

2026

Tenant Satisfaction Measures

Performance report for residents



L&Q



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Introduction

We're pleased to share our Tenant Satisfaction Measures (TSM) results covering the period April 2025 to March 2026. This report shows how your views and our performance have changed over the past three years. Overall, more residents in social and affordable rented homes are telling us they're satisfied with the service they receive, particularly where repairs are completed more quickly and services are delivered reliably. Residents who own a share of their home are seeing less improvement, with their overall satisfaction reducing.

Thank you to everyone who took part in this year's survey. Your feedback helps us understand what we're doing well and where we need to improve.

We know that improving satisfaction takes time. Our performance results show steady improvement, especially in areas like repairs. In some other areas, we're maintaining current performance while we make longer-term improvements through changes across the organisation. What residents tell us is clear - residents in affordable rented homes are starting to feel like they are benefitting from the changes we're making, and satisfaction is highest when services are reliable, communication is clear, and issues are resolved quickly.

Homeowners feel that we're not improving, and where things go wrong, it is often due to delays, inconsistent service which doesn't meet expectations, or not being kept informed.

Over the past five years, we have focused on tackling these issues. This includes improving repairs, strengthening complaint handling and changing how we communicate with residents,

alongside investing in homes and better holding our contractors and managing agents to account. We are now starting to see the impact of this work, with some satisfaction increasing year on year.

However, for residents whose satisfaction is decreasing, we know that consistent delivery over time is what will make the biggest difference. That is why our new strategy, **Our Future Shape**, builds on the progress we've made and focuses on getting the basics right - providing social homes and landlord services everyone can be proud of.

As part of our improvement journey, we'll be focussing on the areas that your feedback tells us need most work, such as the services we provide to shared owners and residents with additional needs, and the transparency of our communications.

We remain committed to listening to resident voices as we continue to change, and strive to deliver good value services that you can rely on.

You'll be able to read more about what we've done and plan to do throughout this report.



Fiona Fletcher-Smith
Group Chief Executive

“Over the past five years, we have focused on improving the quality and consistency of our services, alongside investing significantly in residents' homes. I'm encouraged that this year's results show we are beginning to see the impact of that work, with satisfaction improving for some residents, particularly where we are delivering repairs more quickly and reliably.

However, we know residents need more. Feedback shows that clear communication, being responsive and consistently delivering on our promises matter just as much as the service itself, and we must continue to improve in these areas. Our transformation programme is focused on fixing the root causes of problems, so we can make lasting improvements. It will take some time before you notice these changes. That's why it's important we keep track of your experience, so we can check that what we're doing is actually making things better for you.

Our new corporate strategy, **Our Future Shape**, also builds on the progress we've made and sharpens our focus on delivering good landlord services every day - services that are reliable, consistent and that residents can trust.

We are clear about where we need to go further, particularly in improving services for homeowners, and remain committed to delivering homes and services that everyone can be proud of.”



Fayann Simpson OBE
Senior Independent
Director and Chair of
Resident Services Board

“As Chair of the Resident Services Board, I'm encouraged to see the progress L&Q has made, particularly the improvements in satisfaction where services are delivered more reliably and consistently. These results show that focusing on the things that matter most to residents, like completing repairs quickly, keeping people informed and resolving issues effectively is making a difference for some of you.

I'm encouraged to see that feedback from last year's Resident Assembly is being acted on, helping to make it clearer what L&Q's core landlord service offer is. It's particularly positive that, based on what we've heard, we're committed to improving services for homeowners.

I'm also pleased to see our new strategy, **Our Future Shape**, focusing on the moments residents have said matter most. This means you should know what to expect, be kept informed, and receive a timely, good-quality service.

While there is more to do, particularly to make sure all residents see these improvements, I am confident that this continued focus will help to deliver services that truly meet residents' needs.”

What are Tenant Satisfaction Measures?

Every year the Regulator of Social Housing requires all social housing landlords, like L&Q, to report on a set of measures that tell you how well we're doing at providing quality homes and services each year.

These are called Tenant Satisfaction Measures (TSMs).

The measures are designed to improve standards for people living in social and affordable housing. They will do this by showing you how well we're doing on important things like delivering repairs, dealing with any complaints and treating you with respect, and they'll also help you to hold us to account when we're not performing as we should.

The TSMs are grouped into five themes – this report will tell you how we're doing against each of these:



1

Keeping properties in good repair



2

Maintaining building safety



3

Respectful and helpful engagement



4

Effective handling of complaints



5

Responsible neighbourhood management



There is also an overall measure for satisfaction, you can find this year's result on page 12.



How we measured our performance

The Regulator asks us to report on views from both social and affordable rented housing residents, and shared owners.*

We commission an independent survey company to contact a selection of residents and capture your thoughts on how satisfied you are with your home and the services we provide to you.

Residents are randomly selected to take part in the survey. However, we make sure that we are talking to a mix of different types of tenants and shared owners that reflect the make-up of the people who live in L&Q homes.

