

Background

We welcome all feedback from residents and other service users, as it provides us with an opportunity to continually improve what we do and how we do it. Comments, compliments and complaints received are managed through our Complaints, Comments or Compliments Policy.

This Policy and process was reviewed and updated in 2023 to reflect the Housing Ombudsman's Complaint Handling Code. As per the 'Code' the policy reflects a two stage complaints process, ensuring all complaints are investigated thoroughly and, if required, the findings reviewed. After this point, should a complainant remain dissatisfied with the outcome, the policy supports people to escalate their complaint further to the independent Housing Ombudsman.

In the Summer, the Government's new Social Housing (Regulation) Act came into force, designed to deliver the aims of the 2021 Social Housing White Paper around strengthening consumer standards, improve resident involvement and tackling poor performing landlords.

The Act further strengthen the powers of the Regulator for Social Housing and the Housing Ombudsman, to provide more support to residents and ensure housing providers were managing feedback effectively.

This report provides a summary of the number and types of complaints received in the financial year 2023/24, as well as an overview of the service improvement made as a result. It also provides the latest version of the recent self-assessment against the Code which was presented to the Board.

Oversight of Complaints

All complaints, comments and compliments received are administered by our Finance Assistant. This ensures a strong level of administrative oversight and control, helping us to ensure case are logged correctly, targets are met and deliver a high-quality service. The Housing Services Manager or Finance Manager respond to stage one complaints, while the Chief Executive investigates stage two complaints. Should a complaint be made against the Chief Executive then a designated board member will investigate and respond.

Complaints information is shared and reviewed at the quarterly board meetings, providing a comprehensive picture of what feedback is coming into the organisation. Performance against the complaints is also reported.

Complaint Performance & Service Improvement Report 2023/24

It is anticipated that complaints performance will be regularly updated and shared, once our new website has been developed. Furthermore, this will likely be a key part of our newly revamped resident newsletter.

Summary of complaints received in 2023/2024

<i>Complaint type</i>	<i>Stage one</i>	<i>Stage two</i>	<i>Ombudsman</i>	<i>Complaint Upheld</i>
<i>Housing Management</i>	4	0	0	1
<i>Repairs & Maintenance</i>	4	1	0	2
<i>Damp and Mould</i>	3	0	0	1
<i>Anti-Social Behaviour</i>	2	0	0	0

Analysis of Complaints

In 2023/24, 100% of the complaints we received were responded to within the target timescale of 10 working days. This places us above the benchmark average of 93%.

33% of the complaints investigated found the complaint to be justified. One complaint was not accepted as it was classed as a service failure, and another was withdrawn by the complainant.

Where complaints were upheld, we have sought to learn from these experiences. As a consequence, policy/process amendments have been made to ensure that service levels improve for the future. For example, one complaint highlighted a breakdown in communication between WHA and a contractor. Measures have since been introduced to ensure that this cannot happen again.

The recent Tenant Satisfaction Survey, undertaken in 2023, highlighted some concerns in the area of complaint handling. In the survey, residents were asked how satisfied they were 'with the landlord's approach to handling complaints. Only 33% of respondents said that they were either satisfied or very satisfied.

There is likely to have been some confusion between what is identified as a service failure and a complaint – we had more residents say that had made a complaint than listed on our records.

Also, this result is not out of step with the sector as a whole as the benchmark median was only 34%. However, it does demonstrate a potential level of dissatisfaction with how we deal with issues when they are raised.

Engagement with the Housing Ombudsman

In October 2023, the Housing Ombudsman released its Annual Complaints Review. It showed that their service has received over 5,000 complaints for the first time, a 28% increase on the previous year.

A review of these cases showed a significant increase in maladministration findings where service requests were not handled reasonably and a decrease in cases with a finding of 'no fault'.

As a result, this means that more than half of the cases which were completed resulted in maladministration findings and the landlord given improvement orders. The report also showed there was "a sharp increase of severe maladministration findings" across the year, where a serious service failure has occurred.

