



Annual Complaints Report

01 April 2025 – 31 March 2026

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Quality, Safeguarding and Complaints
Manager**

StMungo's Executive Summary

This report provides an overview of complaint volumes and distribution, categories of complaints, outcomes and learning from April 2025 to March 2026.

We received a higher number of complaints compared to the previous year, with this mostly driven by an increase in complaints related to property condition, repairs and to a lesser extent, Anti-social Behaviour (ASB) and Behaviour of Staff.

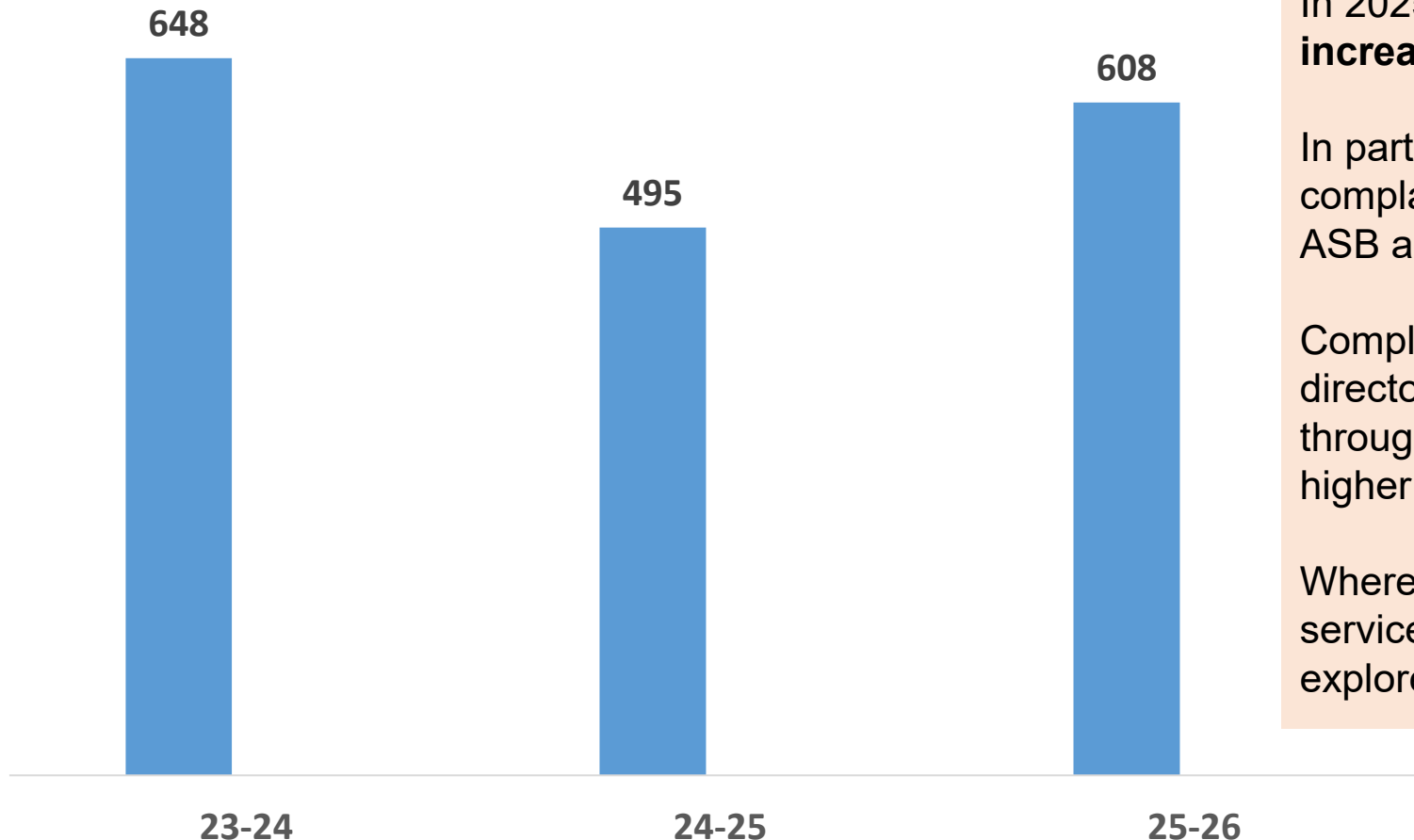
Outcomes and Stage 2 escalation rates for these complaint categories indicates property condition, repairs and ASB management as key focus areas for the 2026-27 year. The outcomes and escalation rates for complaints about staff behaviour are similar to those of other organisations, with a low proportion upheld. This provides reassurance, however we will also undertake further analysis of complaints relating to staff behaviour in 26-27.

Similarly, improving our complaint handling remains a key objective for the year ahead. We closed 77% and acknowledged 74% of complaints within timescale. We remain committed to achieving our target of 100%.

