

**Customer  
Voice**

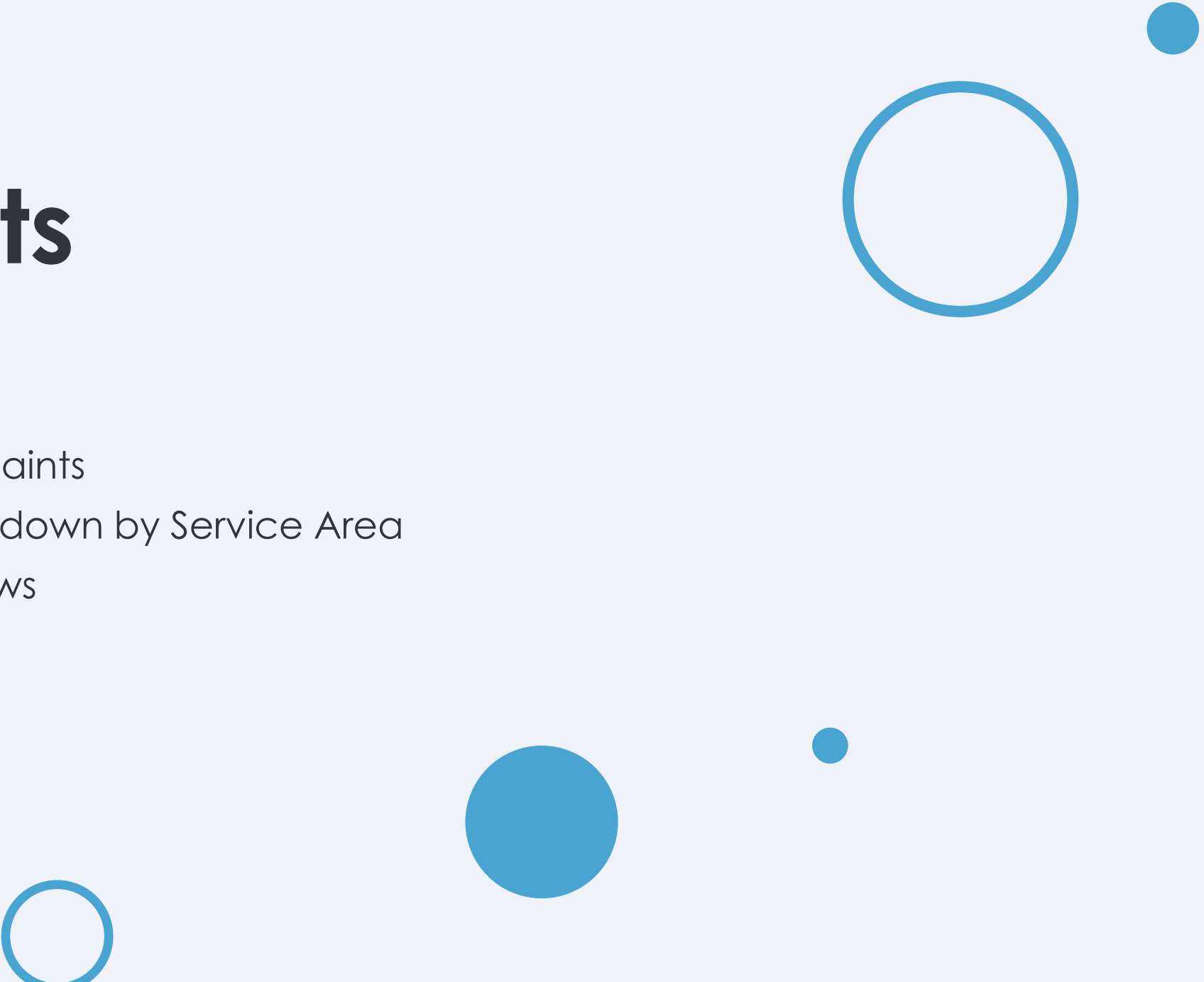
# Complaint Performance

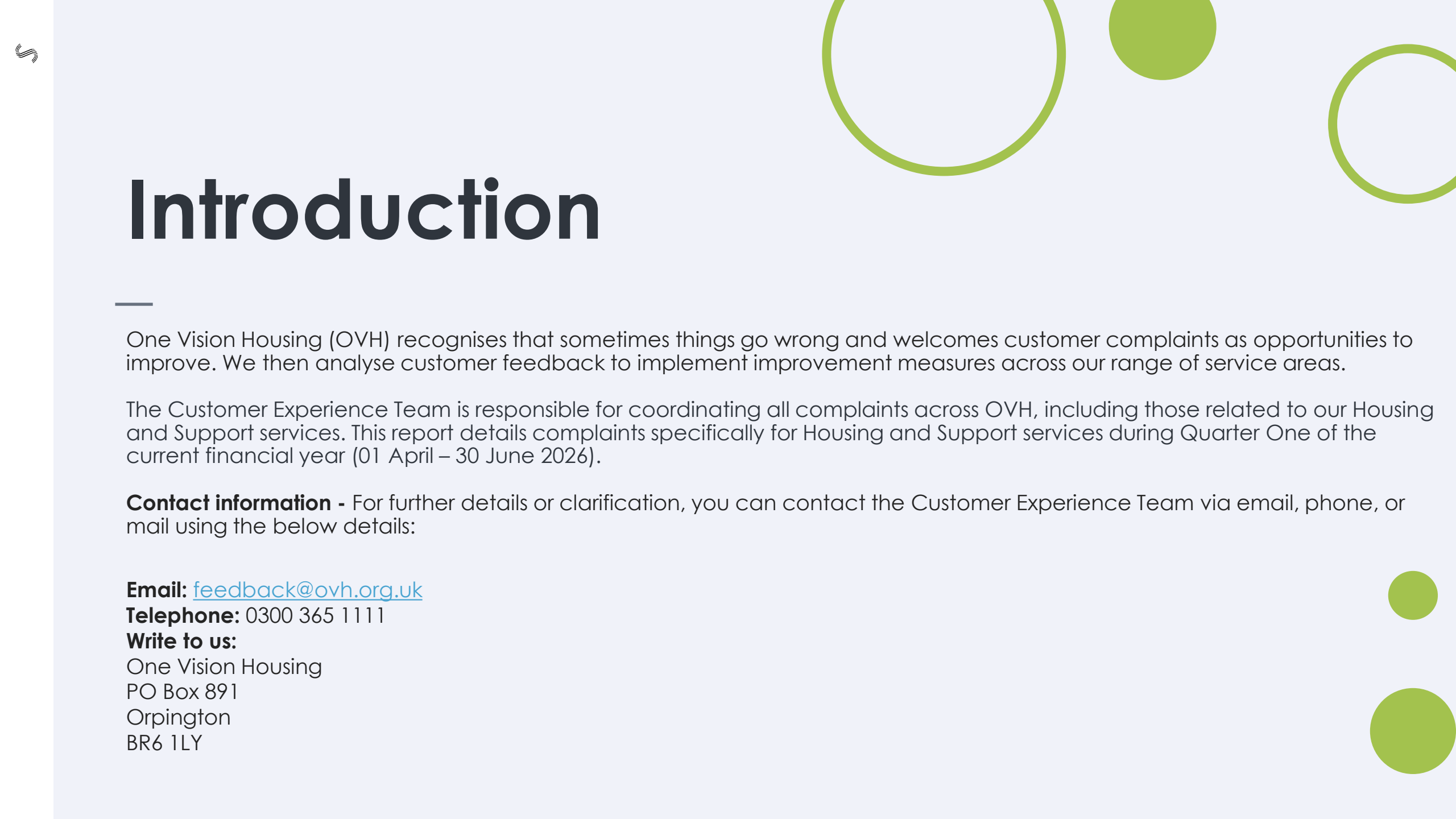
Housing and Support Services  
Quarter One 2026/27



