

Resources and Fire & Rescue Overview and Scrutiny Committee

2 July 2025

Customer Feedback Annual Report

1 April 2024 to 31 March 2025

Recommendation

That the Resources and Fire & Rescue Overview and Scrutiny Committee considers and comments on the contents of this Report.

1. Executive Summary

- 1.1 The Customer Feedback Annual Report for the period 1 April 2024 to 31 March 2025 provides a comprehensive analysis of customer feedback received by the Resources Directorate and the Fire and Rescue Service.
- 1.2 In January 2024, a new customer feedback system was implemented to log all feedback received by Warwickshire County Council. This system is now fully embedded. As a result, raising and tracking complaints is simpler for customers, and complaint handling is streamlined. Managers now have richer data and enhanced reporting to identify patterns and causes, enabling efficient issue resolution. Additionally, a central logging process for compliments was introduced in 2024/25 and is managed by the Customer Relations team.
- 1.3 The report summarises compliments, complaints, and comments received by services within the Resources Directorate and in the Fire and Rescue Service. It includes a comparative analysis of data, trends, and themes over the past two years.
- 1.4 At an organisational level:
 - Overall feedback received is continuing to reduce and in 2024/25 it was at its lowest over the last five years at 2147 cases.
 - Complaints decreased by 43% from 1520 in 2023/24 to 869 in 2024/25.
 - Compliments increased by 43% from 454 in 2023/24 to 650 in 2024/25.
 - Comments increased by 89%, from 218 in 2023/24 to 628 in 2024/25. These are requests for a service or information from customers that require a response from the relevant service. They only become a complaint if they are not handled appropriately and within the agreed timescale.
- 1.5 In the Resources Directorate:

- Complaints remained stable, increasing slightly from 187 in 2023/24 to 188 in 2024/25. 71% (117) of complaints were completed within timescales, which is an improvement and increase of 38%.
- Compliments increased significantly, rising from 10 in 2023/24 to 83 in 2024/25.
- Comments also increased from 17 in 2023/24 to 292 in 2024/25.

1.6 In the Fire and Rescue Service

- Complaints increased from 1 case in 2023/24 to 3 cases in 2024/25. Of the cases closed in 2024/25, one case was closed within the timescale and one exceeding the timescale.
- Compliments increased slightly from 0 in 2023/24 to 4 in 2024/25.
- Comments consistently recorded only one each year over the past two years.

1.7 Identifying, actioning, recording, and sharing lessons learnt is crucial for improving customer experience with council services. This process allows staff to reflect on how cases could have been better handled and apply these insights for future improvements. Examples of actions taken include updating webpages with relevant dates, applying remedies at Stage 1 for upheld complaints, and launching SignLive for better accessibility. Additionally, the Customer Relations team has implemented several measures, such as updating complaint letter templates, improving policy accessibility, determining complaint types, and providing comprehensive training. These efforts have led to more accurate complaint handling, reduced service costs, and better team relationships.

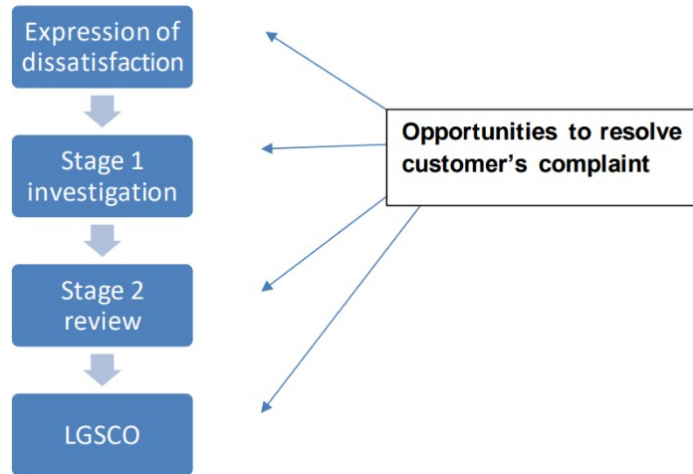
2. Council Complaints Process

2.1 The Council's values all feedback, especially complaints, ensuring they are handled fairly, consistently, and within the set timescales. Efficient handling of feedback with a focus on learning and improvements is emphasized. Detailed procedures are outlined in

[Warwickshire County Council's Complaints Policy](#).

2.2 The policy, developed in line with best practices and legislation, defines a complaint as: "... any expression of dissatisfaction with a service that the Council (or one of its partners or contractors) has provided, and that requires a response."

2.3 If a complainant remains dissatisfied after exhausting all stages of the complaints process, they can escalate their complaint to the Local Government and Social Care Ombudsman (LGSCO). While the LGSCO can be accessed at any point, they typically allow the Council to process the complaint through all stages first. Complaints referred back to the Council by the LGSCO are considered 'premature' complaints. Notably, this Council has a very low upheld complaint rate on the Oflog metric compared to other councils.



3. Analysis of customer feedback received during 2024/25.

3.1 Feedback can be shared by customers through an online portal, by telephone, by post or via email and it is categorised into complaints, compliments, and comments. All feedback received is recorded on the corporate customer feedback system. Questions from the public are not recorded on the system but are referred to be dealt with directly by the appropriate service.

3.2 The following analysis covers data, trends and themes compared over the last two years.

Feedback cases – All the Council services.

