

CUSTOMER COMPLIMENTS AND COMPLAINTS

2023-24

Introduction

We are pleased to present our annual performance on complaints handled for 2023-24.

The report will feedback on compliments and complaints during the period from 1 April 2023 to March 2024.

We will present trends, themes, and learning and 9 learning priorities we are committed to achieving throughout the next year.

In brief, we logged:

- 205 compliments
- 70 stage 1 complaints of which
- 22 escalated to stage 2

During 2023-24 we also completed 5 Housing Ombudsman Investigations.

The greatest customer feedback is listening to and acting on your complaints so thank you.

CUSTOMER COMPLAINTS SCORECARD


COMPLAINTS HANDLING 2023-24

Compliments 2023-24

Compliments By Service Area 23-24	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Number	%
Corporate Compliment/overall about STH	0	1	21	3	25	12.20%
Business and Finance	1	1	0	0	2	0.98%
Assets	0	0	0	0		
Sustainability, Investment & Capital Programme	0	0	0	0	0	0.00%
Responsive Repairs	9	14	12	15	50	24.39%
Damp	0	0	0	0	0	0.00%
Adaptations and New Works	12	16	8	6	42	20.49%
Minor Adaptations	0	1	0	0	1	0.49%
Repairs Direct	1	0	4	0	5	2.44%
Gas Contractor	1	0	1	0	2	0.98%
Other Contractor complaints	0	0	0	0	0	0.00%
Voids	0	0	0	0	0	0.00%
Customers and Communities	0	0	0	0	0	0.00%
Caretaking	2	4	3	4	13	6.34%
Contact Centre	7	6	3	6	22	10.73%
Complaints and Satisfaction	3	4	3	6	16	7.80%
Tenant Engagement	1	1	1	4	7	3.41%
Neighbourhoods Tenancy Management & Enforcement	0	2	0	3	5	2.44%
ASB	1	0	0	0	1	0.49%
Tenancy Support	0	2	1	0	3	1.46%
Independent Living	0	2	2	2	6	2.93%
Rents	1	0	3	1	5	2.44%
	39	54	62	50	205	100.00%

Compliments by year Directorate breakdown 2023-24		
Corporate/STH compliments	4	1.95%
Business and Finance	23	11.22%
Assets Compliments	100	48.78%
Customer and Communities	78	38.05%
	205	100.00%
<ul style="list-style-type: none"> 105 compliments were recorded for the year of 2023-24 205 compliments recorded this year 		

Compliments 2023-24



■ Corporate Complaints

■ Business Management

■ Assets Compliments (Total)

■ Customer and Communities

HOUSING OMBUDSMAN SERVICE INVESTIGATIONS

	Quarter 4	2023-24
Information request (no further action)	0	4
Investigations for 2023-24 only Reasonable Ddjustment Management Transfer Request Tenancy Management Refusal Reasonable Adjustments and Unannounced Appointments – decision due RTB Refusal and Repairs – recent case	1	5
% responded to within timescale	100%	100%
No. where extension of time applied.	1	1
Non maladministration Reasonable adjustment request (go practice identified)	1	1
Maladministration/Severe Maladministration NB there was a 12-month delay in HOS investigations which were determined in 2024. All determinations for all years are below. <i>3 x Repairs – reasonable adjustments (condition of Mutual exchange property and service delays, not applying reasonable adjustment request)</i> <i>5 x ASB management - Management Transfer</i> <i>Vulnerable/reasonable adjustment is a common thread</i>	2	6
All 2023-24 cases awaiting determination	1	3
Cases before 2023-24 awaiting determination.		0

N.B. Please note that recent determinations relate to evidence cases submitted to HOS over 12 months ago. After a long silence, 4 cases were determined in a short window. *Bury Housing Services was asked to send evidence for a tenant. They died in August 2023 and HOS was informed and withdrew this request.*

