

STATUTORY AND CORPORATE COMPLAINTS REPORT SLOUGH BOROUGH COUNCIL 2024-2025

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EXECUTIVE SUMMARY

1. This annual report details the level of complaints and performance for services delivered by Slough Borough Council for the period 1st April 2024 to 31st March 2025.
2. This includes Corporate and Housing complaints and statutory complaints for Adult Social Care and Slough Children's First (SCF). SCF produces a separate annual complaints report which will be made publicly available via their website [Compliments & Complaints - Slough Children First](#)
3. There has been an 13.7% increase in total complaints received in 2024–25 compared to the previous year. However, even with the increase level of complaints the council improved response times compared to the previous year. The increase in volume is largely due to improved internal recording and reporting of complaints and reflective of a national upward housing complaint trend due to Housing Ombudsman (HO) and the Local Government and Social Care Ombudsman (LGSCO) requirements.
4. The council have completed statutory self-assessments for the HO and LGSCO. More details can be found on these further in the report and the full assessments included in the Audit and Corporate Governance report at Appendix E and F.
5. The self-assessments have improved complaint handling as a whole and allowed the council to monitor performance, for example, Housing Services in 2023/24 was 47% compliant with the HO complaint handling code and for 24/25 it was over 90%. This is an area that also feeds into the councils [Improvement and Recovery Plan](#) – with improved complaint handling one of the programmes of work in moving the organisation toward being a Best Value Council.
6. There is also Transformation Programme across the council looking at the root cause of issues and developing a council wide Target Operating Model.
7. The first quarter of 2024/25 (April–June) saw a notable drop in complaints. However, from July onwards, complaints increased significantly, with October showing the largest spike (+85%). Most months from August to March recorded year-on-year increases, indicating a sustained upward trend.
8. As part of the Improvement and Recovery Programme of work for complaints we are now moving toward a more positive complaint handling culture. As part of this programme of work there are green shoots of improvement especially regarding Housing and SEND complaint handling timeframes and performance. However, we recognise that better case management of complaints is an area we need to focus to ensure they do not escalate to stage 2.

BACKGROUND

9. The Council provides a wide range of services to over 160,000 residents and hundreds of businesses, delivering these across various channels, including responding to over 200,000 telephone calls, online self-service, webchat, social media, and email, in person and by post. The Council ensures that any complaints related to the services it delivers can be received via several channels. We seek to learn from them and look for patterns of service failure. We continue to use the feedback we receive from our complaints to identify areas for service improvements. This is detailed further in Learning from complaints.
10. The Council works hard to view the complaints we receive as a positive opportunity for learning and service improvement whilst remaining focussed on trying to resolve them to the satisfaction of our residents as quickly as we can. The Council continues to align its complaint handling practices with the [Joint Complaint Handling Code](#) issued by the HO and the [LGSCO](#), ensuring responses are fair and effective.
11. The main themes of non-compliance are around policy and procedure and the need to continue to improve and maintain a more positive complaint handling culture within the organisation
12. The Council has 3 complaints procedures. These are Corporate, Adult Social Care and Housing Services as detailed below. Children's Services complaints are under the responsibility of SCF. This report covers the procedures and performance for the handling of council wide complaints.

Complaint Procedure	Stage2	Timescale
Corporate Complaints Policy	2	Stage 1 – 15 working days Stage 2 – 20 working days
Adult Social Care	1	20 working days
Housing (Repairs, Tenant and Leaseholder Complaints Policy)	2	Stage 1 -10 working days Stage 2 -20 working days
Slough Children's First Complaint Policy	3	Stage 1 – 10 working days Stage 2 – 20 working days Stage 3 – No timescale given

13. We aim to resolve concerns raised by residents as quickly as possible. However, where not possible, we have a complaints policy and process to ensure that all complaints are dealt with fairly, swiftly, and within statutory guidelines where relevant.

14. There are instances when we receive service requests which are not complaints. These are passed on and handled separately within specific service areas in the council. We have captured service requests received via the complaints team in this report.
15. This report focuses on the volumes and timeliness of complaint responses and identifies lessons learnt that result in sustainable service improvements.
16. Our complaint procedure is designed to manage those complaints that require a formal documented response and therefore could not be satisfied earlier in the process. The current complaints policy and procedure can be found on the council website by using the following link: [Corporate complaints process – Slough Borough Council](#)
17. In line with the Ombudsman's arrangements, we report on and publish our performance on complaints on our website.

LEARNING FROM COMPLAINTS

18. Throughout 2024/25 there has been a continued focus on ensuring that learning is demonstrated from complaints, particularly those which were deemed to have been partially or fully upheld. There were 244 complaints closed with learning and improvement actions from various departments within the organisation.
19. A contributing factor resulting in complaints are council wide resource constraints. The learning derived centred on departments working more effectively and efficiently with the resources available.
20. As a council we need to develop an improved complaint handling culture as part of the wider organisational learning. This is crucial for improving services and ensuring fairness to our residents. This involves not just resolving individual complaints but also analysing the root causes. This is linked to the council's redesign work, and the work of the Target Operating Model (TOM) and the Transformation team.

Summary of learning report for 2024/25
Improvement programme focussed on complaint handling, utilising training, guidance and advice from the HO & LGSCO's service.
Responding officers to diarise actions to ensure matters are not missed
Following up with residents / appropriate acknowledgements / updates to advise of progress
Ensuring a primary departmental point of contact to ensure clear and regular updates are given
Evaluate and assess Housing repair needs thoroughly before categorising them
Process reminders in team meetings, & 121s
Stricter response timelines, a call log and rota system, and improved staff availability to contend with communication failures on SEND cases

HOUSING OMBUDSMAN & LOCAL GOVERNMENT & SOCIAL CARE OMBUDSMAN

21. Those who remain dissatisfied with the response to their complaint at the local resolution level can request an independent review to be undertaken by the LGSCO or HO. After receiving a final response from the council, complainants are advised to contact the Ombudsman if they remain unhappy.
22. The LGSCO wrote to the council on 21st May 2025 with a summary of complaint statistics for the LGSCO for the year ending 31st March 2025. This offered insight into our organisations approach to complaints.
23. The Audit & Corporate Governance Committee will be asked to note the Council's progress toward self-assessment for statutory obligations and compliance for:
- HO via self-assessment against the HO Complaint Handling Code of Practice
 - LGSCO self-assessment Joint Complaint Handling Code due to be implemented in April 2026.
24. THE LGSCO's code becomes statutory from April 2026 – as a council we wanted to make sure our assessments were completed for both ombudsman and had an action plan with the aim for compliance by this date. This means the Council will be compliant early for the LGSCO.
25. These assessments have been completed and will be within the LGSCO upheld complaints and statutory and corporate complaints summary 2024-2025 to Audit and Corporate Governance Committee on 10 September 2025. [Committee details - Audit and Corporate Governance Committee](#). The council are currently non-compliant with both codes; however, we already have an action plan in place to ensure compliance in the future.

Ombudsman findings determinations and recommendations

26. **LGSCO:** In 2024/25, the LGSCO made 69 decisions regarding Slough Borough Council which can be shown in the table below. The full breakdown is included in Appendix B of the Audit and Corporate Governance report.

Ombudsman	Received	Decided	Upheld	Not Upheld
LGSCO	74	69	10	1

Complaints not investigated by the LGSCO	Number
Closed after initial enquiries	18

Advice given to complainant	5
Insufficient information to proceed	4
Referred for local resolution (Premature complaint)	31

27. **HO:** the below table shows that the HO investigated three complaints. Out of these, 6 Findings were made, 5 of which were Maladministration. Also from these findings, 13 Orders were made with 4 recommendations found in Appendix C of the Audit and Corporate Governance Committee report.

Housing Ombudsman	Determinations	Findings	Maladministration Findings	Orders made	Recommendations
Housing	3	6	5	13	4

LEARNING FROM OMBUDSMAN UPHELD COMPLAINTS

28. Learning from the complaints investigated and upheld by the LGSCO across service areas SEND, ASC, Council Tax, Right to Buy, Housing Allocations Homelessness and Temporary Accommodation has been summarised and can be found in the table at Appendix A: Learning from Ombudsman complaints.

BREAKDOWN OF ANNUAL COMPLAINTS DATA 2024-25

29. The data below shows that the number of stage 1 and 2 complaints received has increased. It also shows that the complaints closed within timescale has also improved despite the increased demand, and those upheld has also declined. Linking this to the Ombudsman compliance self-assessments shows the embedded improvements are making an impact, resulting in positive trends in the data.

