



Annual Complaint Handling Performance and Service Improvement Report

1 April 2025 – 31 March 2026

About this report

This report is Wythenshawe Community Housing Group's **Annual Complaint Handling Performance and Service Improvement Report** as required by the Housing Ombudsman.

The purpose of the report is to provide tenants and residents with detail of our complaint handling performance and the service improvements we have made as a result of our learning from complaints in the last year.

It includes a link here to the most recent self-assessment (to be linked following Board approval) of our complaint handling performance against the [Housing Ombudsman's Complaint Handling Code](#).

This report has been considered by our Board and its comments are published here (to be linked following Board approval) .

Please contact us if you require this report in an **alternative format**, such as large print or another language.

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Our Complaints

How many complaints did we receive?

- Total customer expressions of dissatisfaction increased by 16% in the last year from 2,412 to 2,798. Of these, we logged **431 stage one complaints**, an increase of 4% from last year.

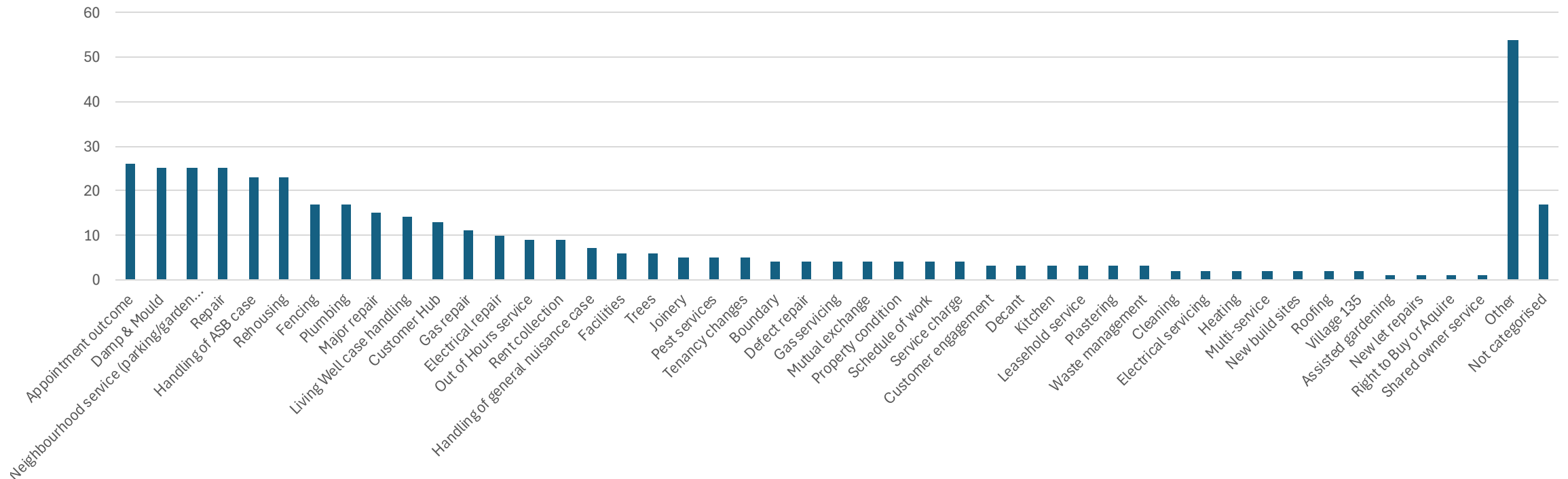
	2025/2026	2024/2025	2023/2024	2022/23	2021/22
MP and Cllr enquiries	475	394	461	412	336
Customer Feedback service requests	1,062	994	1,038	468	358
Stage 1 complaints	431	413	386	216	167
Dissatisfied transactional satisfaction survey responses	830	611			
Total expressions of dissatisfaction	2,798	2,412	1,885	1,096	861

- We logged 27 complaints from tenants per 1,000 properties in 2025/26. This is low, as the sector average last year was 53.5 complaints from tenants per 1,000 homes.
- Our Tenant Satisfaction Measures survey (TP09 filter) indicates that 20.6% of tenants made a complaint to us during the year. If we had logged all of these, we should expect to have logged approximately 2,780 expressions of dissatisfaction from tenants.

