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From Complaints to Change – The Housing Ombudsman Perspective

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What we learn from complaints

2025-26 Annual Complaints Review

- **9,000** determinations
- **20,000+** findings
- **33,000+** orders and recommendations

Complaints help us identify:

- themes
- trends
- learning
- opportunities for improvement

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Why resident voice matters



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Complaints are a source of insight



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What complaints tell us about the sector



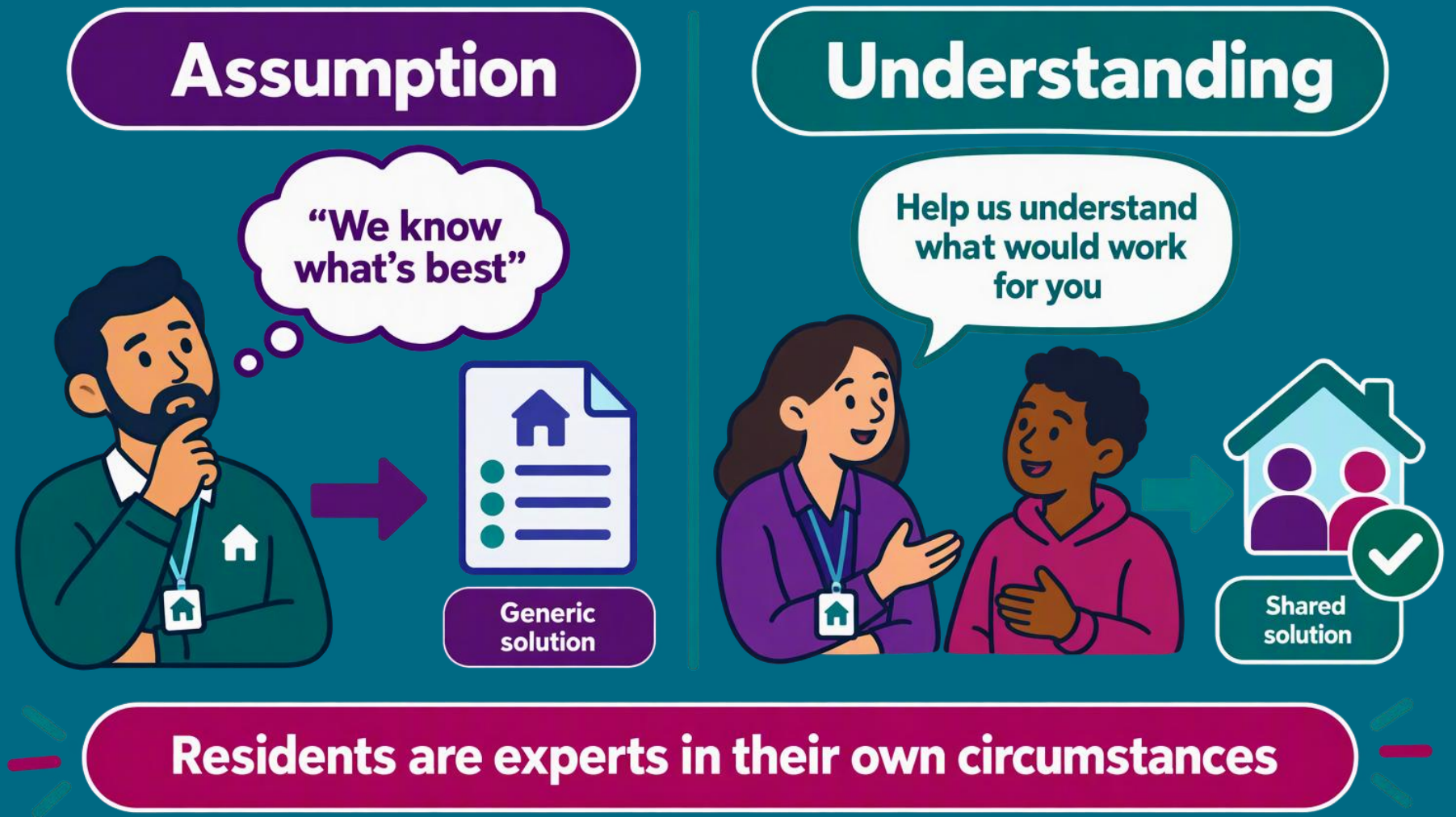
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Listening before things go wrong



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Listening rather than assuming



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Everyday conversations matter

Resident voice isn’t limited to meetings and panels.


surveys


phone calls


repair visits


everyday conversations

Looking beyond the individual complaint



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How residents help drive improvement

Residents share…	Organisations learn…
Feedback	What matters most
Complaints	Where things need to improve
Surveys	What residents are experiencing
Scrutiny	Whether changes are working

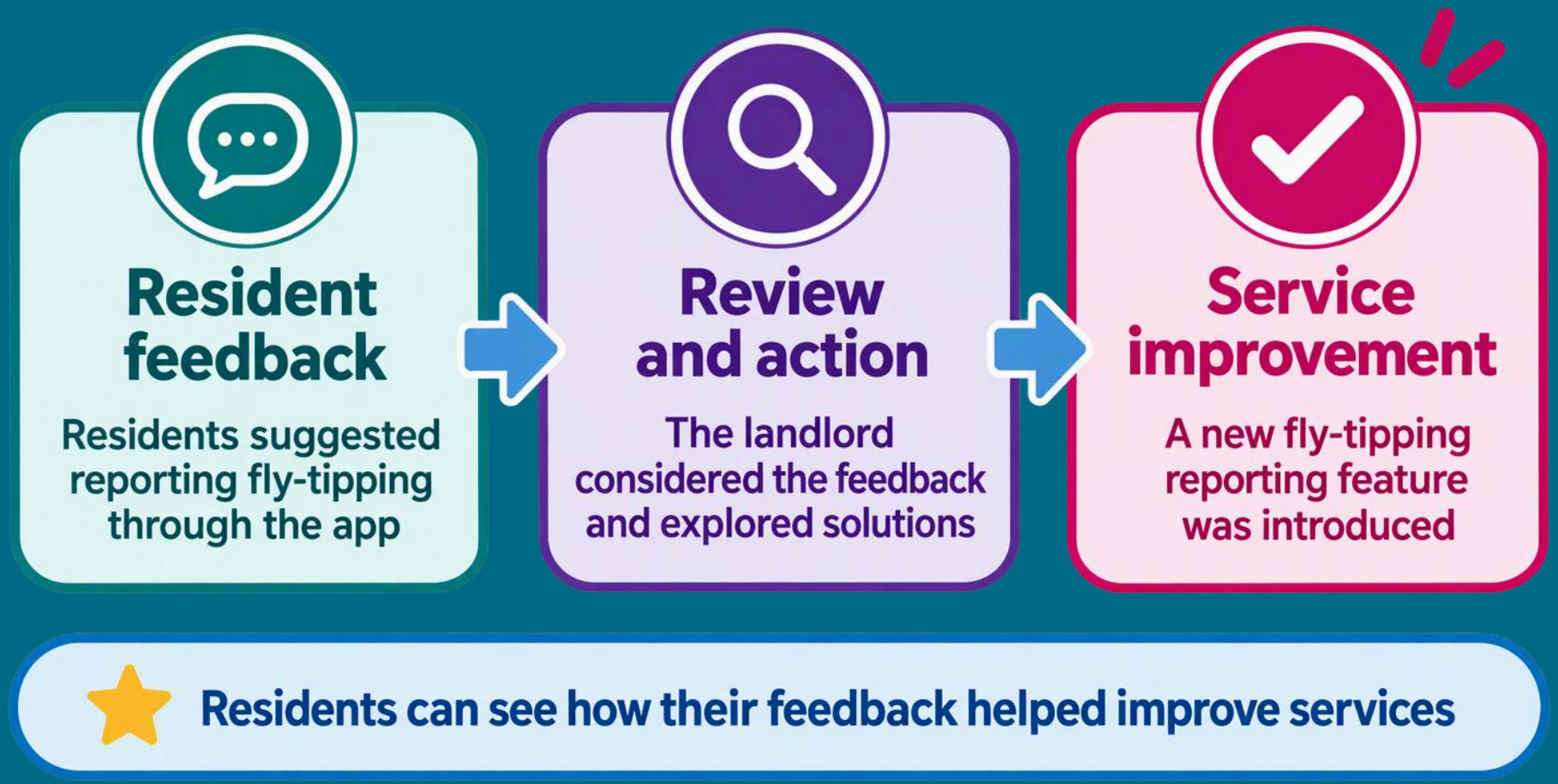
Every contribution can make a difference.

What's changed?

Residents helped shape:

- **Clearer** policy language
- **More accessible** complaints information
- Better digital services
- Services designed around **resident needs**

What does good look like?



From complaints to change

Your experience doesn't just matter because it's your experience.

It matters because it could help improve services for other residents too.

Questions



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Contact us



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