



ADJUDICATION AND REVIEW COMMITTEE

5 March 2020

Subject Heading:

Housing Complaints 2

SLT Lead:

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Report Author and contact details:

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Policy context:

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Update on Housing complaints

Financial summary:

The subject matter of this report deals with the following Council Objectives

Communities making Havering

X

Places making Havering

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Opportunities making Havering

[]

Connections making Havering

[]

SUMMARY

- 1.0 This report seeks to update the Committee on the latest improvements relating to the management of Complaints received by Housing Services.

RECOMMENDATIONS

- 2.0 That the committee note the report and comment.

REPORT DETAIL

3.0 **October to December 2019 – Quarter 3**

Repairs Complaints Stage 1: 65

Repairs Complaints Stage 1 Upheld: 39 Upheld / Partly Upheld

Repairs Complaints Stage 2: 9

Repairs Complaints Stage 2 Upheld: 4 Upheld / Partly Upheld (3 still under investigation with the CEO)

Actions

A new performance and strategy team is being set up in Housing which will see a head of service appointed to directly manage the complaints function, giving more focus and rewriting processes to make the service more robust. We hope to begin recruitment for the head of service by the end of February.

A meeting has been held with the gas contractor to improve performance and reduce complaints. An action plan has been put in place with the gas contractor. Meetings have also re-commenced with the main repairs contractor, following recruitment of the new Repairs Manager, where complaints are raised and discussed to identify trends.

The Housing Complaints Team are working on complaints being logged via the current Housing Management system 'Open Housing'. The system will be designed to record data and report in a more effective way, to enhance the learning from complaints and implement service improvement. This will also allow all services in Housing to be aware of ongoing complaints at all levels, when dealing with customers.

More awareness around complaints and the corporate Policy to be rolled out across Housing Services and the main call centre. As per the corporate Policy, all services should be given the opportunity to resolve the issue before it becomes a complaint. Unfortunately there is a culture where a tenant is dissatisfied and this is automatically escalated to a complaint. This should be given to the Service Manager to resolve in the first instance, as this is a better service for the resident. Housing Complaints will be looking at the learning from, in regards to Stage One and Stage Two complaints with the Service Development team, to identify where there are failings in processes that cause complaints. Staff training and improvements in the system will also be looked at. All causes of complaints will be reviewed to ensure service improvement and a better customer experience.

In some cases residents will come back following a Stage One requesting a more information but are not necessarily dissatisfied with the response. This can be addressed within Housing quickly, however, these are passed over as Stage Two for consideration by the CEO as per the Corporate Policy. This should be considered, as resolving the matter quickly is a better service to the resident. Unfortunately as CRM does not allow much data to be reported on, there are conflicts in the figures held by corporate and Housing Complaints. The reason for this is that Housing Services has several areas and there are only three reporting areas on CRM for Housing. Housing Complaints are looking to ensure data is as accurate as possible when dealing with CRM, training is required for other areas

that log the complaints. Monthly liaison with the CEO to ensure correct reporting due to failings in CRM.

Reporting within the Service areas and contractors needs to be improved, to ensure all officers within the areas are aware of the amount of complaints and causes of the upheld complaints.

A review of Stage Two complaints to be carried out by Housing Complaints and Service Managers to identify the reason for escalation and ensure this does not occur again in the future and the Stage One's are resolved quickly and sufficiently.

IMPLICATIONS AND RISKS

Financial implications and risks: N/A

Legal implications and risks: There are no apparent legal implications in noting the content of the Report.

Human Resources implications and risks: N/A

Equalities implications and risks: N/A