**Housing Complaint Performance and Service Improvement Report 2024/25**

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## Foreword

The Tenants’ Voice panel receives regular updates on complaints management, including detailed analysis of recurring themes and factors contributing to resident dissatisfaction. Tenants’ Voice plays a critical role in scrutinising complaints data and offering constructive feedback on the effectiveness of improvement initiatives.

The panel particularly welcomes the following Council initiatives to help improve service delivery and reduce the number of complaints implemented in 2024-25:

* Establishment of a dedicated Customer Relations Team to improve complaint performance
* Review of Compensation policy to reflect Housing Ombudsman Code
* Improvement of the Complaint Reporting Process
* Improving Awareness of the Complaints Process for residents
* Improvements to the resident experience when reporting complaints
* Commission of an End-to-End Review of the Repair service, with improvements implemented and planned
* Introduction of a Leaks Procedure
* Improved complaint reporting and scrutiny by the tenant panel
* Customer Care Training for staff
* Improvements to Repair Contract Management
* Training for all new contractors on use of system (record keeping/casework).
* Tone of Voice training to all Complaint Handlers
* Continued independent satisfaction monitoring around complaint handling

We remain committed to working as a critical friend of the Council to raise service standards and ensure that tenants and leaseholders receive the quality of service they rightly expect and deserve.

**Pawla Cottage**
Chair of the Tenants’ Voice Scrutiny Panel

## Introduction

This report is an annual regulatory requirement of the Housing Ombudsman’s (HO) Complaints Handling Code 2024, Section 8.1. Among other landlord legislation, the Code prescribes new conditions to ensure we respond effectively and fairly to complaints.

This report also meets the requirements of the Regulator of Social Housing (RSH) Consumer Standards, namely the Transparency, Influence and Accountability Standard. Within this report we detail our performance in handling complaints and resolving issues, including key themes like repairs and communication. The report also highlights the number of complaints received, the resolution rate at different stages, and the percentage of complaints escalated to the Housing Ombudsman (HO).

The valuable insight offered by last year's data on housing complaints has directly informed a number of service improvements, including the revision of our repairs and maintenance contracts. We remain committed to actively listening to resident feedback and responding to any concerns raised, using this intelligence to shape our service transformation for the year ahead.

2024/25 has seen a reduction in complaints. This decrease is the result of a cross-departmental effort and a continued drive to involve more colleagues in complaint resolution.

We have closely monitored progress in areas of improvements, particularly around customer service responsiveness. Whilst some challenges remain, we have taken steps to address the timeliness and quality of our complaint handling. This focus has led to real benefits for residents, including reducing the number of open cases and tackling the root causes of service failure that can result in complaints.

The Council has committed additional resources to support the newly formed Customer Relations Team, which now leads on Stage Two complaint handling. This change replaces the previous corporate complaints process with a more housing-focused approach. A successful growth bid secured permanent staffing, enabling the team to deliver 100% compliance with the Housing Ombudsman Code at Stage Two during Q4. These improvements are expected to reduce maladministration and enhance resident satisfaction in future reporting cycles

Our approach has also been under-pinned by new internal governance arrangements to improve transparency and accountability. Additionally, we have strengthened our policies and procedures, alongside providing staff training.

We acknowledge that simply having a robust complaint-handling framework is not enough, and that the real measure of success is meaningful service improvements that reduce complaints altogether. Going forward in our improvement journey, our aspiration for the coming year focuses on fostering greater resident satisfaction with our housing management services.

# Section 1: Self-assessment of compliance against the Complaint Handling Code

The HO requires landlords to conduct an annual self-assessment. Our self-assessment for 2024/25 is appended to this report at Appendix 1 and will be available on the ‘How we are performing as a landlord’ section on our website.

Our governing body and the member responsible for complaints have scrutinised and challenged the self-assessment to ensure it is a true reflection of our policy and practice. Where further improvements can be made, these are highlighted in the report.

# Section 2: Housing complaints performance statistics 2024/25

This section of the report provides information about the number of complaints we have received, covering the period 1 April 2024 to 31 March 2025, the nature of these complaints, and the actions we have taken to prevent them reoccurring. The data also relates to Ombudsman casework, order, and determinations, including cases which are currently being progressed through our complaints process.

