

Housing Services Complaints Improvement Plan



Item no.	Theme and Action	Lead Officer	Target Dates	Intended Output / Outcome
1	Service Improvement to address key drivers of complaints			
1.1	Repairs Improvement: Introduce Mobilise to improve appointment scheduling, first time fix rates, and communication to residents	Head of Repairs, Senior Programme Manager, Connects consultant	Dec-26	New mobile workforce management system implemented to improve scheduling, first time fix, productivity, and improved updates to residents.
1.2	Housing Demand Improvement: Introduction of Housing Register customer portal	Service Development Manager / Digital PM	Mar-27	Improvements to Rehousing / TA / Housing Register Case Management intended to improve resident satisfaction / reduce complaints volumes (TBC)
1.3	Tenancy Management: Workflow and case management improvement project on NEC	NEC project manager / Digital technical lead TBC	Jun-27	Tenancy management cases managed on NEC, reliable task management, outcome focussed reporting, with anticipated improvement in resident satisfaction and complaint reduction.
2	Monthly sprints to address current stage 1 and ME backlogs (in service areas with backlogs)			
2.1	Monthly Repairs and Compliance sprint day to reduce current stage 1 and ME backlog (overdue case backlog at June 26 baseline of 185 stage 1 complaints and MEs with target of clearing all overdue cases by Mar 27). Additional related monthly target of achieving higher than 86% satisfaction with last repair.	Repairs and Compliance AD to identify officer in service to coordinate monthly sprint day	Sept 26 to Mar 27	Repairs Stage 1 and ME backlog cleared by March 2027. Monthly reduction achieved by sprint day to be reported at second HSMT of the month.
2.2	Monthly Housing Demand sprint day to reduce current stage 1 and ME backlog (overdue case backlog at June 26 baseline of 65 stage 1 complaints and MEs with target of clearing all overdue cases by Mar 27)	Housing Demand tAD o identify officer in service to coordinate monthly sprint day	Sept 26 to Mar 27	Housing Demand Stage 1 and ME backlog cleared by March 2027. Monthly reduction achieved by sprint day to be reported at second HSMT of the month.
2.3	Monthly Housing Management sprint day to reduce current stage 1 and ME backlog (overdue case backlog at June 26 baseline of 64 stage 1 complaints and MEs with target of clearing all overdue cases by Mar 27)	Housing Management AD to identify officer in service to coordinate monthly sprint day	Sept 26 to Mar 27	Housing Management Stage 1 and ME backlog cleared by March 2027. Monthly reduction achieved by sprint day to be reported at second HSMT of the month.
3	Bi-monthly sprints to address current stage 2 backlogs			
3.1	Bi-monthly Repairs sprint day in collaboration with Feedback team, specifically on Stage 2s (overdue case backlog at June 26 baseline of 138 stage 2 complaints with target of clearing all overdue cases by Mar 27)	Repairs to identify officer/s in service to coordinate monthly sprint day / Feedback team	Sept 26 to Mar 27	Repairs Stage 2 backlog cleared by March 2027. Bi-monthly reduction achieved by sprint day to be reported at second HSMT of every second month.
3.2	Bi-monthly Housing Demand sprint day in collaboration with Feedback team, specifically on Stage 2s (overdue case backlog at June 26 baseline of 49 stage 2 complaints with target of clearing all overdue cases by Mar 27)	Housing Demand to identify officer/s in service to coordinate monthly sprint day	Sept 26 to Mar 27	Housing Demand Stage 2 backlog cleared by March 2027. Bi-monthly reduction achieved by sprint day to be reported at second HSMT of every second month.
3.3	Bi-monthly Housing Management sprint day in collaboration with Feedback team, specifically on Stage 2s (overdue case backlog at June 26 baseline of 45 stage 2 complaints with target of clearing all overdue cases by Mar 27)	Housing Management to identify officer/s in service to coordinate monthly sprint day	Sept 26 to Mar 27	Housing Management Stage 2 backlog cleared by March 2027. Bi-monthly reduction achieved by sprint day to be reported at second HSMT of every second month.
