

# Annual Complaints Performance and Service Improvement Report

## 2025 - 2026



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# Introduction

Rooftop is a community housing association operating across Worcestershire and Gloucestershire.

We are committed to fostering a positive complaint handling culture, ensuring our customers are empowered to influence decisions and hold us to account as their landlord. While we strive to deliver consistently high standards of service, we recognise that we do not always get things right.

All complaints are managed in line with the Housing Ombudsman's Complaint Handling Code and are considered through our two-stage complaints process. At Stage 1, complaints are reviewed and responded to promptly. Where customers remain dissatisfied, complaints can be escalated to Stage 2 for an independent review.

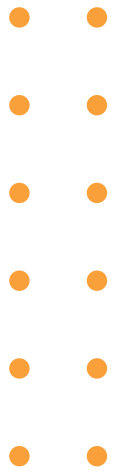
We continue to strengthen our approach to complaints by learning from feedback and from occasions where our service falls short. While we have made good progress, we remain focused on further improving both our complaint handling and the services we provide.

Our Member Responsible for Complaints (MRC) plays a key role in providing leadership and oversight, helping to embed a positive complaint handling culture across the organisation.

This report supports our compliance with the Housing Ombudsman's Complaint Handling Code, and our self-assessment is published on our website.



# Board Statement



The Board has reviewed this report, including Rooftop's self-assessment against the Housing Ombudsman's Complaint Handling Code, and is pleased to confirm that the organisation continues to meet the required standards.

The Board maintains robust oversight of complaints performance through a clear and structured governance framework. The Executive Team reviews complaints data monthly, alongside the Member Responsible for Complaints (MRC) and the Executive Director – Customer, ensuring regular scrutiny and a proactive response to emerging themes. Quarterly reports are provided to the Board and its Audit and Risk Committee, covering complaint volumes and outcomes, Housing Ombudsman cases, performance by business area, timeliness of responses, escalation rates, extensions, and customer vulnerabilities.

This comprehensive approach ensures that insight and learning from complaints translate into meaningful service improvements, with actions clearly identified, tracked, and delivered across the organisation.

Maintaining an effective complaints process that drives continuous service improvement remains a key priority for the Board. It strongly recognises the value of learning from customer feedback and welcomes the progress and improvements highlighted within this report. The Board is particularly encouraged by the positive impact of the Achieving Excellence Together Programme in further strengthening complaint handling arrangements.

The Board notes the increase in complaint volumes at Rooftop, reflecting both wider sector trends and the organisation’s continued encouragement of customers to raise concerns. Supported by the MRC, the Board will continue to closely monitor performance, ensuring services remain consistent, responsive, and firmly customer focused.

The Board has approved this statement.

Our Member Responsible for Complaints comments:

*“I am encouraged by the transparency and learning culture demonstrated throughout this report. Complaints provide an invaluable insight into our customers’ experiences, and I am committed to ensuring these voices continue to shape service improvement. I look forward to working closely with the Executive Team and Board colleagues to build on the progress already being made and to further strengthen outcomes for our customers.”*

“ Complaints provide an invaluable insight into our customers’ experiences, and I am committed to ensuring these voices continue to shape service improvement. ”



# Customer

We actively involve customers in changing, shaping, and improving our complaints service to ensure it is fair, transparent, and suitable for customer needs. This has been done through multiple engagement channels to ensure accessibility for our customers and to provide multiple options for constructive feedback. Our customer panels have provided structured, formal feedback, while our Resident Voices group provides the opportunity for more specific, in-person engagement to target different areas of service delivery. We also provide the option of more flexible digital engagement to ensure a wide range of customers are able to make their voices heard.

Our Customer Scrutiny Panel (CSP) has undertaken detailed scrutiny of our complaints handling. This provides independent challenge and constructive recommendations that help drive service improvements.