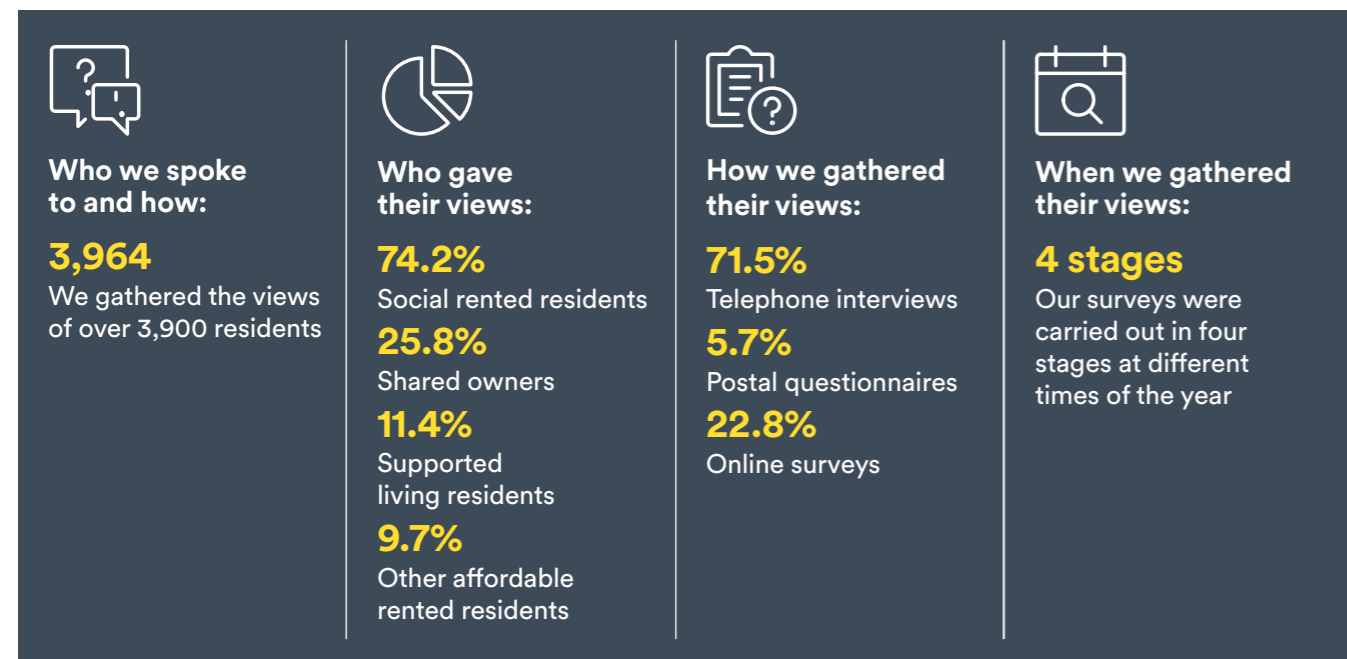
We use a mix of survey methods to gather your views, as it helps us to collect different types of feedback and it provides residents with different ways to take part. For example, postal surveys are provided to supported living residents so that a friend or family member can help them to take part if needed.

For consistency, we have made no significant changes in our approach to conducting the TSM satisfaction surveys over the last three years. This allows us to compare this year's results to last year's and also 2023/24 when we first started gathering this data.

Summary of our approach to collecting your views

You can find a detailed summary of our approach to the survey by clicking [here](#).

How we listen all year round



* This is because private rented and outright leasehold homes are not regulated by the Regulator of Social Housing.



Monitoring and reporting our performance against the new satisfaction measures isn't the only way we listen to and learn from residents. We carry out a variety of surveys all throughout the year to make sure that we know how you feel and can address any issues as soon as possible. These include surveys immediately after you've received a repair from us, or we've dealt with a complaint from you.

We also offer lots of opportunities for you to work with us to develop and test our services – from taking part in online research or helping us to recruit new colleagues, right up to our formal Resident Services Board.

To find out about more opportunities to have your say and help shape our services click [here](#).

What this report will tell you

We're reporting on 22 different Tenant Satisfaction Measures which are set for all housing associations by the Regulator of Social Housing. Some of these are based on information we hold about how we manage your homes and services, and some of these are based on your views.

For each TSM theme we'll share the results for each measure, as well as more information about what you told us, and our improvement plans.

How to understand the results

The Regulator of Social Housing asks us to report separately on views from both social and affordable rented housing residents, and shared owners.

As there are several different types of homes included in these descriptions, it has grouped them into two different categories as follows:

Regulatory category	Types of homes included in this
Low Cost Rental Accommodation (LCRA)	<p>Social rented Homes where rent is set by Government, usually at around 50% less than the average private rent for the area. Sometimes called 'General needs housing'.</p> <p>Supported living Social rented homes, where residents need some form of support to live in their home – this includes homes that are managed by L&Q, but support is provided by another company. Most homes of this type are managed by our supported living business, called L&Q Living.</p> <p>Affordable rented Homes where the rent is set at lower levels than the average private rent for the area (usually 20%-30% less). This includes rent types like Intermediate Market Rent and London Living Rent.</p>
Low Cost Home Ownership (LCHO)	<p>Shared ownership Homes where residents have bought a share of their home and pay rent to L&Q for the remaining share. This includes homes where the landlord is L&Q, but the building is owned and services are provided by a different company.</p>

This report gives two results against each satisfaction measure:

LCRA Satisfaction – views from Low Cost Rental Accommodation residents only

LCHO Satisfaction – views from Low Cost Home Ownership residents only

The Tenant Satisfaction Measures

Things we do

Measured by information we hold about how we managed your homes and services between 1 April 2025 and 31 March 2026

Things you've told us

Measured by the percentage of residents who said that they were satisfied when asked about their personal experiences

Overall satisfaction Result on page 12

Overall satisfaction

Keeping properties in good repair Results on page 14

Homes that do not meet the Decent Homes Standard

Satisfaction with repairs

Repairs completed within the target timescale

Satisfaction with the time taken to complete most recent repair

Satisfaction that the home is well maintained

Maintaining building safety Results on page 16

Gas safety checks

Satisfaction that the home is safe

Fire safety checks

Asbestos safety checks

Water safety checks

Lift safety checks

Respectful and helpful engagement Results on page 20

Satisfaction that the landlord listens to tenant views and acts upon them

Satisfaction that the landlord keeps tenants informed about things that matter to them

Agreement that the landlord treats tenants fairly and with respect

Effective handling of complaints Results on page 24

Complaints relative to the size of the landlord

Satisfaction with the landlord's approach to handling complaints

Complaints responded to within Complaint Handling Code timescales

Responsible neighbourhood management Results on page 28

Antisocial behavior cases (relative to the size of the landlord)

