

Thame & District Housing Association

Annual Complaints Performance & Service Improvement Report for 2024-2025

“Thame and District Housing Association welcome complaints and feedback. We strive to continuously improve our services and to provide excellent services to our residents”

**Charlotte Buckingham (Executive Director of Client Services at Two Saints Limited & TDHA
Member Responsible for Complaints)**

Introduction

This report reviews our performance over the past year and outlines how we are continuing to improve our complaint handling.

As a small housing association, it is important that our approach reflects both our size and our strengths. While we face some challenges—such as not having dedicated departments for specific functions like complaints—our size also brings advantages. We are closely connected to the local community, maintain regular, direct contact with our residents, and can respond, learn and adapt more quickly than larger organisations.

What we already do

TDHA’s Business Plan sets out our strategic priorities, with the below diagram illustrating our vision, mission, and values. Our mission firmly embeds our commitment to delivering *excellent service*, while our values highlight our strong focus on residents and their needs.



To support our mission, TDHA’s Business Plan outlines four core objectives, each supported by a range of actions. One of these objectives is providing resident-centred services which is illustrated in the adjacent diagram.

Our [Complaints Policy](#) was reviewed and approved by the Board in September 2024 and is available on our website. The policy clearly outlines how we manage complaints. Key elements are also incorporated into our tenancy agreements and explained to new residents during the sign-up process.

We carry out resident satisfaction surveys every two years; the below data is from our survey that was undertaken at the end of the 2024/25 reporting period.

Tenant satisfaction is declining nationally, largely due to external factors like the rising cost of living. The average satisfaction scores have dropped from 86% to 72% over the last three years. Small providers (under 1,000 units) generally report higher satisfaction, and our data is benchmarked against this high-performing group. Here are a few highlights from the report.

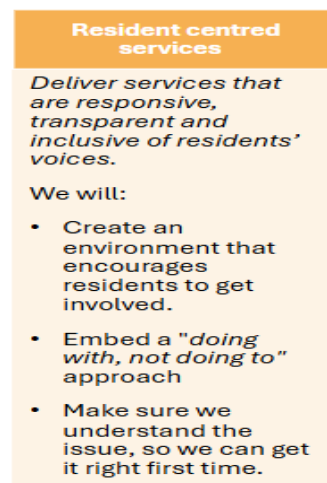
- **Response Rate:** 50%—a very high return compared to sector norms.
Top Quartile Performance: We’re in the top quartile for 9 out of 12 measures, and lead within the upper quartile in each of those areas.
- **Overall Satisfaction:** 97%, compared to 89% at the top of the upper quartile.
- **Well maintained:** 95%, compared to 89% at the top of the upper quartile.
- **Low Dissatisfaction:** Minimal dissatisfaction overall. A small number of concerns came from Summersbee, likely linked to legacy issues around roofing.

Lower scores

- Handling of ASB (72%)
- Complaints handling (64%)
- Variety of activities (58%)

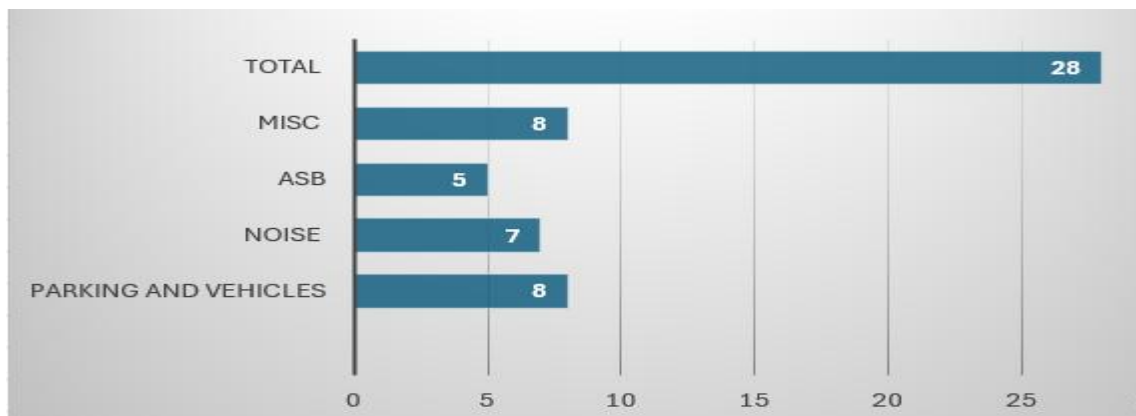
Despite these being our lowest scores, they still compare favourably, e.g., the top quartile for complaints handling in our benchmarked data.

