



Complaints, Performance and Service Improvement Report 2025/26

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Introduction

Every complaint gives us an opportunity to better understand what matters most to our customers.

This report explains how we handled complaints during 2025/26, what we learned from the feedback customers shared with us, and how we have used that learning to improve our services and customer experience.

We are committed to being open, accountable, and focused on continuous improvement. Listening to feedback helps us identify what is working well, where we need to do better, and how we can make positive changes that matter to our customers.

We met with InsightXchange, our tenant scrutiny group, to discuss complaints performance outcomes and to review the results of our self-assessment against the Housing Ombudsman's Complaint Handling Code. They were satisfied that the information presented demonstrated compliance with the Code and supported our approach to learning from complaints and driving service improvement.

Understanding this report

Key	Explanation
	A red arrow indicates where we have identified a negative trend compared with the previous year. • An upward-facing arrow indicates an increase. • A downward-facing arrow indicates a decrease.
	A green arrow indicates where we have identified a positive trend compared with the previous year. • An upward-facing arrow indicates an increase. • A downward-facing arrow indicates a decrease.
	A white arrow indicates a trend which is neither positive nor negative compared with the previous year. • An upward-facing arrow indicates an increase. • A downward-facing arrow indicates a decrease.
	A dash indicates where something has stayed similar to the previous year. • A green dash indicates we are in a positive position. • A red dash indicates an area we would still like to improve.

At the end of this report, we have included some further explanations under the *glossary - definitions and guidance* section, such as the service areas included under each department and Housing Ombudsman findings.

Message from our Board

We have reviewed the 2025/26 Complaints Performance and Service Improvement Report and the annual self-assessment against the Housing Ombudsman's Complaint Handling Code and are pleased to approve both documents. Complaints play an important role in helping us understand customers' experiences, identify where things have gone wrong and improve the services we provide.

Throughout 2025/26, we continued to focus on improving complaint handling, learning from feedback and strengthening how customer insight is used to drive service improvement. We have received assurance that complaint performance has been monitored throughout the year, learning has been identified and acted upon, and appropriate governance arrangements remain in place through Housing and Communities Committee, the Member Responsible for Complaints and Board.

The service improvements delivered as a result of complaints and customer feedback are welcomed, and we support the continued focus on using complaints as a valuable source of insight. We also recognise that there are areas where further improvement is needed. In particular, customer satisfaction with complaint handling has reduced and we expect a continued focus on understanding the reasons

for dissatisfaction, improving communication and keeping customers informed throughout the complaints process.

Having reviewed the annual self-assessment, we are satisfied that our complaints policy, procedures and practices remain compliant with the requirements of the Housing Ombudsman's Complaint Handling Code. We will continue to seek assurance that complaint handling remains accessible, fair, transparent and focused on putting things right when things go wrong.

We would like to thank everyone who has taken the time to share feedback, raise concerns or make a complaint. The feedback received helps us understand what matters most to the people who use our services and plays an important role in shaping future improvements. We remain committed to listening, learning and taking action so that we can continue to improve the experience provided to customers and communities.

Complaints Performance

Complaint handling performance remained strong throughout the year, with complaints managed in line with the requirements of the Housing Ombudsman's Complaint Handling Code. Extensions were used only where necessary and our focus remained on resolving complaints as quickly and effectively as possible.

Performance in acknowledging complaints in time improved compared with the previous year. The number of complaints received remains below the sector average. While this may reflect our strong performance against service standards, we continue to welcome complaints and are committed to ensuring it is fair and accessible so customers can easily raise concerns and feel confident that we will listen when things go wrong.

Satisfaction with complaint handling was below target and lower than the previous year. Feedback from customers who completed a complaints survey was generally positive, although response rates were significantly lower than in the previous year. As a result, a revised survey approach was introduced to encourage greater participation and provide a more representative understanding of customer experience.

The Tenant Satisfaction Measure result for complaint handling satisfaction did not meet target. Analysis showed that not all

customers who responded had raised a complaint but had reported anti-social behaviour, had a repair issue or provided feedback on a service via a customer satisfaction survey.

Customers can make a complaint through a range of channels, including telephone, face-to-face and digital services. To support accessibility, we have continued to promote our [Guide to Giving Feedback](#) and provide colleagues with training to help them identify and manage complaints appropriately.

Overall, we continue to handle complaints within required timescales and provide customers with a range of ways to raise concerns and feedback. During the coming year, our focus will be on improving customer satisfaction by embedding the revised Compensation and Remedies Procedure, encouraging engagement with tenants who are less likely to use the service, and providing refresher training to strengthen the identification and early resolution of complaints.



Performance Measures

Complaints performance is assessed against six measures. In 2025/26, there was an increase in performance across most measures except complaint handling

