Customer Voice
Report 2025

Co-operative housing Ireland



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Introduction

Co-operative Housing Ireland values the Member Tenant voice as a central part of how we shape, review and improve our services. As a co-operative organisation, Member Tenant influence is embedded throughout our governance and service delivery structures, ensuring Member Tenants have meaningful opportunities to participate in decision-making, provide feedback and contribute to organisational learning.

Member Tenant voice is reflected through a range of formal engagement, governance and feedback mechanisms. These include participation within local co-operative societies, representation on the National Board and subcommittees, motions brought forward through the AGM process, the Annual Member Tenant Survey, Member Tenant scrutiny activity, complaints, compliments, and service-level satisfaction surveys completed following interactions with our services.

This report brings together the insight, feedback and learning gathered throughout 2025 and highlights how Member Tenant experiences continue to inform service delivery and organisational reflection across Co-operative Housing Ireland.



The report outlines:

1. How Member Tenants influence decision-making through Co-operative Housing Ireland's co-operative governance structure
2. Key themes identified through the Annual Member Tenant Survey
3. Learning and recommendations arising from Member Tenant scrutiny activity
4. Insight and organisational learning identified through complaints and service-level surveys
5. Positive feedback received from Member Tenants throughout the year.

While feedback was gathered across different services and engagement channels, several consistent themes emerged throughout the reporting period. Communication, responsiveness, co-ordination between services and the importance of feeling listened to were repeatedly identified as key influences on Member Tenant experience and satisfaction. The report also highlights examples of learning, service responses and ongoing areas of focus identified through Member Tenant feedback during the year. By continuing to listen to Member Tenant experiences and reflect on the feedback received, Co-operative Housing Ireland aims to ensure the Member Tenant voice remains central to how services are reviewed, developed and delivered.

Member Tenant Influence Through Co-operative Governance Structures

Tenant influence is embedded within the Co-operative Governance structure in Co-operative Housing Ireland. Member Tenants have formal opportunities to participate in decision making ensuring that the Member Tenant voice remains central to the organisation's governance and strategic direction. When a Member Tenant moves into a Co-operative Housing Ireland home they become a member of the co-operative, through payment of an €80 membership fee. Membership provides Member Tenants with opportunities to participate in governance, influence and decision-making and contribute to discussions relating to services and communities.

Through co-operative membership Member Tenants can:

- Attend and participate in the Annual General Meeting (AGM)
- Stand for election to the Board
- Bring forward motions for consideration at Co-operative Housing Ireland's AGM
- Receive updates relating to services and activity.

Delegates attending the National AGM participate in discussions relating to organisational priorities, vote on motions brought forward by Member Tenants and vote on nominations to the Board.

Board and Sub Committee Participation

Member Tenant representation is embedded within the governance structures of Co-operative Housing Ireland through participation on the Board and associated sub committees. During 2025, six Member Tenants served on the Co-operative Housing Ireland Board. Co-operative Housing Ireland Board members serve two-year terms, renewable up to a maximum of ten years. Up to seven co-operative board members are elected by Member Tenants.

The Board has reserved decision-making functions and responsibilities in relation to:

Key policies, corporate plans and strategies	Significant acquisitions and disposals of assets by the Society, including land, equipment and buildings	Major investment and capital expenditure contracts involving the Society, such as construction and acquisition contracts and the terms of such contracts	Approval of borrowing arrangements by the Society and the amounts and terms of loans
Risk management and control policies, including delegated authority levels	Approval of annual budgets and statements of financial accounts	Appointment and remuneration of senior executive staff	Significant changes in recruitment, salary levels, pensions and other benefits for staff

In addition to electing up to seven Board members, Member Tenants also participated in Board sub-committees. These committees operate with specific duties delegated by the Board and provide the Board with detailed scrutiny and feedback on reports, policies, and performance data.

Sub-committees provide opportunities for Member Tenants to:



Review performance and service information



Contribute to governance discussions



Consider organisational priorities and emerging issues



Support oversight of key areas affecting Member Tenants and communities



Make recommendations on organisational policies

Through participation in subcommittee structures, Member Tenants contribute additional scrutiny and Member Tenant perspective to governance discussions and organisational review processes throughout the year.

