



BOARD MEETING | 21 JANUARY 2025

COMPLAINTS ANNUAL PERFORMANCE REPORT 2024

1.0 INTRODUCTION

The Social Housing (Regulation) Act 2023 empowered the Housing Ombudsman to issue a code of practice about the procedures members should have in place for considering complaints. For the first time, this included a requirement for small providers, which includes Strides, to publish an annual review of complaints received.

Under the Act, the Housing Ombudsman's duties expanded to strengthen tenant protections and improve housing standards. Key changes include enhanced investigatory powers, mandatory participation in the complaint resolution process, and stricter timelines for addressing tenant concerns. These changes aim to ensure housing associations provide safe, habitable, and fair living conditions for all tenants.

During 2024, Strides undertook a review of all our policies, updated our Responding to Complaints Policy to reflect the Housing Ombudsman's Complaint Handling Code, and published our procedure on our [website](#).

The Code has improved the quality of our complaint handling; however, there is still room for improvement. We need to ensure that all complaints, including those raised during tenant meetings, are properly recorded. This will allow us to identify trends and themes more effectively and use them as valuable opportunities for learning and improvement.

In line with the new Code, we are sharing with you our performance on complaints and the learning outcomes that we have captured. This report also includes our assessment of our compliance with the Housing Ombudsman Complaints Code.

The statutory Code took effect from 1 April 2024, and therefore in January 2025 we are pleased to publish our first annual review of the year 2024. If you have any feedback on this, our first report do reach out to us on somethingisnotright@Strides.org.uk.

2.0 NUMBER OF COMPLAINTS RECIEVED

During 2024 Strides received 5 complaints about our services. We have summarised these here:

2.1. STAFF MISCONDUCT – 1 COMPLAINT:

- **Complaint definition:** Theft by a staff member involving a tenant's property (CN-0007).
- **Resolution:** Dismissal of the staff member and partial reimbursement to the tenant.

- **Learning:** Highlights the need for enhanced staff training and stricter vetting processes.

2.2. MAINTENANCE AND ACCOMMODATION ISSUES – 2 COMPLAINTS:

- **Complaint Definition:** Mould and damp in 3 wet rooms at Wincott Street Residential (CN-0003).
- **Resolution 1:**
 - The bathrooms in question were locked to prevent potential health risks, as there are sufficient showers and bathrooms available elsewhere in the building.
 - The source of the ingress of water has been identified to be from internal leaking pipes. The outcome is that the bathrooms have been decommissioned and are being repurposed for an alternative use, with the leaking pipework removed.

Learning and Action: This complaint was made direct to Lambeth Council, who passed this to Strides. This helped us to know we need to raise awareness of the complaints procedure and this is built into the plan that accompanies this report.

- **Incident 2:**

Complaint Definition: Delayed replacement of a broken washing machine also at Wincott Street Residential. As this washing machine was out of action only 1 washing machine was available instead of 2. (CN-0004).

Resolution 2: The washing Machine was replaced by the time the complaint made it to the Service Manager; but the delay is noted.

2.3. COMMUNITY AND NEIGHBOUR CONCERNS – 1 COMPLAINT:

- **Complaint definition:** Odour complaints from bins near a bus stop (CN-0006).
- **Resolution:** Immediate cleaning of bins and sewer-related issues were found to be the cause
- **Learning:** Proactive community engagement may help prevent such complaints, and regular checks of the outside areas are now being conducted.

2.4. SERVICE DISSATISFACTION:

- **Complaint Definition:** Alleged rude behaviours of a team member towards a prospective resident during a service assessment (CN-0005).
- **Resolution:** Acknowledgement of the complaint and a chance to talk through the issue. It seems there was a disconnect between expectations and the service that is offered.
- **Learning:** The service specification was reviewed in order to check how clear the information is.

3.0 COMPLAINT CATEGORIES

- Staff Misconduct: 20%
- Maintenance and Accommodation: 40%
- Community Concerns: 20%
- Service Dissatisfaction: 20%

4.0 RESOLUTION TIMELINES

- Resolved at Stage 1: 100%
- Escalated to Stage 2: 0%

5.0 OUTCOMES AND LEARNING

5.1. TRAINING AND POLICIES:

- In 2024, we improved our Staff Handbook by introducing an updated Code of Conduct. This is mandatory reading for all new starters within their first month at Strides, and existing staff have refreshed their knowledge by reviewing the update.
- We need to review the Ministry of Justice Complaints Procedure against the new complaints handling code of practice.
- We have engaged a HR Consultant and worked with him to help strengthen our recruitment processes, which has resulted in qualified and capable candidates being employed into relevant roles.