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# Introduction

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One Vision Housing (OVH) recognises that sometimes things go wrong and welcomes customer complaints as opportunities to improve. We then analyse customer feedback to implement improvement measures across our range of service areas.

The Customer Experience Team is responsible for coordinating all complaints across OVH, including those related to our Housing and Support services. This report details complaints specifically for Housing and Support services during Quarter One of the current financial year (01 April – 30 June 2026).

**Contact information** - For further details or clarification, you can contact the Customer Experience Team via email, phone, or mail using the below details:

**Email:** [feedback@ovh.org.uk](mailto:feedback@ovh.org.uk)

**Telephone:** 0300 365 1111

**Write to us:**

One Vision Housing  
PO Box 891  
Orpington  
BR6 1LY

# Complaint Performance Overview

## Key Points

### Stage One Complaints:

- The number of Stage One complaints increased to 61 from 35 the previous quarter.
- The average number of working days to resolve a Stage One complaint increased to 10 days.

### Stage Two Complaints:

- The number of complaints closed increased to 12 from the previous quarter.
- The number of days to resolve a Stage 2 complaint decreased to 21 working days.
- Number of Stage 2 complaints upheld or partially upheld increased to 67%.

|                                                               | Quarter 2<br>2025/26 | Trend | Quarter 3<br>2025/26 | Trend | Quarter 4<br>2025/26 | Trend | Quarter 1<br>2026/27* |
|---------------------------------------------------------------|----------------------|-------|----------------------|-------|----------------------|-------|-----------------------|
| Number of Stage 1 complaints closed                           | 68                   | ↓     | 34                   | ↑     | 35                   | ↑     | 61                    |
| % of complaints resolved at Stage 1                           | 72%                  | ↑     | 76%                  | ↑     | 77%                  | ↑     | 80%                   |
| % of Stage 1 complaints responded to within target time       | 99%                  | ↓     | 97%                  | ↔     | 97%                  | ↑     | 98%                   |
| Average number of working days to resolve a Stage 1 complaint | 10                   | ↓     | 9.2                  | ↓     | 9                    | ↑     | 10                    |
| % of Stage 1 complaints upheld or partially upheld            | 53%                  | ↑     | 56%                  | ↑     | 60%                  | ↓     | 56%                   |
| Number of Stage 2 complaints closed                           | 12                   | ↑     | 26                   | ↓     | 7                    | ↑     | 12                    |
| % of Stage 2 complaints responded to within target time       | 100%                 | ↔     | 100%                 | ↔     | 100%                 | ↔     | 100%                  |
| Average number of working days to resolve a Stage 2 complaint | 16                   | ↑     | 19.3                 | ↑     | 24                   | ↓     | 21                    |
| % of Stage 2 complaints upheld or partially upheld            | 66%                  | ↓     | 54%                  | ↑     | 57%                  | ↑     | 67%                   |

\*Please Note: Development complaints have now been included in this report which may impact comparison to previous quarters.

# Community Safety & CCTV

## Complaint Summary

There was an increase in the number of Stage One Community Safety and CCTV complaints from 13 to 16 in Quarter One. Stage One complaints seen a decrease in the number of upheld or partially upheld complaints from 62% to 34%.

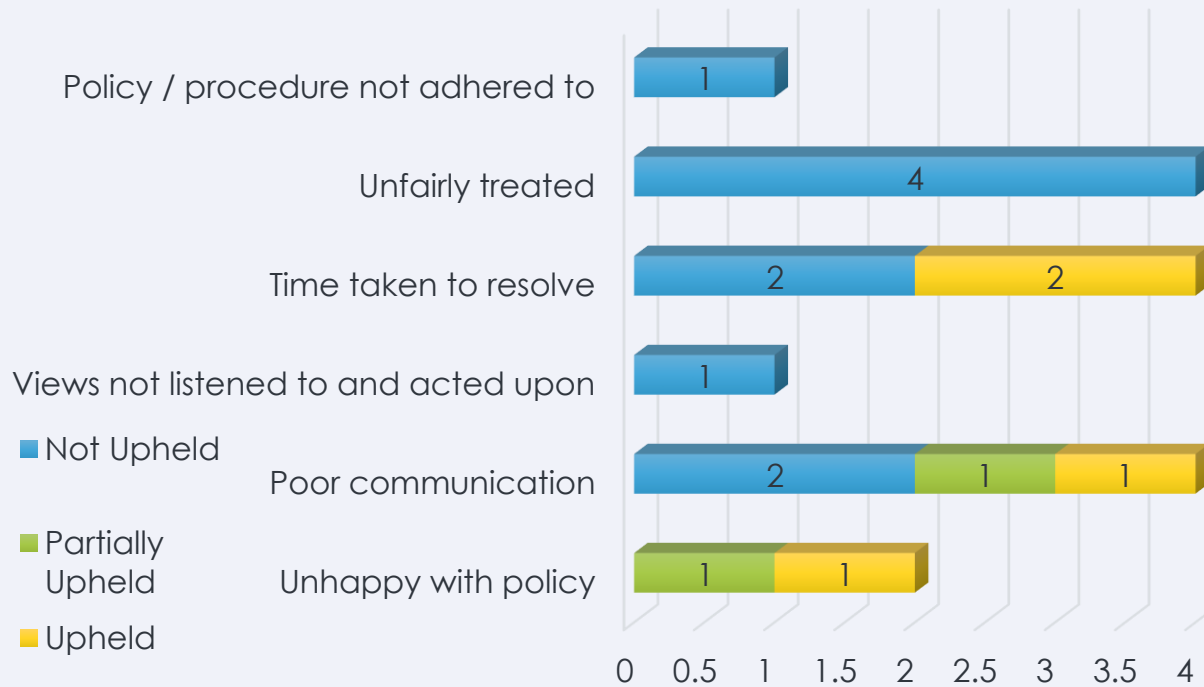
There was an increase in the number of Stage Two complaints from 3 to 7.

