

Complaint Performance Report

2025/26

Introduction

This report details the number of complaints we received in 2025/26 with comparisons to the previous year. It gives insight into areas of focus and improvement, with breakdowns of complaints by theme, department and service area.

The report also identifies the learning we have taken from complaints and what changes we have made to our policies and processes. We have reviewed the changes to processes we made in 24/25, which demonstrates the value in learning from complaints.

This report links to our cultural principles of putting 'Residents First' and 'Constantly Learning'. With this in mind, it will be shared with our residents, Board and the Housing Ombudsman.

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Stage 1 complaints overview

In 2025/26 we received 475 complaints. This down 33% from 2024/25, where we received 708.

	2024/25*	2025/26
Total complaints received	708	475
Stage 1 quick responses	574	290
Stage 1 full investigations	135	185

**These are revised figures from the 2024/25 report due an error that included cancelled or duplicated complaints in the total number.*

This is a significant improvement and reflects a similar decrease in repairs-related complaints. The data suggests that the introduction of Soha Response, our in-house repairs service, has supported better performance, improved quality and earlier resolution. It also suggests that complaints remain an important source of resident feedback and help us identify where further service improvements are needed.

We have also seen notable reductions across several other areas, including Housing, Planned Maintenance, Estates and Development, indicating wider service improvement and increased resident satisfaction.

Although the overall number of complaints has reduced, the workload for the Complaints Team remains high. Complaints are often more complex and can involve several linked issues. It is positive that residents are aware of the complaints process and feel able to raise concerns, seek solutions and hold us to account. At the same time, this can make complaint handling more challenging, particularly where expectations are high or where concerns require input from several service areas.

This year, we have seen an increase in complainants drafting complaints and correspondence with the aid of generative Artificial Intelligence (AI). This can be helpful, as it may support residents to clearly structure their concerns and understand what to expect from the process. However, AI-generated content can sometimes include information that is not directly relevant, not fully accurate, or does not clearly reflect the resident's specific circumstances. Where this happens, the Complaints team contact the resident to clarify the issues being raised. This helps us to better understand concerns, set realistic expectations, and explain what we can reasonably consider through the complaints process.

We also saw resident awareness of Awaab's Law, hazards, fire safety, and our responsibilities for managing damp and mould increase, alongside higher expectations of our services. While we have a robust system for managing hazards, complaints in this area are likely to increase over the coming year.

A rise in requests for reasonable adjustments reflects greater awareness of equity, accessibility and non-discrimination for residents with disabilities. This is an important area of learning for us. Whilst we have improved our knowledge and processes for responding to reasonable adjustment requests, we recognise that more guidance and staff training is needed. Further training is planned from Autumn 2026 to support consistent and confident decision-making.

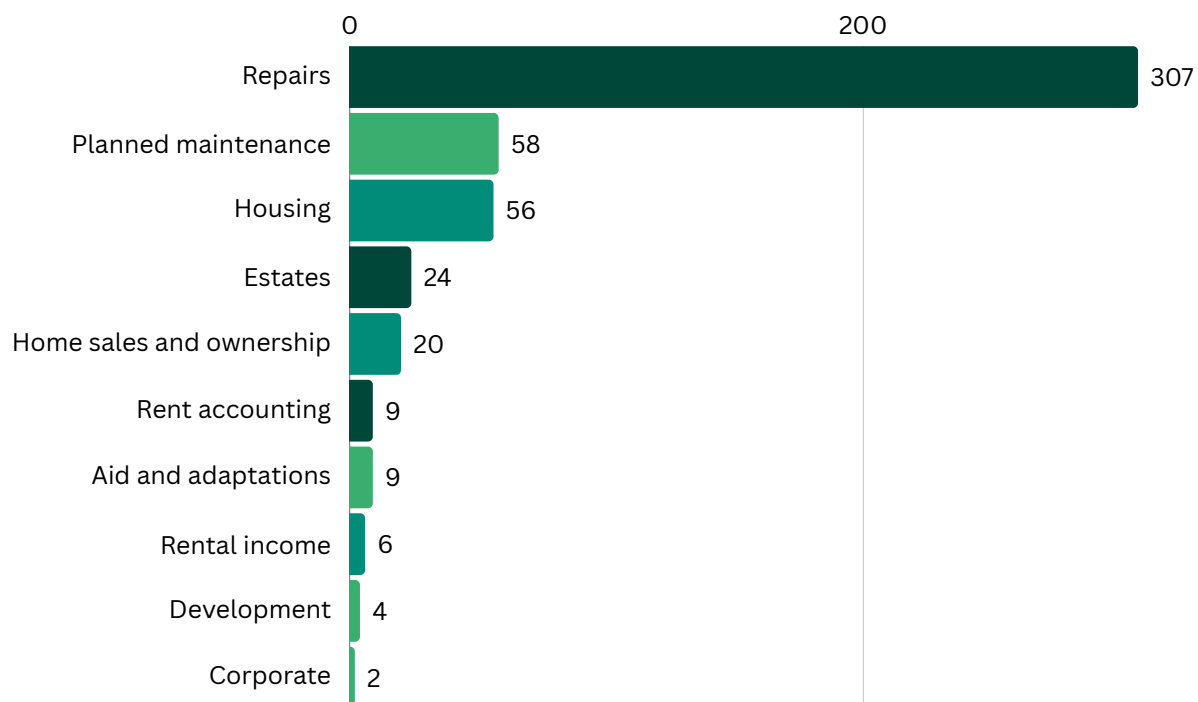
Higher levels of compensation and remedies are also frequently requested. We have incorporated the Housing Ombudsman's Compensation and Remedies guidance, published in early 2026, into our policy and internal guidance. This has provided a clearer framework for assessing compensation in a way that is fair, proportionate and consistent. It also helps us explain our decisions more clearly to residents, and we are beginning to see more residents accepting compensation at the first offer.

