

April 2025 to March 2026

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

At L&Q, the Group Board places significant importance on complaints as a source of assurance about residents' experiences and the quality of the services we provide. Complaints help the Board understand where improvements are needed and provide oversight of how effectively issues are being addressed.

This year, we saw an increase in complaint volumes and active complaints. Despite this, we maintained strong performance against the Housing Ombudsman's Complaint Handling Code, consistently providing timely acknowledgements and responses to residents. We also strengthened our approach through enhanced training, clearer guidance for colleagues, closer working with the Housing Ombudsman Service, and the restructuring of our complaints teams under a single leadership model.

The Board has overseen the progress made in improving the quality of our complaint handling and continues to monitor performance and outcomes closely. While the number of Ombudsman decisions increased, the proportion of severe maladministration and maladministration findings reduced again during the year, demonstrating that the changes we are making are having a positive impact.

Residents have played a central role in these improvements. Their feedback has helped shape our complaints processes, training programmes and communications, making sure that resident voices remain at the heart of service improvement.

We know there is still more to do. Resident satisfaction with complaint handling remains lower than we would like, and the Board remains committed to providing effective oversight and assurance that improvements to complaint handling and wider services are being delivered.

Over the coming year, we will continue to monitor progress in delivering a more consistent complaints service, acting on learning more effectively, and addressing the root causes of complaints across the organisation.

On behalf of the L&Q Group Board, I would like to thank residents, colleagues and resident volunteers for their continued support and constructive challenge. Together, we will continue to improve services and deliver better outcomes for residents.



Raj Kumar
L&Q Group Board Member
Responsible for Complaints
Foreword written on behalf
of Group Board

2 Introduction

Improving how we handle complaints is very important to us. Complaints help us understand what matters most to residents and show us where our services are not working as they should.

Over the past year, we have worked to improve our complaints process, so residents receive quicker responses, clearer communication and reassurance that their concerns are taken seriously and acted on.

During 2025/26, we made important changes to how complaints are handled across L&Q. This included better oversight of complaints, stronger training for colleagues who deal with them, and a more consistent, resident focused approach to resolving issues. We also worked closely with the Housing Ombudsman Service to improve the quality of our responses and make sure we learn from complaints and use that learning to make improvements.

Residents have been central to this work. They helped us review complaint responses, improve our tone of voice, keep clearer records and explain our policies better. Their feedback has directly influenced updates to our training, guidance and quality checks. We have also focused on better supporting residents with additional needs, making sure these needs are identified, understood and reflected throughout the complaints process.

Although we are meeting most response times, we know complaint numbers remain high and satisfaction levels show there is more for us to do. We recognise that complaints should not just fix individual issues, but help us improve our services and prevent the same problems happening again.

Building on the progress made this year, our focus for the year ahead will be service design work, which will involve us looking closely at residents' experiences and feedback, so we can redesign how complaints are reported, handled and followed up, making the process clearer, more consistent and easier for residents to use.

We will also focus on understanding more about who is making complaints, considering service equity and resident outcomes, so we can better target improvements and make sure our services work fairly and effectively for all residents.



Read our strategy here...



3 Summary of progress during 2025/26

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



Updating our guidance on how tasks are carried out

We introduced a new way of handling complaints in June 2025. This update reflects changes in how we take account of a resident's vulnerabilities and introduces a clearer way of managing the actions we commit to.

These actions are the specific things we agree to do for a resident as part of a Stage 1 and/or Stage 2 complaint response. They are normally set up by the Complaint Handler, recorded on our systems, and assigned to the person or team responsible for completing them.

This approach helps us track complaint related actions and make sure they are completed and reported properly. It also allows us to add further actions when needed, for example if additional work is identified during the process.



Restructuring our Customer Relations team

We have brought our complaints, stakeholder enquiries, and Housing Ombudsman response teams together under one leader: the Group Head of Complaints. This helps these teams work more closely with each other and makes it clear who is responsible for making sure we follow our complaints policy across the whole organisation.



Working closely with the Housing Ombudsman Service (HOS)

We have continued to work closely with the Housing Ombudsman Service (HOS) to strengthen our approach to complaint handling. This has included taking part in the portfolio management trial, which has improved oversight of cases and helped identify themes and risks at an earlier stage.

We have also carried out regular data reviews with the HOS to better understand our performance and areas for improvement. In addition, improved and more open conversations with the HOS around complex cases has supported clearer expectations, quicker resolution, and better outcomes for residents.



Training for colleagues that handle complaints

We have strengthened training for colleagues who handle complaints to support consistency, confidence, and quality in decision making.

Monthly forums provide a regular space for learning, shared discussion, and updates on policy, themes, and best practice.

A new induction and onboarding process makes sure that colleagues joining complaint handling roles receive clear guidance from the outset. We have also worked closely with the Customer Service Centre (CSC) to develop training that is practical, appropriate to different roles, and aligned with how complaints are handled across the organisation.



