



Cambridge City Council Cabinet

Date: Tuesday, 15 July 2025

Time: 5.00 pm

Venue: Council Chamber, The Guildhall, Market Square, Cambridge CB2 3QJ [access the building via Peashill entrance]

Contact: democratic.services@cambridge.gov.uk, tel: 01223 457000

Agenda

This meeting is open to any member of the Council who wishes to ask questions of the Executive on items included on this agenda. Could members please notify the Committee Manager if they wish to attend and speak.

12a Annual Customer Feedback Report (Pages 3 - 116)

The enclosed papers are as follows:

- Cover report – NEW
- Appendix 1 (Annual Customer Feedback Report 2024 – 25) – UPDATED
- Appendix 2 (Annual Housing Complaints Report and Self-Assessment 2024 – 25) – UPDATED

Cabinet Members: Holloway (Chair), Wade (Vice-Chair), Bird, Moore, Nestor, Smart, A. Smith, S. Smith, Thornburrow and Todd-Jones

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Further information on public speaking will be supplied once registration and the written question / statement has been received.



REPORT TITLE: Annual Customer Feedback Report 2024/25

To:

Cabinet 15 July 2025

Report by:

Jane Wilson, Chief Operating Officer

Tel: 01223 457860 Email: jane.wilson@cambridge.gov.uk

Wards affected:

All

Director Approval: Director Jane Wilson confirms that the report author has sought the advice of all appropriate colleagues and given due regard to that advice; that the equalities impacts and other implications of the recommended decisions have been assessed and accurately presented in the report; and that they are content for the report to be put to the Cabinet for decision.

1.	Recommendations
1.1	It is recommended that Cabinet: <ul style="list-style-type: none"> 1. Approve publication of the Customer Feedback reports on-line. 2. Approve the findings of the self-assessment process documented in appendix two, Housing Complaints and Self-Assessment Report.
2.	Purpose and reason for the report
2.1	Good practice and visibility on customer feedback overall, and specifically to comply with the Housing Ombudsman guidance in relation to housing complaints.
3.	Alternative options considered
3.1	There are no alternative options to publication
4.	Background and key issues <p>This item brings together two separate reports, one covering all customer feedback and complaints, and the second drawing out the housing specific feedback including the annual update on our compliance with the Housing Ombudsman's self-assessment criteria. This new process follows the review and alignment between the processes for the two ombudsmen and was agreed by the Exec Cllr to receive these two separate reports. This was brought to the previous strategy and resources scrutiny committee in November 2024 ahead of the decision of the Executive Cllr.</p>
4.1	Appendix 1: The Annual Customer Feedback Report 2024-25 <p>This provides a summary and detail on all complaints, compliments and customer satisfaction for 2024-25. Key high-level points to note are:</p> <ul style="list-style-type: none"> • The overall positive direction of travel, reflected both in the reduction in the

	<p>total number of complaints (855 compared to 953 in the previous year, representing less than 0.1% of all contacts with the Council) and in the outcome of cases referred to the Local Government and Social Care Ombudsman (LGSCO), where of the 15 complaints submitted, none were upheld.</p> <ul style="list-style-type: none"> • The impact of the reduction in the requirements to escalate a complaint to stage two saw an increase from 98 escalations in 23/24 to 118 in 2024/25. The change is that there is no longer a need to specify reasons for the escalation, other than continued dissatisfaction. • The proportion of complaints resolved within the target time of 10 days has increased to 80% (compared to 72% in 2023/24) • This is the first full year of data collection for the Customer Support feedback system. This provides valuable insights which are leading to service improvements, for example better queue management reducing wait times for priority calls.
4.2	<p>Appendix 2: Annual Housing Complaints Report and Self-Assessment 2024-25</p> <p>This report pulls out the housing specific customer feedback and complaints, in line with the requirements of the housing ombudsman. It also contains the annual self-assessment of our complaints process, which needs formal approval before it is submitted to the housing ombudsman.</p> <p>Key high-level points to note:</p> <ul style="list-style-type: none"> • The overall number of housing complaints received in 2024/25 remained broadly the same as in 2023/24 • The self-assessment, which must be submitted by 30 September 2025, demonstrates that we have updated our processes in line with ombudsman requirements in the last year • 81% of complaints were resolved with the target time of 10 working days • 5 complaints were referred to the Housing Ombudsman. From these, a number of faults and orders were found, however the Council was not served with any complaint handling failure orders.
5.	Corporate plan
5.1	<p>Corporate plan 2022-27: our priorities for Cambridge - Cambridge City Council</p> <p>This links to Corporate Priority 4, Modernising the Council to lead a greener city that is fair for all</p>
6.	Consultation, engagement and communication
6.1	These reports communicate the learning we have taken from customer feedback in the last year.
7.	Anticipated outcomes, benefits or impact
7.1	Approving the publication and findings of this report ensures our compliance with the Housing Ombudsman's code of practice and demonstrates our commitment to providing services in ways which are fair to all.

8.	Implications
8.1	If the report is not published and findings are not approved, we will not be complying with the Housing Ombudsman's code of practise.
8.2	Financial Implications
	N/A
8.3	Legal Implications
	N/A
8.4	Equalities and socio-economic Implications
	As approval of the recommendation will mean the continuation of the existing reporting procedure as is, there are no equalities and socio-economic implications.
8.5	Net Zero Carbon, Climate Change and Environmental implications
	There are no Net Zero Carbon, Climate Change or Environmental implications
8.6	Procurement Implications
	There are no procurement implications associated with this decision
8.7	Community Safety Implications
	There are no Community Safety implications associated with this decision
9.	Background documents
	Used to prepare this report, in accordance with the Local Government (Access to Information) Act 1985
9.1	Housing Ombudsman self-assessment form. Cambridge City Council complaints policy.
10.	Appendices
10.1	Annual Customer feedback Report and Housing Complaints Report with Self-Assessment
	To inspect the background papers or if you have a query on the report please contact Jane Wilson, Chief Operating Officer, jane.wilson@cambridge.goc.uk , 01223 457860

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Cambridge City Council

Annual Customer Feedback Report 2024 - 25

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Cambridge City Council's Annual Customer Feedback Report - Introduction

Every year Cambridge City Council publishes an Annual Customer Feedback Report, which gives an overview of the complaints and compliments the Council has received and how we have dealt with them (though we do not publish names or other personal details of people who have complained).

Cambridge City Council welcomes customer feedback, to help us to identify and address problems for customers, and to improve our services. This report shows how we have increased customer feedback about services and how we are responding to complaints.

Why we produce this report

- To learn from our mistakes so that we can improve our services.
- To encourage people who have cause to complain to make comments and suggestions to help us make these improvements.
- To be transparent about the complaints we've received, how we've responded to them and what we've done to try to put things right.
- To publicise and explain our complaints process.

Our Complaints Procedure

What is a complaint?

A complaint can be wide-ranging, but can be defined as an expression of dissatisfaction with the service provided, or lack of action by the Council, or its staff. This can include failure to achieve specific standards of service.

It should be highlighted that issues brought to the Council for the first time, are dealt with as a request for service and so are not processed as a formal complaint. However, service requests can then escalate into a stage 1 complaint if the customer remains unsatisfied. This may occur from delays in response or dissatisfaction with staff behaviour or policies.

Customers complain to the Council if they:

- Are unhappy about something we have or haven't done.
- Are not satisfied with the way a member of staff has treated them.
- Are not happy with the way a councillor has treated them.

Cambridge City Council has a two stage complaints process:

Stage One: An issue raised by a complainant which is escalated beyond a service request for the first time.

Stage Two: Internal review of a complaint where the complainant is unsatisfied with the response to their initial complaint or the way in which the complaint has been handled, and they wish for their complaint to be considered further.

The **Local Government & Social Care Ombudsman (LGSCO)** or **Housing Ombudsman** is the final stage - the person affected must have gone through our internal complaints process before going to the LGO or Housing Ombudsman for an independent review.

Complaints to Cambridge City Council in 2024-25: summary

Total number of complaints received

In 2024-25, the total number of complaints received was 855, which is a decrease of 98 cases (10.3%) from the previous year's total of 953. When put into context with the amount of service requests and contacts made to the Council, 225,000, this accounts for less than 0.1% of contact received resulting in a formal complaint.

Proportion resolved at stage 1 and stage 2

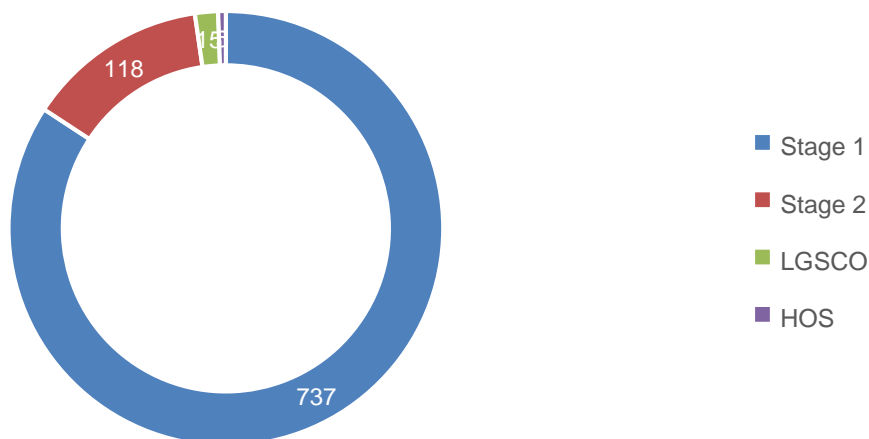
Of those 855 complaints, 86% (737) were resolved successfully at the first stage without need for escalation. This compares with 90% in 2023-24, and 93% in 2022-23.

118 complaints were escalated to stage two, which is 20 more than in the previous year. This was anticipated as the requirements to escalate a complaint to the second stage of the process were removed. A further expression of dissatisfaction following a stage 1 complaint was enough to be considered a request to escalate, so we did expect to see a rise in the number of stage 2 escalations.

Proportion resolved within the target timescale

Across all complaints submitted at both stages, 80% were resolved within the target time of ten working days. This represents an increase on recent years, where 72% were responded to within time in 2023-24, and 77% in 2022-23. The target is for 85% or over to be answered within the target time, so it is encouraging to see a step closer to that target this year.

Fig 1. Total Complaints received, by resolution stage



Stage 1	Stage 2	LGSCO	HOS
737	118	15	5

Overview of complaint trends

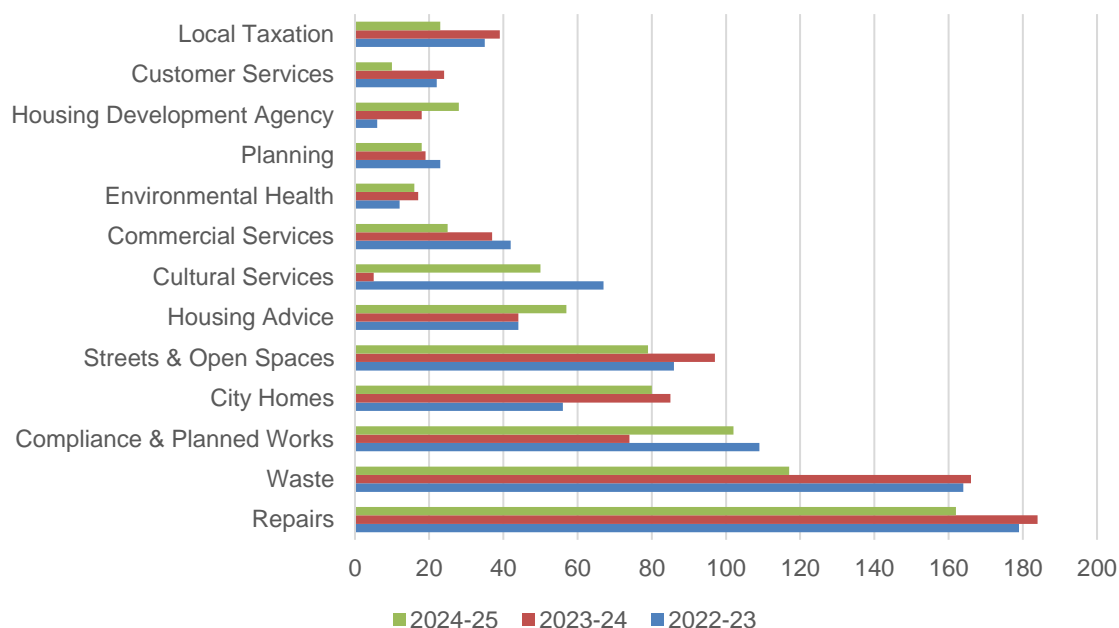
264 (28%) of all complaints received by the Council were for the Housing Assets and Maintenance service, with the majority relating to Responsive Repairs (162). This is a very slight increase from 258 complaints overall in the previous year, the Planned Works & Compliance areas had an increase of 28 compared to 2023-2024..

This trend is in line with previous years where Housing Maintenance and Assets, Waste, and Streets & Open Spaces receive the greatest volumes of complaints.

Whilst the Responsive Repairs service saw the highest volume of complaints overall, they did have 22 less complaints compared to 2023-24. Some changes within the service such as the introduction of a specialist Damp, Condensation and Mould (DCM) Team contributed to this reduction. A large proportion of the services complaints related to DCM, and having a specialist team in place to tackle the issues before they reach the complaints stage has had a positive impact on the service and outcomes for residents. The majority of services across the Council saw a reduction in the volume of complaints received. Shared Waste decreased by 49, Streets & Open Spaces decreased by 18, Local Taxation decreased by 16 and Customer Services decreased by 14. The only Services not already mentioned which saw their number of complaints increase were Housing Advice, who increased by 13, and Housing Development Agency which increased by 10.

The Shared Waste service saw a reduction of 49 complaints compared to 2023-24. More accurate and timely reporting by collection crews has played a key role in reducing complaints within the service, especially relating to repeated missed bins. Crews now use InCab devices to log issues in real time, allowing for quicker identification and resolution of problems. This proactive approach has ensured fewer service disruptions throughout the year and has improved overall reliability of the service.

A comparison of complaints by higher volume services can be seen below.



Service	2022-23	2023-24	2024-25
Environmental Health	12	17	16
Customer Services	22	24	10
Local Taxation	35	39	23
Commercial Services	42	37	25
Streets & Open Spaces	86	97	79
Housing (City Homes)	56	85	80
Housing (Housing Advice)	44	44	57
Housing Development Agency	6	18	28
Cultural Services	67	58	50
Housing Repairs (Responsive)	179	184	162
Housing Repairs (Planned & Compliance)	109	74	102
Planning	23	19	18
Waste	164	166	117

Local Government & Social Care Ombudsman (LGSCO) and Housing Ombudsman

15 complaints were made to the Local Government Ombudsman. Of these, no cases were progressed to be investigated by the LGSCO. 9 cases were closed following initial enquiries, and 6 were outside of the Ombudsman's jurisdiction.

5 complaints were investigated and determined by the Housing Ombudsman Service. Of these, there were 7 findings of maladministration, 14 remedial orders made, and 2 remedial recommendations made. Further commentary on this can be found on page 43 of this report.

Reporting, monitoring and driving service improvement

The City Council's managers work hard to understand the reasons for the complaints, and where a consistent theme or issue has been established, they have taken action to prevent the poor service that triggered those complaints from being repeated. We continue to focus on delivering high quality services to all residents and customers and welcome all feedback on our services and suggestions for improvement.

The Lead Complaints Officer has continued to review data on a regular basis to establish themes and trends. This data is reported on a quarterly basis to Leadership and Corporate Management Team to prompt reflection on what services need to do to improve, change or prevent a reoccurrence. Particular attention is focused on responding appropriately to complaints first time and reducing complaints being escalated to the higher stages. This reporting has led to some constructive discussions with Senior Management, and as a result we have been able to take feedback and apply it across many areas of the complaints process. An example of this was creating a template which guides the investigating Officer through everything that is required to be included in a complaints response. This has increased the quality of responses being sent at both stages, and ensures compliance with Ombudsman codes of practice.

Persistent and Unreasonably Persistent Complainants

Sometimes when pursuing their complaint, complainants can become unreasonably persistent in a way that can hinder the way their complaint is investigated. This can include excessive repeat contact, which is not necessarily abusive or aggressive. In 2024-25 it was necessary to impose restrictions on two customers and limit their contact with the Council. These restrictions were made in line with the persistent and unreasonably persistent complainants policy and both were given a single point of contact within the Council to report any other issues outside of their complaint. The restrictions on both complainants will be reviewed after 12 months.

Reporting on complaints about Council Policy

Where a complainant raises a complaint about a Council Policy, this will still be responded to under the complaints policy. If the complainant wishes to give general feedback or have a policy explained further, the Council will respond to this as an enquiry for service, and provide an explanation or rationale behind the policy.

Should the complainant be dissatisfied with how the Council reached the decision on the policy, or feel that an injustice has been caused by a policy, this would be investigated as a complaint. These complaints will then be considered when reviewing policies in future.

LGSCO and Housing Ombudsman Complaint Handling Code

Our complaints handling guidance is based upon the code laid out by the Local Government and Social Care Ombudsman. In November 2022 the LGSCO announced that they would be publishing a joint handling code alongside the Housing Ombudsman. This code was published in November 2023, and the guidance within it became mandatory in casework from April 1 2024.

Part of this code requires the Council to assess our process and policy annually against the latest guidance from both the Housing Ombudsman and the Local Government and Social Care Ombudsman. In 2023-24, this was done later in the year and reported to committee in November, however this year, the self-assessment is included at the same time as this report. Following the self-assessment in November several minor changes were made to the complaints service.

- Previously we would keep complaints open on our system until any follow-on work had been booked and completed where required. The point of resolution for a complaint is now when this follow-on work has been booked, rather than completed. We will still keep complainants informed of follow-on work timelines and appointments, but now complaints are closed when the work required to resolve the complaint is booked.
- Our template for responding at stage one previously asked complainants why they considered their complaint still unresolved, and what they seek as a preferred resolution from escalating their case to stage two. Complainants are no longer required to answer these questions before we will escalate a case, but we do still ask for the information to help guide stage two investigators. A simple further expression of dissatisfaction is enough to escalate a case.
- Our complaints form now asks complainants if the Council need to make any reasonable adjustments when investigating the complaint or communicating with the complainant. 38 requests for a reasonable adjustment were made since the feature went live in November, and the most common use of this feature so far has been to request a certain communication method or to inform us of any circumstances which may cause communication difficulties.

Council Group Design

Following the Council group structure redesign, it will be necessary to amend our complaints system hierarchy to mirror this new structure. This work will take place early in Q2 2025-26, and will give new Service Managers more visibility of the complaints their services are receiving, giving them opportunities to take improvement actions. Quarterly reports will continue to be taken to Corporate Management Team Meetings, which are also attended by Leadership Team, and training is provided to those who have not had experience of investigating complaints in the past.

How complaints were received

Year	Email	Web	Telephone	Face to Face	Letter
2024-25	9%	84%	6%	<1%	<1%
2023-24	7%	86%	5%	<1%	1%
2022-23	8%	84%	6%	<1%	1%

The majority of complaints were received via a digital channel, predominantly via customers submitting their complaints themselves. 84% of complaints were logged by members of the public using the web form to report directly into the Council's Complaints Tracker, which is a slight decrease from 86% last year.

The face-to-face customer service staff have continued to assist customers to self-serve using digital options. Five complaints were submitted using this contact method, which is one more than last year.

Compliments

In 2024-25 the Council received 76 compliments across all services via Complaints Tracker, which is a minor increase of 9 compared to 2023-24.

However, some frontline services found that compliments were received directly to operatives or officers from residents. These have been mentioned in the service-by-service summaries where available.

Temporary Accommodation and Supported Housing received the highest number of compliments, with the majority relating to helpful staff members.

Officers are encouraged during training to formally record compliments as well as complaints, as managers had mentioned more than once that the number of compliments formally recorded was lower than expected. This is evidenced by only four compliments being formally registered on the case monitoring system, however a larger amount are received directly by Customer Services staff anecdotally following calls or appointments, and also via the newly implemented customer satisfaction system.

Customer Satisfaction Feedback System

In Q3 2023-24 Customer Support (Customer Services) implemented a new system to measure how satisfied customers were following their interactions with the team. Any customer who calls from a mobile number will be sent a text message automatically at the conclusion of their call, which contains a link to a form where they can leave feedback on the experience they had with the advisor who served them. Customers can opt-out of receiving this survey, but we do still receive a good number of responses.

Since launching the feedback form, we have analysed the responses and have removed the option to leave neutral feedback, ensuring customers give a positive or negative response facilitates targeted improvements. Neutral responses may not have been considered as important enough to investigate.

The Business Improvement team analyse the feedback gathered within these forms to identify potential improvements to the Customer Service offering within the centre.

Telephone	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Apr	Total	Percentage
Positive	174	45	226	320	253	284	304	264	208	271	268	351	2968	85%
Negative	34	10	34	65	42	44	58	44	44	41	43	61	520	15%

A link to the survey is included within the signature for all emails that leave the Council's contact system, however the response rate for email is much lower. Similarly, there is a console within the front of house area of the Customer Service Centre, but with the low number of appointments each month, the response rate has also been low for this.

