

RESIDENT SCRUTINY PANEL

COMPLAINTS PROCESS FINDINGS REPORT:

REVIEWING THE EFFECTIVENESS OF PEABODY'S COMPLAINT HANDLING PROCESS

FEBRUARY 2020

FINAL VERSION



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LIST OF ABBREVIATIONS

EoD Expression of Dissatisfaction
CRM Customer Relationship Management
TPAS Tenants Participation Advisory Service

1.0 INTRODUCTION

The Scrutiny Panel is responsible for scrutinising Peabody’s resident-facing services. The Panel undertakes reviews of individual services and makes evidence based recommendations to Peabody’s Executive Committee and Board.

The Scrutiny Panel undertook its review of the Complaints handling process between December 2018 and November 2019. This process is a vital indicator of the success or failure of how Peabody delivers its services to residents. This paper reports on the findings of the scrutiny review:

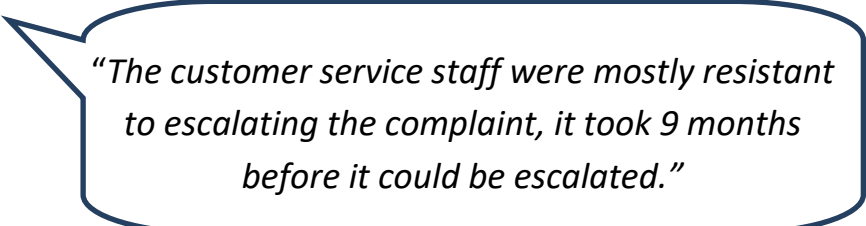
2.0 KEY FINDINGS

Most complaints are related to repairs (80% in our telephone survey of 32 residents) and we understand the repair services are being reviewed to try and improve the customer experience. Changes are also taking place within the customer call centre, again with the intention of improving the response to residents. Our scrutiny acknowledges that change is taking place but we have identified a number of key areas of concern:

1. Internal Peabody figures record resident satisfaction at complaint handling improving from 25% in 2016/17 to 37% in 2017/18 (Voluntas survey of 166 cases). Our telephone survey of 32 residents conducted in August 2019 showed only a 22% satisfaction rate (7 cases). Combined with the experiences shown in our study of 50 complaints cases, there appears to be a difference between the official figures and what residents have told us.

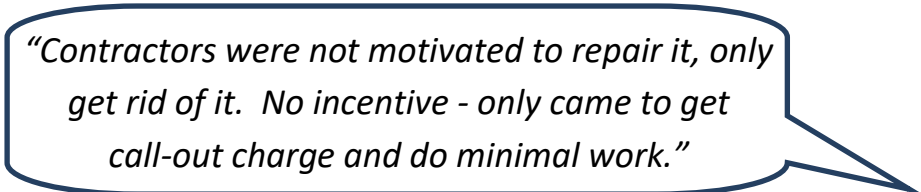
“Everyone is letting me down and it is really making me give up hope” tenant email to Peabody

2. All Complaints used to be recorded as either a Stage 1 or Stage 2 complaint. A new category was introduced called 'Expression of Dissatisfaction' (EoD). Managers told us that in the first quarter of 2019 EoDs outnumbered Complaints by 3 to 1. Thus the total figure of Complaints has been reduced by the introduction of the new category. During mystery shopping Scrutiny Panel members were told there were three stages to the complaint process, starting with the Expression of Dissatisfaction. It was referred to as "Stage Zero" by Complaints Handling managers.



"The customer service staff were mostly resistant to escalating the complaint, it took 9 months before it could be escalated."

3. In our survey of 32 residents whose complaints process had been completed, we found 16 cases were resolved, but 16 remained unresolved for the resident. Of the 16 resolved we found 3 of the 16 were only resolved after the intervention of the Housing Ombudsman.
4. Only 25% of cases (resolved and unresolved) told us they had the option of recourse to the Housing Ombudsmen service explained to them.
5. The majority of complaints arise from the repairs process. The call centre won't always report a complaint unless a contractor has missed three appointments. One or two missed appointments are recorded as EoDs.



