

# Complaints Survey

## Q2 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 [July – September 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.

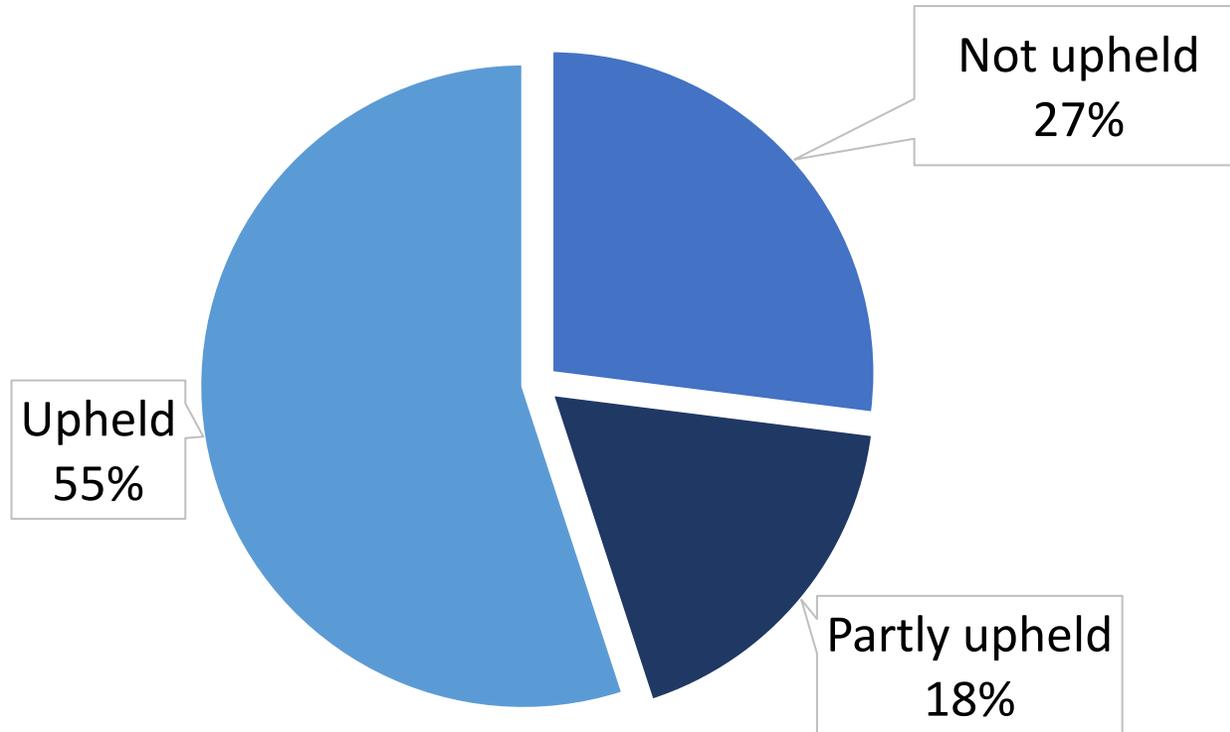


## Responses

Across Q2, 31 residents (or advocates) with closed complaints were contacted to participate in the survey. 11 completed the survey, giving a 35% response rate.

# Outcome description of complaints

As recorded in ERICA

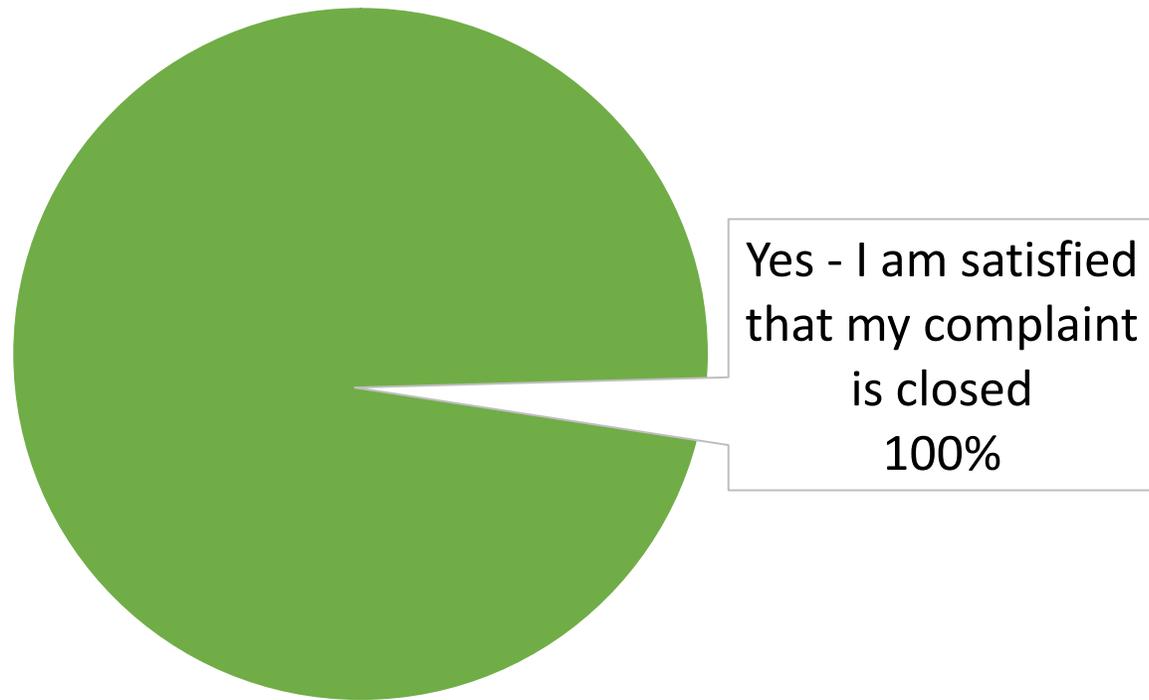


The outcome description of respondents' complaints is shown to provide further context to the results of the survey.

Over half (55%) of respondents' complaints were upheld, 18% were partly upheld, and a further 27% 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, 100% were satisfied with this fact.