Email	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Apr	Total	Percentage
Positive	2	2	2	3	3	1	1	2	0	2	4	4	26	63%
Negative	0	0	2	0	4	2	0	2	2	0	3	0	15	37%

F2F	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Apr	Total	Percentage
Positive	1	0	0	3	3	0	1	1	1	0	0	0	10	100%
Negative	0	0	0	0	0	0	0	0	0	0	0	0	0	0%

Clarissa Norman, Customer Services Operations Manager:

In 2024-2025 we received 3004 customer satisfaction surveys, all but 36 of the responses related to the contact centre.

85% of customers were satisfied with the service they had received from the advisor.

Managers in Customer Services look into every dissatisfied report customers submit - 15% or 451 responses across the year.

Of the 15% of customers who submitted negative feedback, 61% (275) of these customers used this outcome to represent their feelings with the outcome of the call, or their feedback was found to be unwarranted. Our investigations have found this outcome is also selected where we have not been able to give the customer an update to their original service request, or where customers have been transferred to back office teams and we do not know the content of the conversation.

The feedback we are receiving is allowing us to better identify knowledge gaps/training needs for the team, improve our processes and update websites/information sources to give customers a better experience. In the past year as a result of feedback we have:

- Improved our call routing for customers reporting traveller encampments and Pinder enquiries so they avoid unnecessary messaging
- Ensured the waste web pages are updated to reflect the correct process for bulky collections
- Reviewed and rationalised our contact centre messaging for Council Tax callers, with updated Waste messaging going live in June 2025
- Prioritised customers calling about Benefits as well as Elections calls (on polling day only) to ensure customers who are vulnerable or who's call is time sensitive have their calls answered as quickly as possible.
- Updated a number of incorrect web pages and telephone numbers

Digital Options:

The customer satisfaction survey asks customers about their awareness of our digital options and why they chose to call/email/visit Customer Services.

In 2023 – 2024, 52% of customers stated they were aware of our digital options, in 2024-2025 the percentage was 51%.

Customers reasons for calling:						
Year	Easier to Call	Prefer to speak to a person	Online not working/not available	Following up previous contact	Emergency	Other
2023 – 2024	21.4%	26%	20.7%	10.7	10.5%	10.7%
2024 - 2025	16.8%	47.4%	19%	9.1%	7.7%	0

In 2023 -2024, 52% of customers said that they are aware of the digital options available to them but still call the Council to speak to an advisor. This trend has continued into 2024 – 2025 with 51% of customers confirming they were aware of digital options.

The reasons why customers decided to call customer services have changed in 2024 – 2025, potentially as a result of specific options being offered rather than free form text boxes. These themes were created from the feedback customers submitted in 2023 - 2024 and were introduced last year to make analysis easier.

This feedback makes it clear that customers prefer to/ comment that it is easier to call and speak to an advisor - 64.2% of customers told us this was why they telephoned despite having knowledge of our Digital options.

Online options not working or not available continued to account for approximately 20% of calls where customers knew about digital options.

Service-by-Service Complaint Trends and Management Response

Each council department reviews the complaints and compliments it receives on a quarterly basis. This enables services to identify if there are any trends in the types of complaint being made or the services that complaints are being made about. As a result, changes can be made to services and how they are provided.

The next section of this report details comments from Services on actions they have taken to prevent, improve or change as a result of the feedback received in previous years. The total figure in the first column is the sum of Stage 1 and 2 complaints.

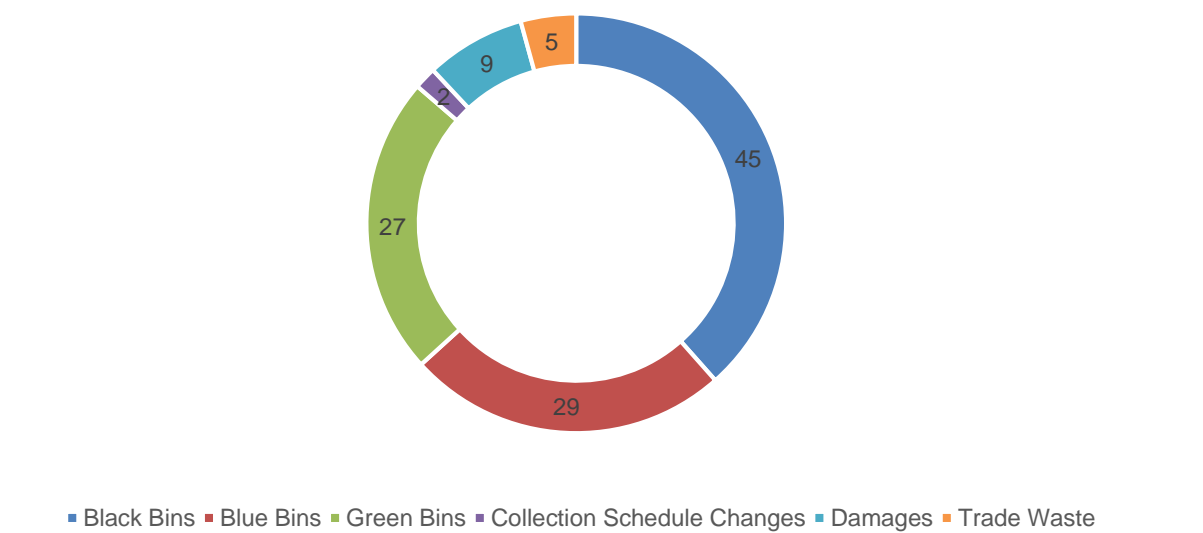
Complaints by sub-service are identified in the pie chart, this is how a service is broken down into the individual service request areas within. The bar graph displays resolution themes, or where these themes are too diffused and a trend cannot be identified, the bars will display root causes.

A resolution theme is the service specific content of the complaint (missed bin for example), whereas a root cause is a reason for the complaint which is generic across all services (service delivery failure).

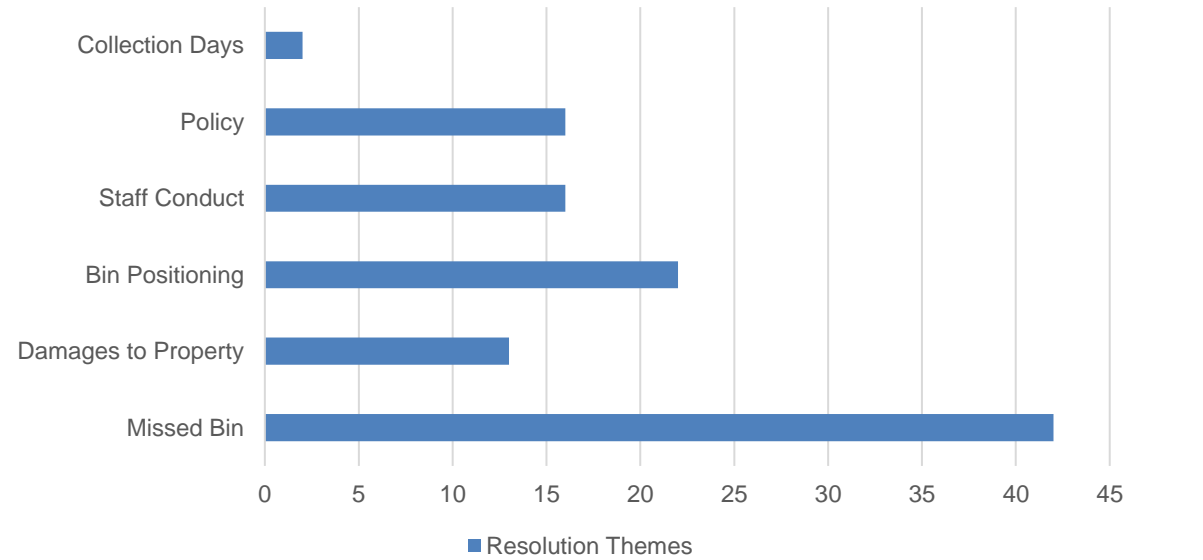
Greater Cambridge Shared Waste Service

Waste	Total Complaints	Stage 1 Complaints	Stage 2 Complaints	Complaints in Target	Compliments
2024-25	117	111	6	92%	7
2023-24	166	159	7	93%	5
2022-23	164	153	11	60%	4

Cases by Sub-Service



Resolution Themes



Greater Cambridge Shared Waste: Service Comments

Bode Esan, Head of Greater Cambridge Shared Waste Service:

The Shared Waste Service undertakes in the region of 798,500 collections per month, collecting an average of 3 bins per household per fortnight, of which approximately 40% of total bin collections per month are within City. The service has maintained the number of successful collections at 99.89%

During 2024-2025, Shared Waste Services saw the addition of 2,400 properties, each with an average of 3 bins per household, resulting in approximately 7,200 extra collections compared to the previous year.

This year saw a reduction in complaints from 139 to 115 with the same 97% response rate of the corporate timeframe of 10 days for stage 1 and 20 days for stage 2

A total of 42% of complaints during this period were related to missed bin collections and of those 39% of were marked as unjustified. The issues reported included residents disputing crew notifications, bins being only partially emptied, repeated missed collections, and missed underground bins

There was a 15% increase in complaints that related to disputed crew notifications – including contaminated bins and bins marked as ‘not out’ for collection. This trend suggests that crews are demonstrating increased vigilance in monitoring and reporting bin issues via the InCab devices

This year, we have seen a noticeable reduction in complaints about repeated missed bin collections. This improvement is largely due to more accurate and timely reporting from our crews, which has helped us address issues related to bin collection points more effectively. Additionally, increased feedback from operatives, who regularly work across the district and have a clearer understanding of the status of new developments, has played a key role in ensuring the timely delivery of bins to new properties. This has further contributed to maintaining consistent and reliable service delivery.

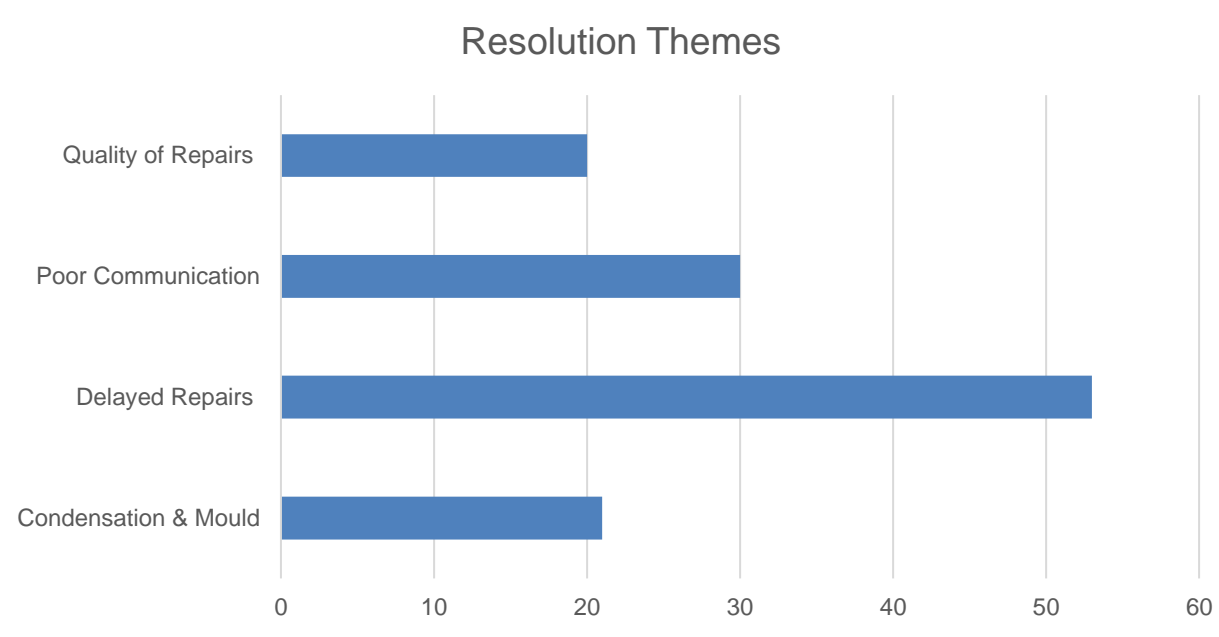
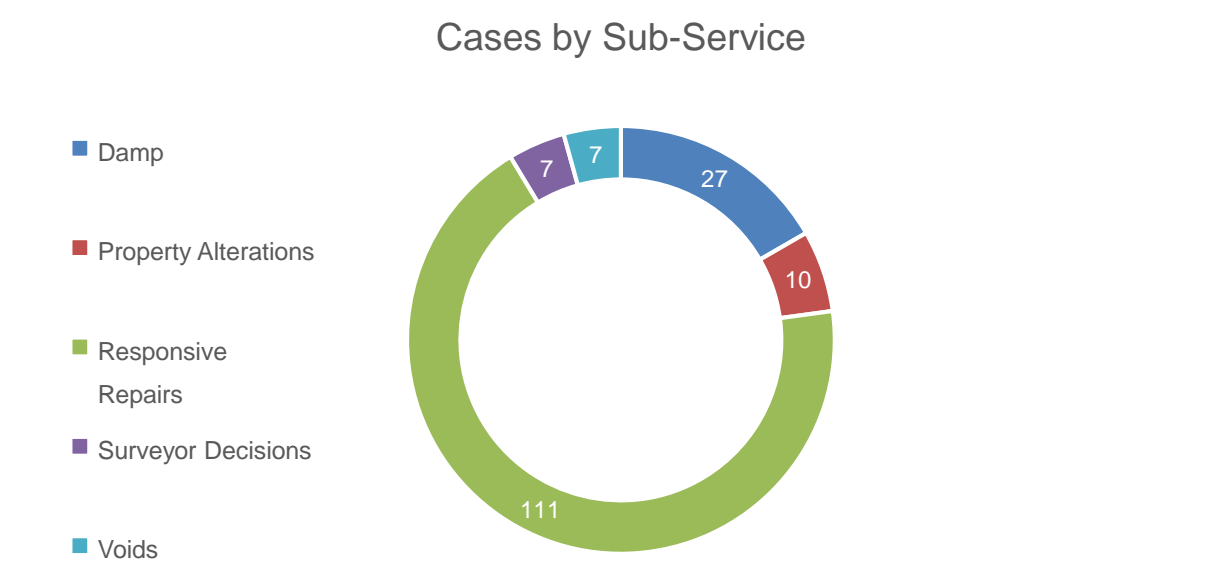
We have seen a rise in complaints from residents regarding the positioning of bins after collection. Reports indicate that bins are sometimes not returned to their designated collection points, or are left obstructing pavements, roads, or driveways. To address this, part of the crew training delivered in the first quarter of this year focused on the importance of safe and correct bin placement. In addition, reminder notifications are issued to crews to reinforce this message

We have seen an increase in compliments from residents, particularly praising the friendly and helpful attitude of our crews. Many have gone out of their way to assist residents and have been described as impressive, fast, and efficient.

The Shared Waste Service routinely gathers data on collections and carries out monthly reviews of missed collection reports. This proactive approach allows us to identify patterns and recurring issues, enabling timely interventions and helping us maintain consistently high collection performance.

Housing Maintenance: Responsive Repairs

Repairs	Total Complaints	Stage 1 Complaints	Stage 2 Complaints	Complaints in Target	Compliments
2024-25	162	142	20	86%	9
2023-24	184	164	20	46%	12
2022-23	179	155	24	78%	18



Housing Assets & Maintenance - Service Comments

Laura Herrera-Martin, Service Improvement Project Officer:

In 2024–25, the Housing Repairs and Maintenance team made strong progress in improving the quality and responsiveness of its services. Over the course of the year, 16,373 in-house repair jobs were completed, along with 6,939 jobs from other work streams. In total, 192 complaints were received—representing just 0.82% of all jobs. This low complaint rate highlights the overall effectiveness and reliability of the service delivered to our tenants.

Of the total complaints received, 142 were resolved at Stage 1 and 20 escalated to Stage 2, consistent with previous years. Significantly, 86% of complaints were resolved within target timescales, a major improvement from 46% in 2023–24. This improvement reflects the success of operational changes, particularly the decision to pass complaints directly to key service staff, enabling faster and more efficient resolutions at the first point of contact.

Another positive development was the positive feedback from residents, with 9 compliments received this year—up from zero in 2023–24—indicating a growing level of tenant satisfaction.

A key development since November 2024 has been the introduction of a specialist surveying service focused on damp, mould and condensation cases, and disrepair claims, along with a dedicated contractor to complete all remedial works identified in the reports. This has enabled targeted use of resources and reduced the number of appointments to fix reported issues.

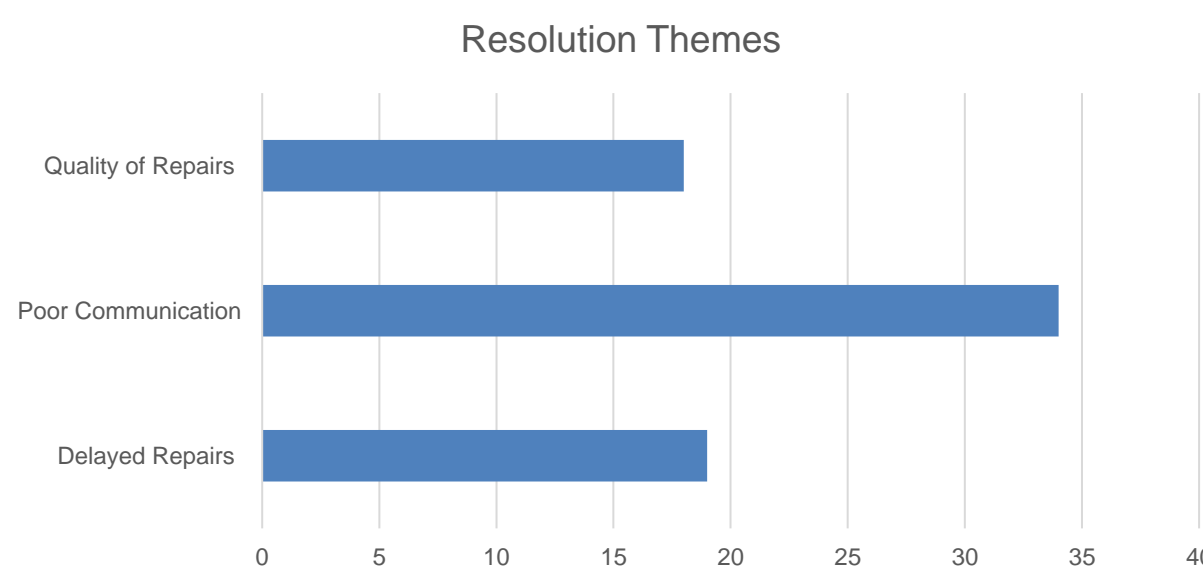
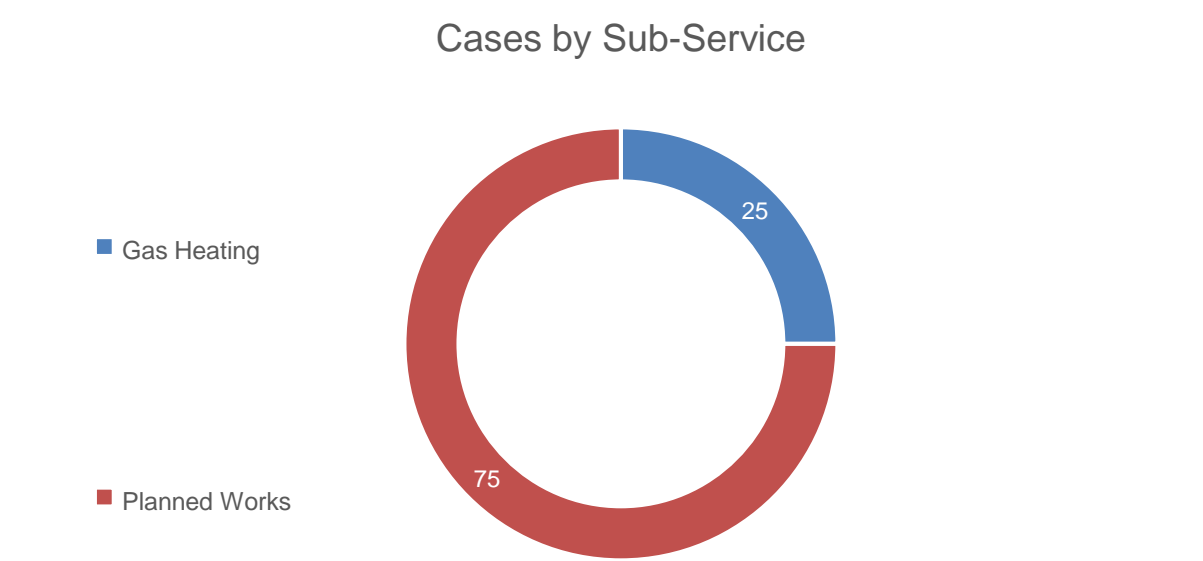
In parallel, the team has placed a renewed emphasis on enhancing communication channels, including ongoing updates to the Housing Repairs section of our website. These improvements are aimed at increasing transparency, managing expectations, and making it easier for tenants to access information and report damp and mould issues.

