



Telford & Wrekin
Co-operative Council

Protect, care and invest
to create a better borough

Tenant Satisfaction and Complaint Report

Improving our Customer Experience

Annual Report 2025/26

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Introduction

Welcome to our annual tenant satisfaction and complaints report, which highlights our performance during the 2025/2026 financial year.

Over the past year, the Council has significantly expanded its housing portfolio under its Registered Provider status, increasing from 28 properties to 41. This growth has been driven by the need to address a recognisable gap in the local housing market by providing specialist accommodation for vulnerable adults. By identifying and responding to this need, Telford & Wrekin Council has delivered dedicated supported accommodation that offers residents a safe and secure home, alongside on-site support to help them sustain their tenancies and live independently.

Telford and Wrekin Council became a Registered Provider in September 2020, and we remain a small provider. Over the last 12 months we have reviewed our property portfolio and as of 31 March 2026 we have 41 properties that fall under our registered provider status. We also have a wider portfolio of properties that we have ensured are benefiting from the management policies developed as part of this status, such as temporary accommodation provided under Part VII of the Housing Act 1996. The total amount of properties is 226.

In February/ March 2026 we completed our Tenant Satisfaction Survey. The survey was issued via email and in paper format to 137 properties. Properties managed under Part II of the Housing Act 1985 were excluded from the survey exercise. These were excluded as occupants remain in residence only for short periods, while their homelessness applications are being assessed.

In this year's survey an additional question was added so that we could try and obtain further context for any negative responses. *"If you have answered dissatisfied to any questions in this survey and would like us to look into any issues further, please provide more details including your address."* Only two comments were received one, regarding a dislike of the rules in relation to the property and one which outlined dissatisfaction regarding furniture provided at their property.

The outcome of the tenant satisfaction survey is based on 11 responses; the results this year do reflect an improvement in respect of certain areas such as handling of repairs and anti-social behaviour. Responses in relation to the approach to handling of anti-social behaviour show that satisfaction in this area has improved from 22% to 71%. This represents a significant improvement in tenant perception in relation to this area. We will continue to review this area to see if there are any further improvements that can be made including continuing to ensure that our tenants are aware of how to report anti-social behaviour.

It was positive to see that 100% of our tenants confirmed that they feel safe in their home and were satisfied with the time taken to complete their most recent repair and that they feel that communal areas are kept clean.

While always disappointing to receive complaints, given the low number received this year it has allowed us to thoroughly review the experience and customer journey of all complaints. This has shown that other than dissatisfaction with the outcomes, no specific concerns have been identified with the approach taken to handling the complaints and all have been handled in accordance with the Housing Ombudsman's Service Complaint handling code.

Responses have generally improved except for tenant's satisfaction with being kept informed about things that matter to them, which saw a small reduction from 73% to 67%. Overall satisfaction showed a similarly small reduction from 82% to 78%. Whilst there has been a reduction in this area, the national benchmark for 'Overall Satisfaction' sits between 72.5% and 75% for social housing tenants across England as tracked by [Housing TSM Insight](#) and the [UK Regulator of Social Housing](#).

The results of the survey can be found from page 7 of this report. Surveys form a key part of collecting customer feedback. They can inform decisions that help shape and improve the services we offer. We will be utilising the feedback to improve our services and combined with the management information, also detailed within the report at Page 8, we are able to pinpoint specific areas for improvement. In respect of the management information Tenant Satisfaction measures, the completion of 93% of non-emergency repairs and 97% of emergency responsive repairs in timescale is an improvement on the 74% and 96% achieved in 2024/25. These results are also substantially above our key performance indicators of 70% and 80% respectively. Whilst the proportion of homes for which all required asbestos management surveys or re-inspections have been carried marginally reduced to 98% in the year, this was mainly due to new properties coming into the portfolio. In some cases, asbestos details were not handed over at purchase and also there have been some access issues to properties to carry out re-inspections. These cases are in progress.

Outcomes from complaints are also detailed within this report from page 9. At Appendix A you will also find our complaint handling self-assessment which requires us to analyse our complaints handling against the Housing Ombudsman Services statutory complaint handling code. Whilst we do have low volumes of complaints in respect of our tenants in part due to the size of our portfolio, we are also committed to ensuring that complaints are not seen as a negative. We will always address complaints fairly, effectively and promptly, learning from and continually improving our service, and we ensure that our tenants are aware of our complaint policy and how they can make a complaint.

In this report we also want to highlight some success stories from during the year.

Case Studies:

Women's Refuge:



A woman with young children contacted Housing Solutions due to escalating domestic abuse. She suffered with controlling, emotional and violent abusive behaviour from her perpetrator which involved police intervention.

She fled and was supported into Telford & Wrekin women's and children's refuge accommodation, where she received coordinated emotional and practical support.

The housing team worked proactively with partners to progress rehousing, recognising the risks associated with contact with the perpetrator.

Despite initial barriers linked to a joint mortgage, the housing team supported an appeal, which was successful. She has now secured rehousing and is working towards a safe and stable future for her family.

