

Customer Feedback Annual Report Adult Services 2017/18

Information, Intelligence and Insight Team, Commissioning Support
July 2018



1. Introduction

This report considers the customer feedback Shropshire Council's Adult Services received between 1 April 2017 and 31 March 2018. 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 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) received in 2017/18.

Shropshire Council is responsible for customer feedback and complaints relating to its own services and those provided on behalf of the Council. This report considers provider complaints where they are reported to, and considered/handled by, Shropshire Council. In addition to direct handling of complaints Shropshire Council will also receive information 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 assessment, or failure to assess but services people have arranged or purchased themselves are not covered but the local authority. To assist local 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 really 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 it; a question as to whether something could be done differently; an idea for delivering a service differently.



2. The Complaints Process

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 offer advice on how to make a complaint. Support is also available from complaints officers based within Shropshire Council's Feedback and Insight Team.

- Speak to a member of staff and fill in one of our complaints leaflets.
- Telephone us: 0345 678 9000
- Email us at: customer.feedback@shropshire.gov.uk
- Fill in the customer feedback form on the council's website. Use the 'make a complaint' button at: <https://new.shropshire.gov.uk/feedback/corporate-complaints/>

Complaints will be acknowledged within 5 working days of being received and we let the complainant know how their complaint will be handled (5 days for corporate complaints).

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 approximately 6 weeks (12 weeks is the timescale for stage 1 and stage 2 responses and 6 weeks is usually allocated to each). In some complex cases it may take longer than 6 weeks at Stage 1 but 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.

STAGE 2 - Review

The complaint will be reviewed by a more senior manager, commissioner, or in most cases, the Complaints Monitoring Officer. They will decide if there is more the service can do to address the concerns raised. If the reviewing officer believes the service has done all they reasonably can do, the customer will be written to and advised of this. They will also be given information about the Local Government Ombudsman.

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 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.

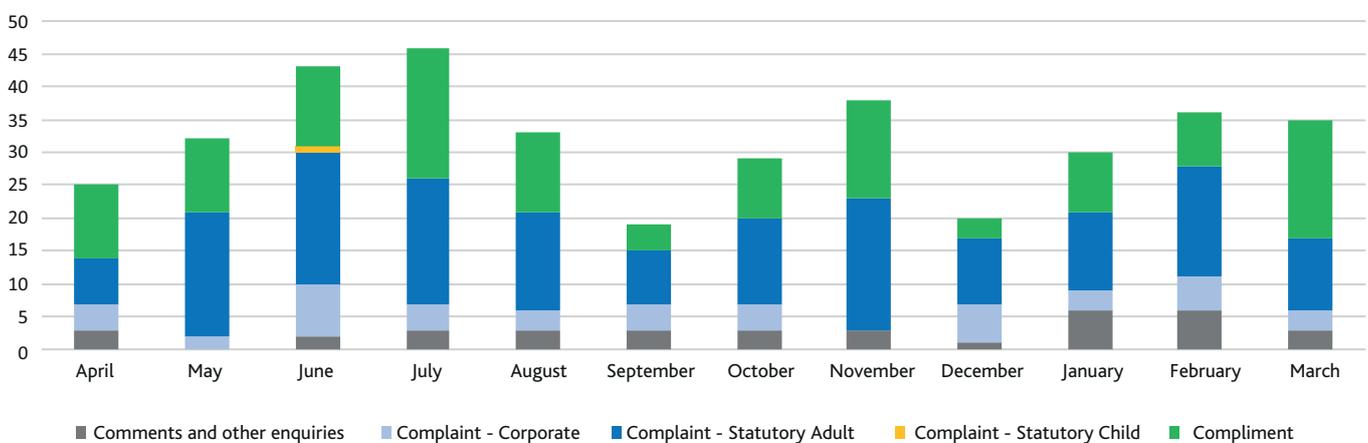
We cannot promise to get the result complainants want, but we do make sure that complaints are dealt with as quickly and as thoroughly as possible and we work to keep customers informed of what is happening and the progress being made.

3. Customer Feedback 2017/18

In 2017/18 there were 386 cases of customer feedback recorded for Adult Services. There were:

- 30 comments and 6 other forms of enquiry
- 132 compliments
- 171 statutory adult complaints
- 1 statutory child complaint
- 46 corporate complaints

