

<b>LONDON BOROUGH OF CAMDEN</b>	<b>WARDS:</b> All
<b>REPORT TITLE</b> Housing Ombudsman's report and action plan	
<b>REPORT OF</b> Director of Property Management	
<b>FOR SUBMISSION TO</b> Housing Scrutiny Committee	<b>DATE:</b> 15 September 2025
<b>SUMMARY OF REPORT</b>  This report summarises the work done to address the recommendations in the Housing Ombudsman's report and how this will improve the handling of housing related complaints by the Council. It also highlights wider improvement work on case management and asks the Committee to recognise the progress made.  <b>Local Government Act 1972 – Access to Information</b>  No documents that require listing were used in the preparation of this report.  <b>Contact Officer:</b> Scot Reid, Head of Property Customer Services and Engagement, 5 Pancras Square, London, N1C 4AG Telephone: 020 7974 6303 Email: <a href="mailto:scot.reid@camden.gov.uk">scot.reid@camden.gov.uk</a> .	
<b>RECOMMENDATIONS:</b>  The Committee is asked to note the contents of the report.	

Signed:



Director Property Management

Date: 4<sup>th</sup> September 2025

## 1. INTRODUCTION

- 1.1 In November 2023, the Council was notified by the Housing Ombudsman that they would be carrying out a “Paragraph 49” investigation into the Council’s handling of leaks, damp and mould, complaints and repairs. This investigation was in keeping with wider work by the Ombudsman who has carried out similar investigations across London with ten reports published in recent years for London local authorities (Islington, Haringey, Hammersmith & Fulham, Lambeth twice, and Camden) or large London Housing Associations (including large providers such as L&Q, Clarion, Hyde and Southern).
- 1.2 This report summarises the work done to address the recommendations in the Housing Ombudsman’s report and how this will improve the handling of housing related complaints by the Council. It also highlights wider improvement work on case management and asks the Committee to recognise the progress made.
- 1.3 The Committee is also asked to note that due to the age of the housing stock, the investment required, and the volume of repairs carried out each year, the Council will continue to receive a large volume of housing and property complaints in the years ahead. The purpose of our work is therefore to manage complaints as effectively as possible, use complaints information as drivers for service improvement and make connections between issues identified and our asset management strategy.
- 1.4 Between November 2023 and November 2024, the Council worked proactively and collaboratively with the Housing Ombudsman. The Council provided comprehensive documentation on casework, policy, procedures and ways of working. This approach not only facilitated the investigation process but improved the Council’s understanding of what it could do to improve.
- 1.5 Once the report had been published the Council had three follow up meetings with the Housing Ombudsman’s team to talk through the work carried out to address the recommendations. The final meeting in July 2025 was also attended by the Cabinet Member for Better Homes, who is also the lead member for Housing Ombudsman cases, and the Housing Ombudsman confirmed it was satisfied that all recommendations had been addressed.
- 1.6 The report identified 3 themes that are summarised below and provided the basis for the recommendations:

### *Complaint handling*

- the Council should review processes and training to align with the statutory Complaint Handling Code to foster a culture that values complaint handling and removes any perceived defensiveness
- the Council should enhance its processes for complaint identification, acknowledgment, and investigation
- Introducing consistent and transparent guidance on compensation and improved data accuracy in complaint recording and performance reporting were also recommended

### *Property condition and repair*

- the Council should improve record-keeping to avoid inaccuracies and gaps in cases.
- systems should enable linked repair histories, making sure follow-ups on inspections happen and improving communication with residents.
- there needed to be more effective tackling of damp, leaks, and pest infestations
- the Council should have systematic process for tracking outstanding repairs through to completion

### *Vulnerable residents*

- the Council's response to vulnerable residents highlights a lack of policy regarding reasonable adjustments.
- complaint handling shows insufficient recognition of residents' vulnerabilities and the impact
- the Council should review its approach to vulnerability and reasonable adjustments, including its strategy for longer-term system and data improvements

1.7 The 13 recommendations and the Council's most recent updates to the Ombudsman are set out in Appendix 1.

## **2. Improvements Made**

2.1 Between November 2024 and July 2025, the Council put in place significant improvements to address the recommendations made. The Council has worked to go beyond the essential work to meet recommendations and adopt best practice. This includes changes to how we work and the systems supporting our services. These include:

- The recruitment of 'Lessons Learned Lead', who actively fosters a culture of change within our repair team, with a strong emphasis on advocating for residents. This role has been so effective that we have now engaged another Lessons Learned Lead to further support change across our Neighbourhoods teams.
- The introduction of a completions team which tracks every recommendation made in a stage 1 complaint with the aim of preventing escalations to stage 2 or to the Ombudsman, but more importantly to make sure residents receive the service or compensation that is due to them
- The launch of a new repair system called ROCC in December 2024, which streamlines the handling of repairs by integrating multiple functions, including repair management and appointment scheduling. A key feature of ROCC is its ability to support self-service options for residents. ROCC also allows the repairs team to track appointments and manage work in real-time, ensuring that jobs are completed more efficiently and accurately
- At the same time the Council introduced a new online portal for checking the status of service requests and repairs through Madetech. Residents are able to access up-to-date information directly, reducing delays and ensuring they always know the status of their requests.
- Recognising that complaints are generally on the rise among local authorities, particularly in London, Camden has established the London Local Authority Complaints Forum. This initiative allows officers who handle complaints to share ideas and best practices, enabling them to learn from one another and enhance the service provided to residents. So far, three other local authorities have reached out to us to learn how

we engaged with the Ombudsman, and they are particularly interested in the new improvements we have introduced.

