

Summary of complaints and compliments
1 April 2026 – 30 June 2026

Trend Analysis

The learning points show a clear pattern of reoccurring service issues across several teams. The dominant themes are communication failures, delays in service delivery, case management/monitoring weaknesses and complaint handling compliance.

Theme	Evidence	Frequency
Communication with residents	Reminders about responding to enquiries, acknowledging correspondence, keeping residents informed, explaining services clearly	Very High
Delays in service delivery	Follow-up repairs, pest control works, garden waste collections, contract works, escalation of cases	Very High
Case monitoring and record keeping	Monitoring repairs, action plans, ASB cases, record keeping, tracking follow-up actions	High
Complaint handling compliance	Adherence to Complaint Policy, Ombudsman Code, response times, administrative procedures	High
Staff knowledge/training	Correct diagnosis of repairs, providing accurate advice, use of correct wording with applicants	Medium
Cross-team working	Housing/Legal communication, Revenues/Customer Services coordination, tenancy/environmental issue coordination	Medium

1. Housing Repairs/Capitals Works is the highest reoccurring theme (4 learning actions)

- Timely follow-up repairs.
- Pest control follow-on works.
- Damp and mould investigations.
- Managing contractor delays and customer communication.

Trend:

Housing Repairs/Capitals Works complaints are primarily linked to **operational delays, case ownership, and communication with residents**. This suggests a need for stronger case tracking and contractor management processes.

Actions undertaken by the Housing Repairs Department:

An issue emerged in quarter one regarding the pest control contractor currently used by the Council.

Following the use of a new contractor, it was identified that the standard of work the Council expected was not being met which resulted in a influx of complaints regarding the pest control service.

In order to stop this issue, contract meetings were held with the contractor and the Council's expectations were clearly communicated. This has resulted in process changes by the contractor and no further complaints regarding pest control have been received.

2. Housing Operations is the second highest reoccurring theme (3 learning actions)

- Communication with residents.
- ASB case handling and assessment.
- Complaint response times.

Trend:

The majority of learning points relate to **customer communication and expectation management**, rather than policy failures.

3. Council Tax and Waste Services show emerging themes (2 learning actions each)

- Council Tax: record keeping, communication and complaint handling.
- Waste Services: timely collections, garden waste sticker delivery and assisted collections.

Trend:

Issues appear to stem from **administrative controls, customer responsiveness, service reliability and operational consistency**.

4. Single-occurrence learning areas

- Neighbourhood Wardens
- Customer Services
- Independent Living
- Housing Strategy
- Legal

These tend to focus on communication, documentation, escalation processes and resident engagement.

Cross-Cutting Organisational Themes

Across almost all teams, the learning points can be grouped into four reoccurring themes:

Theme	Evidence
Communication	Most frequently reoccurring learning point across Housing Operations, Housing Repairs, Legal, Housing Strategy, Council Tax and Neighbourhood Wardens
Timeliness	Delays in repairs, complaints, follow-up actions and service delivery
Case Management	Monitoring cases, recording actions, escalation and follow-up
Complaint Handling	Compliance with Complaint Policy, Ombudsman Code and response times

Emerging Organisational Issues

A. Communication is the largest single cause of complaints. Learning related to:

- Responding to residents.
- Keeping customers informed.
- Explaining decisions.
- Managing expectations.
- Acknowledging correspondence.

Implication: Communication failures are likely driving complaint escalation even when operational actions are eventually completed.

B. Delays drive customer dissatisfaction and increase complaints. Learning related to:

- Repair follow-ups.
- Pest control follow-on works.
- ASB case progression.
- Contract work actions.
- Complaint responses.
- Waste collections.

Implication: Delays are often compounded by poor communication, creating a dual failure of service and customer care.

C. Complaint handling requires continued focus and several departments were reminded about:

- Complaint Policy compliance.
- Housing Ombudsman Complaint Handling Code.
- 10-day response targets.
- Following complaint procedures correctly.

Implication: Complaint handling remains a reoccurring organisational learning area and may benefit from periodic refresher training.

Positive Indicators

The learning demonstrates that the Complaints Team are:

- Identifying root causes.
- Reviewing procedures (e.g., pest control process).
- Introducing preventative controls.
- Improving inter-team coordination.
- Considering service specification reviews.
- Planning training and reminders for staff.

Recommendations

Immediate Priorities

1. Strengthen communication standards across all services.
2. Introduce mandatory updates to residents when service delays occur.

3. Improve monitoring of follow-up actions and contractor activity.
4. Reinforce complaint handling requirements and timescales.

Medium-Term Priorities

1. Develop consistent case-management tracking across Housing services.
2. Enhance cross-service communication between teams.
3. Review service descriptions provided to residents to manage expectations.
4. Deliver refresher training on customer communication and complaint handling.

Management Summary

The complaints learning data suggests that communication failures and delays in service delivery remain the primary drivers of learning outcomes, particularly within Housing Operations and Housing Repairs. Future improvement work should therefore focus on:

1. Strengthening resident communication standards.
2. Improving case tracking and follow-up processes.
3. Ensuring complaint-handling compliance.
4. Monitoring repair and ASB actions more proactively.

This would address the majority of the reoccurring themes identified in the Q1 learning dataset.

Current Actions

The Complaints Team and the Housing Department continue to work closely together in order to improve the Complaints Process and Services within the Council as a whole.

As demonstrated above, works have been completed to ensure that the pest control Service has improved. As no further complaints relating to pest control have been received in quarter two, a marked improvement has been seen.

