

2024/25 Annual Complaints Handling and Learning Report – Covering note.

Please note the following report was drafted and data compiled before our final audit checks had taken place ahead of the TSM data submission to the Regulator of Social Housing. The report explained this and highlighted that this may result in some minor amendments to our final figures.

Audit checks were completed, and this covering note highlights the changes.

Page 1 – The report states ‘despite the increase in volumes, we have responded to 93% of stage 1 complaints and 98% of stage 2 complaints within the Housing Ombudsman Service (HOS) Complaint Handling Code Timescales’.

The final figure submitted to the Regulator of Social Housing is 97.9% of stage 2 complaints.

Page 3 - The report states ‘We also reduced the number where we needed to agree the allowable extension with 81% of stage 1 complaints being responded to within the 10-day timescale compared to only 58% in 2023/24’.

The final figure submitted to the Regulator of Social Housing is 79.5%.

Page 4 – The report states ‘Overall, we have agreed with 81% and responded to 98% within the Complaint Handling timescales (20 working days plus extensions)’.

The final figure submitted to the Regulator of Social Housing is 97.9%.

Page 4 – The report states ‘76% were responded to in 20 working days (no extension required)’.

The final figure submitted to the Regulator of Social Housing is 75.3%.

Appendix 1 – The summary states that 98% of stage 2 complaints were responded within timescales (including extensions).

The final figure submitted to the Regulator of Social Housing is 97.9%

Report Title	2024/25 Annual Complaints Handling and Learning Report	Confidential	No
Report Author	Toni Allen Customer Services Manager	Report Status	For Information
Report To	Board 27 th May 2025	Officer Contact Details	Toni Allen Customer Services Manager Toniallen@berneslaihomes.co.uk

1. Executive Summary

This report provides an annual overview of complaint handling and learning for 2024/25.

Key Points

- We have responded to **1202** Stage 1 complaints during 2024/25. This is a **73%** increase compared to last year.
- We have responded to **284** Stage 2 complaints during 2024/25. This is a **114%** increase compared to last year. Overall, **24%** of customers escalated their Stage 1 complaint to Stage 2. This is an increase from 20% last year.
- Despite the increase in volumes, we have responded to **93%** of Stage 1 complaints and **98%** of Stage 2 within the Housing Ombudsman Service (HOS) Complaint Handling Code timescales. This is a significant improvement compared to last year. Temporary resources continue to be required to meet our duties.
- **83%** of Stage 1 complaints and **89%** of Stage 2 are regarding the repairs service, with delays in carrying out repairs the main reason for raising a complaint.
- The high amount paid in compensation has increased by **35%**, although this has not risen as much as expected given the increase in complaints.
- We identified **26** service improvements from complaints, issued **85** reminders to staff and identified **5** training opportunities. In 2024/25 our organisational capacity to deliver these improvements has been challenging, however, in 2025/26 we have reviewed our approach to strengthen oversight, focus and capacity on implementing learning.

2. Recommendation/s	<p>It is recommended that the Board do the following:</p> <ul style="list-style-type: none"> • Be assured of the continued positive progress in improving our complaint handling service, responding to complaints within timescale and the strengthened governance oversight of complaint handling and learning. • Note that whilst learning is identified and action continues to be taken to improve both the complaint handling service and address the root cause of complaints, there are still a number of residual risks which challenge our compliance with the HOS code.
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3. Background

- 3.1 We welcome and handle complaints in line with our revised complaint handling policy that was approved by Customer Services Committee in May 2024 and endorsed by BMBC Cabinet in June 2024. The policy ensures we meet the requirements of the [2024 HOS Complaint Handling Code](#) which was introduced on 1st April 2024 as part of the Ombudsman's powers in the Housing Ombudsman Scheme. The Customer Services Team co-ordinate, monitor and review complaint handling and ensure that we actively identify and implement learning.
- 3.2 We complied with the requirements within the Code to complete the HOS self-assessment, publish [Berneslai Homes Self-Assessment](#) and shared with the HOS by the deadline of 30th June 2024. The HOS confirmed receipt and have no follow up concerns. The Assessment for 2025/26 is underway and due to be approved in line with our governance arrangements ahead of the revised HOS deadline to submit of 30th September 2025.
- 3.3 The [Local Government and Social Care Ombudsman \(LGSCO\)](#) handle all complaints relating to Local Authority functions with the exception of the Social Housing Service. They do however handle complaints about the management the Housing Register. They operate under different protocols to the HOS
- 3.4 Complaint handling is a significant focus for regulatory compliance with 3 of the 22 [Tenant Satisfaction Measures](#) relating to complaint handling.
- 3.5 Customer Services Committee receive quarterly updates with the full year analysis being presented to Board and BMBC.

4. Current Position /Issues for Consideration



4.1. Annual summary 2024/25



This section contains analysis of complaints activity, outcomes, actions and issues for 2024/25. Whilst all complaints registered in the 24/25 financial year have now been responded to, we have still to complete final audit checks ahead of the TSM submission to the Regulator of Social Housing. These audits will be completed before 9th May 2025 and may result in some minor amendments to data in this report.





Appendix 1 is a summary of our Annual Complaints Performance which will be published online after final audit checks are completed.

Table 1 - Summary Table for 2024/25

Note: Comparisons to 2023/24

Activity	Number	Outcomes	Action/Issue
Service requests (handled by the Customer Services Team) 	1799 (1619 in 2023/24) See table 2 for trend analysis.	Whilst we have seen an 11% increase in the number of service requests in 2024/25, it is positive that the Customer Services Team have resolved these service requests in agreement with the tenant without the need for formal escalation. 77% of the overall service requests are repairs related.	Priority action - To continue to reduce the long wait times for planned repairs and improve communication. To continue to resolve service requests at the earliest opportunity.
Stage 1 formal complaints responded to. 	1202 (692 in 2023/24) See table 3 & 4 for trend analysis	We have seen a 73% increase in Stage 1 complaints compared to 2023/24 with 83% of all complaints being repair related. We agreed with 84% (85% 2023/24) and positively responded to 93% in line with the HOS timescales. This is a significant improvement on 2023/24 performance (76%). We also reduced the number where we needed to agree the allowable extension with 81% of Stage 1 complaints being responded to within the 10-day timescale compared to only 58% in 2023/24.	Continue to reduce response times. Continue to reduce the number of complaints requiring an extension as the HOS code states extensions should not be a common practice. Priority action - Continue to reduce the wait times for planned repairs and improve communications.

