

Corporate Complaints and Compliments Annual Report

2024 - 2025



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Glossary

Enquiry case	A request for information or clarification about a service, policy or specific issue.
Compliment case	An expression of praise or satisfaction regarding the services provided by the Council.
Complaints case	A formal complaint following one of the three Council policies for handling complaints.
Alternative route of redress	This is a complaint outcome and means the complainant has decided to take other means for resolution, for example court proceedings or insurance claim.
Fault Found	This is a complaint outcome and means the complaint has been investigated, found in favour of the complainant and remedial action is required.
Fault Found – remedy carried out	This is a complaint outcome and means the complaint has been investigated, found in favour of the complainant and remedial action has been completed.
No Fault Found	This is a complaint outcome and means the complaint has been investigated, and the council had been found to have acted correctly regarding the matters raised by the complainant.
No Finding	This is a complaint outcome and means there was insufficient evidence to make a finding, for example, two irreconcilable version of events.
Not Upheld	This is a complaint outcome and means following an investigation, the complaint was not found in favour of the complainant.
Referred to another organisation	This is a complaint outcome and means the complaint is not in the jurisdiction of the council and we have signposted to the correct organisation.
Response given – no further action	This is a complaint outcome and means the complaint has been investigated, a response provided, and no further action is required regarding their complaint.
Service request	This is a complaint outcome and means the issue has been passed to the customer service centre, as this is the first time it had been raised to the council.
Withdrawn	This is a complaint outcome and means the complainant no longer wishes to continue with their complaint.

Purpose of Report

The purpose of this report is to provide Members and the public with information concerning compliments and complaints managed under the Corporate Complaints Procedure for the period 1 April 2024 to 31 March 2025. The report provides data and insight on the volume and types of corporate complaints, compliments and other contact, highlighting areas of positive performance and those for development.

Complaints managed under the Adult Social Care Complaints Policy or Children's Social Care Complaints Policy are captured in separate, standalone reports.



Executive Summary

Leicestershire County Council (the Council) delivers a range of statutory and discretionary services, within a landscape shaped by increasing demand and budget pressures. The volume of service delivery, transactions and contact across the Council is vast and most of our customers experience a good service. For context there were 9,360,485 contacts across e-forms, email, phone, web views and visits to County Hall in the 2024 calendar year.

Overall demand has increased by 0.3% this year and our customers continue to utilise our digital platforms the most. Enquiries continue to be the highest cases received, followed by complaint cases. Compliments as a percentage of total demand is not too dissimilar with the previous reporting period, with Libraries, Heritage and Museums receiving 57% of the total compliments for the period 1 April 2024 – 31 March 2025.

The number of Corporate Complaints received in 2024/2025 has decreased by 12% from 2023/2024, with highest volumes relating to Special Educational Needs Assessment (SENA) and School and Special Educational Needs (SEN) Transport, although School and SEN transport has seen a decrease in cases compared to the previous year.

From a performance outcome perspective, 72% of SENA closed corporate complaint cases had a fault found, with most complaints relating to a delay in providing a service. 79% of closed School & SEN Transport corporate complaint cases had the same theme.

Most Stage 1 cases were responded to within the maximum stated period within the Corporate Complaints Procedure, with the percentage of cases over the maximum decreasing by 2% from the previous year. Performance of Stage 2 response times has slightly dipped. The number of Stage 1 cases escalating to Stage 2 has decreased by 6% from the previous year.

In terms of Ombudsman performance, the Council's satisfactory remedy performance is above average, and it continues to maintain a 100% recommendation compliance rate. The value of remedy payments has decreased by 22%. No public reports have been issued in 2024/2025.

The Council's Customer Programme has completed several initiatives to improve customer experience and recently consulted on its Draft Customer Strategy, which ensures:

- The focus is on customers, and that they have a positive experience in their interactions
- All council employees take responsibility for customer service
- That the council will adopt best practice, and that interactions are efficient to maximise taxpayers' money
- That people use our online options if they can, freeing up more traditional channels for those who can't
- The council appropriately manages any changes to the way customers are asked to interact with us.

The Complaints and Information Team continue to work with senior leadership teams to effectively utilise complaints intelligence and customer feedback to support positive improvements in service delivery.

Background and Introduction

Legislative context

In the UK, complaints are governed by several pieces of legislation and statutory guidance, key legislation to note has been included below; however, further detail is available within local policy documentation:

- The Local Authority Social Services and National Health Service Complaint (England) Regulations 2009 provides the legal framework for handling complaints about local authority adult social care services.
- The Children Act 1989 Representations Procedure (England) Regulations 2006 is the legal framework for handling complaints about local authority children's social care services.
- The Local Government Act 1974 is a key piece of legislation for handling complaints under the Corporate Complaints Procedure. The Local Government and Social Care Ombudsman (LGSCO) is empowered under the Local Government Act 1974.

Introduction and local policy context

The Council is dedicated to delivering high-quality services, celebrating successes, and continuously improving based on customer feedback. Recognising and celebrating good practice is a priority, as is learning from instances where standards fall short. Mechanisms are in place for customers to provide feedback, whether positive or negative, through compliments, feedback, or complaints. Where possible, action to address issues at the first point of contact is taken. Complaints procedures are integral to the Council's commitment to its customers as complaints provide valuable insights into how services are perceived and how they can be improved.

Customers can make a complaint, provide feedback or give a compliment via a variety of channels, including webform, email, telephone, letter or using the Council's complaints leaflet.

The Council manages complaints using one of three policies and associated processes, these are:

1. **Adult Social Care Complaints Policy**
This policy follows legislative requirements and applies to adult social care services provided by or arranged by the Council. This is a two-stage statutory process (with the Ombudsman being the second stage) and may include (but not limited to) complaints relating to assessment of need, provision of services, delays, or decisions made under the Care Act 2014.
2. **Children's Social Care Complaints Policy**
This policy follows legislative requirements and applies to children's social care services provided by or arranged by the Council. This is a three-stage statutory process and may include (but not limited to) complaints regarding care planning and placement, services to children in need, child protection, fostering and adoption.
3. **Corporate Complaints Procedure**
This procedure is for complaints where the above two named statutory processes do not apply. The Corporate Complaints Procedure may not be used where exemptions apply, for example court proceedings or a tribunal process, or where other routes exist, for example, to report a pothole.

These policies can be found on the Council's Internet www.leicestershire.gov.uk/about-the-council/contact-us/complaints-and-comments

Corporate Complaints and Information Team

The Corporate Complaints and Information Manager (statutory post) and their team, in close liaison with the Director of Law and Governance, act as the central point of oversight and coordination for complaints (including those referred to the Local Government and Social Care Ombudsman (LGSCO)) and compliments, as well as Freedom of Information (FOI) requests and Environmental Information requests (EIR). The Complaints and Information Manager acts as the nominated Link Officer and handles all correspondence between the Council and the Ombudsman. Additionally, the team receive and process contacts relating to enquiries and feedback. The team will resolve issues informally, where appropriate, such as signposting to other organisation or alternative routes of redress. Please see Appendix A for further information on this team.



Case Information

Analysis Approach

- The reporting period is 1 April – 31 March for each year indicated. The data has been cleaned to remove duplicate information.
- Cases are categorised as Enquiry case, Compliment case, Corporate Complaints case, Adult Social Care (ASC) Statutory Complaint case, Children's Social Care Statutory Complaint case or Local Government and Social Care Ombudsman case.
- All cases are counted by their unique reference number, either by date received or date closed.
- The case management information system logs the stages of the local complaints policies as separate cases, each with their own unique reference number. For example, the Corporate Complaints Procedure is a two-stage process, stage 1 is counted as one case and stage 2 is counted as one case.