- A review of complaint handling processes, training of staff and new templates for complaint responses issued that reflect learning from the Ombudsman's report
- A new compensation policy was approved by the Audit and Corporate Governance Committee which was fully reviewed by officers and consulted on with the Residents' Panel
- Additional steps to quality assure complaint responses, including reviews of complaint responses by the Customer Experience Oversight Panel
- A new policy on how resident vulnerabilities will be considered as part of service delivery was approved 31/07/2025.

2.2 As set out in section 1, Council officers met with the Housing Ombudsman and talked through our work to address their recommendations and proposed improvements. These collaborative meetings proved invaluable, providing us with a deeper understanding of industry standards and allowing us to learn from their experiences with other organisations.

2.3 Furthermore, officers actively sought feedback from stakeholders, including residents, staff, and partner organisations, to ensure the Council aligned its initiatives with their needs and expectations. The Council conducted workshops with the Housing Customer Experience Oversight Panel and surveys to gather insights, which were instrumental in guiding improvement efforts.

2.4 Through these proactive measures, we not only addressed the specific action points but also laid the foundation for further improvements through the housing transformation programme. Our focus on continuous improvement has equipped us to better serve our community and foster greater trust and satisfaction among those we support. We are committed to maintaining this momentum as we move forward, ensuring that we meet and where possible exceed the standards established by the Housing Ombudsman and other regulatory bodies.

### 3. Housing Ombudsman Sign Off

3.1 The Council met with the Housing Ombudsman 12 July 2025 and present at the meeting was the Borough Solicitor and Cllr Sagal Abdi-Wali who is the appointed Councillor for the Housing Ombudsman. At this meeting the Housing Ombudsman confirmed it was satisfied with the Council's progress and confirmed the investigation was now closed. They wrote to say:

*"Following our monitoring meetings and a thorough review of the action plans and supporting evidence provided by Camden, we are satisfied that all 13 recommendations outlined in the Special Report are being actively addressed.*

*While we acknowledge that some actions remain in progress and that continued effort is essential for meaningful change, it is clear that Camden is taking steps to address the systemic issues identified in our investigation. We commend the commitment demonstrated toward implementing lasting improvements and preventing future failings for the benefit of its residents.*

*We will now transition to routine monitoring of our casework data."*

#### 4. Further Work and Next Steps

- 4.1 The Council's main consideration is always that the investigation was initiated because its services had let residents down, and this has resulted in some significant changes to how we handle complaints and repairs.
- 4.2 The Council must anticipate however that given the size and age of the housing stock and the volume of repairs undertaken, it will continue to receive complaints. Like many authorities in London, we have observed an increase in housing complaints in recent years, particularly in relation to repairs. On a national level, the Ombudsman has reported a staggering 474% increase in complaints concerning the condition of social rented homes and how repairs are handled.
- 4.3 This concentration in London was reflected in the Ombudsman's Insight report on challenges in the Capital, which found 47% of 2023/24 cases came from London residents, this reflecting the challenges posed by levels of overcrowding, age of the housing stock, and levels of anti-social behaviour. The table below sets out the 'maladministration rate' and the number of determinations per 10,000 homes for Camden and neighbouring authorities, as highlighted by the report:

Local authority area	Number of findings	% Mal rate	Determinations per 10,000 homes
Barnet	106	58.50%	21.6
Brent	201	71.60%	29.6
Camden	223	74.40%	24.5
City of Westminster	236	77.50%	38.5
Haringey	231	78.80%	33.7
Islington	347	79.00%	29.9

- 4.4 In response to these challenges, we have taken proactive measures to increase the size of our Property Management Stage 1 case management team, resulting in a significant improvement in response times. As set out earlier, we have established a dedicated completion team focused on fulfilling our commitments regarding complaint responses, which has demonstrated considerable success. Furthermore, the Lessons Learned Lead is instrumental in driving a transformative culture within our repair team, with a relentless focus on advocating for our residents. The impact of this position has been so positive that we have appointed an additional Lessons Learned Lead to foster meaningful change and learning from complaints across the Neighbourhood Housing teams.
- 4.5 It is also important to recognise the work being done to increase investment in the Council's homes with the Housing Investment Strategy approved in January 2025, alongside a commitment to invest £670m in the housing stock. This strategy will help the Council address the root cause of property condition complaints through additional investment and proactive asset management.
- 4.6 In terms of policy, in collaboration with our Residents' Oversight Panel, we have co-produced a comprehensive new compensation policy aimed at enhancing our service delivery and ensuring fairness in how we handle complaints. The oversight panel

comprises a diverse group of residents who bring valuable perspectives and experiences to the table. They meet monthly with our case management team to meticulously review the quality of our responses to complaints, evaluating everything from timeliness to effectiveness. During these meetings, panel members are encouraged to provide constructive feedback and suggest improvements based on their unique insights.

