

Annual Complaints Performance and Service Improvement Report

2024 – 2025

Registered provider of social housing registration number LH4014. Co-operative and Community Benefit Societies Act 2014, society number 27656R.



INTRODUCTION

The Housing Ombudsman (HO) Service requires member landlords to produce an Annual Complaints Performance and Service Improvement Report for scrutiny and challenge, which has to include the following information:

- the annual self assessment against the HO Complaint Handling Code, to ensure our complaint handling policy remains in line with its requirements
- a qualitative and quantitative analysis of our complaint handling performance This must also include a summary of the types of complaints we have refused to accept
- any findings of non-compliance with this Code by the Ombudsman
- the service improvements made because of the learning from complaints
- any annual report about our performance from the Ombudsman
- any other relevant reports or publications produced by the Ombudsman in relation to our work

This is Broadacres Annual Performance and Service Improvement Report covering the period from 1st April 2024 to 31st March 2025.

ANNUAL SELF ASSESSMENT AGAINST THE COMPLAINT HANDLING CODE.

Each year Broadacres conducts a self assessment against the HO's Complaint Handling Code (CHC). This self assessment is reported to our Board, to give assurance that we are fully compliant with all of the requirements of the Code. The latest self assessment can be found on our website.

Each time the HO issues an updated CHC, we also update our Complaints Policy and the associated procedures, to make sure they fully reflect the requirements within the Code.

To help make sure we have a positive complaints culture at all levels within Broadacres, we have a dedicated Board Member (Member Responsible for Complaints), Victoria Tolmie-Loverseed. She routinely makes recommendations to the Board, to make sure we continue to be fully compliant with the CHC.





QUALITATIVE AND QUANTITATIVE ANALYSIS
OF OUR COMPLAINT HANDLING PERFORMANCE.

Overall, there has been an increase in the number of stage 1 complaints received in 2024/25 compared to 2023/24, which appears to be in line with the wider trends within the housing sector and reflects our internal activities.

Broadacres excluded no complaints from its process.

2023/24		2024/25	
279	Number of stage 1 complaints	318	Number of stage 1 complaints
27	Number of stage 2 complaints	34	Number of stage 2 complaints

Complaint Type

4.5%	Volume of complaints v Broadacres homes	11%	% of complaints escalated to stage 2
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TIMESCALES FOR RESPONDING TO COMPLAINTS.

Across all stage 1 complaints we have responded to, we have failed to meet the timescales on six complaints, unfortunately taking longer to respond than the ten working days the code specifies. All stage 2 complaints we have responded to have been investigated within the timeframes.

2024/25 Performance

100%	98%	100%
Acknowledged within HO timescales – 5 working days	Stage 1 – Responded to within HO timescales – 10 working days	Stage 2 – Responded to within HO timescales – 20 working days

When we acknowledge a complaint, we will triage it. If we determine that it is complex and needs longer to investigate, we will liaise with the customer to agree an extended timeframe.



CUSTOMER SATISFACTION

Our satisfaction feedback informs us how well we are handling complaints and if customers feel the outcome was what they were expecting. It is a barometer for us to measure if we are being fair, consistent and empathic. We use the feedback we gather to coach and support colleagues to improve their complaint handling skills.

Customer Satisfaction

68%

Customer satisfaction
with outcome

78%

Customer satisfaction
with how the complaint
was handled

The Customer Scrutiny Panel (CSP) carried out a review of the complaints process between July and December 2024. The rationale for the review was the concerns over the lower scores for customer satisfaction with complaints from customer feedback. This was also reflected in the Tenant Satisfaction Measures (TSM) 2023-24 and the annual customer survey results in Spring 2024.

The Panel used multiple approaches to gather data and insight to support their review, some of their findings are summarised below:

- the panel felt colleagues shared a high level of competency and compliance with the complaints process. However, interviews showed there was a lack of consistency around recording and responding to complaints made in our Extra Care schemes
- when the Panel reviewed data received from complaint surveys, they found time taken and lack of communication on an outstanding issue prior to a complaint being made was a key factor
- the panel felt that contacting the customer and asking them for their feedback on the outcome and how the complaint was handled, 10 working days after receiving their final written response was causing dissatisfaction and confusion. Some customers felt the 10-day closure gives an impression of a premature completion when there may still be outstanding issues to remedy





As part of the review the panel made a number of recommendations to help improve customer satisfaction. These have been approved by the Board and will be taken forward forming part of the improvement programme in complaint handling across 2025/26.

Below is a selection of the agreed recommendations.

Agreed Recommendations

Review of the complaint handling and complaint reporting in the Extra Care schemes.

Review of the current complaints closure procedure to ensure customers have clarity and expectations are met after the investigation is completed.

To prevent avoidable complaints by ensuring the customer is fully informed throughout any works.

To further enhance the customer experience and ensure consistency when dealing with customer complaints, training on empathy and complaint handling techniques to be given to all relevant colleagues.

