

Cheltenham Borough Council

Cabinet Housing Committee – 26 November 2025

Q2 2025/26 Housing Complaints and Compliments Report

Accountable member:

Cllr Flo Clucas, Cabinet Member for Housing and Customer Services

Accountable officer:

Caroline Walker, Director of Housing, Customer Services and Communities

Executive summary:

This report provides an overview of housing related complaints and compliments received during Q2 for 2025/26. It highlights key themes, performance against targets, and actions being taken to improve service delivery and customer satisfaction

Recommendations:

1. That the report and next steps are noted by Cabinet Housing Committee.

1. Background

The Council is committed to providing high-quality housing services and maintaining transparent and effective complaint-handling processes in line with the Housing Ombudsman's Complaint Handling Code.

Each quarter, the Housing Service monitors complaints and compliments to identify trends, recurring issues, and areas for improvement. This ensures that feedback from residents directly informs service development and performance management.

During Q2 2025/26, the Council continued to focus on embedding the principles of good complaint handling, fairness and accessibility.

2. Main content

There has been a noticeable improvement in the time taken to respond to complaints during Quarter 2 and this is largely due to an additional resource within the Complaints Team and that all stage 1 complaints relating to repairs and planned maintenance are being investigated and responded to by the Complaints Team. As a result, complaints are being responded to more efficiently at Stage 1, with the majority being resolved without escalation, demonstrating effective early resolution.

Poor communication remains the most common cause of complaints. This issue has had a direct impact on the quality of service experienced by residents, particularly in relation to the kitchen installation

programme. The service acknowledges this concern and is actively addressing it through internal process reviews and engagement with our contractors to ensure clearer, more consistent communication with tenants going forward

3. 4. Performance Overview

Category	Q1 2025/26	Q2 2025/26
Stage 1 complaints	66	84
Stage 2 complaints	10	6
% of Stage 1 complaints upheld (in full/part)	68%	86.4%
Average Days to respond to Stage 1 complaints	16.3	12.9
Compliments received	26	20

4. Key risks

Failure to comply with the Housing Ombudsman Complaint Handling Code and the Council housing complaints policy and manage the complaints process appropriately may result in:

- A maladministration decision from the Housing Ombudsman and include Ombudsman intervention and financial penalty
- Reputational damage and loss of public confidence
- Reduced tenant satisfaction and engagement.

Report author:

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Appendices:

- i. Risk Assessment
- ii. Q2 2025/26 Housing Complaints and Compliments report

Appendix 1: Risk Assessment

Risk ref	Risk description	Risk owner	Impact score (1-5)	Likelihood score (1-5)	Initial raw risk score (1 - 25)	Risk response	Controls / Mitigating actions	Control / Action owner	Deadline for controls/ actions
	<p>Maladministration decision from Housing Ombudsman</p> <p>Reputational damage arising from a complaint</p>	Caroline Walker, Director of Housing, Customer Service and Communities	4	3	12	Reduce the risk	<p>Complete annually the Housing Ombudsman Self-assessment form</p> <p>Ensure compliance with CBC Housing complaints policy and the Housing Ombudsman Complaints handling Code</p> <p>Ensure Complaints are managed professionally, fairly and within target timescale</p>	Natasha Dhillon, Complaints Officer	<p>Annually</p> <p>Every 3 years or more frequently if any legislative changes</p>