Overall Volume

Demand cases have been counted based on date received to reflect the volume of cases coming into the Council each year. Figure 1 below shows the demand, split by case type, for the last four reporting periods, whereas Figure 2 provides information regarding the percentage change.

There is a rising trend in overall demand across the four reporting periods, with the rate of increase slowing between the two most recent reporting periods. Total demand increased by 0.3% between 2023/24 and 2024/25 and by 52% from 2021/2022 to 2024/2025 and so demand pressures are ever present.

The proportion of each case type logged in each reporting period follows a consistent pattern, with Enquiry cases consistently presenting as the most frequent case type. There has been a percentage increase of 18% for Enquiry cases between 2023/2024 and 2024/2025, whereas all other case types have seen a percentage decrease.

Examples of Enquiry cases are those matters that are informally resolved, a first-time request for a service and signposting to other organisations or to other routes for redress. Although Enquiry cases are the highest case type logged, most of officer time is focussed on complaint cases, with Corporate Complaint cases consistently presenting as the second largest case type.

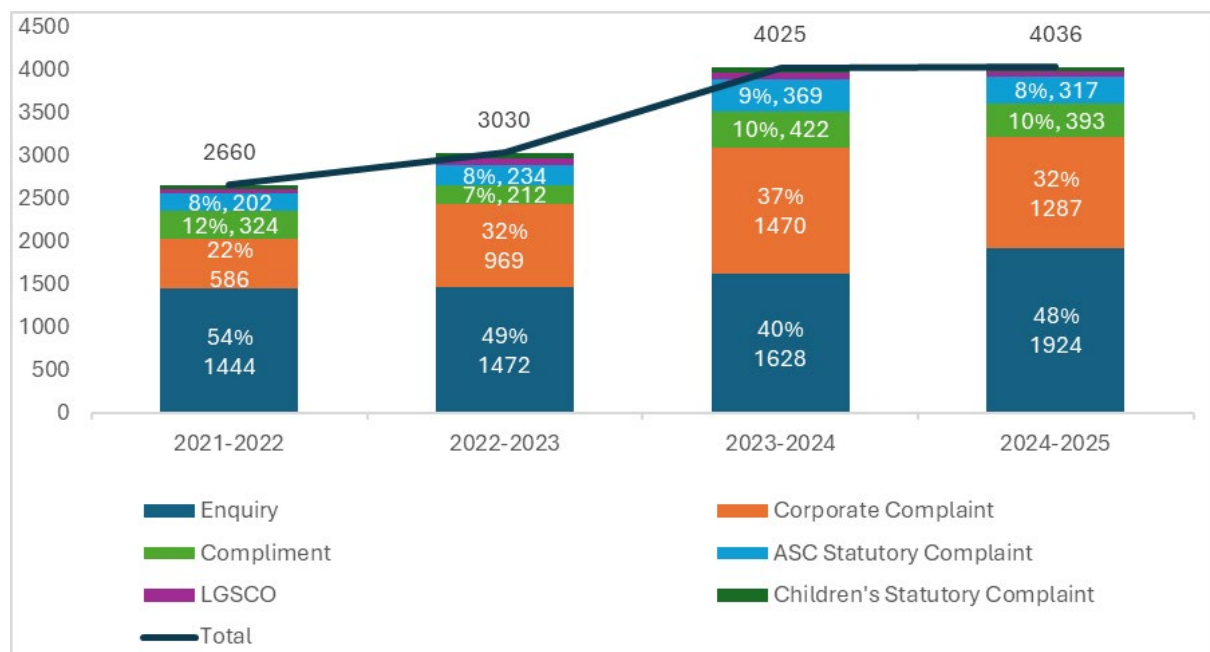


Figure 1 - Chart showing demand (cases received), by case type, for each reporting period

	2021-2022 to 2022-2023	2022-2023 to 2023-2024	2023-2024 to 2024-2025
Enquiry growth	2%	11%	18%
Corporate Complaint growth	65%	52%	-12%
Compliment growth	-35%	99%	-7%
ASC Statutory Complaint growth	16%	58%	-14%
LGSCO growth vs PY	52%	2%	-20%
Children's Statutory Complaint growth	22%	-15%	-8%

Figure 2 - Table showing the percentage change between the reporting periods (a negative number represents a percentage decrease)

Compliments Volume

The number of compliments received in 2024/2025 compared to 2023/2024 decreased slightly by 7%. The Adults and Communities and Environment and Transport departments have consistently presented as the top two departments receiving compliments throughout the reporting periods shown. From a service perspective, Libraries, Heritage and Museums (a service within the Adults & Communities Department) received 57% of the 393 received in 2024/25. This service has received the most compliments in the last three reporting periods, reflecting the value residents place on this provision. A sample of compliments received in 2024/2025 is included in Appendix B.

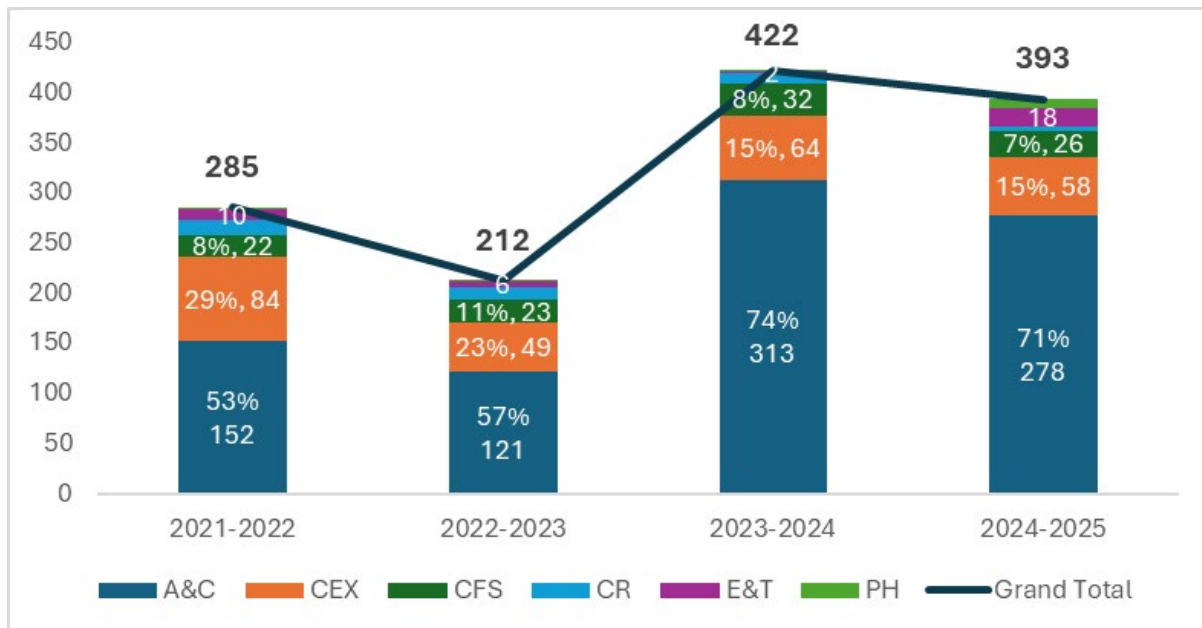


Figure 3 - Graph showing the count of compliment cases received, by department, for each reporting period

Corporate Complaints Procedure

The Council defines a complaint as

“Any expression of dis-satisfaction about the Council’s provision of, or failure to provide, a service for which it has responsibility”

Figure 4 illustrates the two stage, Corporate Complaints Procedure, and the maximum response time for each stage. A complaint should be made by a member of the public or their representative within the permitted period of 12 months from the day they first had notice of the matter, please note exceptions may apply. Where possible, the Council aims to respond to complaints within 10 working days at stage 1. Should the complaint remain unresolved, a complainant may escalate to the Local Government and Social Care Ombudsman (LGSCO). Please see the section on the Local Government and Social Care Ombudsman, later in this report, for more information on its role.



