



Our Complaints Performance 2024-25



Halton
Housing



Introduction

Our purpose at Halton Housing is to improve people's lives, by providing homes that are safe and well-maintained and by providing excellent services. It is important that we understand how we are performing, that we share performance information with our customers, and that we act to continually improve our services.

The number of complaints that we receive is a good indicator of how well our services are performing from a customer's point of view. They provide us with opportunities to understand what has gone wrong and to act quickly to put things right and to learn from complaints to improve our services in the future.

Our complaints process is governed by the Housing Ombudsman Complaint Handling Code.

More information on our complaints process and the role of the Housing Ombudsman and the Complaint Handling Code is available on our website: [Complaints and Feedback | Halton Housing](#).

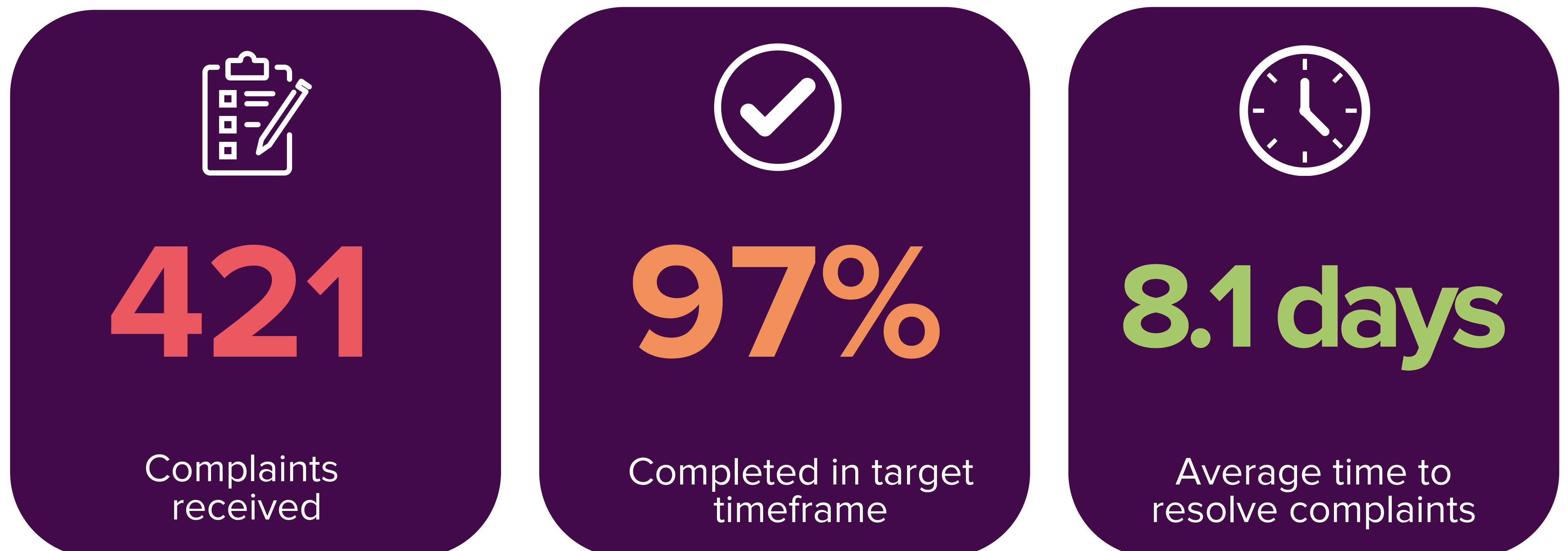
Each year we assess our compliance against the requirements of the Complaint Handling Code, we share this assessment with our Board and Customer Forum and publish a copy of our self-assessment [here](#).



Our Performance

Below is our complaints performance for April 2024 – March 2025, along with key themes and actions that we have taken, or are taking as a result, to improve our services.

Stage One Complaints



We received 421 complaints compared to 333 in 23/24.

Our target time frame for responding to stage one complaints is within 10 days, achieving a 97% response rate compared to 96% in 23/24.

Our average days to resolve a stage one complaint was 8.1 days compared to 9.3 days in 23/24.

