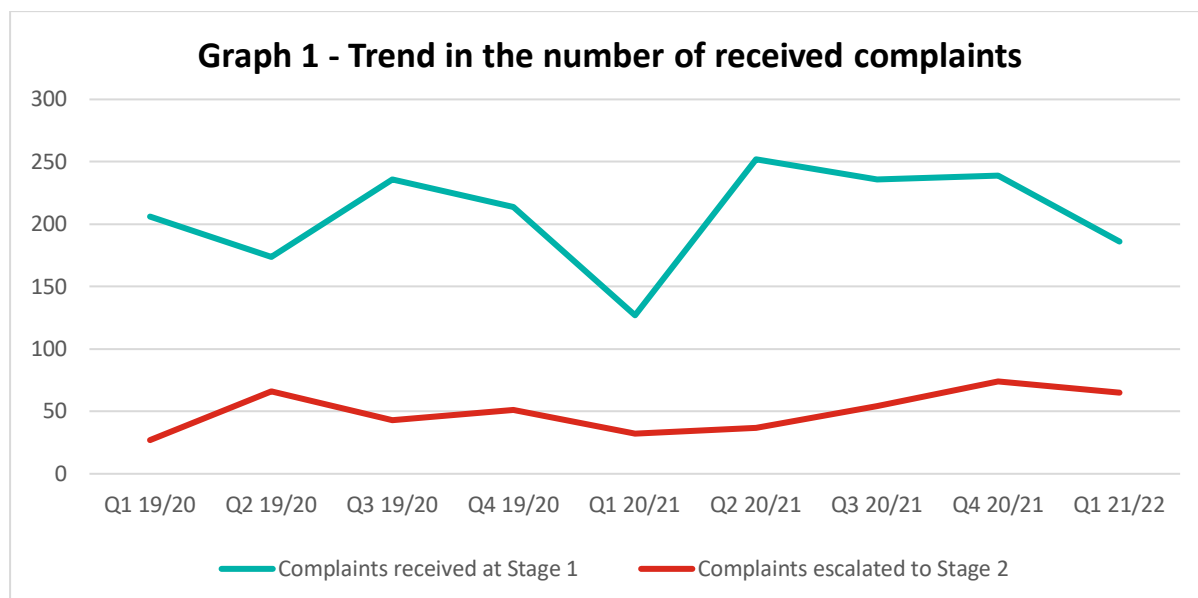


Complaints report for Quarter 1, 2021_22 (April to June 2021)

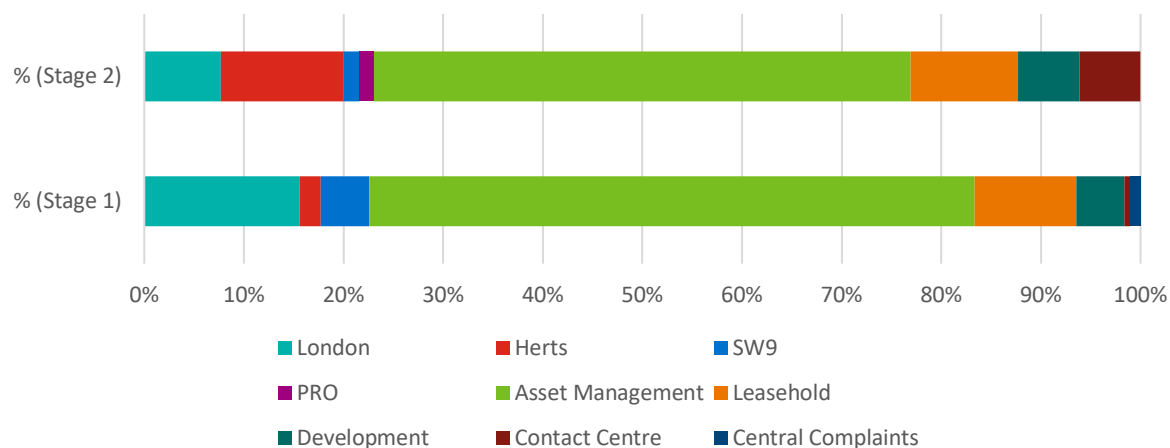


Quarter	Complaints received at Stage 1	Complaints escalated to Stage 2	Proportion of escalated complaints	Target
Q1 19/20	206	27	13.11%	10%
Q2 19/20	174	66	37.93%	10%
Q3 19/20	236	43	18.22%	10%
Q4 19/20	214	51	23.83%	10%
Q1 20/21	127	32	25.20%	10%
Q2 20/21	252	37	14.68%	10%
Q3 20/21	236	54	22.88%	10%
Q4 20/21	239	74	30.96%	10%
Q1 21/22	186	65	34.95%	10%

Graph 1 and the accompanying table shows stage 1 and 2 complaints received covering the period 01 April 2019 to 30 June 2021. Between July 2020 and June 2021, a total of 913 stage 1 complaints were received, this compares with 751 received for the equivalent period 12 months earlier.

