

Annual Corporate Complaints Report 2025/26

Lead Member briefing: 20th July 2026

Tenant Scrutiny Panel: 29th July 2026

City Mayor Briefing: 6th August 2026

Housing Scrutiny Committee: 7th September 2026

Governance and Audit Committee: 16th September 2026

Assistant Mayor: Cllr Elly Cutkelvin

Lead Director: Chris Burgin

Will need to be filled in for Governance Services to proceed with publishing the decision. DO NOT DELETE. Governance Services will delete once they are satisfied due diligence has been done and the report is ready to publish.

If this is a key decision has it appeared on the published forward plan	
Anticipated date for decision (if required)	
Date of relevant scrutiny commission – please detail name of commission(s)	
Date of paperwork entering public domain (note: if considered by scrutiny, this will be the scrutiny agenda publication date)	
Media considerations: Is a press release required? Will this be proactive or reactive?	
Please include details of other relevant meetings/briefings as part of decision/consultation process: This should include details of discussions with relevant stakeholders and/or ward councillors.	

Useful information

- Ward(s) affected: All
- Report author: Helen McGarry, Programme Manager (Housing)
- Author contact details: 0116 454 5219
- Report version number: v2.1

1 Summary

- 1.1 This report provides an annual update on the Council's Corporate Complaints service, which excludes complaints about:

- Statutory Adult Social Care
- Statutory Children's Social Care
- Elected officials

these complaints are handled by separate teams and have different reporting arrangements.

- 1.2 Leicester City Council serves around 380,000 citizens and manages high levels of customer contact. During 2025/26 the Council received 1,435 formal complaints from customers in relation to service delivery. As the Council takes its responsibility for managing complaints seriously, this annual report sets out how these complaints have been handled, what we have learnt from the complaints we have received and what service improvements we have implemented (or are implementing) as a direct result of these complaints.

2 Recommended actions/decision

- 2.1 The purpose of this report is to provide an update to Members on the delivery of the Corporate Complaints Service for 2025/26.
- 2.2 Members of the Governance and Audit Committee are asked to review the report and provide a feedback statement on its content and the Council's approach to complaint handling, so these can be published as part of the self-assessment report. This is a requirement placed upon us by the Housing Ombudsman.

3 Scrutiny / stakeholder engagement

- 3.1 Complaint performance related to Housing Ombudsman cases was presented to the Tenant Scrutiny Panel on the 29th July 2026.
- 3.2 Housing Ombudsman complaints performance for 2025/26 was presented at the Housing Scrutiny Commission on the 7th September 2026.
- 3.3 This report will be subject to scrutiny at the Governance and Audit Committee on the 16th September 2026.

4 Complaints Policy

4.1 The Council operates a Corporate Complaints Policy which can be found at [Leicester City Council corporate complaints policy | Leicester City Council](#)

4.2 A review of the Complaints Policy took place during 2025/26; this has been scrutinised by the Housing Ombudsman, who have confirmed that the revised Policy meets their Complaint Handling Code, which we must adhere to in relation to complaint handling.

4.3 The definition of a corporate complaint is:

“an expression of dissatisfaction, however made, about the standard of service, actions or lack of action by us, our staff, or those acting on our behalf, affecting a resident or group of residents.”

This may include but is not limited to such things as unreasonable behaviour or conduct by a council employee, poor quality service provision, unexpected delay for agreed actions, a policy or procedure not being followed or poor-quality work undertaken. Generally, issues brought to the council’s attention for the first time are dealt with as a service request and are not processed as a complaint. However, these are escalated to a formal complaint if the customer remains dissatisfied with our response to the service request.

4.4 The Corporate Complaints Policy sets out how individual members of the public can complain to the council about matters that are covered by the Local Government and Social Care Ombudsman and the Housing Ombudsman. It also sets out what is not covered by this Policy, which includes:

- A new request for a service, or a report of an issue that we have not previously been made aware of
- Statutory Adult Social Care complaints, such as a delay in the Council making arrangements with a care agency following an assessment of social care needs. A separate team within Adult Social Care deal with these complaints
- Statutory Children’s Social Care complaints, such as where a social worker may have failed to progress actions recommended at a child protection conference. We also have a dedicated team who handle these complaints
- Complaints about elected officials, these are handled by the Council’s Monitoring Officer and the Standards Committee

4.5 As with many other local authorities the complaints we are receiving are becoming longer more complex in nature, particularly due to the increasing use of AI generated complaints, and investigations requiring involvement from more than one service area. Due to this, it is taking longer to investigate and provide a comprehensive response to complaints, and we cannot always respond within the

target times, reflected in our current performance. This is something we are looking to address as part of our improvement plans.

5 Housing Complaints (under the jurisdiction of the Housing Ombudsman)

- 5.1 The Housing Ombudsman specifically deals with complaints made by social housing tenants and leaseholders in relation to the housing services we provide as a social housing landlord, such as repairs, rents, service charges and anti-social behaviour.
- 5.2 A total of 1,435 corporate complaints were received in 2025/26, of which 787 (55%) were Housing Ombudsman related matters. The highest number of complaints were in relation to repairs to council homes.
- 5.3 For these complaints we have a two-stage process in place. At stage one we acknowledge the complaint within five working days and advise the tenant how we will deal with it. The issues will be investigated and Complaint Officers within the Corporate Complaints Team will provide a response to the issues raised. Our Policy states we have 10 working days to provide this response, following the issuing of the complaint acknowledgement. However, the Housing Ombudsman's Complaint Handling Code enables us to extend this response date by a further 10 working days if the issues raised are complex or we have good reason to do so.
- 5.4 Of the 787 stage 1 Housing Ombudsman complaints received, 499 (63.1%) were responded to within timescale. Performance against this indicator for all local authorities for 2025/26 will be published by the Housing Regulator in the Autumn. However, the 2024/25 national average for local authorities for this indicator was 75%. This shows that most local authorities are struggling to meet the Ombudsman response targets. The main challenges are ongoing budget pressures across the sector and an increase in the length and complexity of complaints received due to complainants using AI to write complaints. We are committed to improvement our response timescales and have already increased resourcing in the Complaints Team and are actively implementing a new IT system to help manage complaints which will improve efficiencies.
- 5.5 If the tenant is dissatisfied with the response to their stage 1 complaint, they have the right to escalate this to stage 2 of our complaints process for a review. Our Policy states we have 20 working days to provide a response to this. However, the Housing Ombudsman's Complaint Handling Code enables us to extend this response date by a further 20 working days if the issues raised are complex or we have good reason to do so.
- 5.6 118 out of the 787 stage 1 complaints progressed onto stage 2 of the process and 79 (67%) of these were responded to within timescale. When looking at the 2024/25 results for this indicator the national average among local authorities was 72.5%.
- 5.7 If the complainant remains dissatisfied after the stage 2 process, they can escalate their complaint to the Housing Ombudsman for an independent investigation of the issues raised and of our response to these.