Our complaint process has two stages – all Stage 1 complaints are investigated and responded to by the relevant team in Neighbourhood Services to resolve the issues raised and avoid repeats in the future. Stage 2 complaints are worked on by our dedicated Customer Relations Team to ensure an objective resolution.

## Monitoring and trends

During 2024/25, a total of 2,385 complaints were received, consisting of 2,011 Stage 1 complaints and 374 Stage 2 complaints. Overall, this represents a 10% decrease from the previous year, with a 13.7% decrease from 2023/24 at Stage 1. Stage 2 complaints however rose by 16.5% from the previous year.

This increase in Stage 2 complaints was anticipated by the Council and has been driven by both the statutory implementation of the complaint handling code in 2024, and our commitment to improving our reporting processes. Other contributory factors include greater awareness amongst residents about our complaints handling service, alongside more national publicity around housing complaints.

**Table Summary:** Shows annual complaint volumes by stage for four years (2021–2025). Columns: 2021-2022, 2022-2023, 2023-2024, 2024-2025.

The Council delivers around 7,500 responsive repairs every month.[[1]](#footnote-2) In line with previous years, the repairs service remains the business area that generates the highest number of complaints overall at both Stage 1 and Stage 2 in comparison to the rest of the Council’s housing management services. This is despite our overall customer satisfaction with repairs sitting at 63%.

We view the high volume of complaints received not as a negative, but as a reflection of our efforts to publicise the complaints process and make it more accessible to residents. This increase also highlights improved staff awareness in recognising and escalating expressions of dissatisfaction to the appropriate teams. The Council’s approach is firmly rooted in the Housing Ombudsman’s dispute resolution principles—being fair, impartial, putting things right when we’ve gone wrong, and learning from complaints to improve services. These values underpin our complaint handling culture and guide our continuous improvement efforts across housing management.

## Complaint themes

When raising complaints, we categorise these for recording purposes and to identify trends.

Our main driver of complaints is failure/delays in delivering general build repairs (272 cases), responsive repairs (146 cases) and mechanical and engineering faults (98 cases) which in the last financial year equated to 44% of Stage 1 complaints and 60% of Stage 2 complaints. This is reflective of complaints received within the whole housing sector.

A reason for this increase is owed to challenges with our repairs and maintenance contracts which has affected service delivery. Steps are being taken to resolve these issues. We also have several transformation programmes in place to improve resident satisfaction with repairs and reduce the need for residents to raise complaints.

The second highest reason was due to quality of work/service (31% of Stage 2 complaints). Poor staff/contractor conduct composed 3% of both Stage 1 and Stage 2 complaints.

We understand the need to improve these areas and have outlined our improvement activity in Section 4 of this report.

## Compliance

Our methodology for reporting compliance is based on the Tenant Satisfaction Measures (TSMs) defined by the RSH. These measures focus on the number of complaints responded to per 1,000 properties within specified customer groups, and the percentage of these responded to within the HO’s Complaint Handling Code timescales. These measures do not cover all customer groups, for example, leaseholders, but provide an indication of overall performance.

For a complaint to be recorded as compliant with the Code’s requirements, we must adhere to the following:

1. Log and acknowledge complaints within five working days; and
2. Produce a response for the complainant within 10 working days (Stage 1) and 20 working days (Stage 2).

As of 31 March 2025, we were not compliant with responding within our policy response timescales in 27% of Stage 1 and 48% of Stage 2 complaints.

The data highlights performance challenges at Stage 2 of the complaints process. The main cause for these delays is resourcing issues within the central complaints team. We have addressed this through both temporary and permanent recruitment drives. The impact of which is reflected in the quarter 4 housing complaints performance report which reveals 100% compliance in the Stage 2 response timescale.

## Complaint outcomes

In 2024/25, 2,117 outcomes were recorded against closed Stages 1 and 2 complaints.