We received 59 more Stage One complaints in the most recent Q1 2021 quarter compared to the previous Q1 quarter in 2020. There is a larger spike than we have seen recently, but it is still the second lowest amount received in the last 9 quarters, and it is to be expected to vary each quarter, if we can keep below 200 this shows progress is being made.

Graph 2 - Total Received Broke Down by Dept - Q1

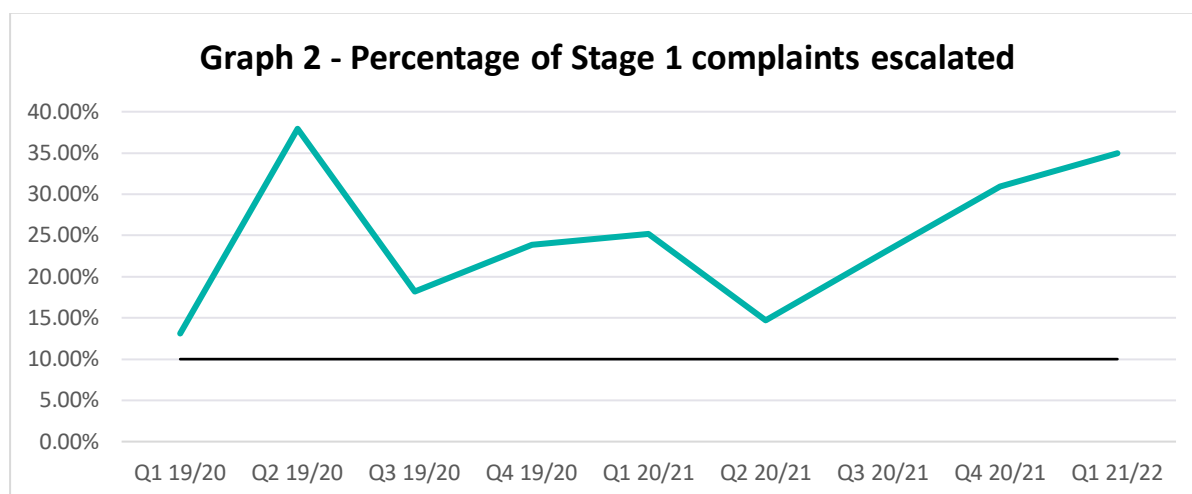


Total Received Broke Down by Dept - Q1	Stage 1	Stage 2	% (Stage 1)	% (Stage 2)
London	29	5	15.59%	7.69%
Herts	4	8	2.15%	12.31%
SW9	9	1	4.84%	1.54%
PRO	0	1	0.00%	1.54%
Asset Management	113	35	60.75%	53.85%
Leasehold	19	7	10.22%	10.77%
Development	9	4	4.84%	6.15%
Contact Centre	1	4	0.54%	6.15%
Central Complaints	2	0	1.08%	0.00%

A departmental breakdown of complaints received in the quarter is set out in graph 2 together with the accompanying table. Because of the nature of the work they are involved in, Asset Management accounts for at over 60% of the total complaints received. 66 of the Asset Management complaints are in respect of Responsive Repairs, followed by 40 from Planned Works and M+E with the remainder from Estate Services and Voids and Lettings. This quarter 58% of Asset Management complaints came from Responsive which is a slight decrease by 3% in total from last quarter.

In the London region of the 29 Stage One complaints received which is 3 more than the previous quarter, 24 complaints were for Neighbourhood and the rest were for Older Persons and Income.

Complaints that escalated from Stage 1 to Stage 2



A total of 65 Stage 2 complaints were received in the Q1 quarter, 33 more than Q1 2020/21 and 38 more than the Q1 quarter in 2018/19.

These numbers can still largely be attributed to an overall increase in stage 1 complaints being received and the roll out of the Ombudsman's Complaint Handling Code and guidance and greater focus on complaint handling. We have continued to see more Ombudsman involvement and intervention by way of attempted mediation. It is worth noting however, that overall complaints are down from Q4 to Q1.