Customer Feedback by Month 2017/18

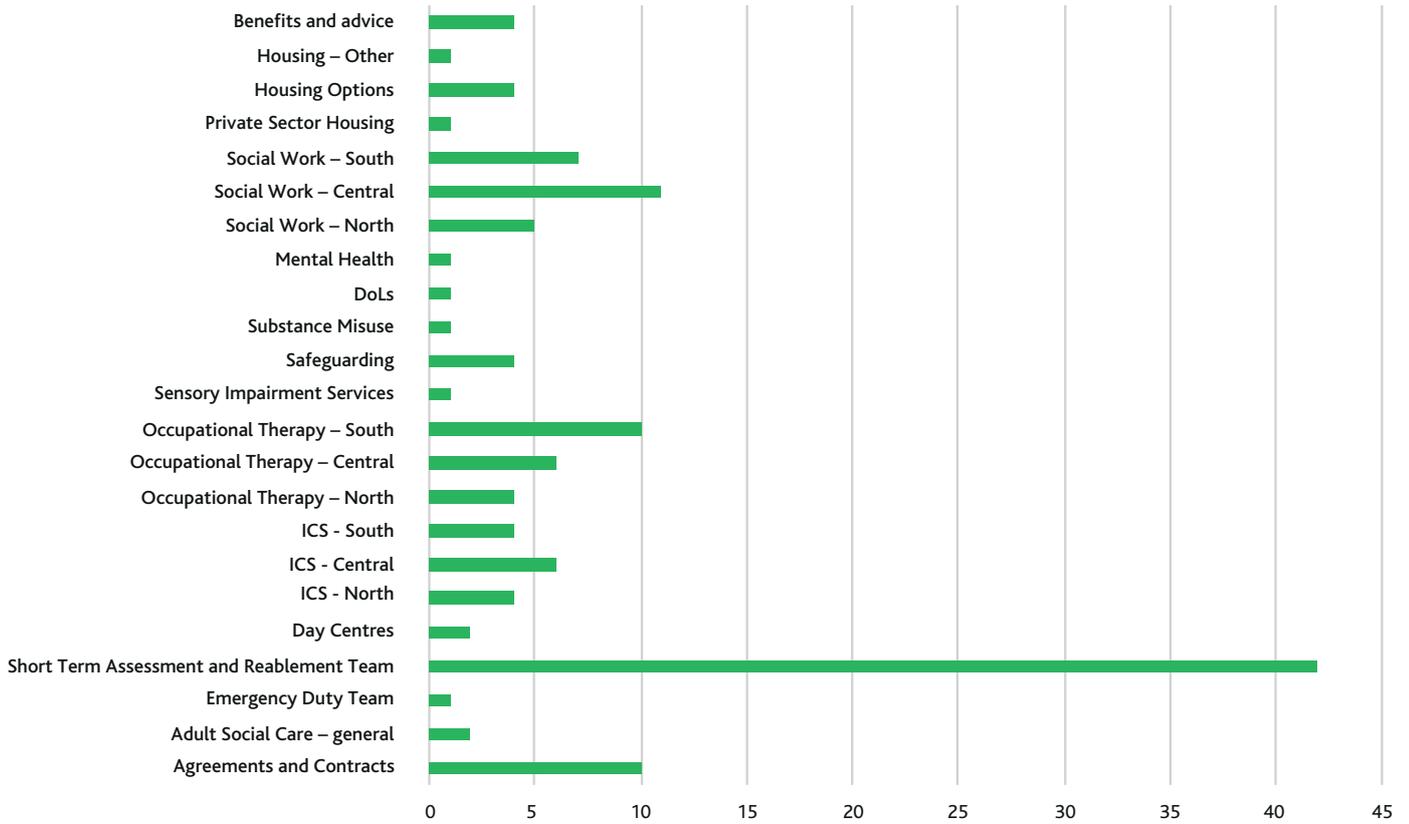


The average number of customer feedback cases recorded per month during 2017/18 was 32. June and July were the busiest months with September and December seeing fewer cases. Quarters 1 and 4 saw most customer feedback cases although numbers were fairly steady over the year.

Complaints account for 56% of the customer feedback received and compliments form 34% of all cases. This is, in part, due to recording practice with staff members much more likely to report a complaint than record a compliment.

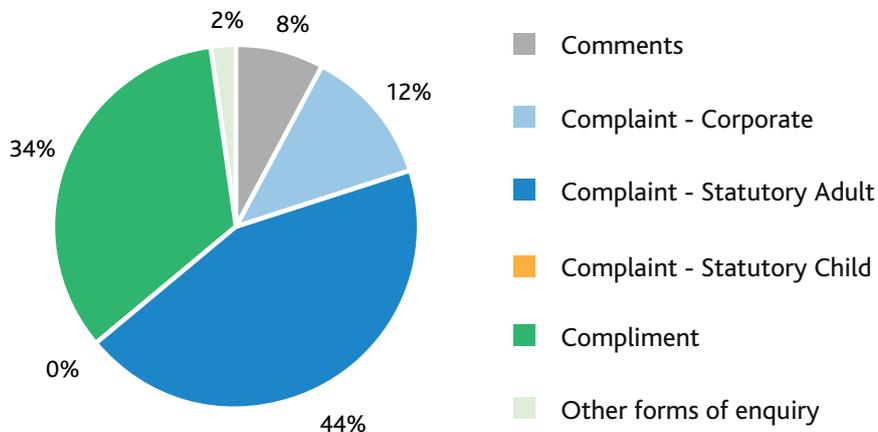
Compliments are spread across teams and services with more compliments for short term assessment and reablement, occupational therapy and the social care teams than for other types of service delivery.