"Contractors were not motivated to repair it, only get rid of it. No incentive - only came to get call-out charge and do minimal work."

6. The decision as to whether a resident may make a formal complaint, initially at Stage 1, is taken by managers at the Pitsea call centre. It is not a choice that residents can make, indeed we found residents who were told that they could not make a complaint!
7. We welcome the "Human and Kind" initiative of staff training and have witnessed its effective application at Pitsea. However it is evident that a bigger change in culture is still required from Peabody staff extending beyond simple terms of address. As part of our scrutiny we were asked to comment on a draft 'Unreasonable Communication Policy' document. This will update the 'Unreasonable Behaviour Policy'. Parts of it guide staff response to residents complaining, examples given in the document include when a resident writes 'a lengthy and complex letter or email' or pursues 'a complaint with Peabody and, at the same time, ... a Councillor'. The three page policy document also includes an option of 'reporting the matter to the police'. It is quite correct to protect staff from extreme

behaviour but by conflating a 'lengthy letter' with criminal behaviour in the same short policy document it encourages a prejudicial attitude to residents.

8. Non-repair complaints were largely about noisy neighbours. Some neighbours' noise was clearly antisocial behaviour but some was merely due to poor sound insulation. In one case, noise level recording equipment was used but the figures were incorrectly interpreted by the complaints manager and the case dismissed. In another case the complaints manager advised the tenant to seek medical help for possible 'extra sensitivity to noise' recommending Cognitive Behaviour Therapy! This is an area that needs better information and improvement in response. What, if anything, can be done to improve sound insulation in existing buildings?

3.0 METHODOLOGY

The Scrutiny Panel began their review by conducting a desktop review. They looked at a number of documents relating to the complaints process, as well as supporting policies and processes. The panel then conducted face-to-face interviews with:

- The Director of Customer Services
- Head of Customer Experience
- Head of Customer Hub

The panel spoke to staff from complaints, customer services and the call centre (Customer Hub). They focused on the process to raise a complaint and the customer experience of going through the complaints process. They also focused on the issues staff face in resolving complaints effectively.

3.1 Desktop review

The desktop review gave the panel a background understanding of complaints and helped focus the scope of their review towards key areas, such as the experience of residents trying to report repairs. As part of the desktop review the panel reviewed 50 in-depth case studies. A full list of the documents researched in the desktop review is appended.

3.2 Mystery Shopping

Individual Scrutiny Panel members also submitted their own complaints and recorded their experience of trying to record a complaint, and what happened as the case was progressed. This was to test the ease of making a complaint, and how staff deal with complaints once made.

3.3 Staff interviews

The panel undertook a number of interviews with key staff, including the leadership team in the Customer Services Directorate who are involved in complaints handling. They met with staff at the Head Office and at the Pitsea 'Customer Hub.'

3.4 Resident Telephone interviews

The review included a review of performance information, including the statistical information Peabody collects on customer satisfaction with complaints handling. To validate this, the panel undertook telephone interviews with 32 residents who had passed through the complaints process. This information provided a rich narrative behind the figures, and offered some challenging new evidence. In the Appendix 3 are some of the improvement suggestions from residents

4.0 RECOMMENDATIONS

Based on our findings the Scrutiny Panel would like to reiterate how encouraged they were with the improvements planned and already underway to help residents have a better customer experience when reporting repairs, and making complaints. It's clear the staff involved are committed and take involvement very seriously.

However there are areas where improvements could be made to become more resident focused, and in particular to embed the 'Human and Kind' initiative.

