



Annual Complaints Performance and Service Improvement report

April 2025 – March 2026



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Introduction

At Orbit, listening to our customers is one of the most important ways we learn and improve. Complaints show us where we've got things wrong, where customers are experiencing frustration, and where we need to do better.

This report reflects our complaint handling performance during 2025/26. It also shows how we have used customer feedback, Housing Ombudsman decisions, and wider insight, to drive improvements across our services. Throughout the year, we've seen positive progress in complaint response times, customer satisfaction with complaint handling, and stronger governance arrangements. But we know there is still more to do.

Customers have continued to tell us that clear communication, timely action and delivering on our commitments matter most when things go wrong. We've listened to feedback and used it to shape real improvements across your homes and our services. We've strengthened our repairs service, introduced our new Putting Things Right Policy, improved how we communicate with customers, and we're becoming better at learning from complaints.

Our aim is not simply to resolve complaints, but to use them to drive change. Every complaint provides an opportunity to understand a customer's experience, put things right, and stop similar issues from happening again.

I really value the collaborative approach we've taken with customers throughout the year. Through our Complaints Scrutiny and Co-Creation Group and our wider involved customer community, customers have challenged us, shaped improvements, and helped us keep focused on what matters most.

As we look ahead to 2026/27, we remain committed to delivering fair outcomes, learning from customer experiences, and continuously improving the services we provide. By listening, learning and acting on customer feedback, we'll continue working towards our ambition of delivering one of the best customer experiences in the housing sector.

Joe Brownless

Chief Customer Officer



The Customer Experience & Service Delivery Committee supports this Annual Complaints Performance and Service Improvement Report.

Over the past year, Orbit has made focused improvements to its customer experience, including complaint handling. However, we recognise that this is a journey of continuous improvement and there is still more to do to reduce complaint numbers, and more importantly the frustration customers feel behind each complaint. Whilst complaints provide valuable assurance about how effectively Orbit is delivering services, as well as responding and learning when things go wrong, our focus must remain driving the change to prevent them happening again.

Throughout the year, the Committee has regularly reviewed complaint performance, Housing Ombudsman outcomes, customer satisfaction and the actions being taken across the organisation to address areas of concern.

We welcome the progress made during 2025/26, particularly the improvements in complaint response times, customer satisfaction, and the increased focus on learning from complaints. We have also seen positive examples of services using customer feedback to improve communication, strengthen accountability, and deliver better outcomes for customers.

At the same time, we know there are still challenges. Complaint trends, customer feedback and Housing Ombudsman decisions continue to highlight areas needing further improvement, particularly in repairs, communication, complaint handling and delivering commitments made to customers. We expect these areas to remain a strong focus throughout the coming year.

The Committee is encouraged by the actions outlined in this report and supports the organisation's commitment to strengthening learning, reducing maladministration and making sure customer feedback continues to influence decision-making at every level.

Most importantly, we want customers to be confident that Orbit listens when things go wrong, acts on feedback, and uses complaints as an opportunity to improve. We'll continue to monitor, challenge and support to make sure complaints result in meaningful and lasting improvements for customers.

Emma Kenny

Chair of the Customer Experience & Service Delivery Committee and Member Responsible for Complaints



Scope of Report

This report covers complaints we have received in relation to our landlord services between 1 April 2025 and 31 March 2026.

This report relates to complaints concerning landlord services delivered to customers living in Orbit-managed homes across our social and affordable housing tenures, including shared ownership customers where complaints fall within the Housing Ombudsman's jurisdiction. Complaints relating to new home sales and other matters outside the Housing Ombudsman's jurisdiction are managed and reported separately through the relevant governance arrangements.

This report should be read alongside our Complaint Handling Code self-assessment, Complaints and Customer Care Policy, and the governing body response to this report.

The data and findings in this report have been reviewed through our complaint performance and assurance arrangements, including oversight through the Customer Experience and Service Delivery Committee, Common Board reporting and the Member Responsible for Complaints. This provides assurance that complaint performance, Housing Ombudsman findings, and learnings from complaints are visible at senior level and used to inform service improvement.



Executive Summary

During 2025/26, we used complaints, customer feedback, and wider customer voice insight to understand where services were not meeting expectations and to improve the experience customers receive.

Complaints remain one of our most valuable sources of learning, helping us understand where things have gone wrong, identify recurring issues, and make meaningful improvements.

We received 3,272 Stage 1 complaints during the year, which is a reduction compared to the number of complaints we received in 2024/25. This reflects the improvements we've made to manage service requests, support customers earlier in their journey, and resolve concerns before they escalate. We also saw strong improvements in complaint response times and customer satisfaction with complaint handling, showing positive progress in how we respond when things go wrong.

Throughout the year, customer feedback, complaints and Housing Ombudsman decisions highlighted recurring themes around repairs, communication, complaint handling, anti-social behaviour and delivering on commitments we've made to customers. We have used these insights to drive improvements across the organisation, including strengthening monitoring of repairs, introducing our new Putting Things Right Policy, improving communication, making sure there is local accountability through our Neighbourhood Model and redesigning services in partnership with customers.

While we are encouraged by the progress made, we know there is more to do. Too many customers still experience avoidable service failures, delays or poor communication, and our Housing Ombudsman findings show we must continue to improve the consistency and quality of our service delivery. We remain committed to being open about where improvement is needed and taking action to address the root causes of complaints.

As we look ahead to 2026/27, our focus will be on improving early resolution, strengthening communication, reducing customer effort, increasing accountability, and ensuring we consistently deliver the commitments we make to customers. We will continue to invest in colleague skills, use complaints and customer insight to drive service improvement, and strengthen how learning is captured, monitored and used in the way we work.

We remain committed to listening, learning, and acting on what our customers tell us. By putting customer feedback at the heart of decision-making and continuously improving our services, we will continue working towards our 2030 ambition of delivering one of the best customer experiences in the housing sector.



Complaints Handling Performance 2025-26

From April 2025 to March 2026, we received 3,272 Stage 1 complaints. This was 169 fewer than in 2024/25. The reduction suggests that improved processes, clearer routing, and a stronger focus on early resolutions are helping us address concerns sooner, while customers continue to have clear routes to make a complaint.

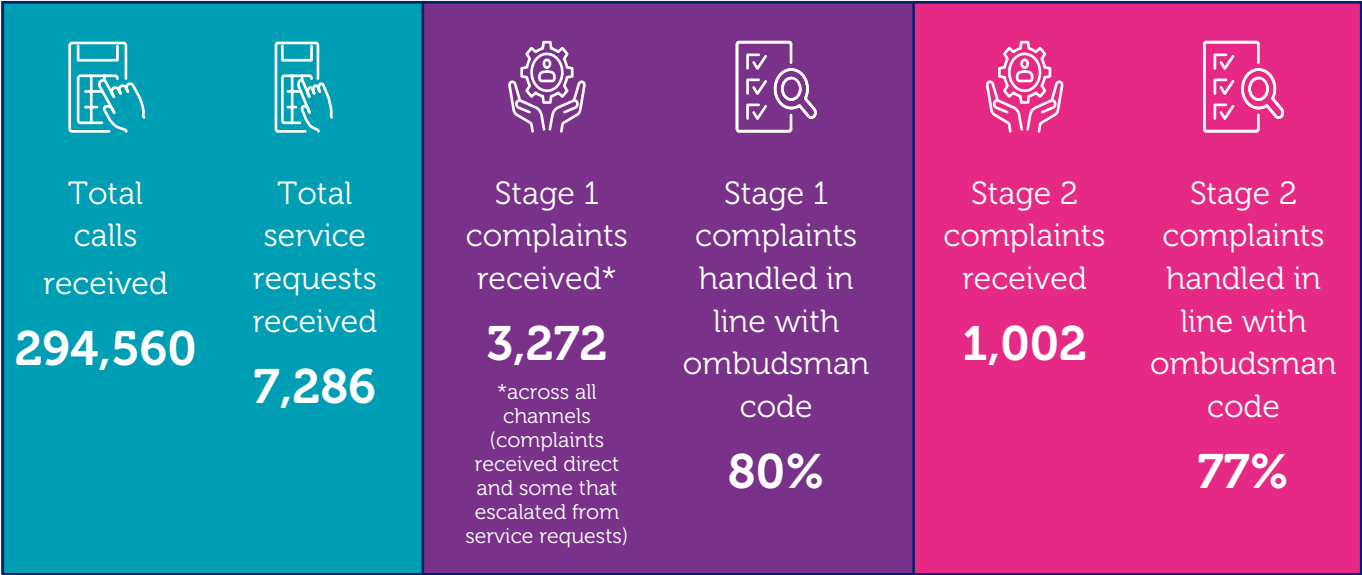
Over the year, we responded to 80% of Stage 1 complaints within timescales – an improvement from 19% in 2024/25 and 40% in 2023/24. This is still below the standard we aim for and responding within timescale remains a key priority and focus.

For Stage 2, we saw 1,002 complaints escalating within our process compared to 927 in 2024/25, despite a high level of upheld complaints. This indicates an accessible process where customers know their rights and are able to escalate their complaint, if they remain dissatisfied. It also demonstrates an opportunity to strengthen our ability to keep our promises after a resolution is provided. We responded to 77% of Stage 2 complaints within timescale, which is a positive improvement of compared to 34% in 2024/25.

Satisfaction with complaint handling, measured through real-time customer feedback, increased from 57.9% to 66.4% during 2025/26. This represents positive progress and reflects the improvements we have made in how we communicate with customers, manage complaints and deliver resolutions when things go wrong.

While this increase suggests that more customers feel confident raising concerns and using our complaints process, we also know we have more work to do in improving our customers’ perception through our Tenant Satisfaction Measures as this remains our lowest scoring satisfaction question. The feedback through both surveys highlights opportunities for us to improve how we resolve issues at the earliest stage, keep customers informed throughout the process and tailor our services when customers require additional support.

