2025-26 Housing Complaints Performance Report

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Introduction

This report is for the end of year complaints performance for the 2025-26 fiscal year.

Overall KPI performance

We calculate our KPI with the following formula: Number of complaints closed in time / Number of complaints closed. The outturn of that formula is in the 'Performance' column of the tables. The performance target for stage 1 and 2 complaints is 90%.

Stage 1 complaint performance:

S1 Complaints Performance

Month	Closed	Closed In Time	Closed in time with extension	Closed late	Average days to resolve	Performance
Apr 2025	15	8		7	19.33	53.33%
May 2025	9	3		6	14.67	33.33%
Jun 2025	33	11	1	21	30.06	36.36%
Jul 2025	30	18	2	10	12.13	66.67%
Aug 2025	26	20		6	20.27	76.92%
Sep 2025	29	23		6	9.69	79.31%
Oct 2025	29	15		14	13.52	51.72%
Nov 2025	30	21		9	12.00	70.00%
Dec 2025	41	25		16	13.20	60.98%
Jan 2026	42	30	2	10	9.14	76.19%
Feb 2026	38	25	1	12	17.18	68.42%
Mar 2026	30	22	2	6	11.80	80.00%
Total	**352**	**221**	**8**	**123**	**14.98**	**65.06%**

Across the year, a total of 352 Stage 1 complaints were closed, with an overall performance of 65.06% closed within timescales, including a small number agreed with extensions. This shows that while most complaints were handled on time, overall performance remained below the 90% target. The average resolution time for the year was just under 15 days, suggesting that most cases were resolved reasonably quickly, but persistent late closures continued to suppress compliance. The early part of the year was particularly challenging, with April, May and June all recording low performance and June standing out as the weakest month, combining high volumes, many late closures and a significantly longer average resolution time.

From July through to September there was a clear and sustained improvement. Performance rose steadily, peaking at just over 79% in September, alongside a sharp reduction in average days to resolve complaints. Late closures fell markedly during this period, demonstrating a better grip on complaint handling. This improvement was not driven by reduced workload alone, as volumes remained relatively steady, which suggests that changes in capacity and prioritisation had a positive impact during the summer months.

Performance dipped again in October before stabilising and improving

toward the end of the year. From November onwards, performance was more consistent and resolution times remained relatively low, with January and March showing particularly strong results despite high volumes. March achieved the highest performance of the year at 80%, with comparatively fewer late closures. This quarter's strong performance is linked to the implementation of a new CRM system and heightened visibility of complaint workflows for responding officers. The limited use of extensions throughout the year, especially when compared to the number of late cases, suggests there is scope to utilise the extension mechanism more proactively. Overall, the data shows a clear trajectory of improvement and learning over the year, culminating in stronger and more consistent outcomes that provide a solid foundation to sustain higher performance going forward.

Stage 2 complaints performance:

S2 Complaints Performance

Month	Closed	Closed In Time	Closed in time with extension	Closed late	Average days to resolve	Performance
Apr 2025	4	2		2	67.00	50.00%
May 2025	5	4		1	30.60	80.00%
Jun 2025	7	7			9.29	100.00%
Jul 2025	11	7		4	87.18	63.64%
Aug 2025	11	6		5	64.64	54.55%
Sep 2025	12	10		2	22.50	83.33%
Oct 2025	8	7	1		11.50	100.00%
Nov 2025	6	6			12.00	100.00%
Dec 2025	12	11	1		15.75	100.00%
Jan 2026	9	8		1	15.78	88.89%
Feb 2026	9	6		3	18.33	66.67%
Mar 2026	6	6			15.33	100.00%
Total	**100**	**80**	**2**	**18**	**31.78**	**82.00%**

Across the year, 100 Stage 2 complaints were closed, with an overall performance of 82%, which is notably stronger and more consistent than Stage 1 performance. Early months showed considerable volatility, particularly April and July, where performance dropped to 50% and 63.64% respectively and average resolution times were high.

