



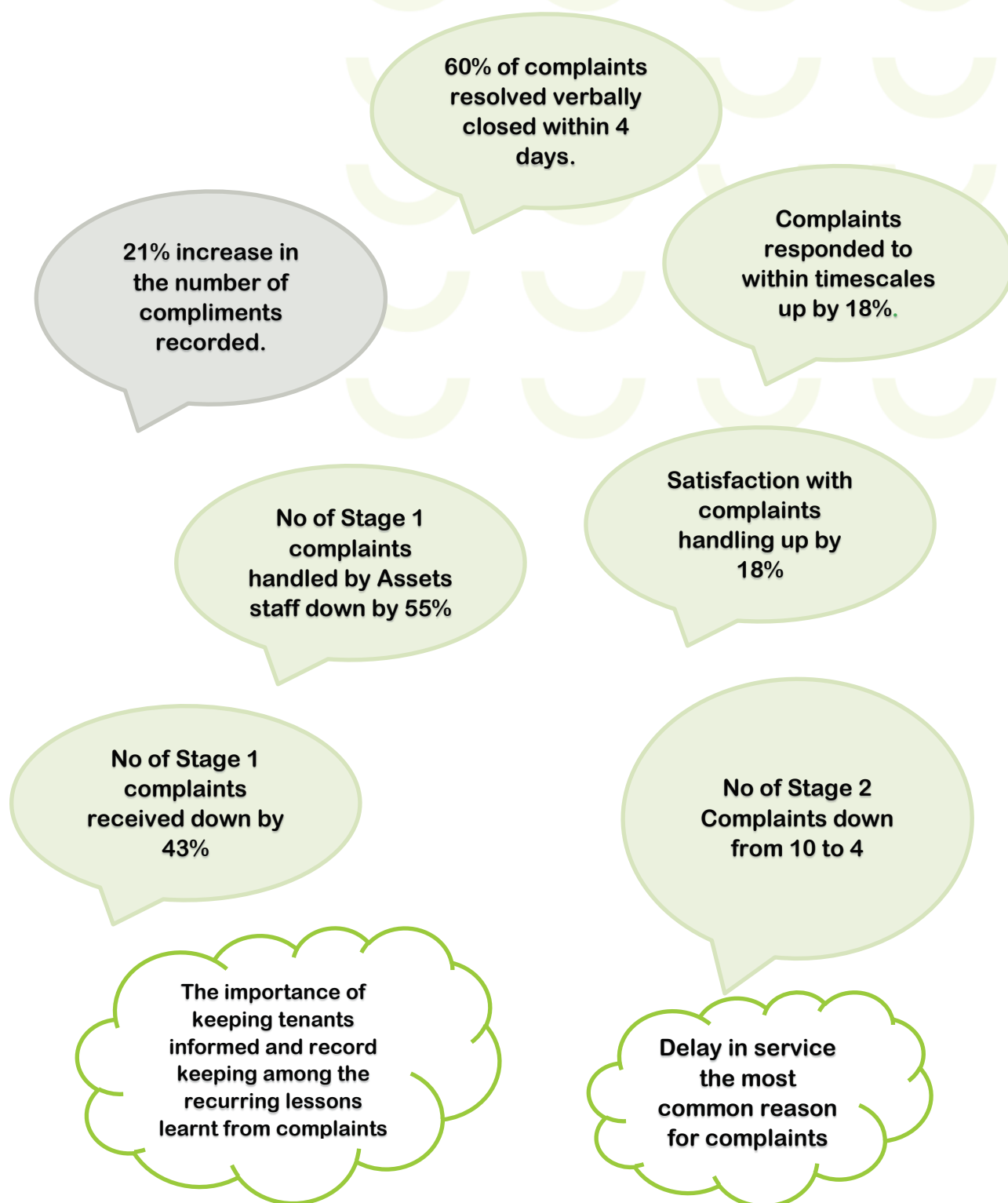
Complaints and compliments ANNUAL REPORT 2020/21



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1. A Year at a Glance – Compliments and Complaints



2. Introduction

- 2.1 Complaint handling is important for Clanmil. Strategically, we have committed to providing services that create a great customer experience. We recognise we don't always get it right. And we recognise that every complaint is an opportunity to learn and improve.
- 2.2 In a busy and unique year, there have been positive moves forward. The issue of our revised Compliments, Complaints and Comments Policy and Procedures, complemented by training to all front-line colleagues, and increased focus has seen good improvement of managing complaints at first point of contact - by both our scheme and office-based colleagues. Their collective efforts have resulted in a better understanding of what matters to our customers and has contributed directly to improved performance across many areas of complaints handling, as reflected in the KPIs.
- 2.3 This Report sets out our complaints performance throughout the year, identifies trends, improvements to the service we have introduced during the year, and further changes and improvements we intend to carry out in the first few months of the year ahead.

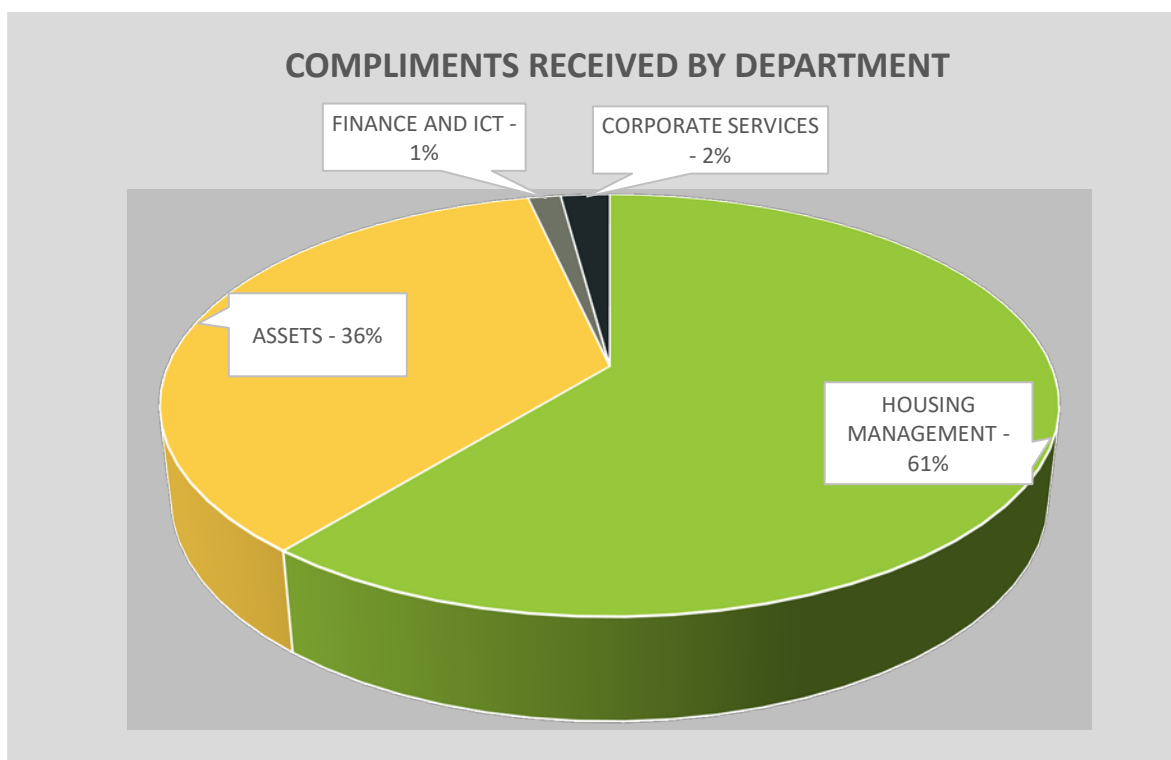
3. Complaints Procedure and Internal Audit on Complaints

- 3.1 Following an internal review of complaints in January 2020, and an Internal Audit of Complaints in May 2020 by Beever and Struthers, we re-issued the revised Compliments, Complaints and Comments Policy and Procedure in August. The revised process included recommendations arising from both the internal review and those suggested by the Internal Auditor.
- 3.2 A key recommendation arising from the Internal audit was the introduction of a Reflection Form which is completed by colleagues for all upheld complaints prepared by front-line staff at the end of a complaint that was upheld. The purpose is to consider learning outcomes from complaints, and document what actions have been carried out to identify opportunities for further improvement in the way we provide our services.
- 3.3 The revised process is working well and early indications are that:
 - The majority of complaints have been responded to within timescales and performance has been improving each quarter.
 - Where an extension to a due date has been requested, in most cases they are well justified and have been requested within a reasonable timeframe.