Figure 4 - Shows the stages of the corporate complaints procedure and ombudsman escalation

Corporate Complaints Volume

Figure 5 shows the number of Corporate Complaint cases received by each department, showing a percentage decrease of 12% from 2023/2024 to 2024/2025. The Children and Family Services (CFS) and Environment and Transport (E&T) departments have consistently presented as the top two departments receiving Corporate Complaints throughout the reporting periods shown. This is driven by the volume of the Special Educational Needs Assessment and Special Educational Needs (SEN) Transport related complaints, although SEN transport has seen a decrease in cases compared to the previous year.

The performance section of this report will explore drivers for these trends in the context of complaint outcomes.

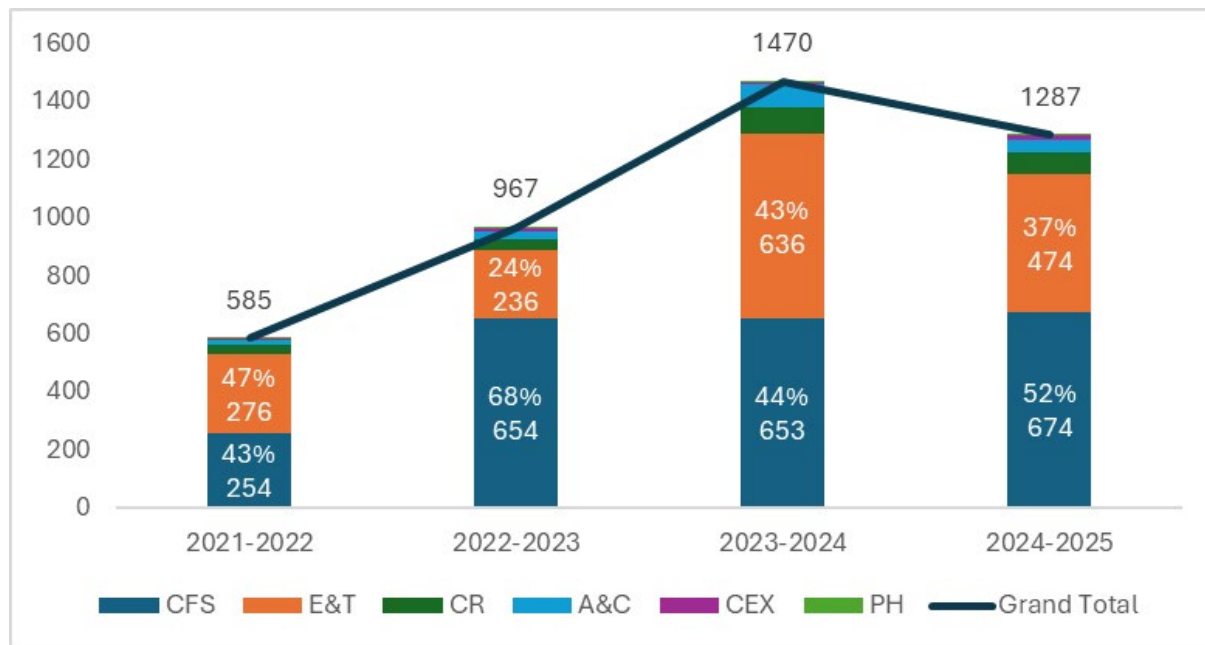


Figure 5 - Chart showing count of corporate complaint cases received for each reporting period

Corporate Complaints Performance

Analysis Approach and Outcome Definitions

Performance data is counted on the date the case was closed. To align with the LGSCO's data classification and simplify Council reporting, the Council does not differentiate between whether a complaint was partly or fully upheld. Instead, the Complaints team will assess all complaints responded to and classify as either "Fault Found" or "Not Upheld". Please refer to the Glossary section for the definitions of complaint outcome categories.

Volume Performance

The charts at Figure 6 show the count of corporate complaints closed by service area for each reporting period. Special Educational Needs Assessment (SENA) consistently presents as the service with the most closed complaints across the reporting periods, with a percentage increase of 43% between 2023/2024 and 2024/2025.

School and Special Educational Needs Transport is the second frequent for three of the reporting periods (School Admissions was second in 2022/2023), with a 20% decrease from 2023/24 to 2024/25.

Please note services with very small values have been grouped under 'Other' for ease of visualisation.

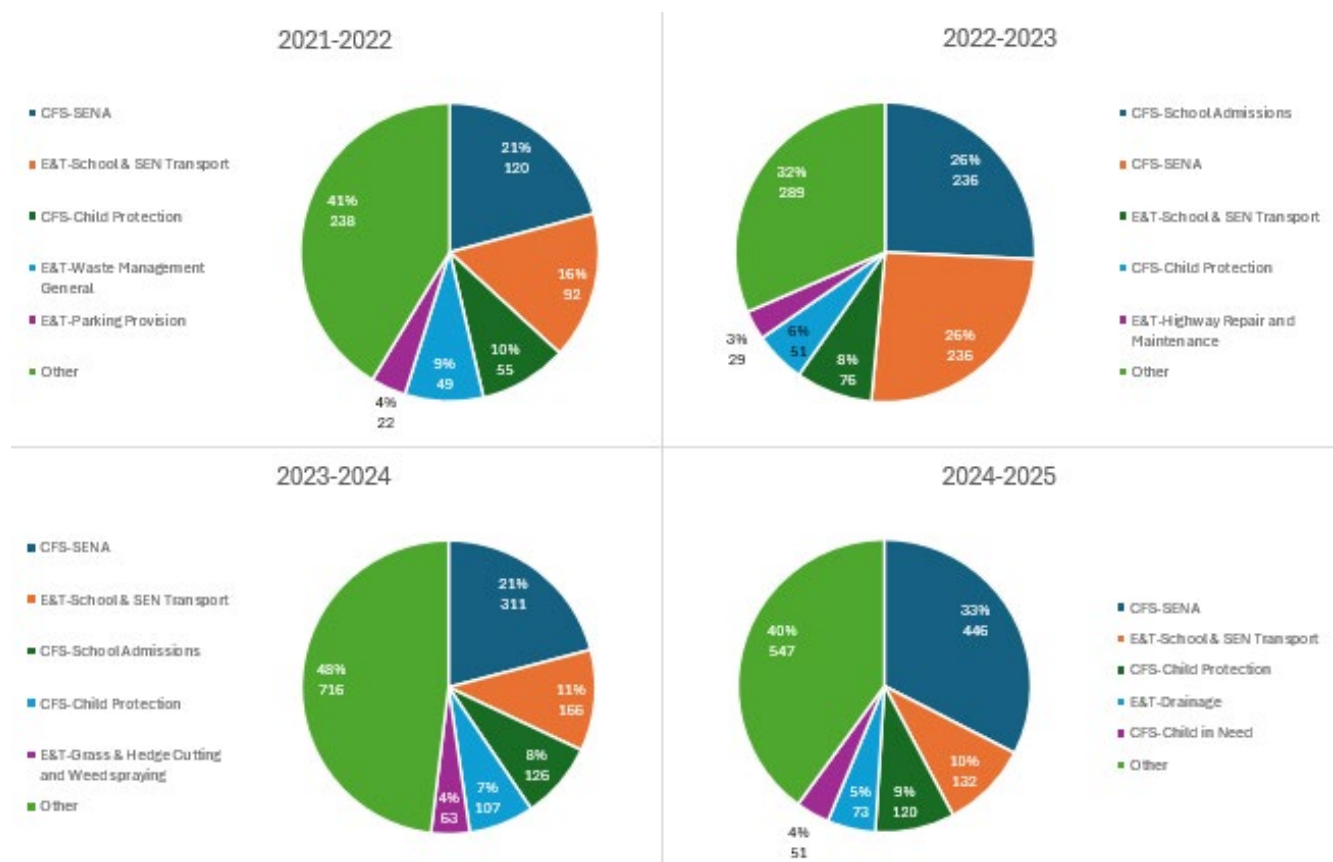


Figure 6 - Charts showing the count of closed corporate complaint cases by service

