



Annual Complaints Performance and Service Improvement Report 2024

Complaints Performance 2023/24

The data and reporting for complaints for the year ending 31st March 2024 is set out below. There have been no complaints referred to the Housing Ombudsman in 2023 /24. The Tenant Satisfaction Measure for satisfaction with complaints handling for 2024 is 57%, an increase of 4% on the previous year.

From analysis of the root cause of the complaints received in the past year, there are some key learning points and actions identified. Implementing changes based on the feedback Golden Lane Housing has received may improve tenant satisfaction and reduce the number of complaints received in the future.

Positive actions and improvement that have been completed following complaints:

- Improved repairs communication implementing pre and post repair notification letters.
- Created contractor standards to set clear expectations and reduce complaints around behaviour.
- Planning and delivering damp and mould training, this includes a deep dive from Heads of Service.
- Completing colleague feedback on the complaints process.
- Reviewed errors identified in our housing management and finance systems to prevent any future errors with rent letters.

Further actions that Golden Lane Housing is planning:

- Develop a tasking process for all colleagues to use across Golden Lane Housing to improve internal and external communication.
- Deliver complaint training to colleagues across Golden Lane Housing during June 2024.
- Develop a quality and performance management process - including the embedment of the GLH Way.
- Using Customer Relationship Management in the housing management system to consistently log all contact and improve internal communication and visibility.
- Reviewing data on repeat repair visits to work proactively, aiming to take action to avoid a complaint.
- Design a process review to ensure work is owned and acted on when colleagues are away from work.
- Design an unreasonable behaviour policy – this is a criteria within the complaints self-assessment code, this will also support our Golden Lane Housing colleagues in these circumstances.

The complaints process, including training and embedment:

The Head of Tenant Experience has undertaken a review of the complaints processes covering:

- Golden Lane Housing's Complaints Policy, which was approved by Board on 12th March 2024.
- Compliance with the Regulatory Consumer Standards, which were approved by Board on 14th May 2024.
- Compliance with the Housing Ombudsman Complaint Handling Code, which was approved by the Board on 14th May 2024.
- Complaints data and reporting of Key Performance Indicators.
- The internal complaints process including embedding learning from the outcome from complaints.

After reviewing the current process and holding discussions with colleagues, areas for development have been identified.

The areas for development to form a robust process are:

- How any Golden Lane Housing colleague can identify a complaint. This includes differentiating between enquiries, service requests and formal complaints.
- How to improve the way colleagues work to reduce manual colleague interventions linked to monitoring, logging and response timescales for a complaint.
- Agreeing how a complaint is logged in management systems.
- Have accurate complaint data, which is fit for purpose and can be used to support continuous improvement activities.
- How to assign a complaint to the most appropriate colleague.
- Define a process to close a complaint, including when there are outstanding actions.
- Define a process for logging all contact information, call notes, agreements. This includes contacts before and after a formal complaint.
- Define the duties of an investigating officer.
- Define the duties of colleagues when supporting a complaint response.
- Define accountability and timescales for all tasks within the process.
- Embedding accountability for internal communication timescales.
- Review current complaint templates to ensure they are fit for purpose.
- Agreeing a communication style/tone for all Golden Lane Housing's complaints.
- Embedding learning and a continuous improvement process for all complaints.

Once the internal complaints process has been thoroughly re-designed and changes made linked to the above development areas, comprehensive training sessions to embed the learning appropriately within their teams will be delivered to relevant colleagues across Golden Lane Housing.

