

Annual complaints performance and service improvement report

2024-25



**Islington & Shoreditch
Housing Association**

Annual complaints performance and service improvement report

This year, the complaints team focused on providing a compassionate complaints service, providing good quality and timely responses to all complaints raised with us.

Complaints response times are vastly improved on last year and we have introduced new templates and processes to help improve the quality of our responses. These improvements demonstrate important progress, but we know that our residents are not yet satisfied with our complaint handling. Our Tenant Satisfaction Survey results for complaint handling are very low, at 22.2% satisfaction, although they did improve to 30% and 33% in the final two quarters of the year, which gives us hope that residents are recognising the improvements we’ve made.

We know that we still have a lot to do to improve our complaints service to a standard that our residents deserve and should be able to expect and our next area of focus is on implementing service improvements systematically because of complaints.

Compliance with the Housing Ombudsman’s complaint handling code

- In 2024-25, we made minor updates to our policy to align with the Complaints Handling Code and to update the contact details for the Housing Ombudsman.
- We have completed the complaints self-assessment against the code, which can be found in full at Appendix 1, and believe that we are compliant.
- An introduction to our complaints process is included in quarterly staff inductions to ensure new staff understand and can meet our policy and the requirements under the standard. Reminders are issued periodically at team meetings and at all-staff briefing meetings.
- This report covers the information required by the Housing Ombudsman, including:
 - a qualitative and quantitative analysis of the landlord’s complaint handling performance. This must also include a summary of the types of complaints the landlord has refused to accept;
 - any findings of non-compliance with this Code by the Ombudsman;
 - the service improvements made as a result of the learning from complaints;
 - any annual report about the landlord’s performance from the Ombudsman; and
 - any other relevant reports or publications produced by the Ombudsman in relation to the work of the landlord.

Analysis of ISHA’s complaint handling performance

April 2024 - March 2025 Annual Complaints update				
Work Closed	Number of Stage 1 complaints in 2024-25	Percentage of Stage 1 in policy	Number of Stage 2 complaints in 2024-25	Percentage of Stage 2 in policy
All complaints	264	96%	60	97%
Tenants only	172	96.5	46	89.1

Stage 1 complaints

In 2024-25, we received 290 Stage 1 complaints from our residents and this represents 123 complaints received per 1000 homes.

We closed 264 of these during the year. Of those we closed (264), we responded to 96% within policy timeframe,

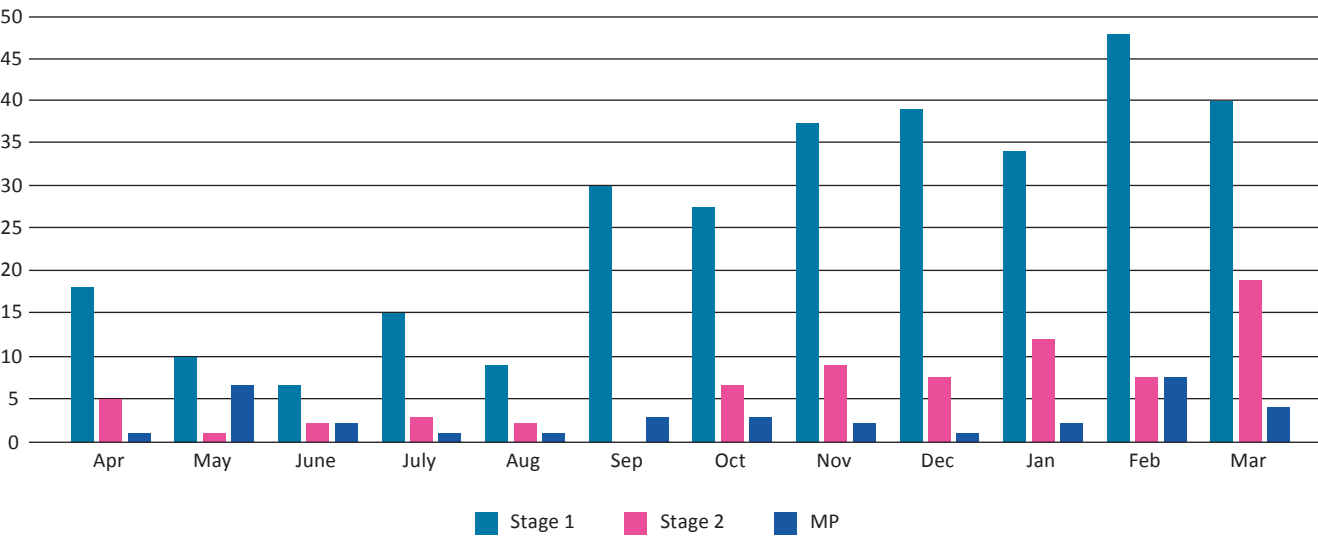
- and:
- upheld 116 (44%)
 - partially upheld 62 (23.5%)
 - did not uphold 83 (31.5%)