5.8 The Housing Ombudsman has not formally published figures for 2025/26, however they have provided their provisional figures which are discussed below.

5.9 Between 1 April 2025 to 31 March 2026, 57 complaints were determined by the Housing Ombudsman. Of these, 5 were closed without investigation because they did not fall under the remit of the Housing Ombudsman, as such the Housing Ombudsman made determinations on 52 complaints.

5.10 Of the 52 complaints determined:

- 12 cases were found to have no maladministration and not upheld
- 40 cases were upheld with the determination being:
 - 17 cases of service failure (minor failing)
 - 22 cases of maladministration (moderate to high failing)
 - 1 case of severe maladministration (significant / serious failing)

5.11 The maladministration rate is 76.9% (40 cases out of 52), a lower percentage is typically seen as better and the national average for similar sized authorities in 2024/25 was 80%.

5.12 This also means that just 5.1% (40 out of 787) of Housing complaints received resulted in the Housing Ombudsman determining maladministration.

5.13 Complaints determined related to:

Theme	Number of cases
Communication and managing relationships	22
Repairs	13
Anti-social behaviour/abuse/nuisance	7
Estate management	5
Moving home	1
Occupancy rights	1
Health and safety	1
Information and data management	1
Financial issues	1

5.14 Under the Housing Ombudsman Scheme, the Housing Ombudsman can make orders, including orders to pay compensation. Social landlords are expected to comply with those orders, and the Housing Ombudsman has powers to issue Complaint Handling Failure Orders and make findings of non-compliance where a landlord fails to do so. This amount totalled £8,227 in 37 cases with individual payments ranging from £50 to £1,152.

5.15 The Housing division provides well over 100,000 services and interactions each year and the fact that the Housing Ombudsman found fault in only 40 cases shows that the Council is delivering good quality services in most cases, although there is continual learning to improve services as a direct result of complaints and feedback.

- 6 Corporate Complaints (under the jurisdiction of the Local Government and Social Care Ombudsman)**
- 6.1 Local Government and Social Care Ombudsman (LGSCO) complaints relate to all other non-social housing services provided by the Council.
- 6.2 A total of 1,435 complaints were received by the corporate complaints team in 2025/26, 648 (45%) of these were Local Government and Social Care Ombudsman related matters. Areas with the highest number of these complaints were in relation to:
- housing applications and homelessness
 - housing benefit and council tax support
 - roads, pavements and streetlighting
 - waste collection, rubbish and recycling
- 6.3 During 2025/26 there was a one stage process in place for dealing with these complaints. When we receive a complaint, this is acknowledged within five working days. The issues will be investigated and Complaint Officers within the Corporate Complaints Team who will provide a response to the issues raised. Our Policy states we have 10 working days to provide this response, following the issuing of the complaint acknowledgement. However, we can extend this response date by a further 10 working days if the issues raised are complex or we have good reason to do so.
- 6.4 442 (68%) of Local Government and Social Care Ombudsman complaints were responded to within timescale.
- 6.5 During 2025/26, if the complainant remained dissatisfied after the response, they could escalate their complaint to the Local Government and Social Care Ombudsman for an independent investigation of the issues raised and our response to these.
- 6.6 Although the stage 1 process has been in place for several years, the Local Government and Social Care Ombudsman has brought in a new requirement from the 1st April 2026, for Local Authorities to now have a 2-stage process in place, similar to that of the Housing Ombudsman. Our Complaints Policy has been reviewed to reflect this new arrangement and working practices have been in place since the 1st April 2026 to manage this.
- 6.7 Between 1 April 2025 to 31 March 2026 the Local Government and Social Care Ombudsman dealt with 143 complaints referred to them in relation to the council. Of these:
- 43 were closed because they did not fall under the remit of the Ombudsman.
 - 79 were closed requiring no further action following their initial assessment
 - 21 were progressed to a full investigation

- 6.8 Of the 21 complaints fully investigated, 15 complaints were upheld in favour of the complainant, which equates to 71% of complaints that were investigated being upheld. This compares with an average 85% upheld rate of other similar local authorities. Complaints upheld related to:
- School transport (2)
 - Special Educational Needs (6)
 - Social care support (1)
 - Safeguarding actions (1)
 - Housing applications and homelessness (4)
 - Delays in processing a business invoice (1).
- 6.9 This also means that just 2.3% (15 out of 648) of LGSCO complaints received resulted in the Ombudsman determining maladministration.
- 6.10 Unlike the Housing Ombudsman, the Local Government and Social Care Ombudsman cannot make legally binding orders. Instead, it may recommend remedies, including the payment of compensation. Whilst such recommendations are not legally binding, councils are generally expected to comply with them and any decision not to do so would require careful consideration and justification. The Council paid compensation in 8 of the 15 upheld cases, which amounted to a total of £11,900.
- 6.11 Leicester City Council provides thousands of services and interactions with the public each day and with only 15 cases being upheld by the ombudsman, this demonstrates that the Council is providing good services on a regular basis.
- 6.12 Further information about cases investigated by the Local Government and Social Care Ombudsman in 2025/26 can be found at [Leicester City Council - Local Government and Social Care Ombudsman](#)

7 Learning from complaints and service improvements resulting from complaints

- 7.1 As a large local authority delivering a vast number of services to the residents of Leicester each year, it is inevitable, that on some occasions we get things wrong. When this happens, we welcome complaints, so we have an opportunity to put things right. A fundamental part of the complaint management process is to learn lessons from complaints investigated internally as well as from the failings identified by the Ombudsman through their external investigation of cases. Since the complaints team joined the Housing division in 2025, we have undertaken a review to identify common themes around the complaints we have received. We then use this information to implement service improvements where appropriate.
- 7.2 During 2025/26, 55% of complaints related to issues covered by the Housing Ombudsman and the majority of these were related to Housing repairs. Our key areas for learning have therefore been focused on these cases; however, the intention is then to broaden the learning out to other areas moving forwards. There

are 5 key learning themes from the complaints we have investigated, and service improvements have been implemented to help address these. The 5 key themes are:

- Time taken to complete repairs to council tenant homes
- Quality of repair work in council tenant homes
- Communication
- Meeting the needs of vulnerable tenants
- Complaint handling

