

NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

**CORPORATE SCRUTINY COMMITTEE – THURSDAY, 18
JUNE 2026**



Title of Report	ANNUAL CORPORATE COMPLAINTS 2025/26	
Presented by	Cllr Andrew Woodman Housing, Property and Customer Services Portfolio Holder	
Background Papers	<u>Microsoft Word - Corporate Complaints and Feedback Policy 2025 V5</u>	Public Report: Yes
Financial Implications	There are no financial implications in respect of this report	
	Signed off by the Acting Deputy Section 151 Officer: Yes	
Legal Implications	There are no legal implications arising from this report.	
	Signed off by the Interim Monitoring Officer: Yes	
Staffing and Corporate Implications	There are no direct staffing or corporate implications arising from this report.	
	Signed off by the Head of Paid Service: Yes	
Purpose of Report	<p>This is the Council’s annual complaints report for the period 1 April 2025 to 31 March 2026. It includes information in respect of complaints across all directorates. It also provides information for decisions issued by the Local Government and Social Care Ombudsman (LGSCO) and the Housing Ombudsman (HO) in the same period.</p> <p>The report contributes to the Council’s aspirations in the Corporate Delivery Plan of being customer focused by acknowledging that complaints and formal enquiries provide a regular and rich source of feedback from residents that inform the Council when things have gone wrong. Learning from this provides the opportunity to improve services to support residents.</p>	
Recommendations	<p>THAT SCRUTINY COMMITTEE:</p> <p>NOTES THIS REPORT AND PROVIDES ANY COMMENTS FOR CONSIDERATION BY CABINET ON 23 JUNE 2026</p>	

1.0 BACKGROUND

- 1.1 Each year, the Council is required to prepare an annual summary of complaints dealt with under the corporate Complaints Policy (the year runs from 1 April 2025 to 31 March 2026).
- 1.2 A complaint is defined within the Council as: *'an expression of dissatisfaction, however made, about the standard of service, actions, or lack of action by the organisation, its own staff, or those acting on its behalf affecting an individual/resident or a group of individuals/residents'*.
- 1.3 The Council provides a wide range of services to its residents and receives relatively few complaints; the Council seeks to learn from them and look for patterns of service failure. The Council continues to use the feedback it receives from its complaints to generate ideas for service improvements both in the short and long term.
- 1.4 The Council works hard to view the complaints it receives as a positive opportunity, whilst remaining focused on trying to resolve them to the satisfaction of residents as quickly as it can.
- 1.5 This is a report on all Council services' formal enquiries which are:
 - Complaints
 - Member Enquiries
 - MP Enquiries
- 1.6 Many service requests and enquiries are resolved informally by officers and managers as part of day-to-day service delivery, without recourse to the Council's formal complaints process. Staff are expected to address concerns promptly and, where appropriate, take corrective action at the earliest opportunity. While such informal contacts are not always formally recorded, services are encouraged to capture them in a proportionate way to support ongoing service improvement. Early, informal resolution reflects recognised good practice.
- 1.7 Where a request for service has been sent via the complaints process but is not deemed as a corporate complaint these are logged as a 'Request for service' and are recorded and reported on quarterly basis.
- 1.8 The Council's complaints procedure is designed to address those issues that necessitate a formal reply and, as such, could not be resolved during the earlier stages of the process. The Complaints Policy and procedure can be found linked in the background papers at the top of this report.
- 1.9 To strengthen oversight and governance, stage 1 complaints responses are signed off by the relevant Strategic Director. Stage 2 complaints are signed off by the Chief Executive, providing additional assurance that the concerns raised have been fully considered and that appropriate action has been taken before a complainant seeks independent review by the relevant Ombudsman.
- 1.10 This report focuses not only on volumes and timeliness of responses but also aims, when it is possible, to identify themes and lessons learnt that result in service improvements.

1.11 The Council has a commitment to learning and improvement. Complaints and other formal enquiries are important information, providing an opportunity to understand where and why things sometimes go wrong and provide a basis for the Council to make positive changes, informed by data and the resident voice.

2.0 Complaints' overview

2.1 Number of Complaints and Enquiries - all stages

Level	2024/2025	2025/2026
Stage 1	346	325
Stage 2	107	94
Housing Ombudsman and Local Government and Social Care Ombudsman (that have reached formal investigation stage)	23	17
MP enquiries	175	263
Member enquiries	705	531
Compliments	273	253

2.2 There was a total of 325 stage 1 complaints, which is a 6% (19) decrease on the previous year. There was also a decrease of 14% (13) compared to the previous year in respect of stage 2 complaints with a total of 94.

2.3 The Council provides a wide variety of services for over 104,700 residents. In this context, 419 complaints (stage 1 and 2 combined) are only a fraction of the number of customer interactions occurring each year. For example, the Council's Customer Service team received 99,781 customer interactions alone in 2025/26.

2.4 The number of compliments recorded by the Council reduced from 273 in 2024/25 to 253 in 2025/26 (a decrease of 20, or 8%). Work is ongoing across services to improve the consistent capture and sharing of positive resident feedback. In addition, the Customer Services Team Manager publishes quarterly staff blogs highlighting compliments to help promote and embed a positive customer-focused culture.

