



# Annual Complaint and Service Improvement Report – 24/25



## 1. INTRODUCTION

The report sets out our complaints' performance between 1st April 2024 to 31st March 2025, in relation to compliance with our organisational policy and the Housing Ombudsman' Service Complaint Code.

The report provides key data on the number of and reasons for complaints, what our customers are complaining about and how quickly we responded to those enquiries.

It also shows where we have learnt from complaints and changed the way we have delivered our services and further actions we will take following listening to the feedback we have received.

To ensure we are compliant with the requirements of the Housing Ombudsman Service the report includes:

- ✓ A link copy of our annual self-assessment against the Housing Ombudsman's Complaints Handling Code.
- ✓ Analysis of our performance on responding to complaints within timescales set by the Housing Ombudsman;
- ✓ A summary of the type of any complaints we have refused to accept;
- ✓ Any findings of non-compliance with the Housing Ombudsman's Complaint Code;
- ✓ Service improvements we have made as a result of learning from complaints;
- ✓ Actions following any annual report about our performance from the Ombudsman or other relevant reports or publications produced by the Housing Ombudsman in relation to the services we provide;

## 2. BACKGROUND

Our definition of a complaint is compliant with the Housing Ombudsman's Service Complaints Code and is set out in our Compliments, Comments and Complaints Policy.

This states that a complaint is *"an expression of dissatisfaction, however made, about the standard of service, actions or lack of action by St Leger Homes, its own staff, or those action on its behalf, affecting an individual resident or group of customers"*

We have a statutory requirement, enforced by the Housing Ombudsman, to deal with complaints in accordance with the Housing Ombudsman's Complaints Code.

The purpose of the Housing Ombudsman's Complaints Code is to ensure we:

- Provide a **universal definition** of a complaint;
- Provide **easy access** to and awareness of our complaints procedure;
- Ensure our tenants know how to access the Housing Ombudsman Service.
- Have a **structured complaints procedure** with clear timelines for responses.
- Are fair in how we handle complaints, using a process that is focused on the complainant.
- Take action to **put things right** and provide appropriate remedies.
- Create a **positive complaint handling culture** through continuous learning and improvement, throughout the organisation.

- Demonstrate how we have learnt from complaint in the Annual Complaint and Service Improvement Report.
- Ensure we conduct an **annual self-assessment** against the Code.

Our annual self-assessment against the Housing Ombudsman's Complaints Code is reported to the Board to ensure both scrutiny and challenge against our compliance with the Code and can be found [here](#).

We provide additional scrutiny by involving Tenant Scrutiny Panel members in our self-assessment against the Code.

### 3. OUR COMPLAINT STAGES and TARGETS

We have 2 stages for dealing with complaints.

**Stage 1:** A formal investigation of a complaint is conducted by a Service Investigating Officer, typically a Team Leader or Service Manager.

**Stage 2:** If the customer is dissatisfied with the Stage 1 response, the complaint can be reviewed by a Head of Service or above.

We advise all complainants of their right to ask for their complaint to be reviewed under Stage 2 of our complaints procedures. This is included as standard in all our Stage 1 response letters and we advise all complainants who have had a complaint reviewed at Stage 2 of their right to contact the Housing Ombudsman Service, if they are not satisfied with the Stage 2 response.

We provide full contact details of the Housing Ombudsman Service in the Stage 2 response as standard.

### 4. MAKING IT EASY TO COMPLAIN

Complaints can be received using any media and all employees can log a complaint. Our complaints are managed by a team of Customer Relations Officers who ensure that the complaint is handled in accordance with the Housing Ombudsman's Service Complaint Code.

