



New Outlook Housing Association – Annual Complaints Performance and Learning Report 2024–25

(In line with the Housing Ombudsman's Complaint Handling Code)

1. Introduction

In April 2024, New Outlook introduced a new group-wide Complaints, Compliments and Feedback Policy, aligning with the updated Housing Ombudsman's Complaint Handling Code and the revised Consumer Standards from the Regulator of Social Housing. This policy applies to all areas of our business and reflects our dual role as both a registered housing provider and a regulated care organisation.

Key developments included:

- A new virtual Complaints Management Team for improved oversight
- Three new KPIs for tracking complaint handling performance
- Training for all staff on the new policy
- Appointment of a Trustee Complaints Lead
- Distribution of easy-read versions of the procedure for accessibility

2. Complaint Volumes

Year	New Outlook Complaints
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2024–25	16
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Key points:

- 16 formal complaints were received by New Outlook during 2024–25
- This represents a 39% reduction from the previous year
- 73% of group complaints related to New Outlook services
- A further 4 complaints were recorded but excluded from this report as they related to anti-social behaviour and were managed outside the formal complaints procedure

3. Performance Against KPIs

KPI	Target
Outturn 2024	

Responses within timescale	100%	100%
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Achieved

Complaints resolved at Stage 1 with satisfaction | 60% | 100%

Exceeded

Complaints escalated to Stage 2 and upheld | 10% | 0%

Achieved

These results show compliance and effectiveness of the new procedures, with all complaints resolved within target timeframes and no complaints progressing to Stage 2.

4. Themes and Trends in Complaints

Key themes were identified from the complaints received, with the following percentage breakdown (New Outlook only):

Summary

Staff-related issues (conduct or care): 10 of 15 complaints (66.7%)

Operational/Service quality concerns (finance, engagement, management): 3 of 15 (20%)

Environmental: 1 of 15 (6.7%)

5. Service Location and Setting

Complaints were received across a variety of supported housing services. No single location showed a trend or pattern of concern.

This demonstrates a wide understanding of the complaints process across services, with feedback being used constructively.

6. Learning and Improvements

Operational teams hold regular meetings to review feedback and complaints, with themes fed into quality assurance processes. Key improvements because of post-complaint learning include:

Improved communication with a partner housing association through re-established meetings

Feedback is given to the Ops Committee and Board on a regular basis – for improved governance and oversight.

Development of clearer keyworker systems so tenants know who to approach with concerns

Exploring Long-Term Impact from Complaints: Ideas and Approach



To enhance our learning culture and strengthen accountability, we are exploring ways to better understand the long-term impact of actions taken in response to complaints. This will help ensure that learning is not only identified but sustained. Initial plans include:

Post-Complaint Review Periods

Following the resolution of a complaint, a follow-up review will be introduced after 3–6 months to assess whether the learning has been embedded into everyday practice and whether tenants have experienced a tangible improvement.

Extending 'You Said, We Did' to 'You Said, We Did, What Changed'

Adding a third layer to our current approach could help demonstrate not just how we responded to feedback, but the ongoing difference those actions have made.

Thematic Complaint Tracking

We will continue to monitor the frequency of specific complaint types over time to determine whether our service changes are effectively addressing the root causes.

Feedback Loops with Staff and Tenants

Creating space to revisit feedback with those directly involved—such as tenants or frontline teams will help us better understand the impact of changes from their perspective.

Developing Impact Case Studies

Capturing and sharing real examples of where complaints have led to meaningful, lasting improvements would support transparency and learning and could be used as evidence in regulatory or board settings.

This focus on reflective practice ensures learning is embedded and helps avoid future issues.

7. Housing Ombudsman Involvement

We currently have one case being considered by the Housing Ombudsman. This relates to a matter originally raised in 2023/24. It is not a new or formal complaint but has been referred to for review following a request from the tenant for the Ombudsman to look at the outcome.

8. Compliments

Year		New Outlook Compliments
2024–25		46



Although this is a reduction from last year, the definition of a compliment was refined for more accurate reporting.

Breakdown of compliment sources:

Family members - Family members consistently praised the quality of care, the warmth of the environment, and the professionalism of staff. Feedback often mentioned peace of mind, trust in the staff team, and appreciation for the respectful, person-centered support provided to their loved ones.

Colleagues from external agencies - Professionals such as social workers, safeguarding leads, health teams, and assessors commended staff for their collaborative approach, effective communication and ability to manage complex needs. Compliments also reflected positively on documentation, safeguarding practices and how well staff represented tenants needs.

People we support - Individuals receiving services provided direct feedback on feeling safe, respected and listened to. Compliments in this category included appreciation for support with daily living, meaningful activities and how staff helped maintain independence. This reflects positively on how accessible and empowering our feedback mechanisms are.

Themes of compliments included:

High quality of care and support

Staff were consistently recognised for delivering compassionate, individualised care that promotes dignity, independence and well-being. Compliments reflected the dedication of teams who go above and beyond to support people in living fulfilling lives, as well as the emotional support provided during difficult times.

Safeguarding practice and professional conduct

External professionals and family members highlighted how staff demonstrated vigilance, proactive responses, and a strong understanding of safeguarding principles. Compliments praised the calm, respectful, and confident way sensitive issues were handled, often resulting in improved outcomes and reassurance for families and external partners.

Clean and homely environments

Many compliments acknowledged the welcoming and well-maintained nature of the properties. Environments were described as safe, relaxed, and reflective of the personalities of those living there creating a genuine sense of home. These



settings contribute significantly to the emotional wellbeing of the people supported.

Responsiveness and professionalism of contractors

Contractors involved in maintenance, refurbishment or improvement work were praised for their polite, respectful approach and their ability to work efficiently without disrupting daily routines. Tenants noted the quality of the finished work and how staff and contractors communicated well during the process, keeping residents informed and involved.

9. Summary

The key strength of our organisation is our proactive approach to managing complaints. We stay informed about new legislation and continuously adapt our processes to ensure we remain compliant and effective in addressing tenant concerns. Our commitment to involving tenants in shaping policies and procedures further strengthens our approach, ensuring it reflects the needs and perspectives of those we serve.

New Outlook will continue tracking KPI performance and complaints trends for Board oversight.

We will ensure operational learning is reflected in continuous quality improvement.

Staff will continue to stay up to date with new legislation and best practice guidance. Training will be rolled out across the organisation to ensure all teams are equipped to manage complaints effectively and in line with legal and regulatory requirements. The effectiveness of the training will be monitored through regular reviews, feedback from staff and analysis of complaint handling outcomes.

We will involve the Tenant Participation Group in our complaints processes to ensure tenant input into the policy, training delivery and continuous improvement of our approach.

We will publish this report to demonstrate transparency in line with Housing Ombudsman expectations.