



# Annual Complaints Performance and Service Improvement Report

2024-2025

# Introduction statement from Elizabeth Froude, Group Chief Executive and Heena Prajapat Board Member Responsible for Complaints

**Here at Platform, we are committed to delivering a customer-first housing experience for a better future.**

Our vision is to create homes everyone is proud of and places where people thrive.

As an organisation we know that we don't always get things right the first time, this is why we see customer complaints as such an important tool to help us understand where things are not working and as an opportunity for us to put those things right.

At Platform we have a dedicated Customer Experience Team who have overall responsibility for the complaint handling process, their role is to ensure that all complaints are handled professionally and in a timely manner. One of the roles of the Customer Experience Team is to identify learning opportunities arising from complaints.

Complaints are discussed widely with teams across the business, and this is from Board and Executive Level through to operational teams delivery.

We see the Board Member responsible for complaints role as such an important one, this ensures that there is a clear understanding at the most senior level of the organisation.

As part of the Board Member responsible for complaints role we feel its really important to be using technology to get ahead of the curve. This year we have encouraged teams to look at data and what its telling us to be more proactive. This will be further enhanced over the next twelve months.

We are pleased to share with you our second complaints performance and service improvement report for the 24/25 financial year and in here we will outline the actions we have taken as a result of feedback from our customers.

We of course recognise that we still have work to do particularly around improving how we communicate with you and also our repairs service, but we believe that being honest and transparent about our performance helps us to remain focused on these areas.



Elizabeth Froude



Heena Prajapat





# Overview

**This report is to provide details on Platform Housing Groups Complaints performance over the last 12 months. This report will include:**

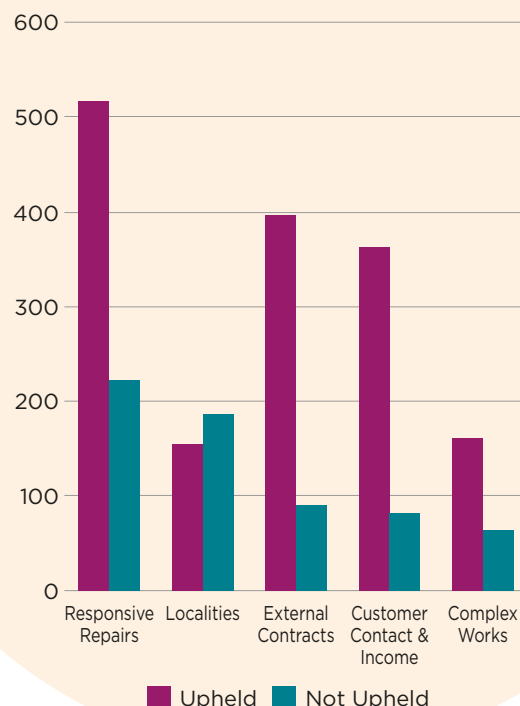
- Complaint volumes, themes and learnings.
- Housing Ombudsman Service complaint volumes, themes and learnings.

# Complaint Volumes

The table below shows Platform complaint volumes from 1 April 2024 – 31 March 2025:

Key Complaint Stats	2023-2024	2024-2025
Complaints received	2374	3459
Complaints investigated at formal stage	2217	3410
Complaints completed at final stage	473	869
Complaints responded to within 10 working days	79%	82.8% - within first permitted extension under the Ombudsman code 98.12%
Complaints escalated to final review stage	21%	25%
Complaints upheld	77%	70%
Complaints Not upheld	23%	30%

Complaints Upheld by Department 2024-2025



In 2024-2025 we have continued to see an increase in formal complaints, in line with the trend being seen across the sector and by the Housing Ombudsman Service.

We received **3459** (2023-2024; 2374) formal complaints between 1 April 2024 and 31 March 2025, which is a significant increase on the previous year. **3410** formal complaints were investigated compared to 2217 the previous year, **70%** of which were upheld which is a decrease on the 77% upheld the previous year.

**82.8%** of formal complaints were responded to within timescales, which is an increase on the previous year where 79.2% of complaints were responded to within timescales. This year we recorded responses within the first permitted extension of 10 working days and responses were **98.12%** completion within the first permitted extension time.

We reviewed **869** (2023-2024; 473) complaints at the final review stage of the complaint's procedure during 2024-2025, which equates to 25% of all formal complaints investigated which is slightly higher than last year which was 21%.

