

Complaints Performance and Service Improvement Plan

July 2026



Introduction

Warrington Housing Association (WHA) welcomes complaints. We view all customer feedback positively as this helps us improve the service we deliver to our customers. We review all complaints each quarter and look at complaints and satisfaction measures every month to see if there are any trends and areas for improvement. Our performance is reported to our Audit & Risk Committee and the Board. We also report on complaints in our annual report to tenants. We promote how customers can complain about our services on the website, www.wha.org.uk, in our newsletters and on social media.

This report sets out how we performed on complaints handling in 2025/26, some of the issues that we identified and how we responded to them.

How did we perform?

In 2025/26 (1st April 2025– 31st March 2026), we received a total of 84 stage 1 complaints of which 9 were escalated to stage 2. We did not refuse to accept any complaints.

The table below shows the breakdown and performance for responding within the timescales:

Measure	2025/26
Stage 1 complaints received	84
Stage 2 complaints received	9
Total Complaints received	93
Response within timescale	100%
Complaints upheld/partially upheld	27

Complaints Relative to the Size of the Landlord

We also report on how many complaints we received relative to our size (per 1,000 properties). The performance is set out below:

Complaint Stage	No. received	% completed in time
Stage 1 Complaints	43.07	100
Stage 2 Complaints	5.84	100

Complaints Analysis

Learning from complaints is a vital part of improving services and strengthening accountability. By analysing complaint themes, understanding the individual issues raised, and identifying underlying causes, the Association can use complaints as a valuable source of insight. This section sets out how learning is translated into practical improvements, helping to enhance customer experience, service quality, and organisational performance.

Communication

- Investment works communication – Complaints highlighted that some customers felt insufficiently informed about timescales and programme changes. As a result, we have strengthened customer communications during investment works, including more frequent updates and clearer explanations when programmes are delayed
- Collection of service charges to be recorded and reported in clearer language within rent increase notifications and statements

Customer Experience

- Void standard updated to remove substandard floor coverings
- Greater details on void standard and gifted items to be agreed with tenant at sign up / handover to new tenant
- Access arrangements – Complaints identified instances where expectations regarding access appointments were not fully understood. We are reviewing and promoting our access policy to ensure customers and colleagues have a clearer understanding of responsibilities and appointment requirements.

When we look at why our customers are complaining, we check to see if there are any underlying trends or things we could do to improve the services we deliver. As a result of complaints, we have delivered the following process Improvements:

- Feedback received through complaints identified inconsistencies in how customer choices were recorded during investment programmes. Following

a review of the process and consultation with customers, we introduced standardised choice forms to ensure customer preferences are consistently captured, recorded, and delivered. This has improved clarity for customers and reduced the risk of misunderstandings during programme delivery

- New complaint template letters created in relation to Lifetime Homes, to reduce confusion
- Review and amend standard wording regarding support for mental health to be more sensitive
- Review of tenant flags and more specific notes at tenant request
- Implemented changes to letter templates following Scrutiny Panel feedback

Complaints escalated to the Housing Ombudsman

Where a customer remains dissatisfied, having followed our complaints process through from an initial complaint to a stage 2 (where it is reviewed by someone else in the organisation), they may wish to escalate their complaint further to the Housing Ombudsman.

During the year, WHA have not had any cases referred to the Housing Ombudsman. We received one determination where the ombudsman found:

"In accordance with paragraph 53.b of the Scheme, the landlord has made an offer of redress prior to investigation which, in the Ombudsman's opinion, resolves its handling of the resident's reports of ASB satisfactorily."

We received our performance report from the Housing Ombudsman for the previous year (2024/25) which set out there was determination as detailed above. A copy of their report can be found [here](#).

Satisfaction with Complaints Handling

As part of our tenant satisfaction surveys, we ask where a customer has made a complaint, how satisfied they are with the handling of the complaint (not the outcome). Below is our satisfaction with a comparison against the previous year:

Measure	2024/25	2025/26
Satisfaction with complaint handling	47.3%	41.6%

Improvement plan progress from 2024/25

In our last report, we set out what improvements we would make. Below is an update of what we did:

Action	Timescale	Lead Officer	Comments
Complete internal audit recommendations	Dec 2025	CEM/HoH&CS	Completed
Complete Scrutiny Panel recommendations	June 2025	CEM/HoH&CS	Completed
We will refresh our complaints training to include the importance of complaints and understanding our customers	Sept 2025	CEM/HoH&CS	Completed
Review our complaints & compensation policies in conjunction with customers	August 2025	HoH&CS	Completed
We will audit complaints to ensure all documentation is included on the case and process is followed	March 2026	CEM	Completed
We will continue to learn from best practice attending webinars and courses to improve our handling of complaints	March 2026	CEM	Completed
We will contact all complainants within 3 months following their complaint to check if they were satisfied with the process	March 2026	CEM	Completed

Our Service Improvement Plan 2026/27

As part of our continuous improvement approach and ongoing learning we have identified the following service improvements for complaint handling:

Action	Timescale	Lead Officer	Comments
Complete a deep dive of complaints process and learning outcomes to ensure consistency of service and compliance with Housing Ombudsman Complaint Handling Code.	March 2027	HOH&CS	
Introduce quality assurance reviews of complaint responses against the Housing Ombudsman Complaint Handling Code, alongside existing compliance monitoring.	August 2026	CSL	
Seek transactional customer feedback following complaint closure to understand satisfaction with the complaint process, regardless of outcome.	August 2027	CSL	
Continue to monitor complaint trends by protected characteristic and identify any disproportionality or barriers to accessing the complaints process.	Ongoing	HOH&CS	

Our Board's Commitment to Complaints

Our Member Responsible for Complaints (MRC) and WHA Board Chair have set out the below statement:

"WHA's Voice & Impact Panel (VIP) and WHA's Board have reviewed our self-assessment against the Housing Ombudsman Complaint Handling Code, the updated Policy and this Plan. WHA Board are pleased to approve our updated self-assessment against the Housing Ombudsman's Complaint Handling Code. WHA works hard to deliver services which meet customers' expectations and when things go wrong, we aim to put things right for our customers. We learn from

complaints and continue to improve the services we deliver. Our updated Complaints Policy (2026) reflects the changes to the Code, and we have consulted customers on the self-assessment and the policy”.

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