



St George Housing

2025/26

Complaints Performance & Service Improvement plan

LISTENING TO OUR RESIDNETS TO IMPROVE OUR SERVICES

Table of Contents



Message from the Board	3
Self Assessment	4
Performance	6
Lessons Learnt	7
Learning and Improvements	8
Annual Improvements	9
Annual Improvements Timeline	10
Contact Information	11

Message from the Board



At St George Housing (SGH), we are committed to delivering high-quality services to our residents. When issues arise, it is essential that they are resolved promptly and fairly. Complaints handling has therefore remained a key priority, and we have taken significant steps to strengthen our approach over the past year.

A self-assessment of our complaints handling service has confirmed compliance with the Housing Ombudsman's Complaints Handling Code (July 2026). The Board has reviewed this assessment in detail to ensure it accurately reflects our practices and provides a robust measure of performance. While we are pleased to confirm compliance with the Code, we will not be complacent. We remain committed to continuous improvement and to ensuring that residents' voices are at the heart of how we deliver our services.

As part of this commitment, we have:

- Reviewed our onboarding process with managing agents to ensure tenants receive clear and consistent information about how to raise complaints.
- made available a range of channels for residents to submit complaints, including online, by phone, and via WhatsApp.
- introduced a new governance reporting framework to ensure the Board receives regular updates on complaint volumes, outcomes, and trends.
- Introduced a new compensation framework to ensure fairness and transparency when redress is required.

The Board and Executive Team have also reviewed the complaints performance framework that sets out clear guidance on how we manage complaints.

David Short

Chair of the Board & Board Lead on Complaints

Self Assessment

COMPLAINTS PERFORMANCE AND SERVICE IMPROVEMENT PLAN



A completed self assessment can be found attached to this report and will be made available on the website for full transparency.

- ✓ **Section 1: Definition of a complaint**
- ✓ **Section 2: Exclusions**
- ✓ **Section 3: Accessibility & Awareness**
- ✓ **Section 4: Complaint handling staff**
- ✓ **Section 5: Complaint Handling**
- ✓ **Section 6: Compliant Stages**
- ✓ **Section 7: Putting Things Right**
- ✓ **Section 8: Self Assessment, Reporting and Compliance**
- ✓ **Section 9: Scrutiny, Oversight & Continuous Learning**

Self Assessment

COMPLAINTS PERFORMANCE AND SERVICE IMPROVEMENT PLAN



Overview

The purpose of the Housing Ombudsman's Complaints Handling Code is to ensure providers resolve residents' complaints promptly and use the learning to drive improvements in services and resident satisfaction. SGH is able to evidence compliance with all areas of the Code.

Goals

Over the next 12 months SGH aims to:

- Develop our residents engagement strategy to incorporate AI to capture meaningful feed back on our service.
- Develop a strategy to ensure that service improvement is driven by resident feedback.
- Improve accessibility to our complaints service through initial touch base sessions with all tenants explaining SGH Complaints process.



Performance

April 2025 to March 2026

1

Internal
Stage 1 complaint

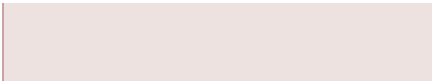
2

Internal
Stage 2 complaint

3

External escalation
Housing Ombudsman or MP complaints

SGH recieved 3 complaints in total during 2025/2026.

 **0.2%** residents made a complaint in 2024/25

 **100%** 100% of complaints were responded to within target timescales

 **66%** social Housing residents are satisfied with DHL's approach to handling complaints



Lessons Learnt

2025-26



In 2025/26, SGH received three formal complaints from a resident who was dissatisfied with the way their eviction was handled, recovery of rent arrears and the other related to a disrepair issue. While the number of complaints remains very low, each one is important to us as it provides valuable feedback and an opportunity to strengthen our services.

From these complaints we learned:

- **Clarity of processes:** Residents need clearer communication about our eviction process under our current policies.
- **Joined-up working:** The case highlighted the importance of better coordination between SGH, managing agents, and partner agencies when ASB and repairs issues overlap.
- **Resident communication:** The complaint reinforced the need to keep residents regularly updated on progress, even when investigations take time, so they feel listened to and supported.

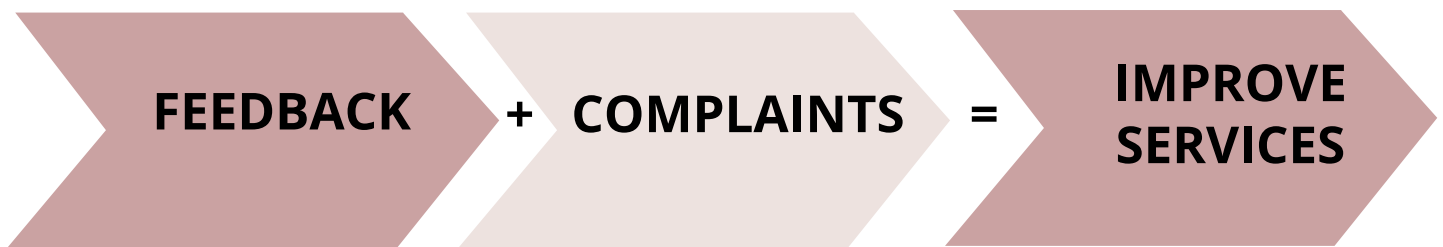
As a result, SGH has taken the following steps:

- Reviewed the information in the Tenant Handbook to add a section about breach of tenancies.
- Strengthened reporting lines with managing agents to ensure repairs are logged and tracked more effectively.
- Introduced a new specialist team to deal with stage 1 complaints.

