

Cornwall Housing Board

Response to Complaints Annual Report 2025/26

2nd September 2026

The Board of Cornwall Housing (CHL) was presented with the Complaints Annual Report 2025/26 by the Executive Director of Housing Operations at its 29th July 2026 meeting. The presentation and reports included CHL's self-assessment against the Housing Ombudsman's Complaints Handling Code, an updated version of CHL's Complaints Policy and CHL's Complaints Annual Report 2025/26.

"The Board has monitored the progress of complaints handling closely over the past year and is encouraged to see a continued focus on complaints by staff at all levels across CHL. The annual review of 2025/26 highlighted a number of key assurances, especially around CHL's own assessment of continued compliance with the regulatory requirements. This is not something the Board take for granted and are assured by the robust processes in place to ensure that the standards expected from the Housing Ombudsman Service CHL is something that CHL values and ensures its processes to work to this.

The Board has continued to monitor complaints performance closely throughout 2025/26 and recognises a number of positive developments. Most notably, CHL has maintained compliance with the Housing Ombudsman's Complaint Handling Code and associated regulatory requirements, providing assurance that complaints are managed within an appropriate governance framework. The Board is also encouraged by significant improvements in customer perception of complaint handling, demonstrating that residents increasingly feel listened to and treated fairly through the complaints process. These improvements have been reflected in stronger Housing Ombudsman outcomes and a reduction in the volume of Stage 2 escalations, suggesting that more complaints are being resolved effectively at the earliest opportunity.

The Board is particularly pleased by the organisation's continued focus on learning from complaints. The use of root cause analysis, improved oversight of complaint trends and the implementation of service improvements arising from complaint findings have strengthened CHL's ability to identify recurring issues and take preventative action. This represents a positive shift from managing individual complaints in isolation towards using complaints intelligence to drive wider service improvement.

However, the Board recognises that significant challenges remain. Complaint volumes continue to be high and indicate that underlying service failures are still impacting residents. Whilst progress has been made in several areas, Stage 1 response-time compliance requires further improvement to ensure residents receive timely resolutions. The Board is also concerned that "lack of action" and "lack of communication" continue to feature prominently as causes of dissatisfaction and complaint escalation. These issues have been a recurring theme in recent years and must remain a priority for service managers.

Looking ahead, Board scrutiny during 2026/27 will focus on ensuring that improvements in complaint handling are translated into better customer outcomes. Whilst residents are reporting a better experience of the complaints process, sustainable success will ultimately be measured by reductions in repeat failures, improved service delivery and a continued reduction in the need for escalation to the Housing Ombudsman.

The Board will continue to receive regular performance updates and will work with the Residents Monitoring and Governance Panel, and Cornwall Council to ensure complaints remain a key driver of organisational learning and service improvement.

To conclude the Board and the Council supports the progress made in 2025/26, is assured that CHL is compliant with the Housing Ombudsman's Complaint Handling Code through its Complaints Policy, annual report and self-assessment evidence and looks forward to building on the improvements made to date.

As CHL's Members Responsible for Complaints (MRCs), Kevin Hawke, Non-Executive Director makes this statement on behalf of the CHL Board and Luke Dymond, Strategic Lead for Council Homes & Regulation, makes this statement on behalf of the Council."

Kevin Hawke
Non-Executive Director



Luke Dymond
Strategic Lead for Council Homes & Regulation
(Cornwall Council)