We presented these recommendations and invited the relevant staff to provide a management response outlining how they can best meet our recommendations. This is presented to the Board via the Executive Team:

No.	Key Recommendation
1.	The term 'Expressions of Dissatisfaction' should no longer be used. All complaints should be called 'Complaints'. There should be a three stage complaints process. Stage 1 where complaints may be resolved immediately, and then Stages 2 and 3 which have a management investigation and possible compensation payments.
2.	Within each acknowledgement letter include the timescale for the issue to be resolved. Update the resident if the issue is not resolved within the given timescale.
3.	Introduce a system which acts as a monitoring tracker to enable managers to have oversight of how complaints are progressing (for example CRM)
4.	Create a rule whereby complaints cannot be closed without the agreement of the complainant.
5.	Report on the proportion of complainants whose complaint is only resolved once the Housing Ombudsmen has been involved.
6.	After resolving a complaint, the next most important objective is to learn from the experience to prevent a recurrence. The number and type of complaints should be monitored, published, and fed back to the relevant team, who should use the information to improve services.
7.	Staff should not be able to resist a residents' right to make a complaint.
8.	Review the 'Unreasonable Behaviour' policy, in particular to address the reasons residents can be considered to be 'unreasonable.' Include residents in this review. The tone of the policy

No.	Key Recommendation
	should acknowledge that some residents have very poor experiences and a very limited ability to change their landlord.
9.	Introduce a resident Mystery Shopping test of the complaints service to validate the satisfaction data we receive from the Voluntas telephone surveys.
10.	Update the Peabody website to make it clearer what a complaint is and what a repair is. With timescales and roles and responsibilities made clear. Ensure that complaints submitted online are acknowledged.

5.0 CONCLUSIONS

The Scrutiny Panel would like to thank the managers for their thorough response to the recommendations from the scrutiny exercise. Overall, it would appear that there are positive changes planned at many levels within Peabody that will, if they work, lead to fewer complaints and happier residents. We look forward to that progress.

Our key finding was with the significant difference in the survey feedback of the 32 residents the Panel telephoned against the 166 Voluntas surveyed residents. The resident satisfaction levels, from what we found to what Peabody has been relying upon through Voluntas, were flawed.

We acknowledge the problem of the potential cost involved in changing the terminology from Expressions of Dissatisfaction to Complaint. However this should be balanced against the cost of not changing the terminology, a cost in terms of frustrated and unhappy customers/residents losing trust in their landlord. Any business using an unfamiliar and watered down term (EOD) when a customer calls to complain would indicate to most people that their complaint is not being taken seriously, particularly if the response is to defer registering their complaint. Using a watered down term can also permeate staff attitude and response in a negative way.

Finally, we would like to thank the staff at the Customer Hub, the Customer Experience Team and Peabody residents for assisting with this review.

6.0 APPENDICES

6.1 Appendix 1

Desktop review documents

- Staff Structure Charts
- 50 Case studies of completed complaints, stages 1 and 2
- Satisfaction report by Voluntas
- Peabody's satisfaction and operational dashboard Nov 2018
- Compensation Policy
- Complaints Policy and resident feedback
- Complaints procedure
- Managing unreasonable complaints guidance

- Complaints- Human and Kind Masterclass – training/supporting manual for customer hub
- Overview presentation on the structure and functions of the customer service department

Benchmarking

A number of housing Associations were looked at like Scottish housing, Notting Hill Genesis Housing and Helena Partnership Housing. The benchmarking focussed on Genesis and Helena Partnership.

A. Notting Hill Genesis housing Association – 3 step process

Step 1: Quick fix: A resident who is unhappy with the service and would like to make a complaint, or someone acting on their behalf has to contact their housing officer or property management officer by phone, email or in a letter. They believe that frustrations can often be settled relatively quickly between a resident and his/her housing officer without the need to go through the formal complaints process. They always try to resolve the complaint as quickly as possible, ideally as a 'quick fix' within 1 working day.

Step 2: Official complaint: If a residents' complaint cannot be settled informally with the housing officer, then they should submit a contact form to be actioned upon. The complaint should be specific and as detailed as possible. The more information one can provide about what they are unhappy with, the easier and quicker it may be to solve the problem. The strategy is to resolve the problem within 10 working days.

Step 3 – Review:

If one isn't satisfied with the outcome of the complaint, the resident can ask for it to be reviewed. The Review will be carried out by an internal manager and an independent reviewer. They aim to return to the resident with the review outcome within 15 working days.

