

Customer Feedback Annual Report

Adult Services

Shropshire Council

2020/21

Feedback and Insight Team, Shropshire Council



1. Introduction

This report considers the customer feedback Shropshire Council's Adult Services received between 1 April 2018 and 31 March 2019. The Local Authority Social Services and National Health Service Complaints (England) Regulations 2009 require local authorities with Social Services responsibilities to produce an Annual Report on the operation of their Complaints Procedure. The annual complaints report (Shropshire's annual customer feedback reports) must be made available to members of the public, council staff and elected councillors in order to fulfil the requirements. A customer feedback report is produced for all Shropshire Council services to provide an overview, but this report focuses more specifically on Adult Services, with a breakdown of statutory and corporate complaint types, to allow more focused understanding of performance and any key issues requiring attention. A similar report is prepared for Children's Services.

In addition to the annual reports, Shropshire Council prepares quarterly customer feedback reports. These are designed for internal use in order to develop a clear understanding of customer experience and support Shropshire Council in its work to address concerns and implement service improvement.

Complaints containing an element of social care fall under the statutory guidelines. Some complaints we receive for adult services do not relate to social care services and these are handled as corporate complaints. Those complaints are included in this report in order to provide a comprehensive overview of all complaints. This annual report describes the compliments, comments and complaints Adult Services (including Housing Services and Public Health) received in 2019/20.

Shropshire Council is responsible for customer feedback and complaints relating to its own services and those provided on behalf of the Council. This report includes provider complaints where they are reported to, and considered/handled by, Shropshire Council. (Separate information is considered through contract monitoring and performance).

People who are paying for their own social care (self-funders) may complain to the local authority, (for example about assessments) but services people have arranged or purchased themselves are not covered by the local authority. To assist commissioned services Shropshire Council has made guidance on the effective handling of complaints available on its website.

Complaint

We aim to make it as easy as possible to make a complaint. A complaint is a written or verbal expression of dissatisfaction about a service provided. Family members and advocates may also make a complaint on behalf of one of our customers. We will ask for consent to ensure that the complaint is not being made against the customer's wishes.

Compliment

Many people get in touch with a compliment when the information or support they have received has exceeded their expectations. It is helpful to learn when a service has been provided well or when a member of staff has done a great job. We like to recognise compliments alongside any complaints. It is good for us to say 'thank you' to our teams and staff members too.

Comment

Feedback about a service could be a suggestion to improve customer experience; a question about whether something could be changed; an idea for delivering a service differently.

2. Adult Statutory Complaints Process

Adult statutory complaints follow a one stage complaints process. Statutory complaints are complaints relating to social care. Some complaints made to Adult Services are corporate complaints and these are handled under Shropshire Council's corporate complaints procedure (a two-stage process: 1) investigation 2) review then referral to the Ombudsman as a final stage.

Feedback Received

Shropshire Council encourages users of our services, their family members and carers to give feedback and highlight any concerns so that they may be addressed as quickly as possible. If problems cannot be resolved and the customer wishes to make a complaint, staff members can offer advice on how to make a complaint. Support is also available from complaints officers based within Shropshire Council's Feedback and Insight Team.

Telephone: 0345 678 9000

Email: customer.feedback@shropshire.gov.uk

Website: <https://www.shropshire.gov.uk/feedback/>



Acknowledgment

Complaints will be acknowledged within 3 working days of being received and we let the complainant know how their complaint will be handled.



STAGE 1

An appropriate Investigating Officer will be allocated to the case and asked to investigate the complaint. This is usually a manager within the service area the complaint relates to. The complainant will be provided with a written response within 65 working days. We aim to respond within 25 working days but for complex cases we may need the full timescale. We let the customer know if this extra time is needed and why. The Investigating Officer will write to explain the outcome of their investigation, any learning or actions and information outlining how to progress the complaint if the customer is not satisfied with the outcome.

Corporate complaints may progress to Stage 2 (a review) undertaken by Shropshire Council.



Ombudsman If a complaint cannot be resolved locally it can be investigated by the Ombudsman. The Council has a timescale of 28 calendar days to provide a response to the Local Government and Social Care Ombudsman (LGO). Responses are often complex, lengthy and require a large volume of appendices to be collated, catalogued and returned to the LGO. Complainants can request to go to the Ombudsman without a review if they choose to.

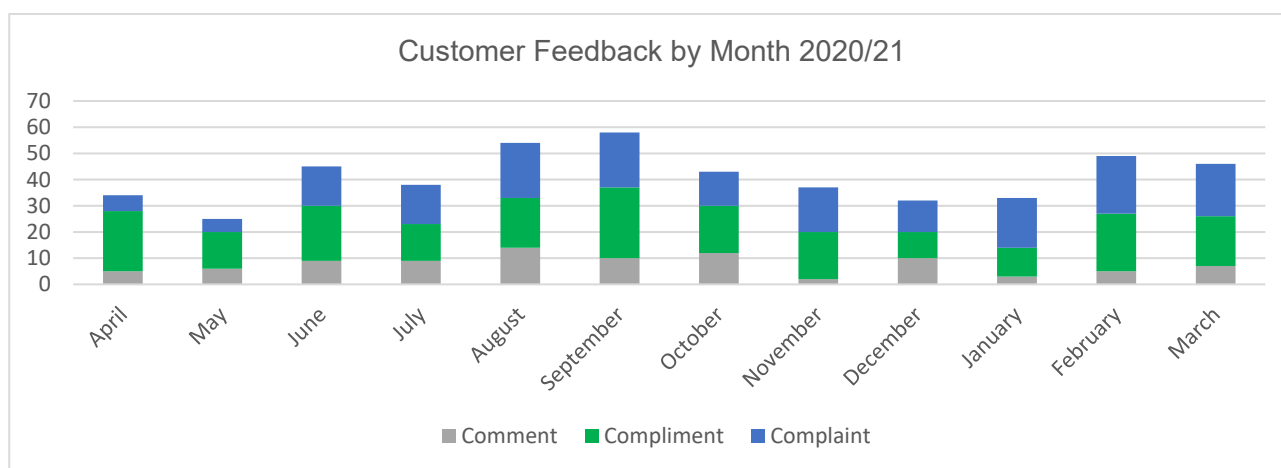
We cannot promise to get the result complainants want, but we do make sure that complaints are dealt with as quickly and as thoroughly as possible and we work to keep customers informed of what is happening and the progress being made.

