

# **Nehemiah Housing: Annual Complaint Performance and Service Improvement Report**



**April 2024 - March 2025**

# Executive Summary

REPORTING PERIOD  
APRIL 2024 – MARCH 2025

Nehemiah Housing is committed to listening, investigating, learning, and implementing any required changes to understand our tenants' needs and the services needed to deliver an exceptional level of tenant service. We work with tenants and aim to resolve concerns and complaints in an efficient and fair manner.

- In 2024/25, Nehemiah Housing Association
- received 44 complaints.
- A reduction of 24% complaints from 2023/24

The following was received from the Housing Ombudsman:

- **0** complaint handling failure orders
- **1** advisory
- **2** investigations.
- **0** maladministration

Nehemiah Housing is compliant with the Housing Ombudsman Complaints Handling Code.

## Annual Assessment

All landlords are required to conduct an annual assessment against the Housing Ombudsman Complaint Handling Code to understand their position against the code's expectations.

Nehemiah Housing completed the assessment in July 2025 and pledged to continuously refer to the code in the design of any complaint service improvements.

# About this Report

**REPORTING PERIOD**  
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This report provides an update on Nehemiah Housing's complaint handling performance over the last financial year and highlights the changes we have made as a result of the learnings from complaints.

Our purpose is to improve the lives of our tenants by providing safe, affordable homes and enhancing our communities. Complaints help us do this by providing a means of learning and allowing us to rectify issues fairly and reasonably for our tenants.

This report will cover:

- The executive summary
- Complaint handling performance summary
- Complaint handling performance details
- The main drivers of complaints received
- Satisfaction with our approach to handling complaints
- The learnings we have embedded from complaints over the past year
- The Service improvement plan for the coming financial year

# Member responsible for complaints (MRC) response to the report



**One of Nehemiah's primary objectives is to 'provide excellent tenant services with respect'.** However, we recognise that we don't always get it right.

As the MRC for Nehemiah Housing, reviewing information about how we are performing in our regular meetings (board & committee) which helps us to understand how we can improve our service.

During the year, I have overseen the review of the Complaints Policy and the self-assessment, our TSM performance against our peers and ensure that Nehemiah maintains a positive complaints management culture.

We are committed to listening to our tenants through their complaints and learning any lessons that can impact service improvement throughout the year. Through listening to our tenants, we have incorporated their feedback into our current corporate strategic plan.

As of 31 March 2025, we received 44 complaints, compared to 58 for the same period in 2024, equating to a 24% reduction. This represents 37 stage one complaints and 7 stage two complaints. We are pleased that our tenants have the confidence to report their concerns to us, enabling us to review and rectify the issues, and giving us the opportunity to improve our services.

For the year ending 31<sup>st</sup> March 2025, we engaged with our tenants in several ways to ensure continuous improvements of Nehemiah services and to hear their voices. This has been achieved through:

- Regular fortnightly complaint management review meetings with the leadership team and investigating officers, chaired by the Complaints Officer.
- Consultation on changes to the Complaints, Compliment and Comments policy.
- Regular toolbox talks regarding process and procedure changes within the complaint management process.
- Central logging for tracking of complaints.
- Extracting lessons learnt and, as a result, implementing service improvements.
- Regular monitoring of the contractor's performance and offering feedback where required.
- A transparent reporting in our tenant's annual report on our performance – Tenant Satisfaction Measures (TSM) results.
- Ensure new starters are inducted regarding complaint management.



# Complaint Handling Compliance Performance Summary

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We are members of the Housing Ombudsman Scheme, and we conduct annual self-assessments to ensure compliance with the Housing Ombudsman's Complaint Handling Code and to improve our services based on tenant feedback. From this self-assessment, for year ending 31st March 2025, Nehemiah Housing is compliant with the Housing Ombudsman Complaints Handling Code. [Learn more about the Housing Ombudsman Service on their website.](#) Below is a summary of how well we manage and learn from complaints and the learning outcomes identified as part of the process.

## Stage One Complaints

**In 2024/25, Nehemiah Housing received 44 stage one complaints.**

This represented a 24% reduction in stage one complaints from 58 in the 2023/24 period.

We closed 36 stage one complaints in 2024/25. With 1 further case open 84% responded within 10 working days.

## Stage Two Complaints

**Of the 44 stage one complaints received, 7 (15%) were escalated to stage two complaints.** This represented a 4% increase in stage two complaints from 6 in 2023/24.