5.2. PROACTIVE MAINTENANCE:

- Establish a preventive maintenance schedule to address potential issues before they escalate.
- Allocate additional resources to expedite repairs and replacements.

5.3. COMMUNICATION:

- Our database now has a transparent and accessible complaint tracking system.
- Provide regular updates to tenants on the status of their complaints and resolution timelines. Additions following this review have helped to make this expectation clear.

5.4. COMMUNITY ENGAGEMENT:

- Conduct quarterly meetings with tenants to discuss ongoing concerns and improvements.
- Collaborate with local stakeholders to address shared responsibilities, such as antisocial behaviour, public area maintenance or safety.

5.5. IMPROVED REPORTING MECHANISMS

- Inform complaints added to incidents and managers reviewing all incidents
- Quarterly KPI reporting on complaints and incidents to Board.

By addressing these trends and implementing the above recommendations, the housing association can enhance tenant satisfaction, comply with regulatory standards, and foster a supportive living environment for all residents.

6.0 COMMUNICATIONS AND ENGAGEMENT

We have recognised that a key area for development and service improvement for us is our engagement and communication with our Housing Association tenants and the people we work with across all of our services.

6.1. WHAT WE CURRENTLY DO

- At Katherine Price Hughes House we hold regular residents meetings, and send a survey to all residents when they leave asking for feedback on their experience during their stay.
- At Highbury Counselling Centre we send out a survey as clients exit the service.
- Wincott Street Community Hub has a Community Panel that meet regularly to provide feedback on what local needs are and how provision within the Hub can help to meet them.

- We annually work with residents across all of our services to complete the Tenancy Perception Survey, and at the end of the year publish the results on our website and in a letter to all residents.
- We have a website page detailing how to raise a complaint.

6.2. OUR PLANS FOR 2025

At the start of the year we will hold a Tenants' Voice meeting with all of our Heads of Services and Head of Fundraising and Communications, inviting along Housing Association residents and the people we work with across all of our services. The aim of the meeting is to find out how they would like to be communicated with and plan a 'menu of options' of ways and mechanisms we can implement to communicate with and engage our tenants. This will include how we communicate how to raise a complaint, and the procedure we follow when we receive a complaint including each stage of a complaint. The Head of Communication and Fundraising will coproduce a communications strategy from this piece of work.

During the year we will plan to create more engaging and visual ways to communicate our complaints procedure, including creating a video and some infographics on the process to raise a complaint.

Strides' CEO and Head of Community are currently pursuing a Level 5 Chartered Institute of Housing Diploma. The insights gained from this program will enhance resident satisfaction by ensuring that housing and services consistently meet established standards. Additionally, it will foster a culture that values complaints as an essential source of learning and improvement.



7.0 APPENDIX A: SELF-ASSESSMENT FORM

This self-assessment form should be completed by the complaints officer and it must be reviewed and approved by the landlord's governing body at least annually.

Once approved, landlords must publish the self-assessment as part of the annual complaints performance and service improvement report on their website. The governing body's response to the report must be published alongside this.

Landlords are required to complete the self-assessment in full and support all statements with evidence, with additional commentary as necessary.

We recognise that there may be a small number of circumstances where landlords are unable to meet the requirements, for example, if they do not have a website. In these circumstances, we expect landlords to deliver the intentions of the Code in an alternative way, for example by publishing information in a public area so that it is easily accessible.

7.1. SECTION 1: DEFINITION OF A COMPLAINT

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
context	<p>Stride's 'Responding to complaints' Policy and Procedure has been under review to meet new regulations. We have become aware of this self-assessment process which will aid the final wording and inform the roll out to the organisation to ensure compliance.</p> <p>Stride's Head of Community attended 'Effective Complaint Handling in Housing Digital Conference' on Thursday 14th November 2024 and this informed our review.</p>	Partially-fully in January 2025	Responding to complaints P&P (references hereafter are from this P&P, unless otherwise stated)	Roll out is taking place in January/February 2025.

