

RBH Annual Complaints Report

2025/26





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Introduction

Your feedback matters to us. Whether it's a complaint, compliment or suggestion for how we can improve our services to you, it helps us understand what matters most to you, what we're doing well and where we need to do better.

This report covers complaints raised between 1 April 2025 and 31 March 2026. It explains how we've responded, what we've learned, and the changes we're making to improve our services.

Listening, learning and improving are central to how we work at RBH. We are committed to being open and transparent about our performance and showing how your feedback is helping to shape the services we deliver.



Board Statement

The RBH Board has reviewed this annual report and the accompanying self-assessment and is satisfied that it provides an accurate reflection of our current position.

Here is a summary from the Board Member Responsible for Complaints, Linda Levin:

We recognise the importance of handling complaints fairly, promptly and effectively, and we understand the impact when things go wrong for our customers. We continue to strengthen our approach so that we not only resolve issues, but also learn from them and improve our services.

As we look ahead to our upcoming inspection, we are preparing for our first Consumer Standards grading and remain focused on demonstrating how we are meeting the expectations set out by the Regulator of Social Housing.

We are seeing some positive signs of progress. In 2025/26, customer satisfaction with complaint handling increased to ensure consistency throughout the report, reflecting the steps we are taking to improve how we respond to and learn from complaints.

However, we are not complacent. We are committed to listening to our customers and using their feedback to drive meaningful and lasting improvements.

Listening to customer feedback and survey data has informed changes in how we oversee and improve services. During 2025/26, we have strengthened how we bring together insight from involved customers, complaints, Ombudsman determinations and wider feedback, ensuring this intelligence is reviewed, challenged and acted upon effectively. We have also refreshed our Complaints Panel to ensure panel membership is fully representative of the communities we serve, and that the panel is fully supported to provide sound scrutiny and feedback.

These insights are used to shape service improvements through a more structured and coordinated approach, helping us to deliver changes that are focused on what matters most to our customers and that lead to better outcomes.

This year, the Board has supported changes to strengthen our complaints handling approach, with a continued focus on improving consistency, quality and early resolution. We will continue to monitor the impact of these changes to ensure we address root causes and prevent issues from arising wherever possible.

We recognise that, at times, customers have experienced delays in our complaint handling, and improving timeliness remains a key priority as we embed changes and build capacity.

We know there is still more to do to deliver the standard of service our customers expect, particularly in areas such as repairs and complaint handling. While progress is being made, we remain focused on continuing to improve and ensuring that customers are at the heart of everything we do.



A handwritten signature of Linda Levin in blue ink.

Linda Levin

Board Member Responsible for Complaints

Our Self-Assessment

We complete a self-assessment against the Housing Ombudsman's Complaint Handling Code each year to ensure we remain compliant and continue to meet the required standards.

Our latest self-assessment is available on our website.

To strengthen our compliance with the Code, this year we have reviewed and updated our Complaints Policy and refreshed the information available to customers on our website.

We have also updated our complaints communications materials for customers and for colleagues across digital and traditional channels, to ensure they are clear, accessible and easy to understand.

As part of this work, we have taken the opportunity to better highlight the support available to customers throughout the complaints process, ensuring they understand how to raise a complaint, what to expect, and where they can access additional help if needed.

Satisfaction with Complaints Handling

Through our Tenant Satisfaction Measures (TSMs), we monitor how customers feel about our services, including complaint handling.

In 2025/26, satisfaction with complaint handling increased to 48.6%, up from 46% last year,

and when national results are published, we expect to see us placed above average for the sector.

Increased
to
48.6%



Customer feedback is central to how we improve our services. We use insight from complaints, surveys and wider engagement to understand what matters most to our customers and where we need to do better.

While this improvement is encouraging, we know there is more to do and remain focused on using the voices of our customers to drive continued improvements to your complaints experience.

Numbers of Complaints Received

In 2025/26, we received 521 formal complaints, of which 138 were escalations to Stage 2 review. This is 189 fewer complaints than in 2024/25, representing a decrease in total complaints of 26.62% year on year.

In line with the Housing Ombudsman's Complaint Handling Code, 12 complaints were withdrawn or refused during the year. These included cases that fell outside the Code's criteria, such as issues raised more than 12 months after the event or matters outside RBH's responsibility.

In total, 36.03% of complaints in 2025/26 progressed to Stage 2, providing an important indicator of where customers remain dissatisfied with initial responses.

Apart from formal complaints, we also resolved 1001 Service Requests, removing the need for our customers to log a formal complaint.

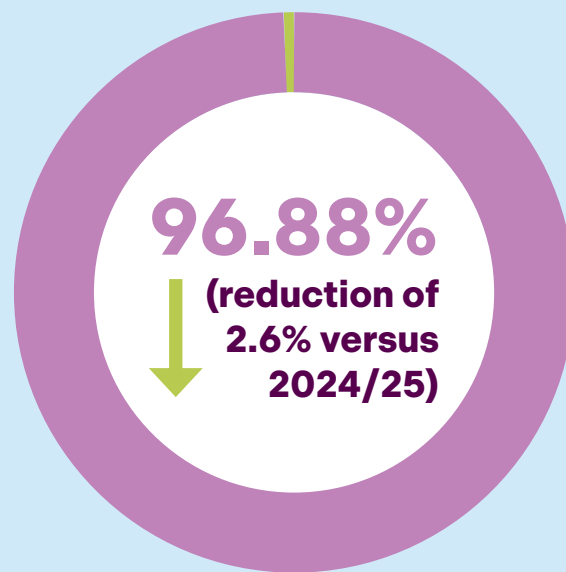


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Performance and Outcomes

Stage 1



Stage 1 acknowledgments within five working days of receipt

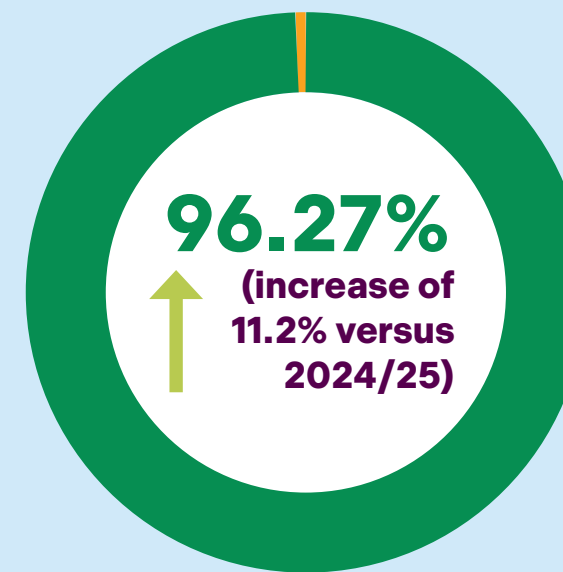


Stage 1 responses issued within timescale

In 2025/26, in 59.22% of Stage 1 formal complaints, we accepted that we were either partly or fully at fault. This is a reduction of 3.28% when compared to 2024/25.

