

April 2024 to March 2025

# Complaints performance and service improvement

Annual report



L&Q



“

Responses to complaints are good, and the responses are quite fast. They are easy to contact, and the people whom I contact are very helpful and polite.

”



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# 1 Foreword

After a huge amount of effort this year from the entire L&Q team, it's very encouraging to see a significant drop of 55% in active complaints numbers. This has meant that many residents who have had ongoing issues, have seen us work with them to put things right. For residents who have an active complaint, we are now able to respond more quickly.

The main reason for these improvements has been our focus on supporting our complaint handlers and providing them with the right tools, so they feel empowered to do right by residents. This support extends to guidance and training on using the right tone of voice, so when things go wrong, our response to residents makes them feel heard, and leaves them feeling confident that we'll put things right.

I am particularly pleased with the focus on involving residents in improving complaints handling and service delivery. Resident volunteers have helped by providing feedback on complaints letters and shaping key tools colleagues use every day. We're grateful to residents who have given up their time to provide vital feedback to make sure residents receive a reliable, repeatable and consistent service.

While the foundations have been laid for better complaints handling, it's clear we need to continue our focus on preventing complaints in the first place. Some of this work is underway, for example in repairs, where we've worked hard to reduce our repairs backlog so new repairs can be completed more quickly.

This 2024/2025 Annual Complaints Performance and Service Improvement Report relating to L&Q Group was shared with L&Q Group Board in September 2025. Group Board Members would like to extend their thanks to all residents, colleagues and others who have contributed to this important work.

We will continue to make sure resident experience is factored into future improvement projects and look forward to working with you in the year ahead.



**Raj Kumar**  
L&Q Group Board Member  
Responsible for Complaints  
On behalf of L&Q Group Board

# 2 Introduction

Improving complaint handling continues to be a major priority across L&Q. Over the past year, we've made more changes to our approach to complaint handling, which has resulted in a better experience for residents.

We've made significant changes to the way we manage complaints internally, so residents see far quicker responses, which we know is one of the areas residents told us they want us to improve.

We continue to work with colleagues to embed a positive complaint handling culture, so all our people understand that putting things right for residents is everyone's business. Anyone at L&Q can be involved in how we resolve complaints, ensuring that we're offering a whole-team response.

