

Annual Complaints Performance and Service Improvement Report 2025-26 Housing and Safer Communities (HSC)

Contents

Overview	2
About this report	3
Summary	4
Complaints	5
Complaints received.....	5
Compliance with target response times	6
Complaint outcomes.....	7
Excluded complaints	8
Learning From Complaints	9
Service improvements	11
Quality assurance.....	14
Ombudsman Determinations.....	15
Housing Ombudsman Complaint Handling Code Self-Assessment	16
Social Housing Ombudsman Reports	17
Appendices.....	17

Overview

We received fewer complaints in 2025-26 than in the previous year, although the number of complaints increased steadily during the year and has now returned to the higher levels seen previously. As in recent years, most complaints related to housing repairs and the condition of residents' homes.

We know that residents expect high-quality, reliable services and that we do not always get things right first time. The majority of complaints we investigated were upheld, which, although demonstrating a culture that is willing to acknowledge mistakes, learn from them and take action, also highlights that there is still more work to do to improve the services we provide. However, it also demonstrates our commitment to listening to residents, acknowledging where things have gone wrong and taking action to put them right. We continue to use complaints as an important source of insight to help shape and improve our services.

Responding to complaints on time remains our biggest challenge. Performance during 2025-26 was below the standards we expect of ourselves, particularly at Stage 1. Throughout the year we introduced additional oversight, strengthened performance management arrangements, improved complaint handling processes and invested in additional resources in key service areas. These actions are already delivering results, and performance in the early part of 2026-27 has improved significantly.

We have continued to focus on addressing the underlying causes of complaints. This year we strengthened arrangements for managing follow-on repairs and compensation, improved the quality assurance of complaint investigations, reinforced expectations around communication with residents and worked with services to improve case ownership and record keeping. We have also continued to use learning from complaints and Ombudsman decisions to identify opportunities to improve the resident experience.

The Housing Ombudsman's findings provide further evidence that these improvements are beginning to have an impact. While the number of Ombudsman determinations increased as the Ombudsman continued to work through a national backlog of cases, the proportion of findings involving maladministration fell significantly and we received no severe maladministration findings during the year.

We know there is still more to do. During 2026-27 we will continue our focus on improving complaint handling, repairs services, communication with residents and the delivery of agreed actions. By listening to residents and learning from complaints, we will continue working to provide services that better meet the expectations of our tenants and leaseholders.

About this report

This report provides an overview of performance and insights relating to complaints and Housing Ombudsman cases in the Housing and Safer Communities directorate (HSC) in 2025-26 (1 April 2025 to 31 March 2026).

This report provides a comprehensive overview of the performance related to complaints and Ombudsman cases handled in Housing and Safer Communities that are within the remit of the Housing Ombudsman ("landlord complaints"). These include:

- Leasehold services
- Moving to a property
- Rent and service charges
- Occupancy rights
- Property condition (including repairs)
- Tenant behaviour
- Estate management (including caretaking)

The remit of the Housing Ombudsman is not identical to the remit of the Regulator of Social Housing's reporting of Tenant Satisfaction Measures.

NOTE on Tenant Management Organisations (TMOs)

TMOs are independent legal bodies that operate their own complaint processes; we have 265 properties in [TMOs in Royal Greenwich](#): Walpole Estate Management Board and River Heights Tenant Management Co-operative. Due to the age of the legal agreements governing the relationship with our TMOs, we are assisting Walpole and River Heights to update their complaint processes to comply with the Housing Ombudsman's complaint handling code. There were no formal complaints against either TMO in 2025-26. However, all TMO tenants continue to have access to redress through complaints, including support from the Housing Ombudsman Service.

