

Annual Complaint Performance and Service Improvement Report 2024/2025

Foreword from the Board:

At Eldon Housing, we remain firmly committed to delivering the highest standards of service and ensuring that the voices of our tenants and customers are both heard and respected.

We are proud of the progress made over the past year, particularly in relation to improved response times and the work undertaken to raise awareness of our complaints policy and procedures. Our ongoing tenant engagement initiatives have helped ensure that tenants feel listened to and confident in the complaints process. The introduction of our new Complaints Handling Training resource for frontline staff has also played a vital role in establishing a shared understanding of expectations when managing and responding to complaints.

One of the most encouraging indicators of this progress is reflected in the 2024 tenant survey, which recorded 100% satisfaction with our complaints handling, an exceptional increase from 52% in the previous year's survey. This marked improvement demonstrates the impact of our comprehensive review and relaunch of the Complaints Policy and Procedure, as well as the continued dedication of our staff in delivering a consistent, transparent, and fair approach to complaints.

This report provides a clear overview of our complaints handling performance throughout the year, highlighting both the areas of improvement achieved and our priorities for further development. The content has been reviewed by our Tenant Panel and presented to the Board of Management. We commend the report for its thoroughness and for effectively capturing the progress made in strengthening our complaints handling process.

On behalf of the Board, I would like to extend my sincere thanks to the staff, tenants, and customers who have contributed to this ongoing journey. At Eldon Housing, we welcome complaints as a valuable opportunity to learn, grow, and improve the services we provide.

Chair: Hony Premlal

Executive Summary

This report provides an annual overview of complaints and service requests received and managed during 2024/25. It outlines the nature and frequency of complaints, the themes and trends identified, performance against internal KPIs, and actions taken to ensure service improvement. The intention is to foster a culture of accountability, enhance tenant satisfaction, and drive continuous improvement across all services.

Complaints Overview

Between April 2024 and March 2025:

- 31 formal complaints were received and logged.
- 3 service requests were recorded.
- 24 complaints were upheld (including partial upholds).
- Complaint response compliance improved significantly throughout the year, reaching 100% from Q2 onwards.
- The average complaint response time for the year stood at 15.37 days.
- There were no complaint escalations to the Housing Ombudsman.

Complaint Volume by Quarter:

Quarter	Complaints	Stage 1	Stage 2	Service Requests	Upheld (Fully/Partially)
Q1	8	6	2	0	5
Q2	9	8	1	2	8 (incl. 3 partially)
Q3	7	6	1	1	5 (all partially)
Q4	7	7	0	0	6 (some partially)
Total	31	27	4	3	24

Key Themes and Trends

Service Quality

This was the most common complaint category and included concerns about staff conduct, communication failures, and delays in completing repairs or resolving maintenance issues. Improvements were made through coaching staff and providing relevant training and enhanced communication procedures (such as ensuring Helpdesk Administrators ensure they provide progress updates on repairs.)

Health and Safety

Health and safety-related complaints involved issues such as pest control, damp and mould, and emergency response systems (in Extra Care). Responsive actions included

increased inspections (such as checking for signs of damp and mould), preventive education for tenants, and enhanced maintenance planning. Robust investigations were undertaken in cases where emergency response was delayed.

Anti-Social Behaviour (ASB)

A smaller proportion of complaints related to anti-social behaviour, often concerning interactions between residents. These were addressed through appropriate tenancy management procedures, mediation, and tenant support.

Security

Complaints in this category included concerns about entering a flat uninvited. These were handled through investigations, reminders to staff, and updated guidance.

Equality and Access

Concerns were raised about access to services and perceived fairness in decision-making processes. This led to a review of relevant policies and a renewed emphasis on transparency and equality in housing practices.

Complaint Resolution and Performance

Resolution Approaches

The following approaches were used to address complaints:

Method	Notes
Apologies Issued	Common where service quality or communication failures occurred.
Policy Reviews	We are reviewing policies relating to internal tenant transfers.
Reimbursements/Compensation	Goodwill gestures in two complaints.
Operational Changes	Includes improving operational processes to avoid reoccurrence.
Mediation & Behavioural Action	Used in ASB cases, often with support staff involvement.

Performance Against KPIs

Key performance indicators for complaints handling:

Metric	Q1	Q2	Q3	Q4	YTD Avg
Response Compliance (%)	50%	100%	100%	100%	87.5%
Average Response Time (days)	21.63	13.43	12.71	13.7	15.37
% of Complaints Upheld	63%	89%	71%	77.42%	75.11%

Interpretation:

- The Q1 average of 21.3 days reflects performance challenges earlier in the year and the absence of an embedded extension framework at that stage.
- The significant improvement from Q2 onwards demonstrates a positive shift in internal processes, policy clarity, and team responsiveness.
- The YTD average remains well within the adjusted target threshold.

