

Report Title	Annual Complaints Handling and Learning Report 2025/26	Confidential	No
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Report To	Board	Officer Contact Details	Toni Allen Customer Services Manager Toniallen@berneslaihomes.co.uk

1. Executive Summary	1.1 This report provides an overview of complaint handling and learning for April 2025 – March 2026 . 1.2 For the first time in over five years, Stage 1 complaint volumes have declined, concluding the financial year with a 14% reduction compared to 2024/25. 1038 Stage 1 complaints were accepted and responded to 1.3 Stage 2 complaints have also reduced. 256 Stage 2 complaints were accepted and responded to , reflecting a 10% decrease from the previous year. Stage 1 to Stage 2 escalation rate is 25%. 1.4 Responding to complaints within timescales is an area of strength. 96% of Stage 1 complaints and 100% Stage 2 were responded to within the timeframes (including extensions) set by the Housing Ombudsman Service (HOS) Complaint Handling Code. 1.4 HOS contact and determinations has risen compared to previous years. However, maladministration rate has reduced to 35%. This reflects an improvement in performance compared to 60% maladministration rate during 2024/25. 1.5 Early indications show strong Tenant Satisfaction Measures (TSM) complaint performance compared to peer group comparisons. 1.6 The HOS reviewed our 2024/25 HOS self assessment, and gave positive feedback. Some very minor changes to our Complaint Handling Policy were recommended. The revised policy has been updated for approval.
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2. Recommendation/s	It is recommended that Board : i. Be assured by the strong complaints performance for 2025/26 and continued positive progress in improving the complaint handling service within Berneslai Homes. ii. Consider the risks and actions contained within the report. iii. Consider the revised Complaint Handling Policy and recommend to BMBC that it is approved and adopted.
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3. Background

- 3.1 Complaints are welcomed and handled in line with the Berneslai Homes complaint handling policy. The policy supports compliance with the [2024 HOS Complaint Handling Code](#) which was introduced on 1st April 2024 under the Ombudsman's authority within the Housing Ombudsman Scheme. The Customer Services Team oversees, monitors and reviews all aspects of complaint management and ensure that we actively identify and implement learning.
- 3.2 The Code mandates an annual self-assessment, publication and submission to the HOS by a set deadline. The [Self-Assessment 2025/26](#) was completed and ratified by both Berneslai Homes Board and BMBC Cabinet. The document was submitted to the HOS and made available on our website in advance of the deadline of 30th September 2025. The next annual self-assessment is due by 30th September 2026.
- 3.3 The [Local Government and Social Care Ombudsman \(LGSCO\)](#) handle all complaints relating to Local Authority functions except for the Social Housing Service. They do however handle complaints about the management of the Housing Register. It should be noted that they operate under different protocols to the HOS and this is not a regulated scheme.
- 3.4 Complaint handling is a significant focus for regulatory compliance with 3 of the 22 [Tenant Satisfaction Measures](#) relating to complaint handling.
- 3.5 Customer Services Committee receive quarterly updates with the full year analysis being presented to Board and BMBC.

4. Current Position /Issues for Consideration

4.1. Annual summary 2025/26

- 4.1.1 This section contains analysis of complaints activity, outcomes, actions and issues from April 2025 to March 2026. Please note that the TSM performance data submitted will differ from the figures presented in this report. This annual summary includes all complaints, whereas certain complaints are required to be excluded from our TSM data submission.

4.1.2 Appendix 1 is a summary of Annual Complaints Performance throughout 2025/26 which will be published online.

Table 1 - Summary Table for April 2025 – March 2026 (comparisons to 2024/25).

