Complaints performance 2025-2026

The complaints we've received

Complaints to NCHA in 2025/26 so an increase on the previous year of around 19%. This is similar to the trend we the housing sector is seeing in general.

NCHA and NCAC including Care and Support

	Q1	Q2	Q3	Q4	Total 2025_26	Total 2024_25	% increase decrease from previous year
Stage 1 received complaints	202	206	239	281	928	779	19.13%
Stage 2 received complaints	41	45	76	80	242	124	95.16%
Total	243	251	315	361	1170	903	29.57%

Care and Support

	Q1	Q2	Q3	Q4	Total 2025_26	Total 2024_25	% increase decrease from previous year
Stage 1 received complaints	8	6	6	12	32	39	-17.95%
Stage 2 received complaints	3	0	3	2	8	5	60.00%
Total	11	6	9	14	40	44	-9.09%

Complaints by type (including Care and Support)

Category	Q1	Q2	Q3	Q4	Total 2025_26	Total 2024_25
Attitude	27	22	22	16	87	63
Communication	56	63	41	42	202	119
Ease of use/contact	0	1	0	0	1	3
Inaction	46	60	88	109	303	332
Missed	5	4	13	5	27	44
Policy	3	3	1	1	8	0
Process/procedure	36	31	40	54	161	134
Quality	29	22	34	54	139	81
Total	202	206	239	281	928	776

Complaints related to our care and support services

	Category	Apr-Jun 2025	Jul-Sep 2025	Oct-Dec 2025	Jan-Mar 2026	Total
Stage 1 received complaints	Contractor	1	0	0	0	1
	Project	2	1	4	0	7
	Property	1	2	0	1	4
	Service Delivery	0	0	0	1	1
	Staff	3	1	0	8	12
	Tenancy	1	2	2	2	7
	Total	**8**	**6**	**6**	**12**	**32**

Complaint escalation

There was around a 9% increase complaints that were escalated to stage 2. This is always an area of focus for improvement.

	Q1	Q2	Q3	Q4	Total 2025_26	Total 2024_25
Stage 1 complaints received	202	206	239	281	928	779
Number of stage 1 complaints that were raised in the quarter, that were then escalated to a stage 2 (This figure will differ from the number of stage 2 complaints received in the period)	48	52	76	49	225	123
% of Stage 1 complaints escalated to Stage 2	23.76%	25.24%	31.80%	17.44%	24.25%	15.79%

Response times

We aim to respond to complaints as quickly as possible and in line with the Housing Ombudsman's Complaint Handling Code.

During 2025/26, our Stage 1 complaint response times remained consistent throughout the year, with average response times remaining within target. While there were some periods when we did not achieve full compliance with our response timescales, improvements have been made to address resourcing and performance challenges within our Customer Resolution Team, supported by additional quality assurance measures.

Response times for Stage 2 complaints were more variable during the year. This was mainly due to an increase in the number of complaints being escalated for review and the additional time required to investigate more complex cases. In response, we have improved how Stage 2 complaints are allocated, increased support for investigating managers and strengthened oversight to help ensure complaints are resolved more quickly.

We will continue to monitor performance closely and use customer feedback to help improve both the quality and timeliness of our complaint responses.

The table below shows the average number of days taken to close a complaint during 2025/26, including Care and Support services for the first full year of reporting.

Average Closure Times	Q1	Q2	Q3	Q4	Total 2025_26	Total 2024_25
Stage 1	7.04	7.36	7.43	7.99	7.49	7.40
Stage 2	21.32	18.74	17.84	24.03	20.69	18.13

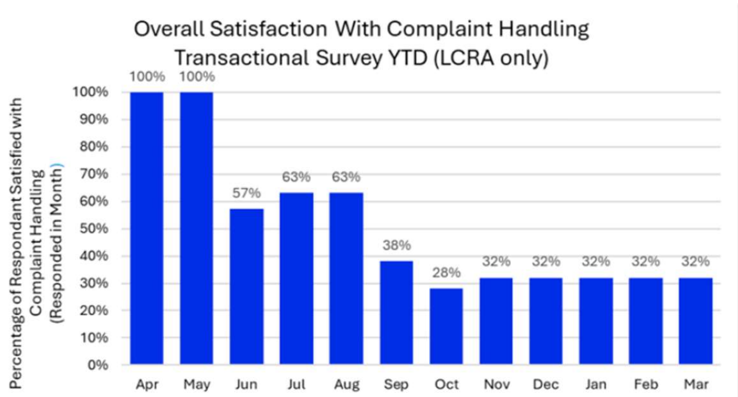
Complaint outcomes

The table below shows the outcomes of complaints for Stage 1 and Stage 2.

