



HOUSING SERVICES

Annual Complaints and Representations

Performance Report 2024/2025

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1. Introduction

The Housing Ombudsman Service introduced a new Complaint Handling Code in April 2024. This code is mandatory and there is a statutory requirement on all social landlords to produce an annual complaints performance and service improvement report which must be reported to the Council as well as published to residents.

This report will be presented to Lambeth’s Scrutiny Committee, and the meeting agenda and papers will be published on Lambeth’s website.

This report provides information on complaints for Housing Services for the period 1 April 2024 to 31 March 2025, dealt with through the corporate complaints process. The complaints process provides us with the opportunity to monitor performance, improve service quality and learn from complaints made by our service users. We achieve this by capturing a range of complaint information including, the nature of the complaint, the action we took, the outcome of the complaint and whether we responded to the complaint on time. By publishing an annual complaint report, we hope to demonstrate our commitment to transparency and a positive approach to dealing with and learning from complaints.

2. Background

There has been a focus on formal complaints in housing following the introduction of new powers given to the Regulator of Social Housing and the Housing Ombudsman.

We are required to prepare an annual report which examines how well we dealt with complaints across Housing Services, including numbers received and how many were upheld. Housing complaints are considered under our Corporate Complaints procedure.

3. Corporate Complaints Policy

Lambeth has a 2-stage complaint process for making a complaint about Housing Services.

Stage 1, local resolution, once a complaint is received and accepted an acknowledgement will be sent within 5 working days and a formal response will be sent 10 working days from the date the acknowledgement is sent. The complaints team will work with the housing service area to understand what may have gone wrong and seek suitable resolutions to fully resolve for the complainant.

If a housing complaint is complex and requires an extension to the deadline date, the complainant will be contacted with an explanation for the delay, provided with a new response date and the contact details of the Ombudsman. The stage 1 response will include details on how to escalate to stage 2, final review, in the event of remaining dissatisfied.

Stage 2, final review, upon receipt of the request for the complaint to be further reviewed, an acknowledgement will be sent within 5 working days and a formal response sent within 20 working days from the date acknowledgement is sent. The complaints team will independently investigate the complaint considered at stage 1.

Where a stage 2 housing complaint is complex and may take longer to respond, the complaints team will explain to the complainant the reason for the delay, provide a new response date and the contact details for the Ombudsman. Once the stage 2 response is submitted, this is the final stage of the Council's internal complaints process. The stage 2 response will advise the complainant of their option to refer to the Ombudsman in the event of remaining dissatisfied.

A formal complaint is defined as:

'An expression of dissatisfaction, however made, about the standard of service, actions, or lack of action by the organisation, its own staff, or those acting on its behalf, affecting an individual resident or group of residents.'

Corporate Complaints Policy: [London Borough of Lambeth Corporate Complaints Policy – 1 April 2024](#)

4. The Ombudsman Complaint Handling Code

Both the Local Government & Social Care Ombudsman (LGSCO) and Housing Ombudsman Service (HOS) launched new Complaint Handling Codes in February 2024, effective from 1 April 2024.

Whilst the new complaint handling code(s) are separate documents, they are aligned. ‘This means that organisations that fall under the jurisdiction of both Ombudsmen should be able to provide a co-ordinated complaint handling process across services covered by both Codes.’

The Housing Complaint Handling Code is a mandatory and legal requirement. The Local Government & Social Care Ombudsman Code ‘constitutes important advice and guidance to councils, rather than instructions.’

It should be noted however that the LGSCO ‘expect local councils to carefully consider the Code when developing policies and procedures.’ Furthermore, they ‘may make a finding of maladministration where a local council, without good reason, does not meet the standards in the Code when responding to an individual complaint’ Lambeth Council’s Complaints Policy and Procedure has been updated to comply with the Code(s).

The purpose of the code is to enable the Council:

‘To resolve complaints raised by their residents quickly and to use the learning from complaints to drive service improvements. It will also help to create a positive complaint handling culture amongst staff and residents.’

Lambeth will continue to ensure that the requirements of the Housing Ombudsman Complaint Handling Code are being adhered to and are required to self-assess against the code each year. Managers/Officers therefore routinely check complaint responses to ensure that they remain in line with the required standards, this is done through the quality assurance process within the complaints team.

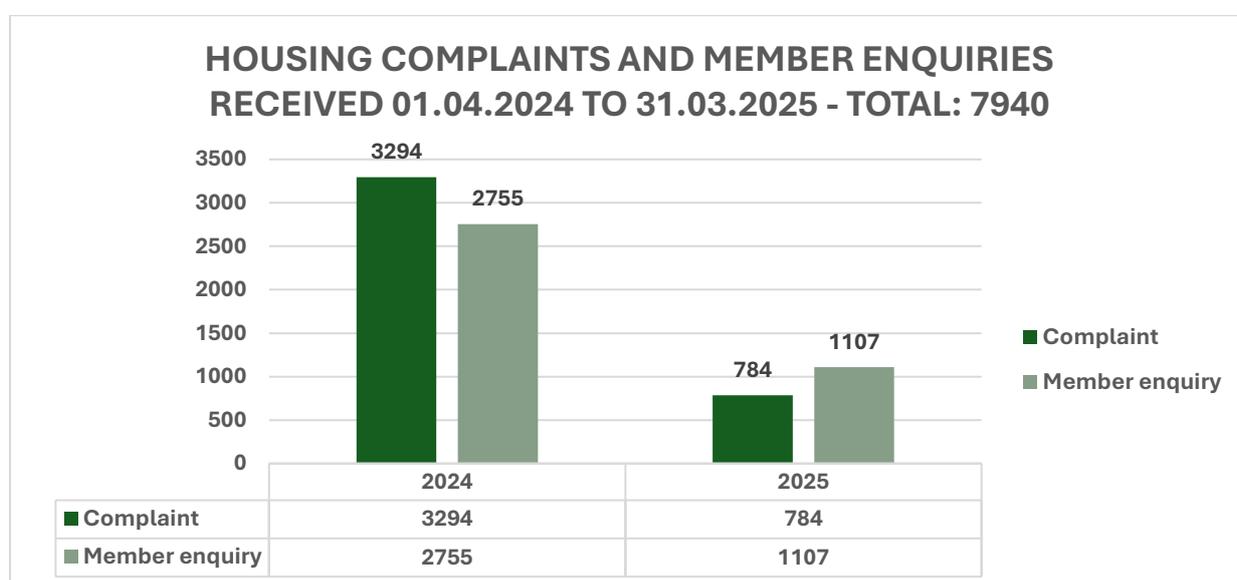
Complaint Handling Codes: [The Complaint Handling Code | Housing Ombudsman Service](#)
[Complaint Handling Code - Local Government and Social Care Ombudsman](#)

5. Analysis of Complaints and Performance

This report focuses on Housing Services complaints and Member Enquiries received for the period 01 April 2024 to the 31 March 2025. The report makes extensive use throughout of data, feedback received, as well as insight and learning from operational services.