The majority of complaints—111 out of 162 categorised cases—were related to Responsive Repairs, accounting for nearly 69% of all complaints by sub-service. This is consistent with the high volume and day-to-day nature of responsive repair jobs.

Damp-related issues accounted for 27 complaints (17%), reflecting ongoing concern from residents about property conditions. This highlights the importance of our investment in specialist damp and mould surveyor services and dedicated contractors, brought on board in late 2024. Our focus for the year ahead will remain on improving repair timeframes, enhancing the quality and consistency of communication with tenants. Building on the progress made in 2024–25, we are committed to delivering a responsive, high-quality repairs and maintenance service that tenants can rely on, alongside ensuring tenants feel heard, respected, and fully supported to reside in good quality homes.

Housing Maintenance & Assets: Planned Works & Compliance

Compliance	Total Complaints	Stage 1 Complaints	Stage 2 Complaints	Complaints in Target	Compliments
2024-25	100	84	16	56%	1
2023-24	74	66	8	64%	2
2022-23	109	99	10	82%	2



Planned Works & Compliance - Service Comments

Will Barfield, Asset Manager:

The Asset Management Team in City Services Group are responsible for planned building maintenance and investment in the Council's housing stock, operational, and commercial buildings.

We carry out an annual programme of planned maintenance work across the Council's 7,600 homes, 1,200 leases, operational buildings, car parks and commercial properties. During the year 2024/2025 we completed over 3000 planned maintenance jobs, 1700 planned maintenance service inspections and over 1000 surveys and inspections to help us plan works and record the condition of property.

In 2024/2025 the total number of complaints we received increased to 100, although this represents a small percentage of all services provided. The Council invested over £22m in the delivery of planned maintenance services in 24/25.

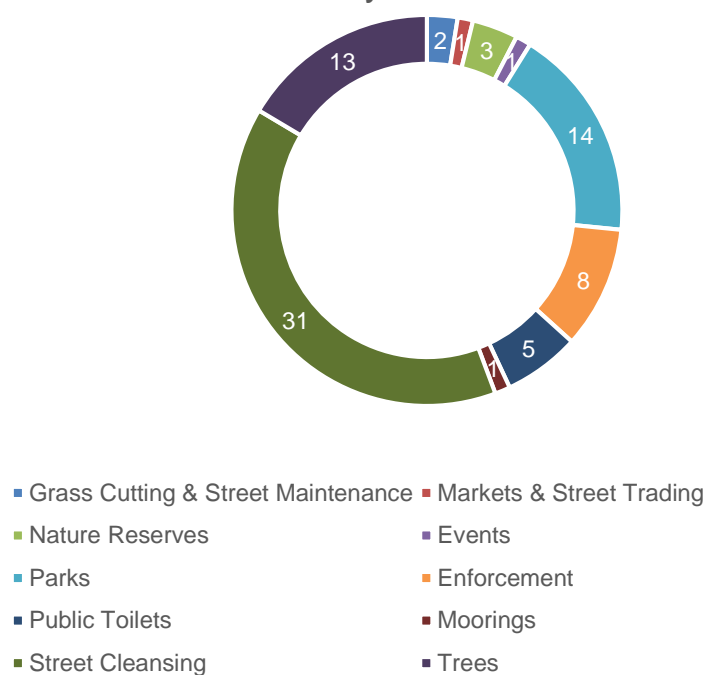
Many of our complaints are about things done by external contractors who are carrying out work for the Council – for example failing to keep people informed, or not completing work to the quality expected. We collect customer satisfaction feedback from tenants who have received planned maintenance work, and this shows a consistent high level of customer satisfaction with planned maintenance. We also proactively inspect completed planned work using our surveying teams and work is generally completed to a very high standard.

Where there are complaints about planned works carried out by contractors, we follow this up at contract meetings and expect the contractor to help resolve the situation, to ensure we minimise repeat complaints in future.

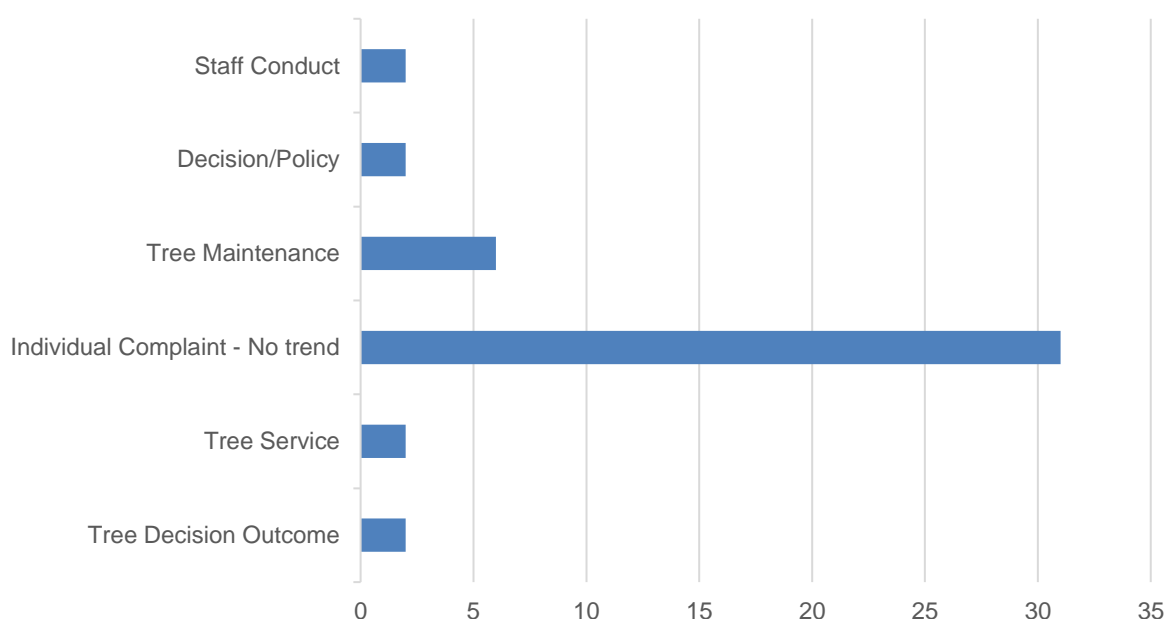
Environmental Services – Streets & Open Spaces

Streets & Open Spaces	Total Complaints	Stage 1 Complaints	Stage 2 Complaints	Complaints in Target	Compliments
2024-25	79	71	8	82%	13
2023-24	97	88	9	78%	21
2022-23	86	80	6	85%	16

Cases by Sub-Service



Resolution Themes



Streets & Open Spaces - Service Comments

Alistair Wilson, Strategic Delivery Manager:

Our Streets and Open Spaces (S&OS) service, comprising around 130 staff, is responsible for maintaining the city's streets, parks, and open spaces (approximately 300 hectares), including public trees (c.33,000), play areas (c.107), public toilets (13), allotment sites (26), and a seven-day-a-week market and street trading service. We also provide daily street cleansing, grounds maintenance, and enforcement services.

Over the past year, we have continued to see strong community use of our parks and green spaces for informal leisure and recreation. However, this high level of usage—particularly during summer evenings and weekends—has also led to seasonal challenges, particularly littering and wear on key infrastructure.

In the reporting period from 1 April 2024 to 31 March 2025, the S&OS service received **79 formal complaints**, a modest reduction from the **95 received in 2023–24**. Considering the scale of our operations and customer interactions, this represents a relatively low level of complaint activity.

Complaint breakdown by service area:

- **Street Cleansing – 31 complaints (39.2%)**
The largest proportion of complaints, many of which were received during the summer months when public use of parks and city spaces peaks. There is no notable pattern beyond seasonality.
- **Parks and Open Space Management – 14 complaints (17.7%)**
Includes concerns about event-related activity and noise. In 2024, updated licence conditions for events on Midsummer Common introduced a requirement to supply a Noise Management Plan to help mitigate such issues.
- **Trees – 13 complaints (16.5%)**
These primarily relate to concerns about tree maintenance, planting positions, and storm-related damage. Where necessary, complaints were reviewed on site and responses provided.
- **Public Realm Enforcement – 8 complaints (10.1%)**
These typically reflect dissatisfaction with the outcome or focus of enforcement activity rather than process errors.
- **Public Toilets – 5 complaints (6.3%)**
Complaints were mostly related to cleaning standards and maintenance. Where issues were raised, additional inspections and remedial actions were carried out.
- **Nature Reserves – 3 complaints (3.8%)**
Limited complaints relating to maintenance or access concerns.

- **Grass Cutting and Grounds Maintenance** – 2 complaints (2.5%)
Both complaints related to early mowing during the ‘No Mow May’ period. These cuts were carried out for health and safety or operational access reasons.
- **River Moorings, Open Space Events, and Markets and Street Trading** – 1 complaint each (1.3% each)
Each of these represents isolated issues with no broader pattern.

Other Key Updates:

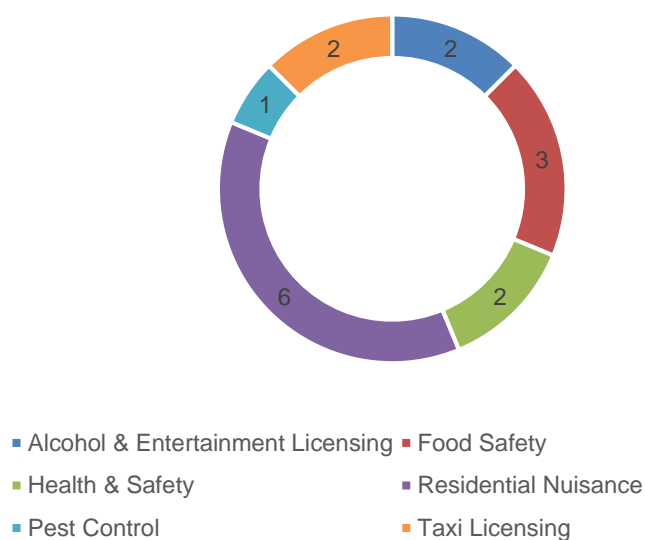
- A new review of litter bin placement and collection schedules will be undertaken in 2025–26 to better align with footfall and usage patterns.
- Driving-related complaints (logged separately in previous years) were not a distinct category in 2024–25; no clusters were identified.

While challenges remain, especially during peak seasons, the year-on-year decrease in complaint volumes suggests that improvements in service coordination, event management planning, and customer communication are having a positive impact.

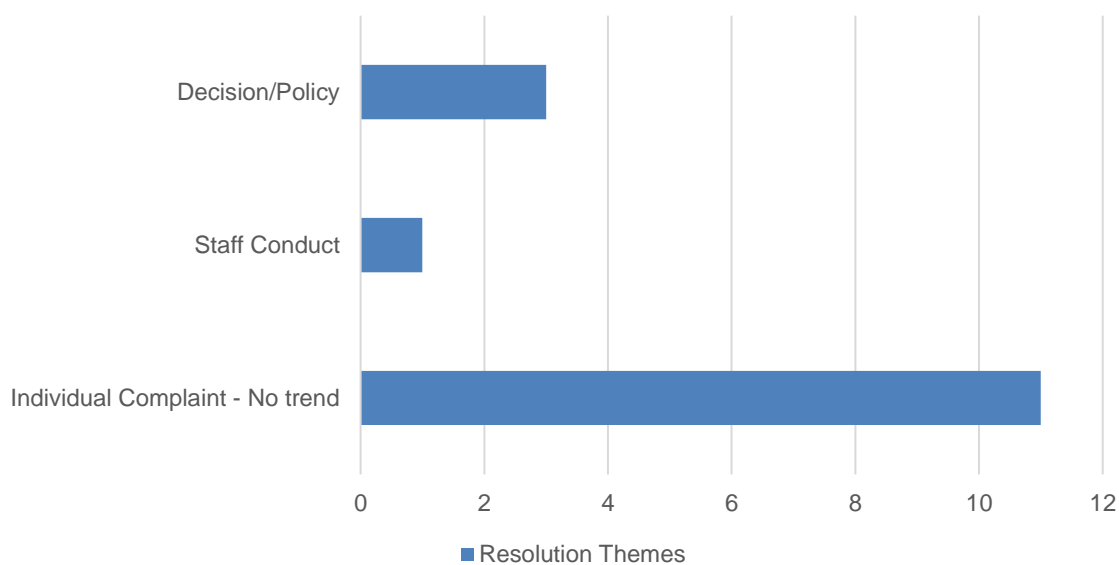
Environmental Services – Environmental Health

Environmental Health	Total Complaints	Stage 1 Complaints	Stage 2 Complaints	Complaints in Target	Compliments
2024-25	16	14	2	88%	2
2023-24	17	16	1	82%	-
2022-23	12	12	0	92%	5

Cases by Sub-Service



Resolution Themes



Environmental Health - Service Comments

Yvonne O'Donnell, Environmental Health Manager:

Environmental Health (EH) service employs c44 staff and is responsible for taxi and premises licensing, food safety, health and safety and infectious disease control. The service also provides technical input to Planning on all aspects of EH, including air quality, noise and contamination. It also provides services to improve the private rented sector through education, enforcement, licensing of houses in multiple occupation and bringing empty homes back into use and energy efficiency. It also provides a pest control service.

Over the course of 2024/25, the EH has delivered the following services:

428 Private Sector Homes brought up to a safe and suitable standard for occupation

15 Empty Homes brought back into use

687 Food Safety Inspections

26 Licensing Inspections including 3 night time operations

980 Pest Control cases

1654 Planning consultations

1881 Licensing Applications processed

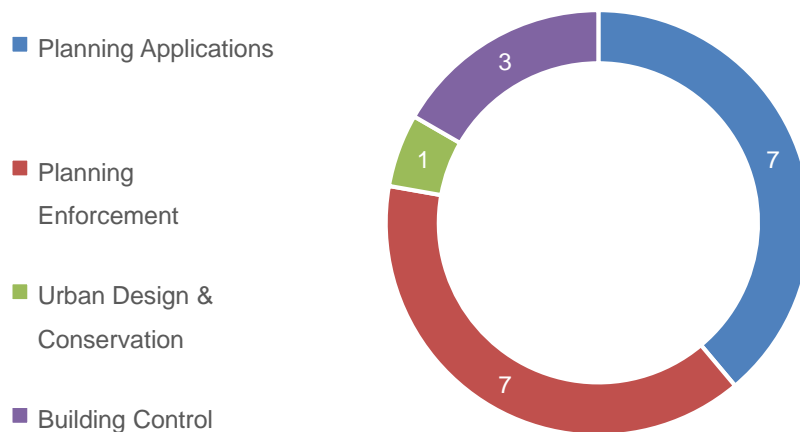
2588 Service Requests, including housing, food safety, health and safety, licensing, taxis, noise nuisance

Despite the scale of operation and associated customer contact, as outlined above, the EH service received a total of just 16 complaints in 2024/25, which is a slight decrease from the previous year's figure of 17. Of the 16 cases received, the service areas with the included in the numbers of cases were respectively: Domestic Noise (6); Food Safety (3) , Licensing (2) Taxi(2) Health and Safety (2) and Pest Control (1). These figures are not considered significant and an analysis of each of the associated cases shows there was no particular complaint type or underlying causal theme.

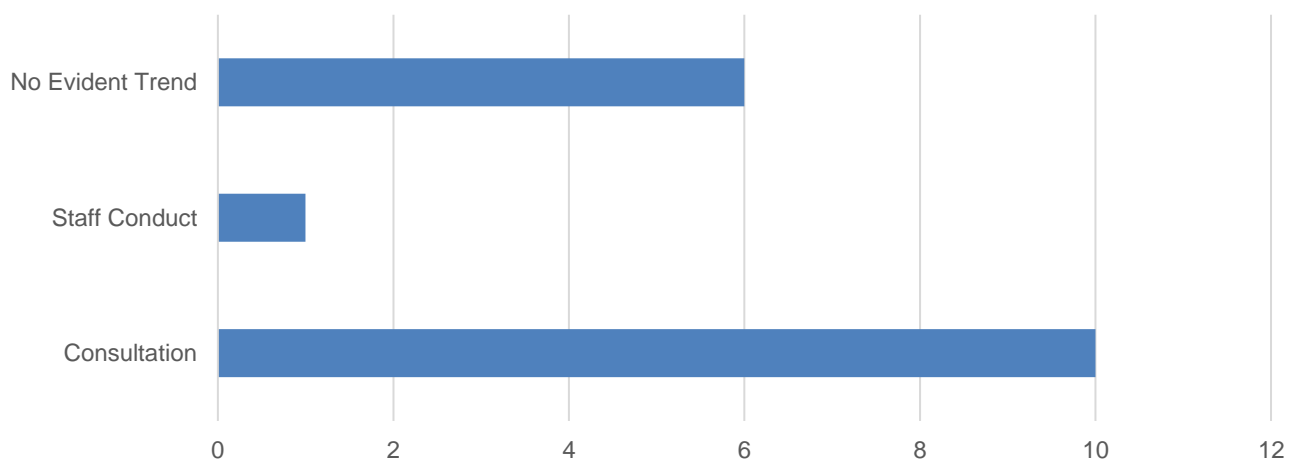
Greater Cambridge Shared Planning Service

Waste	Total Complaints	Stage 1 Complaints	Stage 2 Complaints	Complaints in Target	Compliments
2024-25	18	14	4	83%	-
2023-24	22	17	5	68%	1
2022-23	23	21	2	76%	-

Cases by Sub-Service



Resolution Themes



Greater Cambridge Shared Planning Service - Service Comments

Heather Jones, Deputy Director of GCSP and Building Control:

The team are continuously improving the handling of complaints, and there is a continuing trend of real time reduction again from 17 total stage 1 complaints in 2023/2024 to 14 total stage 1 complaints in 2024/2025 which is a year on year reduction. Stage 2 complaints have reduced in that time although this is a modest 5 to 4. Complaints responded to in target timescales has increased significantly from 68% to 83% and is an area the team will continue to target to improve to meet the internal response performance indicator of 90%.

Review of complaints performance form part of the Quality Management System the team adopted in July 2023 for DM and Compliance, which was expanded to the whole service in 2024, achieving ISO9001:2015. The external auditors are complimentary on the handling of complaints by the service.

In 2024/2025 the team focused on improving householder decisions reaching an average of circa 7.8 weeks to determine applications, this has been very much appreciated by applicants. The team have also achieved their goal to reach second quartile in the overall performance rating for the Country, which is excellent news.

Again, the majority of the complaint cases have remained consistent with previous years, with most related to planning applications and planning enforcement. The resolution themes also remains consistent, where the majority are related to “consultations” replicating last year. This is an external factor outside of the control of the planning service. Otherwise, the next highest theme is “no evidence of any trend” and again illustrates an improvement across the service in responsiveness.

The achievement of the service of the ISO9001:2025 Quality Management System for the whole service illustrates the commitment to continuous improvement. The live dashboard of performance statistics has been expanded across the functions and is accessible by every team member encourages accountability and reinforces empowerment for every individual in the service.

Customer Services

Customer Services	Total Complaints	Stage 1 Complaints	Stage 2 Complaints	Complaints in Target	Compliments
2024-25	10	9	1	100%	3
2023-24	24	22	2	100%	2
2022-23	22	22	-	100%	11

Customer Services - Service comments

Clarissa Norman, Customer Services Operations Manager:

In 2024-2025 Customer services handled in excess of 225,000 contacts via telephone, email and face to face and received 10 complaints down from 24 in 2023-2024, which equates to a nearly 60% reduction. Complaints continue to be very low in relation to the amount of contacts the team receive, 0.005%.

The low numbers of complaints can be attributed to acting responsively on customer feedback. Customer Service Managers review every negative feedback submitted by customers to determine the cause and whether process changes, customer communications or staff training is required. Where the feedback relates to back-office processes this is also passed onto the appropriate service manager for them to act on.

In October 2023 the team launched a customer satisfaction survey to replace govmetric. The survey is attached to email footers, is available on a tablet in reception and is also texted to all customers who speak to an advisor. In 2024-2025 customer satisfaction continued to be positive, on average 250 responses are received each month, and 85% of customers said that they are satisfied with the service they received.

For the fourth year running 100% of complaints received in Customer Services were responded to within target and only one complaint was escalated to stage 2.