Activity	Number	Outcomes	Action/Issue
Service requests (handled by the Customer Services Team) 	1093 Decreased by 41% (compared to 2024/25)	Overall reduction in the number of residents making contacting for support with resolving a service request. In 2024/25, 77% of service requests were repairs related reducing to 55% during 2025/26 which is extremely positive.	To continue to resolve service requests at the earliest opportunity.
Stage 1 formal complaints opened. 	1038 Decreased by 14% (compared to 2024/25)	For the first time in over five years, Stage 1 complaint volumes have declined, concluding the financial year with a 14% reduction compared to 2024/25. A contributing factor to this reduction is that the Customer Services Team can now allocate time prior to the deadline to acknowledge and register complaints, allowing them to resolve straightforward cases in agreement with tenants. Overall, 82% have been agreed and responded to 96% in line with the HOS timescales. Overall, 83% of stage 1 complaints were responded to within 10 working days and did not require an extension to timescales. This indicated that extensions are not routinely requested. On average we are responding to stage 1 complaints within 9 working days. 76% of Stage 1 complaints are repair related.	Continue to aim to respond to 100% of complaints within timescales. Priority action – Work with teams to identify learning to reduce repeat complaints, reduce upheld rate and improve services to customers. Review promise tracker, monitoring and reporting of promises made at Stage 1 to improve satisfaction and reduce escalation rate.
Stage 2 formal complaints opened. 	256 Decreased by 10% (compared to 2024/25)	Given the decline in Stage 1 complaints, a corresponding decrease in Stage 2 complaint volumes was anticipated. A 10% reduction in Stage 2 complaints has been achieved. 25% of Stage 1 complaints progressed to Stage 2, aligning with last year's conversion rate. Overall, 76% have been agreed and responded to 100% within HOS timescale (20 working days plus extensions). 96%	Priority action – Customer Services team to give continued support to service areas to improve the quality of complaint investigations and reduce upheld rate at stage 1. Focus on Damp and Mould team as an area of

		were responded to in 20 working days (no extension required). On average stage 2 complaints are being responded to within 16 working days. 80% of Stage 2 complaints are repair related.	risk due to complexity of cases and newly established team. Review promise tracker, monitoring and reporting of promises made at Stage 1 to improve satisfaction and reduce volume of avoidable Stage 2 Complaints
HOS and LGSCO contacts.	53 in total. 52 from HOS and 1 from LGSCO Increased by 77% (compared to 2024/25)	A high level of contact from the HOS continues which is common trend nationally. All contacts were responded to within timescales ensuring compliance.	Deliver high quality complaint responses to improve satisfaction and reduce escalation to HOS.
HOS investigations accepted.	28 Increased by 56% (compared to 2024/25)	23 cases that are currently with the HOS for investigation and awaiting their determination. All evidence requests have been responded to within timescales providing compliance .	Continue to manage resources within the team to ensure we can comply with demands on us from the HOS.
HOS determinations	39 Increased by 160% (compared to 2024/25)	A total of 39 determinations have been received relating to 22 cases. This increased from 15 determinations relating to 8 cases during 2024/25. All orders were responded to within timescales. See section 4.5 for further details.	Continue to learn from HOS investigations.
Satisfaction with complaint service. 	218 surveys completed Response rate decreased by 10% (compared to 2024/25)	Satisfaction with the final outcome of the complaint is 78%, easy to complain 64%, staff treated complaint fairly 80% and complaint handled 70%. Overall experience of the Complaint Handling service 39%, which is a slight reduction compared to 2024/25 at 43%. TSM complaint perception satisfaction is 43% for 2025/26. See further details in Section 5.3 table 6 relating to satisfaction.	Implement new methodology from April 2026 to gain further insight into satisfaction.
Compliments registered.	1,118	The rise in transactional surveys across all services has been accompanied by a	As transactional surveys continue to

	Increase by 73% (compared to 2024/25)	notable increase in positive feedback from tenants.	evolve, it is anticipated compliments may continue to increase.
Compensation paid. 	£92,967 Decrease by 16% (compared to 2024/25)	480 cases were paid compensation during 2025/26 compared to 568 during 2024/25. Financially this is £17,878 less. Highest payment of £2000 compensation was related to handling of day-to-day repairs and an ASB case, which was determined by the HOS.	Improve focus and resources to implement learning from complaints.
Councillor/MP enquiries. 	930 Increase by 20% (compared to 2024/25)	The Customer Services team administer Councillor/MP enquiries. Overall, there has been a 20% increase compared to 2024/25. 27% of the overall enquiries relate to housing applications and 20% relate to estate management.	To continue to respond to Councillor/MP enquiries at the earliest opportunity in line with agreed procedures.

4.2. Complaint Analysis

The Customer Services Team analyses the primary causes of service requests and complaints, including the specific services involved. This analysis informs the identification of key service improvement priorities. Below is an overview of activity to date for the current financial year.