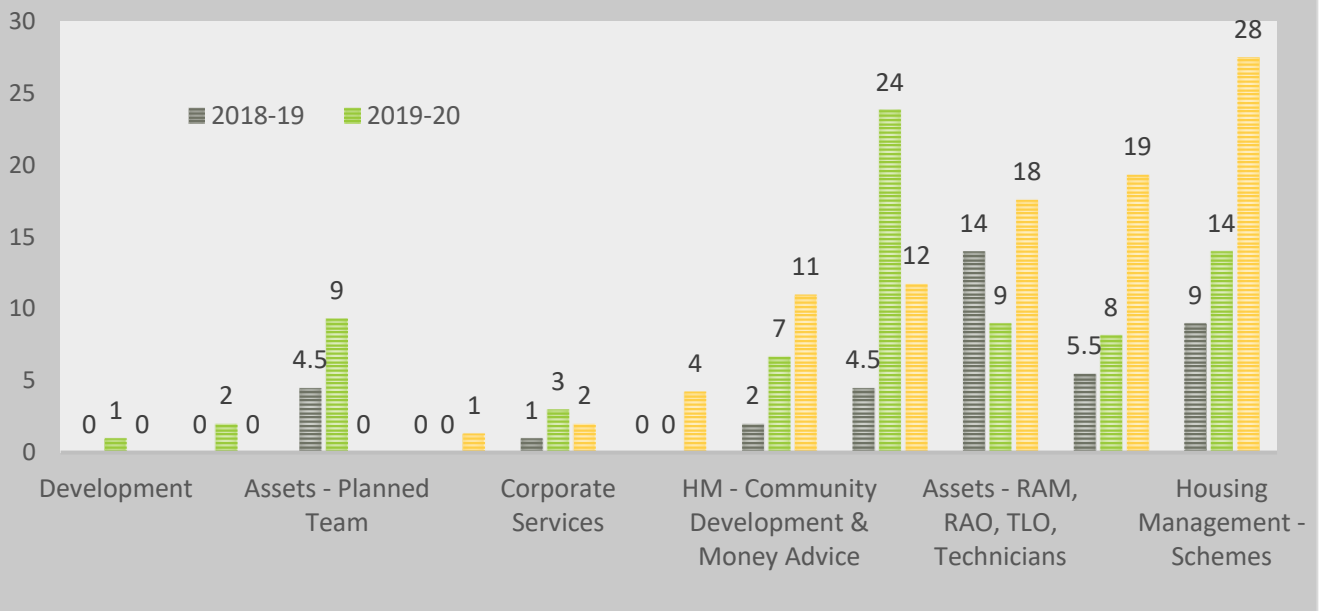
- A higher number of complaints have been resolved promptly and verbally by front-line staff.
- All formal complaints had a formal written response issued.
- BA Team attended Team Updates in Housing and Assets in January 2021 to share the trends and learning points from complaints – the meetings were well attended, with many front-line staff contributing positively to discussions. 83% of Complaint Reflection Forms have been completed.

4. Compliments

- 4.1 It is great to receive feedback from customers to let us know when things have gone wrong so that we can put it right. It is even better when they tell us about great customer service they have received from staff.
- 4.2 Compliments are a regular reminder of what our customers appreciate most – care, responsiveness, empathy and speed of service. During the year there was a 21% increase in the number of compliments we received.
- 4.3 Compliments recorded in 2020/21. 95 compliments were recorded in the year compared with 77 recorded in the previous year. A breakdown by department is follows:



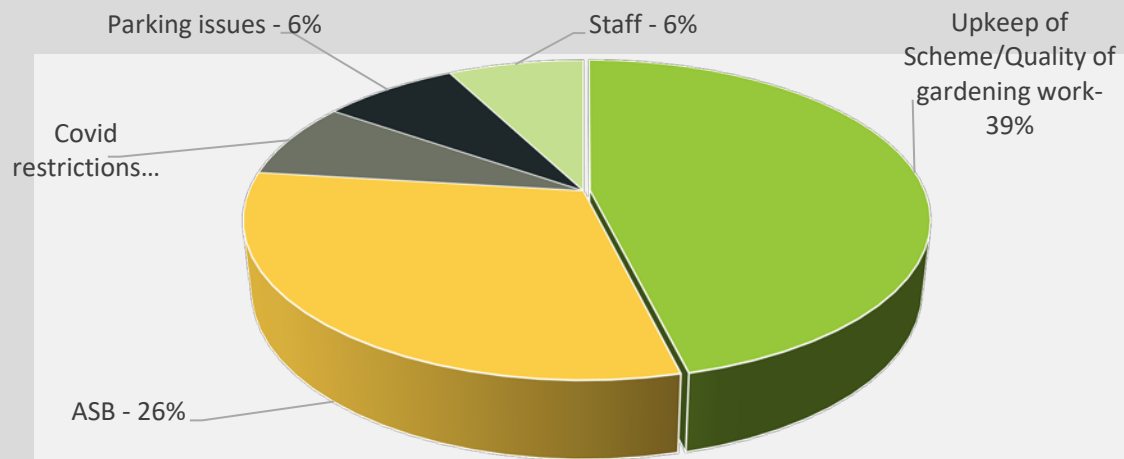
COMPLIMENTS PER TEAM 18/19-20/21



5. Complaints Resolved Verbally by Scheme Based Colleagues

- 5.1 Scheme based colleagues resolve the vast majority of complaints successfully at first point of contact. 31 complaints were recorded by 9 schemes during the year and the following chart shows the type of issues which were dealt with by scheme staff.

COMPLAINTS RESOLVED VERBALLY BY SCHEME STAFF



- 5.3 Most of the complaints were resolved through scheme staff liaising directly with their relevant Neighbourhood Services Officer and/or their Assets Officer, and didn't reach the formal complaints process.

6. Complaints Resolved Verbally by Head Office Staff

- 6.1 We also encourage our customer facing colleagues to resolve complaints at a local level at first point of contact. . During the year, 89 complaints were resolved verbally and of those, only 2 later escalated to become formal complaints.

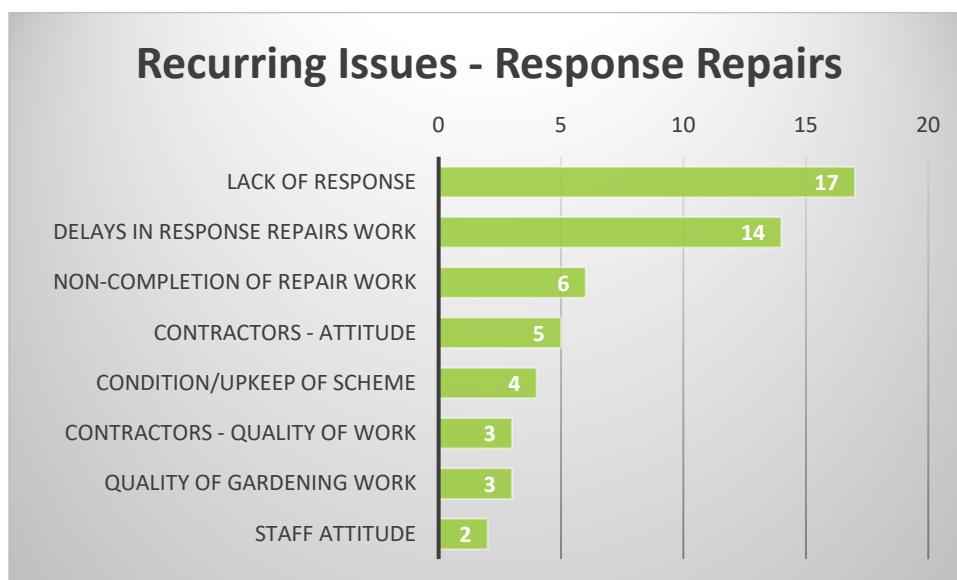
- 6.2 Most popular form of communication used.