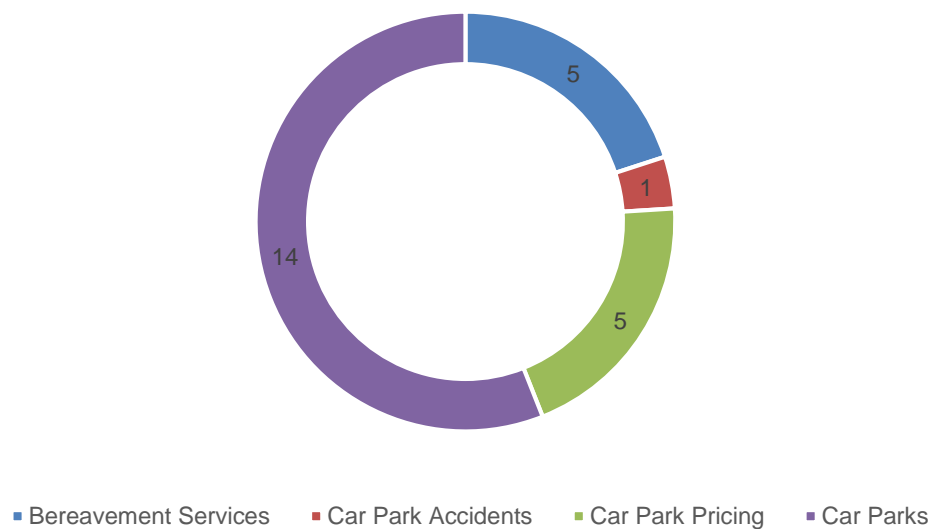
In 2024-2025, 40% of the complaints submitted were not upheld, 30% were upheld and 10% were partially upheld, with only one complaint being escalated to stage 2 this indicates that customer service managers are listening and acting on complaints/feedback even when

With the number of complaints received, trends could not be identified.

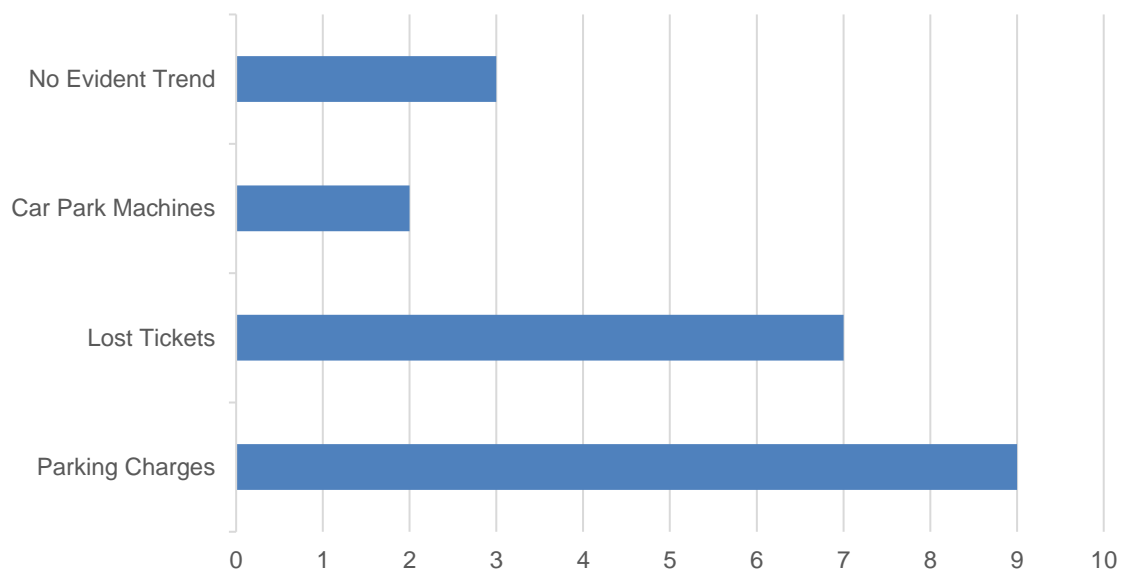
City Services (formerly Commercial Services)

City Services	Total Complaints	Stage 1 Complaints	Stage 2 Complaints	Complaints in Target	Compliments
2024-25	25	19	6	48%	-
2023-24	37	26	11	78%	5
2022-23	42	37	5	95%	3

Cases by Sub-Service



Resolution Themes



Commercial Services - Service Comments

Daniel Morgan, City Services Operations Manager:

Overall Parking & Bereavement Services received few complaints than 23-24 (25 compared to 37) 20 related to Parking Services & 5 for Bereavement Services.

The most common subjects of complaint linked to parking services were:

- *Car parking charges* (11 complaints, of which 6 were specifically around the lost ticket charge)
- *General comments* (5) mostly linked to faulty lifts (both Shopping Centre & Car Park related)
- Other single-instance themes included car park machine faults and issues related to antisocial behaviour

In terms of root causes, the most frequently identified were:

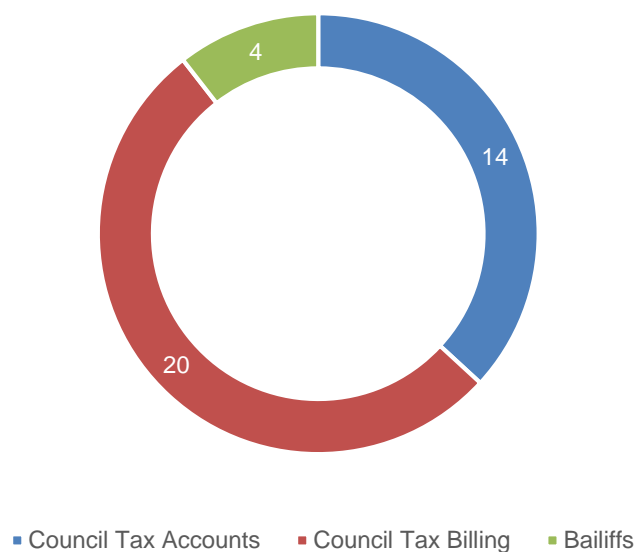
- *Decisions or policies* (11 complaints)
- *Procedures or planned & unplanned works* (4)

This data will continue to inform service reviews, with a focus on ensuring proportionate responses, clear communications, and early resolution to prevent escalation.

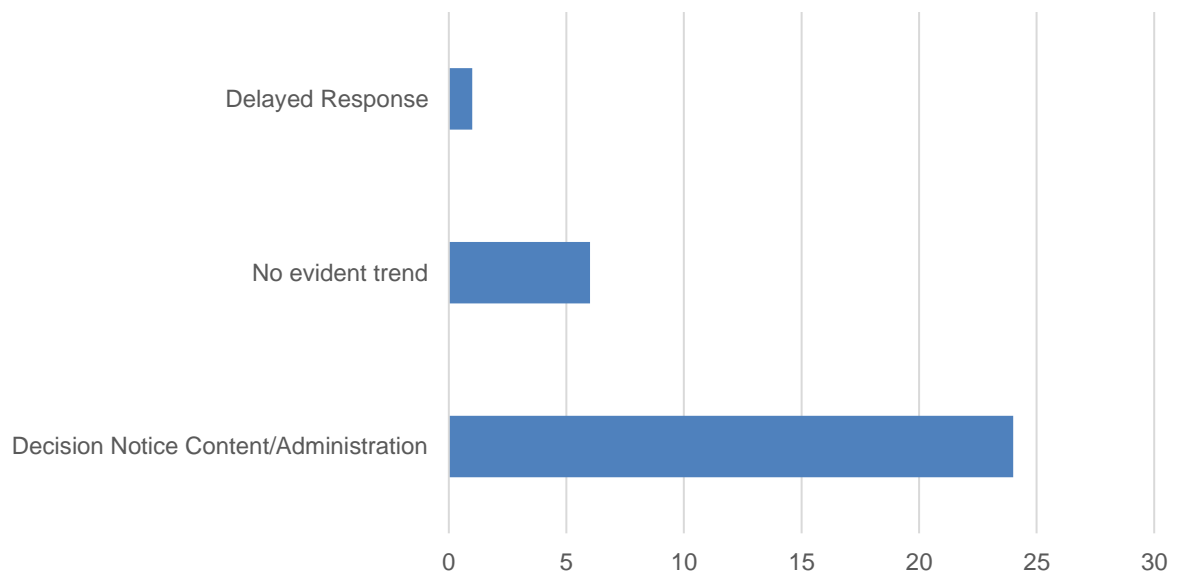
Local Taxation

Council Tax	Total Complaints	Stage 1 Complaints	Stage 2 Complaints	Complaints in Target	Compliments
2024-25	23	20	3	96%	5
2023-24	39	39	-	100%	2
2022-23	35	34	1	100%	4

Cases by Sub-Service



Resolution Themes



Local Taxation – Service Comments

Kevin Jay, Local Taxation Manager:

During 2024/25, the Revenues team sent over 220,000 documents, including council tax, business rates and Bid bills, reminders, final notices and summons and correspondence relating to customers moving in and out of properties and the administration of various discounts and exemptions.

Overall, the numbers of complaints received remains extremely low compared to the number of changes made to accounts and the direct interactions with residents.

The team bills and collects Council Tax , Business Rates and the Bid Levy and issues in excess of 100,000 bills annually which in turn generate a similar number of interactions including awards and decisions related to various discounts and exemptions.

The number of complaints remains consistently low and have reduced by over 40% compared to the previous years. The team focus on the quality and accuracy of the work being carried out with any emerging issues being dealt with quickly which helps to avoid customers having to resort to making formal complaints. Those that are raised through the formal complaint channel rarely escalate to stage 2.

The process of recovering and enforcing unpaid charges can generate complaints, however, processes are in place to be responsive to the needs of customers particularly the most vulnerable numbers. Complaints that do arise are handled sensitively to secure amicable outcomes with decisions balanced against the requirement to collect charges that fall due.

Complaint trends are not immediately apparent, some are linked to enforcement procedures where activities are primarily driven by a statutory process or relate to decisions connected to Council policy or Council Tax regulations. Previously there had been some complaints relating to processing delays, these have been virtually eliminated following the introduction of various internal processes which include prioritisation of work and suppressing recovery action on cases where work is outstanding.

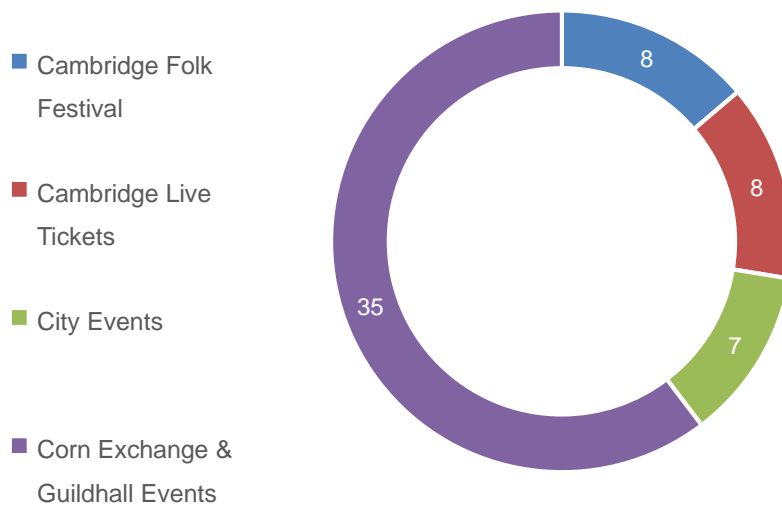
Some complaints arise from residents being unhappy with the wording of some enforcement documents, where possible we have addressed this by reworded some documents although we are limited in part to wording requirements of legislation. We work with those customers to find amicable solutions and to help reduce the impact further we have embedded text messaging into our recovery process to provide soft payment prompts prior to the issue of formal reminder notices.

Supporting vulnerable residents and those facing financial difficulties remains a priority for the team, balancing the need to ensure that bills are paid promptly whilst providing support, help and advice and understanding the needs of the most vulnerable.

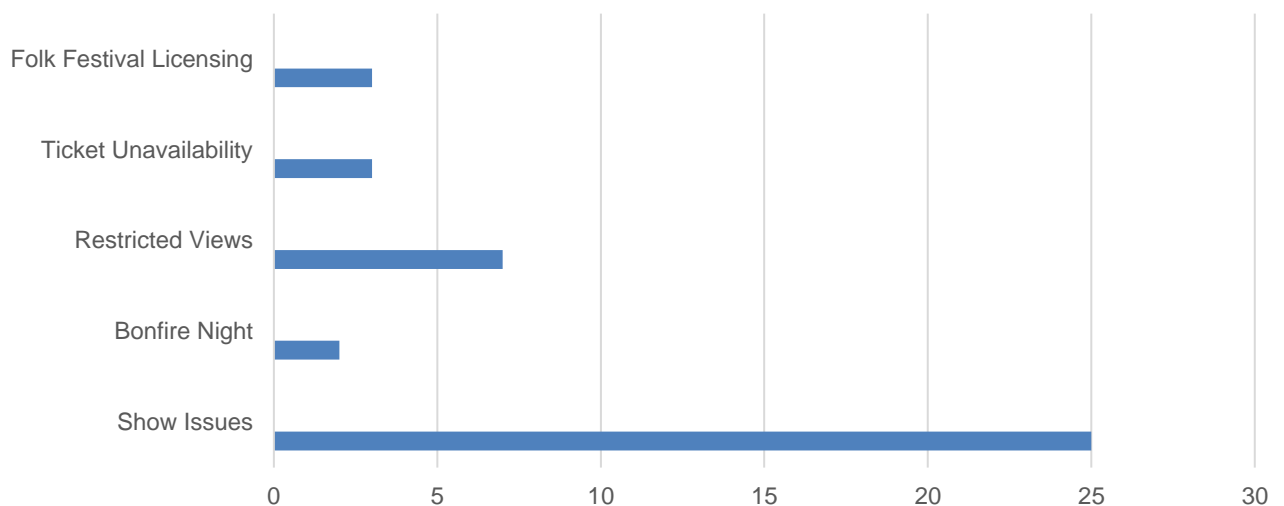
Cultural Services

Waste	Total Complaints	Stage 1 Complaints	Stage 2 Complaints	Complaints in Target	Compliments
2024-25	50	45	5	58%	3
2023-24	58	51	7	36%	3
2022-23	67	62	5	49%	3

Cases by Sub-Service



Resolution Themes



Cultural Services - Service comments

Service information by Thomas Thurbon, Venues Manager:

As in previous years, the majority of complaints within Cultural Services have continued to relate to events held at the Corn Exchange. This year, a significant number of complaints were specifically about the behaviour of other audience members particularly customers dancing in front of seated patrons, obstructing their view and concerns about the overall quality of certain shows.

To address these issues, we now have a dedicated programming team in place who are focused on improving the quality and consistency of our event schedule. This team will work more closely with promoters and artists to ensure audience expectations are better managed and show content is more clearly communicated in advance.

In response to complaints about disruptive behaviour during performances, we have introduced restricted dancing zones within the venue. These are clearly marked areas which are made clear at booking stage, designed to minimise impact on other customers' enjoyment, while still allowing for lively audience engagement where appropriate.

As with previous years, where issues are raised during an event, our front-of-house staff aim to resolve them at the time. When problems are reported after the fact, we have in some cases offered credit notes or refunds as a goodwill gesture.

Other improvements remain in progress. New seating addressing previous feedback about comfort—is scheduled to be completed in August 2025. Further work on the BMS, Air Handling and Boilers have also begun.

City Events information by Lewis Anderson, City Events Manager:

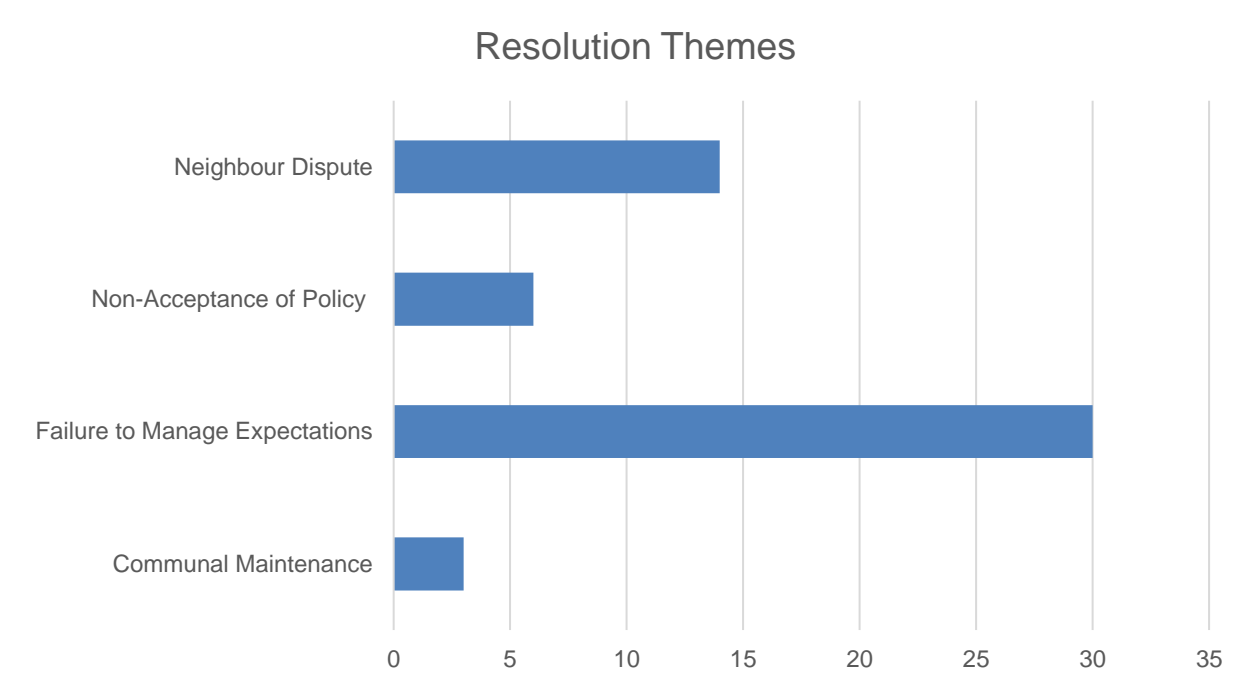
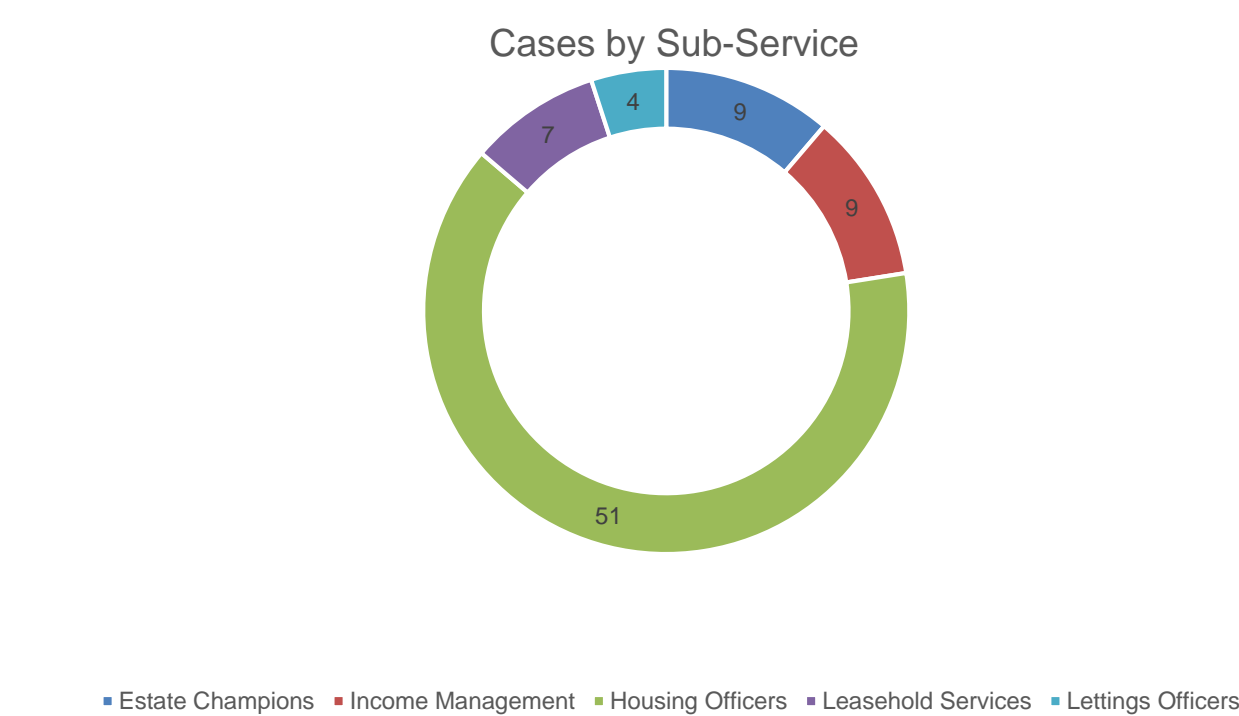
As with previous years, a lot of the complaints are members of the public criticizing or commenting on events, changes to events and issues beyond our control e.g. removing the bonfire (councillor decision), rain affecting the fireworks display, and general concerns. All comments/complaints of this nature are for information, with no action needed.

Each year we receive a small number of complaints regarding safety concerns which are taken very seriously and investigated, with the member of the public receiving a thorough response and reassurances. Often these are issues beyond our control, for example member of the public climbing over a fence and falling or a member of the public not requesting accessible transport at point of booking for Mayors Day Out.

This year complaints were received about Stagecoach Bus Company, who are an external partner in the event, therefore we treat these types of complaints as information, whilst giving a response and reassurance. Following a review, changes have been made going forward in partnership with Stagecoach Bus Company to try to reduce traffic congestion on the event date in the city.