During this period 4,078 complaints were considered under the corporate complaints process, which is lower than 4,711 for previous period 2023/2024.

The number of Member Enquiries (MEs) received regarding Housing Services between 01 April 2024 to 31 March 2025 was 3,862, in comparison to 4,142 for previous period 2023/2024.



The chart shows the volume of **housing complaints** and **member enquiries** received over the financial year, split between two periods:

- **2024** (covering 9 months)
- **2025** (covering 3 months)

Complaint volumes reflect a **monthly average** of approximately **366 complaints** in 2024, compared to **261 per month** in 2025.

MEs equate to a **monthly average** of **306 MEs** in 2024 and **369 in 2025**, indicating a **20% increase** in monthly member enquiries.

Complaints by Service Area with comparison for previous period:

Service Area:	2023/2024	2024/2025
Home Ownership/Income – Home Ownership	82	69
Home Ownership/Income – Income	101	68
Housing Management/Voids	28	27
Housing Management North Area – Estate Services	112	112
Housing Management North Area – Tenancy	133	166
Housing Management North Area - Enforcement	40	30
Housing Management South Area – Estate Services	198	128
Housing Management South Area - Tenancy	148	172
Housing Management South Area - Enforcement	40	39
Housing Management – Disrepair North	44	56
Housing Management – Disrepair South	61	53
Housing Management – Major Works/Capital Programme	52	62
Housing Needs – Accommodation Services	1032	946
Housing Needs – Homelessness Prevention	100	129
Housing Needs – Housing Commissioning	1	2
Housing Needs – Housing Strategy and Regulation	16	32
Housing Needs – Quality & Safeguarding	5	2
Liveability - Tenancy	19	28
Liveability - Estates	35	16
Housing Partnerships, Performance and Strategy	0	5
Neighbourhood Housing, Property Services – Compliance	377	239
Neighbourhood Housing, Property Services – Repairs North	750	694
Neighbourhood Housing, Property Services- Repairs South	1145	838
Neighbourhood Housing, Property Services – Community Works North	103	96
Neighbourhood Housing, Property Services – Community works South	89	69
TOTAL:	4711	4078

Overall Complaint Activity

- Total recorded activity decreased from 4,711 cases in 2023/2024 to 4,076 cases in 2024/2025, marking a net reduction of 635 cases.

Key Increases

- The largest increase was observed in Housing Management North Area – Tenancy, which rose by 33 cases, a 24.8% increase. This suggests growing engagement or demand in tenancy services in the North area.

Key Decreases

- The most significant drop occurred in Neighbourhood Housing, Property Services – Repairs South, which saw a decline of 307 cases, representing a 26.8% decrease. This could indicate a shift in repair needs, resource allocation, or reporting practices.

Stable Areas

- One service area remained unchanged year-over-year:
 - Housing Management North Area – Estate Services held steady at 112 cases.

Member Enquiries by Service Area with comparison for previous period:

Service Area:	2023/2024	2024/2025
Home Ownership/Income – Home Ownership	67	99
Home Ownership/Income – Income	101	39
Housing Management/Voids	29	22
Housing Management North Area – Estate Services	133	138
Housing Management North Area – Tenancy	93	151
Housing Management North Area - Enforcement	59	76
Housing Management South Area – Estate Services	192	205
Housing Management South Area - Tenancy	142	180
Housing Management South Area - Enforcement	42	67
Housing Management – Disrepair North	29	64
Housing Management – Disrepair South	75	104
Housing Management – Major Works/Capital Programme	87	68
Housing Needs – Accommodation Services	1412	1234
Housing Needs – Homelessness Prevention	267	254
Housing Needs – Housing Commissioning	28	21
Housing Needs – Housing Strategy and Regulation	78	79
Housing Needs – Quality & Safeguarding	23	5
Liveability - Tenancy	17	31
Liveability - Estates	8	20
Housing Partnerships, Performance and Strategy	0	11
Neighbourhood Housing, Property Services – Compliance	146	169
Neighbourhood Housing, Property Services – Repairs North	393	290
Neighbourhood Housing, Property Services- Repairs South	604	466
Neighbourhood Housing, Property Services – Community Works North	57	42
Neighbourhood Housing, Property Services – Community works South	60	27
	4142	3862

Overall Member Enquiry Activity

- The total activity across all service areas decreased by 278 cases, down from 4142 in 2023/2024 to 3,864 in 2024/2025.

Key Increases

- The largest increase in volume occurred in Housing Management North Area – Tenancy, which rose by 58 cases, reflecting a growing demand or operational focus in that area.
- The highest percentage increase was in Housing Partnerships, Performance and Strategy, which went from 0 to 11 cases. This area was previously absorbed within Housing Management and only received its own categorisation towards the latter end of 2024.

