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Complaints

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What I'm going to talk about



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- How we got here...
- What the White Paper says about complaints
- CIH Complaints Charter
- Useful insights

How we got here...



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- The Grenfell Tower fire and inquiry
- Hackitt review of building safety & Building Safety Bill
- Social Housing Green Paper
- Social Housing White Paper - 'Charter for Social Housing Residents'
- Redesign of the Housing Ombudsman Service (HOS)
- Complaint handling code

Social Housing Green Paper



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- Access – difficulties raising complaints
- Process
 - Lack of information
 - Difficult to navigate
- Consistency between landlords
- Too long
- Accountability

Ombudsman experience



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- Delays in landlords engaging with tenants
- Not accepting or escalating complaints
- Delays in engaging with the Ombudsman (providing evidence)
- **Ombudsman response – Complaint Handling Code**
- Consultation with the sector
 - Residents and landlords
 - TPAS, TAROE, NFA, ARCH, CIH, Housemark, NHF

What the white paper says



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- Chapter 3 - to have complaints dealt with promptly and fairly:
 - ‘Democratic filter’ removed to speed up access
 - HOS redesigned and given expanded powers
 - Residents should have consistency across landlords (CoP)
 - Tenants should know how to raise a complaint
 - HOS and Regulator of Social Housing to cooperate (enforced by legislation)

What the White Paper says



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- Increased accountability via publication of cases determined
- 'Access to information scheme'
- Awareness raising
- HOS to produce thematic reports and address systemic issues

What the White Paper says



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- Introduces tenant satisfaction measures
- RSH to strengthen consumer standards and check compliance through annual reviews and inspections
- Risk-based inspections by RSH – plus inspection of larger landlords every 4 years
- Review the Decent Homes Standard
- Better information for residents facing anti-social behaviour

Tenant satisfaction measures



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- Effective handling of complaints
 - Number of complaints relative to size of landlord
 - % of complaints resolved within agreed timescale
 - Tenant satisfaction with landlord's complaint handling
- Respectful and helpful engagement
 - Number of complaints relating to fairness and/or respect relative to the size of landlord
 - Satisfaction that their landlord listens to their views and takes notice
 - Satisfaction with engagement with tenants

CIH Complaints Charter



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- Our positive and flexible approach to complaints is embedded throughout our organisation
- Our complaints service is open and accessible to all
- We deliver a quality complaints service
- We work with our customers to shape and improve our complaints service
- We monitor our performance and learn from feedback to continually improve our services

Steps to handle a complaint



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- Listen carefully to the person who is angry. ...
- Let your **customer** vent **for** a few minutes if necessary. ...
- Show empathy **for** your **customer's** concerns. ...
- Thank your **customer for** complaining. ...
- Sincerely apologize even if you are not the cause of the problem. ...
- Get the facts. ...
- Offer a solution
- **Customers want to be satisfied!!!**

Change your mindset...



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- What if you looked at complaints as an opportunity to build trust?
- Are you there to...
 - Maintain the buildings?
 - Maintain tenant relationships?
- Are they the same thing?
- Become a hub of information for tenants – a trusted voice
- Invest in soft skills...coaching and training for staff
- What's your plan for the new normal?

Insights...



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- Tenants want communication that is...
 - Clear
 - Personalised
 - Conversational
 - Empathetic
- Why not utilise technology? (it's fast, effective, cheap, timely)
 - Text messaging & Whatsapp (group messaging?)
 - Social media
- Show tenants you are being proactive
- People fear the unknown – so keep them in the know!
- Earn the trust of your tenants



- Thank the customer for bringing this to your attention – you want to get it right, after all!
- Does your organisation have a brand? What is it? Does your complaint handling reflect it?
- Do you know what your customers say about you?
- You need to understand the basic psychology of your staff and tenants

Understanding psychology



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- When staff receive complaints, they might be defensive – it's human nature (organisations are 'in-groups')
- Do you think of tenants as an 'out group' or part of your 'in group'?
- When staff diminish a complainant – the customer downgrades their view of their competence (Traut-Mattausch et al, 2015)

Brand Archetypes – what's yours?