3. Customer Feedback 2020/21

In 2020/21 Shropshire Council received 522 cases of customer feedback for Adult Services:

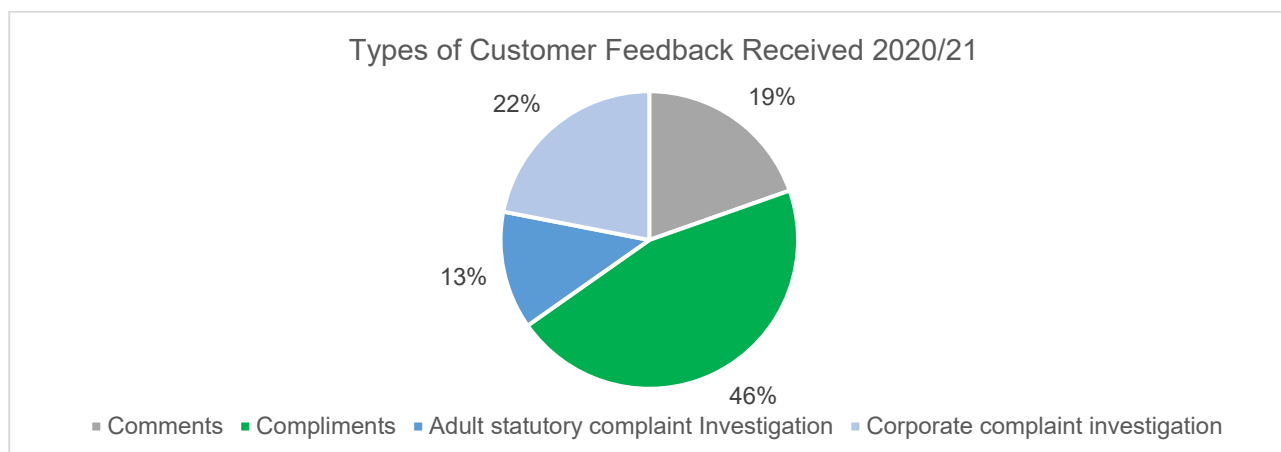
- 101 comments
- 235 compliments
- 186 complaint cases leading to 179 investigations:
 - 56 statutory adult complaint investigations
 - 10 statutory provider complaint investigations
 - 113 corporate complaint investigations

Later within this report change over time is considered but it should be noted that Housing and Housing Options complaints were only included within the Adult Services report from 2017/18. This contributed to an increase in corporate complaints. Public Health is also included. Public Health, Housing and support service complaints are handled under the Council’s corporate complaints procedure (statutory complaints focus on complaints relating to the provision of social care).

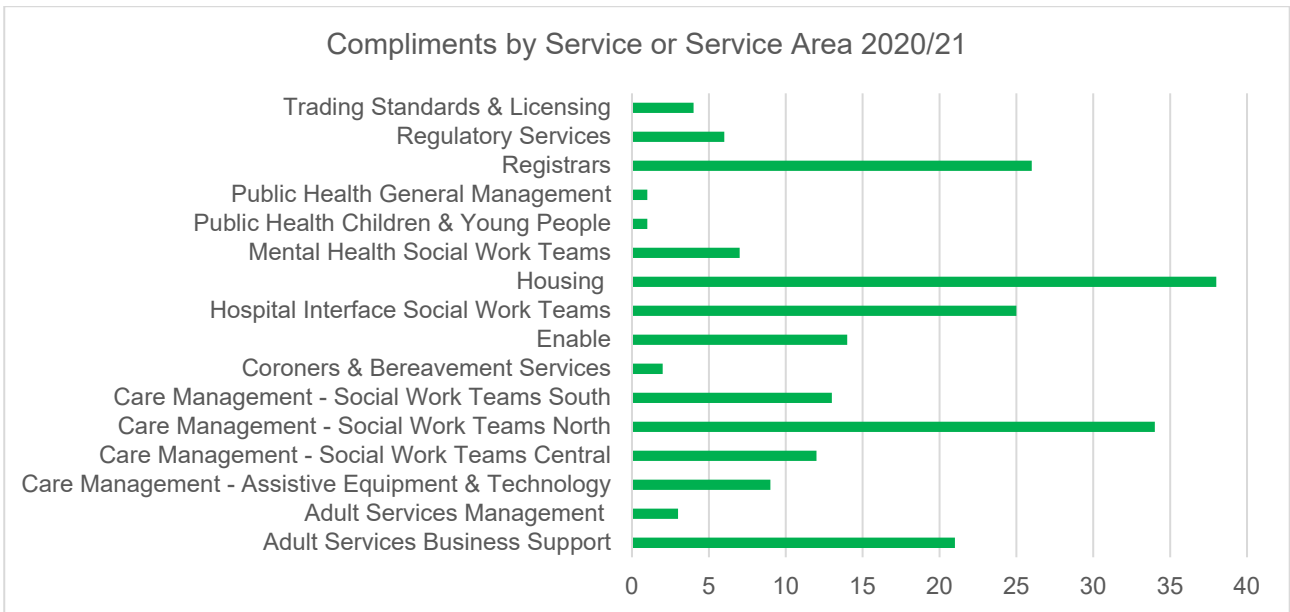


The average number of customer feedback cases recorded per month during 2020/21 was 43.5. September was the busiest month with May and December seeing fewer cases. The patterns by month were very different compared to the previous year and suggest there aren’t any seasonal variations in data (with the exception that December is usually a month with fewer cases received). Quarter 2 saw the largest number of customer feedback cases and quarter 1 the least, confirming different patterns from the year before.

