



# Appendix 1

Annual Complaint Handling & Service  
Improvement Report 2024~2025  
Camden Council

# Overview 1

The Council works hard to view the complaints we receive as a positive opportunity while of course remaining focussed on trying to resolve them to the satisfaction of our residents as quickly as we can. We recognise that complaints are an important source of insight in how our processes and policies are working – and we do reflect on them as service leaders on what they mean for how we are working and could work differently in the future.

This year the Council was subject to Paragraph 49 Investigation which commenced November 2024 and concluded in July 2024. There was prepared and agreed a detailed action plan. This report both repeats that action plan and builds upon it. The Council recognises the failings which led to the investigation and is determined to ensure that it now has the foundations, resources and processes in place to avoid further investigations in the future.

It does this however whilst fully recognising the challenges it, along with other social landlords, face in terms of demand, the age of its stock and increasing legal and tenants' expectations upon it.

## Overview 2

This report contributes to the Council's aspirations by acknowledging that complaints and formal enquiries provide a regular and rich source of feedback from our citizens that inform us when things have gone wrong. Learning from these gives the Council the opportunity to improve services to support our citizens.

This slide deck contains the following:

- Analysis of Housing complaints performance
- Any findings of non-compliance
- Service Improvements made and undertaken following the special investigation

# Complaints Volumes and Performance Stage 1

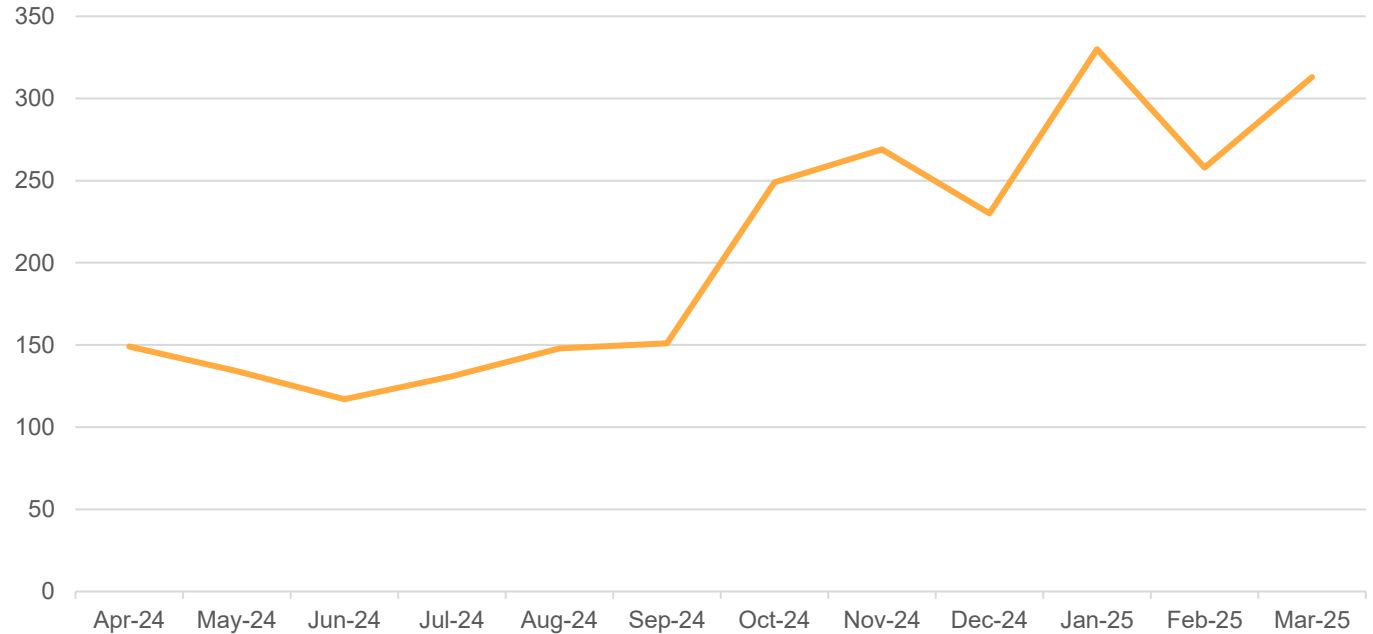
Month 2024- 2025	Number of stage one complaints made by tenants during the reporting year for the relevant stock type that were responded to within the Ombudsman's timescale	Number of stage one complaints made by tenants in the relevant stock type during the reporting year
Apr-24	133	149
May-24	123	134
Jun-24	107	117
Jul-24	118	131
Aug-24	140	148
Sep-24	139	151
Oct-24	233	249
Nov-24	256	269
Dec-24	191	230
Jan-25	236	330
Feb-25	242	258
Mar-25	296	313
Total	2214	2479