To support this, our Aftercare Team will continue to play an important role in making sure we deliver on the commitments we make to customers and keep in touch following our responses. By following through on agreed actions, maintaining regular communication and ensuring concerns are fully addressed, the team helps to rebuild trust, improve customer confidence and reduce the need for complaints to progress further.



Refusals

In line with the Housing Ombudsman's Complaint Handling Code, our Complaints and Customer Care Policy outlines the circumstances where we would not classify a concern as a complaint - although we will still review the issue and respond appropriately.

This includes cases such as first reports of anti-social behaviour (ASB), disputes about rent or service charges, or matters where there has already been a formal determination.

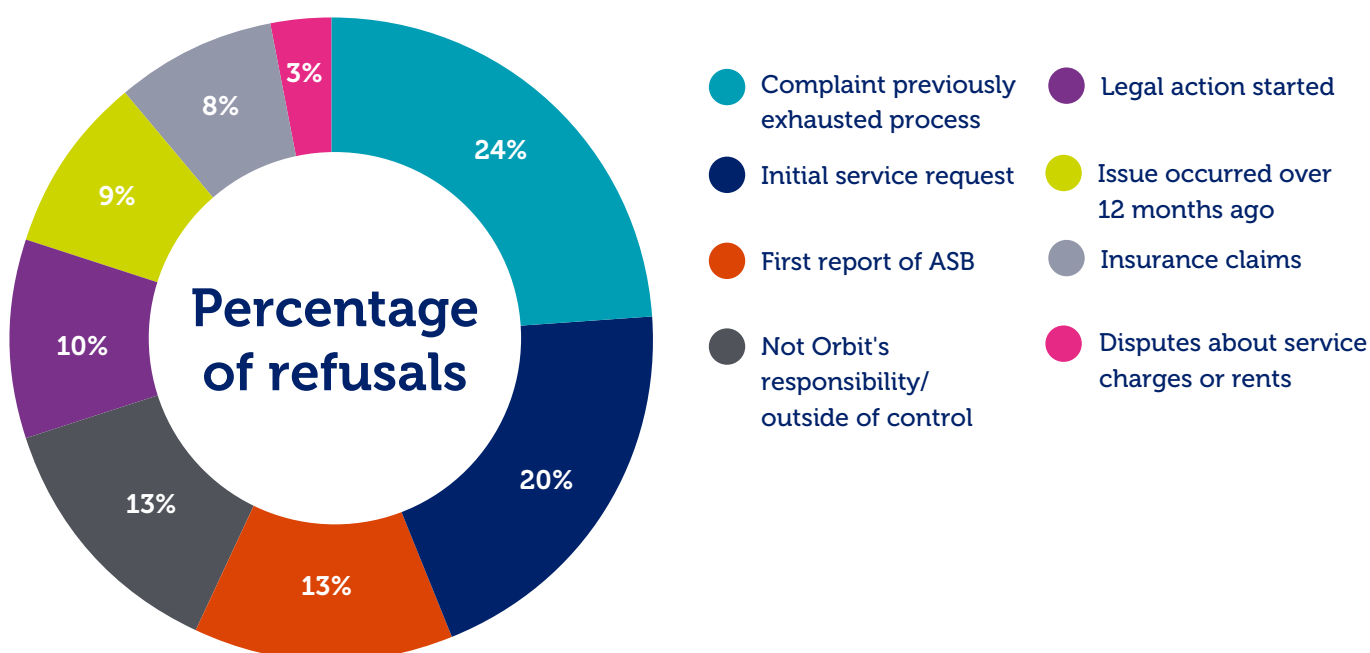
In 2024/25, we recorded 413 complaints that were excluded under this policy and in 2025/26, we recorded 126.

This is the second year we have formally recorded and reported on refusals and are pleased to see the reduction as it indicates a more accessible complaints service. We are committed to maintaining transparency around this aspect of complaints handling and will continue to monitor and report on this.

Where we did not classify a matter as a complaint, customers were advised of the reasons for our decision and informed how their concern would be managed. Customers were also provided with information about escalation routes where appropriate.

The primary reasons for complaint refusals were that the issues raised had already been addressed through a previous complaint and had therefore exhausted our complaints process, or that customers were reporting a concern for the first time, which had not yet been reported through the appropriate channel.

To make sure we apply refusals fairly and consistently, decisions are reviewed regularly and subject to quality assurance checks. Complaint refusal trends are monitored through regular reporting and review.



Complaint Outcomes

In 2025/26, 60% of Stage 1 complaints were upheld and 21% were partially upheld.

At Stage 2, 44% were upheld and 30% were partially upheld. These outcomes highlight opportunities to strengthen our complaint handling by resolving issues earlier and providing more clarity and consistency in our responses.

These outcomes also show that a significant proportion of customers who complain have experienced some level of service failure. It reinforces the need to improve the quality of our initial response, strengthen ownership of agreed actions and reduce avoidable escalation. During 2026/27, we will use upheld and partially upheld outcomes to identify recurring root causes, target service improvement activity, and monitor whether changes are reducing repeat complaints and escalation.



Housing Ombudsman's annual report about our performance

Between April 2025 and March 2026, the Housing Ombudsman made decisions on 92 complaints about Orbit, with a total of 208 findings. This is a slight reduction compared to the previous year. As a result of the findings, the Housing Ombudsman ordered compensation payments totaling £54,442.06 compared to £100,206, the previous year.

It also recommended that compensation payments totaling £27,024.90 were made, and we implemented this recommendation in full.

Analysis of compensation awards continues to show that the most common causes relate to repairs and property condition issues, including damp and mould, leaks, heating failures and other repair concerns. Complaint handling is also a significant driver of compensation, demonstrating the impact that delays, poor communication and poor processes can have on the customer experience. Awards relating to distress, inconvenience, time, and trouble also highlight how important it is for us to recognise the wider impact of service failures on customers.

We've also paid compensation for financial loss, reimbursement requests, service charge disputes and damaged belongings, as well as matters relating to estate services, anti-social behaviour, parking and communal areas. These themes align closely with Housing Ombudsman findings and will continue to inform our service improvement priorities and colleague development during 2026/27.

We did not receive any findings of non-compliance with the Complaint Handling Code during 2025/26. We also received no Complaint Handling Failure Orders for the second consecutive year. While this provides assurance regarding our overall complaint handling arrangements, we recognise the need to continue to strengthen our complaint timeliness, quality, communication, consistency of responses and the effective delivery of commitments made to customers.

There are also positive signs of improvement in the outcomes we received compared to the previous year:

- Severe maladministration findings reduced to 1.9% compared to 4% the previous year
- Findings where we had already taken steps to put things right (reasonable redress) were found in 32% of all cases.
- Our Maladministration rate dropped to 55% compared to 63% in 2024-25.



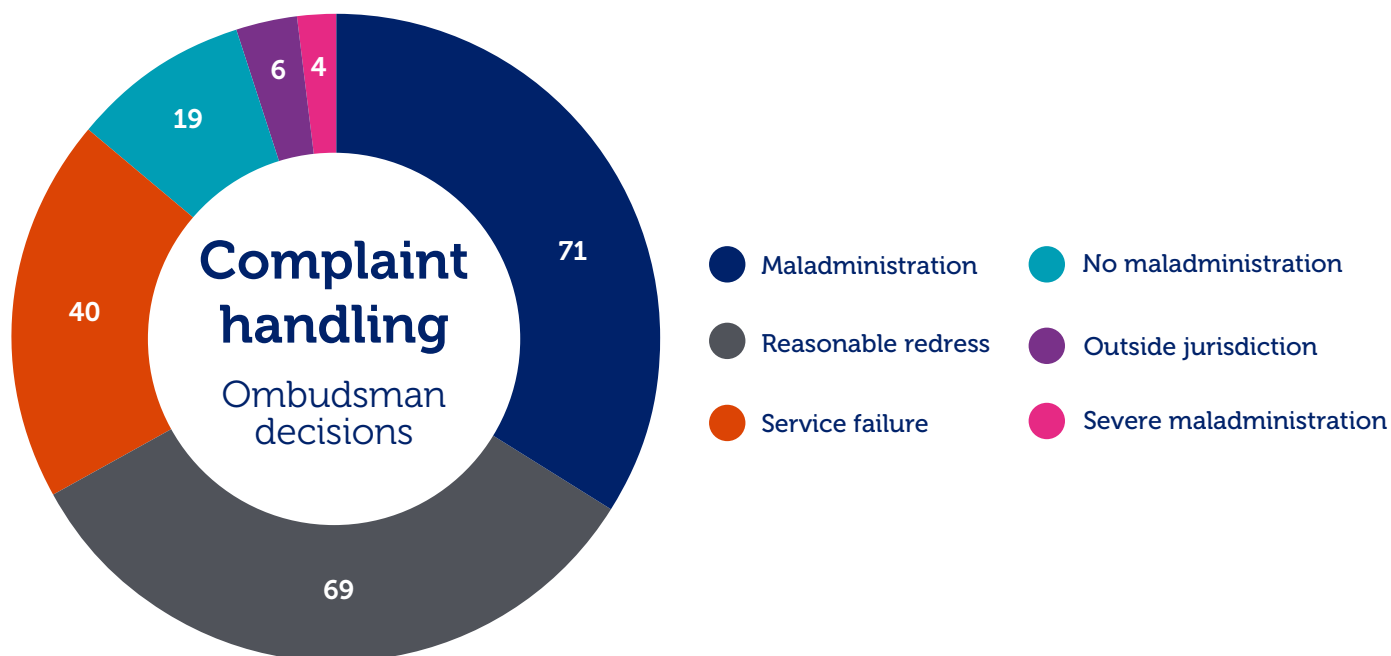
Housing Ombudsman Review and Improvement Programme

During the year, the Housing Ombudsman contacted Orbit under its enhanced oversight arrangements to review a group of complaint cases relating to complaint handling, repairs and information management between 2022 and 2025.

We have taken this review seriously. The themes identified by the Ombudsman were consistent with areas already highlighted through our own complaint analysis, customer feedback and service improvement work. While we have made progress, we recognise there is more to do and remain committed to learning from complaints and improving services for customers.

