

Service Improvement Report for Complaints following Self-Assessment against the Housing Ombudsman's Complaint Handling Code 2025

We have made several improvements in our 2024/25 service improvement plan. There is still room for improvement and areas that we want to continuously improve upon by monitoring and reassessing the way we deal with complaints. There are some improvements that have taken longer to implement which can be seen in this service improvement plan for 2025/26.

Improvements we have made in 2024-25

We have made it clearer for our customers carrying out surveys to be able to express dissatisfaction and be able to pursue a complaint if they wish to. This relates to code provision 1.6.

There is a mandatory training programme now in place for all housing staff, and the training has been extended across the organisation. 138 staff have been trained to May 2025. From 1st April 2025 we began to centrally capture lessons learned from complaints. This relates to code provision 4.3.

Our online complaint form has been updated to include the expected outcome for the customer. Acknowledgement responses to customers now detail what the complaint is and the customer's expected outcome. These relate to code provision 5.6.

We ask all new tenants and have asked all existing tenants in February and May 2025 if there are any reasonable adjustments that we could make in service delivery which includes answering complaints. This relates to code provision 5.10.

Close monitoring of all complaints by management through weekly meetings and weekly reporting to improve response rates to complaints has been in place for 2025. provisions This relates to code 6.3 and 6.14.

A 'compensation and redress policy' has been in effect from April 2025 and can be viewed on our [housing plans](#) page which relates to code provision 7.4.

We have addressed the requirements of code provision 8.1 through our ‘2024 -25 Housing Complaints Performance Report & Analysis’ and this service improvement report and the governing body’s response to our self-assessment will again be published, and alongside the complaints section of our website. This relates to code provision 8.2.

Learning points are now included in complaints performance reports from last year, which were and will be reported to committee as well as to our Resident Engagement Panel. This relates to code provision 9.3.

Information is provided regularly to Member Responsible for Complaints (‘the MRC’) and the council recognises the importance of achieving a more positive and proactive culture in dealing with complaints and will look to implement this as part of the implementation plan. This relates to code provisions 9.7 and 9.8.

Code Provision	Code Requirement	Improvement	Actions (Due dates)	Current Status
5.4	Where a landlord’s complaint response is handled by a third party (e.g. a contractor or independent adjudicator) at any stage, it must form part of the two stage complaints process set out in this Code. Residents must not be expected to go through	Create a single complaints process with contractors. This was not implemented by April 2025 as planned. This was due to underestimating the work that would be involved to rollout training to multiple contractors in addition to training internal staff.	April 2026 Service level agreements will be in place and training delivered to all contractors within the scope of facilities management	In progress Continuous monitoring

	two complaints processes.		by April 2026.	
5.5	Landlords are responsible for ensuring that any third parties handle complaints in line with the Code.	Create a method for measuring complaint performance for third parties. This was not implemented by April 2025 as planned. This was due to underestimating the work that would be involved to rollout training to multiple contractors in addition to training internal staff and to set up monitoring.	April 2026 Service level agreements will include that contractors must notify CCC of complaints and deal with them according to the code.	In progress. Continuous improvement and monitoring
5.9	Where a response to a complaint will fall outside the timescales set out in this Code, the landlord must agree with the resident suitable intervals for keeping them informed about their complaint.	More work is needed for complaints falling out of the statutory timescales so monitoring will take place weekly instead of monthly and reported to management for oversight to ensure that customers are notified when complaints fall outside of the timescales and kept updated at suitable intervals, so that appropriate action can be taken.	This will be incorporated into weekly monitoring from June 2025	In progress. Continuous improvement and monitoring
6.4				

6.15	Landlords must decide whether an extension to this timescale is needed when considering the complexity of the complaint and then inform the resident of the expected timescale for response. Any extension must be no more than 10 working days without good reason, and the reason(s) must be clearly explained to the resident Landlords must decide whether an extension to this timescale is needed when considering the complexity of the complaint and then inform the resident of the expected timescale for response. Any extension must be no more than 20 working days without good reason, and the			
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	reason(s) must be clearly explained to the resident.			
6.3	Landlords must issue a full response to stage 1 complaints <u>within 10 working days</u> of the complaint being acknowledged.	Close monitoring of all complaints by management through weekly meetings and weekly reporting to improve response rates to complaints has been in place for 2025.	This has been in place from January 2025 and will continue to be incorporated into weekly monitoring from June 2025	In progress.
6.14	Landlords must issue a final response to the stage 2 <u>within 20 working days</u> of the complaint being acknowledged.	We do acknowledge this is an area for more and continuous improvement. However, we closed 9.44% more stage 1 complaints in 2024-25 compared to the previous year, despite receiving 63.21% more stage 1 complaints. We also closed 32.46% more stage 2 complaints in 2024-25 compared to the previous year, despite receiving 266% more stage 2 complaints.		Continuous improvement and monitoring