

Plus Dane Housing

Complaints: Annual Report

2024/25



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*Our Customer Assurance Panel
discussing challenges and progress*

Introduction

Welcome to our Annual Complaints Performance and Service Improvement Report for 2024/25. The report is an annual requirement put in place by the Housing Ombudsman Service to support performance and service improvement. On 1 April 2024, the new Complaint Handling Code for social landlords came into effect, making it a legal obligation to comply. You can read more about this directly from the Housing Ombudsman Service website at www.housing-ombudsman.org.uk.

We know that things can go wrong and when they do we want you to tell us so that we can put things right. Complaints provide us with a firsthand account of your views and experiences and highlight problems we may otherwise be unaware of.

This report tells you about the complaints we received between the 1 April 2024 and 31 March 2025, how we have used what you told us to improve the way we do things and includes:

- Plus Dane's annual self-assessment against this Code
- Our complaint handling performance
- Information about investigations by the Housing Ombudsman Service
- Actions we have taken to improve the way in which we deliver services and handle complaints



Board's Reflection

Plus Dane's self-assessment against the Complaint Handling Code has been scrutinised by our Purpose Committee and presented to Board alongside the annual complaint performance report. This performance report details service improvement actions taken throughout the year, alongside opportunities to be explored for improving consistency of complaint handling and mitigating potential risks.

In order to deliver our key objectives, as a Board, it is important for us to receive information about the services and experiences we are delivering. Hearing directly from customers and colleagues is critical to our understanding. We receive regular performance information, assessed against key performance indicators, and we hear directly from the Customer Assurance Panel who form an integral part of our governance structure. We were pleased to welcome a new Board member with lived experience of being a Plus Dane customer and we take other opportunities to hear from customers and colleagues directly.

We recognise the improvements delivered this year in our complaint handling performance, driven by our transition to a central led team following successful completion of a task force in 2023 commissioned by our Chief Executive and supported by Board. This has enabled increased Board oversight of key processes and outcomes, including our approach to Housing Ombudsman returns and our performance reporting is starting to highlight improvements in the service we provide when handling and resolving complaints and we look forward to seeing this continue over the next year as we start to embed new approaches across our wider service delivery.

We are aware that this transition period has not been without its challenges, and our Member Responsible for Complaints has taken an active role in holding Plus Dane to account for its performance. The member has requested updates relating to specific cases, dissatisfaction they have been made aware of and scrutinised the quarterly reports presented to Purpose Committee. They have challenged the management team to provide further information within the annual review, such as a deeper dive into how we use our equality diversity and inclusion data to analyse not only complaints performance, but also overall service delivery for customers. This allows us as a Board to see evidence of the positive impact the member's role is having in ensuring we take appropriate learnings from our complaint handling.

