

Complaints and Service Improvement

Annual Report 2025

Through our **passion** for housing, more
people have a **safe** place to call **home**



Foreword

By Dr. Liz Harrison, Board Member

As the Board Member with responsibility for overseeing our approach to complaints, I am pleased to present our Annual Complaints Report for 2024/25.

This report reflects our continued commitment to listening, learning, and acting on the feedback we receive from our customers. Complaints are never just numbers on a page – they are important indicators of where things may not have gone as well as they should. Each one is an opportunity to put things right, learn, and improve the way we deliver our services for everyone.

Over the past year, we have worked hard to strengthen our complaints handling, ensuring we meet the Housing Ombudsman's Complaint Handling Code and provide timely, fair, and transparent responses. Just as importantly, we have focused on learning from the issues raised – identifying root causes, making service improvements, and embedding the lessons learned from complaints so that problems are less likely to occur in the future.

Overall complaints satisfaction from transactional surveys for **2024/25 was 43%** (the same as the previous financial year). However, our performance in relation to complaints responded to in time is not where we want it to be, and this is a key area of focus and improvement in 2025/26. Performance in this area will be scrutinised and overseen by our Customer Services Committee, our governing body for complaints within the group.

We are strengthening resources within our centralised Customer Resolution Team and are confident that we will be reporting on improved performance next year.

I want to thank our customers for raising their concerns and giving us the chance to address them. I also want to recognise the dedication of our colleagues who approach complaints with professionalism, empathy, and a genuine desire to make things better.

Our goal remains clear: to provide consistently high-quality services and a positive experience for all our residents, ensuring they have a safe place to call home. We know that achieving this means listening carefully, acting swiftly, and learning continuously. This report shows the steps we have taken – and will continue to take – to deliver on that promise.



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Welcome

At Your Housing Group, we believe that listening to our customers is key to delivering our vision which is through our passion for housing, more people have a safe place to call home.

Complaints and compliments help us understand what matters most to our residents, what we're getting right, and where we need to improve.

This report shares how we've performed over the past year in handling complaints, including how we've responded to feedback and upheld the standards set by the **Housing Ombudsman's Complaint Handling Code**.

It also highlights the lessons we've learned, the improvements we've made, and how we're continuing to put our residents at the heart of everything we do.

Housing
Ombudsman Service



Complaints and compliments performance

Complaints

We know we don't always get things right, and that's why feedback is so important - especially when things go wrong. It helps us understand how our services are working for our residents and where we need to improve. Throughout **FY25**, we recorded **3,092 complaints**, an increase of 20% compared to the previous year. This includes **2,723 Stage 1 complaints** and **369 Stage 2 complaints**. In comparison, we received **2,573 complaints** throughout FY24.

Landlords must publish their performance on Tenant Satisfaction Measures (TSMs), which cover repairs, safety, and complaints.

Our results are shown separately below for Low Cost Rental Accommodation (LCRA), like social and affordable rent homes, and Low Cost Home Ownership (LCHO), such as shared ownership. This helps residents see how their landlord is doing for their type of home.