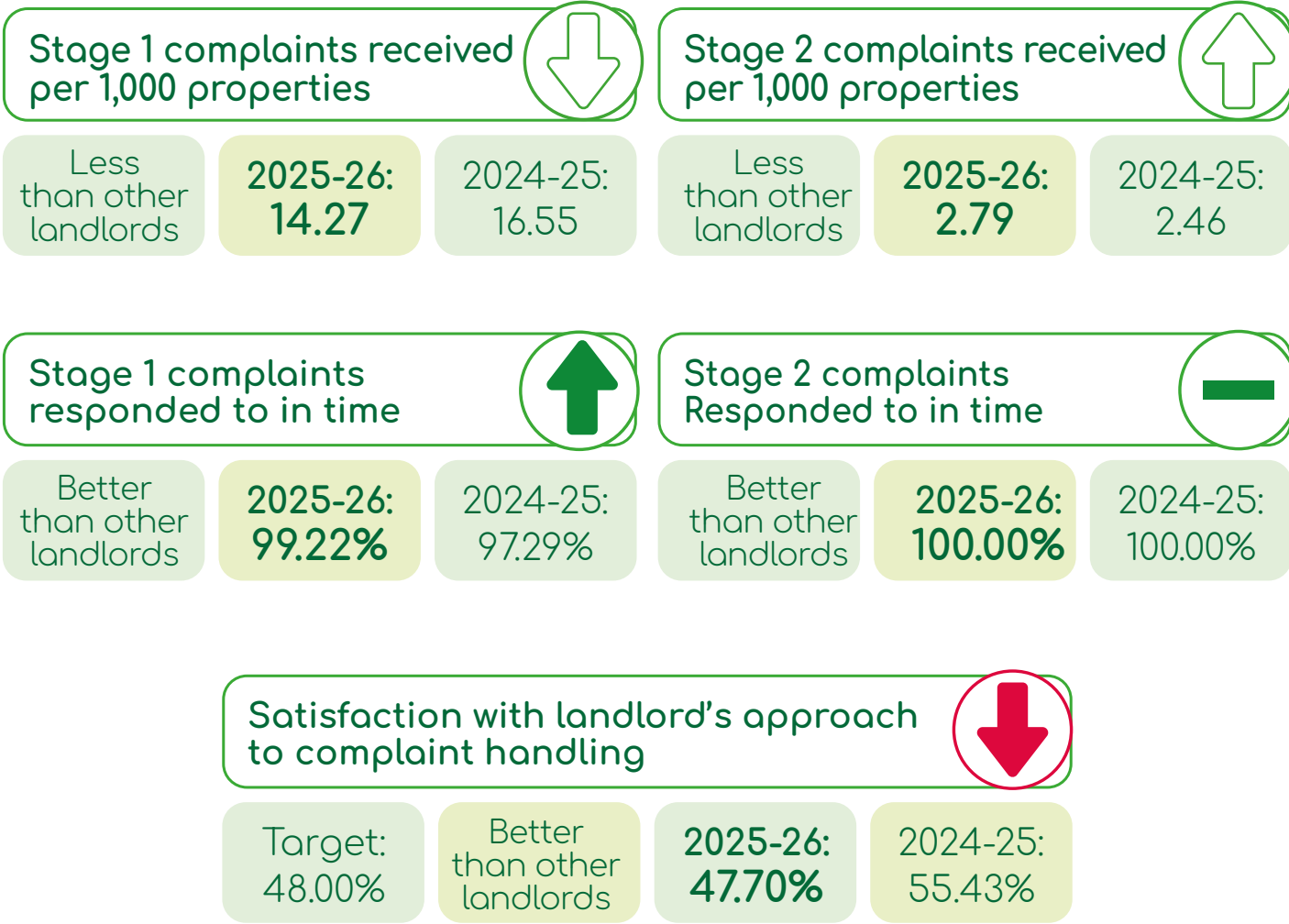
satisfaction. Improving satisfaction with complaint handling is an area of focus for 2026/27.

Complaint handling satisfaction Target: 93.00%2025-26: 87.88%2024-25: 92.59%	Housing Ombudsman timescales met Target: 100.00%2025-26: 99.38%2024-25: 97.83%
Complaints, acknowledged, logged and defined within 5 working days Target: 100.00%2025-26: 97.50%2024-25: 97.83%	Stage 1 Complaints investigated in 10 working days Target: 95.00%2025-26: 94.78%2024-25: 91.88%
Stage 2 Complaints investigated in 20 working days Target: 95.00%2025-26: 92.31%2024-25: 91.67%	Average stage 1 investigation timescale Target: 10 working days2025-26: 9.69 working days2024-25: 10.16 working days

Tenant Satisfaction Measures Performance

The Tenant Satisfaction Measures (TSMs) are a set of 22 standardised measures, introduced by the Regulator of Social Housing to help tenants understand how their

landlord is performing compared to others across the sector. The 5 measures below relate to complaint handling.



Complaints (by type)

Stage 1 Complaints

A Stage 1 complaint is the first step in our two-stage complaints process. A complaint can include more than one issue, which we refer to as complaint points. We will investigate the issues customers have raised and aim to provide our response within 10 working days.

The number of complaints investigated and closed reduced compared with 2024/25. This reduction was driven by fewer complaints across different service areas.

Most complaints were resolved at Stage 1, demonstrating effective early resolution and reducing the need for escalation through the complaints process. The proportion of complaint points upheld remained broadly consistent with the previous year, indicating no significant change in the nature or outcome of complaints received.

Analysis of complaint themes shows that the reduction in complaints was mainly driven by fewer complaints relating to

damp and mould, empty homes, customer experience, tenancy management and development. In contrast, complaints relating to anti-social behaviour, planned works, tenant alterations and communal cleaning increased during the year. Responsive repairs remained the most common area for complaint.

The main causes for complaints were concerns about quality, delays, perceived inaction and customers not being kept updated. These themes have informed service improvement activity and will continue to be monitored to identify opportunities to improve service delivery and customer experience.



Stage 1 Complaints

Stage 1 Complaints Investigated

134 complaints
26 less than in 2024/25



241 individual complaint points
47 less than in 2024/25



Stage 1 Complaint Point Outcomes

Upheld
137 (57.68%)
complaint points

1.43%
more upheld than
2024/25



Upheld Stage 1 Complaint Themes

Inaction and delays

Complaints where we should have taken action sooner, meaning the issue was not resolved in good time.

Quality of work

Complaints where a service hasn't met our standards, such as a repair or casework.

Not keeping residents updated

Complaints where we have not communicated effectively with residents to tell them about the progress of a case.

