

Complaints Survey Q1 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 [April – June 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 (2024/5) Residents' Survey is **60%**.

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

The Housing 21 complaints handling process was updated in April 2024 in line with the new complaints code.

The survey has been updated for 2024-25, with new questions included to gain more insight into aspects such as Housing 21's communication, tone of voice, and taking into account any particular vulnerabilities residents may have.

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.

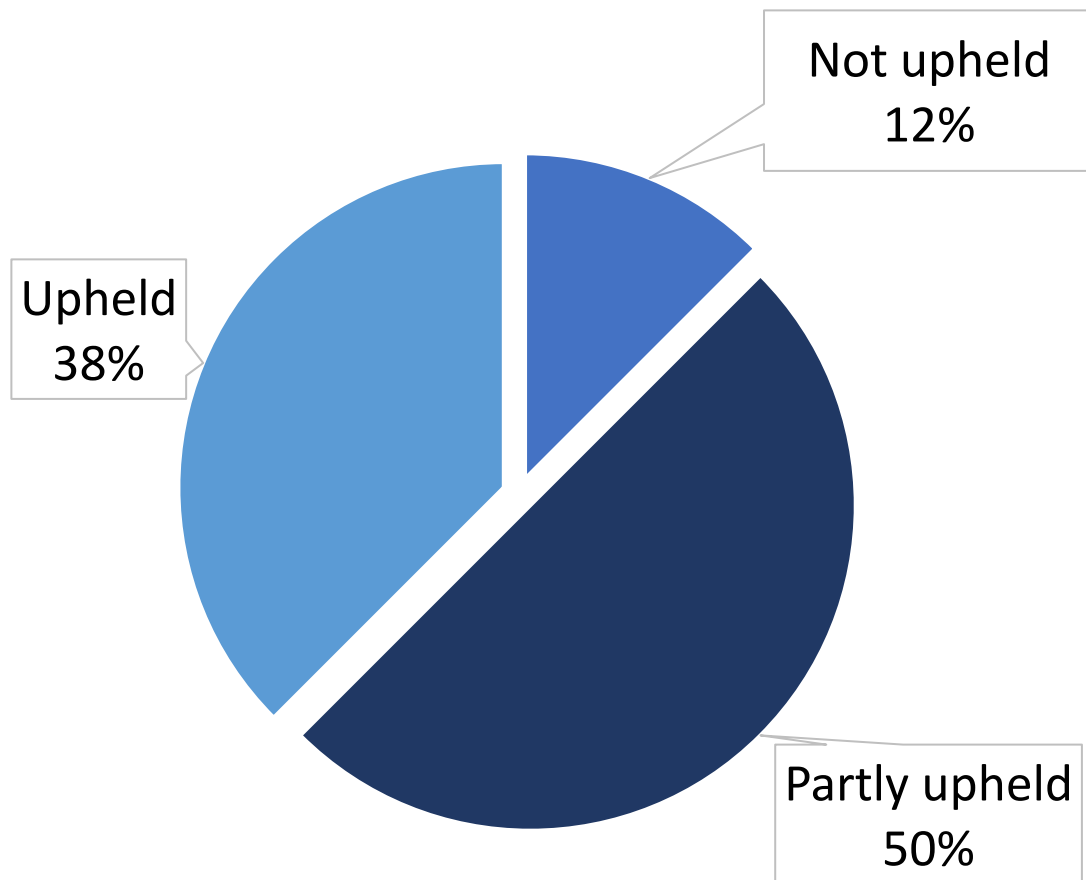


Responses

Across Q1, 26 residents (or advocates) with closed complaints were contacted to participate in the survey. 8 completed the survey, giving a 31% response rate.

Outcome description of complaints

As recorded in ERICA



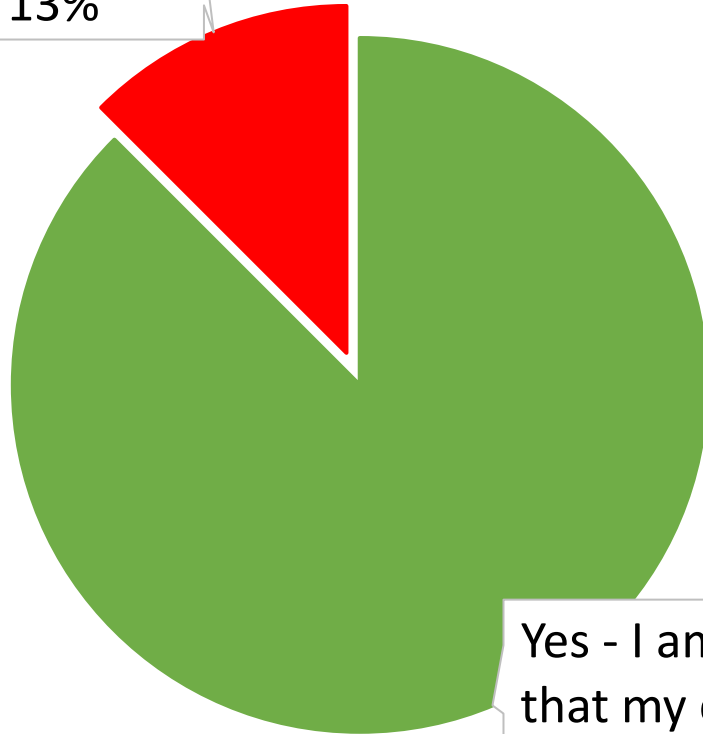
The outcome description of respondents' complaints is shown to provide further context to the results of the survey.

38% of respondents' complaints were upheld, 50% were partly upheld, and a further 12% were not upheld.

Satisfaction with 'closed' status

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

No - I am not
satisfied
13%



Yes - I am satisfied
that my complaint
is closed
88%

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, 88% were satisfied with this fact.

Summary of Q1 results - Satisfaction



75%

Overall approach



75%

Process was neutral (unbiased)