Compliments by Team or provider 2017/18



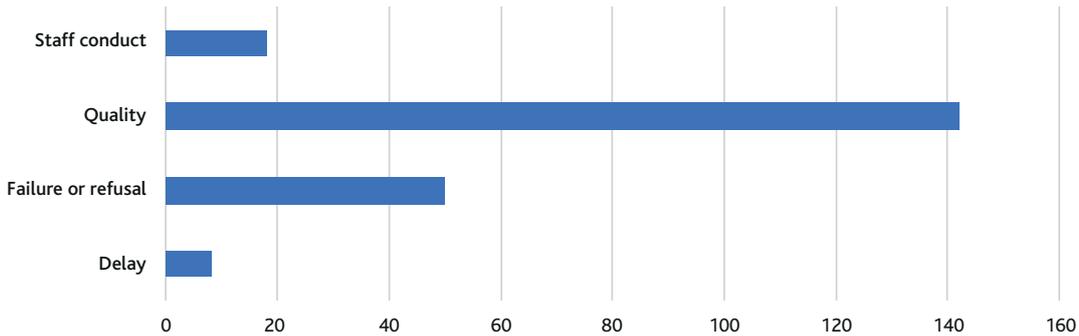
Of the 218 complaints received by adult services in 2017/18, 172 were statutory complaints relating to social care and handled in line with the Adult Statutory Complaints Procedure (although one housing complaint was handled under the children’s complaints procedure) and 46 were corporate complaints handled under the Council’s Corporate Complaints Procedure.

Type of feedback 2017/18



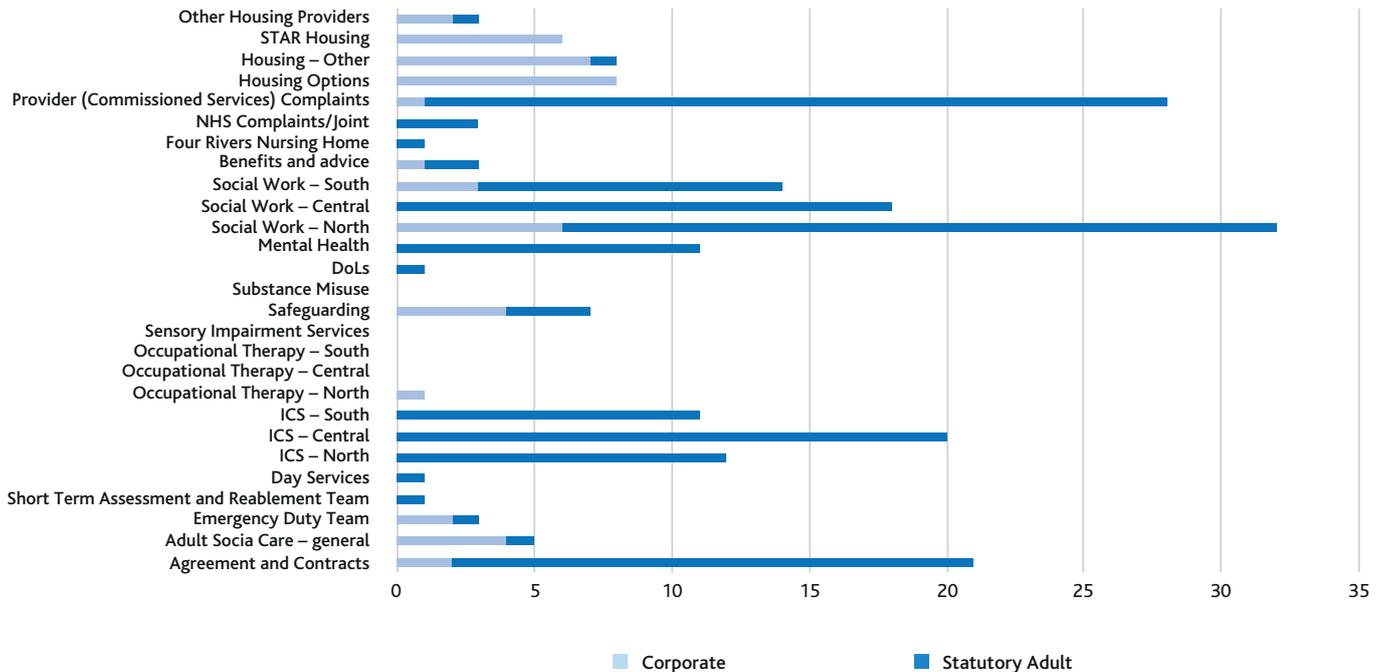
Quality was the main category under which complaints were made within the year (142 cases, 65% of all complaints). Dominant sub categories within quality were 'quality - service provided' and 'quality – unreasonable decision'. Other significant sub categories under the second most dominant theme 'Failure or refusal' were 'failure or refusal to provide information' and 'failure or refusal to deliver a service'. In total 23% of complaints were recorded under the 'Failure or refusal' theme. Although many complaints contain multiple concerns and issues, the complaints system only records the dominant theme for analysis purposes.

Category of Complaints received 2017/18



An analysis of complaints by team highlights that 29% of complaints in 2017/18 were for the social work teams, 20% were for ICS (Integrated Community Services) and 13% were provider 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)). 11% of complaints related to housing.