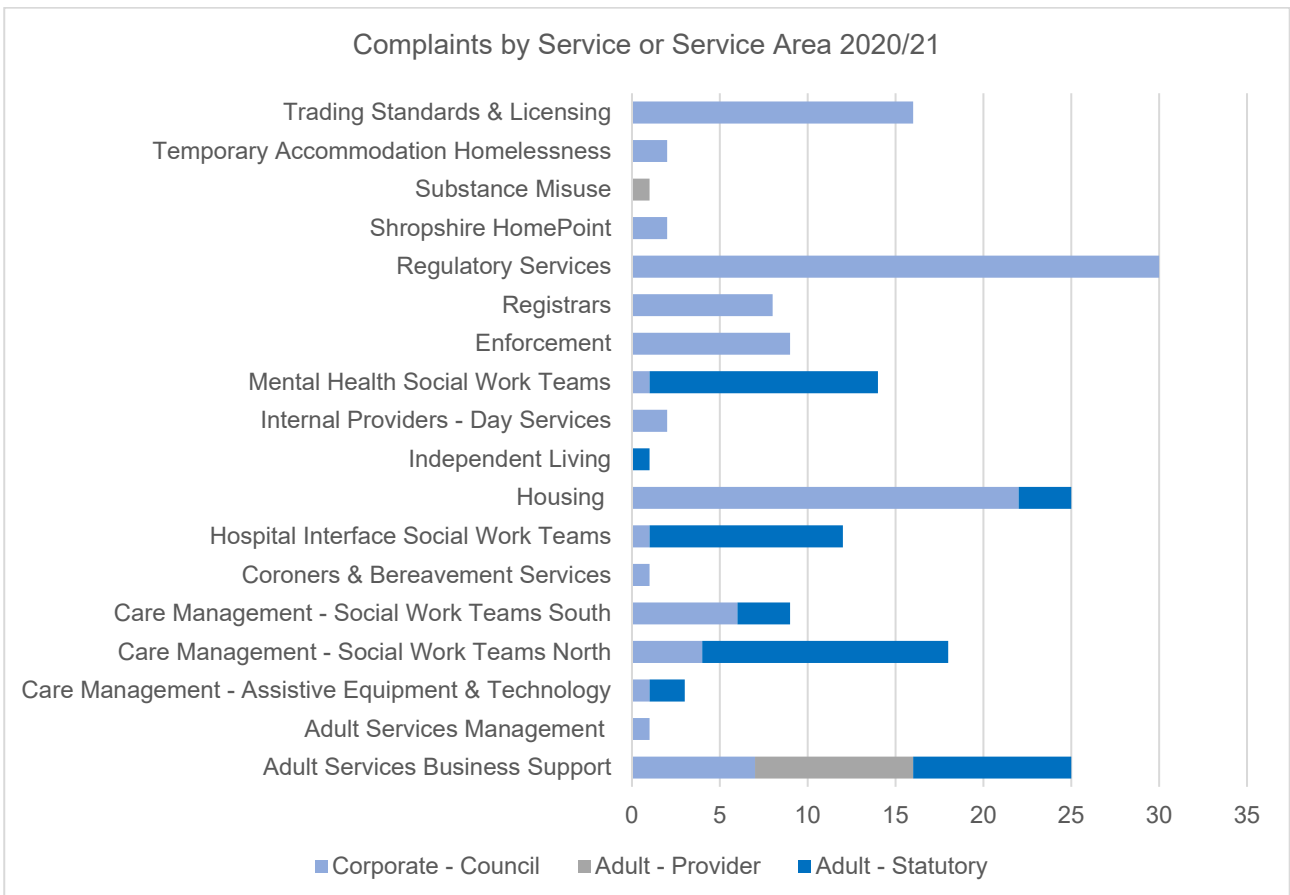
Complaints currently account for 35% of the customer feedback received and compliments 46%. This is a change compared to previous years where complaints comprised approximately 60% of feedback cases. In previous years members of staff have been more likely to report a complaint rather than a compliment but we may now have a more balanced view of all customer feedback.



Compliments are spread across teams and services with compliments for services shown in the chart below. Housing and the Social Work Team in the North received the most compliments.



