

Annual Complaints Performance and Service Improvement Report 2024-2025

Approved by Twenty11 Board, September 2025

Board Foreword

Provided by Derek Cash, Board Member Responsible for Complaints

The Board welcomes this annual report which reflects the positive progress of complaint handling within Twenty11 (Homes) Ltd during the financial year 2024-25, as confirmed by the scrutiny of the underlying data.

Twenty11 experienced further increasing demand for its complaints service during the year, driven by a positive culture to attract a greater level of feedback from customers about what we do well and what remains an issue to resolve. Although this report demonstrates more reported complaints in 2024-25, it is important to place in context that the organisation still receives many more compliments each month than it does complaints – albeit that in no way downplays the serious issues that some residents continue to experience.

Externally, this increase in complaints has been driven by factors including government campaigns such as 'Make things right' which Twenty11 continues to support and promote, highlighting to our residents how they can let us know when there is a problem with our service delivery and how we can resolve issues quickly. There has also been much greater influence from both the strengthened Housing Ombudsman service and the Regulator of Social Housing, who have reintroduced a major focus on consumer regulation.

Internally, and also in response to growing customer expectations, Twenty11 has placed a much greater focus on both resolving complaints effectively, and in a bid to rectify outstanding issues raised as soon as practicably possible. The complaint-handling service has improved significantly as a result of additional capacity being added within a specialist team, who are headed up by a dedicated head of service, and by a much greater emphasis being placed on complaints performance reporting within the leadership of the organisation – both within a refreshed executive team and at board level.

Increased scrutiny of complaints performance across the Red Kite group, which includes Twenty11, has therefore come regularly during 2024-25 from the Housing Ombudsman, the group board and management as well as from both our internal Resident Representative Team and Operations Sub-Committee.

Our self-assessment against the Housing Ombudsman's Complaint Handling Code for 2025-26 shows full compliance and has been verified externally to ensure we are

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following good practice. Twenty11's Complaints and Compensation policies have both been strengthened during recent months to include a number of improvement recommendations, received from both the Housing Ombudsman service and the external validation report.

Having received two determinations containing a total of six maladministration findings by the Housing Ombudsman service in 2023-24, it is encouraging that Twenty11 only received a single determination in 2024-25 containing just one finding of maladministration.

It is important to stress that all those findings relate to historic cases which occurred before the current internal and external focus on our complaint handling and repairs services (i.e prior to 2024), but nevertheless they were all reflective of past mistakes and poor experiences suffered by a number of customers, which may have been symptomatic of our delivery and culture at that time.

The annual report outlines the common themes and trends that arose in the majority of those findings and what has been done to try and ensure that remedies are in place to prevent similar causes leading to ongoing issues for customers in the future. But one over-riding fact is that of all the services provided by Twenty11, nearly two-thirds of our complaints, and all 9 of our complaint appeals, received during 2024-25 related to our property services (repairs and maintenance) and their contractors.

Much effort has been placed therefore during 2024-25 on improvement plans to help mitigate such issues in communication, workmanship, record-keeping, and general complaint handling processes in a bid to resolve many of the regularly occurring issues raised by complainants.

Responding to last year's report, I outlined how we had started to develop our learning from complaints across the organisation in a bid to help improve service outcomes in key areas for our current and future residents. But I added that we needed to ensure during 2024-25 that this learning, along with other feedback, was further consolidated and integrated across the organisation in order to bring about continuous improvement.

I am pleased to report, that although this is still a work in progress, much has started to be achieved as reflected in the ensuing report, and a process to regularly scrutinise and report back on the effect of those learning points has now been established.

With the greater internal capacity, increased corporate awareness and the required benefits from a current programme of introducing new technology tools within a modernised ICT system, we hope to be able to demonstrate even further progress in this crucial area of the organisation in the report for 2025-26.

Certainly strong building foundations have been put in place to achieve that, but we must never become complacent while some residents are still not receiving the service they deserve.

Introduction

We are committed to providing high-quality services to our residents and stakeholders, and we welcome complaints as a valuable source of feedback and learning. We aim to resolve complaints as quickly and effectively as possible, and to ensure that complainants are treated fairly and respectfully throughout the process. We also seek to identify and address the root causes of complaints and to implement service improvements that benefit all our tenants and reduce recurrence.

