

# Annual Complaints Performance & Service Improvement Report 2025-26

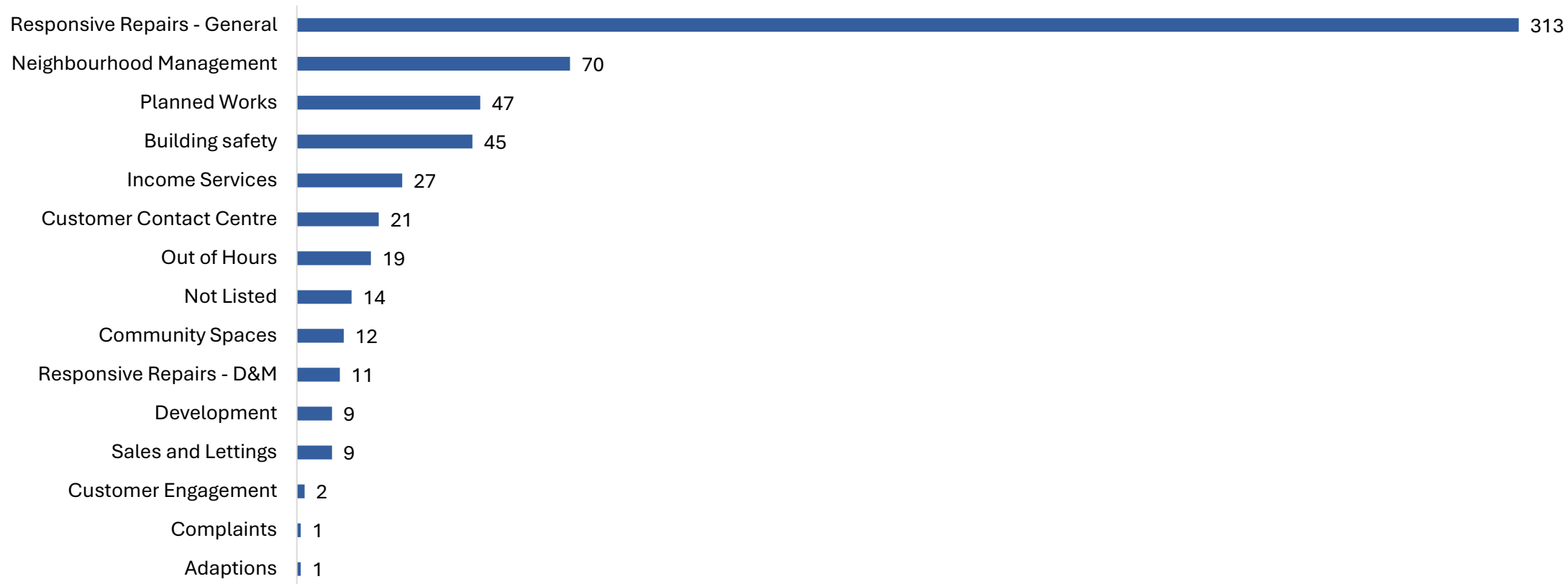


HELPING PEOPLE MAKE A HOME

- During financial year 2025-26 LFHA logged a total of 601 complaints, broken down as:
  - 580 LCRA complaints
  - 13 LCHO complaints
  - 8 Non-customer complaints
- 99 complaints were appealed and went on to Stage 2 during the year, where they were then resolved, broken down as:
  - 95 LCRA complaints
  - 4 LCHO complaints
- 97.3% stage 1 responses were completed on time
- 87.9% stage 2 responses were completed on time
- The Housing Ombudsman made 1 determination this year. The Ombudsman determined the following: *“We found that the landlord responded appropriately to the resident’s concerns that a contractor shared her personal information with her neighbour. We found service failure in its complaint handling.”* (**Note:** The service failure element of the determination has been appealed on the grounds that the Ombudsman has failed to account for Bank Holidays when calculating response times)
- Satisfaction with complaints handling for the year was 44.8% (final weighted score). This increased from 42.8% in 2024-25
- To assess what kinds of complaints are most prominent, the effect they have on the organisation, and what can be done to prevent future recurrences, this report will provide the following analysis:
  1. Number of complaints received by department
  2. Breakdown of complaint themes
  3. Breakdown of complaints by geographic area
  4. Breakdown of complaint outcomes
  5. Breakdown of themes specifically for complaints that weren’t upheld
  6. Breakdown of compensation offered
  7. Learning outcomes that can be taken forward from complaints