2024/2025 Decision Outcomes

The charts in this section show the Decision Outcomes for Corporate Complaints which have been closed during 2024/2025 (Second Tier), this is a further drill down into the complaints shown above in figure 6. The charts are broken down for the top five services (SENA, School & SEN Transport, Child Protection, Drainage & Child in Need). Each Decision Outcome is further broken down by Reason (third tier). Where values are small, these have been grouped under 'Other' for ease of visualisation. For clarity, the categories associated with Reason and Decision Outcome are included below.

Reason categories are:

- Delays in providing a service
- A decision we made
- Poor/inadequate communication
- Quality of our work
- Accuracy of information held
- Accessibility of our services premises or infrastructure
- Not applicable
- Our policy
- Staff conduct or customer care

Decision Outcome categories are:

- Alternative route of redress
- Fault Found
- Fault Found – remedy carried out
- No Fault Found
- No Finding
- Not Upheld
- Referred to another organisation
- Response given – no further action
- Service request
- Withdrawn

SENA

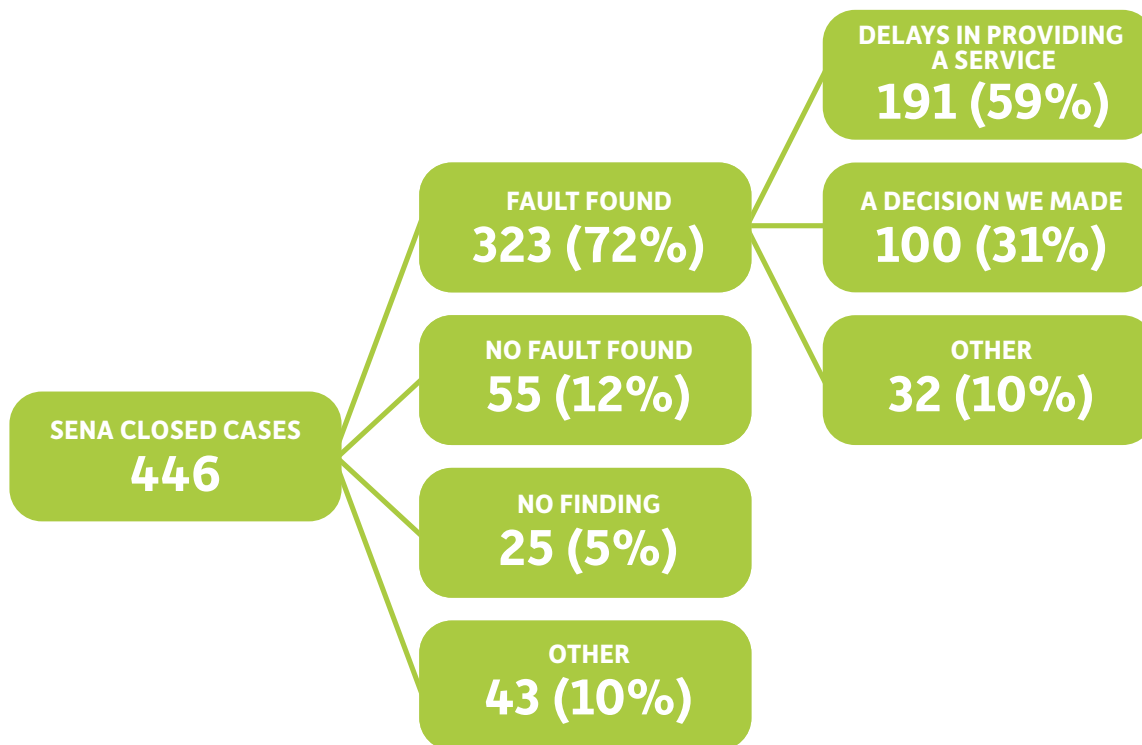


Figure 7 - Chart showing closed sena cases broken down by decision outcome and reasons for 2024/2025

72% of SENA corporate complaints cases have an outcome of Fault Found. One of the biggest factors featuring in these complaints is the delay in meeting statutory timescales for completing the Needs Assessment; the step that precedes a local authority's decision on whether to issue an Education, Health and Care Plan (EHCP).

For context, once a local authority receives a request for an EHC Needs Assessment, the authority has 6 weeks to decide whether to carry out the assessment. If the local authority agrees to carry out the assessment, they will then seek advice and gather information from a number of professionals on a child or young person's education, health and care needs. After assessment, the local authority decides whether to issue the EHCP. The parents/young person have 15 days to comment on the draft plan and request a specific setting to be named. If no EHCP is going to be issued following assessment the local authority must tell the parent or young person within 16 weeks from the date of the request for assessment. The local authority has within 20 weeks of the initial request to issue the final plan. The EHCP must be reviewed at least once a year, to check if outcomes are being met and whether changes are needed. There are a few minor exceptions to these deadlines; resource issues is not one of them.

A significant programme of work was introduced in September 2024 to improve customer service and access to communication. This was in response to two main issues:

1. Lack of timely communication

Parents/young families escalate matters to formal resolution, where their informally raised issue has not been responded to in a timely manner. To minimise such recurrence, a range of channels for communication have been launched in spring 2025, including digital solutions.

2. Duration of Needs Assessment

Investment in locum resource and the introduction of a new model, with different ways to ensure educational psychological advice is given in a timely way, has reduced the backlog of Needs Assessment and will bring the assessment duration back into 20 weeks.

For context, the average time to issue an EHCP has reduced from 63.5 weeks in December 2024 down to a rolling 41.3 weeks in May 2025. In addition, Figure 8 below shows the number of SENA cases received per quarter for 2024/2025, has a decreasing profile.