There has also been a more prescriptive approach to how complaint escalations have been reviewed the bar for rejecting stage 2 escalations being set very high. It is worth noting that although we have seen an increase in stage 1 to stage 2 escalations, we are still seeing an increase in satisfaction at stage 2, meaning we are able to resolve more complaints percentage wise at stage 2 than before.

Given the changing environment, we will need to consider a more achievable target for stage 1 to stage 2 escalations, which is currently set at 10%, not been achieved in over two years and highly unlikely in the current environment.

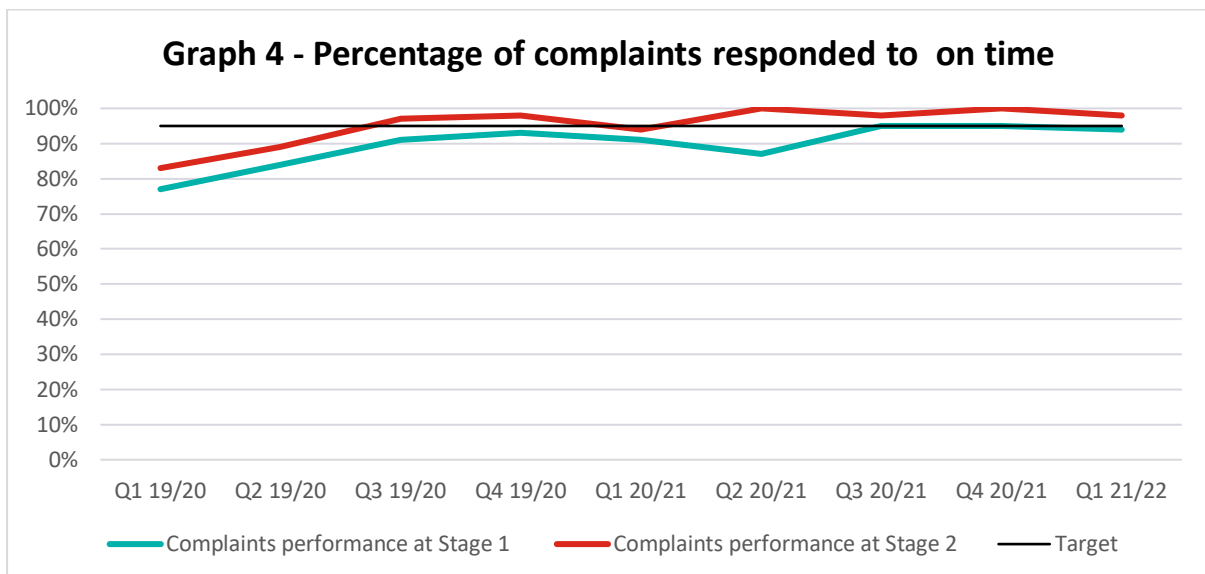
Performance - complaints responded to on time

Performance dropped by 1% to 94% for Stage One, and Stage Two dropped by 2% to 98%. Stage 1 performance is still the second-best percentage in the last 9 quarters. The overall figure on total responses at stage 1 and 2 being issued on dropped by 1% to 95% but is the third (consecutive) quarter where our 95% target has been achieved or exceeded.

