

Complaints Survey

Q3 Results

2025-26

Research & Influence

Background

This report shows a quarterly picture of results from the monthly complaints satisfaction survey.

The survey population is comprised of residents (or their advocates) who have made a complaint in a given month, and their complaint has been responded to and dealt with (closed). Those who feel their complaint is still open, or are in the process of escalating to a Stage Two are excluded from results.

For the purposes of this report, 'residents' will refer to both residents and advocates.

This report discusses responses from residents who made a complaint during the [October - December 2025](#) period.

Please note, that all results in this report should be interpreted with care, and are only indicative, due to the small base (response) sizes throughout.

The results discussed in this report should not be confused with the annual results of the National Residents' Survey, which includes a TSM (Tenant Satisfaction Measure) around complaints handling.

The overall **TSM satisfaction score** for complaints handling from the latest (2025-26) Residents' Survey is **64%**.

Survey objectives

The complaints satisfaction survey is an opportunity for Housing 21 to capture data about:

- Overall satisfaction with Housing 21's approach to handling complaints
- Satisfaction with aspects such as:
 - Communication throughout the process
 - The outcome of the complaint
 - Process was neutral (unbiased)
 - Tone of voice and empathy
 - Taking vulnerabilities into account
- Lessons to be learned, and suggested improvements

Overview



Survey design

A short Snap Survey, completed online via a URL link.



Approach

Residents were contacted to take part via email (preferred), or by telephone appointment.

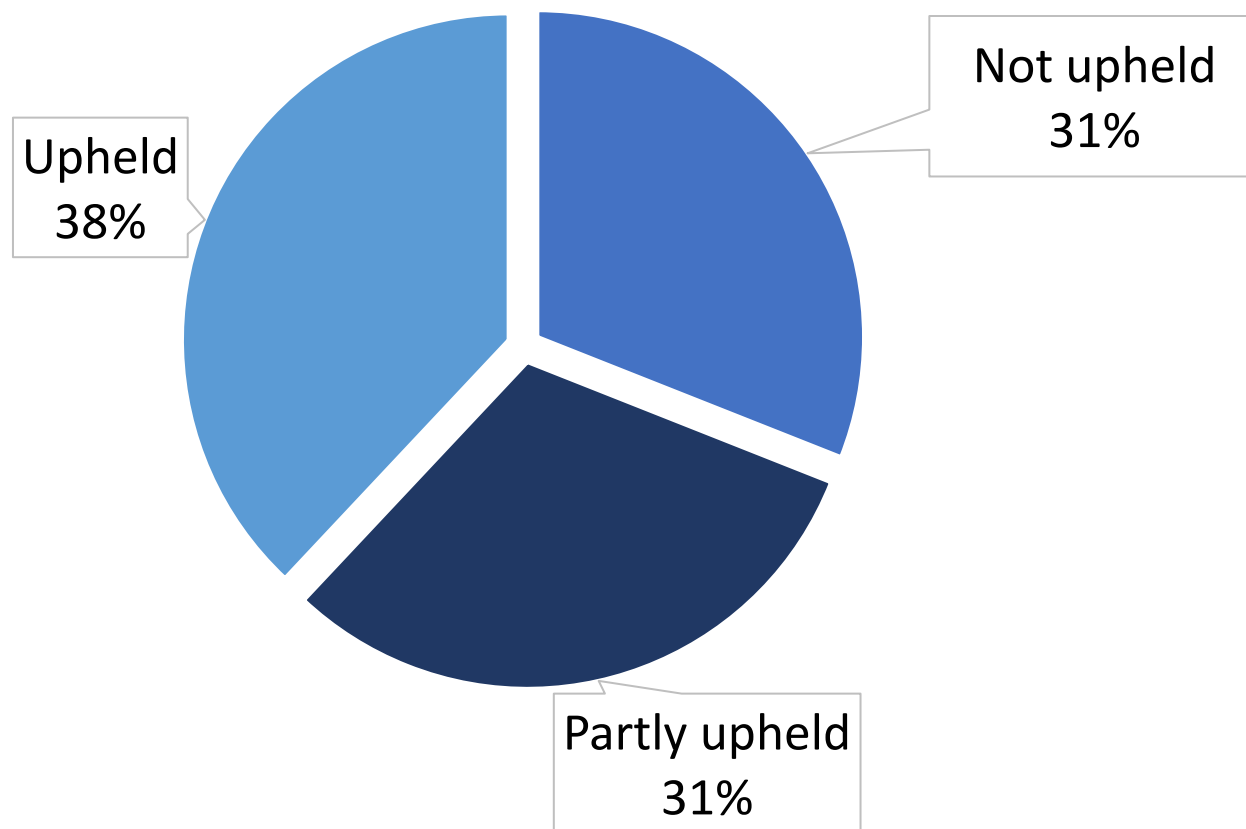


Responses

Across Q3, 50 residents (or advocates) with closed complaints were contacted to participate in the survey. 16 completed the survey, giving a 32% response rate.

Outcome description of complaints

As recorded in ERICA

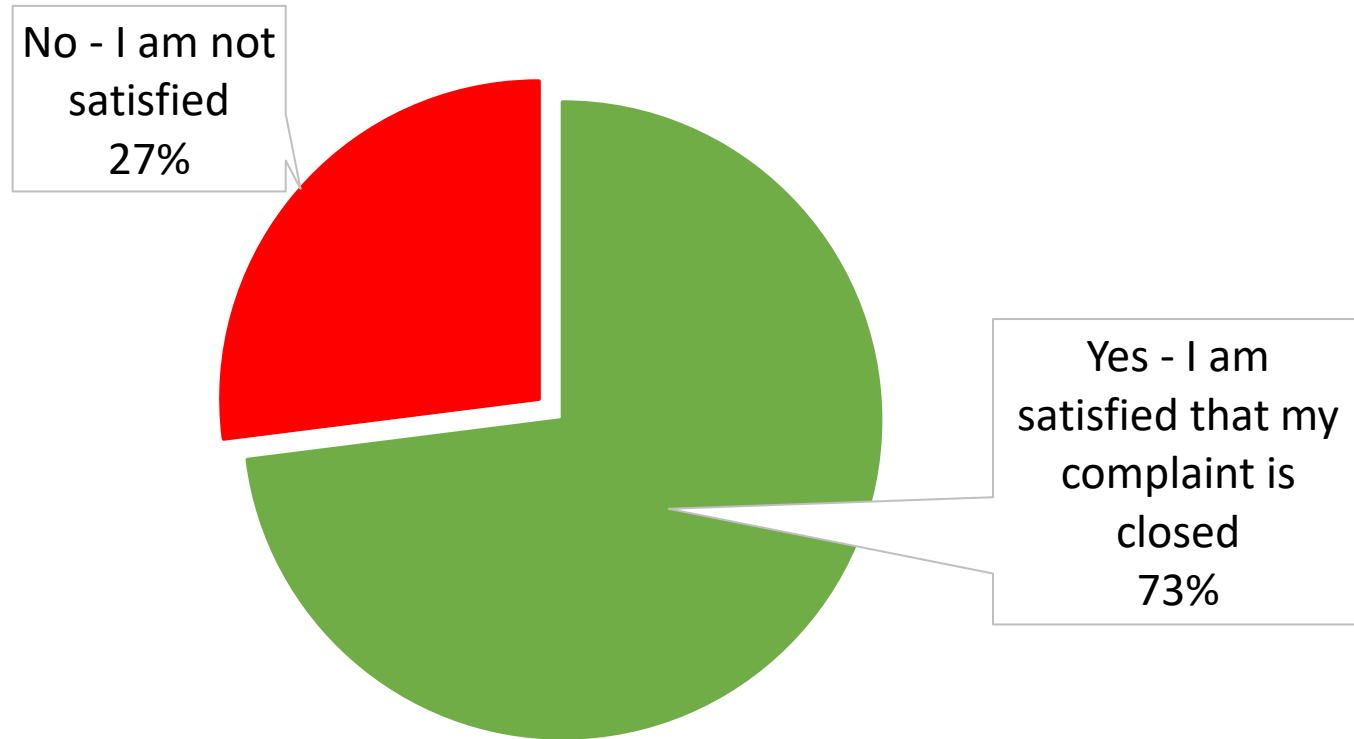


The outcome description of respondents' complaints is shown to provide further context to the results of the survey.

38% of respondents' complaints were upheld, 31% were partly upheld, and a further 31% were not upheld.

Satisfaction with 'closed' status

Is your complaint closed? Yes. Are you satisfied with this?



Residents contacted to complete the survey were asked a) if their complaint was closed, and b) if they were satisfied with this fact.

Those who expressed their complaint was still open have been excluded from the findings of this report.

Of those who felt their complaint was closed, 73% were satisfied with this fact.