FY24/25	Qtr1	Qtr2	Qtr3	Qtr4
SENA complaints	138	101	77	68

Figure 8 - Table show count of sena cases received by quarter for 2025/2025

In respect of 'A decision we made', commons themes include:

- Needs Assessment findings
- Provision/outcomes of initial EHCP
- Named setting/school

School and SEN Transport

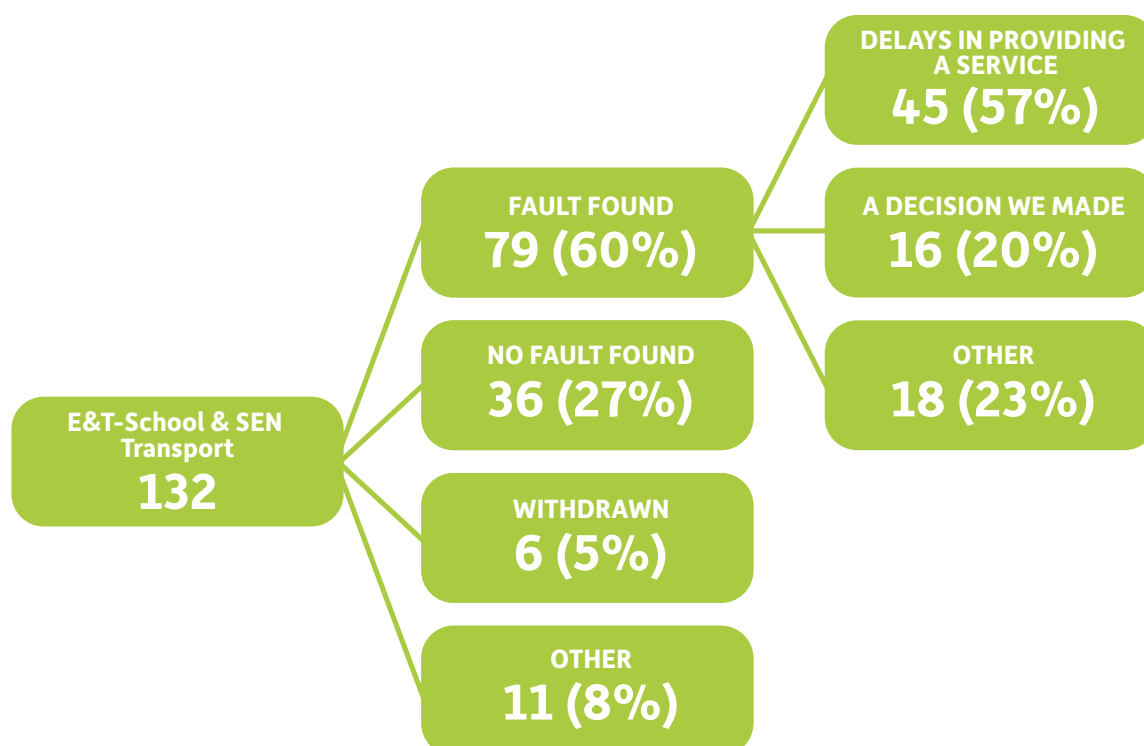


Figure 9 - Chart showing closed school & sen transport cases broken down by decision outcome and reasons for 2024/2025

79 (60%) of the 132 cases had a fault found and 57% of those 79, were due to a 'delay in providing service'; common themes include:

- Delay in sending personal transport budget
- Failure in providing transport
- Delay in processing applications

It should be noted that a dependency exists between the naming of a placement as part of the formulation of the final EHCP. This information is required to enable transport to be commissioned and influences the Transport Team's ability to procure timely transport.

Child Protection

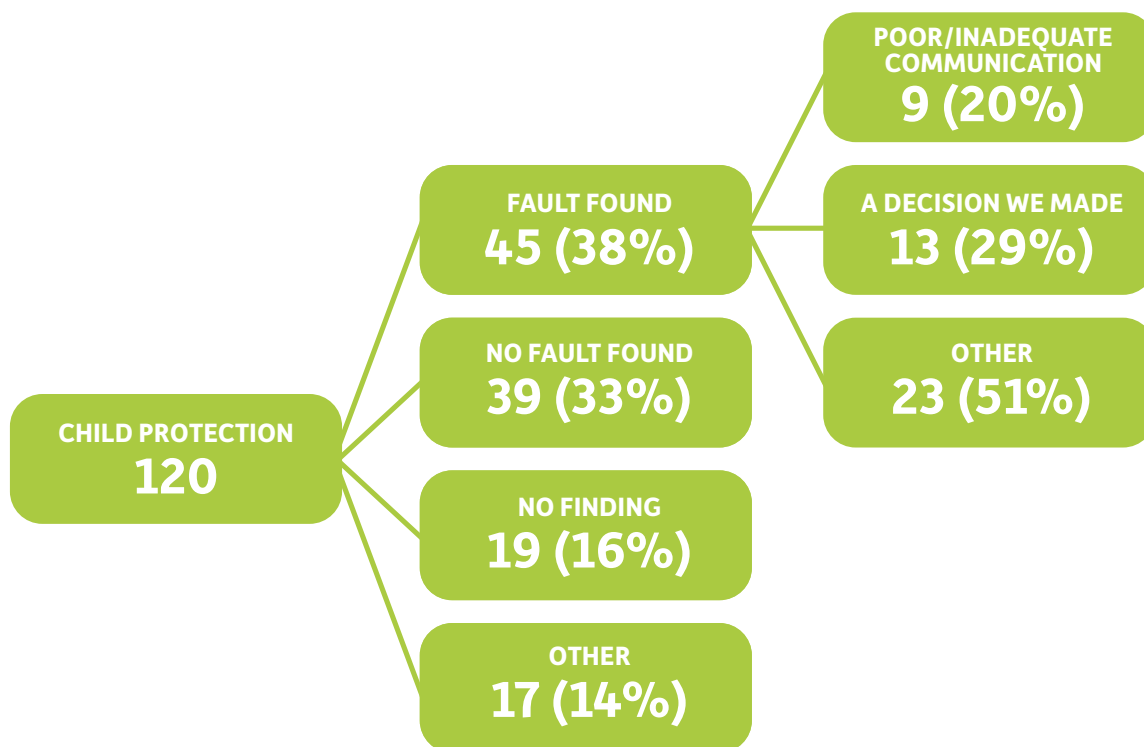


Figure 10 - Chart showing closed child protection service cases broken down by decision outcome and reasons for 2024/2025

45 (38%) of the 120 cases have a fault found, with the reason for 13 (29%) of those 45 logged as 'a decision we made'; commons themes include:

- The way the case was handled
- Lack of support

Drainage

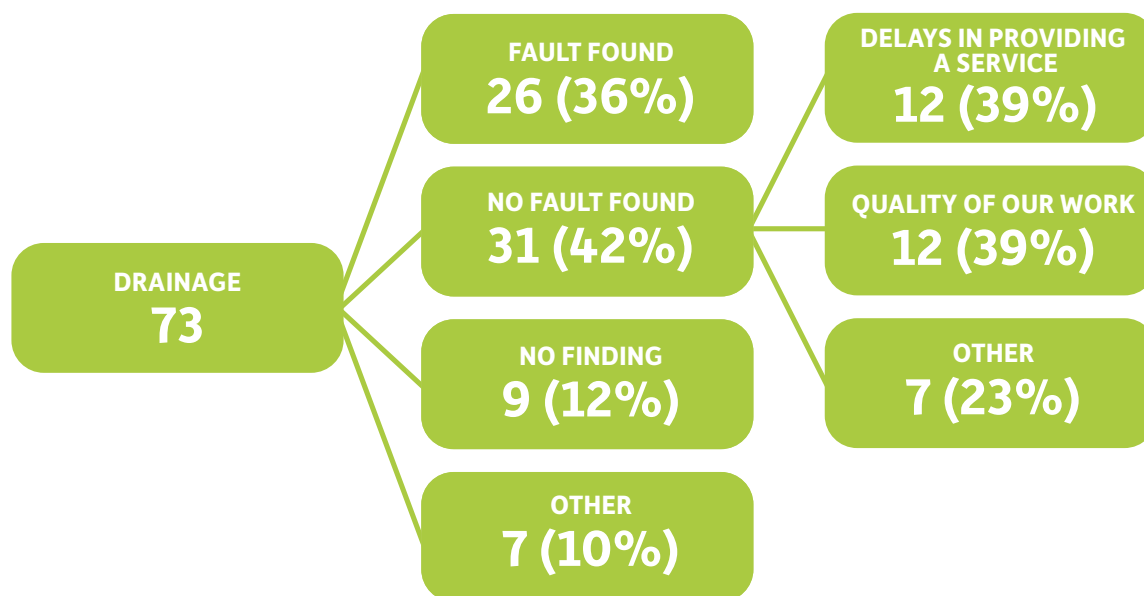


Figure 11 - Chart showing closed drainage service cases broken down by decision outcome and reasons for 2024/2025

