



HOUSING SERVICES

Annual Complaints and Representations

Performance Report 2025/2026

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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 Housing Board, 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 2025 to 31 March 2026, 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. Executive Summary

Housing Services received 4,246 complaints during 2025/26, an increase of 4% compared with the previous year, alongside 4,413 Member Enquiries, representing a 14% increase. The highest volumes of complaints and enquiries continued to originate from Housing Needs Accommodation Services, Repairs South, and Repairs North, reflecting sustained demand within these service areas.

Despite increased demand, Housing Services closed a total of 8,183 complaints and Member Enquiries during the year, averaging approximately 682 closures per month, demonstrating a substantial operational output and continued focus on reducing outstanding caseloads. However, overall performance against response targets remains below the corporate target of 90%, with 57% of cases completed within target timescales, including 63% of Member Enquiries and 49% of complaints.

The report highlights encouraging signs of service improvement. Key complaint drivers such as Leaks and Floods, Damp and Mould, Roof Repairs, and Contractor Issues all reduced compared with the previous year, while the overall number of upheld and partly upheld complaints fell by 27%, indicating fewer identified service failures. The most common complaint theme continues to be delays in service delivery, although volumes have reduced year on year.

Learning from complaints has been used to drive targeted improvements across Repairs, Housing Needs, Voids and Compliance services. Actions implemented during the year include strengthened damp and mould procedures, improved monitoring of overdue repairs, enhanced record keeping, stronger suitability and transfer processes within Temporary Accommodation, and increased performance oversight of contractors.

Although Ombudsman findings continue to identify areas requiring improvement, particularly within repairs and homelessness services, the Council has strengthened complaint handling arrangements through enhanced training, fulfilment tracking, improved performance reporting and greater use of complaint insights to drive service improvement.

Overall, 2025/26 saw continued high demand across Housing Services but also demonstrated positive progress in reducing key complaint drivers, improving resident satisfaction, embedding learning from complaints and strengthening compliance with the Housing Ombudsman's Complaint Handling Code. The key priority for 2026/27 will be to improve response timeliness, enhance early resolution and continue using complaint intelligence to improve services and outcomes for residents.

4. 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: [Our complaints procedure | Lambeth Council](#)

The Ombudsman Complaint Handling Code

Both the Local Government & Social Care Ombudsman (LGSCO) and Housing Ombudsman Service (HOS) launched new Complaint Handling Codes. These became effective for the Housing Ombudsman in April 2024, and for the LGSCO in April 2026.

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 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.

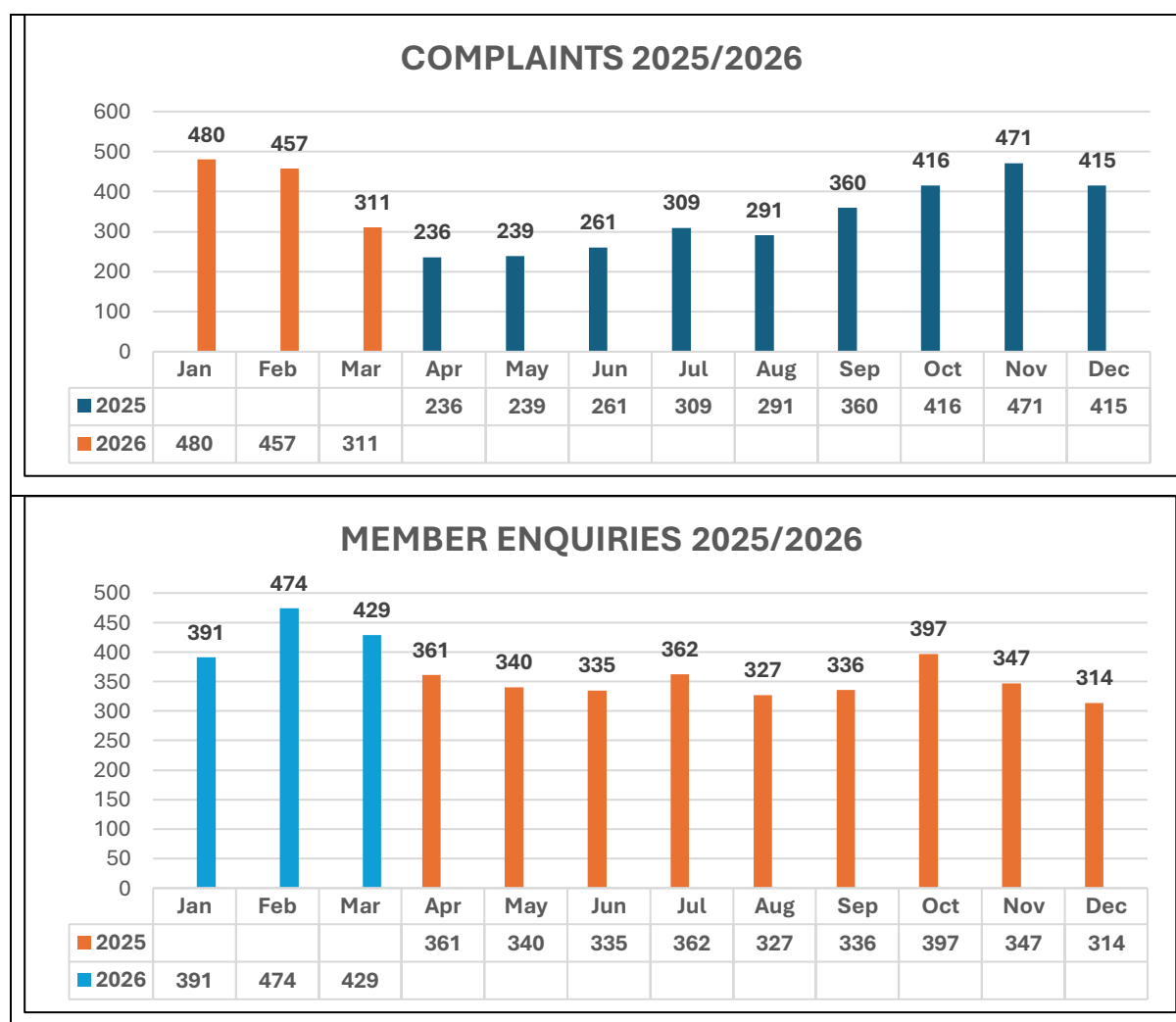
Complaint Handling Codes: [The Complaint Handling Code | Housing Ombudsman Service](#)
[Complaint Handling Code - Local Government and Social Care Ombudsman](#)

5. Analysis of Complaints and Performance

This report focuses on Housing Services complaints and Member Enquiries received for the period 01 April 2025 to the 31 March 2026. The report makes extensive use throughout of data, feedback received, as well as insight and learning from operational services.

During this period 4,246 complaints were considered under the corporate complaints process, which is slightly higher than 4,078 for previous period 2024/2025, approximately a 4% increase.

The number of Member Enquiries (MEs) received regarding Housing Services between 01 April 2025 to 31 March 2026 was 4,413, in comparison to 3,862 for previous period 2024/2025, which is approximately a 14% increase.



