

Report to	Housing Advisory Board
Date	19/11/2025
Agenda No. & Title	Complaints Half Year Performance Report
Purpose of the Report	<p>This presentation provides a detailed overview of complaints received between April and September 2025, including volumes, themes, outcomes, and Housing Ombudsman activity. It highlights a reduction in Stage 2 complaints compared to the previous year, with all complaints responded to within target timescales. The report also outlines upheld and partially upheld cases, including two Housing Ombudsman findings of maladministration and severe maladministration. It presents key learning themes and service improvements arising from complaints, with a focus on repairs, communication, tailored services, and staff training. The report supports transparency, accountability, and continuous improvement in complaint handling and tenant experience.</p>
Status	For information
Author	Carran O'Grady
Report Contact	Carran O'Grady - Complaint Manager
Appendices	N/A
Background Documents	Housing Ombudsman Determinations; QL Complaint Data
Recommendation/s	N/A
Corporate Plan Objective	<input checked="" type="checkbox"/> Satisfied Tenants <input type="checkbox"/> X Quality Homes <input type="checkbox"/> X United Communities
Risk Implications	Failure to act on complaint themes and Housing Ombudsman findings risks reputational damage, regulatory non-compliance, and increased tenant dissatisfaction.
Mitigations/Controls	The report highlights several service improvement opportunities derived from complaint trends and Housing Ombudsman findings. Key learning includes the need for better tracking of repeat repairs, improved communication and escalation handling, and consistent

	adherence to tailored services. Staff training has been prioritised, particularly around empathy, ASB handling, and QL system usage. Process improvements are underway to strengthen multi-trade coordination, damp reporting, and complaint tracking. These actions aim to reduce recurrence, improve tenant experience, and ensure regulatory compliance
Financial and Value for money implications	N/A
Regulatory/ governance and legal implications	One finding of maladministration (ASB), One finding of Severe maladministration (2018 Case Damp and Mould). Multiple cases await a formal response from the Housing Ombudsman. All actions completed within HOS timescales.
Assets and Liabilities	N/A
Resource Implications	Staff training and system improvements required to support better complaint handling and data recording. Recruitment to the Complaints team is underway as there is currently only one Permanent member of staff and one temporary assistant.
Customer Impact	The report highlights how strategic improvements in complaint handling will directly enhance tenant experience. By embedding clearer escalation pathways, improving responsiveness, and ensuring consistent delivery of tailored services, the organisation will reduce friction in customer interactions and build greater trust. Enhanced empathy in ASB and complex case handling, alongside written action plans and improved communication, will ensure tenants feel heard and supported. These changes will contribute to a measurable reduction in dissatisfaction and align service delivery with regulatory expectations and long-term goals for tenant satisfaction and accountability
EDI Implications	This report does not have a negative impact from an EDI perspective but does help us to identify how we can improve - Training includes empathy and hate crime awareness. Tailored services and reasonable adjustments are being reinforced
Sustainability and Environmental Implications	There are no sustainability or environmental impacts of this report.
Privacy/Data	Complaint data is managed within QL and subject to GDPR

Protection	compliance.
Colleague Impact	Staff development and training in complaint handling, ASB, and QL system usage are underway.
Stakeholder Communications and Reputational Impact	Housing Ombudsman decisions are published and shared publicly.
Next Steps	Continue embedding learning themes, monitor complaint KPIs, and prepare for full-year review. Ensure all Housing Ombudsman recommendations are tracked and reported