Partially upheld complaints refer to complaints where several issues were made and at least one was upheld. We fully upheld 41% of complaints across the year. This is a 12% decrease from the previous year. There are two primary reasons for this trend. Firstly, lessons learnt around poor communication and record keeping have been embedded into practice. Fewer complaints are now being upheld on the grounds of poor communication, due to a more customer-centric approach in our complaint responses and a focus on building long-term relationships with residents. This has been further reinforced through recent training delivered by the Housing Quality Network.

Secondly, improvements in record keeping have supported the Council’s collective goal of enhancing complaint handling. Significant work has been undertaken to ensure that repair records, both from the Council and its contractors, are consistently captured within the Council’s complaints management system. This enables us to evidence the actions taken to resolve issues. In the past, limitations in record keeping occasionally made it difficult to evidence the actions taken, particularly regarding general repairs which sometimes led to complaints being upheld.

**Stage 1 and Stage 2 Totals**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Complaint Outcomes | 2021-22 | 2022-23 | 2023-24 | 2024-25 |
| Upheld | 49% | 51% | 53% | 41% |
| Partly upheld | 24% | 23% | 21% | 27% |
| Not upheld | 27% | 26% | 26% | 32% |

**Table summary:** Displays complaint outcome percentages across four years.
Columns: Complaint Outcomes, 2021-22, 2022-23, 2023-24, 2024-25.

In 2024/25, complaints relating to repairs was the most frequently upheld in comparison to other service areas. This was primarily due to delays in completing the repairs, not following through promised actions, poor quality of works and failure to award compensation which was reflective and proportionate to the issues identified.

This decline in performance with our repairs service is due to supply chain and resourcing issues amongst our contractors, which has affected several service functions, such as carrying out preliminary investigations to help inform our Stage 1 responses.

We commissioned an end-to-end review of our repairs service in response to the insight gained from complaints. The outcome of this review involved us strengthening our contract management and appointing a new Head of Property & Assets and an interim Head of Repairs.

We are in the process of implementing further improvements across our repairs service, including enhanced technology to detect damp and mould and improved performance reporting to identify trends and address repair failure at the first point of contact.

Our Housing Service Centre take our repair calls (which amounts to c80% of repairs raised). We are engaging with residents to enhance our self-service offer but recognise the importance of having a high-performing housing service centre. Therefore, we have appointed additional resources and commissioned an external review of the service, which will result in a plan aimed at improving the front-line resident experience in 2025-26.

## Customer insights

Our 2024-25 TSM survey included: ‘satisfaction with the landlord’s approach to complaint handling’. Of the random sample of tenants responding to the survey 238 had made a housing complaint in the previous 12 months. Of these:

* 59 were either very or fairly satisfied [25%]
* 157 were very or fairly dissatisfied [65%]

We know residents find it easy to make a complaint but can be disappointed with other aspects of the process including: the quality and/or timeliness of our responses; the remedial action proposed; sometimes inadequate communication; and the levels of compensation offered.

We are working to improve all aspects of our complaints handling process, for example, revising our compensation policy so that redress offered is in line with the HO’s guidelines. We have delivered training for staff handling complaints, emphasising the need to improve communication with complainants throughout the process, and are looking at broader service improvements to address root causes of issues in the repairs service.

## Compensation

During the period 2024/25, we reached an agreement with customers to pay £106,684.39in compensation. A significant proportion of compensation was made in relation to general build repair complaints. The average compensation per complainant is £128. Where the compensation value is greater than this average, this is due to a HO determination impacting the outcome.

High levels of compensation and the findings of Ombudsman investigations has prompted a review of our redress policy, which will be implemented in the new year. The policy aims to ensure better management of cases via a first-time resolution and appropriate compensation awards at Stage 1 of the complaint process. Workshops continue to be hosted by the Customer Relations Team on how to ensure early remediation of cases.