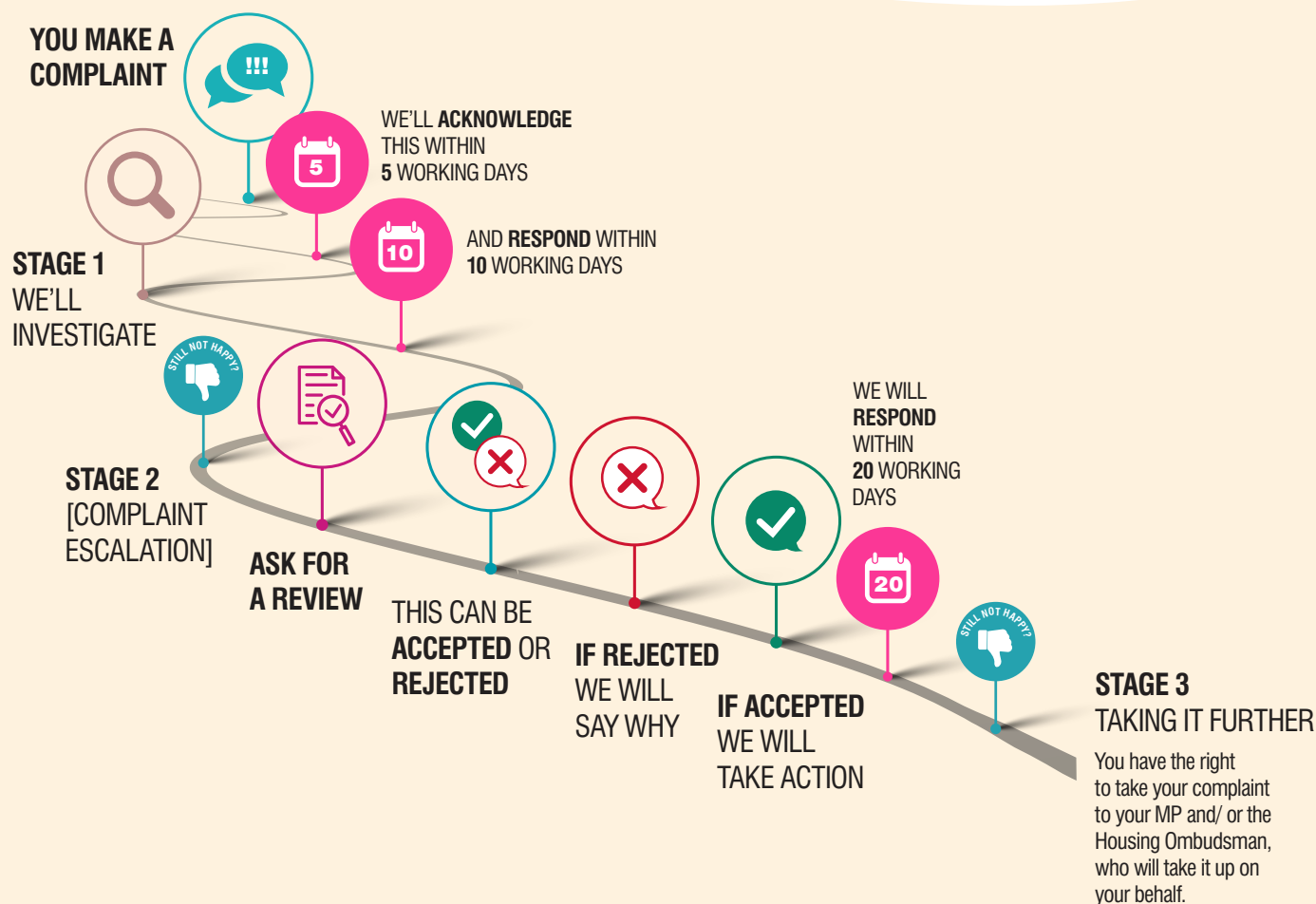
We are assured that the self-assessment is a true reflection of complaint handling across the year and welcome the transparency of the information shared.

Our strategic project portfolio continues to be influenced by complaints and customer feedback, such as the appointing of a new software provider to support our repairs and maintenance service through our Homes project and the work completed to bring the communal cleaning service in house to improve quality and overall customer experiences.

Our Complaints Process

We know that sometimes, despite our best efforts, we don't always get things right. When this happens, we want to make it as easy as possible for customers to tell us. By hearing about problems early, we have a better chance of putting things right quickly, learning from what went wrong, and improving our services for the future.

That's why we encourage customers to get in touch as soon as an issue arises. Our complaints procedure is designed to handle concerns promptly and fairly, making sure every complaint is taken seriously and responded to appropriately. Here's how it works:



Performance Overview

Total complaints received

Stage 1

1169

+366
from 23/24

Stage 2

191



Complaints responded to within timescale

Stage 1

82.9%

Stage 2

83.1%



Complaints requiring an extension

Stage 1

38%

Stage 2

67%



Complaints upheld

Stage 1

79.2%

Stage 2

80.6%



Complaints per 1000 properties

Stage 1

84.5

Stage 2

15.1



Note: This performance data includes all complaints and may differ from Tenant Satisfaction Measures (TSMs), which are based on specific tenure types only. Some out-of-target cases are due to late acknowledgment, even when the response was on time.

Rejections

Three complaints were formally rejected within the year as the issue related to an exclusion listed within our policy. These were:

Rejection Reason	Number
Complaint is about a service not provided by or on behalf of Plus Dane	2
An initial request for a service and there has been no service failure	1

Top 5 complaint categories

Business Area	Number
Repairs and Maintenance (including gas and electrical)	747
Neighbourhoods	84
Planned Maintenance and Asset Management	73
Environmental Services	54
Compliance	36

Key themes

Complaints are categorised against a high-level theme. Poor service delivery generated 61% of complaints, with property condition generating 8% of complaints. 'Service Delivery' comprises of several subcategories, with timeliness and communication identified as key drivers of these complaints, along with references to repeat visits being required to fully resolve issues and not taking sufficient care of the rest of the home when completing a repair.