In response, we completed a detailed review of the cases, identified the underlying causes of the issues raised and developed a targeted improvement plan. This builds on wider work already underway across complaints, repairs and customer information, with progress overseen by the Executive Team, Board and customer scrutiny groups.

Our focus now is on embedding these improvements and ensuring they deliver sustained improvements and better outcomes for customers.



Housing Ombudsman Glossary of Terms:

<https://www.housing-ombudsman.org.uk/glossary/>

The reduction in severe maladministrations is positive and suggests that our most serious failures are reducing. However, the overall maladministration rate remains too high and continues to be a priority area for improvement. During 2026/27, we will focus on addressing the root causes most frequently identified in Housing Ombudsman decisions, including complaint handling, reasonable adjustments, repairs, damp and mould, compensation, communication and following through of agreed actions.

Complaints and Housing Ombudsman findings have reinforced the importance of identifying and applying reasonable adjustments consistently. During 2025/26, we strengthened our approach by improving prompts for colleagues to ask customers about additional support, reviewing how reasonable adjustment information is captured and considering how this information is shared appropriately to support service delivery. In 2026/27, we will continue to strengthen data quality, colleague guidance, and quality assurance so customers with additional needs receive services that are accessible, fair, and responsive.

In 2026/27, we are continuing to use the Housing Ombudsman Service determinations and Spotlight reports to inform structured lessons learnt reviews, making sure we translate insights into real service improvements, and these are shared across the organisation.

We've already used this feedback to make real changes in 2025/26, such as clearer communication with customers, better record-keeping, improved complaint management, and stronger follow-through when we say we'll do something.

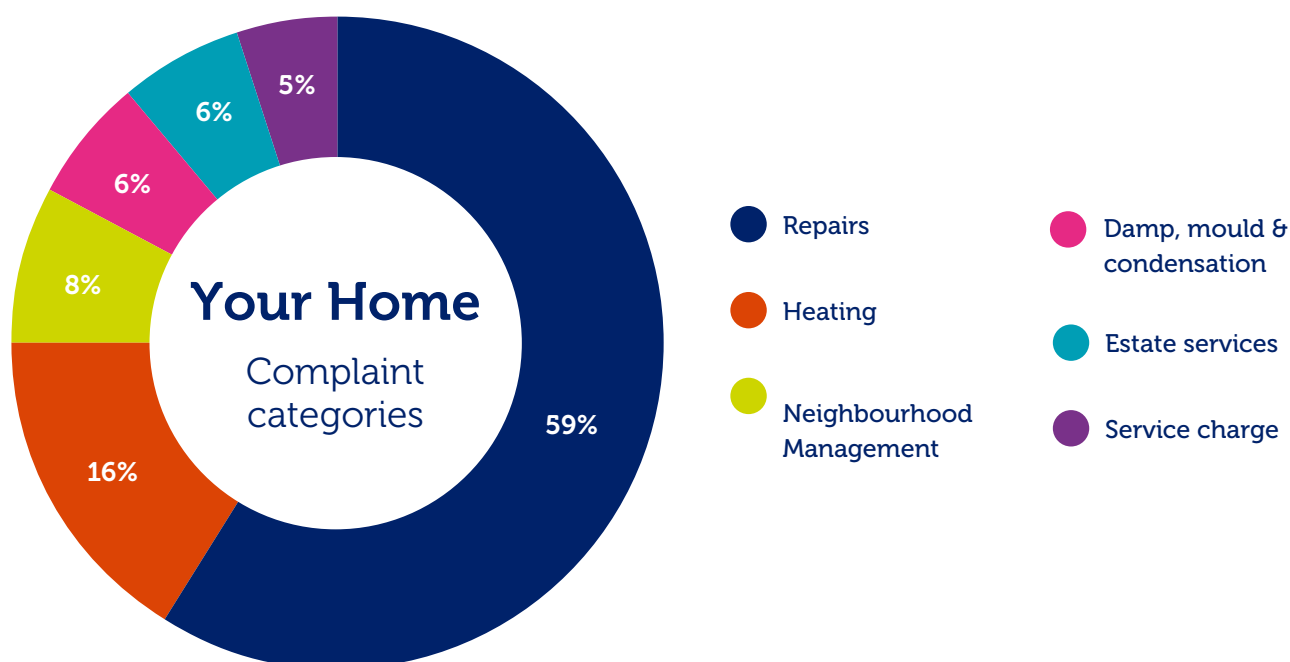
We know there's still work to do, but we're learning from every complaint and staying focused on building services that are fair, consistent, and centered around what our customers need.



Reasons for customer complaints

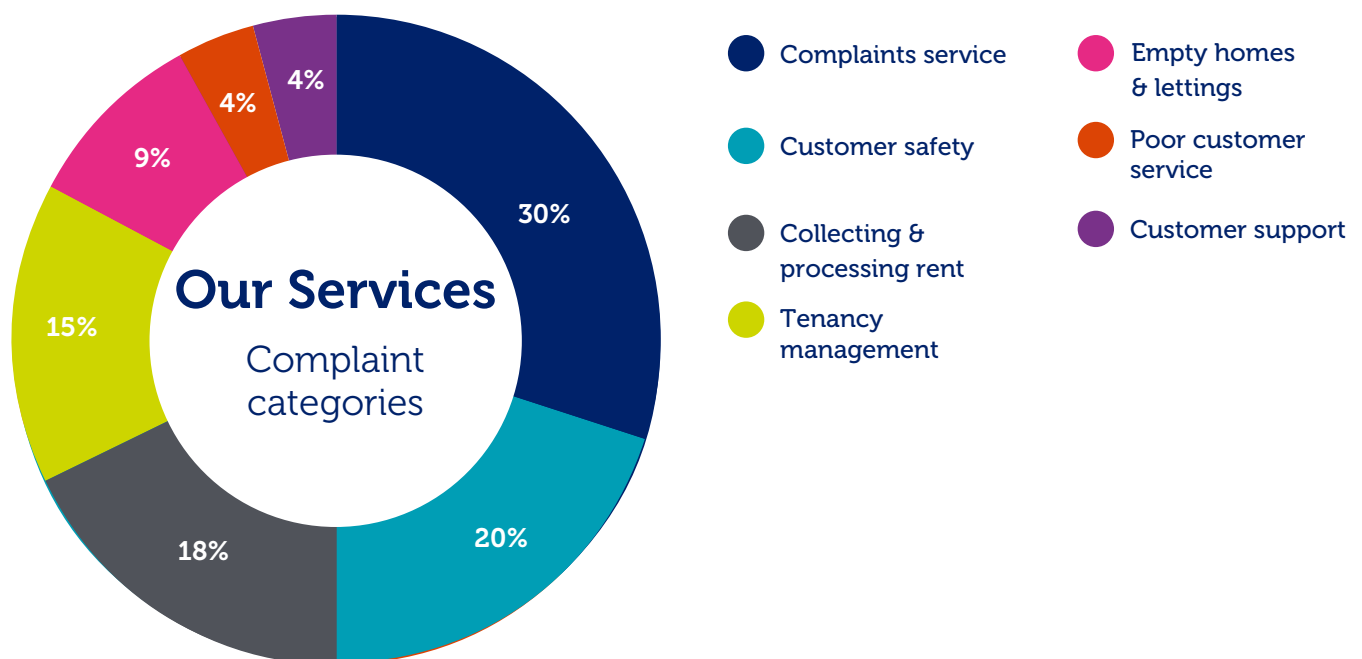
In 2025/26, complaints relating to customers' homes remained the most common reason for customers raising concerns. Repairs accounted for more than half of all Stage 1 complaints, while damp and mould, heating, and gas servicing were also key drivers of dissatisfaction. Across these services, the main themes were delays, communication and service quality.

These trends are helping us focus our efforts where they are most needed. We are continuing to work closely with colleagues to track recurring issues, improve communication, and take action to prevent the same issues happening again.



Customers told us they wanted clearer communication, better updates and greater confidence that issues would be resolved and followed through to completion. In response, we have strengthened monitoring, improved communication processes and increased accountability across our services.

We'll continue to use complaints, customer feedback and Housing Ombudsman learnings to address root causes, stop recurring issues and focus improvement activity on the areas that matter most to customers.



Learning and Service Improvements from Complaints

We want every customer to feel safe, supported and proud of their home. When things don't go as they should, it's our responsibility to listen, understand what went wrong, put things right, and use that learning to improve our services for the future.

Throughout 2025/26, customer feedback, complaints, Tenant Satisfaction Measures (TSMs), customer surveys, Voice of the Customer activity, and Housing Ombudsman learning have provided valuable insight into the issues that matter most to customers. Analysis has identified several recurring themes, with repairs, complaint handling, communication, estate services and anti-social behaviour remaining the key drivers of dissatisfaction. These insights have informed a range of service improvements designed to address root causes, improve customer outcomes and reduce the likelihood of repeat failures.

Complaint insight helps us identify where customers are experiencing delays, communication isn't meeting expectations, or services could be delivered in a more joined-up way. It also helps us understand where processes, systems and ways of working need to change to prevent the same issues happening again.

We'll continue to use complaints as a valuable source of insight, helping us make informed decisions, improve customer experiences and strengthen the services we provide. By listening, learning and taking action, we're working to deliver services that are easier to access, more responsive, and focused on what matters most to our customers.



Complaint Handling

The Customer Resolutions Team provides regular complaint insight reports, trend analysis and case studies to operational teams across the organisation.

Analysis of complaints, customer feedback and Voice of the Customer insight identified recurring themes around communication, response times, ownership and customers having to chase for updates. Customers told us they wanted:

- Clearer explanations
- More regular communication throughout the complaint journey
- Greater confidence that issues would be resolved at the earliest opportunity

These insights have directly informed improvements to complaint handling processes, response quality standards and colleague development activity, ensuring learning is translated into real service improvements.