Satisfaction that the landlord keeps communal areas clean and well maintained

Satisfaction that the landlord makes a positive contribution to neighbourhoods

Satisfaction with the landlord's approach to handling antisocial behavior



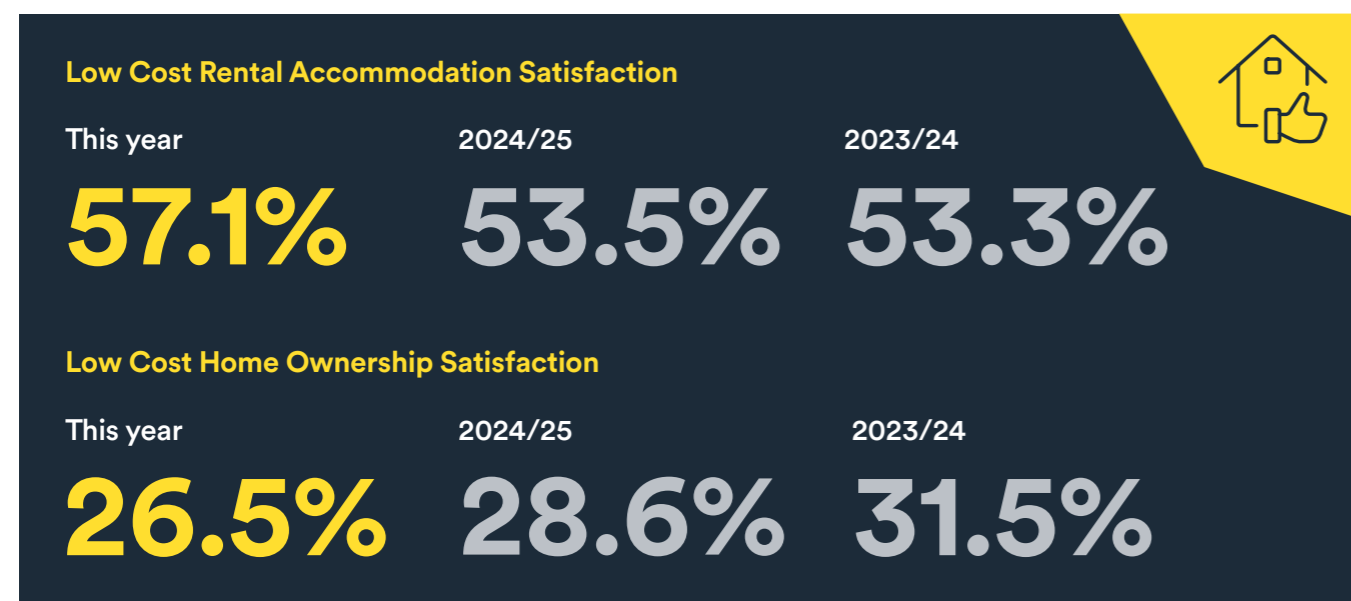
You can find more detailed information about the Tenant Satisfaction Measures and how they're regulated by clicking [here](#)

TSM Results

Overall satisfaction

Taking everything into account, how satisfied or dissatisfied are you with the service provided by L&Q?

Overall satisfaction with the service provided by us...



You told us

- Residents of affordable rented homes told us they are satisfied with us when they feel their home is well maintained and they see us acting on their views. They also appreciate timely responses from L&Q and the ease of dealing with our colleagues
- Shared owners told us they are most satisfied when they feel L&Q cares about residents. They also appreciate prompt responses to their queries and concerns, as well as L&Q listening to feedback and improving services as a result of their experience
- Residents in affordable rented homes said that L&Q had invested in their home over the past year, improved customer service and provided a quicker response to repairs and complaints than in the past. They also said we need to do more to tackle anti-social behaviour and issues around estate management, such as lift maintenance or bin storage
- The main reasons for lower satisfaction among shared owners were poor communication, value for money and maintenance issues, including satisfaction with repairs in communal areas.



How we're improving

- We've completed three years of our Major Works Investment Programme, delivering a wide range of improvements across 21,000 homes
- The programme hasn't just improved homes, it has also created over £100million in social value for residents, through employment, training and community investment activities
- We're completing repairs more quickly and reliably, reducing the average number of days to complete a repair from 28.5 calendar days* to 15.4 working days and continuing to complete around 93% of emergency repairs on time. This means faster fixes and fewer delays when things go wrong in your home
- We're improving how we communicate with you about repairs and services, so you know what to expect and are kept updated. We know communication is one of the biggest drivers of satisfaction so we're focused on improving response times and keeping you informed
- We're strengthening how we manage our contractors, reducing overdue repairs and improving quality, so more issues are resolved first time and to a good standard. This helps avoid repeat visits and disruption for you
- We've improved how we handle complaints, with over 95% of stage one complaints and over 96% of stage two complaints now responded to on time. This means quicker answers, better follow up and more consistent service when things go wrong
- We've launched our biggest recruitment drive, investing £3.7 million to create 87 new roles in our customer service teams, so it's easier to get through to us, wait times are reduced and your queries are resolved more quickly. We're also recruiting 22 new apprentices in our in-house maintenance and repairs service, helping us increase capacity and provide quicker, more reliable repairs for residents.
- We're improving communal areas and estate services, with satisfaction increasing to 60% among social and affordable rented residents, reflecting cleaner, better maintained shared spaces
- We're continuing our building safety programme, having already inspected over 2,000 buildings with around 90% meeting safety standards. We've already completed remediation work to just over 100 blocks with plans for the rest, so residents can feel safe in their homes.
- We're improving services for shared owners and homeowners, including clearer service charge information that has reduced queries by over 10%, alongside dedicated teams to hold managing agents to account and improve communication and responsiveness
- We're making plans to improve our homeowner service offer focused on clearer communication, faster responses and resolving issues more effectively, reflecting what homeowners tell us matters most.

* Equates to around 20 working days

TSM Results

Keeping properties in good repair

What we've done		Result			
		This year	2025/24	2023/24	
Homes that do not meet the Decent Homes Standard As a % of all homes managed		1.2%	1.58%	1.88%	
Repairs completed within the landlord's target timescale	Emergency responsive repairs*	97.5%	93.22%	93.24%	
	Non-emergency responsive repairs*	69.5%	71.12%	70.72%	
What you've told us		LCRA satisfaction	LCHO satisfaction		
		This year	2025/24	2023/24	
Satisfaction with the overall L&Q repairs service over the last 12 months		65.6%	62.7%	61.0%	N/A**
Satisfaction with the time taken to complete most recent repair		60.3%	57.5%	56.2%	N/A**
Satisfaction that the home is well maintained		60.8%	58.8%	57.7%	N/A**

* Responsive repairs are day-to-day repairs that we carry out when you report them to us. We have not provided detail regarding the target timescale for these, as we have different targets dependant on the type of repair (for example: some emergencies must be responded to within four hours, but others can be responded to within 24 hours).

** Shared owners are typically responsible for their own repairs to the inside, and sometimes the outside of their home, so The Regulator does not require us to report LCHO results for these measures.

You told us

“Something happened to my bathroom whilst I was on holiday; when I came back, they came straight away to my house to fix everything.”

“When we phone up to get a repair done, they come out within a few hours or within a couple of days.”

“Whenever we have a repair, it is dealt with straight away.”

“For a few years now, the house is getting run down, but nothing is being done about it.”

“The lack of response when you report a repair - it can take two weeks before they get out to repair it. Sometimes a repair, which could have been fixed in a week, has to be constantly reminded.”

“If you report an issue, nothing happens.”