Further works are required to address the systemic issues highlight above, such as the repeated communication issues. Regular meetings are taking place between the Complaints Team and Housing Department to identify learnings at stage 1 and 2 of the complaint process and to embed the service improvements.

It has further been identified that the Housing Department require additional support within their Teams to handle their stage one complaints. It has been noted that there is a lack of resource within the Housing Department to deal with the increased number of complaints.

This has resulted in a number of complaints being upheld due to missed deadlines in relation to the Complaint Policy. In order to improve this, a second Complaints Officer is being recruited within the Housing Department with interviews taking place in September 2026.

Complaint Data

Departments should ensure that all complaints made to the Council are captured and recorded on the complaint database. This report includes statistics for quarter 1.

Breakdown of complaints over the last 3 years

Year	Stage 1	Stage 2	Ombudsman
2025/26	552	102	12
2024/25	429	81	7
2023/24	407	73	10

Breakdown of number of complaints upheld

The numbers in brackets show the previous quarters statistics.

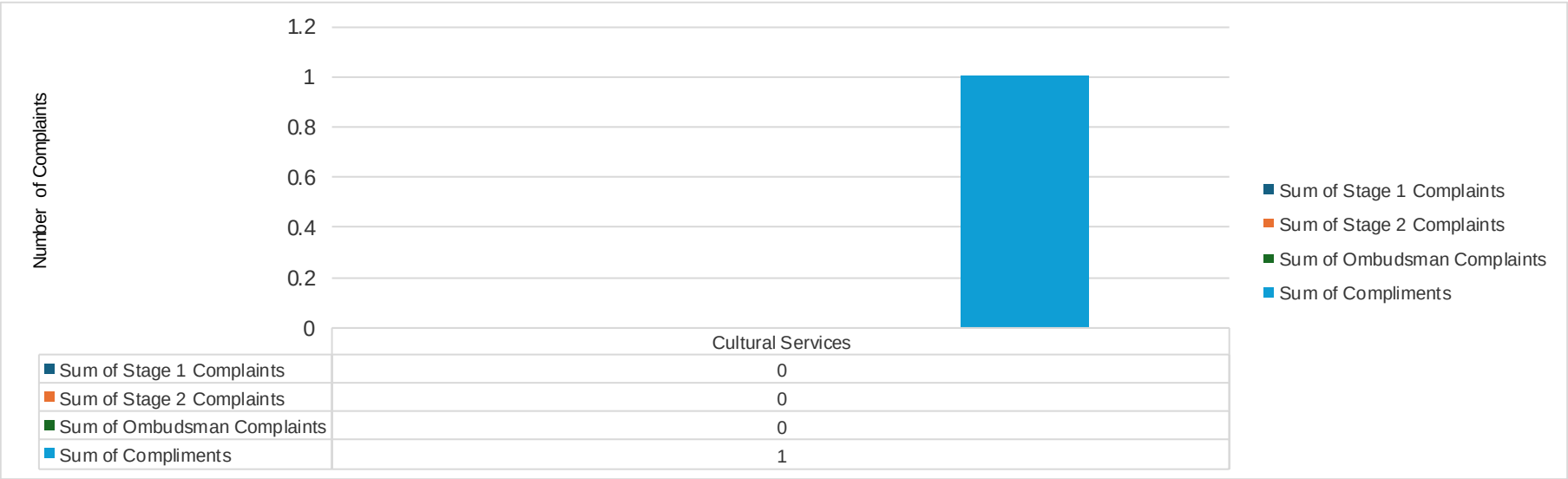
Determination	Stage 1	Stage 2	Ombudsman
Upheld	91 (39)	19 (12)	2 (1)
Not Upheld	171 (124)	17 (13)	0 (2)

Complaints received

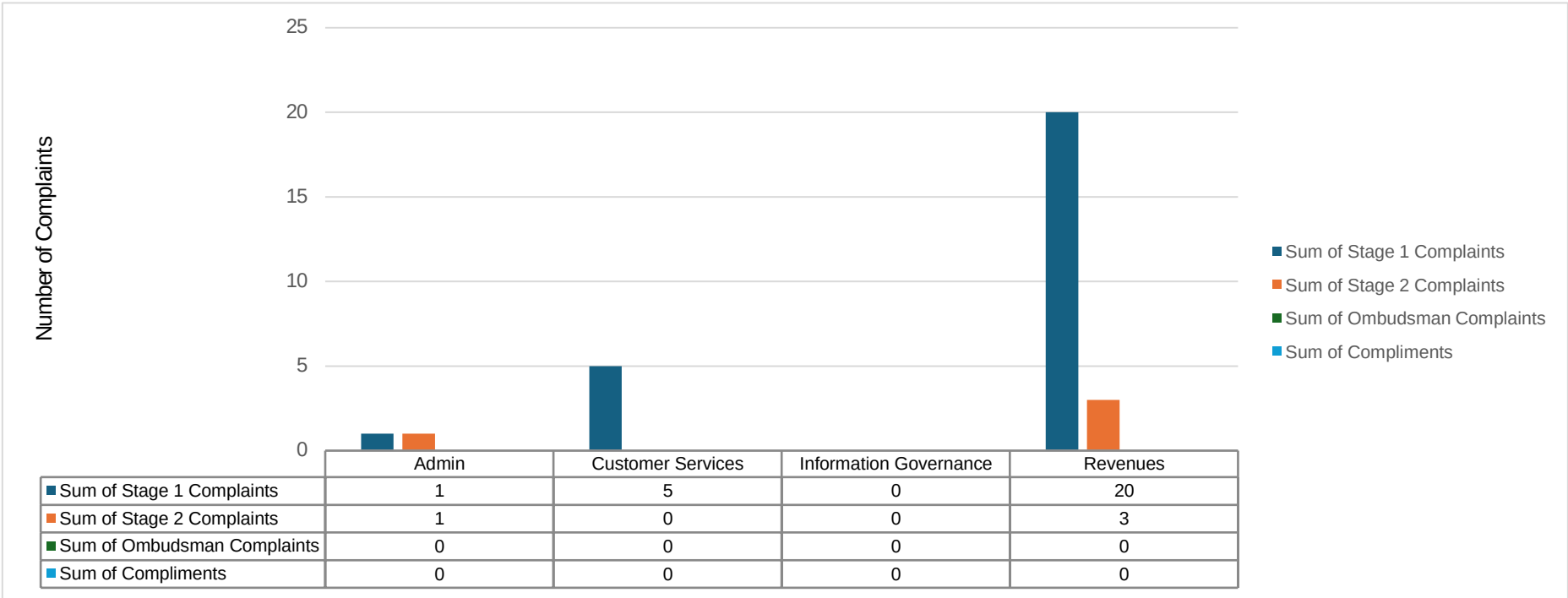
	Total	Chief Executive's Dept	Interim Deputy Chief Executive's Dept	Interim Director of Housing, Environmental Health and Communities Dept.	Interim Director of Planning and Economic Development Dept	Interim Director of Environment and Leisure Dept	Monitoring Officer Dept	Leisure
Number of Stage One complaints	262 (163)	0	26	108	13	114	1	0
Number of complaints concluded under Stage Two	36 (25)	0	4	22	3	7	0	0
Number of complaints determined by the Ombudsman	2 (3)	0	0	2	0	0	0	0

