



SGH

St George Housing



St George Housing

2024/25

Complaints Performance & Service Improvement plan

LISTENING TO OUR RESIDENTS TO IMPROVE OUR SERVICES

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Message from the Board



At St George Housing (SGH), we are committed to providing high-quality services to our residents. When issues arise, it is essential that they are addressed quickly and fairly. Complaints handling has therefore been a top priority, and we have taken significant steps to strengthen our approach over the past year.

A self-assessment of our complaints handling service confirms compliance with the Housing Ombudsman's Complaints Handling Code (April 2025). The Board has reviewed this self-assessment in detail to ensure it accurately reflects our practices and provides a reliable measure of performance. While we are pleased to confirm policy compliance, we will not be complacent." We are committed to continuous improvement and to ensuring that residents' voices remain central to how we operate.

As part of this commitment, we are:

- Reviewing our onboarding process with managing agents to ensure tenants receive clear and consistent information about how to raise complaints.
- Improving the channels available for residents to submit complaints, including online, by phone, and via WhatsApp.
- Strengthening our governance reporting to ensure the Board receives regular updates on complaint volumes, outcomes, and trends.
- Reviewing our compensation framework to ensure fairness and transparency when redress is required.

The Board and Executive Team have also embedded a performance framework for complaints, providing assurance that lessons are being learned and improvements made. This framework strengthens oversight and ensures SGH remains well positioned to demonstrate compliance and continuous improvement in the year ahead.

Chair of the Board & Board Lead on Complaints

Self Assessment

COMPLAINTS PERFORMANCE AND SERVICE IMPROVEMENT PLAN



A completed self assessment can be found attached to this report and will be made available on the website for full transparency.

- ✓ **Section 1: Definition of a complaint**
- ✓ **Section 2: Exclusions**
- ✓ **Section 3: Accessibility & Awareness**
- ✓ **Section 4: Complaint handling staff**
- ✓ **Section 5: Complaint Handling**
- ✓ **Section 6: Compliant Stages**
- ✓ **Section 7: Putting Things Right**
- ✓ **Section 8: Self Assessment, Reporting and Compliance**
- ✓ **Section 9: Scrutiny, Oversight & Continuous Learning**

Self Assessment

COMPLAINTS PERFORMANCE AND SERVICE IMPROVEMENT PLAN



Overview

The purpose of the Housing Ombudsman's Complaints Handling Code is to ensure providers resolve residents' complaints promptly and use the learning to drive improvements in services and resident satisfaction. SGH is able to evidence compliance with all areas of the Code.

Goals

Over the next 12 month SGH aim to:

- Increase transparency by publishing quarterly complaints performance reports and outcomes on our website.
- Improve learning from complaints by developing a "you said, we did" section in newsletters to show how resident feedback drives service improvements.
- Digital inclusion by supporting residents to use online tools and resources to access SGH's services and complaint processes more easily.



Performance

March 2024 to April 2025

1

Internal
Stage 1 complaint

1

Internal
Stage 2 complaint

0

External escalation
Housing Ombudsman or MP complaints

SGH recieved 1 complaint in total during 2024/2025.



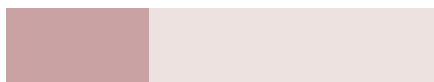
67%

Of residnets are satisfiied with DHL's approach to handling complaints



100%

Of residnets know how to make a complaint



33%

Of residnets made a compliant in 2024/25



100% of complaints were responded to within target timescales

Lessons Learnt

2024-25



In 2025, SGH received one formal complaint from a resident who was dissatisfied with the way their anti-social behaviour (ASB) concerns and related repairs were managed. While the number of complaints remains very low, each one is important to us as it provides valuable feedback and an opportunity to strengthen our services.

From this complaint we learned:

- **Clarity of processes:** Residents need clearer communication about how ASB concerns are investigated under our ASB policy and how this differs from our complaints process.
- **Joined-up working:** The case highlighted the importance of better coordination between SGH, managing agents, and partner agencies when ASB and repairs issues overlap.
- **Resident communication:** The complaint reinforced the need to keep residents regularly updated on progress, even when investigations take time, so they feel listened to and supported.

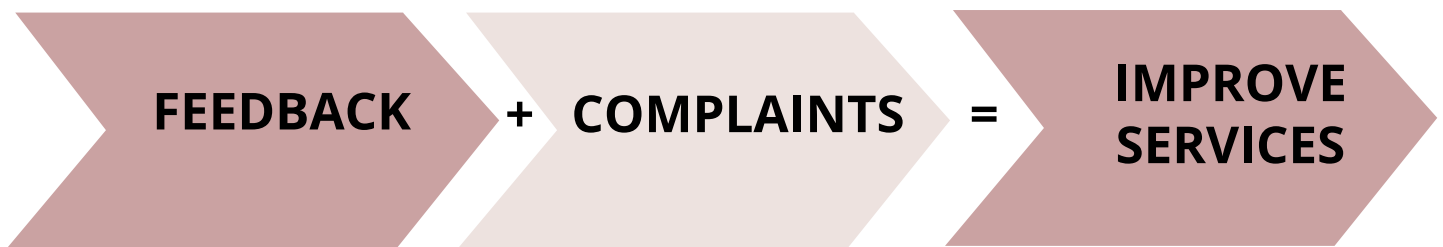
As a result, SGH has taken the following steps:

- Reviewed the information in the Tenant Handbook to make distinctions between ASB, repairs, and complaints clearer.
- Strengthened reporting lines with managing agents to ensure ASB and repairs are logged and tracked more effectively.
- Introduced a commitment to provide residents with regular updates during investigations, even where there is no new outcome to report.

