

## Appendix 1 – Complaints Learning Log

### Summary of Current Complaint Themes & Learning January 2021 to September 2024

Trend Key		More complaints received	Further work or feedback required.			
<b>Learnings owned by Assistant Director Maintenance</b>						
Owner	Ref No	Learning	Update	Has the learning been implemented?	Trend	Completion Due Date
DW	006	Improved communication is needed with customers when repair appointments are cancelled or changed at short notice.	<p><b>Oct 24</b> - This is within the Operative Standard, finalised in April 2024 and fully launched in October.</p> <p>This emphasises the importance of communication with residents.</p> <p>The Scheduling Supervisor and Customer Services Supervisor have clear objectives to ensure communication is being done.</p>	This remains a current trend in complaints. We wait to see the impact of the operative standard roll out.		31/10/24
DW	007	<p>Improve the process when follow on works are required to ensure staff are clear on what works are needed.</p> <p>Following on from an Emergency Repair by using the Confirm arrange new option. This is currently not happening, and the operative is not sharing the right advice. (Next steps leaflet?)</p>	<p><b>Oct 24</b> - This is part of the Repairs Improvement Plan. Repair notes are now mandatory which will help this learning to be achieved.</p> <p>Training has been rolled out, and measures are regularly reviewed at Repair Meetings</p>	This remains a current trend.		31/07/24

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DW	004	Improving staff handling of complaints, particularly how they are responded to and closed.	<p><b>May 24:</b> We have not been meeting the published timescales, and this decreased since the Business Improvement Advisor left.</p> <p>It is a priority for the new Complaints Manager to focus on response timescales.</p> <p>We have recruited a full-time complaint handler, and once this individual is inducted, we hope to consistently meet timeframes.</p>	Yes – however, due to resources, this has declined again.		30/09/24
DW	052	Share examples of complaints with staff where the complaint has identified a failure to follow processes and highlight the impact on the resident.	<p><b>May 24:</b> Implement how we share more information about complaints and complaint learnings with all staff.</p> <p>From June, the Complaint Manager plans to investigate a complaint in depth each month and share his findings with colleagues.</p>			30/06/24
DW	003	Improving how we deal with 'Community Complaints' by revising our Complaints Policy.	<p><b>May 24—</b>Our first community complaint has escalated to stage 2, and one reason is the time taken and tenants' not feeling anything has changed. The complaints manager will be involved in a review to identify how we can make these more visible and measure the timescales.</p>	No.		30/08/24

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DW	061	When scaffolding is put up, this needs to be agreed with the resident.	<b>May 24</b> – Discussed with the Technical Services Manager to ensure that the contractor makes residents aware when they are attending to put up scaffolding.				30/06/24
DW	067	Ensure that we communicate with residents where tree works are taking place where they live. Where work is being done as an emergency, we can use text and e mail to communicate this quickly.					30/11/24
DW	068	Consider how we can involve residents in estates services where they live and including how we can consult on our approach to increase our Biodiversity contribution, for example frequency of grass cutting.					31/03/26

#### Learnings owned by Assistant Director Asset

Ref No	Learning	Update	Has the learning been implemented?	Trend	Completion Due Date

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JO	011	Increase training for staff on identifying and dealing with damp and mould.	<p><b>May 24</b> -Training was carried out at the all-ops meeting in September.</p> <p>Customer Services training has been carried out.</p>	<p>Partially – New digital system and process updates will be required to conclude training specific to Awaab’s law when published.</p> <p>On-going training requirements with individual teams.</p>		tbd – when published
JO	049	Communicate information about solar panels and how the decision is made relating to where we install them.	<p><b>May 24</b> - We have received several complaints about residents being unable to have solar panels.</p> <p>To try to reduce complaints, information will be added to the website and D2D magazine.</p>	Website and D2D to be updated by 31 May 2024.		31/05/24
JO	058	Review of component replacement decision-making process.	<p><b>May 24</b> - Several complaints have been raised due to LDMM, Surveyors and Operatives not feeling they can make a decision on “big ticket” replacements such as windows/doors/kitchens.</p>	The process is currently being reviewed to streamline supporting operatives referring components beyond economical repair. (July 2024)		27/09/24