B. Helena Partnerships

Helena Partnerships was our second choice because this is a Housing Association which had a very poor complaints handling practice until changes were made that put value to the needs of their residents. Helena Partnership got a TPAS award for having the best complaints handling procedures. Previous challenges experienced in complaints handling were:

- "We didn't have a personal approach in dealing with complaints," says performance manager.
- "We were very driven by target times.
- But tenants were saying to us that even if it took two days more, they'd rather wait if they got a fuller response,
- The communication process was not satisfactory according to the tenants.

Over the past couple of years, the housing association has completely overhauled the way it deals with complaints. The changes include:

- Having a new IT system to track the handling of complaints,
- Taking small but helpful measures such as making a phone call or a home visit when a tenant first raises a problem, rather than just sending out a standard letter.

Appendix 2

Staff Interview questions

1. How long have you been in your job?
2. Are you a former FM or Peabody employee?
3. What is the definition of a complaint?
 - a) Does a resident need to explicitly request a 'formal complaint' in order for their complaint to be treated as such?
4. Is the complaints process clearly visible and easily accessible by residents?
 - a) How could the complaints process be made more visible and accessible?
5. What is the definition of an Expression of Dissatisfaction?
 - a) Who decides if a complaint is a Complaint or an Expression of Dissatisfaction?
 - b) How does an EoD escalate into a complaint?
 - c) How are EoDs recorded?
 - d) What proportion of calls are resolved before being classified as an EoD?
6. How is the complainant informed about the stages and standards involved in making a complaint including about the Housing Ombudsman Service?
7. What is your view on the reason for the decreasing number of recorded complaints?
8. Do you think there is a cultural difference between the old Peabody and Family Mosaic in their attitude towards complaints?
9. Are there benefits to a centralised complaints handling process?
10. Is the process efficient or effective and could it be simplified or shortened?
11. How are residents made aware that there is a compensation policy?
 - a) Do you think the compensation is fair, both how it is decided and the amounts awarded?
12. Are complaints or EoD's ever passed on to a contractor to deal with?
13. What training are you given to handle calls and deal with complaints and expressions of dissatisfaction?
14. How are vulnerable residents supported in making a complaint?

Management Interview questions

1. Is Feedback from complaints used to improve the service and if so how is this evidenced?
2. Does feedback from Expressions of Dissatisfaction improve the service?
3. What have you done, what policies are in place to improve the service to residents when no solution other than a compensation payment has been found eg. noisy neighbours?
4. How do you manage effective communications between the staff and the residents, recording of complaints and ensuring procedures are followed?
5. What improvements would you like to make to complaints handling?
6. This is your chance to feed into the resident scrutiny. Is there anything else you would like to add?

Appendix 3

Resident telephone call questions

1. What was your complaint to Peabody about?
2. How did you raise your complaint with Peabody (Telephone, E-mail, Letter, Other)
3. How long did the process take from raising your complaint to the end?
4. Was the Complaint process including recourse to the Ombudsman Service explained to you?

5. How satisfied were you with the process of making your complaint to Peabody? And Why?
6. How satisfied were you with the way Peabody staff understood and dealt with your complaint? And Why?
7. How satisfied were you with way you were kept informed about the progress of your complaint? And Why?
8. At the end of the process how satisfied were you with the outcome of your complaint? And Why?
9. Did you receive compensation?
10. If yes, how satisfied were you with the amount of compensation you received? And Why?
11. Do you have any suggestions to improve the complaints handling process?

Improvement suggestions from Peabody residents given during our telephone survey.

