



Social Services Compliments,  
Comments and Complaints Report  
2022 – 2023

## Introduction

It is a statutory requirement for local authorities to have in place a representations and complaints procedure for Social Services under the Social Services Complaints Procedure (Wales) Regulations 2014 and the Representations Procedure (Wales) Regulations 2014, and the associated guidance.

This Annual Report provides information about the operation of the Council's Social Service's representation and complaints procedure between 1 April 2022 and 31 March 2023. The report contains information about the number and type of complaints received and provides details of the activities undertaken by the Social Services Feedback Team during this period to develop the service.

More Information on the procedure can be found on our webpage: [Social Services Compliments, Comments and Complaints Process](#).

### Social Services Feedback Team



Our approach is based on **“Getting it right”** first time and if we can't, then **“Putting it right”** as soon as possible.

An effective complaint handling system is one that provides confidence that complaints are dealt with effectively through the following three steps:

1. Arrangements for enabling people to make complaints are customer-focussed, visible, accessible, valued and supported by management.
2. Complaints are responded to promptly, handled objectively, fairly and confidentially. Remedies are provided where complaints are upheld and there is a system for review.
3. There are clear accountabilities for complaint handling and complaints are used to stimulate and mandate (as appropriate) organisational improvements.

The Council’s Social Services Complaints Procedure seeks to allow service users, or those eligible to speak on their behalf, to voice their concerns in relation to the exercise of Social Service functions.

The Social Services Feedback Team are committed to ensuring that concerns raised are listened to and resolved as quickly and efficiently as possible. Lessons learned from this process are fed back to relevant teams and used, wherever possible, to improve future service delivery. Similarly, Social Services adopts a positive attitude towards complaints and views them as valuable feedback, to assist in the development and improvement of services.

The aim is to resolve complaints at the earliest opportunity and teams are encouraged to be proactive in achieving this goal.

## Analysis of Comments

Year	Number Comments Received
2019/20	21
2020/21	17
2021/22	39
2022/23	104

Social Services received a total of 104 comments during the year.

A number of these were comments about Direct Payment service providers\*. Commenters were primarily unhappy that they, or their carers, had not been paid by the payroll element of the service. The Feedback Team worked with the Commissioning Team to support commenters in having their issues addressed. Comments generally are not kept open by the Feedback Team, but in this instance, due to delays in resolution by the provider, the team invested extra time in supporting Commissioning with this, to ensure that the matters were resolved.

For 2023/24 we are expecting to see the number of comments reduce following a change of provider.

*\* recorded as comments while awaiting resolution by service providers.*

## Comment Examples

*“Ms A is not making a complaint, (but) is confused about events this morning, where she was told that her children would be de-registered, but 3 minutes before the meeting, the Social Worker rang and said the conference was cancelled because the Team Manager hadn't signed the Social Worker's report for conference. This is the second time a conference has been cancelled for this reason (separate incidents), and the children were originally going to be*

*deregistered at the last conference, but the Team Manager disagreed and felt further work was needed, so the children were confused by this, and Ms A is confused again now as to what is happening. The SW told her he was going to get the conference rearranged, and she agreed to wait until Monday to hear back. She has not heard from the IRO prior to conference either. I said I would email the Team Manager a short report of our conversation and if she hadn't heard by the end of Monday to give me a ring back and I'll chase further".*

"I have no doubts you have received many complaints already about [Service Provider] but here is another. I am a personal assistant for an individual and I get paid via [Service Provider]. I also am the member of staff at my workplace who does the timesheets so have dealings with [Provider] like that. We have had many issues with them over the years but the last few months they have gotten a lot worse. This month we weren't paid on time and when trying to chase it up we kept getting told when it would be for it to then be wrong. As you can imagine this is very stressful and frustrating. We all have bills to pay, direct debits, food to buy and children/pets to provide for, etc. and when you work hard to earn your wages you shouldn't have to worry about when will you get them or will they be right. I understand they may be short-staffed, but they are meant to be doing a job which they never seem to be able to do properly. For months we haven't had the e-payslips loaded onto the e-pay window. They take ages to send paper payslips out sometimes too. They have messed up tax codes for one member of staff. They have missed out bits on wages like annual leave pay and mis-typed 90 hours to 9 hours before now too. These are all things we have to put up with and many more. Not only does it affect us as staff but it could cause people to look for jobs elsewhere which would mean the vulnerable people being cared for are left with less staff. I'm not sure when their contract with you is up but I beg you to not let them renew it. Their incompetence causes a lot of stress and worry."

