



Annual Complaint Handling Performance and Service Improvement Report

1 April 2024 – 31 March 2025

About this report

This report is Wythenshawe Community Housing Group's **Annual Complaint Handling Performance and Service Improvement Report**.

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.

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 have increased by 28% in the last year to 2,412. This is mainly due to the inclusion of transactional satisfaction responses for the first time. Stage 1 complaints have increased by 6% from 386 to 413.

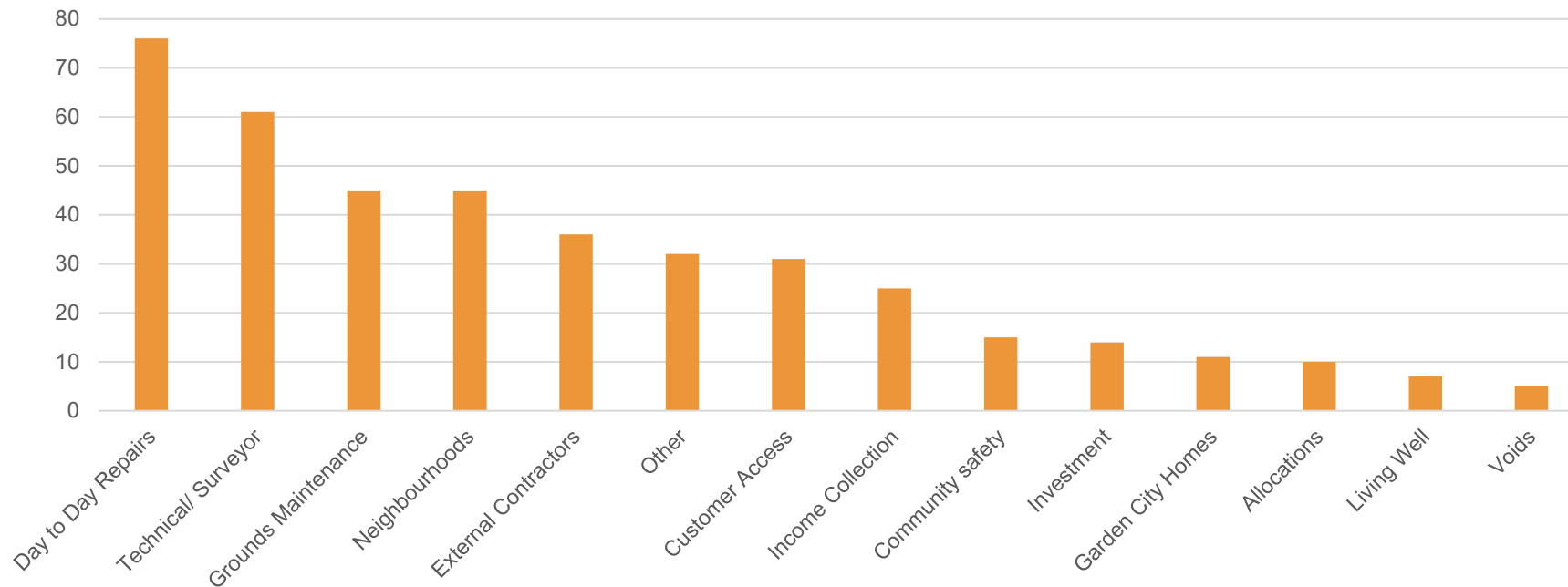
	2024/2025	2023/2024	2022/23	2021/22	2020/21
MP and Cllr enquiries	394	461	412	336	383
Customer Feedback service requests	994	1,038	468	358	289
Stage 1 complaints	413	386	216	167	105
Dissatisfied transactional satisfaction survey responses	611				
Total expressions of dissatisfaction	2,412	1,885	1,096	861	777

- We logged 25 complaints from tenants per 1,000 properties in 2024/25. This is low, as the sector average last year was 43 complaints from tenants per 1,000 homes.
- Our Tenant Satisfaction Measures survey (TP09 filter) indicates that 18% of tenants made a complaint to us during the year. If we had logged all of these, we should expect to have logged approximately 2,400 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
- We agreed with customers – either fully or in part - in 72% of the complaints that customers made to us during this period