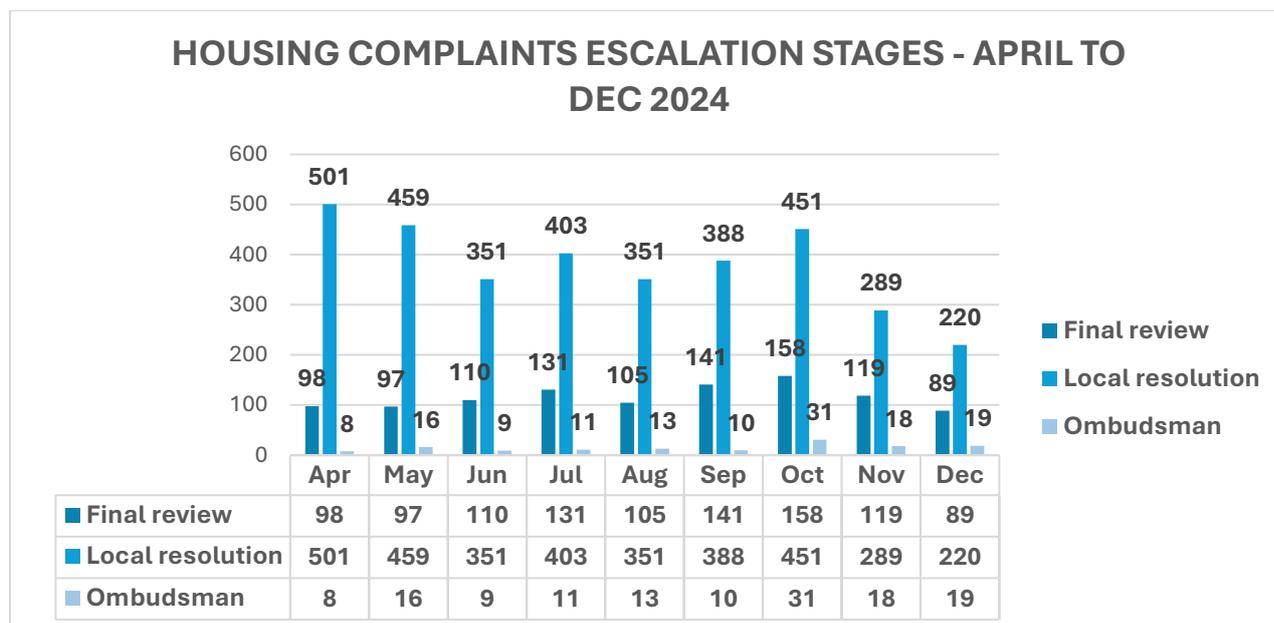
Key Decreases

- The largest drop in volume was in Housing Needs – Accommodation Services, which fell by 178 cases, this may be due to the additional resource acquired within this area.
- The steepest percentage decline was in Housing Needs – Quality & Safeguarding, which dropped by 78.3%, from 23 to just 5 cases.

Stability

- No service areas remained completely stable; every area experienced either an increase or decrease in activity.

Complaint Escalation Stages

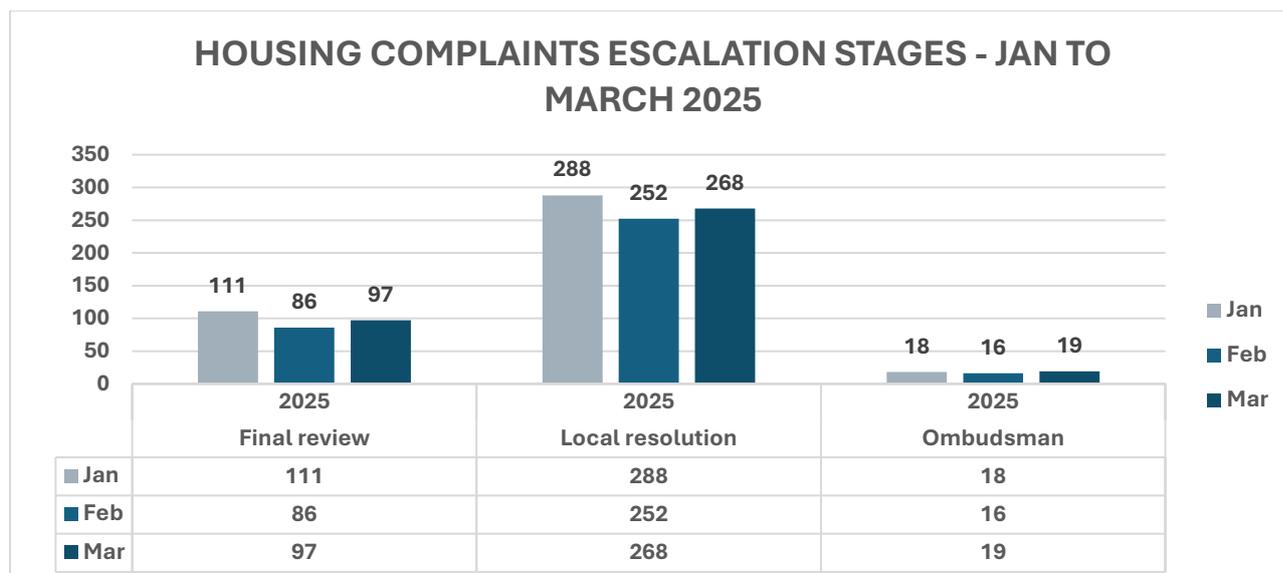


The above chart shows the monthly volumes of housing complaints across the three escalation stages between April to December 2024.

Local resolution (stage 1) consistently handled the highest volume of complaints each month, peaking in April to 501 cases, with a notable decline towards the end of the year dropping to 220 in December.

Final review (stage 2) shows a fluctuating pattern starting with 98 cases in April with the number rising steadily reaching 158 in October. Numbers dropped significantly to 89 cases in December, suggesting either improved resolution at stage 1 or seasonal factors with fewer complaints escalating over the festive period.

The Ombudsman referrals remain relatively low but show a gradual increase from 8 cases in April to 31 in October. November and December maintain higher numbers than earlier in the year.



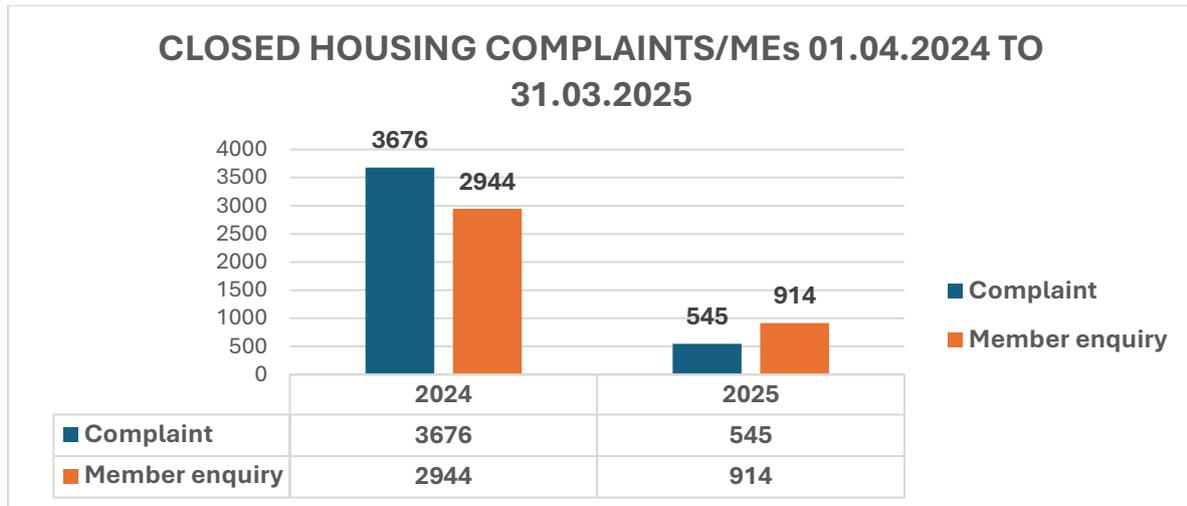
The above chart highlights Housing complaints escalation stages between January to March 2025.

Most complaints were managed at stage 1, with numbers ranging from to 288 in January, down to 252 in February with a slight rise again in March to 268 cases.

Stage 2 complaints fluctuated with January showing the highest numbers at 111, followed by a dip in February to 86 and a slight rise in March to 97 cases.

Ombudsman referrals were relatively low with 18 cases in January 16 in February and 19 in March. This suggests that most complaints may have been resolved internally without the need for external adjudication.

