

ODU-DUA HOUSING ASSOCIATION

**Annual Complaints Performance
and Service Improvement Report**

Financial year 1 April 2025 to 31 March 2026

Reporting period	2025/26
Prepared for	Board, residents and Housing Ombudsman annual submission
Member Responsible for Complaints	Chair of the Board
Accountable senior lead	Operations Director (Acting)

1. Executive summary

Headline position

Odu-Dua recorded seven formal complaints during 2025/26. Six were concluded at Stage 1 and one progressed to Stage 2. One complaint was also referred to the Housing Ombudsman Service for investigation. Repairs were the main source of dissatisfaction, with communication, delay and contractor appointments recurring themes.

Measure	2025/26 result	Comment
Formal complaints received	7	Based on the annual complaint data file
Stage 2 escalations	1	One complaint progressed to Stage 2
Housing Ombudsman investigations	1	Recorded as under investigation in the complaint data
Stage 1 acknowledgements within target	7 of 7 (100%)	All Stage 1 acknowledgements recorded as within target
Stage 1 responses within target	7 of 7 (100%)	Includes one agreed extension
Stage 2 acknowledgement within target	0 of 1 (0%)	A case-level service failure requiring improvement
Stage 2 response within target	1 of 1 (100%)	Final response recorded within target
Complaints refused / excluded	0 recorded	No refusals or exclusions appear in the supplied 2025/26 data

The strongest message from the year is that repairs performance and communication need to improve together. Residents were most dissatisfied where repairs took too long, appointments were missed, or there was uncertainty about what would happen next. Odu-Dua will therefore focus on proactive updates, prompt follow-up of contractor failures, early intervention and respectful communication.

2. Purpose and regulatory context

This report covers the 12 months from 1 April 2025 to 31 March 2026 and is intended to meet the annual reporting requirements in the Housing Ombudsman's statutory Complaint Handling Code. It should be published in the complaints section of Odu-Dua's website together with the completed annual self-assessment, the complaints policy and the governing body's response.

- The Housing Ombudsman requires an annual complaints performance and service improvement report containing quantitative and qualitative performance, refused complaints, Code non-compliance findings, learning and service improvements, and relevant Ombudsman reports or publications.

- For the 2026/27 annual submission, the Ombudsman requires the annual report to cover complaint performance for the financial year 2025/26.
- The Ombudsman's current annual submission guidance requires live links to the self-assessment, annual report, governing body response and complaints policy.

3. Information reviewed and basis of this report

The complaint data file is the primary source for 2025/26 performance. The previous annual report has been used to understand existing improvement commitments

- Complaint Data Files - 2025-26
- Complaint Handling Code - Self-Assessment
- Complaints Policy and Procedure, latest review stated as 15 May 2024
- Housing Ombudsman Guidance on annual submissions, including the annual report and governing body checklist
- Current Housing Ombudsman guidance, Annual Complaints Review 2025/26, Spotlight on repairs and maintenance, and Spotlight on attitudes, respect and rights

4. Complaints performance in 2025/26

4.1 Volume and escalation

Seven complaints were received in the year. Six were resolved within Odu-Dua's Stage 1 process and one progressed to Stage 2. One complaint journey was recorded as being investigated by the Housing Ombudsman Service. No complaints were recorded as refused or excluded from the complaints process.

4.2 Complaint themes

Theme	Number	Share of 7 complaints	What residents experienced
Repairs and maintenance	5	71%	Delay, repeat contact, missed appointments, balcony/patio doors, toilet/window repair and heating/boiler issues
Estate / communal service	1	14%	Communal cleaning concerns
Housing management	1	14%	Bin area / rodent concern; complaint later withdrawn

Repairs were therefore the clear service theme. This is consistent with the Housing Ombudsman's wider sector learning that repairs are a major driver of complaints and that trust is damaged by poor communication, unclear ownership and missed commitments.

4.3 Outcomes and remedies

Stage 1 outcome	Number	Comment
Upheld	3	Service failure accepted in three cases
Not upheld	3	Complaint not upheld, but apologies and/or action were still used where appropriate
Withdrawn / no determination	1	Resident withdrew the complaint after contact

Five of the seven Stage 1 complaint records indicate that compensation was offered or awarded. The available data does not record the value of all compensation offers. The Stage 2 record also notes an ex-gratia compensation offer. Apologies and agreed action plans were used in several cases. Odu-Dua should continue to make remedies proportionate to the impact on the resident and track all promised actions to completion.