Complaints by Service Area with comparison for previous period:

Service Area:	2024/2025	2025/2026	Variance
Home Ownership/Income – Home Ownership	69	97	+28
Home Ownership/Income – Income	68	42	-26
Housing Management/Voids	27	32	+5
Housing Management North Area – Estate Services	112	107	-5
Housing Management North Area – Tenancy	166	121	-45
Housing Management North Area - Enforcement	30	20	-10
Housing Management South Area – Estate Services	128	100	-28
Housing Management South Area - Tenancy	172	127	-45
Housing Management South Area - Enforcement	39	22	-17
Housing Management – Disrepair North	56	36	-20
Housing Management – Disrepair South	53	46	-7
Housing Management – Major Works/Capital Programme	62	72	+10
Housing Needs – Accommodation Services	946	1143	+197
Housing Needs – Homelessness Prevention	129	98	-31
Housing Needs – Housing Commissioning	2	4	+2
Housing Needs – Housing Strategy and Regulation	32	16	-16
Housing Needs – Quality & Safeguarding	2	2	–
Liveability - Tenancy	28	37	+9
Liveability - Estates	16	17	+1
Housing Partnerships, Performance and Strategy	5	10	+5
Neighbourhood Housing, Property Services – Compliance	239	293	+54
Neighbourhood Housing, Property Services – Repairs North	694	701	+7
Neighbourhood Housing, Property Services- Repairs South	838	1030	+192

Neighbourhood Housing, Property Services – Community Works North	96	41	-55
Neighbourhood Housing, Property Services – Community works South	69	32	-37
TOTAL:	4078	4246	+168

Overall Complaint Activity

- Total recorded activity increased from 4,078 cases in 2024/2025 to 4246 cases in 2025/2026, providing an increase of 168 cases being approximately 4%.

Key Increases

- The largest case number increase was in Housing Needs-Accommodation which rose by 197 cases, and Repairs South which showed an increase of 192 cases.

Key Decreases

- The most significant drop was for Community Works North down from 96 to 41 cases, and Community Works South, down from 69 to 32 cases. This could indicate a shift in repair needs, resource allocation, or reporting practices.

Member Enquiries by Service Area with comparison for previous period:

Service Area:	2024/2025	2025/2026	Variance
Home Ownership/Income – Home Ownership	99	78	-21
Home Ownership/Income – Income	39	54	+15
Housing Management/Voids	22	39	+17
Housing Management North Area – Estate Services	138	179	+41
Housing Management North Area – Tenancy	151	99	-52
Housing Management North Area - Enforcement	76	73	-3
Housing Management South Area – Estate Services	205	217	+12
Housing Management South Area - Tenancy	180	142	-38
Housing Management South Area - Enforcement	67	115	+48

Housing Management – Disrepair North	64	55	-9
Housing Management – Disrepair South	104	102	-2
Housing Management – Major Works/Capital Programme	68	66	-2
Housing Needs – Accommodation Services	1234	1514	+280
Housing Needs – Homelessness Prevention	254	288	+34
Housing Needs – Housing Commissioning	21	49	+28
Housing Needs – Housing Strategy and Regulation	79	72	-7
Housing Needs – Quality & Safeguarding	5	6	+1
Liveability - Tenancy	31	12	-19
Liveability - Estates	20	15	-5
Housing Partnerships, Performance and Strategy	11	9	-2
Neighbourhood Housing, Property Services – Compliance	169	175	+6
Neighbourhood Housing, Property Services – Repairs North	290	313	+23
Neighbourhood Housing, Property Services- Repairs South	466	626	+160
Neighbourhood Housing, Property Services – Community Works North	42	61	+19
Neighbourhood Housing, Property Services – Community works South	27	54	+27
	3862	4413	+551

Overall Member Enquiry Activity

- The total activity across all service areas increased by 551 cases to 4413, up from 3862 in 2024/2025.

Key Increases

- The largest increase in volume occurred in Housing Needs-Accommodation which rose by 280 cases, and Repairs South rising to 626 from 466.

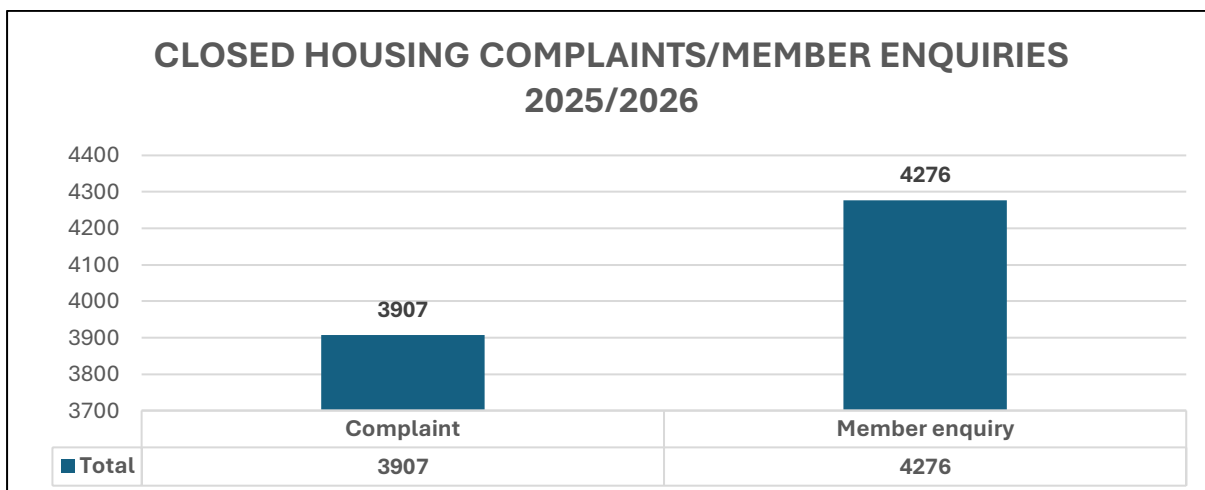
Key Decreases

- The largest drop in volume was in North Area Tenancy, which fell by 52 cases, down to 99 from 151, and South Area Tenancy which dropped from 180 to 142 cases.

Complaint Escalation Stages 2025/2026

Case Type	2025	2026	Total
Final review	867	460	1327
Local resolution	3023	1223	4246
Ombudsman	237	36	273
Grand Total	4127	1719	5846

Performance



Closed cases by Month

Month	2025	2026	Total
Jan		827	827
Feb		795	795
Mar		937	937
Apr	626		626
May	541		541
Jun	596		596
Jul	686		686
Aug	501		501
Sep	641		641
Oct	739		739
Nov	614		614
Dec	680		680
Grand Total	5624	2559	8183

Closed Cases Summary

Between April 2025 and March 2026, a total of **8,183 cases were closed**, demonstrating a consistently high level of output across the year. This equates to an average of approximately **682 cases closed per month**, helping to maintain case flow and reduce outstanding workloads.

Performance remained strong throughout the period, with closure volumes peaking in **March 2026 (937 cases)**, **January 2026 (827 cases)** and **February 2026 (795 cases)**. Monthly closures consistently exceeded 500 cases, reflecting sustained operational activity and the team's continued focus on progressing and resolving cases in a timely manner.

Of the total closures, **5,624 cases (69%)** were closed during the 2025 calendar year and **2,559 cases (31%)** during the first quarter of 2026, demonstrating continued momentum into the new year. Overall, the volume of cases closed provides assurance that robust arrangements are in place to actively manage demand and support the timely resolution of customer enquiries and complaints.