Redesigning our complaints service

We have started work to improve how complaints are handled across L&Q. One of the key decisions from this work was to bring complaint handling into one central team, so we can be more consistent, have better oversight, and achieve better outcomes for residents.

Complaints are part of the first phase of our wider service design work, where we reviewed how things currently work and designed clearer, improved ways of working based on what matters most to residents.

This work has also helped us understand what technology we need to properly support the new complaints process, like better ways to track actions and share information. At the same time, we are looking at how teams and roles should be set up so that everyone is clear about their responsibilities and able to deliver a consistent, resident focused complaints service.

4 Complaint handling performance

During 2025/26 we've seen an increase in complaint volumes, the number of active complaints and in determinations from the Housing Ombudsman Service. Despite this our complaint handling performance has remained strong, and our maladministration rate has decreased once more.

A Active complaints

We've seen an increase in the number of active complaints, largely driven by an increase in new complaints being logged.

The table below compares our complaint handling performance within the month of April 2025 against our performance at the end of March 2026.

Combined Stage 1 and Stage 2 Complaints	
End of March 2026	April 2025
1,307	762
Stage 1	
End of March 2026	April 2025
837	441
Stage 2	
End of March 2026	April 2025
470	321
Complaints relative to the size of the landlord. As the average number of new complaints opened in 2025/26 per 1,000 homes managed	
Stage 1 complaints per 1,000 homes	123.9
Stage 2 complaints per 1,000 homes	45.7

* Please note that these figures are considerably higher than the monthly figures reported due to the calculation method used: the total number of new complaints by stage received in the year is divided by the total number of units (107,128), it is not an average of the monthly figures reported.

B Complaints by service area

Repairs and maintenance still account for the highest number of complaints overall. However, in 2025/26 we received a smaller share of complaints about repairs than in 2024/25. This suggests that the improvements we have been making - including clearing the repairs backlog - are starting to make a positive difference. At the same time, we have seen a higher share of complaints relating to housing management and resident accounts. The areas residents are complaining most about are:



70%

Repairs and maintenance

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



12%

Housing management and estate services

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



7%

Resident Accounts

This includes any complaints related to rent and service charges and how we collect payments.

C Monthly performance

We are now able to deal with complaints as they come in, in line with the Housing Ombudsman Service's Complaint Handling Code.

Monthly performance figures show that we are meeting our targets for acknowledging cases within five days of receipt (target 95%) and for providing a decision within the required timescales (target 90%).

Our monthly performance figures show that we are meeting our targets for acknowledging complaints by the next working day (target 95%) and for providing a decision within the required timescales (target 90%). Even though the number of open complaints has increased, our performance has remained strong and continues to meet our targets.

Month	% of cases acknowledged by end of next working day (95% target)	% of cases where a decision is provided within the Housing Ombudsman's Code timescales (90% target)	Number of open complaints
April 2025	94.5%	95.1%	762
May	92.2%	93.6%	736
June	94.4%	94.7%	719
July	94.3%	96.7%	765
August	93.8%	96.6%	806
September	93.6%	95.9%	819
October	93.9%	96.6%	874
November	95.8%	96.6%	1,007
December	93.6%	97.2%	1,020
January 2026	95.5%	96.3%	1,120
February	95.3%	95.7%	1,188
March	95.2%	94.4%	1,307

Complaint handling performance

D Acknowledging complaints

We have continued to acknowledge complaints and provide the majority of decisions on time. This has been supported by regular refresher training for colleagues and by carrying out quality checks on closed complaints to make sure they have been handled properly.

The table below shows a comparison between our performance in the month of April 2025 and our performance in the month of March 2026.

Combined Stage 1 and Stage 2 Acknowledgements		
End of March 2026		April 2025
95.2%		94.5%
Stage 1		
End of March 2026		April 2025
95.4%		95.3%
Stage 2		
End of March 2026		April 2025
94.9%		93.1%

E Complaint decisions

Combined Stage 1 and Stage 2 Decisions sent in time		
End of March 2026		April 2025
94.4%		95.1%
Stage 1		
End of March 2026		April 2025
94.4%		95.4%
Stage 2		
End of March 2026		April 2025
94.5%		94.6%

F Annual cumulative performance

Our cumulative performance for decisions sent to residents within the Housing Ombudsman’s Code timescales was 95.6% for Stage 1 and 96.5% for Stage 2. For Acknowledgements, 94.4% of cases across the year were acknowledged within the five working day target.

G Satisfaction with approach to handling complaints

Resident feedback is the most important way we understand how well we handle complaints. We ran engagement sessions to hear directly from residents about their experiences and what matters most to them.

