

Annual Complaints Performance and Service Improvement Report



2024 -
2025





Introduction	3
Board Statement	4
Complaints Performance	6
Housing Ombudsman determinations and reports	14
Learning from complaints	18
Closing remarks	22

Introduction

We value and encourage a positive complaint handling culture and are committed to ensuring that all our customers have a strong voice to influence decisions and challenge us as their landlord. We are also committed to consistently providing an excellent service to all our customers. However, we recognise that there are times when our service fails to meet the high standards we have set.

Over the last year we have:

- Embedded our dedicated Complaints Team into the organisation and increased its size
- Worked to remove complexity from our complaint definitions
- Strengthened our policy and procedure to give clarity on approach and achieve consistency in service delivery
- Provided training and guidance to colleagues which has delivered competence and confidence in taking complaints
- Embraced a positive complaint handling culture
- Used complaints to make changes and deliver service improvements

We have improved our complaint handling, but we recognise that there is more we can achieve.

This report has been completed to ensure we comply with the Housing Ombudsman's Complaint Handling Code. Our self-assessment against the Complaint Handling Code is available on our website.

Board Statement



The Board considered this report and Rooftop's self-assessment against the Housing Ombudsman's Complaint Handling Code. The Board is satisfied that Rooftop is compliant and remains committed to ongoing improvement.

Our Member Responsible for Complaints (MRC) has lead responsibility for complaints to support a positive complaint handling culture.

A priority for the Board is to ensure that Rooftop has an effective complaint handling process that informs service improvement for customers. Learning from complaints and making service improvements as a result of them is one of the most important parts of the complaints handling process. The Board welcomes the highlighted changes and learning evidenced in this report.

The Board acknowledges that complaints performance for 2024/25 has improved significantly from 2023/24. However, we also acknowledge that complaint volumes are increasing not just for Rooftop, but throughout the housing sector. We anticipate this trend will continue as we encourage customers to tell us when our service fails to meet the high standards we have set.

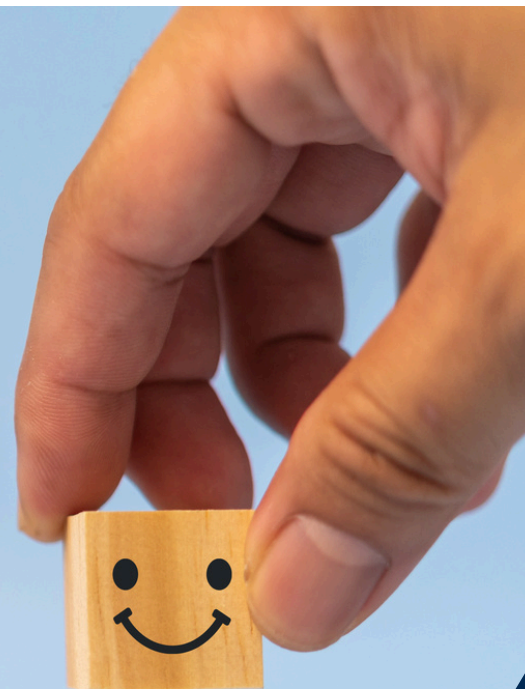
To counter this forecast uplift and to continue to improve performance, the Board has approved further investment to expand the Complaints Team. The Board has also approved additional resource to improve our repair service which has been a significant source of complaints.

The Board, and specifically the MRC are committed to having meaningful oversight of complaints. A Complaints Improvement Plan has been approved, and implementation will be monitored by the MRC over the coming months to ensure we deliver an efficient and focused service.

This statement has been agreed by the Member Responsible for Complaints, on behalf of the Rooftop Board.

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Complaints Performance

A high number of complaints can be indicative of a well-publicised and accessible complaints process. Low complaint volumes are potentially a sign that customers are unable to complain. We are pleased to report that our complaint process fully adheres to the Housing Ombudsman's Complaint Handling Code.

Although we don't want our customers to have cause to complain, we know that complaints provide an excellent opportunity to learn. We recognise that there are times when our service fails to meet the high standards we have set

Number of Complaints

Number of Complaints	2023/24	2024/25
Stage 1	236	290
Stage 2	45	92*
Total	281	382

*10 of these cases link to a Stage 1 complaint from 2023/24

The number of complaints we receive and manage continued to increase in the past year. This is a sector-wide trend, and the Housing Ombudsman also reports an increasing number of referrals.