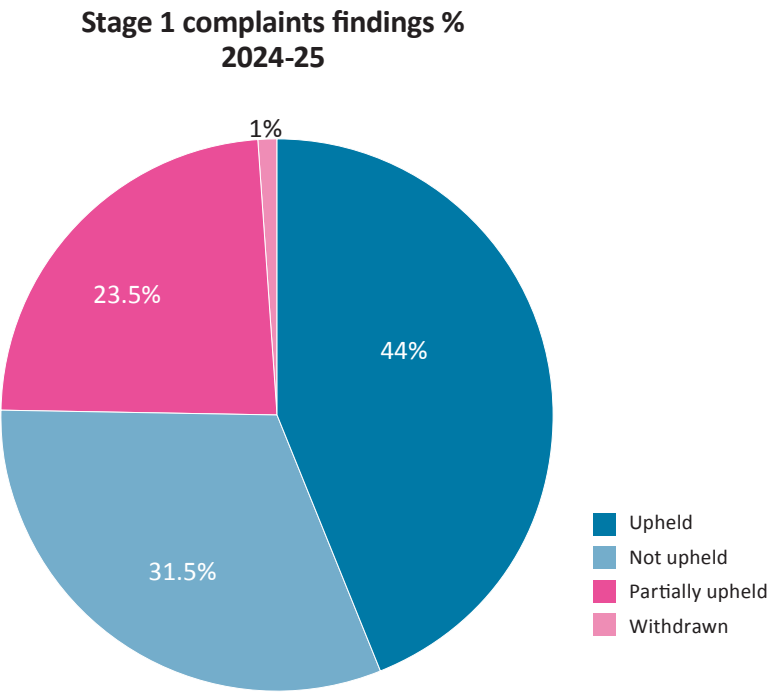
Three complaints (1%) were withdrawn.

In the previous year, we received 242 resident complaints, of which 81% were responded to in policy timeframes, 64% were upheld or partially upheld and 29% were not upheld.

Complaints closed by quarter		
Work Closed	Stage 1	Stage 2
Q1	32	7
Q2	39	12
Q3	71	16
Q4	122	27
TOTAL	264	62

Complaints received 2024-25





Percentage of Stage 1 complaints received by borough			
Borough	Percentage 2024-25	Percentage 2023-24	Percentage of stock
Islington	34%	41%	36%
Waltham Forest	33%	25%	25%
Hackney	30%	32%	35%
Camden	1.6%	1.5%	1%
Haringey	0.7%	0.5% (Haringey only)	2%
Tower Hamlets	0.7%	0%	1%

Overall, the number of complaints by borough are roughly in keeping with the number of homes in that borough. However, we had a disproportionately higher rate of complaints in Waltham Forest in this period in relation to the percentage of homes. In looking into this further we can see that several homes in Waltham Forest had service charge concerns, including one block of flats that submitted 15 individual complaints over the same set of issues around the sinking fund charge and service charge queries. Other themes that came up in the borough related to rubbish collection, timeliness and failure to resolve issues. Many of these related to a small number of blocks, and we are looking further into whether there are bigger issues we need to address.

Timeliness

Ninety-six percent of stage 1 complaints were closed in policy time frame this year, which is a 15 point improvement on last year’s 81%. 11 (4%) Stage 1 complaints were closed outside policy timeframes during the year. Of these, five were 1-3 days overdue and were mostly because of unexpected absence in the team or lack of information. Six were a week or more overdue, including one that was 11 days overdue and another that was 15 days overdue. These were mostly complex cases and involved internal information delays.

Timeliness is always a focus and we don’t want to keep residents waiting for resolution. We analysed the reasons for the delays in our 11 overdue cases and two key themes emerged:

- Absence of a complaints team officer due to sickness or unexpected or emergency leave.
- Lack of timely information internally.

To address these, we have introduced a daily open case review with the complaints team to ensure we don’t miss deadlines due to staff being on leave. We have also expanded the complaints team to maintain coverage during staff absence.

To ensure we receive information more quickly, we have changed our internal processes to include line manager oversight of deadlines. We also procured a new housing management system to help with our record keeping. At the time of writing, we have implemented the new system and can track complaints from beginning to end in a single system.

We have also worked hard to improve the quality of our complaint responses this year, providing better information about our investigations and explanations of the outcomes.

Complaints closed in policy timeframes by quarter		
	Stage 1	Stage 2
Q1	94%	100%
Q2	96%	92% (1 overdue)
Q3	100%	100%
Q4	96%	96% (1 overdue)

During the year, we changed our complaints investigation process, and all Stage 1 complaints are now investigated by a member of the complaints team, with relevant information sourced from other teams as necessary. This helps provide a level of impartiality and independent scrutiny to the complaints investigation, so teams are not investigating and responding to their own complaints.

Stage 2 complaints are investigated by another investigating officer.

Requesting a repair is the top reason most of our residents contact ISHA and it is consistent that we receive the highest number of complaints about repairs as well. The complaints team meets weekly with the repairs team, who have the highest demand on their time for both complaint information and commitments.

