

Complaints and Customer Insight Report

Mid-Year 2025/26



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01

Introduction

Our commitment to our customers

At One Vision Housing (OVH), we understand that customer feedback is essential to the services we provide. We are committed to actively listening and responding to our customers' views, gathered through surveys, resident meetings, online platforms, and, importantly, through our complaint handling process.

Customer experiences, whether positive or negative, directly influence our service delivery, and we are dedicated to understanding and utilising customer data and intelligence to drive meaningful improvements. We treat all complaints with the utmost seriousness, analysing them to identify recurring issues and areas where we can enhance our services.

We recognise the evolving landscape of the housing sector, and we are fully aligned with the Regulator for Social Housing's new Consumer Standards. These standards rightly prioritise resident engagement, and we are working diligently to demonstrate our commitment to this principle.

We strive for transparency and accountability, and we firmly believe that by listening attentively to our customer's voices, including those expressed through complaints, we can collectively build a better customer experience for all.

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Complaint Management

How we manage our complaints

The Customer Experience Team manage customer complaints on behalf of all teams within OVH. This includes services provided by contractors and partners.

Customers can make a complaint using a variety of methods, including:

- In writing
 - Over the telephone
 - By email or online contact form
 - Face-to-Face with a staff member
 - Through the customer self-service portal “My Account”
 - Engaging with our social media accounts
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In line with our Complaints, Appeals and Feedback Policy, we operate a two-stage formal complaint process:

Stage 1

10 Working Days

We will acknowledge customer complaints within five working days and aim to give a full response within 10 working days.

Stage 2

20 Working Days

If a customer remains unhappy with the outcome of their complaint or are unhappy with the way OVH have dealt with the complaint, they are able to escalate their complaint to be re-investigated by an alternative member of staff. Again, OVH will acknowledge the complaint in writing within five working days and aim to respond fully within 20 working days.

The above timescales are outlined within the Internal Complaint and General Appeal Investigation Stages section of our Complaints, Appeals and Feedback Policy.

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Volume of Complaints

Total number of complaints received

Volume of complaints closed between 1st April to 30th September 2025.

Closed Complaints	Total number of complaints closed	Mid-Year Target	Number Upheld	Number Partially Upheld*	Number Not Upheld
Stage 1	392	N/A	166	103	123
Stage 2	92	48	37	28	27

* A partially upheld complaint typically involves multiple issues, where the Investigating Officer agrees with some aspects raised but not others.

Volume of complaints opened between 1st April to 30th September 2025.

Opened Complaints	2023/24 (mid-year)		2024/25 (mid-year)		2025/26 (mid-year)		
	Number	Trend	Number	Trend	Actual Apr - Sep	Estimated Apr - Mar	Trend
Stage 1	333	↑	332	↓	380	(760)	↑
Stage 2	68	↑	63	↓	92	(184)	↑

The number of complaints open and closed in the period varies slightly as complaints may be opened and closed in different periods.

Comparing our Performance

To ensure our complaints performance remains competitive, we benchmark our complaints data against similar organisations. We analyse figures relating to response times and satisfaction, comparing our results with sector averages and top performers from Housemark. This helps us spot strengths and weaknesses, lets us set realistic goals, learn best practice, and improve how we handle complaints for residents, enhancing our overall customer experience.

Complaint Comparison with Housemark

Measure	OVH Performance 2024/25	OVH 2024/25 Quartile	Trend	OVH Performance 2025/26 Mid-Year
Proportion of respondents who report making a complaint in the last 12 months who are satisfied with their landlord’s approach to complaints handling.	36.6%	2	↑	53.1%
Proportion of stage one complaints responded to within the Housing Ombudsman’s Complaint Handling Code timescales.	98.9%	1	↑	99%

Data-Driven Conclusions

We have achieved strong, measurable progress in our approach to complaint handling. Satisfaction with our handling approach has improved significantly to 53.1%.

This improvement is the result of our focused efforts to enhance communication and resolution quality, successfully pushing our satisfaction rate past our target of 50%. We continue to achieve top quartile performance by responding to 99% of Stage One complaints within the required timescales. The data shows we are successfully combining efficiency with a clear upward trend in customer satisfaction.

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Housing Ombudsman

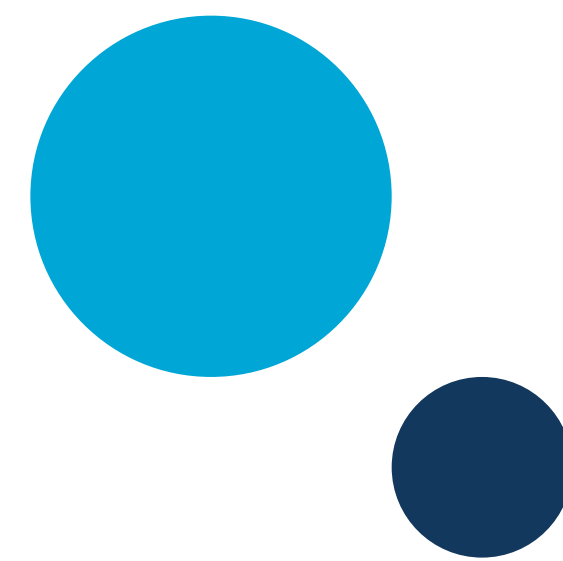
Key information and figures

Our goal is to resolve customer dissatisfaction effectively within our complaint handling process, thereby avoiding customers feeling as though they need to contact the Housing Ombudsman in order to receive a satisfactory outcome. However, when contact is received from the Ombudsman, we proactively engage with the service to help resolve complaints for our customers.

Housing Ombudsman - Volume of Cases and Determinations

Opened Complaints	2024/25		2025/26 (Mid-Year)		2024/25
	OVH	% of Cases	OVH	% of Cases	All Landlords (Comparitive portions)*
Maladministration and Service Failure	10	66%	6	46%	41%
Partial Maladministration (Service Failure)	-	-	-	-	20%
Severe Maladministration	-	-	-	-	5%
No Maladministration	2	13%	4	30%	13%
Redress (Service Failure but redressed correctly)	-	-	1	8%	12%
Resolved with Intervention	1	7%		-	2%
Outside Jurisdiction	2	13%	2	16%	6%
Withdrawn	-	-	-	-	0%
Total	15		13		

*Due to variations in how data was recorded in the previous year, some discrepancies may exist when comparing it to the current dataset. The 99% total for the 2024/25 data is due to the rounding down of figures. This matter is currently under review by the Housing Ombudsman.



UK Housing Ombudsman - Lessons Learnt

Analysing lessons learnt from determinations and recommendations

This information focuses specifically on the determinations and recommendations recently received by OVH from the UK Housing Ombudsman. By carefully analysing the key themes and lessons highlighted in these findings, we aim to identify areas for improvement in our service delivery, strengthen our processes, and ultimately enhance the experience for our customers. This focused approach ensures that we learn directly from the Ombudsman's insights to foster a culture of continuous improvement within our organisation.

-
- Ensure complaints being made on behalf of a group of residents are acknowledged as such and customers are made aware of how a complaint will be handled.
 - Provide comprehensive complaint responses that fully address every issue raised by the customer, giving clear reasons for all decisions and proposed remedies.
 - Revise the Compensation Policy to remove the term "gestures of goodwill" and align all remedy payments with the Housing Ombudsman's guidance on fair and measurable outcomes.
 - Ensure customers are provided with opportunities to make alterations to their properties as outlined in policies and procedures.
 - Ensure all Anti-Social Behaviour (ASB) reports are responded to, and follow-up actions adhere strictly to internal policies, procedures, and agreed-upon service level agreements.
 - Maintain clear, regular, and proactive communication with customers, providing timely updates on progress, next steps, and any expected delays throughout the repairs and complaints journey.



UK Housing Ombudsman – Guidance on Decision Outcomes

Understanding the Housing Ombudsman's terminology

The Housing Ombudsman now publishes all decisions on cases investigated, as part of their increasing transparency.

They are published every two weeks, providing a vital learning resource for OVH and the Housing Sector. Housing Ombudsman findings demonstrate the difference complaints can make for individual residents and wider benefit. The decisions are anonymised, so residents' names are not used, but landlords are identified. The Housing Ombudsman may decide not to publish a decision if they believe, even anonymised, the resident could be identified or if it is not in the interests of an individual or a landlord.

The decisions published can be searched and filtered by date, the complaint category, type of outcome, tenure and order, plus the type of landlord. An explanation of the range of outcomes on decisions and landlord types is set out below.

- **Maladministration** - where the landlord, for example, has failed to comply with its legal obligations, its policies and procedures or unreasonably delayed in dealing with the matter. This could be a finding of service failure, maladministration or severe maladministration, depending on the seriousness of the failure and the impact on the resident
- **Partial Maladministration** - where there are multiple findings following investigation within one determination and at least one, but not all, of these is maladministration
- **No Maladministration** - where the landlord is found to have acted appropriately
- **Redress** - where the landlord made redress to the resident which resolved the complaint satisfactorily in the Ombudsman's opinion
- **Resolved with Intervention/Early Resolution** - where the complaint was resolved with the Ombudsman's intervention
- **OSJ = Outside Jurisdiction** - where the Ombudsman did not have the authority to investigate. This could be for a variety of reasons including: the complaint had not been made within a reasonable timescale; the complaint did not meet the conditions of the Ombudsman's Scheme; or the matter was more appropriately dealt with by the courts, a tribunal, another complaint handling body or regulator.

Housing Ombudsman Complaint Handling Code

The Housing Ombudsman's Complaint Handling Code sets out best practice for a landlord's complaint handling procedures, to enable a positive complaints culture across the social housing sector, regardless of the size or type of landlord. The Code encourages landlord-tenant relationships so that residents can raise a complaint if things go wrong.

The Complaint Handling Code ('the Code') became statutory on 1 April 2024, meaning that all members of the Housing Ombudsman Scheme are obliged by law to follow its requirements. OVH has demonstrated compliance with the Code via a self-assessment submitted to the Housing Ombudsman. The self-assessment remains valid until 30th September 2026 at which point an annual update will be shared with the Housing Ombudsman.