Summary of Q3 results - Satisfaction



56%

Overall approach



31%

Process was neutral
(unbiased)



63%

We kept in touch throughout



44%

Quality of response letter



56%

We were empathetic in our
approach



63%

Our response had the right tone



38%

Outcome of complaint



56%

We took your complaint
seriously

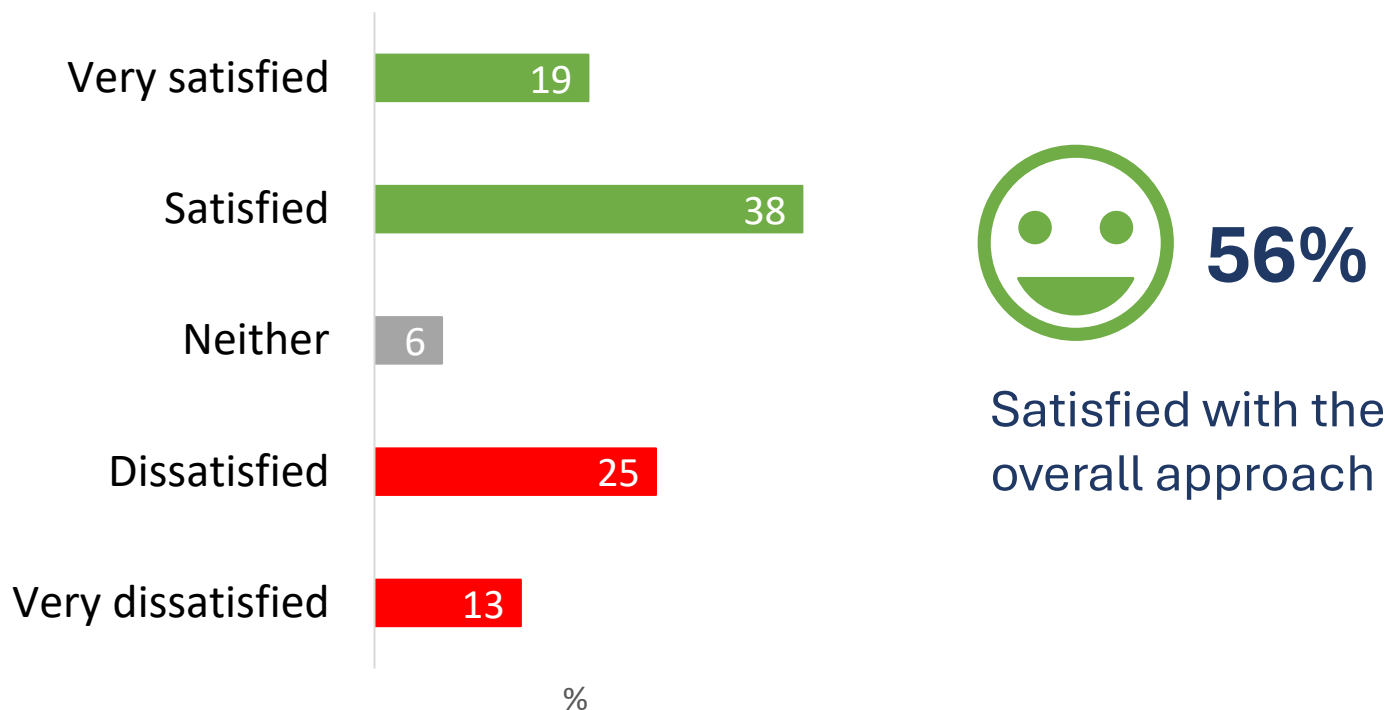


33%

We took into account any
vulnerabilities

Overall approach

How satisfied or dissatisfied were you with the following? Housing 21's overall approach to handling your complaint?



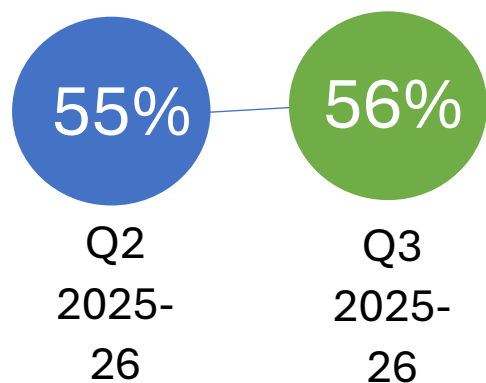
Satisfaction with the overall handling of complaints is 56%.

This score is 8% lower than the overall TSM satisfaction score for complaints handling from the 2025-26 Residents' Survey (64%).

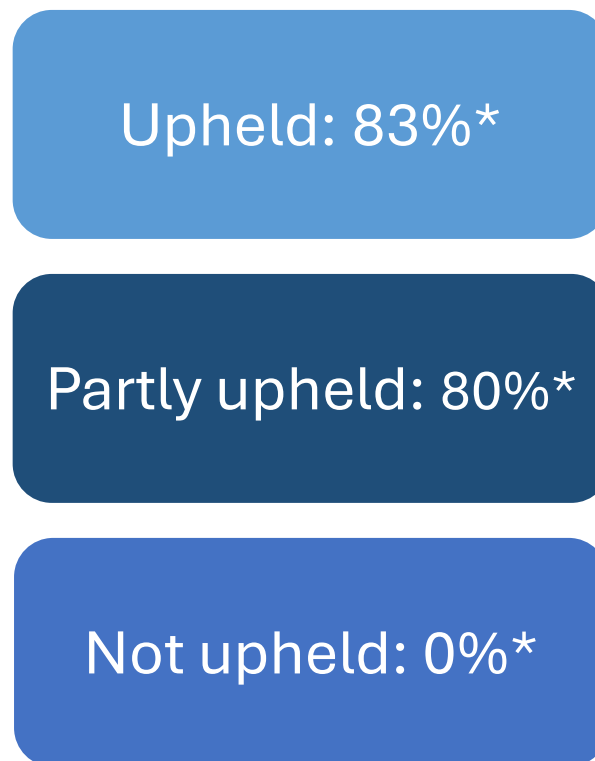
Overall approach - Continued

How satisfied or dissatisfied were you with the following? Housing 21's overall approach to handling your complaint?

Satisfaction by Quarter



Satisfaction by complaint outcome



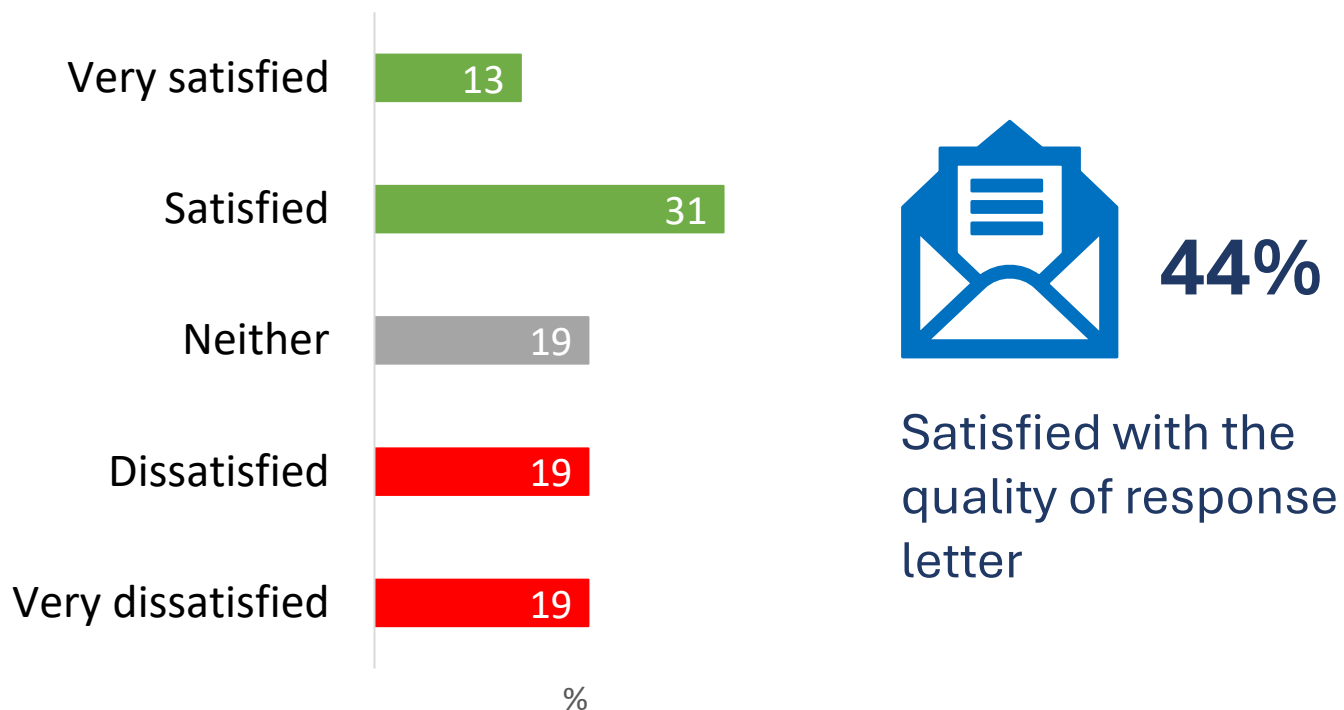
Overall satisfaction has increased by 1% since Q2 of 2025-26.

Looking at satisfaction by the outcome of each respondents' complaint, we can see that 83% of those with an 'upheld' status, 80% of those with a 'partly upheld' status, and 0% of those with a 'not upheld' status are satisfied with Housing 21's overall approach to handling their complaint.

Please note the low base sizes per outcome type limit the representativeness of these figures.

Quality of response letter

How satisfied or dissatisfied were you with the following? (The quality of our response letter to you)