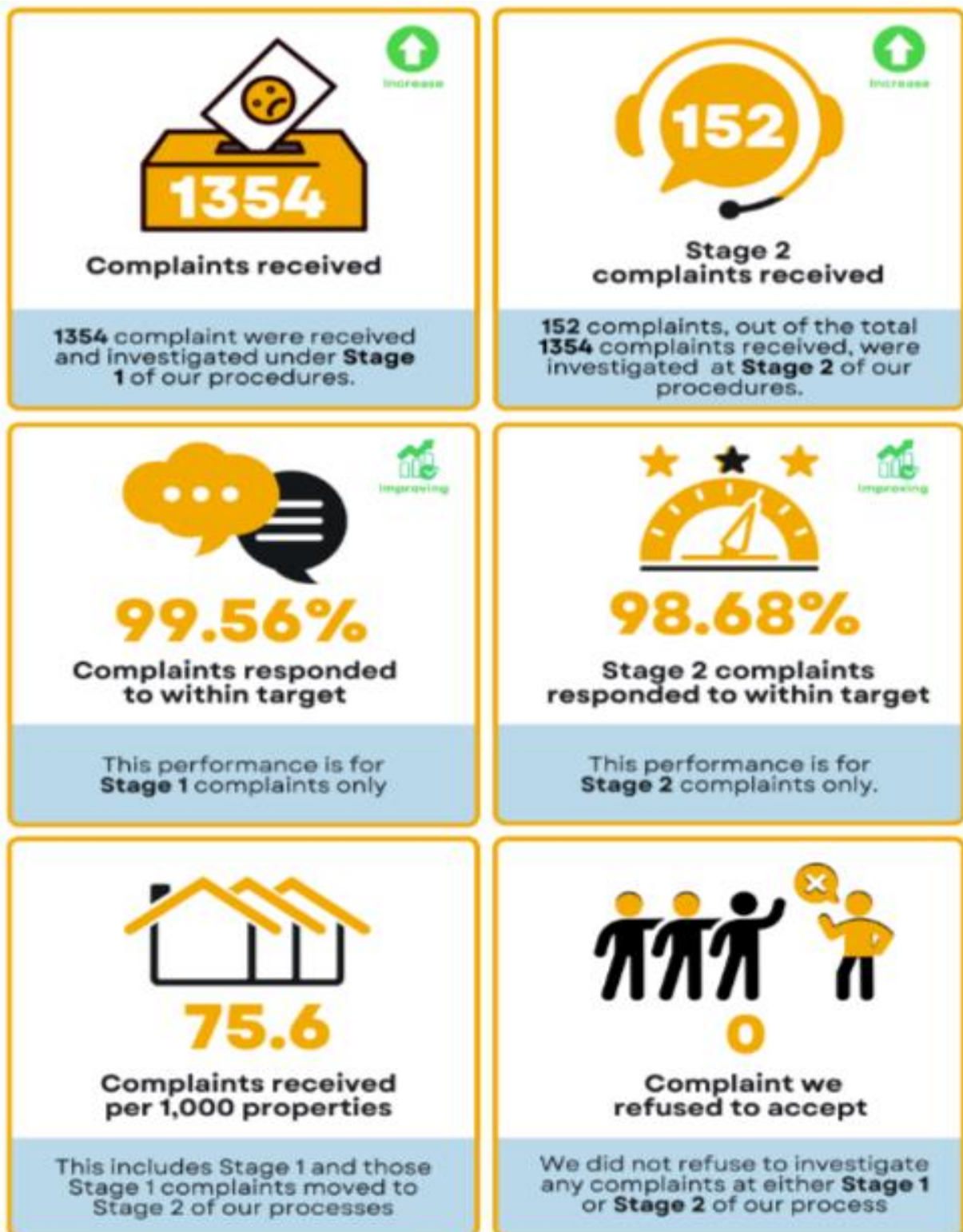
Procedures on how to complain are published in our HouseProud magazine and on our website. We have leaflets and posters publicising how to complain at our reception points.

### 5. KEY HEADLINE DATA FOR 24/25

The data provided in this report relates to all complaints received at Stage 1 and Stage 2 of our complaints process, between 1<sup>st</sup> April 2024 and 31<sup>st</sup> March 2025.

It includes data on **all** complaints received from tenants/leaseholders **and** other customers, such as customer applying for a council home or who are homeless. The infographics below also show, where relevant, our performance compared to 23/24.

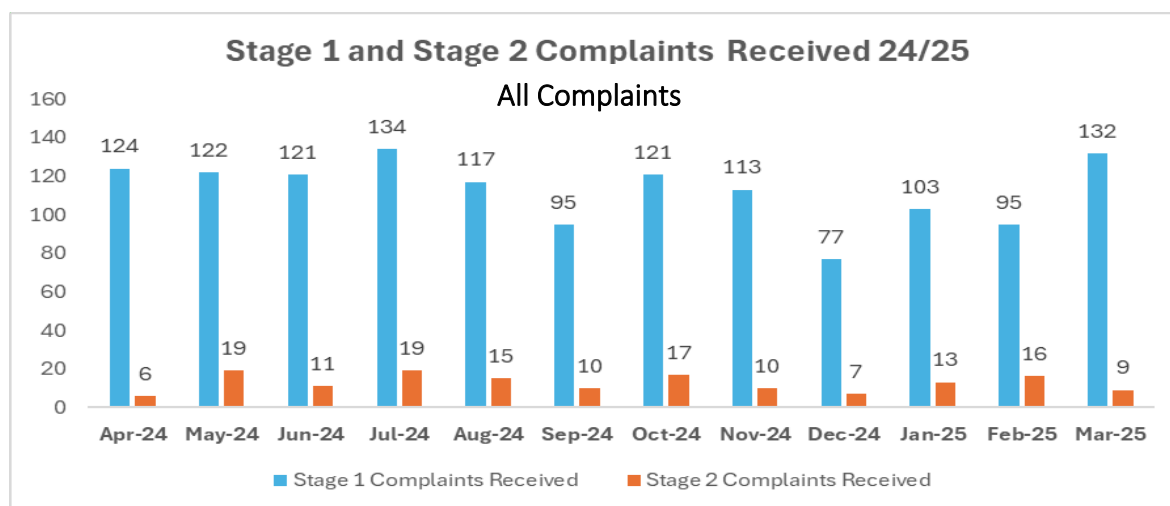
## HEADLINE DATA FOR 24/25 – ALL COMPLAINTS RECEIVED



## OVERVIEW and ANALYSIS OF PERFORMANCE

### 6.1 Numbers of Complaints

The graph below shows the monthly trend of Stage 1 and Stage 2 complaints received in 24/25. These are **all** complaints received from members of the public, tenants and leaseholders.