Breakdown of complaints and compliments by department and section

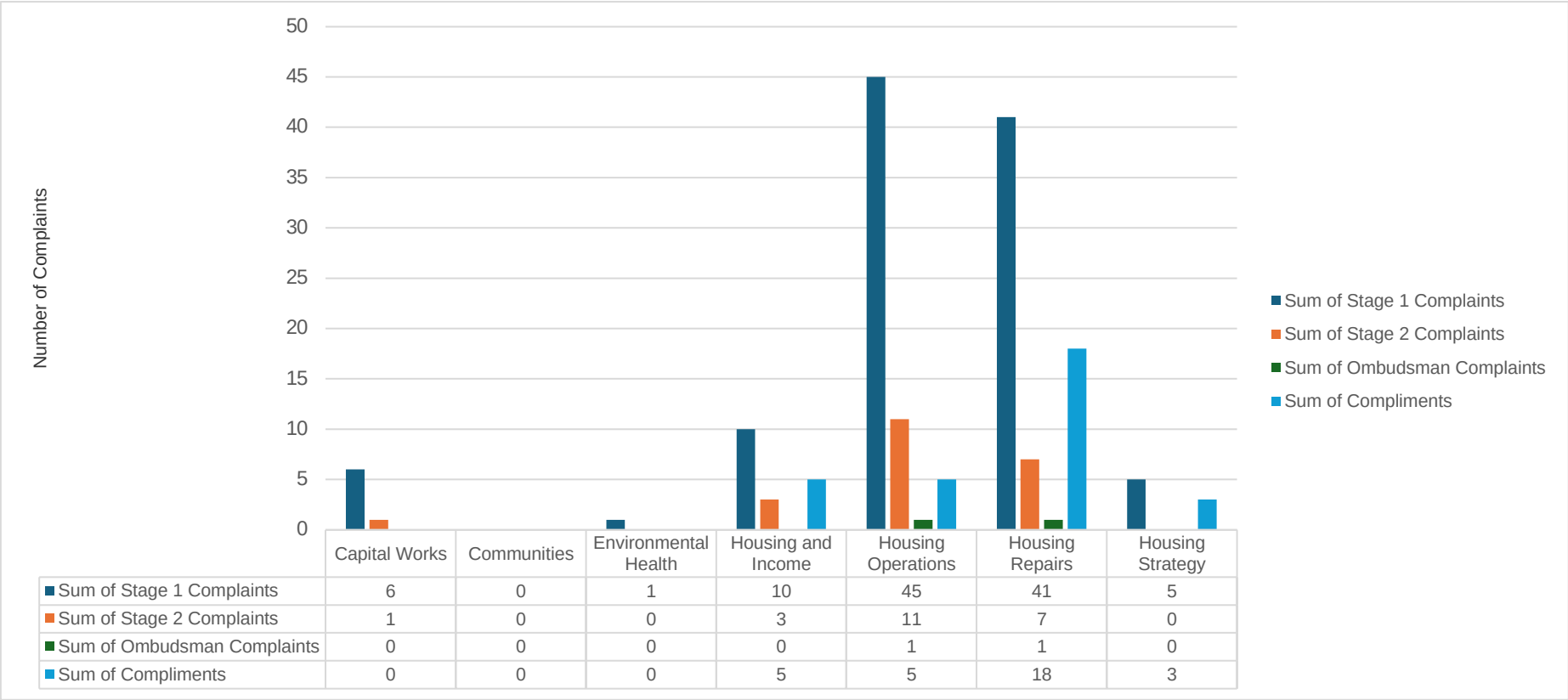
Chief Executive's Department



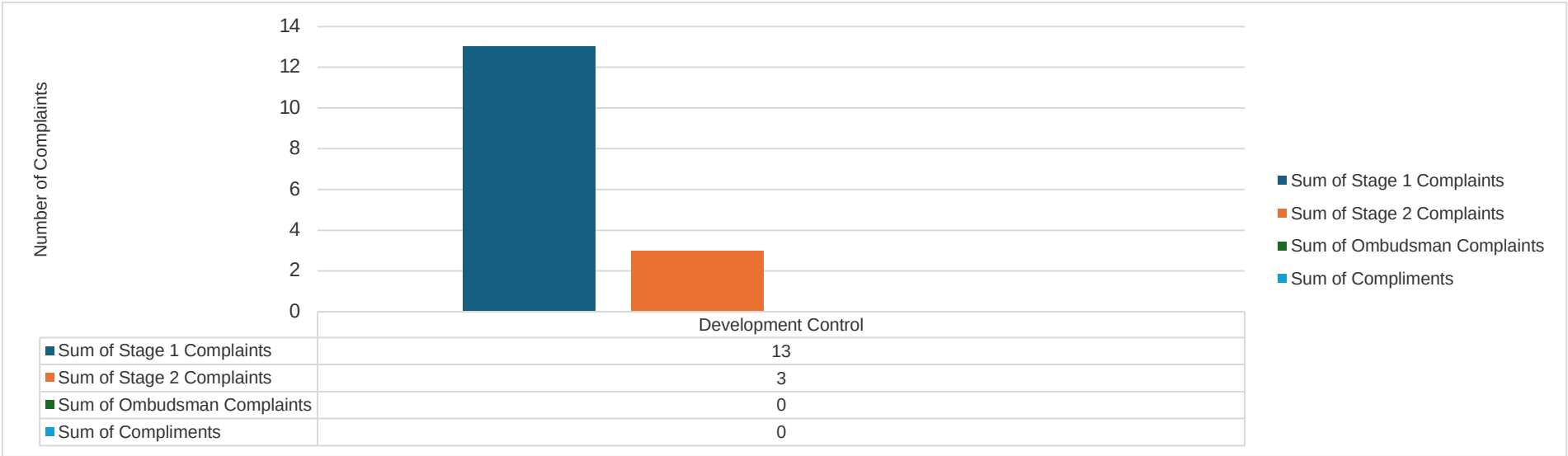
