

# Annual complaints performance and service improvement report 2024-25

## *(Governing body response)*

We have had another busy year in 2024/25: complaint numbers have remained consistently high even as satisfaction with our services has risen. As a large landlord we are privileged to support thousands of residents, and we are committed to continuous improvement across our services.

Our greatest challenge has been maintaining our residents' homes to the standard they rightly expect – we have made good progress in this area but we know we need to do more. We are also working hard to improve the wider services we offer to our tenants, including the speed that we respond to complaints where things go wrong. We're committed to learning from complaints and other feedback from our residents and this report shows some ways we have done that.

This year, we continued to invest heavily in modernising and improving our services:

- Renegotiated our Direct Labour Organisation (DLO) pay terms to progress works more effectively and provide a better value repair service for residents
- Created an award-winning Damp, Mould & Condensation service and dramatically improved our responsiveness in this area
- Rolled out a new follow-on telephone line to complete complex jobs faster and keep residents informed, which has handled over 5,000 calls so far
- Committed to a root and branch rethink of our Tenancy Services, to improve the quality and efficiency of services residents receive and we have already started to make changes
- Formalised our approach to vulnerability, to ensure our vulnerable residents receive a fair and consistent service and the support they need

In addition to this, we have taken our complaints handling seriously:

- Rolled our housing complaint policy into our corporate policy, to make complaint handling simpler, plus made improvements to our complaints IT system
- Developed a complaints dashboard for services to have better oversight of their complaints performance
- Started a senior leader-led review of our complaints performance to become more responsive to complaints
- Increased our capacity across the board to meet rising demand

We have received more Housing Ombudsman determinations this year, but they are showing signs of levelling off after an extended period of growth. Complaints can take time to work their way through the Ombudsman's investigation process, with the result that the events cited in investigations being several years old, going back to 2021. We continue to work closely with the Ombudsman and listen carefully to feedback and opportunities to learn.

From 2025/26 onwards, I will work with staff within the Housing and Safer Communities directorate to fulfil my role as the appointed Member Responsible for Complaints for landlord complaints.

This will include assessing themes and/or trends to identify potential systemic issues, serious risks, or policies and procedures that require revision as well as supporting a positive complaint handling culture.

Councillor Pat Slattery  
Cabinet Member for Housing Management, Neighbourhoods & Homelessness  
11 August 2025