- 4.7 This ongoing partnership with residents has helped transform our approach to complaint handling. By actively involving our residents in the process, we have developed a more responsive and empathetic framework for addressing concerns. The collaboration not only empowers residents but also fosters a sense of community and trust between them and our organisation. We believe that this initiative is a significant step toward enhancing customer satisfaction and ensuring that every voice is heard and valued. Through these efforts, we aim to create a more positive experience for all our residents, ensuring that their concerns are managed with the utmost care and consideration. To ensure that all residents can see the changes taking place, we have created a dedicated microsite on the Camden website. This site showcases the work being done by this panel.
- 4.8 For residents who may be digitally excluded, we now host twice-yearly Heads of Service events to provide updates on our current initiatives, including improvements related to complaints. Since May, we have successfully launched a series of ten Neighbourhood Action Days across the Borough, prioritising localised face-to-face interaction. These events have proven to be immensely popular, with nearly a thousand residents connecting with a diverse range of Housing and Property Management services. Councillors and members of the public can explore the highlights of these action days on our dedicated microsites hosted on the Camden website.
- 4.9 Building on this success, we will be introducing a monthly drop-in centre at local libraries throughout the Winter period, ensuring continued support and engagement with our residents. This initiative reflects our dedication to listening to community needs and enhancing the services we provide.
- 4.10 To ensure that our changes are genuinely leading to improvements, over the past year, we have engaged with more than 1,000 residents who submitted a Stage 1 complaint (see Appendix 2) to gather comprehensive feedback on how their complaints were handled. This proactive approach not only helps us better understand the resident experience but also highlights areas where we can improve our services.
- 4.11 The results from this thorough feedback process are very encouraging, showing a remarkable 50% increase in satisfaction levels compared to the previous year. This increase indicates that our efforts to address concerns, improve communication, and streamline our complaint resolution processes are resonating well with the community.
- 4.12 We believe that listening to our residents and incorporating their feedback is crucial for fostering a positive and responsive environment. Moving forward, we remain committed to maintaining this momentum and continuously enhancing our engagement with residents to ensure that their voices are heard and valued. This campaign was recognised by the Housing Ombudsman as a good practice example. It shows that we are addressing their concerns and can demonstrate that our new approach is producing positive outcomes for residents who want to file complaints about our service.

## **5. Legal Comments of the Borough Solicitor**

- 5.1 The Borough Solicitor has been consulted and has no comments to add.

## **6. Finance considerations**

- 6.1 Some of the actions set out in sections 2 and 4 involve process improvements and better use of existing resources. However, in other cases they have resulted in additional costs. The Cabinet agreed some additional budget for the financial years 2024/25 and 2025/26 to tackle the issues raised by the Ombudsman's investigation and cover these additional costs. Nevertheless in 2024/25 the Council overspent its housing repairs budget considerably and is forecast to do the same in 2025/26. Damp and mould and disrepair were two of the main causes of the overspend.
- 6.2 The overspend occurred because while the Council has improved its processes around complaints handling, property condition & repair and vulnerable residents, its ability to tackle the underlying causes of the issues highlighted by the Ombudsman are limited. As noted in paragraph 4.2, Camden in common with other Inner London boroughs has a large and ageing stock and the funds it has available for repairs and capital investment are severely limited by constraints on rent increases and a lack of government grants. The Council has taken steps to unlock new funding for capital investment through its Housing Investment Strategy but it can only go so far to address the structural financial pressures facing social landlords. The financial model of social housing is fundamentally not fit for purpose.

## **7. Environmental Implications**

- 7.1 There are none.

## **8. Appendices**

- 8.1 Appendix 1 - Final action plan submission to the Housing Ombudsman, April 2025
- 8.2 Appendix 2 – KWEST outbound call campaign focused on the complaint handling process.

**REPORT ENDS**

## Appendix 1: Final action plan submission to the Housing Ombudsman, April 2025

	Recommendation	Action following April Meeting (as at July 2025)
1	Work with the Housing Ombudsman to ensure its complaints policy and related documentation is compliant with the Code, to help embed a positive complaint handling culture.	Housing Ombudsman Compliance team made contact with Camden Council in May 2025. Relevant documents have been sent from Camden. Once the review has been completed an updated Policy and Procedure will be presented to the Audit and Corporate Governance Committee for agreement.
2	<p>Review its complaint handling processes and complaint handling training to ensure compliance with the Complaint Handling Code including:</p> <ul style="list-style-type: none"> <li>• identifying and acknowledging a complaint</li> <li>• identifying and acknowledging escalation requests</li> <li>• ensuring appropriately thorough investigations • quality, timeliness and tone of responses</li> <li>• resident communication when complaint response and/or resolution is delayed</li> </ul>	<p>In summary the following updates have been implemented as part of our wider response to improving the complaint handling processes.</p> <ul style="list-style-type: none"> <li>• Updated acknowledgement letter that provides a summary of the complaint and confirmation of the timeframes and officer's name. This is in addition to the complainant being contacted by the Complaints officer at the beginning of the complaint process.</li> <li>• All officers trained in acknowledging an escalation complaint.</li> <li>• Check list for carrying out an investigation at Stage 1 and 2 are now used by case officers. Tone and quality of responses are checked by the Team leaders and monthly reflecting learning sessions are held between Central Complaints and Property Customer services to discuss responses.</li> <li>• Residents are contacted and made aware if a response is delayed, a reason is given and a new target date is provided</li> </ul> <p>Previously submitted documents provides evidence of these changes.</p>
3	Review its approach to 'business as usual' enquiries to distinguish those that are service enquiries from those that are	<ul style="list-style-type: none"> <li>• The Not a Complaint letters have been updated to include a section that explains why the enquiry was not</li> </ul>



