

Housing Complaint Performance

Q4 2026

1. Introduction

- 1.1 Each quarter, a review is undertaken of all complaints received to understand the reasons why complaints are raised, to understand trends and areas of risk as well as to identify areas for improvement and to understand any lessons learned.
- 1.2 This report provides an overview of the housing complaints received during quarter four (Q4) of the 2025-26 financial year. It sets out information on housing related complaints including:

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2. Complaints performance

2.1. Complaints received

- 2.1.1 A total of 37 complaints were received during the Q4 period. As reported in Q2 the low number of complaints reported in April was due to the old complaints monitoring system not capturing complaints. A national comparison will be recorded during reports in 2026-2027.

Stage One Complaints Received – Q4			
Jan 26	Feb 26	March 26	Q4 Total
13	12	12	37

- 2.1.2 The performance report indicates that the volume of complaints remained broadly consistent throughout 25-26 with a pronounced increase in October

Complaints Received Apr - March											
Apr 25	May 25	Jun 25	July 25	Aug 25	Sep 25	Oct 25	Nov 25	Dec 25	Jan 26	Feb 26	Mar 26

3	12	13	12	13	16	20	14	13	13	12	12
Q1 Average			Q2 Average		Q3 Average			Q4 Average			
9.33			13.6		15.6			12.3			

2.2 Complaint escalations

2.2.1 A total of 3 stage one complaints were escalated to stage two of the Complaints Procedure:

Stage Two Complaints Received – Q4			
Jan 26	Feb 26	March 26	Q4 Total
0	1	2	3

Period	Stage 1	Stage 2	Escalation Rate
2025-26 Q1	28	5	17.9%
2025-26 Q2	41	15	36.6%
2025-26 Q3	47	12	26%
2025-26 Q4	37	3	8.1%

2.2.2 Fewer stage one complaints were escalated to stage two of the Complaint's Procedure during Q4, compared to Q1 – Q3 both in terms of total numbers and percentage of stage one complaints.

2.2.3 Fewer stage one complaints being escalated to stage two, typically indicates greater effectiveness at stage one, including effective triage and early intervention, thus preventing issues from escalating.

2.3 Complaints acknowledged

2.3.1 Complaints should be acknowledged within 5 working days, with the Council aiming for 75% of all complaints meeting this timeframe. This performance target is too low, and the Housing team will be working with the Council's Customer Care Team to recalibrate Housing complaint acknowledgements to 95%. This new KPI will be in place for Q1 2026/27

2.3.2 In Q4 100% of stage one and stage two complaints, were acknowledged within 5 working days. This has been achieved because of the improved triage process that is now in place.

2.3.3 The Corporate Complaints team currently manages the acknowledgement of complaints, and from 1st April 2026 they will be using a new system to issue these acknowledgements, The new system will ensure acknowledgments are recorded more accurately.

2.4 Complaint Responses

2.4.1 Stage 1 complaints should be responded to within 10 working days (target: 80%), and Stage 2 responses within 20 working days (target: 85%). These timescales are set by the Housing Ombudsman and so the Corporate Complaints team align to this

Responded within deadline		
Period	Stage 1 - 10 working days (Target 80%)	Stage 2 - 20 working days (Target 85%)
2025-26 Q4	65%	0%

2.4.2 The number of complaints responded to, within the agreed timescales are set out below:

2.4.3 In Q4, the Stage 1 complaints that exceeded the 10-working-day response timeframe consisted of four repairs-related complaints, where delays were caused by the need to complete repair works before the cases could be resolved. Seven Housing Options complaints required additional investigation time, and three cases were extended due to the need for legal support.

2.4.4 For Stage 2 complaints, one case required an extension while awaiting legal advice. Additionally, two complaints exceeded the 20-working-day deadline by one day and four days, this was due to resource issues in the Housing Options team. Going forward, all Stage 2 complaints will include a full lessons learned report completed within 20 working days. The feedback from these reports will be shared with the Head of Service to identify areas for improvement and strengthen future service delivery.