Time taken to complete repairs to council tenant homes

- 7.3 These complaints relate to missed targets or delays to work being completed. We know at the start of 2025 we had a high volume of out of category repairs, and this resulted in a backlog which meant we were unable to complete repairs as quickly as we would like.
- 7.4 As a result of this we undertook the following actions:
- significant additional funding and staffing resources have been assigned to our repairs service
 - implemented a re-structure of how some complex repairs are managed
 - implemented a single supplier framework for materials, ensuring we have a stable supply of items needed to complete repairs more quickly
 - improved our reporting information to better inform us of the demand on the repairs service and provide future projections
- 7.5 These actions have already had a positive impact on the repairs service, and we have seen a reduction in outstanding responsive repairs from 12,709 at 31st March 2025 to 9,467 at 31st March 2026, and this number continues to drop.
- 7.6 Reducing the number of outstanding repairs helps us to reduce the backlog which in turns helps complete newly reported repairs within our target timescales. While significant progress has been made, there is further work to do to reduce our outstanding repairs, but plans are in place to continue this during 2026/27. Further actions that will take place include:
- reviewing our categorisation of repairs, to reduce our target timescales
 - implementing a new IT solution for repairs, allowing for more efficient scheduling
 - further resources in targeted areas to manage ongoing demand
 - communication to raise tenant awareness of the impact on the service when we attend to undertake a repair and we cannot gain access to their property to complete the work

Quality of repair work in council tenant homes

- 7.7 These complaints are in relation to the quality of repair work undertaken, for example issues not fully put right. We have taken the following action to address this:
- increased resources within the Quality Control Team. This team sample checks jobs once they are completed to ensure the quality of work. This means any outstanding issues can be addressed and any performance related issues with our workforce are identified and training and guidance is provided.
 - reviewed the questions we ask in our repairs satisfaction survey we send to tenants after a repair is completed. This is helping to identify and resolve issues before a formal complaint needs to be raised.
 - implemented a single supplier framework for materials, ensuring we have quality materials needed to complete repairs to the appropriate standard.
 - established a learning from complaints workshop for repairs, to discuss complaints
- 7.8 We are committed to ongoing learning and improvement, in addition to the above we will:
- fully embed our learning from complaints for the repairs service. Regular workshops will be held with our Repairs Managers to review a sample of repair complaints received to capture learning and to agree service improvements.
 - once this structure has been embedded within the repairs service, we will roll out these learning workshops to other service areas within Housing and then the wider Council.

Communication

- 7.9 Communication issues are raised in most complaints we investigate. This can include not being kept up to date with the progress of a service request, delays in being provided with information or being provided with the wrong information. We know that improved communication with our tenants is a key service improvement required of us and the following steps have been taken to address this:
- We have improved the information we give to tenants prior to a repair's appointment, through telephone calls, text and email messages.
 - Tenants have told us that they want more face-to-face communication with our housing staff. As a result of this we have put in place "pop up" housing offices on our estates where tenants can discuss the resolution of issues before these are escalated to formal complaints.
 - We have established and consulted with the Tenant Scrutiny Panel to understand what information tenants want communicating to them, the frequency of this and their preferred methods of contact.

7.10 We acknowledge there is further work to be done, this includes:

- funding from the Housing Revenue Account has been allocated to fund a new Information and Knowledge Co-Ordinator post, who will start in the summer of 2026, specifically tasked with ensuring our communication is appropriate, in terms of content, timescale and communication channel.
- this postholder will lead on further developing our communication with tenants, taking on board the consultation feedback we have received from the Tenants Scrutiny Panel.
- the Information and Knowledge Co-ordinator will review the housing information we publish on our website, develop a tenant's newsletter and other communications, regular updates will be sent to tenants via email, text and in the post.
- the implementation of a new IT system for repairs will enable to us provide more real-time updates via email / text to tenants to confirm appointment details.

Meeting the needs of vulnerable tenants

7.11 There are processes and structures already in place to provide substantial support to vulnerable council tenants through our Supporting Tenants and Residents (STAR) team, our Income Management Team and through our Housing Officers. However, we have learnt, that on occasion, we don't always make appropriate reasonable adjustments to assist vulnerable tenants with their service delivery. This learning has been identified from some of the complaints that were investigated and upheld by the Housing Ombudsman during 2025/26. As a result of this we have:

- implemented a Vulnerable Person Policy that has been communicated to all staff.
- improved reporting on tenant demographics to ensure our services are being accessed by all.

7.12 We are committed to further improving in this area, and will:

- review the level of detail we hold on vulnerabilities within our IT systems, so we can ensure reasonable adjustments are undertaken for individual tenant's needs
- the implementation of a new IT system for repairs will allow us to provide our repairs staff with more information around reasonable adjustments required for our tenants

Complaint handling

7.13 Since April 2025 the Corporate Complaints Team has been managed within the Housing Division. Since this time, through the handling of complaints we have learnt that our approach to this needs to be improved. The key learning identified that has now led to service improvements include:

Learning	Service improvements
The staffing structure within the Complaints Team was insufficient to manage the volume of complaints received	Additional funding has been allocated for a new Corporate Complaints Manager role and an additional 1.5 FTE Complaints Officers. These new roles have now been recruited to.
The Complaints Policy did not meet all the requirements set down in the Housing Ombudsman's Complaint Handling Code	A full review of the Complaints Policy has taken place. Confirmation has been received from the Housing Ombudsman that the Policy is now compliant with their Code. Complaint information on the website has also been reviewed to ensure this reflects the revised policy and our complaints process is clear to residents
We needed to introduce a 2 stage complaints procedure for Local Government and Social Care Ombudsman complaints, as required by this Ombudsman from 1 st April 2026	This procedure was put in place from 1 st April 2026, and our Complaints Policy reflects the new 2 stage approach. Residents are now able to have their stage 1 complaint response reviewed, prior to escalating issues to the Ombudsman
We established that our IT Complaint Management System was not fit for purpose. This has meant that we have not been able to extract robust complaint performance management information from the current system	Approval has been granted to develop a new IT Complaints Management System. During 2025/26 our requirements for this have been scoped out and DDaT are currently developing the new system for implementation over the summer. We anticipate that enhanced complaint reporting will start to become available from the Autumn 2026.
We learnt that our template response letters to complaints were not fit for purpose and left out key information we needed to include.	We have reviewed all our template response letters, particularly to ensure complainants are clear on the next steps to take if they are not satisfied with the complaint response and to provide information about the relevant ombudsman
There were gaps in the knowledge in terms of effectively managing, investigating and responding to complaints	All Complaint Officers have received formal training on effective complaint handling, provided by an external organisation, Housing Quality Network. This training incorporated good practice guidelines in relation to complaint investigation and responses. This learning is now embedded in our working practices. On going support and training is now being provided by our Corporate Complaints Manager.
Each month the Housing Ombudsman produces a report with their learning from all Social Landlord cases where they have determined severe maladministration has	A quarterly report now goes to the Housing Senior Management Team meeting to enable discussion on this learning. Actions

occurred. There were no structures in place to consider this learning or to implement our own service improvements from this learning.

required are identified and a log in kept, to monitor the completion of these actions.

