

Housing Services Annual Complaints Report

Complaints falling within the Housing Ombudsman's jurisdiction

London Borough of Newham 2024-2025

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1. Introduction

Improving the resident experience remains central to our Building a Fairer Newham agenda. Complaints are not only a vital way for residents to let us know when they think we have failed, but they help us learn lessons when things have gone wrong and improve our services for the future. This performance report is one way in which we continue to hold ourselves accountable by publishing our performance and sharing our ongoing improvement journey.

This report sets out the annual performance of Housing Complaints for the London Borough of Newham from April 2024 – March 2025 in line with the Housing Ombudsman's Complaint Handling Code. The complaints performance for housing is presented as a separate report for the first time; in previous years, housing complaints were presented as part of the corporate Annual Complaints Performance Report. We have separated the housing complaints from the wider complaints performance report to allow for sharper focus, to more closely consider the specific actions to improve our performance on housing complaints and to more effectively respond to regulatory requirements.

1.1. Context

The year 2024-25 has seen significant change and challenge for Housing services in terms of demand and service delivery.

In April 2024 the Housing Ombudsman's new Complaint Handling Code came into force and the Council published its new draft Housing Complaints Policy which was aligned to both the Corporate Complaints Policy and the new Complaint Handling Code. The final version of the Housing Complaints Policy was adopted in October 2024 and we also submitted our first annual self-assessment against the new Complaint Handling Code for 2023-24.

The Council was also inspected by the Regulator of Social Housing and in October 2024 received a C4 judgement. The Regulator's report identified serious failings in safety, quality, and accountability standards. In May 2025 we launched a comprehensive Housing Services Improvement Programme, with complaints being both an area where we have identified that improvement is needed, and as an important measure of how we are performing.

Over the last year, we have introduced a new complaints management system, Microsoft Dynamics 365, to replace the iCasework system. The new system ensures compliance with the Ombudsman Complaint Handling Code to improve accountability and transparency. It provides a user-friendly online form for residents to submit their enquiries, making the process more accessible and efficient as well as providing enhanced reporting through PowerBI which will replace the previous Excel spreadsheet, providing more detailed and accessible data insights.

The Housing Complaints Team has also seen other changes, notably a team restructure in April 2024. This has presented some challenges in recruiting and resourcing, although these are gradually being overcome.

1.2. Highlights from this year's Ombudsman's annual report:

- 1,603 complaints were received between April 2024 and March 2025 in comparison to 1,743 in the previous year. This represents an 8.03% decrease in complaints received from the previous year to the current year.

- 65% of Stage 1 complaints were answered within the timescale, compared to 67% last year, reflecting consistent performance despite a slight decrease in complaint volume
- A total of 171 Stage 2 complaints were received, up from 135 the previous year. Only 31% were responded to within the required timescales, marking a decline in timeliness compared to the previous year
- Adoption of the Complaint Handling Code from April 2024 and revision of the Housing Complaints policy to align with the code.

1.3. Scope of this performance report

A formal complaint is defined under the Housing Complaint Handling Code and Newham's Housing Complaints Policy as 'an expression of dissatisfaction, however made, about the standard of service, actions or lack of action by the organisation, its own staff, or those acting on its behalf, affecting an individual or group of individuals'.

The report includes key performance information related to the following:

- Housing Complaints (Stage 1 and 2)
- Members Enquires
- Housing Ombudsman Service (HOS) complaints

The figures presented in this report cover only those complaints and enquiries that fall within the jurisdiction of the Housing Ombudsman. This includes:

- Tenancy management
- Repairs and maintenance of HRA stock
- Estate services
- Leasehold and service charge issues
- Customer service and complaint handling

It is important to note that this report does not include complaints or enquiries related to the following areas, as they fall outside the Housing Ombudsman's remit.

- Temporary accommodation rent
- Temporary accommodation repairs where the Council is not the landlord
- Temporary accommodation tenancy management where the Council is not the landlord
- Lettings
- Housing Options
- Housing Supply

This means that the figures presented in this report differ from those published elsewhere (notably the Tenant Satisfaction Measures) and do not capture the full workload covered by the Housing Complaints Team.

2. Complaints Performance

2.1. Performance Targets

The complaints performance service level is to answer 95% of complaint cases within the timescale set. We acknowledge that this is an ambitious target, set by the service to promote continuous improvement and efficiency, and it is a target set against the context of increasing demand and number of complaints received.