88%

We kept in touch throughout



75%

Quality of response letter



75%

We were empathetic in our approach



88%

Our response had the right tone



50%

Outcome of complaint



88%

We took your complaint seriously

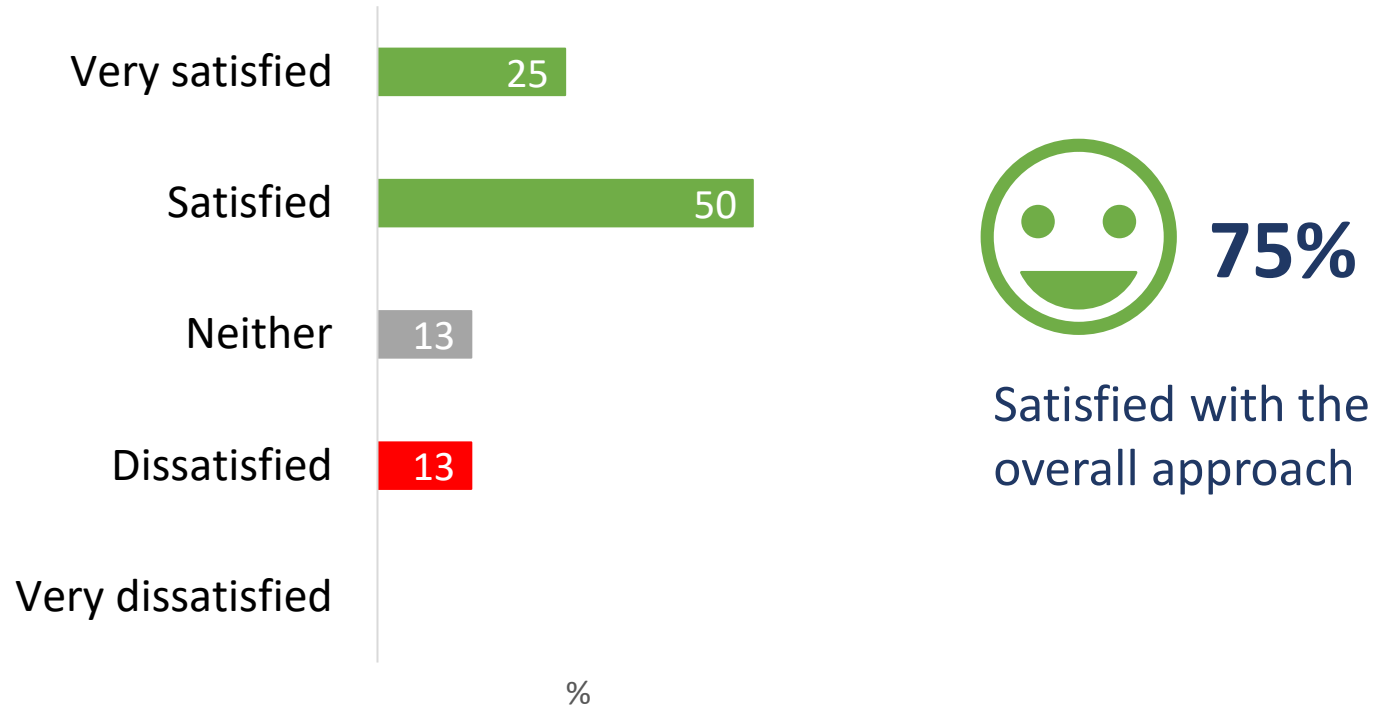


57%

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?



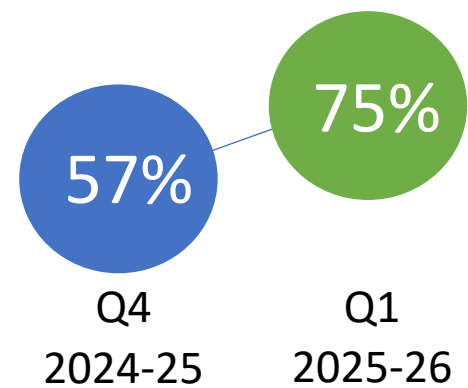
Satisfaction with the overall handling of complaints is 75%.

This score is 15% higher than the overall TSM satisfaction score for complaints handling from the latest Residents' Survey (60% - 2024/5).

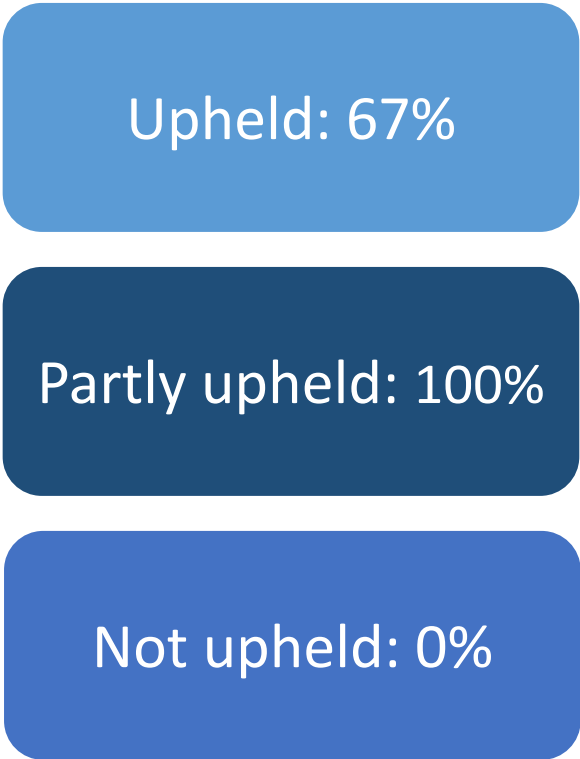
Overall approach - Continued

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



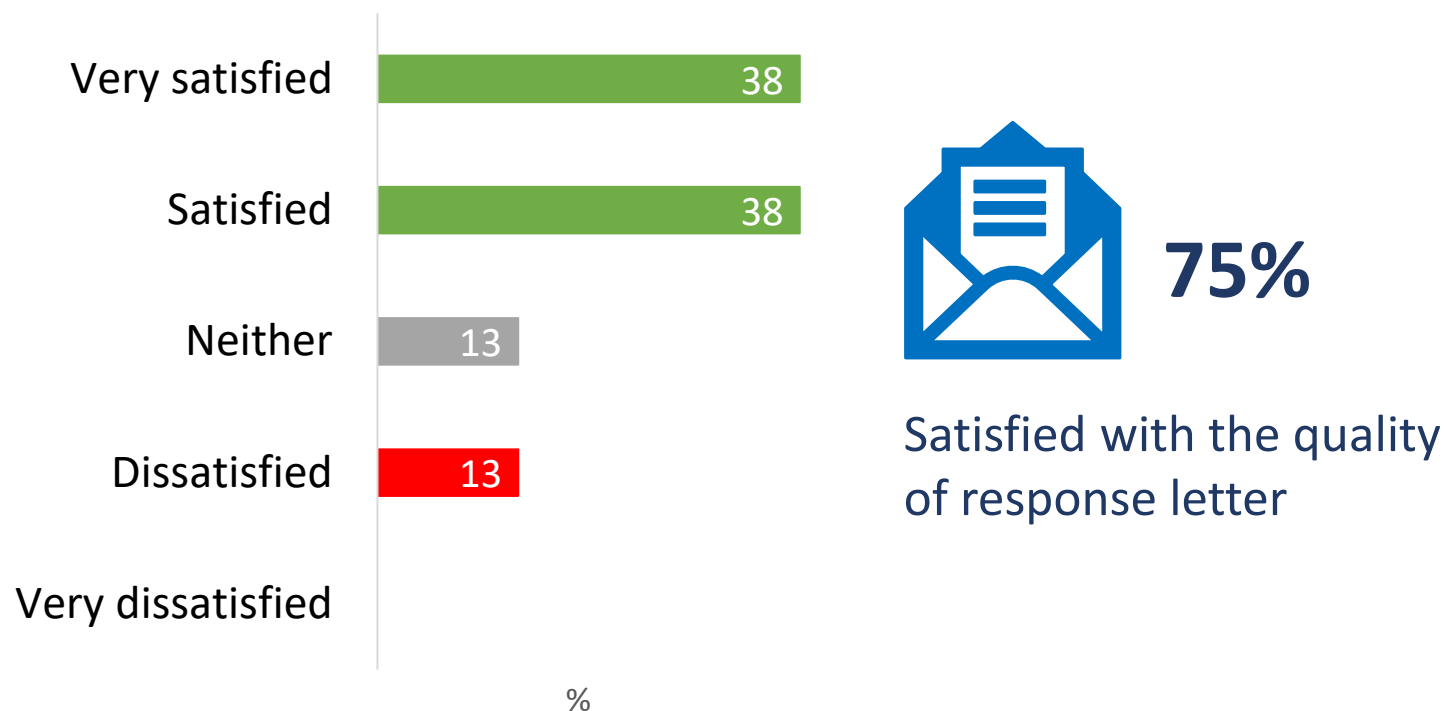
Overall satisfaction has increased by 18% since Q4 of 2024-25.