- Send a letter with whoever is going to be dealing with the case made clear. Give one phone number for that person who can then be got hold of whenever they are at work. If not, we should be able to leave a message and they call back.
- Communication - keep tenants updated and not just leave them to fester. Should be aware and informed. Let us know what is happening and the plan
- Online system should be monitored - copy of complaint from the online complaint form.
- Complaints process needs to be clearer. Shouldn't have to beg and plead with them to make a complaint.
- Have a timeframe in which response will be dealt with (if not, then have an alert system)
- Be able to speak to an actual person who knows the case
- Make someone responsible/ accountable for the repair
- Compensate residents for wasted time
- As a tenant, I want to feel like I have a voice, that I'll be heard, taken seriously. Show respect and regard for my needs.
- Show Empathy, be polite, be civil, be professional
- Some staff are rude, they need to know how to deal with residents
- Complaints should be made to senior staff because some customer service staff are not responsive
- Staff should be given more training and awareness so that people do not have to go through such trauma.
- They should maintain good communication and service in all complaints handling
- Don't tell residents that they have loads of properties to deal with.
- They should do one thing and do it well. Every complaint needs resident's response of satisfaction before being closed. Every email sent in needs to be logged and responded, not only with standard letter.
- Have a tracker- like with parcels, on the website. People understand that they have to wait, like on the train. It would help to know why and how long.
- Helpful to have one point of contact with an email contact. Get response from different people constantly.
- Keep in touch with tenants, keep them updated. Otherwise it wastes time of tenant complaining.
- Need to be fair, non-discriminating, worst landlord, when you make a complaint they should adhere to policies and. Shouldn't have to chase. Causes a lot of stress.

- Get back to people, listen to them, don't keep passing it to others - take responsibility. Not tenant's job to contact the plumbers. Peabody should deal with the contractors because it's their contractors.
- If someone makes a complaint, get someone in particular to contact the tenant and give the outline of what they will do. Keep in touch.
- Recognise their mistakes, so not as to make them again. They consistently ignore this. Suggestion: review their systems and processes. Little expectation of changing anything. This should change.

**COMPLAINTS HANDLING PROCESS SRCUTINY REVIEW:
7.0 MANAGEMENT RESPONSE & ACTION PLAN**

No.	Key Recommendation	Management Response	Responsible Officer	Panel Comments	Target Date
1.	<p>The term 'Expressions of Dissatisfaction' should no longer be used. All complaints should be called 'Complaints'. There should be a three stage complaints process. Stage 1 where complaints may be resolved immediately, and then Stages 2 and 3 which have a management investigation and possible compensation payments.</p>	<p>We agree that the process we currently have for complaints should be more structured across all three stages of EOD, Stage 1 and Stage 2.</p> <p>As highlighted in your findings report, step 1 of the NHG process is the 'quick fix' which is similar to our EOD stage. We agree it is beneficial to formalise this first stage as part of our overall complaints process rather than it being a pre stage to the current stage 1 and stage 2. This would move us to a 3 stage process starting with EOD, followed by stage 1 and 2, if needed.</p> <p>As part of formalising this we would apply response times and resolution targets to the initial stage. This would mean that the EOD stage is where we have the opportunity to resolve complaints immediately and then stages 1 and 2 would have a management investigation and possible compensation payments.</p> <p>We would like to understand more about your recommendation point that the term EOD should no longer be used. By recognising this as the first stage of our complaints process we will make it clear at the point of logging that an EOD is a first stage complaint. The implications of changing the name would mean changes would be required to CRM as the EOD complaint stage has been built into our systems and we would need to carefully consider the associated cost of change. We understand that the most important aspect here is that there is a clear</p>	<p>Tracy Packer & Leander Mansell</p>	<p>We welcome the changes proposed to formalise Expressions of Dissatisfaction into the overall complaints process and that the numbers of EODs will be included in weekly and monthly reporting. We would ask that these numbers are made available for scrutiny.</p> <p>We recognise and agree with the ambition to have an initial response 'to resolve complaints immediately' if possible and that these may be recorded as a 'first stage complaint' or EOD.</p>	<p>1st April 2020</p>

