

# Business Plan 2024-25

May 2024

**Using our values to deliver an independent, visible and proactive Ombudsman**

## What we do

### Our role

- Make the final decision on disputes between residents and member landlords. Our decisions are independent, impartial and fair
- Support effective landlord-tenant dispute resolution by others, including landlords themselves, and promote positive change in the housing sector

Our service is free to the 4.9 million households eligible to use it.

Our role is set out in the Housing Act 1996 and the Housing Ombudsman Scheme approved by the Secretary of State.

### Our membership

Membership of the Scheme is compulsory for social landlords - primarily housing associations who are or have been registered with the Regulator of Social Housing and local authority landlords. Additionally, some private landlords are voluntary members. The Scheme is funded by subscriptions from members paid on a per housing unit basis.

***Membership as at 31 March 2023 (to be updated if validated figures received by date of publication)***






# Our vision, values and process

<b>Our vision</b>
<b>Improving residents' lives and landlords' services through housing complaints</b>

## Our values

<b>► Fairness</b>	<b>► Learning</b>	<b>► Openness</b>	<b>► Excellence</b>
We are independent and impartial; we take time to listen carefully and to understand the evidence	We share knowledge and insights to maximise our impact and improve services	We are accessible and accountable; we publish information on our performance and decisions	We work together to provide an efficient, high-quality service

## Our process

	<b>Dispute support</b>	<b>We support the resolution of complaints while they are within the landlord's complaints process</b>
	<b>Dispute resolution</b>	<b>We make the final decision on complaints that remain unresolved through independent, impartial and fair investigation</b>
	<b>Sharing learning</b>	<b>We use our knowledge and insight to improve housing services by sharing learning across the sector</b>

# Contents

	<i>Page</i>
Foreword	4
Overview of our operating environment	6
Achievements in the year to date	7
Performance, impact and efficiency	8
Our plans for 2024-25	10
Key Performance Indicators and fee	14
2024-25 Business Plan	17

## Foreword

Social housing is vital for residents and wider society, and our work aims to help it to be a success.

Since April 2023, there has been a step-change in the pace of determinations, as we benefit from new resources recruited. This means we complete a formal investigation about every 20 minutes.

Three statistics have emerged about complaint handling during 2023-24 which should shock the sector. These are: our levels of maladministration which we find in 73% of the cases we investigate (it was 59% in 2022-23), compensation remedies totalled over £6 million (compared to £1.1m in 2022-23) and we have had to put right more than 22,000 things following our investigations (compared to 6,500 remedies in the prior year).

There is a fourth statistic: we received 2,000 more cases for formal investigation compared to the prior year, which reflects the volatile operating environment and continued growth in complaints that started first after Grenfell Tower and then the tragic Awaab Ishak inquest.

It is evident that landlords are doing more to improve complaint handling and address the root causes for complaints. This is positive. It is also clear that some of the issues landlords are responding to require more funding in the system and reflect twin housing and cost of living crises.

Yet it is also clear that there is a long way to go before we achieve the universal standard in homes and services required to see a sustained fall in complaints presenting to the Ombudsman.

This year is pivotal with the commencement of much of the Social Housing (Regulation) Act, including proactive consumer regulation and the legal duties to comply with the Complaint Handling Code. This business plan reflects that. It sets out how we will develop our role in light of these system changes, including using our new powers; how we will continue to expand our casework activities, including timely, empathetic and high-quality investigations that offer a genuine alternative to the courts; and how we will expand our learning and systemic work to support the earlier resolution of complaints by landlords – to the benefit of the resident and landlord – and help improve landlords' services and culture. We recognise the financial pressures in the system, but while

demand continues to increase, we will require more resource to meet this. There is also a small fee increase for delivering our new statutory responsibilities.

Richard Blakeway  
Housing Ombudsman

## Overview of our operating environment

As we enter 2024-25, the final year of our 2022-25 Corporate Plan, the external operating environment remains volatile. Inflation and other financial pressures, supply chain issues, recruitment difficulties, mergers or bringing services back in-house, on-going media coverage of poor housing conditions and some adverse coroners' findings are some of the challenges currently faced by social landlords.

