

**Annual Complaints  
Performance and Service  
Improvement Report  
2025–2026**



## Board and Member Responsible for Complaints Response

At Gentoo, complaints are a vital source of learning. They tell us when things have not gone as expected and give us the opportunity to put things right, improve our services, and strengthen trust with our customers.

This Annual Complaints Performance and Service Improvement Report sets out how we have handled complaints during 2025–26, what our customers have told us, and how we have used this insight to improve services across the Group.

Throughout the year, we have continued to strengthen our complaint-handling culture, focusing on early resolution, clearer communication, and learning from complaints to prevent issues from happening again. We remain fully committed to transparency, accountability and continuous improvement.

Customers have played a central role in shaping our approach. Our Customer Committee and involved customers have scrutinised our performance, reviewed learning from complaints, and helped us to challenge ourselves to do better.

We would like to thank every customer who raised a complaint or provided feedback during the year. Complaints are not seen as a failure; they are a powerful tool for improvement, helping us to deliver better outcomes for customers now and in the future.

This report provides assurance that we are listening, learning and taking action – and that complaint handling continues to drive positive change across Gentoo.



Morven Smith  
Member Responsible for  
Complaints



Claire Long  
Group Chair

A handwritten signature in grey ink, appearing to read 'Morven'.

## Introduction

Listening to customers and learning from complaints is fundamental to delivering good services at Gentoo. When something goes wrong, we aim to make it easy for customers to raise concerns, respond fairly and within agreed timescales, and use what we learn to improve.

Complaint handling is not a standalone process. It forms part of our wider customer culture, linking customer feedback, insight, engagement and scrutiny with service improvement and accountability. By improving how we respond to complaints, we improve the overall customer experience.

This report:

- Reviews complaint-handling performance during 2025–26
- Highlights key themes and learning from complaints
- Sets out how learning has been used to improve services
- Confirms our annual self-assessment against the Housing Ombudsman’s Complaint Handling Code



## Annual self-assessment for 2026-27

Gentoo completed its annual self-assessment against the Housing Ombudsman's Complaint Handling Code for 2025-26.

The self-assessment was:

- Reviewed with involved customers
- Considered and challenged by the Customer Committee
- Approved by the Member Responsible for Complaints

The self-assessment provides assurance that our complaints process remains fair, accessible, consistent and compliant. It is published on the Gentoo website to ensure transparency for customers and stakeholders.

### Analysis of Complaint Handling Performance in 2025-26

This table shows a breakdown of complaints received in 2025/26 and handling of the complaint in the timescales as set out in the Complaint Handling code.

|  |             |
|--|-------------|
| <b>Stage 1</b>   | <b>638</b>  |
| <b>All stage 1 complaints handled within timescale</b> | <b>100%</b> |
| <b>Stage 2</b>   | <b>190</b>  |
| <b>All stage 2 complaints handled within timescale</b> | <b>100%</b> |

Where timescales were extended, this was done in agreement with customers, in line with the Complaint Handling Code.

### Key Complaint Themes

During 2025-26, the main themes raised by customers included:

- Repairs and maintenance
- Damp and mould
- Delays in service delivery
- Communication and updates

These themes have been analysed alongside service data, Tenant Satisfaction Measures (TSMs) and engagement feedback to understand root causes and prioritise improvements.

## Types of complaints refused

In a small number of cases (4, 0.6% of complaint volume), complaints were not accepted in line with Gentoo's Complaints Policy. Where this occurred, customers were given a clear explanation and signposted to appropriate alternative routes for support where applicable.

## Learning From Complaints

Complaints continue to provide valuable insight into where services can improve. Key learning from 2025–26 included the need to:

- Strengthen early resolution and get things right first time
- Improve clarity at first contact, particularly where issues are service requests rather than complaints
- Provide clearer communication and regular updates to customers
- Improve record-keeping and case documentation
- Better identify and respond to customer needs and vulnerabilities

This learning has been shared across services and embedded into training, service reviews and improvement plans.

## Housing Ombudsman determinations 2025-26

Gentoo continues to work openly and constructively with the Housing Ombudsman Service.

All Housing Ombudsman determinations received during 2025–26 were:

- Reviewed with senior leaders
- Used to identify learning and service improvements
- Logged centrally and monitored by the Customer Voice team
- Reported through Customer Committee and Board governance

This approach ensures that learning from Ombudsman cases leads to meaningful and sustained service improvement.

## Tenant Satisfaction Measures (TSMs):

Tenant Satisfaction Measures relating to complaint handling were reviewed alongside complaints data and customer feedback throughout the year.

Customer insight identified that while customers generally find it easy to raise a complaint, satisfaction is influenced by:

- How clearly issues are explained
- How well customers are kept informed
- How quickly issues are resolved

This insight has informed changes to processes, communication standards and colleague training.

## Customer Oversight and Scrutiny

Customers play a key role in overseeing complaint handling at Gentoo.

During 2025–26 this included:

- Scrutiny and challenge through the Customer Committee
- Review of complaint themes, learning and improvement actions
- Involved customer input into the annual self-assessment
- Engagement activity to hear from a wide and diverse range of customers

This oversight helps ensure that complaint handling remains customer-focused, transparent and accountable.



## Improvements Delivered During 2025-26

As a result of learning from complaints and customer insight, improvements during the year included:

- Stronger focus on early complaint resolution
- Improved governance and quality assurance of responses
- Enhanced use of data and insight to identify trends and root causes
- Continued investment in colleague skills and complaint-handling training
- Improved reporting and transparency for customers and stakeholders

## Service Improvement Priorities for 2026-27

Learning from complaints and customer feedback has shaped our priorities for the year ahead, including:

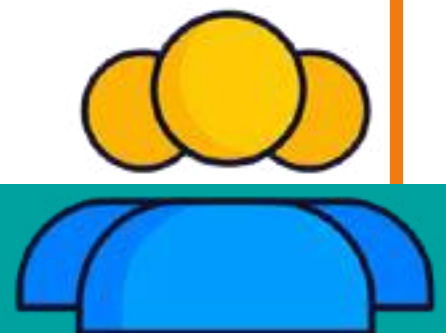
- Strengthening early resolution and preventing repeat complaints
- Better use of data, insight and technology to understand customer feedback
- Improving communication standards and record-keeping
- Continuing to build a positive, learning-focused complaints culture
- Working collaboratively across services to address root causes

Progress against these priorities will be monitored and reported through our governance arrangements.

## Conclusion

Complaints remain a vital source of learning for Gentoo. While challenges continue, we are committed to listening to customers, learning from feedback, and taking action to improve services.

This report provides assurance that complaint handling continues to drive improvement, accountability and better outcomes for customers – now and in the future.



The following plan summarises the key actions:  
Service Improvement plan 2026/2027

| Priority area                         | Actions  | By when              |
|---------------------------------------|--|----------------------|
| Data, Insight, Reporting and Learning | Strengthening early resolution and preventing repeat complaints  | Ongoing              |
| Listens and Acts                      | Group wide Service Improvement Plan driven by better use of data, insight and technology                               | Ongoing<br>Quarterly |
| Communication and Record Keeping      | Improving communication standards and record-keeping   | Ongoing              |
| Continuous Improvement                | Continuing to build a positive, learning-focused complaints culture with annual refresher complaint handling training. | Ongoing<br>Annual    |
| Continuous Improvement                | Working collaboratively across services to address root causes and deliver an improved customer experience             | Ongoing              |

[www.gentoogroup.com/complaints](http://www.gentoogroup.com/complaints)



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