

Housing Services

Annual Complaints Performance & Service Improvement Report

2025-26

INTRODUCTION

Stroud District Council is committed to delivering high-quality local services to support our communities, protect the environment and contribute to the local economy. Our Complaints and Feedback Policy is published on the Council's website: [Complaints and Feedback](#)

The Housing Service follows the Housing Ombudsman's Complaint Handling Code, which became statutory on 1 April 2024. As a result, landlords are legally required to comply with its requirements. The Code promotes best practice in complaint handling and aims to ensure residents received a fair, timely and effective service.

This is Housing Services' annual complaints report. It provides an overview of complaints performance across the following service areas, covering the period 1 April 2025 to 31 March 2026:

- Property Care (responsive repairs)
- Investment (planned works)
- Tenant Relationships
- Independent Living
- Compliance
- Tenant Engagement
- Housing Quality Assurance
- Cross-Service

In addition to this annual report, quarterly performance reports are produced detailing the complaints received, actions taken, and areas for service improvement. Performance is also monitored and reported in relation to complaint handling timescales and adherence to process.

PERFORMANCE SUMMARY

What is a Complaint?

A complaint is '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'. Before things become a complaint, wherever possible we will try to put things right through our normal services. The Ombudsman defines a service request as 'a request from a resident to the landlord requiring action to be taken to put something right'.

Total Complaints Received

The number of Stage 1 and Stage 2 complaints received during 2025-26 increased by 32% compared to 2024-25. Of the Stage 1 complaints received, six were withdrawn by the complainant after their concerns were resolved at the first point of contact, demonstrating the effectiveness of early resolution in addressing issues promptly. There were 3 case requests from the Housing Ombudsman during 2025-26. Two related to Investment and one related to Property Care.

	2021-22	2022-23	2023-24	2024-25	2025-26
Informal Complaints					
Service Requests	54	45	23	17	19
Formal Complaints					
Stage 1	87	129	171	164	218
Stage 2	9	21	24	37	47
Ombudsman	2	6	5	6	3

The number of Stage 1 and Stage 2 complaints received per month:

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	TOTAL
2025-26	25	22	21	25	13	13	29	14	25	33	20	25	265
2024-25	21	9	11	12	11	16	24	20	17	20	17	23	201

2023-24	15	17	13	20	14	15	27	13	16	16	13	16	195
2022-23	7	15	11	6	19	12	10	15	13	19	10	13	150
2021-22	2	3	7	5	8	6	8	12	10	9	15	11	96

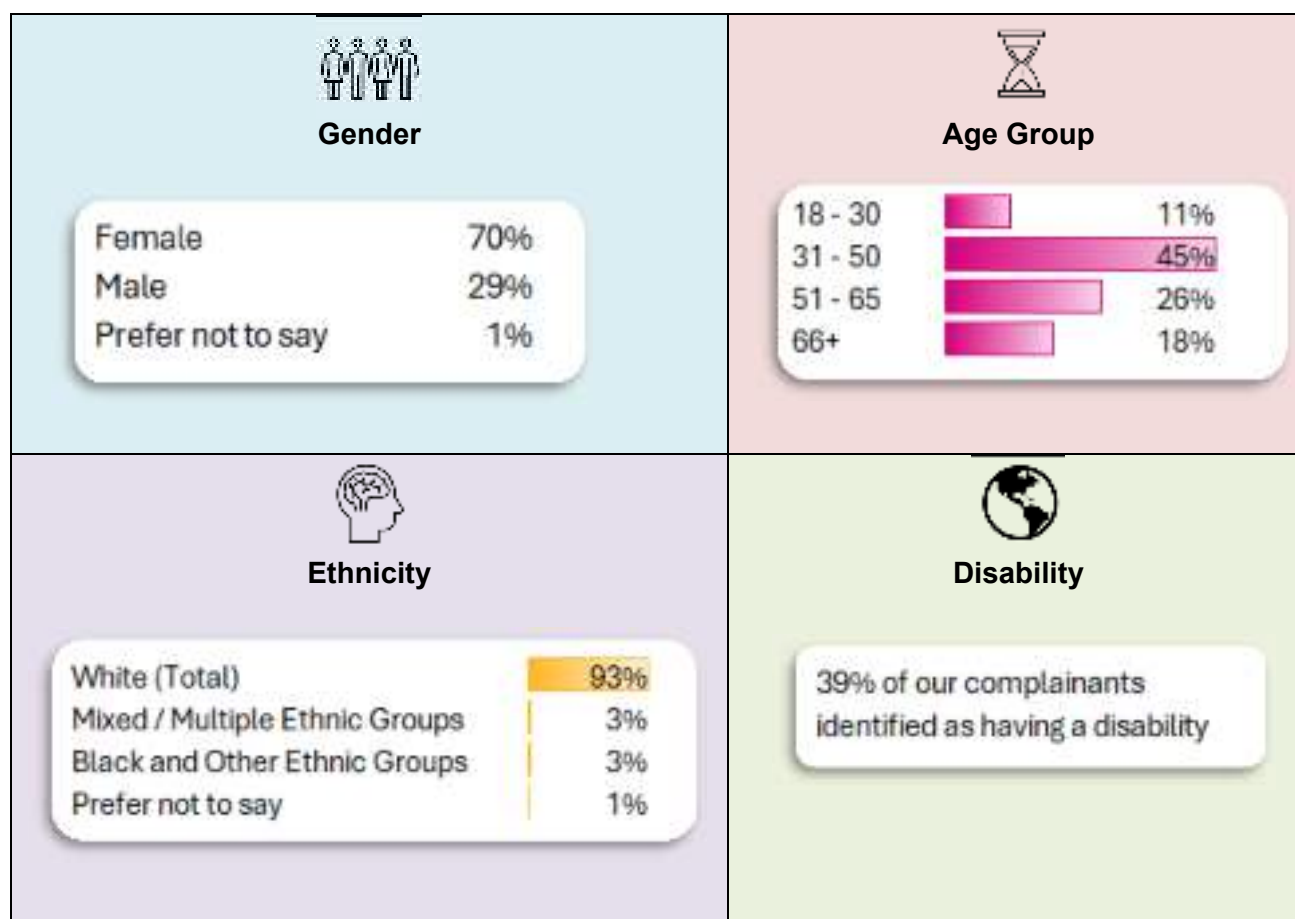
Complainant Demographics

It is optional for our tenants to share personal data with us, and some choose not to. The data below provides an indication of the demographic profile of customers who raised a complaint during 2025-26 (where the data was known).

Complaints were largely submitted by females (70%), while males made up 29%, and only 1% of respondents chose not to disclose their gender.

The data shows that complaints are heavily concentrated in the 31–50 age group, with lower levels in both younger and older groups.

The dataset also shows that the population is overwhelmingly White; 86% identify as White British or White English, with a further 7% identifying as other White backgrounds (including Irish, Welsh, Scottish, Northern Irish and Any Other White). All other ethnic groups combined account for around 7%, with each group individually at only 1%.



How Residents Submit Complaints

Email is the primary method used by residents to submit complaints directly to Housing Services, followed by online submissions via the corporate complaints form. Together, these two channels account for 87% of all complaints received.



Summary of Root Causes of Complaints

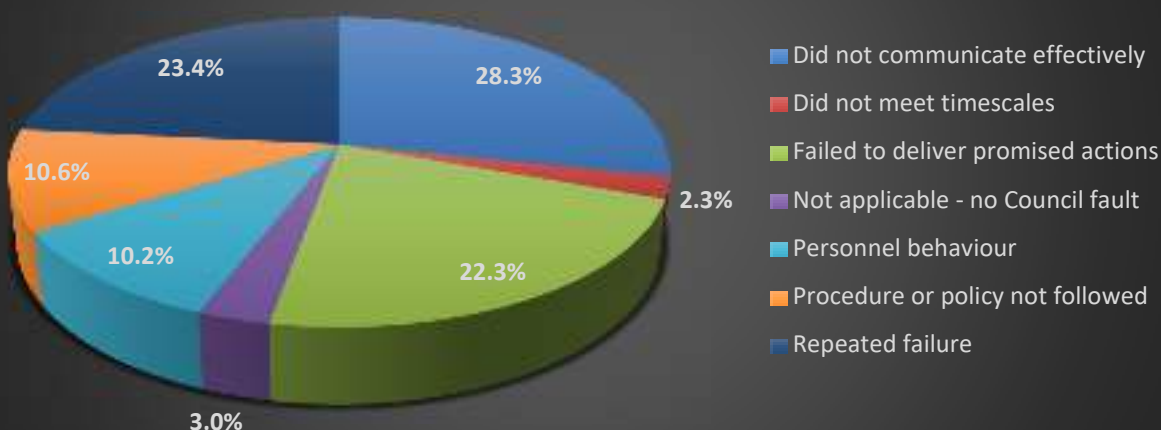
The data indicates that most complaints arise from **service delivery** and **communication issues**.

