



Wythenshawe
Community Housing Group

Scrutiny Group review of complaint handling

April 2026

Summary

Background

Following its last review of complaint handling, the Scrutiny Group recommended that a compensation policy be developed with residents. The policy will be reviewed for comment as part of this review. Scrutiny members decided to review 50% of the Stage 2 Complaints received to determine how these complaints were handled to ensure good quality complaints handling.

What tenants can expect

Registered providers must ensure complaints are addressed fairly, effectively, and promptly. The process must be simple, accessible and publicised, including providing accessible information about:

- how tenants can make a complaint
- complaints policy and complaints handling process
- what tenants can do if they are dissatisfied with the outcome of a complaint or how a complaint was handled, and
- the type of complaints received and how they have learnt from complaints to continuously improve services.

Findings

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**

The Review

Members set out to answer the following questions:

1. Quality

- Are complaint responses good quality?
- Is the tone of responses fair and appropriate?

2. Accessibility

- How easy is it for a resident to complain?
- Is the complaints process accessible to residents with disabilities?
- Is the complaints process accessible to residents with language barriers?

3. Satisfaction

- Are residents satisfied with complaint handling?
- How long does it take for a residents' complaint to be answered?

4. Compensation Policy

- Has the Compensation Policy been developed with residents?
- Are there any changes members would like to see in the policy before it goes to Committee for approval?

In completing the review, members of the Scrutiny Group carried out the following activities:

- Review of 22 (50%) of Stage 2 complaints and the associated Stage 1 documents – members randomly selected the complaints they wished to review from a full list of Stage 2 complaints for 2025/26
- Review of tenant satisfaction with complaint handling
- Review of tenant comments from the additional questions asked in the 2025/26 TSM survey about complaint handling
- Review recent Housing Ombudsman determinations and findings
- Mystery shopping accessing the complaints process
- Review of complaints information available for residents on the new WCHG website
- Review the Compensation Policy
- Interview lead manager: Kerry Wood, Customer Experience Manager

Findings

1 – Quality

➤ **Are complaint responses good quality?**

- Yes, complaint responses are good quality. There is evidence of contact with the resident, usually a phone call or visit. Responses include a complaint definition and always clearly explain the decision and explain reasons. All complaints in the sample included Ombudsman escalation details.
- Members feel that complaint responses would be further improved by more often including a timeline for outstanding actions and sharing with the resident what the team have learned from the complaint.
- When members reviewed the lessons learned forms, they notice that not as many were filled in as usual.

➤ **Is the tone of responses fair and appropriate?**

- Yes, mostly the tone of the complaints was generally fair, respectful and appropriate. However, the tone of one stage 1 complaint response made it sound like the complaint was not taken seriously.
- Housing Ombudsman findings reflect that complaints are usually well handled.

Complaint Review findings on a scale of 1–5 with 1 being ‘poor’ and 5 being ‘excellent’ during the review of complaints.

Measure	% scoring 4 or 5	% scoring 5
Complaint Handling	82.2%	57.8%
Quality of response	84.4%	60.0%
Tone of response	86.7%	60.0%

Recommendations

- Managers include timelines for outstanding actions in their complaint response
- Feedback to individual manager that the tone in one stage 1 complaint made it feel that the complaint was not taken seriously.

2 - **Accessibility** - How easy is it for a resident to complain? Is the complaints process accessible to residents with disabilities or language barriers?

Findings

In person: Members value having a reception service at Wythenshawe House and having the option to make a complaint face-to-face. The reception is accessible for customers using a wheelchair, including disabled parking, a disabled toilet and a low reception desk. Members noted that reception staff sometimes offer customers an iPad if English is not their first language, to enable the use of Google translate.

Web access: Members found the new website easy to use and found the complaints process is easy to find on the website. Members noted that the search button doesn't need you to spell complaints correctly to get to the right place. Members liked the 'Recite' button on the website which offers reading and translations support. This includes translation to almost 100 languages and a picture dictionary which tenants can use to help understand the meaning of words. Tenants can choose the size of text and the words can be read out in English and another 20 or so languages. The website feedback form enables residents to complain, praise or just give feedback. All members found the website language simple to understand and were able to use the website on their phones.

By phone: Members found it easy to make a complaint by phone. A member with English as a second language noted Word 360 translation services are available.

Recommendations

None

3 - Satisfaction

- Are residents satisfied with complaint handling?
- How long does it take for a residents' complaint to be answered?

Findings

Only 38% of tenants are satisfied with complaint handling. Members noted that this was often to do with actions not being followed up quickly enough after a complaint has been handled. Many residents are also not satisfied with the outcome of their complaint. Members note that if a resident is dissatisfied with a policy, this feedback is considered in when the policy is next reviewed.

Complaints are responded to within the promised timelines most of the time. Stage 1 is at **99%** and Stage 2 at **98%**. If there is a delay in responding to a complaint, the resident is always notified.

Recommendations

- More follow up after a complaint response has been issued to make sure any promised actions are delivered.
- Ensure that whenever possible, all repairs are completed within our timescales irrespective of whether a complaint was raised or not. Where repairs are identified as part of a complaint investigation, they should be prioritised and completed as quickly as possible to recognise the time the complainant has already spent waiting for the complaint to be acknowledged, allocated and investigated.

Complaints and engagement TSMs

Six TSMs reflect landlord performance on complaints and engagement:

TP06 – Satisfaction that the landlord listens to tenant views and acts upon them



WCHG: 72%

TP09 – Satisfaction with the landlord’s approach to handling complaints



WCHG: 38%

TP07 – Satisfaction that the landlord keeps tenants informed about things that matter to them



WCHG: 76%

CH01 – Complaints relative to the size of landlord

WCHG stage 1: 25 complaints per 1,000 homes
(Median: 42, Upper Quartile: 65)

WCHG stage 2: 5 complaints per 1,000 homes
(Median: 6, Upper Quartile: 10)

TP08 – Agreement that the landlord treats tenants fairly and with respect



WCHG: 82%

CH02 – Complaints responded to within Complaint Handling Code timescales

WCHG stage 1: 98% (Median: 82%, Upper Quartile: 93%)

WCHG stage 2: 100% (Median: 84%, Upper Quartile: 98%)

4 - Compensation Policy

- **Has the Compensation Policy been developed with residents?**

Yes, members are satisfied that residents have been involved in workshops to develop the new Compensation Policy. Resident views have been included, especially the collaborative work with tenants to develop a compensation matrix.

- **Are there any changes members would like to see in the policy before it goes to Committee for approval?**

No, members noted the further changes since they last saw the policy. These changes have been made because of the Housing Ombudsman guidance issued in February 2026. Members are satisfied that the changes are beneficial for residents.

Recommendations:

None

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- More follow up after a complaint response has been issued to make sure any promised actions are delivered.
- Ensure that whenever possible, all repairs are completed within our timescales irrespective of whether a complaint was raised or not. Where repairs are identified as part of a complaint investigation, they should be prioritised and completed as quickly as possible to recognise the time the complainant has already spent waiting for the complaint to be acknowledged, allocated and investigated.

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Management opinion:

- All the recommendations made have been accepted by management.
- Subject to CXC approval, the recommendations will be added to the Scrutiny Group recommendations tracker with target dates and progress will be reported monthly to Scrutiny Group members.
- The recommendation tracker is reviewed annually by Group Audit & Risk Committee.



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