2025/2026 Performance	A total of 8183 cases with 4599 (57%) in target		
	Late:	In Target:	Total Closed:
Complaints	1997 (51%)	1910 (49%)	3907
MEs	1587 (37%)	2689 (63%)	4276

2025/26 Performance Against Target

During 2025/26, a total of **8,183 cases were closed**, of which **4,599 (57%)** were completed within target timescales. Whilst this remains below the corporate target of **90%**, performance varied significantly across workstreams.

Member Enquiries (MEs) achieved **63% compliance**, with **2,689 of 4,276 cases** completed within target, demonstrating stronger overall performance and providing a solid foundation for further improvement. In contrast, **Complaints** achieved **49% compliance**, with **1,910 of 3,907 cases** completed within target, highlighting this as the key area requiring continued focus.

The overall position reflects the operational challenges associated with managing high case volumes, with over **8,000 cases closed during the year**. Improvement activity remains focused on reducing overdue cases, strengthening performance management, improving allocation and monitoring arrangements, and increasing compliance with target response times to drive sustained progress towards the 90% target.

Complaints and MEs Closed by Service Area

Case Type/Service Area	Total
Home Ownership / Income - Home Ownership	171
Complaint	91
Member enquiry	80
Home Ownership / Income - Income	111
Complaint	55
Member enquiry	56
Housing Management / Voids	68
Complaint	30
Member enquiry	38
Housing Management North area - Estate Services	255
Complaint	87
Member enquiry	168
Housing Management North area - Tenancy	210
Complaint	107
Member enquiry	103
Housing Management North area - Tenancy - ENFORCEMENT - North	86
Complaint	17
Member enquiry	69
Housing Management South Area - Estate Services	306
Complaint	99
Member enquiry	207
Housing Management South Area - Tenancy	270
Complaint	126
Member enquiry	144
Housing Management South area - Tenancy - ENFORCEMENT - South	127
Complaint	23
Member enquiry	104
Housing Management: DISREPAIR NORTH	85
Complaint	37
Member enquiry	48
Housing Management: DISREPAIR SOUTH	152
Complaint	39
Member enquiry	113
Housing Management: Major works and Capital programmes - Major Works	124
Complaint	64
Member enquiry	60

Housing Needs - Accommodation Services	2570
Complaint	1105
Member enquiry	1465
Housing Needs - Homelessness Prevention	369
Complaint	90
Member enquiry	279
Housing Needs - Housing Commissioning	45
Complaint	2
Member enquiry	43
Housing Needs - Housing Commissioning Supported	4
Complaint	3
Member enquiry	1
Housing Needs - Housing Strategy and Regulation	84
Complaint	14
Member enquiry	70
Housing Needs - Quality and Safeguarding	9
Complaint	2
Member enquiry	7
Housing Partnerships, Performance & Strategy	15
Complaint	4
Member enquiry	11
Liveability area(Fenwick/Sth Lmb/Knghts Walk/Westbury/Ctrl Hill/Cressin)- Tenancy	46
Complaint	33
Member enquiry	13
Liveability area(Fenwick/Sth Lmb/Knghts Wlk/Westbury/Ctrl Hill/Cressin)-Est Serv	28
Complaint	13
Member enquiry	15
Neighbourhood Housing: Property services - Compliance Team	385
Complaint	230
Member enquiry	155
Neighbourhood Housing: Property services - Repairs	10
Complaint	10
Neighbourhood Housing: Property services - Repairs North	924
Complaint	628
Member enquiry	296
Neighbourhood Housing: Property services - Repairs North Community Works	112
Complaint	52
Member enquiry	60
Neighbourhood Housing: Property services - Repairs South	1525
Complaint	902
Member enquiry	623
Neighbourhood Housing: Property services - Repairs South Community Works	92
Complaint	44
Member enquiry	48
Total	8183

6. Complaints/MEs Trends and Outcomes

Main Drivers of Complaints/MEs with comparison for previous period

Root Cause	24/25	25/26	Variance
Communal heating/hot water	43	28	-15
Communal repairs	133	110	+23
Contractor issues/missed appointment	239	185	-54
Damp/Mould	290	216	-74
Enforcement/Nuisance/ASB	203	196	-7
Grounds maintenance	343	377	+34
Homelessness Prevention	380	401	+21
Housing Allocations and Voids	739	715	-24
Individual heating/hot water	176	148	-28
Leaks/Floods	457	317	-140
Rent account	98	94	-4
Roof Repairs	150	61	-89
Service charges	62	75	+13
Temporary Accommodation	1185	1178	-7
Transfers	87	61	-26
Grand Total	4585	4162	-423

Root Causes of Complaints and Member Enquiries

The main drivers of Complaints and Member Enquiries reduced overall during 2025/26, with volumes decreasing by **423 cases (9.2%)**, from **4,585 to 4,162**. This reflects a positive reduction across several historically high-volume complaint categories, particularly **Leaks/Floods (-140)**, **Roof Repairs (-89)**, **Damp and Mould (-74)** and **Contractor Issues/Missed Appointments (-54)**, suggesting improvements in repairs delivery and contractor performance.

Despite the overall reduction, a small number of service areas experienced increased volumes, most notably **Grounds Maintenance (+34)**, **Homelessness Prevention (+21)** and **Service Charges (+13)**, indicating areas where further focus may be required. **Temporary Accommodation (1,178 cases)** and **Housing Allocations and Voids (715 cases)** remained the most significant sources of customer contact, although both saw slight reductions compared to the previous year.

2025/2026 Top 5 Key Themes with comparison for 2024/2025

2024/2025	Number	2025/2026	Number
Council's decision (policy)	460	Council's decision (policy)	466
Delay in communication	138	Delay in communication	89
Delay in doing something	2288	Delay in doing something	2211
Failure to do something	500	Failure to do something	310
Not to the quality or standard expected	206	Not to the quality or standard expected	153
Grand Total	3592	Grand Total	3229

The **Top 5 complaint themes** reduced overall during **2025/26**, with cases falling from **3,592 to 3,229**, a reduction of **363 cases (10.1%)**. While **"Delay in doing something"** remained the most common complaint theme, volumes reduced slightly from **2,288 to 2,211**, indicating some improvement in service delivery times.

The most significant reductions were seen in **"Failure to do something"**, down by **190 cases (38%)**, and **"Delay in communication"**, which fell by **49 cases (36%)**. Complaints relating to services **not meeting the expected quality or standard** also reduced by **53 cases (26%)**, suggesting improvements in operational performance and customer experience.

The only category to see a small increase was **"Council's decision (policy)"**, rising marginally from **460 to 466 cases**. Overall, the data demonstrates a positive reduction across many key complaint themes, particularly those linked to service delivery, communication, and fulfilment, reflecting progress in addressing the root causes of customer dissatisfaction.