-----

---

"We received this through the door of our house today. You can imagine the level of worry and concern which we immediately felt as we had missed an unexpected visit. Which when my partner called back- this was the wrong address. No apology she just said it's the wrong address This is completely unacceptable to be left through someone's door, on a scrap piece of paper with no business card or official paperwork."

-----

"I work as a personal assistant to Ms B  
I would like to give you some information regarding the poor service I have been receiving from [Provider].

- My P60 for the year end 2021/22 was delivered over 3 months after the end of the tax year.
- Payslips are not regularly sent out. I receive a paper copy which should be sent monthly to Ms B.
- For the last pay period I should've been paid on 2/9/22. This was not received. I sent an email on 5/9/22. Payroll replied via email on 6/9/22 but did not resolve the issue. I tried calling on several occasions, I was on hold for 1 to 2 hours on all calls, sometimes the phone cut out and on other occasions I was unable to stay on

hold for that length of time. [Name supplied] eventually got through to a member of staff on 12/9/2022 to make a complaint (she had been on hold for 3 hours) and I was paid that evening.

- On the 15/9/2022 I received a duplicate deposit for the pay period. I emailed the payroll department on 16/9/22 but to date have not had a response.
- We used to be supported by L at [Provider]. I understand that she is no longer in position. I have been informed that C is now supporting Powys staff. However, I have copied her in on all the email correspondence and emailed her directly but have not received any response to date.

I would be grateful if PCC could intervene to make [Provider] provide a better service to staff. I know that I am not alone in my experiences as I work with two other people that are in the same position as me. I am not aware of the service level agreement between PCC and [Provider]; but if [Provider] are not meeting the terms of the agreement, then I would be grateful for PCC to take action. Please do not hesitate to get in touch if you would like any more information.”

-----

“My daughter has social services involved because of domestic violence from an ex-partner. My daughter has been trying to move out of [Powys town] and to [English District Council], I phoned [English District Council] and they needed your department to provide police reports and the risk to my daughter and her children, we have been going round in circles.

We went into [English District Council] today and nobody has sent the information, so we have to wait now until you do.

My daughter has been told many times that the information has already been provided. I would like someone to do this as soon as possible as the safety of my daughter and her children is very important to me. The worry that the father of the youngest boys could return, as she is vulnerable, makes me sick with worry.

My daughter needs support with her children, and she needs you to provide the local council with the information so that she can have that support and be near family. Please can someone either contact me or my daughter about this please”.

-----

“Hi, I'd like to make a complaint about the manager in the [Powys] refuge. Now they allow taxis, delivery's & random men in this building. They have also aloud (sic) others to have people to move them from here & now since I have to move its an apparent issue? She's being an actual funny as because I've made complaints. And is now trying to state I can't have removal company here to move my things? Yet everything else is aloud. I'm not from this area and I'm moving to [Welsh Town] and she wants to try go double standards on me? I don't think so. I got told by [national organisation] I can complain via the council if I had complaints.”

## Analysis of Compliments

Compliments	2018/19	2019/20	2020/21	2021/22	2022/23
Children's	14	14	61	77	64
Adults	126	130	93	87	56
Total	140	144	154	164	120

Compliments are a positive part of the Social Services Feedback Team's work that allows us to learn from best practice. 2022/23 saw a decrease in the number of compliments across Children's and Adult's Services.

Senior Managers across the Service continue to ensure praise and good work by staff is recorded through the formal compliments system. Individuals who take the time to submit a compliment clearly feel that the support has exceeded their expectations, and this should be recognised and replicated as part of the learning from compliments.

## Compliment examples (Children's)

"[Officer A] has now been working with us for several months through such difficult court proceedings that have been traumatic. N has been an honour to our family and has gave us beyond amazing support. I could not of (sic) wished for my child to have had anyone better then N also for me. She has always made sure our family times was meaningful explains everything kept me involved in all decisions always been open and honest with us she has been a pleasure to have. I have had such a bad experience with social services in the past and N has changed my perspective on social services, and she is such an amazing credit to have to a social work team. She is kind caring and has always had the child's best interest at heart. Nevertheless, they support me and re-joined are family and put me and my son back together and gave us the best support through a transition and a move back home. We could not thank her enough for everything she has done for us, and we are really devastated to see her leave on the 28th of April as we all have such an amazing bond with her. I just really want people to know how amazing she is and how much hard work she has done for my son and I. I want you to please let her know how amazing she is and how much we appreciate how much she has done and all her hard work. Also wish her all the best. thank you."