Housing Services (City Homes)

Housing Services	Total Complaints	Stage 1 Complaints	Stage 2 Complaints	Complaints in Target	Compliments
2024-25	80	67	13	96%	2
2023-24	85	74	11	89%	3
2022-23	56	49	7	93%	13



Housing Services (City Homes) – Service Comments

Anna Hill, Housing Services Manager:

We observed a slight reduction in the number of complaints received by City Homes during 2024–2025 compared to 2023–2024. However, the top two complaint themes remain unchanged:

- Neighbour Disputes – 17.5%
- Failure to Manage Expectations – 37.5%

It's important to note that the overall number of complaints remains low relative to the size of our customer base. With a combined housing stock of 8,807 tenants and leaseholders, only 0.9% of customers submitted a complaint.

Of the complaints received:

- 7 were upheld
- 9 were partially upheld
- 18 were not upheld
- 46 were resolved through other options that currently lack clear reporting value
- Financial redress was provided in 7 complaints.

To improve future reporting accuracy, we are refining the resolution categories. Additionally, the team has received further training on the complaint closure process to ensure consistency and clarity.

Where complaints involved a failure to manage customer expectations, the individuals concerned were addressed directly following the investigations.

Only three cases were not responded to within the target timescales. These delays were addressed with the relevant staff, and clear expectations around response times have been reinforced.

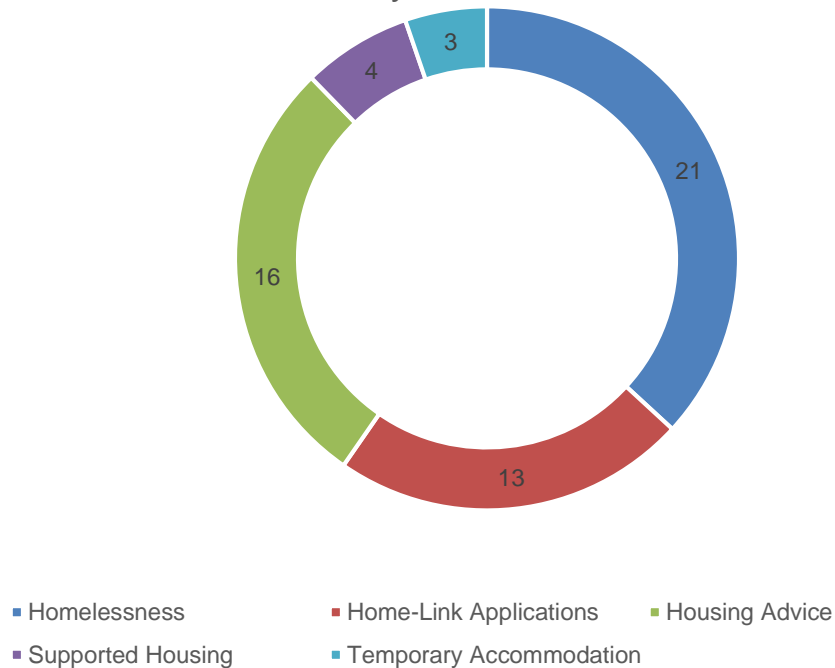
Some of the key recommendations for improvement are:

- Refine the complaint resolution categories in the system to ensure all outcomes are trackable and meaningful.
- Conduct regular audits of complaint closures to ensure accuracy and consistency.
- Continue targeted feedback and coaching for staff involved in upheld complaints

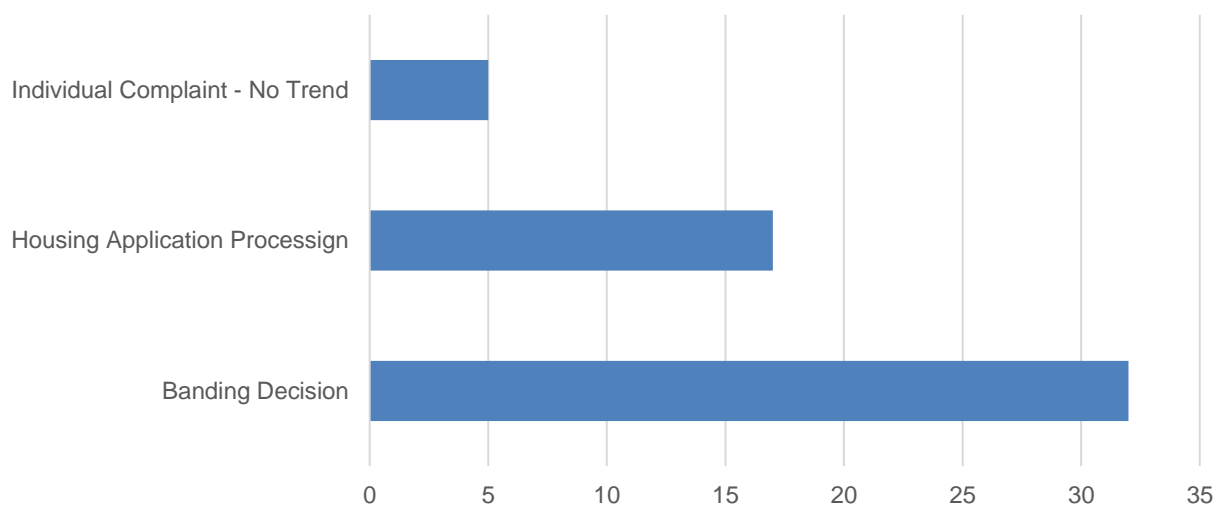
Housing Needs & Options Services

Housing Services	Total Complaints	Stage 1 Complaints	Stage 2 Complaints	Complaints in Target	Compliments
2024-25	57	45	12	83%	23
2023-24	44	40	4	87%	8
2022-23	44	40	4	84%	1

Cases by Sub-Service



Resolution Themes



Housing Needs & Options Services – Service Comments

Simon Hunt, Housing Services Manager:

The number of complaints received increased by 20% from 44 to 53. The proportion of complaints escalated from stage 1 to stage 2 increased from 9% to 21%.

However, the increase in complaints should be considered in the context of overall demand on the service. 9 % increase in total approaches to Housing Advice Service. It should also be noted that we received 23 compliments about the service in 2024/25, compared to 8 the previous year.

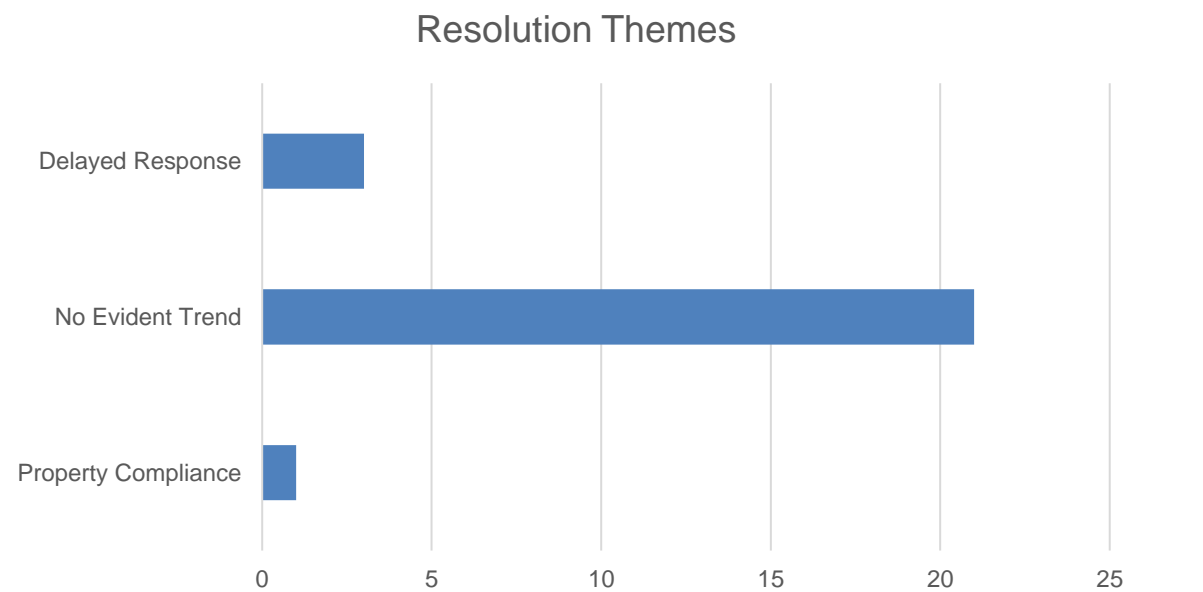
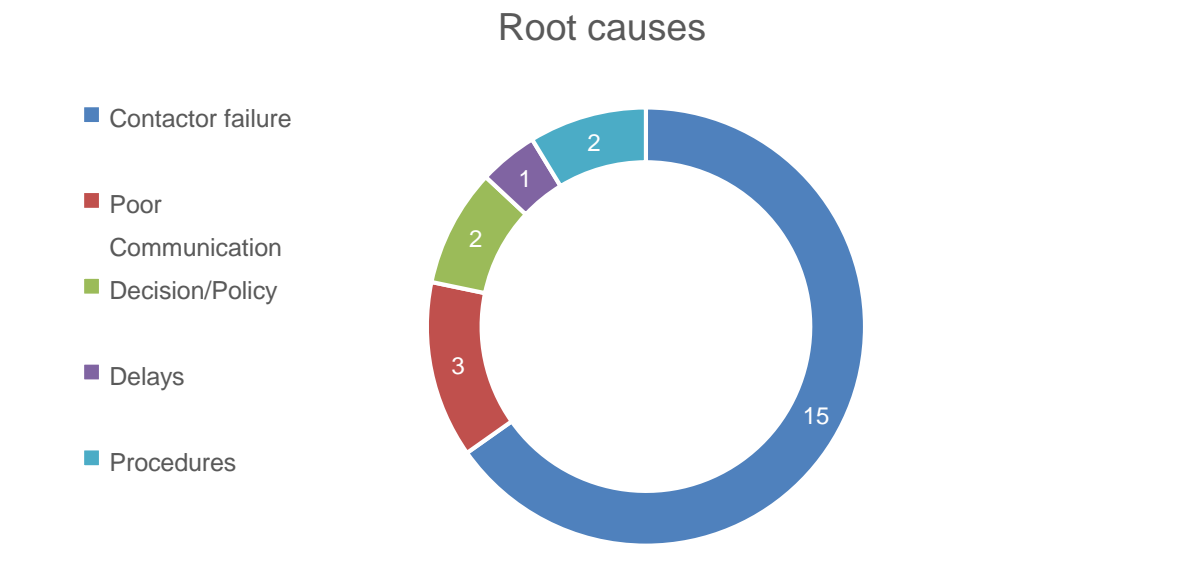
87% of complaints were responded to within target, identical to performance for last year.

In terms of service specific areas, approximately 70% of complaints related to housing advice and homelessness cases, an increase from 52% in 2023/24, with Home-Link complaints accounting for around 25% (down from 36%) and temporary housing accounting for the remaining 5% (down from 11%). That said, some of the housing advice/homelessness complaints are multi-faceted and cross into the other areas of the service. This is evidenced by the fact that a Home-Link banding decision accounts for 32 cases under 'Resolution themes' whereas only 13 complaints under the 'sub-service' category are recorded as being about Home-Link.

The outcomes show that 43.9% of cases were not upheld, 5.3% were marked as upheld (2 cases), and 31.6% were marked as partially upheld. 10.5% were marked as resolved, and the remainder marked as "N/A" Where cases were recorded as being partially upheld or upheld, whilst it is difficult to identify trends, themes here tended to be around communication errors and processing delays and minor processing errors leading to uncertainty for the applicant. In 42.1% of cases, whilst complaints were not upheld, customers were provided with advice and information for the purpose of clarifying process, policy and legislation.

Housing Development Agency

HDA	Total Complaints	Stage 1 Complaints	Stage 2 Complaints	Complaints in Target	Compliments
2024-25	28	20	8	79%	-
2023-24	18	15	3	50%	-
2022-23	6	5	1	56%	-



Housing Development Agency - Service Comments

Jaques van der Vyver, Programme Manager:

Complaints over the period categorise into three main groups; heating issues, general defects and rehousing activities pre-development.

The quantum of completed homes in 2023-2024 and 2024-2025 has been significant, totalling nearly 500 homes (c300 23/24 and c170 24/25). A two year period warrants consideration as a one year defect period applies during which complaints are directed to the development team. In addition, our pipeline schemes have involved current rehousing negotiations with 223 families.

In light of the volume of new homes being completed and considerable rehousing activities being undertaken the overall volume of complaints is very low.

The key theme emanating from complaints this year includes heating systems across a number of new build schemes, as noted in the Update Report to Housing Scrutiny committee in March 2025. Tenants have been subject to ongoing intermittent faults linked to a sub-contractor going into administration in late 2024. The sub-contract Installer, AJM Mechanical, had also been appointed to maintain the systems by the Council. Given the technical complex nature of these systems, delays have been encountered in verifying design, installation, and maintenance details, and in receiving new specialist input into remediation works. Remediation is now well underway and complaints are being addressed as a matter of urgency as received.

Other sources of complaint link to parking issues resultant from changes in policy, providing greater control and/or managing resident behaviours, and a couple of defects taking longer to satisfactorily address. We are inherently reliant on our third party partners and contractors given the nature of development work.

Moving forward we are adopting alternative heating technologies that also serve individual homes, as opposed to energy centres which impact multiple homes/blocks when issues arise.

The following services have not been reported on in detail due to the low number of complaints raised within them. However, a brief summary of performance is provided.

Commercial Property Services

Property Services received one stage one complaint. This case was not resolved within its target date.

Elections

Four stage one complaints were received relating to Elections this year. All of which were resolved within target.

Legal

Finance received two stage one complaints. One of which was resolved within target, and the other was not.

Active Lifestyles

Three stage one complaints were received relating to the Active Lifestyles team. All three were responded to within the target time.

Building Control

Building Control received three complaints at stage one this year. One of the three complaints was resolved within the target time.

Housing Benefit

Housing Benefit services received two complaints at stage one this year. Both were resolved within the target time.

Information Governance

Four cases were received relating to Information Governance this year. Two at stage one, and two at stage two. 3 of the cases were resolved within the target time. The case that missed the target was a stage one case.

Multi-Service Complaints

Multi-Service Complaints	Total Complaints	Stage 1 Complaints	Stage 2 Complaints	Complaints in Target
2024-25	47	41	6	70%
2023-24	41	36	5	83%
2022-23	42	32	10	83%

Multi-Service complaints tend to be more complex and involve more officer time to investigate, which in previous years has contributed to a low number of complaints responded to within target. This year the number of cases resolved within target has remained consistent with the previous two years which shows Officers are still handling these cases efficiently.

There were 6 more multi-service complaints in 2024-25 than in 2023-24.

This year the area with the highest number of multi-service complaints was City Homes with 17. Other high-volume areas involved in multi-service complaints are Housing Maintenance & Assets (8), and Streets & Open Spaces (8). This is the same as previous years, as Housing Maintenance & Assets complaints, and other community issues can often involve officers from the Housing service if the complaints concern decisions made by that service. The majority of the multi-service complaints involved a Housing Service as complaints had often been raised to a Housing Officer initially, but they have had to involve other services to find a resolution for the complainant.

There remains a correlation between multi-service complaints and Customer Services, as the Customer Service Centre is often the first point of contact for the majority of services offered by the Council. We are still careful to differentiate where the complainant actually complains about the service they received from the CSC, or if they are just mentioning the fact they were in contact with them as part of the background to their complaint. There were only two Multi-Service complaints which were also unhappy with the service they had received from the CSC this year.

When a multi-service complaint is allocated, potential case owners from all services involved are contacted to establish a lead officer who will then co-ordinate an investigation and response, including input from all relevant services.

Local Government and Social Care Ombudsman (LGSCO)

If customers are not satisfied with the way their complaint has been handled they can contact the Local Government and Social Care Ombudsman's office. The LGSCO investigates complaints of injustice arising from maladministration by local authorities and other bodies.

In 2024-25, 15 complaints about our services were raised with the ombudsman. Of these 15 complaints, six were outside of the ombudsman's jurisdiction, and nine were assessed and closed – no cases were investigated.

This is an improvement on previous years. In 2023/24 there were 17 complaints raised with one investigated and upheld in favour of the complainant. The remaining 16 complaints were not investigated, with four being outside of jurisdiction. In 2022/23, 25 cases were raised, six were investigated and five were upheld.

Comparing to similarly sized councils by population for 2024/25, Norwich City Council had 38 complaints raised, 17 assessed and two investigated, which were both upheld. Oxford had 25 cases raised, nine assessed, two investigated and one upheld.

Department	No of Complaints Received	Decision
Environmental Services & Public Protection & Regulation	5	3 Closed after initial enquiries 1 Advice given 1 Referred back for local resolution
Housing	6	3 Closed after initial enquiries 2 Advice given 1 Referred back for local resolution
Planning & Development	4	3 Closed after initial enquiries 1 Referred back for local resolution
Total	15	9 Closed after initial enquiries 3 Advice Given 3 Referred back for local resolution

LGSCO Upheld Case summaries

Due to no cases being investigated by the LGSCO in 2024-25, there are no summaries to report.

Number of LGSCO cases, yearly comparisons 2022 – 25

The below table shows the number of complaints referred to the LGSCO, against how many cases were investigated, and how many of those investigated were upheld.

Year	Total Enquiries Received	Cases Investigated	Cases Upheld
2024-25	16	0	0
2023-24	17	1	1
2022-23	25	6	5

Reasons to not investigate a complaint include the complaint not being made within 12 months of the issue occurring, complainants not providing sufficient information to allow the LGSCO to investigate, and in some cases, the complaint not being passed through the Council's complaints procedure first before escalation. In these instances, the LGSCO gives advice, and signpost complainants to sources of further information.

Housing Ombudsman Service (HOS)

Alongside the LGSCO, customers can escalate their complaints regarding the Councils responsibilities as a landlord with the Housing Ombudsman Service (HOS). The HOS investigate and determine cases in a similar way to the LGSCO, making recommendations or orders to remedy the complaint when fault is found. An order made by the HOS is an action that the Council must take and evidence demonstrating that the order has been completed must be submitted to the HOS. The HOS may also suggest recommendations in response to a complaint investigation, these are not mandatory for the Council to carry out.

When the HOS investigates a complaint, they can find fault in more than one issue and issue more than one order or recommendation as a remedy to the complaint. This is why in the report, the number of findings and orders is larger than the number of cases investigated.

Year	Number of Complaints	Number of Faults	Number of Orders	Number of Recommendations
2024-25	5	9	14	2
2023-24	4	7	11	0

In 2024-25, 5 complaints about our Housing related services were investigated by the Ombudsman. Of these 5 complaints, the Ombudsman found 9 faults. To remedy these complaints, 14 orders and 2 recommendations were made. The Council were not served with any Complaint Handling Failure Orders.

78% (7) findings related to maladministration by the Council. This is slightly higher than the national rate of maladministration which is 71%. However, it is in line with the maladministration rate for similar sized landlords (between 1,000-10,000 units) of 77%.

56% (5) findings specifically related to Service Failure. This is higher than both the national average of 21% and the average for similar sized landlords, 22%. All other categories of findings were equal to, or below the national and similar sized landlords average.

In 2024 – 25 The Council paid £2,550 in compensation as a result of remedial orders and recommendations. In 2023 – 2024 the compensation amount The Council paid was £1,575.

Compensation reason	Property Condition	Complaint handling	Anti-Social Behaviour	Estate management
2024 -25	£1700	£850*	£0	£0
2023-24	£800	£200	£375	£200

*A payment of £50 was made as a result of a recommendation. The Council paid £2,550 in compensation as a result of remedial orders and recommendations.

In both years, the Housing Ombudsman Service were satisfied that 100% of remedial orders were complied with by the Council.

Complaints under the Councillors' Code of Conduct

Councillors must adhere to the Council's Code of Conduct whenever they are conducting Council business, representing the Council or conducting the business of the office to which they were elected. The purpose of the Code of Conduct is to ensure high standards of ethics and conduct are maintained and that councillors treat everybody in an equal capacity and with respect, ensuring at all times that the integrity of the Council is not compromised in any way.

Complaints about councillors are considered initially by the Council's Monitoring Officer (who is also the Head of Legal Practice). When the Monitoring Officer receives a complaint about breach of the Code of Conduct, they consult one of two "Independent Persons" appointed by the Council. The role of the "Independent Persons" is to introduce external scrutiny of the complaints process. The Monitoring Officer can respond to a complaint, can commission a formal investigation or can refer it for consideration by the Council's Standards Sub-Committee. The Council's Standards Sub-Committee is made up of three Councillors.

Councillor Conduct Complaints, 2024-25

During 2024-25 there were 7 complaints about Councillors.

None of these complaints were passed for formal investigation with apologies provided in 2 instances, insufficient information to proceed in 1 instance and 3 complaints dismissed.

During 2023 -24 six complaints were received about Councillors.

One of these complaints was upheld with an apology provided and further training being undertaken by the Councillor. One complaint was settled by means of mediation. Three complaints were dismissed and the final complaint was concluded with no further action but a commitment to be cautious in future actions.

