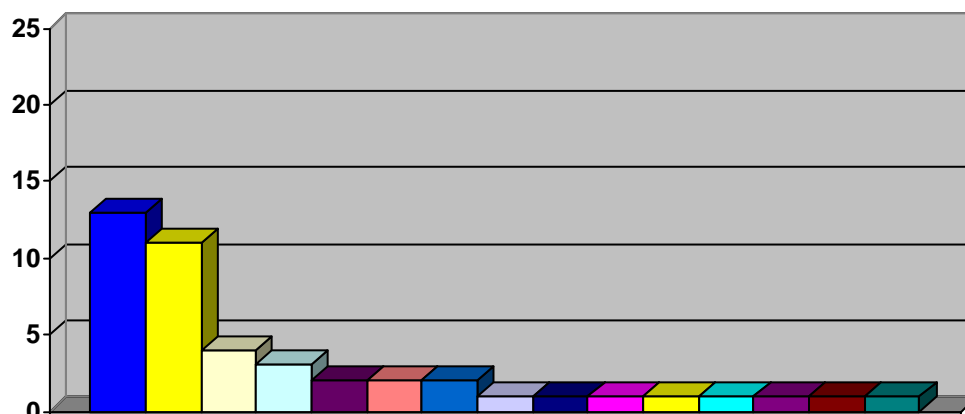
- Young people in residential units complaining about the conduct of fellow residents and the impact that this has on them. Care has to

be taken when resolving these to consider the rights and needs of the other young person involved.

- Complaints that workers have been slow to or simply failed to provide important information to parents and carers.
- A complaint that a worker had (accidentally) divulged a parent's address in a meeting to a relative who they wanted to avoid outside of contacts organised by the Local Authority.
- A complaint from an Independent Reviewing Officer that a child was about to move placement, only to move again shortly after because the (new) carers had a holiday booked. The change of placement was postponed.
- Further delays in moves have been agreed to either rationalise moves or to allow the needs of the young person to be reconsidered.
- Complaints have been received about the arrangements to be made for young people with significant learning difficulties to transfer to the support of Adult Services.
- We have received complaints from parents who have considerable difficulty in accepting the new legal status of their child and who wish to raise issues; we will support as best we can without undermining the plan for the child and their right to stability.

7. INFORMAL COMPLAINTS

The number of informal complaints received has risen from **42** last year, to **45** in this. Informal complaints received across the Directorate are shown in the chart below.