Housing Ombudsman Investigations Determined

Determination Date	Issue	Learning Orders - Recommendations	Compensation Awarded
27.04.23	Handling of ASB	Orders 1. Pay Compensation. 2. The landlord is to apologise to the resident for its failure to follow its ASB policy and procedure and its inadequate complaint handling in line with this Service's guidance. 3 Within six weeks of the date of this decision, the landlord should provide clear guidance to its staff about the importance of objective record keeping, using professional language, to ensure it is providing a good service to all its residents. 4. Contact the resident and where appropriate support her with accessing mental health services, update its vulnerabilities Recommendations. 1. Review its position regarding its decision to remove the resident's CCTV. 2. All staff are trained and/or retrained on its complaint policy and procedure to ensure complaints are processed according to its policy. 3. All staff are trained and/or retrained on its ASB policy and procedure to ensure where appropriate residents are given action plans, clear timescales. 4. Returning diary sheets and give clear information on what the landlord can and cannot do. 5. Review its complaint policy against this Service's complaint handling code.	Maladministration £1,100
28.04.23	Handling of ASB	Orders 1. Apologise about the handling of ASB and Pay Compensation. Recommendations 2. The landlord should review its ASB process and handling of noise complaints in line with the Ombudsman's report 'Spotlight on Noise Complaints' published in October 2022.	Maladministration £400
16.05.23	Handling of repairs and rent issued	Orders 1. Apologize and pay compensation for any distress and inconvenience the resident was caused by its insensitive handling of his vulnerabilities and its various offensive emails (Rents) and repair delays (Reasonable adjustments) 2. Trauma Training for staff	Severe Mal £1,200

		3. Improve Record Keeping 4. Complaints Training for all 5. Share HOS report with key staff and evidence back to HOS. Recommendations 6. The landlord should review its ASB process and handling of noise complaints in line with the Ombudsman's report 'Spotlight on: Noise Complaints' published October 2022.	
26.06.23	Handling of ASB	Orders 1. Pay compensation re a. £125 for the maladministration found in its response to the ASB reports. b. £100 for the service failure found in its response to the complaint about the unannounced visit.	Maladministration £225
31.01.24	Reasonable adjustments appointment request EON	Orders 1. Pay compensation for not applying a reasonable adjustment request sooner. 2. Review and consider changes to its processes, to ensure that all services deal with reasonable adjustments fairly and update HOS with process. Recommendations 3. Review how to ensure that signposting on how to access its tenancy sustainment team is provided at the earliest opportunity. 4. The landlord to consider having a clearer policy and procedure for both consideration of reasonable adjustments and the tailored, personalised approach aimed at its customer service standards.	Maladministration £100
15.02.24	ASB per harassment	Orders 1. Pay £450 in compensation for delays/distress caused by investigation of ASB/CCTV reports. Recommendations 2. Review the 'do not visit alone' alert on the resident's tenancy file in line with its do not visit alone procedure.	Maladministration £450
29.02.24	Management Transfer requests	Orders 1. Apologise and pay compensation, Contact Tenant to review the circumstances and review the action plan. 2. Review the Management Transfer policy and service improvement action plan. 3. Ensuring there is a clear process for gathering accurate and timely information from the relevant members of the police.) 4. Staff should then be trained/re-trained on its policy and procedure.	Maladministration £1,700

		<p>4. Training/re-training of staff on its complaint policy and procedure. In particular, it should ensure complaints are acknowledged and responded to within its timescales which are laid out in its policy. 5. A review of its tenancy support referral process.</p> <p>6. A review of its record keeping approach with reference to this Service's recommendations set out in our 'May 2023 Knowledge and Information Spotlight report'. In particular, it should ensure that staff are correctly recording accurate information in a timely manner.</p>	
27.02.24	Reasonable Adjustment request	<p>Non-Maladministration Example of when we did apply for Reasonable Adjustment.</p> <p>Recommendation 1. The landlord should inspect the garden area and consider what steps it can take to resolve the drainage issue.</p>	N/A

- HOS specific compensation amounts awarded 2023/24 = **£5,175**

Learning from HOS Cases

- Ensure action plans from Stage 2 complaints are delivered.
- Assign key actions to the responsible person (recent Stage 1 was from 2022 determination)
- Review tenant vulnerability Reasonable Adjustment and how it is applied and understood across the business. (complete)
- Retrain staff on following ASB policy, risk assessments, and action planning.
- Improve record keeping for ASB cases and feedback to the tenant.
- Understand Tailored Services.
- Review the Management Transfer Policy.