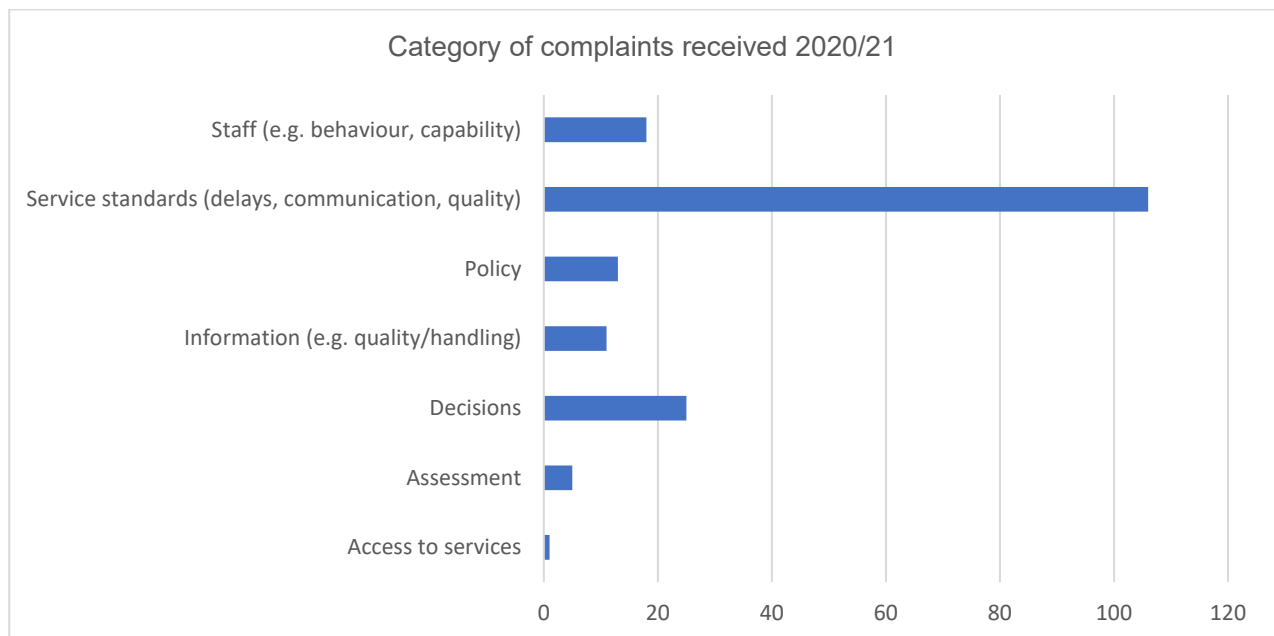
Of the 179 complaints investigations, 30 investigations related to Housing and 56 to Public Health. 93 investigations were for Adult Social Care and 27 of those were corporate complaint investigations (the remaining were statutory complaints investigations relating to social care and handled in line with the Adult Statutory Complaints Procedure (although of those, one was handled under the children’s complaints procedure)).



An analysis of complaints by team highlights that 17% of complaints in 2018/19 were for Social Work and Assistive Equipment and Technology Teams, 15% were for Housing and Independent Living, 14% were for Adult Services Business Support (a proportion related to financial issues). There were also more complaints for Regulatory Services, and these will have been corporate complaints.

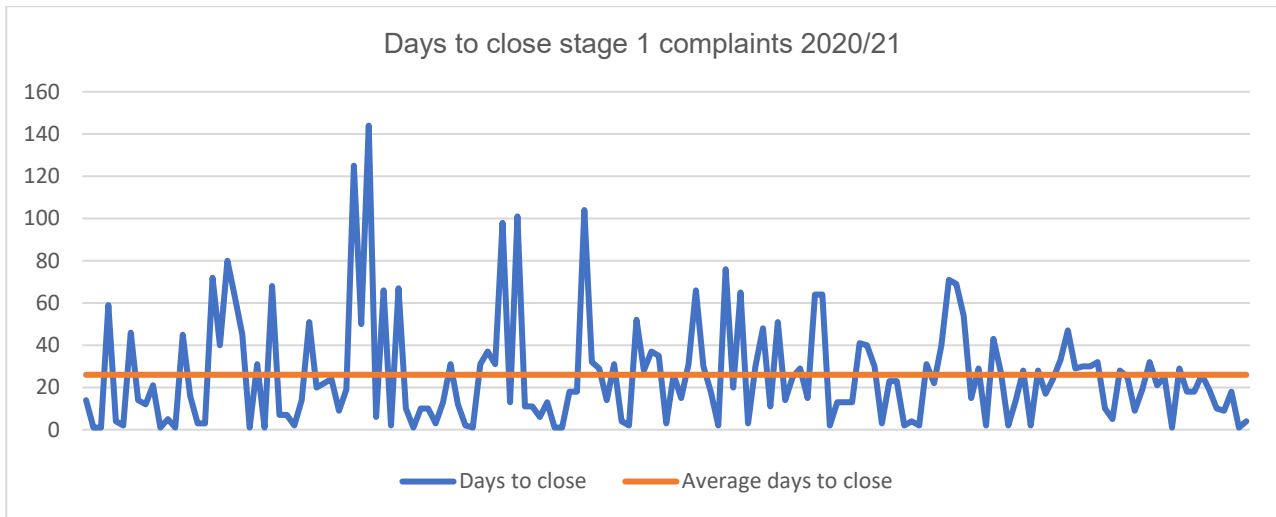
Some services and teams are more likely to receive complaints than others. For example, back office teams are less likely to receive customer feedback than customer facing teams. Shropshire Council monitors the distribution of complaints frequently to understand whether there are any changes in feedback, any common concerns and issues in need to attention.

Provider complaints accounted for 18% of all complaints (Shropshire Council is responsible for complaints made against the services it commissions and records these in the same way as complaints for its own services (although complaint handling follows a slightly different process). Provider complaints information can be a useful part of contract management and a close working relationship is in place between contract leads, commissioners and the Council’s Feedback and Insight Team. Analysis of provider complaints highlights that ‘service standards – poor quality of work/service’ forms the main category of complaints received.

