



## Annual Complaints Handling Report – 1 April 2013 to 31 March 2014

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# 1. Executive Summary

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This is the second Caledonia Housing Association annual complaints handling report and relates to complaints recorded through the Association's Complaint Handling Procedure (CHP) during the 2013-14 reporting year (1 April 2013 to 31 March 2014).

The association's CHP is based on the Scottish Public Services Ombudsman (SPSO) Model Complaints Handling Procedure with minor adjustments to reflect the needs of the association.

Having developed the CHP to meet the specific complaint handling requirements for the association, the CHP was then implemented on 1 October 2012.

The key objectives of this report are to provide the following information:

- provide an insight into the types and number of complaints recorded through the Association's CHP during the 2013/14 reporting year;
- confirm the outcome of complaints recorded through the CHP during the 2013-14 reporting year;
- demonstrate how the association has used the CHP to bring about improvements in service provision by actively learning from complaints; and
- setting out the various improvement actions to be taken during the 2014/15 reporting year to further develop the Association's CHP.

## 1.1 Key CHP Achievement to Date

The association has continued to build on the good progress that was reported in the first CHP annual report. Listed below are a number of strategic and operational achievements that have been made during the 2013/14 reporting year that have enabled the Association to maintain an effective approach to complaints handling and resolution:

- recognition by staff that CHP is an integral part of the association's performance management framework ;
- as a result of effective complaints handling and resolution, the association continued to have a very low number of Stage 2 complaints to investigate during 2013/14;
- the systems developed by the association to monitor complaints provided the key information for completing the complaints-related performance information required for the 2013/14 Annual Return on the Charter;
- no equality-related complaints were recorded through the CHP during 2013/14;
- the outcome of a self-assessment process for reviewing compliance with the SPSO Model CHP demonstrated the association's CHP was effective and fit-for-purpose;
- tangible service improvements have been made as a result of action taken by the Association to address common causes of complaints during the reporting year and;
- No complaints recorded through the Association's CHP have been escalated to the Scottish Public Services Ombudsman for investigation since the CHP was implemented on 1 October 2012.

## **1.2 Complaints Performance Review – 2013/14**

In order to gain a detailed insight into the Association's performance in regards to complaints handling over the past 12 months, detailed analysis of complaints has been undertaken by the Business Services Department. This analysis has involved quantifying the number of complaints against each department, categorising those complaints into specific complaint themes and measuring the effectiveness of CHA in terms of adhering to complaint resolution timescales.

The analysis also confirms the outcome of complaints in relation to whether they were upheld, not upheld or partially upheld. Information regarding customer expectations based on feedback regarding how their complaint was handled by the association is also contained in the analysis.

The analysis used in the production of this report highlighted the following findings:

- 397 Complaints were recorded through the CHP during the reporting year with Quarter 1 having the lowest number of complaints recorded (71) with quarter 4 having the highest number for reporting year (137);
- Repairs and Maintenance complaints accounted for the highest number of complaints received during the reporting period with 68.3% (271 complaints) of total complaints being recorded in this category for Operations and Asset Management;
- Operations and Asset Management Departments accounted for 98.9% of total complaints received during the year although given their front-facing nature of their respective service provision and is similar to the figure reported in the previous CHP annual report (98.1%);
- 54.4% of total complaints (Stage 1 & 2) were upheld with 29.1% not upheld, 16.5% partially upheld - again is fairly consistent with the figures reported in the previous annual report for upheld (59.6%), and not upheld (32.3%) although there was an increase in the number of partially upheld with a jump from 8.1% to 16.5% for 2013/14 reporting year;
- Six Stage 2 complaints were upheld with another one partially upheld and the two remaining Stage 2 complaints carried over into the 2014/15 reporting year;
- the association processed 95.9% of Stage 1 complaints within the stipulated SPSO timescale (5 Days) and 100% of the Stage 2 complaints within the SPSO 20-day timescale;
- average time for Stage 1 complaint resolution was 3.4 days with 19 days being the average timescale for Stage 2 complaints; and
- using information provided by the association's' CHP, a number of internal service improvements were developed and implemented with the objective of addressing areas of service provision that was resulting in frequent complaints or dissatisfaction.

## **1.3 Continuous Improvement Actions Undertaken During 2013/14**

This Annual Report provides information relating to the significant progress the association has made in further embedding the CHP as a business improvement tool for resolving customer dissatisfaction. Given the continuous improvement culture within the association, the ongoing effectiveness of the CHP is managed and delivered through a rolling CHP Post-Implementation Plan.

The actions contained in the CHP Post-Implementation Plan will ensure the association's complaint handling processes will continue to be developed during 2014/15 to reflect customer needs and ensure the association can meet the SSHC/SPSO reporting requirements.