2.2. Complaint Demand

Over the past three years, we have seen a downward trend in the total combined number of eligible Stage 1 and Stage 2 complaints received for Housing services, as set out in Figure 1.

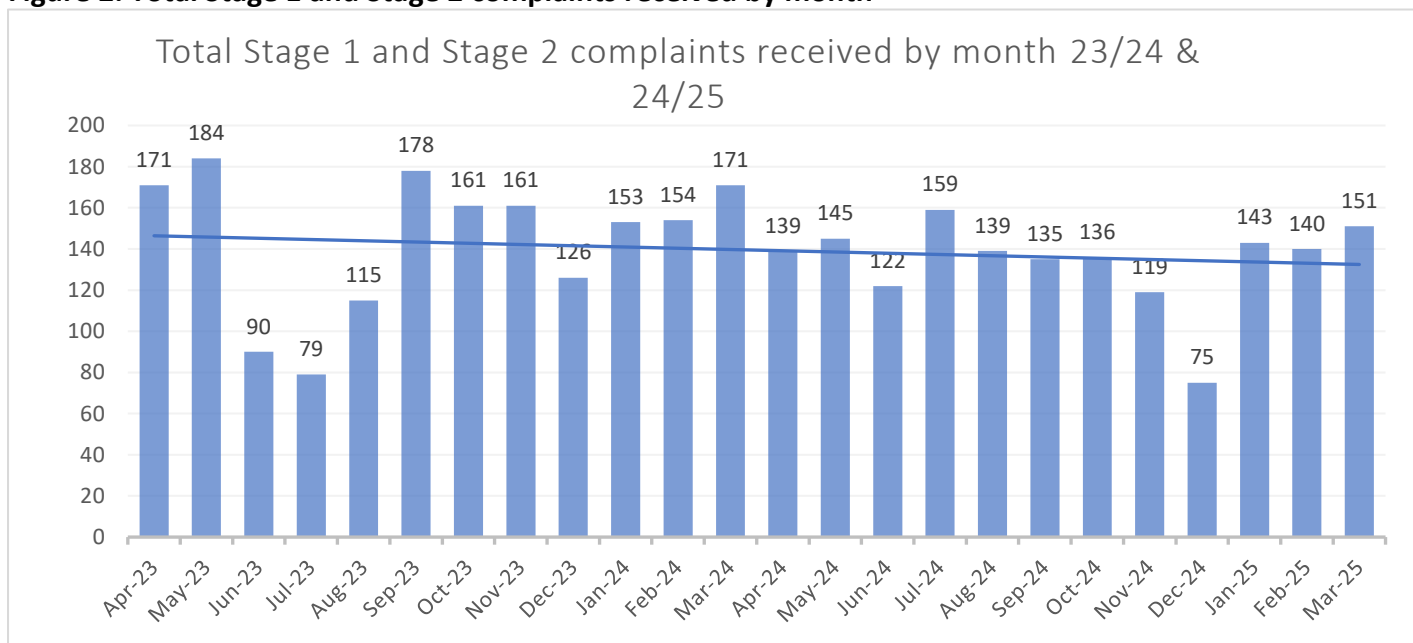
Figure 1: Total stage 1 and stage 2 complaints received by year

Year	Combined total of stage 1 and stage 2 complaints	Difference from previous year
2022 - 23	2,011	N/A
2023 - 24	1,743	-13.33%
2024 - 25	1,603	-8.03%

This is in contrast with high demand for complaints services in the Housing Complaints Team (ie including housing complaints not eligible for inclusion in this report as this relates only to areas under the jurisdiction of the Housing Ombudsman) and complaints across the Council as a whole. This suggests that service improvements may be leading to fewer complaints. These include better responses to service requests, better initial triaging and greater accountability for services.

Despite that overall downward trend, Figure 2 illustrates that there can be substantial monthly fluctuations within those annual totals.

Figure 2: Total Stage 1 and Stage 2 complaints received by month



2.3. Performance against timescales

Figure 3 shows a breakdown and year on year comparison of the received cases per case type. It also shows the number of cases completed in the same period. The performance of each year is calculated as the share of completed cases that were responded to within the timescales set out in the Complaint Handling Code and the Council's Housing Complaints Policy.

Complaints may not be completed in the same time period as the received date. This, coupled with the fact that some complainants withdraw cases, means there is often a discrepancy between complaints received and completed within a time period.