Known Complaint Outcomes 2025/2026

Outcome	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Not upheld	172	155	135	61	57	70	72	65	94	123	77	83	1164
2025				61	57	70	72	65	94	123	77	83	702
2026	172	155	135										462
Partly upheld	89	83	102	59	27	39	39	37	55	66	49	61	706
2025				59	27	39	39	37	55	66	49	61	432
2026	89	83	102										274
Upheld	85	52	60	53	55	45	48	30	41	66	56	50	641
2025				53	55	45	48	30	41	66	56	50	444
2026	85	52	60										197
Grand Total	346	290	297	173	139	154	159	132	190	255	182	194	2511

Comparison Complaint Outcomes for 2024/2025

Outcome	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Not upheld	69	62	63	77	117	137	161	107	107	132	106	68	1206
2024				77	117	137	161	107	107	132	106	68	1012
2025	69	62	63										194
Partly upheld	54	58	33	98	83	92	97	59	76	110	76	40	876
2024				98	83	92	97	59	76	110	76	40	731
2025	54	58	33										145
Upheld	36	35	36	90	105	94	105	95	91	125	102	50	964
2024				90	105	94	105	95	91	125	102	50	857
2025	36	35	36										107
Grand Total	159	155	132	265	305	323	363	261	274	367	284	158	3046

Complaint Outcomes – 2025/26 and 2024/25

A total of **2,511 complaint outcomes** were recorded during **2025/26**, compared with **3,046** in **2024/25**, representing a reduction of **535 outcomes (17.6%)**. The decrease reflects a lower overall volume of complaints progressing through the complaints process during the year.

Not Upheld complaints remained the largest outcome category, accounting for **1,164 cases (46%)**, compared with **1,206** in the previous year. More significantly, complaints that were either **Upheld** or **Partly Upheld** reduced from **1,840** in 2024/25 to **1,347** in 2025/26, a reduction of **493 cases (26.8%)**. This suggests fewer instances where service failures were identified through the complaints process.

In particular, **Upheld complaints** reduced substantially from **964 to 641 cases (-33.5%)**, while **Partly Upheld complaints** decreased from **876 to 706 cases (-19.4%)**. These reductions indicate positive progress in service delivery, with fewer complaints resulting in findings of service failure.

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 Housing Ombudsman publishes its decisions approximately three months after the final decision date. The table below shows 95 cases published for Lambeth Council during 2025/2026.

Reference	Date	Service Area	Issue	Decision	Compensation
202322849	03/04/25	Homeowners hip/Estates	Service Charges/Grounds Maintenance/Gutter Repairs	Service Charges-outside jurisdiction Estate Cleaning-No Maladministration Gutters-Service Failure	£175.00
202330223	12/04/25	Compliance	Increase of communal heating	Outside of jurisdiction	N/A
202308620	14/04/25	Repairs	Multiple property repairs	Maladministration	£1,400.00
202321970	17/04/25	Homeowners hip	Service Charges	Service Failure	£325.00
202314858	29/04/25	Compliance	Gas Leaks	No Maladministration	N/A
202311666	29/04/25	Repairs	Damp/Mould	Maladministration	£900.00
202327193	30/04/25	Repairs	Multiple property repairs	Maladministration	£800.00
202219263	30/04/25	Repairs	Leaks/Damp/Mould	Severe Maladministration	£5,390.00
202418715	02/05/25	Repairs	Leaks	Maladministration	£350.00
202408323	15/05/25	Repairs	Damp/Mould	Severe Maladministration	£2,300.00
202423025	16/05/25	Repairs	Leaks	Maladministration	£650.00
202431586	16/05/25	Repairs	Damp/Mould	Severe Maladministration	£3,020.95
202322692	15/05/25	Repairs/Compliance	Windows/Boiler	Window – Severe Maladministration – Boiler – Maladministration	£950.00
202321721	13/05/25	Repairs	Leaks	Maladministration	£400.00
202418715	02/05/25	Repairs	Leaks	Maladministration	£350.00
202306806	13/05/25	Repairs	Guttering	Maladministration	£400.00
202315909	09/06/25	Repairs	Building Structure/Leaks	Service Failure	£100.00

Lambeth Corporate Complaints Team – July 2026

202223933	22/05/25	Repairs	Leaks	Redress	£50.00
202225033	22/05/25	Repairs	Leaks/Damp/Mould	Maladministration	£800.00
202329603	28/05/25	Repairs	Windows/Damp/Mould	Severe Maladministration	£6,330.00
202428770	29/05/25	Repairs	Damp/Mould	Maladministration	£470.00
202434327	29/05/25	Repairs	Leaks	Severe Maladministration	£1,563.00
202336003	03/06/25	Homeownership	Service Charges	Maladministration	£200.00
202318964	20/05/25	Compliance	Boiler	Maladministration	£1,190.00
202300177	12/06/25	Repairs	Leaks	Maladministration	£400.00
202424802	29/05/25	Repairs	Leaks/Damp/Mould	Maladministration	£750.00
202325251	29/05/25	Repairs	Decant Property	Maladministration	£700.00
202234540	04/06/25	Housing	Housing Transfer	Outside of jurisdiction	N/A
202323039	06/06/25	Repairs	Contractor Missed Appointment	Service Failure	£50.00
202329146	10/06/25	Compliance	Lifts	Service Failure	£200.00
202300177	12/06/25	Repairs	Leaks	Maladministration	£400.00
202423875	20/06/25	Repairs	Damp/Mould/Fencing/Bathroom Works	Maladministration	£1,650.00
202422146	23/06/25	Repairs	Leaks/Damp/Mould	Maladministration	£1,040.00
202428007	27/06/25	Repairs	Leaks/Damp/Mould	Severe Maladministration	£1,500.00
202441008	10/07/25	Repairs	Leaks	Maladministration	£300.00
202426737	15/07/25	Housing/Repairs	Rehousing Applications/Damp/Mould	Rehousing-outside jurisdiction – damp/mould-service failure	£200.00
202433359	15/07/25	Compliance	Radiator Repair	Redress	£100.00
202438366	23/07/25	Repairs	Damp/Mould	Maladministration	£600.00
202442249	25/07/25	Repairs	Leaks/Damp/Mould	Maladministration	£1,996.00
202438202	12/08/25	Repairs	Water damage/windows/Kitchen/Bathroom repairs, pest infestation/Building cracks	Maladministration	£1,100.00

Lambeth Corporate Complaints Team – July 2026

202402913	14/08/25	Repairs	Broken Fence/Trees	Service Failure	£200.00
202430174	05/09/25	Repairs	Damp/Mould	Maladministration	£2,500.00
202422218	05/09/25	Repairs	Uneven Garden Surface	Maladministration	£500.00
202331756	08/09/25	Repairs	Bathroom/Kitchen Ceilings	Maladministration	£250.00
202403717	10/09/25	Compliance	Lifts	Maladministration	£400.00
202338811	10/09/25	Repairs	Faulty Light Fittings	Maladministration	£270.00
202449187	25/09/25	Repairs	Drainage/Damp/Mould	Maladministration	£1,325.00
202409283	25/09/25	Repairs	Leaks	Maladministration	£850.00
202404048	24/09/25	Tenancy Enforcement	Anti-social behaviour	No Maladministration	N/A
202332105	26/09/25	Repairs	Windows/Leaks	Redress-windows – Severe Maladministration-leaks	£4,650.00
202500713	29/09/25	Repairs	Leaks/Asbestos/Damp/Mould	Maladministration	£1,150.00
202441786	29/09/25	Repairs	Leaks	Maladministration	£550.00
202403228	30/09/25	Housing	Tenancy Succession	Outside jurisdiction	N/A
202335573	08/10/25	Repairs	Damp/Mould	Severe Maladministration	£150.00
202405340	09/10/25	Repairs	Bathroom Works	Severe Maladministration	£2,450.00
202430381	24/10/25	Repairs	Windows	Severe Maladministration	£50.00
202419912	30/10/25	Repairs	Damp/Mould	Severe Maladministration	£550.00
202344164	30/10/25	Repairs	Leaks	Severe Maladministration	£800.00
202452181	05/11/25	Repairs	Leaks	Severe Maladministration	£925.00
202428095	07/11/25	Repairs	Damp/Mould/Joinery/Garden works	Severe Maladministration	£1,500.00
202410952	07/11/25	Community works	External Repairs	Severe Maladministration	£450.00
202334817	20/11/25	Community works	Roof Repairs	Severe Maladministration	£600.00