# Summary of Q2 results - Satisfaction

---



**55%**

Overall approach



**55%**

Process was neutral  
(unbiased)



**82%**

We kept in touch throughout



**55%**

Quality of response letter



**27%**

We were empathetic in our  
approach



**64%**

Our response had the right tone



**73%**

Outcome of complaint



**64%**

We took your complaint  
seriously

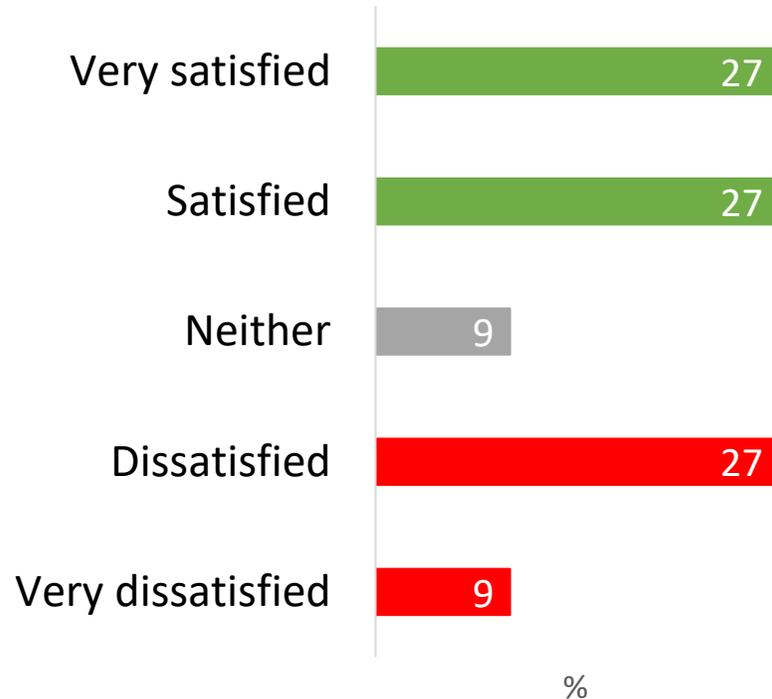


**36%**

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?



**55%**

Satisfied with the overall approach

Satisfaction with the overall handling of complaints is 55%.

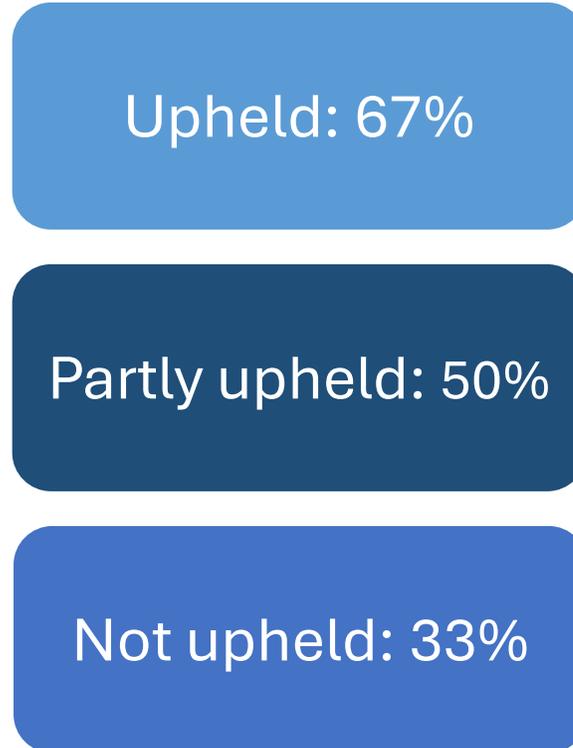
This score is 9% lower than the overall TSM satisfaction score for complaints handling from the 2025-26 Residents' Survey (64%).

# Overall approach - Continued

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



### Satisfaction by complaint outcome



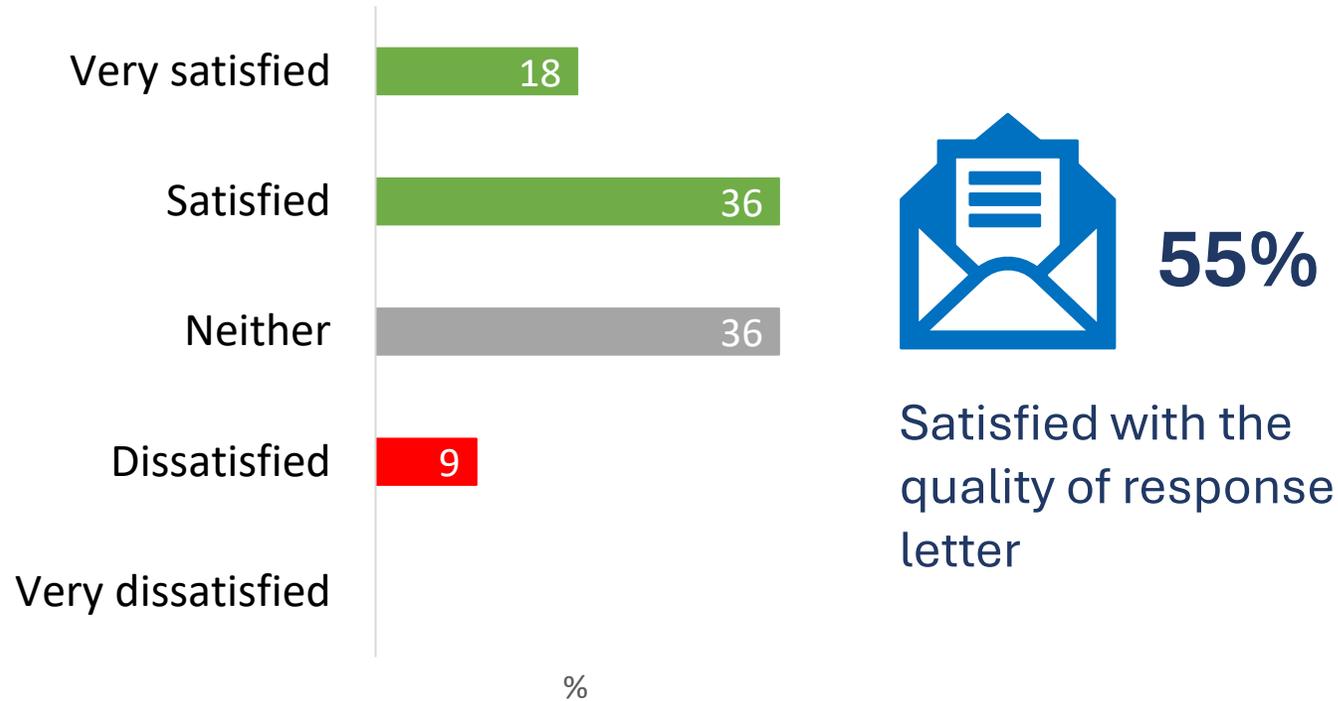
Overall satisfaction has decreased by 20% since Q1 of 2025-26.