2.5 The number of stage 1 complaints received can be broken down by service as follows:

Service	Number of Complaints	As a % overall
Customer Services	8	2.46%
Environmental Health	4	1.23%
Environmental Protection	4	1.23%
Finance	1	0.31%
Housing Assets	20	6.15%
Housing Repairs	132	40.61%
Housing Management	31	9.54%
Housing Choices	8	2.46%

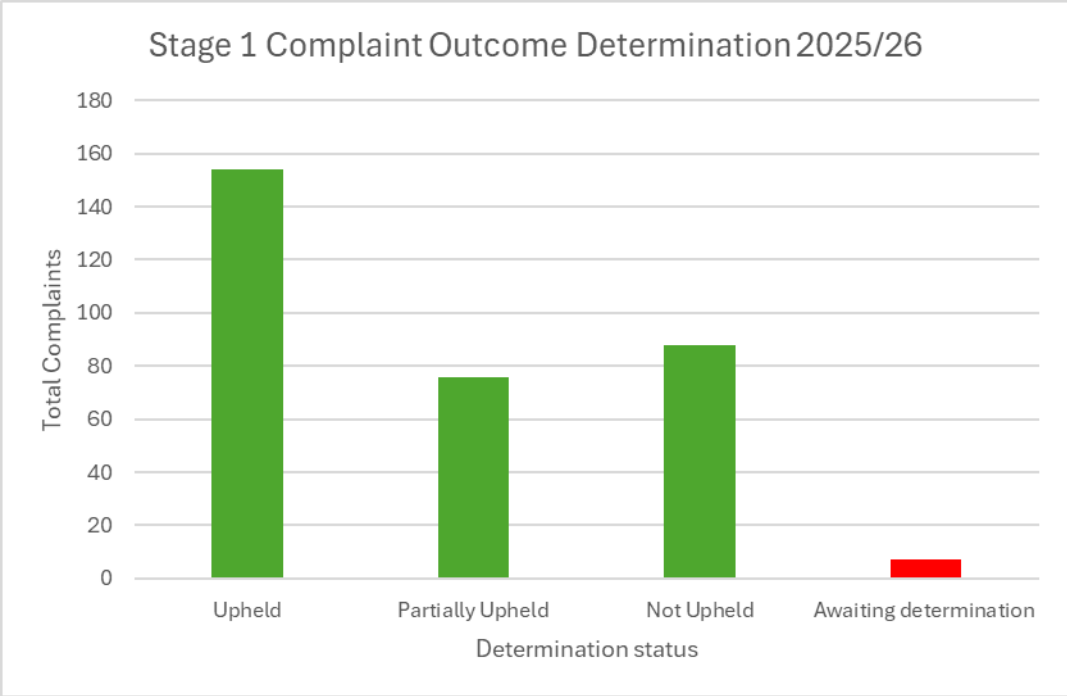
Leisure Services	2	0.63%
Licensing	4	1.23%
Parks	3	0.92%
Planning and Development	14	4.31%
Planning Policy	4	1.23%
Property Services	1	0.31%
Revenues and Benefits	30	9.23%
Community Safety	3	0.92%
Waste Services	56	17.23%

- 2.6 The number of complaints for each service does not necessarily provide a direct correlation with the standard of customer service provided, and these overall results cannot be treated in isolation. Each of these service results are heavily influenced by the type of business transacted by that service, for example, the number of customer facing transactions carried out, the public profile of the actions carried out by that service, and whether the customer has alternative formal routes for redress or appeal.
- 2.7 Housing Repairs received the highest number of complaints, with a total of 132 (40% of the overall stage 1 complaints) however this is an 18% (24) decrease compared to 2024/25 (156).
- 2.8 Considering the volume of interactions Housing Repairs has with residents, for example, 27,519 contacts in 2025/26, the number of complaints received is relatively low. The complaints represent approximately 0.48% of the total transactions completed.
- 2.9 Waste Services received the second-highest number of complaints. However, these complaints are minimal when considering the number of interactions with residents. In 2025/26, Waste Services provided waste and recycling collections to around 50,000 properties within the district each week, totalling approximately 3,720,960 collections a year. The number of complaints received as a proportion of total collections is just 0.001%.