Complaints by Service

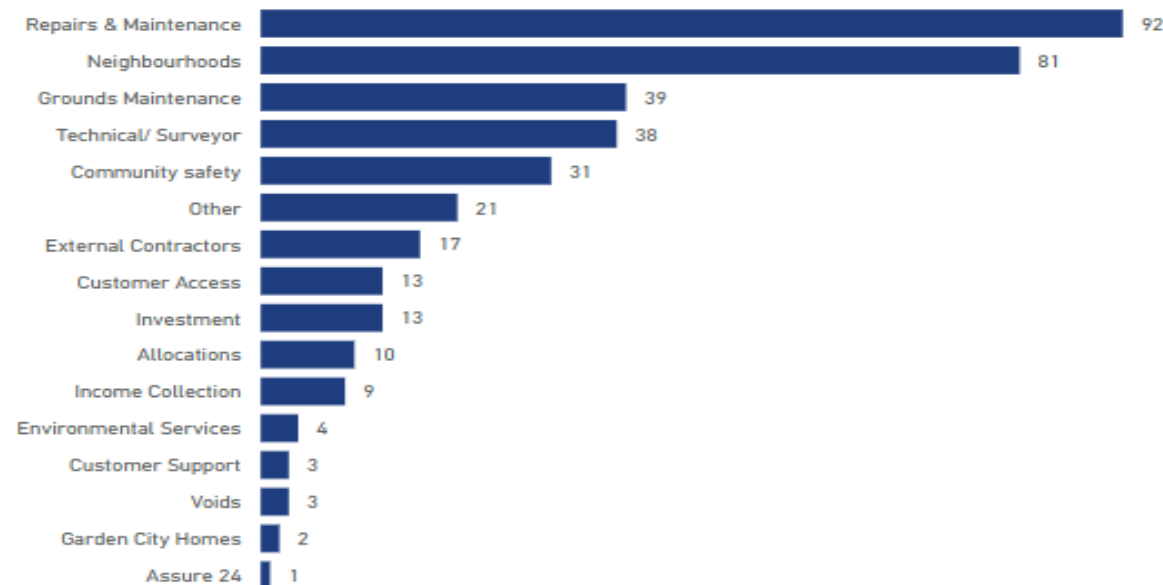


Customer Feedback Service Requests

- Service requests happen when a customer doesn't want to make a formal complaint but just wants an issue resolving quickly and are resolved within two days
- The majority of Customer Feedback Service Requests are for to Day-to-Day repairs, Surveyors, Neighbourhoods & Grounds Maintenance which is reflective of overall customer demand & requests for service

Cases by Business Area

(excludes cases pre Sep 24 due to change in record type)



How quickly did we respond?

2024-2025 data

413 stage one complaints, of these:

- 352 were responded to within 10 working days (85%)
- 53 were responded to within 20 working days (13%)

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

- 7 were delayed as reasonable adjustments or at customer requests to accommodate a visit or meeting (and responded to within 30 days)
- 1 was provided in 21 working days when we were unable to contact the customer to discuss the concerns.

Of the 8 complaint responses outside of timescale: 4 related to repairs, 2 related to services charges, 1 was in relation to defects in a new build & 1 regarding multiple services where the customer was in hospital

Where an extension beyond 10 working days is required, the Customer Feedback Team issues an interim response to the customer.

How quickly did we respond?

2024-2025 data

89 stage two complaints

Of these:

73 were responded to within 20 working days (82%)

16 were responded to within 40 working days (18%)

100% stage 2 responses were issued within our timescales.

The number of complaints resolved at Stage 1 has reduced from 83% in 23/24 to 78% 24/25