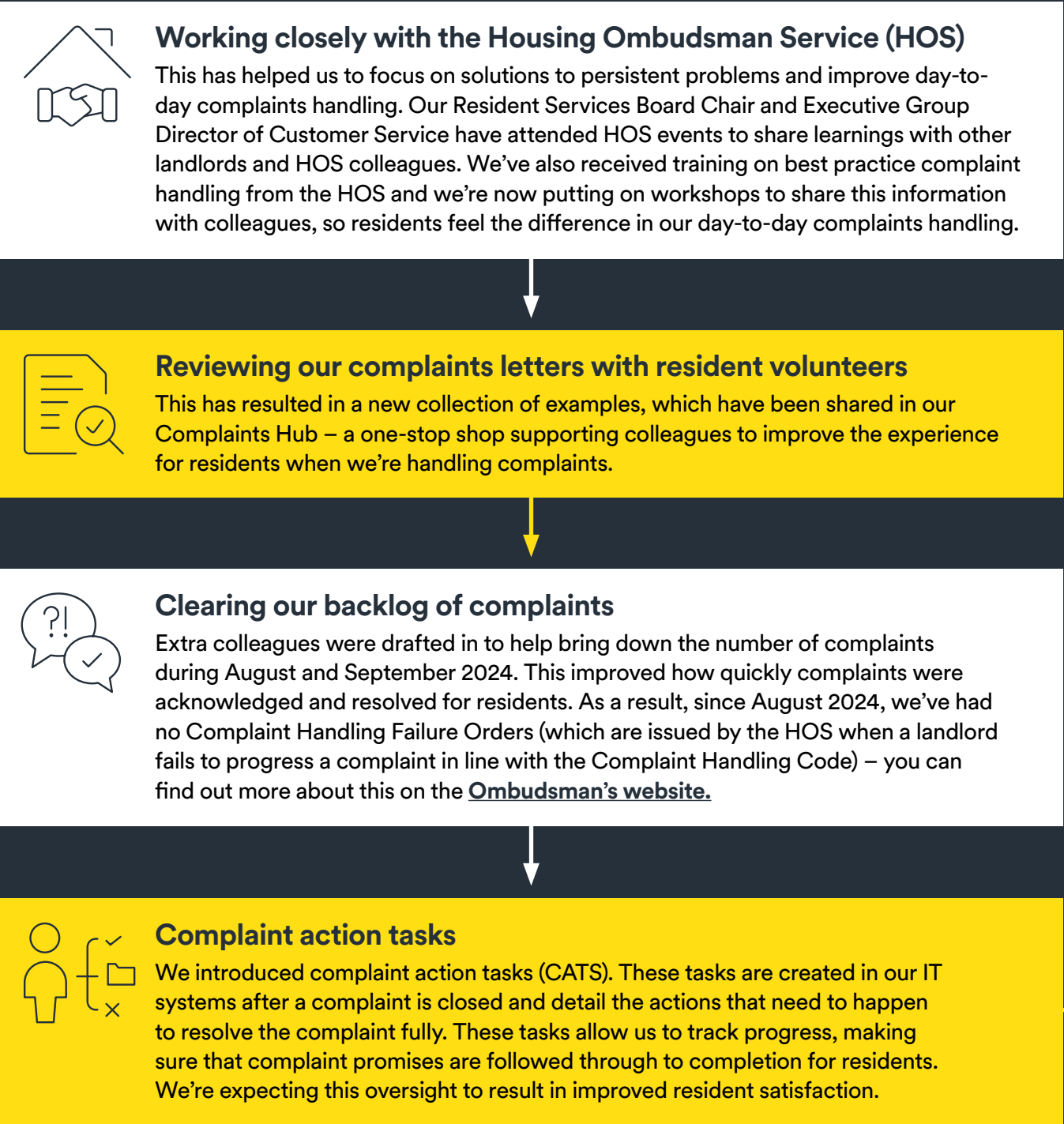
In addition to improving our complaints processes, we've also made important service delivery improvements, so residents' day-to-day experience with us is better. This ranges from working with residents to help us better diagnose repairs and send the right colleague with the right tools first time, to introducing workshops and podcasts, so colleagues understand what effective complaint management looks like.

A big part of this improvement journey is making sure colleagues have the right information and ways of working to deliver good service and prevent complaints in the first place. This is a big exercise, but we've already started the work needed and it will continue to be a focus in the coming year.



### 3 Summary of progress during 2024/25

We’ve made some great progress over the past year to improve the complaint handling experience for residents. **Here are our highlights:**



# 4 Complaint handling performance

During 2024/25 we’ve seen a significant fall in the number of active complaints, and an increase in determinations from the Housing Ombudsman Service where our response has been found reasonable. We aim to keep building on this momentum to improve our service in the year ahead.

## A Active complaints

Thanks to the work we’ve done to reduce the complaints backlog, as well as support a positive and confident approach to complaints handling, we’ve reduced the number of active complaints throughout the year.

The table below compares our complaint handling performance within the month of April 2024 against our performance at the end of March 2025.

Combined Stage 1 and Stage 2 Complaints	
End of March 2025	April 2024
850	1,874
Stage 1	
End of March 2025	April 2024
546	1,149
Stage 2	
End of March 2025	April 2024
304	725
Complaints relative to the size of the landlord. As the average number of new complaints opened in 2024/25 per 1,000 homes managed	
Stage 1 complaints per 1,000 homes	124.6
Stage 2 complaints per 1,000 homes	34.1

\* These figures are taken from our 2024/25 Tenant Satisfaction Measures results as reported to the Regulator of Social Housing in June 2025. The figures apply to social and affordable rented, and shared ownership homes only.