In 2024/25, 49 cases were withdrawn or cancelled and are therefore not included in the table above. Complaints were withdrawn because:

- Customers told us that action had been taken to resolve the matter, and they didn't want to continue their complaint
- We mistakenly used a complaint action code when it wasn't a complaint
- We mistakenly recorded a Stage 1 complaint when it should have been recorded as a Stage 2 complaint. We corrected this and reclassified as a Stage 2
- Customers told us they didn't want their contact recorded as a complaint
- A duplicate complaint case had already been raised
- We refused to consider two complaints

We refused to consider two complaints in 2024/25. This was because the matter being reported to us did not meet the threshold to be considered a complaint. One case was refused because it had already been considered under our complaint policy and the other case related to an issue from over 10 years ago.

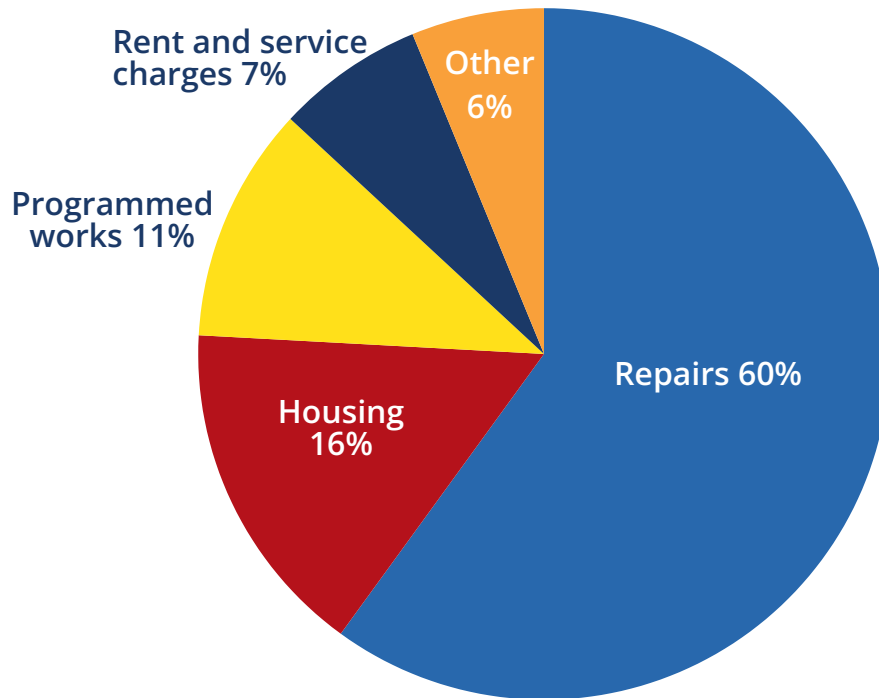
Complaints by category

Stage 1 complaints by category	2023/24	2024/25
Repairs	121	174
Housing	49	46
Programmed works	18	32
Rent & service charges	20	20
Other	28	18
Total	236	290

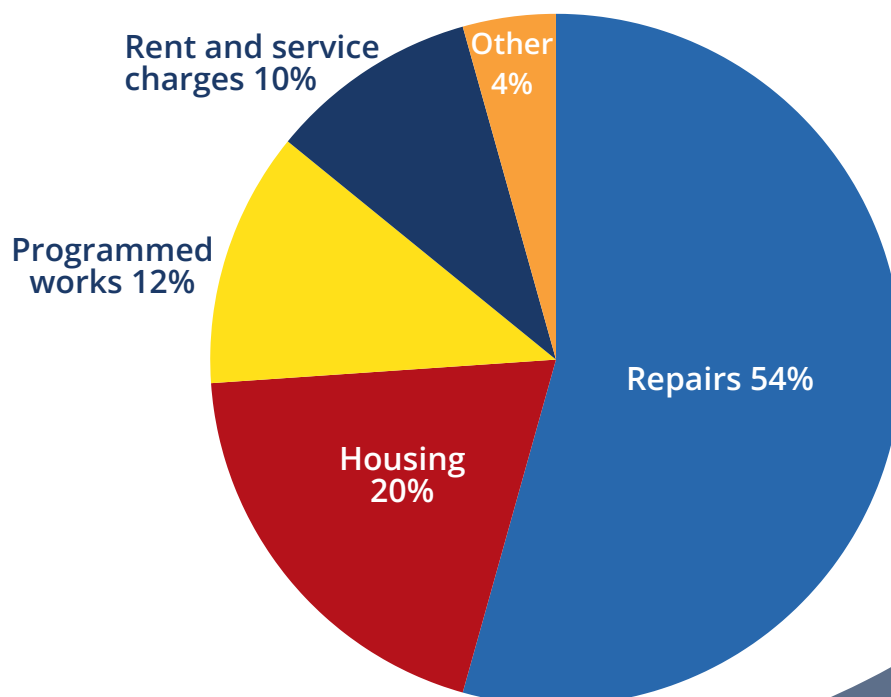
The highest area of Stage 1 complaints remains repairs. We have also experienced an uplift in complaints related to programmed works, and this has primarily been related to improvement works we have undertaken. As a result, we have identified that our communications required further clarity as we had some customers tell us they didn't realise how disruptive some works could be. The other areas identified are broadly in line with issues identified in the previous year that we are working to address.