40.78% of complaints at Stage 1 were not upheld (we found we acted fairly) This is an increase of 3.78% versus 2024/25.

Stage 2



Stage 2 responses issued within timescale

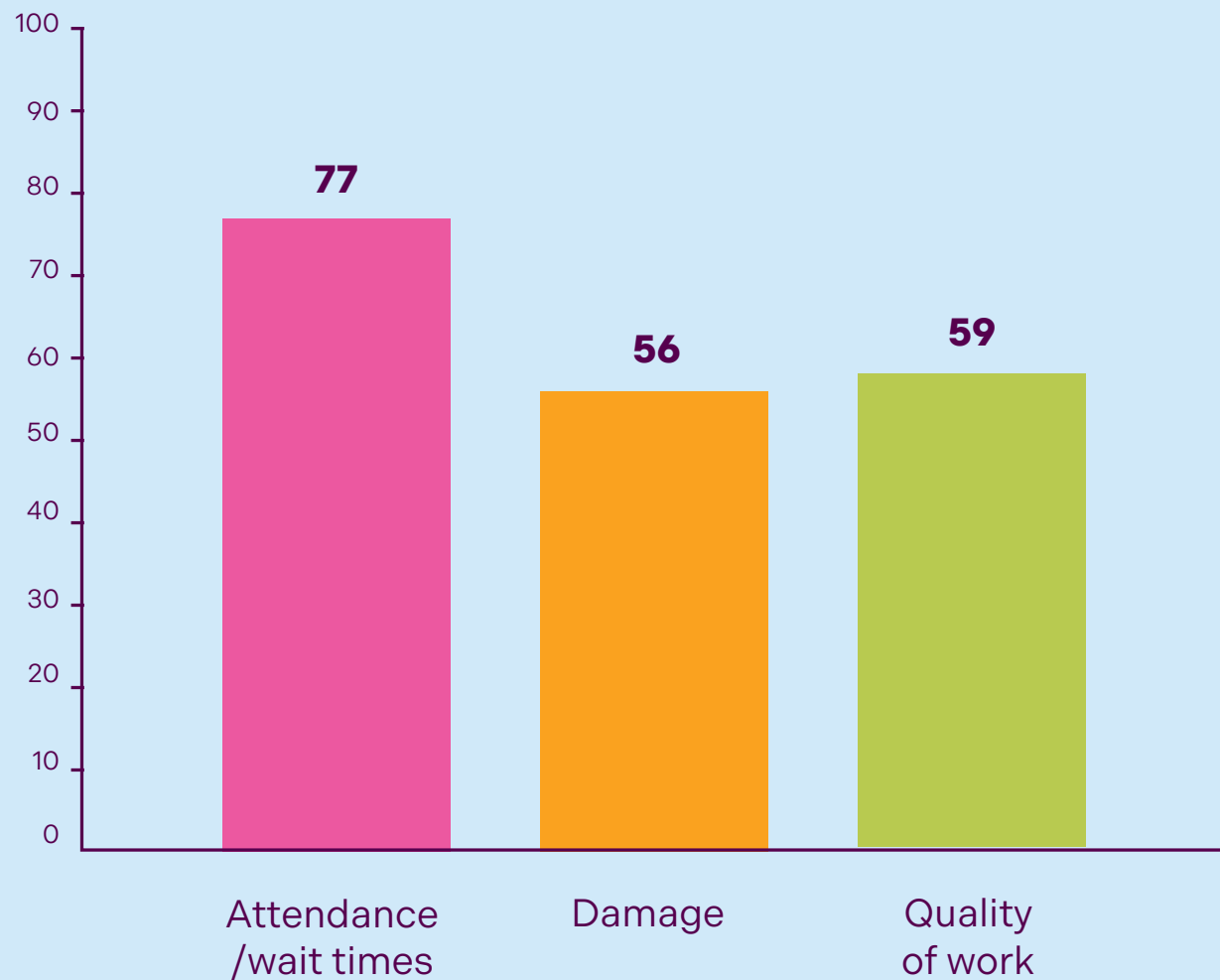
In 2025/26 67.91% of complaints were upheld or partially upheld at Stage 2 (decrease of 5.09% versus 2024/25).

48.6% of customers who logged a complaint with us were satisfied with the outcome (increase of 2.6% versus 2024/25).

