

Annual Review of Housing Complaints 2024/25



Date:	31 July 2025
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Executive Summary

This report sets out the complaints review for 2024/25. We are required by the Housing Ombudsman to annually self-assess ourselves against its Complaints Handling Code – this has been completed, and St Anne's is compliant with the code. We must also complete an annual review of complaints which is submitted to Board for review. This report has been reviewed by the Audit, Risk and Assurance Committee.

The Board are required to respond to the review and this response should be contained within the final version which is then published on the website. James Place, Trustee, as Member Responsible for Complaints, has drafted a response following this paper's presentation to the Quality & People Committee and this is contained in this final report which is submitted to Board for approval.

The Annual Complaints Review and Board's response will be published on our website following Board approval.

Introduction

St Anne's is committed to making improvements to services when things go wrong.

We are committed to ensuring that our tenants have access to our complaints policy and to providing honest, transparent and fair responses to all complaints.

To help us achieve this we have:

- Trained our housing team on the Housing Ombudsman Complaints Handling Code
- Raised awareness of our complaints policy with our tenants through our housing support worker team, through our annual report and via our website.
- We have ensured that complaints are a primary feature on the quarterly agenda of the Resident Forum group and that forum assisted us on the review of our policy and process.
- We report on complaints performance to our Quality and People Committee and to our Board.

Overview

In 2024-2025, we received 12 Stage 1 complaints across a range of services including repairs, ASB (Anti-Social Behaviour), Grounds Maintenance, and staff conduct.

All complaints were acknowledged and responded to within the required timescales – this is a substantial improvement on the previous year when we reported that only 60% of complaints were closed on time. 100% of cases upheld.

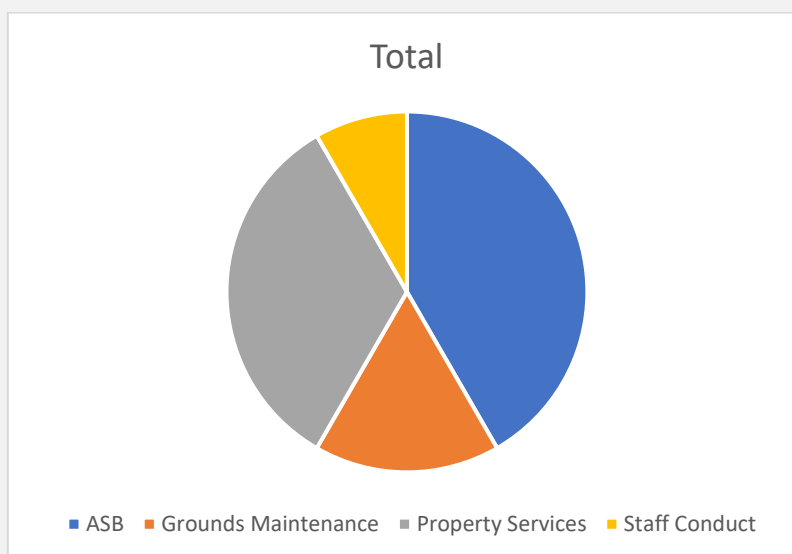
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Key Themes

Service Area	No. of Complaints	Common Issues
Property Services	4	Delays, quality of work, contractor behaviour
Grounds Maintenance	2	Missed visits, miscommunication
ASB	5	Delayed follow-up and unclear process
Staff Attitude	1	Historical promises and lack of resolution



Learning and Actions

- **Repairs:** In response to recurring themes around delays, communication gaps, and inconsistent service quality in repairs, St Annes has introduced a new Property Services Team with a clear emphasis on delivering a high-quality, tenant-focused service.

This restructure is part of a wider cultural shift being led by our new **Head of Housing**, who is actively promoting a service-first mindset across the team and the wider organisation

To support this change, we have implemented a new Repairs Service Level Agreement (SLA). This SLA provides greater clarity and assurance for tenants, setting out clear expectations for response times and standards. It is fully aligned with the Housing Ombudsman's Complaints Handling Code, the Regulator of Social Housing's (RSH) Consumer Standards, and the requirements of Awaab's Law, ensuring our approach is both compliant and compassionate.

This transformation reflects our commitment to learning from complaints and using that insight to drive meaningful, lasting improvements in how we deliver repairs and maintenance services.



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- **Grounds Maintenance:** Improving the quality and consistency of our grounds maintenance service is a key focus this year.

While our current contractor Danum Plants have been responsive when challenged, we recognise the need for a contractor who is proactive in meeting the needs of our local areas.

To address this, a procurement process will take place in autumn 2025 to secure a new contractor with stronger performance expectations and a clearer alignment to our service standards.

We've also taken steps to strengthen tenant involvement in shaping the service. A grounds maintenance champion has been identified through our Resident Forum and we plan to replicate this model across other services to ensure tenant voices are embedded in how we monitor and improve outdoor spaces.

