

# Complaints and Compliments Annual Report



2024 - 2025

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## 1 FOREWORD

Clanmil's Customer Strategy 2022-2026 puts our Customers at the heart of everything we do. This involves listening to, understanding, learning from and acting upon what our Customers tell us. Complaints provide an opportunity for anyone to tell us when things go wrong, and we welcome this feedback as invaluable to help us continuously improve our services to customers.

This report provides the outturn on performance for customer compliments and complaints recorded between 1 April 2024 and 31 March 2025. It also highlights our performance in dealing with the complaints and any learning that we gathered based on the feedback received.

## 2 HEADLINE FACTS & FIGURES

In 2024/25, there were:

- **232** complaints received, incl.
  - 168** 'make it right' requests,
  - 50** stage 1 complaints,
  - 14** stage 2 complaints.
- Of these 232:
  - **80.6%** were responded to within the required timescales.
  - **228** complaints were closed to 31 March and the remaining 6 were responded to in April.
  - **25** cases have action plans in place which have not yet been completed at the time this report was being finalised.

The three top issues raised were:

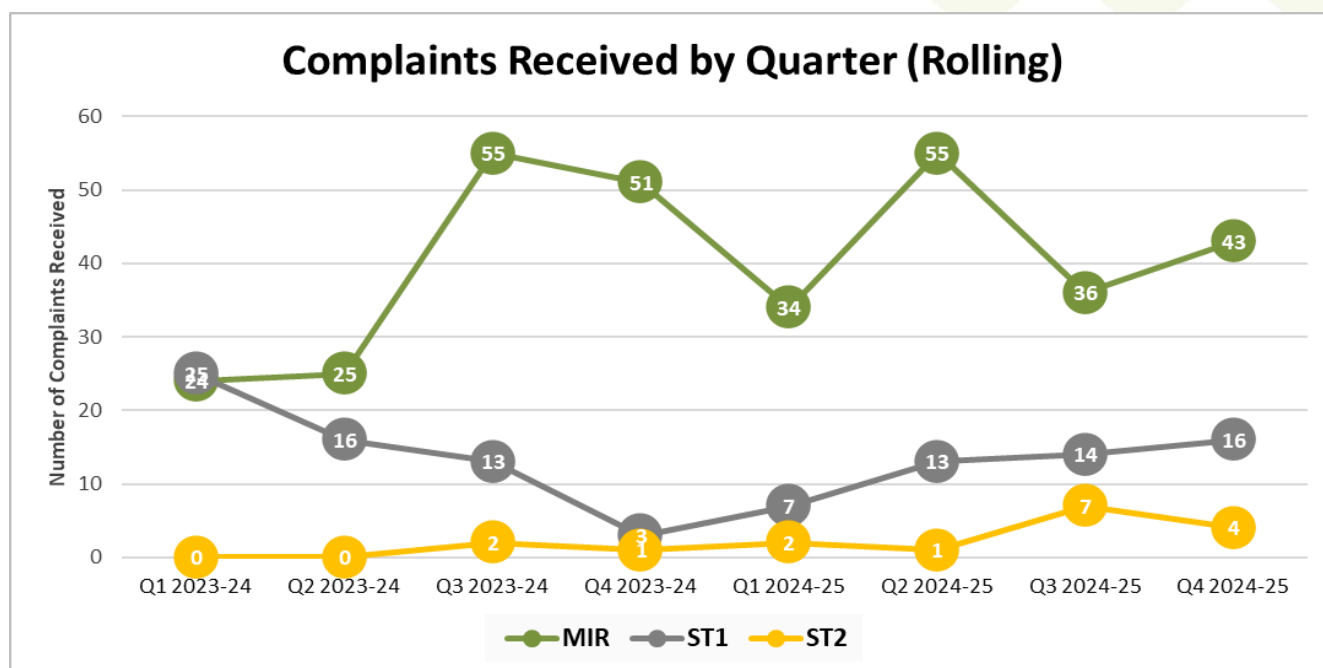
- Delay in service
- Contractor issues
- Condition of property / site / scheme / living

154 compliments were received. This is a 228% increase from 47 compliments in 2023/24.

### 3 COMPLAINTS OVERVIEW

The overall number of complaints increased in 2024-25. A slightly higher number of cases was resolved verbally while the number of stage 1 formal investigations decreased compared to 2023-24.