Main Reasons for Complaints

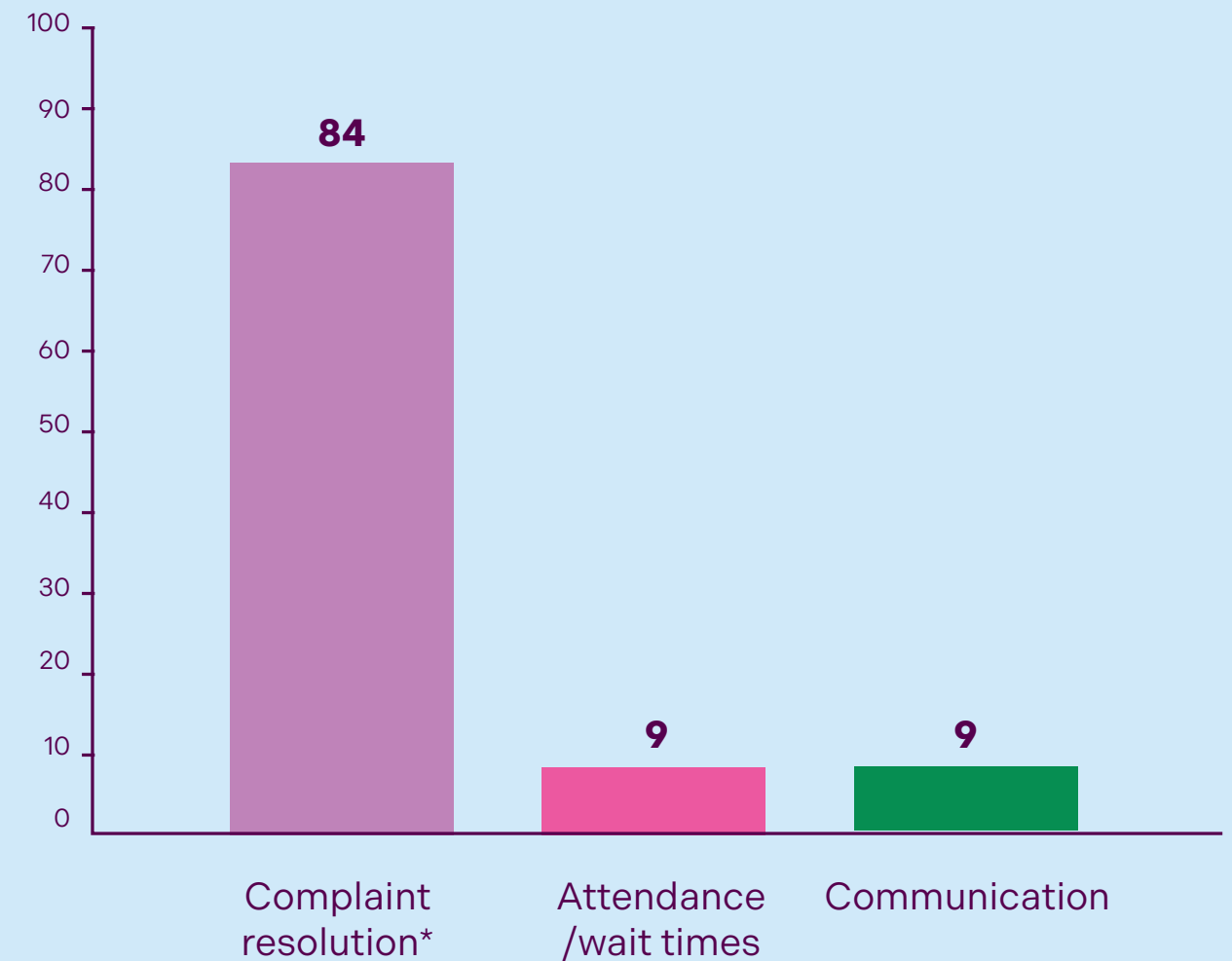
Stage 1

Top three reasons for complaints



Stage 2

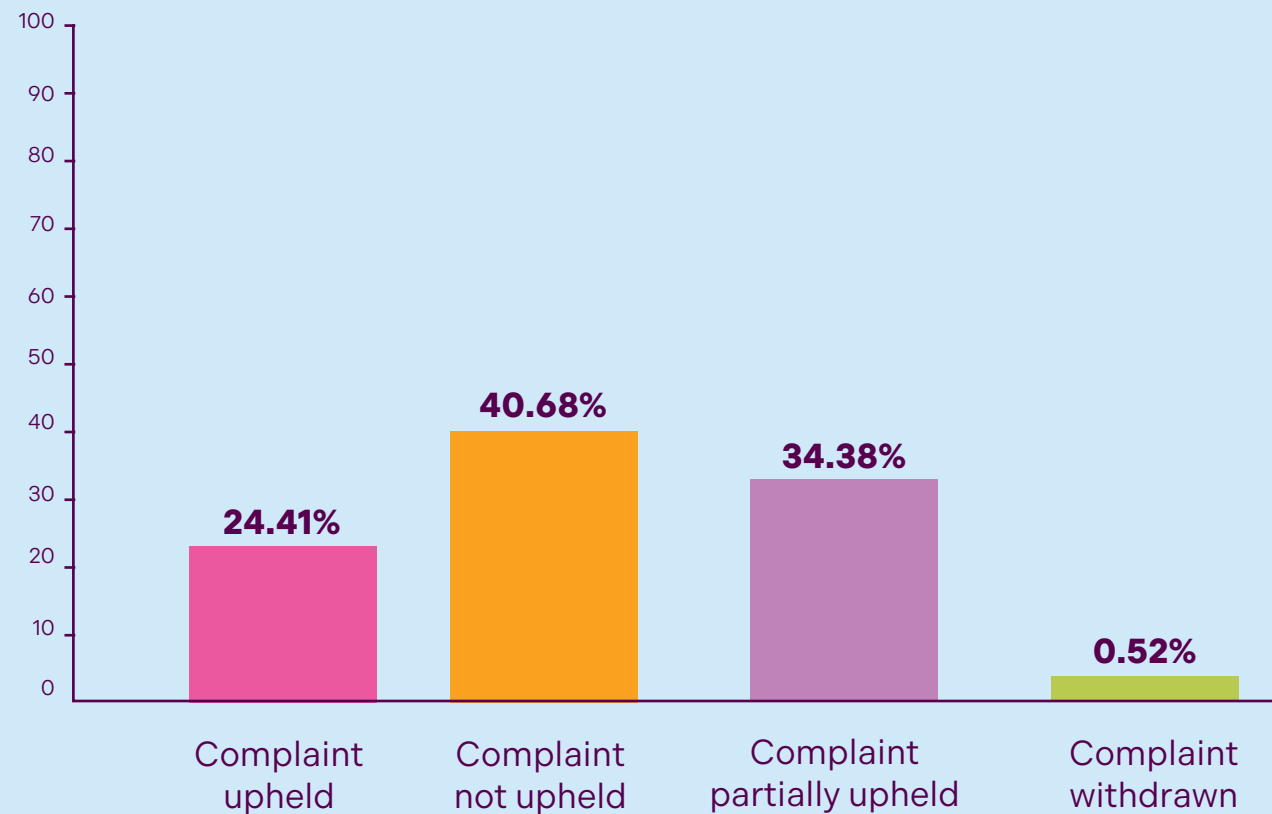
Top three reasons for complaints



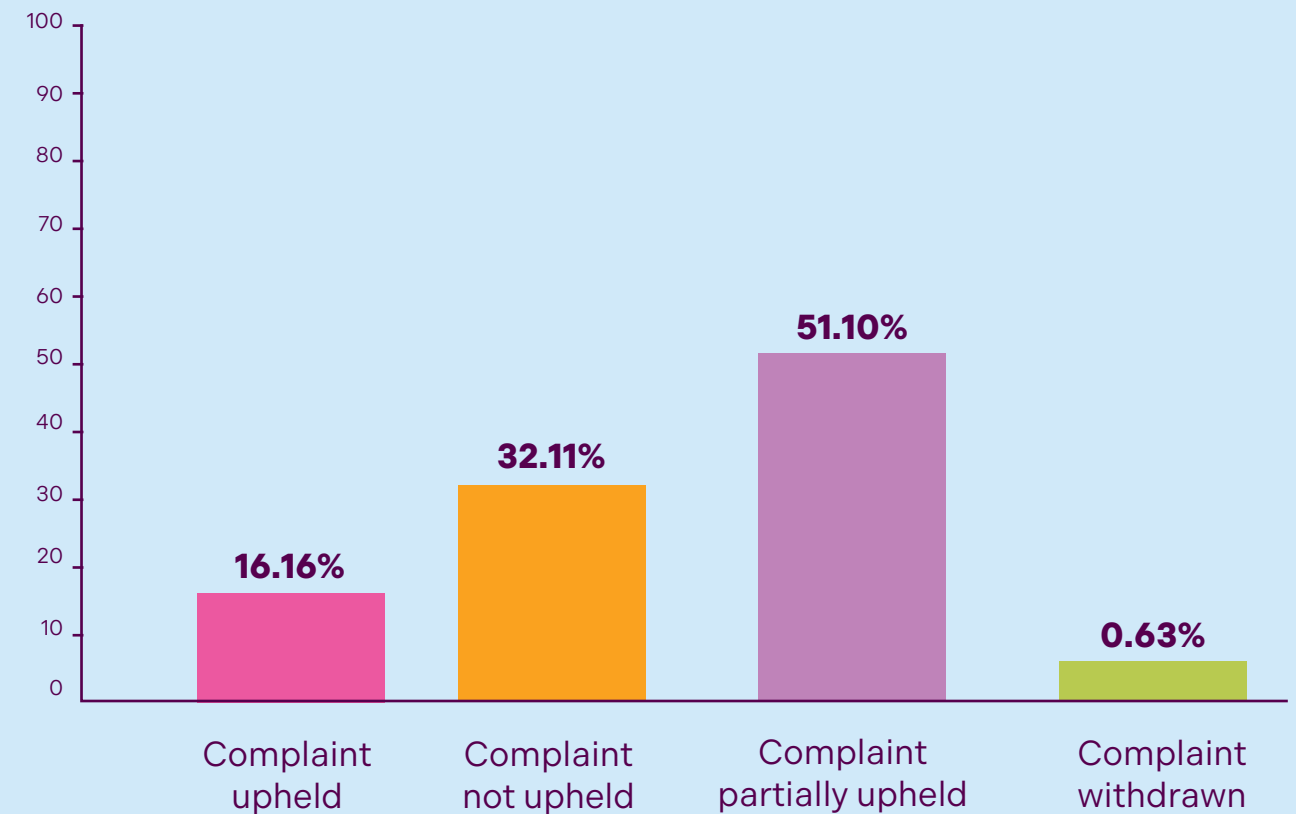
* customer unhappy with decision from stage 1.

Resolution Outcomes

Stage 1



Stage 2



At Stage 1, 24.41% of complaints were upheld, 40.68% were not upheld and 34.38% partially upheld with 0.52% of complaints withdrawn.

At Stage 2, 16.16% of complaints were upheld, 32.11% were not upheld and 51.10% partially upheld with 0.63% of complaints withdrawn.

Housing Ombudsman

If customers are unhappy with the outcome of their complaint, they can escalate their concerns to the Housing Ombudsman, who will provide an independent review of their complaint. Last year, the Housing Ombudsman investigated 17 complaints from RBH customers.

Housing Ombudsman determination	Brief description	No. of findings
No maladministration	The landlord has followed the relevant policies, procedures or legislation - minor or no service failure	5 findings over 5 cases
Reasonable redress	Where there's some level of failing but the landlord has already acknowledged and addressed this in their own response to the complaint	9 findings over 7 cases
Service failure	The lowest level of maladministration, minor failings, where some action is required to put things right	10 findings over 9 cases
Maladministration	There's been some failure in relation to complaint handling or service delivery	7 findings over 6 cases
Severe maladministration	Where service failure has had a significant impact on customers or has occurred over a long period of time	2 findings over 2 cases
Complaint handling failure order	Where there are ongoing and similar failings in the way in which complaints are handled, or where the landlord fails to follow the code despite engagement with the Housing Ombudsman	0

Several determinations also recognised areas where RBH had acted appropriately or provided reasonable redress, and we continue to build on this good practice while addressing areas where improvements are required.

We were disappointed to receive two findings of severe maladministration during 2025/26. We take all Housing Ombudsman determinations seriously and review each case carefully to understand what went wrong, what action is required and how services can be improved. The learning from these cases has informed service improvements, training and strengthened oversight arrangements.