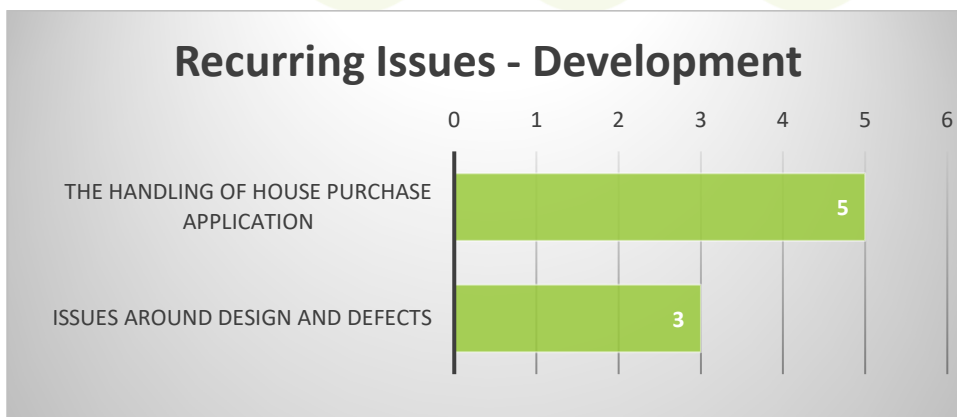
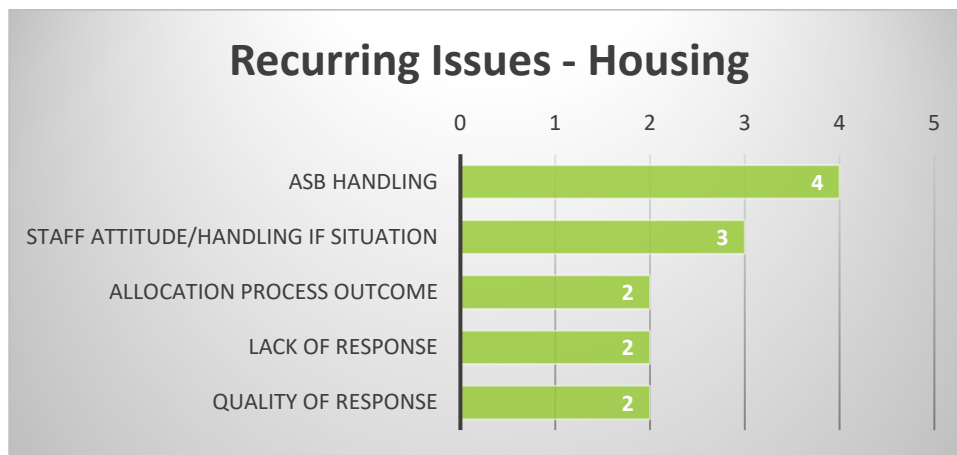
EMAIL **56%** - TELEPHONE **24%** - WEBSITE **13%**

- 6.3 Departments resolving the highest number of complaints verbally

RESPONSE ASSETS **67%** - HOUSING MANAGEMENT **18%** -
DEVELOPMENT **11%**

- 6.4 Types of complaints resolved verbally were:

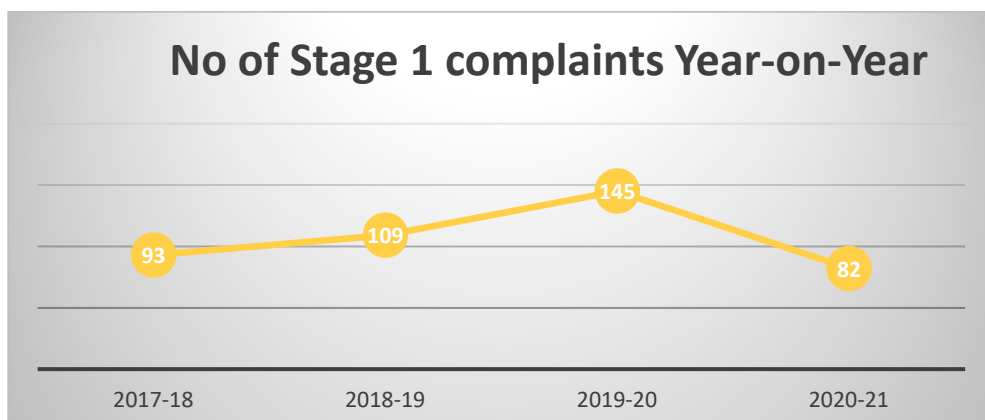




6.5 The efforts of staff across all teams in resolving these complaints quickly and effectively is appreciated and had a direct impact on reducing the number of complaints leading to the formal stage, which is more effort for customers, more time consuming and more costly.

7. Complaints Responded to Formally at Stage 1

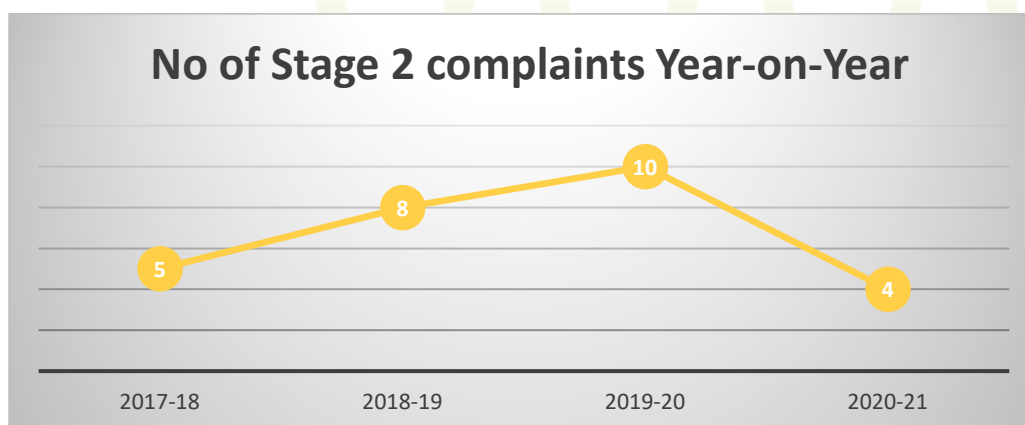
7.1 The number of complaints investigated at Stage 1 increased in the years 2017/18 to 2019/20, however, they decreased by more than 40% in 2020/21.



- 7.2 The number of complaints received this year is lower than 3 years ago even though there has been an increase of over 850 new homes in the same period. A contributing factor is also the successful resolution of informal complaints at first point of contact.