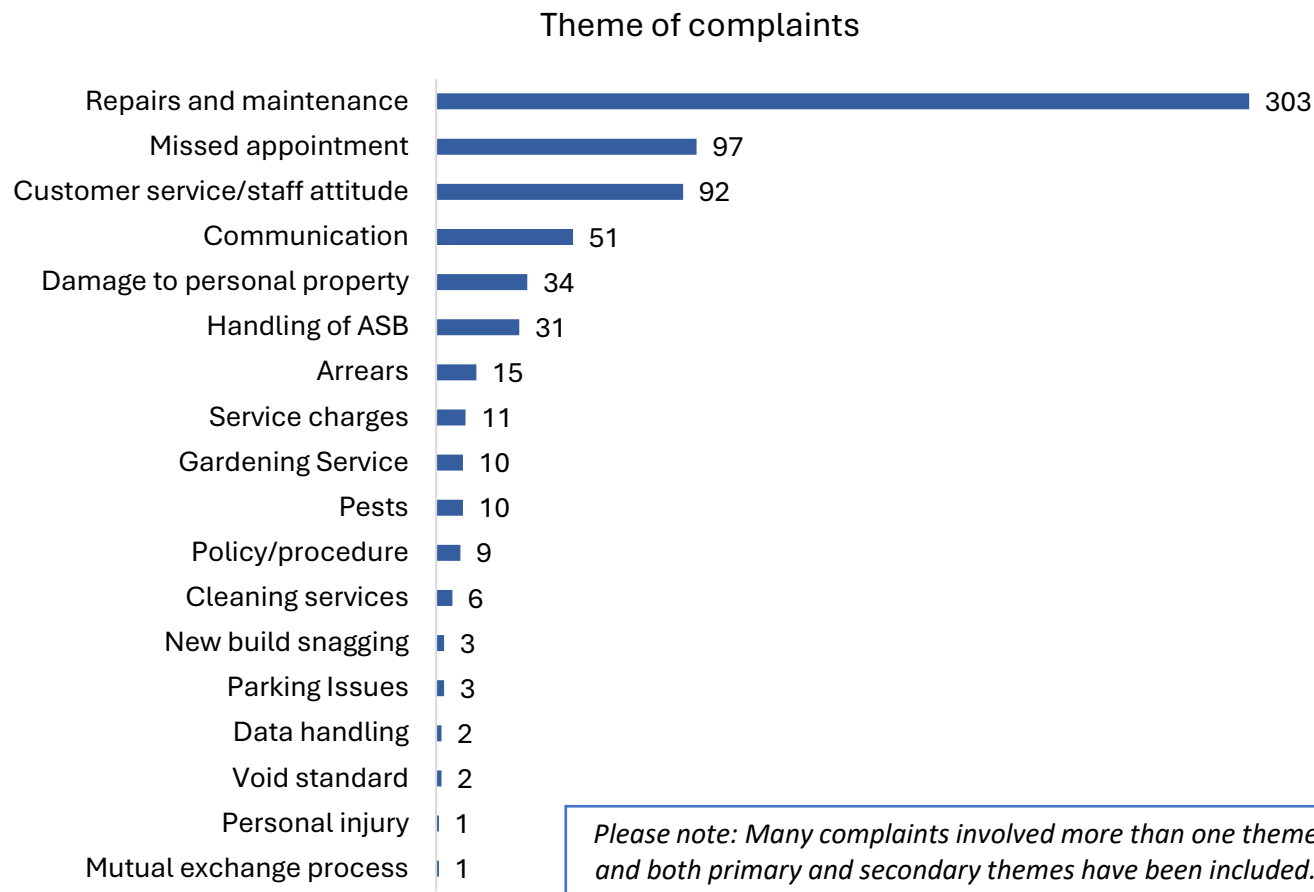
Over half of all logged complaints were assigned to responsive repairs - general

### Service areas breakdown



*Proportion of complaints by department and service area. Total complaints for 25/26 = 601*

## Issues relating to repairs and maintenance and missed appointments account for a third of logged complaints



50.4% of all complaints for the year related at least partially to a repairs and maintenance issue

Customers typically express dissatisfaction with the following key areas:

- Delays and poor responses to repairs
- Repeat follow up visits for the same repair
- Quick fixes and poor-quality workmanship
- Heating and boiler failures
- Damp and mould going unresolved