Activity	Number	Outcomes	Action/Issue
Stage 2 formal complaints. 	284 (133 for 2023/24)	<p>We have seen an 114% increase in the volume of Stage 2 complaints compared to last year.</p> <p>A higher proportion (24%) of Stage 1 complaints escalated to Stage 2 compared to 20% the previous year.</p> <p>Overall, we have agreed with 81% and responded to 98% within Complaint Handling Code timescale (20 working days plus extensions).</p> <p>76% were responded to in 20 working days (no extension req day HOS timescale (76% compared to 74% in 2023/24).</p> <p>89% of Stage 2 complaints are repair related and the main reason for escalation is not fulfilling the promise made at Stage 1.</p>	<p>Customer Services team to continue to support and train service areas to produce good quality responses at Stage 1.</p> <p>Continue with increased SMT oversight of promises to ensure monitoring and compliance and reduce the volume of avoidable Stage 2 Complaints</p>
HOS and LGSCO contacts. 	30 contacts (28 HOS 2 LGSCO) 2023/24 (17 HOS 0 LGSCO)	<p>A 65% increase in HOS contacts compared to 2023/24. This was expected given the rise in formal complaints.</p> <p>All contacts were responded to in time.</p>	<p>Continue to produce high quality complaint responses to reduce the proportion escalating to the HOS.</p> <p>Continue to learn from HOS investigations to improve complaint handling.</p>
HOS and LGSCO investigations accepted.	8 cases 6 HOS 2 LGSCO 2023/24 9 HOS	<p>Most contacts received from the HOS and LGSCO did not result in formal investigation. With fewer being accepted for investigation than in 2023/24 (9)</p> <p>We responded to all requests for evidence in time.</p> <p>The 2023/24 HOS Landlord Report noted that BMBC had fewer investigations compared to similar landlords (Appendix 2) Link to document in DT Resources).</p>	<p>The 2024/25 HOS Landlord report is due towards the end of Summer 2025.</p>

Activity	Number	Outcomes	Action/Issue
HOS and LGSCO determinations 	15 13 HOS 2 LGSCO	During 2024/25 we received a total of 15 determinations that relate to 8 cases. 6 Maladministration, 3 service failure, 4 reasonable redress, 1 no maladministration, 1 outside jurisdiction. See further details in Section 4 relating to HOS and LGSCO determinations. We complied with all orders made.	Continue to learn from HOS and LGSCO investigations to improve complaint handling and reduce maladministration determinations.
Satisfaction with complaint service. 	208 surveys completed (175 in 2023/24)	Satisfaction with the overall experience of the Complaint Handling service reduced at year end to 44% from 63% whilst some aspects of the service improved, in particular the final outcome rising to 66% from 45%. The change in methodology from quarter 3 may have impacted results. See further details in Section 5.5 table 11 relating to satisfaction.	Continue to improve the quality, speed and thoroughness of investigations and responses to improve satisfaction.
Compliments registered. 	646 Decrease (1048 in 2023/24)	We have seen a 38% decrease in the number of compliments received compared to 2023/24. However, the increase in the number of transactional surveys did increase compliments in quarter 4.	An increased number of transactional surveys across all services may increase compliments in 2025/26.
Compensation paid. 	£110,845 (£82,247 in 2023/24)	We have paid compensation in 568 cases. The increase in compensation, which is significant financially, is lower than expected when compared the to rise in complaints. Highest payment of £1,975 compensation was related to handling damp and loss of bathing facilities for a prolonged period.	Continue to reduce the wait time for planned repairs and improve communication and fulfilling promises. Improve focus and resources to implement learning from complaints. Improve adherence to policies (damp & mould and no access policy).


Activity	Number	Outcomes	Action/Issue
Councillor/MP enquiries. 	777 (691 in 2023/24)	The Customer Services team administer Councillor/MP enquiries. We have seen a 12% increase compared to 2023/24. 34% of enquiries relate to Housing Register and Lettings, 29% to Estate management and ASB, 19% to delays with repairs /planned works and 5% to Damp and Mould.	Deliver more Councillor/MP briefing session focusing on the letting service. Improve public awareness of lettings and pressures on social housing. To continue to resolve Councillor/MP enquiries at the earliest opportunity in line with agreed procedures.

Table 2 – Top 5 Service Request Areas

A service request is a request from a tenant to us, requiring action to be taken to put something right. Service requests are not complaints; however, we record, monitor and review them for learning and improvements which is in line with the HOS Complaint Handling Code.

Top five service requests during 2024/25	Proportion of all service requests	Number received
Delay in Carrying out Repairs	29%	521
Planned Repairs	10%	174
Poor Communication	10%	171
Neighbour Disputes	7%	120
Damp and Mould	6%	111

We continue to receive the highest proportion of service requests for Property Services with 77% of service requests being repair related.

Table 3 – Top 5 Complaint Areas for Stage 1 complaints

Top five Stage 1 complaint areas 2024/25	Proportion of all Stage 1 Complaints	Number complaints made
Delay in Carrying out Repairs	26%	315
Poor Communication	14%	173
Planned Repairs	10%	116
Repairs Quality	8%	90
Damp and Mould	7%	89

Overall, during 2024/25 the top 5 reasons for tenant complaint at Stage 1 remains in respect of the Repairs and Maintenance Service.

Table 4 – Top 5 Service Areas for Stage 1 complaints during 2024/25

Top five Service Area for Stage 1 complaints during 2024/25	Percentage of the overall complaints received during 2024/25	Number of complaints during 2024/25
Property Services Maintenance Team	36%	429
Property Services Repairs Team (PSRT)	22%	263
Wates Repairs Team	9%	103
Neighbourhood Team	8%	97
Property Services Asset Management Programme Replacements	8%	93

The highest proportion of complaints received by service area is within the Property Services Maintenance Team as opposed to the contractor delivery of repairs.

Table 5 – Reasons why complaints escalated to Stage 2

Stage 2 Escalation Reason	Percentage 2024/25
Promises made in Stage 1 not fulfilled.	37%
Not happy with content of letter. <i>This could include several reasons, e.g. tenant feels the letter is factually incorrect and disputes findings or information relied upon, or letter doesn't respond to all points in detail</i>	37%
Not happy with resolution provided. <i>This includes the level of compensation offered or the timescale offered to complete outstanding works.</i>	21%
Not happy with Stage 1 decision.	5%

It is disappointing that almost 4 in 10 complaints escalate to Stage 2 as we have not fulfilled our promise at Stage 1. These are avoidable complaints. Over the year we have revised our promise monitoring and reinforced the importance of monitoring the repair / promise through to completion and enhanced SMT oversight. Communication with the tenant is also key driver for complaints with tenants not being contacted to discuss delays or other impacts. Service areas are addressing these failures, and we are hopeful that we will start to see a reduction in the number of complaints escalating for this reason in the coming months.

Table 6 – Subject Access Requests (SARs) linked to Complaints.

Quarter 2024/25	Total SARs from Complainants*
Quarter 1	10
Quarter 2	12
Quarter 3	6
Quarter 4	9
Total	37

**Note some complainants make multiple SAR requests.*

We are noticing a trend this year with an increase in the number of SARs requested from tenants who have also registered a complaint.

The above table shows the number of SARs from tenants who have also complained.

Addressing the root cause of complaints would have a positive impact on resource demands.

4.2 Complaint Handling actions

This section provides an update on outstanding actions identified within the 2023/24 annual complaint handling and learning report along with new actions identified during 2024/25. These actions are focussed on the complaint handling service.