How we're improving

- We're completing repairs more quickly and reliably, with waiting times reduced from 28.5 calendar days* to 15.4 working days. This means issues in your home are fixed faster and with less disruption
- We're focusing on getting repairs right first time, with first-time fixes by our in-house team improving from 75.5% last year to 85.5%. This reduces the need for repeat visits to your home
- We've carried out over 20,000 home condition surveys, meaning more than 90% of homes now have an up-to-date assessment. This helps us spot problems earlier, fix urgent issues sooner, and plan improvements based on what your home needs
- We're continuing to invest record amounts in planned improvements to homes, since April 2023 we've installed 5,318 new kitchens, 3,673 bathrooms, 7,254 windows and 877 roofs. Satisfaction with these planned works has increased by 10% since 2023.
- We're improving support for residents moving into new homes, responding to feedback where satisfaction has dipped, so issues are resolved more quickly and new residents feel settled and supported
- We're strengthening how we manage repairs and maintenance services, with clearer standards and closer oversight of contractors, so work is completed on time and to a good standard
- We're focused on delivering consistent improvements over time, recognising that residents need to experience a good service more than once before they feel confident things have genuinely improved.

* Equates to around 20 working days

Your satisfaction with maintenance of your home throughout the year

As well as monitoring satisfaction against the Tenant Satisfaction Measures in this report, we carry out surveys immediately after delivering some services, to make sure that we know how you feel throughout the year and can address any issues as soon as possible.

What you've told us	Result		
	This year	2025/24	2023/24
Satisfaction with service after receiving a repair*	78.9%	78.0%	75.1%
Satisfaction with service after receiving planned maintenance**	85.7%	83.7%	76.2%
Satisfaction with new build properties one year after moving in	83.4%	81.8%	80.7%

* Only measured for residents in affordable rented homes (LCRA satisfaction)

** Usually major works such as replacement kitchens, bathrooms, roofs or windows, or works to shared spaces, such as redecorating

TSM Results

Maintaining building safety

What we've done All as a % of required checks completed	Results for homes where L&Q is responsible for safety checks*			Results for all homes, including where another managing agent is responsible for safety checks**		
	This year	2024/25	2023/24	This year	2024/25	2023/24
Gas safety checks	99.9%	99.96%	98.90%	99.76%	99.07%	87.86%
Fire safety checks	99.7%	98.65%	99.40%	99.66%	96.93%	85.18%
Asbestos safety checks	100%	99.32%	98.59%	99.99%	99.12%	69.11%
Water safety checks	99.5%	99.34%	97.74%	99.54%	95.17%	65.52%
Lift safety checks	99.4%	100%	99.21%	99.43%	95.79%	69.77%
What you've told us	LCRA satisfaction			LCHO satisfaction		
	This year	2024/25	2023/24	This year	2024/25	2023/24
Satisfaction that your home is safe	67.9%	65.2%	66.1%	51.5%	53.7%	53.8%

* These results show the percentage of checks completed in homes and/or shared areas of buildings where L&Q has the legal responsibility to carry these out.

** These results show the percentage of checks that we are able to confirm as complete in all of the homes covered by this report. This includes where another organisation is legally responsible for safety checks, in addition to those where L&Q is responsible. These often include homes in buildings where not everyone is an L&Q resident, and the managing has been appointed by another landlord, or buildings where a managing agent acts on behalf of L&Q.

You told us

“Very professional and a huge regard for safety.”

“I think they are good at safety checks of the building. If there were any problems, they have been dealt with.”

“I don't have any particular repairs, just safety checks which are done at the same time every year. I am satisfied with that.”

“Once, when the lift was broken, you said the part would take one day to come, then it was fixed after four days.”

“Lack of any roadmap or progress on cladding remediation, leaving the property unsellable.”

“There was a big fault with my building door. It took three months for the intercom to get fixed. I had to chase it up over and over again.”

How we're improving

- We've carried out legally required safety checks in over 99% of homes. This covers things like gas, fire, water and lifts. This means you can be confident your home and the building you live in is regularly checked to make sure it's safe, and any issues are put right if needed
- We're strengthening fire safety in homes where needed, including upgrading alarms where this is part of wider safety improvements. If any upgrades are required in your home or building, we will contact you directly to arrange this, so you know what to expect and when
- We're continuing one of the UK's largest building safety programmes, having inspected the external walls of over 2,000 buildings. Most meet safety standards, and where work is needed, we're fixing it - over 45% is already complete, with plans for the rest, so residents can feel safe in their homes
- We're involving residents more in building safety decisions, including developing tailored engagement plans for high-rise buildings, so you can better understand safety in your home and have a say in how we manage it.
- We're improving how we communicate about building safety, working more closely with managing agents and making sure you have clearer, up-to-date information about your building and any work taking place
- We're currently reinspecting some homes because of issues with the provider of previous building safety certificates. We know that this has been very frustrating for some homeowners, and we're committed to getting this work done as soon as we can, and keeping residents informed along the way

We know that for you, safety is also about how we respond to repairs and reports of anti-social behaviour, so you'll find updates on how we're improving in these areas on page 14 (repairs) and page 26 (anti-social behaviour).



TSM Results

Maintaining building safety

Residents help make building safety information clearer and easier to understand.

We've been working with residents to improve how we share important building safety information, making sure it's clear, useful and easy to follow.

Following new legal requirements under the Building Safety Act, we created Resident Engagement Plans for each high-rise building. These set out how we keep residents informed and involved in decisions about building safety.

However, residents told us that the documents were too long and difficult to understand. To address this, we worked directly with residents through a workshop to redesign the information in a more accessible way.

Together, we developed a new **"Easy Read"** version of the plans. This includes clearer language, helpful glossaries, simple checklists and a clearer explanation of what happens next.

We then worked with accessibility specialists and shared the updated version with residents again to make sure it met their needs before rolling it out.

Veronika, one of the residents involved in the process, said:

“I felt my opinions and feedback were listened to and really taken on board by the L&Q team. Fire risk is real and having an easy read document allowing all residents to understand the risks and L&Q's role in managing building safety is both useful and important.”

This work means residents can now more easily understand how building safety is managed and how to have their say.



