

Group Board Member responsible for complaints – response to the Annual Complaints Report 2025-26

“This year’s Complaints Insight Report demonstrates both the challenges we have faced and the positive progress we are making in improving services for our customers.

“During 2025/26, we recorded 406 formal complaints across our 7,011 homes, an increase of 49.2% compared to the previous year. While this rise reflects wider sector trends, the Board is also encouraged that more customers understand how to raise concerns and feel confident engaging with our complaints process. Importantly, the Board is proud that we have maintained 100% compliance with Housing Ombudsman complaint handling timescales at both Stage 1 and Stage 2, ensuring customers received timely responses.

“Although complaint volumes increased, the proportion of complaints upheld reduced from 87% to 81.8%, indicating improvements in service delivery and fewer instances where we have fallen short of customer expectations. We also received 242 compliments during the year, highlighting the positive experiences many customers continue to have with our services.

“The report confirms that repairs and communication continue to be the main drivers of customer dissatisfaction. We recognise that delays in completing repairs and keeping customers informed can have a significant impact on their experience. In response, we have invested in additional repairs resources, improved training, simplified repair processes, strengthened contractor management, and enhanced communication channels. These efforts are beginning to deliver results, with repair satisfaction, ease of reporting repairs, first-time fix rates, and contractor satisfaction all showing year-on-year improvements.

“Customer feedback continues to play a crucial role in shaping our services. Through initiatives such as our Big Door Knock, customer scrutiny exercises, accessibility reviews, and the involvement of Customer Representatives in Stage 2 complaints, we are ensuring

that the customer voice remains central to decision making. Feedback has directly influenced improvements to our compensation policy, repairs service, customer accessibility, and contact centre operations.

“The Board and the Customer Experience Committee are committed to enabling learning to be taken from every complaint. During the year, we updated our Complaints and Feedback Policy to fully align with the Housing Ombudsman Complaint Handling Code and introduced a new Compensation and Remedies Policy to strengthen fairness, consistency, and outcomes for customers. We meet regularly with the Housing Ombudsman and use their resources to improve our complaint handling and service delivery. Our improved Housing Ombudsman performance, including a reduction in maladministration findings, demonstrates the positive impact of this focus on learning and continuous improvement.

“Looking ahead, we will continue to focus on improving repairs performance, strengthening communication, increasing accessibility, and using customer insight to drive service improvements. We welcome all feedback, whether a complaint, compliment, or suggestion, as it helps us deliver better services and build stronger relationships with our customers.

“The Board would like to thank our customers, Customer Representatives, Gateway Membership Team and colleagues for their continued engagement and commitment to helping us improve. Together, we will continue to learn, improve, and provide better outcomes together with our communities.”

Clare Norton – Customer Experience Committee Chair & Member Responsible for Complaints