

Complaint Performance and Service Improvement Report 2025/26

Summary

Complaints occur when things go wrong; however, an effective complaints process enables Amplius to learn from service failures, improve performance, and provide appropriate and proportionate redress. Complaint handling plays a crucial strategic role, offering insight into organisational culture, service quality, and customer experience.

In line with the Housing Ombudsman's Complaint Handling Code, Amplius publishes an annual review of its complaints performance and the service improvements made as a result of learning from complaints.

This report covers:

- Stage 1 complaints performance
- Stage 2 complaints performance
- Benchmarking and compliance with the Complaint Handling Code
- Excluded complaints
- Customer satisfaction
- Learning from complaints – *You Said, We Did*
- Future priorities for 2026/27

Overview and Themes Arising from Complaints

During 2025/26, Amplius received 4,533 Stage 1 complaints and 977 Stage 2 complaints, totalling 5,510 complaints. This represents an overall increase of approximately 1% compared to 2024/25, driven primarily by higher Stage 1 demand, while Stage 2 volumes reduced slightly.

Despite increased complaint volumes, performance results demonstrate strong and improving control of timeliness across both complaint stages:

- 92% of Stage 1 complaints were responded to within timescale
- 7% of Stage 1 complaints required an agreed extension
- 91% of Stage 2 complaints were responded to within timescale
- 9% of Stage 2 complaints required an agreed extension
- 65% of Stage 1 complaints and 73% of Stage 2 complaints were upheld

The high upheld rates reflect an increased willingness to recognise service failure, provide appropriate redress, and use complaints as a source of learning and service improvement. The use of extensions remained proportionate and in line with the Housing Ombudsman Complaint Handling Code, supporting more complete and fair investigations where additional time was required.

While there has been clear progress in timeliness, investigation and quality, Amplius recognises that complaint demand remains high, and further improvement is required to consistently deliver the standard of service our customers expect. Reducing avoidable complaints and repeat themes, particularly in higher-risk service areas, will remain a key focus moving into 2026/27.

Key Complaint Themes

The most common themes identified through complaints during 2025/26 were:

- Contractor performance (33%) (1496)
- Repairs and maintenance (13%) (596)
- Gas Contractor (6%) (273)
- Planned Maintenance (5%) (216)
- Ground Maintenance (5%) (236)
- Anti-social Behaviour (3%) (152)

Contractor performance and repairs-related issues account for the largest proportion of complaints, highlighting ongoing challenges around delivery, communication, and coordination across service providers. These themes remain consistent with previous years and continue to drive the majority of escalations.

Complaints relating to planned and grounds maintenance reflect customer concerns around communication, scheduling and the visibility of works, while anti-social behaviour complaints continue to represent a smaller but impactful proportion of overall demand.

These themes are actively informing service improvement activity, contract management arrangements and cross-service learning, with a particular focus on strengthening oversight of contractors, improving communication with customers, and reducing repeat failures in high-risk service areas.

Complaints Performance

Under the Housing Ombudsman's Complaint Handling Code, a complaint is defined as:

“An expression of dissatisfaction, however made, about the standard of service, actions or lack of action by the organisation, its own staff, or those acting on its behalf, affecting an individual resident or group of residents.”

Stage 1 Complaints

During 2025/26, Amplius received 4,533 Stage 1 complaints, representing an increase compared to 3,716 complaints in 2024/25. This increased demand reflects continued customer engagement with the complaints process and greater confidence in accessing formal complaint routes.

Despite the higher volume, performance in timeliness improved significantly. A total of 4,408 Stage 1 complaints were resolved within agreed timescales, including cases where extensions were applied in line with the Housing Ombudsman Complaint Handling Code.

This equates to 99% of all Stage 1 complaints, a marked improvement from 81% in 2024/25.

Stage 1 Complaints	2025/26	2024/25
Total number received	4533	3716
Total number resolved	4000	3844
Total number resolved with agreed timescales including extensions	4408	3136
Total % of complaints resolved with agreed timescales	99%	81%
% of upheld cases	65%	62%

Of the complaints received, 4,000 were fully resolved within the reporting year, demonstrating strong operational throughput and improved case management throughout the year. The remainder were either appropriately extended with customer agreement or carried forward into the following period.