A live complaints report is circulated to managers each week, who then follow up any outstanding questions with their teams to ensure timely and high-quality responses. The commitment log is also circulated weekly to ensure that teams are aware of outstanding commitments and the deadlines for delivery.

The complaints process is introduced as part of the staff induction, and we have presented on complaints throughout the year so staff across the business have greater awareness of and engagement with our complaints process. This has helped improve response times and the quality of complaint responses. It also helps staff understand the impetus for the service improvement actions that come about as a result of complaints.

Stage 2 complaints

We received 81 stage 2 complaints within the year and closed 62 of them. This represents 34.6 complaints per 1000 homes received.

Of those we closed this year, we responded to 97% within policy timeframes.

Around 30% of our Stage 1 complaints were escalated to Stage 2 in 2024-25, with 81 moving to Stage 2 in total. This is in comparison with 10% being escalated in the previous year. We believe there is greater awareness of the complaints process, both due to our increased promotion of our complaints process, and the Housing Ombudsman’s public advertising campaign. Anecdotally, we have been told by residents that they wish to complete our complaints process so they can go to the Housing Ombudsman.

Sixty two out of the 81 Stage 2 complaints were closed and of these, 60 (97%) were responded to in time. 19 Stage 2 complaints were still open at the end of March and within policy

- 32% were upheld (20 complaints)
- 18% were partially upheld (11 complaints)
- 50% were not upheld (31 complaints)

Percentage of Stage 2 complaints received by borough		
Borough	Percentage 2024-25	Percentage of stock
Islington	36.25%	36%
Waltham Forest	40%	25%
Hackney	22.5%	35%
Camden	0%	1%
Haringey	1.25%	2%

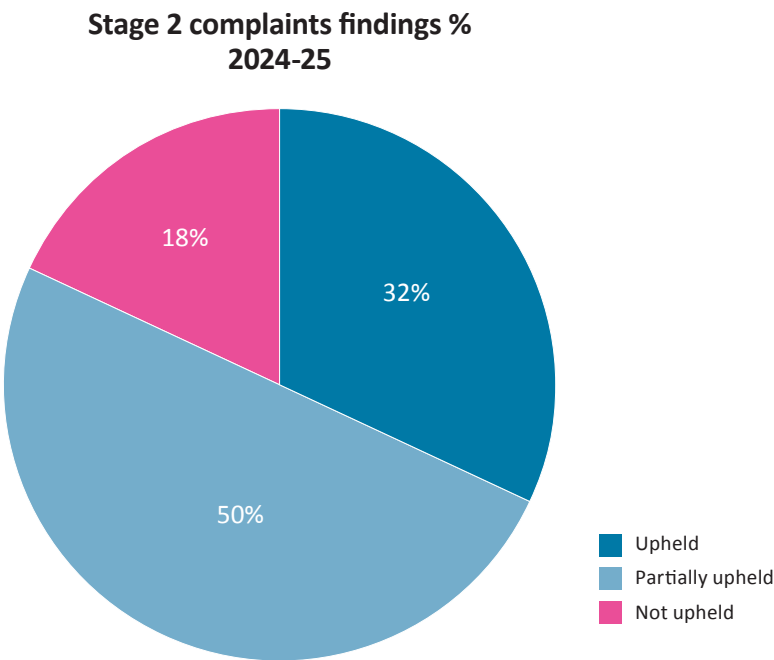
Timeliness

Two of the 62 Stage 2 complaints were closed outside the policy timeframes, one in Q2 and 1 in Q4.

The first was missed due to the senior manager assigned to investigate being on leave and not realising the deadline for response. This is not an acceptable reason for a delay, and it is up to the complaints team to reassign a Stage 2 complaint if the investigating officer is not available. The complaint was extended with an apology but was outside our policy requirements. It was upheld at Stage 2; the matter was resolved and compensation provided.

The complaints team now reviews open complaints on a weekly basis to ensure it will not happen again.

The second complaint was extended within policy but the new deadline was still not met. This was partially due to an ongoing legal process which had implications on the complaint. Ultimately, the complainant wanted our complaints process to determine a different finding than the legal process, which we have no jurisdiction to do. This complaint was not upheld at Stage 2.



Stage 2 complaint outcomes

In 2024-25, we upheld (20) or partially upheld (11) 31 complaints at Stage 2, with 31 not upheld. Thirty-nine of the complaints had an outcome consistent with the Stage 1 decision. Twenty-three had a different outcome. Of these, six complaints that had not been upheld at Stage 1 were upheld or partially upheld at Stage 2.

