



COMPLAINTS PERFORMANCE AND IMPROVEMENT REPORT 2025/2026

SQUARE BUILDING TRUST

Complaints Performance & Service Improvement Report 2025/26

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About Square Building Trust

The Square Building Trust owns and manages 120 affordable homes across the North Tyneside area these vary from one bedroom to three-bedroom family homes.

Operational management of these properties is via our managing agent Bernicia, whose policies the Trust has adopted.

Introduction

Understanding our tenants' experiences, expectations, and changing needs is essential to delivering services that are accessible, responsive, and focused on what matters most. Complaints, alongside direct tenant feedback, provide a valuable source of insight that helps us build a clear and comprehensive understanding of tenant experiences and identify opportunities to improve.

We view complaints as more than expressions of dissatisfaction. They are an important mechanism for ensuring tenants' voices are heard, concerns are addressed, and services continue to evolve. Every complaint provides an opportunity to learn, put things right, and improve outcomes for our tenants. By analysing complaint data and tenant feedback, we can identify trends, shape service priorities, raise standards, and strengthen the trust tenants place in us.

We are committed to handling complaints in a fair, transparent, and accountable manner, ensuring tenants feel listened to and confident that their concerns are taken seriously. When we fall short, we have robust processes in place to investigate concerns, deliver appropriate resolutions, and learn from the outcomes. This approach supports a culture of continuous improvement and helps ensure we remain accountable for the services we provide.

This report outlines our complaints performance over the past year, highlighting key themes, trends, lessons learned, and areas for improvement. It also sets out the actions we are taking to enhance service delivery, improve the tenant experience, and ensure feedback continues to drive positive change across our organisation.

The Housing Ombudsman Complaint Handling Code requires social housing landlords to produce an annual self-assessment of compliance with the Code, alongside a complaint performance and service improvement report, which is the primary purpose of this document.

Our annual self-assessment against the Complaint Handling Code is included in Appendix 1 and is available on our website.

Complaints Performance in 2025/26

16 total complaints
received
(15 Stage One and 1
Stage Two)

87% Stage One
complaints were
responded to in
target timescales

100% Stage Two
complaints were
responded to in
target timescales.

116.7 complaints
received per 1000
homes.