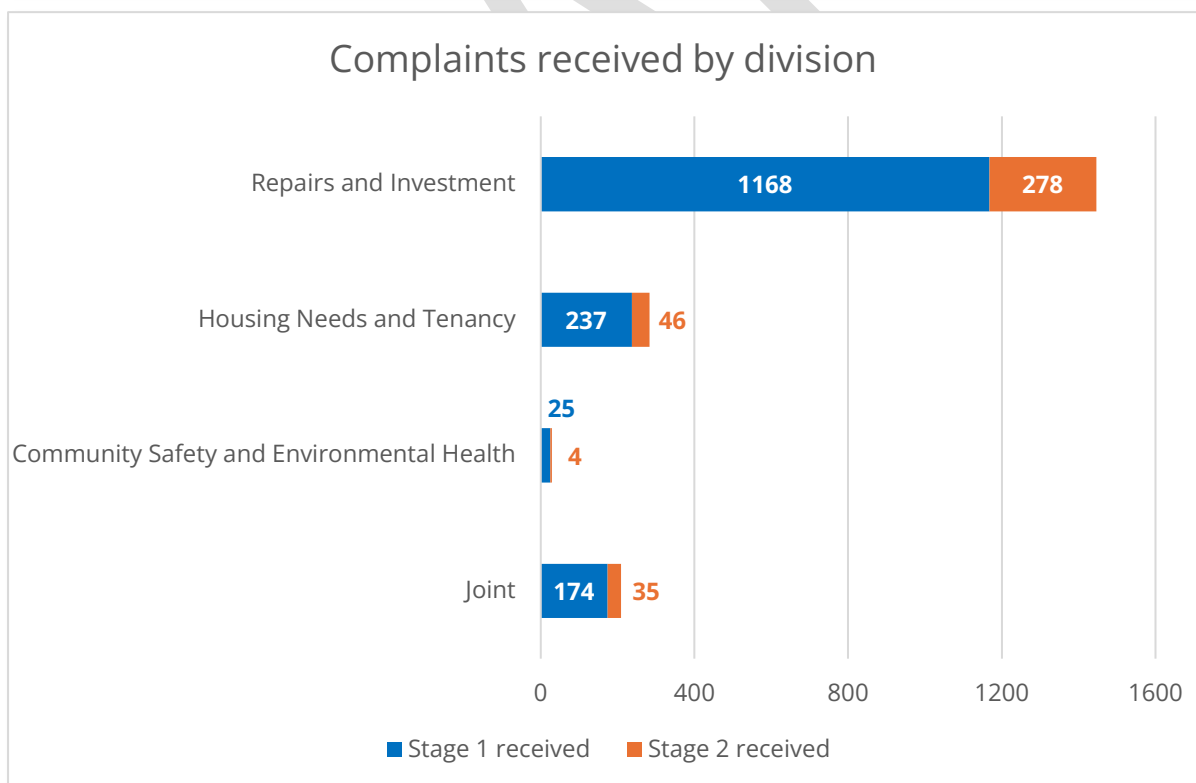
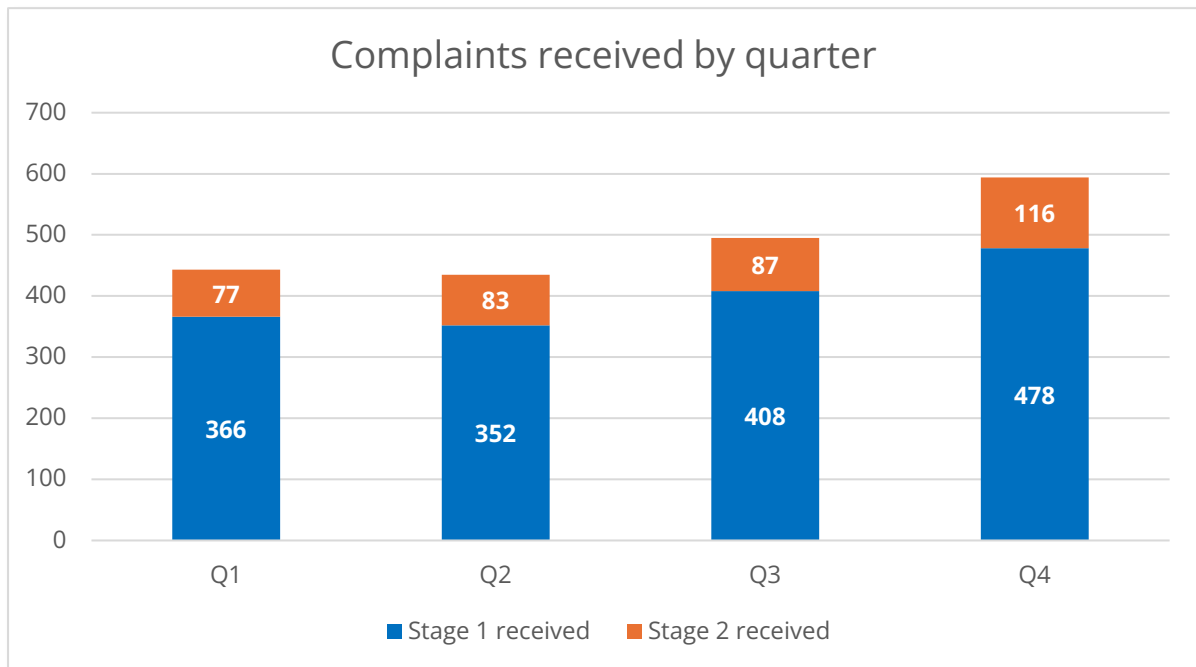
Summary

Type	2024-25	2025-26	Change
Stage 1 complaints received	1,843	1,604	13% ↓
Stage 1 complaints on time	45%	37%	8% ↓
Stage 2 complaints received	349	363	4% ↑
Stage 2 complaints on time	46%	52%	6% ↑
Housing Ombudsman determinations	33	64	94% ↑
Housing Ombudsman maladministration	88%	67%	21% ↓

- Annual demand has fallen since 2024-25, but quarterly volumes received during 2025-26 have risen steadily, indicating that demand has returned to its previous peak.
- We received complaints about a wide range of issues, and the largest group are about the condition of people's homes.
- We responded to 37% of stage 1 complaints and 52% of stage 2 complaints within target timescales.
- The Regulator of Social Housing sets a specific complaints measure in their Tenant Satisfaction Measures, based on a subset of the complaints included in this report. Using this measure, we responded to 38% of stage 1 complaints and 48% of stage 2 complaints within target timescales, which is an improvement on last year. For more detail on our TSM performance, please see [our website](#).
- The majority of complaints are upheld. The proportion of complaints upheld at Stage 1 and Stage 2 is down slightly for the second consecutive year.
- We excluded 25 complaints this year, 1.3% of complaints received.
- As for most social Landlords in London, we have seen an increase in Ombudsman determinations on last year. However, these have been stable during the year. We received no Severe Maladministration decisions and three Complaint Handling Failure Orders (CHFOs); we have complied with all of these.
- This year we improved recording of complaints about our Tenant Management Organisations (TMOs). No TMO complaints were received.

