

# Housing Complaints

Annual Housing Complaints  
Performance and Service  
Improvement Report

April 2024 – March 2025

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Engagement Team Leader

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# Response from Communities & Housing Scrutiny Committee

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An updated self-assessment and annual complaints report has been presented to the Communities & Housing Scrutiny Committee and Resident and Landlord Partnership Panel (RLP). The documentation was scrutinised and approved. The trends and patterns were discussed with the committee.

The most common of these was the 'property condition' category, which covered a broad range of topics but this was in line with Housing Ombudsman terminology. Similarly, the second most common was the 'Staff & Contractor Conduct' category, however the bulk of these complaints were due to delays and wait times, as opposed to more serious conduct issues. To combat this, officers had been undergoing further mandatory training, including around stigma and managing difficult conversations, to better enable them to understand the tenant experience.

Members thanked the Housing Complaints Team for the report, and noted that the report shows positive change for the department. The panel is encouraged by the improvements made to housing complaints, particularly the Tenant Satisfaction Measure improvements with 100% of stage 2 complaints now completed on time. The panel actively discussed further improvements incoming, such as changes to the website and online complaint form. The panel is looking forward to reviewing the next annual report and monitoring the improvements.

# Response from Resident and Landlord Partnership

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An updated self-assessment and annual complaints report has been presented to the Communities & Housing Scrutiny Committee and Resident and Landlord Partnership Panel (RLP). The documentation was scrutinised and approved.

The Resident and Landlord Partnership is chaired and attended by tenants/leaseholders of Woking Borough Council. The group reviewed the report and self assessment, alongside key focus training of the Housing Complaint Procedure.

The panel raised concerns over the amount of staff/contractor conduct complaints as well as capacity to ensure that the complaint process is adhered to. There was discussions that a new role, Housing Complaints and Insights Officer, has been approved and will be recruited for. The panel requested training for staff around complaints and continued efforts to address staff culture through the Housing Improvement Programme.

