

Complaints Performance and Service Improvement Report



April 2025 – March 2026

Contents

Introduction 3

Our progress during 2025/264

Our complaints performance6

Complaint trends8

Top three reasons for complaints by category 12

Complaints not accepted..... 12

Learning from customer feedback..... 13

Customer Complaints Panel..... 15

You said, we did 15

Equality, Diversity and Inclusion (ED&I) 16

Improving customer experience in complaint handling 20

The Housing Ombudsman Service (HOS) 21

Our focus for 2026/27 25

Introduction

As the Board Member Responsible for Complaints and Chair of the Audit and Risk Committee, I present Alliance Homes' Annual Complaint Performance and Service Improvement Report for 2025/26.

In the last year, we have continued to invest in our team, systems and processes to quickly resolve and learn from customer complaints. We finish the year with a much deeper understanding of the reasons for complaints and with actions underway across the teams to address the root causes.

This report highlights the key improvements and commitments we've made:

- Launching our Service Standards, setting out what customers can expect from our services, including complaints. These are supported by our Customer Golden Rules, which outline the behaviours our colleagues are committed to always demonstrate.
- Setting up our Customer Complaints Panel, which is a key forum where customers help shape our complaints processes.

- Introducing our "Learning Circle" sessions, to ensure we hear, act on and learn from complaints to improve interactions with customers.

This continued focus has resulted in improvements in response times and outcomes for customers.

In this report, we highlight the key messages we've heard and how we have acted in response. This ensures we're transparent with our customers on progress being made, and alongside our published self-assessment, shows how we are compliant with the Housing Ombudsman's Complaint Handling Code.

We are proud of the improvements made but recognise there is still more to be done. We continue to welcome complaints, to hear feedback, and learn. In the coming year, we remain focused on improving the experience of our customers and acting on feedback to improve our services and outcomes.

A portrait of Joy Luxford, a woman with dark hair, smiling, wearing a patterned top and a dark cardigan, standing in front of a green leafy background.

Joy Luxford

Board Member responsible for Complaints

Our progress during 2025/26

We've worked hard over the last year to improve the complaints experience for our customers.

Here are some of the main highlights:

Launched our Service Standards

We've introduced our Service Standards, setting out clear timeframes and what customers can expect from our services. By being transparent about the standards, we aim to make sure customers can hold us accountable for delivering the service we've promised.

Read all our Service Standards by visiting **www.alliancehomes.org.uk/service-standards**

New Customer Complaints Panel

We set up a dedicated customer panel to capture feedback on our complaints handling process, allowing us to listen, learn, and continuously improve to better meet customer needs and expectations.

Strengthened leadership and accountability for complaints

Over the past year, we've strengthened the leadership of our complaints service by introducing clearer senior roles and responsibilities. This helps ensure complaints are managed consistently, lessons are acted on, and there is greater accountability for improving services.

Learning Circle

Developed our 'lessons learnt' approach by introducing regular complaint workshops with service leads, helping to identify root causes, drive improvements and reduce repeat issues.

Damp and mould

In March 2026, we brought our damp and mould service into the Customer Experience function to provide a more joined-up service.

Damp and mould cases are now managed from start to finish within the same service area. This means customers no longer need to move between different teams or repeat their concerns when reporting damp and mould issues. This helps us provide a more consistent experience and keep customers better informed throughout their case.

Understanding our customers' needs

We're learning more about our customers, their needs and lived experiences, to inform service improvements and identify gaps in how we meet specific needs. We're also spending more time meeting customers face-to-face to build stronger relationships.

Organisational development

Our Board Member Responsible for Complaints spent time with our contact centre and complaints team to better understand customers' experience and how complaints are handled in practice. This gives the Board a clearer picture of the issues customers face, and the improvements we need to make.

The complaints team has continued to build knowledge and skills through regular training from the Housing Ombudsman's learning programmes and by working with peers across the social housing sector through HQN's complaints group to share best practice and learn from others.

Satisfaction with complaints handling

(TSM - TP09)

Overall customer satisfaction
(tenants)

46.7%

In line with
last year



Overall customer satisfaction
(shared owners)

29.2%

In line with
last year



Customer satisfaction with our complaint handling has remained consistent compared to last year's Tenant Satisfaction Measures results. We recognise that there's more to do to improve these scores. Our focus is on resolving issues quickly, putting things right when they go wrong and continuing to develop on our lessons learnt.

Our complaints performance

We received more complaints during 2025/26. While this highlights areas where we need to improve, it also shows that customers feel able to speak to us when they're unhappy with our service. We welcome this feedback and continue to make changes to improve customer experience and how we respond when customers raise concerns about our service.

The proportion of Stage 1 and Stage 2 complaints responded to within target timescales has improved significantly, meaning more customers are receiving responses within the timescales set out in our service standards.

Here's a breakdown of the number of complaints we received, and the time taken to respond to them within target timescales.

Total number of complaints	863	
717	82.85%	
Stage 1 complaints received	Complaints responded to within target timescales of 10 working days.	
146	87.67%	
Stage 2 complaints received	Complaints responded to within target timescales of 20 working days.	
Satisfaction with our complaint handling	52%*	
Number of customer compliments	363	

* Based on responses from our transactional customer surveys (n=184).

The complaint handling performance figures in this report include all complaints received by Alliance Homes and measure whether they were responded to within the timescales set out by the Housing Ombudsman's Complaint Handling Code.

The complaint handling Tenant Satisfaction Measures (TSMs) CH02 (1) and CH02 (2), which are reported separately in our annual TSM results, are calculated differently, as they only include complaints raised by tenants living in Low-Cost Rental Accommodation (LCRA) homes and also take account of both acknowledgement and response times. As a result, the figures reported in the two publications are not directly comparable.



