

CLANMIL COMPLAINTS AND COMPLIMENTS ANNUAL REPORT 2022-23



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1 CUSTOMER PROMISE AND COMPLAINTS

- 1.1 In our 2022-23 Business Plan we committed to delivering 9 objectives under our Strategic aim of making life easier for our customers. Among other commitments, we promised to create opportunities for regular and robust customer feedback and to communicate and listen to our customers' individual needs. Complaints and compliments, along with satisfaction surveys, give our customers the platform for sharing their feedback with us, both when things have gone well and when our service fell short of their expectations.
- 1.2 This report provides the key statistics about our customer compliments and complaints recorded between 1 April 2022 and 31 March 2023. It also highlights our performance in dealing with the complaints and any learning that we gathered based on the feedback received.

2 OPERATING CONTEXT

- 2.1 During 22-23, we continued to grow and we welcomed new customers to Clanmil with 729 new tenancies and approximately 11,400 customers. We also opened new platforms through our portal and channels to allow our customers to get involved in our work and decision making.
- 2.2 Our service centre team was expanded and developed with bespoke customer contact training. The integration of our CX system with our measured term contractor's system to best track customer repairs remained a priority and is still a work in progress.
- 2.3 Our teams were re-structured to meet the demands of workloads and best respond to the customer needs. Our labour turnover remained higher than target, leaving gaps and new knowledge within the frontline teams during the year.
- 2.4 We introduced the CX Feedback module to capture customer complaints in the CRM system, and we needed to close the Civica CX original contract phase. Effective reporting and staff usage has struggled to catch up. Refreshed training, new reports and clearer oversight by managers in the CX system should improve communication on complaints linked to tenancies.
- 2.4 We introduced both an Unreasonable Behaviour Policy (which has been trained out into the business) and an amended Compensation Policy, both to further aid colleagues in managing complaints.
- 2.6 We saw the introduction of a new main contractor following a procurement challenge and good progress reported on managing contracts in line with our response maintenance targets and customer satisfaction rates.
- 2.7 The legacy of Covid pandemic and post-Brexit trading arrangements continued impacting on our ability to deliver service.

3 COMMUNICATON METHODS

- 3.1 Email remained the method of contact most commonly used by customers making complaints (60% formal complaints and 47% verbal complaints). Telephone was the second most popular channel for complaints while most compliments were made in person. Just over 6% of the feedback referred to in this report was received via social media. ClanmilConnect portal was used by only a handful of customers making complaints. As the Portal grows in functionality, we would like to see an increased usage via the portal to complain.

4 COMPLIMENTS

- 4.1 We received 43 messages expressing gratitude or praise for our staff and services. We logged and shared them all with our staff.
- 4.2 We also continued sharing internally any positive comments received via our customer satisfaction surveys.
- 4.3 66% of the 43 compliments logged were about Housing staff, of which over two thirds about office staff and the remainder about scheme staff. 29% of compliments were about our maintenance service, incl. both response and planned works teams and individual contractors.
- 4.4. Most of the compliments logged were with reference to the professional, courteous, compassionate service and support provided to individual tenants, residents and other service users.