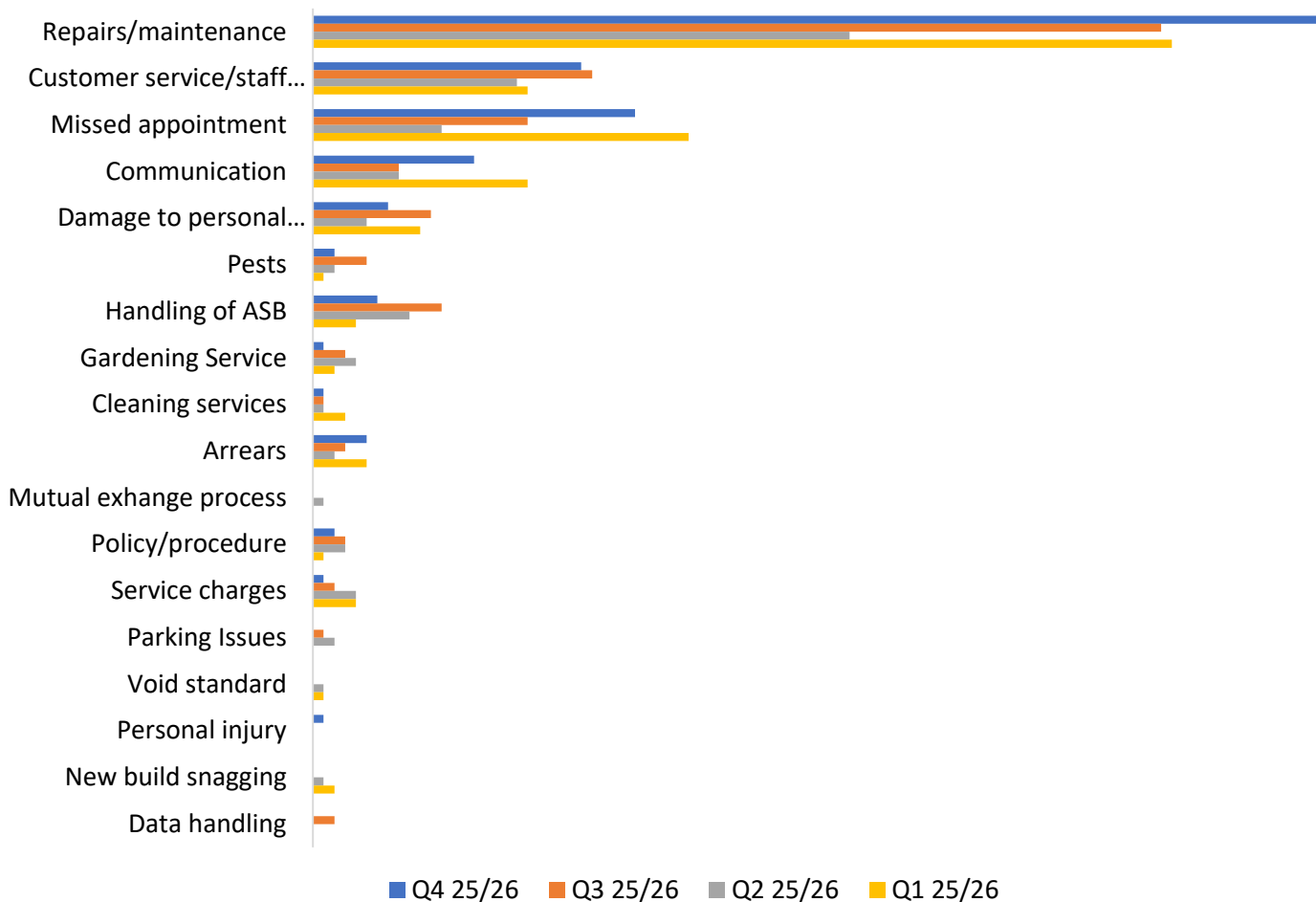
Complaints typically have a degree of cross over and repair complaints often also related to:

- Missed appointments – contractors turning up late or failing to attend
- Customer service and staff attitude – often relating to the demeanour of contractors when on site
- Communication – our failure to communicate the repairs process effectively or to notify customers of changes to appointments or timescales

Breakdown of complaints by main themes. Total complaints for 25/26 = 601

Complaints relating to our repairs service and missed appointments were most frequently raised

