



Annual Complaints Performance and Service
Improvement Review
2026

Zen Housing

Zen Housing is dedicated to providing high-quality homes and exceptional services.

We prioritise listening to our residents to ensure continual improvement in service delivery.

Through our partnership with Pinnacle Group, we strive to maintain excellence.

We regard complaints as crucial feedback, using them to gain insights and enhance our services.



Complaints Performance

Reporting period: 1st January 2025 – 31st December 2025



16

Total cases
(formal & informal)



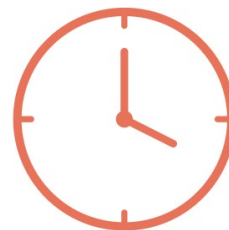
3

Formal
complaints



13

Informal
complaints



100%

Timescales
met



0

HOS
referrals

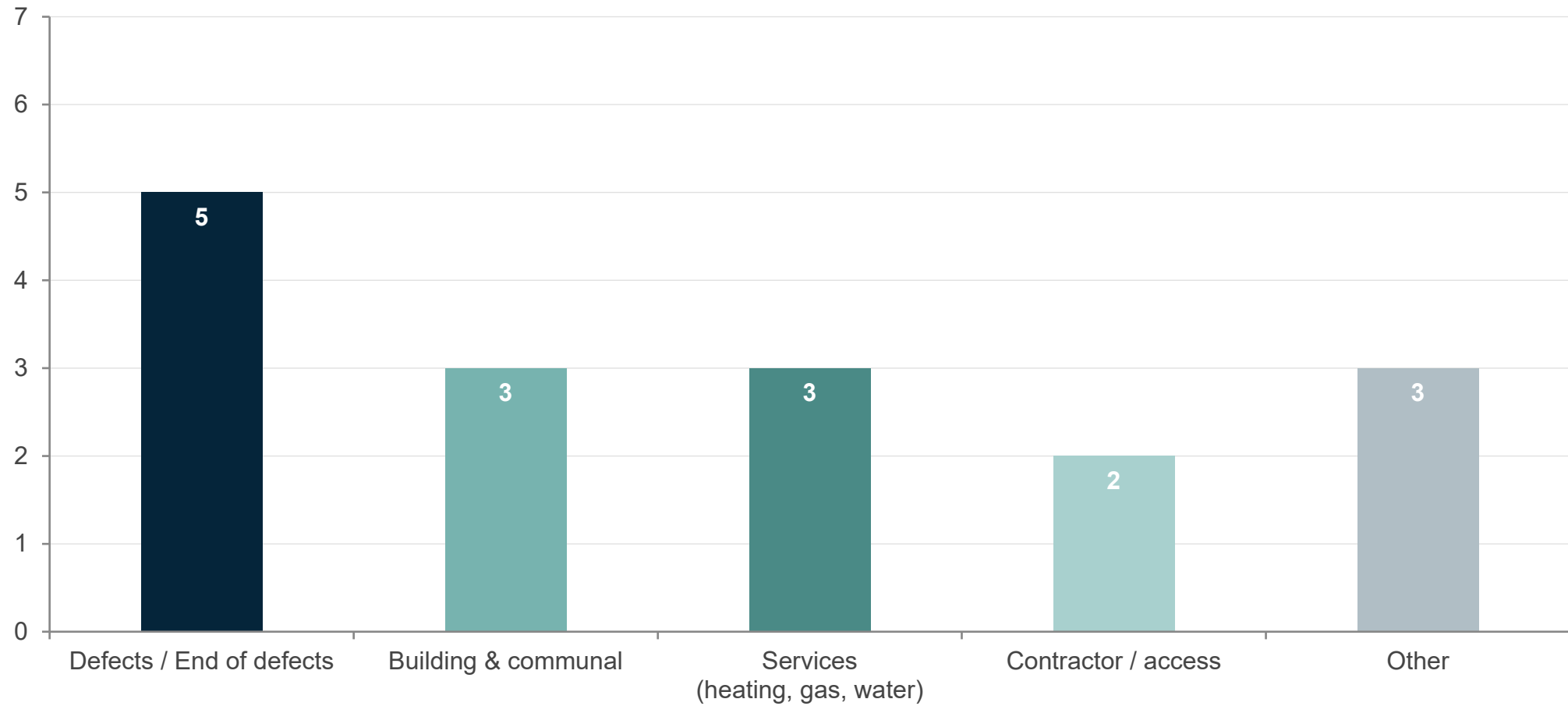


3

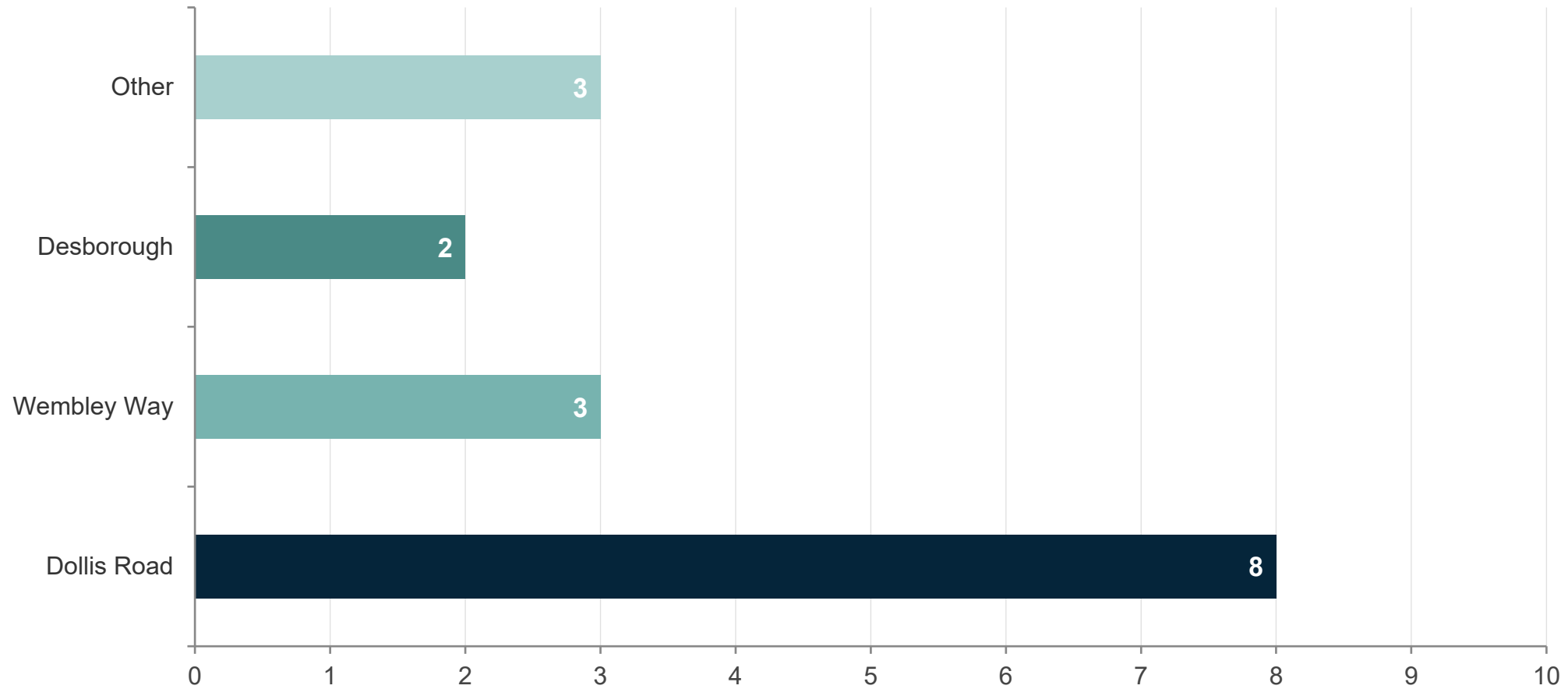
Stage 1
complaints

During the reporting period, Zen handled 16 cases across all schemes. Of the 3 formal Stage 1 complaints, all were responded to within required timescales and resolved internally — with no escalations to Stage 2 and no referrals to the Housing Ombudsman Service. This demonstrates a responsive and effective complaints handling process.

Cases by category



Cases by scheme



Learning from complaints

Actions and improvements identified from resident feedback in 2025

Pre-tenancy & handover

Conduct thorough appliance checks before landlord transfer; ensure HUG documentation is fully compliant.

Damp & mould

Treat damp/mould issues with urgency; monitor properties closely post-handover and maintain ventilation until occupied.

Communal repairs & escalation

Inform residents of responsible parties; establish clear escalation routes to freeholder's agent; provide regular repair updates.

Third-party contractors

Set clearer expectations when appointing contractors; share resident contact details (with consent); require photographic evidence of completed works.

End of defects process

Arrange EOD inspections earlier and streamline communications to residents well in advance. Ensure clear responsibilities and well-defined defects with the developer/housebuilder to avoid uncertainty and ambiguity.



Improvements completed this year

- Updated Complaints Policy (January 2026) to remain aligned with the Housing Ombudsman Complaint Handling Code (CHC).
- Completion and publication of the Housing Ombudsman Service CHC self-assessment.
- Annual report to Board on complaints providing oversight, assurance and trend analysis.
- Named Complaints Officer (Sergey Pichugin) and Board Member Responsible for Complaints (Owen Ingram) confirmed in post.
- Quarterly complaints reporting to Board implemented, incorporating audit of complaint responses for compliance and quality.
- Awareness raising with managing agent (Pinnacle) to ensure all expressions of dissatisfaction are captured and handled appropriately.
- Complaints tracker introduced to record informal cases alongside formal complaints, ensuring all feedback is used to drive service improvement.



