



Annual Complaint Performance & Service Improvement

Nehemiah Housing Association
April 2025 – March 2026

About this Report

This report provides an overview of Nehemiah Housing's complaint handling performance during the last financial year. It also highlights the improvements we have made as a result of learning from complaints.

Our purpose is to improve the lives of our tenants by providing safe, affordable homes and supporting strong communities.

Complaints play an important role in this by helping us identify issues, learn from tenants' experiences, and resolve concerns fairly and reasonably.

This report outlines:

- The Board and the member responsible for complaints governance
- An executive summary of key findings
- Complaint handling performance summary and detailed analysis
- The main drivers of complaints received
- Tenant satisfaction with our approach to handling complaints
- The learning embedded from complaints over the past year
- Our service improvement plan for the coming financial year

Board and member responsible for complaints response to the report

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As Chair of the Board, I am pleased to present Nehemiah Housing Association's Annual Complaint Performance and Service Improvement Report.

The Board recognises that complaints provide an essential insight into the lived experience of our tenants and play a critical role in strengthening the services we deliver. We are committed to ensuring that complaints are handled fairly, transparently, and in line with the Housing Ombudsman's Complaint Handling Code, and that learning from complaints is used to drive continuous improvement across the organisation.

During the year, we have seen an increase in the number of complaints received. The Board is satisfied that this reflects improved awareness, confidence, and reporting, rather than a decline in service standards. Importantly, performance in complaint handling remains strong, with high levels of early resolution, improved response times, and compliance with Ombudsman timescales.

The Board receives regular assurance on complaint performance, escalation rates, Ombudsman activity, and tenants satisfaction. A designated Board member leads on complaints governance, providing challenge and oversight, and ensuring that learning is embedded and service improvements are delivered.

I would like to thank tenants who have taken the time to raise concerns and provide feedback. Their voices have directly informed the service improvements outlined in this report. The Board remains fully committed to listening to residents, learning from complaints, and delivering safe, reliable, and respectful services for all.

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Executive Summary

Rising Demand, Better Reporting

Complaints increased (77 vs 37), driven by improved awareness, stronger logging, and higher service demand — **not service failure**.

Strong Performance

87% resolved at Stage 1; response times improved and **all Stage 2 cases met Ombudsman timescales**.

Key Learning Areas

Communication, contractor performance, repairs escalation, ASB handling, and consistent compensation outcomes.

Improvement Focus 2025/26

Embed learning, strengthen oversight, improve resident communication, and use complaints to drive **continuous service improvement**.

Housing Ombudsman Activity

7 cases raised; 3 determined and closed; 4 awaiting Ombudsman decisions.

Annual Assessment

All landlords are required to conduct an annual assessment against the Housing Ombudsman Complaint Handling Code to understand their position against the code's expectations.

Nehemiah Housing completed the assessment in **May 2026** and pledged to continuously refer to the code in the design of any complaint service improvements.

Complaint Handling Performance Summary

77 Stage One complaints

10 Stage Two complaints (15% escalation)

- 94% Stage One responded to within 10 days timescales (remaining 6% responded within 10-day extension)
- 80% Stage Two responded to within 20-day timescales (remaining 20, 2 complaint, responded with **12**-day extension)

We did not refuse to accept any complaints at either stage

Reason for Increase

During the **2025/26 financial year**, Nehemiah received a **significant increase in complaints** compared to 2024/25. This reflects a combination of:

- Increased tenant awareness and confidence in raising complaints
- Improved complaint capture under the Housing Ombudsman Complaint Handling Code
- Higher service demand, particularly in Repairs & Maintenance and Customer Service

Complaint Handling Performance Details

Stage 1 : 37 (2024/2025)

Stage 2: 7 (2024/2025)

Stage 1: 77 (2025/2026)

Stage 2: 10 (2025/2026)

Housing Ombudsman Activity

Cases 2024/2025

2 Cases

- 2 Investigations
- 0 Determinations

Cases 2025/2026

7 Cases Raised

- 3 Cases Closed
- Determinations issued for all 3 closed cases
- 4 Cases Awaiting Ombudsman Decisions

Top Drivers of Complaints Stage 1



CATEGORY	2024/25	2025/26
Repairs & Maintenance	26	34
Customer Service / Staff	11	28
Grounds Maintenance	0	9
Disrepair Cases	0	4
Right to Acquire	0	1
ASB / Account Management	0	1
Total	37	77

Top Drivers of Complaints Stage 2



CATEGORY	2024/25	2025/26
Repairs & Maintenance	1	1
Customer Service / Staff	4	7
Tenant Rent & Services	1	0
Grounds Maintenance	0	2
Total	6	10

Satisfaction with our Approach to Handling Complaint

Tenant Satisfaction Measures (TSM) Survey – Complaint Handling

M·E·L Research were commissioned to carry out an independent tenant satisfaction survey to understand how residents feel about the services we provide, including our approach to handling complaints.

2025/26 marked the sixth consecutive year of M·E·L delivering a tracker survey for Nehemiah. While the survey has historically followed HouseMark STAR guidance, it has been updated in line with the Tenant Satisfaction Measures (TSM) introduced by the Regulator of Social Housing in November 2022.

Fieldwork took place across three survey waves in July 2025, November 2025 and March 2026. Surveys were conducted using a mixed-method approach:

- * Wave 1: 100% telephone
- * Wave 2: 100% telephone
- * Wave 3: 65% telephone and 35% email

Results from all three waves were combined for analysis. In total, **51 tenants responded** to the complaint handling question. This represents a ****40% reduction in response volume**** compared with the previous year, reflecting lower overall participation rather than dissatisfaction.

