

Complaint Performance and Service Improvement Report for 2025 – 2026

June 2026

1. Introduction

Welcome to our 3rd annual Complaints Performance and Service Improvement Report. The Social Housing (Regulation) Act 2023 empowered the Housing Ombudsman to issue a code of practice about the procedures that landlords should have in place for considering complaints. It also placed a duty on the Ombudsman to monitor compliance with a code of practice that it has issued.

Salvation Army Homes is a complex organisation, and we provide accommodation to a range of people with diverse needs. Many residents are new to having a home of their own or have vulnerabilities or communication needs that require bespoke actions and responses, that are tailored to them. Complaints and complaining might be a new experience for residents and our ambition is to be as transparent and easy to deal with as possible.

The Complaints Performance and Service Improvement Report come in two parts, our annual Self-Assessment against the Housing Ombudsman Complaint Handling Code 2024 and this report, which includes:

- a qualitative and quantitative analysis of the landlord's complaint handling performance.
- the service improvements made because of the learning from complaints.
- any findings of non-compliance with the Code by the Ombudsman.

This report has been presented to the Salvation Army Homes' Operations Committee in July 2026, shared with the Resident Scrutiny Panel (T4R) and posted on the website.

2. Complaints Received during the year

In 2025-26, 288 complaints were received. There were 251 stage one complaints and 37 stage two complaints. In 2024-25, 194 complaints were received (161 stage one complaints and 33 stage two). This represents an increase of 48.45% complaints. Fewer cases are escalated to stage two, which supports improved complaint handling at stage one.

The increase is in line with sector wide performance, with the HOS reporting an increase in complaints year on year. The last published data (2024-25) saw a 30% increase in cases reported to the Ombudsman. This can be seen as positive, demonstrating that customers know how to complain and have confidence their complaint will be investigated and responded to.

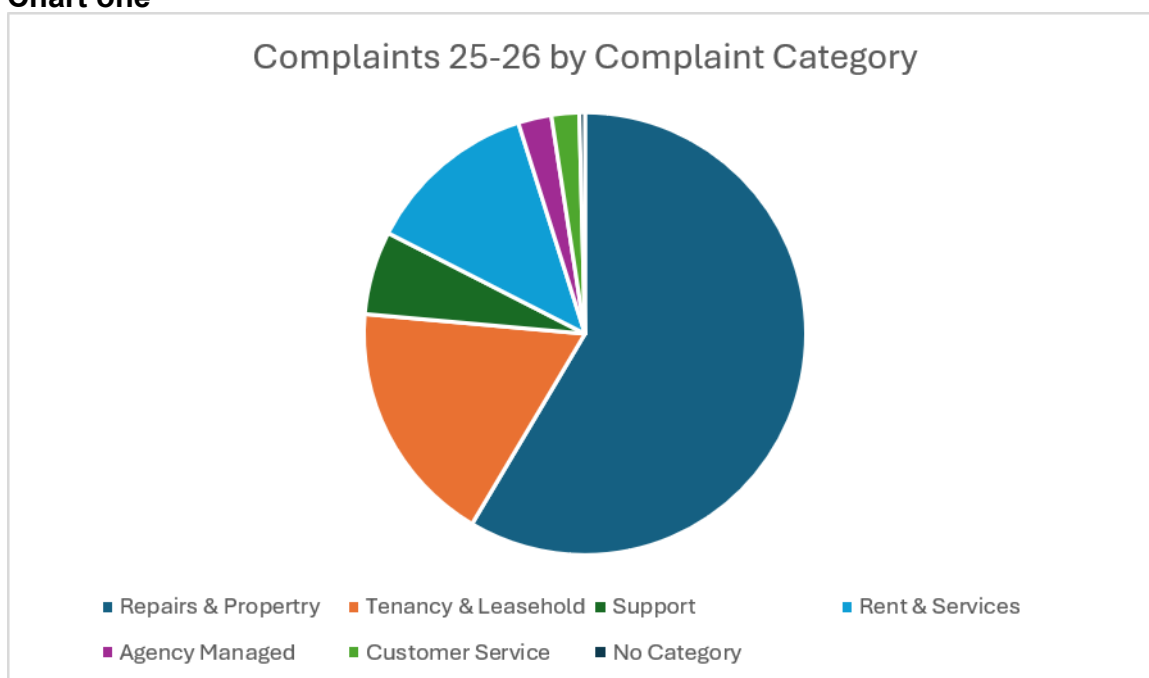
Table one shows the number of complaints received and responded to in time. Chart one shows complaints by category between April 2024 and March 2026.

