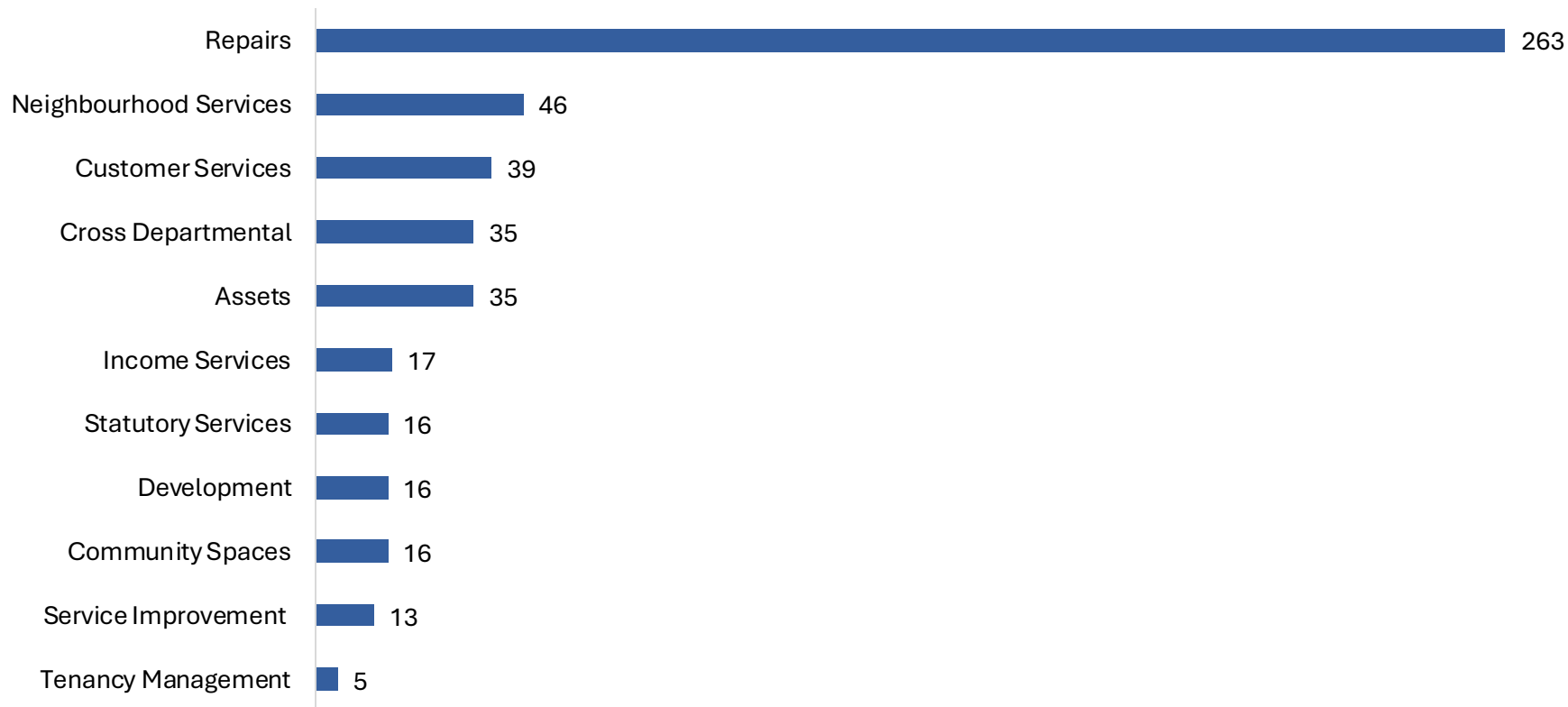


2024-25 Complaints performance and improvement report

- During financial year 2024-25 LFHA logged a total of 501 complaints, broken down as:
 - 476 LCRA complaints
 - 15 LCHO complaints
 - 10 Noncustomer complaints
- 58 complaints were appealed and went on to Stage 2 during the year, where they were then resolved, broken down as:
 - 54 LCRA complaints
 - 4 LCHO complaints
- 95.8% stage 1 responses were complete on time
- 89.7% stage 2 responses were completed on time
- The Housing Ombudsman made 1 determination this year. The Ombudsman found no service failures or mal administration following their investigation, quoting: *“in accordance with Paragraph 53b of the Housing Ombudsman Scheme, the landlord made reasonable redress by offering redress to the resident prior to investigation, which in the Ombudsman’s opinion satisfactorily resolves its handling of the resident’s reports of noise nuisance.”*
- Satisfaction with complaints handling for the year was 42.8% (final weighted score). This decreased from 44.7% in 2023-24
- To assess what kinds of complaints are most prominent, the effect they have on the organisation, and what can be done to prevent future recurrences, this report will provide the following analysis:
 1. Number of complaints received by department
 2. Breakdown of complaint themes
 3. Breakdown of complaints by geographic area
 4. Breakdown of complaint outcomes
 5. Breakdown of themes specifically for complaints that weren’t upheld
 6. Breakdown of compensation offered
 7. Learning outcomes that can be taken forward from complaints

Half of all complaints logged during the year were assigned to repairs and maintenance