2.4.5 Lessons learnt process is now in place for all stage 2 complaints and summaries will be delivered to HIP Board on a Quartey basis.

2.5 Complaints Response Deadlines Extended

2.5.1 A total of 11 Stage One complaints and 1 Stage Two complaint had their response deadlines extended with the agreement of the complainant. All complaints were subsequently responded to within the agreed extended timescales.

The extensions were mainly required due to delays in completing repair works during the mobilisation period of the new WPS contract, as confirmed repair dates were essential to resolving several cases. Additional time was also needed for more complex Housing Options complaints, particularly where legal advice or multi-agency support was required, which contributed to the extended response periods.

2.6 Complaints Refused

2.6.1 Although a number of complaints were withdrawn by complainants, no complaints were refused during the Q4 period.

3 Complaints by Category

3.1 A breakdown of complaints by service area can be found below:

Service Area	Number of complaints	%
Repairs and Maintenance	23	62%
Housing Options	10	27%
Housing Management	4	11%
	37	

3.2 Complaints by service area have remained consistent with the percentages reported throughout 2025-2026.

3.3 As previously reported most complaints against landlords relate to their repairs service. 62% of complaints to the Housing Ombudsman investigated last year related to property condition and a further 15% relating to complaint handling, many of these regarding repairs and maintenance.

3.4 We also look at the type of complaints made and categorise them across all service areas:

Repairs Type of complaint		
Type of Complaint	Number	%
(R/M) Missed appointment by contractor	7	30%
(R/M) Quality of work carried out by contractor	5	22%
(R/M) Time taken to complete repair	6	26%
(R/M) Ongoing delays to repairs	2	9%
(R/M) Damp and Mould	2	9%
(R/M) Heating & hot water	1	4%
	23	100%

3.5 As previously reported the repairs contractor (MCP Plus) experienced significant operational challenges following the loss of the contract, resulting in reduced capacity and a decline in service provision to tenants. As the contract neared its end, we observed increasing failures to commit to scheduled appointments, delays in appointments being arranged, and instances of contractors not attending. The new WPS contract was mobilised on 1 April, marking the transition to the new service arrangements.

3.6 These issues have now been addressed as part of the transition to the new contractual arrangements, with the new contractor (WPS) mobilised on 1 April. We will continue to review the complaints received to ensure that lessons learned are fully understood and embedded into future service delivery.

- 3.7 For context, a total of 1462 repairs were raised during Q4 resulting in 23 Stage 1 complaints. This equates to 1.5% of repairs raised resulting in a complaint and therefore 98.5% in repairs raised not escalating to a complaint.

Stage 1 complaints			
	No of jobs raised	No of Stage 1 complaints	% of jobs raised making Stage 1
2024-25 Q1	1,473	21	1.4%
2025-26 Q2	1,874	26	1.4%
2025-26 Q3	1,841	33	1.8%
2025-26 Q4	1,462	23	1.5%

- 3.8 10 stage one complaints were raised relating to Housing Options:

Type of complaint – Housing Options		
Type of Complaint	Number	%
(HO) Homeless Application	1	10%
(HO) Communication and Support	2	20%
(HO) Suitability of TA	3	30%
(HO) Request to Move	1	10%
(HO) Issues with Bidding system	3	30%
	10	100%

- 3.9 30% of complaints relating to Housing Options related to Suitability of Temporary Accommodation and 30% related to Issues with the Bidding system. These figures have been shared with the Interim Head of Strategic Housing Services, who has provided the following narrative.
- 3.10 In regard to the suitability of temporary accommodation complaints, a review of all placements and their suitability has been undertaken. The complaints mainly related to out-of-area placements, and several households and families have since been moved to locations where they have family connections and support networks. The service has sourced appropriate PSL properties to ease these pressures and has increased support with rent deposits and rent top-up payments.
- 3.11 In terms of the backlog of Housing Register applications, the service is progressing at speed, with up to 30 applications being reviewed and assessed each week. Two Housing Register Officers have been recruited, who are focused on reducing the number of outstanding applications, led by the newly appointed Senior Register Officer
- 3.12 Due to the number of complaints relating to moves from council accommodation, the team has also set up internal meetings with Housing Management and the Voids team to accelerate housing management moves

and other lets. With the mobilisation of Wates, this has led to a significant increase in the number of properties we are able to offer.