14 complaints were escalated to stage 2 compared to only 3 in the previous year.



Not all complaints were responded to within the timescales as per our Policy. A large proportion of formal complaints was either fully or partially upheld.

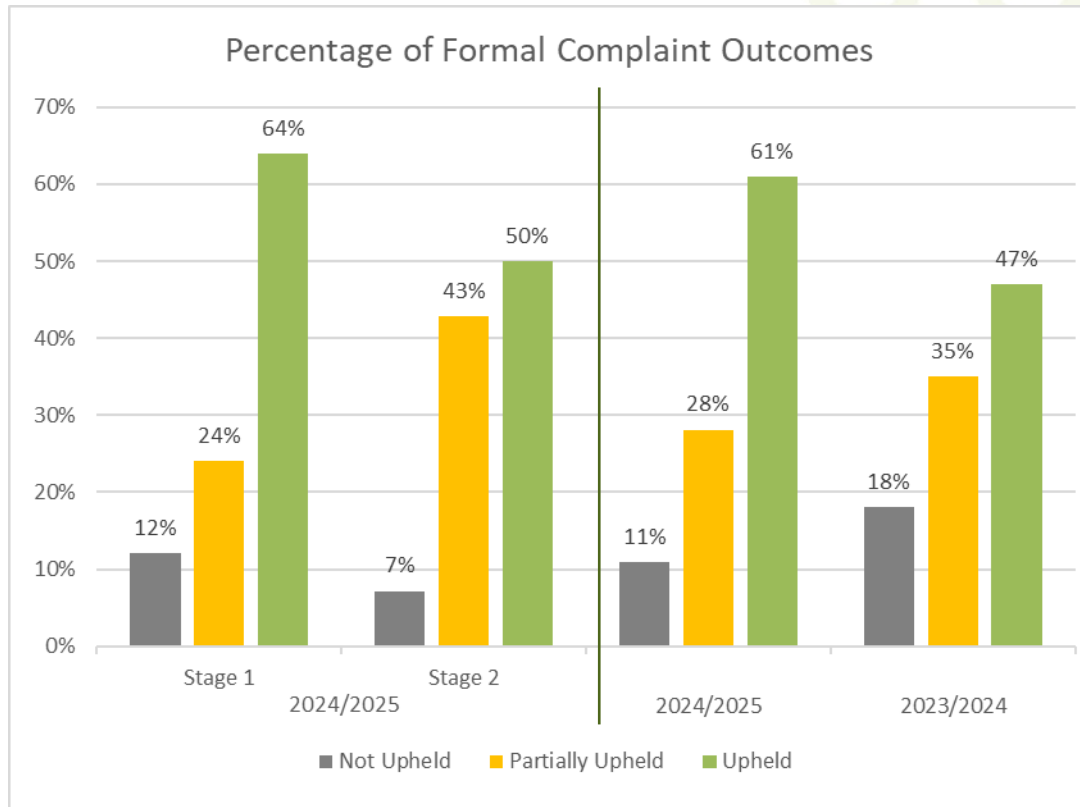
Stage	Responded to within timescale	Upheld or Partially Upheld	Escalated to the next stage
Informal / Make it Right = 157	87% (146) <sup>1</sup>	n/a	6% (10)
Stage 1 = 50	82% (41) <sup>2</sup>	88% (33)	20% (10)
Stage 2 = 14	100% (14) <sup>3</sup>	93% (13)	0% (0)

Given the new policy, a refocus on customer offer, refreshed colleague training, more clarity on the customer standards of service and the current contractor difficulties we experienced throughout the reporting year, we have upheld a greater proportion of Complaints this year. The percentage of formal complaints upheld has risen from 82% in 2023-24 to 89% 2024-25.

