



Annual Complaint Handling and Service Improvement
Report
2025 – 2026

This report is an internal review of Halo Housing Association's performance in the handling of complaints from 1st April 2025 to 31st March 2026 under the requirements of the Complaints Handling Code.

Background

Halo Housing Association (HHA) is a provider of Specialised Supported Housing (SSH), delivering accommodation to Tenants with a diagnosis such as a learning disability, mental health condition, and/or sensory impairment and sometimes physical disabilities. All HHA Tenants receive individually tailored care packages designed to support safe, independent living. Due to the nature of this, HHA works closely in partnership with care providers, local authorities, and other professionals.

HHA remains committed to listening to and acting upon feedback from Tenants and their representatives. This feedback is vital in helping to identify areas for improvement and refine service delivery. Every complaint or comment received is viewed as an opportunity to learn, develop, and enhance our services.

This report represents Halo Housing Association's third annual review produced in line with the Housing Ombudsman's Complaint Handling Code, which became statutory in 2025. Alongside this report, HHA will also publish an annual self-assessment demonstrating compliance with the Code. HHA remains committed to using this reporting process to promote transparency and accountability in how complaints are managed. The content of this report has been developed in proportion to the organisation's size and housing stock.

Complaints Performance 2025/26

HHA has applied the Housing Ombudsman's complaint categories to identify key themes within the complaints received. Below is a detailed summary outlining the number of complaints recorded, along with the specific themes identified between April 2025 and March 2026.

Theme of Complaints	Number of Complaints Received	Upheld Complaints	Complaint Stage		
			Stage 1	Stage 2	Housing Ombudsman
Leasehold Services	0	0	0	0	0
Moving to a property	0	0	0	0	0
Rent or Service Charges	1	1	1	0	0
Occupancy Rights	0	0	0	0	0
Property Condition – Repairs and Improvements	3	2	3	1	0
Tenant Behaviour	0	0	0	0	0
Estate Management	0	0	0	0	0
Complaint Handling	0	0	0	0	0
Compensation	0	0	0	0	0
Total	4	3	4	1	0

Themes and Trends of Complaints

The Housing Ombudsman

During the 2025/26 reporting period, Halo Housing Association received and managed four complaints, one of which escalated to stage two in accordance with its' Complaints Policy and procedures. It should be noted that complaints are not always submitted directly by Tenants; in some cases, they are raised by family members, representatives, care providers, or social workers. This reflects the varying capacity and individual support needs of Tenants.

The breakdown above highlights that the primary themes of complaints related to property condition. Of the four complaints received, three were either upheld or partially upheld, and all were managed in line with Halo Housing's internal policy requirements. Three complaints were resolved at Stage One of the complaints process, while one escalated to Stage Two.

All complaints were acknowledged within two working days of receipt, with full written responses issued within ten working days of acknowledgment. For the complaint that progressed to Stage Two, acknowledgment was provided within five working days, in line with policy expectations.

Overall, only a small proportion of complaints received during the 2025/26 period were upheld. While Halo Housing stays committed to identifying trends and learning from complaints to improve service delivery, the low number of cases limits the scope for detailed analysis without risking the confidentiality and privacy of Tenants.

Learning and Service Improvements

Halo Housing recognises that the volume of complaints received during the 2025/26 period has reduced in comparison to 2024/25. The overall number remains low, representing less than 1% of Tenants. HHA remains committed to learning from the nature of any complaints received in order to continually improve service delivery.

To support our commitment and to implement positive changes, we have identified several key actions:

- **Staff Training:** We have successfully delivered targeted and refresher training sessions to enhance overall communication, including customer service and objection handling. This has helped to establish a more consistent and effective approach across the team, which subsequently will reduce any customer service-related complaints.
- **Policy Review:** We continue to regularly review and update all versions of our Complaints Policy to ensure it remains accessible and fit for purpose.
- **Policy Awareness:** We remain committed to ensuring that all staff and stakeholders are fully informed about our Complaints Policy and handling procedures and any potential changes are discussed and implemented where appropriate.

- **Process Understanding:** We will continue to build on the foundations established in the previous year by providing ongoing staff training and clarity on identifying what constitutes a complaint, as well as how to accurately record and process complaints. We will also continue to strengthen staff knowledge of the complaint stages (Stage 1 and Stage 2), including the process for formal Housing Ombudsman referrals. This ongoing focus will further streamline our processes and enhance support for Tenants, particularly those who may face barriers when raising concerns and require additional guidance throughout the complaint journey.
- **Service Improvements:** We are currently reviewing our repairs and inspection processes through the implementation of a new system. This will enable a more consistent and structured approach, significantly improve communication and ensure greater transparency across services. In addition, the enhancements will help future-proof our processes, supporting a more resilient and efficient service delivery model while improving the overall experience for customers.
- **Sharing Service Improvements:** HHA has continued to share learning from complaints, where applicable, since earlier reports were submitted. This has been achieved through Halo Highlights (internal newsletter), team meetings, and direct engagement with Tenants and their representatives, ensuring ongoing transparency and continuous service improvement.

By implementing these actions and continuing to align our internal procedures with the statutory requirements of the Housing Ombudsman's Complaint Handling Code, we aim to strengthen our approach to complaint handling and embed a positive culture of learning, accountability, and service improvement. This will support us to:

- Improve Tenant confidence and satisfaction by ensuring complaints are acknowledged, investigated, and resolved in a clear, fair, and timely way.
- Maintain compliance with statutory and regulatory expectations, including the Complaint Handling Code and associated reporting requirements.
- Use complaint themes, outcomes and feedback to identify learning, reduce repeat issues and inform ongoing service improvements.
- Promote transparency with Tenants, staff and stakeholders by sharing learning and demonstrating how feedback leads to practical change.

Continuous Improvement through Tracking

Building on the improvements implemented in the previous year, efforts to enhance communication processes will continue to ensure that all parties are consistently informed throughout both the complaint decision-making and service delivery stages. In particular, the Repairs Team will provide Tenants and their representatives with timely and accurate updates regarding repair timescales and progress.

Continued emphasis on transparency and proactive information sharing of information is intended to reduce the risk of misinformation and minimise unnecessary correspondence.

Furthermore, these measures are expected to contribute to a reduction in Tenant stress levels, while strengthening trust, confidence, and engagement between Halo Housing and its Tenants.

Continuing Professional Development

With each complaint, an internal review is conducted with the aim of identifying any training needs within the organisation. This year, staff at Halo Housing completed a refresher customer service and objection handling workshop. This training course equipped our staff with the knowledge and skills required to provide the best possible service to our Tenants and to effectively manage Tenants' concerns and objections, leading to more positive outcomes.

Conclusion

Building on the approach established in the previous year's report, the review of complaints handled during 2025/26 has continued to identify key learning areas and opportunities for service improvement. Halo Housing Association remains committed to ensuring that all feedback received is effectively utilised to drive constructive enhancements to the services provided to Tenants.

Governing Bodies Response

Halo Housing has a Member Responsible for Complaints (MRC) as required under the Complaint Handling Code. The MRC is the Chairman of the Board - Martin Robinson.

An internal complaints summary is published on a quarterly basis and taken to Board to ensure all members are kept fully informed of internal issues. The MRC and Board members have the opportunity to scrutinise the nature of complaints impartially through this process and make recommendations with oversight of the organisation.