Although SGH received only one complaint, the learning has been invaluable and will continue to shape how we deliver services and support residents going forward.

Learning and Improvements

In 2023/24 SGH adopted the formula below to support our vision of becoming a resident led housing association.



Annual Improvements achieved throughout 2024/25

- ☐ We updated our complaints policy to fully comply with the Housing Ombudsman Complaints Handling Code
- ☐ We carried out a review and self-assessment on the new complaints handling code
- ☐ We updated our website to make sure that accessibility to making complaints was clearer
- ☐ We have updated our compliant stage 1 and 2 template letters to fully comply with the Code.
- ☐ Stage 2 complaints are escalated to the Board Lead on complaints.
- ☐ Reviewed and updated the Tenant handbook to ensure clarity around making complaints.

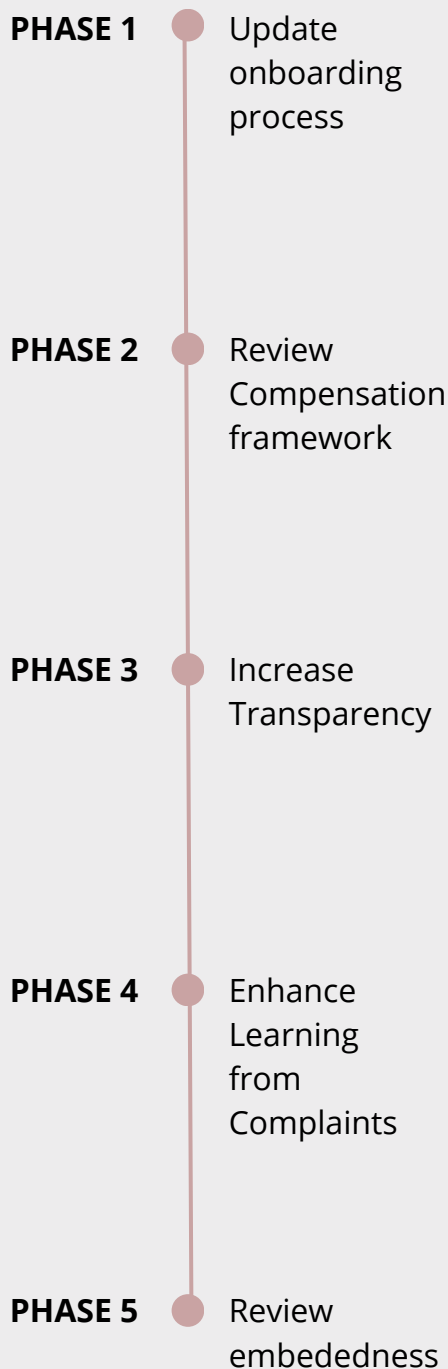
Annual Improvements

Our commitments for 2025/26

In 2024/25, SGH delivered on the commitments we set ourselves to strengthen how we listen and respond to residents. While we are proud of this progress, we see it as just the beginning. Our focus now is on building a culture of continuous improvement, where every piece of feedback helps us raise standards further. In 2025, we will continue to challenge ourselves to do better, ensuring our services remain resident-led and responsive to the needs of our community.

What	Why
Clearer tenant information	Residents told us they were unsure about how to escalate a complaint to the Housing Ombudsman. In response, we will update our onboarding process to include clear, step-by-step information. This ensures every new tenant knows their rights and how to raise concerns.
Review compensation framework	Review and update our compensation framework to ensure it is fair, transparent, and aligned with best practice. This will aim to provide residents with confidence that where things go wrong, redress is proportionate, timely, and consistent.
Increase transparency	Publish a quarterly “You said, we did” update on our website and in newsletters, showing how complaints and feedback lead to improvements. This will aim to strengthen trust and show residents that their voices drive change.
Enhance learning from complaints	Provide regular training and refresher sessions for staff and managing agents on the Housing Ombudsman’s Code and complaint handling best practice. To ensure consistency, accountability, and continuous improvement across SGH services.

Annual Improvements Timeline



SGH Annual Improvements Timeline 2025/26

Q1 (April – June 2025)

- Review onboarding process (update Coles): Assess the tenant sign-up process with Coles, ensuring residents receive clear information about complaints, ASB, and repairs. Implement updates to the Tenant Handbook and staff guidance where required.

Q2 (July – September 2025)

- Review compensation framework: Complete a full review of SGH's compensation framework to ensure fairness, transparency, and alignment with Housing Ombudsman guidance. Present recommendations to the Board for approval.

Q3 (October – December 2025)

- Increase transparency: Publish the first quarterly "You said, we did" report, and strengthen regular complaints reporting to residents via newsletters and the SGH website.

Q4 (January – March 2026)

- Enhance learning from complaints: Deliver refresher training for complaint handlers and managing agents, embedding lessons from complaints received during the year.
- **Review embeddedness:** Conduct a year-end review to assess how well the improvements from 2025/26 have been embedded across SGH, reporting findings to the Board and residents.



St George Housing

**BUILDING BETTER
COMMUNITIES**

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