

Broadacres Annual Complaints Performance and Service Improvement Report

2025/26

Registered provider of social housing registration number LH4014. Co-operative and Community Benefit Societies Act 2014, society number 27656R.



Introduction

This Annual Complaints Performance and Service Improvement Report sets out how Broadacres has performed against the Housing Ombudsman's (HO) Complaint Handling Code (CHC) during 2025/26 and the service improvements delivered through learning from complaints. It brings together our self-assessment against the Code, a qualitative and quantitative analysis of performance, a summary of refused, cancelled and withdrawn complaints, any areas of non-compliance, the improvements implemented, and relevant Ombudsman determinations.

The report has been developed alongside our annual self-assessment, our Complaints and Compensation Policy, our Customer Strategy, and detailed analysis of 2025/26 complaints performance and lessons learned. Our Complaints Policy, which sets out our approach and compliance with the CHC, is available on our website: [Complaints - Broadacres](#)



Compliance with the HO Complaint Handling Code

Our Approach

Each year, Broadacres undertakes a self-assessment in partnership with involved customers against the CHC. The review is evidence-based, drawing on policies and procedures (Complaints, Compensation, Unacceptable Behaviour, and Vulnerability/Protected Characteristics), a sample of redacted complaint communications/templates and annual performance data. The senior officer responsible for complaints participates in the review to ensure accountability and continuous improvement. Customers confirmed that our policies align with the Code and reflect their experience of our approach.

Governance and Oversight

The Board receives quarterly complaints performance reports and has appointed a Member Responsible for Complaints (MRC), Alison Hadden, who routinely makes recommendations to ensure continued compliance with the CHC. The MRC meets regularly with the Head of Customer Engagement and Insight to review performance and learning. Whenever the CHC is updated, we review and update our Complaints Policy and procedures to remain fully compliant. The self-assessment is reported to the Board to provide assurance, and the latest version is published on our website.



Performance Overview (Qualitative and Quantitative)

Headline volumes and timeliness (Stage 1 and Stage 2)	2024/25	2025/26
STAGE 1 COMPLAINTS RECEIVED	318	350
% STAGE 1 RESPONDED WITHIN TARGET <small>(10 working days, extendable to 20 with customer agreement)</small>	98%	98%
COMPAINTS ESCALATED TO STAGE 2	34	73
% STAGE 2 RESPONDED WITHIN TARGET <small>(20 working days, extendable to 40 with customer agreement)</small>	100%	96%

8 complaints originating in late 2024/25 escalated to Stage 2 in April 2025 and are included within the 2025/26 figures.



Refused, withdrawn, or cancelled complaints

Refusals: **None in 2025/26.**

69 complaints were withdrawn or cancelled. The main reasons were that customers pursued another route (e.g., Anti-social Behaviour process, service request) or chose not to proceed. The Customer Engagement and Insight Manager ensures customers are signposted to the right pathway and delivers colleague training where needed. Refusals—if any occur—are recorded in line with Section 3 of the Complaints Policy with full explanatory correspondence in the case management system.



Customer satisfaction with complaint handling.

We measure satisfaction in two ways:

1. Tenant Satisfaction Measure – annual perception survey reported to the Regulator of Social Housing.
2025/26: 55.47%
2. Customer Satisfaction with how the complaint was handled.
2025/26: 82%.

In 2025, we reviewed our approach to the management of complaints in response to customer and colleague feedback and established a Centralised Complaints Team that takes full ownership of Stage 1 handling and investigation. This has strengthened consistency, improved empathy and follow-through, and refined our approach to compensation to ensure remedies are fair, proportionate, and timely.

Nature of Complaints

Complaints By Service Area Compared To Last Year.

SERVICE AREA	2024/25	2025/26
Property Services	63%	67%
Housing Services	25%	21%
Development	7%	8%
Finance	2%	1%
Contact Centre	3%	3%

The distribution remained broadly consistent year-on-year. Most 2025/26 complaints (67%) relate to Property Services.

We recognise repairs as a central driver of customer experience. In 2025 our TSM score for repairs satisfaction was 87%, indicating high overall satisfaction even as we focus on further reducing avoidable complaints.