	<p>complaints. Make it a requirement that a rationale must be recorded as to why the complaint was closed as 'not a complaint' to provide the resident with a reason, to monitor these enquiries for themes, and to ensure this approach is not a barrier for residents making complaints</p>	<p>logged as a complaint and where the enquiry has been passed on to for a response. The letter includes a section on should it become a complaint that they can contact the Central Complaints team</p> <ul style="list-style-type: none"> <li>• There is an agreed list of what is considered a service request and what should be considered a complaint that is shared across Central Complaints and Property Customer Services.</li> <li>• Monitoring reports now provides details on Not a complaint enquiries and the reasons. In addition, a report has been created to enable the monitoring of those cases initially logged as not a complaint that continue to escalate to a complaint subsequently.</li> </ul>
4	<p>Review the standard template letters to ensure they are compliant with the Code and remove the 'Sorry you felt the need to complain' standard wording from all templates.</p>	<p><i>Please provide a summary of the actions you have taken to meet this recommendation and any actions outstanding.</i></p> <p><i>For info: <a href="https://www.housing-ombudsman.org.uk/centre-for-learning/key-topics/our-orders/apologies-guidance/">https://www.housing-ombudsman.org.uk/centre-for-learning/key-topics/our-orders/apologies-guidance/</a></i></p> <p>We discontinued the use of the phrase "Sorry you felt the need to complain" several months ago. Now, we typically use the wording, "Thank you for your complaint dated May 23, 2025, and for taking the time to express your concerns."</p> <p>As we continue to proofread most of our cases before they are approved for submission, we are actively working to ensure that the old wording does not reappear. We have recently released our post-consultation restructure, which includes a significant increase in the size of our team. We are recruiting for an additional Senior Case Management Officer and a new Casework Team Manager. A key responsibility for both positions will be to lead extensive training for the Stage One team, utilising the training resources provided by the Housing Ombudsman.</p>

5	<p>Create and embed a process to ensure any actions promised in complaint responses will be tracked through to completion, including clear guidance on closing the case on its case management when there are outstanding actions.</p>	<p><i>Please provide a summary of the actions you have taken to meet this recommendation and any actions outstanding.</i></p> <p>The Case Management Officer must clearly outline the resolution and next steps in their response to residents, as this is a key requirement of the role. If there are any outstanding issues, the Completion team will follow up on the process. All follow-on requests are now included in the completion team follow-on spreadsheet, which is monitored daily by the Senior Case Management Officer and the Casework Team Manager. The completion Team is responsible for both Stage 1 and Stage 2 outstanding actions to ensure a comprehensive response. There is also a dashboard monitoring report that sets out all outstanding actions and their associated target timeframes.</p>
6	<p>Create a clear escalation pathway for residents for when actions proposed in complaint responses are delayed beyond agreed or expected dates.</p>	<p><i>Please provide a summary of the actions you have taken to meet this recommendation and any actions outstanding.</i></p> <p>As a result of this investigation and outreach to other local authorities, we have established a new completion team dedicated to stage one complaints.</p> <p>The completion team takes responsibility for cases after a stage one reply has been sent, ensuring that all outstanding actions are completed. We have implemented our new back- office repairs system, ROCC, which stipulates that if the completion team requests further repairs, those jobs cannot be cancelled or closed without approval from the Head of Service. A case is only closed once we have documented evidence that the request has been addressed, and we have attempted to communicate with the resident to confirm that</p>

		<p>the outstanding work has been completed. A completion letter is then sent to the resident to inform them that the case is now closed.</p> <p>Residents can escalate their complaints to stage two at any time, and this option is clearly communicated throughout the complaint process. The completion team actively participates in the wider Stage One case management team and attends daily operational calls to ensure everyone is aware of the number of cases being handled. They can also request support for cases that are not resolved promptly.</p> <p>As a result of this new process, we are beginning to see a significant decline in the number of promised appointments that are not acted upon, along with positive feedback from customers who feel that the completion team is effectively assisting them towards resolution.</p>
7	Create clear guidance for staff on compensation and a process to monitor compensation payments to ensure consistency, accuracy, and transparency in amounts offered	<p><i>Please provide the draft version of the updated Remedies policy that was presented to the Oversight panel on 20th March 2025, and any further information on the matrix the Central Complaints team have implemented.</i></p> <p>Compensation will be awarded as part of our complaints process where appropriate, and an apology may be adequate in some circumstances.</p> <p>We consider each complaint individually and calculate compensation according to the circumstances. As part of our complaint investigation, we may request supporting information where applicable. Failure to provide the necessary information could affect the outcome of the complaint investigation.</p> <p>When calculating an award of compensation, we will consider the extent, detriment, and impact of the failure/s in service. Furthermore, when assessing the impact of any failure/s, we</p>

will consider any vulnerabilities or individual circumstances as each complaint is managed on its merit.

Our compensation matrix enables us to recognise the impact and detriment caused and allows us to decide in terms of the remedy that must be provided. Individual circumstances and/or vulnerabilities may result in a low category to be considered as medium or medium as high

The revised remedies policy is currently moving through the final stages of approval.

Low	Medium	High
Where we have failed to meet our service standards, and the issue was resolved promptly. The complainant has not suffered significant inconvenience or distress.	Where we have continued to fail to meet our service standards and/or there have been unreasonable delays in resolving the substantive issues.	Where our failure to meet our service standards has caused a high level of inconvenience or detriment. The complainant also has evidence that they have tried to contact us on several occasions to resolve a serious or significant problem, for example, by phone or email.
Example - Where we have failed to contact within a specified timescale or provide an update.	Example - Loss of heating and hot water which was followed-up and the matter has not been resolved despite a couple of visits.	Example - Damp and mould issue that has not been fully resolved. The complainant has followed-up multiple occasions.