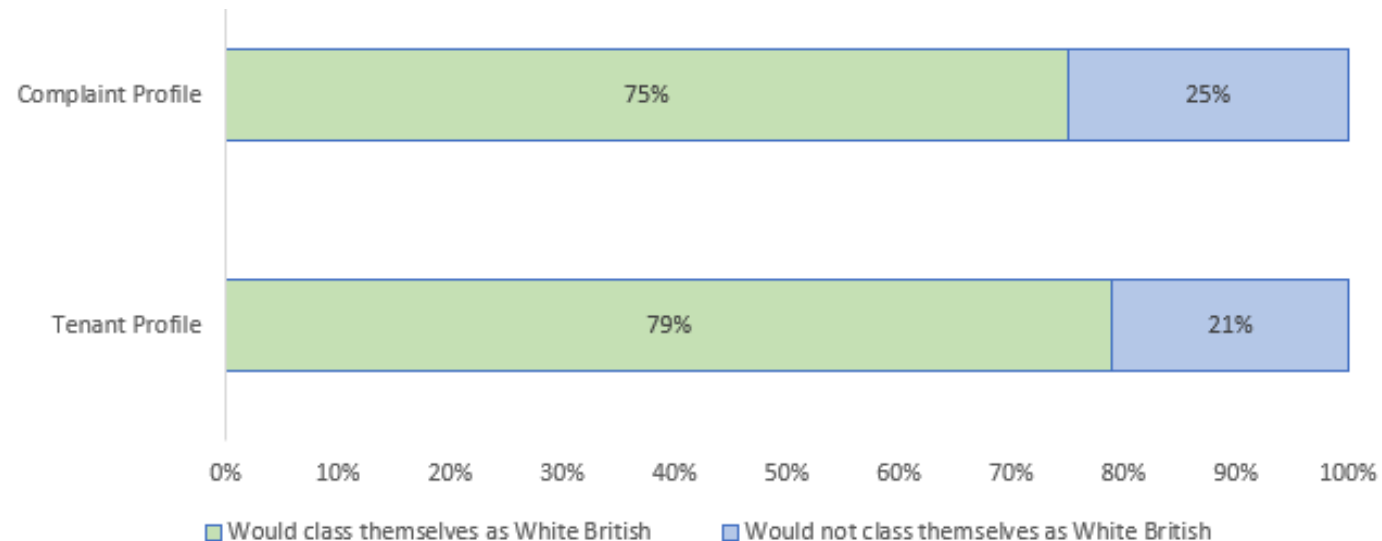
Outstanding actions from stage 1 particularly for repairs complaints has been one of the reasons for escalation, as extending the timeline for major repairs from 6 weeks to 12 weeks has made it difficult to resolve complaints at stage 1

How easy is it for customers to complain?

- Retired tenants make proportionately fewer complaints than we would expect. This could be due to:
 - Not feeling like they can complain
 - Not having a requirement to complaint as they are the most satisfied of our customer segments in the Tenant Satisfaction Measures
- There is some indication young sole tenants complain more than other customer segments – again this would reflect their overall satisfaction levels with our services - but the number of complaints is low and makes it difficult to provide any confidence on this.
- Based on the data we have, there is no suggestion that people with disabilities are proportionally more or less likely to complain.
- Gender and sexuality also do not seem to affect whether someone complains to us.

How easy is it for customers to complain?

- In 2024/25, tenants who state they are not White British were slightly more likely to complain to us than tenants who state they are White British
- This is compared to last year when non-White British tenants were slightly less likely to complaint to us than White British tenants.
- We will continue to promote the accessibility to all WCHG services & more specifically the complaints service.



Did we refuse any complaints?

We refused to process three complaints during the year. All were related to the allocation of homes:

- We had already responded to two of the issues at stage 2 in the previous 12-months period
- One issue was beyond our control and related to statutory services

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.

Annually the Scrutiny Group randomly selects and reads an anonymised selection of complaint responses to assess the quality of responses.

- Scrutiny Group findings during 2024-25 were that the quality of responses was good
- Reports detailing Scrutiny Group findings have been shared with CX Committee
- Any actions identified through Scrutiny Group reports will be monitored by Group Audit & Risk Committee through to completion
- Any feedback or recommendations for improvement are also shared with the Complaints Quality Network
- The Scrutiny Group has also reviewed compensation guidelines and made recommendations for the introduction of a Compensation Policy in 2025/26

How do we compare with others?

In November 2024, the Regulator of Social Housing (RSH) published its first [Tenant Satisfaction Measure report](#). For the first time, this 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 24/25	Median 23/24
TP06 - Satisfaction that the landlord listens to tenant views and acts upon them	69.3%	<p>52% — 60% — 68%</p>
TP07 - Satisfaction that the landlord keeps tenants informed about things that matter to them	75.1%	<p>64% — 70% — 76%</p>
TP08 - Agreement that the landlord treats tenants fairly and with respect	82.4%	<p>71% — 77% — 83%</p>
TP09 - Satisfaction with the landlord's approach to handling complaints	36%	<p>28% — 35% — 41%</p>
CH01 - Complaints relative to the size of the landlord: Stage 1 & Stage 2	S1: 25.41 S2: 5.15	S1: 42.5 per 1,000 homes S2: 5.7 per 1,000 homes
CH02 - Complaints responded to within Complaint Handling Code timescales: Stage 1 & Stage 2	S1: 97.97% S2: 100%	S1: 82.3% S2: 83.6%
The proportion of tenants who report making a complaint (TP09 filter)	18%	28%

Source of Median 23/24 data: [Regulator of Social Housing, November 2024](#)

Leaseholders and shared owners

- 6 complaints from leaseholders
- 6 complaints from shared owners
- 5 leaseholders & 1 shared owner progressed their complaint to Stage 2

Themes 24/25

- Level of service charges & dissatisfaction with the quality of associated service cleaning, grounds maintenance & repairs
- Leaseholders & shared owners also complained about Neighbourhood & Community Safety issues

Learning from leaseholder complaints during the year have included:

- Garden City Homes now attend fortnightly internal intervention meeting to discuss cases that have not been resolved
- Breakdown of charges is now provided with service charge statements

Compliments

In 2024/25 there have been **6,325** positive transactional surveys. Due to the number of surveys completed, repairs and annual gas are the most complimented services.

