

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**



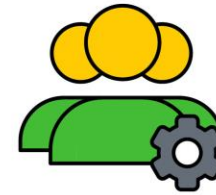
**We help
communities
to thrive**



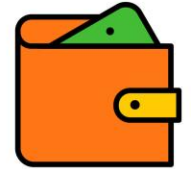
**We provide
great homes**



**We are a
great place
to work**



**We are well
governed**



**We spend our
money wisely**

Vision
Core Purpose

Our values

**We care
about people**



**We take
accountability**



**We shape
the future**



**We bring
leadership**



We deliver



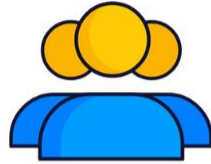
About Gentoo

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

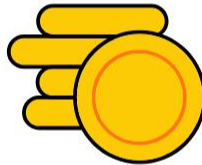


22.3%

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



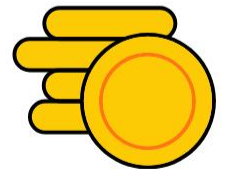
405 new homes for private sale by 2029

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



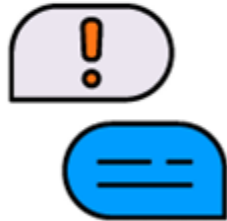
£1.4 million

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

- Compliantwith 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

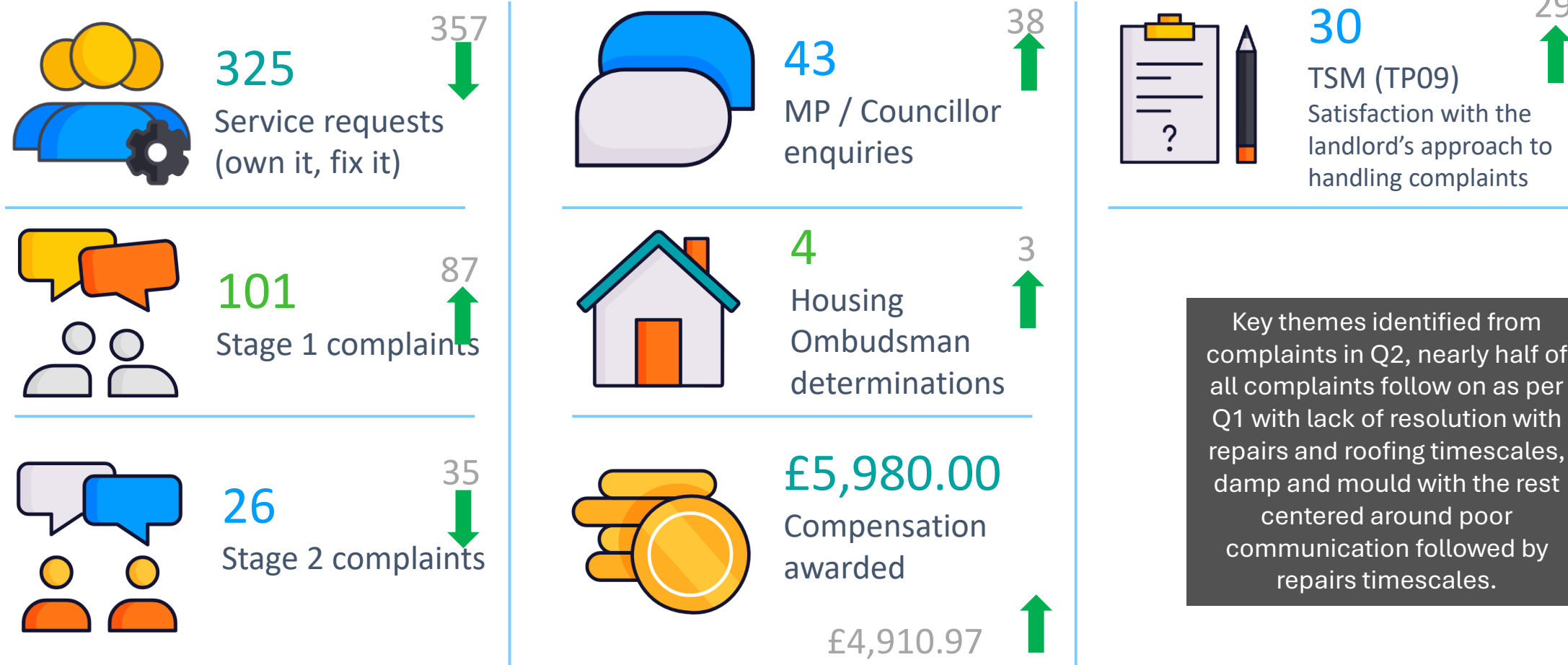
**Triangulating the learning from Complaints, TSM's and Engagement
Horizon Scanning, Learning Programme**

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

Q2 Complaints Performance Overview

* Grey figures are Q1



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

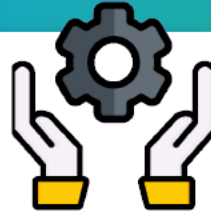
Overall satisfaction
TP01

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%



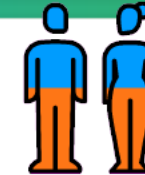
Satisfaction that your
home is safe
TP05

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

UNDEFINED

No established activities

No focus on customer engagement

No definitive tools used

PROGRESSIVE

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

MATURE

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

WORLD CLASS

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

The background of the slide is a photograph of a harbor at sunset. The sun is low on the horizon, creating a strong golden glow and long rays of light that reflect on the water. In the background, there are several buildings, including a prominent church spire on the right. The water in the foreground is dark with some ripples. A large white rectangle with an orange border is overlaid on the left side of the image, containing the text 'Thank you'.

Thank you