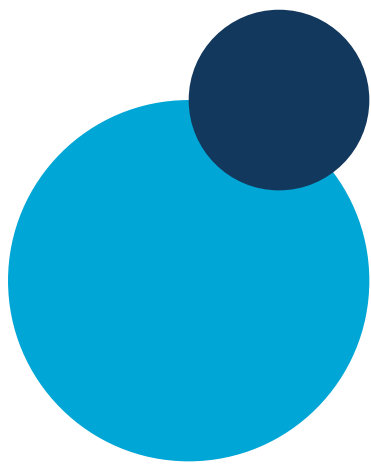
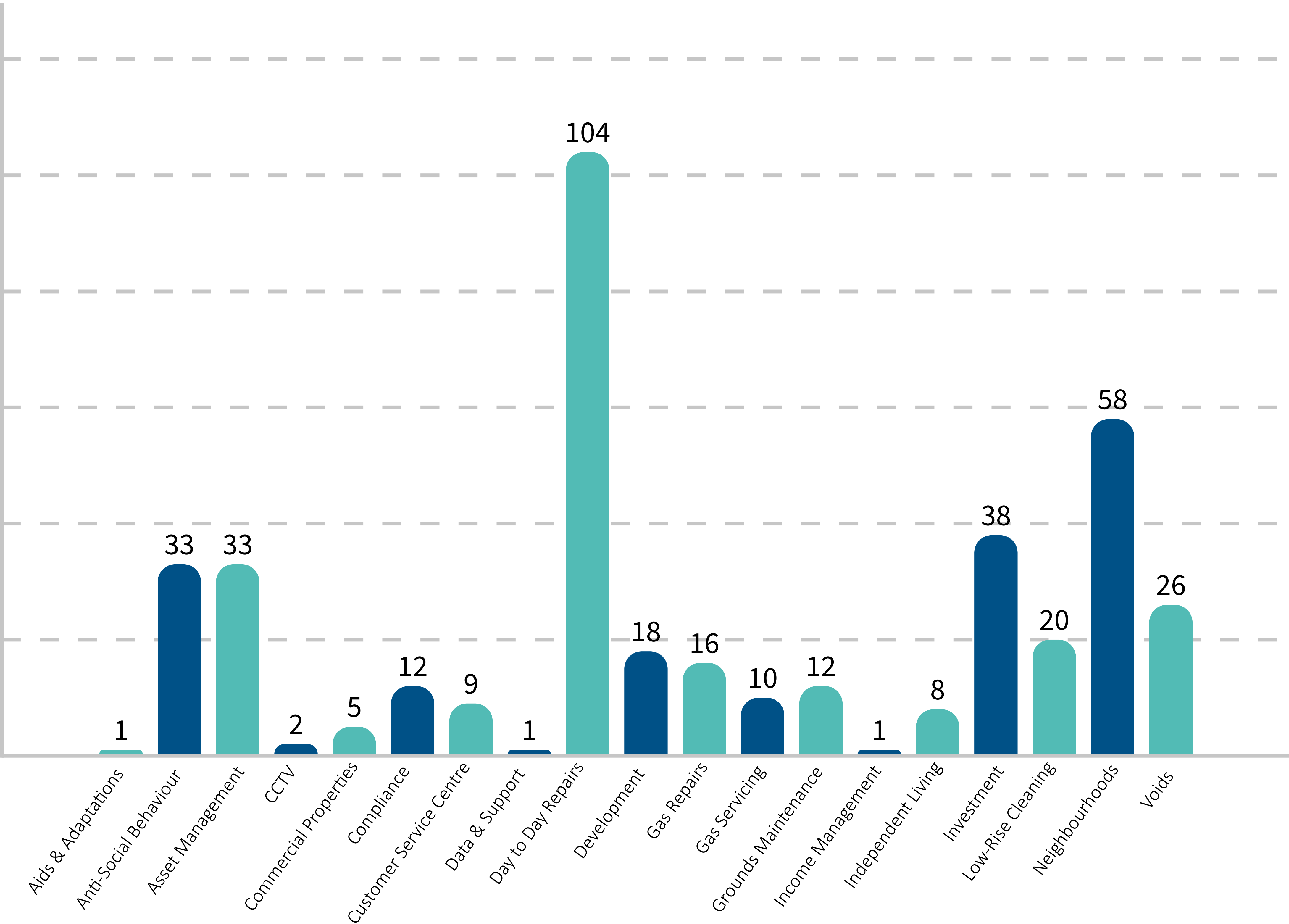
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Complaints by Service Area

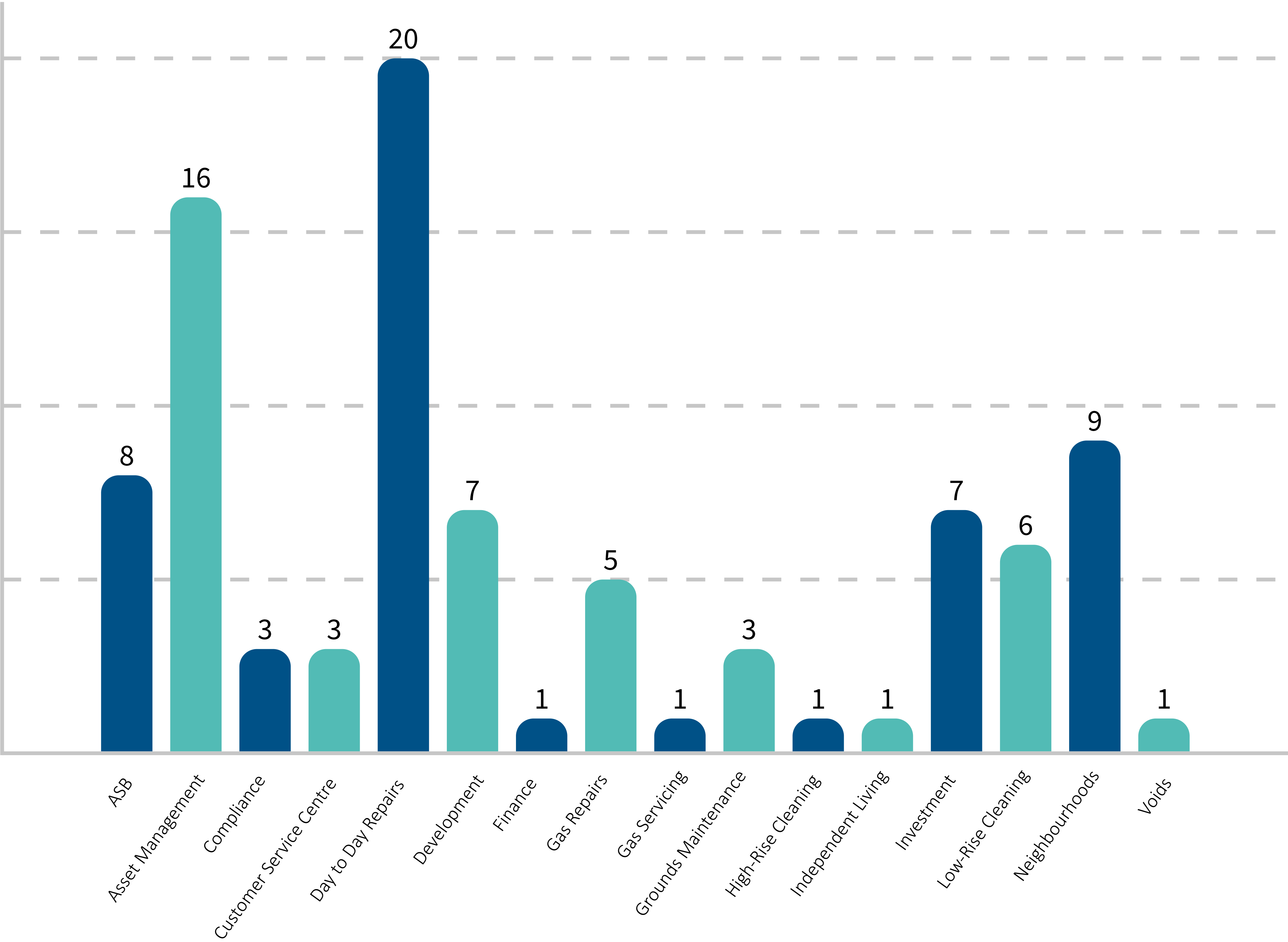
Service-specific complaint analysis

On a monthly basis, teams across the organisation are provided with information on the nature of closed complaints and the types of complaints resolved over the period. These findings are also shared with our tenant-led Service Review Groups.

Closed Stage 1 Complaints



Closed Stage 2 Complaints



Top Five Service Areas

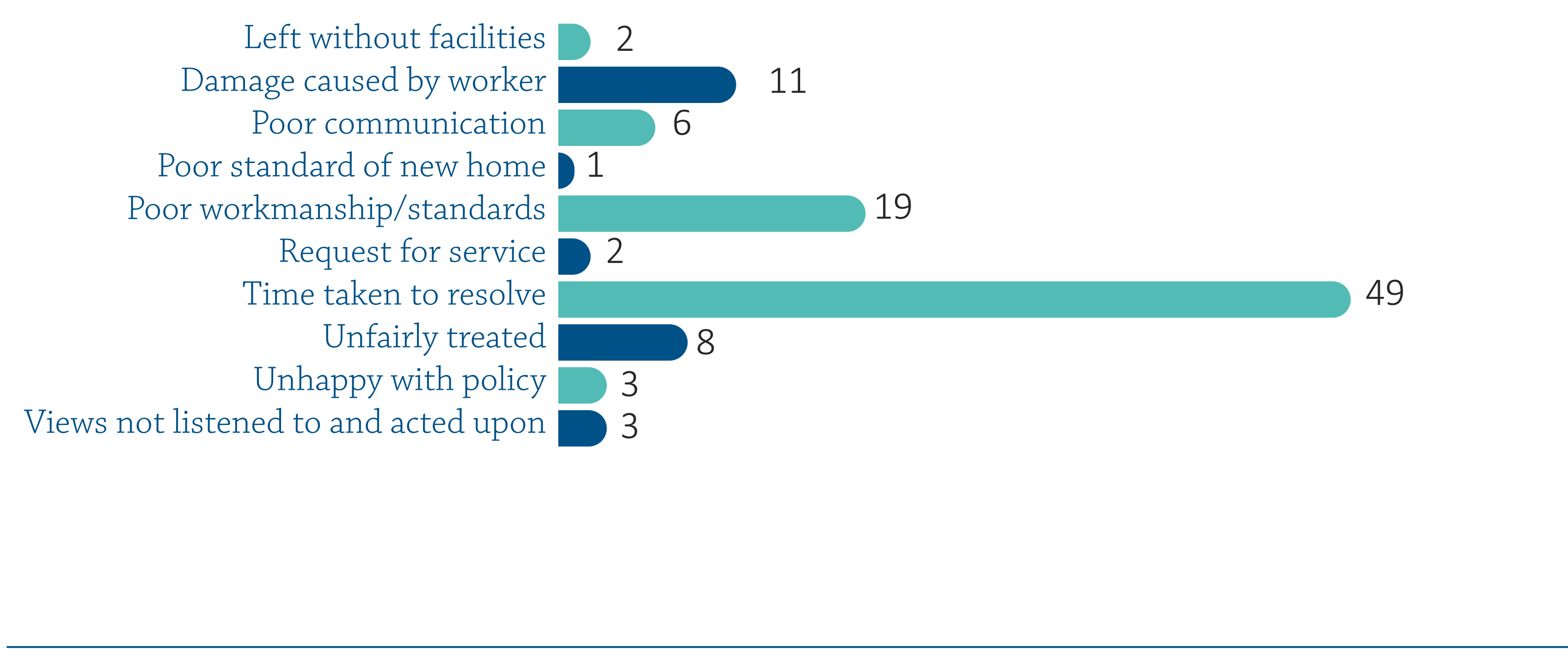
Broken down by fault category

To pinpoint key areas for improvement, the following analysis highlights the top five service areas receiving the highest volume of complaints, offering insights into the most pressing issues impacting our customers. This section will detail these top areas, shedding light on the recurring issues that require focused attention and resolution.