Complaints

Complaints received



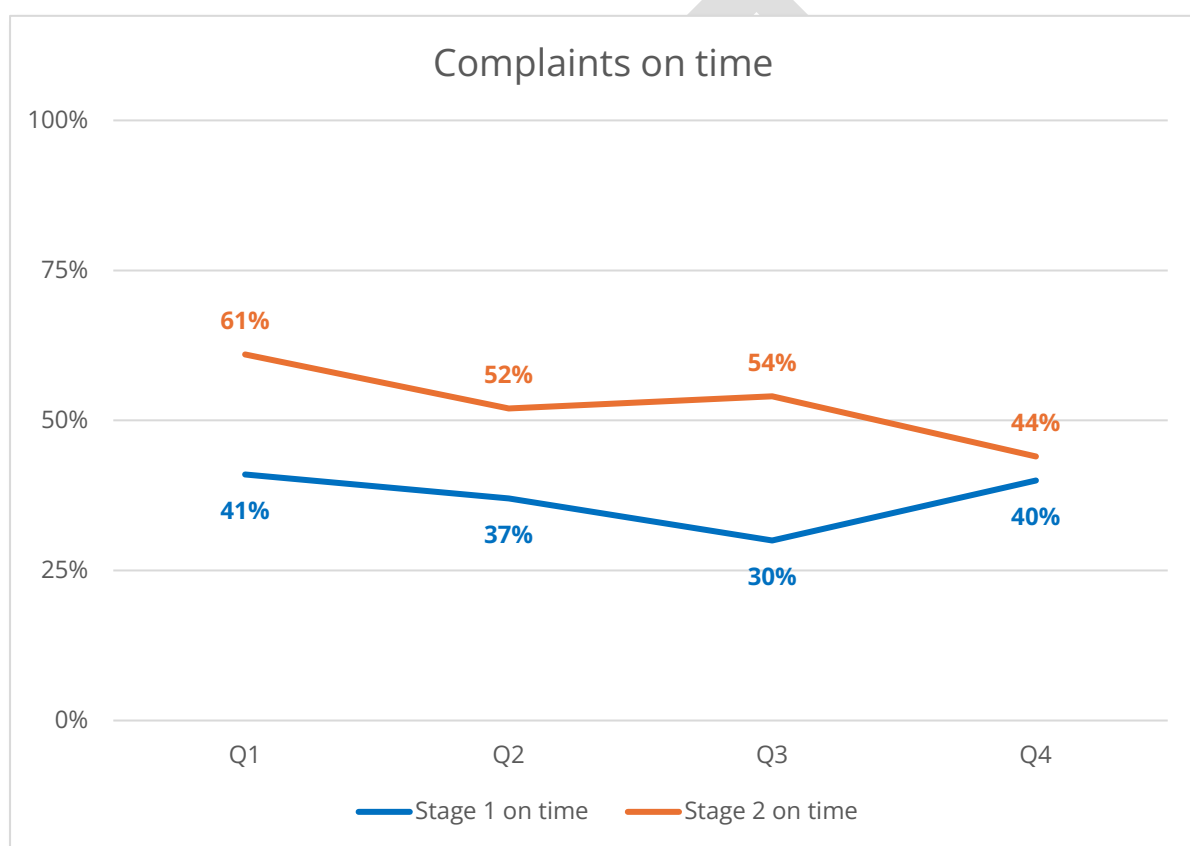
Joint complaints are multiservice complaints that are administered by the HSC central complaints team working closely with the different divisions which the complaint relates to.

Compliance with target response times

Our two stage complaint policy complies with the Housing Ombudsman's Complaint Handling Code.

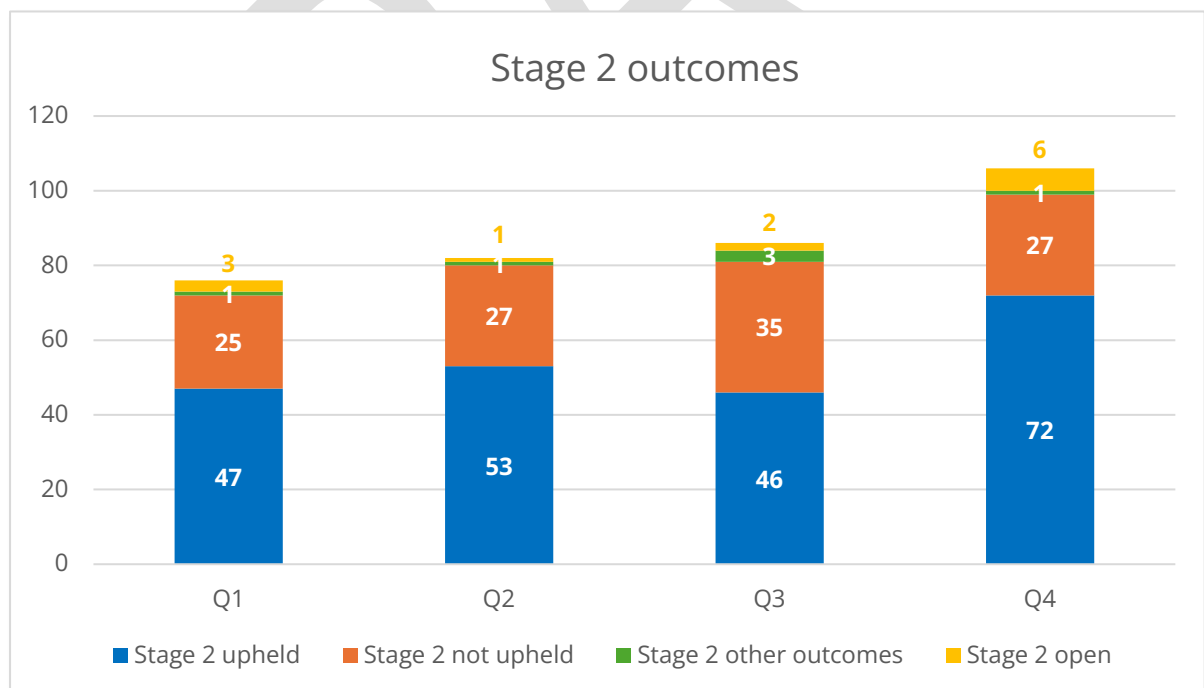
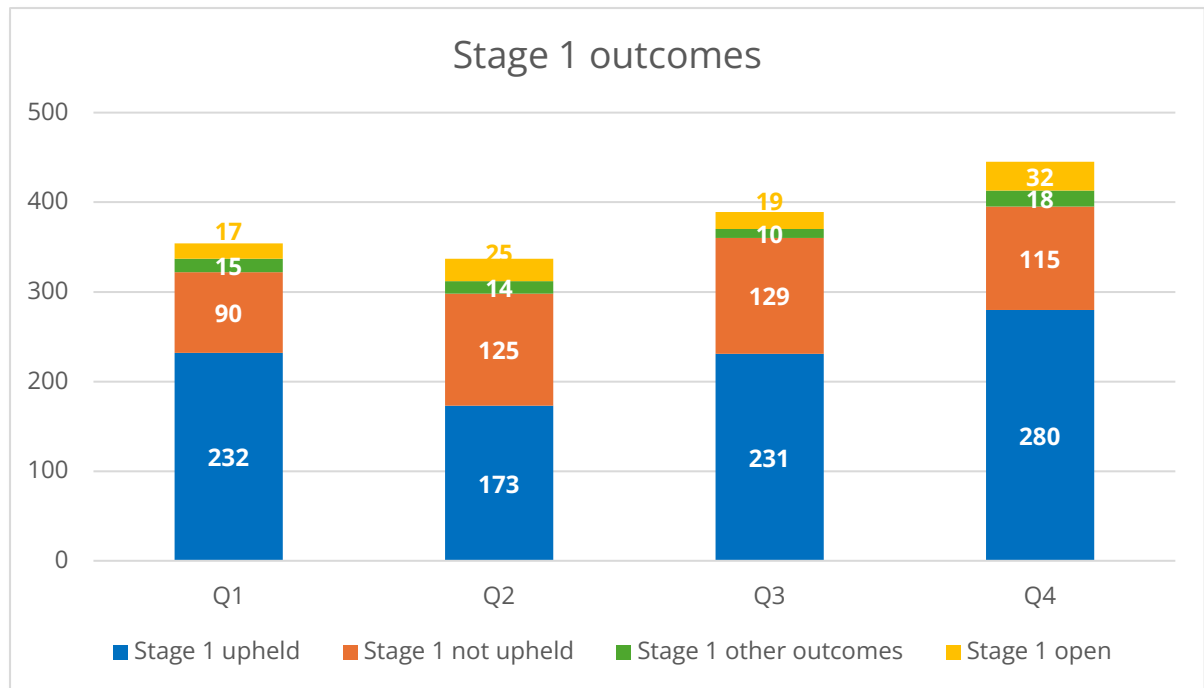
We aim to acknowledge complaints within five working days, then to respond within a further 10 working days at stage 1 and 20 working days at stage 2. If we need more time, we can extend this by a further 10/20 days respectively.