Ensuring that remedies offered at stage 1 are completed satisfactorily and within reasonable timescales continues to be challenging. This has improved since the introduction of Soha Response but remains more difficult where remedies depend on external contractors. Work is ongoing to strengthen accountability with our partners where service failure has happened to ensure residents receive the outcomes agreed through the complaints process.

As we move into the next year, our priorities are to continue learning from complaints, better understand the root causes of dissatisfaction and put clear actions in place to reduce the risk of the same issues happening again.

Summary of complaints by department

As shown in the bar chart below, repairs remain our largest area of dissatisfaction.



Responsive repairs

Responsive repairs account for 65% of all complaints received. However, the number of repairs complaints has reduced significantly, from 483 in 2024/25 to 307 in 2025/26; a 36% reduction. We are confident that this improvement is directly linked to the introduction of Soha Response.

The main theme is the time taken to complete repairs. This accounts for 31% of all repairs-related complaints, compared with 8% in the previous year. Concerns about the quality of works also remain a key theme, accounting for 19% of repairs complaints. However, there has been a reduction in complaints about communication with residents, including responding to concerns and keeping residents informed, which has decreased from 18% last year to 7% this year.

Looking ahead to 2026/27, a key priority will be to use learning from repairs complaints to drive service improvement, including carrying out deep dives on complex complaints and producing monthly learning reports to identify themes and support continuous improvement.

Housing and Lettings

Complaints relating to Housing and Lettings reduced from 80 in 2024/25 to 56 in 2025/26. This is a reduction of 30%. The main theme in this area continues to be dissatisfaction with policy decisions. These 26 complaints account for 46% of all Housing and Lettings complaints. Many of these concerns relate to tenancy management decisions, where our actions are guided by policy requirements and statutory regulations.

Complaints about staff conduct within Housing remain a theme amount to 20% of the total Housing and Lettings complaints. This may be partly linked to the challenging nature of decisions relating to topics that are highly emotive, such anti-social behaviour, allocations and enforcement. In most cases reviewed, staff were found to have acted reasonably and no misconduct was identified.

Some complainants have expectations that staff are able to resolve neighbour disputes, anti-social behaviour concerns or housing allocation outcomes in ways not always within our power. Some options are not always available to us, due to the shortage of available social housing and wider pressures on key services. We will continue to set clear expectations for residents, and ensure our decisions are communicated in a fair, transparent and reasonable way.

Planned maintenance works

Complaints concerning cyclical and planned works have reduced significantly from 59 to 38 complaints over the year.

When broken down, 22 of these complaints concern contractors and the quality of works, with dissatisfaction centred on a few contractors. Complaints continue to be discussed as part of regular monthly meetings with contractors to better understand the nature of the complaint and how we can reduce issues going forward.

Estates

Estates and communal areas complaints have significantly reduced from 44 complaints in 2024/25 - which represents 6% of all complaints - to 24 complaints in 2025/26 (a 5% share). This reduction is positive and indicates improvement in this service area.

Contractor performance and the quality of work remain key themes: accounting for 45% of estates complaints, down from 70% in 2024/25. This is an area where residents have high expectations, particularly where they pay service charges for communal services.

We continue to see a link between periods of service charge increases and a rise in concerns about communal areas. The Estates team closely monitors contractor performance; balancing the need for reasonable service charge costs with the importance of high standard and quality of service. Where expectations are not aligned with service agreements, we aim to explain this clearly and manage dissatisfaction in a fair and transparent way.

Also with Estates, there has been an increase in complaints relating to policy decisions. This area accounts for 45% of Estates complaints. The data suggests this is partly linked to stricter fire safety requirements, where we are required to enforce the removal of items from communal spaces. We recognise that this can cause inconvenience and frustration for residents, and in some cases may result in personal loss. However, resident safety and legal compliance must remain paramount. Where concerns arise, we seek to work with residents to explain the requirements, consider individual circumstances where appropriate, and identify practical solutions while ensuring communal areas remain safe and compliant.

Development

Complaints relating to Development have reduced significantly from 21 complaints in 2024/25 to 4 complaints in 2025/26. This is a positive reduction and indicates fewer concerns being raised in this area.

Like last year, Development complaints continue to relate to defects in new homes and the performance of the developers we work with. These issues can be challenging to resolve because timescales, decisions and remedial actions are often dependent on the developer rather than being fully within Soha's control. However, we recognise that residents experience the impact of these delays directly, and we continue to liaise with and challenge developers to ensure concerns are progressed and resolved as quickly and effectively as possible.

DFG works

Complaints relating to DFG works have decreased slightly, from 13 complaints in 2024/25 to 9 complaints in 2025/26. While the overall number of formal complaints has reduced, this area remains a concern. This is because a number of residents have raised concerns about DFG works through their MP rather than through the complaints process, meaning the complaint figures do not fully reflect the level of dissatisfaction being experienced. We are therefore continuing to review our policy and processes in this area to support improvement over the coming year.

The main theme relates to the time taken to agree and complete DFG works. The process can be lengthy and often requires input, agreement and funding decisions from other agencies, which are not always within Soha's control. There are also budgetary pressures, particularly where the funding available for major works does not meet the full cost of the works required. In some cases, this means works cannot be approved due to cost, which can have a significant impact on residents. We recognise the importance of providing clear communication, managing expectations and improving coordination with partner agencies. This will remain a priority as we review policy and process to support better outcomes for residents.

