Birmingham City Council

Title: City Housing Annual Complaints and Service Improvement Report: 2025-26

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Contents

1. Executive Summary 3
2. Background 5
3. Summary of Complaints Received in 2025-26 7
4. Engagement with the Housing Ombudsman 12
5. Oversight of Complaints 16
6. Using Complaints Data to Improve Services 17
7. The Housing Ombudsman's Complaint Handling Code 26
8. Ensuring Compliance with the Complaint Handling Code 28
9. Self-Assessment against the Complaint Handling Code 2025-26 29
10. Findings of Non-Compliance with the Complaint Handling Code 2025-26 74
11. Governing Body's Response to this Report 86
12. Related Documents 87
    a. Compliments, Comments and Complaints Policy
    b. Housing Ombudsman Special Report January 2023
    c. Housing Ombudsman Landlord Report 2024-25
    d. Housing Ombudsman Complaint Handling Code 2024
    e. Housing Ombudsman's Annual Complaint Report 2024-25

1. Executive Summary

1.1 The Housing Ombudsman published a revised Complaint Handling Code in February 2024 following consultation with national social landlords. This new Complaint Handling Code became effective from April 2024.

1.2 A key requirement of the new Complaint Handling Code is for all landlords to make an Annual Submission to the Housing Ombudsman every year. In years one and two of this process (2023-24 and 2024-25) the submission date was 30 June. Following feedback from landlords, it was agreed by the Housing Ombudsman that this submission date would move to 30 September each year to allow time for the submission to be reviewed by the relevant governing body.

1.3 The Annual Submission must include four key elements:

1.3.1 The Council's self-assessment against the Complaint Handling Code.
1.3.2 The Council's Annual Complaint Performance and Service Improvement Report.
1.3.3 The response of the Council's Governing Body to the Service Improvement Report.
1.3.4 The Council's Complaints Policy.

1.4 Publication of the Annual Complaint Performance and Service Improvement Report; this is a requirement of the Complaint Handling Code as well as forming part of the Council's evidentiary submission to the Housing Ombudsman to demonstrate compliance with the Complaint Handling Code.

1.5 The Council's Annual City Housing Complaint Performance and Service Improvement Report for 2024-25 can be found at:

Annual complaints performance and service improvement report | Birmingham City Council

1.6 This report for the year 2025-26 includes all the necessary information required by the Housing Ombudsman to fulfil requirement 1.3.2 above. The necessary information is confirmed at section 8.1 of the Complaint Handling Code:

1.6.1 The annual self-assessment against the Complaint Handling Code.

1.6.2 A qualitative and quantitative analysis of complaint handling performance, including a summary of complaints the Council has refused to accept.

1.6.3 Any findings of non-compliance with the Complaint Handling Code by the Housing Ombudsman.

1.6.4 The service improvements made as a result of learning from complaints.

1.6.5 The Housing Ombudsman's Annual Landlord Performance Report.

1.6.6 Any other relevant reports or publications from the Housing Ombudsman.

1.7 This report sets out the Council's performance in relation to complaints. The focus is primarily on those areas within the jurisdiction of the Housing Ombudsman (Housing Management and Asset Management).

1.8 This report also sets out the service improvements delivered as a result of learning from complaints and through engagement with the Housing Ombudsman. This report excludes those areas of Housing which fall under the jurisdiction of the Local Government and Social Care Ombudsman – these complaints are covered separately in the Council's overarching annual complaints report.

1.9 This report has been shared with the Council's Cabinet; their response is confirmed at section 11.

1.10 In accordance with the requirements of the Complaint Handling Code, this report will be submitted to the Housing Ombudsman and shared with tenants via the Council's website, in addition to the publication of the overarching complaints and service improvement report published separately to cover all complaints received by the Council relating to housing and other areas.

2. Background

2.1 The Council always welcomes feedback from our residents as an essential opportunity to review and improve the services we provide, and ensure that we are providing the appropriate service to all residents in line with our written commitments. As the largest "retained stock" landlord in the UK, managing in excess of 65,000 tenant and leaseholder properties and carrying out in excess of 250,000 repairs per year across our housing stock, we recognise that we do not always get things right first time and that in some instances citizens do not receive the level of service that we aspire to.

2.2 We recognise that it is important that our tenants and leaseholders are able to properly hold us to account when things go wrong, that complaints are reviewed independently and impartially, and that we are transparent in relation to our performance, both good and bad.

2.3 The Council is a member of the Housing Ombudsman Scheme and welcomes the implementation of the Complaint Handling Code in its current form. We recognise that compliance with this Code is vital in both delivering effective services to our tenants and leaseholders and also in demonstrating to the Housing Ombudsman our commitment to being a good landlord and taking an opportunity to learn from our failures and use these as an opportunity to improve our services and processes.

2.4 Between January 2023 and February 2024, the Council was subject to a period of formal engagement with the Housing Ombudsman following the publication of their Special Report into the Council's handling of repairs and complaints in January 2023 - Birmingham-Special-Report-FINAL-January-2023-1.pdf. Whilst this period of formal engagement ended in February 2024 with the Housing Ombudsman confirming that the actions taken by the Council up to that point had demonstrated an effective response to address the issues raised, we acknowledge that many of the identified improvements have required the Council to make significant changes to processes and procedures, and that the longer-term evidence of these changes will take time to be evidenced both through our response to complaints and in determinations received from the Housing Ombudsman.

2.5 The Housing Ombudsman's approach to complaint handling is endorsed by the Regulator of Social Housing. The Social Housing (Regulation) Act 2023 strengthened the powers of the Regulator of Social Housing and the Housing Ombudsman, including powers of referral to the Regulator of Social Housing

from the Housing Ombudsman and a proactive inspection regime. The Regulator of Social Housing implemented four new Consumer Standards in April 2024, assessing landlords' performance and engagement with tenants and leaseholders across a range of measures:

2.5.1 The Safety and Quality Standard
2.5.2 The Tenancy Standard
2.5.3 The Neighbourhood and Community Standard
2.5.4 The Transparency, Influence and Accountability Standard

2.6 The Council has been in a formal engagement process with the Regulator of Social Housing since September 2023 following a breach notice issued in May 2023 - Birmingham City Council - GOV.UK. Whilst the Council has not yet been inspected by the Regulator of Social Housing under the new inspection regime, which is now entering the third year of implementation against a four-year rolling programme of inspection, work continues across the City Housing Directorate to ensure that the Council is compliant with the revised standards and that we are prepared for an inspection.

3. Summary of Complaints Received in 2025-26

3.1 All compliments, comments and complaints received by the Council are managed via the corporate complaints service, in line with the Council's Compliments, Comments and Complaints Policy (see section 12.1).

3.2 In line with the Housing Ombudsman's Complaint Handling Code, the Council operates a two-stage complaint process. Following the completion of the complaint process (and at relevant stages during this process), tenants, leaseholders and citizens are advised of their rights to escalate any concerns to the relevant Ombudsman Service (either the Housing Ombudsman or the Local Government and Social Care Ombudsman).

3.3 The below table provides a summary of the volume of complaints received across the two relevant service areas for the Housing Ombudsman (Housing Management and Asset Management) in 2025-26.

	2024-25	2024-25	2025-26	2025-26
Service Area	Stage 1	Stage 2	Stage 1	Stage 2
Housing Management	707	142	671	189
Asset Management	4671	724	3639	937
Total	5378	866	4310	1126

3.4 In line with historical trends, the majority of complaints sit within the Asset Management service; this service area is responsible for complaints relating to the delivery of the Council's Repairs and Maintenance functions and carries out in the region of 250,000 repairs per year. It is encouraging to note that the total number of complaints received by the Council at Stage 1 has reduced by 20% on 2024-25, however the number of complaints escalated from Stage 1 to Stage 2 has increased by 30% on the previous year. Whilst these numbers are relatively low in terms of the overall number of repairs carried out per year and the number of complaints relative to this, we acknowledge that for a number of tenants and leaseholders they are dissatisfied with our performance and feel the need to complain to the Council as a result.

3.5 The Council seeks to use Stage 1 complaints as an opportunity to resolve issues raised by tenants and leaseholders and to offer early and effective remedy in line with the Council's Complaint Handling Code.

3.6 The number of complaints escalated from Stage 1 to Stage 2 as an indicator of our success at resolving tenant and leaseholder concerns at the earliest opportunity. The below table confirms the number of complaints escalated from Stage 1 to Stage 2 in 2025-26.

Service Area	Stage 2	Stage 2 as % of Stage 1
Asset Management	937	25.8%
Housing Management	189	28.2%

3.7 Whilst these figures provide reassurance in that the number of complaints escalated from Stage 1 to Stage 2 as a percentage of the overall complaint volume remains low, we would of course prefer to see no complaints escalated beyond Stage 1 to Stage 2, as confirmation that tenants and leaseholders are satisfied with the Council's first response and that any issues identified are resolved to the residents' satisfaction at the earliest opportunity.

3.8 The Council's work to improve service delivery through learning from complaints, and to minimise complaint escalation by adopting an early intervention approach, are detailed at section 6.

3.9 The Council always seeks to resolve a complaint at the point of receipt wherever possible. Where this is not possible, following the resolution of a complaint the Council categorises the complaint to determine whether the complaint handler considered the complaint to be justified, partly justified or not justified. The below table sets out the Council's categorisation of complaints in 2025-26:

Service Area	Justified	Partly Justified	Not Justified	Resolved on Receipt
Asset Management	22.19%	28.53%	45.9%	1.89%
Housing Management	16.8%	14.14%	62.3%	6.76%

3.10 The Council always seeks to respond to complaints within the timescales given by the Housing Ombudsman within the Complaint Handling Code, however it is not always possible to complete enquiries and notify the complainant of the outcome within these timescales.

3.11 In recent years, the Council has carried a significant backlog of complaints and has struggled to respond to complaints within the given timescales, however as a result of service improvements made in response

to the Housing Ombudsman's Special Report there have been significant improvements made as a result of these changes, which have continued throughout 2025-26. The below table sets out the Council's compliance against the Housing Ombudsman's timescales of 10 working days to respond to a Stage 1 complaint and 20 working days to respond to a Stage 2 complaint, and the corresponding backlog of complaints in excess of these timescales. Note that the Complaint Handling Code allows five working days at both Stage 1 and Stage 2 for the Council to triage, assess, verify and acknowledge a complaint, in addition to the timescale to issue a response.

Month	Total Complaints Received (S1&S2)	Complaints Completed Within Target (S1&S2)	SLA % (S1)	SLA % (S2)	Number Into Complaint Backlog	Total Complaint Backlog
April 2025	400	344	86%	86%	56	83
May 2025	377	325	86%	88%	52	82
June 2025	378	333	88%	87%	45	82
July 2025	445	381	86%	83%	64	83
August 2025	340	297	87%	93%	43	80
September 2025	378	352	93%	88%	26	66
October 2025	411	370	90%	87%	41	75
November 2025	457	378	83%	89%	79	128
December 2025	413	351	85%	92%	62	114
January 2026	467	388	83%	89%	79	138
February 2026	544	453	83%	86%	91	145
March 2026	512	401	78%	39%	111	150

3.12 We are pleased to note that there has been a significant improvement both in terms of responding to complaints within the Housing Ombudsman's timescales, as confirmed by our Compliments, Comments and Complaints Policy. We accept however that whilst our performance against these timescales has improved, there is work to do in order to ensure that residents raising a complaint receive a response in time and that the backlog of complaints does not increase.

3.13 The Council operates a triage process on receipt of a complaint in order to categorise complaints by service area and the type of issue reported by the complainant. The below table sets out the root causes for complaints across the relevant service areas relevant service areas in 2025-26.

Service Area	Reason 1		Reason 2		Reason 3	
Asset Management	Service Quality	57%	Service Failure	18%	Appointments	6%
Housing Management	Service Quality	36%	Service Failure	32%	Policy and Procedure	11%

3.14 To ensure that the Council is able to learn from complaints and that this learning is shared with the relevant service area, root cause analysis is carried out on a monthly basis and reported to the relevant service areas to ensure that themes arising from complaints and potential learning points are shared and escalated where necessary. This learning is shared directly with senior leadership teams and contractors to ensure that necessary learning is cascaded to the relevant operational teams, and that relevant improvements are made to prevent future recurrence.

3.15 Within the Council's Compliments, Comments and Complaints Policy, exceptions to the policy are defined where a complaint will not be taken by the Council. The below table confirms where those exceptions were applied in 2025-26.