The Housing Ombudsman will normally investigate a complaint once it has been through our own internal two stage complaints process. In the year 2023/24, we received no Housing Ombudsman investigations.

Service Improvements in 2023/2024

During 2023/24 we have developed our services in the following ways: -

- New Complaints, Comments and Compliments Policy and process. The policy is available on our current website but will be given more prominence on our new website. The policy advises of the differences between a request for service and a complaint.
- Improved communication through the re-launch of a new twice-yearly resident newsletter.
- Updated contractor procedure due to learning from a complaint.
- Resident Satisfaction Survey – results widely publicised through resident newsletter.
- Staff workshops (continuing into 2024/25) focusing on customer service/complaints.

- Development of a new website, self-service portal and app to make reporting complaints easier.

The future

We are hoping that the additional reporting measures provided by the self-service portal and app will mean that residents find it easier and more convenient to report issues to us.

To improve promotion of our complaints service, we have included a regular slot in our resident magazine. Furthermore, we have sought feedback on our services personally through our Tenancy Audit programme. By the end of 2024, we hoped to have visited all of our residents.

We have continued staff training and focused on enhancing our skills that are important for providing an effective complaint handling service. This includes improving our communication and listening skills and showing empathy and understanding throughout the process.

We are looking to launch further transactional surveys, which may highlight areas of dissatisfaction. This may provide us with the option to divert cases through the complaints process, whereby a full investigation can be carried out.

Board's response

We were pleased to see the introduction of a new Complaints, Comments and Compliments Policy. As it is a new policy, it is very closely aligned to the Housing Ombudsman recommendations in this area and thus promotes best practice.

We review WHA's complaint handling self-assessment and scrutinise/challenge complaint handling performance as part of our quarterly board meetings. We welcome hearing of service improvements that are introduced as a result of a complaint, comment or compliment.

We believe that development of the self-service portal, app and website will present residents with increased flexibility and options should they wish to make a complaint. This alongside a staff training programme that has been designed to enable officers to develop their skills in responding to complaints signal positive advancements in this area.

Finally, we believe that we are on track to continue improving in this area, with the aim of providing high quality services to our residents.

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Appendix B – Self-Assessment Form

This self-assessment form should be completed by the complaints officer and discussed at the landlord's governing body annually.

Evidence should be included to support all statements with additional commentary as necessary.

Explanations must also be provided where a mandatory 'must' requirement is not met to set out the rationale for the alternative approach adopted and why this delivers a better outcome.

Section 1 - Definition of a complaint

Mandatory 'must' requirements

Code section	Code requirement	Comply: Yes/No	Evidence, commentary and any explanations
1.2	A complaint must be defined as: <i>'An expression of dissatisfaction, however made, about the standard of service, actions or lack of action by the organisation, its own staff, or those acting on its behalf, affecting an individual resident or group of residents.'</i>	Yes	Definition described in complaints policy
1.3	The resident does not have to use the word 'complaint' for it to be treated as such. A complaint that is submitted via a third party or representative must still be handled in line with the landlord's complaints policy.	Yes	Covered in Permission to Act section of the complaints policy
1.6	... if further enquiries are needed to resolve the matter, or if the resident requests it, the issue must be logged as a complaint.	Yes	Covered in complaints policy

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1.7	A landlord must accept a complaint unless there is a valid reason not to do so.	Yes	Section when complaints process doesn't apply in the policy
1.8	A complaints policy must clearly set out the circumstances in which a matter will not be considered, and these circumstances should be fair and reasonable to residents.	Yes	Covered in complaints policy
1.9	If a landlord decides not to accept a complaint, a detailed explanation must be provided to the resident setting out the reasons why the matter is not suitable for the complaints process and the right to take that decision to the Ombudsman.	Yes	Covered in complaints policy

Best practice 'should' requirements

Code section	Code requirement	Comply: Yes/No	Evidence, commentary and any explanations
1.4	Landlords should recognise the difference between a service request , where a resident may be unhappy with a situation that they wish to have rectified, and a complaint about the service they have/have not received.	Yes	Covered in complaints policy. However, further guidance to be issued to residents via tenant magazine, social media.
1.5	Survey feedback may not necessarily need to be treated as a complaint, though, where possible, the person completing the survey should be made aware of how	Yes	