7.14 Although we have made these service improvements as a result of our learning from complaint handling, we know there is still more work to do, and we have a Complaints Service Improvement Plan in place. Key actions we will be progressing from this learning in 2026/27 includes:

- Implementation of the new IT Complaints Management System
- Enhanced complaints performance information for managers, the Tenant Scrutiny Panel, our wider tenants and political governance
- The development of a Complaints Remedy and Compensation Policy which will ensure appropriate action is taken as a result of upheld complaints
- Embed our structured approach to learning from complaints and implementation of service improvements resulting from the learning
- Undertake transactional surveys of residents submitting complaints to establish their satisfaction with the complaint handling process. Their feedback will help to identify further service improvements we can make
- Review our communications to ensure information about how to make a complaint is widely available
- Complete the review and implement of our Unacceptable Customer Behaviour Policy. This will provide guidance on what constitutes unacceptable behaviour, including those who make vexatious complaints. The policy will also state the actions available to the Council when managing unacceptable customer behaviour, but still ensuring these customers have access to the services they need.

7.15 While individual complaints relate to specific services, the broader picture shows that there are common themes in complaints across the Council:

- service accessibility
- communication failures
- delays in service delivery
- complex processes

7.16 Additional learning and actions have taken place for specific cases that fall under the jurisdiction of the Local Government and Social Care ombudsman. An overview of the main cases is provided below.

7.17 We identified the need to set up more robust checking processes for Education, Health and Care Plans. This led to the setting up of a process to ensure all sections within Education, Health and Care Plans are checked to enable additional funding requests to be considered in a timely manner. Also to ensure measures are put in place to ensure children with Speech and Language provision in an EHC Plan receive that provision while on a waiting list for an NHS therapist

- 7.18 The Council's response to a special educational needs and disability (SEND) school transport appeal lacked the detail required by the statutory guidance. A review of the SEND school transport policy and procedures took place to ensure it complies with the statutory guidance.
- 7.19 We identified that reasonable adjustments were not always considered when dealing with a service request in housing benefits. Guidance was given to staff to consider and provide reasonable adjustments to service users, specifically regarding how service users may require assistance to provide relevant information that may affect their benefit entitlement.
- 7.20 We identified there were sometimes delays in issuing accurate business invoices. A review of processes took place to ensure no ongoing delays to issuing accurate invoices.
- 7.21 We are already analysing complaints received between 1st April and 31st July 2026 to identify additional areas for learning, which is likely to include:
- Housing applications and homelessness
 - Housing benefit and council tax support
 - Waste, streets and environmental services

8 Housing Ombudsman Complaint Handling Code – Self-Assessment

- 8.1 Each year the Housing Ombudsman requires social landlords to carry out a self-assessment of their approach to dealing with complaints to see how this meets the Housing Ombudsman's Complaint Handling Code, which can be found at [The Complaint Handling Code | Housing Ombudsman Service](#)
- 8.2 The findings from our 2026 self-assessment can be found in Appendix A. It is a legal requirement to include this in our annual report to the Governance and Audit Committee.
- 8.3 There are 73 individual requirements set out in the Complaint Handling Code. Our 2025 self-assessment established that we were not fully compliant in 10 of the requirements. Improvement work has taken place to address most of these and our 2026 self-assessment has evidenced that there are now only 2 requirements with further work required:
- (Appendix A, 1.6) An expression of dissatisfaction with services made through a survey is not defined as a complaint, though wherever possible, the person completing the survey should be made aware of how they can pursue a complaint if they wish to. Where landlords ask for wider feedback about their services, they also must provide details of how residents can complain. An action has been added to our Complaints Improvement Plan to review the surveys we undertake with Council Tenants to ensure this information is made clear.
 - (Appendix A, 3.5) The Complaints Policy must explain how the landlord will publicise details of the complaints policy, including information about the Ombudsman and this Code. Our Complaints Policy states we will publicise how people can make a complaint in our public buildings. An action has

been added to our Complaints Improvement Plan to review our approach to this to ensure the requirement is met.

9 Financial, legal, equalities, climate emergency and other implications

9.1 Financial implications

There are no direct financial implications arising from this report. However, if the Council accepts fault for any complaints, this may include making a financial compensation payment to the complainant. Similarly, where either Ombudsman finds the Council at fault, compensation may also be required. In 2025/26, the Housing Ombudsman required payments totalling £8.27k and the Local Government & Social Care Ombudsman £11.9k. It is essential that we minimise the need for such payments, all of which need to be managed in current budgets.

Signed: Jade Draper, Principal Accountant

Dated: 15th July 2026

9.2 Legal implications

There are no direct legal implications arising from this report although it should be noted that effective complaints management can assist in some circumstances to mitigate the likelihood of legal action against the Council.

Signed: Kevin Carter, Head of Law – Commercial, Property and Planning

Dated: 18th July 2026

9.3 Equalities implications

Public authorities have a continuing Public Sector Equality Duty (PSED) which means that, in carrying out their activities (including designing and operating complaints procedures), they have a statutory duty to pay due regard to the need to eliminate unlawful discrimination, harassment and victimisation, to advance equality of opportunity between people who share a protected characteristic and those who don't and to foster good relations between people who share a protected characteristic and those who don't.

Protected Characteristics under the Equality Act 2010 are age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation.

The report provides an update to Members on the delivery of the Complaints Service for 2025/26. There are no direct equality implications arising from the report. Complaints are a valuable source of information which can help to identify recurring or underlying problems and potential improvements. Having a transparent, accessible complaints process provides a mechanism for people to hold the council accountable for its decisions, actions, and the services it delivers (or fails to deliver).

The revised complaints policy, the introduction of a two-stage process for Local Government and Social Care Ombudsman complaints, and the work to improve reasonable adjustments and complaint information will help ensure the process remains fair, accessible and responsive to residents' needs.