Exception Reason	Asset Management	Housing Management	Total
Service request not a complaint	507	1004	1511
Duplicate complaint	600	161	761
Name/address details not provided	45	366	411
Further information from citizen not received	24	205	229
Additional information for existing case	96	55	151
Enquiry not a complaint	28	73	101
Complaint not for this organisation	42	44	86
Complaint subject to legal proceedings	62	10	72
Same complaint already dealt with at all stages of the procedure	29	27	56
Representative not authorised to act on behalf of client	27	3	30

Complaint about an issue more than 12 months old	20	2	24
Refer to statutory process	2	17	19
Complaint about Council policy	11	2	13
Insurance claim	9	1	10
No location details provided	0	7	7
Same complaint already investigated by the relevant Ombudsman	3	2	5
Complaint about the Council's legal or professional opinion	1	3	4
Complaint about personnel matters	1	1	2
Appeal not a complaint – Housing, Parking, School Admissions, Social Care etc	0	1	1
Total	1507	1986	3493

3.16 There has not been a significant difference in the volume of complaints assessed by the Council as not meeting the relevant criteria between 2024-25 to 2025-26.

4. Engagement with the Housing Ombudsman

4.1 In October 2025 the Housing Ombudsman published its national and landlord Annual Complaints Reviews for 2024-25. The national report confirmed that for the third year running the Housing Ombudsman received in excess of 7000 complaints nationally. The total number of determinations made relating to landlords, ranging from carrying out repairs to offering financial compensation, rose by 30% on the previous year.

4.2 The Housing Ombudsman's overall "maladministration" finding rate (those cases where the landlord was found to be at fault to some degree), fell to 71% for all landlords nationally from 73% in 2023-24, having risen from 55% in 2022-23 and 43% in 2021-22. The "maladministration" rate for local authorities alone rose by more than this figure, to a national total of 79%. The overall national "maladministration" trend has risen by 30% from 2021-22.

4.3 The Housing Ombudsman recorded that in 2024-25, the most common reasons for complaint were property condition, handling of complaints and antisocial behaviour; this is in line with the most common reasons for complaint in previous years. Poor communication and poor record keeping continue to be cited as exacerbating factors in many complaints and determinations. These trends continue those reported in recent years from the Housing Ombudsman and are generally in line with the most common findings for the Council as detailed later in this report.

4.4 From a Birmingham perspective, the Housing Ombudsman completed a total of 74 determinations with a total of 193 findings in 2024-25, with the Council's overall "maladministration" finding rate falling from 86% in 2023-24 to 81% in 2024-25. The Housing Ombudsman considers "maladministration" to include all findings where the Council was at fault, and includes severe maladministration, maladministration and service failure. It is pleasing to note that the overall "maladministration" rate has fallen from a high of 86% in 2023-24, however this figure remains high when compared to other landlords nationally and we acknowledge that there remains work to do for the Council to bring this rate closer to the national average in the first instance, and to then continue to deliver a reduction through service improvements and revised ways of working.

4.5 The overall number of maladministration findings was disappointing for the Council, however we recognise that the majority of the determinations made in 2024-25 related to complaints made some time before this, and that many

determinations received in 2024-25 year related to faults which took place some time before the Special Report of January 2023 and did not reflect the service improvements made in response to the Special Report, which continued to be embedded throughout 2024-25.

4.6 The Council is also encouraged to note that our overall "maladministration" rate fell by 5% in 2024-25; this exceeds the national trend where the "maladministration" rate fell by 2% in the same period. Whilst the Council's increase in "maladministration" between 2021-2022 and 2024-25 was 33%, the majority of this increase took place in 2022-23 and the overall trend in this period (an increase of 33%) was similar to the national trend throughout this period (an increase of 31%).

4.7 The Council acknowledges that whilst our overall "maladministration" rate remains high, we are not an outlier in this regard and that many landlords nationally have experienced increases in "maladministration" rates since 2021-22, as confirmed in the Housing Ombudsman's Annual Complaints Reviews for landlords. As an indication of these national increases, the below tables show the "maladministration" rates for the West Midlands Combined Authority and the Core Cities for the relevant period:

Year	2022-23	2023-24	2024-25	% Change 2022-23 to 2024-25
West Midlands Combined Authority				
Dudley	45%	77%	68%	+23%
Sandwell	42%	58%	89%	+47%
Solihull	NA	67%	57%	NA
Walsall	64%	25%	54%	-10%
Wolverhampton	56%	59%	59%	+3%
Core Cities (England Only)				
Bristol	53%	60%	78%	+25%
Leeds	57%	74%	64%	+7%
Manchester	67%	67%	82%	+15%
Newcastle	60%	57%	79%	+19%
Nottingham	67%	71%	82%	+15%
Sheffield	63%	89%	83%	+20%
Birmingham				
	85%	86%	81%	-4%

4.7.1 The Council has continued to analyse the reasons for the levels of "maladministration" received in 2024-25 to identify and learn from historical failures to ensure that we understand these issues and have appropriate plans in place to respond. The contributing factors to this ongoing (albeit reduced) level of maladministration are set out below:

4.7.2 **Decent Homes Standard** - we are aware that we have historically failed to invest properly in our housing stock, resulting in a deterioration of our properties and a cycle of repeat repairs to address underlying issues rather than improving our homes to reflect modern standards and prevent issues from arising in the first place. We have embarked on a significant investment programme (£1.4bn between 2023-24 and 2032-33) to bring our homes up to the Decent Homes Standard. We acknowledge that this programme is long overdue, and that whilst work continues to bring our properties up to standard we will continue to receive complaints relating to the condition of our properties given their current condition. We are committed to accelerating investment as quickly as possible to ensure that our tenants and leaseholders live in safe, warm and sustainable homes.

4.7.3 **Historic Backlogs** – as confirmed in section 3, the Council has in the past carried a historical backlog of overdue complaints. Tenants and leaseholders faced long delays for a response to their complaint(s), which often resulted in complaints being escalated to the Housing Ombudsman and increased the level of "maladministration" findings as a result of our failure to comply with the Housing Ombudsman's given timescales for response. We are pleased to note the significant progress made in both our compliance with meeting the Housing Ombudsman's timescales and in almost eliminating our complaint backlog and anticipate that going forward the improvements will continue to reduce the number of complaints escalated to the Housing Ombudsman based on a failure to adhere to timescales.

4.7.4 **Publicity** – following the Grenfell tragedy, the Housing Ombudsman has reinvigorated their communications approach, raising awareness of their services and ensuring that tenants and leaseholders know how and when to approach them. This has been further amplified following the tragic death of Awaab Ishak and the widely publicised implementation of "Awaab's Law" on an incremental basis from October 2025, which has understandably reduced confidence in social landlords across the country and triggered an increase in damp and mould related repairs

and subsequent complaints to landlords. Issues of Damp and Mould remain a high-priority area and we are aware that for many residents experiencing these issues we need to respond in a way that is both in accordance with our requirements under the relevant legislation and which reflects the urgency of the identified issues and the needs of the household.

4.7.5 The Council aims to maintain a relationship with the Housing Ombudsman that is transparent and collaborative, and this relationship has been instrumental in driving the improvements the Council has made in response to the Special Report and beyond. We always aim to treat determinations from the Housing Ombudsman as a learning opportunity and to both comply with any orders made and to also implement any wider learning identified through determinations in order to prevent future recurrence.

4.8 Tenant Management Organisations

4.8.1 Following submission of previous self-assessments to the Housing Ombudsman, it has been identified that the Council's Tenant Management Organisations (TMO's) are not all acting in accordance with the Council's Compliments, Comments and Complaints Policy and the Complaint Handling Code.

4.8.2 Following meetings with the Housing Ombudsman, the Council has agreed to review all current complaint handling processes within TMO's and to develop an Action Plan to address areas of non-compliance and achieve compliance as soon as possible.

4.8.3 Work has commenced on a review of current complaint handling processes within all TMO's. and an Action Plan will be shared with the Housing Ombudsman on completion of this review. Progress against the agreed actions will be reported to the Housing Ombudsman and, on completion of the process, a further report will be provided to confirm these new processes both to the Housing Ombudsman and to residents.

5. Oversight of Complaints

5.1 The Council operates a corporate complaints function that sits outside of the City Housing Directorate, and all complaints are dealt with within this team to ensure that responses to complaints are objective and impartial, in line with the Housing ombudsman's Complaint handling Code. This ensures that the Council has robust and consistent oversight of complaints received, whilst themes and root causes are identified and escalated appropriately, and the quality and consistency of responses can be appropriately monitored in line with Code.

5.2 Complaints performance within the City Housing Directorate is monitored and reported on a quarterly basis to the Directorate Management Team (DMT) and to the Cabinet Members responsible for both Housing and Homelessness and Complaints. There is a quarterly combined complaints and Professional Standards Meeting which feeds back on lessons learned, areas of concern and overarching themes arising from complaints and Housing Ombudsman determinations.

5.3 Complaints performance is also reported to the Council's Corporate Leadership Team, ensuring that senior management have a current and comprehensive picture of complaints performance at both a service and Council-wide level, and are sighted on the measures being taken to improve performance.

5.4 The Council remains in formal engagement with the Regulator of Social Housing, and complaints performance is reported as part of the monthly formal monitoring process.

6. Using Complaints Data to Improve Services

6.1 As confirmed at section 2.1, the Council welcomes complaints from tenants and leaseholders as valuable feedback on our performance, an opportunity to put things right where we have got them wrong and a trigger to revise our policies and procedures to ensure that other tenants and leaseholders are not affected by the same issues.

6.2 The Council seeks to use feedback from complaints as an opportunity to learn and improve. The table below includes some of the lessons learned from complaints throughout 2025-26 and the operational improvements that have been undertaken in response.

Complaint theme/trend	Actions taken to improve Council services
Record Keeping – we previously identified that complaint handlers were often unable to access relevant records of inspections and works carried out, which has led to delays in responding to complaints and confusing information being given in complaint responses.	• The Council has set out expectations of its contractors in relation to record-keeping and evidence of attendance at appointments, contact with residents ahead of appointments and evidence of attendance where the repair is recorded as No-Access, to ensure that there is a valid audit trail for each repair. • The Council has carried out a further self-assessment against the Housing Ombudsman's Spotlight Report on Knowledge and Information Management (KIM) and will use this to inform future improvements around data quality and record keeping. • The Council is, from 1 July 2026, entering into a new

	contract with repairs providers. As part of the contractual agreement for this contract, the Council's expectations in relation to record-keeping, data-sharing and visibility of data are clearly set out, including the ways in which compliance will be monitored and the ways in which the Council will challenge and address non-compliance. • We have implemented a contact function within our Housing system, accessible to all officers, where interactions with tenants (such as emails, calls etc) are recorded and retrievable for future reference. • We continue to quality check data provided by our contractors to ensure that this is accurate and matches the experience of our tenants. • Complaint handling staff now have enhanced access to relevant systems to ensure that they are in possession of the correct information to respond to complaints. • Following several Housing Ombudsman determinations relating to the Council's handling of antisocial behaviour complaints, we have established a Customer Service Improvement Panel within Housing Management to address identified failures from these determinations and ensure that lessons learned and service improvements are progressed within the relevant service area.

Compensation – until January 2023, we were not making offers of financial redress to resolve complaints at Stage 1 and Stage 2.	• The Council implemented a new City Housing Compensation Policy in January 2024 in line with the Housing Ombudsman's Code and Remedies Guidance. • Referrals for financial redress at Stage 1 and Stage 2 are forwarded to the Housing Ombudsman Case Management Team for consideration of an offer of appropriate financial redress, where the complaint investigation identifies that this is relevant. • We recognise that not all cases where financial redress is merited are being identified at an early stage; further training has been delivered to complaint handling staff and the referral process has been revised to ensure that all potential service failures where compensation is required are identified. • In the year 2025-26, the Council made offers of financial redress of around £250k to resolve complaints where fault was identified. • Since April 2026, the Council has embedded a new process where Stage 2 responses are reviewed and approved by Strategic Directors within the City Housing directorate prior to completion – this has added a further layer of assurance to the process and ensures that the senior leadership team is aware of issues arising from complaints and that responses are complete and

	supported by appropriate offers of financial redress.
Repairs - we are aware that the majority of housing related complaints relate to repair issues. Of particular concern to our tenants are missed appointments, repeated repairs to address the same issue and failures to get the repair "right first time".	• The Council has implemented a data team and now has real-time intelligent reporting across a number of measures of concern to us and our tenants (repeat repairs, failed visits, repeat complaints, number of follow-on repairs raised, properties where no repairs have been raised etc.) These reports are shared with Heads of Service and Senior Service Managers on a daily basis to ensure that areas of concern are appropriately escalated. • The directorate holds Service Improvement Team meetings on a quarterly basis; as part of the standard agenda for these meetings Housing Ombudsman determinations are discussed with the group to ensure that there is visibility across contractors of the issues/failures that have been identified by the Housing Ombudsman in recent cases and that there is appropriate oversight at both a service and contractor level that these issues can be addressed and resolved. • The Council has implemented a new approach to damp and mould in response to Awaab's Law and the Housing Ombudsman's Spotlight Report on Damp and Mould. This is driving service improvements, in particular in the number of "right first time" jobs where issues are put right as soon as possible.

