

STAR Housing Complaints Process Improvement Action Plan – 2024-25 (Appendix B)

2023/24 – Improvement Plan Update

Ref	Year Improvement Identified	Area	Action	By Whom	By When	Current Status	2024/25 Progress Update
1	2023/24	Culture and Awareness	Complete roll out of complaints training to all our operational teams to ensure all staff have a clear understanding of complaints and what is required of them.	Complaints Manager	30/09/2024 31/03/2025	Complete	Complaints training has been delivered to all members of staff (bar 8). Training has been tailored to staff from the STAR Maintenance Team to Managers and Senior Managers. Some training has been delivered by the Complaints Manager and some by external providers. NB: Marked as complete as delivered within 23/24 but carried forward in 24/25 plan to ensure continued delivery every year.
2	2023/24	Culture and Awareness	Complaints comms will feature at least once per month in weekly directors newsletter comms	Communications & Marketing Manager	Ongoing	Complete	Complete - Complaints signposting has featured every week in the Director's Roundup since 16 th June 2024. The email is sent to all staff and also posted within our HR and Payroll system and Sharepoint Hub newsfeeds. NB: Marked as complete as delivered within 23/24 but carried forward in 24/25 plan to ensure continued delivery every year.
3	2023/24	Signposting	Ensure customer handbook is updated with how to make a complaint and signposting to the HO	Communications & Marketing Manager	30/06/2024 31/03/2025	Complete	When a customer@ gets the handbook they receive a link to the website on how to make a complaint and contact the HO. If unable to receive electronically, a copy of the complaints poster is provided.
4	2023/24	Signposting	Ensure posters are placed in all communal areas (staff and resident) publicising how to make a complaint and signposting the HO	Communications & Marketing Manager	30/06/2024 31/12/2024	Complete	Complete - Posters have been designed and are now in communal areas. This was completed in December 2024
5	2023/24	Signposting	Ensure All annual rent increase letters indicate how to make a complaint and signpost the HO	Head of Finance	28/02/2025	Complete	Complete – details of how to make a complaint have been added onto all rent uplift letters.
6	2023/24	Signposting	Ensure annual report indicates how to make a complaint and signpost the HO.	Communications & Marketing Manager	30/09/2024	Complete	Complete – Annual Report was launched at the AGM and included this.
7	2023/24	Learning and feedback	A report will be developed to capture learning and the status of outstanding learning actions will then be reported to relevant meetings and committees	Complaints Manager	30/09/2024 31/09/2025	Ongoing	Root cause analysis is conducted after the closure of each complaint. Learnings are captured in the Service Improvement Plans and reported in the annual report. Action delivery status is tracked regularly by the new Complaints and Disrepair manager and approach to learning is currently being reviewed and learning compiled. A report including these will come to the December 2025 STAR board.

2024/25 Improvement Plan

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8	2024/25	Learning and feedback	To develop a checklist for managers to consider when investigating complaints.	Complaints Manager	January 2025	Complete	Complete: A new Manager Checklist has been designed and is sent with all complaints to the appropriate designated manager when a complaint is logged for investigation.
9	2024/25	Learning and feedback	To ensure all within the business are aware when a customer has complained. This will support knowledge when customer facing staff provide services with customers on a daily basis and matters not related to the formal complaint	Complaints Manager	December 2024	Complete	Complete: All complaints are now logged onto One Housing so all customer facing staff will have a basic understanding of a new complaint
10	2024/25	Culture and Awareness	To build a culture within the business so all communications involving a customer, whether they be internal or external communications are recorded.	Complaints Manager	February 2025	Complete	The Complaints Manager has devised a system with all Service Managers for their teams to record ALL communications. In conjunction, reports have been developed so Service Managers are able to monitor their teams' record keeping. This is being delivered to Teams through the appropriate service managers.
11	2024/25	Learning and feedback	To keep a suite of Housing Ombudsman reports which the organisation can learn from and make visible to all within the business	Complaints Manager	February 2025	Complete	Complete - Information on the Housing Ombudsman Reports are recorded in The Hub for all members of staff to review. The Hub has been rolled out to all staff as part of the SharePoint migration plan.
12	2024/25	Culture and Awareness	Design a program to provide refresher complaints training to all our operational teams to ensure all staff continue to have a clear understanding of complaints and what is required of them.	Complaints Manager	February 2026	Complete	Training has been delivered to all operational staff and a new training system, Kallidus, is being developed to ensure yearly attendance is monitored.
13	2024/25	Culture and Awareness	Provide complaints training as part of a new employees' induction process	Complaints Manager and HR	February 2025	Complete	Complete: Complaints Training is being included as part of an induction plan to ensure new starters complete complaints training
14	2024/25	Culture and Awareness	Provide specialised complaint handling training to Service Managers and Senior Managers who investigate and respond to complaints. Consider use of external professionals for this training	Complaints Manager	December 2025	Complete	Complete: HQN provided specialist complaints training on the 21 st July 2025
15	2024/25	Culture and Awareness	To build/construct a template for Service Managers and Senior Managers to utilise when investigating and responding to complaints. This is to ensure all areas are investigated and considered. With reflection on the root causes by the investigating manager/director	Complaints Manager	June 2025	Complete	Complete: A new Complaint Investigation Checklist has been compiled and is distributed with all complaints to Managers and Senior Managers to support the investigations of complaints.
16	2024/25	Culture and Awareness	To review and adapt the current Complaints Procedure to include review of complaint responses from members of the Senior Management Team	Assistant Director of Housing	March 2025	Complete	Complete – training has been provided on the new process and SMT members review complaints responses on a rota basis before they are issued..