Gypsy & Traveller Sites:

A resident at one of our Gypsy & Travellers sites contacted us to say "I would like to take this opportunity to let you know how much our site has improved since Jessica has been the site warden. Jessica has built a very strong foundation with everyone, including myself on the caravan site. The main maintenance and upkeep of the site has improved since Jessica has been working here. Jessica is very supportive and helpful in matters of Rent, council tax, and form filling. She is always willing to help in any way she can. It is such a relief to know that we have someone that is working with us towards a better future on the caravan site. Jessica is easy to approach about any matter concerning the site Jessica is such a joy to have in our community"



Rough Sleeper Accommodation:



A resident was referred to Telford & Wrekin Council Rough Sleeper Accommodation during a very challenging period in her life, following an episode of homelessness linked to the removal of her children. At that time, she was staying temporarily in emergency accommodation with her dog. Despite the difficulties she was facing, she continued to actively seek support and regularly engaged with local services, spending time developing routines and positive connections.

Prior to entering Telford & Wrekin Council Rough Sleeper Accommodation, she was supported through the Night In service. In October 2023, she moved into the accommodation which marked a significant and positive step forward in her journey.

Since settling into her property, she has demonstrated considerable resilience and a strong commitment to improving her circumstances. She has made a number of positive strides while also coping with significant personal loss, including the death of her dog a few months after moving into her new home. Throughout this period, she remained engaged with social services, working to maintain relationships with her children and navigating what has been a complex and emotionally challenging process.

She later gave birth to a son who was initially placed in temporary foster care. Throughout this time, she remained fully engaged with support services and agreed to move into a mother and baby unit for a period of three months. During her stay, she consistently demonstrated her ability to provide safe, stable, and nurturing care, which resulted in her son being returned to her care.

She and her son are now nearing the end of a supervision order, with only a few months remaining before statutory involvement is stepped down. Looking ahead, her aspirations are to move into long-term family accommodation and continue working towards having all of her children living with her again. Her journey reflects determination, personal growth, and a strong commitment to her family.

Tenant Satisfaction Measures- Tenant survey

We received a total of 11 responses to the survey. The results of the survey can be seen below;

Code	Measure	Result
TP01	Proportion of tenants who report that they are satisfied with the overall service from Telford and Wrekin Council	78%
TP02	Proportion of tenants who have received a repair in the last 12 months, who report that they are satisfied with the overall repairs service	89%
TP03	Proportion of tenants who have received a repair in the last 12 months, who report that they are satisfied with the time taken to complete their most recent repair	100%
TP04	Proportion of tenants who report that they are satisfied that their home is well maintained	89%
TP05	Proportion of tenants who report that they are satisfied that their home is safe	100%
TP06	Proportion of tenants who report that they are satisfied that Telford and Wrekin Council listens to tenant views and acts upon them	78%
TP07	Proportion of tenants who report that they are satisfied that Telford and Wrekin Council keeps them informed about things that matter to them	67%
TP08	Proportion of tenants who report that they agree Telford and Wrekin Council treats them fairly and with respect	89%
TP09	Proportion of tenants who report making a complaint in the last 12 months who are satisfied with their landlord's approach to complaints handling	0%*
TP10	Proportion of tenants with communal areas who report that they are satisfied that their landlord keeps communal areas clean and well maintained	100%
TP11	Proportion of tenants who report that they are satisfied that Telford and Wrekin Council makes a positive contribution to the neighbourhood	75%
TP12	Proportion of tenants who report that they are satisfied with Telford and Wrekin Council's approach to handling anti-social behaviour	71%

*Complaints information is detailed later in this report.

Tenant Satisfaction Measures- Management information

In addition to the tenant satisfaction measures obtained there are measures which must be obtained via our management information.

Code	Measure	Result
CH01	Complaints relative to size of the landlord: Stage One Complaints received per 1000 homes	65.7
	Stage Two Complaints received per 1000 homes	29.2
CH02	Proportion of complaints responded to within complaint handling code timescales: Stage One complaints	100%
	Stage Two complaints	100%
NM01	Anti-social behaviour cases relative to the size of the landlord: Number of anti-social behaviour cases per 1000 homes	36
	Number of anti-social behaviour cases that involve hate incidents opened per 1000 homes	0
RP01	Proportion of homes that do not meet Decent Homes Standard:	0%
RP02	Repairs completed within target timescale: Non-emergency responsive repairs completed in target timescale	93%
	Emergency responsive repairs completed in target timescale	97%
BS01	Proportion of homes for which all required Gas Safety checks have been carried out	100%
BS02	Proportion of homes for which all required fire risk assessment have been carried out.	100%
BS03	Proportion of homes for which all required asbestos management surveys or re-inspections have been carried out.	98%
BS04	Proportion of homes for which all required legionella risk assessment have been carried out	100%
BS05	Proportion of homes for which all required communal passenger lift safety checks have been carried out	100%

Tenant Complaints

The Housing Ombudsman has confirmed a statutory complaint handling code for tenants, this took effect from 1 April 2024. As a result our processes were amended and the complaint policies combined, our tenant complaint policy is now included in our corporate complaints policy. All complaints from tenants are handled in accordance with the code.

During 2025/26 we received **9** complaints from our tenants across the 226 properties covered by our management policies.

