



Annual Complaint Performance and Service Improvement Report

Reporting on 1 April 2025 to 31 March 2026

Published for residents, colleagues, Board members and the Housing Ombudsman Service

A large teal circle is positioned on the right side of the slide, containing the text "2025/26".

2025/26

1,040 complaints received.
Every one of them a chance
to put something right.

About this report

Transparency and accountability are part of how we work. This report shares both the challenges and the progress.

1

What it covers

Year-on-year complaint volumes, our performance against the Housing Ombudsman's Complaint Handling Code, and complaints in the wider sector context. The reporting period is 1 April 2025 to 31 March 2026.

2

Who it is for

Shared publicly with Hexagon residents, colleagues, Board members and the Housing Ombudsman Service.

3

Who it applies to

All Hexagon-owned properties, including those owned by our wholly owned subsidiary Horniman, and those managed on our behalf by co-operatives and managing agents.

4

Find out more

Our complaints policy and our annual self-assessment against the Complaint Handling Code are published on our website.

We use lessons from service failure to drive continuous improvement. This report sets out what we learned in 2025/26 and what we are changing as a result.

How we manage complaints at Hexagon

An accessible, fair and equitable process and service that we have deliberately built up over the last two years.

JANUARY 2024

Centralised Complaints Team

We created a single Complaints Team within Governance, Risk and Assurance, so that complaints are handled independently of the front-line services that they concern.

THROUGH 2024/25

Performance improvement plan

A dedicated improvement plan reduced response times and cleared the backlog carried into the year.

THROUGH 2025/26

Enhanced leadership

As volumes grew we strengthened our structure, adding a Complaints Manager and a Head of Customer Experience.

NOW

One Directorate, one view

Complaint handling has moved into Operations, bringing complaints, lessons learned and service improvement under a single Directorate for strategic oversight.

Our complaints policy and procedure set out how we handle complaints in detail. They are compliant with the Housing Ombudsman's Complaint Handling Code, as confirmed by our annual self-assessment. The policy, the self-assessment and this report are all published on our website.

Complaints received in 2025/26

More residents are telling us when something has gone wrong.

