

HOS Member Responsible for Complaints(MRC) Conference 2025



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Chief Operating Officer



MRC expectations

- Champion a positive complaint handling culture
- Strong Governance and assurance on the effectiveness of complaint handling in your organisation
- Self-assess against the Complaint Handling Code
- Learn from complaints



MRC in practice

- **Corporate Strategy:** Putting the customer at the heart
- **Governance:** Code Compliance, oversight and scrutiny
- **Resident Engagement:** Meaningful opportunities for residents to shape complaint handling and services
- **Tenant Satisfaction Measures:** Benchmark against peers and use this data as an opportunity to improve complaint handling
- **Consumer Standards:** Triangulating complaints data to inform performance against regulatory standards
- **Partnerships:** Using complaints data to test compatibility/success of partnerships



“

Good complaint handling
is not just about ticking
a box or meeting
statutory obligations’

”

Richard Blakeway, Housing Ombudsman



Embedding a positive complaints culture

- **Reflective Practice:** Accepting we do not always get it right
- **Resident scrutiny:** Share complaints performance, service standards and lessons learnt.
- **Strong Leadership:** Make problem solving and complaints a priority
- **Business Readiness:** Clear approach to implementing and embedding long lasting change
- **Service delivery:** 'Everyone in service'- Defining your organisations service style and customer service expectations informed by colleagues
- **Continuous Improvement:** Continuously learning from complaints data and making small incremental changes leading to better tenant outcomes



Complaints data drives better tenant outcomes

- Forecast and anticipate issues before they impact wider customer base. Focus on the cause not just the symptom.
- Complaint customer satisfaction data used to improve quality of complaint handling
- Benchmark against HOS Spotlight reports- what can we do better?
- Horizon scanning using complaints data to inform service improvements to evolve with the sector





Q&A