



**Learning from  
feedback**

**The Wrekin**  
Housing Group

**2020/2021 - Quarter 3:**

**1 October to 31 December 2020**

Understanding the customer journey and the feedback we are given helps us plan for the future and improve the services we deliver at Wrekin.

Complaints received in Quarter 3.

Month	Amount of complaints
Oct	35
Nov	25
Dec	29

The top three areas of complaint in Q3 are: -

Service Area	Percentage
Repairs & Maintenance	46%
Tenancy Management	12%
Gas	14%

Repairs and maintenance include all repairs, including responsive repairs, new property repairs.

Other service areas have also received a smaller number of complaints.

21% of complaints related to poor communication and 11% were because an appointment was too far in the future, tenants expectations are that follow on works will be completed very quickly but during the quarter some appointments have taken weeks to complete due to Covid related factors.

It should be noted that the current pandemic and restrictions have made ASB resolution and management a greater challenge, especially using when other agencies such as LA and the Police are involved.

We have had three, Stage 2 appeals, relating to:-

- 🏠 The condition of the property at sign up,
- 🏠 The tenant's perception of resource availability at evenings and weekends,
- 🏠 A tenant not understanding the terms of a tenancy agreement.

We have one case with the Housing Ombudsman (HO). We have had a positive determination for the case, but the complainant was not satisfied and requested a review.

### Dissatisfaction – Informal Complaints

We received 41 dissatisfaction calls throughout the third quarter. The main reasons for the dissatisfaction related to the dates of repair appointments. Tenants were not happy with the timescales for repairs to be completed. While the dissatisfaction was reported in Q3, the cause of the dissatisfaction was generated in Q2 when our repairs performance was reduced. This was a temporary situation and has not been rectified in most cases.

### Housing Ombudsman complaint handling code – update & internal audit

In July 2020 the Housing Ombudsman introduced their Complaint Handling Code. Within the code they have set out their expectations of how Housing Associations (HA's) complaints processes should be. They requested all HA's to complete and publish a self-assessment by the end of December 2020.

In line with the code requirements the self-assessment was published onto the Groups website in December and included a feedback link that tenants could use to let us know their views on how we are performing against the code.

Overall, we are performing to a good standard, but there are some areas that require improvement. An action plan has been agreed to improve what we do and the actions are currently being completed and will be in place for 31 March 2021. These included amending our IT systems to ensure we were collecting the correct performance data, improving processes and the development of an improved performance management and reporting framework to ensure full compliance from 1 April 2021.

In November there was also an internal audit on complaints completed by RSM, the Group's Internal Auditors. The audit was positive with a few areas that require improvement that reflected the findings of the self-assessment.

### **Real Shoppers**

We received 60 Real Shopper feedback reports, the average score was 9. The top three areas of satisfaction were:

Area	Score
Repairs	8
Cleaning	9
Handy Help	9

Negative feedback – we have received five negative feedback comments and the scores were 5 and below. The theme is that we have not completed the works to a satisfactory standard as they have required a further repair. These were all reported back to our repairs team and the work carried out.

### **Learning from complaints:**

#### **Responsive Repairs**

The Operations Manager meets monthly with the Customer Manager, Senior Customer Exec's and Maintenance Supervisors to review all complaints, and in this quarter, two areas for improvement have been identified.

### **Communication**

- 🏠 Clearer communication on repairs that we are unable to complete the same day that they are attended; in particular the time then taken to return and complete the repair.
- 🏠 On occasion repairs do require further investigation, a combined skill set or to have materials ordered. The group above, have reviewed a sample of these and introduced a process that provides tighter control and improved communication, and its effectiveness will be reviewed throughout Q4.
- 🏠 Customer responses received using the new CX survey system are also providing a real time opportunity for the team to intervene and respond to customers who are unclear about what is happening next. The survey now asks, 'were they kept informed of any changes'.

- 🏠 While some tenants have experienced a longer wait for their repair to be completed, overall the average duration to complete repairs has improved significantly throughout Q3 to 2.7 days, in comparison with Q2 at 8.1 days.
- 🏠 Quality of a repair, following a leak. During Q4, plumbing repairs that are not completed on the day we attend will be reviewed, to understand the cause, whether as a result of the quality of workmanship, material, or that a process of elimination was required to establish its cause or origin. Once identified, where possible, we can eliminate any issues and improve future service delivery.

More recently, the Customer Manager has been appointed as lead for complaints across the operational area. They will be working with the Operations Manager to improve our compliance with the code; the time in which we respond to and resolve complaints that are made, and to collectively manage the causes and learning opportunities that arise, identifying service improvements that can be introduced as an outcome.

### Gas installation and repairs

- 🏠 Phoenix contract management – quality of work: Phoenix have put in place a new works manager to improve the quality of the service. Quality is a key performance indicator as part of the current contract management process.
- 🏠 Completion of associated works – having to chase associated follow on work: The post inspection checks will be extended to wider property related issues in consultation with the tenant and following Covid safe working practice.
- 🏠 IT systems – repeat call outs: The IT system has been enhanced, ensuring that operatives can see previous repairs history so that repeat issues are identified and better diagnosis of problems and solutions can be made including the assessment of boiler replacement. This will reduce unnecessary repeat call outs for customers. This is now live across both gas and responsive repairs services.

### Housing Management

- 🏠 Transfer of refund to the wrong account: A new form is being developed by the Development team that alerts both the Housing Team and the customer of any snags that are outstanding at the sign-up stage so that there is both clarity and options for the customer, to prevent the refund happening in the first place. The electronic process for claiming a refund will also be reviewed to make it as simple as possible for the customer to claim electronically, with the correct details.
- 🏠 Quality of property at letting stage: Communication between the Area Teams and Managed services needs to be improved, along with a shared responsibility for the whole lettings process.
- 🏠 Informing tenants when substantial environmental works are taking place: When carrying out any environmental works near tenant's properties, particularly including large trees, we should inform them that works of this type are taking place. In future there will be an opportunity to do this through the CX-Feedback system more easily, using email and SMS text.



## Development

- Boundary in the wrong place – re-siting causing disturbance and inconvenience: Checking boundary locations at an earlier stage has been included in Clerk of Works site checks.