

ANNUAL COMPLAINTS PERFORMANCE AND SERVICE IMPROVEMENT REPORT 2023/24

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Paper is for: Housing Ombudsman, Management Committee and Residents

1. Executive summary:

The new regulatory regime was introduced by the Social Housing (Regulation) Act 2023. Resulting from the new regime, Kirkdale Housing Cooperative (KHC) will now undertake an annual self-assessment against the Housing Ombudsman's Complaints Handling Code. An updated version of the Code was published in February 2024, with our self-assessment against this new Code carried out in Quarter 1 of 2024/25. The self-assessment showed there was non-compliance with the Code and changes to policy, process and handling were all required.

There was a further outstanding requirement, which is to produce an Annual Complaints Performance and Service Improvement Report and for this report to be published, alongside a response from the governing body. This paper provides the information needed to fulfil that outstanding requirement. It sets out a summary of complaints received by KHC in the previous financial year of 2023/24.

This report also outlines:

- How KHC intend to comply with the Code;
- How KHC is responding to residents' concerns in accordance with service standards; and
- How KHC is using feedback to improve services.

2. Background:

KHC encourages feedback from resident/members, as it provides us with an opportunity to improve our services. Up until now, all complaints received have been handled without structure; however, in Quarter 2 of 2024/25, the management committee formally approved a new complaints and compliments policy. The new policy has been carefully created in accordance with the Handling Code, with an overhaul to our current complaints process being made. This has meant we have removed our 5-stage process in favour of a 2-

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stage process. Should a complainant remain dissatisfied with the outcome, the policy supports customers to escalate their complaint to Housing Ombudsman or other relevant body.

In 2023, the Government's new Social Housing (Regulation) Act came into force. The Act aims to strengthen consumer standards, improve resident involvement and tackle poor performing landlords, bringing greater accountability to KHC. The Act strengthens the powers of the Regulator for Social Housing and the Housing Ombudsman, where landlords will be expected to provide greater support to residents. KHC has been on a journey throughout 2024 as we work towards being compliant with the Code, the consumer standards and the overarching regulatory requirements. This is an entirely new way of working for KHC and we have encountered various challenges along the way, including the process for approving policies and ensuring new processes are fully embedded into our services. With the Complaints Policy due for immediate sign-off and implementation, KHC is looking forward to embedding a new complaint culture where we hope residents will feel their concerns are being listened to.

This paper provides a summary of the number and types of complaints received in 2023/24, as well as an overview of the service improvement made as a result. It also provides an updated version of the recent self-assessment against the Code.

3. Summary of Complaints Received in 2023/24

Table 1.

Stage 1	Stage 2	Ombudsman
2	0	0
<p>Additional commentary:</p> <p>We received 2 complaints in 2023/24, both of which were responded to, and resolved, at Stage 1. In addition to the above, KHC has managed ZERO complaints at Stages 3, 4 and 5 under the previous policy. We accept these stages were unnecessary, can be confusing and frustrating for residents and customers who wish to make a complaint, and as such KHC was</p>		

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not compliant with the Code. The new Complaints Policy removes these additional stages in favour of the new 2-stage process.

Table 2: Breakdown of Complaint Type

Most complaints by type:			
Repairs	Estate services, including cleaning	ASB	Other
1	0	0	1
<p>Additional Commentary:</p> <p>In 2023/24, KHC received two formal complaints. The first complaint (KHC-01 2023-24) was in relation to repairs and the complaint was partially upheld. The second complaint (KHC-02 2023-24) was in relation to staff conduct. Following investigations, the complaint was not upheld, and the customer did not escalate the matter further.</p>			

4. Engagement with the Housing Ombudsman

The Housing Ombudsman will only investigate a complaint once it has been through our own internal complaints process. In 2023/24, KHC received ZERO formal determination decisions.

A summary of all complaints is shown in Appendix A.

5. Overview of Complaints Process and Service Standards

In 2023/24, KHC managed a total of two complaints. We accept we did not have a process which ensured complaints were acknowledged within 5 working days. We also identified that complaints were not always being responded to within the 10-day timescale.

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To support our transparency to residents, we aim to produce regular newsletters to our tenants which will provide details of our performance against the Handling Code, and where there is an area for improvement, we will explain how we intend on addressing this. This has begun with introducing a new policy and procedure for complaint handling, with new procedures being developed in all areas, including anti-social behaviour.