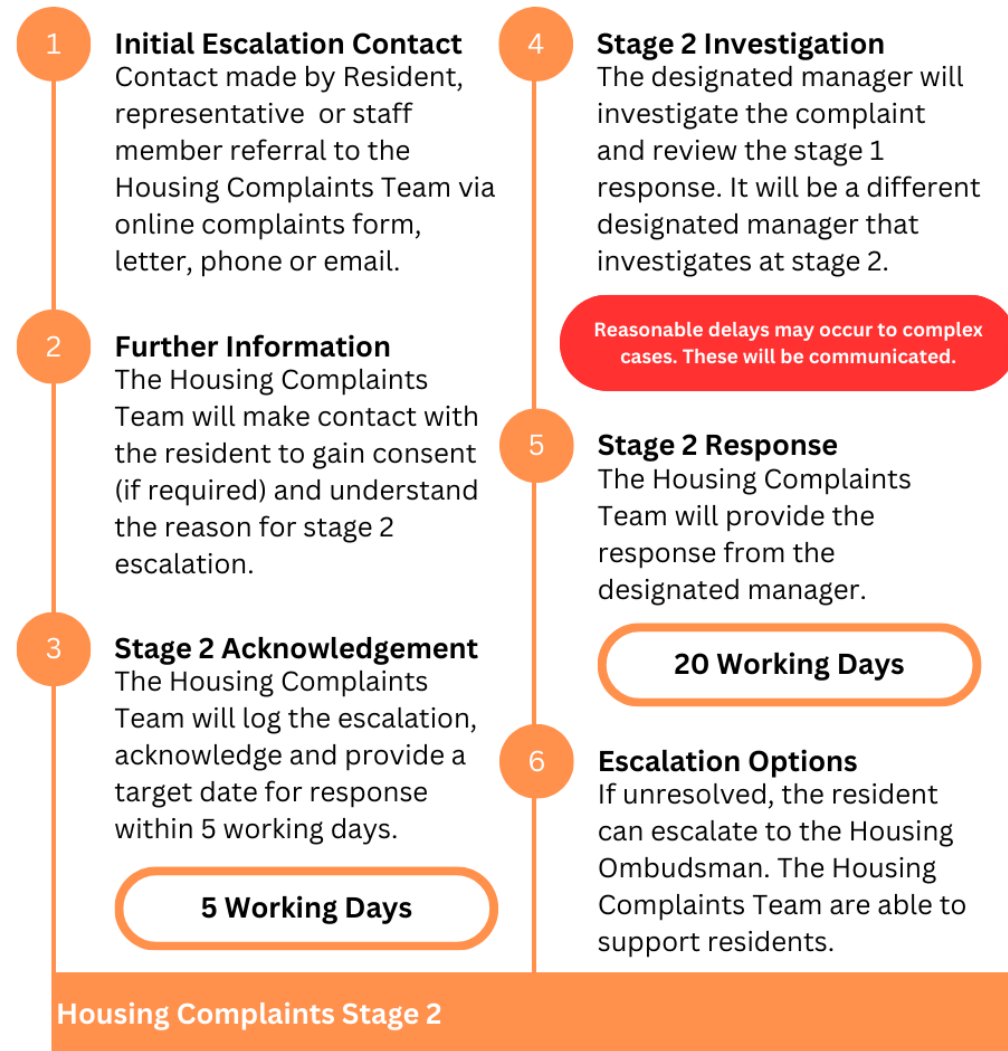
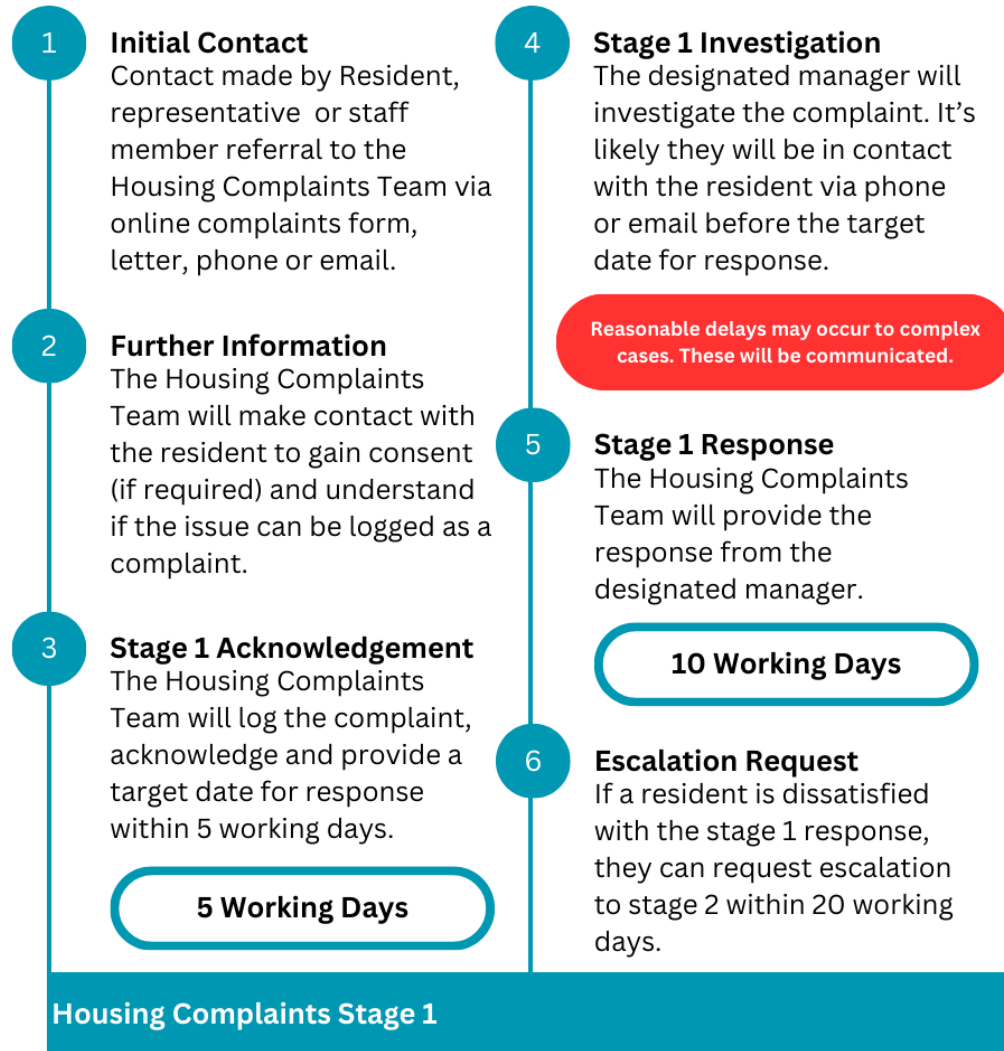
The panel reflected on where housing complaints was a year ago and thanked the effort of staff to ensure improvements were made. There was an understanding that further improvements will be incoming and this will be reviewed with the Resident and Landlord Partnership to gain resident insight.