Positively, satisfaction rates remain high, with our Tenant Satisfaction Measures indicating 57% of clients with a tenancy or license were satisfied, compared to a sector average of 37%. Similarly, the proportion of Stage 1 complaints escalated to Stage 2 was low, at 12%. This offers some assurance that while timeliness of response remains an issue, the quality of Stage 1 complaint investigations is high, with complaints being used effectively to resolve issues for our clients.

The report closes with our 2026-27 Forward Plan. This includes actions designed to improve timeliness of responses and address underlying themes, issues and trends highlighted within the report.

Total complaints received in 25-26: 608



In 2025–26, we received **608** complaints, a **22% increase** on the previous year.

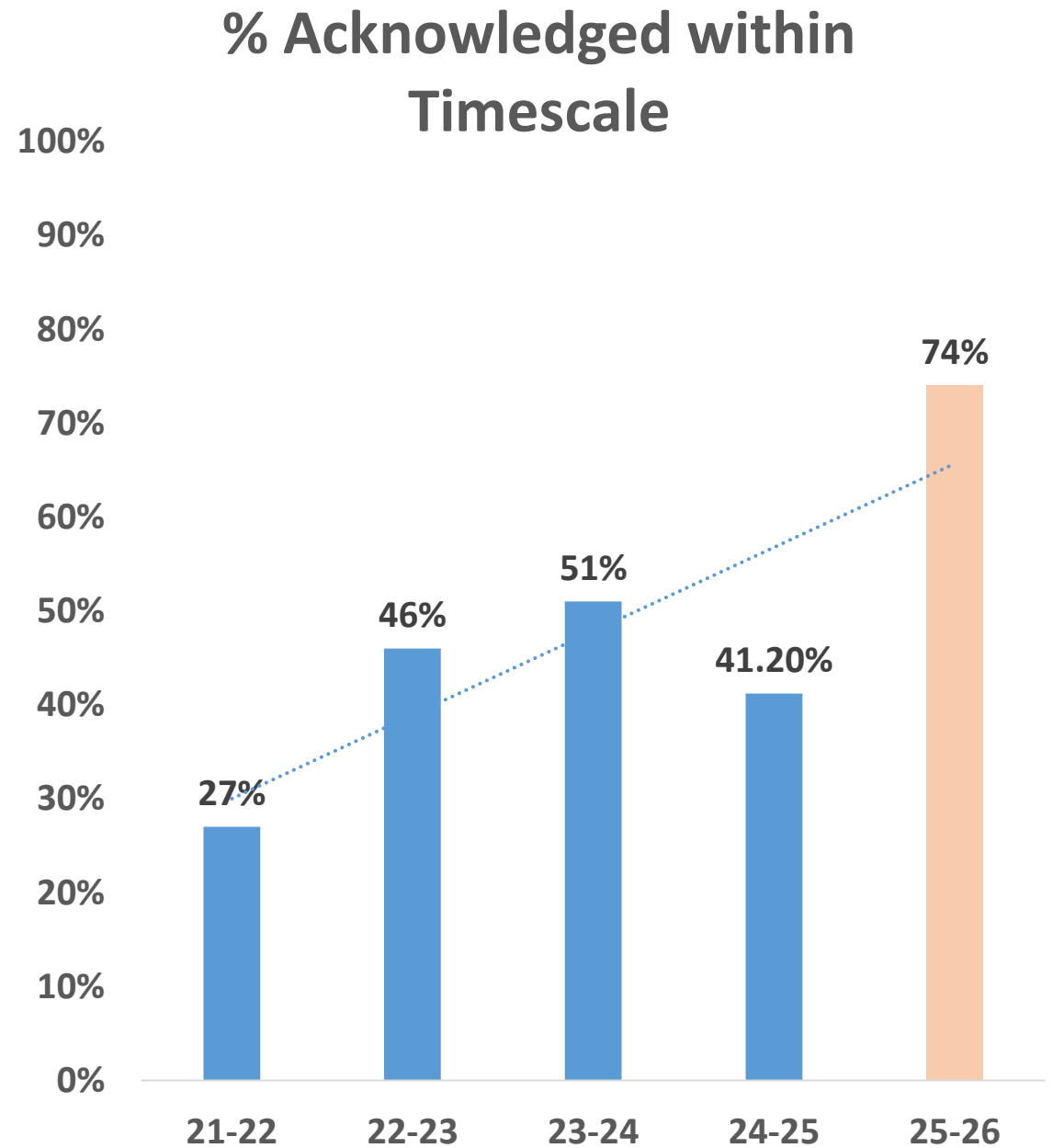
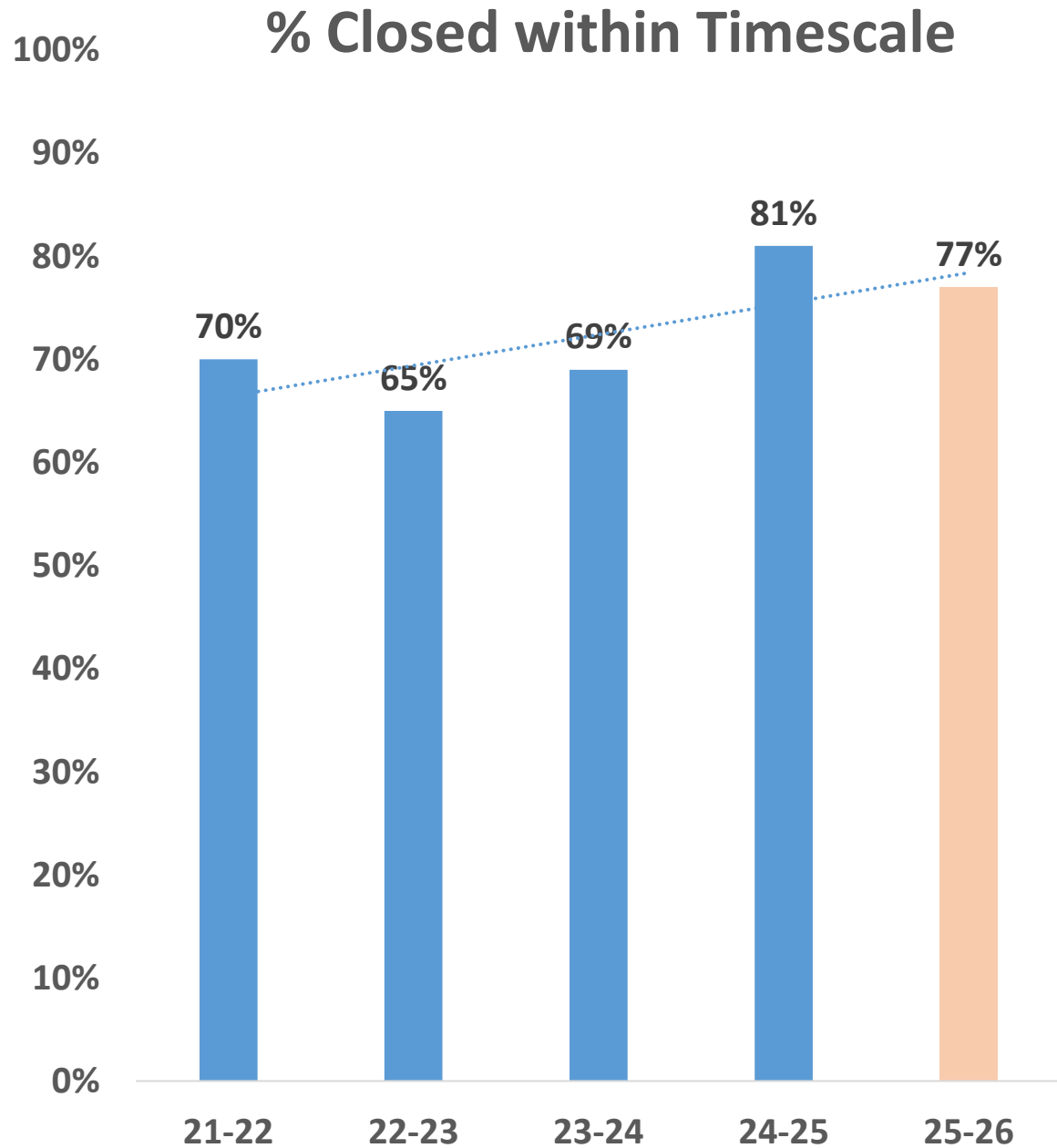
In particular, we received a higher number of complaints related to repairs, and to a lesser extent, ASB and Behaviour of Staff (Slide 7).

