
Annual Complaints Performance and Service Improvement Report – 2024/25

Introduction

This report outlines the volume and themes of complaints received by Elmbridge Borough Council between 1 April 2024 and 31 March 2025. During this period, PA Housing acted as the appointed managing agent for all Council-owned housing stock, with complaints managed under their internal process; however, ultimate responsibility for ensuring these were resolved efficiently remains with the Council. Following registration as a provider of social housing in June 2024, the council has a statutory responsibility to produce an annual report on complaints, and this document not only fulfils that requirement but also demonstrates how the Council is learning from complaints to drive service improvements for residents.

Annual Self-Assessment against Complaint Handling Code

We are also required to complete an annual self-assessment of our complaint handling to demonstrate compliance with the Complaint Handling Code and gives assurance to the cabinet that we continue to provide and accessible and effective complaint handling process for our residents, this can be found on our website.

Complaint Performance Overview

Between 1 April 2024 and 31 March 2025, our managing agent received a total of seven complaints across our 96 properties. Three of these originated from the same address, meaning that 5% of our portfolio generated any complaints during the year. No complaints were made directly to the Council regarding the managing agent, and there were no cases referred to or determined by the Housing Ombudsman during this reporting period.



Elmbridge
Borough Council

Complaint Outcomes

During the reporting period, 5 of complaints were upheld, with 4 of these complaints received were resolved stage one of the managing agents' complaints process. Overall, 5 of complaints were responded to within the regulatory timeframes of 10 working days for stage one and 20 working days for stage two, in line with the Housing Ombudsman's Complaint Handling Code.

Insight From Residents Complaints

5 of the complaints we have received related to responsive repairs, with 1 concerning damp and mould and 1 relating to rent and service charge. Recurring themes identified include delays in completing responsive repairs and issues with communication, particularly missed appointments. These findings have been reviewed to identify service improvements and reduce the likelihood of recurrence.

Learning From Complaints

We are committed to learning from complaints and resident feedback. Our goal is to continually improve the way we deliver services to residents. We have already implemented changes both internally and in partnership with our managing agent, based on lessons learned throughout the year.

These changes will help drive performance improvements within our service and ensure we are compliant with the Housing Ombudsman's Complaint Handling Code and the Regulator of Social Housing's Consumer Standards.

Service Improvements

- **New Managing Agent**

Our contract with PA Housing ended on 30 June 2025, and we began working with our new managing agent, Pinnacle, from 1 July 2025. This change provided an opportunity to retender the managing agent contract. As part of the process, we reviewed the previous service specification, identified areas where there were gaps particularly around the repair service, and developed a new version.

The updated specification has been designed in line with the Consumer Standards, resulting in a more robust agreement that will support improved oversight, enhanced monitoring, and a more responsive service delivery.

- **Complaints Policy**

We have now established a new comprehensive complaints policy to ensure compliance with regulatory standards. In addition, we have provided complaint handling training to frontline staff who come into direct contact with residents and provided this information with our managing agent, ensuring that all issues are heard and addressed appropriately to help prevent escalation.

Lastly, a briefing has been provided to councillors regarding the complaints process, to ensure transparency and accountability.

- **New Internal Structure**

We have implemented a revised internal structure, including a dedicated Housing Contracts and Compliance Manager. This role will focus on ensuring that the managing agent delivers services in line with contractual requirements and resident expectations. As well as this, we now have a dedicated Building Maintenance Surveyor, their role is to ensure all our homes are maintained to a high standard and are properties that we would be proud for anyone to live in. This appointment will also support a more proactive approach to our properties condition.

Conclusion

We've made significant changes to improve complaint handling and services to resident. The council will be continuing to work with our managing agent and residents to drive better experiences across all services. Importantly, we're learning from complaints and other feedback to focus improvements on the areas that matter most to residents.

This report has been considered and approved by the Portfolio Holder for Housing, on behalf of the council, via the Individual Cabinet Member Decision Making process on 17 September 2025.

Housing Services

19 September 2025.