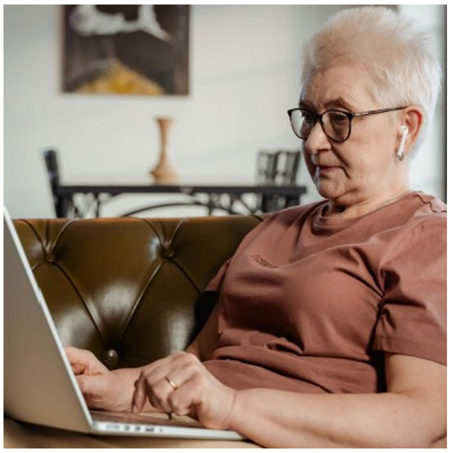
Annual complaints report 2025/26

Nottingham City Council | Housing Services

Summary

This Annual Complaints Report provides data and commentary relating to the complaint handling process.



Nottingham City Council Housing Services is committed to providing an efficient, accessible and transparent complaints process. The complaints process involves all areas of the business, with staff in all service areas involved in investigations, resolutions and responses, while the process as a whole is administrated, monitored and managed by a central team dedicated to housing complaints (Customer Relations Team, or CRT).

Our complaint process is regularly reviewed in accordance with the requirements of the Housing Ombudsman Service, whilst also being assessed against the Housing Ombudsman Complaint Handling Code.

Our annual assessment can be found on our website at www.ncchousing.org.uk/complaints.

This report is intended to show the volumes of complaints and our performance against the target times set out within our policy and the Complaint Handling Code, whilst also demonstrating how feedback and learnings from complaints have been used to improve services for our customers.

Corporate Performance Target – Complaints per 1,000 properties

As part of the Corporate Performance Plan, we measure against a target for the number of complaints per 1,000 properties.

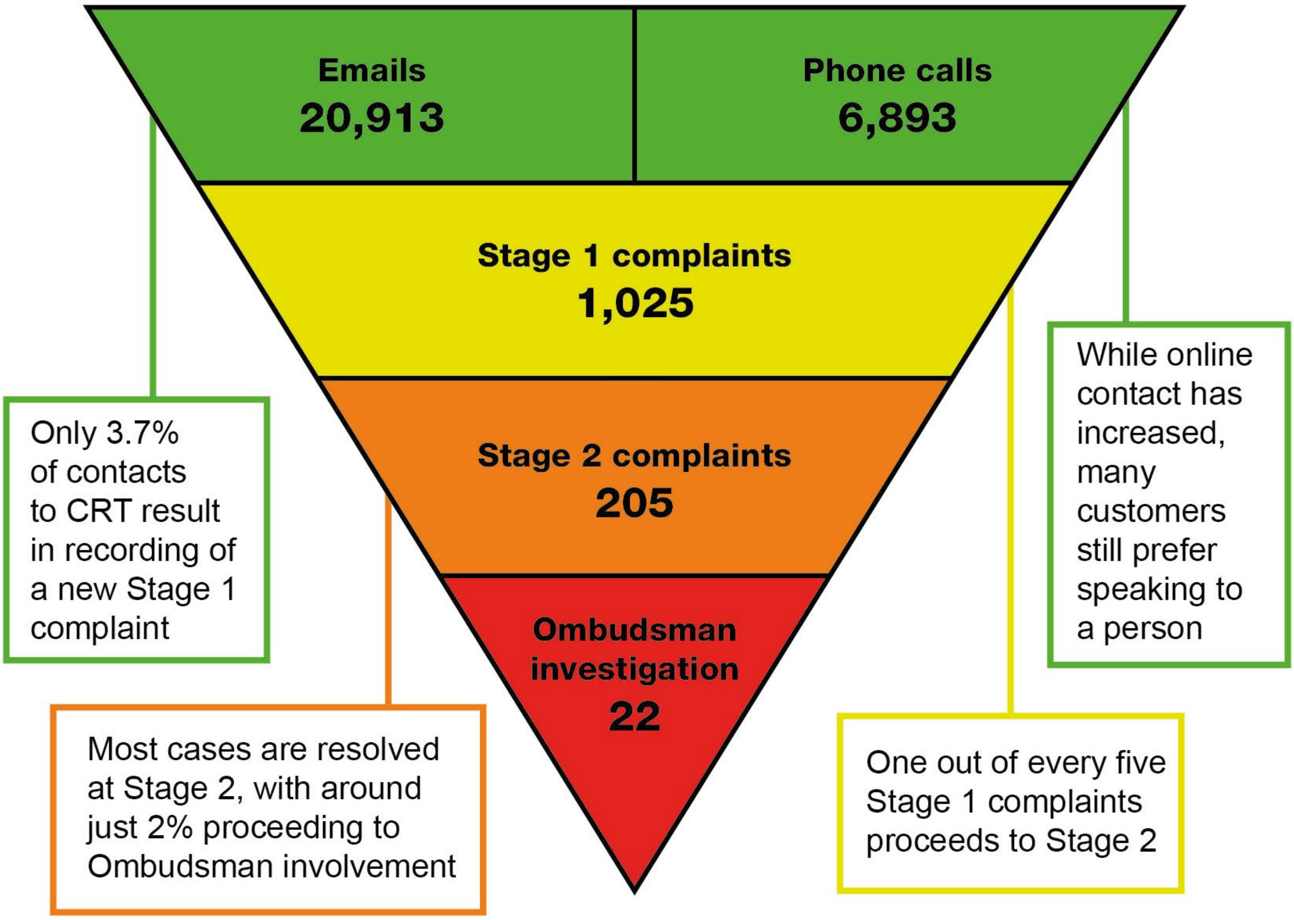
The target put in place for 2025/26 was no more than 55 complaints per 1,000 properties.

