

COMPLAINTS PERFORMANCE IMPROVEMENT PLAN MAY 2025

Objectives:

Improve Timeliness of Complaint Responses: Ensure compliance with Complaint Handling Code: Stage 1 (acknowledged within 5 working days, responded within 10 working days); Stage 2 (responded within 20 working days).

Enhance Early Resolution Rates: Increase the number of complaints resolved at the first point of contact or at Stage 1.

Improve Performance with Housing Ombudsman Casework: Zero Complaint Handling Failure Orders.

Strengthen Processes and Embed Learning: Streamline and clarify complaint handling processes to achieve efficiency. Systematically embed learning from complaints into organisational practices.

Improve Resident Experience: Enhance tenant satisfaction measures related to complaint handling, focusing on perceptions of fairness, respect, and effective communication.

Policies and Strategies : Develop and agree key policies and strategies to support a positive complaints culture

Measuring Success (Metrics):

Timeliness: Percentage of complaints acknowledged and responded to within Complaint Handling Code timescales (CH02).

Complaint Volumes: Relative number of complaints (CH01) and percentage reduction in complaints progressing to Stage 2.

Early Resolution: Increased percentage of complaints resolved at initial contact or Stage 1.

Tenant Satisfaction: Improvement in Tenant Perception Measures: TP06 (landlord listens and acts upon tenant views), TP07 (landlord keeps tenants informed), TP08 (landlord treats tenants fairly and respectfully), TP09 (satisfaction with complaint handling approach).

Process Compliance: Regular audits showing compliance with extension protocols and compensation guidelines.

Learning and Development: Staff participation rates in mandatory training and quality of recorded learning on iCasework.

Performance Monitoring: Frequency of operational KPI reporting and attendance at performance review meetings.

Outcomes:

Improved response timeliness to meet regulatory standards.

Increased early resolution rates reducing Stage 2 escalations.

Higher resident satisfaction with the complaint handling process.

Improved and streamlined complaint handling processes.

Enhanced data accuracy and compliance through better reporting.

Risks:

Delays in recruitment affecting timely implementation of improvements.

High complaint volumes potentially straining new processes.

Potential resistance to changes among staff.

Complexity in implementing systematic learning practices.

Financial constraints affecting proactive remedial actions.

Accuracy of reporting/ available data

Governance:

Complaints Project Group - monthly

Housing Transformation Programme Board - monthly

Portfolio Lead meeting - quarterly

Corporate Assurance Board - quarterly

Annual report to Mayor and Cabinet

Key Actions:

No.	Task	Start Date	Finish Date	Owner
1	Increase Team Capacity and Resilience:			
1.1	Recruit additional complaints officers by June 2025.	Apr-25	Sep-25	Director Housing Resident Engagement & Services
2	Performance Monitoring and Operational KPIs:			
2.1	Establish additional performance review meetings, initially weekly/fortnightly, transitioning to monthly by end of Q2	Apr-25	Sep-25	Director Housing Resident Engagement & Services, Housing Complaints & Enquiries Team Manager
2.2	Develop and report on a robust suite of operational KPIs, including timeliness, resolution rates, resident satisfaction, and compliance with procedures, building on existing reports to include acknowledgements and unassigned cases.	Apr-25	ongoing	Director Housing Resident Engagement & Services, Housing Complaints & Enquiries Team Manager, Head of Corporate Customer Relations, Head of Housing Partnerships & Service Improvement
3	Process Improvement and Mapping:			
3.1	Develop and implement comprehensive complaint handling process maps.	Apr-25	Sep-25	Director Housing Resident Engagement & Services, Housing Complaints & Enquiries Team Manager
3.2	Introduce clear protocols for extensions with mandatory training by May 2025, ensuring residents are kept informed.	Apr-25	May-25	Director Housing Resident Engagement & Services, Housing Complaints & Enquiries Team Manager, Head of Corporate Customer Relations
4	Early Resolution Focus:			
4.1	Implement guidelines empowering frontline staff to resolve complaints proactively at initial contact	May-25	Jun-25	Director Housing Resident Engagement & Services, Housing Complaints & Enquiries Team Manager
4.2	Provide ongoing training and monitoring. All complaints handling staff to complete corporate training	Apr-25	Jul-25	Director Housing Resident Engagement & Services, Head of Corporate Customer Relations
5	Embed Learning from Complaints:			
5.1	Ensure all complaint handlers systematically record learning on iCasework from April 2025.	Apr-25	ongoing	Head of Corporate Customer Relations
5.2	Hold monthly review meetings to identify and disseminate key lessons across the organisation starting May 2025.	May-25	Aug-25	Director Housing Resident Engagement & Services
6	Improve Resident Communication and Satisfaction:			
6.1	Regularly update residents proactively throughout the complaints process - including more use of telephony, extensions protocol.	Apr-25	ongoing	Director Housing Resident Engagement & Services
6.2	Monitor and respond to feedback from TSMs perception measures (TP06, TP07, TP08, TP09)	Apr-25	ongoing	Director Housing Resident Engagement & Services, Head of Housing Partnerships & Service Improvement
7	Enhanced Use of Compensation Guidelines:			
7.1	Standardise and regularly update staff training on compensation guidelines. (CHIP training)	Apr-25	May-25	Director Housing Resident Engagement & Services
7.2	Explore implementing a short-term compensation strategy favouring higher-end awards to reduce cases escalating with the Housing Ombudsman.	May-25	Sep-25	Director Housing Resident Engagement & Services, Director Housing Q&I, Head of Repairs, Service Leads
8	Policy and Procedure			
8.1	Complete and agree Reasonable Adjustment Policy	Apr-25	Sep-25	Director Housing Strategy, Head of Housing Partnerships and Service Improvement
8.2	Complete and agree Knowledge and Information Management Strategy	Apr-25	Oct-25	Director Housing Strategy, Director Housing Resident Engagement and Services, Head of Housing Partnerships and Service Improvement
8.3	Review, update and agreed revised Vulnerability Policy	Jul-25	Mar-26	Director Housing Strategy, Director Housing Resident Engagement and Services, Head of Housing Partnerships and Service Improvement