Looking at satisfaction by the outcome of each respondents' complaint, we can see that 67% of those with an 'upheld' status, 50% of those with a 'partly upheld' status, and 33% 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)

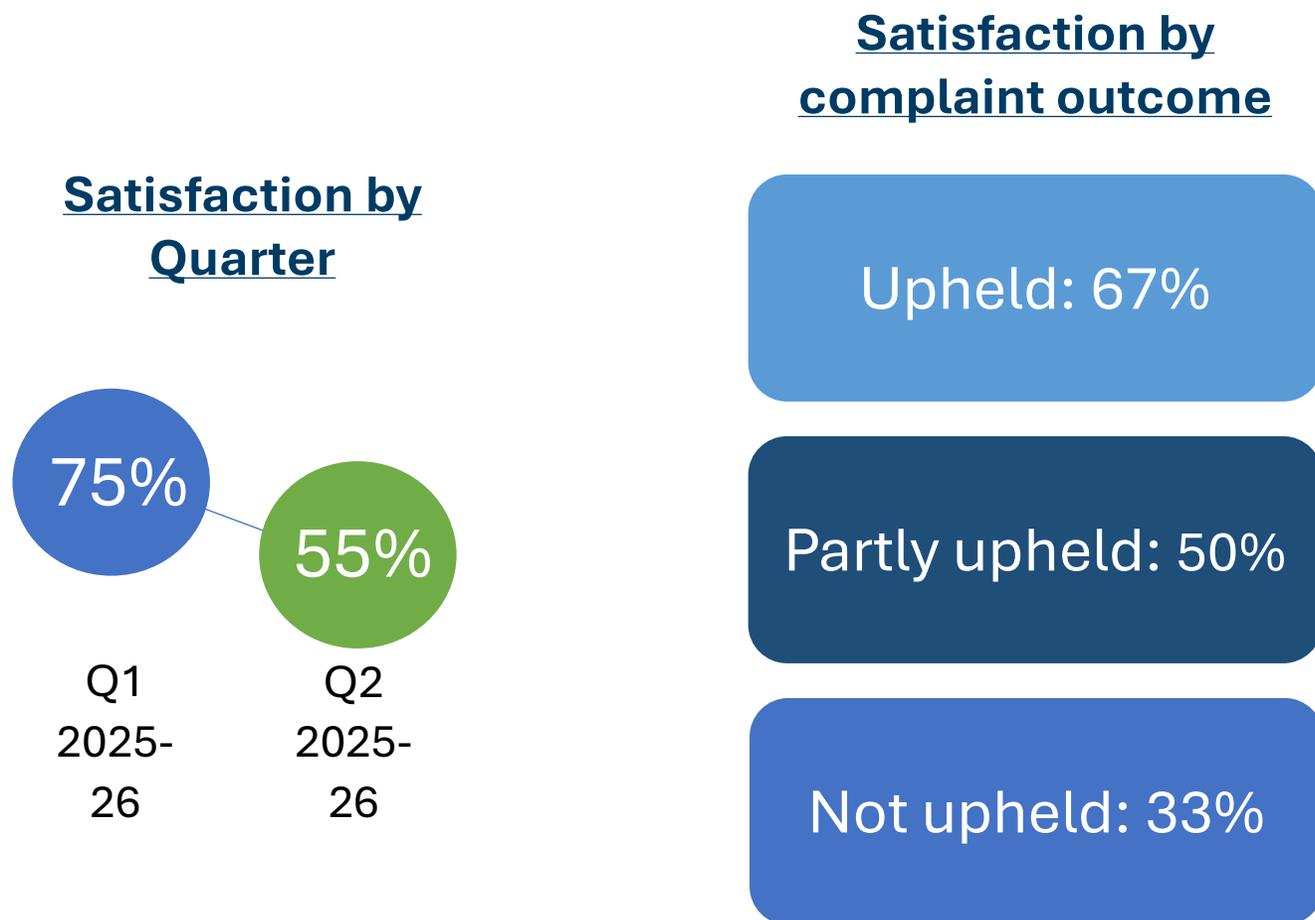


More than half of residents (or their advocates) were 'satisfied' or 'very satisfied' with the quality of Housing 21's response letter to them regarding their complaint (55%).

9% of residents showed dissatisfaction with the quality of Housing 21's response letter, with 36% 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)

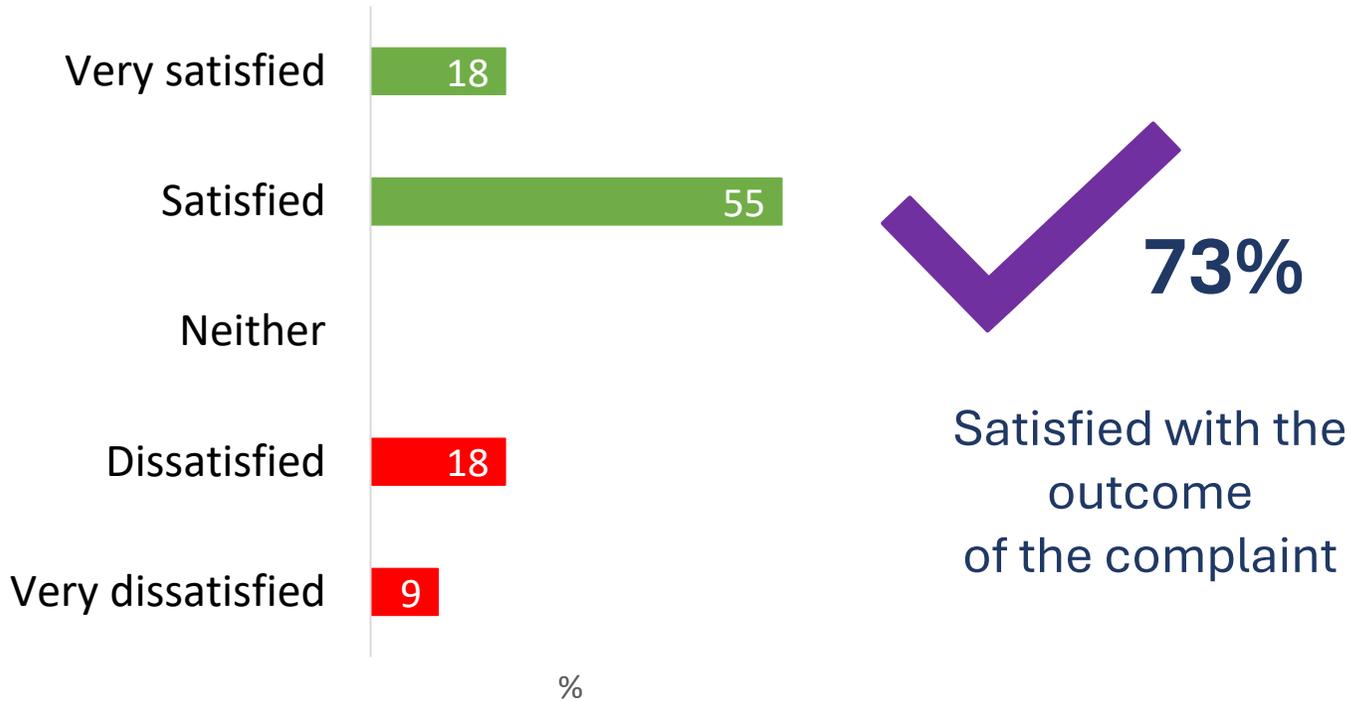


There has been a 20% decrease in satisfaction with the quality of response letter since Q1 of 2025-26.

