



**Yorkshire
Housing**

Annual complaints performance and service improvement report

2024-2025



Customer complaints

How we're doing with complaints and how we're making things better

When customers aren't happy with the service received from Yorkshire Housing they can complain. As a business we always want to do our best to put things right, so it's really important that we handle them properly.

Here's an overview on what's been happening with customer complaints over the last year, our performance in handling them and the steps we're taking to improve our service.

Each year, we check how well we're handling complaints by reviewing ourselves against the Housing Ombudsman's Complaints Handling Code. This means we're making sure our approach to complaints is fair, up to scratch, and follows the rules.

Here's what we've looked at:

- **How we deal with complaints:** We've taken a good look at the number and type of complaints we received last year and how we responded to them. We also include any we didn't take forward, and explain why.
- **Feedback from the Ombudsman:** If the Housing Ombudsman (that's the independent service who investigates complaints) spots anything we need to do better, we take that seriously and use it to make improvements.
- **Learning from complaints:** Complaints help us understand where things have gone wrong and what we can do better. We don't just say sorry, we try to fix things and learn from them.
- **Reports from the Ombudsman:** Every year, we include any reports or feedback we've had from the Ombudsman about how we're doing.
- **Other helpful information:** If there's anything else from the Ombudsman that might help you understand how we're doing, we include that too.

Our complaints

Here are the headline numbers for complaints made to Yorkshire Housing for April 2024 to the end of March 2025.

2146	complaints were made (up from 1224 the year before)	75%	increase compared to last year
97%	of stage 1 complaints resolved within service level agreement vs 93% in 2023/24		
95%	of stage 2 complaints resolved within service level agreement vs 88% in 2023/24	61%	of complaints are about our repairs service
1	severe maladministration from the Housing Ombudsman		
1178	stage 1 complaints upheld	318	stage 2 complaints upheld

Top 5 reasons for complaints

Here are the most common things our customers got in touch to complain about last year:

Number of complaints	Reason
241	Appointments not kept (missed, late or cancelled)
219	Standard of work
188	Poor communication
175	Issues with the condition of the property
140	Unreasonable delays

 *We have received 187 complaints that have been rejected. According to the Housing Ombudsman Code, a complaint may be excluded or rejected for the following reasons:*

- The issue occurred more than 12 months ago.
- Legal proceedings have begun, meaning a claim has been filed at court, including the Claim Form and Particulars of Claim.
- The matter has already been considered under the complaints policy.

- Some of these cases are duplicates or are service requests rather than formal complaints.

Compensation

When we get things wrong, and our customer is impacted, we compensate. We do this in a range of ways including flowers, shopping vouchers, rent credits or money where appropriate. This year we paid out **£357,171** in compensation compared to **£156,300** in the previous financial year. While it's important to pay compensation when it's the right thing to do, our aim is to get things right first time so we can use this money for proactive improvements to our services and our customers' homes.

£357,171

**Was paid out to
customers in the
last year**

The rise in compensation paid reflects the increase in complaints, particularly since the new Housing Ombudsman Code came into effect last April. We've seen more complaints since then, which has led to higher compensation to resolve issues for our customers.

What we've changed

We had **one** severe maladministration outcome from the Housing Ombudsman. While the Ombudsman decided not to publish the details of the case, we've taken it seriously and made several changes as a result:

- **New guide for customers:** We've created a new guide to help you understand what happens when you report anti-social behaviour (ASB). It explains what you can expect from us and what outcomes are possible. The guide also includes information on how we can support customers who have additional needs or vulnerabilities.
- **Better communication:** If a customer tells us they don't want us to take action, we'll now make sure we clearly explain what that means and we'll do it using their preferred way of getting in touch (like phone, email, or letter).
- **Risk assessments for every case:** We now carry out a risk check on every ASB case to help us understand how serious it is and what support might be needed.
- **Stronger checks on progress:** We've put a new system in place to regularly review ASB cases, to make sure they're moving forward properly and that we're putting the customer at the centre. We now review a random sample of complaint responses to make sure we're fully answering everything customers raise.