What were the complaints about?

- Being able to get things resolved quickly, a lack of communication or action and how we have communicated with customers are the main drivers for complaints across services
- Managers agreed with customers – either fully or in part - in 66% of the complaints made to us

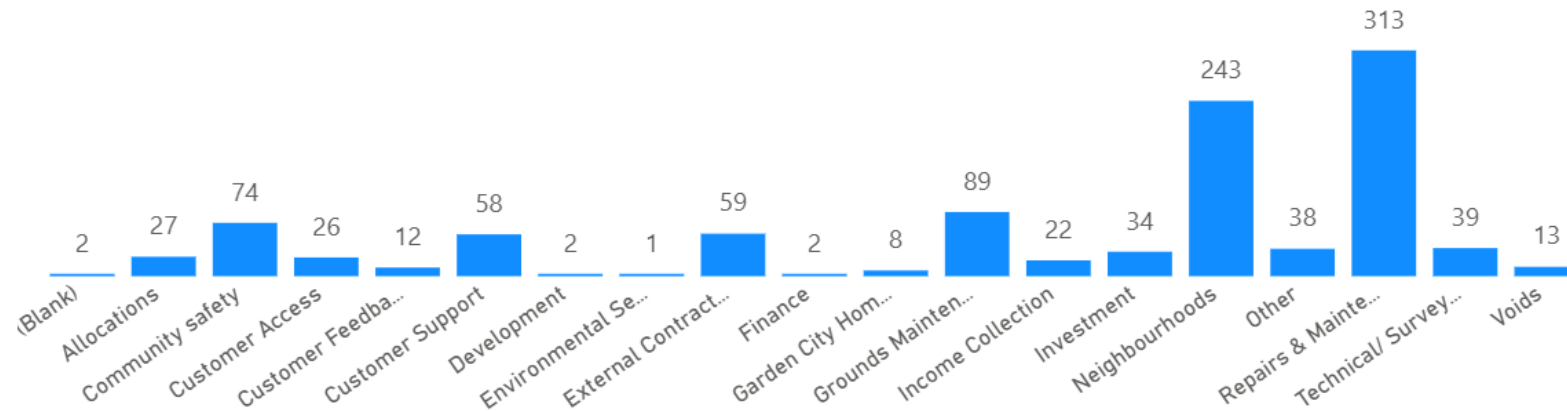
What are complaints about?



Customer Feedback Service Requests

- Service requests happen when a customer doesn't want to make a complaint but wants an issue resolving quickly.
- A service request can become a complaint at any point if the resident is unhappy with the response or delays.
- During 2025-26 we recorded 1,062 service requests in the Customer Feedback Team
- Over 60% of service requests are managed & resolved by the Customer Feedback Team
- The majority of Customer Feedback Service Requests are for to Repairs, Neighbourhoods & Grounds Maintenance which is reflective of overall customer demand & requests for service