We closed 6 stage two complaints during 2024/25. Of the 6 closed cases, 50% were responded to within 20 working days

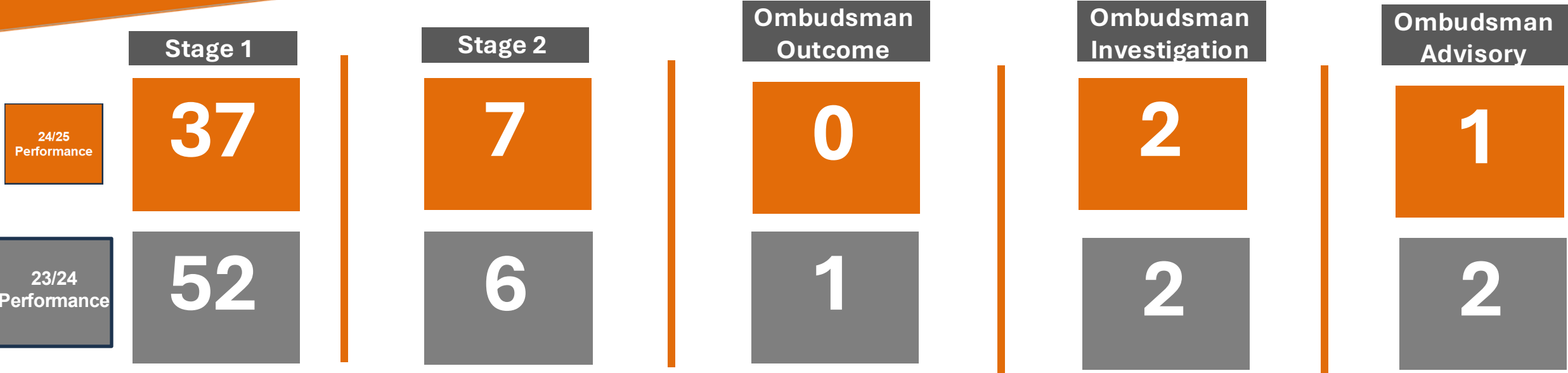
## We did not refuse to accept any complaints at either stage

### Reasons for the Reduction in Reported Complaints

- **Improved efficiency:** This is because of frequent complaint management meetings and follow-ups. Where complaints are discussed for swift resolution, making complaint handling more streamlined and effective.
- **Better resource allocation:** There are now designated officers and assistants responsible for monitoring complaints to ensure that they are dealt with promptly.
- **Increased tenant satisfaction:** Faster resolution times can lead to happier tenants as their issues are addressed more quickly.
- **More effective staff training:** Staff are becoming increasingly confident in handling complaints due to the appropriate training provided to both existing and new starters. Periodically delivering toolbox talks when there are any changes to legislation.

# Complaint Handling Performance Details

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# Drivers of Complaint Received

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## Top Drivers of Complaints

Stage 1	Total
Repairs & Maintenance	26
Staff & Tenant Service	11
<b>Total:</b>	<b>37</b>

Stage 2	Total
Repairs & Maintenance	3
Staff & Tenant Service	4
<b>Total:</b>	<b>7</b>

## Housing Ombudsman Enquiries

Ombudsman Case	
Enquiries	2
Advisory	1

### Key Trends

- **Delays in Repairs & Maintenance:** Due to the nature of complaints relating to repairs, it often takes longer to resolve because of third party involvement.
- **Damp & Mould:** Increase in the number of damp & mould cases reported and Nehemiah's response to government legislation.
- **Communication Issues:** Issues raised around communication with staff and contractors.
- **Contractor Performance Issues:** Dissatisfaction with contractor performance, including delays in attending appointments.
- **Compensation Requests:** Some tenants have requested compensation for damages caused by delay in resolving repairs or for the inconvenience.

**Responding to Complaint Trends:** Repairs were the most frequent source of complaints, followed by concerns about staff and tenant services. In response, we placed greater emphasis on improving communication with tenants and introduced regular fortnightly complaint review meetings, led by the Complaints Officer, involving the leadership team and investigating officers to enhance efficiency and accountability.

# Satisfaction with our Approach to Handling Complaint

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## Tenant Satisfaction Measures (TSM) Survey – Complaint Handling

M·E·L Research were commissioned to carry out a tenant satisfaction survey to gather feedback from tenants. The aim was to gain a better understanding of the levels of satisfaction tenants have with their homes and the associated services provided.

This was the fifth year of M·E·L undertook a tracker survey for Nehemiah. The survey had been following the HouseMark STAR survey guidance but new changes to the questionnaire were introduced from November 2022 to include the new Tenant Satisfaction Measures (TSM) released by the Regulator of Social Housing. The fieldwork was split over three periods: July 2024, November 2024 and March 2025.

