



Housing Complaints Task Force Q2

1st July – 30th September 2025

Agenda



- ▶ Welcome & Introductions
- ▶ Actions from Last Meeting
- ▶ Q2 Complaint (Stage 1 & 2) figures by Team
- ▶ Q2 Housing Ombudsman Determinations
- ▶ Housing Ombudsman Updates, and Regulator Update
- ▶ Compliments
- ▶ Lessons Learned – New Format
- ▶ Complaint Scrutiny Recommendations
- ▶ AOB

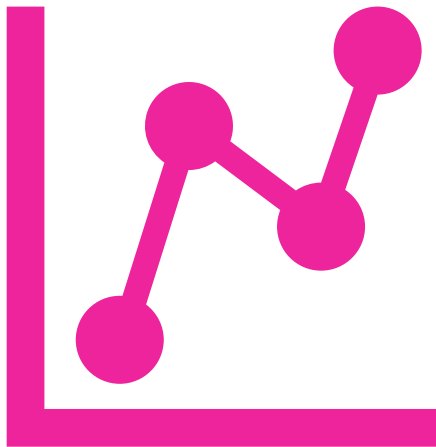
Actions from Previous Meeting



- ▶ David White and James Hart to formalise procedure for Lessons Learnt.
- ▶ Kerry Lecomber to promote and recruit Complaints Experts from Tenant base and create procedure for review and feedback to Taskforce.

Complaints Data

Q2 – 1st July – 30th September 2025



Housing Repairs and Maintenance (inc. Voids) – Q2



- ▶ Year on Year Comparisons
 - ▶ Q2 2024/25 – Stage One Complaints – 94
 - ▶ Q2 2025/26 – Stage One Complaints Received - 38
- ▶ Outcomes for Q4
 - ▶ 24 – Upheld
 - ▶ 6 - Not Upheld
 - ▶ 5 - Not Considered to be a complaint
 - ▶ 1 - Blank
 - ▶ 1 - Comment Received
 - ▶ 1 – closed as compliment
- ▶ Timeframes
 - ▶ 3.38 days average to acknowledge
 - ▶ 30/35 acknowledged on time
 - ▶ 34/38 responded to on time
 - ▶ 9.95 days average to respond

Property Assets and Compliance



Property Assets (inc. A&As)

- ▶ Year on Year Comparison
 - ▶ Q2: 2024/25 - 12
 - ▶ Q2: 2025/26 – 19
- ▶ Outcomes for Q2 2025/26
 - ▶ 6 – Upheld
 - ▶ 5– Not Upheld
 - ▶ 1 – Not considered to be a complaint
 - ▶ 7 – blank
- ▶ Timeframes
 - ▶ 3.06 – Average working days to acknowledge
 - ▶ 17/19 – Acknowledged in time
 - ▶ 10.71 - Average working days to respond
 - ▶ 16/19 responded to in time

Compliance (Big 7)

- ▶ Year on Year Comparison
 - ▶ Q2: 2024/25 - 38
 - ▶ Q2: 2025/26 – 44
- ▶ Outcomes for Q2 2025/26
 - ▶ 22 – Blank
 - ▶ 18 – Upheld
 - ▶ 4 – Not Upheld
- ▶ Timeframes
 - ▶ No acknowledgements registered – Believe this is an issue with data
 - ▶ 15.98- Average working days to respond (up on previous quarter)
 - ▶ 29/44 responded to in time

Tenancy Services



- ▶ Year on Year Comparisons
 - ▶ Q2 2024/25 – 27
 - ▶ Q2 2025/26 – 24
- ▶ Outcomes for Q4
 - ▶ 9 – Upheld
 - ▶ 8 - Not Upheld
 - ▶ 9 - Not Considered to be a complaint
- ▶ Timeframes
 - ▶ 7.20 days average to acknowledge
 - ▶ 10.25 days average to respond
 - ▶ 23/24 responded to in time

Housing Solutions



- ▶ Year on Year Comparisons
 - ▶ Q2 2024/25 – 12
 - ▶ Q2 2025/26 – 16
- ▶ Outcomes for Q2
 - ▶ 2 – Upheld
 - ▶ 5- Not Upheld
 - ▶ 9 - Not Considered to be a complaint
- ▶ Timeframes
 - ▶ acknowledgements registered
 - ▶ 7.31 days average to respond
 - ▶ 14/16 responded to in time

