



## **Excel Housing Solutions Ltd-Board Response to Annual Complaints Self-Assessment, Complaints Policy Review & Performance and Service Improvement Report 2025.**

We are pleased to present our Complaints Annual report, 2025 Self-Assessment and Service Performance and Improvement Plan.

This response sets out the views of the Board of Excel Housing Solutions Ltd (EHS) regarding the reviewed Self-Assessment and the performance of Handling Complaints in the period 2024-2025, and how the organisation continues to plan improvement going forward.

We acknowledge our responsibility as a Board to ensure that our residents' voices can be heard when they are unhappy with any aspect of our service, and that we have processes in place that are easily accessible and ensure timely responses are received and evidence-based resolutions are achieved to the satisfaction of the customer.

We welcome the review of both the Complaints Self-Assessment and the Complaints and Compliments Policy and note the more detailed response to the self-assessment and the improvements to the Complaints and Compliments Policy that have been implemented. We have welcomed the implementation of the Compliance Team and look forward to the role they play in the continuous improvement of the Handling Complaints Policy to ensure compliance with the code.

As a Board we have noted an increase in Complaints during the reporting period we will continue to monitor and learn from this in the coming 12 months and acknowledge that a reason for the increase may be easier access and awareness of the Complaints procedures. We have also noted some areas of required improvement including response times of investigation letters, and this will be closely monitored by the Compliance team.

We are committed to having meaningful oversight of complaints and we will be monitoring the service Performance and Improvement plan over the coming months to ensure we make the improvements needed to deliver great services and put things right quickly if things don't quite go to plan.

We are reassured that all complaints bar one have been resolved at Stage one, and no referrals have been made to the Housing Ombudsman Service. Furthermore, we have found further reassurance from the recent Tenant Satisfaction Perception survey detailed in Performance and Improvement plan.

The Board is keen that we continue to develop a learning and service improvement culture across the organisation, learn from Complaints and continue to work with our partners, staff residents and service users over the coming months to learn from complaints and make improvements to the way we deliver services.

To help achieve this, the Board at their October 2025 meeting agreed.

- Sign off of the amended Compliments & Complaints Policy 2025 which has been reviewed in line with the Housing Ombudsman Complaint Handling Code 2025.
- Publish the 2025 Self-Assessment on our website together with the Excel Housing Solutions 'Complaints Handling Performance and Improvement' plan.
- Agreed that the Director of Operations shall continue in the role of Complaints Officer.
- A member of the Board to continue to oversee the management and handling of Complaints via membership of the newly formed Compliance unit.
- The Service Director (Compliance Team) will continue to oversee the management of the Complaint process and will report findings quarterly to the Board.

In addition to the above, the Board have agreed that Compliments and Complaints will remain a standing agenda item at each Board meeting, Strategy, SMT, Leadership and Team meetings. We hope the above demonstrates our commitment to having meaningful oversight of the Handling Complaints procedures, and that we will continue monitoring the improvement plan over the coming months.

Excel Housing Solutions Ltd Board