31 (42%) of the 73 cases had 'no fault found', followed closely by 'fault found' in 26 (36%) cases. In terms of the 'no fault found' cases, the highest recorded reasons were 'a decision we made' and 'quality of our work'; common themes include:

- Blocked drain has caused flooding
- Lack of support following flooding

Child in Need

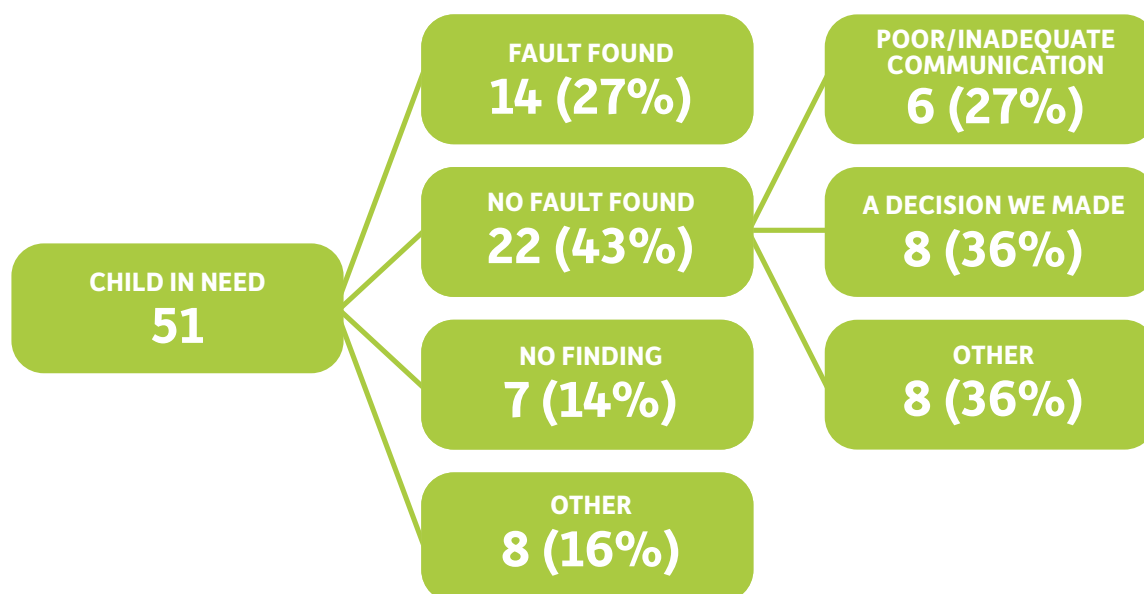


Figure 12 - Chart showing closed child in need service cases broken down by decision outcome and reasons for 2024/2025

22 (43%) of the 51 cases had 'no fault found', of which 8 (36%) were due to a 'decision we made'; commons themes include:

- Unhappy with the service process
- Unhappy with their allocated worker
- Safeguarding concerns

Responsiveness to Corporate Complaints (Stage 1)

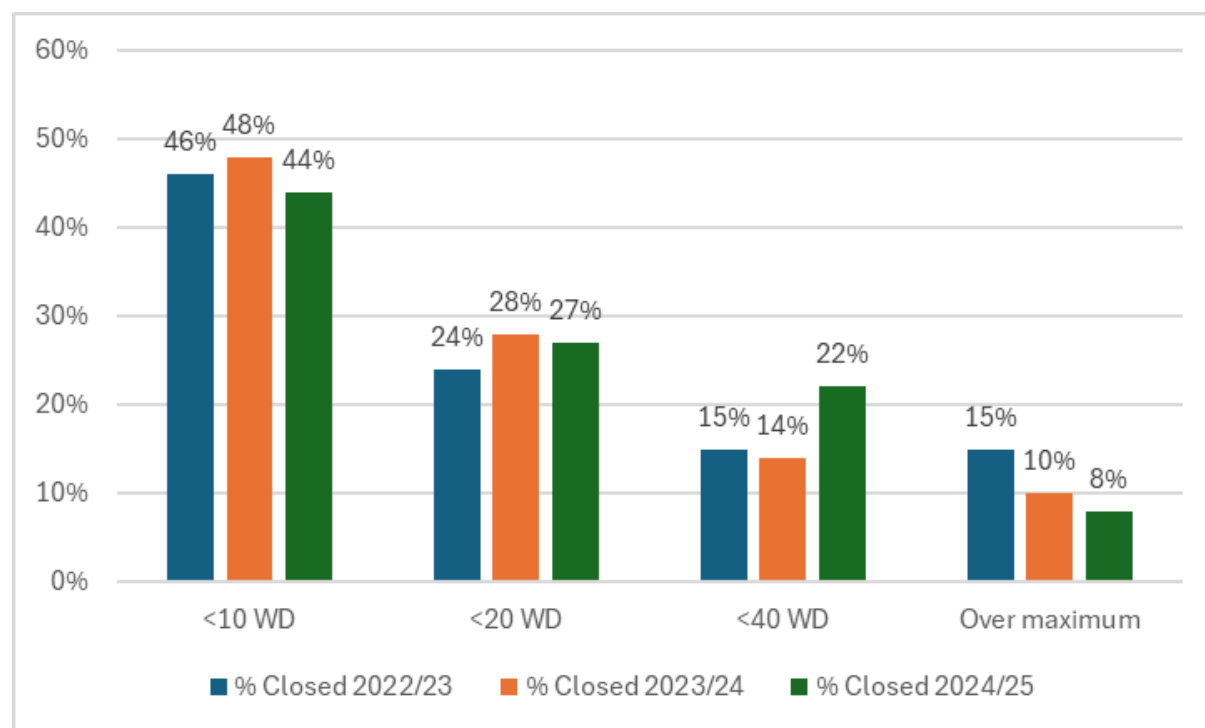


Figure 13 - Chart showing the response time for stage 1 closed corporate complaints

The Corporate Complaints Procedure states the Council aims to respond within 10 working days of receipt of the complaint, with a maximum response time of 40 working days. Between 2023/2024 and 2024/205, there has been a slight decrease in the number of Corporate Complaints closed within 10 working days and 20 working days, an increase in complaints closed within 40 working days and a decrease of 2% in those closed over the maximum response time. Of those responded to over the maximum Stage 1 response time, 58% were complaints relating to Special Educational Needs Assessment, which falls in line with previous years.