Figure 3: Complaints received and resolved within timescales

Complaints Stage	2024/2025				2023/24			
	Received	Cases Complete	Cases completed on time (number)	Cases completed on time (percentage)	Received	Cases Completed	Cases completed on time (number)	Cases completed on time (percentage)
Stage 1	1432	1436	995	69%	1608	1383	966	70%
Stage 2	171	164	51	31%	135	96	32	33%
Ombudsman Enquiry	42	22	22	100%	15	30	30	100%
Members Enquiry	853	846	573	68%	935	935	582	62%

Stage 1 complaints received fell from 1,608 in 2023/24 to 1,432 in 2024/25. The performance in responding to these complaints on time remained relatively stable, with 69% of cases responded to within the target timeframe in 2024/25 compared to 70% the previous year. This indicates that while fewer complaints were received, the service maintained a consistent level of responsiveness. This may be as a result of continuing high numbers of complaints that fall outside the scope of this report meaning that a lower volume of complaints eligible for this report does not necessarily result in lower team workloads overall.

Stage 2 complaints, however, increased from 135 to 171, a 27% rise. This indicates that more residents were dissatisfied with the initial response and chose to escalate their concerns. Performance at this stage remained low, with only 31% of cases responded to on time in 2024/25, slightly down from 33% in 2023/24. This highlights a continuing challenge in managing escalated complaints effectively and promptly. We have taken action to tackle this by tackling overdue stage 2 complaints as a priority, and ensuring that stage 2 complaints are now signed off by heads of service.

Members enquiries also saw a decrease from 935 in 2023/24 to 853 in 2024/25. Performance also improved, with 68% of enquiries responded to on time in 2024/25 compared to 62% the previous year. This improvement may suggest that residents are finding that service requests and complaints are being responded to by the services directly, without the need to resort to contacting their member. It may also reflect changes to the member casework system, where there have been some challenges to uptake.

Figure 4: Stage 1 and Stage 2 complaints resolved within timescales by month

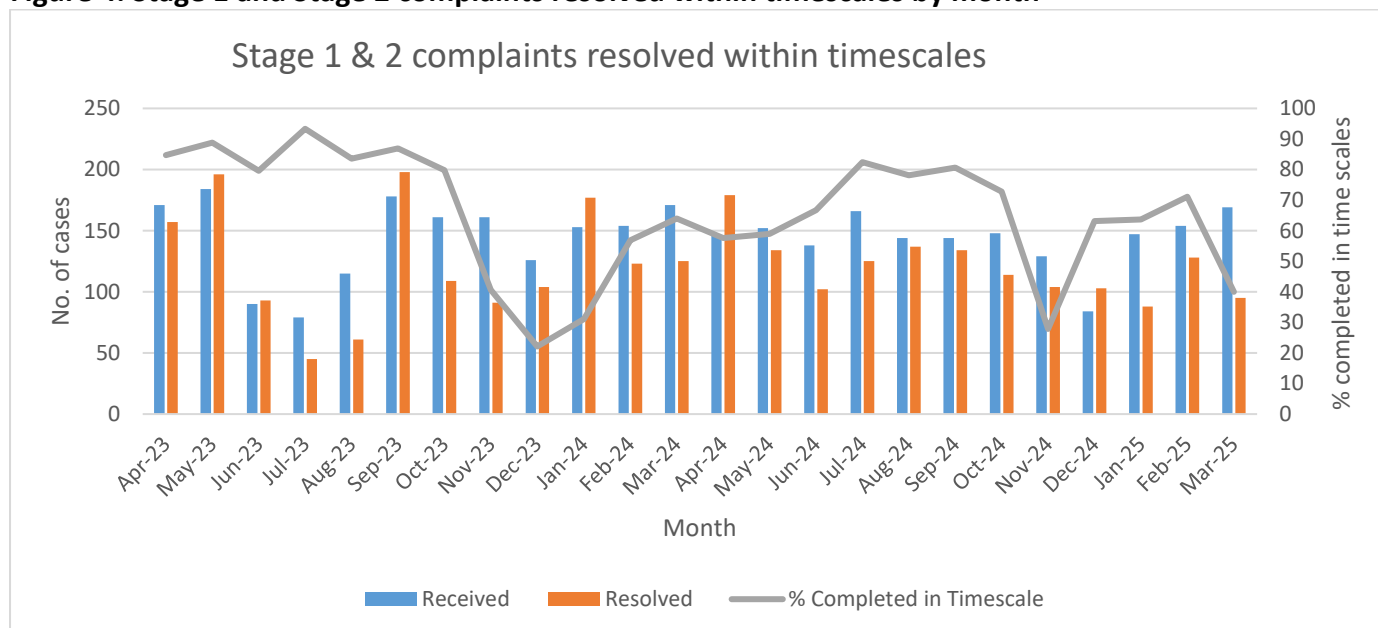


Figure 4 provides a two-year monthly breakdown of complaint handling performance in Housing Services over two years, from April 2023 to March 2025. It tracks three key metrics: the number of complaints received each month, the number resolved, and the percentage of those resolved within the required timescales.

