FALCON
Housing Association

ANNUAL COMPLAINT PERFORMANCE AND SERVICE IMPROVEMENT REPORT

2025-2026

This report reflects **our commitment to listening to our tenants and learning from their feedback.** By understanding the causes of complaints and taking action to address them, we can improve our services, reduce recurring issues, and deliver a better experience for everyone.

OVERVIEW

At FHA, we value tenants' feedback and the lessons that we can learn from complaints.

When we don't get something right, we'll make the necessary changes to improve and increase satisfaction across our services.

To do this, FHA are committed to:

- **Ensuring tenants and their advocates have access to and are aware of our Complaints policy.**
- **Providing accessible and inclusive options to make a complaint.**
- **Providing an honest, transparent and fair response to all complaints.**

FHA HAVE:

- Completed a self-assessment against the Housing Ombudsman's Complaint Handling Code and published this on our website.
- Published the complaints policy on our website and communicated this to our tenants.
- Trained relevant staff in the Housing Ombudsman's Complaint Handling Code as well as FHA's policy and process to ensure complaints are recorded for investigation.
- Raised awareness amongst our care providers and advocates so they know how to raise complaints on behalf of our tenants including in the tenant handbook.
- Developed our housing management system to record complaints and provide regular reports to our Board, relevant managers and executive leadership team.
- Review lessons learnt at regular managers meeting.

COMPLAINTS PROCESS

All complaints are logged onto our complaints module on our housing management system.

All stage 1 complaints are assigned, investigated and responded to by our complaints officer (Housing Manager).

The complaints officer ensures all details are logged, letters are sent and complaints are handled in line with the code. This ensures that complaint handling is compliant and consistent.

All stage 2 complaints are assigned to the Chief Operating Officer for them to investigate and respond. The complaints officer ensures the complaint is being investigated and responded to on time.

ACCOUNTABILITY AND REPORTING

As part of the tenant satisfaction measures, tenants are asked how satisfied they are with our approach to complaints handling.

All complainants are given the opportunity to provide feedback of the complaints process.

The complaints officer updates all managers of areas that receive complaints and lessons learnt are discussed at managers meetings.

A quarterly report of complaints is provided to board for review and comment.

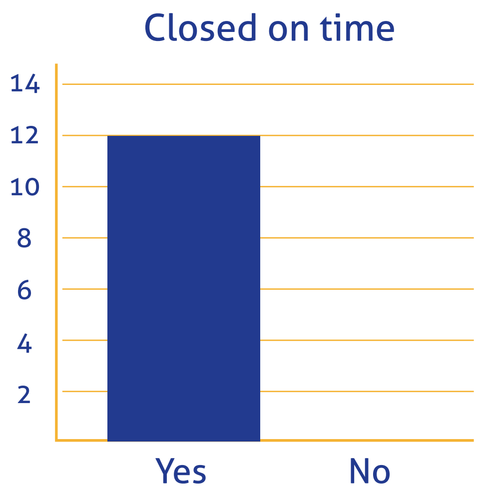
OUR PERFORMANCE

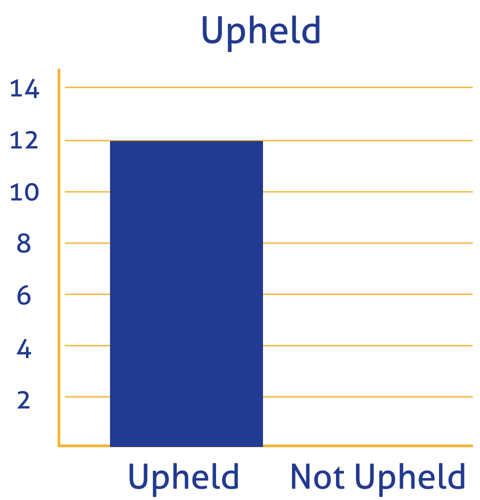
The following performance data is from April 2025 to March 2026.

No complaints that meet the Housing Ombudsman's definition of a complaint have been refused.