On 13 May, the Property Management Senior Management team agreed to the policy. Our member responsible for complaints, Councillor Sagal Abdi-Wali, approved it at her portfolio meeting on 27 May. The policy will be presented to the Audit and Corporate Governance Committee on 2 July. If the committee approves it, we plan to implement the policy following staff training, with the goal of going live on 1 August 2025.

8	Review recording of complaint cases, to ensure data captured and performance reporting is transparent and accurate.	<p><i>Please provide a summary of the actions you have taken to meet this recommendation and any actions outstanding.</i></p> <p>We have employed dedicated staff who actively monitor outstanding actions at both stages of our complaints process. A supplementary complaint response is issued upon physical completion of the outstanding actions, and the complaint case is only closed at that stage.</p> <p>Our reporting system has been updated, and we have the functionality to generate reports for complaints that have associated outstanding actions. This report will be shared regularly with the wider business for clear oversight of complaints that require further action to achieve full resolution.</p>
9	Provide the Ombudsman and the governing body with an update on the quality assurance process which forms part of the landlord's wider review into its complaint handling	<p><i>Please provide an update on the Quality Assurance on Complaint Responses after the panel members meet at the end of April.</i></p> <p>We conducted a very successful meeting with the panel members on April 24th. The overall feedback indicated members were satisfied with the layout, structure, and response timeframes of our replies, and they also suggested several areas for improvement, which we are addressing.</p> <p>We agreed to maintain this collaborative approach as a more permanent feature. A subsequent meeting took place in May, and another is scheduled for late June. I have included a summary of the past two meetings for your awareness.</p>

10	Provide the Ombudsman and the governing body with the key findings of the internal audit into complaint handling, including any risk related management plans.	<p><i>Please provide a summary of the actions you have taken to meet this recommendation and any actions outstanding.</i></p> <p>The key areas of focus from our audit were as follows:</p> <ul style="list-style-type: none"> <li>• Timeliness of response to complaints</li> <li>• Demonstrating learning from shortfalls in service delivery or complaint response</li> <li>• Completeness of Investigation; identifying opportunities to visit citizen; and completeness and accuracy in communications</li> <li>• Ensuring that the issues are resolved after the response to the complaints is sent</li> <li>• Adjustments for Vulnerabilities and Understanding of Lived Experience</li> </ul>
11	Share this Special Investigation report with its Customer Experience Oversight Panel and its Housing and Property Residents Panel.	<p>The special investigation report has been shared with both panels. It has led to significant improvements in our approach to handling complaints, particularly regarding repeated issues where we have fallen short of our standards.</p> <p>The work of the Customer Experience Oversight Panel, in particular, has led to:</p> <ul style="list-style-type: none"> <li>- The complete co-design of our Compensation Policy.</li> <li>- A review of our No Access Process, which outlines the steps taken when the council is unable to access a property or service location for scheduled tasks, such as inspections or</li> </ul>

		<p>repairs, due to factors like resident unavailability or property obstructions.</p> <ul style="list-style-type: none"> <li>- Quality Assurance for complaint responses, which involves reviewing and evaluating the responses to ensure they meet standards for accuracy, fairness, consistency, and clarity. This process helps maintain high-quality customer service and ensures that complaints are addressed appropriately.</li> <li>- Ongoing discussions about creating "how-to" YouTube videos to guide users through Mechanical and Electrical (M&amp;E) repairs.</li> <li>- Ongoing discussions regarding the development of a guide booklet for M&amp;E repairs.</li> </ul> <p>Many of these improvements stem from cases evaluated by the Housing Ombudsman, where we fell short in meeting the needs of our residents.</p> <p>We have created dedicated online microsites for both panels to ensure transparency about the changes we want to implement, which we hope will help rebuild trust with our residents in the areas of complaint handling and service improvements.</p>
12	Create a process to monitor outstanding repairs through to conclusion, ensuring residents are kept updated on the progress of their repairs and informed of repairs that are delayed beyond agreed or expected dates. Ensure there is a process for contacting and updating residents that are digitally excluded.	<p><i>What is the timeframe for the write-up of the end-to-end process by the Lessons Learned Lead?</i></p> <p>The Lessons Learned Lead (LLL), working alongside the Casework Manager, has established a new completion team responsible for monitoring and managing the overall progress of outstanding repairs (see point 6).</p> <p>The primary focus of the LLL is to drive service improvements. We conduct extensive monitoring of customer</p>

		<p>satisfaction feedback, not only regarding complaints but also concerning completed repairs, customer contact handling, and other related matters. The LLL regularly meets with key members of the service, including the Head of Repairs and Operations, to discuss findings and identify themes that can inform necessary improvements.</p> <p>Furthermore, the LLL presents a detailed report each month to the Housing Safety Regulatory Board, which the Executive Director of Supporting Communities chairs. This information is also shared with our Councillor Member responsible for complaints as part of their portfolio. In recognition of our commitment to enhancing the customer experience, the LLL role has been made permanent. We are currently recruiting for an additional LLL to further strengthen our Neighbourhoods department.</p>
13	Create a knowledge and information management framework for all stages of the repairs process, including how it reviews previous disrepair cases to identify any links between issues, how it records repair visit outcomes and to ensure teams have access to information when needed.	<p><i>Do Camden have a strategy / framework you can share which sets out its knowledge and information management expectations and how it will deliver these?</i></p> <p><i>A structured and document approach, which outlines how Camden manages its data assets including capturing, storing, sharing and using its knowledge, in its repairs process.</i></p> <p><i>This might include what information will be made available; how and where it is documented; how it is accessed; how you ensure it is accurate; how you ensure it is secure, compliant with data retention and regulatory requirements, and aligns with business strategies and organisation values and/or vision.</i></p> <p><i>For info: <a href="#">Knowledge and information management (KIM)</a>   <a href="#">Housing Ombuds</a></i></p>