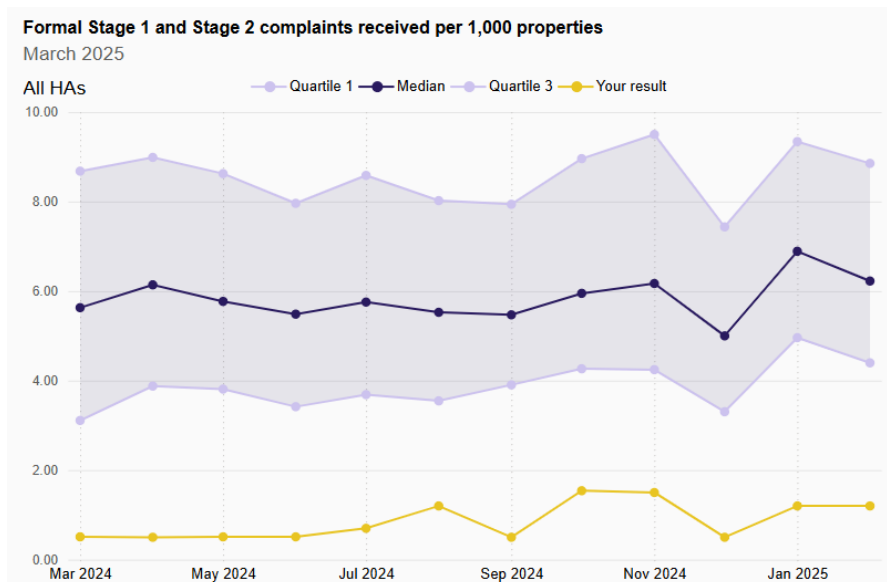
<sup>1</sup> 5 working days.

<sup>2</sup> 10 working days

<sup>3</sup> 20 working day



#### 4 PEER BENCHMARKING



#### Data from Monthly Pulse (Housemark)

4.79% UK-wide increase in recorded complaints (18% rise in the previous year)\*

\*In England, complaints resolved verbally are incorporated in Stage 1 of the formal process.

## 5 COMPLAINT THEMES

The Assets team responded to the largest volume of complaints, followed by the Housing team.

Department	Make it Right	Responded on Time	Stage 1	Responded on Time	Stage 2	Responded on Time	Total average	Responded on Time average
<b>Assets</b>	64%	89%	68%	82%	57%	100%	64%	<b>88%</b>
<b>Housing</b>	35%	83%	28%	79%	43%	100%	34%	<b>84%</b>

The remaining percentage of cases were assigned to:  
 Corporate Services – one Make it Right request,  
 Development – one Make it Right and one Stage 1,  
 Finance – one Stage 1.

The issues raised most frequently were:

Delay in service	44
Contractor issues	37
Condition of property / site / scheme / living	37
Unsatisfactory communication by Clanmil staff	35

Of the 232 complaints logged in the year, twenty six (26) referenced damp and mould, including twenty (20) Make it Right requests, five (5) at Stage 1 and one (1) at Stage 2.

The reasons for complaints, as recorded are listed below :

Row Labels	Make it Right Request	Stage 1	Stage 2
<b>Contractor issues</b>	<b>33</b>	4	
<b>Unsatisfactory communication by Clanmil staff</b>	<b>29</b>	<b>5</b>	1
<b>Delay in service</b>	<b>27</b>	<b>13</b>	<b>4</b>
<b>Condition of property / site / scheme / living</b>	<b>22</b>	<b>14</b>	1
Unsatisfactory service	14	2	
Staff Complaint	13	4	1
Other reason	7	1	1
Lack of understanding of organisation policies/procedures	5	1	
Damp & Mould	4	1	
Unfair treatment or discrimination/bias	4	1	1
Unknown	4		
Failure to provide info	3		
Alleged breach of confidentiality / data protection	1		
<b>Failure to provide service</b>	<b>1</b>	4	<b>3</b>
<b>Process Failure</b>	<b>1</b>		<b>2</b>
<b>Total</b>	<b>168</b>	<b>50</b>	<b>14</b>

## Stage 2 Complaints:

In 2024/2025, 14 complaints were reviewed at Stage 2:

Date received	Nature of Complaint	Responded within timescales?	Outcome	Compensation	Escalated to NIPSO	Investigating Director
June 2024	Customer dissatisfied with our Stage 1 handing and actions timeframes re grounds maintenance.	Yes	Upheld	No	No	ADABS
June 2024	Unhappy with repairs not addressed and compensation offered.	Yes	Upheld	£500	No	EDABS, ADBAP
Jul 2024	Transfer process and outcome	Yes	Upheld	£325	No	ADCC
Oct 2024	Repairs promised at Stage 1 still not completed, compensation not received.	Yes	Upheld	No	No	ADABS
Nov 2024	ASB process and outcome	Yes	Partially Upheld	£500	No	ADICT
Nov 2024	Delays in recruitment of SCO, lack of cover at scheme.	Yes	Upheld	No	No	EDCC
Nov 2024	Repairs promised at stage 1 not completed, lack of communication.	Yes	Partially Upheld	No	No	EDABS
Nov 2024	Sewage smell not fixed and promise of the transfer not delivered.	Yes	Upheld	£450	No	ADCC
Nov 2024	Poor handling of an incident and the resulting staff complaint.	Yes	Partially Upheld	No	No	AHM
Dec 2024	Ongoing leak and dampness in his windows and walls.	Yes	Partially Upheld	£250	No	ADABS
Feb 2025	Unhappy with the level of service charges (owner occupier), quality of workmanship and delays in repairs.	Yes	Partially Upheld	No	No	EDABS
Feb 2025	Poor handling of the outcome of flooding and lack of remedy.	Yes	Not Upheld	No	No	EDABS
Mar 2025	Unhappy with ASB handling, alleging unfairness, and staff member's handling of incident.	Yes	Partially upheld	No	No	EDCC
Mar 2025	Lack of communication, compensation not settled, and repairs not completed.	Yes	Upheld	£800	No	EDABS

## 6 KEY PERFORMANCE INDICATORS

KPI	2024-25	Target	2023-24
CS006 = % of complaints responded to within target (Stage 1 and Stage 2 only, as per the current Regulator and Housemark reporting).	85%	85%	84%
CS017 = % of complaints responded to at Stage 1 (e.g., not escalated to Stage 2).	79%	92%	78%
CS010 = Complainants satisfied with complaint handling (a sample of all complaints, incl. Make it Right).	70%	80%	64%

## 7 NORTHERN IRELAND PUBLIC SERVICES OMBUDSMAN

Two cases have been investigated in the course of the year by NIPSO.

**Case 1** - Draft Report on the outcome of investigation received in April 2025. Response issued and awaiting Final Report. The complaint is expected to be partially upheld with three recommendations on: 1. The provision of training on ASB policy and the processes on investigating reports. 2. The importance of robust interviewing as part of investigating reports of ASB. 3. The need to remind staff charged with the responsibility of investigating complaints of the need to provide full, accurate and timely responses to each of the issues of complaint.

**Case 2** - Responses submitted 26 Sept, 11 Nov, 06 Dec, and 16 Jan. Awaiting outcome. Some gaps in information requested. Main areas of gaps are evidence of tenant meetings, decision not to escalate complaint, NOSP procedure adherence and evidence of communication with tenant and PSNI.

NIPSO also carried out the assessment of **Case 3** and decided not to progress investigation further. The decision has been challenged by customer and is being reviewed.

Eight (8) other customers appealed to NIPSO and have been referred back to us to exhaust Clanmil's internal complaints policy.

## 8 LEARNING FROM COMPLAINTS

Learning Reflections and Actions are tracked to close in our housing management system. Some examples of changes made from learning from complaints:

Issue of concern	Learning	Actions implemented
Quality of service from our response maintenance contractors.	Closer monitoring required of the progress of repairs to ensure that they are in progress/completed to prevent an escalation of the complaint.	The Assets team continue to monitor new MTC contractors. Interim contractors are in place while the tender for the 3 vacant Lot areas closed in April 2025. Monthly meetings with contractors held to improve performance and reassign the backlog



		orders. Performance is monitored by ET with a contractor performance dashboard.
Delays with repair work arising from Make it Right requests	It is the Assets team's responsibility to ensure the work has been completed, and that communication with the tenant is maintained until all work has been done.	Open actions are monitored as part of the weekly complaints report which is disseminated to the Executive Team and a meeting held with managers and Assistant Directors.
Increase in service charges for leaseholders	Clanmil to ensure that apportionment of costs are correctly applied to leaseholders.	Managers' review took place of homeowners' scheme charges to ensure they were accurate and reasonable and adjustments and corrections were made where necessary.
Insufficient Scheme Co-ordinator cover	Review of Scheme Co-ordinator cover required to ensure that there is sufficient cover should staff have to take leave unexpectedly.	<p>Colleagues were reminded of the importance of communication regarding temporary cover arrangements. This is being monitored by patch managers. Senior staff are monitoring pending and live vacancies.</p> <p>Weekly recruitment reporting on gaps and delays issues to Executive Team.</p> <p>Senior Management were reminded of the importance of documenting issues during walkabouts and ensuring actions are progressed within a suitable time frame.</p> <p>Review carried out of service charge equalisation for the schemes affected by lack of scheme coordinator service took place as part of the annual service charge reviews.</p> <p>The requirements of the procedure reinforced for the staff to notify customers of the cover arrangements in the event of the SCO taking unexpected and prolonged leave.</p>
Poor customer service when contacting the contractor responsible for the incorrect capping of a customer's gas supply	Service improvements required by the contractor	<p>Contractors were asked to provide additional training in customer service for their customer-facing employees.</p> <p>Engineers instructed to always try to access the property before carrying out any disconnection/works to gas appliances.</p>