During this period, NCC Housing Services recorded 45.1 Stage 1 complaints per 1,000 properties.

Customer contacts

The Customer Relations Team (CRT) handles a large number of incoming contacts and queries beyond those recorded as complaints. These range from general queries about services, to potential complaints in need of investigation. The CRT handles these contacts through a mix of signposting, information sharing and pre-emptive actions to try and resolve issues to the customer's satisfaction.

The figures below show the number of incoming contacts throughout the year (and the means by which they are made) and then indicates the number that proceed to the various stages of the formal complaints process.



The figures above continue to demonstrate the vital role the Customer Relations Team plays in the customer journey, by assisting with resolution of issues, while making sure that the complaint process is accessible to anyone however they contact us.

The changes this year to the complaint system has promoted the use of online engagement, but it remains vital to provide adequate phone lines for customers who are either unable to access online services, have vulnerabilities that prevent them from doing so, or simply have complex matters that they prefer to discuss with a person directly.

CRT have also continued to work closely with NCC teams to make sure there is a simpler experience for customers entering the complaint process whether their initial contact is to Housing Services directly, or to NCC contact centres. This makes sure we capture more valuable feedback and provide this essential service effectively.

Stage 1 complaints

Complaint volumes

Table 1 shows complaint volumes by directorate over the last four years. Please note that previous year's data has been recategorized to match current directorate structure.

Table 1 – Volumes by directorate	2022/23	2023/24	2024/25	2025/26
Asset Management	47	52	61	200
Compliance	2	0	0	3
Tenant Experience	252	421	252	114
Maintenance	806	703	533	549
Tenancy and Neighbourhoods	130	89	107	115
Tenant Services	31	17	23	38
Supported Housing	7	10	6	6
TOTAL	**1,275**	**1,292**	**982**	**1,025**

The re-categorisation of complaints into the current structure has resulted in some variations in figures compared to previous years, specifically to Assets and Tenant Experience. Details are included below.

The increase in volumes for Assets is primarily driven by the management of damp and mould complaints moving into their area. With the introduction of Awaab's Law, and the subsequent changes to process and expectations, there has been a rise in complaints relating to this issue. Management of them has been through various teams but now sits with Assets, greatly increasing their volumes for this year. As we adapt to the changes and requirements around damp and mould issues, we hope to see a reduction in related complaints.

Tenant Experience is showing higher numbers due to the move of Business Services (who provide appointment planning work for our repairs services) under Tenant Experience. Improvements were already underway within the area prior to the move, but further improvements have been seen under the new line of management, resulting in a continued drop in volumes.

Most other areas have seen reasonably consistent volumes with previous years, with the slight increase for Tenant Services resulting from the inclusion of Garden Assistance complaints, which had previously been reported separately.

Overall, volumes are indicative of an accessible complaints service and shows that customers are both willing and able to engage with it. The introduction of thew new complaint system in Q4 does account for some increase in complaint volumes – due to matters being more readily captured through the process – but this initial spike has stabilised and no longer contributes significantly.

Complaint performance

Table 2 shows total complaint volumes by year, as well as the percentage of complaints responded to within target, which is a Stage 1 response within 10 working days.

Table 2 – Performance by year	Complaints	In target	Over target
2022/23	1,275	92.4%	7.6%
2023/24	1,292	88%	12%
2024/25	992	94.4%	5.6%
2025/26	1,025	96.4%	3.6%

Handling of complaints within target timeframes has remained a key priority for both CRT and the wider business. As well as making sure customers are getting timely responses and resolutions to their dissatisfaction, we are now held accountable more stringently by the Housing Ombudsman Service, who now include ‘complaint handling’ as a separate finding in every determination. This means every ‘over target’ complaint is a potential maladministration determination and represents a threat to the business both reputationally and financially.

