

# Learning from Complaints

## October 2024

gentoo



Great homes  
Strong communities  
Inspired people  
for Sunderland

# Outcomes

- Outline the customer complaints journey and the service improvement approach
- Share how we have moved insight and learning to action
- Outline the skills programmes and how this is improving the customer experience



# Corporate Strategy

## Our core purpose

Our core purpose is to provide safe and decent homes for our customers of today and tomorrow.

## Our values

Our values are what we stand for and what we want to be known for. They are what make us, us.

- We care about people
- We take accountability
- We shape the future
- We bring leadership
- We deliver

## Our vision

Our vision is to provide great homes, strong communities and inspired people for Sunderland.

# Our six priorities



We know our customers



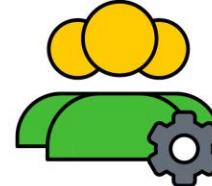
We help communities to thrive



We provide great homes



We are a great place to work



We are well governed



We spend our money wisely

Vision  
Core Purpose

# Our values

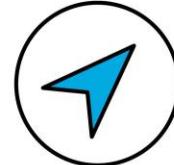
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about people



We take  
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We deliver



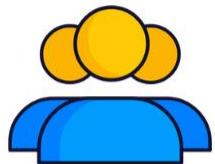
# About Gentoo

**28,500**

homes

**60,000**

customers



**1,000+**

colleagues

**75%**

live in Sunderland

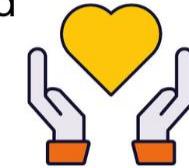


**£3 million**

in additional benefits and discount to customers

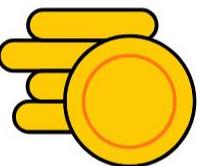
**£6.8 million**

social value



**22.3%**

overall operating margin



**25.1%**

SHL operating margin



**>£1 million**

a week invested in existing properties

**75%**

of homes are EPC C or above

**78%**

overall customer satisfaction (TSM measures)



Stock Condition Data

**98%** completed

**85%** in the past 5 years



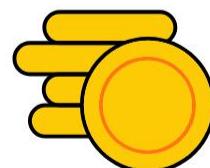
**405** new homes

for private sale by 2029



**738** new affordable

homes by 2029



**£177 million**

turnover

**£12.1 million**

surplus

# Supporting our customers

**430k+**  
calls managed  
from customers



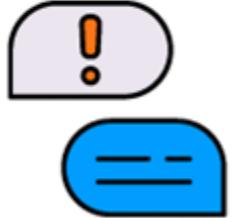
**£1.9 million**  
additional income  
for customers



**£1.4 million**  
in water rate discounts  
for customers from  
Gentoo referrals



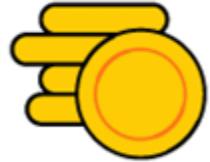
**£41.8k**  
crisis fund  
referrals for  
802 customers



**215**  
victims of anti-  
social behaviour  
and domestic  
abuse supported



**£500k**  
Tenancy Sustainment  
Fund available to  
support customers



# The Journey

**The Start – End of 2023**

- Compliant ....with improvement areas
- Reactive culture
- Customer Committee established
- Accountability with Customer voice team
- Silo learning and insight



# The Journey 2024

**Q1**

- New Complaints Handling Training
- New complaints reporting
- New complaints tracker introduced
- Deep dive on Complaints with RSH
- New Customer Complaint Drop ins
- Annual Complaints and Service Improvement Plan published
- New Roles - Customer Complaints Lead & Customer Insight Advisor
- Governance Framework developed

**Q2**

- Audit Report Learning
- Greater collaborative learning and working – silo busting
- Launch of new self-serve complaints MI suite for SLT
- Develop engagement strategy
- Roll out customer drop ins
- Customer Voice team development
- Revise Complaints, Compliments, Compensation
- Group wide – Brilliant Conversations embedded
- Evolving our Customer Engagement model
- Insight to Action reporting

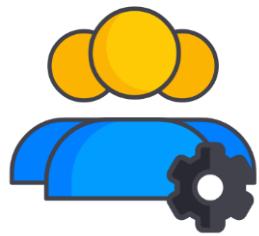
**Triangulating the learning from Complaints, TSM's and Engagement  
Horizon Scanning, Learning Programme**

**gentoo**

**Enablers = Communications, Team review, Collaboration, Stronger Governance working**

# Q2 Complaints Performance Overview

\* Grey figures are Q1



325

Service requests  
(own it, fix it)

