

Purpose & Introduction

1. This annual assurance for complaints details updates from the service throughout the year of 2025-26 including performance data, and what we have learnt from trends, themes, and customer insight to make meaningful improvements to the services LHP provides to its customers and stakeholders.

Updates

2. Q1 2025 introduced the new Member Responsible for Complaints (MRC), Adrienne Boggins. As the Chair for the Customer Focus Committee and the MRC, LHP has been able demonstrate compliance with Section 9 of the Code by ensuring regular information, performance and insights from complaints are scrutinised and share with customer, Committee, and the Board.
3. Q1 2025 also saw three customer experience officers join the customer experience team to begin the new 'case management' approach to complaint investigations. This aimed to offer consistency, better communication, and a high-quality complaints service to our customers.
4. In Q2 (September 2025) the 'case management' model was introduced. Dedicated officers within the customer experience team began to investigate and respond to all stage 1 complaints, offering a consistent approach that focused on communication with customers, holding LHP to account for any service failures and providing quality responses and redress within the timescales set out in the Complaint Handling Code.
5. The value in this investment has been recognised in several key areas of performance:
 - The percentage of complaints responded to within target time increased to 95.6% in 2025/2026 compared to 76.6% the previous year.
 - The average day to respond to a complaint at stage 1 reduced by almost 5.5 days to 10.2 days, compared to 15.5 days in the previous year.
 - Customer satisfaction on complaints handling was 5% above the year-end target
 - Customer satisfaction on complaints outcome was 12% above the year-end target
 - Qualitative feedback on complaints satisfaction surveys and Tenant Satisfaction Measures state customers feel the complaints service have improved, with greater communication, empathy and understanding.
 - **TSM 2025 Customer feedback:**

"They handled it very well... they came back when they said they would."



"The complaints service is good... showed great empathy and understanding... dealt with professionally."

Trends and Themes

6. The top three complaint themes over all complaints received this year have been:



7. **Quality of service** – customers told us that they had experienced multiple issues as part of these complaints such as lack of communication and works or follow on actions not being completed in a timely manner. Most prevalent in repair related complaints but also showed up complaints relating to tenancy and ASB where customers felt their cases were not progressing or where there was a lack of communication and update.
8. **Delivery Failures** – customers reported that they were waiting a long time for repairs to be completed or for tenancy related issues to progress.
9. **Communication** – Failure to manage expectations at the beginning of a process or lack of communication and update throughout an issue led to customers feeling ignored and frustrated.
10. Overall, complaints satisfaction was broadly consistent across customer groups, with no clear evidence of substantial differences by gender, disability, ethnicity, or age. While some variation was observed, particularly amongst customers with disabilities and across age groups, small respondent numbers mean findings should be treated with caution. Overall, customer experience appears to be influenced more by complaint resolution, communication, and progress of the case than by customer characteristics.



Learning

11. All learning is recorded and tracked on Pentana, our performance software and tracked until they are delivered in the same way as internal audit actions. The following learning actions are some that were identified within 2025-26:

Learning	Action/progress
Inconsistent and fragmented actions for noise nuisance reports from customers.	Findings shared with wider anti-social behaviour and neighbourhood's teams with a full team briefing, a guidance on handling noise nuisance cases with specific reference to vulnerable customer, and consistency of communication.
A consistent approach is required for customers who must be temporarily decanted from their homes.	Procedure document produced and training of all customers facing teams who case manage temporary decants to ensure there is consistency in how decants are organised and managed. Cases are now managed on a weekly basis through a multi-service approach demonstrating commitment to teamwork.
Lack of communication and update identified through complaint themes.	Workshop held with neighbourhoods and allocations team to identify blockers stopping 2-day call backs or up to date information. This went on to form the basis of Every Contact Counts which is live and provides leadership with a report to hold their teams and individuals to account. This aims to improve communication and update to customer, increase satisfaction and decrease complaints relating to this issue.
A review of LHP's aids and adaptations offer following insight and feedback through complaints.	Project has been live since January 2026 with a full-scale review of the policy and process. This has involved: • Designed and built new case management process workflows within the housing management system for greater oversight, reporting, and accountability. • Rolled out training across multiple service teams for the new process. • Creating a process to support both minor and major adaptations. • Co-design workshop with customers who have access the major adaptations to inform the process and a customer handbook.