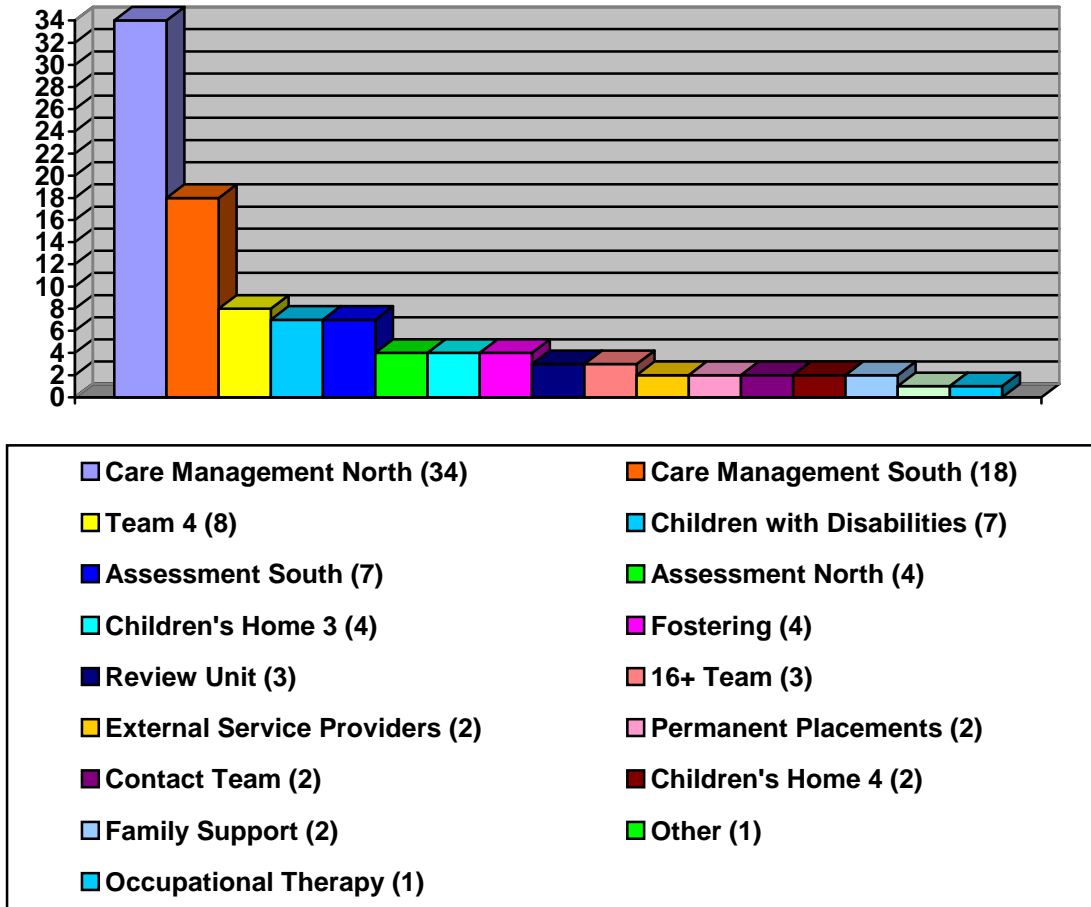


Examples of informal complaints received

- Belief that confidentiality may have been breached by staff; any issues concerning data breaches are treated as complaints.
- Extended family members seeking to make complaints on behalf of children and parents without submitting any evidence that the relevant person agrees with this action. These are considered on a case by case basis to determine what responses can be offered.
- Complaints from several years ago, which could have been submitted much earlier. Although the Local Authority is able to determine that it will not look into these, investigation may be valuable to both the complainant and the Authority.
- Matters which are either before the Court or which could be resolved in the Courts.
- Disputes within families where it may be advantageous to one party to involve the Local Authority, but where the Local Authority believes it has no grounds to intervene.

- Complaints which seek to dissuade the Local Authority from completing its statutory duties.
- Where clarity about the position of the Local Authority is sought.
- Information may be logged as a formal complaint, if it is apparent that a complaint might be made, while enquiries are made until a formal complaint is received.

8. COMPLAINTS RECEIVED ACROSS THE DIRECTORATE.



8.1 The highest number of complaints received was in respect of the Care Management Teams and these have risen as a proportion of a slightly lower base number of complaints. The five Care Management Teams (including Team 4) will hold cases for the greatest lengths of time and will deal with many people who are going through extremely difficult and painful transitions. Not all complaints are upheld, but all require careful consideration to ensure that they have been responded to appropriately and any lessons that can be learnt are taken forward.

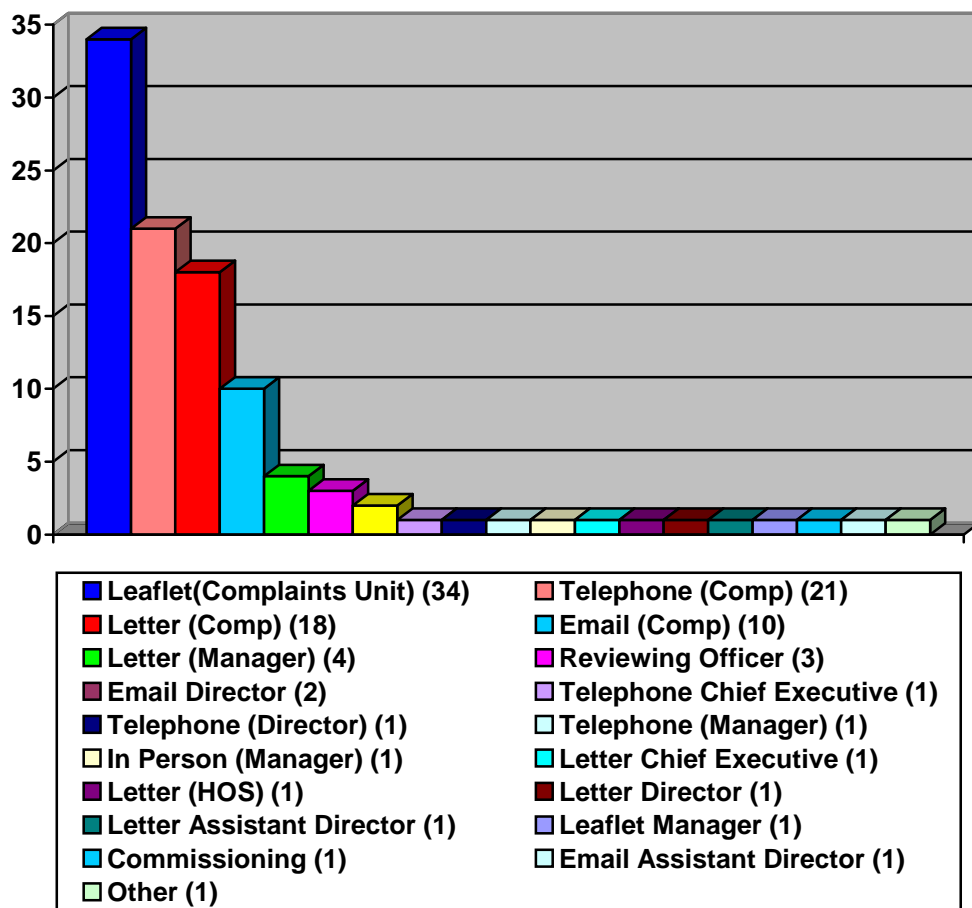
8.2 Complaints for the Children's homes have risen slightly this year by one.