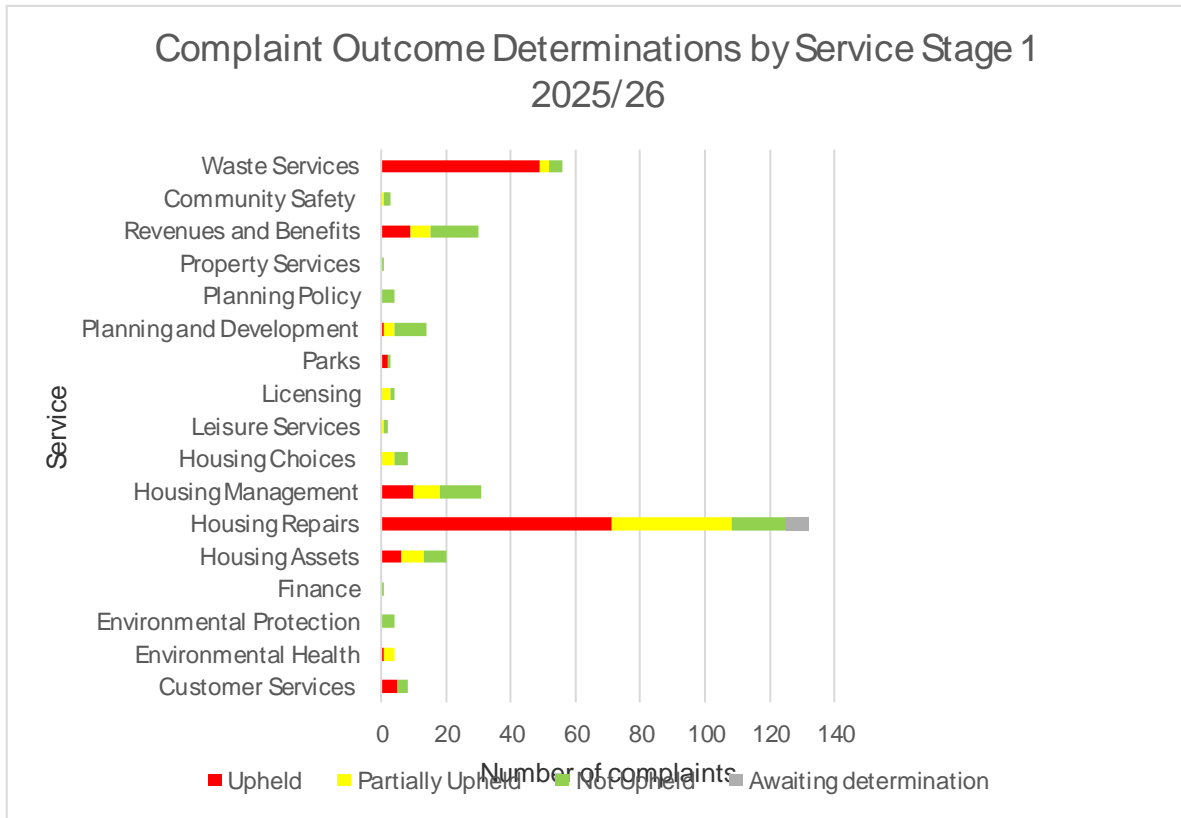
3.0 Complaint Outcomes

- 3.1 Complaint outcomes are determined with one of the following statuses:
- Upheld- following investigation the Council has found in favour of the complainant.
 - Not upheld- following investigation the Council has not found in favour of the complainant.
- 3.2 Sometimes complaints have more than one issue to be investigated. On occasion, these can have a mixture of the two above determinations and have a status partially upheld.

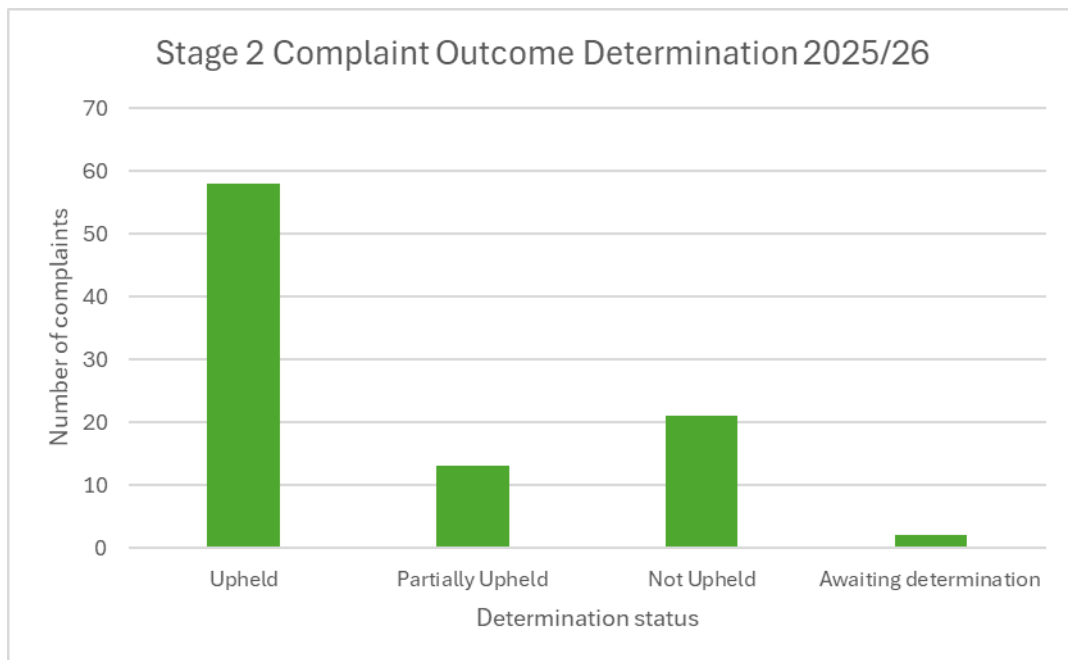
3.3 Stage 1 complaint outcome determination across the Council can be seen in the graph below. A total of 47% (154) of complaints were fully upheld when investigated at stage 1 of the complaints' process.



3.4 The graph below shows stage 1 determinations by service. Housing Repairs recorded the highest number of upheld complaints, with 71 upheld and 37 partially upheld. Waste Services recorded the highest upheld rate, with 87% (49) of its complaints upheld.

