

2025 Annual Complaints Performance and Service Improvement Plan

As a Regulated landlord we must produce an annual complaints performance and service improvement report for scrutiny and challenge, in accordance with the Housing Ombudsman Complaint Handling Code, which must include:

1. The annual self-assessment against this Code to ensure their complaint handling policy remains in line with its requirements.
2. A qualitative and quantitative analysis of the landlord's complaint handling performance. This must also include a summary of the types of complaints the landlord has refused to accept
3. Any findings of non-compliance with this Code by the Ombudsman
4. The service improvements made as a result of the learning from complaints
5. How has the Complaints Handling Code helped Agamemnon to promote fairness through consistency in complaint handling?
6. What learning or changes could we make to ensure consistency in complaint handling
7. Any annual report about the landlord's performance from the Ombudsman; and any other relevant reports or publications produced by the Ombudsman in relation to the work of the landlord.

This document will outline the actions that the Association will take to achieve compliance in accordance with the Housing Ombudsman Complaint Handling Code.

1. The annual self-assessment:

The annual self-assessment has been completed and submitted to the Housing Ombudsman and will be published on the Associations website <https://agamemnon.org.uk/documentation/housing-ombudsmans-annual-report/> .



2. Complaint handling performance:

We refused 0 complaints based on (themed area)

Summary of the types of complaints we refused to accept:

- Not applicable

We had a total of four service requests in 2025:

- Of these two were held.
- Two were not upheld

We had a total of 13 stage 1 complaints recorded in 2025:

- Of these two complaints were upheld.
- Six cases were handled as concerns (including parking, noise, and general disputes) and resolved at an early stage without progressing to formal complaint.
- Four complaints were not upheld, following investigation where no service failure was identified.



Themes of complaints were:

- Service – Storage room usage to store tenants' luggage and items that cannot be stored in their home.
- Repairs – Tenants unsatisfied with emergency repairs.
- Communication – Tenants unsatisfied with communication around a group complaint & communication.

We had 0 stage 2 complaints

a. Relevant results from the independent Tenant Satisfaction Survey (TSM) 2025/6:

Tenants were asked if they had made a complaint to Agamemnon in the last 12 months, and 8% said that they had, which is down from 17% in the last survey and equates to just 11 tenants.

Of those tenants who said that they had made a complaint, 27% report that they are satisfied with their landlord's approach to the handling of complaints – all being very satisfied. Dissatisfaction is higher at 45%, with 18% being very dissatisfied. Those neither satisfied nor dissatisfied amount to 27%.

Satisfaction with complaints handling has fallen by 9p.p since the last survey, while dissatisfaction has also fallen slightly (by 3p.p). Complaints handling is often the lowest performing TSM in this type of survey, as is the case in this survey. However, the small number of complaints made over the last 12 months is likely to have affected the satisfaction rate.

Of the three tenants at Cornwell Court who said that they had made a complaint, one is satisfied (very) with the way it was handled. For Somerville Court and Victory Court, the only tenant to have made a complaint in each scheme, is very satisfied with how Agamemnon handled the complaint.

As well as the efficiency of the process, attitude of staff and communication, satisfaction with how complaints are handled can be influenced by whether or not the tenant is happy with the outcome.