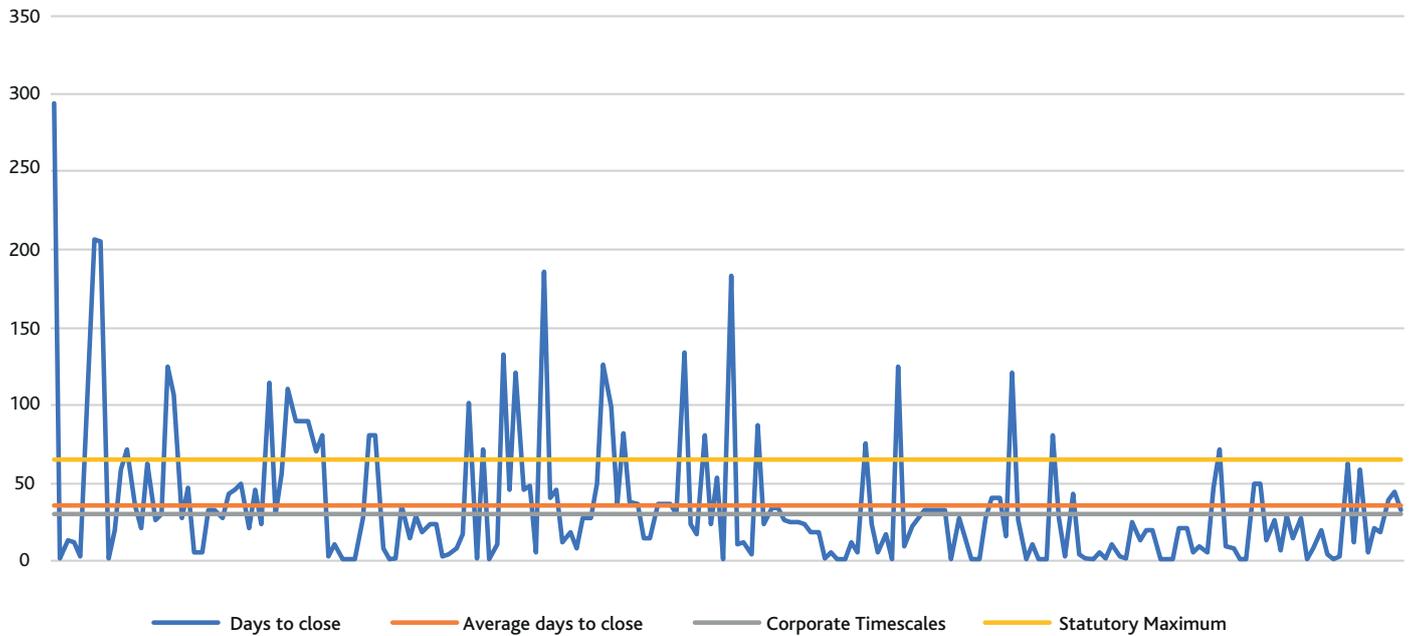
Complaints by Team 2017/18



Note – One Child case has been included with Statutory Adults for Housing – Other

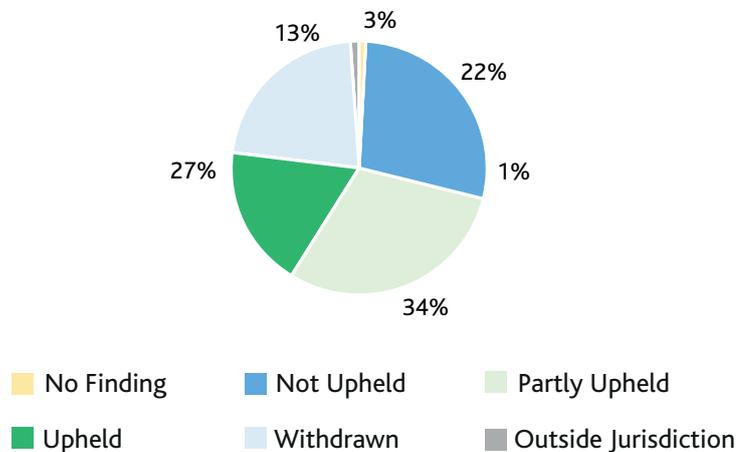
During 2017/18 Adult Services took an average of 35.5 working days to close stage 1 complaints (65 working days is the maximum available so within the timeframe). The initial target for statutory complaints is 25 working days but where detailed investigation is required customers are often contacted and a new timescale agreed. During the year statutory complaints took an average of 41 working days to close at stage 1. Corporate complaints took an average of 15 working days to close with 30 days set as a rough target. (12 weeks is the corporate timescale for stage 1 and stage 2 complaints – allocating approximately 30 days for each).

Days to Close - Stage 1 Complaints 2017/18



211 of the 218 complaints received within the year have an outcome recorded at stage 1 (some recently received complaints remain open). 18% of stage 1 complaints were upheld, 30% were partly upheld and 28% were not upheld (the remainder were withdrawn, considered outside of the Council’s jurisdiction (and signposted to the appropriate organisation) or there was no finding (commonly with a ‘no finding’ action is agreed without the need for a formal finding for example more focused contract management is put in place).