Complaints Resolved at Stage 1

108 (80.60%)

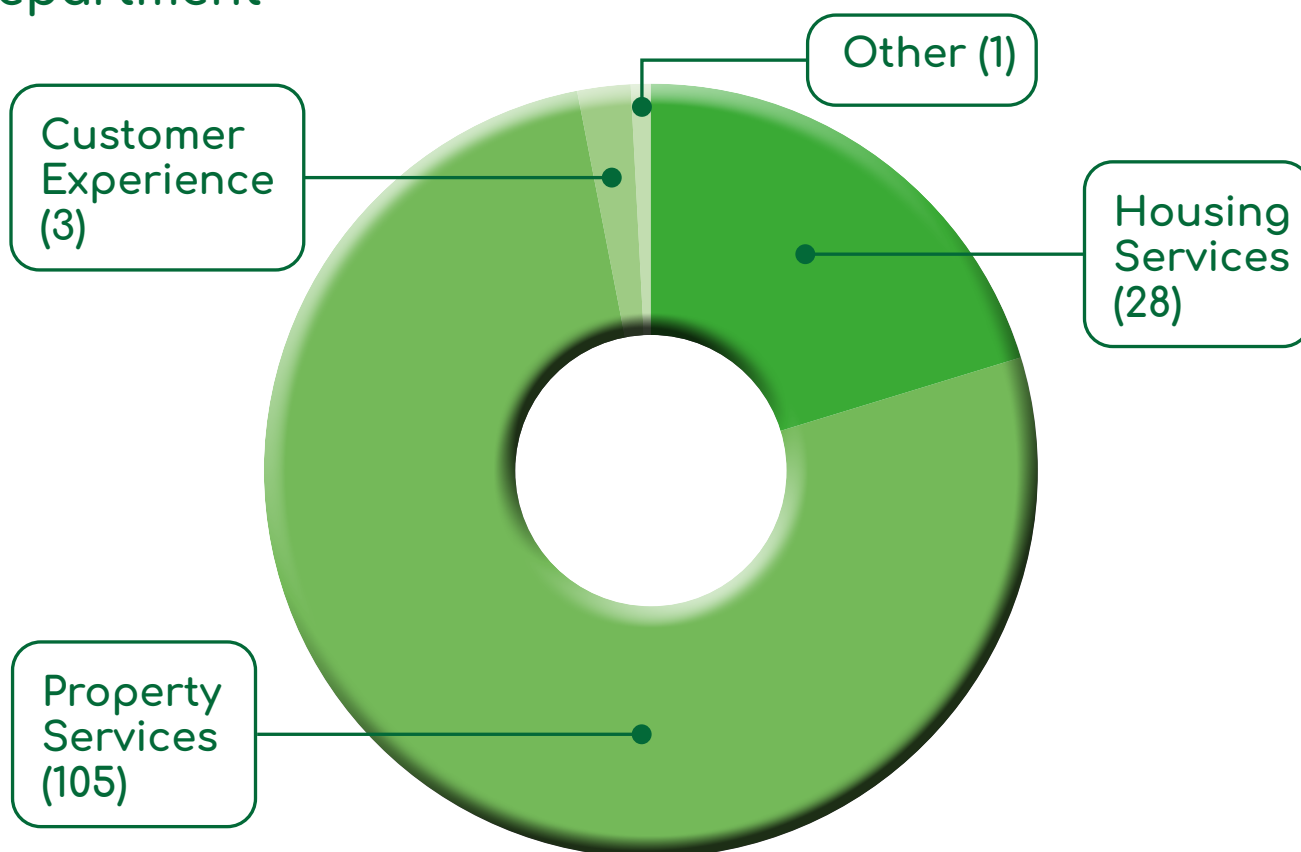
complaints resolved
at Stage 1

26 (19.40%)

complaints escalated to
Stage 2, compared to 24
in 2024-25



Number of Upheld Stage 1 Complaint points per Department



You can find out more about the teams within each department further on in this report and in the *glossary - definitions and guidance* section.



Stage 2 Complaints

We resolve most complaints at Stage 1. Where a customer remains dissatisfied with the outcome, their complaint can be reviewed at Stage 2. In line with the Housing Ombudsman's Complaint Handling Code, customers are not required to provide a reason for requesting escalation.

A Stage 2 complaint is a review of the Stage 1 response and is the final step in our two-stage complaints process. We will look at how a customer's complaint was handled and consider whether the original decision was fair and reasonable. We aim to complete our review and provide a final response within 20 working days.

Following changes to the Complaint Handling Code introduced in April 2024, any customer who remains dissatisfied after a Stage 1 investigation can progress their complaint to Stage 2. During 2025/26, the proportion of complaints escalated to Stage 2 increased compared with previous years. This reflects the changes to the Code and is consistent with the increase in escalations seen

since the revised requirements were introduced.

A review of Stage 2 outcomes found that only a small proportion of Stage 1 decisions were overturned. This demonstrates that, in most cases, Stage 1 investigations were considered appropriate, evidence-based and consistent with our complaints policy. The proportion of decisions overturned remained broadly in line with the previous year.

We mainly overturned cases where further information or evidence was identified during the Stage 2 review, which had therefore not been considered in the Stage 1 complaint.

Stage 2 Complaints (continued)

Stage 2 Complaints Investigated

26 complaints
2 more than in 2024/25



60 individual complaint points
11 more than in 2024/25



Stage 2 Complaint Point Outcomes

Upheld
29 (48.33%)
complaint points

4.73%
less upheld than 2024/25



Upheld Stage 2 Complaint Themes

Inaction and delays

Complaints where we should have taken action sooner, meaning the issue was not resolved in good time.

Quality of work

Complaints where a service hasn't met our standards, such as a repair or casework.

Wrong action or advice

Complaints where we have made an error in judgement or the information we have given a customer.