Rental income

Complaints relating to Income and Rents have increased slightly, from 12 complaints in 2024/25, representing a 1.5% share, to 15 complaints in 2025/26, representing a 3% share. The main theme relates to rent and service charge increases, which account for 60% of complaints in this area. We recognise that rental payments and increases can be a source of anxiety for residents, particularly in the context of wider cost-of-living pressures, and this can lead to dissatisfaction with the service.

Teams remain mindful of the financial pressures some residents may face and are trained to signpost residents to Tenancy Support and other relevant agencies where additional help may be needed. Complaints about communication on rents and service charges account for 20% of complaints in this area. We will continue to focus on ensuring that information about rent and service charges is clear, transparent and accessible, so residents understand the reasons for changes and the support available to help them maintain their tenancy.

Home Sales and Ownership

Complaints in Home Sales and Ownership have remained broadly consistent, with 20 complaints received in 2025/26, representing a 4% share of all complaints. The main theme relates to policy decisions concerning communal repairs and service charges, which account for 55% of complaints in this area. Other concerns relate to communication about the services provided to shared owners and leaseholders.

We continue to receive complaints where there is a misunderstanding about responsibility for ongoing repairs, particularly where responsibility sits with the shared owner rather than Soha. The team continues to communicate these responsibilities clearly at the point of sale, so buyers understand what they are responsible for and what support Soha can provide.

We are also seeing increasing requests for additional support and reasonable adjustments from shared owners and leaseholders. These requests can differ from those made by rental residents because the legal and contractual relationship is different. This can lead to dissatisfaction or confusion about what support Soha can reasonably provide. We will continue to explain this clearly, consider individual circumstances where appropriate, and ensure staff have the guidance needed to respond consistently and fairly.

Exclusions

Although we welcome complaints and will address dissatisfaction through the complaints process when requested, we have on a few occasions chosen to not accept complaints that fall under exclusions set out by our Complaints Policy and the Housing Ombudsman's code.

These include complaints that have previously been considered through our complaints process or are first requests for service. We have also decided to put restrictions in place when we have seen high volume of complaints and communications that have been deemed unreasonable. In those cases, we have communicated with residents to explain what we can and cannot accept, and agreed communications going forward.

Summary of themes by percentage and department

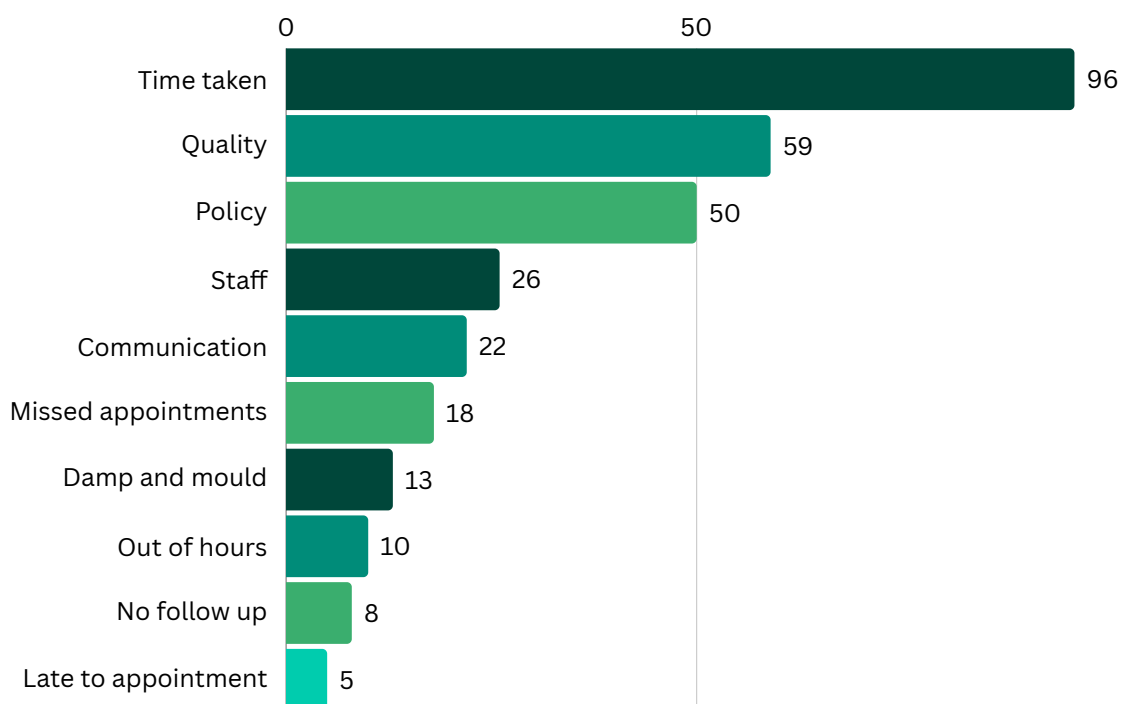
Themes in green are contractor-specific

Themes	% of total	Departments
Communication	5%	Repairs, DFG, Estates, Home Sales and Ownership, Housing, Income, Planned Maintenance and Corporate
Out of Hours service	2%	Repairs
Policy	25%	Repairs, Corporate, Development, DFG, Estates, Home Sales and Ownership, Housing, Income and Planned Maintenance
Quality	5%	Development, DFG, Estates, Home Sales and Ownership, Housing and Planned
Rent increase	1%	Rents
Service charge	1%	Rents
Staff	9%	Repairs, Home Sales and Ownership, Housing, DFG, Estates, Planned and Income
Communication	5%	Repairs, Planned Maintenance and Estates
Damp and mould	0.5%	Repairs
Late to appointment or missed appointment	5%	Repairs, Planned Maintenance and Estates
No follow up	2%	Repairs
Quality	14%	Repairs, Planned Maintenance and Estates
Time taken	21%	Repairs, Planned Maintenance
Contractor	2%	Development, Estates, Home Sales and Ownership, Planned Maintenance and Repairs