Closure Times	**Q1**	**Q2**	**Q3**	**Q4**	**Total 2025_26**	**Total 2024_25**
Upheld	24.2%	27.2%	20.8%	26.3%	24.5%	43.2%
Partially Upheld	42.7%	39.4%	50.2%	50.5%	46.3%	31.7%
Not Upheld	33.0%	33.5%	29.1%	23.2%	29.2%	25.1%

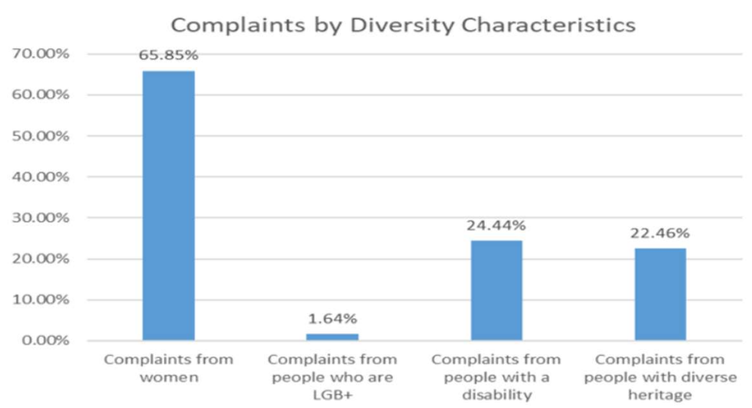
Complaint satisfaction

The table below shows our performance for the year on our transactional complaint satisfaction survey. This survey is sent to customers after they have made a complaint. We only managed to survey 3% of all complainants in 2025/26, a decrease of 12% from the previous year. We are working with our insight supplier to improve response rates with this survey in 2026/7 and the Business Support Team to carry out in house surveys.



Equality and diversity

Complaints are reviewed against protected characteristics on an annual basis by NCHA's equality, diversity and inclusion panel. The graph below shows our complaints by different diversity characteristics.



Lessons learned

We use complaints and customer feedback to help improve our services. Every complaint is reviewed to identify what we can do better, and any lessons learned are shared with managers and leaders across the organisation.

During 2025/26, we continued to strengthen how we learn from complaints by introducing new review meetings for Stage 2 complaints and Housing Ombudsman cases, improving complaint analysis and increasing oversight from senior leaders. This has helped us improve the quality of our investigations and reduce findings of maladministration.

A significant theme identified during the year was delays in repairs and maintenance services. In response, we introduced a range of improvements, including recruiting additional repairs staff, reviewing how repair requests are prioritised, introducing a "Find My Engineer" service to help customers track appointments, and investing in new technology to improve how repairs are diagnosed and scheduled.

Complaint feedback also helped inform several wider organisational changes. We reviewed our materials supply arrangements to improve the availability of parts needed for repairs and restructured planning and operational support teams to give services greater control and accountability for performance. These changes are designed to improve responsiveness, reduce delays and deliver better outcomes for customers.

Learning from complaints continues to be monitored through our strategic complaints groups, senior leadership teams and regular performance reporting. This helps ensure that improvements are implemented, progress is tracked and customer feedback remains at the heart of how we improve our services.

Ombudsman

In the year 2025/26, we received 14 Housing Ombudsman findings:
Our maladministration rate in 2024/25 was 83%, but in 2025/26 we have successfully reduced our rate down to 57% from the 14 findings we received.
Whilst our official Maladministration rate has not been confirmed and published by the Housing Ombudsman yet, we have calculated our rate based on the guidance for calculation they provided us with.
The table below shows the service areas where we received determinations from the Ombudsman and where we received maladministration or service failure.

	Findings	**Service failures**	**Severe maladministration or maladministration**
Responsive Repairs	12	3	5
Lettings	2	0	0

Our Board's response

The annual complaints report was presented to our governing body, the NCHA Board of Management.

Board members reviewed the key findings from the report, including improvements in complaint handling performance, our position compared with the Housing Ombudsman national averages, and the positive direction of travel across the organisation.

The Board discussed the analysis of equality, diversity and inclusion (EDI) data within complaints. Members noted that women, people with disabilities, and customers from Black British and Black African backgrounds were slightly overrepresented in complaint figures. However, our review found that these complaints were not linked to customers' protected characteristics. The Board welcomed the ongoing work to monitor this data and ensure services remain fair and accessible for all customers.

Board members were interested in how complaints performance is monitored, including Stage 1 complaint completion rates and the proportion of complaints upheld. They emphasised the importance of understanding the experiences and outcomes of different customer groups and welcomed the work being undertaken to strengthen cultural awareness across the organisation.

The Board also discussed compensation payments and the actions being taken to reduce the causes of complaints, including improving first-time resolution, tracking actions through to completion and strengthening performance monitoring. Members recognised that the best way to reduce compensation payments is to improve service delivery, reduce mistakes and resolve issues quickly for customers.