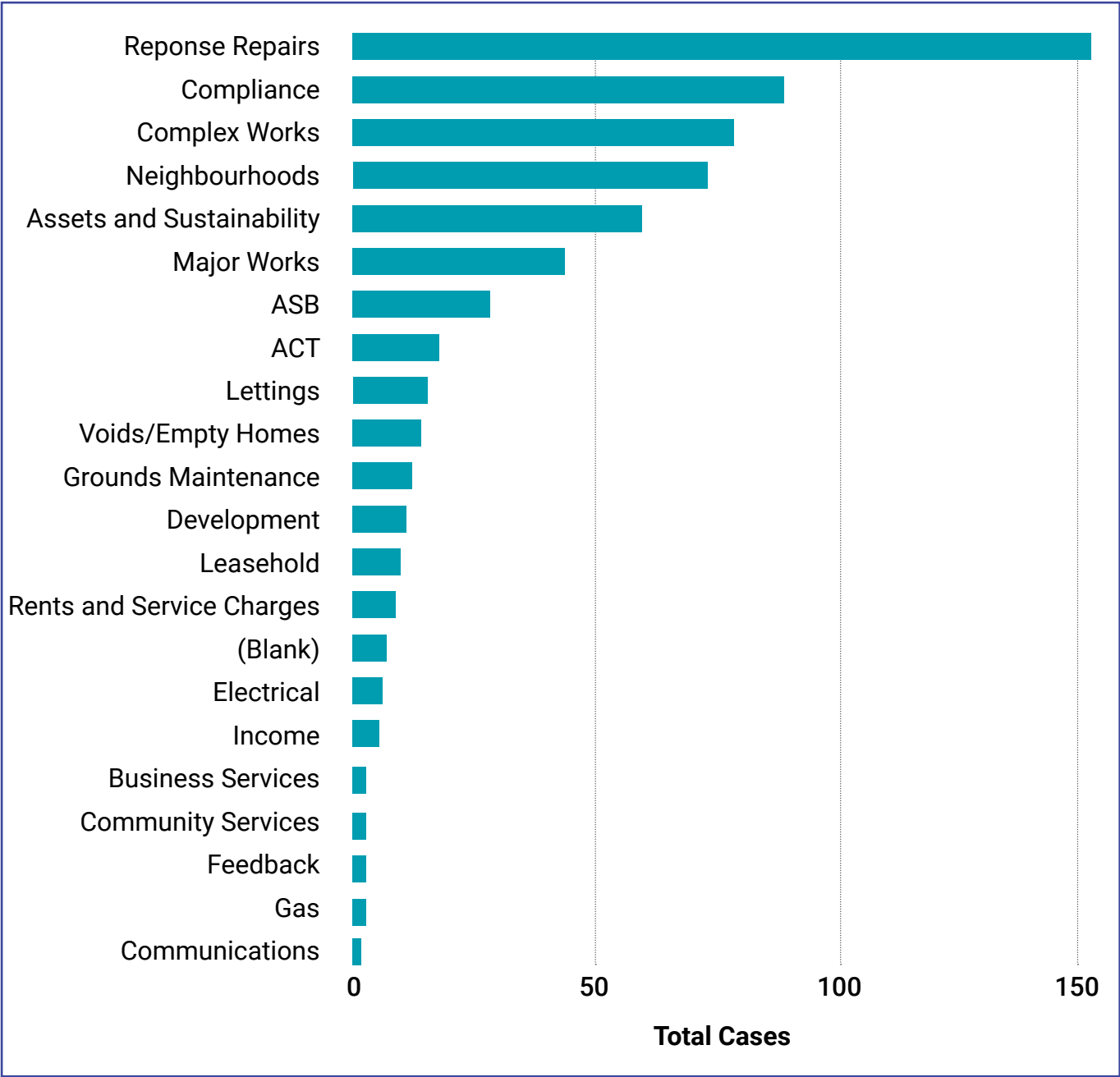
Customers taking part in a community event

Complaint trends

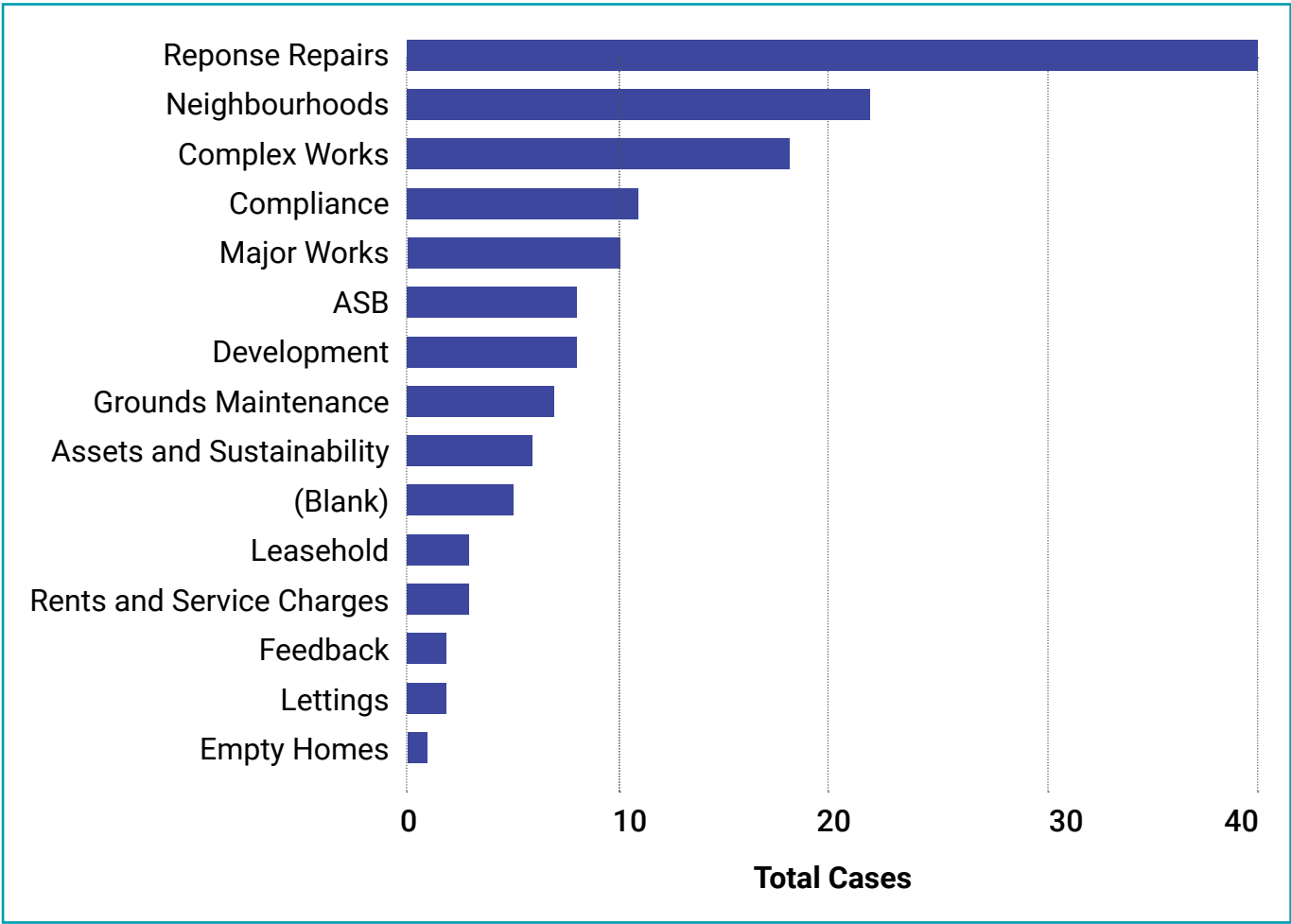
As part of our continued commitment to improving customer experience and service delivery, we closely monitor and track complaint trends to identify areas for improvement.