Learning from Complaints

We are committed to learning from every complaint we receive. Complaints give us valuable insight into where services are not meeting expectations and where changes are required. We review complaints regularly and ensure that lessons learned result in meaningful improvements to our policies, processes and ways of working.

Learning from complaints is embedded through structured review meetings with senior managers, where themes are identified, actions agreed, and progress monitored through to completion.

Acting on what our customers tell us

During 2025/26, complaints have directly led to a number of service improvements:

Improving repair response times

Following complaints about delays in repairs, we improved systems and processes within our repairs service, including introducing new target times. This has reduced waiting times and improved customer satisfaction with repair times from 73.8% to 80.4%. Complaints relating to overdue repairs have also reduced.

Improving repair standards and preventing repeat issues

A complaint relating to a leak and damage caused during investigation identified that kitchens lacked inspection panels. In response, specifications for kitchens and bathrooms have been updated to include inspection panels, reducing the likelihood of similar incidents. Overall satisfaction with repairs has increased to 85.2%.

Working with contractors to improve customer experience

Following a complaint about contractor behaviour, we worked with the contractor to deliver targeted customer service training. We also strengthened our oversight of contractor performance through enhanced monitoring arrangements and increased scrutiny of subcontractor performance. Alongside this, we reviewed aspects of our procurement and contract management approach to help ensure customers receive a consistent, high-quality service. Since these changes were introduced, no further complaints of this nature have been received.

Improving planned works and empty homes process

A complaint about disruption caused by early bathroom replacement led to changes in our empty homes process. We now check for upcoming planned works at tenancy termination and bring work forward where appropriate, preventing unnecessary disruption to new tenants.



Spotlight: Improving response to anti-social behaviour (ASB)

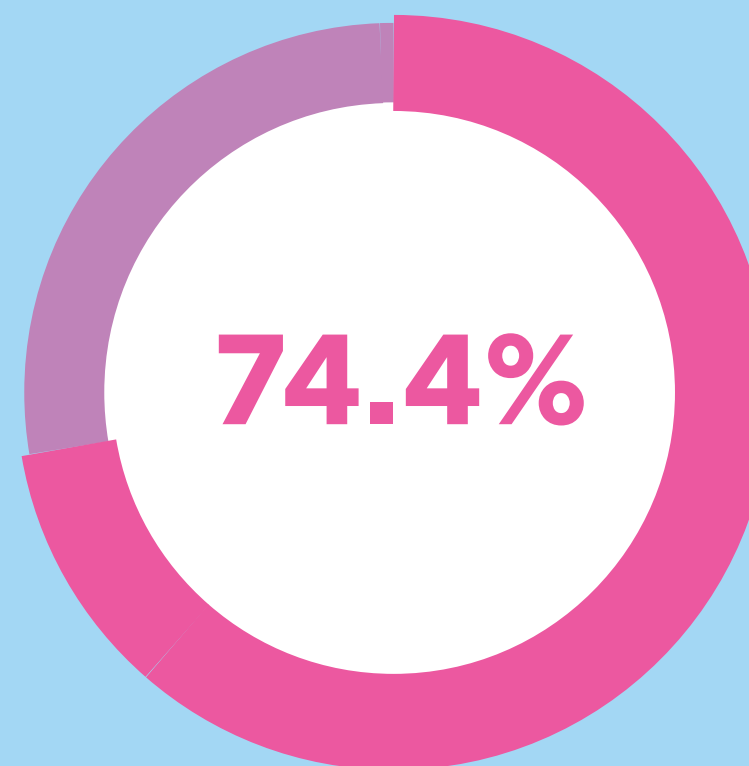
Complaints we received throughout the year highlighted issues in how ASB cases were managed.