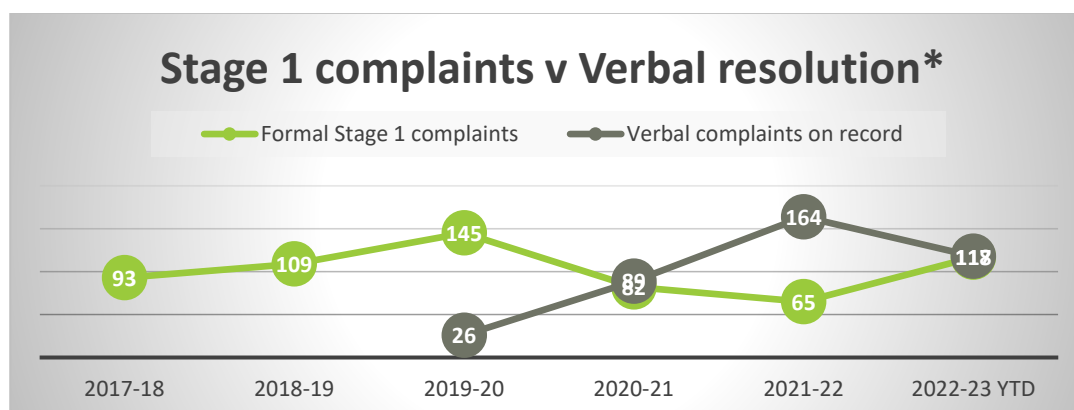
5 COMPLAINTS RESOLVED VERBALLY BY FRONTLINE TEAMS

- 5.1 According to the current Clanmil Complaints Policy, a complaint “is an expression of dissatisfaction regarding the standard and/or quality of service, action or lack of action by Clanmil or staff, which has impacted a customer or a group of customers”.
- 5.2 Clanmil Complaints Policy provides for an early verbal resolution option when the issues raised are not too serious in nature, the risk is low and the agreement on actions to address the issues can be reached with the customer within a few days. These issues are not treated as formal complaints and no formal written response is issued. The focus is on finding resolution promptly and to the satisfaction of the customer.
- 5.3 In 2022-23 we recorded 118 issues to be resolved verbally. 75% of those were responded to our Assets team.
- 5.4 The issues raised most frequently using this informal route were as follows:
- Unresolved response repair & lack of or ineffective communication.
 - Lack of action in relation to outstanding repairs.
 - Delay in providing response repairs service.
 - Contractor's attitude/behaviour/performance.
 - Poor contractors' workmanship.

- 5.5 45% of verbal complaints were resolved within less than 6 working days (down from 61% in the previous year).
- 5.6 Only 18 of these informal complaints (15%) escalated to stage 1 and had to be formally investigated.
- 5.7 The verbal resolution stage complaints are included in the 10% sample used by Business Assurance to carry out calls on satisfaction with complaint handling.

6 FORMAL STAGE 1 COMPLAINTS

- 6.1 Clanmil's formal complaints process has 3 stages, with a manager or an officer investigating complaints at Stage 1 and a Director or Assistant Director at Stage 2. If the complainant remains dissatisfied, the Group Chief Executive forms a panel with a Board member to review the complaint at Stage 3.
- 6.2. The number of formal Stage 1 complaints increased throughout the year – from 21 received in quarter 1 to 37 in quarter 4. This is the opposite trend to the verbal complaints where the quarterly figures dropped from 44 registered in quarter 1 to 23 in quarter 4.
- 6.3 In total, in 2022-23 we logged 117 formal Stage 1 complaints, compared to 65 in 2021-22 and 82 in 2020-21.

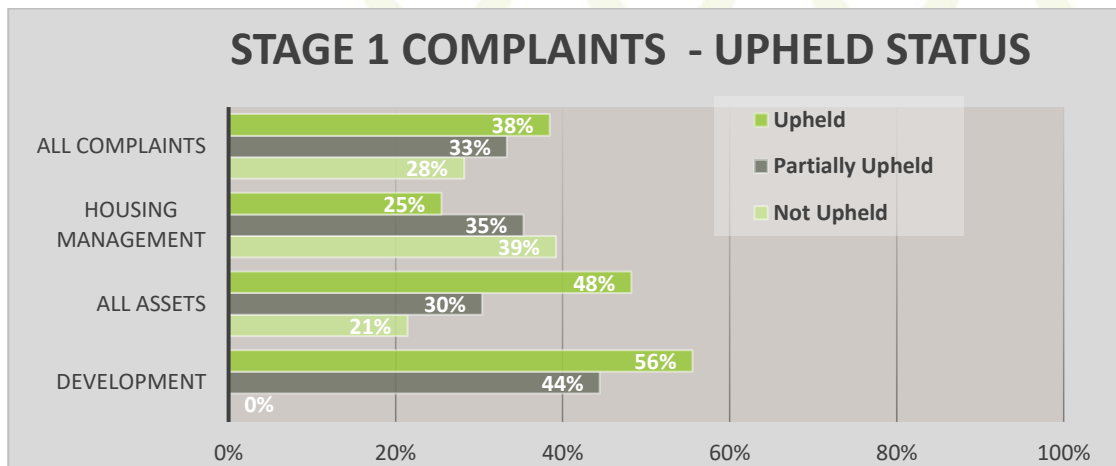


* We started recording the issues resolved verbally in 2019-20 and that year not all were captured.