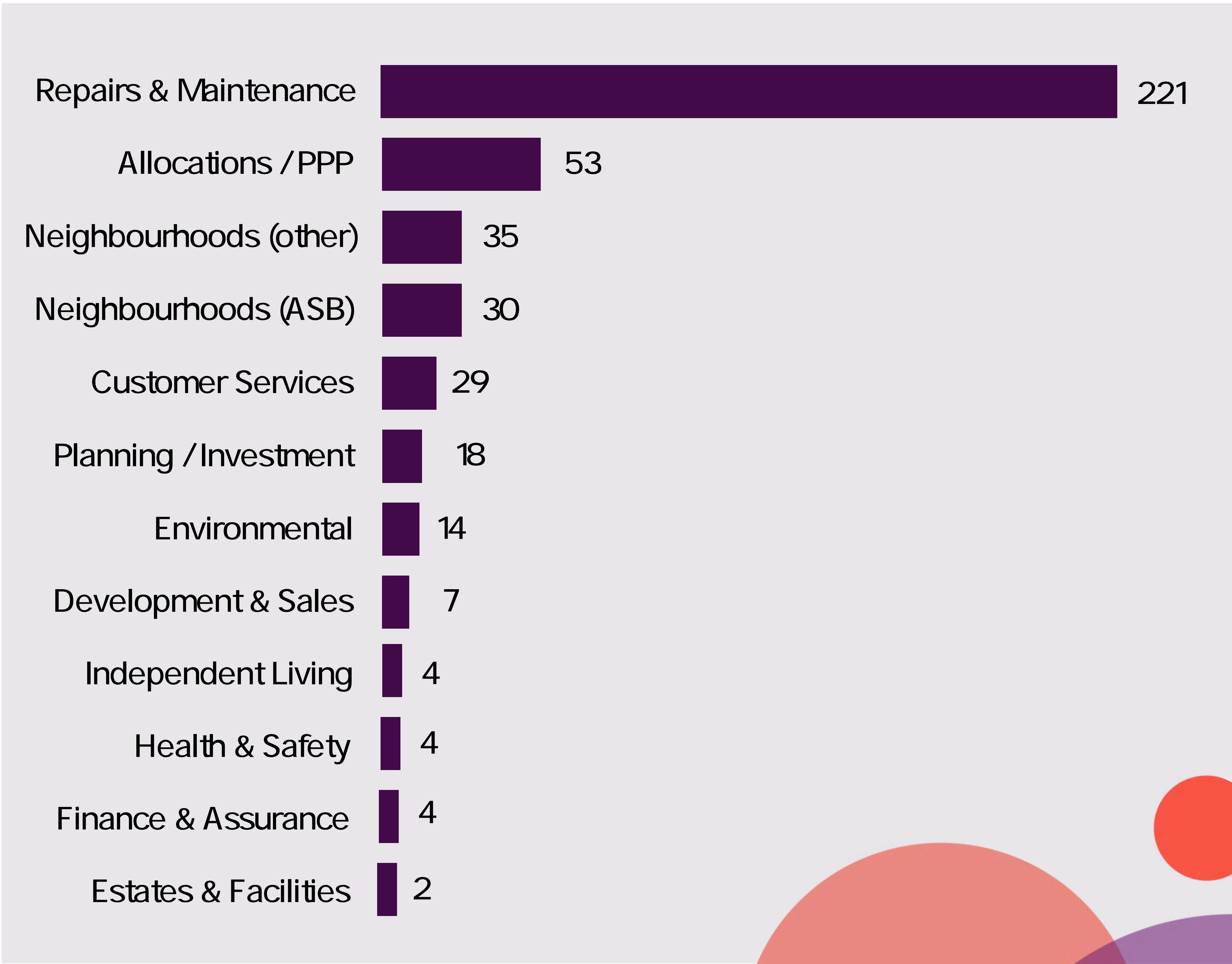
Reasons for complaints

Last year, 53% of all complaints we received were related to repairs, a key service we provide. We completed 29,000 repairs last year, a total of 221 complaints related to repairs. Customer feedback indicates that the quality of our repair services significantly impacts overall satisfaction with us as a landlord.

Common reasons for repair complaints include the quality of the repair, the time taken to complete it, and instances where repairs were not completed in a single visit.

The chart below shows the reasons / business area for Stage One complaints in 24/25.