Housing Ombudsman Outstanding

Date Sent	Issues	Comments
18.08.23	Repeated reasonable, tailored services ignored, adjustments appts ignored.	This could return MAL as a further complaint was logged with 4 further reports about unannounced visits.
30.12.23	Management Transfer request (refusal) based on ASB reports.	Submitted 30.12.23
18.03.24	Refused Right To Buy Application and property conditions.	Submitted 08.04.23

Stage 1 and 2 Formal Complaints 2023-24

Stage	No	Justified/part justified	%	Unjustified	%	Error or withdrawn on hold by the tenant	%	Live	%	Ave days open
1	70	41	58.57	15	21	8	11	6	9	8
2	22	6	27.27	10	45	1		5	23	8

Stage 1 Complaints - Directorate breakdown 2023-34	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Year to date
Business and Finance	3	1	0	0	4
Assets Complaints (Total)	11	8	12	10	41
Customer and Communities	7	1	8	9	25
Total	21	10	20	19	70

Stage 1 Complaints Performance	Quarter 1	Quarter 2	Quarter 3	Quarter 4	2023-24
No. received	21	10	20	19	51
% responded within timescale	100% (21)	100% (13)	100% (12)	17	100% (51)
No. where extension of time applied	0	1	0	0	1
Average working day response time	8	8	8	8	8
% part justified/ upheld	10 (57.14%)	11 (73.53%)	16 (76.19%)	20 (75%)	36
Withdrawn by the tenant	3 (14.29%)	2 (20%)	0	0	
Still live at the point of reporting		2	2	2	N/A
Recommended Learning	21	22	16		59
During 2023-24, 6 complaints investigations were refused as follows: 4 already investigated, 1 staff GDPR issues, 1 within service target timescale. 1 x GDPR matter, 1 request still within the service target date.					

Points to note:

- 1 extension due to annual leave of key staff member required.
- Learning report in progress for new BM's co-ordinators. All future now be assigned to Business managers/Co-ordinators at the outset.
- During Quarter 3, complaint triage was introduced as complaints were incorrectly being logged. The 5 withdrawals, in most cases, have not been requested by the tenant as formal complaints. Complaint Triage is referred to the Complaints Manager and is working well. So Dec 16 – 56 complaint requests were triaged, of which 16 were formal complaints.

By Service Area

Stage 1 Complaints by Service Area 2023-24	Q 1	Q 2	Q 3	Q 4	Year to date 2023/24	
Business and Finance	3	1	0	0	4	5.71%
Assets	0	0	0	0	0	0.00%
Sustainability, Investment & Capital Programme	0	0	1	4	5	7.14%
Responsive Repairs	6	6	6	1	19	27.14%
Damp	3	1	2	3	9	12.86%
New works and major adaptations	1	0	2	2	5	7.14%
Doors	1	0	0	0	1	1.43%
Gas Contractor	0	1	1	0	2	2.86%
Other Contractor complaints	0	0	0	0	0	0.00%
Voids	0	0	0	0	0	0.00%
Customers and Communities	0	0	0	0	0	0.00%
Caretaking	1	0	0	0	1	1.43%
Contact Centre	0	0	0	1	1	1.43%
Neighbourhoods Tenancy Management & Enforcement	4	0	0	1	5	7.14%
ASB	1	1	7	6	15	21.43%
Neighbourhoods - Independent Living	0	0	0	1	1	1.43%
Rents	1	0	1	0	2	2.86%
	21	10	20	19	70	100.00%
	21	10	20	19	70	

During 2023-24, 4 Stage 1 formal complaints were refused. 3 reinvestigations were received and referred to the Housing Ombudsman Service.

Date	Details	Reason for refusal
12.02.24	Delay in investigating reports of ASB.	Only logged 2 weeks prior.
13.02.24	Delay in installation of windows.	The raised repair was still within the target timescale.
24.01.24	Request for staff member contraction of employment.	Protected by GDPR.
08.12.23	Request to investigate laminate flooring above property.	Investigated the report twice and currently have a live report.
01.12.23	To escalate to Stage 2 complaint from 2022 - wilful negligence. Closed in 2022 after chasing to ask for information/meeting.	Request for information and deadline passed.
27.11.23	Request for direct help with EON energy supplier issues.	Complaint Stage 2 was sent in July 2022 - will not re-investigate.
29.11.23	Request to investigate complaint already investigated about access and neighbour issues.	Complaint already investigated in Feb 2023 Stage 1 and Mar 2023 Stage 2 - will not re-investigate.

What are tenants complaining about?