	Reviewing communication materials such as a new handbook and website to set expectations for customers sooner in the process. These will be going live in August 2026.
Customer dissatisfaction feedback shows that expectations are not being set early enough in key neighbourhood, allocations, and anti-social behaviour processes.	Workshop hosted with full team who worked through the main processes within their service areas: anti-social behaviour, CCTV, mutual exchanges, allocations, and successions. Communications are being updated to ensure that they are both accurate but also have a human approach to the process.
Complaints regarding the component request process, namely heating, crossed with customers vulnerabilities showed a gap in complex case management.	Fortnightly multi-team case management meeting to track component requests for heating have begun. This is the start of a wider process review to ensure that complex cases where customer need/vulnerabilities are involved are being managed correctly, prioritising customer support and communication.
Customers experiencing neighbour/tenancy disputes expressed that they did not feel listened to or supported enough.	Utilisation of an existing process has been expanded to include low level nuisance/neighbour disputes. These are now handled as a case with dedicated actions for contact and communication with all parties involved. This is to ensure robust record keeping in case of escalation through the ASB or complaints processes, to provide clear guidance to officers managing these cases and to give a clearer process to customers.
Complaints regarding customer issues with neighbour CCTV highlighted the need for greater training for LHP officers.	Dedicated training regarding CCTV Laws, guidance and enforcement will be taking place over Q2 of 26/27. This will provide officers with the information required to address CCTV disputes between neighbours, or to signpost customers to where they can take further action.