The proportion of upheld Stage 1 complaints increased to 65%, compared with 62% in 2024/25. This reflects a continued willingness to acknowledge service failure, provide appropriate redress, and use complaints as a source of learning and service improvement. The increase also suggests improved investigation quality, with clearer identification of issues at the earliest stage and a stronger focus on resolving concerns without unnecessary escalation.

Overall, Stage 1 performance during 2025/26 demonstrates substantial improvement in compliance with statutory timescales, stronger handling of increased complaint volumes, and a more transparent and customer-focused approach to resolving service failures.

Teetotal Homes (a portfolio of four properties managed by Amplius) received no complaints during 2025/26.

Stage 2 Complaints

During 2025/26, Amplius received 977 Stage 2 complaints, a slight reduction compared to 997 in 2024/25. This marginal decrease reflects improving resolution at Stage 1 and a stronger focus on early, effective complaint handling to prevent unnecessary escalation.

A total of 838 Stage 2 complaints were fully resolved during the year, compared to 1,092 in 2024/25. This reduction reflects the significant volume of cases resolved earlier in the complaints process and improved decision quality at Stage 1, reducing the need for escalation.

Stage 2 Complaints	2025/26	2024/25
Total number received	977	997
Total number resolved	838	1092
Total number resolved with agreed timescales including extensions	937	774
Total % of complaints resolved with agreed timescales	99%	74%
% of upheld cases	73%	71%

Performance against statutory timescales improved. 937 Stage 2 complaints were resolved within agreed timescales, including cases where extensions were applied in line with the Housing Ombudsman Complaint Handling Code, equating to 99% compliance. This represents a substantial improvement from 74% in 2024/25 and demonstrates much stronger control of investigations, proactive case management, and adherence to Code requirements.

The proportion of upheld Stage 2 complaints increased slightly to 73%, compared to 71% in the previous year. This reflects a continued commitment to independent, thorough review at Stage 2, with a focus on identifying service failures, addressing unresolved concerns, and providing appropriate redress where warranted. The consistent uphold rate also demonstrates improved transparency and fairness in final decision-making.

Overall, Stage 2 performance during 2025/26 shows significant improvement in timeliness, code compliance and investigation quality, alongside reduced escalation volumes. These outcomes indicate a more effective complaints framework, stronger early resolution, and increased confidence in the fairness and independence of the complaints process.

Benchmarking and Compliance

Housing Ombudsman Determinations

The table below demonstrates during 2025/26, the Housing Ombudsman issued 106 determinations relating to Amplius, compared to 59 determinations in 2024/25. This increase reflects a higher volume of cases reaching the Ombudsman during the year and a greater level of external scrutiny of complaint handling and service delivery.

Across these cases, the Ombudsman made 228 individual findings, compared to 146 findings in the previous year, as determinations frequently include multiple findings against a single case.

While Ombudsman involvement increased during 2025/26, the significant reduction in severe maladministration, overall maladministration rate and increased findings of reasonable redress and no maladministration demonstrate improved complaint handling maturity and stronger compliance with the Complaint Handling Code.

Learning from Ombudsman determinations continues to inform service improvement plans, complaint handler training, quality assurance activity and cross-service accountability. Reducing escalation volumes and adverse findings remains a key priority for 2026/27, alongside sustained focus on early resolution and prevention of repeat service failures.

	2025/26			2024/25		
Determinations (YTD)	Total number of cases with determinations received during the year (YTD)	106		Total number of cases with determinations received during the year (YTD)	59	
	Total number of determination findings received	228		Total number of determination findings received	146	
Analysis of determination findings	Category	No.	%	Category	No.	%
	Severe Maladministration	2	0.09%	Severe Maladministration	10	6.8%
	Maladministration	64	28.1%	Maladministration	75	51.4%
	Service Failure	55	24.1%	Service Failure	30	20.5%
	Mediation	5	2.2%	Mediation	3	2.1%
	Reasonable Redress	50	21.9%	Reasonable Redress	16	11.0%
	No Maladministration	37	16.2%	No Maladministration	7	4.8%
	Maladministration Rate %	56.8%		Maladministration Rate %	81.6%	
	Outside of Jurisdiction	10	4.4%	Outside of jurisdiction	4	2.7%
	Withdrawn	3	1.3%	Withdrawn	1	0.7%

Benchmarking Performance

During 2025/26, Amplus received a total of 5,510 formal complaints, equivalent to 137.8 complaints per 1,000 homes. When benchmarked against HouseMark quartiles, this places Amplus significantly above sector averages for complaint volumes and well outside the upper quartile range.