- 6.4 The highest number of stage 1 complaints was investigated and responded to by the Assets team. The table below illustrates the main themes and the recurring reasons behind Stage 1 complaints.

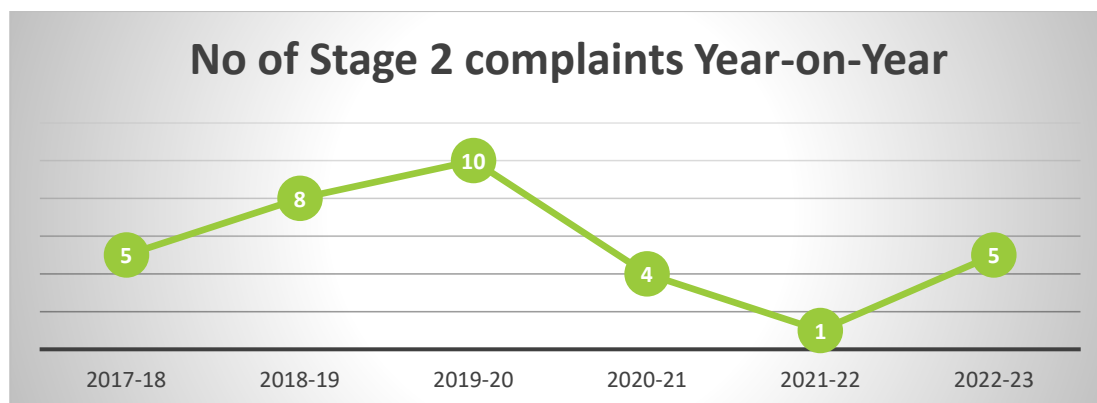
Department	Total No	Main themes	No	Recurring reasons	No
ASSETS	56	Response repairs	54	Failure to provide service Unsatisfactory service Delay in service	21 13 9
HOUSING	51	Staff Other ASB Process	20 14 10	Staff attitude/behaviour Unsatisfactory communication Other	17 7 7
DEVELOPMENT	9	House Sales	7	Delay in service	7

- 6.5 38% of the closed complaints were fully upheld, 33% were partially upheld and 28% were not upheld. Development followed by Assets had the highest proportion of upheld/partially upheld complaints – 100% and 78% respectively. This is illustrated in the chart below.



7 COMPLAINTS REVIEWED AT STAGE 2 AND STAGE 3

- 7.1 The number of requests for Stage 2 review increased in the reporting period with 5 complaints being reviewed at Stage 2 during the year.



- 7.2 2 of these complaints were later escalated to Stage 3, reviewed and fully upheld by a panel composed of the Group Chief Executive and a Board member. The table below illustrates the main themes and outcome of these complaints.

Department	Theme	Upheld	Outcome at Stage 3
Development	House Sales	Upheld	n/a
Response Assets	Response repairs – delays and lack of actions	Upheld	n/a

Response Assets	Other – lack of desired action/support regarding condition of property (related to long-term ASB)	Not upheld, escalated	Upheld
Housing	Allocations	Upheld, escalated	Upheld
Housing	Other – decision not to compensate for items lost through ASB-linked incident / lack of support and delays in service re repairs	Upheld, escalated	Upheld

8 NIPSO REVIEW

- 8.1 1 complaint was reviewed by the Public Services Ombudsman in 2022-23. The process was initiated in the previous year (March 2022). Our request for the detail of the outcome of this review was treated by NIPSO as a Freedom of Information request which was rejected. The Group CEO is currently writing to NIPSO for further information as to the status of this complaint.