**The top cause of upheld complaints was:**  
Time taken to resolve

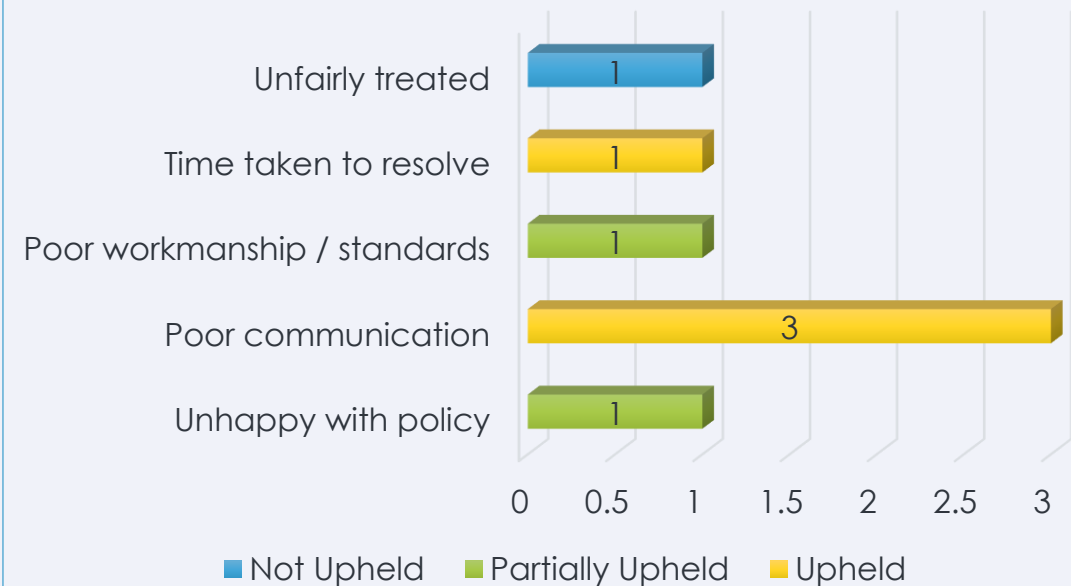
| Closed Complaints | Quarter 2<br>2025/26 | Trend | Quarter 3<br>2025/26 | Trend | Quarter 4<br>2025/26 | Trend | Quarter 1<br>2026/27 |
|-------------------|----------------------|-------|----------------------|-------|----------------------|-------|----------------------|
| Stage 1 Closed    | 19                   | ↓     | 11                   | ↑     | 13                   | ↑     | 16                   |
| % Upheld          | 26%                  | ↑     | 45%                  | ↑     | 62%                  | ↓     | 34%                  |
| Stage 2 Closed    | 5                    | ↑     | 8                    | ↓     | 3                    | ↑     | 7                    |
| % Upheld          | 80%                  | ↓     | 38%                  | ↓     | 33%                  | ↑     | 86%                  |

# Community Safety & CCTV

## Stage 1 Complaints



## Stage 2 Complaints





# Community Safety & CCTV

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## Lessons Learnt

- **Communication and Customer Contact:** Ensure customers are informed when their Housing Officer is on leave, return contact within agreed service level agreements, and respond to enquiries promptly. Provide clear explanations at the first point of contact, to ensure customers understand the stage of the investigation and the information being considered.
- **ASB Case Management and Risk Assessment:** Strengthen ASB case handling by ensuring reports are managed promptly and in accordance with service standards. Complete thorough and accurate risk assessments and action plans. Ensure cases are monitored more closely by Neighbourhood Services Officers and progress cases when necessary to meet customer expectations.
- **Record Keeping and Information Management:** Maintain accurate and comprehensive records. Ensure ASB reports are logged correctly, with clear documentation of incidents, investigations, decisions, and actions taken.

# Neighbourhood Services

## Complaint Summary

In Quarter One there was an increase in the number of Stage One complaints from 12 to 27 ,with 55% upheld or partially upheld.

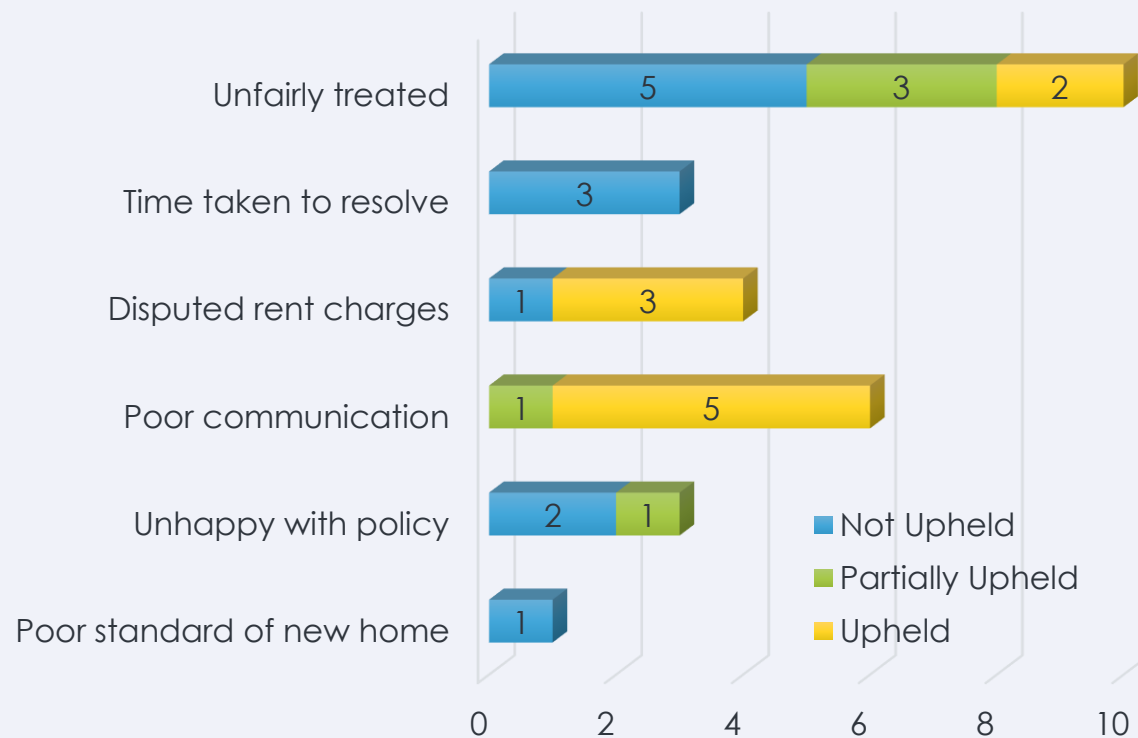
Stage Two complaints increased from three to 26 with 58% upheld or partially upheld.