-----

Just wanted to formally acknowledge the wonderful support you have both given C over the time I have been her IRO (18mths), I have a palpable sense of how she has grown in personal stature and self-confidence which has been so positive to see. You have been there to help support her through the challenges she has experienced during this time, in a considered and participatory manner and She is now on the cusp of a fulfilling future with opportunities aplenty. So, whilst A herself has done the hard work she has certainly been blessed with a good professional team around her. It's been a pleasure working with you both and in seeing how dedicated you have been to supporting C to achieve her goals."

-----

"I have today had sight of the Life Story books that N has created for both F and R. The books are absolutely beautiful, child-centred and give a good, well written and holistic overview of the children's story to date. It is clear how hard N has worked with this case, and I am aware that there was significant work outstanding that N has had to turn around in a short period of time. I

think it should be acknowledged that alongside this, she has created both children's life story books when she was only allocated as G Social Worker."

-----

"Thank you for all of your support you have provided for O and myself. I know he was very grateful to have you to speak to on a weekly basis. It means a lot to both of us."

-----

"Thank you so much for all of your help. You turned up just when I needed you and you really helped me through a difficult time."

-----

Hello R, I just wished to share with you that mother and stepfather for N were very complementary regarding T's intervention with them. They say that 'T has been excellent in working with us and putting in place what we needed to make necessary changes - we wish we could continue to have T as our social worker.'

## Compliment Examples (Adults)

"To be honest, I was very impressed with how well organised it was and how smoothly the whole process went. The AMHP organised everything, we met with the Doctor, AMHP and private transport just a short distance from the address, where we were able to discuss roles and tactics with regard to entry. We were joined by social workers from Adult Services who had attended to assist with the immediate care of the [disabled] son, whilst she was going through the assessment.

The female did eventually come to the door and permit entry, however she then refused to go to hospital, so the warrant was required in order to remove her.

I have dealt with a number of similar incidents over the years, and I was genuinely impressed with the level of planning and prep with this one, it really saved a lot of Police time and made for a much more professional approach from all parties involved."

-----

"I doubt that you will remember me, but we had brief email communication in October 2021 regarding an urgent respite request I made for my mother.

As events unfolded my mother was successfully admitted and subsequently the respite has become permanent. This has been the best possible outcome for my mother. She now says she is happier than she has been for years and calls [named location] "my home."

Since around June 2021 my mother and I have received excellent help from Powys Older Adults services.

Communication has been timely and easy via email and phone. My mother and I were both listened to and kept well informed about the processes.

All social workers involved identified my mother's Best Interests and did all that was reasonable to help her retain what control she could to make capacitated decisions or be consulted over decisions that she could not make.

I personally felt respected and supported in my relationship with my mother and role of LPA. As I live 280 miles away, this meant a lot.

The challenge escalated in the context of the Covid-19 situation of last winter.

Three social workers worked effectively between June 2021 and now: T, L and lastly J. Unfortunately, I did not write down the name of a fourth, on-call, social worker who confirmed how critical my mother's home situation was in late December/early January. I also recall clearly how responsive you were in picking up and reallocating Mam's case in October 2021 to L. They had to hand my mother's case over at different times due to a change of role for one and Covid-19 for another. Such changes might have disrupted the continuity of care but nothing of the sort happened. In fact, each provided unique skills and specialisms at each stage of my mother's pathway. I felt that they utilised the assessments of predecessors well while being responsive to my mother's deteriorating condition and home life. Lastly the Best Interest Assessment social workers A and Z have provided the reassurance of a detached '2nd Opinion'.

I am impressed and grateful for these professionals and all who supported them. Thank you on behalf of my mother and I."

-----

We would like to express our thanks for the excellent service she received from I. He has a lovely, friendly manner. He was very efficient and kept us informed at every stage of process and progress. We thought he was a real credit to the team.

-----

Hi T,

Thank You So much for all your help and advice you have given us as a family. You have gone that one step further in helping and providing the right care in the right place for Mum. We all had a really lovely time celebrating her 90th birthday yesterday. And [Provider] were so accommodating .... We did turn up with lots of flowers and presents (and balloons) and of course birthday cake. Mum was on really good form and was smiling and fairly chatty. There were of course moments when she was confused as to what was happening but I think we all enjoyed our time together.....happy memories! I hope we won't lose contact with you completely now Mums file has been handed back. But thank you again for everything.