Table 7 – Learning Actions (2023/24 and 2024/25)

Year identified	Action	Deadline
2023/24 2024/25	Volume of complaints escalating to Stage 2 due to failed promises is a concern. Update – This reduced in Q4 which demonstrates that procedures and processes are now getting followed. To continue to monitor this closely during 2025/26 and discuss on a regular basis with relevant service managers/Head of Service. This is still a risk area.	On-going
2023/24 2024/25	Capacity to identify learning from complaints. Update – The has been challenging due to the decision to not recruit to the Service Improvement Co-ordinator Post to enable us to extend temporary complaint investigation resources. However, the Customer Services Team have now updated the service improvement log and moving into 2025/26 we are in a better position to continue identifying learning.	Ongoing

2023/24 2024/25	Capacity to implement learning from complaints. Action - Review of Service Improvement framework and monitoring. Update – Service Improvement Co-ordinator Post still on hold. Customer Service Team now identifying learning and monitoring implementation of actions. Discussions commenced to review the co-ordination of our policy and procedure framework. Head of Customer Services reviewing SMT oversight of learning. Amended deadline date to enable this to take place. This is still a risk area.	Amended to July 2025
2023/24 2024/25	Action – Review the temporary Customer Services resources and present findings to EMT. Update – Report presented to EMT and discussed at budget setting meeting for 2025/26, Resources extended to end March 2026. This is still a risk area.	Completed
2024/25	Action – Review the accessibility and awareness of our Complaint Service to align to new guidance from the HOS. By September 2025.	Commenced September 2025

4.3 Benchmarking

- 4.3.1 We participate in benchmarking for the Tenant Satisfaction Measures (perception and landlord measures) which allows us to compare our complaint handling performance with other similar social housing providers. In 2023/24 we compared well except for the proportion of Stage 2 complaints per 1,000 homes, which saw us having a slightly higher proportion of Stage 2 complaints.

The benchmarking for 2024/25 will not be available until end of Quarter 2. The 2023/24 peer group results have been included for information. Whilst our 2024/25 outturn appears to be much higher than the 2023/24 CH01 and CH02 peer group's we are aware from that across the sector there has been a significant rise in complaints.

Table 8 – TSM 2024/25 Benchmarking data.

Year end stock figure is 17,904.

Please note we will not receive peer group data results for 2024/25 until approximately October 2025

2024/25 TSM data	Q1	Q2	Q3	Q4	Total	Target
CH01 1 Number of Stage one complaints per 1,000 homes	15.7	32.2	49.0	67.1	67.1	In line with peer group median

CH01 2 Number of Stage two complaints per 1,000 homes	2.9	7.3	11.5	15.9	15.9	In line with peer group median
CH02 1 Stage one complaints responded to within Complaint Handling Code timescales	95.78%	95.70%	96.12%	87.75%	93.46%	100%
CH02 2 Stage two complaints responded to within Complaint Handling Code timescales	97.83%	97.06%	98.75%	97.57%	97.83%	100%
TP09 – Proportion of tenants satisfied with their landlords approach to handling complaints	44.5%					Top Quartile

CH01: Our complaints have significantly increased which we are aware is the same sector wide with peers experiencing similar.

CH02: 93% of Stage 1 complaints and 98% of Stage 2 complaints were responded to in target timescales against a target of 100%. Despite receiving a significant increase in the number of Stage one complaints performance is 19% points better than quarter three 2023/24 for Stage 1 complaints. This confirms that actions taken to improve complaints performance are having a positive impact. Please note this data will be refreshed on the closure of all complaints that were registered on or before the 31st of March 2025, therefore this data is subject to change.

4.4 Compliance with the HOS Code and Investigation Determinations.

4.4.1 The self-assessment for 2024 was published on our website and submitted to the HOS in line with statutory requirements and ahead of the 30th of June 2024 deadline. We received no queries from the HOS monitoring team regarding this. Work is currently underway to complete the annual self-assessment for 2025/26 and this will be presented to the Board Complaint Champion and BMBC before published and submitted to the HOS early 2025/26 ahead of the end of September 2025 submission deadline.

- 4.4.2 The quarterly Complaint Handling and learning report formed part of all Customer Service Committee meetings during the year. We hold quarterly meetings with BMBC Members Responsible for Complaints (MRC) and our Board Complaint Champion ahead of these meetings, to give them the opportunity to comment on the report and discuss any concerns. Feedback and comments from BMBC MRC and our Board Complaint Champion will be shared at the meeting.
- 4.4.3 We received 9 contacts (enquiries) during quarter 4 from the HOS and 1 from the Local Government Ombudsman. This is a total of 28 contacts overall during 2024/25 from the HOS and 2 from the LGO. We received 4 requests during quarter 4 for evidence for cases that the HOS had accepted for full investigation. We complied with all enquiry and evidence requests within timescales provided.
- 4.4.4 We did not receive any investigation reports back during quarter 4 from the HOS or LGO, which means we received 8 investigations back in total during 2024/25. See table 9 for further details of the determinations received.
- 4.4.5 We have 15 cases that are outstanding with the HOS awaiting determinations. These will be carried forward to 2025/26 and reported on during the new financial year.

Table 9 – Summary of determination outcomes

	Quarter 4	Total 2024/25 from HOS	Total 2024/25 from LGO
Number of Cases Investigated	0	6	2
Total Number of Determinations received	0	13	2
Severe Maladministration	0	0	0
Maladministration	0	6	0
Partial Maladministration	0	0	0
Service Failure	0	3	0
Reasonable Redress	0	3	1
No Maladministration	0	1	0
Out of Jurisdiction	0	0	1

4.5 Awareness

- 4.5.1 Complaint handling satisfaction results for 2024/25 shows that 74% of our tenants found it easy to make a complaint. Our complaints process is well publicised and accessible to all and we have reviewed our [website](#) content to ensure information is easy to find and clear to understand. High levels of contact into the Customer Services Team suggests that residents are aware of how to access the service, which includes via the phone, online forms, email, social media and via representatives/Elected Members.

- 4.5.2 The New Tenant information pack that was recently drafted now features a section about our Customer Service Standards and Promise to tenants. It is at final draft Stage awaiting approval before print. This will launch during Q1 of 2025/26. The pack includes information on accessing the service, giving compliments, what is a complaint, making a complaint, what we can't consider as a complaint and how we handle complaints.
- 4.5.3 We continued to train employees to ensure everyone supports an effective complaint handling culture. We do this through eLearning, in-depth complaint handling training and inductions/awareness sessions for all new employees joining the organisation. We reviewed and updated the eLearning module during quarter 3 and have planned and scheduled further in-depth complaint handling training which is due to take place face to face during quarters 1 & 2 2025/26.
- 4.5.4 During Q1 of 2025/26 we will be reviewing the accessibility and awareness of our complaints policy and procedures following the HOS recent launch of training for landlords focusing on accessibility and awareness.