From September onwards, performance becomes more stable and consistently strong. Except for February, compliance remains at or above 83%, including four months achieving 100% performance. Average resolution times during this latter period also reduce significantly and stabilise, largely remaining between 11 and 18 days. Overall, the data indicates a clear improvement in grip and consistency over time, with the latter half of the year demonstrating that high Stage 2 performance is achievable and sustainable when cases are actively

managed and resolution times are controlled.

MP/Councillor enquiries:

Whilst we do not have KPIs for councillor or MP enquiries, we do still track performance, which is detailed below. Please note that these are for enquiries received only through the Service Issues mailbox.

Cllr Enquiry Performance

Month	Closed	Closed In Time	Closed in time with extension	Closed late	Average days to resolve	Performance
Apr 2025	21	11		10	10.52	52.38%
May 2025	4	2		2	6.50	50.00%
Jun 2025	20	12		8	7.10	60.00%
Jul 2025	10	4		6	8.90	40.00%
Aug 2025	15	11		4	2.53	73.33%
Sep 2025	12	7		5	6.58	58.33%
Oct 2025	16	7		9	8.31	43.75%
Nov 2025	9	4		5	8.89	44.44%
Dec 2025	8	7		1	3.63	87.50%
Jan 2026	15	12		3	4.36	80.00%
Feb 2026	21	9		12	13.52	42.86%
Mar 2026	11	9		2	1.36	81.82%
Total	**162**	**95**		**67**	**7.43**	**58.64%**

It has taken on average 7.4 days to close a Cllr enquiry with an in-house target of 3, and 7.6 days to close an MP enquiry with an in-house target of 10 working days.

MP Enquiry Performance

Month	Closed	Closed In Time	Closed in time with extension	Closed late	Average days to resolve	Performance
Apr 2025	5	3		2	7.40	60.00%
May 2025	3	2		1	7.33	66.67%
Jun 2025	9	8		1	7.89	88.89%
Jul 2025	4	4			3.75	100.00%
Aug 2025	2	2			2.50	100.00%
Sep 2025	8	7		1	4.63	87.50%
Oct 2025	1	1			8.00	100.00%
Nov 2025	1	1			0.00	100.00%
Dec 2025	3	3			3.00	100.00%
Jan 2026	2	1		1	13.00	50.00%
Feb 2026	9	5		4	15.22	55.56%
Mar 2026	3	3			4.67	100.00%
Total	**50**	**40**		**10**	**7.62**	**80.00%**

Stage 1 performance by service area

S1 Complaints Performance

Service area	Closed	Closed In Time	Closed in time with extension	Closed late	Average Days to Resolve	Performance
Assets & Property (Surveying)	12	9		3	12.58	75.00%
Rent & Services Charges	12	9		3	10.00	75.00%
Compliance	14	10		4	7.71	71.43%
Reactive Repairs	185	119	5	61	13.67	67.03%
Neighbourhood Management	97	62	1	34	13.94	64.95%
Enforcement & Regulation	6	2	1	3	14.00	50.00%
Contracts	13	6		7	41.46	46.15%
Sheltered Accommodation	13	4	1	8	29.85	38.46%
Total	**352**	**221**	**8**	**123**	**14.98**	**65.06%**

Overall Stage 1 complaint performance is being heavily influenced by a small number of service areas with high volumes and weaker timeliness, which is reflected in the overall performance of 65.06%. Reactive Repairs and Neighbourhood Management account for the majority of complaints closed and late closures, meaning performance in these areas has a disproportionate impact on the overall position. While several service areas are performing at or above 75%, underperformance in high volume services continues to suppress overall performance.

Reactive Repairs remains the single largest driver of late Stage 1 complaints. With 185 complaints closed, it represents over half of all Stage 1 cases responded to, and although performance sits at 67.03%, this still translates into 61 late closures. This indicates some improvement compared to earlier reporting periods, but the volume of work means even moderate underperformance has a significant effect. However, Reactive Repairs performed significantly better in Q4 compared to the rest of the year achieving 83.33% performance, which is extremely promising for the following year.

Overall, the data reinforces that improving performance in a small number of high-volume services, particularly Reactive Repairs and Neighbourhood Management, alongside targeted support for underperforming areas such as Sheltered Accommodation, would deliver the greatest improvement to overall Stage 1 complaint performance.