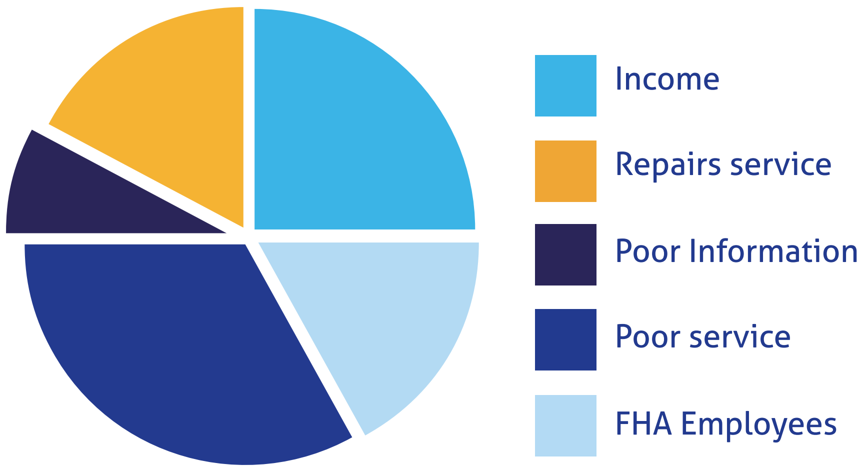
No complaint handling failure Orders were received for FHA by the Housing Ombudsman.

Stage 1 Performance





Complaint relates to



OUR PERFORMANCE

Stage 2 Performance

There was one Stage 2 complaint which was upheld, this related to the management of utility costs and was closed on time.

Lessons Learnt

Each month, FHA managers discuss the recent complaints and the lessons we need to learn to improve the service we deliver to our tenants. Throughout 2025/26 the following issues were identified following complaints and improvements were made.

Issue Identified	Lessons Learnt and Improvements Made
Income, relating to errors in calculating rent payments and tenants purchasing their own white goods.	In response to this complaint, we have revised our procedures to ensure that tenants who make rent payments in varying amounts receive a monthly rent statement, providing clarity on their outstanding balance and required payments. Additionally, we have introduced a process whereby, at the commencement of a new tenancy, the Housing Officer engages with the tenant regarding appliances to ensure these are arranged and purchased through FHA at the organisation's expense.
Repairs service relating to time taken to complete repairs.	FHA's Repairs team holds regular meetings with contractors to ensure that any issues are identified promptly and that follow-on works are commissioned without delay. Some of the repairs referenced in the complaint were originally reported to FHA's previous contractor, prior to the service being brought in-house in October 2023. All repair requests are now managed through our Customer Service Hub, enabling FHA to maintain greater oversight and control over the delivery and quality of works.
Poor service relating to conduct of a contractor carrying out compliance works.	FHA holds regular meetings with its contractors to address any issues that may arise. On this occasion, the contractor reviewed and amended its processes and removed the employee in question from the contract to prevent a recurrence.

OUR PERFORMANCE *Continued*

Issue Identified	Lessons Learnt and Improvements Made
Poor service relating to gardening.	All contractors engaged by FHA, including gardeners, are subject to a robust onboarding process to ensure that all work carried out is safe for tenants and staff at the property. This requirement is now clearly communicated to staff, tenants, and neighbouring residents when a gardener is appointed, as the onboarding process may result in a short delay before works can commence.
FHA employee relating to an employee not responding to Care Provider.	Effective communication and partnership working with Care Providers will be prioritised. Strong working relationships will be developed and maintained, with an emphasis on ensuring that all calls and emails are responded to promptly. The Housing Officer has been reminded of the importance of timely communication and is expected to respond to all correspondence within appropriate timescales.
FHA Employee relating to conduct and tone.	All repairs must be reported and followed up through the Customer Service Hub to ensure that all communications are accurately recorded. Evidence should be obtained for any repairs that may be attributable to tenant damage. Additionally, appropriate and relevant questions must be asked at the point of reporting to ensure that all necessary information is captured, enabling repairs to be assessed and actioned effectively.
Income relating to arrears accumulated from non payment of ineligible service charges.	Direct Debit forms must be followed up and processed promptly to prevent arrears from accumulating. Arrears should be monitored and pursued on a regular basis to ensure timely resolution. An Income Assistant has now been appointed to support this process, ensuring that all actions are consistently followed up, appropriately actioned, and fully documented.
Poor information relating to information being requested when a repair is reported.	Ensure that Care Providers are listened to attentively during telephone interactions and are not pressured into undertaking actions they are unable to fulfil. Communication should be clear and concise to minimise the risk of misunderstanding. Calls will be reviewed on an ad hoc basis to support learning and provide constructive feedback to call handlers, promoting continuous improvement. Additionally, accurate notes should be recorded on the system where properties are unable to provide specific information, ensuring that call handlers are aware and do not request this unnecessarily in future interactions.