Looking at satisfaction by the outcome of each respondents' complaint, we can see that 67% of those with an 'upheld' status, 50% of those with a 'partly upheld' status, and 33% 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)



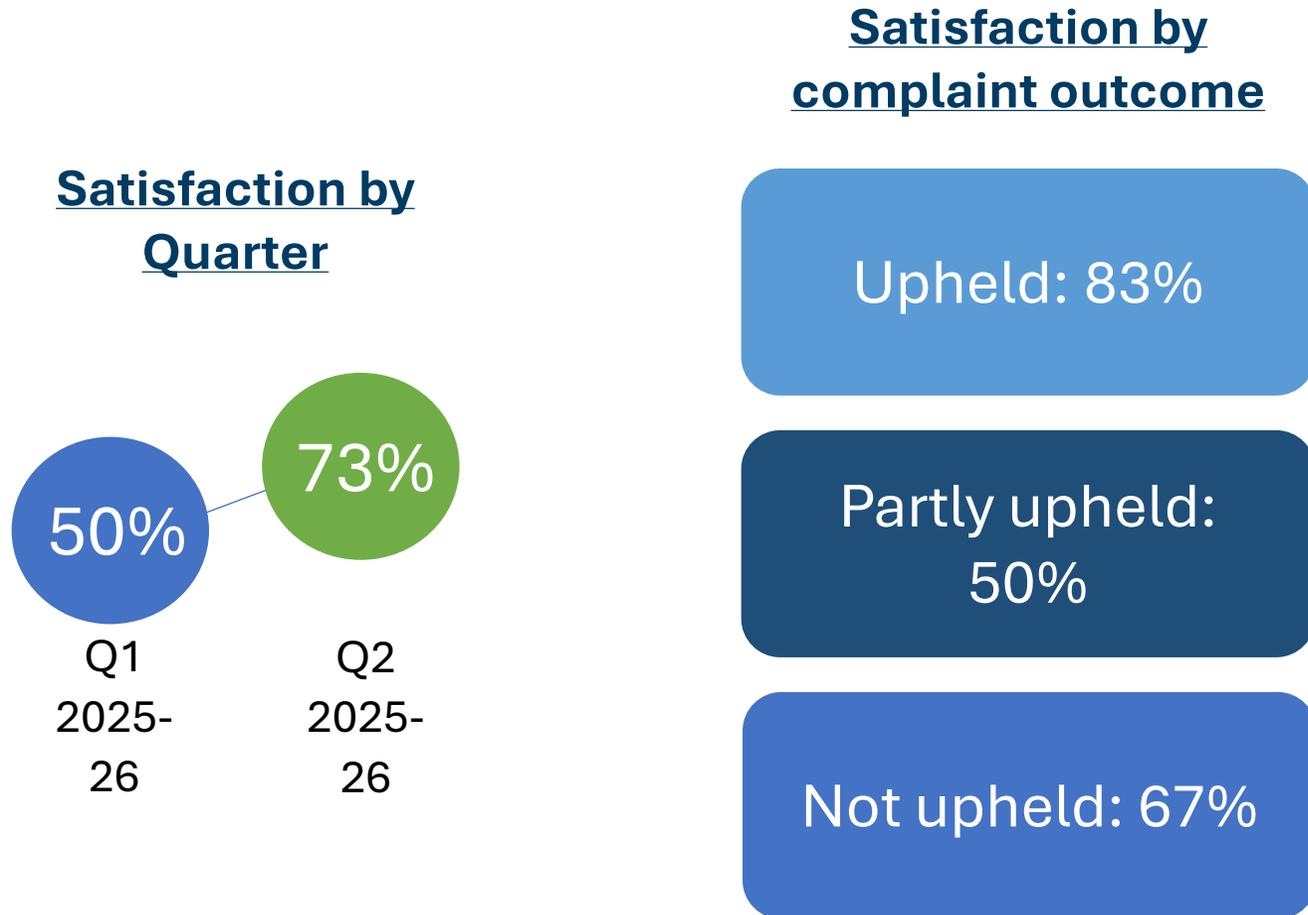
Nearly 3 in 4 residents showed satisfaction with the outcome of their complaint (73%).

The remaining 27% express dissatisfaction with the outcome of their complaint.

The dissatisfaction shown does not appear to be linked to outcome type, as an equal distribution of outcome types are shown among the dissatisfied responses.