The following is a summary of complaints categorised by theme and service area for both Stage 1 and Stage 2 complaints.

Number of Stage 1 complaints by service area



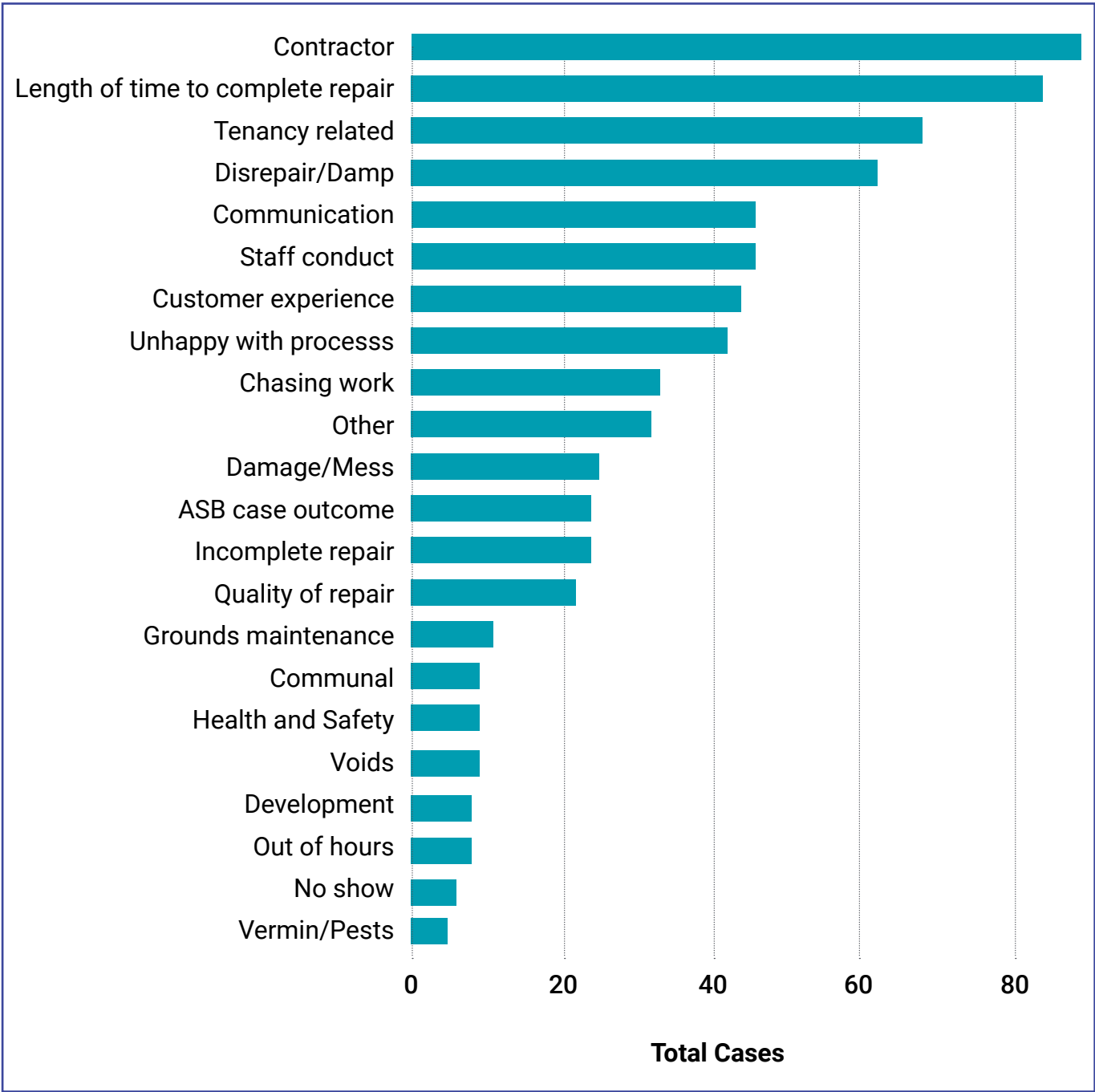
Number of Stage 2 complaints by service area