In practice, we receive relatively few complaints. This is largely due to our proactive approach in addressing residents’ concerns before they escalate. However, in line with our Complaints Policy, we actively encourage all forms of feedback—including complaints—as a valuable tool to help us improve.



All complaints and resident feedback are recorded in our Housing Management System, allowing us to track and address issues efficiently. We also use a complaints tracker to monitor performance against policy timescales and identify emerging trends. These trends then help us prioritise changes which are often straightforward to make such as answering the office phones earlier to improve accessibility. This tracker has been in use since August 2024, with a summary of data provided below.

Complaints analysis August 2024 to May 2025



Of the 28 complaints received, 13 were upheld, eight were not upheld, and seven were partially upheld. Only one complaint progressed to Stage Two, and we have not received any complaints referred back to us by the Ombudsman.

According to data from the Housing Ombudsman Service, the highest number of complaints nationwide relates to poor property conditions. However, TDHA received no complaints in this category. Additionally, 96% of all Complaint Handling Failure Orders (CHFOs) were issued to large landlords managing over 10,000 properties.

The Housing Ombudsman encourages landlords to “*find your silence*” — actively seeking out the views of those less likely to speak up. At TDHA, we value the feedback gathered during our morning calls and make a concerted effort to reach out to residents we hear from less frequently.

Another key source of feedback is our Residents Association. Our CEO meets regularly with the Association, which provides valuable insights into residents' experiences and concerns. All feedback is recorded, and updates on progress are shared at each meeting. Over the past year, we received 74 requests from the Association—38 of which have been progressed. The remaining requests are either under investigation, require longer-term solutions, or depend on additional budget, and are therefore still active on our tracker.

For more complex or contentious issues, we use a range of engagement methods, such as mini-consultations to ensure we fully understand the concerns before making decisions.

We hold quarterly customer service meetings where we review feedback, identify learning opportunities, and deliver ongoing training. These sessions often include working through live issues to improve our responsiveness and service delivery.

Throughout the year, we have held a full schedule of residents' meetings. These are consistently well attended, with strong levels of engagement. We greatly value the feedback we receive and remain committed to continuously improving our services.

TDHA benefits from an excellent Board, made up largely of local individuals who give their time to ensure strong governance and support our staff team. One Board member takes a lead role as our [Member Responsible for Complaints \(MRC\)](#), working closely with staff to strengthen and refine our approach.

In line with the [Social Housing \(Regulation\) Act 2023](#), we have conducted workshops with Board members to self-assess our performance against the Consumer Standards. Additionally, we have reviewed our practices in accordance with the [Complaint Handling Code](#) introduced by the [Housing Ombudsman Service](#) in April 2024. We carry out an annual self-assessment against this Code, with a detailed action plan published on our website.

We are also proud to have a resident member on our Board, whose time and commitment help ensure the voice of residents is represented in our decision-making processes.

Keeping residents informed and involved

We communicate with residents through a variety of means, here are some key examples:

- ❖ **A Seasonal Newsletter:** This includes important updates along with fun and engaging activities for residents.
- ❖ **Quarterly Residents' Meetings:** These provide a forum to discuss what matters most to residents. Additionally, our Board shares an annual report to keep everyone updated.
- ❖ **Visible and accessible team:** The TDHA team is regularly out and about, engaging directly with residents. We believe face-to-face contact is the best way to understand concerns early and resolve issues before they become complaints. This team visibility is at all levels, e.g. the CEO regularly attends activities with residents which ensures there are easy opportunities to provide us with their thoughts, ideas, suggestions, and complaints.
- ❖ **Accessible Office:** Our team are based at Pearce Court in Thame, residents often call into the office for a conversation. We have recently completed work to modernise the office

to provide a better working environment, and so it feels more welcoming when residents call in.

- ❖ **Effective internal communication:** Our team meets weekly to discuss any issues that have come up and we also have quarterly meetings that are focussed on learning from resident feedback. When available, our Member Responsible for Complaints also attends these meetings.

Going forward

We are in the final stages of shaping our 2025–2030 Business Plan, which places a strong focus on using a wide range of resident feedback—compliments, concerns, and complaints—to drive continuous service improvement.

To ensure our complaints process remains fair, transparent, and effective, we fully integrate complaints into our performance reports. We are developing a clear, resident-friendly dashboard to openly share our performance.

In addition, we remain committed to *“finding our silence”*—proactively identifying issues that may not be formally raised, so we can resolve them more fairly and equitably.