

2023/24

ANNUAL HOUSING COMPLAINTS REVIEW & IMPROVEMENT REPORT

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A life without limits for
the people we support





INTRODUCTION

St Anne's is committed to making improvements to services when things go wrong.

We are committed to ensuring that our tenants have access to our complaints policy and to providing honest, transparent and fair responses to all complaints.

To help us achieve this we have:

- Trained our housing team on the Housing Ombudsman Complaints Handling Code
- Raised awareness of our complaints policy with our tenants through our housing support worker team, through our annual report and via our website.
- We have ensured that complaints are a primary feature on the quarterly agenda of Resident Forum and that the forum assisted us on the review of our policy and process.
- We report on complaints performance to our Quality and People Committee and to our Board.



OUR COMPLAINTS PERFORMANCE FOR 2023/24

We received 25 complaints in the year 2023/24:

- 25 - Stage 1 complaints
- Zero - Stage 2 complaints
- **Stage 1 Performance: 60% closed on time**
- **Outcome:**
 - 15 upheld
 - 10 not upheld

In our Tenant Satisfaction Measures Survey for 2023/24 we achieved 59% satisfaction for complaints handling. While this benchmarks well with other housing providers, there is clearly room for improvement.

SERVICE AREA COMPLAINTS RELATED TO:

Service Area	No. of Complaints
ASB	10
Repairs & Maintenance	6
Staff Behaviour	3
Communication	2
Support Service	4

COMPLAINTS PROCESS:

- All complaints are received by our Quality Team.
- All Stage 1 complaints are assigned, investigated and responded to by a manager in our Housing and Estates Team.
- The manager ensures that complaints are dealt with within the timescales set out by the Housing Ombudsman Code.
- All Stage 2 complaints are dealt with by the Director of Housing & Estates.

ACCOUNTABILITY AND REPORTING:










- We ask our tenants how satisfied they are with the complaints service in our tenant satisfaction measures survey.
- Complaints are reported to and discussed by our Residents Forum.
- Our Quality and People Committee and our Board receive regular updates on complaints.

LESSONS LEARNT:

TREND IDENTIFIED:	ACTION:
Repairs not completed on time due to miscommunication in the Housing and Estates Team.	Team restructured with greater role clarity and accountability around repairs and a new KPI suite will enable better tracking and scrutiny and lead to an improvement in performance.
Anti-Social Behaviour service not always responsive enough and sometimes poor communication.	Our Anti-Social Behaviour policy and process will be reviewed during quarter 4 of 2024/25. Residents will be involved in the review and a clear customer facing process will be produced.
Repairs and maintenance (inc. grounds maintenance).	<p>This year we introduced a new contract with more stringent performance targets that all our suppliers were obliged to sign.</p> <p>Key performance indicators around repairs will be introduced by the end of 2024/25, to ensure greater consistency of service.</p> <p>New role of Property Surveyor introduced January 2025 to improve quality checking for completed repairs. New Grounds maintenance contractor to be procured for 2025/26, with tighter contract and performance measures.</p>
Staff Behaviour	Leadership Academy training rolled out to all frontline managers with clear focus on organisational values and behaviours equipping managers with the skills to spot, challenge and deal with inappropriate behaviours.



2024/25 ACTION PLAN:

ACTION:	COMPLETION BY:
Promote our complaints service to all tenants.	October 2024 
Ensure complaints is a standing agenda item at Residents Forum meetings.	September 2024 
Use feedback from TSM Survey to further improve complaints handling.	Ongoing 
Ensure complaints is a standing agenda item at Residents Forum meetings.	September 2024 
Review complaints policy and procedure and create complaints response letter templates.	September 2024 
Create infographic/poster which simplifies the complaints policy and makes it clear to all how to access the complaints service.	September 2024 
Appoint Member Responsible for Complaints (MRC) from the Board.	December 2024 
Create suite of complaint KPIs to be reviewed by ELT and used to improve performance.	March 2025 
Improvement performance on response times (to100%) and satisfaction with complaints handling (70% TSM score).	September 2025 



RECAP

BOARD RESPONSE TO THE COMPLAINTS REVIEW

During 2023/24 actions have been identified to improve the handling of housing related complaints at St Anne's. The number of housing complaints received is relatively low, however, this should not lead to complacency - when a customer complains we need to respond in a professional, compassionate and timely manner and in line with our policy.

We need to ensure that all complaints are treated as customer feedback. They provide an opportunity to improve our services and through the coming year, we will continue to create a positive complaints culture within our housing team and across the organisation.

The key actions identified are based around staff training, strengthening our complaints policy and publicising the complaints process to customers. Reporting on complaints to Board needs to be strengthened through a revised suite of complaints KPIs.

Crucially, the Board should have a complaints champion, a member responsible for complaints (MRC) to ensure effective scrutiny of performance on complaints. Coupled with this, our Residents Forum should review complaints performance at every meeting. I am pleased to see that both elements are now in place and that the actions set out in the action plan contained in the annual review, see us move to a compliant position with the Housing Ombudsman's Complaints Handling Code.

The feedback via the Tenant Satisfaction Measures this year has provided the Board with additional insight and the action plan to improve St Anne's services and increase satisfaction will be monitored by the Board.

The Board, whilst recognising progress has been made will oversee and receive reports throughout the year on our improvement plan, lessons learnt from the complaints and KPI performance.

The Board's focus on feedback, complaints and compliance with the new Consumer Standards is to be supported by the Quality and People Committee and the Residents Forum.

James Place

Trustee & Board Member Responsible for Complaints