4.6 Learning from complaints

- 4.6.1 We use all feedback to ensure we are learning and to improve services. Due to the increase in service requests, contact and complaint volumes, and the on-hold recruitment to the Service Improvement Co-ordinator Post, we have limited capacity to fully identify and monitor learning from complaints.

Despite this, year-end analysis shows that we identified **26** service improvements from complaints. In addition to this we issued a total of **85** reminders to staff and identified **5** training opportunities. The number of new service improvements actions identified this year is slightly lower than the previous year when we identified **31** service improvements. Learning review meetings will take place with service managers during Q1 of 2025/26 to focus on implementing learning.

- 4.6.2 The below table summarises key learning and service Improvements (implemented, ongoing and key priorities for 2025/26.

Table 10 – Key Learning / Service Improvements

Implemented learning	Ongoing learning	Key Priorities for 2025/26
Contact Centre script for chase up repair's enquiries - The Property Services Team have reviewed and updated scripts and procedures for the contact centre call handling staff to follow when handing calls from tenants. This is to improve service to tenants and back-office handling of such enquiries.	Planned works – The Property Services Team are working to ensure communication around planned works are sent per policy in a timely manner to improve communications, keep tenants informed and manage expectations.	Review Damp, Mould and Condensation Policy – a full review is required to address the learning from complaints identified and to ensure meeting our legal responsibilities which includes Awaab's Law.

<p>E-Form enhancements – Updated a range of eform submission messages to improve communication to tenants regarding processing timescales and clearly explaining the next steps. This is to improve service and manage expectations.</p>	<p>No Access Policy & Procedure – The Property Services Team are reviewing this policy</p>	<p>Review of Repairs & Maintenance Policy – review of priorities of work including 'what is an emergency repair' and timescales.</p>
<p>Improve Communication – The Lettings Team have taken several steps to improve communication: Homeseeker Phone Line: Implemented greetings for customers waiting and calling outside of hours. Increased the number of call handlers to reduce abandoned calls and callback requests. Digital Communication: Ensured decision letters are sent via email, ensuring timely communication and reducing printing and postage costs. Home Visits: Increased the number of home visits for assessing priority on the housing register. Adopted a 'resolved first time' approach for customer interactions.</p>	<p>Asbestos Portal – The Building Safety Team is collaborating with C365 to introduce a portal for tenants to access their property asbestos survey report. This will improve access to information and ensure tenants are safe within their home if undertaking own home improvements work.</p>	<p>In-depth training required for Maintenance Surveyors – this is to include good recording keeping, completion of inspection reports, priority of works, decant policy and their role and recharge procedures.</p>
<p>Empty Properties – Introduced a pre-empty home inspection to be completed before advertising properties to let. The aim is to identify works and prevent advertising of properties where major work is required.</p>	<p>Review of Empty Home procedures & processes – Although we have made some improvements work is still on-going to improve with the aim to reduce the number of empty homes and turnaround time.</p>	<p>Review of Empty Home Standard – This will be in partnership and agreement with the Council</p>

5. Customer Voice/Impact

- 5.1 Complaint handling transactional surveys are completed on the close of complaints. During quarter 3 and 4 surveys have been carried out by Voicescape using a 100% sample size. Prior to this, we aimed to carry out 20 surveys per month, internally over the telephone, with a member of staff from Berneslai Homes discussing the survey questions in person with the complainant. Although this method was time consuming, it acknowledged that complaints can be sensitive and enabled a quality discussion to take place to gather insight. Due to new technology and the introduction of Voicescape, the decision was made to migrate the survey over to Voicescape, which is an automated phone survey which requires the complainant giving their feedback using their telephone keypad.

- 5.2 At the end of this year, a total of 642 tenants were asked to give feedback and 208 surveys were completed, giving a response rate of 32%. The response rate is slightly lower compared to 2023/24 (40%). However, the number of surveys completed (208) is higher compared to 2023/24 (175), this is due to using a 100% sample size since moving to Voicescape.
- 5.3 The following table summarises satisfaction in complaint handling during 2024/25.

Table 11 – Complaint Handling Satisfaction.

What we asked: Thinking about your recent complaint, how satisfied or dissatisfied were you with the following:	Overall results 2024/25	Overall results 2023/24	% increase or decrease compared with 2024/25 to 2023/24
How would you rate your overall experience of Berneslai Homes Complaints service?	43%	61%	-18%
Complaint was handled	63%	65%	-2%
Easy to complain	74%	77%	-3%
Staff treated complaint fairly	82%	73%	+9%
Staff listened & understood	72%	72%	0%
Response letter easy to understand	74%	67%	+7%
Steps taken to put things right	57%	68%	-11%
The final outcome of your complaint including the explanation, solution or remedy offered	66%	45%	+21%

- 5.4 Analysis for the full year (2024/25) compared to last year (2023/24) is mixed. 74% of residents found it easy to complain which is a 3% decrease compared to 2023/24. The highest satisfaction result was staff treating them fairly and with respect, with a total of 82%. This has increased by 9% compared to 2023/24. Another measure that has increased largely by 21% when compared to 2023/24 was the final outcome, with a total of 66% satisfied. There are two measures with lower satisfaction combined compared to 2023/24, these are the overall satisfaction and the steps taken to put things right. There is no doubt that the new methodology and introduction of Voicescape to carry out transactional surveys has impacted the satisfaction results, however we are hopeful that this levels out during 2025/26 as we have made some changes to the order of questions etc.

6. Risk and Risk Appetite

- 6.1 The following table highlights any on-going risks, concerns or areas for focus in terms of complaints, including handling, volume, and nature of complaints. It also highlights actions required to ensure we are compliant with the HOS code and our legal responsibility.

Table 12 – Risk/Concern/Focus and Action

Category	Risk/Concern	Action	Who	When
Concern & Risk	The volume of complaints continues to increase.	Customer Services to continue to monitor demand on the service and performance and escalate any concerns.	EMT/SMT	On-going
Concern & focus required	Slow pace of Implementing learning resulting in complaints about the same thing.	Quarterly complaint and learning meetings to be scheduled with all Head of Service and Service Manager to focus on learning.	Customer Services Manager/SMT	To commence Q1 and on-going.
Focus required	High upheld rates which are resulting in compensation payments.	Service Managers to stress importance of following correct procedures, communicating and following up on promises made to tenants. This will have a positive impact on the upheld rates.	Customer Services Manager/SMT	Ongoing
Focus required	Stage 1 extension to the response timescale are not always discussed and agreed with the tenant. 164 out of 231 was agreed.	Customer Services team to stress the importance of agreeing all extensions per policy and monitor monthly and highlighting any concerns to the relevant Service Manager and Head of Service.	Customer Services Manager	Ongoing
Concern and Focus Required	Capacity to identify and implement learning	Head of Customer Services and Head of Governance and Strategy to review arrangements for managing Policy and Procedure framework. Head of Customer Service to monitor resource requirements	Head of Customer Service and Head of Governance and Strategy	Ongoing
Concern and Focus Required	The delivery of plans and budget for planned and programmed repairs will continue to see an increase in repairs related complaints	To improve communication and continue with delivery of programme of works	EMT/SMT	Ongoing

7. Strategic Alignment

- 7.1 Our approach to complaint handling fully aligns with our Hearing Customers ambition and with all our company values. We put *Customers First* and aim to resolve complaints by understanding their concerns and the impact on them. We are thorough and curious in our investigations, looking beyond face value to get things right and we are clear on what we can do to resolve issues fairly and identify learning. We take a 'Can-Do' approach and aim to resolve complaints without progressing through all Stages.