8.3 Complaints activity is monitored throughout the year, not least to detect where a specific service area might be struggling in the manner in

which the service is delivered. An increase within a specific area or in the total service should not necessarily be seen as negative; it can be an indicator that people have been given greater awareness and access to the complaint process, and particularly for young people this is crucial in that they need to feel secure and confident in being able to complain and see legitimate processes as applying to them.

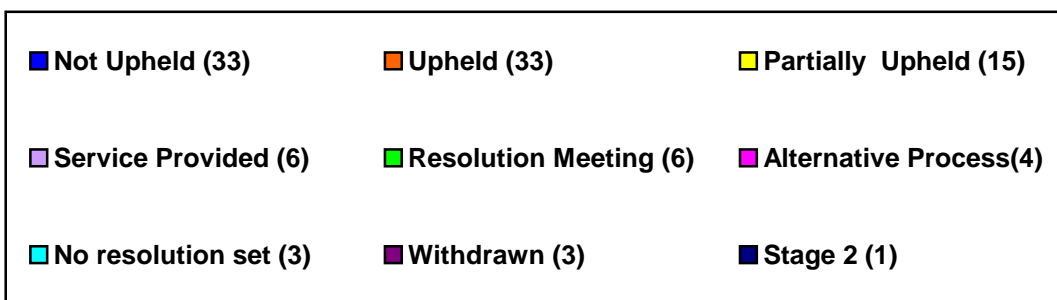
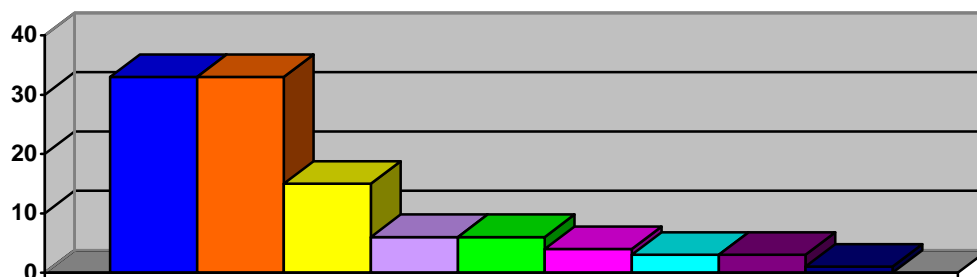
8.4 Two complaints were received in respect of externally commissioned agencies; the Local Authority remains responsible for complaints received concerning these and for ensuring that a response is offered to the complainant. It is reassuring that these complaints are being forwarded whilst the young person is in placement, indicating that they feel confident in forwarding issues even when they are in an unfamiliar place.

