

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 Page 7	<ul style="list-style-type: none"> CS launched revised complaints processes and new case management recording system (CRM) in Nov 2021. We are now able to measure complaints but more is needed to ensure accurate and consistent recording. 	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	Feedback & Complaints Team (F&CT) Technical Support (BCIS)	28/02/23
		Introduction of mandatory fields within CRM to ensure key data is recorded by officers which will improve reporting outputs	F&CT BCIS	01/04/2024
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.	<ul style="list-style-type: none"> Open case reports issued to IMs/AMs weekly on a Tuesday and monthly to HOS /Directors New Sharepoint site for complaint performance and support Quarterly Performance Reports including Service improvements /Financial remedies data now published on Sharepoint Creation of an organisational Who's Who to expediate allocation of complaints 	Access and training on PBI dashboards to be provided to identified performance teams	F&CT BCIS	31/03/2023
		Unassigned reports issued weekly to case coordinators	F&CT	Ongoing
		2023 Core Training courses available	F&CT	Dec 2023
3. We will continue to support Responding Managers/Case Coordinators to enable them to handle complaints confidently & accurately update CRM and provide timely responses.	<ul style="list-style-type: none"> Complaints Core Training for IMs /AMs focussed on procedures and completing quality responses Regular meetings with SMTs (currently social care, Amey, Housing & Repairs, City Futures) 	Complaints Champions Training	F&CT	March 2023
		Implement Formal Complaints – Delegation to Directors process	ESW/Directors/Ex Directors	March 2023

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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.	<ul style="list-style-type: none"> • See Q2 YTD performance position document 	Q3 to follow by 31 Jan 2023 (See reporting schedule)	F&CT	Quarterly
5. We will improve our recording of lessons learned and implement changes in our services to reflect this learning	<ul style="list-style-type: none"> • Limited recording of lessons learned and agreed service remedies • Limited implementation of agreed service remedies and monitoring of the implementation 	Introduction of mandatory fields within CRM linked to learnings and service improvements/remedies Development of Learnings Dashboard including case studies	F&CT F&CT	March 2023 March 2024

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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"> • Complaints Survey implemented in July 2022 • Performance is published monthly on Sharepoint • Limited responses 	<ul style="list-style-type: none"> • PBI Dashboard to be implemented for complaint survey results • Survey to include telephone surveys to increase number of completed surveys 	F&CT F&CT	April 2023 April 2024

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Objectives 1-4	Actions to Date	What's next?	Responsible	Review Date
<p>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.</p>	<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 	<p>F&CT</p> <p>F&CT</p>	<p>April 2023</p> <p>April 2023</p>
<p>3. We will improve our geographical monitoring of complaints</p>	<ul style="list-style-type: none"> • Limited geographical data breakdown – to include postcode and wards 	<ul style="list-style-type: none"> • LAC breakdown to be included in Quarterly Performance reports 	<p>F&CT</p> <p>BCIS</p>	<p>July 2023</p>
<p>4. We will improve our compliments recording processes so that we are able to celebrate what we do well when dealing with complaints</p>	<ul style="list-style-type: none"> • Limited corporate process for recording compliments and aligning to Portfolio areas 	<ul style="list-style-type: none"> • Review of compliment process • Inclusion in Quarterly Reports • Inclusion in Learnings dashboard to celebrate success 	<p>F&CT</p> <p>BCIS</p>	<p>July 2023</p> <p>July 2023</p> <p>March 2024</p>

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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	<ul style="list-style-type: none"> Limited performance information provided by partners 	Alignment of partner reports to corporate KPIs and annual reporting	F&C	April 2023
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 with Amey Review of customer satisfaction results Included in Learnings Dashboard	F&CT	Ongoing April 2023 March 2024