The following table lists the current involvement:

Sub-Committee	Member Tenant involvement	Recommendations and feedback during 2025
Housing Services and Community Engagement	Three Member Tenants	**Involved in approval to the board on the following:** ● New Co-operative Housing Ireland Social Homes Tenancy Agreement ● Cost Rental Policy for Tenancy Management ● Cost Rental Tenancy Agreement **Involved in discussion and feedback on:** ● HSCE 2025 Business Plan Updated Community Fund Guidelines ● Rightsizing information ● Estate Management policy and new guidance note ● The introduction of Voicescape (a software solution to make engaging with Member Tenants easier)
Asset Management and Repairs	One Member who was elected by Member Tenants to join the Co-operative Housing Ireland Board and subsequently appointed to the sub-committee.	**Involved in approval to the Board on the following:** ● Value for money strategy **Involved in discussion and feedback on:** ● Live Tender Competition for Repairs & Maintenance Services ● Updates on procurement and implementation of the New Housing Management System
Growth and Development	One Member Tenant	Involved in approval to the board for twenty seven schemes to the value of €364.5 million

Engagement through the Board and subcommittee structures continued to support meaningful tenant involvement and co-operative governance across Co-operative Housing Ireland during 2025.

AGM Motions and Member Tenant Influence

The Board arranges for the holding of an Annual General Meeting. In accordance with the Society's rules. Delegates from around the country are invited to attend and represent their local communities. The AGM is held for the purpose of presenting a report together with the financial statements and audited accounts for the previous year to the Member Tenants, the election of Board members as necessary and the appointment/ re-appointment of the Auditor, together with the consideration of any proposals which are reserved in the Rules to the Society's members for a decision. The 2025 AGM took place on Saturday, 20 September, at the Clayton Hotel in Cork.

The co-operative structure enables Member Tenants to bring motions for discussion and consideration at AGM level. Motions provide Member Tenants with a formal mechanism to raise issues, influence organisational priorities and contribute to decision-making relating to services and communities.

During 2025, motions brought forward by Member Tenants in 2024 were reported on and new motions for consideration were voted on. Motions reflected a range of Member Tenant priorities and areas of interest across Co-operative Housing Ireland.

The following motions were raised and considered during the reporting period:

Motions reported back on at 2025 AGM

Motion raised at 2024 AGM	Outcome reported at 2025 AGM
Establish a clear and accessible process for community groups, and ad hoc collections of neighbours, to avail of the Community Fund even in cases where there is no resident committee or associated bank account. In instances where no resident committee/member association or bank account exists, Co-operative Housing Ireland will create an alternative method for community groups to access the fund.	Community Fund guidelines have been reviewed and amended and the revised Fund was launched in 2026 to ensure that funding can be applied for by individual Member Tenants and non-constituted groups.
'Right Sizing' in terms of accommodation is a complex matter and there is a clear knowledge deficit within Co-operative Housing Ireland in this area. That Co-operative Housing Ireland establish best practice in 'right sizing' and report to the next AGM	Information on Right Sizing of homes has been communicated to all Member Tenants in 2026 through a leaflet
That Co-operative Housing Ireland simplifies the adaptation process for age-friendly individuals and people with disabilities in Co-operative Housing Ireland homes	A commitment was made to review and simplify communication on the adaptation process for age-friendly and people with disabilities in Co-operative Housing Ireland homes in 2026

2025 motions brought forward

Motion	Outcome
Consider the installation of power assisted doors for the main entrance and carparks for apartments due to difficulties opening the existing heavy doors. And consider the introduction of level entrances (no lip) for general housing entrances and ensure adequate consultation with Local Authorities with regard to accessibility issues in common areas in estates (proper footpaths, bus stops, etc.)	Motion carried with a commitment from Director of Asset Management, Repairs and Procurement to review and report back at the AGM in 2026
Ensure appropriate procedures are in place for lift breakdowns in apartment blocks to ensure that adequate supports are in place. Consideration to be given to some form of community support	Motion carried with a commitment from Director of Housing Services and Community Engagement to review and report back at the AGM in 2026
Provide greater clarity and communications on the rent review process	Motion carried with a commitment from Director of Housing Services and Community Engagement to review and report back at the AGM in 2026

Feedback and discussion arising from the AGM process continued to reinforce the importance of meaningful Member Tenant participation and transparent decision-making within Co-operative Housing Ireland's co-operative structure.