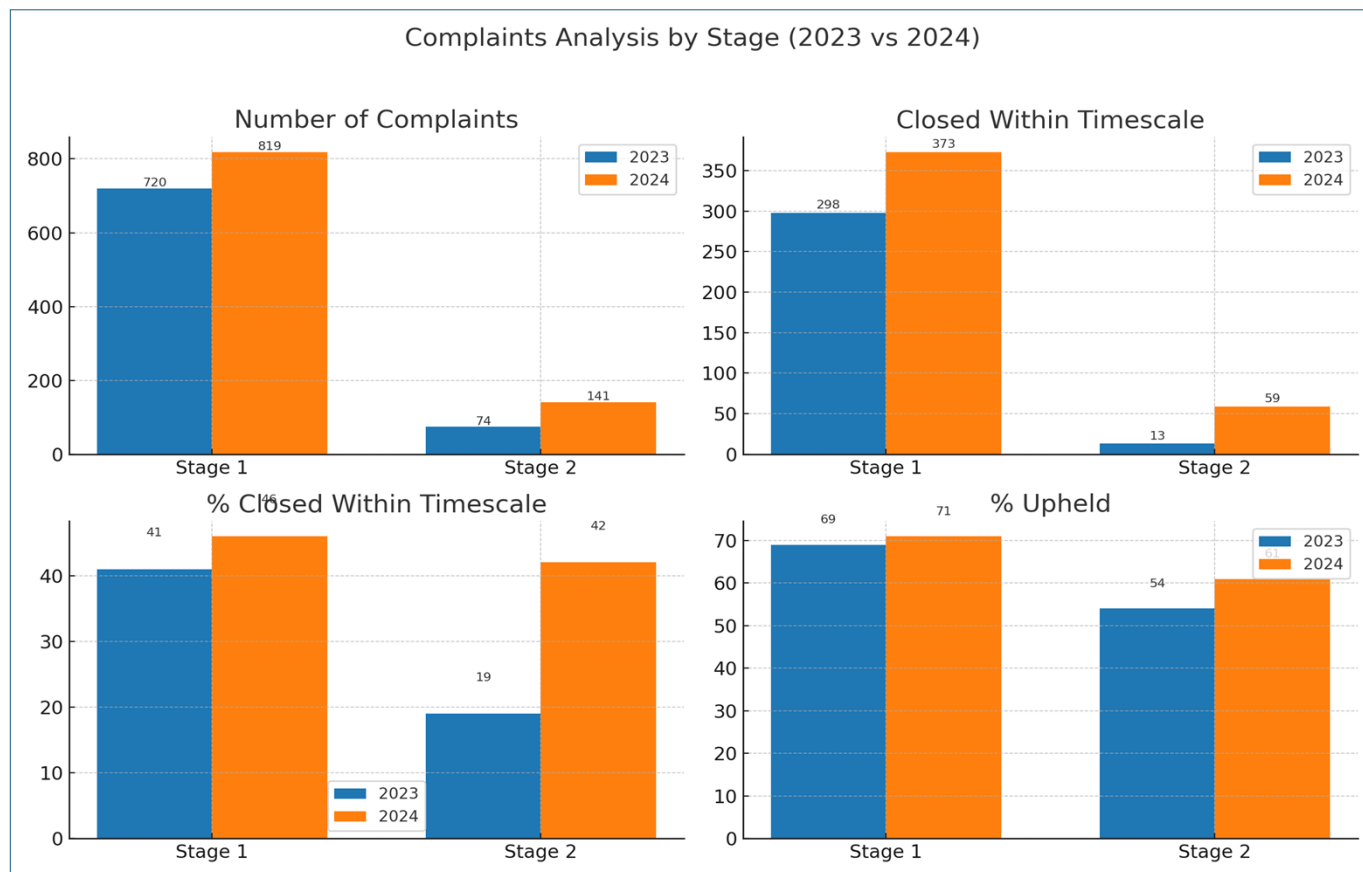
Complaints by stage 2024- 2025

Complaint Stage	Number of Complaints	Complaints closed within the timescale	% Closed within the timescale	% Upheld
Stage 1	819(720)	373 (298)	46% (41%)	71% (69%)
Stage 2	141 (74)	59 (13)	42% (19%)	61% (54%)

*() denotes previous year 2023/24

- Increased Complaint Volume: Both stages saw a rise in the number of complaints received.

- Improved Timeliness: The percentage of complaints closed within the required timescale improved significantly, particularly at Stage 2.
- Higher Uphold Rates: A greater proportion of complaints were upheld, indicating increased recognition of valid concerns raised by complainants.



Complaints by Tax Year (2022 – 2025)

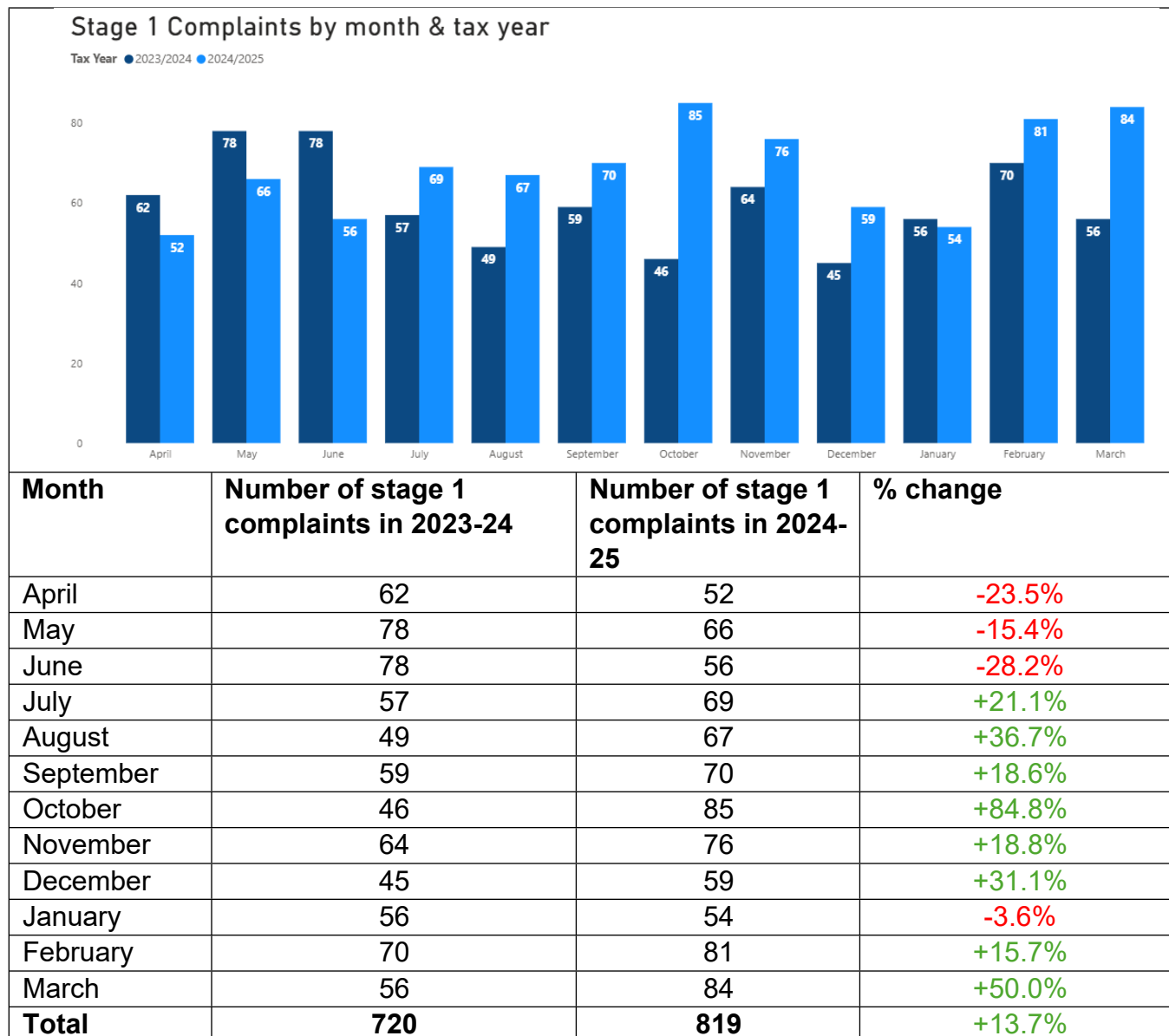
Year	Number of stage 1 complaints	Percentage change (year on year)	Number of stage 2' complaints	Percentage change year on year
2022-23	836	- 7 % (Previous year recorded 898 complaints)	78	+5% (recorded 74)
2023-24	720	-14%	74	-5% decrease)
2024-25	819	+13.7%	141	+90%

- **2022–23** saw a slight decline in stage 1 complaints compared to the previous year.
- **2023–24** experienced a more significant drop in stage 1 complaints and a decline in stage 2 volume

- **2024–25** marked a reversal of the downward trend, with a 13.7% increase in complaints compared to the previous year and a significant increase in stage 2 complaints

30. The above table reflects changes in service delivery, customer expectations, Ombudsman requirements and improved logging of complaints received. This is especially noted with reference to stage 2 complaints.

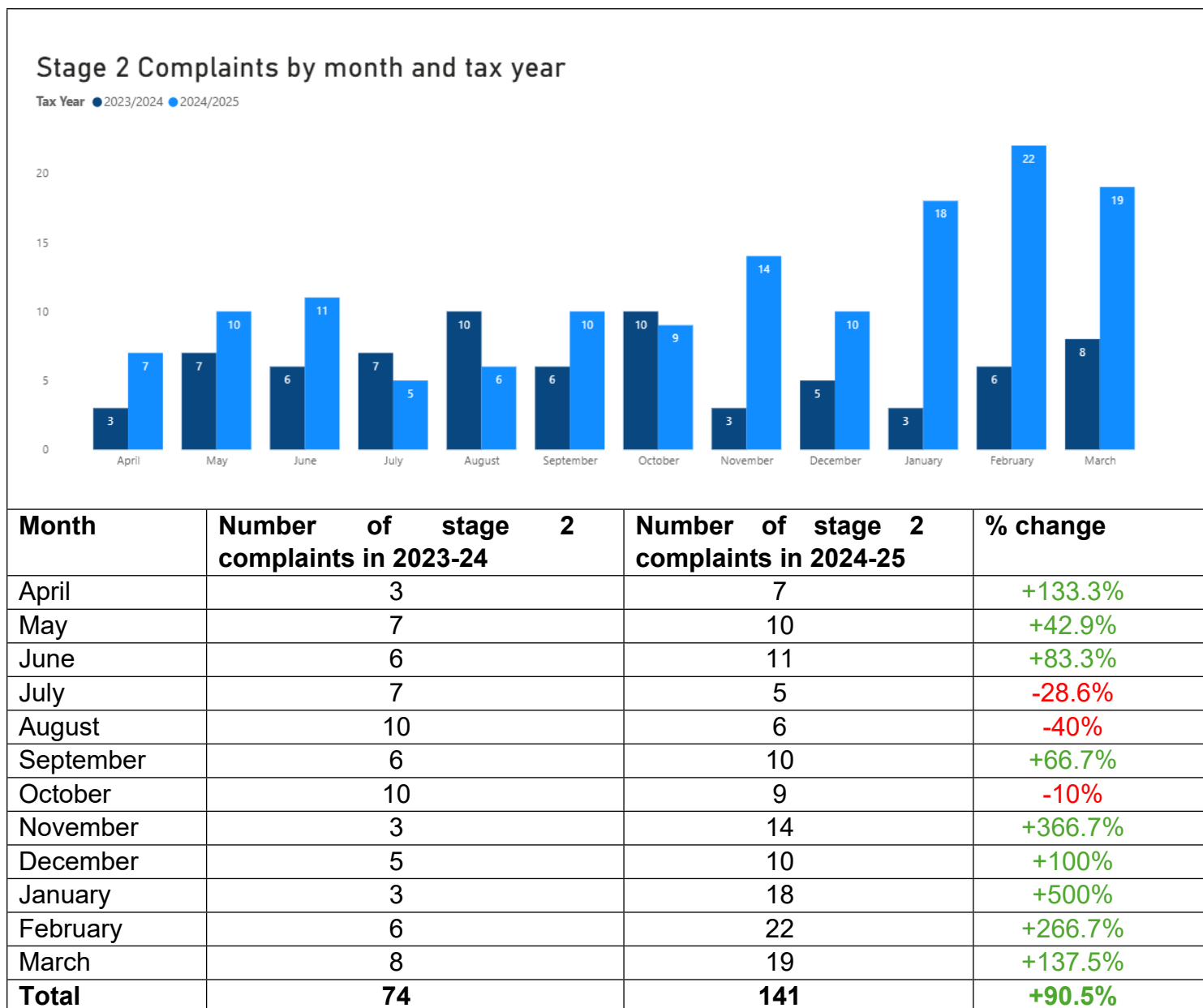
Stage 1 corporate complaints received by month in 2024/25 compared with 2023/24



