

SLH Board response to the 2025/26 complaints annual report

The Housing Ombudsman introduced the complaints handling code that became statutory from the 1 April 2024. We have completed a self-assessment against the code that has been submitted to the Housing Ombudsman. [This is available here.](#)

We acknowledge that we are not fully complying with achieving time scales for all complaints. We recognise this is an area where we need to improve.

During 2025/26, 90% of stage one complaints were responded to within the Housing Ombudsman's Complaint Handling Code timescales. Seven complaints were acknowledged outside of the timescale and 17 complaints were responded to outside of timescale.

86% of stage 2 complaints were responded to within the Housing Ombudsman's Complaint Handling Code timescales. Three of the 21 complaints escalated to stage 2 were acknowledged or responded to outside of timescales.

We recognise the importance of acknowledging and responding to complaints with timescales. Therefore, corrective actions have been taken to improve the process of acknowledging and responding to complaints, including:

- We have improved our systems and reminded colleagues of the correct process for acknowledging complaints.
- We now encourage the use of a central customer feedback inbox to ensure all complaints are managed consistently.
- Complaint deadlines are actively monitored, with early alerts in place to prevent delays.
- We have strengthened our administration processes to provide better oversight and smoother handover instructions if a member of the team is on leave.
- We work closely with our contractors to monitor progress and manage complaints on time, with early action taken to prevent delays.

All other areas are compliant with the code.

We continue to focus on strengthening customer insight and feedback at board level and we are pleased to see the improvements that have been made as a result of feedback. This includes changes to how we do things, with a continued focus on better communication and satisfaction with our repairs and maintenance service, improving consistency in applying our procedures and continuing to embed a more person-centred approach. This will continue to remain an area of focus during 2026/27.

Our board member that is responsible for complaints (MRC), receives regular updates in relation to customer feedback, including complaints. Furthermore, where possible, a board member attends and chairs all stage 2 complaint review panel meetings. This ensures members are kept informed of complaints that are escalated to stage 2 and are often referred to, during board meetings.

Our customer services committee also receives quarterly customer feedback updates. Members of this committee, who are our tenants, provide feedback from a tenants perspective. This supports us when identifying improvements that we need to make.

At our board meeting in May 2026, we agreed our objectives for 2026/27 and two specific customer feedback objectives have been set:

Objective one: Enhance our complaints service, ensuring complaints are responded to in a timely manner.

Objective two: Embed learning from complaints and customer feedback to drive service improvement and improve the customer journey.

We will receive bi-annual updates at board meetings, in terms of progress against these objectives.

You can read more about how we intend to meet these objectives [here](#).

We will continue to promote our customer feedback policy throughout 2026/27 with all stakeholders to support our culture of receiving and learning from complaints and dissatisfaction. Some of the ways we will do this include:

- Customer feedback to form part of relevant team meetings to embed the learning
- Regular organisation-wide communication of learnings and the actions that have been put in place
- Internal stakeholders - “let’s talk about sessions”, updates in the monthly leadership team briefings, and
- External stakeholders - updates in the bulletin magazine to tenants, social media and on the customer feedback page on the SLH website.