The Regulator of Social Housing monitors performance for a subset of these complaints, excluding leaseholders (Tenant Satisfaction Measures/TSMs). These are noted for context and are [reported separately to the Regulator](#).



Complaint outcomes

When we investigate complaints, they can be either upheld (entirely or partially) or not upheld. Upholding a complaint means we have investigated it and found that we got something wrong, which we will correct.

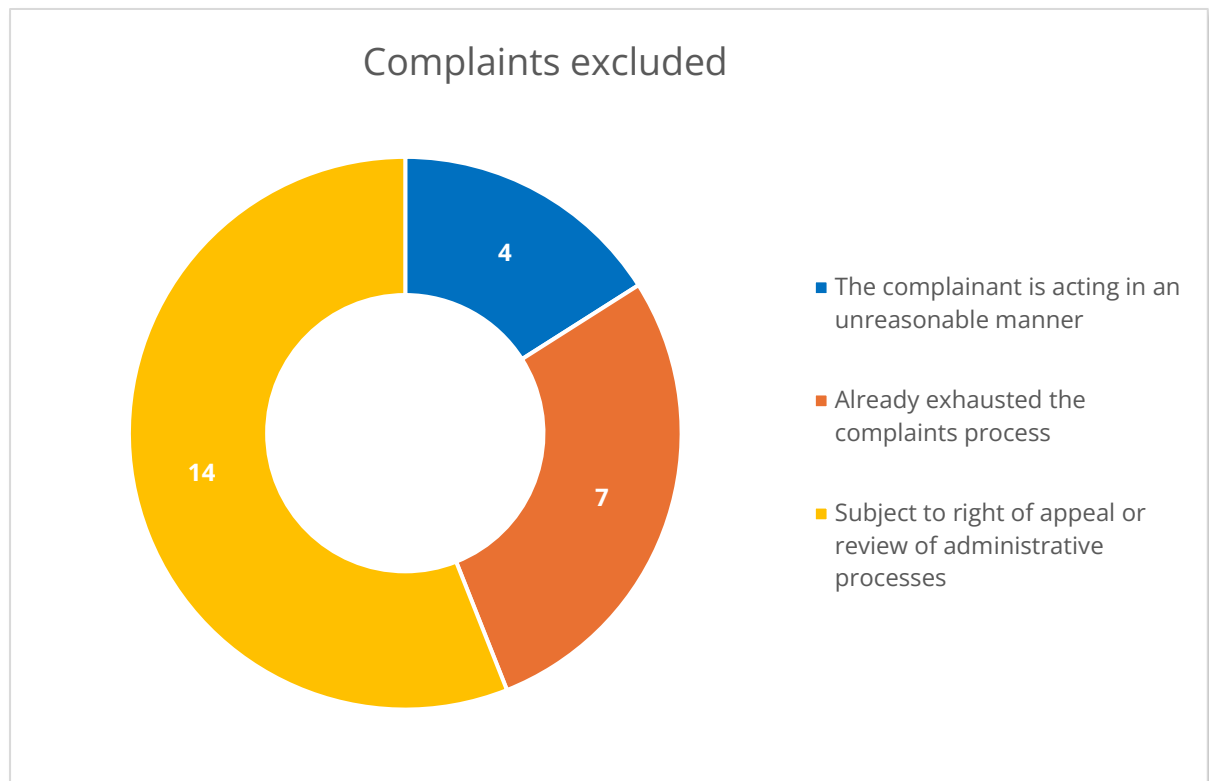


67% of Stage 1 and 66% of Stage 2 complaints were upheld this year, down slightly from the previous year. This excludes complaints which were still open at the end of the