786

Stage 1 complaints

received in 2025/26

2024/25: 497

up 58%

240

Stage 2 complaints

received in 2025/26

2024/25: 174

up 38%

1,040

Complaints in total

received in 2025/26

Stage 1 and Stage 2 combined

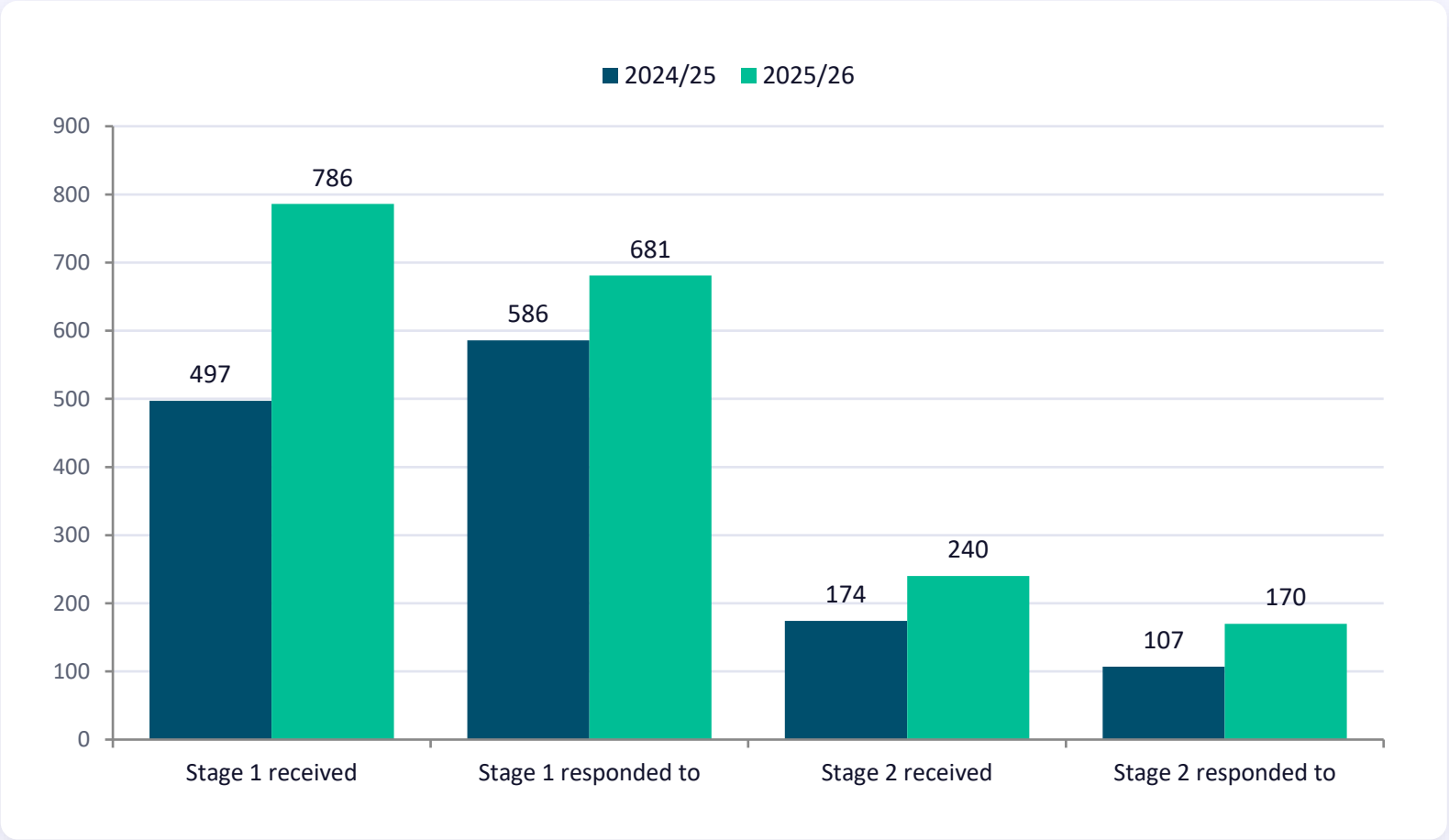
15 of complaints received, raised via MP Enquiry

Registered providers across the sector have seen a significant and prolonged rise in complaints, driven by higher resident expectations, the statutory Complaint Handling Code introduced in April 2024, greater regulatory scrutiny, and persistent issues with repairs, damp and mould and other hazards. Hexagon's experience mirrors the national picture.

During 2025/26, 77 Cases were excluded from our complaints figures as they did not meet the definition of a complaint set out in our Complaints Policy. These cases were therefore not treated or reported as complaints. Trend data by exclusion data is not currently available. We will continue to review our recording arrangements to support more detailed analysis in future reporting periods.

Complaints received and responded to

We answered more complaints than ever before: **851 responses across both stages, up from 693.**



Responding at pace

We responded to 681 Stage 1 complaints , 87% of those received in year
We responded to 170 Stage 2 complaints, 70% of those received in year

Why 2024/25 looks different

In 2024/25 we responded to more Stage 1 complaints than we received, because we were clearing a backlog carried over from 2023/24.

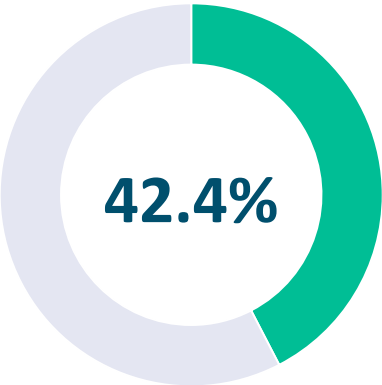
Where we ended the year

Because not every complaint received a response within the year, we carried a backlog into 2026/27. Reducing it is a first-order priority.

Responding within Code timescales

Our most honest number, and the one we are working hardest to move.