**The graph above shows the departments that received over 100 complaints during the year and provides a count of the complaints that were upheld.**

The **top five** root causes of complaints during 2024-2025 were:

- Damp and mould.
- Component replacement forms.
- Poor management of sub contractors.
- Time taken to complete repairs.
- Not communicating with the customer.

The highest category of complaint during the year related to some form of delay in the service provided by Platform. Please read the pages below to hear how we are learning from complaints.

# Themes and Learning from Complaints



The key themes that were prominent throughout 2024/2025 and the learnings from these were:

- **Damp and mould work not completed causing delays for the customer.**

During the year our Asset Management Team reviewed the way they operate and one of the key changes that was made was to introduce a new Complex Works Team that as well as leading on damp, mould and disrepair would also oversee more complex works that need to have added oversight and scrutiny.

In addition, they created a new post where we have a Contracts Manager that is dedicated to customer resolutions, ensuring that we are able to respond quickly to customer complaints. Further improvements are being made in 2025-2026 with the responsibility for Damp and Mould sitting within a new Compliance directorate within our Property Care Team.

We understand that damp and condensation mould can be a serious concern. While we've already strengthened our policy and processes in this area, the upcoming introduction of Awaab's Law will soon require all landlords to respond more quickly to potential hazards and health risks in the home. We're currently reviewing and updating our approach to make sure we're fully prepared for this important change in law, so that you can continue to live in a safe, warm, and secure home.

- **The completion of forms to replace components in a customer's home and the lack of customer communication around this.**

This process has remained a key issue for customers. As part of our Property Change Programme this process is being reviewed to ensure that customers remain front and centre when visits result in a new component being needed. The focus going forwards will be enabling colleagues on the ground to make decisions locally leading to less delays for customers.

- **Poor management of sub-contractors.**

During the year our Property Care Team recruited a Service Manager to oversee sub-contractor work across Localities. Supported by a Customer Liaison Officer they have been working hard to ensure standards of work are monitored for our customers and that customers are kept updated.

- **Time taken to complete repairs.**

There are significant changes happening within our Property Care Team. We are rolling out a new operating model across PPC that brings leadership and decision-making closer to where the work happens.

The new localities model aligns PPC more closely with how our Housing teams already work, helping us deliver faster, more joined-up services to our customers and clearer support and lines of communication for colleagues. There will be more changes to come over the next 12 months, all absolutely focused on improving services for customers.



- **Not communicating with the customer.**

In order to improve monitoring of actions associated with complaints we introduced a Complaints Aftercare Team in July 2024, as detailed on page 7.

Our L&OD Team have rolled out the Platform Experience training. The significant benefits of the Platform Experience have been increased collaboration and relationship building across the Group; the opportunity to translate the content with scenarios and real-life context; and helping us embed a consistent experience for our customers so that they feel as though they have had a great experience in every interaction.

## Further Learning from Complaints

During the year, teams across Platform have worked hard to learn from customer feedback.

Our **You Said We Did** sheet contains key actions that have been implemented as a direct result of customer feedback. Please see link to this below.

<https://www.platformhg.com/sites/default/files/2025-09/PHG0526%20You%20Said%20We%20Did%202024%20%E2%80%932025%20Sheets.pdf>

**127 Case studies** were completed and shared with teams across Platform because of customer feedback.

## Customer Involvement Complaint Reviewers

During the year our complaint reviewers looked at **869** final review complaints at the final stage of the procedure. Complaint reviewers read the final response letters from a customer's point of view, they also make sure the content of the letter is clear and the language used is easy to understand.

John has reviewed the most final reviews from a customer perspective over the past 12 months.

*“The last year has seen a definite reduction in mould and damp problems.*

*I also have far fewer complaints to review, which I assume this is a combination of fewer complaints coming in and more reviewers.*

*I still love working with all the staff and I still feel very involved.”*

**John**, Complaints Reviewer





## External Review

At the end of 2024 we commissioned an independent review of our customer experience operating model. The reason that we did this is because like many housing organisations, we had seen a significant increase in complaints. Our teams were fatigued, and cross-functional collaboration had become difficult.

We had already changed our operating model a number of times, and it felt like we needed to pause, reflect, and bring in an external view. We wanted someone to help us assess where we really were, identify opportunities, and guide us forward with a clear focus on customer experience - not just complaints. We are working through the outputs of this review and plan to make further changes to our operating model during 2025/2026.