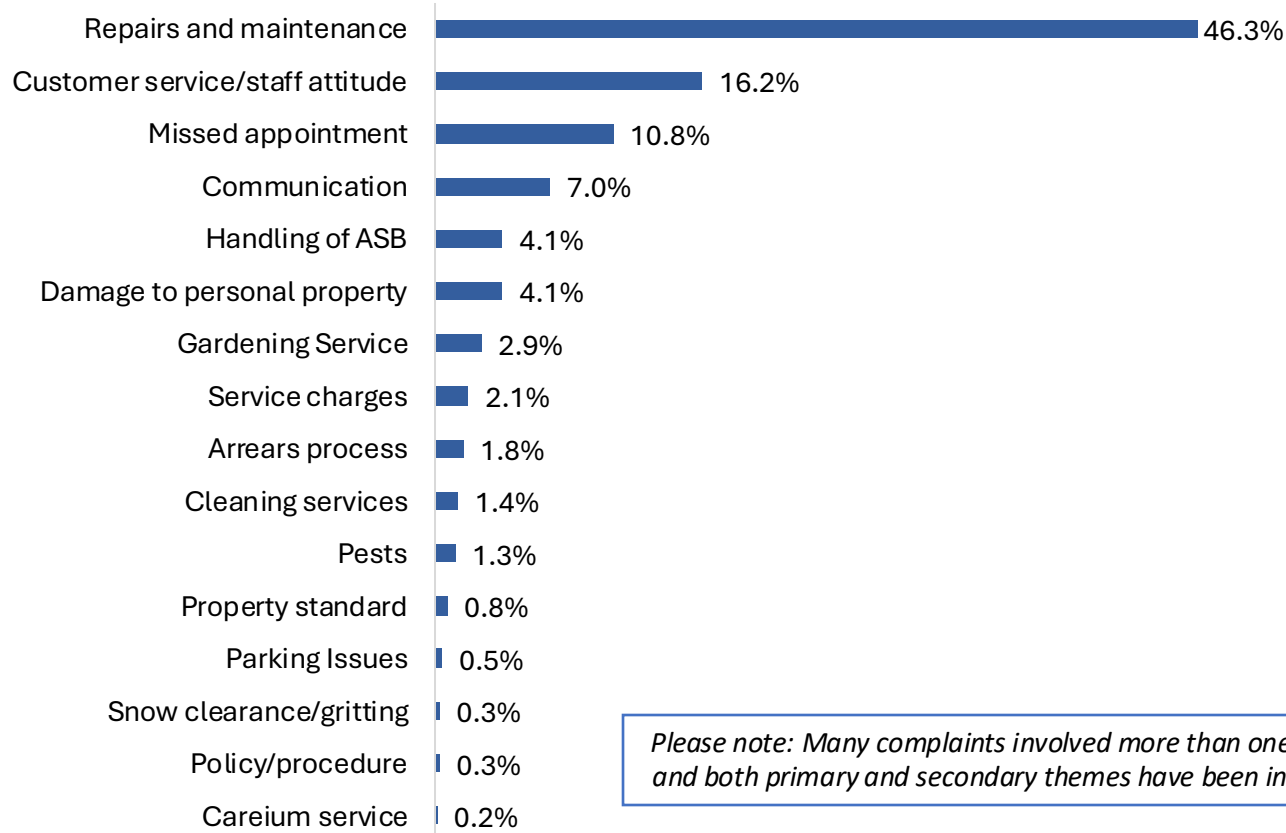
Department breakdowns



Proportion of complaints by department and service area. Total complaints for 24/25 = 501

Each complaint has been assigned one or more themes of dissatisfaction

Theme of complaints



Please note: Many complaints involved more than one theme and both primary and secondary themes have been included.

46% of all complaints for the year related at least partially to a repairs and maintenance issue