Outcome of Stage 1 Complaints 2017/18



Considering the outcome of complaints by team highlights that the areas of service where more complaints were upheld included agreements and contracts, ICS (Integrated Care Services) and provider complaints. Provider complaints have not been detailed by provider in this report but internal reporting takes place to access this on a regular basis and the process is linked to contract management.

During 2017/18 very few complaints progressed beyond stage 1, suggesting effective stage 1 complaint handling. Shropshire Council's Adult Services saw 8 complaints require some further consideration/ additional response. 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. It is best practice to review complaints under Shropshire Council's Adult Services Complaint's Procedure before LGO investigations are carried out but complainants can request to go to the LGO after the initial response.

Local Government Ombudsman data for 2017/18 (this can include cases Shropshire Council considered in 2016/17) highlighted that 21 cases relating to Adult Services were received by the LGO. In 2017/18 the LGO received 84 complaints for Shropshire Council as a whole.

Of the 21 Adult Social Care cases received the LGO made a decision on 19 cases and of those, 2 were upheld. The LGO considers housing complaints separately and that data highlights that only 1 housing complaint was considered by the LGO in 2017/18.

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 Comparison

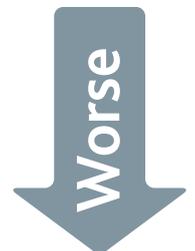
Number of compliments – increased

- In 2015/16 there were 71 compliments recorded for Adult Services, in 2016/17 there were 113 compliments and in 2017/18 that figure increased to 132 compliments.
- Compliments averaged at just over 11 a month (compared to 9 a month in 2016/17).
- It should be noted that although Shropshire Council is responsible for provider complaints, the same does not apply for provider compliments; so although a few of these may be reported and recorded they are very few in number.



Number of complaints – increased

- Complaint numbers have increased. In 2017/18 there were 218 complaints, in 2016/17 there were 152 complaints recorded and 146 complaints in 2015/16 (there were 126 in 2014/15).
- Improvements in the recording of provider complaints are partially responsible for this increase in complaint numbers (social care provider complaints formed 13% of all cases). Increases in this area are likely through 2018/19 as awareness of provider complaint reporting continues to grow.



Nature of complaints – remains similar

- Comparing the types of complaint recorded in 2015/16, 2016/7 and 2017/18 highlights the following key points:
 - Quality remains the main category of complaints with 142 cases in 2017/18, 99 complaints in 2016/17 and 81 in 2015/16. Unlike 2015/16 where 'incorrect decision' was the dominant sub category within 'Quality', in both 2017/18 and 2016/17 the dominant sub category was 'Quality of service provided' (unreasonable decision was the second dominant sub category in 2017/18).
 - In all three years 'Failure or refusal' was the second main category of complaint (50 complaints in 2017/18).
 - Complaints relating to 'Delay' reduced from 12 in 2015/16 to 8 in 2016/17 and remained at the same number (8) in 2017/18.
 - Staff conduct complaints have fluctuated slightly in number over the 3 years with 11 in 2015/16, 4 in 2016/17 and 18 in 2017/18.



Days to close – similar days to close

- The average time taken to close Stage 1 complaints was 35.5 working days in 2017/18. In 2016/17 the average was 36.2 working days compared to 30.4 working days in 2015/16. Overall there is little change in average performance.
- However, there are cases open significantly beyond the 65 working days timescale. Some cases are complex and see ongoing communications with the complainant or the representative. These long running cases can have a significant impact on average timescales.


 Similar

Outcome of complaints – Fewer complaints upheld

- In 2014/15 29% of complaints were upheld and 35% were partly upheld. In 2015/16 20% were upheld and 38% partly upheld. In 2016/17 27% were upheld and 34% partly upheld (very similar to 2014/15 data). In 2017/18 18% were upheld, 30% were partly upheld and 28% were not upheld.
- The proportion of upheld complaints in 2017/18 is similar to 2015/16 data but shows an improvement on the last year. However, good performance is indicated by a proportion of upheld and not upheld cases. If too few cases are upheld it would indicate Shropshire Council is not willing to accept responsibility for concerns raised but if too many are upheld that could be an indicator that there are more widespread problems to address. Performance in this area, and a more detailed examination of complaints, suggests fair complaint handling.


 Better

Complaints progressing to the LGO – Proportion

- The LGO received more cases in relation to Shropshire Council's Adult Services (excluding housing) in 2017/18 than in previous years. There were 19 cases but of those 9 were referred back to Shropshire Council for local resolution.
- The uphold rates recorded by the LGO for Adult Social Care cases are difficult to determine performance against because numbers of cases are so small but in 2016/17 the uphold rate was 56% compared to 33% in 2017/18.


 Better

5. Example Compliments

Shropshire Council's Adult Services received 132 compliments in 2017/18. The compliments predominantly related to the work of individual members of staff and the compliments were sent in by customers who felt those members of staff had gone 'above and beyond' to support them and provide a high standard of care and support. Compliments are a great source of customer feedback and should not be forgotten in an effort to focus on more formal complaint handling. The wording has been changed slightly to ensure individuals cannot be identified.