Complaints were evenly distributed across directorates. Most services received 1-2 complaints through the year. A small number of services received higher proportions of complaints.

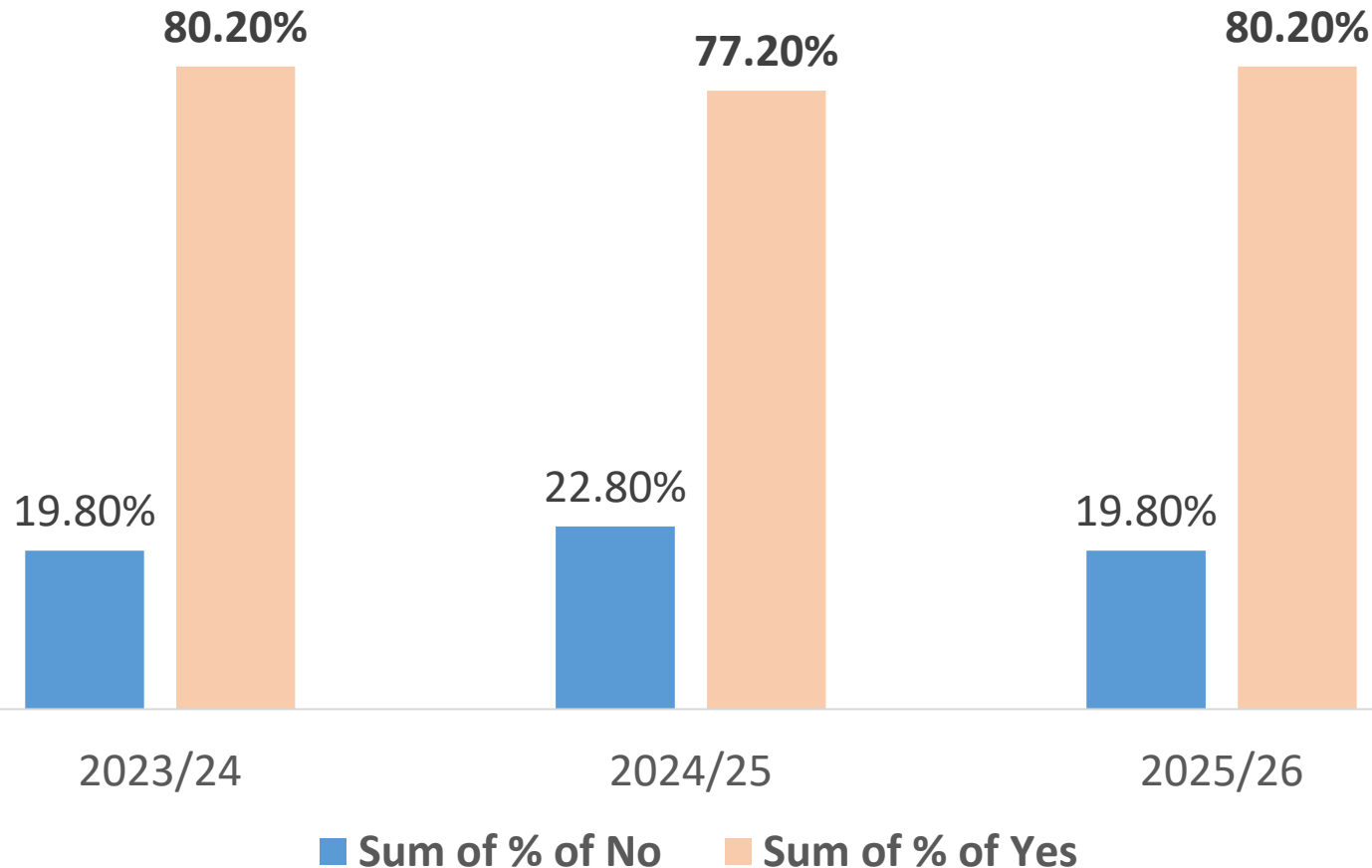
Where complaints are concentrated in particular services, targeted support has been provided to explore underlying issues giving rise to complaints.

- Across the year, the total number of complaints remained relatively stable quarter to quarter, with minor fluctuations, within a range of 146-158.
- The distribution of complaints across project types and directorates also showed consistency, with **Hostels**, and **Semi-Independent Housing** consistently among the most reported areas.
- **Stage 2 complaint requests** remained consistent throughout the year, ranging between 16 and 22 per quarter.
- The profile of complainants remained largely consistent across the year:
 - ❖ **Clients** were the primary source of complaints (72%).
 - ❖ **Neighbours** consistently accounted for 13%.
 - ❖ Other sources included **ex-clients, family/friends, external agencies**, and **advocates**, each contributing smaller proportions.
 - ❖ 7 complaints in total were raised by **advocates**, indicating greater promotion or signposting may be needed.

Complaint Volumes and Trends



Overall Satisfaction Rate



The overall satisfaction rate is high and dissatisfaction low.

Complainants are asked if satisfied by complaint investigators, after complaints.

We continue to receive 0 responses for our automated complaints feedback survey. In FY 25-26 we tried to improve response rates by adding a QR code to acknowledgement and response letters, and attaching a paper-based survey.

Similarly, our Tenant Satisfaction Measures (surveying tenants/licensees only) found 57% of tenants were satisfied with complaint handling, above the sector average of 39%.

In FY 2025-26 we will start calling a sample of complainants individually, to gain feedback.

