



Connexus Homes Limited

Complaint Performance & Service Improvement Report 2025/26

Issued: September 2026

Foreword

Board response to the Complaint Handling Code self-assessment and the Complaint Performance & Service Improvement Report 2025/26:

“The Board has reviewed and approved the 2025/26 Complaint Handling and Service Improvement Report and the self-assessment against the Housing Ombudsman Service's Complaint Handling Code. This statement is the Board's formal response, as required by section 8.2 of the Code, and has been prepared by the Board's Member Responsible for Complaints in collaboration with the Board.

We recognise that this year's performance fell short of the standards we set ourselves. Only 65% of stage one complaints received a response on time, against the 100% commitment we made in last year's report. Too many complaints escalated to stage two because actions we had agreed were not completed, or because the first response did not resolve everything raised – something we committed to resolve last year.

In March 2026, the Regulator of Social Housing issued a C3 regulatory judgement which specifically identified that Connexus were not meeting the timescales in the Complaint Handling Code, and the Housing Ombudsman Service's subsequent review made 24 recommendations to improve our complaints policy and self-assessment. The Ombudsman also made findings of maladministration against us during the year, including in relation to Awaab's Law.

The Board has challenged the Executive on these results. In approving this report, we have satisfied ourselves that the self-assessment is honest about where practice does not yet reflect policy, that every improvement action now has a named owner, a target date and a measure of success, and that the status of all 24 of the Ombudsman's recommendations have been reviewed and implemented.

We also recognise the strengths evidenced in this report: an accessible process that customers clearly use, a 98% on-time response rate at stage two, full compliance with every order made by the Ombudsman, no Complaint Handling Failure Orders, and early indications that our maladministration rate is falling. However, the Board's test for next year is not what we have planned, but what customers experience. On behalf of the Board, I thank every customer who has shared their experience. You have given us a clear account of where we must improve, and Connexus intends to show you, in twelve months' time, that we listened.”

Imran Patel

Member Responsible for Complaints, on behalf of the Board of Connexus Homes Limited

Introduction

This report explains how Connexus handled complaints during 2025/26, what customers told us, and what we are doing to improve. It includes the number of complaints received, how quickly we responded, the outcomes for customers, and the action we are taking where our service did not meet the standard customers should expect.

We publish this report each year alongside our self-assessment against the Housing Ombudsman Service's (HOS) Complaint Handling Code. This is a regulatory requirement and helps us check that our complaints policy is compliant, accessible, and working properly in practice.

The report refers to stage one and stage two complaints. Stage one is our first response to a complaint. If the customer remains unhappy because the issue has not been resolved, agreed actions have not been completed, or they disagree with the outcome, they can ask for a stage two review. Stage two is a further review of the complaint and our response.

Complaints received

How many complaints were there, and at what stage did they conclude?

In the year to 31 March 2026, Connexus received 903 complaints. These complaints show that customers and others are using the complaints process to tell us where our services have not met expectations.

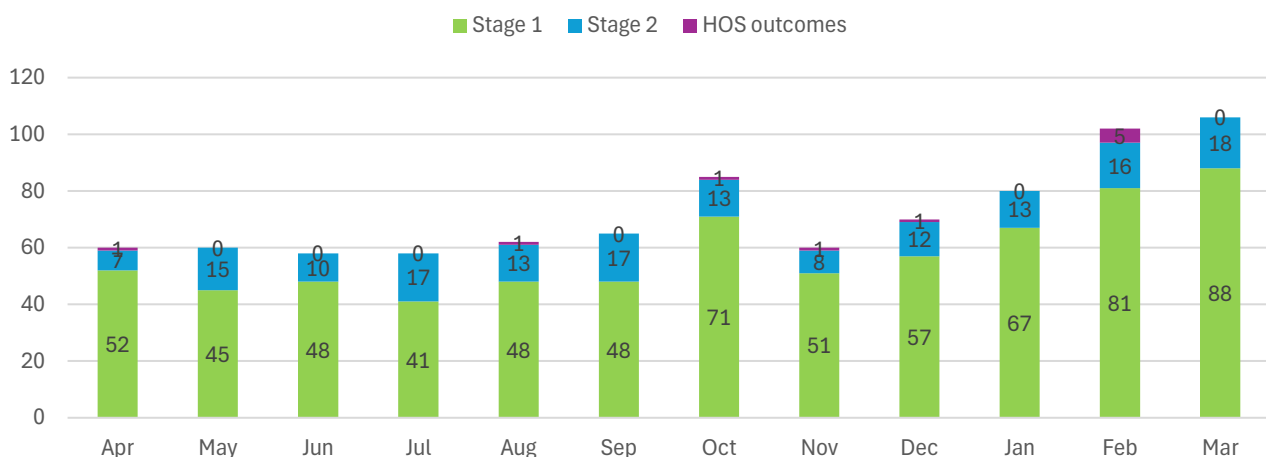
- 880 were from customers, including tenants, leaseholders, shared owners and service users.
- 23 complaints were from neighbours or members of the wider community.

During the same period, Connexus provided 856 complaint resolutions. These are the cases used for the main analysis in this report, because they allow us to look at how complaints were handled, what outcomes were reached, and what needs to improve.

- 697 resolutions were provided at stage one.
- 159 resolutions were provided at stage two.

The chart below shows the stage at which these 856 complaints were concluded, including 10 HOS determinations:

Number of complaints responded to per month 2025/26



Which service area did the complaint relate to?

Of 697 stage one complaints:

Service Area	Count	Percentage
Repairs	465	66.72%
Asset Management	83	11.91%
Communities (housing & customer services)	81	11.62%
Support Services	27	3.87%
Building Safety & Compliance	20	2.87%
Development	17	2.44%
Governance	3	0.43%
Programme Management	1	0.14%

What were the response rates?

Acknowledgement (5 working days)

- 666 (96%) of 697 stage one complaints were acknowledged within time.
- 140 (88%) of 159 stage two review requests were acknowledged within time.

Response (10 working days Stage one / 20 working days Stage two)

- 455 (65%) of 697 customers received a resolution to their stage one complaint within timescale.
- 156 (98%) of 159 customers received a resolution at stage two review within the timescale.

For this report, a response is counted as being on time if it was sent within the timescale set out in the complaints policy, or within an agreed extension. This means up to a further 10 working days at stage one, or up to a further 20 working days at stage two. This measure looks at when the final response was sent, rather than whether the initial acknowledgement was sent on time.

In how many cases did Connexus extend the response deadline?

Sometimes we need more time to look into a complaint properly before we can give a full response. When this happens, we explain to the customer why more time is needed, confirm the new response date, and explain their right to contact the HOS. During 2025/26:

- 170 (24%) of 697 stage one complaint due dates were extended in line with the policy.
- 54 (34%) of 159 stage two review due dates were extended in line with the policy.

Stage one: out of 170 complaints, 129 were extended within an additional 10 working days and 41 were extended beyond this timescale. Connexus met the new deadline given to respond in 65% of these cases. All complaints did receive a full response, albeit sometimes after the agreed date, and only 8 of these complaints were not resolved at this stage. To improve consistency, Operational Managers have been given further guidance on applying extensions within the policy timescales, with additional training planned for September 2026.

Stage two: of the 54 complaints with extended due dates, 51 were answered within the additional 20 working days. The remaining three responses were issued after the extended deadline. Connexus will review these cases to understand what caused the delay and will use that learning to reduce the risk of this happening again.

Where a date was extended, customers were informed and advised of their option to contact the HOS.

In how many cases did Connexus fail the response deadline?

At stage one, there were cases where Connexus did not contact the customer to agree an extension before the response deadline passed. This happened in 9% of stage one complaints, with the time from acknowledgement to response taking an average of 17 working days. 11 of these cases escalated to stage two (17%).

At stage two, extensions were used more often, but customers were advised when more time was needed.

The learning from this performance:

- Connexus will advise all customers if it will not meet the response due date and confirm a revised due date.
- Heads of Service will address team performance where it falls below standard and document the action being taken for inclusion in the Customer Assurance Panel report to the Customer Committee.

What were the outcomes of the complaints received?

At stage one, in 614 (88%) of the complaints received Connexus had fallen short of expectations. In these cases, a solution was offered to put things right.

Why did complaints escalate through the process?

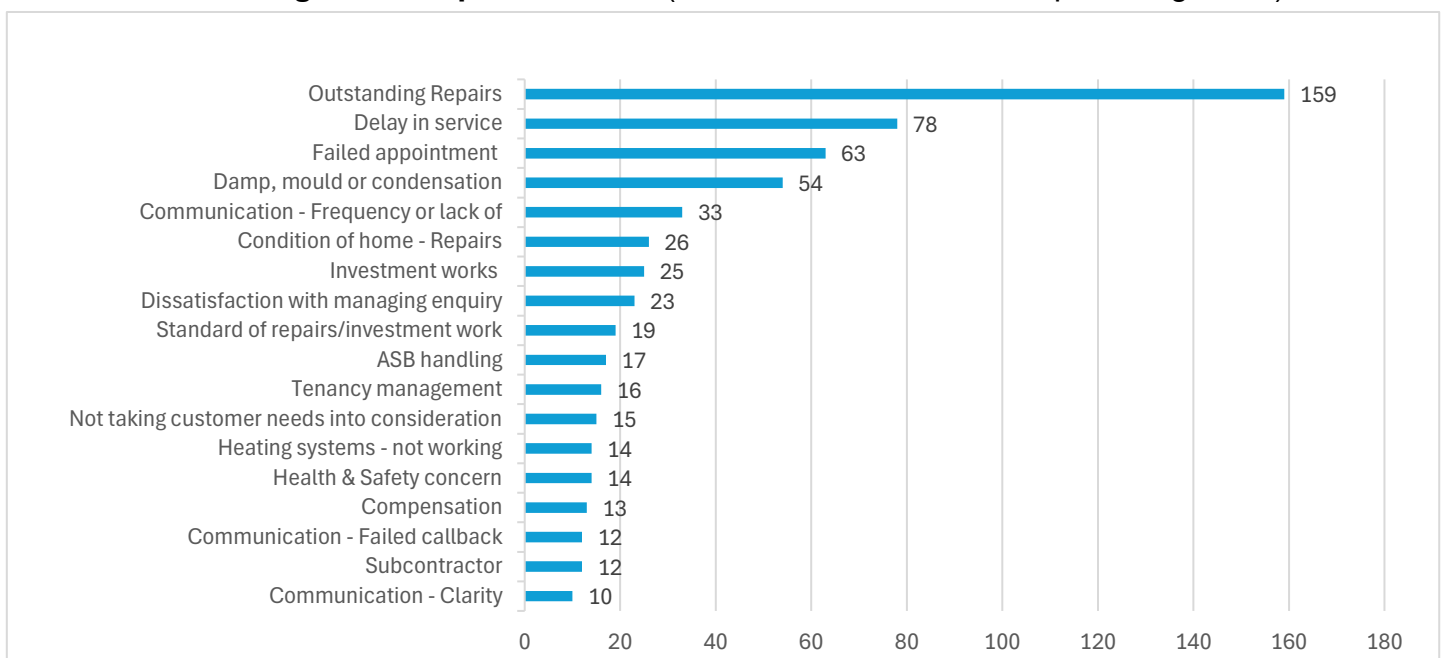
Our aim is to resolve complaints at stage one wherever possible. In line with the HOS Code, if a customer disagrees with our findings or the proposed resolution, they can ask for a stage two review. The two main reasons customers requested a review were:

- The actions offered were not carried out when promised.
- The stage one response did not fully resolve all the points raised.

In 40 (25%) stage two reviews, the responding manager agreed with the original outcome.

32 customers contacted the HOS during, or after, raising a complaint with Connexus. The Ombudsman has requested initial information from Connexus in 29 of these cases to decide whether to investigate. Of these, six have progressed to investigation, with two concluded.

What are the stage one complaints about? (Themes with 10 or more complaints registered)



As the graph shows at stage one, there is one main theme that stands out:

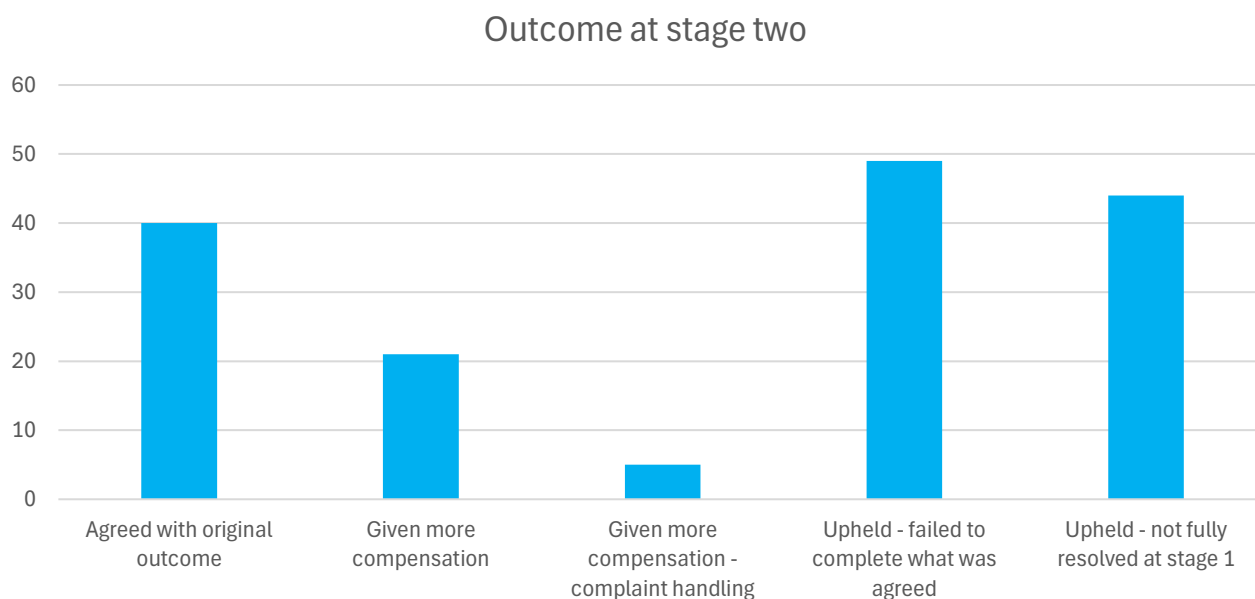
- Outstanding repairs – where issues were not fixed in a timely way.

This also directly relates to the next three themes recorded:

- Delay in service
- Failed appointment
- Damp, mould and condensation issues.

It is important to recognise that the top four complaint themes relate to repairs, which is the service customers use most often. However, the consistent message from complaints is clear: we need to communicate better, provide clearer updates, and tell customers when they can expect us to attend and complete work. This was also a theme in last year's complaints, and it remains a priority area for 2026/27.

At stage two, Connexus tracks why customers request a review, as shown in the graph below. 49 complaints were 'Upheld - failed to complete what was agreed', with a further 44 recorded as 'Upheld - not fully resolved at stage one'. This means 58% of reviews could have been avoided if agreed actions had been completed and the stage one response had addressed all the issues raised.



In last year's Complaint Handling and Service Improvement report, Connexus committed that no complaints should escalate to stage two due to actions not being completed as promised. As noted above, this was not achieved, so remains a strong area for improvement for 2026/27.

Connexus recognises that this caused inconvenience and frustration for customers. We are taking the following action in 2026/27 to reduce the risk of this happening again.

The learning from this performance:

- Increased use of resolution actions to track outcomes to completion.
- Implementation of a new complaint recording system to allow better integration of customer records, completion of resolutions agreed and monitoring of complaints through the process.

From a complaint handling perspective, Connexus found that in 40 stage two complaints, the outcome recorded was 'Agreed with original outcome'. This means the complaints manager felt the outcome and any resolution offered at stage one was appropriate and were completed.

What complaints have been refused?

Eight complaints were refused during the year:

Reason refused	Number refused
Issues were more than 12 months old and customer knew about the issues during this time.	2
Repetition of issues already investigated at stage one.	4
First request for information (dealt with under Data Subject Access procedure).	1
Customer had not been a tenant for long, and the issue was best dealt with outside of the complaints process.	1

In all cases where the complaint was from a customer, they were advised of their right to contact the HOS for a review of the refusal to open a new complaint. Two customers exercised their right to do so.

Reviews concluded by the HOS

The HOS reviewed ten complaints during the year (2025/26). Across these ten cases, the HOS issued:

- 6 findings of no maladministration
- 9 findings of reasonable redress
- 5 findings of maladministration
- 8 findings of service failure

Examples of what the HOS found are:

No maladministration

- For complaint handling
- For Connexus' handling of the resident's reports of noise transference and antisocial behaviour

Reasonable redress

- For Connexus' handling of the reports of damp and mould
- For Connexus' handling of a customer's housing transfer to a new property

Maladministration

- For not demonstrating that Connexus had considered if the circumstances in the resident's home amounted to a significant or emergency hazard under Awaab's Law
- For not taking the opportunity to address a customer's concerns at stage one and not providing a full resolution.
- For failing to communicate openly with the resident about plans for window and door renewals as well as failing to raise a window and door repair in line with published timescales
- For the avoidable delays in carrying out repair work following an inspection for mould and damp
- For not recognising the impact of delays to agreed work

Service failures

- For delays in contacting and following up issues reported about work to a neighbouring home
- For a lack of clarity regarding whether a move to a new home was a temporary or permanent move
- For not demonstrating clearly how Connexus considered a situation of overcrowding (and if it would have been appropriate to rehouse the customer) prior to a complaint being made
- For not recognising the delays to repair a specific item and the impact it would cause when apologising and addressing delays in service.
- For not considering, recognising, and apologising for delays that happened within the overall complaints process.
- For not addressing a specific issue raised in a complaint and responding more generally
- For not offering proportionate compensation for the detriment caused by delays
- For not fully responding to a complaint at stage one, although this error was recognised and addressed at stage two.

In all these cases, Connexus complied with the 24 orders made by the HOS. These orders can be categorised as follows:

- Apology
- Compensation
- Action
- Inspection

If you would like to find out more information about these complaints and any other complaints the HOS has reviewed, you can find them on their website at: [Decisions Archive - HOS \(housing-ombudsman.org.uk\)](https://www.housing-ombudsman.org.uk/decisions).

The HOS's latest report about Connexus' performance on the complaints reviewed is also on their website - [Landlords Archive - HOS \(housing-ombudsman.org.uk\)](https://www.housing-ombudsman.org.uk/landlords) (type in **Connexus Homes Limited**)

The HOS publishes an annual report listing landlords that have had five or more reviews. The most recent published Annual Complaints Review (2025–26) reported a 62% maladministration/uphold rate across all social housing landlords.

At Connexus' our HOSlandlord report records a maladministration rate of 46%. The full report can be found here: [Housing Ombudsman Landlord Report](https://www.housing-ombudsman.org.uk/landlord-report)

The Ombudsman did not issue any Complaint Handling Failure Orders or Notices to Connexus during 2025/26.

Self-assessment against the HOS Complaint Handling Code

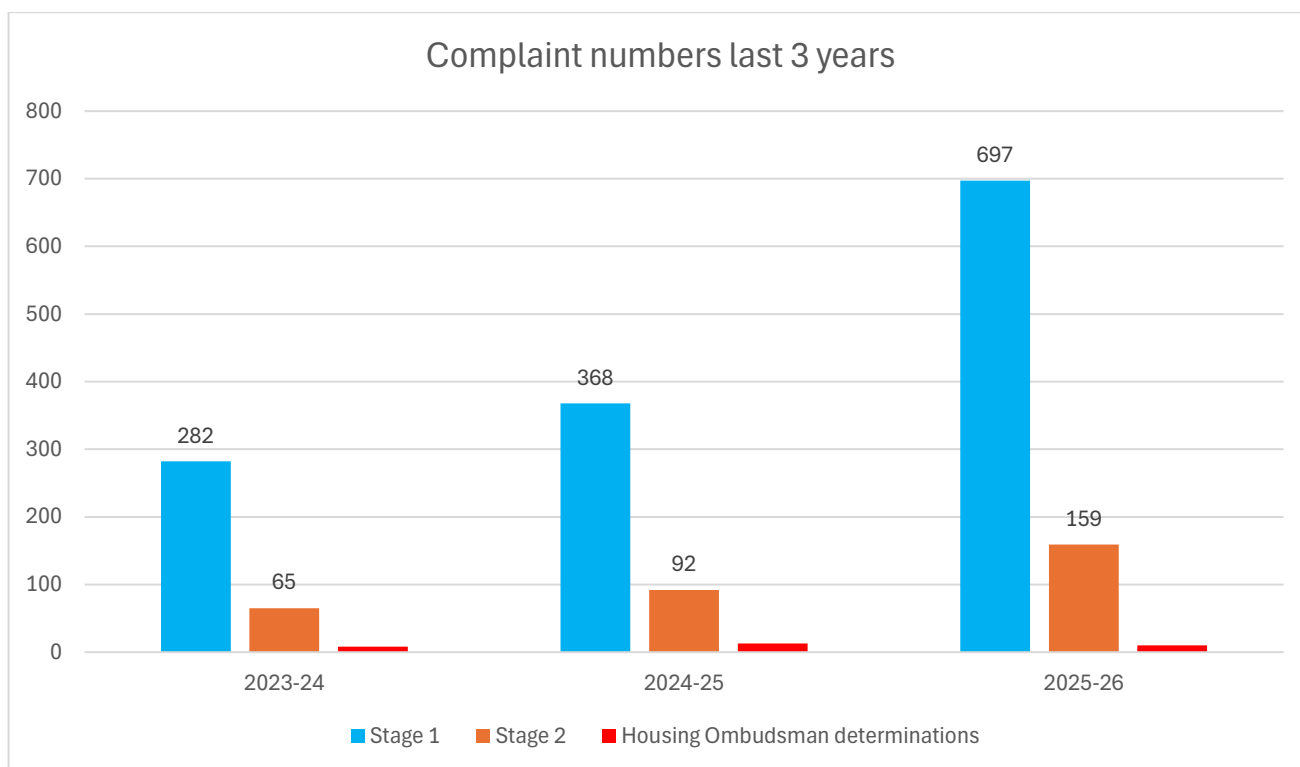
Connexus publishes a self-assessment against the complaint handling code (Code) along with this report on its website, confirming compliance with the requirements of the Code. The self-assessment allows for a review and reflection on whether policy and procedure meet the Code. As a social housing landlord, this is now a statutory requirement.

Connexus is confident that the correct policy and procedures are in place and that they comply with the Code. However, this report also considers whether our performance in practice matches what our policy

says should happen. There are still areas to improve, and service improvement actions are recorded each time an area for improvement is identified in this report.

Accessibility and awareness

Connexus makes it possible for customers to complain through any of the contact methods we provide. The continued increase in complaints, shown in the chart below, demonstrates that customers are aware of the complaints process and are using it. Colleagues are also trained to recognise dissatisfaction and advise customers of their right to make a complaint.



Connexus also promotes ‘how to make a complaint’ at least once a year in the newsletter. Once a complaint has been received, we advise customers about requesting a reasonable adjustment if required to help them navigate the process and we are clear in our policy that a customer may use an advocate to make a complaint on their behalf.

Complaint handling staff

Connexus’ operational managers are responsible for responding to complaints at stage one and they are given training to do so. In the high-demand area of repairs, a Complaints Manager also responds to a proportion of cases, increasing capacity and supporting timely responses in line with policy requirements.

Connexus’ procedure provides guidance on how to investigate and respond to a complaint. However, Connexus recognises that some responses do not provide enough detail or clearly explain how we will prevent similar issues happening again.

There has been a significant change at Operational Manager level within teams, so further training has been provided on an individual basis to ensure that the procedure is fully understood and followed. To

ensure consistency, annual training has been designed and rolled out for operational managers on the complaints process.

Complaints managers respond to complaints at stage two, and they are included in the annual training. Connexus recognises that they need to be able to demonstrate an increased level of understanding for complaint handling, so for 2026-27 Connexus has introduced the following requirement for the complaints managers:

- Each complaints manager must attend at least one external training session on complaint handling.
- Each complaints manager must complete at least two relevant training sessions provided via the HOS's learning platform.

Connexus promotes the use of the learning offered by the HOS so that colleagues may take up training relevant to their service area. The good practice, spotlight reports and press releases from the HOS also provide learning opportunities which are shared to colleagues.

Connexus recognises that we do not always demonstrate what action we take because of complaints or the learning shared by the HOS, therefore Connexus has committed to the following:

- On receipt of a good practice or spotlight report by the HOS, a complaints manager will bring relevant colleagues together to review Connexus procedures and agree any necessary actions which will be monitored to completion.
- Any HOS determination will result in a meeting with the relevant colleagues and a member of our senior leadership team to agree how to implement any learning identified into Connexus' procedures.

In our 2024-25 complaint handling and service improvement report, Connexus recognised that while good complaint handling is essential, the goal was to ensure that services were delivered well and therefore were to develop training for all colleagues on the importance of good customer service. As a result, Connexus has designed a new Skills and Behaviour framework for all colleagues that was launched in May 2026.

A Customer First training programme will be introduced during 2026/27 across Connexus, focusing on ease, care, and value. This programme supports the commitments in the skills and behaviour framework and makes clear the behaviours expected of colleagues to improve both colleague and customer experience.

Meeting the requirements in the complaint handling process

Acknowledgement within five working days

Connexus aims to acknowledge stage one and stage two complaints within five working days. As noted above, this was achieved 95.5% of the time for stage one complaints and 88% at review stage.

The lower acknowledgement rate at stage two was mainly due to processing errors when escalation requests were received. 15 complaints were not recorded correctly on the system and were passed directly to a manager, bypassing the complaints system. Four were delayed because further discussion with the customer was needed before the acknowledgement was sent.

These process issues are addressed when they happen and often occur when new colleagues are in post. Where this happens, further individual training is provided.

Response letters within timescales

As mentioned previously, 65% of complaint responses were sent on time, and this rises to 98% at the review stage. In last years' service improvement plan Connexus committed that:

- 100% of complaints should be closed within the proper timescales.

A response rate at stage one of 65% and 98% at stage two shows we have not met this commitment.

Stage one: The decrease in responses on time at stage one shows that Connexus performance falls below its expected standards and does not provide the timely service customers should receive, which Connexus recognises compounds a customer's frustration. Improving response times remains a key priority.

Stage two: Connexus is pleased to note that despite the increase in complaints at stage two, (from 92 to 159), a 98% response rate has been achieved.

In late 2025, the Regulator of Social Housing carried out their inspection of Connexus against the Consumer Standards and provided a C3 Regulatory judgement. An action from this judgement included the following in respect of Connexus' complaint handling:

"Connexus has recognised it needs to make improvements to its complaints service to demonstrate that complaints are handled fairly, effectively, and promptly and that it uses this information to help deliver service improvements and outcomes for tenants. Connexus often does not meet the timescales set out in the HOS's Complaint Handling Code. Improvements to processes, resourcing and oversight have been put in place but have not yet led to significant improvements for tenants."

While a range of factors has affected performance, our focus is on improving outcomes for customers by strengthening resources, processes, and oversight.

The learning from this performance and the improvements being implemented during 2026/27 are:

- Review Connexus' complaints process, capacity, and oversight.
- Strengthen management accountability for complaint performance.
- Develop a clearer feedback loop between complaints and service improvement.

Notes and records

In December 2025, Connexus implemented a new customer relationship management system and instructed colleagues to record all contact with customers. Connexus had recognised that record keeping was not consistent enough, which caused frustration for customers and colleagues. It is now easier to see who has been in contact with a customer, when the contact happened, and what was discussed. This helps colleagues work together when more than one team is involved and supports our Customer Service team to resolve more issues at first point of contact when records are kept up to date.

A new system does not fix all issues linked to communication, so Connexus still has work to do to ensure every interaction is consistently recorded and records are kept up to date. This was a key message during the roll-out of the system. As noted above, the new skills and behaviour framework also reinforces the importance of colleagues delivering good customer service.

To better understand customers, Connexus has set an action to complete a customer data collection exercise in 2026/27. This will ask customers:

- To confirm their contact details
- To confirm who lives in their home.
- To confirm if any reasonable adjustments are required.
- To confirm any disabilities and/or vulnerabilities within the household

This will help Connexus better understand customers and their needs, identify where adjustments may be required, improve services, and support equitable access for all.

Restricting a customer's access

Connexus has an Unacceptable User Actions and Behaviour Policy in place, which is due for review in 2027. An equality impact assessment forms part of any review to ensure the policy does not unfairly impact customers with protected characteristics, including ethnicity or disability.

This policy is only applied in exceptional circumstances, and the decision will be explained fully when necessary. The key reasons are:

- Aggressive or abusive behaviour
- Unreasonable demands
- Unreasonable persistence
- Harassment, including sexual harassment.

Self-assessment, reporting, and compliance

Important information about how Connexus responds to complaints will be provided through reports like this one, as well as on the website and via the magazine.

This year, members of the involved customer group reviewed the self-assessment, and sense checked this report to ensure it gives customers the information they may want to know. There is always room for improvement, so if you would like to give feedback, please contact Connexus in the way that best suits you.

Scrutiny and oversight

An internal audit of the complaints service was completed in July 2025. The independent review considered whether Connexus' policy, process, and day to day complaint handling arrangements were effective.

Their findings were:

'There was reasonable assurance about both design of controls and operation of controls.'

They gave 5 recommendations, all of which have been completed.

The complaints service is scheduled for a further audit in Quarter 2 of 2026-27 which supports the action to review the complaint process as noted earlier.

Connexus also received a review by the HOS following the Regulator's judgement in March 2026, when Connexus was graded as a C3 rated landlord. The HOS made 24 recommendations relating to the

complaints policy, website and self-assessment to strengthen clarity for customers about the complaints process and how information is reported.

Connexus also continues to include an involved customer in the stage two process. This helps ensure that proposed resolutions are proportionate and fair to the customer who has complained and to other customers.

Key improvements made in response to feedback

Delayed repairs due to material supply issues

Outstanding repairs, delay in service and failed appointments are strong themes in complaints. These were often linked to difficulties obtaining materials promptly to complete work.

This was identified as a barrier to good service, so Connexus consulted colleagues involved in repairs and our involved customer group to identify a new approach to material supply. As a result, Connexus has moved to a new supplier for most repair materials and is also working with specialist suppliers for heating and electrical items. This is expected to improve response times and reduce complaints about outstanding repairs and delays.

Failed appointments

Failed appointments continue to be a factor in complaints, so Connexus has carried forward the following actions:

- Connexus will contact the customer first when booking an appointment for a repair. A date will be agreed, and should anything then change due to unforeseen circumstances, another contact will be made.
- Even if the job is outside and the customer does not need to be home on the day, Connexus will contact the customer to say when work will happen and confirm when it has been completed.

In 2026, Connexus increased the number of colleagues in the team responsible for planning and scheduling repair appointments. Connexus has also updated the way the Customer Service team logs and books repairs at first point of contact, to reduce the number of failed appointments in 2026/27.

Resolving reports of damp, mould, and condensation

Connexus made changes to its approach to damp, mould, and condensation ahead of Awaab's Law coming into effect in October 2025. As a result, Connexus has a system in place to support prompt action and good record keeping. All actions identified from the severe maladministration finding Connexus received in 2024 have been completed. However, Connexus recognises this remains an area for improvement, with 54 complaints relating to damp, mould, and condensation in 2025/26.

Connexus reviewed its approach between March and June 2026 and identified inefficiencies in how cases were managed. In response, changes have been introduced to strengthen case management through the customer relationship management system. Further templates are also planned to improve the clarity and consistency of communications.

Conclusion

This report shows that Connexus has a compliant and accessible complaints process, supported by clear governance, customer scrutiny, and strong acknowledgement rates. It also shows that complaints are providing valuable insight into where services need to improve and where action is already being taken.

The key learning from 2025/26 is that customers need more than policy compliance. They need timely responses, clear communication, accurate records, and confidence that agreed actions will be completed. Connexus has responded by strengthening controls around visibility, ownership and follow through, so that complaints are resolved more effectively and learning leads to better services.

Repairs remain the primary driver of complaints, especially delays, outstanding works, failed appointments, damp, mould and condensation cases, and communication about when work will be completed. These issues are closely linked to the wider challenges of resource capacity, demand, record keeping, supply chains, scheduling and ensuring customers are kept informed throughout their journey.

Performance at stage one requires significant improvement, with 65% of responses issued on time. Connexus is responding by reviewing complaint capacity, strengthening management oversight, improving response quality, and using clearer measures to track progress.

Escalations to stage two were mainly driven by agreed actions not being completed or complaints not being fully resolved at stage one. Connexus is addressing this through greater use of resolution actions and a new complaint recording system, which will improve customer records, clarify ownership, strengthen monitoring and support earlier intervention where delivery is at risk.

External scrutiny, including the regulatory judgement, HOS determinations, the post judgement review and internal audit, has provided important learning. Connexus is using this to improve complaint handling, increase accountability and ensure agreed improvements are monitored through established governance routes.

The focus for 2026/27 is to embed the improvement activity already underway and demonstrate measurable change for customers. This includes reviewing complaint capacity and oversight, improving resolution tracking, implementing the new recording system, strengthening the link between complaints and service improvement, improving repairs communication and appointment management, completing customer data collection, and rolling out Customer First across Connexus.

Overall, Connexus has moved from identifying issues to delivering a clear programme of improvement. Stronger complaint controls, improved systems, clearer accountability, repairs service changes and Customer First are expected to support quicker responses, better communication, more reliable follow-through and stronger evidence that customer feedback is driving lasting change.