Tenant Satisfaction:

We conducted a tenant survey towards the end of 2024, which resulted in 100% satisfaction with the response to complaints handling. This is a significant improvement from the 52% rating from the survey undertaken in 2023 and a success stemming from the work undertaken to review and relaunch the Complaints Policy and Procedure in line with the Housing Ombudsman requirements.

Learning and Improvement Measures

The year's complaints have prompted several key developments:

- **New Communication Standards:** Ensuring all tenant meetings are followed with timely minutes, and that maintenance timelines are consistently updated.
- **Training:** The Head of Housing, Care & Support, along with the Complaints Coordinator, developed a comprehensive Complaints Handling Training resource for frontline staff. This resource ensures all staff are aligned with the expectations for responding to complaints, provides opportunities for staff to ask questions about any aspects of the complaint handling process, and includes information on how complaint data is reported to the Board of Management quarterly and shared with the Housing Ombudsman annually.
- **Response Timeframes:** Prompt response times have significantly reduced the volume of complaints progressing to Stage 2, reflecting improved efficiency and customer satisfaction.
- **Targeted Staff Development:** Coaching on tone, conduct and diversity/equality principles.
- **Operational Adjustments:** More frequent pest control inspections, expanded maintenance protocols, and implemented changes to processes on care sites.
- **Monitoring and Escalation:** Stronger escalation routes have been established.
- **Tenant Engagement:** Articles on home maintenance, damp prevention, and home safety were included in tenant magazines.

Evaluation of the Effectiveness of the Previous Complaints Services Improvement Plan

Update and Review Complaints Policy & Procedures: Ensure compliance with the Housing Ombudsman Code.	Achieved
Provide Accessible Information: Develop and distribute a summary of the Complaints Policy and Procedure across our sites and on our website. Send this summary to complainants with acknowledgment letters.	Achieved
Accessible Resources: Create a video explaining how to make a complaint, using the summary as a guide. Develop a "How to Make a Complaint" leaflet.	Achieved
Improve Complaints Recording: Enhance the complaints recording log to effectively review trends and improve reporting of service requests.	Ongoing
Develop a Direct/Central Complaints Email: Centralise all complaints received for improved monitoring, reporting and acknowledging.	Achieved
Board Oversight: Appoint a Board Champion to ensure effective oversight and compliance with the Housing Ombudsman Code.	Achieved – Board Member and Quality Assurance Committee Member Ben Dowling is our Complaints Champion
Dedicated Complaints Coordinator: Appoint a Complaints Coordinator to oversee complaints and support staff in handling them.	Achieved
Staff Training and Development: Provide continuous training for staff to understand and competently manage complaints, including recognising and recording service requests.	Ongoing
Enhanced Reporting and Learning: Improve reporting mechanisms to provide efficient information for learning, service improvements, and effective reporting.	Ongoing
Regular Review and Discussion: Make complaints a standing agenda item for tenant site meetings and Tenant Panel meetings, ensuring effective complaints handling and oversight.	Ongoing – Annual Complaint Summary Report will be shared with the Tenant Panel.
Quality Assurance Committee: Establish a Quality Assurance Committee with one or two Tenant Panel members attending, with complaints as a standing agenda item. Provide quarterly complaints report to the committee.	Achieved

Monthly Updates to SLT: The Complaints Coordinator will provide monthly updates to the Senior Leadership Team.	Achieved
Review Staff Code of Conduct: Ensure the expectations for complaint handling are included in the staff Code of Conduct / Charter.	Training provided to staff on expectations for complaint handling. Staff Code of Conduct to be reviewed by HR to include this.
Staff Induction and Training: Provide staff training and support dealing with complaints against the new code and implement revised policy and procedure. Discuss complaint handling during staff induction and onboarding, with additional training provided as needed.	Ongoing

Conclusion and Forward Outlook

The 2024/25 year has demonstrated:

- A measurable improvement in complaint handling processes and resolution outcomes.
- A growing culture of transparency and accountability.
- A responsive approach to tenant concerns, demonstrated by a high uphold rate and proactive resolution measures.

Key Priorities for 2025/26:

1. Enhance Staff Induction and Training

- Provide comprehensive training on recognising and handling complaints during staff induction and onboarding.
- Offer yearly refresher workshops on complaints handling for all current staff, including role-playing scenarios for practice.

2. Regularly Review Complaints Policy and Procedure

- Keep complaints as a standing agenda item for Tenant Panel, SLT and Quality Assurance Committee meetings to ensure effective handling and oversight.

3. Develop Complaints Data Dashboard

- Enhance real-time tracking, reporting, and learning opportunities through a more developed complaints data dashboard.

4. Understand and Monitor Service Requests

- Develop a clear understanding of service requests and the best methods for reporting and monitoring them.

5. Promote a Culture of Accountability and Learning

- Encourage staff to view complaints as opportunities for learning and improvement.

This report will support the organisation's submission to the Housing Ombudsman as part of the annual Complaint Handling Code submission due later in the year.