Agenda item 6a.

Tenant Satisfaction Measures workshop 11th June 2026

Complaints and complaint handling

Introduction

The 'satisfaction with complaint handling' tenant satisfaction measure is the poorest performing of all the TSM measures. Whilst other indicators generally increased during 2025/26 TSM survey the increase in complaint handling satisfaction was modest. Whilst this performance is similar to landlords across the country the workshops aims to understand more about tenant perception of complaints and complaint handling to identify ways to improve our capturing and responding to complaints.

Workshop 1 Notes

1. Complaint experiences

- Only 1 of the tenants in the group had made a formal complaint in the last 12 months
- Tenants reported being:
    - Others in group spoke of being told repair jobs were "signed off" but not completed – no indication of being encouraged to complain when contacting HPS
    - Experiencing poor communication around issues (notably repairs) – is this a complaint?

2. Understanding of complaints

- Tenants generally define a complaint as:
    - Something not working or not repaired
    - A service not completed
    - Overall dissatisfaction

3. Complaint vs service request exercise

Workshop of 8 scenarios for tenants to consider whether it would be classed as a complaint or a service request

- Mixed understanding across scenarios – individual perception of what constitutes a complaint.
- May be an indication of need for clearer guidance to ensure staff consistency in raising and clarifying for tenants – though the definition from HO is about 'expression of dissatisfaction'

4. Complaint process

Felt process was understandable following discussion

5 days acknowledgement/ 10 days Stage 1 response/ 20 days Stage 2 escalation/ Housing/ Then to Housing Ombudsman if required

5. Feedback on process

- Timescales seen as **reasonable**
- Strong emphasis on:
    - Tone of communication
    - How tenants are treated – deal with issue most important aspect.

6. Tenant involvement

- Expressions of interest in forming a review group

Workshop 2 notes

1. Complaint experiences

- 3 of the tenants in the group had made a complaint (not clear that all were through formal complaint system and process
- Issues identified with those responses (1 tenant relaying re: Complaint process):
    - Felt stage 2 response was unclear or incomplete
    - Felt stage 1 responses had missed some key issues

- Some complaints handled outside formal process (e.g. meetings – strong praise for engagement team is aiding tenants with their issues)

2. Understanding of complaints and complaint system

- Felt sounded bureaucratic and not something to easily to engage with
- Tenants want:
    - Simpler process to resolution
    - Focus on outcomes the process and complaint stages are of little interest – just resolve the issue

3. Complaint vs service request exercise

Workshop of 8 scenarios for tenants to consider whether it would be classed as a complaint or a service request

- Ongoing inconsistency - mixed responses in identifying complaint vs service request – very much an individual perception
- Reinforces need for perhaps further staff training to be able to offer clearer tenant guidance?

4. Key barriers / roadblocks

Issues identified:

- Wondered if some complaints not logged
- Poor communication is main driver of causing frustrations and need to complaint
- No clear first point of contact to complain

5. Improving access

Tenants suggested:

- A dedicated complaints contact phone number
- Staff trained to:
    - Recognise complaints
    - Log them correctly

Was noted that following the workshop session the whole process and expectation around complaints was easier for tenants who attended – developed their understanding

6. Accessibility issues

- Website (generally) considered confusing and not user-friendly for logging complaint – too many stages
- Some tenant expressed a preference for alternative ways of reporting:
    - Face-to-face reporting
    - Logging complaints via tenant van visits

7. What matters most to tenants

- Priority is outcome and timescales met
- Less importance on written detail or wording – the stages and letters don't matter – want the issue sorting

8. Tenant involvement

- Expressions of interested in forming a Tenant Complaints Panel

Next steps

- Newly launched satisfaction survey on complaints launched in May 26 just prior to workshop. This is designed to gather feedback on how tenants feel their complaint was handle and the quality of the complaint.
- Information collected to be review once several quarters of data collected.
- Review of online complaint training / staff training
- Consideration of development of Housing Service / tenants complaints panel once recruitment and staffing within Housing Strategy and Engagement Team facilitates.