	• The Council implemented a Leaks from Above Task and Finish Group in response to the number of Housing Ombudsman determinations relating to leaks from above and the complexity of some cases. This group implemented new ways of working to ensure that reported repairs for leaks from above are monitored and managed end-to-end, and that there is an appropriate escalation process to ensure that the Council is able to enforce access to properties causing leaks from above where this is an issue. • The Council has embedded a Service Improvement Team within the Asset Management Service; the purpose of this team is to act as a central point of contact for the complaint service, contractors and other teams within the Directorate to progress cases of concern whether these are raised via complaints, Housing Ombudsman determinations or data. • As part of the mobilisation of the Council's new contract with repairs contractors from July 2026, the expectations in relation to evidence of completion of repairs, attendance and raising of "follow-on" repairs are clearly set out, and the Council will be able to monitor and manage this performance under the terms of the contract.

Housing Management – we have had several Housing Ombudsman determinations relating to our handling of antisocial behaviour and non-compliance with our policy.	• We implemented a new Antisocial Behaviour Policy in 2024 and separate Hate Crime Policy to enhance our approach to supporting tenants experiencing these issues. • We now use intelligent reporting to monitor the progress of antisocial behaviour cases and to ensure that the relevant triggers are met and that we deliver a service in line with our new policy. We have seen continual improvement in our performance in our handling of antisocial behaviour since the implementation of these process changes. Performance against this policy is updated on a daily basis and relevant managers have oversight of ASB cases to ensure that they are being managed appropriately. • We are currently embedding a CCTV pilot programme across the city to assess the effectiveness of re-introducing CCTV to our high-rise blocks as both a deterrent measure and to support our efforts to take action against the perpetrators. The implementation of CCTV within this pilot programme has resulted in increased resident satisfaction and perception of safety, and we continue to explore options for the wider use of CCTV within our housing stock to deliver greater assurance to our residents and support our wider approach to antisocial behaviour.

Housing Management – we have seen an increase in determinations where the cause of the complaint was leaks from above. In some cases, the issues experienced by the tenant has been exacerbated by issues in accessing properties above, particularly where the above property is a leasehold property.	• The Council has implemented a "No-Access Policy", setting out our approach to gaining access to tenant and leaseholder properties as quickly as possible, our expectations of both our tenants and leaseholders in granting access to properties and our approach to recharging tenants and leaseholders where a failure to provide reasonable access to resolve a leak from above has caused further damage and costs to the Council.
Housing Management – our tenants tell us that they find it difficult to speak to their Housing Officer or know who to talk to about their concerns.	• The Council has delivered a Housing Management redesign, placing local teams within communities and ensuring that residents know who relevant officers are and how they can report concerns to the Council. • We have implemented a revised Visiting Framework, ensuring that all tenants receive a visit from a local officer as a minimum on a bi-annual basis. For tenants with an identified support need, we will agree an enhanced visiting frequency. These visits provide an opportunity for our officers to get to know our tenants, to identify any potential tenancy issues, and for our tenants to raise any concerns with us directly. These visits also provide an essential opportunity for the Council to update our records of any changes within our residents' households, to ensure that we hold correct data and are able to respond appropriately where concerns

	are raised, based on the specific needs of the household. • We are in the process of implementing a new Neighbourhood Policy. This will set out how the Council manages its homes and neighbourhoods, and the expectations that tenants can have of us in relation to areas such as communal cleaning, caretaking etc. • We have implemented a new tenant liaison framework across the city, ensuring that our tenant groups are representative and that tenants from all property types and areas of the city have an opportunity to be involved in shaping our services and holding us to account where we get things wrong.
Internal Communication – we are aware from previous Housing Ombudsman determinations that the Council does not always act in a joined-up way, and that opportunities for learning and development have been missed.	• Officers from the corporate complaints team, repairs and contractors meet on a fortnightly basis to discuss cases of concern, to progress cases where there are issues and to ensure that there is appropriate visibility and escalation where there is a need to progress issues to ensure that they are resolved. • The Housing Management Customer Service Improvement Panel meets regularly to discuss Housing Ombudsman determinations, learning from complaints and to act as a mechanism to progress any cases of concern through the appropriate channels to seek resolution. Learning from

	these meetings is then disseminated through the relevant teams to ensure that all officers are aware of trends, issues and concerns. • The Asset Management Service Improvement Team meets on a quarterly basis; at these meetings, themes arising from complaints are discussed, information from Housing Ombudsman Spotlight Reports is shared with specific reference to cases from Birmingham City Council, or where there are similar determinations which have not been highlighted by the Housing Ombudsman. As part of these meetings, and based on information from the Housing Ombudsman, actions are agreed to address any identified issues of concern.

7. The Housing Ombudsman's New Complaint Handling Code – Two Years On

7.1 Since the implementation of the new Complaint Handling Code in April 2024, the Council has carried out self-assessments against the Code as required. These self-assessments were shared with the Housing Ombudsman in June 2024 and June 2025 as required.

7.2 Whilst at the time of our 2023-24 submission we were unable to confirm that we were fully compliant with the Code on implementation, we are pleased with the progress that we have made in the two years since. In many of the areas where we were unable to confirm compliance, this was due in the main to the significant backlog of complaints and a reluctance on our part to state compliance in all cases where new processes had been implemented as we could not guarantee that cases within the backlog had been responded to in line with the new Code.

7.3 Given the significant progress against the complaints backlog and ongoing reviews of the Council's Compliments, Comments and Complaints Policy, we are now confident in asserting that we are compliant with almost all of those elements where there was hesitation in 2023-24 and 2024-25 and this improved performance position is reflected in our updated self-assessment for 2025-26, which is at pages 29-74.

7.4 These ongoing self-assessments act as the Council's evidentiary base for compliance with the Code and set out the steps that the Council will take where we consider that we are non-compliant with any element(s) in order to achieve compliance.

7.5 The self-assessment for 2025-26 will be published both as part of this report and separately on the Council's website as required by the Code. Additionally, the Council will review the self-assessment at such time as required by the Housing Ombudsman (such as in response to significant changes in operating environment or as ordered by the Housing

Ombudsman) and publish a revised version of the self-assessment, alongside re-submission to the Housing Ombudsman in line with the Code.

7.6 We do however acknowledge that evidencing compliance with the Code by way of self-assessment and getting things right in every case are not the same, and that the evidence of complaints received in 2025-26 and from Housing Ombudsman determinations during this period confirms that we still have work to do to ensure that all tenants and leaseholders receive the level of service that we aim to provide on every occasion. Whilst we strive to deliver longer term improvements to our services and embed the changes made as a result of previous Housing Ombudsman involvement and our learning from complaints in previous years, we continue to comply with findings made by the Housing Ombudsman and ensure that we implement and evidence any ordered improvements and take both complaints and Housing Ombudsman determinations as valuable opportunities to learn.

7.7 A further self-assessment will be undertaken at the end of the financial year 2026-27 and submitted to the Housing Ombudsman following review and comment by the Council's cabinet.

8. Ensuring Compliance with the Complaint Handling Code

8.1 In order to evidence full compliance with the Code, the following action is required:

"The annual complaints performance and service improvement report must be reported to the landlord's governing body (or equivalent) and published on the section of its website relating to complaints. The governing body's response to the report must be published alongside this."

8.2 This report will pass through the City Housing Directorate's usual approval process via Directorate Management Team and Cabinet Member Briefing, before being presented to Cabinet for approval in July 2026.

8.3 The Leader of the Council will then provide a formal response to this report, which will be published alongside the report and included at section 11.

9. Self-Assessment Against the Complaint Handling Code 2024-25

Section 1: Definition of a Complaint

Code Provision	Code Requirement	Comply: Yes/No	Evidence	Commentary/Explanation
1.2	A complaint must be defined as: "An expression of dissatisfaction, however made, about the standard of service, actions or lack of action by the landlord, its own staff, or those acting on its behalf, affecting a resident or group of residents."	Yes	BCC Comments, Compliments and Complaints Policy 2025.	The Council's Comments, Compliments and Complaints Policy [PAGE 4] confirms: "A complaint is an expression of dissatisfaction, however made, regardless if the word complaint is used. If the word complaint is not used we will ask you if you would like to raise a formal complaint. A complaint can be about the standard of a service provided, or actions the council have or have not taken, which affect someone using council services or those services provided on behalf of the council. A complaint can be made by a citizen or a group of citizens. If a citizen is dissatisfied with the actions being taken a complaint will be raised."
1.3	A resident does not have to use the word "complaint" for it to be treated as such. Whenever a resident expresses dissatisfaction landlords must give them	Yes	BCC Comments, Compliments and Complaints Policy 2025.	The Council's Comments, Compliments and Complaints Policy [PAGE 4] confirms:

	the choice to make a complaint. A complaint that is submitted via a third party or representative must be handled in line with the landlord's complaints policy.			"A complaint is an expression of dissatisfaction, however made, regardless if the word complaint is used. If the word complaint is not used we will ask you if you would like to raise a formal complaint. A complaint can be about the standard of a service provided, or actions the council have or have not taken, which affect someone using council services or those services provided on behalf of the council." "Citizens can ask someone to help make their complaint and represent them during the investigation. They will need to give written consent for the individual to act on their behalf and we will need to receive this before we can respond to the representative directly about the complaint. If we do not have this authorisation, then we will respond directly to the citizen in line with the complaints policy."
1.4	Landlords must recognise the difference between a service request and a complaint. This must be set out in their complaints policy. A service request is a request from a resident to the landlord requiring action to be taken to put	Yes	BCC Comments, Compliments and Complaints Policy 2025.	The Council's Comments, Compliments and Complaints Policy [PAGE 3] confirms: "A service request is a request from a citizen to the council requiring action

	something right. Service requests are not complaints, but must be recorded, monitored and reviewed regularly.			to be taken to put something right. Service requests are not complaints, but are recorded, monitored and reviewed regularly. Where a citizen expresses dissatisfaction with the response to a service request, this will be considered as a complaint. We will continue to attempt to resolve the service request whilst responding to the complaint".
1.5	A complaint must be raised when the resident expresses dissatisfaction with the response to their service request, even if the handling of the service request remains ongoing. Landlords must not stop their efforts to address the service request if the resident complains.	Yes		The Council treats expressions of dissatisfaction following a service request as a complaint and this is dealt with in accordance with the Code. Where actions have been raised in relation to a service request, these will be progressed whilst the complaint is investigated. The Council's Comments, Compliments and Complaints Policy [PAGE 3] confirms: "A service request is a request from a citizen to the council requiring action to be taken to put something right. Service requests are not complaints, but are recorded, monitored and reviewed regularly. Where a citizen expresses dissatisfaction with the

				response to a service request, this will be considered as a complaint. We will continue to attempt to resolve the service request whilst responding to the complaint".
1.6	An expression of dissatisfaction with services made through a survey is not defined as a complaint, though wherever possible, the person completing the survey should be made aware of how they can pursue a complaint if they wish to. Where landlords ask for wider feedback about their services, they must also provide details of how residents can complain.	Yes		The Council carries out transactional surveys following tenant interactions. Where a tenant expresses dissatisfaction with our services, they are provided with details of our Comments, Compliments and Complaints Policy.

Section 2: Exclusions

Code Provision	Code Requirement	Comply: Yes/No	Evidence	Commentary/Explanation
2.1	Landlords must accept a complaint unless there is a valid reason not to do so. If landlords decide not to accept a complaint they must be able to evidence their reasoning. Each complaint must be considered on its own merits.	Yes	BCC Comments, Compliments and Complaints Policy 2025.	The Council's policy confirms: "Complaints will be accepted unless there is a valid reason which will be explained. We will also investigate if there are any actions that can be taken to resolve the issue to the citizens satisfaction within this five-day period."