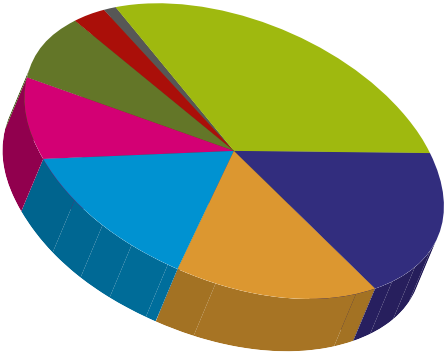


TYPES OF COMPLAINTS

We always take complaints seriously and investigate each one thoroughly. Each complaint is seen as an opportunity to identify where our services may have fallen below expectations and can be learnt from, so we can improve the services we deliver to customers.

The chart below shows the number of complaints by root cause.

Share of cases by root cause



Communication
29%

External
Contractor
19%

Policy and
Process
16%

Quality
14%

Reliability
9%

Colleague
Behaviour
9%

Other
3%

Availability
1%



In 2024/25 communication was the most common root cause of complaints.

Below are some examples of poor communication:

- **Customers not kept up to date when we are carrying out works to their home.**
- **Giving incorrect advice.**
- **Giving different information during a process.**
- **Not responding to customers within the agreed promise and customers having to chase us for information.**

In response to this theme, we are focusing across the organisation on ensuring we communicate well with customers and how this can prevent a customer feeling let down. We are reminding colleagues through team meetings and one to ones that we must:

- **return customers' calls in the agreed timeframe.**
- **keep customers informed and not let them down.**
- **follow up on agreed actions.**



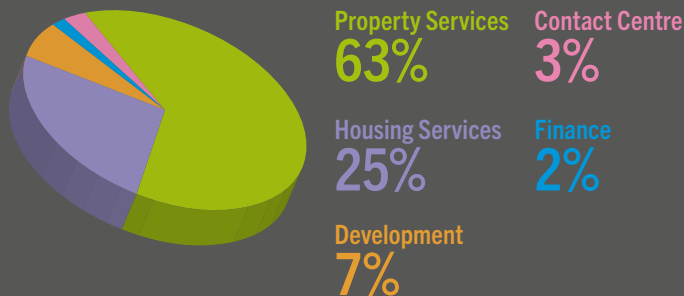
The second highest root cause of complaints relates to contractor services. These have been generated across both responsive repairs and planned works and include complaints across our new build developments and energy efficiency/decarbonisation programmes.

This area has been a focus of our monthly meetings with a continued emphasis on strong contract management and ensuring a quick response to customers when there is a problem. The introduction of contractor performance meetings around grounds maintenance have shown a positive impact on the number of complaints being raised.

Another area that we have seen customers dissatisfaction with is policy and process, this is a change from last year.

The introduction of a new Neighbourhood Team structure and Anti Social Behaviour (ASB) team did see a period of change around our delivery of neighbourhood and ASB services. These teams are now fully operational and all essential training has been delivered and we are working on improving our visibility across our communities.

COMPLAINTS BY SERVICE AREA.



Property Services received the highest number of complaints, followed by Housing Services.

In comparison to the complaints received across Property Services, we have dealt with and actioned over 20,000 service requests from customers to carry out repairs in their homes.

Our repairs service and how customers feel about it remains one of the most important issues for customers. We received 86% satisfaction rate for our repairs service from those customers who were surveyed through the TSMs in 2024.

We continue to work with customers on ensuring we are delivering a great repairs service with customer feedback being a key part of all service improvements we make.

FINDINGS OF NON COMPLIANCE WITH THE COMPLAINT HANDLING CODE BY THE HOUSING OMBUDSMAN.



Over the course of 2024/25, Broadacres received five complaint determinations from the Housing Ombudsman (HO).

The first determination, which we received in June 2024, found that Broadacres had offered reasonable response to the customer's repair requests. In this instance, the Ombudsman did not find any service failures or maladministration.

The second determination, which we received in August 2024, unfortunately determined two findings of maladministration. These related to our handling of the complaint and the handling of our decision to place the customer on contact restrictions.

The third determination, which was received in October 2024, the Ombudsman felt there was no maladministration but there had been service failure in the handling of the complaint.

The fourth determination, which was received in November 2024, found that Broadacres had offered reasonable redress for our handling of communication over various repair requests, but that there had been service failure in relation to our handling of the customer's concerns about the conduct of a colleague.

The fifth determination, which was received in February 2025, found that Broadacres had offered reasonable redress in respect of our handling of the customer's concerns about parking, but that there had been service failure in relation to our handling of the customer's concerns about the conduct of a colleague.

Maladministration is defined by the HO as “a decision by the Ombudsman that a landlord has failed to do something, done something it shouldn’t have or, in the Ombudsman’s opinion has delayed unreasonably.” We have taken the findings from all these complaints extremely seriously. Following receipt of the determinations, policies and processes were reviewed and some changed to ensure we learned from where we had fallen short for the customers.

