



Annual Complaints Report 2022 – 2023

Customer Services - Feedback and Complaints Team

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Introduction

All councils need to provide complaint procedures to respond to citizens' concerns in an open and transparent way within defined timescales and in accordance with legislation.

The purpose of this report is to outline the complaints and compliments that the Council received in the period 1 April 2022 – 31 March 2023, highlighting key themes and longer-term trends.

- 1.1 The report also explains how the Council has performed against the required standards.
- 1.2 Sheffield City Council welcomes complaints as an opportunity to maintain high quality performance and a gateway to consistently review and improve the quality of the services offered to citizens. A complaint is defined as '**any expression of dissatisfaction whether justified or not.**' This definition is deliberately wide to ensure that complaints are recognised easily and can be addressed effectively and in a timely manner.
- 1.3 Sheffield City Council has a two-stage approach when dealing with complaints under the corporate complaint's procedure. (See **Appendix 1** – Corporate Complaints Procedure - [Corporate complaints procedure | Sheffield City Council Intranet](#))

At all stages of the complaints process we advise complainants who to contact if they are unsatisfied with the outcome or the way in which the complaint was managed. There are separate specific statutory procedures for handling Children's Social Care and Adult Social Care complaints. The annual statutory reports for these will be made available by September 2023.

- 1.4 The data in this report includes complaints / expressions of dissatisfaction resolved through problem solving and those considered at the Investigation and Investigation Review stages.
- 1.5 It is important to note that in previous years, the Council, in its annual complaints report *did not* include complaints resolved through 'problem solving.' Complaints resolved through problem solving, are those which are resolved at the first point of contact , with the aim of resolving these fully within 3 working days. However, following implementation of a new complaints case management recording system in November 2021, this valuable data set is now centrally captured As a result, the overall number of complaints recorded in 2022/23 has dramatically increased in comparison with previous years.

Note - In 23/24, complaints resolved through problem solving will be incorporated as part of the stage 1 performance outcomes, rather than as detailed in this report (as a separate outcome). Namely: problem solving + investigation stage will be considered as stage 1, investigation reviews as stage 2.

- 1.6 In 2022/23, Sheffield City Council had five main Portfolio service delivery areas. These were: Operational Services, Resources, People, City Futures and Policy, Performance & Communications. In addition, Sheffield City Council's strategic partners included

Amey (Streets Ahead roads/pavements); Veolia (Waste Management). See Section 4.

- 1.6 Sheffield City Council's Customer Services Feedback & Complaints Team is responsible for the development and implementation of policy and procedures regarding feedback and complaints. In addition, this team acts as the Council's liaison point with the Local Government & Social Care Ombudsman (LGSCO), Housing Ombudsman (HO) and Parliamentary & Health Service Ombudsman (PHSO). The Annual Ombudsman complaints enquiries and investigations reports are available here: [Complaints - Data Mill North](#)
- 1.7 See **Appendix 2 & 2a** for Amey & Veolia data.
- 1.8 The Ombudsman Annual Report will follow in September 2023 following receipt of the Ombudsman Annual Letter on the 26 July 2023 (**See Provisional Summary Appendix 6**).

2. Headlines

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 lead to increased customer satisfaction and enhances our reputation as a caring organisation that listens to its population.

In November 2021 with the implementation of a new Complaints Case Management Recording System, this was the first step in enhancing our reputation as a caring organisation that listens to its population.

Positive Outcomes:

Embedding of new 'listening culture' is changing staff behaviours and holding managers more accountable for complaint handling.

A significant percentage of complaints were being resolved within 3 days referred to locally as, problem solved.

The number of recorded complaints recorded has significantly increased.

The total number of complaints received in 2022/23 including our strategic partners was: 9514.
The Strategic Partners element totalled 2878.

There was an increase of 269% (6934) recorded complaints in 2022/23 compared with 2580 complaints received in 2021/22. This includes strategic partner data.

Sheffield City Council's two strategic partners accounted for 30% of the total complaints received (Amey 16% and Veolia 14%) All other Council Service Complaints totalled 70% - **See Table 3.1.**

The Council Services receiving the highest number of complaints are:
Council Housing Repairs (42%), Customer Services (17%) and Finance (16%) – **See Table 4.1**

5302 (56%) of Complaints recorded were resolved via Problem Solving.
(This includes 1260 – Veolia; 141 – Amey; 3901 – Council)
Against a **target of 75%** across Council Services, only **50%** of complaints were resolved within 3 working

Investigation Stage

Against a **target of 80%**, **50%** of complaints were responded to within 28 calendar days (20 working days)
This includes Council Housing & Council Housing Repairs & strategic partner data.
Excluding partner data – 55% of investigation stage complaints responded to within 20 working days.
60% of Council Housing & Council Housing Repairs Complaints responded to within 10 working days.
See Table 7.2

Investigation Review Stage

Against a **target of 80%**, **44%** of complaints were responded to within 28 calendar days (20 working days)
– (excludes strategic partner data).
Including strategic partner data - 53% of complaints were responded to within 28 calendar days (20 working days). This includes Council Housing & Council Housing Repairs data .

See Table 7.4

The Council's top two reasons for complaints were:

1. Delay - comprised 54% of complaints. Compared with 15% in 21/22
 2. Accessibility - comprised 19% of complaints. Compared with 5% in 21/22
- (See Appendix 3 for definitions) * - **See Table 5.1** –

Complaint Outcomes :

The total number of complaints which were resolved (including strategic partners) was 9624.
Comprising of Council -6607, Amey – 1687 and Veolia – 1330
However for only 19% (1790) of these resolved complaints, could an outcome be recorded. - **See Table 8.1**

Outcomes -Remedies & Services Improvements recorded.

There was a total 104 remedies recorded.
Comprising 15 financial remedies and 89 service improvements

Excluding strategic partner data, this represents **21%** of resolved complaints for which a remedy or service improvement could have been recorded (496) This excludes strategic partner data. **See Table 8.2**

The Council's top 3 remedies and service improvements were:

- 1.Apology 50% (52); 2.Financial remedies 14%(15) 3 Change, review or provide a service 13%(13)

Strategic Partner Complaint Outcomes:

Veolia did not provide / record this information. To be provided in 2023/24.
For Amey, of the 1687 complaints that were resolved by **Amey**, 1546 (92%) recorded a remedy/service improvement. (does not include problem solved complaint data)- **See Table 8.3** –

Complaint Escalations:

The **average escalation rate is 11%** in 2021/22. This is a significant improvement on the two previous years. The average escalation rate for 2021/22 was 27% and 2020/21 was 21% .
(Excludes strategic partners)- **See Table 9.1** –

Response Quality Assurance:

Against a **target of 85%**, overall performance for 2022/23 is **84%** compared with 85% in the previous two years. Excludes strategic partners-