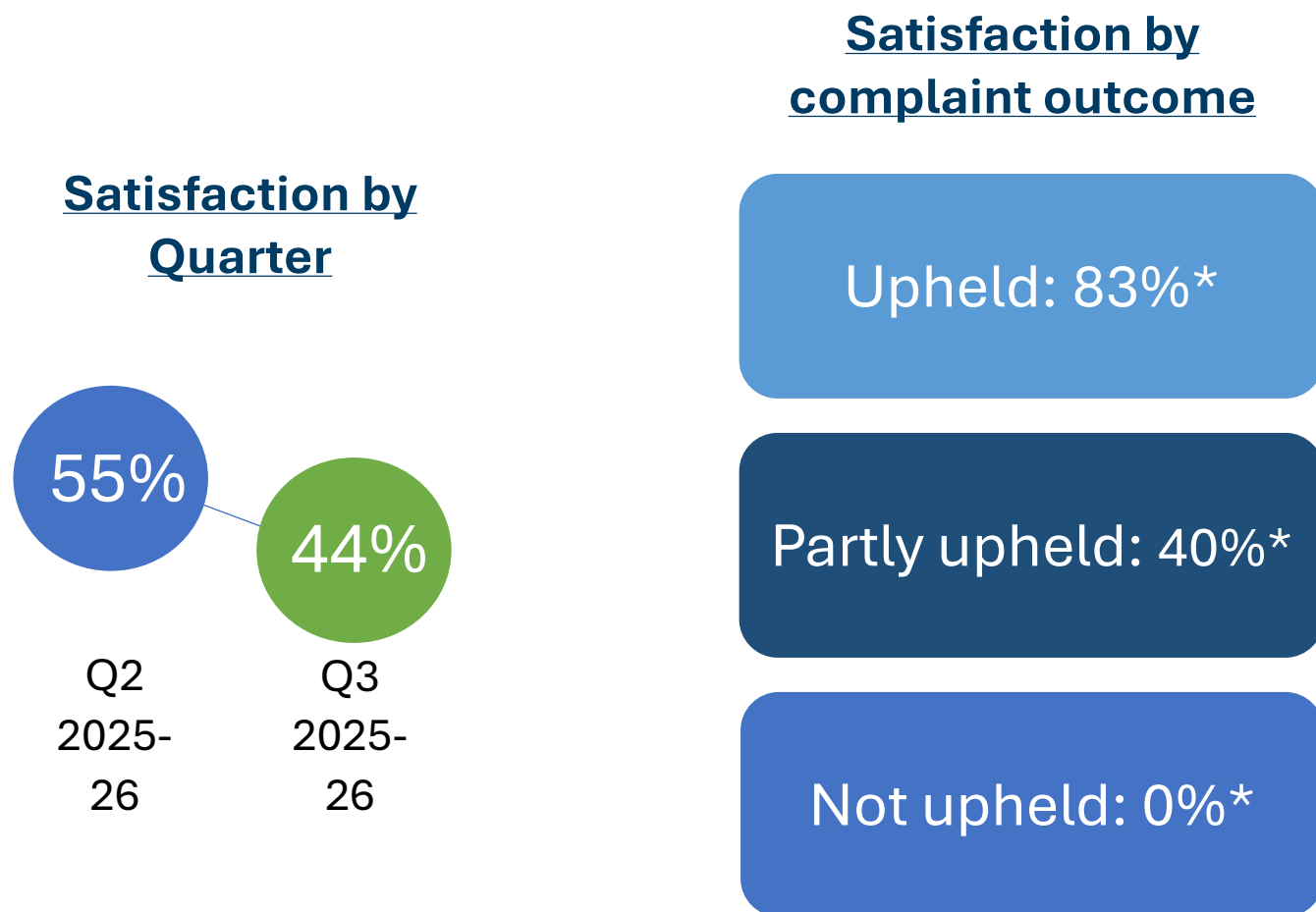


Under half of residents (or their advocates) were 'satisfied' or 'very satisfied' with the quality of Housing 21's response letter to them regarding their complaint (44%).

38% of residents showed dissatisfaction with the quality of Housing 21's response letter, with 19% giving a neutral response.

Quality of response letter - Continued

How satisfied or dissatisfied were you with the following? (The quality of our response letter to you)

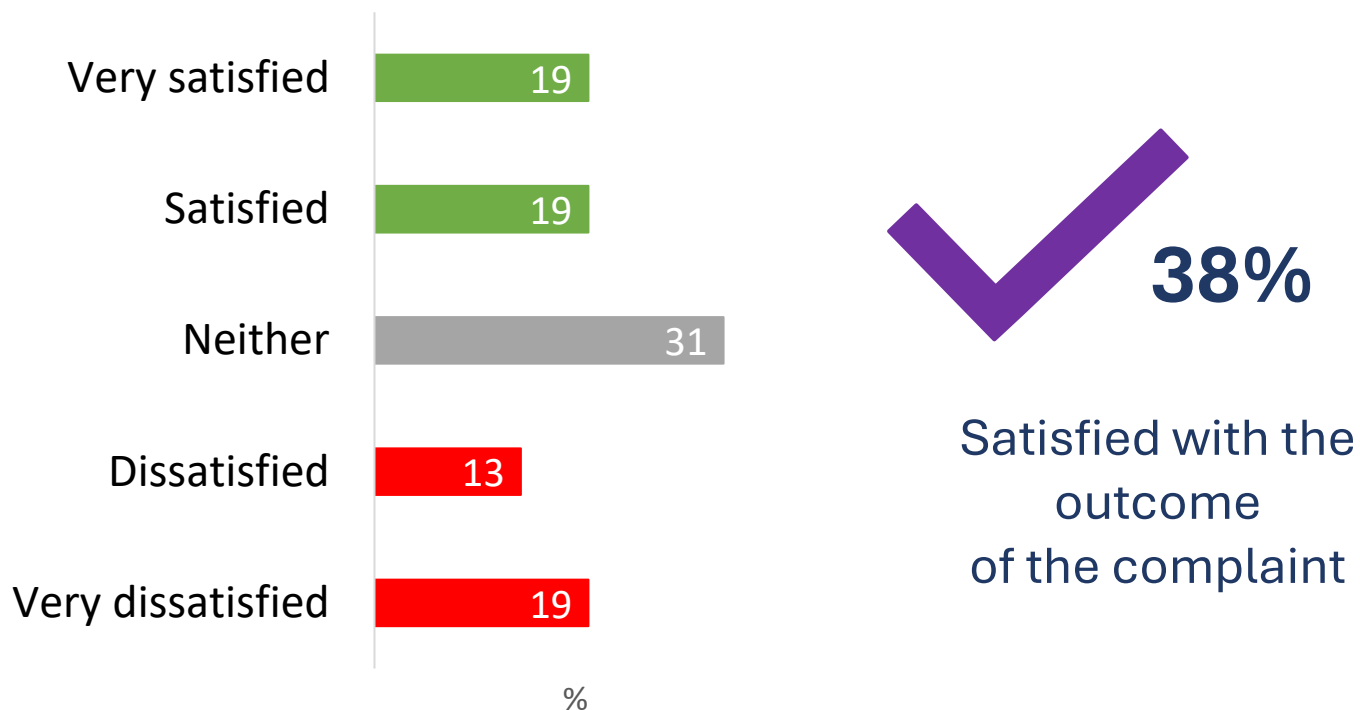


There has been an 11% decrease in satisfaction with the quality of response letter since Q2 of 2025-26.

Looking at satisfaction by the outcome of each respondents' complaint, we can see that 83% of those with an 'upheld' status, 40% of those with a 'partly upheld' status, and 0% of those with a 'not upheld' status are satisfied with the quality of response letter.

Outcome

How satisfied or dissatisfied were you with the following? (The outcome of your complaint)



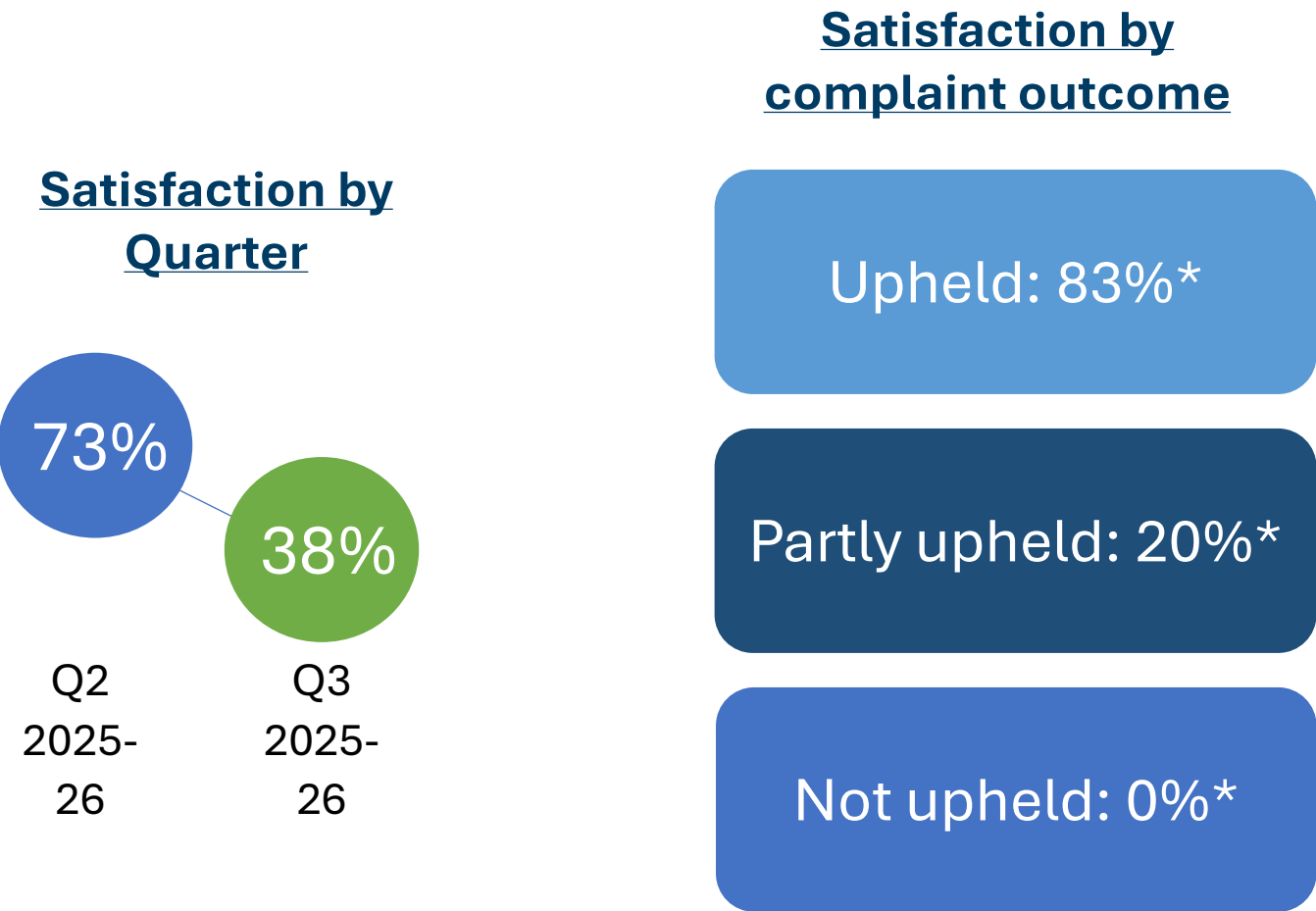
38% of residents showed satisfaction with the outcome of their complaint.