-----

Hi!

Sorry for the delay in replying. Well, all I can say in relation to your question is an enormous thank you to you and your team for how quickly you managed to get J sorted out. I was having a terrible time of it trying to organise care for her from on the [UK Location]! Also, how well you helped to co-ordinate with K re funds and [Care Home]. I have now been able to commence working again part time as a therapist which is tremendously rewarding, and I have some control back over my own life for the first time in 7 years.



I'm down this weekend to take J out to lunch on Sunday.. as it should be, as you point out - you have enabled us to get back to a "normal" family relationship. That's worth so much.

-----

My sister's eldest son and myself have strived for years to obtain help and support for L. On October 1st L was taken by ambulance to [Hospital] A&E with which, I could only assume, symptoms of a stroke. This incident significantly highlighted my sister's plight. I relayed all my feelings and worries to R; she gave me so much of her precious time and without me feeling rushed. R talked competently to me and totally empathised with my situation; we were in conversation for 31 minutes in total. She listened with a huge amount of concern and empathy, detailing absolutely everything I said regarding L and 'magically' transformed all the details I gave her into a coherent email to be 'sent on'. In all the time I have been trying to highlight my sister's plight R has given me so much reassurance. An absolute pleasure to have talked with R.

-----

S patiently went through every single detail of my mother's needs and health. S was empathetic, thoughtful and professional and I would like to express to you, my sincere gratitude in the hope that S receives the appropriate recognition. Almost immediately, my mother is finally receiving the help and care she deserves and needs, which I will be eternally grateful for. I hope S is recognised within your department as a truly valued member of your team.

-----

I want to thank you so much for all of the time you have spent working to improve everything for my dad. The changes which you have made over the last 12 months have been massive, and made a real positive difference. The changes which you instigated with the home visit from Wheelchair Services were amazing, improving his safety and comfort. And his new wheelchair arrived about a month ago, so he is snuggly zooming around in it (I've had them come back and slow him down a bit!). More so, I want to thank you for all of the support, learning and guidance which you have given me. I have learnt so much, and it continues to help me with both my dad and also my mum, who we thankfully managed to get home from hospital two weeks ago. I was able to talk a lot about the changes and learning which you'd given me, which undoubtable made a huge positive impact in showing my competence and understanding.

-----

'As a family they were concerned how mum was going to manage once home from hospital. Mum is managing really well with support I'm sure she will regain confidence and independence.' THANKYOU.

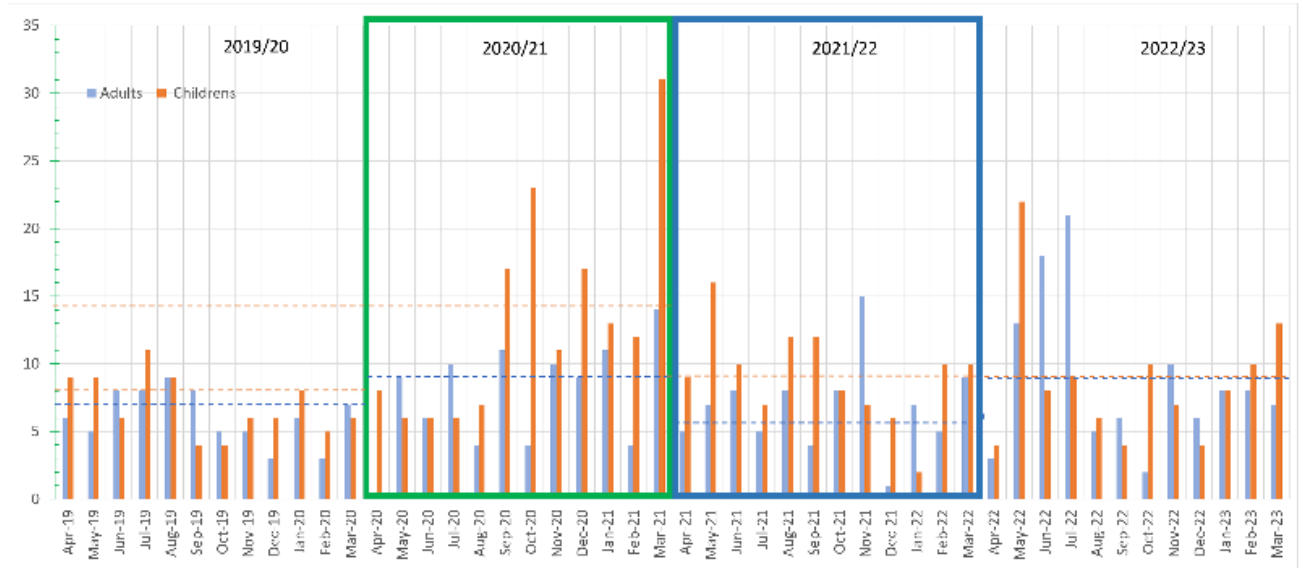
-----

Thank you so much for phoning me yesterday, and for all your advice, and for the info here. You were very helpful, caring, and understanding, which made me feel much more at ease. I appreciate it a lot.