Customers typically express dissatisfaction with the following key areas:

- Delays and poor responses to repairs
- Repeat follow up visits for the same repair
- Quick fixes and poor-quality workmanship
- Heating and boiler failures
- Damp and mould going unresolved

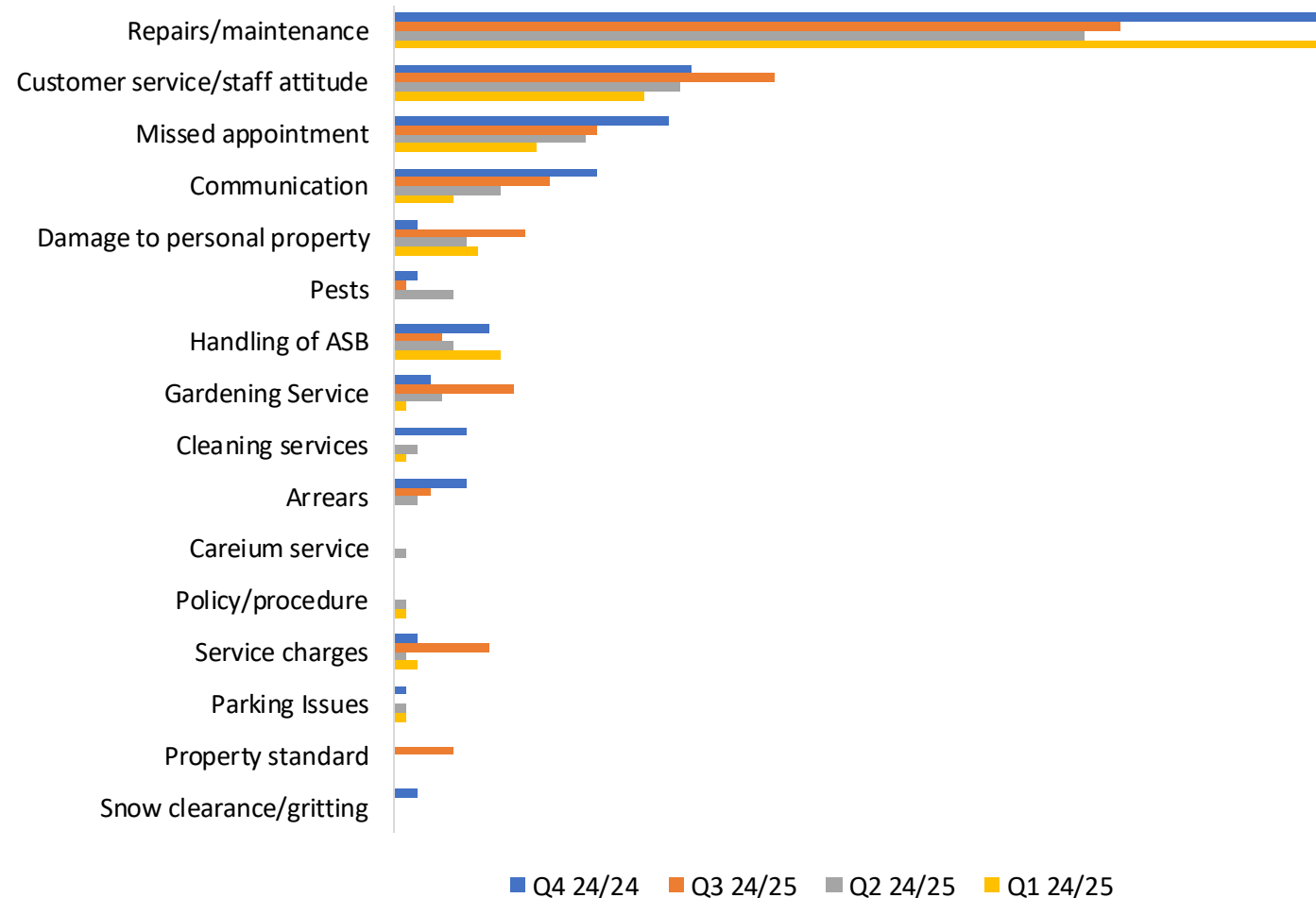
Complaints typically have a degree of cross over and repair complaints often also related to:

- Missed appointments – contractors turning up late or failing to attend (10.8% of all logged complaints)
- Customer service and staff attitude – often relating to the demeanour of contractors when on site
- Communication – our failure to communicate the repairs process effectively or to notify customers of changes to appointments or timescales

Breakdown of complaints by main themes. Total complaints for 24/25 = 501

Complaints relating to our repairs and maintenance service account for the most frequently made complaint, with increases over the last three quarters

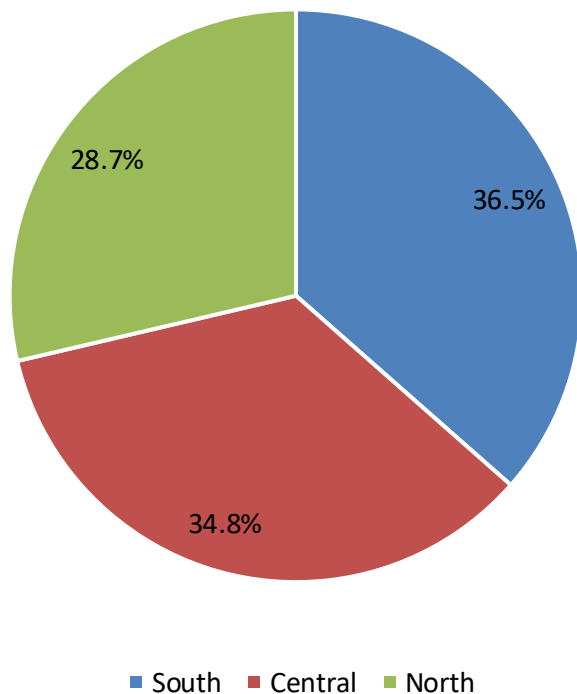
Theme of complaints by quarter



Theme of complaint	Q4 24/25	Q3 24/25	Q2 24/25	Q1 24/25
Repairs and maintenance	94	71	58	81
Customer service/staff attitude	25	35	24	21
Missed appointment	23	18	16	12
Communication	20	13	9	5
Damage to personal property	2	11	6	7
Pests	2	1	5	-
Handling of ASB	8	4	5	9
Gardening Service	3	10	4	1
Cleaning services	6	-	2	1
Arrears	6	3	2	-
Careium service	-	-	1	-
Policy/procedure	-	-	1	1
Service charges	2	8	1	2
Parking Issues	1	-	1	1
Property standard	-	5	-	-
Snow clearance/gritting	2	-	-	-

