

Action	Programme area	Purpose	Lead owner	Status	Target date	Success indicator
Independent DTP review	Governance and assurance	Test whether the complaints model is effective, resilient and able to manage current demand and complexity.	Head of Housing Governance and Assurance/ Customer Experience lead	Completed - actions to be determined and shared with scrutiny	Jun-26	Recommendations are owned, tracked and reported, including any implications for operating model, capacity or dispute resolution arrangements.
Complaints Panel	Learning and service improvement	Senior managers meet monthly from Quarter 1 to review performance, themes, systemic issues, service risks, Ombudsman learning, overdue cases and repeat issues across housing services.	Service Director Homes and Neighbourhoods	Initiated - first meeting held on 19 June. Monthly meetings ongoing from Quarter 1, with additional monthly reporting to support managers.	Jun-26	The panel provides a structured forum to drive action, escalate recurring issues and ensure learning from complaints and Housing Ombudsman determinations improves policy, practice and service delivery.
Live case monitoring	Quality and timeliness	Weekly operational tracking of live complaints, including early contact with residents, cases at risk of breaching timescales and overdue complaints, to enable early intervention and active performance management.	Customer Experience lead and relevant service managers	Continual - weekly case reports reviewed with direct oversight from Homes and Neighbourhoods Senior Leadership Team.	May-26	Overdue complaints are reducing, ownership is clear and early resolution is improving through visible operational and senior leadership oversight.
Service ownership and escalation accountability	Accountability	Ensure complaint handling, escalation decisions and resident experience are owned within normal service management arrangements, with clear expectations for managers and Heads of Service.	Heads of Service and relevant service managers	In progress - initiated - To be embedded through service management routines and complaints governance.	Aug-26	Complaint ownership, escalation and resident experience are visibly managed by the relevant service, not held solely within the complaints function.
Senior leader reporting	Governance and assurance	Regular reporting to senior leaders, the Portfolio Holder/MRC, Tenant Led Panel and HNIB.	Head of Housing Governance and Assurance	In place through quarterly governance cycle.	Apr-25	Progress is reported, challenged and monitored through to delivery, with risks visible and corrective action agreed where needed.
Ombudsman oversight	Governance and assurance	Track determinations, orders, recommendations and learning through to completion, including opportunities to share learning with frontline officers.	Customer Experience lead, with service owner accountability for actions	In place; monitored through complaints governance. One weekly drop-in per month will be used to share Ombudsman learning.	Apr-25	Orders are completed on time and learning is embedded into service improvement.
Quality and consistency	Quality and timeliness	Audit 50% of complaint responses to assess early contact, quality, tone, accuracy, timeliness and compliance with the Housing Ombudsman Complaint Handling Code and council policies, ensuring responses are fair, empathetic, evidence based and outcome focused.	Customer Experience lead and service managers	Action underway through quality assurance and complaints learning.	Apr-25	Audit findings continue to be shared with managers and Heads of Service to inform operational plans, targeted training and service improvements, reducing unnecessary escalation to Stage 2 and the Housing Ombudsman.
Learning, themes and root cause recording	Learning and service improvement	Strengthen recording of complaint themes, root causes, service improvement actions, action owners and delivery dates so learning is visible and can be tracked through to completion.	Customer Experience lead with Heads of Service	To be embedded through complaints panel reporting and quarterly reporting enhancements.	Aug-26	Themes, root causes, actions and ownership are recorded consistently, enabling members and senior leaders to track whether learning is leading to service improvement.
Service Quality Audits	Learning and service improvement	Provide a structured, evidence-based approach to reviewing how housing services are delivered across Housing Management and Repairs, using real case evidence such as case notes, correspondence and call records.	Heads of Service and relevant service managers	Started - audits underway across Housing Management and Repairs.	Sep-26	Audits assess whether services are delivered consistently, fairly and with respect, and support targeted service improvement.

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Weekly staff drop-in sessions	Quality and timeliness	Provide a weekly session for staff to ask questions about the complaints process, the Complaint Handling Code and any support requirements.	Customer Experience lead	In place / ongoing weekly.	Jun-26	Staff have regular access to guidance and support, helping improve consistency and compliance in complaint handling.