All surveys were conducted by telephone whereby data from all three waves were combined for the analysis. Overall, 86 tenants responded to the complaint management question, equating to a 17% reduction from the previous year. We received 41% satisfaction regarding how they felt their complaints were handled, compared to 53% in the last financial year (2023/24). This performance is above HouseMarks median (benchmark group made up of 118 Housing Associations and 103 Local Authorities).

Measure	Lower quartile	Median	Upper quartile	Our score
TP09: Satisfaction with the landlord’s approach to handling complaints	26	33.8	40	41%



# Learning from Complaints & Ombudsman Cases

Complaints are an opportunity for us to put something right. They’re also a chance to learn. We regularly audit complaints to identify where we can learn lessons to improve. Here are some recent examples.

Lessons Learnt	What we Did
<p><b>The need to:</b></p> <ul style="list-style-type: none"><li>• <b>Improve communication</b> with tenants about repair scope and timelines.</li><li>• <b>Ensure all repair requests are logged and tracked accurately</b>, especially when multiple issues are reported.</li><li>• <b>Review and refine procedures</b> following inspections to identify inefficiencies.</li><li>• <b>Strengthen contractor accountability</b> through feedback and clearer expectations.</li><li>• <b>Enhance internal coordination</b> between the call centre and Property Services.</li><li>• <b>Consider goodwill gestures</b> where tenants experience significant inconvenience.</li></ul>	<ul style="list-style-type: none"><li>• <b>Shared learning</b> from past repair issues with Property Services and contractors.</li><li>• <b>Reviewed procedures</b> after inspections to identify and fix inefficiencies.</li><li>• <b>Improved contractor communication</b> with tenants about the scope of works.</li><li>• <b>Strengthened internal processes</b> to ensure repair requests are properly logged and communicated.</li><li>• <b>Reinforced thoroughness</b> in handling multiple repair requests.</li><li>• <b>Provided feedback</b> to contractors on tenant communication and set up mechanisms to prevent missed repairs.</li><li>• <b>Considered goodwill gestures</b> for tenants significantly inconvenienced by repair problems.</li></ul>

# Learning from Complaints & Ombudsman Cases

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Lessons Learnt	What we did
<ul style="list-style-type: none"><li>• <b>Inconsistent handling</b> of ASB complaints led to tenant dissatisfaction.</li><li>• Staff needed <b>better training</b> and <b>clearer guidance</b> on ASB procedures.</li><li>• <b>Timely responses</b> are critical to maintaining tenant trust.</li><li>• <b>Communication gaps</b>—especially around call handling—needed addressing.</li></ul>	<ul style="list-style-type: none"><li>• Delivered <b>ongoing training and briefings</b> for staff and contractors focused on ASB.</li><li>• <b>Revised ASB leaflets and internal paperwork</b> with tenant input to improve clarity and accessibility.</li><li>• Reinforced the importance of <b>prompt responses</b> to ASB complaints.</li><li>• Introduced <b>clearer communication protocols</b>, including exploring the legal and procedural aspects of <b>recording ASB-related calls</b>.</li></ul>

# Learning from Complaints & Ombudsman Cases

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Lesson Learnt	What did we do?
Establishing well-defined SLAs helps set clear expectations and improves service consistency.  Ongoing performance reviews create accountability and foster continuous improvement in contractor relationships.	Developed <b>clear Service Level Agreements (SLAs)</b> outlining deliverables, timelines, quality standards, and consequences for non-compliance (e.g., exclusion from future bids).
	Scheduled <b>regular performance review meetings</b> with contractors to assess their delivery against SLAs, address issues, and provide constructive feedback.
Lesson Learnt	What did we do?
Complaint to be responded to with set timescales	<b>We have implemented a robust CRM System (Blazor) and a Case Management Tracker:</b> Ensured all complaints and issues were logged, assigned, and tracked with clear ownership and status updates.
	<b>Reminders and Alerts:</b> Set up system alerts for pending issues, upcoming deadlines, and cases requiring follow-up.

# Service Improvement Plan – Looking Ahead

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We have a service improvement plan that will provide us with insights into complaints management and performance, enabling us to identify areas for improvement and stay on track.

Our service improvement plan is monitored, and we report on it quarterly to the Operations Committee and the tenants' Complaint Lead. This is what we are focusing on in 2025/2026.

## Reviewing Tenant Experience

### What are we going to do?

To foster a more proactive, tenant-centered approach, and collaborative culture around complaint resolution within Nehemiah Housing Association.