## **Housing Complaints Definition:**

‘an expression of dissatisfaction, however made, about the standard of service, actions or lack of action by the landlord, its own staff, or those acting on its behalf, affecting a resident or group of residents.’

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# Housing Complaints: Stages and Timescales





# Performance Summary (TSMs)

| 2023 to 2024                                                |            |  |            |   | 2024 to 2025                                                |            |
|-------------------------------------------------------------|------------|--|------------|---|-------------------------------------------------------------|------------|
| TP01 – Overall Satisfaction                                 | 55.7%      |  | +2.5%      | → | TP01 – Overall Satisfaction                                 | 58.2%      |
| TP09 – Landlord's approach to complaints                    | 13%        |  | +8.6%      | → | TP09 – Landlord's approach to complaints                    | 21.6%      |
| CH01(1) – Stage 1 Complaints per 1000 homes                 | 17.8 cases |  | +3.9 cases | → | CH01(1) – Stage 1 Complaints per 1000 homes                 | 21.7 cases |
| CH01(2) – Stage 2 complaints per 1000 homes                 | 3.8 cases  |  | +4.9 cases | → | CH01(2) – Stage 2 complaints per 1000 homes                 | 8.7 cases  |
| CH02(1) – Stage 1 complaints answered within set timescales | 64.4%      |  | +19.9%     | → | CH02(1) – Stage 1 complaints answered within set timescales | 84.3%      |
| CH02(2) – Stage 2 complaints answered within set timescales | 27.3%      |  | +72.7%     | → | CH02(2) – Stage 2 complaints answered within set timescales | 100%       |

More information found here: [Tenant Satisfaction Measures](#)

# Housing Complaints: Stage 1

1

Complaint has been refused:  
1x Full response historically  
provided

STAGE 1

**16**  
Acknowledged

Q1 – Apr24 to Jun24

**18**  
Acknowledged

Q2 – Jul24 to Sep24

**20**  
Acknowledged

Q3 – Oct24 to Dec24

**33**  
Acknowledged

Q4 – Jan25 to Mar25

Closed

13

Closed

22

Closed

16

Closed

29

Delays:

7

Delays:

13

Delays:

5

Delays:

7

Average Days  
to Respond:

13

Average Days  
to Respond:

20

Average Days  
to Respond:

9

Average Days  
to Respond:

10



# Housing Complaints: Stage 2

STAGE 2

4

Acknowledged

Q1 – Apr24 to Jun24

Closed

3

Delays:

2

Average Days  
to Respond:

23

8

Acknowledged

Q2 – Jul24 to Sep24

Closed

7

Delays:

1

Average Days  
to Respond:

18

8

Acknowledged

Q3 – Oct24 to Dec24

Closed

7

Delays:

1

Average Days  
to Respond:

19

13

Acknowledged

Q4 – Jan25 to Mar25

Closed

13

Delays:

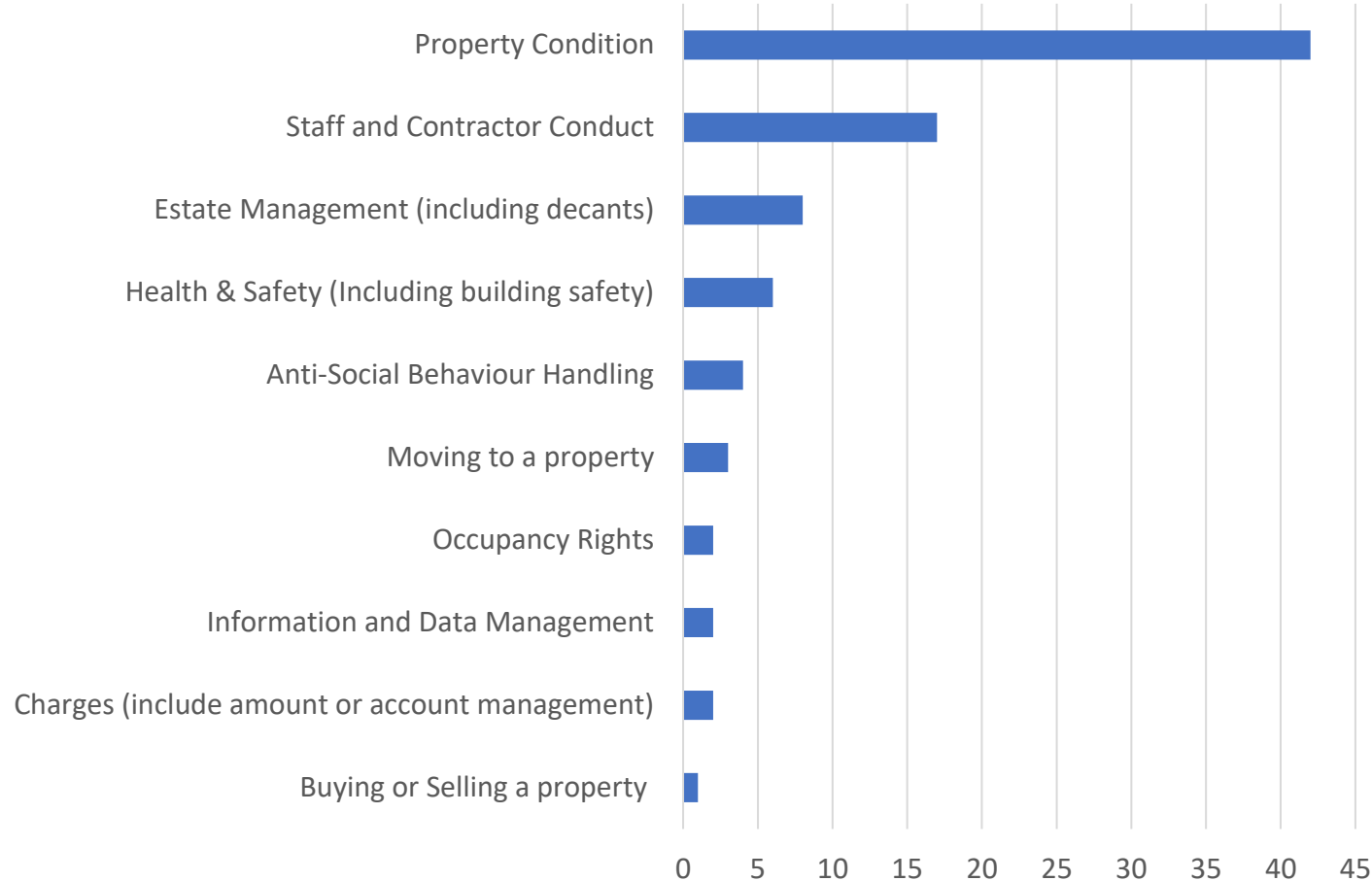
0

Average Days  
to Respond:

18



# What are Complaints about?



- Most logged complaint type is **Property Condition**.
- Second most logged complaint type is **Staff/Contractor Conduct**.
- Where a complaint covers multiple areas, the most relevant complaint type is logged.

# Housing Ombudsman Focus

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# Ombudsman Cases

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**7**

**Determinations**

**5**

**Housing  
Ombudsman**

**1**

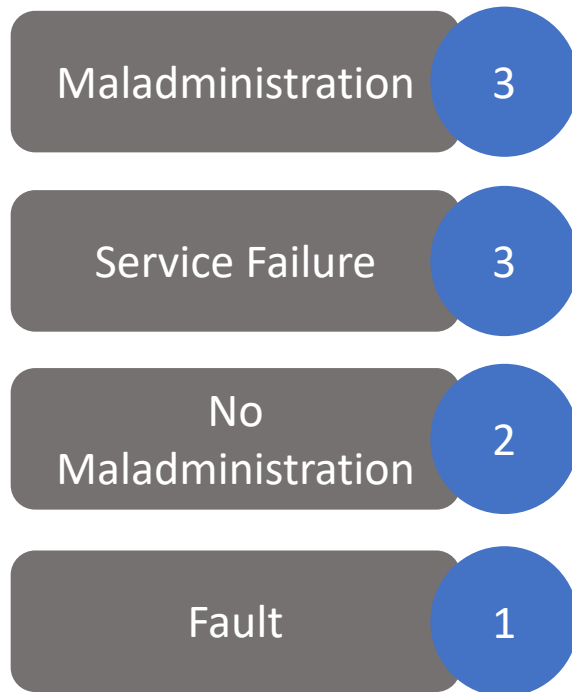
**Local Government  
& Social Care  
Ombudsman**