Figure 4 indicates that, in addition to the considerable fluctuation in complaints received per month, there is also variance in the number of complaints resolved. While this generally follows the same trend, it frequently lags behind the volume received, indicating a recurring backlog, which the team have experienced due to capacity limitation within the complaints team.

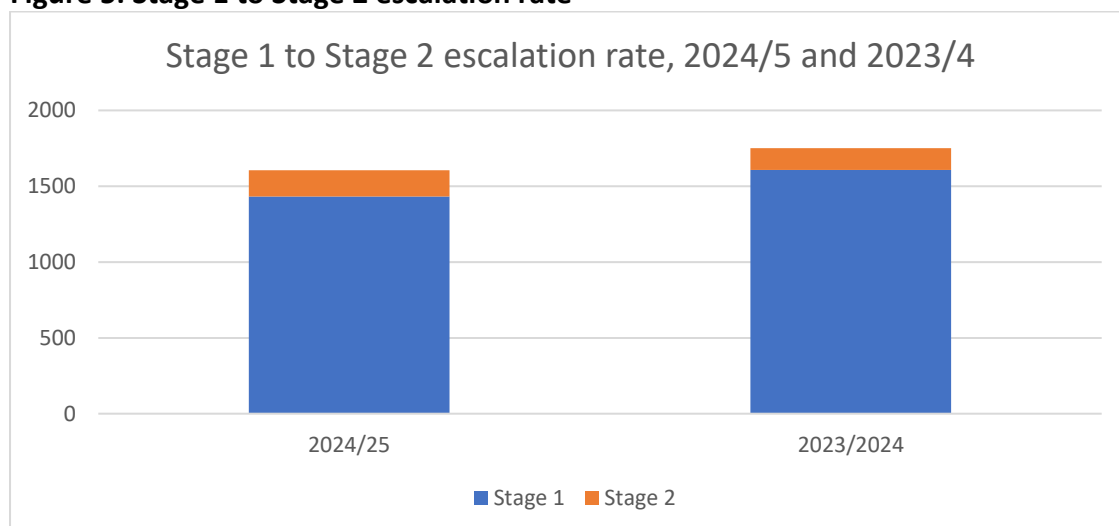
Overall, the percentage of complaints resolved within timescales varies significantly month to month. There are visible dips in performance during October–November and again in February–March of both years, which follow periods of sustained high demand. Periods of reduced workforce capacity are also reflected in the persistent gap between complaints received and resolved, particularly during the months where performance dipped most sharply. These pressures likely affected both the speed and consistency of complaint handling, placing additional strain on the remaining team members. In April 2024, the number of complaints resolved begins to align more closely with those received, and the percentage resolved within timescales shows modest improvement. This indicates the positive effects of internal adjustments, such as improved staffing levels, process stabilisation, backlog clearance efforts and increased focus on improvement of services more generally.

2.4. Escalation

Figure 5 shows that the number of complaints that were escalated to stage 2 increased in 2024/5. In the 2023/24 period, a total of 1,608 cases were recorded at Stage 1. Out of these, 144 progressed to Stage 2, a rate of 9%. By contrast in 2024/25, this rate of escalation increased to 12%, with 173 of 1,432 stage 1 cases progressing to stage 2. This means that the share of residents who were not satisfied with the response or the issue was not resolved has increased in the last year.

It is important to note that the data included in Figure 6 reflects the number of Stage 2 escalations at the time the report was written. The total for 2024/25 may still increase, as some Stage 1 complaints remain within the allowable timeframe for escalation.

Figure 5: Stage 1 to Stage 2 escalation rate



The number of Ombudsman Enquiries increased significantly from 15 in 2023/4 to 42 in 2024/5. However it is not possible to provide a clear annual escalation rate as a share of cases for the last year because not all these enquiries originated from stage 2 cases in 2024/5. As figure 6 sets out, almost half originated from cases in previous years. This is because there is no set timeframe within which a stage 2 must be escalated to the Housing Ombudsman.