	<p>In our document submission to you in May 2024, we provided an overview of our progress on the KIM self-assessment actions, KIM training, the Data Governance Framework policy, and the KIM training materials. In January, we presented our asset management strategy, which was accepted by the Councillors as part of the <a href="#">Housing policies and strategies - Camden Council</a>. This strategy was developed using current data on our properties, with a particular focus on repair requests and notifications regarding damp and mould. Prior to this review, there was significant public engagement, especially with our Housing Residents Panel.</p> <p>In our March submission this year, we provided an update on our progress regarding improvements to our back-office systems. We are continuing to advance our efforts to ensure our data capture and record-keeping align with KIM principles. For example, our new backend application, ROCC, now allows operational staff to view previous repairs on their devices, a capability that was not available before.</p> <p>Additionally, our frontend application, Madetech, enables customers to reschedule or cancel appointments themselves, book mould inspections, and, starting in July 2025, track the status of their repair requests—an area where we have received numerous complaints.</p> <p>As with all social housing providers, our approach to repairs will undergo significant changes with the introduction of Awaab’s Law in October 2025. This legislation aims to improve the living conditions of residents by addressing critical issues such as dampness and mould, which have become increasingly prevalent concerns in housing across the country. In light of this law, we are currently preparing a comprehensive response for the Councillors that outlines our proactive measures and strategies.</p>
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Our response will detail various initiatives designed to effectively tackle damp and mould issues in our properties. We understand the serious health implications these problems can pose for our residents, and as such, we are committed to implementing best practices to mitigate these risks. This includes conducting thorough inspections of our housing stock, identifying properties that may be at risk, and providing regular maintenance to ensure that living conditions meet the necessary standards.

In addition to our approach toward damp and mould, we will also be addressing how we will handle emergency repairs under the new regulation. A key component of Awaab's Law is ensuring that residents have access to timely and efficient repair services, particularly in high-priority situations that could affect their safety and well-being. Our plan includes enhancing our response times, improving communication with residents during the repair process, and ensuring that we have the necessary resources and trained personnel to meet these challenges effectively.

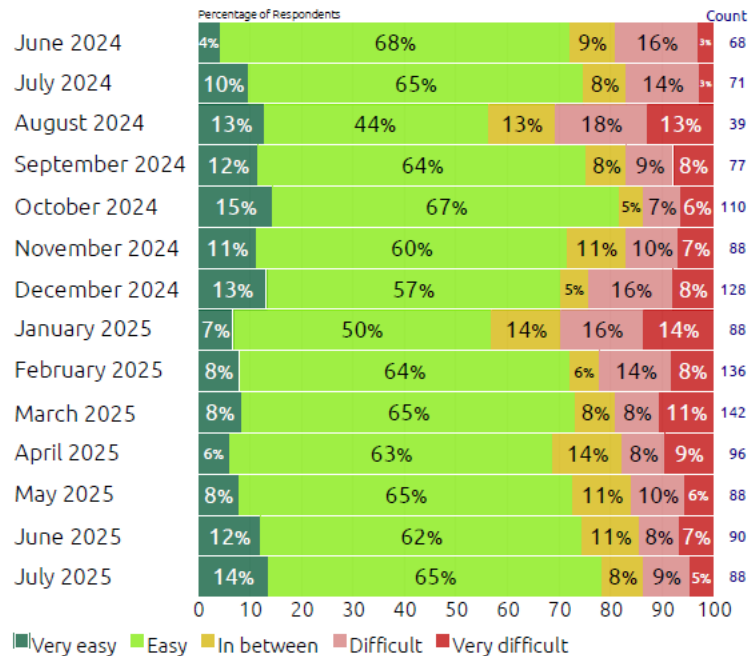
We believe that these changes will not only comply with the new legislation but will also pave the way for a healthier and safer living environment for all our residents. We look forward to sharing our detailed plan with the Councillors and working collaboratively to ensure that our housing meets the highest standards of quality and safety. As we move forward, we remain committed to engaging with our residents and stakeholders to gather feedback and continuously improve our services.

