

ANNUAL COMPLAINTS PERFORMANCE & SERVICE IMPROVEMENT REPORT

Reporting year: 1 April 2024 – 31 March 2025

Organisation: Cromwood Housing Limited (CHL)

Approved by: Governing Body – 9 September 2025

About This Report

This report fulfils CHL's commitment to publish an annual complaints performance and service improvement report covering volumes and outcomes; timeliness; learning and actions; findings from our self-assessment against the Complaint Handling Code; TSM results; and any relevant Ombudsman items. It complements our published Complaints Policy and Self-Assessment and is accompanied by a Governing Body Response.

Our Complaints Service at a Glance

CHL provides social housing and housing management. Complaints may be raised by tenants, their representatives (e.g., advocates/support workers), neighbours or other stakeholders. Complaints are managed within a two-stage process with signposting to the Housing Ombudsman at any stage.

Complaints can be raised via web, phone, email or in writing and can request reasonable adjustments. We accept complaints made by representatives and ensure information is accessible.

Key Learning & Improvements Delivered In-Year

Policy update (November 2024): We refreshed our Complaints Policy, strengthening Section 12 to formalise quarterly reporting to the Board, routine sharing of learning with tenants, and publication of an Annual Complaints Performance & Service Improvement Report.

Clearer signposting: We've updated our Stage 1 and Stage 2 extension notifications to include the Housing Ombudsman's phone, email and web details, ensuring complaints are clearly directed in line with the Statutory Code.

Volumes and Themes

Total complaints received: **7**

By category (count):

- Tenant behaviour (**3**)
- Property condition – repairs & improvements (**2**)
- Rent or Service Charges (**1**)
- Occupancy rights / Rent or Service Charges (**1**)

By source:

- Tenant (**4**)
- Neighbour (**1**)
- Tenant via Citizens Advice Bureau (**1**)
- Management Company (**1**)

By region:

- London (**7**)

Timeliness (Statutory Code measures)

Acknowledgement – within 5 working days: 100% compliant; median 1 working day.

Stage 1 full response – within 10 working days of acknowledgement: 57% compliant; median 8 working days.

Extensions: 3 cases required an extension beyond 10 working days (used where proportionate and with updates).

Escalation and Ombudsman

Escalations to Stage 2: 1 case (14%).

Ombudsman: No Ombudsman engagement or findings issued to CHL in the year.

Outcomes and Remedies

Outcomes recorded across cases include explanations, corrective action and case closure; where service failings are identified we offer apologies and practical remedies (including discretionary payments where appropriate).

No cases were refused under policy exclusions in the period.

Year-On-Year Context

2023/24 saw higher complaint volume with most resolved at Stage 1.

Our 2024/25 escalation rate (14%) remains in line with the previous pattern of resolving complaints without external intervention.

Resident Feedback (TSM Headline Results)

TP09 – Satisfaction with complaints handling: Results were 35% (2023/24: 48%), a 13 percentage-point decline. We have recognised this in our Tenant Satisfaction Measures Report Statement for the same reporting period, which states: “Decline of 13%. A clear area of concern; complaints handling will need focused attention and review.”

Learning and service improvements delivered in 2024/25

Updated Complaints Policy (November 2024): We strengthened Section 12 with a clear Monitoring & Reporting framework and sharpened the roles, timescales and signposting throughout.

Notification upgrades: Our Stage 1 and Stage 2 extension notifications now include the Housing Ombudsman’s phone, email and web details, closing the gap identified last year.

Case recording: We’ve standardised case files and audit trails, with clear definitions and a record of any outstanding actions in both Stage 1 and Stage 2 responses.

Governance: We now provide quarterly complaints reports to the Board and continue to publish an annual complaints performance and service improvement report for scrutiny, with the governing body’s response alongside.

Self-assessment against the Complaint Handling Code (highlights)

Accessibility & awareness (Section 3): Our complaints policy now sets out how we promote the complaints process, with clear signposting to the Housing Ombudsman and the Statutory Complaint Handling Code. It also highlights support from representatives and the availability of reasonable adjustments.

Process & timescales (Section 6): We run a straightforward two-stage process. Complaints are acknowledged within five working days; we aim to issue a Stage 1 response within ten working days of acknowledgement, and a Stage 2 response within twenty working days. Extensions are by agreement only, with reasons and new dates confirmed to the complainant.

Key updates since the 2024 self-assessment: Our Stage 1 and Stage 2 extension letters now include the Ombudsman's contact details (Provisions 6.5 and 6.16). The policy also codifies monitoring, reporting and publication arrangements (Provision 3.5), so we now record compliance as a Yes.

2025/26 Improvement Plan (With Measures)

Stage 1 timeliness

- Target: At least 95% of Stage 1 responses within 10 working days, with a median of 7 days or better.
- Actions: Run weekly work in progress discussions, use complaint response extensions appropriately with proactive updates to complainants.

Repairs-related complaints

- Target: 20% reduction in year-on-year in repairs-themed complaints and aim for a 5% uplift in TP03 (Satisfaction with time taken to complete repairs) in the next TSM results.
- Actions: Tighten contractor KPIs (attendance/completion), build in progress updates at set milestones, and tackle root causes behind repeat defects.

Resident experience of complaints (TP09 - Satisfaction with complaints handling)

- Target: 10% increase (from 35% to 45%) with better first-contact resolution.

- Actions: Clarify to tenants what counts as a complaint, improve outcome letters (referencing policy, law and good practice), and lean into early remedies and clear apologies.

How We Will Monitor

We will provide quarterly complaints performance reports to the Board, and we hold a half-yearly management deep-dive on themes, remedies and learning.

Publication, Governance & Compliance Statements

This report is published on our website alongside:

- (a) the Self-Assessment
- (b) the Governing Body Response; and
- (c) our Complaints Policy.

We confirm compliance with statutory publication and annual submission requirements and will re-submit if there are material changes.