8. Data Privacy

- 8.1 There are no data privacy issues associated with this report.

9. Consumer Regulatory Standards

- 9.1 Regulatory duties related to Complaint Handling is included in the [Transparency, Influence and Accountability Standard](#) which requires landlords to be open with tenants and treat them with fairness and respect so that tenants can access services, raise complaints when necessary, influence decision making and hold their landlord to account.

10. Other Statutory/Regulatory Compliance

- 10.1 Compliance with the HOS Complaint Handling Code is a legal duty under the Social Housing Act. The review and publication of the new complaints policy along with the completion of the Complaint Handling Code self-assessment, approval, publication and submission of this to the HOS will contribute towards eliminating risk challenge from the HOS or RSH.

11. Financial

- 11.1 There are no direct financial implications as a result of this report. However, failure to deliver a service to tenants in line with policies and our responsibilities as a landlord result in compensation payments. The budget for compensation in 2024/25 is £40,000. Actuals are much higher than this due to the high volume of complaints and upheld rates. Our ability to handle complaints effectively could lead to financial loss through compensation or legal challenge.

There are ongoing financial implications relating to the temporary staffing resources of the Customer Services team, however, budget has been identified for the 2025/26 financial year.

12. Human Resources, Equality, Diversity, and Inclusion

12.1 Equality, Diversity, and Inclusion

Survey results for 2024/25 shows that 74% of complainants that completed the survey found it easy to complain which is only 3% less than 2023/24. We are confident that the complaint process is easily accessible with a range of ways to access the service. The updated [web content](#), e-form and national publicity about the service will improve public awareness around complaints.

Analysis of 2024/25 complaints have been made by diversity strands, and this shows no significant concerns.

Volume of complaints made by BAME is too low to make meaningful analysis.

12.2 Human Resources

We have increased the support and supervision for staff handling complaints to recognise the increased pressure on individuals and the additional temporary resources in both Customer and Property Services will have a positive impact on staff wellbeing.

The temporary resources have impacted positively on staff well being within the service. This needs to be closely monitored as the year progresses.