Overall, we received 1354 Stage 1 complaints in 24/25 from **all** complainants. This is 139 more compared to 23/24. We did not refuse to accept any complaints in 24/25.

Out of all the complaints we received 1154 were from tenants/leaseholders. This is an increase of 147 compared to 23/24.

We received 152 requests to review all complaints at Stage 2 of our procedures in 24/25. Some of these requests related to complaints received in 23/24. Out of the 152 requests, 122 were from tenants/leaseholders.

Out of the 1154 Stage 1 complaints from tenants/leaseholders, 10.57% were reviewed at Stage 2, an increase of 4.51% compared to 23/24.

Overall, the number of Stage 2 reviews requested as a proportion of **all** complaints received is 11.22%. This is a 3.16% increase compared to 23/24 but still relatively low compared to the number of Stage 1 complaints received. This suggests that in the main complainants are satisfied with how we handled the complaint.

Increases in Stage 1 and Stage 2 complaints are partly linked to changes in procedures to ensure compliance with the Housing Ombudsman's Office Complaint Code. An example of this is, ensuring enquiries from Councillors on behalf of tenants, which are clearly about dissatisfaction with our services, are logged as complaints.

Other reasons for increases is the continued national publicity about how to complain to a landlord and the regular publication of our procedures using a variety of media to make it easy for customers to complain. Nationally, HouseMark, the independent leading data and insight company for the UK housing sector, have indicated through their research with landlord that the increase in volumes is more due to better

recording methods, in line with the Ombudsman code, than a deterioration in service quality.

Out of **all** complaints received, the Property Service Directorate received the highest percentage complaints in 24/25, 68.24%. This is a reduction when compared to 71.6% in 23/24. The Housing and Customer Service Directorate received 30.87% in 24/25, increasing from 28.07% in 23/24 and the Corporate Services Directorate received 0.89% of all complaints in 24/25, an increase from 0.32 % in 23/24.

For complaints from tenants/leaseholders only, the Property Services Directorate received the highest proportion of complaints in 24/25 at 75.30%, a reduction compared to 78.75% received in 23/24.

The Housing and Customer Services Directorate received 23.92% of all complaints received from tenants/leaseholders, a slight increase compared to 20.85% in 23/24 Corporate Services 0.78%, compared to 0.40% in 23/24.

Learning from complaints and actions we have taken to improve services as a resulting of listening from the feedback are included at Section 10, below.

## 6.2 How Quickly We Respond

### Stage 1 complaints

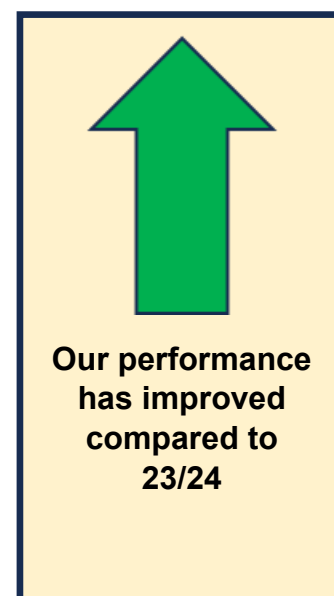
Our year end cumulative performance for responding to **all** Stage 1 complaints within the 10-working day target in 24/25 has significantly improved to 99.56%, compared to our 23/24 performance of 91.44%, **an increase of 8.12%**.

Performance also markedly increased, from 91.86% in 23/24, to 99.65% for complaints from tenants/leaseholders only, **an increase of 7.79%**

### Stage 2 complaints

Our response times for responding to **all** requests for Stage 2 reviews at year end also improved, increasing from 80.61% in 23/24 to 98.68% in 24/25, an increase of **18.07%**.

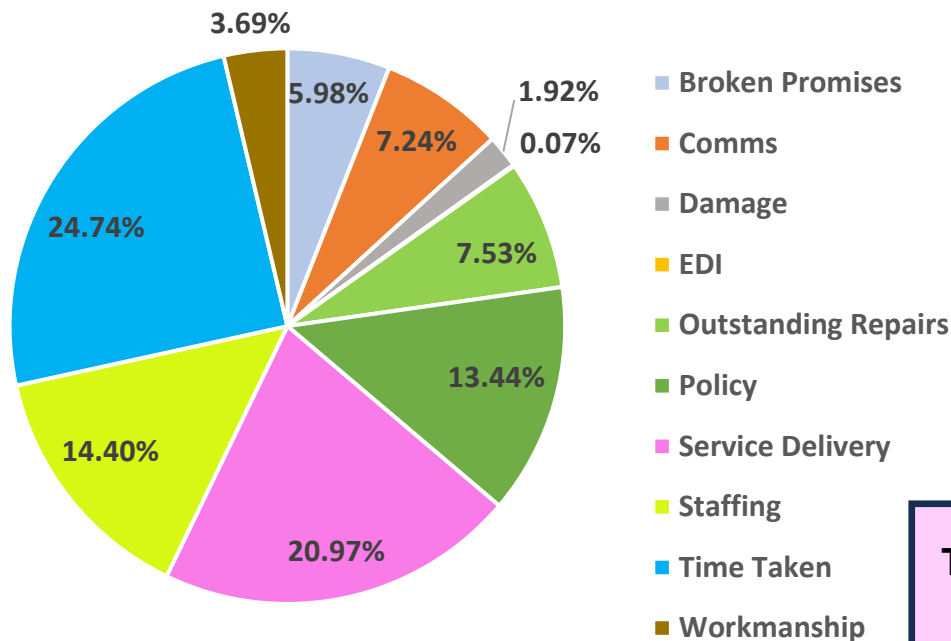
For complaints from tenants and leaseholders only in 24/25, our performance increased from what was 86.89% of Stage 2 complaints responded to in target in 23/24, to 98.36% in 24/25. **An increase of 11.47%**