Repairs

“Excellent customer service and great plumber, explained everything to me”

“Operative arrived on time and fixed the boiler which I am very pleased about. He cleaned up any mess and was very polite and helpful.”

“The young man that came around took my concerns seriously and looked at the areas that I had reported thoroughly.”

“I received a text saying he would be with me in 3 minutes, He was really helpful went back to his van for a new letterbox fitted it in record time & cleaned up the little mess made from drilling the few screws. A great job all round.”

Gas Servicing

Very professional technician great correspondence on when the job was to be done

Very impressed with the operative. A total professional, identified external leak, raised with Cadent and satisfactorily resolved

The young lady was polite friendly she worked very efficiently to a high standard and in a professional manner.

Tenancy

“I found the sign-up process easy and quick. Everything was explained in a bit more detail, I thought it was very good to have the tenancy agreement before the sign up because it gave me time to read it and anything unclear was clarified at sign-up”

Anti-social Behaviour

“I dealt with the ASB team throughout my complaint. The team took me serious from the first point of contact and kept me updated throughout. When the situation escalated with my neighbours the team went above and beyond to help me and I couldn't be more grateful so thank you”

Compliments

In addition, **197** 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 thank the Hub advisor from yesterday for her professionalism, understanding and courtesy during my call. She took time to understand my needs and took action to raise an emergency. She listened and showed empathy. I feel strongly that this kind of service deserves praise!”

“the gas operative was so helpful today when he attended to repair the radiator. He was extremely polite, very thorough and even checked my boiler whilst he was here. He's a credit to the company.”

“the guys working in the flat above are all so polite, kind and friendly and even cleaned my back window, they are a credit to us (WCHG).”

“I would like to say that the gardening team came to my home to cut my grass and bushes. The gardeners did a top very professional job,(excellent). This was the same team who did my last visit and there work was again excellent. Thank you WCHG team and the gardening team for what you have kindly done for me.”

Service improvements

Issues and trends

The root cause of most complaints continues to be: not being able to get things resolved quickly; a lack of communication or action; and how we have communicated with customers.

Significant investment has already been made in improving Customer Care including:

- Customer First training and embedding activities for all staff (2022 and 2023)
- Introduction of text communications for repairs appointments (launched July 2023)
- Investment in systems (Pulse roll out began in September 2024)
- Launch of 'This is Us' tone of voice approach (February 2025)

However, it's clear that more needs to be done. Further work scheduled includes:

- Completion of the roll out of Pulse system to all teams – benefits include: single view of customer (resolving things quickly); and case management (improved communication & action)
- Providing customers with an effective way of logging repairs and checking for updates via investment in a new portal and app (due for launch in January 2026)
- Next step in Customer First training designed specifically for frontline colleagues (to be developed in 2025/26)

Following a request from the Customer Experience Committee, since 1st April 2025, we have also added more detail to our complaints categorisation to allow for more detailed breakdown of complaints.

Issues and 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	New contractors have been appointed
Neighbourhoods	Management of low – level ASB cases & capacity with other tasks	Change in process of who & how all low-level cases will be managed
Surveyors	Managing customer expectations of a surveyor visit & delivering a 'no'	Training in the Hub to ensure expectations are set from the start & training with surveyors on delivering the no
Day to Day Repairs	Communication around major repairs	New way of coordinating trades through the Planning Team & improved communications with customers

Service improvements

Issue

Customers repeatedly complained that following mutual exchanges they were identifying significant numbers of repairs that they were not aware of

Improvement

Neighbourhood officers and surveyors now conduct joint property inspections prior to mutual exchanges

Issue

A customer complained that we took too long to repair a communal door in a block

Improvement

Spare part kits for block communal doors have been updated so that repairs can be rectified more quickly rather than wait for parts

Service improvements

Issue

Customers complained that work agreed with surveyors during visits was not fully reflected when work was delivered

