



# The Regenda Group

## Customer feedback policy

**Overview:**

This policy sets out our approach on how we will deal with the different types of feedback we receive from our customers.

**Version:**

V8.1

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**Approved date:**

December 2022

**Review date:**

December 2025

**Scope:**

The Regenda Group





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# 1. Introduction/ policy statement

As set out in The Regenda Group Corporate Plan, a hallmark of our brand is that *'we put our customers at the centre, deliver high quality services, build a positive and emotional connection and use customer feedback to drive continuous improvement.'* Having a clear and accessible Customer Feedback Policy is a fundamental tool that aligns to our Customer Centric Strategy and regulatory requirements.

The Group is committed to delivering an approach to complaints that is clear, simple and accessible, ensuring that complaints are resolved promptly, politely and fairly. The way we respond to feedback from our customers will reflect our values. It matters to us what our customers think – we want to know where a service may have fallen short of expectations so that we can put things right, or where we have provided a fantastic service so that we can learn and further improve.

We aim to be fair, committed to equality for all and to have a flexible, open and transparent approach to customer feedback. Complaints, compliments and comments are welcomed and are seen as a way of gaining valuable insight into the services we offer. We will listen to our customers, treat them with respect and work hard to get the right outcome for them and the organisation.

This policy sets out how The Regenda Group deals with customer feedback and is supported by a set of procedures which explain the processes for complaint handling and recording compliments and comments.

This policy supports the 'Our Customer Centricity and Communities' and 'Our Product Excellence' Pillars of the Group Corporate Plan and is integral to the successful delivery of all other strategic objectives around our brand, our people, growth and efficiencies and value for money.

## 2. Scope and exemptions

The Regenda Group is made up of Regenda Homes and its wholly owned subsidiaries; Redwing (private rented properties, leasehold and apartment block management and shared ownership and sales), M&Y Maintenance and Construction, McDonald Property



Rentals (which is a subsidiary of Redwing), Petrus Community, Positive Footprints, Centre 56, The Learning Foundry and NCRC.

This over-arching policy will apply to all members of The Regenda Group. However, Group members will have documented processes to reflect the needs of a diverse customer base and comply with individual operating practices and regulatory requirements.

## 3. Policy detail and definitions

### 3.1. Compliments and comments

We define a compliment as 'any feedback which tells us that we have provided a service well, or how helpful a member of staff (or another person acting on our behalf) has been'. When we receive a compliment, we will acknowledge it, record it, and forward it to the relevant person/team and their manager. If we can learn from the feedback, we will advise the person making the compliment of any action taken.

We define a comment as 'an idea, suggestion or opinion on how we can improve our services'. This might be a suggestion of how we can improve a process or a suggestion for a change to policy. When we receive a comment, we will record this and pass it on to the relevant manager to see whether this suggestion can be implemented. We will advise the person making the comment if any action is taken.

### 3.2. Complaints

We define a complaint as 'an expression of dissatisfaction, however made, about the standard of service, actions or lack of actions by The Regenda Group, our staff or those acting on our behalf which affects an individual customer or group of customers'.

Such expressions of dissatisfaction may relate to:

- The standard or failure of a service.
- Action or lack of action in response to a request for service.
- Failure to follow an approved policy or procedure.
- Perceived poor attitude or performance of The Regenda Group staff, or people working on behalf of the Group.



Our complaints process is made up of two stages:

Complaint Stage	Time Scales	Detail
<b>First Time Resolution</b>	Acknowledge within 2 working days (by telephone where possible) with details of conversation noted.  Resolution and response sent to customer within 5 working days.	Summary of complaint and action taken in writing.  Complete follow up actions.
<b>Final Resolution</b>	Acknowledge within 2 working days.  Draft resolution and response sent to Director within 8 working days.  Resolve and response sent to customer within 15 working days	ET or nominated director to provide sign off for all Final Resolution complaints.  Provides our final response.