We have also worked closely with the Customer Strategy Group when developing our annual self-assessment, ensuring it reflects customer perspectives as well as regulatory requirements, as well as it reviewing our Customer Complaints Policy and Compensation Policy.

In addition, customers have contributed to focus group discussions reviewing our Quarterly Complaints Report, offering insight into how information is presented and understood. Digital feedback mechanisms have also enabled a wider group of customers to share their views on the report, helping us to continuously refine both its content and accessibility.

Through these combined approaches, customers are directly influencing how we learn from complaints, improve transparency, and enhance the overall quality of our services.

# Key Achievements



Over the last year, complaint handling performance has improved across key measures, despite a significant increase in complaint volumes.

Timeliness of complaint responses has improved at both stages. Stage 1 response compliance increased from 96% to 98%, while Stage 2 performance improved more significantly from 73% to 86%, demonstrating stronger adherence to required timescales and improved case management at escalation stage.

More complaints are being resolved earlier in the process, with the escalation rate reducing from 32% to 21%. This evidences improved early resolution.

Service quality has also improved, reflected in a reduction in Housing Ombudsman maladministration findings from 92% to 60%. This demonstrates improved compliance, stronger learning, and enhanced case handling quality.

Customer satisfaction with complaint handling has exceeded targets. Transactional complaint handling satisfaction achieved 55% against a 48% target, while the Tenant Satisfaction Measures (TSMs) Tenant Perception Survey recorded 34.6% against a 30% target.

These improvements have been delivered alongside a substantial increase in demand. Stage 1 complaints increased from 290 to 521, and Stage 2 complaints increased from 92 to 121 over the reporting period, reflecting both increased customer engagement and greater visibility of the complaints process.

The Achieving Excellence Together Programme has supported these improvements, strengthening our approach to complaint handling and contributing to more consistent service recovery and earlier resolution of issues.

# Complaints Performance



When customers raise concerns, it shows they feel able to speak up — and that's important to us. If complaint numbers are low, it can sometimes mean people don't know how to complain or don't feel confident doing so.

That's why we've made sure our complaints process is clear, accessible, and in line with the Housing Ombudsman's Complaint Handling Code.

We always aim to deliver a high standard of service, but we know we don't always get it right. When we don't, complaints help us learn, improve, and do better in the future.

## Number of Complaints

Complaints	Stage 1	Stage 2	Escalation rate
2024/25	290	92	32%
2025/26	521	121*	21%

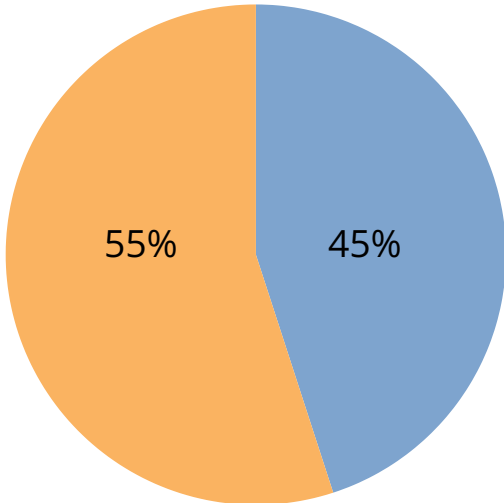
\*11 of these cases link to a Stage 1 complaint from 2024/25

The Achieving Excellence Together Programme resulted in changes to how we respond to complaints. We are pleased that this has helped us resolve more complaints at the first stage of our process.