Performance

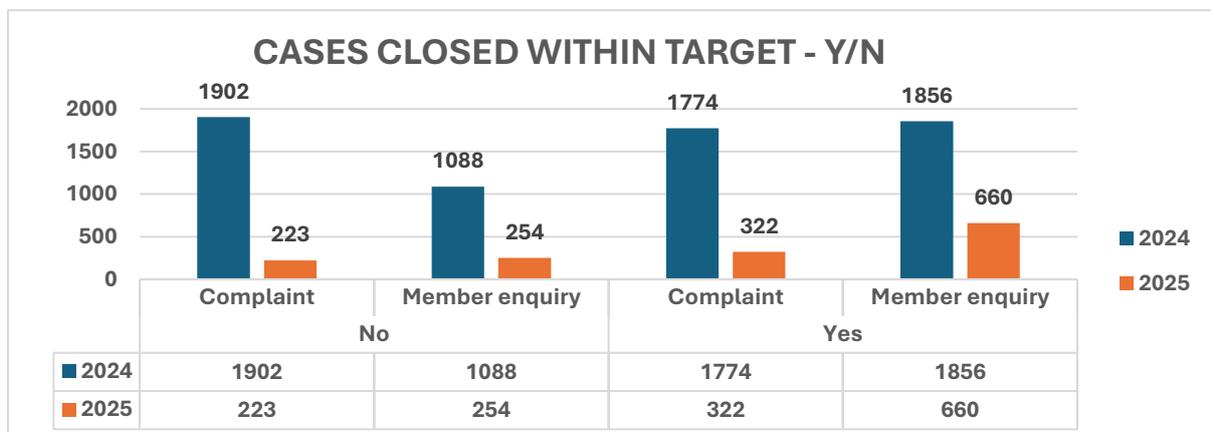


The chart outlines the number of closed housing complaints, member enquiries (MEs), and service requests over the financial year, split between:

- **2024** (covering 9 months)
- **2025** (covering 3 months)

Performance Average Monthly Closures

April–December 2024 (9 months)	January–March 2025 (3 months)
<ul style="list-style-type: none"> • Complaints Closed: 3,676 Average per month: 408 • Member Enquiries Closed: 2,944 Average per month: 327 	<ul style="list-style-type: none"> • Complaints Closed: 545 Average per month: 182 • Member Enquiries Closed: 914 Average per month: 305

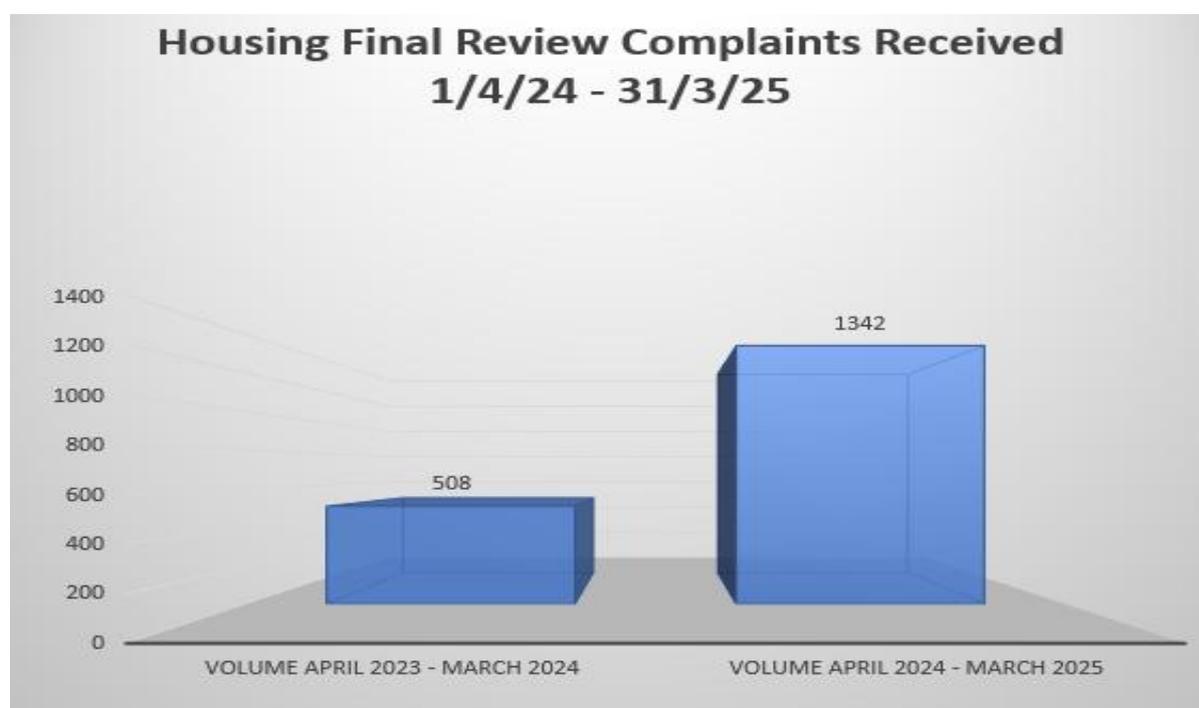


Complaints in target: 2024 48% - 2025 60%	MEs in target: 2024 64% - 2025 73%
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Final Review (Stage 2) Complaints

Where a customer remains dissatisfied, they have the right to escalate to a final review which gives residents the opportunity to challenge the earlier decision, with a more detailed and comprehensive independent investigation.

During this period 1,342 complaints were considered under the corporate complaints process, which is more than double the 508 complaints received during the previous period 2023/2024.



Complaint volumes reflect a monthly average of approximately 42 complaints in 2023 -2024, compared with 112 complaints in 2024-2025.

- **Final Review Performance**

Final Review Complaints 2024-2025	
Final Review performance 2024/2025 (without extended timescale)	67%
Final Review average response time	25 days

Complaints by Service Area with comparison for previous period:

Service Area	2023/2024	2024/2025
Home Ownership / Income - Home Ownership	16	29
Home Ownership / Income - Income	10	15
Housing Management / Voids	3	16
Housing Management North area - Estate Services	7	30
Housing Management North area - Tenancy	10	42
Housing Management North area - Tenancy - ENFORCEMENT - North	1	8
Housing Management South Area - Estate Services	10	46
Housing Management South Area - Tenancy	14	43
Housing Management South area - Tenancy - ENFORCEMENT - South	2	12
Housing Management: DISREPAIR NORTH	4	9
Housing Management: DISREPAIR SOUTH	0	20
Housing Management: Major works and Capital programmes - Major Works	5	21
Housing Needs - Accommodation Services	84	293
Housing Needs - Homelessness Prevention	9	21
Housing Needs - Housing Strategy and Regulation	1	8
Housing Needs - Quality and Safeguarding	0	1
Liveability area(Fenwick/Sth Lmb/Knights Walk/Westbury/Ctrl Hill/Cressin)-Te	2	3
Liveability area(Fenwick/Sth Lmb/Knights Wlk/Westbury/Ctrl Hill/Cressin)-Est :	4	6
Neighbourhood Housing: Property services - Compliance Team	40	85
Neighbourhood Housing: Property services - Repairs North	98	224
Neighbourhood Housing: Property services - Repairs North Community Works	16	31
Neighbourhood Housing: Property services - Repairs South	157	357
Neighbourhood Housing: Property services - Repairs South Community Works	15	22
TOTAL	508	1342

Overall Complaint Activity

- Total recorded activity increased from 508 cases in 2023/2024 to 1342 cases in 2024/2025, marking a huge increase of 834 complaints.