Member Tenant Led Scrutiny

In 2025, Co-operative Housing Ireland strengthened its commitment to meaningful Member Tenant engagement through the establishment of the Scrutiny Panel, a Member Tenant-led group of six who are supported to review services and make evidence-based recommendations.

The Panel's first review focused on the pre-tenancy presentation and process, which all Member Tenants of new properties complete before moving into their home. The Panel met six times online and once in person. The process was facilitated by the Community Engagement Manager, alongside external support from Supporting Communities (a reputable tenant engagement consultancy service), as this was Co-operative Housing Ireland's first scrutiny exercise.

The Head of Housing Services – Neighbourhoods, provided an initial presentation outlining the pre-tenancy process and engaged with the Panel to answer questions. Between meetings, the Community Engagement Manager met with the Head of Housing Services -Neighbourhoods to ensure that queries raised by the Panel were addressed and that accurate, up-to-date information was consistently provided.

This structured and collaborative approach ensured the Panel was well-informed and able to make a series of practical recommendations to enhance the process.



You Said	We Did
The pre-tenancy presentation could be clearer and easier to follow and should be consistent across the country	We redesigned the presentation to ensure a consistent layout, simplified content, and clear, aligned messaging across all materials
There is too much information on some slides	We streamlined slides by focusing on key information to improve readability
Some terms and acronyms are confusing	We ensured all acronyms are written in full and clearly explained
It would help to better understand what an Approved Housing Body (AHB) is	We added more information to the AHB slide
More information is needed about the co-operative housing model	We added information on the co-operative principles and how the co-operative structure works in Co-operative Housing Ireland
Improve the explanation of rent calculations	We provided clearer information on the rent calculation and committed to signposting tenants to Local Authority websites where full details on rent calculations are available
More information is needed on the new digital rent review	We updated guidance in the presentation on the digital rent review process to help Member Tenants better understand how their rent is reviewed
Ensure information on financial supports is delivered consistently across all regions	We have committed to consistently advising Member Tenants at the pre-tenancy presentation about supports such as the Money and Budgeting Services (MABS)
Provide more guidance on what restricted dog breeds are	This has been updated on the presentation slide
Ensure new Member Tenants understand the importance of clarifying what is covered under contents insurance	This has been updated on the presentation slide
Make clear that utility providers are Member Tenants' personal choice, and it is important to explore changing	This has been updated on the presentation slide
The presentation could be more accessible for people with different needs	Where we are aware of individual needs and or language barriers, we work directly with Member Tenants to ensure they fully understand the pre-tenancy process
Update the Member Tenant handbook to reflect the new staffing structure in Co-operative Housing Ireland	We have committed to starting this work in quarter three of 2026

Impact of the Review

Scrutiny Panel members highlighted that the pre-tenancy process was well organised and effective, while also identifying opportunities to improve clarity, accessibility, and consistency.

In response, Co-operative Housing Ireland updated and standardised the pre-tenancy presentation, strengthened how information is communicated to Member Tenants, and enhanced guidance on key areas such as rent, supports and Member Tenant responsibilities. The review also prompted a wider redesign of pre-tenancy materials and reinforced the importance of adapting the process to meet individual Member Tenant needs.

A commitment has been made to undertake a full review of the Member Tenant Handbook in 2026. This demonstrates how Member Tenant led scrutiny strengthened an existing service while also contributing to wider organisational learning and continuous improvement.

Annual Member Tenant Survey 2025

The Annual Member Tenant Survey provides Co-operative Housing Ireland with insight into overall Member Tenant perception, sentiment, and experience across the organisation. The survey lets us know how Member Tenants feel about their homes, the services they receive, communications, neighbourhoods, and their relationship with Co-operative Housing Ireland as their housing provider. In 2025, Co-operative Housing Ireland moved from conducting the survey every two years to annually, this provides an increased opportunity to identify emerging themes, monitor sentiment and strengthen organisational learning. In 2025, 763 Member Tenants responded to the survey.