OUR PERFORMANCE *Continued*

Issue Identified	Lessons Learnt and Improvements Made
Poor service relating to window cleaning.	Contractors must ensure that Care Providers and tenants are kept informed of any delays or changes to scheduled appointments in a timely manner. Regular communication should also be maintained with Care Providers regarding the onboarding of window cleaning contractors, ensuring they are fully aware of expected timescales and any delays, including instances where contractors may not be responsive.
Repairs service relating to repair appointment that wasn't completed when attended to.	The Customer Service Hub must clearly explain to tenants, at the time a job is first reported, that contractors will aim to complete repairs at the first appointment wherever possible. However, for larger-scale jobs, a second appointment may be required. Contractors have been reminded to provide a full explanation whenever a repair cannot be completed at the first visit, ensuring tenants understand the reasons for any delays.
Income relating to a large invoice being issued.	To ensure that Housing Benefit has the opportunity to calculate any overpayments, tenants will not be charged for overpayments until the calculation has been received. An authorisation process has been implemented whereby any invoices exceeding £1,000 must be approved by either the CEO or COO, preventing recurrence of this issue in the future.
Poor service relating to pest control.	To ensure when policies are updated, any ongoing issues relating to the policy are reviewed and updated accordingly.

NEXT STEPS

Over the next 12 months, we'll continue to review our approach and learn from the lessons each complaint provides us.

FHA will:.

- Embed the lessons learnt and improvements made from 2025/26 complaints.
- Enhance staff training by implementing targeted training for staff based on the learning outcomes from complaints.
- Engage with tenants and stakeholders to establish feedback loops to ensure continuous improvement and accountability.
- Promote our feedback form following a complaint so we can understand how a complainant feels the process has been managed.
- Review our policy, process and systems to ensure we remain compliant with the Complaint Handling Code on a regular basis.
- Continually reviewing our policy against the Consumer Standards specifically the Transparency, Influence and Accountability Standard
- Regularly publish relevant information from complaint findings on our website.

OUR RESPONSE

The FHA Board reviewed and considered both the self-assessment against the Housing Ombudsman's Complaint Handling Code and the Annual Complaint Performance and Service Improvement Report for 2025/2026. The Board acknowledged the significant progress made in strengthening FHA's complaints framework, with continued focus placed on transparency, accountability, service improvement, and learning from tenant feedback.

The report evidences FHA's ongoing commitment to improving complaint handling arrangements, not only through enhanced reporting and capturing of tenant views, but also through the implementation of meaningful service improvements designed to reduce recurring complaints and improve tenant satisfaction outcomes.

On 29 April 2026, the FHA Board formally reviewed the self-assessment against the Housing Ombudsman's Complaint Handling Code alongside the annual complaints and service improvement report. The Board noted that complaint performance continues to be routinely monitored through regular KPI reporting, quarterly performance updates, and publication of complaint information on the FHA website, ensuring transparency and oversight throughout the year. The Board also receives assurance through monitoring of the associated improvement plan and the lessons learned arising from complaints and service feedback.

Having reviewed the evidence presented, the FHA Board was satisfied that FHA continues to demonstrate compliance with the Housing Ombudsman's Complaint Handling Code for 2025/2026 and approved the self-assessment accordingly, subject to the continuation of ongoing monitoring and service improvement activity throughout 2026/2027.

Sharon B Scollen,
Chief Executive and
Board Responsible for
Complaints

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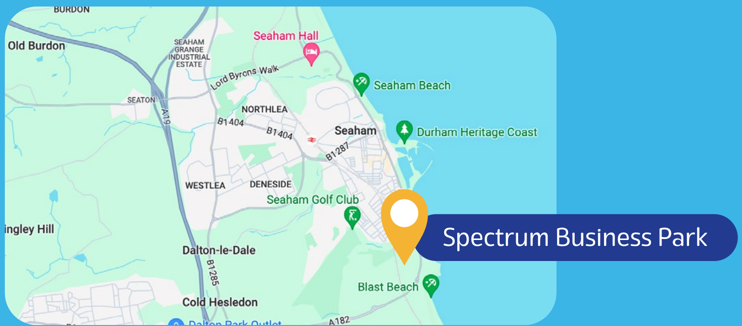

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“Building a strong business is part of our business strategy to ensure continued success in providing homes for vulnerable adults who need additional support to live more independently”