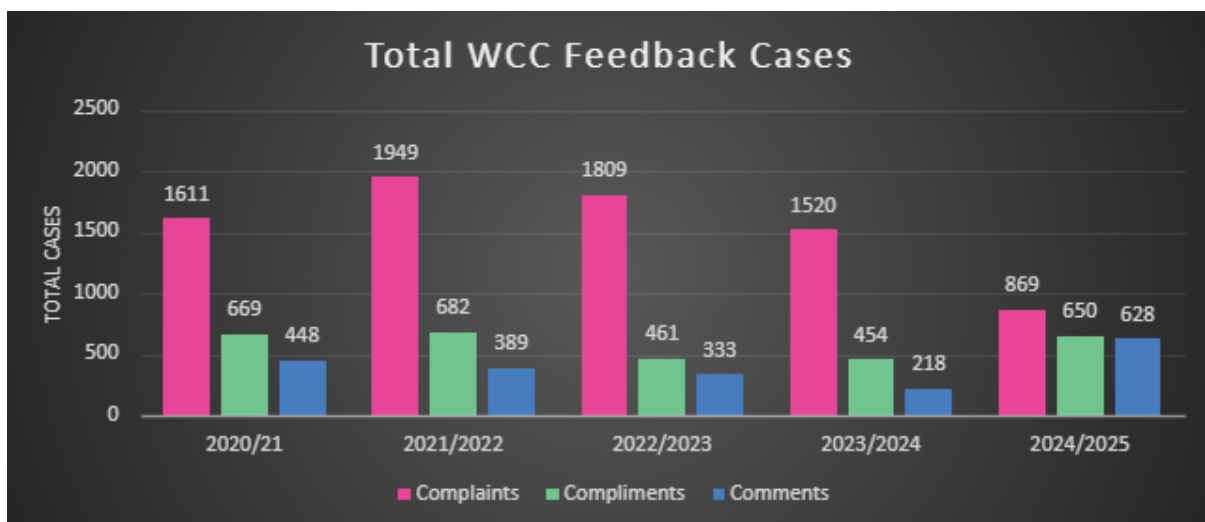


Figure 1: Number of complaints, compliments and comments received from 2020/21 to 2024/25 across all WCC services.

Overall cases

- 3.3 The total number of feedback cases raised has decreased by 45 cases, from 2192 in 2023/24 to 2147 in 2024/25, representing a 2% reduction. This decrease aligns with the trend of reducing cases over the last 3 years. (See Appendix 1 Resources Directorate and Fire and Rescue Service OSC Feedback Data.)

Complaints

- 3.4 The number of complaints decreased by 651 cases, from 1520 in 2023/24 to 869 in 2024/25, a decrease of 43%. (See Appendix 1 Resources Directorate and Fire and Rescue Service OSC Feedback Data.)
- 3.5 The significant reduction in complaints this financial year is likely to be due to targeted training in complaints handling and improvements in our processes, including a clearer understanding of what constitutes a "complaint." This is proven by the increase in comments numbers, which is how service requests are logged on the customer feedback system.

As per policy a service request is:

Requests for service or information – initial requests alert us to something we need to respond to and only become a complaint if we do not deal with them appropriately and within the agreed timescale.

This aligns with the definition of a complaint as set out in the new Complaint Handling Code which was published by the Local Government and Social Care Ombudsman in February 2024 and which local authorities are expected to have regard to.

Comments

- 3.6 The total number of comments over the last three years increased by 188% from 218 in 2023/24 to 628 in 2024/25. This is due to improvements in the identification of service requests, and these being classified as comments. (See Appendix 1 Resources Directorate and Fire and Rescue Service OSC Feedback Data.)
- 3.7 Compared to the previous system, the new customer feedback system, introduced in January 2024, allows for reassignment of cases to the correct feedback category, providing a more accurate reflection of customer feedback. Previously, cases had to remain in the initial category entered by the customer, resulting in service requests being recorded as complaints instead of comments.

Compliments

- 3.8 The number of compliments has significantly increased from 454 in 2023/24 to 650 in 2024/25 an increase of 43%. This is attributed to a new central logging system and the introduction of a compliments email address for the council. (See Appendix 1 Resources Directorate and Fire and Rescue Service OSC Feedback Data.)

Complaints per population analysis

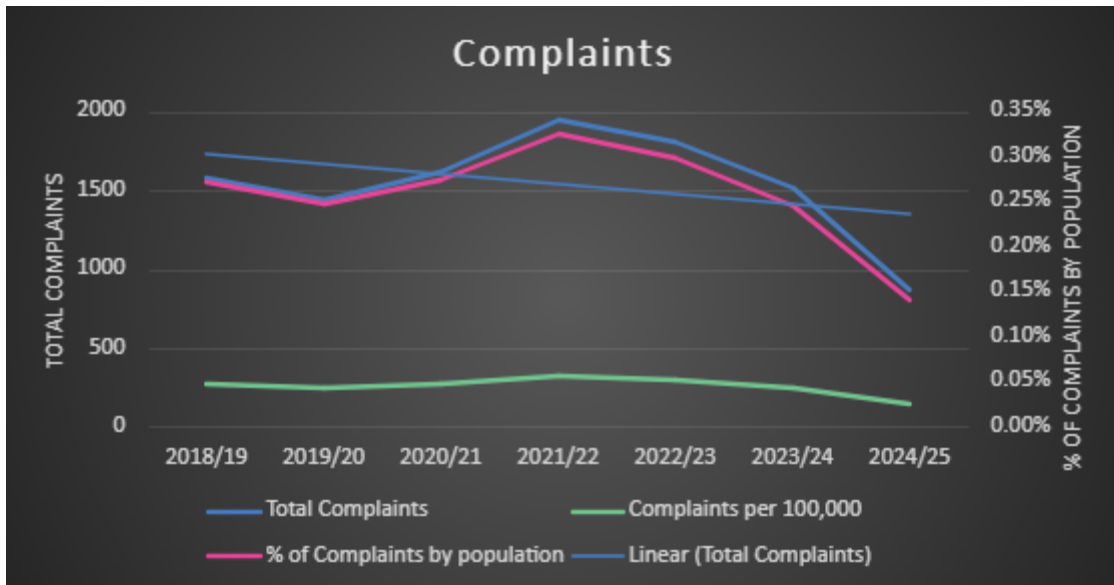


Figure 2: Trends in Complaints from 2018/19 to 2024/25, using 2023 ONS population data.