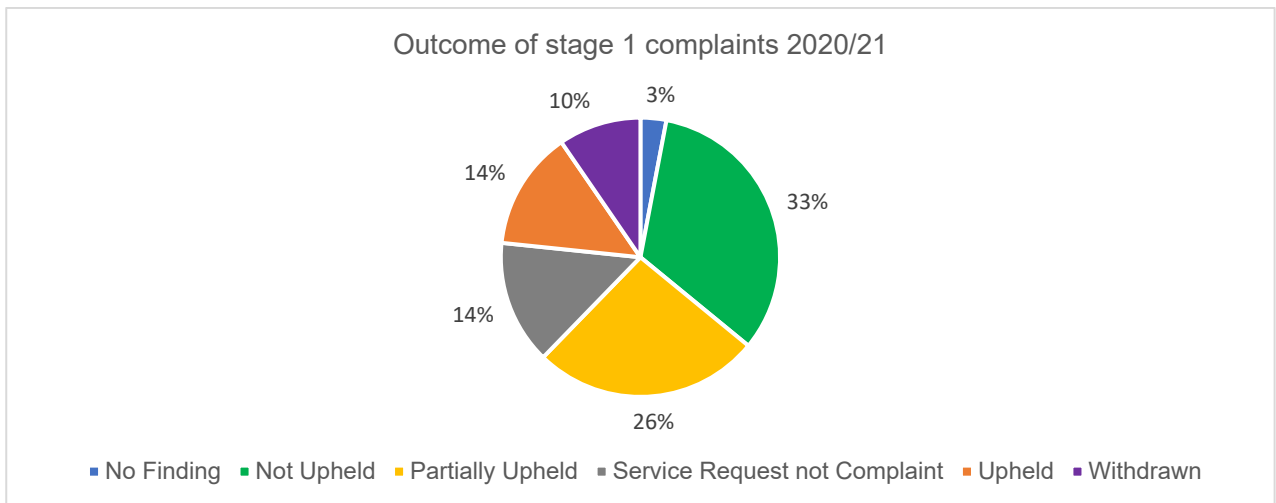


‘Service Standards’ is the main category under which complaints were made within the year (106 cases, 59% of all complaint investigations). Dominant sub-categories within ‘Service Standards’ were ‘failure to provide a service/take action’ ‘poor customer care’. The second most dominant category was ‘Decisions – Incorrect Decision’.

During 2018/19 Adult Services took an average of 26 working days to close stage 1 complaints (it was a 45 working day average for statutory Shropshire Council complaints). 65 working days is the maximum available for statutory complaints, but the initial target aimed for is 25 working days. Delays were experienced as a result of service pressures and the pandemic. Provider complaints took an average of 54.5 working days to complete. These are often complex requiring additional communication with external professionals and were also impacted by pandemic related service pressures. Corporate complaints took an average of 19.6 working days to close with 30 days set as a target. (12 weeks is the corporate timescale for stage 1 and stage 2 complaints – allocating approximately 30 days for each).



167 of the 176 complaints received within the year had an outcome recorded at stage 1 (some recently received complaints remain open). 14% of stage 1 complaints were upheld, 26% were partly upheld and 33% were not upheld (the remainder were withdrawn, considered outside of the Council's jurisdiction or were not complaints and were initial requests for a service).



Stage 1 complaint responses include information to ensure complainants understand how they can raise concerns if they do not feel their complaints has been adequately addressed and options for progressing their complaint to the next stage. Complainants can request to go to the LGO after the Council's response to a statutory complain (the corporate complaints process has a second stage (review)).

Local Government Ombudsman data for 2020/21 (this can include cases Shropshire Council considered the previous year) highlighted that the LGO considered 50 cases for Shropshire Council as a whole. There were 7 Adult Social Care cases and 3 were upheld. 2 cases were referred back to Shropshire Council for local resolution and 2 were closed after initial enquiries. It should be noted that the Ombudsman suspended case work for 3 months during the year as a result of the pandemic so overall numbers were not in line with an average year and the number of cases considered is likely to increase again in 2021/22.

In order to better understand how Adult Services have performed in relation to customer feedback cases an annual comparison is provided in the next section of the report.

4. Annual Comparisons

	2018/19	2019/20	2020/21
<p>Number of compliments – increased</p> <p>In the last financial year (2020/1) Adult Services received 235 compliments. This marks a significant increase on previous years and many compliments were directly linked to the actions taken by Shropshire Council to respond to the pandemic.</p>	120	180	235
	Performance has improved against this measure in 2020/21.		
	210	238	179
<p>Number of complaints investigations – reduced</p> <p>The number of complaint investigations for Adult Services totalled 179 in 2020/21, this is a significant reduction on the previous year. The reduction has been influenced by multiple factors. Performance has improved within Adult Services in relation to complaints and fewer concerns have been raised. However, there has been an overall increase in complaint numbers across previous years and it is not yet known whether the reduction is due to improved performance alone (and will continue), or whether the pandemic has had an impact on complaint numbers.</p>	Performance has improved and there were fewer complaints investigations in 2020/21.		
	22	36	26
<p>Days to close – Average days to close increased</p> <p>The average number of working days taken to respond to a stage 1 complaint during 2020/21 was 26 working days. That average is an improvement on the average for 2019/20. In year performance reporting identified improvement in complaint handling and the work undertaken by Adult Services is clear in the end of year data.</p>	working days	working days	working days
	Days to close is an important performance indicator and improvement has been made from 2019/20.		
	23%	17%	14%
<p>Outcome of complaints – Fewer complaints upheld</p> <p>Fewer stage 1 complaints were upheld in 2020/21 (14%) compared to previous years (17% of complaints were upheld in 2019/20 and 23% the year before). In 2020/21 26% of complaints were partially upheld (compared to 25% last year). This performance overall is relatively steady and suggests that standards are being maintained. It would be a concern if performance monitoring highlighted too few cases being upheld. It is important that Shropshire Council accepts where things have gone wrong and strives for improvement.</p>	Performance has improved and fewer stage 1 complaints were upheld within Adult Services in the last year. (20% of statutory cases were upheld and 50% partly upheld).		
	17	18	7
<p>Complaints progressing to the Ombudsman – reduced</p> <p>In 2018/19 17 Adult Services cases progressed to the Local Government Ombudsman. In 2019/20 the total was 18. In the last year (2020/21) 7 cases progressed to the Ombudsman. However, the number was influenced by a 3-month suspension of case work by the Ombudsman as a result of the pandemic. 2020/21 does not present a normal year and numbers could increase again in 2021/22.</p>	Fewer complaints are progressing to the Ombudsman.		