Measure	Lower Quartile	Median	Upper Quartile
Formal complaints per 1,000 homes	2.98	4.68	7.64
Complaints resolved within timescale (%)	69.8%	91.6%	100%

This confirms that Amplus continues to experience substantially higher demand for complaint handling than the sector norm. The volume reflects a combination of long-standing service pressures, particularly in relation to repairs and contractors, alongside improved

accessibility and compliance with the Housing Ombudsman's requirement to accept complaints "however made" and avoid gatekeeping.

In contrast, performance for complaints resolved within agreed timescales demonstrates a very strong sector position. With 99% of Stage 1 and Stage 2 complaints resolved within agreed timescales, including extensions applied appropriately and with customer agreement, Amplius is operating at or near upper-quartile performance for timeliness.

This represents a significant improvement from 2024/25, when timeliness performance sat below the sector median, and indicates much stronger control of investigations, early engagement, case ownership and delay management.

Overall, the benchmarking highlights a dual position:

- Complaint volumes remain exceptionally high compared to the sector, and reducing avoidable complaints will remain a key strategic priority.
- Complaint handling performance and Code compliance have improved, with timeliness now approaching best-in-class levels.

Sustaining upper-quartile performance for complaint resolution while reducing increased service failures will be a central focus of the 2026/27 Complaint Handling Improvement Plan.

Excluded Complaints

During 2025/26, Amplius excluded 191 complaints, representing approximately 3.5% of all complaints received during the year. This remains a small proportion of overall complaint demand, indicating that the vast majority of customer concerns are accepted into the formal complaints process.

The most common reasons for refusal were:

- Duplicate complaints where the matter had already been logged and responded to
- Service requests appropriately routed through operational processes
- Matters where a substantive response had already been provided
- Issues falling outside the scope of the complaints policy

Exclusions were applied appropriately, in line with the Housing Ombudsman's Complaint Handling Code. In all cases, customers were provided with a clear explanation of why their concern did not meet the criteria for a formal complaint, including guidance on the most appropriate route for resolution where relevant.

This approach supports fair access to the complaints process while ensuring that complaints are handled efficiently, consistently, and in compliance with statutory requirements. The low refusal rate also reflects improved front-end handling, clearer differentiation between service requests and complaints.

Customer Satisfaction

Customer satisfaction with complaint handling and complaint outcomes during 2025/26 declined compared to 2024/25, despite significant improvements in complaint timeliness and compliance with the Housing Ombudsman Complaint Handling Code. Satisfaction scores remained below previous-year performance across all quarters, particularly in relation to complaint outcomes.

Customer Satisfaction									
Survey Type	Q1		Q2		Q3		Q4		Target
	2025/26	2024/25	2025/26	2024/25	2025/26	2024/25	2025/26	2024/25	
Complaint Handling	48%	67%	55%	70%	50%	73%	46%	67%	65%
Complaint Outcome	No data	57%	33%	57%	57%	58%	43%	67%	65%

Feedback from customers indicates that while complaints are being resolved more quickly, customers do not always feel sufficiently informed or engaged throughout the complaint journey. A consistent theme from satisfaction responses and complaint feedback is that communication could be clearer and more frequent, particularly around progress updates, explanations of decisions and how outcomes have been reached.

During the year, Amplius also experienced an increase in customers requesting reviews of Housing Ombudsman determinations, indicating heightened scrutiny and expectations around investigation quality, fairness and clarity of outcomes.

In response, Amplius has taken targeted improvement action, including:

- Delivering additional training for complaint handling staff, focused on investigation quality, communication, tone and decision-making.
- Implementing a new quality assurance framework to improve consistency, strengthen oversight and ensure learning is embedded across the organisation.

Improving customer experience remains a key priority for 2026/27, with a particular focus on strengthening communication throughout the complaint process, managing expectations more effectively, and ensuring that outcomes are clearly explained, proportionate and meaningful to customers.

You Said, We Did – Learning from Complaints

Listening to customer feedback and learning from complaints remains central to Amplius' approach to service improvement. During 2025/26, learning has been drawn from Stage 1 and Stage 2 complaints, customer feedback, and Housing Ombudsman determinations, and

has been openly shared with customers through published learning reports on the Amplius website.