- 3.9 When the total Council complaints are analysed per 100,000 population, the complaint rate for 2024/25 is 0.14%. Figure 2 illustrates a steady decline over the last four years from 0.35% in 2021/22. This analysis is based on 2023 data from the Office of National Statistics (ONS), as 2024 data is not yet available.

Feedback cases over time – Resources Directorate and Fire and Rescue Service

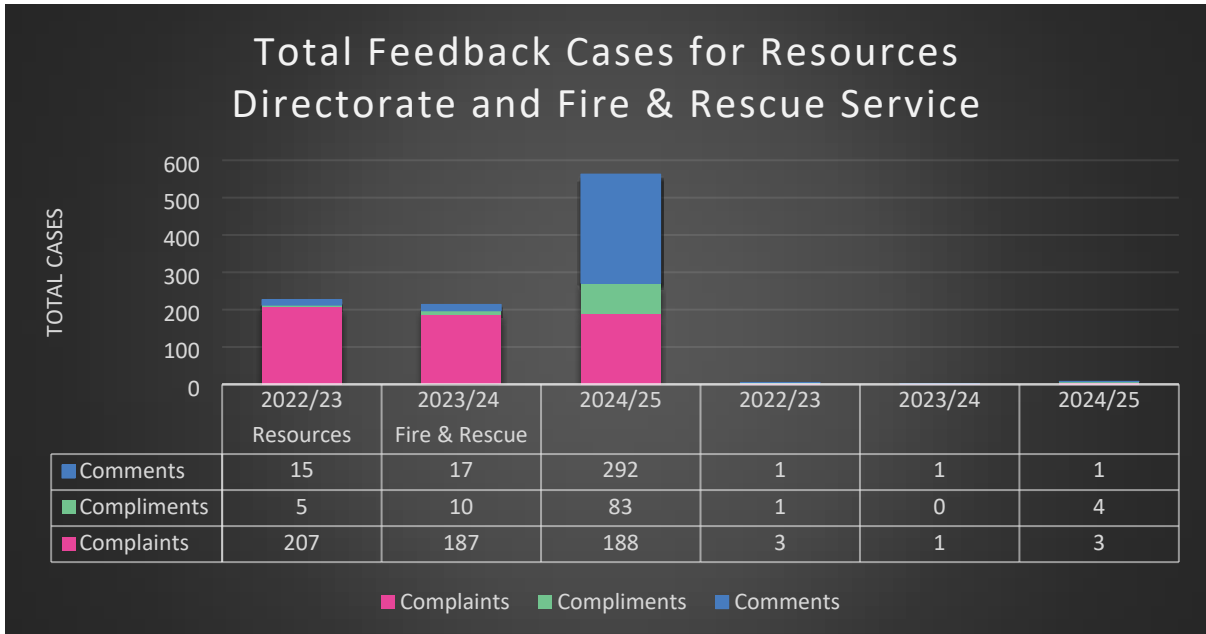


Figure 3: Number of cases assigned to the Resources Directorate and Fire and Rescue Service by type from 2022/23 to 2024/25.

Resources Directorate

Complaints

3.10 Over the past two years, the number of complaints has increased slightly from 187 cases in 2023/24 to 188 in 2024/25. This stability in cases suggests service improvements, such as evaluating complaints for learning, enhancing communication, focusing on the customer, and providing apologies where appropriate (See Appendix 1 Resources Directorate and Fire and Rescue Service OSC Feedback Data.)

Compliments

3.11 Compliments have increased from 10 in 2023/24 to 83 in 2024/25. This is attributed to a new central logging system and the introduction of a compliments email address for the Council. (See Appendix 1 Resources Directorate and Fire and Rescue Service OSC Feedback Data.)

Comments

3.12 The number of comments has increased from 17 in 2023/24 to 292 in 2024/25. This is due to improvements in the identification of service requests, and these being classified as comments. (See Appendix 1 Resources Directorate and Fire and Rescue Service OSC Feedback Data.)

Fire and Rescue Service:

Complaints:

3.13 Over the past two years, the number of complaints increased slightly from 1 case in 2023/24 to 3 cases in 2024/25. (See Appendix 1 Resources Directorate and Fire and Rescue Service OSC Feedback Data.)

Compliments

3.14 There has been an increase in the number of compliments, rising from 0 in 2023/24 to 4 in 2024/25. Although still a low number, this trend is consistent with the overall organisational pattern. Proactive promotion of logging compliments is recommended in this service area. (See Appendix 1 Resources Directorate and Fire and Rescue Service OSC Feedback Data.)

