

Annual Complaints & Service Improvement Report 2025/26

Introduction

We want residents to find it easy to raise concerns with us when things go wrong. We are open about how we handle complaints, how we are performing, and how we are using your feedback to make improvements.

This report reviews our complaint handling performance from April 2025 to March 2026. It covers the total number and types of complaints received, how quickly we addressed them, how many complaints were escalated by residents to stage 2 of our complaints process and our overall performance in managing complaints with last year.

This report is one of the requirements of the Housing Ombudsman Complaint-Handling Code [The Complaint Handling Code | Housing Ombudsman Service](#) (April 2024). The Code says that this report should be reviewed by the Housing Solutions Board every year and that there should be a 'Member Responsible for Complaints' on the Board who takes lead responsibility for complaints, helping the Board make sure we're meeting our obligations and upholding a positive complaint handling culture at Housing Solutions. Housing Solutions' Member Responsible for Complaints is Martha Desmond [Executive team and Board members - Housing Solutions Maidenhead](#)

This report was received and discussed by the Board at a Board meeting on 20 May 2026. Martha Desmond commented, on behalf of the Board, that :

The Board welcomes this report and recognises the continued commitment of the Complaints Team and the Complaint Scrutiny Panel in strengthening our approach to complaint handling and service improvement. We are pleased to see that our Resident Engagement Strategy 2023–2026 continues to be embedded, with residents' feedback directly informing how services are delivered and improved.

We note the significant reduction in Stage 1 complaints during the year, alongside an increase in cases progressing to Stage 2. This reflects both improved front-end triage and the greater complexity of cases, as well as ongoing challenges in meeting resident expectations first time.

The Board is encouraged by sustained full compliance with Housing Ombudsman Complaint Handling Code timescales and by the improvements in communication and contractor performance. However, we recognise that delays in service delivery and follow-up — now the primary driver of complaints — require continued focus and cross-service improvement.

We also acknowledge the positive progress in resident satisfaction, while noting the need to increase survey response rates to ensure a more complete and representative picture of performance.

The findings from Ombudsman cases and internal complaint reviews provide important learning, particularly in relation to repairs, communication and complaint handling. The Board is committed to ensuring this learning is embedded and that services continue to improve as a result.

Overall, the Board recognises the progress made, while maintaining a clear focus on addressing outstanding challenges. We remain committed to delivering fair, responsive and resident-focused services, ensuring that every complaint is used as an opportunity to learn and improve.

This report was also reviewed by our Complaint Scrutiny Panel on 28 April 2026 who discussed the report and said that :

As chair of Housing Solutions' core resident involvement body, we are pleased that this report provides a clear and transparent overview of complaint performance over the year, demonstrating a positive reduction in overall complaint volumes and strong compliance with response timescales. We particularly welcome the improvements made in communication and contractor performance, which reflect feedback previously raised by residents.

The Complaints Scrutiny Panel is reassured by the organisation's commitment to learning from complaints and the actions taken to strengthen processes, training, and oversight. We will continue to monitor progress in these areas, particularly around service delivery and follow-up, to ensure that improvements lead to a consistently better experience for residents.

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PROVIDING EXCELLENT SERVICES

As part of our *Resident Engagement Strategy 2023 – 2026* [Resident Engagement - Housing Solutions](#) we continue to focus on putting residents at the heart of our decision-making and listening to what residents tell us about where we need to improve.