Key Findings

81% of Member Tenants reported satisfaction with Co-operative Housing Ireland services

90% described the condition of their home as good or very good

85% were satisfied with the physical quality of their home

85% felt their rent represented value for money

82% said Co-operative Housing Ireland is easy to deal with

76% felt Co-operative Housing Ireland listens to their views

46% would consider becoming actively involved in their community

56% believe there are opportunities to get involved

The survey results highlighted that:

- New Member Tenants tend to report more positive experiences
- Longterm Member Tenants are more likely to report dissatisfaction
- Communication strongly influences overall satisfaction
- Feeling listened to is an area for improvement
- There is a willingness from Member Tenants to get involved with Co-operative Housing Ireland but there is also a need to better promote and communicate engagement opportunities

The findings from the survey reinforced several themes also highlighted in complaints and service level surveys throughout 2025 which led to direct service improvements and learnings. Communication, responsiveness and feeling listened to continue to impact overall Member Tenant satisfaction and experience. The survey also highlighted opportunities to further strengthen engagement and promote awareness of the different ways Member Tenants can become involved within Co-operative Housing Ireland and their local communities. This will continue to be reflected in key communications with our Member Tenants such as newsletters and other communication campaigns.

Learning From Complaints

During 2025, 48 complaints were closed across a range of service areas. Each complaint was reviewed individually and collectively to identify reoccurring themes, understand the factors contributing to dissatisfaction and support organisational learning across services. When considered collectively, complaints do not point to a single issue. They are more often about how well that issue is handled and communicated. While complaints related to different operational areas, several consistent themes emerged throughout the year. Communication, coordination between teams, contractor oversight and clarity of ownership were identified as key influences of Member Tenant experience.

This section will outline



The main themes identified



What Member Tenants told us about their experiences



The learning identified across services



Examples of improvements and responses implemented during the year.

Underlying Causes and Organisational Learning

Analysis of complaints identified several recurring factors contributing to dissatisfaction across services. These included:

- Delays in communication and lack of regular updates
- Unclear ownership of cases
- Inconsistent coordination between teams or contractors
- Delays in escalation or follow-through
- Differing Member Tenant experiences across service areas

While complaints were recorded under specific categories such as poor communication, repairs timeliness and quality of estate management, these underlying themes frequently influenced the overall Member Tenant experience. The learning identified through complaints reinforced the importance of:

- Clear, timely and accessible communication
- Strong coordination between teams
- Effective contractor oversight
- Early intervention and escalation
- Ensuring Member Tenants feel listened to and informed throughout service delivery

Communication | 14 Complaints – Cross cutting theme

Communication is the largest and most recurring theme, underpinning complaints across all service areas. While eight complaints were formally recorded under communication-related categories, communication issues were identified more widely across complaints, bringing the total to 14.

Communication was often the root cause rather than the issue itself, with delays, lack of ownership, inconsistent messaging, and tracking systems contributing to poor Member Tenant experience and reduced trust.

What Member Tenants Experienced	Learning Identified	Actions Taken
Member Tenant contacted Income team multiple times regarding arrears and did not receive a response.	Lack of ownership of incoming queries resulted in emails not being assigned or actioned.	Introduction of triage system for Rent emails to ensure all emails are reviewed and allocated to the appropriate team member.
Member Tenant reported no follow-up after initial contact.	Absence of structured follow-up meant cases were not actively monitored once logged.	Message delivered to colleagues on the requirement for follow-up and providing ongoing Member Tenant updates (also, Customer Relationship Management functionality and reporting has been identified as a key requirement of Co-operative Housing Ireland's new Housing Management System [HMS] which is currently being built. This will increase transparency and accountability in responding to Member Tenant enquiries).
Member Tenant felt ignored as previous contact was not acknowledged.	Inconsistent record-keeping meant previous interactions were not visible to Co-operative Housing Ireland colleagues.	Message delivered to colleagues on the importance of record-keeping standards across all teams (also, Customer Relationship Management functionality and reporting has been identified as a key requirement of Co-operative Housing Ireland's new Housing Management System [HMS] which is currently being built. This will increase transparency and accountability in responding to Member Tenant enquiries).
Member Tenant received conflicting information from different teams.	Lack of coordination across teams caused confusion.	Income team have taken responsibility for calculating rents for new Member Tenants, thus ensuring there is one point of contact for all matters relating to rent and consistent messaging to Member Tenants.
Member Tenant struggled to understand rent statements, changes to rent or received unclear responses to rent queries.	Rent related communication lacked clarity and consistency.	Introduction of clearer rent statements and explanation letters. Also, the annual rent review process will be subject to Member Tenant scrutiny panel review in 2026.

