



Complaints Performance and Service Improvement Report

2024 - 2025

Thank you for reading our 2024 – 2025 Complaints Performance and Service Improvement Report. This report provides you with information relating to all the complaints that Elim has handled between April 2024 and March 2025. This report can be read alongside Elim's self-assessment against the [Housing Ombudsman's Complaint Handling Code](#).

The Complaint Handling Code sets out best practice for landlord's complaint handling procedures. Compliance with the code helps all landlords ensure that they deal with complaints in a positive manner and that there is learning from the complaints process that helps to improve services.



Our approach to complaint handling

Although we believe that Elim is compliant with each aspect of the Complaint Handling Code, we know that there is always room for improvement.

Policy and Procedure

In the process of the completing our 2024 – 2025 self-assessment we identified several areas where our Complaints Policy and Procedure could be further improved to provide a greater level of clarity and guidance to colleagues handling complaints and to our customers.

This policy has now been updated and will be shared with Elim residents via our website and customer newsletters.

A training session for all Elim colleagues has also been arranged to ensure all our teams are familiar with the updated complaints procedure and that they are best placed to support customers to make complaints.

A reduced number of complaints

Over the last twelve months, the number of complaints Elim has received has reduced in

comparison to the previous year. This is not a trend that we welcome. We genuinely believe that complaints lead to learning and service improvement, and we want to make sure that any customers that are dissatisfied with the service they receive feel able to raise these issues, and confident that their complaint will be handled fairly, sensitively and in a manner that leads to better service delivery.

We have raised this reduced number of complaints with Elim colleagues and continue to encourage the promotion and recording of any expressions of dissatisfaction so that they can be dealt with through the complaints handling process – this is a key focus for the year ahead.

Our approach to complaint handling

Survey feedback

Our rolling customer satisfaction survey identified that only 47% of those asked in 2024-25 were satisfied with the complaint handling process. Although this has increased from 40% from the prior year, this leaves us with clear room for improvement.

We know that many of the customers who responded to the survey question did not have complaints recorded or handled at Stage 1 or 2, but the feedback highlights that there are a number of additional residents who feel as though they have expressed dissatisfaction or complaint to Elim throughout the year.

We often find that the feedback relates to ongoing service activity or ASB cases, but we have been proactively contacting residents who have provided qualitative survey feedback to find out more about the issues they have raised and to check whether further resolution is required.

Some anonymous survey respondents have referenced frustration and a sense of discouragement from reporting

issues to Elim, and it is our view that these are exactly the issues we would like to see investigated through our complaints processes.

Encouraging Complaints: a forward look

We want to make sure our complaints handling can be used to restore trust and effectively address resident concerns. Our aim for the current year (April 2025 – March 2026) is to make sure that every resident who feels dissatisfied has the knowledge, opportunity and support to make a complaint and see an improvement to the service they receive as a result.

We will increase the promotion of complaints processes and our approach to complaints handling and ensure that colleagues always feel confident to play their role in the complaints process – both in the raising and encouragement of complaints, and in the delivery of continuously improving services that meet our customers' needs.

Our complaints handling in numbers

Between April 2024 and March 2025 Elim received a total of 15 complaints. This is a decrease from the 20 complaints which were recorded in the previous year.

100% of the complaints received in the year were from Elim residents.

Number of complaints received and resolved by quarter:

Quarter	Number of complaints received	Number of complaints resolved
Quarter 1 (April, May, June)	2	<ul style="list-style-type: none"> • 1 resolved at stage 1 • 1 was not resolved until a second complaint was handled in Q2
Quarter 2 (July, August, September)	6	<ul style="list-style-type: none"> • 3 resolved at stage 1 • 3 resolved at stage 2
Quarter 3 (October, November, December)	1	<ul style="list-style-type: none"> • Complaint did not progress to investigation
Quarter 4 (January, February, March)	6	<ul style="list-style-type: none"> • 3 resolved at stage 1 • 1 resolved at stage 2 • 2 unresolved

No Refused Complaints

Our Complaints Policy explains the reasons why we might not accept a complaint for investigation.

In 2024 – 2025 we accepted all the complaints that we were asked to investigate; none were refused.



Timframes

Of the 15 complaints, 12 were handled within the timeframes specified within the Complaints Handling Code. This requires stage 1 complaints to be handled within 10 days of acknowledgment, and stage 2 complaints to be handled within 20 days of acknowledgement.