5. Example Compliments

Shropshire Council's Adult Services received 235 compliments in 2020/21. Many were in recognition of the work carried out to respond to the pandemic and maintain services under challenging conditions. Compliments are a great source of customer feedback. The wording has been changed slightly to ensure individuals cannot be identified.

Compliment for the Handyman in the Housing Team: "Thank you so much for your kind and efficient service. We took delivery of the second rail today. Also, the bath seat is in situ and ready to go. I just had to get a plastic leg protective cover for my mother in law which I have done; so, I think she is going to have her first bath since before Xmas tonight".

Compliment for Carer and Engagement Lead: "Many thanks for your speedy action. I do indeed have a printer so can print out the Pass and the other useful items you emailed me. I will feel more comfortable now on my weekly trips. It's good to know that we are all being so well looked after by our local council."

Compliment for Practitioner, Community Social Work Team North East: "I would like to pass on our family 'thanks' to X. She took on our mother's case a short while ago. She kept in regular contact following good protocols and procedures thus ensuring the best possible care was afforded to our mother. Communication skills are of a high standard, expressing genuine interest toward caring for our mother's welfare and safety and ensured we fully understood the proposed way forward. X is a 'gold standard' asset to Shropshire Council."

Compliment for Occupational Therapy Team: "We are very pleased with all the work conducted by the Occupational Therapy Team, Private Sector Housing Team and contractors. Many thanks to all officers involved at the Council, for all the help provided with this. The new hoist has been immensely helpful, and we are very pleased with it."

Compliment for Best Interests Assessor, DoLS Team: "Thank you for all of your help over the last few years, it's been a pleasure dealing with you. You have shown X a lot of respect and compassion and have helped to make a difficult time a lot more bearable for all of us."

"We at Approved Care and Support would like to say a very big thank you for all the support we are receiving from Shropshire Council. We are very proud to say we live and work in Shropshire, and when things get tough, how people pull together: just amazing. It's a pleasure to work with and for Shropshire Council."

Compliment for Social Worker - ICS Central: "I wanted you to know what a fantastic help and support X has been to me. X certainly goes the extra mile to help and support, I would have been completely lost without her guidance. I understand that she was "doing her job" but she is a very genuine and caring person nothing was too much trouble for her. Even when she was busy (which I sensed she was) she took out time to answer my queries and steer me in the right direction. It has been a real pleasure to deal with X genuinely kind and supportive person."

Compliment for START: "I wanted to put on record the amazing Care and Support I have received from the START Team since I came out of hospital... I never thought that I would need such a service, but I am so grateful that it is in place and run so efficiently by Shropshire Council. It is a service we should all be proud of."

Compliment for the Financial Reconciliation Team: "Thank you for all your help you have given me so far with these reconciliations. You have assured me we can work together to get this resolved and I think you have even gone out of your way to do so. The way the Team work to complete these reconciliation's is amazing and you all go above and beyond to help in any way you can."



6. Example Complaints

Shropshire Council's Adult Services undertook 179 complaint investigations during 2020/21. The analysis earlier in this report highlights the types of complaints received and how they were handled. Example complaints can help to highlight typical types of issue customers raise with Adult Services. The examples below have been reworded slightly to maintain confidentiality and anonymity and steps have been taken to ensure the meaning is not altered. It should be noted sometimes perception is of fault does not always lead to an upheld outcome once more information is available, and the issues better understood.

"Customer is not happy. He believes that Housing Options may have blacklisted him.... he is a Gold Priority Banding with Homepoint is constantly bidding on properties but not getting anywhere even his GP has sent letters advising he needs to move due to medical problems. He will be homeless on the 20/09/2020 as landlord has taken him to court and is not renewing his lease."

"I have been requesting details of what Social Services have done in respect of the concerns I have raised about my Mum's care for some time. I keep receiving misinformation or no response. I also need the Social Services assessment of capacity and assessment of care. These documents have not been received."

"Mr X says that he was told by Shropshire Council that a referral had not been received. However, he says he has been informed by his GP and Doctor's Surgery that the referral has been sent. Mr X believes that there was an agreement to act on his physical and mental health, but his Social Worker seems to be unaware of this phone call."

"The customer is raising concerns about her daughter and is asks *"how ill do you have to be to get support from the mental health team?"*. She explains that her daughter has suffered with mental illness for many years and has had emergency admissions and the police been have also involved on occasions. The customer believes that if continued support from the mental health team had been available then problems would not have escalated into more serious incidents."

"Concerns that Y arrived and walked straight in but had no PPE on. Y put her arm around X. The customer is concerned about the visiting regime. They have differing views on COVID19, home safety and government guidelines. Mr X stated that newspapers/ media sensationalise and report inaccurate details. Complaint regarding the lack of quality visiting arrangements and that the family were told that there was no visiting due to restrictions".

"Mrs X wishes to complain about the Financial Assessment Team. Mrs X asks: Why annual Financial Assessments were not conducted, allowing a substantial debt to accrue? Why the Financial Assessment Team deem it acceptable to write to Mrs X putting her contributions up from the previous April? Why self-funded care needs as depicted in Mrs X's support plan have not been accepted as disability related expenditure? Mrs X disagrees with the assessment."