-----

## Analysis of Complaints

## Timeline of Complaints Received.



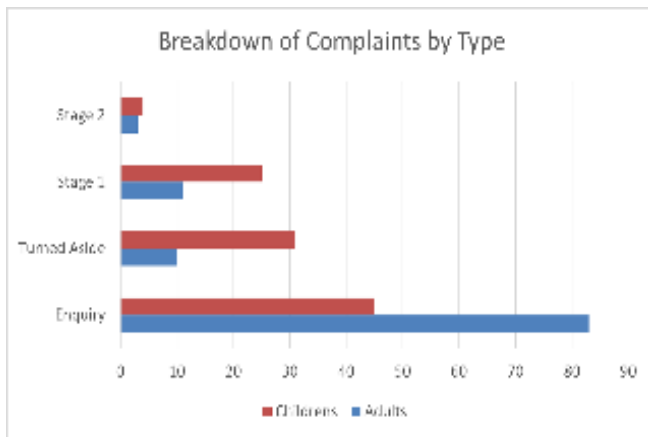
2022/23 saw a similar number of complaints to 2021/22 (total of 212, down from 213). The number of complaints dealt with informally (as enquiries) were 120, compared to 142 in 2021/22.

It is important to remember that an increase or decrease in the number of complaints does not necessarily reflect a change in the standard of service provided. An increase may indicate the positive view that is taken towards complaints, and that people are more well-informed about how to make a complaint.

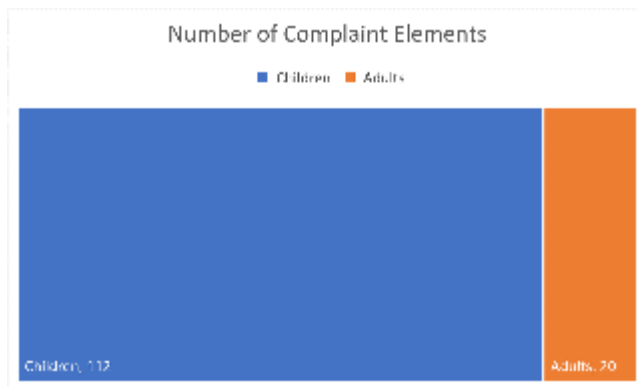
In general, complaints continue to be more complex and involve a number of service areas or themes and consequently, often take longer to investigate and resolve.

Responding to enquiries takes up a considerable proportion of the Feedback team's time. We work with complainants so that they feel listened to and develop trust that we will attempt to provide answers. With all complaints it is the role of the Feedback Team to understand and clarify concerns, liaise with relevant teams for information and resolution, follow up any written correspondence and ensure this is written in a clear and concise manner that the complainant can understand to avoid further confusion or unnecessary escalation.

Adults show an increased number of enquiries over Children's, this was in part due to a number of enquiries regarding a service provider failing to meet client needs.



It should be noted that a number of the complaints will be double/triple counted as they are included in each stage of the complaints process that they triggered in the year. However, not all complaints at Stage 2 will have been in Stage 1 in this year. Similarly, not all stage 1 complaints will have been dealt with as an enquiry initially.