9 KEY PERFORMANCE INDICATORS

- 9.1 59% of formal complaints (all stages) were responded to within the agreed timescales, against the target of 85%.
- 9.2 The table below illustrates performance in relation to the timescales in more detail.

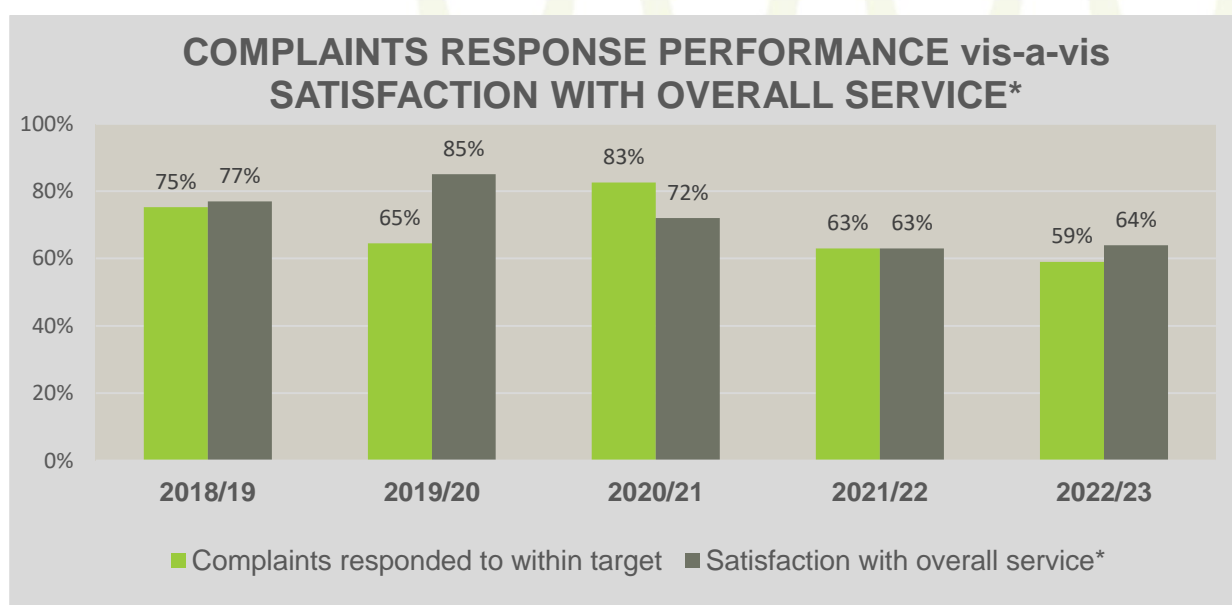
	STAGE 1		STAGE 2		STAGE 3		All Formal	
Total closed	117	%	5	%	2	%	124	%
Within original target	41	35%	2	40%	1	50%	44	35%
Within extended target	27	23%	1	20%	1	50%	29	23%
Outside target	49	42%	2	40%	0	n/a	51	41%

- 9.3 66% of complainants were satisfied with complaint handling, against the target of 80%. The most common reasons for dissatisfaction were as follows:
- Lack of follow up/responsiveness with regards to the work agreed at resolution.
 - Issue not resolved to their satisfaction (esp. when related to ASB).
 - Not offered the remedy they were seeking (e.g., transfer or reduction in charges).
 - The length of time to resolve complaint.
 - No formal response / No word on how Clanmil will take the feedback forward.

- 9.4 Satisfaction with complaint handling was slightly higher among those tenants who made a verbal complaint than those who had a formal complaint investigated, as illustrated below. The verbal complaints, however tend to be less complex asks.

	2021-22		2022-23	
	ALL	ALL	Formal	Verbal
Total surveyed	50	76	39	37
Satisfied	40	50	24	26
% Satisfied	80%	66%	62%	70%

- 9.5 The graph below demonstrates performance in relation to complaints response times in the last 5 years, overlaid by overall customer satisfaction in the parallel period.



*Satisfaction levels at 2022/23 are based on the 574 survey completes (66% of the target response) – the survey is ongoing at the time of reporting.