14	<p>Provide the Ombudsman and the governing body with an update on its review of its approach to vulnerability. To include updates on its proposed vulnerability policy including reasonable adjustments, how the landlord will use its vulnerability information to improve its 'enhanced' service to residents with additional needs, and its strategy for longer-term system and data improvements.</p>	<p><i>Please provide a summary of the actions you have taken to meet this recommendation and any actions outstanding.</i></p> <p>The Draft vulnerability policy is attached. Actions completed</p> <ul style="list-style-type: none"> <li>• Operational review and analysis of our current offer</li> <li>• Benchmarking research with other local authorities, VCS partners, and registered providers</li> <li>• Housing and Property frontline staff workshops</li> <li>• Resident Panel workshop</li> <li>• Children Safeguarding Partnership Sub-Group presentation</li> <li>• Disability Oversight Panel report and presentation</li> <li>• Regular sponsorship meetings with cross-service leadership</li> <li>• An Equalities Impact Assessment</li> <li>• A 'thinking together' session with partner Council services</li> </ul> <p>For June 2025</p> <ul style="list-style-type: none"> <li>• Disability Oversight Public forum policy review</li> <li>• Sheltered Housing Resident Forum policy review</li> </ul> <p>Furthermore, we are actively looking at how we embed the policy into day to day operation.</p> <p>Considering learning and insights from the above, we have begun work implementing a service improvement plan to ensure policy compliance. The service implementation of the policy will include:</p> <ul style="list-style-type: none"> <li>• Implement a unified standard for recording information</li> </ul>
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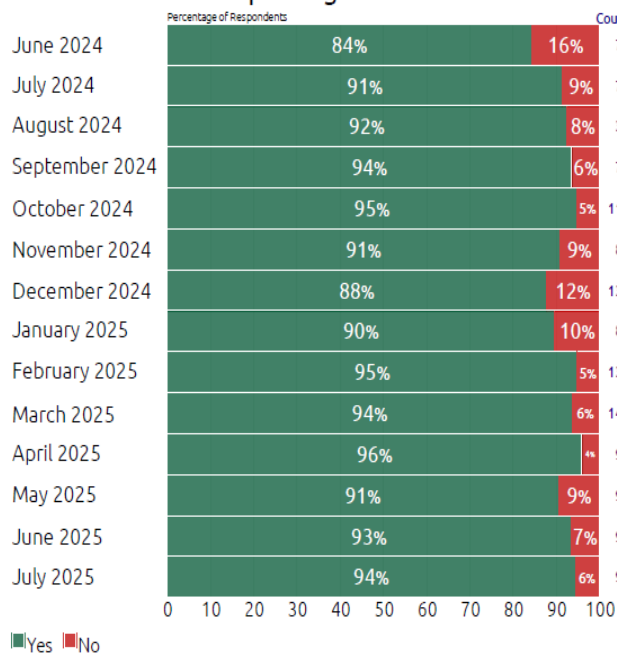
		<p>across services</p> <ul style="list-style-type: none"> <li>• Implement a risk assessment and monitoring framework</li> <li>• Creation of clear guidance, procedures, and resources for teams</li> <li>• Development of a comprehensive learning and development offer</li> <li>• Development of an advocate nomination procedure and digital reporting tool</li> <li>• Review of the 'enhanced' tenants offer for Repairs</li> </ul> <p>In July 2025 this policy will be published online</p>
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## Appendix 2: KWEST outbound call campaign focused on the complaint handling process.

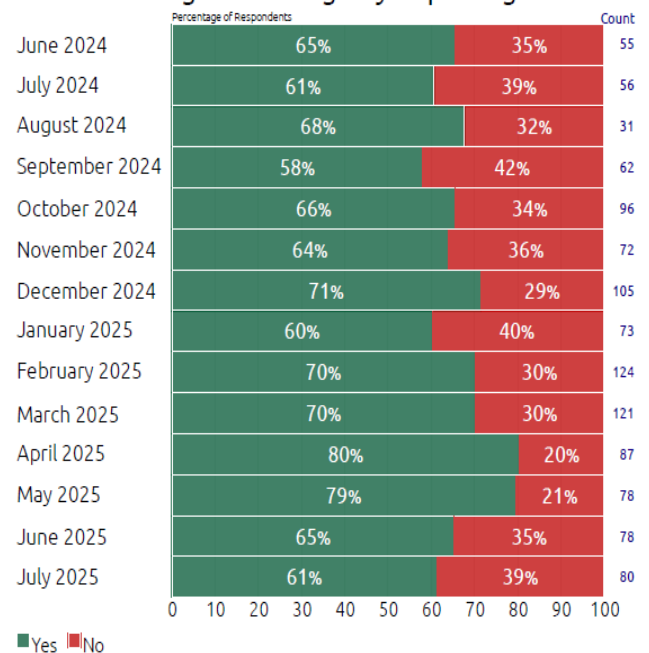
### Ease Of Making The Complaint By Reporting Month



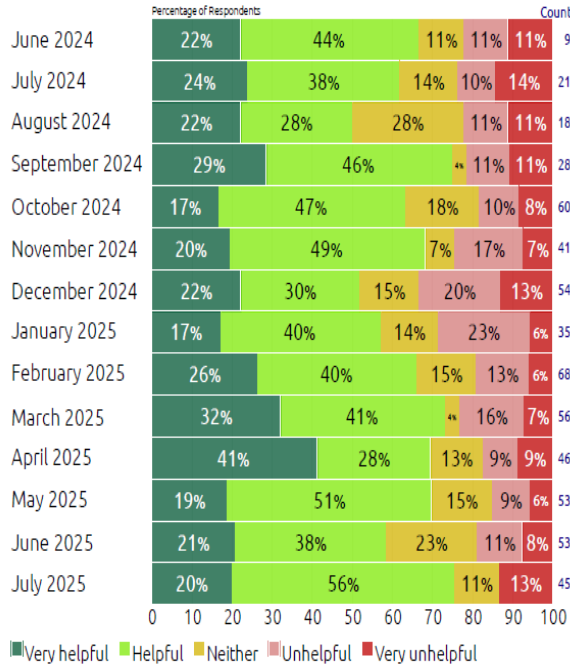
### Complaint Was Officially Acknowledged By Reporting Month