**1**

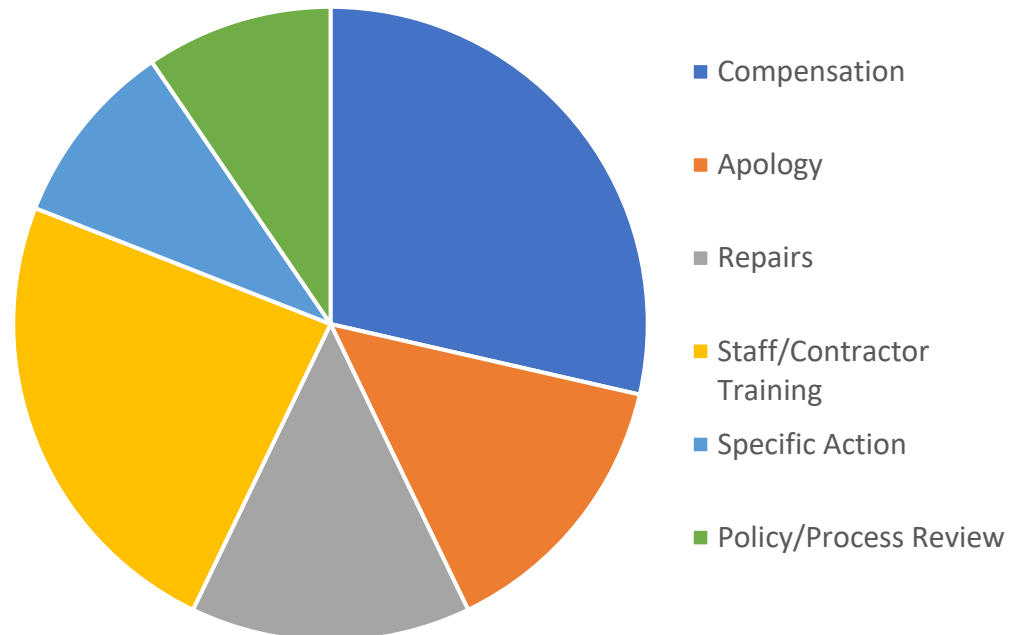
**HO & LGSCO  
Combined  
Investigation**

- 1x Determination regarding reimbursement.
- 2x Determination regarding Property Condition and Complaint Handling.
- 2x Determination regarding Property Condition.
- 1x Determination regarding Anti-Social Behaviour and Estate Management.
- 1x Determination regarding Homelessness.