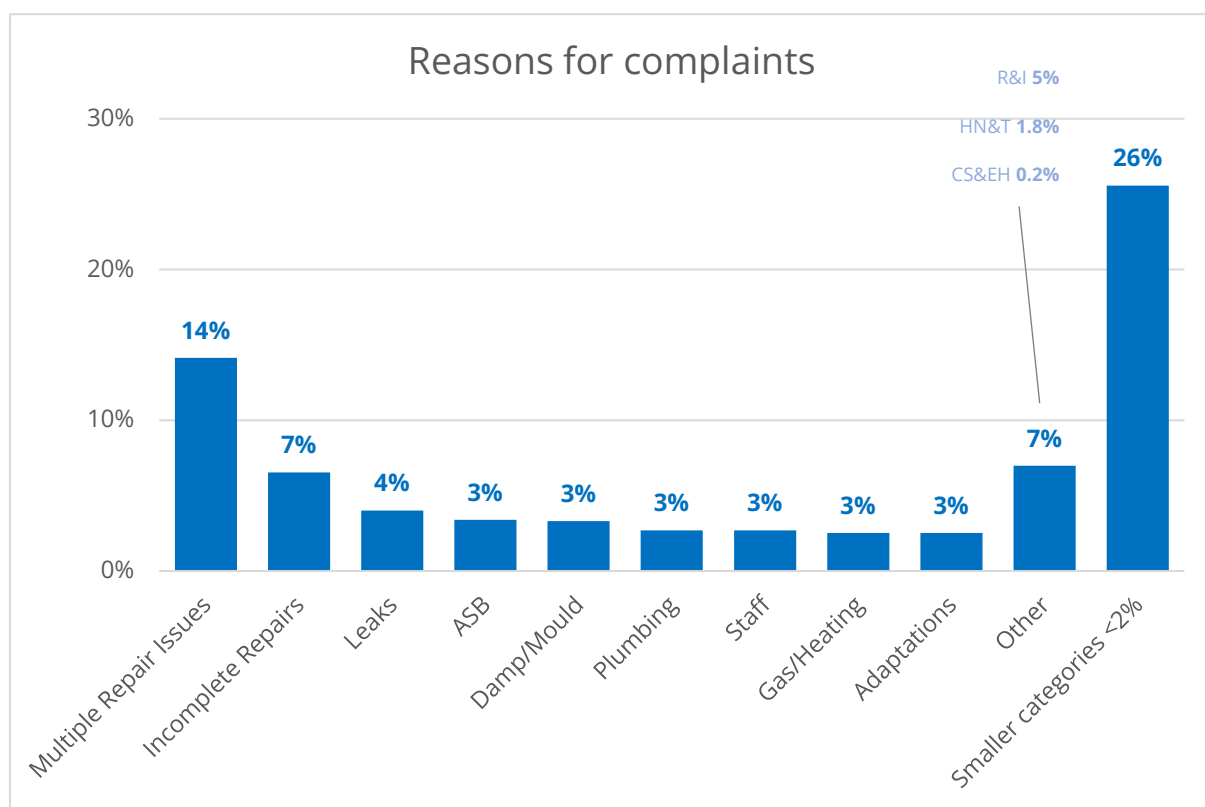
quarter. Overdue complaints are regularly monitored and actively managed by the division which is responding to them.

Excluded complaints

The Royal Greenwich complaints policy allows for complaints to be excluded from investigation in certain circumstances. We formally excluded 25 complaints this year.

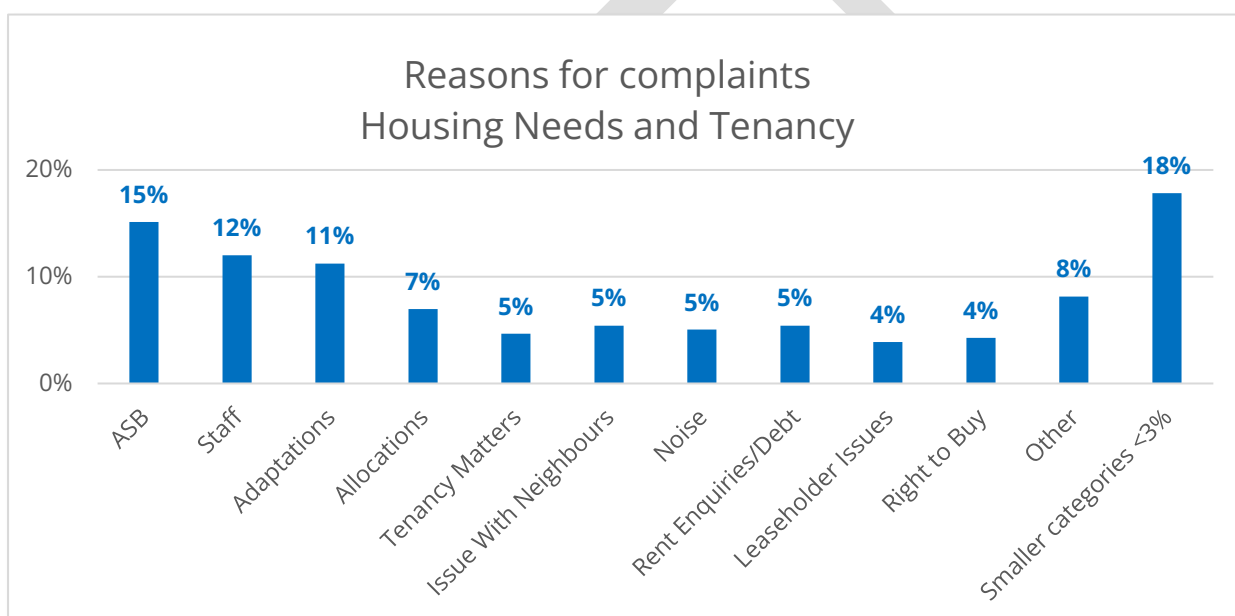
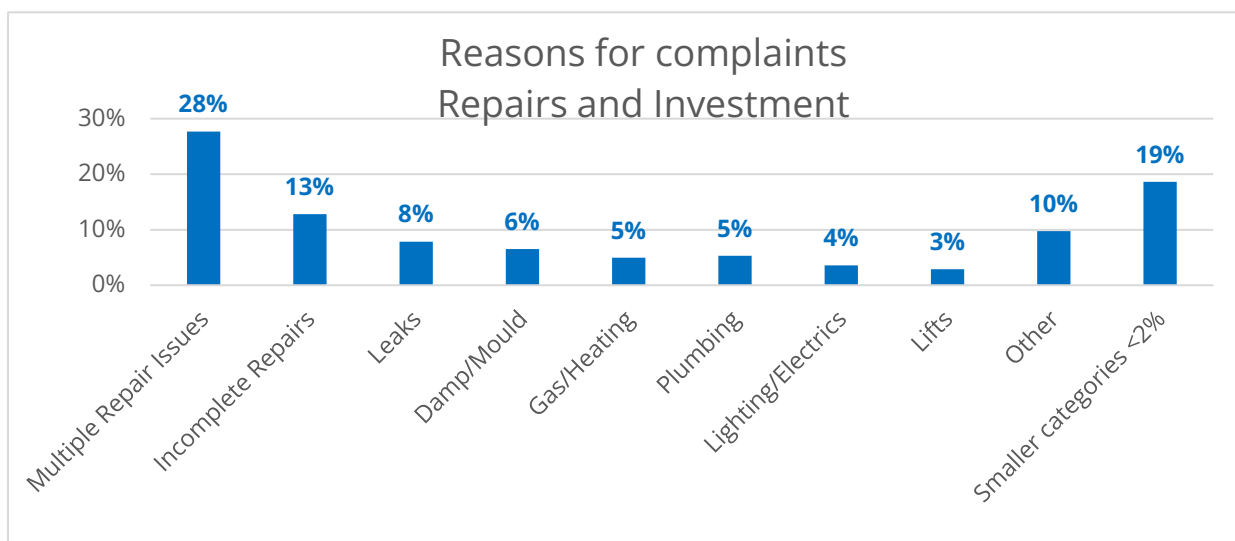