**The top cause of upheld complaints was:**  
Poor communication

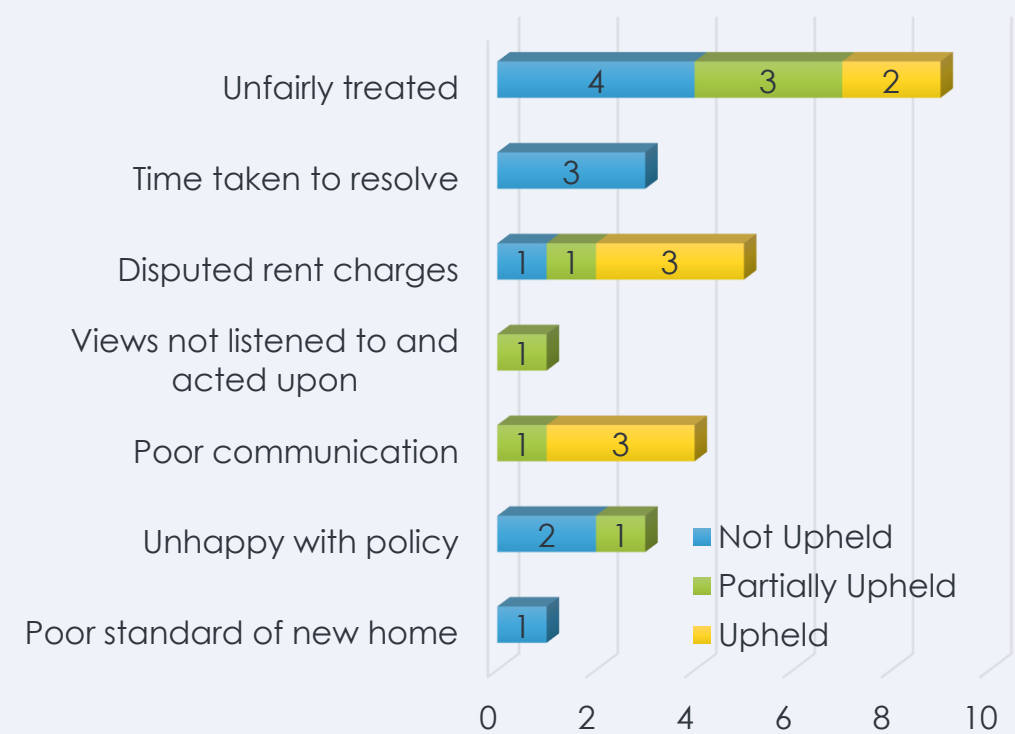
| Closed Complaints | Quarter 2<br>2025/26 | Trend | Quarter 3<br>2025/26 | Trend | Quarter 4<br>2025/26 | Trend | Quarter 1<br>2026/27 |
|-------------------|----------------------|-------|----------------------|-------|----------------------|-------|----------------------|
| Stage 1 Closed    | 36                   | ↓     | 17                   | ↓     | 12                   | ↑     | 27                   |
| % Upheld          | 64%                  | ↓     | 59%                  | ↑     | 71%                  | ↓     | 55%                  |
| Stage 2 Closed    | 0                    | ↔     | 0                    | ↑     | 3                    | ↑     | 26                   |
| % Upheld          | -                    | ↔     | -                    | ↑     | 66%                  | ↓     | 58%                  |

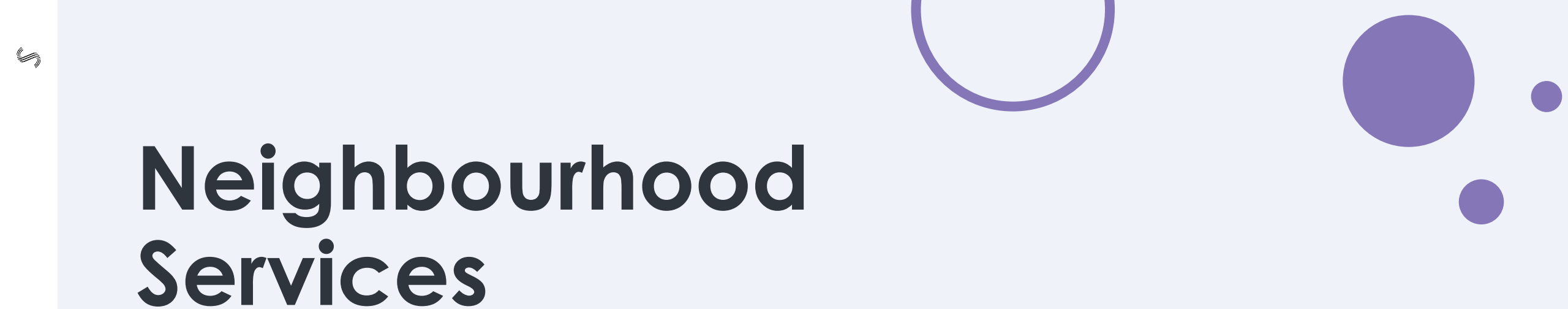
# Neighbourhood Services

## Stage 1 Complaints



## Stage 2 Complaints





# Neighbourhood Services

## Lessons Learnt

- **Communication and Customer Service:** Respond to customers within agreed timescales, maintain regular contact, provide accurate information, and ensure all communication is polite and professional. Demonstrate sensitivity and compassion when dealing with safeguarding or personal safety concerns. Maintain accurate records and document actions.
- **Process Compliance and Service Standards:** Adhere to established procedures. Reinforce correct processes, ensuring notices are processed appropriately, advising customers correctly regarding end-of-tenancy requirements, maintaining fair and inclusive allocations practices, and ensuring staff remain professional at all times.
- **Case Management, Oversight and Continuity:** Strengthen case management through improved managerial oversight, prompt reassignment of tasks when staff leave, and raising ReACT cases earlier to ensure cases are formally progressed and monitored effectively.
- **Rent Account and Tenancy Administration:** Ensure notice periods are managed correctly to reduce the risk of errors when adjusting direct debits during rent-free weeks.