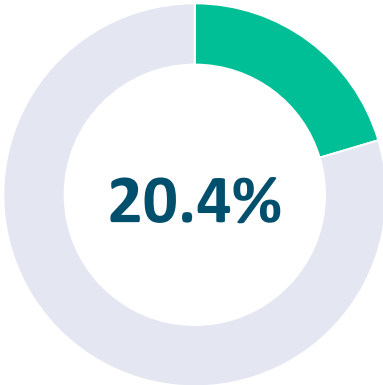
Stage 1



of Stage 1 complaints answered within the Code timescale

2024/25: 50.6%

Stage 2



of Stage 2 complaints answered within the Code timescale

2024/25: 27.9%

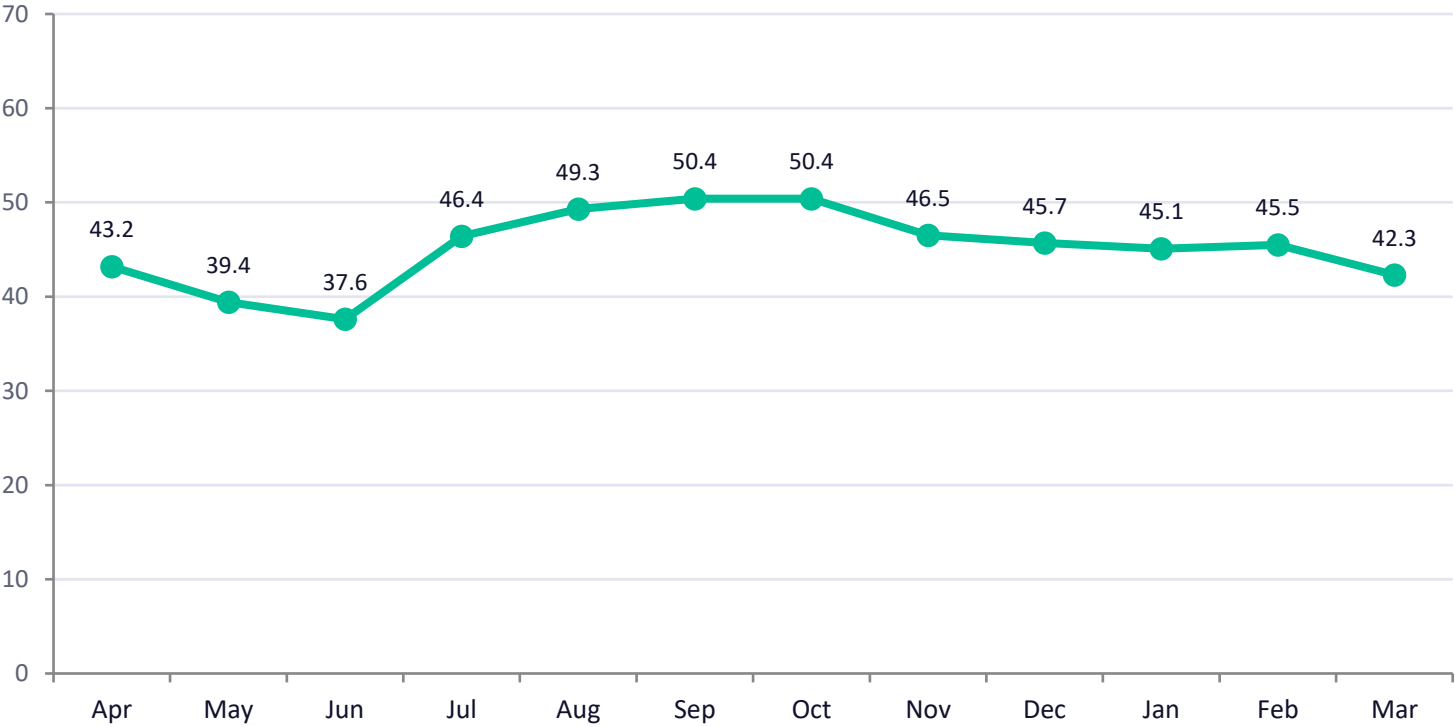
What the numbers tell us

- Timeliness fell during the year. A 58% rise in Stage 1 complaints, arriving while the centralised team was still being built and while permanent recruitment was difficult, meant not every response met the Code deadline.
- This is not where we want to be, and we are not going to explain it away. Volume is the reason; it is not an excuse.
- The fix is already in motion: permanent appointments to stabilise the team, defined escalation routes when a timescale is at risk, and dashboard reporting that flags a slipping case before the deadline rather than after it.
- Residents should begin to see the difference through 2026/27, and we will report against it in next year's report.