To address the uplift in complaints against repairs we have increased the resource for our contractors who complete our repairs. We have also recently restructured our Repairs and Customer Service Teams to improve our call handling performance related to repairs. This is to make it easier for our customers to report a repair. We are pleased to have significantly reduced call waiting times.

Stage 1 Category 2024/25



Stage 2 Category 2024/25



The complaints reaching Stage 2, mirror the complaints investigated at Stage 1. This suggests that complaint escalation is not representative of a business area and our complaint handling is consistent at Stage 1.

Stage 2 complaints by category	2023/24	2024/25
Repairs	22	50
Housing	6	18
Programmed works	6	11
Rent & service charges	3	9
Other	8	4
Total	45	92

Complaints escalation

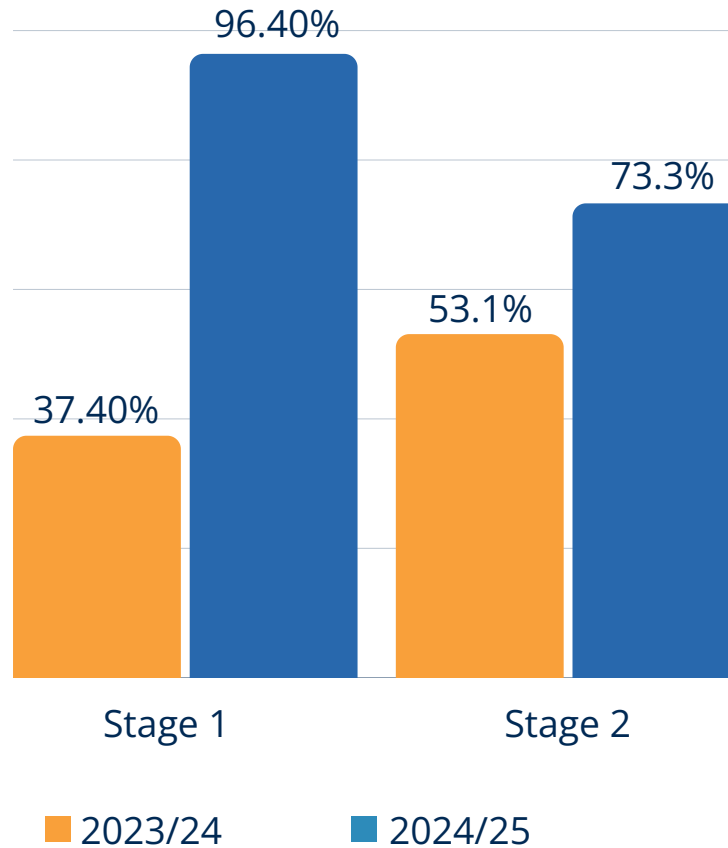
In accordance with the Housing Ombudsman's Complaint Handling Code, customers don't have to explain their reasons for requesting a Stage 2 consideration. Landlords are expected to make reasonable efforts to understand why a resident remains unhappy as part of the Stage 2 response.

We had 28% of our Stage 1 complaints escalated to Stage 2 in 2024/25. A customer is not required to give a reason, but we have been able to capture a range of the most common reasons. We have set these out below and how we are responding:

Customer reasons for escalation	Our response
A failure to deliver the Stage 1 resolution.	We have enhanced our complaints tracker to ensure we fulfil our commitments.
The quality of repair works undertaken as part of the Stage 1 resolution.	We have increased the resource for repairs. This is to reduce call waiting times and reduce repair waiting times.
The date for Stage 1 resolution works felt to be too far into the future	We are introducing a dedicated role to oversee repairs related to complaints. This will ensure agreed actions are fulfilled and appropriate communications are in place to support our customers.