17	2024/25	Culture and Awareness	To provide a complaint reporting form in all guises to all staff members to support capture of prevalent information for all members of staff so they are able to easily report complaints within the business	Complaints & Disrepair Manager	May 2025	Complete	Complete – there is new complaints form available. This is available online for customers and staff. The form is accessible through mobile phones, operatives handheld devices and tablets for staff. Completed forms will send an acknowledgement to the reporting member of staff and a notification to the complaints team for investigation.
18	2024/25	Culture and Awareness	To create a system to monitor any compensation costs incurred by the business due to the conduct of contractors; and to review reimbursement of those costs from contractors	Complaints & Disrepair Manager. Management Accountant	September 2025	Ongoing	There is a project included within the Finance Teams Service Improvement Plan. This is to create a process for recouping compensation from contractors and deliver training to all managers/budget holders/SMT (all that handle complaints). To create process for monitoring in Monthly complaints and disrepair dashboard.
19	2024/25	Culture and Awareness	To send a reminder each week on Social Media on how to make a complaint to raise its profile.	Communications & Marketing Manager	May 2025	Complete	Complete: This commenced from Friday 9 th May 2025.
20	2024/25	Culture and Awareness	To send text messages to 200 customers on a weekly basis to inform them how they may make a complaint until all customers have been contacted. To be repeated yearly from the 1 st April 2025.	Communications & Marketing Manager	September 2025	Ongoing	One Housing is not allowing bulk texts at present. This is being reviewed and this initiative will commence once bult texting is available.
21	2024/25	Culture and Awareness	To include a feature on complaints in the quarterly Customer Newsletter	Communications & Marketing Manager	June 2025	Complete	Complaints Performance was been included in the newsletter in June 2025.
22	2024/25	Culture and Awareness	To promote STAR's Complaints Standards Framework	Communications & Marketing Manager	June 2025	Complete	The new STAR Complaints Standard Framework is shared with Managers for all complaints. It was included in recent training and will be in future yearly training sessions. It is also issued to all investigating officers before they commence their investigations.
23	2024/25	Culture and Awareness	Regular monthly meetings with EMT to review root cause analysis of complaints and agree learnings	EMT & Complaints & Disrepair Manager	June 2025	Complete	Complete: Monthly meetings are now held with members of EMT to review root cause analysis and to agree on recommendations from this analysis
24	2024/25	Culture and Awareness	The Complaints & Disrepair Manager to meet with Service Managers monthly to analyse root cause analysis.	Complaints & Disrepair Manager and All Service Managers	August 2025	Complete	Complete – The Complaints & Disrepair Manager meets individually with Service Managers and incorporates learning from root cause analysis into departments Service Improvement Plans.
25	2024/25	Signposting	Survey respondents who express dissatisfaction to be signposted to information about how to make a complaint	Complaints & Disrepair Manager	December 2025	Ongoing	Ongoing – This will form part of the Customer Engagement Service Improvement Plan.

26	2024/25	Record Keeping	A record will be created and maintained regarding any complaints which STAR refuses to accept as complains	Complaints & Disrepair Manager	December 2025	Ongoing	
27	2024/25	Resource Allocation	A dedicated repairs operative will be assigned to focus on resolving repair complaints quickly and effectively through early intervention.	Repairs Manager	December 2025	Ongoing	
28	2024/25	Resource Allocation	The new Corporate Services Co-ordinator role will be expected to assist the Complaints and Disrepair Manager with the administrative burden of managing complaints.	Head of Corporate Services	December 2025	Ongoing	
29	2024/25	Record Keeping	Ensuring that all complaints handling is recorded on the new CRM to ensure full records and tracking of complaints handling alongside other customer contact. (A further development on contact recording improvements already implemented).	IT Manager	December 2025	Ongoing	