Learning From Complaints



The three largest reasons for complaint relate wholly to property condition. Two thirds of the cases recorded as “other” are about repair issues. Therefore, repairs issues are the main driver of dissatisfaction that leads to complaints.

The top reasons in each division are on the next page. The vast majority of complaints are for the Repairs and Investment and Housing Needs and Tenancy divisions. Just three complaints had categories recorded against them in our Community Safety and Environmental Health division, which is concerned primarily with the performance of statutory functions rather than our function as a social landlord. Other complaints that this team receives fall under the remit of the Local Government and Social Care Ombudsman and are covered in our Corporate Complaints Report.



The category "Other" indicates that the complaint is about something for which there is no specific recorded category. We are working on better ways of capturing information about complaints so that we have greater insight into what they are about.

We know we don't always get things right first time, and complaints provide valuable information into how we can improve our services. We also use our own data to inform the areas we need to improve. The following table shows where we have identified areas to improve and what we have done or plan to do to improve.

Service improvements

Theme	What we learned	What we will do differently
Communication and resident experience (cross-divisional)	Poor communication was the most common cause of complaints. Residents were not always kept informed about repairs, delays, appointments or complaint outcomes, and some residents felt communication lacked empathy or clarity.	We provided reminders and guidance to staff on communicating with residents, including the importance of timely updates and managing expectations. A staff code of conduct was introduced for our Repairs service to clarify the standards residents can expect. We will continue to reinforce clear, accurate and empathetic communication across landlord services.
Complaint handling and quality of investigations (cross-divisional)	Some complaint responses did not address all complaint points, provide sufficient explanations or demonstrate that a thorough investigation had taken place. Complaints often escalated where issues were not fully addressed at Stage 1.	We delivered complaint response training, strengthened quality assurance arrangements and used Ombudsman decisions to identify areas for improvement. We will continue to improve the quality and consistency of investigations and responses.
Case ownership and follow-through (cross-divisional)	Complaints frequently arose where agreed actions, follow-on repairs, inspections or compensation payments were not completed or monitored effectively. Residents often had to chase for progress.	We improved complaint and compensation tracking processes, reduced the number of compensation sign-off stages and strengthened monitoring of follow-on actions. We will continue to improve ownership and

		oversight of actions through to completion.
Timeliness and responsiveness (cross-divisional)	Delays in complaint responses, repairs and follow-on actions remained a significant source of dissatisfaction. Complaints were more likely to escalate where delays were not explained clearly.	We increased focus on performance monitoring and escalation of overdue cases. Additional resources were introduced in some areas, including filling vacancies within the R&I complaints team. We will continue to strengthen oversight of response times and outstanding actions.
Record keeping and knowledge management (cross-divisional)	Several Ombudsman investigations highlighted missing inspection records, incomplete repair histories and insufficient records of actions taken. Poor records made it difficult to evidence decisions and demonstrate service delivery.	Services have reinforced expectations of our staff around case recording, including recording resident contact, inspections and actions taken, which will be enforced by managers. We will continue to strengthen knowledge and information management practices to ensure decisions and actions are fully evidenced.
Repairs delivery and service quality (R&I)	Repairs complaints commonly involved leaks, damp and mould, repeat visits, incomplete repairs and delays in diagnosing root causes. Complaints often arose where repairs were not managed through to resolution.	We strengthened monitoring of follow-on repairs, introduced learning from damp and mould cases and identified opportunities for seasonal monitoring and preventative intervention. We will continue to focus on first-time fixes and earlier identification of root causes.
Contractor management and performance (R&I)	Some complaints arose because contractor	We provided feedback to contractors on service

	communication, workmanship or appointment management did not meet resident expectations.	standards and strengthened oversight of contractor performance. We will continue to focus on quality, communication and completion of works at the first opportunity.
Supporting vulnerable residents (cross-divisional)	Several complaints highlighted the importance of recognising vulnerabilities, disabilities, health conditions and individual circumstances when delivering landlord services.	Services have reinforced the need to consider vulnerability when making decisions, communicating with residents and prioritising works. We will continue to build this into staff training, supervision and case reviews. We are improving our recording of data about residents' vulnerabilities and disabilities.
Working across teams (cross-divisional)	Some complaints escalated because responsibilities were unclear, information was not shared effectively or issues involved more than one service area.	We strengthened joint working arrangements through learning reviews and improved coordination between services involved in complex cases. We will continue to clarify responsibilities and improve escalation routes where more than one service is involved.
Processes and procedures (cross-divisional)	Complaints identified occasions where procedures were not followed consistently, actions were not completed or decisions were not clearly explained.	We reviewed procedures relating to resident updates, complaint handling, compensation and case management. We will continue to strengthen compliance with procedures and use complaint learning to identify further improvements.