8. Formal Responses to Stage 2 and Stage 3 Complaints

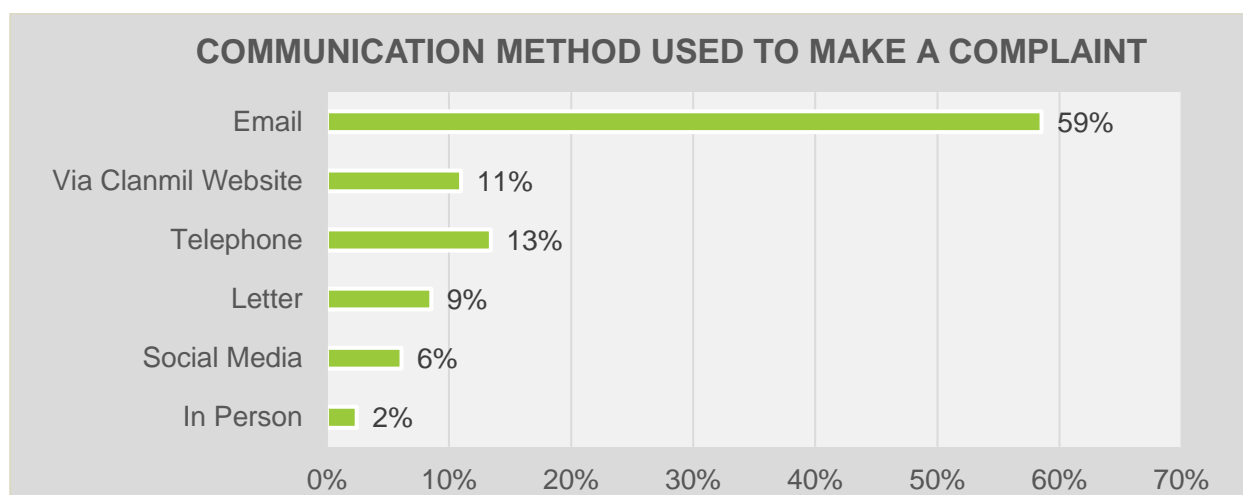
- 8.1 4 complaints were investigated at Stage 2 in the year compared to 10 the previous year. This represents 60% decrease which could have been influenced by the result of a more robust stage 1 process, revised process and training and focus by our teams.



- 8.2 One complaint was investigated at Appeal during the year (Stage 3) and this was investigated by the Group Chief Executive and a member of the Board of Management.
- 8.3 There were a number of learning outcomes from this complaint with some of the main points listed in point 18.4.

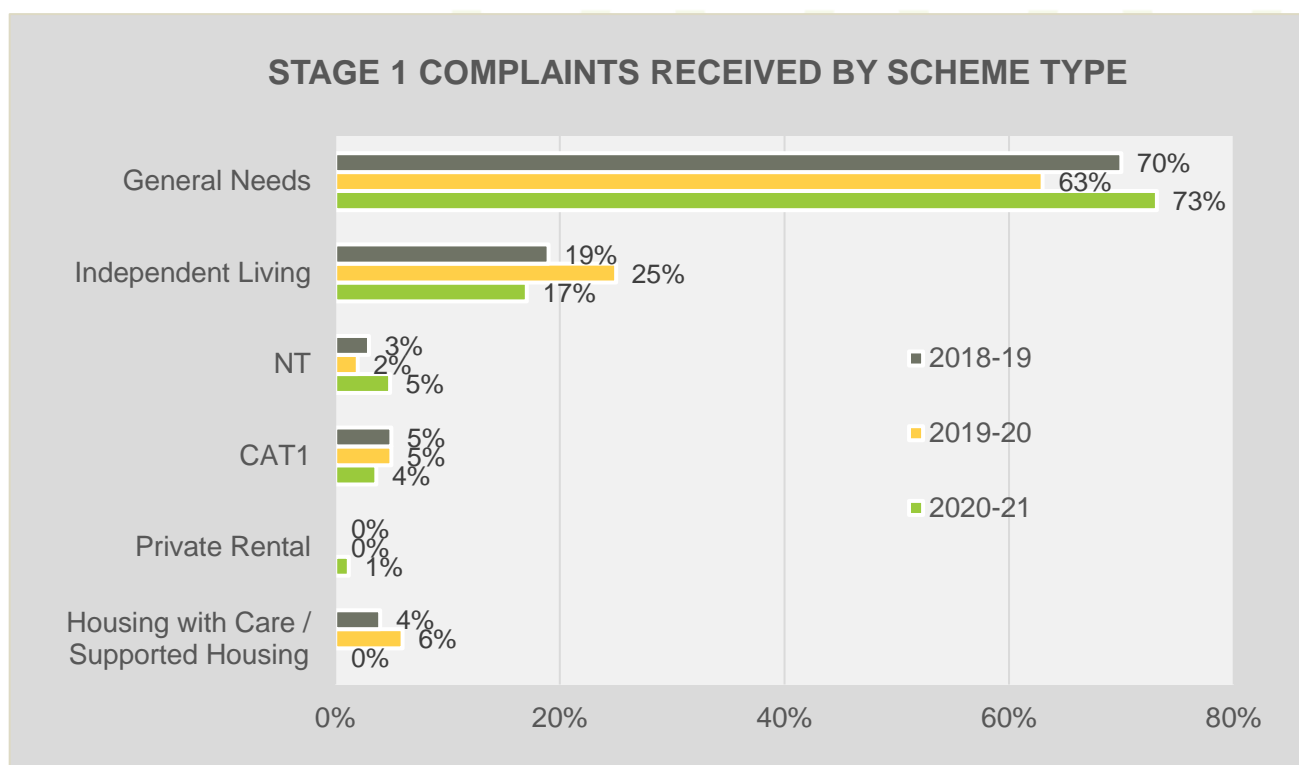
9. Method Used to make a complaint.

- 9.1 The most common way in which complaints were received during the year was by email, followed by telephone and using the enquiry form on Clanmil website.



10. Complaints per Scheme Type

- 10.1 Complaints received from neighbourhood schemes accounted for nearly three quarters of the total number of complaints received in the year, however, there was a 10% reduction overall from the same period in the previous year.



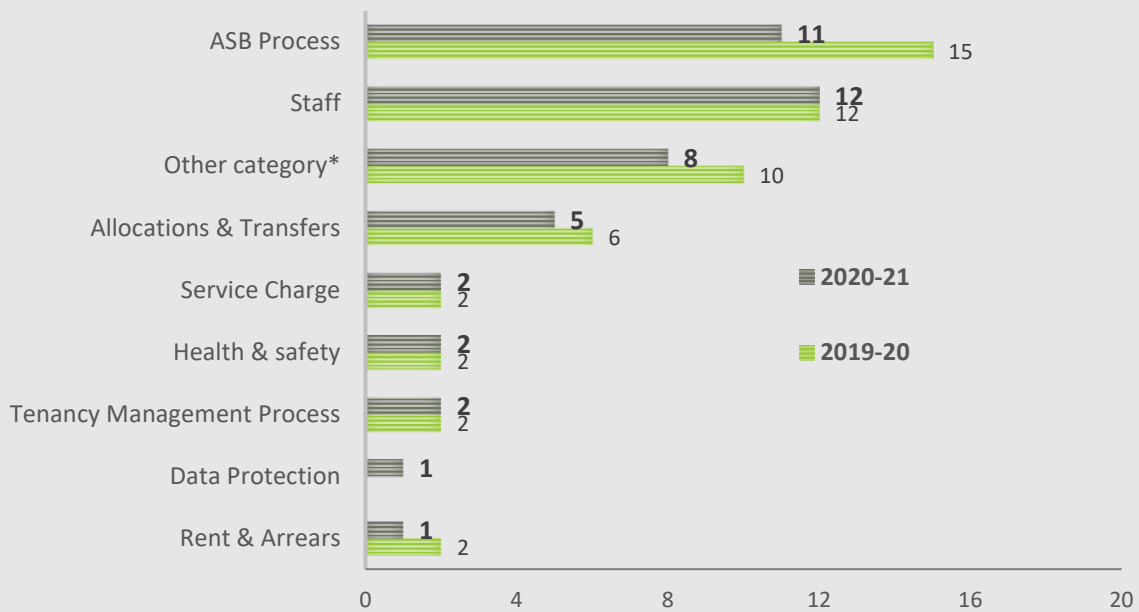
11. Complaints by Department

- 11.1 The highest number of formal complaints investigated during the year were managed by Housing Management, followed by Response Assets. The trends in complaint handling are included in the table below.

