

APPENDIX 5 - COMPLAINT SERVICE IMPROVEMENT PLAN 2024 to 2026

- For Sheffield City Council's April 2024 to
- March 2026 Complaints Improvement Plan, please see below:

Objective 1: Directors ensure that complaint response times are met in a timely manner and are built into their Service Plans

As a Council we want to provide high quality, accessible and responsive services that deliver what matters most to our diverse communities. We know that timely responses leads to increased customer satisfaction and enhances our reputation as a caring organisation that listens to its population. We want our Directors to be more accountable for their complaints and support their teams in responding in a timely & effective way. Responding Managers need to be confident, responsive and accurate when recording and handling complaints.

Objectives	Actions Completed	What's next ?	Responsible	Review Date
1. We will improve our recording of feedback received in the handling of complaints including the number of unassigned/missing data fields	Improve user compliance in using CRM and timeliness of complaint responses by conducting a review of the CRM processes including reporting schedules and monitoring mechanisms. CRM review and introduction of mandatory fields within CRM to ensure key data is recorded by officers which will improve reporting outputs including recording of remedies/service improvements.	Continue to embed culture of a listening council via regular reminders, bulletins and communications to staff	Customer Services Feedback & Complaints Team (CFCT) BCIS – IT Services	Ongoing Dec 2024
2. We will improve the production and circulation of meaningful and timely reports to ensure Directors/Managers are well informed of their Services performance against the agreed KPIs.	Unassigned & open case reports issued weekly to case coordinators and responding managers	Improved monitoring of complaint recording and compliance	CFCT BCIS	Ongoing 2024-25
	Core Training courses available via Go Learn	Monthly IT training, advice and support workshops for staff	CFCT	Ongoing 2024-25
	Implemented Formal Complaints – Delegation to Directors process	To improve performance in respects of all council complaints – to align	CFCT	Sept 2024 – March 2026
	Open case reports issued to IMs/AMs weekly on a Tuesday and bi-monthly to HOS /Directors (Childrens & Adults social care)			

Objectives	Actions Completed	What's next ?	Responsible	Review Date
<p>3. We will continue to support Responding Managers/Case Coordinators to enable them to handle complaints confidently & accurately update CRM and provide timely responses.</p> <p>4. We will improve our performance against the agreed KPIs for all complaint responses including Ombudsman responses.</p>	<p>New Sharepoint site for complaint performance and support Quarterly Performance Reports including Service improvements /Financial remedies data now published on Sharepoint. Update of an organisational Who's Who to expediate allocation of complaints (following organisational portfolio changes)</p> <p>Regular meetings with SMTs (currently social care, Amey, Housing & Repairs, City Futures)</p> <p>Monthly Housing Complaints Bulletin</p> <p>Updated policy and procedures, effective from April/Sept 2024</p>	<p>to new Ombudsman response timeframes and KPI's</p> <p>To provide full Ombudsman report following receipt of the Ombudsman's Annual Letters</p> <p>Review of Complaints case management recording system</p> <p>To improve benchmarking/ comparisons with regional /national complaints groups</p>	<p>CFCT</p> <p>CFCT BCIS</p> <p>CFCT</p>	<p>Sept/Oct 2024</p> <p>Dec 2024</p> <p>Jan 2025</p>
<p>5. We will improve our recording of lessoned learned and implement changes in our services to reflect this learning – whilst maintaining close links with the Customer Experience Strategy to drive and support service improvements.</p>	<p>New Housing Service Ombudsman Code implemented from 1 April 2024</p> <p>Soft launch and implementation of new LGSCO Ombudsman Code in Sept 2024</p>	<p>Improved analysis of complaint categories noting how improvements may be made to reduce parentage of complaint s relating to staff behaviour</p>	<p>CFCT</p>	<p>March 2025</p>

Objective 2 – Options are explored to capture equalities and geographical data within the complaints system

We have limited customer satisfaction and equalities and geographical data. Improving our recording of this information will help us better understand our customers, the these in our communities and identify service improvements which may be needed. This will enable us to be more proactive in improving our service in line with our community needs.

Objectives	Actions Completed	What's next?	Responsible	Review Date
1. We will improve our understanding of how citizens feel about our complaint procedures and how they feel they are supported when making complaints.	<ul style="list-style-type: none"> Complaints Survey implemented in July 2022 Published monthly on Sharepoint. Limited responses PBI Dashboard to be implemented for complaint survey results 	<ul style="list-style-type: none"> Survey to include telephone surveys to increase number of completed surveys 	CFCT	Jan 2025
2. We will implement equality monitoring into our complaint survey process and ensure analysis is completed to improve our understanding the journey of our most vulnerable citizens and the services which they complain about.	<ul style="list-style-type: none"> Equality monitoring implemented as part of complaints Survey- August 2022 Limited data captured 	<ul style="list-style-type: none"> 'Review of equalities data capturing process Deep dive' sampling process to be implemented re service areas which receive complaints from citizens with protective characteristics 	CFCT CFCT	Sept 2024 Sept 2024

Objectives	Actions Completed	What's next?	Responsible	Review Date
3. We will improve our geographical monitoring of complaint	<ul style="list-style-type: none"> Limited geographical data breakdown – to include postcode and wards 	<ul style="list-style-type: none"> Local Area Community breakdown to be included in Quarterly/Annual Performance reports 	CFCT BCIS	April 2026
4. We will improve our compliments recording processes so that we are able to celebrate what we do well when dealing with complaints	<ul style="list-style-type: none"> Limited corporate process for recording compliments and aligning to Portfolio areas Inclusion in Annual Report to celebrate success 	<ul style="list-style-type: none"> Review of compliment and suggestions processes 	CFCT BCIS	Jan 2025

Objective 3 – Improve the breakdown of complaints from Amey and Veolia is provided to the Committee, and information on how their complaints are dealt with.

As a Council we want to be better informed of our partner's complaints performance.
 In 2023- 24, complaints from our strategic partners Amey & Veolia represented 31% of the total number of complaints received. Improving monitoring and handling of complains received by our partners should improve overall customer satisfaction and enhance our reputation as a caring organisation that listens to its population.

Objectives	Actions Completed	What's next?	Responsible	Review Date
We will improve visibility and awareness of partner complaints and align their performance to our corporate KPIs, to be included as part of the Annual Corporate Complaints report.	<ul style="list-style-type: none"> Alignment of partner reports to corporate KPIs and annual reporting – see annual report 2023-24 	Explore alignment to new LGSCO Ombudsman Code	CFCT	Sept 2024
We will ensure regular meetings are held with our partners to review performance and align to our corporate complaint objectives	<ul style="list-style-type: none"> Regular meetings held with Veolia and quarterly performance reports provided 	Regular meetings to review performance and improvements	CFCT	Ongoing 2024/25