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202500618	24/11/25	Repairs	Ceilings/Asbestos	Severe Maladministration	£900.00
202403435	26/11/25	Community works	Blocked Drains	Severe Maladministration	£800.00
202405216	08/12/25	Repairs	Bathroom/Kitchen Works	Severe Maladministration	£1,250.00
202336797	16/12/25	Repairs	Windows	Severe Maladministration	£600.00
202414586	23/12/25	Repairs	Damp/Mould	Severe Maladministration	£1,200.00
202404320	23/12/25	External Repairs	External Wall Cracks	Severe Maladministration	£600.00
202432059	08/01/26	Repairs	Drainage	Severe Maladministration	£70.00
202501648	09/01/26	Repairs	Leaks/Damaged Paving	Severe Maladministration	£400.00
202436408	23/01/26	Repairs	Internal Repairs	Severe Maladministration	£600.00
202430004	26/01/26	Repairs	Leaks	Severe Maladministration	£300.00
202512673	28/01/26	Repairs	Leaks	Severe Maladministration	£900.00
202338105	28/01/26	Repairs	Leaks	Severe Maladministration	£1,100.00
202508157	29/01/26	Repairs	Leaks	Severe Maladministration	£1,050.00
202441932	29/01/26	Repairs	Damp/Mould	Severe Maladministration	£400.00
202523277	02/02/26	Repairs	Damp/Mould	Severe Maladministration	£650.00
202440644	02/02/26	Repairs	Leaks	Outside Jurisdiction (active legal proceedings)	N/A
202440922	06/02/26	Repairs	Water Ingress	Severe Maladministration	£1,600.00
202329834	06/02/26	Repairs	Outstanding internal repairs	Severe Maladministration	£200.00
202344328	22/01/26	External Repairs	Roof Leaks	Severe Maladministration	£1,050.00

202401051	13/02/26	Repairs	Damp/Mould	Severe Maladministration	£170.00
202424377	17/02/26	Grounds Maintenance	Restricted Garden Access	Severe Maladministration	£300.00
202343282	17/02/26	Repairs	Damp/Mould	Severe Maladministration	£2,899.61
202331345	19/02/26	Repairs	Leaks/Damp/Mould	Severe Maladministration	£750.00
202425244	23/02/26	Repairs	Toilet Leak	Outside Jurisdiction (previously considered by IHO)	N/A
202319330	24/02/26	Repairs	Leaks/Kitchen Repairs	Maladministration	£550.00
202517305	27/02/26	Repairs	Leaks	Severe Maladministration	£850.00
202422466	06/03/26	Grounds Maintenance	Estate Fly-tipping	Severe Maladministration	£100.00
202530163	13/03/26	Repairs	Damp/Mould	Severe Maladministration	£1,200.00
202505643	17/03/26	Repairs	Toilet Repairs	Severe Maladministration	£650.00
202526104	19/03/26	Repairs	Damp/Mould	Severe Maladministration	£700.00
202519737	20/03/26	Repairs	Damp/Mould	Severe Maladministration	£700.00
202519376	24/03/26	Tenancy Enforcement	Anti-social behaviour	No maladministration	N/A
202532113	31/03/26	Repairs	Damp/Mould	Maladministration	£950.00

Housing Ombudsman Outcomes 2025/26

Housing Ombudsman determinations during 2025/26 were predominantly linked to **repairs, leaks, damp and mould cases**, which accounted for most findings and compensation awards. While a small number of cases resulted in no maladministration, service failure, redress, or

were outside the Ombudsman's jurisdiction, a significant proportion were upheld as maladministration or severe maladministration, highlighting ongoing challenges in the timely resolution of repair-related issues. The outcomes reinforce the importance of strengthening repair management, contractor oversight, communication with residents, and early intervention to prevent escalation to the Ombudsman.

The Local Government and Social Care Ombudsman (LGSCO) published a total of 72 decisions in connection with Housing Needs for 2025/2026, as follows:

Reference	Date	Service Area	Issue	Decision	Compensation
24 007 775	02/04/25	Housing Needs	Allocations	Not Upheld	N/A
24 013 200	07/04/25	Housing Needs	Allocations	Upheld (injustice)	£500.00
24 020 430	15/04/25	Housing Needs	Allocations	Closed after initial enquiries	N/A
24 008 427	21/04/25	Housing Needs	Homelessness	Upheld (injustice)	£1,750.00
24 014 560	22/04/25	Housing Needs	Homelessness	Closed after initial enquiries	N/A
24 004 939	29/04/25	Housing Needs	Homelessness	Upheld (injustice)	£3,750.00
24 003 541	30/04/25	Housing Needs	Homelessness	Upheld (injustice)	£3,250.00
24 019 390	30/04/25	Housing Needs	Homelessness	Closed after initial enquiries	N/A
24 009 675	05/05/25	Housing Needs	Homelessness	Upheld (injustice)	£4,200.00
24 006 914	05/05/25	Housing Needs	Homelessness	Upheld (injustice)	£750.00
24 015 017	11/05/25	Housing Needs	Allocations	Upheld (injustice)	£100.00

24 019 622	13/05/25	Housing Needs	Allocations	Closed after initial enquiries	N/A
24 009 810	15/05/25	Housing Needs	Homelessness	Upheld (injustice)	£6,600.00
24 014 029	15/05/25	Housing Needs	Homelessness	Upheld (injustice)	£900.00
24 021 369	15/05/25	Housing Needs	Homelessness	Closed after initial enquiries	N/A
24 011 190	21/05/25	Housing Needs	Homelessness	Upheld (injustice)	£1,800.00
24 020 305	26/05/25	Housing Needs	Homelessness	Closed after initial enquiries	N/A
24 021 736	26/05/25	Housing Needs	Allocations	Closed after initial enquiries	N/A
24 014 116	08/06/25	Housing Needs	Homelessness	Not Upheld	N/A
24 017 014	12/06/25	Housing Needs	Allocations	Closed after initial enquiries	N/A
24 022 578	12/06/25	Housing Needs	Homelessness	Closed after initial enquiries	N/A
24 000 994	23/06/25	Housing Needs	Allocations	Closed after initial enquiries	N/A
24 014 177	23/06/25	Housing Needs	Allocations	Upheld (injustice)	£4,250.00
24 011 977	01/07/25	Housing Needs	Homelessness	Upheld (injustice)	£4,050.00
25 001 867	17/07/25	Housing Needs	Homelessness	Closed after initial enquiries	N/A
24 018 486	07/08/25	Housing Needs	Homelessness	Upheld (injustice)	£150.00
25 001 931	18/08/25	Housing Needs	Allocations	Closed after initial enquiries	N/A