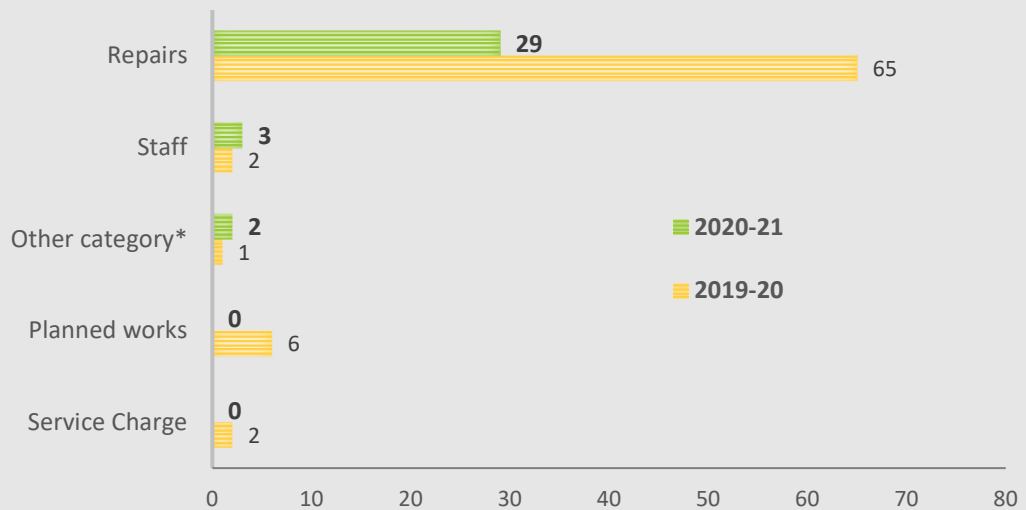
12. Complaints by Category

- 12.1 The charts below show what the category of complaints each team dealt with most frequently during the year compared to the previous period.

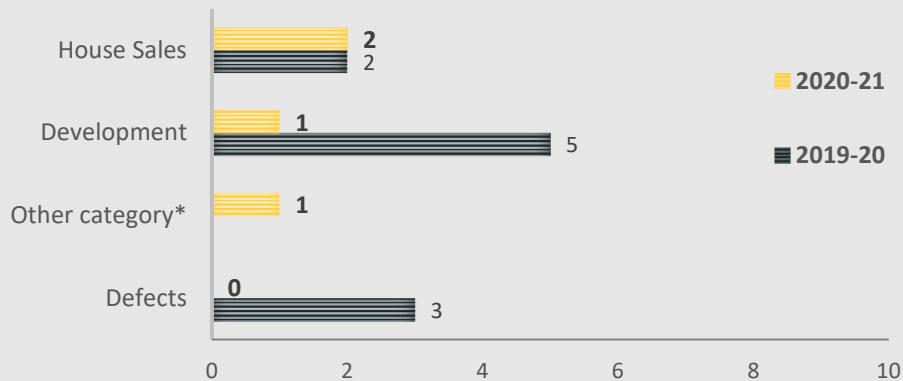
HOUSING COMPLAINTS - PER CATEGORY



ASSETS COMPLAINTS - PER CATEGORY



DEVELOPMENT COMPLAINTS - PER CATEGORY



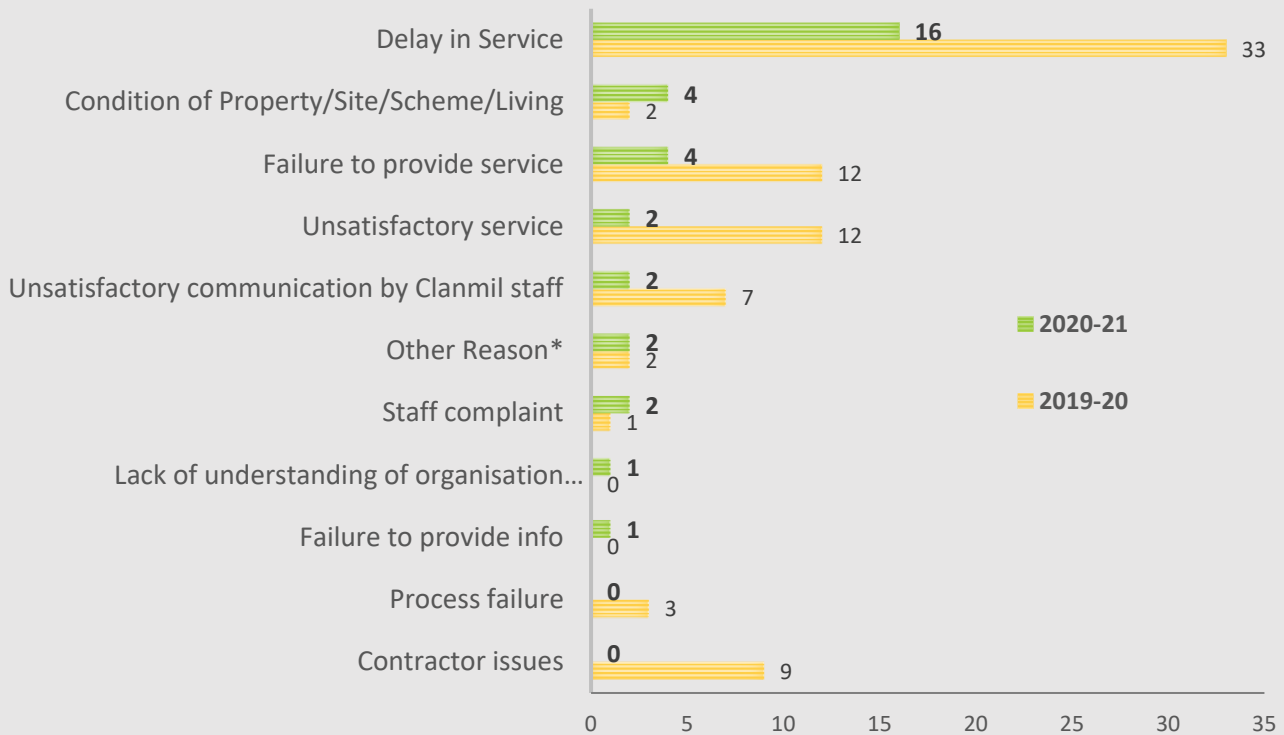
13. Main Reasons for Complaints

13.1 The charts below show the reasons for complaints that were noted most frequently in the year per team and compared to the previous period.