13. Sustainability Implications

13.1 There are no sustainability implications associated with this report.

14. Associated Background Papers

14.1 None.

15. List of Appendices

15.1 Appendix 1 – Complaints Performance Summary
Appendix 2 – 2023/24 HOS Individual Landlord Report

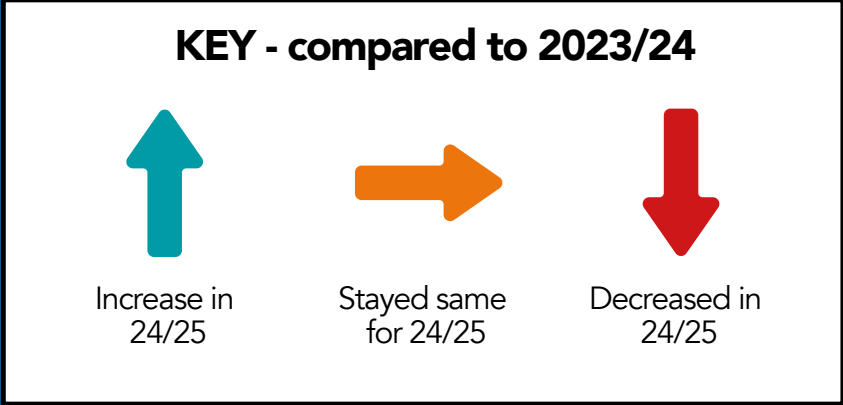
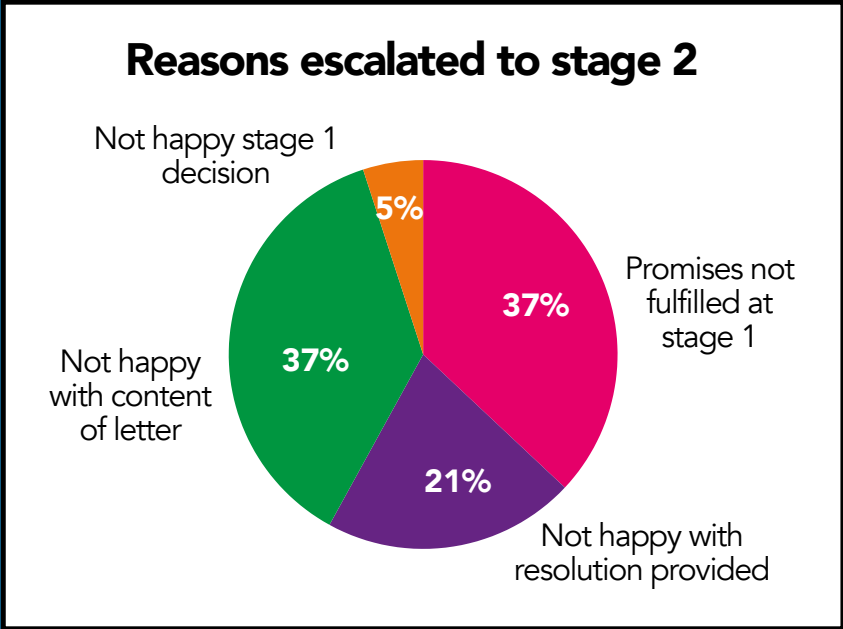
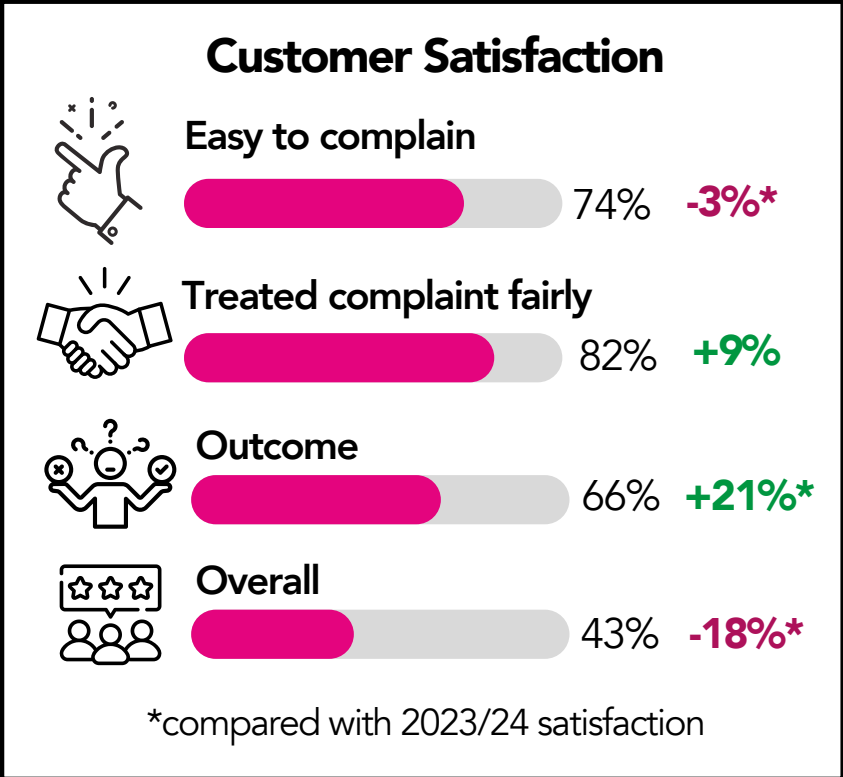
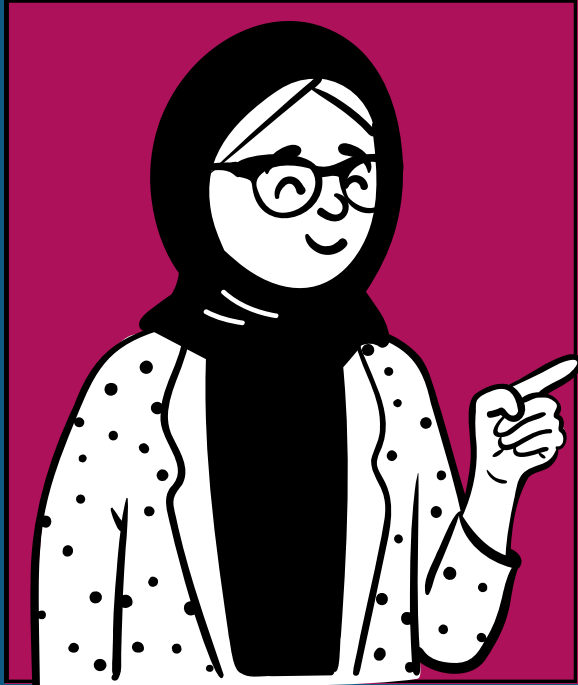
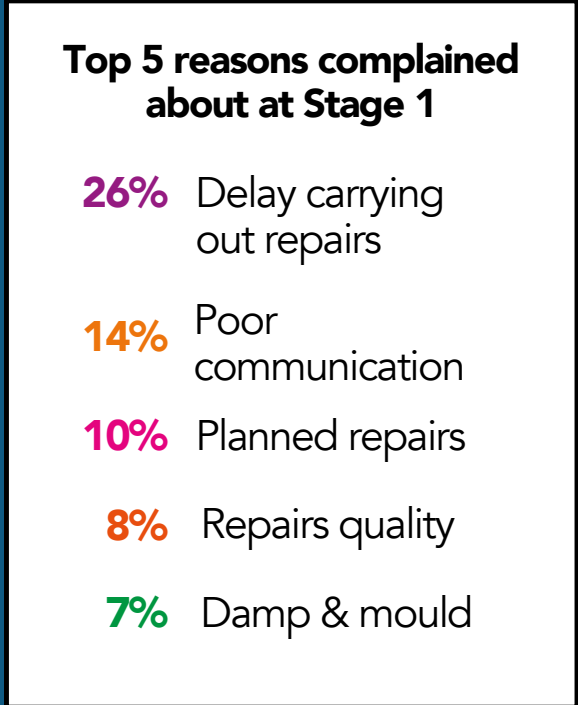
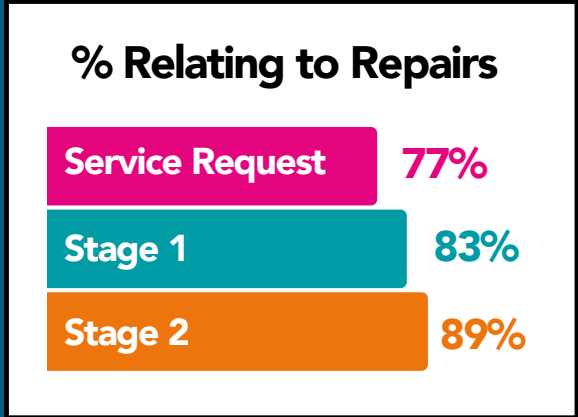
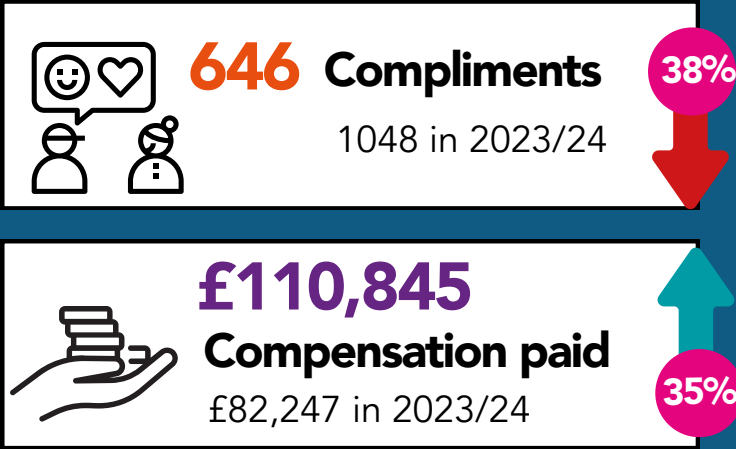
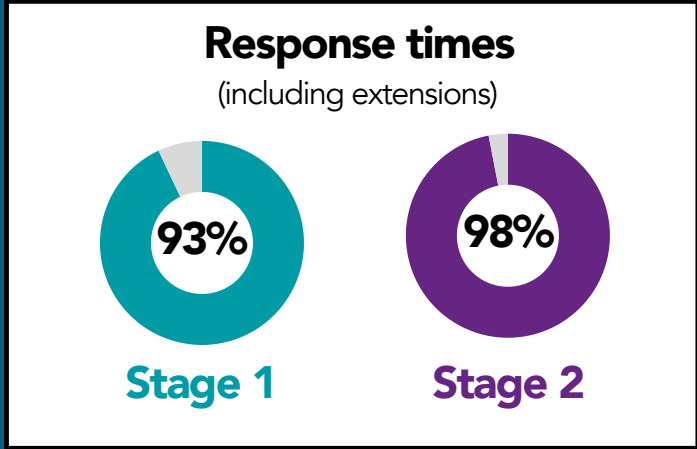
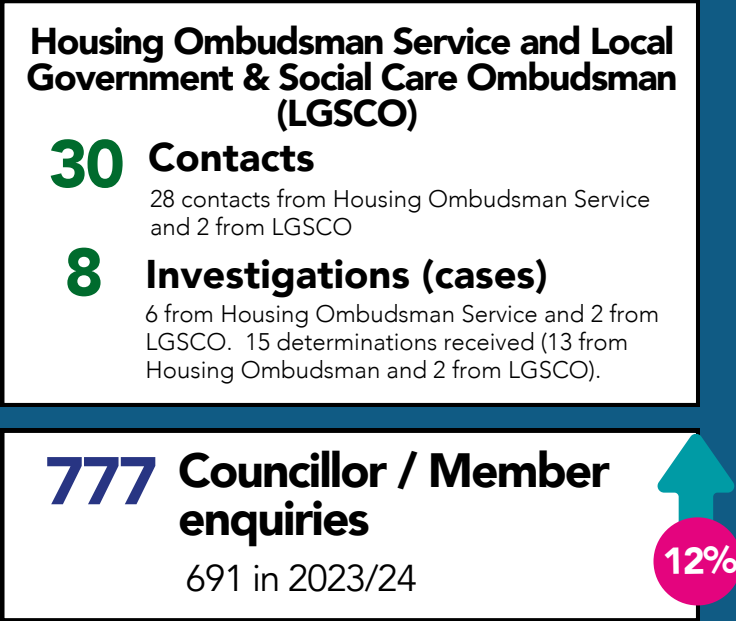
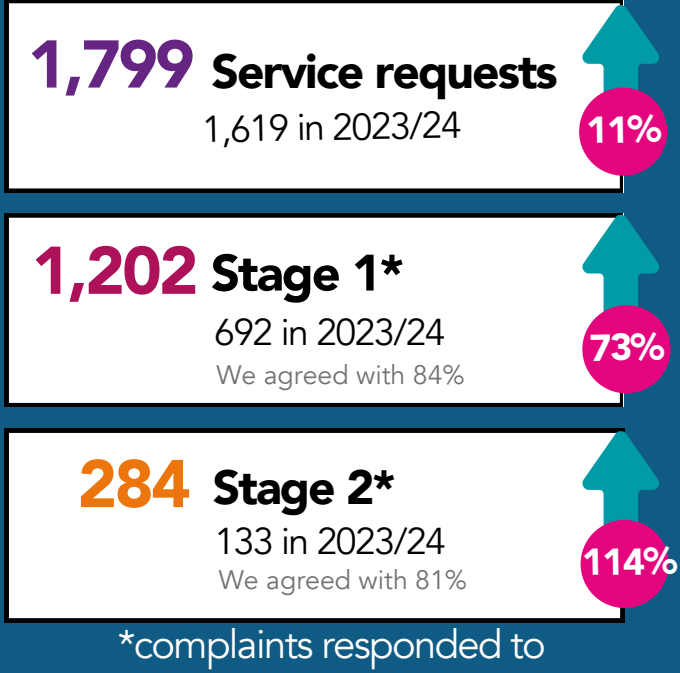
16. Glossary