# Outcome - Continued

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

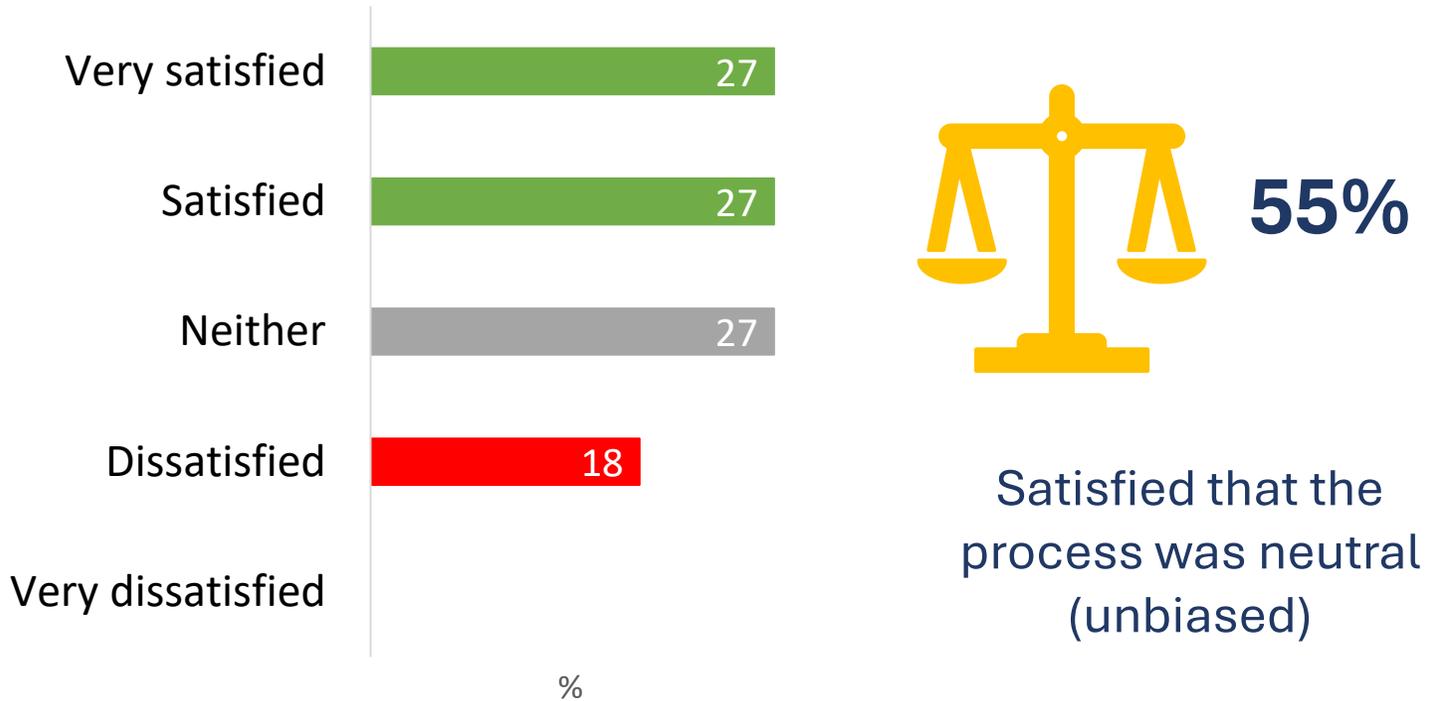


There has been a 23% increase in satisfaction with the outcome of complaints since Q1 of 2025-26.

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 50% of those with a 'partly upheld' status, and 67% of those with a 'not upheld' status.

# Process was neutral

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

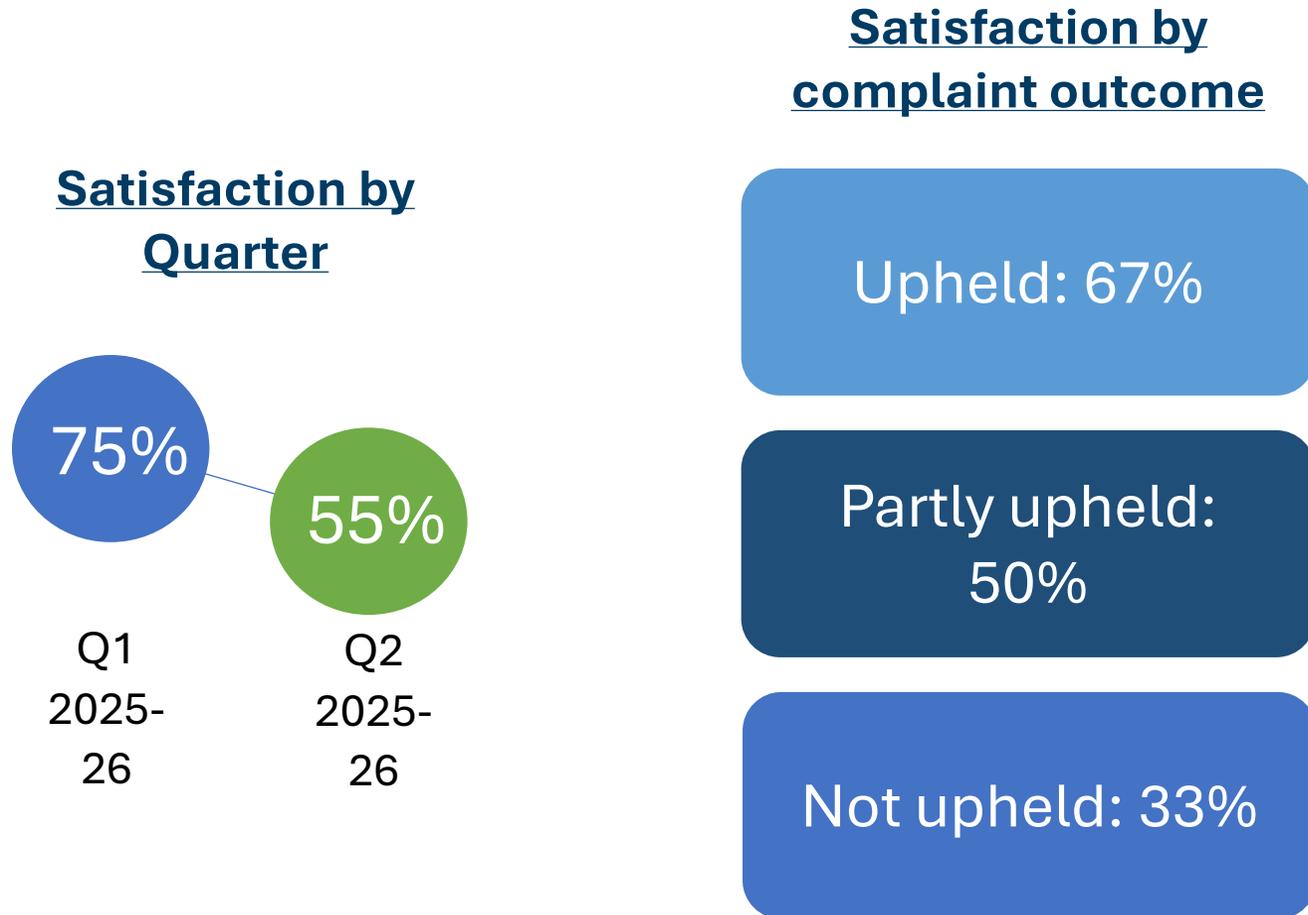


55% of residents (or their advocates) were 'satisfied' or 'very satisfied' that the process was neutral.

18% were 'dissatisfied', and just over a quarter (27%) were 'neither satisfied nor dissatisfied'.

