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Chief Executive  
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11 October 2023

By email: [X](#)

Dear Ka

### **Annual Complaints Performance Report for 2022-23**

We will shortly be publishing our fourth annual landlord performance reports for the complaints investigated involving members of our Scheme.

These reports are an important part of promoting openness and accountability in service areas and complaints handling, as well as identifying potential areas for learning.

I wanted to draw your attention to your individual report because we have found X% maladministration in the X findings we have made for your organisation during 2022-23.

As you will see from the national data, your maladministration rate is significantly higher than the average for the sector, with only 25 landlords with a maladministration rate of 75% or above.

I recognise the challenging operating environment for the sector. While there are separate and sometimes conflicting pressures placed on landlords and their finances, a positive complaints handling culture is vital to ensure residents are treated fairly and reasonably. Clearly such a high rate of maladministration is concerning and for issues to occur across this proportion of findings indicates that improvements could be made in your organisation to prevent and resolve complaints more effectively.

I would strongly encourage you to share your performance report with your member responsible for complaints, governing body and any relevant scrutiny panel to review. I would consider in the round the determinations made by us in 2022-23 and identify the appropriate lessons in policy, practice or culture for service areas, particularly in light of the orders and recommendations we made in those reports.

I know many landlords are engaging with the lessons we provide through various reports and the training available through our Centre for Learning. In particular, our [Spotlight reports](#) on good practice, [Complaints Handling Code](#), [Remedies Policy](#) and supplementary [Guidance](#) may be helpful to consider in this regard. Our Centre for Learning provides a range of [e-learning](#),

[workshops](#) and [podcasts](#) for landlords to drive a positive complaints handling culture within their organisation.

Our annual landlord performance reports will be made publicly available on 17<sup>th</sup> October.

Yours sincerely

A handwritten signature in black ink, appearing to be 'Richard Blakeway', written in a cursive style.

Richard Blakeway  
**Housing Ombudsman**