

Theme	Action	Why It Matters	Risk Level	Timeframe	Owner	Dependency/Notes	Ref	Status	Evidence/Link	Review date 3 month outcome	Review date 6 month outcome	Any further action.	oversight /reporting - where?
Action follow-through & Quality Assurance	<p>Create a single cross-service log of actions promised in complaint responses, with owners and due dates - Sharepoint folders to be set up with team action trackers to update live - sign off box by head of service. This can include learning log. Create a unified cross-service log for all actions committed to in complaint responses.</p> <p>Key Components:</p> <p>Set up SharePoint folders for each team. Implement live action trackers with: named action owners, target completion dates, Head of Service sign-off box. Include a learning log to capture and evidence service improvements. Long term plan :- QL upgrade - Ensure QL reporting is used consistently to record action outcomes. Deliver CRM training to all relevant staff once the updated system is rolled out to improve tracking, monitoring, and learning records.</p>	Stage 1 resolutions fail due to incomplete follow-through; drives Stage 2.	High	Q1	Complaints Team	Deliver service instructions - invite members to channel - complaints review weekly - escalate risks. Manager to provide next steps for Q1 implementation.	1.1,2.1,6.5	Started	A code has been enabled and tested called all CM_TO to create actions linked to complaints. Complaints with outstanding actions are currently being updated and assigned to key staff. Will be completed End April. Early resolution code will be a classification option.				Leadership team
Compensation & VFM	Publish the updated Compensation Policy and brief managers on use and explanations. Complaint review panel review this with the complaint policy.	Out-of-date web policy; transparency risk.	Medium	Q2	Strategy and Policy Manager	Complaint & Compensation Policy is now in the work plan for TVF - co-production - once approved publish.	7.1	Started	Consultation in progress. Compensation Policy updated with HO's new guidelines.				Complaint review group and LT

Complaint recording & accessibility	Mandate logging of all expressions of dissatisfaction, even if resolved at first contact; update policy wording and frontline scripts accordingly. Piece of work to do around Cllr and MP enquireis. Identify resource (potentially HA's once QL has automated some administration and data input tasks) Create process and accountibilities. Case management to copy in Complaints inbox. triage and log. see action 7.	Under-recording masks issues; very low volumes vs satisfaction indicate transparency and regulatory risk.	High	End of Q2	Complaints Manager/team	Update CH Policy & scripts; comms to Contact Centre; CRM prompt if possible.demonstrate the use of early resolution code. Develop process for logging MP and Cllr Complaints with Coporate Manager	5.1,5.2,6.1,6.2,6.3	Started	Early resolution logging went live February 26. Provide evidence here.				Performance Improvement and Assurance Manager meeting
Action follow-through &QA	Introduce dip-sampling of Stage 1 responses to test investigation depth, clarity and delivery of promised actions. Complaint review group to do this April first meeting - draft audit exercise developed to test at review group who will develop the process.	Quality variance; missed learning; escalations.	Medium	End of Q2	Engagement Manager	Use simple QA checklist; report to HAB quarterly.	1.1,5.3	Started	2 new members so far expressed interest. TPAS to support with the development of the review groups.				HAB
Escalation & Designated Persons	Extend Stage 2 escalation window to 20 working days; make escalation rights explicit in every Stage 1 letter.	10-day window risks perceived gatekeeping; fairness/regulatory risk.	High	Q2	Complaints Manager	Policy edit; template update; staff brief.	1.4,5.4,5.5	Started	It is 20 working days. The first draft in 2023 was wrong and revised in 2024. Audit letters and amenn template if required.				LT

Escalation & Designated Persons	Resolve policy conflict on MP/CIr cases; implement clear process to record and track these as complaints when criteria met.	Inconsistency reduces transparency and learning.	Medium	Q3	Complaint Manager	Amend CH Policy sections; staff comms.	1.4	in progress	Requested access to Caseviewer - coporate system so that elected member/MP "complaints" can quickly be identified and recorded as they are being dealt with but not recorded when they are complaints - CLAIRE IF YOU CAN CHASE AGAIN , THE CODE ALLOWS US TO CAPTURE AND USE A 3RD PARTY BUT AN OUTCOME WOULD BE GOOD UNLESS WE TAKE OVER AS A COMPLAINT.				TVF review group HAB LT	
Complaint recording & accessibility	Add CRM prompts/mandatory fields at first contact to capture dissatisfaction and route to complaints workflow. Improve Contact Centre scripts, deliver awareness training to staff. Include all staff in new QL training (automated fields to guide logging of complaint)	Inconsistent recognition at first contact; reliance on judgement.	Medium	Q4	ICT / QL/ Complaints team	QL design when updated version is delivered. Complaint team to update scripts for CC and training for Staff.	2.5,5.2,6.1,6.3	Planned	All first contacts currently come to inbox but to be logged in QL - ideally this will be done at CC (first point of contact via updated automated version of QL)					
Accessibility & EIA	Undertake Equality Impact Assessment (EIA) of complaints policy/process and implement outcome-focused action plan. Monitor Quarterly.	No EIA; potential disproportionate impact; regulatory risk.	High	Q1	Strategy and Policy Manager	Use complaint demographics & TSM insight.	3.4,3.5,3.6	In progress	Draft to be reviewed with Complaint manager and reccomended actions agreed.					LT
Complaint recording & accessibility	Refresh website and public materials to explicitly welcome complaints; simplify service request vs complaint messaging.	Perception of gatekeeping discourages complaints; equity risk.	Medium	Q3	Complaint team	Coordinate with TVF; add dedicated complaints inbox.	3.1,3.3,6.2	Not started						

