Complaints Performance Report

(Annual Review 2026)

Introduction

This report provides an assessment of complaints performance from April 2025 to March 2026 including lessons learned and our service improvement plan.

Our Complaints Policy, which is reviewed annually, continues to meet the Housing Ombudsman's Code requirements. The policy is available on our **website**.

Annual self-assessment against Complaint Handling Code

We need to self-assess against the Housing Ombudsman's Complaint Handling Code (the Code) to ensure we provide fair, effective, and transparent complaint resolution. The Code sets out best practices, requiring landlords to review their processes regularly and identify areas for improvement. A self-assessment must be completed annually and whenever the Code is updated to maintain compliance and uphold service standards.

A requirement of Section 8.1 of the Code is that we must produce an annual complaints performance and service improvement report (this is the customer version of the report) for scrutiny and challenge.

The table below sets out how we meet each of the above requirements of section 8.1 of the code.

Section 8.1 Complaint Handling Code Requirement	RHP Response
A. The annual self-assessment against the Code to ensure their complaint handling policy remains in line with its requirements.	Our self-assessment against the code is set out in a separate report. It is published on our **website.**
B. A qualitative and quantitative analysis of the landlord's complaint handling performance. This must also include a summary of the types of complaints the landlord has refused to accept.	This report reviews how we handled complaints during 2025–26, using both numerical data and an assessment of overall performance. We did not refuse to accept any complaints during the 2025–26 reporting period.
C. Any findings of non-compliance with this Code by the Ombudsman.	There have been no findings of non-compliance with the Code during 2025-26.
D. The service improvements made as a result of the learning from complaints.	We have published our '**Complaints Management Service Improvements Plan**' showing improvements implemented as part of learning from complaints.
E. Any annual report about the landlord's performance from the Ombudsman; and any other relevant reports or publications produced by the Ombudsman in relation to the work of the landlord.	Each year the Ombudsman publishes on its **website** a 'Landlord Performance Report' for RHP and other registered providers. The annual report for 2024-25 has previously been provided to the Customer Experience Committee and Board members. The Ombudsman also published a report in August 2025 ('Learning From Severe Maladministration Report' – window complaints) where a number of landlords including RHP were referenced in the report. We provided a statement for the report and notified the Board that the article was being published. The report referenced three historic separate complaints at Chertsey Road, Twickenham (complaint raised September 2022); The Haven, Richmond (November 2022) and Churchfields, Feltham (December 2023).

A review of our self-assessment against the Complaint Handling Code is published on our **website**. We are compliant with the Code although there are areas where we need to improve. We need to consistently meet the timescales for responding to Stage 1 and Stage 2 complaints and this will be a focus for the coming year.

We are committed to complying with the Code and the areas we have identified as requiring improvement are set out in the table below. Progress against these will be monitored and reported weekly to the Executive Director of Operations and quarterly to our Customer Experience Committee.

Area of the Complaints Code	Continuous Improvement Area	Our Response
6.3	Landlords must issue a full response to Stage 1 complaints within 10 working days of the complaint being acknowledged.	Our Stage 1 response performance was 94% for 2025-26, an improvement from 86% the previous year. However, this remains an area of focus so that all elements of the complaint response including the acknowledgement are responded to on time. **This is an area identified for improvement.**
6.14	Landlords must issue a final response to the Stage 2 within 20 working days of the complaint being acknowledged.	83% of Stage 2 complaints have been responded to on time and although this is an improvement on the 63% for the previous year this remains an area of focus. **This is an area identified for improvement.**

Annual review of complaints performance 2025-26

Complaint numbers are still high but have stayed about the same overall. There were 1,301 Stage 1 complaints this year, compared with 1,313 last year.

Stage 2 complaints have increased from 393 in 2024/25 to 471 in 2025/26. This is mainly because there is still a backlog of older cases in progress, including complaints relating to our previous repairs contractor, disrepair cases, and damp and mould issues. Because these older cases take time to work through, they are continuing to affect the figures. We expect the number of Stage 2 complaints to reduce during this financial year as the backlog is cleared.