# Customer Access & Customer Service Centre

## Complaint Summary

No complaints were logged or escalated for this service area in Quarter One.

| Closed Complaints | Quarter 2<br>2025/26 | Trend | Quarter 3<br>2025/26 | Trend | Quarter 4<br>2025/26 | Trend | Quarter 1<br>2026/27 |
|-------------------|----------------------|-------|----------------------|-------|----------------------|-------|----------------------|
| Stage 1 Closed    | 6                    | ↓     | 1                    | ↔     | 1                    | ↓     | 0                    |
| % Upheld          | 66%                  | ↑     | 100%                 | ↓     | 0%                   | ↔     | 0%                   |
| Stage 2 Closed    | 0                    | ↔     | 0                    | ↔     | 0                    | ↔     | 0                    |
| % Upheld          | -                    | ↔     | -                    | ↔     | -                    | ↔     | -                    |

# Commercial Properties

## Complaint Summary

Stage One complaints decreased to five complaints in Quarter One.

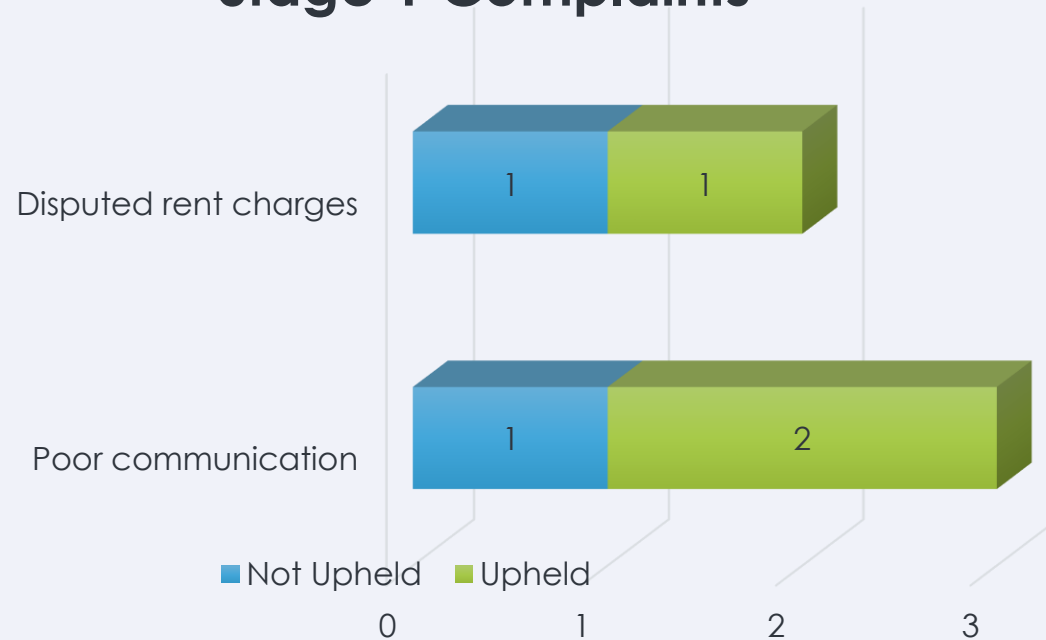
The percentage of upheld complaints increased at Stage One to 60% and decreased at Stage Two to zero.

**The top cause of upheld complaints was:**  
Poor communication

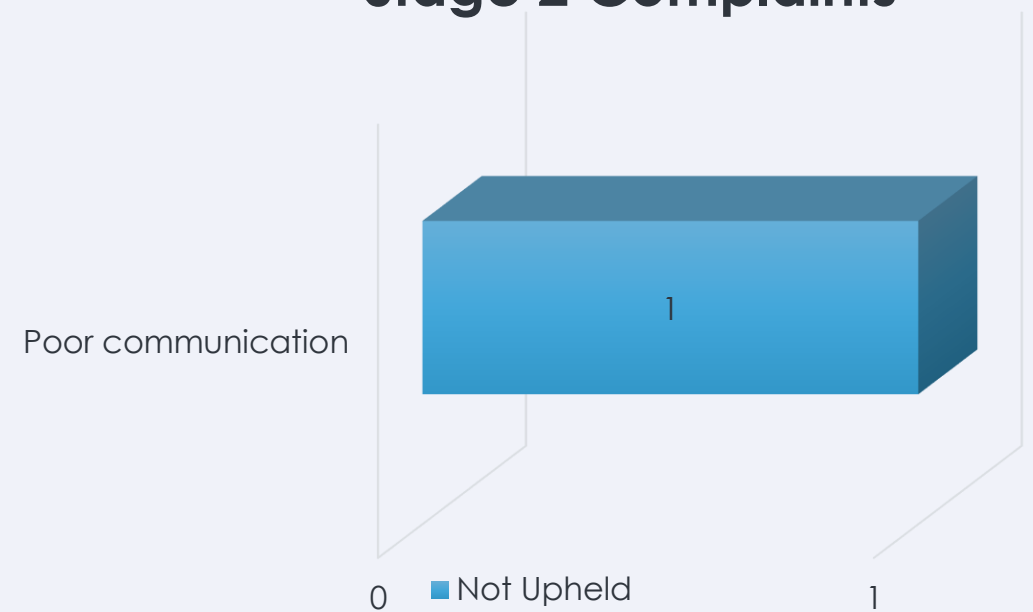
| Closed Complaints | Quarter 2<br>2025/26 | Trend | Quarter 3<br>2025/26 | Trend | Quarter 4<br>2025/26 | Trend | Quarter 1<br>2026/27 |
|-------------------|----------------------|-------|----------------------|-------|----------------------|-------|----------------------|
| Stage 1 Closed    | 3                    | ↔     | 3                    | ↑     | 6                    | ↓     | 5                    |
| % Upheld          | 66%                  | ↑     | 100%                 | ↓     | 50%                  | ↑     | 60%                  |
| Stage 2 Closed    | 0                    | ↓     | 2                    | ↑     | 3                    | ↓     | 1                    |
| % Upheld          | -                    | ↔     | 50%                  | ↑     | 100%                 | ↓     | 0%                   |