- 3.13 Four stage one complaints were raised relating to Neighbourhood Management:

Neighbourhood Management		
Type of complaint		
Type of Complaint	Number	%
(HM) ASB	4	100%
	4	100%

- 3.14 100% of complaints raised related to ASB. These complaints raised issues relating to how ASB cases have been managed and how staff have communicated with tenants.

- 3.15 Although ASB case management audits are currently in place, there have been delays to the implementation of the new MRI ASB case management system. It is intended however to provide a detailed workstream plan shortly which will identify when MRI will be capable of delivering the ASB system compliant outputs.

4 Trends

- 4.1 Contractor reliability declined in Q4, with repeated missed appointment and delays indicating weak performance management. Communication issues remained widespread with residents reporting poor updates, unanswered queries and unclear decision. Delays across repairs, application processing and temporary accommodation continued to drive dissatisfaction, reflecting capacity and workflow pressure. ASB cases grew more complex requiring multi-agency involvement. Repairs performance is expected to improve from April as the new contractor WPS begins under a stronger service level agreement with clearer communication commitments.
- 4.2 High levels of missed appointments and concerns regarding work quality were reported throughout Q4. This decline is likely linked to the MCP Plus contract winding down, alongside the transition period while the new WPS contract was mobilising ahead of its 1 April start date.
- 4.3 The average number of complaints received throughout 2025/26 has remained consistent, apart from months September and October. Again, the increase in complaints during these months are almost certainly attributed to the challenges that the previous contractor was facing during this period.
- 4.4 The volume of complaints received in relation to ASB requires further scrutiny to determine whether this reflects the absence of a dedicated ASB case-management system or highlights a training need among staff delivering the service. We will also look to include this area within the remit of our new Tenant and Leaseholder Panel for scrutiny, which is currently being developed with support from Tpas and the new Engagement Team.
- 4.5 Complaints relating to Housing Options primarily concerned the suitability of temporary accommodation and issues with the Bidding system. The Head of

Service will carry out a root cause review to identify the underlying issues and report back.

5 Outcomes

- 5.1 When comparing Q4 with previous quarters, complaint volumes have remained steady, reflecting the positive impact of the newly established Customer Relations team and the improved oversight now in place. Although Q3 recorded a higher number of complaints than Q1 and Q2, fewer were upheld and fewer progressed to Stage Two. This indicates greater confidence and consistency in how complaints are reviewed and resolved at Stage 1. Only three complaints progressed to Stage 2 in Q4, suggesting that while residents continue to raise concerns, the quality, clarity and effectiveness of initial responses have improved. This pattern demonstrates that early resolution is becoming more robust, supported by stronger handling and more confident decision-making across services.

Complaints Upheld		
Year 2025-26	Stage 1	Stage 2
Q1	75%	80%
Q2	80.4%	73.3%
Q3	55%	67%
Q4	49%	0%

- 5.2 3 complaints were escalated to Stage Two of the complaints procedure and all 3 were Housing Option's Complaints.

Service Area	Number of complaints escalated to stage two
Repairs and Maintenance	0
Housing Options	3
Neighbourhood Management	0
	3

- 5.3 A total of £1825 was paid out in compensation and this is the lowest Amount so far for the year 2025-26

Year 2025-26	Compensation
Q1	£1900
Q2	£2700
Q3	£2250
Q4	£1825

6 Members Enquiries

- 6.1 In this quarter we received 32 Enquiries from the local MP and 3 from local Councillors.