## Housing Ombudsman determinations

A ‘determination’ is a term used by the HO to refer to their decision following the investigation of a case. Within each determination, there may be numerous findings to represent each issue raised as part of the investigation. Following an investigation or resolution, the HO may make one or more of the following determinations:

* **Maladministration**– where we have failed to comply with our legal obligations, policies and procedures or unreasonably delayed in dealing with the matter. This could be a finding of service failure, maladministration or severe maladministration, depending on the seriousness of the failure and the impact on the resident.
* **Partial maladministration**– where there are multiple findings following investigation within one determination and at least one, but not all, of these is maladministration.
* **No maladministration**– where the landlord is found to have acted appropriately.
* **Outside Jurisdiction** – where the HO did not have the authority to investigate. This could be for a variety of reasons including: the complaint had not been made within a reasonable timescale; the complaint did not meet the conditions of the HO’s scheme; or the matter was more appropriately dealt with by the courts, a tribunal, another complaint handling body or regulator.

A single case can receive multiple outcomes, so the total number of determinations is not always equal to the number of cases determined.

The number of HO case determinations received for this year, remained the same as the last financial year. We have implemented a revised approach to determinations which has helped highlight the complexity of cases being investigated and to better identify areas for learning and development.

In 2024/25, there was a total of 43 HO determinations. Serious failings with how we managed repairs and how we handled the complaints process accounted for 76% of the determinations. It is important to mention the maladministration findings relate to legacy cases from 2022 to 2023 and would not reflect the new operating model within the Customer Relations Team.

**Maladministration**

The Housing Ombudsman published its landlord performance report in June 2025. The national maladministration rate this year was 80%, based on landlord performance by size, type, and geographical location.

Our current maladministration rate stands at 88%. This is based on 66 findings of maladministration and service failure, out of a total of 75 findings from 39 determinations. These figures exclude cases that were withdrawn or deemed outside the Ombudsman’s jurisdiction.

This represents an increase from the 74% recorded in the previous year. However, this rise was anticipated, as the cases determined during this reporting period relate to Stage Two complaints handled in 2023 prior to the restructuring of the Customer Relations Team. At that time, Stage Two casework was managed by the corporate complaints team, who were less closely aligned with the Ombudsman’s guidance and expectations.

Since then, we have implemented a dedicated housing management complaints function, with Stage Two complaints now managed by the Customer Relations Team. We expect this change to lead to a reduction in the maladministration rate in next year’s report.

The Council is also pleased to report that no findings of severe maladministration were recorded this year.

Further details on how we are addressing these risks are outlined in the action table below.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| The table below provides a breakdown of cases\*:Overall Summary of Cases - Outcomes 2024/2025 | Q1  | Q2  | Q3  | Q4  | Total  |
| Outside Services Jurisdiction |  | 3 |   | 1 | 4 |
| No maladministration  |   | 1 |   | 1 | 2 |
| Reasonable offer of redress  | 2 |   |   | 1 | 3 |
| Service Failure  | 4 | 1 | 1 | 3 | 9 |
| Maladministration  | 10 | 9 | 5 | 1 | 25 |
| **Total** | **16** | **14** | **6** | **7** | **43** |

 **Table summary:** Lists Housing Ombudsman case outcomes by quarter for 2024/25. Columns:
Overall Summary of Cases - Outcomes 2024/2025, Q1, Q2, Q3, Q4, Total.

We continue to utilise the wealth of information provided by the Ombudsman on sector wide issues through their ‘centre for learning’ hub. This includes reviewing their spotlight reports and undertaking a gap analysis of our services to agree further actions to deliver Ombudsmen recommendations.

**Wider Order**

**Case ID: 202320700** – The Housing Ombudsman directed the Council to conduct a review under paragraph 54(f) of the Housing Ombudsman Scheme. We have provided evidence and updates relating to orders concerning compensation, action plans to address damp and mould, and surveys for windows and heating. The determination was issued at a time when the council had already commenced a review of its responsive repairs service. The report was submitted, and the Housing Ombudsman acknowledged it positively, with the recognition also shared with Richard Blakeway.

# Section 3: Non-compliance findings with the Housing Ombudsman Code

We were issued with 1 Complaint Handling Failure Orders (CHFOs) in 2024/25 in relation to non-compliance with the Ombudsman’s determination orders.

Case ID: 202222379 – Not adhering to the compliance of orders.