Add on top of that increased resident awareness of their right to complain, including through government-led campaigns, and the result is high and on-going increases in demand for Ombudsman investigations - we received 2,000 more cases for formal investigation in 2023-24 compared to the prior year.

Complaints are an important indicator of culture at a landlord; if residents are treated fairly, things are put right and learning is taken from outcomes, services should improve and the relationship between resident and landlord is preserved. Governing bodies have a crucial role to play here. While a high volume of complaints is not necessarily a bad thing and can be an indicator of an open and accessible process, our on-going increases in volume have been accompanied by rises in maladministration – in 2023-24 we made at least one finding of maladministration in 73% of the cases we investigated. That suggests that landlords have not yet fully got to grips with the challenges of their operating environment and their organisational culture needs further work.

Strong leadership and governance are needed to shift organisational cultures and behaviours. Shortfalls in these have been identified across the public sector by the Parliamentary and Health Service Ombudsman and the Local Government and Social Care Ombudsman as well as by the Housing Ombudsman – indicative that complexity in operating environments and the size of the task in addressing these effectively is not constrained to social housing.

For our members, the pressures caused by the operating environment are unlikely to ease in the near future. Further provisions from the Social Housing (Regulation) Act, designed to drive improvements in service delivery, will also come onstream including compliance with the statutory Complaint Handling Code and the proactive consumer regulation regime while other measures will be consulted on and finalised, for example, Awaab's Law and Minimum Energy Efficiency Standards. A General Election may also add uncertainty and some disruption.

Overall, 2024-25 is likely to be a difficult year for social landlords and, as a result, we expect demand to continue to increase at significant levels.

## **Achievements in the year to date**

The previous year was one of consolidating on our significant headcount expansion in 2022-23 and implementing large parts of our strategic programmes. Key achievements include:

### *Extending fairness*

- launching our enhanced enquiries approach that provides more upfront support to residents while they are within their landlord's complaints process
- issuing 126 wider orders to prevent issues recurring for the benefit of all residents
- enhancing thematic insights for the sector through the publication of two Spotlight Reports: on Knowledge and Information Management; and on Attitudes, Respect and Rights. We have also published four special investigation reports into individual landlords. The Spotlight Reports contain 46 recommendations in total and each of the special investigation reports highlighted wider learning for the sector
- engaging with advocacy and advice agencies to increase their understanding of our role and improve signposting to us
- being named as the preferred provider of the private rented sector (PRS) Ombudsman scheme

### *Encouraging learning*

- delivering our first conference aimed at those holding the role of Member Responsible for Complaints with over 200 landlords represented
- completing the consultation on our Complaint Handling Code to put this onto a statutory footing from 1 April 2024 and designing our approach to monitoring compliance against this
- publishing our Annual Complaints Review and individual landlord performance reports
- launched our Centre for Learning delivering access to over 2,350 users since the end of January 2024, and providing 110 different learning tools, podcasts and webinars accessed through our website which saw 1.4 million views during 2023-24
- switching our Insight and Complaint Handling Failure Order reports to focus on learning from common areas of service failure and poor complaint handling respectively. We have also used our social media posts and our fortnightly publication of determinations to highlight good practice



### *Increasing openness*

- raising awareness of our work through 26 'Meet the Ombudsman' events, reaching over 4,000 residents
- holding 2 meetings of our Accessibility Expert Panel and concluding its work to help steer improvements to our service's accessibility
- meeting with Citizen's Advice and Shelter to help improve their understanding of our role and what we can do to help to improve signposting to us
- developing an Equality, Diversity and Inclusion dashboard to identify groups that are accessing us proportionately less
- continuing to develop the Social Tenants' Access to Information Requirements appeals service and participating in the Department-lead project group

### *Achieving excellence*

- commencing the phased roll out of our landlord portal which allows members to upload evidence and see the status of their open cases. As at the end of March 106 landlords had accepted their invite to join
- undertaking a casework process and system review to ensure our ways of working are effective and efficient
- launching an online learning and development system for our colleagues that contains a multitude of resources and records activity
- improving our approach to recruitment by reducing the time to hire by 20% and continuously increasing the proportion of offers for the number of roles advertised from mass campaigns
- continuously improving the security of our IT systems through changes to our environment and improved training and awareness programmes for our colleagues

## **Performance, Impact and Efficiency**

### Performance

The number of disputes resolved by the Ombudsman has increased significantly following our expansion programme – we more than doubled the volume of determinations issued in 2023-24 compared to the previous year. The seriousness of the failings we are investigating is apparent in more cases. We have made at least one finding of maladministration in 73% of the cases we have

determined - a record high - compared to 59% during 2022-23. The average number of findings per case has increased from 2.0 in the prior year to 2.4 and we have made over 22,000 remedies to put things right, including awarding over £6 million in financial compensation. That compares to 6,575 remedies and £1.1 million in compensation during 2022-23.

The level of service failure we are having to address is concerning and is placing further pressure on our service. While these performance figures demonstrate the resilience of our operating model, the volatile external operating environment is exposing fundamental challenges for the sector and, as a result, continues to create increases in demand for our service.

In the face of these unprecedented on-going increases in demand, we remain in 'deficit' with on average 134 more cases entering our formal remit than are being determined each month across 2023-24.

There needs to be a collective effort to address the drivers of these complaint volumes. Our work in 2024-25 and beyond will consequently include strategic and operational activities to improve local complaint handling, achieve earlier resolution and reduce demand on our service.

### Impact

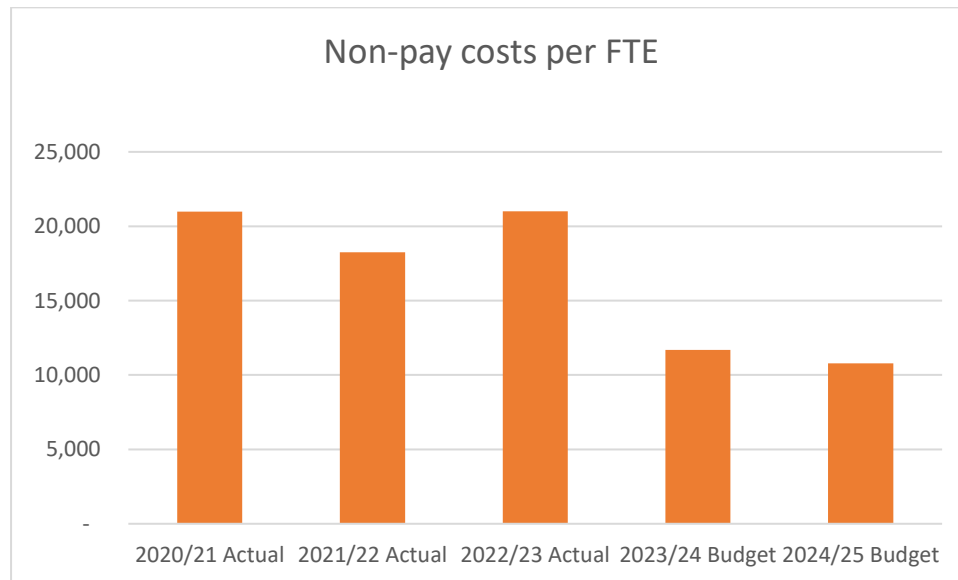
The impact of our work is far reaching with 67% of landlords who responded to our annual survey stating that they had changed their complaint policy or process as a result of our work, which is a slight increase in last year's figure. Our resident survey told us that for 44% of residents, complaints lead to change - up from 30% last year. Residents also said that 63% of landlords signpost to the Ombudsman. In addition, our orders have seen landlords change policies and processes including:

- introducing Complex Case Forums and new processes to prioritise complex repairs in a way that takes a vulnerable resident's needs into account
- new technology to detect damp and mould early and revised timescales on inspecting damp and mould within 5 days
- new processes to check for and record any health issues or vulnerabilities at first triage
- introducing dedicated complaints officers and providing training to staff

We saw one landlord review over 5,000 historic damp and mould cases after we found maladministration in two of their cases, where we also awarded £8,000 in compensation to the affected residents.