Responding within timescales as set by the Housing Ombudsman

- The percentage of complaints closed within timescales decreased from **81% in 2024–25** to **78% in 2025–26**.
- Positively, complaint satisfaction remains high and escalation rates remain low (12%). This indicates that while timeliness remains an important issue, Stage 1 complaint investigations are mostly being completed to a high standard.
- Nonetheless, **the target remains 100%, and further efforts are required** to ensure all complaints are consistently closed within the required timeframe. Continued focus on timely investigations, better communication with complainants, and early agreement of extensions where delays are likely due to complaint complexity will be essential to reaching this goal.
- The annual average percentage of **complaints acknowledged** within five working days for the current year is **74%**. This is a **significant improvement on the previous year**, however it's important to note that the reported quarterly figures were found to be inaccurate for 2024-25. Nonetheless, there is a positive trend over time. This reflects a series of internal communications over the last 2 years raising awareness of the importance of acknowledgement letters, and simplifying the process.
- As with complaint responses, however, our target for acknowledgements also remains 100% and further work is required to meet this target.

At the end of the financial year:

- The percentage of complaints completed within timescales is **78%**.
- The percentage of complaints acknowledged within the timeframe is **74%**.

Most Common Complaint Categories



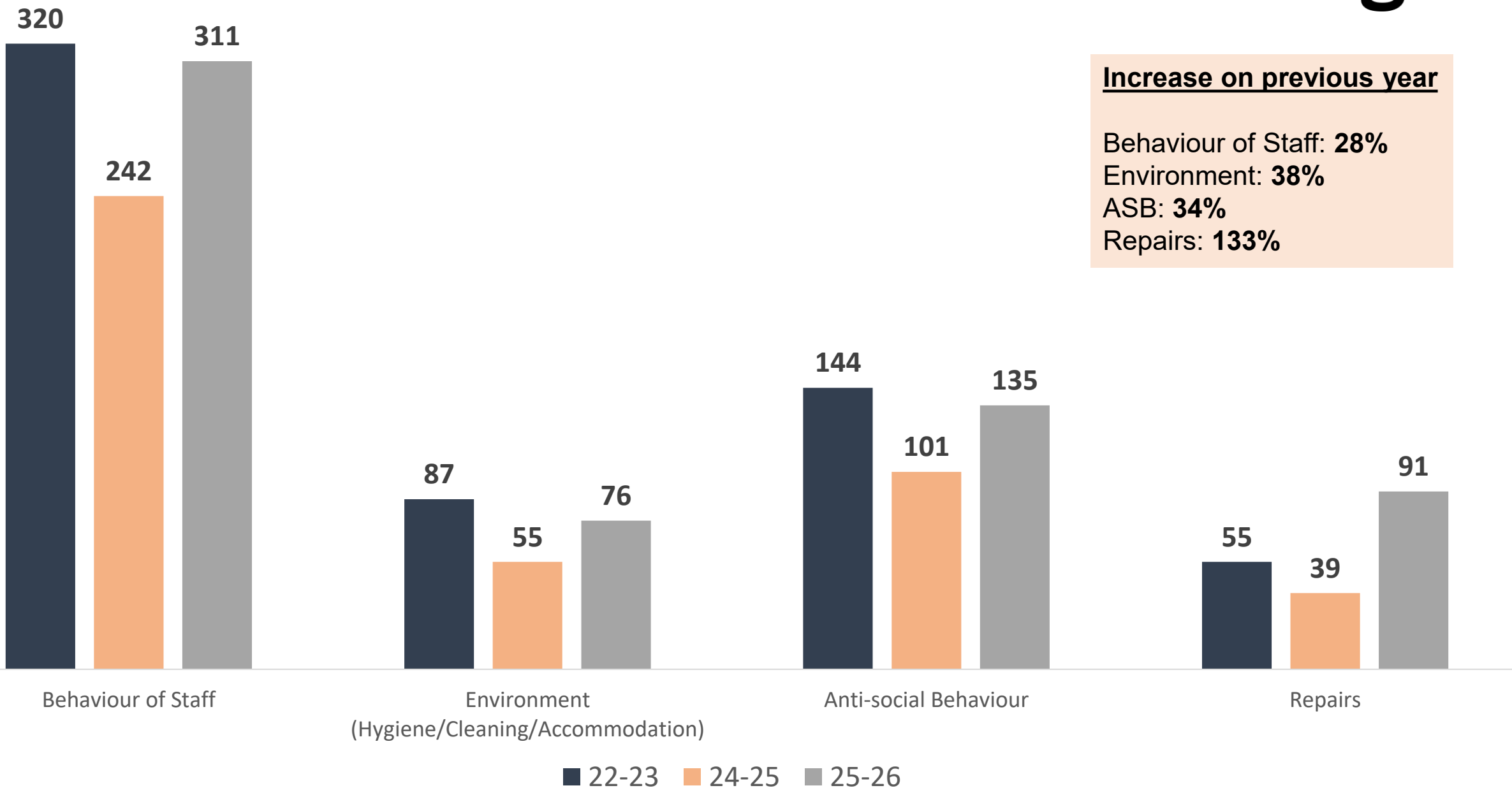
Increase on previous year

Behaviour of Staff: **28%**

Environment: **38%**

ASB: **34%**

Repairs: **133%**



Complaint Outcomes 2025-26



All outcomes

Outcome	% of Total Complaints	Overall, most outcomes are Partially Upheld. Repairs and ASB related complaints have a high proportion of Upheld outcomes, indicating a need to understand the underlying issues giving rise to these complaints.
Upheld	26.8%	
Partially Upheld	42.3%	
Not Upheld	24.5%	
Not Enough Information to Decide	4.4%	

Complaint outcomes for the most common complaint categories

Category	Upheld	Partially Upheld	Not Upheld	Not Enough Information
Repairs	56.7%	30.2%	10.5%	2.8%
ASB	45.6%	32.9%	11.5%	10.0%
Environment	32.1%	40.8%	20.6%	6.4%
Behaviour of Staff	15.6%	45.7%	31.4%	11.1%

Stage 2 Complaints

All Complaints

65 of a total of 608 complaints were escalated to Stage 2, indicating a **12% escalation rate** from Stage 1. While we welcome complainants to escalate their complaint, where possible we want to resolve complaints to the complainant’s satisfaction at Stage 1. A 12% escalation rate is considerably lower when compared to organisations of a similar size, indicating a high quality of Stage 1 Complaint investigations at St Mungo’s.

Stage 2 Escalation Rate by Category

Theme	Total Complaints	Stage 2 Complaints	Stage 2 Escalation Rate
Repairs	91	17	18.7%
ASB	135	11	8.1%
Behaviour of Staff	311	19	6.1%
Environment	76	1	1.3%

We also received a small number of Stage 2 complaints for Move-on (1) and Rents (2) related complaints.

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Key Themes

Repairs

In 2025-26 we saw a **133% increase** in repair related complaints compared to the previous year. It was also the most commonly upheld category, with **56.7% of complaints upheld**. It is important to note that this may partially be explained by the availability of objective evidence (e.g. survey reports) for repair complaints, that are not available for other categories.

Key sub-themes were heating and hot water, leaks, and a small number of complaints related to damp and mould. A number of complaints also indicated long-standing issues with significant delays. Repair related complaints were also the **most common category to be escalated to Stage 2**. Together, this suggests a need to focus on resolving issues promptly when issues are first raised.

Environment (hygiene, tidiness, accommodation)

2023–24: 87 complaints

2024–25: 55 complaints

2025-26: 76 complaints

A **38% increase**. Pest control, cleanliness, and furnishings were key sub-themes. Continued oversight is needed to ensure environmental standards remain high.

StMungo's **Key Themes**

Anti-social behaviour

2023–24: 144 complaints

2024–25: 101 complaints

2025-26: 135 Complaints

ASB **increased by 34%** compared to the previous year. A high proportion (**45.6%**) **were upheld**.

The majority of cases were related to **noise**, with a smaller proportion related to rubbish in communal/public areas.

ASB reports are only recorded as a complaint if the complainant voices dissatisfaction with the how the ASB report is managed. The 34% increase in complaints signals learning and development is required to improve our processes for responding to ASB reports.

A common theme within these complaints was timeliness of communication following initial ASB reports and a lack of updates or follow up communication after initial investigations.

Positively, the **Stage 2 escalation rate is lower than the organisational average** and shows that the vast majority of ASB related complaints are resolved satisfactorily at Stage 1.

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Key Themes

Behaviour of Staff

2023–24: 320 complaints

2024–25: 242 complaints

2025-26: 311 complaints

A **28% increase**, compared to the previous year. While behaviour of staff remains the most common category by a significant margin, this is to be expected given the nature of services provided and does not necessarily indicate a significant underlying issue with staff performance or conduct.

This narrative is supported by the fact that only **15.6% were upheld**, and **31.4% Not Upheld** (the most commonly Not Upheld Category). A benchmarking exercise in 2025-26 also indicates these values to be typical for the supported housing and homelessness support sector.

The Stage 2 **escalation rate is also relatively low**. Positively, **94% of complaints about staff behaviour** are responded to satisfactorily at Stage 1, indicating the complaints process is being used constructively and to resolve client concerns and make improvements, in this category. .

StMungo's Lessons Learned

The review of complaints received across the organisation has highlighted several recurring themes that reflect key opportunities for learning and service improvement:

- **Repairs and property condition:** With a significant annual increase, high rate of upheld outcomes and a high Stage 2 escalation rate, this remains a focus area for the 2025-26 year. A key focus will be on resolving issues promptly when first reported and improved contactor management.
- Strengthening the response to **anti-social behaviour:** An annual increase and high rate of upheld outcomes indicates a need to better manage ASB when initially reported as an ASB report, before it becomes a complaint. In 2025-26, we plan to streamline the ASB procedure and produce guidance for managers with a list of suggested actions to resolve and reduce ASB.
- **Staff Behaviour:** The outcomes and Stage 2 escalation rate for these complaints is reassuring and does not indicate a significant underlying issue with professionalism. However, as the most common complaint category, we remain committed to equipping our staff with training and support to take a professional, client centred approach at all times. In 2025-26, we plan to launch a “Working with Clients” training.
- **Complaint handling:** We remain committed to achieving our target of 100% of complaints acknowledged and closed within timescale. We also seek to resolve a higher proportion of complaints at Stage 1, where possible. In Q4, we launched a mandatory complaints e-learning for managers. We will also continue to offer targeted support to individual services with a high proportion of complaints and overdue complaints.

StMungo's **Improvements and Impact**

We use complaint learning to improve our organizational processes, policies and procedures. For example, in 2025-26, we made improvements in the following areas:

- **Tenant Vulnerability:** In 2025-26, we used feedback from complaints to develop a new system for recording vulnerability in our general needs accommodation. All tenants in these properties now have communication needs, disabilities and other vulnerabilities assessed shortly after tenancy sign-up, allowing for reasonable adjustments to be made where appropriate.
- **Communication Needs and Preferences:** Some complaints related to communication needs not being met. This has prompted a review of caseworking tools to ensure all clients have communication needs assessed, recorded, monitored and reviewed at regular intervals. This will launch in the 2026-27 year.
- **Complaint response quality:** In response to some complaints about complaint handling, we started reviewing a sample of complaint responses each month, coaching and supporting managers where needed. We also adjusted templates to prompt managers to take a complainant-centred, empathetic and objective approach in their investigation and response letters. This is reflected in the high satisfaction rates and low Stage 2 escalation rates for most complaint categories.
- **Safeguarding:** Some complaints related to how we communicate and explain our safeguarding and risk management processes to our clients and their families. This has prompted additional guidance to be added to our Safeguarding policies and procedures.

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Maladministration and Service Failures

In **2025-26**, we received **1 determination** from the Housing Ombudsman.

This found **1 service failure**, relating to the handling of a client's rent account and arrears.

All recommendations and orders are complete. Learning was identified and implemented to prevent the issue re-occurring. This includes updating our Rents Policy and Procedure with the associated learning and recommendations.

Review of 2025-26 Improvement Plan



Objective	Responsibility	Timescales	Progress
Continue weekly reviews of all overdue complaints to reduce both volume and average age.	Quality, Safeguarding and Complaints Manager	Weekly and ongoing	Completed through 25-26
Maintain participation in two regional meetings per quarter, using these forums to share case examples, good practice, and learning with operational teams.	Quality, Safeguarding and Complaints Manager	Quarterly and ongoing	Completed through 25-26
Finalise decision with the Learning and Development team regarding mandatory complaints e-learning for relevant staff. If approved, implement organisation-wide.	Quality, Safeguarding and Complaints Manager and Head of Safety and Quality Assurance		Completed – launched in Q4 25-26
Share insights and key findings from this year's internal complaints audit.	Head of Safety and Quality Assurance		Completed. Insights shared on intranet.

Review of 2025-26 Improvement Plan



Objective	Responsibility	Timescales	Progress
Maintain the practice of reviewing Stage 2 responses before issue, to ensure accuracy, tone, and compliance with policy.	Quality Advisors	As required and ongoing	Completed throughout 25-26.
The Head of Assets to implement a repairs quality assurance process, with a focus on complaints-related repairs (e.g. inspections linked to Stage 1 complaint issues), once finalised.	Head of Assets	03/07/2025 - Completed.	Completed Q2 25-26
Progress against this plan will be reviewed quarterly and included in regular complaints performance reports. Key metrics will include: Volume and age of overdue complaints; Rates of maladministration or service failure and Satisfaction with complaint outcomes (Stage 2).	Quality, Safeguarding and Complaints Manager	Quarterly and ongoing	Completed throughout 25-26
Launch the new Complaints Policy and Procedure, including compensation guidance that outlines when a complaint should be referred to insurers, and deliver two implementation sessions.	Quality, Safeguarding and Complaints Manager	22/08/2025	Completed throughout 25-26

Review of 2025-26 Improvement Plan



Objective	Responsibility	Timescales	Progress
Publish learning from complaints each quarter to support a culture of learning and compliance in complaint handling.	Quality, Safeguarding and Complaints Manager	Quarterly and ongoing	Completed through 25-26
Explore how to reintroduce the training for working with clients.	Head of Safety and Quality Assurance and Head of Learning and Development	31/10/2025	Partially completed. A draft has been completed. This will be launched in 2026-27.
Complete the review and rollout of revised policies on pest control, responsive repairs, and damp-related repairs.	Head of Assets	31/12/2025	Completed in 2025-26.
Collaborate with our Transformation Team to explore improvements to the complaints survey, with the goal of increasing response rates.	Quality, Safeguarding and Complaints Manager	31/12/2025	Partially Complete. Survey improvements made, response rates are still low.