Stage 1 Decisions Overturned at Stage 2

5 (8.33%)

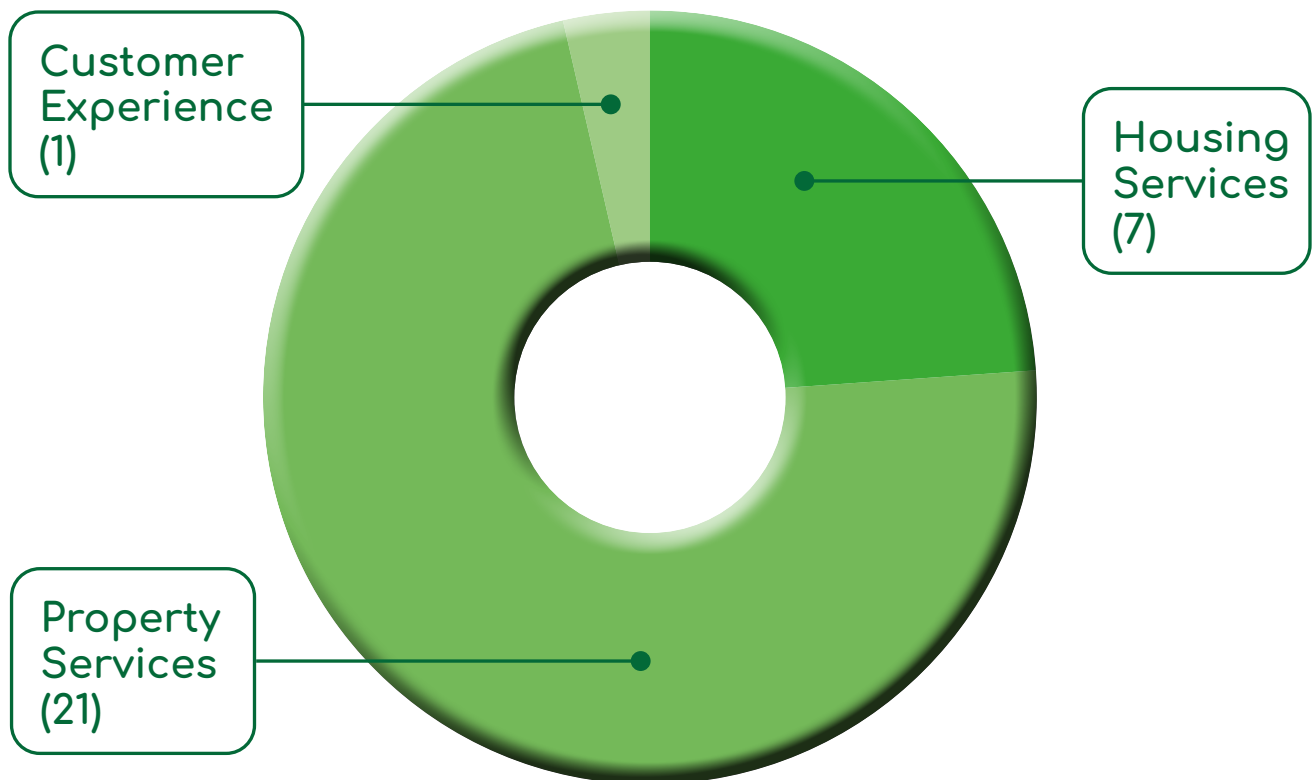
Stage 1 decisions were overturned from 'not upheld' to 'upheld' at Stage 2

5.96%

Decrease in Stage 1 decisions being overturned at Stage 2



Number of Upheld Stage 2 Complaints per Department



You can find out more about the teams within each department further on in this report and in the *glossary - definitions and guidance* section.

Excluded Complaints

Every complaint is different, and we carefully consider each case and the individual circumstances when reviewing the concerns raised.

There are some situations where we cannot investigate an issue under our Complaints, Compliments and Feedback Policy. These are known as complaint exclusions.

Examples of when we would not open a complaint are set out in section 5.5 of our Policy and include

- An issue we have already investigated through our complaints process
- An issue that the customer was aware of more than 12 months before contacting us
- An issue where legal proceedings have started, and the Claim Form and Particulars of Claim have been filed with the court
- An anonymous complaint where there is not enough information for us to investigate

Reason for Exclusion	Number of Exclusions
Not a Livin service or asset (e.g. Durham County Council issue)	38
An issue which has already been through our complaints process	4
Issue currently going through an appeals process	4
An issue where legal proceedings have started	2
Duplicate contact which is already in our complaints process	2
Anonymous complaints with not enough information	1
An issue that the customer was aware of more than 12 months before contacting us	1
Total	52

Complaints (by department)

Complaints are reported against the service area responsible for delivering the service and then categorised by complaint theme.

The following sections summarise complaint performance and learning across each customer-facing department.

Property Services

Property Services is responsible for maintaining homes, keeping customers safe and ensuring neighbourhoods are well maintained. This includes repairs, planned improvements, damp and mould, empty homes, grounds maintenance, communal cleaning and safety checks such as gas servicing and electrical testing.

Housing and Communities

Housing and Communities supports customers to manage and sustain their tenancy, access housing services and build safe, thriving communities. This includes

tenancy management, anti-social behaviour, lettings, allocations, rent and money support, aids and adaptations, and community regeneration activities.

Customer Experience

Customer Experience helps customers access services, share feedback and influence how services are delivered. This includes the customer service centre, complaints and feedback management, and customer insight and engagement activities.

Development

Development is responsible for delivering new homes and managing development-related activities, including land, property and commercial lease matters.

Learning from Complaints

As part of complaint investigations, we look for opportunities to learn and improve. We call these wider learning opportunities. By identifying and acting on these learning opportunities, we can improve our services and provide a better customer experience.

Over the year, we identified wider learning actions, including:

- 37 individual learning actions

- 93 team learning actions

- 18 service improvements

The number of actions has increased from 2024/25, demonstrating a continued commitment to learning from complaints.

Under each department you will find a summary of the learning identified from complaints.

Property Services

Property Services saw a reduction in complaint volumes compared with the previous year. While fewer complaints were received overall, the proportion upheld remained broadly unchanged.

The main avoidable causes of complaints were delays in completing agreed actions and poor communication with customers. In some cases, these issues contributed to complaints escalating to Stage 2. Responsive repairs continued to generate the highest level of complaint activity. Although complaint numbers remained low relative to the volume of repairs completed, complaints commonly related to delays, communication and the management of complex repairs, which often required specialist resources or multiple visits to resolve.