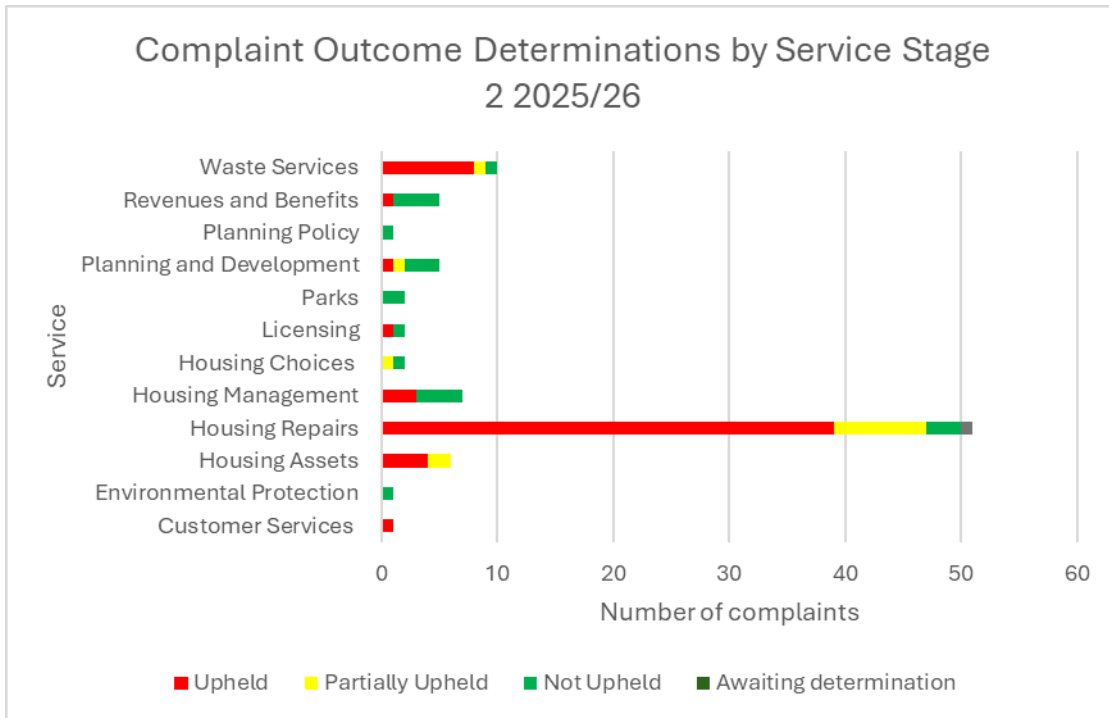


3.5 Stage 2 complaint outcome determination across the Council can be shown in the graph below. A total of 62% (58) of complaints were fully upheld when investigated at stage 2 of the complaints process.



3.6 The graph below illustrates the stage 2 determinations by service. Housing repairs has the highest upheld rate, with 39 complaints upheld and eight partially upheld out of complaints for the service. Given the volume of complaints within the housing service, quarterly reports are prepared for the Strategic Director of

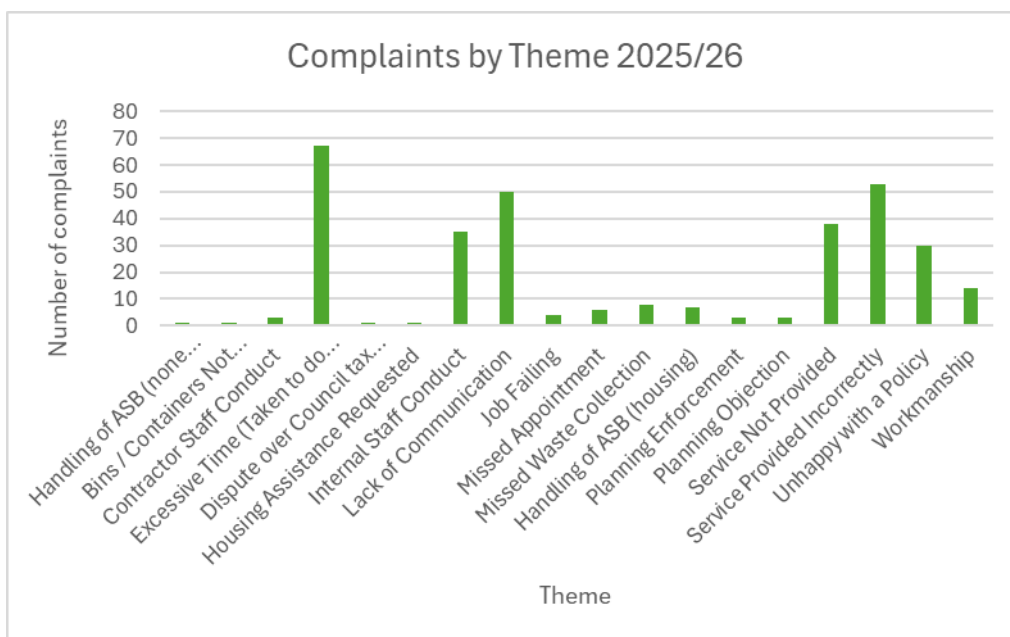
Communities, Head of Housing and the Housing improvement board. These reports provide an overview of the complaints, including themes and outcomes.



4.0 Complaint Themes

4.1 As part of the process of monitoring and handling customer feedback, the Complaints Team is responsible for categorising complaints based on the subject matter. The following diagram outlines the categories of complaints received in 2025/26.