3 of the complaints escalated to stage 2 of the procedure

0 of the complaints were the subject of the Housing Ombudsmans enquiries

0 complaints from tenants were refused during the year

Complaint Themes:

During 2025/26 there were a two complaints related to reoccurring mould. However, given the small numbers of complaint this cannot be considered a theme, some other issues include

- Location of immersion heater control switches
- Communication regarding localised refurbishment works
- Concerns regarding Asbestos
- Delays in progressing replacement windows
- Notice of visits by Property Management Officers
- Property Management Officers investigation of allegations against tenants

Complaint Outcomes:

Of the **9** complaints received at Stage1

6 complaints were upheld, **3** complaints were not upheld

The upheld issues related too,

- **Access to hot water-** Despite the Council and contractor taking steps to address the issue the customer was left without a functioning hot water system for an extended period. Whilst temporary hot water was provided via the immersion heater initially, this could not be maintained as access to this was restricted due to its location in a locked cupboard within a private bedroom in a shared house. There was delay in sourcing parts, this contributed to prolonged disruption. Arrangements were made to relocate the control switch for the immersion heater to a more accessible location.
- **Communication regarding refurbishment of neighbouring properties-** Tenant was aware that following refurbishment of their accommodation the neighbouring property would be subject to refurbishment work. There was a failure to contact the tenant to notify the commencement of these renovations. The tenant would be updated if any further information was available including the date that the works would be completed.
- **Communication regarding location of asbestos materials-** An asbestos management survey, including testing had previously been conducted at the property, which identified the locations of all asbestos-containing materials. These materials are subject to regular inspection, and our reports indicate that their condition remains manageable. However, it was acknowledged that at the commencement of the tenancy information regarding the asbestos containing materials was not communicated with the tenant.
- **Expanding foam used for installation of extractor fan-** it was acknowledged that further investigation would need to take place and that if the foam used was deemed unsuitable it would be replaced with a product specifically designed for the conditions around the extractor fan.
- **Condition in bathroom-** Although no leaks, damp or issues with structural stability it did require some tidying under the bath to address tenants concerns about exposed plaster, debris, and the overall appearance and some green staining on the pipework was identified. A contractor was appointed to carry out the tidying works under the bath and to address green staining on the pipework.
- **Mould accumulation-** We routinely inspect the units to check for mould and defects. In this case the unit was inspected in December 2025. Some mould was noticed and this was removed. Tenant advised that mould had reoccurred and an inspection was organised. Given the construction of the units it was determined that the damp will likely be related to condensation. A combination of ventilation and heating set against moisture in the air which will be influenced by cooking,

bathing and washing and drying of clothes. The tenant was advised to review the tenant handbook to try and minimise the problem. It was partially upheld due to the construction of the units and that this can exacerbate the issue.

- **Delay**- whilst repairs have been attended and further work attempted there were delays in progressing the replacement of the windows. It was identified at reinspection that all windows required replacement, this was not identified at the first inspection.

1 Stage 2 remained outstanding on 31 March 2025. **3** new cases were investigated at stage 2 during the year.

Of the **4** complaints investigated at stage 2 during the year,

0 complaints were upheld, **4** complaints were not upheld regarding the outstanding matters escalated to stage 2.

Timescales for responses:

The Council's Complaints policy outlines that a complaint at stage one of the procedure will be responded to within 10 working days. This may be extended in exceptional circumstances by a further 10 days.

78% of complaints at stage 1 were responded to within the initial 10 working days, as outlined in the complaint handling code.

2 complaints were extended beyond 10 working days, due to exceptional circumstances, each were responded to within the maximum of 20 working days.

The average response time across the 9 complaints was **11** working days.

Stage two of the procedure outlines that responses should be provided with 20 working days up to a maximum of 40 working days.

100% of complaints investigated at Stage 2 of the procedure were responded to within the 20 working days as outlined in the complaint handling code. The average investigation and response time was **16** working days.

Learning and outcomes from complaints:

Complaints are a valuable source of information that can help to identify recurring or underlying problems and potential improvements. It is also very important to understand the impact that any complaints, whether upheld or not, have had on tenants and to ensure that we continue to improve the experience of all tenants living in our properties.

Positive improvements:

Throughout the year, we record the learning identified from each complaint to build up a picture of common themes or trends across the Council as a whole, this is the case for complaints received under the councils' corporate complaint procedure and the council tenant procedure. Some positive improvements have been identified from the complaints in 2024/25

- All relevant information about the presence of asbestos within a property is clearly communicated and provided to the tenant before they take up the tenancy. Ensuring transparency at the outset will help avoid misunderstandings and improve the overall experience for future tenants.
- A reminder has been shared with contractors to ensure that they leave workspaces tidy, when work is completed.
- It is best practice for all products used by contractors to be approved prior to use. In this case a reminder was also shared with contractors regarding the importance of good workmanship.
- Lessons learnt regarding communication of phase 2 has ensured that updates are communicated with tenants as soon as information is available.

To further demonstrate our commitment to making positive improvements please see the positive improvements made as a result of wider complaints to Telford and Wrekin Council by visiting [Complaints and compliments annual reports - Telford & Wrekin Council](#). We are also committed to addressing concerns raised through our annual tenant survey detailed on page 7.

Findings of non-compliance with the code:

There is one case outstanding with the Housing Ombudsman Service (HOS) and there are no findings of non-compliance with the HOS Complaint Handling Code in 2025/26, please see Appendix A for more details.

Annual report from Housing Ombudsman Service

The Housing Ombudsman publishes an annual report for landlords where they have determined five or more cases in the year. The Housing Ombudsman has not provided a decision on any cases for Telford and Wrekin Council between 1 April 2025 and 31 March 2026, so the Housing Ombudsman has not published a report in relation to Telford & Wrekin Council.