This report provides an overview of our complaints' performance and service improvement activities for April 2024 to March 2025.

As voluntary members of the Housing Ombudsman Scheme, this report is prepared in accordance with the requirements of the Housing Ombudsman and includes our self-assessment against the Housing Ombudsman's Complaint Handling Code (the Code), which sets out the expectations and good practice for effective complaint handling by landlords.

This report includes:

- a self-assessment against the Code
- a qualitative and quantitative analysis of complaint handling performance, including a summary of the types of complaints we have refused to accept
- any findings of non-compliance with the Code by the Ombudsman
- the service improvements made because of the learning from complaints
- actions following any annual report about our performance from the Ombudsman
- actions following any other relevant reports or publications produced by the Ombudsman in relation to our services

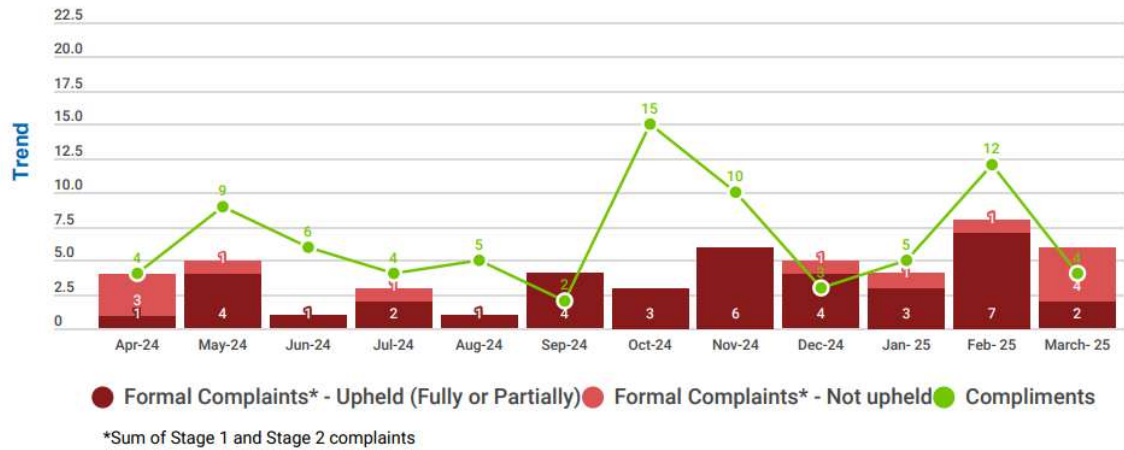
Self-Assessment

We fully comply with the Code and a completed self-assessment is [attached](#).

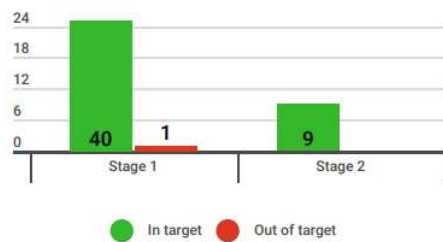
Complaint Handling Performance

Complaint handling performance for complaints raised in April 2024 to March 2025 is shown below.

Annual Twenty11 Complaints Trends - 2024/25



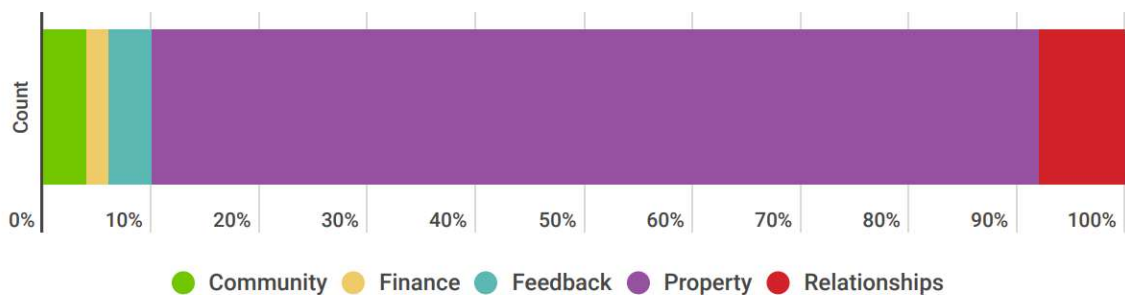
Responded to within Housing Ombudsman timescales