See Table 11.1 –

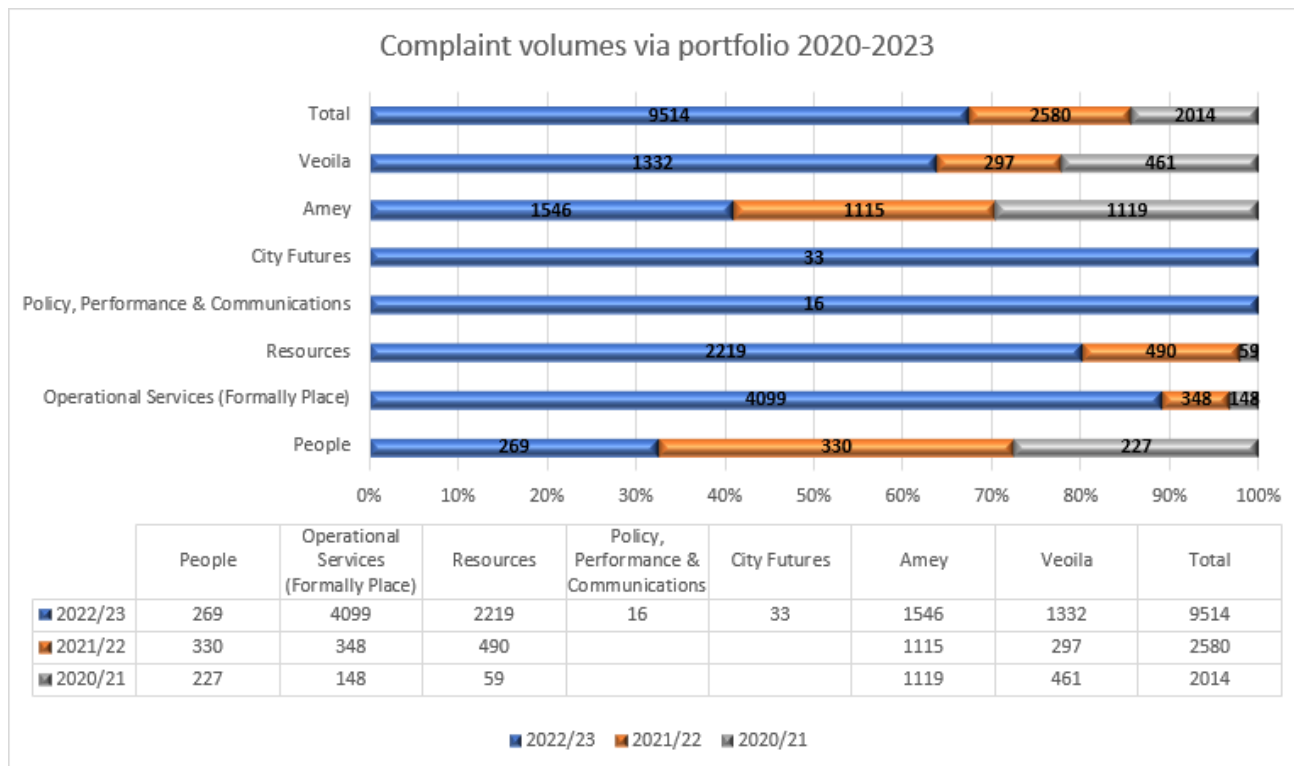
Complaint Satisfaction Surveys:

Against a **target of 80%**, surveys completed from July 2022, only **10%** (17) of complainants who responded were satisfied with the way their complaint was handled.(Excludes strategic partners)-

See Table 12.1 –

3 Volumes of Complaints by Portfolio Area

3.1 The table below shows the comparison of complaint volumes for the years 2020-2023:



- Between 2021/22 and 2022/23, there is an overall 269% (6934) increase in the number of complaints received. This is to be expected as complaints resolved via 'problem solving' are now included in these figures.
- Sheffield City Council recognises the importance of recording all complaints received regardless of resolution stage (including Problem Solved issues) so that Services can review and learn from the feedback provided. In 21/22 the total Council complaints excluding strategic partners and problem-solving complaints, was 1168. In 22/23, this was 2735 representing a 134% (1569) increase in 22/23. (See Table 4.1).
- Significant time has been invested to support officer training to better manage complaints by i) supporting citizens to report their concerns and ii) taking swift action in listening to and resolving these. In 22/23 over 400 officers have completed this training. Further training sessions are planned in 23/24.

3.2 Operational Services Increase: (Formally Place Portfolio)

Operational Services accounted for 43% (4099 of 9514) of the complaints recorded. The Repairs and Maintenance Service accounted for 68% (2772 of 4099) complaints received in this area.

- There were residual impacts from the Covid-19 pandemic when service delivery was restricted, leading to a backlog of repairs requiring completion.
- The tragic death of Awaab Ishak at Rochdale Boroughwide Housing led to the Housing Ombudsman's Spotlight on damp and mould. An open letter was issued to all member Landlords to highlight focus and learning and the need for immediate attention to such cases, which in turn has increased the number of complaints recorded in this service area.

Whilst this service area would attract feedback and complaints due to the nature of its business, it is worth noting that it is also leading in the transformation of the Council's culture, by actively recording and supporting citizens to provide feedback.

3.3 Resources Portfolio Increase:

The Resources Portfolio accounted for 23% (2219 of 9514) of the complaints recorded. Customer Services accounted for 50% (i.e., 1118 of the 2219) of complaints, with the highest volume of complaints being received into the Repairs element of the Contact Centre.

The Benefits Team (including Council Tax) accounted for 48% (1062 of 2219) of complaints recorded against the Resources Portfolio. It is likely that the cost-of-living crisis contributed to this increase in complaints.

3.4 Strategic Partner Increase:

Our Strategic Partners Amey and Veolia accounted for 30% (2878 of 9514) of the complaints recorded. In 2021/22 our strategic partners accounted for 55% of the total complaints recorded.

3.4.1 Amey (Streets Ahead)

Amey accounted for 16% (1546 of 9514) of the total complaints received. The highest 3 categories of complaints are Street cleaning (21%), Carriageways and Footways (16%) and Arboriculture (12%).

Amey dealt with 16,576 enquiries relating to services they provide on behalf of Sheffield City Council. 9% (1546 of the 16,576) of these enquiries were complaints.

Amey / Streets Ahead are working closely with Sheffield City Council to review and analyse the complaints information to understand how service improvements may be made.

3.4.2 Veolia

Veolia accounted for 14% (1332 of 9514) of the total complaints received. The highest 3 categories of complaints are: Container Management, charging for new/replacement bins (52%), Black bin collection (21%) and Paper bin collection (7%).

