

Annual Complaints Performance and Service Improvement Report 2024-2025

We believe that every relationship matters, choices can make a difference and we can change things for the better.

1 Purpose

- 1.1 To provide customers and the Housing Ombudsman Service assurance that we have analysed our complaints service and included any service improvements as a result of feedback from customers.

At Thirteen, we value feedback from all of our customers, as it helps us identify areas where our services can be improved.

Annually, we carry out a self-assessment of our complaints handling against the Housing Ombudsman Complaint Handling Code (CHC) to ensure compliance, and to drive continuous improvement. **You can view our self-assessment on our website.**

To make a complaint or share concerns, our customers can contact us via our website, email, phone, in person, or through our social media channels. For more information about making a complaint to Thirteen please visit our website www.thirteengroup.co.uk/complimentsandcomplaints.

This report has been published to provide an overview of Thirteen's complaints performance and the service improvements we have made in the year 24/25.

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2.1 Self Assessment

We completed our self-assessment during March 2025 against the Complaint Handling Code as outlined by the Housing Ombudsman. The new Code has been developed following consultation with more than 600 individuals and landlords nationally. The new code is aligned with the Local Government and Social Care Ombudsman Act (LGSCO) and follows the Social Housing

(Regulation) Act in an effort to provide a single set of standards for complaints procedures. The Code aims to achieve earlier resolution of complaints directly by the landlord. Our assessment ensures that our complaint handling policy and process remains fully aligned with the provisions set out in the Code. Reviewed with customers, colleagues and Member Responsible for Complaints on 14 April 2025.

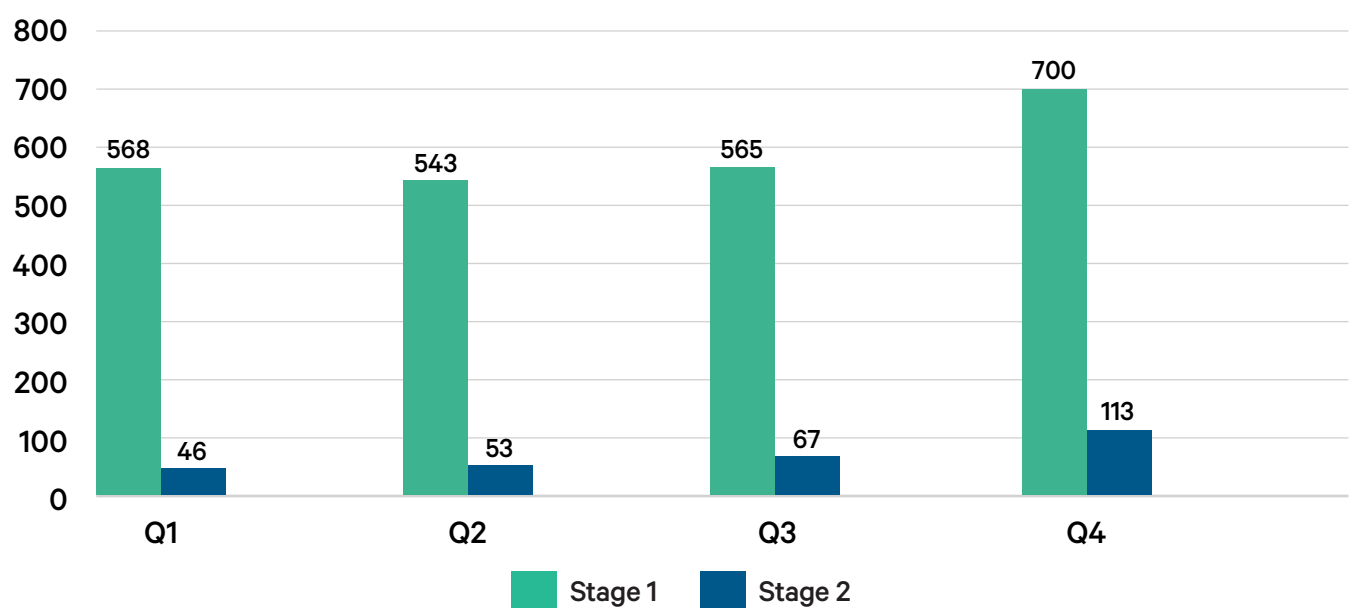
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3 2024/25 Volumes