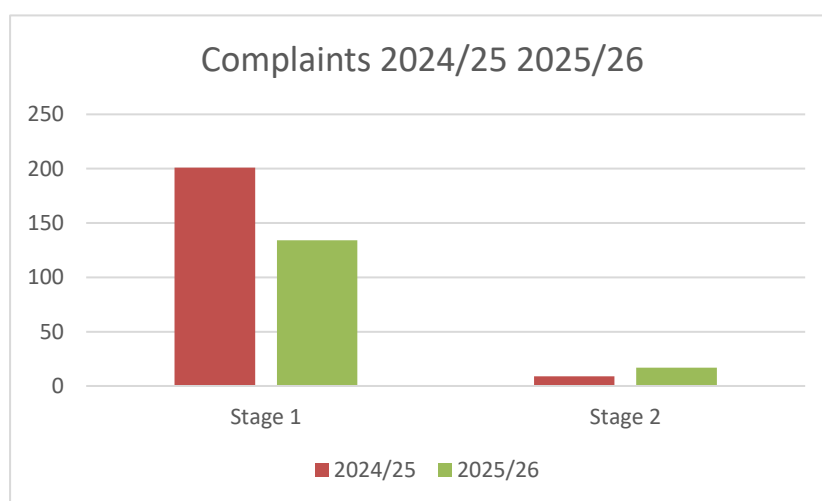
Our resident Complaint Scrutiny Panel (CSP) meets quarterly with our Complaints Team to review how we handle complaints and where we can strengthen our approach. The Panel carries out quality checks on our complaint handling and performance, helps us understand the reasons behind complaints, and identifies areas for further review and service improvement.

COMPLAINTS RECEIVED OVER 2025/26

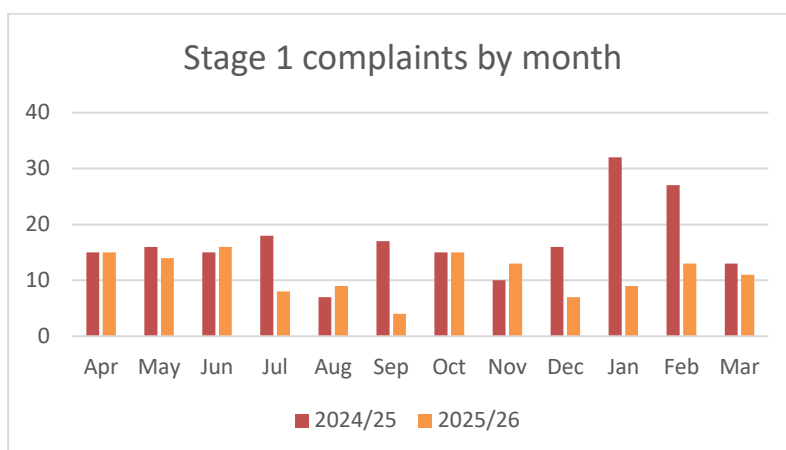
The table and graph below shows the total number of complaints we received over the year at stage 1 and stage 2 of our complaints process.

	2024/25	2025/26
Stage 1	201	134
Stage 2	8	17

Between April 2025 and March 2026 Stage 1 complaint volumes reduced significantly, by about a third, compared to 2024/25; however, this was accompanied by an increase, almost twice as many, in complaints progressing to Stage 2 of our process. A higher proportion of cases required escalation due to their complexity or residents remaining dissatisfied with initial outcomes, mostly the original compensation amount offered.



Complaints can sometimes vary at different times of the year. We track the number of complaints we receive each month. The chart below shows how many stage 1 complaints we received each month over 2024/25 and 2025/26, so we can compare patterns over time.



In 2025/26, the pattern is more even across the year, with fewer complaints in most months and a smaller increase over winter. Overall, we received fewer Stage 1 complaints in 2025/26 than in the previous year.

SPEED OF RESPONSE

In line with the Housing Ombudsman Complaint Handling Code, all stage 1 complaints should be resolved within 10 working days from our initial acknowledgment of the complaint, and stage 2 complaints within 20 working days. Since November 2023, every complaint submitted through our process, whether at stage 1 or stage 2 has been closed within these timeframes. This means that from the moment we acknowledge a stage 1 complaint, it is consistently resolved within 10 working days, and for stage 2 complaints, within a maximum of 20 working days.