Looking at satisfaction by the outcome of each respondents’ complaint, we can see that 67% of those with an ‘upheld’ status, 100% 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)



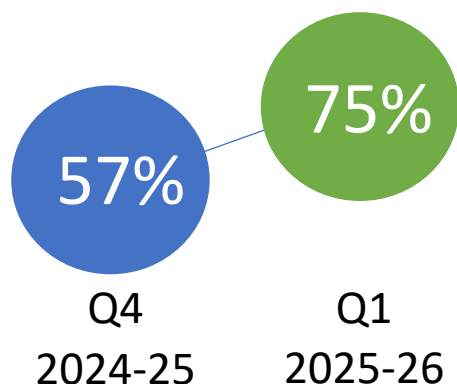
3 in 4 residents (or their advocates) were 'satisfied' or 'very satisfied' with the quality of Housing 21's response letter to them regarding their complaint (75%).

13% of residents showed dissatisfaction with the quality of Housing 21's response letter.

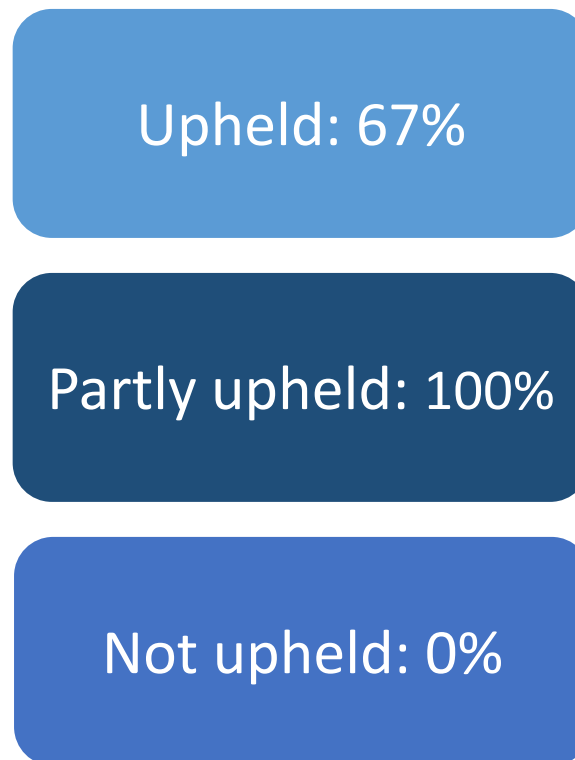
Quality of response letter - Continued

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

Satisfaction by Quarter



Satisfaction by complaint outcome

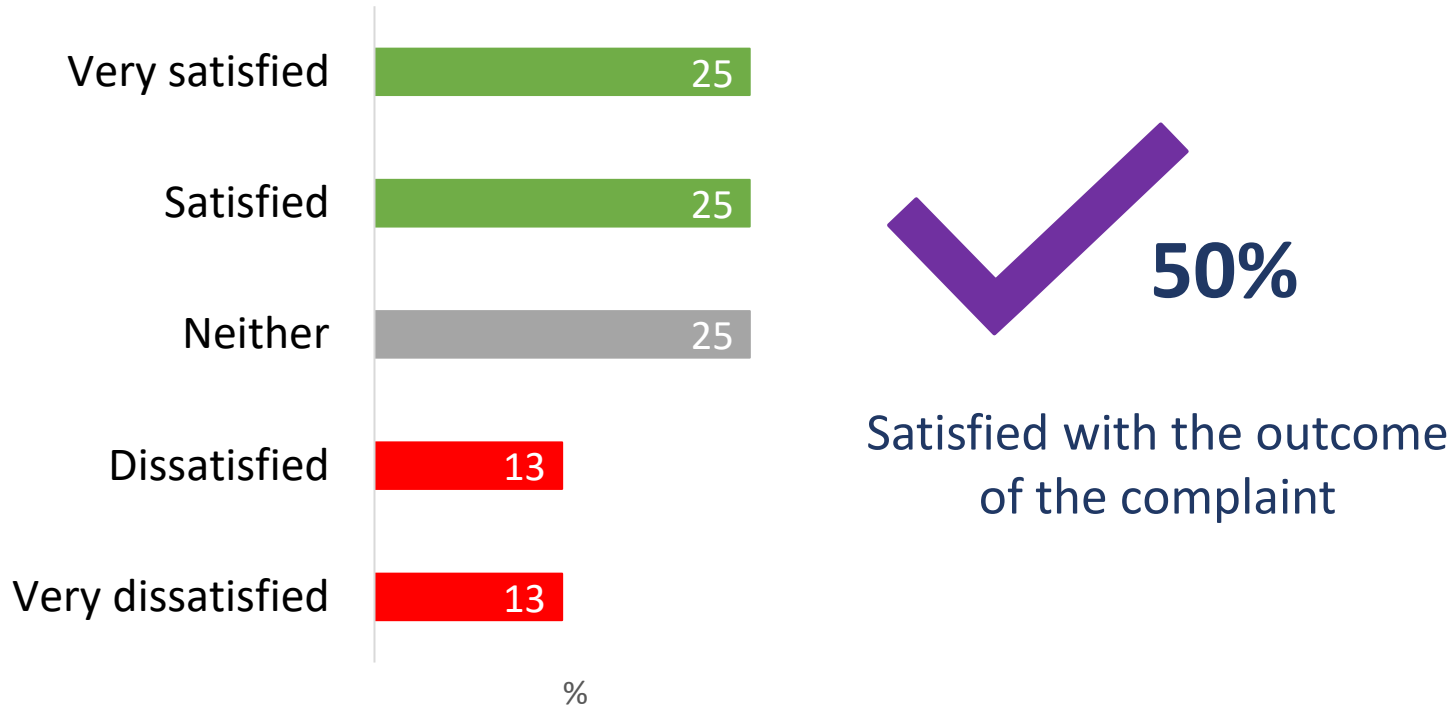


There has been an 18% increase in satisfaction with the quality of response letter since Q4 of 2024-25.

Looking at satisfaction by the outcome of each respondents' complaint, we can see that 67% of those with an 'upheld' status, 100% 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)



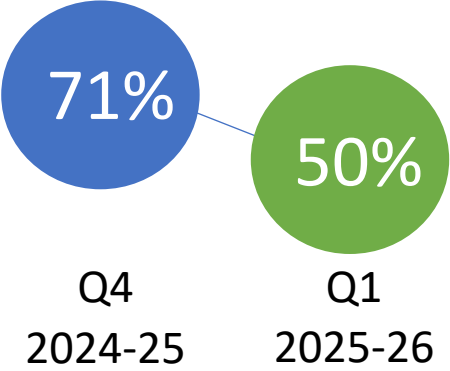
Half of residents (or their advocates) showed satisfaction with the outcome of their complaint (50%).

