

Governing body's response to Squared's Complaints Handling Code Self-assessment September 2026

by: Jo Simcox, Member Responsible for Complaints (MRC)

I have reviewed Squared's Annual Complaints Performance and Service Improvement Report 2025–26 and its self-assessment against the Housing Ombudsman's Complaint Handling Code.

As part of my role as the Member Responsible for Complaints (MRC), I have supported the Board's scrutiny through regular performance updates, discussion of the 2026 internal audit findings with the team overseeing complaints, and a walkthrough of a sample of cases.

I value the opportunity to review individual complaints alongside the figures. It helps me understand how customer's concerns were heard and investigated, how decisions were explained, and whether agreed actions were completed. The openness with which team members have shared cases and discussed what could have been done better gives a clearer view of practice.

This response is provided on behalf of the Board of Management of Luton Community Housing Ltd (trading as Squared), as part of the Annual Complaint Performance and Service Improvement Report.

Assessment of Self-assessment and Complaint Handling Service 2025-26

As the MRC I am satisfied the self-assessment is a true reflection of Squared's complaint handling service.

Squared recorded 20 complaints during 2025–26, with one progressing to stage 2. Three complaints were acknowledged outside of the required standards, and 85% received a full response within 10 working days of acknowledgement. With 20 complaints recorded, one case changes the annual rate by 5% and it is important to remember the proportion of complaints to the volume of customers we serve. We have considered the figures in that context and looked at individual cases, each complaint raised and each missed deadline still matters to the customers affected.

The self-assessment and internal audit show that Squared has an established complaints process, while identifying specific areas where its application and records could be strengthened through more consistency. These include recognising and logging complaints, retaining investigation evidence and checking that agreed remedies have been completed. I have also asked for the team to potentially review a sample of the findings from Squared's comparison of dissatisfaction reported through tenant surveys with complaints recorded on its housing system. This will help the Board understand whether residents who want to complain are offered a clear route to do so.

The Board will continue to receive complaints performance reports and updates on the actions arising from the audit. Through further case reviews, performance data and customer feedback, we will look for evidence that those actions are working. Complaints should result in a fair response for the customer concerned and, where they reveal a wider issue, a change that improves the service for others.

Conclusion

This response from the MRC forms the Board of Management's (Governors) response and is included in the submission published on the Squared website alongside the Self-assessment and Complaints Performance and Service Improvements Report. These reports will be presented to the full Board of Management at the Board Meeting in November 2026 for ratification.