

## RHP COMPLAINTS MANAGEMENT SERVICE IMPROVEMENTS

Area for improvement or requirement	Insight source	Response	Outcome for customers	Update
<b>Case Management:</b> Improve the overall management of cases so that they do not escalate to a complaint and ensure that they are resolved as part of the first stage of our complaints process.	<ul style="list-style-type: none"> <li>• Customer Complaints</li> <li>• Board Member Review (BMR)</li> <li>• Housing Ombudsman Service (HOS)</li> </ul>	<p>We have recruited additional resources across our repairs team to manage the end-to-end service for customers and especially when they have raised a complaint. We have set a corporate target to reduce the number of complaints escalating to stage 2 of our process by 10% this year.</p> <p>We are establishing a new Hypercare team to deal with more complex cases, particularly repairs related ones. This will improve the experience for customers and improve communication and reduce the need for repeat contact to chase for updates. The team will be in place by <b>May 2025</b>.</p>	<p>Faster and easier resolution of repair issues reducing the need to use the complaints process</p>	
<b>Complaint Management:</b> Improve complaints case handling to ensure that all responses meet the Ombudsman code requirements and timescales, especially for Stage 2 complaints. As part of this, responses will be clear, empathetic and explain what went wrong and the action	<ul style="list-style-type: none"> <li>• Customer Complaints</li> <li>• (BMR)</li> <li>• (HOS)</li> </ul>	<p>The additional resources within our repairs service and a new team to respond to complex cases will enable faster resolution of complaints as we will improve case management.</p> <p>The Complaints team has been re-</p>	<p>Help to build or rebuild trust and confidence with RHP.</p> <p>Reduce the need for customers to chase for updates or escalate to the next stage of the</p>	<p>Training has been provided to the Complaints Team and other service teams in March 2025 on the requirements of the Ombudsman complaints handling code, our complaints policy.</p>

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being taken to put things right following dispute resolution principles.		<p>structured with a focus on improving the quality of responses and working across service teams to ensure promises agreed as part of the complaint response are delivered.</p> <p>We will provide training to the complaints team on complaint handling and letter writing by this will improve the quality of responses and ensure where actions are included these will have dates rather than just promises. <b>June 2025</b></p>	complaints process.	
<b>Damp &amp; Mould:</b> Ensure that damp and mould cases are well managed and that where there are known customer vulnerabilities these cases are prioritised.	<ul style="list-style-type: none"> <li>• Customer Complaints</li> <li>• (BMR)</li> <li>• (HOS)</li> </ul>	<p>We know that a high proportion of our complaints and Ombudsman determinations relate to cases of damp and mould. We recognise the impact that living in these conditions can have for our customers and their household. We are recruiting a damp and mould manager, a surveyor and administration support to improve our overall management of cases. The new team will be in place by <b>May 2025</b>.</p>	<p>Reduction in customers who experience damp and mould in their home and faster resolution of reported cases.</p> <p><b>Quick win:</b> A new contractor is being used to prioritise higher risk cases or where there are known vulnerabilities.</p>	

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		Training will be provided to relevant service teams on damp and mould awareness and management by <b>30 June 2025</b>		
<b>Compensation:</b> Ensure that any compensation paid as part of a complaint resolution is fair and also reduce the need to pay compensation due to service failures.	<ul style="list-style-type: none"> <li>(BMR)</li> </ul>	<p>We have produced a new compensation policy that is in line with the Housing Ombudsman's guidance on remedies.</p> <p>We will regularly review the compensation paid as part of complaints resolution and work with service leads to look at common themes and the changes being made to prevent repeat failings. <b>April onwards</b></p>	<p>Will provide consistency in compensation offered.</p> <p>Through analysis of the reasons why compensation paid we will identify common themes and make improvements to ensure there are not repeat failures.</p>	
<b>Reasonable Adjustments:</b> Understand more about the needs of those customers who state they have a vulnerability or service need and ensure that where they raise a complaint that this is taken into account.	<ul style="list-style-type: none"> <li>Customer Complaints</li> <li>(HOS)</li> </ul>	<p>We updated our Vulnerable Customer Policy in March 2025 and included how we will respond where a customer states they need adjustments to the way a service is delivered.</p> <p>In January 2025, we carried out a self-assessment against the Ombudsman's Relationship of Equals (attitudes Respect and Rights) spotlight report that is focussed on treating customers with</p>	Adjustments can be made to the way a service is delivered based on what a customer has told us about their own or a member of their households' service needs.	

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		<p>respect and ensuring services are adapted where required.</p> <p>We will produce a separate Reasonable Adjustments policy that explains how we will deliver services to customers where they have service needs by <b>December 2025</b>.</p> <p>We will provide training to service teams based on the Ombudsman guidance within the Relationship of Equals spotlight report and on our Vulnerabilities Policy by <b>June 2025</b>.</p>		
<b>Record Keeping:</b> Reduce the need for customers to chase for updates or repeat information previously provided through better case management	<ul style="list-style-type: none"> <li>• Customer Complaints</li> <li>• (BMR)</li> <li>• (HOS)</li> </ul>	<p>In January 2025, we carried out a self-assessment against the Ombudsman’s spotlight report on Knowledge &amp; Information management to support what we are doing to improve record keeping. We will introduce improved tasks and case management reporting across teams and as part of our review of complaints cases we will address any concerns identified with poor record keeping. This also applies to our contractors and others who work on our behalf as we know</p>	<p>Improved service experience, less effort, faster resolution of issues and reduction in the number of complaints from the same customer.</p>	

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		<p>there is an issue with information not being accurate or shared.</p> <p>We will carry out training to strengthen our management of record keeping. This will be delivered to our operational management team and complaints team. The training will be through the Ombudsman training portal. This will be completed by <b>30 June 2025</b>. The training will be on:</p> <ul style="list-style-type: none"> <li>• Knowledge and information management e-learning and workshops</li> <li>• Knowledge and information management key topics page containing reports, podcasts and case studies</li> </ul> <p>We will provide guidance, training and monitor performance of case management by <b>July 2025</b></p>		