Complaints about the quality of work reduced slightly, although concerns about workmanship and quality assurance continued. Common themes included the standard of work completed and the condition in which homes were left following repairs.

Complaints relating to delays and perceived inaction also reduced but remained a significant cause of dissatisfaction. Some complaints involved repair escalation cases and coincided with staffing changes within the Property Services team.

Complaints relating to damp and mould reduced significantly, suggesting that actions taken following complaint learning in the previous year have had a positive impact. However, complaint levels increased towards the end of the year, mainly due to delays and communication issues during a period of increased inspection activity.

Complaints about planned works increased and continued to have a high uphold rate. Most upheld complaints related to workmanship and contractor communication, highlighting the need for continued focus on effective partnership working.

Learning from complaints has led to improvements in monitoring agreed remedies, customer communication, operative learning and repair escalation management. Further improvement activity will focus on using data to identify emerging issues earlier, strengthening case management and record keeping, and improving customer liaison throughout the repairs process.



Property Services

Complaint learning continues to be routinely reviewed and translated into service improvement actions. The strongest themes identified during the reporting period relate to repair quality, customer communication, damp and mould case management, and the delivery of planned works.

Learning has been embedded through targeted training, contractor management, process reviews, updated customer communications, strengthened record keeping, and enhanced quality assurance arrangements.

These actions demonstrate that complaints are being used proactively to improve services and prevent recurrence, in line with the Housing Ombudsman’s Complaint Handling Code and expectations regarding learning from complaints.

Stage 1 Complaints Investigated

99

complaints

21 less than 2024/25



169

individual complaint points

34 less than 2024/25



Stage 1 Complaint Point Outcomes

Upheld

105 (62.13%)

complaint points



0.55%

more upheld than 2024/25



Upheld Stage 1 Complaint Themes

Inaction and delays

Some complaints were linked to a backlog of less straightforward repair cases, partly associated with employee changes within the Property Services team.

Quality of work

Common issues included operatives not using shoe coverings and not keeping homes tidy during or following works.

Service Areas in Focus

2025/26 Stage 1 complaints compared with 2024/25 Stage 1 complaints

Responsive Repairs Service

71complaints



112complaint points

71 upheld complaint points

63.39%



2

More complaint points than 2024-25 (vs 110)



1.16%

Decrease in upheld complaint points (vs 64.55%)

Upheld Stage 1 Complaint Themes

Inaction and delays

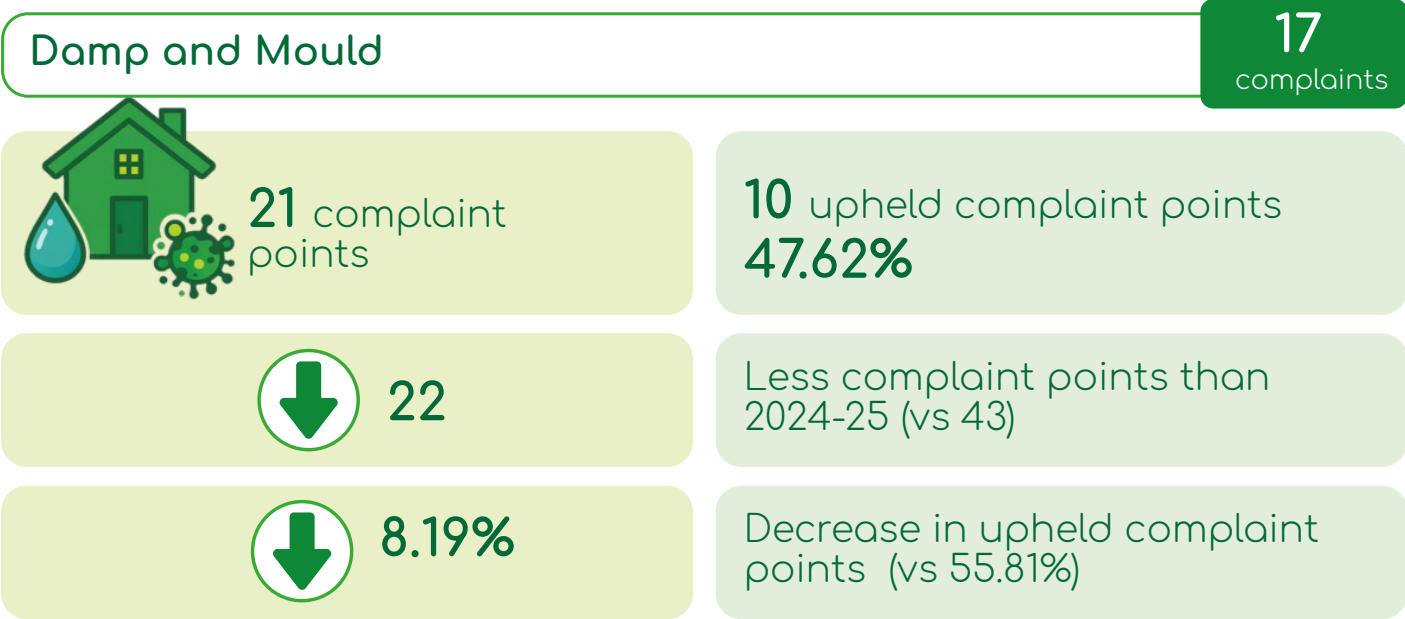
Customers were not always kept informed about delays, progress or next steps.

Quality of work

Complaints highlighted issues with workmanship, damage prevention and completion of repairs.

	Learning Opportunity	Improvement
Inaction and delays	Improve customer communication throughout the repair journey.	Reinforced expectations around customer updates, managing delays and communicating repair outcomes.
Quality of work	Improve quality standards and consistency of service delivery.	Reinforce quality expectations through contractor briefings, focusing on workmanship, protection of homes and completion of works.

Property Services



Upheld Stage 1 Complaint Themes

Inaction and delays

Complaints identified delays and inconsistencies in the management of damp and mould cases. Customers were not always clear about inspection outcomes or the actions being taken.