Figure 6: Breakdown of 2024/5 Housing Ombudsman enquiries by year of stage 2 complaint

Year of stage 2 complaint	Frequency	Share of 2024/5 Ombudsman enquiry
2022/23	2	5%
2023/24	17	40%
2024/25	23	55%

Despite this rise in enquiries, the service maintained a 100% response rate to the Housing Ombudsman's initial information requests within the given timeframe in both years, demonstrating strong performance and compliance at the highest level of complaint escalation. However in both years, following determinations given by the Housing Ombudsman, four Complaint Handling Failure Orders were given due to non-compliance with the orders issued by the Housing Ombudsman within the given timeframe.

2.5. Service Areas

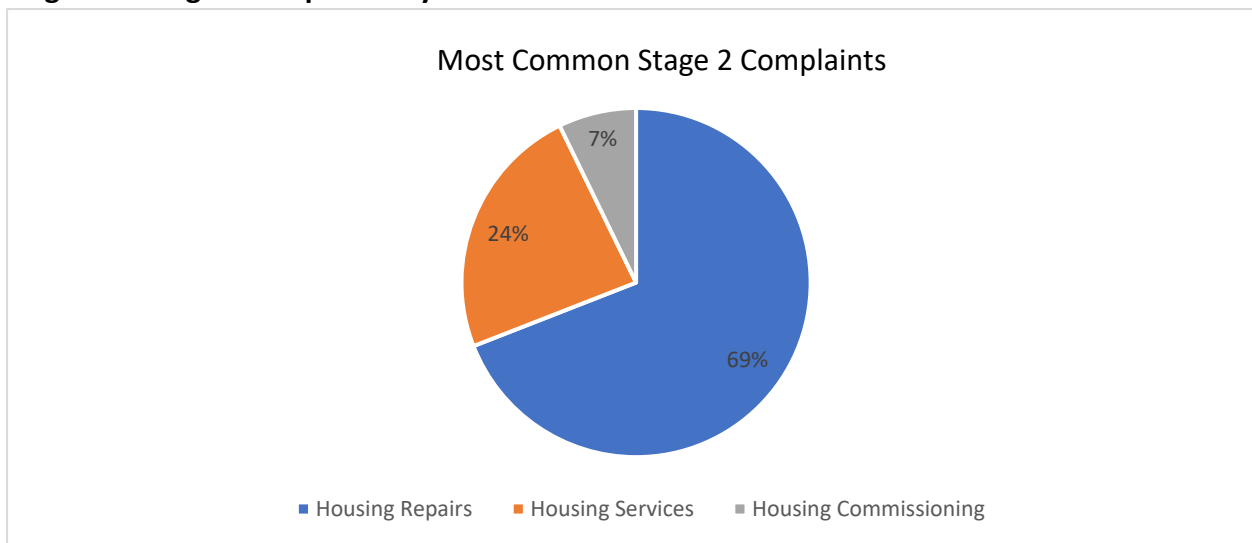
The categories of complaint referenced in this report are defined as follows:

- **Housing Services:** This includes tenancy management, communal housing estates, concierge and caretaking services, council rent payments, the housing neighbourhood response team, leasehold services, and the Right to Buy scheme.
- **Housing Repairs:** This covers issues related to damp and mould, gas management, responsive repairs, and technical services.
- **Housing Commissioning:** This includes housing property and initiatives, the LCEP Regenter PFI, strategic commissioning, and the Sanctuary Housing PFI.

Figure 7 below presents areas that have had the most Stage 2 escalations in 2024/2025 with 69% related to Housing Repairs, followed by 24% for Housing Services and just 7% for Housing Commissioning. This

distribution highlights a significant concentration of escalated concerns in the management of repairs highlighted by residents.

Figure 7: Stage 2 complaints by service area



There are several reasons why Housing Repairs typically attract a higher volume of escalations. Repairs often involve urgent or essential issues that directly affect tenants’ quality of life. We are aware that for the early part of 2024/25 at least the Council had a large volume of open repair cases, almost half of which were overdue. Since the Regulator of Social Housing’s judgement, the team have been working hard to bring the overdue repairs cases down significantly, though we acknowledge residents were often waiting far too long for repairs to be completed.

Poor communication from housing repairs may also leave residents dissatisfied, as well as issues reoccurring following works being completed such as with damp and mould cases. Other factors include issues not being resolved promptly or effectively, which can quickly escalate due to the immediate impact on residents’ comfort, safety, and wellbeing. Additionally, the repairs process often involves multiple steps—initial reporting, assessment, scheduling, and completion—which increases the likelihood of delays or miscommunication, further contributing to dissatisfaction and escalation. Since the Regulator of Social Housing’s judgement, the team have been working hard to bring the overdue repairs cases down significantly, though we acknowledge residents were often waiting far too long for repairs to be completed.