Please take time to read about how to keep your home safe and what to do in the event of a fire, as well as finding out more about our building safety programme, by clicking [here](#)



TSM Results

Respectful and helpful engagement

What you've told us	LCRA satisfaction			LCHO satisfaction		
	This year	2024/25	2023/24	This year	2024/25	2023/24
Satisfaction that L&Q listens to your views and acts upon them	47.9%	46.7%	46.4%	19.9%	16.1%	20.5%
Satisfaction that L&Q keeps you informed about things that matter to you	57.9%	58.6%	56.1%	35.5%	34.5%	37.8%
Agreement that L&Q treats you fairly and with respect	70.9%	70.3%	70.2%	47.8%	45.6%	51.7%

You told us

“Whenever I call for anything, they're always polite and helpful. Sometimes it's longer than what I would like, but it's not their fault.”

“Always good communication, always helpful in getting you to the relevant person. Polite, informative, and always go out of their way to help in any way they can.”

“They helped so much in every single way and listened and gave advice.”

“Terrible customer service. Lengthy delays in responding to repairs. Non-existent replies to emails.”

“Never speaking to the same person twice; being told different things by different people; never getting a call back.”

“L&Q did not listen; different people were sending the same response, and nothing was done.”

How we're improving

- We're working to make it clearer what you can expect from our services, with a more consistent service offer so you know who to contact, what we will do, and how quickly - making it easier to get things resolved first time
- We're increasing the number of colleagues handling enquiries and complaints, creating 87 new roles in our customer service teams. This will make it easier to get through to us, reduce wait times, and means your queries and complaints are handled more quickly and consistently
- We're improving the quality of our responses, including through resident-led quality checks on complaint handling, so communication is clearer, more respectful and more focused on resolving issues
- We're setting clearer standards for how we and our contractors communicate and behave, through our Repairs Charter developed with residents, so you are treated with respect, listened to, and issues are followed through properly
- We're improving how we communicate important information, including clearer service charge letters, which have reduced queries and complaints by over 10% by making it easier to understand what you're being charged for
- We worked with residents, using their feedback on communications and training materials, like those for complaints, to improve our tone of voice, and continued to involve them in ongoing improvements.

Your satisfaction with how we listen and act throughout the year

As well as monitoring satisfaction against the Tenant Satisfaction Measures in this report, we also carry out surveys straight after some services are delivered. This helps us understand how you feel about whether we listened to you and took action, and allows us to improve our services throughout the year.

Here's what you told us this year:

- 69.4% of residents in affordable rented homes were satisfied with how we listened and acted after receiving a repair (2024/25: 67.3%)
- 71.3% of residents were satisfied with how we listened and acted after receiving planned maintenance - usually major works such as replacement kitchens, doors or windows, or works to shared spaces, such as redecorating (2024/25: 67.1% in the previous year. 2024/25 data largely based on London/South East residents*)
- 61.4% of residents in new-build properties were happy with how we listen to and act on their views one year after moving in (2024/25: 52.6%)

* Due to the small scale of planned maintenance activities in the North West during 2024/25, they were not picked up within the L&Q planned maintenance survey until the last month of the year. As a result, comparable data is not available for the North West.

TSM Results

Effective handling of complaints

What we've done		Result								
		Combined			LCRA			LCHO		
		This year	2024/2025	2023/2024	This year	2024/2025	2023/2024	This year	2024/2025	2023/2024
Complaints relative to the size of the landlord. As the average number of complaints per 1,000 homes managed	Stage 1 complaints per 1,000 homes	125	120*	151.3	132	125.5	160	71.4	82*	92
	Stage 2 complaints per 1,000 homes	38	33*	24.4	47.6	32.2	25	32.6	35*	22
Complaints responded to within Complaint Handling Code timescales	% of Stage 1 complaints responded to within 10 working days	95.8%	91.1%	83.9%	95.9%	92.4%	84.7%	95.1%	88.7%	74.4%
	% of Stage 2 complaints responded to within 20 working days	96.4%	75.4%	35.8%	96.2%	75.2%	34.9%	97.6%	76.7%	43.9%
What you've told us		LCRA satisfaction			LCHO satisfaction					
		This year	2024/25	2023/24	This year	2024/25	2023/24			
Satisfaction with L&Q's approach to handling complaints		27.9%	26.3%	27.3%	11.8%	12.6%	10.0%			

* These figures differ slightly from the report published in July 2025, as the Regulator for Social Housing validated some of our data after the publication date.

You told us

“When I make complaints, 90 to 95 percent of the time, they are dealt with as quickly as possible. Most of the time, they follow up to check how everything went.”

“They are very responsive; every time I make a call to make a complaint, they are very quick.”

“Any complaints are handled promptly. I feel that we are listened to.”

“I've made a number of complaints and have had to do a lot of chasing and provide a lot of evidence. Things have taken a while to rectify my property.”

“Every time you chase, you have to speak to another person at the call centre who has not heard of the problem.”

“It is always my responsibility to follow up on appointments or complaints.”

How we're improving

- We're dealing with complaints more quickly. We have reduced our backlog of older complaints, so we can focus on new ones and are now responding within the timescales set by the Housing Ombudsman over 95% of the time
- We've improved how we manage and track complaint actions. When we agree to put something right, we now record and track this more clearly to make sure it gets done and you are kept informed
- We're making complaint handling more consistent. We are bringing complaint handling into one place within our organisation, so every resident receives a fair and consistent service, no matter what the issue is about.
- We've improved training and guidance for colleagues, so they can respond clearly, confidently and with empathy, and make sure our responses are easy to understand, explain what happens next, and keep you updated throughout your complaint
- We're using complaints, feedback and Housing Ombudsman decisions to spot issues early, learn across our teams and prevent repeat problems, while working closely with the Ombudsman to improve how we handle complaints and meet national standards
- We're redesigning the complaints service. We are reviewing the whole complaints journey to make it simpler, clearer and easier to use, based on what you have told us matters most.

TSM Results

Effective handling of complaints

Residents help us raise complaint handling standards

Often, a complaint first comes to us through our Customer Service Centre. If something can't be sorted straight away, it becomes a Stage 1 complaint, which is the first step in our formal complaints process.

To help us improve, we worked with 59 residents to review a number of complaints after they had been closed. Residents were asked to look at a random selection of cases and check whether we followed our complaints policy, and whether we showed our values when handling them.

The feedback shows that we are usually following the right process and working in line with our values, but there is always room to do better.

Residents also helped us identify four key areas to improve:

- How clearly we communicate
- How well we record information
- The tone we use in our responses
- How we explain our policies and decisions

We carry out these reviews every three months. What we learn is shared with our Complaints team and the service areas involved. This helps us improve training and gives colleagues the support they need to deliver a better service.