The introduction of the new complaint system has brought with it more automated reminders, as well as better monitoring and reporting tools for management to use. Rather than a daily snapshot report of complaints, they now have access to reports that show live figures at all times.

The implementation of new system always brings unexpected issues and there was an anticipation of some potential impact on performance when the new system went live. Due to the diligent work of CRT, the Digital Team and with the support of the wider business, their impact was minimal with performance dropping from 98% in Q3 to 97% in Q4.

While the annual figure of 96.4% is an increase compared to the previous year, there is still more work to do to achieve performance of 99%. With the new system in place, workstreams now organized under new directorates and better reporting tools in place, the aim is to achieve target performance for 2026/27.

While the target for Stage 1 complaints is 10 working days, the company-wide average response time for a Stage 1 complaint is six working days.

Complaint reasons

In the old complaint system, upon closure, complaints are categorised by the primary issue that has driven the customer's dissatisfaction. There are five over-arching categories. Table 3 shows the percentage of complaints that fit into each of these headings along with brief details of what they constitute.

*Figures below for 2025/26 only include Q1-3, prior to the launch of the new complaint system.

Table 3	Definition	2022/23	2023/24	2024/25	2025/26
Delay	Dissatisfaction with time taken to start or complete work, due to staff, customer, process or sub-contractor error.	51.5%	38.3%	42.8%	48.55%
Policy	Caused by NCH policy and may include either correct or incorrect use of policy.	2.5%	3.3%	2.9%	2.29%
Quality	Quality of work completed by an individual, or issues with work carried out to published service standards.	2.2%	2.6%	3.4%	3.51%
Service	Issues driven by service failures such as a missed appointments, incomplete work or unresolved recurring issues.	23.6%	38.5%	36.5%	26.56%
Staff	Actions of individual staff member such as alleged / actual misconduct, accidental damage or communication failure.	20.2%	17.4%	14.3%	19.08%

While the above categorisations were effective at giving us a very broad overview of what was driving complaints, it failed to successfully provide useful, actionable data or give any specific issues that the company or directorates should work to address.

The new complaint system much more effectively captures complaint data and details of their outcomes, while use of AI tools allows for broader and more effective analysis of them to identify key trends and specific issues.

Additionally, complaints are rarely simple, often with multiple issues. The old system was only effective at capturing what we perceived as the 'primary' cause, while the new system and analysis tools allow us to look at all aspects of the complaint and draw out all causes and issues, rather than just one.

While we currently have just one quarter of data to include in this report, the details below show the primary causes of complaints for Q4 and should demonstrate the vastly improved analysis of learning outcomes we will be looking to provide in ongoing quarterly and annual report. The figures are based on 327 answered complaints raised 1 January 2026 to 31 March 2026.

Complaint outcomes

Table 4 shows the outcomes of all complaints for the past four years. Upheld complaints are those where we have found we have made an error or taken incorrect actions, part-upheld complaints are issues with minor fault or with a potentially better solution. Not upheld complaints are matters where we are not at fault in any way.

Table 4 – Causes of complaints	Frequency of Occurrence
Missed appointments / failure to attend	Approximately 68% of complaints (223 of 327 cases)
Repair delays / outstanding repairs	Approximately 56% of complaints (184 of 327 cases)
Leaks, damp, mould and roofing issues	Approximately 49% of complaints (160 of 327 cases)
Communication failures	Approximately 47% of complaints (153 of 327 cases)

The details below show some specific examples of issues fitting into these categories:

1. Missed appointments / failure to attend
- Trade colleagues failing to attend mould treatment, roofing, fencing or repairs appointments.
- Customers losing annual leave because contractors did not arrive.
- Repairs being surveyed multiple times but work never commencing.

2. Repair delays / outstanding repairs
- Wet room floors waiting months for replacement.
- Fencing, roofing and flooring repairs repeatedly delayed.
- Outstanding door, window, canopy and garage door repairs.
- Follow-on works being overlooked after initial inspections.

3. Leaks, damp, mould and roofing issues
- Roof leaks causing ceilings to collapse or become mouldy.
- Damp and mould affecting bedrooms and living rooms.
- Ongoing leaks from bathrooms and wet rooms.
- Water penetration through walls and ceilings over prolonged periods.

4. Communication failures
- No updates following inspections.
- Promised callbacks not happening.
- Customers repeatedly chasing for information.
- Poor communication between teams leading to delays.

Overall findings

The vast majority of complaints stem from service delivery failures rather than the repair itself.

