

Complaints Survey Annual Report 2024-25

Research & Influence Team

Background

This report shows an annual picture of results from the monthly complaints satisfaction survey which is reported on every quarter.

The survey population is comprised of residents (or their advocates) who have made a complaint in a given month, and their complaint has been responded to and dealt with (closed). Those who feel their complaint is still open or are in the process of escalating to a Stage Two are excluded from results.

For the purposes of this report, 'residents' will refer to both residents and advocates.

This report discusses responses from residents who had made a complaint during the [April 2024 – March 2025](#) period.

Please note, that all results in this report should be interpreted with care, and are only indicative, due to the small base (response) sizes throughout.

The results discussed in this report should not be confused with the annual results of the National Residents' Survey, which includes a TSM (Tenant Satisfaction Measure) around complaints handling.

The overall TSM satisfaction score for complaints handling from the 2024-25 Residents' Survey is 60%.

Survey objectives

The complaints satisfaction survey is an opportunity for Housing 21 to capture data about:

- Overall satisfaction with Housing 21's approach to handling complaints
- Satisfaction with aspects such as:
 - Communication throughout the process
 - The outcome of the complaint
 - Process was neutral (unbiased)
 - Tone of voice and empathy
 - Taking vulnerabilities into account
- Lessons to be learned, and suggested improvements

The Housing 21 complaints handling process was updated in April 2024 in line with the new complaints code.

The survey has been updated for 2024-25, with new questions included to gain more insight into aspects such as Housing 21's communication, tone of voice, and taking into account any particular vulnerabilities residents may have.

Overview



Survey design

A short Snap Survey, completed online via a URL link.



Approach

Residents were contacted to take part via email (preferred), or by telephone appointment.



Responses

Across the financial year, 164 residents (or advocates) with closed complaints were contacted to participate in the survey. 55 completed the survey, giving a 34% response rate.

2024-25 Summary - Satisfaction



44%

Overall approach



45%

Process was neutral (unbiased)



60%

We kept in touch throughout



58%

Quality of response letter



44%

We were empathetic in our approach



58%

Our response had the right tone



51%

Outcome of complaint



58%

We took your complaint seriously

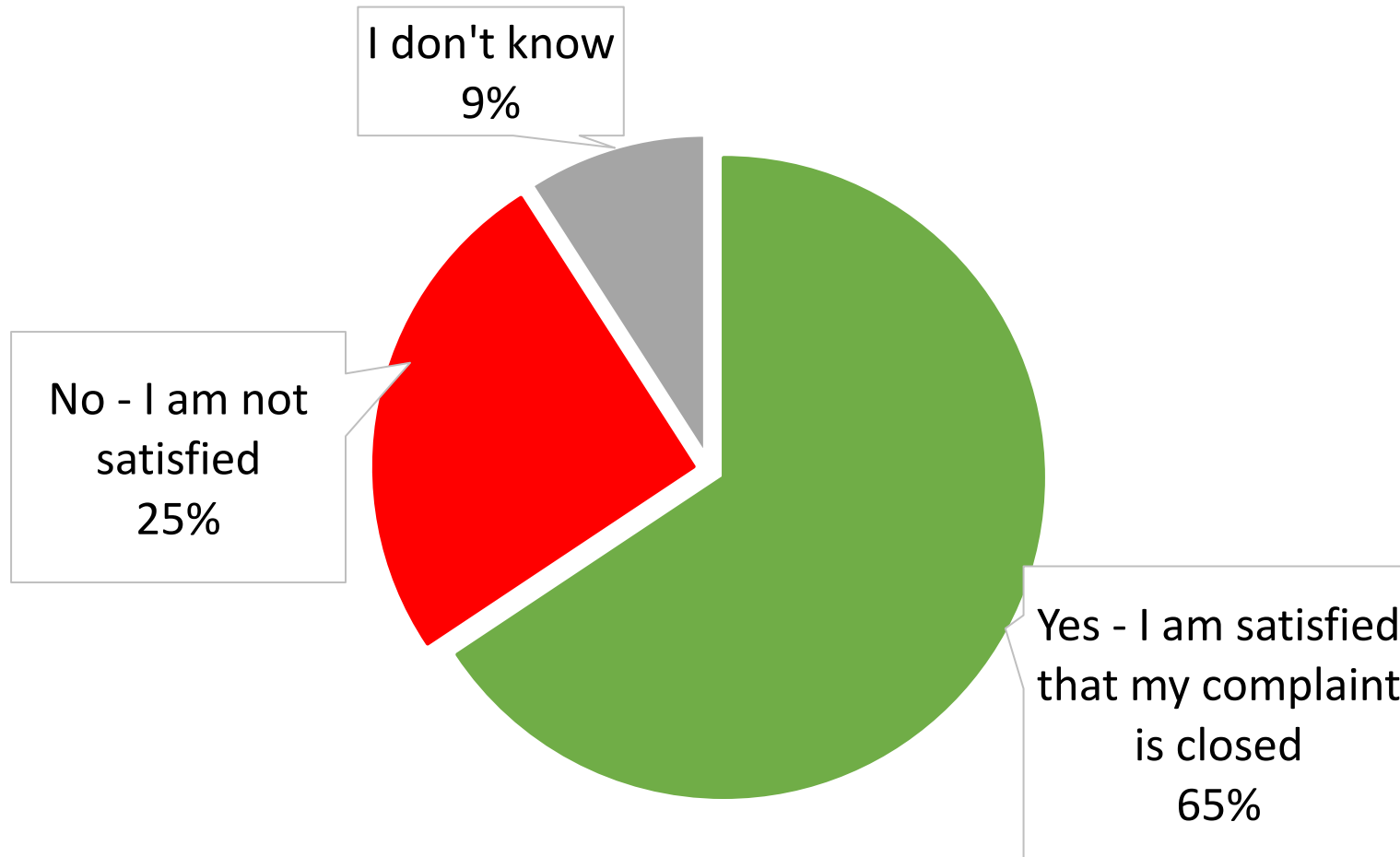


49%

We took into account any vulnerabilities

Satisfaction with 'closed' status

Year total – “Is your complaint closed?” Yes. “Are you satisfied with this?”