Responsiveness to Corporate Complaints (Stage 2)

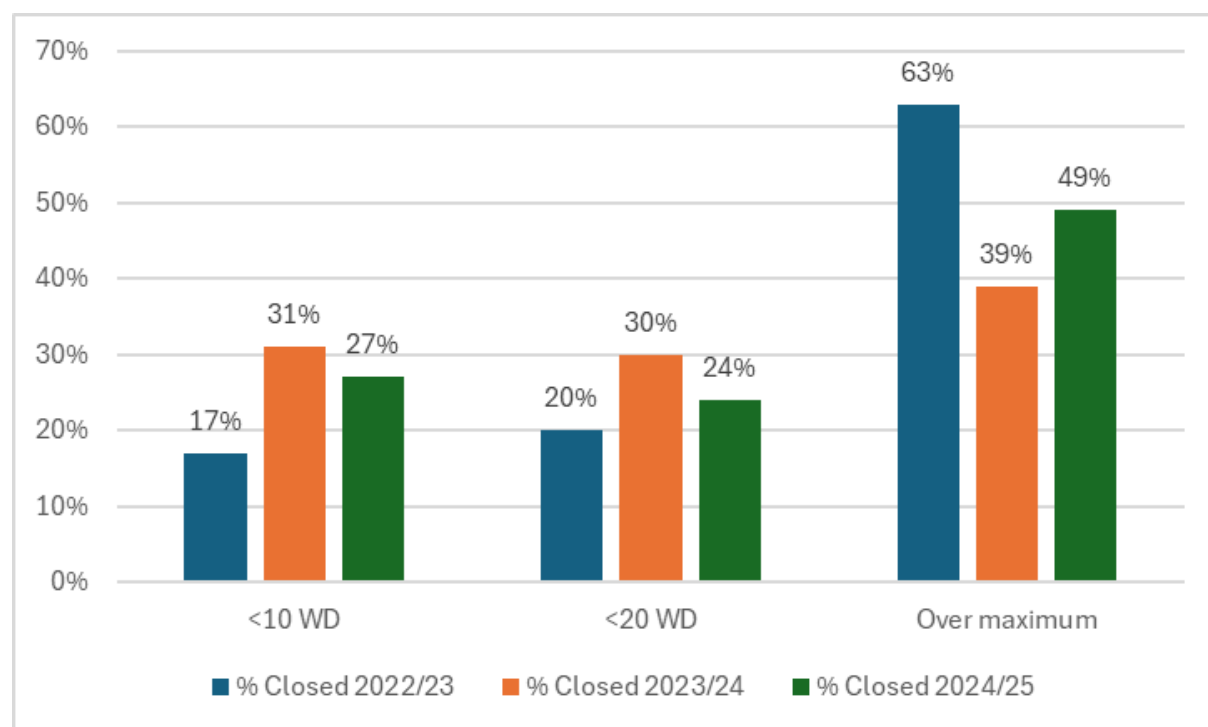


Figure 14 - Chart showing the response time for stage 2 closed corporate complaints

The Corporate Complaints Procedure states the Council aims to respond within 20 working days and includes a senior manager review. Percentages between the two most recent periods have decreased for within 10 and 20 working days and increased for cases responded to over 40 working days, therefore showing a slight dip in performance.

In 2024/25 75 complaints were escalated to Stage 2, this was a slight reduction on 2023/24 (80) and 2022/23 (82).

Local Government and Social Care Ombudsman

The Local Government & Social Care Ombudsman (LGSCO) has authority to investigate individual complaints about most Council services. If it decides to investigate, it will look at whether a Council has made a decision(s) the right way. It does not 'review' decisions, instead it will decide if the Council has followed the right steps to make a decision or take action.¹

Complainants may refer a complaint to the Ombudsman at any time; however, the Ombudsman will refer a complainant back to the Council, if the Council's relevant complaints process has not been exhausted, unless exceptional circumstances apply. The Complaints and Information Manager acts as the nominated Link Officer and handles all correspondence between the Council and the Ombudsman. The Manager tracks compliance with the Ombudsman's recommendations to remedy complaints on behalf of the Council.

The LGSCO, in conjunction with the Housing Ombudsman, launched the Complaint Handling Code in February 2024, which applies to complaints where there is no statutory process in place. Councils should consider the Code within their policies and when responding to complaints. The Ombudsman will apply the Code to their casework from April 2026.

The Ombudsman publishes data and its Annual Review of Local Government Complaints for each local authority. An Annual Review Letter is shared each year with Leicestershire County Council outlining performance against the Ombudsman three key focus areas: complaints upheld, compliance with recommendations and satisfactory remedy provided by the authority. This will also be reported to Corporate Governance Committee in November. The Ombudsman issued 2024/2025 data in May 2025, allowing incorporation into this report.

LGCSO Demand

Typically, there is a lag between the date the Ombudsman receives an enquiry and when the Ombudsman then contacts the Council. As such, Figure 15 is the count of cases the Council receives. The case management system logs one case, whether a matter is only an enquiry or whether a matter has progressed to investigation by the Ombudsman. The number of Ombudsman cases received in 2024/2025 has decreased by 20% from the previous year.

	CFS	A&C	E&T	CEX	CR	PH	Total
2021-2022	15	12	23	3	1	0	54
2022-2023	44	18	16	1	1	1	81
2023-2024	51	22	11	0	0	0	84
2024-2025	34	18	14	0	1	0	67

Figure 15 - - Table showing the count of ombudsman cases received by department by reporting period. This reflects the performance throughout the period so will differ to figures below in figure 16.

2024/2025 LGSCO Annual Report Data

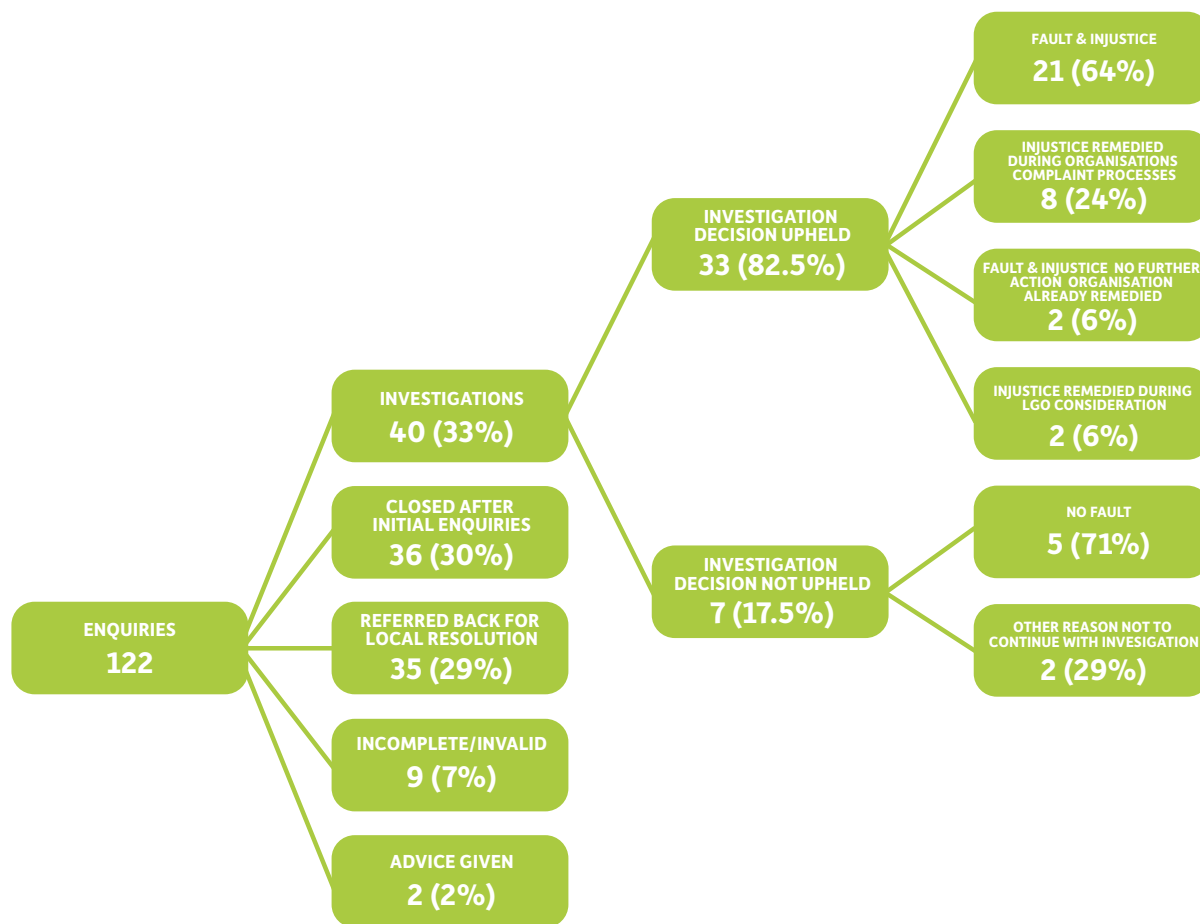


Figure 16 - Chart showing the breakdown of the Local Government and Social Care Ombudsman's performance data for 2024/2025. This reflects the demand and therefore figures will differ to those above in figure 15.