Interim Deputy Chief Executive’s Department



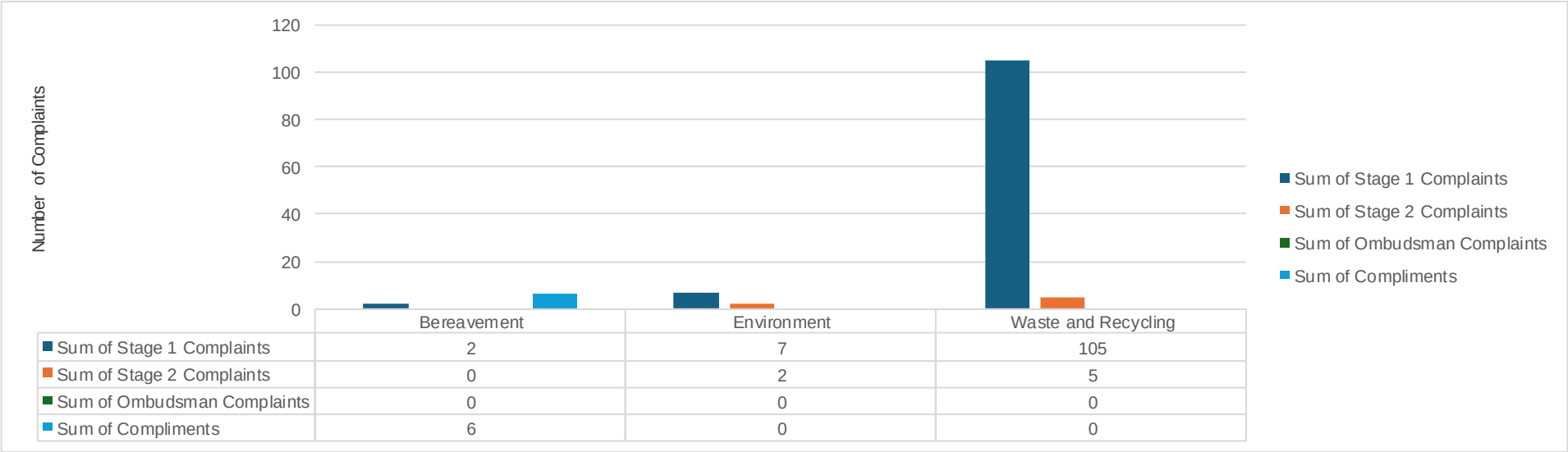
Interim Director of Housing, Environmental Health and Communities' Department