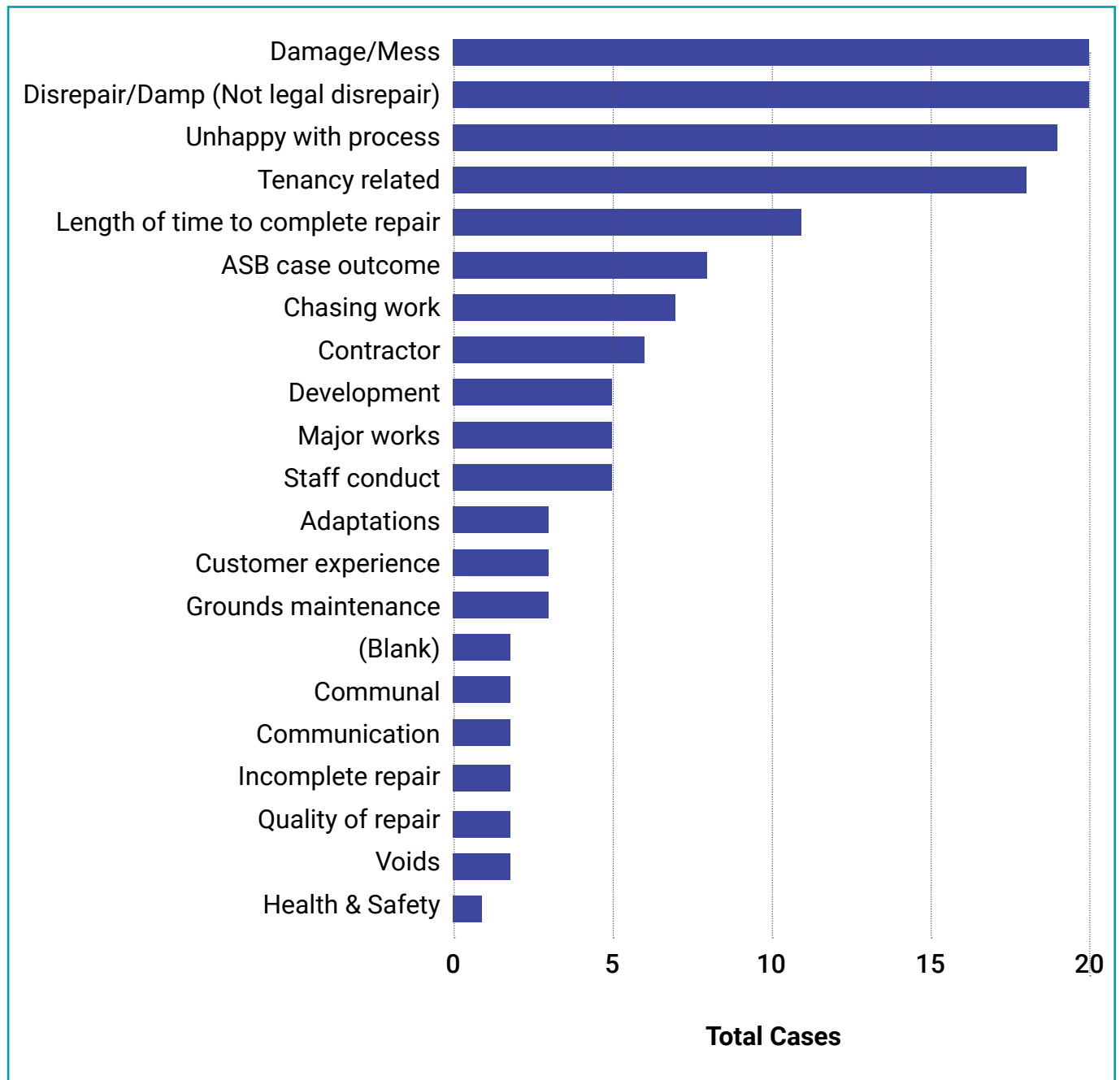
Complaints categorised as '(Blank)' are complaints that are still open and being investigated by the Feedback team (as of 31 March 2026).

Note: ASB = Community Safety (Neighbourhoods) team;
ACT = Alliance Contact Team.

Number of Stage 1 complaints by theme



Number of Stage 2 complaints by theme



Note: Complaints categorised as '(Blank)' are those assigned to multiple themes throughout the complaints process.

Top three reasons for complaints by category



Length of time to complete repairs



Contractors



Tenancy-related

We recognise that these themes relate to the areas of our service that matter most to customers and where expectations are not yet consistently being met.

We know that delays in completing repairs can have a significant impact on customer experience, and that stronger oversight of contractors is important to delivering a reliable and high-quality service. Complaints about tenancy issues also show the need for clearer communication, more consistent decision-making, and providing timely support for customers.

Over the past year, our complaints team has worked closely with service area managers through regular 'lessons learnt' sessions. This has helped us better understand the root causes of complaints, spot recurring issues and take more targeted action to drive service improvements and reduce repeat issues.

What we're doing

In response to these trends, we are:

- Strengthening oversight of contractor performance, with a Repairs Manager now taking lead responsibility for monitoring performance.
- Reviewing our repairs processes to reduce delays.
- Developing guidance and support within Tenancy services.

Our priority is to improve the overall customer experience by ensuring services are delivered efficiently, consistently and with clear communication at every stage.

Complaints not accepted

We have accepted all complaints submitted in the past year. However, there have been instances where customers have asked to raise a complaint which were more appropriately managed as service requests.

A common example of this includes a first-time repair request.

We also escalated complaints to Stage 2 where a Stage 1 complaint had already taken place, rather than opening a new complaint.

Learning from customer feedback

Here are some highlights of our learning and service improvement from complaints:

Adapting services to household needs



Customer feedback:

A customer said that their daughter's needs were not fully considered when scheduling repairs.



Our response:

We acknowledged the issue and the disruption caused; we worked with our surveyor and contractor to review the case. We adapted the repair works to better meet the household's needs and complete it outside normal working hours.



What we learnt:

We need to take a more tailored approach when supporting households with additional needs, making sure decisions and services are inclusive, flexible and aligned with our Reasonable Adjustments Policy.

Improving the quality of contractor repairs



Customer feedback:

Customers told us that they were dissatisfied with the standard and quality of the work completed by our contractor following property repairs to address damp and mould and defects.



Our response:

We introduced a clearer process for managing disrepair cases. We now attend the property to inspect and formally sign off larger or more complex works, working with contractors and, where appropriate, involving customers in the process.



What we learnt:

Strong oversight of contractor performance is important for building trust in our services. Involving both contractors and customers in signing off completed work helps improve quality, accountability and understanding.

Staying connected



Customer feedback

A customer was unable to get support when they needed it because their Tenancy Officer was on annual leave.



Our response:

Our Service Standards set out what customers can expect when they contact us. Our Neighbourhoods team will now return calls and emails within five working days. If a Tenancy Officer is out of the office or on annual leave, an automatic reply will tell customers who to contact for support.

This case also highlighted the importance of staying in regular contact with customers facing complex or ongoing issues. As a result, we now increase the frequency of property visits to weekly where additional support is needed, returning to monthly visits once the issue has been resolved.



What we learnt:

Clear communication is essential to help customers feel supported and safe in their homes. Increasing visibility and regular contact during ongoing issues helps reinforce this.



