



Complaints Performance And Service Improvement Report 2025/26

Pinnacle Affordable Homes



Introduction

This report outlines our compliance with the Housing Ombudsman's Complaint Handling Code and provides an overview of our complaints handling performance between April 2025 and March 2026.

This report includes the following sections:

A Statement from the Board

A formal declaration from our Board regarding our commitment to effective complaint handling and compliance with the Housing Ombudsman Code.

A Summary of complaints received including

- Nature and types of complaints received
- Total number of complaints received and response timeframes.

Service Improvements

A summary of improvements made through out the year to our services as a direct result of feedback and complaints received.

Future Plans and Technological Enhancements

A summary of our planned service improvements to enhance service delivery and increase tenant satisfaction.

Housing Ombudsman's Service

- Information on the determinations that may be made if a complaint is received by the Housing Ombudsman's
- An overview and links to the Housing Ombudsman service and Complaint Handling Code.

Conclusion

An overview of key achievements, lessons learned, and our commitment to continuous improvement.



Board Statement

Pinnacle Affordable Homes remains committed to delivering high-quality services to our residents. We recognise that issues can occasionally arise. When they do, we take responsibility for resolving them promptly, fairly, and effectively.

Improving our complaints handling processes, alongside key services such as repairs, has been a strategic priority over the past year. We have implemented a range of improvements designed to strengthen responsiveness, accountability, and the overall customer experience.

To further enhance governance and oversight, we have appointed a Board Member as the lead representative for complaints. Working closely with operational teams, this role provides increased scrutiny, insight, and strategic oversight of complaint performance, ensuring that lessons learned are identified and acted upon to drive continuous service improvement.

We are committed to ensuring full compliance with the Housing Ombudsman's Complaint Handling Code, embedding its principles throughout our complaints process to promote fairness, transparency, accessibility, and learning from outcomes.

We value the feedback provided by our tenants, as it plays a crucial role in helping us understand where we can improve. Every concern raised is taken seriously and used to inform service enhancements across the organisation.

Through our review of complaint outcomes, we have identified several areas requiring further improvement and are developing a comprehensive action plan to address them.

Progress will be regularly monitored to ensure meaningful and sustainable improvements are delivered. Our focus remains on providing excellent services while promoting transparency, accountability, regulatory compliance, and tenant satisfaction. By listening to our residents and learning from their experiences, we will continue to strengthen our services and deliver positive outcomes for the communities we serve.





Complaint Summary

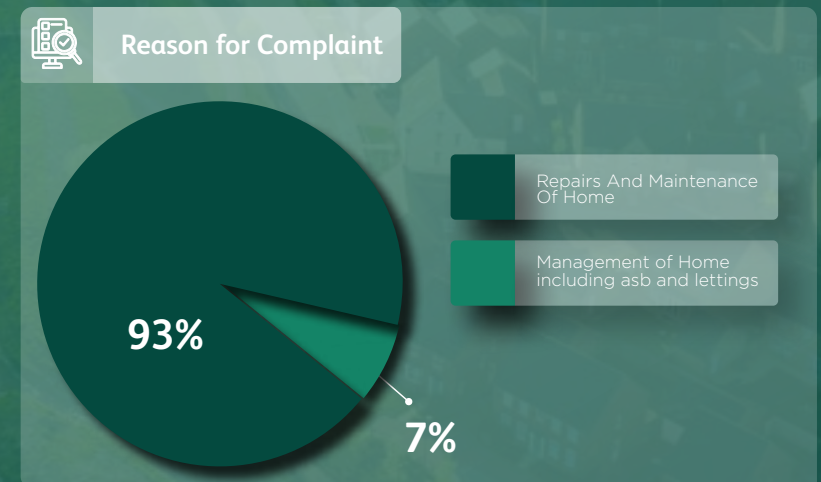
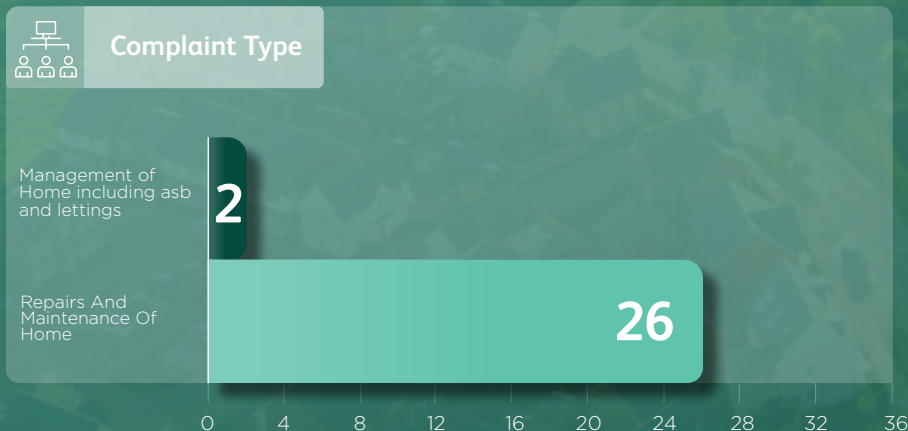
April 2025 to March 2026

