

Message from Jo Moran, *Chair of the Operations Committee and Board Member*



Our residents are at the heart of everything we do at Dolphin Living. Our primary charitable objective is to support London's workers on modest incomes who cannot afford to rent or buy near their place of work. We're proud of our close relationship with our residents and the role they play in making our organisation what it is today.

This year we launched our new three year strategy which has customer service at its core. We want to deliver improvements in customer experience where it matters most to our residents and embed a resident centric culture across the organisation.

A fundamental part of our service to our residents is how we handle things when they've gone wrong and ensuring we put things right as quickly as possible. Effective, efficient complaint handling is key - we want our residents to feel their concerns are heard, acted on and the issue is resolved to their satisfaction using our best efforts.

To support this focus we have employed a Customer Services Director and grown our customer service team to include a new Resident Experience Manager. Our customer service, asset management and property management teams have also undertaken training on complaint handling.

It is crucial that we learn from complaints and use this information to continuously improve our services. We view complaints as an opportunity to learn, reflect and make improvements for the future.

This year we've made many advances across all areas of our organisation as a result of learnings from complaints. In particular we carried out a thorough review of our repairs process; repairs are our biggest single cause of complaints so it's vital we drive improvements in this area. This has led to a new action plan which is being implemented. I am confident this is going to make a real difference to our residents experience in this area.

It's also important that we reduce residents need to complain by ensuring we spend as much time as possible in-person with our residents; in their homes and on our estates. We received a resident satisfaction score of 39% for complaint handling in 2023/24. This is clearly not where we want to be – we want our residents to feel confident raising issues with us and in the way that we handle them.

During the year we review all our complaints received at our quarterly Customer Operations Meetings with Board Members and our Member Responsible for Complaints. We analyse the main causes of complaints, how these have been handled and the improvements we are making in relation to them. Our 'Complaint Performance and Service Report' provides details of our findings and work in this area.

Finally thank you to all residents who have given feedback this year. It is only through working with you that we can continue to improve so thank you for your time and your openness.

Jo Moran

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