Laura Smith, Community Safety Manager

Customer Complaints Panel

We value customer feedback and have been working to strengthen customer voice in our service improvement. In autumn 2025, we setup the customer-led Complaints Panel.

The panel, made up of 11 customers, meets every quarter to review our complaints handling process, looking at anonymised cases to provide honest feedback on our actions, decisions, and communication, along with suggestions for improvements.

During a review, the panel fed back that our language could be refined to improve tone and professionalism. Phrases like “you feel” should be replaced with “you said,” as this phrasing is perceived to be more neutral, reducing any unintended emotional emphasis and creating a more balanced and professional approach.

In response, we have reviewed and updated the wording used in our Stage 1 and Stage 2 letters, as well as other customer communications, to ensure our tone is clearer, more respectful and better aligned with customer expectations.



It's rewarding to see that what we say genuinely makes a difference. You feel listened to and that the organisation really wants to improve.

Georgina Micklethwaite, Customer Complaints Panel member.



You said, we did

We regularly share updates from our customer panels, survey results, and Hive - our online customer community - on our website. To see how customer feedback is shaping our services, visit: www.alliancehomes.org.uk/you-said-we-did.

Equality, Diversity and Inclusion (ED&I)

Understanding our customers, their demographics, needs and accessibility requirements remain central to delivering fair and effective services. Building on 'Life Through Your Lens', our data capture project in 2025, we have continued to improve the quality and depth of customer insight gathered alongside complaints.

When considered alongside last year's findings - that complaints were more likely to be raised by female customers and those aged 50–59 - this year's data provides a more holistic picture of who is engaging with our complaints service.

Understanding our customers' needs and lived experience

This year's data provides insight into the vulnerability profile of customers who raise complaints.

39%

of complaints involve customers with one or more vulnerabilities.

12%

of complaints are associated with customers who have indicated a mental health condition.

11%

of complaints involve customers who specifically reference anxiety.

These figures demonstrate a connection between complaint experiences and vulnerability.

The data suggests that customers experiencing vulnerability, particularly those affected by mental health challenges, may be disproportionately represented in our complaints.

This may reflect both increased service needs and potential barriers in service delivery that impact these groups more significantly.

What this means for our services and complaint handling

This data underlines our clear priority: our complaint handling process must be accessible, responsive and tailored to customers who may require additional support, and we're looking at improvements such as trauma-informed practice training for colleagues.

Through 'Life Through Your Lens', we are continuing to strengthen how we capture, analyse and act on this information. This will enable us to:

- Improve our understanding of the relationship between vulnerability and complaint outcomes
- Identify any disparities in service experience or resolution
- Tailor communication methods and support mechanisms to individual needs
- Ensure equitable access to services and fair treatment for all customers.

What's next

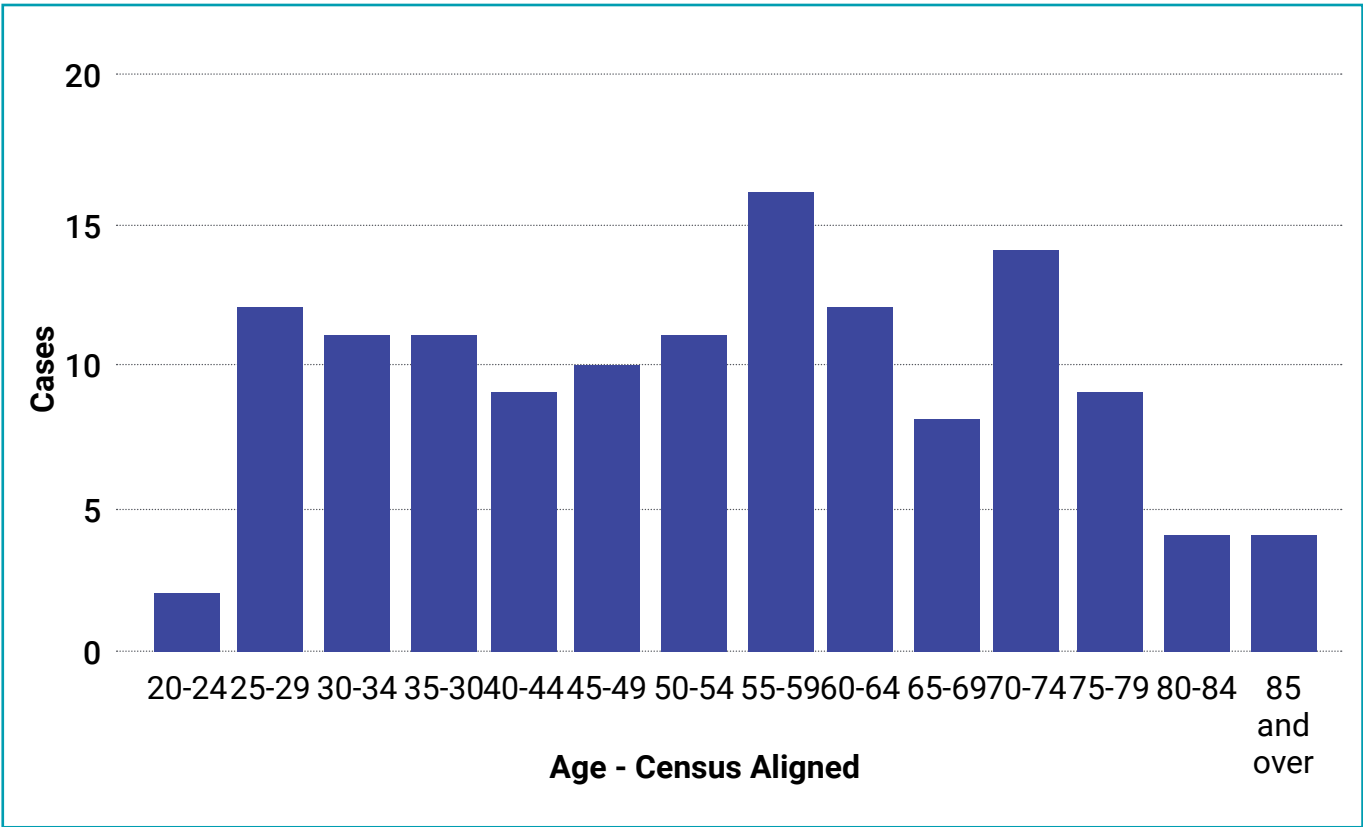
We recognise that more work is needed to understand whether customers with different protected characteristics or support needs experience our services differently, and to ensure no group is disadvantaged.