Summary of key trends

- Complaints about the application of policy and service decisions have increased across most service areas. This reflects greater resident awareness of Soha's policies, statutory responsibilities and compliance obligations, particularly where decisions affect repairs, fire safety, service charges, allocations or tenancy management.
- Complaints relating to staff conduct have also increased. Many cases appear to be linked to difficult or sensitive service decisions rather than identified misconduct. This highlights the importance of clear communication, respectful engagement and careful explanation when residents are dissatisfied with decisions or outcomes.
- Recording complaints about the time taken to complete repairs has provided clearer insight into resident dissatisfaction. The data confirms that delays remain a key concern, particularly where works are complex, require follow-on appointments or depend on contractor availability.
- The quality of repairs remains a significant theme. While the introduction of Soha Response has contributed to an overall reduction in repair complaints, we continue to see dissatisfaction where works are not completed to the expected standard or where residents feel issues have not been fully resolved. *On the next page, a bar chart represents the number of repairs complaints we received in 2025/26, organised thematically.*

Number of repairs complaints, arranged by theme



2026-27 areas of improvement

To address the key trends that arose this past financial year, we have developed an improvement action plan which is set out at the end of this report. The plan focuses on:

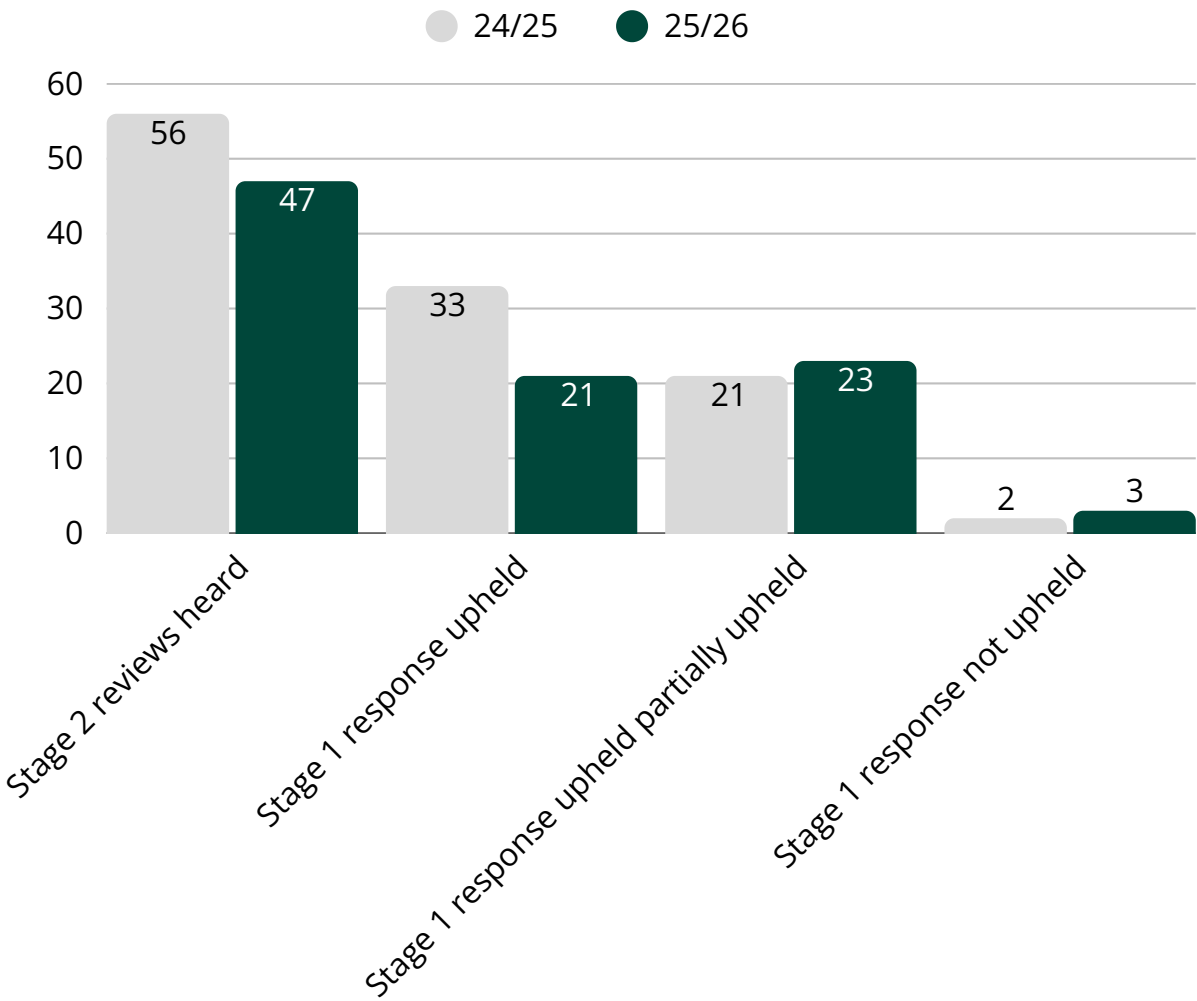
- strengthening communication
- improving ownership of complaint outcomes
- monitoring repair performance
- ensuring learning from complaints is embedded across service areas.

Stage 2 complaints overview

Stage 2 complaints year-on-year comparision, table

	2024/25	2025/26
Stage 2 reviews heard	56	47
Stage 1 responses upheld	33	21
Stage 1 responses partially upheld	21	23
Stage 1 responses not upheld	2	3

Stage 2 complaints year-on-year comparison, bar chart



We are pleased that the majority of residents' concerns are resolved at stage 1, with residents accepting the response provided. Around 10% of stage 1 complaints continue to progress to stage 2.