Complaint Themes related to service area 2023-24	Q 1	Q 2	Q 3	Year to date	%	Themes
Business and Finance	3	1	0	4	7.84%	Handling of RTB applications (2), 1 Redbank Billing, 1 compensation payment
Assets						
Sustainability, Investment & Capital Programme	0	0	1	1	1.96%	<ul style="list-style-type: none"> Property Condition. Lack of follow-up to tenants.
Responsive Repairs	6	6	6	18	35.29 %	<ul style="list-style-type: none"> Delays in repairs reported, tenants chasing to get done. Follow-up jobs not booked in, got lost. Significant delays in completing works (some over 12 months), no tracking of special orders. External contractors - no tracking, significant delays, lack of before & after reports. Lack of tenant communication - not applying reasonable adjustments.
Damp	3	1	2	6	11.76 %	<ul style="list-style-type: none"> Delays and lack of communication. Reasonable adjustments not applied. From inspection works not being carried out or tenant kept informed. Contractor works outstanding for long periods, longer than 12 months. Lack of tracking of overdue works. Wrong diagnosis e.g. from external landings for long periods. Issue of leak reports not being investigated or actioned promptly causing avoidable damage (e.g. ceilings from properties above).
New works and major adaptations	1	0	2	3	5.88%	<ul style="list-style-type: none"> Delay and lack of communication. Lack of understanding or applying reasonable adjustments.
Doors	1	0	0	1	1.96%	<ul style="list-style-type: none"> Major delays of more than 2 years for vulnerable tenant.
Gas Contractor	0	1	1	2	3.92%	<ul style="list-style-type: none"> Safety issue (unjustified).
Neighbourhoods						
Caretaking	1	0	0	1	1.96%	<ul style="list-style-type: none"> Fencing issues – reasonable adjustment.
Neighbourhoods Tenancy Management & Enforcement	4	0	0	4	7.84%	<ul style="list-style-type: none"> Lack of action, communication and feedback to tenants for reported issues.
ASB	1	1	7	9	17.65 %	<ul style="list-style-type: none"> Handling of ASB reports (mainly no-fault household noise).
Rents	1	0	1	2	3.92%	<ul style="list-style-type: none"> BC/UC payment disputes.
	21	10	20	51	100%	

- Most cases relate to delays in service requested and lack of updates to tenants (in all areas).
- Lack of customer contact, keeping tenants updated, record keeping and chases not responded to.
- External contractors are not monitored.

- Tenant vulnerability and reasonable adjustment are not understood or they are ignored.

Complaint Satisfaction	Year to date
	38
	14
Response Rate	36.84%
Satisfaction with handling of complaint	11
	85.71%

Complaint Satisfaction surveys are delayed if there is work outstanding.

COMPLAINT COMPENSATION PAYMENTS AS OF 01.04.24

All Compensation	£33,042.04
HOS Awards	£5,175.00
Directorate Breakdown	
Assets	£23,167.04
Neighbourhoods	£9,175.00
Finance	£700.00
	£33,042.04

Of this amount, **£8,501.47** is related to damages and cost for dehumidifier running costs due to significant delays in completing repairs such sub sub contractors not carrying out services for longer than a year, some of which should be recoverable. Contractor tracking is poor but in hand.

Recommended Learning from Complaints 2023-24

There are 2 strands to learning from complaints: There is learning for the complaint and there is thematic learning from complaints where there are repeat themes and issues which we need to consider fixes for. Some complaints have more than one learning strand.

