



Wigan♥
Council

Housing Complaints 2024/25

Our Annual Report to Tenants

September 2025

1. Executive Summary:

This report provides an overview of housing complaints received between April 2024 and March 2025. It highlights key trends, service performance, and corrective actions taken. The data is sourced from the newly implemented JADU complaints management system and visualised using an application called Power BI.

Key findings include a reduction in overall complaints, seasonal spikes in heating-related issues, and a high proportion of upheld complaints. Recommendations are provided to enhance service delivery and complaint resolution.

We are committed to being transparent in relation to the data and in what tenants are telling us. This gives us a strong baseline to measure the impact of the service improvements we are undertaking, and we will reflect this in future tenant reports.

In 2024/25 we have made a number of significant changes and improvements to our policy and the way we handle complaints:

- Refreshed our complaints policy to clarify the stages and timescales in the procedure, as well as make it clear how we will make reasonable adjustments so people can make a complaint in the way that suits them.
- Rolled out complaint handling training to all complaint handlers and wider staff that may contribute to resolving complaints.
- Governance and Quality Assurance in relation to complaint handling has been strengthened. The process for learning from complaints has been made more robust by integrating key actions into the housing governance framework. In addition to the regular self-assessment and the performance and trends report shared with the Housing Advisory Panel (HAP) and key housing boards, an annual complaints report is now prepared for the lead elected member responsible for complaints, Cllr Anderson. A further report is also provided to all our tenants.
- Actions from the above have led to new complaint letter templates being introduced that are more tenant focused and clearer.
- The Council website and housing pages have been refreshed to make them more accessible and ensure that it is easier for people to complain.
- A new complaints performance dashboard has been introduced following the implementation of the JADU complaints management system. This dashboard provides real-time data on complaint cases,

including the number of cases at each stage, complaint types, themes, and response times. The data can be filtered by service area, geographical location, and subject matter, offering a detailed and accessible overview. In addition, the dashboard has been further developed to track and report on learning outcomes from complaints, ensuring there is clear oversight of the improvements being made. A significant improvement has been the accuracy and consistency of information, addressing the limitations of the previously fragmented systems.

2. Housing Complaints Background:

In April 2024, the Council introduced a new complaint handling system, JADU, which now manages most Stage 1 complaints received by the Council. Previously, housing complaints were recorded using a combination of the housing management system and spreadsheets; a process that was fragmented, cumbersome, and inefficient. The new system resolves these issues by providing a streamlined, integrated platform for complaint management.

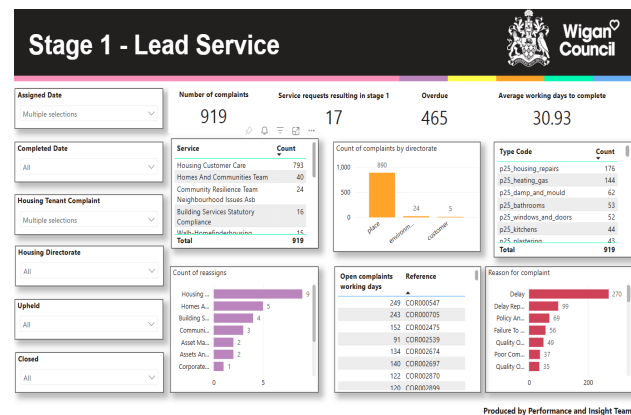
As this is the first full year of operating under the JADU system, direct year-on-year comparisons are limited due to differences in system configuration. However, where meaningful comparisons can be made, they will be included.

To support data analysis and performance monitoring, a dashboard has been developed using Power BI. This tool enables the visualisation of live data captured within the JADU system and will be used to generate key statistics on complaints, helping to assess the performance of Housing Services.

3. Complaints Dashboard

Power BI dashboards provide a dynamic and interactive way to present data, using charts, lists, and summaries rather than traditional report or spreadsheet formats.

These dashboards enable the generation of key statistics and support in-depth analysis, offering valuable insights into performance and trends.