## B Complaints by business area

We deliver around 31,300 repairs every month (including inside homes and communal areas). This is therefore the area, which continues to generate the highest number of complaints overall. To address this, we continue to make changes which aim to improve satisfaction with repairs and reduce the need for residents to raise complaints.

The areas residents are complaining most about are:



75%

Repairs and maintenance


This includes home-related complaints around heating and hot water, communal spaces, general repairs and works on kitchens and bathrooms.



9%

Housing management

This includes non-home-related complaints, like anti-social behaviour, estate services, caretaking, grounds maintenance and services provided by Neighbourhood Housing Leads.



5%

Resident Accounts

This includes any complaints related to rent and service charges.

## C Month-on-month improvements

Clearing our complaints backlog has meant that we can now deal with new complaints as soon as they arrive, in line with the HOS Complaint Handling Code.

This is demonstrated through the in-month performance figures, which show the number of complaints acknowledged by the end of the next working day (90% target) and the number of cases where a decision is given within the HOS code timescales (87% target) within each individual month.

These figures show that as the backlog has reduced, we have been able to exceed both targets.

Month	% of cases acknowledged by end of next working day (90% target)	% of cases where a decision is provided within the Housing Ombudsman’s Code timescales (87% target)	Number of open complaints
April 2024	74.2%	79.7%	1,874
May	76.0%	77.8%	1,513
June	83.8%	78.1%	1,309
July	87.7%	78.6%	1,179
August	90.5%	85.4%	1,063
September	90.5%	89.6%	945
October	91.5%	91.1%	805
November	93.5%	93.1%	791
December	92.8%	92.9%	696
January 2025	91.0%	93.3%	734
February	93.0%	90.6%	855
March	95.8%	93.0%	850



# Complaint handling performance

## D Acknowledging complaints

We have significantly improved our performance with acknowledging complaints and giving decisions on time. This means that when residents need us most we can quickly acknowledge, understand and find a solution to their problems.

We've achieved this by being clear about what we expect colleagues to do in order to resolve complaints well. To help them meet these expectations, we've given assurance, training, and a clear policy with supporting material for complaints handlers to follow.

The table below compares our performance within the month of April 2024 against our performance within the month of March.

Combined Stage 1 and Stage 2 Acknowledgements	
End of March 2025	April 2024
95.8%	74.2%
Stage 1	
End of March 2025	April 2024
94.8%	86.2%
Stage 2	
End of March 2025	April 2024
98.8%	25.7%

## E Complaint decisions

Combined Stage 1 and Stage 2 Decisions sent in time	
End of March 2025	April 2024
93.0%	79.7%
Stage 1	
End of March 2025	April 2024
92.8%	87.5%
Stage 2	
End of March 2025	April 2024
93.9%	50.4%





# Complaint handling performance

F

Annual cumulative performance

Our cumulative performance for decisions sent to residents within the Housing Ombudsman’s Code timescales was 90.8% for Stage 1 and 74.3% for Stage 2. For Acknowledgements, over the year, 87.5% were acknowledged by the end of the next working day.

G

Satisfaction with approach to handling complaints

Resident feedback is the most important measure of how we are doing. That’s why we’ve put on a series of resident engagement sessions to fully understand and discuss why residents feel the way they do about their experiences when they complain.

Through doing this, we know that residents take into account not just the handling of the complaint, but also what led to it, and what happens afterwards. Using some of this feedback and learning from the resident perspective we’ve created some new guidance for call handlers, which gives advice on how best to speak with residents when they are handling a complaint.

We’ve also learned that residents want regular updates from us once complaint actions have been agreed. We’re now reviewing our approach to overseeing how we progress and track these actions, and we expect to roll out a new and improved approach in summer 2025.