We learned that residents care about what happens before, during, and after a complaint, and they want regular updates once actions are agreed. Using this feedback, we updated guidance for call handlers and are continuing to review how we track and update residents on complaint actions, with improvements planned throughout 2026/27.

We mainly gather feedback through two types of surveys. The first is a perception survey, which asks residents how they feel about our complaints handling. The results are shown below.

Satisfaction with L&Q's approach to handling complaints - by tenure type		
	2025/26	2024/25
Low cost rented accommodation	27.9%	26.3%
Low cost home ownership	11.8%	12.6%

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	34.6%
May	37.0%
June	32.7%
July	35.9%
August	27.8%
September	23.3%
October	31.0%
November	26.2%
December	24.0%
January 2025	29.3%
February	30.9%
March	28.2%

H Complaint Handling Failure Orders

We have not received any Complaint Handling Failure Orders from the Housing Ombudsman Service since August 2024. This is because our Housing Ombudsman Response team works closely with teams across L&Q to clearly explain what is required, track progress, and submit the correct evidence to the Ombudsman within the agreed timescales.

Complaint handling performance

I Determinations received from the Ombudsman

When the Housing Ombudsman looks at a complaint, they can make more than one finding for each case. As we saw last year, there has been a reduction in the proportion of findings of severe maladministration and maladministration. We have also seen an increase in findings of redress, where the Ombudsman agreed that our actions were reasonable.

We take every Housing Ombudsman decision seriously and share their reports with the relevant teams, whatever the outcome. We are encouraged by the continued improvement in our maladministration results, which shows we are getting better at handling complaints properly from the start.

The number of decisions issued by the Housing Ombudsman has continued to rise. In 2025/26, we received 671 decision reports, resulting in 1,496 findings. This is an increase from 492 decisions received in 2024/25.

Of the decisions issued in 2025/26, 44% related to complaints raised in 2023 or earlier. Another 43% related to complaints raised in 2024, and only 13% related to complaints raised in 2025.

The table below shows a breakdown of the findings we received in 2025/26 compared to 2024/25.

Findings	2025/26		2024/25	
Severe Maladministration	61	4.1%	77	6.8%
Maladministration	593	39.6%	510	45.1%
Service Failure	316	21.1%	181	16.0%
Redress (incl. resolved with intervention)	324	21.7%	195	17.2%
No Maladministration	167	11.2%	105	9.3%
Outside of Jurisdiction	35	2.3%	54	4.8%
CHFO	0	0.0%	9	0.8%
Total	1,496	100%	1,131	100%

J Complaint rejections

We do not often refuse to log a complaint. When we do, it is usually because the issues raised have already been looked at through our complaints process.

If we decide not to record a complaint, we always explain the reason to the resident and share the Housing Ombudsman’s contact details in case they want to take it further.

A common reason for refusing a complaint is when it is the first time a resident has contacted us about an issue. In these cases, we usually take practical steps instead, like booking a repair or recording an antisocial behaviour case.



5 Learning and service improvement

Here are some highlights of our learning and service improvement activities during 2025/26:

**Antisocial behaviour**

In November 2025, our Resident Services Board agreed a new three-year plan to improve how we deal with antisocial behaviour (ASB). We’ve brought teams together across L&Q to make sure we work better and more consistently for residents.

We believe these changes will help us deal with ASB more fairly and quickly, which should improve your experience and reduce the need to make complaints.

In the first year of the plan, we have already made or committed to these improvements:

- We are buying better noise recording equipment, including options that are easier for residents with additional needs to use
- We are working with the L&Q Foundation to support young people who may be struggling and at risk of causing ASB
- We are improving how we check our work, including asking residents for clearer feedback
- We are increasing colleague numbers and skills in our ASB and housing teams
- We have set up a way to quickly spot and deal with the most serious ASB cases
- We are carrying out checks on estates to spot problems early and prevent ASB where possible.

These improvements show that we are taking ASB seriously and working to respond better to residents’ concerns.

**Neighbourhood Housing Leads review**

Residents told us they wanted to see more of us out in their communities. In response, we have started a full review of the Neighbourhood Housing Lead (NHL) role.

We are removing tasks that are not core housing responsibilities, like repairs and building-related work, so NHLs can spend more time on our estates and with residents.

We are now building on this work by making it clearer what NHLs are responsible for, how they can support residents, and when they should be contacted. This forms part of our wider transformation programme, which is focused on improving services for residents. We have already begun redesigning our housing, complaints, lettings and contact centre services, and we will also review service charges, leaseholder services and repairs to make sure services are simpler and easier to use.

At the same time, we are strengthening our focus on performance. This includes reviewing how we carry out estate inspections, manage anti-social behaviour cases, and respond to resident queries and communications.

**Damp and mould**

Following the introduction of Awaab’s Law, we created a dedicated Damp and Mould team to make sure residents receive quicker support and clearer communication when they report damp and mould issues. The team uses a risk assessment process to identify households that may be more vulnerable, helping us prioritise cases where there may be a greater risk to residents' health.