# Process was neutral - Continued

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

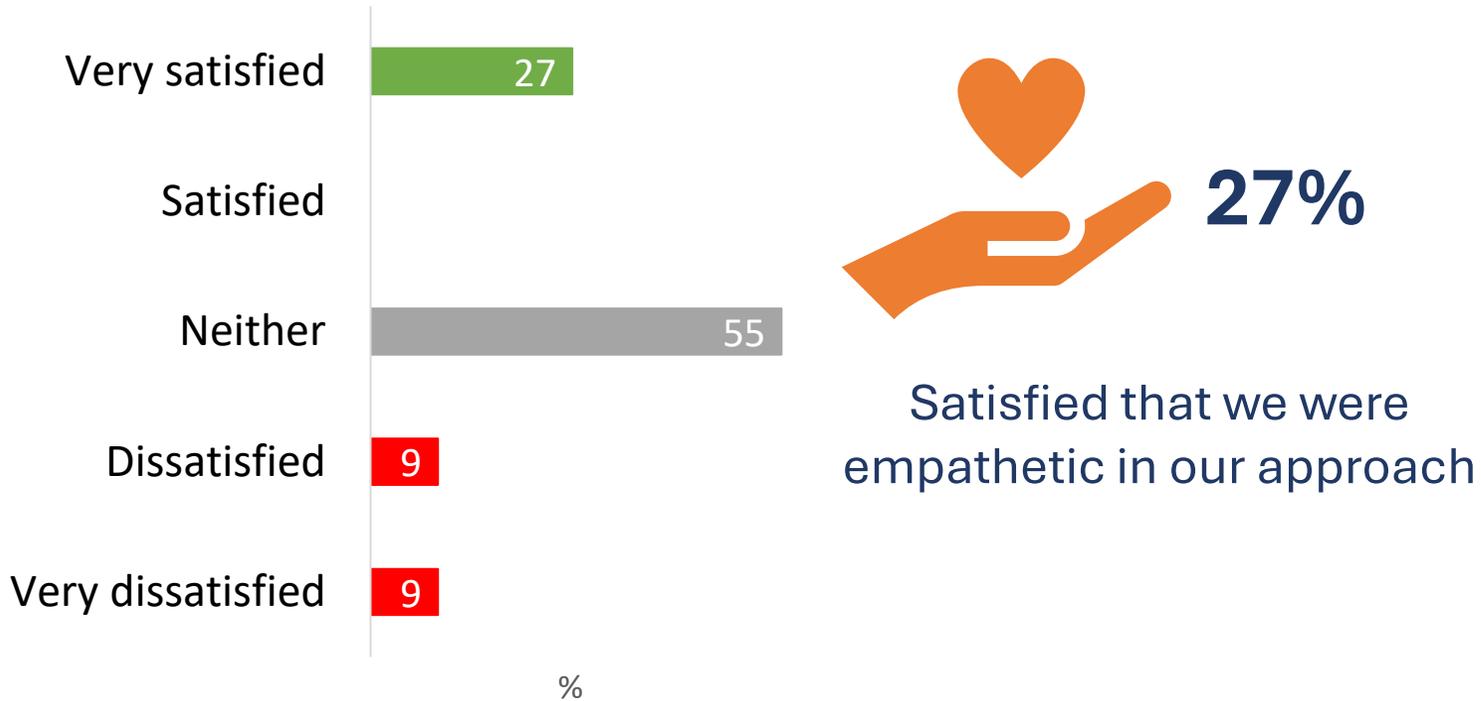


There has been an 20% decrease in satisfaction regarding the complaints process being neutral since Q1 of 2025-26.

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 50% of those with a 'partly upheld' status, and 33% 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)



27% were satisfied that Housing 21 was empathetic in our approach to handling their complaint.

Over half of respondents were neither satisfied nor dissatisfied (55%), and 18% were 'dissatisfied'.

# Empathetic in approach - Continued

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



### Satisfaction by complaint outcome



There has been a 48% decrease in satisfaction for this statement since Q1 of 2025-26.

Looking at the outcome of each respondents' complaint, we can see 33% of those with an 'upheld' status are satisfied that Housing 21 was empathetic in our approach, in comparison to 50% of those with a 'partly upheld' status, and 0% of those with a 'not upheld' status.

# Taking complaints seriously

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

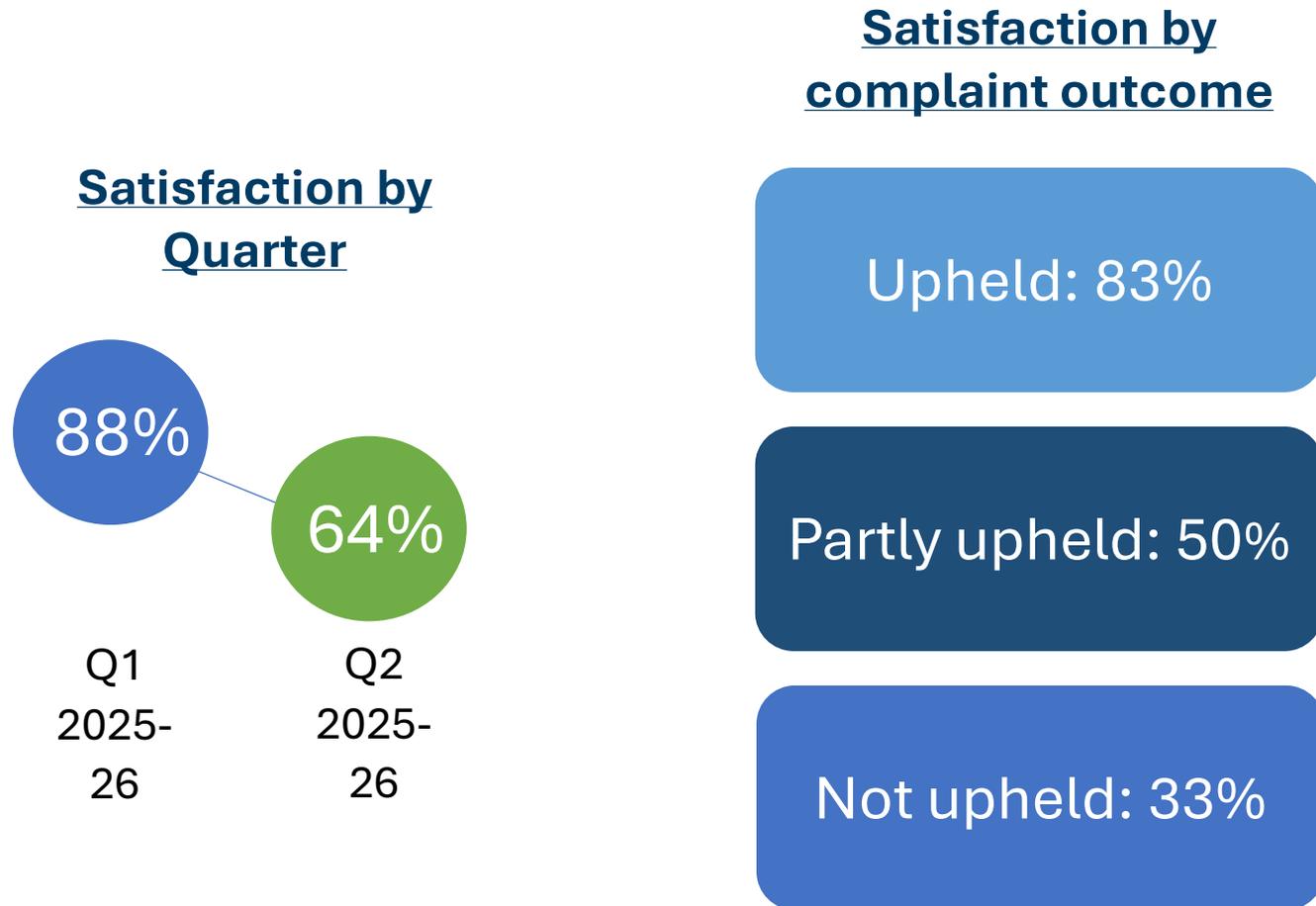


27% of residents (or their advocates) were 'very satisfied' and a further 36% were 'satisfied' that Housing 21 took their complaint seriously.