At the end of each stage, we will confirm the following in writing to our customer:

- the complaint stage complaint is being investigated at
- the complaint definition
- the decision made against the complaint
- the reason(s) for any decisions made
- the details of any remedy offered to put things right
- details of any outstanding actions
- details of how and the timescales required to escalate the matter to the next stage if the customer is not satisfied with the result
- details of how often we will communicate if there are any outstanding actions, to ensure actions are completed satisfactorily.

After First Resolution stage has been finalised, the customer or their representative can request a further review at Final Resolution stage. A request to have a complaint escalated to the next stage should be made within 14 days of First Resolution being closed.

Final Resolution stage is the last stage in our complaints process. However, at any point throughout the process, customers can refer their complaint to an Ombudsman or other regulatory body for further consideration.



In exceptional circumstances, where a longer period of time is required to investigate a complaint, we will agree the reasons and length of time with the customer. The extension period should not exceed 5 working days. In some cases, we may be unable to reach an agreement over the extension period and will advise the customer to contact the relevant Ombudsman to allow for a challenge to the timescales.

We will not unreasonably refuse to escalate a complaint through both stages of our complaints process. Where we decide not to escalate a complaint, we will inform the customer of the reasons why as set out in 3.3 below.

### 3.3. What is not a complaint?

There are some things that are not classed as complaints under the scope of this policy:

- A first-time request for service or advice or making initial contact to report a fault or defect, e.g. informing the Group about a repair that needs doing (for the first time) or requesting a rent account statement.
- An initial request for an explanation of a decision made e.g. about an allocation of housing.
- A report about a neighbour dispute, a report of Anti-Social Behaviour or harassment, all of which are covered by a separate Anti-Social Behaviour Policy.
- A query about organisational policy.
- Where the matter being complained about is or has been the subject of legal proceedings. We should not remove these issues from the complaint until legal proceedings have started (i.e. if customer threatens legal proceedings, we should not close the complaint). Where there are multiple issues and some of these are subject to legal proceedings, we will continue to investigate any other issues in line with our complaints process.
- Contractual disputes.
- A complaint about services provided or decisions taken by another organisation, over which The Regenda Group has no control.
- An attempt to reopen a previously concluded complaint, or to have a complaint reconsidered which has already been through our complaints process and where a final decision has been reached.
- We will listen to and take seriously any complaints made about members of staff, which may include attitude, behaviour, misconduct, discrimination, or criminal activity. Such complaints will be investigated under separate



management policies and procedures. In some cases, we may not be able to provide detailed feedback about action taken against a member of staff. However, we will attempt to provide as much information as possible following any investigation.

- We will not normally investigate complaints over six months old, unless there are exceptional circumstances (for example, if the customer has been ill, hospitalised or requires additional support or advocacy services to help them make a complaint). We will always consider each case on an individual basis. If a complaint is about a health and safety or safeguarding issue, we may investigate these, regardless of the 6 month limit.

Where we decide not to accept a complaint, we will provide a detailed explanation to the customer setting out why the matter is not suitable for the complaints process. We will also let the customer know what other options are available, e.g. taking the complaint to the Ombudsman for further investigation.

If there is any doubt about the details of a complaint and it not being in the scope of this policy, we will raise a complaint and investigate regardless, providing a response as per the First Resolution stage of our process.

### 3.4. Who can make a complaint, compliment or comment?

Anyone who receives or requests a service from the Group or is affected by a decision or action taken by the Group or is an advocate of such a person can make a complaint, compliment or comment. These may include:

- Tenants and members of their households.
- Leaseholders and shared owners.
- Housing applicants.
- Service Users.
- Representatives of complainants such as friends, relatives, Board or Customer Feedback Panel members, with their written permission.
- Designated carers and advocates.
- MP's and elected officials.
- Former tenants.
- Students/learners.
- Parents/carers.
- Stakeholders.



The Regenda Group recognises the benefits of working with external agencies, which can provide a complainant with greater support tailored to their individual needs.

The Group will offer assistance to those customers who do not feel able, for whatever reason, to make a complaint themselves and will provide extra support where necessary, for example – personal appointments, translation of documents into accessible formats.