Response times through the year

Stage 1 performance held steady month to month. Stage 2 dipped early in the year and then recovered.

Stage 1 responses within target, 2025/26 (%)



● 45.1%

Stage 1 average across the twelve months

● 37.6% – 50.4%

Stage 1 monthly range: steady, with no sustained decline

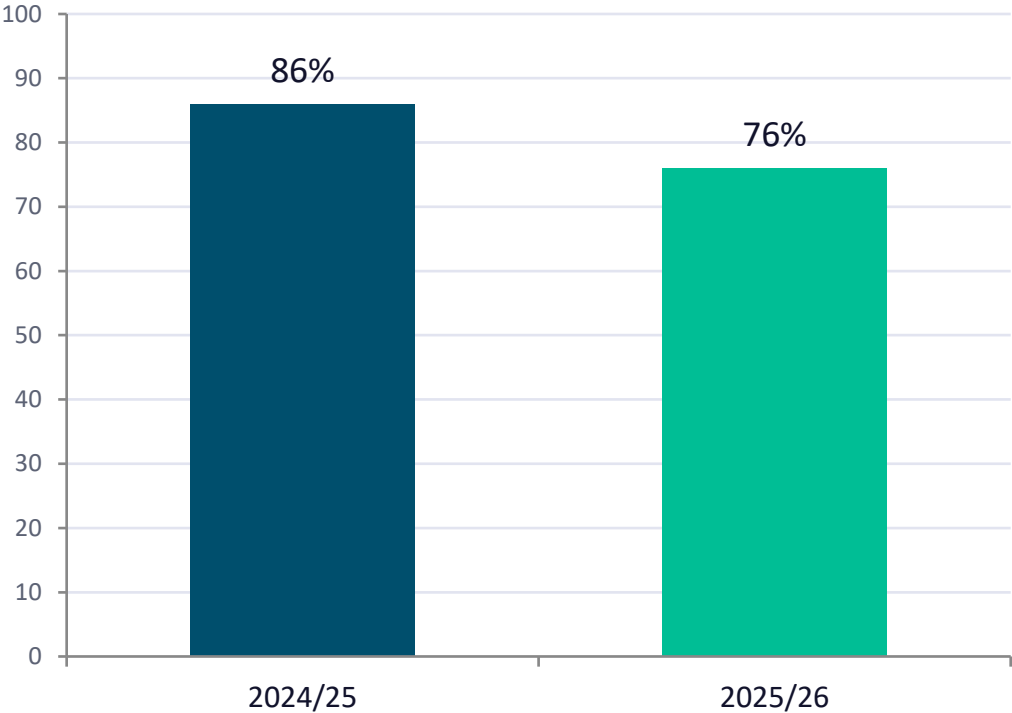
● 20.4%

Stage 2 across the year, having dipped to 12.5% in June 2025 before recovering

Complaint outcomes

The share of complaints we upheld fell for the first time - an early sign that service improvements are landing.