Comments

3.15 The service has consistently only had one comment recorded on the system, each year for the last three years.

Complaints data trends by month

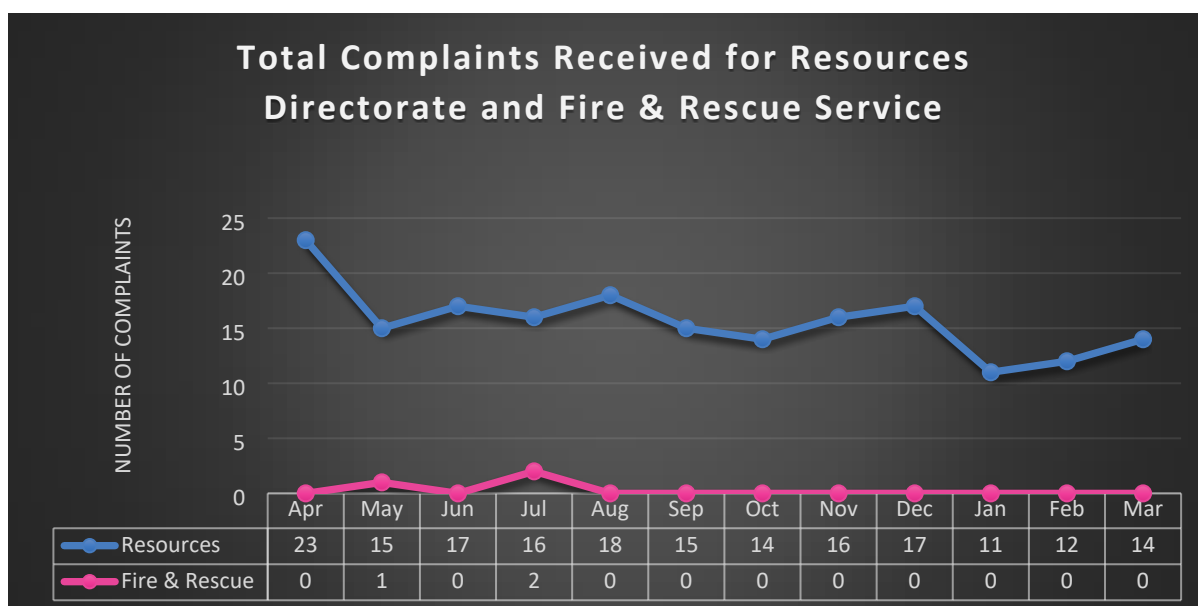


Figure 4: Number of complaints for Resources Directorate and Fire and Rescue Service by month.

Resources Directorate

Trend increases

3.16 The number of complaints raised throughout the year has remained steady. A peak in April 2024 can be attributed to one customer submitting eight separate cases during that month. This customer did not receive a service from the Council and was advised where to address their concerns, which was to another local authority who was responsible for arranging the customer's care. In that case. All cases were closed with no further action.

3.17 The trend in complaints can be influenced by various factors such as changes in policy, service delivery, or public awareness of how to log complaints.

Trend decreases

3.18 A decrease in complaint numbers is shown in months July, September, and December. This aligns with decreased interaction during the Christmas period and summer holidays. (See Appendix 1 Resources Directorate and Fire and Rescue Service OSC Feedback Data.)

Fire and Rescue Service

3.19 The increase in July relates to two cases being raised by the same person about an incident in July 2024. (See Appendix 1 Resources Directorate and Fire and Rescue Service OSC Feedback Data.)

Initial feedback contact method

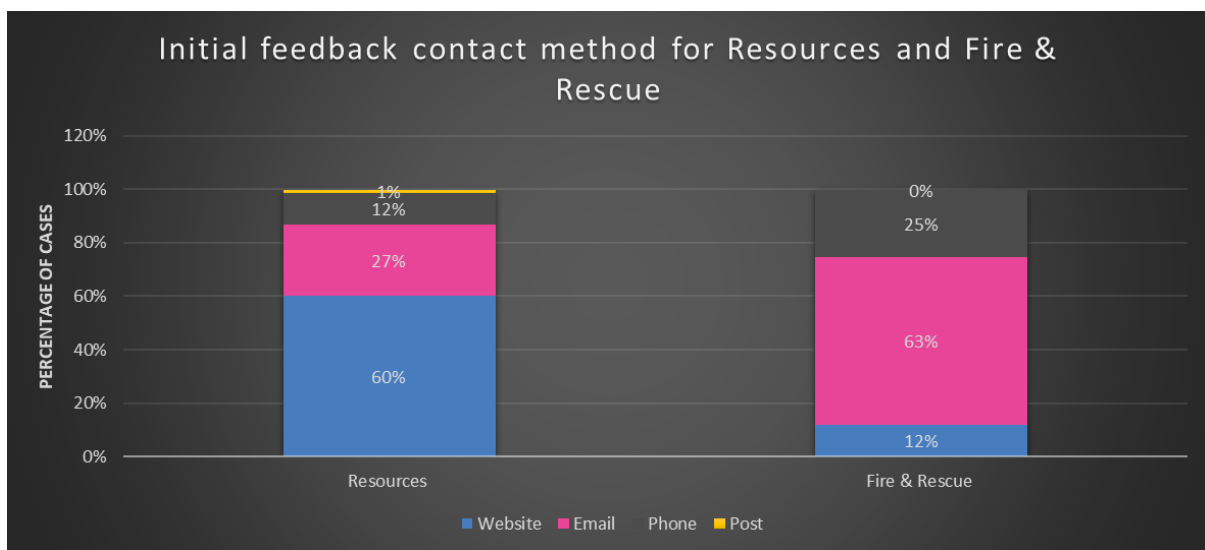


Figure 5: Percentage breakdown of original contact method for complaints, comments, and compliments for 2024/25.

3.20 The 'type of initial feedback contact method' data has only been collected since the implementation of the new customer feedback system in January 2024. There is, therefore, no comparative data before this date.

Resource Directorate

3.21 Figure 5 highlights that the most common method of receiving cases in the Resources Directorate is via the customer feedback system portal on the Council's website, with 60% of cases submitted this way. The second most frequent method is through email, accounting for 27% of all cases.

Fire and Rescue Service

3.22 The Fire and Rescue Service receives most of its feedback via email, accounting for 63%. Phone calls are the second most common method, making up 25% of the feedback.

- 3.23 In 2024/25, the Customer Relations team continued to invest time speaking directly to prospective complainants, regardless of how the initial contact was made or the service that their feedback relates to. This proactive approach provides an important opportunity to build a trusting relationship with the customer, particularly critical when handling more complex complaints. This allows for a more thorough understanding of the concerns raised and desired outcomes, and in turn supports investigating managers to provide more precise and detailed responses.
- 3.24 Talking directly to customers also ensures that where it is appropriate and possible concerns are resolved without the need to progress to the formal complaints process. This can prove to be a quicker and more beneficial means of resolution for all concerned.

