Complaints - themes, lessons, actions and outcomes

This summarises the key themes and lessons identified through the wider organisational review, alongside the headline actions and intended outcomes that will support assurance over delivery and manage customer impact. This document was shared with our Group Board in September 2026 and now customers for transparency.

Key themes	Key lessons	Headline actions	Outcomes
Customer communication and experience	Communication is sometimes unclear, infrequent or reactive. Customers need clear ownership, regular updates, managed expectations and confirmation of completion.	Proactive communication standards; revised templates and Tone of Voice; SMS (text message) follow-up; customer alerts; courtesy calls; completion confirmation.	Better informed customers; greater confidence that issues are progressing; fewer avoidable escalations.
Complex and high-risk complaint ownership	Multi-team, complex-repair and high-risk complaints need stronger ownership, coordination and earlier intervention.	Enhanced triage and risk scoring; high-risk case management; end-to-end journey review; multiple-repair coordination pathways.	Earlier intervention; clearer accountability; stronger cross-team working; quicker resolution.
Vulnerability and reasonable adjustments	Vulnerability, communication preferences and reasonable adjustments are not always identified and applied consistently.	Strengthened vulnerability prompts; Priority Services Register (PSR) integration for OFGEM regulated complaints; customer-data improvements; visibility of customer needs across processes.	More personalised and accessible services; improved support for vulnerable customers; fairer outcomes.
Repairs, scheduling and contractor performance	Missed appointments, repeat visits, weak communication and fragmented coordination cause recurring repairs complaints.	Improved appointment reporting; stronger contractor oversight; customer involvement in procurement and contracts; clearer repairs communications; complex-repair pathways.	Reduced repeat failures and complaints; improved contractor performance; better repairs experience.
Quality assurance and consistency	Investigation quality, evidence, root-cause recording and follow-through vary and need stronger assurance.	Strengthened quality auditing (checking we've done things right) and investigation reviews; Salesforce controls; complaint action monitoring; learning reviews; template and sign-off review.	More consistent, timely, clear, evidence-led and outcome-focused complaint handling; reduced recurrence.
Action completion and accountability	Confidence is lost when agreed actions are not tracked to completion or ownership becomes unclear after complaint closure.	Enhanced action tracking; overdue action monitoring; Salesforce action controls; completion confirmation; post-resolution customer checks.	Commitments are completed and sustained; ownership remains clear; customer confidence improves.
Root cause analysis and organisational learning	Learning from complaints, Ombudsman decisions, audits and scrutiny is not always consistently captured, connected or evidenced.	ACT (learning tool) implementation; stronger root cause analysis; monthly learning reviews; rationalised categories; expanded insight and governance links; exploration of AI (artificial intelligence) analysis.	Greater transparency and deeper insight; clearer evidence that feedback drives targeted service improvement.