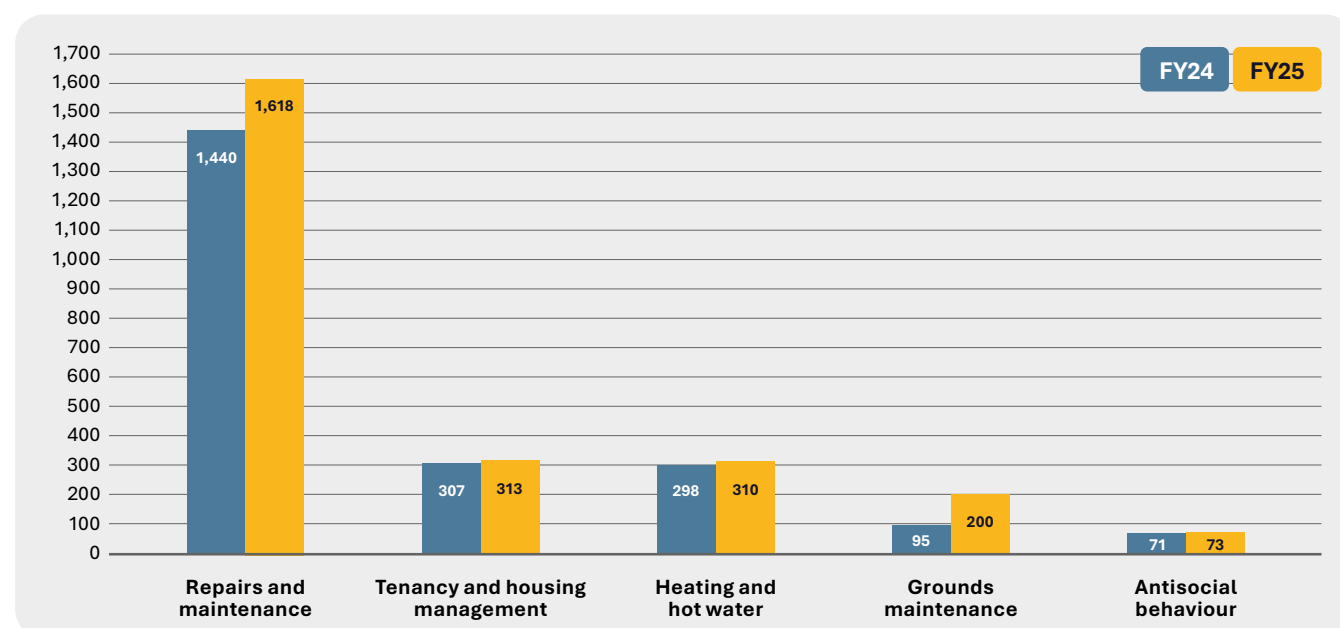
Complaints performance FY25 LCRA

Stage 1	Complaints received 2,154	Responded to within timeframe 68.6%
Stage 2	Complaints received 287	Responded to within timeframe 61.0%

Complaints performance FY25 LCHO

Stage 1	Complaints received 95	Responded to within timeframe 71.6%
Stage 2	Complaints received 22	Responded to within timeframe 81.8%

*The data above excludes complaints not required to be reported as part of the Tenant Satisfaction Measures (TSMs)



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Compliments

Compliments help us recognise great service, understand what's working well, and share best practice across our organisation. A total of **674 compliments** were received from our customers in FY25 compared with **693 received** in FY24. The table below provides a summary of the compliments received by each department area.

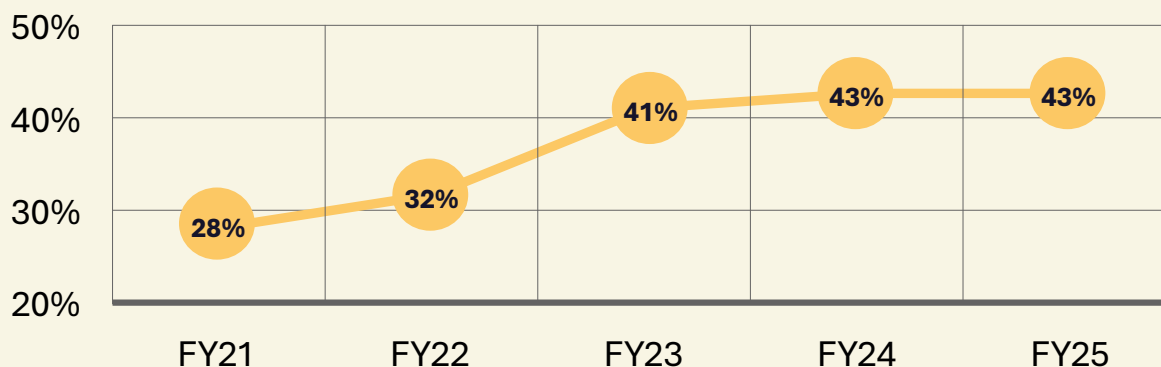
Department	FY24 Compliments	FY25 Compliments
Repairs & Maintenance	254	191
Older People Services	66	102
Your Response	55	75
Compliance Gas	73	18
Supported Housing	27	11
Grounds Maintenance	26	32
Income Collection	25	49
Reinvestment (Cyclical)	58	19
Housing	22	41
Customer Resolution Team	28	63
Development	11	9
Non-social	11	30
Compliance (M&E)	8	2
Antisocial Behaviour (ASB)	7	15
Estates	6	3
Lettings	3	1
Reactive Repairs	3	6
Grove Village	2	3
Facilities & Compliance	4	2
Charge	1	1
Asset	3	1
Total	693	674



Our performance on complaints satisfaction

Our journey of enhancing customer experience has seen complaints satisfaction rise steadily from 28% in FY21 to 43% in FY25, a clear reflection of the progress made through consistent effort.