Residents contacted to complete the survey were asked a) if their complaint was closed, and b) if they were satisfied with this fact.

Those who expressed their complaint was still open have been excluded from the findings of this report.

Of those who felt their complaint was closed, 65% were satisfied with this fact.

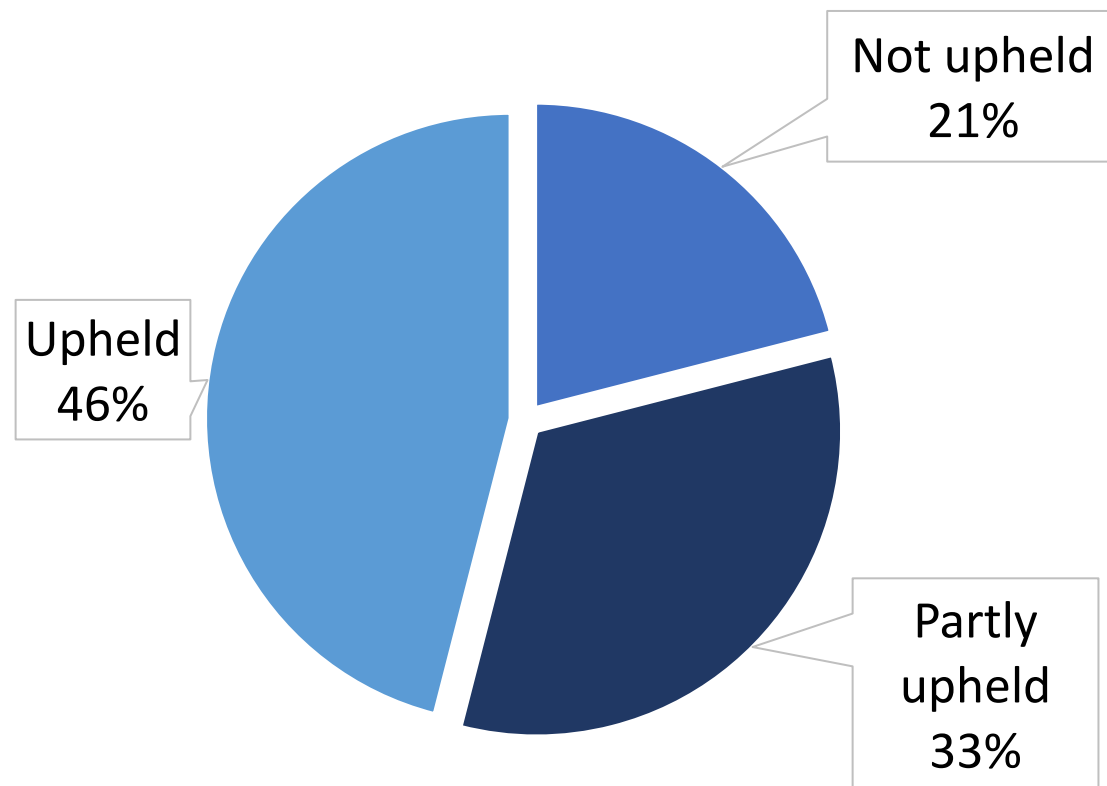
Base: 55

Housing21.org.uk

Housing21

Complaint outcomes

Year total as recorded in ERICA



The complaint outcomes for those who took part in the survey in 2024-25 are shown to provide further context to the results of the survey.

44% of respondents' complaints were upheld, 31% were partly upheld, and 20% were not upheld.

Please note – respondents whose complaint outcome records could not be linked to their survey responses are excluded from these figures.

Base: 52

Housing21.org.uk

Satisfaction by quarter

	Q1	Q2	Q3	Q4	Change Q1- Q4
Overall approach	40%	38%	50%	57%	+17%
Quality of response letter	52%	62%	70%	57%	+5%
Outcome of complaint	48%	54%	40%	71%	+23%
Process was neutral (unbiased)	44%	38%	50%	57%	+13%
Empathetic in approach	40%	46%	50%	43%	+3%
Took your complaint seriously	56%	62%	60%	57%	+1%
Kept in touch throughout	48%	69%	70%	71%	+23%
Response(s) had the right tone	60%	62%	60%	43%	-17%
Taking vulnerabilities into account	43%	50%	50%	67%	+24%
Response rate	47%	36%	26%	19%	

Generally, satisfaction with all indicators has improved from Q1 to Q4.

Satisfaction was most improved for the statement 'Housing 21 took into account any vulnerabilities you may have while handling your complaint', which saw a 24% increase from April 2024 to March 2025.

The only statement showing a decline in satisfaction is 'our response(s) to your complaint had the right tone' (-17%).

Satisfaction by year

	2023-24 Total	2024-25 Total	Change
Overall approach	48%	44%	- 4%
Quality of response letter	-	58%	
Outcome of complaint	36%	51%	+15%
Process was neutral (unbiased)	40%	45%	+5%
Empathetic in approach	-	44%	
Took your complaint seriously	-	58%	
Kept in touch throughout	-	60%	
Response(s) had the right tone	-	58%	
Taking vulnerabilities into account	-	49%	
Response rate	41%	34%	

Of the 9 satisfaction indicators included in the 2024-25 survey, only 3 were present in the 2023-24 question set. This means comparisons can only be made for these 3 indicators, and the overall response rate.

Of these, the most improved satisfaction was shown for the outcome of complaints, which has increased by 15 percentage points from the previous year. 'The process was neutral (unbiased) also saw a 5% increase in satisfaction from 2023-24.