A review of these non-compliance cases was carried out by the Complaints Manager, and changes have been made to the way Ombudsman requests are handled. There is now closer monitoring and escalation to senior management where there is a high risk of non-compliance. The new Customer Relations Team is also proactively addressing the risk of poor record keeping by ensuring that relevant case notes and repair histories both from the Council and contractors are recorded within the case file. This enables the seamless retrieval of requested information by the Ombudsman. The Housing Ombudsman reported that the Council complied with 97% of orders within the first three months of receiving them, this evidence that we are taking steps to avoid any orders of non-compliance in the future.

A summary of the findings from the determinations is included below, along with information on the action we have taken to improve our service.

|  |  |
| --- | --- |
| **Housing Ombudsman findings** | **Action taken** |
| **Lack of explanation on the actions undertaken by Council services** | We have made significant improvements to the way we administer complaints and manage cases within our systems. This includes enhanced monitoring of resolutions to ensure that agreed works are completed, or where this is not possible, that residents are kept informed. We now track casework progress more rigorously and report performance including any delays directly to complaint handlers and senior management to ensure visibility and accountability.Additionally, we have introduced weekly performance reporting and action plans with contractors to address overdue complaints. The Customer Relations team is also proactively identifying risks, such as poor record keeping, by ensuring that relevant case notes and repair histories are recorded at the outset. This enables smoother responses to Housing Ombudsman requests and supports our commitment to maintaining 100% compliance at Stage 2. |
| **Failure to respond to reports of ASB in a timely manner and follow through properly​** | Anti-social behaviour (ASB) remains a key concern for residents, with complaints often citing inconsistent advice, lack of empathy, and poor communication. In response, we are delivering a comprehensive ASB improvement project aligned with the Social Housing (Regulation) Act 2023. This includes a full review of our ASB policy and procedure, with a focus on clarifying the distinction between household noise and statutory ASB, and ensuring our approach is fair, proportionate, and resident focused.We are also embedding a more trauma-informed and risk-based approach to case management. This includes assessing residents’ needs at the point of reporting and tailoring our response to reflect health conditions, vulnerabilities, and safeguarding risks. Our ASB team works as part of the Council’s wider Community Safety Service, ensuring a joined-up, multi-agency approach to tackling ASB and hate incidents across the borough. |
| **Failure to diagnose cause of leaks and remedy quickly​** | Leaks are the main cause of repair issues. The Council manages a mixed tenure property portfolio of just over 21,833 homes. This breaks down to 9,964 leasehold properties; 11,516 tenants; 353 freehold houses with a communal service charge and two supported housing projects (nine rooms). The composition of our housing stock comes with its own unique challenges. Given the high percentage of leasehold properties in the borough and the increasing number which are sublet (currently 50%), gaining access to repair a leak can be a significant barrier. As a result, the Council is undertaking more enforcement action on leaseholder breaches concerning property access for emergency/maintenance purposes. Other improvement action includes strengthening data capture on leaseholders, gathering information on sub-tenants, with a particular focus on equalities monitoring (for example age, mobility issues) to support health and safety regulations.We have introduced a leaks procedure to ensure clarity and consistency when handling these types of complaint and anticipate creating a working group to address complex leak issues. In addition, the capacity of our repairs team has increased, and we have hired more maintenance surveyors. |
| **Failure of addressing issues of damp and mould and remedy quickly**  | We have strengthened our damp and mould services by reviewing complaints and establishing a dedicated Damp and Mould Working Group. This has led to improved diagnosis, faster repairs, and better communication with residents. We continue to prioritise residents with medical conditions in our assessments and are implementing recommendations from the Housing Ombudsman’s spotlight report on damp and mould.In addition, we are preparing to launch the Mobysoft damp and mould dashboard, which will enhance our ability to track cases and identify trends. We have partnered with Mears to introduce a dedicated team for complex case management, supported by new handheld technology for electronic survey reporting. These changes are part of a wider improvement plan that includes proactive inspections during annual gas safety checks, and the use of data to identify at-risk homes before issues are reported.These operational improvements are underpinned by our Damp and Mould Policy which will be approved in September 2025, which sets out clear responsibilities for the Council, tenants, and leaseholders. The policy outlines our zero-tolerance approach, defines the types of damp covered (including rising and penetrating damp), and ensures compliance with legal and regulatory requirements. It also reinforces our commitment to early intervention, effective communication, and tailored support for vulnerable residents. |
| **Delays in callbacks from Housing Services Centre (HSC)** |  We have implemented management monitoring of call back compliance to drive improved performance (as requested by our Tenants’ Voice Panel). In addition, we have strengthened Team Leader checks on HSC processes with targeted coaching. We have also rolled out refreshed customer care training. |
| **Inadequate compensation offered for distress and inconvenience** | We are currently revising our redress policy for housing complaints in line with the HO’s compensation guidelines and methods of calculation. This includes clarifying a number of areas to aid understanding. |