Service standards & SMART targets	Make improvement actions SMART with success measures and track via dashboard.	Current actions descriptive; impact unclear.	Medium	Q4	Head of Service	A set of SMART, measurable improvement actions supported by KPIs that can be tracked, monitored, and reported consistently. KPI's drafted.	2.1,2.2,2.6	In progress	Draft KPI's shared with team - review can they be robustly reported against?					LT
Accessibility & EIA	Make accessible formats and translation options visible and proactive on complaints pages; link to Reasonable Adjustments. Separate action re Contact centre translation as this sits outside the Housing Service.	Reliance on user tools excludes some groups.	Medium	Q3	Complaints Manager.	Reasonable Adjustments Policy drafted. Reliance on Contact Centre improvement which sits outside of the Housing Service - this may delay overall completion of this action. However HS actions will improve overall accessibility via all other means.	3.2	Not Started						TVF, LT HAB
Tenant involvement & feedback	Establish a tenant complaint review group to routinely review cases, themes and completion of actions. as above - April	Current involvement periodic; trust gap.	Medium	End of Q2	Tenant Engagement Manager	Build on TVF; publish "you said, we did".	4.1,4.2	Started	Review group to meet April 2026.					TVF LT
Service standards & SMART targets	Publish core customer service standards beyond timescales (updates cadence, ownership, what good looks like). Developing these with the support from the ICS accreditation which is ongoing. Survey work commenced.	Lack of clear expectations undermines accountability and satisfaction.	Medium	Q1 2027	Head of Service	Co-produce with TVF; align with Customer Charter.	1.3,2.2	Planned						TVF LT
Escalation & Designated Persons	Create engagement plan for Designated Persons and assess value of a Designated Tenant Panel.	Missed early resolution & scrutiny benefits.	Medium	Q3	Tenant Engagement Manager	TPAS to assist the development of these groups - however recruitment has started.	1.4,1.5,2.7	Planned						TVF LT HAB
Systems & dashboard	Deliver complaints dashboard for managers incl. action completion rates, Stage 2 drivers, recurring issues.	Limited assurance and oversight currently.	Medium	Q1 2027	Ddat	Align with CRM coding changes.	2.1,2.5,2.6,6.4	Planned						
Training & competency	Create annual complaints training plan mapped to themes; include ASB, investigation skills, vulnerability & communication.	Reactive training; inconsistent competency.	Medium	Q4	Head of Service	Include assessment in supervision & QA.	2.3,5.3,5.5	Planned						LT

Compensation & VFM	Quarterly benchmarking of awards against Ombudsman decisions; review consistency and proportionality. Where can we access this info? Who do we compare ourselves to? Hos webpage have annual awards which we have reviewed against similar sized providers.	Inconsistent awards = fairness risk & VFM.	Medium	Q3	Complaints manager	Feed into budget and prevention plans.	7.2,7.3,7.4	Planned						LT
Compliments learning	Analyse compliments quarterly to extract good practice and share across teams. Utilise the Managers meeting as Complaints is now an agenda item also delivered at LT meeting.	Missed positive learning; culture lever.	Low	Q2	BHS Managers	Include in dashboard pack.	4.5	Not started						LT
Accessibility & EIA	Implement proactive accessible formats: translated web pages, large print, audio, easy-read, BSL.	Current reliance on browser tools excludes some groups.	High	Q3	Head of Service	Website refresh. Dependant on Comms support - coporate core.	3.2	Not started						LT
Compensation & VFM	Introduce quarterly benchmarking of key complaints metrics against similar landlords.	Lack of benchmarking increases inconsistency.	Medium	Q2	Performance/Complaints	Needs external data	2.4	Planned						LT
Compensation & VFM	Benchmark cost of complaints handling and avoidable cost trends.	No VFM assessment in place.	Medium	Q2	Performance/Finance	Budget alignment	7.4	Planned						LT
Alternative dispute resolution	Develop guidance for when mediation(e.g., neighbour disputes) and track outcomes. /ADR should be used and track outcomes.	ADR inconsistently considered; missed early resolution opportunities. Selective use can prevent escalation.	Low	Q3	Complaints Team	Pilot in ASB cases	5.7	Not started						
Complaint recording & accessibility	Publish and promote clear complaints contact routes (dedicated inbox, Meet the Team).	Residents unclear who to contact; accessibility risk.	Medium	Q1	Complaints/Comms	Requires web update	3.3	Not started						
Tenant involvement & feedback	Assess value of establishing a Designated Tenant Panel and report findings to TVF/HAB.	Not assessed; potential missed scrutiny benefits.	Medium	Q3	Tenant Engagement Manager	TPAS support	1.5	Planned						

Service standards & SMART targets	Create and publish contractor customer service standards aligned to BCHS service standards.	Contractors not consistently working to common service expectations.	Medium	Q4	Repairs/Assets/Contracts	Supplier engagement	1.3	Planned					
Escalation & Designated Persons	Develop structured process to capture and implement Ombudsman learning with quarterly reporting.	Learning inconsistently embedded; risk of repeat failings.	Medium	Q4	Complaints Manager	Link with dashboard	2.7	Started					LT
Governance and oversight	Reporting of compliance to leadership team	Provides understanding of where improvements are required, risks are clear.	Medium	Q1	Complaint Manager	Link with KPI's							LT and HAB