Other relevant publications produced by Housing Ombudsman Service

There were no relevant publications produced by the Housing Ombudsman regarding Telford and Wrekin Council in 2025/26.

Appendix A

Self-Assessment (May 2026)

This self-assessment form should be completed by the complaints officer and it must be reviewed and approved by the landlord's governing body at least annually.

Once approved, landlords must publish the self-assessment as part of the annual complaints performance and service improvement report on their website. The governing body's response to the report must be published alongside this.

Landlords are required to complete the self-assessment in full and support all statements with evidence, with additional commentary as necessary.

We recognise that there may be a small number of circumstances where landlords are unable to meet the requirements, for example, if they do not have a website. In these circumstances, we expect landlords to deliver the intentions of the Code in an alternative way, for example by publishing information in a public area so that it is easily accessible.

Section 1: Definition of a complaint

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
1.2	A complaint must be defined as: <i>'an expression of dissatisfaction, however made, about the standard of service, actions or lack of action by the landlord, its own staff, or those acting on its behalf, affecting a resident or group of residents.'</i>	No	Outlined in the Council's complaint procedure- Part 1.6 Complaints procedures - Telford & Wrekin Council	Definition is as set out by the Local Government and Social Care Ombudsman Code and agreed by Housing Ombudsman Service <i>'An expression of dissatisfaction, however made, about the standards of service, action or lack of action by the organisation, its own staff, or those acting on its behalf, affecting an individual or group of individuals'</i>

1.3	A resident does not have to use the word 'complaint' for it to be treated as such. Whenever a resident expresses dissatisfaction landlords must give them the choice to make complaint. A complaint that is submitted via a third party or representative must be handled in line with the landlord's complaints policy.	Yes	Outlined in the Council's complaint procedure- Part 1.7 Complaints procedures - Telford & Wrekin Council	
1.4	Landlords must recognise the difference between a service request and a complaint. This must be set out in their complaints policy. A service request is a request from a resident to the landlord requiring action to be taken to put something right. Service requests are not complaints, but must be recorded, monitored and reviewed regularly.	Yes	Outlined in the Council's complaint procedure- Part 5.1 Complaints procedures - Telford & Wrekin Council	
1.5	A complaint must be raised when the resident expresses dissatisfaction with the response to their service request, even if the handling of the service request remains ongoing. Landlords must not stop their efforts to address the service request if the resident complains.	Yes	Outlined in the Council's complaint procedure- Part 1.7 Complaints procedures - Telford & Wrekin Council	
1.6	An expression of dissatisfaction with services made through a survey is not defined as a complaint, though wherever possible, the person completing the survey should be made	Yes	See PDF embedded in this report demonstrating the link was included in the annual tenant satisfaction survey.	

	aware of how they can pursue a complaint if they wish to. Where landlords ask for wider feedback about their services, they also must provide details of how residents can complain.		 Tenant Survey [Paper_ Keyed - Engl]	
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Section 2: Exclusions

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
2.1	Landlords must accept a complaint unless there is a valid reason not to do so. If landlords decide not to accept a complaint they must be able to evidence their reasoning. Each complaint must be considered on its own merits	Yes	Outlined in the Council's complaint procedure- Part 5.3 Complaints procedures - Telford & Wrekin Council And within the annual report	
2.2	A complaints policy must set out the circumstances in which a matter will not be considered as a complaint or escalated, and these circumstances must be fair and reasonable to residents. Acceptable exclusions include: - The issue giving rise to the complaint occurred over twelve months ago. - Legal proceedings have started. This is defined as details of the claim, such as the Claim Form and	Yes	Outlined in the Council's complaint procedure- Part 4.5 & 5.3 Complaints procedures - Telford & Wrekin Council	

	Particulars of Claim, having been filed at court. Matters that have previously been considered under the complaints policy.			
2.3	Landlords must accept complaints referred to them within 12 months of the issue occurring or the resident becoming aware of the issue, unless they are excluded on other grounds. Landlords must consider whether to apply discretion to accept complaints made outside this time limit where there are good reasons to do so.	Yes	Outlined in the Council's complaint procedure- Part 4.5 Complaints procedures - Telford & Wrekin Council	
2.4	If a landlord decides not to accept a complaint, an explanation must be provided to the resident setting out the reasons why the matter is not suitable for the complaints process and the right to take that decision to the Ombudsman. If the Ombudsman does not agree that the exclusion has been fairly applied, the Ombudsman may tell the landlord to take on the complaint.	Yes	Outlined in the Council's complaint procedure- Part 5.3 Complaints procedures - Telford & Wrekin Council	There have been no exclusions in 2025/26
2.5	Landlords must not take a blanket approach to excluding complaints; they must consider the individual circumstances of each complaint.	Yes	Outlined in the Council's complaint procedure- Part 4.5 & 5.3	

			Complaints procedures - Telford & Wrekin Council	
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Section 3: Accessibility and Awareness

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
3.1	Landlords must make it easy for residents to complain by providing different channels through which they can make a complaint. Landlords must consider their duties under the Equality Act 2010 and anticipate the needs and reasonable adjustments of residents who may need to access the complaints process.	Yes	Outlined in the Council's complaint procedure- Part 2 Complaints procedures - Telford & Wrekin Council	
3.2	Residents must be able to raise their complaints in any way and with any member of staff. All staff must be aware of the complaints process and be able to pass details of the complaint to the appropriate person within the landlord.	Yes	Outlined in the Council's complaint procedure- Part 6.5 Complaints procedures - Telford & Wrekin Council	
3.3	High volumes of complaints must not be seen as a negative, as they can be indicative of a well-publicised and accessible complaints process. Low complaint volumes are potentially a sign that residents are unable to complain.	Yes	Please see the evidence of this within this report, volumes of complaints are currently likely to be as a result of a low number of units.	