Key insights:

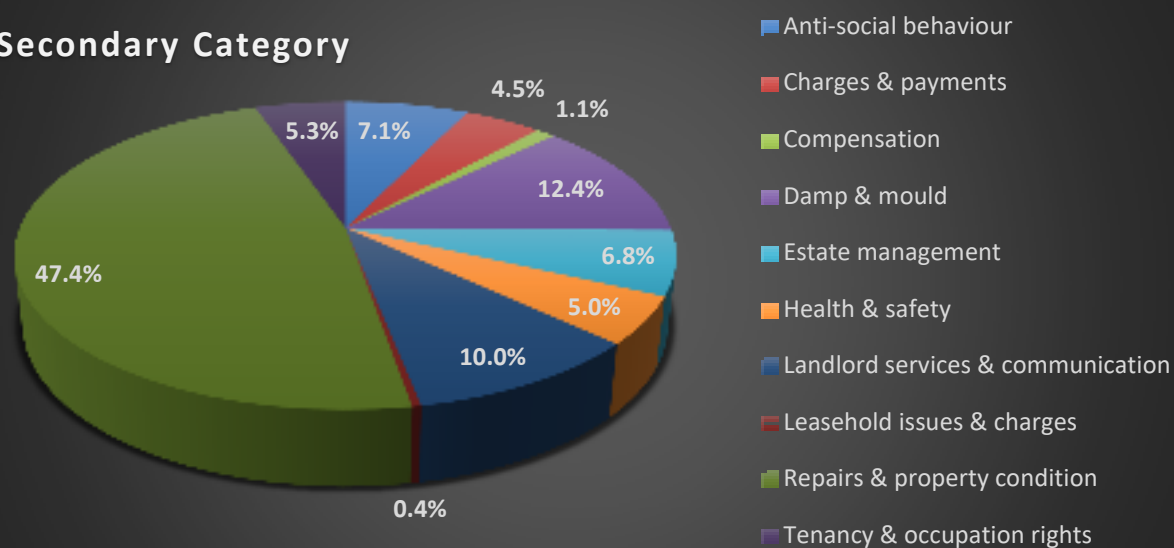
- The largest root cause is **ineffective communication (28.3%)**, highlighting a need for clearer and more consistent engagement with residents.
- **Repeated failures (23.4%)** and **failure to deliver promised actions (22.3%)** together make up a substantial proportion, suggesting ongoing issues with follow-through and reliability.
- Process-related issues, including **procedure or policy not followed (10.6%)** and **personnel behaviour (10.2%)**, also contribute to complaints.
- **Missed timescales (2.3%)** and cases where there was **no Council fault (3.0%)** account for a relatively small share.

Secondary causes of complaints are largely driven by **repairs and property condition**, with **damp and mould** and broader landlord service issues also contributing. All other categories each account for less than 10%.