Cases by Business Area

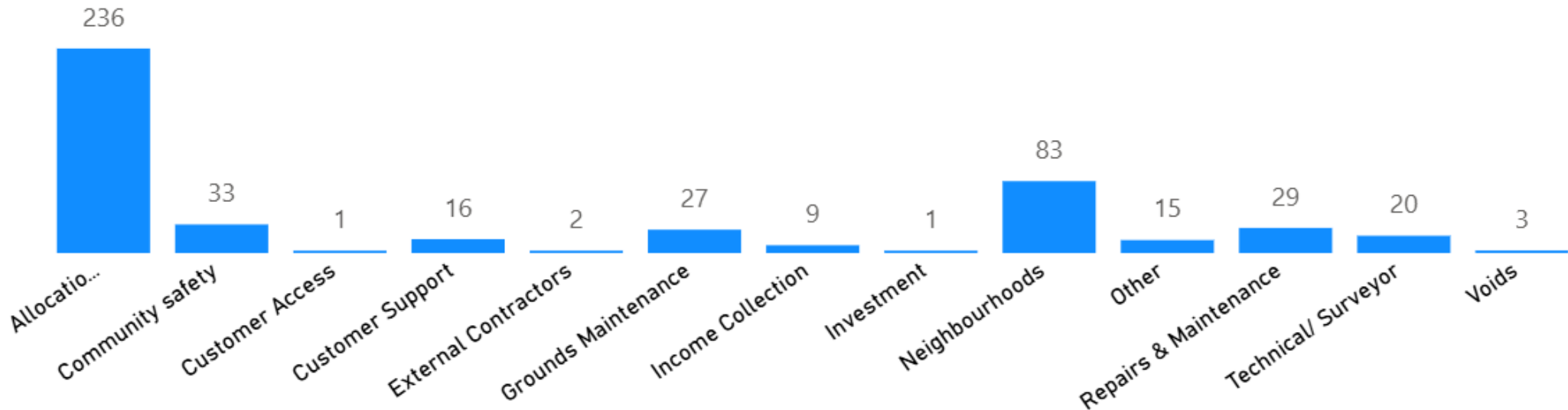


MP/Cllr Enquiries

During 2025-26 Allocations received the most enquiries from MPs & Cllrs which is reflective of the consistent high demand for homes.

MP/Cllr enquiries happen when a customer approaches them rather than WCHG direct regarding an issue - they are responded to within ten working days.

Cases by Business Area



How quickly did we respond?

2025-2026 data

431 stage one complaints

Of these:

- 342 were responded to within 10 working days (79%)
- 86 were responded to within 20 working days (20%)

Three stage one complaints were responded to outside of our timescales (2%):

- 1 stage one complaint was not responded to within the target time of 10 days during the launch of the new system – at day 14 an interim reply was issued, and a full response was issued within 21 working days
- 1 stage one complaint was responded to 2 days late without an interim response issued
- 1 stage one complaint was responded to in 31 working days as the customer required more time for a visit to assess her garden as part of the complaint investigation

In addition, 1 stage one complaint was not acknowledged within 5 working days due to a backlog of emails in the General Enquiries inbox. The complaint was acknowledged on day 8 and a response issued by day 10.

How quickly did we respond?

2025-2026 data

95 stage two complaints

Of these:

- 73 were responded to within 20 working days (77%)
- 21 were responded to within 40 working days (22%)
- 1 stage two complaint was issued 1 day late past the 20-day target date (1%)