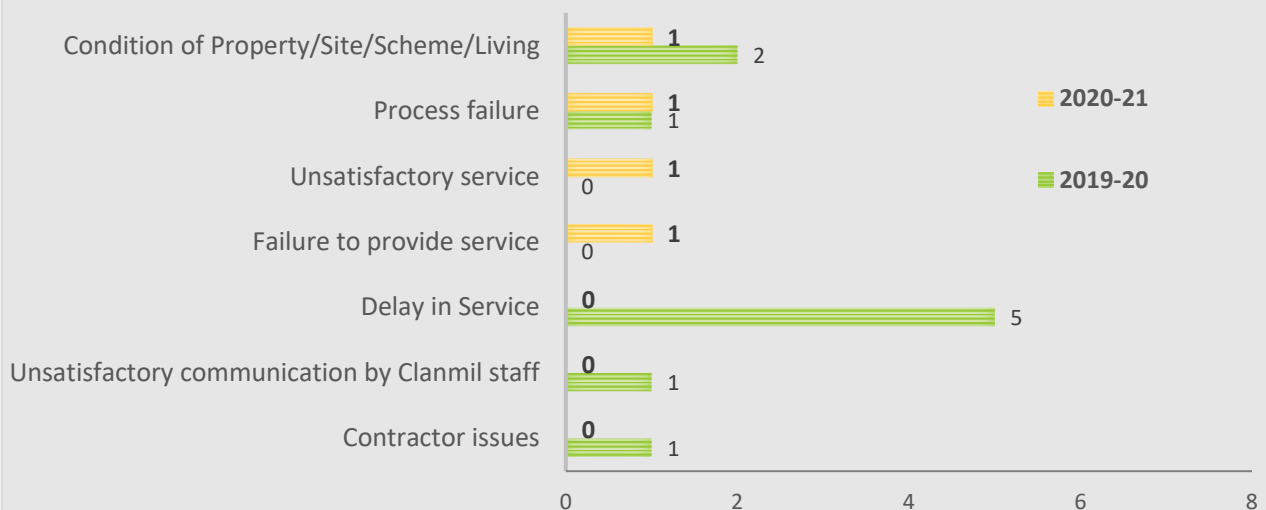
HOUSING COMPLAINTS - PER REASON



ASSETS COMPLAINTS - PER REASON



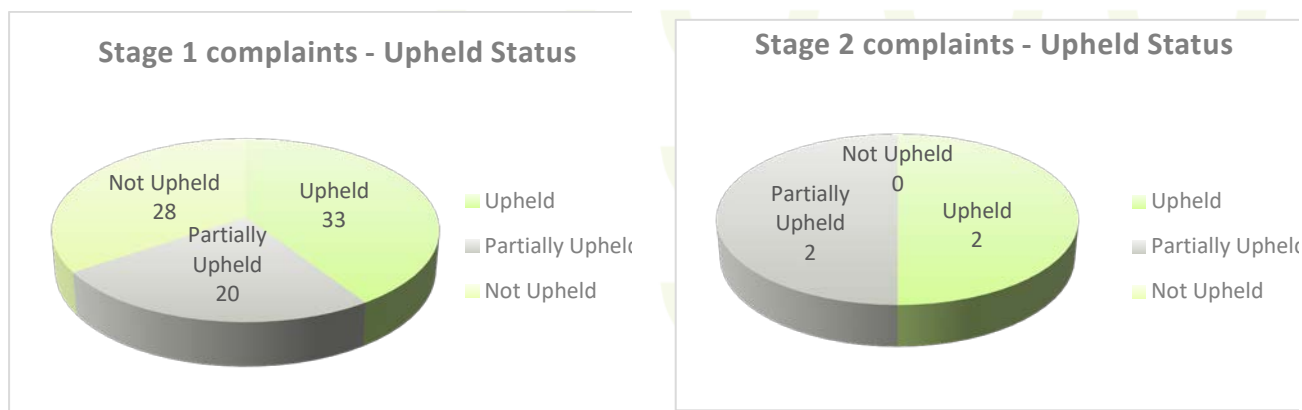
DEVELOPMENT COMPLAINTS - PER REASON



14. Complaints Upheld

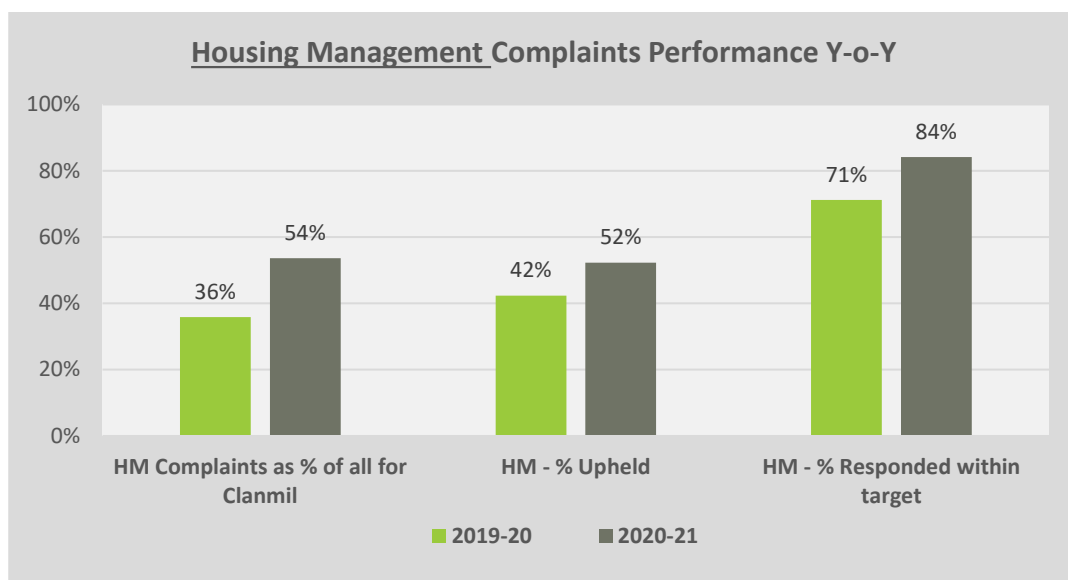
14.1 Of the 82 complaints investigated at Stage 1, 53 were fully or partially upheld and 28 were not upheld (1 complaint was put on hold as requested by the complainant).

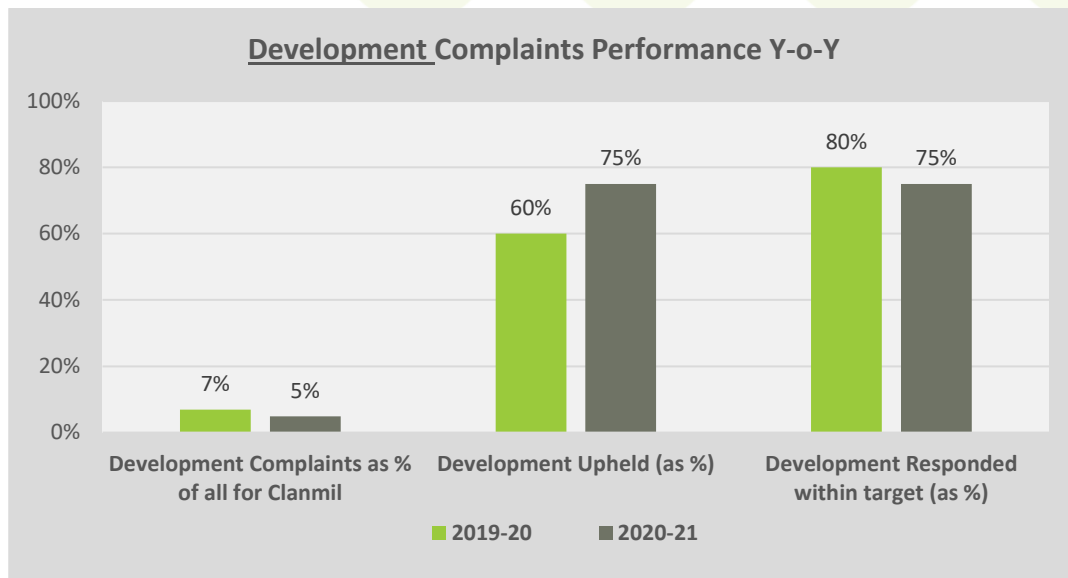
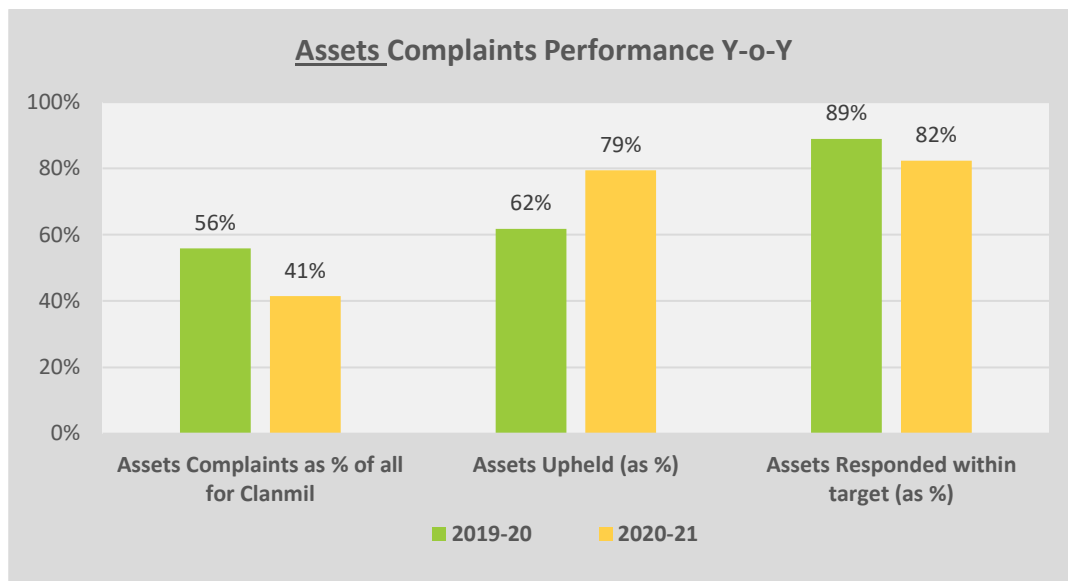
14.2 Of the 4 complaints investigated at Stage 2, 2 were upheld, and 2 were partially upheld.



