



Complaints Management Service Improvement Plan 2025-26

Area for improvement	Insight source	Response	Outcome for customers	Outcome: 31 March 2026
Case management CMI 001				
We need to handle issues better from the very beginning so they don't turn into formal complaints. If a complaint is made, we want to fix the problem correctly the first time.	▶ Customer Complaints ▶ Board Member Review (BMR) ▶ Housing Ombudsman Service (HOS)	We have hired more people for our repairs team. Their job is to look after the entire repair process for customers, especially those who have made a complaint. When answering complaints, we now give clearer dates for when the work will be done. Our company goal this year is to reduce the number of complaints that move to the next formal stage (Stage 2) by 10%. In May 2025, we set up a special 'Hypercare' team to handle more complicated issues, particularly difficult repairs. This team will: ▶ Keep customers better updated so they don't have to keep calling us for progress reports. ▶ Make the whole experience much better for the customer.	Once these changes become a regular part of how we work, we will fix repairs and other service issues faster and more easily. This means customers won't need to use the complaints process as often.	We set up the 'Hypercare' team in May 2025. They have successfully handled difficult cases, including those involving the Ombudsman. We have also used what we learned from this team to improve how the rest of the repairs service handles similar tricky issues. COMPLETE The repairs and complaints teams now meet every week. They look at how many complaints we have and focus on the ones where we still have tasks left to finish. COMPLETE
We also need to keep a closer eye on repairs in shared/common areas, track complicated or recurring repair problems, and do a better job of planning and coordinating asbestos surveys.	▶ BMR Aug 25	To stop delays and avoid doing the same work twice, we are keeping a closer eye on repairs in shared areas and helping different departments work together better on complicated or repeat issues. We're also making asbestos surveys smoother and faster.	Once these changes become a regular part of how we work, we will fix repairs and other service issues faster and more easily. This means customers won't need to use the complaints process as often.	In October 2025, we launched a new system called Total Mobile. It helps us manage repairs from start to finish and gives us live updates on how a repair is progressing. COMPLETE As part of launching our new in-house repairs service, we are holding our contractors to higher standards and physically inspecting repairs after they are finished to make sure they were done right. COMPLETE

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Complaint Management CMI002				
We need to improve how we handle complaints so that every response meets the Ombudsman's rules and deadlines, especially for final (Stage 2) complaints.	▶ Customer Complaints ▶ Board Member Review ▶ Housing Ombudsman Service	By putting more employees into our repairs service and creating a new team for complicated cases, we will manage issues better and fix complaints much faster. We have restructured the Complaints team. Their new focus is on writing better responses and working closely with other departments to make sure we actually deliver on the promises we make to customers.	Doing this will help us build or win back our customers' trust and confidence in RHP. Stop making customers feel they have to chase us for updates or push their complaint to the next stage of the process just to get a resolution.	We set up a specialist Hypercare team in May 2025. They manage our most complex cases, including those involving the Ombudsman. COMPLETE We hold weekly meetings with our repairs and complaints teams to monitor the number of complaints and ensure any follow-up actions are completed. COMPLETE In October 2025, we launched a new system called "Total Mobile." This helps us manage repairs more effectively and allows us to provide you with real-time status updates. COMPLETE As part of moving to an in-house repairs service, we have improved how we manage contractors and now conduct quality checks after repairs are finished. COMPLETE

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We identified several issues causing delays in completing repairs, specifically for problems like leaks, damp, scaffolding, fencing, handrails, and water pressure. These delays were usually caused by: ► Need for multiple visits: Repairs often took several trips to fix the same problem. ► Lack of coordination: It was often unclear which team or contractor was responsible for a job. ► Poor planning: Work often stalled because tasks were not carried out in the correct order.	► BMR August 2025	In May 2025, we launched a new Hypercare team to handle our most difficult repair cases. The goal is to make things easier for you by improving how we communicate and ensuring you don't have to keep calling us for updates. We are also taking the following steps to improve our service: ► Better monitoring: We are keeping a closer eye on repairs for shared areas (communal repairs). ► Improved coordination: We are working to ensure different departments work together more effectively on complex or recurring repair jobs. ► Streamlined planning: We have simplified how we schedule asbestos surveys to avoid unnecessary delays and repeating work.		Since our new repairs contract began in October 2025, we have significantly improved how we oversee subcontractors, particularly for roofing and plumbing work: an area that the Board previously identified as a concern. We are now holding regular meetings with these contractors, improving our reporting processes, and managing their performance more effectively. COMPLETE When necessary, we now assign a named contact person to provide you with direct updates on your complaint. COMPLETE
We identified that several complaints involved long-term, unresolved issues, some spanning months or even years. Common problems included cases being closed prematurely, missing information, or incomplete investigations at the first stage. Because we failed to address all concerns in our initial response, many issues escalated unnecessarily, leading to increased compensation claims.	► BMR	We are improving our service by ensuring you have a named contact for complex cases, providing clearer timelines for when work will be completed, and communicating more proactively. We are also committed to raising our standards for responding to calls and emails and ensuring that we follow through on the commitments we make to you.		For complex repairs, and in situations where we are acting on the findings from a complaint, we now provide a named contact person to help you track progress and stay informed. COMPLETE