Stage 1 complaints upheld (%)



A 9% reduction in complaints upheld

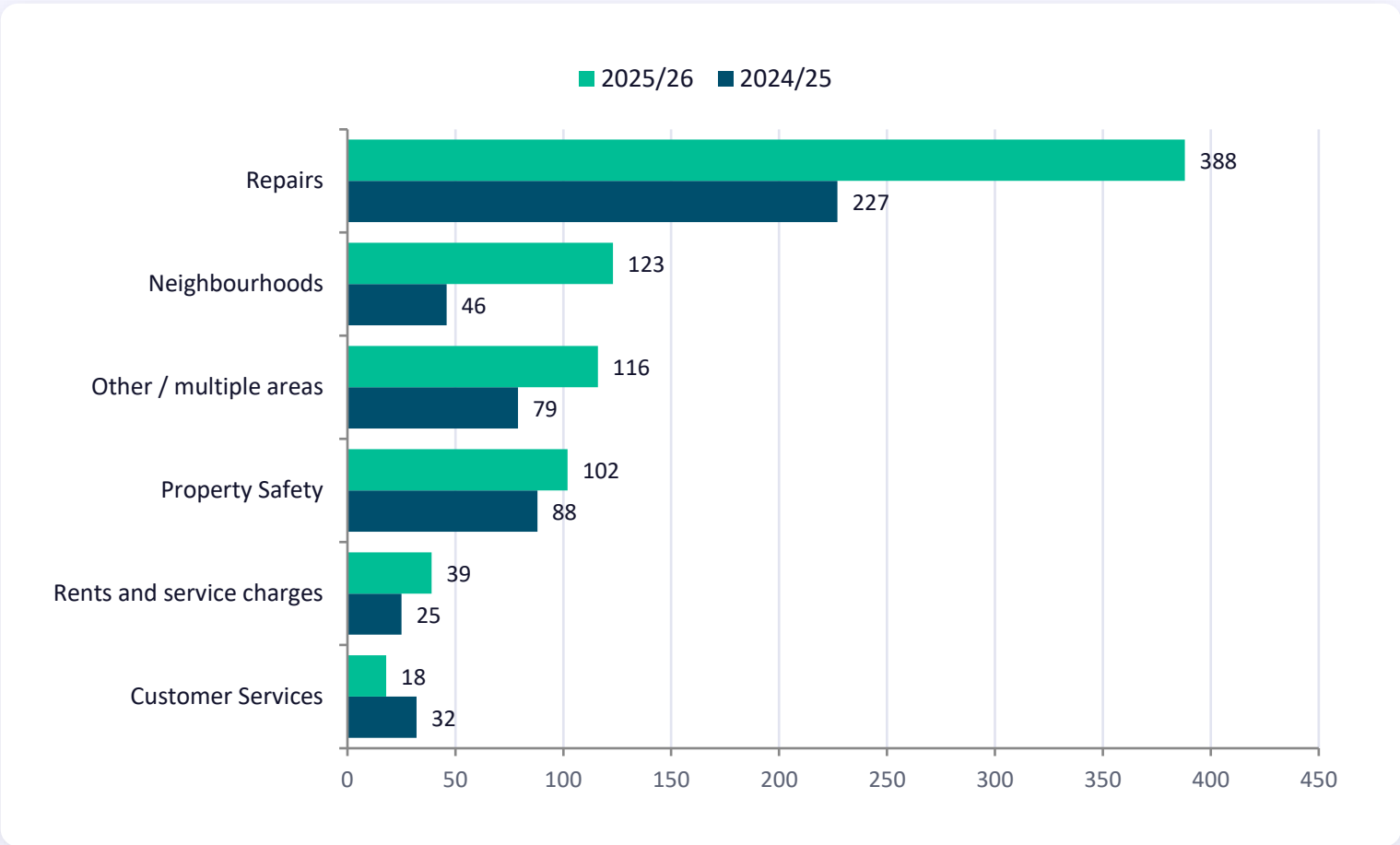
86% of complaints were upheld or partially upheld in 2024/25, falling to 76% in 2025/26. Set against a 58% rise in volume, that reduction is a genuine positive indicator. It remains higher than we want it to be, and we are targeting consistent, sustained reductions through 2026/27.

Escalation held broadly flat

21% of Stage 1 complaints escalated to Stage 2 in 2024/25, compared with 23% in 2025/26. Despite far higher volumes, the proportion of residents who felt the need to escalate barely moved. This is a sign that Stage 1 responses are broadly holding their quality.

Complaints by service area

The shape of what residents complain about is broadly stable. The volume is not.