- 3.1 Thirteen carry out an analysis of complaints every month with this information being shared to our Leadership Team, Service Directors and Heads of Service. This information is also shared and scrutinised quarterly with our involved customer group, Member Responsible for Complaints, Chair of Thirteen Board, and Customer Committee so that all stakeholders are kept informed of complaints performance, as well as any trends and learning. As part of our commitment and drive to improve continuously, we also have introduced separate meetings with our Board Chair and Chair of the Customer Committee to keep the voice of the customer at the forefront of all our discussions and decisions.
- 3.2 We have monitored our performance over the last financial year 1 April 2024 to 31 March 2025. The following details relate to this time period. The table below shows the volume of complaints handled and our performance against the timescales for closing complaints.

	Stage 1	Stage 2
Total number of complaints received (including low level claims)	2376	279
% of complaints closed within timescale (5 working days for S1 and 10 working days for S2)	98.3%	99%
Average time to respond (in working days)	4.88 days	9.66

Complaints by Quarter



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Quarterly comparison vs 2023/24

	Q1	Q2	Q3	Q4
Stage 1	+270	+186	+126	+160
Stage 2	+24	+29	+23	+42

Complaints by Outcome

	24/25	23/24
Stage 1 - Not upheld (No fault or evidence found)	57.8%	60%
Stage 1 - Partially upheld (We are still learning from these)	13.8%	17%
Stage 1 – Upheld (We got it wrong)	28.4%	23%
Stage 2 – Not upheld (No fault or evidence found)	62.0%	66.67%
Stage 2 – Partially upheld (We are still learning from these)	14.8%	17.95%
Stage 2 – Upheld (We got it wrong)	23.2%	15.38%

	Complaints awarded compensation	% of total complaints
Stage 1	561	23.6%
Stage 2	80	28.7%

The tables above illustrate the trend of the 2376 complaints handled during 24-25. Stage 1 complaints increased by **742 (31%)** on prior year with Stage 2 complaints increasing by **118 (42%)**. We saw an increase across each quarter, but notably in quarter 4. Complaints as a percentage of stock increased steadily this year, reaching **6.6% in 24/25**.

We handled 89% of complaints at stage 1 only. In quarter 4 the increase was mainly stage 1, regarding timescales to respond to a service request.

This year 12% of complaints progressed to stage 2. This equates to an increase of 42% of complaints progressing to stage 2 compared to the previous year. The proportion of complaints progressing to stage 2 increased to 279 (12%).

Complaints handled

2376

Stage 1 complaints increased by

31%

Stage 2 complaints increased by

42%

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Our Complaints, Compliments and Suggestions Policy, outlines matters we may refuse to hear as a complaint. We had one complaint that we refused to escalate to a Stage 2 because the customer was unhappy we had not compensated him for his loss of earnings, however he was satisfied with the outcome and learnings of the complaint. We refused to escalate this as this decision was reached in adherence with our compensation policy where we do not compensate customers for a loss of earnings.