## 6. COMPLAINT THEMES

We carry out thematic analysis to the complaints we received to help inform learning and changes to services delivery. Complaints cover a range of issues. The headline reasons are similar across all areas of the business and are shown below split by **all** complaints **and** split by complaints received from tenants/leaseholders only. The charts show the headline reasons for complaints.

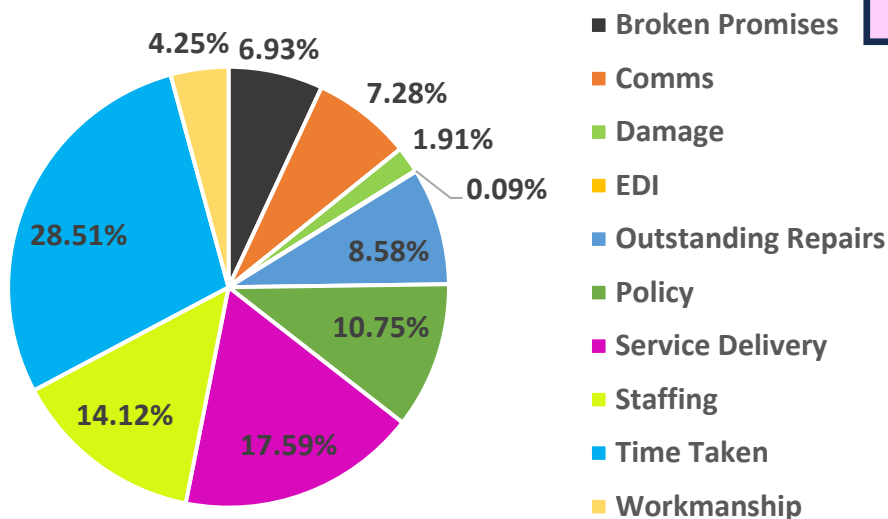
### Reasons for All Complaints



### Top 3 Headline Reasons for complaints

Time Taken  
Service Delivery  
Staffing

### Reasons for complaints - tenants/leaseholders



To understand the reasons why all customers and tenants/leaseholders complain, we also collect data on the detailed reason for complaints.

Analysis shows in 24/25 the detailed reasons for tenants/leaseholders complaints was about our repairs service, with 27.64% of complaints from tenants and leaseholders about time taken to complete a repair. As a result of this we have implemented a number of changes, including reviewing our repairs policy and changing how we deliver our repairs service.



## 7. HOUSING OMBUDSMAN FEEDBACK

The Housing Ombudsman Service issues reports for landlords with 5 or more findings made in cases they have determined. Their draft report for 24/25, issued at the time of drafting this report, shows our maladministration rate for 24/25 as 56%. The relates to 7 cases they determined. Our maladministration rate in 23/24 was 75%.

The Ombudsman report also shows that the National Maladministration rate for Landlords of a similar size **and** type is 80%.

Within each case that the Housing Ombudsman determines, there can be a number of different categories of complaint. Each category results in a finding by the Housing Ombudsman Service.

Within the 7 determinations received, there were 19 findings, as set out below:

- 7 instances of **no** maladministration (where SLHD acted in accordance with its obligations and policies/procedures)
- 3 instances of maladministration (failure which has affected the tenant/leaseholder);
- 6 instances of service failure (a minor failing, but where action is still needed to put things right);
- 3 instances of complaints which were outside the Housing Ombudsman Services' jurisdiction.

In total SLHD were ordered to pay £1,150 in remedies.

Where recommendations have been made these have been fully complied with and confirmed to the Housing Ombudsman Service.

Further detail of the Housing Ombudsman's determinations are set out below:

Determination 1 - Maladministration was found in how we handled the complaint and no maladministration was found in how we handled a report of noise caused by building works, or a request for housing.

Determination 2 - Maladministration was found in how we handled repairs to a bathroom wall, and how we handled the complaint. No maladministration was found in the handling of a request for the bathroom to be relocated.

Determination 3 - Service failure was determined about the reports of leaks, how we handled remedial works required at the property and with the handling of the complaint. The handling of a neighbour's Right to Buy (RTB) purchase of a property was found as being outside the Housing Ombudsman Service jurisdiction.

Determination 4 - No maladministration was found in the handling of a tenant's request to renew fencing.