24 020 654	19/08/25	Housing Needs	Allocations	Not Upheld	N/A
24 011 987	21/08/25	Housing Needs	Homelessness	Upheld (injustice)	£1,200.00
25 002 720	27/08/25	Housing Needs	Homelessness	Closed after initial enquiries	N/A
24 017 709	28/08/25	Housing Needs	Homelessness	Upheld (injustice)	£2,550.00
24 020 522	31/08/25	Housing Needs	Homelessness	Upheld (injustice)	£2,400.00
25 003 667	02/09/25	Housing Needs	Allocations	Closed after initial enquiries	N/A
24 002 985	14/09/25	Housing Needs	Homelessness	Upheld (injustice)	£900.00
24 018 171	16/09/25	Housing Needs	Homelessness	Upheld (injustice)	£1,400.00
25 005 025	22/09/25	Housing Needs	Allocations	Closed after initial enquiries	N/A
25 005 104	25/09/25	Housing Needs	Homelessness	Closed after initial enquiries	N/A
25 005 149	25/09/25	Housing Needs	Allocations	Closed after initial enquiries	N/A
25 005 347	30/09/25	Housing Needs	Allocations	Closed after initial enquiries	N/A
25 005 555	01/10/25	Housing Needs	Allocations	Closed after initial enquiries	N/A
25 006 806	22/10/25	Housing Needs	Allocations	Closed after initial enquiries	N/A
24 022 040	27/10/25	Housing Needs	Homelessness	Upheld (injustice)	£750.00

25 007 549	31/10/25	Housing Needs	Allocations	Closed after initial enquiries	N/A
25 008 686	13/11/25	Housing Needs	Homelessness	Closed after initial enquiries	N/A
25 000 893	14/11/25	Housing Needs	Homelessness	Upheld (injustice)	£1,650.00
25 000 210	18/11/25	Housing Needs	Homelessness	Upheld (injustice)	£2,100.00
25 008 391	20/11/25	Housing Needs	Homelessness	Closed after initial enquiries	N/A
25 004 089	24/11/25	Housing Needs	Homelessness	Upheld (injustice)	£200.00
25 001 093	27/11/25	Housing Needs	Homelessness	Upheld (injustice)	£3,410.00
25 009 234	01/12/25	Housing Needs	Homelessness	Closed after initial enquiries	N/A
25 009 713	03/12/25	Housing Needs	Homelessness	Closed after initial enquiries	N/A
25 009 916	18/12/25	Housing Needs	Homelessness	Closed after initial enquiries	N/A
25 002 098	19/12/25	Housing Needs	Homelessness	Upheld (injustice)	£3,750.00
25 009 784	19/12/25	Housing Needs	Allocations	Closed after initial enquiries	N/A
25 002 805	02/01/26	Housing Needs	Allocations	Upheld (injustice)	£2,250.00
24 016 652	06/01/26	Housing Needs	Homelessness	Upheld (injustice)	£500.00
25 006 964	08/01/26	Housing Needs	Allocations	Closed after initial enquiries	N/A
24 021 802	02/02/26	Housing Needs	Homelessness	Upheld (injustice)	£600.00

25 013 675	02/02/26	Housing Needs	Homelessness	Upheld (injustice)	£250.00
24 023 371	03/02/26	Housing Needs	Homelessness	Upheld (injustice)	£12,025.00
25 000 412	12/02/26	Housing Needs	Homelessness	Upheld (injustice)	£3,450.00
24 020 842	13/02/26	Housing Needs	Homelessness	Upheld (injustice)	£9,250.00
25 001 080	23/02/26	Housing Needs	Homelessness	Upheld (injustice)	£3,700.00
25 003 153	24/02/26	Housing Needs	Homelessness	Upheld (injustice)	£2,350.00
25 000 861	26/02/26	Housing Needs	Allocations	Upheld (injustice)	£500.00
25 013 144	26/02/26	Housing Needs	Homelessness	Closed after initial enquiries	N/A
25 029 916	11/03/26	Housing Needs	Homelessness	Closed after initial enquiries	N/A
25 006 875	23/03/26	Housing Needs	Homelessness	Upheld (injustice)	£250.00
25 007 411	23/03/26	Housing Needs	Homelessness	Upheld (injustice)	£900.00
25 007 836	24/03/26	Housing Needs	Homelessness	Upheld (injustice)	£3,150.00
25 006 001	26/03/26	Housing Needs	Homelessness	Upheld (injustice)	£150.00
25 006 512	26/03/26	Housing Needs	Homelessness	Closed after initial enquiries	N/A

LGSCO Outcomes 2025/26

Local Government and Social Care Ombudsman (LGSCO) decisions during 2025/26 were primarily associated with **homelessness and allocations cases**. While a significant number of complaints were closed following initial enquiries, many completed investigations resulted in findings of **fault causing injustice**, often accompanied by financial remedies. The outcomes highlight the need to continue strengthening decision-making, communication, case management, and statutory homelessness processes to reduce customer detriment and prevent escalation to the Ombudsman.

7. Learning from Complaints

Learning from complaints is essential to improving services, addressing root causes, and preventing repeat issues. Complaint volumes are highest in Repairs and Housing Needs, where progress against improvement actions is focused on reducing volumes and improving outcomes. The following shows progress made in implementing previously agreed recommendations within these areas, with a clear focus on reducing complaint volumes and improving outcomes for residents.

SERVICE AREA:	CAPTURED LEARNING:	IMPROVEMENT RECOMMENDATION:	IMPLEMENTED IMPROVEMENT:
Repairs north	- Extended delays in plastering works reduced customer satisfaction - Conflicting information about asbestos checks created uncertainty	Provide proactive updates to customers at key milestones (e.g., asbestos check scheduled, plastering confirmed).	Contractors have been reminded of the need to update residents pro-actively where works go beyond the initial target date.
Wates north	Dependency on Asbestos Survey Created Bottleneck	Asbestos Survey Process Optimisation	Review asbestos process map in conjunction with contractors
Repairs north	Authorisation Delays Cause Significant Service Failures	Introduce Contingency for Staff Absence Streamline Authorisation Workflow	Work order variations/authorisations are managed in Task Manager, which has a hierarchy so managers can monitor and authorise works when staff are on leave.
Repairs north	Failure to Act Promptly on Damp and Mould Reports	Implement Robust Damp and Mould Protocol	With the introduction of Awaab's Law the D&M policy and processes have been redesigned to meet the timelines required by the legislation.