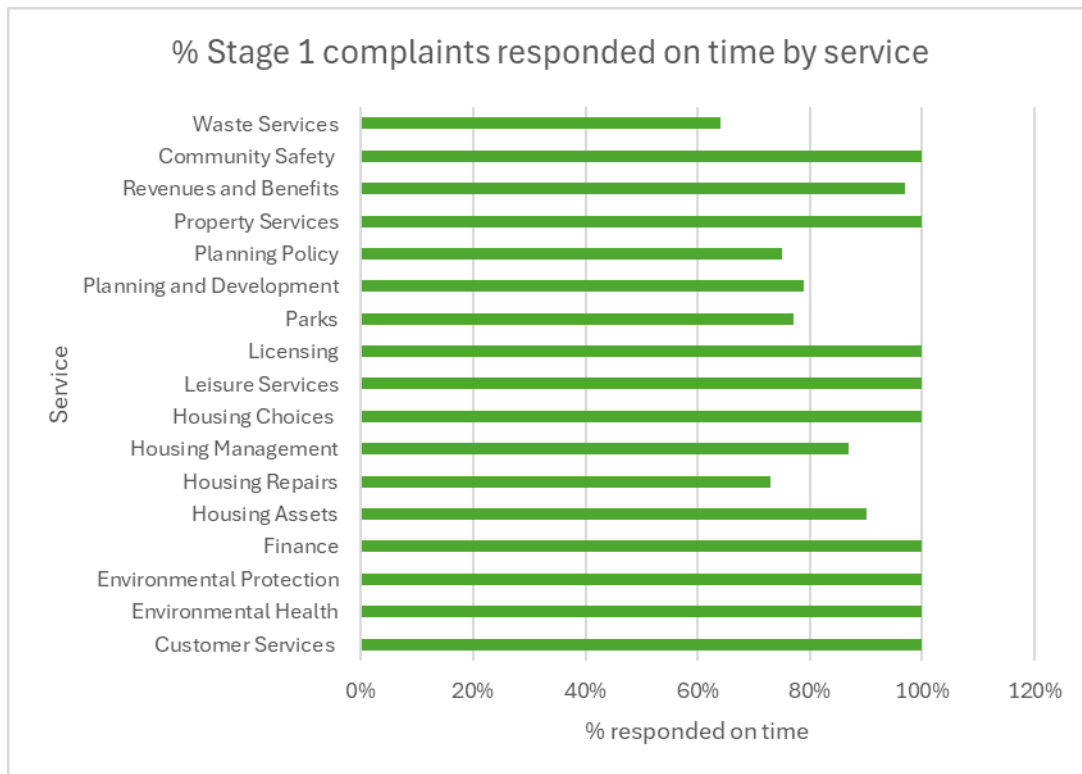
4.2 Stage 1 – Themes of Complaint – 2025/26 Whole Council



- 4.3 67 (21%) of all complaints were categorised as excessive time taken to carry out a service. Complaints within this category have decreased from 92 in 2024/25 (a decrease of 27%).
- 4.4 “Service provided incorrectly” was the second most frequently recorded complaint theme, accounting for 53 complaints (16%). This category captures cases where residents consider that the Council has not delivered a service in the expected manner, resulting in a failure to meet agreed service standards and customer expectations.
- 4.5 The three most prevalent complaint themes in 2025/26 were “Excessive time taken”, “Service provided incorrectly” and “Service not provided”. These themes were recorded across a range of Council services. Housing Repairs accounted for the highest volumes within these categories (50, 23 and eight respectively), with Waste Services also featuring prominently (five, one and 22 respectively).

5.0 Complaints Performance

- 5.1 The Council’s service standard is to provide a full response to a complaint within ten working days of receipt. Where this is not achievable (for example due to the complexity of the issues raised, the number of parties involved, or where further information is required), a holding response is issued to the complainant. In 2025/26, the Council met this standard for 79% of stage 1 complaints (257 cases), representing a 9% improvement on the previous year. While performance remains below the Council Delivery Plan target and the Housing Ombudsman expectation of 100%, the direction of travel is positive.
- 5.2 When a complaint is escalated to stage 2, the investigating head of service has ten working days to respond. This standard was met in 68% of escalated complaints (64 complaints) which is consistent with performance in 2024/25.



5.3 All services endeavour to focus on providing a high-quality response that resolves all the issues raised and finds a suitable outcome in a timely way, whilst keeping the complainant informed and up to date with progress. Responding to complaints within the timeframe is a key performance indicator within the Council Delivery Plan and something that is being highlighted as an area for improvement in 2026/27 particularly for Housing, Community Services and Planning/ Development who failed to hit the targets set for 2025/26.

6.0 Financial remedies

6.1 In awarding compensation, the Council must consider for 2025/26:

- The Housing Compensation Policy sets out the circumstances in which compensation may be awarded, and the basis on which payments are calculated, for Council tenants. The policy has recently been reviewed and updated to align with the latest Ombudsman guidance and has been developed into a corporate Compensation and Remedies Policy. The revised policy will be presented to Cabinet on 23 June 2026 for approval.
- Corporate compensation payments are in accordance with the Councils Financial Procedure Rules provided that the Monitoring Officer, in consultation with the relevant Strategic Director has advised on the appropriateness of compensation as per the constitution.
- Whether any statutory payments are due
- If any quantifiable losses have been incurred
- The time and trouble a customer has experienced
- Any distress and inconvenience caused
- The remedies guidance issued by the relevant Ombudsman

- 6.2 Suggested ranges of compensation are set out by the Ombudsman and the Housing Ombudsman also gives additional guidance in determining the adverse effect and impact on customers in particular circumstances.
- 6.3 Neither this guidance nor the suggested ranges are intended to be prescriptive, and discretion is required on a case-by-case basis to decide what is fair and reasonable in the circumstances of each situation.
- 6.4 For the annual year 2025/26, the Council has paid in total £35,857.20 as a financial remedy to complaints including compensation ordered by the Ombudsman compared to £27,372.26 for the year 2024/25.

