



**LACE HOUSING LIMITED**

**Complaint Handling Performance and Service  
Improvement Report 2025/26**





## Introduction

Our mission is to provide and maintain a high standard of specialised housing and support services for older and vulnerable people, delivered through a strong brand, service excellence, and meaningful partnerships.

This report explains how we handled complaints during 2025/26, what we learned, and how this sits alongside wider resident feedback.

It helps residents understand the complaints we received, what we learned from them, and how resident feedback is helping to improve our services.

As a small specialist housing association, we do not look at complaints in isolation. We consider them alongside:

- Resident engagement across our schemes.
- Tenant Satisfaction Measures (TSMs) – the national resident satisfaction survey used by housing providers.
- Day-to-day service feedback.

This helps us understand not only when residents make a formal complaint, but also what matters most to them and where we can improve.

This report is published in line with the Housing Ombudsman Complaint Handling Code and is reviewed by our Board alongside our annual self-assessment.

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## A Message from Carol Liggins

### **Member Responsible for Complaints**

During 2025/26, we received one formal complaint. While this is a low number, we recognise that every complaint matters and provides an opportunity to learn.

The complaint related to lift reliability in one of our schemes. It highlighted how important a working lift is to residents' independence, mobility and confidence in their home.

I am pleased that the complaint was handled within the timescales set out in the Housing Ombudsman Complaint Handling Code and resolved at Stage 1. It was not referred to the Ombudsman.

Importantly, the issues raised were not viewed in isolation. Similar concerns had already been identified through resident engagement meetings and action was already underway to strengthen communication and contractor oversight. The complaint reinforced the importance of these improvements and provided additional insight into the impact that service disruption can have on residents. This reflects our approach of listening to residents in different ways, acting on feedback, and using complaints as a further opportunity to learn.

This report brings together what we learned from:

- Formal complaints.
- Resident engagement feedback.
- Results from our January 2026 resident satisfaction survey.

Together, these help us understand what matters most to residents and where we can improve.

**Carol Liggins**

**Member Responsible for Complaints**

**Lace Board of Management**





## Complaints At a Glance – 2025/26

- ✓ 1 complaint received
- ✓ 0 complaints refused
- ✓ 100% acknowledged within timescale
- ✓ 100% responded to within timescale
- ✓ 0 complaints referred to the Housing Ombudsman
- ✓ 95% overall resident satisfaction
- ✗ Complaint handling satisfaction improved from 44% to 55%

## What Residents Told Us

### Learning from the complaint

During 2025/26, we received one complaint relating to repairs and maintenance, specifically lift reliability and the impact of service disruption.

The complaint raised concerns about:

- Lift reliability and repeated outages.
- Communication during disruption.
- The impact on residents' independence and confidence.

While our investigation confirmed that maintenance and safety requirements had been met, we recognised the impact on residents and partially upheld the complaint.

### Learning from resident engagement

Resident engagement meetings across our schemes provided wider insight during the year.

Residents generally reported high levels of satisfaction, while practical issues were raised and addressed through discussion and follow-up.

A key theme raised through engagement was the importance of lift reliability and accessibility. In response to resident feedback, we strengthened communication arrangements during lift outages and reviewed contractor performance.


The complaint received during the year reinforced the importance of these measures and provided further insight into the significant impact that lift reliability can have on residents' mobility, independence and day-to-day living.



## Learning from our resident satisfaction survey

Our January 2026 resident satisfaction survey provides further insight into resident experience.

Residents told us:

- ✓ 95% overall satisfaction with our services.
- ✓ 99% satisfaction that their home is safe.
- ✓ 97% satisfaction with repairs.
- ✓ 97% feel treated fairly and with respect.
-  55% satisfaction with complaint handling (up from 44%).

While complaint handling remains our lowest-scoring area, this is consistent with wider housing sector trends. We are encouraged by the improvement and recognise there is more to do.

By bringing together complaints, resident engagement and satisfaction data, we gain a clearer picture of what matters most to residents and can respond before concerns escalate.

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## What We Did

Learning from resident feedback, reinforced by the complaint received during the year, has informed a number of service improvements.

### Lift communication and response

- ✓ Introduced daily text message updates during lift outages.
- ✓ Strengthened the lift escalation procedure for staff.
- ✓ Changed lift contractor arrangements.
- ✓ Increased contractor performance monitoring.

### Future improvements

- ✓ We are developing a repairs performance dashboard, including lift monitoring.
- ✓ Using resident feedback to inform future design and accessibility considerations.

### Complaint handling improvements

- ✓ Achieved 100% compliance with complaint handling timescales during 2025/26.
- ✓ Embedded the Operational Learning from Complaints Committee.



### Policy updates

We made small updates to our Complaint Policy to improve clarity and align with the Housing Ombudsman Complaint Handling Code. These included:

- ✓ Clearer wording on exclusions (no blanket exclusions).
- ✓ Confirming residents do not need a reason to escalate to Stage 2.
- ✓ Strengthening accessibility and how complaints can be raised.
- ✓ Adding a Heat Network Addendum.

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### You Said, We Did

You said	We did
Lift outages have a big impact on independence and confidence.	We introduced daily text updates, strengthened escalation procedures and improved contractor performance monitoring.
Residents need clear communication during service disruption.	We strengthened communication during repairs and are developing a repairs performance dashboard to improve visibility and monitoring.

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### Housing Ombudsman Performance

During 2025/26:

- ✓ No complaints were referred to the Housing Ombudsman.
- ✓ No Complaint Handling Failure Orders were issued.
- ✓ No findings of maladministration were made.

Residents can contact the Housing Ombudsman at any time for advice and support.

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### Compliance with the Complaint Handling Code

Our self-assessment confirms that we remain compliant with the Housing Ombudsman Complaint Handling Code and is published alongside this report.

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## Our People, Places, Partnerships Approach

Everything we learn from complaints, resident engagement and satisfaction surveys helps us improve our services and deliver better outcomes for residents.

Our approach is guided by our People, Places, Partnerships strategy:

**People** – listening to residents, understanding their experiences and responding to feedback.

**Places** – helping residents feel safe, supported and confident in their homes and communities.

**Partnerships** – working with residents, contractors and other partners to improve services and achieve better outcomes.

By bringing together complaints, resident feedback and satisfaction measures, we can better understand what matters most to residents and ensure their voices continue to shape future improvements.