16.1 HOS – Housing Ombudsman Service.
RSH – Regulator of Social Housing.
TSM – Tenant Satisfaction Measures.
LGO – Local Government Ombudsman.
SARs – Subject Assess Requests
MRC – Member Responsible for Complaints.

COMPLAINT PERFORMANCE

2024/25 Annual Summary

This report summarises the performance of our Complaints Service from 1 April 2024 to 31 March 2025



Housing

Ombudsman Service

LANDLORD PERFORMANCE REPORT

2023/2024

Barnsley Metropolitan Borough Council

[Barnsley Metropolitan Borough Council](#)

Landlord: Barnsley Metropolitan Borough Council

Landlord Homes: 18,477

Landlord Type: Local Authority / ALMO or TMO

PERFORMANCE AT A GLANCE



Determinations

10



Findings

22



Maladministration Findings

7



Orders Made

14



Recommendations

8



CHFOs

0



Compensation

£2,050



Maladministration
Rate

37%

PERFORMANCE 2022-2023



Determinations



Orders Made



Compensation



Maladministration
Rate

Not Applicable

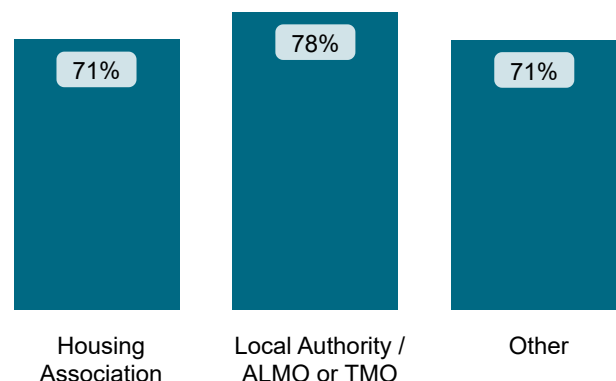
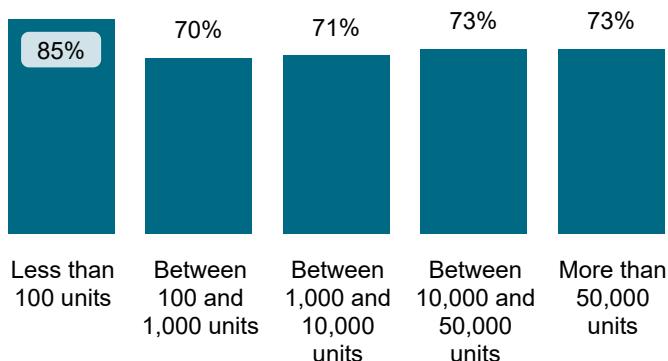
Maladministration Rate Comparison | Cases determined between April 2023 - March 2024

NATIONAL MALADMINISTRATION RATE: 73%

The landlord performed well when compared to similar landlords by size and type.

National Mal Rate by Landlord Size: Table 1.1

by Landlord Type: Table 1.2



Findings Comparison | Cases determined between April 2023 - March 2024

National Performance by Landlord Size: Table 2.1

Outcome	Less than 100 units	Between 100 and 1,000 units	Between 1,000 and 10,000 units	Between 10,000 and 50,000 units	More than 50,000 units	Total
Severe Maladministration	15%	6%	4%	8%	7%	7%
Maladministration	36%	37%	42%	42%	43%	42%
Service failure	17%	19%	20%	18%	19%	19%
Mediation	0%	0%	1%	1%	1%	1%
Redress	0%	5%	7%	8%	12%	9%
No maladministration	13%	21%	19%	16%	12%	15%
Outside Jurisdiction	19%	11%	8%	7%	5%	7%
Withdrawn	0%	0%	0%	0%	0%	0%

Barnsley Metropolitan Borough Council	
Outcome	% Findings
Severe Maladministration	0%
Maladministration	27%
Service failure	5%
Mediation	0%
Redress	9%
No maladministration	45%
Outside Jurisdiction	14%
Withdrawn	0%

National Performance by Landlord Type: Table 2.2

Outcome	Housing Association	Local Authority / ALMO or TMO	Other	Total
Severe Maladministration	6%	9%	6%	7%
Maladministration	41%	45%	36%	42%
Service failure	19%	18%	21%	19%
Mediation	1%	1%	0%	1%
Redress	12%	4%	6%	9%
No maladministration	15%	15%	21%	15%
Outside Jurisdiction	6%	9%	10%	7%
Withdrawn	0%	0%	0%	0%