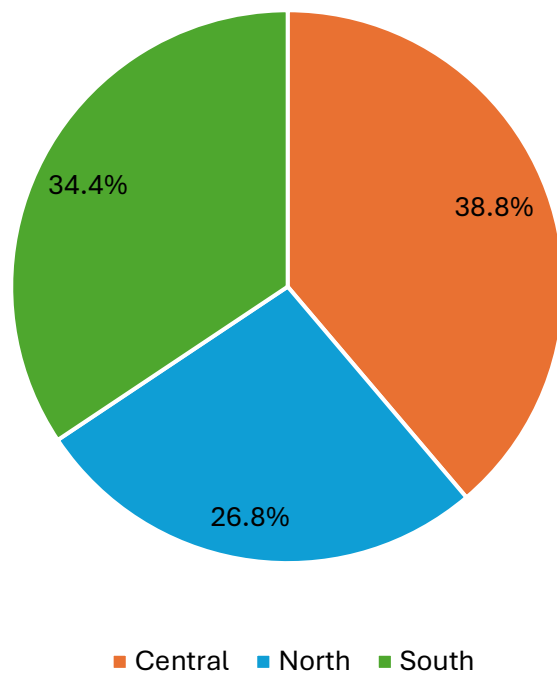
Theme of complaints by quarter



| Theme of complaint              | Q4 25/26 | Q3 25/26 | Q2 25/26 | Q1 25/26 |
|---------------------------------|----------|----------|----------|----------|
| Repairs and maintenance         | 94       | 79       | 50       | 80       |
| Customer service/staff attitude | 27       | 26       | 19       | 20       |
| Missed appointment              | 30       | 20       | 12       | 35       |
| Communication                   | 15       | 8        | 8        | 20       |
| Damage to personal property     | 8        | 11       | 5        | 10       |
| Pests                           | 2        | 5        | 2        | 1        |
| Handling of ASB                 | 6        | 12       | 9        | 4        |
| Gardening Service               | 1        | 3        | 4        | 2        |
| Cleaning services               | 1        | 1        | 1        | 3        |
| Arrears                         | 5        | 3        | 2        | 5        |
| Mutual exchange process         | -        | -        | 1        | -        |
| Policy/procedure                | 2        | 3        | 3        | 1        |
| Service charges                 | 1        | 2        | 4        | 4        |
| Parking Issues                  | -        | 1        | 2        | -        |
| Void standard                   | -        | -        | 1        | 1        |
| Personal injury                 | 1        | -        | -        | -        |
| New build snagging              | -        | -        | 1        | 2        |
| Data handling                   | -        | 2        | -        | -        |

Properties in the Central area generates roughly 7% more complaints than we'd expect proportionally

Area breakdown



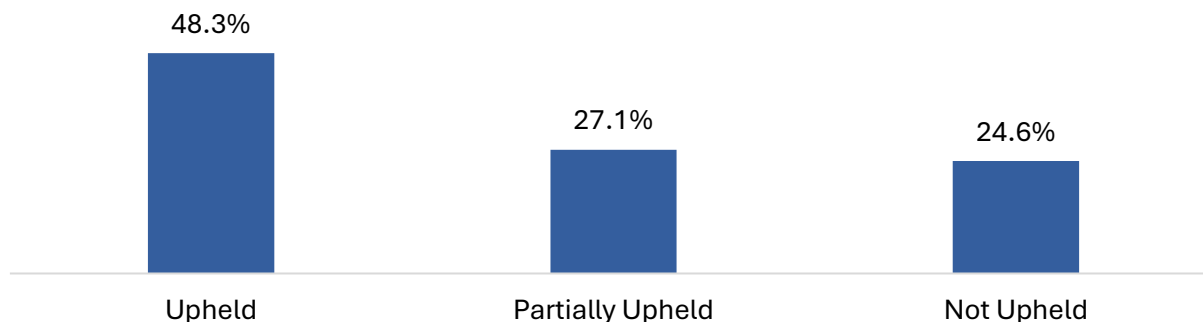
**Further notes on geographic trends for 25/26:**

- The North area continues to receive the fewest number of complaints – a trend which has remained consistent since last year
- Central received the highest proportion of complaints, with almost two fifths of complaints stemming from this area
- Considering the distribution of our properties (North: 36%, Central: 31% and South: 32%), the Central and South areas received a slightly higher proportion of complaints than we would perhaps expect

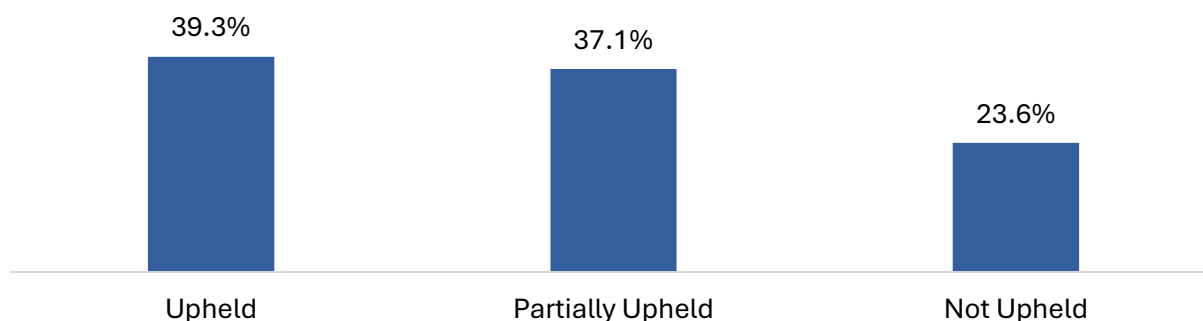
*Breakdown of complaints by area. Total complaints for 25/26 with a recorded area = 585*

For three quarters of stage 1 complaints, we were found to be wholly or partially at fault