"Ms Z wishes to complaint about the decision that has been made that her mother is not eligible for COVID19 discharge funding. Ms Z disagrees with the merits of the decision."



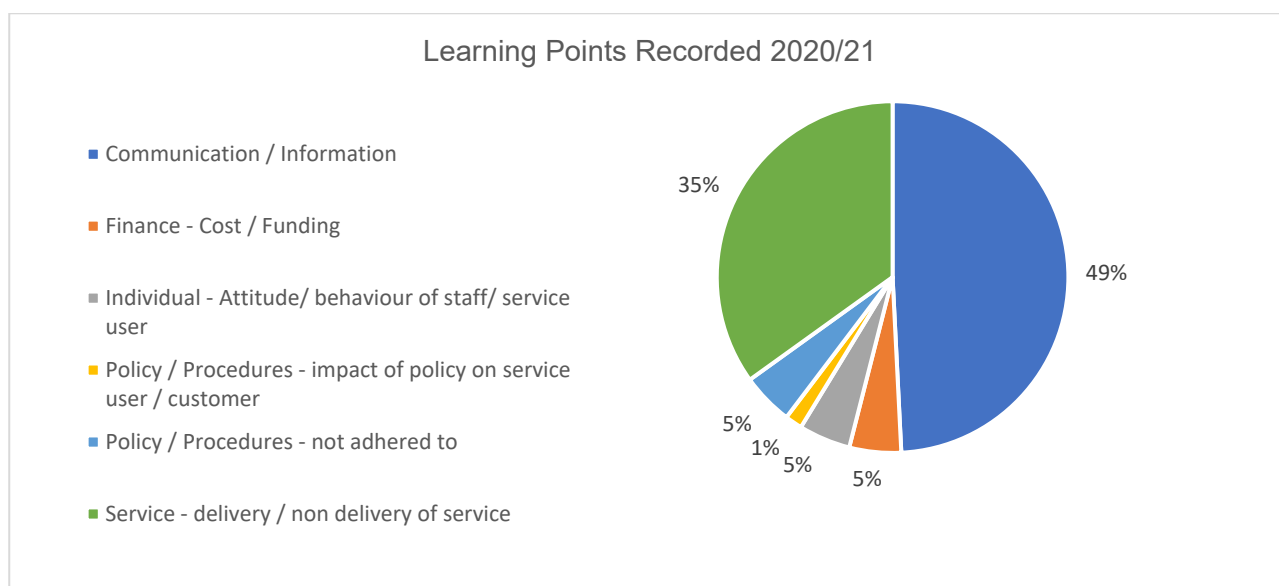
7. Learning and Actions

Shropshire Council's Adult Services recorded learning and/or actions against 33% of complaints where the outcome was partly upheld or upheld in 2020/21. For cases that are not upheld, learning or any action points will rarely be recorded. Learning and actions are much more likely to be recorded when complaints are upheld or partly upheld.

Shropshire Council records the outcome of complaints alongside any learning points and follow up actions. Follow up actions may include an apology, work to amend a policy or procedure and work to arrange training or guidance for members of staff.

Learning points recorded during 2021/21 highlight the following:

- 49% of learning relates to communication. This is commonly a reflection that communication may have been inadequate, and that increased communication could have prevented a complaint from being made. Sometimes the learning is around increased communication with the service user and sometimes the family members. Occasionally learning about communication may be related to multi-agency working and the need to increase communication with other agencies and services.
- 35% of learning was around the service provided (delivery or non-delivery of a service). This may be because an action was not taken that should have been and learning has taken place to avoid similar complaints in future. It may also be recorded under this category because the service was not delivered to the expected standard.



In previous years learning points were spread over a larger number of categories, but over the last two years learning is more focused on the two key areas highlighted above.

In 2019/20 a review of complaints and learning suggested that ongoing action was required concerning communication around charges for care and financial contributions. 2020/21 has seen the result of work to address these concerns and this theme appears to be much less dominant within the complaints. Performance improvements are clear.

Examples of learning are included in the following section.

8. Example Learning and Actions

Shropshire Council's Adult Services takes learning from complaints and records any actions required to make improvement and remedy a complaint. Learning and actions can be recorded on any case where they can lead to an improvement and although they do not necessarily need to be related to upheld or partly upheld cases, the majority will be where some fault has been identified. The examples shown below may have been slightly re-worded to best illustrate the learning and actions agreed (learning and actions are often included in more detailed descriptions). Names and other details have been removed to ensure people and cases cannot be identified.

"We will arrange employee training/guidance. Additional supervision will be provided to the worker and a reminder to the wider team of the importance of their approach when making contact by telephone, Skype or Microsoft Teams."

"As a result of the complaint, the Social Work Team manager has asked the employee to revisit some of Shropshire Council's training to look at communication techniques and improve future communications."

"There is a recognition that in this particular instance, due to staff illness and pressures created by the COVID-19 lockdown the outcome was not notified to Ms X as quickly as it should have been. As a result, processes have been simplified so the team will be able to make notifications more quickly. The procedures for non-residential capital reduction cases have been changed, making them much more straightforward and will allow a calculated date for when a person's capital is expected to fall below the threshold."

"An apology was provided for the length of time X's mother waited for an assessment from the Occupational Therapy Team. The team is currently exploring the options available to them to ensure people are seen in a more efficient way."

"Shropshire Council has apologised because the information the worker had on the 17 November was not passed to the relevant team. The sharing of this information would have prevented a reminder being issued. Shropshire Council will be revising internal communications in January to ensure that all relevant teams are notified."

"Team members were advised of the importance of making robust efforts to consult with the individuals they are assessing to ensure their views and their chosen representatives are recorded. Communication with family members and their chosen representatives is important as well as meeting regularly with senior practitioners and the staff group to improve the process for the assessment. Learning is in place to ensure that planned goals and progress meetings are clearly recorded, and feedback provided to families."