Complaints data for Corporate Stage 2 reviews for all Council’s services by Directorate

General complaints Stage 2	Cases 2024/25
Children and Families	11
Education	27
Communities	4
Resources	1

Figure 6: Breakdown of general Stage 2 complaints by Directorate across all WCC services for 2024/25.

- 3.25 All initial complaints once triaged (and confirmed as being the correct feedback type and complying with the complaints policy’s definitions) are then allocated to the appropriate service area at Stage 1 for local resolution.
- 3.26 As per the Council’s policy, if a customer remains dissatisfied, they can then request a Stage 2 investigation of the complaint, which is undertaken by the Customer Relations team. This year data has been collected by Directorate and complaints process followed, as shown above in figure 6.
- 3.27 There has been a steady rise in Stage 2 complaints across the Directorates and processes followed, rising from 48 closed cases in 2023/24 to 65 in 2024/25, which equates to a 35% increase. (See Appendix 1 Resources Directorate and Fire and Rescue Service OSC Feedback Data.)
- 3.28 The reasons for this increase include the high number of Stage 2 complaints that carried over from 2023/24, which were subsequently closed in 2024/25. Additionally, complaint responses now use a letter/email template that informs residents they can escalate to a Stage 2 review or investigation. This information had not been consistently included in responses previously.
- 3.29 The Customer Relations has worked to reduce the number of Stage 2 reviews, by consulting with services to seek de-escalations, where it is felt that the issue could be resolved informally with complainants before a

complaint is accepted at Stage 2. The Customer Relations team refused 7 general reviews in 2024/25 due to the request for a review not meeting the Council's complaints policy Stage 2 criteria.

- 3.30 To further reduce the number of complaint cases escalated to Stage 2, it is recommended that services send a more robust response to complainants at Stage 1, which is in line with the Local Government and Social Care Ombudsman (LGSCO) best practice.
- 3.31 Customers can at any time in the process approach the Local Government and Social Care Ombudsman (LGSCO) for them to consider their complaint. The proportion of customers that complain to the LGSCO compared to the total number of customer contacts is small. The annual review and summary of upheld complaints issued by LGSCO in respect of the financial year 2023/24 was taken to Cabinet on 5 September 2024. The report can be found here:
[Local Government & Social Care Ombudsman – Annual Review and Summary of Upheld Complaints](#)

This 2024/25 report is due to go to Cabinet on the 4 September 2025.

Complaint categories by subject

- 3.32 The data in the table below indicates differing trends for service areas in terms of categories of concern, and facilitates more targeted, specific training in each of the services areas.

	Resources Directorate		Fire & Rescue Service	
	2024/25	%	2024/25	%
Protection of user	4	2%	1	33.3%
Communication	26	14%	0	0%
Staff conduct	26	14%	0	0%
WCC Service standards	82	43.5%	1	33.3%
Financial Issues	16	8.5%	0	0%
Physical environment issues	15	8%	1	33.3%
Discrimination	3	1.5%	0	0%
Policy	1	0.5%	0	0%
Commissioned Service Provision	2	1%	0	0%
Outside Complaints process	13	7%	0	0%
Total	188	100%	3	100%

Figure 7: Breakdown of subject categories per service for 2024/25.

Resources Directorate

- 3.33 The top categories within the Resources Directorate are:
- Council's service standards (43.5%). This is chosen when the customer believes the council has not provided a service that they feel they are

entitled to. This is a trend increase from 36% in 2023/24. These cases mainly relate to complaint cases the Customer Relations Team are “holding” for a variety of reasons e.g. where further information is needed to establish ownership of the complaint. (See Appendix 1 Resources Directorate and Fire and Rescue Service OSC Feedback Data.)

- Communication (14%): This category is used when customers feel they have not had the expected level of contact with a member of staff. This category has decreased over the last 2 years from 22% in 2023/24. This would indicate improvements have been made in this area. (See Appendix 1 Resources Directorate and Fire and Rescue Service OSC Feedback Data.)
- Staff conduct (14%). This category is used when a staff member’s delivery of a message is being questioned. If this is found to be a Human Resources (HR) matter the complaint is closed in line with policy and dealt with under internal HR processes.

Fire and Rescue Service

3.34 In 2024/25, the three cases raised with regards the Fire and Rescue Service were categorised differently:

- Council’s service standards (33%)
- Protection of user (33%). This category is selected when there is a safeguarding concern identified.
- Physical environment issues (33%). The complaint for Fire and Rescue Service was in relation to the lawn and garden area in front of the station.

Complaints per team

Resources Directorate:

	2024/25	%
Warwickshire Local Welfare Scheme	16	9%
BAIC - Charging	6	3%
Blue Badge	3	2%
Libraries	3	2%

Figure 8: Teams receiving highest number of complaints from Resources Directorate only for 2024/25.

3.35 With the introduction of the new customer feedback system, the opportunity was taken to refine and update teams. This has meant that this analysis is not a direct comparison with previous years.

To provide an accurate picture in the Resources Directorate, cases assigned to the Customer Relations team have been excluded from this section. These cases are not complaints about the Customer Relations team but

relate to triage, or Stage 2 and Stage 3 complaints for all statutory and corporate complaints across the council.

- 3.36 Figure 8 above shows that the Warwickshire Local Welfare Scheme team received the highest number of complaints in the Resources Directorate in 2024/25, accounting for 9% of the overall complaints. This can be attributed to its role as a front-line service with direct customer interaction, which statistically tends to drive higher complaint numbers. This year's cases are mainly attributed to an energy voucher campaign that was funded by the Household Support Fund. Unprecedented demand with over 3,000 applications in a week, resulted in a pause in the campaign whilst the backlog of applications was processed and remaining funding assessed. The campaign was subsequently re-opened. (See Appendix 1 Resources Directorate and Fire and Rescue Service OSC Feedback Data.)
- 3.37 The Benefits Assessments & Income Control (BAIC) Charging team ranked second, receiving 3% of complaints. This team deals with care charges for Adult Social Care.
- 3.38 The third team with the highest complaints is the Blue Badge team receiving 2% of the overall complaints. This team processes Blue Badge applications and are responsible for assessing eligibility, issuing badges, and ensuring the scheme operates within legal guidelines. Warwickshire Library Service also received 2% of overall complaints which is consistent with it being a front-line service with direct customer interaction.