We capture resident feedback largely through two types of surveys. The first is a perception survey, which asks a sample of random residents how they feel in relation to complaints handling. The results are below:

Satisfaction with L&Q's approach to handling complaints - by tenure type		
	End of March 2025	April 2024
Low cost rented accommodation	26%	27%
Low cost home ownership	13%	10%



The second is a transactional survey that we send to residents on closing a complaint with them. This survey seeks to understand how you feel about your complaints handling experience and enables us to address any issues as soon as possible. Here are the results from these surveys:

Month	Satisfaction with L&Q's approach to handling complaints – all tenures
April 2024	21.1%
May	17.9%
June	19%
July	20.8%
August	20.3%
September	22.3%
October	25.1%
November	25.4%
December	27.4%
January 2025	23.8%
February	32.5%
March	30.5%

# Complaint handling performance

## H Complaint Handling Failure Orders

We've seen a slight fall in Complaint Handling Failure Orders (CHFOs) from the Housing Ombudsman Service (HOS), which have dropped from ten in 2023/24 to nine in this financial year. Importantly, we haven't received any CHFOs since August 2024. This is when we launched our new internal Housing Ombudsman Response team.

The CHFOs we did receive were often linked to poor responsiveness, which was because of a lack of internal dedicated resources, which has since been addressed. Creating this team means that we're now better at quickly dealing with complaints, queries and actions sent by the HOS, and minimising any negative impact on residents.

## I Determinations received from the Ombudsman

In determining cases, the Housing Ombudsman can make one or more individual findings per complaint.

Throughout the year, we've seen a fall in findings of severe maladministration and maladministration. We've also seen an increase in findings of redress, where our actions have been found to be reasonable by the HOS.

While we always take any resident being let down by us seriously, we're pleased to see that these improvements show we're getting better at getting things right the first time around.

We have seen a large increase in the number of determinations from the HOS this year, The HOS has increased their staffing levels to respond to demand and ensure residents' complaints and concerns are addressed. Of the 1,131 findings handed to us in 2024/25, 91.3% of these are related to complaints submitted from 2023 and before. Whilst we are now seeing a small number of more recent 2024 complaint determinations, the majority remain older complaints.

Here is a breakdown of the findings we received during 2024/2025:

Findings	
Severe Maladministration	77
Maladministration	510
Service Failure	181
Redress (incl. resolved with intervention)	195
No Maladministration	105
Outside of Jurisdiction	54
CHFO	9
Total	1,131

## J Complaint rejections

It's not often that we refuse to record a complaint, but when we do it's usually because the issues raised by a resident had already been reviewed in our complaint process.

We always let residents know why we reject a complaint and provide the Housing Ombudsman contact details in case they'd like to discuss it further with them.

A common cause of rejections is when it's the first time a resident has contacted us about an issue. In these cases, some common actions would be to book a repair or record an antisocial behaviour case or get in touch to discuss other options.





# 5 Learning and service improvement

Here are some highlights of our learning and service improvement activities during 2024/25:

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### Antisocial behaviour (ASB)

A common theme that came out of our complaint investigations was the need for us to update our training on our antisocial behaviour (ASB) policy. We've now launched refresher training, as well as tools that help us to improve how we oversee what we're doing in this area.

We're developing a complete map of a resident's journey when they interact with us about ASB, which will highlight extra opportunities to improve in this area. We're also recruiting more ASB case workers in the 2025/26 year to help resolve ASB issues and keep in closer communication with residents who are affected by instances of ASB.
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### Parking and estate management

In the last few months of 2024, we reviewed how we handle parking and estate management, including senior management visiting estates where satisfaction is lowest to make sure we understand what the issues are and have plans in place to address them. We reviewed our eLearning material to improve awareness amongst colleagues, which will mean faster and more consistent responses for residents.
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### Repeat repairs

This year, we have introduced a process whereby if a resident has reported the same repair on two occasions within the last 12 months, the job is referred to a surveyor for further exploration around what is happening. This was introduced to make sure that we are fully resolving issues and keeping disruption to residents to a minimum when they have a recurring issue.
- 

### Repairs service

In October 2024, residents got involved to help us design our new repairs diagnostics tool called RepairFinder. In a series of interactive sessions, residents looked at images of repairs and told us what words and terms they would use when reporting them. RepairFinder now helps colleagues to accurately identify problems and raise jobs, which means we can send the right colleague with the right tools first time.