Determination 5 - No maladministration was found in the handling of reports of noise nuisance. Service failure was found in the complaint handling.



Determination 6 - No maladministration was found in how we responded to reports of interference with gas meter, or with the way the complaint was handled.

Determination 7 - Service failure in the handling of concerns regarding works required to the windows in the property, and with the handling of the complaint.

## **COMPLIANCE WITH THE HOUSING OMBUDSMAN SERVICES' COMPLAINTS CODE**

Since 1<sup>st</sup> April 2024 all Landlords are required to demonstrate compliance with the Housing Ombudsman's Complaints Code, at least annually through an annual submission to the Housing Ombudsman's Office. We sent our submission for 23/24 to the Housing Ombudsman's Service in June 2024. They confirmed in November 2024 that we had complied with this requirement.

Part of the compliance process also involves the Housing Ombudsman's Service carrying out an assessment to determine compliance against the Complaint Handling Code.

The outcome of a review of our Compliments, Comments and Complaints Policy against the Code, by the Housing Ombudsman's Service was received in July 2025.

The recommendations below have been incorporated into our Policy and our Self-Assessment against the Code has been updated to reflect the changes.

The recommendations covered the following aspects of the Code:

- Whilst there is a reference in our Policy that we will raise a complaint if a tenant/leaseholder expresses dissatisfaction with the response to their service request, we needed to include a reference that a complaint will not prevent or impact on actions needed to resolve any immediate issues (i.e. the service request). The policy has been updated to reflect what we do in practice.
- To amend the Policy to include that the outcome the tenant/leaseholder is seeking is incorporated into the acknowledgement of the complaint in both Stage 1 and Stage 2 acknowledgements. We have updated the Policy to reflect this
- Whilst Section 7.3 of the Policy details that the resident will receive a complaint response when the answer is known at both Stage 1 and Stage 2 of the complaints process, not when outstanding actions are completed, it does not say we will give updates on outstanding actions. We have updated the Policy to reflect what we do in practice.

## **8. CUSTOMER PROFILE INFORMATION**

We do not capture profile information from complainants who are not our customers. Where complaints are also made anonymously, we do not hold this data. This section of the report therefore focuses on those complaints received from tenants and leaseholders only.

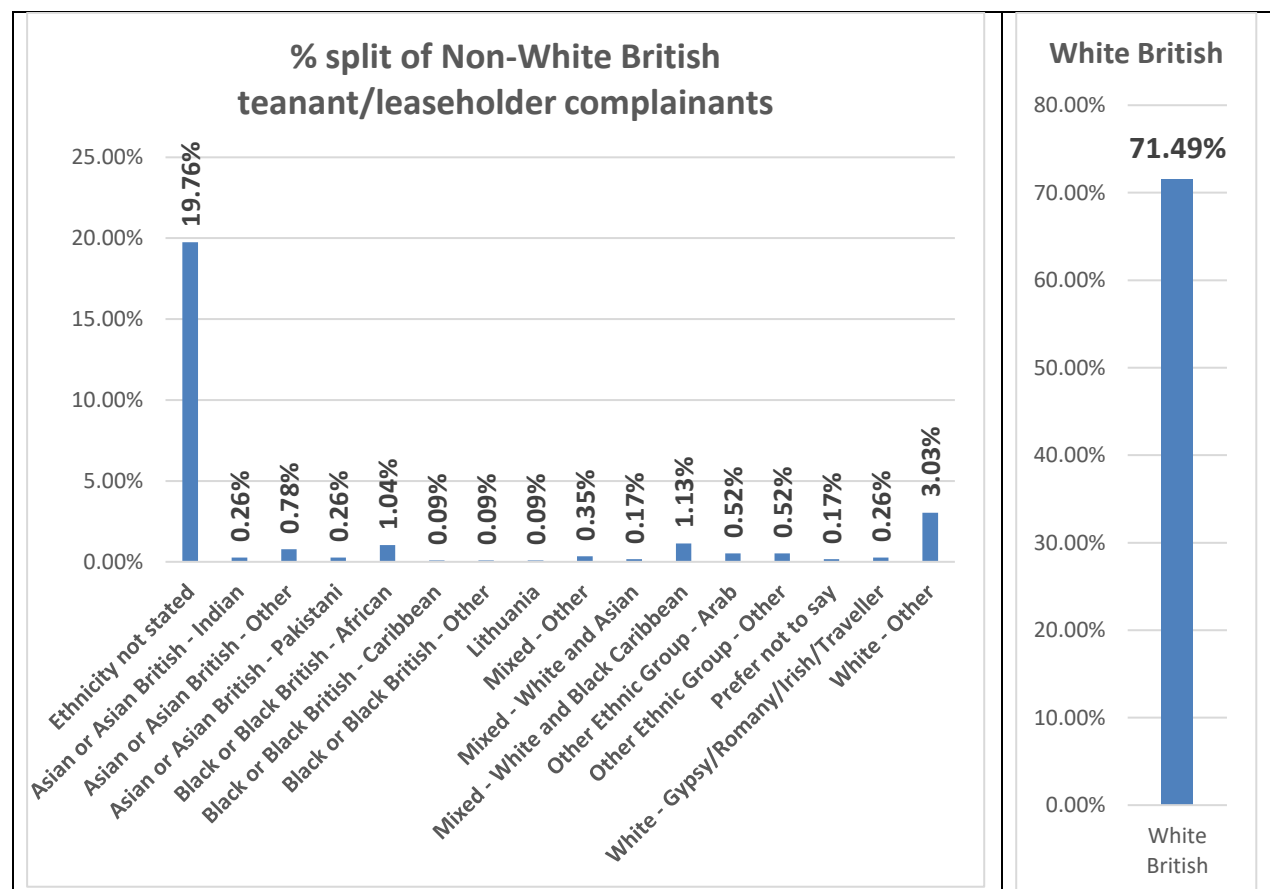
Analysing complaint data and overlaying this with other data allows us to identify patterns and trends, enabling us to tailor our services more effectively and address the specific needs and concerns of different customers.

