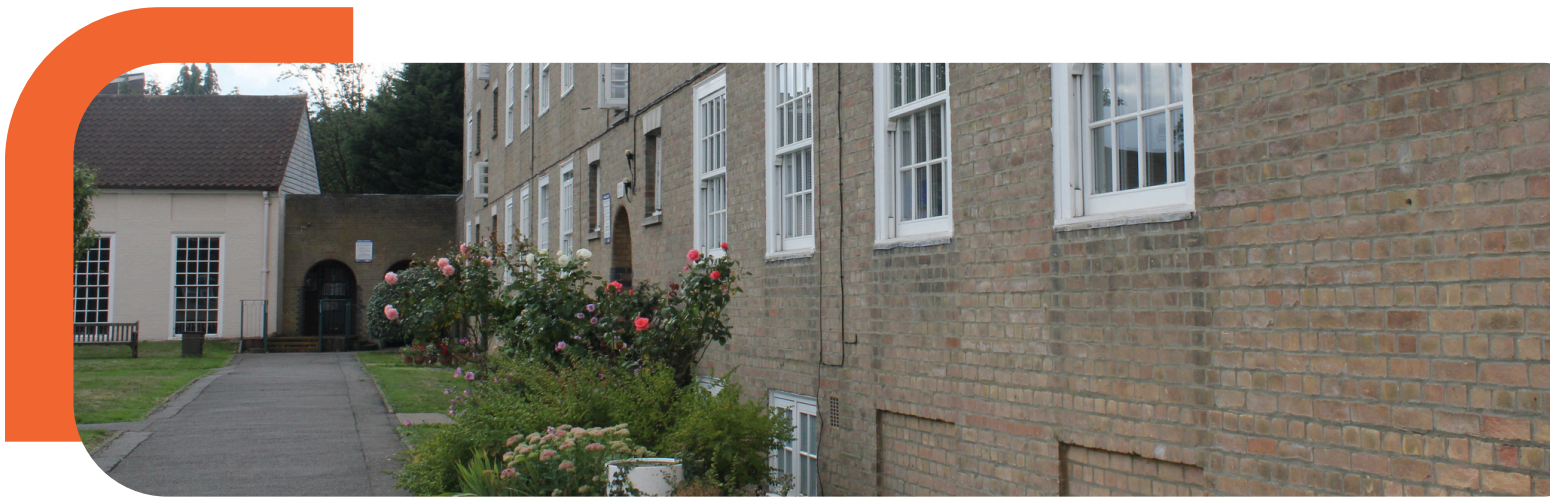


City of London Corporation Housing

Annual Complaints Performance & Service Improvement Report

2024-2025





Introduction

The City of London Corporation is a compulsory member of the Housing Ombudsman Scheme. The Housing Ombudsman provides residents with an independent and impartial service which investigates complaints from tenants and leaseholders of social landlords in accordance with the Complaints Handling Code.



The Complaints Handling code was made statutory in April 2024. A copy of the code is available via the following link or by scanning the QR code: <https://tinyurl.com/bdzncr9u>



The code requires landlords to produce an Annual Complaints Performance and Service Improvement Report. All landlords are also required to conduct an annual self-assessment against the Complaints Handling Code. Our self-assessment for 2024-25 is available on the Housing Complains and Customer Feedback page of our website via the following link or by scanning the QR code: <https://tinyurl.com/55cad46d>

This report includes:

- **Page 2:** Summary from Peta Caine (Assistant Director - Housing)
- **Page 3:** Statement from Members Responsible for Complaints
- **Page 4-6:** Housing Complaints Performance Statistics
- **Page 7:** Housing Ombudsman Performance Statistics
- **Page 8:** Monitoring and Trends
- **Page 9:** Service Improvements in 2024/25
- **Page 10:** Service Improvement Ambitions for 2025/26

If you would like this information in another language, Braille, audio tape, large print, easy read, BSL video, CD or plain text, please contact us at home@cityoflondon.gov.uk or 020 7029 3958 and ask for the Communications team.



Summary

As the Senior Lead for Complaints Handling, this area is central to my role as Assistant Director – Housing at the City of London Corporation.

Complaints and feedback play a vital role in our service delivery, as we continuously seek ways to enhance the services we provide to our residents. Over the past year, we have seen a significant increase in complaints, with the top three concerns relating to repairs and maintenance.

This valuable data has directly informed our service improvements, including the procurement of a new Repairs and Maintenance contractor, as well as plans for new lift maintenance contracts to be introduced this year.

We remain committed to actively listening to residents and responding to their concerns, using feedback to shape and improve our services in the year ahead.