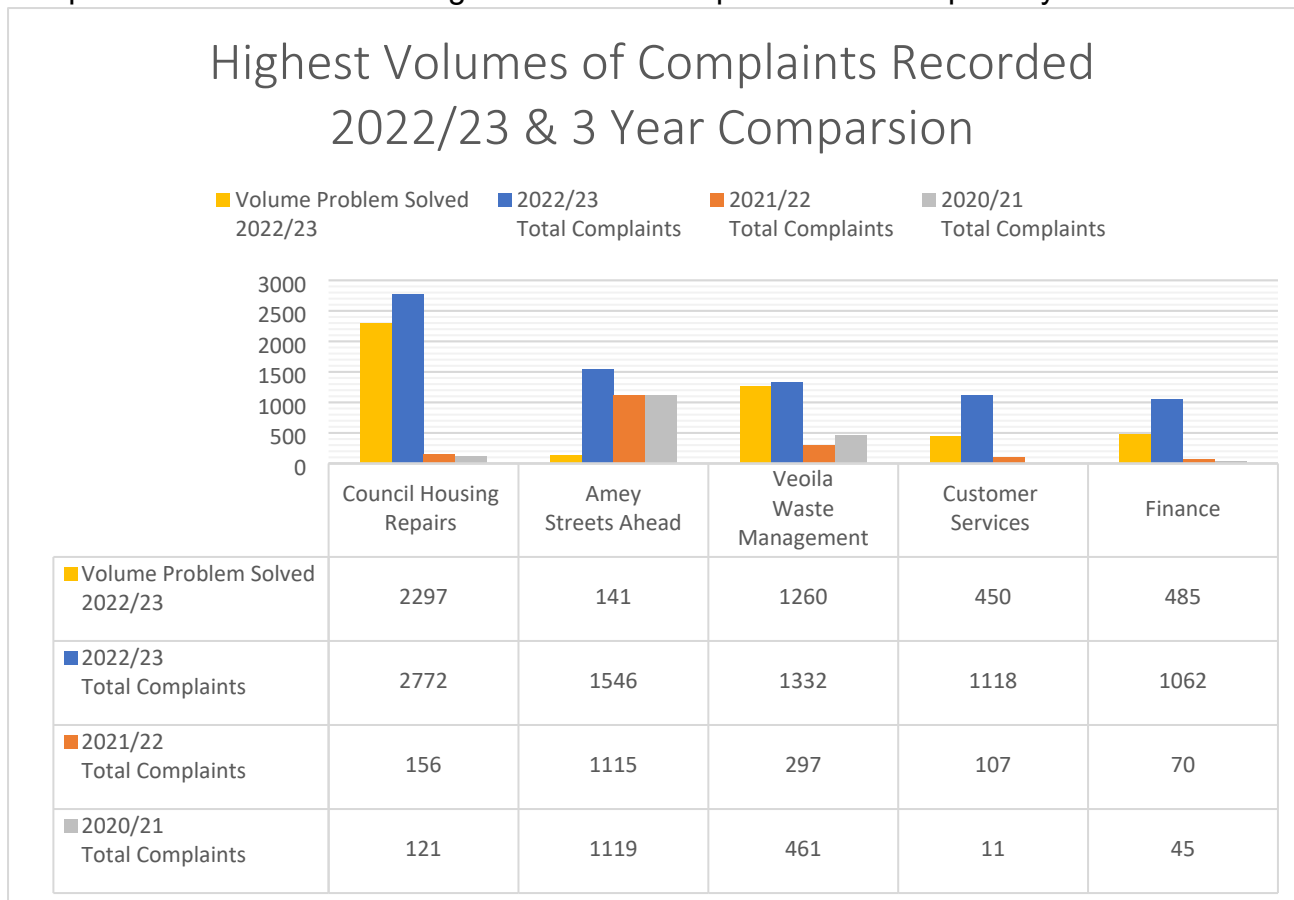
4 Volumes of New Complaints by Key Service Areas

4.1 The table below shows a more detailed breakdown of complaints received by the key service areas within each portfolio group.

Note -The complaint numbers recorded below are inclusive of those considered and resolved via 'Problem Solving' and up to the 'Investigation Review Stage' of Sheffield City Councils complaints procedure. Dissatisfaction at the 'Problem Solving' was not previously captured within this report.

Portfolio	Service Area	2020/21	2021/22	2022/23
People	Social Care - Adults	81	95	116
	Social Care - Children	121	156	89
	People - Other	25	79	64
	People Total	227	330	269
Operational Services (Formally Place)	Council Housing incl. Housing & Neighbourhood Services	45	95	607
	Housing - Non-Council Housing			184
	Council Housing Repairs	17	115	2772
	Direct Services (excl Repairs) (Formally Transport & Facilities Management)	4	5	44
	Parks, Leisure & Libraries (Formally Culture & Environment)	6	20	170
	Streetscene & Regulations	73	57	322
	Place Other (uncategorised entry)	3	56	0
	Operational Services Total	148	348	4099
Resources	BCIS			15
	Customer Services	11	107	1118
	Legal & Governance	3	1	21
	Finance	45	70	1062
	HR			3
	Resources Other	0	312	0
	Resources Total	59	490	2219
Policy, Performance & Communications	Chief Exec Office			5
	Communications			2
	Elections, Equalities & Involvement			1
	PPC Other			10
	PPC Total			16
City Futures	Economic Development & Culture			5
	Investment Climate Change & Planning			25
	Regeneration & Development			3
	City Futures Total			33
Total Complaints (Excluding Strategic Partners)		434	1168	6636
Amey *All Figures includes Problem Solving*	Streets Ahead	1119	1115	1546
Veolia *2022/23 figure includes problem solving figures not previously counted*	Waste Management	461	297	1332
Strategic Partner Total		1580	1412	2878
Overall Total		2014	2580	9514
Overall Total	Excluding Problem Solving			4214

4.2 The graph below shows the Council service areas where the highest volumes of complaints were recorded during 2022/23 and comparison over the past 3 years 2020 – 2023.



****2020/21 & 2021/22 Amey figures include Problem Solving data****

5.0 Complaint Categorisation

Amey (Streets Ahead) recorded the highest category of complaint as 'Policy & Legislation'
information gathered from Q4 2022/23 only

Veoila (Waste Management) recorded the highest category of complaint as 'Quality of Service Provided'.

Council Housing Repairs recorded the highest category of complaint as 'Delay'.

Customer Services recorded the highest category of complaint as 'Accessibility'.

Finance recorded the highest category of complaint as 'Accessibility'.

It is important that we understand what our citizens complain about, so Sheffield City Council use generic categorisations across all complaint areas to understand these themes.

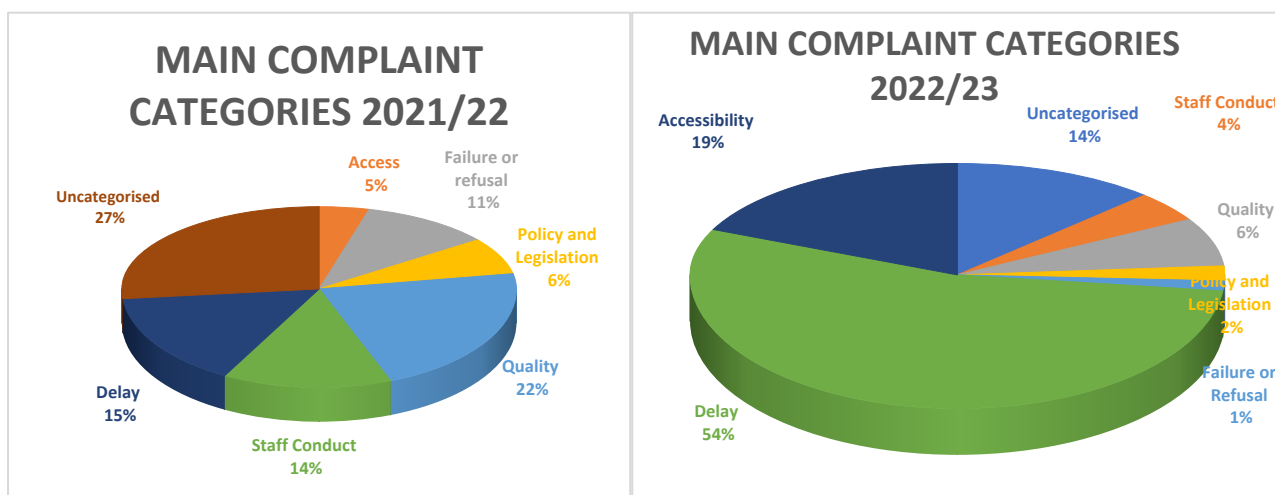
*Note – a number of complaint reasons may be recorded against each complaint

5.1 The chart below shows the 6 main reasons for complaints (see **Appendix 3** for definitions).

*Note – a number of complaint reasons may be recorded against each complaint.