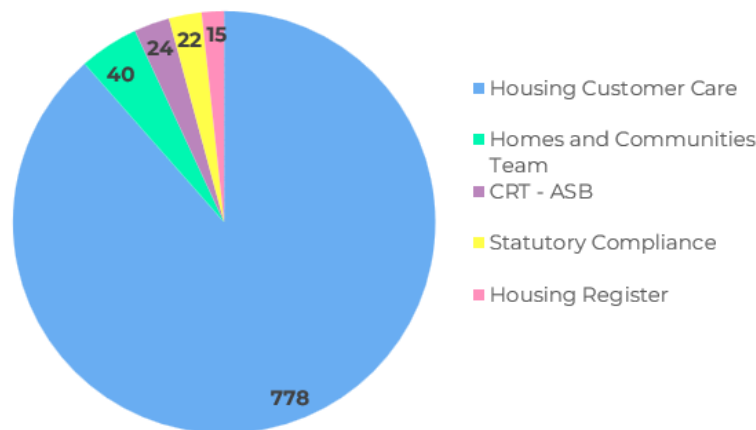
4. Housing Complaints Analysis:

This report covers the period from 1st April 2024 to 31st March 2025. During this time:

- A total of 924 Stage 1 housing complaints were received.
- Of these, 102 were escalated to Stage 2¹.

5. Complaints By Service:

The chart below shows the services in receipt of the highest number of complaints.



¹ Stage 2 complaints are managed outside of the JADU system. Of the 102 Stage 2 complaints, Repairs, Maintenance and Compliance accounted for 80 of the complaints.

Complaints By Service

Housing Customer Care - 778 (Blue)

Homes and Communities Team - 40 (Green)

CRT (Community Resilience Team) - ASB (Anti-Social Behaviour) - 24 (Purple)

Statutory Compliance - 22 (Yellow)

Housing Register 15 (Pink)

The Housing Customer Care team, which serves as the initial point of contact for all repair and maintenance-related complaints, managed a total of 778 complaints, this represents 84% of all complaints received. This marks a reduction of 113 complaints compared to the previous year.

Most complaints are for services that maintain frequent contact with tenants throughout the year. For example, over 60,000 repairs were completed in tenanted properties last year, with each repair typically involving two to three interactions between the tenant and the council. Additionally, almost 20,000 homes require annual gas safety checks, and while most are completed without issue, occasional problems may arise resulting in a complaint.

6. Complaints handled by the Customer Care Team

The top ten categories of complaints received by the Housing Customer Care team are as follows:

Area	Number of Complaints
Housing Repairs	173
Heating & Gas	141
Damp & Mould	61
Windows & Doors	51
Kitchens	43
Plastering	42
Internal joinery	31
Gardens	28
Drainage	26
Electrical	21

7. Complaint Trends:

Enhanced data recording in JADU has enabled a better understanding of seasonal trends in complaint volumes. The Power BI dashboard allows for targeted analysis across various parameters, such as time periods, service areas, and complaint statuses.

For example, complaints related to Gas and Heating services averaged 27 per quarter during the first three quarters of the year, rising sharply to 67 in Quarter 4. This increase is likely attributable to seasonal factors, as colder weather typically leads to higher usage of heating systems. Boilers and heating units that may have been inactive during warmer months are brought back into operation, which can reveal faults or performance issues.

Additionally, the winter period places increased demand on contractors, potentially affecting response times and service delivery. These pressures can contribute to a rise in complaints and should be considered as part of ongoing service planning and contract management.

8. Reasons For Complaints:

Many complaints are nuanced and personal to each individual, and in some cases span multiple service areas. To identify broader patterns, we analyse

complaints based on their primary theme. The chart below illustrates the main complaint categories.

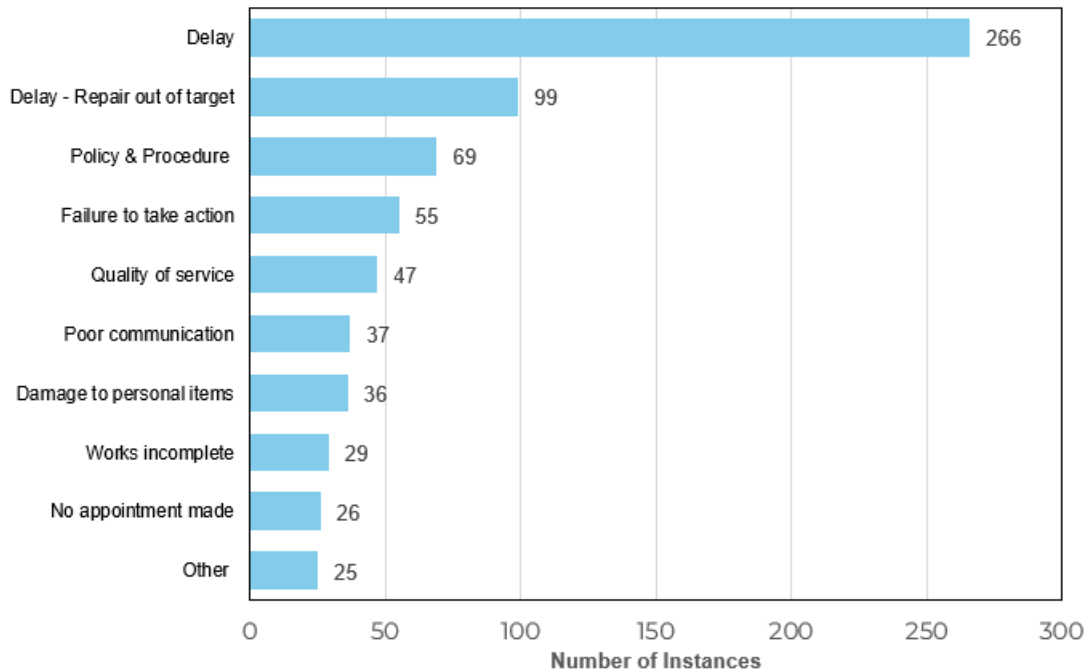
Due to differences in how the new IT system captures complaint reasons, direct comparisons with previous years are limited. However, several recurring themes remain evident, particularly those related to repairs and maintenance.