****47% of respondents reported satisfaction**** with how their complaint was handled, an improvement from ****41% in 2024/25****. This result is ****above the HouseMark median****, benchmarked against ****118 Housing Associations and 103 Local Authorities****, and demonstrates continued progress in residents’ perceptions of our complaint handling approach.

Measure	Lower quartile	Median	Upper quartile	Our score
TP09: Satisfaction with the landlord’s approach to handling complaints	29.6%	35.0%	42.8%	47%

Complaints & Ombudsman

Introduction

Complaints and Ombudsman feedback help us understand where tenants' experiences can be improved and where services need stronger oversight. This section summarises the key themes we heard, and the changes we have already made in response.

In This Section, We Focus On

- Keeping tenants better informed
- Getting repairs right the first time
- Improving contractor behaviour and standards
- Handling complaints fairly and on time
- Being clear and fair about compensation

Our Commitment

We record learning, act on it, and follow up to make sure improvements are embedded and lead to better outcomes for tenants.

Learning from Complaints & Ombudsman Cases

1. Keeping Tenants Better Informed

What Tenants told us:

Not knowing what was happening sometimes caused worry, and some tenants felt they had to contact us repeatedly for information. We have used this feedback to improve how and when we communicate.

What we changed

- We give clearer and more regular updates about repairs and complaints.
- We record how each tenant prefers to be contacted.
- We have improved how we monitor emails so messages are not missed.
- Our complaint responses now explain decisions more clearly.

Learning from Complaints & Ombudsman Cases

2. Getting Repairs Right the First Time

What Tenants told us

Tenants said that repairs sometimes took too long or had to be repeated. Some tenants also felt that contractors did not always clearly explain what work was being done in their homes.

What we changed

- We introduced checks after repairs to make sure work is done properly.
- Contractors are expected to fix issues first time where possible.
- Contractors must explain the work before starting.
- We keep a closer eye on repairs that take longer than expected.

Learning from Complaints & Ombudsman Cases

3. Improving Contractor Behaviour and Standards

What tenants told us

Some tenants said that contractors did not always communicate clearly or behaved in a way that did not meet expectations. Tenants also told us they wanted us to take action when problems occurred.

What we changed

- We reviewed contractor performance more closely.
- Clear rules were introduced about how contractors treat tenants and their homes.
- We take action sooner when contractor standards are not met.

Learning from Complaints & Ombudsman Cases

4. Handling Complaints Fairly and on Time

What tenants told us

Delays in responding sometimes led to complaints being escalated. Some tenants also felt that their concerns were not always fully addressed.

What we changed

- We improved how we track complaint deadlines.
- Complaint responses now focus more on outcomes and learning.
- We make sure lessons from complaints are recorded and followed up.
- Ombudsman guidance is used to improve staff training.

Learning from Complaints & Ombudsman Cases

5. Being Clear and Fair About Compensation

What Tenants told us:

That compensation decisions were not always clear, and some were unsure why compensation had been offered or refused. There were also concerns about consistency in decision-making.

What we changed

- Staff received refresher training on our Compensation Policy.
- Compensation policy has also been revised to given more clarity
- Compensation decisions are now more consistent.
- We clearly explain how compensation amounts are worked out.

Service Improvement Plan

We have a service improvement plan that will provide us with insights into complaints management and performance, enabling us to identify areas for improvement and stay on track.

Our service improvement plan is monitored, and we report on it quarterly to the Operations Committee and the tenants' Complaint Lead. This is what we are focusing on in 2026/2027.

1. Keep Residents Better Informed

What this means for you

- You will know what is happening and when.

What we will do

- Provide clearer updates about repairs, complaints and ASB cases.
- Contact you using your preferred method (phone, letter or email).
- Let you know if something is delayed and explain why.
- Make sure emails and letters are monitored daily so nothing is missed.

Service Improvement Plan

2. Improve the Quality and Speed of Repairs

What this means for you

- Fewer repeat visits and quicker fixes.

What we will do

- Focus on getting repairs right first time.
- Carry out checks after repairs to make sure work is completed properly.
- Keep a closer eye on long-running and repeat repairs.
- Ask contractors to clearly explain the work before they start.

Service Improvement Plan

3. Raise Contractor Standards

What this means for you

- Contractors treat you and your home with respect.

What we will do

- Monitor contractor performance more closely.
- Take quicker action if standards are not met.
- Reinforce clear rules about behaviour, communication and care in your home.
- Hold regular performance meetings with contractors.

Service Improvement Plan

4. Improve How We Handle Complaints

What this means for you

- Your complaint is taken seriously and handled fairly.

What we will do

- Respond to complaints within agreed timescales.
- Provide clear, honest explanations in responses.
- Make sure learning from complaints leads to real service improvements.
- Continue staff training using Housing Ombudsman guidance.

Service Improvement Plan

5. Be Clear and Fair About Compensation

What this means for you

- You understand compensation decisions.

What we will do

- Apply our Compensation Policy consistently.
- Clearly explain how compensation amounts are worked out.
- Review compensation decisions to make sure they are fair and timely.

Service Improvement Plan

6. Use Feedback to Improve Services

What this means for you

- Your feedback leads to change.

What we will do

- Regularly review complaint trends and tenant feedback.
- Use learning from Ombudsman reports to improve services.
- Share improvements with tenant so you can see what has changed.

Next Steps

- Ongoing monitoring and reporting
- Quarterly updates to Operations Committee
- Continued engagement with tenants
- Embedding learning across the organisation
- Monitor the 4 outstanding Ombudsman cases until decisions are issued