7.0 External Bodies

- **Local Government and Social Care Ombudsman (LGSCO)**
- **Housing Ombudsman (HOS)**

- 7.1 If complainants are not satisfied with the outcome of their complaint as investigated through the Council's complaints' procedures, they can escalate their complaint to the Ombudsman. This section of the report provides information on cases that the Ombudsman has made decisions on in the 2025/26 period.
- 7.2 The Housing Ombudsman (HOS) manages enquiries and complaints that are related to services provided by the Council as a social landlord e.g., repairs to properties.
- 7.3 The Local Government and Social Care Ombudsman (LGSCO) handles enquiries and complaints that are related to all other Council services. This includes non- landlord housing issues such as housing allocation, homelessness and temporary accommodation which is categorised in LGSCO reports as "Housing".
- 7.4 The HOS and LGSCO produce annual review reports and the data, feedback and recommendations and remedies made in these are reviewed by the feedback team who ensure the relevant service areas act on them in a timely manner.

Local Government and Social Care Ombudsman

- 7.5 In February 2024, the LGSCO introduced a complaint code as "advice and guidance" for all local councils in England under section 23(12A) of the Local Government Act 1974. This means that councils should consider the Code when developing complaint handling policies and procedures and when responding to a complaint. The complaint code can be found at: [LGSCO Complaint code](#)
- 7.6 The LGSCO produces an annual report on the complaints they have received and the outcomes of each case, the annual complaint overview report can be found at [North West Leicestershire District Council - Local Government and Social Care Ombudsman](#)
- 7.7 In 2025/26, 16 complaints were referred to the Local Government and Social Care Ombudsman (LGSCO). Of these, seven were determined to be outside the Ombudsman's jurisdiction, and a further six were assessed and closed without

investigation. The remaining three complaints were investigated. Of those, two were upheld, with the Council found to be at fault, and one was not upheld, with no fault found on the part of the Council.

7.8 The determinations of the Council being found at fault as follows:

- One fault causing injustice
- One service failure for handling of the complaint

Housing Ombudsman

7.9 The Housing Ombudsman Service (HOS) is set up by law to look at complaints about the housing organisations that are registered with them. It resolves disputes involving the tenants and leaseholders of social landlords (housing associations and local authorities) and voluntary members (private landlords and letting agents who are committed to good service for their tenants).

7.10 On the 1 April 2024, the HOS published its revised Complaint Handling Code which was first introduced in June 2020. This sets out requirements for member landlords that will allow them to respond to complaints effectively and fairly.

7.11 The Code ensures complaint handling data is being used consistently across landlord members, promotes engagement at different levels within a landlord and sets out expectations for boards or equivalent governance, senior executives and frontline staff.

7.12 Compliance with the Code forms part of the membership obligations. Members are obliged to complete a self-assessment to measure the level of compliance. The Council's latest self-assessment based upon the latest code can be found in Appendix A of this report.

7.13 When carrying out a complaint investigation the Ombudsman will consider whether the landlord addressed the complaint in accordance with the Code. Any failure identified could result in a finding of:

- Severe maladministration
- Maladministration
- Service failure
- Mediation
- Redress

7.14 Following an investigation where some level of maladministration has been found the HOS could put an order and or recommendations in place to correct matters. The HOS can also make recommendations on any case that has been investigated and determined by them to help improve service delivery and promote learnings from outcomes and ensure compliance with the Code.

7.15 The HOS carried out a review of the Council's Complaints Policy in April 2026 to assess compliance with the Complaint Handling Code. Following this review, 17 recommendations were made, primarily relating to minor wording amendments and clarification of existing practice. These recommendations have been addressed, and a revised version of the Policy was issued on 1 May 2026. The HOS confirmed, on 18 May 2026, that the Council's Policy is compliant with the code.

7.16 The HOS has not yet published its Landlord Reports for 2025/2026 so all data presented below is from the Council's systems. The Landlord Performance report is normally received in October. Appendix B of this report shows the Housing Ombudsman's Landlord performance report for 2024/25.

7.17 The HOS classifies complaints by the date of determination rather than the date of receipt. During 2025/26, eight complaints relating to the Council were determined by the HOS. Of these, six cases proceeded to formal investigation, one case was not investigated, and one complaint was withdrawn by the complainant. The Ombudsman may issue more than one determination in relation to a single complaint where multiple complaint issues have been considered. The determinations arising from the six formally investigated cases are set out below:

- Three Maladministration in handling repairs of windows, doors and ventilation issues.
- One Maladministration in handling of ASB reports
- One Maladministration in handling of report of damp and mould
- One Maladministration in handling of replacement boiler
- One Maladministration in handling of complaint
- One Maladministration in handling repairs and response to damp and mould
- Three Reasonable redress for handling of complaint

7.18 As a result of the HO determinations a number of recommendations and orders were put in place by the HO some of which were:

- The landlord should consider re-training of housing staff on handling of ASB cases.
- As a landlord the Council was ordered to apologise on four occasions.
- As a landlord the Council was ordered to complete a senior management review of two cases.