3.4	Landlords must make their complaint policy available in a clear and accessible format for all residents. This will detail the two stage process, what will happen at each stage, and the timeframes for responding. The policy must also be published on the landlord's website.	Yes	Outlined in the Council's complaint procedure- Part 2.5 & 6.5 Complaints procedures - Telford & Wrekin Council	
3.5	The policy must explain how the landlord will publicise details of the complaints policy, including information about the Ombudsman and this Code.	Yes	Outlined in the Council's complaint procedure- Part 2.5 & 9 Complaints procedures - Telford & Wrekin Council	
3.6	Landlords must give residents the opportunity to have a representative deal with their complaint on their behalf, and to be represented or accompanied at any meeting with the landlord.	Yes	Outlined in the Council's complaint procedure- Part 6.3 & 6.4 Complaints procedures - Telford & Wrekin Council	
3.7	Landlords must provide residents with information on their right to access the Ombudsman service and how the individual can engage with the Ombudsman about their complaint.	Yes	Outlined in the Council's complaint procedure- Part 9 Complaints procedures - Telford & Wrekin Council Also included in responses and within our template emails in the event that a complaint exceeds 20 days at stage 1 and 40 days at stage 2.	Provided as part of tenant sign up packs, as part of the support plan and at 6 monthly sign offs.

Section 4: Complaint Handling Staff

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
4.1	Landlords must have a person or team assigned to take responsibility for complaint handling, including liaison with the Ombudsman and ensuring complaints are reported to the governing body (or equivalent). This Code will refer to that person or team as the 'complaints officer'. This role may be in addition to other duties.	Yes	The Customer Relationship Team and the link officer within Information Governance	
4.2	The complaints officer must have access to staff at all levels to facilitate the prompt resolution of complaints. They must also have the authority and autonomy to act to resolve disputes promptly and fairly.	Yes	Job description for Complaints Manager specifically states that the post holder: *Will be required to challenge and provide critical analysis to officers and other specialists of a higher grade. *Must be able to explain and justify their recommendations to SMT and service management teams. *As the role has a corporate responsibility for improving the customer experience across the whole organisation the post holder will be expected to challenge existing policies and process and recommend changes and improvements *The post holder will make decisions on appropriate ways to test the Customer Relationship, and where this is found lacking will directly challenge Service Delivery Managers, Directors and Executive Directors on how business is conducted. Presenting them with robust evidence and clear plans for change.	

4.3	Landlords are expected to prioritise complaint handling and a culture of learning from complaints. All relevant staff must be suitably trained in the importance of complaint handling. It is important that complaints are seen as a core service and must be resourced to handle complaints effectively	Yes	Introduction to Complaints online learning course and also LGSCO complaint handling training has been provided to managers in the last 12months- 3 years.	
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Section 5: The Complaint Handling Process

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
5.1	Landlords must have a single policy in place for dealing with complaints covered by this Code. Residents must not be treated differently if they complain.	Yes	Complaints procedures - Telford & Wrekin Council	This was approved by Cabinet on 16 May 2024 and reviewed in May 2026, with recommendations made by the HOS.
5.2	The early and local resolution of issues between landlords and residents is key to effective complaint handling. It is not appropriate to have extra named stages (such as 'stage 0' or 'informal complaint') as this causes unnecessary confusion.	Yes	Outlined in the Council's complaint procedure- Part 6.13 Complaints procedures - Telford & Wrekin Council	
5.3	A process with more than two stages is not acceptable under any circumstances as this will make the complaint process unduly long and delay access to the Ombudsman.	Yes	Outlined in the Council's complaint procedure- Part 6.13	

			Complaints procedures - Telford & Wrekin Council	
5.4	Where a landlord's complaint response is handled by a third party (e.g. a contractor or independent adjudicator) at any stage, it must form part of the two stage complaints process set out in this Code. Residents must not be expected to go through two complaints processes.	Yes	Outlined in the Council's complaint procedure- Part 5.7 Complaints procedures - Telford & Wrekin Council	
5.5	Landlords are responsible for ensuring that any third parties handle complaints in line with the Code.	Yes	Outlined in the Council's complaint procedure- Part 5.7 Complaints procedures - Telford & Wrekin Council	
5.6	When a complaint is logged at Stage 1 or escalated to Stage 2, landlords must set out their understanding of the complaint and the outcomes the resident is seeking. The Code will refer to this as "the complaint definition". If any aspect of the complaint is unclear, the resident must be asked for clarification.	Yes	Outlined in the Council's complaint procedure- Part 6.9.2 & 6.10.2 Complaints procedures - Telford & Wrekin Council	
5.7	When a complaint is acknowledged at either stage, landlords must be clear which aspects of the complaint they are, and are not, responsible for and clarify any areas where this is not clear.	Yes	Outlined in the Council's complaint procedure- Part 6.9.2 & 6.10.2 Complaints procedures - Telford & Wrekin Council	
5.8	At each stage of the complaints process, complaint handlers must:	Yes	Outlined in the Council's complaint procedure- Part 6.9.4	