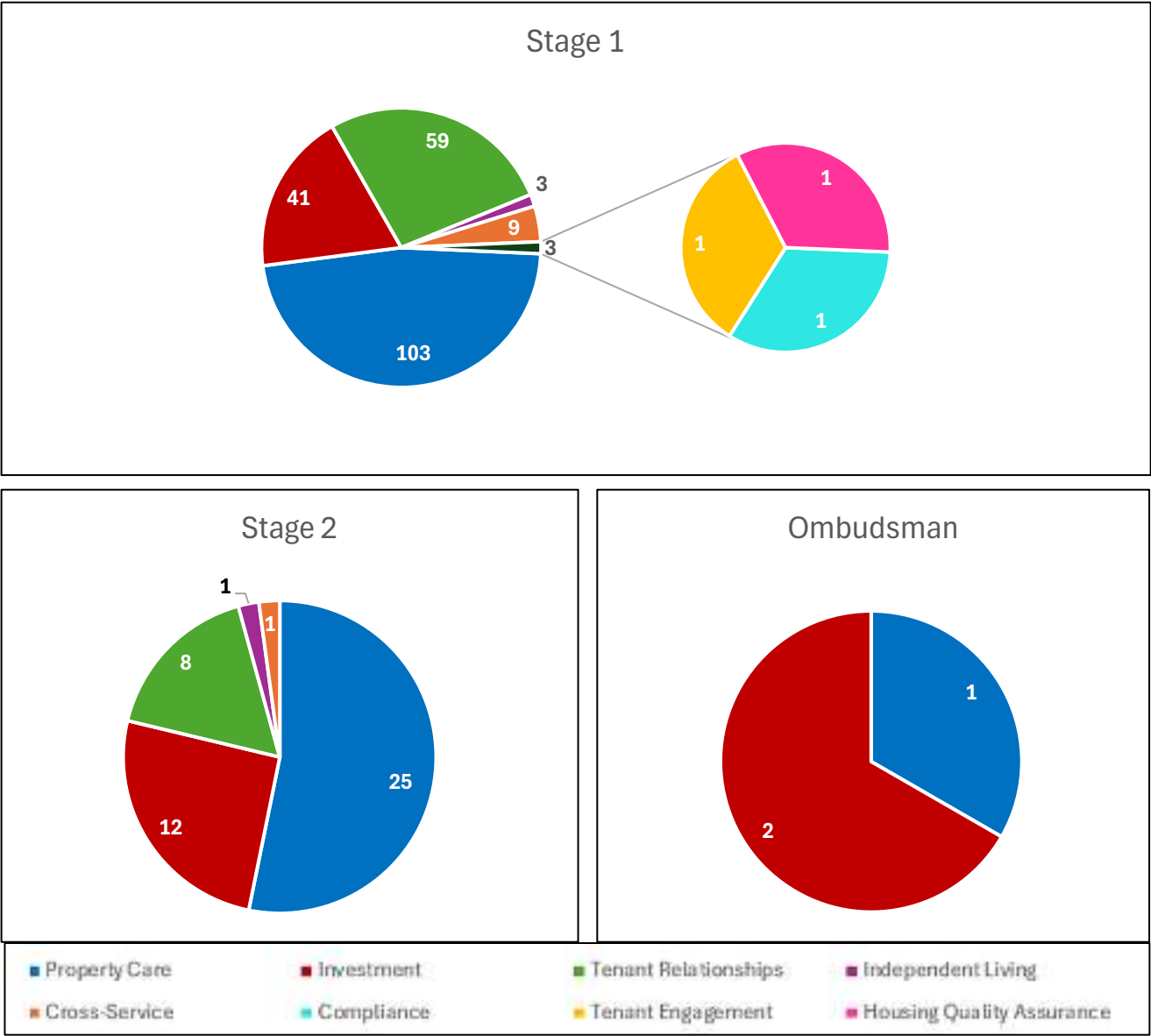
Primary Category



Secondary Category



Number of Complaints by Team

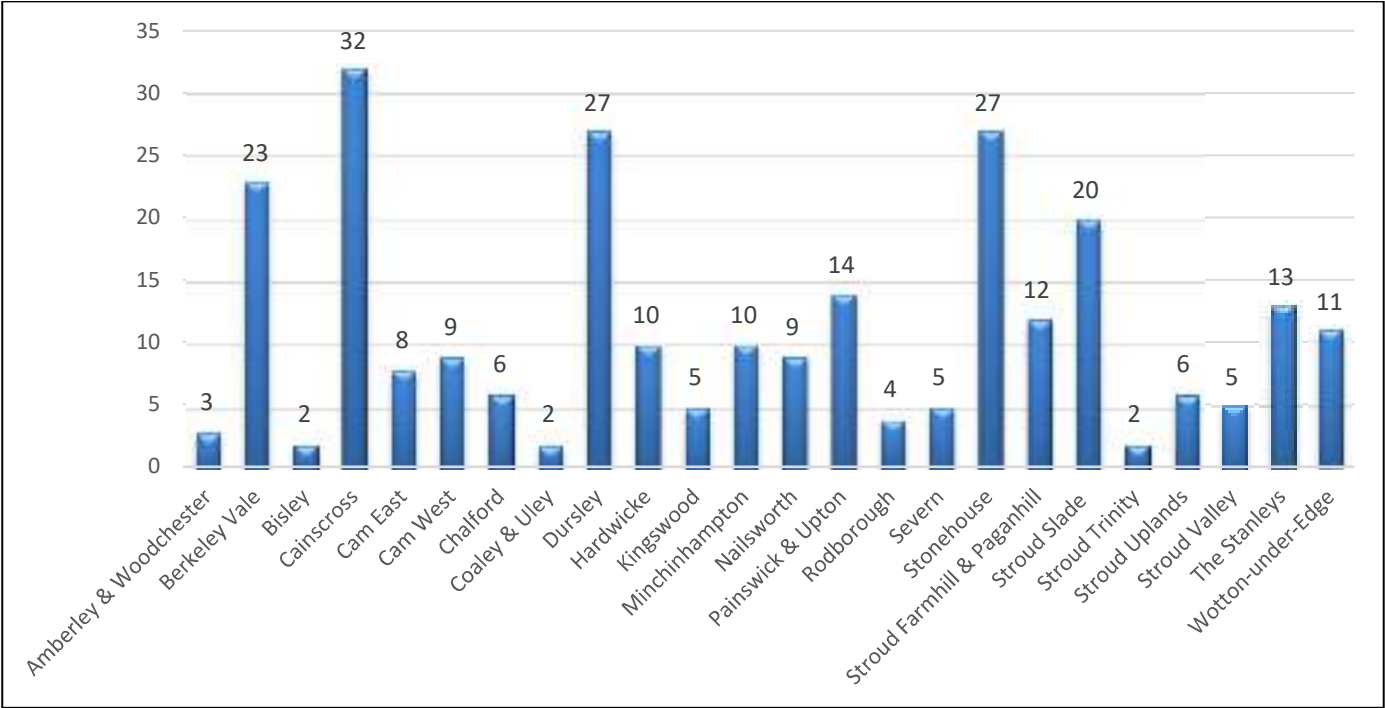


Overall, the majority of complaints continued to be resolved at the earliest stage, with 81% addressed at Stage 1 and 18% progressing to Stage 2. During the period, three case enquiries were received from the Housing Ombudsman. Of these, two related to Investment and one concerned Property Care. There has been a notable increase in complaint volumes at Stage 1 across key service areas.

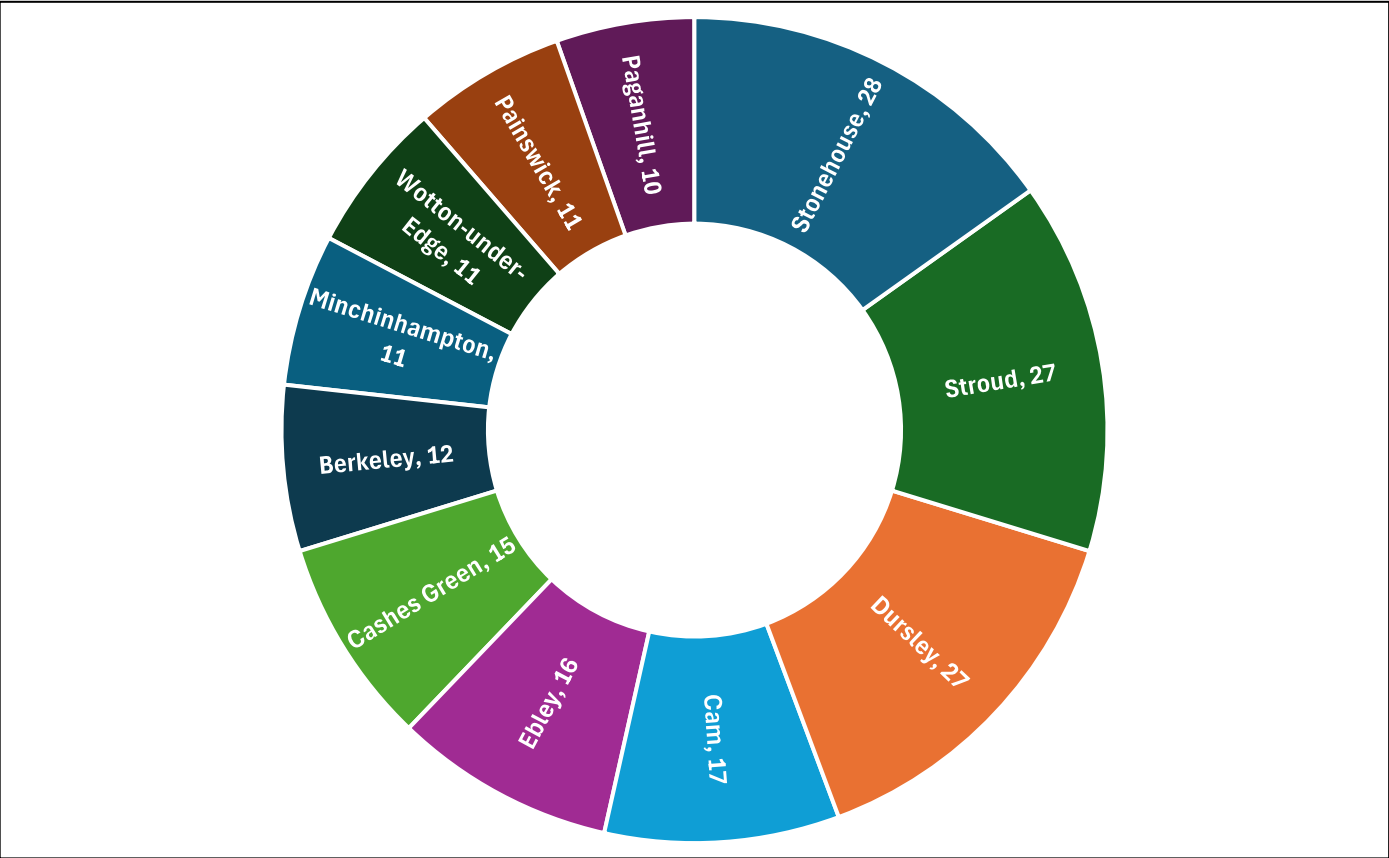
Complaints within Contract Services teams rose by 37%, while Housing Services teams experienced a larger increase of 49% when compared to 2024/25 figures. In contrast, complaints involving more than one service area (cross-service complaints) decreased significantly by 40%, suggesting improved clarity of responsibility or more effective internal coordination.

Escalations to Stage 2 have also risen overall, with a 27% increase compared to 2024/25. This upward trend is reflected across several service areas. Property Care recorded the most significant rise in Stage 2 complaints, increasing by 67%, followed by Tenant Relationships, which saw a 33% increase. Investment also experienced growth, with Stage 2 complaints rising by 20%.

