

Report to: Housing Review Board



Date of Meeting 13 November 2025

Document classification: Part A Public Document

Exemption applied: None

Review date for release N/A

Housing Complaints Performance Report – Q2

Report summary:

This report provides details on our housing related complaints performance, and details of the ongoing complaints improvement action plan.

Is the proposed decision in accordance with:

Budget Yes ☒ No ☐

Policy Framework Yes ☒ No ☐

Recommendation:

(1) That the Housing Review Board note the content of this report.

Reason for recommendation:

This report is for noting only; no decisions required.

Officer: Tanya Traylen, Housing Performance Lead

Portfolio(s) (check which apply):

- ☐ Climate Action and Emergency Response
- ☐ Coast, Country and Environment
- ☐ Council and Corporate Co-ordination
- ☐ Communications and Democracy
- ☐ Economy
- ☐ Finance and Assets
- ☐ Strategic Planning
- ☒ Sustainable Homes and Communities
- ☐ Culture, Leisure, Sport and Tourism

Equalities impact Low Impact

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Climate change Low Impact

Risk: Low Risk; N/A

Links to background information N/A

Link to [Council Plan](#)

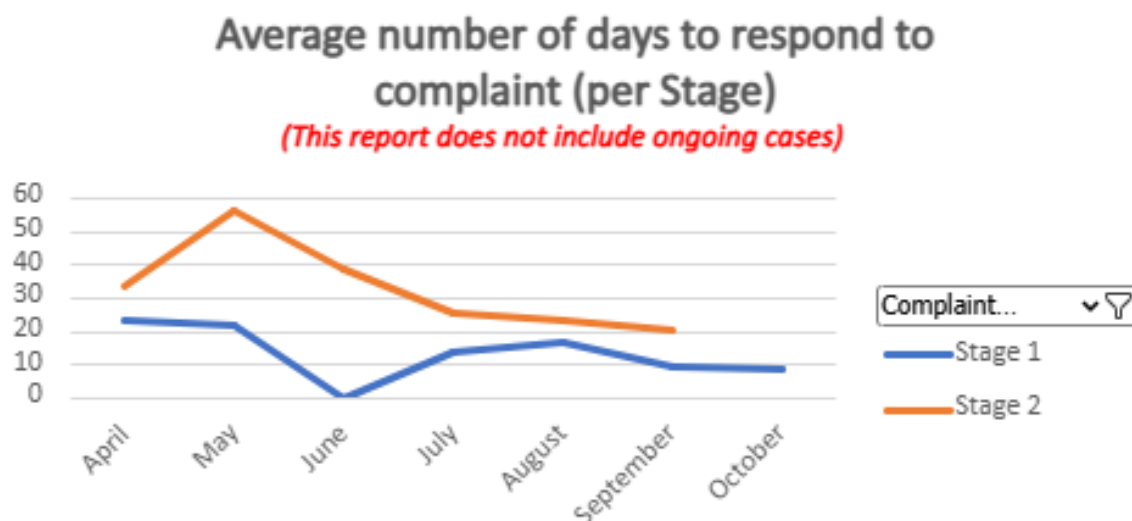
Priorities (check which apply)

- ☐ A supported and engaged community
- ☐ Carbon neutrality and ecological recovery
- ☐ Resilient economy that supports local business
- ☒ Financially secure and improving quality of services

Report in full

1. Complaints Response Times as at the end of Quarter 2 of FY 2025/26

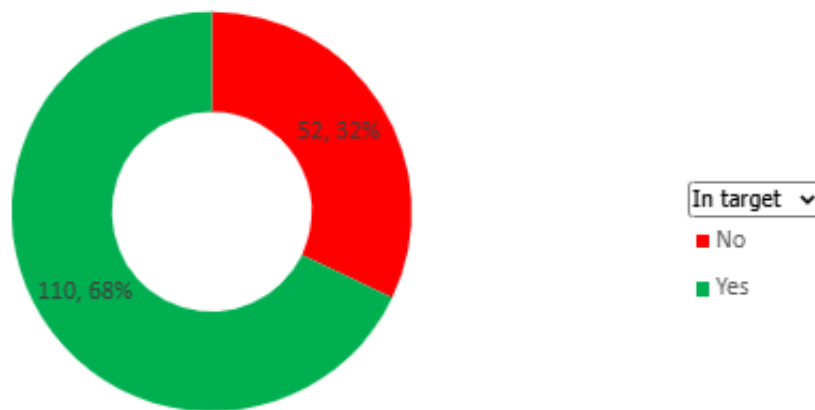
1.1. The below (fig.1) details the average number of days to respond to complaints across Q1 and Q2 of the financial year:



- 1.2. We can see from this that there has been a continued trend of improvement in our response times throughout the year, with the average number of days for Stage 1 complaints sitting at 9 (against a target of 10), and Stage 2's at 20 (against a target of 20) as at the end of Q2.
- 1.3. The peak in our Stage 2 response times in May can be attributed to a concerted effort to clear a backlog of stage 2 complaints that had overran from the previous financial year.
- 1.4. Various procedural and resourcing changes have been put into place to support this improvement, which has included weekly complaints meetings, the introduction of our Housing Performance Lead, and the increase of resource in our Property and Assets team which supports us in investigating and responding to repairs related complaints in a timely way.
- 1.5. The below details our performance in responding to Stage 1 complaints within target timescales as a % of complaints received (fig.2):

Count of In target

Percentage of Complaints Processed Within Target Timescales

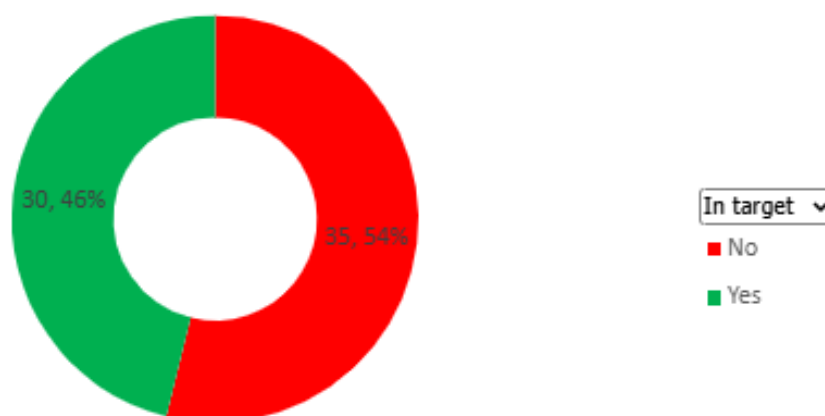


1.6. This is a vast improvement on our end of year performance for the previous financial year, which saw just 16% of Stage 1 complaints responded to in timescales.

1.7. The below details our performance in responding to Stage 2 complaints within target timescales as a % of complaints received (fig.3):

Count of In target

Percentage of Complaints Processed Within Target Timescales



1.8. This too is a vast improvement on the previous year's performance, which saw a figure of just 14% of Stage 2 complaints responded to within target timescales at the end of the financial year.

1.9. We are continuously reviewing our approach to complaint handling, but are pleased to see that recent changes and efforts in this area are impacting positively on our performance and, therefore, the service received by our tenants.

2. Complaints Themes

2.1. As at the end of Q2, 196 complaints had been received (138 Stage 1's and 58 Stage 2's).

2.2. 137 of these complaints were related to our Responsive Repairs and Voids services, equating to 69.9%.

- 2.3. Of these, the most prevalent cited reason for the complaint was related to a failure to book works in, with 52 complaints in this category. 6 of these complainants specifically mentioned the works being in relation to damp and mould.
- 2.4. 29 of our complaints this year (or 14.8%) related to our Estate Management department. 13 of these complaints related to Anti-Social Behaviour.
- 2.5. It is really important to us that we extract meaningful and impactful learning from our complaints. In recent times, we know that there has been an understandable focus on dealing with an increasing backlog and improving complaint response performance. Our next step is to begin interrogating the data we are collecting, and ensuring that we are better recording our learning and outcomes from complaints so as to further support service improvement and design across the housing department. This work has already begun with our Tenant Complaints Scrutiny function, where anonymised case studies are looked at and tenants are feeding into how we can respond to service failures. We have also committed to regular sharing of case studies with management at Ian Williams to provide greater insight, and colleagues from Ian Williams now attend our weekly complaints meetings with EDDC staff.

3. Housing Ombudsman Annual Performance Report

- 3.1. The Housing Ombudsman release an annual report for all landlords who have had 5 or more findings made within the financial year. Our report for FY 2024/25 can be viewed on their website: [Landlord Performance Data - Housing Ombudsman](#)
- 3.2. It is important to note that this report relates to Ombudsman cases from the last financial year, and that further more they have been operating on a backlog of up to 6 months. Therefore, many of the cases they determined during the last financial year related to cases from FY 2023/24. With this in mind, whilst the report is a somewhat useful benchmark, it does not reflect current performance nor is it particularly applicable to the current state of play.
- 3.3. The key headlines from the report are that in FY 24/25, the Housing Ombudsman made determinations on just 5 cases that were escalated to the by tenants of EDDC. From these cases, 12 findings were made. 2 of these findings were that no maladministration was present, 9 noted a maladministration (which includes service failure), and 1 finding ruled for redress. No Severe-Maladministration was found. The report highlights that our statistics are in line with comparable landlords.