Quality assurance

During 2025/26, we carried out quarterly internal quality assurance (QA) reviews of complaint responses across Housing services, including Repairs and Investment, Tenancy Services, Income, Caretaking, DHIT and joint multi-service complaints. These reviews assessed the quality of complaint acknowledgements, investigations, remedies, communication, escalation information and compliance with the Housing Ombudsman's Complaint Handling Code.

The reviews identified a number of strengths. Services consistently provided clear information about escalation rights and access to the Housing Ombudsman, while most responses were professional, respectful and written in plain language. The reviews also identified many examples of thorough investigations, evidence-based decision-making and resident-focused communication.

The reviews highlighted several recurring themes requiring improvement. These included improving how complaint issues and outcomes sought are defined at the outset, strengthening timeliness and delay management, providing clearer explanations of investigations and decisions, explicitly reference to policy and service standards, ensuring remedies are fully linked to findings and resident outcomes, and improving how learning from complaints is recorded and evidenced. Reviews of multi-service complaints also highlighted opportunities to strengthen coordination and consistency across services.

We have used these findings to inform a programme of improvement activity, including strengthened guidance, revised quality standards, enhanced training, improved monitoring arrangements and stronger quality assurance processes. A detailed summary of the quality assurance reviews undertaken during 2025/26 is provided at **Appendix 4**.

Ombudsman Determinations

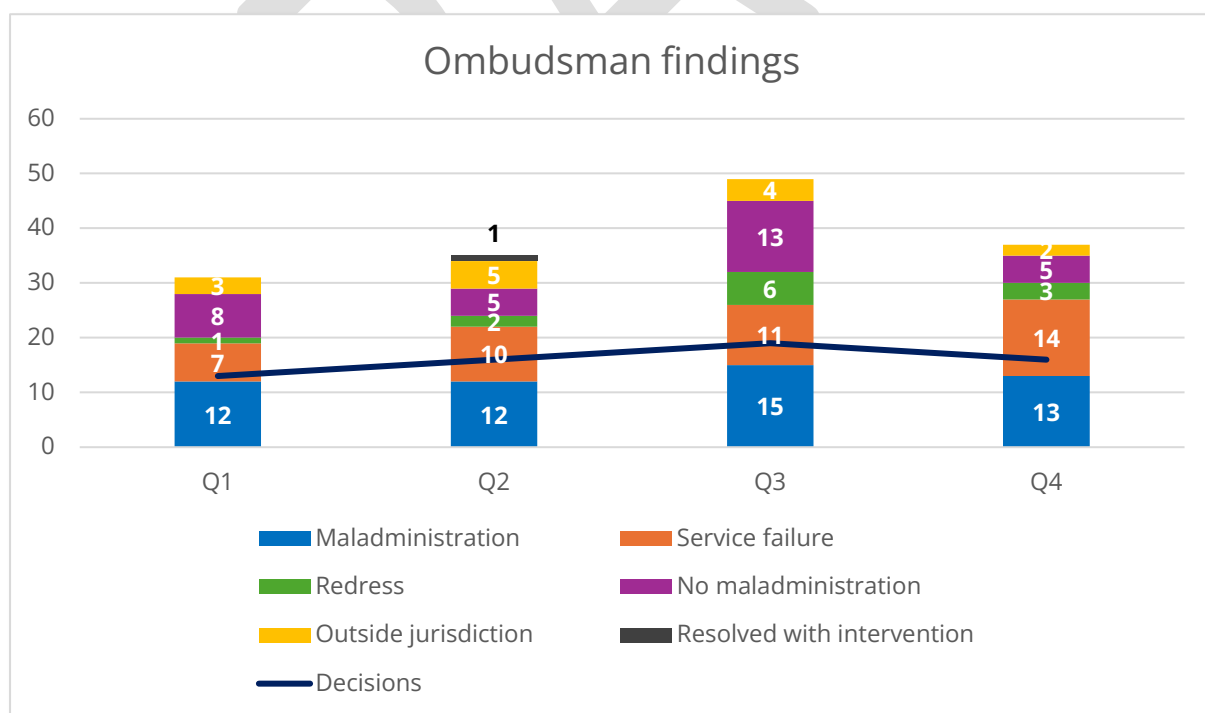
Residents who are still dissatisfied after completing our complaint process may ask the Social Housing Ombudsman to investigate their complaint independently.

During 2025/6, the Ombudsman continued to work through a backlog of cases which had built up nationally during the pandemic. Most of the cases where we received determinations did not relate to the current year.