Remedies

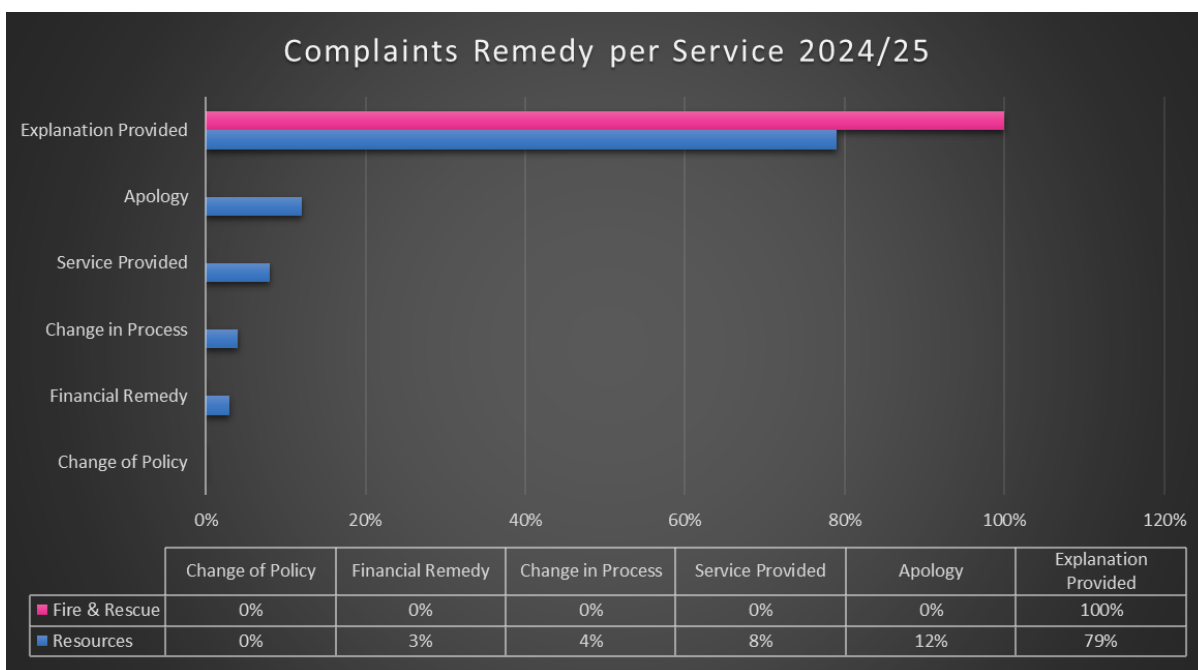


Figure 9: Closed complaint remedies for Resources Directorate and Fire and Rescue Service in 2024/25. Please note more than one remedy can be selected for an individual case.

3.39 When things have gone wrong, the Council has the power to offer remedies to put things right. The Local Government Social Care Ombudsman (LGSCO)'s Complaint Handling Code, which the Council has to have regard to, says that organisations should have systems in place to ensure that a complaint can be remedied at any stage of its complaints process and should ensure that appropriate remedies can be provided at any stage of the complaints process without the need for escalation to stage 2 or the LGSCO. The Code states that any remedies offered should reflect the impact on the individual as a result of any fault identified and organisations should take account of the good practice guides issued by the LGSCO when deciding on appropriate remedies. The LGSCO also has the power to make recommendations to the Council in cases where the LGSCO has investigated and found fault causing injustice. Whilst the LGSCO cannot force the Council to carry out its recommendations, they publish public reports that draw public attention to non-compliance and use reports to draw attention to particularly significant issues of concern. Where such formal reports are issued by the LGSCO, formal action has to be taken by the council in question, including discussing the report at a meeting of members. It is therefore extremely rare for a council not to comply with the LGSCO's recommendations. The LGSCO's recommendations will usually aim to put the complainant back in the position they would have been in, but for the faults they have identified. The LGSCO's guidance on remedies can be found here: [LGSCO Guidance on remedies](#)

3.40 Remedies can take many forms, including apologising, taking corrective action to put things right such as the service provided, a change in process or policy, or a quantifiable financial remedy. There can be more than one

remedy at different stages of a complaint e.g. Stage 1 ends with an apology, Stage 2 may end up with financial remedy.

- 3.41 The most frequent remedy provided by the Resources Directorate and Fire and Rescue Service was an “explanation provided”. This would usually take the form of a fuller, more person-centred explanation, which may include clarifying of the process or language being used. (See Appendix 1 Resources Directorate and Fire and Rescue Service OSC Feedback Data.)
- 3.42 An apology ranked second as the most used remedy in the Resources Directorate at 12% (19 cases). Recently, the Customer Relations team provided training to services emphasising the importance of timely apologies wherever appropriate to support informal resolution.

Outcomes

- 3.43 Categories of outcomes have changed in the new feedback system to improve data accuracy. For example, previously a case may have initially been recorded as a complaint but later closed as a “question answered” once clarification was received from the member of public. However, it would have remained recorded as a complaint as this is what it was initially categorised as. The new feedback system allows for a reallocation if the wrong feedback type was initially selected, and outcomes are only recorded against complaints.
- 3.44 The categories have been analysed in respect of the three standard reportable categories “upheld, not upheld and partially upheld” and excludes complaints in the old system that were closed as “questions answered” and any withdrawn complaints, which is why the sum of the below percentages do not equal 100%. This data has been analysed from both systems.