In December 2024, we formed a new team focussed on keeping residents informed about outstanding repairs as we know that poor communication during the repairs process has a impact on resident satisfaction. Since then, they've acted as advocates for residents, working with colleagues to make sure repairs are prioritised and completed. Crucially, they have also made sure that residents are kept updated every step of the way.

# 6 How residents make a difference

Involving residents in our decisions around improving the way we handle complaints and other service improvements remains a priority. Here is a summary of some of the initiatives residents have got involved in over the past year:

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### Complaints Quality Assurance project

After attending an online briefing session, residents were given three anonymised completed stage 1 complaints responses to look at over a weekend and assess these against our values and complaints policy. The residents' recommendations were then shared with our internal complaints group. We're looking to continue this approach and involving more residents in 2025/26.
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### Reviewing our complaints letters and telephone conversations

Residents helped us review and re-write our stage 1 and 2 response and acknowledgement letters and consider how we approach telephone conversations, making sure these interactions leave residents feel listened to and confident that we'll put things right. We've shared these letters along with telephony guidance on our internal Complaints Hub - a one-stop shop supporting colleagues in day-to-day complaint handling.
- 

### Antisocial behaviour support for vulnerable residents

Residents gave us feedback on how we could improve the support offered to vulnerable residents when they're experiencing antisocial behaviour. We used this feedback to update our training for colleagues, so that residents receive the extra support they may need.

“It's commendable that L&Q are offering opportunities like this as it offers the platform for residents to challenge and create better services. It also offers the opportunity to learn new skills, which you can take forward in voluntary roles or employment.”

- L&Q resident

# 7 Our focus for 2025/26

We want residents to be more satisfied with our services and complaint handling, so our main focus in the year ahead will be to use learnings from complaints to further improve our services and help prevent the cause of complaints. Building on the progress we’ve made this year, these will be our focus areas between April 2025 and March 2026:

## Complaints handling improvements focus



Continue to **monitor and embed our improved approach to complaints handling** to make sure it’s effective and ensure colleagues have the right tools, skills and learning opportunities to help residents resolves issues. As part of this we’ll complete an annual review of our complaint handling, involving residents



**Review our compensation policy** to encourage greater alignment to guidance set out by the Housing Ombudsman Service



**Complete our annual review of our approach to complaints handling** to further strengthen our approach to complaint handling based on colleague and resident feedback



**Review and improve the onboarding and ongoing development of complaint handlers** to make sure they offer high standards of customer service reliably and consistently



Improve the way we manage and complete **promises made from complaints**, so we can make sure the same mistakes aren’t repeated

## Other improvements to service delivery



Launch a **new Managing Agents team** to oversee managing agents and make sure they’re delivering value for money for residents. The team will also be responsible for working with managing agents to improve their resident-focus, and make improvements when they’re underperforming



**Improving homeowner satisfaction**, including by introducing new service charge letters based on resident feedback, as well as improved information online and in our home ownership pack



**Continue to explore opportunities to involve residents** in shaping our services to make sure they work for them and increase satisfaction



Launch a communications campaign to raise awareness of the **support available for residents with additional needs** based on feedback from residents on how best to promote this information



Complete review and launch a **refreshed Neighbourhood Housing Lead and ASB service** with the aim of streamlining workloads and focussing on the areas important to residents and improving satisfaction



**Increase specialist support to residents** by expanding our housing specialisms function, increasing our expertise to support residents with domestic abuse, safeguarding and mental health





## 8 Appendices

**Appendix 1** L&Q annual self-assessment against the Complaint Handling Code

[Click here](#)

**Appendix 2** L&Q's online complaints section

[Click here](#)

**Appendix 3** The Housing Ombudsman Service regularly publish reports in relation to their learnings. These reports feature relevant casework from a number of Landlords, including L&Q. This link will take you to the Housing Ombudsman Service reports page.

[Click here](#)

**Appendix 4** L&Q Complaints Policy

[Click here](#)



# 9 Translations and interpretation services

If you need to change the way we communicate with you, including document translation, braille, audio transcription or larger print, please contact us on **0300 456 9996**. If you’re a resident in the North West, please contact us on **0300 777 7777**.