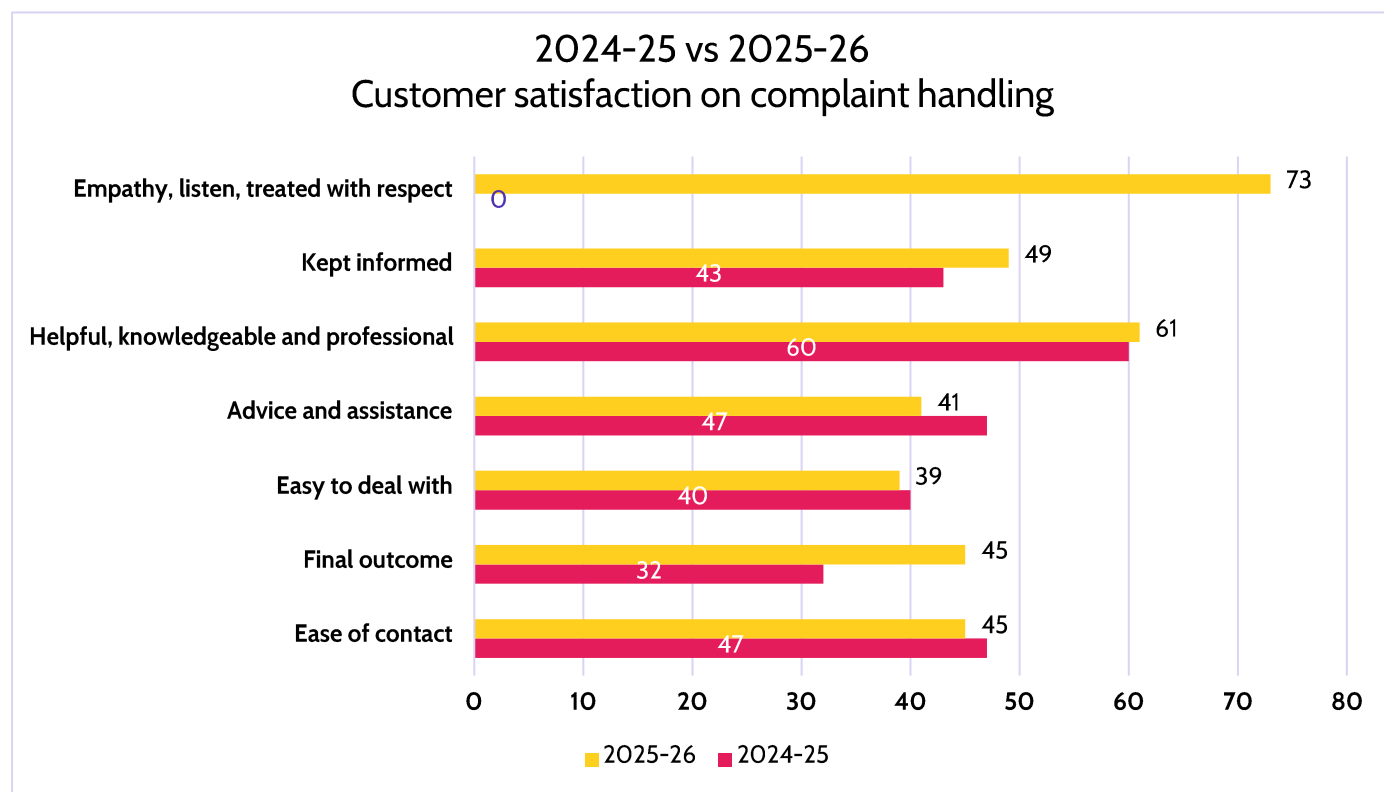
Performance

Performance Metric	2024/25		2025/26	
	Target	Actual	Target	Actual
Complaints received per 1000 property	3.13	2.75	2.75	3.35
% Complaints responded to in target time	98.6%	76.6%	100.0%	96.6%
Average days to respond to a complaint	10	15.5	10	10.2
Customer satisfaction compliant handling	55.0%	46.6%	37.7%	42.8%
Customer satisfaction compliant Outcome	55.0%	31.8%	33.4%	45.5%

12. There has been a rise in the number of complaints received by 21.5% compared to the previous year and demonstrates the commitment to ensuring customers can access our complaints process when they need to.
13. Most complaints received have been regarding repairs and planning (64%). This coincides with major changes taking place within the in-house repairs and planning functions. Insight and learning from these complaints are being reviewed monthly to drive improvements as this function moves through those changes.
14. Customer satisfaction with complaints handling fell by 4%, however the overall figure is above the target set by the board for 2025/26. There has been no data provided by HouseMark in relation to the sector median for the previous year.
15. Complaint outcome satisfaction rose by over 14% which reflects the work through case management to find fair outcomes for customers. This is also reflective of greater communication and update when there are follow on repair actions from complaint outcomes.



16. Qualitative feedback on complaint satisfaction surveys is used in monthly business partner meetings, as well as leadership and customer panel reports.



17. The above questions are asked to all customers during complaint satisfaction surveys to ensure that the handling of our complaints reflects LHP's values and the standards outlined in the Complaints Handling Code.
18. Following the investment of dedicated customer experience officers, there were improvements across several metrics: Customers being informed and communicated regarding their complaint (+6 points), helpfulness of officers (+1 point), satisfaction with outcome (+13 points).
19. A new metric for empathy, listening and treating with respect was introduced this year. This reflects LHP's Values and the values of the Handling Code. This metric was the highest overall at 73 points.
20. Tenant Satisfaction Measures regarding complaints saw the year end figure of 35.45% against a target of 42.77%. Work is done on a quarterly basis to review all the responses received for this measure to identify root causes and learning actions. These are shared in the business partner and leadership meetings to make improvements to our services using customer insight.
21. In line with the Handling Code, service request type issues are logged via our housing management system. These requests are dealt with at first point of contact or by the individual teams within 5 working days of reporting. If unresolved or customers indicate that they wish to continue with a complaint, these are logged at stage 1.



22. Themes for service requests reflect those themes identified in formal complaints. Quality of service (40%), Lack of progress (18%) and lack of communication (12%). Missed appointments were also 13% of service requests received. These are easily rectified with customers provided with apology and re-appointment at first point of contact.

Compensation

23. Compensation is awarded in line with the Housing Ombudsman's Remedies Guidance and our Compensation Policy. Where service failures are identified, we consider the level of detriment experienced by the customer, including distress, inconvenience, delays, time, and effort incurred, and any financial loss. Awards are benchmarked against the Ombudsman's recommended remedies framework to ensure that redress is proportionate, consistent, and focused on achieving fair outcomes for customers.