31% expressed dissatisfaction with the outcome of their complaint.

The dissatisfaction shown may be attributed to outcome type, as those with 'not upheld' complaints represent four out of the five dissatisfied responses.

Outcome - Continued

How satisfied or dissatisfied were you with the following? (The outcome of your complaint)

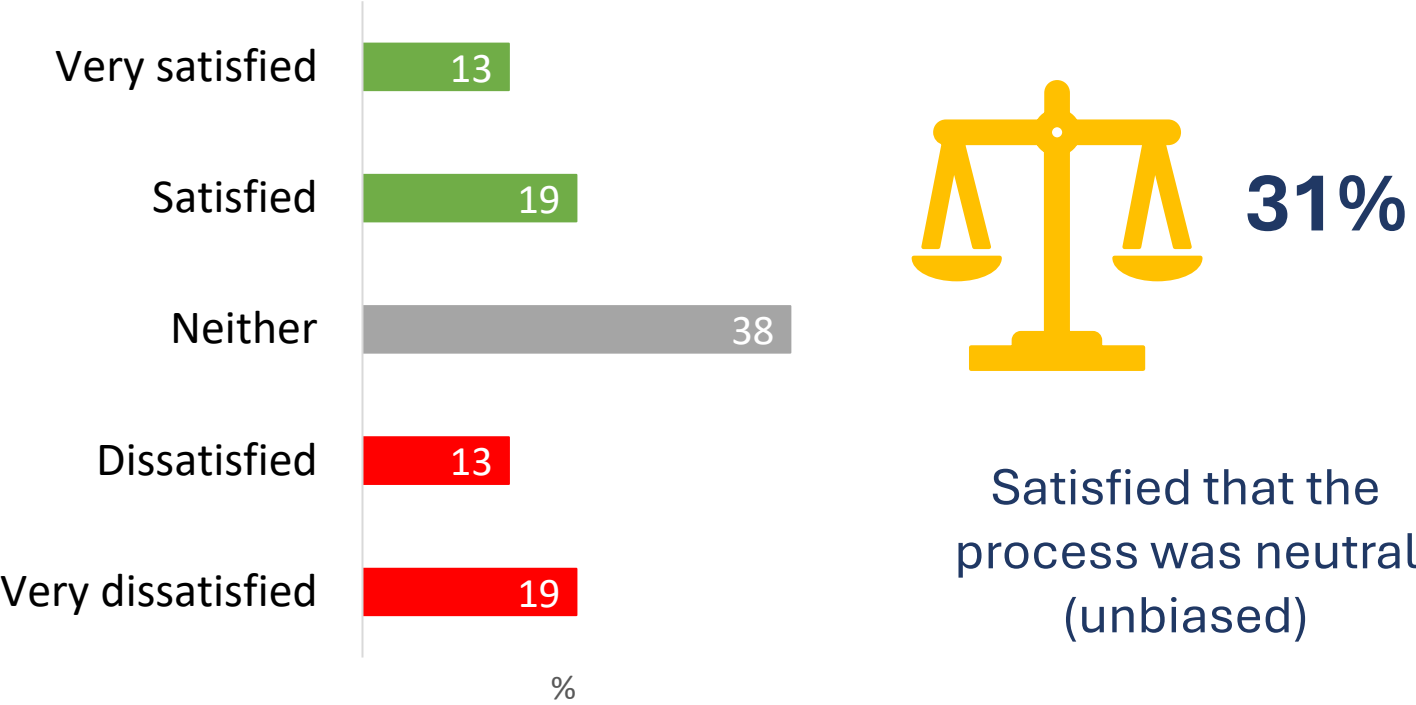


There has been a 35% decrease in satisfaction with the outcome of complaints since Q2 of 2025-26.

Looking at satisfaction by the outcome status of each respondents' complaint, we can see that 83% of those with an 'upheld' status are satisfied with the outcome of their complaint, compared to 20% of those with a 'partly upheld' status, and 0% of those with a 'not upheld' status.

Process was neutral

How satisfied or dissatisfied were you that... (The process was neutral (unbiased))



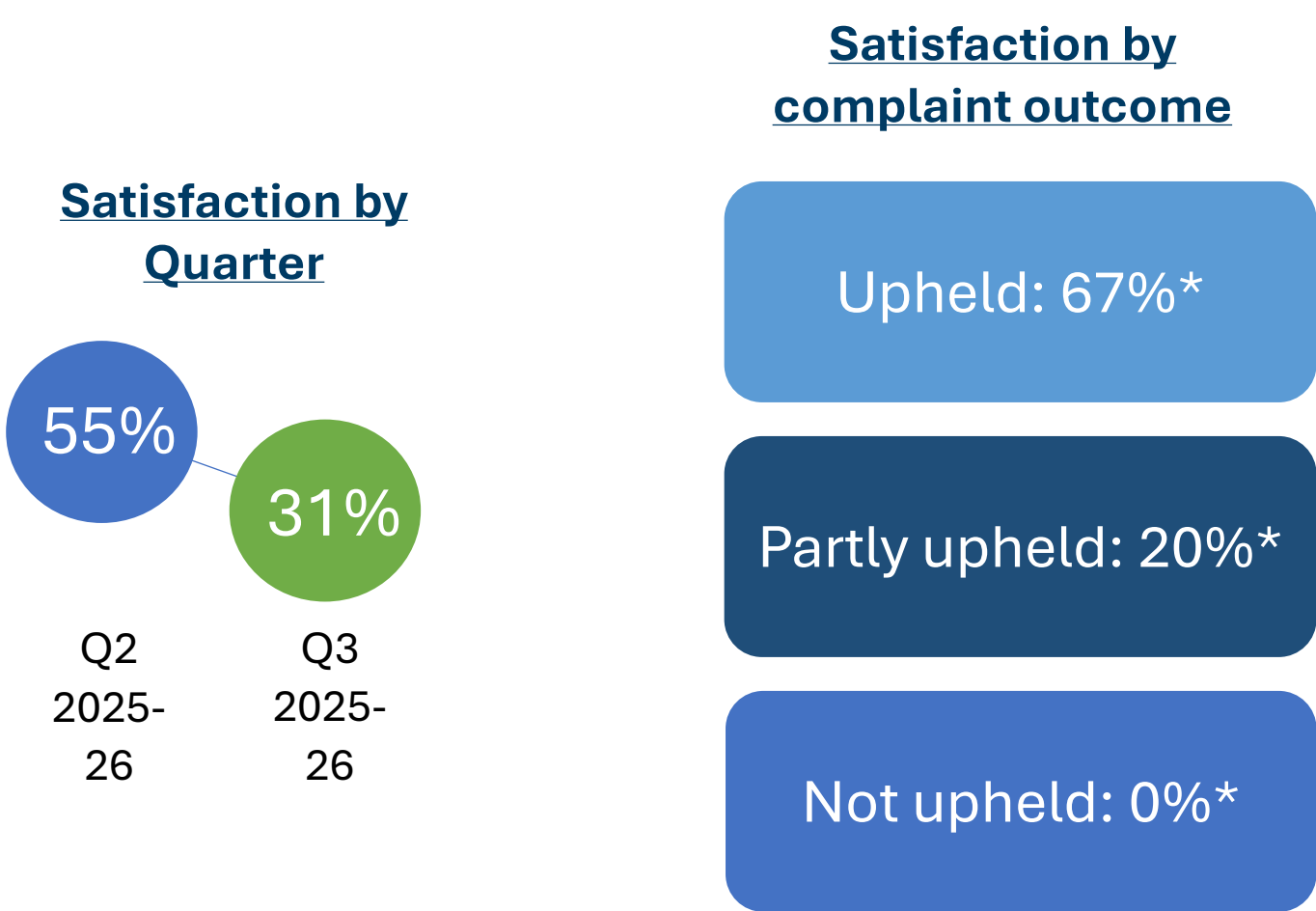
31% of residents (or their advocates) were 'satisfied' or 'very satisfied' that the process was neutral.

An equal percentage (31%) showed dissatisfaction, with 38% 'neither satisfied nor dissatisfied'.

All the dissatisfied responses for this statement relate to complaints which were 'not upheld'.

Process was neutral - Continued

How satisfied or dissatisfied were you that... (The process was neutral (unbiased))

