

Complaints Performance Report

(Annual Review 2025)



1. Introduction

We have seen a significant increase in the number of complaints received over recent years. We are actively addressing the root causes of complaints to increase satisfaction and strengthen our operational performance. Our approach includes improving the repairs experience, improving case management and communication with customers, and investing in employee training to ensure issues are resolved promptly and effectively.

The annual complaints performance and service improvement report must be reported to the landlord's governing body (or equivalent) and published on the section of its website relating to complaints. The governing body's response to the report must be published alongside this. The Member Responsible for Complaints or the Board will be asked to provide a response to the report which will be published on our website.

This annual report provides a quantitative and qualitative assessment of complaints performance over the last year (April 2024 to March 2025). It includes lessons learnt and a service improvement plan as part of our commitment to improve complaints and case management. We have updated our Complaints policy and the Compensation & Remedies policy both of which reflect the requirements of the Code and are included in a separate report.

2. Annual self-assessment against complaints handling code

We need to self-assess against the Housing Ombudsman's Complaints Handling Code (the Code) to ensure we provide fair, effective, and transparent complaint resolution. The Code sets out best practices, requiring landlords to review their processes regularly and identify areas for improvement. A self-assessment must be completed annually and whenever the Code is updated to maintain compliance and uphold service standards. The self-assessment against the code needs to be submitted with our Tenant Satisfaction Measures information to the Regulator of Social Housing in June 2025.

A requirement of Section 8.1 of the Code is that we must produce an annual complaints performance and service improvement report for scrutiny and challenge, which must include:

- A. the annual self-assessment against the Code to ensure their complaint handling policy remains in line with its requirements.
- B. a qualitative and quantitative analysis of the landlord's complaint handling performance. This must also include a summary of the types of complaints the landlord has refused to accept.
- C. any findings of non-compliance with this Code by the Ombudsman.
- D. the service improvements made as a result of the learning from complaints.
- E. any annual report about the landlord's performance from the Ombudsman; and any other relevant reports or publications produced by the Ombudsman in relation to the work of the landlord.

Section 8.1 Complaints Handling Code Requirement

RHP Response

A. the annual self-assessment against the Code to ensure their complaint handling policy remains in line with its requirements.	Our self-assessment against the code is set out in a separate document on our website.
B. a qualitative and quantitative analysis of the landlord's complaint handling performance. This must also include a summary of the types of complaints the landlord has refused to accept.	This report provides a qualitative and quantitative analysis of our complaint handling performance. We have not refused to accept any complaints during 2024-25.
C. any findings of non-compliance with this Code by the Ombudsman.	During 2024-25, the ombudsman issued 141 findings of maladministration. There were no Complaint Handling Failure Orders (CHFO's) during 2024-25.
D. the service improvements made as a result of the learning from complaints.	We have included a section on the service improvements implemented or to be implemented as part of learning from complaints.
E. any annual report about the landlord's performance from the Ombudsman; and any other relevant reports or publications produced by the Ombudsman in relation to the work of the landlord.	The Ombudsman issued an annual report for RHP, and this has previously been provided to the Customer Experience Committee and Board members. The Ombudsman has produced two reports in February and March 2025 ('learning from severe maladministration report' -one focusing on damp and mould and the other on safety) where RHP and our complaint cases were referenced in the report. For each of these, we provided a statement and notified the Board that the articles were being published. These reports included references to separate complaints at Atbara Court, Teddington and Gloucester Road, Teddington.

A review of our self-assessment against the complaints handling code is included in a separate document on our website. We are compliant with the code although there are areas where we need to improve and get better. We need to consistently meet the timescales for responding to stage 1 and stage 2 complaints and this will be a focus for the coming year.

We are committed to complying with the code and the areas we have identified as requiring improvement are set out in the table below:

Continuous Improvement Area	Our Response
Provide training for employees who manage complaints	Training was provided to the Complaints Team and other operational service teams in March 2025. This included knowledge and awareness of the complaint handling code; our complaints policy and the compensation and remedies policy.
Update the Compensation Policy to reflect the requirements of the Ombudsman service	An updated Compensation & Remedies policy was produced in March 2025. This will be shared with employees and published on our website once the final version is approved by our Board.
Improve management of complaints so that response timescales are met.	Additional employee resource has been recruited within our repairs service which will support the overall management of repairs related complaints. In addition the complaints service has been restructured so that there is now a coordinator and senior complaints advisor to oversee the management of complaints.

3. Annual review of complaints performance 2024- 2025

The table below sets out performance in our complaint handling from April 2024 to March 2025.