Properties in the South area were slightly more likely to make a complaint

Area breakdown



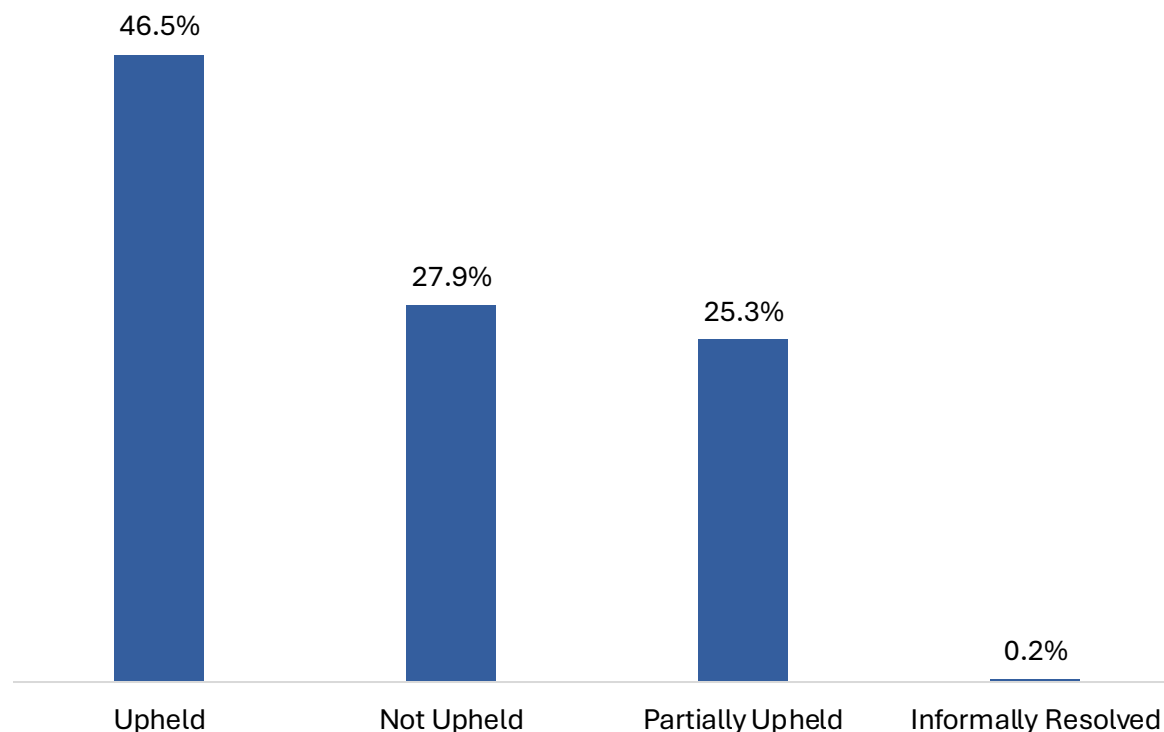
Further notes on geographic trends for 24/25:

- The North area has approximately 5-6% fewer complaints than the Central and South areas.
- The South represents the area most likely to have received a complaint during the 24/25 year
- Considering the distribution of our properties (North: 34%, Central: 33% and South: 31%), the South area received a slightly higher proportion of complaints than we would perhaps expect

Breakdown of complaints by area. Total complaints for 24/25 with a recorded area = 485

Almost half of complaints were fully upheld during the year, with a further quarter being partially upheld

Outcome of complaints



- Close to half of all complaints logged during the year were upheld following investigation and were found in favour of the customer
- The decision was taken **not** to uphold slightly over a quarter of complaints, a trend which remained relatively stable throughout each quarter
- Roughly a further quarter of complaints were investigated and found to have elements that were upheld
- Teams most likely to fully uphold complaints are:
 - Building safety – 53.3% upheld
 - Repairs – 51.9% upheld
- Teams least likely to fully uphold complaints are:
 - Neighbourhoods – 15.9% upheld
 - Income – 29.4% upheld