Data from the Tenant  
Satisfaction Measures  
Annual Data Return  
2024/2025  
for the Social Housing  
Regulator

# Stage 1

Over the whole period there was an average response to first stage housing complaints by the Housing department of **90.09%** within the ombudsman deadline - representing a significant improvement over previous years and following significant investment and re-engineering by the department

## Volume of stage one complaints made by tenants



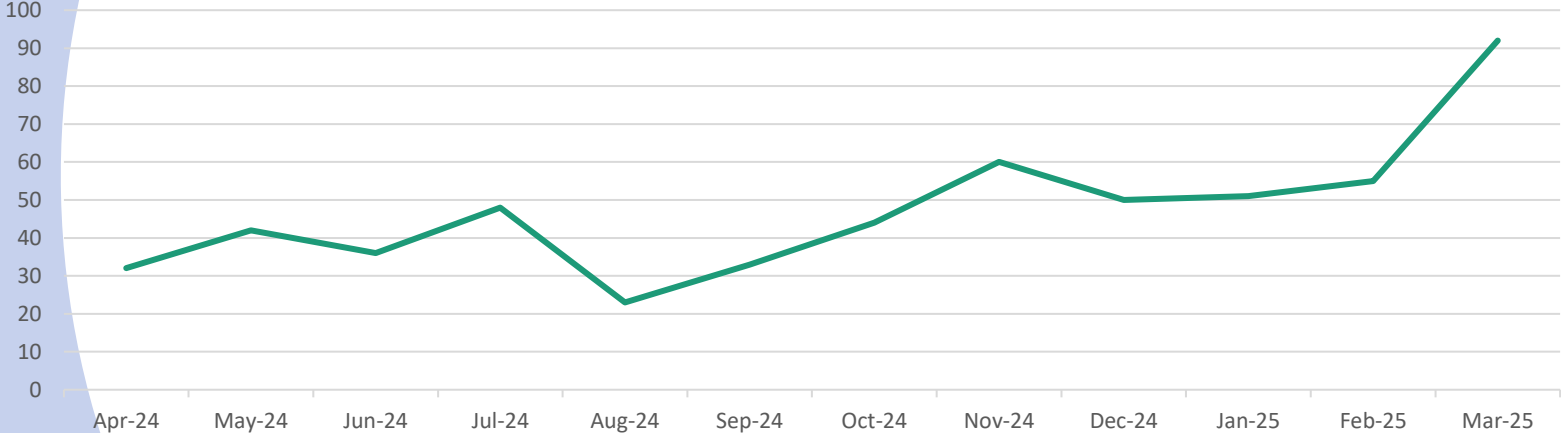
## Complaints Volume and Performance Stage 2

Month 2024-2025	Number of stage two complaints made by tenants during the reporting year for the relevant stock type that were responded to within the Ombudsman's timescale	Number of stage two complaints made by tenants in the relevant stock type during the reporting year
Apr-24	31	32
May-24	36	42
Jun-24	34	36
Jul-24	43	48
Aug-24	18	23
Sep-24	30	33
Oct-24	38	44
Nov-24	48	60
Dec-24	5	50
Jan-25	3	51
Feb-25	4	55
Mar-25	9	92
Total	299	566

Data from the Tenant Satisfaction Measures Annual Data Return 2024/2025 for the Social Housing Regulator

# Stage 2

Volume of stage two complaints made by tenants



While for most of the year performance was reasonable a poor last few months because of a growing backlog meant on average compliance with Ombudsman response deadlines averaged 61.27% over the year

Additional resource was recruited to respond to the significant increase in Stage 2 Complaints

# Reasons for Complaints – Themes and Trends

## Property Management Top 5 types of complaint

- 1) Update on current work
- 2) Missed appointment
- 3) Failed/delayed communications
- 4) Quality of works
- 5) Work not carried out within agreed timeline

The majority of Property Management complaints are caused by a failure or delay to complete follow-on works, such as completing the recommendations of an inspection or carrying out further repairs for an ongoing issue.