- One complaint was about boiler charges and the investigation at Stage 2 found that the boiler was faulty and caused overcharges until it was replaced. This was not acknowledged in the Stage 1 response and was therefore upheld.
- One complaint containing 15 separate points was reviewed at Stage 2 and one point was upheld due to an identified error in the process, resulting in a change to partially upheld overall. The other 14 points remained as per the Stage 1 finding.
- A case that was not upheld at Stage 1 because actions had been taken to rectify the issues was upheld at Stage 2 because the actions had not been taken and further solutions were available on other points raised. £250 compensation was offered for the time, trouble and inconvenience of having to chase for these solutions.
- The response at Stage 1 had focused on technical issues and had failed to consider the poor experience the complainant had with our service. The reviewer upheld the complaint at Stage 2 and apologised for the poor service provided.
- A complaint with five separate points raised was reviewed and one point was changed to upheld. This was regarding a failure by a contractor to answer questions raised and failure by ISHA to follow up and obtain answers for the resident.
- The Stage 1 response for this complaint claimed that because the issue was a communal problem and repairs had been organised, the complaint could not be upheld. This was incorrect, the impacts of this communal issue on the resident were severe and delays in resolving them was a service failure on our part. Further repairs were organised and a full apology given for our poor communication and service.

Stage 1 findings compared with Stage 2 findings

Of the 62 complaints reviewed at Stage 2 during 2024-25:

- 19 were upheld at Stage 1 – eleven of these were upheld, four were partially upheld and four were not upheld at Stage 2, which means the Stage 1 responses were found to be appropriate.
- 14 were partially upheld at Stage 1 – three of these were upheld, five were partially upheld, and six were not upheld at Stage 2.
- 29 were not upheld at stage 1 – At Stage 2, 21 of these were not upheld, meaning the Stage 1 response was found to be appropriate. Two were revised to partially upheld and six were revised to upheld after the Stage 2 review considered additional information or found the original response had not been appropriate.

MP and Councillor enquiries

We received 40 MP and councillor enquiries. These are quite often raised with the MP or Councillor at the same time as a complaint is raised with ISHA, and we can advise on the status of the complaint and provide assurance that we are taking the complaint seriously. Sometimes, an MP or Councillor enquiry would alert us to a complaint that had not been forwarded to the complaints team for acknowledgement. In 2024-25, we received ten enquiries relating to service charges, several about lift services and the remainder were about repairs, ASB, littering in communal areas and poor communication. We responded to all enquiries and followed up with residents.

Ombudsman cases

Eight cases were escalated to the Housing Ombudsman in 2024-25 and we received nine (9) determinations, some of which were from previous years. Most of the cases included multiple findings and across the nine cases, these included:

- 12 findings of maladministration
- 3 findings of service failure
- 4 findings of reasonable redress
- 1 finding of no maladministration

Eight determinations ordered additional compensation with the smallest amount at £175 and the largest amount at £2300. The total amount ordered by the Housing Ombudsman in the period was £6589.

We met all the orders and recommendations for these determinations. In most cases, we had implemented learnings and updated our processes ahead of receiving the determinations. We have updated our complaints handling and increased resourcing in the complaints team since 2022.

Ombudsman determinations in 2024-25

CASE 1: Handling of reports of noise and ASB (original case from 2022). Service failure in the handling of reports of ASB. Reasonable redress in handling of the request to move. Service failure in complaints handling. The resident was unhappy with the level of compensation offered. We were ordered to pay £200 additional compensation and arrange for an apology to be sent to the resident, which we have done.

CASE 2: Handling of repairs to bathroom and damaged flooring. (Original case from 2022) Maladministration in handling of repairs, Maladministration in complaint handling and level of compensation offered, Maladministration in record keeping. The resident was unhappy with our handling of repairs and damage to flooring and the complaint and level of compensation offered. We were ordered to apologise to and pay an additional £1350 in compensation, which we have done.

CASE 3: Handling of reports of leak and damage caused to vehicle. (original case from 2022). The requested solution from the complainant was denied as it was unfeasible. The Ombudsman agreed there was no maladministration regarding our response to the report of damage and directed us to re-offer our proposed solution, which we have done. Service failure regarding response to the report of a leak, No maladministration regarding response to report of damage caused, Maladministration regarding complaints handling.

CASE 4: Handling of resident's reports of antisocial behaviour A very difficult case of ongoing disputes between multiple neighbours, with claims and counterclaims from all groups, which were not managed well by ISHA. Maladministration in the landlord's handling of reports of ASB, Maladministration in the landlord's complaint handling, Maladministration in the landlord's record keeping. We were ordered to pay £450 in compensation and review our record keeping, which we have done.

CASE 5: Handling of communal repairs to the lift and our complaint handling. The determination was reasonable redress on both counts.

CASE 6: Handling of repairs following a fire at the property. This fire was started in the kitchen and had no connection to any building safety remediation issues. Maladministration regarding repairs following a fire, Maladministration in the associated decant, Maladministration in the landlord's complaint handling. We were ordered to pay £1,164 including compensation already offered, refund food costs incurred during the decant, consider whether another housing officer can be allocated and provide a written update detailing what support can be provided regarding rehousing as well as options the resident can explore independently. We have complied with these orders.

CASE 7: Handling of communal repairs to the lift and our complaint handling. The determination was reasonable redress on both counts. This was the second case from the same property to deliver a determination of reasonable redress.

