

Number	Ombudsman Recommendation	Action Owner	Start date	Actions completed so far	Actions still to complete	Deadline for completion	RAG status (red = not started, amber = in progress, green = complete)
COMPLAINT HANDLING							
1	Work with the Housing Ombudsman to ensure its complaints policy and related documentation is compliant with the Code, to help embed a positive complaint	Scot/Kathryn	22/01/2025	We expect this to mark the beginning of a collaborative partnership between both areas aimed at enhancing our complaint handling services for residents. To achieve truly resident-focused customer service, we will need ongoing support throughout this process.		TBC	
2	Review complaint handling processes:						
2.i	Identifying and acknowledging a complaint	Nermin/Vishal	12/12/2024	Case management system updated to effectively allocate a complaint within 5 days of receipt. When the complaint is accepted by the CMO case worker a formal acknowledgement email is sent which confirms the name of the case officer, the 10 day target date and now includes a summary of the complaint. This enables the complainant to confirm if this is the correct description of their complaint. In addition a process has been implemented within the Case Management Team for Stage 1 acknowledgments. When a complaint is received by the Case Management team an acknowledgment call is made to the resident letting them know the case has been received, provide the reference number and also provide the name of the designated Case Management Officer. Notes of all calls made as well as attempts to contact are listed on the Complaints case management system for record keeping purposes. In addition calls are recorded. Complaint handling has been provided to officers in order to ensure complaints are being identified correctly. In addition all CMO officers have completed the Housing Ombudsman complaint handling training.	Report in development to monitor time taken to accept/ acknowledge a complaint to ensure timely contact with the complainant is maintained. In terms of the recording calls, we are in the process of implementing this change for our central complaints team.	03/03/2025	
2.ii	Identifying and acknowledging escalation	Vishal/Jim	12/12/2024	Case management system updated to effectively allocate a complaint within 5 days of receipt. When the complaint is accepted by the Central Complaint officer a formal acknowledgement email is sent which confirms the name of the case officer, the 20 day target date and now includes a summary of the complaint. This enables the complainant to confirm if this is the correct description of their complaint.	As above	03/03/2025	
2.iii	Ensuring appropriately thorough investigation	Nermin/Vishal		Training with Central Complaints and CMO caseworkers on complaint definitions and key issues has been carried out. Satisfaction surveys are being carried out following the completion of stage 1 complaints in order to gather resident feedback for improvement purposes. Feedback from residents has shown improvement within the complaint handling service and an increase in satisfaction which we will continue to work on. This information was also shared with the oversight panel and is also listed on Camdens webpage to ensure transparency.	Quality assurance process to be introduced. Implementation of designated person to check quality of all responses moving forward. A checklist on what needs to be considered when carrying out an investigation of a complaint is being developed to ensure all relevant steps are carried out. All evidence used to investigate the complaints will be uploaded onto the case management system.	03/03/2025	
2.iv	Quality, timeliness and tone of responses	Nermin/Vishal		Amendment to process to ensure full 10 days available for investigation at Stage 1. Daily monitoring of complaints within CMO team (stage 1). Template letters updated for both Stage 1 and Stage 2. Plain English training attended by staff as well as attending Housing Ombudsmen online complaint handling training. In house Complaint handling training also attended. Central Complaints and CMO team have been briefed on the importance of empathy and tone.	Quality assurance checks to be implemented as well as SLAs for timeliness and effectively working together. Review of remedies guidance for repairs and include in February 2025 training session. Camden to develop mandatory Effective Complaint handling module for staff (including tone of response) and video guides on how to effectively use the Case Management System. Sessions to be booked in with oversight panel. Discussions with the resident oversight panel to work with them in order to look at examples of responses that are being sent and see from a residents perspective if further improvements can be made to ensure a sufficient response is provided.	01/05/2025	
2.v	Resident communication when complaint response and/or resolution is delayed	Nermin/Vishal		Officers make contact with complainants if for any reason there is a delay to a response clearly detailing the reasons for delay and apologising.	Central Complaints and CMO completed refresher training on 2 October	01/04/2025	
3	Review its approach to 'Business as Usual' enquiries to distinguish those that are service enquiries from those that are complaints. Make it a requirement that a rationale must be recorded as to why the complaint was closed as 'not a complaint' to provide the resident with a reason, to monitor these enquiries for	Jim/Vishal	12/12/2024	Case Coordinators in the Central Complaints team now include a reason for a case being defined as 'Not a Complaint' and where the matter has been referred on to.	Central Complaints and the Housing services to develop agreed definitions of what would be considered a complaint and what would be a service request. Training to be provided to the Central Complaints case coordinators on ensuring the explanation letter for not a complaint is clear on why this is the case and where the enquiry has been sent for a response. SLA to be developed between services to maintained an agreed approach. Dashboard being explored to report on reasons for classifying as 'not a complaint'.	28/02/2025	