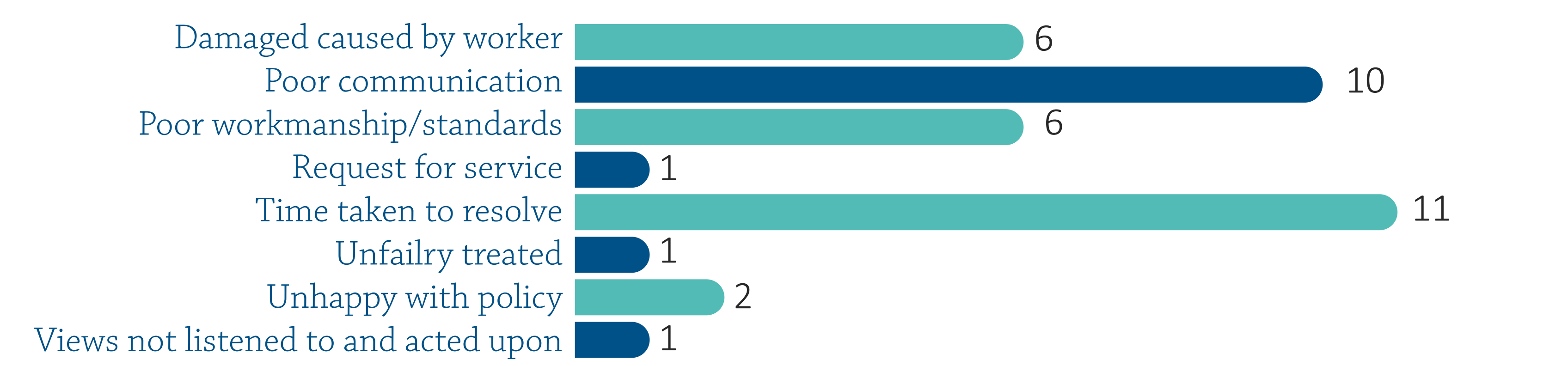
Our top five service areas receiving the highest volumes of complaints for Quarters 1 and 2 2025/26 are:

- Day-to-Day Repairs
- Investment
- Anti-Social Behaviour
- Asset Management
- Neighbourhoods

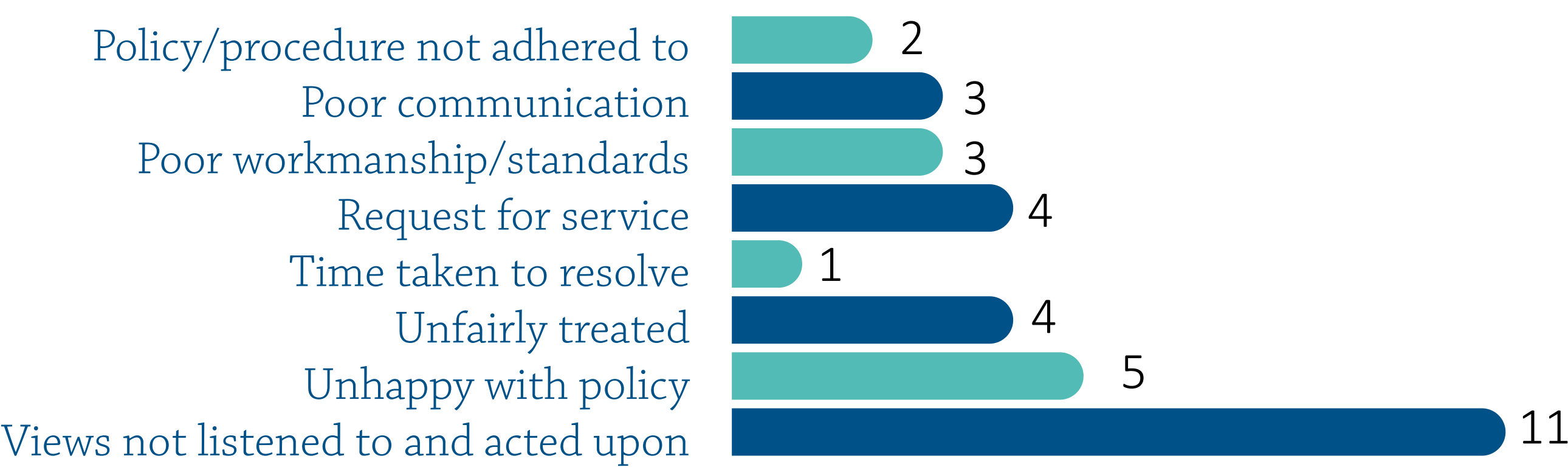
Day-to-Day Repairs



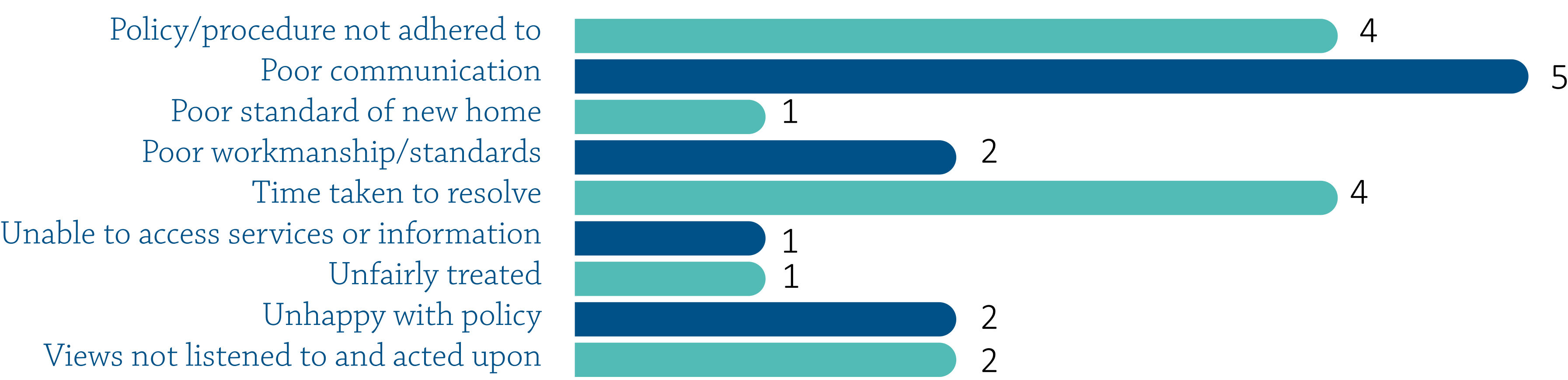
Investment



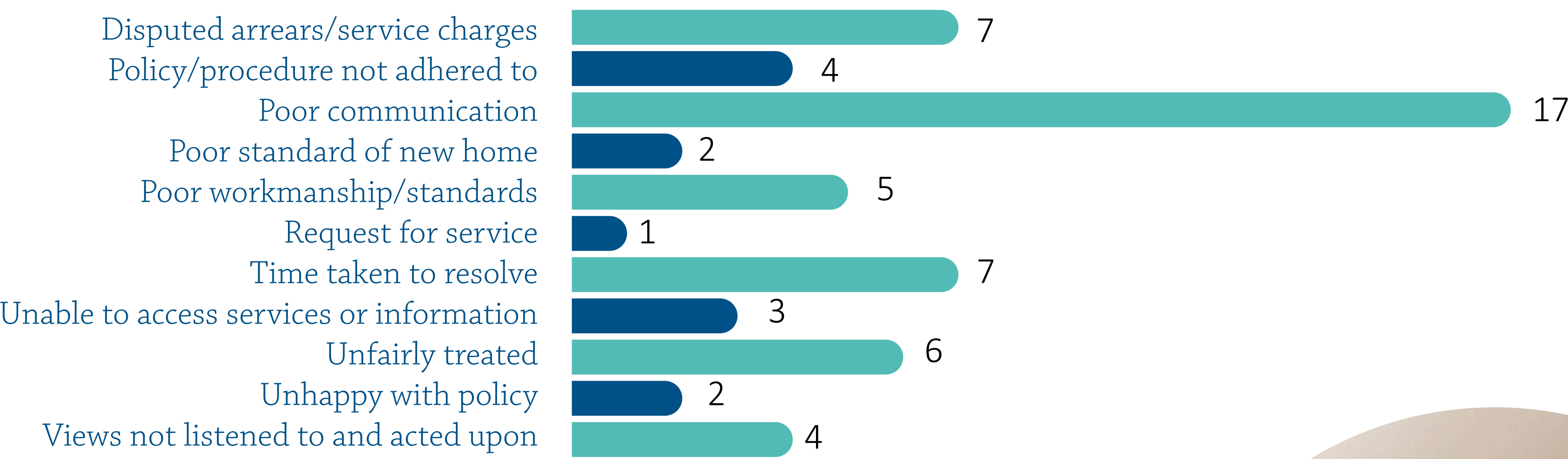
Anti-Social Behaviour



Asset Management



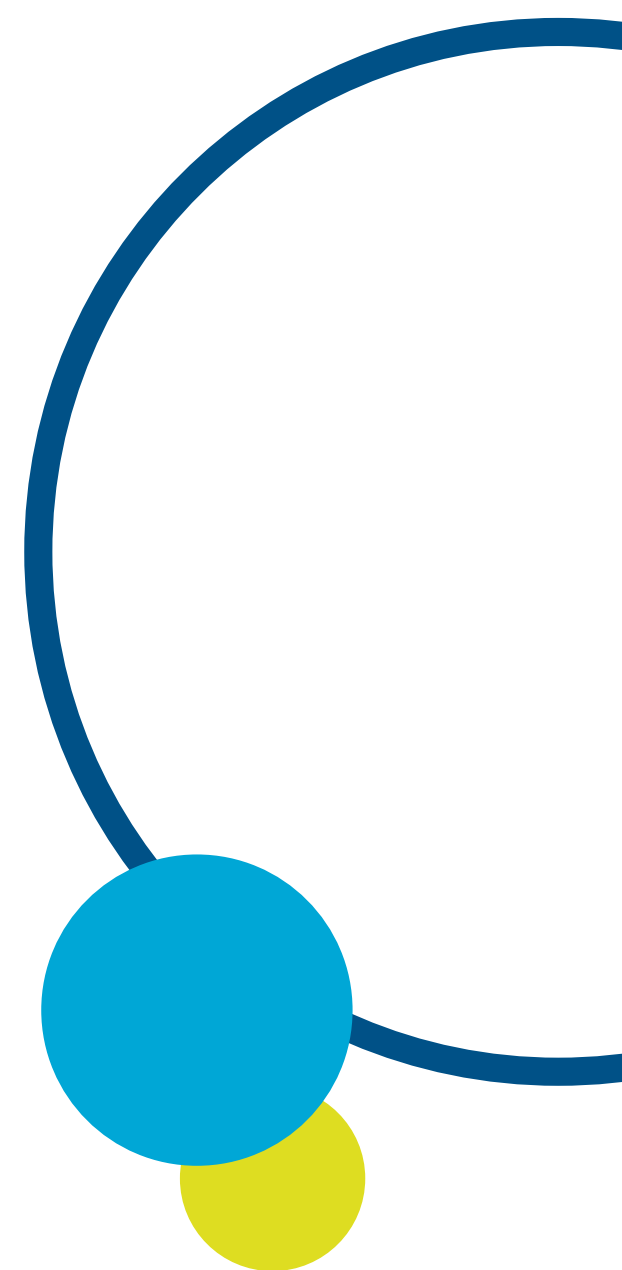
Neighbourhoods



Breakdown of Complaint Issues Across all Service Areas (Mid-Year)

We track and categorise all our complaints, analysing them to identify trends and issues across each area. Regular reports provide a concise breakdown of complaint types and frequency per service, enabling targeted improvements and enhanced customer satisfaction.

