Complaints Scrutiny Action Plan

What tenants said	What RHP will do	What difference it should make	RHP Update September 2026	Outcome for customers
Look at all my correspondence before you reply, I've told you everything. It would make it easier if someone just came out and looked. I'm told something's been removed [according to the system] and I look out my door and can see it's still there!'	Make sure all staff understand the importance of good record keeping and that systems are in place for information and reports to be stored so staff can access them easily.	Repairs surveys, inspection reports and contact notes will be visible to all relevant staff, so we know what's been recommended, what actions we need to take, and what we've previously agreed with you. This will make it easier to investigate your complaints and for staff to be able to answer your questions when you contact us. Increase in satisfaction over time.	We have reinforced expectations around record keeping and provide a briefing for service teams. Customer service employees have been reminded to review the full case history before responding to residents or progressing actions.	As employees have access to a clearer record of inspections, agreed actions and previous contact, this will lead to more informed responses, fewer repeat explanations for customers and improved complaint investigations. Measure: Less than 25% of complaints escalate to Stage 2 by 31 March 2027.
my letter had the wrong name and address on, simple spelling mistakes, the wrong information. I felt they didn't care, it felt rushed like they'd overtyped someone else's letter' 'I had the wrong reference number,	quality check 20% of complaint responses before they are sent to make sure: • Contact details and case reference numbers are correct • All points of the complaint have been	to leave tenants and leaseholders feeling that they have been listened to, investigations have been fair, and all points have been answered. To have responses that are clear and show that care has been taken to put things	A quality assurance process has been implemented, with complaint responses routinely checked before issuing. Reviews focus on accuracy of customer details, case references, complaint points, tone and clarity. Feedback is provided to employees where improvements are identified	Customers receive more accurate, personalised and professional responses that address all complaint issues, increasing confidence in the complaints

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that wasn't my case number'	addressed • The language is clear and the tone is reassuring and empathetic	right. Increase in satisfaction Reduction in escalations to Stage 2		process and reducing the need for escalation. Measure: Less than 25% of complaints escalate to Stage 2 by 31 March 2027.
You have to chase constantly. People are supposed to call you back and they don't. You feel like you're being really demanding but you just want to know what's happening. It's really frustrating'	Emphasise the importance of all staff calling tenants back when requested, and measure this is happening.	tenants won't have to feel the need to chase RHP for updates and progress. People will feel more cared about and overtime trust in RHP will increase across all services.	Expectations around customer contact and callbacks have been reinforced with employees. Performance monitoring now includes responsiveness to customer enquiries, and managers review compliance through regular service discussions and case reviews	Customers receive more timely updates and are less likely to need to chase for information, helping to build trust and confidence in our services. Measure: Satisfaction with complaints handling – Tenant Satisfaction Measure (TSM) above 27% by 31 March 2027
I got a call at 6.30 one evening completely out of the blue. I wasn't expecting it. It's like they think you're not busy'	If RHP make complaints calls to you outside of normal office hours, they'll agree this with you first.	Improved communication by being flexible around tenants' commitments. Tenants' time is respected.	Guidance has been issued reminding employees to agree any contact outside standard office hours with customers in advance. Customer preferences are recorded where possible and considered when arranging communication.	Customers are contacted at times that are more convenient and appropriate for them, demonstrating respect for their personal commitments and improving