Effective Handling of Complaints

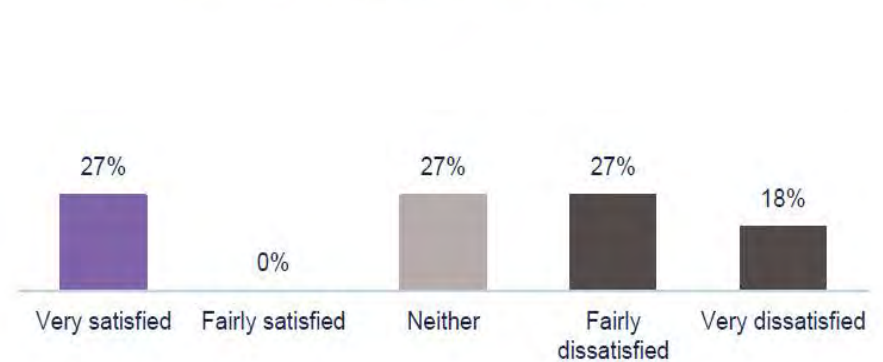


Complaint in last 12 months



■ Yes ■ No

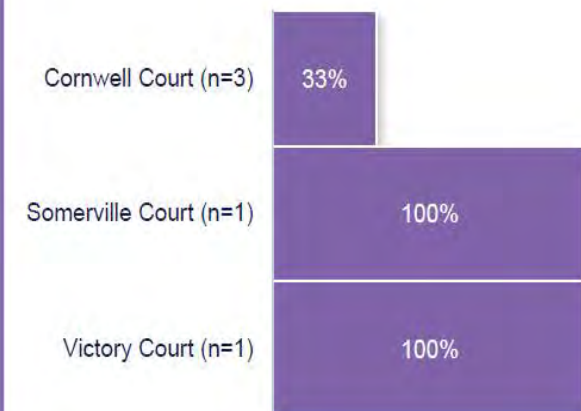
Satisfaction with Complaints Handling



Over time



Satisfaction by Scheme





Comments - Complaints

Tenants who had made a complaint to Agamemnon in the last 12 months, were asked to describe their experience of how complaints are handled. Just six tenants did so however, and two of these refer to answers to previous questions.

One comment implies satisfaction that the complaint was handled quickly and discreetly, while the remaining three talk of being dismissed, not listened to and feeling let down by Agamemnon. All comments to this open question are shown opposite.

Positive	Negative	Other
<p><i>"Quickly and discreetly."</i></p>	<p><i>"Not very well- again nobody listens, and that's as far as it goes."</i></p> <p><i>"Dismissed very quickly, without adequate explanation."</i></p> <p><i>"At times feel let down."</i></p>	<p><i>"See my comment about noise at night."</i></p> <p><i>"As already mentioned in 21."</i></p>

Number of respondents: 6

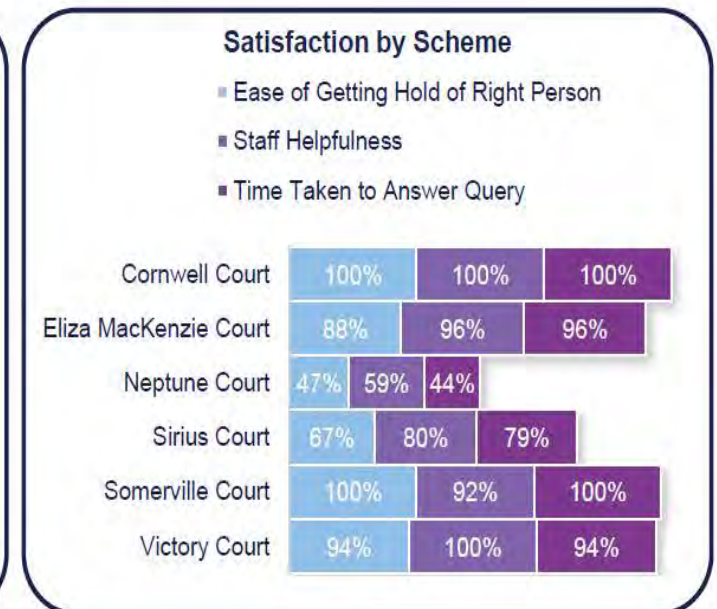
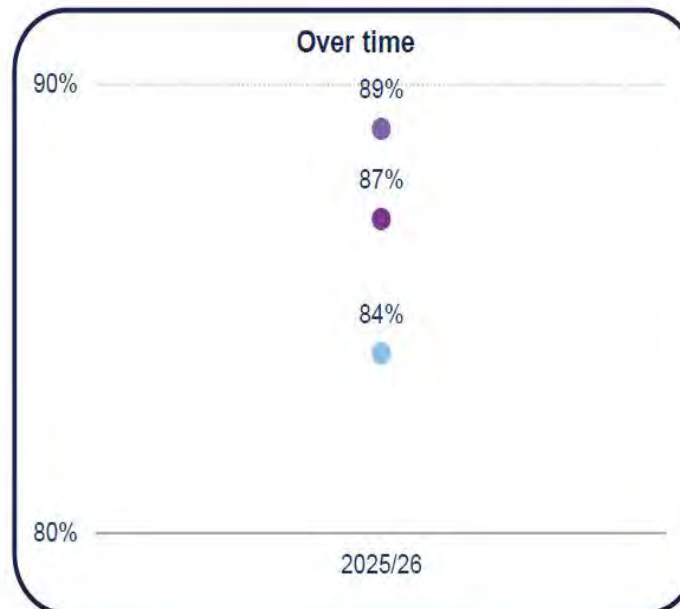