The main reasons for escalation include:

- requests for increased compensation;
- concerns that agreed actions remained unresolved following the stage 1 response; and
- residents wishing to complete our complaints process in order for the Housing Ombudsman to consider their case.

The data indicates that stage 1 responses were either upheld or partially upheld at stage 2 in most cases. Where the original response was partially upheld, this was often due to the time that had elapsed between the stage 1 response and the resident's escalation to stage 2, which residents are able to request within 12 months.

In some stage 2 cases issues remained unresolved, or the remedies offered had not fully addressed the continued impact on the resident. This meant that additional compensation was awarded to reflect continued delays and inconvenience.

Overall, the data provides assurance that stage 1 responses were generally fair and reasonable at the time they were issued. In three cases, the panel overturned the stage 1 response, demonstrating the value of an independent and impartial stage 2 review.

What we've learned from 2025/26 complaints

Learning from complaints is an important part of how Soha improves services and residents' experience. During 2026, we developed our Learning from Complaints Framework to strengthen how we identify, share and act on learning from individual complaints and recurring themes. The framework provides a consistent approach to understanding the root causes of complaints, identifying opportunities for service improvement and making sure learning is shared with the relevant teams and managers.

We continuing to embed the framework across the organisation. This includes capturing learning when complaints are closed, producing departmental learning reports and carrying out more detailed learning reviews for complex complaints and Housing Ombudsman determinations. During the coming year, we will further strengthen how this learning is shared, discussed and monitored with Heads of Service, the Executive team and our Board.

Resident oversight of learning from complaints

The Resident Experience Group brings together involved residents, Board members, our Member Responsible for Complaints (MRC) and staff to consider feedback from complaints, satisfaction surveys and other sources. The Group helps us identify recurring themes, understand the impact on residents and challenge whether proposed improvements respond effectively to what residents are telling us.

Our approach to learning from complaints follows the Listen, Reflect, Change and Review methodology. We listen to residents' experiences, reflect on what the feedback tells us about underlying causes and wider themes, make changes to services where needed, and review whether those changes have made a difference.

During 2026/27, we will strengthen the Resident Experience Group's role by giving it greater oversight of the actions arising from complaint learning reviews.

Learning from individual complaints

Whole-property safety checks following upper-floor leaks

We received a complaint following an emergency repair to an upstairs bathroom leak. Although the leak was resolved, the ceiling in the room below was not checked at the time. The ceiling subsequently collapsed, causing distress to the residents and damage to furniture in the room. Following the complaint, we carried out a deep dive to understand what had happened and identify what changes were needed to reduce the risk of this happening again.

As a result, where an upper-floor leak is reported, operatives are now required to complete a whole-property check of affected ceilings and rooms. This helps ensure the property is safe, any related damage is identified at the earliest opportunity, and emergency repairs are arranged or completed where needed.

Access to ladders for out-of-hours repairs

Following an out-of-hours repair for a leak, the attending Soha Response operatives were unable to fully inspect the property because they did not have access to a ladder. This meant the cause of the leak was not identified as early as it could have been, contributing to further disruption for the resident, who was later temporarily relocated, and resulting in a complaint.

The complaint highlighted the need to ensure operatives have the right equipment available when attending emergency repairs. In response, Soha Response reviewed the vehicles used by relevant trades and updated those without suitable ladder storage. Appropriate trades now have ladders available on their vans, helping them complete fuller inspections at the first visit and reduce the risk of delays, repeat visits and avoidable disruption for residents.

Service improvements following wider complaints learning

Voids process

We received several complaints about the void standard and the condition of properties at the point of letting. These complaints, alongside feedback from staff, highlighted the need for a more robust and consistent approach. In response, we completed a full review of the voids policy, procedure and working processes.

As a result, there is clearer guidance for residents on what Soha will and will not provide when a property is let, including additional clarity around items such as curtain battens and loft clearance. The review confirmed that properties will be brought up to the Soha standard before letting, and that adaptations or alterations left by previous residents will not be gifted or disclaimed where this would create uncertainty about future maintenance responsibilities. This gives residents and staff clearer expectations and ensures Soha retains responsibility for maintaining the property in line with agreed standards.

The revised process also makes clear that a property should not be let until required repairs have been completed. This strengthens quality assurance, reduces the likelihood of avoidable dissatisfaction at the start of a tenancy and supports a better resident experience.

The new policy and procedure came into effect in April 2026, following consultation with residents and staff.

Scheduling team restructure

We received a number of complaints where residents were dissatisfied that follow-on works were not booked after an initial repair visit. This was reflected in the increase in complaints about the time taken to resolve repair concerns. The root cause was identified as inconsistent use of the repairs scheduling system, with some jobs being marked as complete when further work was still required.

In response, we provided additional training for operatives and reviewed how follow-on works could be identified earlier to prevent them being missed. This learning contributed to a restructure of the Soha Response Scheduling team. Schedulers are now aligned to specific trades and operatives, allowing them to monitor jobs more closely, follow up directly with operatives and ensure follow-on works are booked promptly. This improved oversight should support better completion of repairs, reduce delays and provide a clearer service for residents.

Transaction surveys following repairs

These complaints showed the importance of identifying dissatisfaction at the earliest opportunity, before concerns escalate into formal complaints. To support this, operatives now ask residents to provide feedback when a repair is completed. Where a resident scores the repair as 7 or below out of 10, the Resident Liaison Officer contacts them to understand their concerns and consider what further action is needed.

This has helped us to resolve more issues faster, and ensure residents feel their feedback has been heard and acted on. The process has also contributed to a reduction in repairs complaints. Positive feedback is also followed up and shared with staff, helping to recognise good service and support staff morale.

