
Annual Complaints Performance and Service Improvement Report – 2025 to 2026

Introduction

This report explains the complaints we received between 1 April 2025 and 31 March 2026, what residents told us and how we have used feedback to improve our services.

Elmbridge Borough Council manages housing services through its managing agent, Pinnacle. Complaints about landlord services follow a two-stage process, with Elmbridge Borough Council maintaining oversight of complaint handling.

As a registered provider of social housing, we are required to publish annual complaints report to show how complaints are handled, what residents have told us and how we have used this feedback to improve services.

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 provide assurance that we continue to deliver an accessible and effective complaints process for residents. This can be found on our website.

Complaint Performance Overview

Between 1 April 2025 and 31 March 2026, a total of two complaints were received across our 96 properties.

Both complaints were initially handled at Stage 1, with one case subsequently escalated to Stage 2.



Elmbridge
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The complaints received this year related to individual issues rather than wider service problems. The main theme identified was delays in responsive repairs.

During the reporting period, 1 complaint was not accepted into the formal complaints process. This related to a matter outside of the council's responsibility. In this case, the resident was provided with a clear explanation and signposted to the appropriate organisation.

We continue to review complaints regularly to ensure residents can access the complaints process and that concerns are handled fairly and consistently.

Performance Measure	2025/26
Number of homes	96
Total complaints	2
Stage 1 complaints	2
Escalations to Stage 2	1
Complaints upheld / partially upheld	2
Complaints not upheld	0
Complaints not accepted	1
Responses issued within Code timescales	100%
Housing Ombudsman determinations issued	0

What residents complained about

Two complaints were received during the reporting period, and both were upheld following investigation. One complaint was escalated to Stage 2 as part of the council's complaints process.

One complaint related to delays in completing responsive repairs, where expected timeframes were not met.

The other complaint related to staff conduct under the previous managing agent, PA Housing, which was upheld following investigation.

These complaints highlighted the importance of completing repairs on time and maintaining clear communication with residents.

All complaints were responded to within the timescales set out in the Complaint Handling Code.

Housing Ombudsman

One complaint from a previous reporting period has been referred to the Housing Ombudsman Service during this year. At the time of reporting, no determination has been made; however, the resident has been contacted and the issues raised within the complaint have now been resolved.

During the reporting period, the Housing Ombudsman did not make any findings against the council or issue any investigation reports relating to our housing services.

What we learned

We use complaints and feedback to help improve services for residents. Although complaint numbers remain low, we review every complaint carefully to understand what went wrong and what could be improved.

Complaints received this year highlighted the importance of completing repairs on time and keeping residents updated when delays happen.

As a result, we have worked with Pinnacle to improve communication with residents, strengthen monitoring of repair times and make sure actions are followed through when issues are raised.

We will continue reviewing complaints regularly so that lessons are learned and improvements are made where needed.

Changes we have made

While complaint volumes remain low, learning has been used to strengthen service delivery.

Service improvements made or reinforced during the year include:

- review and amendment of the Complaints Handling Policy following engagement with the Housing Ombudsman Service.
- clearer resident guidance on where to raise landlord service complaints;
- confirmation that complaints follow a single two-stage process, even where services are delivered by a managing agent;
- improved monitoring of repair times to help identify delays sooner;

- clarified expectations with the managing agent to ensure residents receive clearer communication and updates when repairs are delayed;

We will continue reviewing performance regularly to make sure these improvements are maintained and services continue to improve.

Conclusion

Complaint volumes have reduced compared to the previous reporting period and remain low across the council's housing stock. Where complaints have been received, these have mainly related to delays in responsive repairs and have been used to help improve repairs services and communication with residents.

We will continue using complaints and resident feedback to improve services, work closely with Pinnacle to maintain service standards and make sure concerns are dealt with quickly and fairly.

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. A response from the member responsible for complaints is also available on the council's website.