The bright spot

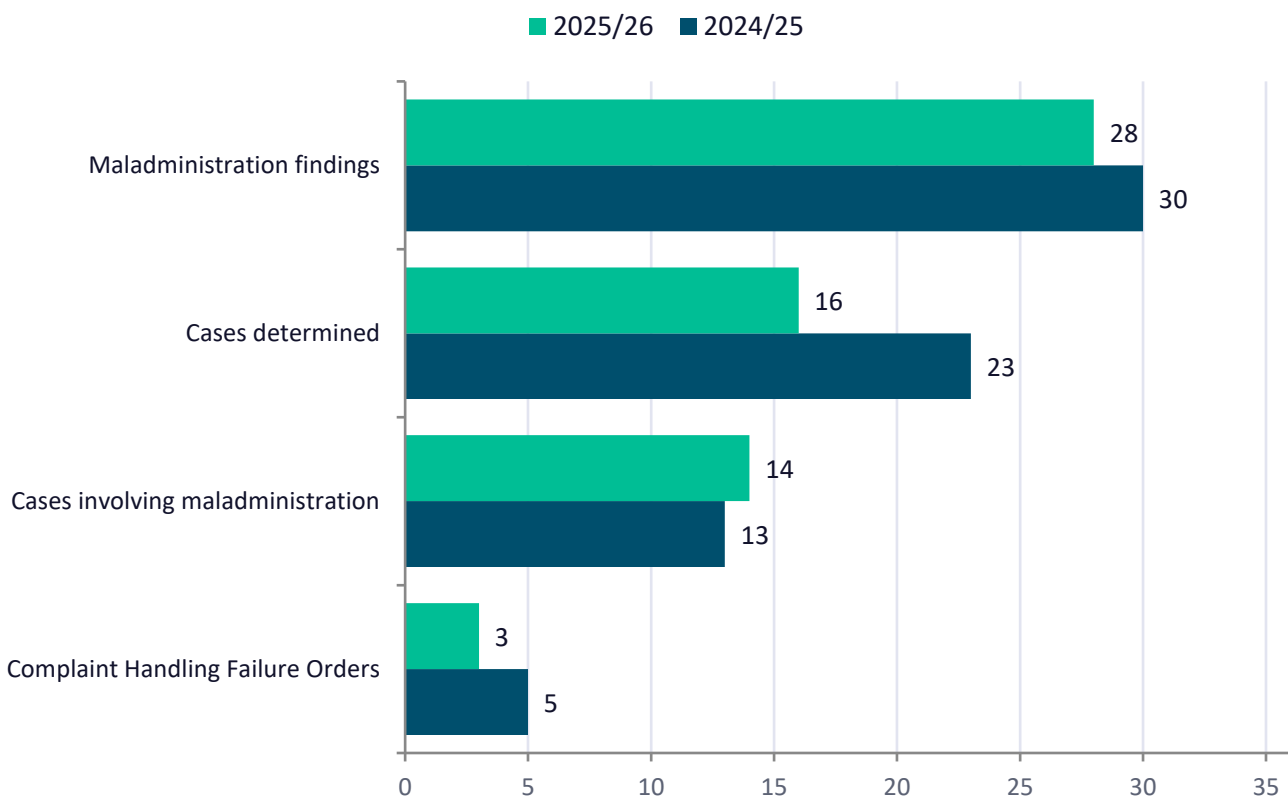
Customer Services is the one area to fall, down 44% and continuing the trend from 2024/25. With call management brought in-house from February 2026, holding that lower level is a key objective for 2026/27.

Where volume grew

- Neighbourhoods rose 167% — the sharpest increase of any service area.
- Repairs rose 71% and remains the largest single source of complaints. This figure covers all repairs services, not one contractor.
- Complex complaints spanning several services rose 47%.

Working with the Housing Ombudsman

We treat every determination as a piece of learning we would rather have found ourselves.



Complaints Handling Failure Orders (CHFO)

We received 7 CHFO's during 2025/26. These cases have provided valuable insight and learning, supporting our continued focus on strengthening process compliance and earlier intervention.