We also recognise that housing services also make up a substantial portion of complaints. We have implemented a patch-based system of housing management in recent months which we expect to result in better relationships between residents and their Housing Liaison Officers and greater accountability, which may reduce complaints over time.

3. Outcomes

A complaint outcome can be one of the following:

- Upheld - the investigation will find in favour of the complaint entirely.
- Partially upheld - the investigation finds in favour of the complaint, in part.
- Not upheld - the investigation does not find in favour of the complaint.
- Resolved by mediation– a resolution was provided but not enough evidence from the resident for an outcome to be upheld or not upheld.
- Out of jurisdiction – the complaint is found not to be within the remit of the local authority, or there is a separate process that will provide a route to a resolution.

3.1. Upheld rate

The table at figure 9 below provides a summary of complaint outcomes (both stage 1 and stage 2) over 2024/5.

Figure 8: Number of cases by outcome

Outcome	Number of Cases
Upheld	536
Not upheld	266
Partially upheld	263
Resolved by mediation	332
Not investigated/Out of jurisdiction	27

Figure 8 shows the frequency of each type of outcome over the year 2024/5. The most common outcome is that the complaint is upheld.

There are a large number of outcomes marked as “resolved by mediation”. All complaints should follow the two steps set out in the policy and an initial mediation process is not included in this process. This suggests that either data is being input incorrectly by officers or that some complaints are not following the process set out in policy. An investigation into these figures will be initiated in order to understand the root cause of this data anomaly.

Figure 9: Upheld rate

Outcome	Housing Repairs		Housing Services		Housing Commissioning	
	Number	Percentage	Number	Percentage	Number	Percentage
Complaints upheld	573	80%	178	65%	48	62%

Figure 9 shows the final outcomes for completed complaints at Stage 1, 2 or by the Ombudsman over 2024/5. It sets out the complaints upheld as a share of total outcomes across each service (which differs from the number shown in figure 8 as it does not include cases resolved by mediation or those out of jurisdiction as they are not considered to have a comparable outcome). This indicates that that housing repairs saw not only the highest numbers of complaints, but also the highest share of complaints upheld, when compared with housing services and housing commissioning.

3.2. Housing Ombudsman Outcomes

In the 2024/2025 reporting year, there was a notable reduction in both the volume of the Housing Ombudsman determinations issued and severity of Housing Ombudsman interventions compared to the previous year. This suggests an improved internal complaint resolution and service delivery within the Council, although it is notable that as of July 2025, 35 cases are currently under investigation

Figure 10: Housing Ombudsman Determinations by year

	2023/2024	2024/2025
Determinations	34	22
Findings	81	64
Maladministration Findings	67	45
Orders Made	138	79
Compensation (£)	41,071	14,023
Maladministration Rate (%)	87	71

In Housing Ombudsman cases, findings refer to the specific conclusions reached during an investigation about a landlord's actions, while determinations are the overall decisions made by the Ombudsman based on those findings, upholding or rejecting a complaint. As figure 10 shows, in 2024/5 determinations dropped from 34 to 22, and findings decreased from 81 to 64. The maladministration rate fell from an 87% to 71%, which, while still above the national average, indicates improvement in our complaint resolution. Similarly, maladministration findings dropped from 67 to 45, and orders made fell from 138 to 79, suggesting fewer cases required formal corrective action.

Compensation awarded also declined significantly, from over £41,000 to just over £14,000, reinforcing the trend of fewer severe failings and improved complaint handling and resolution.

This year-on-year improvement still leaves room for further enhancement in service delivery, particularly in areas like property condition and complaints handling, which historically have driven high maladministration rates.

3.3. Orders made

The Housing Ombudsman made 79 orders on cases determined between April 2024 and March 2025, a reduction from the 138 made the previous year, as shown in Figure 11. The majority of those cases resulted in compensation being awarded. Of the orders where the target dates were between April 2024 and March 2025, 100% were complied with by the target date.