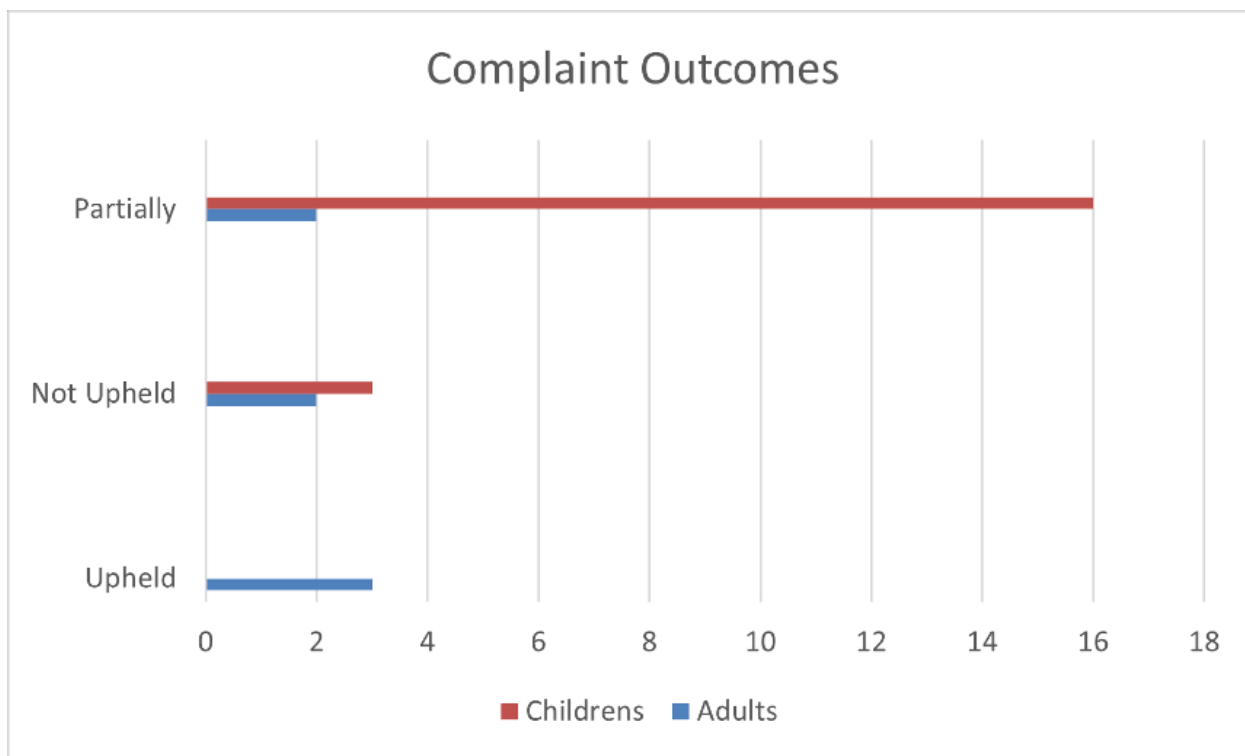


For 2022/23 we started to capture the number of elements each complaint contained, which will provide more useful insight from next year, but already demonstrates that complaints are not straight forward, with Children's Services receiving an average of 4 elements per complaint and Adults 3 elements per complaint. The maximum number of elements for Children's was 9 and Adult's 5 for stage 1 complaints.

Stage 2 complaints for Adults had a total of 10 elements and 6 recommendations across 2 completed investigations. For Children's there were 65 elements across 9 complaints with 54 recommendations.

The primary element categories are as follows:

Standard of work done.	Drift/delay in providing service.
Communication. (e.g., lack thereof)	Concern regarding staff. (e.g., poor attitude/tone of staff member.)
Quality of service provided.	Poor performance.
Provider Complaint.	Financial. (e.g., unhappy with financial assessment)
Failure to adhere to policy/procedure.	Failure to provide adequate documentation.
Failure to carry out agreed actions.	



Every element of a complaint is usually given an outcome of Upheld, Partially Upheld or Not Upheld. The overall outcome of complaint is then recorded on the system.

For 2023/24 outcomes for each element will be recorded on the new system once completed in Q1 of 2023/24.

Overall, the majority of the complaints have an element that was upheld.

## Examples of Complaint Elements

*(Details have been changed or omitted to protect/maintain confidentiality)*

Why is my [Child] denied similar opportunities to his peers to access college by not being allowed for his [Family member] to be his PA to transport him?

-----

The Social Worker ignored parental concerns about the Foster Carer.

-----

Father has lack of contact with the Social Worker and feels that his Parental Rights are less important than the mothers.

-----

Child A has had 6 Social Workers in the last 12 months, which has led to minimal progress on the plan.

-----

Mother is unhappy that the adoption order has been withdrawn, but Powys has not put in place the birth family contact plans for 2 years.

-----

Supported Lodging Host is unhappy about the reduction in financial support that has been in place and removed without notice or reason, leaving them out of pocket.

-----

Mother is unhappy with the social worker and feels there is a number of mistakes and issues with the report for the court and it was rushed taking the father's side.

-----

Father is unhappy with the way the social worker spoke to him during a visit and took photos of the house against his wishes.