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	they can pursue their dissatisfaction as a complaint if they wish to.		Guidance issued to staff to this effect. Staff continually reminded that a complaint is an opportunity to learn and improve
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Section 2 - Accessibility and awareness

Mandatory 'must' requirements

Code section	Code requirement	Comply: Yes/No	Evidence, commentary and any explanations
2.1	Landlords must make it easy for residents to complain by providing different channels through which residents can make a complaint such as in person, over the telephone, in writing, by email and digitally. While the Ombudsman recognises that it may not be feasible for a landlord to use all of the potential channels, there must be more than one route of access into the complaints system.	Yes	Multiple options open to residents. This will increase over the next few months with the introduction of a self-service portal and App, which will contain the option to make a complaint. Furthermore, an update website will give greater prominence to complaint reporting.
2.3	Landlords must make their complaint policy available in a clear and accessible format for all residents. This will detail the number of stages involved, what will happen at each stage and the timeframes for responding.	Yes	As above, currently situated on the WHA website and advertised via tenant magazine.
2.4	Landlord websites, if they exist, must include information on how to raise a complaint. The	Yes	Included on current website, more prominence to be given on new web site.

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	complaints policy and process must be easy to find on the website.		
2.5	Landlords must comply with the Equality Act 2010 and may need to adapt normal policies, procedures, or processes to accommodate an individual's needs. Landlords must satisfy themselves that their policy sets out how they will respond to reasonable adjustments requests in line with the Equality Act and that complaints handlers have had appropriate training to deal with such requests.	Yes	Included within specific section of the complaints policy.
2.6	Landlords must publicise the complaints policy and process, the Complaint Handling Code and the Housing Ombudsman Scheme in leaflets, posters, newsletters, online and as part of regular correspondence with residents.	Yes	Publicised via tenant magazine, on web site and via social media (coming soon)
2.7	Landlords must provide residents with contact information for the Ombudsman as part of its regular correspondence with residents.	Yes	Via tenant magazine, rent review letters and web site.
2.8	Landlords must provide early advice to residents regarding their right to access the Housing Ombudsman Service throughout their complaint, not only when the landlord's complaints process is exhausted.	Yes	Included in first response letter.

Best practice 'should' requirements

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Code section	Code requirement	Comply: Yes/No	Evidence, commentary and any explanations
2.2	Where a landlord has set up channels to communicate with its residents via social media, then it should expect to receive complaints via those channels. Policies should contain details of the steps that will be taken when a complaint is received via social media and how confidentiality and privacy will be maintained.	N/A	Currently developing social media presence but will incorporate this good practice.

Section 3 - Complaint handling personnel

Mandatory 'must' requirements

Code section	Code requirement	Comply: Yes/No	Evidence, commentary and any explanations
3.1	Landlords must have a person or team assigned to take responsibility for complaint handling to ensure complaints receive the necessary attention, and that these are reported to the governing body. This Code will refer to that person or team as the "complaints officer".	Yes	Finance Assistant has been designated as Wydean Housing Association "complaints officer".
3.2	...the complaint handler appointed must have appropriate complaint handling skills and no conflicts of interest.	Yes	Recruited with skills required as these complement current role. No conflict of interest identified.

Best practice 'should' requirements

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Code section	Code requirement	Comply: Yes/No	Evidence, commentary and any explanations
3.3	<p>Complaint handlers should:</p> <ul style="list-style-type: none"> be able to act sensitively and fairly be trained to handle complaints and deal with distressed and upset residents have access to staff at all levels to facilitate quick resolution of complaints have the authority and autonomy to act to resolve disputes quickly and fairly. 	Yes	Training currently ongoing.