Quarter 1

1. Reasonable adjustment. Ensure vulnerabilities, when appropriate to repair, are recorded on order. Log 24-hour callback and record chases. Improved customer service and reply to customer calls.
2. The Appointment Diary sheet. Ensure that The Appointment diary sheets can be accessed by all Housing Advisors. (training need)
3. Complaint Letters. A summary of the issues should be included at the bottom of the letter. This is particularly important when the complaints are complex or go across different service areas within Housing Services. Also, review the Right To Buy process.
4. QL – 1-2-1 training for staff members to action tenant requests and complete.
5. QL - delivered 1-2-1 feedback to managers about responding and chasing urgent tasks in time.
6. Major Adaptions - Tenant acknowledgment of Major Adaptations letters to include a statement to say if they are a priority or standard referrals.
7. Logging all tenant-posted letters on QL - All tenant correspondence letters should be scanned and logged via the Contact Centre before going to a service area such as tenant letters to Finance so that they can be tracked.
8. Failed Appointments - Review follow-up and cancelled appointments to be rescheduled on the day so they are not forgotten to reduce chase calls. 1-2-1 feedback for Contact Agent.
9. Cancelled Appointments - Review the system of cancelled urgent appointments, and follow up on the work. 1-2-1 follow up work with call agent to listen more and show empathy.
10. Cancelled Appointments - Justified as job cancelled without explanation in writing. Repeat calls to manager with no responds. Learning regarding inspections and replying to manager calls will be picked up.
11. Doors - Condemned doors must be clearly marked on inspection notes and raised urgently. (1 from 2019 and 1 from 2020 from the same tenant who is vulnerable and locked in, resulting in a health & safety risk).
12. Outstanding Ad hoc replacement - Review the demand. Assets agreed on kitchen replacement as missed on the 2018 programme. No learning.
13. Acknowledgement to online forms and emails - Review our automatic acknowledgment email from enquiries to include timescales.
14. QL use - Training being delivered business-wide about responding to contact and improving customer care. Quality Control check in place is needed.
15. Tenant Communication - 1-2-1 feedback to the team will be provided.
16. Right to Buy advice for tenants - Update the Right To Buy webpage to include an email option for the Right To Buy box. Automated Finance email received notification was updated.
17. Repair appointments, understanding QL, and adhering to reasonable adjustments - Ensure chase calls and emails are replied to. Set up tailored services for tenants with complex needs around arranged appointments by telephone call.
18. Improve appointment communication with tenants - Refer to tailored needs.
19. Special orders process - Nobody should be left without water for longer than 10 days. Special order process needs setting up and to be managed by a co-ordinator which includes permission to purchase if outside repair timescales. Customer calls must be directed properly. (This was prompted by a vulnerable tenant who was without hot water for 6 months who had a special order for an electric cistern.)
20. Tenancy requests - Human error, receipt was not sent to Admin to process. 1-2-1 with the Housing Officer.

21. **Improve QL record keeping** – All communication and emails, back and forward, must be sent via the contact centre to ensure all requests are replied to.

Quarter 2

1. Repair timescales to be clearly defined and published.
2. Inspection jobs and works booked in need to be reviewed or someone has to oversee them, so timescales do not slip.
3. **Special order review** - It is not working. Repairs are exceeding the priority timescale and not accounting for emergency/urgent work e.g. electric water cylinders, disabled adaptations.
4. Follow on work keeps getting lost - book in on the day.
5. Look at the history of complaints.
6. Before and after photos for repairs to support Management Tasks/Complaints.
7. Operatives to use photos on the job.
8. Single point of contact for completion of complaints/complex tenants.
9. Ensure the capital programme is on QL to stop avoidable repairs being booked in.
10. ASB record-keeping and contact management.
11. ASB acknowledgment to manage customer expectations.
12. Right To Buy process review
13. Justified Issues are not being picked up and owned around repairs. Complex tenants require senior planners to manage repairs end-to-end, including appropriate tenant communication.
14. Reasonable adjustments need to be applied (e.g. Damp reports should record vulnerabilities if there are any)
15. If a job says "MUST COMPLETE TODAY" this must be done and reported to the office before leaving it.
16. **Noise nuisance** - physical inspections needed to rule out noise transference.
17. Roof leak reports must have a 24-hour response time. Reports need to be visible with photo evidence, written report etc.
18. Urgent jobs such as condemned doors and/or instructions must be clearly marked from operative/inspector to job.
19. Any reports of Gas smell must be better explained from Sure to the tenant.
20. Record keeping needs to improve for contacts to be replied to and commentary as there are too many outstanding contacts.
21. Review the use of chases as many escalating chases to repairs are repeated.
22. For all staff who receive direct contacts from tenants, MPs and councillor, they must send directly to the Contact Centre to triage and log as it's causing too much chase confusion.
23. Subcontractors need to be provided clear instructions regarding contact with tenants and Tailored needs.

Quarter 3

1. Full inspection was required as the work that was planned was not carried out correctly. Pre-inspection, post-inspection, and photos are needed. Multitask jobs must be managed better.
2. Multi-trade jobs need to be planned and on time. They need a single point of contact and must be completed within the timescale.
3. Any reported Health & Safety accident should follow a Bury Housing Services investigation process.