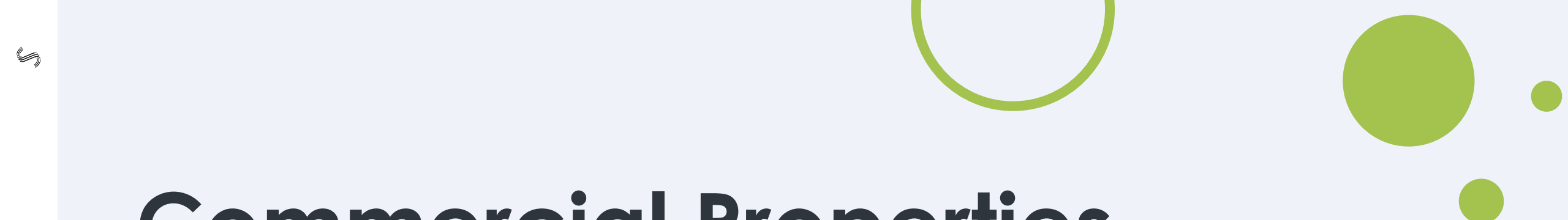
# Commercial Properties

## Stage 1 Complaints



## Stage 2 Complaints





# Commercial Properties

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## Lessons Learnt

- **Communication & Lease Understanding:** Ensure customers understand the differing Shared Ownership lease terms to provide consistent customer advice.
- **Training & Knowledge Development:** Training has been delivered to the Customer Service Centre (CSC) on Renters Reform legislation changes effective from 1st May 2026. Further Customer Service Centre training will be delivered to strengthen understanding of the different Shared Ownership lease arrangements.
- **Service Improvement & Assurance:** Customer feedback will be considered as part of future rent-setting discussions. Finance will also review other Shared Ownership accounts within the same applicable year to ensure consistency.

# Independent Living

## Complaint Summary

Stage One complaints decreased to one complaint in Quarter One.

The percentage of upheld complaints remained the same at 100%.

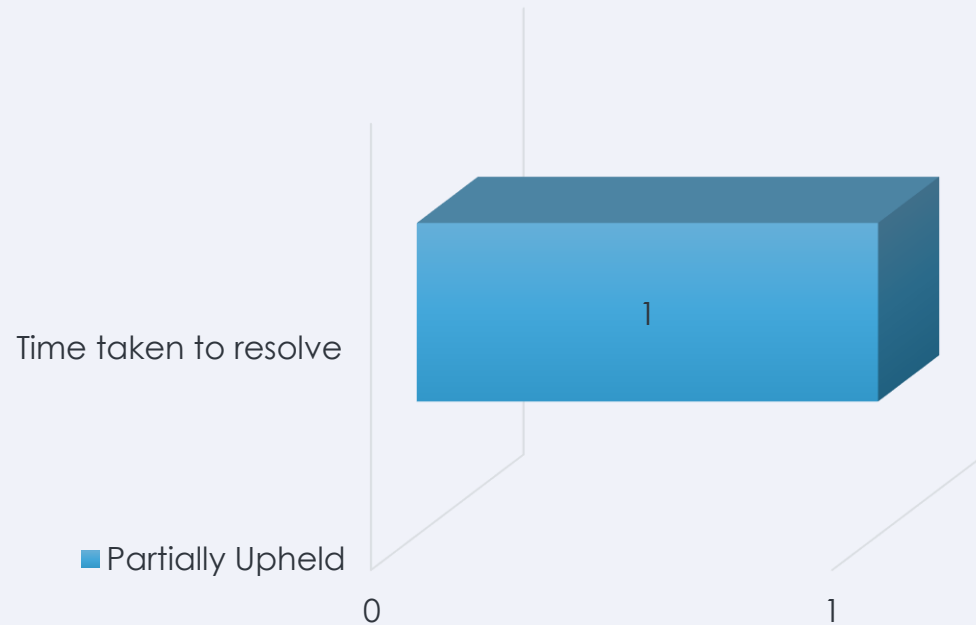
No Stage Two complaints were received.

**The top cause of upheld complaints was:**  
Time taken to resolve

| Closed Complaints | Quarter 2<br>2025/26 | Trend | Quarter 3<br>2025/26 | Trend | Quarter 4<br>2025/26 | Trend | Quarter 1<br>2026/27 |
|-------------------|----------------------|-------|----------------------|-------|----------------------|-------|----------------------|
| Stage 1 Closed    | 4                    | ↓     | 2                    | ↑     | 3                    | ↓     | 1                    |
| % Upheld          | 75%                  | ↓     | 0%                   | ↑     | 100%                 | ↔     | 100%                 |
| Stage 2 Closed    | 1                    | ↓     | 0                    | ↔     | 0                    | ↔     | 0                    |
| % Upheld          | 0%                   | ↔     | 0%                   | ↔     | 0%                   | ↔     | 0%                   |

# Independent Living

## Stage 1 Complaints



## Lessons Learnt

- Adopt a more proactive and holistic approach to repairs when similar issues from the same block are reported.
- Ensure reports of anti-social behaviour are followed up in line with service level agreement.



# Development

## Complaint Summary

Stage One complaints have increased in Quarter One from four to 12 with 75% upheld or partially upheld.