Fewer findings

The Ombudsman made 28 findings of maladministration or severe maladministration in 2025/26, down from 30. More than one finding can be cited in a single case where a complaint spans several issues.

Learning built in

During 2025/26 we were subject to a Paragraph 49 investigation. The outcomes of the investigation were used to shape our improvement plan. The Housing Ombudsman were satisfied that our plan addresses their areas of concern and have subsequently closed the investigation.

Additionally, where the Ombudsman asks us to complete case reviews and lessons learned, that learning goes straight into the improvement programme set out in this report.

Learning from complaints

What 2025/26 taught us, and what we are changing as a result



Themes, learning and actions

Drawn from resident scrutiny, an external root cause analysis, internal audit and Ombudsman feedback.

What we learned	What we are doing about it
Repairs generate the largest share of complaints: 388 in 2025/26, up 71%. This covers all our repairs services, not a single contractor.	Contractor-level satisfaction and performance measures; stronger contractor performance management and clearer escalation where performance falls short; expanded repairs performance reporting; repairs colleagues contributing directly to complaint investigations; proactive work on properties generating repeated complaints.
Neighbourhood complaints rose 167%, the sharpest rise of any service area, with anti-social behaviour case handling a recurring theme.	Regular triage training; better colleague understanding of the scope of the ASB service; a review of how we communicate during case management; improved access to resident information through better use of Customer Relationship Management tools (CRM)
Complex complaints that span several service areas rose 47%. These are the hardest for residents to navigate and the easiest for ownership to slip.	A dedicated complex case procedure; Service Level Agreements defining departmental responsibilities; process maps showing ownership by complaint type; clearer escalation routes where responses are delayed; agreed ownership of Ombudsman enquiries.
Response times fell below the Code timescales as volumes rose and permanent recruitment proved difficult.	Stabilising the team through permanent appointments; a formal Quality Assurance Framework sampling Stage 1 and Stage 2 responses; housing management dashboards; defined escalation processes where a timescale is at risk.

We monitor and learn from every complaint, and make many smaller improvements alongside the themes shown here.

Our improvement programme for 2026/27

Eleven workstreams, informed by internal audit, resident scrutiny, root cause analysis and Ombudsman recommendations and published reports.

Policy and procedure

Stage 2 extension timescales reviewed, TSM methodology updated, and the relationship between complaints and disrepair claims clearly defined.

Investigation quality

Refresher training for investigators, better use of response templates, and cleaner, more personal written responses.

A stronger team

Permanent appointments, clearer roles, and deeper expertise in complex, multi-service complaints.

Cross-service working

Service Level Agreements, process maps, clearer escalation routes and restarted performance meetings with operational services.

Repairs complaints

Contractor performance measures, better communication during repairs, and proactive work on repeat-complaint properties.

ASB responses

Triage training, clearer service scope, and better use of Customer Relationship Management tools, so residents get accurate advice first time.

Governance

Defined roles at every stage, improved monitoring of follow-up actions, and assigned ownership so improvements actually complete.

Technology

Consistent use of case management software Civica CX, a Customer Relationship Management (CRM) usage policy, better action tracking, and online complaint forms to widen access.

Quality assurance

Regular sampling of Stage 1 and Stage 2 responses, procedure compliance checks and Civica CX data quality reviews. (Civica CX is our core case management software platform)

Organisational learning

Named responsibility for theme analysis, peer review of Ombudsman decisions and independent oversight.

Colleague training

A full training framework covering triage, expectations, investigation, letter writing, induction and two-yearly refreshers.

End of 2026

Our objective is to fully implement every action by the end of 2026.

Some actions are already complete; others are programmed for the coming weeks and months.

What this means for residents

Taken together, the programme is designed to make complaint responses five things.

1

Timely

Clearer processes and stronger oversight, so responses arrive when they should.

2

High quality

Training, quality assurance and better investigation standards behind every answer.

3

Consistent

Standardised templates and procedures, so the experience does not depend on who picks up the case.