Q1 Stage 2 Housing Complaints



- ▶ Year on Year Comparisons
 - ▶ Q2 2024/25 – 29 S2 Complaints
 - ▶ Q2 2025/26 – 12 S2 Complaints Received
- ▶ Outcomes for Q2
 - ▶ 9 – Upheld
 - ▶ 3 - Not Upheld
- ▶ Timeframes
 - ▶ 1.67 average days to acknowledge
 - ▶ 12/12 acknowledged on time
 - ▶ 17.83 average days to respond
 - ▶ 12/12 responded to on time

Stage Two Themes



- ▶ In 2025/26 Q2 we continued to see complaints about our planned works and anti-social behaviour.
 - ▶ Regarding ASB, tenants felt as though their voice was not being listened following the reports of ASB and that there were delays in handling these concerns. Stage two complaint investigations highlighted that a lack of proactive measures were being implemented and failure to handle these reports and properly communicating with the tenants. Housing Management should consider the approach to handling ASB alongside the community's team.
 - ▶ The planned works team received complaints regarding a lack of progress surrounding projects and a lack of communication during these projects. Consideration should be given by the managers in the planned works team about how communication is handled and how updates are provided.
 - ▶ There were a couple of complaints regarding damp and mould, and a lack of communication. However, these fell under the old contractor and previous members of staff.

Compliments Q2



- ▶ “I rang last Friday about the lock on my back door not working properly a couple of hours later received a phone call to book an appointment the repair was booked in and completed today. The communication was fantastic I had text to say appointment was booked in, I had text a couple of days before the repair as a reminder and a text on the day to say you will be with me very shortly what a great system. Your staff member was very friendly and polite explained what he had done and he tidied up after he was done can’t fault anything quick repair and a quick service”
- ▶ “Very happy with boiler replacement and change within the property. The operative that attended was very clean and tidy when conducting the repair, they respected the property as well”

Complaint Annual Report



- ▶ The complaints annual report will be presented to SLT in the first instance and then Overview and Scrutiny in the new year.
- ▶ The annual complaints report covers 2024/25 and covers the whole Council
- ▶ The report shows that Housing Services:
 - ▶ Make up 57% of all complaints received
 - ▶ 59% of all complaints received by Housing are upheld
 - ▶ That repairs saw a year on year decrease of 36.6%
 - ▶ However, all other services saw an increase.
- ▶ Once the report has been taken to O&S it will then be published on our website

Standard Objectives

► Collaboration and Co-operation

- Work constructively with colleagues across teams and departments to resolve complaints promptly.
- Share relevant information openly with other teams and avoid siloed working.
- Engage contractors and other third parties in the resolution process where their actions impact the complaint.

► Collective Responsibility

- Accept organisational accountability for service shortfalls identified through complaints.
- Focus on solutions and learning rather than attributing blame to individuals or teams.
- Treat complaints as opportunities to improve services and strengthen trust with tenants.

► Professional Standards

- Act in accordance with the Housing Ombudsman's Complaint Handling Code and our complaints policy. Use best practice guidance and utilise information from other professional standards to ensure complaint investigations are accurate.
- Demonstrate respect, empathy, and fairness in all interactions with tenants.
- Maintain transparency and integrity throughout the complaint process.



Expected Behaviours



- ▶ Respond to complaints promptly and professionally.
- ▶ Escalate issues constructively when needed, ensuring tenants are kept up to date.
- ▶ Participate in learning reviews following complaints to identify improvements.
- ▶ Avoid defensive attitudes; instead, embrace feedback as a driver for service improvement.
- ▶ Ensure contractors understand and comply with our complaint handling standards.