Reasons for Complaints

As set out above, we received around a third fewer complaints this year compared to last year. One of the changes we made during the year was bringing the Complaints Team and Contact Centre closer together. This enabled our dedicated Complaints Team to support our Contact Centre advisors during calls and help check whether an issue has already been raised or should be handled as a “service request” in line with the Housing Ombudsman’s Code (a request for us to do something rather than a “complaint”). This has helped ensure concerns are directed to the right place at the first point of contact, improving consistency and early resolution for residents.

The drivers for complaints over 2024/25 and 2025/26 are summarised below:-

Reason	% of total 2024/25	% of total 2025/26
Communication	28.75 %	14.1 %
Lack of Action	43.75%	58.5%
Contractors	15.0%	9.6%
Staff/professionalism	7.7%	9.6%
Deviation from policy or process	4.7%	8.3%

Lack of action has become the main driver for complaints this year, accounting for over half of all complaints – this shows we have clear areas for improvement around delivery and follow-up across aspects of our service. Common themes included delays in completing repairs or follow-on works including in communal repairs. Where complaints were upheld, this was most often linked to service delays rather than policy non-compliance.

We were pleased to see complaints about poor communication reducing in the year (28.75% to 14.1%) following focused work to improve the quality and speed of communication across teams.

We were also pleased to see complaints about the contractor performance fall in the year, from 15% to 9.6%, as a result of work done to strengthen contractor management, including clearer expectations, closer monitoring of performance and more regular engagement with contractors.

Deviation from policy/process (8.3%) also increased, highlighting a need to ensure clearer policies and processes, fully understood by our staff.

In summary, while we have seen improvements in communication and contractor performance this year, which are clearly positive, the data shows that delays in delivery and follow-up are now the primary driver of complaints and will remain a priority for service improvement over the year ahead.

OUTCOMES FROM COMPLAINTS

In 2025/26, we upheld 61 complaints at stage 1 of our process (about 45%), which was similar to last year where we upheld 88 complaints (about 44%). Each complaint is thoroughly reviewed to determine what went wrong, how we can resolve the issue for the resident, and how to prevent similar concerns in the future. We also collaborate with our Complaints Scrutiny Panel to ensure we are learning from complaints, enhancing our standards and improving the experience for residents. We remain committed to using these lessons to drive positive changes.

At stage 2 of our complaints process, residents have the option to request a review of the complaint outcome by a Housing Solutions Board member and/or a representative from one of our involved resident groups, alongside a senior manager, to determine whether a different resolution should be considered. As mentioned above, a higher proportion of cases required escalation due to their complexity or residents remaining dissatisfied with initial outcomes, mostly the original compensation amount offered.

UNDERSTANDING OUR RESIDENTS

As part of our review of complaints, we also look at whether different groups of residents may be experiencing our services in different ways. We do this by reviewing resident information alongside complaint data to identify any patterns.

Residents aged 65 and over make up the largest group living in our homes (28.05%). However, residents aged 35 to 44 accounted for a higher proportion of complaints in 2025/26 (26.17%), compared to 24.24% in the previous year.

In terms of gender, 60.51% of complaints were raised by female residents over the year, which is similar to last year (60.62%). This also broadly reflects our resident population, where 56.58% are female.

The largest ethnic group raising complaints was White (47.77%), which is also broadly in line with our overall resident profile (51.90%), with other groups represented in smaller proportions.

Reviewing this information helps us understand whether there are any differences in how residents experience our services. We use this insight to inform service improvements and ensure our services remain fair and accessible to all residents.

TRAINING OUR PEOPLE

Our specialist Complaints Team provides training for new colleagues joining Housing Solutions,

helping them build the knowledge and skills needed to support residents effectively. All colleagues are required to complete annual complaints training internally, supplemented by the Housing Ombudsman's own training.

Our resident Scrutiny and Improvement Team (SIT) and Complaint Scrutiny Panel (CSP) also take part in bespoke training, helping ensure everyone involved in the complaints process is informed and up to date.

