

Appendix A: 2021-22 Performance of KPIs

KPI	Performance Comments and Management Measures
Corporate Complaints KPIs:	
69% of stage one corporate complaints responded to within 10 clear working days	Delays due to capacity in services across the Council. In addition, some complaints were not logged as closed by services. Management measures introduced recently to improve performance include: sending out weekly reports to services so they can review stage one complaints outstanding, ensure they are dealt with in the timescale, and logged as closed on the system. The new IT system will also help improve this process.
87% of stage two corporate complaints responded to within 20 clear working days, or within any extension agreed with the customer.	Staff absence in the Complaints Team over a three-month period resulted in this delay.
Adult Social Services Complaints KPIs:	
96% of stage 1 corporate complaints responded to within 10 clear working days (no requirement for a discussion)	There have been staffing challenges within Social Services and with our providers, and operational priorities that has led to some delays in collating response information and responding within 10 days.
100% of stage two corporate complaints responded to within 20 clear working days, or within any extension agreed with the customer.	
97% of stage one social services complaints acknowledged within 2 working days	A small number of complaints being delayed due to staff capacity during September and October 2021
90.5% of stage one social services complaints discussed with complainants, i.e. appointments with a Social Services Officer	There were 11 complaints not discussed within the ten working days and eight of these were the contracting team who were dealing with an increased workload for packages of care, due to

KPI	Performance Comments and Management Measures
or Complaints Officer within 10 working days of acknowledgement	staffing issues with providers and increased demand during 2021-22.
82% of stage one responded to within 5 working days of discussion	Service users would have been advised of the delay. 10% of those delayed relate to the contracting team as they need to liaise with outside agencies to provide a response
100% of stage two complainants receiving a written summary of the complaint within 5 working days	This would be sent by the Complaints Officer but may not necessarily be the final version as that is usually agreed after meeting with the independent investigator. That version is then used to investigate the complaint
100% of stage two complaints responded to within 25 working days, or within any extension approved by the Director of Social Services.	
Child and Family Social Services Complaints KPIs:	
96% of stage 1 corporate complaints responded to within 10 clear working days (no requirement for a discussion)	There was one complaint with an excessive delay due to Team Manager capacity in Social Services. Support has been drawn in from other parts of the service to provide additional capacity to mitigate the risk of delays moving forward. The Learning and Innovation Team monitor themes from complaints. In addition, trends and learning are shared in the monthly wellbeing reports
100 % of stage two corporate complaints responded to within 20 clear working days, or within any extension agreed with the customer.	
96 % of stage one social services complaints acknowledged within 2 working days	Staff absence in the Complaints Team over a three month period resulted in this delay
82.5 % of stage one social services complaints discussed with complainants, i.e. appointments with a Social Services	Staff absence in the Complaints Team over a three month period resulted in this delay

KPI	Performance Comments and Management Measures
Officer or Complaints Officer within 10 working days of acknowledgement	Delays in Social Services due to Team Manager capacity. Support has been drawn in from other parts of the service to provide additional capacity to mitigate the risk of delays moving forward.
81% of stage 1 Social Services complaints responded to within 5 working days of discussion	Where deadlines were not met service users would have been advised of the delay
87.5% of stage two complainants receiving a written summary of the complaint within 5 working days	This would be sent by the Complaints Officer but may not necessarily be the final version as that is usually agreed after meeting with the independent investigator and that version is then used to investigate the complaint
100% of stage two complaints responded to within 25 working days, or within any extension approved by the Director of Social Services.	