1.2	<p>A complaint must be defined as:</p> <p><i>'an expression of dissatisfaction, however made, about the standard of service, actions or lack of action by the landlord, its own staff, or those acting on its behalf, affecting a resident or group of residents.'</i></p>	Yes	2.2	
1.3	<p>A resident does not have to use the word 'complaint' for it to be treated as such. Whenever a resident expresses dissatisfaction landlords must give them the choice to make complaint. A complaint that is submitted via a third party or representative must be handled in line with the landlord's complaints policy.</p>	Yes	3.3	
1.4	<p>Landlords must recognise the difference between a service request and a complaint. This must be set out in their complaints policy. A service request is a request from a resident to the landlord requiring action to be taken to put something right. Service requests are not complaints, but must be recorded, monitored and reviewed regularly.</p>	yes	4.1	
1.5	<p>A complaint must be raised when the resident expresses dissatisfaction with the response to their service request, even if the handling of the service request remains ongoing. Landlords must not stop their efforts to address the service request if the resident complains.</p>	yes	4.1	
1.6	<p>An expression of dissatisfaction with services made through a survey is not defined as a complaint, though wherever possible, the person completing the survey should be made aware of how they can pursue a complaint if they wish to. Where landlords ask for wider feedback about their services, they also must provide details of how residents can complain.</p>	Yes	Currently this is exit interviews with resident with people leaving services	We can review and build into other requests for feedback

7.2. SECTION 2: EXCLUSIONS

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
2.1	Landlords must accept a complaint unless there is a valid reason not to do so. If landlords decide not to accept a complaint they must be able to evidence their reasoning. Each complaint must be considered on its own merits	Yes	covered in Appendix one- language changed to exclusions rather than 'vexatious complaint'	
2.2	<p>A complaints policy must set out the circumstances in which a matter will not be considered as a complaint or escalated, and these circumstances must be fair and reasonable to residents. Acceptable exclusions include:</p> <ul style="list-style-type: none"> • The issue giving rise to the complaint occurred over twelve months ago. • Legal proceedings have started. This is defined as details of the claim, such as the Claim Form and Particulars of Claim, having been filed at court. • Matters that have previously been considered under the complaints policy. 	yes	7.0	Wording amended from types of complaints to 'exclusions'
2.3	Landlords must accept complaints referred to them within 12 months of the issue occurring or the resident becoming aware of the issue, unless they are excluded on other grounds. Landlords must consider whether to apply discretion to accept complaints made outside this time limit where there are good reasons to do so.	yes	4.0	
2.4	If a landlord decides not to accept a complaint, an explanation must be provided to the resident setting out the reasons why the matter is not suitable for the complaints process and the right to take that decision to the Ombudsman. If the Ombudsman does not agree that the exclusion has been fairly applied, the Ombudsman may tell the landlord to take on the complaint.	Yes	7.10	

2.5	Landlords must not take a blanket approach to excluding complaints; they must consider the individual circumstances of each complaint.	yes	7.0	
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7.3. SECTION 3: ACCESSIBILITY AND AWARENESS

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
3.1	Landlords must make it easy for residents to complain by providing different channels through which they can make a complaint. Landlords must consider their duties under the Equality Act 2010 and anticipate the needs and reasonable adjustments of residents who may need to access the complaints process.	Yes	New email somethingisntright@strides has been introduced and we have a new policy outlining how to make a complaint. .	The whole organisation has undertaken a full policy and procedure review over the last year including our complaints Policy which was approved by our Board on 21 st January 2025. This is now ready to be rolled out to all staff via a training program. This includes a new email address for complaints as well as measures to raise issues in meetings and in person
3.2	Residents must be able to raise their complaints in any way and with any member of staff. All staff must be aware of the complaints process and be able to pass details of the complaint to the appropriate person within the landlord.	Yes	Training booked for roll out of reviewed Complaints Policy signed off by Board on 21 st January 2025	See above
3.3	High volumes of complaints must not be seen as a negative, as they can be indicative of a well-publicised and accessible complaints process. Low complaint volumes are potentially a sign that residents are unable to complain.	Yes	Complaints are collated on a salesforce database , reports are reviewed quarterly at the Data and Quality meeting	We have developed our salesforce database to log complaints per service, as with Incident reports and safeguarding reports captured on the same database. These all will be reviewed at the quarterly Data and quality meetings
3.4	Landlords must make their complaint policy available in a clear and accessible format for all residents. This will detail the two stage process, what will happen at each stage, and the timeframes for responding. The policy must also be published on the landlord's website.	Yes	https://strides.org.uk/wp-content/uploads/2024/11/Making-a-complaint.pdf	Comms expertise to look at accessibility and or video/other formats to improve options over the year
3.5	The policy must explain how the landlord will publicise details of the complaints policy, including information about the Ombudsman and this Code.	Yes	https://strides.org.uk/wp-content/uploads/2024/11/Making-a-complaint.pdf	
3.6	Landlords must give residents the opportunity to have a representative deal with their complaint on	Yes	4.11	

	their behalf, and to be represented or accompanied at any meeting with the landlord.			
3.7	Landlords must provide residents with information on their right to access the Ombudsman service and how the individual can engage with the Ombudsman about their complaint.	Yes	4.25	

7.4. SECTION 4: COMPLAINT HANDLING STAFF

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
4.1	Landlords must have a person or team assigned to take responsibility for complaint handling, including liaison with the Ombudsman and ensuring complaints are reported to the governing body (or equivalent). This Code will refer to that person or team as the 'complaints officer'. This role may be in addition to other duties.	yes	JD's for Heads of Service include complaints handling. CEO deals with regulators and report to the WLM Circuit Trustees (Managing agent for the WLMHA)	Due to the review that has taken place over the past year the Community team is being restructured to the community and Housing Team with a person assigned to being a single point of contact for complaints. The team have been consulted about the restructure which is in progress.
4.2	The complaints officer must have access to staff at all levels to facilitate the prompt resolution of complaints. They must also have the authority and autonomy to act to resolve disputes promptly and fairly.	Yes	All staff have access to all levels due to our structure. The team report to the Leadership Group, who report to the Heads of who report to the Executive.	We are a small charity and the restructure discussed above will add a single point of contact for complaints and this person will manage up to all concerned.
4.3	Landlords are expected to prioritise complaint handling and a culture of learning from complaints. All relevant staff must be suitably trained in the importance of complaint handling. It is important that complaints are seen as a core service and must be resourced to handle complaints effectively	Yes	Culture of learning written into the inductions, training and regular supervision Head of Community has recently attended complaints handling training. Quarterly Data and Quality team meeting reviews complaints and learnings.	Training and induction as part of roll out

7.5. SECTION 5: THE COMPLAINT HANDLING PROCESS

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
5.1	Landlords must have a single policy in place for dealing with complaints covered by this Code. Residents must not be treated differently if they complain.	Yes	Single policy: https://strides.org.uk/wp-content/uploads/2024/11/Making-a-complaint.pdf	

5.2	The early and local resolution of issues between landlords and residents is key to effective complaint handling. It is not appropriate to have extra named stages (such as 'stage 0' or 'informal complaint') as this causes unnecessary confusion.	yes	2 stages https://strides.org.uk/wp-content/uploads/2024/11/Making-a-complaint.pdf	
5.3	A process with more than two stages is not acceptable under any circumstances as this will make the complaint process unduly long and delay access to the Ombudsman.	Yes	2 stages https://strides.org.uk/wp-content/uploads/2024/11/Making-a-complaint.pdf	
5.4	Where a landlord's complaint response is handled by a third party (e.g. a contractor or independent adjudicator) at any stage, it must form part of the two stage complaints process set out in this Code. Residents must not be expected to go through two complaints processes.	n/a	Stride's do not use a third party to handle complaints but a sentence has been added to cover this: 4.13	
5.5	Landlords are responsible for ensuring that any third parties handle complaints in line with the Code.	n/a	4.13	
5.6	When a complaint is logged at Stage 1 or escalated to Stage 2, landlords must set out their understanding of the complaint and the outcomes the resident is seeking. The Code will refer to this as "the complaint definition". If any aspect of the complaint is unclear, the resident must be asked for clarification.	Yes	4.15	
5.7	When a complaint is acknowledged at either stage, landlords must be clear which aspects of the complaint they are, and are not, responsible for and clarify any areas where this is not clear.	Yes	4.16	
5.8	At each stage of the complaints process, complaint handlers must: <ul style="list-style-type: none"> a. deal with complaints on their merits, act independently, and have an open mind; b. give the resident a fair chance to set out their position; c. take measures to address any actual or perceived conflict of interest; and 	Yes	4.4	

	d. consider all relevant information and evidence carefully.			
5.9	Where a response to a complaint will fall outside the timescales set out in this Code, the landlord must agree with the resident suitable intervals for keeping them informed about their complaint.	Yes	3.4	
5.10	Landlords must make reasonable adjustments for residents where appropriate under the Equality Act 2010. Landlords must keep a record of any reasonable adjustments agreed, as well as a record of any disabilities a resident has disclosed. Any agreed reasonable adjustments must be kept under active review.	Yes	4.9	
5.11	Landlords must not refuse to escalate a complaint through all stages of the complaints procedure unless it has valid reasons to do so. Landlords must clearly set out these reasons, and they must comply with the provisions set out in section 2 of this Code.	Yes	All complaints will be added to Inform (salesforce database) which will date and time entry and all stages of the process for review	Strides has designed Inform to note all complaints and this has been live since January 2025
5.12	A full record must be kept of the complaint, and the outcomes at each stage. This must include the original complaint and the date received, all correspondence with the resident, correspondence with other parties, and any relevant supporting documentation such as reports or surveys.	Yes	Inform records present and audited internally	See above
5.13	Landlords must have processes in place to ensure a complaint can be remedied at any stage of its complaints process. Landlords must ensure appropriate remedies can be provided at any stage of the complaints process without the need for escalation.	yes	At either stage 1 or 2 resolution can be found- 4.4; 4.11; 4;12	
5.14	Landlords must have policies and procedures in place for managing unacceptable behaviour from residents and/or their representatives. Landlords must be able to evidence reasons for putting any	yes	ASB; when things go wrong	

	restrictions in place and must keep restrictions under regular review.			
5.15	Any restrictions placed on contact due to unacceptable behaviour must be proportionate and demonstrate regard for the provisions of the Equality Act 2010.	yes	4.9	

7.6. SECTION 6: COMPLAINTS STAGES

Stage 1

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
6.1	Landlords must have processes in place to consider which complaints can be responded to as early as possible, and which require further investigation. Landlords must consider factors such as the complexity of the complaint and whether the resident is vulnerable or at risk. Most stage 1 complaints can be resolved promptly, and an explanation, apology or resolution provided to the resident.	yes	4.0 & 3.2	
6.2	Complaints must be acknowledged, defined and logged at stage 1 of the complaints procedure <u>within five working days of the complaint being received.</u>	yes	4.5	
6.3	Landlords must issue a full response to stage 1 complaints <u>within 10 working days</u> of the complaint being acknowledged.	yes	4.6	
6.4	Landlords must decide whether an extension to this timescale is needed when considering the complexity of the complaint and then inform the resident of the expected timescale for response. Any extension must be no more than 10 working days without good reason, and the reason(s) must be clearly explained to the resident.	yes	4.19	
6.5	When an organisation informs a resident about an extension to these timescales, they must be provided with the contact details of the Ombudsman.	yes	3.4	
6.6	A complaint response must be provided to the resident when the answer to the complaint is known, not when the outstanding actions required to address the issue are completed. Outstanding actions must still be tracked and actioned	yes	4.23	

	promptly with appropriate updates provided to the resident.			
6.7	Landlords must address all points raised in the complaint definition and provide clear reasons for any decisions, referencing the relevant policy, law and good practice where appropriate.	yes	4.17	
6.8	Where residents raise additional complaints during the investigation, these must be incorporated into the stage 1 response if they are related and the stage 1 response has not been issued. Where the stage 1 response has been issued, the new issues are unrelated to the issues already being investigated or it would unreasonably delay the response, the new issues must be logged as a new complaint.	yes	4.17	
6.9	Landlords must confirm the following in writing to the resident at the completion of stage 1 in clear, plain language: the complaint stage; the complaint definition; the decision on the complaint; the reasons for any decisions made; e. the details of any remedy offered to put things right; f. details of any outstanding actions; and g. details of how to escalate the matter to stage 2 if the individual is not satisfied with the response.	yes	4.17	

Stage 2

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
6.10	If all or part of the complaint is not resolved to the resident's satisfaction at stage 1, it must be progressed to stage 2 of the landlord's procedure. Stage 2 is the landlord's final response.	yes	4.17	

6.11	Requests for stage 2 must be acknowledged, defined and logged at stage 2 of the complaints procedure within five working days of the escalation request being received.	yes	4.20	
6.12	Residents must not be required to explain their reasons for requesting a stage 2 consideration. Landlords are expected to make reasonable efforts to understand why a resident remains unhappy as part of its stage 2 response.	yes	4.22	
6.13	The person considering the complaint at stage 2 must not be the same person that considered the complaint at stage 1.	yes	4.23	
6.14	Landlords must issue a final response to the stage 2 within 20 working days of the complaint being acknowledged.	yes	4.28	
6.15	Landlords must decide whether an extension to this timescale is needed when considering the complexity of the complaint and then inform the resident of the expected timescale for response. Any extension must be no more than 20 working days without good reason, and the reason(s) must be clearly explained to the resident.	yes	4.27	
6.16	When an organisation informs a resident about an extension to these timescales, they must be provided with the contact details of the Ombudsman.	yes	4.27	
6.17	A complaint response must be provided to the resident when the answer to the complaint is known, not when the outstanding actions required to address the issue are completed. Outstanding actions must still be tracked and actioned promptly with appropriate updates provided to the resident.	yes	4.28	
6.18	Landlords must address all points raised in the complaint definition and provide clear reasons for any decisions, referencing the relevant policy, law and good practice where appropriate.	yes	4.19	
6.19	Landlords must confirm the following in writing to the resident at the completion of stage 2 in clear, plain language: a. the complaint stage; b. the complaint definition; c. the decision on the complaint;	yes	4.26	

	<p>d. the reasons for any decisions made;</p> <p>e. the details of any remedy offered to put things right;</p> <p>f. details of any outstanding actions; and</p> <p>g. details of how to escalate the matter to the Ombudsman Service if the individual remains dissatisfied.</p>			
6.20	Stage 2 is the landlord's final response and must involve all suitable staff members needed to issue such a response.	yes	4.21	Guidance from the lead will assure-all responses checked by head of comms who reports to the CEO

7.7. SECTION 7: PUTTING THINGS RIGHT

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
7.1	<p>Where something has gone wrong a landlord must acknowledge this and set out the actions it has already taken, or intends to take, to put things right. These can include:</p> <ul style="list-style-type: none"> • Apologising; • Acknowledging where things have gone wrong; • Providing an explanation, assistance or reasons; • Taking action if there has been delay; • Reconsidering or changing a decision; • Amending a record or adding a correction or addendum; • Providing a financial remedy; • Changing policies, procedures or practices. 	yes	5.1; 4.20	Guidance from the lead will assure-all responses checked by head of comms who reports to the CEO
7.2	Any remedy offered must reflect the impact on the resident as a result of any fault identified.	yes	5.1	See above
7.3	The remedy offer must clearly set out what will happen and by when, in agreement with the	yes	5.3	See above

	resident where appropriate. Any remedy proposed must be followed through to completion.			
7.4	Landlords must take account of the guidance issued by the Ombudsman when deciding on appropriate remedies.	yes	5.3	See above

7.8. SECTION 8: PUTTING THINGS RIGHT

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
8.1	<p>Landlords must produce an annual complaints performance and service improvement report for scrutiny and challenge, which must include:</p> <ul style="list-style-type: none"> a. the annual self-assessment against this Code to ensure their complaint handling policy remains in line with its requirements. b. a qualitative and quantitative analysis of the landlord's complaint handling performance. This must also include a summary of the types of complaints the landlord has refused to accept; c. any findings of non-compliance with this Code by the Ombudsman; d. the service improvements made as a result of the learning from complaints; e. any annual report about the landlord's performance from the Ombudsman; and f. any other relevant reports or publications produced by the Ombudsman in relation to the work of the landlord. 	yes	Report for 2024 reviewed by the Strides Circuit Board on behalf of the WLM Circuit who act as managing agents for the WLMHA as landlord.	
8.2	The annual complaints performance and service improvement report must be reported to the landlord's governing body (or equivalent) and published on the on the section of its website relating to complaints. The governing body's response to the report must be published alongside this.		Report is published on the website with an explanation that the Board will review and give their response within a fortnight.	
8.3	Landlords must also carry out a self-assessment following a significant restructure, merger and/or change in procedures.	yes	Self-assessment to be published with the first report	
8.4	Landlords may be asked to review and update the self-assessment following an Ombudsman investigation.	ok		
8.5	If a landlord is unable to comply with the Code due to exceptional circumstances, such as a cyber incident, they must inform the Ombudsman,	ok		