8.5 HOW COMPLAINTS WERE RECEIVED



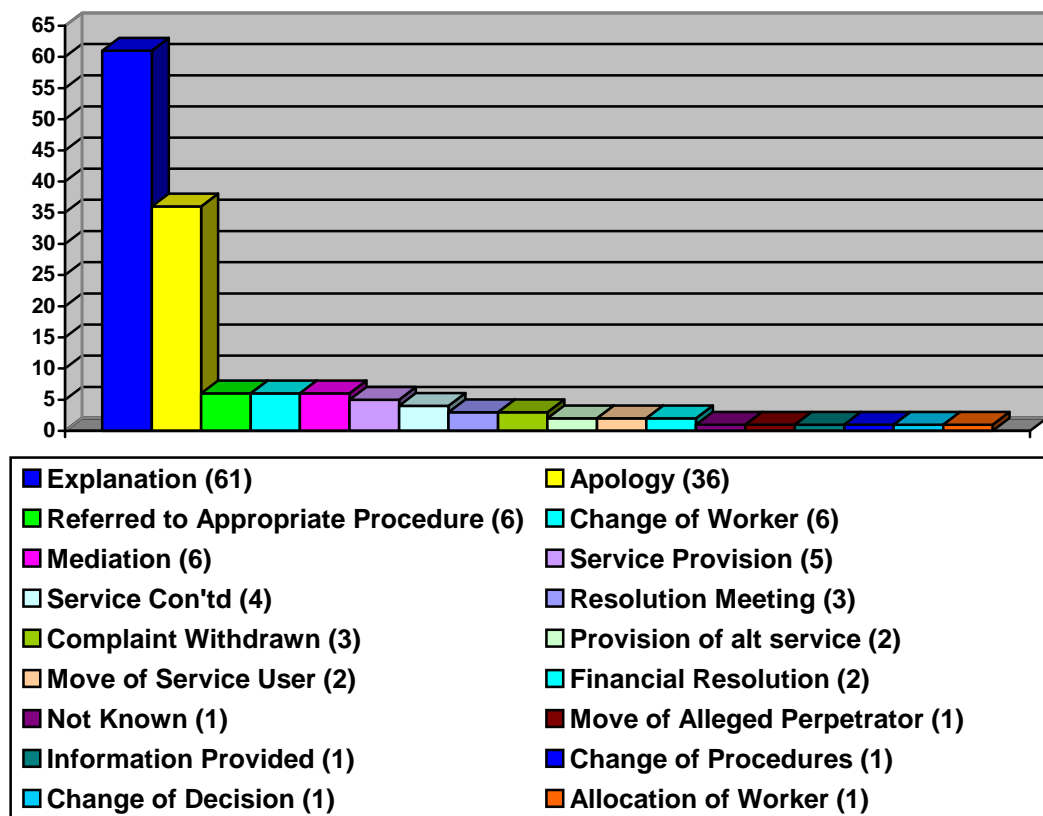
8.6 Completing a complaints leaflet remains the most common way of communicating complaints, followed by telephone calls and letters to the Quality and Complaints Team; contacting the Complaints team directly accounted for **83** of the **104** complaints received this year.

9. OUTCOMES IN TERMS OF FINDINGS



- 9.1 The majority of complaints result in a finding, whether this be a finding of 'Upheld', 'Partially Upheld' or 'Service Provided' where the view would be that the complaint is justified to a greater or lesser extent, or 'Not Upheld' where the case for the complaint cannot be found
- 9.2 Of those complaints which reached a conclusion at Stage 1, **39** were upheld to some extent, compared to the **33** that were not upheld.
- 9.3 It will be noted that there is a category of "Resolution Meeting Offered" in the table above; this can assist in resolving complaints where a direct meeting would be useful or where time and care needs to be taken to ensure that all avenues have been explored, particularly where the Local Authority believes that it has responded appropriately, but the complainant believes otherwise.
- 9.4 The two complaints investigated at Stage 2 have been completed.