# Complaint outcome

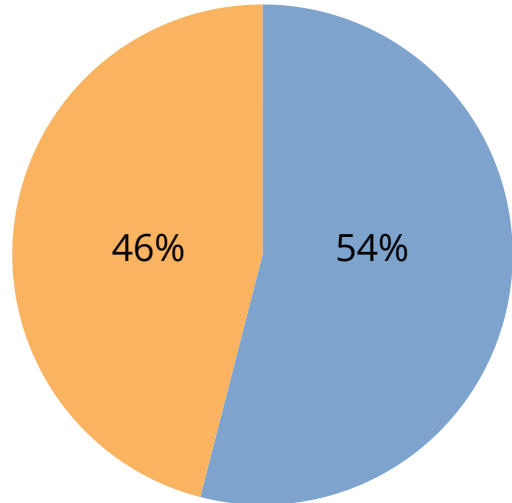
### Stage 1 Status

● Not upheld   ● Upheld in full or part



### Stage 2 Status

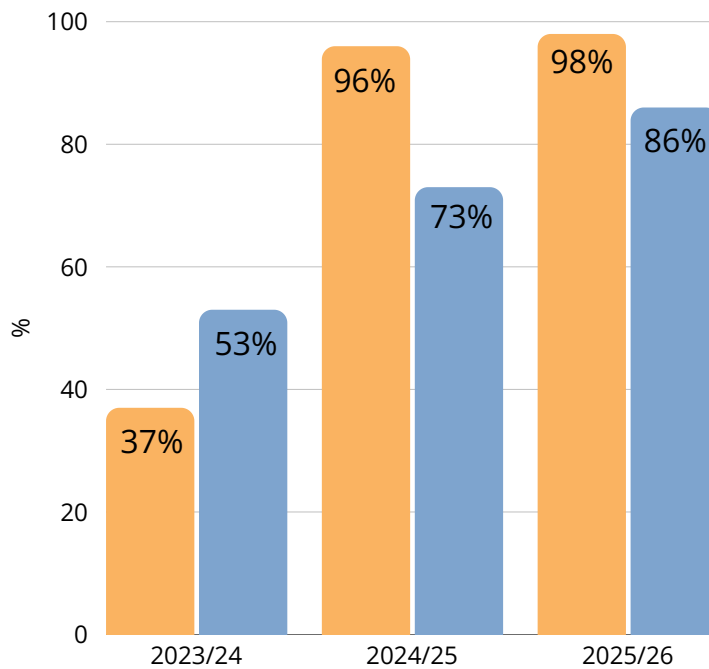
● not upheld   ● Upheld in full or part



# Complaint response times

### Complaint Response Compliance

● Stage 1   ● Stage 2



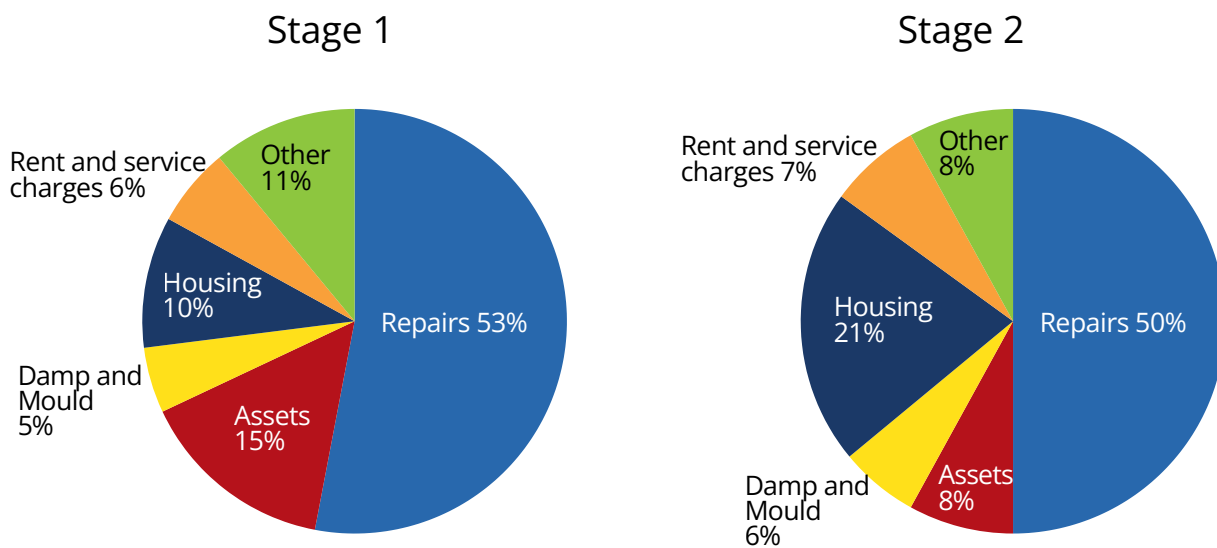
Our dedicated Complaints Resolution team has delivered excellent performance at Stage 1. We increased the resource to this team to continue the positive progression. We have also made excellent progress in our Stage 2 response times.