Introduction of missed appointment payments

Learning from repairs complaints showed that missed or short-notice cancelled appointments can cause inconvenience and frustration for residents, particularly where they have arranged to be at home. In response, Soha Response introduced a proactive £10 shopping voucher payment where we miss an appointment, cancel within 24 hours, or fail to attend within the agreed timeslot on the day.

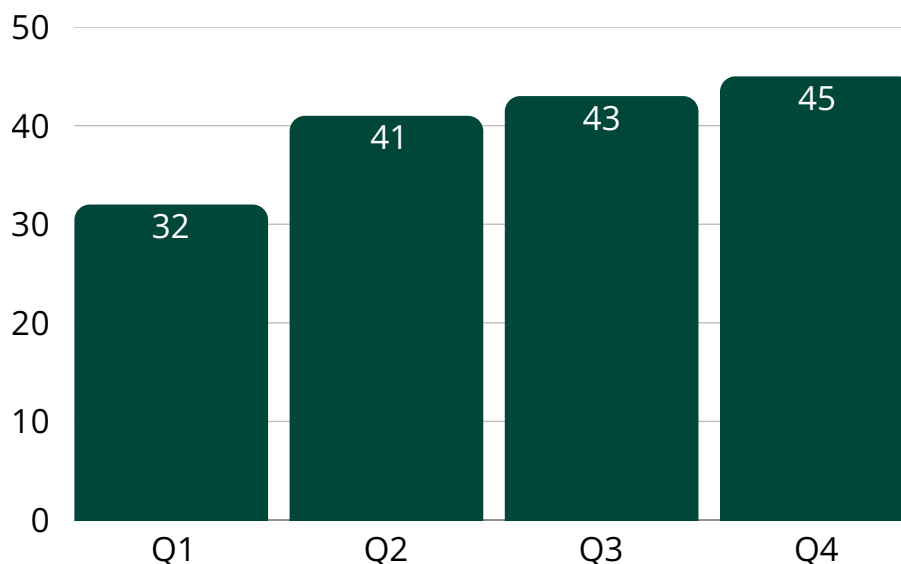
This provides timely recognition of the inconvenience caused without residents needing to request compensation. The approach has been well received by residents and supports a fairer, more consistent response, while our priority remains to avoid missed or changed appointments wherever possible. Since introducing this approach, missed appointment complaints have reduced from 49 in 2024/25 to 18 in 2025/26.

Staff review of new and updated policies

Learning from complaints has shown that policies need to provide clear, practical guidance for both residents and staff. Where policies are unclear or do not reflect operational practice, this can lead to inconsistent decision-making, confusion about expectations and avoidable dissatisfaction.

To address this, key teams are now asked to review new and updated policies before they are approved. As part of this process, the Complaints team provides feedback on all service and resident-facing policies, using complaint learning to identify where wording, guidance or expectations could be clearer. This helps ensure future policies are fair, transparent and easy to apply, and that they help residents and staff understand decisions and resolve concerns more effectively.

Complaint handling satisfaction



The Tenancy Satisfaction Measure (TSM) for satisfaction with complaint handling does not always give us an accurate representation of satisfaction. The TSM asks residents if they have made a complaint in the last 12 months and if yes, how satisfied are they with the service.

When we scrutinise the raw data, only 25-30% of respondents who state dissatisfaction have raised a stage 1 complaint, however it does indicate as an organisation how we are dealing with resident's concerns when they are raised. This indicates there is often no distinction between when residents raise a complaint, an ASB issue or request for service which are all recorded and managed separately. Information on feedback and raising concerns has been made clearer and more available on our website and new feedback leaflet.

Although the satisfaction with complaint handling appears low, when benchmarked against the sector, we are scoring between median and upper quartiles. We are pleased to see that quarter-on-quarter satisfaction is increasing with this continuing into 26/27.

Timescales

We pride ourselves on compliance with the timescales set out in our policy and the Housing Ombudsman code and have processes and workflows in place to ensure we meet those timescales. In 99 – 100% of stage 1 responses were sent within timescales.

In stage 2, we have met all the timescales and are a 100% compliant. On the few occasions we have had to extend timescales, as allowed in the code, we have fully communicated the valid reasons to the resident and kept them informed.

Compensation

Following the alignment of our Compensation Policy with the Housing Ombudsman's guidance on compensation and remedies in early 2026, and reflecting learning from recent determinations, we have increased the level of compensation awarded to residents where appropriate. Total compensation spend increased from £17,251 in 2024/25 to £31,894 in 2025/26. This total includes compensation and redress offered both through and outside the formal complaints process, including disrepair claims. Since aligning our approach with the Housing Ombudsman's guidance, we have seen more residents accepting our initial compensation offer at stage 1 and more satisfaction with that response.

- We made 183 separate compensation, disrepair and goodwill payments to residents during the year.
- In addition, we proactively issued £10 shopping vouchers for 646 missed appointments involving Soha Response.
- The average compensation award was £174.

Going forward, when retendering for new contracts, we are including clauses that allow compensation awarded for contractor service failures to be recovered from the contractor. We expect this to support service improvement and reduce compensation costs for Soha.

Housing Ombudsman determinations

Case	Mal-administration	Service Failure	Reasonable redress	Outside jurisdiction	No fault found	Concern
1					1	Service charge statement
2	1					Handling of bathroom repairs
3	1					Handling of pest control request and conduct of contractor
4	1					Handling of repairs and complaint
5	3	3				Handling of planned works, reasonable adjustments, staff comms, data breach and complaint
6		1				<i>Grounds maintenance</i> (currently being appealed)
7		2				Handling of noise transference and complaint handling
8		1				Handling of repairs to external structure
9				1		Rent increase
10		1				Handling of repairs
11	1					Handling of excessive heat
Total	7	8	0	1	1	

Themes from determinations in 2025/26

The Ombudsman determinations show that Soha generally investigates residents' concerns and seeks to identify appropriate remedies. However, the recurring learning is that service failures often arise not from a lack of recognition of the issue, but from inconsistency in how matters are managed through to resolution. The main causes include gaps in communication, delays in progressing agreed actions, insufficient ownership and escalation, and weaknesses in record keeping.