4	Review the standard template letters to ensure they are compliant with the Code and remove the 'Sorry you felt the need to complain' standard wording from all templates.	Nermin/Vishal	01/12/2024	Sentence removed from template early 2024. Response templates reviewed		14/01/25	
5	Create and embed a process to ensure any actions promised in complaint responses will be tracked through to completion, including clear guidance on closing the case on its case management when there are outstanding actions.	Nermin/Vishal		Housing Case Management team use a shared calendar to log when visits are due to take place and check that works go ahead to proactively manage appointments.	Training on how to use the case management system outstanding actions to ensure cases are closed correctly is still to take place. QlikSense dashboard to be developed to provide regular reports at Stage 1 and Stage 2 on cases with outstanding actions to ensure timely completion. We are looking at implementing designated person to focus on all complaint actions.	01/04/2025	
6	Create a clear escalation pathway for residents for when actions proposed in complaint responses are delayed beyond agreed or expected dates.	Nermin/Vishal/Loretta		See above	Stage 1 letter to be updated to include clear escalation route when an agreed action/ appointment has not taken place. SLA to be clear about who is responsible for outstanding actions at each stage. Repairs team to provide clear action plan which can be incorporated into complaint response.	03/03/2025	
7	Create clear guidance for staff on compensation and a process to monitor compensation payments to ensure consistency, accuracy, and transparency in amounts offered.	Nermin/Vishal/Scot		Officers follow the updated Corporate Remedies policy and procedure as guidance when awarding payments. The Case Management Team have to discuss any payments with management first to ensure consistency and accuracy. Discussions have also been had with the team in relation to discretionary payments and also to consider impact to residents.	Housing services remedies policy, procedure and payments to be reviewed to include full spectrum of compensation. Central Complaints team to develop a guidance and matrix on appropriate compensation dependant on impact to ensure consistency. QlikSense dashboard report to be developed to monitor compensation payments. In addition oversight panel sessions to be booked in order for them to also look at the remedies policy from a residents perspective to see if there are any additional improvements that could be made.	01/04/2025	
8	Review recording of complaint cases, to ensure data captured and performance reporting is transparent and accurate.	Nermin/Vishal		All cases are logged and recorded on our central dashboard for record keeping purposes and to collate data. Discussions have been had in order to look at ways to improve the dashboard to ensure we are capturing lessons learnt sufficiently. Central complaints team are currently looking at this with the IT team. In addition to this the case management team separately fill out a data capture form after closing a complaint in order to gather all details of the complaint such as trends identified, any compensation offered etc. This information is then collated on a QlikSense dashboard. In addition any trends identified as well as the number of complaints received and the percentage of the number of cases closed within 10 working days is shared on the Camden main webpage to ensure transparency with our residents. Please see link https://www.camden.gov.uk/housing-repairs-data	Updated process maps to cover end to end complaint handling process, updated training videos on how to effectively log all information needed on the Case Management System. Improvements to be made to the central dashboard to ensure better recording of lessons learnt for improvement purposes	01/04/2025	
9	Provide the Ombudsman and the governing body with an update on the quality assurance process which forms part of the landlord's wider review into its complaint handling	Scot		Draft process at Stage 1 to be trialled in January with oversight panel residents	Development of a quality assurance toolkit to complemented the wider review of Complaints handling.	01/04/2025	
10	Provide the Ombudsman and the governing body with the key findings of the internal audit into complaint handling, including any risk related management plans.	Scot/Kathryn	12/12/2024	Ready to be shared. Also can share the more detailed Complaint Improvement tracker.		14/01/2025	
11	Share this Special Investigation report with its Customer Experience Oversight Panel and its Housing and Property Residents Panel.	Scot	12/12/2024	This was shared with the Housing Oversight panel on December 16th and is on the Housing Residents panel agenda for January 23rd.	Report to be presented and shared at next Housing & Property Resident Panel		
DISREPAIR							
12	Create a process to monitor outstanding repairs through to conclusion, ensuring residents are kept updated on the progress of their repairs and informed of repairs that are delayed beyond agreed or expected dates. Ensure there is a process for contacting and updating residents that are digitally excluded.	Tony	01/12/2024	Implemented a new system (ROCC & Madetech) and attached processes to better report, track and monitor repairs. We have trained all staff on new systems and processes.	We need to allow the system changes to be properly embedded and to launch the second, improved version of the system in April. Please see attached scope for improvement work across repairs which has been drafted. Once the system changes have been embedded we will update which commitments.	2025	

13	Create a Knowledge and Information Management framework for all stages of the repairs process, including how it reviews previous disrepair cases to identify any links between issues, how it records repair visit outcomes and to ensure teams have access to information when needed.	01/12/2024 Tony	Implemented a new system (ROCC & Madetech) to better report, track and monitor repairs. We have trained all staff on new systems and processes.	We need to allow the system changes to be properly embedded and to launch the second, improved version of the system in April. Please see attached scope for improvement work across repairs which has been drafted. Once the system changes have been embedded we will update on the future action plan and scope of work. Lessons Learned Lead to deliver training on KIM principles	2025	
VULNERABILITIES						
14	Provide the Ombudsman and the governing body with an update on its review of its approach to vulnerability. To include updates on its proposed Vulnerability Policy including reasonable adjustments, how the landlord will use its vulnerability information to improve its 'enhanced' service to residents with additional needs, and its strategy for longer-term system and data improvements	01/01/2024 Katie	We have completed a review of our Housing and Repairs service as to how residents who may be defined as 'vulnerable' can access our services. We have co-designed a draft Vulnerability Policy with residents which outlines how Camden defines vulnerability. This is currently going through the internal sign off process.	We have also designed a person-centred approach and vulnerability improvement plan which will be implemented moving forward and has key action dates within.	01/05/2025	