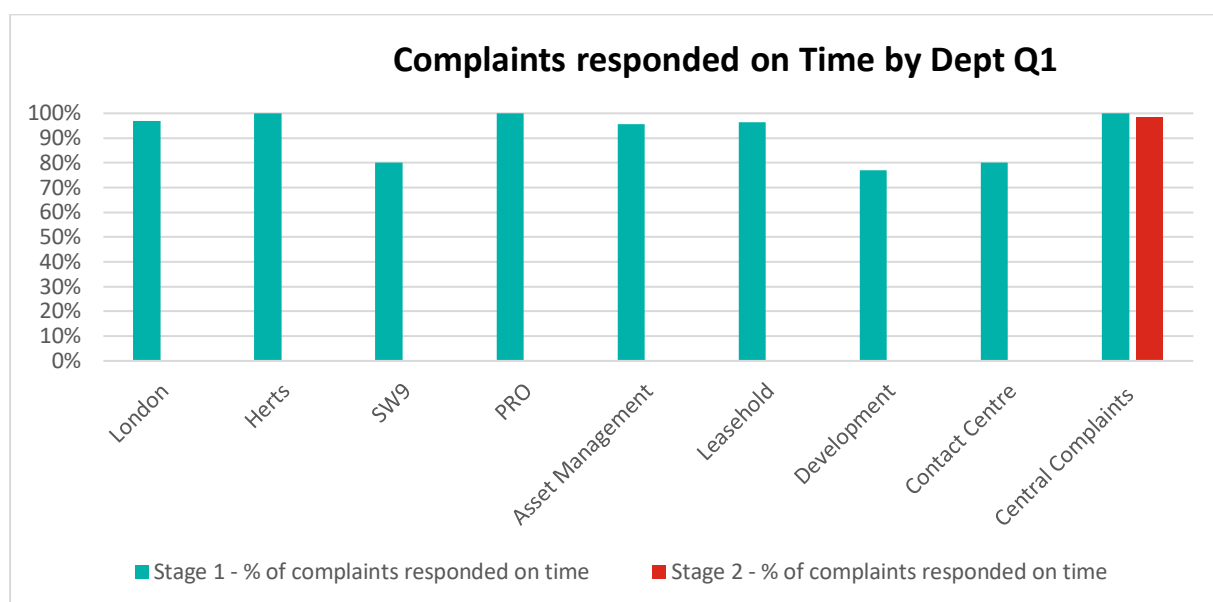
In the previous report Asset Management's overall performance was 95% which has increased to 96% this quarter. Responsive repairs who deal with complaints about our two primary contractors Wates and MCP, resolved 79 out of 80 stage 1 complaints on time meaning 99% of their responses were issued on time. This is compared to Planned Works, Compliance and M & E who resolved 48 complaints where 45 were on time at a percentage

of 94%, which is the same as last quarter. This hard work by both teams who make up most of our stage 1 complaints is a major reason why we hit target for the quarter overall again. All Stage Two complaints are responded to by the Central Complaints team and of 66 complaints 65 were responded to on time at a percentage of 98%.

Quarter	Complaints performance at Stage 1	Complaints performance at Stage 2	Target
Q1 19/20	77%	83%	95.00%
Q2 19/20	84%	89%	95.00%
Q3 19/20	91%	97%	95.00%
Q4 19/20	93%	98%	95.00%
Q1 20/21	91%	94%	95.00%
Q2 20/21	87%	100%	95.00%
Q3 20/21	95%	98%	95.00%
Q4 20/21	95%	100%	95.00%
Q1 21/22	94%	98%	95.00%



Total Received Broke Down by Dept - Q1	Stage 1			Stage 2		
	No. on Time	No. Closed	Stage 1 - % of complaints responded on time	No. on Time	No. Closed	Stage 2 - % of complaints responded on time
London	31	32	97%			/
Herts	9	9	100%			/
SW9	8	10	80%			/
PRO	3	3	100%			/
Asset Management	132	138	96%			/
Leasehold	26	27	96%			/
Development	10	13	77%			/
Contact Centre	4	5	80%			/
Central Complaints	3	3	100%	65	66	98%



(Please note that all Stage 2 complaint responses are all completed by the Central Complaints Team.)