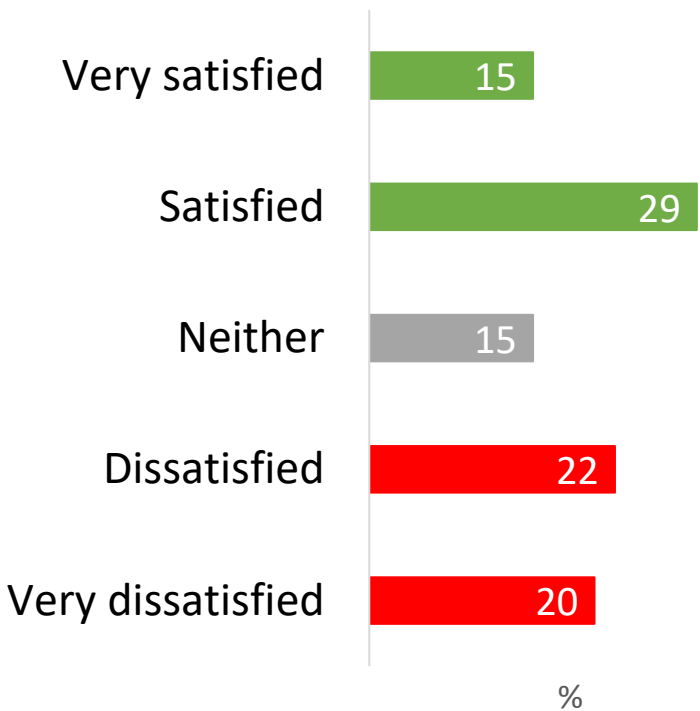
Overall approach

How satisfied or dissatisfied were you with the following? Housing 21's overall approach to handling your complaint?

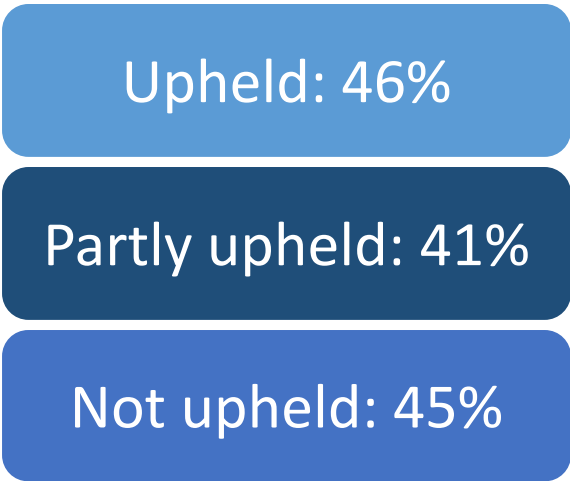


44%

Satisfied with the overall approach



Satisfaction (%) by complaint outcome



Satisfaction with the overall handling of complaints for 2024-25 is 44%.

This score is 16% lower than the overall TSM satisfaction score for complaints handling from the latest Residents' Survey (60% - 2024-25).

46% of those with an 'upheld' status, 41% of those with a 'partly upheld' status, and 45% of those with a 'not upheld' status are satisfied with Housing 21's overall approach to handling their complaint.

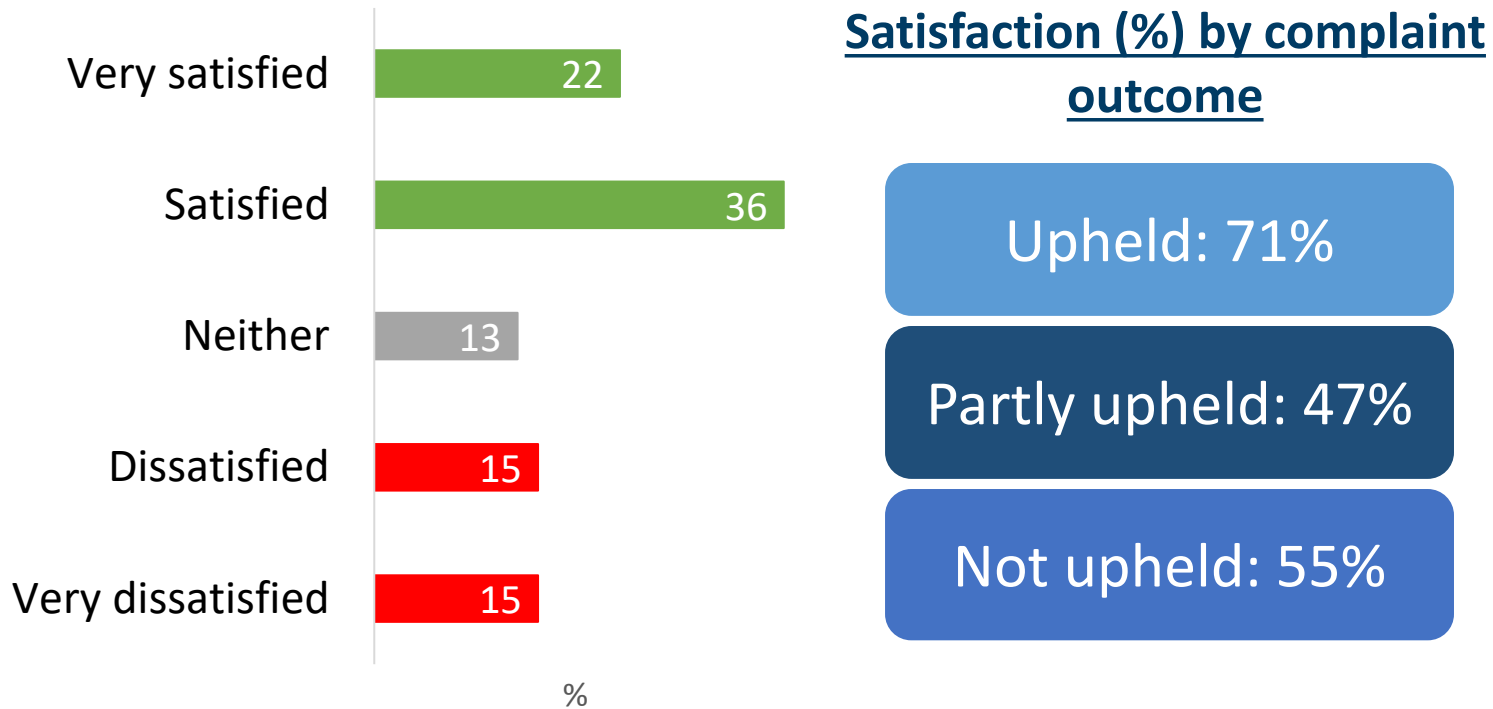
Quality of response letter

How satisfied or dissatisfied were you with the following? (The quality of our response letter to you)