Only 59% (3900) of the total 6636 new Council complaints, recorded a reason category.

‘Delay’ (54%) is the highest reason for complaints received in the reporting year 2022/23 for Sheffield City Council Services (**This does not include our strategic partners Amey and Veolia*)



In 2022/23 Delay is seen as the main category for complaint (54%).
 In 2021/22 Quality was the main driver for complaint reasons (22%); 22/23 – 6%. This represents a 16% improvement.

14% of all recorded complaints were inaccurately recorded (uncategorised). Improvement is needed in this area which will be supported in 2023/24 by the introduction of mandatory fields in the case management recording system to enable users to capture more accurate recording of complaints.

There has been a 13% Improvement in the accuracy of recording / categorisation of complaints in 2022/23

6 Accessibility / Equality Monitoring Information

In 2022/23, little demographic information (including protected characteristics data, such as gender, ethnicity, age etc) was captured as part of our complaints handling process.

Commencing July 2022, surveys were sent to all complainants at closure of the complaint, which included questions relating to accessibility and equalities.

- Only 3% (25 out of 799) of complainants who completed a survey also completed an equalities questionnaire detailing their protected characteristics. Of those completing an equality survey 52% (13) recorded that they had a disability.
- An Equalities Action Plan was completed for the period 2021-2023 and is included in **Appendix 4. Also see Appendix 4a for the update to this plan.**

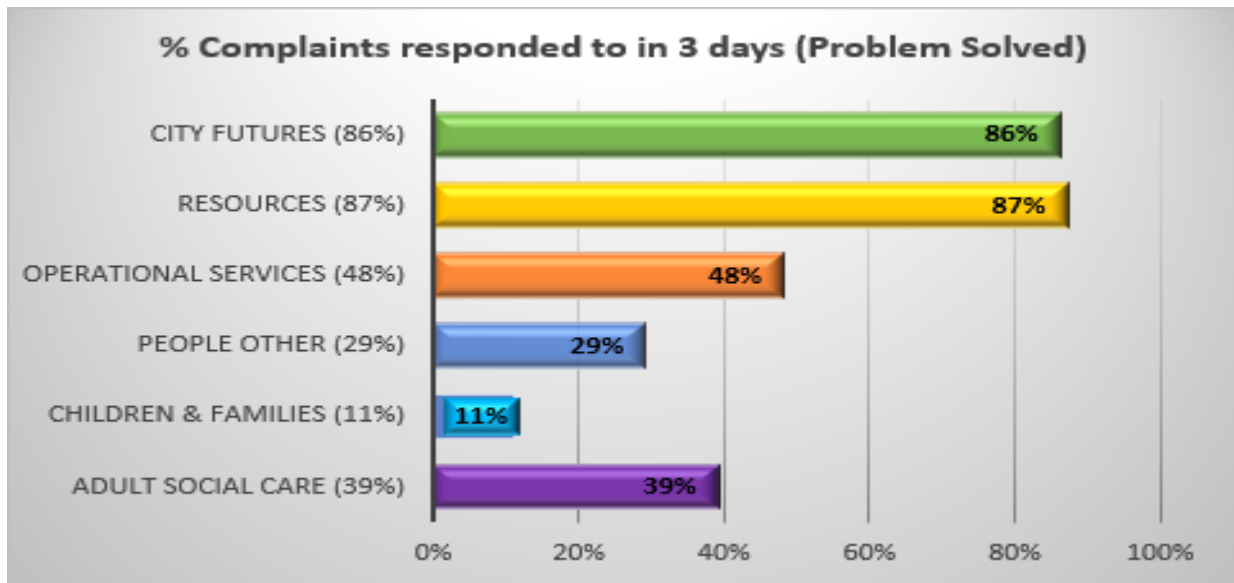
Development work and focus is required to ensure that Sheffield City Council can demonstrate that it provides fair and accessible services for all.

7. Complaint Response Timescales

In line with the Corporate Complaints Procedure, Sheffield City Council aims to respond to complaints within 28 calendar days (20 working days). (Note - There are different timescales for complaints completed for Council Housing and Council Housing Repairs shown below – 7.3)

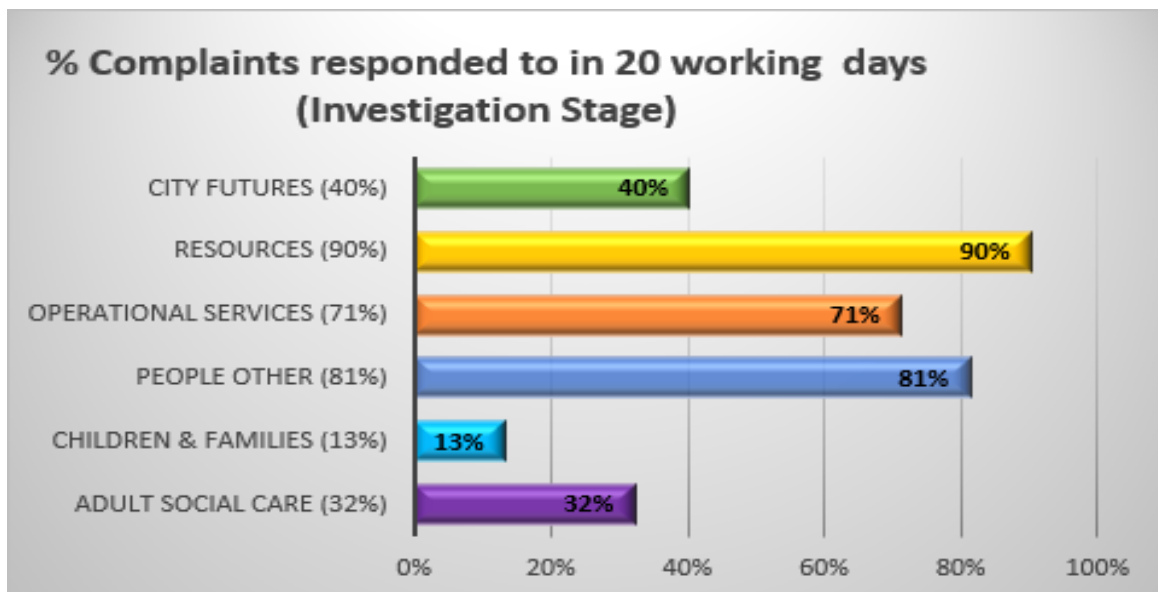
7.1 The chart below shows the percentage of complaints Problem Solved within 3 working days. **Target is 75%** (Excludes Veolia data – not provided)

Across all Council Services, **50%** of complaints received were responded to via Problem Solving within 3 working days. This is below our target of 75% and improvement is needed in this area.