Over the coming year, we will:

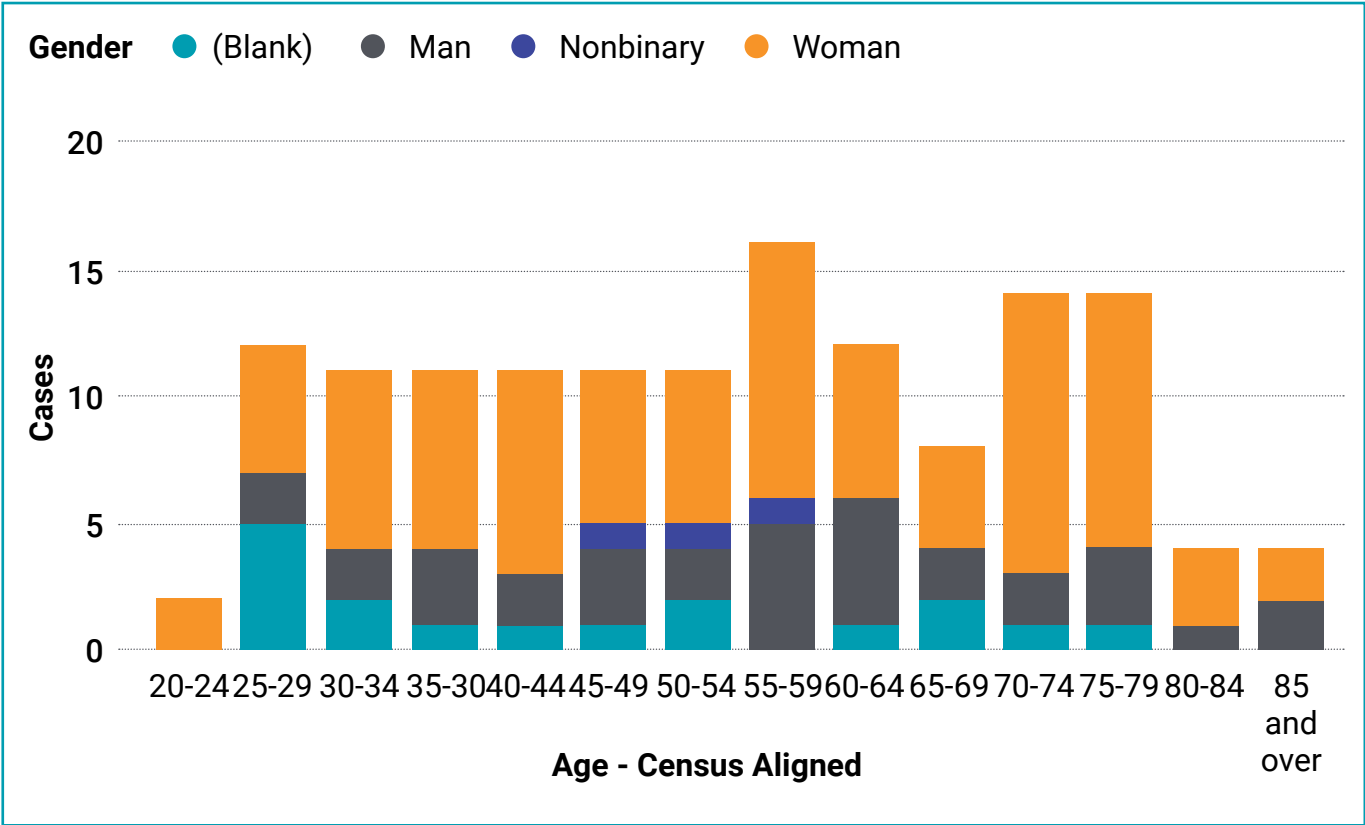
- Continue embedding ED&I considerations at every stage of complaint handling
- Continue to gather insight into customers lived experience through regular 'Life Through Your Lens' questionnaires - online, during customer interactions, and supported by training with the Home Repairs Service
- Use better data to drive service improvements and deliver more inclusive, customer-focused outcomes.

Data on customers' age, gender, ethnicity and vulnerabilities:

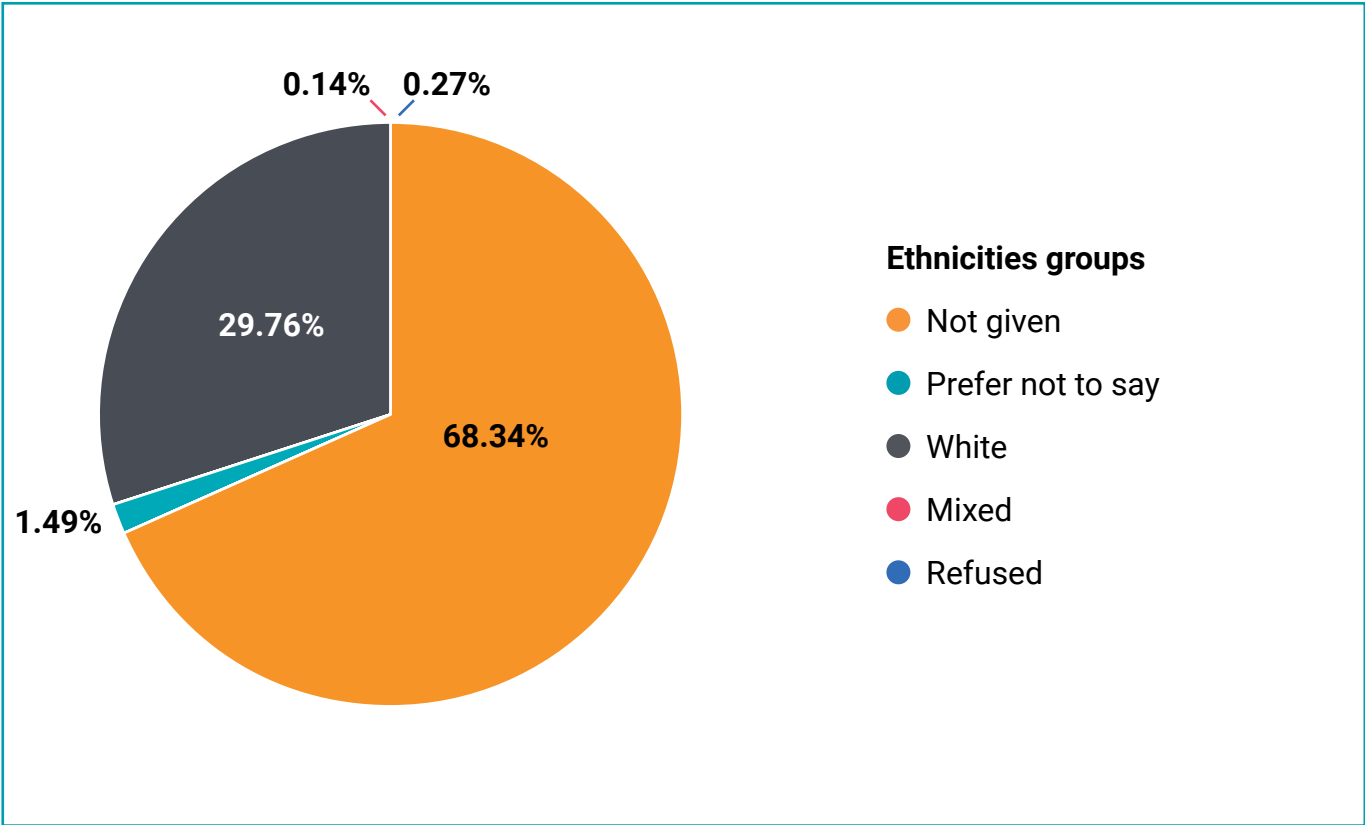
Cases by Age - Census aligned



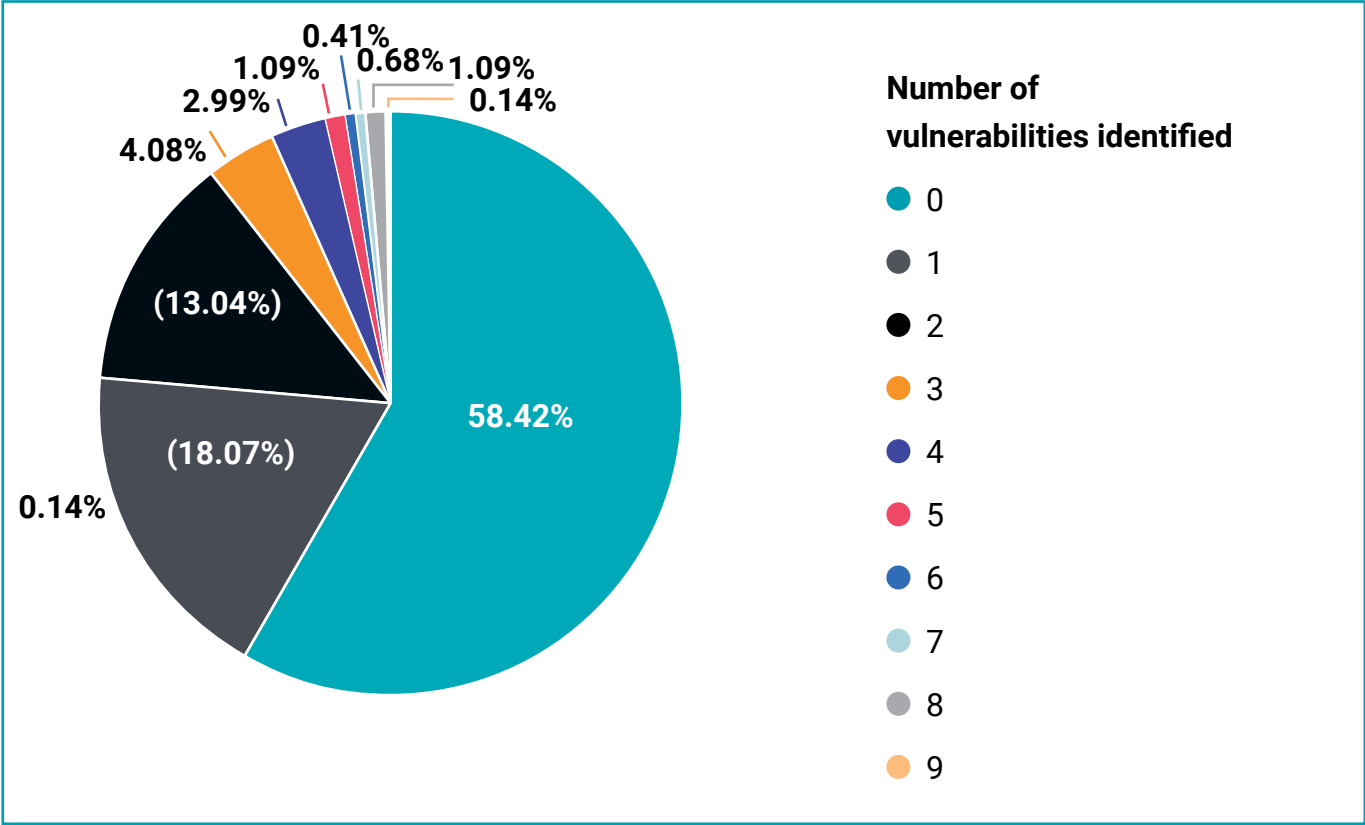
Cases by Age - Census aligned and gender



Complaints by ethnicity



Cases by vulnerabilities



Customer Scrutiny Panel members Graham, Kath and Yvonne

Improving customer experience in complaint handling

We continue to explore and implement improvements to enhance the customer experience when handling complaints, recognising that this is often a stressful time for our customers.

Our centralised complaint model is now fully embedded, and we are beginning to see clear and encouraging results across the organisation.

Key benefits include:

- A single point of contact for customers, improving clarity and accountability
- Reduced complaint resolution times
- Higher quality, more comprehensive responses
- Greater consistency and fairness in decision-making

Across the wider industry, there has been an increase in complaints progressing to Stage 2. In response, we have strengthened our team structure, including the introduction of a senior complaints' investigator. This provides better guidance, oversight, and on-the-job coaching to further improve outcomes and support development within the team.

To ensure we fully understand complex customer concerns, we are increasingly

meeting customers face-to-face. This approach helps us to gain deeper insight into their experiences and tailor our responses more effectively.