## 9 PROMOTING A COMPLAINTS POSITIVE CULTURE

During 2024/25, measures we introduced to promote a complaints positive culture, which included:

- Half day training events with Housing and Assets colleagues.
- Redefined reports to make it easier for Departmental Managers to oversee performance.
- Introduced our 'Feel Good Friday' and 'Motivational Monday' messaging to share good feedback we have received with all staff.
- Cases and Tasks within CX Feedback module allows clear accountability of timescales.
- Departmental Housing and Assets meetings reviewing customer complaint stats and responses.
- Feedback and lessons learned from Stage 2's now well embedded into Teams, tracked in Pentana and GARC reporting.
- New standards of service published for customers.

## 10 COMPLAINTS COMPENSATION

The table below shows compensation offered as a result of complaints in 2024-25:-

Complaint Stage	Number of Complaints resulting in financial compensation	Compensation amount (£)
Informal / Make it Right	11	£1,120
Stage 1	11	£2,427.18
Stage 2	5	£1,500
<b>TOTAL</b>	<b>27</b>	<b>£5,047.18</b>

Total recorded under transaction code 61980 <sup>4</sup>	105	<b>£26,253.03</b>
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<sup>4</sup> This figure includes compensation to customers and members of the public offered for reasons other than complaint remedy, such as under the Right to Repair or the goodwill gestures related to ASB.

## 11 COMPLAINTS POLICY

Compliments, Comments and Complaints Policy was reviewed in quarter 4 to include

The following changes have been made as recommended by the Board and NIPSO:

- Clarification on the timescales to notify customer if their complaint cannot be escalated through our normal process (3 working days)
- Clarification on the maximum number of days within which we will close all the actions arising from Make It Right request (20 working days, failing this, escalation to stage 1).
- Clarification on the maximum number of days within which we will close all the actions arising from Stage 1 complaint (60 working days, failing this, escalation to stage 2).
- Clarification on the maximum time within which we will close all the actions arising from Stage 2 complaint (six months).

## 12 COMPLIMENTS RECEIVED – SOME EXAMPLES

"Geraldine is a great worker. Looks after the needs of all the residents. Very thoughtful. Does her duty to perfection. Does her job to help when she can. Excellent."  
(Housing with Care)

"Ann is a fabulous coordinator. Always dedicated to her job. She's bubbly, enthusiastic and a very compassionate human being. She treats all tenants the same. No favouritism. Plays a listening ear for tenants in trouble or need. Very caring. Simply the best."  
(Scheme Coordinator)

"Hi Lloyd thank you very much for the information honestly this morning, I got Wi-Fi for £22 and my electricity tariff changed, I was on the highest, and now I save and will get £40 credit. The gas I'm on the right tariff. Honestly this was brilliant information, just thought I'd let you know. I really appreciate the help."  
(Money Advice Team).

"It's the way Brian treats you. The respect you get from him. He ask you if everything is ok. It's the treatment you receive. He was chatty, really nice and really friendly, and they clean up after himself. He treated the house very respectfully. Brian had the utmost respect for me as the tenant and the house."  
(Maintenance Assistant)

"Angela is an outstanding member of your team, she goes above and beyond and she is the reason I am still a tenant with Clanmil. She is honestly just amazing, she restored my belief in your company after the issues I had moving in, she brought everything down to a calm and don't worry level, she is very professional, just unbelievable to be honest. "  
(Money Advice Team)

"Gillian carries out her duties exceptionally well. You are always greeted with a very pleasant smile. She is a wonderful person who is prepared to go the extra yard. She would be a willing colleague always. Eager to offer her help when required. Most people in the scheme have the highest regard for her. "  
(Scheme Coordinator)