4. Reasonable adjustment needs are not understood or applied. Training is needed around "communication needs" for tenants with autism or similar.
5. Ensure forwarding or staff not in the business messages are on. Ensure chases are replied to. If there are more than 2 overdue chases, refer to the manager as a Management Task.
6. 1-2-1 training with staff members about T12 awareness (delivered directly to staff members).
7. Repeated same-fault repairs require an automated flagging system. When the tenant says 3rd report etc. Contact Centre needs to escalate this to a manager. An improved inspection of record keeping is needed.
8. Ensure contacts and chases are replied to. Soundproof check on adjoining properties where there is day-to-day noise transference.
9. Review HOS guidance for nonintentional noise transference. Household noise will be sound checked to reduce transference.
10. Manage health-vulnerable customers robustly. Track action agreed following an inspection. Ensure referrals to Energy Advisor are in place where assistance and guidance is needed.
11. Ensure that Tailored Services are understood and applied to arrange appointments directly with the tenant.
12. No Learning Required. No record of the report and request dealt with in the complaint.
13. To ensure that noise complaints through no fault have property soundproof checks.
14. Ensure emergency repairs are booked and attended to within 24 hours and follow-up notes are clearly recorded as emergency/urgent.
15. Need to pick up training on improved communication and empathy.
16. QL training refresh planned for New Year and 1-2-1 Contact Centre Training for Complaints request.

Quarter 4

1. Ensure Communal Blocks reports of Health & Safety risks are attended within 24 hours.
2. Record, understand, and apply tailored Service (still not being applied to complaint follow-up).
3. Still attending unannounced after a complaint.
4. Review communication.
5. Neighbourhood (ASB) QL training for key staff to understand work trays and improve record keeping.
6. Learning - To ensure that follow-up work is not delayed, and overdue tasks can be identified including subcontractors. Assign a single point of contact to update tenant.
7. Action: Inspection needed and works agreed Learning - When a tenant has health vulnerability and further concerns are raised internally, management needs to forward this to a specialised team.
8. Learning 1 Case Study, 2 Sub Con standards, 3, 4 5 Service standards for appointments, damp, new works, record keeping, customer updates 6 publish repair priorities.
9. Please implement learning and mark when completed Repairs and Capital works duty to consult Replying to tenant enquiries Review Contractor arrangements Fire Safety Procedures for communal blocks
10. Ensure all POD-type buildings are listed and have regular safety checks
11. Learning - Open all ASB follow-up processed.

12. Action Adaptation approval. Learning Review communication on receipt of referrals and ongoing communication with the tenant.
13. Record any learning at all stages.
14. Review of ASB policy complete and process steps to follow. New Guidance for staff. Training to commence April 2024
15. Subcontractor worksheet updated to reflect vulnerabilities. Meeting with the team on updating appointments on QL as required.
16. Feedback 1-2-1 to staff members about tailored services and announced visit. ASB review complete and visit guide. Training starts April 2024
17. Full training in place including Contact Centre script for acknowledging new and existing ASB. Training will commence for Contact Centre and HA after Easter.
18. There is learning for the Contact Centre about sending the chases to the correct person.
19. Ensure the call handler explains that they are terminating the call and why.
20. Direct Learning 1-2-1 given to staff to understand tailored Services. Further manager training for 2024 to commence for the use of QL and understanding reasonable adjustments.
21. Housing Officers to understand workflows, succession tasks and recording follow-ups.

Stage 2 complaints are complaints where the tenant may not be satisfied with the response or, has had action agreed and is still not happy with progress.

Stage 2 Complaints 2023-24						
	<i>Quarter 1</i>	<i>Quarter 2</i>	<i>Quarter 3</i>	<i>Quarter 4</i>	<i>2023- 24</i>	
Directorate breakdown						
Business and Finance	1	0	0	0	1	4.55%
Assets Complaints (Total)	2	2	2	3	9	40.91%
Neighbourhood Complaints	3	1	3	5	12	54.55%
	6	3	5	8	22	100.00%
					22	

95% of all complaints were dealt within timescale, 1 had an agreed extension.

Stage 2 Learning from complaints

- Learning from Stage 2 is mainly to ensure that Stage 1 actions are understood and handed over so that they are delivered.
- Ensure reasonable adjustments are applied.
- Review automated/digital acknowledgment of service requests to better manage customer expectations and acknowledgment for Contact Centre.
- Have a single point of contact for all Stage 1 complaints to ensure completion.
- Ensure complex and multi trade are managed and delivered.

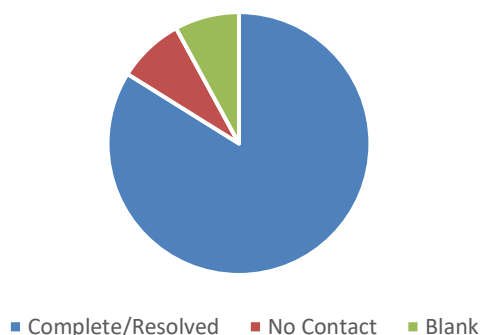
Management Tasks – What are they?