Signed: Equalities Officer, Surinder Singh, Ext 37 4148
Dated: 10 th July 2026

9.4 Climate Emergency implications

There are no significant climate emergency implications directly associated directly with this report.
Signed: Phil Ball, Sustainability Officer, Ext 37 2246
Dated: 14 th July 2026

10 Background information and other papers: N/A

11 Summary of appendices:

Appendix A – Housing Ombudsman Complaint Handling Code Self-Assessment

12 Is this a private report (If so, please indicate the reasons and state why it is not in the public interest to be dealt with publicly)? No

13 Is this a “key decision”? If so, why? No

Appendix A: Self-assessment form

This self-assessment form should be completed by the complaints officer and it must be reviewed and approved by the landlord's governing body at least annually.

Once approved, landlords must publish the self-assessment as part of the annual complaints performance and service improvement report on their website. The governing body's response to the report must be published alongside this.

Landlords are required to complete the self-assessment in full and support all statements with evidence, with additional commentary as necessary.

We recognise that there may be a small number of circumstances where landlords are unable to meet the requirements, for example, if they do not have a website. In these circumstances, we expect landlords to deliver the intentions of the Code in an alternative way, for example by publishing information in a public area so that it is easily accessible.

Section 1: Definition of a complaint

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
1.2	A complaint must be defined as: <i>'an expression of dissatisfaction, however made, about the standard of service, actions or lack of action by the landlord, its own staff, or those acting on its behalf, affecting a resident or group of residents.'</i>	Yes	Complaints Policy Leicester City Council corporate complaints policy Leicester City Council	This definition is stated in our Complaints Policy
1.3	A resident does not have to use the word 'complaint' for it to be treated as such. Whenever a resident expresses dissatisfaction landlords must give them	Yes	Complaints Policy	We take this approach and this is confirmed within our Complaints Policy

	the choice to make complaint. A complaint that is submitted via a third party or representative must be handled in line with the landlord's complaints policy.		Leicester City Council corporate complaints policy Leicester City Council	
1.4	Landlords must recognise the difference between a service request and a complaint. This must be set out in their complaints policy. A service request is a request from a resident to the landlord requiring action to be taken to put something right. Service requests are not complaints, but must be recorded, monitored and reviewed regularly.	Yes	Complaints Policy Leicester City Council corporate complaints policy Leicester City Council	We clarify the difference between service requests and complaints within our Complaints Policy
1.5	A complaint must be raised when the resident expresses dissatisfaction with the response to their service request, even if the handling of the service request remains ongoing. Landlords must not stop their efforts to address the service request if the resident complains.	Yes	Complaints Policy Leicester City Council corporate complaints policy Leicester City Council	This approach is taken and confirmed within our Complaints Policy
1.6	An expression of dissatisfaction with services made through a survey is not defined as a complaint, though wherever possible, the person	No		We do not take dissatisfaction raised through a survey as a complaint. However, we

	completing the survey should be made aware of how they can pursue a complaint if they wish to. Where landlords ask for wider feedback about their services, they also must provide details of how residents can complain.			need to review our survey forms over the next 12 months to ensure information is provided on how to make a complaint
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Section 2: Exclusions

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
2.1	Landlords must accept a complaint unless there is a valid reason not to do so. If landlords decide not to accept a complaint they must be able to evidence their reasoning. Each complaint must be considered on its own merits	Yes	Complaints Policy Leicester City Council corporate complaints policy Leicester City Council	Complaints are accepted unless they meet our exclusion criteria within the Complaints Policy
2.2	A complaints policy must set out the circumstances in which a matter will not be considered as a complaint or escalated, and these circumstances must be fair and reasonable to residents. Acceptable exclusions include:	Yes	Complaints Policy Leicester City Council corporate complaints policy Leicester City Council	Complaint exclusions, including those quoted in the Complaint Handling Code are included in our Complaints Policy

	• The issue giving rise to the complaint occurred over twelve months ago. • Legal proceedings have started. This is defined as details of the claim, such as the Claim Form and Particulars of Claim, having been filed at court. • Matters that have previously been considered under the complaints policy.			
2.3	Landlords must accept complaints referred to them within 12 months of the issue occurring or the resident becoming aware of the issue, unless they are excluded on other grounds. Landlords must consider whether to apply discretion to accept complaints made outside this time limit where there are good reasons to do so.	Yes	Complaints Policy Leicester City Council corporate complaints policy Leicester City Council	Our Complaints Policy states we will accept complaints received within the issue occurring or the resident becoming aware of the issue. The Policy also states we will apply discretion for complaints received outside of this timeframe
2.4	If a landlord decides not to accept a complaint, an explanation must be provided to the resident setting out the reasons why the matter is not suitable for the complaints process and the right to take that decision to the Ombudsman. If the Ombudsman does not agree that	Yes	Template response documents	When we do not accept a complaint we advise the resident of the reason. We also provide information about contacting the Ombudsman

	the exclusion has been fairly applied, the Ombudsman may tell the landlord to take on the complaint.			
2.5	Landlords must not take a blanket approach to excluding complaints; they must consider the individual circumstances of each complaint.	Yes	Complaints Policy Leicester City Council corporate complaints policy Leicester City Council	We do not take a blanket approach to excluding complaints, these are considered on an individual basis. Complaints are excluded only when they meet our exclusion criteria within the Complaints Policy

Section 3: Accessibility and Awareness

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
3.1	Landlords must make it easy for residents to complain by providing different channels through which they can make a complaint. Landlords must consider their duties under the Equality Act 2010 and anticipate the needs and reasonable adjustments of residents who may need to access the complaints process.	Yes	Complaints Policy Leicester City Council corporate complaints policy Leicester City Council	We have a range of ways people can make complaints e.g. online, by telephone, in person. These and our approach to making reasonable adjustments is contained in our Complaints Policy

