



Annual Complaints & Service Improvement Report

2024-2025



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Complaints performance information is collected as part of the Regulator of Social Housing's (RSH) Tenant Satisfaction Measures (TSMs).

In accordance with reporting requirements stipulated by the RSH for TSMs, PCH report TSM measures for residents living in low-cost rental accommodation (LCRA).

Within this report, some of the figures quoted calculate all complaints received, including those from shared owners, leaseholders and non-PCH residents.

Complaints Performance

Overall top-level complaints performance for April 2024 – March 2025



631 complaints received



33 complaints were escalated to Stage 2



53 complaints received per month (on average)



47% of LCRA resident complainants were satisfied with the handling of their complaint



80% of complaints were upheld by PCH



22% increase in complaints from 2023/24

Following analysis of 2024/2025 TSM results (of 217 registered providers), Housemark has determined that complaint satisfaction rates and volumes have risen as landlords improve complaint handling services to meet the mandatory Housing Ombudsman Service (HOS) code.

PCH Complaint Analysis 2024/25

- Repairs account for 3 out of 4 of the 631 complaints raised by residents.
- 95% of complaints were raised by residents living in low-cost rental accommodation (LCRA) with 5% of complaints raised by leaseholders, shared owners or non-PCH residents.
- In Q4, PCH commissioned Acuity Research and Practice to undertake an independent perception survey of shared owners and leaseholders, which was broadly designed around the TSMs. Feedback from this survey in relation to complaint handling will be reviewed in 2025/26 to identify improvement areas.
- During 2024/25, 79% of overall complaints were received across seven different complaint types are mainly related to the repairs service delivered by PCH, which fall under the broader category of property condition as defined by the HOS. This correlates to the HOS 2023/24 report where property condition was the most common complaint category, accounting for 40% of all findings made by the Ombudsman.
- The complaint types owing to the remaining 21% were recorded under tenancy management, communication, and handling of anti-social behaviour.
- Outstanding work continues to be the main driver of PCH complaints, with 24.8% of all complaints received. This has decreased from the previous year when 39% of complaints were about outstanding work. This reduction could be attributed to the introduction of dedicated resource in the repairs team to follow up and co-ordinate outstanding work.
- Appointments have seen the highest increase to 17.5%. Actions to improve performance in this area were highlighted in the TSM action plan, which was presented to the PCH Customer Focus Committee (CFC) in January 2025.



Handling Complaints

Despite the overall number of complaints increasing in 2024/2025, only 5% of complaints were escalated to stage 2. The number of stage 2 complaints per 1000 homes (TSM measure) remained broadly the same and increased for stage 1 complaints. This increase can be attributed to PCH promoting the complaints process to residents and staff.

80% of complaints were upheld, which is an increase of 7% from the previous year. This demonstrates an increased focus on effective complaint handling and promotion of a positive service culture. The HOS uphold rate has steadily increased from 39% in 2019/20 to 73% in 2023/24, reflecting a growing number of cases where the HOS has found landlords to have failed in their service delivery.

Of the 598 stage 1 complaints received by PCH, 99.01% were handled within the complaint timescales of 10 working days. Of the 33 complaints escalated to stage 2, 90% were handled within the 20-day timescale.

This represents a total of 3 out of 33 stage 2 complaints, where in 2 cases complaint handling timescales were breached due to awaiting agreement from the resident to arrange a meeting to reach a resolution. The stage 2 complaints handled outside of timescales were not raised by residents living in LCRA.

Revised processes were introduced in 2024/25 to track complaint handling, including escalation to senior managers and improving recording of agreements with residents if additional time is required to carry out an investigation. The 2024 HOS Complaint Code states where a response to a complaint will fall outside the timescales, the landlord must agree with the resident suitable intervals for keeping them informed about their complaint.

We continue to record and report on any complaints that go out of target and a full investigation takes place to find out why this happened. This will pick up any actions that may be required to improve this in the future.

Refused Complaints

In 2024/25, we updated our complaint process to ensure that complaints recorded include those that are not accepted, to allow us to provide this as evidence for the HO self-assessment.

The policy clearly defines the reasons for not accepting a complaint which would be explained to the resident when responding to them. We are confident that staff would always refer to a senior complaint staff member and our complaints policy before refusing a complaint.

During this time period, one complaint was not accepted due to being referred to us outside of 12 months from when the issue occurred. This is in line with our complaint policy.





Benchmarking

The table below outlines our performance of Tenant Satisfaction Measures (TSM) relating to complaints from residents living in LCRA.

Performance for 2023/24 is benchmarked against Housemark (a performance comparison service used by over 350 social housing providers across the UK) and the Regulator of Social Housing (RSH).

TSMs officially came into effect on 1 April 2023 and from that date, all registered providers of social housing in England were required to begin collecting data in line with the new framework set out by the RSH. This marked the start of the first full reporting year (2023/24), with the first set of results published in November 2024.

Tenant Satisfaction Measure	PCH 2024/25	PCH 2023/24	RSH Benchmark 2023/24 (Quartile)	Housemark Benchmark 2023/24 (Quartile)
Number of Stage 1 complaints received per 1000 homes (cumulative)	42.56	30.28	3rd	2nd
Number of Stage 2 complaints received per 1000 homes (cumulative)	2.52	2.8	1st	1st
Number of Stage 1 complaints responded to within the Housing Ombudsman's Complaint Handling Timescale (cumulative)	99.01%	98.42%	1st	1st
Number of Stage 2 complaints responded to within the Housing Ombudsman's Complaint Handling Timescale (cumulative)	100%	100%	1st	1st
Complainants who report that they are satisfied with their landlord's approach to handling of complaints	47%	40%	1st	1st

Housing Ombudsman Service (HOS)

We endeavour to resolve every complaint to the resident's satisfaction, however, if a resident remains dissatisfied with our complaint response at stage 2, we refer them to the Housing Ombudsman Service (HOS) which will consider the complaint under its own formal assessment process.