24. In 2025/2026 the average compensation payment following complaint investigation was £313.84. The table below breaks this down by type:

Issue/Type	Amount (£)	Overall percentage (%)
Service delays and service failures driven by technical areas/teams	£29,300	44%
Communication failures, poor updates, expectation management	£11,200	17%
Missed repairs appointments	£3,400	5.1%

25. The table above is supported by the overall upheld complaints by service area shown below. This also supports the aim of the stage 1 complaints process in fully investigating and identifying the outcome of a complaint without unnecessary delay to the customer:

Stage 1	Total Number	Proportion of all cases	Number Upheld	% Upheld (of Service Area)	% Upheld (of All Cases)
ASB	16	3.6%	2	12.5%	0.4%
Asset management	43	9.7%	21	48.8%	4.7%
Commercial Services	1	0.2%	0	0.0%	0.0%



Corporate Services	4	0.9%	2	50.0%	0.4%
Customer Service Centre	28	6.3%	17	60.7%	3.8%
Finance	2	0.4%	1	50.0%	0.2%
Neighbourhoods	47	10.6%	13	27.6%	2.9%
Income Service	9	2.0%	3	33.3%	0.6%
Lettings	1	0.2%	1	100.0%	0.2%
IHRS & Planning	283	64.1%	150	53.0%	34.0%
Sales & Development	5	1.1%	3	60.0%	0.6%
Total	439	48.5%	213		

Stage 2	Total Number	Proportion of all cases	Number Upheld	% Upheld (of Service Area)	% Upheld (of All Cases)
ASB	3	8.8%	1	33.3%	2.9%
Asset management	4	11.7%	0	0.0%	0.0%
Neighbourhoods	7	20.5%	2	28.5%	5.8%
IHRS & Planning	19	55.8%	11	57.8%	32.3%
Sales & Development	1	2.9%	0	0.0%	0.0%
Grand Total	34	41.2%	14		

26. The tables above demonstrate that upheld complaints relating to the repairs and planning team are attributed to 53% of the overall stage 1 complaints upheld and 57.8% at stage 2. Compensation payments for the repairs and planning related complaints make up 72.25% of all payments, totalling £35,193.89.



Ombudsman Determinations

- 27. There were no determinations issued in the year 2025-2026.
- 28. There were two cases opened by the Housing Ombudsman service in 2025-2026. Investigations by the Ombudsman are currently taking around 12 months to receive a determination:

Date Received	Complaint Issue
25 November 2025	Low level noise complaint regarding pond in neighbouring garden
10 December 2025	Condition of new let property and communication regarding repairs

Conclusion

- 29. The 2025-2026 year has seen significant changes to the way LHP investigates, responds, and learns from its complaints. The introduction of the case management approach has seen over a 20% increase in the responses within timescales. Improvements are also being seen in our customer satisfaction and our latest Tenant Satisfaction Measure feedback.
- 30. LHP will continue to work with our customers to resolve complaints and prioritise using customer insight to shape and improve our services.



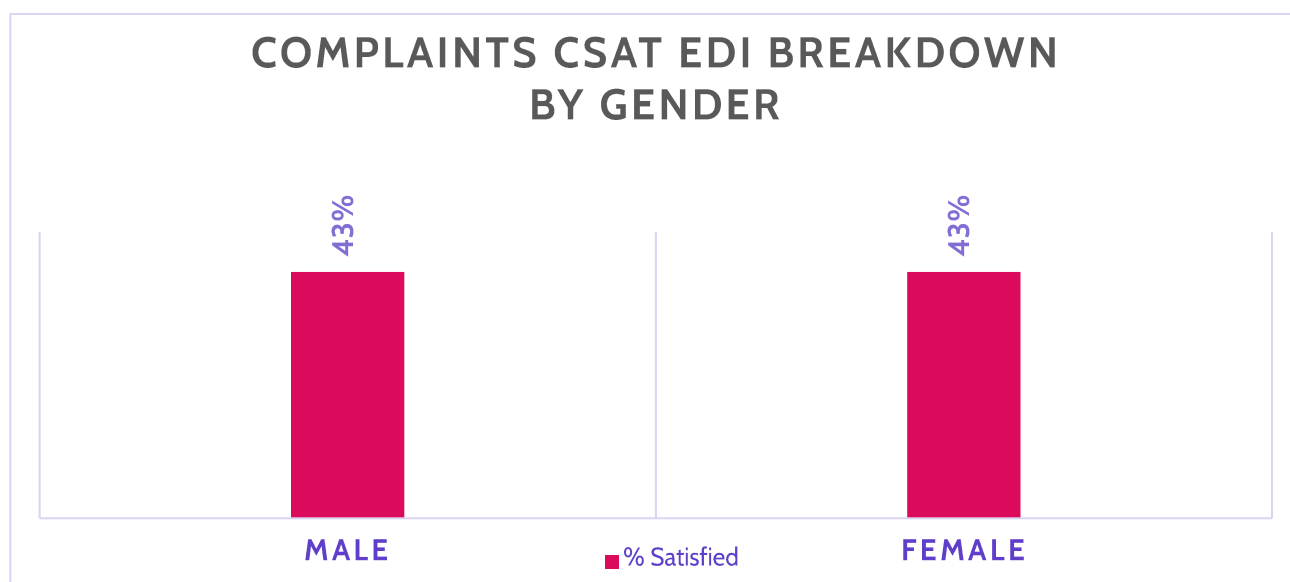
Appendix A – Complaint Satisfaction & EDI Analysis

