QUARTZ
HOUSING

Annual Complaints Performance and Service Improvement Report

Reporting Period: 1 April 2025 – 31 March 2026

1. Introduction

This report explains how Quartz Housing (Quartz) handled complaints during its first full year of operation. It explains what complaints we received, what we learned, and what we are doing to improve services.

Quartz is a registered housing provider. We want to provide good homes and good services. Complaints help us understand when something has gone wrong and how we can put things right.

Hyde Management Services provides day-to-day housing services for Quartz. This includes repairs, tenancy management and complaint handling. Quartz remains responsible for making sure residents receive a fair, clear and accessible complaints service.

In 2025/26, Quartz received 9 complaints. These covered 11 service deliverables, with 9 findings upheld or partially upheld. Two complaints were escalated to Stage Two. The main issues residents raised were poor communication, repair delays, repeated visits, temporary fixes, missed appointments and unresolved essential-service issues.

All but one complaint was responded to within the target timescale. The one Stage One case resolved outside target related to a complaint about a member of staff. Complaints about staff members are managed by the relevant line manager, and we are working with line managers to make sure they understand our policy and the Housing Ombudsman Code timescales.

2. About Quartz

Quartz began operating in 2025. We are responsible for our homes, governance, regulatory compliance and landlord duties. Hyde Management Services provides the day-to-day services for residents. These include:

- customer services
- repairs management
- tenancy management
- income collection
- complaint handling.

Quartz checks the managing agent's performance through regular meetings, performance information, complaint reports and Board oversight.

3. Our complaints process

Residents may make a complaint by:

- telephone
- email
- online
- in writing
- through a representative.

We use a two-stage complaints process.

Stage One

We acknowledge the complaint and provide a written response within the timescales in our Complaints Policy.

Stage Two

If a resident is still unhappy, they can ask for their complaint to be reviewed at Stage Two.

Residents can contact the Housing Ombudsman after our complaints process has finished.

4. Complaints performance

In 2025/26, Quartz received 9 complaints. These complaints covered 11 service deliverables. Of these, 9 findings were upheld or partially upheld, showing that complaints have provided important learning for service improvement.

Performance Measure	**Year 1**
Complaints received	9
Stage 1 complaints	9
Stage 2 reviews	2
Complaints upheld	9 upheld or partially upheld findings across 11 service deliverables
Complaints partially upheld	Included within the 9 upheld or partially upheld findings
Complaints not upheld	Not separately reported
Complaints withdrawn	Not separately reported
Average Stage 1 response time	All but 1 complaint responded to within target
Average Stage 2 response time	2 Stage Two complaints; response times not separately reported

The Stage One complaint that was resolved outside target related to a member of staff. Complaints about staff members are managed by the relevant line manager rather than the

complaints team. We will continue to work with line managers, so they understand the Complaints Policy and the Housing Ombudsman Code timescales.

Overall, complaint volumes were low, but the outcomes show clear learning about communication, repair delays and the need to resolve essential-service issues effectively.

5. Complaint themes

The attached performance information shows that the main complaint theme was repairs. Poor communication and repair delays were the main drivers for complaints.

Responsive Repairs

Residents experienced repair delays, repeated visits, temporary fixes, missed appointments and unresolved essential-service issues.

Customer Communication

Residents needed clearer and more regular updates, particularly where repairs involved follow-on works or took longer than expected.

These findings have shaped our improvement priorities, with a focus on clearer repairs communication, better contractor coordination and stronger follow-through until issues are resolved.

6. Complaint handling performance

We aim to meet the requirements of the Housing Ombudsman's Complaint Handling Code.

We monitored performance through:

- monthly reports from the managing agent
- quarterly contract review meetings
- Board reporting
- review of complaint outcomes and lessons learned.

All but one complaint was responded to within the target timescale. Where more time was needed, residents were kept informed and extensions were agreed where appropriate.

The case resolved outside target has highlighted the need to work with our managing agent where complaints relate to staff conduct, so that policy requirements and Housing Ombudsman Code timescales are consistently understood.

7. Housing Ombudsman activity

During the reporting period:

- no Complaint Handling Failure Orders were issued;
- no complaints were referred to the Housing Ombudsman;
- no formal investigations were undertaken;
- no findings of maladministration were made.

8. Learning from complaints

We want complaints to lead to real improvements.

We identified repeated themes around poor communication, repair delays, missed appointments, temporary fixes, repeated visits and unresolved essential-service issues. We have taken the following actions.

Learning	Action Taken	Expected Benefit
Residents wanted better communication about repairs and clearer updates on follow-on works	Strengthened repair progress updates and communication standards by managing agent	Residents receive clearer information and fewer avoidable follow-up contacts
Repeated visits, missed appointments and temporary fixes affected residents' experience	Improved contractor coordination and follow-through by managing agent on unresolved repairs	Better repair resolution and fewer repeat visits
Staff-related complaints need timely handling by the relevant line manager	Continued work with managing agent's line managers on policy requirements and Housing Ombudsman Code timescales	More consistent complaint handling across operational teams

9. Managing agent performance

Hyde Management Services manages complaints day to day, but Quartz remains responsible for oversight.

Performance is monitored through:

- monthly operational meetings;
- quarterly performance reviews;
- contract management meetings;
- complaint quality audits;
- KPI monitoring;
- annual service review.

Hyde Management Services worked with Quartz during the year to improve complaint handling and communication with residents.

Future reviews will focus on complaint learning, customer satisfaction, timely service recovery and stronger follow-through on repairs until the issue is fully resolved.

10. Resident feedback

Resident feedback demonstrates that while many complaints related to delays or communication, residents valued:

- courteous staff;
- clear explanations;
- timely follow-up once concerns had been escalated.

Good communication is important to residents. We will continue to focus on clear, timely updates, especially where repairs require more than one visit or involve essential services.

11. Service improvement plan

We have agreed a focused improvement plan for the coming year based on the 2025/26 complaints performance information.

Improvement	Owner	Target Completion
Complaint Handling Code refresher training	Managing Agent	Q3
Work with line managers to improve timely handling of staff-related complaints and reinforce Complaint Handling Code timescales	Managing Agent / Registered Provider	Q3
Improve repair communication and contractor follow-through, including updates on follow-on works, missed appointments, temporary fixes and unresolved essential-service issues	Managing Agent	Q3

The Board will monitor progress against these focused actions during the year.

12. Complaint Handling Code self-assessment

We completed an annual self-assessment against the Housing Ombudsman's Complaint Handling Code.

The self-assessment found that:

- complaint handling arrangements are substantially compliant with the Code;
- governance arrangements are appropriate for our operating model;
- several enhancements have been identified relating to performance reporting and continuous improvement.

The full self-assessment is published alongside this report.

13. Board statement

The Board has reviewed this report and the annual self-assessment against the Complaint Handling Code.

The Board is satisfied that complaint handling arrangements are in place and that Quartz has appropriate oversight of services delivered by the managing agent.

The Board recognises that our first year has helped us better understand residents' experiences. It has approved the improvement plan in this report and will monitor progress during the coming year.

14. Conclusion

Quartz's first year has helped us put complaint handling arrangements in place and build a culture of learning.

Complaint numbers were low, with 9 complaints received in 2025/26, but the findings show clear opportunities to improve communication, repair delivery and service recovery.

We remain committed to handling complaints fairly and on time, strengthening oversight of the managing agent, improving repairs communication and using resident feedback to improve services.

15 July 2026