Complaint Themes (Stage 1)

THEME	2024/25	2025/26
Communication	29%	24%
External Contractor	19%	31.5%
Reliability	9%	7%
Colleague Behaviour	9%	9%
Policy and Process	16%	16%
Quality	14%	12.5%
Other	3%	0%



Key 2025/26 themes and drivers

- Avoidable complaints remain a key area of concern, primarily driven by issues such as missed appointments, incomplete follow-through, and inconsistencies in communication and record-keeping. Targeted coaching and case-study learning sessions have been delivered with operational teams experiencing higher volumes of avoidable complaints.
- Contractor performance (Robert Heath): The Customer Scrutiny Panel (CSP) reviewed servicing, comparing experiences between Broadacres and the contractor offer to identify drivers of dissatisfaction and recommended improvements.

CSP recommendations agreed by Board (January 2026):

1. Increase visibility and communication relating to appointments.
2. Improve customer experience through personalisation and early detection of damp and mould.
3. Support customer understanding of the necessity of annual gas servicing and ensure customers feel central to the service.
4. Improve customer service and increase appointment availability.

Stage 2 Complaints

From 34 in 2024/25 to 73 in 2025/26.

While this mirrors an upward sector trend, we will continue to analyse escalation triggers and strengthen early resolution. Our monitoring shows that a proportion of escalations could have been avoided through stronger handling, particularly around recognising vulnerability and ensuring agreed actions are completed. We have shared with colleagues targeted learning and refined guidance to address these points.

Service Improvements from Complaint Learning

We maintain a strong learning culture, evidenced by our “lessons learned” log and the actions taken to address issues and prevent recurrence. During 2025/26, we delivered improvements across all service areas, including:

- Moving to a Centralised Team: Stage 1 ownership to drive consistency, empathy, timely remedies, and follow-through.
- Compensation approach: Clearer guidance to ensure remedies are fair, appropriate to impact and promptly implemented.
- Team coaching and case studies: Practical learning sessions in higher-volume areas focused on preventing avoidable complaints.
- Contractor oversight: Enhanced monitoring and engagement following CSP recommendations to improve appointment visibility, personalisation, and service capacity.

Below are some examples of Complaint Learning across 2025/26.

ISSUE	WHAT WE DID	IMPACT
COMPLAINT HANDLING AND TIMELY COMMUNICATION		
Customers reported concerns about the complaint-handling process, particularly delays in communication and uncertainty about the progress of their investigation.	We established a dedicated Complaints Team responsible for acknowledging complaints promptly, taking full ownership of the investigation, and maintaining clear, timely communication throughout the process. The team also ensures that learning from complaints is systematically shared with relevant service areas.	Improved consistency and quality of investigations; increased transparency and customer confidence; stronger organisational learning and reduced recurrence of similar issues.
PROPERTY CONDITION AND REPAIRS FOR NEW CUSTOMERS		
A new customer raised a complaint about outstanding repairs and the overall condition of their property upon moving in.	The Empty Homes Team strengthened its property-readiness process by conducting a full review of all repair records including previously cancelled or incomplete jobs, before re-letting a home. Teams also now share repair and complaint history when a property becomes empty to ensure important information is not lost.	Earlier identification of outstanding issues; reduced delays and callbacks; improved satisfaction for new customers moving into their homes.



ISSUE	WHAT WE DID	IMPACT
COMMUNICATION AND CLARITY DURING TEMPORARY MOVES		
Customer involved in temporary moves reported poor communication, unclear expectations, and insufficient updates during the period they were temporarily re-homed.	We have redeveloped the Relocation Procedure in with the HO recommendations which has clarified and standardised communication expectations, including how frequently customers will receive updates. Customers are now required to return all keys and avoid entering the property while works are underway. A joint hand-back inspection is completed by the Property Surveyor and Neighbourhood Officer with the customer present, ensuring the home is fully ready for re-occupation.	More structured communication and clearer expectations; improved safety and control during works; better customer experience when returning to their home.
QUALITY OF CONTRACTOR REPAIRS AND INSTALLATIONS		
Customers raised concerns about the quality and consistency of repairs and installations completed by external contractors.	We recruited a dedicated Contractor Supervisor to strengthen oversight and support joint on-site visits with contractors. We also introduced post-inspection checks for all contractor-completed work to improve consistency and ensure standards are met.	Stronger quality assurance and compliance; fewer repeat visits and callbacks; enhanced customer confidence in contractor-delivered services.
COMMUNICATION STANDARDS AND CLEARER TIMEFRAMES		
Complaints highlighted inconsistent communication, unclear timeframes, and customers feeling unheard especially in relation to callbacks and non-urgent enquiries.	We have consulted with customers to better understand their expectations and used this insight to update our Customer Standards. Improvements to our contact-management system now require colleagues to record notes before closing any callback or response request, ensuring clearer and more consistent communication.	More reliable and transparent communication; reduced customer frustration and fewer avoidable complaints; clearer expectations for customers and colleagues.