We have already implemented measures to reduce escalation, including improved tracking of actions by service teams and earlier intervention where progress has stalled, particularly for repairs related complaints.

It is expected that the control gained through the introduction of the in-house repairs service and the move away from the use of a single repairs contractor who had overall responsibility for the service will see a reduction in repairs complaints as the new service embeds.

The table below sets out performance in our complaint handling from April 2025 to March 2026.

Performance indicator	Q1	Q2	Q3	Q4	Total 2025-26
Number of complaints Stage 1	301	311	370	319	1301
Number of complaints Stage 2	121	119	97	134	471
Stage 1 complaints handled within service level	96%	89%	97%	96%	94% (86% in 24/25)
Stage 2 complaints handled within service level	83%	80%	93%	95%	83% (62% in 24/25)
Satisfaction with complaint handling (Tenant Satisfaction Measure)	25%	17%	36%	26.9%	26% (no change)

Complaint escalation

Reducing the number of complaints that move to Stage 2 remains a priority.

The percentage of complaints moving from Stage 1 to Stage 2 is 5% higher than last year, even though the number of Stage 1 complaints has stayed about the same. This shows that we need to do more to resolve issues at Stage 1 and keep customers better informed throughout the process.

The themes for Stage 2 escalations are incomplete repairs promised at Stage 1, keeping the customer informed and addressing all points within the original Stage 1 complaint. All service teams are now required to track complaint actions through to completion, ensuring issues are genuinely resolved before cases close.

In addition, as part of the complaint resolution process, the Complaints Team now contacts customers to discuss and agree the proposed resolution and any compensation before the formal response letter is issued.

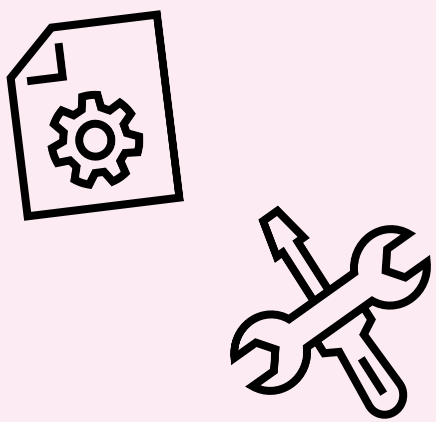
Performance indicator	2022-23	2023-24	2024-25	2025-26
Number of Stage 1 complaints	600	962	1313	**1301**
Escalation rate to Stage 2	25%	30%	31%	**36%**

Complaint handling compliance

Responding to complaints within the timescales set out in the Housing Ombudsman's Complaint Handling Code has improved significantly. Performance for Stage 1 complaints increased from 86% to 94%, while Stage 2 improved from 62% to 83%.

This shows that our complaint handling process is becoming more consistent and effective. We are responding to complaints more often within the required timescales and meeting more of the Ombudsman's expectations.

The main remaining gap relates to late acknowledgements, which prevent us from achieving 100% compliance even when responses are issued on time. This will be monitored closely, with weekly reporting to ensure sustained improvement.



Complaint satisfaction

Complaint satisfaction, as measured through the Tenant Satisfaction Measures survey, was 26% in 2025-26, unchanged from last year. This measure is based on customers' overall perception of how complaints are handled and is not limited to formal complaints raised through the complaints process.

Increasing customer satisfaction remains a key focus. We are using lessons learned from complaints to drive service improvements, address the root causes of issues, and improve communication with customers. By making meaningful changes based on customer feedback and resolving issues more effectively, we aim to improve both customer experience and satisfaction. We published these improvements on our **website.**

In 2026-27 as a corporate priority we are implementing a high quality case management approach to deliver a better customer experience. As part of this, we will focus on keeping the customer informed and ensuring they receive regular updates on their case including complaints. This will improve overall satisfaction with complaint handling and the customer's perception of our services.