357

↓

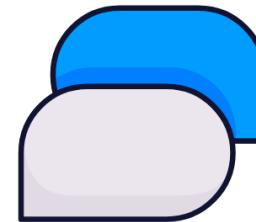


101

Stage 1 complaints

87

↑



43

MP / Councillor  
enquiries

38

↑



30

TSM (TP09)  
Satisfaction with the  
landlord's approach to  
handling complaints

29

↑



4

Housing  
Ombudsman  
determinations

3

↑



26

Stage 2 complaints

35

↓



£5,980.00

Compensation  
awarded

£4,910.97

↑

Key themes identified from  
complaints in Q2, nearly half of  
all complaints follow on as per  
Q1 with lack of resolution with  
repairs and roofing timescales,  
damp and mould with the rest  
centered around poor  
communication followed by  
repairs timescales.

# Tenant Satisfaction Measures

## Perception measures Quarter 2

Overall satisfaction  
TP01

76%



Satisfaction that  
your home is well  
maintained  
TP04

77%



Satisfaction that we  
keep you informed about  
things that matter to you  
TP07

77%



Satisfaction that we keep  
communal areas clean  
and well maintained  
TP10

75%



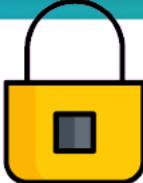
Satisfaction with repairs  
TP02

79%



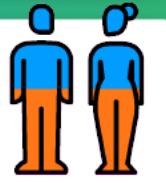
Satisfaction that your  
home is safe  
TP05

79%



Agreement that we  
treat you fairly and with  
respect  
TP08

80%



Satisfaction we make a  
positive contribution to  
neighbourhoods  
TP11

67%



Satisfaction with time  
taken to complete most  
recent repair  
TP03

79%



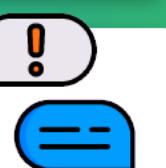
Satisfaction that we  
listen and act  
TP06

67%



Satisfaction with our  
approach to handling  
complaints  
TP09

30%



Satisfaction with our  
approach to handling  
anti-social behaviour  
TP12

62%



# Complaints Governance

- Quality Assurance Framework
- Complaints Power BI reporting
- Quarterly reporting to Customer Committee
- Quarterly reporting to Executive Team
- Quarterly MRC reviews
- Complaints deep dive reviews



# Move the Dial in 90 Days...

## Goals for 2024 to enhance Customer Experience and Repairs

- High involvement high collaboration model that empowers colleagues
- Silo busting!
- 7 projects, 90 days, 90 colleagues

## Results

- Knowledge hub - examples that impacted customer complaints?
- Learning together mindset
- Listen, learn care and Act



# Customer Excellence

## Our CARE model

### Clear

Increasing ease, lowering effort for customers and colleagues.

Straightforward



Easy to understand



Concise



Accessible



Actionable



### Assured

Building confidence and trust for customers and colleagues.

Confident



Knowledgeable



Reassuring



Certain and specific



Accurate and precise



Positive, solution focused



### Respectful

Making customers and colleagues feel valued.

Personalised



Courteous



Attentive



Enthusiastic



Fair



### Empathetic

Making customers and colleagues feel understood.

Understanding



Considerate



Person to person



# Customer Engagement

## Maturity model

	1. Strategic Direction	2. Leadership	3. Tools & Platform	WORLD CLASS
	<b>UNDEFINED</b>  No established activities  No focus on customer engagement  No definitive tools used	<b>PROGRESSIVE</b>  Projects established/ Engagement Strategy and plan identified  Group Board/Customer Committee  Engagement becomes important. Resources allocated.  Platform and tools identified (email, social media, in-person meetings etc)  Customer insights, join up info and data: complaints, TSM's, engagement	<b>MATURE</b>  Defined point of contact /Engagement Strategy created and implemented  Group Board/Customer Committee  Long term commitment to Customer Engagement. Allocation of Resources  Customer Insight drives decision making to a greater extent; the way we develop and improve services	  Coordinated approach across Gentoo which delivers outcomes against the strategy  Primary focus on Customer Engagement  End to End system which logs all Customer Engagement activity. Digital engagement Enablers  Insight to make the right decisions

# Learnings and Recommendations

## Moving insight to action

- Culture is key
- Foundation MUST be solid with good data, processes and governance in ALL roles
- Skills and development are key
- Triangulate insights – complaints, TSM's, Engagement – root cause and action
- Customer Engagement is key – drop ins, Move the Dial
- Improvements in TSM's take time
- Empower colleagues – they have the answers
- We have a C1 rating...the bar continues to rise

# Thank you