6. Using insights to improve services

When residents have taken the time to provide us with feedback, be that in the form of a complaint, compliment or other less formal method it is important that we value this feedback and use it to inform service improvements.

Provided below in Table 3 are some examples of how we will be improving services through the feedback we have received.

Table 3.

Trend identified	Improvement made
Complainants have felt frustrated with a long-winded complaints process.	KHC has improved the customer experience by removing the 5-stage process and replacing this with a 2-stage process.
Complainants have felt that KHC has not always communicated with them effectively on concerns they have raised.	KHC will improve their communication strategy with residents, by introducing a suite of letters including complaint acknowledgement, complaint update and complaint outcome. By introducing a suite of letters, alongside robust service standards, we hope communication with complainants will be better.
Complainants have felt it has taken a long time to reach a desired outcome from their complaint.	Under the new Policy, KHC will introduce a new set of service standards in compliance with the Code, including target times for acknowledgement and outcome.

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KHC identified the need to review our record practices.	KHC has introduced a new recording process which captures and monitors all complaints, while differentiating between complaints and service requests.
General: KHC are aware and fully accept our previous complaints process did not comply with the Handling Code.	This is being remedied through a new Complaints Policy which was approved in Q2 of 2024/25. The new policy has been self-assessed to ensure compliance with the handling code.

7. Ensuring compliance with the Complaints Handling Code

In 2024 we carried out a self-assessment of the new Complaint Handling Code. Our self-assessment showed that KHC was largely non-compliant with the requirements of the Code and changes to policy and process was required. The new Complaints Policy has since been approved. Following its approval, we were able to introduce the relevant processes and improve our handling of complaints.

To ensure full compliance, the following action was required: *“The annual complaints performance and service improvement report must be reported to the landlord’s governing body (or equivalent) and published on the section of its website relating to complaints. The governing body’s response to the report must be published alongside this”.*

To fulfil this requirement, the Management Committee will be asked to provide a formal response to this report. This can then be published through our newsletter to residents and on our website, alongside the report and the updated self-assessment (Appendix B).

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Appendix A: Summary of Complaints

Summary of Complaint	Outcome or Determination	Date Received	Action Plan to Improve Services
KHC-01	Partially upheld	8 April 2023	Review list of approved contractors.
KHC-02	Not upheld	20 May 2023	No actions.

Appendix B: Self-assessment of Complaint Handling Code

Section 1: Definition of a complaint

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
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 landlord, its own staff, or those acting on its behalf, affecting a resident or group of residents.'</i>	N	The new complaints policy correctly defines a complaint in this way at paragraph 2.1	Now compliant.
1.3	A resident does not have to use the word 'complaint' for it to be treated as such. Whenever a resident expresses dissatisfaction landlords must give them the choice to make complaint. A complaint that is submitted via a third party or representative must be handled in line with the landlord's complaints policy.	N	These points are correctly referenced in the new complaints policy at paragraph 2.9	Now compliant.

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1.4	Landlords must recognise the difference between a service request and a complaint. This must be set out in their complaints policy. A service request is a request from a resident to the landlord requiring action to be taken to put something right. Service requests are not complaints, but must be recorded, monitored and reviewed regularly.	N	These points are referenced within the new policy at paragraph 2.2 and 2.5	Now compliant.
1.5	A complaint must be raised when the resident expresses dissatisfaction with the response to their service request, even if the handling of the service request remains ongoing. Landlords must not stop their efforts to address the service request if the resident complains.	Y	This point is referenced within the new policy at paragraph 2.5	
1.6	An expression of dissatisfaction with services made through a survey is not defined as a complaint, though wherever possible, the person completing the survey should be made aware of how they can pursue a complaint if they wish to. Where landlords ask for wider feedback about their services, they also must provide details of how residents can complain.	N	This point is referenced within the new policy at paragraph 2.2 and 2.6	Now compliant.