- **Overall Increase:** Total complaints rose by **13.7%** in 2024–25 compared to the previous year.
- **Early Decline:** The first quarter of 2024/25 (April–June) saw a notable drop in complaints.
- **Mid-to-Late Surge:** From July onwards, complaints increased significantly, with **October** showing the largest spike (**+84.8%**) and this spike was concentrated in Housing Repairs reflective of seasonal peak.

- **Consistent Growth:** Most months from August to March recorded year-on-year increases, indicating a sustained upward trend.

Stage 2 corporate complaints received by month in 2024/25 compared with 2023/24



- The largest percentage increases occurred in:
 January: +500% November: +366.67% February: +266.67%
- Most months saw a significant rise, indicating a notable upward trend in stage 2 complaints overall.

Summary of stage 1 top ten areas for complaints in 2024-2025

Stage 1 Complaints	Complaints received	Complaints Close	Complaints Closed within the timescale	% Closed within the timescale	% Partially or fully upheld
Housing Repairs	275	274	64	23%	66%
SEND & Inclusion	116	116	55	47%	89%
Housing Services	105	102	58	55%	53%
Revenues & Benefits	72	70	62	86%	45%
Neighbourhood services	58	58	19	33%	68%
Adult Social Care	55	55	24	44%	63%
Environmental Services	26	26	18	69%	61%
Planning	23	22	17	72%	35%
Resilience and enforcement	17	17	9	53%	56%
Customer Services	13	13	12	92%	50%

- **Highest Complaint Volume:** *Housing Repairs* received the most complaints (275) but had the **slowest timeliness rate** (23%).
- **Highest Uphold Rate:** *SEND & Inclusion* had the highest rate of complaints upheld (89%), indicating strong recognition of issues raised.
- **Strong Performance:** *Revenues & Benefits* combined high timeliness (86%) with a moderate uphold rate (45%).

Summary of Stage 2 top ten areas for complaints in 2024-2025

Stage 2 Complaints	Complaints received	Complaints Close	Complaints Closed within the timescale	% Closed within the timescale	% Partially or fully upheld
Housing Repairs	37	37	10	27%	62%
SEND & Inclusion	29	29	20	69%	90%
Housing Services	20	17	2	10%	59%

Neighbourhood services	17	17	3	35%	77%
Revenues & Benefits	13	13	7	54%	39%
Environmental Services	9	9	6	67%	44%
Planning	6	6	3	50%	N/A
Resilience and enforcement	3	3	2	67%	67%
Housing regulation	2	2	2	100%	N/A
Parking	2	2	0	0%	N/A

31. In 2024/25 there were 1500 service requests in total. 785 of these were sent and processed via Corporate Complaints and 19 Adult Social Care and 696 from Housing areas.

Top 5 service requests received to the Corporate Complaints mailbox versus stage 1

Areas	Top 5 Service Requests	Number of Complaints
Revenues and Benefits	99	72
Environmental Services	73	26
Parking	73	5
Building Control / Planning	61	23
Highways	46	8

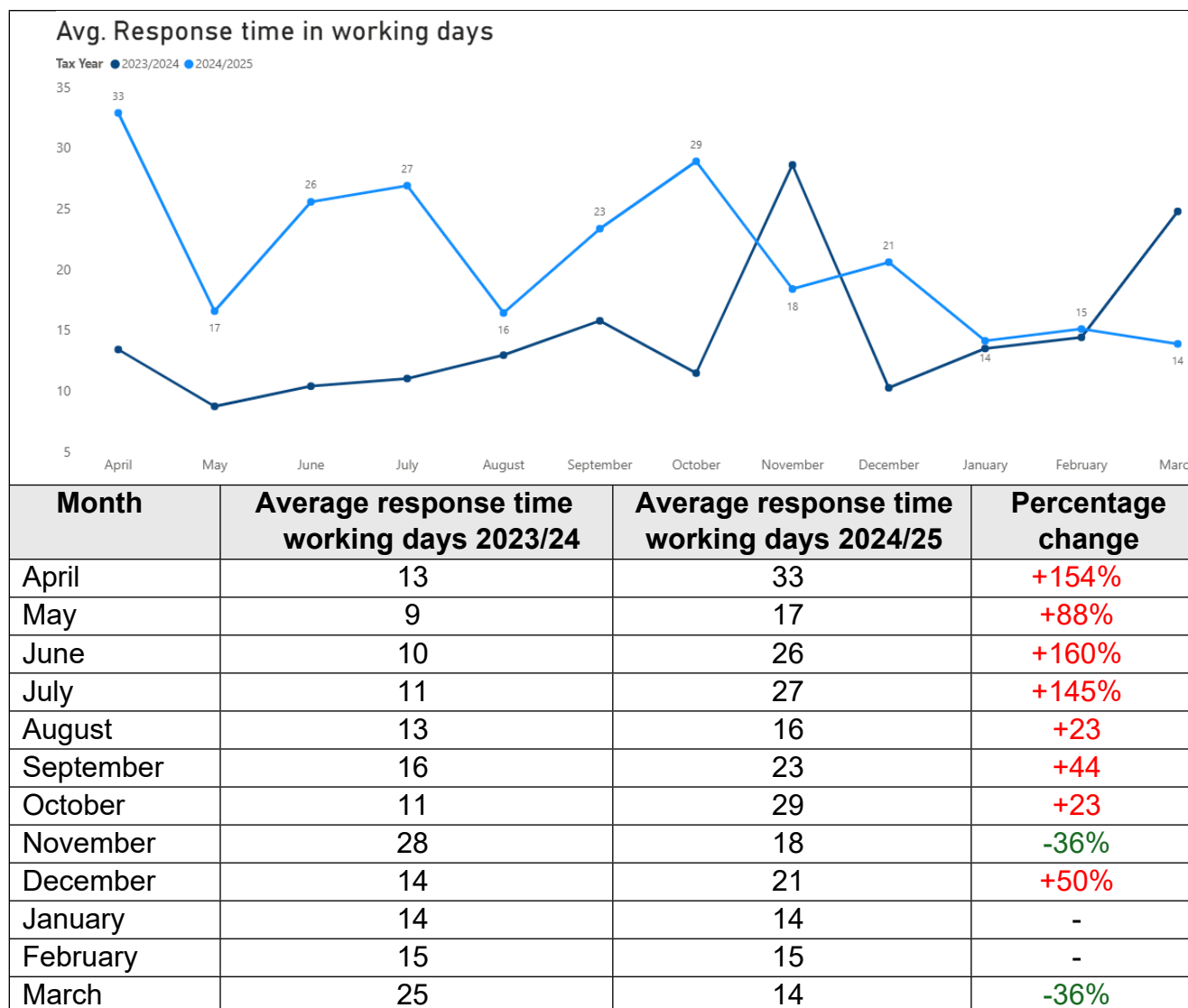
32. Average response time to the 786 service requests received to the corporate complaints mailbox for 2024/25 was 7 working days. The table below shows the average response time for all complaints, corporate, housing and adult social care

Service Area	Stage 1 average time working days	Stage 2 average time working days
Housing	32 (SLA 10 working days)	46 (SLA 20 working days)
ASC	26 (SLA 20 working days)	N/A
Corporate	21(SLA 15 working days)	25 (SLA 20 working days)
All complaints	27	36

33. The table and chart below show that even though we are spending more time in responding to corporate complaints at the stage 1 gateway, a higher percentage (64%) were responded to on time. There is a gradual improvement throughout the year with a downward trend in response times from April (33 days) to March (14 days)

34. In 2024/25 there were 326 corporate complaints and in 2023/24 this was 293 this demonstrates a small increase in volume.

