

Appendix B

Executive response to the Annual Complaints Performance and Service Improvement Report 2025/26

We wish to record our thanks to all those who have engaged with the council's complaints and compliments process over the past year. We are grateful to those who have taken the time to share their experiences, as well as those who have provided compliments and positive feedback about council services, it helps us to know what is working well and where things need to improve.

This year's Annual Complaints Performance and Service Improvement Report demonstrates the importance of maintaining a complaints process that is visible, accessible and responsive, and of ensuring that concerns raised by residents, tenants and service users are handled consistently and fairly.

The increase in complaints received during the year has been seen across all directorates and should be understood in the context of both service pressures and the ongoing strengthening of complaint handling arrangements following the introduction of the Housing Ombudsman Complaint Handling Code and the Local Government and Social Care Ombudsman Complaint Handling Code.

We recognise that complaints are a valuable source of learning. They not only provide an opportunity to resolve individual concerns, but also help the council identify patterns, improve services and strengthen accountability. This year's report highlights a number of important learning points, including the continued need to improve communication, consistency, the recording of complaints and awareness of how to make a formal complaint.

We also welcome the service improvements already underway in response to these findings, including the introduction of the new complaints case management system, regular corporate monitoring of complaint handling, improvements to public and staff guidance, and a stronger focus on the use of complaints data to support analysis, learning and early identification of emerging issues.

These changes are intended not only to improve the handling of complaints when things go wrong, but also to support a more proactive approach to preventing avoidable problems from arising. The Tenant Satisfaction Measures findings set out in the report also provide important context, particularly in relation to complaint handling and how tenants experience communication, responsiveness and resolution.

We recognise that there remains further work to do, and we are committed to ensuring that learning from complaints, Ombudsman findings and tenant feedback continues to drive improvement across all service areas. We therefore reaffirm our commitment to transparency, openness and continuous improvement in complaint handling. We

welcome the publication of this report, the accompanying self-assessment and this executive response as part of the council's wider governance arrangements, and we look forward to supporting further progress in the year ahead.