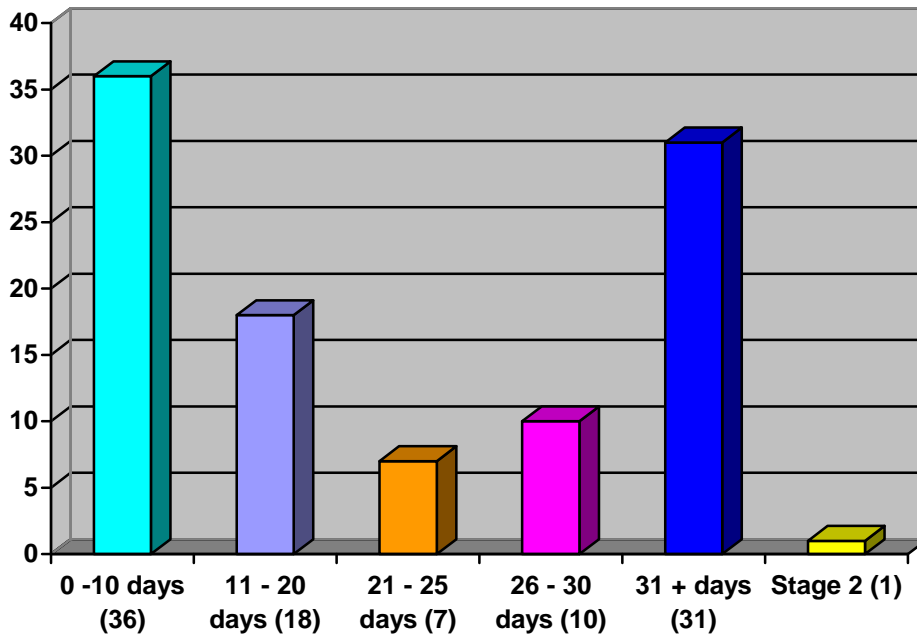
9.5 HOW COMPLAINTS WERE RESOLVED IN 2010/11



9.6 It will be noted that the chart above shows more resolutions (**142**) than complaints (**104**); some complaints require more than one action if they are to be satisfactorily resolved illustrating the complexity of many of the complaints received and all upheld complaints should receive an apology.

9.7 As has been the case for the past two years, the majority of complaints were resolved by providing an explanation; quite often this will be detailed following a thorough examination of records and discussions with relevant members of staff. Explanations are provided particularly where it is felt that the complaint is not upheld. A number of complainants receive several outcomes for example an explanation together with an apology and, where required, new service provision.

10 TIMESCALES



10.1 The figures above do not include the complaint that was withdrawn; excluding this

- **35%** were resolved within **10** working days and
- **17%** within 20 working days.
- **7%** of complaints were dealt with between **21** and **25 working** days
- **9.6%** of complaints took between **26** and **30** working days.
- **30%** of complaints took more than **31** working days to complete.

10.2 There has been a reduction in the proportion of complaints being resolved within ten days and twenty days (overall) and this is disappointing, as is the increase in the percentage of complaints which have exceeded the 31 working days limit. This can in part be explained by the complexity of a number of complaints that we have received and the aim of working towards resolving complaints without unnecessary recourse to Formal complaint investigation, but also reflects the demands made on Managers within the Directorate.

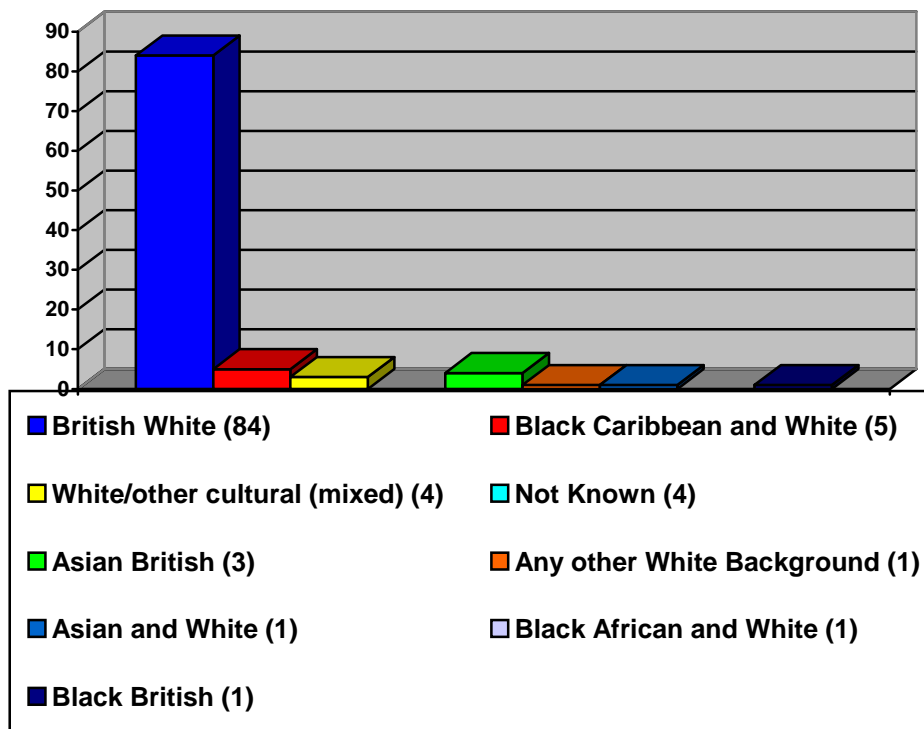
10.3 **Reasons for Delays:** - The following are not put forward as justification for delay instead they are presented as part and parcel of the difficulties in concluding all complaints in good time. Complaints where delay occurred during 2010/11 involved: -

