

Housing Ombudsman Service Annual complaints performance and service improvement plan

2024-25



Introduction



This report, for our Board and customers, is a detailed overview of our complaint handling performance, insights gained, and lessons learned for the 2024-25 financial year.

This year, we have been getting to know our customers and their needs better and using this information to get a better understanding of complaints including individual circumstances, potential challenges and how we can offer more tailored support.

To meet with The Housing Ombudsman's Complaint Handling Code, we must present our compliance with the Code on a yearly basis and include the following in this annual report:

- Our annual self-assessment against the Complaint Handling Code
- An overview of our complaints handling performance
- Learning from complaints
- Service improvement plan for 2025-26
- Housing Ombudsman Service determinations 2024-25
- Our Board's response to this report

Find out how to make a complaint here - www.ravenht.org.uk/making-a-complaint

Our Complaints Policy is available here - www.ravenht.org.uk/our-policies/customer-policies/complaints/

Self-assessment against the Complaints Handling Code

Self-assessment

The Housing Ombudsman Service requires us to complete a Complaints Handling Code self-assessment.

The self-assessment is important because it gets landlords to demonstrate that their complaint handling service complies with the Code.

We see the self-assessment as an opportunity to reflect on our complaints handling and use evidence to show that we're following the Code. Any gaps and areas to improve forms part of our wider service improvement plan.

This self-assessment has been reviewed by our Customer Voice Panel, our Member Responsible for Complaints and by Board.

You can review our self-assessment against the Complaints Handling Code here - www.ravenht.org.uk/how-are-we-doing/our-compliance-with-the-handling-code



Complaints performance summary



Complaints performance summary

We actively encourage residents to speak up when they're unhappy with any part of our service. Every complaint gives us a chance to put things right and make positive changes for the future.

We know things don't always go right, and when that happens, we actively encourage customers to complain. By reviewing the issues raised, we can understand what went wrong and identify areas where we need to improve. This helps us enhance both our services and the overall customer experience.



Volumes and timescales

Complaint performance is for all tenures, including rental and homeownership



In 2024-25, we received **817 Stage 1 complaints**, an increase from 395 compared to last year. Stage 2 complaints also increased, rising from 76 to 184.

22.5% of reported complaints were escalated to Stage 2.



We responded to 99.8% of Stage 1 complaints and 98.8% of Stage 2 complaints within the timescales set by the Complaints Handling Code.

The sector has seen an increase in complaints, so these figures aren't unusual. This is due to increased proactivity encouraging complaints where customers are unhappy with an aspect of our service.

Volumes and timescales

Complaint performance is for all tenures, including rental and homeownership

99.8% of Stage 1 and
98.8% of Stage 2
complaints were responded
to within timescales



Despite the increase in number of complaints, our performance against response timescales has been strong. We responded to 99.8% of Stage 1 and 98.8% of Stage 2 complaints within the timescales set by the Complaints Handling Code.

We upheld 77% of closed cases at Stage 1 in, last year this was 81%. There has been an improvement in record keeping, how we capture and report on work orders, access to phone recordings and tracked emails have helped investigations and outcomes leading evidence-based decisions.

£160,302
was offered in
compensation



On average, year on year, the amount of compensation per complaint has reduced from £348 to £291 per upheld complaint. Compensation is the main reason for Stage 2 escalations and those that go to the Housing Ombudsman Service, however we remain confident that the amounts being offered are reasonable and aligned with Code.

Compensation is for delays to service, loss of a facility or service failure in complaint handling and as an apology, in line with the Housing Ombudsman Service remedy guidance.



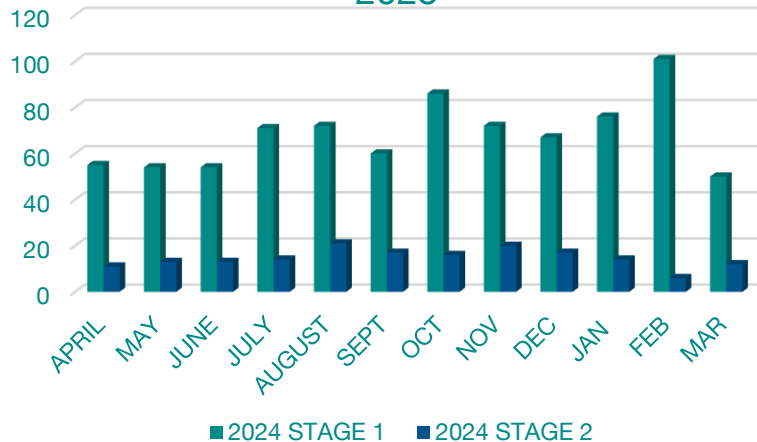
We aim to reduce the number of extensions granted beyond the standard 10 and 20 working day timeframes, as well as minimise the escalation of complaints from Stage 1 to Stage 2.