Breakdown of complaints by outcome. Total complaints for 24/25 with a recorded outcome = 501

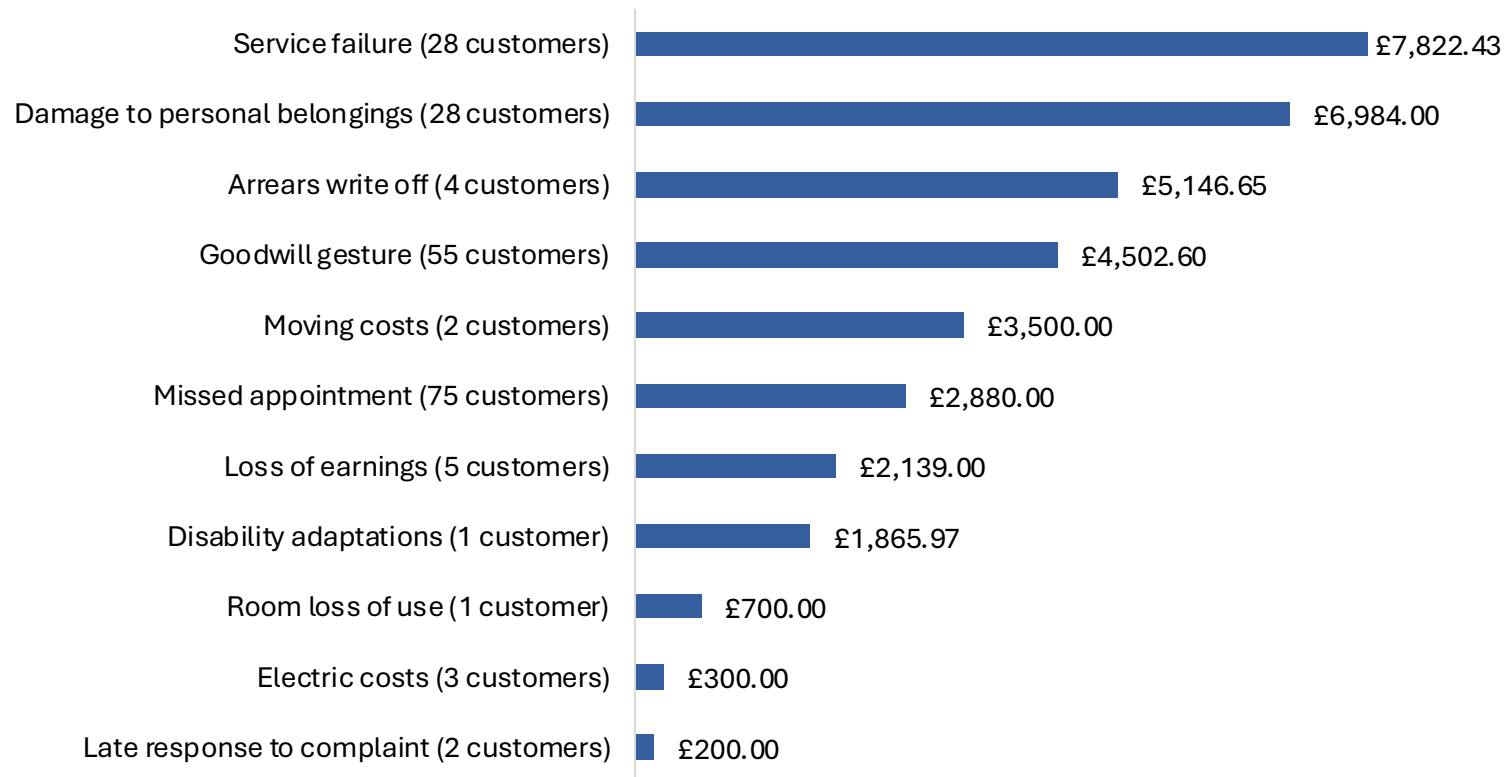
Slightly over a third of logged complaints resulted in some form of compensation – with missed appointments being the most frequently cited reason