Outcome	% Findings
Severe Maladministration	0%
Maladministration	27%
Service failure	5%
Mediation	0%
Redress	9%
No maladministration	45%
Outside Jurisdiction	14%
Withdrawn	0%

Landlord Findings by Category | Cases determined between April 2023 - March 2024

Table 2.3

Category	Severe Maladministration	Maladministration	Service failure	Mediation	Redress	No maladministration	Outside Jurisdiction	Withdrawn	Total
Property Condition	0	5	1	0	1	5	0	0	12
Complaints Handling	0	1	0	0	1	1	0	0	3
Anti-Social Behaviour	0	0	0	0	0	1	1	0	2
Charges	0	0	0	0	0	1	1	0	2
Estate Management	0	0	0	0	0	1	0	0	1
Occupancy Rights	0	0	0	0	0	1	0	0	1
Reimbursement and Payments	0	0	0	0	0	0	1	0	1
Total	0	6	1	0	2	10	3	0	22

Findings by Category Comparison | Cases determined between April 2023 - March 2024

Top Categories for Barnsley Metropolitan Borough Council

Table 3.1

Category	# Landlord Findings	% Landlord Maladministration	% National Maladministration
Property Condition	12	50%	73%
Complaints Handling	3	33%	84%
Anti-Social Behaviour	1	0%	68%
Charges	1	0%	60%
Estate Management	1	0%	60%
Occupancy Rights	1	0%	50%

National Maladministration Rate by Landlord Size:

Table 3.2

Category	Less than 100 units	Between 100 and 1,000 units	Between 1,000 and 10,000 units	Between 10,000 and 50,000 units	More than 50,000 units	% Landlord Maladministration
Anti-Social Behaviour	71%	61%	60%	67%	75%	0%
Charges	0%	63%	47%	57%	65%	0%
Complaints Handling	100%	87%	87%	86%	81%	33%
Estate Management	50%	67%	66%	58%	59%	0%
Occupancy Rights	100%	67%	37%	49%	58%	0%
Property Condition	75%	63%	72%	74%	74%	50%

National Maladministration Rate by Landlord Type:

Table 3.3

Category	Housing Association	Local Authority / ALMO or TMO	Other	% Landlord Maladministration
Anti-Social Behaviour	68%	70%	67%	0%
Charges	62%	50%	75%	0%
Complaints Handling	82%	91%	91%	33%
Estate Management	59%	65%	38%	0%
Occupancy Rights	48%	51%	83%	0%
Property Condition	72%	77%	59%	50%

Findings by Sub-Category | Cases Determined between April 2023 - March 2024

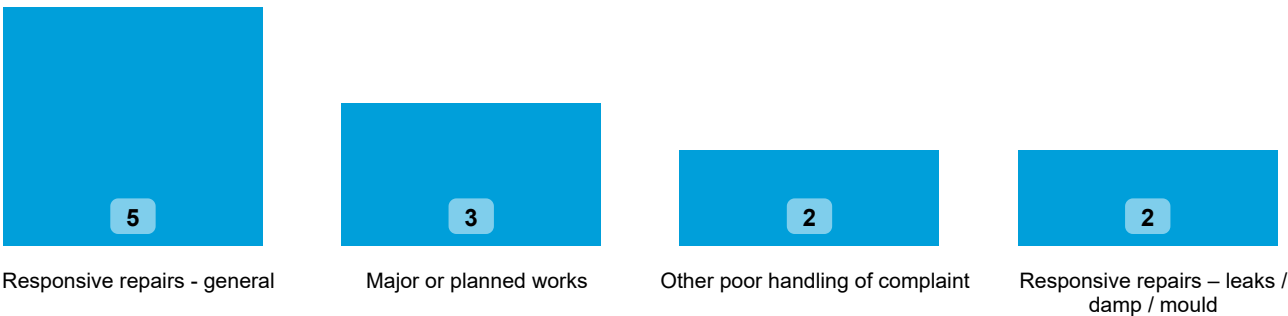
Table 3.4

Highlighted Service Delivery Sub-Categories only:

Sub-Category	Severe Maladministration	Maladministration	Service failure	Mediation	Redress	No maladministration	Outside Jurisdiction	Withdrawn	Total
Responsive repairs - general	0	2	1	0	1	1	0	0	5
Responsive repairs – leaks / damp / mould	0	1	0	0	0	1	0	0	2
Service charges – amount or account management	0	0	0	0	0	1	1	0	2
Noise	0	0	0	0	0	1	0	0	1
Responsive repairs – heating and hot water	0	1	0	0	0	0	0	0	1
Total	0	4	1	0	1	4	1	0	11

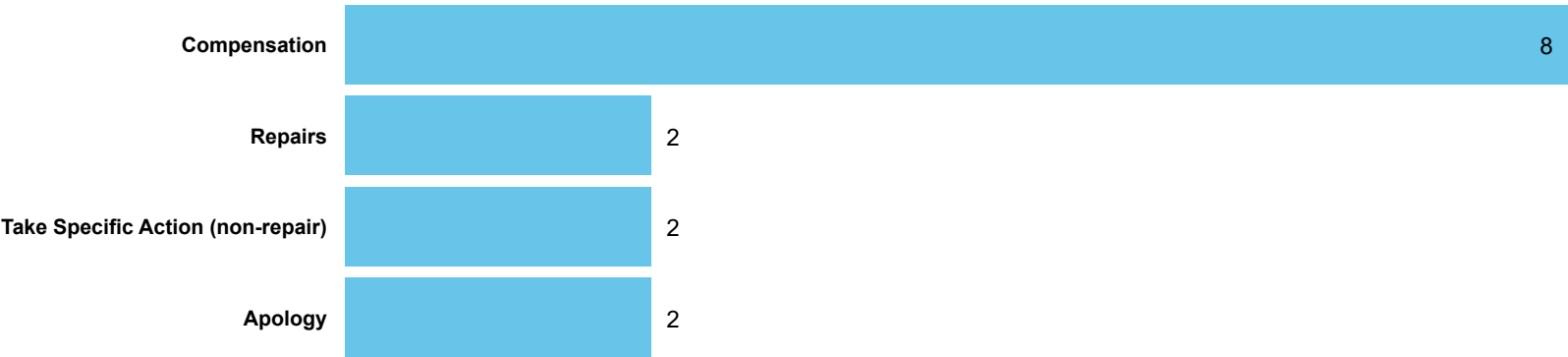
Top Sub-Categories | Cases determined between April 2023 - March 2024

Table 3.5



Orders Made by Type | Orders on cases determined between April 2023 - March 2024

Table 4.1



Order Compliance | Order target dates between April 2023 - March 2024

Table 4.2

Order Complete?	Within 3 Months	
	Count	%
Complied	14	100%
Total	14	100%

Compensation Ordered | Cases Determined between April 2023 - March 2024

Table 5.1

Ordered Recommended