4

Customer-focused

Better communication and earlier contact — investigators picking up the phone where it will help resolve things sooner.

5

Learning-driven

Complaint outcomes leading to measurable service improvements across the organisation.

This programme reflects a culture in which complaints are valued as an important source of insight and organisational learning, not as something to be managed away.

Direction of travel

Where we were, where we are, and where we intend to be.

Looking back

- A backlog carried in from 2023/24, cleared during 2024/25.
- A brand new centralised team absorbing a 58% rise in Stage 1 volume.
- Complaint handling sitting apart from the services it reports on.
- Complaint volumes climbing right across the sector, not only at Hexagon.

Right now

- Complaints upheld down from 86% to 76%, despite far higher volumes.
- Failure orders down from 5 to 3; Ombudsman findings down from 30 to 28.
- Customer Services complaints down 44%.
- A stabilised foundation: centralised team, updated policy and procedures, consistent use of our systems.

Looking ahead

- The full improvement programme implemented by the end of 2026.
- Sustained reductions in complaints upheld, and in complaint volumes overall.
- Response times moving back within the Code timescales and staying there.
- Holding the lower level of Customer Services complaints following the move to in-house call management in February 2026.

Board response

A statement from the Hexagon Board on this report.

The Board is pleased to share the Annual Complaints Performance and Service Improvement Report 2025/26 with Hexagon's residents, colleagues and key stakeholders. We recognise the vital role that effective complaint management plays in maintaining trust, transparency and positive relationships with our customers. This report demonstrates our commitment to listening to resident feedback and insights, learning from complaints and using them to drive continuous improvement in the services we provide. It also reflects our commitment to accountability and ensuring that lessons learned from complaints lead to meaningful and lasting improvements for our residents

We acknowledge that 2025/26 was a challenging year not only for Hexagon, but for the sector as a whole. The significant increase in complaint volumes, driven by sector-wide challenges, placed substantial demand on our newly centralised Complaints Team. Response times fell below our expectations and uphold rates, while improving, remain high. We remain encouraged by clear signs of progress. The 9% reduction in the uphold rate and traction against the improvement programme, are early indicators that the foundations that we have put in place appear to be working.

In line with the Housing Ombudsman Complaint Handling Code, a self-assessment has determined that our Complaints Policy and Procedures are fully compliant with the Code. Our processes have also been reviewed by some of our residents, whose recommendations we are acting on.

The Board and Customer Services Committee will continue to receive quarterly updates on complaint performance and improvements and will continue to hold management accountable for achieving the expected outcomes.

The Board and the Customer Services Committee receive complaint performance data throughout the year. The same data is reported to the Leadership Team and reviewed weekly by the Complaints Team's management, so performance is challenged continuously.

Appendix One: monthly complaints data

As reported to the Customer Services Committee and the Leadership Team throughout 2025/26.

Metric	Apr-25	May-25	Jun-25	Jul-25	Aug-25	Sep-25	Oct-25	Nov-25	Dec-25	Jan-26	Feb-26	Mar-26
Complaints												
Stage 1	48	61	66	60	75	71	76	59	49	109	90	55
Stage 2	12	21	14	25	18	27	29	13	14	19	11	18
Total in period	60	82	80	85	93	98	105	72	63	128	101	73
Total year to date	60	142	222	307	400	498	603	675	738	866	967	1,040
Housing Ombudsman												
Live investigations	6	8	9	10	14	11	22	20	17	10	4	3
No maladministration, in period			1						1	1		
No maladministration, year to date			1						2	3		
Maladministration, in period	1	1	1	4		1	1	3	2	2		
Maladministration, year to date	1	2	3	7	7	8	9	12	14	16	16	16
Severe maladministration, in period				1						2		
Severe maladministration, year to date				1	1	1	1	1	1	3	3	3
CHFOs, in period				1						2		
CHFOs, year to date				1	1	1	1	1	1	3	3	3

Thank you

Our complaints policy, our annual self-assessment against the Complaint Handling Code and Handling Code and this report are all published on the Hexagon website.

Hexagon

2025/26