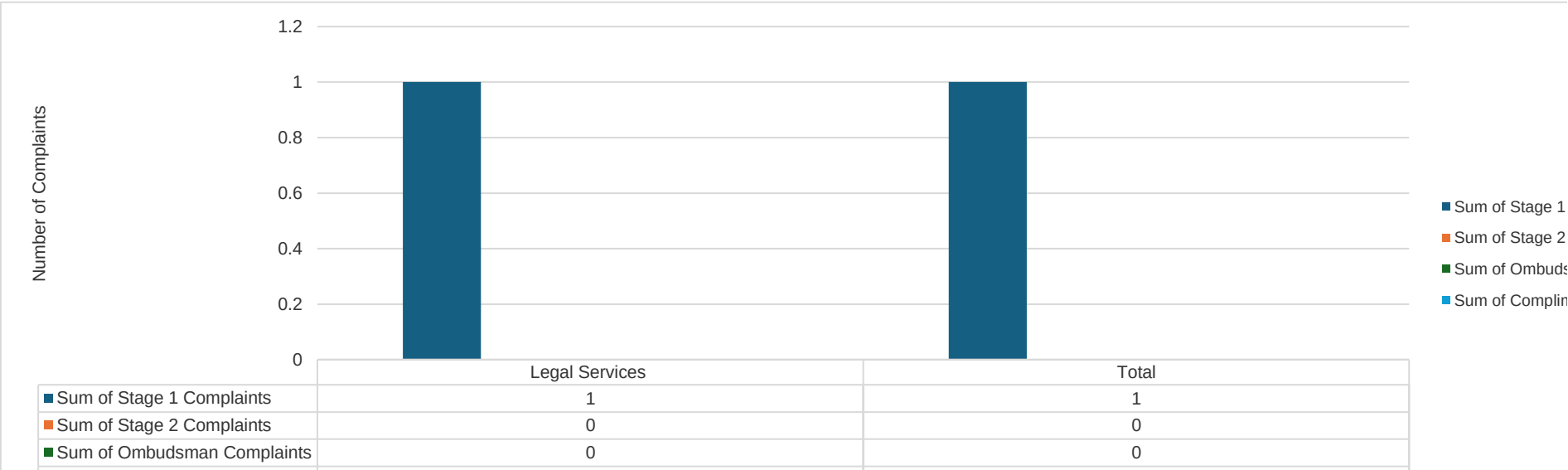
Interim Director of Planning and Economic Development’s Department



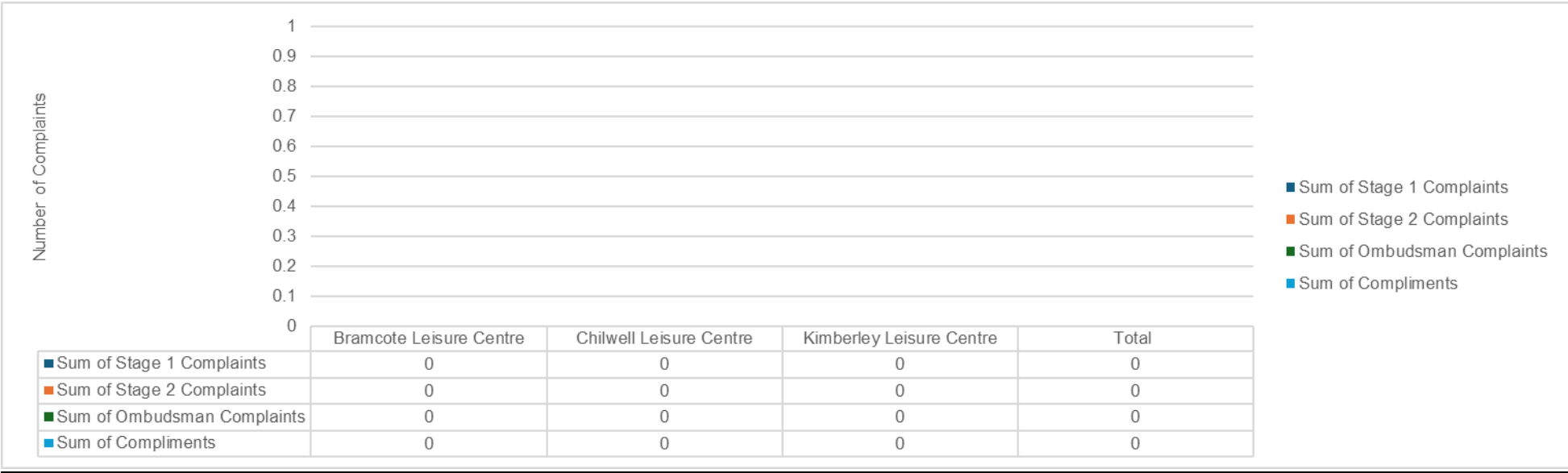
Interim Director of Environment and Leisure’s Department