Complaint by Business Area: April 2024 - March 2025



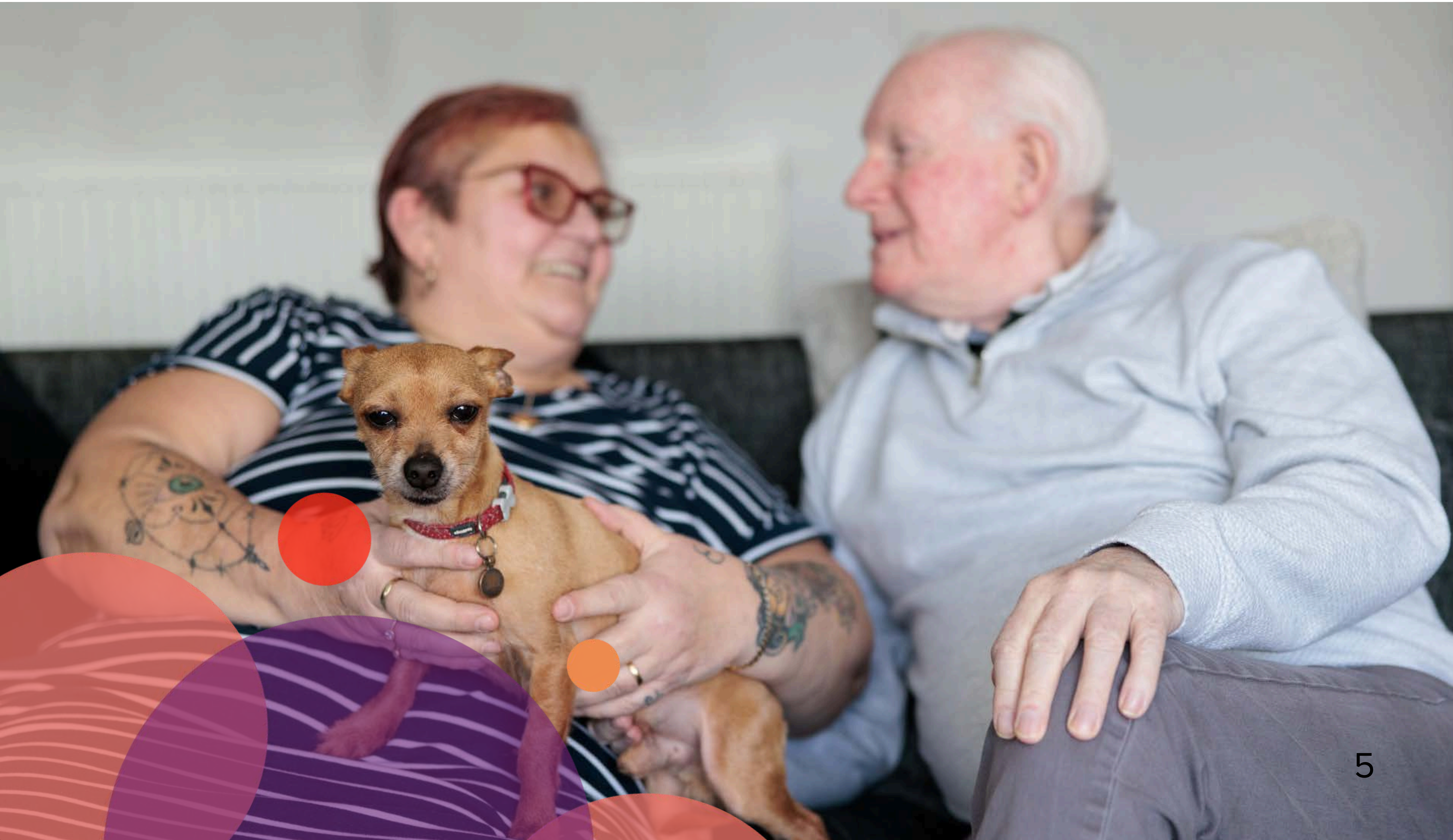
Stage Two Complaints



We received 66 complaint escalations to stage two, compared to 61 in 23/24.

Our target time frame for responding to stage two complaints is within 20 days, achieving a 94% response rate compared to 92% in 23/24.

Our average days to resolve a stage two complaint was 16.3 days, compared with 19 days in 23/24.



Housing Ombudsman Cases and Outcomes

After the stage two of our complaints process has been concluded, if customers remain unhappy with our response, they can escalate their complaint to the Housing Ombudsman. More information on the Housing Ombudsman and how to escalate a complaint can be found [here](#).

Last year the Housing Ombudsman accepted eight cases for investigation from Halton Housing customers Those investigations have been concluded with the outcomes and compensation awarded below.

More detailed guidance on the possible outcomes following a Housing Ombudsman complaint can be found [here](#).

Category		Q1	Q2	Q3	Q4
Number of complaints cases determined within the quarter		0	2	4	2
Complaints resolved with intervention					
Complaints with determinations		0	2	4	2
Determinations	Service Failure		1	2	
	Maladministration		4	2	5
	Severe Maladministration			1	
	Total determinations		5	5	5
Compensation	Amount awarded by Ombudsman	£0	£950	£1150	£1,175

**Please note that the Housing Ombudsman can make more than one determination on each case. This is why our total number of determinations is greater than the number of cases within the quarter.



Complaints Outcomes

When we investigate a complaint and find that we have failed to deliver the expected standard of service, the complaint will be upheld. If there is no service failure, we will explain in our response that the case has not been upheld. Our response letter will clearly outline the reasons for our decision.

These are the outcomes of the complaints that we investigated last year.