	Learning Opportunity	Improvement
Inaction and delays	Improve oversight, recording and coordination of cases.	Strengthened inspection processes, case recording and coordination of damp and mould repairs.
	Improve communication and expectation management.	Introduced clearer communication on inspection findings, identified issues and planned remedial works.

Planned Works

9
complaints



14 complaint
points

13 upheld complaint
points
92.86%



8

More complaint points than
2024-25 (vs 6)



7.14%

Decrease in upheld complaint
points (vs 100.00%)

Upheld Stage 1 Complaint Themes

Quality of work

Complaints highlighted issues relating to site standards, property protection and customer experience during works. Customers wanted clearer information about planned works and how these would affect them.

Learning Opportunity

Improvement

Quality of work

Help customers
better understand
what to expect before
works start.

Updated customer
communications to
provide clearer
information about
planned works, access
arrangements and
programme delivery.

Improve consistency
in the delivery of
planned works.

Reinforced contractor
standards covering
workmanship, respect
for customers'
homes and site
management
expectations.



Housing and Communities

Housing and Communities received fewer complaints than Property Services; however, the proportion of complaint points upheld increased slightly compared with the previous year. Half of all complaint points were identified as avoidable, with the most common causes relating to communication, delays and a lack of clarity for customers. These themes continue to be a focus for service improvement activity.

Our handling of anti-social behaviour (ASB) generated the highest level of complaint activity within Housing Services. Both complaint volumes and the proportion of complaints upheld increased during the year. Analysis identified recurring issues relating to communication with complainants and the quality of correspondence issued to ASB subjects.

Complaints relating to ASB reduced significantly after Quarter 2. In response to complaint learning, improvements were introduced, including additional training on case recording and procedural compliance, updates to the ASB procedure to promote the consistent use of communication plans throughout a case, and strengthened quality assurance arrangements for correspondence.

Handling of anti-social behaviour (ASB) was the biggest source of complaints within Housing Services. Complaint numbers increased during the year, and almost half of the issues raised were upheld.

Housing and Communities

Stage 1 Complaints Investigated

33 complaints
5 less than 2024/25



61 individual complaint points
12 more than 2024/25



Stage 1 Complaint Point Outcomes

Upheld
28 (44.83%)
complaint points

5.08%
more upheld than
2024/25



Upheld Stage 1 Complaint Themes

Behaviours

Complaints where our communication fell below our expected standards, including not adapting to customers' individual needs.

Quality of work

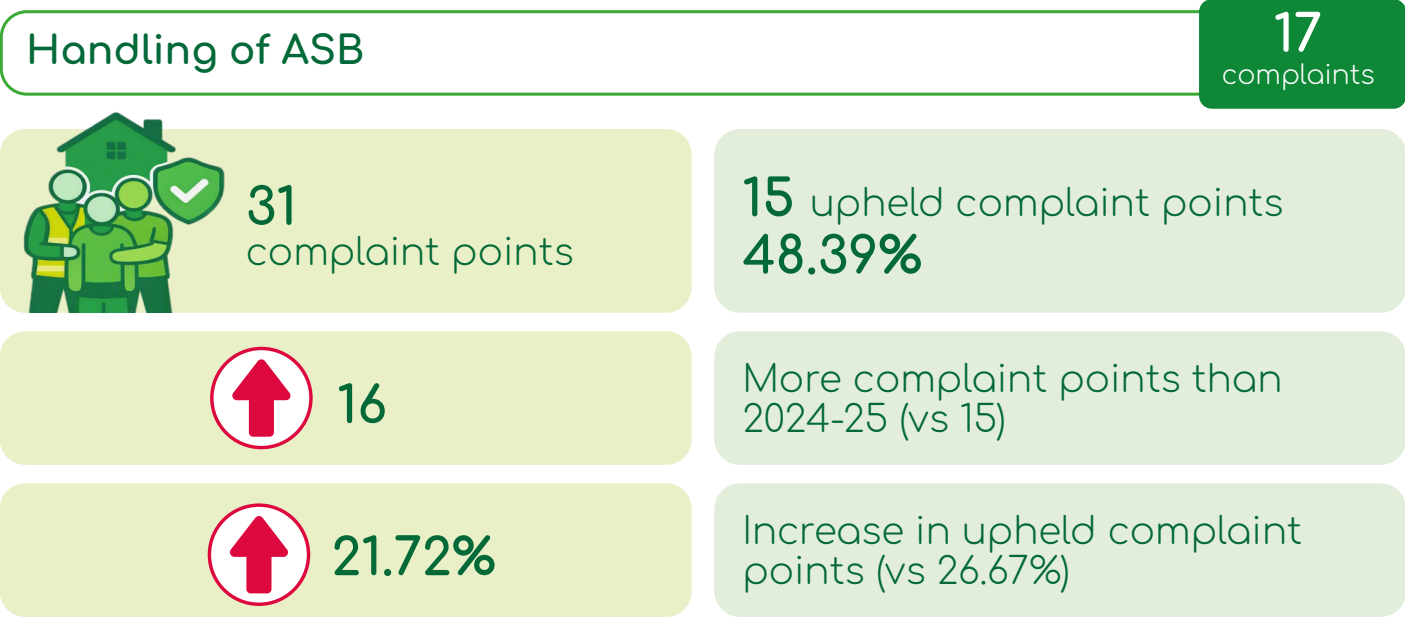
Complaints highlighted issues with case handling, opportunities to improve record-keeping and agreeing the frequency and ways of providing updates for ongoing ASB cases.

Wrong action or advice

Complaints where we have given the incorrect advice to customers causing delays and inconvenience. For example, responsibility for pest issues.

Service Areas in Focus

2025/26 Stage 1 complaints compared with 2024/25 Stage 1 complaints



Upheld Stage 1 Complaint Themes

Quality of work
Complaints highlighted inconsistencies in case recording and investigation quality. Customers did not always receive clear updates or explanations of decisions.