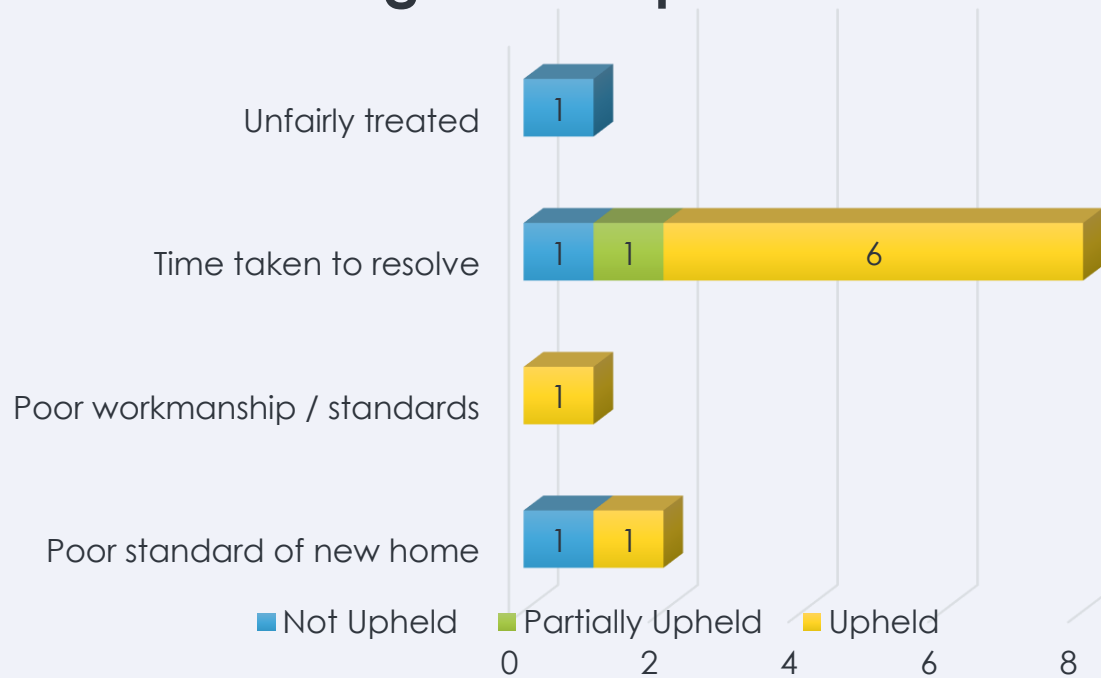
The number of Stage Two complaints increased from one to two.

**The top cause of upheld complaints was:**  
Time taken to resolve

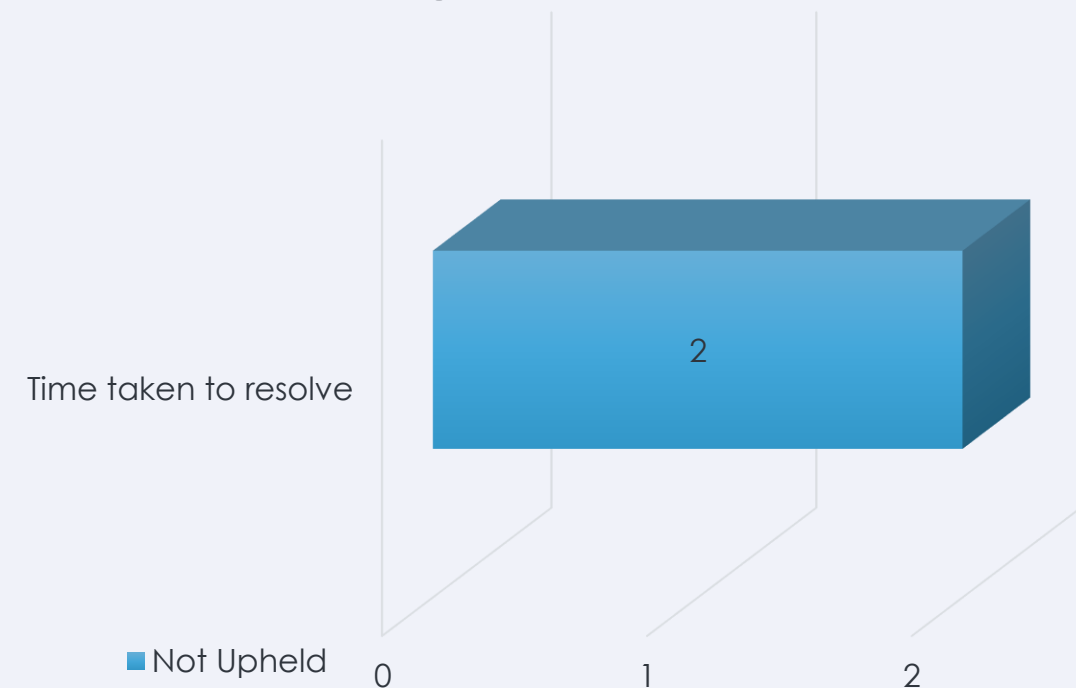
| Closed Complaints | Quarter 2<br>2025/26 | Trend | Quarter 3<br>2025/26 | Trend | Quarter 4<br>2025/26 | Trend | Quarter 1<br>2026/27 |
|-------------------|----------------------|-------|----------------------|-------|----------------------|-------|----------------------|
| Stage 1 Closed    | 1                    | ↓     | 5                    | ↓     | 4                    | ↑     | 12                   |
| % Upheld          | 57%                  | ↓     | 80%                  | ↑     | 100%                 | ↓     | 75%                  |
| Stage 2 Closed    | 4                    | ↓     | 2                    | ↓     | 1                    | ↑     | 2                    |
| % Upheld          | 75%                  | ↑     | 100%                 | ↔     | 100%                 | ↓     | 0%                   |

# Development

## Stage 1 Complaints



## Stage 2 Complaints





# Development

## Lessons Learnt

- **Communication & Customer Updates:** Delays, progress updates and reasons for outstanding works should be communicated clearly to customers. This is to ensure customers are kept informed, queries are acknowledged promptly, appointments are agreed in advance, and inspections or follow-up actions are not missed.
- **Process, Monitoring & Accountability:** The process for new build handovers, snagging works and defects should be reviewed. This includes reviewing handover standards, tracking end-of-defect inspections more effectively, ensuring defects are raised and monitored correctly, routing queries through a central mailbox, and improving oversight of cases to prevent issues from being overlooked.
- **Developer & Contractor Management:** Teams should work closer with developers to ensure issues are escalated appropriately and resolved within expected timescales. Emergency defects should be reported through the correct channels, snagging works should be progressed before properties are occupied where possible, and developers should make appointments with customers before attending properties.



# End to End Audits

As part of our robust Complaints process, our Customer Experience Team reviews complaints to identify areas for improvement in the complaints process, establishing which complaints could have avoided escalation to Stage Two.

12 complaints were escalated of which three were deemed to have been avoidable.

