



**Eden Housing Association
Annual Complaints Performance
& Service Improvement Plan
April 2025 to March 2026**

Introduction

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This report provides an overview of Eden Housing Association's complaints performance and the service improvements delivered during the period April 2025 to March 2026. It has been structured in line with the annual reporting requirements set out in section 8.1 of the Housing Ombudsman Complaint Handling Code, including a qualitative and quantitative review of complaint handling performance, learning from complaints, and relevant Housing Ombudsman reporting.

Annual Self-Assessment Against the Complaint Handling Code

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We have completed and published the Housing Ombudsman Service (HOS) self-assessment against the Complaint Handling Code.

In parallel, we have reviewed and updated our Complaints Policy and associated guidance to ensure full compliance with the Code and to reflect current best practice in complaint handling.

Quantitative analysis of our complaint handling performance – between April 2025 and March 2026

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Guidance from the Regulator of Social Housing confirms – for reporting purposes complaints must be allocated to the reporting year they were logged

Two complaints logged during 2025/26 remained open at 31 March 2026 and have therefore been included in this reporting year.

Total number of complaints logged at Stage 1 and Stage 2 between April 2025 and March 2026

44

Complaints under investigation as of 31st March 2026

2

Complaints Closed between April 2025 and March 2026

**for reporting purposes this includes two complaints under investigation at the end of the reporting year but closed in April 2026*

44

Complaints referred to the Housing Ombudsman

0

Complaints not accepted/refused

0

We use a triage process to distinguish service requests from complaints, this ensures that issues are directed to the most appropriate resolution pathway and that residents are informed of their right to complain if they are dissatisfied with the outcome.

Acknowledging our Complaints = We will acknowledge, define and log complaints within 5 working days of receipt.

- **Stage 1 Complaints** = we will provide a full response within 10 working days of acknowledgement of the complaint.
- **Stage 2 Complaints** = we will provide a full response within 20 working days of acknowledgement of the complaint.

For complex cases, we may need to extend our response timeframe, but we would only do so where there is good reason. We will always explain the reason for the extension, confirm the revised response date, and keep the resident updated at suitable intervals until the complaint is resolved. We will also provide details of how to contact the Housing Ombudsman if the resident does not agree with the proposed extension.

Complaints logged at either Stage 1 or Stage 2 between April 2025 and March 2026

	Stage 1	Stage 2		Stage 1	Stage 2
Q1 Apr to Jun 2025	12	2	Q3 Oct to Dec 2025	8	1
Q2 Jul to Sept 2025	7	5	Q4 Jan to Mar 2026	8	1
Total				35	9

Complaints closed between April 2025 and March 2026

**including the two complaints closed in Q1 2026/27*

	Stage 1	Stage 2		Stage 1	Stage 2
Q1 Apr to Jun 2025	8	0	Q4 Jan to Mar 2026	7	2
Q2 Jul to Sept 2025	10	6	Q1 Apr 2026	1	1
Q3 Oct to Dec 2025	9	0	Total	35	9

Complaint Performance

Stage 1 Complaints

- **91.4%** of our Stage 1 complaints were responded to within the Complaint Handling Code timescales

Of the 35 complaints logged:

- 24 were responded to within standard timescales
- 8 required an extension
- 3 exceeded the timeframe, either at the residents' request or with their agreement

