

## HARP Annual Complaints and Service Improvement Reports 2024/25

As the Board Member with lead responsibility for complaints at HARP, I am pleased to present our Annual Complaints Performance and Service Improvement Report for 2024/25, alongside our latest Tenant Satisfaction Measures (TSM) Report. Together, these reports provide a transparent account of how we've listened to and acted on the voices of the people we serve. They also reflect the steps we are taking to embed a positive, accountable complaints culture across all areas of the organisation.

The 2024/25 period saw important progress. We achieved 100% compliance with the Housing Ombudsman's Complaint Handling Code, resolved all complaints within required timescales, and made tangible service improvements—particularly around ASB, housing communications, and staff training. At the same time, our TSM results point to areas where we need to do more, including the handling of complaints and responses to anti-social behaviour. We take these findings seriously and have set out clear actions to address them, including improved internal systems, more consistent staff training, and increased resident engagement.

As a Board, we remain firmly committed to ensuring that everyone who uses HARP's services can raise concerns safely, be heard fairly, and see that their feedback leads to real change. These reports are an important tool in that journey, and I want to thank the HARP team and our residents for their part in strengthening our learning culture and supporting continuous improvement. We will continue to hold ourselves to high standards and ensure complaints lead to better services for all.

Iain Campbell

Trustee

## **HARP Annual Complaints Performance and Service Improvement Report 2024/25**

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### **1. Introduction**

This report provides a summary of complaints received and handled by HARP between 1 April 2024 and 31 March 2025. It aligns with the Housing Ombudsman's Complaint Handling Code and incorporates HARP's annual self-assessment, performance outcomes, service improvements and learning from complaints. It reflects our ongoing commitment to transparency, accountability, and continuous improvement.

The report includes:

- A qualitative and quantitative analysis of complaints performance
- A summary of the types and themes of complaints, including those not accepted
- Service improvements implemented and planned
- Reflections on compliance with the Complaint Handling Code
- Relevant insights from the 2024/25 Tenant Satisfaction Measures (TSM) report

### **2. Complaint Handling Performance**

Overview (1 April 2024 – 31 March 2025):

- Total complaints received: 20
- Complaints accepted: 100%
- Complaints resolved: 100% (Stage 1)
- Complaints escalated to Stage 2: 0
- Complaints referred to the Ombudsman: 0
- Compliments received: 1

Performance Against Timescales:

- Stage 1 acknowledgment (within 5 working days): 100%
- Stage 1 resolution (within 10 working days): 100%
- Average resolution time: 4.2 working days
- Stage 2 compliance: N/A (no escalations this period)

HARP's performance demonstrates strong compliance with the Complaint Handling Code, with all cases acknowledged and resolved within the required timeframes.

### **3. Analysis of Complaints**

Complaint Themes:

- Anti-Social Behaviour (ASB): 65% of complaints in 2023/24; continued to be a significant issue in 2024/25 (40%).

- Customer Service and Communication: 13% in previous year; remains a focus based on our TSM feedback.
- Repairs and Facilities: 16% combined in 2023/24; (15% 24/25) low volume but recurring concerns.
- Complaint Handling Satisfaction (TSM TP09): 68% – a key area for improvement.
- ASB Resolution Satisfaction (TSM TP12): 65% – also flagged in perception data.

These findings demonstrate a need for strengthened communication, clarity on behavioural expectations, and improved responsiveness to ASB incidents.

#### 4. Positive actions and improvement that have been completed following complaints:

Improvements Delivered in 2024/25:

- We have refreshed the Complaints Policy (Nov 2024) and the associated training rollout for all staff.
- We have created standard complaint templates (C1–C4) and included clearer complaint definitions.
- The staff guidance on distinguishing service requests vs formal complaints was rolled out.
- Our data team strengthened recording and monitoring using our INFORM CRM platform.
- We developed and strengthened our centralised complaint coordination team.
- We developed service standards focused on ASB, repairs and conduct.
- Piloted the remote diagnostic and triage protocols to reduce delays in complaint response.

Further actions HARP is planning:

- We will be launching a HARP-wide tasking system to manage repairs and health & safety issues more efficiently.
- We will be embedding a Quality and Performance Framework including regular audits.
- Delivering complaint handling training for all staff as part of core induction.
- Clarifying internal communication responsibilities linked to complaints.
- Working to improve template letters and response quality to enhance transparency and accountability.
- Our team will be using complaints data to inform policy and service redesign.

#### 5. Self-Assessment and Compliance

HARP has completed its annual self-assessment against the Complaint Handling Code (Appendix A). Key highlights:

Full compliance with all Code areas except minor gaps around third-party contractor responses.

Strong governance arrangements in place, with Board oversight via a nominated Member Responsible for Complaints.

Complaint performance data is reviewed regularly by the Operational Sub-Committee, senior leadership, and the board.

## **6. Reflections from TSM Data**

The Tenant Satisfaction Measures Report 2024/25 showed:

Satisfaction with complaint handling: 68%

Satisfaction with being listened to and taken seriously: 78%

Satisfaction with ASB resolution: 65%

These scores show a modest but essential foundation to build upon. HARP's small stock base and specialist client group may partly explain the volume and nature of complaints. However, these results underscore the importance of communication, fairness, and timely action.

## **7. Conclusion**

2024/25 has been a pivotal year for improving HARP's complaints culture and compliance. The organisation has invested significantly in policy, training, systems, and leadership accountability. While performance has been strong in terms of timeliness and process adherence, feedback from tenants shows the need to continue improving perception and satisfaction outcomes. As we continue to work to embed a learning culture and implement our planned improvements, we are confident that our approach will strengthen relationships with residents and drive service quality.

## **8. Publication and Board Oversight**

This report has been:

- Approved by the HARP Board on
- Published on our website under the Complaints section
- Accompanied by a statement from the Responsible member on the Board's oversight

## **Appendix A: Self-Assessment Summary**

HARP's self-assessment against the Housing Ombudsman Complaint Handling Code (completed June 2025) confirms compliance with all core areas of the Code, including:

- Clear definition and recognition of complaints (Section 1)
- Transparent exclusions policy (Section 2)



- Accessible and well-publicised complaints process (Section 3)
- Designated complaints officer and accountable Board member (Section 4)
- Timely responses at all complaint stages (Section 5 & 6)
- Strong culture of learning and service improvement (Section 7 & 9)
- Annual reporting and Board oversight mechanisms (Section 8)

Minor gaps identified relating to third-party complaint handling have been noted for review. A copy of the full self-assessment is available on request and will be published online alongside this report.