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Section 2: Exclusions

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
2.1	Landlords must accept a complaint unless there is a valid reason not to do so. If landlords decide not to accept a complaint they must be able to evidence their reasoning. Each complaint must be considered on its own merits	Y	This point is referenced within the new policy at paragraph 2.2	
2.2	<p>A complaints policy must set out the circumstances in which a matter will not be considered as a complaint or escalated, and these circumstances must be fair and reasonable to residents. Acceptable exclusions include:</p> <ul style="list-style-type: none"> • The issue giving rise to the complaint occurred over twelve months ago. • Legal proceedings have started. This is defined as details of the claim, such as the Claim Form and Particulars of Claim, having been filed at court. • Matters that have previously been considered under the complaints policy. 	Y	This point is referenced within the new policy at paragraph 2.2 and 2.4	
2.3	Landlords must accept complaints referred to them within 12 months of the issue occurring or the resident becoming aware of the issue, unless they	Y	This point is referenced within the new policy at paragraph 2.4	

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	are excluded on other grounds. Landlords must consider whether to apply discretion to accept complaints made outside this time limit where there are good reasons to do so.			
2.4	If a landlord decides not to accept a complaint, an 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. If the Ombudsman does not agree that the exclusion has been fairly applied, the Ombudsman may tell the landlord to take on the complaint.	N	This point is referenced within the new policy at paragraph 2.3	Now compliant.
2.5	Landlords must not take a blanket approach to excluding complaints; they must consider the individual circumstances of each complaint.	N	This point is referenced within the new policy at paragraph 2.2	Now compliant.

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Section 3: Accessibility and Awareness

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
3.1	Landlords must make it easy for residents to complain by providing different channels through which they can make a complaint. Landlords must consider their duties under the Equality Act 2010 and anticipate the needs and reasonable adjustments of residents who may need to access the complaints process.	N	The methods made available to complainants to make a complaint are limited to post and email. See paragraph 2.13 of the policy.	There are limitations to the methods we can provide as our offices do not have daily staff coverage, meaning in-person and phone methods are not realistic.
3.2	Residents must be able to raise their complaints in any way and with any member of staff. All staff must be aware of the complaints process and be able to pass details of the complaint to the appropriate person within the landlord.	N	This point is referenced within the new policy at paragraph 2.14	Now compliant.
3.3	High volumes of complaints must not be seen as a negative, as they can be indicative of a well-publicised and accessible complaints process. Low complaint volumes are potentially a sign that residents are unable to complain.	N	This point is referenced within the new policy at paragraph 7.3	Now compliant.
3.4	Landlords must make their complaint policy available in a clear and accessible format for all residents. This will detail the two stage process, what will happen at each stage, and the timeframes for responding. The policy	N	This point is referenced within the new procedure at section 2	Now compliant.

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	must also be published on the landlord's website.			
3.5	The policy must explain how the landlord will publicise details of the complaints policy, including information about the Ombudsman and this Code.	N	This point is referenced within the new policy at paragraph 5.3	Now compliant.
3.6	Landlords must 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.	N	This point is referenced within the new policy at paragraph 8.9	Now compliant.
3.7	Landlords must provide residents with information on their right to access the Ombudsman service and how the individual can engage with the Ombudsman about their complaint.	N	This point is referenced within the new policy at paragraph 5.4	Now compliant.

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Section 4: Complaint Handling Staff

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
4.1	Landlords must have a person or team assigned to take responsibility for complaint handling, including liaison with the Ombudsman and ensuring complaints are reported to the governing body (or equivalent). This Code will refer to that person or team as the 'complaints officer'. This role may be in addition to other duties.	N	This point is referenced within the new policy at paragraph at 6.3 and 6.4	Now compliant.
4.2	The complaints officer must have access to staff at all levels to facilitate the prompt resolution of complaints. They must also have the authority and autonomy to act to resolve disputes promptly and fairly.	Y	The complaints officer is a member of the senior management team and therefore has access to staff at all levels and the authority and autonomy to act to resolve disputes promptly and fairly.	
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	Y	The sub-committee is responsible for reviewing stage 2 complaints and identifying any learning points as referenced in the new policy at paragraph 1.3 and 8.4.	

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Section 5: The Complaint Handling Process

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
5.1	Landlords must have a single policy in place for dealing with complaints covered by this Code. Residents must not be treated differently if they complain.	N	The new policy has been designed to ensure KHC is compliant with the Code. We accept the current policy was not compliant.	Now compliant.
5.2	The early and local resolution of issues between landlords and residents is key to effective complaint handling. It is not appropriate to have extra named stages (such as 'stage 0' or 'informal complaint') as this causes unnecessary confusion.	N	The new procedure removes unnecessary stages of the complaints process. The new process is limited to stage 1 and stage 2 only.	Now compliant.
5.3	A process with more than two stages is not acceptable under any circumstances as this will make the complaint process unduly long and delay access to the Ombudsman.	N	The new process is limited to stage 1 and stage 2 only.	Now compliant.
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 two complaints processes.	N	This point is referenced at paragraph 8.10 of the policy.	Now compliant.
5.5	Landlords are responsible for ensuring that any third parties handle complaints in line with the Code.	N	This point is referenced at paragraph 8.10 of the policy	Now compliant.
5.6	When a complaint is logged at Stage 1 or escalated to Stage 2, landlords must set	N	This point is covered at paragraph 2.1 of the procedure.	Now compliant.

