

# Board Response

## ISHA annual complaints performance and service improvement report

The ISHA board has monitored complaints handling throughout the year and has reviewed and approved the 2024-25 Annual Complaints Performance and Service Improvement report, as well as the self-assessment required by the Housing Ombudsman.

We were encouraged to see the timeliness of complaint responses has vastly improved since last year and the Board wishes to acknowledge the work put in by staff to achieve this.

We've also seen the delivery of commitments made in last year's report, including two large-scale projects that the Board has monitored closely: the ISHA-wide tone of voice project to improve communications and the implementation of the new housing management system to improve our record keeping. We were also happy to see an improvement in available data, and better analysis since last year's report, which has resulted in better identification of trends and root cause activity highlighting specific areas for improvement, including communication about repairs and transparency of processes.

Despite these achievements, it was disappointing to see an increase in Ombudsman determinations resulting in maladministration findings. While some of these complaints were from several years ago, and the process has changed since then, we have taken key learnings to take from each determination.

We were also disappointed that our Tenant Satisfaction with complaints handling dropped to 22.2% satisfaction, although they lifted to 30% and 33% in the final two quarters of the year, which is a little more encouraging.

Our conversations with the Resident Scrutiny Panel support the TSM data that while we have improved our complaints processes, there is much about the experience that is still not satisfactory. It is a clear call to action for further scrutiny and action. We have tasked ISHA's leadership team with identifying the reasons for this dissatisfaction and taking swift action to address them.

This includes further probing of Tenant Satisfaction Measures data and resident feedback and working with the Resident Scrutiny Panel to understand the resident experience of our complaints process, and how we can improve it.

Over the next year we have challenged the complaints team to think about how to improve how complaint handling is experienced, based on resident feedback. We are also focused on seeing the new housing management system properly embedded to achieve improved record keeping and ensure we are benefitting from proper complaints insights. We expect

the ISHA Team to continue improving the repairs service and transparency around repairs responsibilities and process, which are key complaint themes and, we know from the Tenant Satisfaction Measures, are also drivers of satisfaction.

**Gemma Colby**

**Member Responsible for Complaints, September 2025**