

# Local Government & Social Care OMBUDSMAN

22 July 2020

*By email*

Mr McCabe  
Interim Head of Paid Service  
Norfolk County Council

Dear Mr McCabe

## **Annual Review letter 2020**

I write to you with our annual summary of statistics on the decisions made by the Local Government and Social Care Ombudsman about your authority for the year ending 31 March 2020. Given the exceptional pressures under which local authorities have been working over recent months, I thought carefully about whether it was still appropriate to send you this annual update. However, now, more than ever, I believe that it is essential that the public experience of local services is at the heart of our thinking. So, I hope that this feedback, which provides unique insight into the lived experience of your Council's services, will be useful as you continue to deal with the current situation and plan for the future.

## **Complaint statistics**

This year, we continue to place our focus on the outcomes of complaints and what can be learned from them. We want to provide you with the most insightful information we can and have made several changes over recent years to improve the data we capture and report. We focus our statistics on these three key areas:

**Complaints upheld** - We uphold complaints when we find some form of fault in an authority's actions, including where the authority accepted fault before we investigated. A focus on how often things go wrong, rather than simple volumes of complaints provides a clearer indicator of performance.

**Compliance with recommendations** - We recommend ways for authorities to put things right when faults have caused injustice. Our recommendations try to put people back in the position they were before the fault and we monitor authorities to ensure they comply with our recommendations. Failure to comply with our recommendations is rare. An authority with a compliance rate below 100% should scrutinise those complaints where it failed to comply and identify any learning.

**Satisfactory remedies provided by the authority** - We want to encourage the early resolution of complaints and to credit authorities that have a positive and open approach to resolving complaints. We recognise cases where an authority has taken steps to put things

right before the complaint came to us. The authority upheld the complaint and we agreed with how it offered to put things right.

Finally, we compare the three key annual statistics for your authority with similar types of authorities to work out an average level of performance. We do this for County Councils, District Councils, Metropolitan Boroughs, Unitary Councils, and London Boroughs.

This data will be uploaded to our interactive map, [Your council's performance](#), along with a copy of this letter on 29 July 2020, and our Review of Local Government Complaints. For further information on how to interpret our statistics, please visit our [website](#).

I have issued two public reports about the Council during the year. The first was about the Council's delay in meeting the care needs of an elderly man, and the lack of support provided to his friend who was left to care for him, before he died. We found the Council assessed the man as needing a significant amount of support but failed to provide the care he needed, support his friend, or recognise the extent to which she was supporting him. The Council was asked to apologise, make payments and to amend its procedures relating to funding panel decisions, to ensure that needs are met in cases where decisions are deferred or refused. We also recommended the Council review its commissioning arrangements and the Council explained the actions it was already taking to improve capacity and quality in the care market. We look forward to receiving the Council's feedback on how it has complied with the recommendations.

The second public report was about the Council's failure to provide proper education to a child with special educational needs. This was the second time we have issued a public report about the Council's failure to provide proper education to a child. In this instance the Council failed to consider evidence from its own professionals about the risk of the child's school placement breaking down. When the placement did break down the Council did not act quickly enough to put a suitable education in place. As a result, the child missed out on a proper education as well as provision set out in their Education, Health and Care Plan.

I welcome that the Council agreed to our main recommendation to ensure the relevant Council committee monitor the Council's performance in this area to ensure there is proper scrutiny of the relevant services at a local level.

For the last two years, I have highlighted concerns about how your Council responded to our investigations. Unfortunately, these concerns have continued over the last 12 months. Again, your Council has taken too long to respond to some of our enquiries and recommendations and some enquiry responses have been incomplete. My investigators have also noted the Council's failure to always signpost complainants to our service.

I was pleased to have the opportunity to visit your authority in September 2019, when I met with the Executive Director, Cabinet Member, and senior management team from your Adult Social Services Department. I was greatly impressed by the positive commitment from members and officers to improve the Council's learning from public concerns and complaints. However, despite the positive engagement in that area, there appears to be a wider issue within your Council, and I would welcome the opportunity to meet with you to discuss the issues raised and how we can improve liaison between our organisations.

## Resources to help you get it right

There are a range of resources available that can support you to place the learning from complaints, about your authority and others, at the heart of your system of corporate governance. [Your council's performance](#) launched last year and puts our data and information about councils in one place. Again, the emphasis is on learning, not numbers. You can find the decisions we have made, public reports we have issued, and the service improvements your Council has agreed to make as a result of our investigations, as well as previous annual review letters.

I would encourage you to share the tool with colleagues and elected members; the information can provide valuable insights into service areas, early warning signs of problems and is a key source of information for governance, audit, risk and scrutiny functions.

Earlier this year, we held our link officer seminars in London, Bristol, Leeds and Birmingham. Attended by 178 delegates from 143 local authorities, we focused on maximising the impact of complaints, making sure the right person is involved with complaints at the right time, and how to overcome common challenges.

We have a well-established and successful training programme supporting local authorities and independent care providers to help improve local complaint handling. During the year, we delivered 118 courses, training more than 1,400 people. This is 47 more courses than we delivered last year and included more training to adult social care providers than ever before. To find out more visit [www.lgo.org.uk/training](http://www.lgo.org.uk/training).

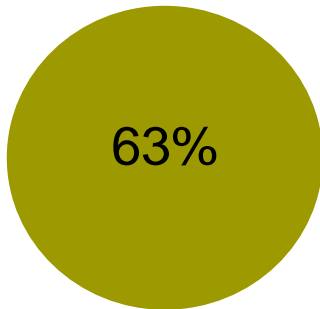
We were pleased to deliver a complaint handling course to your staff during the year. I welcome your Council's investment in good complaint handling training and trust the course was useful to you.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'M King', with a stylized flourish at the end.

Michael King  
Local Government and Social Care Ombudsman  
Chair, Commission for Local Administration in England

### Complaints upheld



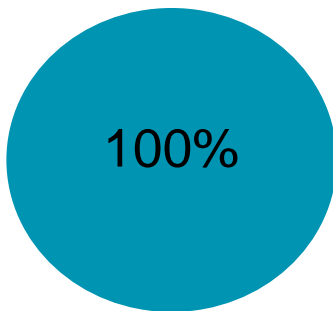
**63%** of complaints we investigated were upheld.

This compares to an average of **66%** in similar authorities.

**37**  
upheld decisions

Statistics are based on a total of 59 detailed investigations for the period between 1 April 2019 to 31 March 2020

### Compliance with Ombudsman recommendations



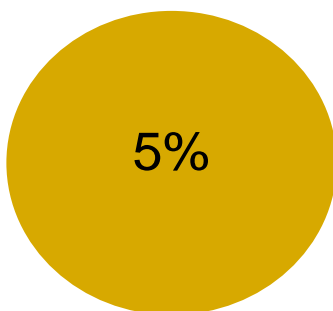
In **100%** of cases we were satisfied the authority had successfully implemented our recommendations.

This compares to an average of **100%** in similar authorities.

Statistics are based on a total of 35 compliance outcomes for the period between 1 April 2019 to 31 March 2020

- Failure to comply with our recommendations is rare. An authority with a compliance rate below 100% should scrutinise those complaints where it failed to comply and identify any learning.

### Satisfactory remedies provided by the authority



In **5%** of upheld cases we found the authority had provided a satisfactory remedy before the complaint reached the Ombudsman.

This compares to an average of **9%** in similar authorities.

**2**  
satisfactory remedy decisions

Statistics are based on a total of 59 detailed investigations for the period between 1 April 2019 to 31 March 2020