3.2	Residents must be able to raise their complaints in any way and with any member of staff. All staff must be aware of the complaints process and be able to pass details of the complaint to the appropriate person within the landlord.	Yes	Complaints Policy Leicester City Council corporate complaints policy Leicester City Council	Our approach to this requirement is contained within our Complaints Policy
3.3	High volumes of complaints must not be seen as a negative, as they can be indicative of a well-publicised and accessible complaints process. Low complaint volumes are potentially a sign that residents are unable to complain.	Yes	Not applicable	We do not consider high volumes of complaints as a negative
3.4	Landlords must make their complaint policy available in a clear and accessible format for all residents. This will detail the two stage process, what will happen at each stage, and the timeframes for responding. The policy must also be published on the landlord's website.	Yes	Complaints Policy Leicester City Council corporate complaints policy Leicester City Council	Our Complaints Policy is published on our website, paper copies are available and in other formats / languages on request.
3.5	The policy must explain how the landlord will publicise details of the complaints policy, including information about the Ombudsman and this Code.	No	Complaints Policy Leicester City Council corporate complaints policy Leicester City Council	Information about how we will publicise complaint information is contained within our Complaints Policy. During 2026 / 27 we intend to provide more information about making a complaint to

				be displayed in our Council buildings
3.6	Landlords must give residents the opportunity to have a representative deal with their complaint on their behalf, and to be represented or accompanied at any meeting with the landlord.	Yes	Complaints Policy Leicester City Council corporate complaints policy Leicester City Council	This opportunity is stated in our Complaints Policy
3.7	Landlords must provide residents with information on their right to access the Ombudsman service and how the individual can engage with the Ombudsman about their complaint.	Yes	Complaints Policy Leicester City Council corporate complaints policy Leicester City Council Template complaint responses	Information is contained in our Complaints Policy. We also provide information about the Ombudsman when we provide responses to complaints

Section 4: Complaint Handling Staff

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
4.1	Landlords must have a person or team assigned to take responsibility for complaint handling, including liaison with the Ombudsman and ensuring complaints are reported to the governing body (or equivalent). This Code will refer to that person or team as the 'complaints officer'. This role may be in addition to other duties.	Yes	Corporate Complaints Team	We have a dedicated Corporate Complaints Team that is responsible for complaint handling and liaison with the Ombudsman

4.2	The complaints officer must have access to staff at all levels to facilitate the prompt resolution of complaints. They must also have the authority and autonomy to act to resolve disputes promptly and fairly.	Yes	Complaint case records	The Corporate Complaints Team liaises with officers at all levels to facilitate the resolution of complaints
4.3	Landlords are expected to prioritise complaint handling and a culture of learning from complaints. All relevant staff must be suitably trained in the importance of complaint handling. It is important that complaints are seen as a core service and must be resourced to handle complaints effectively	Yes	Learning from complaint information	A dedicated Corporate Complaints Team is in place. Work has started to put structures in place to more robustly learn from complaints and this will be further developed during 2026/27

Section 5: The Complaint Handling Process

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
5.1	Landlords must have a single policy in place for dealing with complaints covered by this Code. Residents must not be treated differently if they complain.	Yes	Complaints Policy Leicester City Council corporate complaints policy Leicester City Council	We have a single Complaints Policy

5.2	The early and local resolution of issues between landlords and residents is key to effective complaint handling. It is not appropriate to have extra named stages (such as 'stage 0' or 'informal complaint') as this causes unnecessary confusion.	Yes	Complaints Policy Leicester City Council corporate complaints policy Leicester City Council	We do not have informal or additional complaint stages, that sit outside of the Complaint Handling Code
5.3	A process with more than two stages is not acceptable under any circumstances as this will make the complaint process unduly long and delay access to the Ombudsman.	Yes	Complaints Policy Leicester City Council corporate complaints policy Leicester City Council	We only have a two stage complaints process in place
5.4	Where a landlord's complaint response is handled by a third party (e.g. a contractor or independent adjudicator) at any stage, it must form part of the two stage complaints process set out in this Code. Residents must not be expected to go through two complaints processes.	Yes	Complaints Policy Leicester City Council corporate complaints policy Leicester City Council	This is confirmed in our Complaints Policy. Where a complaint refers to a third party our Complaints Officers will liaise directly with them. Residents are not expected to resolve their complaint directly with the third party
5.5	Landlords are responsible for ensuring that any third parties handle complaints in line with the Code.	Yes	Complaints Policy Leicester City Council corporate complaints policy Leicester City Council	When a third party is involve the Complaints Officer will ensure the Complaint Handling Code requirements are met

5.6	When a complaint is logged at Stage 1 or escalated to Stage 2, landlords must set out their understanding of the complaint and the outcomes the resident is seeking. The Code will refer to this as “the complaint definition”. If any aspect of the complaint is unclear, the resident must be asked for clarification.	Yes	Complaint response examples	The complaint definition is provided in all our complaint responses. An internal process is in place to seek clarification about the complaint from the resident if this is needed.
5.7	When a complaint is acknowledged at either stage, landlords must be clear which aspects of the complaint they are, and are not, responsible for and clarify any areas where this is not clear.	Yes	Complaint response examples Complaints Policy Leicester City Council corporate complaints policy Leicester City Council	Our Complaints Policy states that this approach is taken
5.8	At each stage of the complaints process, complaint handlers must: a. deal with complaints on their merits, act independently, and have an open mind; b. give the resident a fair chance to set out their position; c. take measures to address any actual or perceived conflict of interest; and	Yes	Complaint case records	Complaint Officers are trained to ensure this requirement is met through their investigations and complaint responses

	d. consider all relevant information and evidence carefully.			
5.9	Where a response to a complaint will fall outside the timescales set out in this Code, the landlord must agree with the resident suitable intervals for keeping them informed about their complaint.	Yes	Complaint case records Complaints Policy Leicester City Council corporate complaints policy Leicester City Council	When this happens we liaise directly with the resident to agree timescales for keeping them informed about their complaint. This is also confirmed in our Complaints Policy
5.10	Landlords must make reasonable adjustments for residents where appropriate under the Equality Act 2010. Landlords must keep a record of any reasonable adjustments agreed, as well as a record of any disabilities a resident has disclosed. Any agreed reasonable adjustments must be kept under active review.	Yes	Complaint case records Complaints Policy Leicester City Council corporate complaints policy Leicester City Council	This occurs on a case-by-case basis. Our commitment to making reasonable adjustments is stated in our Complaints Policy
5.11	Landlords must not refuse to escalate a complaint through all stages of the complaints procedure unless it has valid reasons to do so. Landlords must clearly set out these reasons, and they must comply with the provisions set out in section 2 of this Code.	Yes	Complaint case records	All requests for complaints to be escalated are accepted

5.12	A full record must be kept of the complaint, and the outcomes at each stage. This must include the original complaint and the date received, all correspondence with the resident, correspondence with other parties, and any relevant supporting documentation such as reports or surveys.	Yes	Complaints IT system	Information is recorded on our Complaints IT system. Work is taking place to develop a new IT system for managing complaints which will enhance our record keeping
5.13	Landlords must have processes in place to ensure a complaint can be remedied at any stage of its complaints process. Landlords must ensure appropriate remedies can be provided at any stage of the complaints process without the need for escalation.	Yes	Complaint case records	Our focus is to resolve issues raised in complaints at stage 1 but we will continue to seek remedies if the complaint is escalated to stage 2
5.14	Landlords must have policies and procedures in place for managing unacceptable behaviour from residents and/or their representatives. Landlords must be able to evidence reasons for putting any restrictions in place and must keep restrictions under regular review.	Yes	Unacceptable behaviour policy	We have a policy in place and a monitoring system that records reasons, restrictions and reviews
5.15	Any restrictions placed on contact due to unacceptable behaviour must be proportionate and demonstrate regard	Yes	Unacceptable behaviour policy Case records	Restrictions on contact are considered on a case by case basis and a range of

	for the provisions of the Equality Act 2010.			options are available. This is to ensure residents can still access services they require
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Section 6: Complaints Stages

