

0 	<b>REPORT TO MANAGEMENT BOARD</b>	<b>AGENDA ITEM No.</b>	<b>7.2</b>
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<b>Name of Committee:</b>	Board Meeting	<b>Date:</b>	22 <sup>nd</sup> May 2024
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<b>Title &amp; Brief Summary:</b>	The Governing Body's Response to the Annual Complaints Performance and Service Improvement Report
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<b>Classification:</b>	<input type="checkbox"/> For info and discussion <input checked="" type="checkbox"/> For info and decision	<input type="checkbox"/> Confidential <input checked="" type="checkbox"/> Non-Confidential
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**Background Papers**

Regulatory Framework – Economic

Regulatory Framework – New Consumer Standard

Housing Ombudsman Complaint Handling Code and Self-Assessment

**Summary of Recommendations Action Requested**

To note the information and approval

Revised - Complaint Policy and Procedure

Self-Assessment against the new Complaints Handling Code

Annual Complaints Performance and Service Improvement Report

**Diversity Impact**

Shian is mindful of its equality duties under the Equality Act 2010 and will take a proportionate approach to its equality obligations and has at this stage identified no specific equalities implication in this report. However, equality will continue to be considered during future reports.

**Value for Money and Financial Implications**

At Shian VFM is a central part of ensuring we meet our customers' expectations and our business objectives. Delivering VFM is about what you achieve for the amount of money you spend. This means spending money wisely to deliver excellent customer service and make a positive contribution to the communities we serve.

**OUR MISSION STATEMENT**  
*To provide quality homes to the BME and wider community. To know and understand our*

residents and to deliver services that respond to their needs and challenges.

Risk Assessment						
Impact Severity	Impact Multiplier	Assessment of risk Impact multiplier x Likelihood Multiplier (see below)				
Catastrophic	5	5	10	15	20	25
Major	4	4	8	12	16	20
Moderate	3	3	6	9	12	15
Minor	2	2	4	6	8	10
Insignificant	1	1	2	3	4	5
<b>Multiplier</b>		1	2	3	4	5
Likelihood		Rare	Unlikely	Possible	Likely	Almost Certain

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## 1. Complaints

**Critical Success Factor (CSF):** Timely resolution of complaints regarding services

**Key Result Indicator (KRI):** Gold Standard introduced for Complaint management

- 100% acknowledgment response within 5 working days
- 90% of stage 1 complaints are investigated and a final response is sent within 10 working days
- 90% of stage 2 complaints are investigated and a final response is sent within 20 working days

From April 2023 to March 2024, we received a total of 18 complaints, two of these complaints have been escalated to Stage 2 of our complaint process. Following the thorough analysis and detailed insights provided in the Annual Complaints Performance Report and Service Improvement Plan. The report highlights several key areas of concern, namely repairs and maintenance, housing management, staff behaviour, estate services, and gas heating servicing, which are critical to the satisfaction and well-being of our tenants.

### Acknowledgement of Key Areas of Concern

1. Repairs and Maintenance: We understand the frustrations caused by delays, inadequate repairs, poor communication, and the lack of consideration for disability

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needs. These issues are unacceptable and need immediate attention to ensure our tenants feel secure and supported in their homes.

2. **Housing Management:** The problems identified in updating housing information, handling noise nuisances, and responding to service requests highlight the need for a more efficient and responsive housing management system.
3. **Staff Behaviour:** Allegations of inappropriate conduct and lack of empathy are concerning. We recognise the importance of training our staff to handle incidents with the utmost professionalism and sensitivity.
4. **Estate Services:** Concerns about communal cleaning and illegal fly-tipping require a proactive approach to maintain the cleanliness and safety of our estates.
5. **Gas Heating Servicing:** The poor service delivery by contractors for gas heating repairs is a critical issue, especially considering the impact on tenants during colder months.

### **Lessons Learned and Service Improvement Plan**

The lessons learned from the complaints received, particularly regarding communication, accessibility, proactive maintenance, and staff conduct, have been well-documented. The proposed Service Improvement Plan addresses these issues comprehensively.

We are particularly supportive of the following initiatives:

1. **Enhanced Communication Channels:** Implementing a comprehensive communication plan using multiple channels both automated and non-automated to tenants about the status of their complaints. This will significantly improve our responsiveness and keep tenants well-informed.
2. **Streamlined Complaint Handling Processes:** Monitoring complaints on a weekly basis by the Complaint Officer and ensuring prompt acknowledgements and handled within the agreed timescale. This will help in resolving issues more efficiently.
3. **Reasonable Adjustments for Disability and Vulnerability:** Reviewing policies to accommodate tenants with known disabilities and vulnerabilities, along with training staff on these issues, is crucial for creating an inclusive environment.
4. **Preventive Maintenance:** Using stock condition data to pre-emptively address potential issues is a strategic move that will likely reduce the number of emergency repairs and improve overall service reliability.
5. **Staff Training:** A training program focusing on customer service, empathy, and conflict resolution will be essential in changing the perception and behaviour of our staff towards tenants.
6. **Regular Feedback and Surveys:** Conducting regular surveys will provide us with valuable feedback to continually improve our services and address any new issues promptly.

7. **Transparency and Accountability:** Ensuring transparency in our processes and holding staff accountable for the timely resolution of issues will build trust with our tenants.

### **Implementation Timeline**

We support the proposed timeline for the implementation of the Service Improvement Plan by 30th September 2024, under the guidance of the Operations Director. This timeline is realistic and provides a clear framework for achieving our goals.

### **Conclusion**

In conclusion, the Board fully endorses the findings of the report and the outlined Service Improvement Plan. We are committed to taking the necessary actions to enhance tenant satisfaction, reduce the number of complaints, and improve the overall quality of our services. We look forward to seeing positive changes and will closely monitor the implementation progress.

Thank you for your continued dedication to improving our housing services.

Shian Housing Association Board