- a) The primary cause of service requests continues to be around delays, accounting for 31% of all cases. Additionally, 25% are regarding inadequate communication, 13% relate to estate management, 7% day to day responsive repairs, 7% planned works and 5% are related to handling of damp and mould.
- b) In the 2025/26, there was a substantial decrease in the number of Stage 1 complaints related to repairs, with a reduction of 22%.
- c) The volume of Stage 1 complaints for Customer & Estate Services has increased by 36% compared to last year. This is primarily due to delays in responding to environmental issues (for example, clearing overgrown gardens and trees) and the handling of low-level neighbour disputes.
- d) The top 5 reasons for Stage 1 complaints are as follows: 23% delays in carrying out repairs/inspections, 13% quality of repairs, 13% estate management, 11% planned works and 10% damp & mould.
- e) The top 3 reasons for stage 2 complaints are as follows: 22% delays in completing repairs, 16% planned repairs and 15% day to day repairs.
- f) The main reasons for complaints progressing to Stage 2 were that generally the complainant was not happy with the response overall (45%), promises made at Stage 1 have not been fulfilled by the relevant service area (31%), the resident is not happy with the resolution/compensation provided within the Stage 1 response (17%) and unhappy with a decision made (7%).

4.3 Complaint Handling actions

Quarterly business partnership meetings continue to take place with all senior managers to discuss in greater depth complaints within their service area. This includes service level performance for the previous quarter, how this is contributing to overall performance and agreeing keys actions/areas of concern. This section provides a summary of key actions identified to improve complaint handling following analysis of 2025/26 performance.

- a) Aim for 100% of Stage 1 complaints to be responded to within HOS timescales. This is a TSM measure with year-end performance at 96%.
- b) Thorough investigations must take place at Stage 1 to reduce the number of upheld complaints at Stage 2. This is an internal measure.
- c) All Stage 1 extension to timescales must be agreed with the tenant to ensure compliance with the HOS Code. This impacts the above TSM performance.
- d) If extension to timescale is required and agreed, we must ensure responses are sent within the new extension deadline to ensure compliance with the HOS Code. This impacts the above TSM performance.
- e) All service areas must ensure that any promises made at stage 1 or 2 are followed through. Works or jobs must be ordered before the response is sent so that the response letter can give estimated completion dates for the works. They should be monitored through to completion. Complaints escalating due to failed promises are avoidable complaints.
- f) All repair jobs logged that are promised within the response letter must be record on NEC with the complaint reference number to ensure that the promise can be effectively monitored through to completion.
- g) All service areas to identify learning from complaints and implement in a timely manner.

4.4 Benchmarking

- 4.4.1 We participate in benchmarking for the Tenant Satisfaction Measures (perception and landlord measures) which allows us to compare our complaint handling performance with other similar social housing providers.

Table 2 – Performance against TSMs

TSM	Year End 24/25	Q1	Q2	Q3	Q4	Year End 25/26	Target 25/26	Benchmarking
CHO1 1: Stage 1 complaints relative to size of landlord	67.1	15.6	29.7	44.1	58.5	58.5	In line with peer group median	Data currently not available
CHO1 2: Stage 2 complaints relative to size of landlord	15.9	3.9	7.4	10.2	14.5	14.5	In line with peer group median	Data currently not available

CH02 1: Stage 1 response time	93.0%	96.9%	97%	96.5%	95.7%	95.7%	100%	80.5%
CH02 2: Stage 2 response time	97.9%	100%	100%	100%	100%	100%	100%	86.7%
TP09: Proportion of tenants satisfied with their landlord's approach to handling complaints	44.5%	43.2%	43.7%	43.4%	45%			32.9%

4.4.2 Housemark peer group comparison information shows how we have performed against peers.

4.4.3 CH01: There is no benchmarking data available at this stage.

4.4.4 CH02: 95.7% of Stage 1 complaints and 100% of Stage 2 complaints were responded to in target timescales against targets of 100%. We have seen improvements in stage 1 and 2 response performance in comparison to 2024/25-year end performance. This is strong performance compared to peers.

4.4.5 TP09: Although our performance is slightly below 2024/25-year end performance and target, we are performing favourably against the mid-year peer group median.

4.5 Compliance with the HOS Code and Investigation Determinations.

4.5.1 The Social Housing (Regulation) Act 2023 placed a duty on the Ombudsman to monitor compliance with the Code. This is fulfilled by monitoring submissions and acting where a landlord fails to provide information requested or evidence that complied with orders made by the Ombudsman. During 2025/26, we have ensured complete compliance with all requests for information/evidence requests and orders from the Ombudsman within required timeframes.