CASE 8: Handling of a report of a leak into the resident's kitchen. There were some failures in our response to her report of a leak, impacting the resident's electrics in the kitchen. The out of hours answering service did not pass on the call details and we did not respond within emergency timeframes as we should have due to the impact on electrical appliances. We also didn't resolve the repairs in a timely fashion. We completed leak repairs in March 2024 and redecoration works in May 2024 and believed the issue was resolved, however, the resident reported the leak had returned in August 2024 and this was also considered by the Ombudsman in their determination:

- Maladministration in our handling of the leak into the resident's kitchen
- Reasonable redress regarding the complaint handling.
- We were ordered to provide a written apology for the issues raised in the report, pay compensation of £2500, appoint an independent surveyor to inspect the property and comment on status of the property, whether it is fit for habitation, whether there are any category 1 or 2 hazards under the HHSRS, comment on all repair issues, provide a scope of work with indicative timescales, and provide date and time stamped photographs

CASE 9: Handling of request for repairs to the wet room and the associated complaint. The determination was: Maladministration in our handling of the request for repairs to the wet room, Maladministration in our handling of the complaint. We were ordered to apologise in writing for the failures identified in the report, pay compensation of £1250 and

provide training to the complaint handling staff ensuring individual circumstances such as vulnerabilities are taken into account when dealing with complaints and offering remedies.

We also had seven requests for information and 14 requests for action, which we responded to appropriately.

Complaints we do not accept

As much as possible, we try to record all expressions of dissatisfaction as complaints so that we can manage them appropriately and learn from them. There are some circumstances where we may not accept a complaint and these are outlined in our complaints policy:

- The issue giving rise to the complaint occurred more than 12 months ago
- Matters are being taken through ISHA's insurance claims procedure
- The complaint is made by one ISHA resident against another resident. ISHA has a separate Anti-Social Behaviour policy to investigate such reports. However, we will investigate a complaint about how an ASB case or service request has been handled
- A complaint is already being dealt with as a complaint (unless there is new evidence/information provided regarding a closed complaint)
- The complainant is unreasonable, in line with our 'Dealing with unreasonable or unreasonably persistent customers' guidance.
- The issue is part of an ongoing legal matter, which has been initiated by the resident or ISHA
- It is a complaint about an outcome or judgment made by a court or tribunal
- If we receive legal instruction or correspondence during the handling of a complaint, we reserve the right to hand over the case to our legal representative and write to inform the resident the complaint is closed.

We withdrew one complaint during the year when it became a legal disrepair case and refused another that was already a legal disrepair case.

Twelve cases were passed to the tenancy team to manage under our Anti-social behaviour policy.

Complaint themes

Throughout the year, we monitor terms that frequently appear in our complaints, and draw broad themes based on the frequency of their appearance.

Rubixx Classifications

The 2024-25 complaints have been retrospectively classified using the Types and Sub-types in Rubixx, our housing management system. Using the Types (relating to team responsibilities) and Sub-types (themes within those areas) that are now in Rubixx will allow us to compare going forward. The top ten themes using these classifications were:

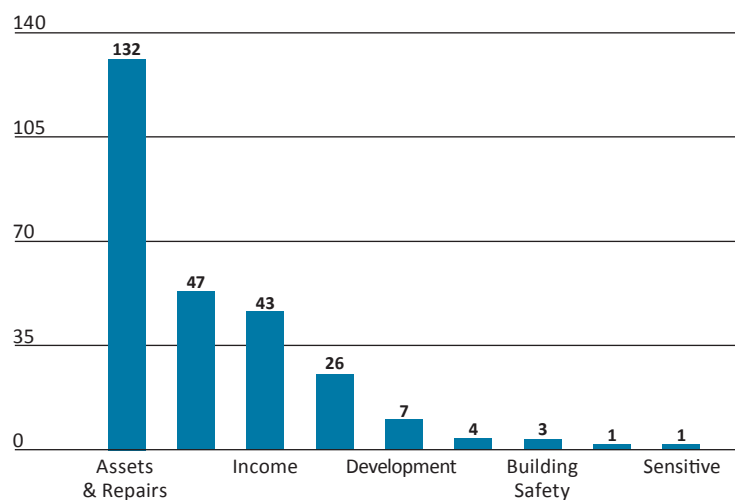
1. Delays and time taken to resolve
2. Poor communication
3. Failure to resolve the issue
4. Service charge issues
5. Lift issues
6. Communal repairs
7. Damp and mould
8. Parking
9. Tenancy Issues
10. ASB management

Record keeping was flagged by the Housing Ombudsman last year but was less of an issue in determinations this year. This will be further improved by the implementation of Rubixx, which will hold our records for all residents and homes. Complaint handling performance has improved and is less of a theme as well. However, it continues to be a focus for the complaints and resolution team.

Complaints relating to Assets and Repairs made up 50% of complaints this year, which is expected given that repairs are the most common reason to engage with your landlord. This was followed by Neighbourhoods, which covers parking, estate services and cleaning, rubbish collection etc. Income includes service charges, which was a big theme in this year's complaints. Housing relates to anything to do with the tenancy and although anti-social behaviour (ASB) reports are investigated by the tenancy team, it includes complaints about the handling of ASB cases.