Section 4 - Complaint handling principles

Mandatory 'must' requirements

Code section	Code requirement	Comply: Yes/No	Evidence, commentary and any explanations
4.1	<p>Any decision to try and resolve a concern must be taken in agreement with the resident and a landlord's audit trail/records should be able to demonstrate this. Landlords must ensure that efforts to resolve a resident's concerns do not obstruct access to the complaints procedure or result in any unreasonable</p>	Yes	<p>As per the Complaints process, which details a clear two stage process.</p> <p>Acknowledgement of the complaint within 3 working days of receipt.</p>

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	delay. It is not appropriate to have extra named stages (such as 'stage 0' or 'pre-complaint stage') as this causes unnecessary confusion for residents. When a complaint is made, it must be acknowledged and logged at stage one of the complaints procedure within five days of receipt .		Template acknowledgement response used.
4.2	Within the complaint acknowledgement, landlords must set out their understanding of the complaint and the outcomes the resident is seeking. If any aspect of the complaint is unclear, the resident must be asked for clarification and the full definition agreed between both parties.	Yes	Set out in the template response letter
4.6	A complaint investigation must be conducted in an impartial manner.	Yes	Set out in the complaints policy and monitored through the process.
4.7	<p>The complaint handler must:</p> <ul style="list-style-type: none"> • deal with complaints on their merits • act independently and have an open mind • take measures to address any actual or perceived conflict of interest • consider all information and evidence carefully • keep the complaint confidential as far as possible, with information only disclosed if necessary to properly investigate the matter. 	Yes	As set out in complaints policy

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4.11	Landlords must adhere to any reasonable arrangements agreed with residents in terms of frequency and method of communication	Yes	Stipulated in the complaints policy and evidence of use during a complaint process – i.e., agreeing regular email updates
4.12	<p>The resident, and if applicable any staff member who is the subject of the complaint, must also be given a fair chance to:</p> <ul style="list-style-type: none"> • set out their position • comment on any adverse findings before a final decision is made. 	Yes	Stipulated in the complaints policy and undertaken during the process of investigation
4.13	A landlord must include in its complaints policy its timescales for a resident to request escalation of a complaint	Yes	Included in all correspondence
4.14	A landlord must not unreasonably refuse to escalate a complaint through all stages of the complaints procedure and must have clear and valid reasons for taking that course of action. Reasons for declining to escalate a complaint must be clearly set out in a landlord's complaints policy and must be the same as the reasons for not accepting a complaint.	Yes	Set out in complaints policy. Used in practice on a couple of occasions
4.15	A full record must be kept of the complaint, any review and the outcomes at each stage. This must include the	Yes	Complaints tracker firmly established.

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	original complaint and the date received, all correspondence with the resident, correspondence with other parties and any reports or surveys prepared.		
4.18	Landlords must have policies and procedures in place for managing unacceptable behaviour from residents and/or their representatives when pursuing a complaint.	Yes	New Resident Behaviour Policy introduced.

Best practice 'should' requirements

Code section	Code requirement	Comply: Yes/No	Evidence, commentary and any explanations
4.3	Landlords should manage residents' expectations from the outset, being clear where a desired outcome is unreasonable or unrealistic	Yes	As part of complaints policy and template letter responses
4.4	A complaint should be resolved at the earliest possible opportunity, having assessed what evidence is needed to fully consider the issues, what outcome would resolve the matter for the resident and whether there are any urgent actions required.	Yes	Yes, stipulated in complaints policy and actively try to achieve this.
4.5	Landlords should give residents the opportunity to have a representative deal with their complaint on their behalf, and to be represented or accompanied at any meeting with the landlord where this is reasonable.	Yes	Stipulated in our complaints policy

