

Appendix A2 – Development Areas

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
4.3	Landlords are expected to prioritise complaint handling and a culture of learning from complaints. All relevant staff must be suitably trained in the importance of complaint handling. It is important that complaints are seen as a core service and must be resourced to handle complaints effectively	Partial (In Progress)		<p>Officer competence is monitored through performance management processes to support and ensure officers are trained to required levels. Any identified training needs are actioned accordingly.</p> <p>Dedicated resource for complaint handling sits in the Information Governance team, with and a tenant analyst sitting within Housing, supporting at service level.</p> <p>Designated officers sit within service areas who are responsible for the complaint investigation and response.</p>
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	Partial (In progress)		<p>Following a review of complaint notification procedures, a new procedure was implemented with the council's contractors Equans to support early notification of a complaint received.</p> <p>Equans is the primary repairs contractor and in recognition of the importance of dealing with complaints they now have a Resident Liaison Officer who investigates complaints from the contractor's perspective and feeds this into the overall Council response to complaints.</p>

	set out in this Code. Residents must not be expected to go through two complaints processes.			<p>The council has a contract in place with the repair's contractors, Equans and Wates setting out the requirements in relation to complaint responses.</p> <p>This being further strengthened corporately and detailed in the action plan.</p>
5.5	Landlords are responsible for ensuring that any third parties handle complaints in line with the Code.	Partial - (In progress)		<p>Equans is the primary repairs contractor and in recognition of the importance of dealing with complaints they now have a Resident Liaison Officer who investigates complaints from the contractor's perspective and feeds this into the overall Council response to complaints.</p> <p>The council has contract in place with the repair's contractors, Equans and Wates setting out the requirements in relation to complaint responses.</p> <p>This being further strengthened corporately and detailed in the action plan.</p>
5.10	Landlords must make reasonable adjustments for residents where appropriate under the Equality Act 2010. Landlords must keep a record of any reasonable adjustments agreed,	Partial (In progress)	<a href="#">Reasonable Adjustment Guidance</a>	<p>Reasonable adjustment guidance for all staff is available.</p> <p>A Community Impact Assessment accompanies the policy.</p> <p>TBC has mandatory equality and diversity training.</p> <p>This being further strengthened with a review of information received when a complaint is recorded by the Information Governance team and how this is shared with the relevant service area.</p>

	as well as a record of any disabilities a resident has disclosed. Any agreed reasonable adjustments must be kept under active review.			At the point of logging a repair request the Repairs Contact Centre record the preferred contact and access arrangements with the tenant and share these with the contractor when handing off the repair.
6.3	Landlords must issue a full response to stage 1 complaints <b><u>within 10 working days</u></b> of the complaint being acknowledged.	Partial (In Progress)	(A link to the policy will be added before publication)	<p>This is detailed in the Councils Comments Compliments, and Complaints Policy</p> <p>The percentage of Stage 1 responses provided within the required timescale (10 working days) is a key measure within performance reports.</p> <p>The council recognises that 100% of responses are not within this timescale for 2023/2024.</p> <p>This being further strengthened and a key focus for 2024/2025</p>
6.6	A complaint response must be provided to the resident when the answer to the complaint is known, not when the outstanding actions required to address the issue are	Partial (In progress)		<p>The Information Governance team record any actions arising from complaints, liaising with relevant teams until completed.</p> <p>This is being further strengthened through training, ongoing monitoring and improved processes.</p>

	completed. Outstanding actions must still be tracked and actioned promptly with appropriate updates provided to the resident.			
6.14	Landlords must issue a final response to the stage 2 <b><u>within 20 working days</u></b> of the complaint being acknowledged.	Partial (In-Progress)	(A link to the policy will be added before publication)	<p>This is detailed in the Councils Comments Compliments, and Complaints Policy</p> <p>The percentage of Stage 2 responses provided within the required timescale (20 working days) is a key measure within performance reports.</p> <p>The council recognises that 100% of responses are not within this timescale for 2023/2024.</p> <p>This being further strengthened and a key focus for 2024/2025</p>
6.17	A complaint response must be provided to the resident when the answer to the complaint is known, not when the outstanding actions	Partial (In Progress)		<p>The Information Governance team record any actions arising from complaints, liaising with relevant teams until completed.</p> <p>This is being further strengthened through training, ongoing monitoring and improved processes.</p>