10 COMPENSATION OFFERED TO COMPLAINANTS

- 10.1 Formal complaints which were upheld sometimes resulted in an offer of monetary payment being made to the customer. In some cases, this was processed under the Right to Repair scheme. In other cases, it was an ex-gratia compensation to provide remedy for the loss, damage, inconvenience, etc. experienced as a result of Clanmil's actions or inactions.
- 10.2 Our Compensation Procedure is under review, and it will be re-issued in 2023-24. This will enable us to track and report on any compensation pay-outs to complainants. For 2022-23, we are able to confirm that circa £6,000 was offered to complainants as an outcome of Stage 2/Stage 3 investigations.

11 LEARNING FROM STAGE 2 AND STAGE 3 COMPLAINTS

- 11.1 A number of learning points were identified following the review of complaints at Stage 2 and Stage 3 of our policy and the main points of the planned improvements identified as a result of the feedback is outlined in the table below.

Area of work	Planned improvements
Complaints Policy and Procedure	We will review our policy and procedure to simplify and shorten complaint journey (moving to a 2-stage process), and to reflect NIPSO's proposed draft model complaints procedure, as well as all the recommendations from the Stage 3 reviews of complaints undertaken in 2022-23 and 2021-22.
Clear standards of service	We will be clear on the standards of service so that they are understood better by both our customers and colleagues. This is work underway with our housing and assets colleagues. These will be communicated and trained for colleagues and communicated to customers to help better manage expectations and apply services consistently.
Complaints culture and support for frontline teams	<p>We will continue weekly reviews of complaints by managers and ADs to help improve the way we both effectively identify and address all the areas of dissatisfaction.</p> <p>We will support our frontline teams to welcome complaints as an opportunity to review the services and performance and see their resolution as a priority. We will clarify the role of complaint champions within the 2 frontline teams, and we will ensure the managers lead the way in providing professional and courteous formal responses to all complaints.</p> <p>We will review output reporting at our Executive Director Board meetings and complaint performance with customers at our new Customer Committee.</p>
Inter-departmental working on complaints	We will improve the way our departments co-operate when responding to complaints assigned jointly to more than one team. We will be mindful of the impact this has on a customer and will appoint a lead contact who is investigating so the customer can direct any queries to one person.
Lack of clarity on the decanting process	We will draft and issue a new Decant Policy and Decant Procedure
Allocations procedure	We will enhance our allocations procedure to be more clear on the process requirements following acceptance of offer. This will be trained out to all staff involved in allocations.

Offering remedy and compensation for service failures	We will empower our staff in the use of the compensation policy and procedure.
Supporting Teams in difficult cases	Executive Directors will provide clear support and guidance to teams managing persistent or unreasonable complainants. We will proactively encourage engagement with external advocacy services to better manage areas around neurodiversity, learning disability, addiction issues.
Communication to Customers	We will improve our communication to customers at all stages in which they express dissatisfaction including keeping them updated, checking that what we said we would do we did, and being mindful of good practice complaints handling and our tone of voice in written and verbal communication.

12 LEARNING FROM OTHER COMPLAINTS

- 12.1 In 2022-23 for the first time we captured the learning from complaints on CX Feedback. The reflections were shared with the Extended Management Team who continue delivering the any actions arising from the findings.
- 12.2 The reflections can be summarized under these main themes:
- Our Assets team and contractors' joint working on the timely and efficient delivery of the response repairs service. The need for joined up training together for both.
 - Continuous monitoring of maintenance issues identified in contractors' reports, incl. damp and mould and recurring faults.
 - The effectiveness of our house sale procedures and delays caused to applicants.
 - The importance of timely and regular communication with the customers who reported ASB incidents, maintenance issues and other concerns.
 - The importance of identifying defects promptly and monitoring any void work identified prior to commencement of tenancy to completion.
 - Managing customer expectations – clearer on standards of service to help manage expectations.
 - When we get it wrong, saying sorry, making a clear commitment to fix what we can and putting it right as soon as we can.
 - Being open, transparent and stretching our "can do" attitude in what may resolve a complaint.