In response, we implemented a comprehensive improvement plan including:

- Case management workshops
- Enhanced risk assessment processes
- Prioritisation of urgent cases

In addition, a detailed case review led to:

- A new ASB case review checklist
- Improved reporting forms
- Updated service standards
- Stronger performance management requirements



Customer satisfaction with ASB handling has increased from 70.2% to 74.4% in 2025/26 compared to the year before.

Embedding a culture of continuous improvement

We are seeing positive impacts from these changes, but recognise there is more to do.

We will continue to strengthen how we capture, act on, and demonstrate learning from complaints so that improvements are consistent and sustained across all services.

This focus on learning and improvement is reflected in customer satisfaction with complaint handling, which increased from 46% to 48.6% during 2025/26."



Diversity, Inclusion and Belonging

We are committed to ensuring our complaints process is fair, transparent and accessible to everyone.

To help us monitor fairness and identify any potential disparities, we record demographic information, where available, for customers who make a complaint. We analyse complaint volumes, themes and outcomes to understand how different groups experience our services and whether our policies and processes are being applied consistently.

Where we identify unexpected trends or less favourable outcomes for particular groups, we investigate further to understand the causes and take action to address any issues. This helps us continually improve the customer experience and ensure all customers are treated fairly.

We currently record and analyse data relating to age, gender, ethnicity and disability. This is the first year we have reported complaint outcomes using these demographic characteristics based on the information held within our systems.

We recognise that, in some cases, sample sizes are small and findings should be interpreted with caution. Where appropriate, we will supplement this analysis with other sources of insight to build a fuller picture of customer experience.

Improving the quality and completeness of our customer data remains a priority, and we will continue to develop and refine this reporting over the coming year. We review the data monthly and work with teams across the organisation to better understand and engage with groups that may be underrepresented in our data.

We recognise that some customers may face additional barriers to raising concerns or making a complaint, including customers with disabilities, mental health conditions or communication needs. During 2026/27 we will review how we support these customers and identify opportunities to make our complaints process more accessible and inclusive.

The following pages set out complaint trends and outcomes by demographic characteristic, helping us assess the equitable application of our policies and processes and identify opportunities for improvement.



What the data is telling us

Overall, complaint representation broadly reflects the communities we serve, with no evidence of widespread disproportionality across protected characteristics



Complaint volumes by gender are broadly proportionate to the RBH population, with no significant over -or under-representation of male or female customers.

Black, British, Caribbean and African customers account for **6.4%** of the population but represent **4.7% of Stage 1** complaints and **2.6% of Stage 2** complaints.

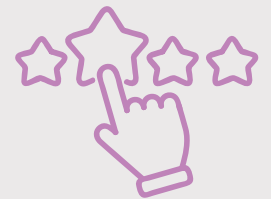


White customers account for **63.5%** of the population and **66.4% of Stage 1 complaints**, indicating modest over-representation within complaints activity.

Female customers account for **58.2% of the RBH population** and **58.5% of Stage 1** complaints, whilst male customers are slightly under-represented in the complaints process.

Asian or Asian British customers show complaint volumes broadly in line with population representation, although there is a slightly higher rate of Stage 2 escalation.

Muslim customers account for **3.2% of the RBH population** but represent **5.4% of Stage 1** complaints and **6.9% of Stage 2** complaints.