### How are we going to do it? We will:

- Ask our internal officers to complete an audit of our complaints
- Ask our Scrutiny Panel to complete an in-depth review of how we handle complaints, if the process is accessible and easy to use and if the quality of complaint responses is appropriate and proportionate
- Adopt a more focused approach in analysing trends to ensure we focus on the right things to avoid repeat complaints
- Identify barriers tenants face when accessing our services based on the collected feedback.

## Positive Complaints and Learning Culture

### What are we going to do?

Gain detailed feedback on tenants' experiences with our services. Using various channels.

### How are we going to do it? We will:

- Ensure all new starters have in-depth complaint and tenant service training as part of their induction.
- Continue to discuss complaints at team meetings, provide feedback, learning, and make service improvements
- Celebrate success and positive outcomes from complaints where we have made changes that improve the service to our tenants
- Discuss complaint management within staff supervision meetings to discuss performance and expectations
- Communicate clear role responsibilities to all team members in relation to complaints handling.

# Service Improvement Plan – Looking Ahead

REPORTING PERIOD  
APRIL 2024 – MARCH 2025

## Improved Communications with Tenants

### What are we going to do?

- Improving Communication with our Tenants.

### How are we going to do it? We will:

- Actively promote complaints and how our tenants can complain through social media and our newsletters
- Post leaflets on complaints in all our independent living schemes, so tenants have access to an easy-to-understand process
- **Tenant Portal/App:** Develop an online portal or mobile app that allows tenants to log issues, track process in relation to repairs, receive updates, access FAQs, and view important notices.
- **Explore the possibility of Proactive SMS/Email Updates:** Send automated or manual updates to tenants regarding the status of their reported issues, scheduled appointments, and any delays.
- **Explore Dedicated Tenant Hotline/Email Address:** Ensure easy access to a direct contact for inquiries and issues on a local level

## Improve Online Experience

### What are we going to do?

- Make the online complaints section more intuitive and user-friendly.

### How are we going to do it? We will:

- **Utilise feedback** gathered from the Scrutiny Panel regarding user experience.
- **Review the complaints section on the website** based on this feedback to enhance user-friendliness.
- **"You Said, We Did" initiatives:** Publicly communicate how tenant feedback has led to specific service improvements to demonstrate that their input is valued.
- **Tenant forums/meetings:** Organise regular opportunities for tenants to provide feedback, raise concerns, and engage directly with management.

# Service Improvement Plan – Looking Ahead

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## Raise Awareness and Encourage Participation

### What are we going to do?

- Inform tenants about the complaints process and how their input drives change.

### How are we going to do it? We will:

- **Launch a marketing campaign** promoting the Scrutiny Panel/Complaints Working Group. The campaign will highlight how the complaints process works and how tenant feedback directly influences service delivery improvements.
- **Create a dedicated feedback loop** for tenants to share their experiences directly with the Scrutiny Panel for ongoing review and consideration.

## Improving Contractor Performance

### What are we going to do?

- Inform tenants about the complaints process and how their input drives change.

### How are we going to do it? We will:

- **Develop clearer Service Level Agreements (SLAs) around Complaints Handling:** Defined specific deliverables, timelines, quality standards.
- **Continue regular performance reviews:** Schedule periodic meetings with contractors to review their performance against SLAs, discuss issues, and provide feedback.
- **Implement a contractor rating system:** Allow tenants or internal staff to rate contractor performance, providing real-time feedback for future selection.
- **On-site quality inspections:** Conduct unannounced or scheduled inspections of contractor work to ensure quality and adherence to specifications.
- Review communication channels with Contractor.

# Service Improvement Plan – Looking Ahead

REPORTING PERIOD  
APRIL 2024 – MARCH 2025

## Proactive Issue Tracking and Follow

### What are we going to do?

- Implement a proactive approach when dealing with issues

### How are we going to do it? We will:

- **Continue with automated reminders and alerts:** Set up system alerts for pending issues, upcoming deadlines, and cases requiring follow-up.
- **Regular reviews:** Periodically review reports of issues by age to identify and prioritise those that are becoming long-standing.

## Enhanced Staff Training

### What are we going to do?

- Equip call centre staff with the skills to handle complaints effectively.

### How are we going to do it? We will:

- Provide regular training material designed for call centre staff
- The training will focus on assisting tenants in line with the complaint policy
- **Provide adequate training and resources:** Ensure staff has the necessary skills, knowledge, and tools to address common issues efficiently.