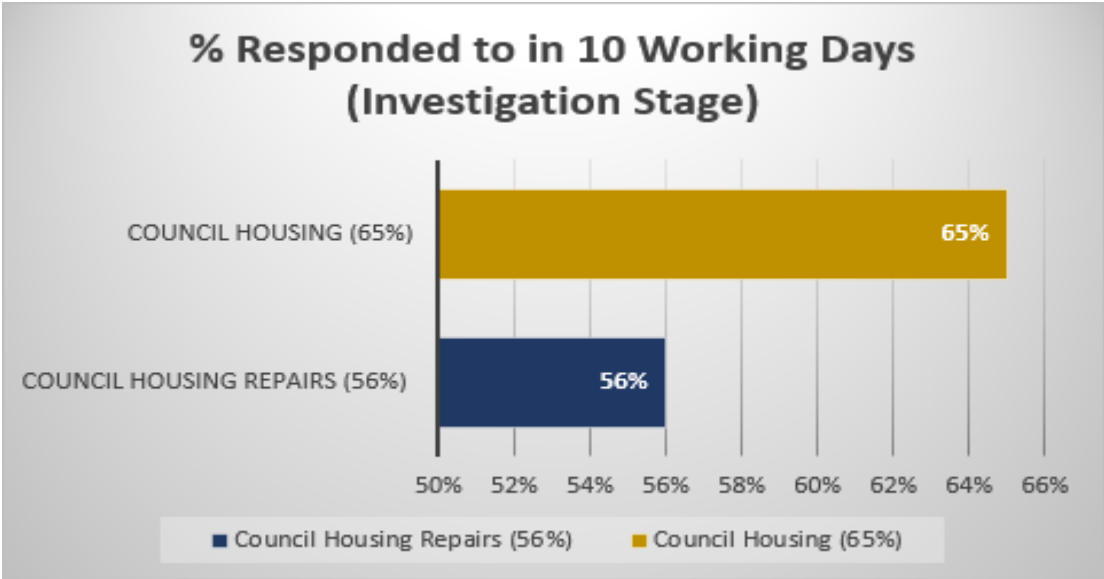
7.2 The chart below shows percentage of complaints responded to at the Investigation Stage and within 28 calendar days (20 working days).

- **Target is 80%**. (This includes Council Housing and Council Housing Repairs, but excludes strategic partners):



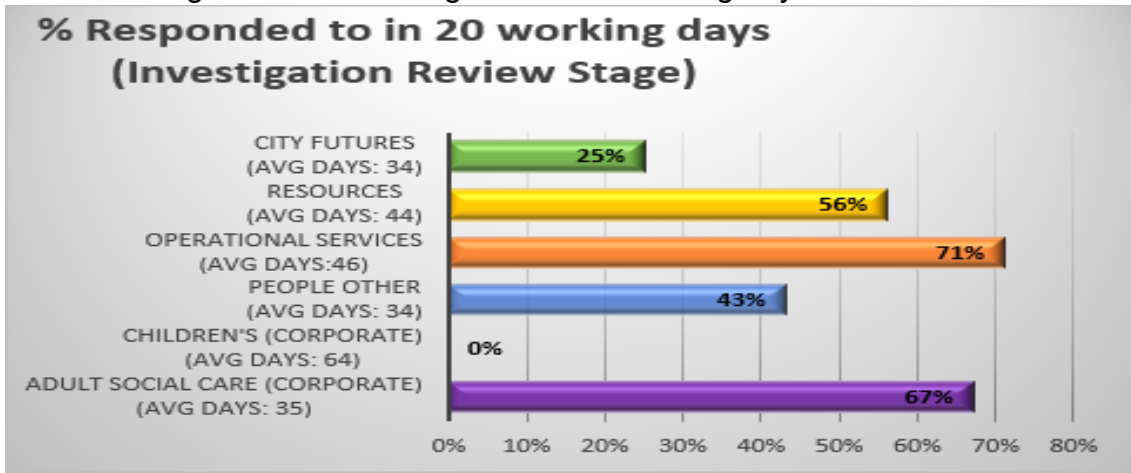
- Sheffield City Council has improved on timescales for responding to complaints at the investigation Stage (28 calendar days) from 46% in 2021/22 to 55% in 2022/23, an improvement of 9%. Improvement is still required in this area as performance falls below the 80% target.
- Including partner data, performance outturns at 50%. Amey responded to 53% within 20 working days. Veolia responded to 18% within 20 working days.

7.3 The chart below shows percentage of complaints responded to at the Investigation Stage within 10 working days against a target of 80% for Council Housing and Council Housing Repairs.



- Combined results for the above two services is **60%** of complaints responded to within 10 working days.
- Improvement is required to meet the target timescales for responding to complaints relating to Council Housing and Council Housing Repairs.

7.4 The chart below shows percentage of complaints, against a target of 80%, responded to at the Investigation Review Stage within 20 working days.



- On average, across all **Council services 44 %** of Investigation Reviews were completed within 20 working days. This is below target and improvement is required.
- Including partner data this result increases to 53%. Amey responded to 84% of within 20 working days. Veolia responded to 75% within 20 working days.

8 Complaint Outcomes

Sheffield City Council measures and categorises the outcomes from complaint investigations/reviews as follows:

- **Service failure remedied (upheld).** This is where the complaint has been found to be completely justified and the service has accepted errors were made or inappropriate action(s) were taken.
- **No action necessary (not upheld).** This outcome is where the complaint has been found to be completely unjustified and the service is clear that there is no reasonable action which should be taken to improve any aspect of the matter complained about.
- **Agreed way forward (partially upheld).** This is where some elements of the complaint are justified, yet others are not. It is also where, although no inappropriate actions or decisions have been made, the complainant's viewpoint is accepted and there are ways in which improved ways of working could be adopted either for the individual concerned or for all users of the service.
- **Misunderstanding clarified.** This is where, although there have been no inappropriate actions or decisions, the basis of the complaint is found to be a lack of understanding and the complaint response focuses on explaining why certain actions were taken in a manner which is resolution focused. It is likely that improved communication earlier may have prevented the complaint.
- **Withdrawn.** This is when the complainant decides not to pursue their complaint prior to them receiving an outcome. A complaint is not withdrawn if action has been taken to resolve the matter and a response has been made. A complaint is only withdrawn if the complainant did initially intend to make a complaint, then simply changes their mind.

8.1. The chart below shows the complaint outcomes in 2022/23.

There was an overall total of **9624 complaint responses which were resolved** and that resulted in one of the 8 following outcomes across all services including our strategic partners Amey and Veolia:

Outcome	Sheffield City Council	Amey	Veolia	Totals
Problem Solving	3897	141	1260	5298
Service Failure Remedied	154	4	7	165
Misunderstanding Clarified	74	130	2	206
No Action Necessary	126	257	9	392
Agreed Way Forward	142	836	49	1027
Rejected	2	0	0	2
Withdrawn	65	1	3	69
Uncategorised	2147	318	0	2465
Total	6607	1687	1330	9624
Complaints for which a remedy could be recorded	496	1227	67	1790

Following complaint responses where fault is found, Sheffield City Council recognises the need to apologise and take corrective action to remedy the issue and make service improvements as required.

Where we identify service failure, we aim to put the complainant back into the position they were in if the problem had not occurred and our approach to remedies is consistent with the principles used by the Local Government Ombudsman.

- The total of 2465 uncategorised complaints represent 26% of all resolved complaints. This is disappointing as we were unable to categorise any of these complaints due to poor recording. Moving ahead, the introduction of mandatory fields within 2023/24 should improve this data, as staff will be unable to close complaints without recording an outcome.
- Total cases for which a remedy/service improvement could be recorded is 1790 (19% of all resolved complaints(includes strategic partners)).

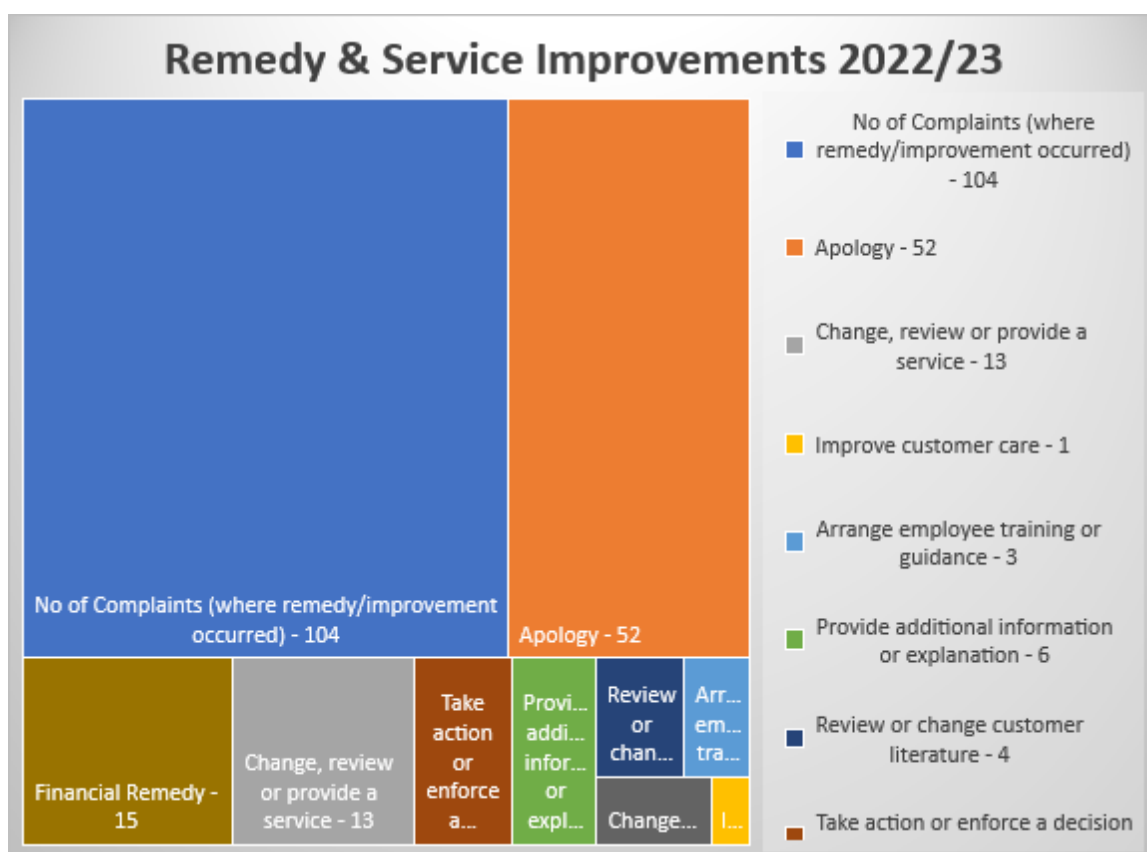
Note – This excludes uncategorised, withdrawn, problem solving & rejected complaints, as these type of complaints do not allow staff to record an outcome.

8.2 Council Complaint Remedies and Service Improvements

In 2022/23 Sheffield City Council (excluding partners) recorded 104 (of 496 resolved complaints) remedies or service improvements. This represents **21%** of resolved complaints for which a remedy or service improvement could have been recorded. See **Table 8.2 below**.

[Note - More than one remedy or service improvement can be recorded against a single complaint].

The chart below shows remedies and service improvements identified following the closure of a complaint.



Top Three remedies and service improvements were:

1. Provide an Apology 50% (52) –of all recorded remedies/service improvements.
2. Financial Remedy -includes refunds and compensation payments 14% (15) of all recorded remedies/service improvements.
3. Change, Review or Provide a Service 13% (13) of all recorded remedies/service improvements.

A total 104 (21%) remedies /service improvements were recorded in 2022/23.

Improvement is required which will be supported in 2023/24 by the introduction of mandatory fields within our case management recording system.

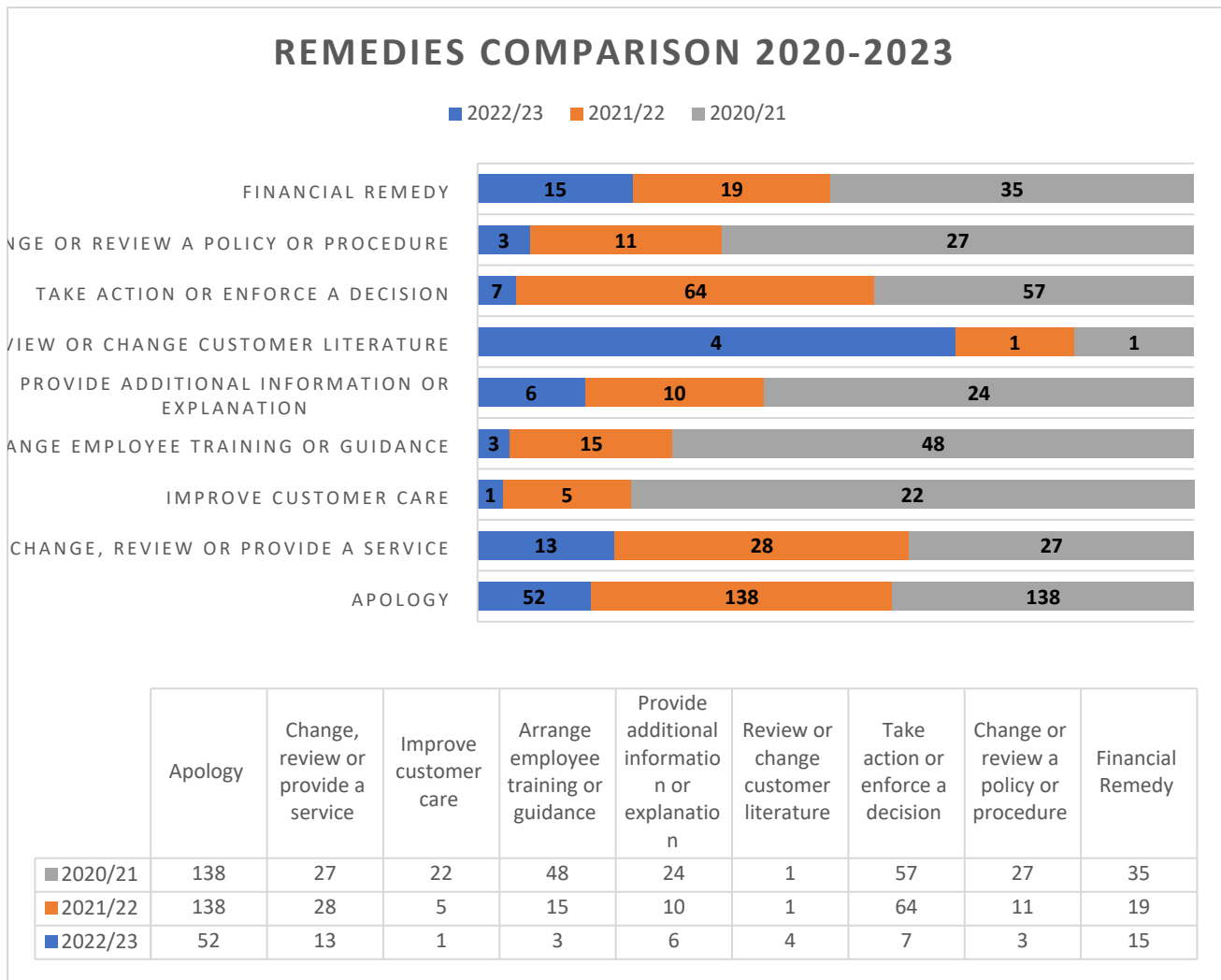
8.3 Strategic Partners Complaint Remedies and Service Improvements:

- We were unable to include data for Veolia as this data was not recorded.

However, of the 1687 complaints that were resolved by **Amey**, 1546 (92%) recorded a remedy/service improvement. This does not include complaints resolved via problem solving. For more details see the following table:

Remedies	Customer Complaint Investigation	Customer Complaint Review	Grand Total
Apology	124	28	152
Change, Review or Prov service	19	1	20
Financial Remedy	1	0	1
Improve Customer Care	1	0	1
Not Known	230	63	293
Provide additional info or exp	972	77	1049
Review employee training/Rebrief	17	3	20
Take action/ Enforce decision	10	0	10
Grand Total	1374	172	1546

8.4 The chart below shows the comparison of remedies recorded over the last 3 years 2020-2023



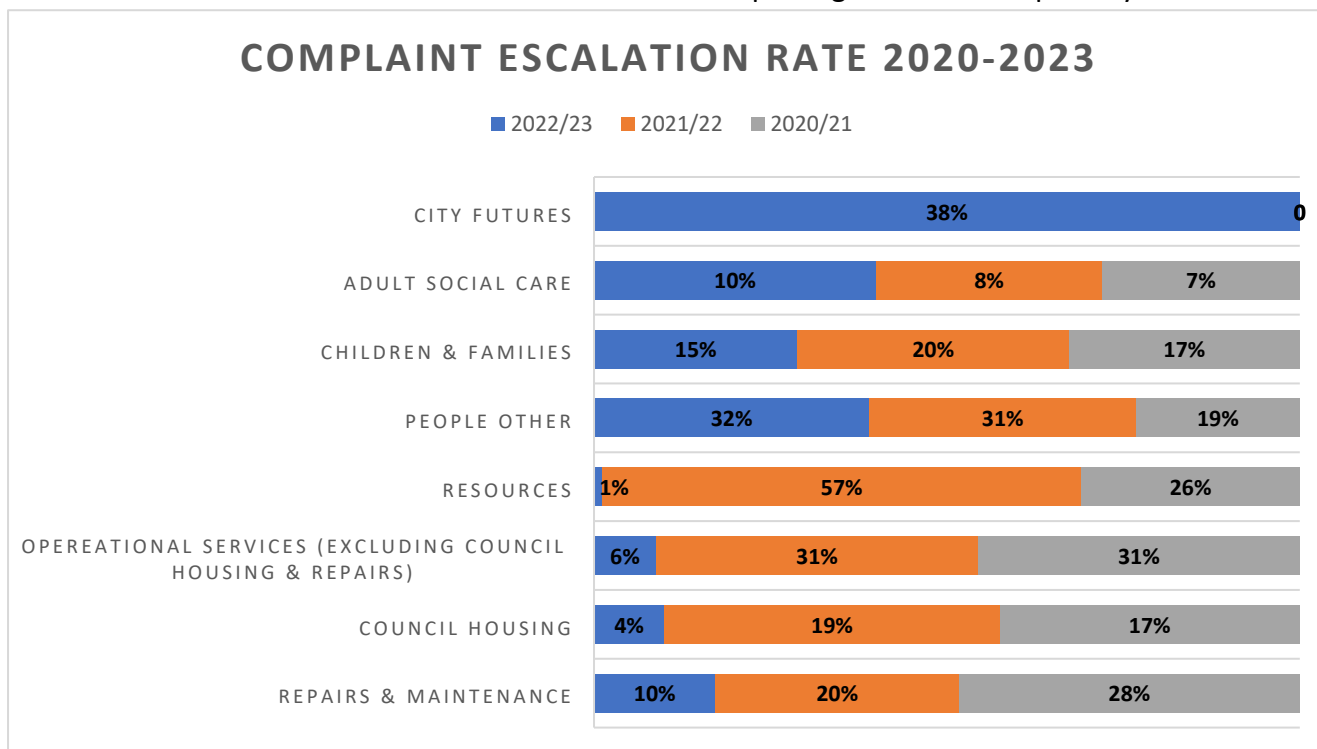
Improvement and Support to services is needed to identify learning and to demonstrate to citizens how learning has been implemented. Also, to ensure the recording of remedies is consistent across the organisation.

The number of remedies recorded has decreased over the past 3 years.
 (104) 2022/23, (291) 2021/22, (379) 2020/21
 Plans are underway to include mandatory fields to support more accurate recording in this area.

9. Complaint Escalations

An important measure of successful complaint handling is the escalation rate i.e. where an initial response at investigation stage is issued, but where the complainant remains dissatisfied and requests escalation of the complaint to the investigation review stage. Lower escalation rates demonstrate improved customer satisfaction as it means complaints are resolved fully at the investigation stage.

9.1 The chart below shows the escalation rates in each reporting area over the past 3 years:



The **average escalation rate is 11%** in 2021/22. This is a significant improvement on the two previous years. The average escalation rate for 2021/22 was 27% and 2020/21 was 21% - see Table 9.1 above.

- **City Futures** had the highest escalation rate of 38% in 2022/23.
- **People Other** had the second highest number of escalations 32% in 2022/23.
- **Children & Families** had the third highest number of escalations 15% in 2022/23.

10. Ombudsman Complaints

- The Ombudsman Annual Report will follow in September 2023 following receipt of the Ombudsman Annual Letter on the 26th July 2023. See provisional summary in **Appendix 6**.

11. Quality Assurance of Complaint Responses

A Quality Assurance Framework is embedded within Sheffield City Council's Feedback and Complaint procedures to review the standards of complaint responses.

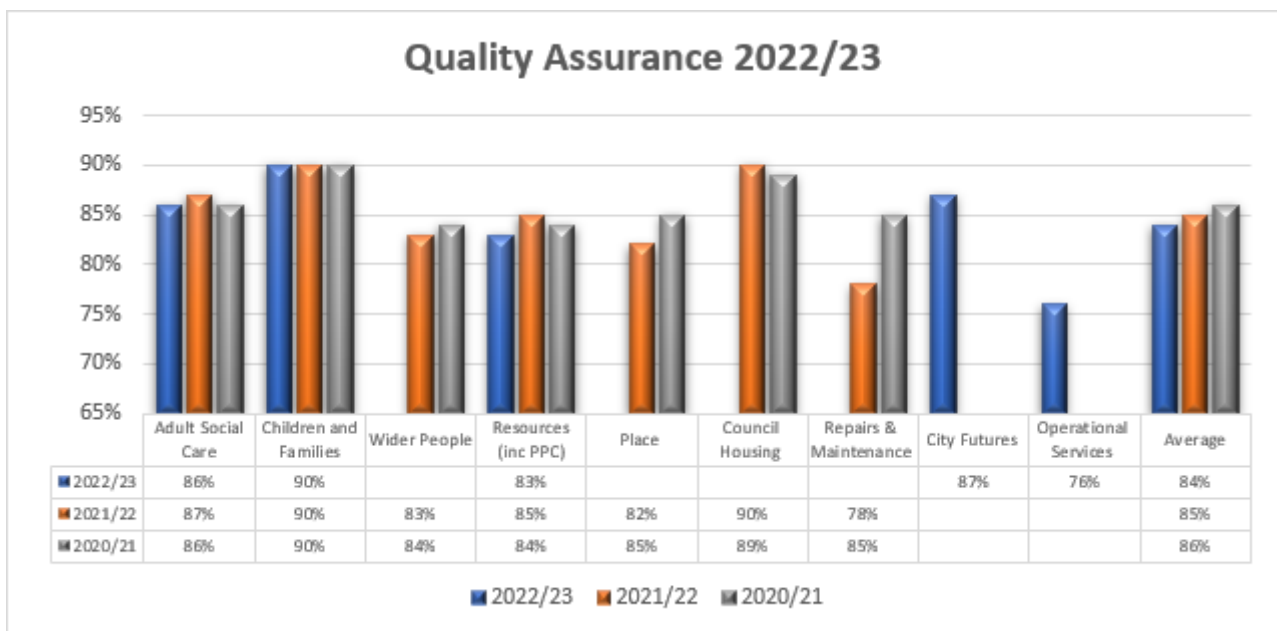
It places emphasis on customer focus (personal contact, empathy, positive tone, user friendly) and the complaint outcome (clear explanation of investigation findings, remedies and signposting).

Customer Services Feedback and Complaints team, each quarter will take a sample of responses which are evaluated against the framework as follows:

- Identify areas of improvement and good practice
- Use the outcome of the evaluation to provide a platform for guidance and development on complaint handling.

The corporate target for Quality Assurance is 85%. Overall performance for 2022/23 is **84%**

11.1 The table below shows the results for 2022/23 vs the previous 3 years (excludes strategic partners):



- 3 out of the 5 portfolio areas have met or exceeded the 85% target.
- The following services fell below the target: Operational Services (76%), and Resources (83%).

12. Complaint Satisfaction Surveys.

- See Appendix 5

Commencing July 2022, complaint satisfaction surveys are sent to all complainants on closure of their complaint.

A total of 799 complaint surveys were issued. 178 (22%) complainants responded

- From surveys completed from July 2022, only **10%** (17) of complainants who responded were satisfied with the way their complaint was handled. **Target is 80%**
- Of these 178 responses only 14% (25) of complainants completed an equalities questionnaire.

- Of these 25 completing an equalities questionnaire, 52%(13) confirmed that they had a disability.

Improvement is required in how we support citizens in the handling and management of complaints, especially for those complainants who have a disability.

13. Summary of areas of Improvement as noted throughout this document:

Improvement in the accuracy of recording is required in the following areas so we can accurately review and make any service improvements as required.

- Complaint Reason Categorisation
- Complaint Outcomes
- Remedies & Financial Remedies
- Lessons Learned/Service Improvements

It is the responsibility of the Investigating Manager to update outcomes, remedies and lessons learned.

Delay is the highest category of complaint recorded in Sheffield City Council Portfolios. The Council needs to become more responsive and update citizens through their complaint journey.

Accessibility and Delay are highlighted as areas that require improvement in the Operational Services Portfolio for Customer Services and Council Housing Repairs.

68%(1049) of remedies and service improvements recorded against resolved complaints by our strategic partner Amey, have the reason code - 'provide additional information or explanation'. Service improvements should be implemented to mitigate this result.

Development work and focus is required to ensure that Sheffield City Council can demonstrate that it provides fair and accessible services for all.

Equalities data and demographic information (including protected characteristics data, such as gender, ethnicity, age etc) is low and we need to improve the recording of this information, so we are confident our services deliver what matters most to our diverse communities.

Improvement is required in the timeliness of responses to complaints at all stages. Services need to be more responsive and accessible, so that Sheffield City Council's reputation is consistent with a high quality and caring organisation, that listens to its population.

14. K

Improvement is required in how we handle complaints. From surveys completed from July 2022, only 10% of people who responded were satisfied with the way their complaint was handled.

The key focus area during 2022/23 has been to embed the complaints case management system, which was successfully implemented in November 2021. Further development is required to support colleagues and services to improve the accuracy of recording and providing and becoming more responsive to complainants. The Customer Feedback and Complaints Team will deliver this by:

- Inclusion of mandatory fields within our case management recording system which will improve the accuracy of complaint information and data capture. This will help identify areas of concern and lead change to enhance delivery of services to our users.
- Improve performance monitoring and tracking of complaint timescales, which will support service areas to focus on responding to citizens more efficiently and resolving issues in a more timely manner.
- Continuous investment in the training of colleagues across the organisation in using the complaints case management recording system.
- The complaints recording system builds in ownership to the accountable manager who is responsible for adherence to the complaints policy and procedures for their service areas. The Customer Feedback and Complaints team will support monitoring and tracking of this by working closely with key service areas and providing regular feedback to senior management teams.
- The production of quarterly complaints performance reports will provide insight into required service improvements and key learning.
- The Complaints Case Management System has been improved by creating a mandatory function that captures categories of complaints, remedies and learning outcomes on each complaint recorded. This will provide a valuable source of information to develop our services and colleagues to better meet the needs of our citizens. Moving forward this will be shared with the key stakeholders via a new Learnings Dashboard.
- Improved functionality in the complaints management recording system will be delivered to capture citizen compliments as well as complaints, enabling us to celebrate what we are doing well.
- Further development to the complaints internal SharePoint Site will support colleagues delivering in line with the council's policy and procedures. This is planned for 2023-24.

- The complaints policy will be reviewed in 2023/24 to align to the changes planned in the LGSCO (Local Government and Social Care Ombudsman) and (Housing Ombudsman Complaint Code).
- See **Appendix 7** for 2022-2024 updated Council Complaints Improvement Plan

15. How to Contact Us

If you would like to make a complaint, suggestion, or compliment, you can do this by completing an on-line form on Sheffield City Council's website:

<https://www.sheffield.gov.uk/content/sheffield/home/your-city-council/complaints.html>

You can also telephone us on 0114 273 4567, or write to: Customer Services, Sheffield City Council, Town Hall, Pinstone Street, Sheffield S1 2HH.

If you would like to comment on this report, or have any questions about the complaints procedure, please contact the Customer Feedback and Complaints Team at:

Email complaintsmanagers@sheffield.gov.uk

Telephone 0114 273 4567 or write to us at the address given above.

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