Complaint outcomes	Upheld	Not upheld
Stage 1	55%	45%
Stage 2	51%	49%



Satisfaction with Complaints

Tenant Satisfaction Measures (TSMs) were introduced by the Regulator of Social Housing in April 2023 for all social housing providers. There are 22 measures covering areas like repairs, safety and complaints. One of the questions in the survey is “How satisfied are you with Halton Housing’s approach to complaints?”

You can find out more information about what TSMs are, why we collect them and our results [here](#)

Our TSM survey results for April 2024 to March 2025 show the following results related to complaints:



The key reasons for dissatisfaction with complaints are:

- Customers sometimes feel their complaints are not taken seriously
- Customers sometimes feel they are not kept fully updated
- Some customers feel it can take too long to fully resolve their complaint and/or complete actions that we have agreed as a result of the complaint

Learning from Complaints

After investigating and closing a complaint, we log opportunities for improvement in our Customer Relationship Management (CRM) system to enhance our service.

Last year, the key areas for improvement identified were:

- Listening to and acting on complaints.
- Reducing the time taken to resolve complaints and ensuring actions are completed.
- Enhancing communication, service quality, and internal processes.
- Improving wait times and the quality of the repairs service.
- Keeping customers updated on the progress of their complaints and repairs

Service Improvements

To improve our services based on complaints and customer feedback, we have taken or are working on the following improvement actions:



Customer Support Hub: A new centralised team that has been created to enhance the repairs service by reducing waiting times, scheduling repairs to be completed correctly the first time, and improving communication with customers.



Planning Systems Review: Initiated to increase the percentage of repairs delivered within the target timeframe and best possible appointment times and repair status updates to customers.



Centralised Customer Resolutions Team: A new centralised team that has been established to handle all complaints, Housing Ombudsman cases, and housing disrepair cases. This helps to provide a more consistent and efficient approach to how we respond to any complaints we receive.



Complaints Framework: Analysing how we log and capture the learning from complaints, customer feedback surveys, and Housing Ombudsman cases through a new 'Listen, Learn, Act framework'.

Our Key Areas of Focus for April 2025 - March 2026

We have recently published 'Our Future Focus: 2025-28' - our three year corporate plan. The five priorities of the plan are Quality Homes, Excellent Services, Thriving Communities, Great People and Strong Business. This emphasis on providing quality homes and delivering excellent services aims to continually improve customer satisfaction.



To make our repairs service more efficient, we are focusing on:

- Further reducing the time customer have to wait to have their repair completed.
- Enhancing the quality of final repairs and completing in one visit
- Review and improve our approach to responding to damp and mould requests.
- Introducing a quality framework for repairs.
- Implementing a new IT system for managing repairs and compliance.

We will:

- Aim to ensure all our customers feel listened to and understood.
- Follow up on all expressions of dissatisfaction and improve how we apply our learning from complaints.
- Clearly communicate our responsibilities and those of our customers through a new and engaged "Halton Housing Deal".



Complaints Performance Scrutiny and Oversight

We measure complaints performance monthly and report quarterly to our Customer Forum and Board. Along with performance data, we explain the factors driving performance and any actions taken or planned for improvement.

Our website is updated quarterly with the latest complaints performance information, key learnings from complaints, and actions taken as a result.

This annual performance report has been shared with both our Customer Forum and the Board, prior to being published on our website.

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The Customer Forum understands that Halton Housing must be compliant with the Housing Ombudsman Complaints Handling Code, and we are pleased to see improved performance overall in the 24/25 Annual Complaint Performance Report.

We have received regular and accurate complaints updates from Halton Housing and the Customer Forum have feedback real life experiences of customer interaction with Halton Housing staff and contractors. We are committed to help Halton Housing understand complaints from the customers perspective.

The Customer Forum will continue to support Halton Housing where it is highlighted improvement is needed, and we will provide constructive feedback and challenge when required.

Lisa Cogley - Chair of Customer Forum

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The Halton Housing Board remains committed to delivering excellent customer service at every stage of the customer journey. Our 'Future Focus' plan for 2025-2027, shaped by customer input, places customers at the heart of our work—especially in delivering quality homes and services.

Customer feedback is essential to understanding performance, identifying areas for improvement, and guiding decisions. It has already led to staff training, process upgrades, and tech enhancements, particularly in speeding up repairs. While progress has been made, we recognise there's more to do. The Board values transparent feedback through the complaints process and is committed to making it easy for customers to engage and be heard.

Our Annual Complaints Performance and Service Improvement Report confirms compliance with the Housing Ombudsman's Code and highlights our ongoing focus on timely, effective complaint resolution. Continuous improvement—especially in repairs—remains a top priority, with the Board actively monitoring progress and supporting staff to deliver better outcomes.

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Annual Complaints Performance Report

2024-25



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