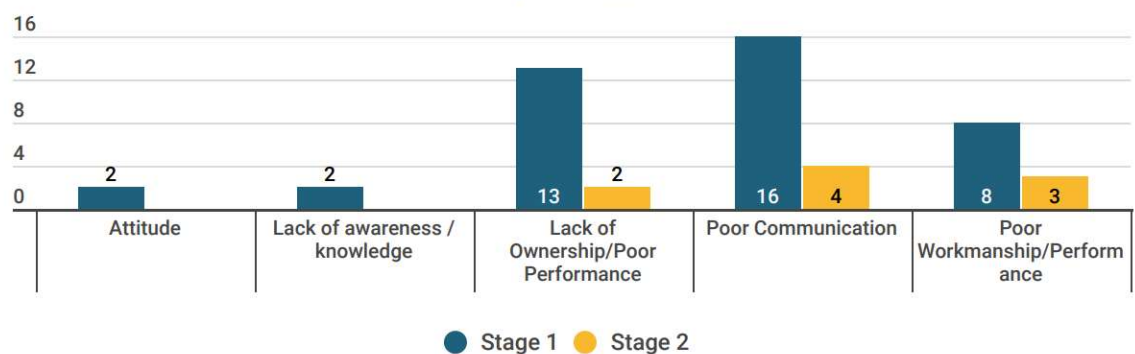
Learning identified from formal complaints



Complaint Ownership



Primary root cause



In 2024-2025 we restructured the Feedback team and increased capacity, with the creation of the Head of Feedback role. This provides more support and supervision for handling complaints, the impact of which is reflected in the improved quality of complaint responses and service delivery.

There were 41 stage 1 complaints in 2024/2025 an increase of 46% compared to the number of stage 1 complaints received in 2023/2024 (28).

There were 9 stage 2 (Appeal) complaints in 2024/2025 an increase of 350% compared to the number of stage 2 complaints received in 2023/2024 (2). This increase is due to updating the appeals process in 2024, to meet the expectations of the Code. As such, we no longer require a complainant to provide new/further evidence before accepting an appeal request.

76% of complaints were fully or partially upheld, this means complaint investigations identified a failure to act in accordance with our obligations or policies in most cases. The primary cause of most service failures was either poor communication (40%) or a lack of ownership/poor performance (30%). With Property Services (repairs) continuing to receive the highest number of Stage 1 (64%) and Stage 2 (100%) complaints.

The key reasons for raising a stage 1 complaint were:

- Unhappiness with the amount of time taken to complete a repair
- The workmanship provided when carrying out repairs
- Unhappiness with the communication provided when handling a service request

The key reasons for complainants escalating to stage 2 (Appeal) were:

- Requesting an increase in compensation to better reflect the impact of service failures
- Unhappiness with our failure to complete actions promised within the stage 1 response
- Unhappiness with a decision or reasoning made in line with our policies and procedures

Our main reasons for declining to investigate a complaint were:

- An initial service request
- The issue raised is out of time (more than 12 months old)

Housing Ombudsman non-compliance

This section looks at Housing Ombudsman determinations and any other notifications of non-compliance made during 2024-2025.

We have complied with all orders made by the Ombudsman in 2024-2025.

In 24/25 the Ombudsman provided 1 determination, containing 1 finding of maladministration. This compares to 2 determinations and 6 findings (1 outside jurisdiction) in 23/24. Please note, a determination is a single case decision, and a finding is a complaint point/area within the determination. So one determination can contain multiple findings. Further guidance on Ombudsman findings can be found [here](#).

This single Ombudsman determination received in 24/25 found maladministration with our handling of damp and mould repairs between September 2022 and July 2023. Namely the time taken to address some of the repairs was unreasonable and our compensation award was insufficient.

The key actions taken to prevent a reoccurrence of the failures identified are:

- An increase in resources for Property Services (repairs), to improve service capacity
- Close management of our repair contractors to ensure consistent and sustained improvements of our repairs service
- Implemented IT/process changes to improve the ability to track repairs, act on overdue repairs and monitor record keeping quality. This will ensure repairs are completed within a reasonable time and provides the tools to proactively update tenants when there are unavoidable delays
- Updating compensation awards to meet the Ombudsman's expectations
- A Head of Service checks every compensation award to ensure proportionate compensation is awarded at the earliest possible stage

As of 30 April 2025, there are 0 formal investigations ongoing with the Ombudsman.