A quarter (25%) are neither satisfied nor dissatisfied, and a further quarter (25%) express dissatisfaction with the outcome of their complaint.

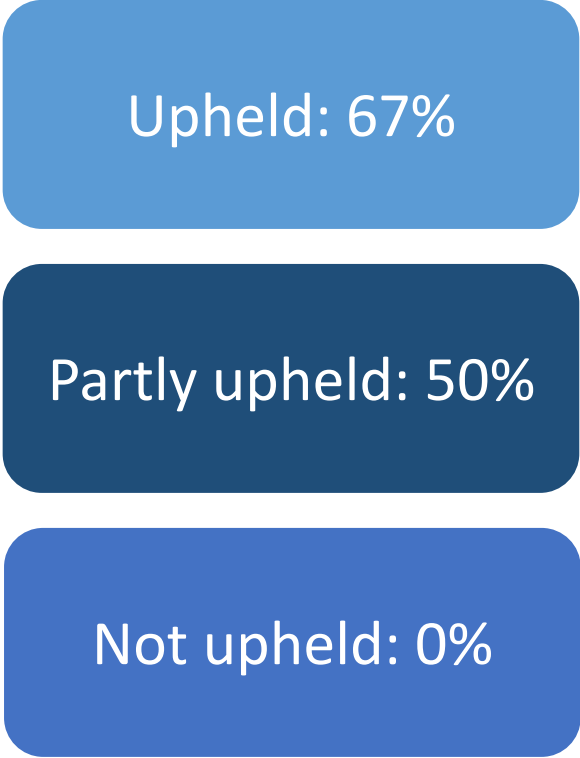
Outcome - Continued

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

Satisfaction by Quarter



Satisfaction by complaint outcome

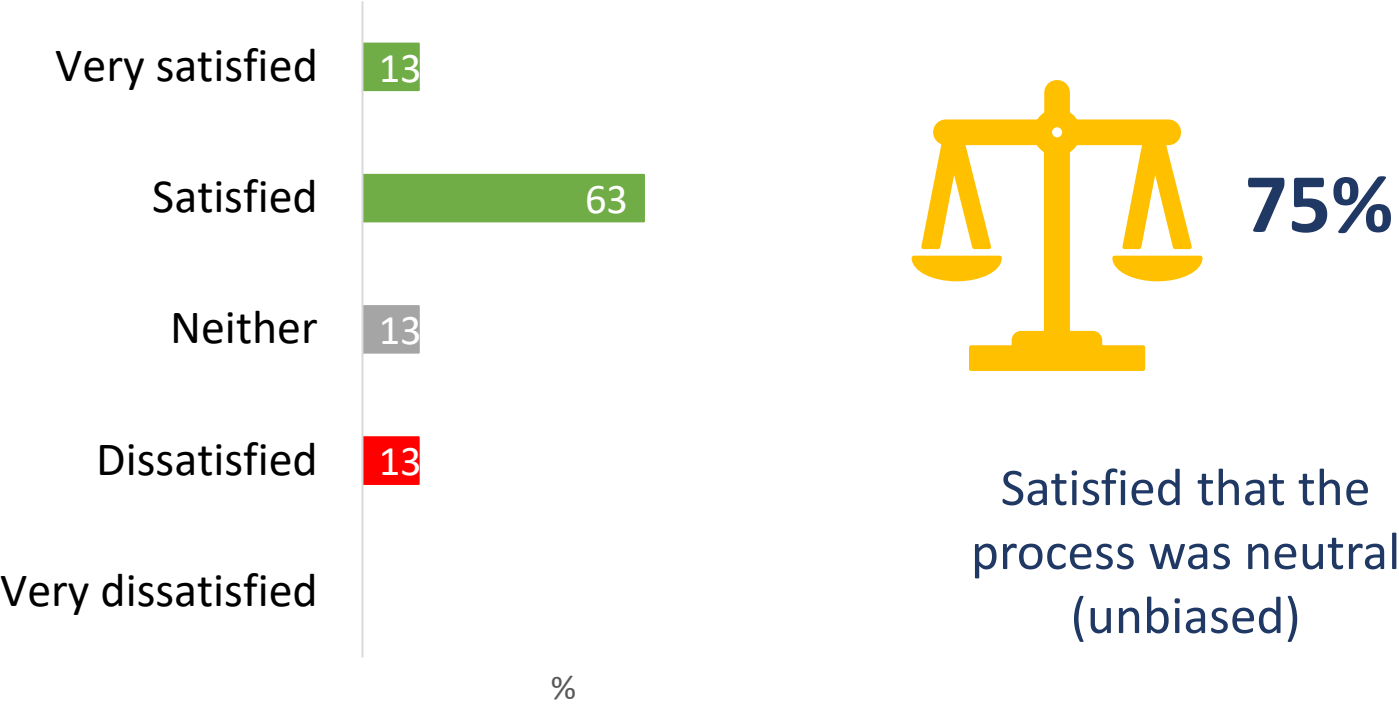


There has been a 21% decrease in satisfaction with the outcome of complaints since Q4 of 2024-25.

Looking at satisfaction by the outcome status of each respondents' complaint, we can see that 67% 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 0% of those with a 'not upheld' status.

Process was neutral

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



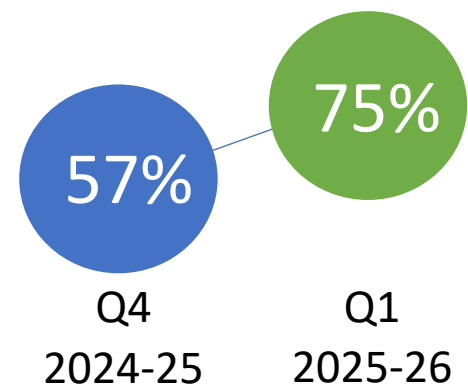
75% of residents (or their advocates) were 'satisfied' or 'very satisfied' that the process was neutral.

13% were 'dissatisfied', and a further 13% were 'neither satisfied nor dissatisfied'.