Stage 1

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
6.1	Landlords must have processes in place to consider which complaints can be responded to as early as possible, and which require further investigation. Landlords must consider factors such as the complexity of the complaint and whether the resident is vulnerable or at risk. Most stage 1 complaints can be resolved promptly, and an explanation, apology or resolution provided to the resident.	Yes	Complaint case records	All complaints are assessed when they are received to establish whether they can be addressed straight away or require more in-depth investigation
6.2	Complaints must be acknowledged, defined and logged at stage 1 of the complaints procedure <u>within five working days of the complaint being received.</u>	Yes	Complaint case records Complaints Policy Leicester City Council corporate complaints policy Leicester City Council	These timescales are defined in our Complaints Policy

6.3	Landlords must issue a full response to stage 1 complaints <u>within 10 working days</u> of the complaint being acknowledged.	Yes	Complaint case records Complaints Policy Leicester City Council corporate complaints policy Leicester City Council	These timescales are defined in our Complaints Policy
6.4	Landlords must decide whether an extension to this timescale is needed when considering the complexity of the complaint and then inform the resident of the expected timescale for response. Any extension must be no more than 10 working days without good reason, and the reason(s) must be clearly explained to the resident.	Yes	Complaints Policy Leicester City Council corporate complaints policy Leicester City Council	This approach is defined in our Complaints Policy
6.5	When an organisation informs a resident about an extension to these timescales, they must be provided with the contact details of the Ombudsman.	Yes	Complaint response examples	The Ombudsman contact details are provided on all correspondence we have with complainants
6.6	A complaint response must be provided to the resident when the answer to the complaint is known, not when the outstanding actions required to address the issue are completed. Outstanding	Yes	Complaint response examples Complaints Policy	Our commitment to this is referenced in our Complaints Policy

	actions must still be tracked and actioned promptly with appropriate updates provided to the resident.		Leicester City Council corporate complaints policy Leicester City Council	
6.7	Landlords must address all points raised in the complaint definition and provide clear reasons for any decisions, referencing the relevant policy, law and good practice where appropriate.	Yes	Complaint response examples	Information is provided on a case-by-case basis when this information is required
6.8	Where residents raise additional complaints during the investigation, these must be incorporated into the stage 1 response if they are related and the stage 1 response has not been issued. Where the stage 1 response has been issued, the new issues are unrelated to the issues already being investigated or it would unreasonably delay the response, the new issues must be logged as a new complaint.	Yes	Complaints Policy Leicester City Council corporate complaints policy Leicester City Council	Our approach to this requirement is stated in our Complaints Policy
6.9	Landlords must confirm the following in writing to the resident at the completion of stage 1 in clear, plain language: a. the complaint stage; b. the complaint definition; c. the decision on the complaint;	Yes	Complaint template letters Responses to complaints	Our complaint response templates include the requirement for this information to be provided

	d. the reasons for any decisions made; e. the details of any remedy offered to put things right; f. details of any outstanding actions; and g. details of how to escalate the matter to stage 2 if the individual is not satisfied with the response.			
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Stage 2

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
6.10	If all or part of the complaint is not resolved to the resident's satisfaction at stage 1, it must be progressed to stage 2 of the landlord's procedure. Stage 2 is the landlord's final response.	Yes	Complaints Policy Leicester City Council corporate complaints policy Leicester City Council	This approach is confirmed in our Complaints Policy
6.11	Requests for stage 2 must be acknowledged, defined and logged at stage 2 of the complaints procedure within five working days of the escalation request being received.	Yes	Complaints Policy Leicester City Council corporate complaints policy Leicester City Council	Our commitment to this is detailed in our Complaints Policy

6.12	Residents must not be required to explain their reasons for requesting a stage 2 consideration. Landlords are expected to make reasonable efforts to understand why a resident remains unhappy as part of its stage 2 response.	Yes	Complaint case records	We do not require residents to explain why they want to escalate their complaint to stage 2 of the process
6.13	The person considering the complaint at stage 2 must not be the same person that considered the complaint at stage 1.	Yes	Complaint case records	Internal processes are in place to ensure a different Complaints Officer considers stage 2 complaints, to the officer dealing with the case at stage 1
6.14	Landlords must issue a final response to the stage 2 <u>within 20 working days</u> of the complaint being acknowledged.	Yes	Complaint case records Complaints Policy Leicester City Council corporate complaints policy Leicester City Council	These timescales are defined in our Complaints Policy
6.15	Landlords must decide whether an extension to this timescale is needed when considering the complexity of the complaint and then inform the resident	Yes	Complaints Policy	This approach is defined in our Complaints Policy

	of the expected timescale for response. Any extension must be no more than 20 working days without good reason, and the reason(s) must be clearly explained to the resident.		Leicester City Council corporate complaints policy Leicester City Council	
6.16	When an organisation informs a resident about an extension to these timescales, they must be provided with the contact details of the Ombudsman.	Yes	Complaint response examples	The Ombudsman contact details are included in all our correspondence with complainants
6.17	A complaint response must be provided to the resident when the answer to the complaint is known, not when the outstanding actions required to address the issue are completed. Outstanding actions must still be tracked and actioned promptly with appropriate updates provided to the resident.	Yes	Complaint response examples Complaints Policy Leicester City Council corporate complaints policy Leicester City Council	Our commitment to this is referenced in our Complaints Policy
6.18	Landlords must address all points raised in the complaint definition and provide clear reasons for any decisions, referencing the relevant policy, law and good practice where appropriate.	Yes	Complaint response examples	Information is provided on a case-by-case basis when this information is required
6.19	Landlords must confirm the following in writing to the resident at the completion of stage 2 in clear, plain language: a. the complaint stage;	Yes	Complaint template letters Responses to complaints	Our complaint response templates include the requirement for this information to be provided

	b. the complaint definition; c. the decision on the complaint; d. the reasons for any decisions made; e. the details of any remedy offered to put things right; f. details of any outstanding actions; and g. details of how to escalate the matter to the Ombudsman Service if the individual remains dissatisfied.			
6.20	Stage 2 is the landlord's final response and must involve all suitable staff members needed to issue such a response.	Yes	Complaint case records	Complaint Officers ensure all relevant staff are involved to investigate and respond to the stage 2 complaint