	a. deal with complaints on their merits, act independently, and have an open mind; b. give the resident a fair chance to set out their position; c. take measures to address any actual or perceived conflict of interest; and d. consider all relevant information and evidence carefully.		Complaints procedures - Telford & Wrekin Council	
5.9	Where a response to a complaint will fall outside the timescales set out in this Code, the landlord must agree with the resident suitable intervals for keeping them informed about their complaint.	Yes	Outlined in the Council's complaint procedure- Part 6.9.9 Complaints procedures - Telford & Wrekin Council	
5.10	Landlords must make reasonable adjustments for residents where appropriate under the Equality Act 2010. Landlords must keep a record of any reasonable adjustments agreed, as well as a record of any disabilities a resident has disclosed. Any agreed reasonable adjustments must be kept under active review.	Yes	Any reasonable adjustments agreed are recorded on our complaints system.	
5.11	Landlords must not refuse to escalate a complaint through all stages of the complaints procedure unless it has valid reasons to do so. Landlords must clearly set out these reasons, and they must	Yes	Outlined in the Council's complaint procedure- Part 6.10.3 Complaints procedures - Telford & Wrekin Council	There have been no incidents in 2025/26

	comply with the provisions set out in section 2 of this Code.			
5.12	A full record must be kept of the complaint, and the outcomes at each stage. This must include the original complaint and the date received, all correspondence with the resident, correspondence with other parties, and any relevant supporting documentation such as reports or surveys.	Yes	All correspondence related to a complaint is recorded on our dedicated complaint handling system	
5.13	Landlords must have processes in place to ensure a complaint can be remedied at any stage of its complaints process. Landlords must ensure appropriate remedies can be provided at any stage of the complaints process without the need for escalation.	Yes	Outlined in the Council's complaint procedure- Part 7 Complaints procedures - Telford & Wrekin Council	
5.14	Landlords must have policies and procedures in place for managing unacceptable behaviour from residents and/or their representatives. Landlords must be able to evidence reasons for putting any restrictions in place and must keep restrictions under regular review.	Yes	Outlined in the Council's complaint procedure- Part 11 Complaints procedures - Telford & Wrekin Council	
5.15	Any restrictions placed on contact due to unacceptable behaviour must be proportionate and demonstrate regard for the provisions of the Equality Act 2010.	Yes	Outlined in the Council's complaint procedure- Part 11.7 Complaints procedures - Telford & Wrekin Council	

Section 6: Complaints Stages

Stage 1

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
6.1	Landlords must have processes in place to consider which complaints can be responded to as early as possible, and which require further investigation. Landlords must consider factors such as the complexity of the complaint and whether the resident is vulnerable or at risk. Most stage 1 complaints can be resolved promptly, and an explanation, apology or resolution provided to the resident.	Yes	All complaints are reviewed at receipt by the Customer Relationship Team.	
6.2	Complaints must be acknowledged, defined and logged at stage 1 of the complaint procedure <u>within five working days of the complaint being received.</u>	Yes	Outlined in the Council's complaint procedure- Part 6.6 and 6.13 Complaints procedures - Telford & Wrekin Council	
6.3	Landlords must issue a full response to stage 1 complaints <u>within 10 working days</u> of the complaint being acknowledged.	Yes	Outlined in the Council's complaint procedure- Part 6.9.5 and 6.13 Complaints procedures - Telford & Wrekin Council	

6.4	Landlords must decide whether an extension to this timescale is needed when considering the complexity of the complaint and then inform the resident of the expected timescale for response. Any extension must be no more than 10 working days without good reason, and the reason(s) must be clearly explained to the resident.	Yes	Outlined in the Council's complaint procedure- Part 6.9.7 & 6.9.9 Complaints procedures - Telford & Wrekin Council	2 cases exceeded 10 working days at stage 1 in 2025/26, in both cases the reason was clearly explained to the tenant and responses were issued within the maximum of 20 working days
6.5	When an organisation informs a resident about an extension to these timescales, they must be provided with the contact details of the Ombudsman.	Yes	Outlined in the Council's complaint procedure- Part 6.9.9 Complaints procedures - Telford & Wrekin Council	As above
6.6	A complaint response must be provided to the resident when the answer to the complaint is known, not when the outstanding actions required to address the issue are completed. Outstanding actions must still be tracked and actioned promptly with appropriate updates provided to the resident.	Yes	Outlined in the Council's complaint procedure- Part 6.9.8 Complaints procedures - Telford & Wrekin Council	
6.7	Landlords must address all points raised in the complaint definition and provide clear reasons for any decisions, referencing the relevant policy, law and good practice where appropriate.	Yes	Outlined in the Council's complaint procedure- Part 6.9.4 Complaints procedures - Telford & Wrekin Council	
6.8	Where residents raise additional complaints during the investigation, these must be incorporated into the stage 1 response if they are related and	Yes	Outlined in the Council's complaint procedure- Part 6.9.6	

	the stage 1 response has not been issued. Where the stage 1 response has been issued, the new issues are unrelated to the issues already being investigated or it would unreasonably delay the response, the new issues must be logged as a new complaint.		Complaints procedures - Telford & Wrekin Council	
6.9	Landlords must confirm the following in writing to the resident at the completion of stage 1 in clear, plain language: a. the complaint stage; b. the complaint definition; c. the decision on the complaint; d. the reasons for any decisions made; e. the details of any remedy offered to put things right; f. details of any outstanding actions; and g. details of how to escalate the matter to stage 2 if the individual is not satisfied with the response.	Yes	All complaint responses are quality checked to ensure that they include these elements. Also included in complaint handling training	

