

## SCC Feedback & Complaints Improvement Plan November 2022 – March 2024

### Corporate 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.

| Aim 1 – 3  |  | Actions   | What's next   | Who                            | Review Date   |
|--|--|---|---|--------------------------------|---------------|
| <p>We will improve our performance against the agreed KPIs for corporate and social care responses.</p> <p>We hold about people who use our services in terms of consistency and robustness. This will include capturing improved equality monitoring data to enable us to better understand people's needs and levels of satisfaction.</p>  | <p>Update Equality Monitoring Information Process,<br/>Update complaints procedure and launch new procedure including measuring number of complaints.</p> <p>Working with City partners to develop complaints procedure more and the use suggestions and feedback from those with lived experience of using our services.</p> <p>We will ensure all decisions involving a change will have an effective Equality Impact Assessment and action plan to mitigate disadvantage.</p> | <p>Customer Services (CS) have designed a new form re customer equality information so we can measure who our customers are in relation to services we provide.</p> | <p>To be included in Phase 2 of Forms Migration Project</p>   | <p>Customer services/ BCIS</p> | <p>Dec 22</p> |
|  |  | <p>CS launched revised complaints procedure Nov 21 we can successfully measure complaints and lessons learned to improve our services.</p>                          | <p>Phase 2 of complaints procedure to work with city partners on feedback to gain lived experience and suggestions moving forward</p> | <p>Corleen Bygraves-Paul</p>   | <p>Dec 22</p> |
| <p>We will work with the people of Sheffield and our partner organisations, including the voluntary, community and faith sector, to ensure data and knowledge are used to deliver joined up approaches to the big challenges that affect the city and our communities. Data on equalities will also be used to ensure we set a fair and evidence-based budget for the council.</p> |  | <p>Develop equality monitoring as part of Complaints procedure.</p>   | <p>Review recent decisions to check for any EIA omissions</p>   | <p>Customer Services SMT</p>   | <p>Dec 22</p> |
| <p>We will improve the information we hold about our diverse communities including around influence, engagement, and cohesion. We will continue to undertake a broad range of consultation and engagement activities to</p>  |  | <p>• EIAs will feature in all relevant decision making processes at start and end.</p> <p>• Encouraging others to get involved in the SEIN network</p>              | <p>Continue to promote SEIN via Employee Briefings and Customer Services News</p>   | <p>Paul Taylor</p>             |               |

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| Aim 1 – 3   | Actions | What's next | Who | Review Date |
|---|---------|-------------|-----|-------------|
| inform decision making and will support underrepresented communities to raise issues and put forward solutions. |         |             |     |             |

### Equality Objective 2 – Ensure our workforce reflects the people that we serve

We will continue to promote inclusion, fairness, and accessibility in our workforce, whilst raising our workforce diversity. A representative workforce will help us deliver services that are accessible, appropriate and that help reduce inequalities. Despite progress over recent years and in a period of continued economic challenge, we still do not have a workforce that reflects the diversity of the city, particularly at senior levels. We also have notable differences in the experiences of some staff groups with regards to morale and opportunity.

| EO2 (Workforce) – Aim 1 -3   | Portfolio Priorities  | Actions  | What's next   | Who                            | Date   |
|--|---|--|---|--------------------------------|--------|
| <p>We will work towards achieving Disability Confident at Level 3 (currently level 2). We will also undertake work to further understand and respond to lower morale scores for disabled staff to try and bring them in line with non-disabled staff.</p> <p>We will work to increase the diversity of top earners from the following groups, BAME (Black Asian Minority Ethnic), Women, Disabled People and LGB; based on Chief Officer grade and equivalent.</p> | <p>Create Disability Confident Working Group - Review the Disability Confident criteria to explore where improvements can be made</p> <p>Working on accessibility &amp; IT on Employee &amp; customer processes – see Objective 3 also</p> <p>Working with services on their workforce profile (Disability and Race is of particular concern - diversity within these are also concerning.) We need to look at Positive action methods within recruitment. Agree Positive action in recruitment</p> | Group established and meeting regularly. Encourage awareness of Disability Confident (including Mental health at work conversations) with managers & staff | Customer Services representation at Disability Confident Working Group.         | Customer Services SMT (CS SMT) | Dec 22 |
|  |   |  | Develop Disability Confident discussions with services.                         | CS SMT                         | Mar 23 |
|  |   |  | Managers conversant with Disability Confident criteria and implications of this | CS SMT                         | Mar 23 |
|  |   | Accessibility paper to be written  | CS to note and take actions forward   | CS SMT                         | Mar 23 |
|  |   | All services issued with diversity profile   | Customer Services to consider targeted apprenticeships                          | CS SMT                         | Jan 23 |