While this progress is encouraging, we recognise there's still more to do to further strengthen satisfaction and deliver even better outcomes for our customers.



Housing Ombudsman determinations

This year we have seen an increase in the total number of determinations received from the Housing Ombudsman, a total of 26 determinations with 57 findings compared to 12 determinations with 23 findings in the previous year.

Outcome of complaint	What it means	Quantity
No maladministration	The complaint was investigated, and no fault was found in how the organisation handled things.	7
Service failure	Something went wrong in the service provided, but it wasn't serious enough to be called maladministration.	9
Maladministration	The organisation didn't act properly - for example, delays, poor communication, or not following procedures.	29
Severe maladministration	A very serious failure in how the organisation acted, causing significant harm or distress.	1
Reasonable redress	The organisation acknowledged the level of failing and made a fair offer to put things right, such as an apology or compensation.	10
Outside jurisdiction	The complaint couldn't be investigated because it's not something the organisation or Housing Ombudsman is allowed to investigate.	1
Total		57

Lessons learnt and service improvement

Over the past year, we've made a number of changes based directly on customer complaints and insights from the Housing Ombudsman. These improvements reflect our commitment to listening to our residents and providing safe homes and communities. You can find a summary of the changes we've made below.

- **We've introduced a new Money Advice policy to make our support clearer.**

This change was made following a customer complaint that was escalated to the Housing Ombudsman. The new policy sets out what residents can expect when they're referred to our Money Advice team, helping us offer more transparent and consistent support.

- **We've changed our cleaning contractors in the Manchester area.**

This was following a rise in complaints about service quality, and we want to ensure our residents receive the standard of service they expect and deserve.

- **Launched a service improvement plan with one of our gas contractors.**

This was in response to customer complaints that highlighted areas of poor performance.

- **Introduced a compliance framework within our Antisocial Behaviour team.**

This ensures that risk assessments and action plans are completed for every case, helping us manage ASB consistently and safely.

- **We've introduced Estate Action Days to bring our teams closer to residents.**

These events give our residents the chance to meet their Tenancy Management Officers and Compliance and Facilities Agents face-to-face.

- **A new framework for managing noise complaints.**

This aims to improve how we assess, respond to, and resolve noise-related issues.

- **Made improvements to our website.**

We've made it easier for our residents to access contact details for grounds maintenance queries and questions.

Our next steps for the future

Looking ahead, we will continue to review all feedback from our customers and use this to continually improve the services that we offer. Over the next 12 months:

- A **Senior Complaints Handler** will join our Complaints team, focusing specifically on **Housing Ombudsman cases** and information requests.

- Our **Customer Resolution team** will work more closely with the **Customer Care team** to help residents who need additional support. This will make sure reasonable adjustments are identified and put in place more effectively.

- We're making significant improvements to our complaints system to give better visibility to cases that need further investigation, and to create more transparency for those being monitored while awaiting repairs.

- We're improving our reporting dashboards so we can better track how complaints are being handled and how well we're performing overall.

Performance – refusals

Under the Housing Ombudsman Code, we are required to provide details of any complaints that have been refused, along with the reasons for refusal. This ensures that customers can refer the refusal reason to the Housing Ombudsman if they choose to do so.

We do not apply a blanket approach when refusing complaints. Each case is assessed individually, considering the specific circumstances.

During FY25, we have refused to accept two complaints for the following reasons:

- The complaint related to an ongoing legal disrepair case.
- The issues raised dated back to 2020, but the complaint was logged in 2025. As a result, it was refused due to the length of time taken to raise the complaint.

View our Complaints policy [here](#).

What our residents have to say...

Listen to the customer, don't lie to the customer, put the customer first, contact the customer when the customer is asking to be contacted and put it right.



The person who dealt with my complaint was excellent, she did everything she said she would do - I think she went above and beyond - she is a credit to your company after a previous poor service from you.



I was very happy with being kept informed, I received regular emails and phone calls with updates. I was very happy with the outcome, and I felt like I was listened to.

I think the team that handled my complaint went above and beyond to get to the bottom of my complaint and resolve it.

Advise how you plan to avoid the same problem arising in the future.

Everything was handled to the highest standard, the lady that I spoke to was polite, and courteous, and precise.



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