

Report to: **Housing Review Board**



Date of Meeting 22nd January 2026

Document classification: Part A Public Document

Exemption applied: None

Review date for release N/A

Housing Complaints Performance Report – Q3

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 outlining the quarter 3 performance for housing-related complaints.

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](#)

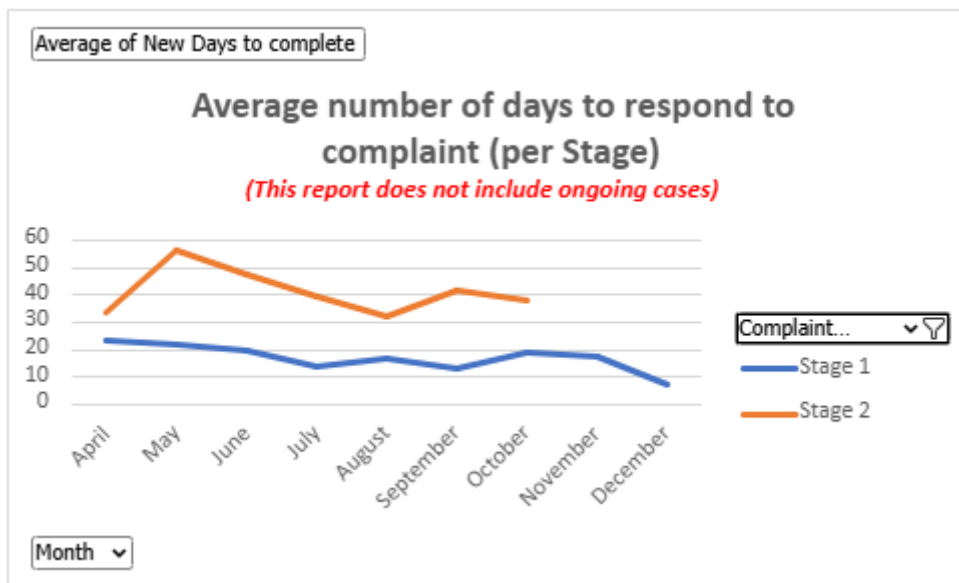
Priorities (check which apply)

- ☐ 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 3 of FY 2025/26

The below details the average number of days to respond to complaints across Q3 of the financial year:



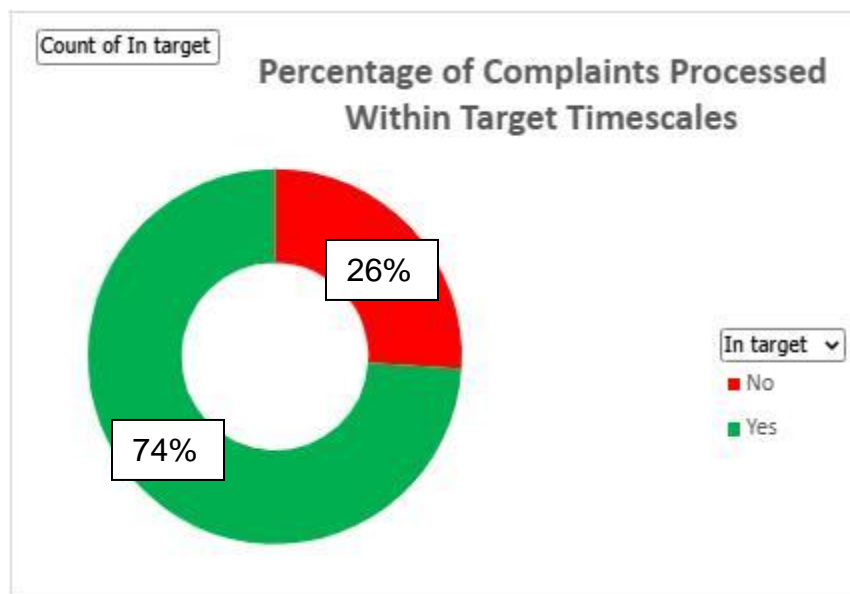
We can see from this that there has been a continued trend of improvement in our response times throughout the year, however, it must be noted that data is not included until a complaint is closed, therefore overdue and ongoing cases are not included in this data set. We hope to review how this data is calculated to provide a more accurate picture moving forward. A manual analysis of the data shows that, whilst response times have reduced for the complaints we have addressed, there are currently 29 cases that are outside of our target complaint response times (x13 stage one and x16 stage two complaints).

A breakdown of the areas within housing where the complaints are outside of timescales is as follows:

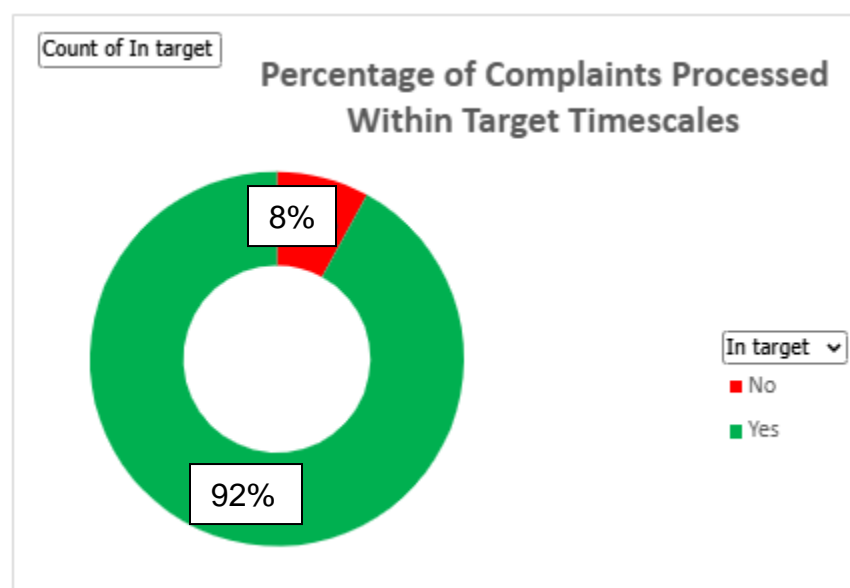
- **Stage 1:**
 - Responsive Repairs – 6
 - Planned/Compliance – 3
 - Estate Management – 3
 - Rental – 1
- **Stage 2:**
 - Responsive Repairs – 13
 - Planned/Compliance – 1
 - Estate Management – 2