**Table Summary:** Presents Housing Ombudsman findings with corresponding actions taken.
Columns: Housing Ombudsman findings, Action taken.

# Section 4: Service improvements based on customer insight

During the year, five core areas for service improvement were identified through complaint trend reporting and customer feedback. These lessons and a summary of the action taken are as follows:

|  |  |
| --- | --- |
| **Lesson learnt** | **Action taken** |
| **Repairs** **handling** | Refresher training has been provided to all our complaint handlers in line with the HO’s Code to help ensure the effective ownership of complaints and improve focus on record keeping.We have transferred the responsibility of Stage 2 review to our housing management service, and increased the size of our Customer Relations Team to respond to complaints within timescales.We have put in place more effective contract monitoring arrangements to make sure they meet the repairs service standards our residents deserve. The expectation is that these measures should result in more repairs being completed on time, more appointments being kept, and improved quality.We have increased the capacity of our repairs service including operatives and scheduling colleagues.We improved our damp and mould services by reviewing complaints and created an expert dedicated Damp and Mould Working Group. This has meant better diagnosis of damp and mould in residents’ homes, carrying out repairs quicker, and improved communication so that residents are kept updated. We recognise the impact that damp and mould can have on residents’ health and prioritise those who have ongoing medical conditions in our assessment. In addition, we are implementing recommendations from the HO’s spotlight report on damp and mould and Awaab’s Law.Leaks are the main cause of repair issues. We have introduced a leaks procedure to ensure clarity and consistency when handling these types of complaint. |
| **Record keeping** | The Customer Relations Team has delivered training to all our new contractors on the use of our system (iCasework) to effectively log all correspondence and record appropriate notes and actions for auditing purposes. The Customer Relations Team has also engaged in a programme of audits to ensure casework is being managed in a compliant manner.We have carried out an initial self-assessment against the HO’s spotlight report on record keeping, which has been provided to the HO. Record keeping has been identified as a sector wide issue in the HO’s report and is an area we are still reviewing and implementing recommendations from the report.As part of our regulatory improvement programme “Your Voice, Our Action” we have a culture workstream. Key deliverables within this workstream include establishing a resident-first culture, enhanced performance management and focus on data quality and record keeping. |
| **Communications** | We have delivered refresher training to all complaint handlers and reviewed our internal processes. We are also closely monitoring compliance of activities such as calls offered to complainants and utilising our technology better to ensure residents are regularly updated in the event of a service outage. |
| **Complaint handling** | We have introduced feedback calls/emails to all complainants to gauge their satisfaction with our complaint handling, and to ensure any requests for escalation are actioned at the end of Stage 1. As part of this process, we also work closely with individual service areas to maximise opportunities to enhance any offer of redress where this is appropriate to prevent an escalation.  |
| **Compensation** | We are currently updating our housing complaints redress policy in line with the HO’s compensation guide on dispute resolution principles. Staff training has also been delivered to ensure complaint handlers take into consideration the individual circumstances of the complainant, therefore helping to put things right for residents more quickly and reducing the need for escalation of complaints from Stage 1 to 2. |

**Table Summary:** Captures lessons learned and actions taken for service improvements. Columns: Lesson learnt, Action taken.

## Tenants’ Voice Panel

The Tenants’ Voice Panel is a resident-led forum made up of Council tenants and leaseholders, established to ensure their voices are heard and acted upon in shaping housing services. Meeting bi-monthly, the panel plays a consultative, advisory, and scrutiny role reviewing key issues such as repairs, estate maintenance, and anti-social behaviour.