Origin of Complaints by Ward



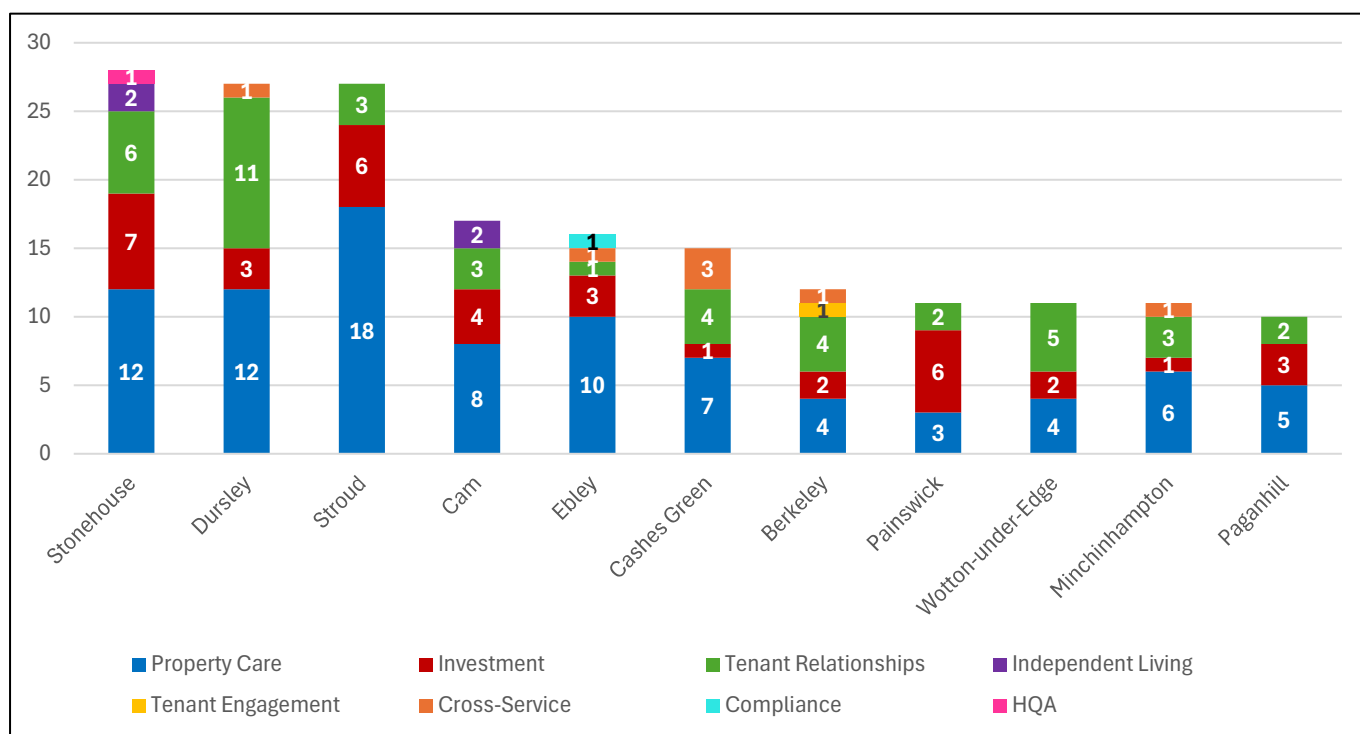
Parishes with More than 10 Complaints



Complaint volumes vary across locations, with Stonehouse, Dursley, and Stroud recording the highest numbers in 2025–26 (28, 27, and 27 respectively). All three areas show increases compared to 2024–25, particularly Stroud, which nearly doubled from 14 to 27.

Cam and Ebley remained stable year-on-year at 17 cases each. Wotton-under-Edge and Paganhill saw slight decreases, while several areas including Cashes Green (15), Berkeley (12), Painswick (11), and Minchinhampton (11) recorded new or previously unreported activity during 2025–26.

Parishes with more than 10 Complaints by Team



Parishes with more than 10 Complaints by Category

Stonehouse	28 complaints were received. 43% related to Property Care and these complaints fell into the following categories: - Repeated failure (33%) - Did not meet timescales (17%) - Failed to deliver promised actions (25%) - Did not communicate effectively (17%) - Personnel behaviour (8%) 67% of these complaints related to outstanding or delayed repairs.
Dursley	27 complaints were received. 44% related to Property Care and these complaints fell into the following categories: - Failed to deliver promised actions (42%) - Repeated failure (25%) - Procedure or policy not followed (17%) - Did not meet timescales (8%) - No council fault (8%) 50% of these complaints related to damp and mould.
Stroud	27 complaints were received. 67% related to Property Care and these complaints fell into the following categories: - Failed to deliver promised actions (33%) - Repeated failure (28%) - Did not communicate effectively (22%) - Procedure or policy not followed (17%) 44% of these complaints related to outstanding or delayed repairs.

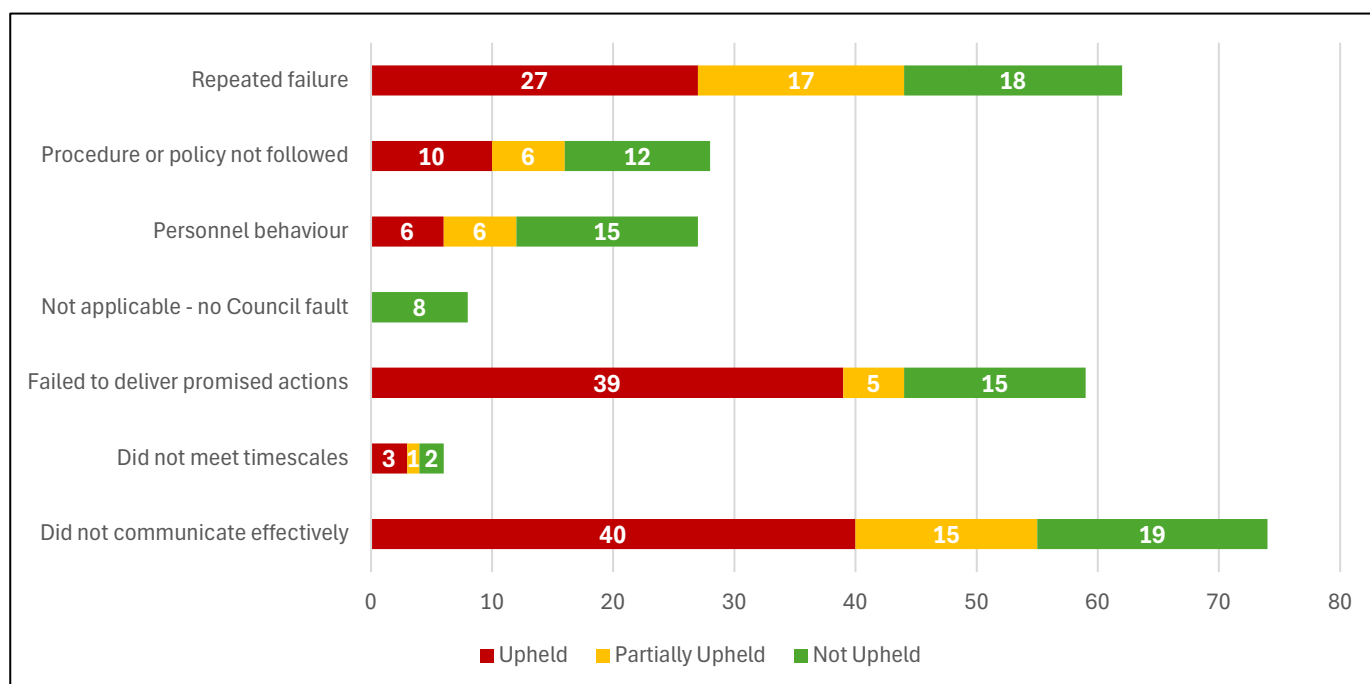
Cam	17 complaints were received. 47% related to Property Care and these complaints fell into the following categories: - Failed to deliver promised actions (50%) - Repeated failure (25%) - Did not communicate effectively (12.5%) - Did not meet timescales (12.5%) 38% of these complaints related to damp and mould.
Ebley	16 complaints were received. 62.5% related to Property Care and these complaints fell into the following categories: - Did not communicate effectively (40%) - Failed to deliver promised actions (30%) - Procedure or policy not followed (20%) - Repeated failure (10%) 70% of these complaints related to outstanding or delayed repairs.
Cashes Green	15 complaints were received. 47% related to Property Care and these complaints fell into the following categories: - Repeated failure (57%) - Failed to deliver promised actions (14%) - Did not communicate effectively (29%) 57% of these complaints related to damp and mould.
Berkeley	12 complaints were received. 33% related to Property Care and Tenant Relationships and these complaints fell into the following categories: - Failed to deliver promised actions (37.5%) - Did not communicate effectively (25%) - Repeated failure (12.5%) - Did not meet timescales (12.5%) - No council fault (12.5%) 25% of these complaints related to ASB and 25% related to cancelled or unattended appointments.
Painswick	11 complaints were received. 55% related to Investment and these complaints fell into the following categories: - Personnel behaviour (50%) - Did not communicate effectively (50%) 67% of complaints related to damage caused to property or surrounding areas.
Wotton-under-Edge	11 complaints were received. 45% related to Tenant Relationships and these complaints fell into the following categories: - Did not communicate effectively (60%) - Failed to deliver promised actions (20%) - Procedure or policy not followed (20%) 60% of these complaints related to disputes over charges and payments.

Minchinhampton	11 complaints were received. 55% related to Property Care and these complaints fell into the following categories: - Failed to deliver promised actions (50%) - Repeated failure (33%) - Did not communicate effectively (17%) 83% of these complaints related to outstanding repairs.
Paganhill	10 complaints were received. 50% related to Property Care and these complaints fell into the following categories: - Repeated failure (60%) - Failed to deliver promised actions (40%) 60% of these complaints related to outstanding or delayed repairs.