In response, we've already run a complaints workshop for colleagues and are updating training for new starters, including how to support residents with additional needs. We'll continue to monitor performance through regular coaching and feedback, so we can keep improving how we handle complaints and provide a clear, consistent and supportive service.



TSM Results

Responsible Neighbourhood Management

What we've done	Result					
	This year	2024/2025	2023/2024			
Anti-social behaviour cases relative to the size of the landlord	ASB cases opened per 1,000 homes	41	38*	48		
	ASB cases involving hate crime opened per 1,000 homes	0.85	0.6	0.7		
What you've told us	LCRA Satisfaction			LCHO Satisfaction		
	This year	2024/2025	2023/2024	This year	2024/2025	2023/2024
Satisfaction that L&Q keeps communal areas clean and well maintained	60.3%	56.9%	57.6%	42.8%	40.5%	46.2%
Satisfaction that L&Q makes a positive contribution to neighbourhoods	51.6%	50.8%	48.8%	25.9%	25.9%	28.2%
Satisfaction with L&Q's approach to handling anti-social behaviour	52.7%	51.8%	51.2%	25.4%	24.0%	26.2%

* These figures differ slightly from the report published in July 2025, as the Regulator for Social Housing validated some of our data after the publication date.

You told us

“I've been very satisfied because the maintenance is very good. We have a lot of cleaners cleaning the communal areas, and you can tell that it's been maintained and has good service.”

“In general, maintenance is good; hallways are clean, and they update us with what they are doing with the contracts.”

“The stairs are always clean, the leaves get cleaned and the grass gets cut.”

“I feel like they have a lot of cleaning contracts. The communal areas are cleaned but not to a good standard, so they need more inspections of people cleaning the area.”

“We can't get hold of the neighbourhood person, and the only time they have contacted us is when I have made complaints to other departments.”

“They never keep the place clean or trim the bushes.”

How we're improving

- We're improving how clean and well maintained your neighbourhood is, with stronger standards and contracts for cleaning and grounds services
- We're responding more quickly to anti social behaviour (ASB), with the number of cases in management at any one time more than halving over the past three years. Satisfaction with how ASB is handled is also improving for residents of affordable rented homes, supported by better day to day service and faster action when issues are reported
- We've increased the number of neighbourhood colleagues on estates, reducing the number of homes each colleague supports so they can be more visible, spend more time in your community, and respond more quickly to local issues
- We're making it easier to report problems and take action, with improved tools for frontline teams, so issues can be logged and dealt with more quickly, helping us resolve problems in your building or neighbourhood sooner
- We've strengthened support for residents affected by ASB, including dedicated roles and clearer processes, alongside improved response times, helping make sure you get consistent support when issues arise
- We are improving how contractors, partners and managing agents are managed and held to account, with stronger oversight, clearer standards and better monitoring, so issues like cleaning, maintenance and safety in shared buildings are resolved more effectively and you receive a more reliable and consistent service.

i **Did you know?** Our Neighbourhood Housing Leads carry out a programme of estate and block inspections with residents throughout the year. If you'd like to participate in one of these, please let us know by getting in touch on **0300 456 9996**. If you're a resident in the North West, please call **0300 777 7777**.

The L&Q Foundation

The L&Q Foundation provides services, activities and funding with the aim of creating positive, lasting change for residents to help them live healthy and independent lives in thriving communities.

Services are free and include:

- Employment advice
- Training opportunities
- Money management, debt and benefits support – including help if you are struggling to pay your rent
- Community centres (including seasonal food banks and warm centres)
- Funding for community projects.

In the last year:



92

people were helped into work across a range of industries.



434

residents were given help to keep their tenancy.