Average response time to corporate complaints in 2024/25 compared with 2023/24

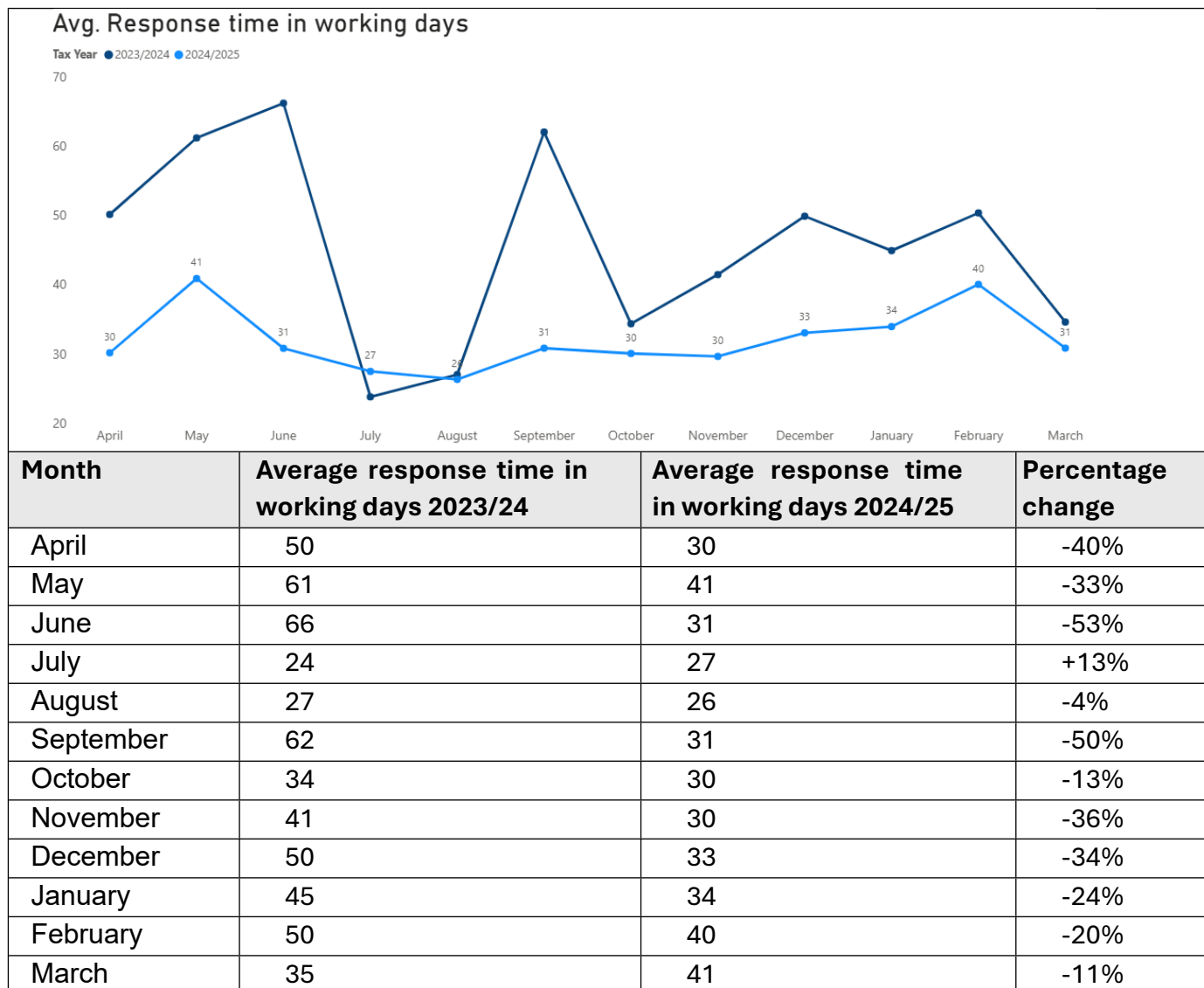


Negative % means **faster response time** (improvement).

Positive % means **slower response time** (deterioration).

35. Of the 141 Stage 2 complaints received, 67 were corporate complaints, with an average response time of 25 working days. 61% of these were responded to on time, with 57% being fully/partially upheld.

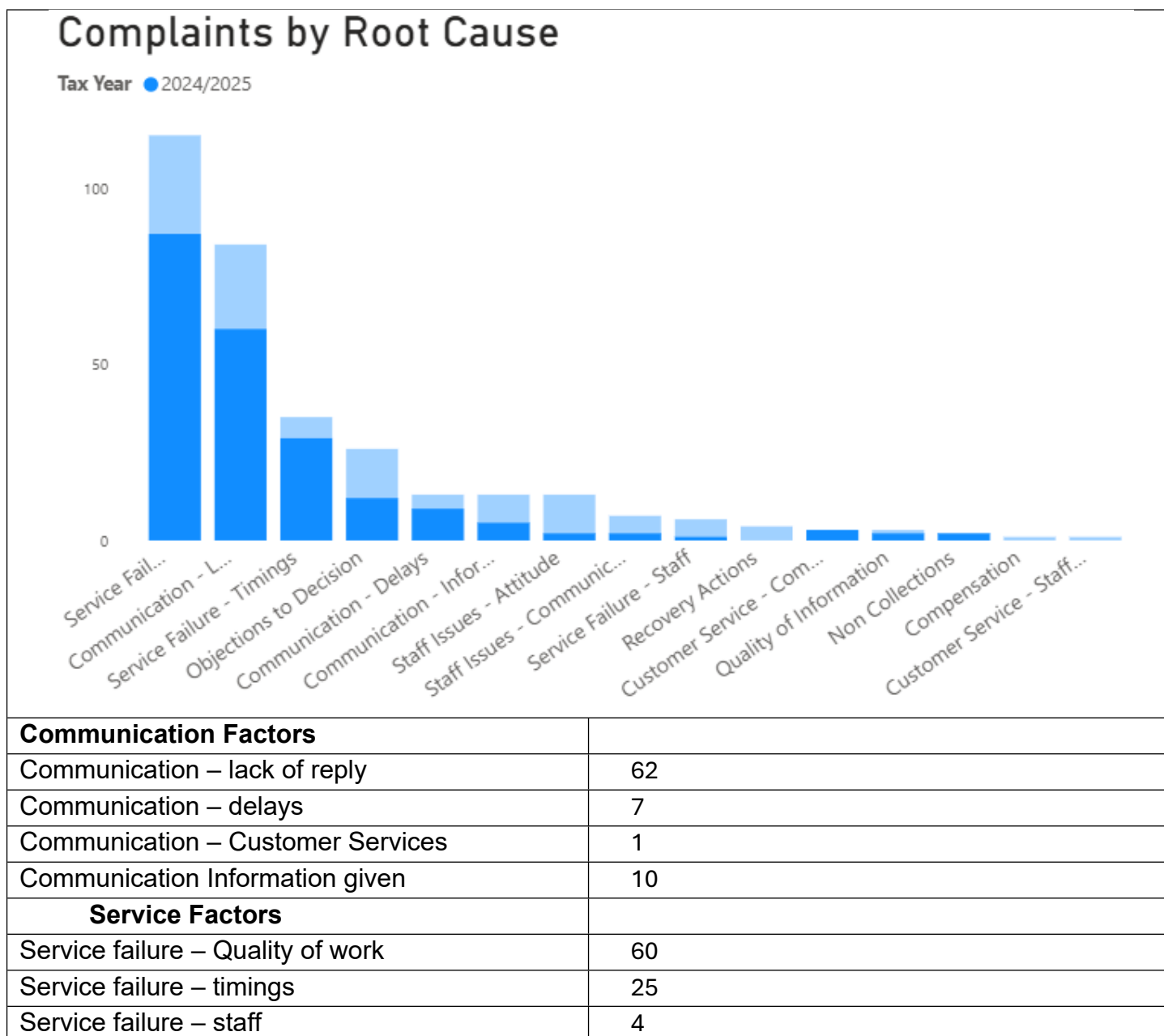
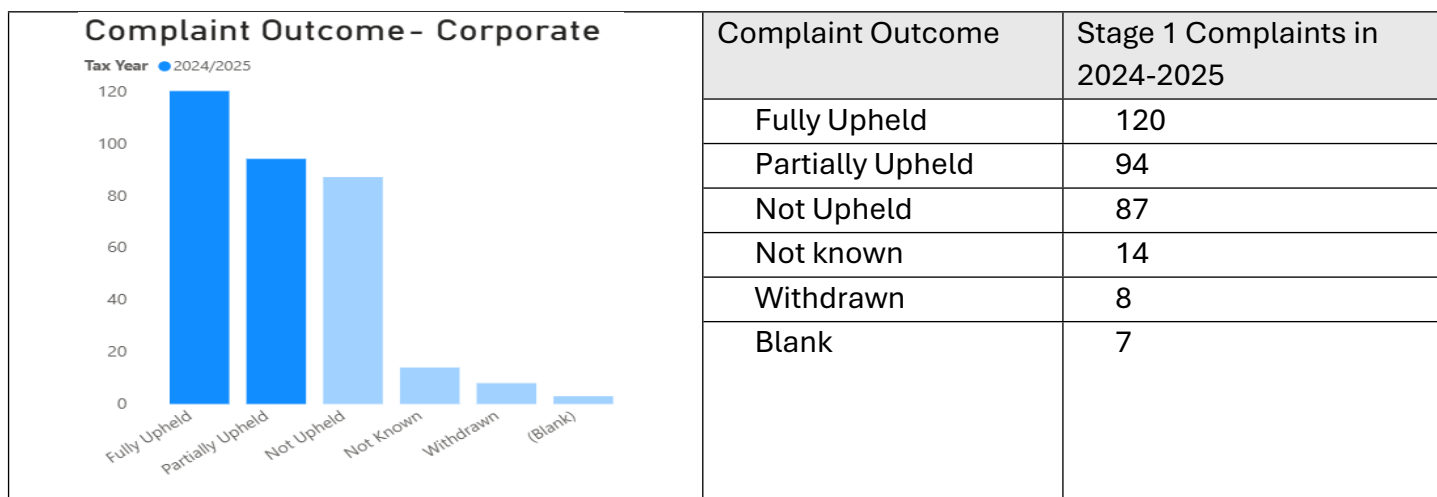
Average response time to all housing complaints in 2024/25 compared with 2023/24



36. 74 of the stage 2 complaints received were relating to Housing, these had an average response time of 46 working days. 24% were responded on time with 65% fully/partially upheld.