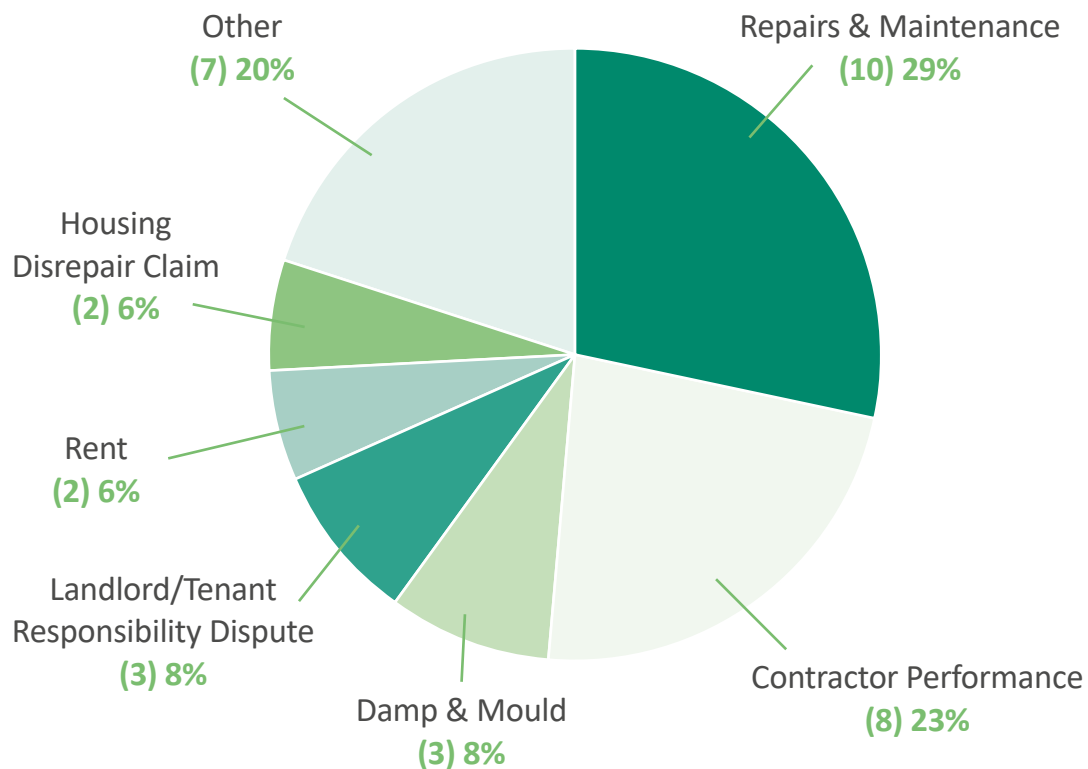
Stage 2 Complaints

- **88.9%** of Stage 2 complaints were responded to within the Complaint Handling Code timescales

Of the 9 complaints logged:

- 7 were responded to within standard timescales
- 1 required an extension
- 1 exceeded timeframe at the resident's request

Reasons for Our Stage 1 Complaints

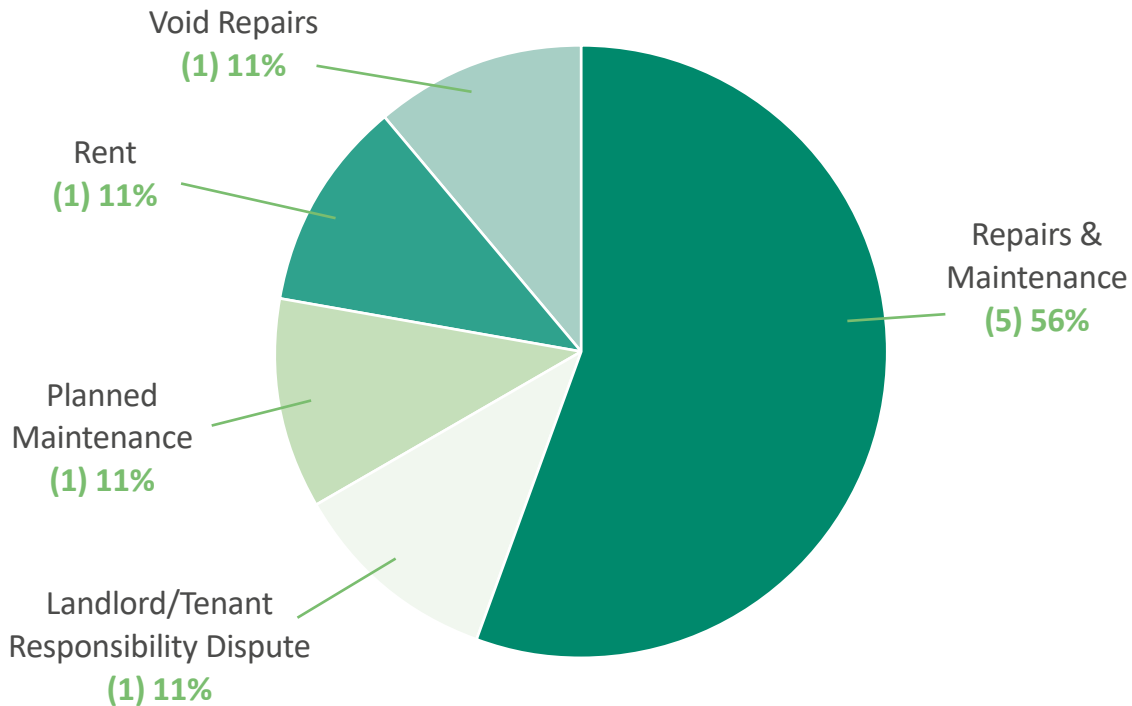


The 'Other' category includes single or low volume complaints relating to:

- Anti-Social Behaviour
- Air Source Heat Pump installation
- Staff Conduct
- Compliance – Electricity
- Compliance – Gas
- Planned Maintenance
- Void Repairs

The chart highlights the main reasons for Stage 1 complaints during the reporting period. The largest proportion of complaints related to **Repairs and Maintenance**, followed by **Contractor Performance**, indicating that these remain the main drivers of resident dissatisfaction. We will continue to monitor these themes closely, particularly in relation to communication with residents, contractor oversight and the delivery of day-to-day repairs services. Complaints insight will also be used to identify root causes, monitor performance and target service improvements in these areas.