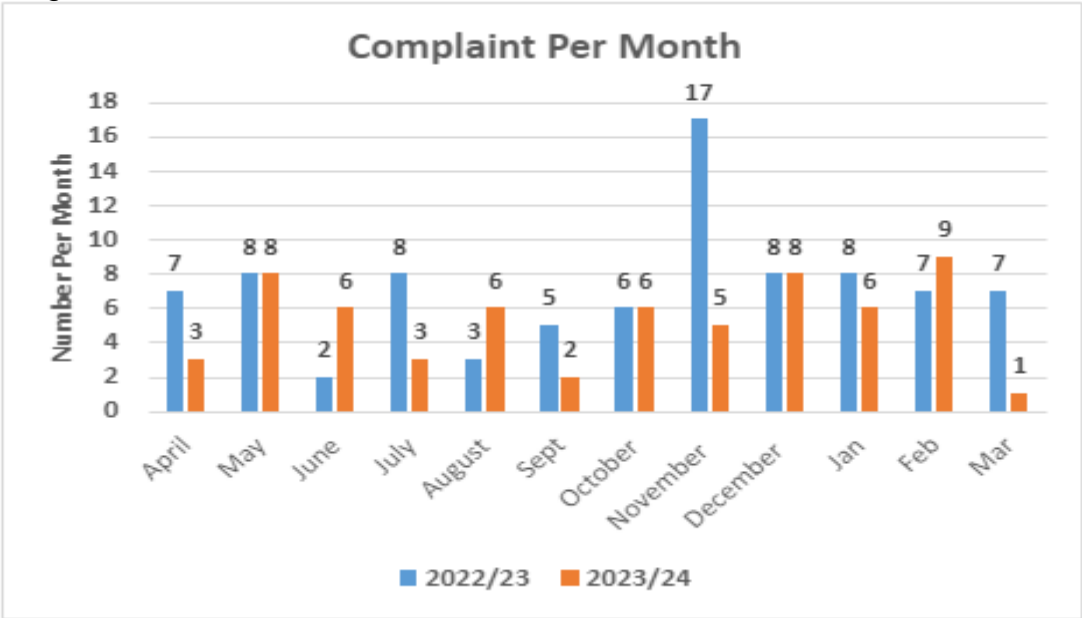
Complaints Summary

Performance

Overview 2024

The total number of stage 1 complaints for this year is 63.
86 Stage 1 Complaints in the same period last year, this is a decrease of 23

Stage 1:



Total number of Stage 2 Complaints this year is 2

Complaint Handling

Overview of complaints, Year to date up to 31st March 2024:

63 stage 1 Complaints received in total.

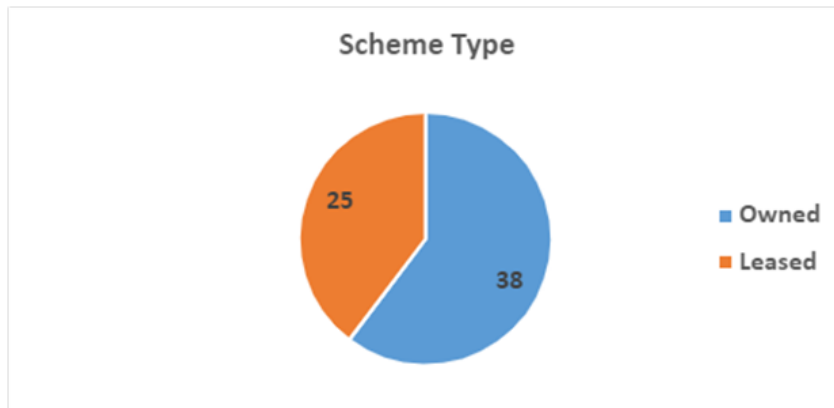
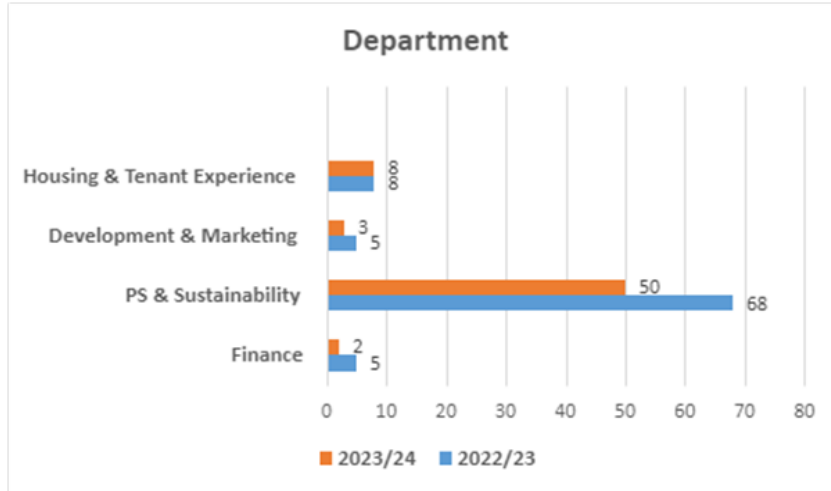
- 62 Complaints have been acknowledged within the 5 working days timescale
- 1 Complaint was acknowledged late (after the 5 working day timescale).
- 60 Complaints were responded back with in the target time frame.
- 1 Complaint was responded to outside of the 10 working days to respond.
- 2 complaints are still being worked on and are within timescale.
- 59 complaints have been closed.