	provide information to residents who may be affected, and publish this on their website Landlords must provide a timescale for returning to compliance with the Code.			
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7.9. SECTION 9: SCRUTINY & OVERSIGHT: CONTINUOUS LEARNING AND IMPROVEMENT

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
9.1	Landlords must look beyond the circumstances of the individual complaint and consider whether service improvements can be made as a result of any learning from the complaint.	yes	Detailed in the Report	
9.2	A positive complaint handling culture is integral to the effectiveness with which landlords resolve disputes. Landlords must use complaints as a source of intelligence to identify issues and introduce positive changes in service delivery.	yes	Detailed in the report""	
9.3	Accountability and transparency are also integral to a positive complaint handling culture. Landlords must report back on wider learning and improvements from complaints to stakeholders, such as residents' panels, staff and relevant committees.	yes	Detailed in the report	
9.4	Landlords must appoint a suitably senior lead person as accountable for their complaint handling. This person must assess any themes or trends to identify potential systemic issues, serious risks, or policies and procedures that require revision.	yes	Head of Community JD	
9.5	In addition to this a member of the governing body (or equivalent) must be appointed to have lead responsibility for complaints to support a positive complaint handling culture. This person is referred to as the Member Responsible for Complaints ('the MRC').	tba		This is with the Board after discussion at meeting on 21 st Jan
9.6	The MRC will be responsible for ensuring the governing body receives regular information on complaints that provides insight on the landlord's complaint handling performance. This person must have access to suitable information and staff to perform this role and report on their findings.	ok		As above
9.7	As a minimum, the MRC and the governing body (or equivalent) must receive: <ul style="list-style-type: none"> a. regular updates on the volume, categories and outcomes of complaints, alongside complaint handling performance; 	ok	KPI's include complaints	

	<ul style="list-style-type: none"> b. regular reviews of issues and trends arising from complaint handling; c. regular updates on the outcomes of the Ombudsman's investigations and progress made in complying with orders related to severe maladministration findings; and d. annual complaints performance and service improvement report. 			
9.8	<p>Landlords must have a standard objective in relation to complaint handling for all relevant employees or third parties that reflects the need to:</p> <ul style="list-style-type: none"> a. have a collaborative and co-operative approach towards resolving complaints, working with colleagues across teams and departments; b. take collective responsibility for any shortfalls identified through complaints, rather than blaming others; and c. act within the professional standards for engaging with complaints as set by any relevant professional body. 	ok		<p>This is for the WLMHA as the WLM Circuit are not the Landlord</p>



8.0 WLMHA DIRECTORS' COMMENTS ON STRIDES' COMPLAINTS POLICY, PROCEDURE AND PERFORMANCE

- 8.1.** The Directors of WLMHA have noted the contents of the Strides' policy and procedure document entitled "Responding to Complaints", published in January 2025.
- 8.2.** The Board is encouraged that a clear process for making complaints has been set out and it notes the proposal to make the complaints process more easily accessible to residents.
- 8.3.** The Board has looked at the Strides 2024 Complaints Annual Performance Report published in January 2025.
- 8.4.** The Board notes the 5 complaints that were received in the past year, and it also notes that the complaints were resolved and that, in some cases, learning points were identified.
- 8.5.** The Board notes that in the coming year there will be an emphasis on more engagement with tenants, and in particular providing them with information as to how to make complaints. The form of engagement will be different at each project because of the varied nature of the services provided within WLMHA properties. The proposal to hold a Tenants' Voice Meeting is welcomed.
- 8.6.** The Board will monitor activity on increased tenant engagement with regard to complaints during the coming year, and it will also monitor that any learning outcomes from complaints received to ensure that they are followed through.

Martin Single
Acting Chair
WLMHA
24th February 2025