Performance indicator	Q1	Q2	Q3	Q4	Total 2024-2025
Number of complaints Stage 1	317	308	330	358	1313
Number of complaints Stage 2	101	102	105	91	399
Stage 1 complaints handled within service level	86%	73%	94%	91%	86%
Stage 2 complaints handled within service level	82%	42%	63%	78%	62%
Satisfaction with complaint handling (Tenant Satisfaction Measure)	24%	27%	26%	26%	26%

Our volume of complaints has more than doubled over the last two years from 600 to 1313. This increase is due to inconsistent case management or service failure (particularly relating to repairs) leading to an increase in contact, as well as increased customer awareness of the complaints process as a way of seeking resolution. As part of our learning from complaints we are improving the management and monitoring of cases and customer contact to resolve issues before they become a complaint. The details of these are set out in our improvement plan on our website.

We recognise the complaint process is an opportunity to put things right for the customer. Therefore, complaints escalating to the next stage is a missed opportunity to resolve issues. The table below shows the escalation rate to stage 2. Through better management of the stage 1 complaint commitments, we will reduce the percentage that are dealt with at stage 2. For 2025/26 we have a target of reducing by 10% the number of repairs related complaints that escalate to stage 2.

Performance indicator	2022-23	2023-24	2024-25
Number of stage 1 complaints	600	962	1313
Escalation rate to stage 2	25%	30%	31%

Our aim is to achieve 100% compliance in meeting both stage 1 and stage 2 service levels. Stage 2 performance was particularly below where we needed it to be, and the reason was a combination of either the complaint being acknowledged late or the final response being sent late. In the last quarter our performance has improved for stage 2 complaints where 87% have been acknowledged on time and 90% responded on time. We will continue to monitor performance and improve case management, so we consistently meet the requirement to respond to all complaints on time.

Our stage 1 performance was poor in quarter 2 as a result of a technical system issue which resulted in acknowledgements being sent one day late. Throughout the year we have consistently sent over 95% of stage 1 responses on time, however, as the acknowledgement was sent late this impacted our performance.

The score of 26% for satisfaction with complaints handling is a perception-based assessment on what customers consider to be a complaint and not necessarily one that has been through our complaints policy. However, improving our case management and resolution of complaints will contribute to improving this Tenant Satisfaction Measure (TSM) indicator. For London based Registered Providers the upper quartile performance is 31% and we are aiming as a minimum to achieve this in the coming year.

We are continuing to make changes to the way that all complaints contact is managed which includes named case managers for repairs actions, improved reporting of individual complaints, increased reporting of overdue activities and better record keeping.

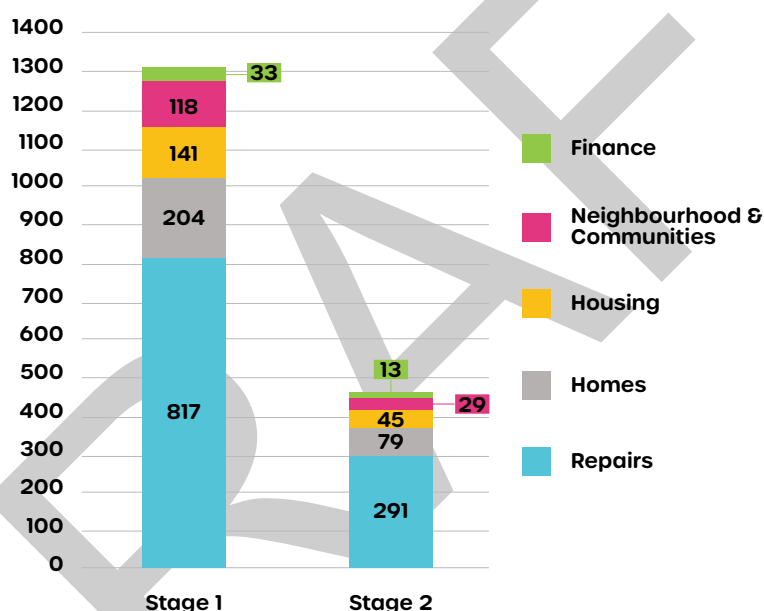
The table below sets out the service areas for complaints from April 2024 – March 2025. The majority are repairs related. Meetings are taking place to manage individual complaints to resolve them with the aim of resolution and prevention of escalation to the next stage of the process. The common themes from complaints handling are shared with service leads so that wider service improvements can be made to reduce the likelihood of similar issues happening again.