### Stage 1 complaint outcomes



### Stage 2 complaint outcomes



Breakdown of complaints by outcome. Total complaints for 25/26 with a recorded outcome = 601

- Three quarters of stage 1 complaints were upheld or partially upheld during the year, with close to half found to have been fully founded
- The decision was taken **not** to uphold close to a quarter of complaints, a trend which remained relatively stable throughout each quarter
- Stage 2 complaints were less likely to fully upheld upon appeal, but we can observe a higher rate of partially upheld complaints
- Areas of the business most likely to fully uphold stage 1 complaints are:
  - Out of hours – 84.2% upheld (16 of 19)
  - Building safety – 68.9% upheld (31 of 45)
  - Planned works – 66.0% upheld (31 of 47)
- Teams least likely to fully uphold stage 1 complaints are:
  - Income – 14.8% upheld (4 of 27)
  - Neighbourhoods – 27.1% upheld (19 of 70)
- Note: the above excludes service areas with fewer than 10 complaints

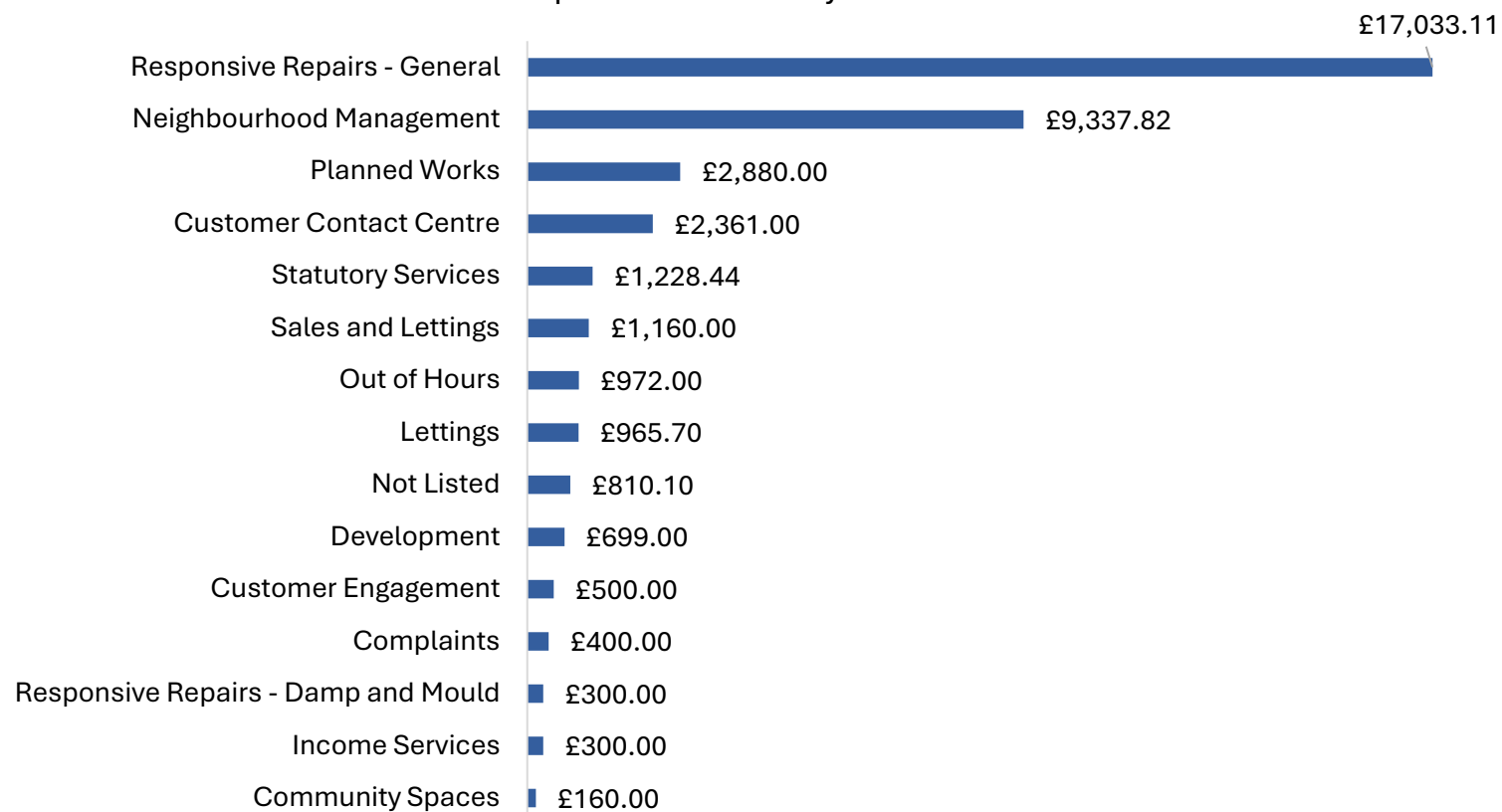
Slightly over half of logged complaints resulted in some form of compensation – with responsive repairs awarding the most compensation