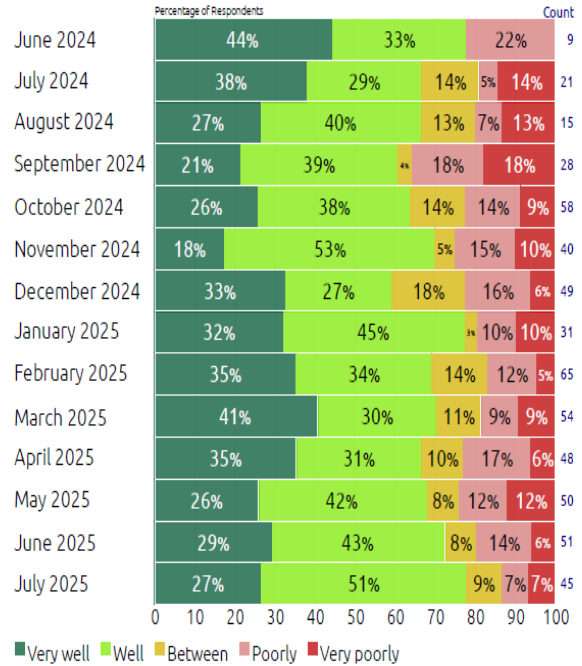
### Complaints Process Was Explained At Acknowledgement Stage By Reporting Month



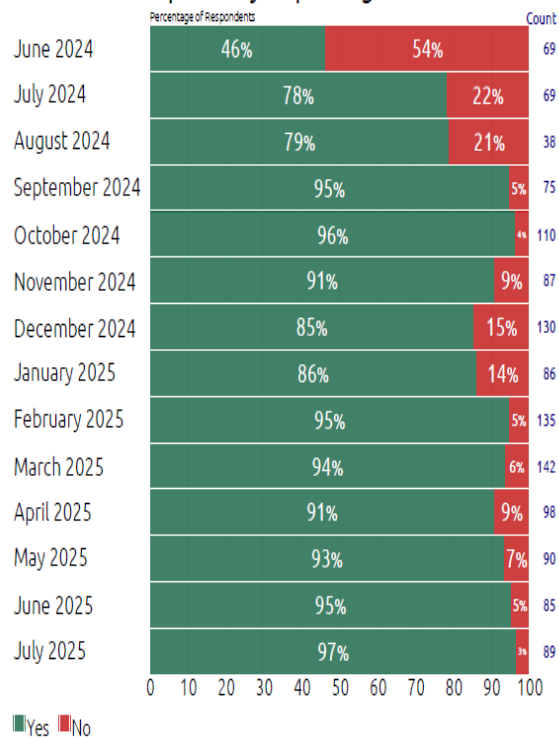
### Helpfulness Of Staff Dealing With Complaint By Reporting Month



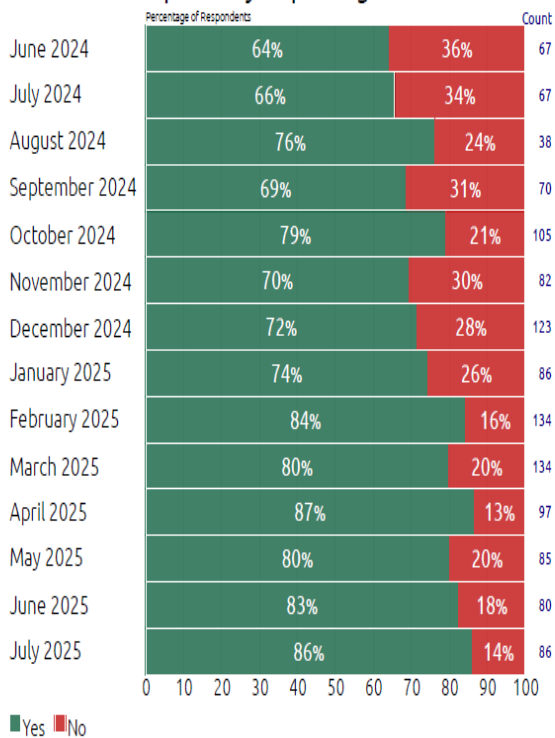
### How Well Staff Understood Complaint By Reporting Month



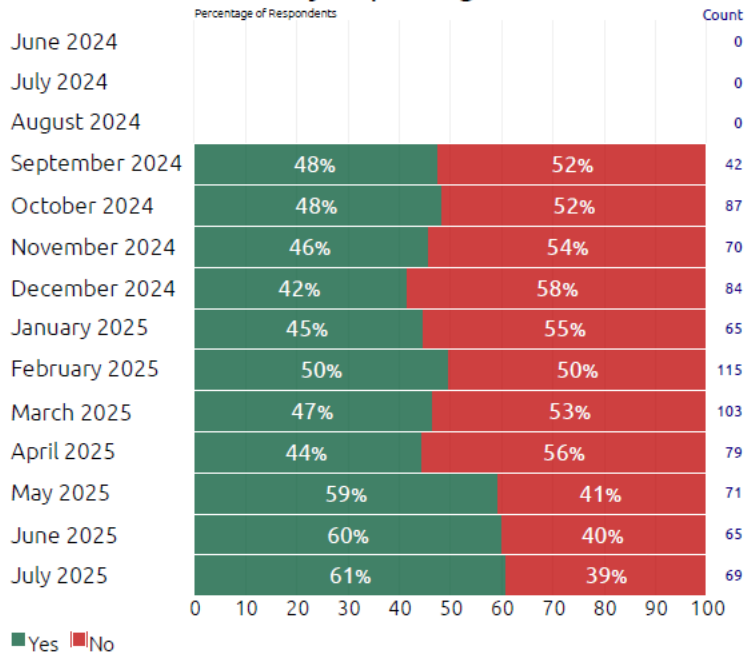
### Staff Contacted Customer While Looking Into The Complaint By Reporting Month



### Given The Name Of Staff Member Investigating Complaint By Reporting Month



### Points Raised In Complaint Were Answered By Council By Reporting Month



### Rating Camden Council's Handling Of Complaint By Reporting Month