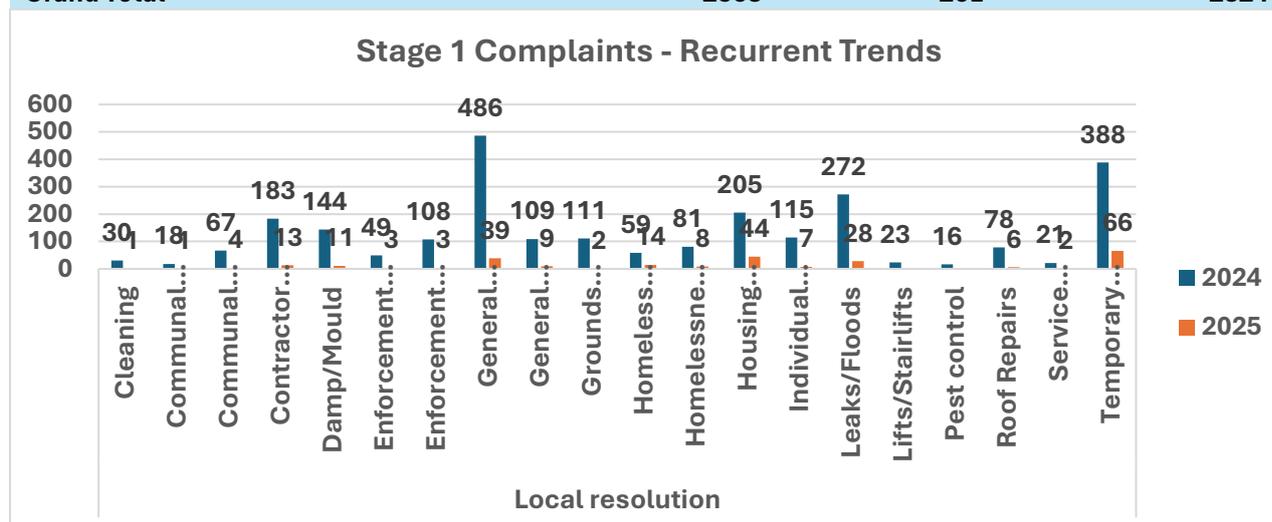
Key Increases

- The largest volumes related to Repairs South, Repairs North, Housing Needs – Accommodation Services, and the Compliance Team. Huge percentage increases were seen across all services ranging from 47% for Community Works South, and North area – tenancy enforcement with a 700%. The Housing Ombudsman's "Make Things Right" publicity campaign had a marked effect, aimed at empowering social housing tenants to raise complaints about poor housing conditions.
- Leaks and floods, contractor issues, damp & mould, hot water/heating, and grounds maintenance remain in the top 5 repair issues raised by customers.

6. Trends and Outcomes

Stage 1 recurrent complaint trends

Row Labels	2024	2025	Grand Total
Local resolution	2563	261	2824
Cleaning	30	1	31
Communal heating/hot water	18	1	19
Communal repairs	67	4	71
Contractor issues/missed appointment	183	13	196
Damp/Mould	144	11	155
Enforcement/Nuisance/ASB	49	3	52
Enforcement/Nuisance/ASB -	108	3	111
General property repairs	486	39	525
General tenancy issues	109	9	118
Grounds maintenance	111	2	113
Homeless prevention	59	14	73
Homelessness Prevention	81	8	89
Housing Allocations and Voids	205	44	249
Individual heating/hot water	115	7	122
Leaks/Floods	272	28	300
Lifts/Stairlifts	23		23
Pest control	16		16
Roof Repairs	78	6	84
Service charges	21	2	23
Temporary Accommodation	388	66	454
Grand Total	2563	261	2824

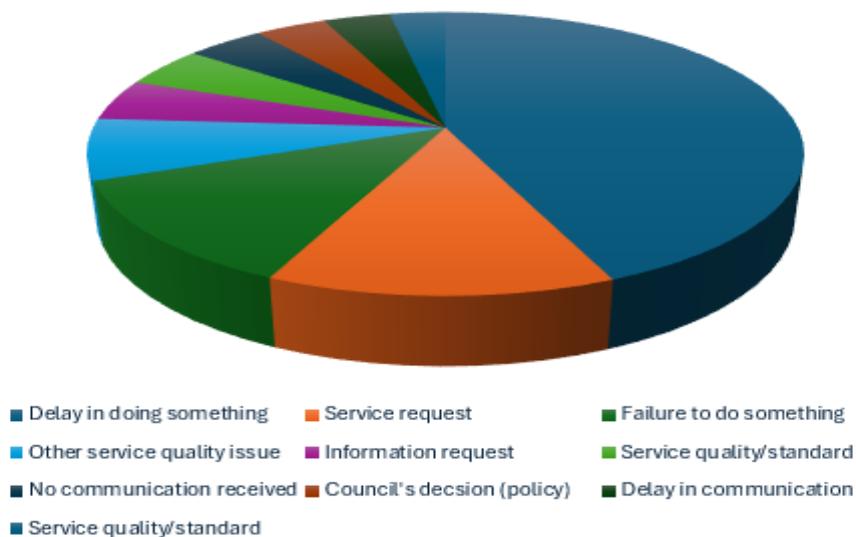


The above table and chart show stage 1 recurrent complaint trends for the financial year 2024/2025, considering that 2024 covers 9 months and 2025 covers 3 months. Monthly averages help identify whether complaint volumes are genuinely decreasing or simply reflect the shorter reporting period:

	2024 Monthly Average	2025 Monthly Average	Trend
General property repairs	54.0	13.0	↓
Temporary Accommodation	43.1	22.0	↓
Leaks/Floods	30.2	9.3	↓
Contractor issues/missed appt.	20.3	4.3	↓
Damp/Mould	16.0	3.7	↓
Grounds maintenance	12.3	0.7	↓
Enforcement/Nuisance/ASB -	12.0	1.0	↓
Individual heating/hot water	12.8	2.3	↓
General tenancy issues	12.1	3.0	↓
Housing Allocations and Voids	22.8	14.7	↓
Roof Repairs	8.7	2.0	↓
Homelessness Prevention	9.0	2.7	↓
Communal repairs	7.4	1.3	↓
Enforcement/Nuisance/ASB	5.4	1.0	↓
Cleaning	3.3	0.3	↓
Homeless prevention	6.6	4.7	↓
Pest control	1.8	0.0	↓
Service charges	2.3	0.7	↓
Communal heating/hot water	2.0	0.3	↓
Lifts/Stairlifts	2.6	0.0	↓