Management Tasks are Service requests and tenant feedback issues raised that we resolved quickly to nip in the bud before they become complaints.

We dealt with a record of 428 Management Tasks broken down as follows.

Management Tasks 2023-24	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Year 2023/24	
Corporate Complaint	0	0	0	0	6	0
Business and Finance	1	1	1	6	3	0.70%
Assets	0	0	0	0	8	1.87%
Sustainability, Investment & Capital Programme (inc energy efficiency)	1	8	8	8	61	14.29%
Responsive Repairs	18	36	41	44	102	23.89%
Electrical	2	3	4	7	18	4.22%
Damp	6	3	6	9	22	5.15%
Adaptations and new works	0	3	7	7	10	2.34%
Minor Adaptations	1	0	0	0	1	0.23%
Doors	4	0	2	0	15	3.51%
Repairs Direct	3	0	0	9	39	9.13%
Gas Contractor	3	5	12	36	20	4.68%
Other Contractor complaints	0	0	0	0	0	0.00%
Voids	0	0	1	0	1	0.23%
Customers and Communities	0	0	0	0	4	0.94%
Contact Centre	3	3	8	4	14	3.28%
Complaints and Sat	0	0	0	0	0	0.00%
Tenant Engagement	0	0	0	0	0	0.00%
Caretaking	1	6	3	0	33	7.73%
Neighbourhoods Tenancy Management & Enforcement	6	20	21	23	48	11.24%
ASB	3	4	6	1	13	3.04%
Tenancy Support	0	2	0	0	2	0.47%
Neighbourhoods - Independent Living	0	0	0	0	4	0.94%
Rents	0	3	0	4	3	0.70%
Neighbourhoods Tenancy Support	0	0	0	0	0	0.00%
	52	97	120	158	427	100.00%

Management Tasks



Observations

- Tenants appear to have to chase jobs requiring more visit not raised.
- Jobs that get contracted out appear to get lost on the system.
- Delays in services are not flagged up.
- There does not appear to be a robust system to inform tenants about delays in service, special orders, and when to expect services.
- If a service is not booked in such as disabled adaptations, the tenant is not notified.
- Special orders are not tracked.
- Ad hoc visits for doors and kitchens are not centrally logged or tracked.
- There is a link between Damp and work delays, particularly plastering.
- Door delays continue to be chased.
- Tenants not being updated about delays in service such as capital programme.
- Appointment - follow-up tenant chases.
- Reasonable adjustment.
- QL repeat chases, contacts.

SERVICE IMPROVEMENT - PRIORITY LEARNING THEMES FROM ALL COMPLAINTS

From reviewing learning from all complaints there are repeat issues/themes that need to be addressed, particularly to avoid delays. These are set out below with the risk to the business:

- **Priority 1** - Review repair appointment setting (including subcontractors), published timescales, follow-up work, chases, emergency, urgent, and normal works needs specifying.
- **Priority 2** - Follow On Work/Special Orders.
- **Priority 3** - AD HOC Doors, minor and major adaptations, roofing.
- **Priority 4** - Record keeping on QL (vulnerabilities).
- **Priority 5** - Inspection reports, before and after photos.
- **Priority 6** - Review External Contractor Customer Service Arrangements.
- **Priority 7** - In response to Neighbourhood complaint's themes about ASB - policy review, revision, and training.
- **Priority 8** - In response to damp complaints undertake policy, review, revision, medial triage, and training.
- **Priority 9** - Improved online information for tenants to understand how to access our services.

Learning Themes in more detail

Thematic - Priority Learning for Business Managers should consider – No change

On reviewing complaints, the following recommendations are based on repeat Management Tasks and complaints we keep investigating/repeating.

Priority 1 - Review repair appointment setting (including subcontractors), published timescales, follow-up work, chases, emergency, urgent, and normal works needs specifying.

Rationale – Over 30% of complaints relate to delays and chasing from, tenants not knowing appointments are booked, not being aware of timescales, appointment being set/changed without customer notified, follow on work not being booked in.