	January	February	March
ME	3- Damp & Mould 1 MCP/Repairs	1 Damp & Mould 1 Homelessness 1 MCP/Repairs	0
MP	1 - Homelessness 2-Housing Register 3-MCP/Repairs 1- ASB	4 Temp Housing 1-Housing Register 3-MCP/Repairs	3 – Temp Housing 1-Council Property 5-Housing Register 1-MCP/Repairs

7 Housing Ombudsman

- 7.1 During Q4, the Housing Ombudsman has issued 1 determination stating all outstanding repairs to be completed by the 13 May alongside compensation and a formal apology. Lesson's learnt report will be sent to HIP Board in Q1. This complaint related to damp and mould case where severe delays to works completed and a lack of acknowledgement of vulnerabilities to children in the household.
- 7.2 There are currently 16 cases under consideration for investigation by the Housing Ombudsman. 5 cases relate to one tenant.
- 7.3 Senior Officer's met with the Housing Ombudsman to review the complaints process, their recommendations have now been implemented in the new Complaints Policy

8 Customer Satisfaction

- 8.1 Nine Complaint survey responses were returned during Q4, this low level of responses is addressed in point 8.6

Question	Metric					Score
How easy was it: To make a complaint	Very Easy	Fairly Easy	Neither	Fairly Difficult	Very Difficult	
To make your complaint?	5	3	6	2	0	50%
Where you satisfied:	Very Satisfied	Somewhat Satisfied	Neither	Somewhat Dissatisfied	Very Dissatisfied	
That you were kept informed?	5	0	3	2	6	31%
How your complaint was handled?	5	0	1	4	6	31%
With the outcome of your complaint	4	0	1	3	8	25%

- 8.2 50% found it easy to make a complaint and 12.5% found it difficult to make a complaint.
- 8.3 32% were satisfied with how they were kept updated and 50% were dissatisfied.
- 8.4 32% were satisfied with how their complaint was handled and 62% were dissatisfied.
- 8.5 25% were satisfied with the outcome of their complaint and 68% were dissatisfied.
- 8.6 Feedback levels remained very low throughout Q4. Now that the Customer Relations Officer is in post, survey requests will be issued immediately after each complaint response is sent. However, as response rates have continued to be low, we have now decided to introduce telephone surveys to improve the volume and quality of feedback received.

9 Learnings and Service Improvement

- 9.1 As previously reported, the repairs contractor (MCP) experienced significant operational challenges following their move into administration, which affected service continuity. The delay in finalising the interim MCP+ contract further reduced capacity and contributed to an increase in complaints. As the MCP+ contract has now come to an end in late March and we are still seeing issues in Q1, we were seeing continued issues with service level performance while we awaited the mobilisation of the new WPS contract on 1 April.
- 9.2 The Council has now appointed WPS as the new repairs contractor, who mobilised on 1 April.
- 9.3 Staff have now received additional ASB training to improve the consistency of case handling and strengthen our victim^{OBJ}-centred approach. This training has

been rolled out to both the Engagement Team and the Sheltered Accommodation Officers. The necessary accurate and electronic handling of ASB data, etc will however only be achieved when the MRI system becomes operational.

10 Focus on Q1 2026 - 2027

- 10.1 During Q4 into Q1 2026-2027, following the completion of the Complaints team's induction, the team has been working proactively to strengthen our approach to complaint handling. Their focus has included the triaging of complaints, improved monitoring and tracking processes, strengthening the landlord-resident relationship, enhancing the quality of complaint investigations, increasing ownership of cases, improving communication with tenants, and embedding lessons learned through root cause analysis. We are now seeing this activity taking effect, with every complaint being triaged and regular communication agreed with residents. Early feedback from tenants has been positive, reflecting the impact of the team's work.
- 10.2 100% of stage 2 complaints will go through a Lesson's Learnt process and a summary will provided in the Quarterly Complaints report.
- 10.3 We have been working closely with Tpas and will begin recruitment for our new Tenant and Leaseholder Panel on 5 May. For Quarter 1, the Panel's first area of scrutiny will be our complaints process, which will provide valuable insight into the improvements tenants want to see. Alongside this, we have a series of tenant engagement events scheduled throughout Q1, where we will be gathering feedback on residents' priorities and identifying opportunities to strengthen our services going forward.