	Learning Opportunity	Improvement
Quality of work	Improve consistency, record keeping and case management.	Delivered training, strengthened record-keeping standards and improved processes for managing ASB reports.
	Improve communication and ensure a consistent customer experience throughout the case journey.	Improved case handovers, strengthened quality assurance for correspondence, and reviewed tenancy enforcement communications.

Housing and Communities

Tenancy Management

7 complaints



10 complaint points

3 upheld complaint points
30.00%

 6

Less complaint points than 2024-25 (vs 16)

 1.25%

Decrease in upheld complaint points (vs 31.25%)

Upheld Stage 1 Complaint Themes

Taking the wrong action/giving wrong advice

Complaints identified occasions where tenancy processes were not applied consistently. Instances of incomplete records and communication gaps affected case management.

	Learning Opportunity	Improvement
Taking the wrong action/giving wrong advice	Improve awareness and consistent application of procedures.	Provided refresher guidance and training on key tenancy management processes.
	Strengthen record keeping and partnership working.	Improved case recording requirements and updated procedures to support more effective information sharing.

Allocations

4
complaints



6 complaint
points

4 upheld complaint points
66.67%



4

More complaint points than
2024-25 (vs 2)



33.33%

Decrease in upheld complaint
points (vs 100.00%)

Upheld Stage 1 Complaint Themes

Behaviours

Customers were unclear about the housing application requirements and next steps. Our tone of voice did not always reassure customers, and there were instances where we did not adapt our services to meet customers' individual needs.

Learning Opportunity

Improvement

Behaviours

Improve clarity and
reduce avoidable
enquiries.

Introduced
clearer customer
communications
explaining application
requirements and
processes.

Improve our
communications and
ensure reasonable
adjustments are
captured and
understood.

Improved the tone
and clarity of our
communications
and introduced
stronger processes
to ensure reasonable
adjustments are
identified, recorded
and acted upon
consistently.

Customer Experience and Insight

Our Customer Experience and Insight Team help you access services, share your feedback and have your concerns resolved fairly. We listen to what customers tell us through our Customer Services, Complaints and Feedback Team and Customer Voice Team. We use this feedback to improve our services and help provide a better customer experience.

There was a significant reduction in both overall and upheld complaints compared to 2024/25. Customer Services, which handles around 76,000 customer contacts each year, received the highest number of complaints, but volumes

fell significantly and remained low relative to contact levels. Complaints about complaint handling also reduced, with a lower uphold rate, reflecting improvements in how complaints are managed, investigated and resolved.

Stage 1 Complaints Investigated

9 complaints

13 less than 2024/25



10 individual complaint points

17 less than 2024/25



Stage 1 Complaint Point Outcomes

Upheld

3 (30%)

complaint points

25.56%

less upheld than 2024/25



Upheld Stage 1 Complaint Themes

Behaviours

Complaints where an interaction has left a customer unhappy, such as a perceived lack of empathy during a complaint investigation

Wrong action or advice

Complaints where we have made an error in judgment or in the advice we have provided to a customer, such as providing incorrect advice relating to upcoming repair work.

Service Areas in Focus

2025/26 Stage 1 complaints compared with 2024/25 Stage 1 complaints

Customer Services

6 complaints



7 complaint points

2 upheld complaint points
28.57%



13

Less complaint points than 2024-25 (vs 15)



12.47%

Decrease in upheld complaint points (vs 55.33%)

Upheld Stage 1 Complaint Themes

Taking the wrong action/giving wrong advice

Complaints identified occasions when enquiries were not recorded or progressed correctly, leading to delays and avoidable customer effort. Complaints highlighted the importance of accurate records and understanding customer needs and repair history.

	Learning Opportunity	Improvement
Taking the wrong action/giving wrong advice	Improve consistency when handling customer enquiries and service requests.	Provided refresher guidance and training to improve enquiry handling, job raising and escalation processes.
	Improve the quality of information used to support customer interactions and decision-making.	Reinforced record-keeping standards and improved guidance for reviewing customer information before providing advice.

Customer Experience and Insight

Complaints and Feedback

3 complaints



3 complaint points

1 upheld complaint point
33.33%



6

Less complaint points than
2024-25 (vs 9)



22.23%

Decrease in upheld complaint
points (vs 55.56%)

Upheld Stage 1 Complaint Themes

Behaviours
Complaints identified instances where concerns were not fully addressed or complaint responses lacked consistency. This highlighted the need to consistently recognise dissatisfaction and escalate concerns appropriately.

	Learning Opportunity	Improvement
Behaviours	Improve investigation quality and ensure all complaint issues are considered.	Strengthened quality assurance processes and provided refresher guidance on complaint investigations and response writing.
	Ensure customers can access the complaints process easily and receive timely resolutions.	Reinforced complaint escalation requirements and provided training on recognising and acting on customer dissatisfaction.

Other departments

Development (new build homes, valuations, commercial building leases)

No complaints were categorised to the Development team during 2025/26.

A small number of complaints were received about the frequency of breakdowns of air source heat pumps in new-build homes and the time taken to resolve these. These issues were captured as ongoing repair and maintenance issues caused by the quality of the product rather than new-build issues. We are working with manufacturers to develop service level agreements for a quicker repair time, resolve repeated faults and prevent unnecessary delays to reduce inconvenience to the customer.

People Services (health and safety and human resources)

One complaint was received and upheld for the People Services Team.

Transformation (web services and my Livin App)

No complaints were received for the Transformation team.

Learning Opportunities and Service Improvements

In addition to the learning we identify as a result of complaints, we also proactively seek out opportunities to improve our services by looking at examples of good practice in the housing sector.

Case Reviews

The Housing Ombudsman regularly publishes 'Spotlight' and other insight reports that share learning from complaints across the housing sector. We review these reports to understand whether there are opportunities to strengthen our services and improve our customers' experience.