## Main areas for improvement:

### Communication & Customer Experience

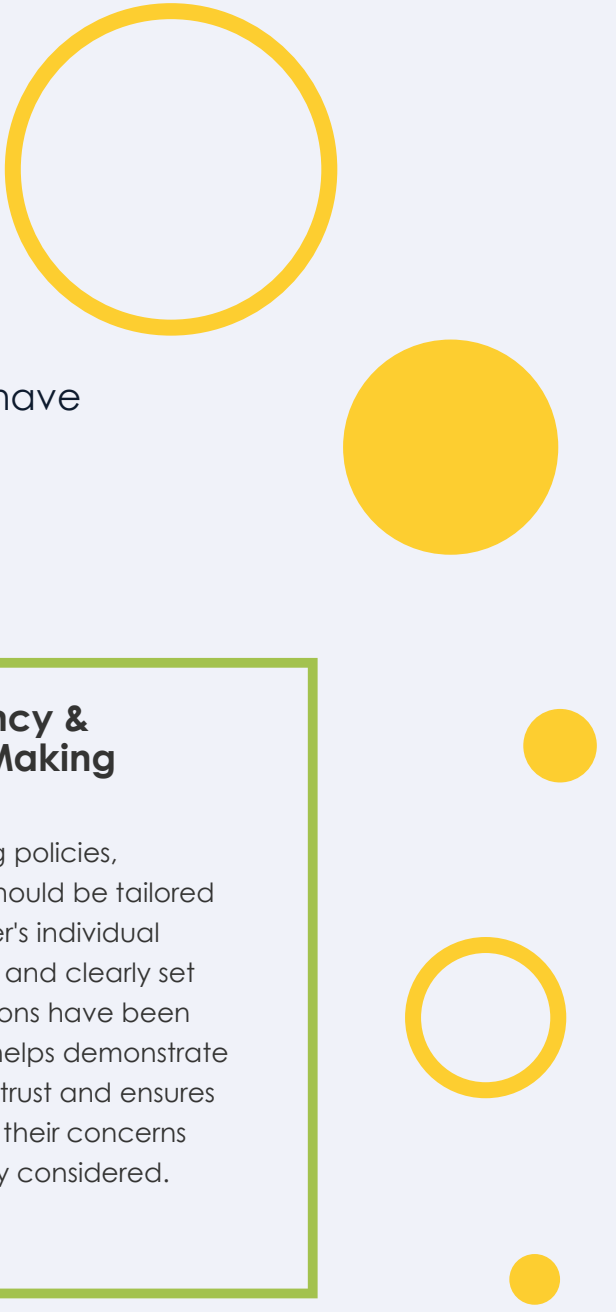
Works should be completed as promised, with timely and proactive communication throughout. Customers should be kept informed of progress, delays and outcomes, and a more empathetic approach should be taken to understanding and addressing the impact of issues on the customer.

### Complaint Handling & Responses

Stage One responses should provide clear, detailed explanations that address all concerns raised, including any legal or fairness considerations. Thorough responses at the earliest stage can help customers understand decisions and reduce the likelihood of escalation.

### Transparency & Decision-Making

When applying policies, explanations should be tailored to the customer's individual circumstances and clearly set out how decisions have been reached. This helps demonstrate fairness, builds trust and ensures customers feel their concerns have been fully considered.



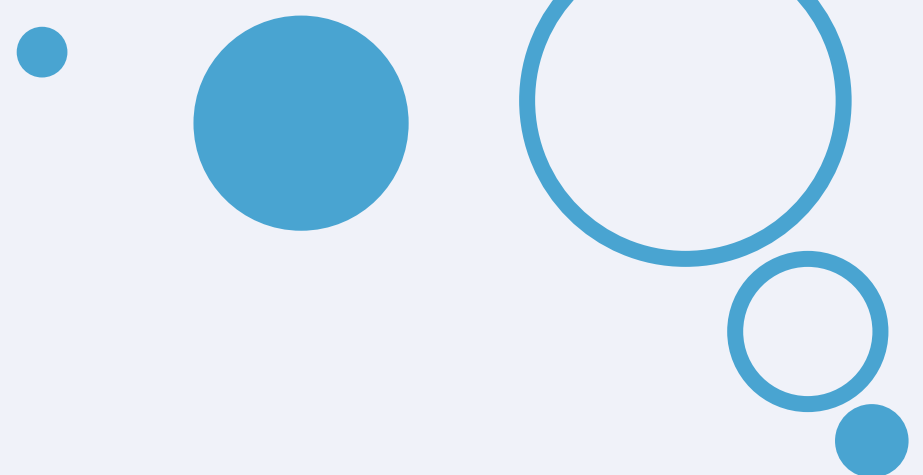


# Compensation

As part of a complaint resolution, an Investigating Officer may offer a compensation payment.

In Quarter One we saw an increase in the amount of compensation awarded and the percentage of complaints where compensation was paid.

|                                                                      | Quarter 2<br>2025/26 | Quarter 3<br>2025/26 | Quarter 4<br>2025/26 | Quarter 1<br>2026/27 |
|----------------------------------------------------------------------|----------------------|----------------------|----------------------|----------------------|
| <b>Total Compensation payments</b>                                   | £20,435              | £23,053              | £17,016              | £25,021              |
| <b>% of complaints where a payment was made</b>                      | 73%                  | 49%                  | 47%                  | 55%                  |
| <b>Average payment per case</b>                                      | £209                 | £248                 | £241                 | £255                 |
| <b>Average payment where case relates to repairs and maintenance</b> | £231                 | £237                 | £237                 | £257                 |
| <b>Average payment where case relates to (HASS)</b>                  | £133                 | £385                 | £268                 | £228                 |



# Compliments

We actively track colleague compliments received through various channel to monitor positive trends and identify standout examples of service excellence.

The insights gathered are then regularly shared with individual colleagues and relevant teams to help us to identify and embed best practices across the organisation, enabling us to continuously refine our processes and enhance the overall service experience for all customers.

| Service Area               | Quarter 2<br>2025/26 | Quarter 3<br>2025/26 | Quarter 4<br>2025/26 | Quarter 1<br>2026/27 |
|----------------------------|----------------------|----------------------|----------------------|----------------------|
| Neighbourhood<br>Services  | 14                   | 18                   | 10                   | 11                   |
| Independent Living         | 2                    | 0                    | 0                    | 2                    |
| Customer<br>Access/Service | 5                    | 5                    | 6                    | 9                    |
| Community<br>Safety/CCTV   | 3                    | 2                    | 2                    | 2                    |
| Commercial Housing         | 2                    | 2                    | 0                    | 0                    |