Reasons for Our Stage 2 Complaints



The chart shows the key reasons for Stage 2 complaints during the reporting period. The majority of escalated complaints relate to **Repairs and Maintenance**, suggesting that where issues are not resolved at Stage 1, they are often associated with more complex, recurring or unresolved service failures within this area.

This insight is being used to review the effectiveness of Stage 1 complaint handling, with a focus on strengthening early resolution, improving communication with residents and ensuring that learning is acted on at the earliest opportunity. We also recognise that the reason for escalation to Stage 2 may differ from the original root cause, such as dissatisfaction with the compensation offered, the outcome reached, delays, or how clearly the decision was communicated. By addressing both root causes and escalation drivers, we aim to reduce repeat dissatisfaction, improve complaint outcomes and support more consistent service delivery for residents.

Qualitative analysis and learning from complaints

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We are committed to complying with the Housing Ombudsman Complaint Handling Code and to using complaints as a valuable source of insight to inform service improvement.

Effective complaint handling is central to our organisational strategy, enabling us to:

- Monitor service performance
- Identify trends and recurring issues
- Implement improvements that enhance outcomes for residents

Our Complaints & Resolution Officer role has continued to develop in response to the needs of our tenants. To strengthen capacity, improve oversight and support continuous service improvement, the role increased from 22 hours (3 working days) to 30 hours (4 working days) from April 2026.

The Complaints & Resolution Officer role allows us to:

- prioritise complaint handling across all service areas to ensure consistency and compliance
- triage new complaints and prioritise them according to our residents' individual needs
- ensure the implementation of learning outcomes to improve service delivery and increase satisfaction.

We also prioritise effective cross-team collaboration to ensure a consistent approach to complaint handling, helping residents to feel valued, listened to and supported throughout the process. To support this, we will continue to:

- Promote behaviours that reflect our organisational values and build strong relationships with residents, based on trust, openness and transparency
- Support and develop colleagues through training and guidance, ensuring a consistent and positive complaints culture from induction onwards
- Maintain compliance with all relevant legislation, including the Housing Ombudsman Complaint Handling Code and the Regulator's Consumer Standards
- Encourage a working environment where colleagues feel confident to take ownership, learn from outcomes, and adapt to changes within the sector.

Over the past 12 months, we have implemented a range of improvements in response to complaint feedback:

- ✓ We have continued our staff training sessions, raising awareness of the role of the Housing Ombudsman Service and promoting the improvements we have made as a result of complaints.
- ✓ We have focused on the role effective communication plays in building trust and positive relationships with our residents. Communication was the focus of our colleague away day in October 2025, which received positive feedback from colleagues and attending Board members.
- ✓ We have reviewed our leaseholder management services. All relevant staff received leaseholder/service charge training on existing and proposed legislation throughout November and December 2025.
- ✓ We have worked closely with our Complaints Panel Members to share our progress and act on their scrutiny and feedback. This included continuing our service area 'deep dives' into our Finance and Asset functions. In addition, we have scrutinised how we monitor and manage anti-social behaviour. Our Panel recently instructed a review and deep dive into contractor conduct and standards, focusing on communication and behaviour when contractors are working in residents' homes.
- ✓ We have undertaken a business process review of our complaints service in collaboration with our Business Intelligence Team. This included mapping the complaints journey and implementing a service action plan to monitor and complete identified improvements, including administrative changes, benchmarking activity and additional follow-up with complainants once their complaint had been closed and all actions completed. This has helped us build stronger long-term relationships, improve communication and increase resident satisfaction.

Key Learning Themes and Service Improvements

Our complaint data has identified a number of recurring themes, which have informed targeted service improvements:

- ✓ **Responding to and prioritising our residents' individual needs when dealing with complaints:** We now triage complaints to prioritise contact and investigation within set timescales. To do this, we use the information stored on our housing management system, including contact preferences and reasonable adjustments. In addition, we use our initial contact with residents to ensure this information remains current and to identify any further matters they would like us to take into consideration.