27% were dissatisfied that we took their complaint seriously, and a further 9% were neither satisfied nor dissatisfied.

# Taking complaints seriously - Continued

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

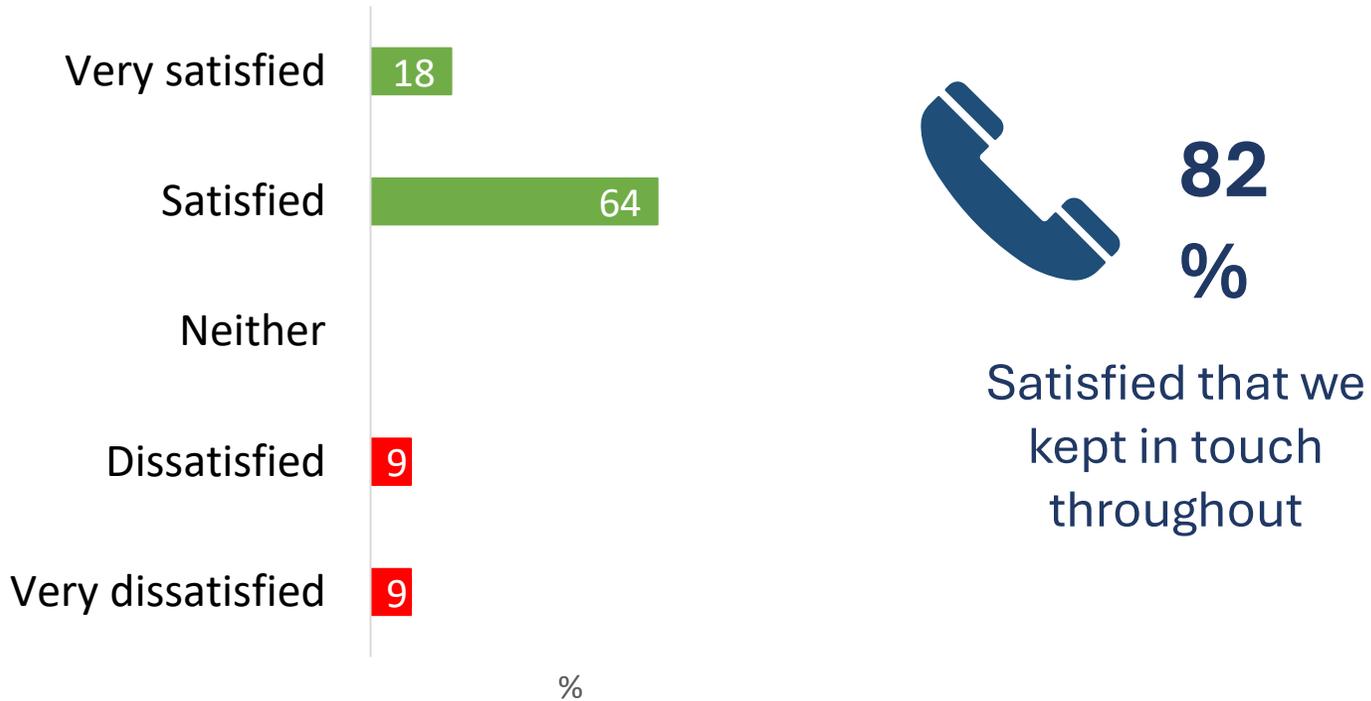


There has been a 24% decrease in satisfaction with this statement since Q1 of 2025-26.

Looking at satisfaction by the outcome of each respondents' complaint, we can see that 83% of those with an 'upheld' status are satisfied that their complaint was taken seriously, in comparison to 50% of those with a 'partly upheld' status and 33% 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 question received the highest level of satisfaction across all indicators (82%).

18% of residents (or their advocates) were 'very satisfied' and a further 64% were 'satisfied'.

18% 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)