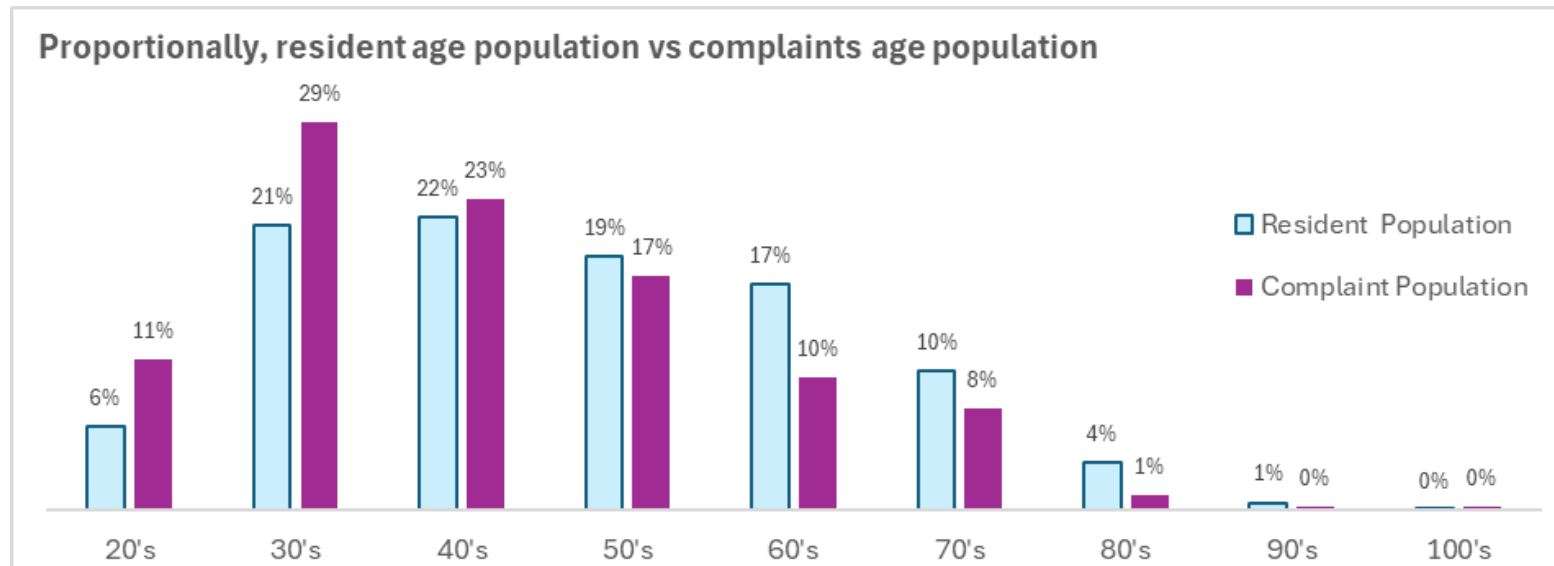
Stage 2 complaints have increased this year in line with the higher volume of stage 1 complaints.

78% of complaints were resolved at stage one in 2025/26 (same as in 2024/25).

Outstanding actions from stage 1 (particularly for repairs complaints) has been one of the reasons for escalation and customers challenging the complaint process when they disagree with decisions.