- ✓ **Value for money:** Working alongside a new contractor, we have identified an approach to component repairs which allows us to repair rather than replace. We have predominantly used this service where there are small areas of damage to worktops and finishes. This new process not only saves money, but also reduces disruption for residents while works are carried out. Feedback from colleagues and residents has been extremely positive.
- ✓ **Communication:** We have improved communications with residents by reviewing and amending our rent and service charge letters and emails. In addition, we developed a much more user-friendly way to explain the impact of the 2025 53-week year, which had caused residents a great deal of confusion.
- ✓ **Contractor performance and communication:** Over the past 12 months, we have improved contractor performance and liaison with residents when arranging repairs and inspections to ensure a mutually convenient appointment can be made in the first instance. The key has been to take a joined-up approach, with both parties taking account of personal and operational priorities.
- ✓ **Improving the maintenance of communal areas:** A minority of residents leave abandoned items in communal areas, allowing them to deteriorate and look unsightly. To address this, we moved away from our previous blanket approach of writing to all tenants warning of a shared recharge, which often caused anger and annoyance. Instead, we now carry out additional investigations to ensure the perpetrator is identified and targeted in the first instance.
- ✓ **Resident engagement:** We have improved contractor processes to ensure communications with our residents are clear, timely and factual with relevant information being fed back promptly to ensure the smooth delivery of our stock condition surveys.
- ✓ **Training and embedding a positive complaints culture:** We have held training for key members of staff to consider the impact of language used in our correspondence with residents and how this can have an unnecessarily negative effect if not framed correctly. Consideration is now always given to how our message may be received before it is delivered.

During 2025, we began work on our Customer Central project, a new digital platform which supports the management of resident interactions across the organisation including management of complaints, improving communication, transparency, performance monitoring and, most importantly, the resident experience. These systems are scheduled to go live Autumn 2026.

Looking ahead to 2026/27, we will continue to strengthen our approach to complaint handling, use complaint insight to drive service improvement, and identify actions arising from complaint feedback alongside our quarterly Tenant Satisfaction Measures results. Our focus will remain on improving timeliness, strengthening early resolution, enhancing communication with residents, and ensuring that learning is embedded across all relevant service areas.

Identified Service Improvement	Planned Action	Measure of Success	Review/Timescale
Strengthen early resolution at Stage 1	Review complaint handling at Stage 1, reinforce early intervention, and use learning from escalated complaints to improve first-stage resolution	Evidence of reduced escalation to Stage 2, improved first-stage resolution, and better resident outcomes	Quarterly throughout 2026/27
Improve complaint response timeliness	Monitor response times more closely, identify delays earlier, and take corrective action where performance falls below target	Sustained compliance with Complaint Handling Code timescales at both Stage 1 and Stage 2	Quarterly throughout 2026/27
Embed learning across service areas	Continue to share complaint themes, outcomes and lessons learned with relevant managers and teams through in-person training. We will also publish learning more widely by developing a dedicated complaints area on our internal intranet	Evidence that complaint learning is shared, acted on and reflected in service delivery improvements, with progress monitored through service action plans and resident feedback.	Quarterly throughout 2026/27
Improve access, fairness and inclusivity through better demographic insight	Track and report complainant demographics to understand who is using the complaints process, identify any trends, barriers or gaps in engagement, and ensure services are delivered fairly, consistently and accessibly	Evidence that complainant demographic data is routinely reviewed and used to identify trends, barriers or gaps in engagement, with resulting actions informing fairer and more accessible complaint handling for all residents	Quarterly throughout 2026/27

Looking Ahead to 2026-2027

Identified Service Improvement	Planned Action	Measure of Success	Review/Timescale
Enhance the resident experience through a new and improved complaints management system	Implement and train all relevant staff on Customer Central and the complaints management system to improve communication, transparency and performance monitoring across the organisation	Improved visibility of complaint progress, consistent use of the system by staff, clearer performance monitoring and a more consistent resident experience.	System implementation in Autumn 2026, followed by ongoing monthly review
Maintain effective scrutiny and oversight of our complaints service	Continue to report complaint performance and learning to our Complaints Panel, encouraging challenge and scrutiny from members and addressing any training needs they identify to support effective oversight	Clear evidence of challenge, scrutiny and progress against identified actions, with feedback from the Complaints Panel used to strengthen complaint handling and service improvement	Quarterly throughout 2026/27
Carry out a deep dive into compliance with our updated "Remedies and Compensation Policy".	Continue to share complaint themes, outcomes and lessons learned with relevant managers and teams through in-person training. We will also publish learning more widely by developing a dedicated complaints area on our internal intranet	Evidence from the deep dive that remedies and compensation are being applied consistently, fairly and transparently, with any identified actions completed or monitored through the service improvement plan	October 2026