During 2025/26, we completed four reviews:

Anti-Social Behaviour (ASB)

- Our policy and procedures meet the Housing Ombudsman's expectations.
- We identified actions to strengthen our approach even further including strengthening the use of dynamic risk assessments to take account of vulnerabilities as an ASB case progresses.

Communication in Complaints

- Our complaint communication meets the expected standards.
- We identified actions to improve how we communicate

with customers, including improving consistency of tone of voice across complaints communications. For example, focusing on the impact the situation is having on a customer raising a complaint.

Rebuilding Trust (Responsive Repairs)

- Our approach to responsive repairs meets expected standards.
- We identified actions to further strengthen the service, including embedding shared values across contractors and subcontractors. This is particularly important as we entered into our new property related services contract, ensuring a seamless service provision within Property Services.

Windows

- Our approach meets expected standards.
- We identified an action to make the service even better; refining our stock condition survey process to enhance component data capture.



Housing Ombudsman Cases

Where our tenants remain dissatisfied with the handling of their complaint following our internal two-stage complaints process, they can refer their case to the Housing Ombudsman for review.

You can find more information on Housing Ombudsman determinations in our *Definitions and Guidance* section at the back of this document.

The Housing Ombudsman may provide us with 'Orders' to put something right for a tenant, if we have not already done so.

When we receive a finding of maladministration from the Housing Ombudsman, we conduct an internal case review to ensure any further learning is identified and implemented.

Across the four determinations the Housing Ombudsman issued nine findings including four maladministration findings and service failure findings.

In two of the determinations we received, the Housing Ombudsman found two instances of reasonable redress.

As we have received nine findings in 2025/26, the Housing Ombudsman will publish a Landlord Performance Report. You can find our report [here](#).

We reviewed determinations from the Housing Ombudsman for cases in 2025/26, which are set out in the table below.

Case	Complaint	HO Findings and Orders	Learning
A Aug. 2025	The customer complained about the behaviour of an operative.	A1: Reasonable Redress (operative behaviour) No HO order	This helped us to establish that the redress we offered was fair and reasonable.
B Nov. 2025	The customer complained about our handling of reports of a blocked drain and smell of waste.	B1: Service Failure (blocked drain) B2: Maladministration (complaint handling) HO order: apology and compensation (Complete)	Where drainage issues recur, we will complete earlier drainage surveys. Our Complaints, Compliments and Feedback Policy now provides more clarity on complaint escalations.
C Dec. 2025	The customer complained about our response to their insulation concerns, employee conduct concerns and our handling of their associated complaint.	C1: Reasonable redress (insulation) C2: Outside jurisdiction (employee conduct) C3: No maladministration (complaint handling) No HO order	This helped us to establish that the redress we offered was fair and reasonable.
D Mar. 2026	The customer complained about our handling of reports of damp and mould and associated repairs, the handling of other repairs and our complaint handling.	D1: Maladministration (damp and mould) D2: Maladministration (repairs) D3: Maladministration (complaint handling) HO order: Apology, compensation and inspection (Completed)	Set timescales for raising repairs following inspections have been agreed. Commitment to improve record-keeping, including repair records. Improved our complaints triage process.

Self-Assessment

Each year, we assess our complaints service for compliance with the Housing Ombudsman's Complaint Handling Code.

The code sets the standards landlords must follow when dealing with complaints. It helps make sure complaints are handled fairly, on time and that lessons are learned when things go wrong.

Our 2025/26 self-assessment found that we met all the requirements of the Code and continued to improve our service for customers. You can read our full self-assessment [here](#).

Further Improvements we have made:

- Better support and guidance for our complaint handlers.
- Updated and clearer information and resources on our employee intranet site.
- New training resources for complaint handlers.
- Improved how we record complaints on our system.
- Improved how we record learning from complaints and use feedback to make services better.
- We improved our records of the extra help we give customers when they use our complaints service, including support from someone who can speak on their behalf.
- Updated our Complaints, Compliments and Feedback Procedure and our Compensation and Remedies Procedure to reflect best practice and Housing Ombudsman guidance.
- Quarterly reporting to our Housing and Communities Committee.

Looking Forward

In 2026/27, we're already looking at ways to further improve our customers' experiences of the services we provide, including our handling of complaints.

We're currently focusing on:

- Achieving higher customer satisfaction with complaint handling by improving how we communicate and better understanding what matters most to the people who use our services.
- Exploring how AI can support our complaints team. This could help us understand customer feedback more effectively, spot emerging issues sooner, and respond more quickly so we can improve the experience we provide.
- Working closely with our repairs partner, Mears, as they begin delivering repair services on our behalf under our new contract. Together, we are focused on delivering high-quality repairs, improving communication, and making sure customers receive the best possible service.
- Understanding the reasons behind complaints and learning from the feedback customers share with us. We are also continuing to develop our colleagues' knowledge and skills so we can make lasting improvements to our services and reduce avoidable complaints in the future.

Glossary - Definitions and Guidance

Stage 1 Findings

- Following an investigation, we may uphold a complaint if we agree that the service a customer received did not meet our standards.
- If we find that our service met our expected standards, a complaint will not be upheld.

Stage 2 Findings

- Following our Stage 2 review, there may be no change to the complaint outcome if we agree with the Stage 1 findings.
- If we find that the original decision was not fair or reasonable, we may overturn the complaint outcome.

Housing Ombudsman Findings

Housing Ombudsman findings include:

- **Severe maladministration** - We made serious mistakes or caused delays that had a major impact on a tenant.
- **Maladministration** - We made mistakes or caused delays, and this had a moderate impact on a tenant.
- **Service failure** - We made mistakes or delays, and this had a limited impact on a tenant.
- **Reasonable redress** - We made mistakes, but we recognised them and took enough action to put things right before the Housing Ombudsman started investigating.
- **No maladministration** - We acted reasonably and did not identify any service failures.
- **Outside jurisdiction** - The Housing Ombudsman cannot look into this part of a complaint because it is outside its powers or responsibilities.

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