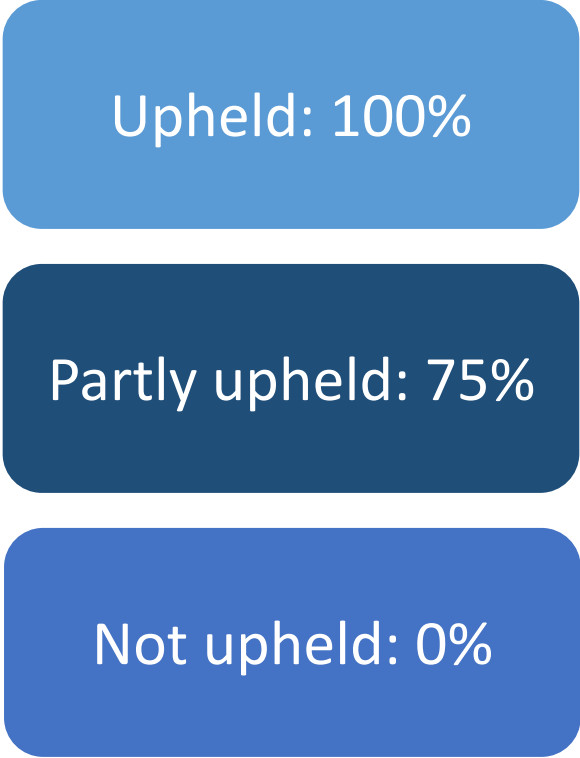
Process was neutral - Continued

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

Satisfaction by Quarter



Satisfaction by complaint outcome

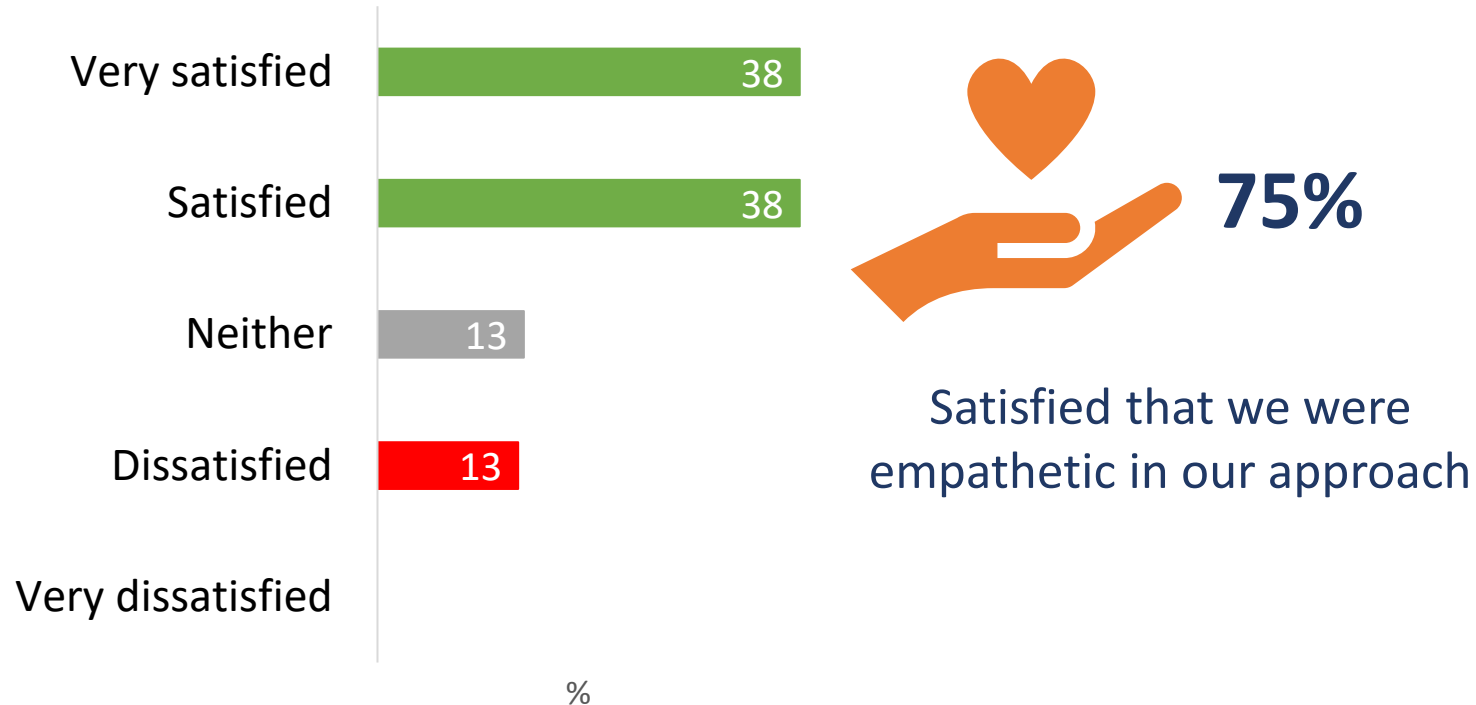


There has been an 18% increase in satisfaction regarding the complaints process being neutral since Q4 of 2024-25.

Looking at satisfaction by the outcome of each respondents' complaint, we can see 100% of those with an 'upheld' status are satisfied that the process was neutral, in comparison to 3 in 4 (75%) 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)



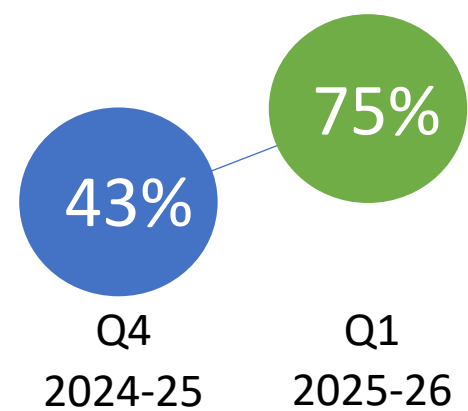
3 in 4 (75%) were satisfied that Housing 21 was empathetic in our approach to handling their complaint.

13% were neither satisfied nor dissatisfied and 13% were 'dissatisfied'.