## 8.1 Analysis by Ethnicity

The ethnicity of all our current tenants/leaseholders is 79.42% White and 5.08% other ethnicities. 15.50% prefer not to say or have not provided the data. Analysis of ethnicity has been calculated based only on known data, as including unknowns can distort the analysis.

From the complaints we received the highest percentage of complaints, 74.52% are from tenants/leaseholder who have stated their ethnicity is White British or White Other. 5.55% of complaints are from customers who have stated their ethnicity is Non-White.

When comparing these 2 groups to the tenant population, the differences in complaint proportions between these two groups are not significant but we will continue to track complaints to support any interventions required.



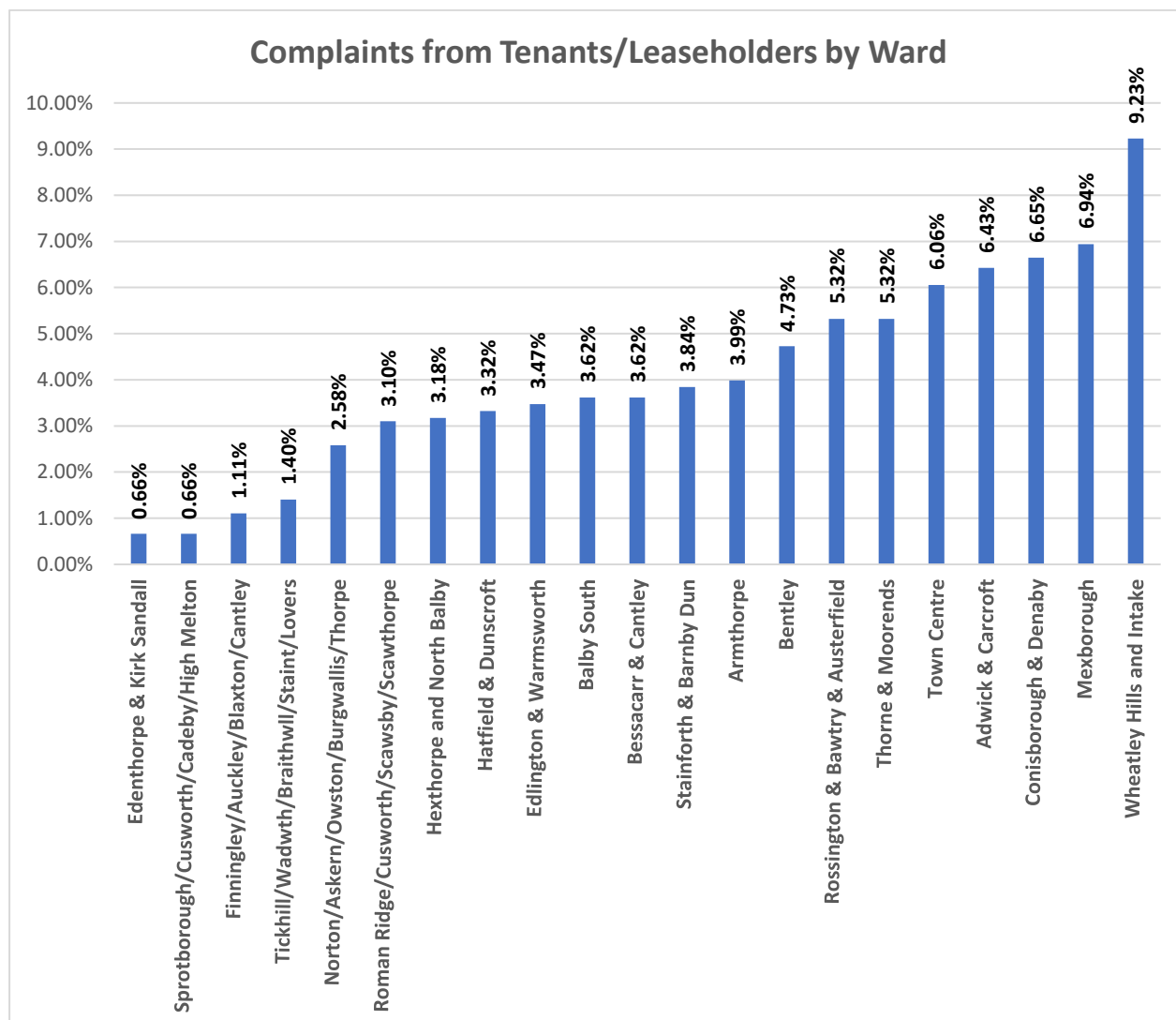
## 8.2 Analysis by Ward

Tenant/leaseholder complaint data split by ward provides valuable insights into the distribution and nature of complaints across different areas of the city. By analysing this data, we can identify which wards have higher or lower numbers of complaints and potentially uncover patterns or recurring issues specific to certain locations.