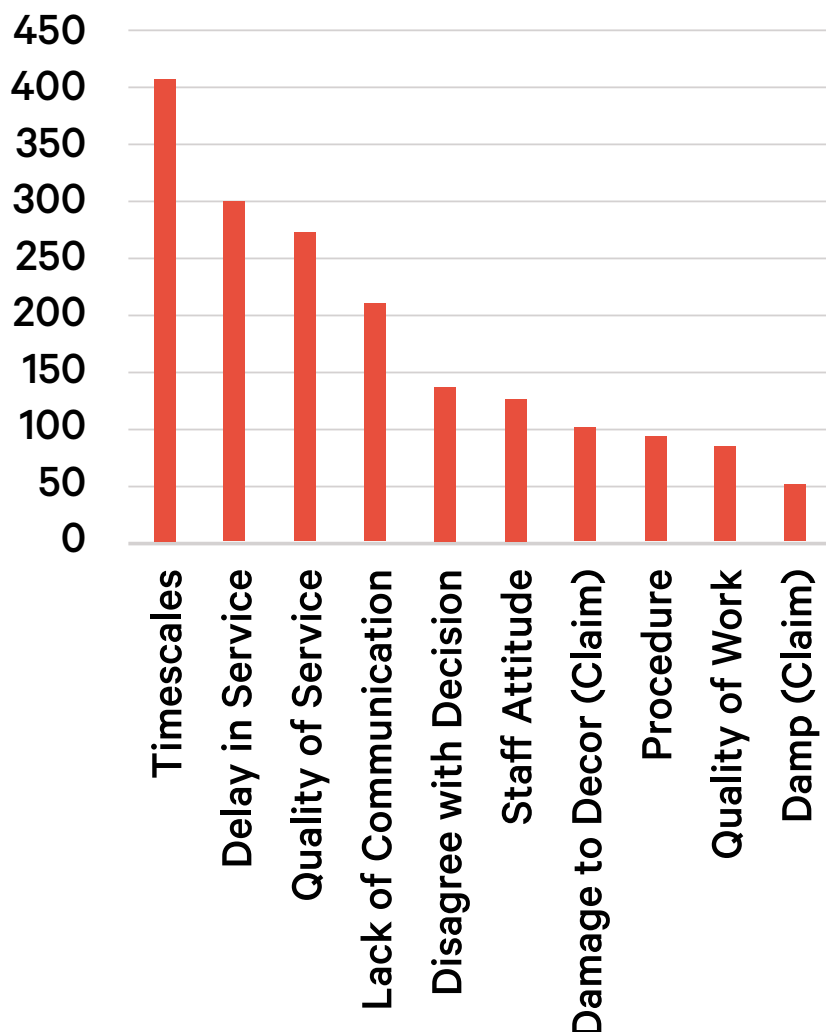


This includes compensation ordered to be paid by Housing Ombudsman following determinations.

Section 2 Reasons for Complaints

Complaints reasons		
Theme	Number	% of Total
Timescales	471	20.2%
Delay in service	352	15.1%
Quality of service	311	13.3%
Lack of communication	240	10.3%
Disagree with decision	159	6.8%
Staff attitude	151	6.5%
Damage to decor (claim)	123	5.3%
Procedure	101	4.3%
Quality of work	99	4.2%
Damp (claim)	58	2.5%

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- The number of complaints above appears higher than the total due to some complaints covering more than one area of dissatisfaction.
- **Timescales** represents **20.2%** of all complaints and was consistently the most common reason for complaint each quarter with most relating to repairs work.
- **Delay in Service** presented the 2nd largest area at **15.1%**, mainly for repairs, however this declined in scale across the year.
- **Quality of Service** represented **13.3%** of complaints, this was mainly within repairs and maintenance.
- **Lack of Communication** represented **10.3%** complaints and this related to a wide range of teams.
- Complaints relating to colleague behaviour is **6.5%**.

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Section 4 Ombudsman Determinations

Contact type	Apr	May	Jun	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Total
Request for information	0	2	4	5	4	2	3	4	4	2	1	0	31
Stage 1 request	0	0	1	1	0	0	1	1	3	0	2	2	11
Tenancy agreement & outcome	0	0	0	0	3	5	4	2	2	1	2	9	28
Stage 2 request	0	1	0	0	0	0	1	0	1	1	1	0	5
Determinations	0	0	0	0	0	0	0	0	1	3	1	2	7
Total	0	3	5	6	7	7	9	7	7	7	7	13	82

The Housing Ombudsman Service investigates complaints and resolves disputes involving customers and leaseholders of social landlords (housing associations and local authorities).