Resources Directorate

Top 3 Outcomes	2024/25	%
Not Upheld	70	43%
Partially Upheld	59	36%
Upheld	8	5%

Figure 105: Complaints closed by outcome in the Resources Directorate (excluding withdrawn complaints).

- 3.45 During 2024/25, the highest category in the Resources Directorate was “not upheld,” indicating that 43% of complaints (70) had no failings identified following an investigation. However, the second highest outcome was “partially upheld,” accounting for 36% of complaints (59). This suggests that some failings were identified after investigation, and recommendations for remedy and/or service improvement were likely implemented. (See Appendix 1 Resources Directorate and Fire and Rescue Service OSC Feedback Data.)
- 3.46 This is consistent with the trends in previous years (See Appendix 1 Resources Directorate and Fire and Rescue Service OSC Feedback Data.)

Fire and Rescue Service

Top 3 Outcomes	2024/25	%
Partially Upheld	1	50%
Not Upheld	1	50%
Upheld	0	0%

Figure 116: Complaints closed by outcome for the Fire and Rescue Service (excluding withdrawn complaints)

- 3.47 The two cases for the Fire and Rescue Service had a 50% split of “partially upheld” and “not upheld”.

Timescale compliance

3.48 Timescales are different and dependent on the type of complaint type and process followed. The relevant timescales for each type of complaint are covered in the Council's Complaints Policy and associated Procedures.

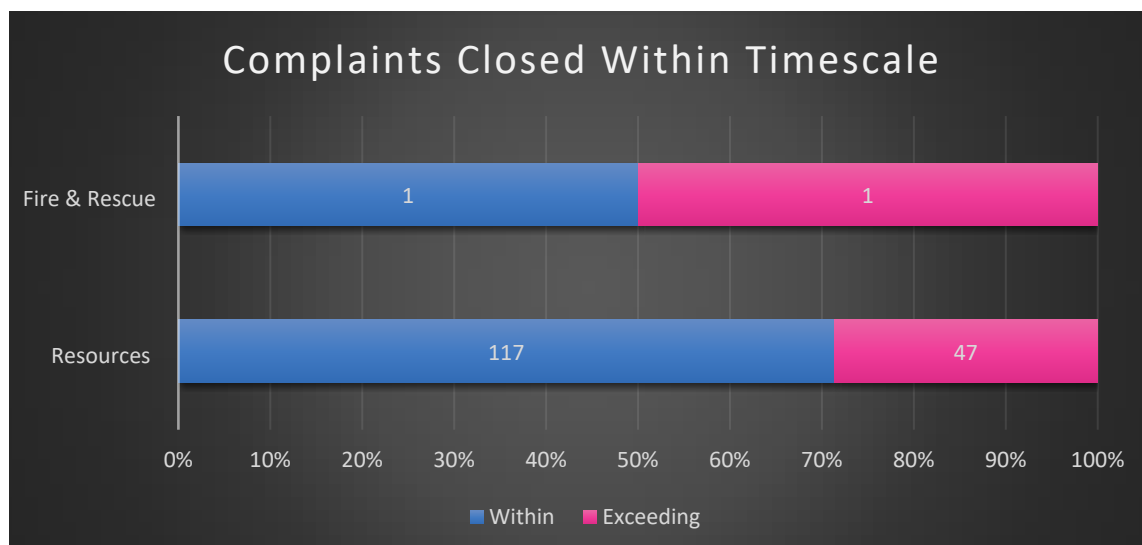


Figure 12: Timescales for closed complaints for Resources Directorate and Fire and Rescue Service for 2024/25.

Resources Directorate

3.49 There has been an increase of 38% in the number of complaints completed within timescales, rising from 59% (85) in 2023/24 to 71% (117) in 2024/25. Work will continue with services to emphasise the importance of timely complaint resolution

Fire and Rescue Service

3.50 In 2024/25, the Fire and Rescue Services closed one case within the timescale and one exceeding the timescale. (See Appendix 1 Resources Directorate and Fire and Rescue Service OSC Feedback Data.)

Lessons learnt and actions taken to improve services

3.51 Identifying, actioning, recording, and sharing of 'lessons learnt' is critical in improving customer experience with Council services. It is an opportunity for staff to reflect on how that case could have been prevented/gone better and how, the Council, can improve in future cases. These lessons are used for learning and training purposes for not only the team who have managed the case, but also for the wider Council.

3.52 Examples of lessons learnt, and actions taken from past cases within the Resource Directorate and Fire and Rescue Service include:

- **Webpage Updates:** Dates added to webpages to ensure people know if the information is relevant.

- **Complaint Remedies:** Remedies applied at Stage 1 for all upheld complaint points.
- **Improved Accessibility:** The Customer Contact team recently launched SignLive, a 24/7 British Sign Language (BSL) interpreting service, to ensure deaf and hard-of-hearing people can contact the Customer Service Centre by phone.

3.53 The Customer Relations team have also implemented several actions organisationally and specifically for Resource Directorate and Fire and Rescue Service following feedback from customers and local services. These include:

- **Directly Addressing Customer Complaints:** Letter templates have been updated to encourage addressing complaints point-by-point and now include an investigation outline.
- **Policy and Template Accessibility:** All relevant policies and letter templates are now uploaded onto the system for each case, providing services with a clearer understanding of the relevant policy and how to write a good response letter.
- **Complaint Type Determination:** The Customer Relations team now decide the complaint type, allowing local services to be guided by the Customer Relations Officer's expertise on not only the Councils Complaints policy but also Central government guidance.
- **Service Request Understanding:** The Customer Relations team now decide the complaint type, allowing local services to be guided by the Customer Relations Officer's expertise on not only the Council's policy but also Central government and where relevant LGSCO guidance.
- **Training in Policy Exclusions:** The Customer Relations team have been retrained on the Council's policy exclusions, such as complaints about councillors which are dealt with the Monitoring Officers and complaints about data protection or information governance matters as these are dealt with by the Data Protection Officers. This practice has proven effective in managing customer expectations at the point of contact.
- **Internal Reviews:** General reviews are now primarily undertaken by the Customer Relations team rather than commissioned to external persons, reducing service costs and ensuring better team relationships.
- **System Training:** All system users have been offered a service-wide training session on how to use the system, with an additional session following recent system changes.