58%

Satisfied with the quality of response letter



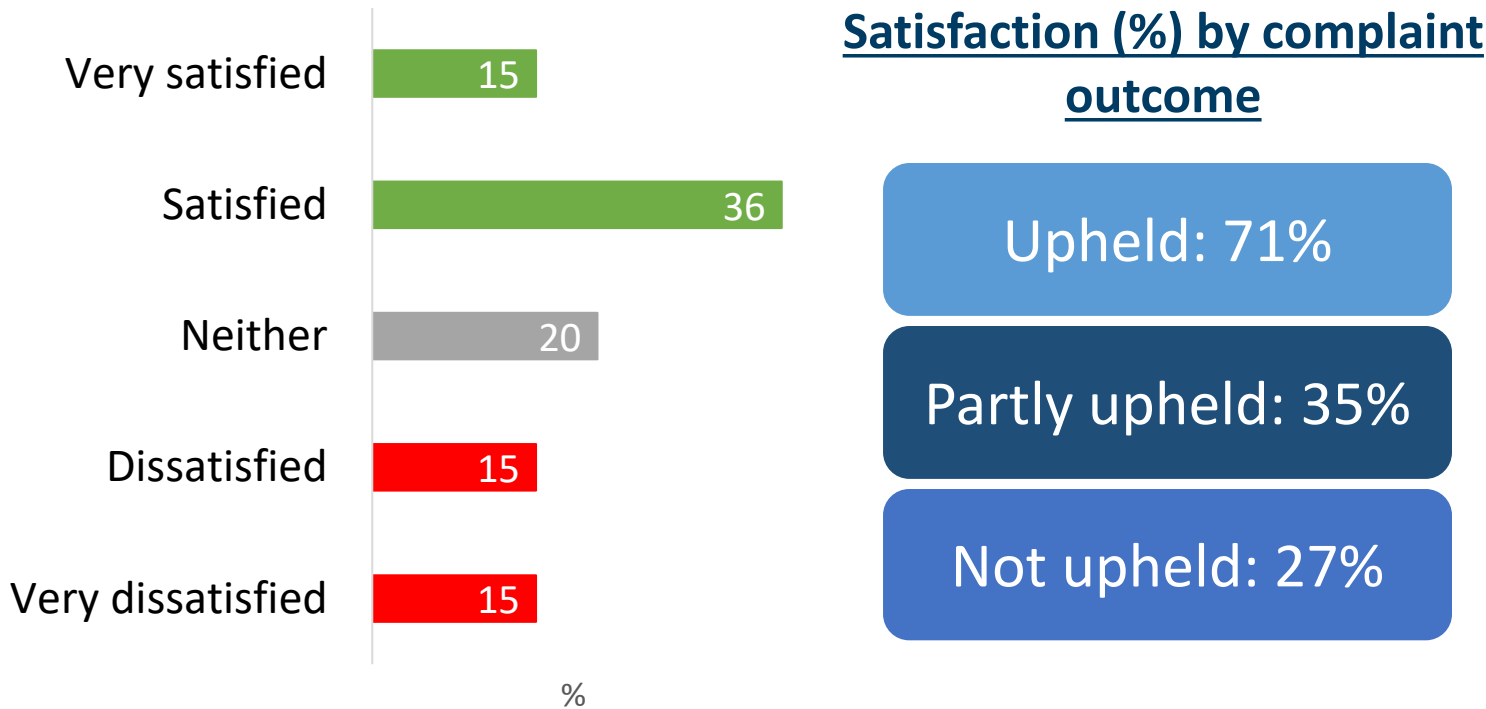
58% of residents (or their advocates) were 'satisfied' or 'very satisfied' with the quality of Housing 21's response letter to them regarding their complaint.

Looking at satisfaction by the outcome of each respondents' complaint, 71% of those with an 'upheld' status, 47% of those with a 'partly upheld' status, and 55% of those with a 'not upheld' status are satisfied with the quality of response letter.

Outcome of complaint

How satisfied or dissatisfied were you with the following? (The outcome of your complaint)

 **51%**
Satisfied with the outcome of the complaint



51% of residents (or their advocates) showed satisfaction with the outcome of their complaint.

71% of those with an 'upheld' status, 35% of those with a 'partly upheld' status, and 27% of those with a 'not upheld' status are satisfied with the outcome of their complaint.