## Complaints Aftercare Team

In last years report we said that we were working to introduce a Complaints After Care Team. This team went live in July 2024 so we have a dedicated team in place to ensure that all actions committed to as part of a complaint resolution are chased through to completion with the relevant teams and that the customer is kept regularly updated on progress.

## Data Science and Technology

We are exploring new ways to use data science and AI to strengthen how we handle complaints.

This work includes the Service Failure and linked Repairs Projects.

We are also exploring digital tools with partners like Warwick University to strengthen data quality and insight. These innovations will help us respond more quickly, consistently, and fairly to customer concerns.

# Housing Ombudsman Service Findings

In 2024-25, Platform received **39** Determinations from the Housing Ombudsman Service, with a total of **96** findings.

The findings made by the Housing Ombudsman Service can be seen in the table below:

Ombudsman Determination	Number of findings
<b>Outside jurisdiction:</b> This means the issue will not or cannot be investigated by the Housing Ombudsman Service.	7
<b>No maladministration:</b> This is where we acted in accordance with the obligations in the tenancy agreement and relevant policies and procedures. Minor failings may have been found but these have caused no detriment to the customer.	17
<b>Reasonable redress:</b> There is evidence of maladministration, but we have identified and acknowledged this prior to the Ombudsman's investigation and has, on our own initiative, taken steps that puts things right.	24
<b>Service failure:</b> Where there is evidence of a minor failing, but action is still needed to put things right. Service failure is a form of maladministration.	19
<b>Maladministration:</b> Where there was a failure which has adversely affected the customer.	24
<b>Severe maladministration:</b> This is the most serious failure, where there is evidence of serious detrimental impact to the customer.	4
<b>Mediation:</b> This is where the Ombudsman explore options with both parties to find a fair, agreed-upon solution to the dispute.	1



We did not receive any Complaint Handling Failure Orders during 2024-2025, and we haven't received any Complaint Handling Failure Orders since they were introduced. We take compliance with the Complaint Handling Code very seriously.

Although we had more cases determined by the Housing Ombudsman Service this year we are pleased that our maladministration rating was lower than in 2023-2024 and that it is lower than the sector average.

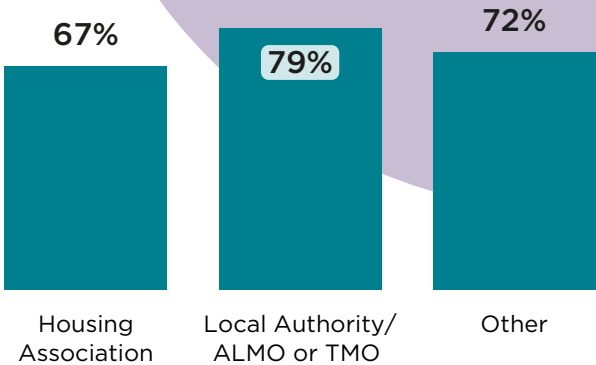
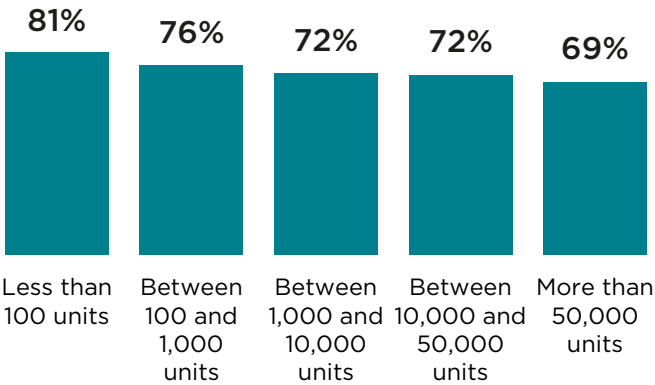
Our maladministration rating was **53%**. The national maladministration rating was **71%** and the national maladministration rating for landlords of a similar size and type was **64%**.

We acknowledge that there have still been findings made by the Housing Ombudsman Service and it is evident that we have not always delivered the level of service that we aspire to for our customers and we are committed to learning from their experiences.