Peta Caine

Assistant Director
Housing

Statement from Members Responsible for Complaints

As the Members responsible for complaints, we are pleased to receive the second annual Housing Complaints Performance and Service Improvement Report. This report builds on the findings of last year's report and offers valuable insights into housing complaints and performance for the City of London Corporation Housing in 2024-25.

The past year has seen a further increase in complaints, reflecting both the statutory implementation of the Complaints Handling Code in April 2024 and our ongoing commitment to promoting transparency in complaints handling. While complaints numbers have risen, we recognise that greater resident awareness of the service, and improved reporting processes have contributed to this trend. In 2024/25, Members have recognised that the Housing Complaints Team made efforts to ensure acknowledgement and response times were compliant, despite the increase in complaints. Members remain focused on tracking this progress and ensuring efficiency in complaint resolution.

Since the publication of last year's report, Members have closely monitored progress in service improvements, particularly in key areas such as repairs and maintenance, lift services, and customer service responsiveness. While some challenges remain, City Corporation Housing have taken steps to address concerns, including the procurement of a new repairs and maintenance contractor and strengthening oversight and accountability in complaints handling.

One of the key changes since last year's report was the decision to embed complaints performance discussions into Housing Management and Almshouses Sub-Committee (HMASC) meetings on a regular basis, ensuring scrutiny and oversight. This approach has been successful, and has allowed Members to identify patterns, learn from feedback, and drive meaningful service improvements that enhance the resident experience across our Housing estates.

While a robust complaints-handling framework remains vital, we recognise that the ultimate measure of success is proactive service improvements that reduce complaints altogether. Looking ahead, our ambitions for Housing in 2025/26 focus on strengthening resident engagement, improving communication, and embedding a culture of learning from complaints to foster greater trust and satisfaction among residents.

By building on the foundations set in our first report and taking forward the lessons learned from the past year, we remain committed to continuous improvement in the delivery of all Housing services.



Steve Goodman
Chair, HMASC
Member Responsible for
Complaints



Helen Fentimen
Deputy Chair, HMASC

Housing Complaints Performance Statistics

The Housing Complaints & Customer Feedback Team provides a detailed twice-yearly public update to the Housing Management and Almshouses Sub-Committee (HMASC). You can find more detail about the HMASC at the following link or by scanning the QR code: <https://tinyurl.com/mthft7mu>



Table 1: Overview of Housing Complaints in 2024-2025	
Total complained received	253
Complaints acknowledged within target timescale (five working days)	90%
Source of complaints	Tenants: 73% Almshouses: 1% Leaseholders: 23% Other: 3%
Compensation paid following complaint investigation	£6,684* (£200 of which was paid to Almshouses residents)

*figure at year end - this figure is subject to change depending on whether complainants choose to accept compensation offered in 2024/25..

Complaints we did not accept

There are some exceptional circumstances in which the Housing Complaints and Customer Feedback Team will not accept a complaint. While this is uncommon, complainants will be informed in instances where complaints are not accepted, and the team will refer them to the Housing Complaints Policy for justification.

In 2024/25, we refused complaints for the following reasons:

- The complainant was not a resident or service user of the City of London
- The complaint had been addressed in full at Stage 1 and Stage 2 of the Housing Complaints Procedure.
- The complainant has pursued the issue through legal proceedings
- The issue took place over 12 months prior to the complaint being raised.

Housing Complaints Performance Statistics

When we provide a complaints service, residents can expect the following from us:

- To be provided with information about our complaints service in a variety of formats
- If we do not accept a complaint, we will explain the reasons why
- Use plain language and make clear the outcome of the complaint
- Acknowledge a complaint within 2 working days
- Provide a response at Stage 1 of our process within 10 working days
- Provide a response at Stage 2 of our process within 20 working days of the complaint being escalated
- When we offer a remedy, we will set out what we intend to do and the timescales
- If we decide not to escalate a complaint, we will provide an explanation.

Stage 1 involves a full and fair investigation. The investigation will be carried out by a senior manager who will be impartial and seek the information they need to find an outcome that would resolve the matter for the resident.

Table 2: Stage 1 Complaints in 2024-2025	
Stage 1 complaints received	190
Source of Stage 1 complaints	Tenants: 74% Almshouses: 1% Leaseholders: 21% Other: 4%
Stage 1 complaints responded to within 10 working days or within the extended timescale (additional 10 working days)	100% (79% in 10 working days, 21% in extended timescale)
Stage 1 complaints upheld	74%
Stage 1 complaints partially upheld	20%
Stage 1 complaints not upheld	6%
Compensation paid following Stage 1 complaint investigation	£2,345 (£200 of which paid to Almshouses residents)

Housing Complaints Performance Statistics

When it is not possible to find a resolution, Stage 2 in our process allows residents to request a review of their complaint. The review will give residents the opportunity to challenge the earlier decision.