Category of Complaint	2023/24	Top 10 Ranking 2023/24	2024/25	Top 10 Ranking 2024/25	2025/26 Mid-Year	Top 10 Ranking 2025/26
Time taken to resolve	155	1	115	1	126	1
Poor communication	98	2	84	3	63	2
Poor workmanship/standards	78	3	89	2	49	3
Unfairly treated	35	7	35	9	27	4
Views not listened to and acted upon					25	5
Damage caused by worker	36	6	45	7	19	6
Unhappy with policy	19		13		19	6
Policy or procedure not adhered to	20	10	60	4	16	7
Disputed arrears/service charges	7		17		11	8
Unable to access service or information	15		25		10	9
Poor standard of new home	18		22	10	8	10
Left without facilities	37	4	60	4	5	
Work unfinished	31	8	51	6		
Appointment rescheduled	10		10	8		
Appointment missed	27	5	2	8		
Unable to reach staff	23	9	10			
Poor information provided	15		5			
Request for service	56	3	19		14	
Wait for parts	6		12			
N/A	2					
Totals	688		697		392	



Comparing data between 2024/25 and 2025/26

- We have streamlined complaint fault categories to simplify reporting and make it easier to pinpoint areas needing improvement. By combining related issues, we can now focus our efforts on the most impactful problems. We are also working on processes to analyse whether the reason for a complaint (fault category) is due to a verifiable problem experienced by the customer or if it is driven by subjective perception related to their expectations. Updates on this will be provided to the Board as part of future reporting.
- The primary change combines several specific issues (such as missed appointments, unfinished work, and waiting for parts) into the broader category of Time Taken To Resolve. Similarly, poor information and inability to reach staff are now grouped under Poor Communication.

Key Trends for Action

Time: Time Taken To Resolve remains the number one service challenge, with 38% of complaints pointing to customer frustration with prolonged service delays. Beyond repairs, this category reflects time taken to resolve neighbourhood issues, including anti-social behaviour. We are currently analysing whether this challenge is driven primarily by actual delays or by the customer's perceived experience, ensuring our improvement actions are targeted effectively.

Communication: Poor Communication continues to rank second suggesting that customers are feeling frustrated by a lack of transparency and accessibility. Breakdowns in communication can make customers feel as though their time isn't valued and that the organisation lacks accountability for resolving their specific, long-standing problems.

Quality: The number of complaints concerning Poor Workmanship/Standards (ranking third so far this year) suggests that customers feel they aren't receiving the quality they expect, or feel they are paying for, when repairs and neighbourhood services are being carried out. We are working to determine if this challenge stems from genuinely poor standards or if it relates to a customer's perception and experience of the service delivered.



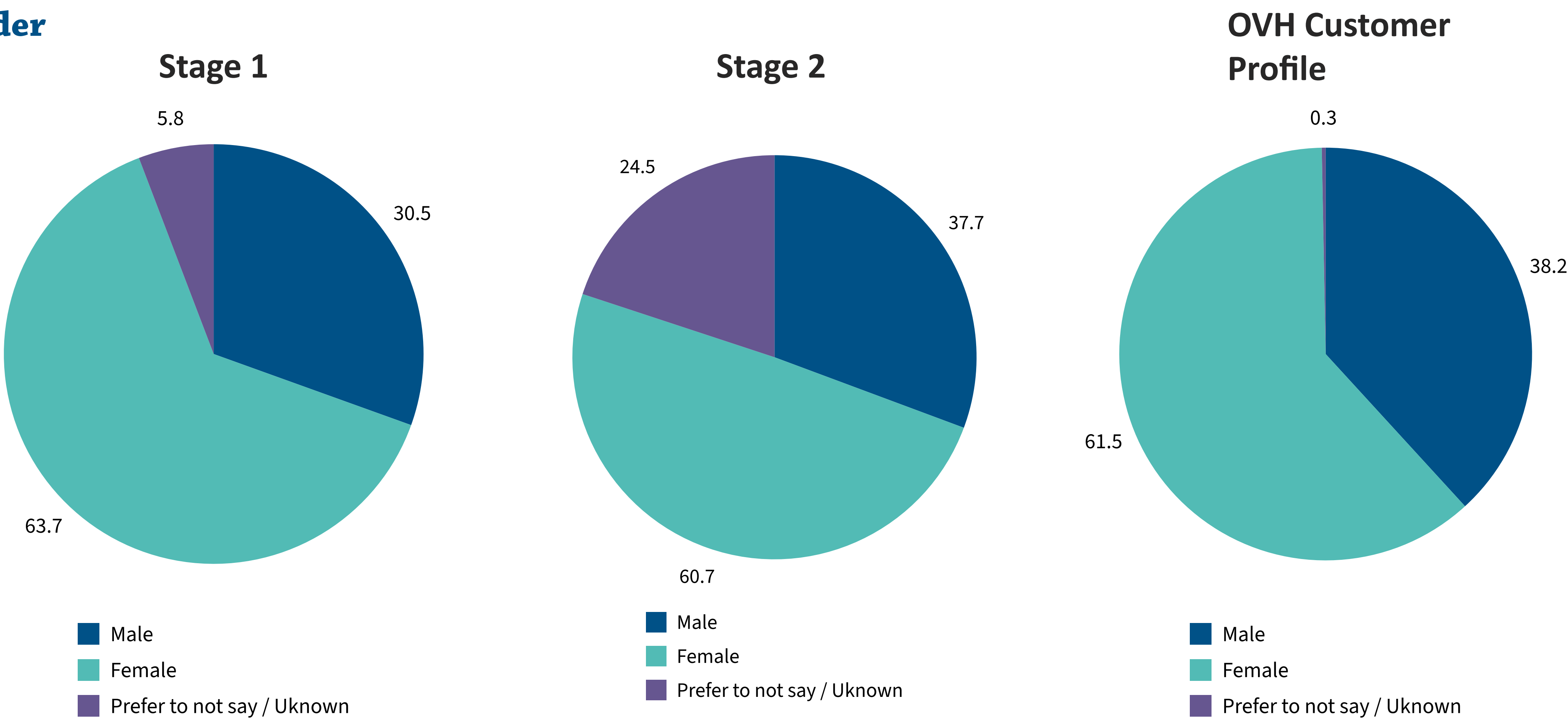
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Demographic Information

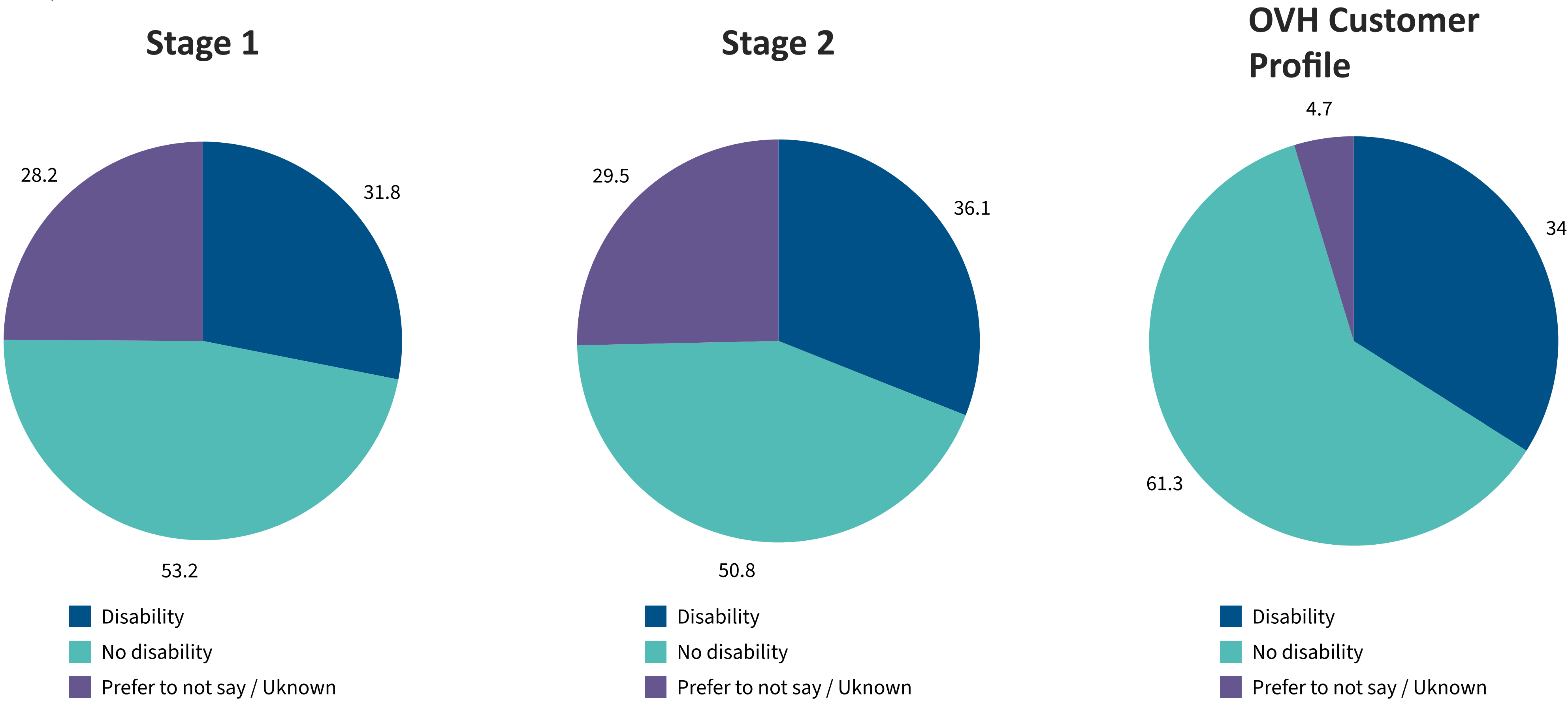
Demographic breakdown of complaints

We've compiled a detailed demographic breakdown of our complainants, focusing on a variety of characteristics. This in-depth analysis allows us to pinpoint the specific demographic groups from which the majority of our complaints originate. This data-driven approach empowers us to tailor improvements and address concerns more effectively, ultimately fostering a more inclusive and responsive environment for all.

