
Date of Meeting: 23rd June 2025

Agenda item: 15
Paul Fagan, Housing Services Manager

Report prepared by: Nikki Homewood, Director of Advice and Support Services
Rachael Kenny, Director of Mental Health and Support Services

Contact Details: Paul.Fagan@bht.org.uk
Nikki.Homewood@bht.org.uk
Rachael.Kenny@bht.org.uk

Subject: Complaint Report 2024/25

1. Purpose of Report

- 1.1 This report provides the Board with the Complaint figures for 2024/25 (April 2024 to March 2025).

2. Decisions Required by the Board

- 2.1 The Board is asked to note the report and, in accordance with Housing Ombudsman requirement, provide a response to the report which must be published by 30th June 2025.

3. Points to Note

- 3.1 Sarah Butler is the current Member Responsible for Complaints.
- 3.2 It is noted that quarterly data on complaints has been provided to the OPC from April 2024 and that the report is continuing to evolve.
- 3.3 50% of complaints in 2024/25 were either fully or partially upheld.
- 3.4 It is noted that 61 of the 121 complaints received in 2024/25 relate to issues in and around the area of Phase One.
- 3.5 A number of lessons have been learned/ improvements have been made as a result of complaints received in 2024/25.
- 3.6 Complaint trends will continue to be analysed in future years.
- 3.7 The scope of this BHT Sussex annual report covers complaints that fall outside those services regulated by the Housing Services Ombudsman. From Q1 2025/26 housing and accommodation related complaints will be disaggregated in the quarterly reporting and therefore future annual reports

4. Complaint Data

	2023/24 Apr-Mar	2024/25 Apr-Mar
No. of Complaints Reported	30	121

Outcome of Complaints

	2023/24	2024/25
% Resolved at Stage 1	77%	89%
% Resolved at Stage 2	23%	11%
% Responded to within agreed time	93%	95%
% With an extended timeframe	7%	8%
% Fully upheld	33%	32%
% Partially upheld	17%	18%
% Not upheld	50%	50%
% Complainant satisfied with outcome (where known)	100%	78%

Nature of Complaints

	2023/24	2024/25
% Maintenance Issue	27%	9%
% Client to client Issue	13%	3%
% Service Delivery	40%	33%
% Communication Issue	7%	7%
% Other	13%	46%

Stats Relating to Upheld Complaints (full and partial) (introduced in 2024/25)

	2024/25
% Maintenance Issue	4%
% Client to client Issue	3%
% Service Delivery	37%
% Communication Issue	6%
% Other	*50%

* It is noted that most 'other' complaints relate to issue issues around Phase One

5. Organisational Lessons Learnt / Areas of Improvement Identified

Over the course of 2024/25 several themes have emerged from the complaints received. These will be shared with operational managers for reflection and action at the September OMT.

5.1 The importance of working within a roles remit and responsibility – a number of complaints have emerged where staff have sought to assist in areas that fall outside the scope of their expertise and while staff may have been motivated by a desire to go the extra mile it has resulted in dissatisfaction on the part of a client / tenant.

5.2 Establishing at an early point in an interaction, whether it is a complaint or a referral, the preferred/ correct communication method and route is essential to avoid dissatisfaction.

5.3 61 of the 121 complaints received in 2024/25 relate to issues in and around Phase One (high support homeless hostel in Brighton City centre) and therefore should be reported on here. Phase One records all emails and phone calls regarding anti-social behaviour as complaints to be responded to. Whilst this means that not all complaints have involved residents of Phase One, our residents (and their acquaintances) were causing a significant problem in the area. Whilst there are still issues that arise, the situation regarding Phase One has significantly improved. Actions, areas of improvement, and lessons learned at Phase One that could be considered organisationally:

- All staff (including any bank or agency staff) being trained to respond to callers appropriately and supportively including when a complaint about anti-social behaviour is not related to the Service.
- Establishing how to share information – for Phase One this has been to respond to neighbours that action is being taken without giving information to neighbours when we cannot know how they may use this, or breaching client confidentiality (e.g. client is being evicted, client is being assessed under the Mental Health Act).
- Increasing management presence at weekends – for Phase One the Job Description for the Operational Manager (currently being recruited to) includes weekend management presence.
- A partnership approach to the complaints - we have co-ordinated and chaired a monthly Sillwood Area Meeting to tackle the issues (and continue to do so). Attendees are local residents, the Commissioning team for Phase One and Brighton YMCA (who also run a service in the area), Brighton YMCA, and attendees from: the Community Safety Team, Sussex Police, the Neighbourhood Policing Team, CGL Street Outreach Team, CGL Criminal Justice Team, CGL Rough Sleepers Drug and Alcohol Team, Brighton Crime Reduction Partnership, and the councillor for Regency ward. This partnership approach has proved effective, and to be an informative and supportive forum for local residents.
- Developing a trusting relationship with a neighbour who can act as a means of information and communication between neighbours and ourselves - Simon

Treen (Senior Manager, Phase One) and I meet fortnightly with one neighbour who is able to report to us regularly on any problems or potential problems. We have been able to establish a positive ongoing relationship with a neighbour who understands our work and wants to work with us. We have also been able to assist with significant anti-social behaviour from local Air B and B's and one B and B/Hotel in particular.

- We identified Concept Security to conduct 2 patrols per day (one between 11pm and 1am and one between 3am and 4am). The timings were agreed with neighbours. Concept Security provide us with a daily report. The patrol activity/action relating to Phase One is low; however, they have provided neighbours with much needed reassurance and also further demonstrated our commitment to resolving the problems. We have created a simple (internal) reporting spreadsheet to log activity relating to (a) Phase One (b) Brighton YMCA (c) Hotels/Air B&B's (d) Neighbour personal issues e.g. locked out of flat (e) Wider suspicious activity including vehicles, and individuals. We will be able to review this to monitor when we can potentially pause the patrols. The spreadsheet will also be able to be shared with neighbours to evidence activity. We review the patrols on a monthly basis.

6. Audit

- 6.1 In Q4 2024/25 BHT Sussex was subject to an internal audit on Tenant Satisfaction Measures. The organisation's complaints procedure was reviewed as part of this. The audit recommended that BHT Sussex, by 30/03/25:
- Review and update the complaints report to ensure all key fields are complete and that complaint resolution dates are added.
 - Evidence supporting the preparation of performance measures will be retained.
- 6.2 Both recommendations are already being addressed as part of our ongoing development of complaint reporting

7. Tenant Scrutiny Panel

- 7.1 In October 2024 it was agreed that quarterly and annual complaints reports would be submitted to the panel and that comments/ responses would be recorded and shared as part of the reports.
- 7.2 The panel have had oversight of the Q3 and Q4 2024/25 reports and from Q1, following the completion of the ASB report that they are currently prioritising, will provide a response on a quarterly basis and for the 2025/26 annual report.