- **Working with others:** In the case mentioned, we brought together different organisations to find a solution and are continuing to work with them. More widely, we've strengthened how we work with other agencies to deal with ASB using every tool available.
- **New system coming soon:** Later this year, we're rolling out a new housing management system. It'll give our teams a full view of your situation, helping us respond quicker and more effectively.



Service improvements and outcomes

We know missed appointments and delays can be frustrating. Here's what we're doing to improve things:

- **Daily appointment reports** are now shared to keep a close eye on how we're doing and spot any issues early.
- **Repairs are now closely monitored** if they follow a complaint, so we can make sure the work is completed properly.
- **Teams are working more closely together** to make sure appointments are kept wherever possible.
- **We've added more people to our Building Services team** so we can keep up with demand and get more jobs done.
- **We're keeping in touch with customers** when bad weather affects our ability to carry out repairs.
- **For bigger jobs like fencing, roofing, and groundwork**, we're making better use of our 90-day planned priority category to help manage expectations.
- **We're reducing our use of sub-contractors**, so we have more control and better oversight of the service we provide.
- **We've set up a dedicated Repairs Taskforce** that meets every week to track how we're doing and drive improvements.
- **A new scheduling system** is also on its way to help us plan and deliver repairs more efficiently.

Last year, after a big rise in repairs being reported, we built up a backlog of 10,000 outstanding repairs. Since then, we've put lots of measures in place to tackle it and we're pleased to say the backlog has now been cleared.

Repairs demand is still high, with 26% more repairs reported so far in 2025 compared to the same period in 2024. But we've got actions in place to manage this, and to make sure we don't build up a backlog again.

We've also made progress on how quickly we complete routine repairs. So far this year, a routine responsive repair is being completed in an average of 26 days, down from 31 days in the second half of last year. This is good news, as it's better than our service target of 28 days.

We're making our services more accessible too. After looking at customer demographic data, we found that some customers making complaints were less likely to have English as their first language. So, we're introducing a language translator on our website later this year to help make it easier for everyone to get the support they need.

Positive complaints culture

Since launching our Customer Obsession strategy, we've made real progress in changing how we think and feel about complaints.

All new colleagues get training on how to handle complaints as part of their induction, and we now run mandatory refresher training every year. In 2025, every colleague will have a personal goal linked to complaint prevention and reduction, making it a priority across the business.

We're also making better use of root cause analysis, looking closely at what's driving complaints so we can spot trends and make lasting changes. It's helping us understand our customers better and improve the service we provide.

Our Customer Resolution team has taken part in additional training on Stage 1 and Stage 2 complaints, helping to build confidence and consistency in how we respond. We also regularly share Ombudsman determinations and feedback with the team so we can learn from what's gone well – and what hasn't – to keep improving. At the heart of it all is our Customer Obsession approach, which means every complaint is carefully reviewed to make sure we follow the right processes and fully respond to the concerns raised.

We're also part of a best practice group with other housing organisations, where we:

- Compare performance and share how we're doing
- Learn from each other's successes and challenges
- Explore new ways of doing things

- Build strong relationships across the sector

By working together, we can raise standards across the board.

Involving you

We're working with our customers to improve the way we handle complaints. This includes getting customers who have recently been through our complaints process involved. If we want to improve our approach, we need to listen and learn from the experiences of customers who have complained.

We also continue to work with the Customer Voice and Review Committee to ensure we hear our customers voices and use them to improve our approach to customer service.

Our Board lead for complaints

Back in January 2024, we appointed Lisa Bradley as our Board lead for complaints. Since then, we've already started to see the difference this role is making across our governance setup. Lisa is helping us build a stronger, more open culture around complaints. Her role makes sure the Broad regularly hears how we're doing and what we're learning when things go wrong. Lisa's got access to the right information and people to support her in this role, and we've been sharing everything she needs to keep things moving in the right direction.

Find out more

If you'd like more detail on complaints, you can [take a look at the full Yorkshire Housing Board report.](#)