This can help in prioritising resources and addressing the most pressing concerns in each ward. Additionally, it can highlight areas where service improvements are needed and guide decision-making for better tenant satisfaction and overall service quality.

The graph below shows the split by Ward with tenants/leaseholders in Wheatley Hills and Intake making the most complaints, with the main reasons being consistent with the top 3 reasons why tenants/leaseholders complain: Time Taken, Service Delivery, Staffing.

A number of factors can influence the number of complaints by ward including demographics, condition of properties and cultural attitudes towards complaining. We have an action as part of our Data Smart Strategy to consider how we can leverage the data we hold across the business to understand root causes of differences.



## 9. MONITORING PERFORMANCE

Our self-assessment against the requirements of the Complaints Code was approved by our Board in April 2025.

Performance on the number of complaints, how quickly we respond and the reasons for complaints are monitored internally using a live system which is accessible by all teams across the organisation.

Our Executive Management and Leadership Teams receive regular reports on performance. Our Customer and Performance Committee reviews performance on a

quarterly basis; a member of the Committee is a Board member and our Tenant Board Member Complaint Champion attends the meetings to ensure check and challenge at Board.

We report our performance to the City of Doncaster Council's Officer Liaison Board and the Overview and Scrutiny Management Committee. The Member Responsible for Complaints is updated on complaint handling performance at monthly meetings with the Chief Executive and our performance is reported to City of Doncaster Council's Cabinet as part of our overall performance reporting on key performance indicators.

## **10. LEARNING FROM COMPLAINTS**

We place great importance on learning from complaints to enhance our services by analysing the complaints we receive to review patterns and areas for improvement. We undertake thematic analysis learning from complaints, breaking down the reasons for complaints at Directorate, Service and Team level. This information is available across the organisation to support a learning and change culture.

Our commitment to learning from complaints is reflected in our proactive approach. We not only resolve individual complaints but also use them as valuable insights to drive change. This continuous improvement cycle helps us to better meet the needs of our customers and maintain high standards of service delivery.

We engage with our tenant representatives, working closely with a tenant representative Sub-Group of the Tenant Scrutiny Panel who review a sample number of complaints for compliance against the Housing Ombudsman's Complaints Code and for quality of response. This feedback is shared with Heads of Service to improve service delivery and reported back to the wider Tenant Scrutiny panel to help identify future scrutiny reviews. This collaborative approach ensures that our solutions are customer-centric and effective.

We regularly present insights from the Housing Ombudsman's Spotlight reports to our Executive Management Team. This process involves highlighting key findings, conducting self-assessments based on the reports, and pinpointing actions that need to be addressed either at the corporate level or within specific Directorates. The Executive Management Team monitors the actions derived from these reports, while Heads of Service take ownership to ensure their implementation.

We distribute the Housing Ombudsman annual reports and review reports of other organisations to the relevant teams to foster learning. Additionally, the quarterly Housing Ombudsman's complaint handling report, which includes data from all member organisations, is shared with our Leadership team to encourage broader learning and review.

We share learning from complaints with our tenants on our website, as part of our You Said, We Did communication.

**Examples of the changes we have made as a result of learning from the complaints we have received are set out below:**

- Complaints about time taken to complete a repair or repairs being incomplete are the main reasons why customers complained to us in 24/25. As a result of this we are:
  - Updating our trade staff scheduling system to improve diary capacity and the allocation of resources.
  - We are changing how we deliver multi-trade work using resources from across repair teams to support our responsive repairs teams to alleviate waiting times.
  - Following initial challenges recruiting to certain trade staff positions we have recruited additional staff in anticipation of changes resulting from Awaab's law.
- We have introduced regular check and challenge meetings across our Property and Housing and Customer Services Directorates to improve understanding of cross cutting service areas. This helps to maximise opportunities for collaborative working and improve the customer experience;
- Due to concerns raised by some tenants about mould washes and the potential impact of fumes from the products used, we reviewed and switched to a product with fewer fumes;
- We are working closely with our Tenant Scrutiny Panel to review our approach to dealing with damp and mould and to review our policy and TSP are currently reviewing our approach to dealing with damp and mould and the policy;
- Data from complaints showed that out of the complaints we received linked to policies, the Anti-Social Behaviour policy was mentioned the most. As a result of this we have renewed the Policy, working closely with our tenant representative group, the One Voice Forum, and a new Policy was approved by Board in April 2025.
- We have introduced new Vulnerable Person's and Unacceptable behaviour policies following best practice recommendations in various Housing Ombudsman Spotlight reports and updated our Goodwill and Compensation policy as a result of learning from the feedback from Housing Ombudsman investigations.
- Our April tenant magazine, HouseProud included a full spread spotlight article on repairs to better inform tenants about the service provided and to manage expectations about what we can and cannot deliver. The outcome anticipated is an improvement in satisfaction.
- We launched an internal Complaints Charter to raise awareness across all employees about the importance of good complaint handling in line with the Housing Ombudsman's Complaint Code.