Repairs & Maintenance | 9 Complaints - Quality and Timeliness

Quality of repair: 6 | Timeliness of repair: 3

Repairs complaints highlight both operational and service delivery issues, particularly where problems persist or require multiple interventions. Repeat repairs often point to issues with diagnosis, coordination, or contractor performance, while a lack of oversight allows problems to escalate. Communication gaps during delays further increase Member Tenant dissatisfaction.

Detailed Examples

What Member Tenants Experienced	Learning Identified	Actions Taken
Delays in completing repairs	Delays were linked to lack of early escalation or oversight of repairs inbox Contractor performance directly impacted delivery timelines	An extra Regional Maintenance Manager was appointed which now allows greater control & monitoring of inbox for follow up repair requests. A new heating contractor was appointed who will be recording first time fixes of repairs.
Multiple contractor visits for the same issue and repeat or unresolved repairs.	Repeat and unresolved repairs highlight issues with diagnosis, coordination, contractor performance, and lack of tracking, oversight, and escalation.	Introduction of monthly contractor performance reviews. Improved monitoring of out-of-hours contractor performance. Commitment to ensure that the new Housing Management System (HMS) can run daily/weekly reports highlighting repeat call outs. This will allow Regional Asset Management teams to investigate at an early stage.
Lack of updates during prolonged works.	Communication gaps during repairs increased dissatisfaction.	Reinforced requirement for the team and contractors to provide updates to Member Tenants during longer repairs Commitment to ensure the new HMS gives greater oversight and control to Regional Asset management Teams.



Poor Service | 12 complaints

This category captures issues where services were not delivered as expected, particularly where responsibility was unclear. Service failures can occur between teams or at property handover points, with lack of clarity between teams delaying action, and weak coordination leading to inconsistent service delivery.

What Member Tenants Experienced	Learning Identified	Actions Taken
Delays in service delivery and issues with new developments and property readiness.	Inconsistent internal collaboration impacts delivery consistency and service failures can occur at property handover or between teams.	Held a collaboration meeting between Housing Services and Community Engagement, Asset Management and Repairs and The Development team. This resulted in improved communication and a new development process which put in place more stringent oversight of defects and responsibilities. This ensures that when the Neighbourhood Specialist shows the Member Tenant the property, that any issues raised at that time are followed up and dealt with by the Asset Management and Repairs team.
Lack of follow through or resolution and poor coordination between teams.	Lack of coordination between teams leads to delays and inconsistent service delivery.	Improvements in internal communication between Asset Management & Property Services and Housing Services & Community Engagement have strengthened cross-team collaboration. Introduction of weekly collaboration meetings between Asset Management and Repairs and Housing Services and Community Engagement. Increased the number of estate visits and repair clinics held for Member Tenants, with attendance from the housing specialists and repairs teams assigned to the estates.
Delays in processing rent-related documentation.	Administrative processes lacked clear ownership and timelines.	Improved central tracking system implemented which increased accountability for processing of rent related documents.
Errors or inconsistencies in rent calculations.	Weak oversight and verification processes.	Strengthened rent calculation checks, and accountability controls are in place.
Repeated contact required to resolve administrative issues.	Lack of coordinated response across services.	Improved internal coordination and case ownership within teams.

Colleague Behaviour | 7 Complaints

Although lower in volume, these complaints have a strong impact on Member Tenant perception. Tone and approach significantly influence satisfaction, particularly where communication preferences are not followed or where challenging interactions are not managed consistently.