Complaints Upheld, Partially Upheld and Not Upheld by Team

	Upheld	Partially Upheld	Not Upheld
Stage 1	46% - Property Care 23% - Investment 23% - Tenant Relationships 1% - Compliance 7% - Cross-Service	55% - Property Care 22% - Investment 19% - Tenant Relationships 2% - Tenant Engagement 2% - Cross-Service	39% - Tenant Relationships 43% - Property Care 10% - Investment 4% - Independent Living 2% - HQA 2% - Cross-Service
Stage 2	53% - Property Care 35% - Investment 12% - Tenant Relationships	75% - Property Care 12.5% - Investment 12.5% - Tenant Relationships	45% - Property Care 23% - Investment 23% - Tenant Relationships 4.5% - Independent Living 4.5% - Cross-Service

Complaints Upheld, Partially Upheld and Not Upheld by Category



Analysis of complaint outcomes shows that the most common and significant issues relate to communication failures, failure to deliver promised actions, and repeated service failure.

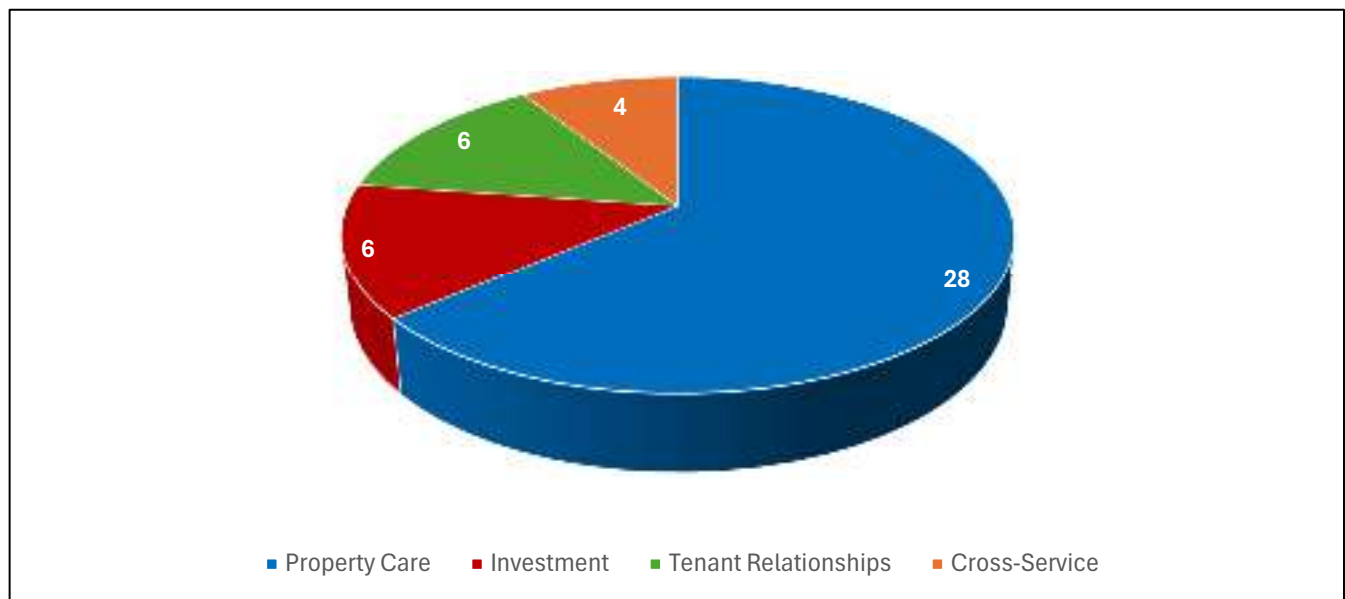
Complaints about ineffective communication were the most frequently upheld (40 upheld and 15 partially upheld), followed closely by failures to deliver promised actions (39 upheld and 5 partially upheld).

Repeated failure also featured prominently across all outcomes, with 27 upheld and 17 partially upheld cases, indicating persistent service issues.

Fewer complaints related to missed timescales, suggesting this is a less prevalent concern. A smaller number of cases were recorded as not applicable, where no Council fault was identified.

Overall, the data highlights communication, reliability, and consistency of service delivery as key areas for improvement.

Extensions by Team



Stage 1:

Of the 218 Stage 1 complaints received during 2025-26, 180 (83%) did not require an extension. Of these, 94% were responded to within the timescales set out in the Housing Ombudsman's Complaint Handling Code. The remaining 10 complaints were responded to outside of the Code timescales, with 60% relating to Property Care and 40% relating to Investment.

38 complaints (17%) required an extension to the response deadline. Of these, 82% were responded to within the extended timescales permitted by the Complaint Handling Code. Seven complaints exceeded the extended timescales, with 71% relating to Property Care, 14% to Investment, and 14% involving cross-service complaints.

Overall, 92% of Stage 1 complaints were responded to within the timescales prescribed by the Complaint Handling Code. This demonstrates strong compliance with the Code, although Property Care accounted for the majority of cases where response times were exceeded.

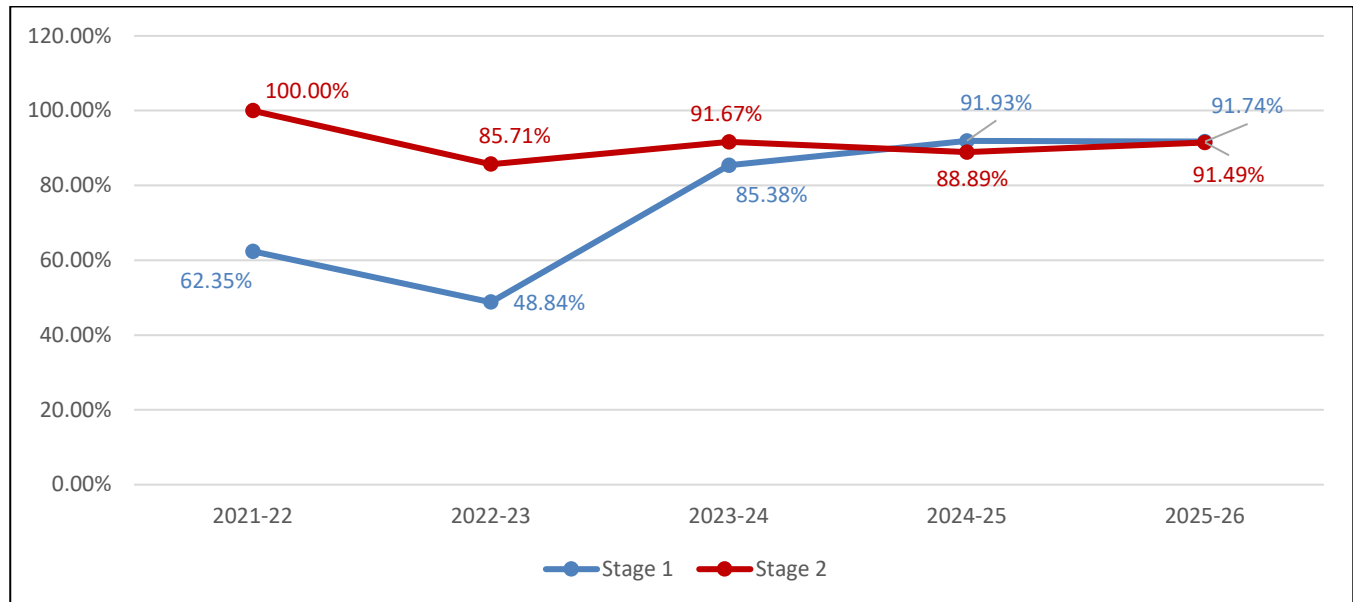
Stage 2:

Of the 47 Stage 2 complaints received during 2025-26, 41 (87%) did not require an extension. Of these, 90% were responded to within the timescales set out in the Housing Ombudsman's Complaint Handling Code. Four complaints were responded to outside of the Code timescales, with an equal split between Property Care and Investment.

6 complaints (13%) required an extension to the response deadline. All six were responded to within the extended timescales permitted by the Complaint Handling Code, resulting in 100% compliance for this group.

Overall, 91% of Stage 2 complaints were responded to within the timescales prescribed by the Complaint Handling Code. The small number of cases that exceeded the required timescales were evenly distributed between Property Care and Investment.

Target Times



Complaint handling performance has improved overall since 2021-22, particularly at Stage 1. Stage 1 compliance fell to a low of 48.84% in 2022-23 but increased significantly in 2023-24 and has remained consistently high in the last two years, at just over 91% in both 2024-25 and 2025-26.

Stage 2 performance has been consistently strong, achieving 100% compliance in 2021-22 and remaining above 85% in all subsequent years. Following a slight dip in 2024-25, Stage 2 compliance improved again in 2025-26 to 91.49%. Overall, the data demonstrates sustained improvement and stable performance in complaint handling timescales in recent years.