-----

Daughter unhappy with the wait for a Carers Assessment in her role as a carer.

-----

Unhappy with how the Council commissioned a care home and the subsequent care provided by that care home.

-----

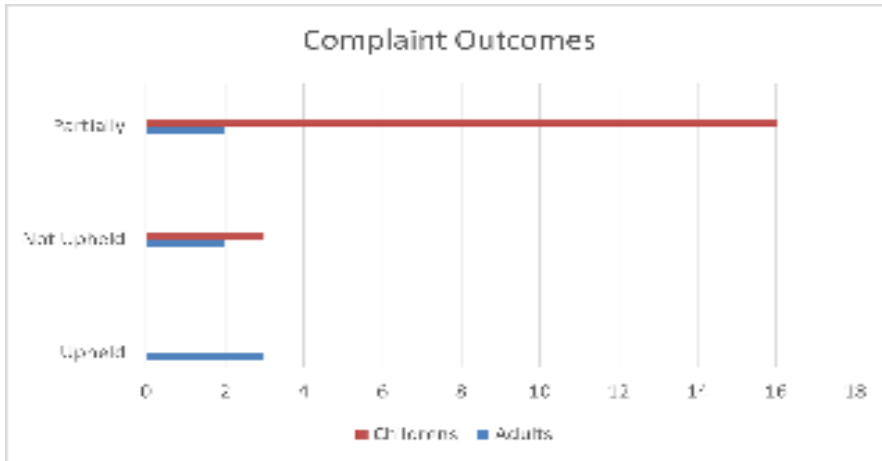
Parents unhappy with the lack of support during the transition from Children's Services to Adults Services.

-----

Complaints are placed into themes at the point of receipt depending on the main concern being shared.

The majority of Complaints received across both service areas have overarching themes of concerns around a specific member of staff, and/or general communication. Concerns about a specific member of staff can be about their attitude, approach, tone or communication.

Concerns around communication can include incorrect documentation, unreturned phone calls and emails, or other aspects that relate to how the Service has communicated with the individual.



Complaints are dealt with in line with the Social Services Complaints Procedure (Regulations) Wales 2014, which state that a complaint must be acknowledged within 2 working days, responded to within 15 working days. Stage 2 Complaints must be completed within 25 working days.

We try to acknowledge receipt of any correspondence within 2 working days and resolve any enquiries to the team within 2 working days.

	Same Day	1-2 Days	3-5 Days	6-30 Days	31 Days +	Not Recorded
Adults	7%	64%	6%	7%	7%	4%
Childrens	2%	77%	14%	2%	5%	5%

		1-2 Days	3-5 Days	6-10 Days	11-15 Days	16-20 Days	21-30 Days	31-60 Days	61+	Least Number of Days	Most Number of Days	Average Number of Days
Childrens	Informal	0	18	13	8	3	3	0	0	1	18	5
	Stage 1	0	1	0	0	1	1	10	2	9	1	79
	Stage 2	0	0	0	0	0	0	0	0	8	99	159
Adults	Informal	0	12	24	21	10	9	5	9	1	38	28
	Stage 1	0	0	0	1	0	8	1	1	1	10	38
	Stage 2	0	0	0	0	0	0	0	0	2	61	312

Whilst the majority of complaints are received within 2 working days, there are still some circumstances where a receipt cannot be sent within that time scale, such as more complex complaints where it is not clear if a complaint can be made, high number of complaints received in a short time frame, employee illness, employee leave, etc.

Informal complaints are usually dealt within 1 to 2 weeks. However, towards the end of the year we witnessed increased strain on staff to return calls in a timely manner. We aim to ensure complainants are regularly updated about the status of their complaint, however, this can be difficult when updates from the investigator are not as regular as we require, for example.

Due to the complexity of stage 1 complaints and pressures on the Service, stage 1 complaints are usually completed out of time scale, despite efforts from the Feedback team to support investigators in producing a timely response. There have been a number of occasions where talking to the complainant during the course of the investigation has proved difficult and created delays, as well as the planned and unplanned leave of investigators. On average, Stage 1 complaints can sometimes take twice as long to complete as the Regulations permit. We acknowledge that the timeline for completing complaints is out of step with similar regulations

for the NHS and does not take into account the competing pressures on managers to balance strategy discussions, return calls to parents, support staff through planned supervision and unplanned urgent conversations, time away from work, planned and unplanned, as well as the pressures around dedicating a day to investigate and respond in writing to the complaint.