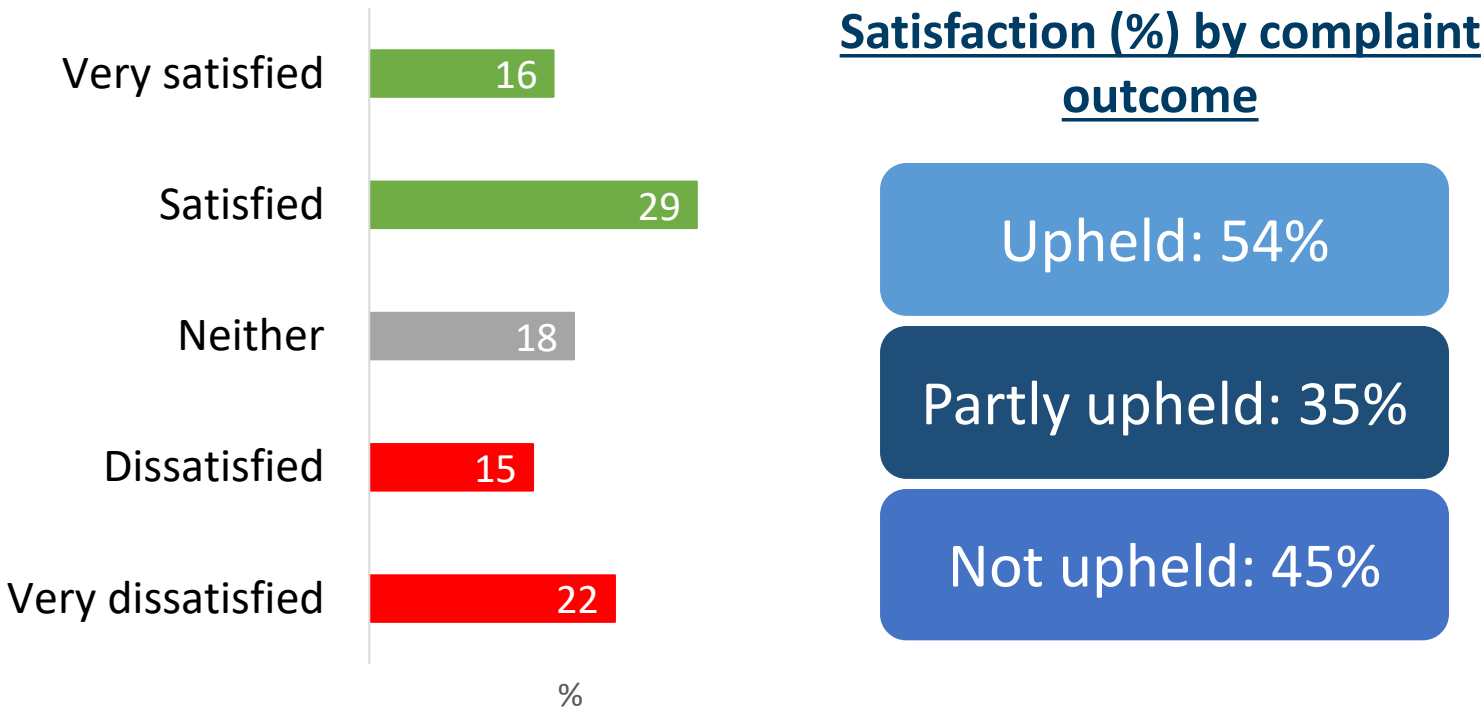
Process was neutral

How satisfied or dissatisfied were you that... (The process was neutral (unbiased))



45%

Satisfied that the process was neutral (unbiased)



45% of residents (or their advocates) were 'satisfied' or 'very satisfied' that the process was neutral.

Looking at satisfaction by the outcome of each respondents' complaint, we can see 54% of those with an 'upheld' status are satisfied that the process was neutral, in comparison to 35% of those with a 'partly upheld' status, and 45% of those with a 'not upheld' status.

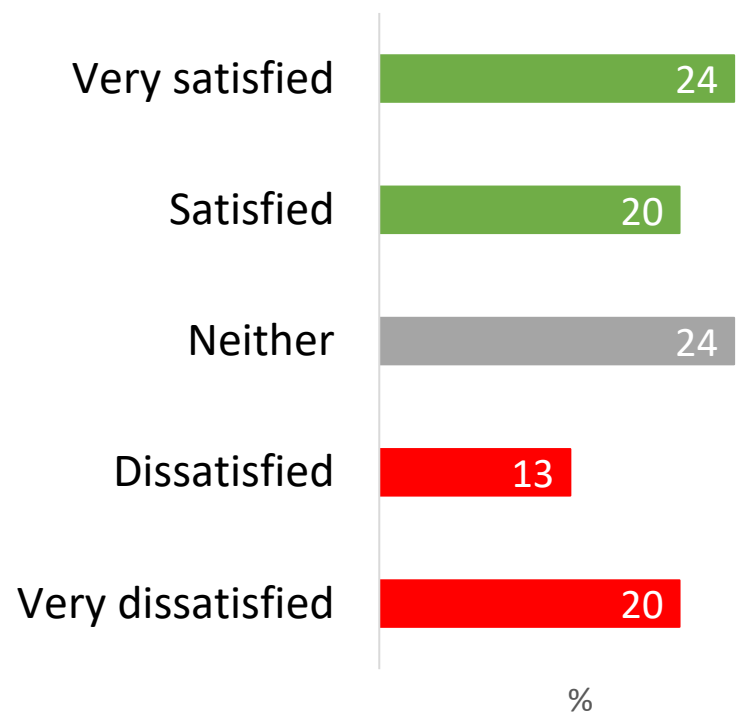
Empathetic in approach

How satisfied or dissatisfied were you that... (We were empathetic in our approach to handling your complaint)

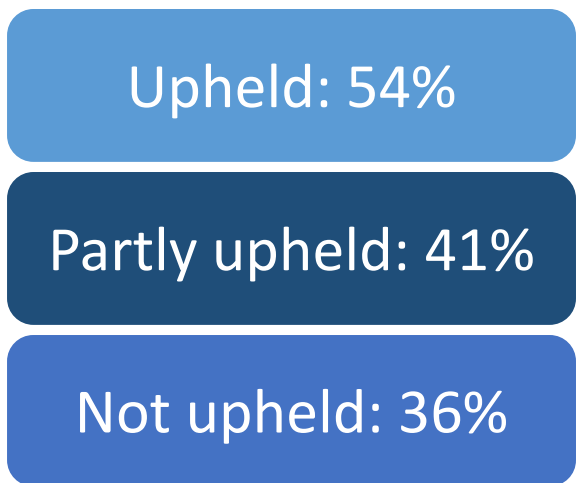


44%

Satisfied that we were empathetic in our approach



Satisfaction (%) by complaint outcome



44% of residents (or their advocates) were 'satisfied' or 'very satisfied' that that Housing 21 was empathetic in our approach to handling their complaint.

