

Purpose of Report

This report provides the Board with an overview of the complaints recorded onto the LEAP Information system from 1st April 2025 to 31st March 2026 in line with the Housing Ombudsman's Complaint Handling Code.

LEAP continues to welcome all feedback from beneficiaries and stake holders, as it provides us with an opportunity to continually improve what we do and how we do it. LEAP's Compliment and Complaint Policy and Procedure has been reviewed and reflects a two stage complaints process, ensuring all complaints are investigated thoroughly and, if required, the findings reviewed. After this point, should a complainant remain dissatisfied with the outcome, the policy supports people to escalate their complaint further to the independent Housing Ombudsman.

The complaints process was formally relaunched during 2024, with a particular emphasis on:

- Early resolution
- Improved consistency in recording
- Enhanced support for complainants
- Staff development and training
- Embedding a learning culture

The report also provides information on the actions that are in place, and those due to commence, where areas for improvement have been identified as a result of complaints.

Regulatory Context

The Social Housing (Regulation) Act remains pivotal in shaping our accountability framework. These policies emphasise the importance of treating residents with respect, acting on their concerns, and offering a clear, accessible pathway for complaint resolution.

In line with the Transparency, Influence and Accountability Standard, we are committed to using feedback to influence decisions and improve services. The Housing Ombudsman's Complaint Handling Code also requires that:

- Residents are aware of how to complain
- Complaints are handled fairly and promptly
- Learning from complaints informs service improvements

During the reporting year, we delivered internal training using the Housing Ombudsman's online resources, ensuring that staff have access to consistent, high-quality guidance. This has been instrumental in embedding a more proactive

approach to complaint resolution and in developing a culture of service curiosity and ownership.

Summary of Complaints

For the 12-month reporting period, ten complaints were formally recorded and investigated via the LEAP Information System. These were:

- 5 complaints related to Anti-Social Behaviour (ASB)
- 1 complaint concerning a repairs issue
- 1 regarding property
- 3 confidential complaints re staff, one of which was later dropped

No complaints were refused, and all were addressed within the scope of our internal policy.

We have worked to encourage feedback over the past 12 months and this may reflect on the increase in complaints over the year. Our ongoing work seeks to promote a culture where raising concerns is encouraged, safe, and well supported. There have also been 101 service requests logged and responded to during the 2025-26 reporting year.

Categories and Themes

1. Anti-Social Behaviour (ASB)

Five complaints related to disruptive or distressing behaviour by other residents. Four were reported by LEAP residents and one neighbour. These included:

- Loud music and shouting, particularly at unsociable hours
- Tenant suspected of being under the influence of substances
- Intimidating behaviour
- Visitor issues

ASB remains a priority area for ongoing attention due to its impact on resident wellbeing and tenancy sustainment and the impact on the local community. The complaints were handled promptly and resulted in direct interventions by staff, with a clear plan for follow-up.

2. Repairs and Maintenance

One complaint regarded heating not being on enough. Heating was working to the times and temperatures set across all LEAP properties.

A second complaint was regarding a leak in a roof which was temporarily fixed within 24hours and a full roof replacement then carried out.

3. Three were confidential complaints in relation to staff which were thoroughly investigated.

The complaints received highlighted opportunities to improve communication around timeframes, follow-ups, and managing resident expectations.

Status and Outcomes of Complaints

All ten complaints were fully investigated and closed with an approved status. The revised process introduced in 2024 ensures that:

- Complaints are acknowledged promptly
- Investigations follow clear and consistent steps
- Complainants receive a written response outlining findings and any actions taken

In each case, the complainant was informed of their right to escalate to Stage 2 or to the Housing Ombudsman if dissatisfied. No cases were escalated during this period.

We acknowledge the need for further improvements in tracking complaint outcomes, such as measuring satisfaction with the response and tracking recurring themes over time.

Improvements and Learning

Work Already Completed:

- Complaints Procedure Relunched: Designed to simplify the process, promote early resolution, and encourage consistent recording across services.
- Staff Training: Delivered via Housing Ombudsman's e-learning tools and supported by internal sessions to reinforce key messages.
- Beneficiary Engagement: Improved access to complaints information in communal spaces and handbooks.
- Service requests logged and responded to when a request made for a service or repair.

Planned Actions:

- Monthly Complaints Dashboard: To improve management oversight, identify trends, and monitor resolution times.
- Improved Compliment and Feedback Recording: Current systems do not reliably capture positive feedback, which limits our ability to understand what is working well. We are developing a consistent method to log, review, and share compliments and informal feedback.
- Service User Voice: We will work with the service user participation team to ensure residents are actively involved in shaping complaint processes and contributing to service reviews.

Inclusions, Omissions and Limitations

The report is based on complaints logged through the LEAP Information System. It does not include:

- Informal concerns resolved immediately by frontline staff
- Verbal expressions of dissatisfaction not escalated
- Compliments and informal feedback

We recognise that these limitations may underrepresent the full picture of resident feedback. As a result, the 2026-27 reporting cycle will focus on building systems to capture a broader range of feedback, enabling a more comprehensive review of service quality.

Conclusion

This year's data, while limited in volume, has highlighted:

- Continued challenges with ASB in communal living environments
- The importance of timely, clear communication around repairs
- Positive progress in how we train staff and respond to complaints

Our improved processes and training have laid the foundation for a more responsive complaints culture and as a result we have seen an increase in complaints recorded and formally responded to.

The Board should expect to see a stabilised level of recorded complaints next year as accessibility improves and feedback channels widen as well as an increase in service requests as staff are more familiar at identifying and recording these. This is welcomed as part of a maturing system of accountability.

Board response to this report

As the Board's Named Member for Complaints, I welcome the report and the opportunity to comment on LEAP's complaint handling performance during the reporting period from **1 April 2025 to 31 March 2026**.

I commend the team for their continued commitment to upholding the principles of the Housing Ombudsman's Complaint Handling Code, particularly in relation to accessibility, fairness, transparency, and organisational learning. The ongoing embedding of the relaunched complaints procedure, supported by staff training and improved recording practices, represents positive progress in strengthening our approach to complaint handling.

It is encouraging to note that all complaints received during the year were appropriately investigated and resolved within policy expectations, with no cases escalated to Stage 2 or referred to the Housing Ombudsman. This reflects a growing confidence in the system and the effectiveness of early resolution approaches. The report highlights important areas for learning, particularly in relation to communication with residents, the handling of anti-social behaviour, and managing expectations around repairs and maintenance. These insights are valuable and demonstrate a mature approach to using complaints as a driver for service improvement.

I welcome the planned actions outlined in the report, including:

- The introduction of a monthly complaints dashboard to strengthen oversight and trend analysis
- Improvements in capturing compliments and informal feedback to provide a more balanced view of service performance
- Increased involvement of service users in shaping complaint processes and influencing service delivery

These initiatives will further support LEAP in meeting regulatory expectations while ensuring that resident voice remains central to service development.

I look forward to reviewing progress in the next reporting cycle, particularly in relation to enhanced feedback mechanisms, improved data capture, and the continued development of a responsive and accountable complaints culture.