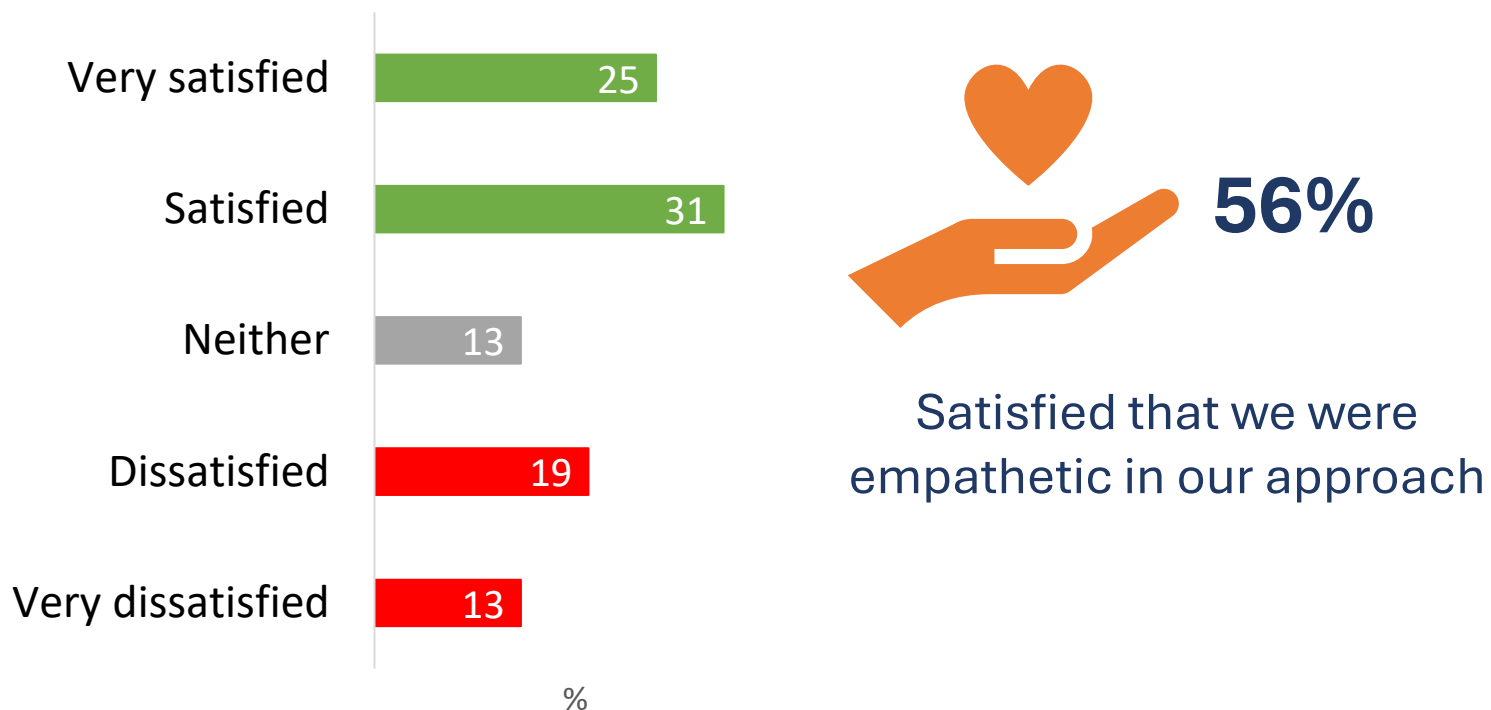


There has been a 24% decrease in satisfaction regarding the complaints process being neutral since Q2 of 2025-26.

Looking at satisfaction by the outcome of each respondents' complaint, we can see 67% of those with an 'upheld' status are satisfied that the process was neutral, in comparison to 20% of those with a 'partly upheld' status, and 0% of those with a 'not upheld' status.

Empathetic in approach

How satisfied or dissatisfied were you that... (We were empathetic in our approach to handling your complaint)

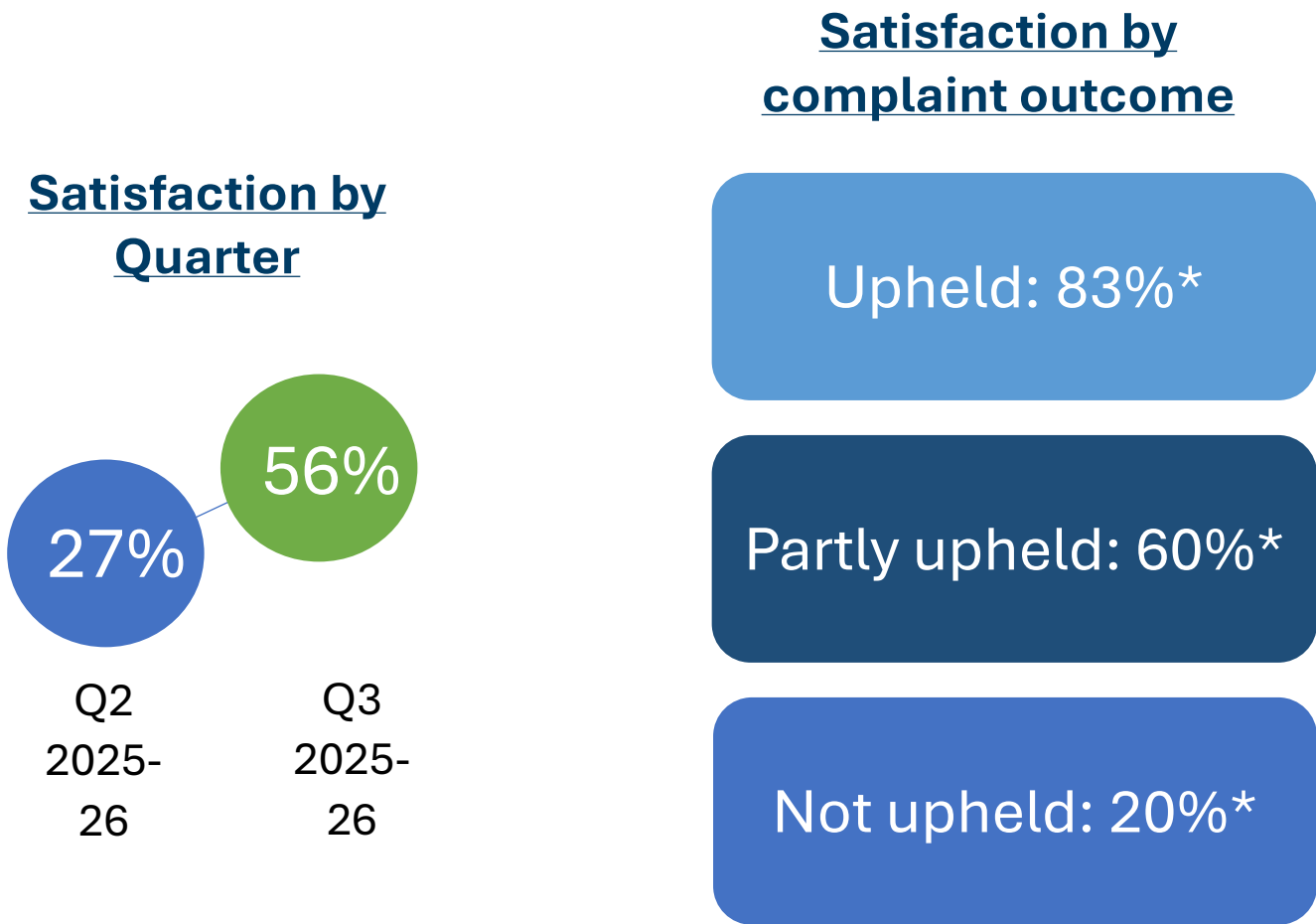


56% were satisfied that Housing 21 was empathetic in our approach to handling their complaint.

13% of respondents were neither satisfied nor dissatisfied and 31% showed dissatisfaction

Empathetic in approach - Continued

How satisfied or dissatisfied were you that... (We were empathetic in our approach to handling your complaint)

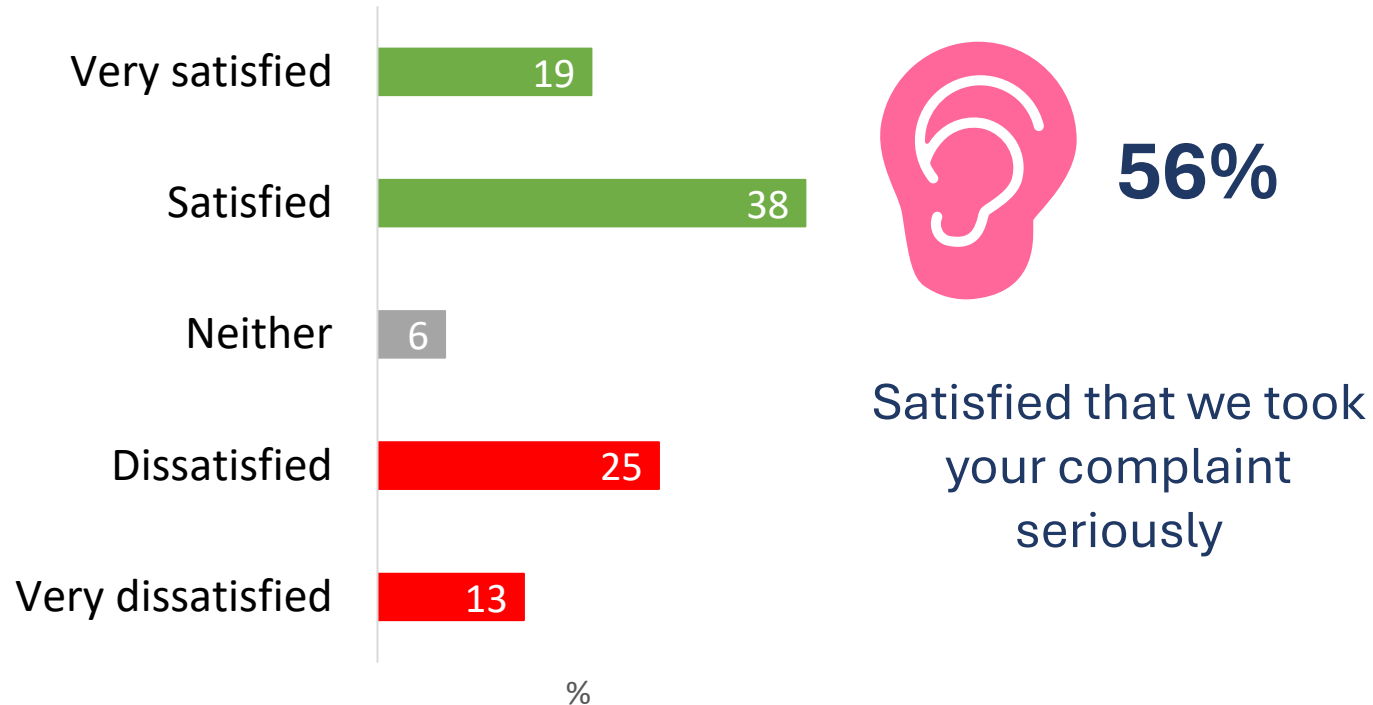


There has been a 29% increase in satisfaction for this statement since Q2 of 2025-26.

Looking at the outcome of each respondents' complaint, we can see 83% of those with an 'upheld' status are satisfied that Housing 21 was empathetic in our approach, in comparison to 60% of those with a 'partly upheld' status, and 20% of those with a 'not upheld' status.