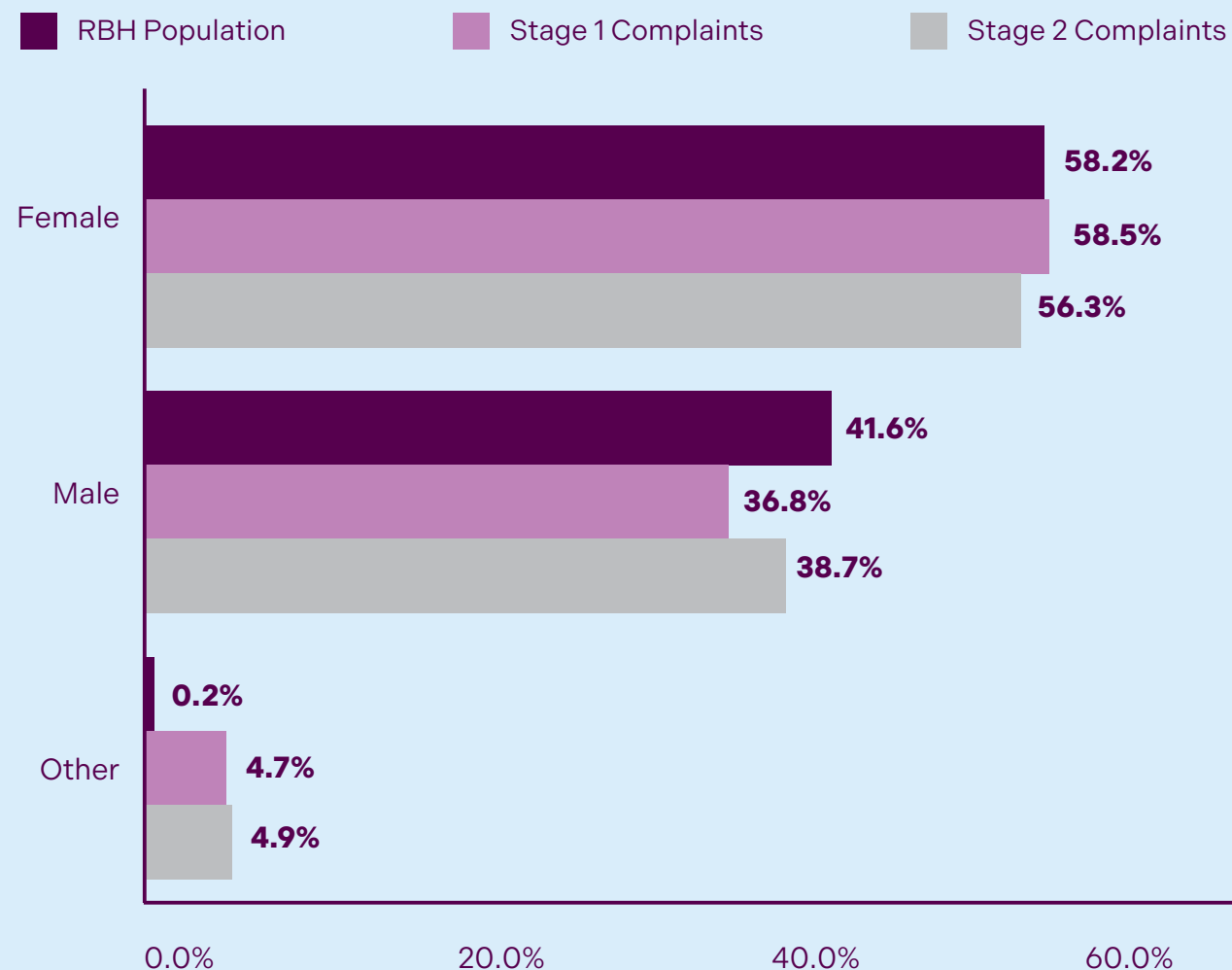


Gender Representation

RBH Population vs. Complaints Raised (FY2024/25 & 25/26)

Headline insight

Complaint volumes by gender are broadly proportionate to the RBH population, with no significant evidence of over- or under-representation amongst male or female customers.



Female Representation

Female customers account for 58.2% of the RBH population and 58.5% of Stage 1 complaints, indicating close alignment between population share and complaint activity.

Female representation reduces slightly to 56.3% at Stage 2, suggesting complaints raised by female customers are not escalating at a disproportionate rate.

Male Representation

Male customers represent 41.6% of the RBH population but account for 36.8% of Stage 1 complaints and 38.7% of Stage 2 complaints.

This indicates males are marginally under-represented within the complaints process compared with their overall population share.

Other Category

Customers recorded within the 'Other' gender category represent a very small proportion of the RBH population (0.2%) but account for 4.7% of Stage 1 and 4.9% of Stage 2 complaints.

Given the small population base, relatively low complaint numbers may have a significant impact on percentage representation and should be interpreted cautiously.

Summary

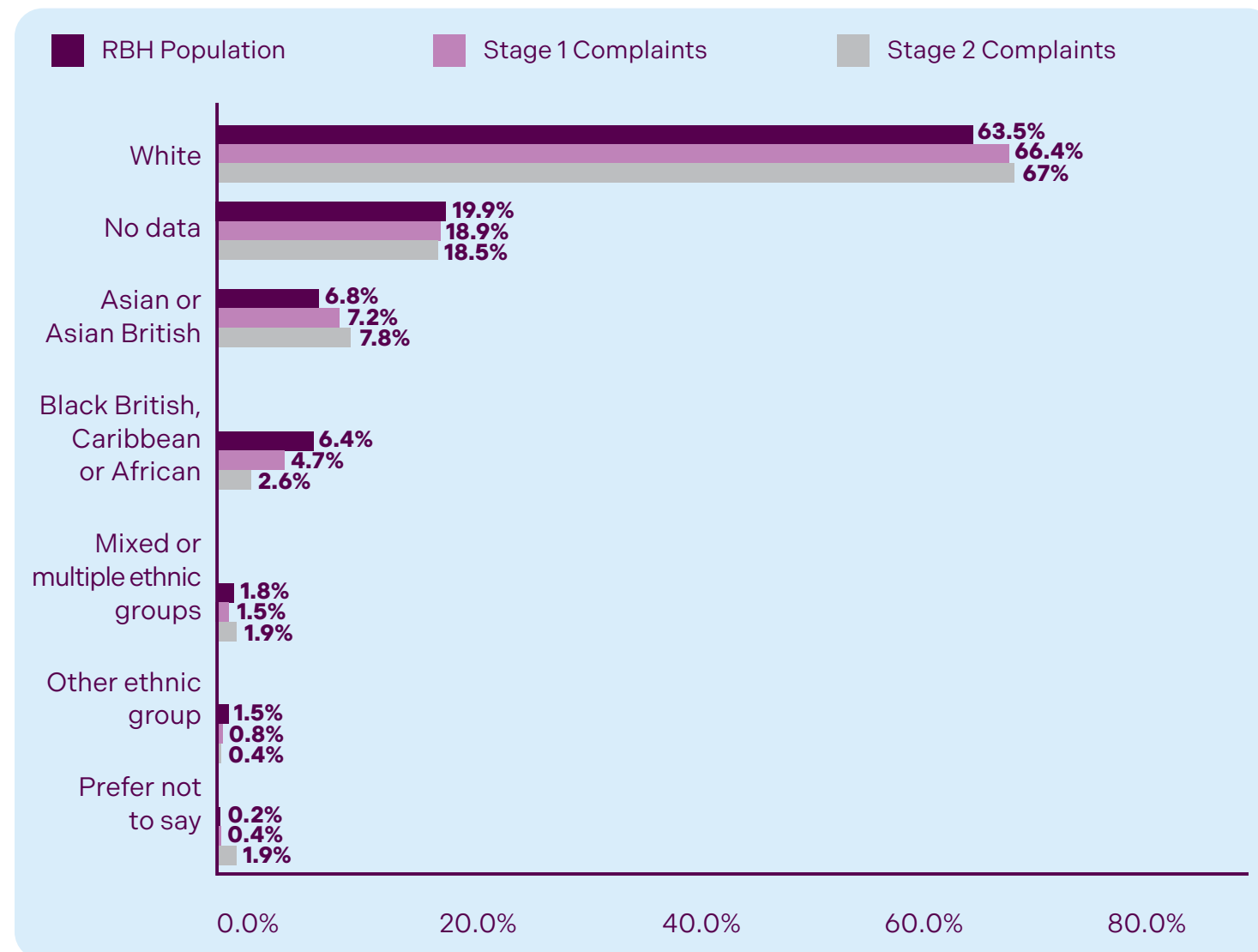
There is no clear evidence that complaint outcomes are being disproportionately driven by gender.

Ethnicity Representation

RBH Population vs. Complaints Raised (FY2024/25 & 25/26)

Headline insight

Ethnicity representation within complaints is broadly aligned to the RBH population; however, some groups appear modestly over- or under-represented, and the level of missing ethnicity data remains significant.



Summary

There is no strong evidence of widespread disproportionality by ethnicity within the complaints process; however, improving ethnicity data quality and understanding the lower Stage 2 representation of some groups will help ensure services remain fair, accessible and responsive to all customers.