Once an investigation is complete, the HOS shares its determination and investigation report which outlines their findings, recommendations, and orders.

Within in each determination, the Ombudsman may make one or more of the following findings:

No maladministration – where PCH have acted in accordance with our obligations.

Service failure – where there is evidence of a minor failing.

Maladministration – where there was a failure which has adversely affected the resident.

Severe maladministration – where there is evidence of serious detrimental impact to the resident.

Mediation – where the resident and PCH have entered into mediation and reached an agreed outcome.

Redress – there is evidence of maladministration, but PCH have taken steps to put things right.

Outside jurisdiction – the complaint has not been considered by the Ombudsman.

In 2024/25 PCH had the following engagement with the HOS:



43 requests for information



3 HOS determinations received

The HOS determined 7 individual findings and made 16 orders/recommendations in relation to the 3 determinations.



12 investigation reports submitted in response to HOS requests.



The HOS did not establish any complaint handling failure orders in the determinations received.





Service Improvement

We understand that when things go wrong it is important to resolve the issue as quickly as possible.

We use complaints as an opportunity to improve our services, gain experience and encourage a positive service culture. The root cause of a complaint is captured every time a resident raises a complaint.

The key trends in 2024/25 were:

- 1 **Not keeping residents up to date**
- 2 **Delayed & missed appointments**
- 3 **Incorrect information**
- 4 **Poor workmanship**
- 5 **Job raising error resulting in wrong operative attending repair**
- 6 **Recurring problems (damp & mould & leaks)**
- 7 **Not meeting residents' expectations**
- 8 **Frustration with processes**

During 2024/25, work has taken place to improve how lessons learnt from complaints is recorded and shared with relevant departments. This will continue in 2025/26, which started with communication to all staff sharing information about key lessons from recent HOS determinations, including the importance of recording keeping and keeping residents up to date.

The TSM action plan presented to the Customer Focus Committee (CFC) in January 2025 outlines a series of actions to improve performance with complaint handling. Several improvement areas have been identified and were worked on during 2024/25 to address the root cause of complaints including:

1. **Service Standards** – Introduced in February 2025, developed with residents following consultation and joint working with the CFC. The service standards outline what residents can expect PCH to deliver and are published on the website. Performance will be reported during Q2 in 2025/26.
2. **Keeping residents up to date** – Call confirming introduced for compliance related repair visits. Through our resident engagement work we also reviewed communication of stock condition surveys and planned improvement works, to improve the condition of residents' properties.
3. **End to end review** – An end-to-end review of the repairs journey commenced in Q4 in 2024/25 to identify opportunities to improve processes, engaging colleagues from across different departments within PCH.
4. **Resident engagement** – The PCH Virtual Resident Advisory (VRA) Panel (now known as the Resident Communication Advisors) reviewed the complaints guidance process available on the website to ensure that it was accessible. In April 2025, they reviewed the updated complaint response template letters and provided their feedback.

Focus areas for 2025/26

The repairs service and contact centre remain the key focus areas for service improvements in 2025/26, which are workstreams that were identified through the end-to-end review of the repairs journey which are being progressed in 2025/26. These include:

- 1. Triage and diagnostic** – New training for all contact centre staff is being introduced to improve knowledge to enable effective identification of repairs when first reported. Repair Finder, an internal tool used to allocate repairs, has been updated to support 'right first-time fix.'
- 2. Ways of working** – Relocated colleagues from the contact centre and repairs to improve communications and cross functional working.
- 3. Systems and reporting – Introduce Total Connect to improve scheduling** of repairs and performance reporting. New performance reports introduced in the contact centre to identify key trends.
- 4. Contractor Management** – Introduction of dedicated resource in Repairs to oversee contractor management for responsive repairs, this will include reviewing performance in line with PCH service standards.
- 5. Customer resolution team** – Introduction of dedicated complaints team to further improve investigation and response to complaints, including identifying lessons learnt and service improvements.

Access and information about complaints

The Customer Complaints and Comments Policy was updated in line with the new Housing Ombudsman Complaint Code in March 2024. The policy was then updated and approved by CFC again in November 2024 to incorporate a necessary amendment in relation to Higher-Risk Building complaints in line with the Building Safety Act.

The policy is available on our website and contains an easy-to-use guide on raising a complaint to clearly show the 2-stage process and how to let PCH know if a resident is not happy about a service.

Reachdeck is also available on our website to read page contents out loud and we promote 'Language Line' should a resident request a copy of a document in another language as well as offering documents in braille.

InTouch, our quarterly resident magazine includes updates on our complaint performance including details of how to make a complaint and the importance of feedback for PCH to continually improve.

Audit

In Q4 in 2024/25, Beever & Struthers completed an audit of PCH complaint handling as part of the annual audit schedule, agreed by the Audit & Risk Committee (ARC).

The review concluded that PCH had suitable controls in place to record and monitor complaints, with an appropriate reporting framework through to Board and external stakeholders. The auditors confirmed that there is general compliance with policies and procedures and there is regular monitoring of live and overdue complaints to ensure effective operational management.

The audit identified four recommendations where improvements can be made, including the recording around customer vulnerability within Pentana (complaint management system) and the completeness of data within the system. The report was presented to the ARC in April 2025 and actions are due to complete by the end of Q2 in 2025/26.