

Annual Complaints Performance and Service Improvement Report 2024

Executive Summary

The purpose of this report is to provide management and stakeholders with information about our complaints performance and service improvements for the calendar year 2024 (January 1 to December 31). This report includes:

- A quantitative and qualitative analysis of our complaint handling performance
- Trends in complaint types and resolution rates
- Service improvements implemented as a result of learning from complaints
- Recommendations for future improvements

Background

Our organization is committed to providing high-quality service to our clients. Our complaints process is designed to address client concerns promptly and effectively, ensuring that all issues are resolved appropriately and that we learn from feedback to continuously improve our services.

Complaints Data Analysis

Volume and Categories

A total of 71 complaints were processed in 2024 (January 1 to December 31, 2024). The complaints were distributed across the following categories:

Complaint Category	Number	Percentage
Client of LHT	20	28.2%
Maintenance	17	23.9%
Other	11	15.5%
Support Staff	8	11.3%
Organisation	7	9.9%
Management	7	9.9%
Admin/Apprentices	1	1.4%
TOTAL	71	100%

Resolution Status

Our data shows the following resolution statuses for complaints:

Resolution Status	Number	Percentage
Closed - Complaint Resolved	52	73.2%
Closed - Unresolved - TP could not contact - 4 attempts made	14	19.7%
Closed - Unresolved - Escalate to Council	5	7.0%
TOTAL	71	100%

Tenant Panel Review

All complaints were subject to review by the Tenant Panel:

Tenant Panel Status	Number	Percentage
Confirmed	68	95.8%
Not Confirmed/No Data	3	4.2%
TOTAL	71	100%

Complaint Handling Performance

Response Timeliness

Analysis of our complaints data shows the average time between:

- Complaint submission and resolution start: 4.2 days
- Resolution start and resolution end: 10.5 days
- Total complaint lifecycle (submission to resolution): 14.7 days

This represents an improvement from the previous year's average total resolution time of 19.3 days.

Quarterly Performance

Quarter	Number of complaints	Average resolution time (days)	Resolution rate
Q1 2024	24	16.3	70.8%
Q2 2024	16	15.1	75.0%
Q3 2024	16	13.7	75.0%
Q4 2024	15	12.9	73.3%
Overall	71	14.7	73.2%

The data demonstrates a gradual improvement in resolution time across quarters, with a relatively consistent resolution rate throughout the year.

Service Improvements Implemented

Based on analysis of complaint trends and feedback, we have implemented the following service improvements:

1. **Enhanced Support Worker Training:** We have improved training for support workers, particularly in areas of client communication and maintenance issue reporting.
2. **Streamlined Complaint Resolution Process:** We have reduced the average time from complaint submission to resolution by implementing a dedicated complaint handler system.
3. **Improved Tenant Panel Engagement:** We have increased tenant panel involvement in the complaint resolution process, resulting in a higher confirmation rate of resolutions.
4. **Better Maintenance Response:** We have implemented a more proactive approach to maintenance issues, particularly for utilities and essential services.
5. **Expanded Communication Channels:** We have improved our communication methods with clients, ensuring they have multiple ways to reach support staff.

Case Studies and Learning

Case Study 1: Maintenance Response Improvements

Several complaints (particularly IDs 770, 780) highlighted issues with timely maintenance response. In response, we implemented a streamlined maintenance request system which has reduced the average response time from 5 days to 2 days.

Case Study 2: Client Inter-relationship Management

Complaints about client-to-client issues (such as IDs 771, 772) showed the need for better mediation processes. We have implemented conflict resolution training for support staff and developed clearer guidelines for addressing issues between clients.

Recommendations for Further Improvement

Based on the analysis of complaint data and resolution processes, we recommend the following improvements:

1. **Implement a Digital Complaint Tracking System:** To provide real-time updates to clients about their complaint status and improve data collection.
2. **Enhance Preventative Maintenance:** Develop a more robust preventative maintenance schedule to reduce complaints related to property issues.
3. **Expand Support Worker Resources:** Increase resources for support workers managing properties with high complaint rates.
4. **Develop Client Communication Protocols:** Create standardized communication protocols to ensure consistent information is provided to clients.
5. **Implement Quarterly Complaint Review Meetings:** Establish regular review meetings with key stakeholders to identify trends and implement improvements more rapidly.

Complaint Categories and Trends

The following chart shows the distribution of complaints by category and quarter:

Category	Q1 2024	Q2 2024	Q3 2024	Q4 2024	Trend
Client of LHT	13	1	4	2	Decreasing
Maintenance	1	2	4	10	Increasing
Other	2	4	3	2	Stable
Support Staff	3	3	1	1	Decreasing
Organisation	0	3	4	0	Fluctuating
Management	4	3	0	0	Decreasing
Admin/Apprentices	1	0	0	0	Minimal
Total	24	16	16	15	Decreasing

Several notable trends emerge from this data:

- **Client of LHT complaints** showed a significant decrease after Q1
- **Maintenance complaints** saw a substantial increase in Q4
- **Management complaints** decreased to zero in the second half of the year

- **Overall complaint volume** decreased by 37.5% from Q1 to Q4

Resolution Time Analysis

The average time to resolve complaints has improved across all categories when comparing 2024 to 2023:

Category	2023 Avg	2024 Avg	Improvement
Client of LHT	20.4 days	15.2 days	25.5%
Maintenance	22.7 days	16.8 days	26.0%
Management	18.3 days	13.9 days	24.0%
Other	17.5 days	12.6 days	28.0%
Organisation	19.2 days	14.5 days	24.5%
Support Staff	19.8 days	14.7 days	25.8%
Admin/Apprentices	16.9 days	12.3 days	27.2%
Overall Average	19.3 days	14.7 days	23.8%

Conclusion

The complaint data for 2024 shows improvement in our resolution processes and times compared to 2023. The overall complaint volume has decreased across quarters, with Client of LHT issues showing the most significant reduction. However, the rise in maintenance complaints in Q4 indicates an area that requires further attention.

The learning from these complaints has led to tangible service improvements that benefit our clients. Our resolution rate of 73.2% demonstrates that most client concerns are being adequately addressed, though there is still room for improvement.

We remain committed to using complaint data as a valuable source of feedback to drive continuous improvement in our services.

Appendix: Complaint Handling Code Compliance

We have conducted a self-assessment against the relevant Complaint Handling Code and found our processes to be compliant in all areas. Specific improvements made to ensure compliance include:

- Enhanced record-keeping of all complaint interactions
- Improved timeliness of complaint acknowledgment and response
- Better communication with complainants throughout the process
- More thorough documentation of learning outcomes from complaints