## Efficiency

We have continued to deliver efficiency savings by reducing overheads, enhancing internal processes and implementing digital solutions. Examples of this include achieving better costs in procurements as a result of our increased size, maintaining the same total accommodation costs while our workforce significantly expanded and rolling out our landlord portal.



## **Our plans for 2024-25**

Our work in 2024-25 has three areas of focus and more detail is set out in the 2024-25 Business Plan below:

### 1. New priority: improving local complaint handling

Tackling the ever-increasing demand for our service has to be a priority during 2024-25 and will be carried forward into our 2025-28 Corporate Plan. We intend to do this through a range of strategic and operational activities, but this needs to be backed up by a whole-system response - we cannot be effective working alone. Planned activities are set out below:

*Strategic:*

- improving local complaint handling through the statutory Complaint Handling Code and monitoring compliance with this, as well as provision of a wide range of learning tools tailored by size of landlord and by role, including the Member Responsible for Complaints

Given the divergent views between landlords and residents on 'polluter pays' fee models in our consultation, we will undertake further research during 2024-25 to establish if any options could address the concerns raised. We will further consult members and residents if any approach is considered viable and would have the support of the Secretary of State and HM Treasury.

*Operational:*

- implementing and embedding the recommendations arising from our casework process and system review
- delivering a range of alternative forms of dispute resolution and proportionate investigation, for example, referring cases back to landlords for another attempt to satisfy their resident in appropriate circumstances
- developing career pathways to 'grow our own' talent and reduce our dependency on successful external recruitment
- introducing quarterly recruitment for casework roles to ensure a ready-made supply of appointable candidates when vacancies arise
- ensuring customer expectations are managed proactively throughout their case journey
- undertaking discovery work on alternative casework management systems and application of AI in supporting our casework processes

## 2. Delivering our new statutory powers and duties

The Social Housing (Regulation) Act gave the Ombudsman a number of new powers and we have already begun to issue wider orders, remedying beyond an individual complaint for the benefit of all residents.

From the start of 2024-25, we will monitor compliance with the statutory Complaint Handling Code through landlord returns, including their self-assessment, alongside insights from our casework and information from other sources. Landlords should use the self-assessment to assure themselves and their residents that they adhere to the Code.

Our approach will focus on supporting landlords to improve. We will deliver this by enhancing our Centre for Learning offer to provide landlords with a range of learning tools and will direct landlords towards those when we feel they would help. However, where we find that landlords are not taking appropriate and timely action to meet the Code, we will issue a Complaint Handling Failure Order and monitor this to ensure that compliance is achieved. To support wider sector learning, we will publish the findings and outcomes of our self-assessment reviews and compliance work in our quarterly Complaint Handling Failure Order reports.

We launched the consultation on our approach to issuing good practice and requiring self-assessments by landlords in March 2024 which will enable us to issue our first good practice document in the summer.

In preparation for the go-live of the Social Tenants' Access to Information Requirements, we expect to consult on the changes required to our Scheme to allow us to deliver the related appeals service during 2024-25. Following that, we will deliver the people-, process- and systems-related activities needed to be ready for a go-live date in 2025. We will also continue to be part of the Department-led project group responsible for delivery of this new Scheme.

### 3. Delivering our strategic programmes

The third key area of focus for 2024-25 is to implement the final activities and embed the changes relating to our strategic programmes set out in our 2022-25 Corporate Plan. The main areas of activity against each strategic programme are set out below:

*Strategic, intelligence-lead approach to dispute support:*

- embed our enhanced enquires approach which provides more advice and support to residents up-front
- focus freed-up resource on addressing resident complaints that have not been recognised by landlords or stalled within their complaints processes
- continuing work with advocacy and advice agencies to improve their knowledge and understanding of our service and helping them to better support residents who contact them
- conduct an options appraisal on the future of our enquiries service to meet demand needs

N.B. Previously planned landlord intervention work has been subsumed into our Complaint Handling Code compliance monitoring.