2.2	A complaints policy must set out the circumstances in which a matter will not be considered as a complaint or escalated, and these circumstances must be fair and reasonable to residents. Acceptable exclusions include: • The issue giving rise to the complaint occurred over twelve months ago. • Legal proceedings have started. This is defined as details of claim, such as the Claim Form and Particulars of Claim, having being filed at court. • Matters that have previously been considered under the complaints policy.	Yes	BCC Comments, Compliments and Complaints Policy 2025.	The Council's policy sets out exceptions to the policy, such as where a statutory right of review/appeal exists, HR/Recruitment complaints, complaints against elected members. The Council will not consider a complaint where legal proceedings have started, or where the complaints process has previously been exhausted. Where the issue giving rise to the complaint occurred over twelve months ago, the Council will on each occasion consider the facts of the case before determining whether the complaint will be considered.
2.3	Landlords must accept complaints referred to them within 12 months of the issue occurring or the resident becoming aware of the issue, unless they are excluded on other grounds. Landlords must consider whether to apply discretion to accept complaints made outside this time limit where there is good reason to do so.	Yes	BCC Comments, Compliments and Complaints Policy 2025.	The Council's Comments, Compliments and Complaints Policy [PAGE 5] confirms: "We will not routinely exclude complaints within a 12-month period. However, if we are unable to accept a complaint we will write to you to inform you why the matter is not suitable for the complaints process. This outcome does not affect your

				right to take this matter to the relevant Ombudsman who may request we investigate the complaint. A complaint received outside of this timeframe will be reviewed based on the individual circumstances of the complaint to see if we are able to provide an informed response. We will consider if we are able to apply discretion to accept complaints made outside this time limit where there are good reasons to do so."
2.4	If a landlord decides not to accept a complaint, an explanation must be provided to the resident setting out the reasons why the matter is not suitable for the complaints process and the right to take that decision to the Ombudsman. If the Ombudsman does not agree that the exclusion has been fairly applied, the Ombudsman may tell the landlord to take on the complaint.	Yes	BCC Comments, Compliments and Complaints Policy 2025.	Where a complaint is received for a matter outside of the Complaints Policy, this will wherever possible be forwarded to the relevant department. Where this is not possible, the Council will advise the resident of this and where the complaint should be directed to. The Council does not routinely refuse complaint requests except where the circumstances set out at 2.2 are met. In these cases, correspondence confirming our refusal to accept the complaint will confirm the resident's rights to escalate the complaint to the

				relevant Ombudsman or statutory body. The Council's Comments, Compliments and Complaints Policy [PAGE 5] confirms: "We will not routinely exclude complaints within a 12-month period. However, if we are unable to accept a complaint we will write to you to inform you why the matter is not suitable for the complaints process. This outcome does not affect your right to take this matter to the relevant Ombudsman who may request we investigate the complaint."
2.5	Landlords must not take a blanket approach to excluding complaints; they must consider the individual circumstances of each applicant.	Yes	BCC Comments, Compliments and Complaints Policy 2025,	Each complaint received is assessed to determine whether it is within scope and if not, where the complaint should be directed within the Council (if relevant), or the complainant provided with details of the relevant body for the complaint to be submitted to.

Section 3: Accessibility and Awareness

Code Provision	Code Requirement	Comply: Yes/No	Evidence	Commentary/Explanation

3.1	Landlords must make it easy for residents to complaint by providing different channels through which they can make a complaint. Landlords must consider their duties under the Equality Act 2010 and anticipate the needs and reasonable adjustments of residents who may need to access the complaints process.	Yes	Residents can complain through various channels: • BRUM Account – My Account Page • Online – Your Views • Phone – 0121 464 9995 • Post – BCC Complaints, PO Box 16616, Birmingham, B2 2HN Complaints Easy-Read Version - Complaints procedure easy read leaflet | Birmingham City Council	We accommodate individual needs by giving citizens various channels through which they can make a complaint. Complaint Handlers are appropriately trained, and residents are asked to confirm how they would like to receive a response (post, email, phone, face-to-face etc). The Complaints Procedure Easy Read document confirms the ways in which residents with accessibility issues can submit a complaint.
3.2	Residents must be able to raise their complaints in any way and with any member of staff. All staff must be aware of the complaints process and be able to pass details of the complaint to the appropriate person within the landlord.	Yes		The Council provides all staff with an overview of the complaints policy and process as part of the induction process, with refresher training provided where necessary. Staff within the City Housing Directorate are aware of access channels for complaints and there is internal literature for staff confirming what constitutes a complaint, how to accept a complaint and how to forward it to the relevant team.

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		The Council receives a high volume of complaints each year, evidencing that citizens are aware of, and can access, the complaints process. The Corporate Complaints Lead carries out benchmarking against peer local authorities to measure the volume of complaints received and the effectiveness of the complaints process.
3.4	Landlords must make their complaint policy available in a clear and accessible format for all residents, This will detail the two-stage process, what will happen at each stage, and the timeframes for responding. The policy must also be published on the landlord's website.	Yes	BCC Comments, Compliments and Complaints Policy 2025. Complaints Easy-Read Version - Complaints procedure easy read leaflet | Birmingham City Council	The Council's policy is publicised on the Council's website. The Complaints Policy Easy Read document provides information relating to the complaints process in an accessible format. The Council's Comments, Compliments and Complaints Policy [PAGE 2] confirms: "We are committed to treating everyone fairly and consider equality and diversity positively. Any reasonable adjustments to support a citizen throughout this process will be executed in line with the Equalities Act.

				Should you require this policy in an alternative format please phone 0121 464 9995 or write to BCC, Complaints, Contact us PO Box 16616, Birmingham B2 2HN who will consider your request." "We recognise and value everyone who lives, works or visits Birmingham. We aim to ensure that the complaints procedure is accessible to everyone if they require it. We offer various ways to contact us, via the website, leaflets, forms or by telephone."[PAGE 9]
3.5	The policy must explain how the landlord will publicise details of the complaints policy, including information about the Ombudsman and this Code.	Partial	BCC Comments, Compliments and Complaints Policy 2025.	The Council's Policy includes reference to the Housing Ombudsman and the Local Government and Social Care Ombudsman; however the policy does not explain how the Council will publicise the policy. Future revisions of the Policy will ensure that this is made clear in compliance with the Code. The Council publicises the ways in which citizens can access services in buildings where this is relevant.
3.6	Landlords must give residents the opportunity to have a representative deal with the complaint on their behalf, and to	Yes	BCC Comments, Compliments and Complaints Policy 2025.	The Council's Comments, Compliments and Complaints Policy [PAGE 4] confirms:

	be represented or accompanied at any meeting with the landlord.			"Citizens can ask someone to help make their complaint and represent them during the investigation. They will need to give written consent for the individual to act on their behalf and we will need to receive it before we can respond to them directly about the complaint. If we do not have this authorisation, then we will respond directly to the citizen in line with the complaints policy". Residents are able to nominate a representative to deal with their complaint. In line with the Council's GDPR guidelines, where a resident has identified a representative, a signed "Authority to Act" is required. The complaint will still be investigated without this authority and a response will be sent directly to the resident to share with their representative.
3.7	Landlords must provide residents with information on their right to access the Ombudsman service and how the individual can engage with the Ombudsman about their complaint.	Yes	BCC Comments, Compliments and Complaints Policy 2025.	Both Ombudsmen services are referenced with contact details in the current complaints policy; this information is also confirmed on the Council's website. Residents are provided with details of the relevant Ombudsman service and of their right

				to escalate their complaint in all complaint responses at the relevant stage.

Section 4. Complaint Handling Staff

Code Provision	Code Requirement	Comply: Yes/No	Evidence	Commentary/Explanation
4.1	Landlords must have a person or team assigned to take responsibility for complaint handling, including liaison with the Ombudsman and ensuring complaints are reported to the governing body (or equivalent). This Code will refer to that person or team as the 'complaints officer'. This role may be in addition to other duties.	Yes		The Council has a dedicated City Housing Complaints Team within the Corporate Complaints Service; this team operates independently of the service area. Additionally, the Council has a Housing Ombudsman Case Management Team which is responsible for liaison with the Ombudsman.
4.2	The complaints officer must have access to staff at all levels to facilitate the prompt resolution of complaints. They must also have the authority and autonomy to act to resolve disputes promptly and fairly.	Yes		Complaint handlers are able to contact staff at all levels throughout the City Housing Directorate in order to investigate and resolve complaints. There is an established escalation process for complaints requiring senior management involvement.
4.3	Landlords are expected to prioritise complaint handling and a culture of learning from complaints. All relevant staff must be suitably trained in the	Yes		The Corporate Complaints Team record the specific training that complaint handlers have received and attended; training matrices are held

	importance of complaint handling. It is important that complaints are seen as a core service and must be resourced to handle complaints effectively.			within the service area confirming the training needs of individual officers. Following the Housing Ombudsman's Special Report in January 2023, complaint handlers have received training on letter writing, complaint handling, soft skills and case management. Each service area within the City Housing Directorate receives root cause analysis of their complaints broken into themes for review and action. The corporate complaints service also provides "7-minute briefings" where quick service improvements and changes can be implemented where necessary. There are also storyboards in progress for complaints journeys to look for lessons learned as to where we could have resolved a complaint more quickly.

Section 5. The Complaint Handling Process

Code Provision	Code Requirement	Comply: Yes/No	Evidence	Commentary/Explanation

5.1	Landlords must have a single policy in place for dealing with complaints covered by this Code. Residents must not be treated differently if they complain.	Yes	BCC Comments, Compliments and Complaints Policy 2025.	The Council's policy covers all complaints within the Code.
5.2	The early and local resolution of issues between landlords and residents is key to effective complaint handling. It is not appropriate to have extra name stages (such as 'stage 0' or 'informal complaint') as this causes unnecessary confusion.	Yes	BCC Comments, Compliments and Complaints Policy 2025.	The Council's Comments, Compliments and Complaints Policy [PAGE 9] confirms: "We will make all efforts to resolve a citizen's concerns whilst not obstructing access to the complaints procedure or creating any unreasonable delay. When a concern is made, we will acknowledge and log the concern if relevant at stage one of the complaints procedure within five working days of receipt. If we can resolve the issue as soon as it's brought to our attention, we will do so. However, we know that this will not always be possible, in which case the complaint will be investigated within Stage 1 – formal complaint and the citizen advised accordingly by the member of staff receiving the complaint."

				Our Comments, Compliments and Complaints Policy clearly sets out the Council's two-stage approach to handling complaints.
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	BCC Comments, Complaints and Compliments Policy 2025.	The Council's Comments, Compliments and Complaints Policy has two stages in line with the Code. Following feedback from the Housing Ombudsman on the Council's submission for 2024-25, the relevant section of the Council's website has been updated to clearly explain the two-stage process as this was previously unclear: Compliments and Complaints Process
5.4	Where a landlord's complaint response is handled by a third party (e.g. a contractor or independent adjudicator) at any stage, it must form part of the two stage complaints process set out in this Code. Residents must not be expected to go through two complaints processes.	No		The Council deals with complaints internally via a two-stage process in line with the Code. We are however aware that across the Council's five Tenancy Management Organisations (TMO's), there are differing approaches to handling complaints which are not in line with the Housing Ombudsman's Complaint Handling Code. Following discussions with the Housing Ombudsman regarding this issue, the Council is in the process of

				developing an Action Plan to ensure that the complaint handling by our TMO's is brought into line with the Housing Ombudsman's Complaint Handling Code, and that we are able to evidence compliance. This work will continue throughout 2026 and a separate update will be provided to the Housing Ombudsman and to residents once these changes have been agreed.
5.5	Landlords are responsible for ensuring that any third parties handle complaints in line with the Code.	No		The Council deals with complaints internally via a two-stage process in line with the Code. We are however aware that across the Council's five Tenancy Management Organisations (TMO's), there are differing approaches to handling complaints which may not be in line with the Housing Ombudsman's Complaint Handling Code. Following discussions with the Housing Ombudsman regarding this issue, the Council is in the process of developing an Action Plan to ensure that the complaint handling by our TMO's is brought into line with the Housing Ombudsman's Complaint Handling Code, and that we are able to evidence compliance. This work

				will continue throughout 2026 and a separate update will be provided to the Housing Ombudsman and to residents once these changes have been agreed.
5.6	When a complaint is logged at Stage 1 or escalated to Stage 2, landlords must set out their understanding of the complaint and the outcomes the resident is seeking. The Code will refer to this as the "complaint definition". If any aspect of the complaint is unclear, the resident must be asked for clarification.	Yes	BCC Comments, Compliments and Complaints Policy 2025.	The Council's Comments, Compliments and Complaints Policy [PAGE 9 and 10] confirms: Following feedback from the Housing Ombudsman on the Council's early submission for 2024-25, our Complaints Policy has been amended to include the following clarification on the Council's processes in line with the Complaint Handling Code: "[Stage 1] We will acknowledge and define the complaint within the first 5 working days of receipt as to if the complaints route is the correct process. If a complaint is to be raised, it will be logged and assigned to the relevant complaints team to investigate. We will contact the citizen to acknowledge the receipt of the complaint within this five-day period and set out what elements of the complaint we are able to investigate, and our understanding of