There were four complaints in both 2022-23 and 2021-2022. To find out more about the Council's Code of Conduct visit our website or contact the Council's Monitoring Officer Tom Lewis: tom.lewis@3csharedservices.org



Cambridge City Council

Annual Housing Complaints Report and Self-Assessment 2024 - 25

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Cambridge City Council's Annual Customer Feedback Report - Introduction

Every year Cambridge City Council publishes an Annual Customer Feedback Report, which gives an overview of the complaints and compliments the Council has received and how we have dealt with them (though we do not publish names or other personal details of people who have complained).

Cambridge City Council welcomes customer feedback, to help us to identify and address problems for customers, and to improve our services. This report shows how we have increased customer feedback about services and how we are responding to complaints.

Why we produce this report

- To learn from our mistakes so that we can improve our services.
- To encourage people who have cause to complain to make comments and suggestions to help us make these improvements.
- To be transparent about the complaints we've received, how we've responded to them and what we've done to try to put things right.
- To publicise and explain our complaints process.

Our Complaints Procedure

What is a complaint?

A complaint can be wide-ranging, but can be defined as an expression of dissatisfaction with the service provided, or lack of action by the Council, or its staff. This can include failure to achieve specific standards of service.

It should be highlighted that issues brought to the Council for the first time, are dealt with as a request for service and so are not processed as a formal complaint. However, service requests can then escalate into a stage 1 complaint if the customer remains unsatisfied. This may occur from delays in response or dissatisfaction with staff behaviour or policies.

Customers complain to the Council if they:

- Are unhappy about something we have or haven't done.
- Are not satisfied with the way a member of staff has treated them.
- Are not happy with the way a councillor has treated them.

Cambridge City Council has a two stage complaints process:

Stage One: An issue raised by a complainant which is escalated beyond a service request for the first time.

Stage Two: Internal review of a complaint where the complainant is unsatisfied with the response to their initial complaint or the way in which the complaint has been handled, and they wish for their complaint to be considered further.

The **Housing Ombudsman** is the final stage for Housing complaints - the person affected must have gone through our internal complaints process before going to the Housing Ombudsman for an independent review.

Complaints to Cambridge City Council in 2024-25: summary

Following the presentation of the Housing Ombudsman Self-Assessment in November 2024, it was agreed that a separate report outlining only complaints made about Housing Services would be presented with the self assessment in 2025, and alongside the Council-wide Annual Customer Feedback report. Therefore this report only relates to complaints to Housing Services for the year 2024-25.

Total number of complaints received relating to Housing Services

In 2024-25, the total number of complaints received relating to these services was 342, which is a decrease of 1 case from the previous year's total of 343. This makes up 40% of the total complaints received by the Council.

Proportion resolved at stage 1 and stage 2

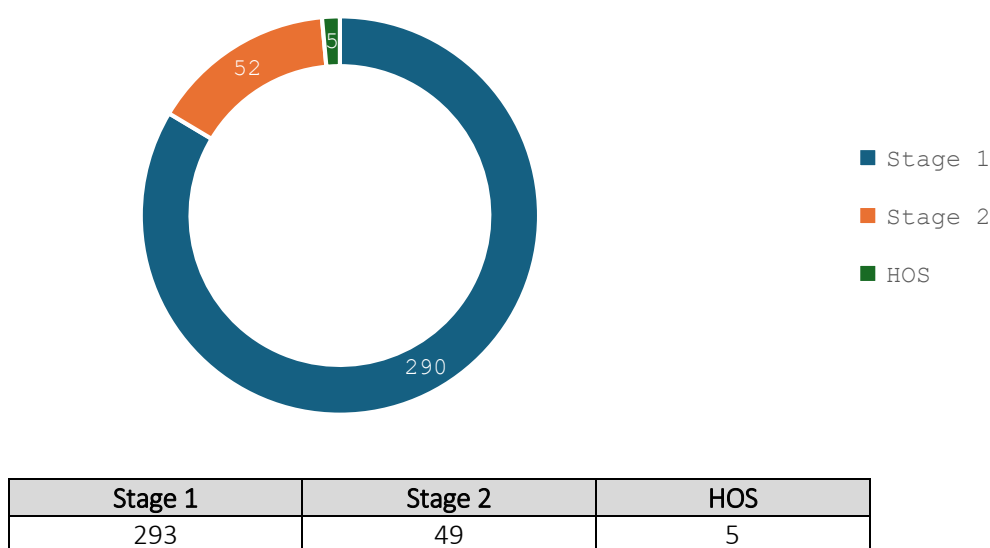
Of those 342 complaints, 85% (290) were resolved successfully at the first stage without need for escalation. This compares with 90% in 2023-24, and 93% in 2022-23.

52 complaints were escalated to stage two, which is 13 more than in the previous year. This was anticipated as the requirements to escalate a complaint to the second stage of the process were removed.

Proportion resolved within the target timescale

Across all complaints submitted at both stages, 81% were resolved within the target time of ten working days. This is 1% higher than the Council average of 80%, but slightly short of the 85% target. City Homes answered 96% of their complaints within target time. The cases that were missed across Housing services were due to delays to obtaining further information from third parties relating to complex investigations.

Fig 1. Total Complaints received, by resolution stage



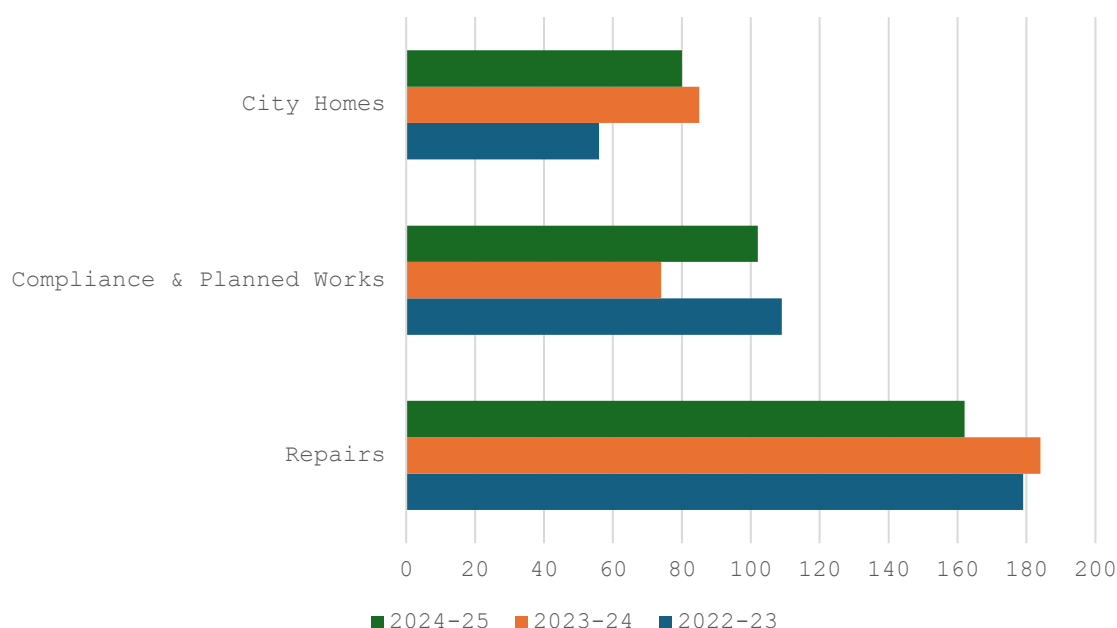
Overview of complaint trends

264 complaints were received for the Housing Assets and Maintenance service, with the majority relating to Responsive Repairs (162). This is a very slight increase from 258 complaints overall in the previous year, the Planned Works & Compliance areas had an increase of 28 compared to 2023-2024.

Whilst the Responsive Repairs service saw the highest volume of complaints overall, they did have 22 less complaints compared to 2023-24. Some changes within the service such as the introduction of a specialist Damp, Condensation and Mould (DCM) Team contributed to this reduction. A large proportion of the services complaints related to DCM, and having a specialist team in place to tackle the issues before they reach the complaints stage has had a positive impact on the service and outcomes for residents.

City Homes received 80 complaints in total, which is a slight reduction from 85 last year. With a housing stock of 8,807 properties, this means that less than 1% of tenants are making a complaint. City Homes also responded to 96% of their cases within target time with only 3 cases being resolved outside of 10 working days.

A comparison of complaints by higher volume services can be seen below.



Service	2022-23	2023-24	2024-25
Housing (City Homes)	56	85	80
Housing Repairs (Responsive)	179	184	162
Housing Repairs (Planned & Compliance)	109	74	100

Housing Ombudsman

5 complaints were investigated and determined by the Housing Ombudsman Service. Of these, there were 7 findings of maladministration, 14 remedial orders made, and 2 remedial recommendations made. Further commentary on this can be found on page 43 of this report.

Reporting, monitoring and driving service improvement

The City Council's managers work hard to understand the reasons for the complaints, and where a consistent theme or issue has been established, they have taken action to prevent the poor service that triggered those complaints from being repeated. We continue to focus on delivering high quality services to all residents and customers and welcome all feedback on our services and suggestions for improvement.

The Lead Complaints Officer has continued to review data on a regular basis to establish themes and trends. This data is reported on a quarterly basis to Leadership and Corporate Management Team to prompt reflection on what services need to do to improve, change or prevent a reoccurrence. Particular attention is focused on responding appropriately to complaints first time and reducing complaints being escalated to the higher stages. This reporting has led to some constructive discussions with Senior Management, and as a result

we have been able to take feedback and apply it across many areas of the complaints process. An example of this was creating a template which guides the investigating Officer through everything that is required to be included in a complaints response. This has increased the quality of responses being sent at both stages, and ensures compliance with Ombudsman codes of practice.

Persistent and Unreasonably Persistent Complainants

Sometimes when pursuing their complaint, complainants can become unreasonably persistent in a way that can hinder the way their complaint is investigated. This can include excessive repeat contact, which is not necessarily abusive or aggressive. In 2024-25 it was necessary to impose restrictions on two customers and limit their contact with the Council. These restrictions were made in line with the persistent and unreasonably persistent complainants policy and both were given a single point of contact within the Council to report any other issues outside of their complaint. The restrictions on both complainants will be reviewed after 12 months.

Reporting on complaints about Council Policy

Where a complainant raises a complaint about a Council Policy, this will still be responded to under the complaints policy. If the complainant wishes to give general feedback or have a policy explained further, the Council will respond to this as an enquiry for service, and provide an explanation or rationale behind the policy.

Should the complainant be dissatisfied with how the Council reached the decision on the policy, or feel that an injustice has been caused by a policy, this would be investigated as a complaint. These complaints will then be considered when reviewing policies in future.

LGSCO and Housing Ombudsman Complaint Handling Code

Our complaints handling guidance is based upon the code laid out by the Local Government and Social Care Ombudsman. In November 2022 the LGSCO announced that they would be publishing a joint handling code alongside the Housing Ombudsman. This code was published in November 2023, and the guidance within it became mandatory in casework from April 1 2024.

Part of this code requires the Council to assess our process and policy annually against the latest guidance from both the Housing Ombudsman and the Local Government and Social Care Ombudsman. In 2023-24, this was done later in the year and reported to committee in November, however this year, the self-assessment is included at the same time as this report. This can be found on page 21 of this document. Following the self-assessment in November several minor changes were made to the complaints service.

- Previously we would keep complaints open on our system until any follow-on work had been booked and completed where required. The point of resolution for a complaint is now when this follow-on work has been booked, rather than completed. We will still keep complainants informed of follow-on work timelines and appointments, but now complaints are closed when the work required to resolve the complaint is booked.

- Our template for responding at stage one previously asked complainants why they considered their complaint still unresolved, and what they seek as a preferred resolution from escalating their case to stage two. Complainants are no longer required to answer these questions before we will escalate a case, but we do still ask for the information to help guide stage two investigators. A simple further expression of dissatisfaction is enough to escalate a case.
- Our complaints form now asks complainants if the Council need to make any reasonable adjustments when investigating the complaint or communicating with the complainant. 38 requests for a reasonable adjustment were made since the feature went live in November, and the most common use of this feature so far has been to request a certain communication method or to inform us of any circumstances which may cause communication difficulties.

Housing Service Complaint Trends and Management Response

The next section of this report details comments from Services on actions they have taken to prevent, improve or change as a result of the feedback received in previous years. The total figure in the first column is the sum of Stage 1 and 2 complaints.

Complaints by sub-service are identified in the pie chart, this is how a service is broken down into the individual service request areas within. The bar graph displays resolution themes, or where these themes are too diffused and a trend cannot be identified, the bars will display root causes.

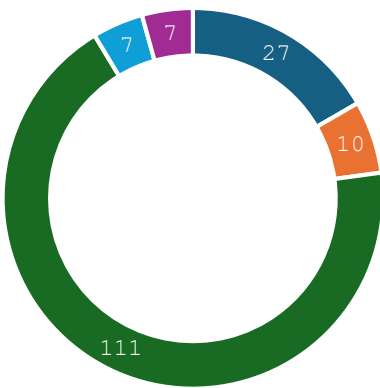
A resolution theme is the service specific content of the complaint (missed bin for example), whereas a root cause is a reason for the complaint which is generic across all services (service delivery failure).

Housing Maintenance: Responsive Repairs

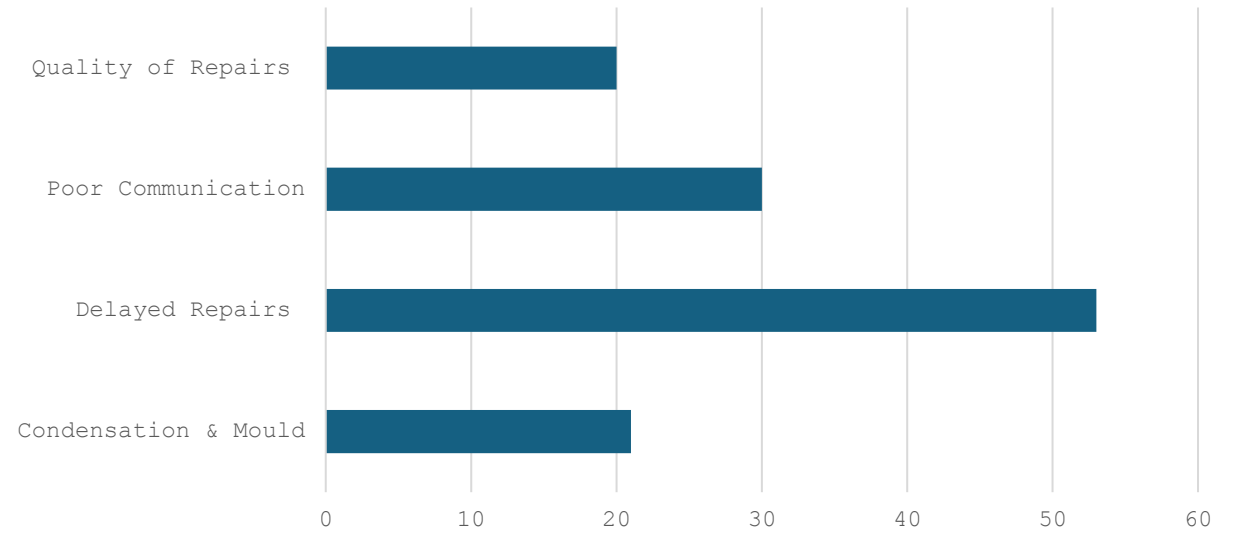
Repairs	Total Complaints	Stage 1 Complaints	Stage 2 Complaints	Complaints in Target	Compliments
2024-25	162	142	20	86%	9
2023-24	184	164	20	46%	12
2022-23	179	155	24	78%	18

Cases by Sub-Service

- Damp
- Property Alterations
- Responsive Repairs
- Surveyor Decisions
- Voids



Resolution Themes



Housing Assets & Maintenance - Service Comments

Laura Herrera-Martin, Service Improvement Project Officer:

In 2024–25, the Housing Repairs and Maintenance team made strong progress in improving the quality and responsiveness of its services. Over the course of the year, 16,373 in-house repair jobs were completed, along with 6,939 jobs from other work streams. In total, 192 complaints were received—representing just 0.82% of all jobs. This low complaint rate highlights the overall effectiveness and reliability of the service delivered to our tenants.

Of the total complaints received, 142 were resolved at Stage 1 and 20 escalated to Stage 2, consistent with previous years. Significantly, 86% of complaints were resolved within target timescales, a major improvement from 46% in 2023–24. This improvement reflects the success of operational changes, particularly the decision to pass complaints directly to key service staff, enabling faster and more efficient resolutions at the first point of contact.

Another positive development was the positive feedback from residents, with 9 compliments received this year—up from zero in 2023–24—indicating a growing level of tenant satisfaction.

A key development since November 2024 has been the introduction of a specialist surveying service focused on damp, mould and condensation cases, and disrepair claims, along with a dedicated contractor to complete all remedial works identified in the reports. This has enabled targeted use of resources and reduced the number of appointments to fix reported issues.

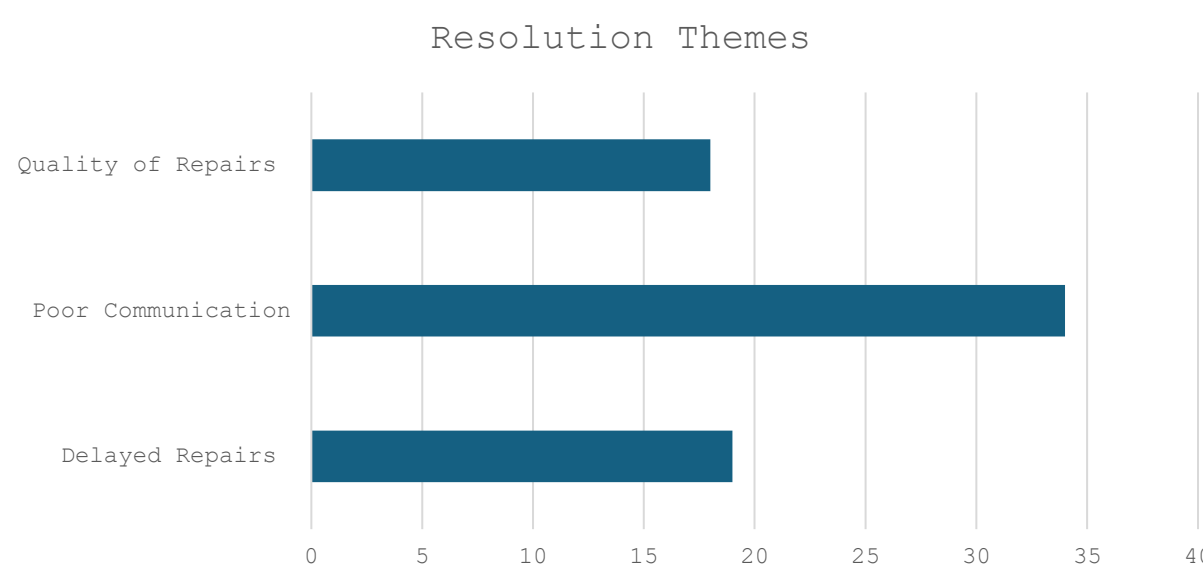
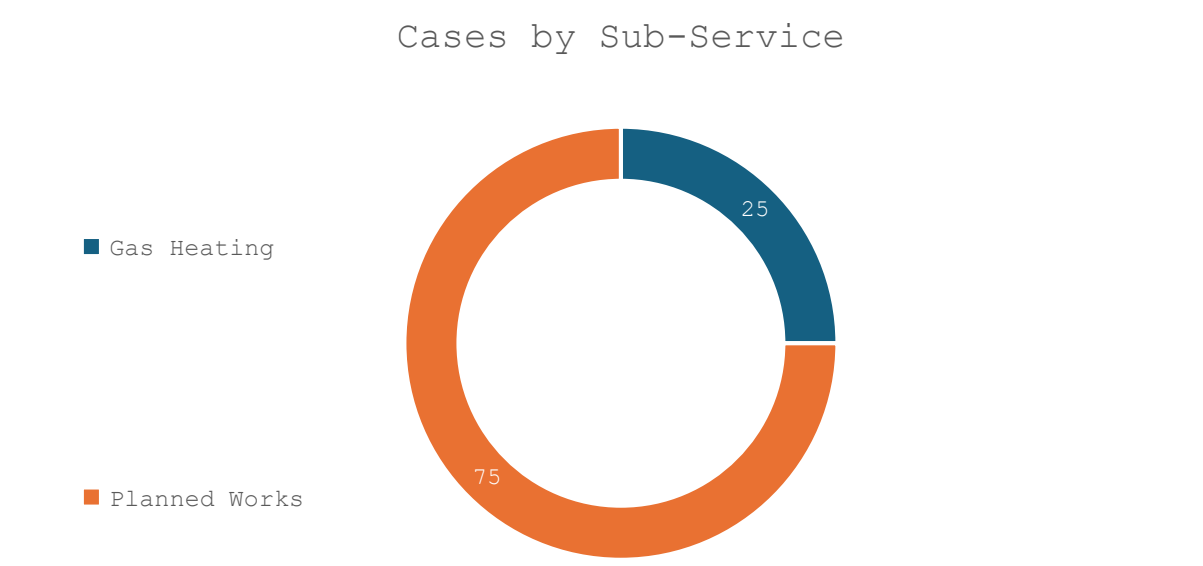
In parallel, the team has placed a renewed emphasis on enhancing communication channels, including ongoing updates to the Housing Repairs section of our website. These improvements are aimed at increasing transparency, managing expectations, and making it easier for tenants to access information and report damp and mould issues.