[Name removed] has telephoned to compliment [name removed] for the assistance she has given to her. She wanted to say "a big thank you" and said "sometimes you meet a someone who listens to you and gives you a chance. The help [name removed] has given me is better than winning the lottery."
(Compliment for Social Work Central)

Compliment for a Social worker from the South West Adult Social Care Team. "[Name removed] was always very kind and helpful and dealt efficiently at all times". The customer contacted the worker recently for help and commented "how helpful she has been during a stressful past few days" and the support "means the world" to the customer and [name removed] has "gone above and beyond her duties".

"I thought I would drop you a quick e-mail, to thank your staff for all their help with getting my mother into a care home. In this day and age you only hear the bad things about social services and not all the great things you do. I can honestly say from the first phone call to social services your team had acted very professionally polite and caring, and nothing was any trouble to them.Please can you pass my thoughts onto your team, and from the bottom of my heart thank you, you should be proud of them." (Compliment for Social Work, Central)

"[Name removed], Social Worker has been considered, responsive and helpful beyond the call of duty."

"The START Team were super! They were such a great help and so lovely, caring, polite and professional."

"...the support received by my mother from ICS Whitchurch was excellent and very supportive. She is very grateful for the equipment and consideration given to her. This certainly gives her a good chance of remaining independent for longer. Please pass on her thanks and mine for all the help and advice from the team."

Compliment for [name removed] and colleagues (Agreements and Contracts): "May I take the opportunity to thank you for the part you and colleagues played in meeting Mum's needs and for helping me through the management of her affairs."

"I would like to thank you all on behalf of my husband and myself for your wonderful service during the past few weeks. It has been most beneficial to my husband as I noticed a remarkable improvement as the weeks go by. We both have greatly benefitted from such a service and long may it continue to serve more people." (Compliment for ICS)

The customer commented "during this most stressful and emotional time in my life dealing with my mother's declining health, [name of worker removed] has been exceptional!! [name removed]'s help, advice, assertiveness and manner is outstanding. She is truly dedicated to her position." (Compliment for Agreements and Contracts)



6. Example Complaints

Shropshire Council's Adult Services received 218 complaints during 2017/18. The analysis earlier in this report highlights the types of complaints received and how they were handled. More information is included later in the report to highlight example learning from complaints. 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 that many of the complaints below were not upheld.

The customer complains about the way [name removed]'s care package has been handled. "Not only have all telephone calls, emails and the letter dated 15 December been ignored, but I found out today (05 January 2018) that I am still being charged for care that is not being provided and hasn't at all since 05 November 2017". The complainant also reports that carers were continually reducing the calls by 5, 10 or 15min.

The complainant is unhappy that she was advised that her mother would not have to pay for the period of time she stayed in the care home for respite. She was advised that, because it was for hospital avoidance, the care would be free.

The complainant's partner received a letter from [name removed], Social Worker, in which it states a copy of the assessment is enclosed, and it wasn't. The complainant has phoned up regarding this, on numerous occasions, but is still awaiting the assessment.

The complainant says that she "was not fully informed at the time that there was going to be a charge". She was told she would have to have care at home by the hospital Doctors at RSH. Her husband was in hospital at the time. When the complainant was at home she was visited by a Social Worker who discussed the care that they said she needed. "Again, no mention of a contribution towards this care was made". The complainant said had she known she would not have agreed to it.

The complainant wants to make a complaint about [name removed], and says the worker "did not get any care in place for several days" after the release from hospital, which left the complainant "feeling very anxious about what would happen" when she went home.

The complainant wishes to complain about a care home [Name of care home removed] in Shropshire, funded by Shropshire Council. She has concerns regarding the care practices at [Name of care home removed].

"I had DFG work done several weeks ago, but the contractor left my property unsafe, as identified four weeks ago at a site meeting. Since then there has been no move to put things right, and I'm fed up asking."

The customer has received a letter from Housing Options to say that he is making himself intentionally homeless. He is very upset by this and his solicitor has told him to make a complaint as this is not the case.

The customer complains that errors by the Council in administering housing benefit led to his eviction for rent arrears and complains about a lack of communication when re-housed in temporary emergency accommodation.



7. Learning and Actions

Shropshire Council’s Adult Services recorded learning and/or actions against 49% of complaints cases during 2017/18. Limitations in the system used to record complaints mean that currently it is not easy to record detailed learning and multiple action points and therefore only primary action and primary learning point are included within the analysis below.

Of the actions that were recorded against complaints closed in 2017/18:

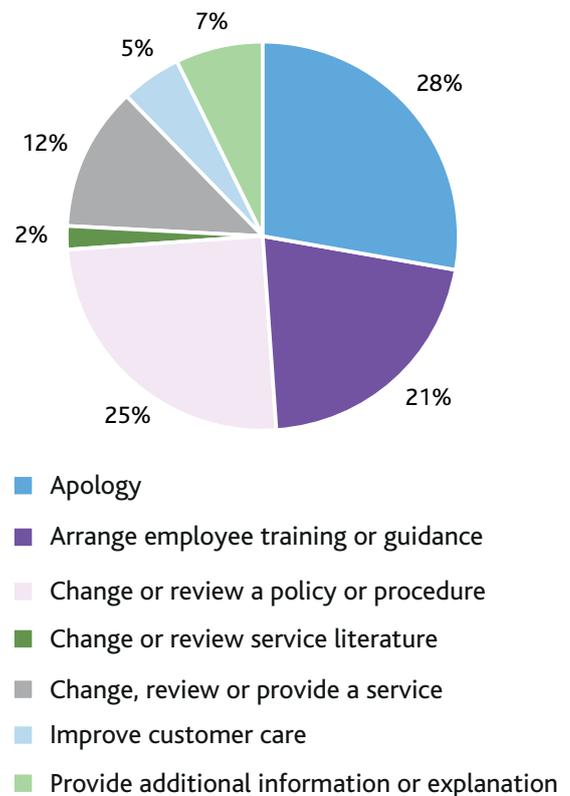
- 28% of actions included to make an apology.
- 25% related to the need to change or review a policy or procedure.
- 21% were to arrange employee training or guidance.
- 12% were to change, review of provide a service.

Learning points recorded during 2016/17 highlight the following:

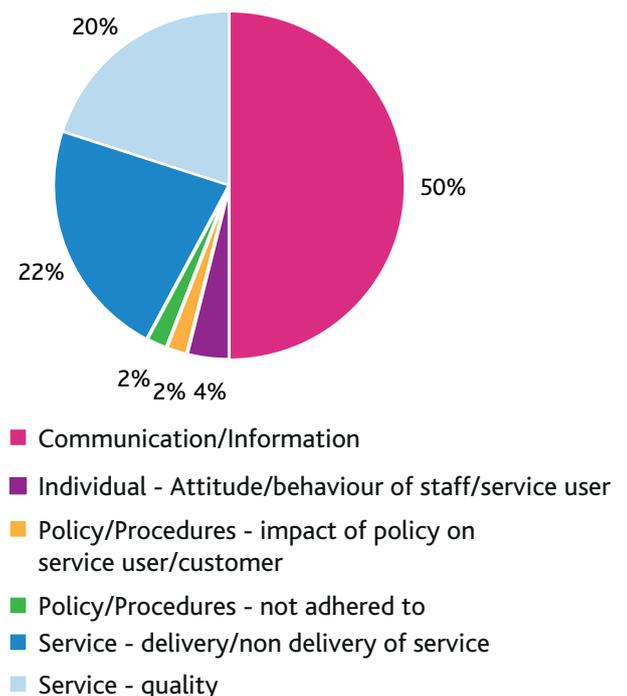
- 50% of learning was around communication and information (communication is an underlying theme in a large proportion of complaints, so this learning is reflective of the more detailed complaints information available).
- 22% of learning points are around service delivery or lack of delivery of a service.
- 20% of learning falls under the category of service quality.

In 2015/16 learning points were spread over a larger number of categories but over the last two years learning is more focused on the three key areas highlighted above.

Improvement Actions Recorded 2017/18



Learning Points Recorded 2017/18



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 are recorded on any case where they can lead to an improvement and they are not necessarily related to upheld or partly upheld cases (although the majority will be where some fault has been identified). The examples shown below are re-worded to best illustrate the learning and actions agreed (learning and actions are often included in more detailed descriptions of the outcome of a case). Names and other details have been removed to ensure people and cases cannot be identified.

Additional team members in ICS have now been trained in the Deferred Payment Agreement (DPA) process.

The manager has had a discussion with the whole team to ensure that the experiences of the complainant do not happen again with regards to the lack of communication. The manager has worked with others to request that the most appropriate staff are allocated to work when it comes into the team. In addition, the team have been asked to ensure everyone informs seniors if they are absent from work and that there is a system in place and used to ensure any appointments are cancelled or rearranged.

The Council has found some budget to increase the staff resource and employ peripatetic social workers that will be deployed to cover sickness, unforeseen leave, annual leave, and any recruitment gaps, to avoid the situation from happening again.

Additional senior social workers have been put in post. They will be supporting the team manager. This will ensure a fairer delegation of duties and tasks (such as those raised within the complaint) and ensure they are completed more promptly.

The manager has set up a working party to review the Admission Avoidance Policy (an integrated service with health). The team have met regularly pulling the information together from other local authorities' jointly commissioned teams and reviewing the support and care provision needed. This new policy has a clear protocol and criteria for care provision, health interventions and the financial paid care provision. This work should avoid this situation from happening again.

The worker had failed to communicate what the outcomes from the assessment were. This is considered poor practice and the manager has spoken to the worker who was involved.

The learning is that it is essential to ensure that people are informed as quickly as possible when a member of staff is unwell. The manager will remind staff of their responsibilities to arrange cover and keep people informed.

An apology was made concerning delays with the assessment. This was due to a change in workers and this will be taken forward as a learning point to ensure ongoing improvements in this area.

The Customer Service Centre have received training on how to deal with sensitive cases like this and they are aware that the final invoice does not necessarily mean it is the only amount outstanding.

Following the complaint exception reporting has been introduced to highlight any similar cases that are more than 28 days old. These will be investigated from now on to ensure a faster turnaround of the decisions.