As a team, we now hold monthly complaint review meetings, where we:

- Analyse trends and emerging themes
- Share insights across the team
- Identify opportunities for improvement.
- Alongside this, our Learning Circle sessions with service managers, help us:
- Review individual complaints in detail
- Identify root causes
- Share learning points
- Implement process improvements to reduce repeat issues.

These actions are helping us to build a culture of continuous improvement, ensuring we not only resolve complaints effectively but also learn from them to prevent recurrence and enhance the overall customer experience.



Colleagues working together

The Housing Ombudsman Service (HOS)

Eight of our complaints were reviewed by the Housing Ombudsman Service (HOS). When assessing cases, the HOS may reach one or more findings for each case.

Here is a breakdown of the determinations we received in 2025/26:

Case Type	Determination	Actions
Repairs to boiler	No administration for the handling of reports of issues with the boiler. 1 x Service Failure for handling of complaint	Issued the customer a £50 compensation payment.
Rehousing	No maladministration with the request to rehouse No maladministration request for reasonable adjustments No maladministration to cover costs incurred for the cost of moving 1 x service failure for handling of the complaint The landlord made an offer to redress and in the Housing Ombudsman option this was satisfactory and resolves the matter of the landlord handling the reports of drainage repairs.	Issued a £75 compensation payment to the customer for complaint handling. Issue a £150 compensation payment to the customer which was offered at stage 2 of the complaints process. The Housing Ombudsman recommended that the landlord investigate whether the resident had to arrange for the gas to be uncapped himself. If this cost was incurred as a result of a landlord failure, we will reimburse the resident on receipt of proof of payment. The Housing Ombudsman recommend that health and safety records, as well as vulnerability information, are kept up to date and any reasonable adjustments are clearly recorded.

Case Type	Determination	Actions
Rehousing continued		In response, we have carried out our “Life Through Your Lens “ project within our internal system. This ensures health, safety and vulnerability records are updated and any reasonable adjustments are recorded, reviewed and updated. The Housing Ombudsman recommends that the landlord inform the customer of opportunities where they can participate in tenant events or provide customer feedback. We have shared the customer’s details with the appropriate colleague responsible for customer engagement opportunities, enabling the customer to be informed about customer panels, events and other opportunities to provide feedback and help shape our services.
House fire	In accordance with paragraph 53.b of the Housing Ombudsman Scheme, the landlord has made an offer of redress prior to investigation which in the Ombudsman’s opinion, satisfactorily resolves the complaint about the landlords handling of the residents’ concerns that it did not properly secure the home following the house fire. 1 x service failure in complaints handling.	A senior manager has written an apology letter to the customer. To issue a £150 compensation payment to the customer for not securing the house properly after a house fire. To issue a £200 compensation payment for complaint handling. Colleague training has been completed on complaint handling in response to to the findings in the report.

Case Type	Determination	Actions
Repairs to patio doors	Handling of the complaint – 1 x maladministration Repairs to rear doors – 1 x reasonable redress.	Issue a £100 compensation payment to the customer. Carried out colleague training looking at improved communication notes on our internal housing management system, CX.
Damp and mould in the tenant's property	Handling of complaint 1 x service failure Handling of damp and mould – 1x maladministration Handling of direct let – no maladministration	Issued a £250 compensation payment to the customer. A senior manager has written an apology letter to the customer.
Repairs to Property	Learning and record keeping – 1x Maladministration Response Repairs –1 x maladministration The response repairs to the rat's nest – 1 x maladministration Handling of complaints – 1x maladministration	Issued a compensation payment of £875 to the customer. We were asked to produce a repairs report. This report was completed and sent to the customer. Additional training was given to the complaints department. A senior manager has written an apology letter to the customer.
Damp and Mould	Handling of damp – 1 x maladministration Handling of complaint – 1 x maladministration	We have carried out a 'Life Through Your Lens' project on our internal system. This ensures health and safety and vulnerability records are updated, and any reasonable adjustments are clearly recorded Issued a £400 compensation payment to the customer. We passed on our insurance details to the customer.

Case Type	Determination	Actions
Damp and mould and repairs	No formal findings from the Housing Ombudsman as this was a Housing Ombudsman proposal. The Ombudsman issued a proposal rather than a formal determination, meaning they did not proceed to a full investigation or make formal findings of maladministration. We chose to accept the proposed resolution, including compensation, to bring the matter to an early close. Had we declined, the case would have proceeded to a full investigation. By accepting the proposal: The Ombudsman has subsequently requested an apology letter.	No action required, as this was a proposal rather than a final determination. Issued a £500 compensation payment to the customer. A senior manager has written an apology letter to the customer.

Housing Ombudsman Service Landlord Performance Report

Every year, the Housing Ombudsman Service publishes a Landlord Performance Report, showing how landlords are performing in handling complaints and the outcomes of cases investigated by the Ombudsman.

The report includes information about findings of maladministration and compares landlord performance by size, landlord type, complaint category and maladministration rate.

Find out more about our performance and view the latest Housing Ombudsman Service Landlord Performance Report on our website: www.alliancehomes.org.uk/complaints

Our focus for 2026-27

We want more customers to be satisfied with how we handle complaints and the services we provide.

In the year ahead, we will focus on using what we learn from complaints to improve services, put things right quickly when something goes wrong and ensure customers can see how their feedback is driving change.

Over the next 12 months, we will:

- Continue to work closely with our Customer Complaints Panel, using their feedback to challenge our approach and strengthen the quality and consistency of our complaint handling
- Maintain our regular 'lessons learnt' sessions with service areas to identify root causes, address recurring issues, and drive service improvements, particularly in repairs, contractor management, and tenancy services
- Invest in the continuous development of our complaints team through targeted training, with a focus on communication, resolution at first point of contact, and reducing escalation to Stage 2
- Embed the role of our Senior Complaints Investigator to strengthen quality assurance, improve the consistency of responses, and ensure we are delivering fair, thorough, and customer-focused outcomes
- Increase opportunities for direct engagement with customers to better understand their experiences and use this insight to inform service improvements.



Homes in Charlton Gate, South Gloucestershire

If you need this document in an alternative format or another language, please contact us on 03000 120 120.

03000 120 120
alliancehomes.org.uk
40 Martingale Way, Portishead, BS20 7AW