### *Encouraging learning:*

- continue to develop learning tools in different formats and differentiated by role and landlord type
- develop our Annual Complaints Review to yield more insights and learning from the types, frequency and patterns of complaints raised with us, particularly where groups or complaint types come to us proportionately less than expected. We will also identify possible future challenges in effective complaint handling

### *Awareness raising:*

- on-going business as usual work to engage directly with residents through 'Meet the Ombudsman' events. These will both raise awareness in general and target specific groups or geographical areas that access us proportionately less than others
- embed the work from our Access project to ensure our service and routes into it are as inclusive as possible

### *Employer brand:*

- develop our employee value proposition
- embed our L&D 'Academy' for all colleagues
- undertake a discovery and options appraisal for caseworker accreditation

### *Continue our digitisation journey:*

- continue to onboard landlords to our online complaint handling portal
- undertake option appraisals in the following areas: casework management system; stakeholder relationship management database; and governance, risk and PMO system
- undertake discovery into the opportunities for artificial intelligence (AI) and automation in our casework process

### Private Rented Sector Ombudsman design work

At the time of writing, Ministers have confirmed we are the preferred provider to deliver the Private Rented Sector (PRS) Landlord Ombudsman scheme. We are continuing to engage with the Department on this and explore how best to deliver a high quality, streamlined and cross-tenure redress service. The cost of our current engagement is not funded through fees. We have been clear that if we are appointed, this work should not disrupt the delivery of our social housing case investigations. The final decision on the appointment of the PRS Landlord Ombudsman will be made once the Renters (Reform) Bill has received Royal Assent, so we are not consulting on this issue in our 2024-25 Business Plan, which has been produced solely on our current remit.

## Key performance indicators and fee

### Key performance indicators

The relentless and significant growth in demand for dispute resolution means that our open caseload grew and aged during 2023-24, despite our significant performance improvements. Given the volatile external environment, we expect the growth in cases received to continue at between 50%-80% in 2024-25, above the 30% previously modelled. This is addressed further below.

Alongside further process improvements to increase our effectiveness and efficiency, we will continue to recruit throughout 2024-25 to increase our capacity, but this will be done sustainably without negatively affecting output across our casework teams. Recognising that some of these efforts will take time to yield results, we have been exploring more immediate ways of reducing the determination deficit. This business plan includes a commitment to bring in temporary resources from other government departments to support caseworkers in determining more cases without growing the permanent workforce.

While a whole-system approach to improving local complaint handling and the causes of complaints is implemented and embedded, our targets should reflect the current environment and stretching improvements to our performance. Consequently, we have amended our timeliness targets for the proportion of all cases determined within six and 12 months to reflect the growth in demand experienced during 2023-24. At the start of the year, less than 10% of the open caseload was over 12 months old but our ability to determine cases will be outstripped by volumes for the first quarter of 2024-25, following the bulge in cases received following the Awaab Ishak inquest. After this point, we forecast that we will be able to consistently reduce the age of the open caseload and no case will be over 12 months old at year-end.

We have also introduced further targets to demonstrate effective management of the open caseload across the year relating to the prioritisation of high risk and increases to our output.

The remaining targets are unchanged but stretching in the context of the high volumes driven by the external operating environment. The following casework targets in each area of our balanced scorecard are proposed for 2024-25:

Outcome	Measure
Quality	<ul style="list-style-type: none"><li>95% of quality assurance reviews find casework is acceptable or better</li></ul>
Timeliness	<ul style="list-style-type: none"><li>95% of new high-risk cases are decided within six months*</li><li>No case is more than 12 months old at year-end**</li><li>1,400 more cases are determined in 2024-25 than in 2023-24**</li></ul>

	<ul style="list-style-type: none"> <li>• 30% of all cases are determined within six months**</li> <li>• 80% of all cases are determined within 12 months**</li> </ul>
Customer service	<ul style="list-style-type: none"> <li>• 60% of residents are satisfied with the service provided at dispute support</li> <li>• 80% of residents whose complaint was upheld were satisfied with the service provided</li> <li>• 50% of the residents whose complaint was not upheld were satisfied with the service provided</li> </ul>
Impact	<ul style="list-style-type: none"> <li>• 98% compliance with orders within 3 months</li> <li>• 100% compliance with orders within 6 months</li> </ul>

\*High risk cases are those where we assess the nature of the complaint, the length of time it has remained unresolved and the individual circumstances of the resident and other occupants of the home may cause a high level of detriment, based on the information available to us.