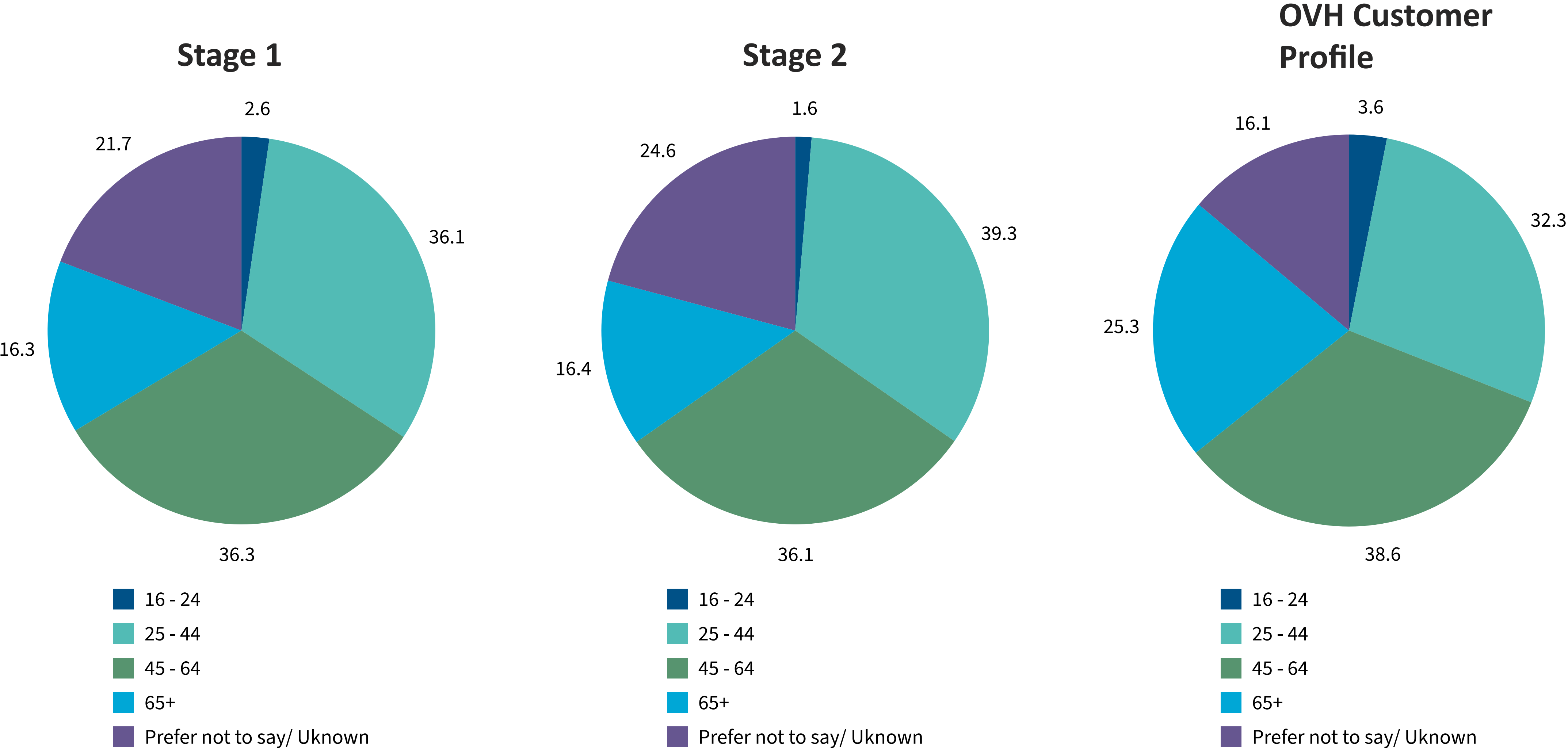
Gender



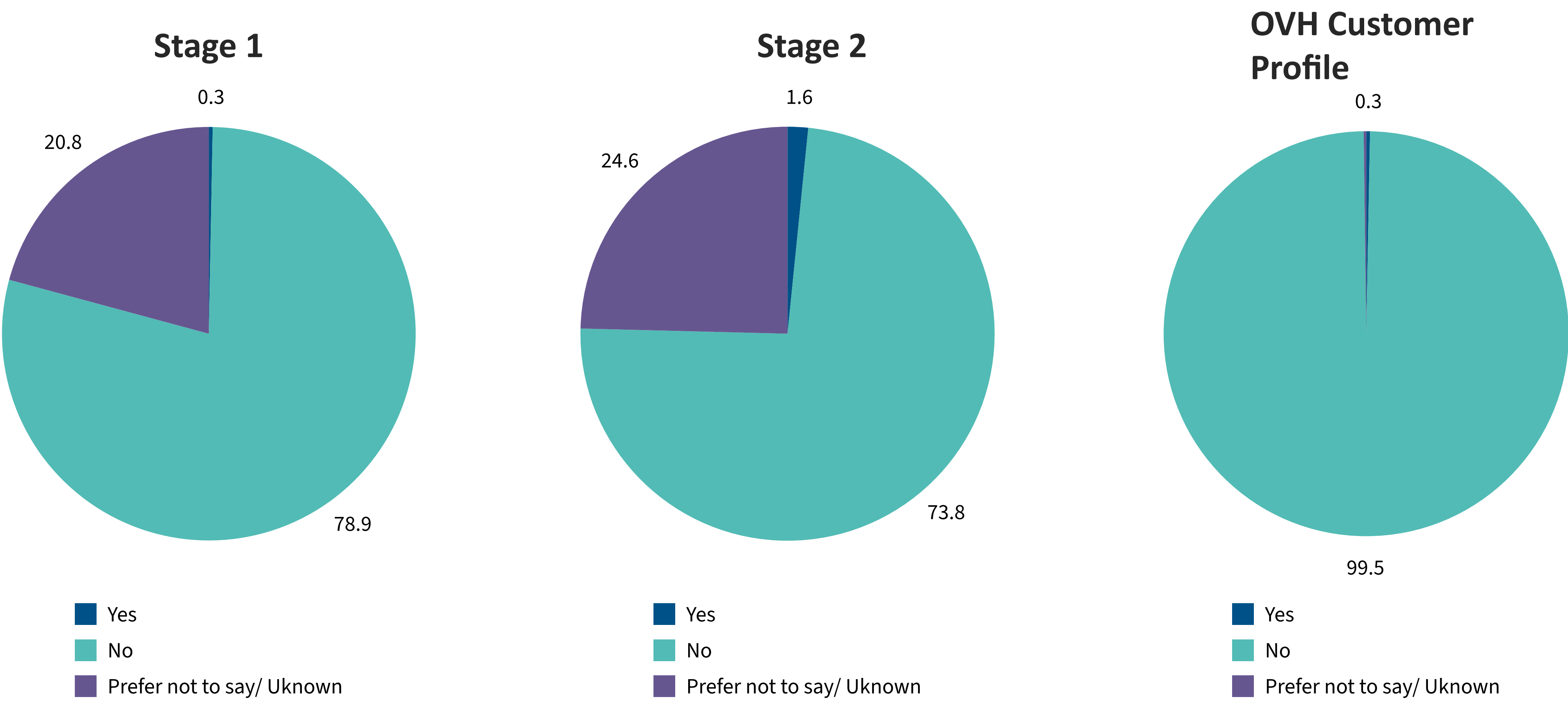
Disability



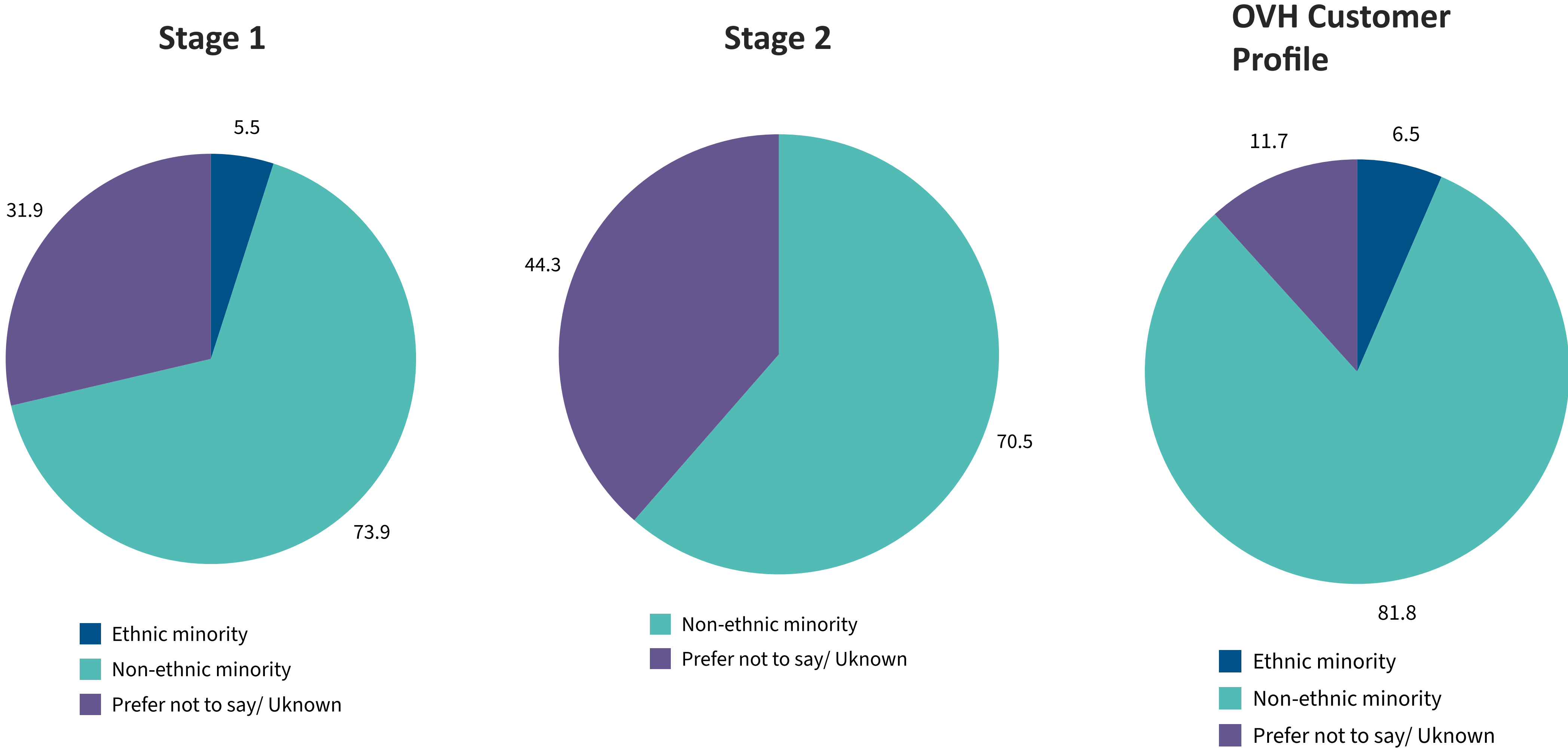
Age Range



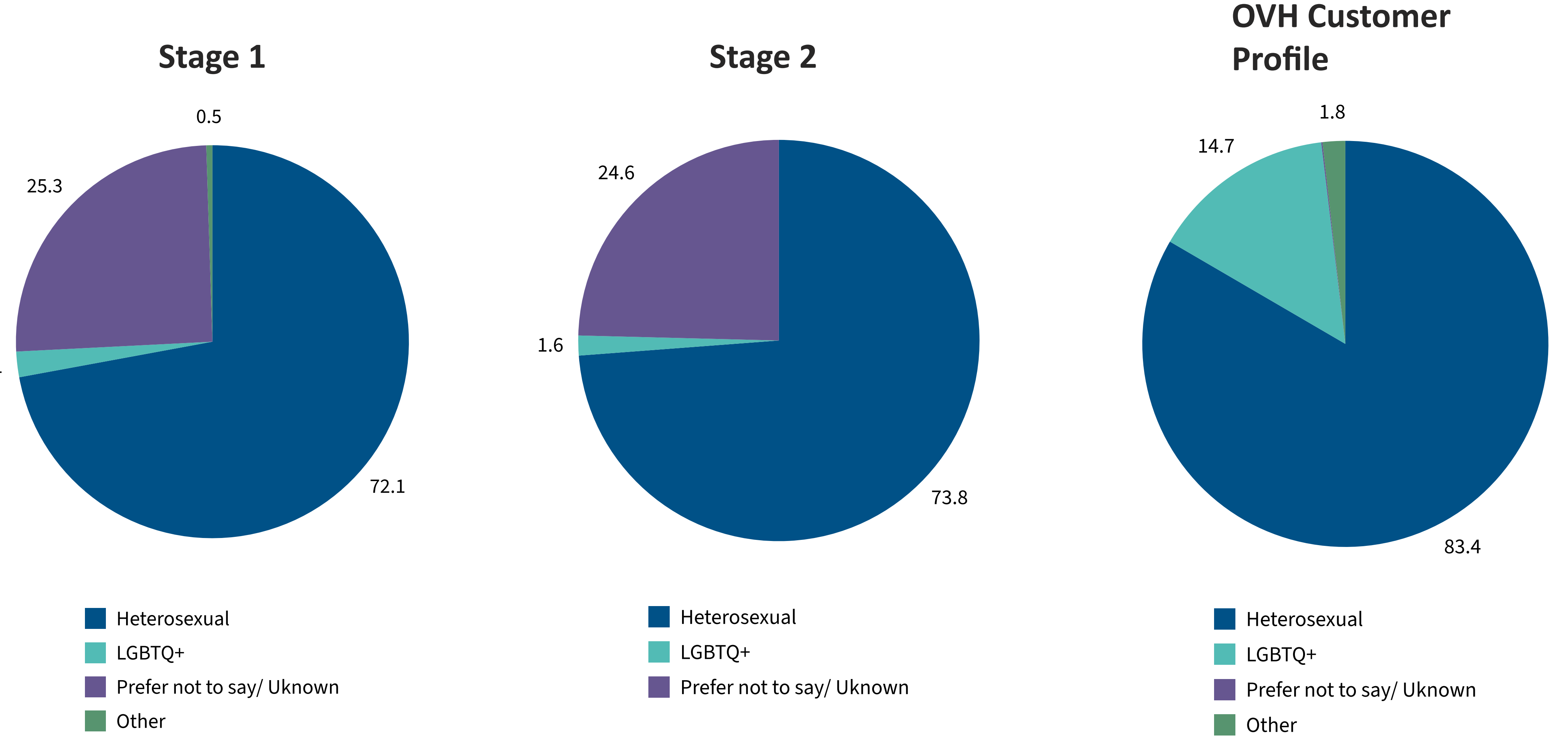
Transgender



Ethnicity



Sexuality



Summary of Key Insights

What the EDI data tells us

- Stage 1 complaints are fairly balanced between male and female.
 - Stage 2 complaints show a slight increase in complaints from female customers.
 - The OVH profile has a higher proportion of female customers overall, suggesting alignment with complaint trends but also a potential need to explore gender-specific service experiences.
 - Stage 2 complaints tend to show greater diversity across most EDI categories compared to Stage 1.
 - Underrepresented groups (ethnic minorities, disabled individuals, LGBTQ+, older age groups) are more likely to escalate complaints.
 - Stage 1 complaints are most common among the 35–44 and 45–54 age groups.
 - Stage 2 sees a noticeable increase in complaints from the 55–64 age group.
-

Next Steps

To ensure future service improvements are data-driven and inclusive, Officers will continue to make contact with customers in line with our follow up to dissatisfaction process. This targeted engagement will focus on customers reporting lower satisfaction levels, enabling us to pinpoint the root causes and specific drivers of dissatisfaction in greater detail. Comprehensive updates, including actionable service recommendations, will be provided to the Board as part of future Complaints and Customer Insight Reporting.



07

Satisfaction with Complaints

Using data to enhance complaint handling

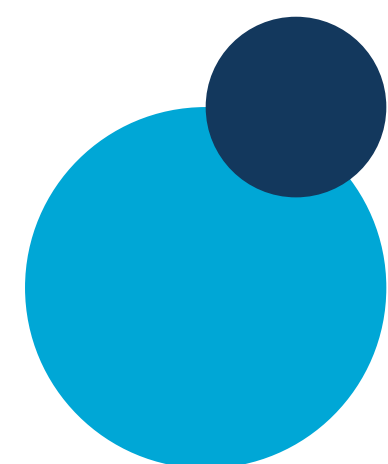
It's important that our customers are satisfied with the complaints process, irrespective of the final outcome. A positive experience during a complaint can significantly impact overall customer satisfaction and trust. To ensure this, we aim to survey all customers following the resolution of their complaint, seeking feedback on the process itself.

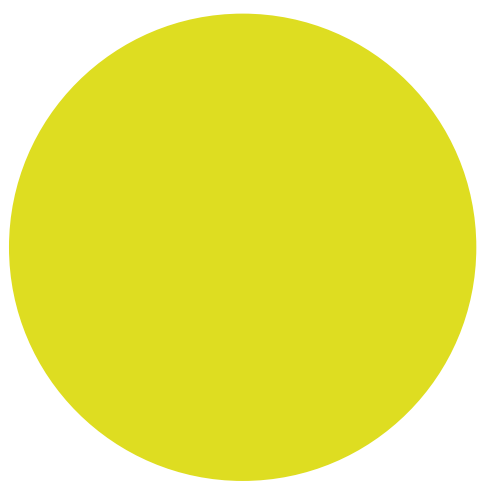
This valuable insight allows us to gauge the effectiveness and fairness of our procedures. Furthermore, we analyse the data gathered from complaints, not just to address individual issues, but to identify recurring themes and areas for improvement within our housing services. This commitment to learning from complaints is crucial for shaping our services and ensuring we are continuously meeting the needs of our customers.