Within the financial year 24/25 Thirteen received seven determinations from the Housing Ombudsman based upon their investigations into complaints brought to them by customers and were given one Complaint Handling Failure Order (CHFO's).

Outcome	Number of determinations
Maladministration	4
Service failure	1
No maladministration found	5
Outside of jurisdiction	0
Severe maladministration	3

The table here shows the outcome of the determinations provided by the Ombudsman. The number is higher as the complaint determination covers more than one area.

Thirteen have received five determinations of no maladministration in these areas:

- 1 x handling of pest control issues
- 1 x handling of arrears and 1 x rechargeable repairs (Same case)
- 1 x handling of repairs
- 1 x handling of fencing issues relating to ASB

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We have received four determinations of maladministration:

- 1 x handling of cracks in walls and 1 x handling of complaint (Same case)
- 1 x handling of ASB
- 1 x handling of damp and mould

One determination of service failure has been given:

- 1 x handling of Right to Acquire (RTA) application

Three determinations of severe maladministration all relating to the same case:

- 1 x record keeping
- 1 x handling of window repairs
- 1 x complaint handling

Thirteen takes all Housing Ombudsman Service decisions very seriously. We aim to ensure that the failings identified do not happen again. It is important that all our customers have access to an independent body that will investigate their complaints and we continue to cooperate fully with the Housing Ombudsman Service to make sure we're doing right by our customers and identify learning as well as any feedback as a result of complaints taken to them.

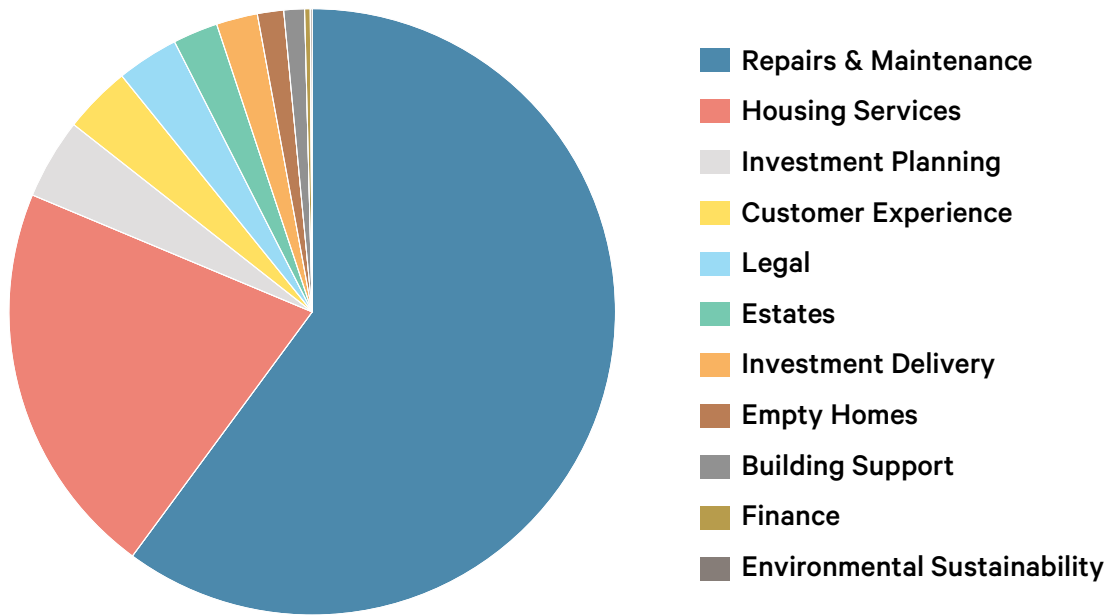
This year, we have addressed a number of our policies and processes with the aim to ensure that others do not experience similar issues. We will continue to work with our customers, colleagues and the Housing Ombudsman to put right the things that have gone wrong.