The Risk - Recent Housing Ombudsman Decisions ([example here](#)) expect repairs, from repairs, to be completed within 6 months from the initial complaint including the follow-up. Works are still outstanding for

routine repairs outstanding for longer than 6 months. We do not have [published timescales](#). This would provide significant performance improvement, particularly to the Contact Centre for avoidable contacts when dealing with enquiries and managing tenant expectations.

Priority 2 - Follow On Work/Special Orders

- Don't follow timescale priorities, don't get done, escalate to complaints.
- Special orders are not tracked, or monitored.
- Compensation due to lack of co-ordinated follow-up or Special-order tracking **£4,476**.

Priority 3 – AD HOC Doors, minor and major adaptations, roofing

- Review communication to tenants waiting for minor adaptations, large adaptations, doors, and roof works, so they know when to expect the service.
- Review tenant acknowledgment, timescales, priority status, and a central reference list and report to management demand, budget available, etc.
- Roofing chases becoming a major issues.
- Ad hoc work needs a tracking.

Rationale

- Tenants are constantly chasing these types of work.
- Tenants can be waiting more than 12 months for minor adaptations.
- QL does not record “task” approved unless chased.
- Tenants are chasing doors inspected and approved as far back as 2019.
- Poor quality record keeping (no roof inspection reports on QL).
- Tenants are often not replied to when they chase or raise Management Tasks.
- Contacts escalate to Management Tasks and/or formal complaints and only then is action taken.

The Risk

- By not replying to tenants, we are not meeting our repair Service Standards.
- Recent Housing Ombudsman Determination expects clear communication with tenants regarding all service requests, including delays and within published timescales.
- Some of these are our most vulnerable tenants.

The risk. Refer to the below 2 case studies.

Case Study - https://www.housing-ombudsman.org.uk/case_studies/disability-adaptations/

Door repairs - https://www.housing-ombudsman.org.uk/case_studies/door-repairs/

Priority 4 - Record keeping on QL (vulnerabilities)

- From investigating the first 22 complaints, it is evident that QL record keeping needs to improve. Repeated workflows are not responded to. Staff members complete tasks without commentary. QL has quality reports that can identify where contacts are not responded to. This will easily identify staff members who are not using QL.
- In addition, the business is not updating tenant vulnerability. Updated tenant information is not acted upon. Warnings are not applied correctly.
- Similarly, reasonable adjustments created in QL are not applied when contacting tenants e.g. email only (reasonable adjustment).
- Please refer to the case study where a landlord is criticised for not updating tenant vulnerabilities or understanding “reasonable adjustment”, adding to work orders, priority service.
- There are key transactions within the business e.g. minor and major adaptations, where we should adopt good practices to update tenant information. This does not happen. Over 30% of all Management Tasks and complaints are as a result of no tenant contact and/or poor records.

The Risk

- The last 3 Housing Ombudsman findings have referred to the need to improve record keeping.
- We will continue to receive orders for not completing tenant requests following our own customer standards and timescales.
- This could result in being referred to the Housing Regulator for continuous systematic failings.

Priority 5 – Inspection reports, before and after photos

- This is thematic that, when trying to gather evidence, repair history, and jobs done, there is a lack of inspection reports with photos internally and from subcontractors. We pay for inspections to roofing contractors and invoices but cannot see written or photographic evidence.
- Similarly, for internal jobs, we can see many front doors (No Access) but no before and after photos. This will improve our evidence to present to HOS.

Priority 6 - Review External Contractor Customer Service Arrangements

- Review arrangements with contractors to include regular feedback so that all contractors are working to the same Tenant Offers as expected e.g. timescales. record keeping, alerting Bury Housing Services to delays, Reasonable adjustments etc.

The Risk

- It has become evident through recent investigations that instructions sent to external contractors are not robustly monitored and delays only become apparent from the tenant chasing.

Priority 7 - In response to Neighbourhood complaints themes about ASB - policy review, revision and training.**The Risk**

- Recent Ombudsman ASB cases are maladministrations and have recommended we review our policy, procedure, and staff training. Further cases with similar failings could instigate inspections.

Priority 8 - In response to damp complaints undertake policy, review, revision, medial triage, training.**The Risk**

- This is significant to the increase in damp reports and publishing of HOS Spotlight and expected timescales and AWAB case recommendations.

Priority 9 - Improved online information for tenants to understand how to access our services.

- This is a golden thread in all complaints from tenants not knowing repair timescales or what services to expect.

The Risk

- For tenant's satisfaction about how they are being kept informed or feel involved to remain low.