Stage 2

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
6.10	If all or part of the complaint is not resolved to the resident's satisfaction at stage 1, it must be progressed to stage 2 of the landlord's procedure. Stage 2 is the landlord's final response.	Yes	Outlined in the Council's complaint procedure- Part 6.10 Complaints procedures - Telford & Wrekin Council	
6.11	Requests for stage 2 must be acknowledged, defined and logged at stage 2 of the complaints procedure within five working days of the escalation request being received.	Yes	Outlined in the Council's complaint procedure- Part 6.10.2 & 6.13 Complaints procedures - Telford & Wrekin Council	
6.12	Residents must not be required to explain their reasons for requesting a stage 2 consideration. Landlords are expected to make reasonable efforts to understand why a resident remains unhappy as part of its stage 2 response.	Yes	Outlined in the Council's complaint procedure- Part 6.10.2 Complaints procedures - Telford & Wrekin Council	
6.13	The person considering the complaint at stage 2 must not be the same person that considered the complaint at stage 1.	Yes	Outlined in the Council's complaint procedure- Part 6.10.1 Complaints procedures - Telford & Wrekin Council	
6.14	Landlords must issue a final response to the stage 2 <u>within 20 working days</u> of the complaint being acknowledged.	Yes	Outlined in the Council's complaint procedure- Part 6.10.4 & 6.13	

			Complaints procedures - Telford & Wrekin Council	
6.15	Landlords must decide whether an extension to this timescale is needed when considering the complexity of the complaint and then inform the resident of the expected timescale for response. Any extension must be no more than 20 working days without good reason, and the reason(s) must be clearly explained to the resident.	Yes	Outlined in the Council's complaint procedure- Part 6.10.5 Complaints procedures - Telford & Wrekin Council	No cases required an extension beyond 20 working days in 2025/26
6.16	When an organisation informs a resident about an extension to these timescales, they must be provided with the contact details of the Ombudsman.	Yes	Outlined in the Council's complaint procedure- Part 6.10.5 Complaints procedures - Telford & Wrekin Council HOS details included in extension email templates	No cases required an extension in 2025/26
6.17	A complaint response must be provided to the resident when the answer to the complaint is known, not when the outstanding actions required to address the issue are completed. Outstanding actions must still be tracked and actioned promptly with appropriate updates provided to the resident.	Yes	Outlined in the Council's complaint procedure- Part 6.10.7 Complaints procedures - Telford & Wrekin Council	
6.18	Landlords must address all points raised in the complaint definition and provide clear reasons for any decisions,	Yes	Outlined in the Council's complaint procedure- Part 6.10.8	

	referencing the relevant policy, law and good practice where appropriate.		Complaints procedures - Telford & Wrekin Council	
6.19	Landlords must confirm the following in writing to the resident at the completion of stage 2 in clear, plain language: a. the complaint stage; b. the complaint definition; c. the decision on the complaint; d. the reasons for any decisions made; e. the details of any remedy offered to put things right; f. details of any outstanding actions; and g. details of how to escalate the matter to the Ombudsman Service if the individual remains dissatisfied.	Yes	Outlined in the Council's complaint procedure- Part 6.10.8 Complaints procedures - Telford & Wrekin Council Also included in complaint handling training	
6.20	Stage 2 is the landlord's final response and must involve all suitable staff members needed to issue such a response.	Yes	Outlined in the Council's complaint procedure- Part 6.10.7 Complaints procedures - Telford & Wrekin Council	

Section 7: Putting things right

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
7.1	Where something has gone wrong a landlord must acknowledge this and set out the actions it has already taken, or intends to take, to put things right. These can include: • Apologising; • Acknowledging where things have gone wrong; • Providing an explanation, assistance or reasons; • Taking action if there has been delay; • Reconsidering or changing a decision; • Amending a record or adding a correction or addendum; • Providing a financial remedy; • Changing policies, procedures or practices.	Yes	Outlined in the Council's complaint procedure- Part 7 Complaints procedures - Telford & Wrekin Council	
7.2	Any remedy offered must reflect the impact on the resident as a result of any fault identified.	Yes	Outlined in the Council's complaint procedure- Part 7 Complaints procedures - Telford & Wrekin Council	

7.3	The remedy offer must clearly set out what will happen and by when, in agreement with the resident where appropriate. Any remedy proposed must be followed through to completion.	Yes	Outlined in the Council's complaint procedure- Part 7 Actions will continue to be monitored as outlined in the Council's complaint procedure- Part 6.9.8 and 6.10.7 Complaints procedures - Telford & Wrekin Council	
7.4	Landlords must take account of the guidance issued by the Ombudsman when deciding on appropriate remedies.	Yes	Outlined in the Council's complaint procedure- Part 7 Complaints procedures - Telford & Wrekin Council	

Section 8: Assessment, Reporting and Compliance

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
8.1	Landlords must produce an annual complaints performance and service improvement report for scrutiny and challenge, which must include: a. the annual self-assessment against this Code to ensure their complaint handling policy remains in line with its requirements. b. a qualitative and quantitative analysis of the landlord's complaint handling performance.	Yes	This report demonstrates the completion of this provision	

