



# **Sheffield City Council**

## **Complaint Service Improvement Plan**

### **2025-26**

ISSUE	SOLUTION	TIMESCALE
<b>1. Complaint policy needs reviewing following Housing Ombudsman's Policy Review</b>	The complaint policy and key performance indicators will be updated in line with the Housing Ombudsman Complaint Policy Review recommendations ensuring this is updated and shared with all Council partners and presented on the Council's website.	September 2025
<b>2. Outdated Council's Complaint Procedures, and internal/external communications as need to be aligned to Issue 1 above.</b>	<ul style="list-style-type: none"> <li>Review and update the Council's Complaint Procedures, training materials, intranet and internet pages. These procedures will be reviewed on an annual basis to ensure that the information provided is accurate and up to date.</li> </ul>	By March 2026
<b>Frequency of updates to Council Officers regarding complaint management and culture needs further improvement.</b>	<ul style="list-style-type: none"> <li>Schedule regular updates and reminders for council officers to support these changes and to ensure these are embedded in the ways of working of all Council Officers</li> <li>Deliver briefing to Head of Service Group to emphasise accountability &amp; responsibility to monitor and objectively review complaint responses at all stages of the complaint process</li> </ul>	By March 2026  By March 2026
<b>3. Timeliness and record-keeping:</b>	<ul style="list-style-type: none"> <li>Accountability measures will be reinforced with ongoing monitoring of response quality and timeliness.</li> <li>Upheld Complaints Agreed Remedies/Learnings to be more closely monitored for implementation and that the learnings are shared Council wide</li> <li>CRM system upgrade with mandatory fields and refreshed training will address poor record-keeping.</li> </ul>	Ongoing  By March 2026  Completed
<b>4. Manual reporting of complaints. Improve accuracy of complaint reporting</b>	Automate PBI Quarterly Reporting	September 2025

<b>5. Improve governance and team structure to align with Ombudsman requirements</b> <b>See: Part 10 10: <a href="#">Manual for Councils - Local Government and Social Care Ombudsman</a></b>	Revise Governance arrangements as agreed with Council's Monitoring Officer: A. <u>Quarterly Performance Report</u> : To SLB, Member Responsible, Director Responsible, Heads of Service, B. <u>Half Yearly Performance Report</u> : Updates to: SLB, Member Responsible, Director Responsible, Corporate Performance Framework & Monitoring Officer, Corporate Assurance Group, S& R Committee, Performance Delivery Board (TBC) C. <u>Annual Complaints &amp; Annual Ombudsman Performance Reports</u> . To: SLB, Member Responsible, Director Responsible, Corporate Assurance Board, S& R Committee D. <u>Annual Ombudsman Report</u> – To Full Council (where maladministration is found)	Completed
<b>6. Review of Customer Feedback &amp; Complaints team to ensure effective handling and management of Ombudsman Liaison duties and complaint handling support duties</b>	A. Review of CFCT function and scope with consideration of a more consolidated function.  B. Strengthen the Council's Feedback & Complaint Team's management structure by filling vacant management posts  C. Improve collaboration with Housing & Repairs & Childrens Services. To consider successful Adult Services 'hub/spoke' support model and where possible to replicate in these services.  D. Develop Voice of the Customer functionality and Insight via improved surveys, improved remedies & learnings from complaints analysis.	Head of Customer Experience TBC  By Dec 2025  Ongoing  Head of Customer Experience From October 2025
<b>7. Review complaints training and communications approaches</b>	Undertake an internal campaign to improve awareness and compliance	Head of Customer Experience – Dec 2025

<b>8. Improve public awareness of the lesson learned and continuous improvements made arising from complaint analysis</b>	<p>Publish the lessons learned in a ‘You said, we did’ format, on the councils website</p>	<p>Head of Customer Experience – Jan 2026</p>
<b>9. Improve internal reporting of complaint compliance including interventions made to address any areas of non-compliance</b>	<p>A. Review and establish a wider range of complaint measures which should be incorporated into the council’s outcome framework.</p> <p>B. Implement compliance monitoring and action plan resolution methods to address and which will highlight areas of non-compliance by collaborative working with the Councils Performance &amp; Insight Team</p> <p>C. Undertake six monthly deep dives into complaints management at the operational Performance and Delivery Board to ensure lessons learnt are reflected and embedded by collaborative working with the Councils Performance &amp; Insight Team</p>	<p>Head of Customer Experience – Dec 2025</p> <p>Head of Customer Experience &amp; Head of Performance &amp; Insight – from Oct 2025</p> <p>Head of Customer Experience &amp; Head of Performance &amp; Insight – from Oct 2025</p>