

## Appendix B – 2017/18 Complaints Root Cause Summary & Improvement Actions – Housing Directorate

### BHP and HMS combined (582 cases)

Root Cause	Improvement Actions
<p><b>Customer Care/Service Delivery – 227 cases; 172 upheld/partly upheld</b></p> <ul style="list-style-type: none"> <li>• Service failure/delay – 82</li> <li>• Service not provided/up to standard – 113</li> <li>• Third party service failure – 27</li> <li>• Behaviour - 1</li> </ul> <p><b>Repairs/Building Services – 136 cases; 113 upheld/partly upheld</b></p> <ul style="list-style-type: none"> <li>• Delays in job completion – 81</li> <li>• Service not provided/up to standard – 26</li> <li>• Unfinished works/repairs – 16</li> <li>• Delay in jobs being raised – 10</li> <li>• Contractor missed appointments - 3</li> </ul> <p><b>Communication – 99 cases; 60 upheld/partly upheld</b></p> <ul style="list-style-type: none"> <li>• Delay in contacting customer – 28</li> <li>• Inaccurate information provided / recorded – 28</li> <li>• Emails/phone calls – 19</li> <li>• Third party communication failure - 15</li> <li>• Face to face customer care – 9</li> </ul>	<p><b>HMS - Customer Service</b></p> <ul style="list-style-type: none"> <li>▪ HMS - Customer Service manages over 8,000 tenants and leaseholders in Brent.</li> <li>▪ Service improvements include:             <ul style="list-style-type: none"> <li>- Customer Care complaints analysed to identify any themes/issues with Brent staff or contractors;</li> <li>- customer service training for staff;</li> <li>- new CRM system to improve case management and performance monitoring/management oversight;</li> <li>- Service Charge Dispute Resolution process;</li> <li>- duty officer system implemented;</li> <li>- Housing Service Promise and Customer Experience Panel launched.</li> </ul> </li> </ul>

**Disagreement with policy or procedure – 72 cases; 24 upheld/partly upheld**

- General Enquiry – 23
- Customer Care – 21
- Accommodation – 17
- Building services/repairs – 13
- Rents - 2

**Leasehold Services – 21 cases; 8 upheld/partly upheld**

- Repairs – 6
- Section 20 notice – 4
- Tenants/Leaseholders – 4
- Service charges -3
- Right to buy – 2
- Anti-Social Behaviour -1
- Communal upkeep -1

**Neighbourhood Services – 20 cases; 14 upheld/partly upheld**

- Anti-Social Behaviour – 8
- Cleaning – 5
- Environment – 3
- Tenancy - 3

**Rents Arrears – 3 cases; 2 upheld**

**Tenancy Management – 4 cases; 3 upheld/partly upheld**

**HMS – Property Services**

- HMS - Property Services carries out over 30,000 repairs a year.
- The service has introduced the following measures to help improve service delivery:
  - Integrated Assessment Management Contact Improvement plan focused on rectifying service issues identified in customer satisfaction surveys;
  - Access policy covering access to council and leaseholder properties to fix leaks and other repairs;
  - Scaffolding protocol for all scaffolding contracts and weekly management of scaffolding arrangements (Wates ceased using two scaffolding sub-contractors because of poor performance).
- Customer service training rolled out for service staff from October 2018.

**Housing Needs Service (182 cases)**

Root Cause	Improvement Actions
<p><b>Communication – 43 cases; 17 upheld/partly upheld</b></p> <ul style="list-style-type: none"> <li>• Emails/phone calls – 13</li> <li>• Delay in contacting customer - 11</li> <li>• Face to face customer care – 11</li> <li>• Inaccurate information provided / recorded - 8</li> </ul> <p><b>Temporary Accommodation/ Bed and Breakfast – 29 cases; 13 upheld/partly upheld</b></p> <ul style="list-style-type: none"> <li>• Length of time in TA/B&amp;B – 11</li> <li>• Disrepair – 10</li> <li>• Location – 3</li> <li>• Overcrowding - 3</li> <li>• Affordability – 2</li> </ul> <p><b>Assessments – 28 cases; 16 upheld/partly upheld</b></p> <ul style="list-style-type: none"> <li>• Band/medical – 11</li> <li>• Start Plus referrals - 8</li> <li>• Assessment delays - 3</li> <li>• Overcrowding - 2</li> <li>• Property condition - 2</li> <li>• Band assessment – 1</li> <li>• Enforcement – 1</li> </ul> <p><b>Disagreement with policy or procedure – 25 cases; 1 upheld</b></p> <ul style="list-style-type: none"> <li>• Housing Options - 15</li> <li>• Accommodation Services – 9</li> <li>• Care and Support – 1</li> </ul>	<p><b>Housing Needs</b></p> <ul style="list-style-type: none"> <li>▪ Housing Needs received over 5,000 homelessness approaches in 2017/18.</li> <li>▪ An Outcome Based Review of Domestic Abuse support was carried out during the year and as a result a specialist post was created. A second specialist officer is being recruited because of the increasing level of demand for specialist advice and support.</li> <li>▪ Other service improvements include: individuals and households provided with a tailored housing plan (statutory requirement of the new Homeless Reduction Act); trainees attending a central government HRA Training Academy; service managers supported and given increased responsibility for managing service requests and complaints.</li> <li>▪ Planned improvements include the introduction of CRM case management and customer service training for staff.</li> </ul>

**Delay in processing application – 20 cases; 11 upheld/partly upheld**

- Service delay/standard - 14
- Communication delay/inaccurate information - 4
- Third party failure – 2

**Service Delivery – 24 cases; 11 upheld/partly upheld**

- Delayed or not provided - 9
- Standard of service - 9
- Third party failure - 6

**Application review/progress – 6 cases; 2 upheld**

- Service standard – 4
- Communication - 2

**Start Plus/Provider issue – 4 cases; 2 upheld**

**Locata bids – 3 cases; 1 partly upheld**

**PHS Service (36 cases)**

Root Cause	Improvement Actions
<p><b>PHS Grants – 18 cases; 9 upheld/partly upheld</b></p> <ul style="list-style-type: none"> <li>• Delay of service – 6</li> <li>• Scope of work – 5</li> <li>• Quality of work/ service standard – 3</li> <li>• Grant level/ contribution - 2</li> <li>• Customer service – 1</li> <li>• Housing advice – 1</li> </ul> <p><b>PHS Enforcement – 18 cases; 2 partly upheld</b></p> <ul style="list-style-type: none"> <li>• Housing standards – 5</li> <li>• HMO safety inspections – 5</li> <li>• Disagreement with policy or procedure – 3</li> <li>• Service delay/standard - 3</li> <li>• Private tenants - advice and support – 2</li> </ul>	<p><b>Private Housing Services (PHS)</b></p> <ul style="list-style-type: none"> <li>▪ Private Housing Services (PHS) manages 8,000 licenced properties, carries out 1,500 enforcement inspections annually, and carries out approximately 450 Small Works Grants (SWG) jobs and 300 Disabled Facilities Grants (DFG) jobs each year</li> <li>▪ Feedback from customer satisfaction surveys is used to improve service delivery.</li> <li>▪ The service has ISO 9000 quality system accreditation and complaints are discussed regularly with individuals and at team meetings.</li> </ul>