				the resolution sought. This is an opportunity to clarify elements of the complaints and explain why elements cannot be progressed or may need to progress through an alternative route." "[Stage 2] If a citizen is unhappy with our decision at Stage 1, the complaint can be progressed to review. This is called a Stage 2 complaint. The citizen may explain why they feel our decision is incorrect and which elements they seek to review. If this is not the case, we will attempt to contact the citizen to clarify, otherwise we will review the entire stage 1 and associated resolutions which will be confirmed within our stage 2 acknowledgement. If there are any reasons why this complaint cannot be reviewed this will be communicated. We will also investigate if there are any actions that can be taken to resolve the issue to the citizen's satisfaction within the five-day period from receipt. If we are unable to do so

				this will be logged as a stage 2 review."
5.7	When a complaint is acknowledged at either stage, landlords must be clear which aspects of the complaint they are, or are not, responsible for and clarify any areas where this is not clear.	Yes	BCC Comments, Compliments and Complaints Policy 2025.	Acknowledgement letters at both Stage 1 and Stage 2 clearly set out the aspects of the complaint that the Council is responsible for and provide clarification for areas that will not be considered. Complaint acknowledgements are quality checked by Complaints Leads/Managers to monitor compliance. A dip sample of 3-8% of the total acknowledgements sent each month is scored against a set of clearly defined criteria and additional training and learning is provided on an individual and wider basis where necessary. The Council's Comments, Compliments and Complaints Policy [PAGE 9 and 10] confirms: "[Stage 1] We will acknowledge and define the complaint within the first 5 working days of receipt as to if the complaints route is the correct process. If a complaint is to be raised, it will be logged and assigned to the

				relevant complaints team to investigate. We will contact the citizen to acknowledge the receipt of the complaint within this five-day period and set out what elements of the complaint we are able to investigate, and our understanding of the resolution sought. This is an opportunity to clarify elements of the complaints and explain why elements cannot be progressed or may need to progress through an alternative route." "[Stage 2] If a citizen is unhappy with our decision at Stage 1, the complaint can be progressed to review. This is called a Stage 2 complaint. The citizen may explain why they feel our decision is incorrect and which elements they seek to review. If this is not the case, we will attempt to contact the citizen to clarify, otherwise we will review the entire stage 1 and associated resolutions which will be confirmed within our stage 2 acknowledgement. If there are any reasons why this complaint cannot be reviewed this will be communicated.

				We will also investigate if there are any actions that can be taken to resolve the issue to the citizen's satisfaction within the five-day period from receipt. If we are unable to do so this will be logged as a stage 2 review."
5.8	At each stage of the complaints process, complaint handlers must: a. Deal with complaints on their merits, act independently, and have an open mind. b. Give the resident a fair chance to set out their position. c. Take measures to address any actual or perceived conflict of interest.; and d. Consider all relevant information and evidence carefully.	Yes	BCC Comments, Compliments and Complaints Policy 2025.	The Council's policy confirms: "When investigating the complaint, the independent Complaints Champion will. • Deal with all complaints on their merits. • Act independently and have an open mind. • Take measures to address any actual or perceived conflict of interest. • Consider all information and evidence carefully. • Keep the complaint confidential as far as possible, with information only disclosed if necessary to properly investigate the matter."

				Training is delivered to all complaint handling staff on good practice and refresher training provided as and when necessary. Complaint responses are quality checked by Complaints Leads/Managers to monitor compliance. A dip sample is reviewed and scored each month against set criteria and to ensure compliance with the Code. Where issues are identified, training is provided either individually or more widely depending on need.
5.9	Where a response to a complaint will fall outside the timescales set out in this Code, the landlord must agree with the resident suitable intervals for keeping them informed about their complaint.	Yes	BCC Comments, Compliments and Complaints Policy 2025.	The Council's Comments, Compliments and Complaints Policy [PAGE 10 and 11] confirms: "[Stage 1] There will be occasions where complaints due to their complexity may exceed the service level agreement of 10 working days from the date of acknowledgement. In these cases, this should be no more than 10 working days without good reason. We will work with the citizen to agree an anticipated resolution date and the reasons why this is required. Your complaint champion

				will provide you with the details of the relevant Ombudsman service within this correspondence."[PAGE 10] "[Stage 2] There will be occasions where complaints due to their complexity may exceed the service level agreement of 20 working days from the date of acknowledgement. In these cases, this should be no more than 10 working days without good reason. We will work with the citizen to agree an anticipated resolution date and the reasons why this is required. Your complaint champion will provide you with details of the relevant Ombudsman service within this correspondence."[PAGE 11]
5.10	Landlords must make reasonable adjustments for residents where appropriate under the Equality Act 2010. Landlords must keep a record of any reasonable adjustments agreed, as well as a record of any disabilities a resident has disclosed. Any agreed reasonable adjustments must be kept under review.	Yes		Where citizens notify the Council of relevant protected characteristics, or where the Council is aware of existing protected characteristics, any requested reasonable adjustments and contact preferences will be noted and adhered to by the complaint handler. Where a safeguarding issue is identified, this will also be recorded and reported to the appropriate service.

5.11	Landlords must not refuse to escalate a complaint through all stages of the complaints procedure unless it has valid reasons to do so. Landlords must clearly set out these reasons, and they must comply with provisions set out in section 2 of this Code.	Yes		Citizens are advised of their right to escalate their complaint to Stage 2 within the Council's Stage 1 response.
5.12	A full record must be kept of the complaint, and the outcomes at each stage. This must include the original complaint and the date received, all correspondence with the resident, correspondence with other parties, and any relevant supporting documentation such as reports or surveys.	Yes		All correspondence between the Council and the resident relating to the complaint is stored on the icasework system, including any information or supporting evidence received or obtained during the investigation of the complaint.
5.13	Landlords must have processes in place to ensure a complaint can be remedied at any stage of its complaints process. Landlords must ensure appropriate remedies can be provided at any stage of the complaints process without the need for escalation.	Yes		As part of the complaint handling process, complaint handlers will progress actions to resolve the complaint (raising repairs, requesting financial redress etc). The completion of repairs or the offering of financial redress whilst the complaint is being investigated does not preclude the complaint from being resolved or prevent the citizen from escalating their complaint if they remain dissatisfied with the outcome.

				Where there are outstanding actions, the complaints service will add “to do” actions within the case with the agreement of the citizen and provide further responses to them as and when these actions are completed.
5.14	Landlords must have policies and procedures in place for managing unacceptable behaviour from residents and/or their representatives. Landlords must be able to evidence reasons for putting any restrictions in place and must keep restrictions under regular review.	Yes	Unreasonable/Unreasonably Persistent Complainer Policy 2021 - Unreasonable-unreasonably persistent complainer | Birmingham City Council	The Unreasonable/Unreasonably Persistent Complainer Policy sets out the ways in which the Council identifies and manages unreasonable or persistent complainers. This policy also sets out the ways in which any restrictions will be reviewed: “The Central Complaints Team in collaboration with the Directorate teams will review any initial restrictions imposed upon the complainant after three months and at the end of every subsequent three months during which time the policy is to apply. Should there be a need to extend a period of restriction the complainant will be advised in writing by the Council with the reason for the

				extension of the restriction and the period of extension. If at the end of the restriction period, it is considered that the complainant's behaviour is no longer deemed to be unreasonable the Council will confirm this in writing advising the complainant. At each of the above stages, the complainant will be advised of their right to refer the matter to the relevant Ombudsman."
5.15	Any restrictions placed on conduct due to unacceptable behaviour must be proportionate and demonstrate regard for the provisions of the Equality Act 2010.	Yes	Unreasonable/Unreasonably Persistent Complainer Policy 2021 - Unreasonable-unreasonably persistent complainer | Birmingham City Council	The Unreasonable/Unreasonably Persistent Complainer Policy confirms: "Before implementing these restrictions in relation to someone who is considered vulnerable (people who may be in need of care and support or with a disability) the Council will consider whether or not, adjustments to this policy could be made or whether there are other appropriate means of support and contact outside of this policy which can be used to assist them. In order to do this full consent from the

				complainant must be sought in relation to their relevant circumstances with the consent not being unreasonably refused."

Section 6: Complaints Stages

Stage 1

Code Provision	Code Requirement	Comply: Yes/No	Evidence	Commentary/Explanation
6.1	Landlords must have processes in place to consider which complaints can be responded to as early as possible, and which require further investigation. Landlords must consider factors such as the complexity of the complaint and whether the resident is vulnerable or at risk. Most Stage 1 complaints can be resolved promptly, and an explanation, apology or resolution provided to the resident.	Yes	BCC Comments, Complaints and Compliments Policy 2025.	The Council's policy confirms: "Upon receipt of a complaint from the citizen the Complaint teams will triage the complaint. This involves reviewing the correspondence to see if the actions required would be a service request, comment, complaint, or something that requires progressing through an alternative method such as an appeals process. Complaints will be accepted unless there is a valid reason which will be explained. We will acknowledge and define the complaint within the first 5 working days of receipt as to if the complaints route is the correct process. If a complaint is to be raised, it will be logged and assigned to the relevant

				complaints team to investigate. We will contact the citizen to acknowledge the receipt of the complaint within this five-day period and set out what elements of the complaint we are able to investigate, and our understanding of the resolution sought. This is an opportunity to clarify elements of the complaint and explain why elements cannot be progressed or may need to progress through an alternative route."
6.2	Complaints must be acknowledged, defined and logged at Stage 1 of the complaints procedure **within five working days of the complaint being received.**	Yes	BCC Comments, Compliments and Complaints Policy 2025.	The Council's policy confirms: "[Stage 1] We will acknowledge and define the complaint within the first 5 working days of receipt as to if the complaints route is the correct process. If a complaint is to be raised, it will be logged and assigned to the relevant complaints team to investigate. We will contact the citizen to acknowledge the receipt of the complaint within this five-day period and set out what elements of the complaint we are able to investigate, and our understanding of the resolution sought. This is an opportunity to clarify elements of the complaint and explain why elements

				cannot be progressed or may need to progress through an alternative route." [PAGE 9] "[Stage 2] We will also investigate if there are any actions that can be taken to resolve the issue to the citizens satisfaction within the five-day period from receipt." [PAGE 11]
6.3	Landlords must issue a full response to Stage 1 complaints **within 10 working days** of the complaint being acknowledged.	Yes	BCC Comments, Compliments and Complaints Policy 2025.	The Council's policy confirms: "...the Council will investigate the complaint with the relevant service and respond within 10 working days." [PAGE 9]
6.4	Landlords must decide whether an extension to this timescale is needed when considering the complexity of the complaint and then inform the resident of the expected timescale for response. Any extension mut be no more than 10 working days without good reason, and the reason(s) must be clearly explained to the resident.	Yes	BCC Comments, Compliments and Complaints Policy 2025.	Where an extension is required in order to fully respond to the complaint, residents are notified of the duration of the requested extension and the reasons for it; this information is issued to the resident in writing. The Council's Policy confirms: "There will be occasions where complaints due to their complexity may exceed the service level agreement of 10 working days from the date of acknowledgement, in

				these cases this should be no more than 10 working days without good reason. We will work with the citizen to agree an anticipated resolution date and the reasons why this is required." [PAGE 10]
6.5	When an organisation informs a resident about an extension to these timescales, they must be provided with the contact details for the Ombudsman.	Yes	BCC Comments, Compliments and Complaints Policy 2025.	Where an extension is requested in order to fully respond to the complaint, citizens are notified of the anticipated duration of the extension and the reasons for it; this is then confirmed to the citizen in writing. In response to the Code, where an extension is requested, the details of the relevant Ombudsman are provided in the written confirmation. Compliance with this process is monitored via the established audit process. The Council's policy confirms: "[Stage 1] There will be occasions where complaints due to their complexity may exceed the service level agreement of 10 working days from the date of acknowledgement. In these cases, this should be no more than 10 working days without good reason. We will work with the citizen