No.	Key Recommendation	Management Response	Responsible Officer	Panel Comments	Target Date
		<p>3 stage process regardless of the name of each stage.</p> <p>As part of moving to a 3 stage process we will update our policy document to reflect this, include complaints at all 3 stages in our weekly and monthly reporting and implement the targets for the first stage through changes in process and training.</p>			
2.	<p>Within each acknowledgement letter include the timescale for the issue to be resolved. Update the resident if the issue is not resolved within the given timescale.</p>	<p>Currently with each acknowledgement letter we include the timescale for when we will be in contact, which is 3 working days. Following this recommendation we will add to this the timescale for when we will deliver the full complaint response, which is 10 working days. For instances where we are not able to achieve this, we will ensure an update is provided with a revised timescale.</p> <p>There are often many factors to resolving a complaint fully that are difficult to predict at the start which means it is not possible to confirm in the acknowledgment letter exactly when the issue will be fully resolved. Doing this would only result in setting an incorrect expectation as at the time of acknowledgement it is not always possible to fully understand the problem and the full solution needed.</p>	Tracy Packer & Leander Mansell	Welcomed	1 st April 2020
3.	<p>Introduce a system which acts as a monitoring tracker to enable managers to have oversight of how complaints are</p>	<p>This is already in place as part of CRM. Within the CRM system we have a complaint case type which has 3 stages. This is opened at the initial stage of EOD whenever a resident contacts us expressing dissatisfaction. As per recommendation 1 we will manage this as part of our overall complaints process and track this via CRM. This means that all managers and officers have oversight of the complaint</p>	Tracy Packer & Leander Mansell	Welcomed	1 st April 2020

No.	Key Recommendation	Management Response	Responsible Officer	Panel Comments	Target Date
	progressing (for example CRM)	progressing (at any stage) via their CRM dashboard and weekly reports.			
4.	Create a rule whereby complaints cannot be closed without the agreement of the complainant.	<p>This rule is in place however, historically was not well adhered to. From last year, in April 2019, this rule has been enforced fully and this is now common practice.</p> <p>All resolution actions must be carried out and all points raised in the complaint completed before confirmation is sought from the complainant that the complaint can be closed.</p> <p>If the complainant does not agree, we review their concerns and if we cannot reach agreement we then escalate the complaint to the next stage. Some complaints to go through EOD, stage 1 and stage 2 and unfortunately are still not able to gain agreement of completion and closure. In these instances the complainant would then be advised that they should refer the complaint to the Housing Ombudsmen for investigation. We would then work closely with the Ombudsmen to try and resolve the issue for the complainant.</p> <p>Of the 16 cases that were found not to be fully resolved as part of your survey, could you share the details with us please so that we can investigate the reasons for this?</p>	Tracy Packer & Leander Mansell	Regarding the 16 cases recorded on the system as fully resolved that we discovered were not, we will be happy to pass on the details after confirming agreement with the residents involved.	1 st April 2020
5.	Report on the proportion of complainants whose complaint is only	The Housing Ombudsmen is engaged by the complainant after they have been through all the stages of our complaint process but remain unsatisfied with the outcome.	Tracy Packer & Leander	Our survey did not include a question that provides the information requested	1 st April 2020

No.	Key Recommendation	Management Response	Responsible Officer	Panel Comments	Target Date
	resolved after the Housing Ombudsmen has been involved.	<p>These complaints are then investigated by the Ombudsmen and result in a determination and feedback to us of how the complaint could have been handled differently. We work closely with the Ombudsmen to understand what we can learn from the complaint. This equates to 3% of our complaint cases and often the Ombudsmen determine that we have acted appropriately in the handling of the complaint.</p> <p>Sometimes whilst still being within the Peabody complaint process, complainants approach the Housing Ombudsmen for advice, these are known as escalations and are handled informally by the Ombudsmen. When this happens we continue to work with the complainant to resolve their complaint and the Ombudsmen do not take any further action in those instances.</p> <p>Of the 3 cases you found that needed intervention from Housing Ombudsmen can you advise if they were informal escalations or formal investigations please?</p>	Mansell		
6.	After resolving a complaint, the next most important objective is to learn from the experience to prevent a recurrence. The number and type of complaints should be	<p>Currently the Customer Experience team (CET) monitor and capture feedback from <i>some</i> complaints and have a pipeline of improvement projects to ensure this feedback is converted into service improvements.</p> <p>For example in 2019 the CET noted that some complaints were being driven by the wording of our letters for Gas Safety checks. The CET team worked with our Gas teams to change and improve the wording and as a result complaints about this have reduced.</p>	Tracy Packer & Leander Mansell	Welcomed	1 st April 2020