\*\*Provided that recruitment and retention yields minimum expected new starter FTEs at each round

## Fees

Our fee has been calculated to support sustainable increases in caseworker headcount and deliver more determinations in the face of continuing significant demand increases.

The fee also includes the cost of delivering the new powers and duty conferred on us through the Social Housing (Regulation) Act, one-off costs to support our transition to a larger organisation and make our ways of working more effective and efficient, planned capital expenditure and the impact of inflation.

As we were unable to recruit to all planned roles in-year, we will use the resultant deferred income to reduce the total fee to a payable fee. We recognise the financial pressures in the system, but while demand continues to increase, we will require more resource to meet this. The payable fee breaks down as follows:



<b>Element</b>	<b>Fee (£)</b>
<b>2023-24 total fee</b>	<b>£6.75</b>
Demand-driven pay and non-pay costs	£1.31
One-off consolidation costs following expansion	£0.20
Delivering new statutory powers and duties (Social Housing Regulation Act 2023)	£0.45
Inflation	£0.43
Capital expenditure	£0.02
<b>Total fee</b>	<b>£9.16</b>
Reduction for deferred income	-£1.13
<b>Payable fee</b>	<b>£8.03</b>

The fee can also be broken down by directorate as follows:

<b>Directorate</b>	<b>Fee (£)</b>	<b>Share of total fee</b>
Dispute Support and Resolution	£7.10	78%
Quality, Engagement and Development	£1.14	12%
Finance and Corporate Services	£0.92	10%
<b>Total</b>	<b>£9.16</b>	<b>100%</b>

Recruitment will occur throughout 2024-25 to ensure headcount expansion is sustainable and does not disrupt business as usual delivery.

# 2024-25 Business Plan

## Strategic Objective 1: Extending fairness

Strategic priorities and outcomes	Year three deliverables (2024-25)	Key performance indicators
<p><b>1.1. Strategic, intelligence-led approach to dispute support</b></p> <ul style="list-style-type: none"><li>• Targeted landlord support to improve complaint handling for all residents</li><li>• Residents and landlords are empowered to resolve complaints earlier and locally</li></ul>	<ul style="list-style-type: none"><li>• Deliver quality, proportionate, timely and impactful dispute support activities that provide high levels of customer satisfaction and effectively manage customer expectations throughout their case journey.</li><li>• Start to deliver the service changes resulting from the 2023-24 review of our process and systems in dispute support.</li><li>• Embed our new approach to providing more up-front support to help residents while their complaint is going through the landlords' process and focus dispute support activities where there is evidence landlords' complaint handling has failed.</li><li>• Continue to work with partners to improve their signposting to our service.</li></ul>	<ul style="list-style-type: none"><li>• 60% of residents are satisfied with the service provided at dispute support</li></ul>