				to agree an anticipated resolution date and the reasons why this is required. Your complaint champion will provide you with details of the relevant Ombudsman Service within this correspondence." [PAGE 10] "[Stage 2] There will be occasions where complaints due to their complexity may exceed the service level agreement of 20 working days from the date of acknowledgement. In these cases, this should be no more than 10 working days without good reason. We will work with the citizen to agree an anticipated resolution date and the reasons why this is required. Your complaint champion will provide you with details of the relevant Ombudsman service within this correspondence." [PAGE 11]
6.6	A complaint response must be provided to the resident when the answer to the complaint is known, not when the outstanding actions required to address the issue are completed. Outstanding actions must still be tracked and actioned promptly with appropriate updates provided to the resident.	Yes	BCC Comments, Compliments and Complaints Policy 2025.	Complaint responses are issued to citizens for the elements of the complaint where the Council is able to respond, with "to do" actions added to track the progress of outstanding elements where further actions remain in progress. Citizens are updated on the progress of "to do" actions as and when the Council has

				completed them or where there is a relevant update. The Council's policy confirms: "[Stage 1] There will be occasions when the investigation of your complaint has been finalised, however there may be outstanding actions remaining to fully resolve the complaint. We will provide you with a response and ensure any outstanding resolution actions are tracked and updates provided."[PAGE 10] "[Stage 2] There will be occasions when the investigation of your review has been finalised, however, there may be outstanding actions remaining to fully resolve the complaint. We will provide you with a response and ensure any outstanding resolution actions are tracked and updates provided."[PAGE 11]
6.7	Landlords must address all points raised in the complaint definition and provide clear reasons for any decisions, referencing the relevant policy, law and good practice where appropriate.	Yes		Each element of the complaint is listed in the complaint acknowledgement and complaint response with an outcome for each element; this is monitored via the

				existing audit process and quality assurance checks.
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 unreasonable delay the response, the new issues must be logged as a new complaint.	Yes	BCC Comments, Compliments and Complaints Policy 2025.	All issues raised as part of the complaint are investigated. Where further issues are raised whilst a Stage 1 complaint is being investigated, these are incorporated into the Stage 1 response if appropriate. Where this is not possible due to the complaint being unrelated, the Stage 1 response having been issued or the investigation of the new issues would delay the initial Stage 1 response, we will treat the issues raised as a new Stage 1 complaint. The Council's policy confirms: "Following the five-day period the council will investigate the complaint with the relevant service and respond within 10 working days. If during this period, the citizen raises further related issues we will incorporate these as part of the overall response. However, if the complaint has already been investigated a further separate complaint will be raised." [PAGE 9]

6.9	Landlords must confirm the following in writing to the resident at the completion of Stage 1 in clear, plain language: a. The complaint stage; b. The complaint definition; c. The decision on the complaint; 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.	Yes		The quality of responses and compliance with the relevant requirements has been added to the quality assurance procedures within the complaint handling service since May 2023. Where issues are identified, officers are provided with appropriate training and support to ensure that responses are of the required quality and are compliant.

Stage 2

Code Provision	Code Requirement	Comply: Yes/No	Evidence	Commentary/Explanation
6.10	If all or part of the complaint is not resolved to the resident's satisfaction at Stage 1, it must be progressed to Stage 2 of the landlord's procedure. Stage 2 is the landlord's final response.	Yes	BCC Comments, Compliments and Complaints Policy 2025.	The Council's policy confirms: "If a citizen is unhappy with our decision at Stage 1, the complaint can be progressed to review. This is called a Stage 2 complaint." [PAGE 10]

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	BCC Comments, Compliments and Complaints Policy 2025.	Stage 2 complaints are logged, defined and acknowledged within five working days of receipt, in line with the Code. The Council's policy confirms: "The complaint will be reviewed by a complaint champion who has not been involved in the original stage 1 response to ensure an independent review. As with the stage 1, we will acknowledge and define the review within the first five days and aim to respond within 20 further working days with our decision." [PAGE 11]
6.12	Residents must not be required to explain their reasons for requesting a Stage 2 consideration. Landlords are expected to make reasonable efforts to understand why a resident remains unhappy as part of its Stage 2 response.	Yes	BCC Comments, Compliments and Complaints Policy 2025.	The Council's policy confirms: "The citizen will need to explain why they feel our decision is incorrect." "The citizen may explain why they feel our decision is incorrect and which elements they seek to review. If this is not the case, we will attempt to contact the citizen to clarify, otherwise we will review the entire stage 1 and associated resolutions which will be confirmed in our stage 2 acknowledgement. If there are any

				reasons why this complaint cannot be reviewed this will be communicated." [PAGE 10]
6.13	The person considering a complaint at Stage 2 must not be the same person that considered the complaint at Stage 1.	Yes	BCC Comments, Compliments and Complaints Policy 2025.	The Council's policy states: "The complaint will be reviewed by a complaint champion who has not been involved in the original stage 1 response to ensure an independent review." [PAGE 11]
6.14	Landlords must issue a final response to the Stage 2 **within 20 working days** of the complaint being acknowledged.	Yes	BCC Comments, Compliments and Complaints Policy 2025.	The Council's policy states: "We will acknowledge and define the review within the first five days and aim to respond within 20 further working days with our decision." [PAGE 11]
6.15	Landlords must decide whether an extension to this timescale is needed when considering the complexity of the complaint and then inform the resident 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.	Yes		Where an extension is required in order to fully respond to the complaint, residents are notified of the duration of the requested extension and the reasons for it; this confirmation is issued to the resident in writing. The Council's policy states: "There will be occasions where complaints due to their complexity may exceed the service level

				agreement of 20 working days from the date of acknowledgement. In these cases, this should be no more than 10 working days without good reason. We will work with the citizen to agree an anticipated resolution date and the reasons why this is required. Your complaint champion will provide you with the details of the relevant Ombudsman service within this correspondence." [PAGE 11]
6.16	When an organisation informs a resident about an extension to these timescales, they must be provided with the contact details of the Ombudsman,	Yes	BCC Comments, Compliments and Complaints Policy 2025.	Where an extension is requested in order to fully respond to the complaint, citizens are notified of the anticipated duration of the extension and the reasons for it; this is then confirmed to the citizen in writing. In response to the Code, where an extension is requested, the details of the relevant Ombudsman are provided in the written confirmation. Compliance with this process is monitored via the established audit process. The Council's policy confirms: "There will be occasions where complaints due to their complexity may exceed the service level

				agreement of 20 working days from the date of acknowledgement. In these cases, this should be no more than 10 working days without good reason. We will work with the citizen to agree an anticipated resolution date and the reasons why this is required. Your complaint champion will provide you with the details of the relevant Ombudsman service within this correspondence." [PAGE 11]
6.17	A complaint response must be provided to the resident when the answer to the complaint is known, not when the outstanding issues required to address the issue are completed. Outstanding actions must still be tracked and actioned promptly with appropriate updates provided to the resident.	Yes		Complaint responses are issued to citizens for the elements of the complaint where the Council is able to respond, with "to do" actions added to track the progress of outstanding elements where further actions remain in progress. Citizens are updated on the progress of "to do" actions as and when the Council has completed them or where there is a relevant update. The Council's policy confirms: "There will be occasions when the investigation of your review has been finalised, however, there may be outstanding actions remaining to fully resolve the complaint. We will provide

				you with a response and ensure any outstanding resolution actions are tracked and updates provided." [PAGE 11]
6.18	Landlords must address all points raised in the complaint definition and provide clear reasons for any decisions, referencing the relevant policy, law and good practice where appropriate.	Yes		The quality of responses and compliance with the relevant requirements has been added to the quality assurance procedures within the complaint handling service since May 2023. Where issues are identified, officers are provided with appropriate training and support to ensure that responses are to the required standard and compliant with the Code.
6.19	Landlords must confirm the following in writing to the resident at the completion of Stage 2 in clear, plain language: a. The complaint stage; b. The complaint definition; c. The decision on the complaint; d. The reasons for any decision 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	Yes		The quality of responses and compliance with the relevant requirements has been added to the quality assurance procedures within the complaint handling service since May 2023. Where issues are identified, officers are provided with appropriate training and support to ensure that responses are of the required quality and compliant with the Code.

	Service if the individual remains dissatisfied.			
6.20	Stage 2 is the landlord's final response and must involve all suitable staff members needed to issue with a response.	Yes	BCC Comments, Compliments and Comments Policy 2025.	Complaint handlers make enquiries of all service areas and officers necessary to ensure that the Stage 2 response it accurate, informed and compliant.

Section 7: Putting Things Right

Code Provision	Code Requirement	Comply: Yes/No	Evidence	Commentary/Explanation
7.1	Where something has gone wrong a landlord must acknowledge this and set out the actions it has already taken, to put things right. This can include: • Apologising; • Acknowledging where things have gone wrong; • Providing an explanation, assistance or reasons; • Taking action if there has been a delay; • Reconsidering or changing a decision;	Yes	BCC Comments, Compliments and Complaints Policy 2025. City Housing Compensation Policy Housing repairs compensation policy | Birmingham City Council	Complaint responses are quality checked by Complaints Leads/Managers to monitor compliance. A dip sample is reviewed ad scored against set criteria each month and additional training is provided where necessary. Where financial redress is appropriate, this is offered as part of the complaint resolution process in line with the City Housing Compensation Policy. Where possible service improvements are identified as part of the complaint

	• Amending a record or adding a correction or addendum; • Providing a financial remedy; • Changing policies, procedures or practices.			handling process, these are escalated to the relevant service area and Senior Manager.
7.2	Any remedy offered must reflect the impact on the resident as a result of any fault identified.	Yes	City Housing Compensation Policy Housing repairs compensation policy | Birmingham City Council	The City Housing Compensation Policy ensures that consideration is given to non-quantifiable loss, distress and inconvenience, time and trouble in addition to quantifiable loss, in line with the Code. When assessing offers of financial redress as part of the complaint resolution process, officers consider the Ombudsman's guidance on remedies to ensure that offers of financial redress made are reasonable and in line with the relevant guidance.
7.3	The remedy 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	BCC Comments, Compliments and Complaints Policy 2025.	Stage 1 and Stage 2 decision letters confirm the actions that the Council will take in order to remedy any failure. Complaint handlers continue to progress remedial works and contact citizens to update them on the progress of their complaint until any agreed remedy is delivered.
7.4	Landlords must take account of the guidance issued by the Ombudsman when deciding on appropriate remedies.	Yes	City Housing Compensation Policy	Complaint handlers receive training on the Code and on the relevant factors to take into account when

			Housing repairs compensation policy | Birmingham City Council	determining any remedies in resolution of a complaint. The City Housing Compensation Policy confirms that the Council will consider the Ombudsman's guidance on remedies when determining financial redress, and offers of financial redress are made in line with this guidance.

Section 8: Self-assessment, Reporting and Compliance

Code Provision	Code Requirement	Comply: Yes/No	Evidence	Commentary/Explanation
8.1	Landlords must produce an annual complaints performance and service improvement report for scrutiny and challenge, which must include: a. The annual self-assessment against this Code to ensure their complaint handling policy remains in line with its requirements. b. A qualitative and quantitative analysis of the landlord's performance. This must also include a summary of the types of	Yes	Annual Report 2023-24 Annual Report 2024-25	The Council's Annual Complaints Performance and Service Improvement Report is produced, shared for scrutiny and published. This report contains the required information set out at section 8.1 (a) to (f) of the Code.

	complaints the landlord has refused to accept. c. Any findings of non-compliance with this Code by the Ombudsman. d. The service improvements made as a result of the learning from complaints. e. Any annual report about the landlord's performance from the Ombudsman. f. Any other relevant reports or publications produces by the Ombudsman in relation to the work of the landlord.			
8.2	The annual complaints performance and service improvement report must be reported to the landlord's governing body (or equivalent) and published on the section of its website relating to complaints. The governing body's response to this report must be published alongside this.	Yes	Annual Complaints and Service Improvement Report 2024 to 25 | Birmingham City Council	The annual complaint report is reported to the Council's Cabinet, and a response from the Leader of the Council is published alongside the report.
8.3	Landlords must also carry out a self-assessment following a significant restructure, merger and/or change in procedures.	Yes		This is not applicable at the present time however the Council will be compliant with this requirement in the event of any future restructure, merger or change in procedures.

8.4	Landlords may be asked to review and update the self-assessment following an Ombudsman investigation.	Yes		The Council is committed to reviewing and updating the current self-assessment following any order/recommendation to do so from the Ombudsman.
8.5	If a landlord is unable to comply with the Code due to exceptional circumstances, such as a cyber incident, they must inform the Ombudsman, provide information to residents who may be affected, and publish this on their website. Landlords must provide a timetable for retuning to compliance with the Code.	Yes		The Council is committed to complying with this requirement in the event of any exceptional circumstances and will publish the required information at this time.