We will not unreasonably refuse to escalate a complaint to the next stage. If we refuse to allow escalation, we will explain the reasons for our decision.

Complainants are not required to explain their reasons for requesting a Stage 2 consideration, however we will make reasonable efforts to understand why the resident remains unhappy as part of our Stage 2 response.

Table 3: Stage 2 Complaints in 2024-2025	
Stage 2 complaints received	63
Source of Stage 2 complaints	Tenants: 70% Leaseholders: 27% Other: 3%
Stage 2 complaints responded to within 10 working days or within the extended timescale (additional 10 working days)	98% (87% in 20 working days, 11% in extended timescale) 2% outside of HOS agreed extended timescale (agreed with resident)
Stage 2 complaints upheld	72%
Stage 2 complaints partially upheld	14%
Stage 2 complaints not upheld	14%
Compensation paid following Stage 2 complaint investigation	£4,339

Housing Ombudsman Performance Statistics

When a resident is not satisfied with our response to their complaint, we will ensure that they are aware of how to contact the Housing Ombudsman. We will fully cooperate with the Ombudsman and continue to look to resolve the complaint.

Table 4: Housing Ombudsman Complaints in 2024-2025	
Determinations received from the Housing Ombudsman	5
12 findings received in 2024-2025:	
Maladministration findings	9 (one of which was a service failure)
Compensation paid following Housing Ombudsman finding	£4,775 (HOS recommended £150 be paid to the tenant, had already been paid by City Corporation Housing)

There were no cases referred to the Housing Ombudsman related to the Almshouses.

The findings received in 2024/25 do not necessarily relate to cases that were referred to the Ombudsman in 2024/25. This is due to the complexity and length of time taken to investigate some cases.

The Housing Ombudsman's average timescale for investigating a complaint is approximately 6 months. Some more complex cases take longer to investigate. More information on the Housing Ombudsman's investigation process is available via the following link or by scanning the QR code: <https://tinyurl.com/5h6wkswu>



Monitoring and Trends

From 2023-2024 to 2024-2025, there has been a 52% increase in Stage 1 complaints and a 103% increase in Stage 2 complaints. Reasons for this increase include: Complaints Handling Code being made statutory from April 2024, leading to

- more national publicity around Housing Complaints
- Improved resident awareness regarding the Housing Complaints Process following the introduction of a new Housing Complaints leaflet. This was uploaded to our website and leaflets were delivered to estates from November 2024. You can view this leaflet via the following link or by scanning the QR code: <https://tinyurl.com/mtubaspk>
- The number of complaints in relation to lift outages increased in 2024/25 due to challenges with the lift maintenance contract and some lifts having obsolete parts. Steps are being taken to resolve both of these issues.
- Our Repairs & Maintenance Contract with our previous provider ended 31 March 2025. The demobilisation of this contract may have affected service delivery.
- Increased staff awareness on complaints handling, including instructing staff to pass on any expressions of dissatisfaction to the Housing Complaints & Customer Feedback Team.



Top 10 complaint themes:

- | | |
|---|---|
| 1 Repairs and maintenance (51) | 6 Damp and mould (17) |
| 2 Leaks and water ingress (31) | 7 Staff conduct (17) |
| 3 Lift outages (29) | 8 Contractor conduct (15) |
| 4 Communications and customer service (20) | 9 Windows project (9) |
| 5 Heating and hot water (19) | 10 Anti-social behaviour procedure (4) |

Service Improvements in 2024-2025

1

98% of complaints were acknowledged within five working days from Quarter 2 onwards in 2024/25.

2

There are now two allocated Members and a Senior Lead Person Responsible for Complaints. They are provided with a weekly summary update on complaints and a more in-depth monthly summary. The Members and Senior Lead Person provide feedback, suggest service improvements and hold the Housing Complaints & Customer Feedback Team to account.

3

Housing Complaint Reports are submitted to Housing Management and Almshouses Sub-Committee on a six monthly basis outlining performance and key information on Complaints you can view these here:

<https://tinyurl.com/yze4cecd>

4

Alongside the existing 'Complaints Learning Panel', which reviews complex cases and complaint themes on a regular basis, the Team have also introduced a 6 monthly briefing to interrogate trends and agree lessons learned.

5

A number of Managers and Officers attended a training session on Complaints Handling delivered by Housing Quality Network (HQN). Staff in the Housing Complaints & Customer Feedback Team have been regularly attending team meetings across the Housing Team to improve awareness on complaints handling.

6

A new Head of Repairs & Maintenance and a new Head of Major Works were appointed.

7

Significant improvements to tracking and monitoring of complaints were introduced as well as the development of a performance dashboard for the Housing Team to identify areas of strength and improvement within individual teams.