Customer reasons for escalation	Our response
Disagreement with the Stage 1 outcome	<p>We have reviewed and improved management of Stage 1 complaints to ensure the reasons for decisions and policies applied are clearly referenced in a clear way to the customer.</p> <p>In accordance with the Housing Ombudsman's Complaint Handling Code all Stage 2 complaints are investigated by someone independent from the Stage 1.</p> <p>Where a different finding at Stage 2 has been identified, the reasons are communicated to the Stage 1 Investigating Officer. Where the findings are upheld but the customer has not understood the decision, this is fed back to the Stage 1 Investigating Officer. This is to share learning and reflect any outcomes for consideration in future cases.</p>
Wanting more financial compensation	We have updated our Compensation Policy, and this adheres to the guidance issued by the Housing Ombudsman. A copy of our Policy is available to our customers, and it is referenced in our responses to complaints.

Complaint Response Times



Our dedicated Complaints Handling Team have delivered excellent performance at Stage 1. We have recently increased the resource to this team to continue this positive progression. We have also made excellent progress in our Stage 2 response times. We have created a Complaints Improvement Plan to reinforce the positive performance at Stage 1 and to continue the improvements to Stage 2 response times.

Housing Ombudsman determinations and reports

Registered social housing providers, like Rooftop, must be members of the Housing Ombudsman Scheme. The purpose of the Housing Ombudsman Scheme is to enable customers to have complaints about their landlord investigated by the Housing Ombudsman.

The most recently issued landlord report for Rooftop is available here:

[Landlord-Report-Rooftop-Housing-Association-Limited.pdf](#)

In 2023/24 the Housing Ombudsman issued 4 determinations following investigations. This resulted in 12 findings, with 10 maladministration findings. It extended to 19 orders being made and 3 recommendations. This equates to an 83% maladministration rate.

In 2024/25 the Housing Ombudsman considered 5 cases related to Rooftop. Of these, 4 resulted in determinations and one case was withdrawn. The table below presents a breakdown of the 4 cases that were determined:

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Case	No maladministration	Service failure	Maladministration	Severe maladministration	Total findings
1	0	1	2	0	3
2	1	0	0	2	3
3	0	0	1	1	2
4	0	1	3	1	5
Total findings	1	2	6	4	13

As 12/13 findings were adverse, this equates to a 92% maladministration rate.

From the 4 determinations received, we received 13 individual case findings. This is because one determination can have multiple findings. Out of the total individual case findings, 77% were severe maladministration or maladministration, 15% were findings of service failure, and 8% had no maladministration findings.

Housing Ombudsman Determination Summary

Case 1

This relates to a customer mutually exchanging into a property and there being a conservatory that required some roof repairs. The Ombudsman ordered Rooftop to pay compensation, arrange a survey to determine if the conservatory roof was repairable, and to review our mutual exchange process.

Case 2

The Ombudsman found that Rooftop delayed in undertaking repairs, and delayed in providing a decant. The Ombudsman ordered Rooftop to apologise, pay compensation, and to undertake a senior management review to learn from this case.

Case 3

The Ombudsman found that Rooftop delayed in providing repairs and there were failures in providing adaptations to the property. The Ombudsman ordered an apology, compensation, and an inspection of the property by an independent surveyor to identify any required works. We were then to set out a detailed list of any identified repairs and to liaise with appropriate agencies as required for adaptations.

Case 4

The Ombudsman found the property condition upon letting was not at Rooftop's standard and there were failures in communication. The Ombudsman found that while Rooftop had acknowledged failings and apologised, it had not provided a suitable remedy for the failure. The Ombudsman ordered compensation, an apology, and it recommended a senior management review of the case.

Rooftop's Response

We complied with every order the Ombudsman made. We apologised, paid compensation, and have conducted appropriate management reviews so we can learn from our complaints and take appropriate action. Where the Ombudsman ordered us to take specific action, we have done so. We are determined to provide good quality homes and reliable landlord services, and we welcome any opportunity to improve.

In all four cases, the Ombudsman identified failures with Rooftop's complaint handling. The Ombudsman noted that although the Complaint Policy itself was compliant with the Complaint Handling Code, there had been failures to comply with the Policy.

To address this, we have strengthened the Complaint Policy and procedure. Complaint training is mandatory for all new colleagues, and we have introduced regular refresher training for colleagues.

We have also enhanced measures to track performance against complaints. In the past year we significantly improved our complaint response times. Stage 1 responses in time increased from 37.4% to 96.4%, and from 53.1% to 73.3% for Stage 2 over the past year. We have set a performance target of 95% for stage 2's in 2025/26.

In 2024/25 we received 382 complaints. In the same period, we had four cases that were progressed and determined by the Housing Ombudsman. This equates to 1% of our complaints. These determinations predominantly relate to historic cases, with learning captured and improvements having already been made while we were awaiting determinations. We have continued to engage with our customers to make sure that we work together to address concerns and provide appropriate support.