We invite customers to share their experience of the complaints process at the end of each complaint stage. We do this through a short transactional survey. The response rate is very low, and we recognise this is an opportunity to gather in-the-moment feedback on the complaints experience. We are reviewing the survey and when we send this to customers.

Complaint thematic insight

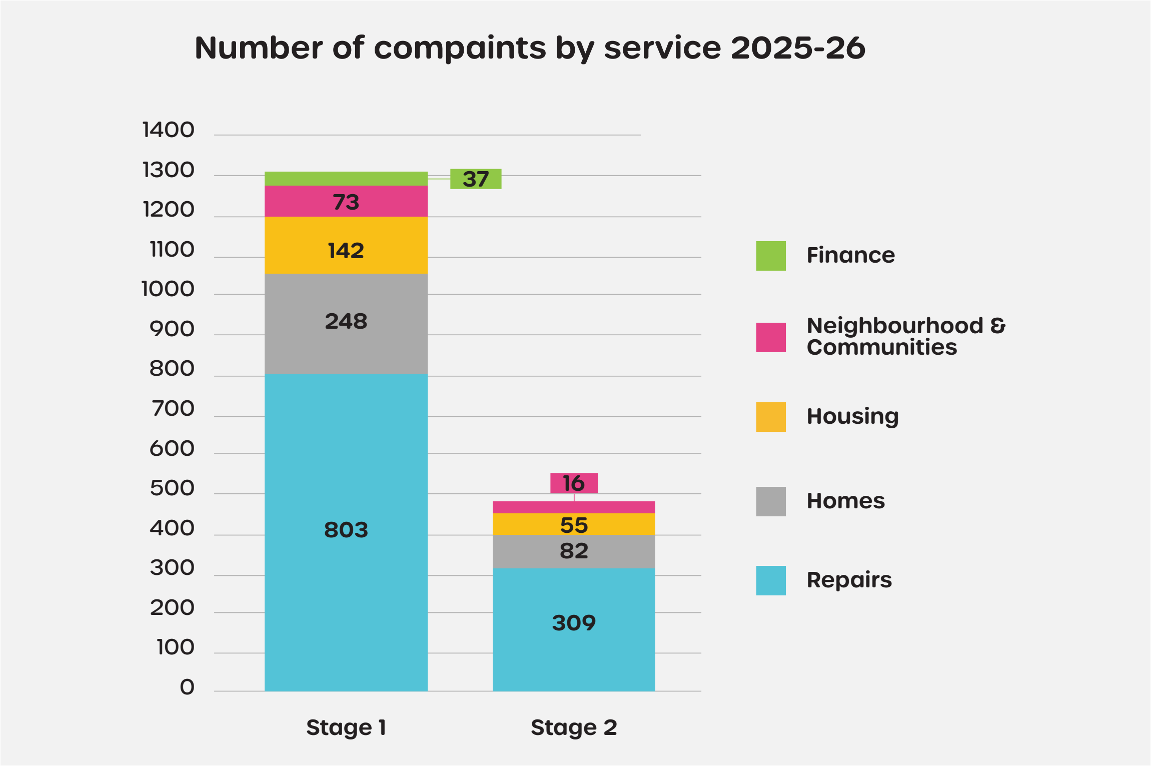
We continually analyse complaints to identify themes and actionable insight. The common themes and how we have responded to these are set out in the table below.