## 11. ACTIONS TO IMPROVE

We are committed to taking on board the findings from the complaints we receive and using this data to conduct further analysis. Over the next 12 months, we will implement a number of actions aimed at reducing the number of complaints, to drive performance aligns with that of peer organisations. By addressing the root causes of complaints and continuously improving our services, we aim to enhance customer satisfaction and service quality.

To improve performance, we will focus on:

1. **Enhanced Training Programmes:** We have committed to providing comprehensive training programs for our staff to ensure they are well-equipped to handle customer inquiries and complaints efficiently.
2. **Improved Communication Channels:** We have plans to enhance our communication channels to make it easier for customers to reach us and provide feedback. This includes upgrading our online platforms and improving digital access.
3. **Technology Upgrades:** We have committed to investing in technology upgrades to streamline our processes and improve service delivery, particularly where our repairs service is concerned. This includes adopting new software and tools that enhance efficiency and accuracy.
4. **Collaboration with Peer Organisations:** We have plans to collaborate with peer organisations to share best practices and learn from their experiences. This helps us stay updated with industry standards and continuously improve our services.
5. **Developing a Learning Culture:** We aim to foster a culture of continuous learning within the organisation. This involves encouraging staff to view complaints as opportunities for growth and improvement, rather than only issues to be resolved.
6. **Reviewing the Customer Complaint Journey:** We are dedicated to enhancing the customer complaint journey by mapping it with relevant areas of the business. By collaborating with different departments, we can gain a holistic understanding of the customer experience and identify key areas for improvement. This thorough review process will enable us to address any pain points and enhance the overall efficiency and effectiveness of our complaint handling procedures.
7. **Leveraging Collected Data:** Our aim is to make better use of the data we have collected to drive meaningful improvements. By analysing the complaint data we collect and overlying this with other data sets, such as repairs, contact with the organisation and property age, we can identify trends, pinpoint areas for improvement, and make informed decisions. This data-driven approach will help us proactively address issues, optimise our processes, and ultimately deliver a higher level of service to our customers.
8. **Analysing Complaints Not Upheld.** We will analyse complaints that were not upheld to identify patterns and insights. This will support our proactive communication efforts and help us address potential issues before they escalate.

## 12. GOVERNANCE STATEMENT

### **RESPONSE FROM OUR MEMBER RESPONSIBLE FOR COMPLAINTS, COUNCILLOR GLYN JONES AND OUR TENANT BOARD MEMBER COMPLAINT CHAMPION, MILCAH WALUSIMBI.**

We ensure effective governance by working closely with the City of Doncaster Council's, Member Responsible for Complaints and our Tenant Board Member Complaint Champion. These individuals play a crucial role in overseeing and managing complaints to ensure transparency, accountability, and continuous improvement. Their response to this Annual Report is shown below.

"We are pleased to be able to respond to the Annual Complaint and Service Improvement Report 24/25.

Following the implementation of the revised Housing Ombudsman's Complaint Code in 2024, it is pleasing to see that St Leger Homes' has made further improvements to how quickly it responds to complaints, and, more importantly that the organisation is learning from complaints and using this feedback to change the way services are delivered. This Report has been discussed by the St Leger Homes' Board, will be shared with all City of Doncaster Council members and will be published on both organisations' websites.

The St Leger Homes' Board have received and reviewed the organisation's self-assessment against the Housing Ombudsman's Complaint Code, as have we, and have confirmed satisfaction with the outcome of the self-assessment; we are pleased to note the involvement of the Tenant Scrutiny Panel members in this.

As Member Responsible for Complaints and Tenant Board Member Complaint Champion it is also pleasing to see that a representative group of St Leger Homes' tenants, through a sub-group of the Tenant Scrutiny Panel, are involved in reviewing how well the company handles complaints and are given the opportunity to challenge performance where needed. We are also pleased to see that tenant, through their involvement in the One Voice Forum, are involved in shaping policies that support the investigation, processing and handling of complaints.

The report highlights the significant progress St Leger Homes has made in addressing customer complaints and enhancing our services. Their commitment to analysing data, implementing targeted training, and improving communication channels has yielded positive results and resulted in changes to key service areas.

It is pleasing to note that the feedback and recommendations from the Housing Ombudsman Service received in July has been incorporated into a revised Complaint Policy to ensure alignment with the Ombudsman's Complaint Code.

We do however recognise that there is still work to be done. We will work with St Leger Homes to ensure they continue to use the data they collect, not only in relation to complaints but across a range of areas, to drive further improvements. This will help embed a culture of continuous learning and collaboration across teams, to enhance the customer experience."