15. Timeliness and Outcomes of Complaints by Department

15.1 The charts below present the number of complaints received by Department in the last 2 years and the percentage of complaints upheld and responded to within timescales.





15.2 79% of complaints handled by Response Assets were upheld. See detail below.

Issues at contractor's end	47%
Issues at Clanmil's end	29%
Issues caused by both Contactors and Clanmil	24%

15.3 Although we did not identify one specific reason that would lead to a greater number of complaints than others, there were some common areas that occurred on more than one occasion. For Contractors this included:

- The attitude of workers
- Lack of or insufficient communication leading to delays in or incomplete service,

- Not complying with the agreed timescales for repairs,
- Appointments not kept.

For Clanmil these were:

- Human error when logging the repair,
- Lack of action following the first stage of addressing all issues reported,
- Lack of communication or miscommunication between Clanmil and contractor and Clanmil and tenant, e.g. not keeping tenants informed of progress.

15.4 Some of the above issues may have been impacted by the introduction of new ways of working under CX and the process of data transfer between UH and CX (old and new systems). It is, however, important to note that the Assets Team are exploring monthly how the data from customer complaints can help refine services and improve communication. Also, that contractor performance, including customer satisfaction, is measured and effectively addressed at the Quarterly Contract management meetings between Senior assets staff and lead contractors.

16. Key Performance Indicators

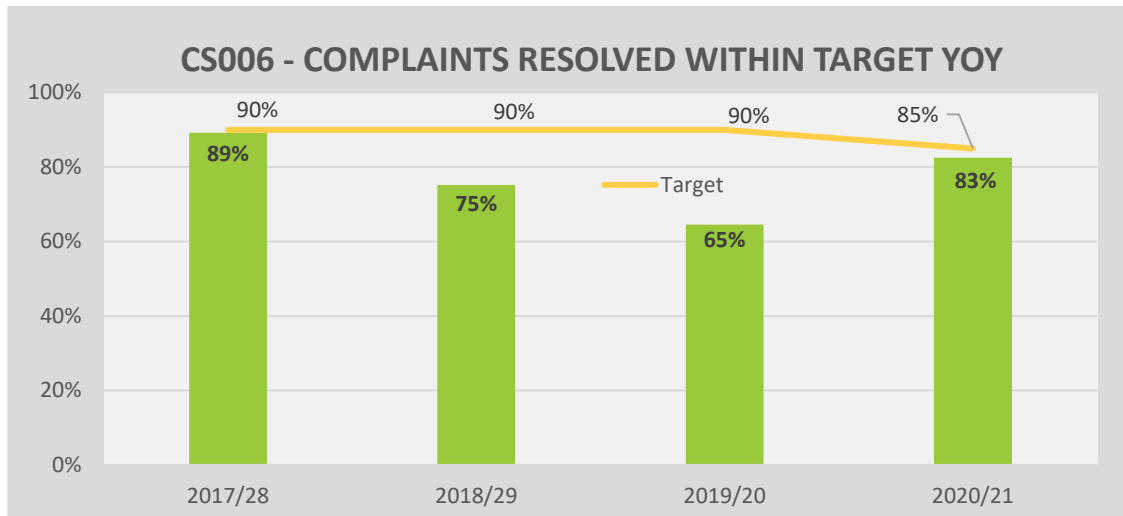
16.1 Complaints Escalated to Stage 2

16.2 4 complaints were escalated to Stage 2 in the year against the target of 5, as set out in the Corporate Scorecard.

16.3 Of those 4 that were investigated at stage 2, 3 were in relation to the handling/outcome of Anti-Social Behaviour. These ASB cases were at the time of the complaint unresolved, long-term and/or recurring.

16.4 Complaints Resolved within Timescales

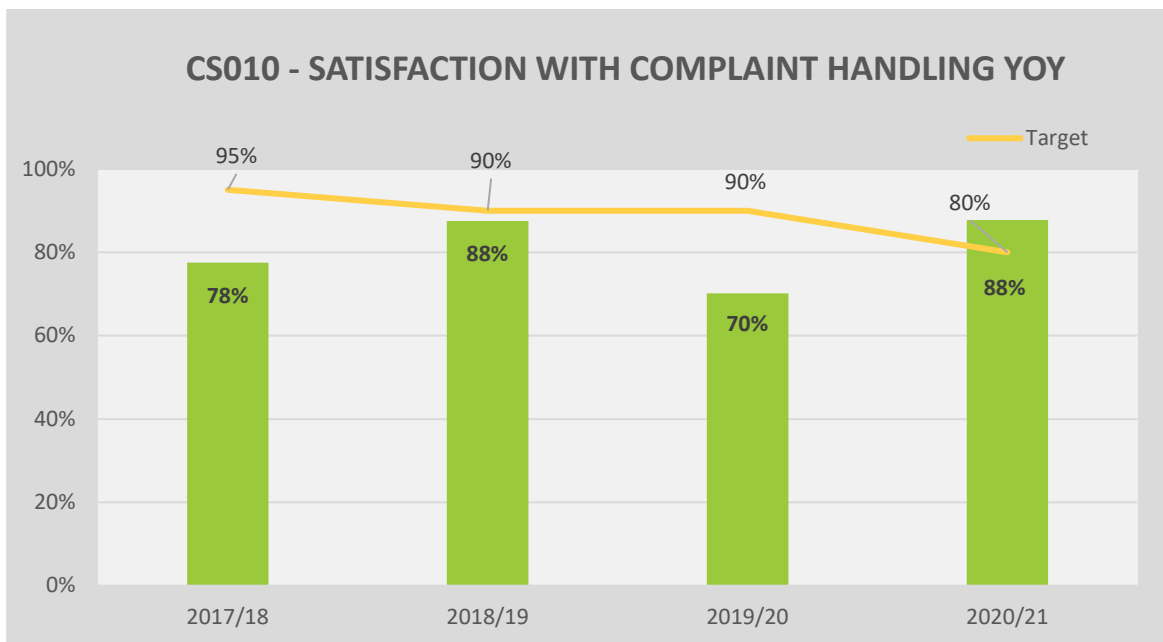
We responded to 73% complaints within agreed timescales against the target of 85%. The chart below shows how performance in this area levels over the last 4 years, however important to note stock size growth over the period also.



16.5 Performance in this area has improved and the Year-end result was 18% higher than in the previous year.

16.6 Satisfaction with Complaints Handling

Performance in this area has also improved from last year and continues to be monitored. The chart below shows the satisfaction levels over the last 4 years.



16.7 As recommended by the Internal Auditor in 2019/20 we introduced a target for the number of successful satisfied with complaint handling calls made to complainants. The target was set at 50% for the year and we achieved 56%.

17. LEARNING FROM COMPLAINTS

- 17.1 A key recommendation arising from the Internal audit was the introduction of a Reflection Form which is completed by colleagues for all upheld complaints prepared by front-line staff at the end of a complaint that was upheld. The purpose is to consider learning outcomes from complaints, and document what actions have been carried out to identify opportunities for further improvement in the way we provide our services

18. KEY ACTIONS CARRIED OUT DURING THE YEAR AND TO BE IMPLEMENTED IN 21/22

- 18.1 All learning points, together with proposed actions are included at Appendices A-C and will be shared with colleagues during updates with them. All actions identified from Reflection Forms are tracked by the BA Team until they are closed out.