Monitoring Officer’s Department

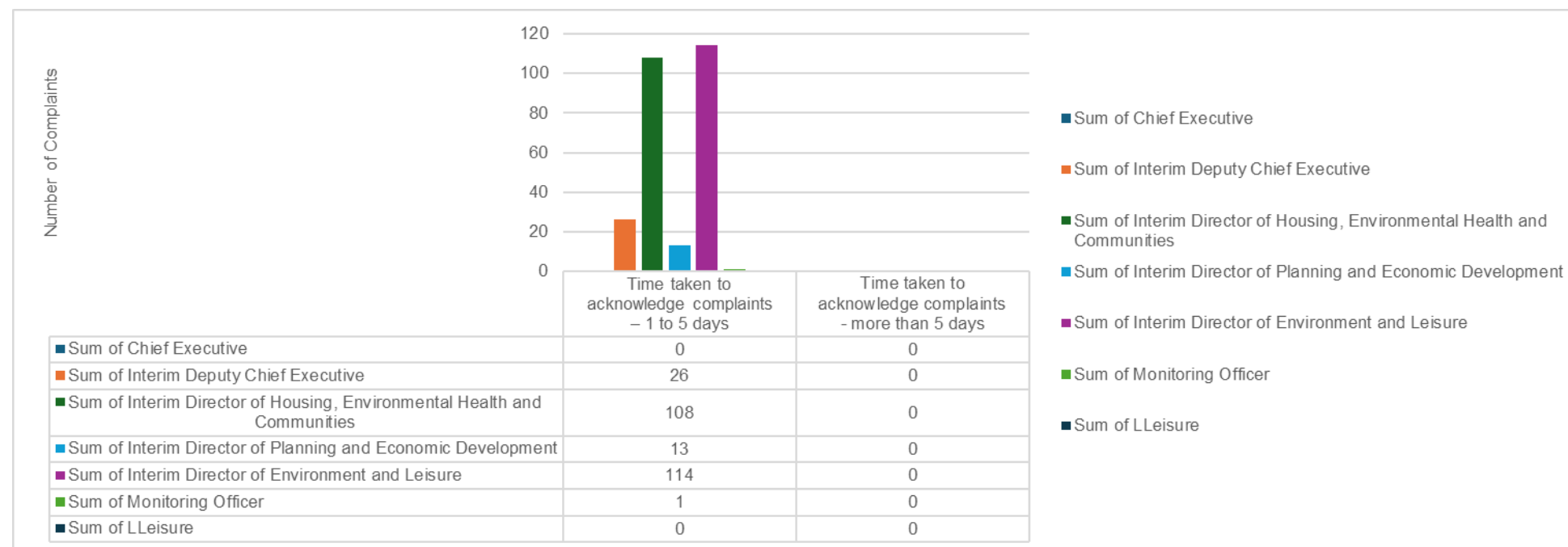


Liberty Leisure Ltd

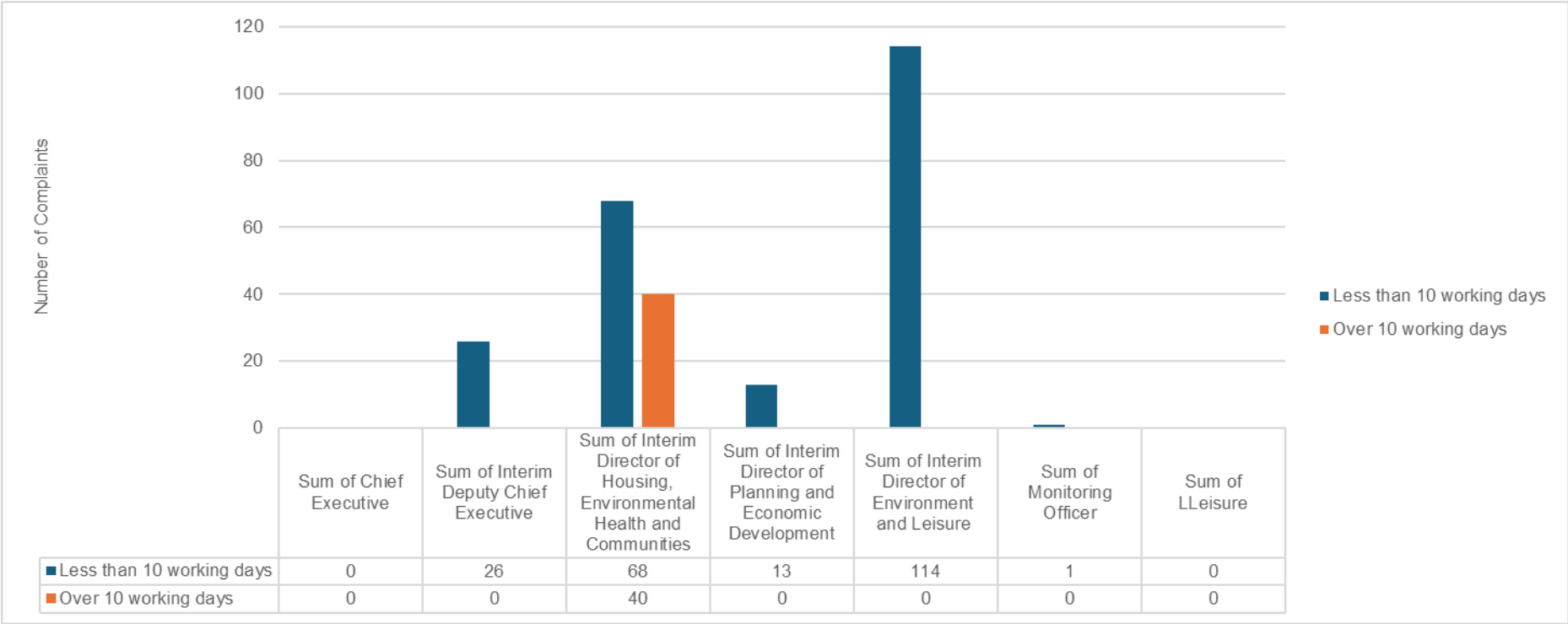


STAGE 1 - FORMAL COMPLAINTS TO THE SERVICE DEPARTMENT

Time taken to acknowledge receipt of stage one complaints:



Time taken to respond to stage one complaints:



Directorate / Section	Interim Director of Housing, Environmental Health and Communities Dept.	
	Number responded to outside of 10 working days	Number of complaints where an extension was sought
Housing Operations	15	5
Housing Repairs	23	6
Housing Strategy	1	1
Housing Income	1	0
TOTAL	40	12

It has been noted that there is a lack of resource within the Housing Department to deal with the increased number of complaints.

This has resulted in a number of complaints being upheld due to missed deadlines in relation to the Complaint Policy. In order to improve this, a second Complaints Officer is being recruited with interviews taking place in September 2026.

Compensation payments

The last three financial years compensation payment totals have been included below together with the current amount issued in 2026/27.