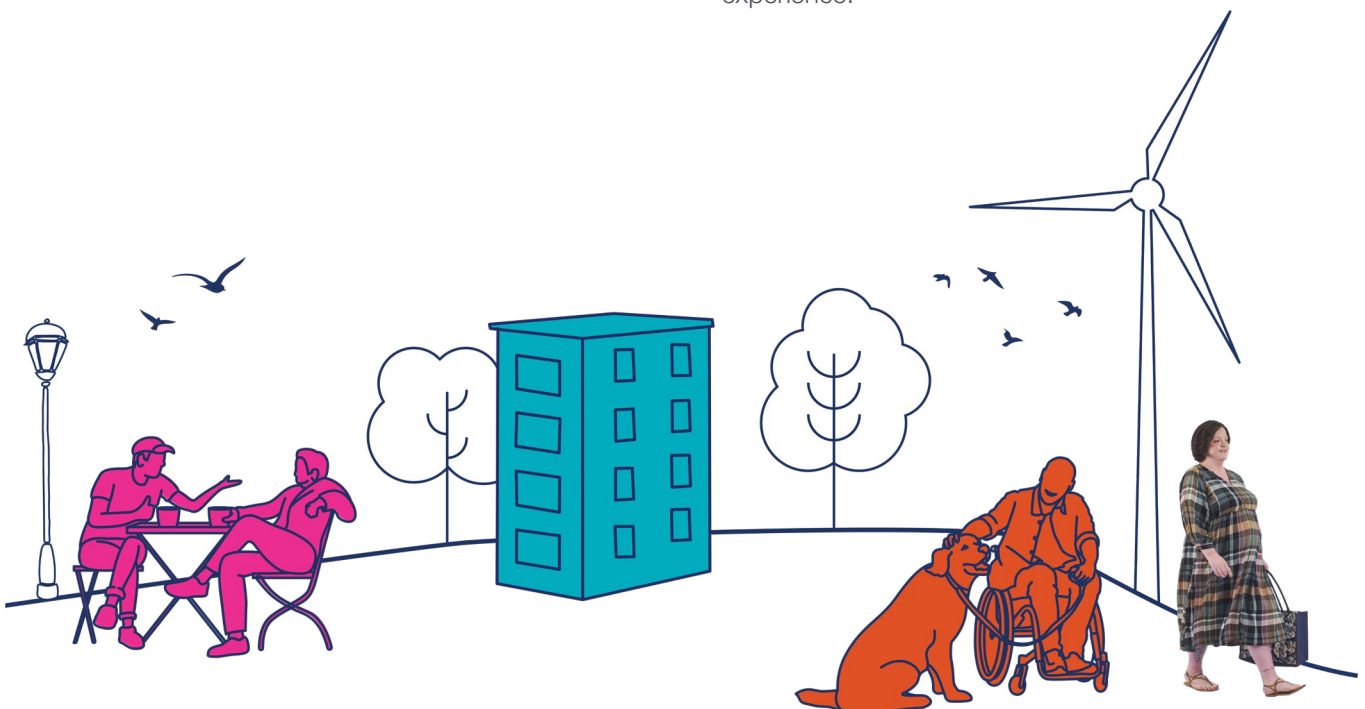
During 2026/27, we will work alongside the Customer Excellence Team to strengthen how learning is captured, monitored and reported. This will provide greater visibility of actions, improve accountability and enable us to better demonstrate how customer feedback is driving service improvements across Orbit.

We've also worked closely with our Complaints Scrutiny and Co-Creation Group to improve how we respond when things go wrong. Together, we developed a new Putting Things Right Policy, designed to strengthen the support and resolutions we offer customers. This policy replaces our previous compensation policy.

The policy represents an important shift in our approach. Rather than focusing solely on compensation, it provides a broader framework for putting things right. This includes resolving issues as early as possible, providing practical remedies, rebuilding customer confidence, and making sure we learn from mistakes to prevent similar issues happening again.

The policy has also strengthened our focus on learning from complaints and using customer feedback to identify root causes, address systemic issues and reduce repeat failures. This broader approach supports continuous improvement by ensuring that outcomes from complaints are used to improve services more broadly as well as fixing the problem for individual customers.

Compensation remains an important part of how we put things right when appropriate, but it is now one element of a wider approach that focuses on achieving fair outcomes and improving the overall customer experience.



Repairs

Repairs continue to be one of the most common reasons customers contact us. Over the past year, we have focused on learning from customer feedback, improving how we manage repairs, and strengthening our response when things go wrong.

Throughout the year, repairs remained the most common reason for complaints and customer dissatisfaction. Complaints analysis consistently identified delays, missed appointments, poor communication and concerns regarding the quality of completed work as the main causes of customer frustration. Customers also reported having to make more effort where multiple visits were required or where they were unclear about next steps and timescales.

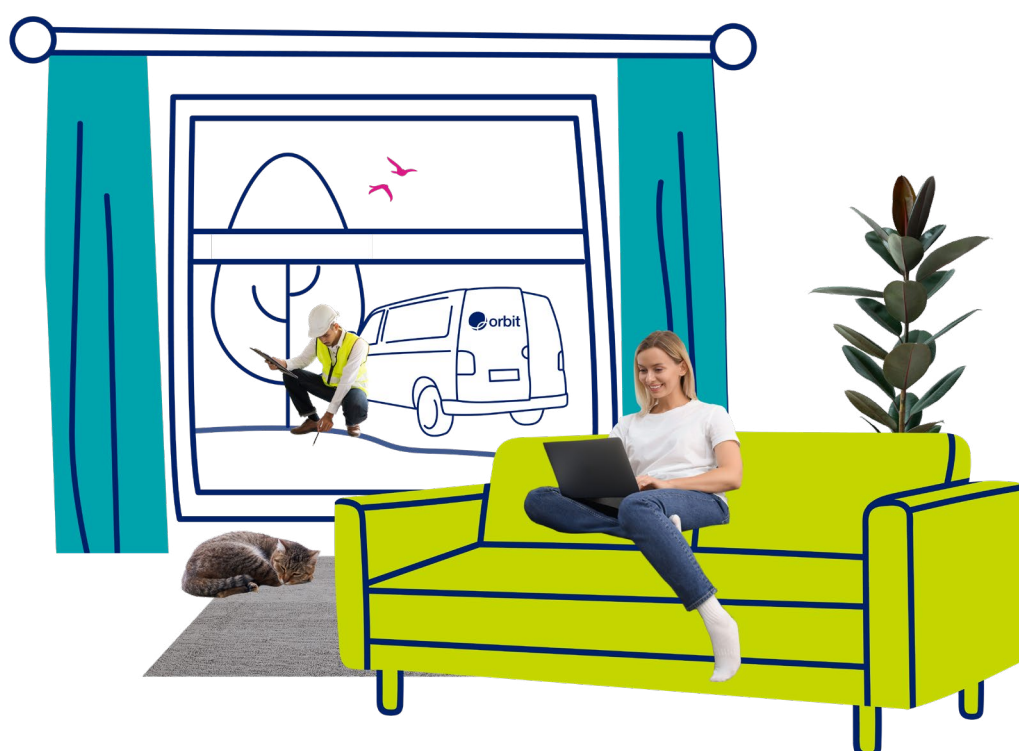
We've introduced a dedicated National Repairs Response team to provide greater oversight of complex and delayed repairs, helping us identify issues earlier, improve communication, and ensure customers receive timely updates. We've also completed a major review of our repairs delivery model, with new partner arrangements and a locally focused operating model due to be introduced in April 2027. This new approach will provide greater accountability, improved oversight, and more responsive services for customers.

Alongside this, we've increased management oversight of inspections, and we're now using a formal Lessons Learned process, using insights from complaints, service failures and Housing Ombudsman decisions to identify trends and drive service improvements.

We have also strengthened performance management arrangements with our repair partners and introduced better monitoring of outstanding repairs, so we can identify emerging issues earlier and fix things more quickly. Daily operational reviews and improved use of customer insight are helping us better understand the root causes of dissatisfaction and focus activity where it will have the greatest impact.

Looking ahead, our 2030 Home Repairs Strategy will focus on reducing repair failures, improving contractor performance, strengthening communication, and delivering a more consistent customer experience. By acting on customer feedback and learning from complaints, we aim to resolve issues more effectively, reduce the need for complaints, and build greater trust in our repairs service.

These improvements demonstrate our commitment to listening, learning, and continuously improving the service we provide to customers.



Lettings

Moving home is one of the biggest milestones in a person's life, and we want every customer to feel informed, supported, and confident throughout the process.

Feedback gathered through customer surveys and complaints highlighted that customers value regular communication, clear expectations, and confidence that their new home will be ready for occupation. Customers told us they wanted more clarity around mutual exchange processes, more information before moving and reassurance that any outstanding repair issues would be identified before they moved into their new home.

We've listened to this feedback and taken action to improve the experience. During the year, we completed a comprehensive end-to-end review of our lettings service with external specialists to identify opportunities to make the process simpler and more customer focused. Building on this work, in 2026/27 we'll introduce improvements that will help us make housing offers more quickly and give customers more time to prepare for their move.

We have also strengthened our mutual exchange service by providing dedicated support, clearer guidance, and more robust property checks before a move takes place. To help customers feel better prepared, we have developed a series of guidance videos that explain what to expect at each stage of the mutual exchange process.

Learning from customer feedback has also resulted in the introduction of additional pre-exchange property inspections and improved information available through our website, so customers can make informed decisions and reducing avoidable issues following a move.

These improvements are designed to give customers greater confidence and peace of mind when moving home. Our aim is to make every step of the journey as straightforward as possible, ensuring customers feel supported, informed and valued from the moment they receive an offer through to settling into their new home.

Neighbourhood Management

Customers consistently told us they wanted a stronger local Orbit presence and greater visibility within their communities. Many expressed frustration at not having a dedicated point of contact who understood them, their home and their individual circumstances. In response, we introduced a new Neighbourhood Model, bringing together our former Property Management and Tenancy Services teams into a single service led by Neighbourhood Managers and Area Neighbourhood Managers. This integrated approach has strengthened local service delivery, increased accountability, and enhanced the overall customer experience through more personalised and responsive support.

