

Appendix 2

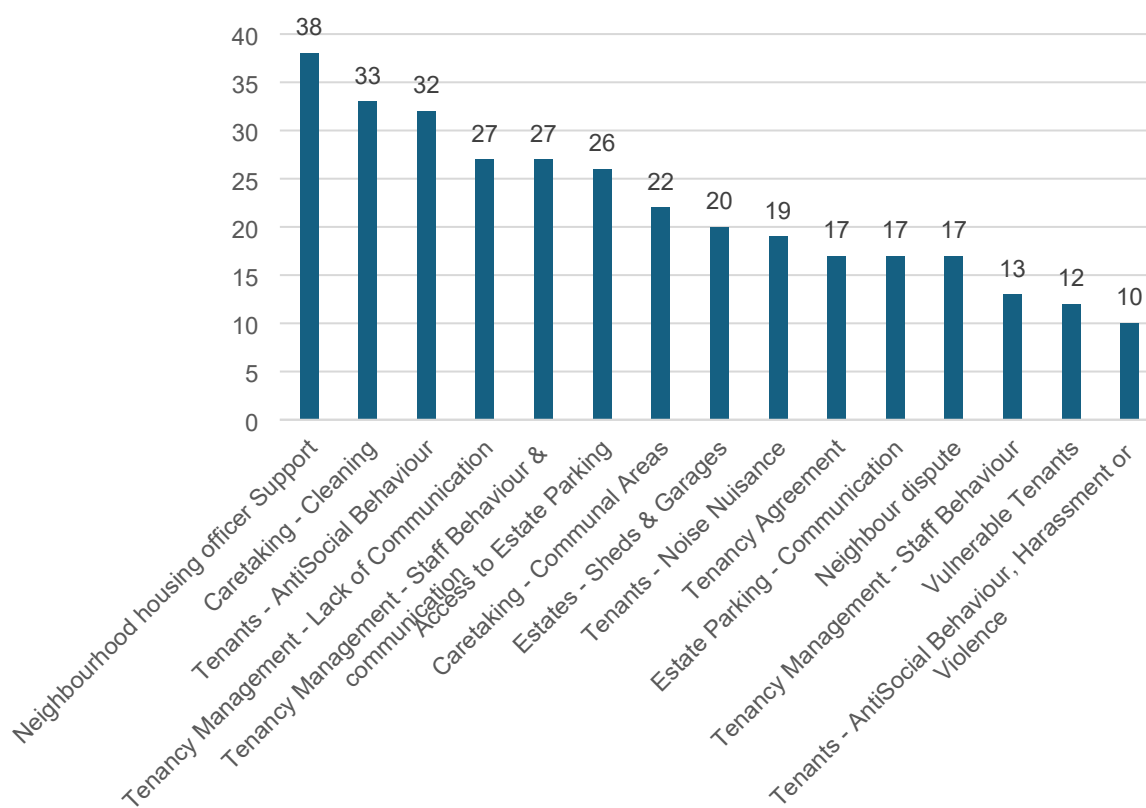
2024/2025 Neighbourhoods and Leaseholder Services

Service Area	Number of complaints	Percentage upheld/ partly upheld	Percentage responded to within 10 days	Percentage responded to outside 10 days	Average w/days
Estate Management (Caretaking & Estate Parking)	45 (74)	29% (22%)	55% (35%)	44% (51%)	38 (61)
Leaseholder Services	75 (34)	48% (35%)	59% (65%)	41% (76%)	12 (22)
Neighbourhoods (Housing)	396 (145)	33% (39%)	66% (27%)	34% (51%)	22 (30)

1. There were a greater number of complaints in Neighbourhoods and Leaseholder Services compared to the previous year, and fewer complaints in Estate Management.
2. Performance has improved compared to the previous year, for example:
 - responding within 10 working days, up from **42%** last year to **60%** this year across the services
 - the average number of working days to respond has decreased from **38** to **24 days** across the services

2024-2025

Chart Stage 1 - Top 15 Type of complaints 2024-2025
Housing Management



3. We can see that there is the greatest number of complaints for neighbourhood housing officer support. We recently completed a major reorganisation of our housing team, during which several posts were covered by temporary staff. We now have a full complement of permanent officers and an operating model aligned with our Neighbourhood Model that integrates with other council services, such as children's and adult social care.
4. Following this recruitment, we are implementing role-based training plans, including a relational practice model, to better equip our officers to provide an empathetic and professional housing service.
5. We are reviewing ways in which our residents can contact us, looking at how residents can access better digital and self-serve options alongside a more robust system to triage and track enquiries. This should ensure that residents receive early acknowledgement and timescales for full responses.
6. We are really pleased to see the drop in complaints regarding our handling of antisocial behaviour (ASB). This follows intensive work and the introduction of a new [ASB policy](#) and procedures. Our Tenant Satisfaction Measures for 2024/25 show an 11% increase in satisfaction in this area compared to 2023/24. This tells us we are heading in the right direction, but we recognise

there is much more to do. We will continue to review our ways of working, policies and procedures to make sure that they deliver the best possible services to our residents.

7. Our residents have increasingly complex needs, and we have reviewed our approach to managing vulnerabilities alongside better capture of data to provide a more personalised and proactive service. We are also rolling out vulnerability training to every member of staff in housing and repairs, to equip them to better recognise and respond to tenants with support needs in line with our newly published [Vulnerability Policy](#). This will also be supported by a new 'single' view of our residents as part of our digital transformation, which is underway.
8. Following the decision to centralise our complaints response team, we now have a dedicated resource relating to 'lessons learnt' to embed a feedback loop between complaints coming in, and improvements to operations on the ground. Identifying frequent themes and trends in complaints will help us identify the ongoing improvement work needed through the transformation programme.