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	out their understanding of the complaint and the outcomes the resident is seeking. The Code will refer to this as “the complaint definition”. If any aspect of the complaint is unclear, the resident must be asked for clarification.			
5.7	When a complaint is acknowledged at either stage, landlords must be clear which aspects of the complaint they are, and are not, responsible for and clarify any areas where this is not clear.	N	This point is referenced at paragraph 2.5 of the new procedure.	Now compliant.
5.8	At each stage of the complaints process, complaint handlers must: <ul style="list-style-type: none"> a. deal with complaints on their merits, act independently, and have an open mind; b. give the resident a fair chance to set out their position; c. take measures to address any actual or perceived conflict of interest; and d. consider all relevant information and evidence carefully. 	N	These points are referenced at paragraph 6.6 of the new policy.	Now compliant.
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.	N	This point is referenced at paragraph 2.9 of the new procedure	Now compliant.

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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, as well as a record of any disabilities a resident has disclosed. Any agreed reasonable adjustments must be kept under active review.	N	This point is referenced at paragraph 8.3 of the policy.	Now compliant.
5.11	Landlords must not refuse to escalate a complaint through all stages of the complaints procedure unless it has valid reasons to do so. Landlords must clearly set out these reasons, and they must comply with the provisions set out in section 2 of this Code.	N	This point is referenced at paragraph 2.13 of the procedure	Now compliant.
5.12	A full record must be kept of the complaint, and the outcomes at each stage. This must include the original complaint and the date received, all correspondence with the resident, correspondence with other parties, and any relevant supporting documentation such as reports or surveys.	N	This point is referenced at paragraph 2.17 of the new procedure	Now compliant.
5.13	Landlords must have processes in place to ensure a complaint can be remedied at any stage of its complaints process. Landlords must ensure appropriate remedies can be provided at any stage of the complaints process without the need for escalation.	Y	This point is referenced at paragraph 2.14 of the new procedure	Our aim was always to resolve complaints at the earliest stage.
5.14	Landlords must have policies and procedures in place for	N	KHC has an ASB Policy which is	

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	managing unacceptable behaviour from residents and/or their representatives. Landlords must be able to evidence reasons for putting any restrictions in place and must keep restrictions under regular review.		under review, to consider how we can best resolve challenging and unacceptable behaviours.	
5.15	Any restrictions placed on contact due to unacceptable behaviour must be proportionate and demonstrate regard for the provisions of the Equality Act 2010.	N	In reviewing the ASB Policy, we shall carry out a self-assessment and an Equality Impact Assessment to ensure we are compliant with the provisions of the Equality Act 2010.	

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Section 6: Complaints Stages

Stage 1

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
6.1	Landlords must have processes in place to consider which complaints can be responded to as early as possible, and which require further investigation. Landlords must consider factors such as the complexity of the complaint and whether the resident is vulnerable or at risk. Most stage 1 complaints can be resolved promptly, and an explanation, apology or resolution provided to the resident.	N	This point is referenced at paragraph 2.4 of the new procedure.	Now compliant.
6.2	Complaints must be acknowledged, defined and logged at stage 1 of the complaints procedure <u>within five working days of the complaint being received.</u>	N	Not compliant. This point is referenced at section 2 of the new procedure	Now compliant.
6.3	Landlords must issue a full response to stage 1 complaints <u>within 10 working days</u> of the complaint being acknowledged.	N	Not compliant. This point is referenced at section 2 of the new procedure	Now compliant.
6.4	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)	N	This point is referenced at section 2.12 of the new procedure	Now compliant.