It is important to note that Stage 2 Complaints usually take 20 to 25 working days to investigate, the report then needs to be checked to ensure it meets the standards we expect within the complaint team. Once the report is accepted it takes around 20 working days for the letter to be drafted and sent to the complaint with the report, this is due to ensuring that the recommendations are seriously considered, and lessons can be learnt from the report. To ensure this timeframe is as short as possible, the Director of Social Services continues to allocate diary time each month to consider Stage 2 reports. We continue to note that there is significant time invested in Stage 2 complaints, and there are reasons for delays, such as the complexity of investigations, locating former staff members for interviews, length of case files, availability of investigators, etc.

## Complaint Handling Improvement

*The service will continue to identify areas of improvement to ensure a consistent and customer-focussed service. We focus on ensuring complaints are acknowledged and responded to quicker and that learning from complaints is better embedded in the service.*

Over the last year, we have worked hard to receipt and acknowledge complaints in a timely manner and update complainants with information available to the team in a timely manner. This is shown in the information within this report.

However, we acknowledge that delays in investigations do occur, and our focus is on limiting them. We have emphasised with operational staff the importance of complaint deadlines under the Regulations, and we have seen some improvement but often, complaints work does come second to operational work. This perhaps highlights the pressure on frontline teams.

## Complaint Regulations Improvement

*The Service will work with the Director to identify improvements to the Social Services Complaints Procedure (Wales) Regulations 2014, to ensure it is more relevant to the process as it operates across Wales, with realistic timeframe for responding to complaints to ensure that best practise over the last 8 years of complaint handling, including the increased number of complaints over the pandemic.*

Through the All-Wales Complaints Officers Group (AWCOG) there has been on-going conversations directly with Welsh Government and the Public Service Ombudsman for Wales to emphasise the importance of a review of the Regulations to bring them in line with recognised best practice and to deal with a number of issues that the Regulations are unclear about. Welsh Government have stated they will be subject to review, but no timeline has been indicated as yet.

# 2023/24 Action Plan

## Complaint Handling Training & Implementing Best Practice

During 2023/24 we will roll out a Complaint Handling training course to complement the Public Service Ombudsman for Wales Complaint Investigation training. This training will focus on what complaints are under the Regulations, how to respond, the reasons for complaints, as well as acting as a forum for investigators to share best practice.

## Logging compliments and complaints

We believe that there are many more compliments and a small number of informally resolved complaints being dealt with that are not being officially recorded. It is important that staff know how to record and respond upon receipt of a compliment or complaint, so that it can be officially recorded for our statistics, as well as learning from best practice to continually improve our services.

## Implementing improvements

The Feedback Team keeps a log of actions that are agreed in monthly Quality Assurance meetings with representatives from both Children's and Adult's Services. Matters arising from these sessions can lead to service changes and improvements, a selection from our action/improvements log for the period is included below:

Issue(s) arising from complaint	Date	Owner	Required Actions	Due Date
Delays with Ms X being paid.	06/01/23	CO	Establish internal resolution process with colleagues from Commissioning to ensure (Service Provider) resolves client complaints quicker.	13/01/23 – completed.
Unsure of role of Independent	06/01/23	MB	Investigate the possibility of IROs	07/03/23



Reviewing Officers (IROs) and what powers they have.			attending Fostering Support Group to establish if it would be useful to provide an overview of the role and why it is important in the context of fostering. Agreed with stakeholders and IROs attended the May meeting and will do going forward.	
Following on from the above and a similar issue being raised, stakeholders agreed that a working group should look at designing a leaflet about the role of the IRO (as the Cysur leaflet was deemed too confusing and lacked meaningful information).	30/01/23	DH/MB	Work currently underway.	01/07/23
Issues detected with Carer's assessments. Need for information to go out about the rights of carers and the need for carer's assessments when requested and when they should be offered.	30/01/23	DH	Team education around carer's assessments completed.	Completed 07/03/23
Quality of life	30/01/23	MB	Undertake an	Audit started

story work questioned. Timely? Quality? Digital?			audit of the last ten adopted children to assess the quality of life story work.	April and will be completed by 31/07/23.
Question whether there is a need for a Through Care Letterbox co-ordinator to monitor letters, cards and presents for looked after children.	30/01/23	MB/DH	Watching brief maintained.	To be assessed by 31/07/23.
Issue with young person requiring advocacy services.	07/03/23	DH	Ensure advocacy leaflets are up to date and available.	01/04/23.