4. Complaints Action Plan

- 4.1. An operational action plan for the continued improvement of complaints handling and performance was created in the last quarter of FY 24/25, and is a live and working document. The 'Housing Service Action Plan for Improving Complaints Response and Process' is provided as *Appendix 1* below.
- 4.2. Please note, this is an operational document that will continue to be expanded upon and tracked by the Housing Performance Lead and the Assistant Director for Housing (Regulatory Services). The plan provides a snapshot in time and is being shared with the Housing Review Board to provide assurances, as requested by The Scrutiny Committee.
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Financial implications:

There are no financial implications relating to this report - JS

Legal implications:

There are no legal implications - GS

Appendix 1

Housing Service Action Plan for Improving Complaints Response and Process

As we near the end of FY 2024/25, we know that there has been much improvement achieved across the Housing Service. Amongst a trend of improving KPIs, reported to the Housing Review Board throughout the year, this is perhaps best demonstrated through the stark sea of improvements being seen with our Tenant Satisfaction Measures.

However, one area that stands out is our performance in responding to complaints. Tenant satisfaction with our handling of complaints has reduced this year, and we know that our timescales for responses across Stage 1 are outside of target, and Stage 2's even more so.

The following action plan outlines the Housing Services plan of action to address these performance issues, and ensure that we deliver a complaints service to tenants that meets with their expectations, ensures true learning and change as a result of complaints, and ensures that EDDC are acting in accordance with the Housing Ombudsman's Complaint Handling Code.



Identified Issue	Resulting Action	By When	By Who	Date Completed
<p>Complaint Response times are taking too long, resulting in us being non-compliant in a number of cases. The following have been identified as key factors feeding into this issue:</p> <ol style="list-style-type: none"> 1. Stage 1 sign-offs are currently required by the Assistant Director, with Stage 2 sign-offs sitting with the Director for Housing and Health. This is causing a bottle-neck, resulting in response delays even when investigation and drafting of the response has been completed in good time. 2. Resource for writing complaints and senior oversight directly involved with complaints is lacking, particularly whilst we recruit to recent vacancies within the Corporate Complaints team. 3. Information from the Property and Assets team is not consistently provided, making it difficult to collate evidence, facts and responses in a timely way. 	1. Proposal to ELT that the seniority for complaints sign-offs is reviewed. Stage 1s to be reviewed and approved by Service Managers, and Stage 2s by the Assistant Director. This will spread the responsibility wider, whilst still ensuring appropriate seniority of the Officer.	February 2025	AK	18.02.2025
	2. Additional resource to be brought in using the vacant funding for the Corporate Performance Lead.	April 2025	AK	07.04.2025
	3. Senior Managers from the Property and Assets Team to attend weekly complaints meetings, along with representatives from Ian Williams. Ensuring a clear forum for roadblocks to be raised and addressed in a timely way, and to give oversight of this to senior managers.	March 2025	AK	01.03.2025

<p>The current format for reviewing and writing complaint responses does not provide a robust conduit for monitoring and auditing the approach to investigation and outcome, nor adequately recording the commitments and learnings from the complaint.</p>	<p>To introduce a new Complaint Investigation Form, to be trialled with Stage 1s in the first instance. This form should provide opportunity to accurately record the initial complaint, the investigating Officers, response drafting, sign-off, and recording of learning and commitments.</p>	February 2025	AK	18.02.2025
	<p>Following successful trial of the Stage 1 complaint form, this form is now to be adjusted and applied to the Stage 2 process.</p>	November 2025	TT	
	<p>The complaints dashboard to be updated to collect data on upheld/not upheld outcomes.</p>	November 2025	TT	
<p>We need to ensure that we have accurately recorded commitments and learning from complaints, and that these have been followed-up. A retrospective piece of work is required, however ongoing implementation of this moving forward should result in a reduction of Stage 2 complaints.</p>	<p>The new interim Housing Performance Lead (HPL) to carry out an audit of all complaint responses sent in FY 2024/25, and to collate a full record of all commitments and learning.</p>	Dec 2025	TT	
	<p>The HPL to investigate the commitments and learning to ensure that these have been followed through, including contacting</p>	Feb 2026	TT	

	<p>customers to follow-up where necessary.</p> <p>HPL to provide a report to housing senior leadership of the findings, and any further actions required as a result.</p> <p>Complaints team to ensure a central record and follow-up of commitments and learning implemented for future to avoid a retrospective task being necessary again.</p>	<p>March 2026</p> <p>Dec 2025</p>	<p>TT</p> <p>MW, DC, TT</p>	
It is good practice to periodically review our templates, processes, and information available to tenants. This should be done in partnership with our tenant scrutiny groups, and also draw on best practice and learning from other housing providers.	<p>An initial review of letter templates and website information to be carried out by the HPL.</p> <p>HPL to feed in to review of Tenant Handbook to ensure correct and up to date information on complaints and Housing Ombudsman is provided.</p> <p>Housing Complaints Support Panel to be involved in further review of letter templates, including advising on tone of voice.</p>	<p>Aug 2025</p> <p>Aug 2025</p> <p>Dec 2025</p>	<p>TT</p> <p>TT</p> <p>TT / HCSP</p>	<p>Aug 2025</p> <p>Aug 2025</p>