4.4 Timeliness

Requirement	Result	Assessment
Stage 1 acknowledgement within 5 working days	7/7 - 100%	Met for all Stage 1 complaints
Stage 1 response within 10 working days of acknowledgement	7/7 - 100%	Met, including one response with an agreed extension
Stage 2 acknowledgement within 5 working days	0/1 - 0%	Not met in the single Stage 2 case
Stage 2 response within 20 working days of acknowledgement	1/1 - 100%	Met

5. What residents told us and what we learned

Learning theme	Evidence from 2025/26	What must change
Repairs delay	Most complaints related to repairs, including door repairs, blocked toilet/window work and heating/boiler issues.	Escalate ageing repairs earlier; set realistic completion dates; track dependencies and contractor actions.

Learning theme	Evidence from 2025/26	What must change
Communication and updates	The complaint data identifies delay and poor updates as recurring sources of frustration.	Give proactive updates even where there is no change; name the next action, owner and expected date.
Missed appointments	One complaint concerned a missed gas-heating appointment and a leak near an electricity socket.	Follow up missed contractor visits immediately, rebook promptly and consider risk/vulnerability.
Early intervention	Repeat and escalating repair concerns show the value of resolving dissatisfaction before positions become entrenched.	Use service-recovery calls and early senior oversight where timescales slip.
Respect and empathy	Housing Ombudsman learning stresses human-centred services, reasonable adjustments and respectful, rights-based practice.	Listen carefully, avoid defensive language, explain decisions clearly and consider individual circumstances and disclosed vulnerabilities.

6. Respect, attitudes, rights and reasonable adjustments

Odu-Dua's complaints policy commits to fairness, inclusivity, diversity and respect, and includes reasonable adjustments. The Housing Ombudsman's Spotlight report on attitudes, respect and rights emphasises human-centred policies, adapting services to individual needs and avoiding the exclusion or marginalisation of vulnerable residents. These principles should be visible in day-to-day service delivery, not only in formal complaints.

- Use plain, courteous and non-judgemental language in all contact, including where a complaint is not upheld.
- Ask what outcome the resident is seeking and confirm the complaint definition in writing.
- Record and review reasonable adjustments and communication preferences, and make sure contractors receive relevant information where appropriate and lawful.
- Avoid assumptions about vulnerability; ask what support or adjustment would help.
- Where contact needs to be restricted because of behaviour, use proportionate measures, keep them under review and continue to provide access to the complaints process.
- Use apologies that acknowledge the specific impact on the resident where a service failure has occurred.

7. Housing Ombudsman findings and relevant publications

7.1 Findings relating to Odu-Dua

The 2025/26 complaint data records one complaint as being investigated by the Housing Ombudsman Service. The latest published Odu-Dua determination identified in the search is dated 18 February 2025,

outside this reporting year, and found no maladministration in the landlord's handling of a transfer application.

7.2 Relevant sector learning

- Annual Complaints Review 2025/26: the Ombudsman reported that common reasons for maladministration included failure to apply policies and procedures, unreasonable delay and non-compliance with the Complaint Handling Code.
- Spotlight on repairs and maintenance - repairing trust (May 2025): highlights trust, communication, complaint handling and relationship management as central to better repairs services.
- Spotlight on attitudes, respect and rights: focuses on vulnerability, reasonable adjustments, discrimination, contact restrictions, contractors and complaint handling, and promotes human-centred, respectful practice.

8. Complaint Handling Code self-assessment and assurance

Odu-Dua's completed self-assessment records compliance with all provisions of the Complaint Handling Code and as the Operations Director (Acting) as the senior officer responsible for complaints and the Chair as the Member Responsible for Complaints. The self-assessment must be reviewed and approved by the governing body at least annually and published with this report.

The annual review also identified policy wording that should be checked before the next publication cycle. The current policy refers to escalation within 30 working days and says Odu-Dua may ask for information to support a Stage 2 request. The Code states that residents must not be required to explain their reasons for requesting Stage 2, although the landlord should make reasonable efforts to understand why they remain dissatisfied. The policy should make this distinction explicit. The wording will be reviewed to ensure that the policy clearly reflects Odu-Dua's current practice and the requirements of the Code.

9. Service improvement plan 2026/27

The following plan converts the learning from 2025/26 complaints into actions that can be tested by residents, managers, the Board and the Member Responsible for Complaints.

