



**Complaints Panel Meeting:
Wednesday 1 October 2025
10.30am – 12.30pm
St Helens Central, Room Cen002**

Panel members in attendance:

Redacted for sharing

Others in attendance:

Annmarie Flynn (AF)	Tenant Involvement Team Leader
Rhona Clarke (RC)	Tenant Involvement Officer
Emma Roberts (ER)	Service Lead - Customer Resolution and Tenant Involvement
Leanne Pennington (LP)	Manager - Ombudsman Investigations

Apologies:

Redacted for sharing

Minutes

Agenda Item No	Subject	Action
1.	Welcome and housekeeping – HS	
2.	Minutes & Matters Arising – HS Minutes approved as true record	
3.	Recommendations Actions Monitoring Log – AF CP77 - Approved as complete Outcomes of Learning Circles fed back to members at complaints panel meeting 03.09.25	

	CP78 - Approved as complete ER provided panel members with an update on new telephony recording system as agenda item at complaints panel meeting 01.10.25 CP102 - Approved as complete Dissatisfied Delighted responses with no comments follow up process discussed as agenda item 03.09.25 CP114 - Approved as complete Housing Ombudsman performance information and link emailed to panel members 27.08.25 CP116 - Approved as complete Duplicate action. See CP92 CP123 - Approved as complete Learning Circle findings and ombudsman update discussed as agenda item 03.09.25 HS separate actions for approval from actions currently in progress to speed up approval process. HS requested an update on outstanding action CP120 and when they expect “Help me Fix it” go live	RC to separate RAML actions for approval from pending actions for future panel meetings. RC to request an update on Help Me Fix It for next meeting
4.	Ombudsman Update – LP LP Early resolution requests remain low, with only two this year. Formal information requests from HoS have risen significantly, from 12 in 2022 to 55 so far this year, expected to double by year end. Landlords are required to respond within three weeks, challenging due to the level of detail needed. Landlords are currently waiting 12–18 months for determinations, with around 60 outstanding for Torus. Post-determination meetings continue to be useful for learning.	

	Formal investigation requests are also increasing, with 55 so far this year and numbers expected to double. These take a lot of staff time, needing detailed analysis. Recruitment is underway for a fixed term officer for 12 months to ensure compliance with these. HS asked to see an example of a determination. PH queried the reason for the increase ER Raised awareness due to the HoS advertising campaign and a cultural shift towards residents contacting HoS directly. PH requested performance information on the number of complaints in relation to the number of properties HS How are policy complaints handled when it relates to an earlier version of policy. ER Both existing and new policy are submitted for consideration.	LP to bring an anonymised HoS determination to next meeting ER to provide data on number of complaints in relation to the number of properties for the next meeting
5.	Complaints Performance – ER Stage One Stage One performance remains strong, with 98.79% of complaints in target. Two cases breached target this month, both by less than 24 hours. Stage Two Overall performance for August increased to 100%. Stage Two complaints rose to 78, mainly due to an increase in assets complaints, following the increase in stage one assets complaints in July. Stage One complaints in Assets have returned to normal levels in August. Upheld/ Not Upheld ER advised members of a significant piece of work carried out with the Customer Resolution Team (CRT) to support learning. A training plan has now been put in place to ensure upheld data is consistently recorded and accurately reflected.	

	This will be made mandatory in the next system update, and analysis will now be conducted on complaints that are upheld or not upheld. MS What happens if customer is dissatisfied that their complaint is not upheld? ER The customer can escalate to stage 2 of the complaints procedure or go directly to the Ombudsman. Delighted Satisfaction: ER reported that Delighted Satisfaction response rates remain low, with the text message currently sent at the time of full complaint closure. ER requested members authority to add to agenda for next meeting. HS suggested that timing and frequency of satisfaction survey should differ based on the type of complaint, for example ASB vs Repairs. Open Complaint 'With Customer': ER advised that she has been working with the Business Intelligence team to understand the volume of complaints with customer which have open actions. New approach to manage these cases: • More than 6 months with customer but no open actions – case can be closed. • Six months or more with customer but with open actions manual review by Customer Resolution Officer to that the process will change to include a mandatory weekly contact with customer to provide updates. • For planned and cyclical works, complaints will be closed with a time window provided within which works will take place eg: within 12 months, within 3 years.	RC to add delighted response rates and timing of text to agenda for next meeting RC to add discussion on timing and frequency of satisfaction survey to agenda for next complaints panel meeting
6.	Update – New Phone System - Recording CRT Calls ER Following a panel member suggestion that complaints calls should be recorded ER advised members that a new Microsoft Teams phone system went live today. This allows calls to be	

	transcribed and uses <i>hunt groups</i> to find the next available CRT officer to take the customers' calls, reducing waiting times. The accuracy of transcriptions is measured at 93/4%. Transcripts can be analysed for quality assurance and to identify training needs. An extension to the Netcall system was considered but the cost was prohibitive, Microsoft Teams' solution offers similar functionality at no extra cost. HS is there a way to measure tone of voice? ER will continue to advocate for an affordable solution which allows recording of calls. PH is it a hard copy? ER No, digital transcriptions will be held at a secure location with storage solutions considered as procure new computer management system to replace QL. HS was delighted to see this great outcome for panel members making a real difference to services for customers.	
7.	Any Other Business HS Suggested the name of the panel is changed to Customer Resolution Panel to reflect the new name of the complaints service. The following AOB items were deferred to next meeting: • Update on taxis • Language in complaint letters • Home Contents Insurance	RC to request panel feedback on proposed change of name from Complaints Panel to Customer Resolution Panel RC add AOB items to next meeting agenda: • Taxi Update • Complaint Letters Language • Home Contents Insurance
Date of Next Meeting: Wednesday 26 November 2025		