A notable pattern is that many complaint responses themselves cite, internal communication breakdowns, jobs being overlooked, incorrect prioritisation of repairs, and contractor coordination failures. This suggests the biggest improvement opportunities lie in repair tracking, appointment management, follow-on work controls and customer communication, rather than technical repair quality alone.

Non-repairs complaints

With repair-related issues being such a significant driver of complaints – the industry norm – analysis of learning is often skewed by the abundance of repairs-related issues, which can cause other areas to be overlooked. While our quarterly reports provide breakdowns by area to make sure this does not happen, Table 5 shows findings from learning on cases outside of the Maintenance Directorate.

Though repairs data is not included, please note that repairs remain a part of these complaints as it includes services such as the Customer Service Centre and Business Services, who are involved in the initial stages of the repair process.

Table 5 – Causes of non-repairs complaints	Frequency of occurrence
Repairs delays, missed appointments and repair failures	65%
Poor communication, lack of updates or call-backs	22%
Staff attitude, empathy or customer service concerns	19%
Housing applications, HomeLink and mutual exchange issues	13%
Neighbourhood / ASB / estate management concerns	11%

The data shows that operational repairs performance is the dominant driver of complaints, accounting for roughly two-thirds of all complaints despite being complaints for other areas. However, reviewing the complaint responses suggests that many repair complaints become formal complaints because of communication failures and poor customer updates, rather than the repair issue alone.

In practice, the three strongest drivers of dissatisfaction are:
- Repairs not completed when promised
- Customers not being kept informed
- Poor customer interactions when customers chase for updates.

Together, these themes appear in the majority of complaint cases reviewed.

Complaint outcomes

Table 6 shows the outcomes of all complaints for the past four years. 'Upheld' complaints are those where we have found we have made an error or taken incorrect actions, 'part-upheld' complaints are issues with minor fault or with a potentially better solution. 'Not upheld' complaints are matters with no fault found.

Table 6	2022/23	2023/24	2024/25	2025/26
Upheld	56%	60%	63%	57%
Part-upheld	28%	27%	27%	24%
Not upheld	16%	13%	10%	19%

The increase in 'Not upheld' complaints is largely due to increased accessibility to the complaints process. Historically, CRT would have acted to refuse many of these complaints. While this was done for valid reasons and in compliance with policy, it did risk excluding dissatisfied customers from both a transparent process and potential channels of escalation.

We now log more complaints of this nature, primarily to make sure of fairness for our customers, with staff frequently reminded of the best handling of complaints of this nature and their importance to both the customer and the business.

Stage 2 complaints

Table 7 shows the number of complaint investigations requested to escalate to Stage 2 of the complaints process. Performance represents the percentage of cases resolved by either formal response or agreed withdrawal within the 20-working-day standard target.

Table 7	Refused / withdrawn	Stage 2 response	Total	Total
2022/23	23	185	203	92.2%
2023/24	23	201	224	86.2%
2024/25	18	161	179	89.4%
2025/26	15	190	205	100%

Continued collaboration between CRT management and senior management around the business has allowed us to maintain 100% performance for the year. This has been achieved through ongoing focus by senior managers on the importance of the complaints process, as well as close daily monitoring and scrutiny by management within CRT.

Ongoing guidance from the Housing Ombudsman has resulted in more matters proceeding to Stage 2 that may have previously been refused. While this has resulted in higher volumes, this should generally be seen a positive step for our customers by making sure they have fair access to all stages of the process and to the business by making sure that we are fully compliant with the HO Complaint Handling Code.

This year has seen a shift in the drivers of Stage 2 requests. Historically, the most common cause of escalations was failure to do what we promised at Stage 1, This has reduced significantly, with the primary cause now being general dissatisfaction with the complaint response or outcome. Specifically, these often relate to customers feeling their issues have not been adequately considered or resolved by the Stage 1 process.

As a result of this, a much higher percentage of Stage 2 cases are found as 'Not Upheld', with 32%, compared to 19% at Stage 1. This should also be seen as a positive, as it not only gives a fairer service to our customers but also shows that matters were handled correctly at Stage 1.

The target for Stage 2 complaint responses is 20 working days. The average for the year was 15.6 working days.

Housing Ombudsman

Table 8 shows number of enquiries received from the Housing Ombudsman, as well as how many proceeded to a determination and how many of those determinations resulted in a finding of maladministration.

Table 8	Investigations concluded	Number of findings	Number of maladministration
2022/23	17	34	22
2023/24	21	50	37
2024/25	15	29	20
2025/26	22	44	24

It is important to note that figures for investigations do not necessarily represent the current status of customer satisfaction. As the Ombudsman continues to work through a historic backlog of cases, determinations are sometimes received for issues that occurred 18-24 months earlier. As such, this often means service improvements have already been put in place by the time Determinations are received.