In line with the Housing Ombudsman's annual reporting requirements, complaint themes have been combined across Stage 1, Stage 2 and Ombudsman cases if applicable to identify key trends and service improvement priorities.

Complaint Summary:

	No of Complaints	Responded to within timeframe	Percentage responded to in timeframe	Use of Extension
PAF				
Stage 1	18	18	100%	0%
Stage 2	7	7	100%	0%
Housing Ombudsman	3	3	100%	0%

Reason for complaint:





Ombudsman Determination

When the Housing Ombudsman reviews a complaint, they issue both recommendations and a formal decision.

A determination is a formal decision issued by the Ombudsman following an independent investigation into a complaint that has completed the landlord's complaints process. Determinations assess whether the landlord acted fairly and reasonably and may identify service failure, maladministration, or areas of good practice.

These decisions can fall into several categories:

- **Severe maladministration:** the most serious failing, where the landlord's failure caused significant harm to the resident.
- **Maladministration:** there was a failing which negatively affected the resident.
- **No maladministration:** the landlord acted fairly and reasonably.
- **Service failure:** there was a minor failing, but action is still needed to put things right.
- **Reasonable redress:** there was a failure, but the landlord put things right before our investigation.
- **Mediation:** the complaint has been resolved with the Ombudsman's help.



Determinations



Case 1: Maladministration

- The Ombudsman found maladministration in relation to our handling of repairs. The case involved challenges relating to property access, resident engagement and contractor safety, which impacted service delivery. The determination has been reviewed and the learning incorporated into service improvement activity to strengthen repairs management and customer communication.



Case 2: Maladministration

- The Ombudsman found maladministration in the handling of repairs and a service failure in complaint handling. The determination identified delays in repairs, communication shortcomings and failure to provide a Stage 1 response within required timescales. Learning has been used to strengthen repairs oversight and complaint management processes.



Case 3: Partial Maladministration

- The Ombudsman found partial maladministration relating to delays in addressing heating, damp and mould concerns, together with shortcomings in record keeping and complaint handling. While some aspects of our response were found to be reasonable, improvements were required in repairs management and communication. Actions arising from the determination have been incorporated into service improvement plans.



Closing Narrative

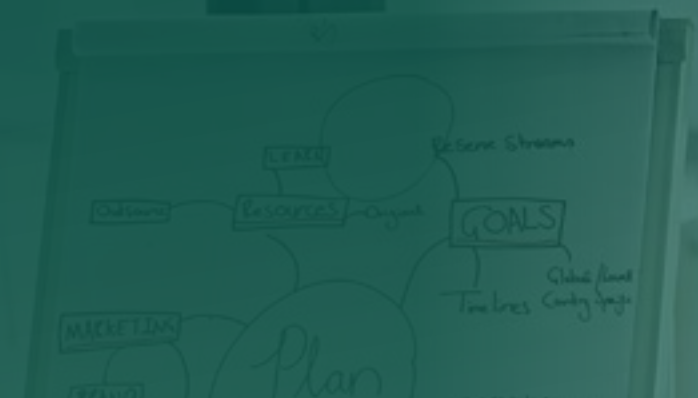
Whilst the number of determinations remains low, the findings have provided valuable learning opportunities. Actions arising from each case have been embedded within service improvement plans, with a continued focus on strengthening complaint handling, record keeping, communication and repairs management to improve outcomes for residents.



Service Improvements

We are committed to ensuring that tenants can raise concerns easily and that complaints are managed fairly, effectively, and in a timely manner.

Over the past year, we have continued to strengthen our complaints handling processes to ensure compliance with the Housing Ombudsman's Complaint Handling Code, embedding its principles of accessibility, fairness, accountability, and continuous learning across our services.



Complaint handling training has been delivered across the wider service, supported by e-learning through the Housing Ombudsman's Centre for Learning. This has strengthened colleagues' understanding of the Complaint Handling Code, effective dispute resolution, helping to drive consistency, improve customer outcomes, and support continuous service improvement.