Taking complaints seriously

How satisfied or dissatisfied were you that... (We took your complaint seriously)

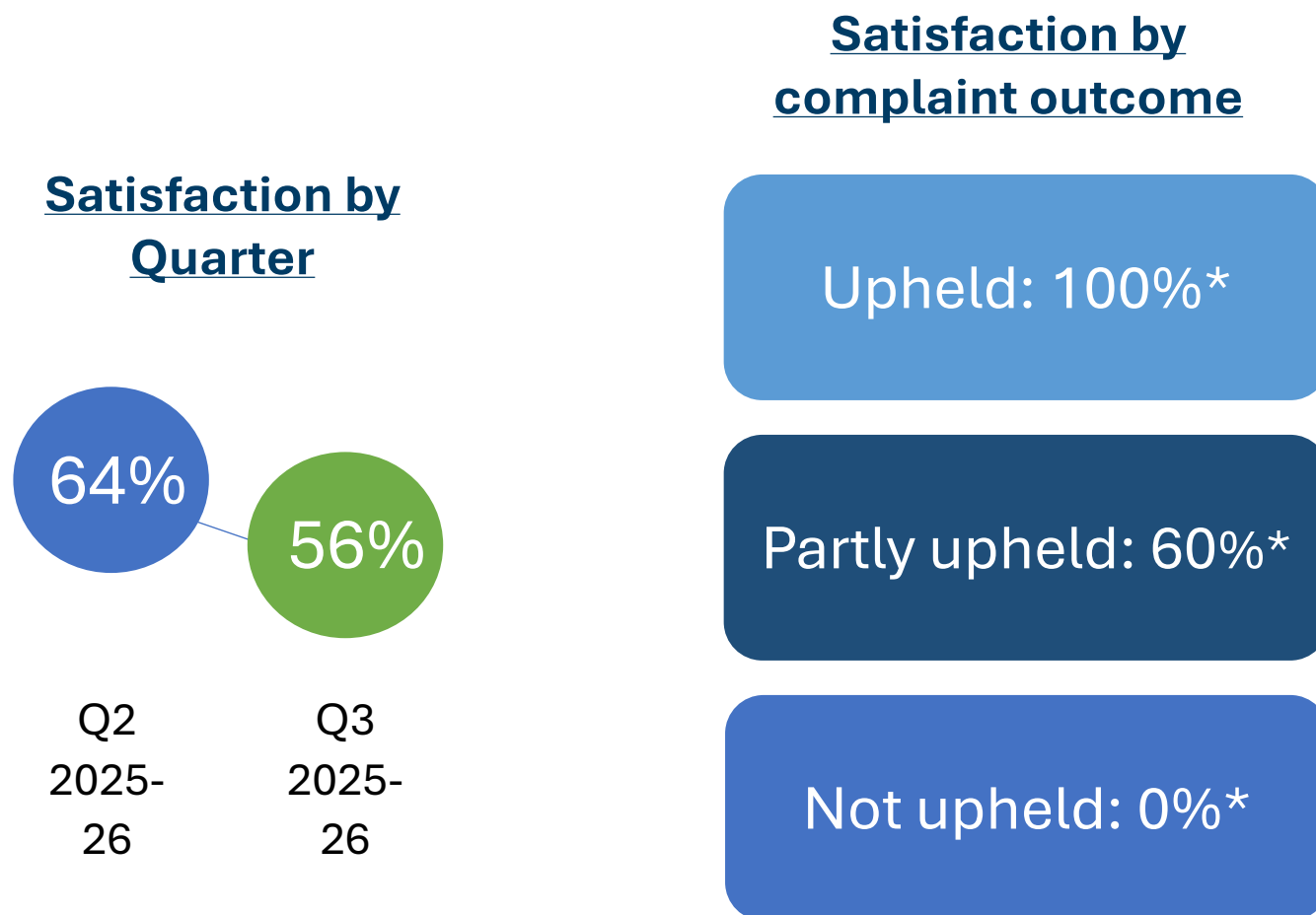


56% of residents (or their advocates) were 'very satisfied' and a further 36% were 'satisfied' that Housing 21 took their complaint seriously.

38% were dissatisfied that we took their complaint seriously, and a further 6% were neither satisfied nor dissatisfied.

Taking complaints seriously - Continued

How satisfied or dissatisfied were you that... (We took your complaint seriously)

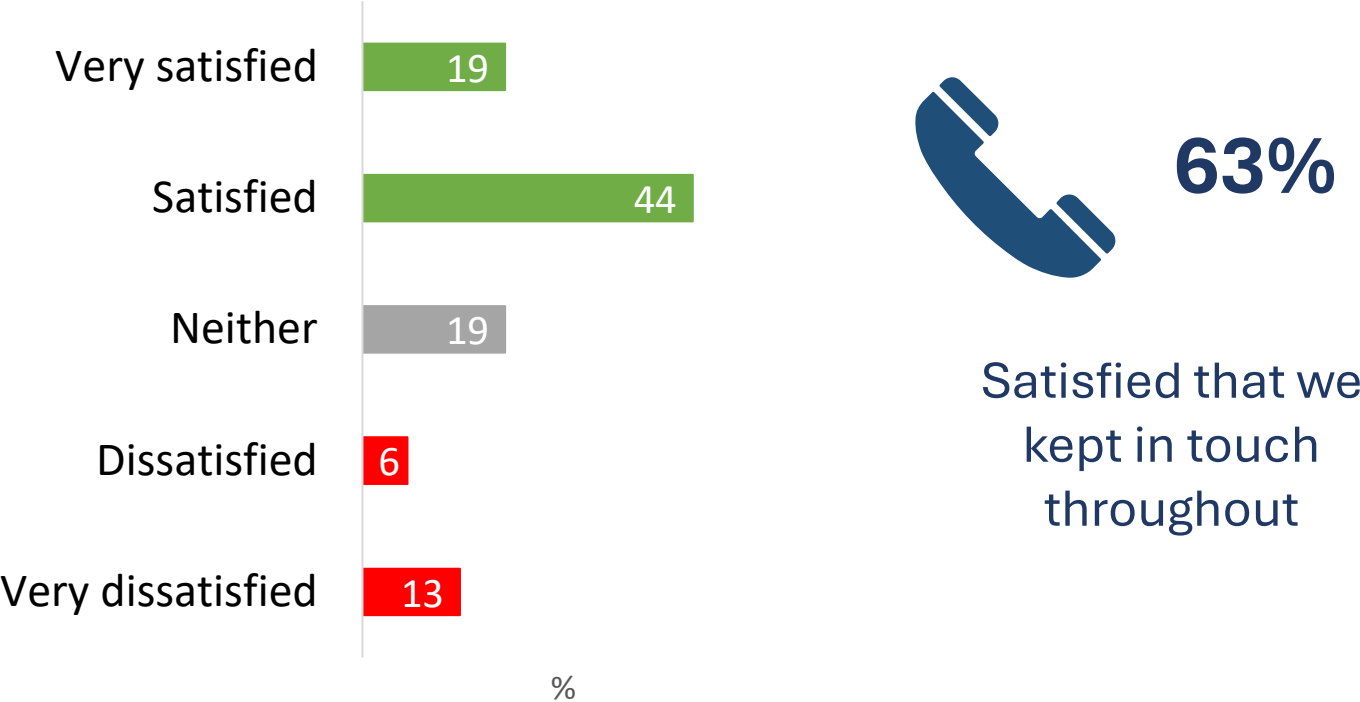


There has been an 8% decrease in satisfaction with this statement since Q2 of 2025-26.

Looking at satisfaction by the outcome of each respondents' complaint, we can see that 100% of those with an 'upheld' status are satisfied that their complaint was taken seriously, in comparison to 60% of those with a 'partly upheld' status and 0% of those with a 'not upheld' status.

Keeping in touch

How satisfied or dissatisfied were you that... (We kept in touch with you throughout the process of handling your complaint)



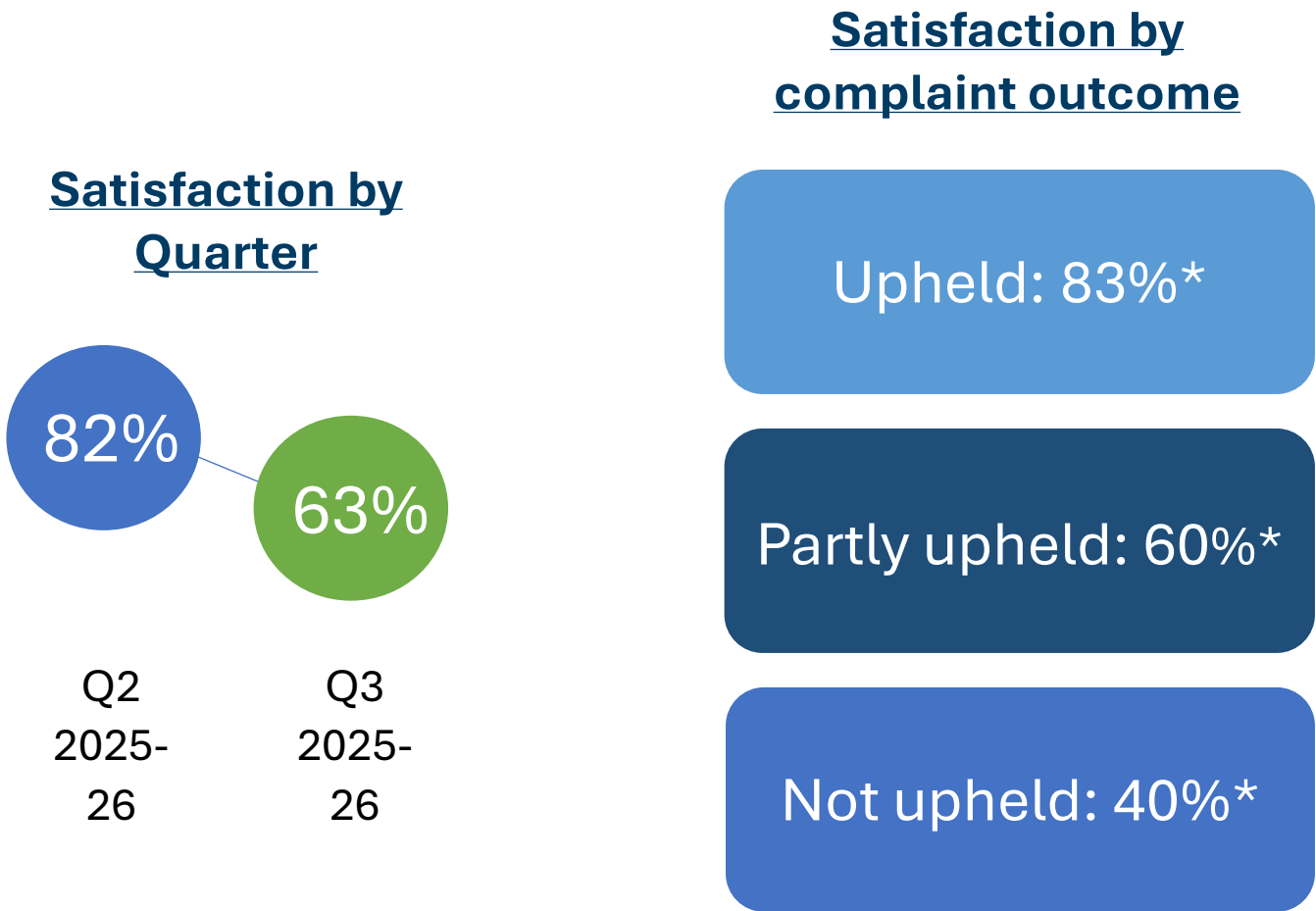
This statement received the joint highest level of satisfaction across all indicators (63%).