What Member Tenants Experienced	Learning Identified	Actions Taken
Communication style or tone did not meet Member Tenant expectations	Tone and approach influence satisfaction, even where processes are correct.	Reinforcement of professional communication standards amongst teams and where required colleagues were followed up with directly by managers.
Difficult or confrontational interactions.	Handling of difficult situations requires greater awareness and consistency.	Real cases have been used for team learning and training Reminders given to teams to wear their lone working devices on site visits.
Communication approaches did not always reflect Member Tenant preferences	It is important to check if a Member Tenant's communications wishes are noted before engaging.	Message delivered to colleagues to seek clarity from their manager before proceeding to take action where it is an estate that they are not familiar with and do not manage. Message delivered to colleagues on the importance of scheduling appointments with Member Tenants.
Challenges linked to language barriers.	Additional support can be required where communication barriers exist.	Colleague was spoken to and it highlighted the need to use interpreter services where appropriate.

Health and Safety | 4 Complaints

Health and Safety complaints, while lower in volume, often involve more complex or higher-risk issues. These are frequently linked to contractor performance, with delays in resolution increasing the overall risk and requiring strong escalation and oversight. Actions such as sourcing an alternative contractor, engaging independent surveyors for complex issues and reminding teams of the importance of making high risk cases a priority are prevalent.

Estate Management | 2 Complaints

Estate Management complaints were low in volume and generally related to expectations rather than service failure. Issues typically arose where there was a lack of clarity around responsibilities or service limitations.

Conclusion

Co-operative Housing Ireland has already implemented a range of targeted actions to address these themes throughout 2025 including improving communication systems, strengthening contractor oversight, enhancing internal coordination between teams, and reinforcing staff training and accountability. By continuing to embed these learnings, we are committed to delivering a more responsive, transparent, Member Tenant-centred service.

Service Level Surveys

Co-operative Housing Ireland also gathers Member Tenant feedback through service-level satisfaction surveys completed following specific service interactions. These surveys provide insight into Member Tenant experiences at the point of service delivery and support ongoing monitoring of satisfaction across key operational areas.

During 2025, feedback was gathered across a range of services, including:

- Complaints Handling
- Repairs and Maintenance
- Anti-Social Behaviour Case Handling and Case Outcome
- Lettings and Allocations

Unlike the Annual Member Tenant Survey, which focuses on broader Member Tenant perception and organisational sentiment, service level surveys provide more immediate feedback on individual service experiences. This feedback helps identify areas of good practice, recurring service themes and opportunities for improvement across operational teams. This section outlines the key themes identified through service-level survey feedback, what Member Tenants told us about their experiences, and how this learning is helping to inform ongoing service development.



Complaints Handling

Member Tenants who have sent in a formal complaint are given the opportunity to provide feedback and their levels of satisfaction on how Co-operative Housing Ireland handled their complaint through a survey. In 2025:

48
complaints were closed

18
survey responses received
(37.5% response rate)

66.5%
satisfaction

16.5%
dissatisfaction

Feedback reinforced that communication, clarity and empathy strongly influence Member Tenant confidence throughout the complaints process. Even where procedures were followed correctly, dissatisfaction increased where updates were delayed, decisions were unclear or Member Tenants felt concerns were not fully acknowledged.

What Member Tenants Said	What We Will Do
The complaints process should be available online.	Member Tenants can currently make a complaint through the Co-operative Housing Ireland website. During 2026 the Head of Housing Services - Neighbourhoods and the Community Engagement Manager we will work with our Communications team to make the complaints process clearer online, so Member Tenants know how to submit a complaint and what to expect throughout the process.
There were delays in receiving updates during the process.	We will reinforce internal timelines and ensure regular updates are provided to Member Tenants throughout the complaints process.
Communication should be more professional.	We will reinforce communication standards through colleague training, with a focus on clear, professional, and consistent written communication.
Perception that concerns were not fully understood or acknowledged.	We will strengthen our approach to communication by ensuring all investigations into complaints incorporate conversations (where the complainant is willing to speak with us) or follow up written communication with tenants to make sure we have a full understanding of the problem(s). This will allow us to see clearly what a satisfactory outcome looks like for the complainant. We will ensure our responses clearly acknowledge Member Tenant concerns, demonstrate that feedback has been fully considered, and provide Member Tenants with a genuine opportunity to feel heard and listened to throughout the complaints process.