Repairs north	The communal drainage system was managed reactively rather than proactively, increasing the risk of severe incidents like sewage backflow.	Introduce Preventative Maintenance for High-Risk Systems	Preventative maintenance regimes are currently cost prohibitive and not accommodated by the current responsive repairs contract commercial model.
Voids	Property Readiness and Handover Failures	Strengthen Pre-Tenancy Checks	Every void undertakes an in-person handover with a Lambeth surveyor and contractor to ensure properties meet lettable standard. Any issues raised by incoming tenant in first 6 weeks are managed by the voids team should they arise. Additionally surveying staff have been recruited to manage capacity. Each void will have a detailed before and after report showing works undertaken and condition property is let in.
Voids	Structural damp and water ingress were identified but not fully resolved before occupation.	Flag properties with damp or water ingress for urgent remediation before occupation.	Predictive damp and mould model shows the risk status (high/medium/low) of every property. The voids team review both the repairs history and the model to ensure that any issues are addressed and a higher specification which prevents mould is used. Surveyors also take before and after photos on every void

			with damp readings in each room to ensure the property is free from damp
Wates north	The window repair reported in March was still incomplete by October, with installation only expected in mid-November.	Provide residents with clear timelines at the point of order, including manufacturing lead times.	This is a standard requirement. Contractors have been reminded to provide an update to residents if the repair goes beyond the initial target timescale.
Repairs north	Scaffold remained in place for over a year without any roofing work completed.	Review scaffold management processes to avoid prolonged installations without active work.	All scaffold installations are reviewed at weekly operational meetings. The age profile of the scaffolding is monitored, and contractors provide narrative on all older age categories
Repairs south	Poor Record Keeping - No contemporaneous repair records were provided; reliance on incomplete “cut and paste” extracts hindered transparency.	Implement Robust Record-Keeping	NEC's repairs module tracks all key stages of a repair and time stamps each event. It is interfaced with each contractor system to provide updates in real time. All Housing staff have been briefed on the importance of accurate record keeping during the Awaab's Law briefings.

Repairs north	Failure to Prioritise Vulnerable Household	Flag cases involving disabled or vulnerable occupants for urgent action.	Venerable residents' repairs are prioritised contractually in repair contracts. Vulnerable residents are automatically flagged when repairs orders are raised on NEC. Performance of contractors against vulnerable residents' jobs is monitored on PowerBi reports across repairs metrics using filters.
Repairs south	Failure to Manage Asbestos Risk	Urgent Response Protocol for Asbestos - Implement immediate risk assessments when asbestos is identified.	There is an asbestos policy, and all staff and contractors have regular asbestos awareness training.
Repairs south	Water ingress reported in March 2024 was not resolved until August 2025—14 months beyond the landlord's 90-day planned repair target.	Introduce escalation triggers for unresolved repairs beyond 28 days and 90 days.	All jobs which are overdue are monitored in contract meetings and weekly operational meetings using PowerBi reporting.
Housing Needs - Homeless Prevention	Timely and lawful decision making is critical in homelessness cases. Delays in determining whether the main housing duty is owed undermine statutory responsibilities and increase risk of Ombudsman findings.	Strengthen decision making checks in homelessness assessments Introduce clearer prompts or quality assurance checks to ensure interim and main housing duties are explicitly considered, recorded, and justified in every case.	Weekly management exception reports on cases awaiting a decision are reviewed regularly Drives to manage caseload volumes to ensure efficient decision-making has been a major operational focus in the last 9 months

			A new internal case file auditing system is being devised and will focus on quality assurance checks
Housing Needs - Accommodation	Domestic violence cases require urgent and explicit consideration of alternative accommodation. The failure to properly consider prioritising a transfer following a domestic violence incident was a service failure and caused avoidable distress.	Strengthen prioritisation processes for high-risk cases Reinforce procedures to ensure domestic abuse incidents in Council provided accommodation automatically trigger consideration of urgent transfer options.	Requests for a transfer where DV is the reason now result in an urgent transfer on the same working day of the report as a matter of operational policy wherever practicable. This may entail a short-term move to emergency accommodation to ensure the applicant is kept safe in the immediate term.
Housing Needs - Accommodation	Delays after accepting the need to move a household constitute maladministration. While disrepair alone may not have rendered the accommodation unsuitable, the Council accepted that Ms F needed to be moved for other reasons and failed to do so in a timely way, causing further injustice.	Strengthen transfer escalation once unsuitability is accepted Introduce clear timescales and escalation triggers to ensure transfers are progressed promptly once a decision to move has been made.	To prevent similar failings, once unsuitability is accepted, the strengthened transfer process ensures each case is reviewed and monitored on the transfer list so that progress is prompt and any delays are quickly identified, escalated, and resolved.
Housing Needs - Accommodation	Suitability must be assessed at the point of placement. The Council failed to assess the suitability	Strengthen front-end suitability checks Ensure all placements, particularly for	All households immediately prior to initial TA placement are subject to a comprehensive

	of the accommodation when the family was first placed, despite the presence of a newborn baby, resulting in immediate and prolonged exposure to unsuitable living conditions.	households with babies or other vulnerabilities, include a documented suitability assessment at the point of placement.	housing needs assessment. The written assessment of the respective caseworker is reviewed by senior management as part of authorisation for all new temporary accommodation placements.
Housing Needs - Accommodation	Failure to complete suitability reviews leads to prolonged injustice. The Council did not complete the required suitability review, allowing the family to remain in accommodation that continued to impact their wellbeing and safety.	Strengthen and track suitability review processes Ensure suitability reviews are completed promptly, recorded clearly, and escalated where delays occur. Improve oversight of managing agents Introduce clearer accountability and follow-up arrangements to ensure disrepair actions are progressed and evidenced.	A new in-house Reviews Team is now in place and has been undertaking all reviews received since 1st March 2026. As a result, processes for dealing with complaints about the provision of temporary accommodation are dealt with under statute rather than dealt with as discretionary non-statutory reviews as was the case previously where these complaints were, for example, complex or would otherwise result in Stage 2 complaints. The new statutory handling of reviews provides clarity, clear timescales, legally appealable decisions and also means that moves can be prioritised effectively by the TA transfer team.

Housing Needs - Accommodation	Delay after acknowledging unsuitability is a serious failing. Once the Council accepted that the accommodation was unsuitable, it had a duty to actively pursue a suitable alternative without delay.	Introduce clear timescales for moving residents Once unsuitability is confirmed, implement clear ownership and timescales to secure alternative accommodation.	While it is not always possible to set fixed timescales, as an offer of alternative accommodation depends on the availability of suitable properties, we recognise the need for a clearer, more structured process. Once unsuitability is confirmed, the household is placed on a transfer list to ensure focused and transparent monitoring. The transfer list will be reviewed weekly to identify viable move-on options based on a suitability and affordability assessment. A dedicated Move-On Team will support the process and will work through the transfer list to place households into more suitable accommodation, at the earliest opportunity, including Private Rented Sector options where appropriate. Cases will be tracked to ensure that any delays are identified early and escalated where required.
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8. Performance Improvements

Housing Complaints Performance Improvements 2025/2026

During 2025/2026, significant work was undertaken to strengthen complaint handling across Housing Services, ensuring compliance with the Housing Ombudsman's Complaint Handling Code and embedding a culture of learning and continuous improvement. Key improvements included enhanced staff training on complaint investigation and response writing, strengthened oversight of Ombudsman determinations, and the introduction of fulfilment tracking to ensure agreed actions and remedies were delivered. Complaints data was used more effectively to identify trends, root causes and service pressures, enabling targeted interventions and informed decision-making.

