



INNISFREE HOUSING ASSOCIATION

2025-26

ANNUAL COMPLAINTS PERFORMANCE & IMPROVEMENT REPORT

ANNUAL COMPLAINTS PERFORMANCE & SERVICE IMPROVEMENT REPORT

CONTENT

1. Introduction	Page 2
2. Compliance with the Complaint Handling Code	Page 2
3. Complaints received	Page 4
4. Lessons learned	Page 10
5. Changes made	Page 11
6. Escalation to the Housing Ombudsman	Page 13
7. Feedback from residents	Page 14
8. Feedback from our Governing Board	Page 15
9. Conclusion	Page 16
10. Our Governing Boards' response to this report	Page 17

1. INTRODUCTION

- 1.1 At Innisfree Housing Association (Innisfree), we understand that complaints are a vital form of feedback. A complaint is an expression of dissatisfaction, however made, about the standard of service, actions, or lack of action by the landlord, its own staff, or those acting on its behalf, affecting a resident or group of residents. At Innisfree Housing Association (Innisfree), we take every complaint seriously and view it as an opportunity to improve our services.
- 1.2 We are committed to listening to our residents, learning from their concerns, and improving our services as a result. Complaints can be raised via phone, email, in-person, or through our website. Once received, they are logged, categorised, and investigated in line with our Complaints Policy with a focus on reaching a timely and fair resolution.
- 1.3 Residents also have the right to contact the Housing Ombudsman, an independent body responsible for reviewing complaints against housing organisations. At any stage of the process, if a resident feels their complaint is not being handled effectively, they may escalate the matter to the Ombudsman for further review.
- 1.4 This report outlines the complaints we received and how they were managed between 1st April 2025 and 31st March 2026, reflecting our continued efforts to respond transparently and improve the experience for all residents.

2. COMPLIANCE WITH THE COMPLAINT HANDLING CODE

- 2.1 We are committed to adhering to the highest standards of complaint handling as set out by the [Housing Ombudsman's Complaint Handling Code](#). This code provides a comprehensive framework for effective complaint resolution, ensuring fairness, transparency, and accountability in all interactions with our residents. Our compliance with this code supports our approach of continuous service improvement and resident satisfaction.

- 2.2 On 1st April 2024, the Housing Ombudsman's Complaint Handling Code became a statutory requirement for landlords to follow. At Innisfree Housing Association, we have been adhering to the Complaint Handling Code for several years, demonstrating our long-standing commitment to high- quality service and resident satisfaction.
- 2.3 In April 2026, we completed an annual self-assessment to ensure that our Complaints Policy and handling processes aligned with any changes to the code; we noted that the code had not changed since April 2024. The self-assessment process for compliance with the Complaint Handling Code is thorough and detailed, breaking down compliance into several key sections:
- 2.3.1 Definition of a Complaint: We ensure that our definition of a complaint is clear, inclusive, and aligned with the Housing Ombudsman's guidelines. A complaint is any expression of dissatisfaction about our services, actions, or lack of action, and should be considered a complaint regardless of whether the residents has used the word 'complaint' when expressing their dissatisfaction.
- 2.3.2 Exclusions: Following the Code, our Complaint Policy clearly outlines what falls outside the scope of our complaint handling process, ensuring transparency, and managing resident expectations effectively.
- 2.3.3 Accessibility and Awareness: Over the past 3 years we have made significant efforts to increase the visibility and accessibility of our complaint process, making it easy for all residents to submit complaints through various channels, and adhere to the aspects of transparency outlined in the Code. We have noticed an increase in complaints received due to enhanced visibility.
- 2.3.4 Complaint Handling Staff: Innisfree staff who handle complaints are well-trained in complaint handling procedures, ensuring that every complaint is managed professionally and empathetically.
- 2.3.5 The Complaint Handling Process: Through our Complaints Policy we have established a clear, structured process for handling complaints, from initial receipt to final resolution, ensuring consistency and fairness. Our process includes two stages of complaint handling, providing residents with a straightforward path to escalate their concerns if they are not satisfied with the initial response.