Year	Stage 1	Stage 2	Stage 3
2023/24	£3,500	£22,459	£6,270
2024/25	£3,100	£22,756	£4,400
2025/26	£24,685	£20,800	£1,000
2026/27	£8956.51	£3,600	£950

Stage 2 - Formal Complaints

36 formal complaints have been responded to in the first quarter; all of which were acknowledged within the 5 working day timescale.

All complaints were responded to in 20 working days.

Time taken to respond to stage two complaints:

	Total	Chief Executive's Dept	Interim Deputy Chief Executive's Dept	Interim Director of Housing, Environmental Health and Communities Dept.	Interim Director of Planning and Economic Development Dept	Interim Director of Environment and Leisure Dept	Monitoring Officer Dept	LEisure
Less than 20 working days	36	0	4	22	3	7	0	0
Over 20 working days	0	0	0	0	0	0	0	0

Housing Repairs

Complaint Detail	Outcome	Learning	Compensation/Remedy
Resident experienced a roof leak, prolonged rodent infestation, delays in pest removal, delayed replacement of loft insulation, failure to identify and block access points and a two-month delay in registering the complaint.	Upheld. The Council accepted that incorrect advice at the outset caused delays to both roofing and pest-control works. The complaint was also not registered promptly.	Better diagnosis of repair issues on first visit; improved pest-control follow-up; ensure access points are identified and blocked; improve complaint handling processes.	£1,000
Resident reported a long-term rodent problem and believed neighbouring environmental issues contributed to the infestation. Environmental concerns at the neighbouring property were not addressed promptly.	Upheld. Whilst causation could not be definitively proven, the Council accepted delayed management of environmental concerns may have exacerbated the problem.	Improve environmental risk escalation, strengthen coordination between teams and monitor long-term cases more effectively.	£300
Complaint regarding failed flooring works, disposal of laminate flooring and allegedly removed paving slabs.	Not Upheld. The Council concluded replacement works were completed appropriately and found no evidence that officers acted incorrectly.	No significant learning identified.	Re-offer of £350 goodwill payment previously offered.
Resident alleged property taps or water supply caused skin irritation.	Not Upheld. Investigations and confirmation from Severn Trent found no fault with the water supply or taps.	None identified.	None
Delays in completing chimney repairs and rodent-proofing works after scaffolding could	Upheld. Repairs team failed to proactively progress outstanding works and failed	Improve repair monitoring and ensure pest-control recommendations are	£500

Complaint Detail	Outcome	Learning	Compensation/Remedy
not initially be erected due to vegetation. Follow-up actions were not monitored effectively.	to identify and block rodent ingress points.	completed promptly.	
Resident dissatisfied with landscaping and garden works carried out by the Council.	Not Upheld. Investigation found the Council completed all works within its responsibility and no commitment existed for wider landscaping.	Inspection outcomes should be confirmed more clearly in writing.	None
Damp and mould complaint where specialist contractor recommendations were not acted upon promptly and damage to belongings was not properly recognised.	Upheld. Council accepted delays following contractor recommendations and acknowledged impact on resident's possessions.	Improve contractor management, damp investigations and communication where delays occur.	£250

Housing Operations

Complaint Detail	Outcome	Learning	Compensation/Remedy
ASB incidents involving a neighbour were reported but not properly assessed or progressed.	Upheld. Council accepted that reports were not correctly assessed despite appropriate referral to mediation.	Improve ASB decision-making and communication with residents.	£100
Complaint related to issues already investigated through previous complaints and Housing Ombudsman review.	Not Upheld. No new evidence identified.	None.	None
Resident's correspondence was repeatedly misdirected, sent to the wrong teams or lost entirely.	Upheld. Poor communication handling caused confusion and distress.	Customer Services reminded of responsibilities regarding correspondence handling. (While the complaint was relating to the Housing	£200

Complaint Detail	Outcome	Learning	Compensation/Remedy
		Operations Team, it was identified that Customer Services Team had failed in this instance).	
Housing and Legal teams failed to respond to enquiries fully or in a reasonable timeframe.	Upheld. Communication standards fell below expectations.	Improve responsiveness and ensure enquiries are answered fully. (While the complaint was relating to the Housing Operations Team, it was identified that Legal Services Team had failed in this instance).	£150
Resident was given incorrect information during housing needs interactions following the death of a family member.	Upheld. Council accepted that incorrect information and wording had been used.	Staff reminder and additional training regarding communication with applicants.	£250
Complaint about homelessness application handling.	Not Upheld. Evidence showed repeated attempts to contact the applicant and the Council followed procedure.	None.	None
Resident dissatisfied with handling of ASB case and complaint process.	Upheld. ASB investigation itself was appropriate, but complaint handling was delayed and correspondence was not acknowledged.	Improve acknowledgement of diary sheets and communication during investigations.	£100
Resident sought permission for a shed larger than policy allowed and believed expectations had not been explained.	Upheld. Lack of verbal clarity identified, but Council policy had been applied correctly.	Improve information provided during property viewings and home visits.	None
Residents challenged	Upheld. Charge was applied	Improve explanations of	None

Complaint Detail	Outcome	Learning	Compensation/Remedy
communal cleaning service charges believing no cleaning service was provided.	correctly, but communication regarding what the charge covered was poor.	communal service charges.	
Damp complaint subsequently withdrawn.	Withdrawn.	N/A	None
Complaint response exceeded statutory 10-day response timeframe and delay was not communicated.	Upheld. Complaint handling process was not followed correctly.	Strengthen monitoring of complaint deadlines and communication of delays.	£50