Percentage of Complaints Responded to within Target Time (by team)

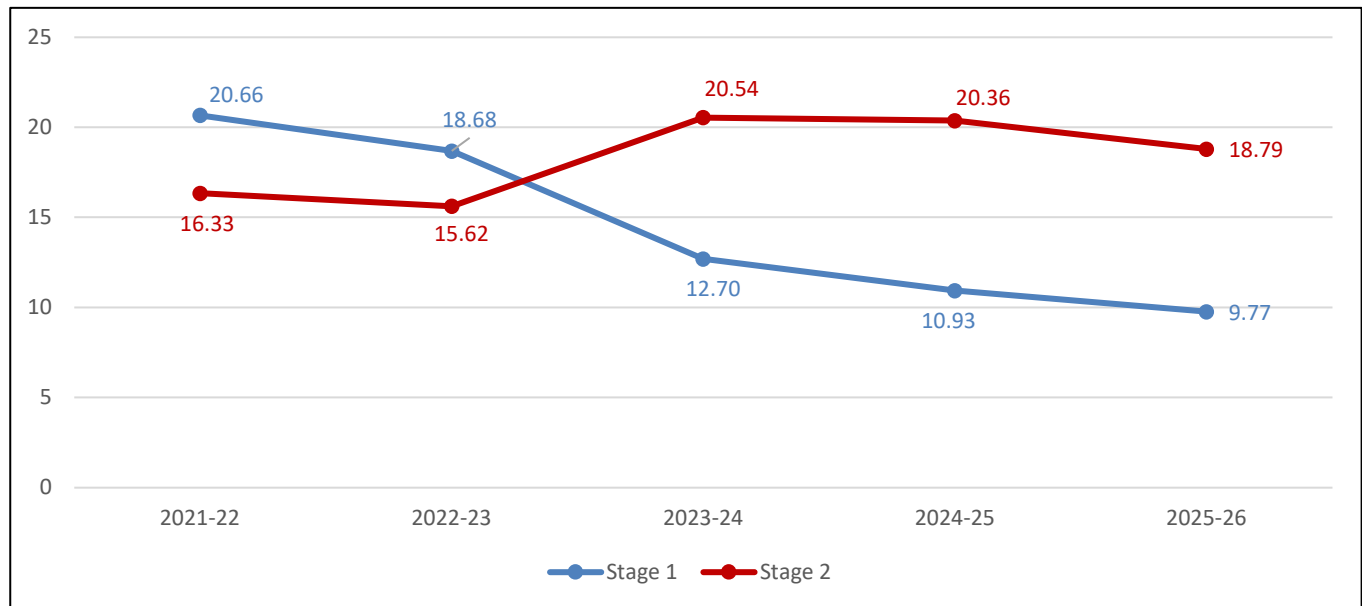
	Stage 1	Stage 2
Property Care	89.42%	92.00%
Investment	87.50%	83.33%
Tenant Relationships	100%	100%
Independent Living	100%	100%
Compliance	100%	N/A
Tenant Engagement	100%	N/A
HQA	100%	N/A
Cross Service	89.00%	100%

Performance at Stage 1 shows generally strong compliance across teams in 2025-26, with most services responding to over 89% of complaints within target timescales. Notably, Tenant Relationships improved significantly compared to 2024/25, increasing from 91.67% to 100%.

Property Care and Investment recorded lower compliance rates in 2025-26, at 89.42% and 87.50% respectively, and both showed a slight decline compared to 2024-25. Cross-Service complaints also fell from full compliance in 2024-25 to 89% in 2025/26, indicating increased complexity or coordination challenges where multiple services are involved.

Stage 2 complaint handling performance in 2025-26 remained strong overall, with most services meeting target response times. Property Care showed a significant improvement compared to 2024-25, increasing from 78.57% to 92%. In contrast, Investment performance declined from 90% to 83.33%, representing the lowest compliance rate among services with Stage 2 complaints. Overall, the data demonstrates generally effective Stage 2 performance, with some variability between service areas highlighting where additional focus may be required.

Turnaround Times



Analysis of complaint turnaround times shows a sustained improvement at Stage 1 over the five-year period. Average response times reduced steadily from 20.66 days in 2021-22 to 9.77 days in 2025-26, representing a reduction of more than 50%. This indicates increasing efficiency in early-stage complaint handling and improved adherence to timescale expectations.

In contrast, Stage 2 turnaround times show greater variability. While modest improvements were seen between 2021-22 and 2022-23, average response times increased significantly in 2023-24 and remained elevated in 2024-25, reflecting a possible increase in complexity and resource demands of escalated complaints. In 2025-26, Stage 2 turnaround times improved to 18.79 days, suggesting early signs of recovery, although they remain higher than earlier years.

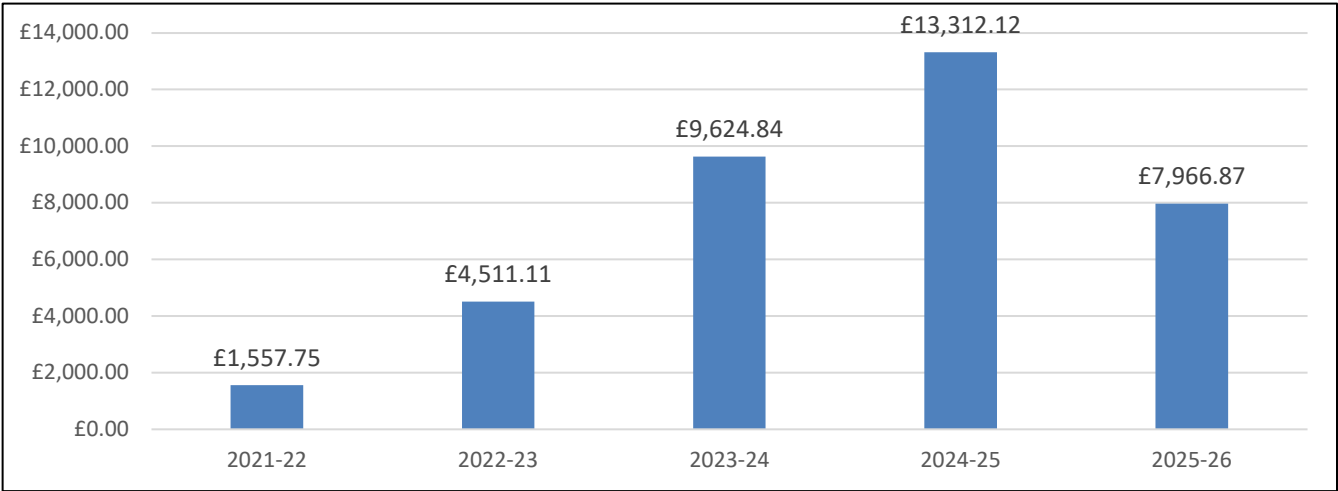
Average Turnaround Time in Days, per Team

	Stage 1	Stage 2
Property Care	11.06 days	20.16 days
Investment	9.15 days	20.75 days
Tenant Relationships	8.08 days	14.13 days
Independent Living	4 days	8 days
Compliance	10 days	N/A
Tenant Engagement	9 days	N/A
HQA	2 days	N/A
Cross Service	11.67 days	9 days

Average turnaround times for Stage 1 complaints improved across most teams in 2025-26 compared to 2024-25, indicating faster resolution and more efficient complaint handling. Several teams achieved particularly strong performance in 2025-26, demonstrating consistently prompt responses. In contrast, Cross-Service complaints saw an increase in average turnaround time, rising from 8.93 days to 11.67 days, suggesting added complexity where multiple teams are involved. Overall, the data reflects continued improvement in early-stage complaint handling across individual services, with cross-service coordination remaining an area of potential risk for maintaining low turnaround times.

Stage 2 average turnaround times in 2025-26 show mixed performance across service areas, reflecting the greater complexity of escalated complaints. Overall, while improvements are evident in several areas, particularly Property Care and Cross-Service complaints, the data highlights ongoing challenges in Stage 2 performance to case complexity and service capacity, with Investment and Tenant Relationships representing potential areas of risk for prolonged response times.

