



Annual Summary of Complaints – Governing Body Response

September 2026

Quote from Helen Watkinson, Resident and Chair of Scrutiny Panel:

"I'm pleased to see such an honest assessment of performance reported in the Self-Assessment again this year. As a panel we are very much in the loop with our current performance as we include the complaints and TSM data in all our investigation and deep dives. It's refreshing to see that the improvements made to complaints handling last year are now feeding in to this year's report. Our Service Resolution Team do a fantastic job and manage service failures promptly, which means less Stage one complaints and happy residents. I am a member of the Housing Ombudsman's resident panel. I was easily able to sign off the self-assessment as Chair of Scrutiny Panel."

Quote from Gail Puttock, Resident Group Board Member and Member Responsible for Complaints:

"This year has been a year of building on the real changes we made in our last submission relating to complaints. I am really happy to say that the change in culture and approach has been improved upon further, resulting in us achieving C1 status. Our teams have been hard at work making sure this is a lasting change and continue to improve the customer journey. We still make mistakes, when dealing with residents that are diverse and often vulnerable, one size will never fit all, but we treat this as a positive learning experience and a template for lasting change. Our work will never truly be finished but driven by our great staff we are moving and maintaining our downward trend in complaints. I am happy to endorse and recommend this report being signed off at Group Board."

Quote from Andrew Murtha, Chair of Resident Influence Committee:

"As Chair of the Resident Influence Committee, I am encouraged by the progress reflected in this year's report. While fewer complaints is positive in itself, what matters most is what happens as a result of those complaints. The evidence presented to the Committee shows that emh is becoming better at listening, responding and learning from customer feedback."

Residents want to know that when they raise concerns, they are heard and that action follows. From the improvements in complaint handling performance and customer satisfaction, to the increased visibility of service changes through 'You Said, We Listened', there are clear signs that resident feedback is influencing how services are delivered. There is still work to do, and it is right that this report openly acknowledges areas where performance falls short of expectation. Genuine improvement comes from honesty, accountability and a willingness to learn. I have been particularly encouraged by the quality of information being shared with residents and the way customer insight is increasingly shaping decision-making. On behalf of the Resident Influence Committee, I am pleased to recommend approval of this Annual Summary of Complaints and look forward to seeing further progress in the year ahead."