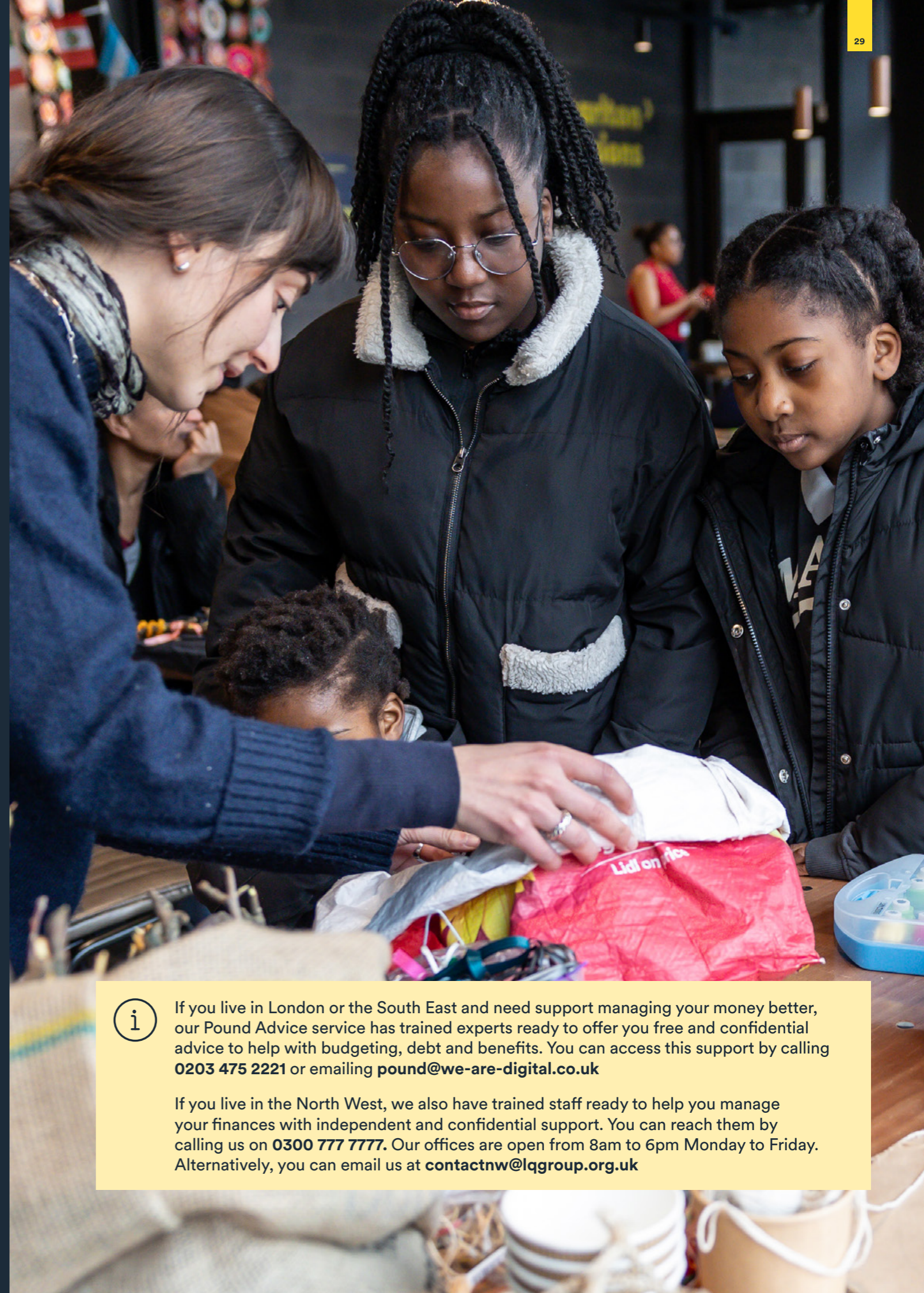


£5.7m

of additional income was secured for 1,762 residents using Pound Advice.

Data is from 1 Apr 2025 to 31 Mar 2026.

To find out more about the L&Q Foundation, click [here](#)



If you live in London or the South East and need support managing your money better, our Pound Advice service has trained experts ready to offer you free and confidential advice to help with budgeting, debt and benefits. You can access this support by calling **0203 475 2221** or emailing **pound@we-are-digital.co.uk**

If you live in the North West, we also have trained staff ready to help you manage your finances with independent and confidential support. You can reach them by calling us on **0300 777 7777**. Our offices are open from 8am to 6pm Monday to Friday. Alternatively, you can email us at **contactnw@lqgroup.org.uk**

How you make a difference

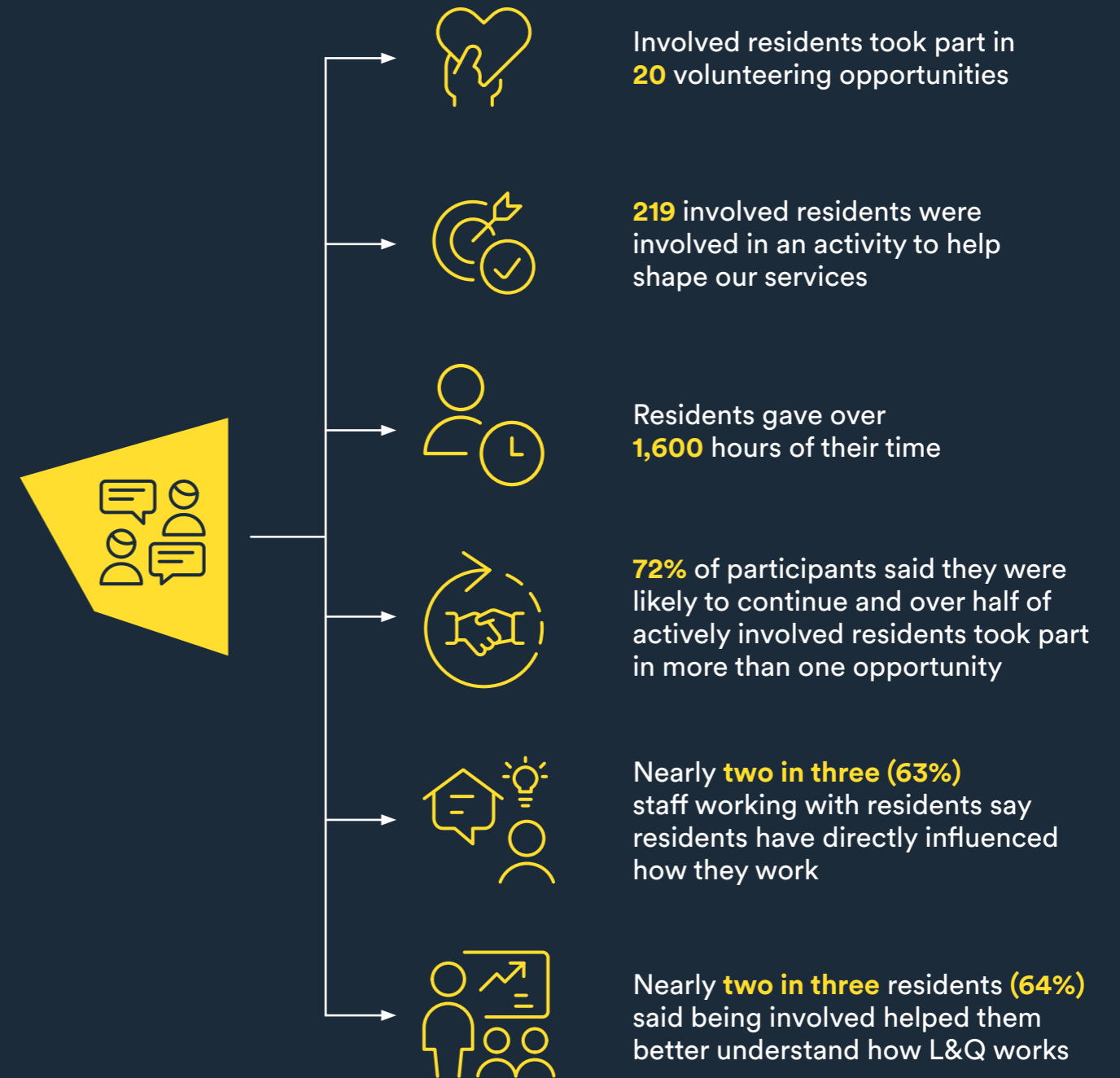
We believe the best way to improve our services is by partnering with you. That's why we offer a variety of flexible volunteering opportunities for you to get involved, shape services, and have your say.

Anyone who is 18 years old or over and lives in an L&Q home can become an 'involved resident'.

Opportunities include:

- Join 3,000 other residents on our online survey panel, L&Q and You!, and help us improve the way you experience our services, like the style, tone and content of our communications with you
- Join our Board or its committees – these positions are advertised when existing panel members step down – let us know if you would like to be kept informed of opportunities
- Participate in opportunities that make sure we recruit the right people for a diverse range of resident facing roles
- Participate in workshops and focus groups designed to provide us with resident insight to help us improve our service, like how we approach complaint handling
- Attend events, like the L&Q Assembly, taking place twice a year where residents receive an update on how we're doing, hold us accountable, and help shape our future priorities
- Learn from other involved residents through our Peer Learning and Training Programme, which provides residents with the opportunity to learn new skills, share best practice and connect with each other.

