

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

The table below summarises the number of complaints process improvement actions by year.

Financial Year	No. of improvement actions	No. of actions delivered	No. of actions still being delivered
2023-24	7	6	1 – This recommendation continues to be strengthened
2024-25	21	20	1
2025-26	7	0	7
Total	35	26	9

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 director's 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 30/10/2026	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 compiled. A report including these will come to the December 2025 STAR board MARCH 2025 - Continue to Strengthen escalation routes and accountability across departments. Root cause meeting joining corporate and operational senior leadership also ensures feedback and is looking for continual improvement.
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2024/25 Improvement Plan

Ref	Year Improvement Identified	Area	Action	By Whom	By When	Current Status	2024/25 Progress Update
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
10	2024/25	Culture and Awareness	To build a culture within the business so all communications involving a customer, whether they are 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 is recorded on 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.

Ref	Year Improvement Identified	Area	Action	By Whom	By When	Current Status	2024/25 Progress Update
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 employee's 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 of 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 can easily report complaints within the business	Complaints & Disrepair Manager	May 2025	Complete	Complete – there are new complaints forms 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	Discontinued other than with Liberty Dec 2025	There is a project included within the Finance Teams Service Improvement Plan. This is to create a process for recouping compensation from contractors and delivering training to all managers/budget holders/SMT (all that handle complaints). To create process for monitoring in Monthly complaints and disrepair dashboard. - This work has been discontinued apart from with Liberty due to contracts and clauses being overhauled
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.

Ref	Year Improvement Identified	Area	Action	By Whom	By When	Current Status	2024/25 Progress Update
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	Completed	One Housing is not allowing bulk texts at present. This is being reviewed and this initiative will commence once bult texting is available. - Having reviewed this action and, in line with the Housing Ombudsman Guidelines, this is no longer necessary. Routes of contact are very well communicated, and these texts could be seen as spam rather than offering a meaningful channel of contact
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 has 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 being 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 meets 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 of Service Improvement Plans.

25	2024/25	Record Keeping	A record will be created and maintained regarding any complaints which STAR refuses to accept as complaints	Complaints & Disrepair Manager	December 2025	Completed	The Housing Ombudsman state that any refused complaints still be logged – Any complaints refused will use the separate file on the complaints section of SharePoint
26	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	Discontinued	This has not come to fruition; in the event of an emergency, a DLO will always be made available. It is not practical in terms of other demands within the business.
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27	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	Complete	Corporate services coordinator is in post and being trained to support the complaints function.
28	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. (further development on contact recording improvements has already been implemented).	IT Manager	December 2025 December 2026	Ongoing	This is recorded on Housing One but not as a full CRM – duplication of data is already heavy and time consuming – this is something that needs to be looked at in the future so that Housing One or a future operating system can record the full complaint, rather than have them recorded outside of the main system. This work is ongoing August 2026.

2025/26 Improvement Plan

Ref	Year Improvement Identified	Area	Action	By Whom	By When	Current Status	2025/26 Progress Update
29	2025/26	Culture and Awareness	Deliver face-to-face complaint handling training to operational teams, with a focus on recognising complaints, early resolution, clear communication, good evidence gathering, and the importance of recording customer contact and actions accurately.	Complaints & Disrepair Manager	November 2026	New	This will build on previous complaint handling training and provide a more practical, case-based session for operational teams. The training will use real complaint themes and learning to support staff in understanding how their role impacts the customer experience and the quality of complaint responses.
30	2025/26	Learning and Feedback	Hold quarterly meetings with operational Heads of Service to review complaints, root causes, repeat themes, outstanding learning actions and areas where service improvement is required.	Complaints & Disrepair Manager and Operational Heads of Service	Quarterly from Q2 2026/27	New	These meetings will provide a more structured route for sharing complaint learning with senior operational leads. The aim is to ensure that learning is not held only within the complaints function but is discussed with the relevant service areas and translated into practical actions.
31	2025/26	Learning and Feedback	Introduce debrief and “lessons learnt” sessions following Housing Ombudsman determinations, including a review of findings, orders, recommendations, evidence gaps and any wider learning for STAR.	Complaints & Disrepair Manager, relevant Service Manager and Senior Lead	Following each Housing Ombudsman determination	New	This will ensure that Housing Ombudsman outcomes are reviewed promptly and consistently. The sessions will help identify what worked well, what could have been done differently, and what changes are needed to reduce the risk of similar issues arising again.
32	2025/26	Record Keeping	Use specific complaint cases to evidence where lack of recording has affected STAR’s ability to resolve matters earlier, demonstrate actions taken, or provide a clear audit trail. Learning from these cases will be shared with relevant teams.	Complaints & Disrepair Manager and Service Managers	Ongoing, with quarterly review	New	Several complaint investigations continue to highlight the importance of accurate and timely recording. Where records are limited or incomplete, this can make it more difficult to confirm what action was taken, what advice was given, and whether opportunities for earlier resolutions were missed. Case examples will be used constructively as learning, rather than criticism, to improve consistency across services.
Ref	Year Improvement Identified	Area	Action	By Whom	By When	Current Status	2025/26 Progress Update
33	2025/26	Record Keeping /	Promote the use of New Dawn to improve recording of customer contact, actions, decisions and follow-up work,	Complaints & Disrepair	March 2027	New	This action links complaint learning with wider improvements in record keeping. Promoting New Dawn will support better visibility

		Systems	particularly where matters may later become complaints, escalations or Housing Ombudsman cases.	Manager, IT Manager and Service Managers			of customer contact and help services evidence of what has been agreed, completed or remains outstanding. This should reduce duplication and improve the quality of information available during complaint investigations.
34	2025/26	Learning and Feedback	Strengthening the way complaint learning is reported back into service areas, including clear ownership of actions, target dates and follow-up checks to confirm whether learning has been embedded.	Complaints & Disrepair Manager and Service Managers	March 2027	New	Complaint learning will be reviewed alongside service improvement actions to ensure that lessons identified lead to practical change. For example, if issues are identified with specific contractors, all options will be looked at including providing services in house. This will support stronger accountability and provide assurance that agreed improvements are followed through.
35	2025/26	Assurance and Governance	Provide Board with an annual update on progress against the 2026/27 complaints improvement objectives, including training delivered, key themes from operational meetings, Housing Ombudsman learning, record keeping improvements and outstanding risks as part of existing reporting structures. .	Complaints & Disrepair Manager	March 2027	New	This will enhance Board oversight of complaint handling improvement work and understanding of how STAR is using complaints, Ombudsman findings and customer feedback to support service improvement.