1. This report is an overview of the analysis of customers who responded to Acuity Satisfaction Surveys in 2025-2026.
2. Whilst this report can provide oversight of the analysis it does not aim to understand the underlying reasons or the 'why,' but to ensure that LHP is using this data to identify where there are unrepresented or disadvantaged groups.
3. Overall, complaints satisfaction was broadly consistent across customer groups, with no clear evidence of substantial differences by gender, disability, ethnicity, or age. While some variation was observed, particularly amongst customers with disabilities and across age groups, small respondent numbers mean findings should be treated with caution. Overall, customer experience appears to be influenced more by complaint resolution, communication, and progress of the case than by customer characteristics.
4. Work continues to develop Power BI dashboard reporting to provide richer data sets, current data highlighted below provide's abroad insight through customer satisfaction ratings:
 - **Gender:** Satisfaction was identical amongst male and female customers, with 43% of both groups satisfied with the complaints process.
 - **Disability:** Satisfaction was lower amongst customers with disabilities (38%) than those without disabilities (53%), although respondent numbers were relatively small.
 - **Ethnicity:** Satisfaction levels were similar amongst the largest ethnic groups, with 42% satisfaction for White British customers and 44% for White English customers. Other ethnic groups had insufficient responses for meaningful comparison.
 - **Age:** Some variation was evident across age groups, but no clear trend emerged and several age bands contained low response numbers, limiting the reliability of comparisons.