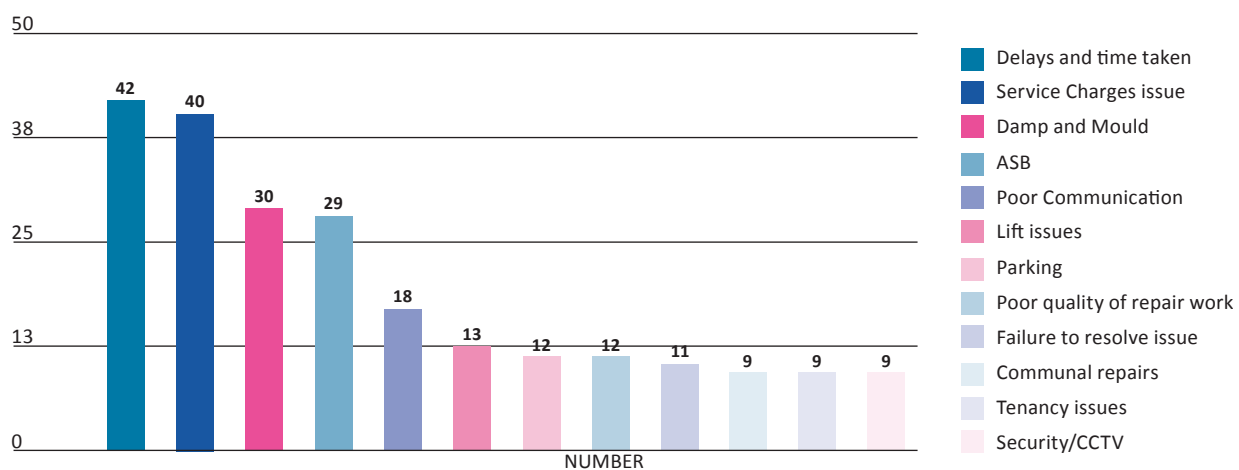
Complaints closed by quarter		
Type	Number	%
Assets & Repairs	132	50%
Neighbourhoods	47	18%
Income	43	16%
Housing	26	10%
Development	7	3%
GDPR	4	2%
Building Safety	3	1%
Compliance	1	0%
Sensitive	1	0%
TOTAL	264	100%

Type # (using Rubixx classifications)

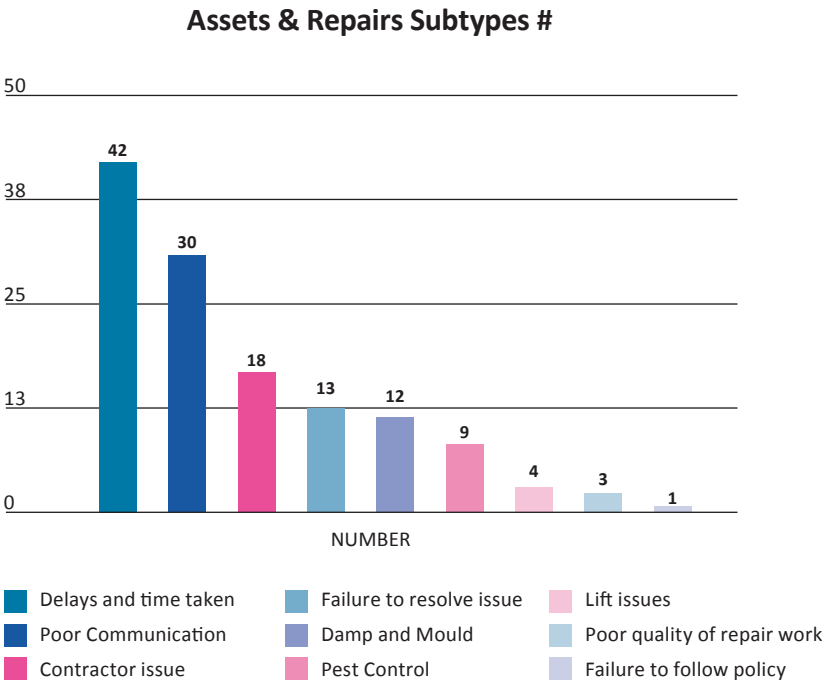


Subtypes		
Subtype	Number	%
Delays and time taken	42	16%
Poor Communication	40	15%
Failure to resolve issue	30	11%
Service Charges issue	29	11%
Lift issues	18	7%
Communal Repairs	13	5%
Damp and Mould	12	5%
Parking	12	5%
Tenancy issues	11	4%
ASB	9	3%
Poor quality repair work	9	3%
Security/CCTV	9	3%
Bin/Rubbish collection	5	2%
Contractor issue	4	2%
Data Breach	4	2%
General Upkeep	3	1%
Pest Control	3	1%
Fire Doors	2	1%
Fly-tipping	2	1%
Rent issue	2	1%
Defect Repairs	1	0%
Failure to follow policy	1	0%
Other	1	0%
Overcharge	1	0%
Transfer waiting list/times	1	0%
TOTAL	264	100%