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| EO2 (Workforce) – Aim 1 -3  | Portfolio Priorities  | Actions  | What's next   | Who  | Date          |        |
|---|---|--|---|--|---------------|--------|
| <p>We will increase awareness about the support available to carers within our workforce. In response to lower morale scores, we will undertake further work to understand the challenges carers are facing and what can be done in response, with a view to bringing scores in line with non-carers.</p> | <p>Regularly encourage employees to share equality monitoring information and set this as a KPI in our performance dashboard</p> <p>Launched EDI training with additional disability courses with commitment for on going conversations</p> <p>Launch new edi pages (Disability Awareness pages/network page carers pages)</p> <p>Look at carers/disability scores on future ways of working survey and explore flexible working options to support employees manage better work life balances.</p> | Start conversations with Service managers re Positive action/Apprentices/Career progression/Resources/ppc brand/aging workforce /flexible – part time working - see objective 4 also | around disability and race.   | CS SMT   | Review Mar 23 |        |
|   |   |  | Develop improved career pathways for people with protected characteristics.                   | CS SMT   | Jan 23        |        |
|   |   |  | Issue packs to new starters with key E&D information.   |  |               |        |
|   |   |  | Use as a tool to better understand diversity. Promote census awareness                        | Raise census awareness   | CS SMT        | Dec 22 |
|   |   |  | 50 % completions and known conversations started in 3 services. Bespoke training also offered | Review training progress to date and identify services still needing the team based training module.       | Paul Taylor   | Nov 22 |
|   |   |  |   | Training fully complete  | Paul Taylor   | Mar 23 |
|   |   |  | Encourage further learning on EDI/learning to educate ourselves                               | Encourage via Team Meetings, Employee Forums and Customer Services News. Includes awareness around Carers. | CS SMT        | Jan 23 |
|   | Staff network set up (29 <sup>th</sup> Sept )   | Ensure Customer Services membership of staff network   | CS SMT  | Dec 22   |               |        |

### Equality Objective 3 – Lead the city in celebrating diversity and promoting inclusion

As a Council we want to lead the city in celebrating and promoting our diversity and the benefits and opportunities it brings. We will continue to promote inclusion, fairness, and accessibility, whilst raising the profile of Sheffield as a great place to live, study, work and visit.