Housing Ombudsman reporting for social housing landlords highlights a ‘Maladministration rate’, which represents the percentage of findings of maladministration (with ‘Service Failure’ being counted alongside ‘Maladministration’ and ‘Severe Maladministration’). For the cases they have reported for us this year, they show a Maladministration Rate of 60% which represents a significant improvement from 82% in 2024/25.

Individual findings from each case are shown in detail on each quarterly report in which they are received.

The Ombudsman now assesses each point of a complaint separately, which may mean multiple determinations on a single case. Additionally, they now investigate ‘complaint handling’ as a separate point on each investigation, further increasing the total number of findings. For the 22 cases where investigations concluded during this year, there were 44 separate findings, broken down in Table 9.

Table 9	Volume
Unable to proceed / outside of jurisdiction	3
Appropriate redress	2
No maladministration	15
Service failure	10
Maladministration	14
Severe maladministration	0

Compensation forms part of most Ombudsman determinations, with a total of £5,480 ordered to be paid through determinations received in 2025/26. This is a significant drop from 2024/25 where a total of £10,775 was ordered. This is a result of both better complaint handling in general and more effective use of compensation as a remedy at earlier stages of the complaint process.

Complaint handling code self-assessment

Further to the self-assessment mandated to be carried out when the Complaint Handling Code was implemented, further manual re-assessment is required annually. Re-assessment was carried out and we remain fully compliant with all requirements and best practices set out within the Code. The latest self-assessment is published on our website and a copy is included with this report as Appendix 1.

Continuous improvement and learning from complaints

Complaint handling is the responsibility of the whole business and requires strong collaboration between service areas. As such, for the purpose of this report, service areas were asked to provide their own feedback on improvements they have made throughout the year. Below are the improvements they have undertaken both as a result of complaints, and to improve how we handle and learn from them.

Assets – capital delivery

Communication issues

- **Learning:** Tenant satisfaction is closely linked to how well residents are informed and supported throughout capital works programmes.
- **Improvement:** Communication processes were strengthened through improved pre-works engagement, clearer appointment management, and more regular updates during delivery.
- **Impact:** Tenants feel more informed and reassured, resulting in improved satisfaction and fewer avoidable complaints.

- **Learning:** Variations in communication approaches across programmes can lead to inconsistent customer experiences.
- **Improvement:** Work has continued to standardise communications and embed customer-focused practices across all capital programmes.
- **Impact:** Customers receive a more consistent level of service, regardless of the type of work being delivered.

- **Learning:** Customers need clear and consistent information about what to expect before replacement or improvement works begin.
- **Improvement:** New tenant information and induction materials are being developed to provide practical guidance, timescales, contact details, and key information about works.
- **Impact:** Residents will be better informed, more confident about the process, and better able to prepare for works taking place in their homes.

- **Learning:** Residents benefit from having a clear and consistent point of contact during major works.
- **Improvement:** A dedicated Customer Care Manager role was introduced within part of the capital delivery programme to support residents throughout the customer journey.
- **Impact:** Queries and concerns are resolved more quickly, communication is improved, and issues are addressed before they escalate.

Supporting vulnerablities

- **Learning:** Supporting vulnerable households requires stronger coordination between contractors, housing services, and delivery teams.
- **Improvement:** Partnership working was enhanced to better identify support needs and make reasonable adjustments where required.
- **Impact:** Vulnerable residents receive more tailored support, improving both the customer experience and the delivery of works.

Assets – damp and mould

Delays in inspection and resolution

- **Learning:** We identified delays in the early-stage triaging of damp and mould cases, which impacted response times and customer outcomes.
- **Improvement:** In response to Awaab-related cases, we have enhanced our use of Total Mobile data to better prioritise damp and mould jobs. A 24 hour emergency damp and mould pathway has also been introduced, enabling faster scheduling and escalation of urgent cases.
- **Impact:** This has resulted in reduced response times, improved prioritisation of high-risk cases, and greater compliance with expected emergency response standards.

Lack of clarity around job ownership

- **Learning:** Complaints highlighted that unclear ownership of damp and mould works across teams and contractors led to delays, duplication, and a risk of tasks being missed during handovers.
- **Improvement:** We have implemented a defined workflow within Total Mobile, making sure that all damp and mould requests follow a clear audit trail from initiation to completion. This makes sure there is transparency and clear accountability at every stage.
- **Impact:** This has improved ownership and visibility across the end-to-end process, reduced delays and duplication, strengthened coordination between teams, and increased assurance that all required actions are completed.