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4.8	Where a key issue of a complaint relates to the parties' legal obligations landlords should clearly set out their understanding of the obligations of both parties.	Yes	Complaints policy allows for this.
4.9	Communication with the resident should not generally identify individual members of staff or contractors.	Yes	Common practice and part of our complaints policy.
4.10	Landlords should keep residents regularly updated about the progress of the investigation.	Yes	Particularly if there is likely to be a delay to the response.
4.16	Landlords should seek feedback from residents in relation to the landlord's complaint handling as part of the drive to encourage a positive complaint and learning culture.	Yes	New system of contacting residents post complaint to discuss process being rolled out.
4.17	Landlords should recognise the impact that being complained about can have on future service delivery. Landlords should ensure that staff are supported and engaged in the complaints process, including the learning that can be gained	Yes	This is demonstrated through Lesson Learnt section of our complaint's tracker.
4.19	Any restrictions placed on a resident's contact due to unacceptable behaviour should be appropriate to their needs and should demonstrate regard for the provisions of the Equality Act 2010.	Yes	Contained within our complaints policy

Section 5 - Complaint stages

Mandatory 'must' requirements

Stage 1

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Code section	Code requirement	Comply: Yes/No	Evidence, commentary and any explanations
5.1	Landlords must respond to the complaint <u>within 10 working days</u> of the complaint being logged. Exceptionally, landlords may provide an explanation to the resident containing a clear timeframe for when the response will be received. This should not exceed a further 10 days without good reason.	Yes	Stipulated with our policy. On a couple of occasions, the response has exceeded 10 days due to awaiting information from our contractors.
5.5	A complaint response must be sent to the resident when the answer to the complaint is known, not when the outstanding actions required to address the issue, are completed. Outstanding actions must still be tracked and actioned expeditiously with regular updates provided to the resident.	Yes	Done as a matter of course. Included in our complaints policy.
5.6	Landlords must address all points raised in the complaint and provide clear reasons for any decisions, referencing the relevant policy, law and good practice where appropriate.	Yes	Template response aids this.
5.8	Landlords must confirm the following in writing to the resident at the completion of stage one in clear, plain language: <ul style="list-style-type: none"> • the complaint stage • the decision on the complaint • the reasons for any decisions made • the details of any remedy offered to put things right • details of any outstanding actions 	Yes	Included in template response letter

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	<ul style="list-style-type: none"> details of how to escalate the matter to stage two if the resident is not satisfied with the answer 		
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Stage 2

Code section	Code requirement	Comply: Yes/No	Evidence, commentary and any explanations
5.9	If all or part of the complaint is not resolved to the resident's satisfaction at stage one, it must be progressed to stage two of the landlord's procedure unless an exclusion ground now applies. In instances where a landlord declines to escalate a complaint it must clearly communicate in writing its reasons for not escalating as well as the resident's right to approach the Ombudsman about its decision.	Yes	Included as standard within the template response.
5.10	On receipt of the escalation request, landlords must set out their understanding of issues outstanding and the outcomes the resident is seeking. If any aspect of the complaint is unclear, the resident must be asked for clarification and the full definition agreed between both parties.	Yes	WHA understands that effective communication is at the heart of a good quality complaint handling process.
5.11	Landlords must only escalate a complaint to stage two once it has completed stage one and at the request of the resident.	Yes	As per our complaints policy
5.12	The person considering the complaint at stage two, must not be the same person that considered the complaint at stage one.	Yes	The CEO considers stage 2 responses

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5.13	Landlords must respond to the stage two complaint <u>within 20 working days</u> of the complaint being escalated. Exceptionally, landlords may provide an explanation to the resident containing a clear timeframe for when the response will be received. This should not exceed a further 10 days without good reason.	Yes	Timeframe included within policy and adhered too.
5.16	<p>Landlords must confirm the following in writing to the resident at the completion of stage two in clear, plain language:</p> <ul style="list-style-type: none"> • the complaint stages • the complaint definition • the decision on the complaint • the reasons for any decisions made • the details of any remedy offered to put things right • details of any outstanding actions <p>and</p> <ul style="list-style-type: none"> • if the landlord has a third stage, details of how to escalate the matter to stage three • if this was the final stage, details of how to escalate the matter to the Housing Ombudsman Service if the resident remains dissatisfied. 	Yes	Included in template letters as standard