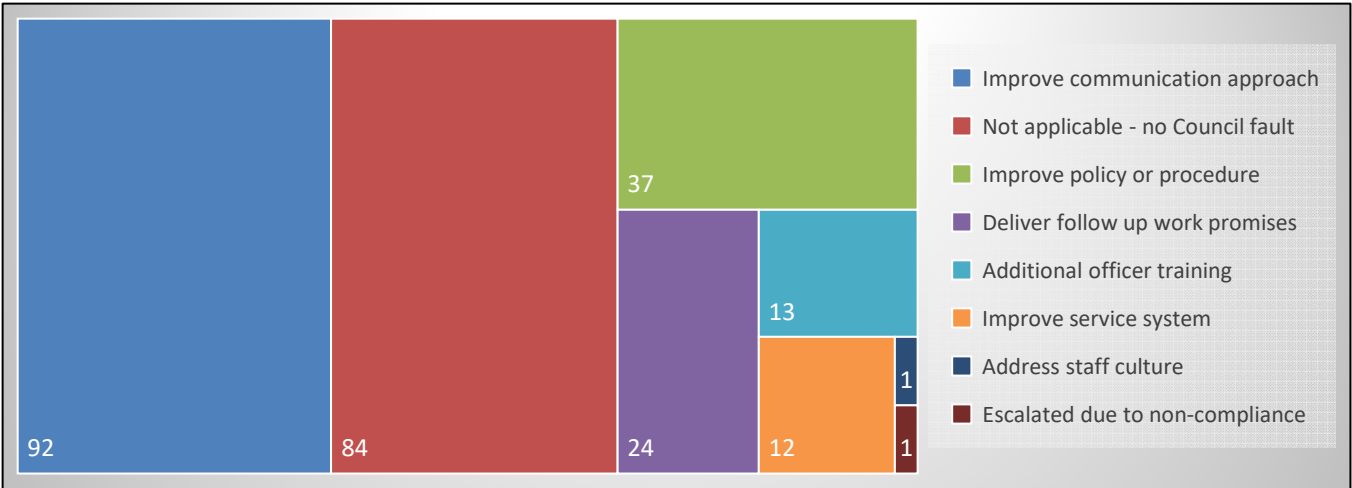
Financial Redress Payments compared over the last 5 years



Compensation payments over the five-year period show an overall upward trend, peaking in 2024-25 at £13,312.12, before reducing in 2025-26 to £7,966.87. However, compensation levels remain higher than in earlier years, indicating the continued financial impact of service failures where remedies are required.

In 2025-26, only one case was determined by the Housing Ombudsman, resulting in an order for compensation of £50.00 payable to the complainant. The remaining compensation payments, totalling £7,916.87, were agreed directly by the Council as remedy payments in response to service failures identified through the complaints process.

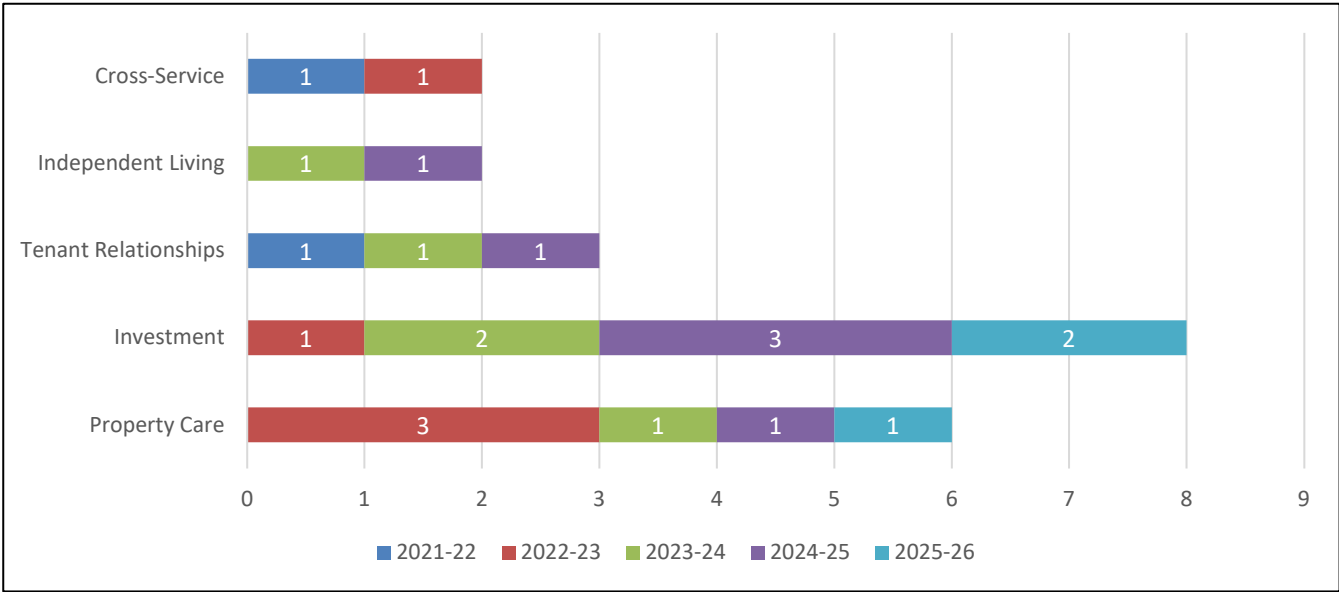
Learning Outcomes from Complaints



Analysis of learning outcomes from complaints shows that the most significant area for improvement relates to communication, which was identified in 92 cases, highlighting the continued importance of clear, timely, and effective engagement with residents. Process-related learning also featured prominently, with 37 cases identifying the need to improve policies or procedures and 24 cases highlighting failures to deliver follow-up actions as promised. Additional officer training was identified in 13 cases, alongside service system improvements in 12 cases, indicating opportunities to strengthen skills, processes, and supporting systems.

Only a small number of cases related to staff culture or escalation due to non-compliance, suggesting these are isolated issues rather than systemic concerns. Overall, the learning outcomes reinforce the need to prioritise communication, procedural consistency, and follow-through to reduce repeat complaints and improve service delivery.

Housing Ombudsman complaints



Referrals to the Housing Ombudsman have remained relatively low and spread across service areas over the five-year period.

Property Care and Investment account for the majority of cases, with Property Care recording three cases in 2022-23 and one case in each of the last three years, while Investment cases increased between 2023-24 and 2024-25 before reducing slightly in 2025-26. Tenant Relationships and Independent Living have seen only occasional cases, and Cross-Service complaints have been minimal, limited to one case in 2021-22 and one in 2022-23. Overall, the data indicates that Ombudsman involvement remains limited in volume, with no sustained escalation trend across services.

In 2025-26, the Housing Ombudsman issued a partially upheld determination on a complaint relating to Property Care, identifying a service failure in the handling of the associated complaint. An order was made for £50 compensation in recognition of delay at Stage 1. The Ombudsman also recommended that the Council reiterate its previously offered £750 compensation in relation to damp and mould issues, if not already accepted, and provide the resident with details of its liability insurers.

Three cases were submitted to the Housing Ombudsman during 2025-26 and are currently awaiting investigation and determination. Due to an increase in referrals and the Ombudsman’s current backlog, these cases have not yet reached an outcome.

Service improvements made as a result of learning from complaints:

 Communication	Housing Officers are providing clear expectations at the start of each ASB case, including timescales, investigation processes and agreed methods of contact, to ensure all enquiries are responded to	Improved emergency repair communication processes to ensure residents and leaseholders receive clear updates about service interruptions, expected timescales and next steps	Reviewed communication arrangements during emergency repairs to ensure residents understand the reasons for service disruptions	Strengthened resident update processes to keep affected households informed throughout emergency incidents	Introduced toolbox talks during team briefing sessions focusing on the importance of effective communication and cross-team working	The importance of responding promptly to customer enquiries, maintaining ownership of actions, working effectively across service areas, and providing timely, clear updates throughout the customer journey is being reinforced through monthly team briefings delivered by line managers.	To improve communication and resident engagement on larger investment projects, a range of communication methods has been introduced to ensure tenants are kept informed throughout the lifecycle of works.
	To strengthen resident engagement and improve the customer experience, communication relating to planned works has been established as a standing agenda item at all contract management meetings. This ensures that resident communication is regularly reviewed alongside programme delivery, quality, health and safety, and performance measures.	Tenant Oversight Panel (TOP) review of Responsive of Repair Communications: Follow up action plan implemented	Void Improvement Project set up to implement greater degree of stage recording with view to improving turnaround of empty homes into let.	Changes in provider and training on new telephony service with additional lines provided for investment works specifically to ensure improved access to the right department.			
 Policy/Procedure	Reviewed out-of-hours procedures to strengthen guidance on communication with residents and leaseholders	Updated emergency response guidance to include welfare considerations where essential services are unavailable	Change project in place to bring electrical testing from 10-year cycle to 5-years and increasing overall capacity to carry out remedial actions required to keep tenants and properties safe.				



