



THE STOLL FOUNDATION

Annual Complaints Report 24-25

Executive Summary

The Stoll Foundation is a charity and registered provider of supported housing with 287 homes located across 5 sites in Fulham, Acton, Chiswick, Feltham, and Aldershot.

We are required by the Housing Ombudsman to publish an annual complaints performance report in line with the Complaints Handling Code. This report is part of our commitment to being transparent, accountable, and responsive to feedback from our residents. It allows us to reflect on how well we are handling complaints, where we are meeting expectations, and where we can do better. By comparing our performance with national benchmarks, we identify areas for improvement and ensure that residents' concerns help shape better services. Publishing this report openly supports trust, learning, and continuous improvement across our organisation.

This report outlines the nature, volume, and outcomes of complaints received during the reporting period from April 2024 to March 2025.

Complaints Performance Summary – 2024 to 2025

During the reporting period, a total of 32 complaints were received, equating to a rate of 111 complaints per 1,000 homes. This is a relatively high figure for supported housing providers and suggests a need to further explore customer concerns and service delivery gaps.

Stage 1 complaints accounted for the majority of cases at 28 complaints (83%), with 4 complaints (17%) escalating to Stage 2, resulting in an escalation rate of 12.5%. This is within sector norms (typically between 10–20%) and indicates that most complaints were managed at stage 1.

Timeliness of responses remains a key area of focus, with 66% of complaints resolved within target timeframes. While this shows a majority being handled promptly, over a third were delayed, which may contribute to dissatisfaction or escalation.

Encouragingly, 69% of complaints were upheld or partially upheld, suggesting a willingness to acknowledge service failures and take accountability—an important factor in maintaining resident trust. However, it also suggests recurring service issues that need to be proactively addressed.

Repairs and maintenance were the most common complaint category, making up 56% of all complaints. This indicates a clear trend and potential systemic issue that may require a strategic review of repairs response times, contractor performance, and communication processes.

In terms of customer satisfaction, feedback from the telephone survey showed only 33% of residents were very satisfied or neutral with how their complaint was handled. This indicates that a majority of complainants felt dissatisfied, which is a significant concern and warrants attention. Improving empathy, clarity, and follow-up in complaint handling will improve these perceptions.

Summary and Recommendations

While there are strengths in acknowledging complaints and resolving most at Stage 1, the high complaint volume, timeliness challenges, and low customer satisfaction suggests that the resolution was not satisfactory, and the complainant chose not to escalate to stage 2. Systemic improvements need to be focused on repairs and maintenance, improving internal response processes, and enhancing communication with residents will significantly improve outcomes and perceptions.

Regular monitoring, service-user engagement, and staff training will be vital in ensuring continued progress into the next reporting period.

Complaint Volumes and Categories

The Stoll Foundation received a total of 32 during the reporting period. The complaints relating to 3 main categories.

Category	Stage 1	Stage 2	Total	% of Total
Property and Repairs	16	2	18	56
Tenancy Management	7	2	9	28
Staff Conduct	5		5	16

Complaint Outcomes

Complaints Outcome	Stage 1	Stage 2	Total	% of Total
Upheld	18	3	21	66
Partially upheld	1		1	3
Not upheld	8	1	9	28
Withdrawn	1		1	3

Complaint outcome resolutions

Complaint Resolutions	Stage 1	Stage 2	Total	% of Total
Practical Action/Remedial Work	7		7	32
Compensation	2	2	4	18
Staff Training or Action	10	1	11	50

Timeliness of Complaint Resolution

During the reporting period, a total of 32 complaints were received. Of these, 21 complaints were resolved within the designated time frame, representing 66% of all complaints.

While a clear majority of complaints were resolved on time, 34% (11 complaints) were not addressed within the expected timeframe. This suggests that although the current resolution process is functioning reasonably well, there remains room for improvement in ensuring prompt responses across all cases.

Complaints Handling Survey

Key insights gathered from recent feedback on the complaints handling process from 9 respondents who chose to take part in the survey from last year, reflect a mixed experience, highlighting some strengths and areas for significant improvement.

Ease of Raising a Complaint

Four found it "Fairly easy" to raise a complaint, suggesting an accessible initial process. However, a combined total of five respondents found it either "Difficult" or "Very Difficult", indicating that ease of access is not consistent across the board.

Clarity of Process Information

Respondents were split nearly evenly on whether they received clear information about the stages of the complaints process. Four individuals indicated they were well informed, while five reported a lack of clarity, pointing to the inconsistency in communication practices.

Communication with Officers

A slight majority (5 out of 9) stated they were given an opportunity to speak with the officer handling their complaint, which reflects positively on direct communication. However, the remaining four did not have this opportunity, again indicating room for improvement.

Updates on Complaint Progress

Only one respondent felt they were regularly updated on their complaints' progress. Most were updated infrequently (5), and three had to actively chase updates. This shows a clear need to enhance ongoing communication throughout the process.

Satisfaction with Response Clarity

Satisfaction levels with the clarity of the response were mixed. While five respondents were either satisfied or neutral, four expressed dissatisfaction, suggesting the need for clearer, more transparent explanations of outcomes.

Satisfaction with Outcome

The outcome satisfaction scores leaned negative, with four respondents "Very dissatisfied". Only three expressed satisfaction. This disparity reflects a gap between expectations and resolution quality.

