



We're Listening

An in-depth scrutiny review of our approach to complaints handling

Who are QuIP and what do we do?

We're a group of customers that together form the Quality and Improvement Panel, QuIP for short. We provide a scrutiny and assurance role, working alongside Livv's Board, through the Customer Services Committee. This means we can tell Livv, from a customer perspective, what they're doing well and where they need to improve. We also hold Livv accountable for the decisions and actions they take, and provide influence and recommendations to improve services.

Each year we complete a programme of in-depth reviews. We choose what we focus on by using performance data, risk information and feedback from surveys such as the Tenant Satisfaction Measures. Put simply - we concentrate on what's important to Livv customers.

Our in-depth reviews are an opportunity for us to dig deeper. We take a detailed look at services, collect evidence about how they work, and where needed, we 'commission' further engagement work to understand more about what Livv customers think about the service. We then present our findings and recommendations, together with Livv's response and agreed actions directly to the Board, (through the Customer Services Committee). The Committee is kept updated about the progress of the agreed actions at its quarterly meetings.

Why did we choose this area?

In June 2023 we received a presentation of the results of the 'Customer Census' survey. The Customer Census survey contained the questions that would become part of the Tenant Satisfaction Measures.

The results of the Customer Census highlighted that the 'handling of complaints' had the lowest satisfaction scores and highest dissatisfaction scores.

We therefore chose to focus on Livv's approach to complaint handling as an area for in-depth review.

What did we do?

We:

- received an overview of the complaints process from the Complex Queries and Complaints Manager
- assessed accessibility and awareness, including reviewing Livv's website and Living Magazine
- reviewed feedback that was sought as part of the review of the Complaints policy
- assessed complaint letters
- reviewed the approach of other landlords in respect of involving customers in the complaint handling process
- reviewed transactional feedback
- reviewed the training staff receive in relation to complaints
- held a Question & Answer session with the Complex Queries and Complaints Manager.

What did we find?



- in some cases, letters were well written, addressed all the points and provided a sincere apology
- staff received complaints training





- that access to information about complaints could be improved and information shared more widely
- in some cases, actions agreed following complaints had not been undertaken. Much of this related to repairs
- feedback surveys about complaint handling were not currently taking place
- complaint letters did not always fully address the issues presented in the right amount of detail. In addition, some of us noted that whilst letters gave apologies, they did not always seem sincere or address the impact that the issues have had on the customer
- there was a lack of assurance as to whether the training ensured that the issues detailed above would be rectified and whether staff, who only occasionally investigate a complaint, would remember the process
- learning loops were still in their infancy with more work needed to develop how they operated and delivered results.

What did we recommend and what happened?

In February 2024 we presented a report to the Customer Service Committee. The report detailed our findings and recommendations and included Livv's responses to the recommendations including actions and proposed timeframes.

We agreed 26 actions which would help Livv's approach to complaint handling.

Since the end of the review, actions that have been completed or are in progress include:

- Improvements to the availability and accessibility of information about complaints including on the website, leaflets and Living Magazine.
- Development of systems that track actions agreed as part of a complaint, meaning any work will be monitored to make sure it's completed.
- Changes to complaint letters so that they cover all the information needed including, dates of follow-on actions and any learning outcomes.
- Enhanced processes for quality checking of complaints responses.
- Development of a programme of staff training.
- Developing processes for completing feedback surveys about complaints so we can continually understand where we are doing well or need to improve.
- Developing processes for learning from complaints.

To enable these actions Livv is:

- Introducing a new complaints team with additional staff resources to enable them to manage a complaint from the beginning to the end of the process.
- Introducing a new case management approach to improve process and service to customers. This will provide clear oversight of when actions are completed or any resolution has happened.

Thank you

We'd like to thank all the staff at Livv who provided us with information and support to complete our review.