### Maladministration Rate Comparison

Cases determined between April 2024 - March 2025

<b>NATIONAL MALADMINISTRATION RATE:</b>	<b>71%</b>	<b>National Maladministration rate for Landlords of a similar size and type:</b>	<b>64%</b>
National Mal Rate by Landlord Size Table 1.1		National Mal Rate by Landlord Type Table 1.2	



# Themes and Learnings from Housing Ombudsman Service Determinations

## Damp and Mould process improvements

Platform made significant changes to its process (Oct 24) around Damp & Mould that significantly reduce risk to the customer from continued exposure to Damp and Mould once the customers inform PHG they have an issue.

- All incidents of Damp & Mould are categorised as a CAT1 regardless of the customer description. This means we are not reliant on the customers description where the customer could underplay the extent of the ingress.
- The process is to attend the customers property within 5 to 7 days of the customer contacting our Hub to raise the incident. A contractor will attend and carry out a mould wash, then will treat the area with a mould resistant application and finally will apply a mould resistant paint to the affected area. The paint will further give added protection against mould returning but will also give an aesthetically pleasing finish.
- There is also a dedicated team who deal with all Damp and Mould jobs to ensure the initial attendance is carried out on time and any follow works required are booked in with the customer and tracked to completion.



This process gives assurance that a robust system is in place that limits future failing of risk of damp and mould exposure and also ensures any remedial works are carried out in a timely manner and tracked in a manner fitting in with our customers requirements.

We have also implemented system improvements and we will continue to improve with an introduction of a contractor portal. This will also give us greater visibility of the contractors job status.

The damp and mould team will move into our Property Care Business during 2025 – 2026 which will make further improvements to how this work is completed.

## Complaint Handling

Complaint Handling Code Workshops were completed across the Group during 2024 – 2025 reinforcing the requirements of the code, which includes the need to cover all complaint points within the response letter and to compensate customers appropriately for any service failures.

In addition to this we have also been running letter writing training sessions for those completing complaints at the formal and final stages at Platform to support our right first-time culture.

The Complaints After Care Team were also introduced to ensure that any repairs identified as part of a complaint are followed through to completion and that the customer is kept informed.

We also commissioned an external review of our approach to customer experience which included our complaint handling.

All of these things evidence our commitment to learn from feedback and to make sure that we get it right first time for customers.

## Communication with customers

Our L&OD Team have rolled out the Platform Experience training. The significant benefits of the Platform Experience have been increased collaboration and relationship building across the Group; the opportunity to translate the content with scenarios and real-life context; and helping us embed a consistent experience for our customers so that they feel as though they have had a great experience in every interaction.

In addition, face to face training courses were designed for the Repairs and Programme surveyors to understand tone of voice, and type of words used.

During 2025-2026 our Property Care Team will be extending the Customer Liaison Officer Role to ensure that where there are complex repairs the customer has one point of contact.



## Annual Self-Assessment Against the Housing Ombudsman Code.

As part of the new statutory Complaint Handling Code Platform have completed a self-assessment against the code. The self-assessment can be seen here.

<https://www.platformhg.com/sites/default/files/2025-09/PHG0312%20Complaint%20Handling%20Code%20Guide%202025.pdf>



# Learning from Housing Ombudsman Service Spotlight Reports

## Repairs and Maintenance – Repairing Trust

Platform was really proud to work directly with the Housing Ombudsman Service on the repairs and maintenance spotlight report. In October 2024 colleagues from Platform hosted colleagues from the Housing Ombudsman Service as part of their fieldwork to inform this spotlight report.

All Platform colleagues were really open and honest with colleagues from the Ombudsman Service and were really pleased to have been able to contribute to such an important piece for the sector. We are currently working through the published report and will be pulling together a self assessment with some clear learning points for us to consider moving forwards.

## How to contact the Housing Ombudsman Service

The best way to get complaints resolved is to speak to us directly. We have a procedure in place to ensure that your complaint is dealt with effectively.

However, you are able to contact the Housing Ombudsman Service at any point for independent help and advice at any point.

If you have exhausted our Complaint Procedure and you remain dissatisfied, you are able to refer your complaint to the Housing Ombudsman Service.

The details for the Housing Ombudsman Service are as follows:

Please [\*\*click here\*\*](#) for the Housing Ombudsman's website.

You can call the Housing Ombudsman Service on: **0300 111300**.

You can email the Housing Ombudsman Service:

**[info@housing-ombudsman.org.uk](mailto:info@housing-ombudsman.org.uk)**.