Figure 11: Orders made by type

	2024/5	2023/4
Policy review	5	1
Compensation	35	62
Repairs	4	8
Specific action (non-repair)	11	17
Apology	16	25
Case review	6	11
Other	2	14

3.4. Remedy

Figure 12 sets out the breakdown of the compensation ordered and recommended by the Housing Ombudsman for cases determined between April 2024 and March 2025. The total compensation ordered has fallen significantly this year, indicating improvement. However the figures below apply to orders made across each year, which may be relating to incidents that took place several years earlier.

Figure 12: Compensation ordered

	2024/5		2023/4	
	Ordered	Recommended	Ordered	Recommended
Property condition	£7,120	£650	£29,250	£750
Complaints handling	£3,203	£900	£5,170	£700
Antisocial behaviour	£1,350		£2,700	
Occupancy rights	£200			
Charges	£150	£250		
Health and safety	£100			
Staff	£100			
Estate management			£1,150	£400
Moving to a property			£700	
Information and data management			£250	
Total	£12,223	£1,800	£39,220	£1,850

4. Members Enquiries

The Housing services complaints team are responsible for responding to and managing enquiries from Councillors or MPs, which are usually concerns that have been raised on behalf of their constituents. In cases where the resident has specifically requested it be treated as a Stage 1 complaint, it will be treated as such, with the MP or Councillor in the role of the complainant's advocate or representative (those types of cases will be captured with the complaint figures). However, where the case is not being raised as a Stage 1 complaint, members enquiries are treated as a distinct type of case.

Figure 14: Members enquiries performance against timescales

Year	Members enquiries	Members enquiries responded to on time	Percentage responded to on time (performance)
2023/4	935	582	62%
2024/5	846	573	68%

Figure 14 shows that in 2024/25 the share of members enquiries responded to within the given timescales increased by 6% compared with the previous year.

This may be in part due to a 9% decrease in the number of members enquiries received in 2024/5 when compared with the previous financial year. This reduction suggests improved service delivery across Housing Services and/or improved responses to residents' service requests, leading to with fewer issues being escalated by members.

This upward trend in performance may also suggest that the improvements made to processes within the Housing Complaints Team has resulted in cases being handled more efficiently. This includes new processes to comply with the Complaint Handling Code and Housing Complaints Policy. For example, where in the past, the team would have waited for services to complete outstanding actions before responding, they now respond earlier when the course of action is known, logging the following up corrective action.

6. Ombudsman Review of the Council's Housing Complaints Policy

In April 2024 the Housing Ombudsman's new Complaint Handling Code came into force and the Council published its new draft Housing Complaints Policy which was aligned to both the Corporate Complaints Policy and the new Complaint Handling Code. Further small changes were made following publication in May and June 2024 to allow the draft to align with the requirements of the Building Safety Regulator and more closely meet the Complaint Handling Code. The amended draft Housing Complaints Policy was open for consultation from 17th June – 2nd August and the final version was adopted following Cabinet approval on 1st October 2024. The final version of the Housing Complaints Policy was adopted in October 2024 and we also submitted our first annual self-assessment against the new Complaint Handling Code.

On 19th May 2025 the Council was notified by the Housing Ombudsman that they would be commencing a review of the Housing Complaints Policy to ensure alignment with the Complaint Handling Code. The results of this review were shared with the Council on 29th July 2025.

The Ombudsman's review made ten recommendations for changes to wording of the policy to improve compliance with the Complaint Handling Code. These have all been integrated into a revised Housing Complaints Policy and which will be presented to Cabinet for approval in September 2025.

The changes made have also been set out in this year's Annual Self-Assessment against the Complaint Handling Code. This has identified that, as a result of improvements to the service, there is now only one area where the Council does not wholly comply, which is as a result of the dependence on service-wide IT system change. This is included in the wider data and systems work being developed as part of the Housing Services Improvement Programme.

Further changes will need to be made to fully embed the recommendations, including amending the email templates for stage 1 and stage 2 responses and introducing greater assurance that the processes set out in the policy are being followed in practice.

8. Learning Opportunities

Complaints are first and foremost an opportunity to listen to our residents' voices and make service improvements. Complaints represent a key source of insight that can drive improvements to the Housing Service. The aim is to create a culture where insight helps the Council both predict residents' needs and prevent unnecessary issues. This year's annual complaints performance report identifies some ongoing areas of challenge and sets out the action the Council is taking to improve performance.

8.1. Findings

8.1.1. Response times are too long

In 2024/5 69% of stage 1 complaints and 31% of stage 2 complaints were responded to on time. This is slightly lower than the previous year, despite a lower number of complaints overall. There is variation by month, but this remains too low, particularly for stage 2 complaints.