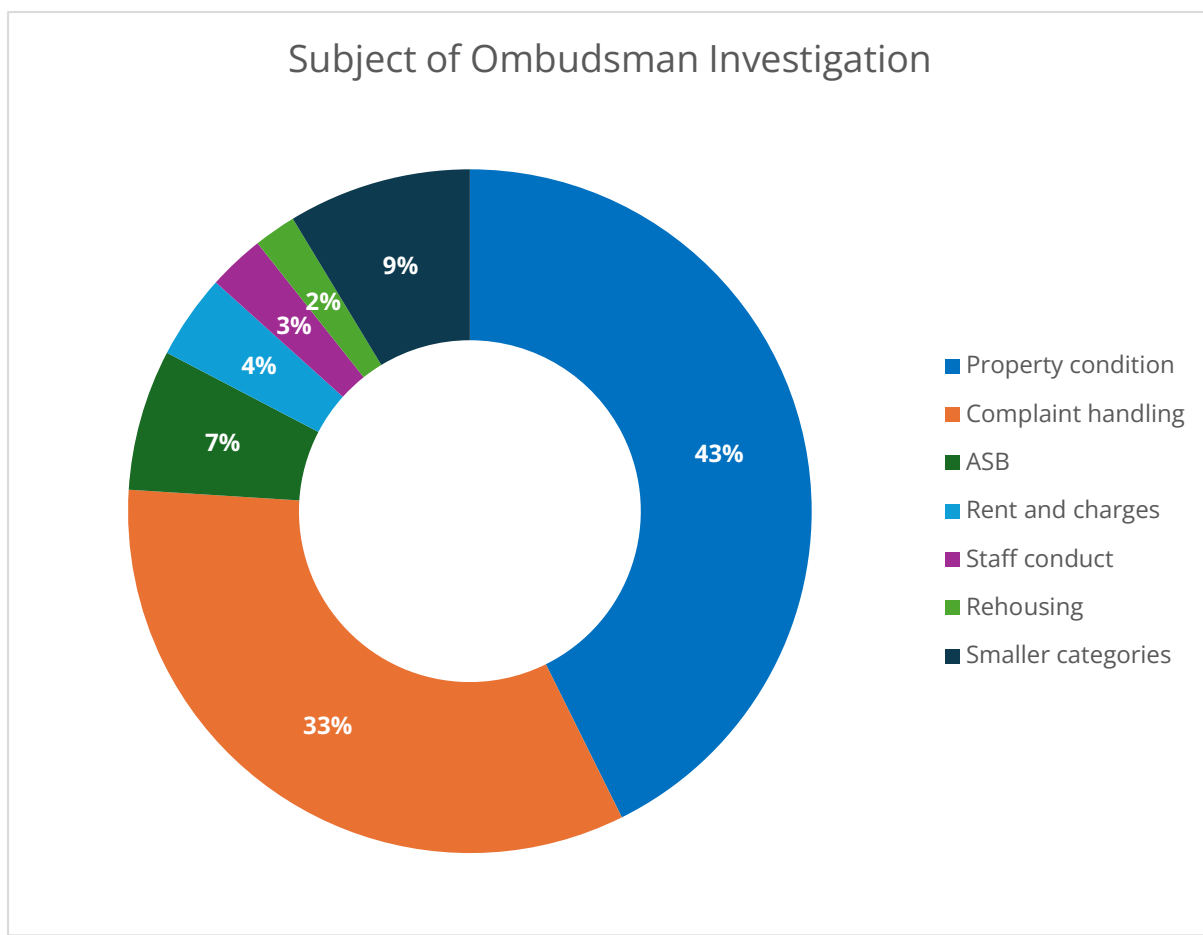
The Housing Ombudsman may make multiple findings in each investigation, ranging from *no maladministration* to *severe maladministration*, and order compensation. If we do not follow the Ombudsman's instructions, we may receive a *Complaint Handling Failure Order (CHFO)*.

Data is taken from the Housing Ombudsman service and our own records.

Type	2024/25	2025/26	Change
Determinations	33	64	100% ↑
Findings	86	152	65% ↑
Maladministration Findings	70	94	36% ↑
Maladministration Rate ¹	88%	69%	19% ↓
Complaint Handling Failure Orders	4	3	25% ↓
Compensation Ordered	£24,275	£23,515	3% ↓



¹ Maladministration calculated as a percentage of outcomes, excluding "outside jurisdiction"



We use determinations from the Ombudsman to inform the areas we need to improve. We have included our learning taken from Ombudsman decisions in the learning section above.

We received three Complaint Handling Failure Orders (CHFOs) for not complying with the Housing Ombudsman's instructions promptly enough. Two were "type 1" orders, relating to failure to respond to complaints and one was a "type 2" order relating to failure to comply with orders following the Ombudsman's investigation. We have complied with all of these orders and taken on board learning for the future.

Housing Ombudsman Complaint Handling Code Self-Assessment

- The Housing Ombudsman requires us to self-assess ourselves against its Complaint Handling Code.
- We have assessed ourselves as complying with 70 of the 72 recommendations and we are actively working on complying with all of them. The remaining two recommendations relate to TMOs (*see page 3*). We will continue to work to improve our complaints handling this year and ensure that we respond to new requirements from the Ombudsman. Our assessment is attached at **Appendix 1**.

Social Housing Ombudsman Reports

- The most recent [report of our performance by the Housing Ombudsman](#) is for the year 2024-25 (**Appendix 2**). This relates to a different period from this report, but is included as this is a requirement of the Housing Ombudsman.
 - The top three categories investigated were property condition, complaint handling and anti-social behaviour, unchanged from the previous year
 - Compared with comparable landlords:
 - Overall maladministration was higher
 - Severe maladministration was lower
 - Redress findings were lower²
 - Compared with the previous year (2023-24):
 - Determinations were up slightly
 - Orders were up by around a quarter
 - Maladministration rose marginally
 - Compensation ordered fell slightly
 - Complaint Handling Failure orders rose from 0 to 3
- In 2024-25, the Housing Ombudsman continued to work through a backlog of investigations, so many of these cases relate to issues raised several years ago
- The Housing Ombudsman periodically produces “spotlight” reports about thematic issues in the social housing sector, which we are asked to self-assess against. We have conducted the following self-assessments this year:
 - Repairs and Maintenance – **Appendix 3**

Appendices

Appendix 1	Self-assessment – Complaint Handling Code
Appendix 2	Housing Ombudsman annual report on RBG 2024-25
Appendix 3	Self-assessment – Repairs and Maintenance
Appendix 4	Quality assurance reviews 2025-26

² “Redress” findings are used when the finding would have been “maladministration”, but we put it right, generally through apologising or offering compensation during the complaint process.