White population

White customers account for 63.5% of the RBH population but represent 66.4% of Stage 1 complaints and 67.0% of Stage 2 complaints, indicating a modest over-representation throughout the complaints process.

Asian or Asian British

Asian or Asian British customers make up 6.8% of the population and 7.2% of Stage 1 complaints, increasing to 7.8% of Stage 2 complaints. This suggests complaint representation is broadly proportionate, with a slightly higher rate of escalation.

Black British, Caribbean or African

This group represents 6.4% of the RBH population but accounts for 4.7% of Stage 1 complaints and just 2.6% of Stage 2 complaints, indicating lower representation within the complaints process, particularly at escalation stage.

Mixed or multiple ethnic groups

Customers from mixed or multiple ethnic groups represent 1.8% of the population, 1.5% of Stage 1 complaints and 1.9% of Stage 2 complaints. Volumes are relatively small, but representation is broadly consistent overall.

Other ethnic group / Prefer not to say

The 'Other Ethnic Group' category is slightly under-represented in complaints compared with the population profile (1.5% population vs. 0.8% Stage 1 and 0.4% Stage 2).

Customers selecting 'Prefer Not to Say' represent a very small proportion of the population (0.2%) but account for 0.4% of Stage 1 complaints and 1.9% of Stage 2 complaints; however, small volumes may have a disproportionate impact on percentages.

"No data" category

Around one-fifth of customers have no recorded ethnicity data (19.9%), and this group accounts for 18.9% of Stage 1 complaints and 18.5% of Stage 2 complaints.

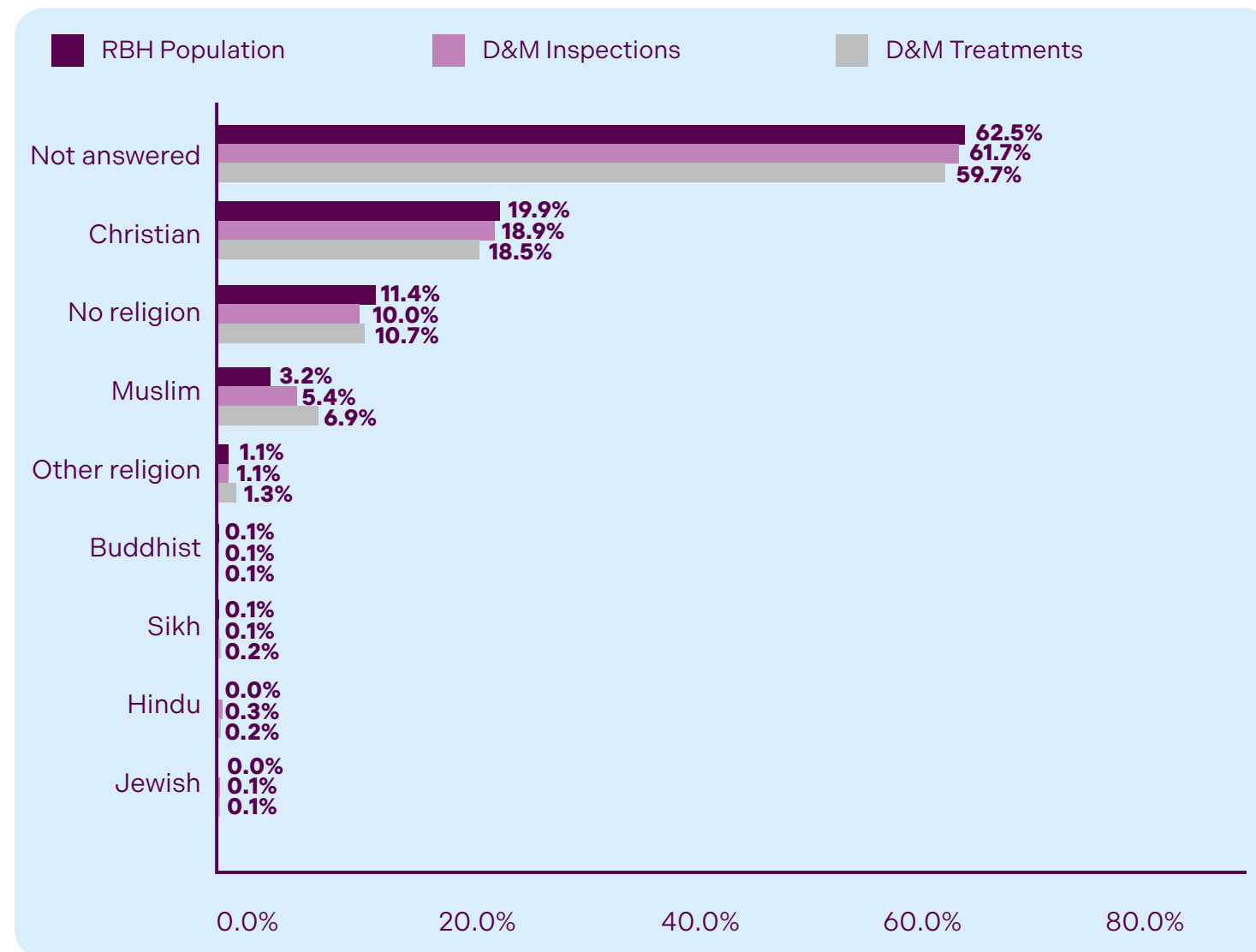
The scale of the 'No Data' category limits the ability to draw definitive conclusions about ethnicity-related representation and may mask trends within specific ethnic groups.

Religion Representation

RBH Population vs. Complaints Raised (FY2024/25 & 25/26)

Headline insight

Complaint representation by religion is broadly aligned to the RBH population profile; however, the high proportion of customers recorded as 'Not Answered' limits the strength of conclusions that can be drawn.



Summary

There is no evidence of significant disproportionality across most religious groups; however, the higher representation of Muslim customers within complaints and the large proportion of valid 'Not Answered' responses highlight the need for ongoing monitoring and deeper thematic analysis to ensure services remain equitable and accessible to all customers.

Christian

Christian customers account for 21.5% of the RBH population, 21.3% of Stage 1 complaints and 20.9% of Stage 2 complaints, which are both closely aligned with overall representation.

No religion

Customers reporting no religion represent 11.4% of the population and 10.0% of Stage 1 complaints, rising slightly to 10.7% at Stage 2. Representation remains broadly proportionate across the complaints process.

Muslim

Muslim customers account for 3.2% of the RBH population but represent 5.4% of Stage 1 complaints and 6.9% of Stage 2 complaints, indicating higher representation within complaints and a greater proportion of escalated complaints.

Other religion

Customers within the 'Other Religion' category represent 1.1% of the population and 1.1% of Stage 1 complaints, increasing marginally to 1.3% at Stage 2. Representation is broadly in line with population share.