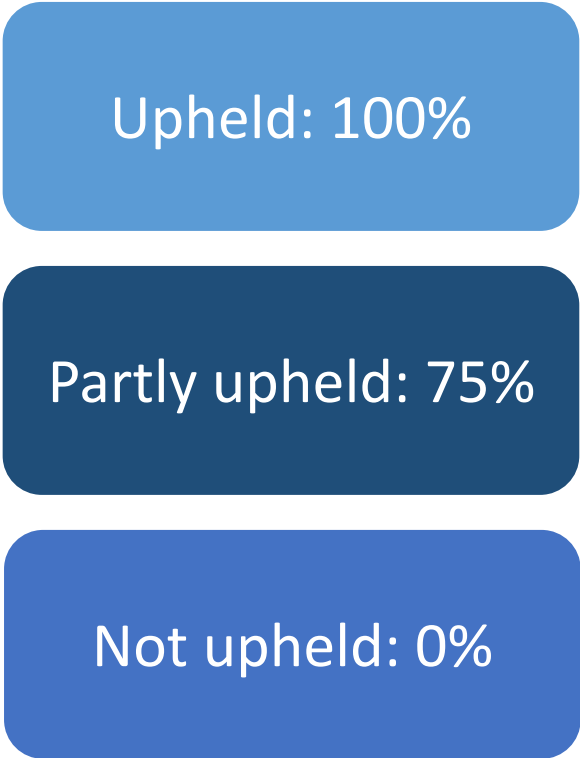
Empathetic in approach - Continued

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

Satisfaction by Quarter



Satisfaction by complaint outcome

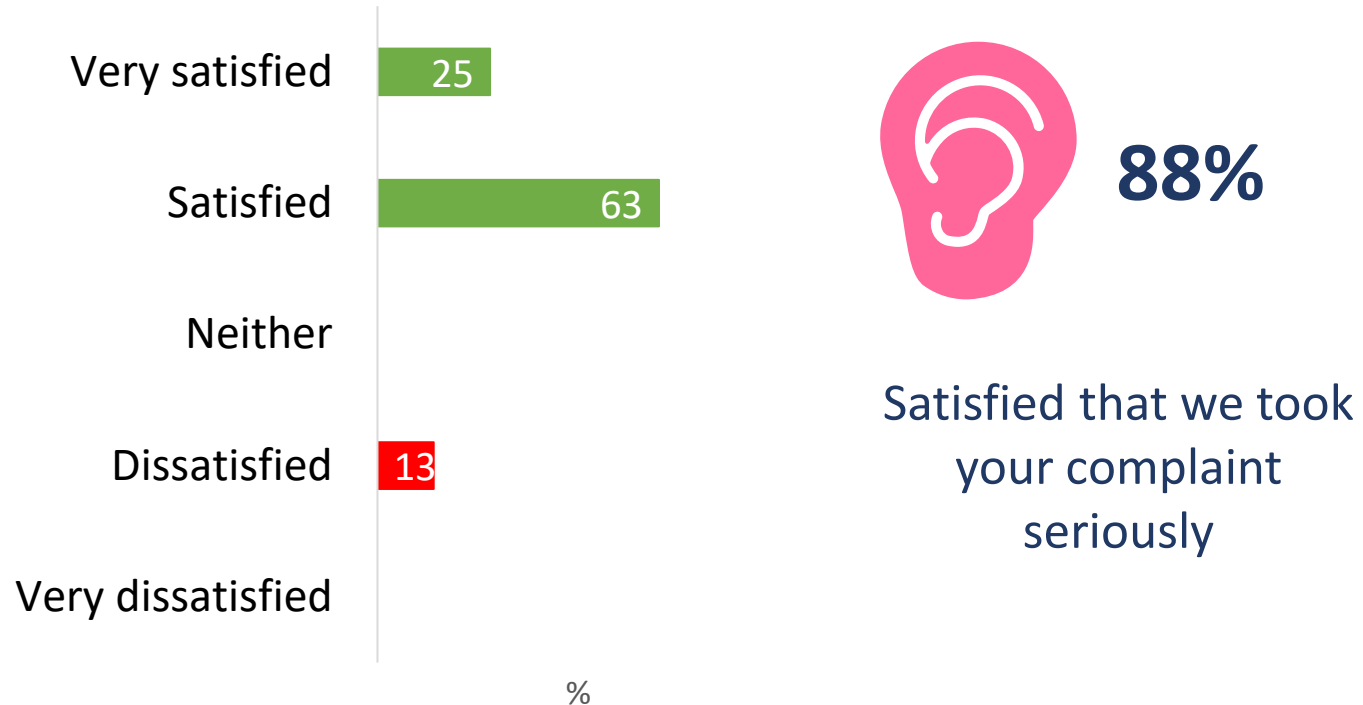


There has been a 32% increase in satisfaction for this statement since Q4 of 2024-25.

Looking at the outcome of each respondents' complaint, we can see 100% of those with an 'upheld' status are satisfied that Housing 21 was empathetic in our approach, in comparison to 75% 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)



This question received the joint-highest level of satisfaction across all indicators (88%).

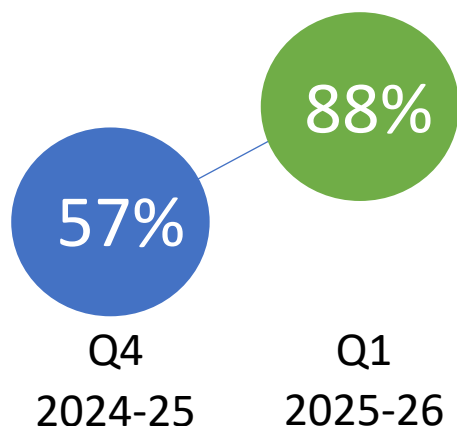
25% of residents (or their advocates) were 'very satisfied' and a further 63% were 'satisfied'.

13% were dissatisfied that we took their complaint seriously.

Taking complaints seriously - Continued

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

Satisfaction by Quarter



Satisfaction by complaint outcome

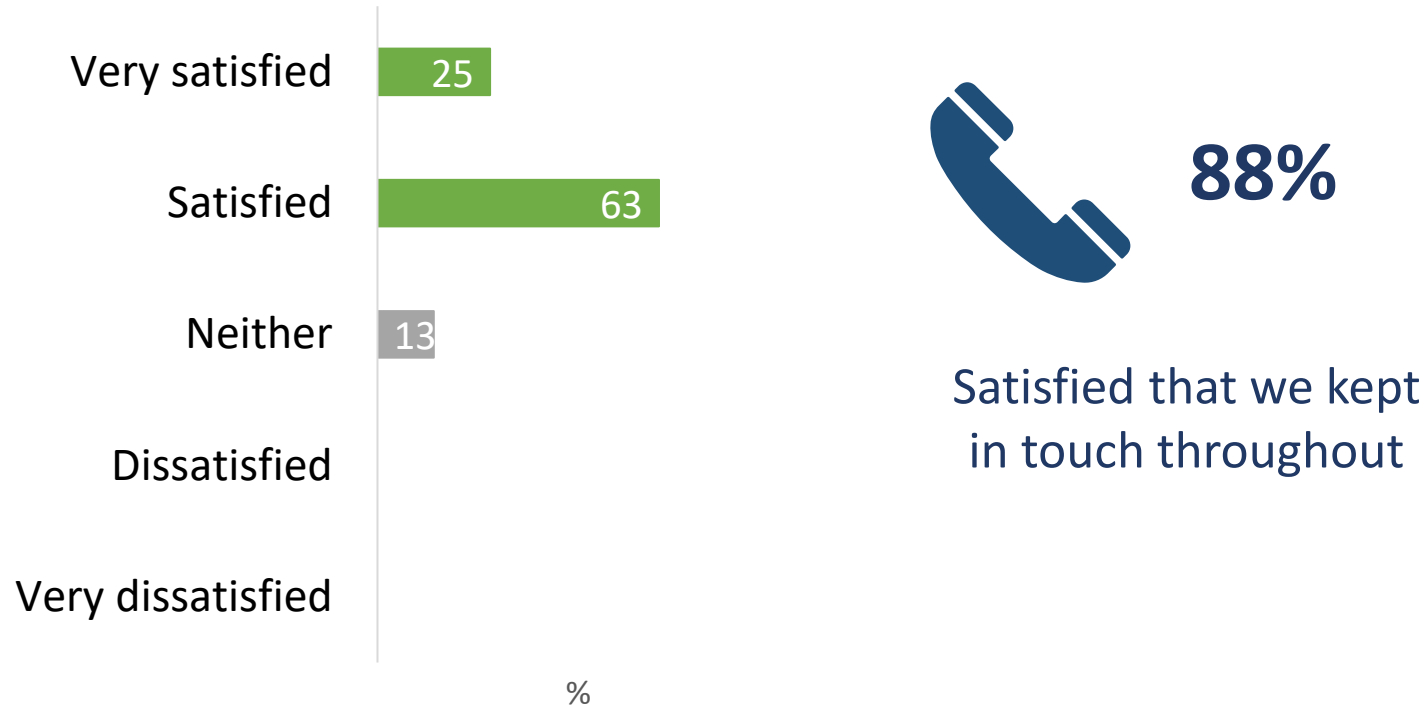


There has been a 31% increase in satisfaction with this statement since Q4 of 2024-25.