Final Review (stage 2) Complaints Root Cause

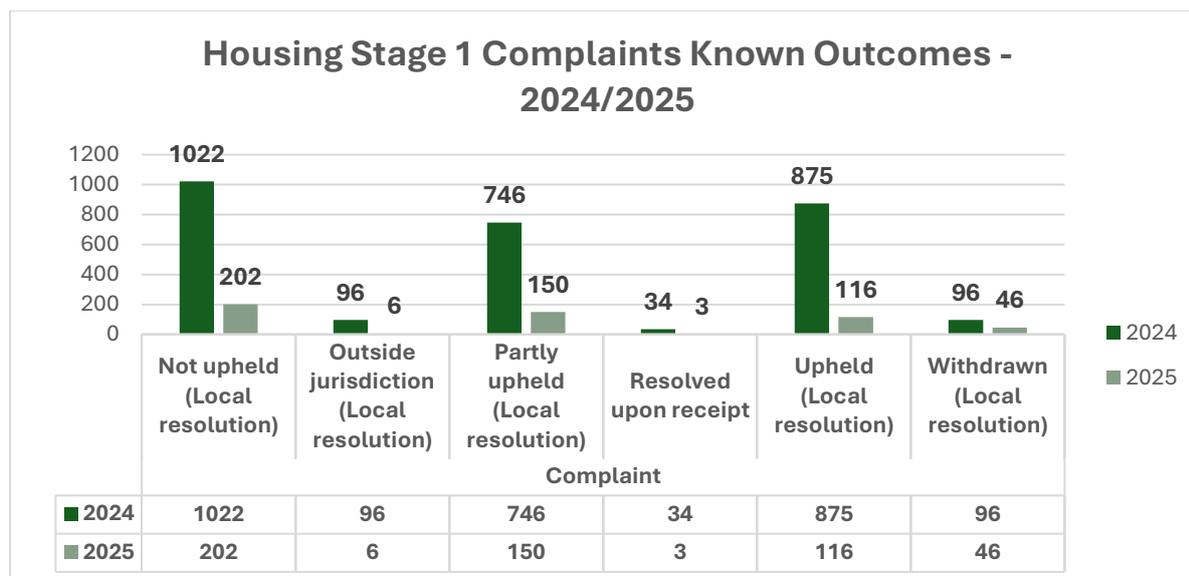
Final Review Complaints 2024-2025 Root Causes



The chart above categorises the root causes of stage 2 complaints received during the final review stage in the 2024–2025 financial year. It highlights the most common issues residents faced when engaging with services, offering insight into systemic weaknesses and areas for improvement.

Key Themes:

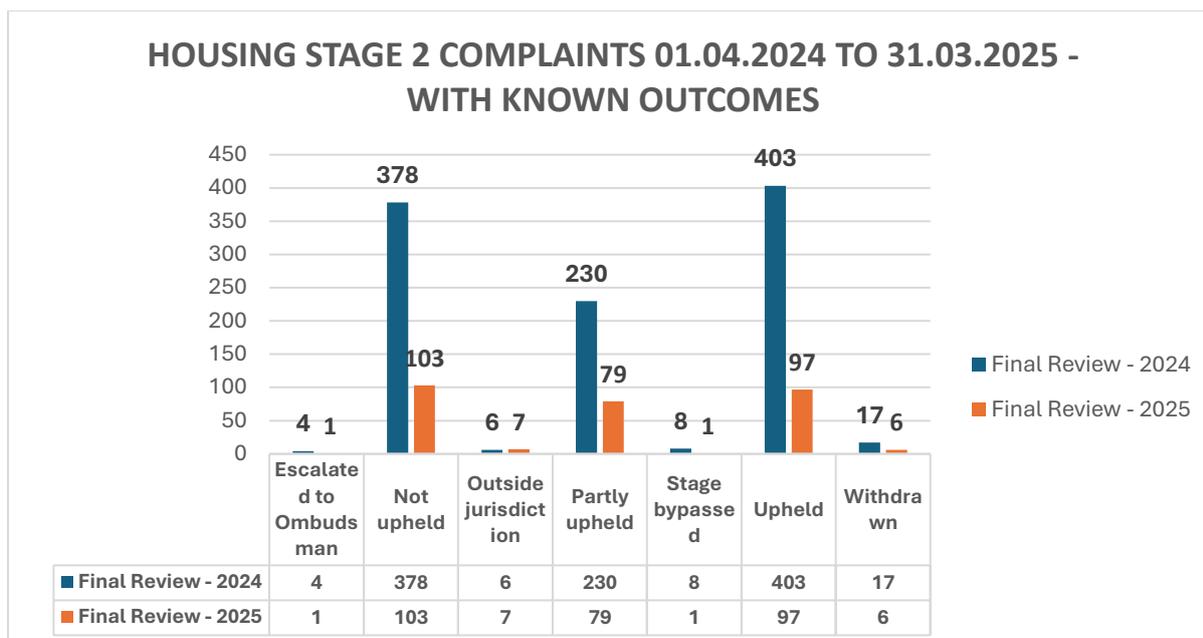
- **Delays and inaction** are the most common triggers for dissatisfaction—suggesting a need to streamline workflows and improve accountability.
- **Communication and information access** remain critical dissatisfaction points, reinforcing the importance of proactive updates and clear guidance.
- **Service quality concerns** point to the need for consistent standards and better contractor oversight.



The above chart compares Stage 1 housing complaint outcomes across two timeframes within the financial year 2024/2025. While the numbers for 2025 are lower, this reflects a shorter reporting period (3 months vs. 9 months in 2024). When adjusted for time, the data suggests a broadly consistent pattern in complaint outcomes, with some categories showing proportionate shifts.

Monthly average for each category:

Outcome Category	2024 Total (9 months)	Monthly Average (2024)	2025 Total (3 months)	Monthly Average (2025)	Trend
Not upheld (Local resolution)	1,022	~114	202	~67	↓
Outside jurisdiction	96	~11	6	~2	↓
Partly upheld	746	~83	150	~50	↓
Resolved upon receipt	34	~4	3	~1	↓
Upheld	875	~97	116	~39	↓
Withdrawn	96	~11	46	~15	↑



Stage 2 Housing Complaints data for the financial year **01 April 2024 to 31 March 2025**,

The chart compares outcomes of Stage 2 housing complaints across two periods:

- **Final Review – 2024** (covering 9 months)
- **Final Review – 2025** (covering 3 months)

The data shows a fair balance between cases **Upheld** and **Not Upheld** with a significant drop in cases being **Partly Upheld** in the final quarter.