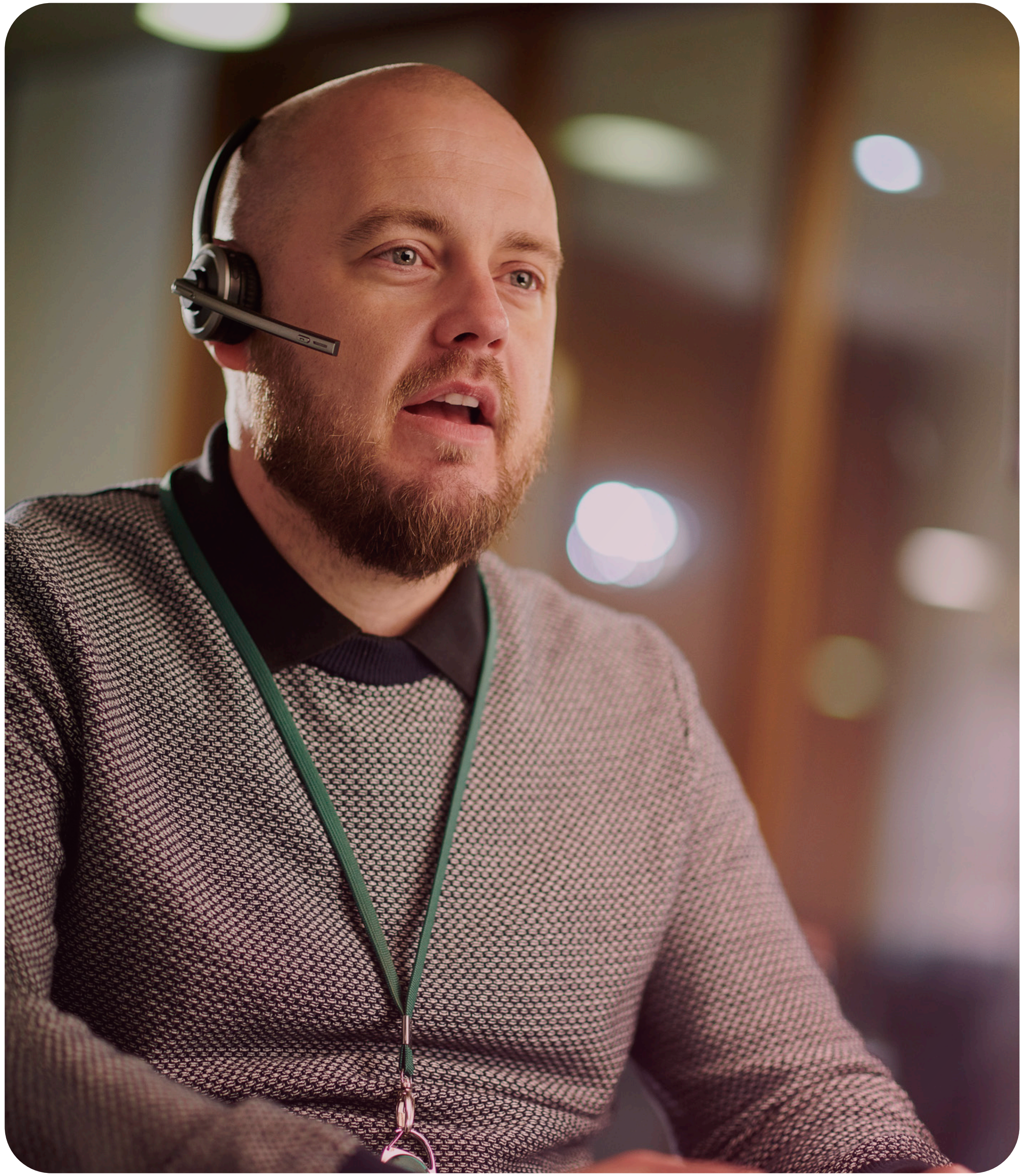
Common Theme	Summary of Issues identified from complaint review	Our response (complaint management improvement (CMI) reference)
Case Management & Repair Coordination	Multiple complaints showed delays in progressing repairs (leaks, damp, scaffolding, fencing, handrails, water pressure). Repairs often required repeated visits, unclear ownership between teams/contractors, or stalled due to poor sequencing.	Strengthen end-to-end case management under the new repairs service. Dedicated Hypercare team to manage complex cases and reduce repeat chasing. Improved contractor coordination and communal repair monitoring. **CMI 001**
Complaint Handling Quality & Timeliness	Examples of Stage 1 and Stage 2 responses missing deadlines; acknowledgements delayed; commitments (e.g. arranging surveyor visits or updates) were not followed through. Several responses did not address all issues raised.	Ongoing training for the complaints team to improve quality of responses, triage early through working with the repairs team, ensure responses are empathetic and compliant with Ombudsman Code. Quality checks for Stage 1 and all Stage 2 responses. **CMI 002**
Damp & Mould Management	Cases included long delays in completing damp/mould works, unclear communication about surveys, and poor coordination of treatment. Vulnerabilities were not always prioritised.	Specialist damp & mould team in place. New contractor for high-risk cases. Ongoing training and improved case oversight to accelerate resolution. **CMI 003**
Compensation Learning & Reducing Repeat Failures	Consistent compensation payments for time and trouble, distress, missed appointments, and delays show recurring service failures. Payments varied where similar issues occurred, reducing consistency.	New Compensation Policy implemented. Regular review of compensation themes as part of reviewing Ombudsman determinations to reduce repeat failings and improve consistency in payments. **CMI 004**
Reasonable Adjustments & Support for Vulnerable Customers	Complaints highlighted that vulnerabilities (mental health, mobility, displacement) were not considered early enough, and communication was not adapted despite repeated requests.	Introduced Reasonable Adjustments and Vulnerability policies. Training to customer service teams delivered earlier this year on reasonable adjustments and vulnerability awareness following Ombudsman spotlight report on Relationship of Equals. **CMI 005**
Record Keeping, Contractor Information & Customer Communication	Poor record-keeping resulted in missed updates, conflicting contractor information (e.g. false claims of visits), and customers needing to chase repeatedly. Commitments made in complaints responses were not always tracked or delivered.	Regular repair complaints review meetings are in place to look at common themes from complaints including poor record keeping and ensuring robust processes are being implemented to improve case management. **CMI 006**