62% (817) of stage one complaints related to repairs. We have collectively agreed to end Kier's management of the repairs contract. Kier have recognised that they will not be in a position to meet the service levels we have set and expect for our customers. In anticipation of this outcome, we had already begun planning for a transition and are now actively setting up our own in-house repairs service, which will take over full delivery from 1st October 2025.

We are working collaboratively and professionally with Kier to ensure a smooth transition. This includes maintaining continuity of service, effectively managing ongoing repairs, and minimising any backlog at the point of handover. We are also closely monitoring repairs-related complaints to ensure that any issues are addressed promptly and to the satisfaction of our customers.

The table also shows complaints from other service areas. 'Housing' complaints relate to tenancy and housing management. The 'Homes' complaints relate to our development schemes, areas of compliance such as gas servicing and planned maintenance. The ones for 'Finance' are mainly about rent arrears action we have taken.

Number of complaints by service 2024 - 2025



Thematic analysis of complaints

Complaints provide invaluable insight into the customer experience and highlight recurring pain points and opportunities for improvement. An analysis of complaints has revealed consistent patterns across key areas such as service delays, poor record keeping and case management, communication gaps, and failure to fulfil commitments made as part of the complaint response. By identifying these trends, we can better understand the root causes of dissatisfaction and proactively address them. This approach allows us to shift from reactive problem-solving to preventative action, reducing the likelihood of repeated issues. Through this focused analysis, we not only resolve individual concerns but also drive long-term improvements that benefit all our customers.

Of the 80 Ombudsman determinations, 22 related to either damp and mould or leaks. This is just over a quarter of all determinations. The recruitment of additional resources into our damp and mould service will support improved management of these complaints.

Customers will often tell us about a vulnerability or service adjustment they require either as part of their initial query or as part of the complaints process. Continuing to build our knowledge of customer vulnerabilities and adjustments and ensuring these are available to colleagues will improve case management and ensure services are tailored to individual needs.

Board member review of Complaints

RHP Board members review all Stage 2 complaint responses on a monthly basis. The feedback gives valuable insight that we share with teams so that they can consider making changes to their service to reduce the likelihood of similar issues arising. The most recent feedback is summarised in the table below and included within our service improvement plan.

Theme	Details
Delays and Communication Failures	Some complaints highlight significant delays (2-4 months) in responses. Poor communication at times, including missed appointments and vague updates without a date for work to be carried out, exacerbates customer frustration. Lack of clarity in timelines and next steps undermines trust in the complaints process.
Complaint Handling and case management	Some responses fail to address all issues raised, particularly health and safety risks. Vague commitments and insufficient follow-through point to process gaps. Serious cases involving damp and mould, and vulnerable customers need to be addressed urgently. Missed opportunities to collect relevant medical information.
Compensation Concerns	Compensation amounts are frequently questioned as either too low or inconsistent. High payouts reflect preventable failures, suggesting early resolution would reduce costs. Recognised that sometimes compensation is offset against arrears and need to ensure that this is appropriate
Structural and Process Improvements Needed	While tone and structure of responses are generally good, a lack of clarity on actions can dilute the impact. Gaps in call records, general record keeping and performance issues with suppliers suggest tracking and accountability problems. Greater emphasis on prevention and customer engagement could improve outcomes.

Service Improvements as a result of learning from complaints

The report sets out complaints performance and reasons why customers raise complaints and the key themes we need to address. Feedback from customer complaints, directly from the Ombudsman through review of our cases and through RHP Board member complaint response reviews all provide valuable insight into our services and how we manage complaints. The service improvements we are putting in place as a result of this feedback are set out in our improvement plan.

Compensation

From April 2024 to March 2025, we paid £312,000 as compensation as part of resolving complaints. We recognise that this is a substantial sum and would be better invested in service delivery rather than compensating for where things have gone wrong. We are committed to reducing this amount and addressing the issues that lead to complaints and improve the use of the complaints process as an opportunity to resolve issues. This year we will improve our recording of information we hold on compensation payments so we have more data on the specific reasons why payments are made and then can track by reason for failure (for example missed appointments), service area or other reasons.

The compensation paid of £312,000 is nearly double the £160,000 paid two years ago in 2022-23 and significantly more than the £128,000 paid in 2023-24.

A new Compensation and Remedies Policy has been produced. The policy reflects best practice and the guidance within the Housing Ombudsman's Complaints Handling Code and other remedies guidance.

Complaints Policy

The Complaints Policy is reviewed annually and has been updated to reflect the requirements of the Housing Ombudsman's Complaints Handling Code and has been published on our website.

