

Annual Complaints Review 2025 – 2026 (year ending 31st March 2026)

This report summarises the organisation’s annual performance / compliance when handling complaints in the following areas:

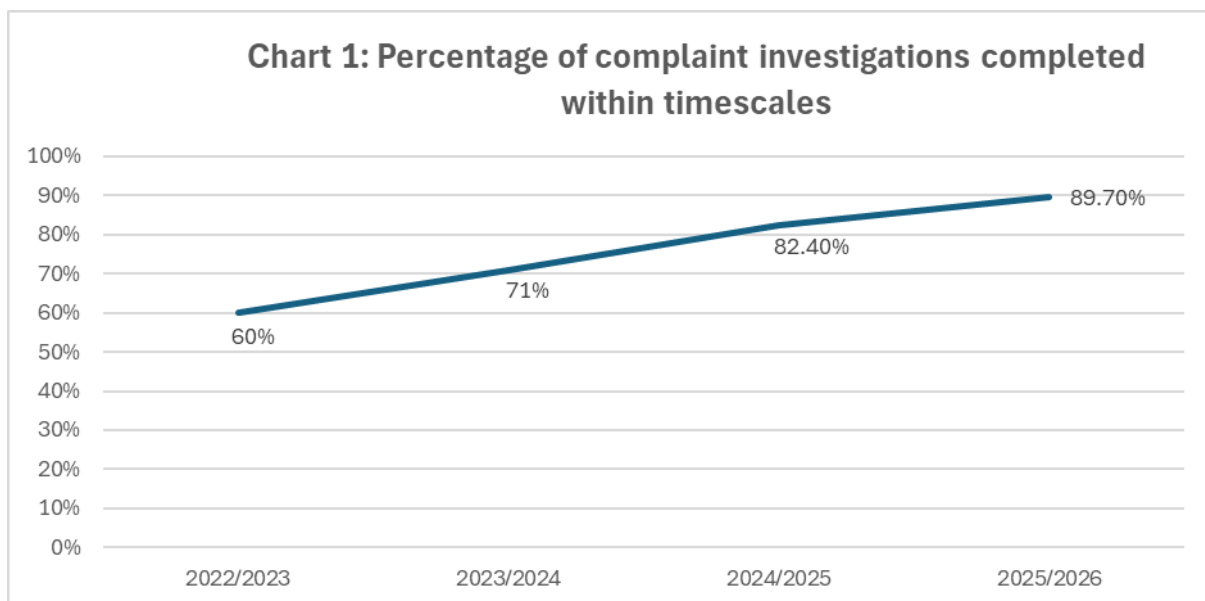
- 1. An overview of complaints performance for 2025 – 2026**
- 2. An overview of the organisational learning from complaint investigations**
- 3. An update of progress against the Housing Ombudsman Complaints Self-Assessment**
- 4. Summary**

1. An overview of complaints performance for 2025 – 2026

There were 68 complaints made during the period, compared to 17 in 2024-2025.

This threefold increase is attributable to the launch of a new complaint management database in Sept 2025 and complaint learning being more visible across the organisation.

89.7% of complaints were completed within 10 days, an improvement compared to 2024-2025 (82.4%), and a significant improvement compared to 2023-2024 (71%). See Chart 1 below.

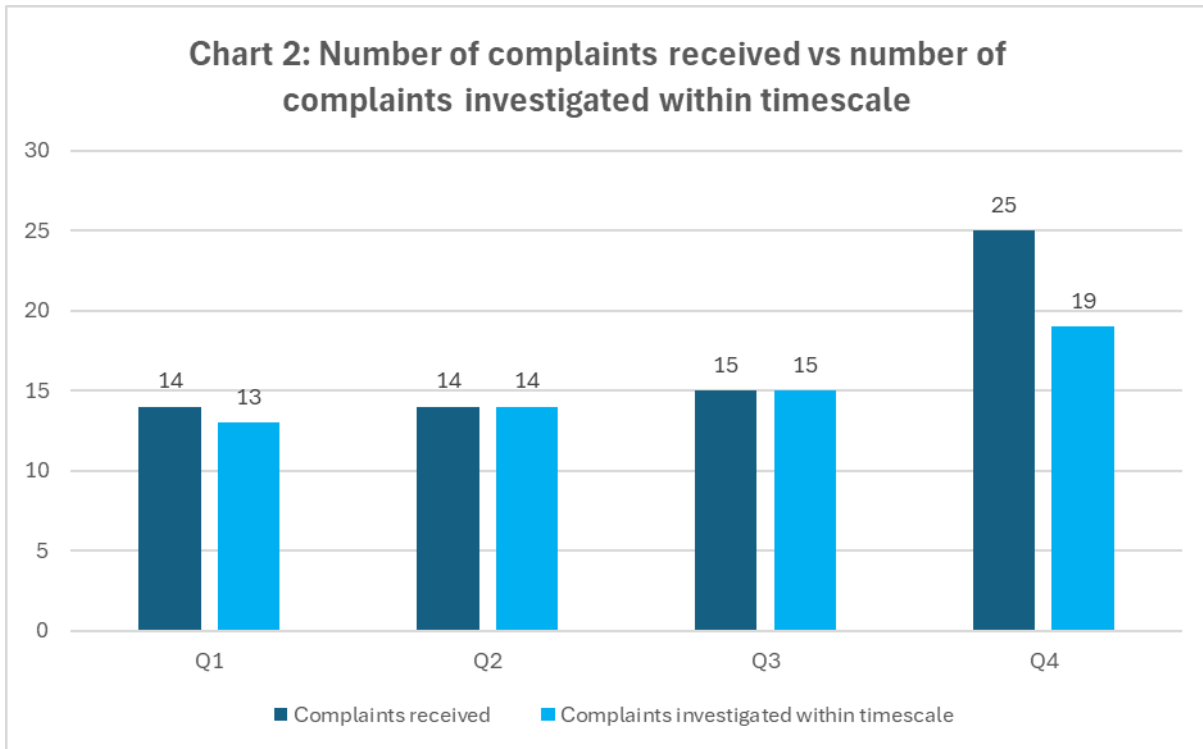


Reasons for the completion delays (7 out of 68) in 2025-2026 included:

- staff annual leave,

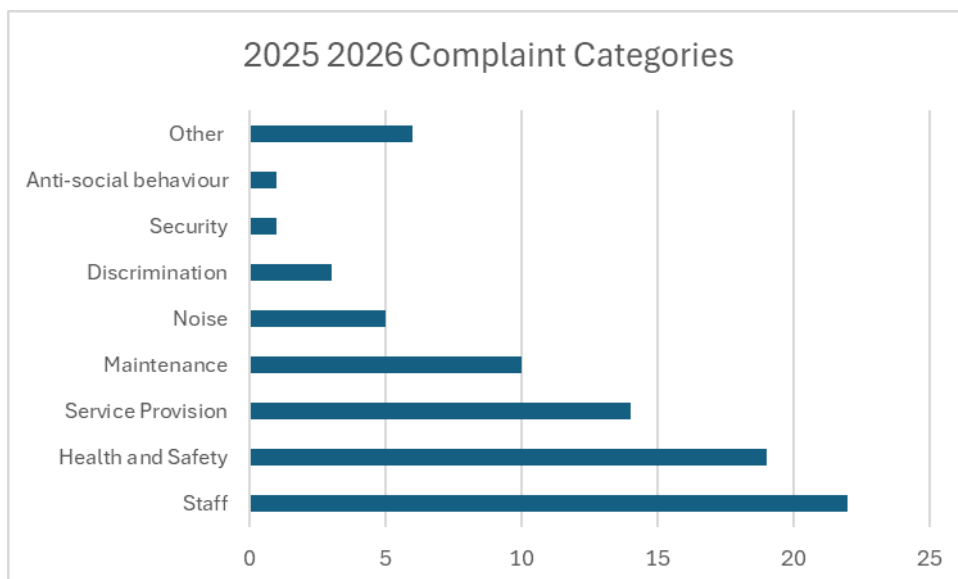
- two residents requesting the investigation meetings be delayed due to sickness,
- the availability of staff and residents to organise the investigation meetings
- the complexity of the investigation requiring additional time.

Chart 2 shows the number of complaints the organisation received during 2025-26 and performance against completion time (10 working days for Stage 1, 20 working days for Stage 2).



The increase in the number of complaints recorded in Q4 is likely attributed to the use of Vatrix, the complaints database launched in Q3. The database has enabled more visibility of complaints, more oversight from the complaints lead and an improvement in recording overall.

Chart 3 highlights the complaints received by category. Please note that a complaint can be made about multiple topics at once so the number of complaints does not tally with the number of complaints per complaint categories.



2. Learning from 2025-2026 Complaints

Progress has been made with collating learning from complaints within projects and across the organisation. Learning is discussed at the monthly Managers Meeting to share good practice and drive organisational changes.

The following trends and practice improvements have been identified across the year:

Learning	Action taken
We often receive complaints about agency staff not following procedures.	We led a recruitment drive to recruit additional bank staff, especially night workers.
The pet policy did not allow for emotional support pets to be considered.	The policy was reviewed by the Resident Engagement Committee and emotional support pets are now considered.
We do not always inform residents of the actions we have taken following anti-social behaviour incidents.	The learning was discussed in a team meeting and at Managers meetings.
Investigating noise complaints at night can be challenging for night workers.	We have broadened the use of a security company to 2 more sites.
Dissatisfaction with service requests (especially Maintenance and Health and Safety) did not effectively escalate to a formal complaint.	Managers have received additional guidance on complaint management at the Managers Meetings. The complaint database was launched in September

	2025 to improve complaint management.
Our teams need better tool to record and manage repairs.	We have launched a repairs and maintenance database in February 2026.

3. An update of progress against the Housing Ombudsman Complaints Self-Assessment

The self-assessment has 72 areas against which the organisation can measure itself. We are compliant in 72 areas.

We have identified that our practice could further improve in the following areas:

Item	Action required
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.	Action tracking needs to improve to ensure timely actions are taken. This will be a focus for 2026/2027.
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.	Recording of client satisfaction is not consistent across services. Data Lead will focus on improving this recording in 2026/2027.

The Self-assessment is reviewed annually and is published on the website.

4. Summary

It is clear from our performance figures that the organisation has made improvements with resolving complaints within set time scales though the target should always be 100%.

We have improved our practice over the last 12 months by:

- Developing and launching a complaint management database
- Exploring and discussing complaint management expectations in our Managers Meeting to drive a culture change
- Reflecting on the learning from complaints in individual services and in organisation wide forums

- Extracting learning from complaints more effectively in our Quarterly Compliance reports to the Board and in our Learning Bulletin for staff

In 2026/2027, we are confident that our Complaint management database will:

- Strengthen our recording and processing of complaints
- Improve the completion of actions resulting from investigations
- Influence organisation wide learning
- Improve our services and the experience of our tenants