Delay continues to be the most frequently cited reason for complaints, with 266 cases recorded this year, a reduction of 111 compared to the previous year. Of these, 219 complaints (82%) were associated with delays in repairs and maintenance.

Other services receiving complaints about delays included:

- Homes and Communities Team: 13 complaints
- Building Services Statutory Compliance: 8 complaints
- Community Resilience Team – Anti-Social Behaviour: 8 complaints
- Housing Register: 6 complaints
- Right to Buy: 5 complaints
- Asset Management: 3 complaints
- Planned Programmes, Asset and Property, Collections, and Housing Standards: 1 complaint each

The specific “Delay – Repair out of target” reason narrows the complaint reason down even further and relates specifically to those repairs not completed within their target date. Of the 99 complaints, 95 were in relation to repairs and 4 for statutory compliance.



Reasons for Complaints Data

Delay - 266

Delay - Repair out of target - 99

Policy & Procedure - 69

Failure to take action - 55

Quality of service - 47

Poor Communication - 37

Damage to personal items - 36

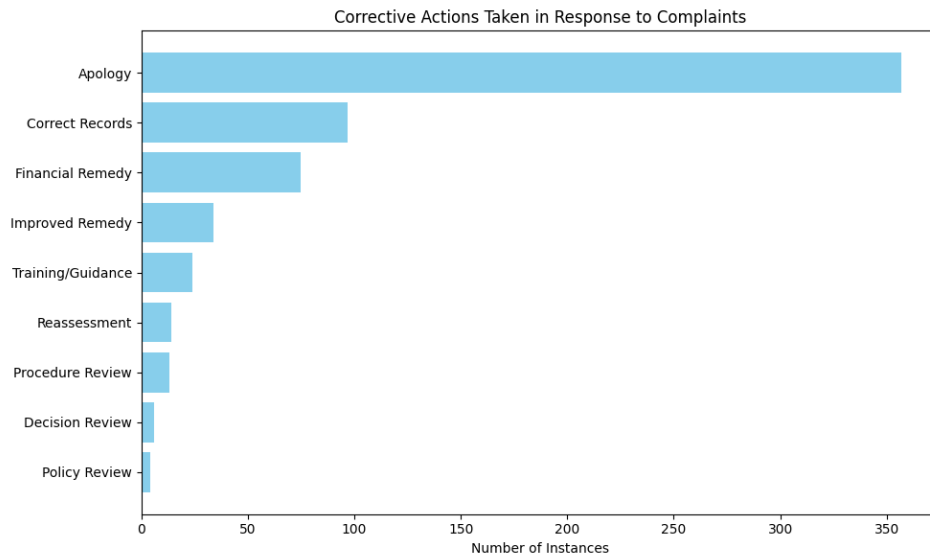
Works incomplete - 29

No appointment made - 26

Other - 25

9. Corrective Actions:

Once a complaint has been resolved, the resolution method is documented as a corrective action. This data can then be used to generate statistical reports and insights.



Corrective Actions data

Apology - 357

Correct Records - 97

Financial Remedy - 75

Improved Remedy - 34

Training / Guidance - 24

Reassessment - 14

Procedure Review - 13

Decision Review - 6

Policy Review - 4

10. Top Corrective Actions:

Apology (357 instances) - The most common response, demonstrating a strong emphasis on acknowledging faults and maintaining customer

relations. Many complaints were resolved through recognition of error rather than procedural or financial changes. However, the number of apologies highlights the need to learn from mistakes and to stop them from recurring.

Record Amendments (97 instances) - A significant number of complaints led to updates or corrections in tenant or service records. This demonstrates a focus on data accuracy and administrative follow-up.