Feedback is typically shared with relevant service areas during regular team meetings. However, feedback is also shared on an ad-hoc basis, where applicable, to ensure continuous learning.

Satisfaction with Complaint Process and Outcome

Satisfaction with:	2024/25 Mid-Year	2025/26 Mid-Year	Target
The handling of your complaint	73.3%	72.7%	75%
The outcome of your complaint	42.6%	51.9%	75%





Complaint Satisfaction by Survey Type

Survey Type	Question	2024/25	2025/26 Mid-Year	Trend	Target
Tenant Satsifaction Measure (TSM)	How satisfied or dissatisfied are you with OVH approach to complaints handling?	36.6%	53.1%	↑	50%
		34/93	26/49		
Transactional Survey	Satisfaction with the complaints process (%)	78.6%	72.7%	↓	75%
		195/248	96/132		

Survey data may vary as **TSM surveys** are perception surveys which aim to capture our customers' overall feelings and long-term view of OVH and our services. This type of survey asks about general satisfaction, focusing on the bigger picture. Satisfaction scores tend to be more moderate and reflect a broader sentiment.

Transactional surveys however are triggered by a specific interaction a customer has had with OVH, such as after a repair is completed, a complaint is handled, or they move into a new property. When surveying customers for this type of survey, customers are asked to focus on a single recent experience and reflect on their satisfaction related to that specific event. This feedback doesn't necessarily reflect their overall perception and can often result in higher satisfaction because they capture a more immediate reaction to a potentially positive resolution, as opposed to a cumulative assessment of all interactions and experiences.



08

The Cost of Complaints

The financial impact of complaints

We recognise that occasionally the level of service provision may fail to achieve the necessary standard and that this may result in customers being financially inconvenienced. In these circumstances, OVH will consider making a discretionary offer of compensation.

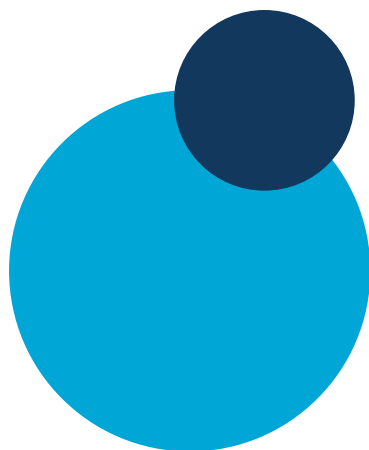
Compensation Payments for Mid-Year 2025/26

Total compensation figure includes compensation paid to informal complaints, formal complaints at Stage 1, Stage 2, and Housing Ombudsman cases.