Total amount paid in compensation in 25/26 =

**£39107.17**

Payment was spread across **307** stage 1 and 2 complaints

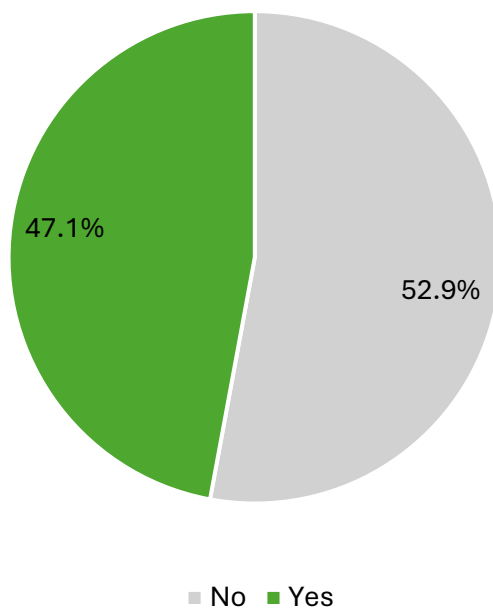
Compensation totals by service area



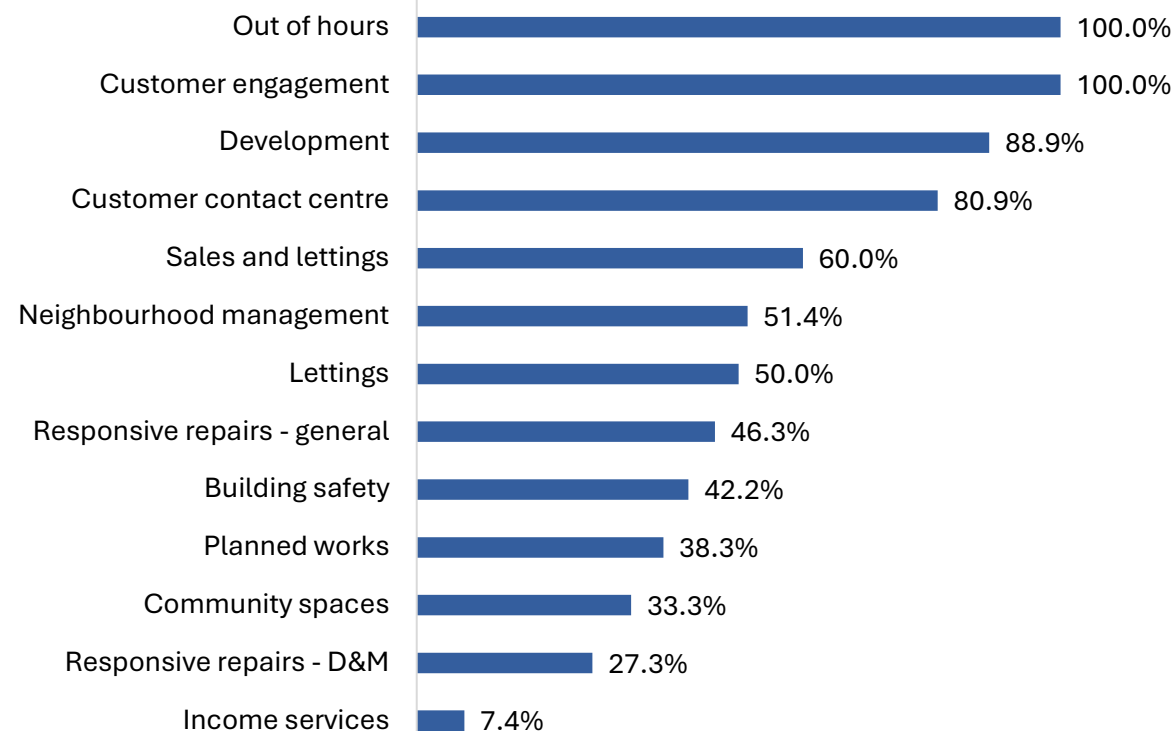
Breakdown of compensation offered in 24/25. Total complaints for 25/26 = 601  
Total customers receiving compensation = 307

Slightly fewer than half of complaints resulted in identifiable learning outcomes