Learning from complaints

Our overriding goal is to learn from complaints to prevent a repeat and improve the service we provide. We are committed to listening to our customers, championing their voice, and using complaints to improve. To evidence our learning we have grouped themes together and set out what we have changed as a result of complaints.

- Most of our complaints relate to repairs.
- We want our customers to be able to report a repair and for the work to be done in a timely manner.
- We have experienced an increasing demand for repairs each month.
- We have restructured internal teams to improve our call handling. This has already seen significant reductions in call waiting times so customers can speak to us quickly.
- We have increased the resource for repairs. This has reduced the number of outstanding repairs by over 1,000 in 6 months.
- We have changed how we manage our contractors who complete our repairs. This is to make sure we deliver on our commitments made to customers.
- We are on track to clear any backlog in accordance with our improvement plan.



Repairs

- We want our customers moving into their new home to feel happy from the first day.
- We recognise that some customers did not have this positive experience because of the property condition when they moved in.
- We have increased the size of the team that inspect our empty properties and reviewed the relevant policy and procedure to drive improvement in this area.
- Our Voids team play an active role in the property sign off following completion of repair works. This means we do more checks to make sure properties are at the appropriate standard upon letting.
- We have equipped our Building Inspectors with damp meters to be used during the empty property phase to capture early any remedial damp/mould works required.

Lettings

- One of our customers was upset following an automated text message so we have changed our process so that all customers with a known vulnerability:
- will have reasonable adjustments put into place and no automated calls or texts will be made.
- Any requirement for contact will be made by a person following our customers' preferences.
- Every team member of the Income Team has recently undertaken training in relation to vulnerabilities and reasonable adjustments.

Income

- We recognise large scale and complex works such as energy efficiency works can cause distress and inconvenience. We acknowledge that the service delivered occasionally fell below the standards we expect for our customers and we have changed the contractor we use for completing these important works.
- We also provide communications on the impact of such works so customers are more aware of any likely disruption.

Planned Improvements

- Some of our customers experienced difficulties when completing a mutual exchange. To provide absolute clarity we have introduced new responsibilities in our procedure.
- Before a customer can participate in a mutual exchange a Neighbourhood Housing Officer and a Building Inspector will verify what works must be undertaken before any request for a mutual exchange will be approved.
- We now also log photo evidence related to the property on our housing management system.

Mutual Exchanges

- We recognise the need to respond in a timely manner to customers' requests for service in relation to damp and mould.
- We have implemented and trained a new team to oversee the handling of damp and mould cases to ensure that we deliver a good standard of service which is compliant with Awaab's Law.
- This team will monitor the implementation of all case related works.

Damp and mould

We can further evidence that we embrace learning with all members of the Complaint Handling Team confirmed as being registered with the Housing Ombudsman's Learning Hub. This gives information on a range of topics such as complaint handling as well as providing insight on the Housing Ombudsman's approach to subject specific matter.

The Complaints Team has now started to access important resources such as the Housing Ombudsman's apologies guidance. This sets out the specific criteria that the Housing Ombudsman would consider when investigating a complaint.

Closing remarks




We are energised to promote learning from complaints and to provide a better service to our customers.

We have listened to our customers to develop a Complaints Improvement Plan that has been approved by the Board. We are determined to deliver a better service as a direct result of what our customers have told us.

The Complaints Improvement Plan sets out key activities that we are implementing to enhance our service. This extends to enhancing customer influence in complaints, delivering greater consistency in our responses, and sharing our learning in a more accessible way to reinforce our transparency and openness. Our customers have informed the Complaints Improvement Plan, and it sets out our commitment to improve.

Property condition and repairs has been a significant source of complaints. We are sorry for those who have had a poor experience, and we are pleased to have increased our resource to improve performance in this area.



We take complaints seriously. The dedicated Complaints Team regularly review publications from the Housing Ombudsman and work with colleagues to identify learning when things have gone wrong. We recognise we have a high number of complaint escalations. We have updated our Complaints Policy and procedure with a view to addressing this. We aim to resolve matters to our customers satisfaction at the first attempt. We embrace complaints and welcome the opportunity to improve.

We are excited for the future. We are already seeing the benefit of a larger Complaints Team. Our assurance reporting will ensure colleagues throughout the organisation, our customers, and the Board have sufficient oversight of complaints performance throughout the year. We are committed to transparency and continuing to share our performance on complaints.

We are pleased to have evidenced significant progress in our complaint handling performance in 2024/25. We are determined to continue this improvement in 2025/26.

We would like to thank our customers who have reported their concerns to us when our service has failed to meet our high standards. This helps us recognise issues, investigate them, and implement corrective action so we learn from complaints and continuously improve our services.



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