88% of Stage One
complaints were
upheld

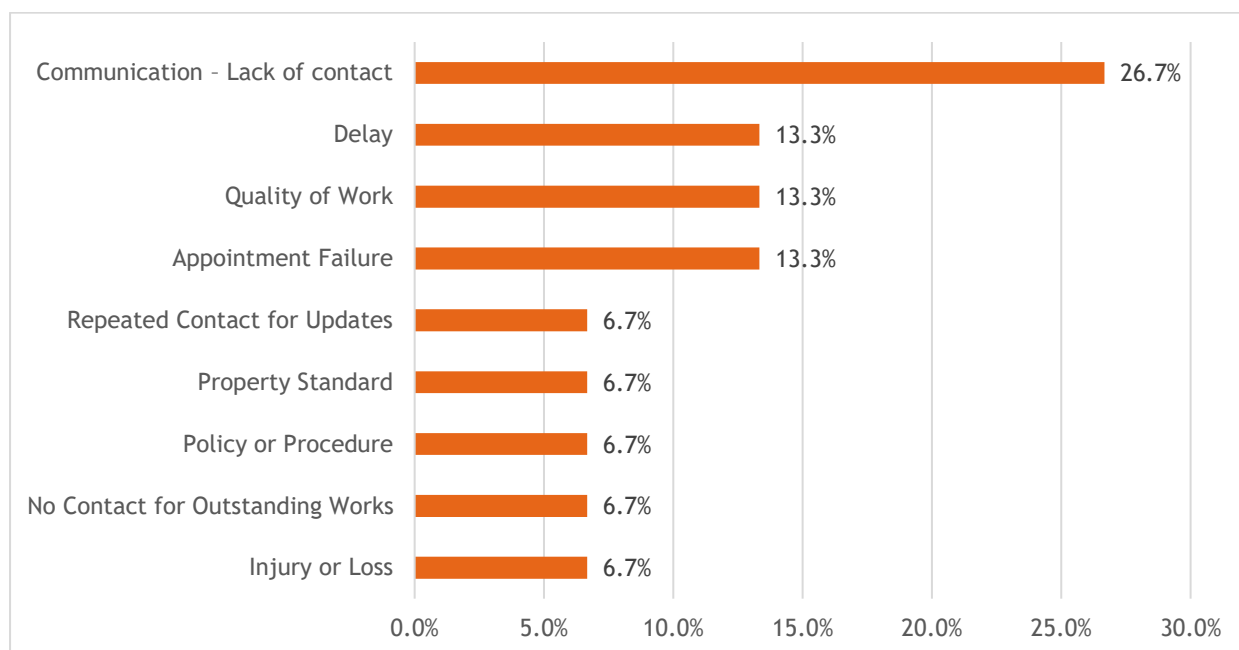
80% of Stage Two
Complaints were
upheld

No complaints
received related to
hate crime

0 housing
ombudsman
determinations
received in 25/26

93% were resolved
at Stage One of the
process

Nature of Complaints



The main causes of tenant dissatisfaction identified through complaints are:

- Communication
- Delays in delivering repair services
- Quality of work
- Appointment Failure

Communication issues were most commonly associated with damp, mould and condensation cases. Over the past year, Bernicia, our managing agent, has strengthened its approach to managing these cases through increased trade capacity, enhanced case management arrangements, and improved operational processes. While these developments are positive, damp, mould and condensation remain a key priority due to the significant impact they can have on tenants' homes and wellbeing.

Bernicia have also invested in enhanced scheduling tools and improved visibility of works in progress, helping to reduce delays and keep tenants better informed throughout the repairs process. In addition, investment in the Salesforce CRM system has strengthened case management, providing greater oversight of repairs and enabling more effective monitoring of performance against service standards and timescales.

The themes identified through complaints have directly informed a range of service improvement activities, which have been incorporated into Bernicia's Repairs Improvement Plan. These actions are intended not only to address the recurring causes of complaints but also to enhance the overall tenant experience, improve service delivery, and reduce future demand on the complaints service.

Service Improvement & Learnings

Trends arising from complaints directed our focus to 2 priority themes. The improvements made in 2025/2026 and continue to work on are shown below:

1. Drive a reduction in repairs complaints through the design and implementation of our repair's module within Salesforce.

Bernicia have improved repairs visibility and communication by fully integrating responsive repair trades into their new CRM system, Salesforce, providing automated updates and appointment reminders, and enabling engineers to book follow-on visits while on site.

They developed a new damp, mould and condensation policy and management plan, trained colleagues on the revised process, delivered accessible engagement sessions, and continuously refined the approach based on feedback.

In addition, they have strengthened the approach to damp and mould case management through improved frontline triaging and redesigned team structures, this has resulted in improved advice and guidance for tenants on how to manage condensation and minor mould growth and ensuring resources for inspection and remedial works are directed appropriately and responded to more effectively based on severity and household vulnerability.

2. Strengthen how we learn from compliments and complaints.

Bernicia has continued to strengthen the way it captures, analyses, and acts on tenant feedback. To support this, it introduced:

- Quarterly reflective reviews of all Stage 2 complaints, providing greater oversight of complaint handling and outcomes.
- Monthly complaint trend analysis, helping to identify emerging issues, recurring themes, and opportunities for service improvement.
- A stronger focus on organisational learning, ensuring insights from complaints are used to drive meaningful service improvements rather than solely resolving individual cases.

These measures have enabled issues to be identified more quickly, supported timely corrective action, and helped embed a culture of continuous improvement across the organisation.

Compliments also play an important role in shaping our learning and improvement. Positive feedback helps us understand what is working well, identify examples of good practice, and reinforce the behaviours and approaches that tenants value most. By considering both complaints and compliments, we gain a balanced view of the tenant experience, allowing us to learn not only from where things go wrong but also from where we get things right.

Key Focus 2026 - 2027

Our priorities for 2026/27 are shaped by feedback, complaint learning, and the commitment to continuous improvement. Repairs and communication remain the issues that matter most to tenants and will continue to be key priorities. By listening, learning, and acting on feedback, we will deliver services that are responsive, reliable, and trusted.

This year we will:

Commitment to Improving the Repairs Experience

Strengthen Communication and Tenant Updates