In 2025/26, 141 cases were withdrawn or cancelled and are therefore not included in the table above. Complaints were withdrawn because:

- Customers told us their concerns had already been addressed, and they no longer wished to proceed with their complaint.
- Customers told us they did not want their communication raised as a complaint.
- We raised a new complaint case when the matter should have been raised as a service request.
- Customers concerns had already been investigated at both Stage 1 and 2. We therefore directed them to the Housing Ombudsman.
- A new Stage 1 complaint was raised for a matter that should have been a case escalation to Stage 2. These cases were cancelled and the original Stage 1 case reclassified.
- A case had already been raised for the matter, resulting in a duplicate case.

We refused to consider five complaints in 2025/26. This was because the matter being reported to us either did not meet the threshold to be considered a complaint or the complaint related to an issue from over 12 months ago. For these cases, the customers were provided with the reason for refusal and given the Housing Ombudsman contact information.

# Complaint by Business Area



The highest area of Stage 1 complaints continues to be repairs. We have made the decision to appoint a new contractor to deliver our repairs and maintenance services from July 2026. We have been working with customers and colleagues to shape what we want the future service to offer in the months ahead. We involved customers in this process and the decision on the future provider.

We are enhancing how complaint themes and business areas are recorded to secure in-depth root cause analysis to produce more meaningful and actionable insights.

For example, we received complaints about how to report repairs that can be attributed to the move from separate Reception and Repairs phone lines to a centralised Customer Contact team.

During this transition period, while colleagues were being trained in their new roles, some customers told us they experienced delays in responses to their enquiries and, in some cases, repairs were not logged correctly. We recognise the impact this may have had on customers' experience. In response, we increased staffing which has reduced average call waiting times and improved first-time resolution. This means customers are now able to report repairs more easily and receive faster responses.

We currently classify complaints that do not fall within a defined business area as "other". This category includes issues such as call wait times, app functionality, and concerns relating to colleague conduct.

# Housing Ombudsman



Registered social housing providers, like Rooftop, must be members of the Housing Ombudsman Scheme. The purpose of the Housing Ombudsman is to consider complaints from customers about their landlord.

The most recently issued landlord report for Rooftop is available here:

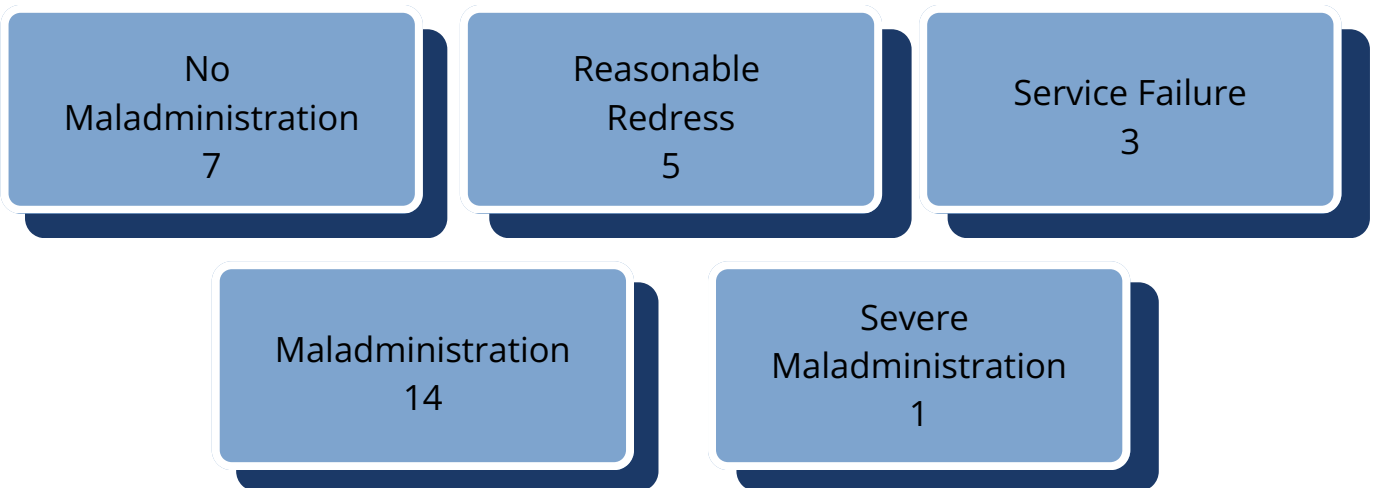
[Landlord-Report-Rooftop-Housing-Association-Limited.pdf](#)

In 2024/25 the Housing Ombudsman determined a maladministration rate of 92%.

In 2025/26 this has reduced significantly to 60%.

The Housing Ombudsman determined 13 cases in 2025/26 with 30 findings. This is because one determination can have multiple findings.





The Housing Ombudsman determinations identified opportunities for Rooftop to improve our record keeping around customer vulnerabilities, review our approach to mutual exchanges and provide further colleague training in key areas such as Damp, Mould and Condensation and complaint handling. Rooftop responded and complied with all orders made by the Housing Ombudsman. Additionally, all recommendations were embraced to improve our service offer.

Monthly action plan meetings are held to review compliance with all orders issued by the Housing Ombudsman.

In March 2026 the Housing Ombudsman’s Duty to Monitor team wrote to confirm it had completed a review of Rooftop’s Customer Complaints Policy. It stated:

*Unless the landlord is required to amend its complaints policy for operational purposes or updating key contact information no further changes are currently required in policy to meet the requirements of the Code.*

This confirmation that our Customer Complaints Policy is compliant with the Housing Ombudsman’s Complaint Handling Code is encouraging. We know that applying our Policy correctly is essential to being compliant.

# Learning from complaints

Our main goal is to learn from complaints so we can prevent the same issues from happening again and improve the services we provide.

We are committed to listening to our customers, making sure their voices are heard, and using complaints as a way to make positive changes.

To show how we are learning, we have grouped common themes from complaints and explained what we have changed as a result. Our customers told us they wanted to see a 'you said, we did' presentation style for learning, so here it is:



# Repairs

You said	We did
<p>You told us you experienced delays in getting an appointment with our Property Surveyors.</p>	<p>Our Board has recently approved an increase in the number of Property Surveyors to allow us to respond to customer concerns in a timelier manner.</p>
<p>You told us you experienced delays in more complex repairs being followed through to completion.</p>	<p>We have introduced a new process to help our contractors report follow-on repairs more accurately and efficiently, so issues are fully resolved.</p>
<p>You told us multiple repairs were being carried out for the same issue.</p>	<p>We now request that a Building Inspector visits following repeat repair requests to better understand the cause and find long-term solutions.</p>
<p>You told us there were delays in repairing your air source heat pumps due to lack of operative expertise.</p>	<p>We have successfully appointed a specialist contractor to improve how we maintain and repair air source heat pumps, ensuring customers receive a more reliable service.</p>
<p>You told us you experienced prolonged wait times for repairs appointments.</p>	<p>We have taken sustained action to address a backlog of repairs so we can respond to new requests more efficiently.</p>
<p>You told us about concerns around workmanship of repairs, conduct of operatives and lack of communication about appointments.</p>	<p>We now hold regular meetings with our main contractors and their subcontractors to share feedback, address any concerns, and improve how we work together.</p>