Table one

	2025-26	2024-25
Number of complaints received in year	288	194
Number resolved on time at stage one	186	103
Number resolved on time at stage two	31	32
Percentage of stage one complaints resolved in time	74.10%	63.98%
Percentage of stage two complaints resolved in time	83.78%	96.97%
Number of Ombudsman determinations	2	0
TSM Satisfaction with Complaints handling	43%	42%

In 2025-26, 55.5% of complaints relate to repairs and property. This is in alignment with 2024-25 which was 55% and with the wider sector. The Housing Ombudsman annual report (2024-25) identified that across all landlord members, 'responsive repairs/activity' was once again the most complained about category, with 55% of all complaints. The second highest was 'managing relations', at 35%.

Chart one



Responses to our latest TSM survey (May 2026) indicate the top issues causing dissatisfaction with repairs are:

- Quality of the repair work – 38% of TSM survey respondents thought this was the most important issue
- Communication – updates on the progress of repairs (27% of TSM respondents)

- Time to complete repairs – 15% of respondents raised ‘other issues’ and time to repair was a strong theme within that group.

Key themes from complaints in 2024-25 included poor communication, missed appointments, appointments not being made, repairs not carried out correctly and contractors taking too long to return to complete jobs, indicating some improvements and some similarities. The remaining 45% of complaints received are split across other business areas.

The main drivers identified for the increase in complaints are:

- The introduction of Awaabs Law – a greater number of complaints related to damp and mould issues.
- Greater visibility of the complaints team and complaints resolution.
- Specific complaints about support in Q2 related to one scheme. The issues have been resolved
- An increase in complaints about Asset management services in Q4 – Services were impacted by key vacancies in the team due to recruitment challenges following the restructure.
- Rent and Service charge letters sent in Q4 resulting in 10 complaints about service charge costs and calculations.

4. Learning from Complaints Received during the year

The Complaints Resolutions & Disrepair manager role allows us to prioritise complaint handling, ensure consistency, compliance, accurate recording and monitoring of relevant processes. In addition, all involved work together to identify learning and implement relevant changes in service delivery.

In the last 12 months, we have completed the following pieces of work:

- Completed a full review of our Complaints & Compliments policy and all associated documents including letters and service standard
- Completed a review of our Compensation policy to ensure it reflects the standards expected/suggested by the Independent Housing Ombudsman
- Delivered training sessions to a range of front-line colleagues.
- Continued to report quarterly to the Operations Committee on complaints and refined our approach based upon their feedback and guidance received from them and the Board Complaints Champion
- The Complaints Resolution and Disrepair Manager has attended Contractor meetings, job shadowed colleagues and joined them on visits to residents to actively encourage openness, transparency, ownership and learning from complaints.
- Amended our “Pets in Flats” policy to reflect feedback from residents that pets can

play a significant role in helping someone live with trauma and complex life events. The result is a more neuro-diverse approach to requests from residents

- Identified Formal Complaint 'Champions' within the Customer Service Team to support the management of cases
- Enhancing and improving our complaints reporting systems to better understand and track complaint performance
- Introduced a weekly report to the Executive team on complaints management to increase visibility and accountability

5. Acknowledging feedback gifts from Residents

We invite residents to share their preferences and needs with us, and we aim to tailor our approach to them. This is a continuous process; no organisation or person is perfect, and mistakes and service errors will happen from time to time. Our objective is to be open and honest about errors and learn from our mistakes. The table below gives examples of feedback and ways we have used it to improve:

Resident Feedback	Learning/Observation
Female resident from Northwest (July 2025) <i>'My complaint is yet to be resolved in actions, and no one has bothered to contact me to discuss or properly. Very displeased with this process'.</i>	The initial complaint was dealt with well, but the agreed actions were not delivered on time. This identified a need to improve our case wrap up process.
Male resident from the Southeast (September 2025) <i>'I think it would be a good idea to impress upon the contractor the length of the inconvenience has a negative effect on the tenant landlord relationship. They could keep spare parts in advance after all I have lived here since December 2018. I think they carried out the repair piecemeal so they could charge you more for call-out fees. They told me that their supplier was slow, and I think the length of my inconvenience was down to money'.</i>	The resident took time to give context to their experience and suggested a solution while outlining the impact it had on them. This was taken up with the contractor at the next and the example was shared with colleagues in key teams to raise awareness of the impact of delayed repairs.
A female resident from the Southwest (September 2025) reported <i>'Understanding of how I felt. It was so nice to be heard'.</i>	This feedback supports the importance of a clear and fair complaints process. Understanding the importance to residents of being heard has helped us improve complaint handling.
A male resident from London (December 2025)	This feedback shows the complaint process works. We are raising awareness

<i>'The actual complaint procedure worked really well and escalated the resolution of my problem. Without the complaint, I would worry about the length of time to rectify the issue.'</i>	of routes to first time resolution so residents can have confidence their issue will be resolved before it becomes a complaint.
A Male resident in the Southeast (March 2026) <i>'I never expected as fast and fair outcome, I have been in the accommodation for over 10 years now and this is the second time I have made a complaint, 1st took weeks to deal with, and this one was a matter of a few days and was open and fair. 100 % improvement'</i>	This highlights how we have improved complaint handling, reducing timescales and delivering better outcomes for residents.

6. Resident Satisfaction with Complaints Service

In June 2026, our Tenant Satisfaction Survey measures revealed that 43% of residents surveyed were satisfied with complaint handling. This has improved slightly from 41% last year. Whilst this is consistent with other landlords, we are taking actions to improve the process further for next year.

This year we are focusing on embedding learning from complaints and improve communication with residents to prevent and manage complaints.

7. Ombudsman Determinations

During the year, the Housing Ombudsman Service (HOS) made determinations on two cases.

Case one:

A resident complained to the HOS about our handling of Anti Social Behaviour (ASB). The resident was also seeking compensation for resulting inconvenience.

The Ombudsman found no maladministration and no complaint handling or ASB failures. They felt we had appropriately handled the residents' queries and managed the ASB effectively.

Case two:

A resident complained to the Ombudsman regarding incomplete repairs and seeking a tenancy agreement solely in their name following a home swap.

The Ombudsman determined there was maladministration in our handling of reports of bathroom and roof repairs. They also found a service failure in the handling of the tenancy change request. Actions were recommended by the Housing Ombudsman to improve our repairs reporting and provide clearer decisions and their rationale regarding tenancy requests. These have been actioned.

8. Improvements planned for 2026-27

During 2026-27, we are focusing on improving response times to complaints and embedding learning and changes as a result of complaints, seeking to avoid repeat mistakes.

- ✓ Increased strategic oversight of complaints with changes to meetings with the Member Responsible for Complaints and reporting to Board and Committees
- ✓ Increasing feedback from residents about their experience of making a complaint to drive improvements in complaint handling
- ✓ Refresher training for staff to drive a proactive approach to complaints management and learning from resident feedback
- ✓ Regular review of complaints to identify trends and lessons learned from complaints to drive continuous service improvement
- ✓ Increase proactive communication to residents demonstrating where we have made changes or improvements as a result of complaints, to encourage more residents to complain
- ✓ Promote ways to complain to encourage residents to raise concerns
- ✓ Use data to understand the diverse needs of our customers, enabling us to tailor the complaint process to meet individual needs

9. Board Response

In the year we saw an increase in the number of complaints received almost 50% on the previous year. We are pleased to see a significant increase in the number of stage one complaints completed in target time. As in previous years, we saw the majority of complaints related to the repairs service. In response to this, a restructuring of the asset management team took place in Q4 of 2025-26, and we look forward to improvements in the coming year.

We are pleased with the improvement throughout 2025-26 but know we have more work to do in 2026-27. Operations Committee and the Member Responsible for Complaints continue to scrutinise performance with complaints handling and review the lessons learned on a quarterly basis.