Priority	Action and measure	Owner	Target / review
1. Complaint timeliness	Introduce a monthly complaint control report covering receipt date, acknowledgement due date, response due date, extensions, outstanding actions and escalation status. Target: 100% acknowledgements and responses within Code timescales.	Operations Director (Acting)	Immediate; monthly review and quarterly Board assurance

Priority	Action and measure	Owner	Target / review
2. Repair communication	For repair cases at risk of delay, give residents an update even when there is no change. Confirm next step, owner and realistic date. Target: no missed agreed update dates.	Tenancy Services / Asset Manager	Already implemented
3. Contractor appointments	Follow up missed contractor appointments on the same or next working day, rebook promptly and record the reason. Escalate repeated failure through contract management.	Asset Manager	Already implemented.
4. Early service recovery	Flag repeat contacts and ageing repairs for proactive contact before a formal complaint or escalation. Record service-recovery action.	Tenancy Services	Already implemented
5. Respect and empathy	Complete refresher learning on complaint handling, respectful communication, empathy, conflict resolution, vulnerability and reasonable adjustments. Include contractors where they interact directly with residents.	Operations Director (Acting)	Already implemented.
6. Reasonable adjustments	Audit a sample of complaint files to confirm adjustments and communication preferences are recorded, acted on and kept under review.	Operations Director	Quarterly
7. Remedies and follow-through	Maintain an action tracker for apologies, compensation, repairs and other remedies. Target: 100% of promised remedies completed by the agreed date or proactively re-agreed.	Tenancy Services Officer	Immediate; monthly
8. Policy assurance	Review Stage 2 escalation wording and unacceptable-behaviour / complaint-access wording against the statutory Code; update templates at the same time.	Operations Director / Board	By 31 Dec 2026
9. Resident scrutiny	Provide a redacted quarterly themes-and-learning report to the resident Scrutiny Panel, including what changed as a result of complaints.	Operations Director	Quarterly
10. Board oversight	Report volume, themes, outcomes, timeliness, Ombudsman activity, overdue actions and improvement progress to the Board and MRC.	Operations Director / Chair (MRC)	Quarterly

10. Scrutiny and governance

Complaint performance should be used as service intelligence. Quarterly reporting to the Board and resident Scrutiny Panel should include both numbers and a short narrative explaining what residents experienced, what Odu-Dua learned, whether actions were completed and whether the same problem is recurring. The Chair, as Member Responsible for Complaints, should have access to the complaints data and staff needed to provide assurance to the Board.

- Board challenge should test whether the low complaint volume reflects good service or whether residents face barriers to complaining.
- Scrutiny should sample complaint files, including at least one repair complaint and any Stage 2 case, to test tone, complaint definition, evidence, reasons, remedies and follow-through.
- The Board should receive evidence that service improvement actions have been completed, not only that they have been planned.
- Any future Ombudsman findings, orders or recommendations should be reported promptly to the Board and tracked to completion.

11. Annual submission and publication checklist

Requirement	Status / action before submission
Annual complaints performance and service improvement report covering 2025/26	This document - Board to review and approve for publication
Annual self-assessment against the Complaint Handling Code	Completed document supplied; Board approval and website publication required
Governing body response to this report	Must be approved by the Board as a whole or Chair and published alongside the report
Complaints Policy and Procedure	Publish current approved version in the complaints section of the website
Exact live web links	Check all four links before entering them in the Ombudsman electronic annual submission form
Member Responsible for Complaints assurance	Board response should explain how the MRC has assured themselves that the self-assessment reflects practice

Appendix A. Sources and references

This report has been prepared with reference to the following Odu-Dua Housing Association records and documents:

- Complaint Data and Complaint Register, 1 April 2025 to 31 March 2026.
- Complaint Handling Code Self-Assessment 2025/26.
- Complaints Policy and Procedure, Version 3, reviewed May 2024.
- Complaints correspondence and complaint monitoring information, where relevant to the analysis contained in this report.
- Quarterly complaint performance and learning information reported through Odu-Dua's governance arrangements.

Housing Ombudsman Service documents and guidance

The following Housing Ombudsman Service documents and publications have also informed this report and the associated service improvement actions:

- Housing Ombudsman Service, Complaint Handling Code.
- Housing Ombudsman Service, Guidance on Annual Submissions.
- Housing Ombudsman Service, Spotlight Report: Repairing Trust - Repairs and Maintenance.
- Housing Ombudsman Service, Spotlight Report: Attitudes, Respect and Rights - Relationship of Equals.
- Relevant Housing Ombudsman determinations concerning Odu-Dua Housing Association, where these provide learning applicable to current service delivery.