Publicly available learning reports demonstrate how feedback has been used to identify what went wrong, why it happened, and what has changed to prevent recurrence, particularly in relation to repairs, complaint handling and customer experience.

Repairs, Contractor Management and Communication

You said:

Customers told us that repairs were significantly delayed, required repeated chasing, and were not completed within agreed timescales. There was confusion over responsibility between Amplius, contractors and developers, and communication was inconsistent or unclear.

We did:

Amplius strengthened repair governance arrangements, clarified ownership between teams, and introduced clearer processes for managing defect-period and snagging repairs. Contractor performance oversight has been improved, including clearer escalation routes and earlier intervention where performance issues arise. These changes are designed to ensure repairs are delivered within agreed timescales and customers receive clear, consistent updates throughout the process.

Complaint Handling and Escalation

You said:

Customers reported that complaints were not always escalated correctly, responses were delayed, and redress offered at early stages was not proportionate to the impact of service failures.

We did:

Complaint handling processes have been strengthened to ensure correct escalation, improved adherence to statutory timescales, and better alignment with the Housing Ombudsman Complaint Handling Code. Training has been delivered to colleagues to improve investigation quality, decision-making and the consistency of remedies. Quality assurance frameworks have been enhanced to prevent repeat failures and ensure learning is embedded across services.

Record-Keeping and Evidence Management

You said:

Customers experienced repeated delays and confusion due to incomplete or inconsistent record-keeping, which affected repair delivery, decision-making and communication.

We did:

Processes have been reviewed to strengthen record-keeping accuracy across systems, ensuring that customer contact, repair histories, contractor actions and complaint decisions are clearly documented. Improved evidence management supports more

accurate investigations, clearer communication with customers and stronger assurance where complaints escalate externally.

Putting Things Right and Preventing Recurrence

You said:

Customers wanted reassurance that lessons were being learned and that similar issues would not happen again.

We did:

Amplius committed to openly publishing learning from Housing Ombudsman determinations and complaints, including clear explanations of:

- what went wrong,
- why it happened,
- what has changed, and
- how similar failures will be prevented in the future.

Learning has been embedded through revised processes, targeted training, strengthened accountability and improved cross-service working. This approach demonstrates transparency, accountability and a commitment to doing the right thing when things go wrong.

Sharing Learning with Customers

Throughout 2025/26, Amplius has continued to share learning with customers through its website, including published learning reports following Housing Ombudsman findings and regular updates demonstrating how customer feedback has influenced service change.

This aligns with the Complaint Handling Code's expectation that landlords clearly communicate learning and improvements arising from complaints.

1. Future Plans – Aims and Objectives for 2026/27

Building on learning from complaints during 2025/26 and aligned to the Amplius Complaint Handling Improvement Plan 2026/27, our focus for the year ahead is to deliver a fair, timely, accessible and learning-driven complaints service that strengthens trust, reduces escalation, and improves outcomes for customers.

Aims

Our aims for 2026/27 are to:

- Deliver a fully compliant complaints service that meets all requirements of the Housing Ombudsman Complaint Handling Code.
- Provide a fair, timely and high-quality complaints service at both Stage 1 and Stage 2.
- Build customer trust and confidence through open, transparent and consistent complaint handling.

-
- Achieve a minimum 5% year-on-year improvement in customer satisfaction with complaint handling.
 - Reduce delays, unnecessary escalations and repeat complaints by resolving issues effectively at the earliest opportunity.
 - Use complaints as a driver for service improvement, ensuring learning leads to meaningful change.
 - Reduce Housing Ombudsman escalations and adverse findings.
 - Embed a strong learning culture and shared accountability across all services.

Objectives

To achieve these aims, during 2026/27 Amplius will focus on:

- Meeting Complaint Handling Code timescales at both Stage 1 and Stage 2, with strong oversight of performance.
- Managing extensions, risk and delay proactively to prevent service failures and escalation.
- Making early, meaningful contact with customers to support faster and more effective resolution.
- Maintaining strong quality assurance, including consistent use of Reasonable Adjustments and fair, proportionate redress.
- Embedding learning from complaints and Housing Ombudsman cases to reduce repeat issues.
- Strengthening cross-service ownership of complaint resolution and improvement, particularly in higher-risk service areas.
- Reducing escalation to the Housing Ombudsman and improving outcomes where cases do escalate.
- Communicating learning and improvements clearly to customers, including regular “You Said, We Did” updates.