Looking at satisfaction by the outcome of each respondents' complaint, we can see that 100% of those with an 'upheld' status and 'partly upheld' status are respectively satisfied that their complaint was taken seriously, in comparison to 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 question also received the joint-highest level of satisfaction across all indicators (88%).

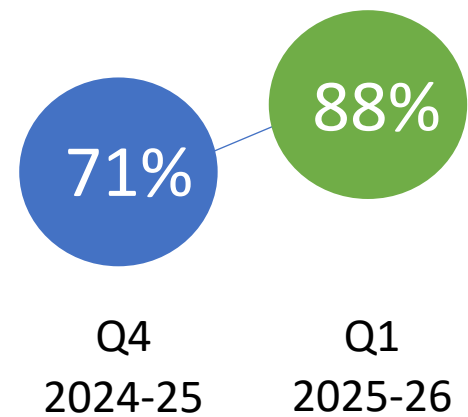
25% of residents (or their advocates) were 'very satisfied' and a further 63% were 'satisfied'.

13% were 'neither satisfied nor dissatisfied'.

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 Quarter



Satisfaction by complaint outcome

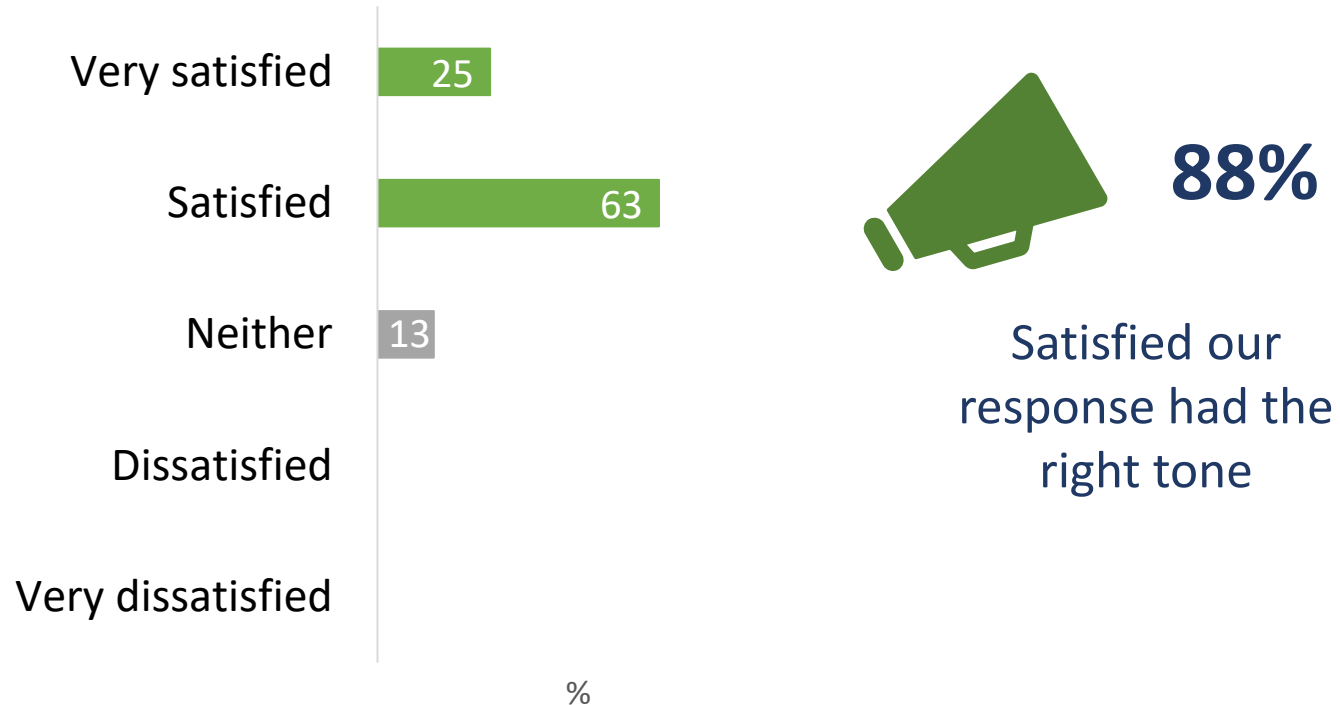


There has been a 17% increase in satisfaction with this statement since Q4 of 2024-25.

Looking at satisfaction by the outcome of each respondents' complaint, we can see that 100% of those with an 'upheld' status, 100% of those with a 'partly upheld' status, and 0% 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.))



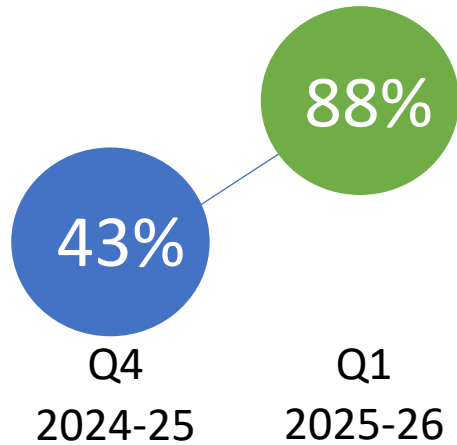
This is the final question which received the joint-highest level of satisfaction across all indicators (88%).

13% were 'neither satisfied nor dissatisfied' with the tone of Housing 21's response(s) to their complaint, 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 Quarter



