

SHOPSHIRE COUNCIL

PERFORMANCE MANAGEMENT SCRUTINY COMMITTEE

Minutes of the meeting held on 8 September 2021

**1.00 - 1.54 pm in the Shrewsbury Room, Shirehall, Abbey Foregate,
Shrewsbury, Shropshire, SY2 6ND**

Responsible Officer: Amanda Holyoak

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Present

Councillor Claire Wild (Chairman)

Councillors Joyce Barrow (Vice Chairman), Julia Buckley, Roger Evans,
Simon Jones, Robert Macey, Alan Mosley, Peggy Mullock, David Vasmer and
Leslie Winwood

13 Apologies for Absence and Substitutions

None were received.

14 Disclosable Pecuniary Interests

None were declared.

15 Minutes of Last Meeting

RESOLVED:

That the Minutes of the Performance Management Scrutiny Committee meeting held on 7 July 2021 be approved as a correct record.

16 Public Question Time

No questions had been received from members of the public.

17 Member Question Time

No questions had been received from Members.

18 Annual Customer Feedback (Complaints, Comments and Compliments) Report 2020/21

The Feedback Insight Team Leader presented the report providing an overview of formal customer feedback to the Council in 2020/21, including complaints, compliments and comments as well as MP enquiries; this amounted to 2,615 cases of formal feedback, comprising 1,200 complaints, 801 comments and 614 compliments.

She gave a presentation on key areas covered within the report including:

- A summary of the feedback, namely an increase in compliments, reduction in complaints, increase in MP enquiries, reduction in statutory Adult Social Care complaints and an increase in Children's Social Care complaints.
- Complaints investigations – 152 complaints withdrawn, 122 complaints closed as service request, 1091 complaints investigations.
- Complaints outcomes – 12% cases upheld, 18% partly upheld, 82 cases progressed beyond Stage 1, 50 cases decided by the Ombudsman (noting that the Ombudsman did not take on any cases for a 3 month period during the pandemic)
- Other issues highlighted included: an increase in compliments, and improvement in Adult Social Care performance, highways complaints starting to reduce, a significant increase in MP enquiries, an increase in cases exceeding timescales and the quality of responses in some areas needing improvement.

Responding to Members' questions and concerns, the following additional information was provided:

- Some complaints relating to highways would have been better dealt with at service level
- Complaints were acknowledged within 5 days of receipt
- The standard 30 day response time included investigative work that could be time consuming but more information would be provided in future reports.
- Rarely were payments made as a means of resolving any complaint; financial implications could be provided in future reports, although this was exceptionally rare. Pothole damage etc was normally dealt with through the insurance process.
- On investigation, highway quality issues did not always result in a finding of 'complaint upheld'
- Complaints could be made by telephone, by email (via customer feedback), on line or in writing.
- Ongoing complaints would roll over to the next reporting period.
- Some customers consider their issue to be a complaint when it may not be.
- General comments from Members regarding increasing difficulties of receiving a response from Officers to concerns raised.
- Complaints made to the service department are referred on to the corporate complaints department and recorded. Those complaints where remedial action was immediately taken did not need to escalate to corporate complaints and were not therefore included in the figures.

The increase in the number of complaints relating to Looked After Children (LAC), together with associated data on trends, was an area of concern that should be investigated by the People Overview Committee; the Committee Chair agreed to pursue this matter with the Committee.

In concluding consideration of this item, the Portfolio Holder for Digital, Technology and Data Insight commented that working practices in corporate complaints and customer feedback were in the process of change and improvements would become evident in 12 to 18 months' time. The Committee Chair added that monitoring of complaints and performance data was being overhauled to ensure that the data was not just collected but was then used to improve future performance.

The Assistant Director of Business and Intelligence commented that the more that was known about complaints, the more that could be done to manage them. He highlighted the Council's commitment to become a truly performance driven organisation and drew attention to the development of a performance management framework to drive the work of the Council in future.

RESOLVED:

- i) That the findings of the report and its recommendations be considered and any changes or additions to these be made prior to the report's consideration by Cabinet.
- ii) That the Annual Customer Feedback Report 2020/21 (Appendix 1) be approved for publication on the Council's website.

19 Performance Management reporting

The Assistant Director of Business and Intelligence provided a full and insightful presentation on the work being undertaken to establish an organisational performance management framework and transform the Council to become a performance driven organisation.

The details of the presentation are available on the web page for the meeting: <http://shropshire.gov.uk/committee-services/ieListDocuments.aspx?CIId=469&MId=4328&Ver=4>

Referring specifically to Key Performance Indicators (KPIs), he stressed that these, together with other performance resources, were being developed to be presented in a new style, more graphic, more visual and more accessible. Dashboards providing information to a wide audience both within and outside of the Council would be modern, visual, intuitive and 'drillable' allowing easy access to further information behind the key messages. He stated that

narratives to the dashboards would provide further service specific and succinct information without resorting to pages of unnavigable text.

Responding to comments from Members, the following additional remarks were noted:

- The information presented in the Quarter 1 performance report recently considered by Cabinet was a first step in modernising the report process and making it more visual.
- Collaborative working between Members and Officers was an essential factor in developing relevant KPIs for the Council.
- The KPIs were a work in progress.
- The evolution of the dashboards would include drivers below the KPIs and allow drilling down of the issues.
- The technology being used to develop the dashboards would allow geographic reporting essential to a large, rural authority and provide information beyond the global picture.

RESOLVED:

That the information presented to the Committee detailing the Council’s evolving organisational performance management framework, be noted.

20 Work Programme

The Committee considered its proposed Work Programme for the ensuing municipal year. It was agreed that its meeting dates be revisited where necessary to ensure that the committee had the opportunity to constructively feed its comments, specifically relating to finance and performance monitoring, to Cabinet in a timely manner.

RESOLVED:

- i) That the Performance Management Scrutiny Committee Work Programme 2021 – 2022 be agreed; and
- ii) That meeting dates of the Performance Management Scrutiny Committee be revisited to provide the opportunity for the Committee to feed its comments, specifically relating to finance and performance monitoring, to Cabinet in a timely manner.

Signed (Chairman)

Date: