



Pivotal Annual Complaints and Service Improvement 25/26

1. Introduction

1.1 The Social Housing (Regulation) Act 2023 (the Act) provides a new framework for ensuring tenant satisfaction and accountability in the social housing sector. One of the Act's key components is the empowerment of the Housing Ombudsman to issue a statutory code of practice, which outlines how housing providers should manage and respond to complaints.

1.2 Effective 1st April 2024, the Housing Ombudsman introduced a new Complaint Handling Code, reinforcing the importance of transparency and continuous improvement. Under this code, landlords are required to submit an annual complaints performance and service improvement report, and publish it on their websites. This report not only meets regulatory obligations but also serves as a key component of Pivotal Housing Association's broader strategy for tenant engagement and service excellence.

2. Strategic Context

2.1 Pivotal Housing Association acknowledges that robust complaint management is fundamental to achieving both operational efficiency and tenant satisfaction.

The annual complaints performance and service improvement report addresses the following critical elements:

- Alignment of our complaint-handling policy with the latest Code of Practice.
- Comprehensive analysis of our complaints, combining both qualitative and quantitative data, and insights into complaints we have refused to accept.
- Service improvements driven by learning from complaints, promoting a culture of continuous improvement.
- An overview of any reports or publications by the Housing Ombudsman concerning our performance, as well as our response to these insights.

2.2 In line with the regulatory requirements, this report not only provides internal stakeholders with essential insights into our performance but also supports external transparency, with the Board's response to be published alongside the report.

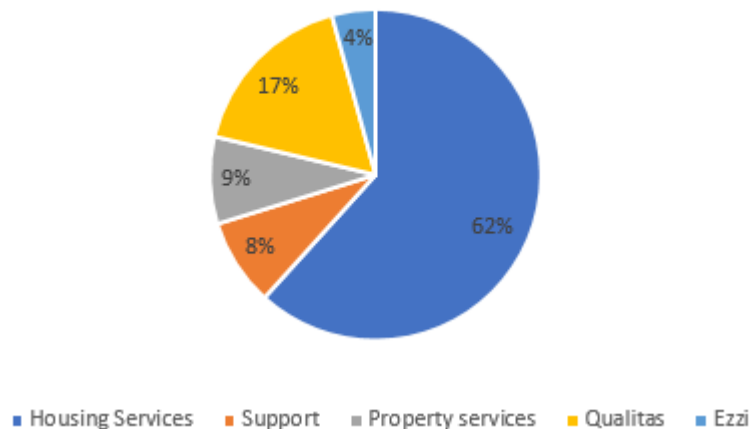
3. Complaints Performance

Pivotal Housing Association's complaint data for the fiscal year 2025/26 reflects the following key performance indicators:



Business Area	Stage 1 Complaints YTD	Stage 2 Complaints YTD
Housing Services	29	1
Pivotal Support Services	4	0
Property Services	4	1
Housing Services – Qualitas managed sites	8	1
Housing Services – Ezzi Lettings managed sites	2	0
Total Y25/26	47	3

Stage 1 Complaints YTD



3.1 Since year 24/25 there have been a number of changes within Pivotal stock with some units moving over to a third-party management organisation and changes to commissioned service.

Pivotal Housing Association, managing a portfolio of 73 properties with 519 units, of which 69 schemes with 237 units are commissioned support services. Units are primarily down this year due to the identification of bedroom sizing that does not meet current regulation.

Pivotal directly manage a total of 37 properties with 239 units.

Qualitas manage at total of 28 properties with 266 units.

Ezzi Lettings manage a total of 8 properties with 54 units.



We received 47 stage 1 complaints during the year. Despite our relatively small scale, complaint handling is a strategic priority in maintaining service quality and resident satisfaction.

3.2 Performance analysis:

- A 97.8% timely response rate for Stage 1 complaints, demonstrating strong procedural adherence.
- 6.5% of complaints escalated to Stage 2

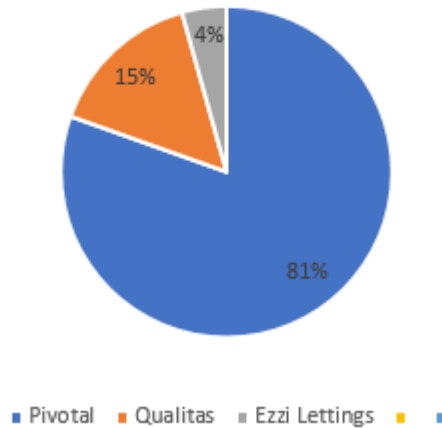
3.3 Breakdown of Stage 1 complaints:

- **Housing Services:** 61.70%
 - Primarily related to appealing actions taken for breaches of occupancy.
- **Pivotal Support Service:** 8.51%
 - Reflecting service quality and support concerns.
- **Property Services:** 8.51%
 - Focused on repairs and compliance matters.
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- **Housing Services Qualitas:** 17.02%
 - Primarily relating to staff conduct, communications and decisions.
- **Housing Services Ezzi Lettings:** 4.26%
 - Primarily relating to staff communication.

Overall using the figures and total stock units the complaint percentage for each business area is:

Provider	Complaints	Units	Complaint rate
Pivotal (Housing, Support & Property)	38	239	15.9%
Qualitas	8	266	3%
Ezzi	2	54	3.70%

Stage 1 Complaints YTD



3.4 Stage 2 complaints analysis:

- Only 3 complaints escalated, a positive indicator of early resolution.
- No complaints were referred to the Housing Ombudsman, underscoring the effectiveness of our internal resolution processes.

4. Strategic Learning and Service Improvement

Pivotal Housing Association remains committed to using complaints as a valuable source of organisational learning and service improvement. During 2025/26, analysis of complaint trends has identified opportunities to strengthen service delivery, improve consistency across all housing management providers, and enhance the resident experience.

4.1 Complaint Themes and Learning

Analysis of Stage 1 complaints identified three principle themes:

Tenancy management and enforcement

The largest proportion of complaints related to residents challenging tenancy management decisions, including appeals against Notices to Quit (NTQs), Section 21 notices, occupancy breaches, tenancy warnings and other enforcement actions. These complaints generally reflected disagreement with decisions rather than failures in service delivery.

Staff Communication and Customer Experience

A significant number of complaints concerned communication, staff conduct, professionalism and the way decisions were explained to residents. Whilst underlying decisions were frequently appropriate, the feedback demonstrates the importance of



ensuring residents understand the reasons for decisions and feel listened to throughout the process.

Property Management and Repairs

Complaints relating to repairs, damp and mould, cleaning standards and the handling of resident belongings accounted for a smaller but important proportion of complaints. These have been reviewed through existing property compliance and contractor monitoring arrangements.

The low escalation rate to Stage 2 (6.5%) and the absence of Housing Ombudsman referrals indicate that concerns are generally resolved effectively at the earliest opportunity.

4.2 Learning from Partnership Working

During the annual review of complaint data, Pivotal identified inconsistencies in complaint recording across its third-party housing management providers.

Ezzi Lettings

Review of complaints records that Ezzi Lettings requires further support in distinguishing between:

- Complaints regarding the standard of service provided; and
- Reports of Anti-Social Behaviour (ASB).

This has resulted in some resident contacts being recorded as complaints when they should have been managed through the ASB process.

Qualitas & Ezzi Lettings

The review also identified that both Qualitas and Ezzi Lettings have not consistently recorded appeals against tenancy enforcement action (Such as Notices to Quit, occupancy breaches and warning notices) as complaints in accordance with Pivotal's Complaints Policy and the Housing Ombudsman's Complaint Handling Code detailing a complaint as:

"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 the individual resident or group of residents".

As a result, direct comparison of complaint volumes between providers does not currently provide a fully reliable representation of resident dissatisfaction or service performance.

4.3 Service Improvement Actions

To strengthen governance and improve the quality and consistency of complaint handling across all providers, Pivotal has agreed the following improvement actions:

Improvement Action	Outcome
Deliver joint complaints handling training for Pivotal, Qualitas & Ezzi Lettings	Consistent application of complaint definitions across all providers.



Align complaint recording processes with the Housing Ombudsman's Complaint Handling Code (2024) and Pivotal's Complaints Policy.	Improved regulatory compliance and consistency of reporting.
Ensure appeals against tenancy enforcement decisions are recorded as a complaint where they meet the Ombudsman's definition.	More reliable benchmarking and performance reporting across all housing management providers.
Quarterly Audit of complaint recording by the Quality and Compliance Team.	Ongoing assurance that complaint data remains accurate and consistent.
Continue to use complaint trend analysis to inform staff training, policy review and service improvement.	Improved resident experience and organisational learning.

4.4 Looking Forward

During 2026/27, Pivotal will continue to embed a culture where complaints are viewed as opportunities to improve services rather than simply measures of performance. Particular focus will be placed on improving communication with residents ensuring consistency in tenancy management processes and strengthening governance arrangements with third-party managing agents.

The implementation of standardised complaints framework, supported by targeted training and quarterly complaints audits, will provide greater assurance that complaint data is accurate, comparable and aligned with the Housing Ombudsman's Complaint Handling Code. This will enable the Board to receive more robust performance information and ensure future service improvements are informed by reliable evidence and resident feedback.