CoPilot agent development	Quality and timeliness	Develop CoPilot agents to support evidence gathering, chronology building and checks that the Complaint Handling Code has been followed in complaint handling.	Customer Experience lead with digital/ICT support	In development - first agent for logging complaints is currently being tested.	Oct-26	Automation and guided support improve consistency, evidence quality and compliance checks in complaint handling.
Enhanced quarterly complaints reporting	Governance and assurance	Enhance bespoke quarterly reports with more detail on complaints escalating to Stage 2 to strengthen insight and support reduction of avoidable escalations.	Head of Housing Governance and Assurance/ Customer Experience lead	Enhancement planned for next quarterly reporting cycle.	Apr-26	Members and senior leaders receive clearer trend, escalation and learning insight to challenge performance and track improvement.
Service quality panel	Learning and service improvement	Establish a service quality panel to strengthen complaint quality, organisational learning and service improvement.	Head of Housing Governance and Assurance	Identified in Improvement plan.docx	Jul-26	Panel arrangements are in place and used to review quality, learning and improvement themes.
Tenant representatives on Complaints Panel	Learning and service improvement	Include tenant representatives in complaints oversight with membership on the complaints panel so tenant voice informs performance, themes and improvement action.	Head of Housing Governance and Assurance	Identified in Improvement plan.docx	Sep-26	Tenant perspective is built into complaints governance and visible in panel outputs.
Complaints information review	Accessibility and communication	Review and update complaints information across landlord channels so tenants understand how to complain and escalate concerns.	Head of Housing Governance and Assurance	Identified in Improvement plan.docx	Apr-26	Complaints information is accurate, accessible and consistent across landlord channels.
Staff signposting guidance	Accessibility and communication	Introduce staff guidance so tenants are routinely signposted to the complaints process and available support.	Head of Housing Governance and Assurance	Identified in Improvement plan.docx	Apr-26	Staff consistently signpost tenants to complaints, advocacy and support routes.
Complaints communications refresh	Accessibility and communication	Refresh communications to improve awareness of complaints, advocacy and escalation routes.	Head of Housing Governance and Assurance	Identified in Improvement plan.docx	Jun-26	Tenants have clearer information on how to complain, seek advocacy and escalate where needed.
Tenant feedback on complaints process	Accessibility and communication	Gather tenant feedback to evaluate awareness, accessibility and confidence in the complaints process.	Head of Housing Governance and Assurance	Identified in Improvement plan.docx	Oct-26	Tenant feedback shows whether complaints information and support are accessible and understood.
Member Responsible for Complaints arrangements	Governance and assurance	Establish interim Member Responsible for Complaints arrangements and agree the reporting framework.	Head of Housing Governance and Assurance	Identified in Improvement plan.docx	Jun-26	Member oversight arrangements and reporting routes are clear and operating.
MRC onboarding and induction	Governance and assurance	Onboard and induct the newly appointed Member Responsible for Complaints once Cabinet arrangements are in place.	Head of Housing Governance and Assurance	Identified in Improvement plan.docx	Aug-26	Newly appointed MRC understands complaints performance, risks, governance routes and assurance expectations.
Policy Development Framework	Learning and service improvement	Establish a policy development framework that embeds tenant insight and complaints learning into service and policy changes.	Head of Governance and Assurance	Identified in Improvement plan.docx	May-26	Complaints learning and tenant insight are routinely considered in policy and service development.
Tenant Insight Observatory pilot	Learning and service improvement	Pilot a Tenant Insight Observatory bringing together complaints, quality assurance, engagement and performance data.	Head of Governance and Assurance	Identified in Improvement plan.docx	June 2026 – Aug 2026	Complaints, QA, engagement and performance data are brought together to identify themes and improvement priorities.
Fairness and Respect Quality Assurance programme	Learning and service improvement	Complete a Fairness and Respect Quality Assurance programme, with findings informing targeted service and workforce improvement.	Head of Governance and Assurance	Identified in Improvement plan.docx	Oct-26	QA findings are translated into targeted service and workforce improvement actions.