Key improvements delivered:

- A dedicated Damp and Mould team to manage cases from start to finish
- A risk assessment process to identify and prioritise high-risk cases
- Clearer communication with residents and improved case record keeping
- Increased use of sensors in higher-risk homes to help monitor conditions
- A new Clean and Shield service to deal with lower-level mould issues more quickly
- A case management dashboard to help teams monitor progress and identify cases that need urgent attention.

Demand for the service has been much higher than expected since Awaab’s Law came into force.

We continue to learn from complaints, resident feedback and performance reviews to improve the service, tackle challenges such as gaining access to homes, and make sure residents receive the support they need.



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:



L&Q Living residents help to improve how we handle complaints

We invited residents in our supported living schemes (L&Q Living) to review how we handle complaints and to tell us how we could improve.

As a result of residents' feedback, we have made real changes to our approach to complaints handling. For example, Complaint Handlers must now check and confirm with residents that they are happy before a complaint is closed. We also make sure that full details of each complaint are properly recorded on our system when it is closed, not just the closure date.

These changes mean residents should experience a clearer, more open complaints process, with better communication and greater confidence that their concerns are fully resolved.



Improving how we respond to MP enquiries

We worked with 15 residents to review six responses that we had sent to Members of Parliament (MPs). The residents shared their views on how clear and helpful those replies were.

Residents made three main recommendations. They felt that some responses sounded too formal and impersonal. They also said MPs should be told when repair jobs raised in a case have been completed. Finally, residents found some cases confusing because too many colleagues were involved and suggested simplifying this to reduce mistakes.

As a result, we have changed our approach to responding to MP enquiries. MP and Councillor Stakeholder Resolution Officers now manage cases from start to finish. This means there is one main point of contact, clearer communication, and better oversight of each case, helping residents and their representatives get clearer and more consistent responses.



Improving the complaint handling experience

We worked with 13 residents to review five closed Stage 1 complaints received through our Customer Service Centre. We used their feedback to identify four key improvement areas: communication, system note keeping, tone of voice, and how we explain policy changes.

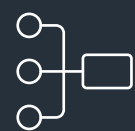
In response, a complaints workshop was delivered to colleagues in May 2025, and training for new starters is being updated to include guidance on how to better support residents with additional needs. Progress on how Customer Service Centre colleagues are getting on with handling complaints is being monitored through Coaching Development Reviews.



7 Our focus for 2026/27

We want to continue to build on the progress we made in 2025/26 in terms of the quality of our complaint handling and make sure that we’re learning from those complaints in order to further improve our services. These will be our main focus areas between April 2026 and March 2027:

Complaints handling improvements focus



Bring all complaints handling into one place, so residents get a consistent and fair service no matter what their complaint is about



Put changes from our service design work into practice to make the complaints process quicker and simpler, using feedback from residents and colleagues



Review our compensation policy and how compensation is handled, in line with guidance from the Housing Ombudsman



Improve the quality and consistency of the responses we send to MPs and other representatives, based on feedback from residents and MPs



Work more closely with our teams to make sure we deliver what we promise to residents as a resolution to complaints, handle complex cases properly, and clearly explain what will happen and when



Use complaints, Ombudsman decisions, performance data, and resident feedback together, so we can learn from issues and prevent them happening again



Make sure our contractors are managed carefully to drive improvement in service delivery and make sure our contracts allow us to recover costs



Update our complaints policy to meet new rules for heat networks and new standards designed to make sure residents get better information and a stronger say when raising concerns

Other improvements to service delivery



Introduce checks on estate inspections so standards are the same everywhere and any problems are followed up properly



Continue inspecting our homes so that, by the end of the year, every home has had a condition check in the last five years



Improve how we get access to homes for gas and electrical safety checks, so these important checks are done on time



Make sure we follow the new Residential Personal Emergency Evacuation Plan (RPEEP) safety rules. These are personal emergency plans for residents who may need extra help to leave their home safely. We will also visit all residents with additional needs to understand what support they need and make sure it is in place



Improve the way we deliver aids and adaptations, making it easier for residents to get the support they need to live safely and independently in their homes. A new dedicated team will manage cases from start to finish, providing clearer communication, better updates, and a more consistent service throughout the process



Build long term partnerships with reliable contractors to work alongside our in house teams, helping us carry out day to day repairs while keeping costs, quality, and sustainability in mind



Get ready for the next stage of Awaab’s Law by changing how we work and training our colleagues, so serious problems like damp and mould are dealt with quickly, residents’ health comes first, and you’re clearly told what action will be taken and when



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

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.

Potrzebują Państwo pomocy w przetłumaczeniu niniejszych informacji?

Jeśli pragną 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.

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For more information

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