Lettings & Allocations

Our Neighbourhoods team carry out surveys with new Member Tenants who have moved into their home to measure their satisfaction with their lettings and allocations journey. In 2025:

225

surveys were received from 878 lettings (26% response rate)

99%

satisfaction

1%

neutral responses

Member Tenants reported very positive experiences overall, particularly regarding efficient allocation processes, supportive staff engagement and clear communication during sign-up. Qualitative feedback also highlighted areas where communication, coordination and pre-tenancy preparation could further strengthen tenant experience.

What Member Tenants Said	What We Will Do
Repairs were required after receiving the keys to the home.	We will continue to strengthen pre-allocation property checks and improve coordination between teams to ensure homes are verified as ready for letting.
Move-in dates were sometimes unclear or changed at short notice.	We will only communicate letting dates when handover timelines are confirmed and will provide regular updates where delays occur. We will ensure that no prospective Member Tenant receives an offer letter until the letting is ready to take place.
Clear communication is important throughout the lettings process.	We will continue to reinforce communication standards through training and promote consistent engagement with Member Tenants from offer stage through to early tenancy.
More guidance is needed on how to operate heating systems and other features in new homes.	We will develop accessible resources which provide guidance to Member Tenants.

Asset Management and Repairs

The Member Tenant Feedback Survey for repairs was created by a working group of Member Tenants with the Head of Asset Management in 2024 and then tested by a Member Services Advisor in 2024. In May 2025, the survey was launched to assess Member Tenant satisfaction with Co-operative Housing Ireland's repairs process. In 2025:

379

surveys were completed from 8,271 repairs. (5% response rate)

88.7%

satisfaction amongst those who completed the surveys

The qualitative comments provided a deeper insight into tenant experiences, both positive and negative.

From the feedback, it highlights that timelines, communication, full completion of repairs and preventing reoccurring repairs are critical to Member Tenant satisfaction. Positive responses praised a smooth, efficient process and helpful staff, while negative comments highlighted concerns such as incomplete repairs, reoccurring repairs, lack of communication from contractors, and extended waiting times for attendance.

What Member Tenants Said	What We Will Do
Positive experiences are driven by helpful staff and smooth processes.	Continue to promote a Member Tenant focused culture by recognising good performance and maintaining efficient processes. This will be supported by increased regional oversight following the appointment of an additional Regional Maintenance Manager.
Communication and updates during repairs are important.	We will strengthen our approach to communication by reinforcing clear expectations with Co-operative Housing Ireland employees and contractors to provide timely updates, particularly for longer or complex repairs. Enhanced monitoring of contractor performance through monthly contractor meetings, including out-of-hours services, will also support improved accountability. We will ensure that the Member Tenant portal that comes with the new Housing Management System (HMS) will provide more efficient tracking and transparency for Member Tenants as part of the repairs process.
Repairs should be completed correctly the first time.	We will improve quality assurance by working closely with contractors to deliver "right first time" repairs. This includes the appointment of a new heating contractor with a focus on first-time fix performance, alongside ensuring the new HMS will have a system of reporting to identify and address repeat callouts at an earlier stage.
Repairs took too long.	We will improve repair timelines by strengthening contractor oversight and identifying delays more proactively. This is supported through monthly contractor performance reviews, enhanced monitoring processes, and ensuring new reporting tools within the HMS can enable earlier intervention. We will continue to inform Member Tenants of repair turnaround times; this will ensure that the Member Tenant is fully informed and manage expectations.

In addition to the above, starting in 2026, we will be reporting quarterly on the verbatim feedback left in the Member Tenant Feedback Forms. We will be compiling a list of the verbatim feedback, splitting it up by regions; North East, South East and West, and requesting Learnings and Actions from the Maintenance and Asset Managers. The Head of Asset Management will have oversight of this process. At each new quarter a list of the repairs issues and trends, and the learnings provided by each responsible manager will be produced. This is in place so that if the same trends continue to reoccur, we can clearly identify them and reassess our previous actions to understand why they haven't resolved the issue, allowing us to take more effective measures and prevent re-occurring concerns from Member Tenants.