5. Gender

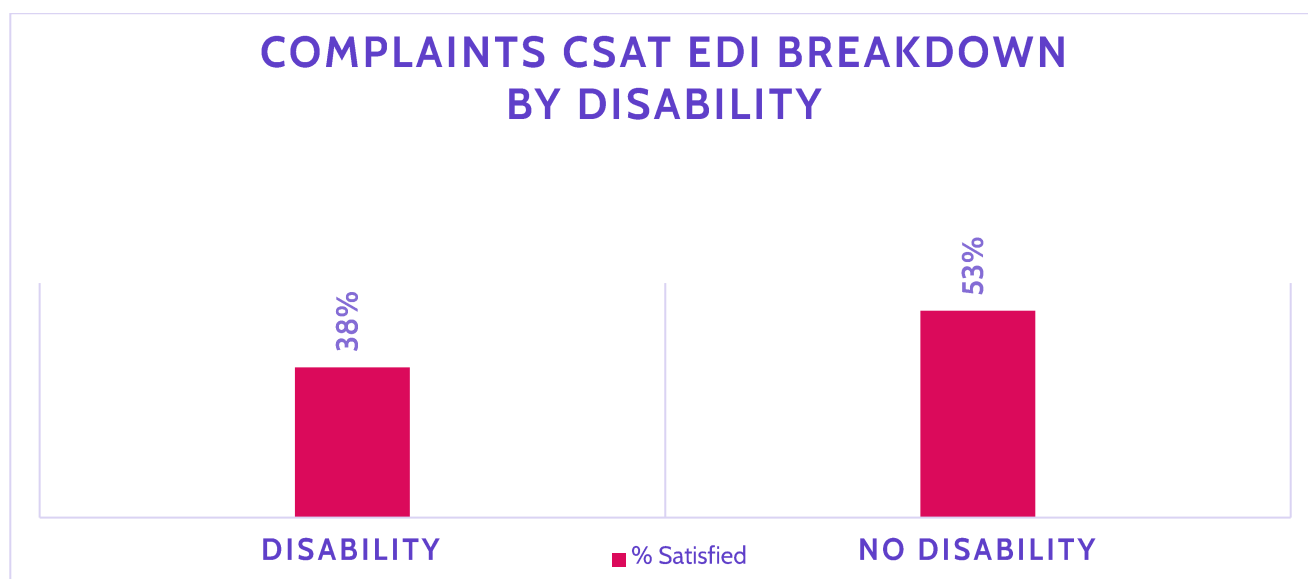


Gender	Satisfied	Neither	Dissatisfied	Total	% Satisfied
Male	15	5	15	35	43%
Female	15	7	13	35	43%



6. Disability

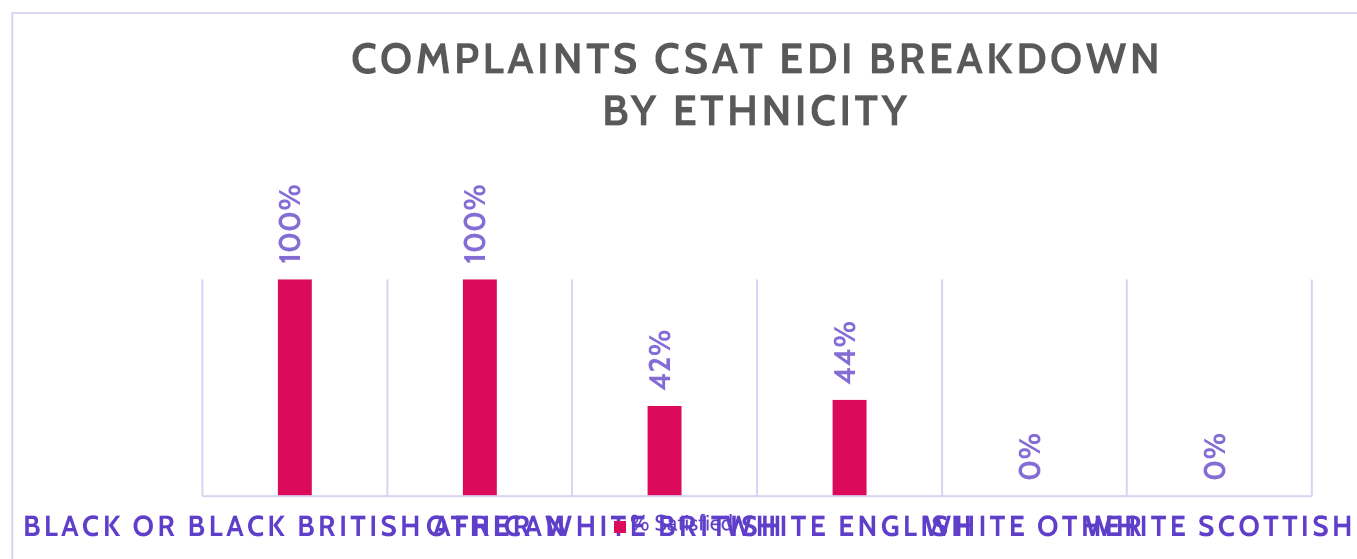
Disability	Satisfied	Neither	Dissatisfied	Total	% Satisfied
Disability	15	5	19	39	38%
No Disability	9	4	4	17	53%





7. Ethnicity

Ethnicity	Satisfied	Neither	Dissatisfied	Total	% Satisfied
Black or Black British African	1	0	0	1	100%
Other	1	0	0	1	100%
White British	15	6	15	36	42%
White English	8	3	7	18	44%
White Other	0	1	0	1	0%
White Scottish	0	0	1	1	0%



8. Age

Age Band	Satisfied	Neither	Dissatisfied	Total	% Satisfied
0 - 24	0	2	0	2	0%
25 - 34	8	1	1	10	80%
35 - 44	4	2	8	14	29%
45 - 54	4	1	4	9	44%
55 - 59	3	1	4	8	38%



60 - 64	5	2	1	8	63%
65 - 74	4	3	6	13	31%
75 - 84	1		3	4	25%
85 +	1		1	2	50%