Stage 2 performance by service area

S2 Complaints Performance

Service area	Closed	Closed In Time	Closed in time with extension	Closed late	Average Days to Resolve	Performance
Compliance	7	7			11.43	100.00%
Enforcement & Regulation	2	1	1		23.50	100.00%
Reactive Repairs	50	43		7	32.36	86.00%
Contracts	6	5		1	17.67	83.33%
Neighbourhood Management	22	16	1	5	42.00	77.27%
Rent & Services Charges	4	3		1	28.50	75.00%
Sheltered Accommodation	6	4		2	35.17	66.67%
Assets & Property (Surveying)	3	1		2	26.00	33.33%
Total	**100**	**80**	**2**	**18**	**31.78**	**82.00%**

Stage 2 complaint performance is strong overall, with 82% of cases closed within timescales across the year, although this headline figure masks some variation between service areas. A few services demonstrate very effective handling at Stage 2, particularly Compliance and Enforcement & Regulation, both of which achieved 100% on-time closure rates with relatively low volumes and short average resolution times.

Reactive Repairs continues to be the most significant driver of overall Stage 2 performance due to its high volume, accounting for half of all Stage 2 complaints closed. While performance here is comparatively strong at 86%, this still resulted in seven late closures and an average resolution time of 32 days. This shows that even small slippage against timescales has a material impact on the overall position given the scale of the caseload.

Neighbourhood Management also makes a notable contribution to Stage 2 outcomes, closing 22 cases with a performance of 77.27% and five late closures.

Overall, the data shows that Stage 2 performance is generally strong and well controlled but remains sensitive to performance in Reactive Repairs and Neighbourhood Management. Targeted improvements in these high impact services would further strengthen Stage 2 performance and reduce the risk of delays in complex cases.

Learnings from complaints and continual improvement

Some key learning that has been taken from complaints received and implemented within the services is listed below.

Complaint handling timeframes:

- Complaint handover processes must be embedded into how we work with complaints to avoid instances of staff going on holiday and deadlines being missed, which subsequently effects customer experience. This has been stressed to all staff as part of complaints handling.

- Staff to utilise the complaint extension mechanism where the complaint is sufficiently complex.

Contractors/Reactive Repairs

- A performance improvement plan was agreed with our heating contractor to address issues of repeated cancellations. It is inevitable and unavoidable that some appointments have to be rescheduled in the event of an emergency taking priority but we are working constructively to reduce the frequency of this and to improve communications with tenants.

- A new KPI to measure separately emergency and urgent repairs has been created to give better oversight into Performance.

    - Complaints training has been provided to both our main reactive repairs contractors to ensure they are following our process

    - We pick up complaints trends with contractors at contract meetings and will be carrying out more case studies in the future with staff and contractors to facilitate shared learning

Sheltered Accommodation

- In cases where a resident raises multiple complex issues, particularly regarding repairs, weekly meetings are held to review each matter. This ensures that no issues are overlooked and that progress towards resolution can be effectively monitored and communicated to the resident.

Neighbourhood Management

- Complaints relating to delayed or absent responses from officers were used to support the creation of two Neighbourhood Management Assistant posts, aimed at improving

responsiveness and communication with residents.

- Officers were also required to structure their working day to prioritise resident contact, ensuring the first and last hour of each day was dedicated to responding to tenant enquiries.

Conclusions

Performance: We closed 157.3% more stage 1 complaints on time this year compared to the previous year, and 228% more stage 2 complaints on time, despite seeing significant rises in complaint intake across our housing service.

Both stage 1 and 2 complaint performance would benefit greatly from better use of the complaint extension mechanism.

Themes: Complaint themes for Stage 1 and 2 complaints continue to be dominated by repair related issues, and Repairs Needed and Repairs Outstanding collectively account for a significant proportion of complaints. However, this is expected to a degree given that Reactive Repairs consistently received the highest volume of complaints across service areas.

Appendix:

1) **2025-26 Complaints Service Improvement Report**

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