Decisions Upheld

According to the 2024/2025 dataset, the Ombudsman investigated **40** complaints and upheld **33** (83%). This compares to an average of 89% in similar authorities. Adjusted for Leicestershire County Council's population, this is **4.5** upheld decisions per 100,000 residents. The average for authorities of this type is **5.3** upheld decisions per 100,000 residents, demonstrating above average performance.

For comparison, the 2023/2024 dataset, showed **83%** of complaints were upheld, with an average of 85% in similar authorities, giving **4** upheld decisions per 100,000 residents, with an average of **4.5**.

Brief details of those upheld are:

SEND

45% (15) of upheld complaints were relating to SENA, key themes include:

- Non-compliance with statutory timescales
- Failure to carry out annual reviews
- SEN provision within EHC plans

Financial assessment for care and support

30% (10) of upheld complaints were relating to care, key areas include

- Value of service user's assessed contribution
- Scope of needs identified in care and support assessment

Satisfactory Remedy

According to the 2024/2025 dataset, in **10** (30%) out of **33** upheld cases the Ombudsman found the Council had provided a satisfactory remedy before the complaint reached the Ombudsman. This compares to an average of **10%** in similar authorities, demonstrating above average performance.

For comparison, in the 2023/2024 dataset, in 24% of upheld cases the Ombudsman found the Council provided a satisfactory remedy before the complaint reached the Ombudsman, with an average of 7% in similar authorities.

Recommendation Compliance

According to the 2024/2025 dataset, the Council's compliance rate with the Ombudsman's recommendations was **100%**. This compares to an average of **100%** in similar authorities.

For comparison, a 100% compliance was reported in the 2023/2024 dataset also.

Public Reports

The Ombudsman issues reports "on certain investigations, particularly where there is a wider public interest to do so. Common reasons for reports are significant injustice, systemic issues, major learning points and non-compliance with recommendations...Reports are published for 10 years."¹

No public reports were issued in the reporting period 1 April 2024 to 31 March 2025.

Remedy Payments

Reporting Year	Remedy Payment Value Recommended by Ombudsman
2022/2023	£40,750
2023/2024	£27,222.15
2024/2025	£21,113

Figure 17 - Table showing total value of remedy payments for each reporting period

The direction of travel across the three reporting periods shows a reduction in the total value of remedy payments, with a 22% decrease between the two most recent periods.

23 complaints were decided with a financial redress remedy, a decrease from 27 in 2023/24. 9 upheld complaints with financial remedy were due to SEN assessments. 8 upheld complaints with financial remedy were due to assessments and charging within adult care.

Learning from Corporate Complaints

Complaints are a valuable source of information which help to identify recurring or underlying problems and potential improvements. The Council knows that numbers alone do not tell everything about the attitude towards complaints and how they are responded to locally. Arguably of more importance is to understand the impact those complaints have on people and to learn the lessons from complaints to improve the experience for others.

Lessons can usually be learned from complaints that were upheld, however, in some instances where no fault was found the Council recognises that improvements to services could still be made.

Occasionally, issues will be identified that need to be addressed over and above the original complaint. The Complaints and Information Team will always try to look at the “bigger picture” to ensure that residents receive the best possible service from the Council.

Remedial Actions - 2024-25

All complaints where the Council’s decision outcome was ‘Fault Found’ have been reviewed to ascertain what action the relevant department took, both in remedying the fault, and wider learning to minimise or prevent such issues occurring in the future.

A sample of positive improvements the Council has made is set out below.

You complained that	We have
Refund not received	New system implemented for efficient payments and staff training provided on process for issuing refunds
Blue Badge Process	A review of the process has been completed and a new process implemented
Received final demand letter whilst bill being investigated	Workshop provided reminding staff not to issue final demands until case has been finalised
Delay receiving payment	LCC implemented a new system for efficient payments
Lack of assistance provided from transport team	Reminded the need to consider re-imbursement for mileage costs if there are delays in commissioning arrangements
School bus stop location unsafe	New designated bus stop has been assigned further along the road
No response to emails to First Contact	Implemented new process where workers will phone and email customers

Appendix A -

Complaints and Information Team

The Complaints and Information Team continues to support departments to both manage and learn from complaints. The key services offered by the team are:

- Complaint's advice and support
- Production of Performance Reports
- Liaison with the Local Government and Social Care Ombudsman
- Quality assurance of complaint responses
- Complaint handling training for managers
- Acting as a critical friend to challenge service practice
- Support with persistent and unreasonable complainants

The Complaints and Information Manager offers regular assistance in complex cases and on occasion will act as a single point of contact within the Council. This helps manage protracted disputes and ensures consistent responses are issued.

In-house training focused on the core techniques of investigation and responding to complaints has again been promoted this year with three courses offered to Managers.

Assistance continues to be routinely provided to managers in drafting comprehensive responses to complaint investigations. This helps ensure consistency of response and that due process is followed.

Quarterly complaints reports are produced and presented to Departmental Management Teams or Senior Leadership Teams as appropriate.

Appendix B –

Sample of compliments received in the reporting period 1 April 2024 – 31 March 2025

- Compliment to Lount waste staff for their customer care after a fall at the site
- The BeatFeet at Wigston Library was very good, very funny and I had fun drumming, I loved it.
- The support and care given by HART is much appreciated. They worked positively with my mum to build her confidence and provide support.
- Thank you N, for everything you have done for us. Your incredible dedication, empathy and unwavering support have meant the world to us.
- A was so patient with me because I kept making mistakes but he persevered and managed to solve everything for my blue badge application. Took him 30 minutes so please thank him again from me.
- Thank you to the recycling service on George Street, Enderby and to the young chap in a cap who was very polite and although busy wished me well in my day. It was nice to have such positivity so early in the morning and his wonderful help.
- Thank you so much to N for all his support to my son and me. Also, thank you to T for being an amazing support in what was a very difficult time and for always being a listening ear.
- Thank you to the E&T team for the prompt action in fixing broken street lights.
- Thank you F for your commitment and exceptional work in delivering LCC services in a professional manner and we appreciate the support and guidance that you provided in regards to my brother.
- I have been so impressed with the way that D has dealt with my mother's case. She is truly a credit to your team.
- I spoke to the school admissions team several times and was really pleased with all the officers - it is a very helpful service.
- Staff did a fab job once again at Wigston library with a good number of fun crafts accessible and a lovely helpful atmosphere.
- Thank you to the Heritage & Museums team, the visitor centre in Leicester was excellent with lots of information, touch screens & extras, Loved it
- Thank you to R and team for doing a professional job on the Dawson's Road drainage and for being wonderful ambassadors for the council.