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Customers were often frustrated by delays, confusion over who was responsible for repairs, and a lack of clear timelines for completion. Additionally, the Board expressed concern that customers were not always aware of their own obligations, such as providing access for work. We also found that issues with empty homes were not being identified early enough during the lettings process.	► BMR	We are committed to improving our communication by providing you with clearer timelines and better explanations of our repair processes. We will also engage with customers earlier after they move into a new home, ensure our communication is clear and direct, and provide easy-to-understand information regarding customer responsibilities.	Once these new processes are consistently in place, you will see faster and easier resolutions for repairs and other service issues. Ultimately, this will mean fewer reasons to need the formal complaints process.	We have shared insights from our complaints review with the Voids and Lettings team to drive improvements. Key changes include: ► We have updated the customer welcome booklet to ensure all information is easy to understand. COMPLETE ► Customer obligations, as outlined in the tenancy agreement, are now clearly explained during the sign-up appointment to ensure everyone understands their role. COMPLETE ► We introduced a formal post-inspection checklist for empty homes to ensure every property meets our required standard before a new tenant moves in. COMPLETE ► We have used this feedback to refine the moving-in process, ensuring there is absolute clarity regarding both RHP's responsibilities and the customer's responsibilities from the start. COMPLETE
Sorting and prioritising repair requests based on how urgent they are.	► Customer complaints	We are continuously training the complaints team on how to handle cases and write better letters. This will improve the quality of our replies and ensure that any actions we promise include specific target dates, rather than just vague commitments.	Improve how we manage complaint cases from start to finish so we can resolve issues early and reduce the need for them to be escalated.	The repairs team now assigns a specific person to look after complex repairs and manage any tasks that come out of a complaint. COMPLETE In June 2025, we provided training based on the Ombudsman's special report on how to properly manage and organise our data and information. COMPLETE

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We missed the deadlines for initial and final complaint responses (Stage 1 and Stage 2). We were slow to send letters confirming we received a complaint. We broke our promises to customers (such as failing to arrange surveyor visits or forgetting to provide updates). Our replies ignored some of the issues the customer had actually raised.	► Customer complaints	The Repairs team is continuously sorting (triaging) problems as soon as a complaint is first raised so we can step in and fix things early.	Improve how we manage complaint cases from start to finish so we can resolve issues early and reduce the need for them to be escalated.	We review initial (Stage 1) complaints to see if we can step in early and handle the issue as a normal day-to-day service request instead. COMPLETE During our regular repairs complaints meetings, we review all cases that still have open or unfinished actions. COMPLETE In March 2026, we trained our complaint handlers on how to manage and resolve issues properly. We now regularly check our initial and final complaint responses (Stage 1 and Stage 2) to ensure they follow the Ombudsman's rules, answer every issue raised, and clearly explain the next steps. COMPLETE We review Stage 1 and Stage 2 complaint responses before sending them. COMPLETE
While the Board saw overall improvements, some of our letters still had issues: ► They contained typos and unfinished sentences. ► The timeline of what happened was confusing. ► They lacked empathy and failed to acknowledge how the situation upset or affected the customer. ► The sentences were too long and complicated, making the letters hard to understand.	► BMR	Continue letter-writing training for the team, check our letters more carefully to catch mistakes before they are sent, update our standard letter templates to make them sound more understanding and easier to read, and make sure our replies answer every single point the customer raised, including sending over any paperwork they asked for (like asbestos reports).	Improved quality of responses.	In March 2026, an external consultant reviewed a sample of our initial (Stage 1) complaints. We will share what they found with the Complaints team to help them improve how they manage cases. COMPLETE

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Damp & mould CMI003				
Some cases involved long delays in finishing damp and mould work, confusing updates about surveys, and poor planning when arranging treatments. Vulnerable customers were not always put first. We need to make sure we handle all damp and mould cases properly and prioritise cases where we know the customer has a vulnerability (such as a health condition or age-related need).	▶ Customer Complaints ▶ (BMR) ▶ (HOS)	We know that many of our complaints and Ombudsman decisions involve damp and mould. We understand how difficult living in these conditions is for our customers and their families. To manage these cases better, we are hiring a damp and mould manager, a surveyor, and administrative support. This new team will be fully set up by May 2025. We will provide training to the relevant departments to make sure employees understand how to spot and properly manage damp and mould issues. Give top priority to damp and mould cases, especially those affecting vulnerable customers.	Reduce the number of customers who experience damp and mould in their homes and make sure we resolve reported cases much faster. Quick win: We have brought in a new contractor to specifically fast-track higher-risk cases and situations where we know a customer has a vulnerability.	We have a dedicated Damp & Mould team that oversees every case and stays in direct contact with the customer. COMPLETE In June 2025, we completed comprehensive damp and mould training for the relevant departments to prepare everyone for the new legal requirements under Awaab's Law. COMPLETE Our dedicated Damp & Mould team is now fully set up and working. COMPLETE We have hired a new, specialised contractor to handle high-risk cases. COMPLETE We are using ongoing training and better case oversight to speed up how quickly we fix these problems, especially when they affect vulnerable customers. COMPLETE