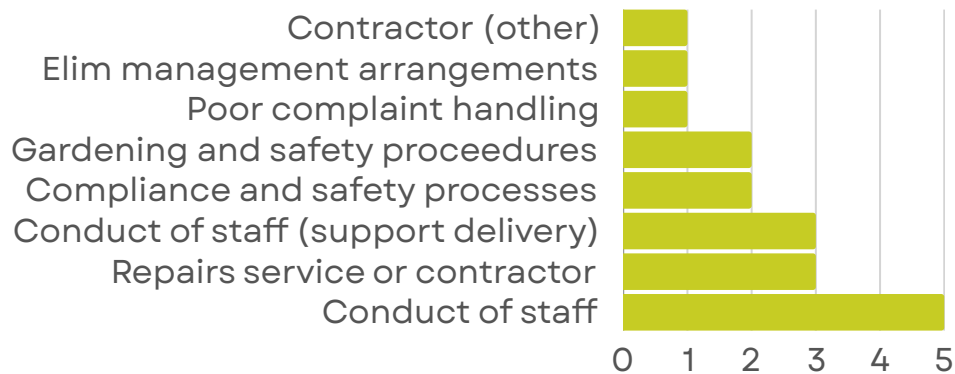
There were 3 cases where we needed additional time to appropriately investigate a complaint. In each case, these revised timeframes were agreed with the complainant in advance.

Key complaint themes

Here are the reasons for the complaints we received.

Although we only received 15 complaints, some complainants wanted us to address several issues so a single complaint may have required investigation into a number of different areas.

Reasons for complaints received 2024 - 2025



The reasons for the complaints received during 2024 – 2025 are quite different from the main complaint themes from the previous year. We have set out some of the key observations in relation to this below.

- Only 20% of the complaints we received in 2024 – 2025 related to our repairs service or property condition. This is a significant shift from the previous year where our maintenance contractor's performance or property condition was the most common reason for complaint. We addressed this in April 2024 with a change to our primary maintenance contractor and we are pleased to see the reduction in complaints, and reports from our customer survey which show a higher level of satisfaction with our complaints service.
- The complaints relating to our compliance and safety processes have focused on the need for improved communication around our compliance and safety programme and follow-up processes to manage new safety systems i.e. false alarm

processes once they have been installed. We know that we have undertaken an increased level of compliance work in customer's homes in recent years and these complaints have told us that we need to make sure we are clearly communicating why we are undertaking the work, what it involves and any processes that may change as a result.

- The most common reason for complaint in 2024 -2025 was the conduct of our staff. This featured in 8 (50%) of the complaints we received, compared to 3 (15%) of the complaints we received in the previous year. Matters that have been raised under this category include dissatisfaction with the way in which support has been delivered to customers in our homelessness-related supported accommodation, dissatisfaction with the way our Housing Officers have undertaken estate inspections or dealt with under-performance by our contractors and two complaints relating to dissatisfaction with our customer service or communication approach.

Complaints Outcome – how many complaints were upheld

The table below sets out how many complaints were upheld or partially upheld in 2024 – 2025. This means that we carried out an investigation and found evidence that supported the complaint and demonstrated that something may have gone wrong or could have been improved.

Complaint	Complaint reason	Upheld	Partially upheld	Not upheld	Other
1	Compliance and Safety Processes				Not progressed to completion
2	Repairs service / contractor	1			
2	Conduct of staff	1			
4	Compliance and Safety Processes and poor complaint handling		1		
5	Repairs service / contractor		1		
6	Elim Management arrangements			1	
7	Contractor (other)			1	

Complaint	Complaint reason	Upheld	Partially upheld	Not upheld	Other
8	Conduct of staff			1	
9	Conduct of staff (Support Delivery) and Gardening and Cleaning Service				Not progressed to investigation
10	Repairs service / contractor			1	
11	Gardening and Cleaning Service (Conduct of staff?)		1		
12	Conduct of staff	1			
13	Conduct of staff (support delivery)			1	
14	Conduct of staff (support delivery)			1	
15	Conduct of staff		1		
	TOTAL	3 upheld	4 partially upheld	6 not upheld	

Service improvements and learning from complaints

Over the course of the year, the following learning or service improvements have been implemented as a result of our complaint handling:

- A complaint about the quality of our cleaning service led to a change in cleaning staff allocated to site by the cleaning company. A service improvement plan was put in place and the failure to meet this plan led to the subsequent removal of the contractor.
- A new lock system has been installed for the communal spaces at one of our accommodation schemes.
- We have issued refresher training for staff teams on specific procedures and implemented a revised approach to communication with residents when staff are off sick or absent.
- More House Meetings have been held at one of our shared supported accommodation schemes so that residents have more opportunity to meet with staff and neighbours to address any issues that arise.
- One complaint about an Elim colleague resulted in additional training and shadowing opportunities so that the relevant colleague could develop confidence and continue learning from more experienced team members.



- We have recognised the need for continued training and awareness of physical and/or chronic health needs and how this might impact service delivery in our supported accommodation particularly. Teams will hold reflective practice sessions to explore this further.
- One of the complaints highlighted potential improvements in our communication of move-on expectations in our supported housing accommodation. Our Team Leaders will be reviewing this with our Supported Housing Officers as part of ongoing support planning work.
- One complaint served as an important reminder for Elim colleagues to monitor the progress of post estate inspection requests. To support this, we have implemented improved recording process for maintenance jobs allocated to internal Elim colleagues.

Findings of non-compliance with the Complaint Handling Code by the Ombudsman

Elim had no findings of non-compliance with the Complaint Handling Code by the Housing Ombudsman in 2024-2025, and there were no relevant reports relating to Elim's.