No.	Key Recommendation	Management Response	Responsible Officer	Panel Comments	Target Date
	monitored, published, and fed back to the relevant team, who should use the information to improve services.	<p>We agree that more could be done to assess the root cause of <i>all</i> complaints and plans are already in place to capture the lessons to be learned from every complaint using CRM data.</p> <p>This will be used to develop a structured improvement plan that can be progressed into actionable service improvements and aligned to the other improvement projects across the Directorate.</p>			
7.	Staff should not be able to resist a residents' right to make a complaint.	<p>We agree, there should not be barriers to the logging of a complaint.</p> <p>Sometimes the initial report of a repair or non-repair issue by a resident is labelled as a complaint by the resident however, if it is the initial contact we would like the opportunity to resolve first.</p> <p>Clearly if we do not resolve after the first contact, within a satisfactory timescale, a complaint should be logged.</p> <p>We will refresh the training across our team, particularly within the Customer Hub, that if a resident is requesting to log a complaint this is not to be resisted.</p> <p>We will review the process agreed within the contact centre about needing to have a manager approve, and empower our frontline staff to progress and log complaints as needed.</p>	Tracy Packer & Leander Mansell	Welcomed. We would like to be informed of progress after the 1st June implementation	1 st June 2020
8.	Review the 'Unreasonable Behaviour' policy, in	Thank you for this feedback, we do have plans to update and change the wording of the Unreasonable Behaviour policy and want to reconsider its use and application.	Tracy Packer & Leander	Welcomed	1 st June 2020

No.	Key Recommendation	Management Response	Responsible Officer	Panel Comments	Target Date
	<p>particular to address the reasons residents can be considered to be 'unreasonable.' Include residents in this review. The tone of the policy should acknowledge that some residents have very poor experiences and a very limited ability to change their landlord.</p>	<p>This policy is within our remit and is connected to complaints but is outside the scope of our complaints policy and process and therefore should be reviewed separately from this scrutiny review.</p> <p>As part of our plans to update this we are working with the Housing Ombudsmen for guidance and best practice advice. This is currently at the early stages, as we progress and move to having a draft, proposed new Unreasonable Behaviour policy we will consult with staff and residents before the final version is agreed.</p>	Mansell		
9.	<p>Introduce a resident Mystery Shopping test of the complaints service to validate the satisfaction data we receive from the Voluntas telephone surveys.</p>	<p>Thank you for your thorough investigation that included surveying residents directly.</p> <p>It was disappointing to hear that the feedback you received was different to the survey results we have been receiving from Voluntas, this can happen with small samples.</p> <p>We have a project in place to improve the surveys and are currently re-procuring a new survey partner and contract.</p> <p>As part of this we want to ensure the survey results we are receiving match the real views of residents who have had a recent complaint.</p> <p>As we roll out the new service we will test that is working by taking</p>	Tracy Packer & Leander Mansell	<p>The Voluntas survey sampled 166 residents. Our in depth telephone survey sampled 32 residents so we do not feel it is fair to suggest that the difference in feedback was caused by us having a 'small sample'. We welcome your proposed changes to improve your surveys.</p>	1 st August 2020

No.	Key Recommendation	Management Response	Responsible Officer	Panel Comments	Target Date
		forward your recommendation of carrying out some mystery shopping tests.			
10.	Update the Peabody website to make it clearer what a complaint is and what a repair is. With timescales and roles and responsibilities made clear. Ensure that complaints submitted online are acknowledged.	<p>We will be taking this forward and have recently asked the Housing Ombudsmen to review the wording on our website in relation to complaints. We will take forward any changes needed based on their feedback and also align this with the move to a formalised three stage process as agreed in recommendation 1.</p> <p>We will work with the Peabody Comms team over the coming months to ensure the information provided on the website makes timescales, roles and responsibilities clear. Very recently, from the start of this year (January 2020) we have implemented a process in place to ensure all complaints submitted online are acknowledged quickly and are currently monitoring the success of these update process.</p>	Tracy Packer & Leander Mansell	Welcomed	1 st July 2020