One issue appears to be that backlogs develop as a result of capacity issues within the Housing Complaints Team and the fluctuating numbers of complaints received. More needs to be done to ensure that the housing service is treating complaints with urgency. We have recently increased staffing levels to address capacity in both service requests and complaints areas.

8.1.2. Too many cases are escalating

Too many cases are escalating from stage 1 to stage 2, and from stage 2 to the Housing Ombudsman. 12% of stage 1 complaints were escalated to stage 2 in 2024/5, higher than the 9% which were escalated in 2023/4.

This needs further investigation, as there are several possible causes for this. Services areas need to be consistently taking the actions to which they have committed in complaint responses, to prevent cases being escalated. Of the cases that were escalated from stage 1 to stage 2 in 2024/5, 69% were from the Repairs Service, which indicates that this service may have particular challenges in completing actions arising from Stage 1 complaints.

Where the issue is repairs-related, the quality of the works undertaken may also be playing a role. As noted on p10 above, there are a number of reasons why repairs complaints can be particularly prone to escalation:

- Repairs issues directly affect tenants' safety and comfort, so the escalation may be as a result of the urgency of the issue
- Repairs are sometimes not being carried out on time after the initial surveying visit or within the timeframe provided, which may be as a result of just one aspect of a complex, multi-step process becoming delayed
- Poor communication may also leave residents dissatisfied
- Issues may be reoccurring, for example damp and mould reoccurring following works being completed

Additionally, we need to ensure that all stage 1 responses are of a high quality and address all aspects of the complaint received.

8.1.3. The Council's data confidence needs to be strengthened

As noted in section 1.3 of this report, there are discrepancies between the complaints data set out in this report and the Tenant Satisfaction Measures (TSMs). These can in part be explained as a result of the inclusion of other types of complaint, notably temporary accommodation, in the TSM dataset. However this should be explored further to ensure that we have confidence that we can explain the divergence in trends between these two datasets.

Additionally a large number of complaints are being recorded as “resolved by mediation” – this needs to be explored in more detail to understand why they are not progressing through the two-stage complaints process set out in the Complaints Policy. It is unclear at present whether this is down to administrative error or whether they are in fact not progressing through the two-stage process outlined in the policy.

The Council’s Housing Service is also reviewing its data maturity in a number of different areas at present through its Housing Services Improvement Programme. It is currently developing a data governance approach which should aid service and complaints handling and tracking.

8.2. Action being taken

8.2.1. Complaints Procedure

A Complaints Procedure for housing will be developed to sit alongside the Housing Complaints Policy, to make responding to complaints more efficient and straightforward for staff, setting clear expectations and providing checklists for responses at each stage. It will also review the sign-off procedures currently in place for stage 1 and stage 2 complaints to ensure they are working effectively.

There are specific processes around, for instance, manager sign-off and following up on outstanding actions that would benefit from a procedure to formalise responsibilities, and would allow the Council to accurately assess the extent to which the team is following the agreed processes, as well as providing them with the support they need to adhere to the policy. The procedure could also provide checklists for officers to ensure they have included all required information in their responses and escalation procedures.

The Council will also produce guidance for members around recognising and recording complaints, including the use of the new casework system.

8.2.2. Repairs improvement programme

A Repairs Improvement Programme was initiated in 2024 to reduce repairs backlogs and increase the share of repairs completed on time, the first time. This is still underway, although improvements are already being seen against key metrics of the programme. The learning from housing complaints will be formally integrated into the repairs improvement programme to help to pinpoint problem areas and drive improvements.

8.2.3. Complaints assurance on an ongoing basis

Increased assurance of complaints outputs will ensure that:

- Complaints data is being accurately input and reported
- Complaints processes are being followed
- Responses are high quality
- Actions agreed to be undertaken are effectively monitored
- Learning is integrated into service improvements

Methodologies for increasing the assurance of the complaints work could include:

- Reviewing samples of complaint responses to check for quality and comprehensiveness
- Reviewing service plans to ensure that learning from complaints has been integrated
- Regularly reporting on complaints trends to identify current issues and points of failure

Further work to develop regular case reviews and quality assurance measures will be undertaken. This will include a team or working group alongside the Housing Complaints Team to include an objective viewpoint.

8.2.4. Housing Services Improvement Programme

As set out in section 1.1, the Council's housing service is on a significant improvement journey following the Regulator of Social Housing's judgement in October 2024. The actions related to complaints as identified above are a key part of the improvements we are making more generally in housing services and so will be incorporated into this programme