Year	Total Compensation	% of cases where compensation was paid	Number of complaints where compensation has been paid	Average payment per case where compensation has been paid
2022/23	£23,687	31%	175	£135
2023/24	£34,018	29%	244	£140
2024/25	£67,831	40%	333	£201
2025/26 (Mid-Year)	£38,638	51%	202	£191

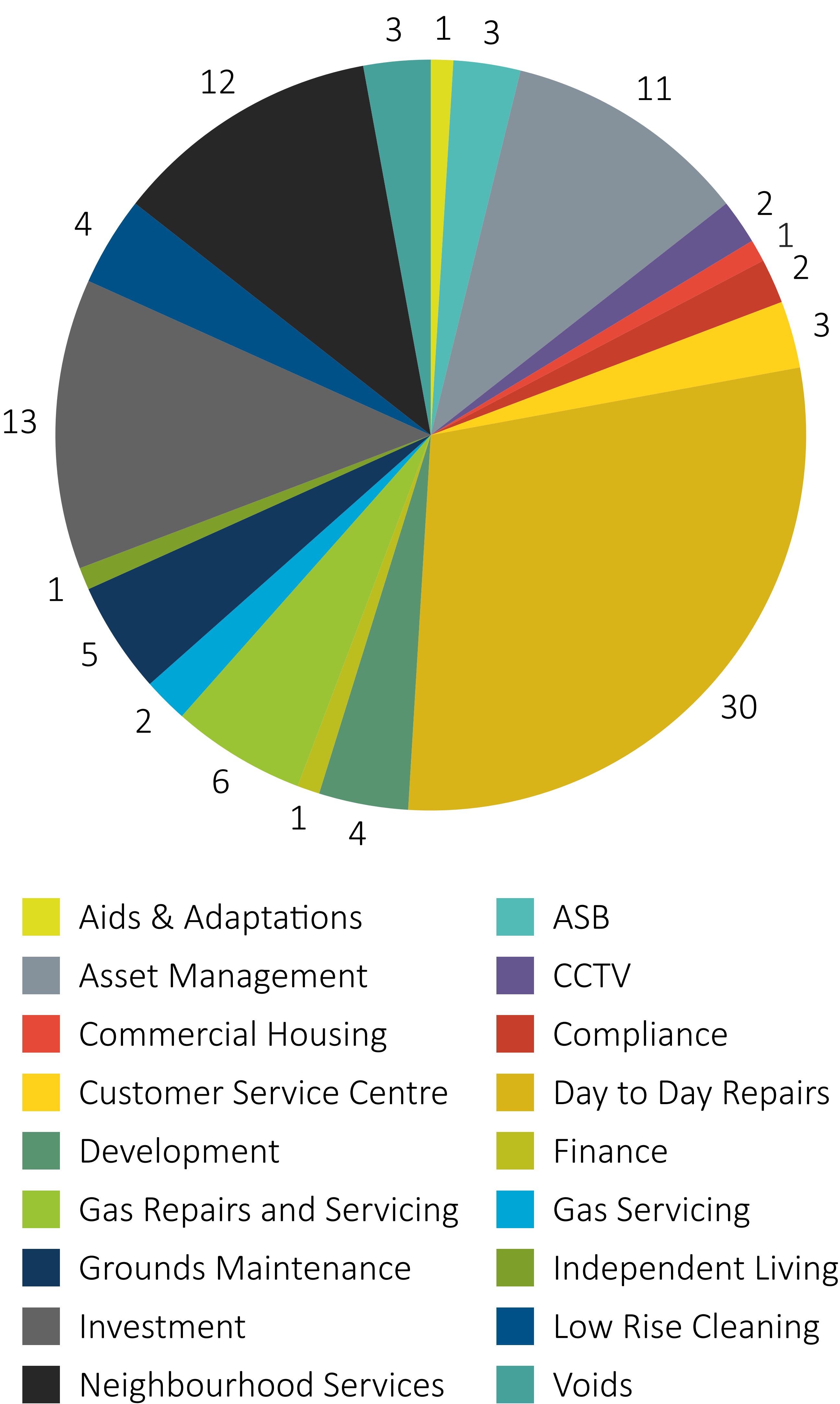
At the mid-year point of 2025/26, we have seen an increase in the percentage of complaints receiving compensation, driven in large part by the UK Housing Ombudsman's recently implemented guidelines. These new directives have placed a greater emphasis on the impact of maladministration on residents, leading to a more thorough assessment of detriment.

However, our Year-to-Date figures also reflect a decrease in the average payment made to customers. In response to these updated guidelines, our approach has been to ensure a robust and fair assessment of each case, aligning fully with the Housing Ombudsman's expectations. While we acknowledge the increased frequency of compensation, we are concurrently committed to diligently monitoring all associated costs and actively monitoring payments. Learning directly from the Housing Ombudsman's recommendations and determinations will be central to this, enabling us to proactively address systemic issues, minimise future complaints, and ultimately keep costs down wherever practicably possible, whilst still ensuring fair redress for our customers.



Compensation by Service Area

Percentage of complaints awarded compensation for each service area



Cost per Complaint

OVH is committed to providing a value for money service to customers and is aware of the cost to the organisation following poor customer service. The following breakdown was compiled by the Customer Experience Team with the assistance of Finance, who provided the average hourly rates including on-costs for those colleagues who deal with complaints.

Stage 1 Complaint – Average total cost per complaint is: **£115.71**

This includes the following costs:

Action	Cost
30 minutes of Complaint Coordinator time	£8.52
3 hours of Investigating Officer time	£70.44
1 hour of Asset Management time	£19.63
30 minutes of SPS Customer Experience Officer	£7.37
30 minutes of SPS Supervisor time	£9.75
TOTAL	£115.71

Stage 2 Complaint – Average total cost per complaint is: **£266.35**

This includes the following costs:

Action	Cost
30 minutes of Complaint Coordinator time	£8.52
3 hours of Investigating Officer time	£99.77
1 hour of Asset Management time	£25.23
30 minutes of SPS Customer Experience Officer	£7.37
30 minutes of SPS Supervisor time	£9.75
Cost of Stage 1 Complaint Handling	£115.71
TOTAL	£266.35

Total Cost of Complaint Handling per Stage

	Number of Complaints 2024/25	Total Cost 2024/25	Number of Complaints 2025/26 (Mid-Year)	Total Cost 2025/26 (Mid-Year)
Stage 1	697	£97,510	392	£45,358
Stage 2	132	£41,697	92	£13,859
TOTAL	829	£139,207	484	£59,217

09

Improvement Actions & Achievements

How we're improving our complaints process

The Customer Experience Team has implemented several key initiatives to drive systemic service improvements, enhance accountability, and ensure robust compliance with Housing Ombudsman guidelines.

Enhanced Root Cause Analysis and Categorisation: We have streamlined the complaint fault categories to simplify reporting and enhance our ability to pinpoint the most impactful opportunities for improvement. This allows us to focus resources effectively. Furthermore, we are developing processes to differentiate between complaints driven by verifiable service failures and those stemming from subjective customer expectations, which will provide deeper root cause insight for strategic service planning. This refined analysis will be incorporated into future Board reporting.

Integrated Service Improvement and Accountability: The Customer Experience Team now holds mandatory monthly data reviews with the Repairs & Maintenance Team to jointly analyse complaint trends and implement corrective actions. This partnership is reinforced by a new, centralised tracking process for all repair work and service recommendations resulting from complaints, ensuring continuous monitoring, proactive customer updates, and clear organisational accountability for completion.

Mandatory Letter Quality Checks: We have implemented a mandatory quality assurance check for all formal complaint responses. Investigating Officers must formally confirm that their letter has been thoroughly reviewed. This will ensure that all points raised in the complaint have been responded to and the letter is in line with the Housing Ombudsman's guidelines for resolution and compensation.

Commitment to Quality and Data-Driven Practice: We maintain a cycle of continuous improvement through monthly training sessions for Investigating Officers, focusing on procedural updates, best practice sharing, and adherence to Housing Ombudsman standards. Additionally, monthly management briefings are held to review complaint data, identify emerging trends, and drive necessary service improvements at management level.

Feedback on Stage 2 Escalations: We have introduced a customer engagement survey for all customers moving to Stage 2 of the complaint process. This process proactively captures immediate feedback on how Stage 1 could have been improved and clarifies the customer's desired outcome. This mechanism is critical for identifying specific process failures and is designed to increase customer satisfaction and directly reduce subsequent referrals to the Housing Ombudsman.

Review of Complaint Logging Process: We have successfully collaborated with the Performance Team to review and streamline our complaint logging platform. This effort ensures improved data integrity and allows for more accurate and impactful performance reporting.

10

Customer Insight

Driving improvement through data analysis

Top Three Reasons for Formal Complaints

According to analysis of Stage 1 complaints received during 2024 / 25



1 - Time taken to resolve



2 - Poor communication



3 - Poor workmanship/standards

Linking themes from complaints with dissatisfaction themes by service area

Service Area	Tenant Satisfaction Measure (TSM) Survey Top Three Themes	Transactional Survey Top Three Themes
Formal Complaints	1.Problem not resolved 2.Views not listened to and acted upon 3.Lack of communication	1.Unhappy with resolution 2.Problem not resolved 3.Lack of communication
Repairs	1.Time taken to resolve 2.Problem not resolved 3.Quality of repair	1.Problem not resolved 2.Quality of repair 3.Time taken to resolve
Communal Areas	1.Internal communal area 2.Quality of work 3.External communal area	Cleaning: 1.Quality of work 2.Internal communal space 3.Scope of works Grounds Maintenance: 1.Grass & shrubbery 2.Rubbish & clutter 3.External communal space
Anti-Social Behaviour	1.Problem not resolved 2.Views not listened to and acted upon 3.Quality of information & support	1.Lack of communication 2.Quality of information and support 3.Problem not resolved

Uncovering Key Areas for Service Improvement

Formal Complaints

Key Area for Improvement: Lack of Communication

The Customer Experience Team is dedicated to making the complaints process clearer and more reliable for every customer. We've implemented key process changes designed to improve customer satisfaction ensuring every detail is addressed, from initial contact right through to final resolution.

- **Tracking Ongoing Works:** We've introduced a new repairs tracking process to ensure that any necessary repair work resulting from customer complaints is continuously monitored, creating accountability in the organisation and guaranteeing proactive consistent communication and updates.
- **Delivering Accurate and Comprehensive Responses:** We have significantly strengthened the quality assurance checks on all formal complaint response letters. Investigating Officers are now required to formally confirm that their letter has been thoroughly reviewed. This measure ensures that every single point and concern customers have raised is accurately addressed and that our final resolution fully complies with the Housing Ombudsman's guidelines, providing customers with a fair, thorough, and definitive outcome.
- **Guaranteeing Timely Communication:** To standardise and accelerate communication, we've implemented the 3-8-10 Contact, Send, Close initiative for all Stage 1 complaints. This means our Investigating Officers follow specific, non-negotiable timelines for initial contact and resolution. This process is constantly reinforced through training, ensuring customers receive prompt attention and regular, proactive updates throughout the entire process, so customers are never left waiting or wondering about the progress of their case.
- **Investigating Officer Communication:** We have implemented consultation meetings between Stage 1 and Stage 2 complaint Investigating Officers. This change is designed to significantly improve communication by ensuring the Stage 2 Investigating Officer receives a direct, comprehensive informational foundation from their Stage 1 counterpart. Moving beyond a sole reliance on text-based handovers, this dedicated time allows for crucial context and clarification, enabling the Stage 2 investigation to begin with greater insight and efficiency and strengthening the integrity of our overall complaint resolution process.