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Stage 3

Code section	Code requirement	Comply: Yes/No	Evidence, commentary and any explanations
5.17	Two stage landlord complaint procedures are ideal. This ensures that the complaint process is not unduly long. If landlords strongly believe a third stage is necessary, they must set out their reasons for this as part of their self-assessment. A process with more than three stages is not acceptable under any circumstances.	Yes	2 stage process in operation.
5.20	Landlords must confirm the following in writing to the resident at the completion of stage three in clear, plain language: <ul style="list-style-type: none"> the complaint stages the complaint definition the decision on the complaint the reasons for any decisions made the details of any remedy offered to put things right details of any outstanding actions details of how to escalate the matter to the Housing Ombudsman Service if the resident remains dissatisfied 	Yes	As standard within template response letters

Best practice 'should' requirements

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Stage 1

Code section	Code requirement	Comply: Yes/No	Evidence, commentary and any explanations
5.2	If an extension beyond 20 working days is required to enable the landlord to respond to the complaint fully, this should be agreed by both parties.	Yes	Not required yet but written into complaints policy.
5.3	Where agreement over an extension period cannot be reached, landlords should provide the Housing Ombudsman's contact details so the resident can challenge the landlord's plan for responding and/or the proposed timeliness of a landlord's response.	Yes	Detailed as part of complaints policy and included within correspondence.
5.4	Where the problem is a recurring issue, the landlord should consider any older reports as part of the background to the complaint if this will help to resolve the issue for the resident.	Yes	Good practice adopted and included in complaints policy.
5.7	Where residents raise additional complaints during the investigation, these should be incorporated into the stage one response if they are relevant, and the stage one response has not been issued. Where the stage one response has been issued, or it would unreasonably delay the response, the complaint should be logged as a new complaint.	Yes	Included within our complaints policy.

Stage 2

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Code section	Code requirement	Comply: Yes/No	Evidence, commentary and any explanations
5.14	If an extension beyond 10 working days is required to enable the landlord to respond to the complaint fully, this should be agreed by both parties.	Yes	Resident advised of reason for the delay and if unhappy to contact complaint investigator.
5.15	Where agreement over an extension period cannot be reached, landlords should provide the Housing Ombudsman's contact details so the resident can challenge the landlord's plan for responding and/or the proposed timeliness of a landlord's response	Yes	Included within our policy. No complaints have required this response to date.

Stage 3

Code section	Code requirement	Comply: Yes/No	Evidence, commentary and any explanations
5.18	Complaints should only go to a third stage if the resident has actively requested a third stage review of their complaint. Where a third stage is in place and has been requested, landlords must respond to the stage three complaint <u>within 20 working days</u> of the complaint being escalated. Additional time will only be justified if related to convening a panel. An explanation and a date for when the stage three response will be received should be provided to the resident.	N/A	We only have a 2-stage approach

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5.19	Where agreement over an extension period cannot be reached, landlords should provide the Housing Ombudsman's contact details so the resident can challenge the landlord's plan for responding and/or the proposed timeliness of a landlord's response.	N/A	As above
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Section 6 - Putting things right

Mandatory 'must' requirements

Code section	Code requirement	Comply: Yes/No	Evidence, commentary and any explanations
6.1	Effective dispute resolution requires a process designed to resolve complaints. Where something has gone wrong a landlord must acknowledge this and set out the actions it has already taken, or intends to take, to put things right.	Yes	We acknowledge any mistakes and aim to fix this first time.
6.2	Any remedy offered must reflect the extent of any service failures and the level of detriment caused to the resident as a result. A landlord must carefully manage the expectations of residents and not promise anything that cannot be delivered or would cause unfairness to other residents.	Yes	Remedies are carefully considered and can involve different service areas. Reasonable and proportionate approach delivered at all times.
6.5	The remedy offer must clearly set out what will happen and by when, in agreement with the resident where appropriate. Any remedy proposed must be followed through to completion.	Yes	We aim to discuss face to face with residents to ensure full understanding