Accessibility and ease of reporting damp and mould

- **Learning:** We identified that damp and mould issues were not consistently reported at the earliest opportunity, particularly when identified during unrelated repair visits. This led to delays in assessing and mitigating risks.
- **Improvement:** Multiple reporting routes have been introduced within Total Mobile. Damp and mould concerns can now be raised electronically via e-forms by office-based staff or directly by trade colleagues during repair visits.
- **Impact:** This has enabled earlier identification of damp and mould cases, improved data capture, and faster referrals for action – supporting a more proactive approach to risk management and customer safety, while reducing delays in intervention.

Business Services

Lack of ownership on multi-department complaints

- **Learning:** Complaints involving multiple areas required stronger coordination and clearer ownership.
- **Improvement:** Weekly complaints meetings were established with Property Services, supported by clearer allocation of tasks and a dedicated complaints support function within the team rota.
- **Impact:** Improved accountability and monitoring has reduced delays, strengthened cross-service collaboration, and supported quicker resolutions for customers.

Lack of communication / updates

- **Learning:** Customers wanted more regular updates regarding the progress of their enquiries or complaints.
- **Improvement:** The team now provides proactive communication throughout the customer journey, making sure customers are kept informed at key stages.
- **Impact:** Customers receive clearer and timelier updates, reducing repeat contact, improving satisfaction.

Lack of early resolution

- **Learning:** Some customer concerns and dissatisfaction were escalating into formal Stage 1 complaints due to delays in identifying and resolving issues at an early stage.
- **Improvement:** An additional contact stage was introduced within the contact form process, alongside prioritisation of recorded dissatisfaction cases and closer working with the Customer Service Centre.
- **Impact:** Issues are identified and resolved earlier, helping to prevent escalation into formal complaints and improving the overall customer experience.

Guidance and training

- **Learning:** Service changes and new ways of working require staff to have easy access to consistent guidance and training.
- **Improvement:** Processes were reviewed and strengthened during wider service changes, including the introduction of an expanded library of training resources for staff.
- **Impact:** Improved consistency, efficiency and service delivery, helping achieve better outcomes for customers.

Customer Service Centre

Incorrectly raised repairs

- **Learning:** Some complaints arose from repairs requests being raised incorrectly or without sufficient detail, leading to delays and repeat contact.
- **Improvement:** Refresher training was delivered to all staff covering key repairs processes and known service pressure points.
- **Impact:** Improved accuracy when raising repairs helps reduce delays, minimise errors, and improve the customer experience.

Customer interaction quality

- **Learning:** Maintaining high-quality customer interactions requires ongoing development and sharing of best practice.
- **Improvement:** Regular coaching sessions, peer support, and side-by-side learning opportunities were introduced to improve call handling and service quality.
- **Impact:** Customers receive more consistent, high-quality service, contributing to lower complaint levels and increased satisfaction.

Quality checking

- **Learning:** Quality assurance processes must evolve to reflect service expectations and customer needs.
- **Improvement:** The call quality framework has been regularly reviewed and updated to make sure it remains effective and relevant.
- **Impact:** Improved monitoring and feedback supports continuous improvement and higher service standards.

Recruitment

- **Learning:** Recruitment methods have a significant impact on service quality and customer outcomes.
- **Improvement:** The recruitment process was enhanced through the introduction of telephone screening and group assessment exercises.
- **Impact:** Higher-quality recruitment outcomes have strengthened service delivery and contributed to increased positive customer feedback.

Housing Options

Information of house members

- **Learning:** Information about disabilities, vulnerabilities, and communication needs within households was not always captured consistently, creating a risk that support needs could be overlooked.
- **Improvement:** The tenancy sign-up process was updated to make sure household support needs are identified and recorded more effectively, with relevant alerts added to systems to improve visibility for staff.
- **Impact:** Customers receive more tailored support and reasonable adjustments can be arranged earlier, improving safety and accessibility.

Temporary Accommodation Delays

- **Learning:** Residents in temporary accommodation experienced delays and frustration relating to repairs.
- **Improvement:** The service reviewed repair reporting arrangements with accommodation providers and agreed clearer processes and response expectations.
- **Impact:** Repairs are managed more effectively, improving service standards and reducing dissatisfaction for residents.

Laundry Facilities

- **Learning:** Residents identified a lack of access to laundry facilities in some temporary accommodation settings.
- **Improvement:** Additional laundry facilities were introduced following resident feedback.
- **Impact:** Residents have improved access to essential facilities, enhancing day-to-day living conditions and overall satisfaction.

Long Term Arrangement

- **Learning:** Feedback highlighted that some residents in smaller temporary accommodation units required more suitable long-term accommodation arrangements.
- **Improvement:** A structured move-on approach was introduced to support households into more appropriate accommodation within a shorter timeframe.
- **Impact:** Customers spend less time in accommodation that does not fully meet their needs, improving wellbeing and housing outcomes.