Additionally, in July 2025 the Ombudsman provided a review of the Twenty11 Feedback Policy. The purpose of the review is to ensure Twenty11 complies with the Code and what residents can reasonably expect to be included in the policy document. The Complaints Policy (previously called the Feedback Policy) is now updated with the Ombudsman's recommendations.

Overall, the Ombudsman identified failures in our repairs and complaint handling. So in response, we have implemented changes to improve the repairs and complaint handling services.

Service Improvements and Learning

This section details the key changes made in response to the feedback we received from residents, to ensure we are upholding our values as a tenant-led organisation. The steps taken will improve the services provided to our tenants, reduce the need to raise or escalate complaints and reduce repetition of the same service failures.

Poor Communication

What we got wrong

Several complaints were raised regarding lack of communication, or poor tone in communications or repair operatives failing to be respectful when working in our homes.

What we did about it

We reissued our code of conduct to all operatives, and in 2024 reintroduced monthly training workshops using May, June and July to focus on performance expectations. Additionally, we reminded staff of the importance of good and responsive communication, to ensure we keep our tenants adequately updated. The steps taken to improve communication will ensure we provide an exceptional service, keep tenants reasonably updated and improve tenant satisfaction.

Poor repairs handling of leaks

What we got wrong

When a repair issue is reported we usually make three attempts to visit the tenant in order to inspect the report and take subsequent actions. If we cannot gain access after three attempts our process was to close the job down and reallocate resources to other jobs. From various complaints related to leaks it was identified that this actually could be extremely damaging to the home and pose health and safety risks to tenants. Leaving a reported leak unresolved could also lead us to spending more time dealing with extensive damp and mould later on, increasing costs and inconveniencing our tenants further.

What we did about it

We altered our 'no access' process when the reported repair specifically relates to a leak. We no longer simply close the job down; an internal escalation now takes place after three missed appointments, to make further attempts to contact the tenant and gain an understanding of the status of the leak. This ensures we are taking all reasonable steps to gain access and resolve the leak.

Poor handling of repairs involving asbestos

What we got wrong

The nature and age of some of our housing stock means that we often encounter repair jobs which involve possibly disturbing asbestos in order to complete the work. Asbestos was commonly used as a building material when many of our homes were built, and if left alone and in good condition, the risk to health from it is very low. However, once disturbed it can be very harmful so we treat the risk of disturbance very seriously. Our process where there could be a risk involved getting a survey of the area completed by an external company and then having to contract specialists in handling the material to complete the works. This process could often be lengthy and meant some repair jobs went unresolved for longer than we would like.

What we did about it

Operatives from our repairs contractor Gilmartins completed accredited training to be permitted to work with low impact asbestos materials. This included many different tradespeople who could come into contact with asbestos as part of their work. They were upskilled on how to complete works safely where asbestos may be present, decontamination techniques, how to dispose of waste, and how to effectively risk assess each job. A written assessment had to be passed in order to gain the qualification and we are pleased that we now have seven operatives fully qualified to work on non-licensed asbestos-related works. This addition to the contract has already seen the wait for some repair jobs reduce.

Housing Ombudsman Annual Landlord Report

As of 30 April 2025, the most recent year for which Housing Ombudsman Landlord Performance Reports are available is 2023-2024. The Housing Ombudsman reports for 2024-2025 are yet to be published and due to receiving less than 5 findings in 2024-2025, the Housing Ombudsman is unlikely to publish a Twenty11 24/25 Landlord Performance Report.

Due to receiving 5 or more findings in 2023-2024, the Ombudsman published an individual landlord performance [report](#) for Twenty11 covering 2023-2024. Whilst the Ombudsman stated we performed similarly, when compared to similar landlords by size and type, the report highlighted we had an 80% maladministration rate. As such, we were published as a landlord with a high maladministration rate on the Ombudsman's [website](#) (100 to 999 homes).

The report highlighted the importance of the service improvements detailed above, to ensure a positive complaint handling culture which supports learning and improvement.

Other relevant reports/publications

The Ombudsman regularly publishes several [reports](#) to improve standards across the industry.

In 24/25 these reports were relied on when developing response templates, policies, action plans and IT specification requirements.