Customer feedback throughout the year demonstrated a desire for more visible local services, quicker responses to neighbourhood concerns, and improved communication regarding ongoing issues. Complaints relating to estate services, anti-social behaviour and local environmental issues highlighted the importance of local accountability and stronger ownership of customer concerns. These findings played a significant role in shaping the design of the new Neighbourhood Model.

The new model has delivered several benefits for customers:

- Created a dedicated Neighbourhoods function, helping to remove barriers and resolve issues more effectively
- Improved responsiveness to complaints through clearer ownership and accountability
- Simplified escalation routes, ensuring complaints are overseen by the right people at the right stage

Alongside the new model, local insight dashboards and neighbourhood performance reviews have been introduced to help identify emerging issues, target resources more effectively and drive service improvements based on complaints, customer feedback and local customer priorities.

These changes have helped us respond to customer concerns more quickly, improve communication, and provide a more consistent and personalised service to customers. By strengthening accountability and decision-making, we are better placed to resolve issues fairly and deliver positive outcomes for our customers and communities.

Customer Care

We've continued to improve our Customer Care service to make it easier for customers to get the help they need when they need it. We've developed our teams' skills so colleagues can support a wider range of enquiries. This has reduced the need for customers to be transferred between teams, improved ownership of issues, and increased the number of enquiries resolved at the first point of contact.

Customers told us they wanted enquiries resolving at the first point of contact, reducing the need for transfers and repeat contact. Analysis of complaints and customer surveys showed that customers became increasingly dissatisfied when enquiries were passed between multiple teams or when follow-up actions were delayed. This learning has informed our ongoing focus on colleague capability, knowledge management, and first contact resolution.

As a result, more customer calls are being answered, and waiting times have reduced significantly, helping customers get support more quickly and efficiently.

We've also introduced a new Customer Relationship Management (CRM) system, which allows us to gather feedback more effectively. This has strengthened our ability to listen and respond to customers in real time. Following any survey response where a customer expresses dissatisfaction, we reach out within one working day to listen to the customer's concerns, resolve outstanding issues where possible, and use their feedback to drive continuous improvement.

These changes are already helping us build a better understanding of what matters most to customers and where we need to do better. While we're pleased with the progress we've made, we know there's more to do. Through our ongoing service transformation programme, we remain committed to listening, learning and improving, with the goal of delivering consistently great service and positive outcomes for every customer.



Anti-Social Behaviour

We know when customers report anti-social behaviour (ASB) or concerns about their safety, they want to feel listened to, supported and confident that action will be taken.

Customer feedback and complaints relating to anti-social behaviour highlighted concerns about communication, understanding what action was being taken and confidence in the overall process. Customers wanted clearer expectations, better updates throughout investigations and greater visibility of the support available to them. These insights have informed the design of our new operating model and approach to neighbourhood safety.

Following the introduction of our new Neighbourhood Model, we identified opportunities to strengthen how we respond to these types of cases. We are now developing a new Safer Neighbourhood Team, which will provide a more dedicated and consistent approach to managing ASB and neighbourhood safety concerns.

The new approach will focus on the impact issues are having on customers, helping us respond quicker and provide the right support from the start. By identifying risks earlier and acting sooner, we aim to prevent problems from escalating and improve outcomes for customers.

A key part of the new model is improving the experience customers receive throughout their case. We know that customers want to feel listened to, taken seriously and kept informed. That's why there will be a stronger focus on regular communication, clear action plans and providing updates throughout a case, so customers understand what is happening and what they can expect next.

Importantly, we recognise that just because an issue may not meet the formal definition of ASB, that does not mean it is unimportant or isn't having a real impact on someone's wellbeing or quality of life.

We've completed a comprehensive review of our ASB policies and procedures with direct involvement from customers through our scrutiny and co-creation activities. This has helped ensure our approach better reflects customer experiences and focuses on the impact behaviours have on customers rather than solely whether they meet a formal definition of anti-social behaviour.

We're also strengthening the way we work with partner agencies and improving how we gather and manage evidence. This will help cases progress more effectively, reduce delays and increase the likelihood of achieving positive outcomes for customers.

Real-time feedback from customer interactions is now helping operational teams identify areas for improvement more quickly, allowing us to take immediate action where emerging themes or service issues are identified. This strengthens our ability to continuously improve services based on customer insight.

By improving communication, providing better support and acting earlier, we're creating a more responsive, consistent and customer-focused service that helps customers feel safer, better supported and more confident that their concerns are being taken seriously.

Income

Customer feedback and complaints highlighted that our previous rent arrears communications could sometimes feel impersonal and focused too heavily on formal processes rather than early support.

Complaints and customer feedback highlighted that communications relating to rent arrears, repayment arrangements and formal recovery action could sometimes feel difficult to understand and lacked sufficient opportunities for early engagement. Customers told us they wanted a more supportive approach that focused on resolution and assistance before formal action was considered.

Working with a leading UK debt advice charity, we redesigned our approach to debt recovery to focus on earlier conversations and better customer engagement.

Formal notices are no longer issued without attempts at personal contact first, giving customers more opportunity to discuss their circumstances and access support. We've also introduced more proportionate escalation thresholds and completely redesigned our arrears letters using clearer, more supportive language.

The new approach is helping us engage with customers earlier, reduce unnecessary escalation, and provide support before issues become more serious.

Estate Services

Customers told us they wanted improvements in communication, responsiveness, and service quality across estate services.

To address this, we've restructured our Estate Services teams and introduced specialist services, including dedicated Pest Control and Tree Services teams.

We've increased our in-house service provision, created a dedicated Quality and Standards Team, and launched new customer-friendly web pages to make it easier to understand the services we provide and what customers can expect from us.

Customer feedback identified concerns regarding communication, communal cleaning, grounds maintenance and overall service standards. In response, we have improved accountability, introduced dedicated specialist teams, and enhanced quality assurance to make sure we are monitoring service delivery.

Local insight and complaint trends are also now reviewed through neighbourhood performance meetings, enabling us to target resources and interventions more effectively where customer satisfaction is lower or complaint volumes are increasing. These changes have improved understanding of services, strengthened accountability, and supported improvements in customer outcomes across our communities.



Our priorities for 2026/27

During 2026/27, we will focus on:

- Reducing customer effort through improved first-contact resolution, greater cross-service collaboration and more seamless customer journeys, ensuring customers do not need to repeatedly chase progress or repeat information. This will help strengthen trust and improve the perception of our ability to resolve issues effectively when things go wrong.
- Improving complaint response times remains a key focus, with continued efforts to enhance performance across both Stage 1 and Stage 2 complaints. We recognise that timely responses are critical to customer confidence and satisfaction, and we remain committed to achieving 100% compliance with Housing Ombudsman Complaint Handling Code timescales through proactive resource planning and capacity management during peak demand periods.
- Strengthening communication throughout the complaints journey, ensuring customers receive clear, timely and accessible updates that reflect their individual needs and preferences.
- Delivering earlier and more effective resolutions by improving the quality of complaint responses and reducing the need for complaints to escalate.
- Continuing to embed our professional development framework to build colleague capability, promote consistent decision-making, and improve the quality of complaint handling and customer outcomes.
- Enhancing our approach to additional assistance and reasonable adjustments so that customers receive personalised support and services that reflect their individual circumstances.
- Improving accountability by strengthening ownership of actions, enhancing aftercare arrangements, and ensuring commitments made to customers are delivered and monitored through to completion.
- Reducing maladministration by addressing the recurring root causes identified through complaints, Housing Ombudsman decisions, customer feedback, and internal learning reviews.
- Embedding a stronger learning culture by ensuring complaint insights, customer feedback and service improvements are routinely monitored, reported and reviewed through operational governance and Board oversight.
- Continuing to improve our highest-volume complaint areas, particularly repairs, complaint handling, communication, neighbourhood services and anti-social behaviour, to deliver more consistent and positive customer experiences.

Conclusion

Overall, in 2025/26 we have made clear progress in how we respond to complaints, use customer feedback and strengthen services when things go wrong.

Complaint volumes have reduced, response times and satisfaction with complaint handling have improved, and customer insight has directly shaped changes across repairs, neighbourhoods, customer care, income, estate services and anti-social behaviour.

We recognise there is still more to do to improve consistency, reduce avoidable failures and ensure customers experience timely, clear and fair resolutions. Over the year ahead, our focus will remain on reducing customer effort, improving communication, delivering commitments first time, embedding learning across services and strengthening accountability so that every complaint leads to meaningful improvement for customers.

Appendix: Self-Assessment Against the Housing Ombudsman's Complaint Handling Code

Each year, we carry out a self-assessment against the Housing Ombudsman's Complaint Handling Code to ensure we continue to meet best practice and regulatory expectations.

We regularly engage with customers on our complaint handling performance, offering them opportunities to scrutinise the service, hold us to account, and shape how we improve. As part of this commitment, we worked with our Complaints Scrutiny and Co-Creation Group to complete this year's self-assessment.

In June 2026, we completed the review, our engaged customers have confirmed that they are satisfied our current approach aligns with the standards set out in the Code.

A copy of the completed self-assessment is included in the appendix.

Appendix A: Self-assessment form

This self-assessment form should be completed by the complaints officer and it must be reviewed and approved by the landlord's governing body at least annually.

Once approved, landlords must publish the self-assessment as part of the annual complaints performance and service improvement report on their website. The governing body's response to the report must be published alongside this.

Landlords are required to complete the self-assessment in full and support all statements with evidence, with additional commentary as necessary.

We recognise that there may be a small number of circumstances where landlords are unable to meet the requirements, for example, if they do not have a website. In these circumstances, we expect landlords to deliver the intentions of the Code in an alternative way, for example by publishing information in a public area so that it is easily accessible.