COMPLAINT ROOT CAUSES- CORPORATE COMPLAINTS

37. There were 326 stage 1 Corporate Complaints logged in 2024/25 (this excludes Housing areas and Adult Social Care), of which 214 were fully or partially upheld.



Staff Factors	
Staff issues- attitude	7
Staff issues- communication	3
Staff issues- customer service	1
Other Factors	
Objections to decision	17
Recovery actions	4
Quality of information given	3
Non-collections	2
Compensation	1
Total	207

38. The causal factor of the complaints received highlighted in the table above, demonstrates that greater work needs to be done to address the lack of replies and delays in service delivery. Another outlier and area for improvement is the quality of work. These remain consistent with the root causes of complaints reported in the previous year.

39. Delays & Timeliness- Most complaints relating to timeliness have been Upheld. This category relates to the time taken to conduct a service. The Council always seeks to avoid delays in service delivery; there are occasions where we need to reprioritise and give attention to putting things right in a timely way and seek early resolution to residents' concerns.

40. Communication- A high number of complaints due to lack of communication have been Upheld or Partially Upheld. These are between officers, teams, or departments within the Council. Where it is established, the council accepts fault, and both acknowledge and apologise for any inconvenience caused.

41. Quality- These complaints relate to services provided directly by Council staff or relate to the quality or conduct of staff employed by service partners. Quality issues within any area services are addressed through the relevant line managements. Quality issues with provider services are addressed through the Council's contract management procedures.

HOUSING AND NEIGHBOURHOODS

42. The Ombudsman's Complaint Handling Code sets out best practice for landlord's complaint handling procedures, to enable a positive complaints culture across the social housing sector, regardless of the size or type of landlord. The Code encourages landlord-tenant relationships so that residents can raise a complaint if things go wrong.

43. The Complaint Handling Code ('the Code') became statutory on 1 April 2024, meaning that all members of the HO Scheme are obliged by law to follow its requirements.

44. The HO also has a legal duty to ensure landlords complaint procedures and responses are compliant with the Code.

45. The council recently completed its annual self-assessment against the HO Complaint handling code and was found over 90% compliant compared to last year which showed 47% compliance. Further detail on the self-assessment can be found in Appendix F of the Audit and Corporate Governance Committee report.

46. 53% of stage 1 complaints were related to Housing and Neighbourhoods, and 9% were related to Revenues & Benefits. The figures for Housing and Neighbourhoods are broken down further below, with most stage 1 complaints relating to Housing Repairs. In 2024/25 the Repairs Service delivered 14,368 reactive repairs across our homes, and 99.5% of emergency repairs were completed within 24 hours; 312 stage 1 and 2 complaints were received, equating to 2.2% service dissatisfaction. A further breakdown of the complaints is in the table below.

47. Housing Repairs, Housing Services, and Neighbourhood Services complaints are processed under the Overarching Housing Services Complaints policy. This two-stage process requires stage 1 complaints to be responded to within 10 working days and stage 2 within 20 working days.

Summary of housing and neighbourhoods' complaints 2024/25

All Housing	Stage 1	Stage 2	Stage 1 Complaints closed within the timescale	% Closed within the timescale	% Partially or Fully Upheld
Housing Repairs	275	37	64	23%	66%
Neighbourhood services	58	17	19	33%	53%
Housing Services	108	20	58	55%	53%
All Housing (total)	438	74	141	29%	55%

48. There were 696 service requests received and processed via the housing areas (Housing Services 329, Housing Repairs 209 and Neighbourhood Services 158), 367 of these were responded to within the council's aimed time of 10 working days.

49. The average response time to these service requests was 14 working-days, compared to 32 working days for stage 1 complaints. The tables below show the top 5 areas that generate service requests to the housing areas compared to complaints. In these

instances, the service requests were first time approaches to the service submitted via the complaints team and therefore registered for active tracking and ownership. These were not managed under the complaints process.

Top 5 Service request compared to stage 1 complaints Neighbourhood Services

Areas within Neighbourhood Services	Service Requests within Neighbourhood Services	Number of Complaints
Tenancy	47	34
Estate Services	20	2
Overgrown Trees	14	1
Service Charges	7	2
Parking	6	0
Total	94	39

Top 5 Service request compared to stage 1 complaints Housing Repairs

Areas within Housing Repairs	Service Request within Housing Repairs	Number of Complaints
Outstanding Repairs / Works	87	153
Communal Repairs	17	5
Leaks	11	38
Roofs	7	6
Gas	6	4
Total	128	206

Top 4 (only 4 areas registered under Housing Services) Service request compared to stage 1 complaints

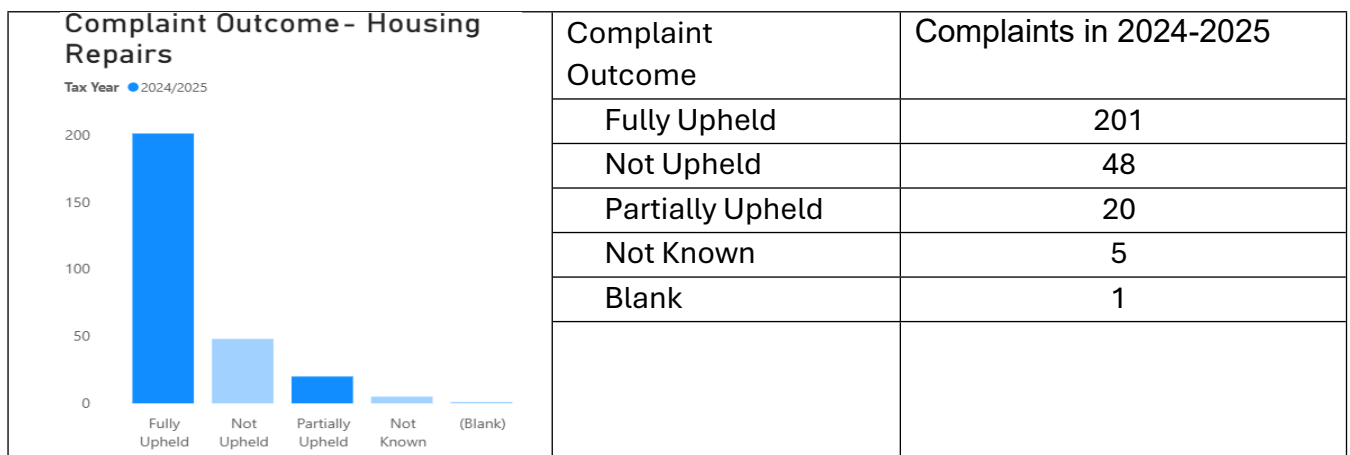
Areas within Housing Services	Service Requests within Housing Services	Number of Complaints
Housing Register	166	48
Temporary Accommodations	83	28
Housing Advice	53	27
Homelessness	1	2
Total	303	105

50. The average response time for complaints for all of Housing in the period 2024/25 was 32 working days, 16 working days improvement from the previous year. Much work has been done with the teams towards improvement in complaint handling, particularly around learning that can be derived from complaint investigations and response times.

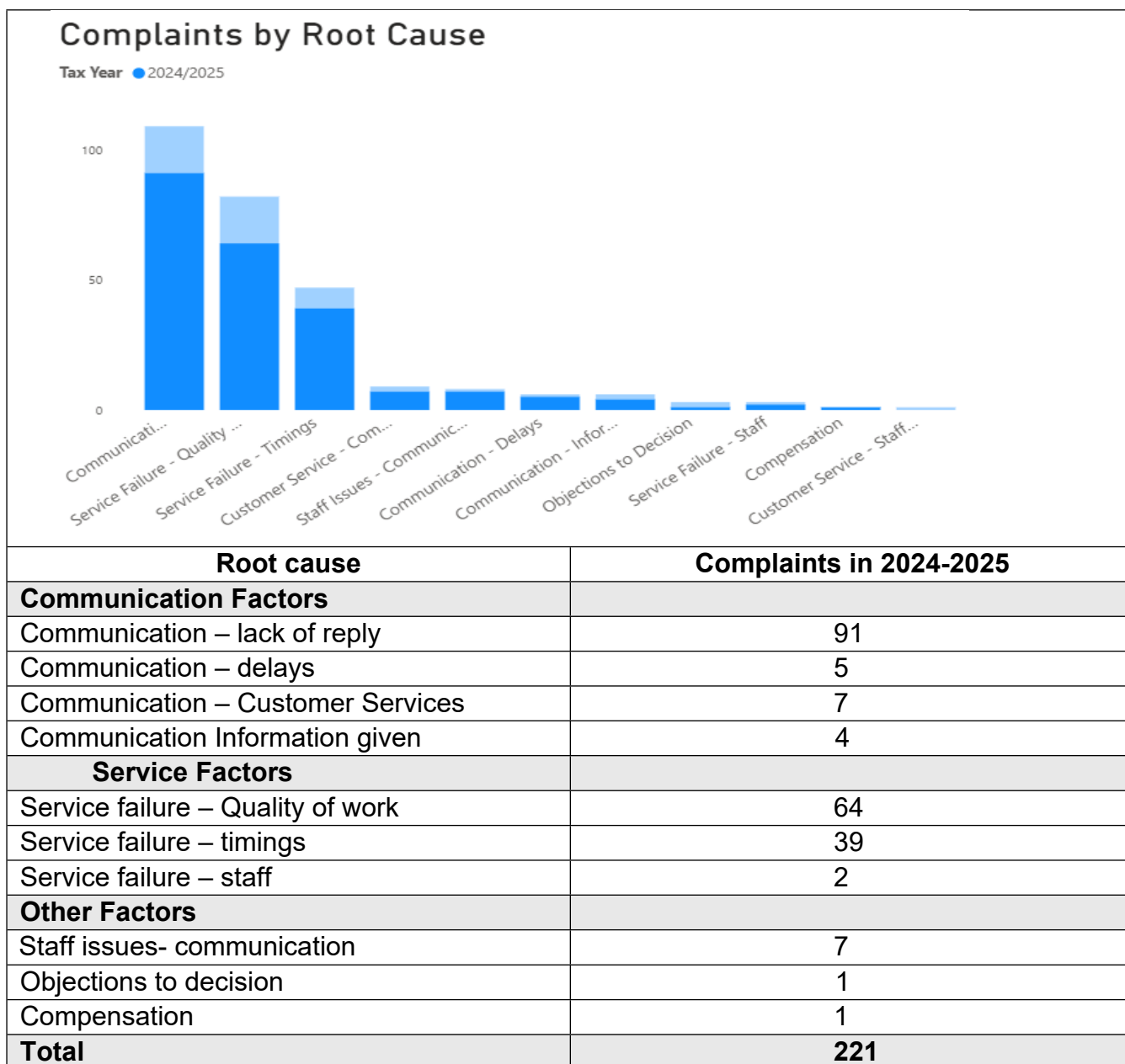
Housing repairs – complaint outcomes and root cause

51. One of the main root causes to ‘upheld’ complaints for Housing Repairs surrounds communication and lack of response from the council to contact made by residents.