Overall Handling of the Complaint

The overall handling received the most negative feedback, with six respondents either "Dissatisfied" or "Very dissatisfied". This underscores the need for holistic improvements in timeliness, empathy, and responsiveness.

Overall Outcome and Lessons Learned

The survey results demonstrate a number of critical touchpoints in the complaints process that require attention. While some respondents had positive experiences, the majority reported inconsistencies in communication, clarity, and follow-up. Particularly concerning is the high dissatisfaction with complaint outcomes and overall handling, pointing to the need for more empathetic engagement and transparent resolution pathways.

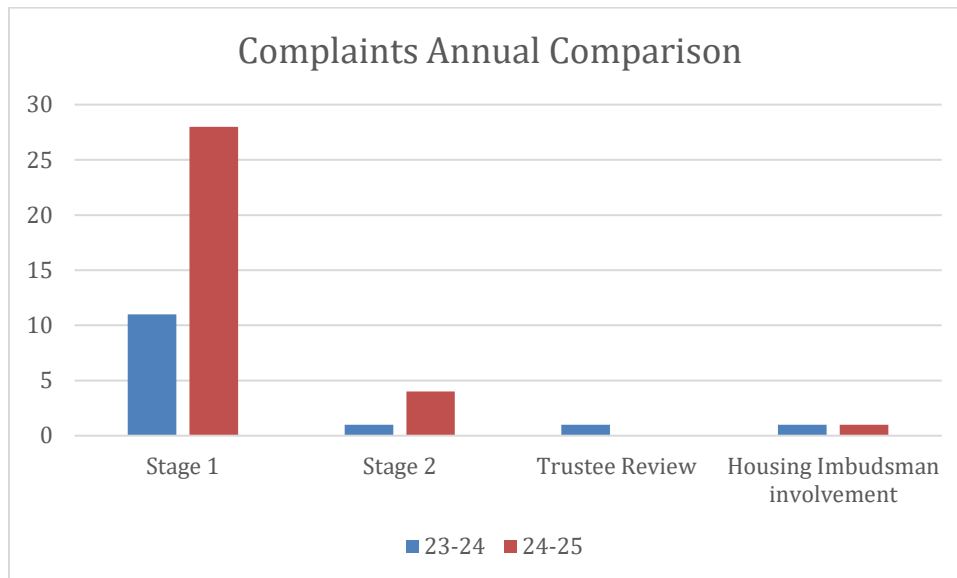
Key lessons include:

- Standardising communication to ensure all complainants are informed of the process stages.
- Improving the consistency and frequency of updates.
- Ensuring officers are accessible and responsive.

- Prioritising clear and respectful communication in outcome responses.
- Addressing these areas will be essential for improving tenant trust and the overall effectiveness of the complaints process.

Annual Report comparison

Previous years reports



Key Observations

Comparing the data from 23-24 to 24-25 we noted the following observations:

- Timeliness has declined: The number of complaints resolved within target timeframes fell from 73% to 66%, indicating a need for operational improvement in handling complaints promptly.
- Slight increase in escalation rate: Escalations rose from 9% to 12.5%, suggesting more customers felt dissatisfied or unresolved at Stage 1.
- Customer satisfaction fell slightly: Satisfaction dropped from 36% to 33%, even when combining "very satisfied" and "neutral" respondents. This indicates increasing dissatisfaction or declining confidence in the complaint process.
- Repairs and Maintenance emerged as a key issue: With 56% of all complaints relating to this category, this is a clear service pressure point not previously highlighted.
- Higher rate of upheld complaints: The fact that 69% of complaints were upheld or partially upheld in 2024–2025 shows responsiveness and accountability, though it also implies recurring issues that need to be addressed.

Following our report last year we took the following action:

- We promoted our complaints procedure at all our sites and updated the complaints page on our website with online forms. We can provide translation into Nepalese and other languages.
- We provided training on complaint handling for all frontline staff as well as managers.
- We provided quarterly reports on complaints to our governing body and ensure complaints are high on the agenda at our leadership meetings.
- We completed a complaint handling survey to better inform us of our level of satisfaction.
- We published our annual self-assessment and complaints report in line with the Housing Ombudsman's Complaint Handling Code.

Conclusion & Recommendations

Compared to last year, performance in 2024–2025 shows some key challenges, particularly in timeliness of complaint resolution, a drop in customer satisfaction, and an increase in escalations. However, there are also positive indicators. The fact that 69% of complaints were upheld or partially upheld suggests a strong commitment to accountability and transparency, while the emergence of repairs and maintenance as the most common issue provides valuable direction for service improvement.

Importantly, the increase in total complaints received may reflect greater awareness of the complaints process among residents, a sign that communication around how to raise issues has improved. In addition, the broader and more detailed dataset this year shows that there has been significant progress in monitoring, tracking, and reporting complaints, providing a stronger foundation for continuous improvement.

To build on these developments and improve outcomes, The Stoll Foundation will:

- Review and strengthen the repairs and maintenance service, including contractor performance, response times, and resident communications.
- Improve internal systems to support more timely complaint resolutions, aiming to increase the proportion resolved within target times.
- Enhance early-stage complaint resolution techniques to reduce the number of escalations and improve customer confidence.
- Continue developing transparent reporting and resident engagement, to sustain awareness and foster a culture of trust and responsiveness.
- Use the upheld complaint data to inform training and process improvements, ensuring lessons learned lead to service enhancements.