



STRATEGIC PLANNING
THEATRE

Panel Discussion: Developing complaints procedures for improved customer satisfaction

- Helen Jaggar, Chief executive - Berneslai Homes
- Simon Lea, Customer solutions operations manager – Clarion Housing Group

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STRATEGIC PLANNING
THEATRE



COMPLAINTS

Our strategic friends

Helen Jaggar
CEO
Berneslai Homes

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- Berneslai Homes was formed as an ALMO in 2002.
- We employ around **500** people.
- We manage around **18,500** homes on behalf of Barnsley Council.
- We were named as **No1** in UK's Top 50 Social Landlord List 2017.

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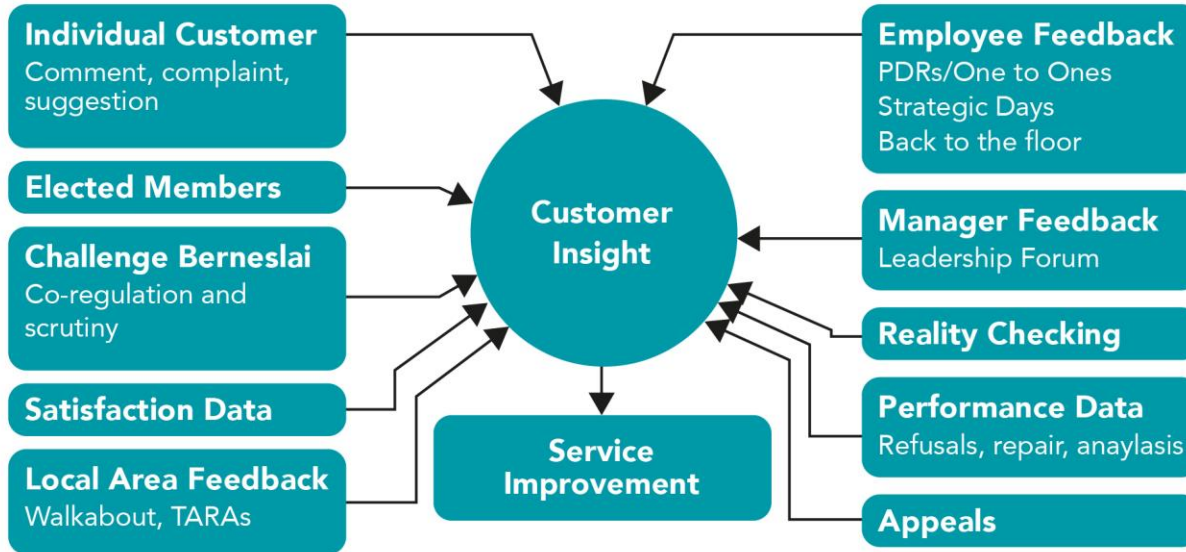


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The tenant voice is more than complaints



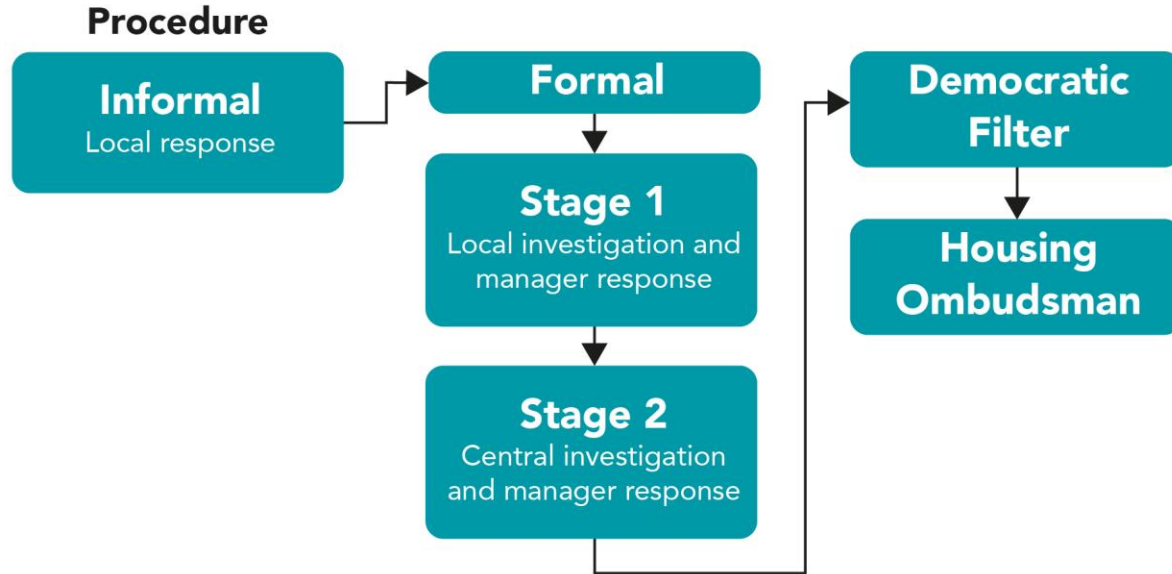
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A few facts 2017/18