4.5.2 The Ombudsman also uses the duty to monitor to support landlords in improving complaint handling practices for residents and effective scrutiny and oversight of the service. To do so, they review the landlord's self-assessment against the code to consider the evidence relied on and commentary provided. They may also review the landlord's complaints policy to ensure that it includes all provisions that residents can reasonably expect to find in a policy. The review is an assessment as to whether the policy is compliant with the Code's requirements, it is not confirmation of its compliance in practice. The Ombudsman compliance team have reviewed both our self-assessment and policy. We received confirmation and positive feedback from the HOS, indicating their satisfaction with our self-assessment submission in September 2025. They have also reviewed our policy and made 9 recommendations for improvement. All are minor wording amendment recommendations which we accept and will implement during the first quarter of 2026. The minor amendments to the policy will require approval from BMBC Cabinet Spokesperson for Regeneration and Assets.
See Appendix 2 - Outcome of Complaints Policy Review.
See Appendix 3 - Draft policy amendments.

- 4.5.3 Berneslai Homes was contacted by HOS on 52 occasions and once by the LGSCO during 2025/26, which is an 77% increase compared to the previous year.
- 4.5.4 Determination outcomes for 22 cases following HOS investigation were received, and 1 case was closed without investigation as this was withdrawn by the resident. A total of 39 determinations were received, some of which relate to cases provided to them during 2024/25 (multiple determinations can be received for each case). There were 13 negative determinations and 26 positive outcomes, which is a maladministration rate of 35%. This reflects an improvement in performance compared to 60% maladministration rate during 2024/25. HOS determination outcomes are listed in the below table.

Table 4 – Summary of determination outcomes

	Total 2025/26
Number of Cases Investigated	22
Total Number of Determinations received	39
Severe Maladministration	1
Maladministration	6
Partial Maladministration	0
Service Failure	6
Reasonable Redress	10
No Maladministration	14
Out of Jurisdiction	2
Withdrawn	1

- 4.5.5 At the end of 2025/26 financial year, there are 23 cases that remain under investigation with the HOS that we are awaiting determination. Of these, four cases are historical, dating back to 2024/25 and 19 cases are from 2025/26. The HOS are currently prioritising investigations relating to damp and mould, health and safety and those from vulnerable tenants.

4.6 Complaints Awareness

- 4.6.1 The complaints process is well publicised and accessible to all and the [website](#) content has been reviewed to ensure information is easy to find and clear to understand. Residents can access our complaints process in a number of ways, which includes phone, in person, online forms, email, social media and through representatives/Elected Members. Complaint handling satisfaction results indicate that only 64% of our tenants found it easy to make a complaint. Additional initiatives have taken place throughout 2025/26, including global communications to the workforce around their role in accepting and registering complaints, promoting job shadowing of the Customer Services team, reviewed new staff induction awareness training and reviewed and refreshed the staff training program. Work is also underway to introduce a chatbot on the complaints pages of our website which will assist residents to find information that they require. We are hopeful that these recent and planned initiatives will enhance satisfaction and eliminate barriers. Further training and scripting will also be provided for contact centre staff, as they frequently serve as the initial point of contact.

4.7 Learning from complaints

- 4.7.1 Staff welcome and treat complaints as useful feedback for improving services. After resolving each complaint, the investigating officer must review the case thoroughly, considering both the specific situation and any wider lessons learnt.
- 4.7.2 Trends in learning are communicated to relevant service managers, and the Customer Services team plays a vital role in reviewing policies and procedures to ensure that all learning is thoroughly captured and appropriately considered.
- 4.7.3 The below table summarises key learning and service Improvements (implemented, ongoing and key priorities for 2026/27).

Table 5 – Key Learning / Service Improvements.