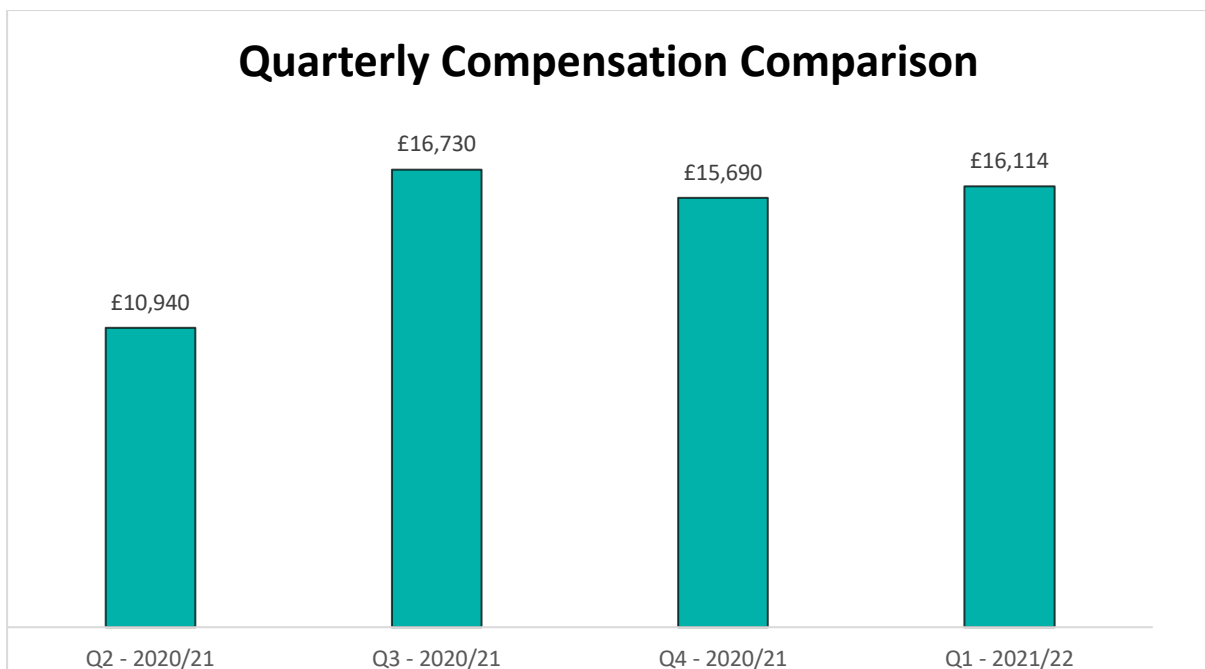
Compensation

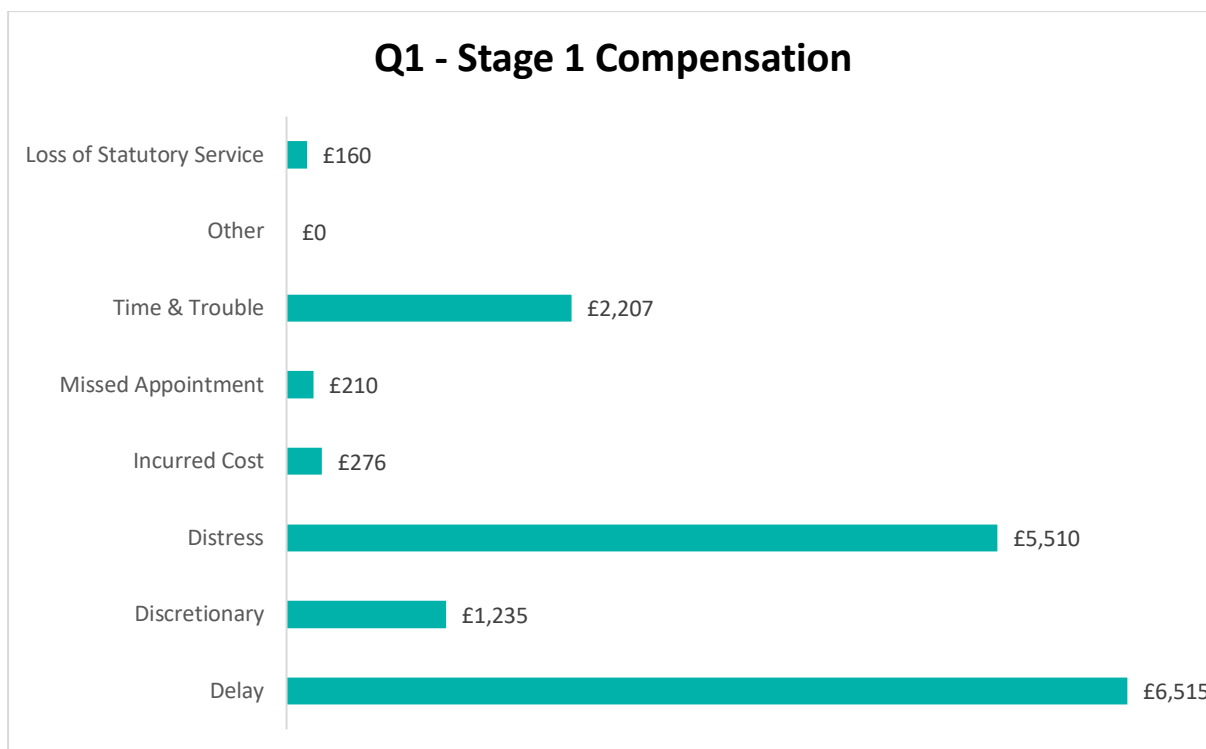
Compensation can be awarded where, following an investigation, it is identified that our actions or lack of action had a significantly adverse effect on the resident. Compensation was awarded at Stage 1 in respect of 240 complaints closed at a total cost of £16,114.