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	must be clearly explained to the resident.			
6.5	When an organisation informs a resident about an extension to these timescales, they must be provided with the contact details of the Ombudsman.	N	Details of how to contact the Ombudsman will be reflected in every communication following a complaint being received.	Now compliant.
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 completed. Outstanding actions must still be tracked and actioned promptly with appropriate updates provided to the resident.	N	This point is referenced at 5.4 of the policy	Now compliant.
6.7	Landlords must address all points raised in the complaint definition and provide clear reasons for any decisions, referencing the relevant policy, law and good practice where appropriate.	Y	The procedure gives clear direction for complaint handlers on how to respond to a complaint.	
6.8	Where residents raise additional complaints during the investigation, these must be incorporated into the stage 1 response if they are related and the stage 1 response has not been issued. Where the stage 1 response has been issued, the new issues are unrelated to the issues already being investigated or it would unreasonably delay the response, the new issues must be logged as a new complaint.	Y	This point is referenced at paragraph 2.15 of the procedure	

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6.9	<p>Landlords must confirm the following in writing to the resident at the completion of stage 1 in clear, plain language:</p> <ul style="list-style-type: none"> • the complaint stage • the complaint definition; • the decision on the complaint; • reasons for any decisions made; • the details of any remedy offered to put things right; • details of any outstanding actions; and • details of how to escalate the matter to stage 2 if the individual is not satisfied with the response. 	N	This is made clear in paragraph 2.5 of the new procedure and will be supported by a suite of letters to ensure effective communication.	Now compliant.
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Stage 2

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
6.10	If all or part of the complaint is not resolved to the resident's satisfaction at stage 1, it must be progressed to stage 2 of the landlord's procedure. Stage 2 is the landlord's final response.	N	The procedure provides sufficient guidance of stage 2 of the new procedure.	Now compliant.
6.11	Requests for stage 2 must be acknowledged, defined and logged at stage 2 of the complaints procedure within five working days of the escalation request being received.	N	See paragraph 2.7 of the new procedure.	Now compliant.

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6.12	Residents must not be required to explain their reasons for requesting a stage 2 consideration. Landlords are expected to make reasonable efforts to understand why a resident remains unhappy as part of its stage 2 response.	N	Stage 2 provides sufficient guidance at paragraph 2.7 of the new procedure.	Now compliant.
6.13	The person considering the complaint at stage 2 must not be the same person that considered the complaint at stage 1.	N	The complaint handler at S2 will be the Secretary.	Now compliant.
6.14	Landlords must issue a final response to the stage 2 <u>within 20 working days</u> of the complaint being acknowledged.	N	See paragraph 2.9 of the new procedure.	Now compliant.
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 20 working days without good reason, and the reason(s) must be clearly explained to the resident.	N	See paragraph 2.12 of the new procedure.	Now compliant.
6.16	When an organisation informs a resident about an extension to these timescales, they must be provided with the contact details of the Ombudsman.	N	All letters/communication with the complainant will include contact details for the HO.	Now compliant.
6.17	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 completed. Outstanding actions must still be tracked and actioned promptly with appropriate updates provided to the resident.	N	Both stages of the procedure provides sufficient guidance for the complaint handler to respond when an outcome/answer is known.	Now compliant.
6.18	Landlords must address all points raised in the complaint	N	The procedure gives clear direction for	Now compliant.

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	definition and provide clear reasons for any decisions, referencing the relevant policy, law and good practice where appropriate.		complaint handlers on how to respond to a complaint.	
6.19	<p>Landlords must confirm the following in writing to the resident at the completion of stage 2 in clear, plain language:</p> <ul style="list-style-type: none"> a. the complaint stage; b. the complaint definition; c. the decision on the complaint; d. the reasons for any decisions made; e. the details of any remedy offered to put things right; f. details of any outstanding actions; and g. details of how to escalate the matter to the Ombudsman Service if the individual remains dissatisfied. 	N	See paragraph 2.9 of the new procedure.	Now compliant.
6.20	Stage 2 is the landlord's final response and must involve all suitable staff members needed to issue such a response.	N	See paragraph 2.10 of the new procedure.	Now compliant.

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Section 7: Putting things right

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
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"> • Apologising; • Acknowledging where things have gone wrong; • Providing an explanation, assistance or reasons; • Taking action if there has been delay; • Reconsidering or changing a decision; • Amending a record or adding a correction or addendum; • Providing a financial remedy; • Changing policies, procedures or practices. 	Y	See 2.16 of the new procedure.	KHC currently follows a process where complaints will be responded to through a problem-solving approach, where we look to remedy the issue through a range of options and interventions.
7.2	Any remedy offered must reflect the impact on the resident as a result of any fault identified.	Y	See 2.16 of the new procedure	KHC believes the remedies offered to complainants has

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				reflected the impact on the resident.
7.3	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.	N	See 2.16 of the new procedure	KHC is introducing a new communication strategy to better the management and handling of complaints.
7.4	Landlords must take account of the guidance issued by the Ombudsman when deciding on appropriate remedies.	N	See 2.16 of the new procedure	Now compliant