129
Stage 1
Agreed
47%

30
Stage 2
Agreed
50%

4
Ombudsmen
No negative
judgements



- 7 service improvements
- £5,535 compensation
- 80% complaints satisfaction

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Making it easy to complain

The three stages of effective management of complaints

Methods

- Phone
- E-form
- Social media
- Face to face
- Third party

Positive organisational attitude to complaints

- Every new employee training
- Rolling refresher training
- Complaint digest
- Specialist support - complex and cross cutting

Thorough investigations

- Personal contact
- Speedy response times
- Clear and open responses
- Satisfaction measured on close down

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Complaints and the critical strategic factors

- ✓ All recorded
- ✓ Central analysis and reporting on all categories
- ✓ Learning action review on all formal and Ombudsman
- ✓ Manager learning review group
- ✓ Customer complaints review group
- ✓ Embedded into company performance reports
- ✓ Detailed quarterly reports
- ✓ Service improvement register

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Governance assurance

The routine assurance

- **Senior Managers**
 - Informal and stage 1 summaries
 - Every stage 2
 - Every Ombudsman
- **Customer Services Committee**
- **Board and SMT**
 - Performance reports
 - Customer feedback reports

- Customer service committee bi-annual
- Board annual detailed report
- Co-regulation reports
- Satisfaction reports

The added assurance

- **Board and SMT**
 - Tenant meetings
 - Stakeholder meetings
 - Walkabouts
 - Strategic days

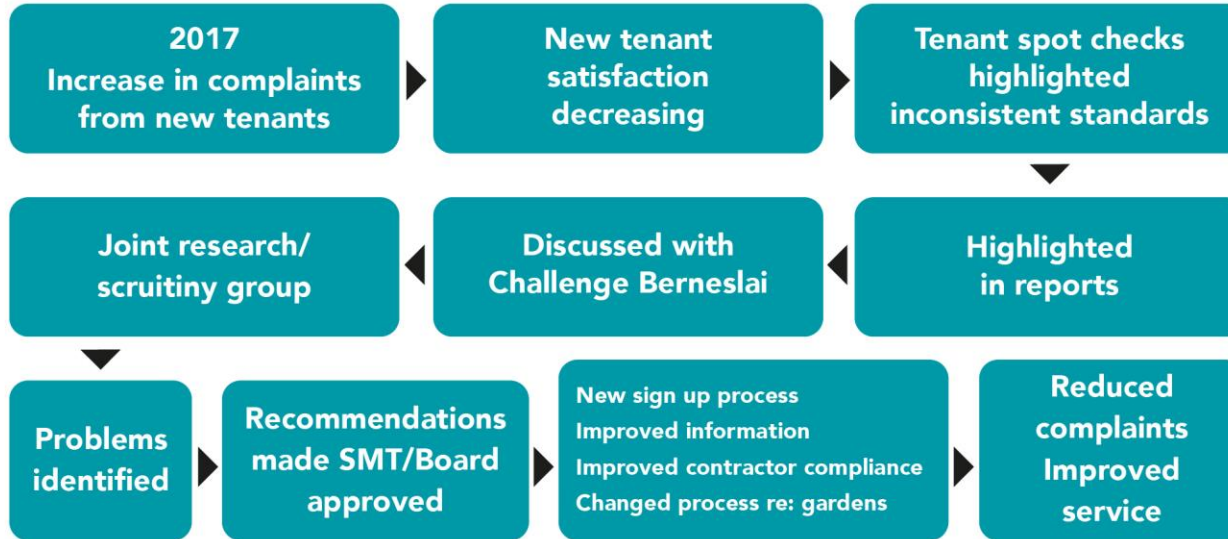
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In practice - Journey of a new tenant



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Key message

- Never lose touch with the frontline
- Low complaint numbers doesn't mean there's not an issue
- A strong tenant voice is more than complaints

customerservices@berneslaihomes.co.uk

www.berneslaihomes.co.uk

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Improve
Performance

Prevent
Complaints

STRATEGY

One Way of
Working



CLARION
HOUSING GROUP

Developing Complaints Procedure For Improved Customer Satisfaction

25 Feb 2019

Content

- Clarion – Who we are?
- 4 Steps to Developing Complaints for Improved Customer Satisfaction

Who is Clarion?

- 125,000 properties
- c4,500 employees
- Aim is to build 50,000 home in the next 10 years

4 Steps

Step 1 - Complaints Strategy

- 

A Venn diagram consisting of three overlapping ovals. The top-left oval is labeled "Improve Performance", the top-right oval is labeled "Prevent Complaints", and the bottom oval is labeled "One Way of Working". A rectangular box labeled "STRATEGY" is positioned in the center, overlapping the bottom of the two top ovals and the top of the bottom oval.
- Complaints Centralisation

4 Steps

Step 2 – Effective Policy & Procedures

- 2 Complaints Stage Process
- Internal Standards
- Ombudsman Process
- Managing Difficult Customers

4 Steps

Step 3 – Effective System

- Complaints visibility – Single version of the truth
- Real time reporting
- Lesson's learned

4 Steps

Step 4 – Effective Leadership

- Senior Buy in - Step's 1, 2 and 3.

Useful facts

- Clarion achieved > 80% customer satisfaction in the last 2 years
- The Ombudsman agreed with 90% of enquires they received (10% higher than the landlord average)
- 96.5% of our complaints are resolved at the first stage.