Ombudsman Known Outcomes:

Where customers remain dissatisfied having exhausted the council’s complaint process, they have the right to escalate to the ombudsman for an independent investigation. The Local Government and Social Care Ombudsman (LGSCO) deals with complaints about local authority functions like homelessness decisions, housing allocations, and housing benefits, whereas the Housing Ombudsman Service (HOS) handles complaints specifically about social housing.

The HOS investigated 292 case and issued 121 determinations within this period with a 92% maladministration rate, in comparison with a rate of 80% for similar local authorities. This is more than 3 times the number of determinations issued in 2023/2024 (96), where we had an 89% maladministration rate. The findings received in 2024/25 may relate to historical cases as investigation can take 6 months or more to be completed. Of the 121 determinations 292 findings were issued (one case may contain multiple findings).

Housing Ombudsman Complaints 2024-2025	
Determinations	121
Percentage of Severe Maladministration findings	14%
Percentage of Maladministration Findings	58%
Percentage of Service Failure Findings	16%
Percentage Outside Jurisdiction	5%
Percentage of No Maladministration Findings	4%

7. Learning from Complaints

Learning from Root Causes

The root causes of complaints—such as delays, service quality issues, and communication failures—have been systematically analysed and shared with operational teams and senior leaders.

Lessons learned and any implemented service improvement are now included in complaint responses and shared with residents.

Captured lessons learned on recurrent issues with service improvement recommendations shared with operational teams and senior leaders:

Service Area:	What's gone wrong?	Lessons Learned	Recommendation for improvement:
	Communication/missed appointments		
Repairs/Contractors	Missed scheduled contractor appointments.	Recognising frustration caused to customers and too many missed appointment compensation payments.	Repairs/Contractors to implement a consistent process to ensure that if a contractor or sub-contractor cannot attend on the agreed date, the customer is contacted immediately and offered a new appointment within the same week or by the following week at the latest.
	Lack of Communication		
Housing Teams	Customers contacting housing teams with a service request or requesting information but unable to speak to relevant team/individual or despite being advised they would receive a call back this is not received.	It is not good customer service with customers having to continually chase and eventually raise a complaint which could have been avoided.	Housing teams must answer customer calls promptly. If an immediate response isn't possible, officers should agree a realistic callback time with the customer. A consistent timescale for responding to telephone enquiries must be established and followed

			across Housing Services to prevent avoidable complaints.
Contractors/Repairs	Little Emphasis on first time fix		
	Many issues could be resolved during the first visit, but jobs often remain incomplete due to contractors needing specific parts—resulting in delays and follow-up appointments for customers.	Required parts could potentially easily be obtained from source avoiding the customer having to wait for a further scheduled appointment	Contractors/subcontractors should adopt a more proactive approach considering what parts may be required ahead of the visit to fix the repair and avoid unnecessary complaints being raised.
Homeownership	Reporting Communal Repairs		
	Leaseholders are currently unable to report communal repairs online and when they call up there are delays in being put through to correct team.	It is recognised that this is not efficient or an effective way of raising such issues and only causes frustration to leaseholders.	Consideration to be given for Leaseholders to be provided with an online portal to raise communal repairs to increase efficiency and avoid complaints.
Housing Allocations	Understanding the Policy		
	Repeated requests received for updates on client’s likelihood of securing permanent social housing and querying their priority.	We may not be clearly explaining to applicants the policy to manage their expectations	Create a summarised factsheet providing clear explanations on key points of the Allocations Policy.
Housing Teams	Early Resolutions		
	Service requests when something needs fixing should be managed as an early resolution, but this process is not being used as effectively as it could be.	We appear to be missing the opportunity to resolve an issue when its first brought to the Council’s attention.	Renew focus on early resolutions at first point of contact to prevent escalation through formal complaints process

8. Performance Improvements

The 2024/2025 period reflects a transformative approach to housing complaints at Lambeth. Through centralisation, data-driven oversight, contractor accountability, and resident-focused learning, the complaints team has embedded continuous improvement into every stage of the complaints process.

Centralisation and Oversight

The transition to a centralised complaints model has enabled full oversight of the complaints journey. This shift has improved consistency, accountability, and the ability to track performance across all stages.

Stage 1 (Local Resolution) and Stage 2 (Final Review) complaints are now managed with clearer ownership and strategic fulfilment tracking.

Fulfilment tracking ensures that promised service commitment of actions identified and agreed during the complaints process are monitored and completed.

The centralised model supports better triaging, ensuring complex cases are prioritised and resolved more effectively.

Performance and Quality Improvements

There was a significant reduction in overdue complaints with improved closure rates, especially in Q3 and Q4 of 2024/2025.

Monthly averages show a drop in open complaints and improved timeliness.

introduction of a retrospective QA framework ensures that responses meet the Housing Ombudsman's Complaint Handling Code.

6. Training and Upskilling

Staff handling complaints have been provided with resources and training to equip them with the skills to investigate complaints effectively in accordance with Lambeth policies.

Specific Training Delivered:

Defining and analysing complaints	Investigative techniques	Evaluating evidence
Considering a suitable remedy	Identifying injustice – impact on the customer	Learning from complaints
Effective Complaint Response Writing Training	Complaint Case Management Training	Negative Brainstorming – Using Negative Ideas to Generate Change
Understanding the Roles and Powers of the Housing Ombudsman and the Local Government and Social Care Ombudsman		

Regulatory Compliance and Ombudsman Engagement

The complaints team has proactively responded to the Housing Ombudsman’s determinations and is fully compliant in implementing any instructions or recommendations submitted by the Ombudsman.

Contractor Engagement and Accountability

Dissatisfaction with repairs is the main driver of complaints for Lambeth tenants. Engaging with our contractors on the causes of complaints is key.

Face-to-face engagement with contractors has improved complaint resolution and responsiveness.

Repair contracts now include complaints performance KPIs, and repair-related complaints are recorded and tracked through to resolution.

Post-inspections and photographic evidence are used to validate repairs.

Data-Driven Insights and Reporting

Data analysis and reporting enables real-time tracking of open, overdue, and imminent complaints. It supports strategic decision-making and service pressure forecasting.

9. Tenant Satisfaction Measures

Please see the following link providing detailed information on Tenant Satisfaction Measures for the period 2024/2025: [Quarterly performance dashboard | Lambeth Council](#)

Overview of Lambeth Housing Services Performance

The Quarterly Performance Dashboard offers a detailed breakdown of Lambeth Council's housing service delivery across key performance indicators (KPIs), starting from March 2024. It reflects the council's commitment to transparency and continuous improvement in housing management.