The majority of complaints—111 out of 162 categorised cases—were related to Responsive Repairs, accounting for nearly 69% of all complaints by sub-service. This is consistent with the high volume and day-to-day nature of responsive repair jobs.

Damp-related issues accounted for 27 complaints (17%), reflecting ongoing concern from residents about property conditions. This highlights the importance of our investment in specialist damp and mould surveyor services and dedicated contractors, brought on board in late 2024. Our focus for the year ahead will remain on improving repair timeframes, enhancing the quality and consistency of communication with tenants. Building on the progress made in 2024–25, we are committed to delivering a responsive, high-quality repairs and maintenance service that tenants can rely on, alongside ensuring tenants feel heard, respected, and fully supported to reside in good quality homes.

Housing Maintenance & Assets: Planned Works & Compliance

Compliance	Total Complaints	Stage 1 Complaints	Stage 2 Complaints	Complaints in Target	Compliments
2024-25	100	84	16	56%	1
2023-24	74	66	8	64%	2
2022-23	109	99	10	82%	2



Planned Works & Compliance - Service Comments

Will Barfield, Asset Manager:

The Asset Management Team in City Services Group are responsible for planned building maintenance and investment in the Council's housing stock, operational, and commercial buildings.

We carry out an annual programme of planned maintenance work across the Council's 7,600 homes, 1,200 leases, operational buildings, car parks and commercial properties. During the year 2024/2025 we completed over 3000 planned maintenance jobs, 1700 planned maintenance service inspections and over 1000 surveys and inspections to help us plan works and record the condition of property.

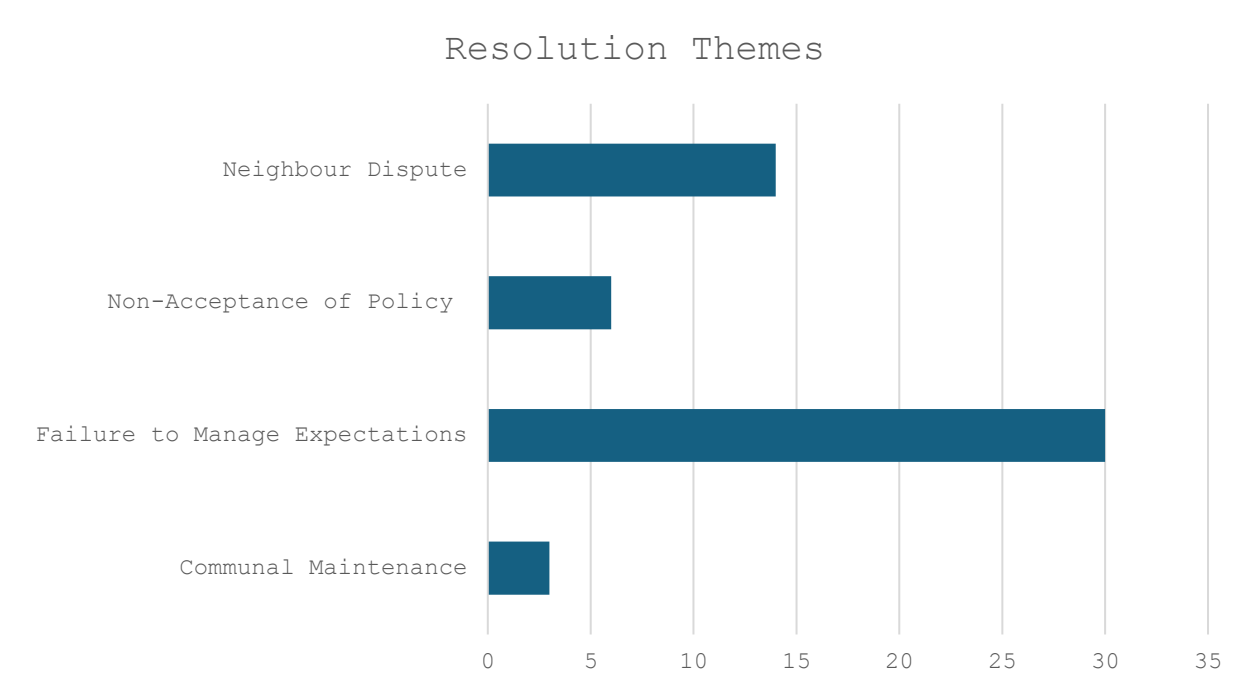
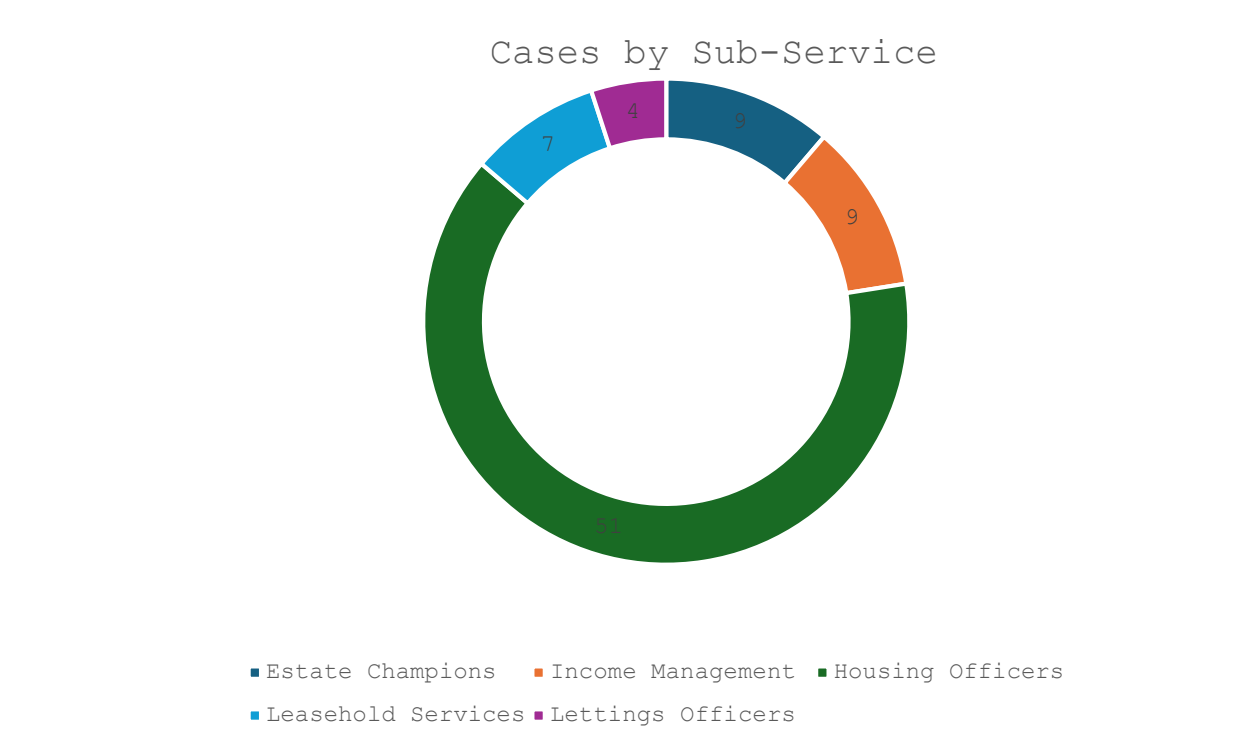
In 2024/2025 the total number of complaints we received increased to 100, although this represents a small percentage of all services provided. The Council invested over £22m in the delivery of planned maintenance services in 24/25.

Many of our complaints are about things done by external contractors who are carrying out work for the Council – for example failing to keep people informed, or not completing work to the quality expected. We collect customer satisfaction feedback from tenants who have received planned maintenance work, and this shows a consistent high level of customer satisfaction with planned maintenance. We also proactively inspect completed planned work using our surveying teams and work is generally completed to a very high standard.

Where there are complaints about planned works carried out by contractors, we follow this up at contract meetings and expect the contractor to help resolve the situation, to ensure we minimise repeat complaints in future.

Housing Services (City Homes)

Housing Services	Total Complaints	Stage 1 Complaints	Stage 2 Complaints	Complaints in Target	Compliments
2024-25	80	67	13	96%	2
2023-24	85	74	11	89%	3
2022-23	56	49	7	93%	13



Housing Services (City Homes) – Service Comments

Anna Hill, Housing Services Manager:

We observed a slight reduction in the number of complaints received by City Homes during 2024–2025 compared to 2023–2024. However, the top two complaint themes remain unchanged:

- Neighbour Disputes – 17.5%
- Failure to Manage Expectations – 37.5%

It's important to note that the overall number of complaints remains low relative to the size of our customer base. With a combined housing stock of 8,807 tenants and leaseholders, only 0.9% of customers submitted a complaint.

Of the complaints received:

- 7 were upheld
- 9 were partially upheld
- 18 were not upheld
- 46 were resolved through other options that currently lack clear reporting value
- Financial redress was provided in 7 complaints.

To improve future reporting accuracy, we are refining the resolution categories. Additionally, the team has received further training on the complaint closure process to ensure consistency and clarity.

Where complaints involved a failure to manage customer expectations, the individuals concerned were addressed directly following the investigations.

Only three cases were not responded to within the target timescales. These delays were addressed with the relevant staff, and clear expectations around response times have been reinforced.

Some of the key recommendations for improvement are:

- Refine the complaint resolution categories in the system to ensure all outcomes are trackable and meaningful.
- Conduct regular audits of complaint closures to ensure accuracy and consistency.
- Continue targeted feedback and coaching for staff involved in upheld complaints

Multi-Service Complaints

Multi-Service Complaints	Total Complaints	Stage 1 Complaints	Stage 2 Complaints	Complaints in Target
2024-25	47	41	6	70%
2023-24	41	36	5	83%
2022-23	42	32	10	83%

Multi-Service complaints tend to be more complex and involve more officer time to investigate, which in previous years has contributed to a low number of complaints responded to within target. This year the number of cases resolved within target has remained consistent with the previous two years which shows Officers are still handling these cases efficiently.

There were 6 more multi-service complaints in 2024-25 than in 2023-24.

This year the area with the highest number of multi-service complaints was City Homes with 17. Other high-volume areas involved in multi-service complaints are Housing Maintenance & Assets (8), and Streets & Open Spaces (8). This is the same as previous years, as Housing Maintenance & Assets complaints, and other community issues can often involve officers from the Housing service if the complaints concern decisions made by that service. The majority of the multi-service complaints involved a Housing Service as complaints had often been raised to a Housing Officer initially, but they have had to involve other services to find a resolution for the complainant.

When a multi-service complaint is allocated, potential case owners from all services involved are contacted to establish a lead officer who will then co-ordinate an investigation and response, including input from all relevant services.

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In both years, the Housing Ombudsman Service were satisfied that 100% of remedial orders were complied with by the Council.

The Housing Ombudsman require landlords to annually assess their complaints process to ensure compliance with the Ombudsman Code of Practice. The Council's self-assessment for 2024-25 can be found on the following pages. As with previous years, we remain compliant with the code of practice.

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	<p>A complaint must be defined as:</p> <p><i>‘an expression of dissatisfaction, however made, about the standard of service, actions or lack of action by the Council, its own staff, or those acting on its behalf, affecting a resident or group of residents.’</i></p>	Yes	<p>https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf</p> <p>Page 2</p>	Cambridge City Council uses the Housing Ombudsman’s complaint definition in our Complaints Policy (CCC Policy). The definition used is universal across our complaints service and applies to both Housing and non-Housing related complaints.
1.3	A resident does not have to use the word ‘complaint’ for it to be treated as such. Whenever a resident expresses dissatisfaction the Council must give them the choice to		https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf	Our complaints policy states that if an issue is raised with a staff member, that staff

	make complaint. A complaint that is submitted via a third party or representative must be handled in line with the Council's complaints policy.		<i>"If a customer contacts a member of Council staff with an expression of dissatisfaction, but do not specifically mention that they want to complain, our staff will offer them the opportunity to raise a complaint"</i>	member will offer the customer a chance to raise a complaint:
1.4	The Council 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 Council requiring action to be taken to put something right. Service requests are not complaints, but must be recorded, monitored and reviewed regularly.	Yes	<p>https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf</p> <p>Page 3</p> <p><i>"Service requests and complaints are slightly different. A service request is a contact from a customer that brings a matter to the council's attention for the first time, and requests a service offered by the council, for example, reporting a missed bin or telling us about noise nuisance."</i></p>	We clearly define this within our policy, on our complaints web page prior to raising a complaint and in our internal training documents.
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. The Council must not stop their efforts to address the	Yes	<p>https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf</p> <p>Section 2.0</p>	CCC policy is clear that we deal with all complaints through the agreed process

	service request if the resident complains.		<p>"This can sometimes include when the customer is receiving a service from the Council. The customer may still complain whilst this service request is ongoing. It is not necessary to wait for completion of works or requests, and can complain at any time."</p>	unless certain conditions apply.
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 the Council asks for wider feedback about their services, they also must provide details of how residents can complain.	Yes	<p>https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf</p> <p>Section 2.0</p> <p><i>"Customers may be sent a customer satisfaction survey following any interactions with the Council. Any dissatisfaction expressed within these surveys will not be considered a formal complaint, however we will follow up on negative responses to these surveys and offer the opportunity to raise a complaint case if appropriate."</i></p>	Our Customer Service managers follow up with any negative feedback left on satisfaction surveys to either resolve issues that occurred or raise a complaint if appropriate.

Section 2: Exclusions

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
2.1	The Council must accept a complaint unless there is a valid reason not to do so. If the Council decide not to accept a complaint they must be able to evidence their reasoning. Each complaint must be considered on its own merits	Yes	https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf Pages 3-4 <i>"If the Council decides not to accept a complaint, a detailed explanation will be provided setting out the reasons why the matter is not suitable for the Council's complaints process and the right to take that decision to the Ombudsman. The Council would not accept a complaint for the reasons set out in section 2.2, or if a complainant chooses to submit their complaint without contact details. If a complainant chooses to omit their contact details, we will treat this as anonymous feedback."</i>	CCC policy is clear that we deal with all complaints through the agreed process unless certain conditions apply.
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.	Yes	https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf Page 4	CCC policy is compliant with this.

	<p>Acceptable exclusions include:</p> <ul style="list-style-type: none"> • 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. 		<p><i>"If we refuse to investigate or escalate your complaint for any of the reasons mentioned in sections 2.1, 2.2, 2.3 and 2.4 we will provide a thorough explanation as to why we made this decision. At this point, you will also be given the information to enable you to raise your complaint with either the Housing Ombudsman, or the Local Government and Social Care Ombudsman. The Ombudsman will then advise how best to proceed. This may involve returning you case to the Council to investigate despite our initial decision."</i></p>	
2.3	<p>The Council 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. The Council must consider whether to apply discretion to accept complaints made outside this time limit where there are good reasons to do so.</p>	Yes	<p>https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf</p> <p>Section 2.5</p> <p><i>"Complaints will be accepted from 12 months of the issue being complained about occurring. If we have already investigated the issue within 12 months, we would not investigate it again. In this instance, the complainant would be signposted to the Ombudsman to pursue their complaint further."</i></p>	<p>CCC policy is compliant with this.</p>

2.4	If a the Council 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 the exclusion has been fairly applied, the Ombudsman may tell the Council to take on the complaint.	Yes	https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf Section 2.5 <i>"If we refuse to investigate or escalate your complaint for any of the reasons mentioned in sections 2.1, 2.2, 2.3 and 2.4 we will provide a thorough explanation as to why we made this decision. At this point, you will also be given the information to enable you to raise your complaint with either the Housing Ombudsman, or the Local Government and Social Care Ombudsman. The Ombudsman will then advise how best to proceed. This may involve returning you case to the Council to investigate despite our initial decision."</i>	CCC policy is compliant with this.
2.5	The Council must not take a blanket approach to excluding complaints; they must consider the individual circumstances of each complaint.	Yes	https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf Section 2.5 <i>"Each case will be considered on its own merits and individual circumstances and at times we may make exceptions to investigate complaints outside of the 12 month timeframe. Whenever the Council makes the decision to reject a complaint, the reasoning will be clearly explained to the complainant."</i>	CCC policy is compliant with this.

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Section 3: Accessibility and Awareness

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
3.1	The Council must make it easy for residents to complain by providing different channels through which they can make a complaint. The Council 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	https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf Section 3.0 <i>"If a customer requires any adjustments to the complaints process, these should be recorded on the complaints form when submitting a complaint. The Council will consider these and then discuss with the complainant to agree any reasonable adjustments we can make. A record will be kept of any adjustments made on the case."</i>	CCC policy is compliant with this. Our staff at all levels are trained to mediate complaints for residents, and we have accessible complaint forms available online and at reception in our offices.
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 Council.	Yes	https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf Section 3.0 <i>"There are various ways to contact the council, but regardless of how a complaint is received, all cases will be logged into the Council's</i>	All staff are briefed on the complaints process, and new starters in frontline services receive in depth training for how to handle complaints and

			<i>central case management system. If a complainant contacts the Council by phone, email or in person, staff members can assist with recording a complaint. The Council would prefer complainants to complete the form themselves so that they can provide their complaint in their own words with as much detail as possible, but where a customer is unable to complete the complaints form themselves, Council staff should assist complainants to record their case."</i>	raise them on behalf of a customer. Further guidance is available on our internal intranet site.
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	Strategy and Resources Scrutiny Committee - Monday, 1st July, 2024 5.30 pm - YouTube 16:34 in this video of our committee meeting Cllr Bennett mentions this point and is agreed with by the Complaints Officers and other Councillors, including the Leader of the Council	Our Members and staff support this. Regular Corporate Management meetings are focused on what we can learn from the complaints we have received.
3.4	The Council 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 Council's website.	Yes	Compliments, complaints and suggestions - Cambridge City Council	Our easy-read complaints form contains a quick guide to the complaints policy to ensure it is accessible to all.

3.5	The policy must explain how the Council will publicise details of the complaints policy, including information about the Ombudsman and this Code.	Yes	https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf Section 1.0 <i>"This policy will be published on the Cambridge City Council website alongside our Annual Customer Feedback report, easy-read complaints form, how to complain guidance and information relating to the Local Government & Social Care Ombudsman, and the Housing Ombudsman."</i>	CCC policy is compliant with this.
3.6	The Council 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 Council.	Yes	Case details - CaseTracker	Complainants have the option on the complaints form for a "on behalf of" complaint, where a representative can raise a case on their behalf.
3.7	The Council 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	https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf Page 8 <i>"you can ask the Local Government and Social Care Ombudsman to review your complaint. If you are a council tenant, or a council</i>	The contact details for the Ombudsman are also included in every stage 2 complaints response

			<i>leaseholder with a complaint about our management of your leasehold, you should contact the Housing Ombudsman.</i>	
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Section 4: Complaint Handling Staff

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
4.1	The Council 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	https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf Section 5.0 <i>"The Lead Complaints Officer is accountable for all complaint handling in the Council. They will report on and analyse complaint themes and trends on a monthly, quarterly and annual basis, and report any potential systemic issues, serious risks or any policies or procedures that require a review to the appropriate service staff. This officer will also report to Members on complaints performance and be responsible for identifying service improvements and creating a culture that sees complaints as an opportunity to make these improvements"</i>	The Customer Services Development Manager is responsible for complaint handling within the Council and reports to committee and senior management on a regular basis
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	Yes	https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf Section 5.0	CCC policy is compliant with this.

	autonomy to act to resolve disputes promptly and fairly.		<i>“System Administrators are responsible for reporting on performance, and statistics, and managing any training or troubleshooting with the case management system. System Administrators work with staff at all levels to facilitate prompt resolution of complaints”</i>	
4.3	The Council 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	https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf Section 5.0 <i>“All staff that handle complaints are trained in the process, policy and system and given regular refresher training.”</i> <i>“Each year an Annual Customer Feedback report will be produced and presented to the Council’s Cabinet. This report will put the volumes of complaints into context alongside service performance statistics, and outline any improvements made as a result of the complaints raised throughout the year.”</i>	CCC policy is compliant with this. We have enough resource to manage the complaints process from an investigation and administration perspective.

