



**Delivering an  
exceptional  
housing service**

**Trends arising from complaints, comments and  
dissatisfaction during quarter 4**

## 1. TRENDS ARISING FROM COMPLAINTS, COMMENTS AND DISSATISFACTION DURING QUARTER 3

As referred to above, the main underlying issues arising from feedback relate to delay in providing a service.

Poor customer service is the second highest reason followed by staff attitude.

These trends are explained in more detail below:

### i) **Delays providing service**

#### Repairs

Delays continued to be the main cause for complaints about repairs.

A number of complaints relate to roofing repairs required as a result of Storm Arwen. The storm caused unprecedented damage which in turn placed extreme demand on the repairs service. Work had to be prioritised to ensure that health and safety risks were dealt with first and as quickly as possible with less urgent work being programmed thereafter. Work in this respect is still ongoing.

Complaints continued about delays in obtaining certain materials and components caused by ongoing supply chain issues.

Follow on work is an ongoing source of complaint. This usually arises when the tenant has not been told what happens next and therefore needs to chase up their repair or where work has not been ordered in a timely manner.

### ii) **Poor customer service**

#### Repairs

There have been instances of tradesmen not turning up or appointments being cancelled at short notice or without the tenant's knowledge. If an appointment has been cancelled, the tenant should be advised, but it is apparent that this not always occurs. Management have been advised of this and have reminded staff, (in particular schedulers) to ensure that if appointments are cancelled or rearranged, then tenants must be made aware of this. Operatives have also been reminded to inform tenants if they are running late for appointments.

#### Tenancy Management

The main cause of complaint has been poor communication, in that colleagues have not called tenants back when this has been promised or requested.

iii) **Colleague issues**

A small number of complaints were received from tenants about the perceived poor attitude of staff, either face to face or on the telephone. Each complaint was investigated by the appropriate line manager of the staff involved. Where possible call recordings are listened to.

Following investigation, it was found that most of the cases were, in the main, due to tenants not accepting what colleagues were telling them. In effect, colleagues were being criticised for merely carrying out their job. As such, the complaints were not upheld. One investigation of a complaint led to an alert being raised against a tenant's record to safeguard staff from unacceptable behaviour.

Complaints were received about colleagues not using Personal Protective Equipment (PPE) or shoe covers and an isolated incidence of inconsiderate parking. In all cases, the feedback was passed to the relevant Manager or Team Leader to speak directly to the colleague involved.

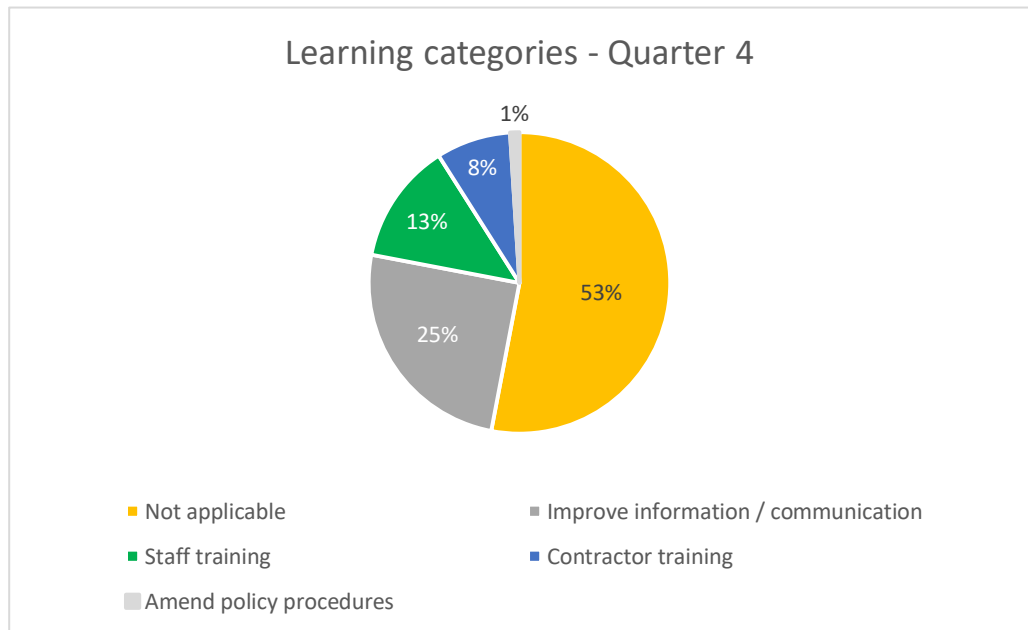
iv) **Poor quality work / damage**

Repairs

In the quarter there have been examples of poor quality and damage caused by both internal operatives and external contractors. Following investigation, in each of the cases, either the operative or the contractor returned to the customer's property to rectify the poor standard of work or the damage caused.

## 2. LEARNINGS IDENTIFIED

The chart below shows the principal categories of learning identified from complaints made in quarter 4:



Investigation is ongoing into the reasons why 53% of complaints, generate 'no applicable learning'.

The next largest category, after 'not applicable', is to improve information and communication, especially in relation to the repairs.

The main learning from repair complaints continues to be to consistently reinforce that:

- Tenants must be kept updated on jobs that have been put on hold for parts or materials
- Tenants must be contacted if their appointment is to be cancelled or rearranged, or if operatives are running late
- Follow on jobs must be raised in a timely manner

In relation to repairs, a number of issues are being addressed to improve the customer journey. An updated is provided as follows:

*A recent upgrade of the Dynamic Resource Scheduling (DRS) system will allow for more effective management of follow on appointments, this will continue to go from strength to strength over the coming months with the introduction of new text messaging functionality which will allow for improved communication with customers where the engineer has not been able to appoint the follow on appointment on the door step.*

*For basic follow on appointments further Information Technology (IT) developments have seen the 5-week restriction removed allowing more appointments to be booked at the doorstep. The Property Maintenance Department (PMD) continue to roll this out across the trade teams providing support and assistance in it use.*

*The introduction of an agreed timescale for both communicating with customers to arrange follow on appointments as well as a timescale for when the repair should be completed should also further enhance the service offering and improve the customer experience.*

*A health check review of the DRS is scheduled with an external consultant from May onwards which will allow for further development and refining of the system.*

*Additionally, the implementation of a new module called 'engineer on route' which will see an automated text message sent to the customer advising of an estimated arrival time and allowing the customer the opportunity to call the engineer directly when he is on route to the repair. This introduction will further enhance the service offering and may see a reduction in no access events. This is currently in development with an estimated implementation date within the next 3 months.*

*With regards to appointment capacity and demand, whilst we continue to work our way through storm related repairs improvements have been seen in appointment capacity and it is hoped that diaries will return to pre-covid levels over the course of the next two – three quarters.*

*Finally, the last few months has seen an end to end review of the repairs journey via an external consultant, this review will provide insight into the repairs journey from the perspective of all stakeholders. Once finalised, the report and recommendations will be used to improve and enhance the repairs journey and the customer experience.*