## Housing (Neighbourhoods) Top 5 types of complaint

- 1) Neighbourhood housing officer support
- 2) Caretaker issues
- 3) Neighbour disputes and Anti-social Behaviour
- 4) Tenancy Management- Lack of communication
- 5) Tenancy Management –Staff behaviour

The majority of Housing (Neighbourhoods) complaints are due to a lack of response to residents' emails/phone calls on issues concerning the cleaning of communal areas or neighbour disputes.

## Non Complaints

We have previously reported on matters we have rejected as complaints. We have recently changed our approach, and it is now exceedingly rare that we reject complaints – but rather look at them, assess them and make our decision. This move away from what might have been said to be technical rejection of complaints that used to be prevalent but is now rarely done. Our updated complaints policy explains the circumstances where complaints are rejected.

# Service Improvements 1

Attached to this document are the 13 recommendations in response to the Ombudsman investigation. In addition, the Council has:

- Recruited a lessons learnt lead for the repairs team and recently another for the neighbourhoods' teams
- Created a completion team tracking recommendations made at stage 2
- The launch of a new repair system called ROCC
- The ability now for residents to check the status of repairs online
- The establishment of a London wide complaints forum for authorities in London to share ideas and best practice
- Review of the complaints processes with training and updated templates
- The agreement of a new compensation policy by members at Audit Committee
- Regular reviews of complain responses by the Customer Experience Panel
- A new policy on how to deal with vulnerable residents
- A further increase in responses dedicated to dealing with both stage 1 and stage 2 complaints

## Service Improvements 2

Over the following year while focussing on the themes in the agreed Ombudsman action plan the Council plans to:

- Focus again on the drivers for complaints to go to stage 2 while monitoring the impact of the completions team
- Update its complaints policy following input from the Housing Ombudsman
- Report to its senior management team with regard to ombudsman complaints generally further raising the profile in the Council
- Ensure further and wider engagement as it prepares its annual complaints report than previously.
- Following the retirement of the Executive Director Supporting Communities the Council has created a Housing Directorate and is recruiting a Executive Director Housing Services who will have significant focus on the issue of complaints.

# Findings of Non Compliance with the Code

## Complaint Handling Failure Orders (CHFOs) 2024/2025

The purpose of complaint handling failure determinations and orders (CHFOs) is to ensure that a landlord's complaint handling process is accessible, consistent and enables the timely progression of complaints for residents, in line with the Housing Ombudsman's Complaint Handling Code

For the period 2024/2025 there was 1 CHFOs issued for Camden Council. The type of CHFO is summarised below:

**Type 1 – failure to provide information as requested**

1 failure to provide evidence of compliance with orders following a decision.

**Housing Ombudsman: 68 maladministration and service failure findings for complaint handling**

As in previous years the Improvement report was taken to both the Housing Scrutiny Committee (9th December 2025) and Resources and Corporate Performance Committee (8th December 2025). The report was thoroughly discussed at both Committees. You are referred to the minutes of both committees for more details. However, in summary both committees considered:

- That the increase in complaints remained worrying albeit they agreed that many factors were involved in this and it did reflect a regional and national trend
- It was important for Camden however to focus on how we dealt with those complaints and particularly following the special investigation to ensure that our complaint handling continued to improve
- The initiatives that were both part of our response to the special investigation and discussed at both committees were welcomed and officers urged to continue to focus on them
- In particular both committees considered that we should remain positive to both the complaints we receive and the learning from them noting that they have been influential in recent improvements that have been made