### 3.5. How a complaint, compliment or comment can be made

We are happy to receive customer feedback in a variety of ways and formats to ensure fair access to all customers, including:

- By phone
- In writing
- By email
- In person
- Via The Regenda Group's website / Customer Portal
- Via social media (Facebook, Twitter etc.)
- Via Resolver website

### 3.6. Complaints made via social media

To ensure confidentiality and adhering to General Data Protection Regulation (GDPR), complaints received via social media will be investigated and responded to by phone, email or letter.

### 3.7. Anonymous complaints

It is good practice to investigate all complaints, even if the source of the complaint is unknown. Therefore, anonymous complaints will be recorded, along with details of any actions taken. This is in case the complainant comes forward in the future, or a similar complaint is made by another customer.

### 3.8. Housing Ombudsman, Property Ombudsman and Financial Ombudsman

At any point throughout the complaint process, a customer can refer their complaint to the relevant Ombudsman Service for review. The Housing Ombudsman Service and the Property Ombudsman offer free, impartial and independent advice for the resolution of unresolved disputes between landlords and tenants and property agents and consumers. Financial complaints (such as money or debt advice) can also be made to





the Financial Ombudsman Service where a customer is unhappy with how their complaint has been handled. They can contact the appropriate Ombudsman service at any time during our complaints process.

Organisation	Contact details	Telephone Number	Website
Housing Ombudsman Service	Exchange Tower Harbour Exchange Square London E14 9GE	0300 111 3000	<a href="http://www.housing-ombudsman.org.uk">www.housing-ombudsman.org.uk</a>
The Property Ombudsman	Milford House 43-55 Milford Street Salisbury Wiltshire SP1 2BP	01722 333306	<a href="http://www.tpos.co.uk">www.tpos.co.uk</a>
The Financial Ombudsman	Exchange Tower, Harbour Exchange, London E14 9SR	0300 123 9 123	<a href="http://www.financial-ombudsman.org.uk">www.financial-ombudsman.org.uk</a>

### 3.9. Education Skills Funding Agency

A customer (learner/student) of The Learning Foundry, including parents and guardians, can take their complaint direct to the ESFA for investigation by contacting them directly:

Organisation	ESFA (Education Skills and Funding Agency)
Contact Details	Customer Services Team, Education and Skills Funding Agency, Cheylesmore House, Quinton Road, Coventry, CV1 2WT  <a href="mailto:Complaints.esfa@education.gov.uk">Complaints.esfa@education.gov.uk</a>



Telephone Number	0370 000 2288 Monday to Friday, 9am to 5pm
Website	<a href="https://www.gov.uk/government/publications/complaints-about-post-16-education-and-training-provision-funded-by-esfa/complaints-about-post-16-education-and-training-provision-funded-by-esfa#what-this-complaints-procedure-covers">https://www.gov.uk/government/publications/complaints-about-post-16-education-and-training-provision-funded-by-esfa/complaints-about-post-16-education-and-training-provision-funded-by-esfa#what-this-complaints-procedure-covers</a>

Customers of The Learning Foundry can also contact OFSTED directly to make a complaint; see contact details in the section below.

### 3.10. Early Years Foundation Stage

EYSF guidance states that any provider of childcare must have a complaints procedure. Centre 56 has a process in place to record and monitor any complaints made about its services. A customer of Centre 56, including parents or guardians, may also make a complaint to OFSTED by contacting them directly:

Organisation	OFSTED (Office for Standards in Education)
Contact Details	26-32 Store Street Manchester M1 2WD  Email: <a href="mailto:enquiries@ofsted.gov.uk">enquiries@ofsted.gov.uk</a>
Telephone Number	0300 123 1231 Monday to Friday, 9am to 5pm
Website	<a href="https://contact.ofsted.gov.uk/online-complaints">https://contact.ofsted.gov.uk/online-complaints</a>



### 3.11. Construction

M&Y is voluntarily registered with the Considerate Construction Scheme (CCS) and agrees to abide by the Code of Considerate Practice, designed to encourage best practice beyond statutory requirements. If members of the public are unhappy, they can contact the CCS who can act as a mediator between the complainant and us.