8

The Housing Complaints & Customer Feedback Team introduced more specific categorisation for complaints received in order to allow for closer monitoring of trends and patterns in complaints data.

9

The team responsible for processing complaints is now called the 'Housing Complaints & Customer Feedback Team'. 'Customer Feedback' was added to capture the broader scope of the team and recognise that residents also share positive feedback with us.

Service Improvement Ambitions for 2025-2026

- 1 To improve the tracking of Member and MP enquiries raised on behalf of residents.
- 2 To improve the tracking of 'informal' requests to the Housing Complaints & Customer Feedback Team.
- 3 To acknowledge all complaints within five working days.
- 4 To enhance the monitoring of our Lift Servicing and Consultancy contracts, with regular meetings and additional administrative support within the compliance team.
- 5 The Housing Complaints & Customer Feedback Team will regularly attend contract management meetings to provide feedback to our key contractors.
- 6 To review and develop customer service across Housing. This includes empowering our staff with training, streamlining our operations and developing and reviewing our policy and procedures.
- 7 To implement the Civica CRM module.
- 8 The Tenancy Audit project will help develop detailed profiles of our residents to tailor services to their needs, such as language preference and accessibility requirements.
- 9 A template and procedure will be implemented for communications to residents regarding communal outages and communal repairs.
- 10 Under the new Chigwell Repairs & Maintenance contract, Chigwell will contact customers directly to make the first appointment for non-emergency repairs within 2 working days. They will issue an SMS reminder 24 hours before the appointment is due and another when the operative is on route.
- 11 The Housing Complaints & Customer Feedback Team will introduce clearer expectations and standards for staff investigating complaints and writing responses.
- 12 We are reviewing the Housing Complaints Compensation Policy in line with customer feedback and findings from our complaints data.

Useful Contacts

Estate Offices

Almshouses: 020 7274 1337

almshouses@cityoflondon.gov.uk

Avondale Square: 020 7237 3753

AvondaleSquareEstate@cityoflondon.gov.uk

Holloway: 020 7607 3207

Hollowayestateteam@cityoflondon.gov.uk

Golden Lane: 020 7253 2556

GoldenLane@cityoflondon.gov.uk

Harman Close: 020 7237 1696

Harman.Close@cityoflondon.gov.uk

Isleden House: 0207 226 2892

Isleden.House@cityoflondon.gov.uk

Middlesex Street, Dron House, Spitalfields and Windsor

House: 020 7247 4839 | mse@cityoflondon.gov.uk

Southwark, Horace Jones and William Blake:

020 7620 3702 | Southwark@cityoflondon.gov.uk

Sydenham Hill: 020 7620 3702

Sydenham.Hill@cityoflondon.gov.uk

York Way: 020 7607 3119

Yorkway.EstateTeam@cityoflondon.gov.uk

Benefits

020 7332 3937 | benefits@cityoflondon.gov.uk

Communications

home@cityoflondon.gov.uk

Complaints and Customer Feedback

0207 606 3030 (Switchboard) or

0207 029 3935 (Housing Complaints and Customer

Feedback) | housing.complaints@cityoflondon.gov.uk

Housing Complaints and Customer Feedback Team

Barbican Estate Office

3 Lauderdale Place

London EC2Y 8EN

Estate Services (cleaning, caretaking and gardening)

You can report issues relating to cleaning and grounds maintenance on your estate by email:

estateservices@cityoflondon.gov.uk

If you would like to speak to someone instead, please call your local estate office.

Major Works & New Developments

DCCS-NewDevelopmentsTeam@cityoflondon.gov.uk

Get involved!

Getting involved is how you, as a City of London Corporation tenant or leaseholder, can influence what services you receive from us. You are the best people to tell us what works well and where we can do better, and your involvement makes a real difference. Throughout the year we run a number of consultations, surveys and open meetings so you can express your views and opinions.

If you would like to take part in our consultations, visit cityoflondon.gov.uk/services/housing-and-homelessness/resident-involvement or contact the Resident Involvement Team using the details below.

Home Ownership/Leaseholders

home.ownership@cityoflondon.gov.uk

Housing Needs

hadvice@cityoflondon.gov.uk

Resident Involvement

Resident.Involvement@cityoflondon.gov.uk

Repairs

0800 035 0003

propertyservices@cityoflondon.gov.uk

Out of Hours Emergencies Only (between 5pm - 8am)

Repairs: 0800 035 0003

Urgent estate matters (not repairs):

020 7256 6583

Rent & Arrears

Rent accounts/payments: 020 7332 3937

(ask for housing rents)

DCCS-rentsteam@cityoflondon.gov.uk

Rent arrears: please call your local estate office or email us at

incomerecoverofficer@cityoflondon.gov.uk