8.0 Tenant Satisfaction Survey

8.1 North West Leicestershire District Council (NWLDC) commissioned NWA Social Research Ltd to undertake a Tenant Satisfaction Survey to collect the 12 Tenant Perception Measures as prescribed by the government's Regulator of Social Housing. Beginning in the reporting year April 2023 to March 2024, all Social Housing providers were required by the Regulator to carry out such a survey annually – the current survey covers the 2025-26 reporting period and tracks the baseline 2023-24 survey and the 2024-25 survey, both of which were also conducted by NWA.

8.2 The survey questionnaire was designed and appropriately worded and ordered to comply with the Regulator's guidelines, one of the Tenant Perception measures was complaint handling. The questions asked were:

Q9a: *Have you made a complaint to housing services at NWLDC in the last 12 months?*

Q9b: *(If 'Yes') How satisfied or dissatisfied are you with NWLDC's approach to complaints handling?*

- 8.3 Just under a quarter (23%) of all respondents (142 people) said that they have made a complaint to the Council's Housing Services in the last 12 months, whilst the remaining 77% of respondents have not made a complaint in the last 12 months – this represents a significantly lower proportion of respondents having complained in comparison to 2024/25 (37% 'yes'/ 63% 'no') and 2023/24 (33% 'yes'/ 67% 'no').
- 8.4 Just 3% (to nearest whole per cent) of those respondents that have made a complaint to the Council's Housing Service in the last 12 months, (five out of 140 respondents), were satisfied with its 'approach to complaints handling', whilst the remaining 97% were dissatisfied, (no respondents were 'neither satisfied nor dissatisfied'). Satisfaction in this regard has decreased significantly compared to 2024/25 (16% 'satisfied/ 72% 'dissatisfied') and 2023/24 (26% 'satisfied'/ 59% 'dissatisfied').
- 8.5 It is important to note that the wording of the Tenant Satisfaction Measure complaint question may have been interpreted differently from its intended purpose. The question is designed to measure satisfaction with the Council's approach to handling a complaint, rather than satisfaction with the underlying issue that gave rise to the complaint itself. Given that the reported satisfaction level is significantly lower than all other measures and represents a clear outlier, a further review has been undertaken. The comments provided by respondents who chose to explain their dissatisfaction appear, in many cases, to relate primarily to the original service issue rather than the way in which the complaint was managed. This may indicate that some respondents did not distinguish between dissatisfaction with the initial problem and dissatisfaction with the complaint handling process. In contrast, the Council's own internal feedback, gathered independently by the Feedback Officer who is separate from service delivery, presents a more positive picture of resident satisfaction with the complaint handling process. Those residents who agreed to complete the survey with the Feedback Officer all reported that they found it easy to make a complaint and were satisfied that they had been kept informed throughout the process.

9.0 Learning points

- 9.1 The Council treats every complaint as an opportunity to identify learning outcomes and improve service provision. Complaints are valuable not only in identifying service improvements, but in improving public perception and satisfaction with the Council as a whole. Each complaint can be an opportunity to make changes or service improvements on a small or greater scale. Analysis of the Council's complaints and the lessons recorded from those complaints shows a clear and consistent pattern in the areas where services need to improve. Across the complaints reviewed, the most common learning points relate to communication with residents, timely follow-up of outstanding issues, record keeping and case management, oversight of contractors, and the need for clearer internal processes and stronger service standards. While the complaints cover a range of council services, a significant proportion relate to housing and repairs, meaning that issues such as damp and mould, outstanding repairs, missed appointments and poor coordination of works feature strongly in the overall findings.
- 9.2 The analysis also shows that dissatisfaction is often caused not only by the initial service failure, but by the way the matter is then handled. Recorded

learning points repeatedly highlight situations where residents had to chase for updates, were given inconsistent information, experienced avoidable delays, or were left unclear about what action would happen next. This demonstrates that, alongside resolving the underlying issue, there is a need for services to be more consistent, better coordinated and more resident-focused in the way they communicate and manage cases. The complaints process has therefore provided valuable insight into recurring operational weaknesses and where service improvements should be prioritised.

9.3 The actions taken because of these complaints for 2025/26 broadly fall into the following area:

- **Improving communication with residents**
Services have identified the need to provide clearer explanations, more regular updates and better expectation management, so that residents understand what is happening and when.
- **Strengthening follow-up and case tracking**
Action has been taken to improve the monitoring of outstanding issues, follow-on works and unresolved cases, so that matters are progressed more promptly and are less likely to be overlooked.
- **Improving contractor oversight and coordination**
Complaints have highlighted the need for stronger management of contractors, including clearer accountability, closer monitoring of performance and better coordination between services and external providers.
- **Providing staff reminders, guidance and training**
Several complaints have led to reminders to staff about expected standards, alongside additional learning to improve professionalism, communication, complaint handling and consistency of response.
- **Reviewing and strengthening internal processes**
Services have used complaint outcomes to review procedures, improve internal controls and make changes to working practices aimed at preventing similar issues from recurring.
- **Improving quality assurance and inspections**
In some areas, learning has also pointed to the need for better checking of completed work, earlier identification of problems and stronger assurance that issues are resolved correctly first time.

9.4 Internally, work has been undertaken to strengthen how lessons learned from complaints are identified, shared and embedded across services, with the aim of improving both organisational culture and the overall customer experience. The Customer Services Team Manager and the Feedback Team have led this activity, focusing on practical actions to ensure that insight from complaints is consistently used to drive improvement. These actions include:

- Introducing a monthly internal communication to share statistical updates, key themes and lessons learned from complaints, alongside guidance on conducting effective investigations and drafting high-quality responses.
- Delivering briefing sessions to the Extended Leadership Team to highlight emerging issues and promote examples of good practice.