## Assets

You said	We did
<p>You told us you experienced delays in adaptation requests being answered.</p>	<p>We have now introduced a new process for Aids and Adaptations requests. This includes a dedicated inbox for Occupational Therapist referrals to make sure requests are picked up and actioned as quickly as possible.</p>
<p>You told us there was a lack of updates and communication throughout the programmed works process.</p>	<p>We have introduced Resident Liaison Officers to improve engagement with customers during programmed works, so customers feel better informed and supported throughout.</p>
<p>You told us about poor communication and workmanship from our contractor completing energy efficiency upgrades</p>	<p>We have taken the opportunity to review how we deliver these upgrades and have appointed a new contractor to enhance the service for customers.</p>

## Damp and Mould

You said	We did
<p>You told us Damp and Mould repairs were not being followed through to completion following Mutual Exchanges.</p>	<p>We have updated our Mutual Exchange procedure to make sure properties are suitably inspected for any damp, mould or condensation concerns prior to exchange, and any relevant repairs are monitored through to completion after an exchange has been completed.</p>
<p>You told us about concerns with workmanship and staff conduct of our damp and mould contractors.</p>	<p>We now hold regular meetings with our main damp and mould contractor to review performance, address any issues, and improve our service.</p>

## Housing

You said	We did
You told us our tenancy agreements lacked clarity on tenants' rights and responsibilities.	We have reviewed and updated our tenancy agreements to make tenancy agreements clearer and easier to understand.
You told us you wanted reassurance that pull cord alarms in Housing with Care schemes are working reliably and keeping you safe.	We increased the frequency of testing for pull cord alarms across our schemes to ensure they are functioning properly and supporting customer safety.
You told us there was a lack of clarity for customers regarding our Empty Homes Reward.	We've since developed how we promote and communicate this initiative, so customers have clearer and more consistent information.

## Rent and Service Charges

You said	We did
You told us that our communications were not always aligned with your preferences or delivered at appropriate times.	We've improved our automated systems to better align with customer preferences and ensure timely delivery of information.
You told us that our rent increase letters lacked clarity on future rent charges.	We have reviewed our letters and drafted clearer wording for next year, so customers can better understand any changes to their rent.

## Other

### You said

You told us you received conflicting information when making enquiries.

### We did

We have improved scripts for our customer contact advisors, covering managed moves, alteration requests, and repairs, to ensure clearer and more consistent conversations.

You told us there were longer than expected wait times when calling to speak with our Customer Contact Advisors.

We have since increased phone line coverage during busy periods, particularly in the mornings, so customers can get through to us more quickly.



# Closing remarks



We are always looking for ways to improve, and complaints play an important role in helping us do that.

This year, we've listened to our customers and completed our Achieving Excellence Together Programme. This has already helped us improve our services and how we respond when things go wrong. We've made it easier to share feedback, improved how we handle complaints, and been more open about what we've learned and what we're changing.

We know that repairs and property condition have been a real concern for some customers, and we're sorry where we haven't got things right. While we've made progress, we know there is more to do, especially in repairs and communication, and we are continuing to focus on these areas.

Looking ahead to 2026/27, we will:

- reduce the number of complaints that need to be escalated
- improve how quickly we complete repairs
- make sure we learn from the root causes of complaints so we can prevent issues happening again.

Our teams are working hard to resolve issues as early as possible and make improvements based on what customers tell us.

We will continue to be open about our performance and keep improving our services. Thank you to everyone who has taken the time to share their feedback, it really does make a difference.



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