Once again delay was the highest payment with £6,515 compensation paid out although it accounted for less than half of the total amount this quarter at 40% which was 5% down on last quarter. Each month our repairs team track the amount awarded for delays and request this money back from Wates and MCP, in this quarter (01 April 2021 - 30 June 2021) we are claiming back £10,754.50 worth of compensation. Full breakdown below:

Wates	MCP
April £3,261.50	April £2,556.21
May £1,577.55	May £7,628.75
June £1,241	June £3,532
Total for Q1 £6080.05	Total for Q1 £13,716.96

This figure is slightly higher than the previous quarter but not as high as Q3 2020/21. In the last quarter there were two complaints where over £1,000 was awarded in total. The first complaint was £1,134 in total where £630 of this was paid for distress, the award was so high due to it taking 63 weeks to resolve an issue with a shower. The second complaint was £1,725 in total, where £1,500 of this was split £750 each for delay and distress. This award was paid due to taking 75 weeks to resolve an issue with the resident's balcony door. Because of these awards neither complaint escalated to Stage 2.





MP and Cllr Enquiries

Total Received Broke Down by Dept - Q1	Enquiries Received	% (Enquiries)	No. on Time	No. Closed	% of enquiries responded on time
London	24	43.63%	24	24	100%
Building Safety	2	3.63%	24	24	100%
Herts	1	1.82%	1	1	100%
PRO + PSL	1	1.82%	1	1	100%
Development	6	10.91%	6	6	100%
Leasehold + Finance	0	0.00%	0	0	0
Repairs, estates and fire safety	10	18.18%	10	10	100%
Planned + M&E	2	3.64%	2	2	100%
Voids and Lettings	9	16.36%	7	9	78%
SW9	0	0.00%	0	0	0
Total	55	100.00%	51	53*	96.23%

55 MP and Councillor enquiries were received in this quarter, compared to 61 received in Q4 2020/21. Of the 55 cases received, 53 were closed with 51 responded to on time meaning the percentage of enquiries being responded to on time was 96% which is 2% lower than Q4. *The outstanding 2 enquiries were received late into the quarter and will be closed in the new quarter.

Housing Ombudsman activity and Decisions

11 information requests for formal investigations were received in the last quarter (Q1 2021/2022). This is an increase on the 9 information requests in the last quarter (Q4 2020/2021).

5 decisions were received in the quarter, a summary of each is overleaf. There were no outright maladministration determinations but 2 Service Failures which is classified as a lower form of maladministration and therefore further improvements are required.

Ombudsman Decision: Service Failure

This complaint was about our response to the residents reports of repairs to the windows in their property. We had originally reported it as repaired on the first visit, then months later found out when reported again that no repairs had actually taken place.

The Ombudsman Determined the repair actions in the first half of the period we considered in our investigation failed to address the window problem, and we failed to communicate with and update the resident. We acknowledged and remedied some of our failings, but not all of them. In addition to the £130 we paid the resident; the Ombudsman ordered a further £200 to be paid for our service failure.

Ombudsman Decision: Service Failure

The complaint was about our response to the residents reports of ASB. The resident us that they had reported a metallic smell to the police that was affecting him and that he had then confronted a neighbour about the matter.

The Ombudsman determined it was reasonable that we ultimately concluded in our response to the resident's formal complaint that there was no basis for it to take further action but that any further incidents should be reported to the police. However, prior to then, there had been significant failings in our handling of the case. We did not formulate an action plan as required by the ASB policy or issue diary sheets for an initial assessment. We also did not have clear evidence or good record keeping of the investigation.

For this service failure they ordered we paid the resident £200 compensation for the distress and inconvenience caused by our handling of their complaint.

Ombudsman Decision: No Maladministration

The complaint was about our handling of anti-social behaviour involving the resident's neighbour. In one case a door was damaged. But there had been historic records of anti-social behaviour reports.

The Ombudsman determined we acted in accordance with our ASB policy when we responded to the ASB report we received in February 2020. This resulted in a tenancy warning being issued to the neighbour. Following the formal complaint, we reviewed the case and decided to commence possession action, a reasonable exercise of discretion in the circumstances. The resident was understandably concerned that our actions were not sufficiently robust, given their continued experience of unacceptable behaviour from the neighbour over an extended period. However, our decision to progress the case to a possession process amounts to it exercising the full extent of its powers.