54% of those with an 'upheld' status are satisfied that Housing 21 was empathetic in our approach, in comparison to 41% of those with a 'partly upheld' status, and 36% of those with a 'not upheld' status.

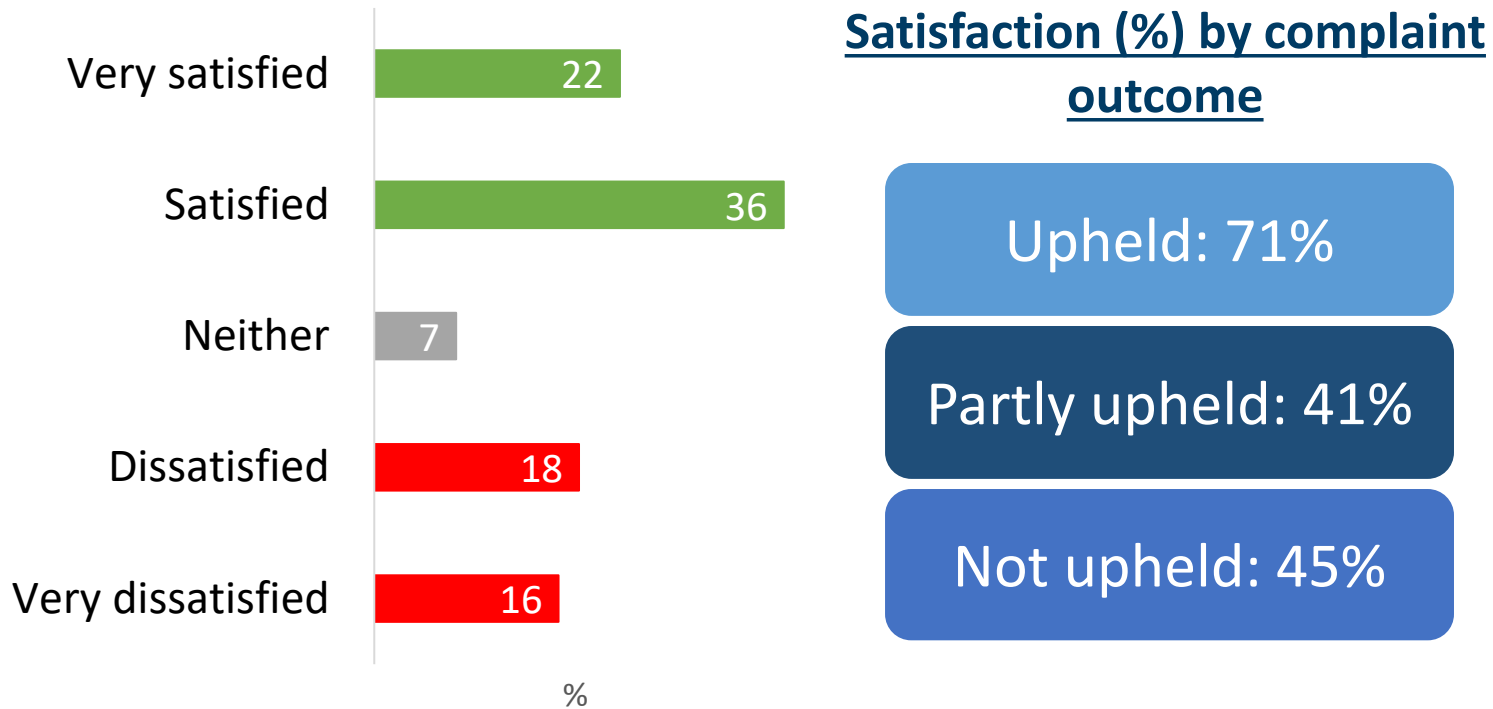
Took your complaint seriously

How satisfied or dissatisfied were you that... (We took your complaint seriously)



58%

Satisfied that we took your complaint seriously



58% of residents (or their advocates) expressed satisfaction that we took their complaint seriously.

Looking at satisfaction by the outcome of each respondents' complaint, we can see that 71% of those with an 'upheld' status are satisfied that their complaint was taken seriously, in comparison to 41% of those with a 'partly upheld' status and 45% with a 'not upheld' status.

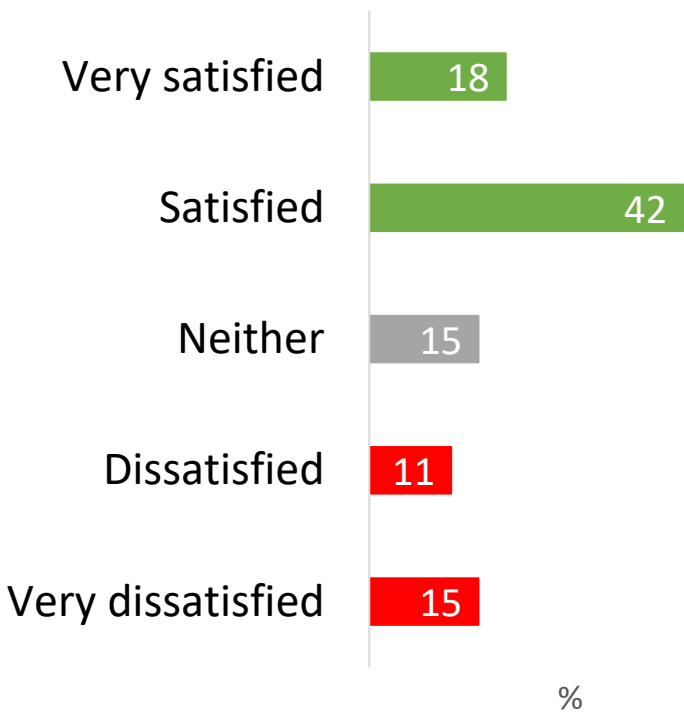
Kept in touch throughout

How satisfied or dissatisfied were you that... (We kept in touch with you throughout the process of handling your complaint)

