

Excel Housing Solutions Ltd



Complaints, Performance and Service Improvement Plan 2025

Presented by the Senior Management Team
Approved by: The Board of Excel Housing Solutions Ltd
Date Approved: 23rd October 2025
Next Review Date: June 2026

Introduction

In line with the requirements of the Housing Ombudsman's Complaints handling Code, Excel Housing Solutions (EHS) has completed the required 2025 Handling Complaints Self-Assessment. We have reviewed our Complaints and Compliments Policy 2025 which has been adjusted as required. We have reviewed the previous 12 months performance regarding the delivery of the two stage Handling Complaints Procedure and drafted a 2025 to 2026 Performance and Improvement Report.

Following sign off by the Senior Management Team and the Board, we will comply with the Housing Ombudsman instructions and publish the 2025 reports as required and upload them to our website for public perusal.

The Complaints Policy together with a Board sign off statement, Performance and Improvement Report and the completed 2025 Handling Complaints Self-Assessment Template will be uploaded to the Housing Ombudsman portal prior to 30th November 2025.

Summary

This report provides a summary of the number and types of complaints we have received in the past 12 months. In addition, it details performance in the previous 12 months and the improvements we have made because of this review.

Excel Housing Solutions welcomes all feedback from residents, staff, stakeholders and commissioners, as it provides us with an opportunity to continually learn and improve what we do and how we do it. In addition to the annual Tenant Satisfaction Surveys, we also consult service users within our quarterly and annual Quality Assessment Frameworks required by the Commissioners of our Specialist Homeless Services.

Any feedback, compliments and complaints received are managed in line with the Excel Housing Solutions Complaints and Compliments Policy.

The Complaints and Compliments Policy has been reviewed and updated in September 2025, at this time we also conducted a Handling Complaints Self-Assessment against the Housing Ombudsman's Complaint Handling Code. As required by the 'Code', Excel Housing Solution's Complaint and Compliments Policy reflects the two stage complaints process, ensuring all complaints are investigated thoroughly and, if required, the findings reviewed.

Following the completion of Stage two, should a complainant remain dissatisfied with the outcome, the policy supports people to escalate their complaint further to the independent Housing Ombudsman.

In January 2025, it was agreed by the Board that Complaints would continue to be overseen by the Complaints Officer, however, the day-to-day monitoring and quality assurance would be monitored by the newly formed Compliance Team who would report directly to the Complaints Officer. This team meets weekly and undertakes leads on the delivery and monitoring of required actions related to all regulatory and compliance requirements to be reported by Excel Housing solutions such as Complaints, Repairs/Maintenance, Fire Risk assessments and Damp and Mould. All complaints received are overseen by Excel Housing Solutions Complaints Officer – and the Compliance Lead (Service Director). This ensures a strong level of oversight and control, helping us to identify worrying patterns and opportunities for service improvement. On a weekly basis, all new complaints are reported to the Compliance unit providing a picture of what feedback is coming into the organisation.

The report sets out a summary of the number and types of Complaints we have received, it also outlines.

- Complaints have increased compared to 2024
- Only one complaint (2.5%) was escalated to Stage two
- 97.5% of Stage one complaints were resolved within stage one.
- That no complaints were made to the Housing Ombudsman

Service Requests

Sometimes a formal complaint is made that is not actually a complaint but is a request for a service. An example might be “my garden fence is broken”. Although this might be made to our complaints team, it is a request for a repair rather than an expression of dissatisfaction with a service, it would only be managed as a complaint if the fault had previously been reported and we had not responded, or the client was not satisfied with the response.

Quantitative Analysis of our Complaint Handling Performance May 2024 to May 2025

Complaints Logged	42
Complaints Closed Down between May 2024 and May 2025	42
Complaints Progressed to Stage two	1
Complaints still open as of the 31st April 2025	0
Formal Complaints referred to the Housing Ombudsman between April 2024 and March 2025	0
Formal Complaints Refused	0

From 1st May 2024 to 31st April 2025 Excel Housing Solutions handled 42 complaints, only one complaint moved to stage two.

No complaints were reported to the Housing Ombudsman. 86% of Stage 1 complaints were resolved within the required 10 working days, and 100% of Stage 2 were resolved within the 20-day period.

The complaint Trends.