Section 7: Putting things right

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
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7.1	Where something has gone wrong a landlord must acknowledge this and set out the actions it has already taken, or intends to take, to put things right. These can include: • Apologising; • Acknowledging where things have gone wrong; • Providing an explanation, assistance or reasons; • Taking action if there has been delay; • Reconsidering or changing a decision; • Amending a record or adding a correction or addendum; • Providing a financial remedy; • Changing policies, procedures or practices.	Yes	Complaint case records	This approach is taken on a case-by-case basis. The actions taken will vary, dependant on the complaint investigation outcome
7.2	Any remedy offered must reflect the impact on the resident as a result of any fault identified.	Yes	Complaint case records	This approach is taken on a case-by-case basis. The actions taken will vary,

				dependant on the complaint investigation outcome
7.3	The remedy offer must clearly set out what will happen and by when, in agreement with the resident where appropriate. Any remedy proposed must be followed through to completion.	Yes	Complaint case records	This approach is taken on a case-by-case basis. The actions taken will vary, dependant on the complaint investigation outcome
7.4	Landlords must take account of the guidance issued by the Ombudsman when deciding on appropriate remedies.	Yes	Complaints case records	We consider the Ombudsman guidance when considering remedies. We are currently reviewing our internal remedy policy to ensure it is fit for purpose

Section 8: Self-assessment, reporting and compliance

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
8.1	Landlords must produce an annual complaints performance and service improvement report for scrutiny and challenge, which must include: the annual self-assessment against this Code to ensure their complaint handling policy remains in line with its requirements.	Yes	Annual complaints performance and service improvement report Annual complaints performance and service improvement report 2024-2025 Leicester City Council	Our complaints performance and service improvement report is produced annually

	b. a qualitative and quantitative analysis of the landlord's complaint handling performance. This must also include a summary of the types of complaints the landlord has refused to accept; c. any findings of non-compliance with this Code by the Ombudsman; d. the service improvements made as a result of the learning from complaints; e. any annual report about the landlord's performance from the Ombudsman; and f. any other relevant reports or publications produced by the Ombudsman in relation to the work of the landlord.			
8.2	The annual complaints performance and service improvement report must be reported to the landlord's governing body (or equivalent) and published on the on the section of its website relating	Yes	Annual complaints performance and service improvement report Annual complaints performance and service improvement report	The annual report is presented to the Governance and Audit Committee. The Committee's in relation to

	to complaints. The governing body's response to the report must be published alongside this.		2024-2025 Leicester City Council	the report are published on the website, alongside the annual report
8.3	Landlords must also carry out a self-assessment following a significant restructure, merger and/or change in procedures.	Yes	Not applicable	We are committed to this requirement, but no circumstances have arisen over the last 12 months where this has been required
8.4	Landlords may be asked to review and update the self-assessment following an Ombudsman investigation.	Yes	Not applicable	We are committed to this requirement, but no circumstances have arisen over the last 12 months where this has been required
8.5	If a landlord is unable to comply with the Code due to exceptional circumstances, such as a cyber incident, they must inform the Ombudsman, provide information to residents who may be affected, and publish this on their website Landlords must provide a timescale for returning to compliance with the Code.	Yes	Not applicable	We are committed to this requirement, but no circumstances have arisen over the last 12 months where this has been required

Section 9: Scrutiny & oversight: continuous learning and improvement

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
9.1	Landlords must look beyond the circumstances of the individual complaint and consider whether service improvements can be made as a result of any learning from the complaint.	Yes	Complaint case notes	Lessons learnt are identified on a case-by-case basis. Further work is taking place to enhance our approach to learning from complaints
9.2	A positive complaint handling culture is integral to the effectiveness with which landlords resolve disputes. Landlords must use complaints as a source of intelligence to identify issues and introduce positive changes in service delivery.	Yes	Complaint case notes	Issues are identified on a case-by-case basis. The implementation of the new Complaints IT system over the summer of 2026 will enable us to have more robust intelligence information to enhance our approach in this area
9.3	Accountability and transparency are also integral to a positive complaint handling culture. Landlords must report back on wider learning and improvements from complaints to stakeholders, such as residents' panels, staff and relevant committees.	Yes	Lead Member briefings Annual Report to Tenants	A piece of work is currently taking place to enhance our approach to this requirement. This will include more robust reporting to managers, Lead Members, the Housing Scrutiny Commission, our Tenants Scrutiny Panel and

				information for our wider tenants
9.4	Landlords must appoint a suitably senior lead person as accountable for their complaint handling. This person must assess any themes or trends to identify potential systemic issues, serious risks, or policies and procedures that require revision.	Yes	Not applicable	This role is fulfilled by the Director of Housing
9.5	In addition to this a member of the governing body (or equivalent) must be appointed to have lead responsibility for complaints to support a positive complaint handling culture. This person is referred to as the Member Responsible for Complaints ('the MRC').	Yes	Not applicable	The Lead Member for Housing fulfils this role
9.6	The MRC will be responsible for ensuring the governing body receives regular information on complaints that provides insight on the landlord's complaint handling performance. This person must have access to suitable information and staff to perform this role and report on their findings.	Yes	Annual Complaint report Annual complaints performance and service improvement report 2024-2025 Leicester City Council	The annual complaints report is presented to the MRC for approval, prior to being submitted to the Governance and Audit Committee meeting

9.7	As a minimum, the MRC and the governing body (or equivalent) must receive: a. regular updates on the volume, categories and outcomes of complaints, alongside complaint handling performance; b. regular reviews of issues and trends arising from complaint handling; c. regular updates on the outcomes of the Ombudsman's investigations and progress made in complying with orders related to severe maladministration findings; and d. annual complaints performance and service improvement report.	Yes	Lead Member briefings	A reporting schedule for the MRC is in place. The information contained in these reports will be enhanced during 2026/27 when enhanced reporting can be extracted from our new complain handling IT system
9.8	Landlords must have a standard objective in relation to complaint handling for all relevant employees or third parties that reflects the need to: a. have a collaborative and co-operative approach towards resolving complaints, working with colleagues across teams and departments;	Yes	Complaint case records	This requirement is adopted throughout our complaint handling processes

	b. take collective responsibility for any shortfalls identified through complaints, rather than blaming others; and c. act within the professional standards for engaging with complaints as set by any relevant professional body.			
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