Learnings from the HO findings.

We have reviewed the Visit in Pairs Policy and replaced it with the Unacceptable Behaviour Policy which was developed with customers and colleagues and includes making reasonable adjustments.

To improve complaint handling and ensure complaints around colleague behaviour are adequately investigated and responded to, we are delivering training that includes how to conduct interviews and gathering evidence to make informed decisions based on their findings. This demonstrates to our customers that we have taken their concerns seriously.

We have developed a Vulnerability, Reasonable Adjustments and Protected Characteristics Policy with customers and colleagues to help support colleagues to ensure all our customers who need support accessing our services receive it.

The full HO report of determinations is published on their website, these are usually published three months after the final decision is made by the HO and can be found here ([link to HO website Decisions Archive – Housing Ombudsman](#))



SERVICE IMPROVEMENTS MADE AS A RESULT OF COMPLAINT LEARNING.

Although the number of complaints received is increasing, we are continuing to aim to meet the response timescales. Our colleagues understand the importance of responding to complaints promptly and effectively and this approach is reinforced through regular complaint handling training for colleagues.

There is also a strong learning culture. This is evidenced internally by the ‘lessons learnt log’ and actions taken to address the issues raised and to ensure that in future customers do not experience similar issues.

We hold monthly review meetings with service managers to scrutinise customer satisfaction results and complaints data to:

- **identify any trends**
- **make sure learning from complaints is captured and actioned**
- **make sure that if any changes are required because of a complaint, they happen, and we track that they happen, so we can improve services and help to prevent future recurrence of issues**

In addition, we share information on complaints and customer satisfaction performance with the CSP, to help inform areas for them to review.

We share performance information with our customers over digital channels, at dedicated Community Action Days, through our customer magazine and by visiting schemes.

Externally, there is regular engagement with local and national housing forums and ongoing oversight of the Housing Ombudsman Spotlight reports and lessons learnt to inform improvements in our processes.



There have been some great examples of learning across all service areas using feedback from customers who have made a complaint. Below are just a few:

Complaint	Service Improvement and Learning
Lack of regular contact and updates leads to customers making a complaint.	We will work with all our colleagues through a “Keeping our Promises” campaign to reinforce the importance of good communications. We have developed a new system of logging customer contacts and tracking them through to completion to identify where we are not delivering on our promises so we can work with those individual colleagues or teams to improve this. The Customer Experience Committee will monitor through the Customer Promise how we are performing.
Poor understanding of the customer’s health and support needs.	We have developed a Vulnerability, Reasonable Adjustment and Protected Characteristic Policy with customers to support colleagues in providing an accessible and inclusive service. Through the summer of 2025 we will deliver training sessions to further support our colleagues to deliver this.
Complaints from shared ownership customers regarding the introduction to their new home, the understanding of the offer and their responsibilities.	We have carried out a full review of the shared ownership process, including how we assist customers when they are making the decision to purchase, how we explain the options and responsibilities. We provide training to colleagues to increase their knowledge to be able to advise and support shared ownership customers. We have produced a simple ‘guide to shared ownership’ leaflet that will be given to potential customers and a video called “what is shared ownership” which will be placed on our website.
Poor communication during the mutual exchange process.	We have introduced ‘Swaptracker’ to create visibility of the mutual exchange process for the customer and training has been given to Neighbourhood Team to help support customers through the process.
Complaints regarding colleagues.	All complaints regarding colleagues now follow a specific pathway involving the People Team. They are notified of the details of the complaint and will support and guide the Investigating Officer to ensure a thorough investigation is carried out.

IN 2024/25 WE RECEIVED 247 COMPLIMENTS FOR COLLEAGUES AND THE OVERALL SERVICE WE PROVIDED.

We learn as much from compliments as we do from complaints and our colleagues take great pride in receiving compliments from you. Sharing compliments at team meetings helps us to share best practice and celebrate the great work we do.

Some examples are:

“I don’t know if you have changed gardeners or just had a word with the others, but what a difference to our grass cutting. It is so much better now, so thank you for listening.”

“Thank you for your kindness. The care you are giving me is above and beyond expectations and I am grateful for the patience and understanding by your staff in the care I am receiving.”



ANNUAL REPORT FROM THE HOUSING OMBUDSMAN SERVICE ABOUT THE PERFORMANCE OF BROADACRES.

The HO publishes an Individual Landlord Report, where a landlord has had five or more findings in any year. As Broadacres have received 5 determinations in 2024/25 the HO will issue a performance report that can be found here – [Landlords Archive – Housing Ombudsman](#)

Any other relevant reports or publications produced by the Housing Ombudsman Service in relation to the work of Broadacres.

There were no other reports or publications produced by the HO in relation to the work of Broadacres during 2024/25.

Broadacres Housing Association Limited is an exempt charity. It is a registered provider of social housing (registration number LH4014), regulated by the Regulator of Social Housing, and is a registered society under the Co-operative and Community Benefit Societies Act 2014, society number: **27656R**



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