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Compensation CMI004				
Make sure that any compensation we pay to settle a complaint is fair, while also working to improve our service so we fail less often and don't need to pay compensation in the first place. We are repeatedly paying compensation for things like missed appointments, delays, distress, and the extra effort customers have to put in, which highlights recurring problems with our service. The payout amounts for similar issues have been varying too much, making our approach inconsistent.	▶ Customer Complaints ▶ BMR Sept-Nov 25	We have launched a new compensation policy that strictly follows the Housing Ombudsman's official guidance on making things right for customers. From April onwards, we are regularly analysing compensation payouts alongside Ombudsman decisions. We are working directly with department heads to spot common themes, learn from our mistakes, and fix the root causes to prevent the same service failures from happening again. This regular tracking will also ensure that our compensation payments are fair and consistent for similar issues	Make sure the compensation we offer is consistent and fair for everyone. By looking closely at why we pay compensation, we will find the common themes behind these issues and stop similar complaints from happening again.. There will be consistency and clarity on compensation.	The Board approved our new Compensation & Remedies policy in May 2025. We then reviewed and updated it in March 2026 to make sure it matches the latest guidance from the Housing Ombudsman. COMPLETE This new policy is now fully in place. We are regularly reviewing compensation trends alongside Ombudsman decisions to learn from our mistakes, prevent repeat service failures, and ensure our payouts are fair and consistent. COMPLETE

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Reasonable adjustments CM1005				
Learn more about what our customers need when they tell us they have a vulnerability or specific support requirement. When they make a complaint, we must make sure we fully consider these needs and adjust how we handle their case. Complaints showed that we did not consider customer vulnerabilities (such as mental health issues, mobility challenges, or being displaced from their homes) early enough in the process. We also failed to adapt how we communicated with these customers, even though they asked us to do so multiple times.	► Customer Complaints ► (HOS)	We updated our Vulnerable Customer Policy in March 2025 to clearly outline how we will adjust our services when customers request it. By December 2025, we introduced a completely separate Reasonable Adjustments policy to establish a clear process for supporting customers with specific service needs. In January 2025, we reviewed our work against the Housing Ombudsman’s “Relationship of Equals” report to make sure we are always treating customers with respect and adapting our services properly. To back this up, we delivered dedicated training to our customer service teams earlier this year, focusing on vulnerability awareness and reasonable adjustments in line with the Ombudsman’s guidance.	We change how we deliver a service based on what you tell us about your needs or the needs of anyone living in your home.	Training to operational teams on the Ombudsman’s Reasonable Adjustment policy carried out in May 2025. Our Customer Record Management system was updated in 2025 to capture more detailed information on service adjustments and vulnerabilities. COMPLETE Both our Reasonable Adjustments policy and Vulnerable Customer policy have been produced, reviewed, and officially approved by the Customer Experience Committee and the Board. Both policies are now active and available. COMPLETE In May 2025, we delivered dedicated training to our customer service teams on vulnerability awareness and reasonable adjustments, directly following the guidance in the Housing Ombudsman’s “Relationship of Equals” spotlight report. COMPLETE

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Better record keeping CMI006				
Improve how we manage cases so we can stop making customers chase us for updates or repeat information they have already given us. Bad record-keeping caused us to miss updates and fail to track or deliver on the promises we made in our complaint responses. It also led to conflicting information from contractors, such as them falsely claiming they had visited a property, which forced customers to repeatedly chase us for answers.	▶ Customer Complaints ▶ (BMR) ▶ (HOS)	In January 2025, we reviewed our practices against the Housing Ombudsman's spotlight report on Knowledge & Information Management (KIM) to help guide our record-keeping improvements. We are introducing better task and case management reporting across all teams. As part of our regular complaint reviews, we will actively call out and fix any instances of poor record keeping. These higher standards apply to our contractors and external partners too, as we know there have been issues with inaccurate information or data not being shared properly. We will deliver training to our operational management and complaints teams to improve how we manage records. This training will be completed by 30 June 2025 using the Housing Ombudsman's training portal. It will include: ▶ Online learning modules and workshops on knowledge and information management. ▶ Access to dedicated resources, including reports, podcasts, and case studies. By July 2025, we provided clear guidance and training to our teams, and we now actively monitor how well cases are being managed. We hold regular meetings to review complaints about repairs. During these sessions, we look at why these issues escalated and make sure we are properly managing the actions we agreed to take to fix them.	Give customers a better service that requires less effort on their part, resolves issues faster, and stops the same recurring problems from turning into multiple complaints.	In June 2025, we delivered Knowledge & Information Management training to our operational teams to improve our overall case management. To help prevent complaints from escalating, this training also covered how to write clear, effective letters and how to respond to customer complaints properly. COMPLETE We assign dedicated case owners from our Hypercare team to personally manage and oversee complex cases. COMPLETE We now hold regular review meetings for repair complaints to identify common themes and trends so we can fix recurring issues. COMPLETE