Housing Ombudsman Service Reporting

Over the last year we have had increased scrutiny from the Housing Ombudsman and have embraced this opportunity to use their feedback on case reviews and wider orders made from their investigations under Section 54f and 54g of the Ombudsman scheme and in response to their Paragraph 49 request. Through implementing their feedback, we will reduce the likelihood of further Ombudsman contact as a result of providing confidence that we have put in place improvements that will lead to a reduction in complaints.

The improvements include:

- ▶ Root cause analysis of specific damp and mould complaints to understand what went wrong and ensure improvements are in place to prevent similar occurrences.
- ▶ Self-assessing against Ombudsman spotlight reports to improve knowledge and information management (record keeping) and supporting vulnerable customers (Relationship of Equals).
- ▶ The delivery of training and awareness on complaints management and damp and mould to service teams
- ▶ Reviewing and aligning our complaints policy and compensation policy to the Ombudsman's guidance.

From April 2024 to the 31st March 2025, we had 80 complaints determined by the Housing Ombudsman. This excludes four findings where the Ombudsman stated that it was outside their jurisdiction to investigate so these are excluded from the maladministration rate. We track and report our maladministration rate from the start of the financial year each April. Our maladministration rate of 74.73% is aligned to our understanding of what the sector average is of 76%. The breakdown of findings is set out within the table below.

Housing Ombudsman Maladministration Findings

Findings from April 24	Outside Jurisdiction	Maladministration	No Reasonable Redress	Service Failure	Maladministration	Severe Maladministration
Total	4	22	25	38	78	23

At the end of March 2025, we had 19 complaints with the Ombudsman waiting for their decision, this is a reduction from 44 complaints on 5th December 2024. We review these to check that the actions that formed part of the original complaint have been completed.

The majority of Ombudsman findings relate to repairs or complaints handling. The complaint handling determinations are mainly either because we have made a commitment to do something as part of our response and failed to do it or we have not gone far enough in our review to identify failings in our management of the case. This is clearly an area we need to improve on and forms part of our lessons learnt and improvements for the coming year.

We continue to record, track and manage through to resolution the orders made by the Ombudsman. In 2024-2025, we received 253 orders and a further 65 recommendations. The orders ranged from apologising to the customer or paying compensation, through to carrying out repair work or other action.

All findings of severe maladministration are reported to the Customer Experience Committee and RHP Board. A summary of the complaint and the Ombudsman’s investigation report are set out in the quarterly performance report on complaints. For the quarter period from January to March 2025, we had six cases where there was a severe maladministration finding. A summary of each case is set out in the table below:

Address	Summary of Complaint where severe maladministration finding January – March 2025.
West Sheen Vale, Richmond	▶ Maladministration in relation to our response to the resident’s reports of the faulty communal door intercom system. ▶ Severe maladministration in relation to our response to the resident’s reports of damp and mould in the main bedroom. ▶ Maladministration in relation to our handling of the associated complaint.
Egerton Road, Twickenham	▶ Severe maladministration for our handling of the resident’s reports about drainage issues and overflow of sewage.
Churchfields Avenue, Feltham	▶ Severe Maladministration in our handling of the repairs.
Willowbrook, Hampton	▶ Severe maladministration in our handling of outstanding bathroom repairs. ▶ No maladministration regarding our handling of the customer’s request to move to alternative accommodation.

4. Conclusion

This annual complaints report reflects a year of significant learning, operational scrutiny, and our determined efforts to improve the customer experience. Whilst the volume of complaints has continued to rise, this increase also highlights greater customer awareness and expectations. Key themes have emerged, notably delays in service delivery, communication breakdowns, and a lack of follow-through on agreed actions. These issues have directly impacted customer satisfaction, with only 26% of customers reporting satisfaction with complaints handling.

The report demonstrates our recognition of these challenges and a clear commitment to improvement. Steps have already been taken including restructuring the complaints service, enhancing employee training (on damp and mould and complaints handling), and investing in our repairs management service. The introduction of an updated Compensation and Remedies Policy and strengthened compliance through our self-assessment with the Housing Ombudsman's Complaints Handling Code are significant steps in our overall approach to complaints and case management.

The feedback from customer complaints, Ombudsman determinations and RHP Board reviews has been central in shaping our learning outcomes. We have responded positively and engaged with the Ombudsman as part of their contact and recognised the opportunities to use their insight to improve the service experience.

Looking ahead for this year, the focus remains on delivering timely, customer-centred resolutions, reducing preventable escalations, and restoring customer trust. By addressing root causes and enhancing accountability, we will be in a better position to resolve issues early, reduce compensation costs, and ultimately improve the quality and reliability of our core services.