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				communication experiences. Measure: Satisfaction with complaints handling (TSM) above 27% by 31 March 2027
I had to chase for things to be done and I felt blamed like I was being demanding. It took 4 to 5 months and only got sorted when I went into the office and said I wasn't leaving until I spoke to someone' 'Things only started happening what I got my MP involved'	Listen better to tenants earlier on and be clearer about actions to be taken. Where actions aren't going to be taken, reasons will be given for this.	More clarity with issues being resolved sooner wherever possible. Tenants feel listened to and don't have to 'push' for reasonable requests to be carried out by escalating to stage 2 or having to ask their councillor or MP to act on their behalf. Better Communication Increased satisfaction.	Training and management oversight have focused on early resolution, active listening and clearly communicating proposed actions. Employees are expected to explain decisions, including where requests cannot be accommodated, and to keep customers informed throughout the process.	Customers have a better understanding of what action will be taken and why, helping to resolve concerns more quickly and reducing the need for escalation. Measure: Less than 25% of complaints escalate to Stage 2 by 31 March 2027.
I wasn't happy with my stage 1 response but I chose not to escalate in case it affected my mum's tenancy. Are we on a blacklist?' 'I feel I'm treated differently because I complain'	Reassure tenants that RHP are happy for you to make a complaint or escalate a case where you're not satisfied with something.	Tenants won't fear they will be discriminated against for making a complaint.	Complaint handling guidance has been updated to reinforce that customers have the right to complain and escalate complaints without fear of adverse treatment. Employees have been reminded that complaints are valued as an opportunity to learn and improve services.	Customers can raise concerns and seek escalation with greater confidence, knowing they will be treated fairly and without discrimination.

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				Measure: Satisfaction with complaints handling (TSM) above 27% by 31 March 2027
50% of the tenants in the focus group said 'I got a letter at the end of the day my response was due to say they were extending it. Why can't you tell me that sooner? I've been waiting long enough and now it's going to take even longer. It's unacceptable'	Make sure any need for extensions is identified sooner and let tenants know if an extension is needed before the due date of their response.	Tenants are not left feeling RHP don't care or haven't prioritised their complaint case. All staff will understand the importance of prioritising complaint cases. Better communication.	Complaint teams are expected to identify potential delays earlier and communicate extensions before response deadlines wherever possible. Management oversight helps ensure risks to timescales are identified and acted upon promptly.	Customers receive earlier notice if additional time is required, reducing uncertainty and improving confidence that their complaint is being actively managed. Measure: Satisfaction with complaints handling (TSM) above 27% by 31 March 2027
'The first person I spoke to about my complaint was brilliant, I felt they had a good understanding of my case, but they were leaving. The second person was amazing, but they were due to leave too, like the first'	Wherever possible, RHP will make sure the first person you speak to in the complaints team will manage your case and write your response. When this isn't possible RHP will tell you that, making sure your final complaint	Increased confidence that experiences have been heard and understood first hand. Less frustration that your complaint gets passed on to different people. Better communication.	Wherever possible, complaints are now managed by a single investigator from start to finish. Where case ownership must change, structured handover arrangements ensure all relevant information is transferred and customers are informed promptly.	Customers experience greater continuity, spend less time repeating information and have more confidence that their concerns are fully understood. Measure: Satisfaction with complaints handling (TSM) above 27% by 31 March 2027

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	investigator has all the information they need.			
'I asked for someone new [to my case] and experienced, then it got sorted out.'	RHP will make sure all staff have complaints training so everyone knows what role they play in a positive complaints culture, and what is expected to handle a complaint well and on time.	More confidence for tenants and leaseholders that staff know what they need to do to progress a complaint case and find a proportionate resolution.	Complaint handling training has been delivered to employees across relevant service areas, increasing awareness of complaint responsibilities, investigation standards and customer expectations. Refresher training is incorporated into ongoing development programmes.	Customers benefit from more consistent complaint handling, better-quality investigations and increased confidence that staff have the skills and knowledge required to resolve issues effectively. Measure: Satisfaction with complaints handling (TSM) above 27% by 31 March 2027
'I made a complaint direct to the contractor because RHP hadn't replied, the [contractor's] manager came out and agreed it wasn't good enough, but asked me not to tell RHP'	RHP will assure themselves that any sub-contractors are competent to deliver the service they expect for you. They will look for trends and themes in your feedback to make sure the quality	Tenants will see an improvement in the quality of works carried out in your homes where work is contracted out. Increased repairs satisfaction Fewer repeat visits, and better value for money.	Contractor performance monitoring has been strengthened through regular contract reviews. Emerging themes and trends are reviewed to drive service improvements and hold contractors accountable for performance	Customers receive a more consistent standard of service from contractors, resulting in better quality repairs, fewer repeat visits and improved value for money. Measure: Satisfaction with repairs (TSM) above 76% by 31 March 2027

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	expected is delivered.			