Section 9: Scrutiny and Oversight: Continuous Learning and Improvement

Code Provision	Code Requirement	Comply: Yes/No	Evidence	Commentary/Explanation
9.1	Landlords must look beyond the circumstances of the individual complaint and consider whether service improvements can be made as a result of any learning from the complaint.	Yes		The Corporate Complaint Service triages all complaints to ensure that each is dealt with on its merit. The service provides feedback via root cause analysis and delivers staff briefings to provide that learning from individual complaints is addressed outside of overall trend analysis.
9.2	A positive complaint handling culture is integral to the effectiveness with which landlords resolve disputes. Landlords	Yes		The Corporate Complaint Service carries out comprehensive and detailed analysis of trends arising

	must use complaints as a source of intelligence to identify issues and introduce positive changes in service delivery.			from complaints, themes and issues and feeds these back via the governance structure to the relevant Directors/Heads of Service. Root cause and trend analysis informs service improvement across the directorate.
9.3	Accountability and transparency are also integral to a positive complaint handling culture. Landlords must report back on wider learning and improvements from complaints to stakeholders, such as residents' panels, staff and relevant committees.	Yes		Lessons learned from complaints and determinations are shared with the relevant services and staff. Where appropriate, findings and actions taken by the Directorate in response to complaints are shared with tenant engagement groups and more widely as appropriate.
9.4	Landlords must appoint a suitably senior lead person as accountable for their complaint handling. This person must assess any themes or trends to identify potential systemic issues, serious risks, or policies and procedures that require revision.	Yes		The Council has a member of the Corporate Leadership Team who has oversight and responsibility for the complaints service. Performance across the Council in terms of complaint handling is shared with this member, who works in conjunction with the relevant service leads to identify potential systemic issues or risks, and revise policies and procedures across the Council as required based on learning from complaints or feedback from relevant statutory regulatory bodies.

9.5	In addition to this a member of the governing body (or equivalent) must be appointed to have lead responsibility for complaints to support a positive complaint handling culture. This person is referred to as the Member Responsible for Complaints ('the MRC').	Yes		The Council has a member of the Corporate Leadership Team and a Cabinet Member who have oversight and responsibility for the complaints service.
9.6	The MRC will be responsible for ensuring the governing body receives regular information on complaints that provides insight on the landlord's complaint handling performance. This person must have access to suitable information and staff to perform this role and report on their findings.	Yes		Annual reports, monthly and quarterly updates relating to volumes, processes and performance inclusive of root cause are all provided to the relevant senior leadership board on a monthly basis. Senior officers within the complaints service provide detailed analysis to the MRC to enable this information to be communicated at an appropriate level.
9.7	As a minimum, the MRC and the governing body (or equivalent) must receive: a. Regular updates on the volume, categories and outcomes of complaints, alongside complaint handling performance. b. Regular reviews of issues and trends arising from complaint handling. c. Regular updates on the outcomes of the Ombudsman's	Yes		Complaints performance is a standard agenda item at Directorate Management Team, Cabinet Member Briefings and Corporate Leadership Team. Senior management receive updates on volumes, trends and performance against Service Level Agreements. Root cause analysis is fed back to the service areas on a monthly basis to highlight areas of high complaints and dissatisfaction.

	investigations and progress made in complying with orders related to severe maladministration findings; and d. Annual complaints performance and service improvement report.			The Housing Ombudsman Case Management Team provide feedback to service areas on determinations. This data is used to highlight areas of non-compliance with policies and identify wider service improvements. Quarterly lessons learned meetings take place with senior managers from Asset Management to discuss recent cases and to escalate learning to staff and contractors. The Annual Complaints Report and Service Improvement Plan is shared with the Directorate Management Team, Cabinet Members and the Corporate Leadership Team.
9.8	Landlords must have a standard objective in relation to complaint handling for all relevant employees that reflect the need to: a. Have a collaborative and co-operative approach towards resolving complaints, working with colleagues across teams and departments. b. Take collective responsibility for any shortfalls identified through	Partial		All services are engaged in the complaint handling process and in learning from complaints. There are slides explaining how to take a complaint and regular communications to services on complaint handling. Each service is provided with root cause analysis driven by complaint trends and these are tracked to conclusion or explanation.

	complaints, rather than blaming others; and c. Act within the professional standards for engaging with complaints as set by any relevant professional body.			

10. Findings of Non-Compliance with the Code by the Housing Ombudsman 2025-26

10.1 This section details the Housing Ombudsman's findings of non-compliance with the Code, expressed via determinations issued in 2025-26. The Housing Ombudsman's case reference is also included – full reports can be accessed via Housing Ombudsman. In some cases, determinations are not published via the Housing Ombudsman website due to Data Protection concerns, and reports are not published until six weeks after they have been issued to the Council.

10.2 It is perhaps worth noting that whilst these determinations were received in 2025-26, due to the historical complaints backlog, the length of time tenants have to escalate complaints to the Housing Ombudsman (12 months from receipt of a Stage 2 response) and historical case backlogs with the Housing Ombudsman, the majority of these determinations relate to complaints submitted before the implementation of the new Code.

Complaint Summary	Determination(s)	Date	Findings	Case Reference
The resident complained about the Council's handling of antisocial behaviour.	Service Failure	April 2025	The HO found that the Council had not properly followed its antisocial behaviour policy.	202421689

The resident complained about the Council's response to reports of damp and mould.	Maladministration Maladministration	April 2025	The HO found that the Council had delayed in responding to reported repairs for damp and mould and had failed to appropriately address the underlying causes of damp ad mould early enough. The HO also found failure with the handling of the associated complaint.	202306428
The resident complained about the Council's handling of a leak from above.	Service Failure Service Failure	May 2025	The HO found that the Council had delayed in addressing leaks from above.	202416669
The resident complained about the Council's handling of information provided to them as a leaseholder.	Maladministration Service Failure	May 2025	The HO found that the Council had not provided the relevant information in time and that our handling of the resident's complaint was delayed.	202327343
The resident complained about the Council's handling of antisocial behaviour.	Maladministration	May 2025	The HO found that the Council had not followed the antisocial behaviour policy appropriately.	202423547
The resident complained about the Council's handling of antisocial behaviour.	Maladministration Maladministration	May 2025	The HO found that the Council had not followed the antisocial behaviour policy appropriately. The HO also found failure with our handling of the associated complaint.	202223379
The resident complained about the Council's handling of issues relating to water pressure.	Maladministration Service Failure	May 2025	The HO found that the Council had failed to identify the source of the issues with water supply and also found failure with the handling of the associated complaint.	202431192
The resident complained about the Council's handling of a leak.	Service Failure Maladministration Maladministration	May 2025	The HO found that the Council had not responded to the issues in time and had failed to respond to	202337966

			the complaint or offer appropriate financial redress.	
The resident complained about the Council's handling of repairs relating to subsidence.	Maladministration Service Failure	May 2025	The HO found that the Council had not addressed the resident's concerns regarding subsidence and had failed to respond to the complaint in line with policy.	202321183
The resident complained about the Council's handling of issues relating to a leak.	Service Failure No Maladministration No Maladministration	June 2025	The HO found that the Council had not acted swiftly to resolve the leak, which led to further issues for the resident.	202304360
The resident complained regarding issues with communal lighting and other communal repairs.	Service Failure No Maladministration No Maladministration	June 2025	The HO found that the Council had not resolved issues relating to communal repairs quickly enough.	202304360
The resident complained about the Council's handling of antisocial behaviour.	Maladministration	June 2025	The HO found that the Council had not followed its antisocial behaviour policy.	202313281
The resident complained about issues relating to fly-tipping.	Service Failure Service Failure	June 2025	The HO found that the Council did not respond to the reported issues in time and that the response to the complaint was delayed.	202426655
The resident complained about issues relating to personal injury.	Reasonable Redress Reasonable Redress	June 2025	The HO found that the Council had responded appropriately and had offered appropriate financial redress.	202314532
The resident complained about issues relating to a roof leak.	Maladministration Maladministration	June 2025	The HO found maladministration with both the Council's handling of the repair issues and the associated complaint.	202320197
The resident complained about issues relating to a leak.	Reasonable Redress Reasonable Redress	June 2025	The HO found that the Council had responded appropriately and had offered appropriate financial redress as part of the complaint handling process.	202229682

The resident complained about issues relating to structural repairs.	Maladministration Maladministration Service Failure	June 2025	The HO found maladministration with the Council's handling of repairs relating to structural issues and service failure with the associated complaint.	202221809
The resident complained about issues relating to their kitchen lights.	Maladministration Service Failure	June 2025	The HO found maladministration with the Council's response to reported repairs relating to the kitchen lights and service failure with our handling of the resulting complaint.	202313447
The resident complained about issues relating to their heating.	Maladministration Service Failure	June 2025	The HO found maladministration with the Council's handling o repairs relating to heating and service failure relating to the associated complaint response.	202421994
The resident complained about a leak within their property.	Severe Maladministration Maladministration	July 2025	The HO found severe maladministration with the Council's response to the reported leak within the property and maladministration with the handling of the associated complaint.	202423479
The resident complained about issues with disrepair in their bathroom.	Severe Maladministration Maladministration	July 2025	The HO found severe maladministration with the Council's response to the resident's reports of disrepair within the bathroom and maladministration with the handling of the associated complaint.	202420180
The resident complained about a roof leak.	Maladministration Maladministration Service Failure	July 2025	The HO found maladministration with the Council's handling of the roof repair and resultant issues of damp and mould, and service failure with the handling of the associated complaint.	202427327
The resident complained about issues relating to water ingress to their property.	Service Failure Service Failure Maladministration	July 2025	The HO found service failure with the Council's handling of the water ingress and associated damage, and maladministration with our handling of the associated complaint.	202324821

The resident complained about issues relating to damp and mould.	Maladministration Maladministration	August 2025	The HO found maladministration with the Council's handling of the reports of damp and mould and with the handling of the associated complaint.	202433772
The resident complained about issues relating to damp and mould and more general repairs.	No Maladministration No Maladministration Maladministration	August 2025	The HO found no maladministration with the Council's handling of repairs relating to damp and mould and other more general repairs, but found maladministration with our handling of the resultant complaint.	202440204
The resident complained about issues relating to antisocial behaviour.	Reasonable Redress	August 2025	The HO found that the Council had offered appropriate remedies to address failures identified.	202418404
The resident complained about issues relating to repairs to a wet room.	Severe Maladministration Maladministration	August 2025	The HO found severe maladministration with the Council's handling of repairs relating to the resident's wet room, and maladministration with the handling of the associated complaint.	202404739
The resident complained about issues relating to leaks causing damp and mould.	Severe Maladministration Service Failure	August 2025	The HO found severe maladministration with the Council's handling of repairs relating to an ongoing leak, and service failure with our response to the associated complaint.	202431353
The resident complained about disrepair to a non-standard outbuilding.	Maladministration Maladministration	September 2025	The HO found maladministration with the Council's handling of repairs to an outbuilding, and with our response to the resultant complaint.	202346417
The resident complained about issues relating to antisocial behaviour.	No Maladministration	September 2025	The HO found no maladministration with the Council's handling of the reports of antisocial behaviour.	202323103
The resident complained about issues relating to a gas supply.	Resolved by Intervention	September 2025	The HO agreed an appropriate resolution with the Council and the resident.	202330667