Total amount paid in compensation in 24/25 =

£36,042.65

Payment was spread across **205 customers**
(40.9% of all complaints made)

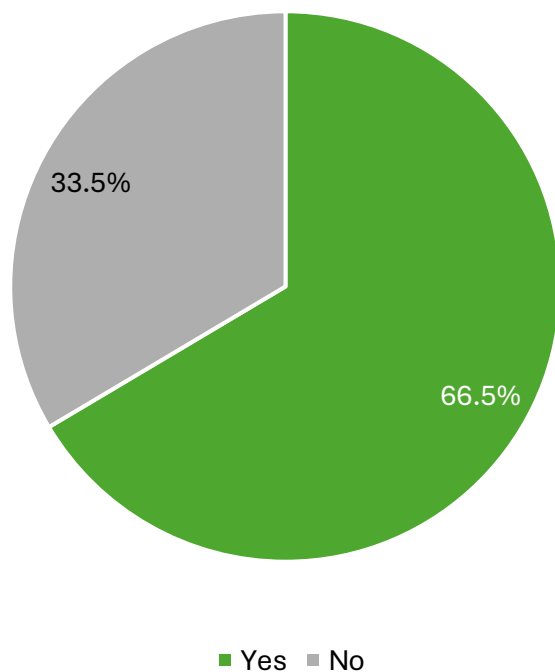
Reasons for compensation and amounts paid



*Breakdown of compensation offered in 24/25. Total complaints for 24/25 = 501
Total customers receiving compensation = 205*

Two thirds of complaints were found to have an identifiable learning outcome

Learning outcome identified



The following slides outline learnings taken from complaint in these service areas:

Building safety
Community spaces
Development
Income services
Neighbourhood services
Repairs

Breakdown of complaints by learning outcome. Total complaints for 24/25 = 501

Key issue: Duplicate jobs and recurring repair issues aren't being tracked or escalated properly, leading to reoccurring issues for customers

Learning: The contact centre are encouraged to carry out stronger scrutiny of work history is needed to ensure persistent issues are escalated to senior staff

Key Issue: Gaps in internal and external communication (e.g., with contractors, customers, and also other teams) lead to misunderstandings and delays for customers

Learning: An improved understanding of clearer and proactive communication is essential to manage expectations, improve customer satisfaction, and coordinate repairs effectively

Key Issue: Several processes (like raising jobs, follow-up works, handovers, dealing with interface errors) are inconsistent and lead to issues

Learning: Further training to be given and there's also a need for tighter controls, clearer workflows and processes, and accountability across departments to maintain service quality

Key Issue: Gaps in staff knowledge (e.g., using systems, raising the right type of jobs, handling challenging conversations)

Learning: Ongoing training and targeted refreshers are being undertaken to give staff the right skills, especially in complex or unusual situations

Key Issue: Contractors don't always respect customers personal belongings, sometimes leaving mess or causing damage

Learning: On going work with contractors with a stronger emphasis on safety protocols and leaving properties in a clean state is vital to customer trust and safety.