52. One of the key learnings from this was for teams to have a customer service approach to solving service requests and complaints by better communication – for example phoning residents and providing updates.



The following Root causes apply to complaints Fully/Partially Upheld only as highlighted in the charts shown in the chart above.



53. More than 33% or 275 of the complaints received from 1st April 2024 - 31st March 2025 were related to Housing Repairs and remained the highest complained about area.

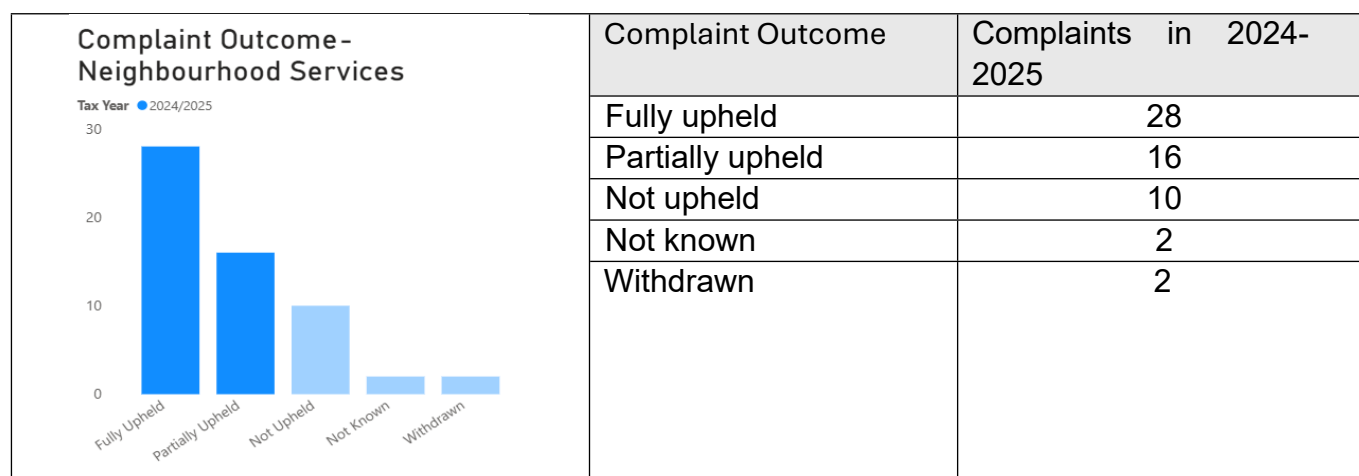
54. Of these, 221 were fully or partially upheld, with 135 having a causal factor centred on delays to either communication or service, and 64 were attributed to the quality of work completed.

55. Complaints relating to 'damp' have increased to 29 this year compared to the previous where 25 were reported. This follows the Inquiry into the tragic death of Awaab Ishak, a high-profile case from Rochdale, of severe exposure to damp and mould reported on in November 2022.

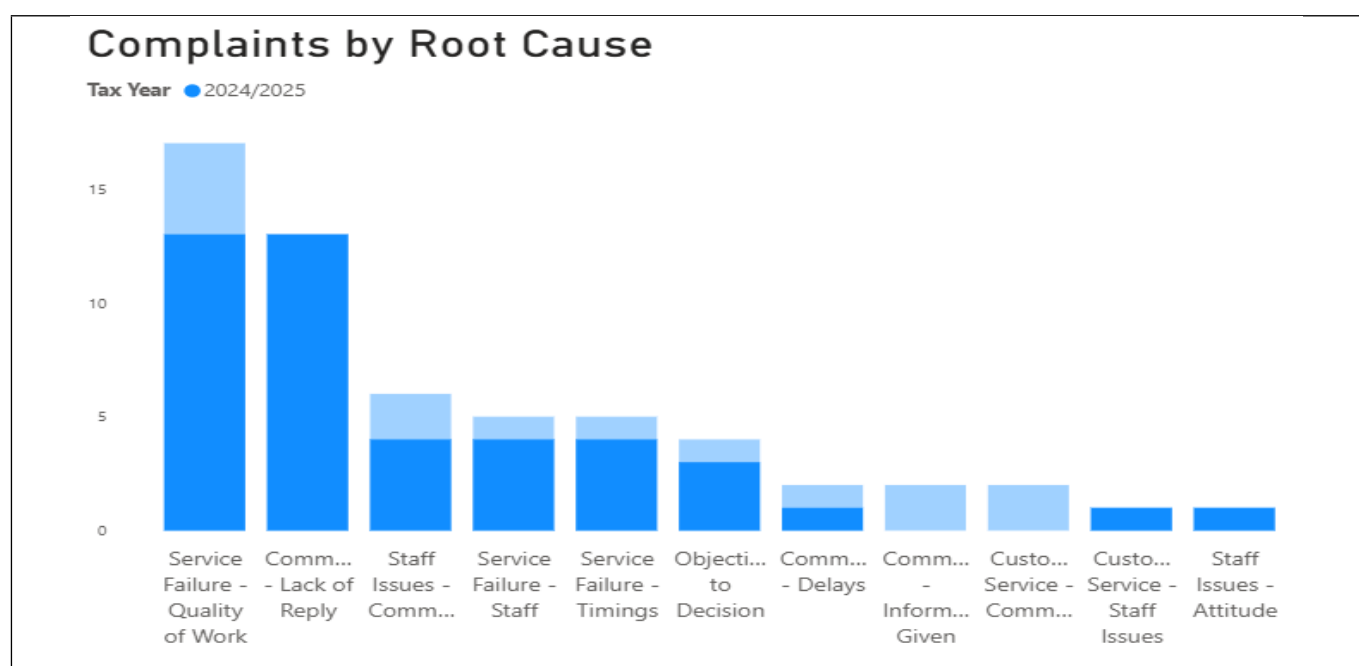
56. The HO has reported an exponential rise in casework involving damp and mould by 134% from the previous year. The Housing Repairs team has done significant work to address these concerns. To do this, a specific reporting channel was set up for residents, and letters were sent to all tenants to advise of damp.

Neighbourhood services – complaint outcomes and root cause

57. Neighbourhood Services received and processed 58 stage 1 complaints, communication delays/timings were the main causal factor, and service failure factors contributed to the complaints upheld.



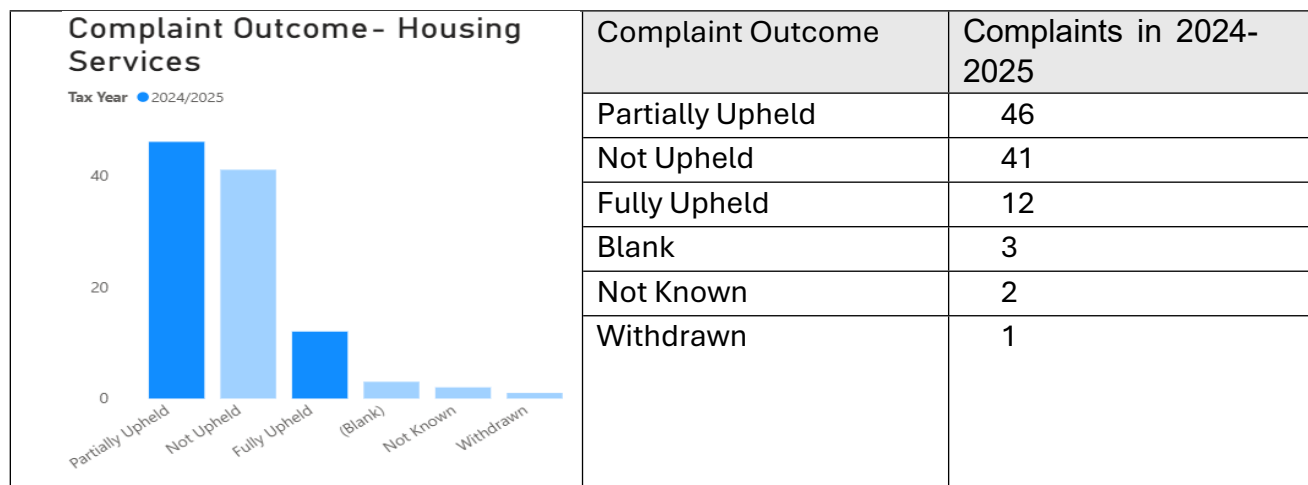
58. The following Root causes apply to complaints Fully/Partially Upheld only as highlighted in the chart shown above.