2026-27 Improvement Plan

Objective	Responsibility	Timescales
Continue weekly reviews of all overdue complaints to reduce both volume and average age of complaints.	Quality Advisors	Weekly and ongoing
Participate in 4 service team meetings a month, to share good practise in relation to complaint handling and ASB management.	Quality Advisors	Monthly and ongoing
Review and adjust automated complaint notifications, to automatically signpost managers to Complaint guidance, resources and e-learning, at the point of receiving a new complaint.	Quality, Safeguarding and Complaints Manager	30/09/2026
Share insights, learning and recommendations from this annual complaints report on St Mungo's intranet and Client Services Senior Leadership.	Quality, Safeguarding and Complaints Manager	30/09/2026

2026-27 Improvement Plan

Objective	Responsibility	Timescales
Continue to review a sample of 10 complaint responses each month, offering managers guidance and support to improve future responses as required.	Quality Advisors	Monthly and ongoing
Progress against this plan will be reviewed quarterly and included in regular complaints performance reports. Key metrics will include: Volume and age of overdue complaints; Rates of maladministration or service failure and Satisfaction with complaint outcomes (Stage 2).	Executive Director of Client Services	Quarterly and ongoing
Explore data each quarter to identify services with a high proportion of complaints received and/or a high proportion of overdue complaints. Support Service Managers to identify underlying causes giving rise to complaints and improve complaint handling processes as required.	Executive Director of Client Services	Quarterly and ongoing
Review and launch the new complaints policy and procedure, with additional guidance on signposting complainants to advocacy agencies.	Quality, Safeguarding and Complaints Manager	30/09/2026.

2026-27 Improvement Plan



Objective	Responsibility	Timescales
Explore how to reintroduce the training for working with clients.	Head of Safety and Quality Assurance and Head of Learning and Development	30/09/2026
Restart the practice of contacting complainants once a complaint is closed to seek feedback on how the complaint was handled. Continue to explore how to improve response rates to the automated survey.	Quality, Safeguarding and Complaints Manager	Monthly and ongoing
Conduct a monthly thematic analysis of Repair related complaints, to support the Property Services team to identify emerging issues and resolve them promptly.	Quality, Safeguarding and Complaints Manager and Director of Property Services	Monthly and ongoing
Complete development and introduction of new 'Upward Reporting' mechanisms throughout CS management lines across all key compliance areas including complaints	Executive Director of Client Services	31/12/2026
Continue to review complaints compliance at every CSLT meeting and expectations for SDs to monitor and follow up on overdue complaints.	Executive Director of Client Services	Quarterly and ongoing

2026-27 Improvement Plan

Objective	Responsibility	Timescales
Proactively develop and promote a more balanced culture around encouraging early issue resolution; awareness of rights around raising a complaint and positively responding to complaints. Emphasising not only compliance but also building relationships and engaging with clients over service issues and learning from complaints.	Executive Director of Client Services	Quarterly and ongoing
Build on benchmarking in 2025-26 by conducting a further benchmarking and learning exercise using existing contacts but also identified high performers in this area.	Executive Director of Client Services and Quality, Safeguarding and Complaints Manager	30/09/2026
In 2025-26, we made changes to prevent delayed allocation of complaints due to managers' sickness or annual leave. Consult with colleagues in both client-facing services and property services to assess the impact of these changes and consider whether any further changes can be made to reduce the risk of unnecessary delays.	Quality, Safeguarding and Complaints Manager.	30/09/2026
Continue to promote guidance on acknowledgement letters, emphasizing their purpose and importance.	Quality, Safeguarding and Complaints Manager	30/09/2026

2026-27 Improvement Plan

Objective	Responsibility	Timescales
Review and update the Complaints Policy with guidance to direct staff towards the correct process. For example, ensuring staff do not miscategorize repair requests or ASB reports as complaints. This will support with early resolution.	Quality, Safeguarding and Complaints Manager	30/07/2026
When launching the updated complaints policy, include guidance on using extensions when required due to the complexity of a complaint, to improve quality of Stage 1 complaint responses and outcomes for complainants.	Quality, Safeguarding and Complaints Manager	30/07/2026
Complete an analysis of complaints relating to staff behaviour, including a qualitative analysis of complaints raised to better identify themes emerging.	Quality, Safeguarding and Complaints Manager	01/01/2027
Review the complaints procedure against the Zero Tolerance Approach to Racism. Seek assurance that discrimination is being identified and acted on when complaints are raised, and that complaints raised in a discriminatory way are being robustly challenged where appropriate.	Quality, Safeguarding and Complaints Manager	01/01/2027

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Thank you



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