To support this, we are piloting a new approach involving **follow-up phone calls** with complainants. These calls will take place before the formal outcome letter is issued, allowing us to explain the findings, address any concerns early, and potentially reduce the likelihood of escalation. **Early indication is that this is working well with lower escalation rates.**

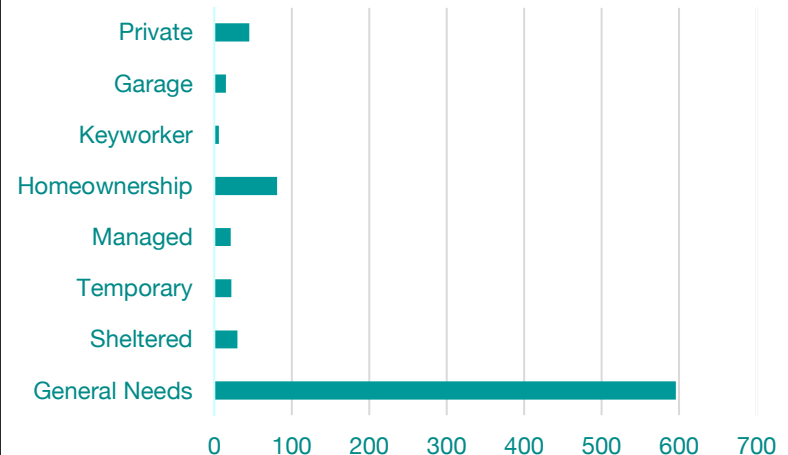
Volumes and timescales

Complaint performance is for all tenures, including rental and homeownership

Stage 1 & Stage 2 by month 2024-2025



Complaints by tenure 2024-2025



Tenant Satisfaction Measures

Our end-of-year Tenant Satisfaction Measures (TSM) score for Low-Cost Rental Accommodation (LCRA) is **53.6% satisfaction with complaints**.

This places us within the **upper quartile** when benchmarked against Vantage group data and in comparison, to the national TSM average for 2023/24.

We continue to see a gap between informal feedback that customers have considered raising complaints and formal complaint process usage.

Of the **304 respondents** who answered the complaint-related question, only **43 (14.8%)** had formally used the complaints process. Among those, **51.2%** expressed satisfaction with how their complaint was handled. This indicates a need to further raise awareness of the formal complaints process and ensure it is accessible and understood. We actively follow up on dissatisfied responses across all TSM questions and offer customers the opportunity to make a formal complaint where appropriate.



Housing Ombudsman findings

We had 6 complaints determined by the Housing Ombudsman in 2024-25 with 15 total findings:

No maladministration	5
Maladministration	3
Outside jurisdiction	3
Reasonable redress	2
Service failure	1

No maladministration – Actions were in line with tenancy agreements and policies. Minor issues may exist but caused no harm.

Maladministration – A failure that negatively impacted the customer.

Outside jurisdiction – The issue cannot be investigated by the Housing Ombudsman.

Reasonable redress – We acknowledged and addressed maladministration before the Housing Ombudsman's involvement.

Service failure – A minor issue requiring correction; a type of maladministration.

Total findings
15



The Housing Ombudsman Annual report for 24/25 reported Raven's maladministration rate of 42%, a decrease from 68% the previous year, and in comparison to the 70% national average.

Learning from complaints

Learning from complaints

Here are some recent of examples of actions we've taken from complaints learnings:

We've introduced repairs satisfaction texts that are sent before a repair case is closed, allowing us to quickly identify any dissatisfaction and put it right.

We have reviewed our complaints information on our website, making it clearer what happens if you raise a formal complaint and the support that is available during this process.

We've revised the areas on our mapping system to ensure they are up to date and our Grounds Maintenance Contract Manager is carrying out regular checks on our estates.



Learning from complaints

When we're told about a disabled adaptation, we're recording this on our system and if a repair is required, we can easily identify who needs to carry this out.

We've updated the homeowner service charge estimate letters to provide clearer information about expected cost changes, upcoming contract consultations, and support available.

We've developed and implemented new features in our internal system to improve scheduling and coordination of appointments for damp and mould issues.



Service improvement plan 2025-26



Service improvement plan

Key areas of focus



End to end case management for complex repair cases including contractor works



Handling of estate issues and clear neighbourhood standards



The use of data and IPC to manage customer requests



Transparency of costs and decisions for homeowners



Hearing and involving the voice of all customer demographics



Policies, processes and procedures need to be clear and accessible for customers and colleagues

Board response to this report



Board response to this report



“On behalf of the board, we would like to express our sincere thanks to everyone involved in the preparation of the annual complaints review, insight report, and self-assessment. We are particularly grateful to our customers who took the time to share their experiences and feedback. Their voices are central to our learning and improvement, and we deeply value their contribution.

The review highlights encouraging progress in how complaints are managed at Raven Housing Trust, and we are heartened by the improvements in tenant satisfaction. These outcomes reflect the dedication of colleagues across the organisation and the willingness of customers to engage with us constructively.

We also recognise that there is always more to learn. The insights from the Complaint Handling Code self-assessment have helped us better understand where we are doing well and where we need to do better. We approach these findings with humility and a strong commitment to continuous improvement.

The board supports the proposed Service Improvement Plan for 2025/26 and sees it as a positive step forward. We believe the actions outlined will help us respond more effectively to the needs of our customers and strengthen our complaint handling practices.

As we move ahead, we encourage the management team to continue working collaboratively with customers, colleagues, and partners to ensure the plan is implemented in a way that is inclusive and transparent. We look forward to receiving regular updates on progress and learning together as we go.”

Joanne Stewart – Member Responsible for Complaints

Caroline Armitage – Chair, Raven Housing Trust

21 May 2025

How to make a complaint

www.ravenht.org.uk/making-a-complaint

Please share your experiences and feedback

raven@ravenht.org.uk

Contact us

0300 123 3399

Joanne Silner
Senior Manager Responsible for Complaints

Joanne Stewart
Board Member Responsible for Complaints

