

Section 9: Scrutiny & oversight: continuous learning and improvement

| Code provision | Code requirement | Comply: Yes / No | Evidence | Commentary / explanation |
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| 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. | Yes | Set out in the Corporate complaints procedure | Once a complaint has been responded to, officers will identify any learning and set out what has gone wrong and what is being done to put this right. |
| 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. | Yes | Set out in the Corporate complaints procedure | Customer Experience Contact report covering both service request and complaint analysis will be developed, with the aim of identifying issues before they escalate into complaints and by doing so reduce the burden on our resources and a culture where service improvement is seen as the norm. |
| 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. | Yes | New complaint portal | Our new complaint portal has been introduced in July 2023 and enables much more flexible and comprehensive reporting. This will increase the extent to which the council is able to learn from complaints, share the learning and institute improvements |
| 9.4 | Landlords must appoint a suitably senior lead person as accountable for their complaint handling. This person must | Yes | There is a dedicated complaint manager at a senior level that produces the annual complaint | Quarterly and annual corporate reports show themes and what action was |

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| | assess any themes or trends to identify potential systemic issues, serious risks, or policies and procedures that require revision. | | report for the Select committee. This has been enhanced by the new role covered by the Corporate Resources & Infrastructure Select Committee, which will act as the Member Responsible for Complaints. | taken to address them. A new IT based system for complaints handling has been installed which will enable much more flexible and comprehensive reporting. This will increase the extent to which the council is able to learn from complaints, share the learning and implement improvements |
| 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 to as the Member Responsible for Complaints ('the MRC'). | Yes | Corporate Resources & Infrastructure Select Committee, which will act as the Member Responsible for Complaints | From 2024/25 this will be added to by a timelier report into Residents' Services Select Committee ahead of the submission to the Housing Ombudsman Service |
| 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. | Yes | The intention is to provide the Corporate Resources & Infrastructure Select Committee, with regular updates but this has not yet been determined. | |
| 9.7 | As a minimum, the MRC and the governing body (or equivalent) must receive: a. regular updates on the volume, categories and outcomes of complaints, alongside complaint handling performance; | Yes | This is before Cabinet on 27 June for formal approval | The Business Manager for complaints provides quarterly and annual reports. |

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| | <ul style="list-style-type: none"> 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. | | | |
| <p>9.8</p> | <p>Landlords must have a standard objective in relation to complaint handling for all relevant employees or third 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. | <p>No</p> | <p>The central team responsible for handling complaints, the Appeals and Complaints Team and the Homeless Prevention Team dedicated to handling complaints, all have objectives in relation to the handling of complaints. However, this is not the case for all staff that deal with complaints across the Council, and this is something that we will need to work on. However, the Council’s Corporate complaints procedure sets out that:</p> <p>“The Council is committed to putting people at the centre of everything we do and aims to provide the best possible service to residents. However, sometimes things can go wrong and if you are not happy with the service you have received from the Council then please tell us so that we can, where possible, sort out the problem.</p> | <p>Full compliance to be achieved by Dec 2024</p> |

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| | | <p>We will carry out enquiries fairly, deal with your complaint as quickly and effectively as we can while maintaining confidentiality and keeping you informed of progress. We want to reassure you that the service you get will not be affected if you raise concerns or make a complaint.</p> <p>The policy and procedure:</p> <ul style="list-style-type: none"> ● allows managers to address issues of unsatisfactory service and seek improvements in service delivery; ● ensures that customers are treated fairly and consistently; ● ensures that a proper and adequate investigation takes place before any action is taken; ● requests for reasonable adjustments will be considered in line with the Equality Act 2010 and appropriate training is provided for staff; and ● safeguards the integrity and good reputation of the Council.” | |
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| Governance | | | |
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| Effective from: | 28 June 2024 | Review Date: | June 2025 |
| Report Owner: | Dan Kennedy, Corporate Director – Central Services | | |
| Report Author: | Ian Anderson, Business Manager – Complaints and Enquiries | | |
| Approved by: | Landlord Board and Corporate Management Team Housing Leads | | |
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