- Complex issues concerning more than one team which require careful coordination
- Initial complaints which contain few details, requiring requests to be made for further information. Additional complaints being presented on the same issues whilst the original was being enquired into.

- Arranging appropriate redress for a young person.
- Complaints that concern cases which are before the Courts and which can be considered, but efforts must be made to ensure that Court matters are kept separate.
- Ensuring that the service user supports the complaint that is made on their behalf (this applies to older children and parents of children).
- Other procedures needing to be completed before the Complaints procedure can become involved.

11. ETHNICITY

11.1 Every effort is made to record a complainant's ethnicity. However, it needs to be noted that a number of people prefer not to describe their ethnicity or it is simply not known to the complainant. The recorded figures for 2010/11 are as follows: -



11.2 As in previous years the majority of people who used the complaint process are British/White. The Quality & Complaints Team will continue to try to raise awareness and improve accessibility to the complaint process for all children in receipt of a service during 2010 /11.

Section 7

12. HOW WE ENSURE THAT COMPLAINTS ARE GENUINELY RESOLVED?

- 12.1 Responses that are offered at Stage 1 of the procedures must contain details about how the complainant can pursue matters further if they remain dissatisfied.
- 12.2 The early acknowledgement of complaints by the team is believed to promote a level of confidence that will encourage complainants to raise any issues that they are unhappy with.
- 12.3 We keep monitoring the complaint to its conclusion together with the actions needed to resolve it.
- 12.4 We send a questionnaire out to all complainants after the case is closed, allowing the complainant this further opportunity to comment on whether matters are concluded for them.
- 12.5 Efforts are made to work with team managers in ensuring that the response addresses the complaint and that good detail is given in the response.

Examples of Areas of Work for the Complaints Service 2011/12

- Emphasis on learning from complaints to ensure that lessons learned can be shared within the Directorate and are not kept local to the team concerned. Proposals are about to go to Senior Managers looking at a system to progress and report on learning from complaints.
- Maintain Quarterly meetings between the complaints service and the Assistant Director for Children's Specialist Services; this ensures good communication and to pursue learning from complaints as appropriate.
- Continued monitoring of timescales and response by Managers, the intention being to improve timescales and raise standards.

TRAINING AND RAISING AWARENESS

- Awareness training for front line staff has been delivered along with training for Managers/Seniors in responding to Stage 1 complaints.
- Continuation of training for Managers and Senior Managers in addressing stage 2 complaints.
- Delivery of training to foster carers and exploration of including this as a component of training for fostering applicants.
- Promotion of the Complaint Comments and Compliments leaflets amongst teams and service users.

- Refreshed guidance to staff about how to respond positively and helpfully to comments made by service users and carers.
- Maintain contact with Independent Reviewing Officers to ensure that they are aware of complaints made by young people; this also assists Reviewing Officers in bringing concerns to our attention.
- Continued close liaison with the advocacy service provided by the Children's Society to share learning and knowledge.

SECTION 8

14. EXAMPLES OF LEARNING FROM COMPLAINTS: 2010/11

- Previous years saw action to address difficulties in obtaining passports for children and arranging transport via approved taxi firms for school attendance and contact. The success of this work continues to be evident.
- In a number of individual complaints new or reviewed Services were provided where this was appropriate, for example where contact for a child with their family has been missed, this has been addressed by enabling the contact at another time.
- In other instances occasional workers with a young person, undertaking specific tasks have been changed to protect all concerned.
- Where professional visits have been late or have not taken place, use of the complaints procedures has helped to identify difficulties for management to correct.
- Use of the complaints procedures can sometimes identify where particularly strong feelings are held about a particular worker and where the worker may be at risk, enabling appropriate precautions to be taken.

14.1 Close Liaison will continue to take place with Teams and Divisional Managers and with the Assistant Director to enable increased learning from complaints.

Quality & Complaints Team July 2011.