Root cause	Complaints upheld in 2024-2025
Communication Factors	
Communication – lack of reply	13
Communication – delays	1
Service Factors	
Service failure – Quality of work	13
Service failure – timings	4
Service failure – staff	4
Staff Factors	
Staff issues- communication	4
Staff issues- attitude	1
Staff issues- customer service	1
Other Factors	
Objection to decision	3

Housing services – complaint outcomes and root cause

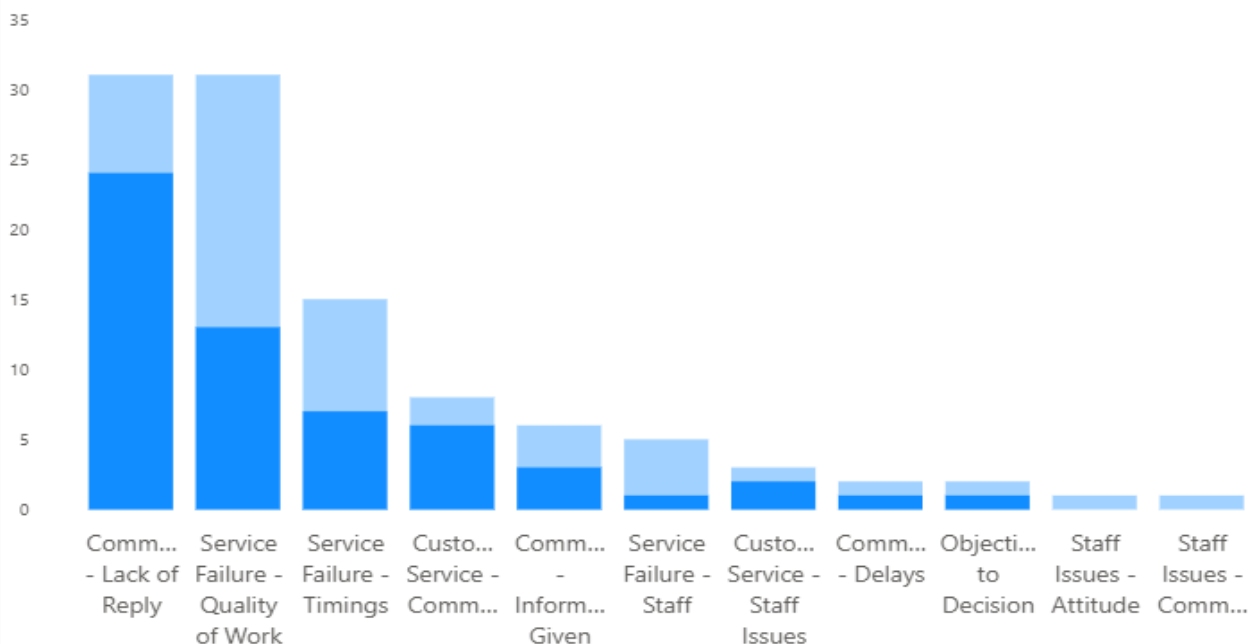
59. There was an over 200% increase in complaints relating to Housing Services, for Housing Advice, Housing Register and Temporary Accommodations. Similar to the other housing areas, the main root cause for complaints was lack of reply to communication and service failures.



60. The following table and chart relate to the root causes for fully/partially upheld complins in Housing Services only as outlined in the chart above.

Complaints by Root Cause

Tax Year ● 2024/2025



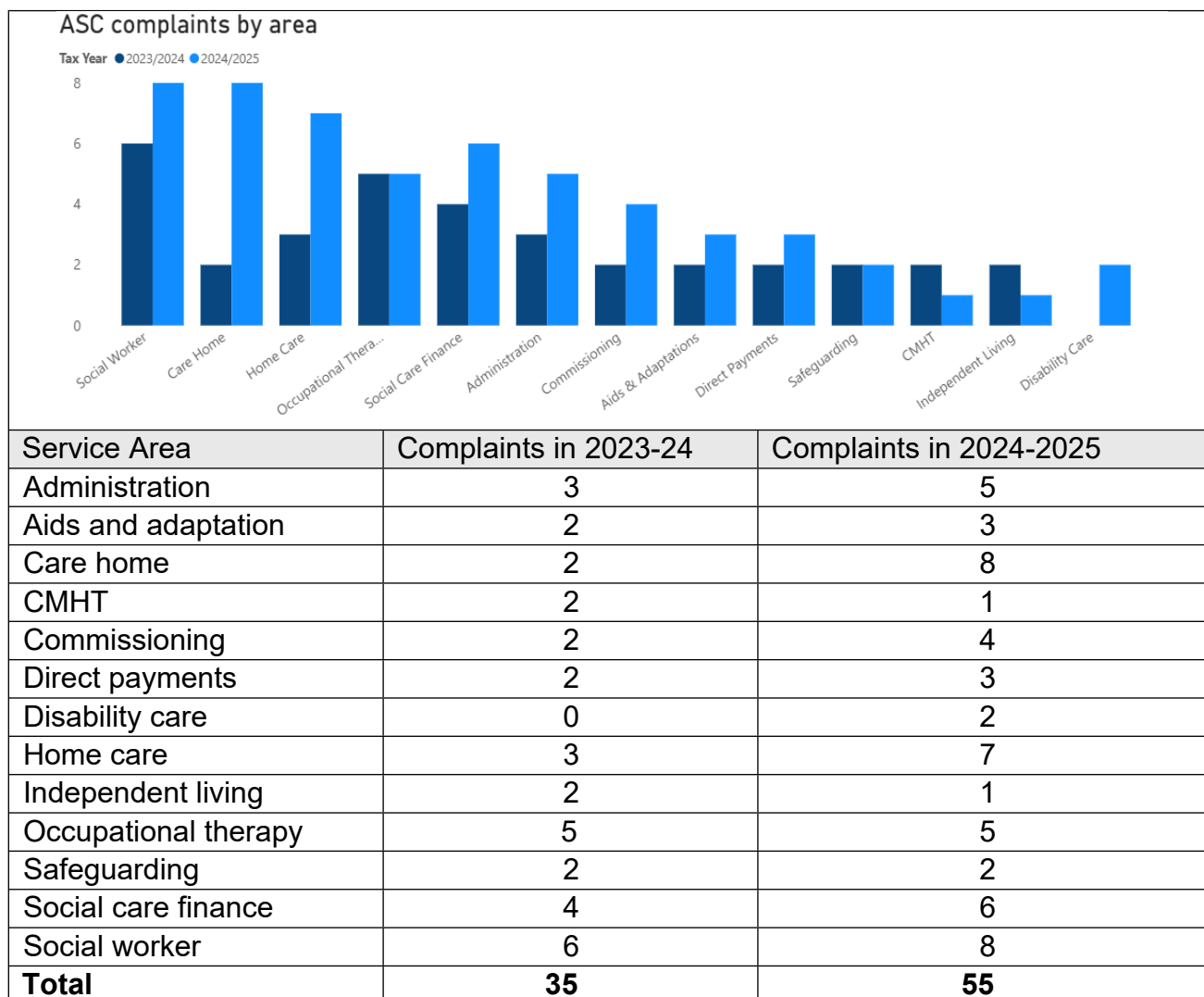
Root cause	Complaints upheld in 2024-2025
Communication Factors	
Communication – lack of reply	24
Communication – Information given	3
Communication – delays	1
Communication- Customer Service	6
Service Factors	
Service failure – Quality of work	13
Service failure – timings	7
Service failure – staff	1
Other Factors	
Staff issues- customer service	2
Objection to decision	1

Adult social care complaints

61. There were 55 statutory Adult Social Care (ASC) complaints investigated from 1st April 2024- 31st March 2025 - an increase of 20 from the previous year, representing at 57% increase.