- **Real-time data:** Directors now have access to the internal PowerBI dashboard, allowing real-time analysis of complaints and adherence to timescales.
- **Quality Assurance Process:** Customer services have piloted a quality assurance process for Stage 1 complaints with the SEND and Inclusion service, resulting in fewer Stage 2 escalations and the upskilling of a new staff member responsible for complaints.

Improvements planned for 2025/26

3.54 The following improvements are planned for 2025/26:

- **Complaints Policy Review:** Ensure the existing policy is compliant with the new LGSCO Complaint Handling Code.
- **One-to-One Complaints Sessions:** Provide ad-hoc case guidance through one-to-one sessions between the Customer Relations team and internal services.
- **Letter Writing Training:** Offer training for internal services on Stage 1 letter writing, including LGSCO best practice guidance.

4.0 Benchmarking

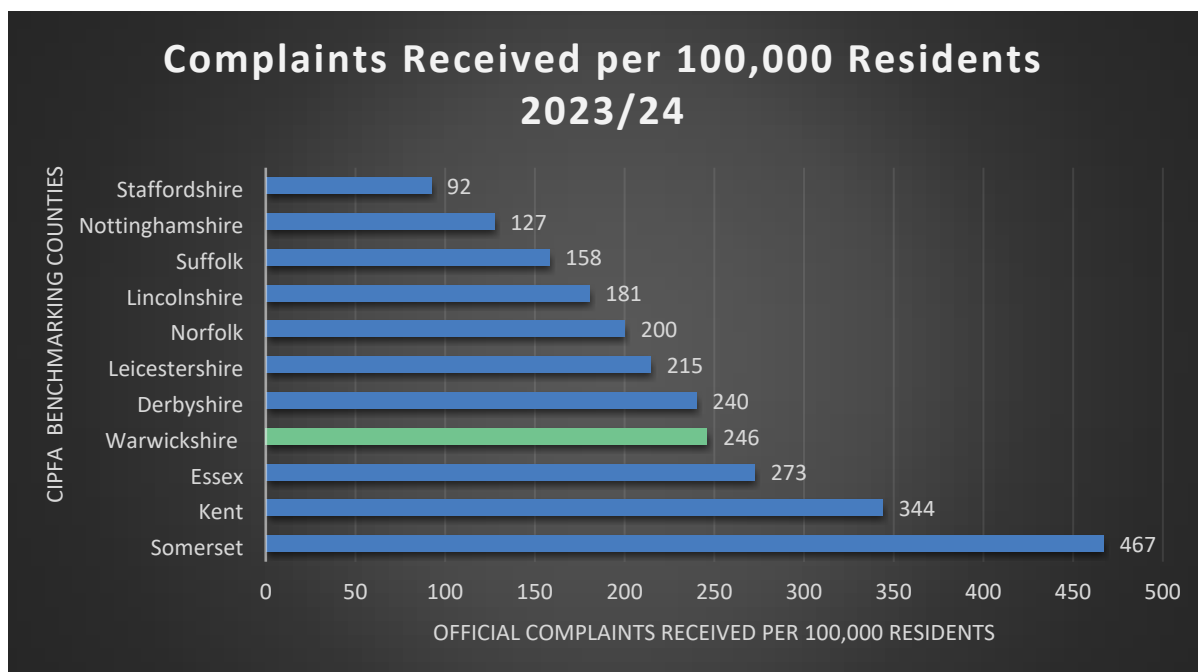


Figure 137: Complaints received per 100,000 residents (2023 ONS Data) from CIPFA benchmarking counties 2023/24.

- 4.1 This year's feedback report includes benchmarking data regarding the number of complaints for all the Council services per 100,000 residents. This enables comparative analysis across Chartered Institute of Public Finance and Accountancy (CIPFA) benchmarking counties, although the data in Figure 15 relates to the previous reporting period 2023/24, as current data is not yet available.
- 4.2 The 2023/24 data indicated that at 246 complaints per 100,000 residents the Council needed to make improvements in overall complaint numbers compared to similar local authorities.
- 4.3 In 2024/25, as outlined in this report, there has been a significant reduction in complaints, resulting in an improved statistic of 141 complaints per 100,000 residents in Warwickshire compared with 246 in 2023/24. How this figure compares to other counties can only be determined once their 2024/25 complaints data is published, so conclusions regarding the Council's relative performance cannot yet be drawn.

5. Financial Implications

- 5.1 There are no additional financial implications arising from this report

6. Environmental Implications

- 6.1 There are no additional financial implications arising from this report.

Appendices

1. Appendix 1 Resources Directorate and Fire and Rescue Service OSC Feedback Data.

	Name	Contact Information
Report Author	Ruth Rollings Service Manager – Customer Relations (Complaints Manager) Corrin Harding Quality Standards & Business Improvement Officer Lewis Adamo Data Analyst – HR & Customer	ruthrollings@warwickshire.gov.uk corrinharding@warwickshire.gov.uk lewisadamo@warwickshire.gov.uk
Director	Craig Cusack Director for Enabling Services	craigcusack@warwickshire.gov.uk
Executive Director	Rob Powell Executive Director for Resources	robpowell@warwickshire.gov.uk
Portfolio Holder	Councillor Michael Bannister Portfolio Holder for Customer and Localities	michaelbannister@warwickshire.gov.uk

The report was circulated to the following members prior to publication:

Local Member(s): N/A

Other members: