

## SCC Complaints Improvement Plan November 2022 – March 2024

### Recommendation 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 1-5	Actions to Date	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	<p>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.</p> <p><b>CRM review and introduction of mandatory fields</b> within CRM to ensure key data is recorded by officers which will improve reporting outputs including recording of remedies/service improvements.</p>	<p>Continuing embedding of listening council culture via regular reminders, bulletins and communications to staff</p> <p>Access and training on PBI dashboards to be provided to identified performance teams.</p>	F&CT BCIS	Ongoing
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.	<p>Unassigned &amp; open case reports issued weekly to case coordinators.</p> <p>22-2023 Core Training courses available via Go Learn</p> <p>Implemented Formal Complaints – Delegation to Directors process</p>	<p>Development of Learnings Dashboard including case studies</p> <p>Circulation of learnings/upheld/partially upheld reports</p> <p>Monthly IT training, advice and support workshops for staff</p>	F&CT  F&CT  F&CT	<p>September 2023</p> <p>April /2024</p> <p>Sept 2023</p> <p>July-Dec 2023</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>Open case reports issued to IMs/AMs weekly on a Tuesday and bi-monthly to HOS /Directors (Childrens &amp; Adults social care)</p> <p>New Sharepoint site for complaint performance and support</p>			

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Objectives 1-5	Actions to Date	What's next ?	Responsible	Review Date
4. We will improve our performance against the agreed KPIs for all complaint responses including Ombudsman responses.	<p>Quarterly Performance Reports including Service improvements /Financial remedies data now published on Sharepoint.</p> <p>Update of an organisational Who's Who to expediate allocation of complaints (following organisational portfolio changes)</p>			
5. We will improve our recording of lessoned learned and implement changes in our services to reflect this learning	<p>Regular meetings with SMTs (currently social care, Amey, Housing &amp; Repairs, City Futures)</p> <p><b>Monthly Housing Complaints Bulletin</b></p>			

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

We have limited customer satisfaction, equalities and geographical data. Improving our recording and alignment of data to our LAC's will help us better understand the complaint 'themes' in our communities and identify geographical service improvements which may be needed. This will enable us to be more proactively improve our services in line with community needs.

Objectives 1-4	Actions to Date	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"> <li>• Complaints Survey implemented in July 2022 (see summary to March 2023). See <b>Appendix 5</b></li> <li>• Published monthly on Sharepoint.</li> <li>• Limited responses</li> </ul>	<ul style="list-style-type: none"> <li>• PBI Dashboard to be implemented for complaint survey results</li> <li>• Survey to include telephone surveys to increase number of completed surveys</li> </ul>	<p>F&amp;CT</p> <p>F&amp;CT</p>	<p>Sept 2023 (delayed formerly April 2023)</p> <p>April 2024</p>

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Objectives 1-4	Actions to Date	What's next?	Responsible	Review Date
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"> <li>Equality monitoring implemented as part of complaints Survey- August 2022 (see summary doc to Dec 2022)</li> <li>Limited data captured</li> </ul>	<ul style="list-style-type: none"> <li>'Review of equalities data capturing process</li> <li>Deep dive' sampling process to be implemented re service areas which receive complaints from citizens with protective characteristics</li> </ul>	F&CT  F&CT	Sept 2023 (delayed formerly Apr 2023)  Sept 2023 (delayed formerly Apr 2023)
3. We will improve our geographical monitoring of complaints	<ul style="list-style-type: none"> <li>Limited geographical data breakdown – to include postcode and wards</li> </ul>	<ul style="list-style-type: none"> <li>LAC breakdown to be included in Quarterly Performance reports</li> </ul>	F&CT BCIS	Sept 2023 (delayed formerly July 2023)
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"> <li>Limited corporate process for recording compliments and aligning to Portfolio areas</li> </ul>	<ul style="list-style-type: none"> <li>Review of compliment process</li> <li>Inclusion in Quarterly Reports</li> <li>Inclusion in Learnings dashboard to celebrate success</li> </ul>	F&CT BCIS	Sept 2023 (delayed formerly July 2023) as above April 2024

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### **Recommendation 3 – A 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 partners complaints performance.

In 2021/22 complaints from partners represented the majority (55%) of the total number of complaints received. Improved monitoring and handling of complaints received by our partners should improve overall customer satisfaction and enhance our reputation as a caring organisation that listens to its population

Objectives 1 – 2	Actions to Date	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.	Alignment of partner reports to corporate KPIs and annual reporting – see annual report 2022-23 <ul style="list-style-type: none"> <li>•</li> </ul>			
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"> <li>• Regular meetings held with Veolia and quarterly performance reports provided</li> </ul>	Review of customer satisfaction results  Included in Learnings Dashboard	F&CT	Ongoing  April 2024