**Satisfaction by complaint outcome**

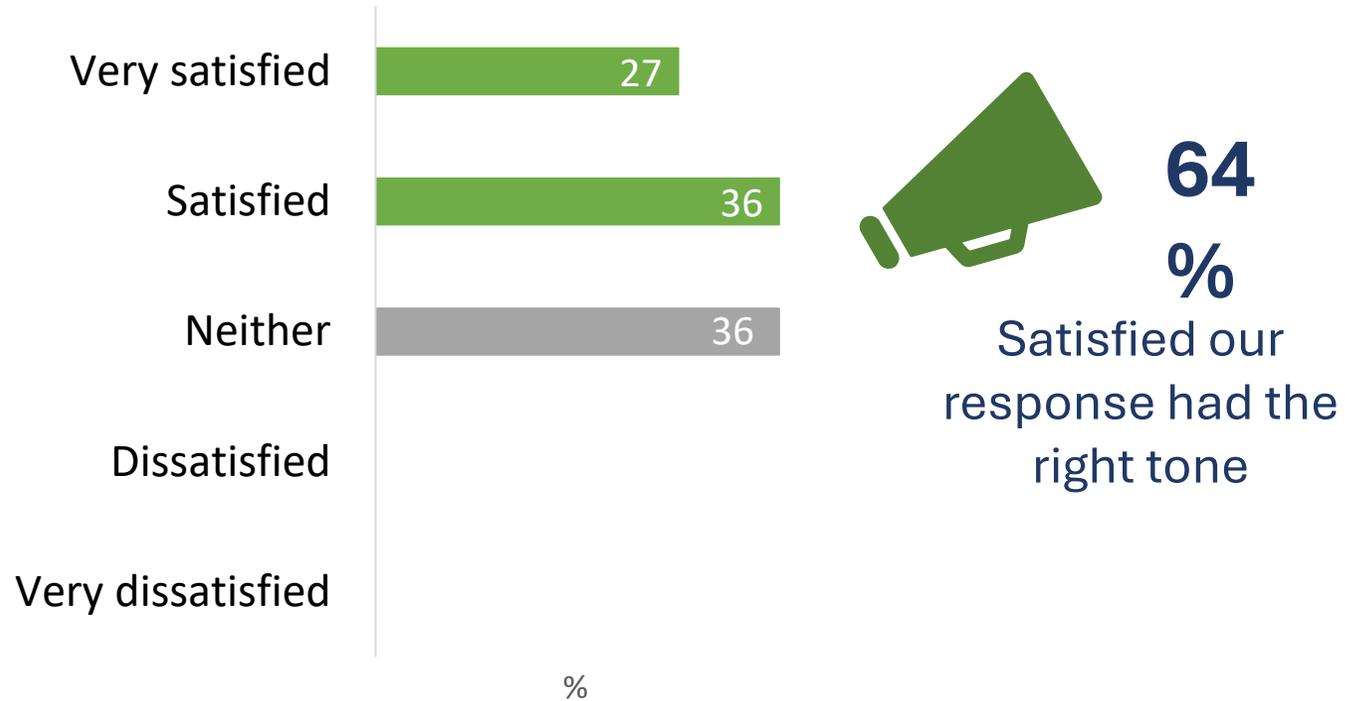


There has been a 6% decrease in satisfaction with this statement since Q1 of 2025-26.

Looking at satisfaction by the outcome of each respondents' complaint, we can see that 83% of those with an 'upheld' status, 50% of those with a 'partly upheld' status, and 100% 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.))



64% of residents (or their advocates) were 'satisfied' or 'very satisfied' that Housing 21's response(s) to their complaint had the right tone.

Over a third (36%) were neither satisfied nor dissatisfied, and 0% were dissatisfied.

# 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.))



### Satisfaction by complaint outcome

Upheld: 67%

Partly upheld: 50%

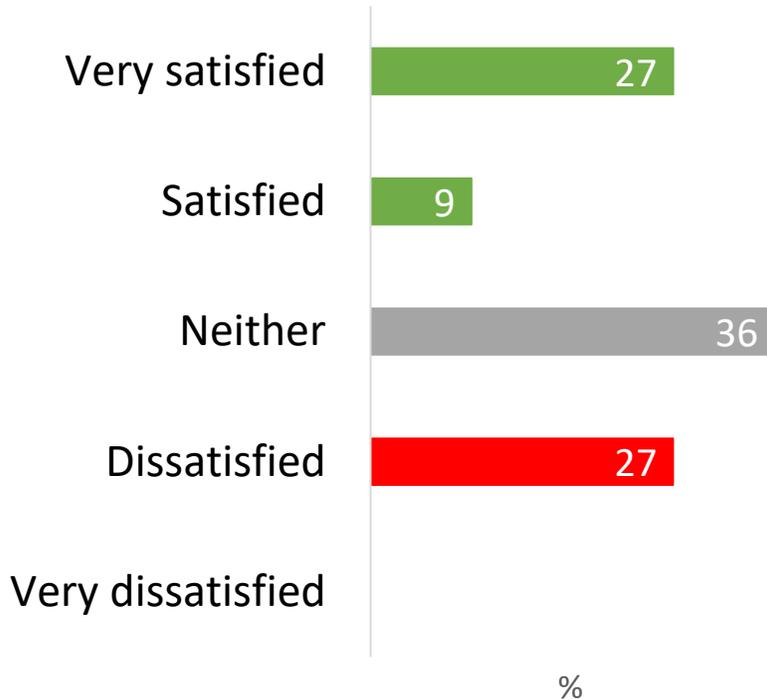
Not upheld: 67%

There has been a 24% decrease in satisfaction with this statement since Q1 of 2025-26.

67% of those with an 'upheld' status, 50% of those with a 'partly upheld' status, and 67% 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?



**36%**

Satisfied that we took into account any vulnerabilities

36% 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.

The same proportion (36%) were neither satisfied nor dissatisfied.

27% were 'dissatisfied'.

# 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 by complaint outcome



Satisfaction with this statement has decreased by 21% since Q1 of 2025-26.

A third of those with an 'upheld' status (33%) are satisfied that their vulnerabilities were taken into account, compared to half of those with a 'partly upheld' status (50%) and 33% 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
Training, assessment and monitoring of employees	2
Better and quicker communication overall	2
More face-to-face contact as part of resolution	1
Residents' health or individual circumstances to be considered	1
Listen and believe residents	1
Reason for complaint should have been prevented	1
Use local contractors on-site rather than national companies	1
Improve service provided to residents	1
More respect and professionalism from managers when complaints are made	1
Reduce wait time for refunds and reimbursements	1
More thorough investigation or fact-finding around complaints	1
Thorough inspections of properties and their condition prior to letting to new tenant	1

“That the issue should not have arose in the first place. Staff should be regularly monitored and assessed”

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.

“Respond to people quickly and efficiently. Keep the client informed.”

# One thing to improve

Overall, what one thing would improve our complaints process?

Key Themes	No. of responses
Positive comment about complaints process	3
Quicker response	2
Listen and believe the complainant	1
Take complaints seriously	1
Take responsibility or accountability	1
Employee training	1
Having the correct information or details	1

“Quicker response”

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.

“To be taken seriously”

# Additional comments

Do you have any further comments?

---

Key Themes	No. of responses
Felt like no one was listening	1
The issue was resolved and apology accepted	1
Concern expressed about residents without family/friends to advocate for them	1

Themes from further comments are summarised in the table.

“Mum has me to fight her battles but what about those who don't have someone.”

# Final thoughts

---

The statements receiving the most satisfaction among respondents were ‘we kept in touch with you throughout the process of handling your complaint’ (82% satisfied) and ‘the outcome of your complaint’ (73% satisfied).

The statement with the most dissatisfaction was ‘Housing 21’s overall approach to handling your complaint’ (36% dissatisfied), followed by 27% dissatisfaction shown for the following statements: ‘the outcome of your complaint’, ‘Housing 21 took your complaint seriously’, and ‘Housing 21 took into account any vulnerabilities you may have while handling your complaint’.

This suggests residents and advocates who made a complaint to Housing 21 between July and September 2025 felt that Housing 21’s frequency of communication was at an acceptable standard, with mixed views on the outcome of their complaints, and areas for improvement around taking complainants, and any vulnerabilities they may have, seriously.

Themes from comments are varied and mixed, however the most prevalent themes that residents discussed were around quicker response times, and better training and monitoring of employees to maintain a high standard of service and professionalism.

The results and comments for this quarter suggest that to improve satisfaction with complaints handling, Housing 21 should focus on acknowledging initial complaints made in a timely manner, and with attention paid to any vulnerabilities of residents.

---