The resident complained about issues with a blocked toilet.	Maladministration Service Failure	September 2025	The HO found that the Council failed to respond to the reported repair in time, and there were delays with our response to the resultant complaint.	202453351
The resident complained about issues relating to staff conduct.	Service Failure Service Failure	September 2025	The HO found service failure with the Council's response to concerns around staff conduct and also with the response to the resultant complaint.	202419409
The resident complained about issues relating to damp and mould.	Maladministration Maladministration	September 2025	The HO found maladministration with the Council's response to issues of damp and mould, and with the resident's complaint.	202337963
The resident complained about issues relating to a roof leak and concerns around asbestos.	No Maladministration No Maladministration No Maladministration Maladministration	September 2025	The HO found no maladministration with the Council's handling of concerns relating to a roof leak and other repairs, but maladministration with the Council's handling of the associated complaint.	202329385
The resident complained about the Council's response to a disclaimer relating to Right to Buy.	No Maladministration Service Failure	September 2025	The HO found no maladministration with the Council's handling of the disclaimer, but service failure with our handling of the associated complaint.	202346270
The resident complained about issues of antisocial behaviour.	Maladministration	October 2025	The HO found maladministration with the Council's handling of a neighbour dispute.	202405515
The resident complained about issues of antisocial behaviour.	No Maladministration	October 2025	The HO found that the Council had offered an appropriate remedy to the resident.	202403026
The resident complained about issues with their boiler.	Service Failure Service Failure	October 2025	The HO found service failure with the Council's response to issues with the resident's boiler and with the handling of the resultant complaint.	202427475
The resident complained about information provided	Reasonable Redress No Maladministration	October 2025	The HO found that the Council offered an appropriate remedy to resolve the resident's concerns regarding the information provided, and	202334478

by the Council at the beginning of their tenancy.			that there was no maladministration with our handling of the resultant complaint.	
The resident complained about various issues relating to repairs and a pest infestation.	Maladministration Maladministration Service Failure	October 2025	The HO found maladministration with the Council's handling of reports of disrepair and with the associated complaint, and service failure with our response to reports of a pest infestation.	202422793
The resident complained about the Council's handling of antisocial behaviour.	Service Failure Service Failure	October 2025	The HO found service failure with the Council's handling of reports of antisocial behaviour and with the handling of the associated complaint.	202412991
The resident complained about repairs to their roof.	Maladministration	October 2025	The HO found maladministration with the Council's response to reported roof repairs.	202424861
The resident complained about issues relating to their balcony door.	Reasonable Redress Reasonable Redress	November 2025	The HO found that the Council had offered an appropriate remedy to the resident.	202423205
The resident complained about issues relating to a roof leak.	Service Failure No Maladministration No Maladministration	November 2025	The HO found service failure with the Council's response to the reported roof leak, but no maladministration with our response to reported issues with pests or the associated complaint.	202310197
The resident complained about the Council's handling of issues relating to communal cleaning,	Service Failure No Maladministration	November 2025	The HO found service failure with the Council's handling of communal cleaning issues, but no maladministration with the handling of the associated complaint.	202334810
The resident complained about issues relating to repairs to a laminate floor.	Service Failure No Maladministration	November 2025	The HO found service failure with the Council's response to repairs to a laminate floor, and no maladministration with the handling of the resultant complaint.	202330777
The resident complained about issues relating to damp and mould.	Maladministration Maladministration	November 2025	The HO found maladministration with the Council's response to reports of damp and mould and the associated complaint.	202317005

The resident complained about general repair issues within their home.	Maladministration Maladministration	November 2025	The HO found maladministration with both the Council's handling of the reported repairs and the resultant complaint.	202408451
The resident complained about issues relating to damp and mould.	Maladministration No Maladministration Maladministration	November 2025	The HO found maladministration with the Council's handling of damp and mould and with the resultant complaint, and no maladministration with the handling of issues relating to a kitchen renewal.	202324164
The resident complained about issues relating to pests.	Reasonable Redress Reasonable Redress	December 2025	The HO found that the Council had offered appropriate remedy to the resident.	202507161
The resident complained about issues relating to damp and mould.	Maladministration Service Failure	December 2025	The HO found maladministration with the Council' handling of damp and mould, and service failure with the handling of the resultant complaint.	202509190
The resident complained about issues relating to leaks.	Maladministration Maladministration	December 2025	The HO found maladministration with the Council's handling of issues relating to leaks and with the response to the associated complaint.	202336125
The resident complained about issues relating to a leak from above.	Severe Maladministration Severe Maladministration	December 2025	The HO found severe maladministration with the Council's handling of both the repair issues and the associated complaint.	202514498
The resident complained about issues relating to their windows and damp and mould.	Maladministration Maladministration Service Failure	December 2025	The HO found maladministration with the Council's response to issues of damp and mould and the replacement of windows, and service failure with the handling of the associated complaint.	202515575
The resident complained about general disrepair issues within their property.	Maladministration Service Failure	December 2025	The HO found maladministration with the Council's response to disrepair and service failure with our response to the resultant complaint.	202438440
The resident complained about general repairs.	Maladministration Maladministration	January 2026	The HO found maladministration with the Council's handling of general repair issues and the resident's complaints.	202445622

The resident complained about general repairs, including damp and mould.	Service Failure Maladministration No Maladministration Maladministration	January 2026	The HO found maladministration with the Council' handling of repairs relating to damp and mould and with our handling of complaints. In relation to a pest infestation the HO found no maladministration and in relation to general repairs service failure was found.	202329205
The resident complained about the Council's handling of antisocial behaviour,	Service Failure No Maladministration	January 2026	The HO found service failure with the Council's handling of antisocial behaviour and no maladministration with our handling of the associated complaint.	202448332
The resident complained about the Council's handling of repairs to their roof.	Reasonable Redress No Maladministration	January 2026	The HO found that the Council had offered a reasonable remedy in relation to repairs, and that there was no maladministration with the handling of the resulting complaint.	202517433
The resident complained about repairs to their driveway and access issues.	No Maladministration Service Failure	January 2026	The HO found no maladministration with the Council's handling of repairs to the driveway, but service failure with our handling of the resultant complaint.	202519056
The resident complained about the Council's handling of antisocial behaviour.	Service Failure No Maladministration	January 2026	The HO found service failure with the Council's handling of antisocial behaviour, and no maladministration with our handling of the resultant complaint.	202446582
The resident complained about leaks into their property.	Maladministration Maladministration	February 2026	The HO found maladministration with the Council's response to the resident's reports of a leak, and of the associated complaint.	202334545
The resident complained of issues with their heating supply for several years.	Severe Maladministration No Maladministration Service Failure	February 2026	The HO found severe maladministration with the Council's handling of the lack of heating and hot water, no maladministration with the handling of antisocial behaviour and service failure with the handling of the resultant complaint.	202435671

The resident complained about the Council's handling of antisocial behaviour.	Service Failure No Maladministration	February 2026	The HO found service failure with the Council's response to antisocial behaviour, and no maladministration with our response to the resultant complaint.	202524388
The resident complained about issues of damp and mould.	Maladministration Maladministration	February 2026	The HO found maladministration both with the Council' response to the reported repairs and the resultant complaint.	202444007
The resident complained about issues with pests.	Maladministration Service Failure	February 2026	The HO found maladministration with the Council's response to reported issues with pests and service failure in relation to the associated complaint.	202526561
The resident complained about issues relating to scaffolding at their property.	Maladministration Service Failure	February 2026	The HO found maladministration with the Council's response to enquiries relating to scaffolding, and service failure in relation to the resultant complaint.	202431031
The resident complained about a kitchen and bathroom renewal, and issues with damp and mould.	No Maladministration Maladministration Reasonable Redress	February 2026	The HO found no maladministration with the Council's handling of the kitchen and bathroom renewal, maladministration with the handling of damp and mould repairs and that reasonable redress had been offered in relation to issues with the handling of the complaint.	202521982
The resident complained about repairs to their kitchen.	Maladministration Maladministration	February 2026	The HO found maladministration with the Council's handling of the reported repairs and the resultant complaint.	202513982
The resident complained about issues relating to damp and mould.	Maladministration Service Failure	February 2026	The HO found maladministration with the Council's handling of damp and mould issues, and service failure with the handling of the resultant complaint.	202425725
The resident complained about issues relating to damp and mould.	Maladministration Severe Maladministration	February 2026	The HO found maladministration with the Council's handling of damp and mould, and severe maladministration with the handling of the resultant complaint.	202424797

The resident complained about the condition of the property at the time of the letting.	Severe Maladministration Maladministration	February 2026	The HO found severe maladministration with the Council's approach to the condition of the property at the time of the letting, and maladministration with our handling of the subsequent complaint.	202410145
The resident complained about repairs to their kitchen.	No Maladministration	February 2026	The HO found no maladministration with the Council's handling repairs to their kitchen.	202339157
The resident complained about issues with their heating supply and hot water.	Maladministration Maladministration	March 2026	The HO found maladministration with both the Council's response to the repairs issues and the resultant complaint.	202432541
The resident complained about issues relating to loft insulation.	Maladministration Service Failure	March 2026	The HO found maladministration with the Council's response to loft repairs, and service failure with our response to the resultant complaint.	202513298
The resident complained about the condition of the property at the time it was let.	Maladministration Maladministration	March 2026	The HO found maladministration with the Council's handling of the condition of the property on letting and with the associated complaint.	202304464
The resident complained about a roof leak.	Maladministration Service Failure	March 2026	The HO found maladministration with the Council's response to repairs to the resident's roof and service failure with the handling of the associated complaint.	202406667
The resident complained about issues with the bin chute in their property.	Service Failure No Maladministration	March 2026	The HO found service failure with the Council's handling of the resident's concerns, but no maladministration with the handling of the associated complaint.	202423895
The resident complained about repairs to their kitchen.	Service Failure Service Failure	March 2026	The HO found service failure both with the Council's handling of the request for repair and the resultant complaint.	202343642

The resident complained about repairs to windows and other issues.	Maladministration No Maladministration Maladministration	March 2026	The HO found maladministration with the Council's handling of window repairs and the resident's complaint, and no maladministration with the handling of an issue relating to service charges.	202331135
The resident complained about a roof leak and resultant damp and mould.	Maladministration Maladministration	March 2026	The HO found maladministration with the Council's handling of repairs relating to a roof leak, and with the handling of the associated complaint.	202409634
The resident complained about the Council's handling of antisocial behaviour.	Maladministration No Maladministration	March 2026	The HO found maladministration with the Council' handling of antisocial behaviour but no maladministration with the handling of the resultant complaint.	202403119
The resident complained about bathroom repairs.	Maladministration Maladministration	March 2026	The HO found maladministration both with the Council's response to the reported repairs and the resultant complaint.	202520731
The resident complained about the condition of the property at the time of the letting.	Maladministration Maladministration	March 2026	The HO found maladministration both with the Council's response to concerns regarding the condition of the property on letting and the resultant complaint.	202307763

11. Governing Body's Response to this Report

11.1 This report was reviewed by the Council's full Cabinet on 28/07/2026; this can be accessed via Cabinet - 28/07/2026 - Tuesday 28 July 2026, 10:00am - Birmingham City Council Webcasting

11.2 The Leader of the Council, Councillor, provided the following response to the report on behalf of the Cabinet.

The Council's annual self-assessment against the Housing Ombudsman's Complaint Handling Code, and the annual complaints performance and service improvement report were reviewed at Cabinet on 28 July 2026.

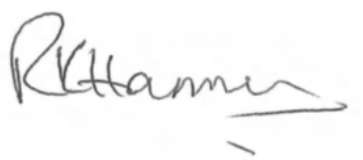
Cabinet was pleased to note that the Council's performance in responding to housing related complaints in line with the Housing Ombudsman's expectations has been relatively consistent throughout 2025-26, and that the historical backlog of complaints continues to be managed appropriately. We do however acknowledge that these improvements need to be sustained over the long-term to ensure that complaints are responded to accordingly and that our residents receive timely and appropriate responses to their complaints.

It is pleasing to note that the Council's overall Maladministration rate has fallen for the second consecutive year, although we also note that this rate remains in excess of the Housing Ombudsman's national Maladministration rate and we would expect that efforts continue to maintain this trend of an overall reduction in the Maladministration rate throughout 2026-27. We are also pleased to note that a greater proportion of Housing Ombudsman cases are being determined as Reasonable Redress, indicating that steps taken to resolve complaints at the earliest opportunity are delivering effective outcomes for residents.

Cabinet was pleased to note that learning from complaints continues, and that complaints from our residents are being used as an opportunity to improve our services; whilst the Council strives to provide excellent services to all residents, given the size of our housing stock and the volume of repairs carried out each year, we acknowledge that we do not always get everything right and it is important that these instances are used as learning to improve the services we provide.

Having reviewed and discussed the annual self-assessment and complaints reports, Cabinet approved the contents and we look forward to receiving a further update on progress in the summer of 2027.

Councillor Roger Harmer – Leader of Birmingham City Council



Signature:

Date: 17 September 2026

12. Related Documents

12.1 As confirmed at section 1.6, the Council is required to include several relevant publications within this report. These reports and policies are referenced within the body of this report where necessary, however links to the full documents are provided below:

The Council's Compliments, Comments and Complaints Policy:

BCC Compliments, Comments and Complaints Policy | Birmingham City Council

The Housing Ombudsman's Special Report of January 2023:

Birmingham-Special-Report-FINAL-January-2023-1.pdf (housing-ombudsman.org.uk)

The Housing Ombudsman's Complaint Handling Code:

The Complaint Handling Code | Housing Ombudsman Service (housing-ombudsman.org.uk)

The Housing Ombudsman's Landlord Report for Birmingham 2024-25:

Landlords Archive - Housing Ombudsman (housing-ombudsman.org.uk)

The Housing Ombudsman's Annual Complaint Review 2024-25:

Annual Complaints Review 2024-25 | Housing Ombudsman

The Housing Ombudsman's Spotlight Reports:

Spotlight reports | Housing Ombudsman