Learning outcome identified



Proportion of complaints with learning outcomes by service area



Breakdown of complaints by learning outcome. Total complaints for 25/26 = 601

### Repairs – communication

- Improved communication with APS will be raised and discussed at future progress meetings, to allow both teams to work more seamlessly
- Closer monitoring of inboxes, to ensure all emails for further works are actioned within 48 hours
- Clear and respectful communication with customers and to ensure that an accurate timeline of follow up works is provided from the outset and informing them of any changes promptly
- Reviews of our online services and exploring ways in which to provide clear information about appointment availability.
- We've reinforced the importance of ensuring text message systems accurately reflect scheduled appointment time
- Contractors to call customers when en route - if they are unable to gain access when outside the operative will call LFHA contact centre - this is to be trialled for a period and will be monitored
- Contractors to communicate with us/customers when they can't attend a job and not just leave customers waiting in for appointments
- Improved communication processes have been put in place with Contego
- Improved communication for when Sure cancel appointments, to ensure that job notes are not lost
- Improved communication and key handover by AGS for when these are left at the Tannery, to avoid them getting lost and to make sure they get to the right colleague

### Repairs

- Implementation of new forms for when inspections are raised, to ensure that the full property is checked and documented
- AGS (door entry contractors) are now required to update all WIP orders three times a week, with notes to be added. Where parts and materials are on order, customers should be updated.
- A report is being set up to identify orders that do not go through the interface, to allow for these to be investigated and actioned by the contact centre
- More training to be provided on checking if items have been gifted and where the maintenance responsibility lies
- Improved training for new starters and to work with them more closely to explain the repairs process
- Further toolbox talks on the importance of respecting customers' homes and leaving them clean and tidy after any works are completed
- Electrics tripping should now be treated as an emergency and any pushback from the contractors should be escalated to management. Subsequent cancelled orders must be clearly noted with the reason for cancellation
- Training and reminders given to colleagues to select accurate areas of work when raising orders, rather than selecting 'not defined'. This information is required for recall orders and complaint responses
- Major trip hazards should be treated as emergencies and dealt with as soon as possible

### Repairs

- Reporting to be set up to identify any works order failures
- Missed appointment vouchers can be offered from the outset/initial call and logged on the missed appointment log
- Sure have agreed to assign an extra out of hours engineer to the contract
- Improving engineer identification for Sure engineers, including clearly liveried vehicles, uniforms, and visible ID cards
- Improving system updates to accurately time-stamp attendance for Sure, ensuring we can provide correct and reliable information to customers
- RAMS documentation will be provided as confirmation of safeguards in place during works
- Equans have been reminded to work 08:00 - 18:00 in voids when customers are affected by noise, especially flats
- Gifting forms have been updated to include an example of a cooker hood
- Contractors are reminded to ensure that they leave work sites clean and tidy, not to leave tools on furniture and to not use customer's bathrooms without asking first

### Community spaces

- Improved communication with customers for when cleaners are on annual leave, so they can expect attendance on a different day
- Gardeners reminded to knock on customer's doors and ask them to move cars if they are too close to areas where leaf blowing is taking place
- Not to strim the areas where there are parked cars. Some areas to add to the curtilage work so we can dig out, membrane and bark chip the area in question so only a weed spray is required for future maintenance
- Avoid cutting grass during very wet conditions, to prevent mud on pathways and damage to grassed areas

### Building safety

- Sure have been reminded of the process associated with cancelled appointments and how these should be communicated to customers and us
- Process review for unannounced gas servicing visits, with possible notifications required from the contractor
- Gas engineers should not include sensitive or subjective information on gas certificates
- Sure will review the following:
  - The notice period for gas safety appointments
  - The wording of appointment notifications
  - The availability of telephone contact options
  - The need to consider reasonable adjustments

### Development

- Training to ensure that colleagues are fully versed on which conveyance plans are the most up to date and to ensure that customers are always sent the correct copy
- Improved ways to communicate to customers that they should report any snagging or repairs issues directly to Leeds Federated, rather than the developer directly
- Improvements to the sign off process following defect repairs/replacements to be investigated
- A pilot process will be put in place that involves proactive monitoring of all e-orders raised for new homes in the defect liability period. This process will improve the resolution of defects where there has been a cross over between 'day to day' emergency repair orders and the need for input or action by the developer
- All customer care teams for developers we work with in relation to defects to be reminded of the need to contact us if support is required by a customer to deal resolving a defect but the support cannot be provided by them
- Developers have been reminded on of the need to keep us informed of defects that are reported directly to them
- A clear handover document will be created between development and the housing team, where specification changes are made from the housebuilder's handover document by the development team. Any changes to the original design and where maintenance responsibility for these changes sit will need to be detailed
- Ensure our Clerk of Works is fully inspecting properties so that there is clear evidence of issues can be shown to the developer

