
Board statement in response to: Complaints Performance and Service Improvement Report 2025-26

As the Lead Board Member for complaints at Local Space, I am issuing this statement on behalf of the Board in response to the annual Complaints Performance and Service Improvement Report for 2025-26. This response complies with the Housing Ombudsman's Complaint Handling Code.

Board's commitment and response

We are pleased to report that in 2025-26, **81%** of complaints were resolved at stage one of the process, with one case escalated to the Housing Ombudsman, finding no maladministration, reflecting strong early resolution practices. Furthermore, **97%** of stage one complaints were resolved within the Housing Ombudsman's target timescales, an improvement on last year's 94% demonstrating our continued focus on timely and effective complaint handling. The work we are undertaking on complaint handling is already having an impact as we have seen our Tenant Satisfaction Measure on how we handle complaints remain steady in 2025-26 at **47%**, compared with the Housemark London median of 30%.

Service improvements and learning

Over the past year, we have strengthened our approach to learning from complaints and driving service improvement by enhancing how we capture, analyse and act on customer feedback. This includes the introduction of a new complaints dashboard and employee training to improve insight and confidence in using data, alongside a stronger focus on identifying and responding to household vulnerability within service delivery, particularly in repairs.

Improvements to repairs services have focused on earlier identification and consistent management of complaints, enhanced contractor oversight and increased engagement through regular performance reviews to address communication issues raised by residents. We have also expanded our contractor base to support better service outcomes.

Targeted improvements have been made in key service areas, including damp and mould, where new policies and staff training have been implemented to support compliance with Awaab's Law, and anti-social behaviour, where updated processes, training and system enhancements have strengthened case management and resident communication.

In addition, we have taken steps to improve oversight of services delivered by third-party landlords through an estate champions pilot and targeted training. Compensation remains aligned to Housing Ombudsman guidance, with £57,691.65 awarded across 102 cases, reflecting our commitment to fairness, empathy and learning from outcomes to prevent recurrence.

Key areas for improvement (2026-27)

Key areas for improvement in 2026-27 focus on strengthening repairs performance through the implementation of a new target operating model, designed to improve end-to-end delivery, enhance customer communication and reduce complaints.

There will be a continued emphasis on improving the completeness and quality of customer vulnerability data, ensuring information is consistently captured, monitored and used to better understand resident needs. This will support a more personalised approach to service delivery, with tailored communication and appropriate adjustments for customers requiring additional support.

Complaints insight will be further developed by analysing trends alongside customer characteristics to identify potential barriers, inform service redesign, and ensure equitable outcomes. Together, these actions will support compliance with the Housing Ombudsman's Complaint Handling Code and embed a more data-driven, customer-focused approach to continuous service improvement.

Conclusion

The Board is committed to addressing the key areas for improvement identified in this report and have devised an improvement plan that aligns with the best practice principles set out in the Housing Ombudsman's Complaint Handling Code and the priorities from our self-assessment paper. We will monitor implementation closely to ensure these actions deliver measurable improvements in service delivery and customer satisfaction.

We thank our customers for their feedback and assure them their concerns are taken seriously. The Board will ensure that the lessons from this report lead to tangible and lasting improvements in our services.

Jane Goodley

Lead Board Member for complaints