Section 5: The Complaint Handling Process

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
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5.1	The Council 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	https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf	We only have one formal complaints policy which covers all service areas.
5.2	The early and local resolution of issues between the Council 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	https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf <i>"There are 2 stages to the Council's complaints procedure internally, and complainants also have the right for their case to be reviewed externally by either the Local Government & Social Care Ombudsman (LGSCO) or the Housing Ombudsman."</i>	We only have two formal complaint stages.
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	https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf	CCC policy is compliant with this. See 5.2 comments
5.4	Where the Council'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	N/A	https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf Section 2.4	The Council handle complaints relating to third parties in line with their policy. Third parties do not

	in this Code. Residents must not be expected to go through two complaints processes.		<i>“Should you complain about a third party, such as a contractor acting on behalf of the Council, we will investigate these complaints in line with this policy, as they are considered to be acting on our behalf.”</i>	handle cases as they are considered to be acting on behalf of the Council
5.5	The Council is responsible for ensuring that any third parties handle complaints in line with the Code.	N/A	https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf Section 2.4	See 5.4 commentary
5.6	When a complaint is logged at Stage 1 or escalated to Stage 2, the Council 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	https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf Section 4.0 <ul style="list-style-type: none"> • <i>“At both stages of our complaints procedure, we will confirm with you: The stage at which we are responding</i> • <i>The definition of your complaint (what we understand your complaint to be about)</i> 	CCC policy is compliant with this.

5.7	When a complaint is acknowledged at either stage, the Council must be clear which aspects of the complaint they are, and are not, responsible for and clarify any areas where this is not clear.		https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf Section 4.2 <i>"We will also advise how any aspects of the complaint that we are not responsible for can be pursued."</i>	CCC policy is compliant with this.
5.8	At each stage of the complaints process, complaint handlers must: <ul style="list-style-type: none"> 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 d. consider all relevant information 		https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf Section 4.0 <i>"Complaints at both stages will be considered on their own merits, with an open mind by investigators. Residents will be given the chance to set out their position. The Council will take measures to address any actual or perceived conflicts of interest, and consider all relevant information and evidence provided when investigating a complaint."</i>	CCC policy is compliant with this.

	and evidence carefully.			
5.9	Where a response to a complaint will fall outside the timescales set out in this Code, the Council must agree with the resident suitable intervals for keeping them informed about their complaint.	Yes	https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf Section 4.1 <i>"If our response falls outside of these 10 working days, you will be kept informed at regular intervals agreed with you with the progress of your complaint case."</i>	CCC policy is compliant with this.
5.10	The Council must make reasonable adjustments for residents where appropriate under the Equality Act 2010. The Council 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	Our equality and diversity policies and plans - Cambridge City Council And https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf Section 3.0	All employees must adhere to the equality and diversity policies for all aspects of their work. A new section is in development on our complaints form for complainants to outline any adjustments they require separately

			<p><i>"If a customer requires any adjustments to the complaints process, these should be recorded on the complaints form when submitting a complaint. The Council will consider these and then discuss with the complainant to agree any reasonable adjustments we can make. A record will be kept of any adjustments made on the case."</i></p>	to the body of their complaint so it is clearer to case owners on the system.
5.11	<p>The Council must not refuse to escalate a complaint through all stages of the complaints procedure unless it has valid reasons to do so. The Council must clearly set out these reasons, and they must comply with the provisions set out in section 2 of this Code.</p>	Yes	<p>https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf</p> <p>Section 4.1</p> <p><i>"The reasons for declining to escalate a complaint are the same as the reasons for not accepting a complaint. The Council may also refuse to escalate a complaint if a statutory appeal body is required to resolve the case. See section 2.2 for a list of where this may be applicable."</i></p>	CCC policy is compliant with this.
5.12	<p>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</p>	Yes	<p>https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf</p> <p>Section 3.0</p> <p><i>"When a case is entered into the Council complaints system, the case will be allocated to a service manager in the area/department related to the complaint, the complainant will also receive an automatic response</i></p>	All customer contact relating to a case is recorded within our case management system, and communications are sent directly to

	documentation such as reports or surveys.		<i>informing them that we aim to respond to all complaints within 10 working days. All information and communications relating to the case will be recorded and sent through this system."</i>	and from this system.
5.13	The Council must have processes in place to ensure a complaint can be remedied at any stage of its complaints process. The Council must ensure appropriate remedies can be provided at any stage of the complaints process without the need for escalation.	Yes	https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf Section 4.2.3 <i>"If, as a result of a complaint remedial works, or other action is required, this will be booked as part of the response to the complaint. This can be done at either stage 1 or stage 2."</i>	CCC policy is compliant with this.
5.14	The Council must have policies and procedures in place for managing unacceptable behaviour from residents and/or their representatives. The Council must be able to evidence reasons for putting any restrictions in place and must keep restrictions under regular review.	Yes	https://www.cambridge.gov.uk/media/vn4joh1q/unreasonable-complainants-policy.pdf	This policy was written based on Ombudsman guidance. We have an internal process with calendar review reminders for any restrictions placed on residents contact.
5.15	Any restrictions placed on contact due to unacceptable behaviour	Yes	https://www.cambridge.gov.uk/media/vn4joh1q/unreasonable-complainants-policy.pdf	Policy was written based on

	must be proportionate and demonstrate regard for the provisions of the Equality Act 2010.			Ombudsman guidance
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Section 6: Complaints Stages

Stage 1

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
6.1	The Council must have processes in place to consider which complaints can be responded to as early as possible, and which require further investigation. The Council 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	Customer Feedback Report 2023/24 - Cambridge City Council	Our complaints policy supports this by encouraging complainants to contact the Council to resolve requests for service first if they have not already been raised with the Council. 90% of complaints in 2023-24 were resolved at the first stage.
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	https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf	Complaints are registered in the system as soon as they are submitted

				with no further internal triage.
6.3	The Council must issue a full response to stage 1 complaints <u>within 10 working days</u> of the complaint being acknowledged.	Yes	https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf Section 4.2.1	Our policy is compliant with this. <i>"The Council aim to respond to complaints within 10 working days"</i>
6.4	The Council 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	https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf Section 4.1 <i>"Sometimes cases are complex and require more than 10 days to investigate. If this is the case, the person investigating the complaint will contact the complainant to advise them of a new target date for a response. This will be a single time extension of up to a further ten working days."</i>	CCC policy is compliant with this. We do not extend past ten working days.
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	https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf Section 4.1	CCC policy is compliant with this. Our template for formulating an extension notification

			<p><i>"When we change the target date on a case, the complainant will be provided with the contact details for the relevant Ombudsman."</i></p>	contains this information.
6.6	<p>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.</p>	Yes	<p>https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf</p> <p>Section 4.0</p> <p><i>"We consider the case resolved and responded to when we have agreed a solution with the complainant and any follow on work has been scheduled. Rather than when that work has been completed. We will still keep track of follow on work to ensure it is completed within an appropriate timescale."</i></p>	CCC policy is compliant with this.
6.7	<p>The Council 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.</p>		<p>https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf</p> <p>Section 4.0</p>	CCC policy is compliant with this.

			<i>"We will also ensure that all points raised within the complaints definition are responded to and any decisions we make reference the relevant law, policy or good practice."</i>	
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	<p>https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf</p> <p>Section 4.2.1</p> <p><i>"If any new complaints about the same issue are raised during the investigation of a Stage 1 complaint, these will be merged into the original case and responded to within the response to that case. The Officer responding will highlight which case reference numbers they are responding to at the start of their response."</i></p>	<p>Our Triage Admin team are notified of all new cases and merge where appropriate. Case investigators are required to quote which case numbers they are responding to at the start of their responses.</p> <p>If a customer raises a new unrelated issue within a case it is raised as a new stage 1 complaint.</p>
6.9	The Council must confirm the following in writing to the resident at		https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf	CCC policy is compliant with this.

	<p>the completion of stage 1 in clear, plain language:</p> <ul style="list-style-type: none"> a. the complaint stage; 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 stage 2 if the individual is not satisfied with the response. 		<p style="text-align: center;">Section 4.0</p> <ul style="list-style-type: none"> • <i>“At both stages of our complaints procedure, we will confirm with you: The stage at which we are responding</i> • <i>The definition of your complaint (what we understand your complaint to be about)</i> • <i>Whether we uphold your complaint, or do not uphold your complaint</i> <ul style="list-style-type: none"> • <i>The reasoning behind any decisions made</i> • <i>The details of any remedies we offer to put things right</i> • <i>Details of any outstanding actions relating to your complaint</i> <i>Cambridge City Council – Complaints Policy 2024</i> • <i>How you can escalate your complaint to the next stage of the process if you are not satisfied with your response”</i> 	<p>Our template to assist with formulation of a stage 1 response contains bullet point reminders of the things to include in the response and some standard text for escalating to stage 2.</p>
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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	Yes	https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf	The sign-off text on a stage 1 response instructs

	satisfaction at stage 1, it must be progressed to stage 2 of the Council's procedure. Stage 2 is the Council's final response.		<p>Section 4.2.1</p> <p><i>"The Council aim to respond to complaints within 10 working days. If any or all part of the complaint is not dealt with to the satisfaction of the complainant at stage 1, they can ask for their complaint to be escalated to stage 2 of the Council's complaints procedure"</i></p>	complainants how to request escalation.
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	<p>https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf</p> <p>Section 4.0</p>	Our Triage Admin team are notified immediately when an escalation request is made and it is assigned to the appropriate Officer straight away who will acknowledge the escalation.
6.12	Residents must not be required to explain their reasons for requesting a stage 2 consideration. The Council are expected to make reasonable efforts to	Yes	<p>https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf</p> <p>Section 4.2</p>	We do ask for why the complainant remains unhappy, but it is made clear that this is not a requirement, it is to help us

	understand why a resident remains unhappy as part of its stage 2 response.		<i>"When we respond at stage 1, we will ask why the complainant does not feel their case was resolved at stage 1, and their preferred outcome of escalating their complaint to stage 2. This information is only to guide the Council, and is not a requirement to escalate a complaint."</i>	understand how to put things right.
6.13	The person considering the complaint at stage 2 must not be the same person that considered the complaint at stage 1.	Yes	https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf Section 4.2 <i>"Once a complaint is escalated to stage 2 it will be allocated to a member of the Corporate Management Team, or Senior Manager acting on their behalf. The person considering the complaint at stage 2 will not be the same person that investigated at stage 1."</i>	Each service has an Officer at stage two with a higher seniority than the person at stage 1
6.14	The Council must issue a final response to the stage 2 <u>within 20 working days</u> of the complaint being acknowledged.	Yes	https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf	Our target time is ten working days at stage 2
6.15	The Council must decide whether an extension to this timescale is needed when considering the complexity of the	Yes	https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf <i>"Sometimes cases are complex and require more than 10 days to investigate. If this is the case, the person investigating the complaint</i>	Our policy and internal guidance is compliant with this.

	complaint and then inform the resident 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.		<i>will contact the complainant to advise them of a new target date for a response. This will be a single time extension of up to a further ten working days. We may on rare occasions pause case timers if we require more information from complainants and are waiting for them to provide it."</i>	
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.		https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf Section 4.1 <i>"When we change the target date on a case, the complainant will be provided with the contact details for the relevant Ombudsman."</i>	CCC policy is compliant with this.
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	Yes	https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf Section 4.1 <i>"We consider the case resolved and responded to when we have agreed a solution with the complainant and any follow on work has</i>	Our policy states that the point of resolution is when a solution to the issues has been identified or when any follow on

	issue are completed. Outstanding actions must still be tracked and actioned promptly with appropriate updates provided to the resident.		<i>been scheduled. Rather than when that work has been completed. We will still keep track of follow on work to ensure it is completed within an appropriate timescale."</i>	works have been booked rather than when they have been completed.
6.18	The Council 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	https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf Section 4.0 <i>"We will also ensure that all points raised within the complaints definition are responded to and any decisions we make reference the relevant law, policy or good practice."</i>	Our guidance and training internally states that all issues within a complaint must be addressed. There are also prompts within our case management system for formulating a response
6.19	The Council must confirm the following in writing to the resident at the completion of stage 2 in clear, plain language: a. the complaint stage;	Yes	https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf Section 4.0	All of these items are prompted within a response template in our

	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.		<p><i>“At both stages of our complaints procedure, we will confirm with you:</i></p> <ul style="list-style-type: none"> <i>• The stage at which we are responding</i> <i>• The definition of your complaint (what we understand your complaint to be about)</i> <i>• Whether we uphold your complaint, or do not uphold your complaint</i> <ul style="list-style-type: none"> <i>• The reasoning behind any decisions made</i> <i>• The details of any remedies we offer to put things right</i> <i>• Details of any outstanding actions relating to your complaint</i> <i>• How you can escalate your complaint to the next stage of the process if you are not satisfied with your response.”</i> 	case management system.
6.20	Stage 2 is the Council’s final response and must involve all suitable staff members needed to issue such a response.	Yes	https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf	Staff at stage 2 are members of our Corporate Management Team and have the authority to make any relevant decisions.

Section 7: Putting things right

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
7.1	<p>Where something has gone wrong the Council must acknowledge this and set out the actions it has already taken, or intends to take, to put things right. These can include:</p> <ul style="list-style-type: none"> • 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	<p>https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf</p> <p>Section 4.2.3</p> <p><i>“These actions can include, an apology and acknowledging what has gone wrong, providing an explanation, taking action to rectify a delay to receiving a service, reconsidering and potentially changing a decision, amending a record or adding a correction/addendum, providing financial redress, or reviewing and changing policies, procedures or practices. This list is not exhaustive.”</i></p>	CCC policy is compliant with this. This is highlighted in training, and case owners are reminded of these things in the response template

7.2	Any remedy offered must reflect the impact on the resident as a result of any fault identified.	Yes	https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf Section 4.2.3 <i>"The Council's remedial action will reflect the impact the fault had on the resident, and be tracked and monitored as part of the Complaints process"</i>	CCC policy is compliant with this. Remedial action is based on Ombudsman guidance, or actions which will resolve the issue(s) raised.
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	https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf Section 4.2.3 <i>"When the Council outline this action, we will be clear with the resident about what will happen, and the timescales involved. This remedy will also be offered in line with guidance from the Local Government and Social Care and Housing Ombudsman."</i>	CCC policy is compliant with this.
7.4	The Council must take account of the guidance issued by the Ombudsman	Yes	https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf	CCC policy is compliant with

	when deciding on appropriate remedies.		Section 4.2.3	this. See 7.2 comments
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Section 8: Self-assessment, reporting and compliance

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
8.1	<p>The Council must produce an annual complaints performance and service improvement report for scrutiny and challenge, which must include:</p> <p>a. the annual self-assessment against this Code to ensure their complaint handling policy remains in line with its requirements.</p> <p>b. a qualitative and quantitative analysis of the Council's complaint handling performance. This must also include a summary of the types of complaints the Council has refused to accept;</p> <p>c. any findings of non-compliance with this</p>	Yes	<p>https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf</p> <p>Section 5.0</p> <p><i>“Each year an Annual Customer Feedback report will be produced and presented to the Council’s Strategy & Resources committee. This report will put the volumes of complaints into context alongside service performance statistics, and outline any improvements made as a result of the complaints raised throughout the year.”</i></p>	CCC policy is compliant 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 Council's performance from the Ombudsman; and f. any other relevant reports or publications produced by the Ombudsman in relation to the work of the Council.			
8.2	The annual complaints performance and service improvement report must be reported to the Council's governing body (or equivalent) and published on the on the section of its website relating to complaints. The governing body's response to the report	Yes	<p>Annual Report 23/24 link: Compliments, complaints and suggestions - Cambridge City Council</p> <p>Annual report 23/24: Agenda for Strategy and Resources Scrutiny Committee on Monday, 1st July, 2024, 5.30 pm - Cambridge Council</p>	Last Years reports and self-assessment are linked in the box to the left. The Report and Self-Assessment for 2024/25 will be presented on July 19 th to Cabinet.

	must be published alongside this.		<p>Self Assessment 23/24: Agenda for Strategy and Resources Scrutiny Committee on Thursday, 21st November, 2024, 5.30 pm - Cambridge Council</p> <p>Governing body response 23/24: Compliments, complaints and suggestions - Cambridge City Council</p>	
8.3	The Council must also carry out a self-assessment following a significant restructure, merger and/or change in procedures.	Yes	<p>https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf</p> <p>Section 2.0</p> <p><i>“Each year the Council will carry out a self-assessment against the Ombudsman’s Complaint Handling Code to ensure that our complaint handling remains in line with its requirements. This will be made accessible to the public. This self-assessment will also be completed following any major restructure, change to procedure or if requested by the Ombudsman.”</i></p>	If this situation arises we would be compliant.
8.4	The Council may be asked to review and update the self-assessment following an Ombudsman investigation.	Yes	<p>https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf</p> <p>Section 2.0</p>	If this situation arises we would be compliant.

			<p><i>“Each year the Council will carry out a self-assessment against the Ombudsman’s Complaint Handling Code to ensure that our complaint handling remains in line with its requirements. This will be made accessible to the public. This self-assessment will also be completed following any major restructure, change to procedure or if requested by the Ombudsman.”</i></p>	
8.5	<p>If the Council 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 the Council must provide a timescale for returning to compliance with the Code.</p>	Yes	<p>Should this occur a message would be put on the main page of our website and all complaints related pages to inform residents.</p>	<p>CCC Policy would be compliant with this should it occur.</p>

Section 9: Scrutiny & oversight: continuous learning and improvement

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
9.1	The Council 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	https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf Section 5.0 <i>“They will report on and analyse complaint themes and trends on a monthly, quarterly and annual basis, and report any potential systemic issues, serious risks or any policies or procedures that require a review to the appropriate service staff. This officer will also report to Members on complaints performance and be responsible for identifying service improvements and creating a culture that sees complaints as an opportunity to make these improvements.”</i>	CCC Policy is compliant
9.2	A positive complaint handling culture is integral to the effectiveness with which the Council resolve disputes. The Council must use complaints as a	Yes	https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf Section 5.0	CCC Policy is compliant. See text in 9.1

	source of intelligence to identify issues and introduce positive changes in service delivery.			
9.3	Accountability and transparency are also integral to a positive complaint handling culture. The Council must report back on wider learning and improvements from complaints to stakeholders, such as residents' panels, staff and relevant committees.	Yes	https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf Section 5.0	CCC Policy is compliant See text in 9.1
9.4	The Council 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	Yes	https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf Section 5.0 <i>"The Lead Complaints Officer is accountable for all complaint handling in the Council. They will report on and analyse complaint themes and trends on a monthly, quarterly and annual basis, and</i>	CCC Policy is compliant

	and procedures that require revision.		<i>report any potential systemic issues, serious risks or any policies or procedures that require a review to the appropriate service staff. This officer will also report to Members on complaints performance and be responsible for identifying service improvements and creating a culture that sees complaints as an opportunity to make these improvements."</i>	
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').	Partially	<p>Responsibility for complaints sits with Officers from Customer Services and the Exec Cllr for Customer Services receives updates, as does the Leader of the Council</p> <p>Executive post - Executive Councillor for Finance and Resources - Cambridge Council</p>	To be appointed at future committee meeting.
9.6	The MRC will be responsible for ensuring the governing body receives regular information on complaints that provides insight on the Council's complaint handling performance. This person must have access to suitable	Partially	<p>Responsibility for complaints sits with Officers from Customer Services and the Exec Cllr for Customer Services receives updates, as does the Leader of the Council</p> <p>Executive post - Executive Councillor for Finance and Resources - Cambridge Council</p>	To be appointed at future committee meeting.

	information and staff to perform this role and report on their findings.			
9.7	<p>As a minimum, the MRC and the governing body (or equivalent) must receive:</p> <ul style="list-style-type: none"> 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	<p>https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf</p> <p>Section 5.0</p>	CCC Policy is compliant

9.8	<p>The Council must have a standard objective in relation to complaint handling for all relevant employees or third parties that reflects the need to:</p> <p>a. have a collaborative and co-operative approach towards resolving complaints, working with colleagues across teams and departments;</p> <p>b. take collective responsibility for any shortfalls identified through complaints, rather than blaming others; and</p> <p>c. act within the professional standards for engaging with complaints as set by any relevant professional body.</p>	Yes	<p>The Council has an overall objective which is “All colleagues will work together as a whole council to live our values and behaviours in all that we do.”</p> <p>Our values and behaviours fall into four categories:</p> <p>Collaborative</p> <ul style="list-style-type: none"> • I actively participate in team working. • I work with colleagues, external partners and customers to achieve agreed outcomes. • I share my knowledge and experience with others. • I enable opportunities for internal and external partnership working. • I make time to consult with networks to inform my decisions. • I create opportunities for knowledge and experience to be shared. <p>Courageous</p> <ul style="list-style-type: none"> • I identify and embrace new and better ways of doing things. • I question and challenge constructively when needed. • I act quickly to resolve issues when they arise. • I act boldly to achieve positive impacts and results 	<p>By living our values in all that we do and meeting our corporate objective these behaviours will meet this requirement.</p>
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			<ul style="list-style-type: none"> • I drive change, and support others to engage in change. • I embrace challenges and challenge others, taking balanced risks when needed. <p>Compassionate</p> <ul style="list-style-type: none"> • I treat others fairly and respectfully • I act inclusively and challenge discrimination • I care about myself, others and my impact on the environment • I foster a culture of respect, diversity and inclusion • I champion the wellbeing of others • I take actions which reduce the effects of climate change <p>Accountable</p> <ul style="list-style-type: none"> • I am responsible for my own actions and performance • I focus on delivering outcomes and I'm not easily deterred • I actively seek development opportunities • I'm responsible for the delivery and performance of my team • I act quickly when standards are not met • I'm responsible for decision making and accountable for the outcomes 	
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