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Section 8: Self-assessment, reporting and compliance

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
8.1	<p>Landlords must produce an annual complaints performance and service improvement report for scrutiny and challenge, which must include:</p> <ul style="list-style-type: none"> a. the annual self-assessment against this Code to ensure their complaint handling policy remains in line with its requirements. b. a qualitative and quantitative analysis of the landlord's complaint handling performance. This must also include a summary of the types of complaints the landlord has refused to accept; c. any findings of non-compliance with this Code by the Ombudsman; d. the service improvements made as a result of the learning from complaints; e. any annual report about the landlord's performance from the Ombudsman; and f. any other relevant reports or 	N	See paragraph 7.4 of the new policy.	Now compliant.

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	publications produced by the Ombudsman in relation to the work of the landlord.			
8.2	The annual complaints performance and service improvement report must be reported to the landlord's governing body (or equivalent) and published on the on the section of its website relating to complaints. The governing body's response to the report must be published alongside this.	N	We are committed to providing an annual complaints performance and service improvement report which will be published and made available to residents, alongside a response from the Chair of the Management Committee.	Now compliant.
8.3	Landlords must also carry out a self-assessment following a significant restructure, merger and/or change in procedures.	N	See paragraph 5.1 of the new procedure.	Now compliant.
8.4	Landlords may be asked to review and update the self-assessment following an Ombudsman investigation.	N	See paragraph 5.6 of the new procedure.	Now compliant.
8.5	If a landlord is unable to comply with the Code due to exceptional circumstances, such as a cyber incident, they must inform the Ombudsman, provide information to residents who may be affected, and publish this on their website Landlords must provide a timescale for returning to compliance with the Code.	N	See paragraph 5.7 of the new procedure.	Now compliant.

Section 9: Scrutiny & oversight: continuous learning and improvement

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
9.1	Landlords must look beyond the circumstances of the individual complaint and consider whether service improvements can be made as a result of any learning from the complaint.	N	See paragraph 8.4 of the new policy.	Now compliant.
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.	N	See paragraph 7.3 of the new policy.	Now compliant.
9.3	Accountability and transparency are also integral to a positive complaint handling culture. Landlords must report back on wider learning and improvements from complaints to stakeholders, such as residents' panels, staff and relevant committees.	N	See paragraph 7.2 of the new policy	Now compliant.
9.4	Landlords must appoint a suitably senior lead person as accountable for their complaint handling. This person must assess any themes or trends to identify potential systemic issues, serious risks, or policies and procedures that require revision.	Y	The complaint handlers consist of senior management and the organisations secretary.	
9.5	In addition to this a member of the governing body (or equivalent) must be appointed to have lead responsibility for complaints to support a positive complaint handling culture. This person is referred	Y	KHC has a management committee which includes a Chair and Secretary, both of whom will act as the MRC.	

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	to as the Member Responsible for Complaints ('the MRC').			
9.6	The MRC will be responsible for ensuring the governing body receives regular information on complaints that provides insight on the landlord's complaint handling performance. This person must have access to suitable information and staff to perform this role and report on their findings.	Y	We currently produce quarterly reports/ presentations to our Management Committee giving a complaints summary, while discussing any outstanding complaints.	
9.7	<p>As a minimum, the MRC and the governing body (or equivalent) must receive:</p> <ul style="list-style-type: none"> a. regular updates on the volume, categories and outcomes of complaints, alongside complaint handling performance; b. regular reviews of issues and trends arising from complaint handling; c. regular updates on the outcomes of the Ombudsman's investigations and progress made in complying with orders related to severe maladministration findings; and d. annual complaints performance and service improvement report. 	Partially	<p>We currently produce quarterly reports/ presentations to our Management Committee giving a complaints summary, while discussing any outstanding complaints. However, we also feel there is significant room for improvement and our new policy will help us embed responsibilities to staff and MC members to ensure we are compliant with the Code.</p>	
9.8	Landlords must have a standard objective in relation to complaint handling for all relevant employees or third	Y	See paragraph 6.7 of the new policy.	

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	<p>parties that reflects the need to:</p> <ul style="list-style-type: none"> a. have a collaborative and co-operative approach towards resolving complaints, working with colleagues across teams and departments; b. take collective responsibility for any shortfalls identified through complaints, rather than blaming others; and c. act within the professional standards for engaging with complaints as set by any relevant professional body. 			
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