Smaller religious groups (Buddhist, Sikh, Hindu, Jewish)

These groups represent very small proportions of both the RBH population and complaint volumes. Whilst some variation exists between population and complaint representation, the underlying volumes are likely too small to draw firm conclusions.

"Not answered" category

The largest religion category remains 'Not Answered', accounting for 62.5% of the RBH population, 61.7% of Stage 1 complaints and 59.7% of Stage 2 complaints.

Importantly, 'Not Answered' is a valid customer choice rather than missing data, and therefore should not be viewed as a data quality issue in isolation.

However, the size of this category means the religion profile of a significant proportion of customers remains unknown, limiting more detailed analysis.

Compliments

We recieved 114 compliments from customers during 2025/26. A few of these compliments are below.



I just wanted to compliment you on the way your work people carried out the paining and mould problem. They were so friendly, got the job done really quickly and were so helpful. Also Liam whom we saw originally. He was a real gentleman and so caring and thorough, explaining as he went. Thank you for the work done.

Work was done to a high standard. All those working on site were respectful and left everything clean and tidy.



The team was so good and very respectful to my environment. Although the time was slightly more to fix, all was done perfectly.

Very informative and efficient. At one point there was a problem with the plastering contractors but they worked hard to resolve the issue and kept me fully informed at all times.



Service Improvement Plan

Our Focus for 2026/27

Our priorities will include:

Strengthening complaint resolution

We know that resolving concerns at the earliest opportunity provides a better experience for customers and helps build trust in our services. During the coming year, we will continue to strengthen the quality and consistency of our Stage 1 complaint investigations, ensuring customers receive fair, thorough and timely responses.

We will use learning from escalated complaints, Stage 2 reviews, quality assurance activity and colleague training to improve decision-making and increase confidence that concerns have been fully addressed at the first stage of the process. By understanding why complaints escalate, we can identify opportunities to improve first-time resolution and reduce the need for escalation wherever possible. By getting Stage 1 right first time, we aim to improve overall satisfaction with complaint handling and deliver better outcomes for customers.



Improving communication with customers, ensuring all customers know how to raise a complaint should they need to

Clear, timely and transparent communication is fundamental to delivering a positive customer experience. When customers tell us something has gone wrong, they want to know that we have listened, understood their concerns and will keep them informed about what happens next. Over the coming year, we will continue to improve the quality and consistency of our communications, providing clearer explanations, regular updates and setting realistic expectations throughout the complaint journey.

We also want to ensure that every customer understands their right to raise a complaint and knows how to do so. We will strengthen awareness of our complaints process by ensuring customers are routinely signposted to complaint routes whenever they engage with us, regardless of the service they are accessing or the channel they use. Whether contacting us about repairs, neighbourhood issues, tenancy matters or through our contact centre, customers will receive clear information about how to raise a complaint if they are dissatisfied with the service they have received.

Alongside this, we will continue to review customer feedback, complaint themes and customer journey insights to identify communication barriers and opportunities for improvement. By promoting greater transparency, accessibility and consistency in our communications, we aim to build confidence in our complaints process and ensure every customer feels informed, respected and supported.

Enhancing data quality and insight

Good quality data helps us better understand our customers, identify emerging issues and make smarter decisions about service improvements. Over the next year, we will continue to strengthen the quality of our customer data and the insight we gather from complaints, feedback and engagement activities. This includes using information gathered through our Customer Conversations to build a richer understanding of customers' needs, experiences and preferences. We will also continue to support our Disability, Inclusion and Belonging (DIB) commitments by improving the accuracy and completeness of demographic information, enabling us to better understand how different customer groups experience our services. By bringing together complaints data, customer insight and engagement feedback, we will ensure services are designed and delivered in a fair, equitable and accessible way for all customers.



Increasing customer involvement in shaping services

Customers play a vital role in helping us improve. We want to strengthen opportunities for customers to influence the services they receive and shape how we respond to complaints and feedback. During the year ahead, we will work alongside customers to review and refresh our Complaints Policy, ensuring it reflects customer expectations, customer experiences and regulatory requirements. By involving customers directly in the development of the policy, we can ensure it is clear, accessible and supports a positive complaints experience from start to finish.

We will also continue to strengthen our Customer Complaints Panel with a refreshed purpose and membership, creating increased genuine opportunities for customers to scrutinise our approach to complaint handling, challenge our thinking and influence service improvements. The panel will play an important role in reviewing complaint themes, identifying opportunities for learning and helping us understand whether changes are delivering meaningful improvements for customers.

Alongside this, we will continue to develop wider customer-led scrutiny, insight panels and engagement opportunities that enable customers to shape service priorities and influence decision-making. By embedding customer voice into policy development, service review and performance monitoring, we can ensure that improvements are informed by lived experience and focused on the issues that matter most to our communities.



Key measures we will monitor

Complaint handling satisfaction

(currently **48.6%**).

Stage 1 response times

(currently **96.36%**).

Stage 2 response times

(currently **96.27%**).

Complaints escalating to Stage 2

(currently **36.03%**).

Conclusion

We are encouraged by the progress made during 2025/26, with satisfaction with complaint handling increasing to 48.6%, up from 46% the previous year. While this improvement is positive, we know there is still more to do to consistently deliver the standard of service our customers expect.

As a mutual organisation, customer voice and influence are central to how we shape our services. Complaints provide valuable insight into where we are getting things right and where we need to improve, helping us better understand our customers' experiences and priorities. We are committed to listening to feedback, learning from complaints and using those insights to drive meaningful service improvements.

We know that challenges remain, particularly in areas such as repairs and complaint resolution, where the themes behind customer dissatisfaction are well understood. In response, we are continuing to focus on getting the basics right, improving communication, strengthening accountability and delivering services more consistently.

We remain committed to being open and transparent about our performance and the progress we are making. By continuing to learn from feedback, act on what our customers tell us and embed a culture of continuous improvement across RBH, we will continue working to deliver services that customers can trust, homes they can be proud of and communities where people can thrive.



Find Out More



If you'd like more information on how we handle complaints, you can visit our RBH website or:



Send us a message via our
online **Help Centre**



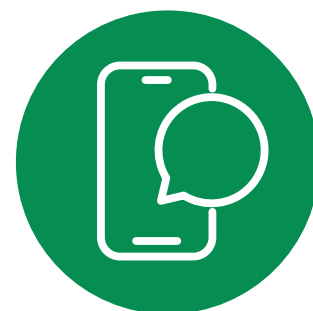
For complaints, email us at
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For compliments, email us at
customer.feedback@rbh.org.uk



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social media channels
(please make sure that your privacy settings
allow us to view your message and respond)



Write to us
Unique Enterprise Centre
Belfield Road, Rochdale, OL16 2U
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