Strategic priorities and outcomes	Year three deliverables (2024-25)	Key performance indicators
	<ul style="list-style-type: none"> <li>• Conduct an options appraisal on the future of our enquiries service to meet demand needs.</li> </ul>	
<p><b>1.2. Strengthening the framework for the Ombudsman investigations</b></p> <ul style="list-style-type: none"> <li>• Where appropriate, findings from individual cases benefit all residents</li> <li>• Restoring the landlord-resident relationship through appropriate redress</li> <li>• Remedies, orders and recommendations have an impact on landlord services</li> <li>• Our inquisitorial approach is enhanced through specialisms</li> <li>• Quality Board with external members provides assurance over our approach</li> </ul>	<ul style="list-style-type: none"> <li>• Deliver quality, proportionate, timely and impactful complaint investigations that provide high levels of customer satisfaction and effectively manage customer expectations throughout their case journey.</li> <li>• Embed our casework professionalisation approach and create a learning bank through our specialisms and subject matter experts.</li> <li>• Start to implement alternative forms of dispute resolution.</li> <li>• Start to deliver the service changes resulting from the 23-24 review of our casework process and systems in dispute resolution.</li> <li>• Review our remaining casework policies.</li> </ul>	<ul style="list-style-type: none"> <li>• 80% of residents whose complaint was upheld were satisfied with the service provided</li> <li>• 50% of the residents whose complaint was not upheld were satisfied with the service provided</li> <li>• 98% compliance with orders within 3 months</li> <li>• 100% compliance with orders within 6 months</li> <li>• 95% of quality assurance reviews find casework was acceptable or better</li> <li>• 95% of new high-risk cases are decided within six months</li> <li>• 1,400 more cases determined in 2024-25 than in 2023-24*</li> <li>• 30% of all cases are determined within six months*</li> <li>• 80% of all cases are determined within 12 months*</li> <li>• No case is more than 12 months old at year-end*</li> </ul>

Strategic priorities and outcomes	Year three deliverables (2024-25)	Key performance indicators
		*provided recruitment and retention yields minimum expected new starter FTEs at each round
<p><b>1.3. Enhanced thematic insights and systemic investigations</b></p> <ul style="list-style-type: none"> <li>• Our Spotlight reports build a picture of the quality of residents' homes</li> <li>• We undertake systemic investigations where we identify serious or repeated complaint handling failure</li> <li>• We are responsive to other issues or themes as they arise</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to produce high quality and impactful systemic, spotlight and other reports.</li> <li>• Publish at least one Spotlight report</li> <li>• Publish four Insight Reports</li> </ul>	
<p><b>1.4. Consulting on and delivering our extended powers</b></p> <ul style="list-style-type: none"> <li>• We have a picture of where increased powers would benefit residents</li> </ul>	<ul style="list-style-type: none"> <li>• Publish our first good practice guidance and implement our approach to self-assessment against this.</li> <li>• Deliver our new duty to monitor compliance with the statutory Complaint Handling Code and develop measures to capture the impact of this work.</li> <li>• Publish our updated MoU with the Regulator and continue to meet with them regularly.</li> </ul>	
<p><b>1.5. Growing our membership and closing gaps in redress</b></p>	<ul style="list-style-type: none"> <li>• Continue to work with DLUHC to design the PRS Ombudsman.</li> </ul>	

Strategic priorities and outcomes	Year three deliverables (2024-25)	Key performance indicators
<ul style="list-style-type: none"> <li>• Strategic expansion of voluntary members (paused given Renters' Reform Bill)</li> <li>• Inform government policy to reduce housing redress complexity and close gaps for residents</li> </ul>		

## Strategic Objective 2: Encouraging learning

Strategic priorities and outcomes	Year three deliverables (2024-25)	Key performance indicators
<p><b>2.1. Establish a Centre for Learning</b></p> <ul style="list-style-type: none"> <li>• Improving the sector's complaint handling through an integrated offer, differentiated by role and landlord type</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to deliver Centre for Learning content, differentiated by role and landlord type.</li> </ul>	<ul style="list-style-type: none"> <li>• Increase the level of landlord engagement with our learning tools over this corporate plan period compared to the previous period.</li> </ul>
<p><b>2.2. Driving a positive complaints culture</b></p> <ul style="list-style-type: none"> <li>• Landlords and residents can understand each member's performance based on the complaints we have investigated</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to publish individual landlord reports and our Annual Complaints Review, highlighting: <ul style="list-style-type: none"> <li>○ areas where groups or complaint types access us proportionately less than expected, and</li> </ul> </li> </ul>	