SGH has received only three complaints over the last 12 months. We plan to focus on making our complaints process more accessible to ensure our complaints service is fully accessible.

Learning and Improvements

ISGH has embedded the formula below to support our vision of becoming a resident led housing association.



Annual Improvements achieved throughout 2025/26

- ☐ We have ensured that key information is displayed on all property notice boards about how to make a complaint.
- ☐ We carried out a review and self assessment on the new complaints handling code.
- ☐ We introduced a new compensation framework for all social housing SGH tenants.
- ☐ We have updated all of our complaints Letter templates and introduced a complaints matrix and action log to help map learning and stage 2 complaint findings.
- ☐ A new dedicated resource has been put in place to manage stage one complaints
- ☐ Reviewed and updated the tenant handbook to ensure clarity around making complaints which includes a QR code link to bite size videos.

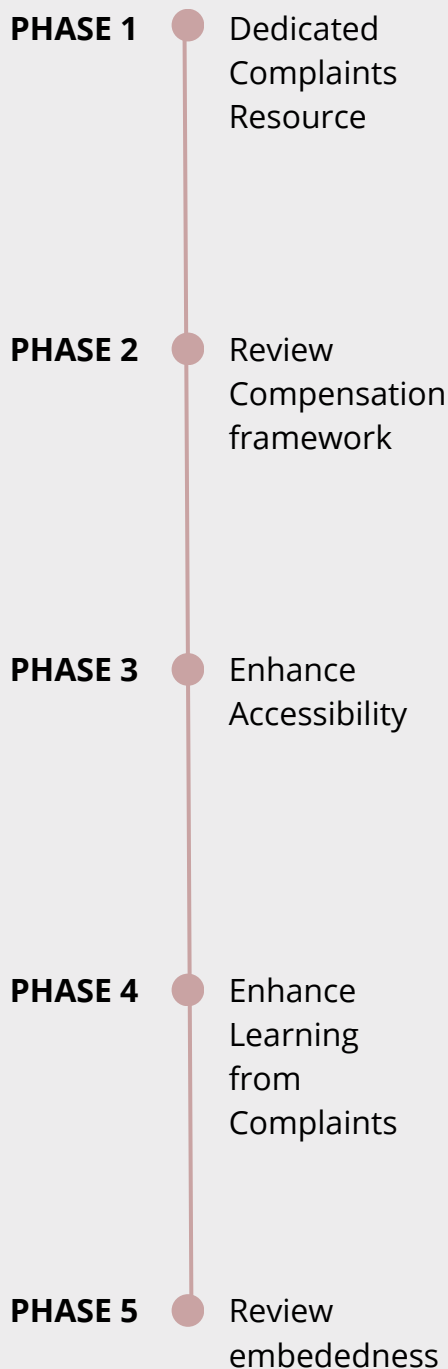
Annual Improvements

Our commitments for 2026/27

In 2025/26, SGH delivered on the commitments we made to strengthen how we listen to and respond to residents. While we are proud of the progress achieved, we recognise this is only the beginning. Our focus is now on embedding a culture of continuous improvement, where every complaint and every piece of feedback drives better outcomes. Throughout 2026/27, we will continue to challenge ourselves to improve, ensuring our services remain resident-focused, responsive, and shaped by the needs of our communities.

What	Why
Dedicated Complaints resource	Residents told us they were unsure about how to escalate a complaint to the Housing Ombudsman. In response, we will update our onboarding process to include clear, step-by-step information. This ensures every new tenant knows their rights and how to raise concerns.
Review compensation framework	Review and update our compensation framework to ensure it is fair, transparent, and aligned with best practice. This will aim to provide residents with confidence that where things go wrong, redress is proportionate, timely, and consistent.
Enhance accessibility	Enhance Accessibility: Conduct Tenant Satisfaction Survey as part of our resident engagement strategy to evaluate resident satisfaction with our complaints service and learn from feedback.
Enhance learning from complaints	Provide regular training and refresher sessions for staff and managing agents on the Housing Ombudsman's Code and complaint handling best practice. To ensure consistency, accountability, and continuous improvement across SGH services.

Annual Improvements Timeline



SGH Annual Improvements Timeline 2026/27

Q2 (July– Sep 2026)

- Implement a dedicated resource to manage stage 1 complaints.

Q2 (July – September 2026)

- Drafted a compensation policy to ensure fairness and transparency.

Q3 (October – December 2026)

- Enhance Accessibility: Conduct TSM as part of our resident engagement strategy to evaluate resident satisfaction with our complaints service and learn from feedback.

Q4 (January – March 2027)

- Enhance learning from complaints: Deliver refresher training for complaint handlers and managing agents, embedding lessons from complaints received during the year.
- **Review embeddedness:** Conduct a year-end review to assess how well the improvements from 2026/27 have been embedded across SGH, reporting findings to the Board and residents.



St George Housing

**BUILDING BETTER
COMMUNITIES**

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