Agamemnon's Customer Service

In this survey, Agamemnon has included, for the first time, several more in-depth questions around satisfaction with specific aspects of its customer service. For these measures, tenants were asked to think about the last time they contacted their landlord when recording their satisfaction or dissatisfaction. The results for the first three questions are shown opposite.

More than four-fifths of tenants surveyed are satisfied with all three aspects of the customer service that they received, with 84% satisfied with the ease of getting hold of the right person. Satisfaction with the helpfulness of staff and the time taken to answer their query have even higher rates (89% and 87% respectively), and in each case, the majority of tenants are very satisfied rather than fairly satisfied. For all three measures, dissatisfaction rates are very low – between 1% and 3%, while the proportion of tenants neither satisfied nor dissatisfied ranges from 8% to 14%.

Looking at the breakdown of satisfaction ratings for each measure by scheme, the highest rates for ease of getting hold of the right person and with the time taken to answer the query, are for Cornwell Court and Somerville Court. For satisfaction with staff helpfulness, the highest rates are for Cornwell Court and Victory Court. For all three measures, the lowest satisfaction rate is for tenants of Neptune Court.

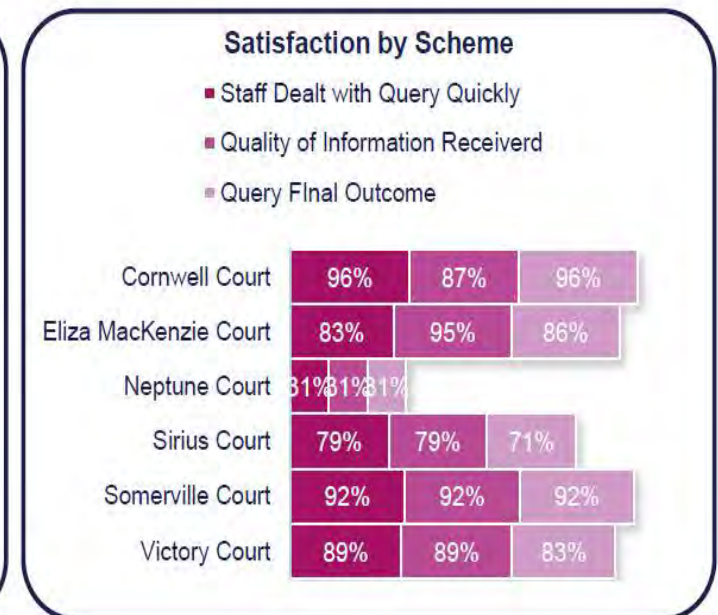
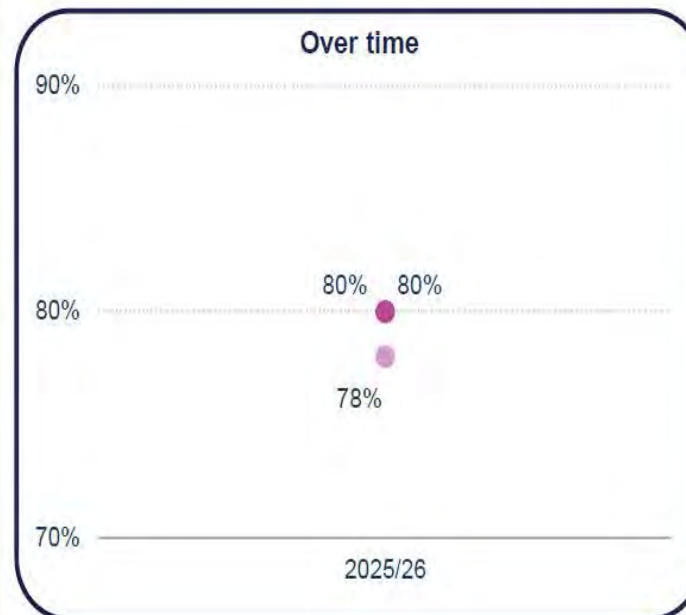
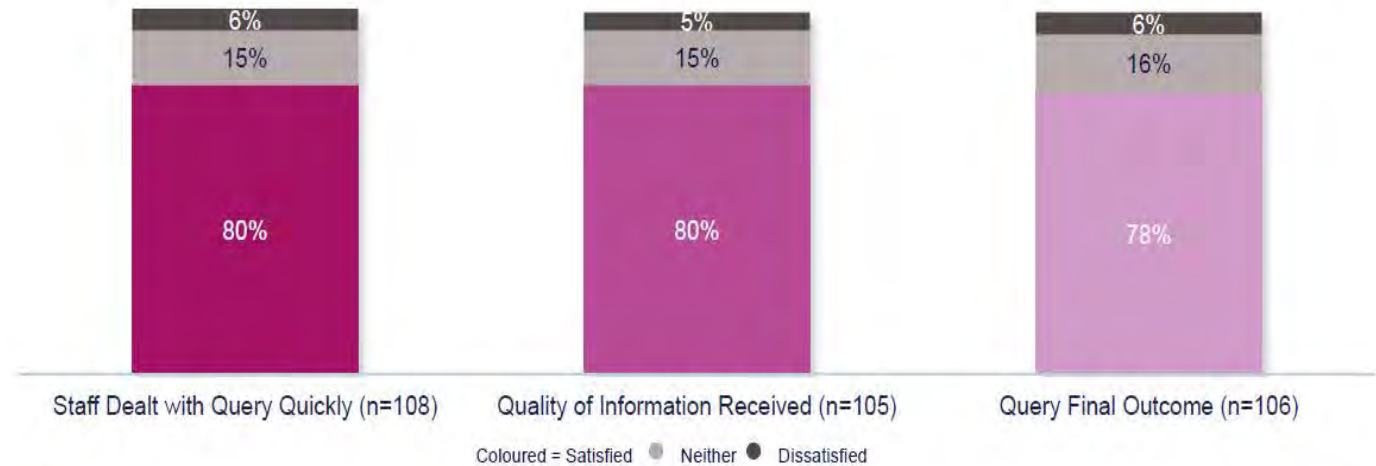




Agamemnon's Customer Service

The following three questions cover satisfaction with the ability of staff to deal with the query quickly and efficiently, with the quality of the information/advice received and with the final outcome of the query. Four-fifths of tenants surveyed are satisfied with the first two measures (both 80%), while the rate for satisfaction with the final outcome of the query is slightly lower at 78%. For all three measures, again, most tenants are very satisfied rather than fairly satisfied, and dissatisfaction rates are considerably lower than the rate for those neither satisfied nor dissatisfied.

Looking at the satisfaction rates by scheme, the highest rate for staff dealing with queries quickly and for the final outcome, is for tenants in Cornwell Court (both 96%). For satisfaction with the quality of the information received, the highest rate (95%) is for tenants in Eliza MacKenzie Court. Once again, the lowest satisfaction rating for each measure is among tenants of Neptune Court, where in each case the satisfaction rate is just 31%.



3. Any findings of non-compliance with this Code by the Ombudsman:

- a. Not applicable.