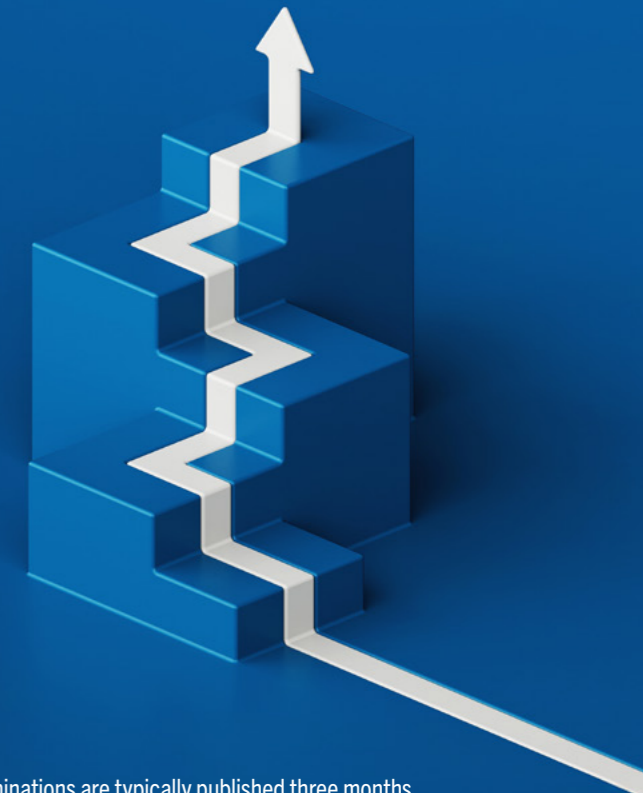
Oversight, Assurance, and Transparency

Key Managers, Heads of Service, and Directors meet monthly to review complaints performance and customer feedback, identify trends, and track the implementation and impact of learning. The Executive Team and Board receive periodic updates and maintain overall oversight. We also provide regular insight to the CSP to inform their scrutiny programme, and we share performance information with customers via digital channels, community events, our customer magazine, and scheme visits. The MRC works closely with the Head of Customer Engagement and Insight to ensure a professional, empathetic, and learning-focused complaints culture. We also engage with local and national housing forums and track HO Spotlight reports and lessons learned to inform continuous improvement.



Housing Ombudsman Determinations (2025/26)

- October 2025 determination:** The HO found Broadacres' response reasonable to concerns about how electrical and gas services were arranged, including paired visits; no service failure or maladministration was found.
- December 2025 determination:** The HO identified a service failure in our handling of an anti-social behaviour complaint, with no maladministration in the handling of the complaint itself. A service failure indicates minor failings requiring action to put things right.
- March 2026 determination:** The HO intervened and asked Broadacres to issue a further apology and £100 compensation to resolve the complaint.



Full HO determinations are typically published three months after the final decision and can be accessed on the Housing Ombudsman Website. Landlords Archive - [Landlords Archive - Housing Ombudsman](#)

Broadacres Housing Association Limited is an exempt charity. It is a registered provider of social housing (registration number LH4014), regulated by the Regulator of Social Housing, and is a registered society under the Co-operative and Community Benefit Societies Act 2014, society number: **27656R**



Broadacres House, Mount View,
Standard Way, Northallerton, DL6 2YD

 01609 767900

 info@broadacres.org.uk

 www.broadacres.org.uk