A key theme is that residents need clear, proactive communication throughout the life of a case. Where updates are not provided, delays are not explained, or decisions are not clearly evidenced, frustration increases and issues are more likely to escalate. The learning is that residents are more likely to remain engaged and reassured when they understand what is happening, why it is taking time, who is responsible and when they can expect the next update.

The determinations also highlight the importance of progressing repairs and service actions to completion within a reasonable timeframe. In several cases, the issue had been identified, but follow-up activity was slow, fragmented or not sufficiently coordinated. This points to the need for stronger ownership, clearer escalation routes and better oversight of both internal teams and contractors.

Record keeping remains central to the learning. Good records are essential to demonstrate what action was taken, when it was taken, why decisions were made and whether follow-on works were completed. Without this evidence, it is harder to provide assurance to residents, respond effectively to complaints, or demonstrate that services have been delivered reasonably.

Going forward, the learning is to ensure that resident impact remains central to decision-making, particularly where vulnerabilities, health concerns or household circumstances are relevant. Our focus for the coming year remains on proactive communication, clear ownership, timely progression of actions, effective record keeping and consistent consideration of individual circumstances.

Progress against 2025/26 actions

Priority	How	Outcome	Completed
Complaint handling learning			
Gather transactional feedback for complaint handling to understand any dissatisfaction and areas of improvements.	• Produce a transactional survey on Survey Monkey, asking questions regarding service provided. • Create process for sending and receiving of surveys. • Regularly use that data for complaint reporting for board, SLT and MF.	• Will be able to gauge satisfaction with those residents that have used our service. • Will identify areas where we need to consider service improvements. • Our complaint service will be shaped by what our residents want and therefore improve satisfaction	Yes
Align our Compensation Policy and Matrix with the Housing Ombudsman guidance due in 2025.	• Following the publication of compensation guidance from the HO review our own policy and matrix and take recommendations to SLT and Board for changes. • Any agreed updates to guidance to be communicated to the wider staff group.	• Soha will be awarding compensations levels in line with sector guidance and peers. • Will reduce the amount of stage 2 requests. • Will reduce the amount of maladministrations and service failures determined. • Will significantly increase the amounts we spend on compensation awards.	Yes

Priority	How	Outcome	Completed
Complaint handling learning			
Reduce confusion over what is a complaint, service request and an ASB concern for residents and staff.	• Create a triage tool, similar to what the commercial sector use, to give automated advice and signposting when raising a complaint or ASB issue. • Adopt software to enable live chat with pre-formulated responses to answer queries quickly, before engaging with an agent. • Continue with complaint training for new starters and existing staff.	• The triage tool will give clear guidance on what is a complaint, request for service and ASB request, thus setting expectations with the resident. • This will save staff and resident time in triaging and responding to complaints. • Residents will get immediate responses in a platform that they prefer to use. This will save the resident and staff time.	Partial
Ensure the Complaints team are able to respond fully to complaints arising from damp and mould following the introduction of Awaab's Law	• Complaint Officer to become expert in damp and mould by attending training, shadowing Technical Officer in addition to fully understanding our policies, processes and workflows and the compliance details of Awaab's Law. • The Complaint Officer to train and inform other team members. • To assist with a self assessment against Awaab's Law. • Work closely with the D&M TO to ensure we are learning from complaints.	• Residents will have their complaints thoroughly investigated with reasonable outcomes and remedies offered. • Soha will be compliant with the Housing Ombudsman's code and self assessment. • We will reduce the risk of maladministrations for damp and mould complaints. • Overall and repair satisfaction will increase.	Yes

Priority	How	Outcome	Completed
Wider service improvements			
Repairs satisfaction	- Highest area of repairs complaints centred on quality, comms, missed appointment and time taken. These have shaped the design of the Soha Response service. As such these areas will be closely watched in monthly monitoring of repair dissatisfaction stats. - Regular reporting to Soha Response Board. - Continued presence at main contractor meetings by the Complaints Officer.	- Reduction in overall repair complaints. - Increase in repair service satisfaction. - Decrease in Housing Ombudsman maladministrations on services failures with repairs.	Yes
Reduction in cancelled and missed appointments leading to stage 1 and stage 2 complaints.	- Agreed that Soha Response will lock down repairs agreed from complaints to avoid them being cancelled or moved. - Feedback to Soha Response board on themes for complaints and complaint data. - Complaint team to take ownership for ensuring repairs outlined in stage 1 response are carried out as agreed. - In the complaint survey, ask if all issues have been resolved. If not, Complaint team to follow up with resident and action.	- Demonstrates a 'you said, we did' ethos. - Reduces the amount of residents requesting progression to stage 2, thus reducing time and resources. - Improves the relationship between Soha and resident and creates trust. - Improves wider customer satisfaction	Yes

Priority	How	Outcome	Completed
Service improvement learning			
Increase awareness across staff group for considering reasonable adjustments.	• Review the Reasonable Adjustment policy to consider aligning it with the HO guidance. • Produce a procedure for staff to follow when reasonable adjustments are requested. • Ensure there is a reliable process on QL to record vulnerabilities and reasonable adjustments.	• We will see a reduction in complaints on discrimination and not making reasonable adjustments. • We will improve trust and our relationship with residents. • Staff will feel confident on agreeing to reasonable adjustments and will have guidance on making these decisions.	Ongoing