Particular focus was placed on improving communication with residents, increasing accountability for complaint outcomes, and strengthening engagement with repairs contractors, as dissatisfaction with repairs remained the primary driver of housing complaints. Complaint performance indicators were incorporated into contractor management arrangements, alongside increased use of post-inspections and photographic evidence to validate completed works. Learning from complaints was routinely shared with operational services and senior leaders to support service improvements and prevent recurring issues.

Despite continued high demand, Housing Services maintained a clear focus on early resolution, transparency and putting things right when service failures occurred. The complaints process has increasingly been used as a valuable source of customer insight, helping to improve service delivery, strengthen resident confidence and support better outcomes for tenants and leaseholders.

9. Tenant Satisfaction Measures

Please see the following link providing detailed information on Tenant Satisfaction

Measures for the period 2025/2026: [Housing Performance Dashboard - December 2025](#)

Housing Services Performance Summary 2025/2026

Overall, Housing Services ended 2025/2026 with strong performance across several key operational areas, with most indicators achieving or exceeding target by March 2026. Resident satisfaction with the quality of repairs improved steadily during the year, rising from **81.2% in April 2025 to 85.4% in March 2026**, achieving the **85% year-end target**. Leaseholder satisfaction with Home Ownership Services also remained above target, ending the year at **69.2% against a 65% target**.

Estate services continued to perform strongly, with internal estate cleaning, external estate cleaning and grounds maintenance all exceeding their respective targets. ASB response performance also remained consistently high, with **98.7% of cases responded to within target timescales** by March 2026, above the **95% target**.

Repairs performance was positive overall. Emergency and non-emergency repairs were both completed within target, and the average time to complete a responsive repair remained below the 15-day target, ending the year at **11 days**. However, mould treatment remained an area requiring further focus, with the average time to remove and treat mould ending at **11.3 days**, above the 10-day target. Disrepair case closures improved significantly towards year-end, with **123 cases closed in March 2026**, exceeding the monthly target of 110.

Income collection also performed well. Day-to-day income collection exceeded target, ending the year at **113.8%**, while major works income collection significantly surpassed the annual target, reaching **£2.35m against a target of £1.57m**. Rent collection also met target by March 2026, ending at **99.2%**, while temporary accommodation rent collection remained above target at **98.4%**.

Temporary accommodation and homelessness prevention showed positive performance, with the number of households in temporary accommodation reducing from **4,710 in April**

2025 to 4,359 in March 2026, while households leaving temporary accommodation exceeded the annual target. Health and safety compliance remained strong in some areas, particularly gas safety and lift checks, although fire risk assessments and legionella compliance require continued monitoring.

In summary, March 2026 shows a broadly positive end-of-year position across repairs, estate services, income collection, temporary accommodation and homelessness prevention. Whilst complaints performance remains an area of focus, significant work has been undertaken throughout 2025/2026 to strengthen complaint handling arrangements, increase oversight, and improve performance. Complaints data is being actively used to identify service pressures, understand root causes and drive targeted improvements across Housing Services. These measures, alongside enhanced monitoring and learning from complaints, provide a strong foundation for continued improvement in response times, service delivery and resident outcomes.

10. Continuous Improvement and Next Steps

Throughout 2025/2026, the Corporate Complaints Team continued to work collaboratively with Housing Services, contractors and partner teams to improve complaint handling, strengthen accountability and enhance the customer experience. The complaints process has been used as a valuable source of learning, helping to identify areas where services can improve whilst also highlighting the many areas where positive outcomes are being delivered for residents.

The Council remains committed to ensuring complaints are handled fairly, transparently and in line with Lambeth's Complaints Procedure and the Housing Ombudsman's Complaint Handling Code. Learning from complaints continues to inform service improvements, shape training programmes and support operational teams to deliver better outcomes for residents.

Key improvements delivered during 2025/2026 included:

- Strengthened collaboration between the Corporate Complaints Team, operational services and repairs contractors to improve responsiveness, resolution times and customer outcomes.
- Enhanced fulfilment tracking arrangements to monitor service commitments and ensure agreed actions and remedies were delivered, promoting greater accountability and assurance.
- Expanded performance reporting and data analysis, providing improved oversight of complaint volumes, timeliness, escalation rates, outcomes, Ombudsman referrals and emerging service pressures.
- Continued delivery of complaint handling training to operational services, increasing understanding of complaint resolution, investigation standards and Ombudsman expectations.
- Further development of staff capability through complaint handling, system and quality assurance training, helping to embed consistency and improve the quality of responses provided to residents.
- Ongoing engagement with both the Housing Ombudsman and the Local Government and Social Care Ombudsman, ensuring enquiries, orders and recommendations were responded to promptly and effectively.
- Increased focus on learning from complaints through regular reporting, root cause analysis and sharing of lessons learned with operational services and senior leaders.

Building on this progress, priorities for 2026/2027 will focus on further embedding a positive complaint-handling culture, improving response performance, enhancing early resolution, strengthening specialist complaint handling expertise, and continuing to use complaint insight to drive service improvements across Housing Services. The Council remains committed to learning from feedback, recognising where improvements are required, and delivering better outcomes for residents through a culture of openness, accountability and continuous improvement.

11. Member Statement

Statement from the Cabinet Member Responsible for Complaints – 2025/2026

As the Cabinet Member responsible for complaints, I welcome the Housing Services Annual Complaints and Representations Report for 2025/2026. The report provides valuable insight into the experiences of our tenants and leaseholders and demonstrates how resident feedback continues to shape service improvement across Housing Services.

During 2025/2026, Housing Services continued to experience high levels of demand, particularly in relation to repairs and housing management services. Whilst complaint volumes remained significant, the Council has maintained a clear commitment to strengthening complaint handling arrangements, improving oversight and ensuring learning from complaints is embedded across services. Complaints are an important source of customer insight and help us better understand where improvements are required and where services are performing well.

Throughout the year, the Corporate Complaints Team worked closely with operational services and repairs contractors to improve responsiveness, increase accountability and support the timely resolution of resident concerns. Greater emphasis has been placed on early intervention, fulfilment tracking, root cause analysis and learning from complaints to help prevent recurring issues and improve the overall customer experience.

Members continue to closely scrutinise service performance and improvement activity, particularly within repairs and housing management services where complaints are most prevalent. We recognise the impact that service failures can have on residents and remain committed to ensuring concerns are acknowledged, appropriate remedies are provided and lessons learned are translated into meaningful and lasting improvements.

During 2025/2026, further investment was made in complaint handling through enhanced training, strengthened performance reporting and continued engagement with both the Housing Ombudsman and Local Government and Social Care Ombudsman. These measures have helped reinforce a culture of transparency, accountability and continuous improvement,

ensuring services are better equipped to respond to resident concerns and meet the expectations set out within the Housing Ombudsman's Complaint Handling Code.

Dissatisfaction with repairs continues to be the primary driver of housing complaints and, as a result, engagement with our contractors remains a key priority. By working collaboratively to understand complaint trends, improve communication and strengthen service delivery, we are focused on achieving better outcomes for residents and increasing customer satisfaction.

Whilst we recognise there is more to do, I am encouraged by the progress made during the year and the Council's ongoing commitment to learning from complaints. By listening to residents, acting on feedback and embedding continuous improvement across Housing Services, we will continue to strengthen service delivery and build trust and confidence amongst our residents.

**Cllr Natalie Kane, Deputy Leader for Inclusion,
Democracy and Culture**