LEARNING FROM COMPLAINTS

As the results show, we have significantly improved our satisfaction scores in both complaint handling and resolution outcomes over the past year. In 2023/24, satisfaction rates stood at 80% for both complaint handling and outcome. These figures increased to 97.5% and 89.7%, respectively in 2024/25.

In 2025/26, all residents who responded to our post-complaint survey gave top marks for both complaint handling and the outcome. However, response levels are not as high as we would like, and we want to hear from more residents. Looking forward we are introducing follow-up calls from our Contact Centre team after complaints are resolved to encourage more residents to complete the survey and help us build a more complete picture of performance.

We're constantly looking for ways to improve – here's some of the specific learning we implemented following complaints made to us over the last two years:-

Theme	What residents told us	What we've done
Communication	Delays in responding and not keeping residents updated; unclear messages or tone; residents needing to chase for updates	Strengthened case recording; reinforced response timescales; introduced stronger quality checks and standard templates
Following processes consistently	Processes not always followed correctly; inconsistent decisions leading to confusion	Provided training and reminders; strengthened systems and checklists; added auditing in higher-risk areas
Repairs – first time fix	Repairs not completed right first time; follow-on work not arranged; delays and repeated chasing	Improved training and expectations; better recording of next steps; introduced practical controls to reduce repeat visits
Contractors	Missed appointments, poor quality work, poor communication; coordination issues	Regular contractor meetings; stronger contract management; clearer confirmation of work completion
Communal areas and pests	Concerns about pests, bins and cleanliness; unclear service standards	Improved bin area management; strengthened site oversight; clearer communication on services
Tenancy management	Delays or dissatisfaction with housing options; concerns about ASB handling	Strengthened training; improved guidance; reinforced communication standards
Planned maintenance	Uncertainty about kitchens/bathrooms; expectations not aligned with programme	Prioritised works based on need; improved communication on programmes; strengthened inspections
Lack of action / chasing	Residents felt nothing was	Improved case recording; increased

	happening; repeated chasing	focus on providing updates during delays
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TENANT SATISFACTION MEASURES

In April 2023, the Regulator of Social Housing introduced [Tenant Satisfaction Measures \(TSMs\)](#), to help social housing tenants see how well their landlord is performing compared to other organisations. There are 22 measures, covering 5 themes. The data is collected through management information and a resident survey.

Whilst the full TSM results for 2025/26 will not be published until later this year, we've worked to improve residents' perception of how well we respond to complaints. The results from the latest official TSM figures (for 2024/25) are on our website at : [Tenant Satisfaction Measures - 2025 - Housing Solutions](#) The results showed that we received fewer complaints for our size compared to other housing associations and that residents surveyed were generally satisfied (64.2%) with the way we handle complaints.

HOUSING OMBUDSMAN ENGAGEMENT

During 2025/26, the Housing Ombudsman Service asked us to provide information on 30 cases referred to them. This included 11 evidence requests to support investigations and 6 contact requests where residents approached the Ombudsman before completing our complaints process.

We received seven formal determinations, where the Ombudsman made findings such as service failure or maladministration and set out required actions.

Across these cases, the main issues related to delays in repairs, complaint handling and communication. Several cases relate to complaints first raised in earlier years, reflecting how services and processes operated at that time.

Where service failure or maladministration was identified, we have complied with the Ombudsman's orders, including apologies, compensation and completing outstanding works. We have also reviewed each case to identify learning and strengthen our approach, particularly around communication, complaint management and ensuring timely completion of repairs.

The Housing Ombudsman most recent (May 2025) landlord performance report [Landlord-Report-Housing-Solutions.pdf](#) provides further insight into our complaint handling performance and how this compares with similar landlords. We use this alongside our own data to identify areas for improvement.

We will continue to review Ombudsman cases alongside our own complaints data to support ongoing service improvement.