Complaint	Improvement Plan
14 complaints about other residents	Introduction of the Good Behaviour Contracts, coproduced with service users, to help staff to support residents to better understand and work towards being a ‘good neighbour’ in our services and in the wider community
10 Complaints-Staffing Issues	Review and update our Resident Handbook to provide residents with a better understanding of the services and support we provide written in a format better suited to be fully understood by our residents
10 Complaints Neighbourhood issues	Introduction of the Good Behaviour Contracts, coproduced with service users, to help staff to support residents to better understand and work towards being a ‘good

	neighbour' in our services and in the wider community. Openly communicate with local residents in areas our services are located, being transparent and supporting community initiatives such as additional external CCTV surveillance.
8 complaints property/repair issues	Compliance team now has responsibility for reviewing response times and we will increase quality assurance checks by the Director of Maintenance following maintenance visits.

During the past 12 months we have promoted a positive complaints culture, raising awareness of feedback mechanisms and what to expect when raising a complaint, including how we will listen to our tenants and learn from Formal Complaints. We hope tenants are now finding our Formal Complaints process much more accessible.

In a recent Tenant Satisfaction Measures perception survey conducted by Excel Housing Solutions, residents were asked how satisfied they were 'with the landlord's approach to handling complaints' and 80% of respondents said that they were either satisfied or very satisfied.

96% of respondents also said that they were either satisfied or very satisfied that their landlord 'treated you fairly and with respect' and

84% of respondents said they were satisfied or very satisfied that their landlord 'listens to your views and acts upon them'.

Target Performance 2024-2025

Indicator	Target	Target %	Outcome
Stage 1 acknowledgement response	5 Days	100%	84%
Stage 2 acknowledgment response	5 days	100%	100%
Stage 1 response Times	10 days	100%	86%
Stage 2 response times	20 days	100%	100%

Learning from 2024-2025

In the past 12 months 84% of complaints were acknowledged within the 5-day requirement with 16% falling below the target timeframe.

This related to errors in logging the complaint and communication with the identified investigation officer. This responsibility is now overseen by the Compliance Team.

In the past 12 months 86% of complaints were responded to within the Stage one response time requirements, with 14% falling below the target timeframe. This was a consequence of delays in completing the investigation. However, we acknowledge that the complainant should have received updates. This responsibility is now overseen by the Compliance Team.

Three awareness sessions have since been conducted with each of our leadership teams specifically related to the required response timeframes of the Code and clarifying process and allocation procedures of complaints.

Only one complaint moved to Stage two with all other stage one complaints satisfactorily concluded at Stage one.

No Complaints were escalated to the Housing Ombudsman.

Performance Target Framework 2025

Indicator	Measure / Target	Source	Reporting Frequency
Stage 1 response times	100% within 10 working days	Complaints Log	Quarterly
Stage 2 response times	100% within 20 working days	Complaints Log	Quarterly
Complaint satisfaction (survey)	90% satisfaction with outcome process	Tenant Satisfaction Measures	Six-monthly
Learning outcomes implemented	100% of agreed actions completed	Audit Tracker	Quarterly

As part of our complaints process, we will continue to undertake quarterly periodic analysis of the trends in both the number and nature of the complaints that we receive to identify shared and recurring causes of complaints.

When residents have taken the time to provide us with feedback, it is important that we value this feedback and use it to inform service improvements.

Learning and Improvements:

The Complaints Officer Role supported by the Compliance team allow us to actively monitor the Complaints Handling process and prioritise continued improvement, consistency, compliance, accurate recording and monitoring of relevant processes. In addition, we work collaboratively with our leadership teams to identify learning, outcomes and implement relevant changes in services to the benefit of our residents.

During the last 12 months we have completed the following activities to further improve Compliance with all regulated and Commissioned activities, including the Handling Complaints Code.

- Employed a Compliance Officer at Strategic level.
- In 2025 Excel Housing Solutions set up a Compliance Team (including the designated Board member MCR), that meets weekly to monitor Compliance across the organisation. The team will review compliance with response timescales across all services and quality of the responses, including outcomes.
- The Compliance team will co-ordinate three awareness sessions for all staff three times per year.
- Completed a full review of our Complaints Policy 2025.
- Delivered 3 presentations to our Leadership Team and Service Managers.
- Included the Handling Complaints Code into our Induction awareness and training process.

- Annual staff refresher complaints training and awareness workshops.
- Compliance Unit includes Board representation and is led by a Service Director.

- Continue to conduct annual Complaint self-assessments.

We know that we still have work to do to ensure that we provide the best possible service to our Service Users, we trust that this summary report demonstrates our commitment to continuous learning and improvement.

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