"The issues raised in Ms X's letter and the complaint have highlighted some concerns around accountability and the importance of transparency in relation to how all the agencies work together to provide assessment and support. There is a need to review the process for how each works as an individual agency and the process when working in partnership with one another."

9. Progress Update

Key achievements over the last 12 months are summarised below:

	Action	Progress Made
1	Recording of all compliments.	The number of compliments recorded has increased. More compliments were received by Adult Services to reflect the work carried out to respond to the pandemic and deliver services under challenging circumstances. Recording practice has also improved. Compliments are a useful source of evidence and provide important learning, helping to highlight where things are working well and what customers value.
2	The regular monitoring of complaint numbers and patterns has been an ongoing action.	Regular performance monitoring has been in place for some time but interactive PowerBI reports were not being well used. This has seen some improvement and complaints reports are now shared with a much larger number of team managers. In addition, the Feedback and Insight Team are responding to more ad hoc reporting requests. This increased use of complaint data is linked to improved performance.
3	Days to close complaints performance.	Days to close performance for complaints has been a top performance concern for Shropshire Council. Most departments have reported challenges meeting timeframes but performance within Adult Services has improved. Adult statutory complaints do have much longer timeframes (a maximum of 65 working days) so that needs to be considered but it is possible to compare performance for corporate complaints. Adult Services performance for average days to respond to corporate complaints is better than the organisation average.
4	Recording of multiple problem categories and themes.	Although multiple information on complaint categories and themes is too detailed to be included within this report, it is now used within the quarterly performance reporting. Changes have been made to allow for 2 problem categories to be recorded and a complaint theme. This can allow any concerns to be picked up and addressed quickly (the data is not currently showing any strong patterns in need of attention).
5	In the last annual report, it was highlighted that communication concerning charges for care and assessment of finances was a concern.	Although there may still be concerns raised about Adult Social Care financial assessments and charges for care, these are much less of a theme and significant improvement is evident within the data. Previously complainants commented that information was not shared or that information was shared, but not in a way that was easy to understand. This is no longer a dominant issue and work in this area may be partly responsible for a reduction in complaints.
6	An ongoing recommendation is to ensure learning, and actions are recorded.	Adult Services performs well compared to other services and many complaint investigators are highlighting clear learning and actions. However, this should be continued as an area of focus because there remain some upheld and partly upheld complaints where learning and actions are not clearly identified and recorded.
7	Ongoing training and the provision of information for staff was a key recommendation.	During 2020/21 information advice and a more formal training workshop for Adult Social Care Staff was delivered. However, the Feedback and Insight Team is conscious that there are requests for more training to be delivered. Staff capacity within the Feedback and Insight Team has not allowed a focus on training (core case work and performance monitoring has taken priority) but it remains an action that the team would like to address in 2021/22.

10. Recommendations

Overall performance improved in 2020/21 compared to previous years and internal reporting suggests this improvement is being maintained into the start of the new financial year. The number of compliments received has increased and the number of complaint investigations has fallen. Previous issues of concern have been largely addressed. However, it is recognised that the pandemic and other pressures during 2020/21 mean it was not a 'usual' year. The following recommendations are designed to prevent any downturn in performance and make further improvement where possible.

1. It is recommended that, over the coming year, a focus is placed on quality of investigations and complaint responses. Many experienced managers produce a very high quality of complaint response and issues relating to quality are not widespread. However, when under pressure it can be tempting to rely solely on case records to formulate responses. All investigators will be reminded that it is important to access all available sources of information and to interview all involved in a case to gain a full understanding. Complaints leads within the Council's Feedback and Insight Team will, and do, offer a support service and may highlight any concerns or perceived gaps when reviewing draft complaint responses.
2. Average 'days to close' performance within Adult Services is not currently a performance measure of concern but there are complaint responses that have exceeded the timescales set. The aim should be to see an average significantly less than the agreed timescale (this will indicate that there are few, if any, long running cases and account for efficient responses within 2 weeks). Further improvement may be achieved by monitoring the number of complaints exceeding the timescale rather than focusing on the average. (Occasionally complaints involving third parties may mean that delays are beyond the Council's influence, but this is not a common occurrence).
3. Stage 1 complaints handling remains effective and few complaints progress beyond stage 1 (either resulting in additional enquiries following Stage 1 responses or in referral to the Local Government and Social Care Ombudsman). However, as noted in the report, the Ombudsman found it necessary to suspend new cases for a period during the peak of the pandemic. This will have influenced the performance figures for 2020/21. Therefore, it is recommended that this is a performance measure given close attention in the annual report for 2021/22.
4. An ongoing action must be to ensure the recording of actions and learning against complaints, particularly when they have been upheld or partially upheld. This learning will help teams and services in their work to identify and implement service improvement.
5. The management of provider complaints has been working effectively over the last year and there have been relatively low numbers of cases. Joint working between Commissioners, Contract Officers and the Feedback and Insight Team has enabled robust recording and delivery of actions. This joint work has also highlighted some opportunities for minor improvement in the early stages of work (focused around the allocation to commissioned providers). Those changes will be implemented through 2020/21/22.
6. Shropshire Council's Feedback and Insight Team is conscious that more work is needed to communicate with staff and offer staff guidance and training on complaints. New structures, the creation of the People Directorate and staff turnover means there are new managers in need of some guidance on Shropshire Council's complaints processes and ways of working. Informal support is ongoing from complaint leads within the Feedback and Insight Team but a lack of capacity within the team has meant that training opportunities have been limited. Demand for training has exceeded course capacity. This is an issue that has been raised with senior managers within the Resources directorate.