- 2.3.6 Putting Things Right: Following the Code, we are committed to not only resolving complaints but also putting things right by addressing the root causes and preventing recurrence.
- 2.3.7 Scrutiny and Oversight: Continuous Learning and Development: We ensure ongoing scrutiny and oversight of our complaint handling, using feedback from our residents and Board, and using data to drive continuous learning and development.
- 2.3 We are proud to report that we are fully compliant with all aspects of the Complaint Handling Code, as verified through our self-assessment. This comprehensive compliance demonstrates our commitment to best practices and our dedication to providing a high-quality service to our residents.
- 2.4 In addition to the current year, we also completed self-assessments for the years 2022/23, 2023/24, and 2024/25. These assessments have allowed us to stay in line with the evolving standards of the Complaint Handling Code, ensuring that our processes are up-to-date and effective. Although the completion of the self-assessment became compulsory only in 2024, our proactive approach in previous years reflects our ongoing commitment to excellence in complaint handling.

3. COMPLAINTS RECEIVED

- 3.1 Over the past three years, Innisfree has taken steps to make the complaints process more visible, transparent, and easier to access. Our aim has been to ensure that all residents feel confident in raising concerns and are supported in doing so.
- 3.2 As part of this effort, we expected a rise in complaint numbers—and we view this as a positive sign of greater engagement and trust in our complaint-handling processes. A higher number of complaints indicates that residents feel empowered to come forward when things go wrong, which in turn gives us valuable insight into areas that need improvement.
- 3.3 In line with the Tenant Satisfaction Measures, we proactively survey approximately 60 residents each quarter, to determine resident perception of Innisfree and their satisfaction with services that we provide. As a result of these surveys, we follow up any expression of dissatisfaction and escalate as a complaint where necessary.

3.4 Number of Complaints

3.4.1 During the 2025/26 period, we received 33 individual complaints at stage 1. Following the Ombudsman's Complaint Handling Code – complainants that remained dissatisfied with their complaint could then escalate to Stage 2, and then to the Ombudsman for investigation. We managed the following complaints:

- Stage 1 Complaints: 33 complaints
- Escalated to Stage 2: 18 complaints
- Referred to Housing Ombudsman for Investigation: 1 complaint

3.4.2 This represents a considerable decrease from last year's total of 50 complaints, indicating that complaint values have now stabilised following the significant increases seen in previous years.

3.5 Topics

3.5.1 The complaints received covered a range of topics, highlighting key areas for improvement within our organisation:

Topics	Stage 1	Stage 2	Ombudsman
Antisocial Behaviour – Noise Nuisance	2	0	0
Complaint Against Innisfree Contractor	1	0	0
Service Failure – Failure to Respond to Request	2	1	0
Service Failure – Incomplete Service	1	2	0
Service Failure – Unhappy with Service	27	15	0

3.5.2 To better understand the nature of complaints recorded as “Service Failure – Unhappy with Service”, we have reviewed these cases in more detail below. The breakdown separates Stage 1 and Stage 2 complaints to show the key themes raised by residents within this category and to identify any recurring areas for service improvement.

Theme within “Unhappy with Service”	Stage 1	Stage 2
Failure to Follow Up on Request from Repair with Lead Landlord on Estate	2	2
Unhappy with Communication from Member of Staff	3	1
Unhappy with Communication Regarding Housing Management Matter	1	0
Unhappy with Communication Regarding Repair	5	3
Unhappy with Decision Made Regarding Compensation (Parking)	1	0
Unhappy with Decision Made Regarding Compensation (Repair)	1	2
Unhappy with Decision Made Regarding Repair	0	1
Unhappy with Handling of Report of Antisocial Behaviour	7	3
Unhappy with Out of Hours Repair Handling	1	1
Unhappy with Quality of Repair Carried Out	1	1
Unhappy with Repair that Reoccurred (Drainage)	1	1
Unhappy with Repair that Reoccurred (Pest Control)	4	0

3.5.3 The majority of complaints related to general dissatisfaction with service delivery, reflecting residents’ experience of how services were delivered rather than a single recurring issue. A smaller number of complaints raised concerns about delays in responding to requests, incomplete works, or interactions with contractors.

3.5.4 While not all of these complaints were upheld, they provide valuable insight into how our services are experienced by residents, particularly in relation to communication, expectation management, and consistency of service delivery.

3.5.5 Complaints relating to antisocial behaviour and contractors were comparatively low. Overall, the pattern of complaints highlights opportunities to further strengthen communication and ensure residents feel informed and supported throughout the lifecycle of their enquiry or request.

3.6 Response Times

3.6.1 We are committed to responding to complaints in a timely and efficient manner. This year's average response times were:

- Stage 1 Complaints: 10 days (meeting our target of 10 days)
- Stage 2 Complaints: 21 days (slightly above our target of 20 days)

3.6.2 Our average Stage 2 response time exceeded 20 days due to one case where an extension was agreed with the resident in line with the Housing Ombudsman's Complaint Handling Code, reflecting the complexity of the case and our commitment to a thorough and fair resolution. Excluding this agreed extension, average response times were within target.

3.6.3 In addition to average response times, we have also reviewed the median response time for both Stage 1 and Stage 2 complaints. The median provides a more representative measure of typical complaint handling performance, as it is less affected by individual cases that may take longer due to complexity, agreed extensions, or the need for further investigation. This year's median response times were:

- Stage 1 Complaints: 10 days
- Stage 2 Complaints: 20 days

3.7 Findings

3.7.1 Each complaint is assessed individually to determine an appropriate resolution. The complaint outcome shown in the table below is an overall summary result. Most complaints include more than one issue, and each element is investigated and responded to individually. For example, a complaint may include concerns about repair handling, communication tone, and delays in receiving a response. Where some elements are upheld and others are not, the complaint is recorded overall as partially upheld.

3.7.2 The outcomes for complaints answered during this year were:

Outcome	Stage 1	Stage 2	Ombudsman
Upheld	3	4	0
Partially Upheld	9	8	0
Not Upheld	18	5	0
Withdrawn	1	0	0
Refused	2	0	0
Outstanding	0	1	2

3.7.3 While the majority of complaints were not upheld, those that were either fully or partially upheld provided clear opportunities for learning. In each of these cases, we took action to address the issue, improve services, and reduce the likelihood of recurrence.

3.7.4 A relatively high proportion of complaints progressed to Stage 2 during the year - 18 out of 33 Stage 1 complaints received. This should be considered in the context of the Housing Ombudsman's Complaint Handling Code, which makes clear that residents do not need to provide a reason to escalate their complaint if they remain dissatisfied with the Stage 1 response. The Code supports a resident's right to request a review as part of a fair and accessible complaints process.

3.7.5 As reflected in the outcomes above, a significant number of complaints were not upheld at Stage 1. In such cases, it is understandable that residents may wish to escalate their complaint to seek further review, even where no service failure has been identified. Escalation therefore does not necessarily indicate poor handling at Stage 1, but rather demonstrates that residents are exercising their right to pursue their complaint where they feel dissatisfied with the outcome. We ensure that all Stage 2 investigations are carried out independently and in line with the Complaint Handling Code, providing a robust and impartial reassessment of the issues raised.

3.7.6 Of the 18 stage 1 complaints escalated to stage 2, 7 had decisions changed:

Case	Stage 1 Result	Stage 2 Result	Status
0006/0017	Not upheld	Not upheld	Unchanged
0022/0101	Partially upheld	Partially upheld	Unchanged
0072/0076	Not upheld	Partially upheld	Changed
0060/0002	Upheld	Partially upheld	Changed
0043/0097	Not upheld	Upheld	Changed
0003/0015	Not upheld	Not upheld	Unchanged
0001/0008	Upheld	Upheld	Unchanged
0028/0041	Upheld	Upheld	Unchanged
0063/0070	Partially upheld	Partially upheld	Unchanged
0030/0025	Not upheld	Upheld	Changed
0099/0014	Not upheld	Not upheld	Unchanged
0024/0042	Not upheld	Upheld	Changed
0029/0033	Not upheld	Not upheld	Unchanged
0027/0033	Upheld	Outstanding	To be determined
0021/0028	Not upheld	Partially upheld	Changed
0091/0100	Partially upheld	Partially upheld	Unchanged
0059/0067	Not upheld	Partially upheld	Changed

3.7.7 The change in outcomes between Stage 1 and Stage 2 reflects the purpose of the review stage, which provides an opportunity to reassess the complaint in full. In some cases, residents provided additional information at Stage 2 which had not been available during the initial investigation. In other cases, residents expanded on their original complaint or raised additional issues for consideration. As a result, the Stage 2 review may reach a different conclusion from Stage 1 where the evidence, scope, or context of the complaint has changed.

3.7.8 At the end of the financial year, one Stage 2 complaint remained outstanding and was answered during April 2026. Two Housing Ombudsman enquiries remain open, pending review from the Housing Ombudsman.

4. LESSONS LEARNED

- 4.1 The complaints received during 2025/26 have provided valuable insight into how residents experience our services and where improvements are needed. This year's learning has been more granular and operational, highlighting specific points within our processes where communication, coordination, and clarity can be strengthened.

4.2 **Communication and Resident Experience**

Communication remains a key theme, particularly in how information is shared with residents throughout the lifecycle of a service request or complaint. Feedback from complaints has highlighted the importance of:

- Providing regular updates on ongoing repairs, particularly where works are delayed or transition into planned programmes
- Ensuring residents are kept informed where we are liaising with third parties on their behalf
- Communicating sensitively, especially in cases involving vulnerability, health concerns, or allegations such as antisocial behaviour

While not all complaints were upheld, they demonstrate that the way services are communicated can significantly shape the residents' experience. We recognise the importance of ensuring that communication is clear, timely, and empathetic.

4.3 **Strengthening Operational Control and Consistency**

Several complaints identified the need for greater consistency in how services are delivered and managed across teams and contractors. Key areas of learning include:

- Ensuring contractors carry out only agreed works unless further approval is obtained
- Improving oversight of shared communication channels, such as central inboxes, to ensure enquiries are triaged and responded to in line with our Customer Service Standards
- Strengthening internal processes to ensure communications (including automated systems) are sent and received correctly

These findings reinforce the need for robust internal controls and clear accountability to ensure a consistent and reliable service for residents.

4.4 **Managing Expectations and Transparency**

Complaints have highlighted the importance of setting clear expectations from the outset and maintaining transparency throughout service delivery. In particular:

- Residents benefit from being given indicative timeframes for works or investigations at an early stage
- Where delays occur, timely updates help to reduce uncertainty and frustration
- Proactive communication can prevent issues from escalating into formal complaints

We will continue to embed these practices to improve the overall resident experience.

4.5 **Handling Sensitive Situations**

Two complaints involved sensitive or personal circumstances, reinforcing the importance of empathy and careful communication. Lessons learned include:

- Ensuring tone and content of written communication reflects the impact on residents, particularly in cases involving injury, vulnerability, or distress
- Considering how formal communications, such as letters relating to antisocial behaviour or tenancy breaches, may be received by residents
- Supporting residents appropriately when gathering evidence or engaging in investigations

These insights highlight the importance of a resident-centred approach, particularly in more complex or sensitive cases.

5. **CHANGES MADE**

- 5.1 Building on the lessons identified through complaints during 2025/26, we have implemented a number of targeted changes to strengthen our services and improve the resident experience. These changes focus on improving communication, strengthening internal processes, and increasing consistency in service delivery.

5.2 Strengthening Communication with Residents

5.2.2 We have reinforced expectations for staff to provide clearer and more consistent communication with residents, particularly in relation to ongoing repairs and complex cases.

5.2.3 This includes:

- Providing more regular updates where repairs are delayed or form part of planned works
- Ensuring residents are informed when we are liaising with external landlords or agencies on their behalf
- Encouraging staff to communicate more empathetically in cases involving vulnerability, distress, or sensitive issues

5.2.4 We have also introduced additional checks to ensure that written and automated communications are sent correctly and clearly.

5.3 Improving Oversight and Internal Processes

5.3.2 To reduce the risk of missed or delayed communication, we have strengthened the management of shared communication channels, including our central inbox, ensuring that all enquiries are triaged and responded to in line with our Customer Service Standards.

5.3.3 We have also reinforced internal controls around communication systems and processes to ensure that messages are issued correctly and consistently.

5.4 Strengthening Contractor Management

5.4.2 We have taken steps to improve oversight of contractor activity, reinforcing the requirement that works are carried out strictly in line with agreed instructions unless further approval is obtained.

5.4.3 This aims to ensure greater consistency in service delivery and reduce the risk of additional or unauthorised works being undertaken.

5.5 Improving Transparency and Expectation Management

5.5.2 We have introduced clearer expectations around how timeframes are communicated to residents, particularly for longer-running repairs or projects.

5.5.3 Where delays occur, staff are now expected to provide timely updates and revised timeframes to ensure residents remain informed and supported throughout the process.

5.6 Strengthening Staff Awareness and Good Practice

5.6.2 Learning from complaints has been shared across teams through targeted reminders and guidance, reinforcing good practice in areas such as:

- handling sensitive communication
- verifying resident identity when making contact
- supporting residents during investigations, including antisocial behaviour cases

5.6.3 This ensures that lessons learned are consistently applied in day-to-day service delivery.

5.7 Conclusion

This year's complaints have provided detailed and practical insight into how our services are experienced in real terms. While many complaints were not upheld, they continue to play a vital role in identifying areas where communication, consistency, and resident experience can be improved.

By focusing on these areas and embedding learning into our day-to-day operations, we aim to deliver a service that is more responsive, transparent, and aligned with the needs of our residents.

6. ESCALATION TO THE HOUSING OMBUDSMAN

- 6.1 When a resident feels that their complaint has not been resolved satisfactorily through our internal processes, they have the right to escalate the issue to the Housing Ombudsman.
- 6.2 If the Housing Ombudsman decides to take on a resident's complaint, they will formally write to Innisfree to request detailed information about the case. This request includes documentation of the initial complaint, our investigation process, communications with the resident, and the outcome. The Ombudsman thoroughly reviews this information and conducts an independent investigation to assess the complaint.
- 6.3 Upon completing their investigation, the Ombudsman issues their determination through a final report detailing their findings. This report evaluates Innisfree's handling of the complaint, identifies any service failures or maladministration and may include orders or reparations to rectify the issues. The Ombudsman's decisions are binding, and housing providers are required to comply with any directives issued.

- 6.4 During the 2025/26 period, one complaint was escalated to the Housing Ombudsman. As of the time of writing, this complaint, along with one case escalated in the previous year, remains outstanding. The Housing Ombudsman Service is currently managing a high volume of cases nationally, and as a result, timescales for final determinations have not yet been provided. We continue to cooperate fully with the Ombudsman and will act promptly on any findings or recommendations once issued.

7. FEEDBACK FROM RESIDENTS

- 7.1 At Innisfree, we place significant importance on resident feedback as a cornerstone for continuous service improvement. To gather this feedback systematically, we work with Acuity, an independent research service that surveys approximately 60 residents each quarter.
- 7.2 This approach aligns with best practice recommendations from Acuity and the Regulator of Social Housing.
- 7.3 As part of the Tenant Satisfaction Measures, residents are asked by Acuity how satisfied they are with Innisfree's approach to complaint handling. This year, 51% of the residents surveyed reported satisfaction – with quarter 3 and quarter 4 measuring at 67% satisfaction each.
- 7.4 Our average annual satisfaction of 51% is an increase from 43% last year. While we acknowledge this is an area for further improvement, last year's survey revealed that many residents who indicated they had "submitted a complaint" were, in fact, making first-time service requests rather than raising formal grievances.
- 7.5 When benchmarked against other housing providers with fewer than 1,000 homes using Acuity's service, Innisfree's average satisfaction rate for 2025/26 is 51%, placing us above the Acuity national median for 2024/25 for complaint handling of 46%.
- 7.6 The feedback from these surveys continues to provide valuable insight into areas of strength and areas requiring improvement. Key findings from this year's results include:
- Overall Satisfaction: 89% of respondents were satisfied with Innisfree's services overall, an increase from 84% in 2024/25.

- Communication: 87% of residents surveyed are satisfied they are kept informed about things that matter to them, an increase from 84% last year.
- 7.7 Beyond the Acuity surveys, our Resident Engagement Officer plays a vital role in deepening our understanding of resident sentiment. Where residents have consented, follow-up calls are made to discuss survey responses in more detail. These conversations allow us to directly address concerns and gain a richer picture of resident experience.
- 7.8 If a resident expresses continued dissatisfaction during a follow-up call, the issue is formally escalated as a Stage 1 complaint. This ensures that all feedback - no matter how it is shared - is given appropriate attention and resolution.
- 7.9 The insights gathered from both independent surveys and direct resident conversations directly shape our service improvement priorities, as detailed in Section 5.
- 7.10 By combining independent data collection with personal engagement, we aim to gain feedback that drives meaningful change. This approach ensures that we remain transparent, responsive, and focused on delivering services that reflect the needs and voices of our residents.

8. FEEDBACK FROM OUR GOVERNING BOARD

- 8.1 Feedback from our Governing Board is a key part of our accountability framework. The Board plays an active role in monitoring and shaping our complaint handling processes to ensure we continue meeting the highest standards.
- 8.2 The Board receives detailed quarterly reports outlining complaint volumes, response times, and outcomes. This regular reporting allows for timely oversight and ensures that complaint trends are understood and addressed at the highest level.
- 8.3 In line with the Housing Ombudsman's Complaint Handling Code, we have appointed a dedicated Member Responsible for Complaints (MRC). This Board member has the specific remit to:
- **Stay Informed:** Receive all complaint-related data and updates throughout the year.
 - **Analyse Trends:** Monitor patterns in complaints to identify systemic issues.
 - **Provide Challenge:** Where necessary, question or challenge decisions to ensure fairness and rigour.

- 8.4 The Board's contributions have been instrumental in shaping our complaint strategy. Their focus on resident experience has strengthened our internal communication efforts and reinforced our drive to resolve complaints at the earliest possible stage.
- 8.5 The Board recognises that being a small organisation brings both clear strengths and inherent challenges. Our close-knit structure supports strong internal communication and enables complaints to be addressed quickly and effectively at Stage 1, often preventing issues from escalating. The Board is also mindful of the need to maintain appropriate independence within a smaller organisation. In line with the Complaint Handling Code, we ensure clear separation between Stage 1 and Stage 2 investigations, with reviews undertaken by different colleagues to provide objectivity and fresh oversight. The Board remains assured that our complaints process is transparent and robust, while continuing to benefit from the responsiveness of a small landlord.
- 8.6 This proactive governance helps ensure our approach to complaints remains dynamic and responsive. The Board's regular scrutiny, combined with their strategic input, supports our aim of providing a high-quality service grounded in accountability and learning.
- 8.7 To maintain transparency, we will publish the Board's formal feedback on our complaint performance at the end of this report. This will give residents a clear view of how complaint handling is being scrutinised and improved at the governance level.

9. CONCLUSION

- 9.1 At Innisfree, we remain committed to delivering high-quality services and ensuring that every resident voice is heard. This report has outlined how complaints are managed, what we have learned from them, and the steps we have taken to improve our services as a result.
- 9.2 Following a period of increasing complaint volumes in previous years, levels have now stabilised. This reflects the progress made in improving the visibility and accessibility of our complaints process, and suggests that resident engagement is now well established. Our focus is now on ensuring that complaints are resolved effectively at the earliest opportunity and that learning is consistently applied.

- 9.3 This year's complaints have provided more detailed and operational insight into how our services are experienced by residents. While not all complaints were upheld, they have highlighted opportunities to strengthen communication, improve consistency in service delivery, and enhance how we manage expectations. The actions outlined in this report demonstrate our commitment to responding proactively to this feedback.
- 9.4 Through continued engagement with residents, independent surveys, and robust oversight from our Governing Board (including the Member Responsible for Complaints) we are strengthening our approach to complaint handling and service improvement. This ensures that our processes remain fair, transparent, and responsive.
- 9.5 By embedding learning from complaints into our day-to-day operations, we aim to deliver services that are increasingly consistent, transparent, and centred on the needs of our residents. We remain committed to continuous improvement and to building trust through open and responsive communication.
- 9.6 If you would like to share feedback or discuss any part of this report, we encourage you to contact us at complaints@innisfree.org.uk or call us on 020 7625 1818.

10. OUR GOVERNING BOARD'S RESPONSE TO THIS REPORT

- 10.1 Innisfree's Mission includes a commitment to providing high quality, affordable housing for our tenants. We seek to deliver on that Mission through ensuring we remain rooted in our values. These values include "having integrity", which is about doing things in the right way, being open and fair and treating everyone with respect, including celebrating people's differences. The complaints process plays an integral part in enabling us to assess how well we are delivering on our Mission and whether we are doing so in line with our values. It ensures we have an opportunity to learn from resident's experiences and improve the ways in which we deliver our services.
- 10.2 The Annual Complaints Performance and Improvement Report set out above demonstrates that we are compliant with the Housing Ombudsman's Complaint Handling Code. It shows that the organisation is continuing to learn lessons as a result of complaints, recognising that they are an important tool in understanding our residents and responding to their needs. Section 5 details the important changes that have been made as a result of those lessons learned. This year the focus has been on strengthening communication with residents, improving oversight and internal processes,

strengthening contractor management, improving transparency and expectation management, and strengthening staff awareness and good practice.

- 10.3 The Board notes, as set out in Section 7, that there has already been an increase in satisfaction from residents in relation to complaint handling over the past year and that Innisfree's average satisfaction rate is above the national median for complaint handling. These are welcome developments. However, there is no room for complacency and there is always room for improvement. The Board will continue to monitor progress on complaints handling, both through regular reports to Board and through oversight via the Member Responsible for Complaints who reviews the quarterly complaints data. The Board and Member Responsible for Complaints will continue to provide constructive challenge.



INNISFREE HOUSING ASSOCIATION
190 IVERSON ROAD
LONDON NW6 2HL

Tel: 020 7625 1818

www.innisfree.org.uk

Email: housing@innisfree.org.uk

Version: Annual Complaints Performance & Service Improvement Report 2026