



CORNERSTONE HOUSING

Annual complaints resident summary

This summary explains what residents complained about, how quickly we responded, what we learned and what will change next.



2025/26

Resident report



Complaints rose, but most stayed at Stage 1



135

total complaints

+32% from 102 in 24/25

118

Stage 1 complaints

up from 86 in 24/25

17

Stage 2 complaints

up from 16 in 24/25

0

**maladministration
findings**

from Ombudsman cases

Raised within the financial year

WHAT THIS TELLS US

More residents raised concerns during the year, but Stage 2 complaints stayed almost unchanged. This suggests that many issues were resolved earlier, while the absence of maladministration findings provides further assurance about the most serious cases.



Overview of the year

Year-on-year

Reporting year	Stage 1	Stage 2	Total
2024/25	86	16	102
2025/26	118	17	135
Change	+37%	+1	+32%

Across the year

	Q1	Q2	Q3	Q4
Stage 1	17	23	29	49
Stage 2	2	7	5	3

WHAT THIS TELLS US

Complaints increased steadily and reached their highest point in the winter quarter. The report links much of this rise to higher repairs demand, while the low Stage 2 numbers show that escalation remained limited.

Repairs and communication drove complaints

Reported Stage 1 service areas

Service area	Share
Repairs	50%
Lettings / mutual exchange	8%
Anti-social behaviour	8%
Neighbourhood management	8%
Improvements	7%
Compliance	5%
Other reported areas	14%

WHAT THIS TELLS US

The repairs complaints were mainly driven by communication, contractor performance and service quality. Common issues included residents not being kept updated, poor out-of-hours contractor service, appointment problems, repeat or unresolved repairs, and a lack of clear ownership or follow-up. We have followed this up with a change in service; see pages 6, 7 and 8.

Main causes across Stage 1

Cause	Share
Communication	25%
Standard of service	24%
Contractor-related	24%
Appointment issues	11%
Standard of home	9%
Advice / work in home	7%

WHAT THIS TELLS US

Repairs were the largest source of complaints, but residents' experience was also shaped by how services were explained and delivered. Better updates and more consistent contractor performance should therefore prevent many repeat concerns.



Response times improved - most complaints were upheld

WHAT THIS TELLS US The Ombudsman expects acknowledgement within 5 working days and a response within 10 days at Stage 1 or 20 days at Stage 2. We met more deadlines than last year despite handling more complaints.

Measure	2024/25	2025/26
Stage 1 acknowledged on time	88.0%	89.2%
Stage 1 responded on time	76.7%	89.2%
Stage 2 acknowledged on time	79.0%	81.3%
Stage 2 responded on time	87.5%	87.5%

79%

Stage 1 upheld

82%

Stage 2 upheld

4

new Ombudsman cases





Tenant Satisfaction Measures



53.3%
satisfied with complaint
handling

Down from 58.9% in 2024/25

WHAT THIS TELLS US

Satisfaction remains above the sector benchmark quoted in the report, but the fall shows that residents still need clearer updates and more consistent follow-through.

Among dissatisfied survey respondents

2025/26 survey detail	Residents
Not satisfied	50
Had a formal complaint logged	8
Resolved at Stage 1	7

What residents described

Residents most often described unclear updates, repair standards, damp and mould, contractor performance and appointment problems. Only 8 of 50 dissatisfied respondents had a formal complaint recorded. In 2026 / 2027 we will be working with residents to find out if they have not raised a complaint what were the barriers.





Complaint learning

Communication, complaint handling and anti-social behaviour

STAFF SKILLS & COMPLAINT HANDLING

- All staff completed drama-based scenario training on empathy and adapting to diverse needs, including disabilities, neurodiversity, domestic abuse and safeguarding.
- Neurodiversity training is now compulsory learning.
- Complaint handlers trained on the four Ts: Timeliness, Transparency, Tailoring and Tone plus learning and compensation guidance.
- All complaints-system users trained to log and manage cases accurately and completely.
- Housing Ombudsman guidance shared on what a good apology feels like.

ASB & RESPECTFUL COMMUNICATION

- Housing team completed ASB case-management training with a sector expert.
- A dedicated Community Safety Lead was appointed to oversee ASB cases and improve escalation to enforcement.
- A new ASB database module helps monitor progress and keep residents updated.
- Frontline customer service staff trained to escalate ASB reports correctly to housing officers.
- Contractors reminded to gender residents correctly in communications and given awareness information to share with staff.
- Staff guidance reissued on using resident data correctly to avoid communication errors.



Complaint learning changed how services work

Housing procedures, contractor oversight and resident involvement

HOMES, MOVES & ACCESS



- Mutual exchange form and procedure updated to consider bedroom needs and refusal grounds early, manage expectations and clarify responsibilities.
- Lettings procedures updated to improve home adverts, verify applicants' information and communicate throughout the process.
- A new procedure introduced for emergency management move requests.
- A new procedure introduced for communal-area health and safety inspections.
- Neighbourhood area inspections introduced jointly with residents, increasing visibility and hearing directly what needs attention.
- A communal-door lock-change procedure prevents residents being inadvertently left without access to their home.

RELIABLE SERVICES & RESIDENT VOICE



- Contract management strengthened for external contractors delivering services in residents' homes.
- Resident consultation improved, including consultation on parking-management changes.
- Staff absence handling improved so appointments are not missed without residents being notified.
- The lettable standard for homes offered to new residents was reviewed.
- Complaint learning is now shared at team meetings and in repairs-team toolbox talks.

Next: better repairs, clearer communication, easier access

REPAIRS

- Introduce better repairs scheduling systems
- Bring in a new out-of-hours repairs contractor
- Improve first-time fix rates

ACCESS & SUPPORT

- Embed support for vulnerability and reasonable adjustments
- Complete the resident census to tailor services better
- Keep explaining that complaints are welcomed

COMMUNICATION

- Train staff in effective written communication
- Review standard letters with residents
- Provide guidance for residents using AI to help with complaints

Resident scrutiny Residents will remain involved: the Resident Engagement Panel will review out-of-hours repairs complaints and help challenge the new contractor.

Need to complain? Tell any member of staff or use your usual contact route and ask us to log it. Unhappy with our Stage 1 response? Ask for a Stage 2 review; after our final response, you can contact the Housing Ombudsman.