Delays to Payments

- **Learning:** Customers sometimes experienced delays when receiving relocation and other housing-related incentive payments.
- **Improvement:** Payment processes were streamlined through digital arrangements and closer working with finance teams.
- **Impact:** Customers receive payments more quickly, reducing inconvenience and improving customer service.

Essential Equipment Issues

- **Learning:** Families moving from temporary accommodation settings sometimes faced delays where essential equipment was not immediately available.
- **Improvement:** A supply of key household items, supported by guidance for residents, was introduced to help facilitate quicker moves into accommodation.
- **Impact:** Customers can access suitable accommodation more quickly and spend less time in emergency or unsuitable settings.

Inconsistent or poor communication

- **Learning:** A complaint highlighted that inconsistent communication about expected response times can create unrealistic expectations and dissatisfaction.
- **Improvement:** Processes and guidance were reviewed to make sure staff communicate the correct timescales and record information consistently.
- **Impact:** Customers receive clearer and more accurate information, improving trust and reducing avoidable complaints.

Rents and Leaseholders

Income Management

- **Learning:** Customer feedback highlighted that the quality and consistency of communication regarding rent arrears and account management could be improved.
- **Improvement:** Coaching and development feedback was provided to Rent Account Managers to strengthen communication skills and customer engagement.
- **Impact:** Customers receive clearer, more professional, and more supportive communication, helping to build positive relationships and improve trust in the service.

- **Learning:** Traditional contact methods were not always effective in reaching customers and ensuring timely engagement.
- **Improvement:** A wider range of contact methods has been used to improve customer engagement and support compliance with pre-action requirements.
- **Impact:** Customers are more likely to be contacted successfully, enabling earlier discussions and support before issues escalate.

- **Learning:** Customers experiencing financial difficulties benefit from a more understanding and supportive approach when discussing rent arrears.
- **Improvement:** Staff were encouraged to adopt a more empathetic and supportive approach when engaging with tenants about arrears and financial challenges.
- **Impact:** Customers feel better supported during difficult circumstances, leading to more positive interactions and improved outcomes.

- **Learning:** Standard repayment arrangements do not always reflect the individual circumstances of tenants.
- **Improvement:** Greater consideration is now given to personal circumstances when agreeing repayment plans.
- **Impact:** Repayment arrangements are more realistic, sustainable, and tailored to individual needs, helping customers manage their accounts more effectively.

- **Learning:** Delays in updating tenancy records following a bereavement can cause unnecessary distress and complications for families.
- **Improvement:** The bereavement notification process was reinstated to make sure tenancy records are updated promptly and accurately.
- **Impact:** Customers and families experience a smoother process during difficult times, reducing the need for additional contact and preventing avoidable issues.

Leasehold and building safety

- **Learning:** Residents can experience frustration when service areas do not share information consistently or work closely together.
- **Improvement:** Communication and coordination between Leasehold, Building Safety, and Asset Management teams were strengthened.
- **Impact:** Customers receive a more joined-up service, with improved consistency, reduced duplication, and quicker resolution of issues.

- **Learning:** Customers require clear and consistent information regarding fire safety improvement works.
- **Improvement:** A more structured and consistent process was introduced for the delivery of fire door installation services to leaseholders.
- **Impact:** Customers receive clearer information about the process, improving confidence, expectations, and overall satisfaction.

- **Learning:** Changes to contractors and project arrangements can create uncertainty for customers if communication is not timely and clear.
- **Improvement:** Communication processes were improved to make sure leaseholders receive updates regarding contractor changes and project progress.
- **Impact:** Customers are kept better informed, reducing confusion, improving transparency, and strengthening confidence in the service.

- **Learning:** Feedback identified opportunities to strengthen staff knowledge in specialist areas relating to fire and building safety requirements.
- **Improvement:** Targeted coaching and development activities were delivered to address knowledge gaps and improve understanding of relevant legislation and guidance.
- **Impact:** Customers benefit from receiving more accurate information, consistent advice, and a higher-quality service from knowledgeable staff.

Repairs Services

Recurring Learning Themes

Through analysing complaints, we've identified a number of persistent themes:

- Delays in completing actions and follow-on work remain a significant source of dissatisfaction.
- When issues aren't fully resolved the first time, cases often escalate to Stage 2.
- Communication about actions and timescales is a recurring challenge across multiple service areas.

To address these, we've intensified our focus on delivering "right first time" solutions and assigning clear ownership to cases. By increasing daily and weekly performance monitoring, we're able to respond more promptly. We've also raised standards for communication, including more frequent interim updates to keep customers informed.