	This must also include a summary of the types of complaints the landlord has refused to accept; c. any findings of non-compliance with this Code by the Ombudsman; d. the service improvements made as a result of the learning from complaints; e. any annual report about the landlord's performance from the Ombudsman; and f. any other relevant reports or publications produced by the Ombudsman in relation to the work of the landlord.			
8.2	The annual complaints performance and service improvement report must be reported to the landlord's governing body (or equivalent) and published on the on the section of its website relating to complaints. The governing body's response to the report must be published alongside this.	Yes	Please see attached the response to this report from the Housing Management Board. This report is also published at Complaints and compliments annual reports - Telford & Wrekin Council	
8.3	Landlords must also carry out a self-assessment following a significant restructure, merger and/or change in procedures.	Yes	Noted/ N/A in last 12 months	

8.4	Landlords may be asked to review and update the self-assessment following an Ombudsman investigation.	Yes	Noted/ N/A in last 12 months	
8.5	If a landlord is unable to comply with the Code due to exceptional circumstances, such as a cyber-incident, they must inform the Ombudsman, provide information to residents who may be affected, and publish this on their website Landlords must provide a timescale for returning to compliance with the Code.	Yes	Noted/ N/A in last 12 months	

Section 9: Scrutiny & oversight: continuous learning and improvement

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
9.1	Landlords must look beyond the circumstances of the individual complaint and consider whether service improvements can be made as a result of any learning from the complaint.	Yes	See information contained in this report and also further demonstrated by the wider Customer Feedback Reports for Telford and Wrekin Council. Complaints and compliments annual reports - Telford & Wrekin Council	
9.2	A positive complaint handling culture is integral to the effectiveness with which landlords resolve disputes. Landlords must use complaints as a source of	Yes	See information contained in this report and also further demonstrated by the wider	

	intelligence to identify issues and introduce positive changes in service delivery.		Customer Feedback Reports for Telford and Wrekin Council. Complaints and compliments annual reports - Telford & Wrekin Council	
9.3	Accountability and transparency are also integral to a positive complaint handling culture. Landlords must report back on wider learning and improvements from complaints to stakeholders, such as residents' panels, staff and relevant committees.	Yes	This report has been published on our website link, along with the response from the Housing Management Board	
9.4	Landlords must appoint a suitably senior lead person as accountable for their complaint handling. This person must assess any themes or trends to identify potential systemic issues, serious risks, or policies and procedures that require revision.	Yes	Katherine Kynaston, Director of Housing, Commercial and Customer Services	
9.5	In addition to this a member of the governing body (or equivalent) must be appointed to have lead responsibility for complaints to support a positive complaint handling culture. This person is referred to as the Member Responsible for Complaints ('the MRC').	Yes	Cllr Zona Hannington, Cabinet Member for Finance & Resident Services	
9.6	The MRC will be responsible for ensuring the governing body receives regular information on complaints that provides insight on the landlord's	Yes	Complaint handling will be reported to the Housing	

	complaint handling performance. This person must have access to suitable information and staff to perform this role and report on their findings.		Management board and also the Council's Audit Committee	
9.7	As a minimum, the MRC and the governing body (or equivalent) must receive: a. regular updates on the volume, categories and outcomes of complaints, alongside complaint handling performance; b. regular reviews of issues and trends arising from complaint handling; c. regular updates on the outcomes of the Ombudsman's investigations and progress made in complying with orders related to severe maladministration findings; and d. annual complaints performance and service improvement report.	Yes	Regular meetings with Service Delivery Manager responsible for complaints Quarterly reporting dashboards are also shared with the MRC, this included quantitative data and issues	
9.8	Landlords must have a standard objective in relation to complaint handling for all relevant employees or third parties that reflects the need to: a. have a collaborative and co-operative approach towards resolving complaints, working with colleagues across teams and departments;	Yes	Complaints procedures - Telford & Wrekin Council	

	b. take collective responsibility for any shortfalls identified through complaints, rather than blaming others; and c. act within the professional standards for engaging with complaints as set by any relevant professional body.			
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Response from the Housing Management Board

Telford and Wrekin Council's Housing Management Board has considered the Tenant Satisfaction and Complaint Report 2025/26 and the Housing Ombudsman's Complaint Handling Code self-assessment. The number of complaints has increased this year from five complaints in 2024/25 to 9, and this is reflective of our growing portfolio. We note that one tenant has escalated their concerns to the Housing Ombudsman Service and we await the decision on this case. Where complaints have been upheld action has been taken and lessons learnt which will reduce issues from happening again in the future. We are satisfied that there are processes and procedures in place which will ensure that any complaints from our tenants, and outcomes from our annual tenant survey, will be dealt with and that any complaints and survey findings will be reviewed to identify where improvements can be made. The responses regarding complaints handling have already been reviewed and we are satisfied that the correct processes are in place. The self-assessment demonstrates that any complaints received from our tenants have and will be dealt with in accordance with the statutory complaint handling code.



Councillor Kelly Middleton

Cabinet Member for Cabinet
Member for Public Health &
Unlocking Opportunities for All



Councillor Paul Watling

Cabinet Member for Adult Care &
Independent Living



Councillor Carolyn Healy

Cabinet Member for
Neighbourhoods, Planning &
Sustainability



Felicity Mercer

Executive Director: Adult Social
Care, Housing & Customer
Services



Katherine Kynaston

Director: Housing, Commercial &
Customer Services