# Ombudsman Cases



Orders from Determinations



Overall  
Compensation  
Orders Total:  
£2769.56

£350

£450

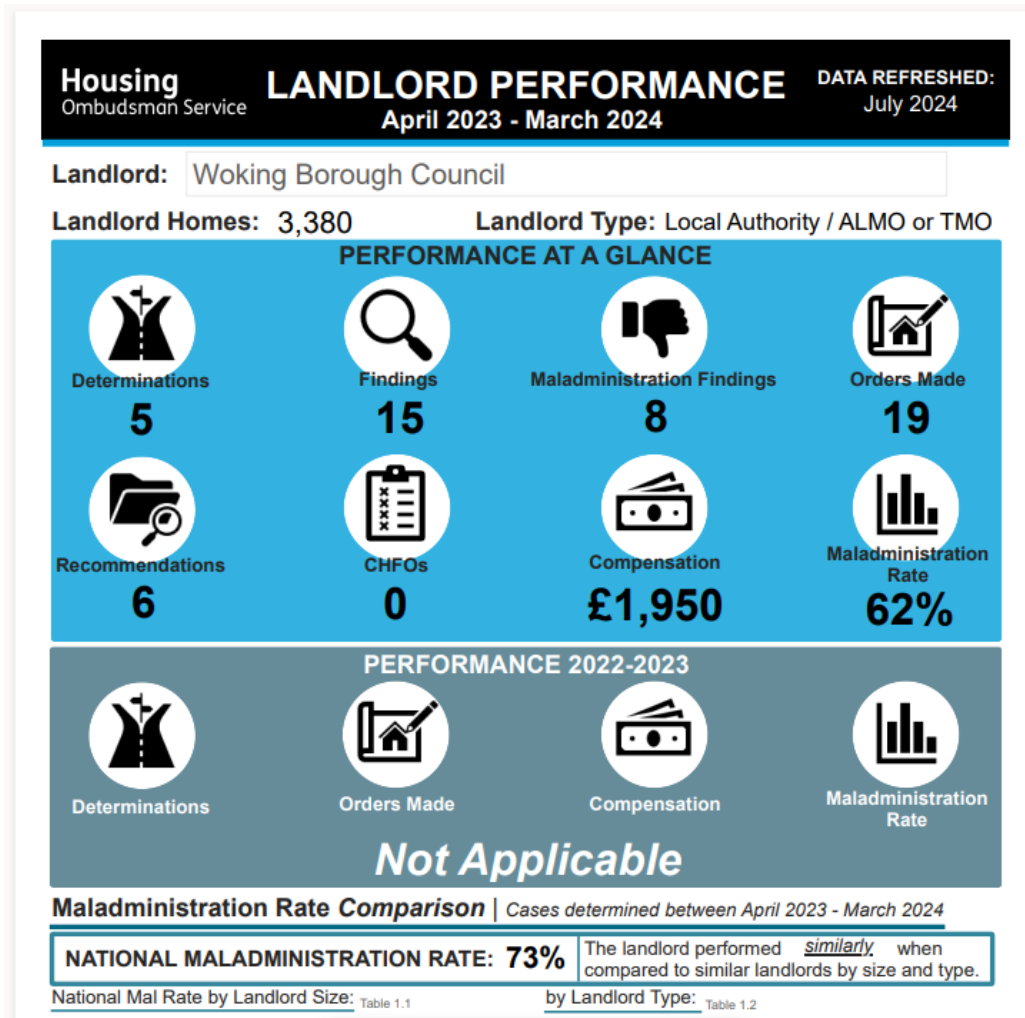
£80

£500

£200

£1,189.56

# Housing Ombudsman



## Housing Ombudsman Service

Our Annual Self-Assessment against the Housing Ombudsman Complaint Handling Code can be found [here](#).

Our Landlord Performance report produced by the Housing Ombudsman can be found [here](#).

# Learning

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# Learning from Complaints

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- Housing Improvement Programme continues to support Housing Complaint Development.
- Resident and Landlord Partnership scrutinise performance and complaint data. They are now set within our sign off process for the annual report and self-assessment, providing valuable resident experience and feedback.
- Training occurred in May 2024 to all Housing Staff in response to the Housing Complaint Procedure being implemented in April 2024. There has been a period of bedding in as responding managers are asked to investigate complaints in a different way, change processes and use new correspondence templates.
- Refresher training to all Housing Managers was provided in March 2025. This covered the annual report findings, trends and reflection on the policy being 1 year on.
- Resource required for a dedicated staff member to ensure accessibility to the service: Housing Complaints and Insights Officer role out for advert.
- Policy development: Anti-Social Behaviour, Hate Crime, Pet policy and Domestic Abuse. Compliance policies are also undergoing development.
- Conduct Complaints: Engaging Residents and Tackling Stigma mandatory training occurred in March 2025 to all staff.
- Contractor meetings held regularly to raise complaints, contractor conduct and complex cases.

# Next Steps for Service Improvement

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- Refresh of the Housing Improvement Programme to occur prior to the next annual complaints report and self-assessment.
- Staff training regarding complaints and effective complaint responses (September & October 2025).
- Staff training regarding tone of voice and communications (TBC).
- Residents are undertaking a Task & Finish Project to review the TPAS Engagement Standards. One of the standards includes Complaints, therefore, this will be reviewed and improvements made in line with the feedback received.
- Transactional surveys to be set up to understand complaint satisfaction throughout the year encouraging improvements throughout the year.
- Induction of the Housing Complaints and Insights Officer.
- Supporting of the Housing Resident Engagement Strategy and progression with the social housing stigma campaign to combat conduct concerns raised via complaints.
- Update of the Housing Complaint webpages in line with the WBC Website update.
- Introduction of a new Housing Complaint online form to ensure streamlining of complaints.

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