Since April 2025...









Turning resident insight into improvement

We use what residents tell us to shape how we design, deliver and improve our services. This includes feedback from surveys and complaints, alongside more in depth work with residents to understand their experiences and test changes before they are introduced.

Our approach focuses on making sure resident views lead to real change. Residents work with us to review services, co design improvements and test whether those changes will make a difference, helping make sure services reflect real experiences, not just our own assumptions.

This has already led to practical improvements. This year, residents have been involved in helping us improve by:

-  **Working with us to redesign service charge letters and communications,** making them clearer and easier to understand
-  **Taking part in workshops to improve customer service and repairs journeys,** shaping how services work day to day
-  **Co creating our Repairs Charter,** setting expectations for how we and our contractors communicate and behave
-  **Helping shape our corporate strategy through Resident Assemblies,** influencing our priorities and future direction
-  **Testing and quality checking our complaints service,** helping us improve how we respond and resolve issues
-  **Sharing their experiences through surveys, feedback and complaints,** helping us identify what needs to improve most

We know it's important that residents can see how their feedback leads to change. Through our resident newsletter, Homelife, we now share regular "you said, we did" updates, showing how your feedback is shaping improvements. These updates are linked to the commitments set out in our Our Future Shape strategy, so it's clear how resident input is helping drive the changes we're making.

Stay up to date with Homelife

If you're not already signed up to Homelife, our resident newsletter, you can subscribe online.

Visit www.lqgroup.org.uk and search for Homelife, where you'll find a quick form to sign up and start receiving updates.



You told us

“It is good to know that with the input of residents, this will lead to improvements in the service. Working together can bring about these improvements and I am thankful that I had the opportunity to take part.”

“I like being able to express my ideas and feedback to help make a positive change.”

“I felt that care was taken to ensure everyone present had the opportunity to express their view and were given space to do so. The meeting was skilfully chaired as everyone was able to participate.”

“I appreciate being involved and I'm glad to see the recommendations being taken forward.”

Get involved

We're always looking for residents to work with us to help us improve our services to you. Opportunities include being part of our online research community, helping us to recruit new colleagues, or taking part in a range of groups and panels – right up to our Resident Services Board.

You can find out more information on how to get involved with us by clicking [here](#).

Get in touch

You can get in touch with us any time by:

- Emailing us at contact@lqgroup.org.uk or contactnw@lqgroup.org.uk if you're a resident in the North West
- Calling us on **0300 456 9996** or **0300 777 7777** if you're a resident in the North West
- Speaking to your Neighbourhood Housing Lead.



Find out more ways
to get in touch at
[www.lqgroup.org.uk/
contact-us](http://www.lqgroup.org.uk/contact-us)

Making a complaint

We'll always aim to deliver homes and services that meet your needs, but if you're not happy, you can make a complaint to us and we'll do our best to put things right.

You can use the online form at www.lqgroup.org.uk/contact-us/webforms/complaint-form, or by calling us on **0300 456 9996**. If you're a resident in the North West, please call **0300 777 7777**.

Our complaints process has two stages:

Stage One

We'll acknowledge your complaint within five working days and send our decision within ten.

Stage Two

If you're not happy with our response you should let us know. You don't have to give us a reason why, but it helps us to review your complaint if you do. We'll review your complaint and provide a full response and decision within 20 working days.

You can also contact the Housing Ombudsman Service for advice at any time during our complaints process. If you remain unhappy after our Stage Two decision you can also ask for an independent review of your complaint:

Website: www.housing-ombudsman.org.uk

Phone: 0300 111 3000

Email: info@housing-ombudsman.org.uk



Find out about more opportunities to have your say and help shape our services by clicking [here](#)



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 sizle iletişim kurma şeklimizi değiştirmemiz gerekiyorsa lütfen **0300 456 9996** numaralı telefonda bizimle iletişime geçin. Kuzey Batı bölgesinde ikamet ediyorsanız lütfen bizimle **0300 777 7777** numaralı telefonda 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 9996**. إذا كنت من سكان المنطقة الشمالية الغربية **North West**، فيرجى الاتصال بنا على الرقم **0300 777 7777**.

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 ਵਿੱਚ ਮਦਦ ਦੀ ਲੋੜ ਹੈ?

ਜੇ ਤੁਹਾਨੂੰ ਸਾਡੇ ਨਾਲ ਸੰਚਾਰ ਕਰਨ ਦੇ ਤਰੀਕੇ ਬਦਲਣ ਦੀ ਲੋੜ ਹੈ, ਜਿਸ ਵਿੱਚ ਦਸਤਾਵੇਜ਼ਾਂ ਅਨੁਵਾਦ, ਬ੍ਰੇਲ, ਆਡੀਓ ਟ੍ਰਾਂਸਕ੍ਰਿਪਸ਼ਨ ਜਾਂ ਵੱਡੇ ਫੋਂਟ ਸ਼ਾਮਲ ਹਨ, ਤਾਂ ਕਰਪ ਕਰਕੇ ਸਾਡੇ ਨਾਲ **0300 456 9996** 'ਤੇ ਸੰਪਰਕ ਕਰੋ। ਜੇ ਤੁਸੀਂ ਨਾਰਥ ਵੈਸਟ ਦੇ ਵਸਨੀਕ ਹੋ, ਤਾਂ ਕਰਪ ਕਰਕੇ ਸਾਡੇ ਨਾਲ **0300 777 7777** 'ਤੇ ਸੰਪਰਕ ਕਰੋ। ਇਕ ਵਾਰ ਜਦੋਂ ਤੁਸੀਂ ਕਿਸੇ ਸਲਾਹਕਾਰ ਨਾਲ ਗੱਲ ਕਰ ਲੈਂਦੇ ਹੋ, ਤਾਂ ਕਰਪ ਕਰਕੇ ਸਾਨੂੰ ਆਪਣੀ ਚੁਣੀ ਹੋਈ ਭਾਸ਼ਾ ਦੱਸੋ ਅਤੇ ਅਸੀਂ ਤੁਹਾਨੂੰ ਇਕ ਦੁਭਾਸ਼ੀ ਨਾਲ ਜੋੜਾਂਗੇ ਜੋ ਤੁਹਾਡੀ ਸਹਾਇਤਾ ਕਰੇਗਾ/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。



L&Q

L&Q Group

T: (South East) 0300 456 9996

T: (North West) 0300 777 7777

www.lqgroup.org.uk