- **ASB:** Ongoing review of policy and staff training to improve confidence and clarity in case handling. Work is ongoing to understand what a service request is and what is a complaint in relation to ASB. As part of our ongoing commitment to building safer and more supportive communities, we have arranged tenant training sessions focused on ASB and Hate Crime.

These sessions aim to:

- Raise awareness about what is and isn't considered ASB
- Explain the different types of ASB tenants may encounter
- Equip residents with practical tools to deter ASB and promote safer neighbourhoods
- Encourage collaboration between tenants, St Annes, and partner agencies

We're especially pleased to share that one of the tenants who raised a complaint about ASB during 2024–25 will be participating in the training. Their lived experience will bring valuable insight to the session. Members of our Resident Forum will also be involved, helping to shape the conversation and support peer learning.

- **Staff Conduct:** Cultural reset underway with new leadership and clearer expectations.

Compensation

Two complaints resulted in goodwill vouchers (£20 and £90 respectively), reflecting our commitment to fair outcomes where service has fallen short.

Strengthening Our Complaints Culture

- Quarterly meetings established with the Member Responsible for Complaints to review performance and learning.
- Complaints are now a standing agenda item at Resident Forum meetings, Housing Team meetings, and individual PDRs.



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- HQN training delivered to housing colleagues who work directly with tenants, equipping them to identify and support complaints effectively.
- Trustee members received complaints training, which was positively received and reinforced our organisational commitment to transparency and accountability.
- Our Housing Complaints Policy is now fully aligned with the Housing Ombudsman's Complaints Handling Code and the RSH Consumer Standards.
- A tenant satisfaction survey has been introduced for each closed complaint. Currently conducted via phone call, we are working with ICT and tenants to automate this via text message.
- On 1 July 2025, we hosted Our Place, Our Voice, an engagement event where we shared our Tenant Satisfaction Measures (TSM) results, promoted a positive complaints culture, and empowered tenants to raise complaints where service has fallen short.

Compliments

In addition to learning from complaints, we've also started to systematically track positive feedback through a new compliment tracker. This allows us to capture and reflect on what's working well across our services.

By identifying and sharing examples of good practice, we can:

- **Celebrate success** and boost morale across teams
- **Reinforce positive behaviours** and service standards
- **Balance our learning** by recognising where we get things right, not just where we need to improve

This approach supports a more rounded view of performance and helps us build a culture that values both accountability and appreciation.

- Kelly Richardson (Housing Officer) was praised for her person-centred approach and proactive support.
- Paul Grybas (Property Services) was recognised for excellent communication and professionalism.

Trustee's Response to the Complaints Review

It is a requirement of the Housing Ombudsman that governing bodies consider the annual complaints report and respond to it. The below statement has been drafted by James Place, Member Responsible for Complaints for consideration.

It is positive to see the focus and effort that has been applied to this crucial area of housing complaints handling during 2024/25. It is also pleasing to see that all the improvement actions set out in last year's annual review of complaints have been completed.

The number of complaints received is relatively low and this is understandable given that St Anne's only has 278 social housing homes. As 100% of the 12 complaints received have been upheld, this leads the Board to conclude that there may be under-reporting of complaints.

We know that the actions in place for the coming year are aimed at increasing awareness of complaints, this includes providing residents with diverse needs, a clear pathway of how they



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can raise a complaint. Additionally, training has been conducted with colleagues in the housing team to ensure that they are best placed to recognise a customer complaint and to ensure it is raised and handled appropriately.

There has been a key focus on moving to a positive complaints culture, where colleagues view complaints as feedback and an opportunity to learn and improve the services that St Anne's provides. There are signs that the culture is shifting to a more positive place in the actions, comments, and questions that colleagues make. The management team will report to the Board and Committee, the changes they have made from the complaints feedback.

While it's a challenge to see the 'Satisfaction with Complaints Handling' score from the recent TSM survey has dropped by 10% to 47.5%. It is not unusual to see a lag with TSM complaints handling satisfaction across the housing sector, however, that does not detract from the focus St. Annes places on increasing satisfaction. The 'Our Place Our Voice' engagement events will help the team to explore with residents where we need to improve and the introduction of transaction surveys when complaints are closed will assist colleagues and the Board with a real time assessment of satisfaction.

The data and narrative submitted to the Quality and People Committee is much improved and this will enable better scrutiny of performance, and the Residents Forum has a standing item on its quarterly agenda where complaints for the previous quarter are reviewed. The involved residents are essential to how St. Annes learns and makes service improvements, by making suggestions and providing their lived experience.

The 2024/25 actions have been identified to improve the handling of housing related complaints at St Anne's. One of our aims is to increase awareness and ensure that the number of housing complaints received is relative to our housing and service provision. When a customer complains we will respond in a professional, compassionate, and timely manner and in line with our policy.

In my role as Member Responsible for Complaints I will continue to work closely with the management team, on behalf of the Board, to provide the necessary assurance around housing complaints handling.

James Place

Trustee and Member Responsible for Complaints

Recommendation

Board are asked to consider the Annual Complaints Review for 2024/25 and MRC response and note these will be published on the website.