4	Training / quality / vulnerability focus			
4.1	Training of stage 1 officers by stage 2 officers (covering complaint handling, Complaint Handling Code, desirability of calling complainants where possible and use of Co-pilot to review draft responses)	Feedback & Resolutions Team	Sept 26 to Dec 26	Refresher training for complaint handling, Complaint Handling Code, calling customers and Co-pilot use
4.2	Introduce calling complainants at stage 1 and stage 2, where helpful and in line with the training to be provided on this.	Responding officers / Feedback & Resolutions Team	Sept 26 to Dec 26	Potential for improved resident engagement and earlier complaint resolution
4.3	Commencement of appropriate use of Co-pilot following training to be provided on this.	Feedback & Resolutions Team / Responding Officers (Alex Pal to provide further support on this if required)	Sept 26 to Dec 26	Possible use of co-pilot technology to improve complaint drafting
4.4	Ombudsman training of relevant staff via their Learning Hub - (Knowledge and Information Management, Attitudes, Respect and Rights, and Effective Local Complaint handling)	ADs to identify and ask key staff in their services to complete Ombudsman training and inform Alex Pal to keep log of training undertaken	Sept 26 to Dec 26	Improved staff awareness of approach required by Ombudsman
5	Learning from complaints			
5.1	Develop approach to categorising and prioritising learning, with aim of identifying the root cause analysis of both complaints handling dissatisfaction and service dissatisfaction levels (to be built into Infreemation)	Feedback & Resolutions Team	Sept 26 to Dec 26	System capability to categorise learning themes established and support Housing Service identification of actions to address recurring themes.
5.2	Review of learning themes and root causes identified at second HSMT of each month and any additional key actions to be agreed and added to this plan for monitoring and follow-up	HSMT / Improvement team	Sept 26 to Dec 26	Actions to respond to key themes identified, progressed and monitored.
5.3	Monthly monitoring of action plan to show service delivery of any newly identified actions	HSMT / Improvement team	Sept 26 to Mar 27	Evidence of delivery against key complaint improvement actions
6	Process mapping (of stage 2 process)			
6.1	Map 'as is' stage 2 process to identify process inefficiencies and make recommendations for improving the complaints customer journey (clearly defining what problems are being solved, what success will look like, and what the balance of speed, quality, and customer experience will be).	Improvement Team / Feedback Team	Sept 26 to Dec 26	Current state process mapped and agreed
6.2	Develop 'to be' process setting out recommended improvements to customer journey. This will include a focus on ensuring the complaint process adequately supports vulnerable complainants, vulnerability considerations are built into complaint investigations, and staff are equipped to identify residents needing extra assistance.	Improvement Team / Feedback Team	Sept 26 to Dec 26	Future state process designed with controls and ownership
6.3	Recommendations and 'to be' process agreed with Customer Feedback team and HSMT and implementation timetable agreed	Improvement Team / Feedback Team	Sept 26 to Dec 26	Revised Stage 2 process implemented
7	Improved Analysis of Complaints (to support identification of further improvements)			
7.1	Complaints and Housing data analysts to work in collaboration on Infreemation data to carry out detailed analysis on key drivers of complaints (broken down by service area).	Feedback Team / Improvement Team	Sept 26 to Dec 26	Better understanding of key drivers of complaints
7.2	Learning analysis from Infreemation transactional surveys	Feedback Team / Improvement Team	Sept 26 to Dec 26	Power BI dashboard providing analysis of new transactional surveys and clarifying learning actions to be delivered.
7.3	Explore triangulation of existing personal data held by Housing with Infreemation data (and possibility of improved collection of personal data when complaints submitted).	Feedback Team / Improvement Team	Sept 26 to Dec 26	Development of Power BI data showing this analysis if Housing and Infreemation can be merged (or additional personal data collected via complaints process), so that responses can be better tailored to complainants.
7.4	Enhance focus on equality and equity monitoring, including analysis of whether some groups complain more frequently, whether outcomes vary by resident group, whether response times differ by protected characteristic, and assessment of overall equity in complaint handling performance.	Feedback Team / Improvement Team	Jan 27 to Mar 27	Assuming Infreemation data can be enhanced or linked up with NEC data, Power BI dashboard to be developed to provide analysis of complaints by resident group / protected characteristics to assess overall equity in complaints handling performance.
8	Engagement with Elected Members to support effective casework			
8.1	Increase the provision of information and engagement with Elected Members to ensure they have a good understanding of housing services.	Housing Service Management Team	Sep-26	Members feel more knowledgeable about housing services and are able to more effectively support tenants and leaseholders; there is a reduction in the number of Member Enquiries; and MEs are responded to within agreed timeframes