Implemented Learning	Ongoing Learning	Key Priorities for 2026/27
Planned works – Reviewed communication around planned works to keep tenants informed and manage expectations.	In-depth training required for Maintenance Surveyors and relevant officers around category 1 hazards under the Housing Health and Safety Rating System (HHSRS)	Review Reasonable Adjustments Policy – this is to include development of eform for tenants to complete when submitting a request for consideration.
Shutter door process – Reviewed and developed process for Contact Centre and internal staff.	Review No Access Policy & Procedure – consultation stage.	Review of Empty Home Garden clearance process – This will be in partnership and agreement with the Council.
Reviewed lettings eforms – merged forms to improve customer experience.	Review Equipment & Adaptation Policy, including the review procedure – consultation stage.	Knowing our Customers Project – this will support staff to recognise and respond to vulnerabilities, including improved recording.
Reviewed Income Scripts and procedures – improve resolution of resident enquiries first time and improve record keeping.	Review the Decant Policy and develop staff procedures – consultation stage.	Mandatory ASB Risk Assessment Protocol – reintroduce the standardised risk assessment tool for all ASB cases.
Reviewed annual Gas Service letters – improve communication	Review of Warning Indicator Policy and develop Unreasonable Behaviour Policy – in draft.	Damp and Mould improvement action plan – plan to clear backlog of inspections to ensure full compliance with Awaab's Law and reduce complaints.

5. Customer Voice/Impact

- 5.1 Complaint handling transactional surveys are completed on the close of complaints. Surveys are carried out by Voicescape using a 100% sample size.

- 5.2 During 2025/26, 1,013 tenants were invited to provide feedback on complaint handling and 218 completed the survey, resulting in a 22% response rate.
- 5.3 The response rate has decreased by 10% compared to 2024/25 (32%), which can be attributed to a change in methodology; surveys are now conducted by Voicescape rather than by customer service team members over the phone. From April 2026, we will use a combination of AI-based phone surveys and human-led surveys.
- 5.4 The following table summarises 2025/26 satisfaction in complaint handling.

Table 6 – Complaint Handling Satisfaction (transactional surveys).

What we asked: Thinking about your recent complaint, how satisfied or dissatisfied were you with the following:	Satisfaction by quarter for 2025/26				Overall results 2025/26	Overall results 2024/25	2025/26 satisfaction compared to 2024/25 (% increase / decrease)
	April to June 2025	July to Sept 2025	Oct to Dec 2025	Jan to Mar 2026			
How would you rate your overall experience of Berneslai Homes Complaints service?	48%	41%	32%	29%	39%	43%	-4%
Complaint was handled	70%	62%	63%	83%	70%	63%	+7%
Easy to complain	70%	60%	50%	70%	64%	74%	-10%
Staff treated complaint fairly	81%	85%	74%	77%	80%	82%	-2%
Staff listened & understood	61%	63%	48%	51%	57%	72%	-15%
Response letter easy to understand	59%	62%	64%	60%	61%	74%	-13%
Steps taken to put things right	45%	62%	48%	45%	47%	57%	-10%
The final outcome of your complaint including the explanation, solution or remedy offered	79%	72%	68%	89%	78%	66%	+12%

- 5.5 Analysis comparing 2025/26 to 2024/25 indicates that satisfaction is comparable for two out of eight measures, declined for four measures and improved for the remaining two measures. Although results are varied, 78% of residents surveyed reported satisfaction with the outcome of their complaint including the explanation, solution or remedy offered. This represents a 12% increase compared to last year; however, it does not correspond with the lowest satisfaction ratings given for other measures. We are hopeful that from April 2026, the revised methodology will give us a greater insight into understanding this more.
- 5.6 In addition to gathering feedback through our transactional survey, tenant views are also sought via our annual Tenant Satisfaction Measure (TSM) survey, which includes questions about Berneslai Homes' approach to complaint handling. It's important to note that this is a perception-based survey,

meaning some respondents may report having made a formal complaint when they may have submitted a service request. The survey is conducted twice a year, with 1,900 tenants invited to take part in each wave. The first survey took place in May/June 2025, followed by a second wave in October/November 2025. Overall, 43% of tenants were satisfied with our approach to complaint handling. 43% in the first wave and 44% in the second wave. Compared to peer group midyear data, we are performing favourably.

6. Risk and Risk Appetite

- 6.1 The following table highlights any on-going risks, concerns or areas for focus in terms of complaints, including handling, volume, and nature of complaints. It also highlights actions required to ensure we are compliant with the HOS code and our legal responsibility.