Section 1: Definition of a complaint

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
1.2	A complaint must be defined as: <i>'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 a resident or group of residents.'</i>	Yes	https://www.orbitcustomerhub.org.uk/contact-us/complaints/	We use the Housing Ombudsman Service definition of a complaint. This is explained in section 2.2 of our Complaints and Customer Care Policy.
1.3	A resident does not have to use the word 'complaint' for it to be treated as such. Whenever a resident expresses dissatisfaction landlords must give them the choice to make complaint. A complaint that is submitted via a third party or representative must be handled in line with the landlord's complaints policy.	Yes	https://www.orbitcustomerhub.org.uk/contact-us/complaints/	We handle all third party or representative complaints in line with our Complaints and Customer Care policy, this is detailed in section 3.1.
1.4	Landlords must recognise the difference between a service request and a complaint. This must be set out in their complaints policy. A service request is a request from a resident to the landlord requiring action to be taken to put something right. Service requests are not complaints, but must be recorded, monitored and reviewed regularly.	Yes	https://www.orbitcustomerhub.org.uk/contact-us/complaints/	Both definitions of a service request and a complaint is adopted in our Complaints and Customer Care policy. Our definition of a service request is covered in section 2.1. Service requests are recorded, monitored, and reviewed.
1.5	A complaint must be raised when the resident expresses dissatisfaction with the response to their service request, even if the handling of the service request remains ongoing. Landlords must not stop their efforts to address the service request if the resident complains.	Yes	Complaints and Customer Care Procedure https://cloud.metacompliance.com/View/Policy/4145551 Training material and logs of attendance	This is captured in our Complaints and Customer Care procedure and the teams responsible for managing service requests have been sufficiently trained.
1.6	An expression of dissatisfaction with services made through a survey is not defined as a complaint, though wherever possible, the person completing the survey should be made aware of how they can pursue a complaint if they wish to. Where landlords ask for wider feedback about their services, they also must provide details of how residents can complain.	Yes	Customer feedback procedures Training material and logs of attendance	Our customer feedback surveys include information to customers on how to raise a complaint. All customer feedback teams, and relevant partners are trained on our complaints process

Section 2: Exclusions

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
2.1	Landlords must accept a complaint unless there is a valid reason not to do so. If landlords decide not to accept a complaint they must be able to evidence their reasoning. Each complaint must be considered on its own merits	Yes	https://www.orbitcustomerhub.org.uk/contact-us/complaints/	Our Complaints and Customer Care policy details our reasons for exclusions, which is detailed in section 4.2. We do also make it clear in section 7.2 that each case must be considered on its own merit.
2.2	A complaints policy must set out the circumstances in which a matter will not be considered as a complaint or escalated, and these circumstances must be fair and reasonable to residents. Acceptable exclusions include: 1.1 The issue giving rise to the complaint occurred over twelve months ago. 1.2 Legal proceedings have started. This is defined as details of the claim, such as the Claim Form and Particulars of Claim, having been filed at court. 1.3 Matters that have previously been considered under the complaints policy.	Yes	https://www.orbitcustomerhub.org.uk/contact-us/complaints/	Our Complaints and Customer Care policy sets out our exclusions to our complaints process in section 4.2.
2.3	Landlords must accept complaints referred to them within 12 months of the issue occurring or the resident becoming aware of the issue, unless they are excluded on other grounds. Landlords must consider whether to apply discretion to accept complaints made outside this time limit where there are good reasons to do so.	Yes	https://www.orbitcustomerhub.org.uk/contact-us/complaints/	We make it clear in section 7.2 that each case must be considered on its own merit and therefore, issues raised 12 months after it occurs may still be considered.

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
2.4	If a landlord decides not to accept a complaint, an explanation must be provided to the resident setting out the reasons why the matter is not suitable for the complaints process and the right to take that decision to the Ombudsman. If the Ombudsman does not agree that the exclusion has been fairly applied, the Ombudsman may tell the landlord to take on the complaint.	Yes	https://www.orbitcustomerhub.org.uk/contact-us/complaints/	When we refuse to accept a complaint, an exclusion letter is sent to the customer explaining the reasons and the right to take the decision to the Ombudsman. This is detailed in section 7.3 of our Complaints and Customer Care Complaints and Customer Care Policy. We publish this data in our Annual Complaints and Service Improvement Report.
2.5	Landlords must not take a blanket approach to excluding complaints; they must consider the individual circumstances of each complaint.	Yes	https://www.orbitcustomerhub.org.uk/contact-us/complaints/	Our Complaints and Customer Care policy details our reasons for exclusions, which is detailed in section 4.2. We do also make it clear in section 7.2 that all cases must be considered on their own merits.

Section 3: Accessibility and Awareness

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
3.1	Landlords must make it easy for residents to complain by providing different channels through which they can make a complaint. Landlords must consider their duties under the Equality Act 2010 and anticipate the needs and reasonable adjustments of residents who may need to access the complaints process.	Yes	https://www.orbitcustomerhub.org.uk/contact-us/complaints/	We provide several channels for customers to be able to report a complaint. These are detailed in section 5.2 of our Complaints and Customer Care policy. Section 6 of our Complaints policy also details how we comply with the Equality Act 2010 and what reasonable adjustments we can offer customers in raising complaints.
3.2	Residents must be able to raise their complaints in any way and with any member of staff. All staff must be aware of the complaints process and be able to pass details of the complaint to the appropriate person within the landlord.	Yes	https://www.orbitcustomerhub.org.uk/contact-us/complaints/	All operational teams have been trained on our Complaints and Customer Care policy and process. Our Complaints policy includes the option for customers to be able to raise a complaint with any member of staff under section 5.2.
3.3	High volumes of complaints must not be seen as a negative, as they can be indicative of a well-publicised and accessible complaints process. Low complaint volumes are potentially a sign that residents are unable to complain.	Yes	Performance reports such as our annual report to customers Complaints Scrutiny & Co-Creation group minutes	We understand this and regularly review performance information to ensure our complaints process is accessible. Our Complaints Scrutiny & Co-Creation group also scrutinise this through our quarterly meetings.
3.4	Landlords must make their complaint policy available in a clear and accessible format for all residents. This will detail the two stage process, what will happen at each stage, and the timeframes for responding. The policy must also be published on the landlord's website.	Yes	https://www.orbitcustomerhub.org.uk/contact-us/complaints	Our complaints process and policy are published on our customer website. Customers can make a complaint via their myAccount portal, by calling us, writing to us, in person and via social media
3.5	The policy must explain how the landlord will publicise details of the complaints policy, including information about the Ombudsman and this Code.	Yes	https://www.orbitcustomerhub.org.uk/contact-us/complaints	Our Complaints and Customer Care Complaints and Customer Care Policy and the Housing Ombudsman code is published on our customer website.

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
3.6	Landlords must give residents the opportunity to have a representative deal with their complaint on their behalf, and to be represented or accompanied at any meeting with the landlord.	Yes	https://www.orbitcustomerhub.org.uk/contact-us/complaints	Any third party or representative can raise and deal with a complaint on a customer's behalf. This is detailed in section 3.1 and 3.2 of our Complaints and Customer Care Complaints and Customer Care Policy.
3.7	Landlords must provide residents with information on their right to access the Ombudsman service and how the individual can engage with the Ombudsman about their complaint.	Yes	https://www.orbitcustomerhub.org.uk/contact-us/complaints Template letters	The Housing Ombudsman details are provided within our complaints leaflet, stage two final response letters, exclusion letters, and on our customer website.

Section 4: Complaint Handling Staff

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
4.1	Landlords must have a person or team assigned to take responsibility for complaint handling, including liaison with the Ombudsman and ensuring complaints are reported to the governing body (or equivalent). This Code will refer to that person or team as the 'complaints officer'. This role may be in addition to other duties.	Yes	https://www.orbitcustomerhub.org.uk/contact-us/complaints/	Our Customer Resolutions team are responsible for complaint handling, overseen by a dedicated Head of Service. Our Housing Ombudsman Team are responsible for liaising with the Ombudsman and our Customer Excellence Team ensure we learn from complaints. The Director of Customer Experience oversees all of these and ensures performance is reported to our governing bodies (CESD and Common Board) including regular assurance reports to our MRC's
4.2	The complaints officer must have access to staff at all levels to facilitate the prompt resolution of complaints. They must also have the authority and autonomy to act to resolve disputes promptly and fairly.	Yes	https://www.orbitcustomerhub.org.uk/contact-us/complaints/	All members of staff are responsible for supporting our Complaints teams through established frameworks and processes. This is covered in the table of responsibilities in section 12 of our policy
4.3	Landlords are expected to prioritise complaint handling and a culture of learning from complaints. All relevant staff must be suitably trained in the importance of complaint handling. It is important that complaints are seen as a core service and must be resourced to handle complaints effectively	Yes	Training material and logs	All relevant colleagues and partners are trained on our Complaints and Customer Care policy.

Section 5: The Complaint Handling Process

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
5.1	Landlords must have a single policy in place for dealing with complaints covered by this Code. Residents must not be treated differently if they complain.	Yes	https://www.orbitcustomerhub.org.uk/contact-us/complaints	Our Customer Resolutions team are responsible for complaint handling, overseen by a dedicate Head of Service. Our Housing Ombudsman team are responsible for liaising with the Ombudsman and ensuring we learn from complaints
5.2	The early and local resolution of issues between landlords and residents is key to effective complaint handling. It is not appropriate to have extra named stages (such as 'stage 0' or 'informal complaint') as this causes unnecessary confusion.	Yes	https://www.orbitcustomerhub.org.uk/contact-us/complaints/	All employees are responsible for supporting our complaints teams as set out in the responsibilities section of our policy. We have no stage 0 in our policy.
5.3	A process with more than two stages is not acceptable under any circumstances as this will make the complaint process unduly long and delay access to the Ombudsman.	Yes	https://www.orbitcustomerhub.org.uk/contact-us/complaints/	All relevant colleagues and partners are trained on our Complaints and Customer Care policy.
5.4	Where a landlord's complaint response is handled by a third party (e.g. a contractor or independent adjudicator) at any stage, it must form part of the two stage complaints process set out in this Code. Residents must not be expected to go through two complaints processes.	Yes	https://www.orbitcustomerhub.org.uk/contact-us/complaints/	All relevant colleagues and partners are trained on our Complaints and Customer Care policy.
5.5	Landlords are responsible for ensuring that any third parties handle complaints in line with the Code.	Yes	https://www.orbitcustomerhub.org.uk/contact-us/complaints/ Complaints and Customer Care Procedure	All partners and third parties are trained and expected to follow our complaints procedures.
5.6	When a complaint is logged at Stage 1 or escalated to Stage 2, landlords must set out their understanding of the complaint and the outcomes the resident is seeking. The Code will refer to this as "the complaint definition". If any aspect of the complaint is unclear, the resident must be asked for clarification.	Yes	https://www.orbitcustomerhub.org.uk/contact-us/complaints/ Acknowledgement template letter	Acknowledgement letters include our understanding of the complaint and outcomes the customer is seeking. This is covered in section 7.4 of our Complaints and Customer Care policy.