Ombudsman Decision: No Maladministration

The complaint was about our handling of the residents' concerns about parking management. The resident complained that as there is no gate at the entrance to the carpark, other people - who do not live in the block - were parking their cars there. They said that in addition to leaving their cars there, they were making noise at night, and taking drugs.

The Ombudsman was satisfied that we took proportionate action, in line with our obligations under our parking policy, in response to the concerns that had been raised by the resident about unauthorised parking.

Ombudsman Decision: No Maladministration

This complaint was about our response to the residents request for priority allocation for housing. They had been on the bidding system for 10 years and had been regularly bidding but had never heard anything back on the properties. Living in a one-bedroom property with their with four children had taken its toll on his mental wellbeing and his family. And living in such cramped conditions during the pandemic had raised concerns about the safety of their family and with a lack of space, their children were unable to study.

The Ombudsman in their opinion, felt we acted in accordance with our allocations and lettings policy and offered the resident a fair response. We took appropriate action where we learned of the resident's housing circumstances and we awarded the resident banding which was in line with our policy.

The Ombudsman was satisfied that following the resident's complaint about their ongoing situation, we offered the resident a reasonable explanation to highlight both issues with housing stock and the number of residents in similar bandings waiting to be rehoused to three-bedroom properties. Furthermore, they were satisfied that we explained why we were unable to offer the resident additional priority, even though the resident felt that his situation was impacting his wellbeing. Our action was appropriate.

Examples of Service Improvements arising from Complaints

This quarter has focused on service/process improvements in our repairs team.

Communication improvements:

We have instructed our contractors to have regular check ins with their partners to ensure that all jobs are progressing to avoid the risk of delay and ensuring that residents are being contacted as courtesy when parts are on order to advise on lead times. Wates now have an individual supervisor and planner responsible for managing these works to increase accountability.

Within some of our high-profile blocks/schemes with a number of outstanding communal repairs, we are sending SMS messages to all residents with weekly updates. However, this is very time consuming and demanding on resource, and not something we would be able to commit to doing for every block that we manage, so we are continually thinking of smarter ways of working and are thinking of new ideas in how we can better manage communal repairs and communication involved with them, including the idea of geo-tagging for lighting, although this is only an idea at the moment, we are looking at how this could be done, whilst seeking feedback from residents in regards to what they think we can do in terms of improving communication back with them with communal repairs.

We have continued to reinforce the no access process that we implemented with our contractors, whereby the operative and a member of staff from the office must try and call the resident to advise that we are on site before authorisation is given for them to move onto the next jobs. Contractors have been given the instruction not to leave any leak/flood related job without authorisation from Network.

Process Workflow:

Our Repairs Team are in the process of signing off a work-flow chart which will assist our Customer Services team in determining whether a re-call job should be raised.

We have also drafted and cascaded a new category 1 hazard escalation process that sets out everyone's responsibility during each stage of the process from when it is first reported to us, the operative, the supervisor, the CSTLs and our team.

This is now a clear process for everyone to refer to and follow when it comes to managing situations such as leaks and floods and there is a checklist provided so that everyone can be reminded of their expectation at the time should they need to refer to it. We hope this is going to make these types of repairs run smoother and close the loop back to remedial works etc. as well following to implement a more proactive approach.

Joint contractor inspections process:

We have had several complaints where the issues involved, and delays experienced are because of Wates/MCP/Oakray attending and reporting that the responsibility lies with the other to repair. For example, a communal door issue where Wates/MCP attended and

advised the responsibility sits with Oakray to repair, for Oakray then to attend and report that there is no fault that lies with themselves and for Wates/MCP to attend.

It has been proposed that moving forward, that once both contractors have attended site once each and both have determined that the responsibility lies with the other, the 3rd visit **must** be a joint visit that should be liaised and arranged between contractors via email and to CC Network Homes repairs admin. The initiative should be taken by the contractor attending 2nd to arrange this joint attendance. The expectation will be that this is on the next mutually convenient date for a first call attendance.

Although still a work in progress, the above proposed process should be used for all trades including plumbing/heating issues too, with the finer detail of how this is to work still be discussed. Overall this should improve communication and mean jobs are completed quicker.

Report completed by

James Mahaffy, Complaints Manager and Adam Tolhurst, Complaints Officer.