19% of residents (or their advocates) were 'very satisfied' and a further 44% were 'satisfied'.

19% showed dissatisfaction.

Keeping in touch - Continued

How satisfied or dissatisfied were you that... (We kept in touch with you throughout the process of handling your complaint)

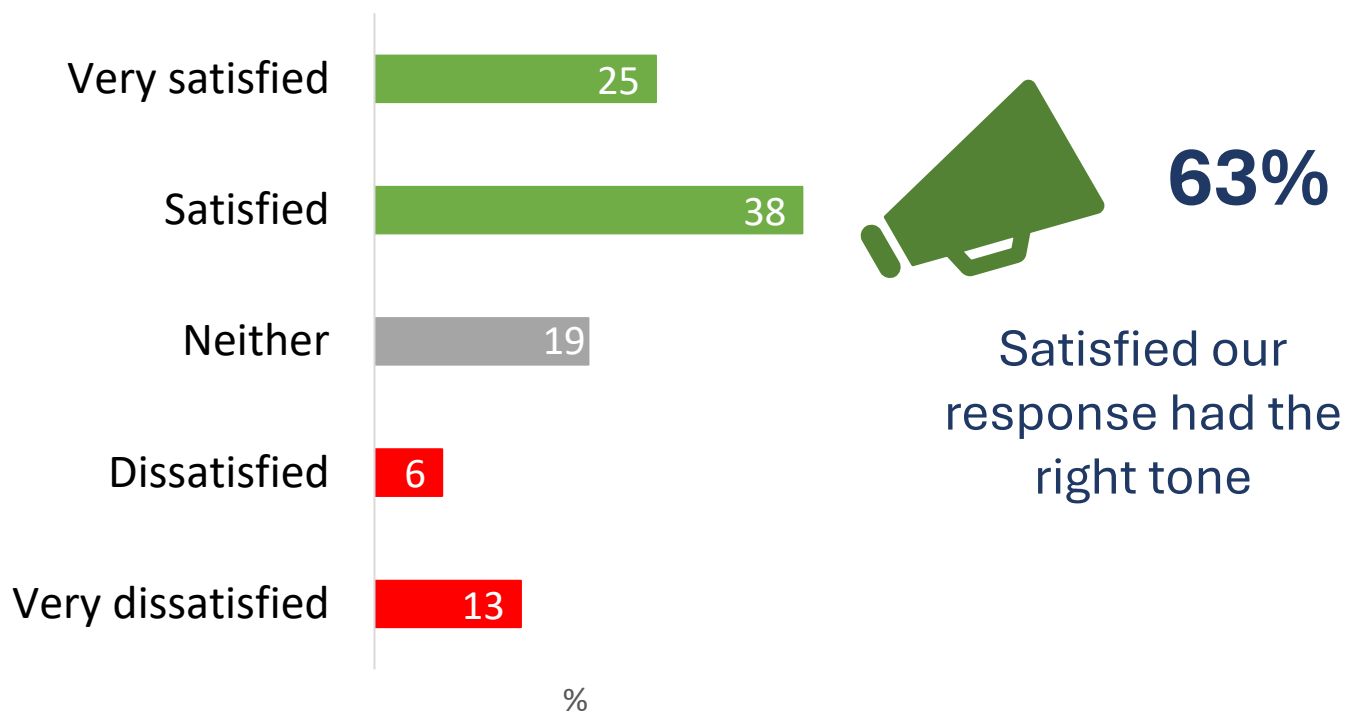


There has been a 19% decrease in satisfaction with this statement since Q2 of 2025-26.

Looking at satisfaction by the outcome of each respondents' complaint, we can see that 83% of those with an 'upheld' status, 60% of those with a 'partly upheld' status, and 40% of those with a 'not upheld' status are satisfied that we kept in touch throughout the process.

The right tone

How satisfied or dissatisfied were you that... (Our response(s) to your complaint had the right tone (i.e. respectful, not defensive, etc.))



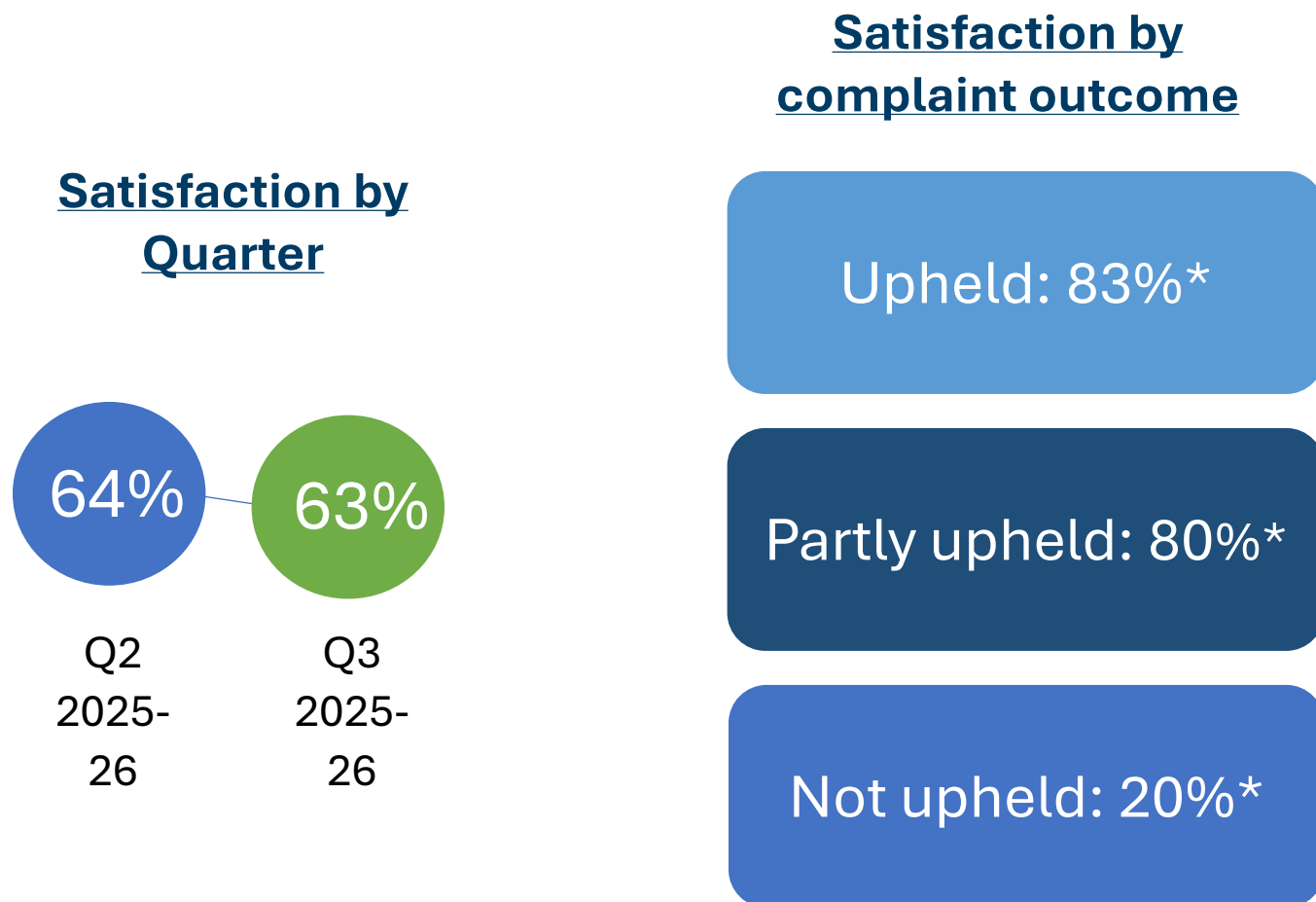
This statement also received the joint highest level of satisfaction across all indicators (63%).

19% were neither satisfied nor dissatisfied', 6% were 'dissatisfied' and 13% were 'very dissatisfied'.

All the dissatisfied responses for this statement relate to complaints which were 'not upheld'.

The right tone - Continued

How satisfied or dissatisfied were you that... (Our response(s) to your complaint had the right tone (i.e. respectful, not defensive, etc.))