Learning from complaints, Ombudsman determinations and Board member reviews have been embedded into service improvement activity. The actions being taken, set out in the Complaints Management Improvement Plan, provide assurance that we are committed to delivering a customer focused complaints service.

Repairs continue to account for the majority of complaints (62%) although the overall volume of complaints and repairs related complaints has reduced since the introduction of our in-house repairs service in October 2025.

The table below shows the proportion of complaints by each service area at both Stage 1 and Stage 2.





Customer insight

A Complaints Open Day was introduced in October 2025 to connect with customers with higher levels of service dissatisfaction. Invitations were extended to customers who had raised three or more complaints in the preceding 12-months, as well as those with repair-related complaints open for longer than three months.

Since then, there have been a further five meetings. These face-to-face sessions, attended by 10–15 customers, provided a structured opportunity to better understand root causes and identify improvements to the overall service experience.

Feedback from these sessions was used to improve the complaints process. One key change was speaking to customers to agree the proposed outcome before sending the formal response. This has helped improve understanding and resolve complaints more quickly.

Using feedback from both customers and the Housing Ombudsman, we know the importance of adjusting our complaints handling and service delivery based on our customers' needs. We take account of customers' diverse needs by recording vulnerabilities and any required service adjustments, enabling us to tailor our approach to complaints management.

We introduced two customer focus groups for Complaints and Repairs. As the same customers attended both groups, the sessions to date have been merged as suggested by customers. Should the membership change, this will be reviewed. The group has met twice since January. In the first session, customers again highlighted the need for regular updates with repair issues. Customers asked for greater transparency when additional time is needed to investigate and respond to complaints. In particular, they wanted clearer explanations for any delays and a better understanding of the reasons behind extended response times.

The combined group will continue to meet on a bi-monthly basis to provide ongoing feedback and help shape service improvement. This group will meet bi-monthly going forward.

