
Board Response to the Annual Complaint Handling Annual Report 2025-26

The Board of Trustees has reviewed the Annual Complaint Handling Report for the period 1 April 2025 to 31 March 2026 and has considered the findings, learning and proposed improvement actions in accordance with the Housing Ombudsman's Complaint Handling Code.

The Board welcomes the transparent assessment of complaint handling performance and recognises the important role complaints play in identifying service failures, improving services and strengthening trust with residents. The Board is pleased to note that complaint acknowledgement performance remains strong and that key complaint themes have been identified for improvement opportunities. While noting the increase in complaints received during the year, the Board recognises that this may also reflect greater resident awareness of, and confidence in, the complaints process, demonstrating that residents know how to raise concerns and expect them to be addressed.

The Board also notes that a number of Stage 2 complaints required extended investigations due to their complexity. In these cases, residents were kept informed and extensions were agreed where necessary. Whilst this provides important context to performance data, the Board recognises that improvements are still required in relation to response times, escalation rates and the quality of complaint resolution at Stage 1.

The Board therefore supports a proportionate improvement programme focused on practical actions that can be embedded within existing working arrangements whilst delivering meaningful improvements for residents.

The Board expects particular focus during 2026-27 on:

- Improve Stage 1 investigations and early resolution.
- Reduce complaint escalations below 25%.
- Improve response timeliness and address repeat complaints.
- Strengthen resident communication.
- Embed learning into service improvements.
- Increase staff awareness of data controls.

The Board will monitor progress through quarterly performance reporting to the Housing Services Committee. The Board remains committed to ensuring that complaints are used as a source of learning and service improvement and that residents continue to have confidence that concerns will be listened to, investigated fairly and acted upon where improvements are required.

Approved by the Board of Trustees

11 September 2026