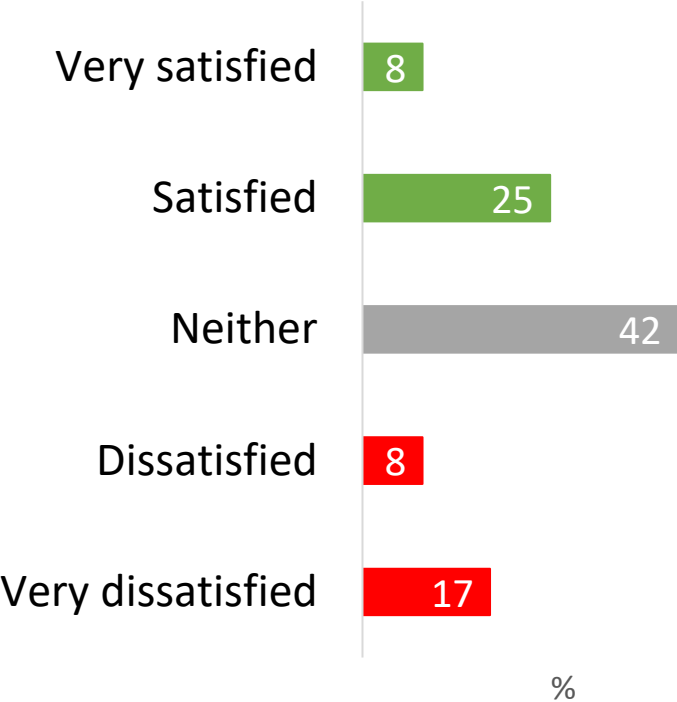


There has been a very minimal (1%) decrease in satisfaction with this statement since Q2 of 2025-26.

83% of those with an 'upheld' status, 80% of those with a 'partly upheld' status, and 20% of those with a 'not upheld' status are satisfied that our response had the right tone.

Considering vulnerabilities

If applicable, how satisfied or dissatisfied were you that Housing 21 took into account any vulnerabilities you may have while handling your complaint?



33%

Satisfied that we took into account any vulnerabilities

33% of residents (or their advocates) were 'satisfied' or 'very satisfied' that Housing 21 took into account any vulnerabilities they may have while handling their complaint.

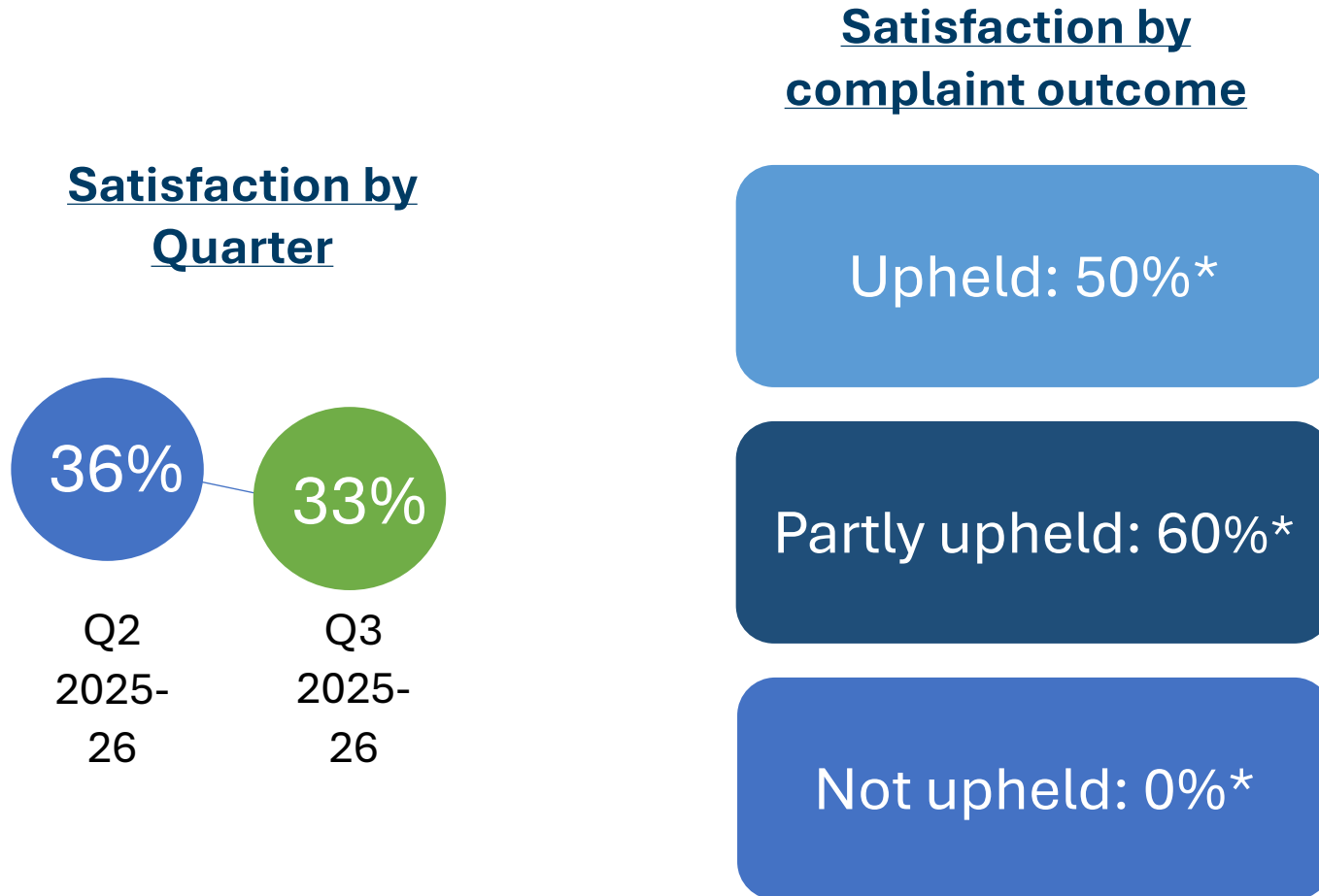
42% were neither satisfied nor dissatisfied.

25% showed dissatisfaction with this statement.

All the dissatisfied responses for this statement relate to complaints which were 'not upheld'.

Considering vulnerabilities - Continued

If applicable, how satisfied or dissatisfied were you that Housing 21 took into account any vulnerabilities you may have while handling your complaint?



Satisfaction with this statement has decreased by 3% since Q2 of 2025-26.

Half (50%) of those with an 'upheld' status are satisfied that their vulnerabilities were taken into account, compared to 60% of those with a 'partly upheld' status and 0% of those with a 'not upheld' status.

Lessons to learn

What lesson(s) could Housing 21 learn regarding the issue your complaint was about?

Key Themes	No. of responses
More accountability, fewer excuses	2
Listen and believe residents	2
Better initial interaction may have prevented the complaint being made	2
Better communication and updates between parties (complaint handlers, managers and residents)	2
Minimise conflicts of interest and bias	1
Compensation for stress and anxiety caused	1
Consider every case as individual	1
More sensitivity when contacting advocates after the resident has passed away	1
Keep hallways and entryways clear of hazards	1
Better attitude of contractors when handling repairs	1
Managers to respect and uphold confidentiality of residents	1
Better emergency response (alarm system and from carers)	1
Prevent unjust accusations or blame against residents	1
Positive comment about process	1

“It's a repetition of the same attitude in making any complaints to Housing 21, everything is reasoned away”

Respondents were asked for their comments about **lessons Housing 21 could learn** regarding the issue their complaint was about. The comments have been summarised into key themes, displayed in the table shown.

“They could not treat us like we are stupid people and listen to what we said.”

One thing to improve

Overall, what one thing would improve our complaints process?

Key Themes	No. of responses
Better communication	3
Speed of process	1
More thorough investigation	1
Sincerity from complaint handlers	1
Listen and believe residents	1
More scooter storage	1
Out of hours team to update manager when a resident has passed away	1
Reduce stress/ anxiety of residents involved	1
Protect the confidentiality of an individual's complaint	1
Better service from contractors	1
Positive comment about process	1

“Better communication initially.”

Respondents were asked what **one thing** Housing 21 could do to improve the complaints process. The comments have again been summarised into key themes, displayed in the table shown.

“Speak to people”

Additional comments

Do you have any further comments?

Key Themes	No. of responses
Negative impact on residents' health and wellbeing (anxiety, stress, etc.)	3
Lack of competence/ professionalism of on-site staff	2
Fair and thorough investigation	1
Poor conduct shown through the complaints process	1
Absence of manager on-site	1
Positive comment about handling of complaint	1
Complaint could've been prevented if problem was taken more seriously	1

Themes from further comments are summarised in the table.

“The damage to my health was indeed stressful, and avoidable”

Final thoughts

The statements receiving the most satisfaction among respondents were ‘We kept in touch with you throughout the process of handling your complaint’ (63%) and ‘Our response(s) to your complaint had the right tone’ (63%).

The statements with the most dissatisfaction were ‘Housing 21’s overall approach to handling your complaint’ (38%), ‘The quality of our response letter to you’ (38%) and ‘We took your complaint seriously’ (38%).

This suggests residents and advocates who made a complaint to Housing 21 between October and December 2025 felt positively about the level of contact throughout, and the tone of voice shown in the response letters addressing the complaint, however the quality of the content within the response letters garnered dissatisfaction, and some residents felt their complaints were not taken seriously enough by Housing 21.

Themes from comments are varied and mixed, however the most prevalent themes that residents discussed were around accountability, listening and believing residents, better initial interactions preventing complaints being made in the first place, and better communication between relevant parties involved in the complaints process. Additional comments also spoke about a negative impact on residents’ health and wellbeing, causing stress and anxiety.

The results and comments for this quarter suggest that to improve satisfaction with complaints handling, Housing 21 should focus on stronger communication, as well as taking complaints, and the complainants more seriously, listening to and believing them, and taking more accountability as landlord for any shortcomings.