4. The service improvements made as a result of the learning from complaints:

- a. We have updated the Business Continuity Plan outlining colleague's responsibilities from identified learning.
- b. We continue to update our website to reflect best practice in accordance with the Housing Ombudsman complaint handling code and requirements of the Regulator of Social Housing
- c. We have become accredited with Cyber Essential to mitigate any future cyber threat
- d. Following the Tenant Satisfaction Measure (TSMs) outcomes we continue to work with the Tenant Liaison Committee (TLC) to give voice to our tenants and their lived experience of Agamemnon.
- e. We have continued to change the way that we report complaints on our Housing Management System to better reflect the codes requirements.
- f. We have continued to develop and improve the reporting of repairs by colleagues / tenants and how repairs would be recorded on our Housing Management System. This will include a digital by choice with a digital by design at the heart of the improvements.
- g. We acknowledged the importance of the Court Managers responding at the earliest opportunity to complaints, the majority of Colleagues have now become qualified with the Chartered Institute of Housing qualification at levels 2, 3 and 4 in Housing Management.
- h. Some tenants become frustrated by changes made for fire safety, especially when they don't fully understand why the work is needed. We will make sure that we bring in relevant subject experts (i.e. fire safety & rescue service) to help support legal requirements at an earlier stage when managing a group complaint.

5. How has the Complaints Handling Code helped Agamemnon to promote fairness through consistency in complaint handling?

The Housing Ombudsman's Complaint Handling Code has provided Agamemnon with a clear, evidence-based framework that has strengthened fairness and consistency in complaint handling. By adopting the Code, we have formalised a two-stage process with defined timescales, monitored through internal KPI reporting and overseen by Board scrutiny. This has reduced variation in response times and improved compliance with target deadlines, evidenced through our complaints log and performance reporting.

The Code's emphasis on accessibility has led to clearer communication with tenants. Our website, policy documents and final response letters now explicitly outline the complaints process and the right to escalate matters to the Ombudsman. Colleague training and guidance have improved early resolution, with a greater proportion of complaints addressed at the first point of contact and fewer cases requiring escalation.

Importantly, the requirement to evidence learning has strengthened our service improvement approach. Complaint outcomes are now routinely analysed, with themes, such as communication delays or contractor performance, captured and reported through our annual complaint's performance review. These insights directly inform our service improvement plan, ensuring lessons translate into measurable changes.

Self-assessment against the Code, alongside regular reporting to the Board and Tenant Liaison Panel, demonstrates transparency and accountability. Collectively, these measures show how the Code has embedded a fairer, more consistent, and tenant-focused approach across Agamemnon's complaint handling.

6. What learning or changes could we make to ensure consistency in complaint handling:

To strengthen consistency in how complaints are handled, Agamemnon is building on its current approach by improving standardisation, oversight and organisational learning in line with the Housing Ombudsman's expectations. A key development is the introduction of a more structured case-management framework. This will include standard templates for acknowledging complaints, recording investigations and issuing final responses. Using a consistent format that clearly sets out the issue, findings, decision and any learning will help ensure that all complaints are dealt with to the same standard, regardless of who manages the case. This approach also supports clearer lines of defence in how complaints are reviewed and resolved.

Regular quality assurance checks will reinforce this consistency. Each quarter, a sample of closed complaints will be reviewed against the Complaint Handling Code, with constructive feedback shared with colleagues. This will help identify areas where practice may vary, such as the application of timescales or the clarity of communication, allowing issues to be addressed early.

Strengthening colleague training is another important step. Refresher sessions will focus on managing complex cases, recognising vulnerability and communicating effectively. This will help ensure that tenants receive a consistent experience, and that reasonable adjustments are applied fairly and appropriately.

Embedding stronger organisational learning will also support improvement. Agamemnon will formalise its analysis of complaint trends and link these findings directly to service planning. For example, repeated concerns about contractor performance could lead to changes in contract management or tighter oversight arrangements.

Clear, timely and consistent communication with tenants remains essential, particularly when repairs are delayed or when work affects their living environment. Setting realistic expectations from the outset helps reduce frustration, especially where work takes longer than planned or requires follow-up visits. Strong oversight of contractors is equally important to ensure they follow safety procedures and respect access arrangements.

Finally, engaging with tenants at an early stage can prevent issues from escalating. Early conversations often resolve concerns quickly and help maintain trust throughout the process.

7. **Any annual report about the landlord's performance from the Ombudsman; and any other relevant reports or publications produced by the Ombudsman in relation to the work of the landlord:**
 - a. Not applicable

Completed by:



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