Safer Neighbourhoods Team

The Safer Neighbourhoods Team (the service dedicated to dealing with anti-social behaviour) collected feedback through post-case closure surveys, achieving:

250

responses from 1,014 closed cases (24.7% response rate)

94%

satisfaction with case handling

80%

satisfaction with case outcomes

Feedback demonstrated strong performance in professionalism, engagement and case handling, while also identifying areas where Member Tenant experience could be further strengthened.

Communication, expectation management and supportive engagement throughout ongoing cases remained central to positive Member Tenant experiences.

What Member Tenants Said	What We Will Do
Member Tenant understood that there were limits to the information that could be shared and the role of Co-operative Housing Ireland	This built on learning from 2024, where it was understood that the specialist needed to ensure that complainants understood from the start what could and could not be achieved and expectations managed. This contributed to improved satisfaction with case handling in 2025
Member Tenant felt listened too	Colleagues receive ongoing customer service training and apply the Mary Gober (MGI) principles
Safer Neighbourhood Specialist was very professional and kept in touch	During case review meetings with manager, the importance of agreed contact schedules and action plans with complainants is emphasised
Member Tenant not happy with the terminology used when closing a case	Colleagues instructed to apply their Customer Service training to ensure, the language employed is clear, relatable and sensitive
Complainant felt stressed that the issue was ongoing and not enough was being done	As part of the internal case review meeting, the severity grading of open cases is revisited to ensure it aligns with complainant's experience where possible

Compliments and Positive Feedback

Compliments and positive feedback received throughout 2025 provided valuable insight into the aspects of service delivery most positively experienced by Member Tenants across Co-operative Housing Ireland. 14 compliments were formally received in 2025. Feedback frequently highlighted professionalism, responsiveness, respectful communication and the supportive approach of colleagues across services.

Member Tenants particularly valued feeling listened to, receiving regular communication and experiencing Co-operative Housing Ireland employees taking ownership of issues raised. Positive feedback also reinforced the importance of empathy, reliability and strong working relationships in building Member Tenant confidence and trust.

Compliments received throughout the year have continued to support reflective learning across teams by identifying examples of good practice and recognising the positive impact that responsive and Member Tenant-focused service delivery can have on overall Member Tenant experience.



Organisational Learning and Looking Ahead

Bringing together feedback from surveys, complaints, service-level feedback, scrutiny activity, and governance engagement provides a clear and consistent picture of Member Tenant experience across Co-operative Housing Ireland.

What We Learned

Across all feedback sources, key insights have emerged:

Communication has the strongest influence on Member Tenant experience

Across surveys, complaints and feedback, Member Tenants consistently highlighted the importance of clear, timely and accessible communication. Where communication was proactive and consistent, overall satisfaction remained more positive, even where delays or service challenges occurred.

Feeling listened to matters

Feedback demonstrated that Member Tenants place significant value on feeling heard, understood and treated respectfully throughout service interactions. Empathy, professionalism and clear explanations strongly influenced Member Tenant confidence and trust.

Co-ordination and ownership are essential

Where services involved multiple teams or contractors, feedback highlighted the importance of clear accountability, consistent communication and co-ordinated service delivery. Delays and dissatisfaction were more likely where ownership of issues were unclear or follow-up actions were inconsistent.

Early intervention improves outcomes

Feedback across complaints, repairs and housing services reinforced the importance of addressing concerns early, maintaining regular updates and resolving issues before dissatisfaction escalates.

Member Tenant feedback supports continuous learning

Feedback received throughout the year has continued to inform reflective learning, service review and operational discussions across teams. Positive feedback has also helped identify areas of good practice and reinforce approaches that support positive Member Tenant experiences.

Looking ahead

The learning identified throughout 2025 will continue to support service development and organisational improvement across Co-operative Housing Ireland.

Areas of ongoing focus include:



Strengthening communication standards across services



Improving co-ordination between teams and contractors



Supporting consistent and accessible Member Tenant engagement



Embedding learning from complaints and service feedback into operational practice



Continuing to promote meaningful Member Tenant influence across governance and service delivery structures.

By continuing to listen to Member Tenant experiences and reflect on the feedback received, Co-operative Housing Ireland aims to ensure Member Tenant voice remains central to how services are reviewed, developed and delivered.

Co-operative housing Ireland

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