### Planned works

- Colleagues have been reminded to check customers accounts for access information, dogs, vulnerabilities etc. before attending properties
- Improvements to the APS snagging process, following planned works
- APS to check areas following scaffold removal to ensure all equipment is removed. When erecting scaffolding contractors should also ensure that bins can still be collected and emptied
- A review of the communication sent to customers where a communal area is affected for more than a reasonable time period
- Boiler installers to carry out check that hot water delivery is set to optimum. This may include checking incoming water pressure and adjusting the boiler setting.
- APS to consider sharing what is WIP with us, so we have more visibility of planned works ongoing or due. A post inspection will be raised for when all repairs are completed

### Neighbourhood services

- Reminder to colleagues to be aware of GDPR implications when serving papers and to ensure any notices posted on doors are in a sealed envelope
- NOs reminded not to share still from CCTV without consent of the owner of the image
- Disclaimer forms for mutual exchanges should now list material changes to fittings such as painted kitchen cupboard doors, so customers are clear about their condition when moving in
- Identify adaptations prior to void works and agree to retain or remove the adaptations depending on the nature of the property and whether their suitable for the incoming customer
- Reminders to colleagues about community safety home security measures and that they should be offered early, where appropriate, in cases of ASB
- If we carry out consultations with customers, we should inform them of the outcome and ensure communication is maintained throughout the process
- Teams reminded to open Good Neighbourhood Management cases where the threshold for ASB isn't met, but intervention from LFHA is still required
- Consideration to be given to improved communication around the shortlisting process

### Neighbourhood services

- All communications should be uploaded to Origin to allow for the colleagues reading tenancy pages to have the full picture when dealing with complaints
- When making changes to tenancies, we should provide the formal offer letter at the same time as the NTQ to reassure customer that they aren't losing their home
- Training to be provided to colleagues on the formal process of dealing with a request for material amendment to a new build, within the defects period
- Colleagues are reminded to raise call backs on Origin to allow for record keeping and audits
- A 'guidance on outbuildings' document has been created to give clear parameters for shed dimensions and what can appropriately be stored in them
- Work carried out with the voids team to ensure that gardens are better dealt with when properties are empty, to avoid H&S risks for incoming customers
- Reminders to colleagues to ensure emails are spell checked and formatted professionally before being sent out
- Change in process when NOK informing us of passing of a tenant to ask the NOK when they would like the key safe to be installed so that we are sensitive to their individual requirements

### Neighbourhood services

- Reminder to colleagues that all appointments with customers should be booked into diaries and O2, so if someone is off, we can arrange cover or contact the customer to reschedule
- To ensure all termination cases and processes are closed off when a customer withdraws their notice
- Ensure that learnings from previous complaints are effectively shared across the team and with new starters, to ensure the same mistakes aren't repeated
- Colleagues have been reminded that Woodville Square ground floor flats do not have access into the communal areas
- Improvements have been made to the transfer process, with tasks created to ensure customers are added and in instances where they can't be added, then notes should be uploaded to clearly confirm why

### Customer Engagement

- We have reviewed the Customer Voice Panel code of conduct to make expectations around inclusivity, online conduct and respect much clearer. One to one training will be provided to the group, and colleagues will be briefed to improve out handling of sensitive matters, including confidentiality
- Our wider EDI commitments and customer engagement framework are being reviewed to help strengthen them at all levels, with training to follow

### Income services

- Colleagues have been reminded to review the needs, adjustments and vulnerabilities of customers before initiating communication
- Colleagues have been reminded that text messages to customers need to be as accurate as letters and emails and still follow our tone of voice guidelines

### Out of hours

- Contact centre managers and team leaders are now carrying out regular check ins to discuss complaints and their subsequent learnings and any training gaps
- Further training to be provided with individual team members to cover knowledge gaps
- OOH emergency contractors are to phone customers from site, in the event of a no access
- SPS have been given further information and clarification on the correct emergency timeframes for each contractor, to ensure these are communicated correctly to customers
- Further training suggested for the out of hours team around customer with vulnerabilities

### Customer Experience

- To reinforce the importance of always providing safe and appropriate advice to our customers
- Consider offering customers alternative light source, such as battery-operated lamps where there is a delay in repairs leaving them without a light source in the room
- A breakdown in communication with APS has been raised in the contractor weekly meeting to learn from the failure
- Further training on how to effectively communicate appointment bookings to customers
- Further training to be given to the contact centre, with response times taking into account vulnerabilities and disabilities
- The Contact Centre Team Leader has provided refresher training to staff to reinforce the correct process for raising and communicating repair appointments. This will help ensure that contractors have clear visibility of works and that customers receive accurate information
- Further training has been provided to the Contact Centre on how to effectively raise call backs for other colleagues
- The contact centre have received further training on the correct process for cancelling orders
- A reminder to the contact centre and other colleagues that call backs should be logged on Origin for consistency and record keeping, not messaged on Teams or via email alone