Table 7 – Risk/Concern/Focus and Action

Category	Risk/Concern	Action	Who	When
Concern and Focus Required	Overall, 25% of stage 1 complaints have escalated to Stage 2. Although this is comparable to the previous year, we should aim to reduce this during 2026/27 to reduce the risk of escalation to the HOS and improve satisfaction.	Work with Property Services to ensure thorough complaint investigations are taking place and promises made at Stage 1 are delivered.	Customer Services Manager / Property Services	On-going
Concern & focus required	Delays in carrying out repairs and inspections remain to be the main reason for Stage 1 and Stage 2 complaints.	Property Services to develop and implement a plan to manage resident's expectations, improve communication and set out clear timescale for clearing repairs and inspections that are outside of timescales.	Property Services	30 June 2026
Concern & focus required	Damp and mould complaints are high risk due to Awaab's Law, HOS priority and the increase in complex cases we are currently seeing within the complaint procedure.	Highlight high risk cases to Head of Property Services and EMT.	Customer Services Manager / Damp, Mould and Disrepair Manager	On-going

Category	Risk/Concern	Action	Who	When
Focus required	Identified learning requires focus to improve customer experience, reduce complaint volumes and upheld rates.	Quarterly complaint and learning meetings scheduled with a focus on learning. Regular oversight on progress and outstanding action shared with SMT and Committee on a quarterly basis.	Customer Services Manager/SMT	On-going.

7. Strategic Alignment

- 7.1 Berneslai Homes' approach to complaint handling fully aligns with our Hearing Customers ambition and with all our company values. We put *Customers First* and aim to resolve complaints by understanding their concerns and the impact on them. Colleagues are thorough and curious in investigations, looking beyond face value to get things right and are clear on what can be done to resolve issues fairly and identify learning. A 'Can-Do' approach is adopted and our aim is to resolve complaints without progressing through all Stages.

8. Data Privacy

- 8.1 There are no data privacy issues associated with this report.

9. Consumer Regulatory Standards

- 9.1 Regulatory duties related to Complaint Handling is included in the [Transparency, Influence and Accountability Standard](#) which requires landlords to be open with tenants and treat them with fairness and respect so that tenants can access services, raise complaints when necessary, influence decision making and hold their landlord to account.

10. Other Statutory/Regulatory Compliance

- 10.1 Compliance with the HOS Complaint Handling Code is a legal duty under the Social Housing Act. The review and publication of the new complaints policy along with the completion of the Complaint Handling Code self-assessment, approval, publication and submission of this to the HOS will contribute towards eliminating risk challenge from the HOS or RSH.

11. Financial

- 11.1 There are no direct financial implications as a result of this report. However, failure to deliver a service to tenants in line with policies and our responsibilities as a landlord result in compensation payments.
- 11.2 Upheld rates continue to be high during 2025/26. A focus on implementing learning is to take place during 2026/27.
- 11.3 Our ability to handle complaints effectively could lead to financial loss through compensation or legal challenge.

- 11.4 The temporary staffing situation within the Customer Services team was addressed during 2025/26, with all positions subsequently made permanent within the organisational structure.
- 12. Human Resources, Equality, Diversity, and Inclusion
- 12.1 Equality, Diversity, and Inclusion
- 12.1.1 Survey results show that 64% of complainants that completed the survey found it easy to complain and 80% felt that their complaint was handled fairly. This gives confidence that the complaint process is easily accessible with a range of ways to access the service, but we are hopeful that recent and planned initiatives will improve satisfaction further.
- 12.1.2 Analysis of complaints have been made by diversity strands, and this shows no significant concerns.
- 12.1.3 Volume of complaints made by BAME is too low to make meaningful analysis.
- 12.2 Human Resources
- 12.2.1 Temporary resources were recognised in 2025/26 as having a positive impact on performance, compliance, and staff wellbeing within the service. These resources became permanent in Quarter 3, and all positions have been filled, supporting additional stability for the service.
- 13. Sustainability Implications
- 13.1 An improved and monitored complaints process is vital to ensure tenants in our properties can report areas of concern so that they can be rectified, allowing tenants to live in good housing and maintain sustainable tenancies. By having a robust complaints procedure, which is monitored regularly, key themes can be identified and put right, allowing the service for tenants to continually improve based on feedback.
- 14. Associated Background Papers
- 14.1 None.
- 15. List of Appendices
- 15.1 Appendix 1 - Complaints Performance Summary.
Appendix 2 - Outcome of Complaints Policy Review.
Appendix 3 - Draft policy amendments.

16. Glossary

- 16.1 HOS – Housing Ombudsman Service.
RSH – Regulator of Social Housing.
TSM – Tenant Satisfaction Measures.
LGSCO – Local Government Social Care Ombudsman.
MRC – Member Responsible for Complaints.
BMBC – Barnsley Metropolitan Borough Council.