Learnings owned by Assistant Director Housing

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Date	Ref No	Learning	Update	Has the learning been implemented?	Trend	Completion Due Date
SD	001	Improving ASB communication and setting realistic expectations	<p><b>May 24</b> – Whilst we have seen a decrease in complaints in this area, this learning will remain in progress until the ASB policy and procedure are reviewed in August 2024.</p> <p><b>Update October 2024-</b> This continues to be a complaint trend. The new Neighbourhood Management Policy should assist with expectations around complaints we receive that are not ASB.</p> <p>There is communication planned on both ASB and Neighbourhood Management in February 2025 Door to Door magazine which goes to all tenants, with accompanying social media.</p> <p>There is a meeting taking place with Neighbourhood Officers in November 2024 to discuss the compliance with the policy &amp; procedure including communication timescales.</p> <p>A learning from complaints solely focused on ASB complaints is taking place in March 2025 to coincide with the above and the 2024 Tenant Perception Results.</p>	Yes, but we need to review complaints received between now and the review.		<p>31/08/24-Complete</p> <p>28/02/24</p> <p>30/11/24</p> <p>31/03/25</p>

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SD	056	Review how we support ASB complainants financially with the subscription fee for ring doorbells when they are gathering evidence for Broadland.	<p><b>May 24</b> - This is a small cost, and we are bringing the policy in line with how we support Domestic Abuse victims who have these installed.</p> <p><b>Update Oct 24</b> – This is going to be included in the staff guidance documents which are under review because we are already offering it in our process.</p>	This will be incorporated into the Policy when it is reviewed in August 2024. However, we are offering it where applicable. <b>Update Oct 24</b> – The policy & Procedure review has been completed.		31/08/24  28/02/24
SD & RM	062	<p>Improve the awareness with staff about which calls are recorded.</p> <p>To update our Tenant Privacy Notice specifically adding information that not all calls are recorded and that we are not able to supply call information in a SAR request if the number was withheld.</p>	These are in progress and will be completed in the timescale.			30/11/24
SD	064	Review our ASB policy and procedure and consider our work practices to ensure that we can recognise potential harassment through our communication.				31/01/25
SD	065	Communicate to staff who deal with resident requests or complaints that where they have a situation which is not covered by a policy,				03/12/24

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		procedure, or legal document or where the Broadland position may be outdated, that a process/policy/procedure is put in place to allow a consistent approach to be taken and to ensure residents receive a fair service.				
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Learnings owned by Assistant Director IT & Facilities						
Date	Ref No	Learning	Update	Has the learning been implemented?	Trend	Completion Due Date
SW	006	Improved communication from CST to customers when repair appointments are cancelled or changed.	<b>May 24</b> – This will be picked up as part of the review following the latest restructure.	This remains a current trend in complaints.		Review currently in progress
SW	060	Improve CST prioritisation of repairs. There have been occasions where leaks have been left ongoing for long durations. Appointments made to resolve ongoing leaks have been cancelled and rescheduled for dates far into the future. This has been	<b>May 24</b> – This will be picked up as part of the review following the latest restructure.			Review currently in progress

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		noted in several complaints over the last six months.				
SW	023	A review of our Aids and Adaptations policy and process, including timescales and how we can improve communication with tenants.	<b>May 24</b> —The Policy is with all Local Authorities for review. Once this is complete, we will conduct a tenant consultation.	Partially – some work has been completed internally.		31/12/24
SW	030	Review the local authority process regarding Disabled Funding Grants and the times that they work towards to ensure we can provide this to tenants in the beginning.	<b>May 24</b> – We have met with the Norfolk Housing & Independent Living Programme Manager who represents all Local Authorities to try and improve our information sharing.	Partially – Further work is needed, but this will be a longer-term piece of work.		31/12/24
SW	070	Review service charge roadshow meeting structure	<b>Oct 24</b> – This will be picked up at the next round of roadshows			31/03/25

#### Learnings owned by All Assistant Directors (Operations)

Date	Ref No	Learning	Update	Has the learning been implemented?	Trend	Completion Due Date



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All AD's Operations	036	Improve contracts with contractors to ensure BHA's behaviours are clear and adhered to.	<b>Oct 24</b> – This is one of the outcomes of the Contract Management project, which will be finished in December 2024.	Longer-term completion until all contracts are completed.		31/12/24
All AD's	047	Improve internal record keeping, including all interactions with residents.	<b>May 24</b> - Previous learnings include several pieces of work that will assist in this (002, 004, 007, 009, and 033).  The Housing Ombudsman Spotlight on record keeping needs to be reviewed alongside this action.  Ownership is with Operations DMT for completion.	This is a longer-term learning as it needs to feed into the scoping of the Customer Module, which starts at the end of May. The current customer module does not allow for all interactions to be recorded, as it was not designed as a CRM system.		31/03/26
All AD's	048	Improve communication needed between all parties when contractors are being used and agree on communication standards for residents.	<b>Oct 24</b> – This is one of the outcomes of the Contract Management project, which will be finished in December 2024.	An initial meeting has taken place, and this will be progressed over the coming months.		31/12/24