

Complaints Performance and Service Improvement Report Overview.

The following report highlights WNHC compliance with the Housing Ombudsman's Complaints Handling Code. The report gives an update on the non-conformance resolve from the last report in Sept 2025, showing how we have managed the non-conformance from the last report to now being compliant or as a minimum ongoing with improvements made.

The report has two appendix's;

1. Complaints Handling Code Compliance Self-Assessment
 - a. Completed self-assessment showing updates and compliance.
2. Broadland Housing Association 2024 – 2025 Complaint Handling Report
 - a. Extract of the Broadland board report presented to the Broadland board on there complaint handling.

The report will need approval by the Board so it can be submitted to Housing Ombudsman to meet our regulatory requirement by 30th June 2025.

This report was approved by WNHC Board at the board meeting dated 4th June 2025 as noted in the minutes of the meeting.

West Norfolk Housing Company

Complaints Performance and Service Improvement Report.

Report to Board on 4th June 2025 prepared by David Reason

Summary

Any complaints from the Company's residents are handled by Broadland Housing Association (BHA). West Norfolk Housing Company Ltd. (The Company) is required to ensure that complaints are handled in accordance with the Housing Ombudsman's Complaints Handling Code (the Code) and annually review complaints handling performance.

This report provides details of the Company's Self-Assessment of compliance with the Code and identifies actions needed to ensure compliance with the code or improve performance in complaints handling. This is our second year of reporting complaints to the Housing Ombudsman.

It should be noted that this report relates to complaints from residents of the Company's temporary accommodation and shared ownership homes. Residents of the Company's general needs properties which are leased to BHA are BHA tenants and therefore BHA are responsible for assessing complaint handling performance in relation to these residents.

A link to BHAs own Complaint Handling Performance Report can be found at <https://www.broadlandgroup.org/contact-us/make-a-complaint/our-record-on-complaints/>

Recommendations undertaken from last report 17/09/2024.

- Duncan Hall has been appointed as the Member Responsible for Complaints as detailed in section 3.4.
- Quarterly updates are provided to the board regarding the volume and outcomes of

complaints with trends assessed as part of the annual Performance and Service Improvement Report (para 3.7)

- Work is ongoing to form an alternative panel to hear stage 2 complaints. Options will be presented to the board on 4th July 2025.

1. Background

- 1.1. The Housing Ombudsman introduced new regulations in 2024 requiring all RPs to submit an annual self-assessment of compliance with the Complaints Handling Code. Whilst the complaints from the Company's residents are handled by BHA, the Company must assess whether BHA are complying with the Code when handling Complaints from the Company's residents.
- 1.2. The code also requires RPs to produce an annual complaints performance and service improvement report to be presented to and scrutinised by the board and published on the Company's website. This report must include the following
 - the annual self-assessment against the Code to ensure their complaint handling policy remains in line with its requirements.
 - 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.
 - any findings of non-compliance with this Code by the Ombudsman.
 - the service improvements made as a result of the learning from complaints.
 - any annual report about the landlord's performance from the Ombudsman; and
 - any other relevant reports or publications produced by the Ombudsman in relation to the work of the landlord.

2. Annual Self-Assessment against the Complaints Handling Code

- 2.1. A self-assessment of compliance with the code has been undertaken. BHA undertook their own self-assessment in 2024/2025 which identified various areas for improvement which were detailed in an action plan. Broadland's self-assessment and the latest version of their action plan have informed the Company's Self-Assessment. The full self-assessment is contained within Appendix 1 of this report.
- 2.2. It should be noted that the Company will need to carry out a further self-assessment if another RP is appointed to manage the Company's Temporary Accommodation.

3. Areas of Non-Compliance with the Code that have been Action from last Report

- 3.1. The self-assessment in 2023/2024 found that the Company is non-compliant on sections 9.5, 9.6 and 9.7 of the Code.
- 3.2. These sections require the company to appoint a member of the board to 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'). - Actioned
- 3.3. 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. - Actioned
- 3.4. It is recommended that the Company appoints Duncan Hall as the MRC for the Company. - Actioned
- 3.5. As a minimum, the MRC, and the governing body (or equivalent) must receive:
 - regular updates on the volume, categories, and outcomes of complaints, alongside complaint handling performance. - Actioned

- regular reviews of issues and trends arising from complaint handling. - Actioned
- regular updates on the outcomes of the Ombudsman's investigations and progress made in complying with orders related to severe maladministration findings; Actioned and
- annual complaints performance and service improvement report. - Actioned

3.6. Broadland will provide details of the outcome for all West Norfolk Housing complaints including timescales for dealing with each stage of the complaint and any learning from the complaint.

3.7. Recommendations are to be reported to the board quarterly with trends assessed as part of the annual report.

4. Analysis of Complaint Handling Performance

4.1. Broadland Housing have reported that one complaint was received from West Norfolk Housing residents between 1st April 2023 and 30th April 2025. This complaint was resolved at stage 1 within time and to the tenant's satisfaction.

4.2. This should not be interpreted as an indication of satisfaction, the Code states *"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."*

4.3. It should be noted that Broadland Housing had received 387 formal complaints for its housing stock, up from 253 in 2023/2024, representing a 53% increase year over year. Of those 387, 23 (6%) escalated to stage two. This shows that WNHC stock is managed within an effective complaint process. See appendix 2 for breakdown.

4.4. It should be noted that low volumes of complaints from shared ownership resident is not atypical and given the limited amount of stock owned by the company it is difficult to make any conclusions from the lack of complaints received.

4.5. Therefore, the Company has requested that BHA undertake a review of their processes (particularly in relation to Broad Street) to ensure that the Company's residents are aware of the complaints policy and procedure and are given the same opportunities to complain as BHA's residents. This has now been undertaken with no negative report.

4.6. The self-assessment has also highlighted that the Appeal Hearing Panel that considers Stage 2 complaints includes members of Broadland's board, rather than West Norfolk Housings'. It is recommended that work is undertaken to form an alternative panel hear stage 2 complaints regarding West Norfolk Housing residents. A stage 2 process is under review and options will be presented to the board at the July meeting.

5. Service Improvements made as a result of the learning from complaints.

5.1. Whilst only one complaint has been received from the Company's residents, BHA have a process to record and monitor learning opportunities from complaints.

5.2. Broadland have provided details of their recent learning from their complaints, and this was presented to the board.

6. Housing Ombudsman cases and notifications

6.1. There have been no Housing Ombudsman determinations since April 2024 and there are currently no open cases.

6.2. The Company has not received an annual report from the Ombudsman or any findings of non-compliance with the Code.

Background Papers

[The Complaint Handling Code | Housing Ombudsman Service \(housing-ombudsman.org.uk\)](https://www.broadlandgroup.org/contact-the-complaint-handling-code/)

Broadland Housing Association Complaints Policy - [https://www.broadlandgroup.org/contact-](https://www.broadlandgroup.org/contact-the-complaint-handling-code/)

[us/make-a-complaint/#:~:text=Email%20us%20or%20click%20on,Telephone%200303%20303%200003](#)

Broadland Housing Association Complaints Performance Report -
<https://www.broadlandgroup.org/contact-us/make-a-complaint/our-record-on-complaints/>