- Developing and issuing targeted guidance to support service improvement, including an Investigating Complaints Guide and a Compensation and Remedies Guide.
- Providing Root Cause Analysis training to managers across the Council to support more effective identification and resolution of underlying issues.
- Developing and delivering additional mandatory training by the Customer Services Team Manager to support complaint investigations, with a focus on strengthening empathy and ownership. This has been rolled out to all North West Leicestershire leaders and officers involved in handling complaints.
- Delivering customer care training to all frontline officers during 2025/26, using an external provider and actor-led scenarios to enhance engagement and learning outcomes.
- Designing and delivering a “Walking in the Customer’s Shoes” workshop by the Customer Services Team Manager to over 100 officers to date, aimed at increasing understanding of the customer journey and reinforcing a customer-focused culture across the organisation.
- Reviewing the customer contact standards to make them corporate and achievable.

9.5 Improvements for the forthcoming year of 2026/27 are:

- Focusing on the timeliness in responding to complaints to accord with the Council’s Delivery Plan targets of 100% within timeline.
- Continuing development plan on the importance of complaints across the council.
- Working with the housing improvement board to provide a greater understanding of the service.
- Reviewing the customer contact standards to make them corporate and achievable.
- Improving culture to one of a more customer centric one.

10.0 Member and MP enquiries

10.1 Member and MP Enquiry data is included in the annual formal enquiries report as it is acknowledged that there is great similarity between the types of complaints submitted and the types of Member/MP enquiries received. It is not uncommon for a resident to make a complaint and then contact their elected Member about the same issue.

10.2 For the period 1 April 2025 to 31 March 2026, a total of 530 Member Enquiries were received, compared with 705 in the previous year, representing a 25% decrease. However, it was identified in Quarter 3 of 2025/26 that some enquiries were not being submitted through the correct logging process. A reminder was subsequently issued to both Members and officers. An increase in enquiries recorded in Quarter 4 suggests that the Quarter 3 data may have been understated; accordingly, the overall reduction reported may not fully reflect actual enquiry volumes.

10.3 For the period 1 April 2025 to 31 March 2026, the total number of MP Enquiries received was 263, compared with 175 in the previous period. This is a 50% increase in the number of MP Enquiries compared with the previous year's figures.

Member and MP enquiries by service.

Service	Number of Member enquires	Number of MP enquires
Community Services	207	62
Customer Services	13	2
Economic Regeneration	2	2
Finance	1	0
Housing services	160	118
Legal and Commercial Services	15	6
Planning and Infrastructure	106	43
Revenues and Benefits	10	19
Not NWLDC function	16	11
Totals	530	263

11.0 Corporate Objectives and Priorities

- 11.1 The reporting of complaints is embedded in the Council's performance management process, giving further opportunity for issues to be raised throughout the year, and for wider corporate trends to be identified should they arise.
- 11.2 A robust and effective complaints' process ensures the Council is able to meet its vision, working collaboratively to deliver high quality services that support all communities in the District.
- 11.3 Reviewing and learning from complaints ensures the Council is committed to delivering its values. Delivering high standards in everything the Council does which shapes behaviours and builds trust with its residents.

12.0 Conclusion

- 12.1 Complaints at service level remain low, particularly when compared to the overall volume of interactions the Council has had with the public in the same period, this does not negate the fact that the Council takes each complaint seriously when investigating and act upon any learning that has been identified. The Council is not complacent about the matters raised.
- 12.2 More work is required with services on the culture around complaints to ensure consistency on timeliness of responses and the importance of complaints.
- 12.3 The consistency of complaints reporting suggests that the complaints process continues to work effectively, and that the public can make a complaint with ease. Where necessary, trends are identified by the feedback team and managed by individual services. The Customer Services Team Manager and Customer Experience Team Leader will continue to work closely with Services to identify ways to effectively manage and resolve complaints.

Policies and other considerations, as appropriate	
Council Priorities:	A well-run council
Policy Considerations:	Corporate Complaints Policy
Safeguarding:	None.
Equalities/Diversity:	None
Customer Impact:	The report provides an overview in to how residents experience Council services. Over the reporting period, the feedback has highlighted both areas of strength and opportunities for improvement. Where complaints have been upheld, the Council has taken steps to address root causes, whether that is through staff training, process reviews or improved communication.
Economic and Social Impact:	None.
Environment, Climate Change and zero carbon:	None
Consultation/Community Engagement:	None
Risks:	<p>A recurring pattern of complaints in specific areas may indicate deeper systemic issues. If left unaddressed, these could erode public confidence and lead to reputational damage.</p> <p>Delays in responding to or resolving complaints brings a risk to the Council's commitment to customer care. Timeliness is a critical factor in maintaining trust with our residents.</p> <p>Failure to act on complaint trends or to implement learning from upheld cases could leave the Council exposed to legal or regulatory scrutiny, particularly where vulnerable individuals are affected.</p> <p>If staff training, communication or policy clarity is not addressed, it may lead to service failures. These risks can compound over time, leading to increased volumes of complaints and greater strain on resources.</p>
Officer Contact	Nichola Oliver Customer Services Team Manager nichola.oliver@nwleicestershire.gov.uk