J Pow

Business Assurance Manager

Appendices

1. Learning Points from Complaints Responded to in 2020-21
2. Key Actions arising from Learning Points from Complaints Carried out During the Year
3. Key Actions arising from Learning Points to be Carried out in 2021-22

LEARNING POINTS FROM COMPLAINTS RESPONDED TO IN 2020/21

Stage 1 Complaints – learning points

The following areas have been identified from stage 1 complaints as requiring focus and improvement:

- Void works and re-let inspections – identifying and recording repairs, communication with tenant
- Performance of MTC and Heating/Plumbing contractors – communication with Clanmil and tenant, reporting, timely response
- Response repairs – internal processes and communication to ensure timeliness and completion of all repairs
- Performance of scheme cleaning contractors – quality and frequency
- Performance of window cleaning contractors – quality and frequency
- All tenant communication – responding in a timely manner, assertiveness, managing expectations, appropriate tone, empathy and awareness of tenants' personal circumstances, incl. mental health issues;
- ASB & complaints handling – record keeping and communication with complainants;

Stage 2 Review of Complaints – learning points

The Directors investigating complaints at Stage 2 of the process have all upheld at least some points raised by the complainants. The areas identified as requiring improvement are listed below, separately for each complaint.

COM423 – complaint regarding the length of time it took to process a house sale application and insufficient communication throughout this period

- Delays and ineffective communication during the House Sale application process

COM436 – complaint regarding ASB handling, staff attitude and data protection.

- Recommendations on training for customer-facing staff in relation to autism/ADHD
- Recommendations on use of advocacy where appropriate
- Recommendations on handling of Stage 1 complaints including need to address all points including minor issues
- Recommendation to review complaints policy to include direction for staff on updating customers on the progress of complaints
- Recommendation on issuing of compensation policy to customers
- Recommendation to review ASB policy to include direction for staff on updating

customers on the progress of cases and enquiries; and to review reference to “lifestyle differences”

- Recommendations on triggers for escalation of chronic cases to managers and on regular monitoring of chronic cases by managers

COM484 - complaint regarding Clanmil's handling of ASB - not keeping tenant informed, hiding behind data protection, not having a proper vetting process when allocating properties and failure to support vulnerable tenants.



- Failures in terms of acknowledging receipt of correspondence from tenant every time he raised an issue.
- Failures to feedback to tenant and “close the loop” in terms of addressing some of the issues raised.
- When multiple complainants have raised the same issue not everyone has received feedback on the outcome or feedback in a consistent manner.
- Record keeping around follow up on incidents and the level of detail.
- Existing internal systems were not always being used fully and consistently for reporting, recording and tracking of incidents and quality checks were not always taking place.
- Manager and Senior Housing Officer not always taking ownership of more serious incidents and offering more direction in terms of actions to be taken.

Stage 3 Review of complaints – learning points

One complaint was escalated in the reporting period to Stage3 of the policy and the hearing panel consisted of Clare McCarthy, Group Chief Executive and Antje Otto, Board member. One of the 5 grounds of the complaint was upheld by the panel and the summary of the learning points from this review is listed below while a more detailed report has been submitted to Group Audit and Risk Committee as a stand-alone item.

COM435 – complaint regarding failure to address recurring incidents of racism and harassment; alleged discrimination/bias when dealing with tenant’s complaints; alleged misuse of CCTV material

- Recommendations with regards to complaints policy and procedure review, i.e. the process of Stage 3 file compilation and submission to the hearing panel.
- Recommendations with regards to the guidance to staff on the treatment of the reports of race hate, victimisation and harassment.
- Recommendations with respect of acknowledging correspondence sent to us by health and other professionals on behalf of tenants.
- Recommendations with regards to clear and consistent reporting and recording of ASB/neighbour nuisance incidents.

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- Recommendations with regards to the handling of electronic data and the policy on the installation of CCTV.
 - Recommendations with regards to training and job requirements for NSOs to enable them to support tenants and families with complex needs.
 - Recommendations with regards to line managers investigating any reports of staff attitude.

KEY ACTIONS ARISING FROM LEARNING POINTS FROM COMPLAINTS AND CARRIED OUT DURING THE YEAR

CTS (HEATING CONTRACTOR) The following issues were addressed at the Service Review Meetings with the contractor:

- performance issues.
- records and paperwork issues to ensure that nature of calls with tenants are recorded on CX system for history, clarity and detail in responding to future queries or complaints, etc.
- delayed visits and no follow-up reports.

JMC (MTC Contractor)

- Performance issue and overdue orders were addressed at the Service Review meetings with the contractor.

RESPONSE REPAIRS – INTERNAL PROCESSES

- Repairsdesk staff prompted to escalate issues to AO/SAO immediately if related to:
 - emergency/immediate repairs heating/hot water/gas leaks/boilers issues etc.
 - Any identified Immediate and Emergency delays.

RE-LETS

- Ensure that a list of any post void repairs will be provided to new tenant for clarity and formal record.
- Clear responsibility of who completes Relet Inspection form where there is a tenancy support officer (TSO).

ASB AND COMPLAINTS HANDLING

- A webinar held for Housing staff on investigations including discussion around verbal communications with tenants and appropriate tone/language.
- Housing staff reminded of the importance of responding in a timely manner and keeping the tenants up to date on any queries that they may have.
- CRM (Customer Relations Module) introduced on CX system to record all interactions we have with tenants. This allows staff to have a quick access all up-to-date information when they talk to customers and to be more aware of their individual needs.

ALLOCATIONS AND TRANSFERS

- The issue of allocating to victims of domestic abuse has been raised with the Housing Policy Panel for further consideration.

HOUSE SALES PROCESS

- A review carried out of House Sales procedure, including how communication can be enhanced and the revised version has been drafted.
- Procurement exercise undertaken to appoint one valuer to carry out house sales valuation to reduce the time taken on an individual basis to appoint once each request is received with a clear briefing to the CS as to what we require in the valuation. The Senior Development Officer will also review and raise any queries with the CS upon receipt of the valuation.
- A briefing session was held for staff involved in the house sales process across Clanmil in September 2020 to ensure understanding of the key milestones and indicative timescales associated with these. Assistant Director of Development now has a monthly briefing with the team members to ensure oversight. It needs to be noted that the Right to Buy scheme will end on 28 August 2022.

**KEY ACTIONS ARISING FROM LEARNING POINTS FROM COMPLAINTS TO BE CARRIED OUT
IN 2021/22**

- Assistant Directors will be reviewing the learning points from complaints as captured in the reflection with the view of putting in place any actions needed to address trends or issues identified.
- Asset Officers to run weekly repair reports for analysis and highlighting of emergency/immediate works orders not completed on their patch.
- Asset Manager to consider AOs completing 6 weekly follow up check with new tenants to identify any outstanding post void repairs.
- During the handover of properties tenants need to be shown the use of trickle and window vents for ventilation and humidity levels as can attract booklice and high humidity levels make properties slower to heat. - Inclusion on handover checklist if demonstration and explanation included going forward.
- Consider a walkaround of new developments by senior officers/managers from Assets/ Development / Housing before the end of defects period in all new properties.
- Contractors to be advised not to report findings or recommendations to tenants whilst at visits. Consider including clause in contracts.
- A webinar to be held for frontline staff and members of CIH about the new relaunched professional standards.
- The importance of risk assessments and checking the areas even if access is restricted due to Covid-19 pandemic to be reinforced at team meetings for those carrying out inspections or supervising staff who do, to provide assurance that exercises are not just to tick boxes but lead to actions being carried out to improve service for tenants.
- The revised House Sales Procedure to be approved and released by the end of May 2021.
- Complaints to be moved from Pentana to CX (Housing Management System).