IMPAKT Housing & Support

Annual Complaints Performance and Service Improvement Report 2025-26

Listening to residents, learning from complaints and improving our services

Introduction

As a Registered Provider of Social Housing, we assess our complaints handling performance each year against the Housing Ombudsman's Complaint Handling Code and publish our findings. This is our third annual report. It explains the complaints we received during 2025/26, how we responded, what residents told us about their experience, and what we are doing to improve. This year's report also includes our Northampton residents, who became part of IMPAKT from September 2025.

At IMPAKT Housing & Support, our residents' experience is at the heart of the accommodation and support we provide. We want residents to feel listened to and confident that when they raise a concern, we will take it seriously and use their feedback to improve our services.

We welcome feedback in a range of ways, including suggestion boxes and our annual Tenant Satisfaction Measures (TSMs). Residents are told about our complaints process in the Welcome Booklet when they arrive, with further guidance available on our website. Whenever a grievance is raised, we also offer residents the opportunity to make a formal complaint. This helps ensure residents have a clear route to raise concerns and have them investigated.

Every complaint is recorded and passed to the appropriate maintenance or housing team so that it can be investigated and addressed. We review the nature of complaints, our responses and the learning from them through management and executive meetings, with oversight from the Board. We also have an elected Member Responsible for Complaints (MRC) from the Board of Trustees.

Complaint Handling Performance

Numbers of Complaints

We aim to resolve concerns as quickly and fairly as possible. All written and verbal complaints are initially investigated by our Complaints Officers (Heads of Housing) as stage-1 complaints. Where a complaint cannot be resolved at stage 1, it can be escalated to the Director of Housing for investigation at stage 2.

In 2025/26, we supported 380 people across all housing projects and received 11 stage-1 complaints. This equates to 3% of residents, a significant reduction from 10% in 2024/25.

One complaint was escalated to stage-2 and then to the Housing Ombudsman, compared with no escalations last year. We recognise that this represents an opportunity to learn and strengthen the experience for residents who raise concerns.

As part of our Tenant Satisfaction Measures survey in July 2026, we asked residents whether they had made a complaint in the past year. 53 residents said that they had, which is significantly more than the 11 formal complaints recorded. We believe this difference may be because residents included 'informal' complaints that were resolved without being recorded as formal complaints. Residents are always offered the option to make a formal complaint when a grievance is raised.

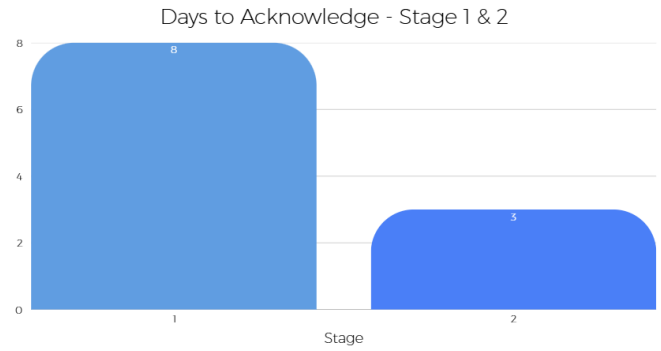
Of the 53 residents who said they had made a complaint, 59% were very or fairly satisfied with how their complaint had been handled, compared with 64% in our March 2025 survey. The proportion who were very or fairly dissatisfied increased from 9% last year to 16% this year, and 25% were neutral. This feedback is important to us and highlights where we need to improve the experience of residents who raise concerns informally.

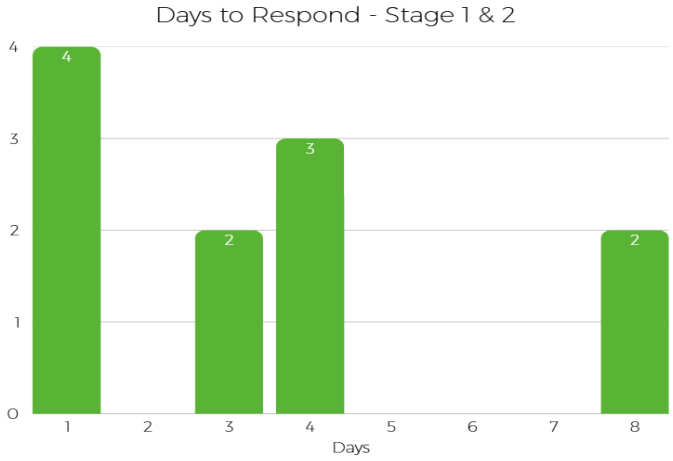
We are disappointed with the reduction in satisfaction with complaints handling and that one complaint progressed to the Housing Ombudsman. We will use this learning to strengthen staff training, improve how both formal and informal complaints are handled and work with residents to reach satisfactory solutions wherever possible.

Of the 11 complaints, 10 were made in writing and 1 was made verbally.

All 100% of complaints were responded to promptly, either verbally or in writing, and within our target timescales: within 10 working days of acknowledgement at stage-1 and within 20 working days of acknowledgement at stage-2. We know that timely responses are an important part of giving residents confidence that their concerns are being taken seriously.