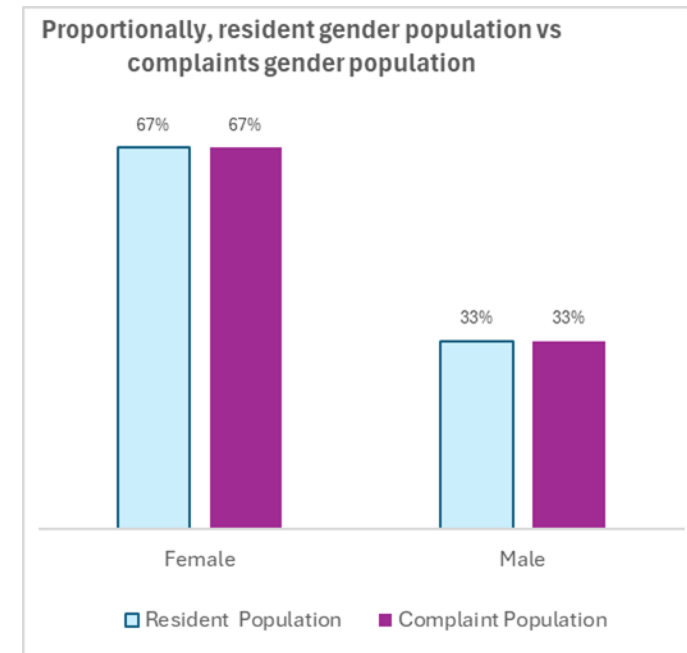
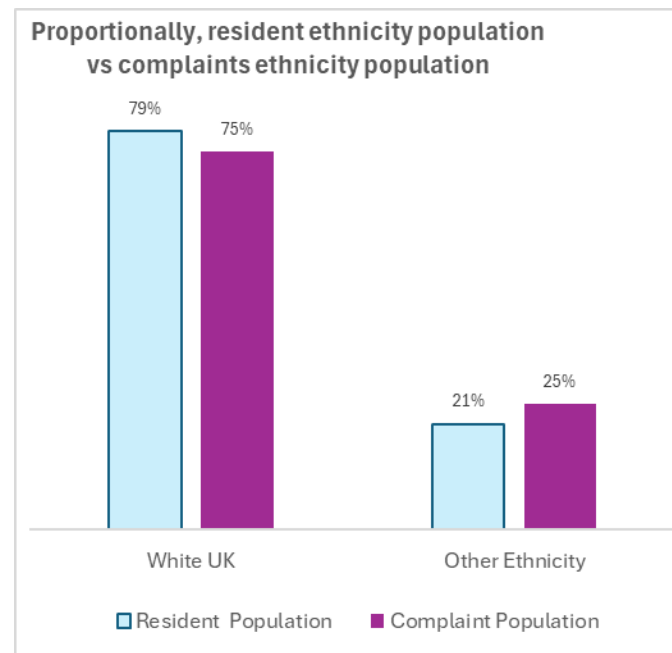
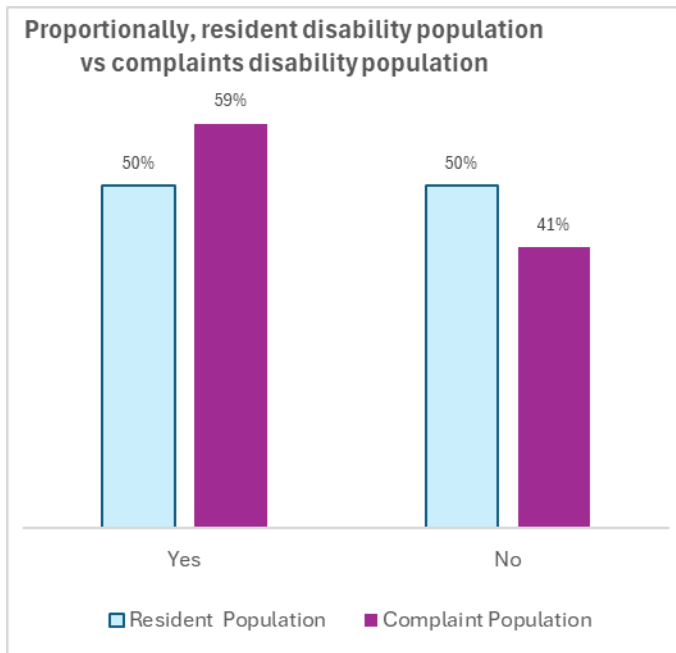
How easy is it for customers to complain?

Retired tenants make proportionately fewer complaints than younger residents. When compared to access to other services, there does not appear to be a lack of access to services for this age group. Rather, it may reflect a trend we have seen in the Tenant Satisfaction Measures, which is that older residents are generally more satisfied with our service than younger tenants.



How easy is it for customers to complain?

Tenants with a disability or non-white British ethnicity are more likely to complain to us. Whilst this indicates good access to the complaints process, it may also indicate that our service is less well suited to customers with these protected characteristics. As our data improves, further analysis is required to understand this difference better.



Did we refuse any complaints?

We refused to process two complaints during the year:

- One was regarding a roof renewal 3 years ago, refused due to being more than 12 months ago
- One was from a customer who complained that their post was going missing, which was the responsibility of Royal Mail

Whenever we refuse a complaint, we write to the complainant to let them know the reason why and provide them with the Housing Ombudsman's details in case they wish to challenge our decision.

Assurance: Tenant Review of Complaints

Our tenant-only Scrutiny Group reviews complaints performance and trends each month.

During March 2026 tenants conducted a review of complaint handling & our approach to awarding compensation. They reviewed 50% of stage 2 complaint cases for 2025/26. They reported:

- Quality of stage 2 complaint responses: high
- Accessibility of the complaints process: high
- Resident satisfaction with the complaints process: medium
- Compensation fairness and consistency: high

Scrutiny Group findings have been shared with CX Committee. Any actions identified through Scrutiny Group reports are monitored by Group Audit & Risk Committee through to completion. Any feedback or recommendations for improvement are also shared with the Complaints Quality Network.

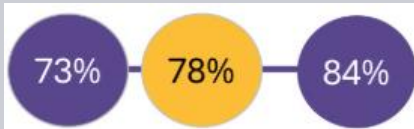
How do we compare with others?

In November 2025, the Regulator of Social Housing (RSH) published its [Tenant Satisfaction Measures report 2024/25](#). This report gives our tenants the ability to compare our complaints and engagement performance against all social housing providers in England.

Complaints and engagement TSMs	
TP06 - Satisfaction that the landlord listens to tenant views and acts upon them	CH01 - Complaints relative to the size of the landlord
TP07 - Satisfaction that the landlord keeps tenants informed about things that matter to them	CH02 - Complaints responded to within Complaint Handling Code timescales
TP08 - Agreement that the landlord treats tenants fairly and with respect	
TP09 - Satisfaction with the landlord's approach to handling complaints	

In addition, the RSH reports the proportion of tenants who made a complaint (TP09 filter).

How do we compare with others?

Measure	WCHG 25/26	Median 24/25
TP06 - Satisfaction that the landlord listens to tenant views and acts upon them	71.9%	
TP07 - Satisfaction that the landlord keeps tenants informed about things that matter to them	76.3%	
TP08 - Agreement that the landlord treats tenants fairly and with respect	82.4%	
TP09 - Satisfaction with the landlord's approach to handling complaints	37.8%	
CH01 - Complaints relative to the size of the landlord: Stage 1 & Stage 2	S1: 27 per 1,000 homes S2: 6.1 per 1,000 homes	S1: 53.5 per 1,000 homes S2: 8.3 per 1,000 homes
CH02 - Complaints responded to within Complaint Handling Code timescales: Stage 1 & Stage 2	S1: 99.18% S2: 100%	S1: 89.9% S2: 88.9%
The proportion of tenants who report making a complaint (TP09 filter)	20.6%	26.2%

Source of Median 24/25 data: [Regulator of Social Housing, November 2025](#)

Leaseholders and shared owners

- 10 complaints from leaseholders
- 6 complaints from shared owners
- 2 leaseholders progressed their complaint to Stage 2

Themes 25/26

- Shared owners complained about defect repair issues with new build properties & delays in resolution
- Leaseholders & shared owners also complained about Neighbourhood management issues including low level ASB & environmental issues

Learning from leaseholder complaints during the year have included:

- A defects repairs tracker was set up by Development to monitor/track any long-standing repairs on new builds

Compliments

In 2025/26 there have been **5,729** positive transactional surveys. Due to the number of surveys completed, repairs and annual gas are the most complimented services.

Repairs

“Very pleased with the job thank you the work person cleared all bits away and done a great job”

“The workers that came were fabulous, very professional, tidy and courteous. Excellent representation to your company.”

“I was very pleased with the work done and the work team thank you.”

“Surveyor was polite, friendly and explained the issues and what to expect when repairs are done.”

“Yous was so kind and understanding of my disabilitys and fixed my heating.”

Gas Servicing

“Went smoothly, was quickly dealt with and worker was very polite and explained everything.”

“It was good to be asked by the gentleman if there were any repairs needed around the house.”

“Very satisfied. Keep up the good work.”

“The guy was very efficient and polite. Wore protective shoes and did the job without any problems.”

Anti-social Behaviour

“I am very pleased with the way you listened. Not only heard but acted on it. So thank you.”

“Would like to say [colleague name] handled our situation perfectly and ended up with the best outcome for us so thank you so much we appreciate everything you did for us.”

Compliments

In addition, **187** customers contacted us separately to give us compliments this year

Main reasons for compliments

- Repairs completed quickly & to a high standard
- Customer Access staff helpful, professional supportive and friendly
- Grounds Maintenance Service quality of service which is highly valued by customers



“I want to give a big shout out to the Team who come & do my garden, they always do a great job, I appreciate the service & they deserve some recognition!”

“I want to praise the plumber who attended today as he was wonderful & pleasant and very efficient – infact I want to extend my gratitude to everyone who has had some input on the issues I have been having.”

“I recently had my annual gas safety check with Peter. He sent a message to say he was on his way, clearly introduced himself at the door along with showing his ID. He was polite, friendly and extremely professional. He explained everything and answered several questions I had. I have had numerous gas checks in the same home and this was by far the best service I have received. He is a credit to the company. Thank you”

“Can I just say they’ve done a fab job in my back garden with my new fence /gate! Can you please tell them thank you!! Thanks again 😊”

Service improvements

Issues & trends

This year we completed quarterly learning reviews with service areas who received the highest number of complaints:

Team	Root Causes	Service Improvement
Grounds Maintenance	Communication around fencing requests and delays with installations	The GM Team have now got an admin resource to support with customer communication & two new contractors are in place to help meet demand
Neighbourhoods	Communication regarding low level ASB, overgrown gardens, parking issues	Exploring improved ways of how to manage communication at the start of the customer journeys 'what to expect' letters/emails/texts & new resources for smaller patches
Surveyors	Damp & mould complaints, disagree with decisions on inspection	New process & resource & training Awaab's law. Communication regarding alterations process & tenant improvements
Repairs	Timescales & communication around repairs, repeat repairs especially leaks & cancellation of major works	More repairs are being allocated to routine diaries as opposed to 12 weeks, exploring how we can identify repeat jobs & improving communication for major repairs

Service improvements

Issue

A customer complained that follow on work was not raised after an out of hours repair

Improvement

We completed refresher training for operatives on how to raise jobs on their repair devices.

Issue

A number of customers told us that some of our contractors were not completing repairs to an acceptable standard

Improvement

WCHG have increased inspections following completed contractor work & improved our contract management processes

Service improvements

Issue

A customer complained about the content and tone of a tenancy audit appointment letter

Improvement

Changes have been made to standard letter templates to ensure the tenancy audit process is explained

Issue

A customer complained that we took too long to complete repairs in their new build home

Improvement

A defects repairs tracker was set up by Development to monitor/track any long standing repairs on new builds

Service improvements

Issue

Customers complained about new laundry charges after the installation of new machines at some multi-storey blocks

Improvement

WCHG has delayed the charges & are completing a full review with residents

Issue

Customers complained that some of our major repair works was delayed and not always completed as expected

Improvement

We have been working with more contractor's, and we are developing a process of aftercare and inspection for when works are completed

Positive complaint handling culture

Complaints Handling Training

Between June & September 2025, 12 managers completed Complaint Handling Training internally which covered:

- Complaint Handling Code compliance
- Complaint management, investigation and responses
- WCHG Complaint policy

The Customer Feedback Team have been consistently supporting managers with complaint investigations & responses to ensure compliance with the Code.

All managers were onboarded to the Pulse system for complaint handling during July, August & September 2025.

Since April 2025, all stage 2 responses have been quality checked by the Customer Feedback Team.

Complaints Quality Network

A group of colleagues from across the organisation regularly come together with the aim of improving complaint response quality. During 2025-26 the CQN have;

- Developed a Compensation policy
- Supported wider colleagues in complaint handling & with responses
- Reviewed Housing Ombudsman best practice reports & self-assessed against them in relation to communication & emergency repairs procedures
- Reviewed & discussed WCHG Housing Ombudsman determinations to consider learning
- Reviewed & discussed WCHG complaints performance information
- Revisited the Housing Ombudsman Spotlight reports & checked progress against these

In 2026-2027 we plan to.....

Widen membership of the network across WCHG

Review customer complaint data to identify some quick fix service improvements

Have a renewed focus on Housing Ombudsman best practice & learning

Housing Ombudsman & Regulator of Social Housing

Housing Ombudsman - 2025/26

The Housing Ombudsman Service issued five determinations in relation to complaints this year:

1. (Case number: 202311941) **No maladministration** - a leaseholder complaint about how service charges have been calculated at Village 135.
2. (Case number: 202338453) **No maladministration** and **no jurisdiction** - a tenant complaint regarding their request for band 1 rehousing status. The Ombudsman recommended an amendment to our Allocation policy & contact with the customer to progress a complaint regarding the handling of ASB.
3. (Case number: 202342905) **No maladministration** and **service failing** - a tenant complaint regarding workmanship of a kitchen renewal & damage caused to a fridge. The Ombudsman identified a service failing for not identifying the tenant's vulnerability & adapting communication accordingly and we were ordered to pay the tenant £100.
4. (Case number: 202413576) **Reasonable redress** and **maladministration** - a tenant complaint regarding a leak and resulting damp & mould and damage. The Ombudsman determined that reasonable redress was offered in response to the repairs including damp and mould reports but there was failure to log the complaint at the earliest opportunity or escalate when requested therefore maladministration with complaint handling. We were ordered to pay the tenant £250.
5. (Case number: 202311941) **No maladministration** - a tenant complaint regarding staff conduct, safeguarding and possible data breach.

With 5 determinations, containing 8 findings, we anticipate receiving a Landlord Report from the Housing Ombudsman Service, summarizing the above for 2025/26 and will share this with our Customer Experience Committee and Board.

Reporting variances

We report the number of complaints we have received to both the Housing Ombudsman and the Regulator of Social Housing. These numbers will be different because of the way that they are defined.

The regulator asks for the number of complaints received from tenants, as part of its broader Tenant Satisfaction Measures standard. Whereas the self-assessment we publish on our website for customers includes the number of complaints from all customers including non-tenants, such as leaseholders or community members.

The figures we will be reporting to the Regulator are on the following page.

Report to Regulator of Social Housing

#	Measure	2025/26	2024/25	2023/24
CH0 1	Number of stage one complaints made by tenants in the relevant stock type during the reporting year per 1,000 homes.	27	25.41	26.19
CH0 2	Proportion of stage one complaints responded to within the Housing Ombudsman's Complaint Handling Code timescales.	99.18%	97.97%	98.87%
CH0 1	Number of stage two complaints made by tenants in the relevant stock type during the reporting year per 1,000 homes.	6.1	5.18	4.07
CH0 2	Proportion of stage two complaints responded to within the Housing Ombudsman's Complaint Handling Code timescales.	100.00%	100.00%	98.18%

Contact us

How to find out more

- You can read a copy of our Complaints Policy [here](#)
- You can request copies of this policy in accessible formats when you contact us
- Our Scrutiny Group is a group of tenant volunteers who:
 - Read stage 2 complaints to check that we handle complaints correctly
 - Advise us on developing policies relating to complaints
 - Conduct a review of Complaint Handling each year and report their findings to Customer Experience Committee
 - Review complaints performance and trends monthly
- If you are interested in finding out more about joining our Scrutiny Group, email getinvolved@wchg.org.uk or speak to our reception or Customer Hub

Who has lead responsibilities for complaints?

- The Member Responsible for Complaints (the MRC) is a member of our governing body (the WCHG Board) who is appointed to have lead responsibility for complaints to support a positive complaint handling culture. As at May 2026, this is **Leanne Todd**, Board member and Customer Experience Committee member.
- The senior lead person is a senior manager who is accountable for complaint handling. This person must assess any themes or trends to identify potential systemic issues, serious risks, or policies and procedures that require revision. As at May 2026, this is **Sarah Klueter**, Director of Customer Experience.
- Our Head of Assets and Building Safety is responsible for ensuring any building safety complaints are dealt with appropriately. As at May 2026, this is **Robert MacDougall**.
- The complaints officer is a manager who takes responsibility for complaint handling, including liaison with the Ombudsman and ensuring complaints are reported to our governing body (the WCHG Board). As at May 2026, this is **Kerry Wood**, Customer Experience Manager.

Contact us

Phone

- 0300 111 0000

Email

- customerenquiries@wchg.org.uk

Write to

- Complaints Team, Wythenshawe Community Housing Group, 8 Poundswick Lane, Wythenshawe, Manchester, M22 9TA