Organisation	Considerate Construction Scheme
Contact Details	Considerate Constructors Scheme PO Box 75, Ware SG12 0YX  Email: <a href="mailto:enquiries@ccscheme.org.uk">enquiries@ccscheme.org.uk</a>
Telephone Number	0800 783 1423
Website	<a href="https://www.ccscheme.org.uk/">https://www.ccscheme.org.uk/</a>

### 3.12. Compensation

Our prime focus for dealing with complaints is to resolve and learn from them and to offer compensation as the exception, not the norm. Where we recognise things have gone wrong, we may offer compensation, for example, by way of a payment, reduction in charge or emotional compensation as a token of how sorry we are.

Further information on how we consider payments of compensation can be found in our Discretionary Compensation Policy. A copy of the policy can be made available at the customer's request.

### 3.13. Unreasonable and resource intensive customer behaviour

We understand that our customers can get frustrated when things have gone wrong. We also make a clear distinction between those who think we have got it wrong and those customers whose complaints are unreasonable. We will review the merits of each complaint in turn, rather than by the attitude of the complainant.



We appreciate that customers may have been involved in upsetting or difficult circumstances and that people may sometimes act out of character. We will not view an individual's behaviour as unacceptable just because someone is assertive or determined. However, the actions of some customers who are angry or persistent may result in unreasonable demands being made.

Where this type of behaviour is apparent, our Managing Unreasonable and Resource Intensive Customer Behaviour Policy sets out how we will deal with resource intensive customers. This relates to those customers whose actions or behaviour we consider unreasonable when making their complaint.

### 3.14. Group Principles 'Making it Right'

The Group is committed to getting services right first time and ensuring that we accept responsibility and accountability for the times when this does not happen.

All Group members will adopt and embrace the following guiding principles:

- We will have a positive approach to all customer feedback and ensure it is welcomed. All expressions of dissatisfaction will be taken seriously and acted upon appropriately and in confidence.
- Complaints that cannot be resolved first time will be escalated. Our final response will be thorough and explain the next steps for the customer if they remain unhappy.
- We will be responsive, approachable and helpful at all stages of the complaint's procedure. No customer will suffer any disadvantage as a result of making a complaint.
- We are committed to making it easy for customers and other stakeholders to provide feedback – positive or negative – and will use this opportunity to learn about our strengths and understand our weaknesses and improve.
- We will be flexible in our approach and help our customers through the complaints process in a way that works best for them.
- We will take ownership of a complaint, act quickly to identify the problem and put it right straight away. Our focus is always on resolving issues at the first stage wherever possible.
- The complaint handler will be able to act sensitively and fairly, and have the authority and autonomy to act to resolve disputes quickly and fairly, having access to staff at all levels to facilitate quick resolution of complaints.



Telephone contact should always be our first channel of response to our customer, unless the customer has stipulated differently.

- We will keep the customer informed throughout the complaints process and where the issue is complex and requires further investigation or review, we will respond within agreed timescales. We recognise that quality as well as time is important.
- We will keep clear, transparent and accurate records and will account for the decisions we have made.
- We will have clear service standards and simple and accessible procedures to support this policy, so that customers know what to expect. We will involve our customers in reviewing processes to make sure they are inclusive and fit for purpose.
- We will ask customers how satisfied they were with how we handled their complaint and how satisfied they are with the solution.
- We will monitor all comments, compliments and complaints received and provide feedback to customers about how we will use this information to improve our services.

## 4. Access and communication

The Regenda Group is committed to ensuring that our services are accessible to everyone. We will seek alternative methods of access and services delivery where barriers perceived or real may exist that may make it difficult for people to work for us or use our services.