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<p>The Outlaw</p> <p>The Outlaw REVOLUTION</p> <p><i>"Adios one made to be broken"</i></p> <p>BRAND VOICE: Disruptive, Rebellious, Confrontive</p> <p>BRAND MESSAGE: You don't have to settle for what you see. Just demand more, second, go out and get it.</p> <p>OUTLAW BRANDS: </p>	<p>The Magician</p> <p>The Magician POWER</p> <p><i>"If it can happen"</i></p> <p>BRAND VOICE: Mystical, Informal, Reassuring</p> <p>BRAND MESSAGE: Tomorrow is brighter than today and all your dreams can come true if you believe.</p> <p>MAGICIAN BRANDS: </p>	<p>The Hero</p> <p>The Hero MASTERY</p> <p><i>"Where there's a will there's a way"</i></p> <p>BRAND VOICE: Resolute, Candid, Brave</p> <p>BRAND MESSAGE: We can make the world better. We have the grit and determination to outlast the rest.</p> <p>HERO BRANDS: </p>	<p>The Lover</p> <p>The Lover INTIMACY</p> <p><i>"I only have eyes for you"</i></p> <p>BRAND VOICE: Sensual, Empathetic, Soothing</p> <p>BRAND MESSAGE: Your thing beauty is impossible to ignore.</p> <p>LOVER BRANDS: </p>
<p>The Jester</p> <p>The Jester PLEASURE</p> <p><i>"If I can't dance, I'm not part of it"</i></p> <p>BRAND VOICE: Fun Loving, Playful, Optimistic</p> <p>BRAND MESSAGE: We've have for a short time, not for a long time. Let your hair down and start living life.</p> <p>JESTER BRANDS: </p>	<p>The Everyman</p> <p>The Everyman BELONGING</p> <p><i>"You're Just Like Me And I'm Just Like You"</i></p> <p>BRAND VOICE: Friendly, Humble, Authentic</p> <p>BRAND MESSAGE: When we treat each other with respect and kindness we can live together in harmony.</p> <p>EVERYMAN BRANDS: </p>	<p>The Caregiver</p> <p>The Caregiver SERVICE</p> <p><i>"Love Your Neighbor As Yourself"</i></p> <p>BRAND VOICE: Caring, Warm, Reassuring</p> <p>BRAND MESSAGE: Everyone deserves care and we want all lives to better service upon one another.</p> <p>CAREGIVER BRANDS: </p>	<p>The Ruler</p> <p>The Ruler CONTROL</p> <p><i>"Power isn't everything it's the only thing"</i></p> <p>BRAND VOICE: Commanding, Refined, Articulate</p> <p>BRAND MESSAGE: You are successful in work and in life. Award your excellence and your achievements.</p> <p>RULER BRANDS: </p>
<p>The Creator</p> <p>The Creator INNOVATION</p> <p><i>"If it Can Be Imagined It Can Be Created"</i></p> <p>BRAND VOICE: Inspirational, Daring, Pioneering</p> <p>BRAND MESSAGE: See Potential Everywhere and discover Originality with liberated imagination.</p> <p>CREATOR BRANDS: </p>	<p>The Innocent</p> <p>The Innocent SAFETY</p> <p><i>"Life is Simple And Simplicity is Elegant"</i></p> <p>BRAND VOICE: Optimistic, Refresh, Humble</p> <p>BRAND MESSAGE: The Most Wholesome Things in Life are Unadorned and Pure.</p> <p>INNOCENT BRANDS: </p>	<p>The Sage</p> <p>The Sage UNDERSTANDING</p> <p><i>"The Truth Will Set You Free"</i></p> <p>BRAND VOICE: Knowledgeable, Assured, Guiding</p> <p>BRAND MESSAGE: Persistence is the Path to Wisdom and Wisdom is Where the Answers Lie.</p> <p>SAGE BRANDS: </p>	<p>The Explorer</p> <p>THE EXPLORER FREEDOM</p> <p><i>"Don't Fence Me In"</i></p> <p>BRAND VOICE: Exciting, Fearless, Daring</p> <p>BRAND MESSAGE: You Only Get One Life. Get Out And Make It Count.</p> <p>EXPLORER BRANDS: </p>