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6.6	In awarding compensation, a landlord must consider whether any statutory payments are due, if any quantifiable losses have been incurred, the time and trouble a resident has been put to as well as any distress and inconvenience caused.	Yes	Reasonable and proportionate compensation always considered in complaint responses.
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Best practice 'should' requirements

Code section	Code requirement	Comply: Yes/No	Evidence, commentary and any explanations
6.3	Landlords should look beyond the circumstances of the individual complaint and consider whether anything needs to be 'put right' in terms of process or systems to the benefit of all residents.	Yes	Regularly evaluate lessons learnt
6.7	In some cases, a resident may have a legal entitlement to redress. The landlord should still offer a resolution where possible, obtaining legal advice as to how any offer of resolution should be worded.	Yes	Always looking at how we can successfully resolve the complaint.

Section 7 - Continuous learning and improvement

Mandatory 'must' requirements

Code section	Code requirement	Comply: Yes/No	Evidence, commentary and any explanations
7.2	Accountability and transparency are integral to a positive complaint handling culture. Landlords must report back on wider learning and improvements from complaints in their	Yes	Complaints reviewed at quarterly Board Meetings and one to one monthly meetings.

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	annual report and more frequently to their residents, staff and scrutiny panels.		
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Best practice 'should' requirements

Code section	Code requirement	Comply: Yes/No	Evidence, commentary and any explanations
7.3	A member of the governing body should be appointed to have lead responsibility for complaints to support a positive complaint handling culture. This role will be responsible for ensuring the governing body receives regular information on complaints that provides insight to the governing body on the landlord's complaint handling performance.	Yes	Board takes collective responsibility at present. To propose a lead board member at next Board Meeting.
7.4	As a minimum, governing bodies should receive: <ul style="list-style-type: none"> Regular updates on the volume, categories and outcome of complaints, alongside complaint handling performance including compliance with the Ombudsman's orders Regular reviews of issues and trends arising from complaint handling, The annual performance report produced by the Ombudsman, where applicable Individual complaint outcomes where necessary, including where the Ombudsman made findings of severe maladministration or referrals to regulatory bodies. The implementation of management responses should be 	Yes	Information provided at quarterly Board Meetings

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	tracked to ensure they are delivered to agreed timescales. The annual self-assessment against the Complaint Handling Code for scrutiny and challenge.		
7.5	Any themes or trends should be assessed by senior management to identify potential systemic issues, serious risks or policies and procedures that require revision. They should also be used to inform staff and contractor training.	Yes	Lesson learnt section on the complaint's tracker highlights areas for improvement
7.6	Landlords should have a standard objective in relation to complaint handling for all employees that reflects the need to: <ul style="list-style-type: none"> • have a collaborative and co-operative approach towards resolving complaints, working with colleagues across teams and departments • take collective responsibility for any shortfalls identified through complaints rather than blaming others • act within the Professional Standards for engaging with complaints as set by the Chartered Institute of Housing. 	Yes	Professional standards training delivered to staff members in 2023. Complaint handling included in job descriptions as these are updated. Training workshops provided to all staff.

Section 8 - Self-assessment and compliance

Mandatory 'must' requirements

Code section	Code requirement	Comply: Yes/No	Evidence, commentary and any explanations
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8.1	Landlords must carry out an annual self-assessment against the Code to ensure their complaint handling remains in line with its requirements.	Yes	Second self-assessment completed in November 2023.
8.2	Landlords must also carry out a self-assessment following a significant restructure and/or change in procedures.	Yes	Noted. No significant re-structure currently planned.
8.3	<p>Following each self-assessment, a landlord must:</p> <ul style="list-style-type: none"> report the outcome of their self-assessment to their governing body. In the case of local authorities, self-assessment outcomes should be reported to elected members publish the outcome of their assessment on their website if they have one, or otherwise make accessible to residents include the self-assessment in their annual report section on complaints handling performance 	Yes	<p>The self-assessment is reviewed at a Board Meeting Annually and agreed as part of this process.</p> <p>Outcome published on the WHA website</p> <p>Self-Assessment included in Complaints Performance and Service Improvement report. This will be published on our website.</p>