Strategic priorities and outcomes	Year three deliverables (2024-25)	Key performance indicators
<ul style="list-style-type: none"> <li>• Landlord governing bodies are better able to hold their organisation to account for its complaints handling</li> <li>• Landlords are aware of current and future complaints handling challenges</li> <li>• Landlords have insight into groups or complaint types that may face barriers in accessing or progressing complaints through their procedure</li> </ul>	<ul style="list-style-type: none"> <li>○ future challenges.</li> <li>• Continue to write to all landlords with high or low maladministration rates</li> </ul>	

## Strategic Objective 3: Increasing openness

Strategic priorities and outcomes	Year three deliverables (2024-25)	Key performance indicators
<p><b>3.1. Raise awareness of our service, build understanding</b></p> <ul style="list-style-type: none"> <li>• More residents are aware of our service and understand the benefits of alternative dispute resolution</li> <li>• Improved access to the Ombudsman amongst groups that have not used our service in the past</li> </ul>	<ul style="list-style-type: none"> <li>• Embed the learning from our Access project and our EDI dashboard to ensure our service is as inclusive as possible.</li> <li>• Continue to raise awareness and understanding of our service through all available channels, including ‘Meet the Ombudsman’ events.</li> </ul>	<ul style="list-style-type: none"> <li>• Hold at least six ‘Meet the Ombudsman’ events across the country</li> </ul>

Strategic priorities and outcomes	Year three deliverables (2024-25)	Key performance indicators
<p><b>3.2. Work collaboratively with partner organisations</b></p> <ul style="list-style-type: none"> <li>Improved signposting to our service</li> </ul>	<ul style="list-style-type: none"> <li>Develop agreements with the advocacy and advice agencies we work with, and MoUs with other Ombudsman services and the regulatory bodies we interact with, to ensure effective signposting to our service</li> </ul>	
<p><b>3.3. Prepare for go-live of the Social Tenants' Access to Information Requirements appeals service.</b></p> <ul style="list-style-type: none"> <li>Appeals under the Social Tenants' Access to Information Requirements are delivered on time and in a fair way</li> </ul>	<ul style="list-style-type: none"> <li>Continue to work with DLUHC and plan the implementation of the Social Tenants' Access to Information Requirements appeals service.</li> </ul>	

# Strategic Objective 4: Achieving excellence

Strategic priorities and outcomes	Year three deliverables (2024-25)	Key performance indicators
<p><b>4.1. Develop our employer brand</b></p> <ul style="list-style-type: none"> <li>We are accredited as a top 100 place to work and regarded as a socially responsible, diverse and inclusive employer</li> <li>We are an employer of choice</li> <li>Colleagues are positive about their learning and development opportunities and take advantage of these</li> </ul>	<ul style="list-style-type: none"> <li>Develop career pathways to grow our own caseworker talent</li> <li>Undertake quarterly recruitment for casework roles</li> <li>Undertake a discovery and options appraisal for caseworker accreditation</li> <li>Embed our L&amp;D Academy for all colleagues</li> <li>Develop our employee value proposition</li> </ul>	
<p><b>4.2. Continue our digitisation journey</b></p> <ul style="list-style-type: none"> <li>We have a fully digital complaint handling channel for landlords and residents</li> <li>Our back-office systems are more efficient and effective</li> <li>Our digital office supports effective hybrid working</li> </ul>	<ul style="list-style-type: none"> <li>Continue to onboard landlords to the online complaint handling portal.</li> <li>Undertake option appraisal exercises over the following areas:               <ul style="list-style-type: none"> <li>casework management system</li> <li>stakeholder relationship management database</li> <li>governance, risk and PMO system</li> </ul> </li> <li>Undertake a discovery exercise on the opportunities for the application of artificial intelligence (AI) and</li> </ul>	<ul style="list-style-type: none"> <li>Engage the following landlord groups with onboarding to the portal:               <ul style="list-style-type: none"> <li>every landlord with more than 10,000 homes</li> <li>landlords with between 1,000 and 10,000 homes that place a higher demand on our service</li> </ul> </li> </ul>



<b>Strategic priorities and outcomes</b>	<b>Year three deliverables (2024-25)</b>	<b>Key performance indicators</b>
	automation within our casework process	