Once you speak to an Advisor, please let us know your chosen language and we will connect you to an interpreter who will assist you. For British Sign Language translation, please visit [www.interpreterslive.co.uk/directory](http://www.interpreterslive.co.uk/directory)

## Bu bilginin tercüme edilmesi için yardıma mı ihtiyacınız var?

Belge çevirisi, Braille, ses transkripsiyonu veya daha büyük baskı dahil olmak üzere size iletişim kurma şeklimizi değiştirmemiz gerekiyorsa lütfen **0300 456 9996** numaralı telefondan bizimle iletişime geçin. Kuzey Batı bölgesinde ikamet ediyorsanız lütfen bizimle **0300 777 7777** numaralı telefondan iletişime geçin.

Bir Danışmanla görüştüğünüzde size yardımcı olacak bir tercümana bağlanmak için lütfen seçtiğiniz dili bize bildirin.

## আপনার কি এই তথ্য অনুবাদ করার জন্য সহায়তা প্রয়োজন?

আপনি যদি ডকুমেন্টের অনুবাদ, ব্রেইল, অডিও ট্রান্সক্রিপশন [প্রতিলিপি] বা বড় হরফে মুদ্রণ সহ আপনার সাথে আমরা কিভাবে যোগাযোগ করব তার উপায় পরিবর্তন করতে চান তাহলে অনুগ্রহ করে আমাদের সাথে **0300 456 9996** নম্বরে যোগাযোগ করুন। আপনি যদি নর্থ ওয়েস্টের বাসিন্দা হন, তবে অনুগ্রহ করে আমাদের সাথে **0300 777 7777** নম্বরে যোগাযোগ করুন। যখন আপনি একজন পরামর্শকের সাথে কথা বলেন, তখন অনুগ্রহ করে আপনার পছন্দের ভাষাটি আমাদেরকে জানান এবং আমরা আপনাকে একজন দোভাষীর সাথে যুক্ত করব যিনি আপনাকে সাহায্য করবেন।

هل تحتاج إلى مساعدة في ترجمة هذه المعلومات؟

إذا أردت تغيير طريقة تواصلنا معك، بما في ذلك ترجمة المستندات أو طريقة بريل للمكفوفين أو التدوين النصي للصوت أو الطباعة بحجم أكبر، فيرجى الاتصال بنا على الرقم **0300 456 999**. إذا كنت من سكان المنطقة الشمالية الغربية **North West**، فيرجى الاتصال بنا على الرقم **0300 777 7777**.

6  
بمجرد التحدث إلى أحد المستشارين، يرجى إعلامنا باللغة المختارة، لكي نوصلك بمترجم شفهي لمساعدتك.

اس معلومات کا ترجمہ کرنے میں مدد کی ضرورت ہے؟

اگر آپ کو ہمارا آپ سے رابطہ کرنے کے لئے آپ کے ساتھ بات چیت کرنے کا طریقہ تبدیل کرنا ہو، اس میں دستاویز کا ترجمہ، بریل آڈیو ٹرانسکرپشن یا بڑے حروف میں چھپائی شامل ہیں، تو براہ کرم ہم سے **03004569996** پر رابطہ کریں۔ اگر آپ نارٹھ ویسٹ کے رہائشی ہیں، تو براہ کرم ہم سے **03007777777** پر رابطہ کریں۔ ایک بار جب آپ کسی مشیر سے بات کرتے ہیں، تو براہ کرم ہمیں اپنی منتخب کردہ زبان بتائیں اور ہم آپ کو ایک مترجم کے ساتھ جوڑیں گے جو آپ کی مدد کرے گا۔

## Precisa de ajuda a traduzir esta informação?

Caso necessite de alterar a forma como comunicamos consigo, inclusivamente no que toca à tradução de documentos, braille, transcrição em áudio ou em letras grandes, contacte-nos através do número **0300 456 9996**. Se reside no Noroeste, contacte-nos através do número **0300 777 7777**.