Breakdown of closed stage 1 complaints: 59

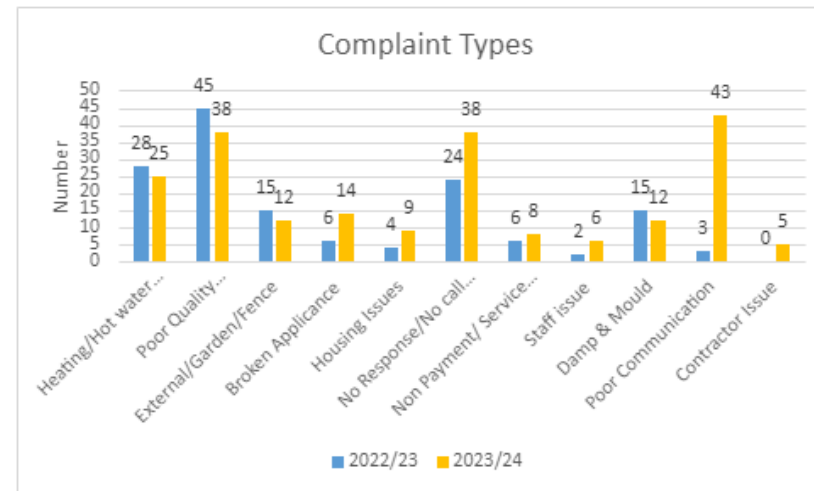
- 10 Complaints have been responded to but are within the 28 days to close period (complainant has opportunity to escalate to stage 2 within 28 days of closure)
 - 49 Complaints have been completely closed
 - Out of the 59 Complaints - 25 complaints were extended with the customer's agreements. They were extended to allow for works/further investigation.
 - Out of 59 complaints - 6 complaints were NOT UPHELD
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- 282: Time in responding to an emergency call out
GLH & Churches acted correctly and attended within the 24 hours emergency response time.
 - 284: Ongoing problems with the WC (macerator).
No failure of service on the part of Golden Lane Housing.
 - 289: Outstanding repairs and delay.
No outstanding repairs recorded, jobs that had been completed were done within the time frame
 - 299: Complaint regarding repairs service, attendance to single appliance blockages.
No failure in the service delivered which was to our standards.
 - 336: Poor response to repair requests / boiler fault
Insufficient evidence provided by complainant.
 - 338: The response time of the Out of Hours service.
The works carried out whilst on site.

Complaint Themes and Accountability

The volume of complaints by directorate:



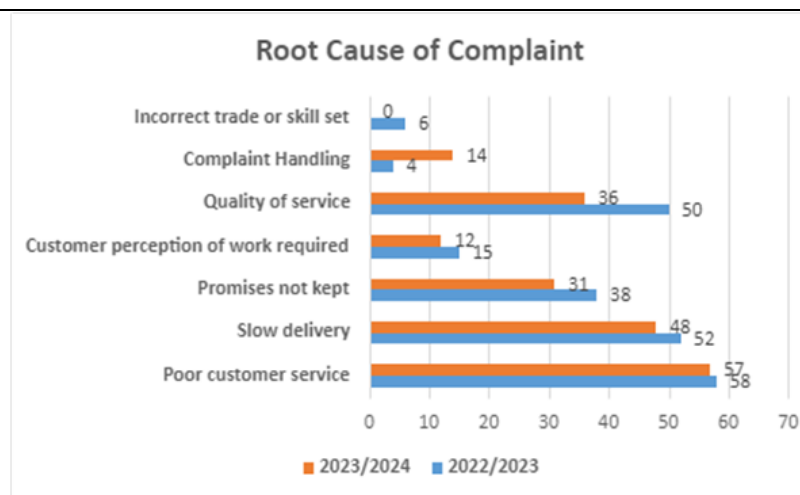
Complaint Type	2022/23	YTD 2023/24
Heating/Hot water issues/leak	28	25
Poor Quality Home, Return Visit for repair	45	37
External/Garden/Fence	15	12
Broken Appliance	6	14
Housing related Issues	4	9
No call back/Non-attendance	24	38
Non-Payment/ Service Charge	6	8
Staff issue	2	6
Damp & Mould	15	12
Poor/Incorrect Communication	3	42
Contractor issue		5



Our Top 3 complaint types are:

1. Poor/Incorrect communication X43
2. No call back/non-attendance X39
3. Poor Quality Home, Return visit for repair X38

Root Cause	2022/23	YTD 2023/24
Poor customer service	58	57
Slow delivery	52	47
Promises not kept	38	30
Customer perception of work required	15	12
Quality of service	50	35
Poor Complaint Handling	4	14
Incorrect trade or skill set	6	0



Our Top root causes are:

1. Poor Customer Service: X57
2. Slow Delivery: X47
3. Quality of Service: 35
4. Promises not Kept:30

After analysing the root cause of complaints there are some actions that Golden Lane Housing need to take to reduce the number of complaints received. These actions include reviewing the live complaints but also working proactively to avoid potential complaints.

- Tasking process required to improve internal and external proactive communication.
- Design and deliver complaints training to colleagues across Golden Lane Housing, this will include service request management (being proactive), handling, closing and learning from complaints.
- Design an unreasonable behaviour policy – this is a criteria within the complaints self-assessment code, this will also support our Golden Lane Housing’s colleagues in these circumstances.
- To review complaints module in the housing management system to improve system records and internal communication. Using this module will also provide Management Information and help manage/plan workloads.
- Review damp and mould process and provide further colleague training.
- Design a quality process to monitor service output – will be designed alongside a coaching approach for managers to use to help improve our service and tenant satisfaction.