Repairs Service Delivery Improvements

Our complaints highlighted specific areas for improvement:

- Follow-on works weren't always being raised appropriately.
- Service referrals were inconsistent.
- Appointment time slots often proved too short.

In response, we've:

- Implemented enhanced processes for follow-on works, giving operatives three distinct routes to raise them.
- Improved coordination and communication with subcontractors.
- Extended minimum appointment time slots for greater flexibility.
- Established clearer ownership for cases that span multiple teams.

Impact Achieved

These changes have had a measurable impact:

- We've documented a reduction in complaints related to repair completion and appointment scheduling.
- Overall, there's been a marked decrease in complaints within Responsive Repairs.

Customer Relations Team

In addition to working with all other teams on the improvements above, the primary improvement made by CRT this year was the development and implementation of a new complaint system. The new system provides the following improvements:

- **Improvement:** Automating key processes and simplifying complaint handling.
- **Impact:** Customers benefit from a more efficient, reliable, and user-friendly complaints process, while staff can focus more time on resolving issues.

- **Improvement:** The new system streamlined Stage 1 complaint recording and introduced enhanced automated communications alongside ongoing personal contact.
- **Impact:** Customers are kept better informed throughout the complaints process, improving transparency and overall satisfaction.

- **Improvement:** The system introduced real-time monitoring of complaint volumes, improved allocation management, and strengthened integration with wider corporate complaints processes.
- **Impact:** Complaints can be managed more effectively, making sure there are timely responses and a more coordinated customer experience.

- **Improvement:** Enhanced reporting and data capture were built into the new system to improve learning and insight gathering.
- **Impact:** Services can more effectively identify trends, target improvements, and deliver better outcomes for customers in the future.

Equality and diversity data

In order to make sure that our complaints process is visible and accessible to the full diverse range of our customers, we monitor personal characteristics of customers submitting complaints. The tables below show the breakdown of percentage of complaints made within each of the protected characteristics:

Gender	Complaintants	All
Female	68.8%	59.3%
Male	30.3%	40.7%
Other	0%	0%
Unknown	0.9%	0%

Age range	Complaintants	All
Under 25	2.9%	2.2%
25 to 29	6%	4.1%
30 to 34	12.2%	7.8%
35 to 39	12.8%	11.6%
40 to 44	12.3%	10.9%
45 to 49	12.2%	10.2%
50 to 54	10.7%	9.7%
55 to 59	9.6%	9.8%
60 to 64	8.6%	9.7%
65 to 69	6.3%	7.9%
70 to 74	2.7%	5.6%
75 to 79	2%	4.6%
80 to 84	0.5%	2.6%
85 and above	0.8%	2.8%
Unknown	0.6%	0.4%

Sexual orientation	Complaintants	All
Bisexual	1.5%	0.7%
Homosexual	0.9%	0.6%
Hetrosexual	72.6%	71%
Lesbian	0.3%	0.4%
Prefer not to say	8.5%	9.2%
Unknown	16.2%	18.1%
Unsure	0%	0.2%

Disability	Complaintants	All
Disability recorded on systems	20.2%	13.2%
No disability recorded on systems	78.9%	86.8%

Ethnicity	Complaintants	All
Indian	0.3%	0.4%
Pakistani	2.5%	2.3%
Bangladeshi	0.4%	0.2%
Other Asian	1.3%	2.3%
Black Caribbean	9.9%	6%
Black African	4.8%	8.1%
Chinese	0%	0.2%
Other Black	4%	2.1%
Other ethnic group	2.5%	1.2%
Mixed White and Black Caribbean	8.2%	4.8%
Mixed White and Black African	0.6%	0.4%
Mixed White and Asian	0.6%	0.5%
Other mixed	1.2%	0.6%
White English, Scottish, Welsh, N. Irish	54.6%	60.7%
White – Gypsy / Irish traveller	0.1%	0.3%
White Irish	0.7%	0.7%
Other White	3.3%	4.7%
Other ethnic group – Arab	0.6%	0.9%
Question refused	2.1%	1.9%
Unknown	1.9%	1.9%

Religion	Complaintants	All
Christian	31.3%	30.9%
Muslim	7.5%	8.1%
Sikh	0.3%	0.2%
None	36%	36.7%
Other	3.3%	1.9%
Prefer not to say	9.1%	8.9%
Unknown	12.4%	12.7%
Buddhist	0%	0.3%
Jewish	0%	0.1%
Hindu	0%	0%

Appendix

Appendix 1 – Housing Ombudsman complaint handling code self-assessment

www.ncchousing.org.uk

Nottingham City Council Housing Services
Loxley House, Station Street,
Nottingham, NG2 3NG

August 2026

Nottingham City Council | Housing Services