Improvement

Triplicate books were introduced so that the surveyor can record what work is discussed & the tenant is asked to sign if they agree, all parties now have a written record

Issue

A leaseholder complained that they were not notified of the planned work & associated costs at point of purchase

Improvement

Process was updated to ensure that up-to-date sinking fund information & planned works & costs associated are shared at point of purchase

Service improvements

Issue

Customers complained that WCHG don't always keep you informed after we have had to move you out of your home temporarily to complete major repair work

Improvement

We introduced a checklist to be completed weekly to ensure that the right colleagues keep you updated and support you whilst you are living away from your home

Issue

Customers complained about how waste was being managed & contaminated at multi-storey blocks

Improvement

Locks were placed on recycling bins, communication issued to all tenants about how to recycle & addition

Positive complaint handling culture

Enhancing our culture

A number of projects have been delivered with the aim of enhancing our positive complaints handling culture. These have included:

- Increasing resource within the Customer Feedback Team to improve complaint resolution and compliance with the Code
- Moving managers onto the Pulse system for complaint handling to ensure a holistic approach to complaint management
- Training for all managers in relation to the Complaint Handling Code & our Complaint Policy
- Developing a 'Help to Access our Services Policy' (formerly Vulnerabilities Policy) to enhance knowledge and use of reasonable adjustments
- Business transformation: including delivery of the Customer Hub project, and development of customer self-service requirements
- Further embedding Customer First principles across the organisation as part of the Culture Change programme with Mary Gobar International
- Quarterly workshops with teams where high levels of complaints
- Regular Leadership Team reviews of complaint trends and issues

Complaint handling training & process

Between April & September 2024, 78 managers completed Complaint Handling Training with the Housing Quality Network (HQN) which covered:

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

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

From April 2025 all stage 2 responses will be quality checked by the Customer Feedback Team.

The Customer Feedback Team have resolved over 50% of Customer Feedback Service Requests & been completing some stage 1 'quick fix' complaint investigations & responses.

Before June 2025 we plan to run further targeted training sessions with new managers & managers who the Customer Feedback Team have identified would benefit from further training.

Complaints Quality Network

A group of colleagues from across the organisation regularly come together with the aim of improving complaint response quality. During 2024-25 we have;

- Relaunched the Network on our intranet to colleagues
- Reviewed & updated the managers toolkit for complaint handling which includes, an investigation checklist, complaint response guidance, letter templates, compensation guidance to ensure it is aligned to the Complaint Handling Code
- Support & drive forward service improvement from complaint learning
- Support wider colleagues in complaint handling & with responses

In 2025-2026 we plan to.....

- Continue to widen colleague membership to the Network to raise the importance & profile of complaint handling
- Explore ways to reduce escalations & improve first time fix
- Support learning from pending Ombudsman determinations

Housing Ombudsman & Regulator of Social Housing

Housing Ombudsman determination

The Housing Ombudsman Service issued one determination in relation to complaints this year (26 Feb 2025, complaint number 202315208);

- The complaint related to our handling of a tenant's objection and our approval of a neighbour's driveway application.
- The Ombudsman determined that there was maladministration & complaint handling failure ordered to pay customer £250 in relation to; failed call backs, failure to complete an action promised & lack of impartiality in complaint handling

Learning – Call back dashboards are being developed, complaint handling training, handling complaints need for impartiality, complaint handling training, working with tenants to agree compensation amounts

We are waiting for 5 more determinations for cases submitted 24-25.

Landlord report – the Ombudsman has only produced a Landlord Report for landlords with 5 or more determinations. Therefore the Ombudsman has not produced a specific report for WCHG this year.

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 has asked 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	2024/25	2023/24
CH01	Number of stage one complaints made by tenants in the relevant stock type during the reporting year per 1,000 homes.	25.41	26.19
CH02	Proportion of stage one complaints responded to within the Housing Ombudsman's Complaint Handling Code timescales.	97.97%	98.87%
CH01	Number of stage two complaints made by tenants in the relevant stock type during the reporting year per 1,000 homes.	5.18	4.07
CH02	Proportion of stage two complaints responded to within the Housing Ombudsman's Complaint Handling Code timescales.	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 March 2025, this is **David Nuttall**, 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 March 2025, 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 March 2025, 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 March 2025, this is **Kerry Wood**, Customer Experience Manager

Contact us

Phone

- 0300 111 0000 (local rate from a mobile)
- 0800 633 5500 (free from a landline)

Email

- customerenquiries@wchg.org.uk

Write to

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