Response times:

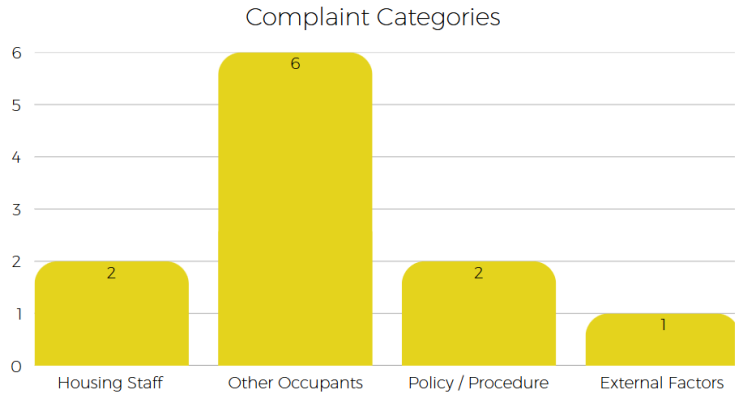




Complaint Categories and Resolution – Stage-1.

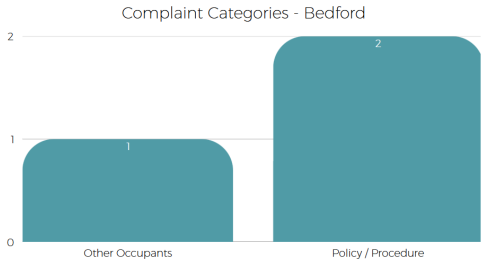
We record each complaint against one of five categories: 'Other Occupants'; 'Housing Staff'; 'Policy / Procedure'; 'Maintenance & Repairs'; or 'External Factors'. The largest category was 'Other Occupants', with 6 complaints, continuing the trend seen in previous years. There were 2 complaints about 'Housing Staff' and 2 about 'Policy / Procedure', with 1 complaint relating to 'External Factors'. There were no complaints about 'Maintenance & Repairs', compared with this being the second highest category last year. We see this as a positive sign of improvement in our repairs service. This is also reflected in our Tenant Satisfaction Measures, where 81% of residents were very or fairly satisfied with the overall repairs service.

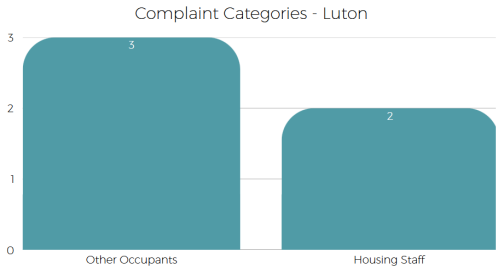
Complaint categories overall:

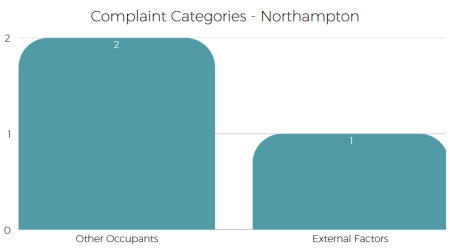


All three services received complaints about 'Other Occupants'. Bedford received complaints relating to 'Policy / Procedure', Luton received complaints about 'Housing Staff', and Northampton received the complaint about 'External Factors'.

Complaint categories by location:







Complaints about 'Other Occupants' related to cleanliness in shared areas and noise. We investigated the concerns and used mediation to help resolve them. Neighbours of the complainants were spoken to, and a room or property move was offered to two residents. These actions were intended to help residents feel comfortable and supported in their homes.

The two ‘Housing Staff’ complaints in Luton related to internal staff, with one concerning room checks and one concerning support provided; where discussion was held with the member of housing staff and more information requested from the resident. The complaint regarding room checks was not upheld.

The two ‘Policy / Procedure’ complaints came from the same resident and related to payments. One complaint was received after the other had been resolved. One complaint was escalated to stage 2 and the other was resolved.

The ‘External Factors’ complaint related to a delay in receiving furniture. We followed up with the supplier, explained that there was a backlog, and apologised to the resident for the delay.

Stage-2 Complaints

One complaint relating to ‘Policy / Procedure’ was escalated to stage 2 because the resident was not satisfied with the stage-1 investigation. The Director of Housing reviewed the complaint and did not uphold it.

Housing Ombudsman Complaints

A further complaint was made by the stage-2 complainant and initially refused under our Vexatious, Unreasonable & Persistent Complaints policy. The matter was then escalated to the Housing Ombudsman, which determined that our refusal was not compliant with the Code. We are now working to resolve the matter.

External (Non-Resident) Complaints

No complaints were received from non-residents or neighbours – a good indication of successfully managing noise and ASB across the housing projects in our local communities.

Summary of Findings

Following a review of our Housing Complaints Policy (HCP), we are satisfied that our policies and processes meet the Housing Ombudsman's Code – see our Self-Assessment Grid.

Our new recording process has strengthened oversight of complaints across the organisation. It makes it easier for staff at all levels to track complaints, monitor compliance with the Code's timescales and identify issues that need to be brought to the attention of our Complaints Officers.

The number of formal complaints received equates to 3% of residents housed, an improvement on the 10% recorded in both 2024 & 2025.

According to the TSMs, 68% of residents were 'very' or 'fairly' satisfied with the way their complaints were handled and 10% were 'very' or 'fairly' dissatisfied. As the TSMs are anonymous, it is difficult to follow up individual experiences. However, listening to residents remains central to our approach. All complaints were dealt with within the specified time frame, with only one complaint escalating to stage 2 and the Housing Ombudsman.

Improvement Plan

1. Strengthen staff training around complaints so that concerns are handled appropriately, consistently and in line with the Code.
2. Continue to review our policies each year to ensure they remain up to date and meet the requirements of the Housing Ombudsman's Code – including the Persistent and Unreasonable Complaints Policy.
3. Appoint a Complaints Officer in Northampton and ensure all new staff understand their responsibilities under the Code.
4. Continue the improvements we are making in Northampton, with the aim of keeping complaints low while maintaining and improving resident satisfaction.