These complaints are, of course, being addressed, however it should be noted that this will present as an increase in complaints response times within the next quarter. The board will be aware of significant changes in staffing and leadership across our property and assets teams; it is expected that alongside this processes and remits will be adjusted, and this can at times have a negative effect on performance in other areas whilst these processes and systems are embedded. However we are committed to continuing to review and streamline processes and communication channels to ensure that our tenants are receiving the best service possible.

The below details our performance in responding to Stage 1 complaints during Q3 within target timescales as a % and separately as a figure of complaints: (please note, this does not include ongoing complaints)



The below details our performance in responding to Stage 2 complaints during Q3 within target timescales as a % of complaints received: (please note, this does not include ongoing complaints)



2. Complaints Themes

During Q3, we received 73 stage one and 25 stage two complaints (a total of 98). This is a slight decrease from Q1 at 106 complaints, and Q2 at 100. It is noted that there has been a further decline in stage two complaints from 35 in Q1 to 25 in Q3, which is an initial indication of successful focus on resolving complaints in full at stage one of the complaints process.

The following is the breakdown of departments for which each complaint related to during Q3:

Department	Stage 1	Stage 2	Total
Responsive Repairs and Voids	43	22	65
Planned Works and Compliance	10	1	11
Estate Management	8	1	9
Allocations	4	0	4
Rentals	1	0	1
Sheltered Housing	1	0	1
Communities	1	0	1
Other	5	1	6
Total	73	25	98

3. Complex Cases

A disrepair case, which was largely hindered by the customers refusal to decant, has now been successfully resolved and concluded in December 2025. This was a complex case ongoing since April 2025, and resolution was achieved by the Housing Performance Lead overseeing a case-based, multi-team approach to join up works required under both adaptations and responsive repairs resulting from a complaint and a disrepair claim. This was a good example of using intelligence and information from across teams to bring together an action plan for the case, and to work closely with the tenant to achieve decant and resolution of the works without need for further legal interventions.

A further case involving a young family currently experiencing county lines and Police involvement has further been resolved during Q3 where it was originally intended that the family would be decanted during a period of planned works. Upon discussions, it was explained to EDDC staff that a decant arrangement would jeopardise the progress and wellbeing of a young tenant and, therefore, works have been re arranged in a phased way that has ensured the family can stay in situ throughout the build and reduced the risk of significant negative impact on a vulnerable child present in the household.

4. Changing our mindset:

At our Housing Away Day on 27th November, one of the activities invited staff to work through a customer scenario and create a mindset that they felt the customer would benefit from the staff

member having whilst they manage the case in question. The following are some of the captions that were created:

- “No matter the language, we’re all speaking “community” here. Building bridges, not barriers”
- “Confidence and clarity through concise communication”
- “Every contact counts”
- “Listen with care, act with compassion. We won’t put you on hold, we promise to solve your damp and mould”
- “Insight on-site”
- “Here to help, not judge”
- “Kind words, definite actions”
- “Be confident, take the LEAP – listen, empathise, assure, progress”
- “Rebuilding lives with strength, support and hope. Guiding you from crisis to confidence”

The intention was to put ourselves in our customer’s shoes, and the outcome demonstrates a clear desire to serving our customers and enhancing their journey through any aspect of enquiry or support. These captions will now be presented to our Housing Complaints Panel for their feedback, alongside other tenant groups, to enhance work in creating a roadmap and clear commitment to the delivery of services across housing that keep our customers at the centre of everything we do.

5. Continued support from the Housing Complaint Panel:

On 26th November, our contractors at Ian Williams attended and met with our Housing Complaints Panel. It was agreed that there would be some changes in wording for topics such as “abandoned job” as this presents inaccuracies or misunderstandings, and the panel felt often caused confusion rather than clarity within complaint responses.

The Panel confirmed they are happy to have an article in the Housing Matters reminding customers of their existence and offers of support by discussing their case within the panel if required. Also, this article will serve as a reminder for further customers of involvement opportunities.

The Panel also gave great feedback on the tone of voice contained within the complaint response letters adding that they felt there was now a greater level of empathy.

Feedback that senior managers are attending the Housing Complaints Meetings is positive, stating that it helps solidify for the panel that they are doing a positive and worthwhile role.

6. Compliments:

We recognise that we are well-versed in recording complaints, but we do not always celebrate our successes and compliments in the same way. A mechanism for recording compliments is being developed and we hope to be able to report on these figures in due course.

Excellent feedback has recently been received from the office of one of our MPs, noting that the open, honest and timely communication they receive from EDDC has been invaluable to them in addressing issues and queries raised by constituents, and that this often results in a joined-up solution that is in the best interest of the constituent. Particular note and praise was given to our

Housing Performance Officer, who acts as a key point of contact for the MP's offices and works tirelessly to gather information, updates and responses for them.

Financial implications:

There are no financial implications relating to this report.

Legal implications:

There are no legal implications on which to comment.