Satisfaction by complaint outcome

Upheld: 100%

Partly upheld: 100%

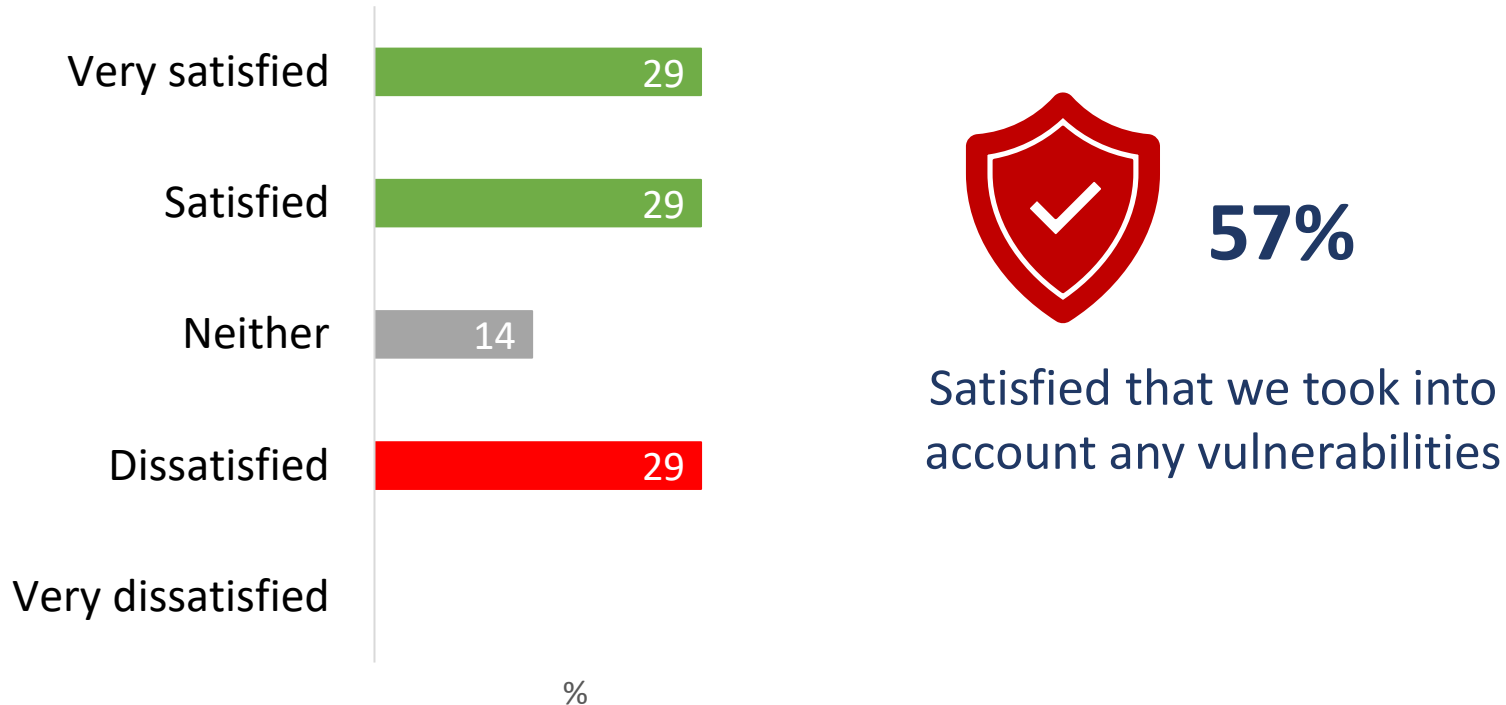
Not upheld: 0%

There has been a 45% increase in satisfaction with this statement since Q4 of 2024-25. This is the largest improvement in satisfaction seen for this quarter across all indicators.

100% of those with an 'upheld' status and 'partly upheld' status are respectively satisfied that our response had the right tone, compared to 0% of those with a 'not upheld' status.

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?



57% 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.

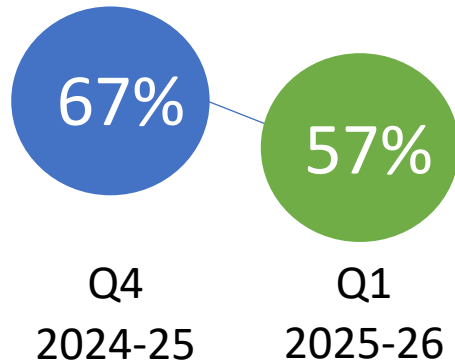
14% were neither satisfied nor dissatisfied.

29% were 'dissatisfied' that Housing 21 took their vulnerabilities into account while handling their complaint.

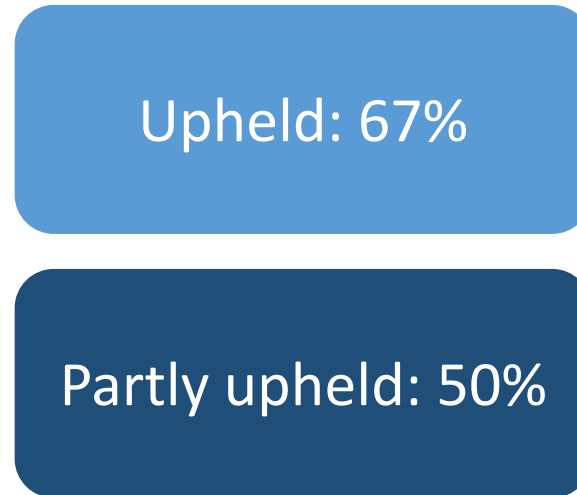
Considering vulnerabilities - Continued

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 Quarter



Satisfaction by complaint outcome



Satisfaction with this statement has decreased by 10% since Q4 of 2024-25.

2 in 3 of those with an 'upheld' status (67%) are satisfied that their vulnerabilities were taken into account, compared to half of those with a 'partly upheld' status (50%).

This question was not applicable to the respondent with a 'not upheld' outcome.

Lessons to learn

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

Key Themes	No. of responses
Improve systems/ records around rent	1
Establish policies for areas currently missed i.e. fly tipping	1
More transparency	1
More accountability, less 'saving face'	1
More prompt resolution of complaints made	1
Greater consideration and prioritisation of residents with acute care needs when scheduling care support	1
Professional and appropriate language used to address residents	1
Handling complaints with sensitivity and confidentiality	1
Objectivity when dealing with complaints (especially those about Housing 21 employees)	1

“Greater awareness of the impact on residents when dealing with complaints about care and respecting confidentiality”

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.

“Need to be objective when dealing with complaints particularly with those about Housing 21 employees.”

One thing to improve

Overall, what one thing would improve our complaints process?

Key Themes	No. of responses
More consistency in how different complaints are dealt with	1
Establishing policies covering incidents occurring frequently	1
Scheme managers to take residents' complaints seriously	1
Transparency about the complaints process	1
Give complainants more opportunities to comment on the response letter before it is finalised	1

“For court managers to take residents' complaints seriously.”

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.

“Transparency about the complaints procedure”

Additional comments

Do you have any further comments?

Key Themes	No. of responses
Housing 21 need to develop a culture of continuous improvement around complaint handling and learning from past mistakes	1
Comment regarding the professionalism of an Operations Manager	1
Feels the issue wasn't resolved	1
Positive comment about satisfaction with response time, actions and follow up	1
Complaints should be dealt with by an objective party	1
Comment regarding a separate ongoing complaint	1

"Overall I was very satisfied with the response time, actions and follow up taken to address the complaint made."

Themes from further comments are summarised in the table.

Residents (or their advocates) commented on the professionalism of employees, a need for better resolution of complaints, objectivity, learning from past mistakes to improve the complaints process, an ongoing complaint, and a positive comment.

Final thoughts

The statements receiving the most satisfaction among respondents were 'we took your complaint seriously', 'we kept in touch with you throughout the process of handling your complaint' and 'our response(s) to your complaint had the right tone', all achieving 88% satisfaction.

The statement with the most dissatisfaction was 'Housing 21 took into account any vulnerabilities you may have while handling your complaint', with 29% dissatisfaction, compared to 57% satisfaction.

This suggests residents and advocates who made a complaint to Housing 21 between April and June 2025 felt that Housing 21's tone and frequency of communication was at an acceptable standard, but the consideration of individual vulnerabilities and additional needs could be improved.

Themes from comments are varied and mixed, with no one strong theme emerging, however residents did discuss feedback around a need for greater transparency and accountability, additional policies, and more professional, or sensitive language used when addressing complaints.

While comments around lessons to learn and improvements to make, one resident did take the opportunity to show their satisfaction with the response time, resulting actions, and follow up for their complaint.

The results and comments for this quarter suggest that to improve satisfaction with complaints handling, Housing 21 should focus on taking into account vulnerabilities and treating individual cases with sensitivity, accountability and transparency.