Main Subtype # (using Rubixx classifications)



Assets and Repairs		
Assets and Repairs account for 50% of the complaints. To look into that further:		
Assets & Repairs	Number	%
Delays and time taken	42	32%
Failure to resolve issue	30	23%
Lift issues	18	14%
Poor Communication	13	10%
Damp and Mould	12	9%
Poor quality repair work	9	7%
Contractor issue	4	3%
Pest Control	3	2%
Failure to follow policy	1	1%
TOTAL	132	100%



Findings of non-compliance with the code

In 2024-25, we had 11 (4%) Stage 1 complaints and two Stage 2 complaints that did not meet timescale requirements.

Learnings and service improvement

Based on learnings from complaints and our Tenant Satisfaction Survey (TSM) results, feedback from residents and getting our staff out and about, we have made concerted efforts to improve our services in the last 12 months. We have measured our TSMs quarterly and over the year have seen an improvement across almost all areas. Although complaints handling scores did not improve overall, we have seen a marked improvement in the final two quarters of the year, which is encouraging.

TP09 Satisfaction with ISHA's approach to complaints handling?					
2023-24	Q1	Q2	Q3	Q4	2024-25
23.7%	17%	8%	30%	33%	22.2% (18%)

We are adding additional resources to our complaints team and to our repairs and maintenance teams and have invested in two key areas identified as themes in the previous reporting year: record-keeping and communication.

Improving our record keeping

Record keeping has been a key concern from our complaints and Ombudsman determinations in recent years, and we have made a large investment in improving this.

As of April 2025, we have implemented a new housing management and finance database to better manage our resident and property data and ensure a resident-focused approach to our work.

The new system includes complaints management capability, which streamlines our complaints administration and tracking, and provides a more joined-up view of resident conversations which will help colleagues provide a more seamless experience. We expect the new system to significantly improve resident experience overall once embedded as they will not have to repeat their questions and concerns every time they call in. The system also includes workflows and escalation prompts so that we can track calls through to resolution.

Improving our communication

ISHA'S VOICE We developed and rolled out an ISHA's voice initiative to improve our written communication. Focused on being more collaborative and audience-focused in our writing, we're working to use modern language, keep communication concise and informative and be as inclusive as possible.

NEW COMMUNICATION TOOLS ISHA's Voice framework includes communication toolkits for frequent communication needs – including lift repairs and planned works, which often suffer from an inconsistent approach.

NEW WEBSITE In 2025, we will also launch a new website to better support resident information needs, working with resident representatives to inform the redevelopment process and using the new tone of voice framework to improve the content.

MYHOME SELF-SERVICE PORTAL As part of our new housing management system, we are introducing a resident self-service portal, which will support rent queries and reporting and tracking of repairs. Self-service is now an expected norm, and our new portal will significantly improve transparency and accessibility for our residents. We know that self-service is not for everyone and we will continue to support resident queries via other channels as we currently do.

Identified themes and areas for improvement in 2024-25

We have also responded to themes that have emerged during the year. Here are the top five themes based on complaints numbers and actions we've taken.

TP09 Satisfaction with ISHA's approach to complaints handling?					
23/24	Q1	Q2	Q3	Q4	24/25
23.7%	17%	8%	30%	33%	22.2% (18%)

Theme	Actions taken
Delays and time taken	<ul style="list-style-type: none"> Complaints citing delays were often held up when jobs were partially completed and then the follow on work was not booked and residents had to chase. The new housing management system assigns tasks that can be tracked through to completion and is less reliant on staff having to remember to book the next appointment. It also contains full information about each call and repair raised so that residents don't have to repeat themselves when requesting an update. In response to feedback that the repairs call handlers are unable to follow up on jobs they've raised due to call volume, we are expanding the team to provide additional resource for following up on repairs and ensuring they are completed.
Poor Communication	<ul style="list-style-type: none"> The tone of voice communication work completed this year has improved our tone in written communications, which residents have noticed and commented on. The biggest issue is still getting back to residents so that they don't have to chase. Our new housing management system now assigns tasks and escalates to managers if they are overdue. This provides greater oversight and accountability about getting back to residents.
Failure to resolve issue	<ul style="list-style-type: none"> Failure to resolve the issue often came hand in hand with delays and time taken, with the same reasons of follow on work falling through the cracks and residents having to chase and the same actions to resolve them. We're now tracking all repairs through our housing management system and are increasing the repairs call handling team to allow for better follow through on each repair.
Service Charges issue	<ul style="list-style-type: none"> The biggest thematic increase this year was around service charges. Where previously we had a handful of complaints, the number went up significantly this year. Partially this was following on from the identified fraud case during the year, which eroded trust. We self-reported to the regulator, conducted a robust audit via a third party and refunded overcharges to residents, but many residents were still understandably concerned. There was a delay in issuing service charge statements this year and a working group has been set up to review our service charges management from end to end. The service charges module of our housing management system greatly simplifies our service charge management and will be implemented in time for next year's service charge statements. To support this, we have also started a project to fully review all our service charge templates and make the information more accessible for next year.
Lift issues	<ul style="list-style-type: none"> We have gotten better at communicating around lift outages but it is very frustrating for residents when they don't have a working lift for long periods.