Our transactional survey feedback, which is sent to customers immediately following our response to their complaint, aligns with the complaint themes. The surveys consistently report positive feedback for colleague attitude and behaviour, with the negative feedback relating to issues with processes or procedures leading to poor service.

High Level Category	Number	% of Overall
Service Delivery	732	54%
Other	149	11%
Property Condition	132	10%
Quality of Repair	92	7%
Policy and Process	90	7%
Communication	89	7%
Staff Attitude/ Behaviour	55	4%
Admin / System error	21	2%
Total	1360	100%

Housing Ombudsman

There were 13 cases escalated to the Housing Ombudsman Service this year. We were 100% compliant with all orders.

The table below presents landlord findings categorised by type, for cases determined between April 2024 and March 2025:

Category	Maladministration	Service failure	Redress	No Maladministration	Total
Complaints Handling	1	1	0	0	2
Health and Safety (inc. building safety)	0	0	2	0	2
Property Condition	0	0	1	1	2
Charges	0	0	0	1	1
Moving to a Property	0	1	0	0	1
Total	1	2	3	2	8

To view the Housing Ombudsman Service's latest performance report, please [click here](#).



Learnings & Improvements

As part of our commitment to improving customer experience and service delivery, we have implemented a number of key changes. These include:

- Centralising complaints for a consistent and specialist customer process
- Review of the complaint handling procedure
- Mandatory equality diversity and inclusion training for all colleagues
- Commissioning of a Damp and Mould task force to strengthen our damp and mould protocol and response to customers
- Improvements to diary management to allow more repair appointments to be scheduled at first point of contact by our Customer Access Team

Acting on Customer Feedback

We've listened to customer feedback and taken action to address common complaints. The table below shows what the main issues were, what we did in response, and the difference it's made.

Complaint Theme	Action taken	Impact
Lack of communication around appointments for responsive repairs	Improved diary slot release to allow more appointments to be confirmed at first contact.	First-contact booking rate increased from 10% to 60% by January 2025
Unclear repair responsibilities	Customer consultation to update Repairs Policy, publish new online guidance, and train contact centre colleagues.	Improved transparency; CAT now triages repairs more effectively
Grounds maintenance - value for money	Pre-season communications outlining details of service delivered.	Customers better able to hold us to account.
Communal cleaning - cost and quality	Service review and business case approved to bring cleaning in-house from April 2025.	Major change welcomed by customers who feel heard.
Service charge cost increases	In-person sessions to explain charges; utility savings negotiated to reduce costs.	Positive feedback; most schemes saw reduced service charges in 2024/25.

Recent improvements (since April 2025)

We've made some changes to make sure complaints are handled more smoothly:

- Improved repair tracking – Repairs that come from a complaint are easier for us to spot and manage.
- Better follow-up – Any actions we agree as part of the complaint resolution are now logged and tracked in our system, so we can check they're completed and nothing is missed.

Customer Satisfaction

Satisfaction with complaint handling (reported via transactional surveys) has increased from 33% across 2023/24 to 41%. This demonstrates that service improvements in this area are having a positive impact on customer experience when raising a complaint.

““

The Complaint Resolution Officer was very polite, sympathetic and understanding, you could tell he wanted to sort the issues very quickly which he has done.

““

My frustration and disappointment were taken into account over the lack of planning and the time the repairs have taken.

““

Gentleman, I spoke to was an absolute star. Made me feel my concerns were actually listened to.

““

The representative was efficient and explained the procedure clearly. I was happy with the outcome.

““

Although my complaint took a while to be addressed, the service I got from the Complaint Resolution Officer was excellent.

She was lovely to deal with, professional and I had faith in her ability to get to the bottom of what had gone wrong.

Thank you.

““

Had to wait a long time for people to contact me.

““

It took a long time for anyone to respond, and I had to chase it up.

Self-Assessment

We have recently completed a self-assessment of the Housing Ombudsman Complaint Handling Code. This helps us ensure our complaint handling remains in line with best practice and the Ombudsman's expectations.

To view our completed self-assessment, please [click here](#).



Online



plusdane.co.uk

Portal



[My Account](#)

Live Chat



customer@plusdane.co.uk

Email



WhatsApp



[0151 351 4747](https://wa.me/01513514747)

Face to Face



Phone



[0800 169 2988](tel:08001692988)