Quando falar com um Assessor, diga-nos qual é a sua língua de preferência e faremos a ligação a um intérprete que seja capaz de ajudar.

## Potrzebuję Państwo pomocy w przetłumaczeniu niniejszych informacji?

Jeśli pragnę Państwo zmienić sposób, w jaki się z Państwem komunikujemy, w tym tłumaczenie dokumentów, transkrypcje audio alfabetem Braille'a lub teksty z powiększonym drukiem, prosimy o kontakt pod numerem **0300 456 9996**. Jeśli mieszkają Państwo w północno-zachodniej części kraju, prosimy o kontakt pod numerem **0300 777 7777**.

Po rozmowie z doradcą prosimy poinformować nas o wybranym języku, a my połączymy Państwa z tłumaczem, który udzieli Państwu wsparcia.

## ¿Necesita ayuda para traducir esta información?

Si necesita cambiar la forma en que nos comunicamos con usted, incluida la traducción de documentos, la transcripción de audio en braille o una letra de tamaño más grande, póngase en contacto con nosotros llamando al **0300 456 9996**. Si reside en el Noroeste, póngase en contacto con nosotros llamando al **0300 777 7777**. Cuando hable con un asesor, indíquenos el idioma elegido y le pondremos en contacto con un intérprete que le ayudará.

## ਇਸ ਜਾਣਕਾਰੀ ਦਾ ਅਨੁਵਾਦ ਕਰਨ ਵੇਲੇ ਮਦਦ ਦੀ ਲੋੜ ਹੈ?

ਜੇ ਤੁਹਾਨੂੰ ਸਭੇ ਨਾਲ ਸੰਚਾਰ ਕਰਨ ਦੇ ਤਰੀਕੇ ਨੂੰ ਬਦਲਣ ਦੀ ਲੋੜ ਹੈ, ਜਿਸ ਵੇਲੇ ਦਸਤਾਵੇਜ਼ਾਂ ਅਨੁਵਾਦ, ਬ੍ਰੇਲ, ਆਡੀਓ ਟ੍ਰਾਂਸਕ੍ਰਿਪਸ਼ਨ ਜਾਂ ਵੱਡੇ ਫੋਂਟ ਸ਼ਾਮਲ ਹੋਣ, ਤਾਂ ਕਰਪ ਕਰਕੇ ਸਭੇ ਨਾਲ **0300 456 9996** 'ਤੇ ਸੰਪਰਕ ਕਰੋ। ਜੇ ਤੁਸੀਂ ਨਾਰਥ ਵੇਸਟ ਦੇ ਵਸਨੀਕ ਹੋ, ਤਾਂ ਕਰਪ ਕਰਕੇ ਸਭੇ ਨਾਲ **0300 777 7777** 'ਤੇ ਸੰਪਰਕ ਕਰੋ। ਇਕ ਵਾਰ ਜਦੋਂ ਤੁਸੀਂ ਕੋਸਿ ਸਲ ਹਕਾਰ ਨਾਲ ਗੱਲ ਕਰ ਲੈਂਦੇ ਹੋ, ਤਾਂ ਕਰਪ ਕਰਕੇ ਸਾਨੂੰ ਆਪਣੀ ਚੁਣੀ ਹੋਈ ਭਾਸ਼ਾ ਦੱਸੋ ਅਤੇ ਅਸੀਂ ਤੁਹਾਨੂੰ ਇਕ ਦੁਬਾਰਾ ਸੁਣਨ ਨਾਲ ਜੋੜਾਂਗੇ ਜੇ ਤੁਹਾਡੀ ਸਹਾਇਤਾ ਕਰੇਗੀ/ਗੀ।

需要翻译这一信息吗？如果您需要改变我们与您沟通的方式，包括文件翻译、盲文、音频抄录或大字体印刷，请拨打**0300 456 9996**联系我们。如果您是西北部居民，请致电**0300 777 7777** 联系我们。在与我们的咨询人员沟通后，请告诉我们您所选择的语言，我们将为您联系一位口译员，为您提供帮助。





**For more information**

L&Q Group

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