Learning from Complaints and Customer Satisfaction Feedback 2025

Business Area	Category	Trends	Learning	Planned Service Improvement	Action Taken
Housing Management	Staff Conduct	Lack of regular visits by Housing Managers	Customers are not aware of inspection programme.	<ul style="list-style-type: none"> > Review inspection programme across portfolios and identify any gaps > Raise awareness of inspection programme through communication channels, its purpose, gaps and frequency 	
		Dissatisfaction that issues are not resolved following inspections, which impacts on customers understanding of their importance.	Understand the full position on the property before attending an inspection.	<ul style="list-style-type: none"> > Review the process for repair reporting following inspection across the regions. > Follow up on previous inspections at mid intervals and prior to next inspection. 	> Havering WhatsApp group established to immediately raise repairs - consider this across the regions.
		Attitude of Housing Managers & Income Team towards tenants and tone of language used.	Customers to be treated with respect at all times.	<ul style="list-style-type: none"> > Social Housing Stigma campaign to be developed and implemented across all front line staff. 	> All front line staff will completed Consumer Standards training in 2024
			Remembering that whilst we are carrying out inspections, we are entering people's homes. Customers to be advised of how to make a complaint.	<ul style="list-style-type: none"> > Share spotlight report with all housing staff. > Communication campaign on making a complaint in second half of 2025 	<ul style="list-style-type: none"> > All customers who complete a survey for us are contacted for more detail, advised of involvement opportunities and advised of complaints process. > All staff have undergone complaint handling training
		Not providing a quality service	Not following up on concerns raised around antisocial behaviour or tenancy issues and keeping the customer updated.	<ul style="list-style-type: none"> > Revised service standards > Customers advised to make a complaint > Complaints and feedback to become regular part of performance management. 	
	Poor Communication	Housing Managers not returning customer calls or emails.	Housing Managers to leave appropriate messages on their phones/emails when contact will be difficult.		
			Customers to be advised of alternative methods of contact i.e. use of branch. Customers unaware of service standards.	<ul style="list-style-type: none"> > Revise communication to customers on branch contact details > Full communication to tenants once signed off and consultation completed. 	> Customer Experience Charter in draft and currently being reviewed by tenants.
		Receiving texts confirming appointments 24 hours before.	Notice is given of future appointment once inspection has been completed but then there are no other reminders until 24 hours before. Need to enhance this with IT.	<ul style="list-style-type: none"> > Review process with Housing staff and IT and make required improvements. 	
	Finance	Not providing any other communication/notices before the rent is increased.	Customers do not always deal with Mears Living communication immediately and so advanced warning would be beneficial.	<ul style="list-style-type: none"> > Have communication plan on rent increase ready three months prior to information being sent to customers. > Regular finance section with customer newsletter. > Enhance rent section of website 	
		Rent providing value for money where there are outstanding repairs or communal services failures	> Housing Managers picking up and raising communal issues through inspections/estate walkabouts.	<ul style="list-style-type: none"> > Review process around block/estate inspections. 	
		High cost of electricity and failing to provide appropriate support/information.	<ul style="list-style-type: none"> > Understanding the impact high cost of electricity is having on customers. > Work proactively with partners and customers to reduce energy consumption and provide advice. 	<ul style="list-style-type: none"> > Regular communication to tenants on energy consumption 	

Lessons Learned Next Steps



- ▶ Outcome themes of complaints will be shared with HOS & Managers by team in advance of the Complaints Task Force Meeting
- ▶ Teams to identify service improvements or preventative actions taken to prevent reoccurring complaint themes and report back to James.
- ▶ New template will be populated and then published on website with Complaints Task Force meetings.
- ▶ Updates on actions taken to be provided at this meeting by service areas.

Complaint Scrutiny Update



- ▶ Recommendations approved by Tenant Board and ratified by Overview and Scrutiny Committee.
- ▶ Publicise Complaints Expert role in My Home Bulletin - 3 volunteers so far but will continue to publicise and recruit.
- ▶ Experts contacted and briefed on expectation and timeframe.
- ▶ Action plan monitored and updated on following:
 - ▶ Complaints Experts up to 40% complete
 - ▶ Adjustments to vulnerability at 60% due to GTKY project - now have over 50% full information up from 20%
 - ▶ Lessons learnt to 60% due to work by DW and JH
 - ▶ Compensation policy at 100% - reviewed and updated
 - ▶ Void and repair inspections down to 40%



AOB