Financial Remedies (75 instances) - A substantial number of cases warranted compensation, suggesting material impact or service failure. We will continue to monitor the cost implications of resolving complaints in this way.

11. Less Frequent Actions:

Improved Remedy (34) and Training/Guidance (24) - These actions show efforts to enhance service delivery and staff capability and demonstrate a proactive approach to preventing recurrence.

Reassessment (14) and Procedure Changes (13) - Reflect deeper operational reviews, in more complex or systemic cases.

Decision Reviews (6) and Policy Changes (4) - Least frequent, but significant as they imply structural or strategic shifts.

12. Upheld Complaints - Key Insights:

Q1 2024–25 had the highest number of upheld complaints (180), with 67% of complaints upheld.

Q2 and Q3 2024–25 saw a drop in volume (147 and 139 respectively) but a rise in percentage upheld (73% and 72%), suggesting fewer complaints but a higher proportion being upheld.

Q4 2024–25 returned to 147 upheld complaints, with the percentage dropping back to 67%.

Q1 2025–26 showed a further decline in volume to 132, but the upheld rate remained relatively high at 70%.

The percentage upheld remains consistently high, suggesting that when complaints are made, a sizeable proportion has been found to be valid,

highlighting the importance of a continued focus on early resolution and service quality.

13. Performance:

Tenants are actively encouraged to raise complaints therefore it is essential that we demonstrate these complaints are managed efficiently and effectively. This is achieved by closely monitoring the performance of the teams responsible for managing them.

Our analysis includes:

- The number of complaints allocated to each service area
- Identification of seasonal trends, as previously outlined
- The volume of complaints closed
- Timeliness of complaint resolution, including whether extensions were required
- Whether the original complaint was upheld

This approach ensures transparency and accountability, while also supporting continuous improvement in service delivery. The table below shows how we performed over the first five quarters of the JADU system being in use.

Measure	Q1	Q2	Q3	Q4	Q1
Complaints closed	270	202	193	218	188
Number in time	140	104	80	124	135
% in time	52%	51%	41%	57%	72%
Out of time	130	98	113	94	53
Avg days taken to close	27.95	36.92	37.87	26.99	17.2

14. Key Insights:

There is a clear improvement in complaint handling efficiency in Q1 of 2025–26:

- Highest percentage of complaints closed on time (72%)
- Lowest number of out-of-time closures (53)
- Fastest average resolution time (17.2 days)

15. Tenant Satisfaction Measures (TSMs) – Complaint Handling Results:

This year we have been able to report improvements across 3 of the complaints related to TSMs. Further details are available in the TSM report which is also available to HAP.

Measure	2023/24 Result	2024/25 Result	Diff +/-
Satisfaction with complaints handling	33%	37%	+4%
Number of Stage 1 complaints received per 1000 homes	45.7	43.4	-2.3
Number of Stage 2 complaints received per 1000 homes	0.9	4.8	+3.9
Proportion of Stage 1 complaints resolved within timescales.	14.1%	48.6%	+34.5%
Proportion of Stage 2 complaints resolved within timescales.	68.4%	39.2%	-29.2%

16. Housing Ombudsman – Landlord Performance Report

The Housing Ombudsman Landlord Performance Report was published on the 17th of September 2025. The Ombudsman Report details our complaints performance between April 2024 and March 2025.

Between April 2024 and March 2025, there were 11 findings from the Housing Ombudsman regarding complaints and 4 determinations. There were 9 Maladministration findings meaning a Maladministration rate of 90%. Our determinations have come down from 2023 to 2024 (7), but our Maladministration has increased by 10% (80%).

The Housing Ombudsman Landlord will be published alongside this report, and the Housing Complaints Self-Assessment on the Wigan Council website.

The Performance Report will be reviewed by the Complaints Task and Finish Group and actions will be developed to improve performance. This will also be taken to relevant governing bodies for reporting.

17. Recommendations:

There are a number of recommendations to improve complaint monitoring and reporting moving forward, to ensure the information is available to ensure there is evidenced continual improvement. A full action plan in relation to complaint handling and performance has been developed and is overseen by a dedicated officer working group alongside the tenant complaints focus group. Updates are reported to the Housing Advisory Panel, Housing Boards and Cabinet. A summary of recommendations stemming from this year's performance and trends report are listed below.

- Continue monitoring seasonal complaint trends to anticipate service pressures.
- Provide additional training and guidance to staff based on complaint themes.
- Improve data accuracy and record-keeping to reduce administrative errors.
- Evaluate the cost-effectiveness of financial remedies and explore alternatives.
- Enhance early resolution strategies to reduce upheld complaint rates.