Repairs

- **Improving Resolution Times:** Our Repairs team has established weekly complaint drop-in meetings with our internal contractor to accelerate complaint resolution by consistently tracking customer feedback and complaint themes, identifying opportunities for improvement. This direct application of feedback shortens the cycle from problem identification to resolution, thereby reducing the overall time taken to resolve work-related complaints. This also allows us to implement targeted, preventative changes to service delivery, which improves the initial quality of work and reduces the likelihood of future complaints.
- **Quality and Improvements through Team Reorganisation:** We have appointed a Repairs Manager and Senior Surveyor as part of a vital reorganisation of the Repairs and Maintenance Team. This restructuring dedicates specialist resource and oversight to high-risk works, specifically disrepair cases, Housing Health and Safety Rating System (HHSRS) issues, and damp, mould, and condensation (DMC) works. This ensures improved quality assurance by assigning experienced personnel to proactively manage complex works, thus minimising errors and the need for costly rework.

Anti-Social Behaviour

- **Mapping our Customers' Journeys:** We completed a Customer Journey Mapping exercise which defined immediate, actionable opportunities to enhance the customer experience. The resulting service improvements are currently being implemented across the ASB process.
- **Elevating Communication Skills through Training:** We are implementing targeted, refreshed training for all Neighbourhoods staff. This training is strategically focused on elevating communication standards and ensuring consistency and clarity during the ASB case process.
- **Implementing Best Practice Case Management:** Our Neighbourhoods team has successfully completed advanced training with Resolve to enhance the quality of customer support. This training specifically focused on best practice in communication and empathetic handling of complex ASB cases.
- **Mandating Clear Communication Standards:** We are rolling out mandatory, measurable standards for customer communication within our risk assessment and action planning processes. All action plans will now guarantee and detail the required contact frequency with customers reporting ASB.



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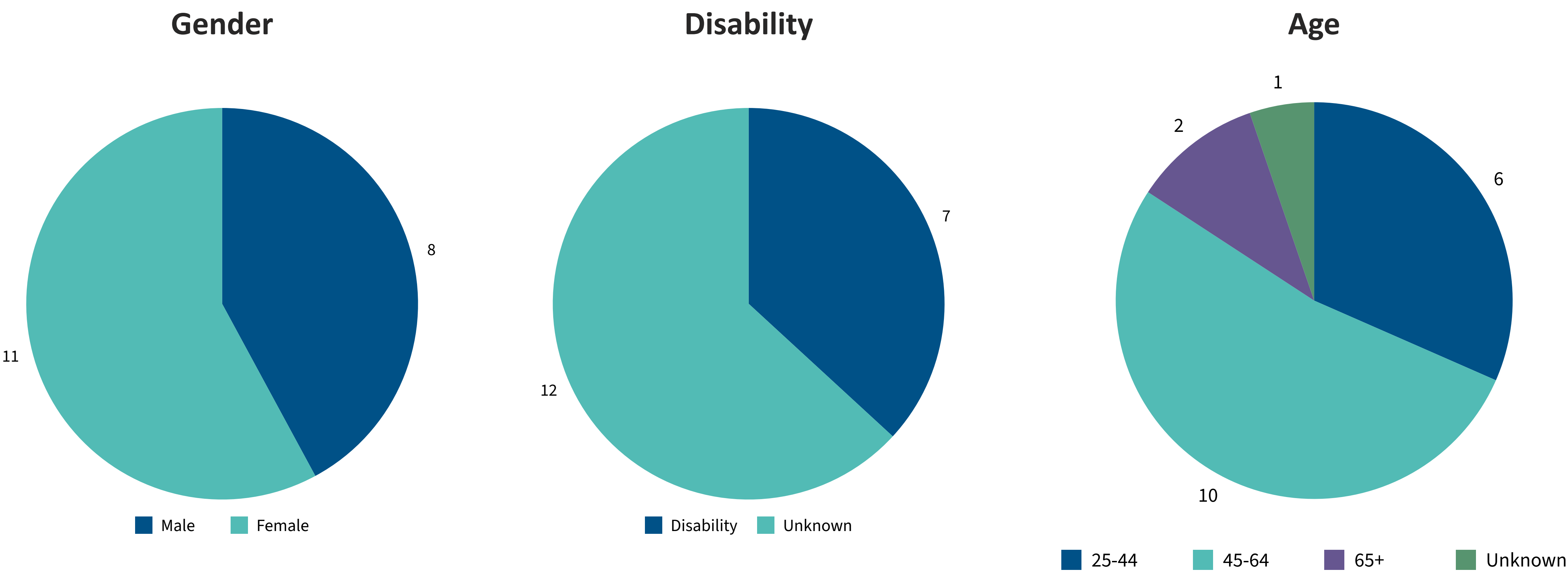
Connecting Complaints to Disrepair

Analysis of asset-based complaints and disrepair

In order to improve service delivery, the Customer Experience Team undertook a critical analysis of asset-based complaints and formal disrepair claims from the past three years to pinpoint areas for operational improvement and strategic intervention. An escalation from an initial complaint to a legal disrepair claim potentially indicates a missed opportunity for early resolution.

By cross-referencing this data, we can effectively identify high-risk assets and improvement hotspots. This project has allowed officers to prioritise proactive asset management and pre-emptive works, shifting our model from a reactive approach to one focused on prevention and enhanced customer satisfaction. Our analysis reviewed 346 disrepair claims over the previous two years (2023/24 and 2024/25); 47 were matched with a prior complaint, and we focused our investigation on the 19 cases specifically relating to repair issues.

Complaint Breakdown by Characteristic:



Cost of Disrepair

Cost of works undertaken	OVH legal costs	Customer legal costs	Total
£5,276.94	£20,871.00	£13,581.00	£39,728.94

Number of Stage 1 and Stage 2 Complaints

Stage reached	Number of complaints
1	12
2	7

Key Findings

Cost of Delays

Legal costs far outstrip repair costs, signalling opportunities for improvement.

The average legal cost per disrepair case where we have received a prior complaint (£1,813) is significantly higher (roughly six times) than the average cost of the actual repair work (£278). This confirms that litigation, not repairs, is the primary driver of expenditure. Cases where legal costs were incurred even when no repair work was completed, could highlight missed opportunities for early resolution.

Focusing on Improvement Opportunities

Timeliness and quality of work are the primary fault categories leading to claims.

More than half (53% or 10 out of 19) of the cases were directly linked to timing issues (e.g., "Too long to carry out work" or "Work unfinished"). This indicates that delays in work is the main reason issues escalate. Furthermore, repeat complaints have a high correlation with expensive disrepair claims, demanding a commitment to improving our "First-Time Fix" rate.

Demographic Insights

Support for vulnerable customers is critical to reducing costs and improving services.

58% of cases were reported by female customers. 52% of cases reported were from customers aged between 45-64 and 36% of cases were reported by customers who report having a disability.

Comparing with Satisfaction Results

Officers attempted to benchmark disrepair/complaints data against resident satisfaction. However, with only two satisfaction surveys received, both returning satisfaction, the limited availability of data prevented Officers from drawing any actionable intelligence. Officers will continue to monitor this area going forward to identify future trends.

Recommendations for Improvement

Asset & Risk Management

Implement a "High-Risk Property Flag" System: Track and flag repeat asset-based complaints and unresolved issues against individual properties.

Financial Efficiency & Resolution

Mandate a Formal Early Resolution Process: Continue to have surveyors inspect asset-based complaints to capture initial work quality, customer feedback, and any signs of systemic or recurring issues. If any actions arise following inspection, these should also be tracked to ensure they are completed correctly.

Operational Reliability

Enhance Communication and Appointment Reliability: Enhance preparation and scheduling practices to improve the success rate of “first-time fixes”. This requires better resource matching and effective customer communication regarding the scope and expected outcome of the work. We are optimising our approach to recall repairs by focusing on two core areas. First, we are developing a new report to measure Right First Time effectiveness using operational data rather than customer perception alone. Secondly, we are working to better embed the follow-on works process more tightly with our contractors to significantly boost the proportion of repairs completed successfully on the first visit.

Vulnerable Tenant Support

Utilise Demographic Data for Tailored Support: Enhance the complaint process by actively identifying vulnerabilities and disabilities during the complaint process. This will trigger an appropriate and tailored resolution, supported by dedicated resources, ensuring complaint issues are addressed with the necessary accommodations and expertise.



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You Said, We Did!

Actions based on customer feedback

Communal Spaces

Complaint data shows recurring trends highlighting dissatisfaction with the cleanliness and maintenance of communal areas.

We we're doing

We are committed to transforming previously unused areas, following any necessary cleanup, into vibrant shared spaces for our customers.

These projects, which include establishing new gardens, providing planter beds, and installing seating areas, deliver valuable amenities for residents to enjoy. This proactive investment not only creates a significantly better living environment but also helps deter future environmental issues like fly-tipping.

A dedicated resource was established and mobilised in quarter one to embark on a comprehensive cleaning programme of our alleyways. Prioritising areas impacted by fly-tipping, 20 areas have been cleared to-date with a target of all OVH owned alleyways being cleared by the end of quarter three.

A new webpage has been created to allow customers to review specifications and discover what to expect from our service offer. This has helped to manage customer expectations, and the link is currently being distributed via Text and Email. <https://ovh.org.uk/cleaning-and-grounds-maintenance/>.

Merseyside Fire and Rescue Service (MFRS) Inspections: In Quarter One and Two, MFRS inspected all 620 Sefton-based low-rise blocks to assess risk and safety measures (e.g., lighting and signage). This exercise provided both MFRS and OVH with reassurance regarding the fire safety compliance of the blocks.

To improve communal cleaning and grounds maintenance, we have implemented a structured process for sharing customer input. Dissatisfaction data from TSM Surveys, Transactional Surveys, and Formal Complaints is now compiled and sent bi-weekly from the Customer Experience Team to Neighbourhood Services. This continuous flow of customer data helps Sovini Property Services (SPS) and Neighbourhood teams proactively shape service delivery.

Furthermore, we ensure focused, on-the-ground action by conducting weekly joint visits to blocks with reported customer dissatisfaction. These visits involve representatives from the Assets team, the Sovini Property Services (SPS) cleaning team, and the Neighbourhoods team. The primary goal of these visits is to jointly assess required improvements and engage directly with customers, ensuring our service delivery meets resident expectations.