Key Issue: Some current practices (e.g., tone of voice, missed appointment handling, follow-ups) may feel impersonal or punitive to customers

Learning: Continued Tone of Voice work will hopefully result in a more empathetic, accessible, and respectful tone, especially in communications and service delivery

Key issue: Silos between Customer Service, Neighbourhoods, Contractors, and Voids lead to gaps in service

Learning: More integrated workflows and shared systems (e.g., team inboxes, better diary use, handovers) will boost service reliability

Key issue: Colleagues don't have visibility of letters sent by Sure, leading to confusion and miscommunications

Learning: We are looking into the possibility of uploading letters sent by Sure onto Origin2 automatically

Key issue: Customers phoning into the Contact Centre aren't always made aware of outstanding or overdue gas services

Learning: Colleagues have received further training on the need to check for overdue gas services when speaking to customers

Key issue: Sure receive customer contact numbers sporadically or irregularly, making it hard to communicate with customers directly

Learning: We are looking at the current process for how numbers are provided to Sure via the interface and whether this process can be improved to ensure they always have the most up to date numbers

Key issue: New boiler installations completed by APS aren't being captured on the system, leading to customers being sent service appointments for new boilers

Learning: Improved communication with APS and the possibility of daily or weekly reporting to allow for due date amends on Asprey and updates to Sure

Key issue: HiSpec are underperforming in some blocks and schemes, leading to dissatisfaction amongst customers with the standard and frequency of cleaning

Learning: Performance monitoring and post inspections have been put in place to ensure standards are raised and maintained

Key issue: Large scale work, such as tree felling, is sometimes being carried out without prior notice to customers, sometimes resulting in disruption and noise

Learning: Improved communication with customers and notice to be given to allow them to plan ahead and avoid unexpected disruption

Key issue: Following some recent instances of the removal or damage to customer adopted areas, customers feel our relationship has deteriorated

Learning: Our ongoing relationship with customers is very important and the senior gardener/team leader role has been re-written to emphasise this

Key issue: Our defects management process isn't always as effective as it could be, leading to delays and frustrations for customers

Learning: We're reviewing our defects monitoring process, with a view to improving communication with house builders to resolve issues in a reasonable timeframe

Key issue: An instance of very low water pressure and utilities not being correctly transferred on legal completion

Learning: Water pressure is to be checked on handover and checks put in place to ensure utilities are transferred correctly

Key issue: Hedgehog corridors were installed post-move in leading to a hole being cut in the customer's fence

Learning: Improved communication with customers on this process, with timescales given from the outset along with what to expect. Information will also now be included in the handover pack

Key issue: Customers reported poor communication from Miller Homes and an unannounced visit to assess defects work

Learning: Miller Homes to confirm all inspection appointments with customers and note communication on the customer file. A reminder has been added to their system to confirm all appointments and all inspection notes to be added to the file to track back on attendance and works completed

Key issue: Serving a Notice of Seeking Possession (NOSP) outside business hours led to distress for a customer, especially since they had to wait until phone lines opened to ask for assistance

Learning: The Income Team now only send communication about arrears between 9-6 and have been reminded to always make every effort to contact customers by phone. IT are investigating the possibility of putting holds on any communications sent outside these hours

Key issue: A customer received a NOSP with no prior communication about their arrears, leading to confusion and distress

Learning: We are to ensure all calls are recorded via the 8x8 system and customers should receive a minimum of two contacts prior to service of NOSP

Key issue: A direct debit was set up incorrectly leading to delayed rent payments, as well as stress and inconvenience for the customer

Learning: The contact centre have received further training on how to correctly set up and amend existing direct debits

Key issue: Customers struggle with the noise app and it isn't always accessible to those experiencing noise related ASB

Learning: Neighbourhood Officers (NO) have been trained in offering alternatives to the app and to explain how to effectively submit evidence. NOs to also talk through using the app with customers in real time to identify issues there and then

Key issue: Complaints were received from several properties within the same neighbourhood, relating to rat infestations. Cases were dealt with individually and the wider issue of pests across the neighbourhood was not identified

Learning: Working closely with repairs and utilising data, to identify trends and issues (such as pest infestations) across schemes

Key issue: Our tone of voice and the language we use can be hard to understand or alienating, leading to miscommunication and distress

Learning: Continued roll out of the Tone of Voice training and the re-drafting of several letters, including the missed appointment letters

Thank you

For any queries or comments, please contact:

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HELPING PEOPLE MAKE A HOME