A core function of the panel is to scrutinise complaints performance on a quarterly basis, using this insight to challenge service areas and recommend improvements and the Council have begun to start this process. This includes reviewing trends, learning from Housing Ombudsman determinations, and exploring complex cases such as those involving persistent leaks to understand root causes and improve complaint handling.

Crucially, this process ensures that services are shaped not only by data but by the lived experiences and perspectives of residents themselves. The panel’s work supports a culture of transparency, accountability, and continuous learning, in line with the Housing Ombudsman’s Complaint Handling Code, which emphasises the importance of resident involvement in driving a fair and effective complaints culture.

Copies of the quarterly performance updates provided to the Tenants’ Voice Panel can be found in Appendix 2.

## Compliments

We have received compliments from residents which demonstrates that our new approach to complaint handling is having a positive impact:

*“Thank you very much for your update, and I sincerely appreciate the time and effort you continue to put into resolving these issues. Your dedication and consistent communication throughout this process have not gone unnoticed, and I want to personally thank you for your hard work and professionalism. You've been incredibly helpful, and it’s clear that you genuinely care about following through and supporting residents”*

*“I also wish to express my appreciation to X for taking the time to speak with my partner yesterday. His clear and considered explanation of the Redress Policy, based on the Housing Ombudsman Framework, and the rationale behind the compensation offer, was greatly appreciated.*

*After an extended period of delays, it was genuinely reassuring to engage with someone who listened with empathy and took the time to understand the challenges I have faced. Please do pass on my heartfelt thanks to X for his professionalism and thoughtful approach.*

*Thank you kindly for your response which was on time as promised. Thank you for the thorough in-depth response which has left me extremely satisfied.”*

“*I would like for your manager to know that you have left a lasting impression on me for your hard work and your ability to respond on time as aforementioned. You have made a point of systematically addressing each issue in chronological order and you have provided a breakdown of the sun which to my understanding are correct.”*

The Council has also been commended on its recent compliance work:

“*My managers and I have explored the documents you provided, and I am happy to confirm that we have accepted compliance with the orders made in this case. We particularly acknowledge the quality of the work done in your lessons learned review and have shared this view with senior leadership and with the Housing Ombudsman, Richard Blakeway.”*

## Conclusion

The Council has made significant changes to improve complaint handling and the delivery of services to residents. We are currently undertaking an end-to-end review of our repairs service to identify opportunities to improve the customer journey. This work is embedded within our wider Regulatory Improvement Programme, which was launched following a self-referral to the Regulator of Social Housing in October 2024 and a subsequent C3 regulatory judgement in April 2025. The judgement acknowledged our proactive approach, the clarity with which we identified service failings, and the progress made since the referral and inspection.

We recognise that we operate in a challenging, densely populated environment with housing stock that requires significant investment. Until the condition of our stock improves, we anticipate continued high demand on our responsive repairs service. To address this, our Cabinet has approved an additional £140 million in capital investment to improve the condition of our homes.

Our improvement programme includes a new governance structure, including a Cabinet Sub-Committee, and monthly provider improvement meetings with the RSH to track progress. We are prioritising investment in modernising and maintaining the safety and performance of our ageing asset base, adopting new technologies in repairs and property management, decarbonising our homes, and ensuring compliance with the Social Housing (Regulation) Act and building safety legislation.

We are also enhancing our website to make it more user-friendly and to clearly outline our service standards, helping residents better understand our repairs process. Several service improvement workstreams are underway, including upgrades to our technology and data systems to improve the monitoring of inspection programmes, remediation works, and compliance.

As part of our commitment to meaningful resident engagement, we launched the Big Door Knock initiative in June 2025. This borough-wide outreach programme aims to build stronger connections with residents, gather feedback on service delivery, and identify issues particularly among households who have not engaged with the service in over two years. The initiative is aligned with the RSH’s Consumer Standards and is designed to ensure that resident voices directly inform policy reviews and service improvements

Most importantly, we continue to learn from resident feedback both positive and negative to focus our efforts on the areas that matter most to our communities.

1. The total number of responsive repairs carried out in 2024-25 was 91,310. [↑](#footnote-ref-2)