	<p>required to address the issue are completed. Outstanding actions must still be tracked and actioned promptly with appropriate updates provided to the resident.</p>			
7.1	<p>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. These can include:</p> <ul style="list-style-type: none"> <li>• Apologising;</li> <li>• Acknowledging where things have gone wrong;</li> <li>• Providing an explanation, assistance or reasons;</li> <li>• Taking action if there has been delay;</li> <li>• Reconsidering or changing a decision;</li> </ul>	Partial (In progress)		<p>This is detailed in the Councils Comments Compliments, and Complaints Policy</p> <p>This being further strengthened to support areas, with review of templates, training needs being identified and additional resources within the housing service.</p>

	<ul style="list-style-type: none"> <li>• Amending a record or adding a correction or addendum;</li> <li>• Providing a financial remedy;</li> <li>• Changing policies, procedures or practices.</li> </ul>			
7.4	Landlords must take account of the guidance issued by the Ombudsman when deciding on appropriate remedies.	Partial (In Progress)		<p>This is detailed in the Councils Comments Compliments, and Complaints Policy</p> <p>This to be further strengthened through the compensation policy and training</p>
8.1	<p>Landlords must produce an annual complaints performance and service improvement report for scrutiny and challenge, which must include:</p> <p>a. the annual self-assessment against this Code to ensure their complaint handling policy remains in line with its requirements.</p> <p>b. a qualitative and quantitative analysis of the landlord's complaint</p>	Partial (In progress)		<p>Regular reporting is provided to CMT, Cabinet and the wider organisation through the quarterly performance report. In addition to regular reporting to the Statutory Officers group.</p> <p>The Annual Complaints Performance and Service Improvement Report 2023-2024 is published on the website along with the governing body statement.</p> <p>Additional opportunities for learning from complaints have been identified and will be developed throughout 2024 – 2025.</p>

	<p>handling performance. This must also include a summary of the types of complaints the landlord has refused to accept;</p> <p>c. any findings of non-compliance with this Code by the Ombudsman;</p> <p>d. the service improvements made as a result of the learning from complaints;</p> <p>e. any annual report about the landlord's performance from the Ombudsman; and</p> <p>f. any other relevant reports or publications produced by the Ombudsman in relation to the work of the landlord.</p>			
<p>9.1</p>	<p>Landlords must look beyond the circumstances of the individual complaint and consider whether service improvements can be made as a</p>	<p>Partial (In Progress)</p>		<p>Examples of learning have been a detailed approach to dealing with Damp &amp; Mould, development of a Damp &amp; Mould Policy, development of a compensation policy and changes within the contractor's team to allow them to better respond to complaints.</p>

	result of any learning from the complaint.			This area is being further developed to ensure that insights gained from complaints are incorporated into routine business operations
9.2	A positive complaint handling culture is integral to the effectiveness with which landlords resolve disputes. Landlords must use complaints as a source of intelligence to identify issues and introduce positive changes in service delivery.	Partial (In Progress)		This area is being further developed to ensure that insights gained from complaints are incorporated into routine business operations
9.8	Landlords must have a standard objective in relation to complaint handling for all relevant employees or third parties that reflects the need to: a. have a collaborative and co-operative approach towards resolving complaints, working with colleagues across teams and departments;	No		This is a development area for 2024-25



	<p>b. take collective responsibility for any shortfalls identified through complaints, rather than blaming others; and</p> <p>c. act within the professional standards for engaging with complaints as set by any relevant professional body.</p>			
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