Examples of feedback we have received throughout 2025/26:

Heating Repairs - "You have thoroughly addressed our concerns. You have put my mind at rest regarding any potential problems with the boiler"

Grounds Maintenance - "Many thanks for listening, wishing you a great festive season"

Repairs and Maintenance - "I'm really pleased with the outcome and felt listened to and valued"

Repairs and Maintenance - "I'd like to accept your complaint response and compensation award, I'm reassured you've addressed all my concerns"

To learn further from our residents, we have carried out a full review of our Complaints Satisfaction Survey. This review was undertaken due to the low number of responses previously received. The survey is confidential and is sent to complainants following closure of their complaint. It asks detailed questions about our processes and their overall experience so that we can identify where further improvements can be made.

Any findings of non-compliance with the Complaint Handling Code

There have been **no findings of non-compliance** with the Complaint Handling Code from the Housing Ombudsman during the reporting period.

Housing Ombudsman's Annual Landlord Performance Report

The Housing Ombudsman promotes openness, transparency and learning across the sector through its published performance information and annual review reporting. Individual landlord performance information is published as part of the Ombudsman's reporting framework for landlords with 5 or more findings determined during the relevant reporting period. Eden Housing Association did not have a published landlord performance report for this reporting year.

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Contact from the Housing Ombudsman Service between April 2025 and March 2026

During the reporting period:

- No new cases were referred to the Housing Ombudsman
- No Ombudsman reports or determinations were issued

One case that was originally opened in January 2024 remained ongoing during the reporting period and was at the evidence-gathering stage as at 31 March 2026. No required landlord actions had been identified in relation to this case at that date.

Overall, this report demonstrates Eden Housing Association's continued commitment to effective complaint handling, learning from feedback and using complaint insight to improve services for residents. We will continue to monitor performance, strengthen early resolution, embed learning across the organisation and ensure that our approach remains aligned with the Housing Ombudsman's Complaint Handling Code and the wider expectations of the social housing regulatory framework.

This report will be published on the complaints section of Eden Housing Association's website alongside the annual self-assessment, complaints policy and governing body response, in line with the Housing Ombudsman's annual submission requirements.

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Ongoing Training and Development

As we are continuously looking to improve our services we ensure that our Complaints & Resolutions Officer and relevant staff attend training to maintain their Continuing Professional Development (CPD). We keep fully up to date with Housing Ombudsman published documentation, such as the Spotlight Reports which examine the issues found within case work themes and set out recommendations for improvements which we are always keen to learn from.

Key Learning Themes and Service Improvements

In March 2026, the Housing Ombudsman published 'Learning from Severe Maladministration', which reviews hazards by drawing out key issues from severe maladministration decisions.

The report identifies four themes that characterise cases involving hazards:

1. Culture and people
2. Process and policy
3. Systems and data
4. Governance and oversight

As a team, we've identified the following areas for improvement in our service delivery and have committed to implement the actions in response to the Spotlight report by October 2026:

- Refresher training for relevant staff, predominantly frontline and specialist repairs call handlers, to ensure they have the skills, knowledge and confidence to identify hazards over the phone.
- Annual online training for all staff across the business to ensure they understand what is classed as a hazard and how hazards should be managed.
- Practical training on how to identify hazards while working on our estates and in our properties.
- Improving clarity on our approach to managing lead found in decoration in some homes.

How to Complain

Providing excellent service to our residents is one of our main objectives. We aim to put residents' needs and aspirations at the heart of everything we do. We view complaints as a way of monitoring, maintaining and improving the level and quality of service we provide.

You can make a service request or complaint in a number of ways:

- Visit our offices at Blain House Penrith in person
- Ring us on 01768 861400
- Send us an email to enquiry@edenha.org.uk
- Write to us at Blain House, Bridge Lane, Penrith CA11 8QU
- Log into 'My Account' on our Tenant Portal

In addition, we will accept complaints from family members, local councillors or any other advocate acting in your best interests (provided you have authorised them to do so).

If you require assistance to use our service, we will do everything we can to assist, please don't hesitate to ask



Please direct any enquiries regarding the report to
enquiry@edenha.org.uk or 01768 861400



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