Key Performance Themes

1. Repairs and Maintenance

The dashboard tracks the timeliness and quality of day-to-day repairs. KPIs include:

- Completion rates within target times
- Resident satisfaction with repair outcomes
- Volume of outstanding repairs

Lambeth has maintained a steady pace in completing routine repairs, though seasonal fluctuations and contractor availability have impacted some quarters. Resident feedback indicates moderate satisfaction, with calls for improved communication and follow-up.

2. Income Collection

This section focuses on home ownership services and arrears management:

Income collection remains a critical area, with performance closely monitored to ensure financial sustainability. The council has implemented targeted interventions for arrears recovery, particularly in leasehold and temporary accommodation sectors.

3. Complaints and Enquiries

The dashboard includes metrics on:

- Volume and resolution rates of complaints
- Timeliness of responses to member enquiries

There has been a notable improvement in response times, aligning with the Housing Ombudsman’s Complaint Handling Code. The council continues to prioritise learning from complaints to enhance service delivery.

4. Health and Safety

KPIs cover compliance with statutory safety checks, including:

- Gas safety
- Fire risk assessments
- Water hygiene

Lambeth has consistently met its statutory obligations, with proactive scheduling and digital tracking systems helping to maintain compliance.

5. Temporary Accommodation and Homelessness Prevention

Performance is measured by:

- Number of households in temporary accommodation
- Success rates of homelessness prevention interventions

The council faces ongoing pressure in managing temporary accommodation demand. However, early intervention strategies and partnerships with local agencies have shown promising results in reducing new homelessness cases.

Use of RAG Ratings

Each KPI is colour-coded using a Red-Amber-Green (RAG) system to indicate performance against targets. This visual approach helps stakeholders quickly identify areas requiring attention and those performing well.

10. Next Steps

The Corporate Complaints team aims to work in collaboration with operational services to deliver a seamless experience for those residents and customers that need us. Listening and acting on what they tell us and use learning to help improve and evolve service delivery. Our objective is to recognise where we have failed, seek suitable resolutions within agreed timescales and ensure our obligations are fully met in line with Lambeth's formal complaints process and the Housing Ombudsman's Complaint Handling Code.

Complaints received should always be viewed as an opportunity to learn from any failings and make necessary improvements and should never be considered a nuisance or an interruption to the delivery of services.

We embrace complaints to improve services and respond openly and honestly, and whilst it is acknowledged that further service improvements are required, we should not lose sight of what we do well.

The following points highlight areas for improvement going forward:

- Continue to be responsive, listen to concerns and act on any failings
- The Corporate Complaints team to continue to work in collaboration with operational service areas and our repairs contractors identifying any working practice improvements to achieve best outcomes for our residents
- Fulfilment tracking monitoring service commitments agreed during the complaints process will ensure timely completion and raise accountability awareness.
- Corporate Complaints team to continue to develop the performance reporting for complaint handling to track:
 - Total complaint volumes
 - % and number of closed complaints responded to on time
 - % and number of closed complaints not meeting target
 - % and number of open complaints overdue
 - % and number of complaints escalated from S1 to S2
 - % of not upheld/upheld/partially upheld complaints by service/team

- Number of Ombudsman referrals and % not upheld/partially upheld/maladministration/severe maladministration
- % and number of complaints requiring extensions
- Deliver complaint handling training to service areas to improve understanding of processes and expectations.
- Provide system training for new officers.
- Embed findings from QA exercises into individual learning and development records.
- Further complaint training opportunities made available to all staff across Housing Services to ensure thorough and transparent complaint investigations are carried out.
- Continue to make best use of resources to deliver on our obligations whilst continuing to embed the vital learning culture to manage demands, improve services and ensure better outcomes for all our residents and customers.
- Corporate Complaints team to continue to work closely with the Housing Ombudsman and the Local Government and Social Care Ombudsman, ensuring any Ombudsman enquiries are responded to within set timescales.
- Ensure that actions and remedies from complaints are tracked and where relevant fed back to the Ombudsman within the mandated timescale.
- The Corporate Complaints team will introduce workshops across Housing Services reviewing lessons learned from complaints, incorporating recommendations for service improvements. These sessions will further endorse the learning and impact from complaints.
- Introduce specialisms at Stage 1 and Stage 2 to improve case handling.
- Refine triage to ensure fair distribution of complex vs. simple cases.
- Use historical complaint data to identify repeat issues and prevent escalation.
- Regular meetings with heads of service and managers to improve responsiveness to information requests.
- Clearer escalation protocols and shorter response deadlines to avoid overdue cases.

11. Members' Statement

As the Members responsible for complaints, it is good to receive and review the Housing Complaints and Representations Annual Report 2024/2025 which provides useful insight into issues being raised by residents in respect of any Housing matters within Lambeth Council.

During the past financial year, whilst there has been a slight decrease in the number of housing complaints being received, volumes remain high with continued focus on repairs and housing needs. Following feedback from the Housing Ombudsman, several improvements have been made in the management of complaint handling within the complaints teams and across the directorate, particularly a significant reduction in overdue cases and increased engagement and collaborative working between the complaints teams, operational service areas and our repairs contractors with a view to effectively seeking viable and suitable resolutions for residents within a swift timeframe.

Members closely monitor the progress of service improvements, particularly in key areas such as general repairs and disrepair which in some cases, can cause extreme distress and disruption to residents. Members reinforce Lambeth's commitment to transparency and learning from complaints and the importance of monitoring performance, improving service quality, and responding to complaints aligned with Lambeth's complaints policy and the Housing Ombudsman's Complaint Handling Code.

The Council is continuing to deliver a series of changes aimed at enhancing the responsiveness and effectiveness of our complaints handling process. Most recently, the housing complaints team was integrated with the corporate complaints team creating a central team with the skills and experience to manage complaints following consistent processes efficiently and effectively across all service areas. This change is expected to further improve overall performance and continue to capture the learning from complaints, identify, and implement necessary service improvements to achieve best outcomes for all our residents and customers.

The dissatisfaction with repairs is the main driver of complaints and the increased engagement with our contractors on the cause of such complaints is key to resolving such issues to the full satisfaction of our tenants.

Members recognise that initiative-taking service improvements are vital to reducing complaints, together with strengthening resident engagement, improving communication and creating an environment of continuous improvement by learning from complaints to achieve greater trust and satisfaction from residents.

Cllr Jacqui Dyer	Cllr Fred Cowell
 A portrait of Cllr Jacqui Dyer, a Black woman with short hair, wearing large black-rimmed glasses, a patterned scarf, and a black and white patterned top. She is smiling and looking towards the camera.	 A portrait of Cllr Fred Cowell, a man with dark hair and a beard, wearing a light-colored collared shirt. He is looking directly at the camera against a solid red background.