9. Recommendations

Overall there has been little change in performance over the last 12 months but an overall increase in case numbers has taken place. In 2016/17 there were 287 customer feedback cases and in 2017/18 there were 386 cases. There were 152 complaints in 2016/17 and 218 in 2017/18, this is a 43% increase. The following recommendations are designed to prevent any downturn in performance, and make further improvement where possible.

1. The number of compliments Adult Services receive has increased slightly and it should be recognised that these compliments are a valuable source of information. Compliments highlight what is working well and what customers value about a service. It should be noted that the START service receives many compliments. It is recommended that compliments are reviewed regularly and learning taken from them alongside complaints. Regular reminders about the importance of reporting compliments should also be issued to staff.
2. The growth in complaint numbers over the last year is a concern but it is likely that this is a result of a number of different factors. More people seem to be aware that they can complain (in particular provider complaint numbers have increased) and that increased awareness is a positive development. More people are receiving services (population growth in the older population is one cause of this increase) and that should lead to increases in complaint numbers. It is important to focus efforts on the work that can take place to avoid people having a bad experience of using services and this is explored in more detail below. It is recommended that close monitoring of complaint numbers and the causes of complaints takes place over the year.
3. Average performance in relation to the length of time taken to investigate and close complaints has remained steady over the last few years. However, there are a significant number of long running and complex cases and if this increases further average performance will be affected. For example, provider complaints can take longer to investigate (the service is not delivered by Shropshire Council but by a third party on behalf of Shropshire Council). It is recommended that a focus on this measure is retained and investigations should be completed as soon as possible following receipt of the complaint. This will not only support good performance but also ensure that the customer experience of the complaints procedure is more positive.
4. A closer look at the detail within complaints highlights a number of common themes. The current complaints recording system does not have the sophistication to highlight underlying themes (only primary category of complaint is recorded) but it is hoped that this can be built into the new complaints system. From a manual check themes appear to be:
 - Quality of service (many of these complaints refer to the way hospital discharge has been handled, and the quality of care from a third-party provider).
 - Quality – unreasonable decision (often complaints are not happy about the decision to charge of care).
 - Failure to provide information (mainly concerning the cost of care).
 - Failure or refusal to deliver a service (commonly requests for assistance not being responded to).

Overall, as the example complaints highlight, improved communication with customers would help to reduce complaint numbers.



5. Adult Services hope that changes in IT systems will help to reduce the number of complaints resulting from a lack of communication about charges for care and assessment of finances. This has been an area of focus over 2017/18 and should continue to be monitored in 2018/19 to ensure improvements are effective. It is recommended that internal reporting takes place to monitor and understand the impact of changes.
6. Stage 1 complaints handling remains effective and few complaints progress beyond stage 1 (either resulting in additional enquiries following Stage 1 responses or in LGO referrals). This good performance minimises the cost of undertaking additional investigations. It is recommended that this remain an area for attention within performance reporting and that immediate action is taken if good performance appears to be at risk. An increase in complaint numbers over the year is a cause for concern because it is likely that more LGO referrals could take place and feature in the 2018/19 LGO report.
7. The recording of learning and actions must remain a focus. In 2017/18 many complaints had learning or actions but not both. It is possible that the new IT system may allow for actions and learning to be recorded (and followed up) on more easily.
8. Good recording practice is important to inform complaints investigations and it is recommended that this is an ongoing message for communication to all Adult Services Staff. For example, chronologies are very helpful evidence for complaints investigation and accessing up to date chronologies on a case and be very helpful for the complaints investigators.
9. Currently the Adult Social Care system is complex and it is not possible to determine at a glance whether a complaint relates to someone who is self-funding their care. Similarly, it is difficult to determine the relationships someone receiving care and their carers (for example where Power of Attorney is in place). It is hoped that the new social care IT system will present information in a way that is easier to link to complaints and, as a result, makes the initial gathering of information complaints experience easier for complainants.
10. Some complaints can be complex and communication can be ongoing for some time. If communication does not appear to be resulting in progress towards a resolution it is recommended that face to face communication is organised. Meetings can allow people to communicate their concerns more clearly and offer more instant progress towards a conclusion.
11. Work has been ongoing over the last year and more to respond to LGO guidance on third party provider complaints. Significant progress has been achieved but further work is still required. A more detailed action plan is in place for this piece of work. This is a long-term project. A cross-council and partnership approach is required to provide a comprehensive system for the management of provider complaints. It is anticipated that complaint numbers could increase significantly once all actions have been implemented.
12. Shropshire Council's Feedback and Insight Team have been working on new staff guidance for Shropshire Council's staff intranet. It is recommended that this is promoted regularly to staff. In addition, there are plans to develop training on the Council's 'Leap into Learning' system. This work has been delayed due to the significant work involved in developing the new complaints system under the Digital Transformation Programme but the project will be re-instated once the new IT system is in place.
13. The implementation of the new complaints system is likely to have an impact on customer feedback handling and reporting during 2018/19. It is recommended that regular internal reporting takes place to ensure Adult Services are familiar with the work taking place and its impact.

Customer Feedback Annual Report

Adult Services

2017/18

For more information concerning Shropshire Council's customer feedback reporting contact:

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