Process/Service

Guidance given to Housing Officers on process for waste and grounds maintenance	Housing Officers provided with additional guidance and training on service charge processes	Introduced arrangements to provide bottled water and appropriate support when water supplies are disrupted	Progressed a long-term solution to separate water supplies and reduce the impact of future leaks	Improved escalation arrangements for complex repairs involving shared services	Review of Responsive of Repair Communications: Follow up action plan implemented	Expanding the internal Minor Void delivery team from 2 to 5 in 2025/26 to increase the volume of minor voids delivered in quicker turnaround and provide greater control over quality and standard of works completed.
Increasing skills of operatives to be able to deliver more high-volume repairs such as flooring and fire door repairs to have less reliance on sub contracted labour.	Changes made to Out of Hours (OOH) call handling service to improve response times and handling efficiencies.	Explored innovative technologies to provide Damp and Mould treatments in tenant's homes which does not require moving belongings and furniture and kills all mould spores in rooms with 99.9% efficiency and less intrusive for tenants.				



Record Keeping

Improved recording of emergency decisions, communications and follow-up actions	Strengthened audit trails for emergency repairs and resident contact	A new Damp and Mould electronic case file structure has been introduced, aligned with the existing Complaints file structure. This provides a consistent approach to document management, making it easier for staff to store, locate, review and share information across teams.	To improve record keeping, transparency and collaboration, a dedicated SharePoint site has been implemented and is used by both the Investment Team and contractors involved in delivering programmes of work. This provides a single, central location for storing and managing all project-related documentation and communications.	Damp and Mould certification provided with new technologies provided with TIC machines	Improved repairs reporting through consistent application of all repair and servicing system data	
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Training

 Training	Housing Officers have attended training focused on managing challenging customer interactions, active listening, conflict resolution and empathetic communication	Housing Officers have received additional training focusing on best practice in evidence gathering, risk assessment, case management, partnership working and effective communication with customers throughout the investigation process	Training to reinforce responsibilities around the handling, storage and sharing of personal information, ensuring customer data is managed securely and confidentially at all times. It will also increase awareness of data protection risk	Training to reinforce rules of Mutual Exchanges and how to process and communication timescales to be adhered to	Reinforced expectations around empathetic and respectful communication with residents	Shared learning with staff involved in emergency repairs and leasehold cases	
	Investment Team have successfully completed Housing Health and Safety Rating System (HHSRS) training, which included comprehensive coverage of Awaab's Law. This training ensures that all team members have a clear understanding of the legislative requirements, the importance of identifying and addressing damp and mould issues promptly, and the responsibilities of the organisation in responding to residents' concerns.	Training provided for operatives to carry out flooring replacements thereby saving time and cost on subcontract labour.	Gas Apprenticeship completed for existing plumber and upskilling for future proofing service and increasing available capacity.	Electrical apprentices qualifying their second year and increasing capacity on some testing programmes to both learn and develop independent responsibilities.	Training given to carpenters to upskill on Fire Remedial Actions arising from Fire Risk assessments thereby increasing capacity to repair and upgrade compliance actions arising and keeping people safe	Refresher sessions completed for all complaint handlers in the service.	

Case studies

What happened	How we resolved things
A tenant reported ongoing anti-social behaviour and was initially satisfied that an investigation had been opened. However, during the investigation there were periods where the tenant did not receive regular updates, leading to frustration and uncertainty about whether any action was being taken. Although work was progressing behind the scenes, communication with the tenant was not maintained consistently.	As a result of this learning, Housing Officers will provide agreed regular updates throughout ASB investigations, even where there has been little or no change in the case. Clear expectations regarding timescales, actions and methods of communication will be established from the outset. This improvement will help ensure tenants feel informed, supported and confident that their concerns are being taken seriously throughout the investigation process.
A leaseholder complained that their water supply was turned off for three days following an emergency leak affecting another flat within the building. They said they were not given adequate information, updates or support while the water was disconnected and had to stay with a friend and purchase bottled water. They also felt that comments made during the incident were dismissive of the inconvenience caused.	We found that the emergency response was taken to minimise damage from a complex leak involving shared pipework serving multiple flats and that a full repair could not safely be completed out of hours. However, we identified that communication with the leaseholder should have been better throughout the incident and that support, including the provision of bottled water, should have been offered much sooner. An apology was provided, and a goodwill payment was offered in recognition of the inconvenience caused. A contractor was also instructed to develop a long-term solution by separating the water supplies to the flats, reducing the risk of similar issues occurring in the future. We have: - Reviewed our emergency communication processes to ensure residents and leaseholders are informed about the reasons for service interruptions, expected timescales and next steps. - Strengthened procedures to ensure that when essential services such as water are disrupted, appropriate support, including bottled water, is provided without delay. - Improved guidance for staff on explaining responsibilities and decision-making in leasehold properties and situations involving shared services. - Reviewed out-of-hours arrangements to ensure clearer communication and support for residents affected by emergency repairs. - Reinforced the importance of empathetic and respectful communication through staff learning and development. - Identified and progressed a longer-term engineering solution to separate water supplies and reduce the impact of future leaks on neighbouring properties.
A tenant purchased an electric vehicle but was unable to obtain written permission to install an EV charging point at their home. Despite making several telephone calls and visiting local offices, the tenant did not receive a response or clear guidance on how to progress their request. As a result, the tenant was unable to charge and use their vehicle because there	To address the concerns raised, we: - Conducted a home visit to fully understand the issues being experienced by the tenant. - Assessed the property to ensure there was a suitable location for both the vehicle and the EV charging point. - Liaised directly with National Grid on the tenant's behalf to support the required electrical works and ensure installation was progressed in a timely manner.

were no suitable local charging facilities available. The investigation identified poor communication and a lack of coordination between service areas, which led to unnecessary delays and frustration for the tenant.	- Facilitated communication between the relevant departments to remove barriers and progress the request. The case highlighted a failure in communication and information sharing between teams. The absence of clear ownership and escalation processes resulted in delays and a poor customer experience. To prevent similar issues occurring in the future, we have: - Introduced toolbox talks during team briefing sessions focusing on the importance of effective communication and cross-team working. - Reinforced expectations around responding to customer enquiries and taking ownership of actions by including this on the monthly team brief agenda to be delivered by the line manager. - Increased awareness of how delays between service areas can impact customers and service delivery by including this on the monthly team brief agenda to be delivered by the line manager. - Emphasised the need for timely updates and clear communication with customers throughout the process by including this on the monthly team brief agenda to be delivered by the line manager. As a result of this complaint, staff have a greater understanding of the importance of: - Clear and timely communication with customers. - Effective collaboration between service areas. - Taking ownership of enquiries and ensuring actions are followed through. - Maintaining regular updates to customers when requests involve multiple teams.
A resident reported damp and mould within their home on numerous occasions over a four-year period. Despite repeated reports, no effective remediation works were completed, and the issues remained unresolved.	The complaint highlighted the need for a more robust and responsive approach to managing damp and mould cases, ensuring that residents receive timely support and that issues are resolved before they escalate. In response to learning from complaints of this nature, we now have dedicated Damp and Mould Team has been established to manage all damp and mould reports from initial contact through to completion. The team now works to defined timescales that align with the requirements of Awaab's Law, ensuring that reports are assessed, investigated and remedial actions identified without unnecessary delay. Clear processes have been implemented to ensure that high-risk cases are prioritised and monitored closely. Key improvements include: • Dedicated Damp and Mould specialists managing cases from start to finish. • Inspection and remediation timescales aligned with the requirements of Awaab's Law. • Regular progress reports issued to residents throughout the lifecycle of the case.

- Automated text message updates to keep residents informed of the status of inspections and works.
- Follow-up telephone calls following completion of works to confirm resident satisfaction.
- Post-completion monitoring to ensure that damp and mould issues have been fully resolved and do not reoccur.

The introduction of a dedicated Damp and Mould Team has significantly improved the way damp and mould cases are managed. Residents now receive regular communication, clear updates and a consistent point of contact throughout the process. Enhanced monitoring and follow-up arrangements help ensure that remedial works are effective and sustainable, reducing the risk of recurrence.

This complaint provided valuable learning and has directly influenced service improvements that place resident safety, wellbeing and communication at the centre of our damp and mould response. The new approach supports greater compliance with legislative requirements while delivering a more proactive and customer-focused service for residents.