Priorities for 2026/27

Priority	How	Outcome	Date by
Complaint handling learning			
Complete a learning questionnaire for every stage 1 complaint, stage 2 review and Housing Ombudsman determination to capture themes, root causes, outcomes and remedies.	- Complaint Officers complete the questionnaire on QL when each complaint or determination is sent/received. - Complaints Manager reviews the data monthly to identify recurring themes and required process changes. - Share quarterly learning reports with relevant teams, SLT and Board reporting where appropriate.	100% of closed complaints and determinations have a completed learning record. - Monthly theme data is available and used to inform service improvement actions. - Reduction in repeated complaints about the same issue or process failure.	30 Sept 2026
Introduce a consistent process for recording, responding to and reporting MP enquiries in line with complaint handling principles and reasonable timescales.	- Create QL workflows, templates and reporting fields for MP enquiries. - Set response deadlines aligned with complaint response timescales where appropriate. - Where dissatisfaction is identified, contact the resident directly and offer the option of a formal complaint. - Report MP enquiry volumes, themes and outcomes alongside complaint data.	- All MP enquiries are logged and tracked through QL. - Responses are issued within agreed timescales and in a consistent format. - Residents are given clear routes for complaint escalation where dissatisfaction remains.	31 Dec 2026

Priority	How	Outcome	Date by
Complaint handling learning			
Complete a structured deep dive for all complex complaints, upheld stage 2 reviews, and Housing Ombudsman maladministration or service failure findings, with a clear action plan agreed for each case.	- Complaints Officer or Manager identifies cases requiring a deep dive. - Share complaint responses and determinations with the relevant teams before the meeting. - Hold a deep dive meeting to agree root causes, improvement actions, owners and timescales. - Monitor agreed actions through to completion and report progress through complaint learning updates.	100% of relevant cases have a recorded deep dive and action plan. - Actions have named owners and target dates. - Learning is shared with service areas and reflected in process improvements. - Reduced recurrence of similar complaints and improved resident satisfaction with complaint handling.	31 Mar 2027
Ensure service areas agree complaint remedies before responses are issued and take ownership for completing non-financial actions within agreed timescales.	- Share draft complaint responses with relevant service areas before issue where actions or remedies are proposed. - Record agreed actions, owners and target dates on QL. - Service areas complete agreed actions and provide evidence of completion. - Complaints Team monitors completion and escalates overdue actions.	- All complaint remedies have a named service owner and due date. - Fewer unresolved actions are escalated at stage 2 or to the Housing Ombudsman. - Complaints Team remains focused on impartial complaint handling while service areas retain responsibility for delivery.	29 Jan 2027

Priority	How	Outcome	Date by
Complaint handling learning			
Establish and implement a clear end-to-end process for managing complaints relating to STAIRs, including recording, investigation, response, escalation and learning requirements.	• Map the STAIRs complaint journey from first contact through to closure, including roles, decision points and escalation routes. • Create QL workflows and recording fields to support consistent case management, monitoring and reporting. • Develop standard templates for acknowledgements, formal responses and updates to residents. • Brief relevant staff on the process and provide guidance on when STAIRs complaints should be recorded separately.	• A documented STAIRs complaints process is approved, live and used consistently. • Relevant staff understand the separate process and complaints are recorded, tracked and reported in a consistent way.	30 Oct 2026

Priority	How	Outcome	Date by
Wider service improvement			
Introduce a small works team within Soha Response to manage extensive or complex works that do not fit routine repairs, with clear resident communication and realistic timescales.	• Define which repairs and works should be referred to the small works team. • Agree referral, scheduling and monitoring arrangements within Soha Response. • Provide residents with clear written timescales and update points for complex works. • Review complaint data monthly to assess whether delays in complex works reduce.	• Small works referral process is live and used consistently. • Residents receive agreed timescales and proactive updates for complex works. • Reduction in complaints about time taken to complete complex or follow-on repairs.	31 Mar 2027
Trial call recording for the Complaints Team so incoming and outgoing resident calls can be stored securely and used to support complaint investigation, resolution and quality assurance.	• Agree the trial scope, call recording process, storage arrangements and access controls. • Ensure staff understand consent, data protection and retention requirements before the trial starts. • Use recordings to support investigation accuracy and resolve disputes about what was discussed. • Review the trial and decide whether to adopt the process permanently.	• Trial completed with agreed safeguards in place. • Recordings are available where needed to support complaint investigations. • Decision made on future use, based on benefits, risks and staff feedback.	31 Dec 2026

Priority	How	Outcome	Date by
Wider service improvement			
Use Total Mobile to send pre-visit text messages to residents explaining how to prepare their home for repair appointments.	• Agree standard text message wording for common appointment types. • Configure Total Mobile to send messages automatically before repair visits. • Monitor failed visits, access issues and appointment-related complaints after implementation. • Review resident feedback and update message wording where needed.	• Pre-visit text messages are sent for agreed appointment types. • Residents have clearer information about preparing for appointments. • Reduction in access-related issues and complaints linked to appointment preparation.	31 Mar 2027
Include compensation recovery clauses in all new relevant contractor contracts so Soha can recover costs where contractor service failure leads to compensation awards.	• Agree standard contract wording with Procurement and relevant service leads. • Apply the clause to new contracts and retenders where contractor failure could result in resident compensation. • Record compensation awards linked to contractor failure and recover costs where the contract allows. • Report recovered compensation and contractor learning through contract management meetings.	• Relevant new contracts include a compensation recovery clause. • Service failures resulting in compensation are discussed with contractors and used to drive improvement. • Soha reduces unrecovered compensation costs linked to contractor performance.	31 Mar 2027