Compensation

From April 2025 to March 2026, we paid £282,000 in compensation as part of resolving complaints. While this represents a reduction from the £331,000 paid in the previous year, we recognise that this remains a substantial sum. Our commitment is to reduce compensation payments further by addressing the root causes of complaints, ensuring that resources are invested in improving service delivery rather than remedying avoidable failures.

We also acknowledge that a proportion of the compensation we currently award relates to repair-related issues that, in other circumstances, would be addressed through a formal disrepair process.

At the same time, we remain committed to ensuring that reasonable redress is provided where service failures have occurred. This includes complying with compensation ordered by the Housing Ombudsman as part of complaint determinations.

The Compensation and Remedies Policy has been updated to reflect recent Housing Ombudsman guidance and to strengthen our approach to fair, consistent, and proportionate redress. This policy was approved by the board in June 2026 and is available on our **website**.

Complaints Policy

The Complaints Policy is reviewed every year to ensure it remains up to date and meets the requirements of the Housing Ombudsman's Complaint Handling Code. The policy remains compliant and, has been approved by the Board, and published on our website.

Housing Ombudsman Service Reporting

From April 2025 to the end of March 2026, we had 40 complaints determined by the Housing Ombudsman (compared to 79 for the previous year). This includes one finding where the Ombudsman stated that it was outside their jurisdiction to investigate so this is excluded from the maladministration rate.

Our maladministration rate of 64% is a significant reduction from the previous year of 74% and the year prior to that where it was 88%.

Any findings of severe maladministration are reported to the Customer Experience Committee and RHP Board. We had no findings of severe maladministration during 2025-2026 compared to 23 findings in the previous year.

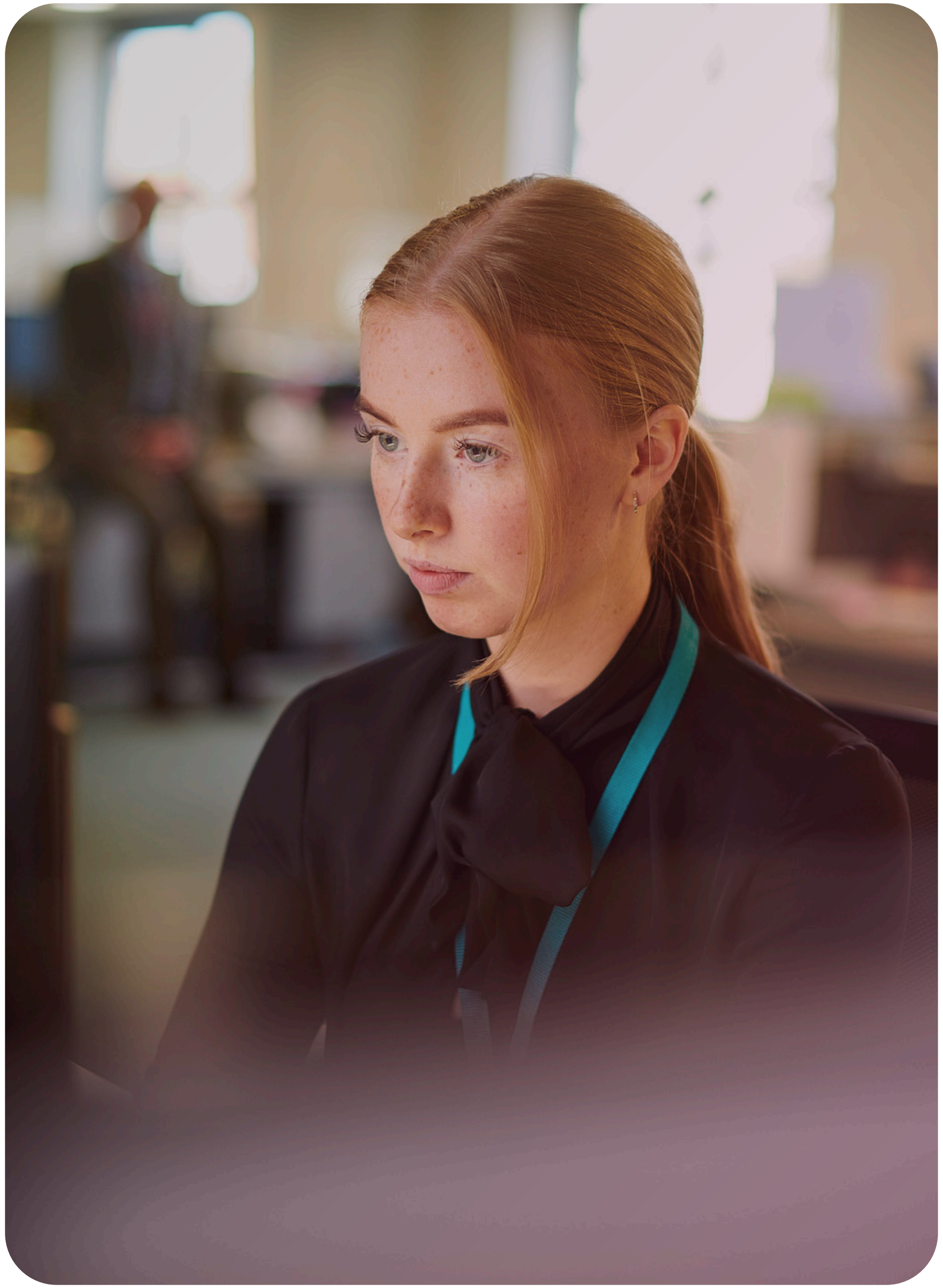
The Ombudsman issued 113 findings within the 40 determinations received in 2025-26. These findings are broken down as follows:

Housing Ombudsman Findings

Findings 2025-26	Outside Jurisdiction	No Maladministration	Reasonable Redress	Mediation	Service Failure	Maladministration	Severe Maladministration
Total	1	18	21	1	29	43	0

At the end of March 2026, we had 51 complaints with the Ombudsman waiting for their decision, we are continuing to review these and ensure any actions agreed as part of the complaint response are resolved.

We continue to record and manage through to resolution the orders made by the Ombudsman. All orders have been completed within timescales agreed by the Ombudsman and or the customer.



Conclusion

This Complaints Performance Report demonstrates that we have strong and improving controls in place, underpinned by a clear commitment to learning from complaints and using customer insight to drive service improvement. This includes highlighting that despite high complaint volumes, our performance shows meaningful progress: Stage 1 compliance has risen from 86% to 94% and Stage 2 from 62% to 83%, and our maladministration rate has reduced significantly from 74% to 64%. Additionally, in 2025-26 we received no findings of severe maladministration, compared to 23 the previous year. We have had a number of findings of reasonable redress which demonstrates that more of our complaint handling is aligned to the Ombudsman's expectations. These improvements reflect strengthened case management, and more consistent oversight of actions through to resolution.

We have embedded learning from complaints into service delivery, with clear examples including a move to our in-house repairs service, enhanced tracking of complaint actions and improved recording of customer vulnerabilities. Customer insight is now a core part of our approach, informed by initiatives such as the Complaints Open Day and the Complaints Customer Focus Group, which provide direct feedback on how to prevent escalation and improve communication.

All Ombudsman orders have been completed within agreed timescales. Our Complaints Policy has been confirmed as compliant by the Ombudsman. These outcomes provide assurance that we are meeting the requirements of the Complaint Handling Code and are proactively addressing areas for improvement.

Looking ahead, our focus remains on strengthening early resolution, reducing preventable escalations, improving communication, and ensuring that learning from complaints continues to shape service delivery. By maintaining strong controls, embedding insight, and driving targeted improvements, we are building a more reliable, customer-centred service that reduces failure demand and improves outcomes for customers.