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
5.7	When a complaint is acknowledged at either stage, landlords must be clear which aspects of the complaint they are, and are not, responsible for and clarify any areas where this is not clear.	Yes	https://www.orbitcustomerhub.org.uk/contact-us/complaints/ Acknowledgement template letter	Acknowledgement letters clarify responsibilities for complaint aspects.
5.8	At each stage of the complaints process, complaint handlers must: a. deal with complaints on their merits, act independently, and have an open mind; b. give the resident a fair chance to set out their position; c. take measures to address any actual or perceived conflict of interest; and d. consider all relevant information and evidence carefully.	Yes	Complaints and Customer Care Procedure	Procedure sets expectations for fair and evidence-based complaint handling.
5.9	Where a response to a complaint will fall outside the timescales set out in this Code, the landlord must agree with the resident suitable intervals for keeping them informed about their complaint.	Yes	https://www.orbitcustomerhub.org.uk/contact-us/complaints/	Our Complaints and Customer Care policy states in section 7.6 that where a response to a complaint falls outside of the timescales set out in our policy, we will agree suitable intervals to keep them updated. Our Complaints and Customer Care Policy timescales align to the HousingOmbudsman code.
5.10	Landlords must make reasonable adjustments for residents where appropriate under the Equality Act 2010. Landlords must keep a record of any reasonable adjustments agreed, as well as a record of any disabilities a resident has disclosed. Any agreed reasonable adjustments must be kept under active review.	Yes	https://www.orbitcustomerhub.org.uk/contact-us/complaints/ Additional Assistance and Reasonable Adjustment Complaints and Customer Care Policy	Our approach to making reasonable adjustments is included within section 6 of our Complaints and Customer Care policy. In addition to this, we also have an Additional Assistance and Reasonable Adjustment policy which covers how we record, and review disclosed information about a customer's disabilities. Key frameworks are in place to support reasonable adjustments, including the Customer Experience Playbook, customer segmentation, Additional Assistance and Reasonable Adjustment processes, Inclusion and Belonging governance arrangements, and customer insight mechanisms through the Your Voice strategy and diversity groups

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
5.11	Landlords must not refuse to escalate a complaint through all stages of the complaints procedure unless it has valid reasons to do so. Landlords must clearly set out these reasons, and they must comply with the provisions set out in section 2 of this Code.	Yes	https://www.orbitcustomerhub.org.uk/contact-us/complaints/	All reasons for exclusions are covered in section 4.2 of our Complaints and Customer Care Complaints and Customer Care Policy
5.12	A full record must be kept of the complaint, and the outcomes at each stage. This must include the original complaint and the date received, all correspondence with the resident, correspondence with other parties, and any relevant supporting documentation such as reports or surveys.	Yes	Complaints and Customer Care procedure	Details on how to log and record complaints by the Customer Resolutions team are captured in our Complaints and Customer Care procedure.
5.13	Landlords must have processes in place to ensure a complaint can be remedied at any stage of its complaints process. Landlords must ensure appropriate remedies can be provided at any stage of the complaints process without the need for escalation.	Yes	Putting Things Right policy	Our approach to applying resolution and remedies to complaints are covered in our Putting Things Right policy
5.14	Landlords must have policies and procedures in place for managing unacceptable behaviour from residents and/or their representatives. Landlords must be able to evidence reasons for putting any restrictions in place and must keep restrictions under regular review.	Yes	https://www.orbitcustomerhub.org.uk/media/1vibcs3i/unacceptable-behaviour-policy.pdf	Details of how we manage unacceptable behaviour can be found in our Unacceptable Behaviour policy
5.15	Any restrictions placed on contact due to unacceptable behaviour must be proportionate and demonstrate regard for the provisions of the Equality Act 2010.	Yes	https://www.orbitcustomerhub.org.uk/media/1vibcs3i/unacceptable-behaviour-policy.pdf	Any restrictions placed on a customer's contact due to unacceptable behaviour will be appropriate to their needs and show regard for the Equality Act 2010 and Orbit's Equality, Diversity and Inclusion Policy. We will always maintain at least one form of contact and make provision for the reporting of emergencies.

Section 6: Complaints Stages - Stage 1

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
6.1	Landlords must have processes in place to consider which complaints can be responded to as early as possible, and which require further investigation. Landlords must consider factors such as the complexity of the complaint and whether the resident is vulnerable or at risk. Most stage 1 complaints can be resolved promptly, and an explanation, apology or resolution provided to the resident.	Yes	https://www.orbitcustomerhub.org.uk/contact-us/complaints/	Within our Customer Resolutions teams, we have specialists who are trained to support customers with complex complaints or support requirements. This team provides an opportunity for the remaining teams to be able to focus on resolving the other complaints as early as possible.
6.2	Complaints must be acknowledged, defined and logged at stage 1 of the complaints procedure within five working days of the complaint being received.	Yes	https://www.orbitcustomerhub.org.uk/contact-us/complaints/	Our timescale for logging and acknowledging complaints are 5 working days of the complaint being received and is covered in section 7.4 of our Policy.
6.3	Landlords must issue a full response to stage 1 complaints within 10 working days of the complaint being acknowledged.	Yes	https://www.orbitcustomerhub.org.uk/contact-us/complaints/	Our Customer Resolutions team must issue a full response at stage 1 within 10 working days of the complaint being acknowledged. This is covered in section 7.5 of our policy.
6.4	Landlords must decide whether an extension to this timescale is needed when considering the complexity of the complaint and then inform the resident of the expected timescale for response. Any extension must be no more than 10 working days without good reason, and the reason(s) must be clearly explained to the resident.	Yes	https://www.orbitcustomerhub.org.uk/contact-us/complaints/	We will only extend complaints for good reason, and we will explain this to customers. Our approach to extensions is covered under section 7.7 in our policy
6.5	When an organisation informs a resident about an extension to these timescales, they must be provided with the contact details of the Ombudsman.	Yes	https://www.orbitcustomerhub.org.uk/contact-us/complaints/	Our Customer Resolutions team will provide customers with the contact details for the Ombudsman when we inform a customer about an extension to our timescales. This is covered under section 7.8 of our policy.
6.6	A complaint response must be provided to the resident when the answer to the complaint is known, not when the outstanding actions required to address the issue are completed. Outstanding actions must still be tracked and actioned promptly with appropriate updates provided to the resident.	Yes	https://www.orbitcustomerhub.org.uk/contact-us/complaints/	Our Customer Resolutions team will issue a response to a customer when an answer is known and is detailed under section 7.11 of our policy. Our After Care team will track all outstanding actions and provide appropriate updates to customers. This is covered under section 7.11 of our policy.

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
6.7	Landlords must address all points raised in the complaint definition and provide clear reasons for any decisions, referencing the relevant policy, law and good practice where appropriate.	Yes	https://www.orbitcustomerhub.org.uk/contact-us/complaints/	Section 7.12 of our Complaints and Customer Care policy details what information will be provided to customers during a response to their complaint.
6.8	Where residents raise additional complaints during the investigation, these must be incorporated into the stage 1 response if they are related and the stage 1 response has not been issued. Where the stage 1 response has been issued, the new issues are unrelated to the issues already being investigated or it would unreasonably delay the response, the new issues must be logged as a new complaint.	Yes	https://www.orbitcustomerhub.org.uk/contact-us/complaints/	Information on how we handle residents raising additional complaints during an investigation is covered under section 7.13 of our policy
6.9	Landlords must confirm the following in writing to the resident at the completion of stage 1 in clear, plain language: a. the complaint stage; b. the complaint definition; c. the decision on the complaint; d. the reasons for any decisions made; e. the details of any remedy offered to put things right; f. details of any outstanding actions; and g. details of how to escalate the matter to stage 2 if the individual is not satisfied with the response.	Yes	Complaint and Customer Care Procedure Complaint response letter templates	All complaint response letters will include details of the complaint stage, definition, decision, reasons for the decision, details of any resolutions, identify any outstanding actions and escalation details. Responses to complaints are regularly monitored and reviewed through our Quality Assurance framework.