The biggest feedback we have received from the Ombudsman is around record keeping. With this in mind we have relaunched an internal campaign reminding staff to record all conversations within our customer relationship management (CRM) system as well as additional training for all colleagues.

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Section 5 Complaints by Directorate

The below table shows the service areas which complaints were made about.



When our customers make a complaint we log the reason, we then analyse this information on a monthly basis to understand and improve the services we offer. We manage complaints and liability claims in the same way (excluding personal liability) to ensure a consistent approach is adopted.

Section 6 Learnings, Actions and Service Improvements

Thirteen monitor customer dissatisfaction through our customer feedback log and in the year 24/25 we captured 3047 pieces of feedback which have been analysed to look for trends. From this, the following have come out as the top three trends:

<div>In the year 24/25 we captured</div> <div>3047</div> <div>pieces of feedback</div>	<div>Communication</div> <div>1,398</div>	<div>Timescales</div> <div>1,278</div>	<div>Chase</div> <div>1,124</div>
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This information is analysed regularly and shared across the business monthly to ensure we are learning from customer feedback.

Additionally, we have introduced a new way of tracking actions and recommendations called Remedy. This will help us identify themes and trends and ensure follow up work and actions are carried out.

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Within Customer Experience we have a dedicated team of Success Co-ordinators that work to obtain feedback from our customers on a monthly basis through real time satisfaction analysis. Detailed analysis is then shared with the relevant business areas and their Head of Service and Service Directors to enable them to look at learnings and service improvement, this includes the below services:

- ASB
- Repairs
- New Lets
- Terminations
- Building Support Services
- New Builds
- Investment

Involved Customer Review of Complaints Information

As part of Thirteen's commitment to working with our customers, the Customer Experience Manager presents analysis of complaints to our customers, who will consider the information provided and decide on any further scrutiny that is required. This meeting takes place on a quarterly basis and talks through how our complaints department is performing against our KPIs as well as analysis on trends and themes coming from complaints. Satisfaction is also reviewed as part of these meetings alongside feedback provided from our customers who have raised a complaint.

Our involved customers scrutinise this bi-annually and a report is compiled by the customer stream lead for complaints. This report is then shared and reviewed with our customer committee and board.

Service Improvement

Thirteen publish their performance and the service improvements they have made as a result of complaints on a quarterly basis. The below are some of the recommendations made as a result of complaints made to us and have been published on our you said, we did pages which are available on our website under learning from complaints. [Read our learnings.](#)

Compliments and complaints - Thirteen

Over the course of 24/25, repairs, which includes damp and mould, trended as the biggest driver for customer dissatisfaction. With this in mind, we have implemented the below to help improve the services we provide our customers:

Repairs Timescales

Customers waiting for works to be carried out and taking longer than they expect it to take.

Solutions:

- Creation of a demand squad to help meet customers expectations when booking and completing works.
- Additional spend was allocated over and above the budgeted allowance to further help deliver a variety of repair services.

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Contractors

Timescales of work to be carried out by contractors and also communication once works have been completed.

Solutions:

- Our contractors now spend time within our offices and understand our processes. This has meant we have been able to pick cases up live with them.

Damp and Mould

Damp and mould issues continue to be reported by our customers with a lack of communication being cited as the main reason for dissatisfaction.

Solutions:

- Introduced a new dedicated damp and mould team.
- We now have seven external contractors which all have appointments managed through our internal system to ensure consistency and capacity to deal with demand.



For more information about our complaints performance, you can visit the Housing Ombudsman's website for any annual landlord's performance reports. **www.housing-ombudsman.org.uk**

You can contact us to make a complaint in the way that suits you best.

- By phone on **0300 111 1000** from 8am to 7pm, (Monday to Friday) or 9am to 3pm (Saturday)
- By email: **customer.relations@thirteengroup.co.uk**
- In person at one of our Touchpoint Stores
- Complete the online form on our website

To find out more visit our website

www.thirteengroup.co.uk/complimentsandcomplaints