## SCC Feedback & Complaints Improvement Plan November 2022 – March 2024

| EO3 (leading organisation ) – Aims 1 – 3  | Portfolio Priorities  | What's next   | Who                                      | Date                 |
|---|---|---|--|----------------------|
| <p>We will work with our partner organisations across all sectors, to celebrate and promote our diverse city locally and nationally. We will support and promote events and activities that celebrate and raise awareness with our diverse communities.</p>   | <p>AccessAble tool in place.</p>  | <p>Promote use of tool via Customer Services, and ensure all relevant services aware of it</p>  | <p>CS SMT</p>                            | <p>Dec 22</p>        |
|   | <p>Staff Equality &amp; Inclusion Networks – other associated networks too.</p>   | <p>Explore reference to tool as standard as e.g. blue badge/disabled travel pass letters</p>  | <p>Mark Holmes</p>                       | <p>Mar 22</p>        |
|   |   | <p>Reinforce First Point position as a reporting centre for Hate Crime. Ensure publicity generally and in First Point space</p>   | <p>Mark Holmes</p>                       | <p>Nov 22</p>        |
| <p>We will continue our work to tackle poverty and promote social justice, including through the Fairness and Tackling Poverty Partnership and Making Sheffield Fairer campaign Group. We will raise awareness of the Fair Employer Charter and Living Wage with employers in the city; and will ensure our commissioning processes are fair and inclusive.</p> | <p>Look at Accessibility within services and how we influence other services to look at their accessibility of services in all communication and access to services</p>   | <p>Full review of accessibility, including facilities for the deaf and hard of hearing community. Will include a review of public access points and the Council's Contact Centre.</p> | <p>Paul Taylor/Corleen Bygraves-Paul</p> | <p>Dec 22</p>        |
|   | <p>Review /Refresh and re launch our ethical procurement policy and procedure whilst ensuring our commissioning processes are fair and inclusive. Equality Impact Assessments being a fundamental part of procuring services.</p> | <p>Continue specific work around around BSL access (inc. BSL interpretation contract)</p>   | <p>As above</p>                          | <p>Review Dec 22</p> |
|   | <p>Customers Service &amp; HR are a 3<sup>rd</sup> party reporting centre</p>   | <p>Keep contract under review</p>   | <p>As above</p>                          | <p>Review Dec 22</p> |
| <p>We will continue to support citywide work to ensure our city is an inclusive and accessible place to live, work, study and visit. We will work with our partner organisations to raise awareness of hate crime and how it can be reported; and will continue to challenge discrimination, bullying and harassment.</p>                                       |   |   |  |                      |

### Equality Objective 4 – Break the cycle of inequality and improve life chances

We know that some groups experience poorer life chances than others and that poverty can be a significant factor in determining life chances and wellbeing. At a local and national level there are also areas of persistent inequality which remain a considerable challenge. We will continue to focus on those in greatest need to ensure that people can access services and support that works for them.

## SCC Feedback & Complaints Improvement Plan November 2022 – March 2024

| EO4 (breaking inequalities ) – Aim 1 – 3  | Portfolio Priorities   | Actions/What's next   | Who               | Date              |
|---|--|---|-------------------|-------------------|
| <p>We will focus on Improving health and wellbeing in the city, especially for groups that experience poorer outcomes. We will ensure decent, inclusive, and accessible housing that promotes wellbeing. Health inequalities will also be a key focus of our revised Health and Wellbeing Strategy, and we will continue to join up and improve health and social care services to provide high quality and accessible care.</p>  | <p>Health and well being strategy in place.</p>  | <p>Reference Health and Wellbeing in new starter pack</p>               | <p>CS<br/>SMT</p> | <p>Jan<br/>23</p> |
|   | <p>Commit to the recommendations from the REC and Disability Confident agenda</p>                | <p>Customer Services to be clear on actions arising from REC report</p> | <p>CS<br/>SMT</p> | <p>Dec<br/>22</p> |
|   |  | <p>Consider potential for relevant work experience placements</p>       | <p>CS<br/>SMT</p> | <p>Mar<br/>23</p> |
|   |  | <p>Put in place targeted Customer Services Employability Roadshows</p>  | <p>CS<br/>SMT</p> | <p>Jan<br/>23</p> |
| <p>We will work with partners to ensure there are effective pathways into education, training, and employment (including apprenticeships) to enable young people to fulfil their ambitions. We will continue to work with schools and partner organisations from early years onwards, to ensure children have a great start in life and to close attainment gaps for disadvantaged pupils and children with SEND (special educational needs and disability).</p>  | <p>We need to look closely at our apprenticeship/traineeship/graduate offer in the portfolio</p> | <p>Actions around apprenticeships as per E02 above</p>                  | <p>CS<br/>SMT</p> | <p>Jan<br/>23</p> |
|   |  |   |                   |                   |
| <p>We will work with the Police, health, specialist providers and other partner agencies to tackle domestic and sexual abuse. We will work with communities and interest groups on prevention, and ensuring key messages about healthy relationships, consent and sexual harassment are included in 'relationships and sex education' in the city. We will develop a whole family working on domestic abuse that supports victims and children and holds perpetrators to account; and ensure services are accessible and meet the needs of our diverse communities.</p> |  |   |                   |                   |

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