Housing Ombudsman Spotlight Reports and wider sector learning are regularly reviewed to identify emerging themes, promote best practice, and ensure lessons learned are embedded within service delivery.



The move towards centralising our complaint's function has provided greater oversight, consistency, and accountability across the complaints process. This enables us to monitor complaint progression more effectively, reduce the risk of complaints being overlooked, and ensure compliance with response timescales.

We have also enhanced our complaints management systems to introduce automated reminders and workflow tracking, helping colleagues manage complaints proactively and ensuring timely responses.



Policies and procedures have been reviewed and strengthened to ensure alignment with the Complaint Handling Code, sector best practice, and regulatory requirements. This provides a robust framework for effective complaint resolution, organisational learning, and continuous improvement.



During the reporting period we have improved the consistency and effectiveness of our complaints service through a range of enhancements to our complaints management processes.

These improvements have included increasing operational capacity, strengthening oversight through reporting, and refining the way complaints are managed and monitored. As a result, we are better equipped to respond to tenant concerns in a timely, fair, and efficient manner.



Future Improvement Plans

We have identified key areas where further enhancements can be made to strengthen service delivery, improve complaint handling performance, and deliver better outcomes for our tenants.

1.

The Complaints Team are undergoing structural changes to strengthen accountability, ownership, and oversight of complaint handling.

Alongside these changes, there is a focus on developing a positive complaints culture where feedback is valued as an opportunity to learn and improve services. Colleagues are being empowered to take ownership of issues and resolve concerns at the earliest opportunity, helping to prevent escalation and improve the customer experience. Clear responsibilities, robust performance monitoring, and a greater emphasis on learning from complaints will support continuous improvement and ensure better outcomes for residents.

2.

Following the implementation of a Complaints Management System, we are continuing to enhance our approach to capturing customer feedback and learning from complaints.

TSM survey feedback is helping us better understand the customer experience, identify areas for improvement, and measure satisfaction with complaint handling. We are also improving the quality of complaints data and reporting to provide greater insight into trends, performance, and recurring issues. This supports a continuous improvement approach, ensuring that customer feedback is acted upon and translated into meaningful service improvements through a clear "You Said, We Did" framework.

3.

To strengthen the quality of complaint responses, we are introducing an enhanced quality assurance framework with additional quality checks across all stages of the complaints process.

This will ensure that every response fully addresses each complaint point raised, acknowledges service failures where appropriate, clearly explains what went wrong, and details the actions taken to put things right. By embedding more robust quality reviews, we aim to improve the consistency, transparency, and effectiveness of our complaint handling, while ensuring residents receive clear and comprehensive responses that demonstrate learning, accountability, and a commitment to service improvement.

4.

To Strengthen repairs performance, we are establishing a centralised Repairs and Maintenance Team to provide greater oversight, consistency, and accountability.

This approach will enhance contractor management through refocused Service Level Agreements (SLAs), improve performance monitoring, reduce repair delays and repeat visits, and drive better outcomes for customers. To further support service improvement, post-repair satisfaction surveys have recently been introduced and are being embedded across teams nationwide. Feedback gathered through these surveys will help identify recurring issues, regional trends, and opportunities for continuous improvement, ensuring customer insight directly informs service delivery and performance management.



The Housing Ombudsman Service

The Housing Ombudsman is a free (to tenants), independent, and impartial service. Their work is funded through landlord subscription fees. They investigate complaints and resolve disputes involving the tenants and leaseholders of social landlords, housing associations and local authorities.

Tenants can take a complaint to the Housing Ombudsman Service for investigation after going through the landlord's complaint process, if the issues have not been resolved. The service also helps where the landlord is not responding to a complaint they have received.

Members of the Housing Ombudsman Scheme must comply with the Ombudsman's Complaint Handling Code.

The code aims to achieve best practice in complaint handling. The Ombudsman has the power to make orders to landlords, this might mean ordering the landlord to apologise, carry out works or pay compensation.

Please see the Housing Ombudsman website for further information.

www.housing-ombudsman.org.uk



Conclusion

We have introduced substantial improvements to the way we manage complaints and deliver services to tenants, and we remain committed to working closely with them to enhance experiences across all areas.

We are actively learning from complaints and other forms of feedback to ensure our efforts are focused on the issues that matter most to tenants—particularly in relation to repairs, which continue to be a key priority.

As we move forward, we look forward to deepening our engagement with both our tenants and our service providers.

By working together, we aim to close any gaps in service delivery and create a consistently positive experience for everyone who relies on our services.