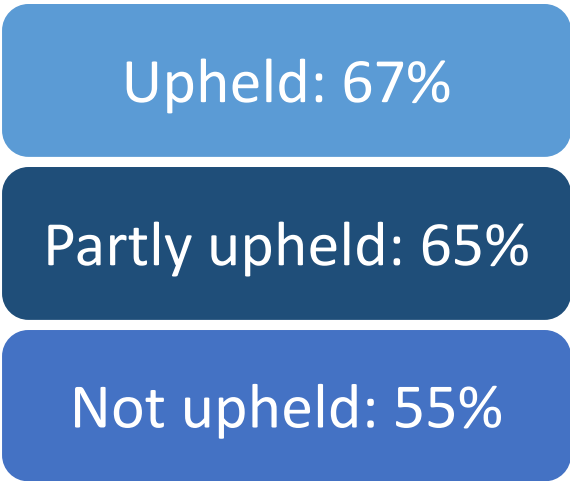


60%

Satisfied that we kept in touch throughout



Satisfaction (%) by complaint outcome



60% of residents (or their advocates) expressed satisfaction that Housing 21 kept in touch with them throughout the complaint handling process.

67% of those with an 'upheld' status, 65% of those with a 'partly upheld' status and 55% with a 'not upheld' status are satisfied that we kept in touch throughout the process.

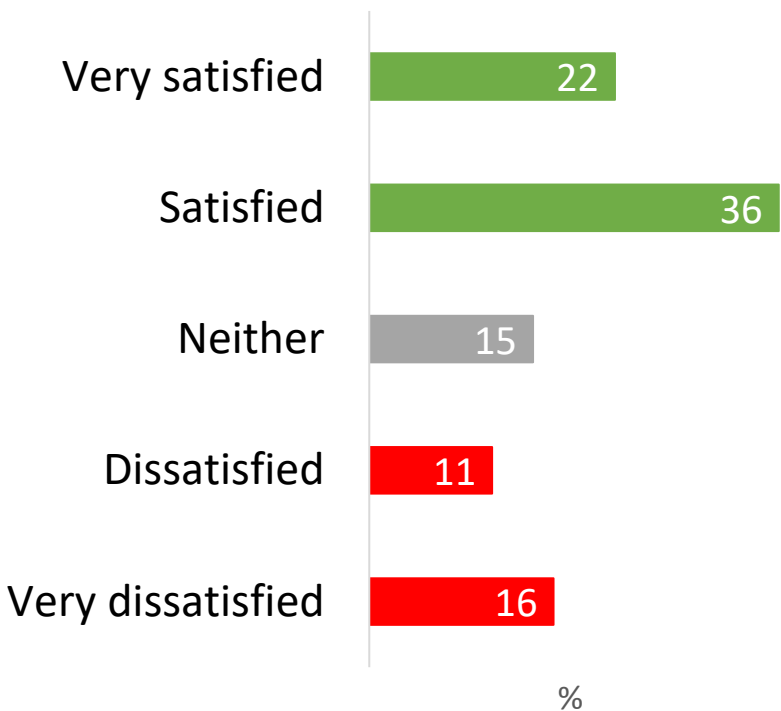
Response(s) had the right tone

How satisfied or dissatisfied were you that... (Our response(s) to your complaint had the right tone (i.e. respectful, not defensive, etc.))



58%

Satisfied our response(s) had the right tone



Satisfaction (%) by complaint outcome

Upheld: 63%

Partly upheld: 53%

Not upheld: 55%

58% of residents (or their advocates) felt 'satisfied' or 'very satisfied' that our response to their complaint had the right tone.

Looking at satisfaction by the outcome of each respondents' complaint, we can see that 63% of those with an 'upheld' status, 53% of those with a 'partly upheld' status and 55% with a 'not upheld' status are satisfied that our response had the right tone.