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Theme	Actions taken
Lift issues	<ul style="list-style-type: none"> • We have been working very closely with our specialist lift contractor to respond more quickly to reported outages and to try and get them up and running as quickly as possible. We often struggle to obtain the required parts, which largely have to come from Europe, and contributes to delays in restoring lifts. • We have identified some common reasons for lift outages related to how they are used and are working with the communications team to produce an education campaign to reduce lift behaviour that can cause breakdowns. For example, propping open doors can trigger the safety protocols and cause the lift to stop working. • We are reprocurring our specialist lift contract and will involve residents in the interview stage to ensure the needs of residents are understood and incorporated into the service.

Looking forward

We are very excited about our journey towards becoming a learning organisation and being able to use the insights from complaints to continuously improve our services.

RUBIXX The new housing management system has streamlined our complaints logging process and provides new levels of reporting and analysis capability. This will allow us to respond to insights and complaint themes earlier.

RESIDENT SCRUTINY Our resident scrutiny panel has scheduled scrutiny of our complaints service in 2025, and has already flagged several suggestions that we agree will make a huge difference to our residents, including getting and responding to early feedback from residents about their experiences, before they need to complain; developing an easy read guide to the complaints process, and developing a better mechanism to capture verbal feedback that should be recorded as a complaint. We have identified verbal complaints as an area that is potentially underreported and will be undertaking internal education and working with teams to understand how they are dealing with issues raised with them verbally.

Annual landlord performance report produced by the Ombudsman in relation to ISHA's complaints handling

Ombudsman's Landlord Annual Report for 2023-24

In 2023, the Housing Ombudsman published a 2023-24 individual landlord performance report for ISHA, based on ISHA receiving 5 or more findings determined between 1 April 2023 and March 2024.

Based on four (4) determinations which included seven (7) findings, the Housing Ombudsman stated we have a maladministration rate of 71% (compared with 67% last year). This maladministration rate was consistent with the national average for housing associations of our size and slightly lower than the national maladministration rate overall (73%).

Maladministration rates

In this period we had:

- 0 Complaint Handling Failure Orders
- 0 severe maladministration* findings (4% national average)
- 57% maladministration* (against 41% national average)
- 14% service failure* (against 19% national average)
- 29% redress (against 7% national average).

**Service failure, maladministration and severe maladministration are grouped to determine the overall maladministration rate for a landlord.*

Performance at a glance

Landlord Homes: 2,637

Landlord Type: Housing Association



Our maladministration rate for complaints handling was 50% and well below the national average of 87% for housing associations of our size, demonstrating a marked improvement in our complaints handling this year.

Our maladministration rate for property condition was 80%, which was above the national average of 72% for housing associations of our size.

The Housing Ombudsman's annual complaints review for 2023-24 revealed that the number of their severe maladministration findings increased by 323% overall. ISHA had no severe maladministration findings for the period, which also supports our case that we are responding to service failures and complaints in accordance with the code.

We have increased resources and focused on service improvement this year and are starting to see positive changes as a result. This is demonstrated by our improved Tenant Satisfaction Survey results, particularly for repairs.

Bench mark	2023-24 result	Change over time	2024-25 result	Tenant Satisfaction Measures
65%	54%	↑	63%	TP01 satisfaction overall
67%	57%	↑	63%	TP02 repairs service in last 12 months
61%	59%	↑	63%	TP03 time taken to complete last repair
65%	56%	↑	65%	TP04 home is well maintained
70%	70%	↑	74%	TP05 home is safe
53%	48%	↑	49%	TP06 listens to views and acts on them
69%	64%	↑	67%	TP07 being kept informed
72%	71%	↑	73%	TP08 treated fairly and with respect
37%	24%	↓	22%	TP09 approach to handling complaints
72%	64%	↔	64%	TP10 communal areas clean and maintained
67%	61%	↑	62%	TP11 makes a positive contribution to area
61%	51%	↓	45%	TP12 approach to handling ASB

↑ statistically significant improvement

↔ no statistically significant change

↓ statistically significant decline

ISHA's Landlord Performance Report

The Ombudsman did not send us the report for review before it was published as stated on its website, so we were not able to comment on the report before it was published. The Housing Ombudsman apologised for the oversight but did not take on board our subsequent comments regarding the fairness of the analysis.

We maintain that the methodology used is a blunt instrument and that due to the low determination numbers is not statistically useful. It ultimately presents us (with no severe maladministration findings, no failure orders and low numbers of determinations - 1.6% of our overall complaints) in the same light as poorer performing HAs (with high maladministration rates, multiple failure orders and high numbers of determinations) in a way that looks equal but is not a fair comparison.