Section 6: Complaints Stages - Stage 2

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
6.10	If all or part of the complaint is not resolved to the resident's satisfaction at stage 1, it must be progressed to stage 2 of the landlord's procedure. Stage 2 is the landlord's final response.	Yes	https://www.orbitcustomerhub.org.uk/contact-us/complaints/	Covered in section 7.14 of our Complaints and Customer Care policy.
6.11	Requests for stage 2 must be acknowledged, defined and logged at stage 2 of the complaints procedure within five working days of the escalation request being received.	Yes	https://www.orbitcustomerhub.org.uk/contact-us/complaints/	Covered in section 7.17 of our Complaints and Customer Care policy.
6.12	Residents must not be required to explain their reasons for requesting a stage 2 consideration. Landlords are expected to make reasonable efforts to understand why a resident remains unhappy as part of its stage 2 response.	Yes	https://www.orbitcustomerhub.org.uk/contact-us/complaints/ Complaints and Customer Care procedure Training material and attendance logs	Covered in section 7.15 of our Complaints and Customer Care policy.
6.13	The person considering the complaint at stage 2 must not be the same person that considered the complaint at stage 1.	Yes	https://www.orbitcustomerhub.org.uk/contact-us/complaints/	Within our Customer Resolutions teams, we have separate teams who deal with stage 1 and stage 2 investigations. This can be found under section 7.21 and section 12 of our policy.
6.14	Landlords must issue a final response to the stage 2 within 20 working days of the complaint being acknowledged.	Yes	https://www.orbitcustomerhub.org.uk/contact-us/complaints/	Covered in section 7.18 of our Complaints and Customer Care policy.
6.15	Landlords must decide whether an extension to this timescale is needed when considering the complexity of the complaint and then inform the resident of the expected timescale for response. Any extension must be no more than 20 working days without good reason, and the reason(s) must be clearly explained to the resident.	Yes	https://www.orbitcustomerhub.org.uk/contact-us/complaints/	Covered in section 7.18 of our Complaints and Customer Care policy.
6.16	When an organisation informs a resident about an extension to these timescales, they must be provided with the contact details of the Ombudsman.	Yes	https://www.orbitcustomerhub.org.uk/contact-us/complaints/	Covered in section 7.20 of our Complaints and Customer Care policy.

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
6.17	A complaint response must be provided to the resident when the answer to the complaint is known, not when the outstanding actions required to address the issue are completed. Outstanding actions must still be tracked and actioned promptly with appropriate updates provided to the resident.	Yes	https://www.orbitcustomerhub.org.uk/contact-us/complaints/	Our Customer Resolutions team will issue a response to a customer at stage 2 when an answer is known and is detailed under section 7.22 of our policy. Our After Care team will track all outstanding actions and provide appropriate updates to customers. This is covered under section 7.22 of our policy.
6.18	Landlords must address all points raised in the complaint definition and provide clear reasons for any decisions, referencing the relevant policy, law and good practice where appropriate.	Yes	https://www.orbitcustomerhub.org.uk/contact-us/complaints/	Section 7.12 of our Complaints and Customer Care policy details what information will be provided to customers during a response to their complaint.
6.19	Landlords must confirm the following in writing to the resident at the completion of stage 2 in clear, plain language: a. the complaint stage; b. the complaint definition; c. the decision on the complaint; d. the reasons for any decisions made; e. the details of any remedy offered to put things right; f. details of any outstanding actions; and g. details of how to escalate the matter to the Ombudsman Service if the individual remains dissatisfied.	Yes	Complaint and Customer Care Procedure Complaint response letter templates	Stage 2 complaint response letters will include details of the complaint stage, definition, decision, reasons for the decision, details of any resolutions, identify any outstanding actions and escalation details. Responses to complaints are regularly monitored and reviewed through our Quality Assurance framework.
6.20	Stage 2 is the landlord's final response and must involve all suitable staff members needed to issue such a response.	Yes	https://www.orbitcustomerhub.org.uk/contact-us/complaints/	Covered in section 12 of our Complaints and Customer Care policy.

Section 7: Putting things right

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
7.1	Where something has gone wrong a landlord must acknowledge this and set out the actions it has already taken, or intends to take, to put things right. These can include: • Apologising; • Acknowledging where things have gone wrong; • Providing an explanation, assistance or reasons; • Taking action if there has been delay; • Reconsidering or changing a decision; • Amending a record or adding a correction or addendum; • Providing a financial remedy; • Changing policies, procedures or practices.	Yes	Putting Things Right Policy	Covered in sections 3.3, 4, 5 and 6 of our Putting Things Right policy.
7.2	Any remedy offered must reflect the impact on the resident as a result of any fault identified.	Yes	Putting Things Right Policy	Covered in sections 5, 6 and 7 of our Putting Things Right Policy.
7.3	The remedy offer must clearly set out what will happen and by when, in agreement with the resident where appropriate. Any remedy proposed must be followed through to completion.	Yes	https://www.orbitcustomerhub.org.uk/contact-us/complaints/	Our Customer After Care team will track any remedies through to completion.
7.4	Landlords must take account of the guidance issued by the Ombudsman when deciding on appropriate remedies.	Yes	Putting Things Right Policy	Our Putting Things Right Policy has been developed using the Housing Ombudsman Guidance for Remedies.

Section 8: Self-assessment, reporting and compliance

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
8.1	Landlords must produce an annual complaints performance and service improvement report for scrutiny and challenge, which must include: a. the annual self-assessment against this Code to ensure their complaint handling policy remains in line with its requirements. b. a qualitative and quantitative analysis of the landlord's complaint handling performance. This must also include a summary of the types of complaints the landlord has refused to accept; c. any findings of non-compliance with this Code by the Ombudsman; d. the service improvements made as a result of the learning from complaints; e. any annual report about the landlord's performance from the Ombudsman; and f. any other relevant reports or publications produced by the Ombudsman in relation to the work of the landlord.	Yes	Annual Complaints Performance and Service Improvement report	We have worked with our Complaints Scrutiny & Co-creation group to produce our annual Complaints Performance and Service Improvement report and self-assessment against the code.
8.2	The annual complaints performance and service improvement report must be reported to the landlord's governing body (or equivalent) and published on the on the section of its website relating to complaints. The governing body's response to the report must be published alongside this.	Yes	Annual Complaints Performance and Service Improvement report	Our annual complaints Performance and Service Improvement report is reported to Common Board. Their response is published alongside this on our complaints page on our customer website. It is also shared with the Customer Experience & Service Delivery Committee and the Member Responsible for Complaints.

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
8.3	Landlords must also carry out a self-assessment following a significant restructure, merger and/or change in procedures.	Yes	N/A	We have not carried out a significant restructure, merger or had any changes in procedures so we have carried out our annual assessment as required.
8.4	Landlords may be asked to review and update the self-assessment following an Ombudsman investigation.	Yes	N/A	We have not been subject to an Ombudsman investigation and therefore we have not been required to update the self-assessment in this instance.
8.5	If a landlord is unable to comply with the Code due to exceptional circumstances, such as a cyber incident, they must inform the Ombudsman, provide information to residents who may be affected, and publish this on their website Landlords must provide a timescale for returning to compliance with the Code.	Yes	N/A	We haven't experienced any exceptional circumstances; therefore, we have not had to carry out these actions.

Section 9: Scrutiny & oversight: continuous learning and improvement

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
9.1	Landlords must look beyond the circumstances of the individual complaint and consider whether service improvements can be made as a result of any learning from the complaint.	Yes	Annual report to customers Link to performance page	Our Customer Voice Leads analyse complaints data, themes and trends to identify improvements.
9.2	A positive complaint handling culture is integral to the effectiveness with which landlords resolve disputes. Landlords must use complaints as a source of intelligence to identify issues and introduce positive changes in service delivery.	Yes	Annual report to customers Link to performance page	Our Customer Voice Leads analyse complaints data, themes and trends to identify improvements. These are tracked, monitored and reported through our voice of the customer report which goes to CESD and Common Board. We also include this in our quarterly assurance reports to our Member Responsible for Complaints.
9.3	Accountability and transparency are also integral to a positive complaint handling culture. Landlords must report back on wider learning and improvements from complaints to stakeholders, such as residents' panels, staff and relevant committees.	Yes	Complaints Scrutiny & Co-Creation group notes Link to performance page	We regularly report our learning from complaints to customers through our dedicated Complaints Scrutiny & Co-Creation Group.
9.4	Landlords must appoint a suitably senior lead person as accountable for their complaint handling. This person must assess any themes or trends to identify potential systemic issues, serious risks, or policies and procedures that require revision.	Yes	https://www.orbitcustomerhub.org.uk/contact-us/complaints/	Our Director of Customer Experience and Head of Customer Resolutions are accountable for complaint handling and analysing themes or trends to identify potential systemic issues, serious risks and policies that require revision. This is captured in section 12 of our policy.
9.5	In addition to this a member of the governing body (or equivalent) must be appointed to have lead responsibility for complaints to support a positive complaint handling culture. This person is referred to as the Member Responsible for Complaints ('the MRC').	Yes	MRC Terms of Reference	We appointed one MRC from our governing body in October 2022, which has been updated to two new members in April 2026.
9.6	The MRC will be responsible for ensuring the governing body receives regular information on complaints that provides insight on the landlord's complaint handling performance. This person must have access to suitable information and staff to perform this role and report on their findings.	Yes	MRC Terms of Reference and MRC quarterly reporting	We appointed an MRC from our governing body in October 2022. In June 2024, we revised the terms of reference for this role.

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
9.7	As a minimum, the MRC and the governing body (or equivalent) must receive: a. regular updates on the volume, categories and outcomes of complaints, alongside complaint handling performance; b. regular reviews of issues and trends arising from complaint handling; c. regular updates on the outcomes of the Ombudsman's investigations and progress made in complying with orders related to severe maladministration findings; and d. annual complaints performance and service improvement report.	Yes	Customer Experience & Service Delivery Committee agendas	The MRC regularly receives performance information, complaints insight and information on Housing Ombudsman investigations and determinations. The Customer Experience & Service Delivery Committee review and approve our Complaints Performance and Service Improvement Report.
9.8	Landlords must have a standard objective in relation to complaint handling for all relevant employees or third parties that reflects the need to: a. have a collaborative and co-operative approach towards resolving complaints, working with colleagues across teams and departments; b. take collective responsibility for any shortfalls identified through complaints, rather than blaming others; and c. act within the professional standards for engaging with complaints as set by any relevant professional body.	Yes	Board meeting minutes Complaints Customer Scrutiny group minutes Weekly and monthly meetings with contractors to review performance	The ethos of our approach is that the complaints team works with operational teams to resolve complaints, not deal with complaints for operational teams. It is therefore a requirement of every Orbit employee to work with the complaints team to resolve customer issues, and to learn from those complaints. We share complaints insight and data with Boards, Leadership Team, Operational Teams and customer scrutiny groups and ensure complaints insight informs improvement and transformation plans.