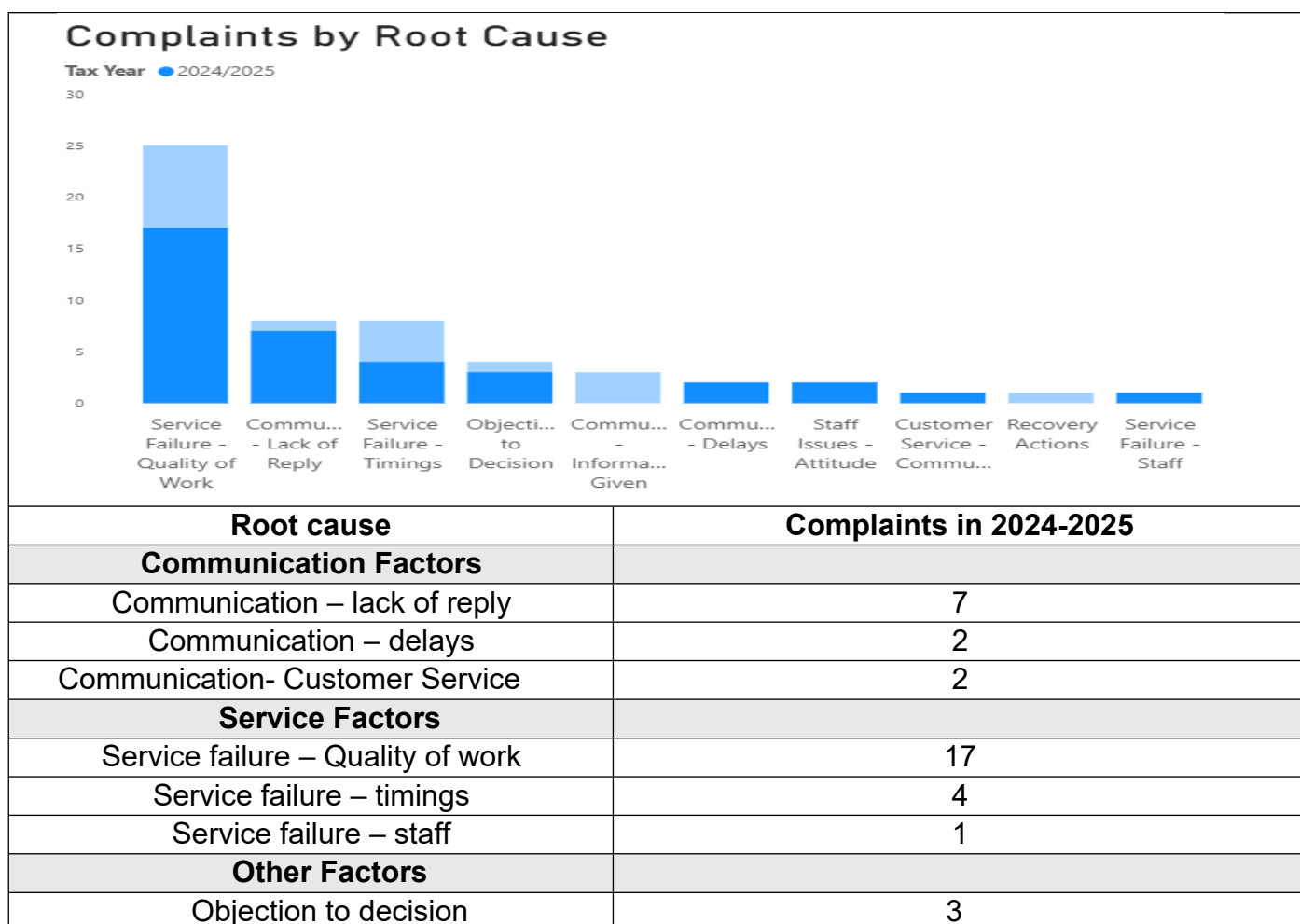
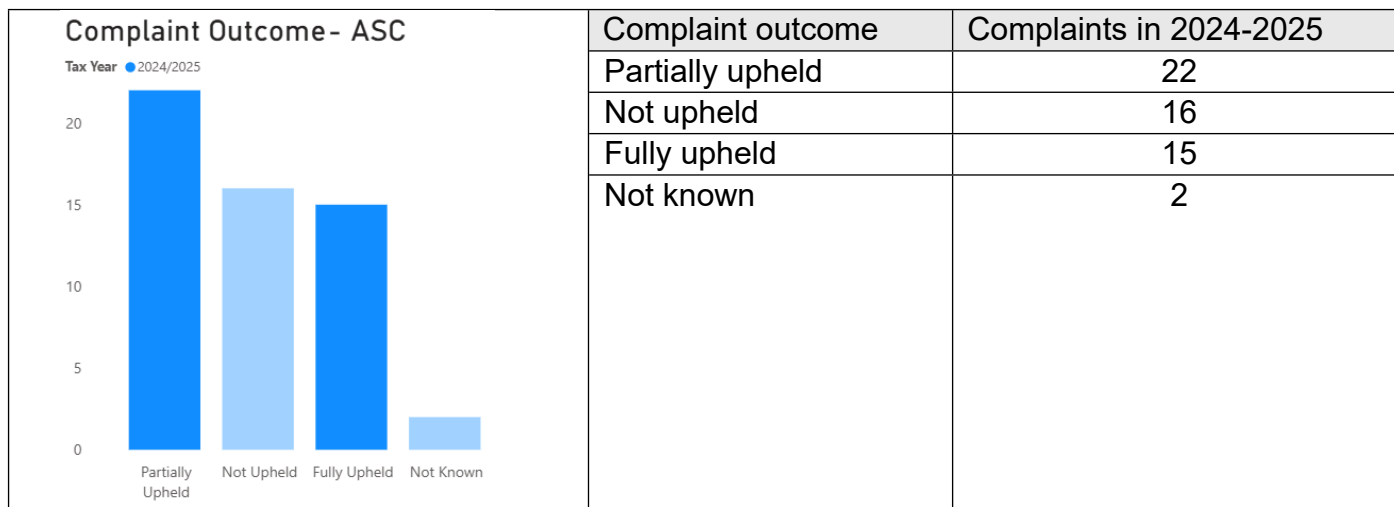
62. Complaints were related to the service areas highlighted in the figure below. The most complained about departments/areas were Home Care, Social Worker and Care home.

ASC complaints by area/service for the last 2 financial years



63. To better understand and implement learnings to complaints, it is helpful to know what triggers them in the first instance. The main causal factors/ root cause for complaints in 2024/25 was service failure- quality of work, for ASC complaints. The below shows the breakdown of both root cause and complaint outcomes to the ASC complaints investigated.

ASC complaint outcome and root cause 2024-2025



Compensation

64. The HO has seen a significant rise in the allocation of compensation over the last three financial years, awarded to tenants. In 2023–24 total compensation awarded was £4.6 million, this was five times higher than the previous year.
65. We also recognise that we must have understanding and empathy for our residents and we must consider their wellbeing as part of the impacts of a poor complaint or service resolution. Although compensation cannot change the past, we need to consider the impact delays in resolution may have caused. We recognise the crucial link between stable housing, a comfortable home environment and general wellbeing. We encourage our residents to actively engage with us.
66. In 2024-25, a total of £2,440 was paid in compensation payments. £2,280 was awarded to 16 complainants linked to Housing repairs. £130 to a Tenancy (Neighbourhood services) complainant and £30 to a Building management related complaint. These figures were manually inputted into the council's complaint monitoring system but may not have captured all payments. We are therefore working with finance to fully understand corporately the amounts of compensation paid across the council as this needs to be recorded consistently. A total of £310 was awarded to three complainants linked to outstanding repairs in 2023-24.

Conclusion

67. In summary there has been an increased focus on the Council becoming more compliant and improving performance in an environment where complaints are increasing nationally.
68. Learning and improvements have been taken on board and embedded into the complaints service and downward trends are showing green shoots of improvements.
69. The council will continue to focus on following through on actions from stage 1 complaints which will help reduce stage 2 complaints and result in more early resolution of issues for residents.
70. There has been a huge drive to be more compliant and have a more positive complaint handling culture. At the time of publishing, we are proud to reflect that the council's self-assessment against the Housing Ombudsman complaint handling code has found a 90% compliance rate compared to 47% the previous year.

LEARNING FROM OMBUDSMAN UPHELD COMPLAINTS

The Council evidence confirming compliance with these actions

Ref	Action
Service Area: SEND	
1	Reviewed the SEND team's internal monitoring and record keeping for complaints and resolutions.
2	Reviewed SEND communication policy for timeliness of responses; provided staff training in line with revised policy.
3	Used Y's case as a case study to review processes around consultations to settings.
4	Provided staff training in handling complaints and resolutions.
5	Provided staff training on annual review procedures, focusing on pupils not in educational settings.
6	Provided evidence confirming compliance with actions to the Ombudsman.
Service area: Ombudsman Remedial	
7	Issued written apology to Mr X and J in line with Ombudsman guidance.
8	Paid Mr X £10,750 for lost SEP (May 2022 – Jan 2024)
9	Paid Mr X £500 for frustration, distress, and uncertainty caused by communication, record keeping, and delays.
10	Paid Mr X £500 for avoidable time and trouble due to poor complaints handling.
11	Shared "Principles of Good Administrative Practice" with relevant officers.
12	Reviewed and updated SEN decision-making procedures to meet Ombudsman principles.
13	Shared "Guidance on Effective Complaint Handling" with officers; emphasised completing complaints procedures in time and signposting to Ombudsman.
14	Paid £6,000 to reflect Y's lost SEP (limited tuition, no peer interaction/SALT).
15	Paid £500 to Ms X for distress and time/trouble caused by faults.
16	Issued apology to Ms X per Ombudsman guidance.
17	Issued reminder to all complaints officers re: discretion for late stage two escalation requests and correct process.
18	Paid Ms X £250 for distress/frustration (paras 37, 44, 48).
19	Paid Ms X £750 for uncertainty caused by fault (para 40).
20	Provided Ms X with update on reassessment of B's needs, panel decision, and timescales.
21	Issued written reminder to staff re: statutory EHC Plan timeframes (4+8 weeks for amendments, 14 weeks for reassessments).
Service area Housing Allocations	
22	Issued written apology to Miss X for injustice caused.
23	Paid Miss X £200 to recognise uncertainty caused.

Ref	Action
24	Provided Miss X with formal response to her housing application.
Service area: Homelessness	
25	Issued written apology to Mr X for uncertainty caused by lack of detailed timescales in personalised housing plan and two-month delay in decision.
26	Paid Mr X £300 to remedy uncertainty caused by lack of timescales and delayed decision.
27	Ensured staff fully completed personalised housing plans with timescales, signed by applicant and officer.
28	Ensured staff completed actions in personalised housing plans at the earliest opportunity.
29	Reviewed policy and/or provided training on issuing timely homelessness decisions per statutory guidance.
Service Area: Temporary Accommodation	
30	Issued apology to Ms X for fault found, in line with Ombudsman guidance.
31	Paid Ms X £300 for avoidable distress and uncertainty.
32	Repaid Ms X £2,760 for rent payments made.
33	Reduced Ms X's rent account balance to zero.
34	Provided staff guidance to ensure affordability assessments are made when allocating temporary accommodation.
Service Area Right to Buy	
35	Issued apology to Miss X in line with Ombudsman guidance.
36	Paid Miss X £500 to cover mortgage broker costs incurred due to fault.
Service Area: Council Tax	
37	Issued apology to Mr X in line with Ombudsman guidance.
38	Paid Mr X £250 for stress caused.
39	Paid Mr X £100 for time and trouble due to complaint delays.
40	Reminded staff to respond to offers of payment for unpaid council tax and adhere to debt management transparency policy.
41	Reminded staff to adhere to timeframes in complaints policy.
Service area: Adult Social Care	
42	Issued apology to Mr A, Mr B, and Ms C for failures in assessment, communication of personal budget, and decision-making.
43	Paid Mr A £1,000, Mr B £1,000, and Ms C £200 for uncertainty, anxiety, time, and trouble.
44	Reassessed Mr A's nighttime care needs (if not already completed).
45	Reminded/provided training to officers on Care Act-compliant assessments, carers assessments, written communications, updates to service users, and complaint referrals.
46	Provided evidence to Ombudsman confirming completion of actions.