## 5. Associated documents

### 5.1. Associated legislation, regulation, and guidance

HCA Regulatory Framework
CIH Complaints Charter
HouseMark
Localism Act 2011
Institute of Customer Service
Education Skills Funding Agency
Housing Act 1996 (schedule 2)
General Data Protection Act 2018



Equality Act 2010
Housing Ombudsman Service
Property Ombudsman Service
Considerate Construction Scheme
ESFA
Financial Ombudsman
Financial Conduct Authority

## 5.2. [Associated The Regenda Group / Group documents / guidance](#)

Discretionary Compensation Policy
Managing Unreasonable and Resource Intensive Customer Behaviour Policy
Anti-Social Behaviour Policy
Customer Centric Strategy
Regenda Service Promises
Customer Feedback Guidance Note

## 6. Equality, diversity and inclusion

The Regenda Group is committed to ensuring that no person or group of persons will be treated less favourably than another person or group of persons and will carry out our duty with positive regard for the following protected characteristics: age, disability, gender reassignment, marriage and civil partnerships, pregnancy and maternity, race, religion, sex, sexual orientation.

We also recognise that some people experience disadvantage due to their socioeconomic circumstances, employment status, class, appearance, responsibility for dependants, unrelated criminal activities, being HIV positive or with AIDS, or any other matter which causes a person to be treated with injustice. Regenda will also ensure that all services and actions are delivered within the context of current Human Rights legislation.

In applying the detail of this policy, we will apply reasonable adjustment requests in line with the Equality Act 2010, adapting normal policies to accommodate an individual's needs.



## 7. Quality management

We will maintain detailed electronic records of all complaints and feedback and provide reports on performance, trends and any lessons learned to meet relevant customer and stakeholder requirements. We will publish our performance, including the number, nature and outcome of complaints on an annual basis.

Complaints and customer feedback will be used as a source of learning and any knowledge gained will be applied to improve our service. We will benchmark our performance measures with other organisations as appropriate.

Responsibility for monitoring recorded complaints will sit with each subsidiary and reported internally to each Senior Management Team on a monthly basis.

Performance on complaints will be monitored centrally within the Business Transformation Team and performance will be reported monthly for Regenda Homes and Redwing, with a wider report being presented to Executive Team and Regenda Group Board on a quarterly basis, covering all subsidiaries. We will also report our performance to our Resident Voice Panel.

The Regulator of Social Housing expect Registered Providers to report on Tenant Satisfaction Measures (TSM) from April 2023. The data for these measures will be reported on annually to the Regulator and will be used to understand how well a landlord is performing and to inform on areas for improvement for tenants.

In line with the Housing Ombudsman's Code of Conduct, we will also publish our self-assessment against the code and annual performance online.

Reference Name	
<b>RGCOMP01</b>	Number of compliments
<b>RGCOMP03</b>	Number of staff complaints
<b>RGCOMP04</b>	% of staff complaints closed within target
<b>RGCOMP06.02</b>	% First Resolution complaints resolved within target (Operational)
<b>RGCOMP08.02</b>	% of Final Resolution complaints resolved within target (Operational)
<b>RGCOMP11</b>	Number of Ombudsman complaints



<b>RGCOMP12</b>	Overall satisfaction with the way we handled your complaint (transactional)
<b>RGCOMP13</b>	Overall satisfaction with outcome of complaint (transactional)
<b>RGCOMP14</b>	Number of First Time Resolution complaints upheld
<b>RGCOMP15</b>	Number of Final Resolution complaints upheld
<b>RGCOMP16</b>	% of complaints acknowledged within 2 working days at First Time Resolution
<b>RGCOMP17</b>	% of complaints acknowledged within 2 working days at Final Resolution
<b>RGCOMP18</b>	% of complaints reviewed at 8 working days at Final Resolution
<b>SATS06</b>	Satisfaction with the landlords approach of handling complaints (TSM perception)

## 8. Risk management

<b>Risk reference</b>	<b>Name</b>
<b>RGOR32</b>	Failure to manage customer complaints
<b>RWOR12</b>	Failure to manage customer complaints effectively
<b>MPROR04</b>	Failure to manage customer complaints effectively
<b>RH ORI.12</b>	Failure to effectively resolve complaints
<b>RG SR01.3</b>	Failure to comply with Consumer Standards