Housing Income

Complaint Detail	Outcome	Learning	Compensation/Remedy
Resident alleged the Housing Income Team cancelled direct debit payments.	Not Upheld. Evidence showed payments had been cancelled by the resident rather than officers.	Multiple account names may cause future payment processing issues.	None
Complaint about six-day telecare/Tunstall outage and alleged welfare concerns.	Not Upheld. Fault was attributable to Openreach infrastructure rather than the Council. Appropriate resident notification was provided.	None.	None
Challenge to tenancy termination debt after tenancy ended.	Not Upheld. Council followed correct legal process and liability remained valid.	None.	None

Council Tax / Revenues

Complaint Detail	Outcome	Learning	Compensation/Remedy
Council Tax enquiry was not answered directly and only addressed through complaint correspondence.	Upheld. Council accepted a more proactive response should have been provided.	Improve response times and ownership of customer enquiries.	Apology
Resident received court summons after communication failures between Revenues and Customer Services.	Upheld. Poor internal communication and record keeping resulted in unnecessary enforcement action.	Improve record keeping, inter-team communication and complaint administration.	Summons withdrawn and payment plan established
Resident disputed council tax recovery and enforcement action over multiple years.	Not Upheld. Investigation confirmed statutory notices were correctly issued and recovery procedures followed.	None.	None

Parks / Environment (Parks)

Complaint Detail	Outcome	Learning	Compensation/Remedy
Resident dissatisfied with delays in updates regarding enforcement action against a dog owner.	Upheld. Enforcement action was appropriate but communication was delayed.	Improve resident communications during investigations.	Apology
Complaint regarding installation of inclusive play equipment funded through a grant scheme.	Not Upheld. Decisions were made within approved funding frameworks.	Equality and diversity section added to future grant applications.	None
Objection to community events being held in a local park.	Not Upheld. Council balanced resident impact against wider community benefits.	None.	None

Environment (Waste)

Complaint Detail	Outcome	Learning	Compensation/Remedy
Complaint concerning refusal to collect tarmac and multiple missed-bin reports.	Not Upheld. Tarmac was correctly classified as non-household waste and procedures were followed.	None.	None
Resident experienced delays receiving a garden waste sticker and collection issues.	Upheld. Service standards were not met.	Improve sticker distribution and collection reliability.	Additional collection and hand-delivered sticker
Assisted collections were repeatedly missed and waste teams failed to collect several bins.	Upheld. Confusion regarding the property's location contributed to repeated service failures.	Reinforce assisted collection procedures.	£150
Complaint handling process failed because acknowledgements were not sent and investigation was incomplete.	Upheld. Administrative errors occurred although the substantive issues were addressed.	Improve complaint administration and investigation standards.	Apology

Planning

Complaint Detail	Outcome	Learning	Compensation/Remedy
Objection to planning approval due to concerns regarding flooding risk.	Not Upheld. Planning officer correctly applied national and local planning policies.	None.	None
Complaint seeking removal or relocation of Virgin Media cabinets.	Not Upheld. Cabinets constituted permitted development and Council lacked powers sought by complainant.	None.	None
Resident dissatisfied with lack of updates on an ongoing planning enforcement investigation.	Not Upheld. Investigation remained active, however communication could have been better.	Introduce proactive six-monthly updates for open cases.	None

Capital Works

Complaint Detail	Outcome	Learning	Compensation/Remedy
During nearby development works, contractor entered resident's property, used water supply and restricted driveway access for an extended period. Residents also raised concerns regarding boundaries and vermin.	Upheld. Council accepted failures regarding access arrangements and contractor conduct but found no evidence of boundary encroachment or link to vermin.	Develop written access agreements and monitor resident impacts during construction projects.	£200 , goodwill repairs and installation of privacy fencing

Administration

Complaint Detail	Outcome	Learning	Compensation/Remedy
Challenge to street naming and numbering arrangements for new-build properties.	Not Upheld. Council followed established addressing procedures correctly.	None.	None

**STAGE 3 – COMPLAINTS TO THE LOCAL GOVERNMENT OMBUDSMAN (LGO)
/HOUSING OMBUDSMAN (HO)****Stage 3 - Ombudsman Complaint****1. Complaint against Housing Repairs (complaint concluded in 2024/25) – HO****Complaint Upheld.****Complaint**

The concern raised was that the Council had not completed the damp and mould works at the complainants property.

Ombudsman's conclusion

The HO determined that Council arranged a damp and mould inspection for 27 November 2023.

This inspection was then completed on 19 January 2024 and a mould treatment carried out. This is a failing as the inspection was completed outside the landlord's policy timeframe. Although the damp and mould treatment was completed the same day, the delay in carrying out the inspection also meant this was not completed in a timely manner.

Additionally, the Council should have been more proactive in booking the appointment.

£500 was offered to complainant at stage 2 of the Council's complaint process. The HO requested that this be increased to £800. All actions were completed by the Council.

2. Complaint against Housing Repairs (complaint concluded in 2024/25) – HO**Complaint Upheld.****Complaint**

The concern raised was that the Council had investigated their report of Anti-Social Behaviour (ASB) appropriately.

Ombudsman's conclusion

The HO determined that across the ASB cases, the Council took several reasonable steps in line with its policy and used a range of methods to try and assist the resident.

However, there were service failures in that the Council did not recognise the delays in acknowledging the resident's ASB reports and inconsistent explanations about what forms of evidence it would accept.

The Council were ordered to pay £150 compensation to the complainant which has been completed.