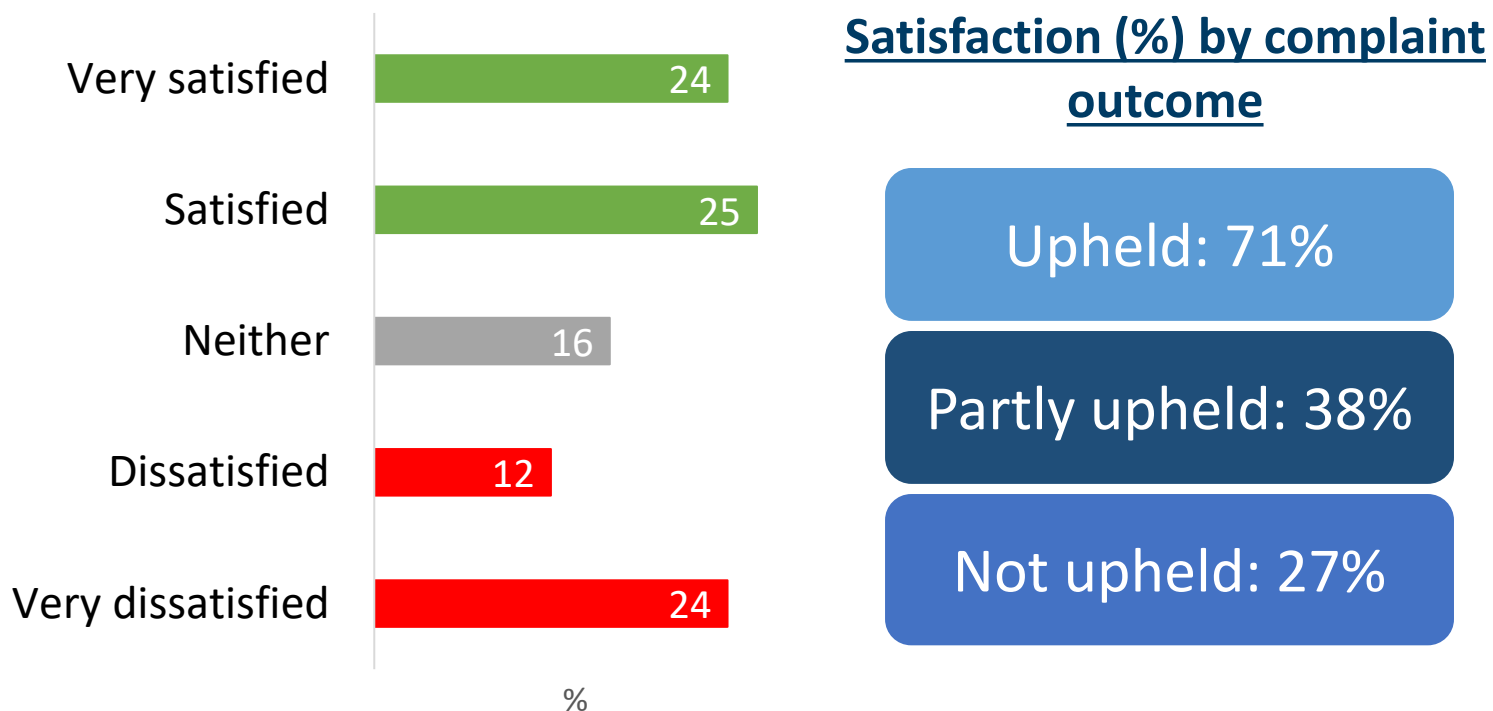
Taking vulnerabilities into account

If applicable, how satisfied or dissatisfied were you that Housing 21 took into account any vulnerabilities you may have while handling your complaint?



49%

Satisfied that we took into account any vulnerabilities



49% of residents (or their advocates) were 'satisfied' or 'very satisfied' that that Housing 21 took into account any vulnerabilities they may have while handling their complaint.

71% of those with an 'upheld' status, 38% of those with a 'partly upheld' status and 27% with a 'not upheld' status are satisfied that their vulnerabilities were taken into account.

Lessons to learn

What lesson(s) could Housing 21 learn regarding the issue your complaint was about?

Key Themes	No. of responses
Quicker and more efficient handling of complaints	13
More proactive and frequent communication	9
Listen to and believe residents	9
Housing 21 to be more accountable	6
Better resolution of issues	6
More considerate approach towards residents with vulnerabilities	5
More thorough investigation and validation of facts	5
Honesty and transparency	4
A fair and unbiased process	3
Empathy and understanding	3
Comply with policy (i.e. GDPR, Health & Safety)	3
Other	5

“The housing manager take the matters seriously and in a timely manner”

The most common themes from resident comments about **lessons** Housing 21 could learn regarding the issue their complaint was about was ‘quicker and more effective handling of complaints’, ‘more proactive and frequent communication’ and ‘listen to and believe residents’.

“To keep a check on complaints from residents and respond appropriately”

One thing to improve

Overall, what one thing would improve our complaints process?

Key Themes	No. of responses
Communication (quicker, more frequent, accessible)	10
Quicker and more efficient handling of complaints	7
Listen to and believe residents	5
Positive comment about complaints process	5
One point of contact	4
Training of staff / staff professionalism	4
More thorough investigation and validation of facts	3
Make it easier for residents to open a formal complaint	3
Housing 21 to be more accountable	2
Empathy and understanding	2
Honesty and transparency	2
A fair and unbiased process	2
Other	5

“An easily identifiable point of contact that all residents are aware of.”

The top themes from comments about what one thing would **improve the complaints process** were ‘communication (quicker, more frequent, accessible)’ and ‘quicker and more efficient handling of complaints’.

“Speed of dealing with complaint”

Additional comments

Do you have any further comments?

Key Themes	No. of responses
Unhappy with outcome, resolution or compensation	3
Training of staff / professionalism	3
Act more quickly	3
Positive comment about complaint process / outcome	3
Dishonesty / corruption	2
Residents should be treated fairly and without bias	2
Housing 21 to be more accountable	2
Happy with outcome of complaint	2
Validate information around arrears and finances	1
Improve tone of voice in response letter	1
Improve support for vulnerable residents	1
Treat complainants with respect and empathy	1
Disappointed with the conduct of Head Office	1
Other	2

"All staff should be trained in the process which you will hopefully improve."

Residents (or advocates) completing the survey were given the opportunity to provide any further comments they may have. The key themes from these comments are shown in the table.

"I wasn't entirely satisfied with the result of my complaint"

Final thoughts

Overall, satisfaction with Housing 21's complaints handling for those who made a complaint during the 2024-25 financial year is 44%. This score falls slightly below the 60% complaints handling TSM score from the 2024-25 residents' survey.

Satisfaction with Housing 21's overall complaints handling has increased generally increased quarter-by-quarter, with a total increase of 17% from Quarter 1 to Quarter 4. Looking at a year-by-year basis, satisfaction with overall handling of complaints has decreased by 4% from the previous year (44%, down from 48% in 2023-24).

This highest satisfaction score seen across all indicators in 2024-25 was for the statement 'we kept in touch with you throughout the process of handling your complaint' (60% satisfied).

Areas where high dissatisfaction was expressed include: the overall approach (42% dissatisfied), the process being neutral/unbiased (36% dissatisfied), taking complaints seriously (35% dissatisfied) and taking vulnerabilities into account (35% dissatisfied).

The most common themes from suggested lessons to be learned are 'quicker and more effective handling of complaints', 'more proactive and frequent communication' and 'listen to and believe residents'. Suggested areas for improvement from residents' comments are 'communication (quicker, more frequent, accessible)' and 'quicker and more efficient handling of complaints'.