The key areas identified in the CHP 2014/15 Post-Implementation Plan include the following:

- 1) further development of QL reporting functionality to provide detailed complaints performance information using a suite of performance reports for use by OMT & EMT;
- 2) review of existing complaint categories to establish whether there is a need for further complaint categories to be created in order to improve more accurate recording of complaints information for analysis purposes;
- 3) implementing additional methods for collecting complaint handling satisfaction information for the purpose of obtaining more representative views of complaints handling by the association;
- 4) explore options for developing QL to provide further information relating to complaints in the five geographical areas in which the association provides services;
- 5) adopt identified best practice provided through improvement forums such as Scottish Housing Best Value Network and the SPSO Complaints Handler Network; and
- 6) provide departmental staff with bespoke refresher training for complaints handling and resolution.

## 2. Introduction

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The ability of Caledonia Housing Association to effectively handle complaints fundamental to the upholding the of the association's guiding principles of:

- Excellence
- Customer Service
- Respect
- Integrity

The association recognises the importance of being a 'learning organisation', one which actively promotes the exchange of information of between staff and other organisations in order to create a more knowledgeable workforce: the association's CHP provides a wealth of information that is used to bring about meaningful improvements in the quality of services provided by the association whilst contributing to greater levels of customer satisfaction.

### 2.1 Complains Handling Procedure

The association is committed to providing quality services that meet the individual needs of all who seek our assistance, support or advice. We set high standards and strive for excellence in all that we do. We also recognise the high expectations that our current - and future customers - have and the importance in understanding how the association can meet and where possible, exceed those expectations.

We know however, there can be occasions where we fall short of our standards or do not fully meet these expectations. The association's CHP is designed to help us resolve any customer dissatisfaction quickly and as close to the point of service delivery as possible. It is underpinned by our commitment to valuing and learning from complaints.

The complaints handling procedure implemented by the Association on 1 October 2012 was based on the SPSO's model CHP. The development of the model CHP included input from other Scottish social housing providers, to ensure a standardised approach to handling complaints across the sector. One of the key objectives of the model CHP was to ensure all customer needs were at the heart of the process and that their complaints were handled effectively and in a consistent manner through impartial and fair investigations.

Customers have a number of options in how they can record a complaint or statement of dissatisfaction through the association's CHP. These options include:

- making the complaint in person;
- over the telephone or in writing; and
- using email or through the association's website or social media sites (Twitter and Facebook);

The association has produced detailed guidance on the CHP for customer to use and each edition of Caledonia News contains updates on complaint performance as well as providing examples of how we are using complaints to improve service performance.

The association website ([www.caledoniaha.co.uk](http://www.caledoniaha.co.uk)) is another informational resource that is used to communicate information on complaints handling performance by the association.

## **2.2 Learning & Development**

As part of the association's induction process, all new staff are provided with guidance on how to record complaints through the CHP. The induction process also provides the opportunity to explain to newly appointed staff why the association values complaint or statements of dissatisfaction and the role it plays in helping to make improvements.

The association also makes good use of the SPSO monthly finding reports in relation to the following:

- gain an insight into outcomes of complaints that are escalated to the SPSO by customers for investigation;
- update on any best practice being put forward by either the SPSO or other registered social landlords in regards to making the CHP more effective and robust; and
- using SPSO self-assessment templates to measure how compliant the association is when compared against the SPSO model CHP requirements.

Further training is to be provided during 2014/15 which will focus on specific CHP requirements for staff in each department as well as seeking feedback from staff on how the CHP can be further improved.

In terms of sharing best practice in regards to complaint handling/resolution all association staff have the facility to record their own learning from complaints using the corporate intranet site. This approach to enabling staff to share their knowledge as well as learning from other colleagues contributes towards making the association a learning organisation.

## **2.3 Complaints Governance**

The governance of the association's CHP has been delegated to the Complaints Handling Review Group (CHRG) by the Executive Management Team.

The membership of the CHRG consists of staff drawn from each department in the Association and has the following remit:

- reviewing complaint performance at corporate and departmental level;
- assessing the effectiveness of complaint resolution solutions put in place by departments/teams or staff and where appropriate advise EMT of any possible failure in relation to addressing common causes of complaints;
- reviewing the effectiveness of the process that underpin the CHP and supporting technology involved in complaint resolution;
- reviewing solutions put in place by departments relating to learning from complaints (Stages 1 & 2); and

- monitoring progress of the CHP Post-Implementation Plan, and ensuring key learning actions developed in response to Stage 1 and 2 complaints are implemented by the agreed date.

## 3. Complaints Analysis – 2013/14

### Overview

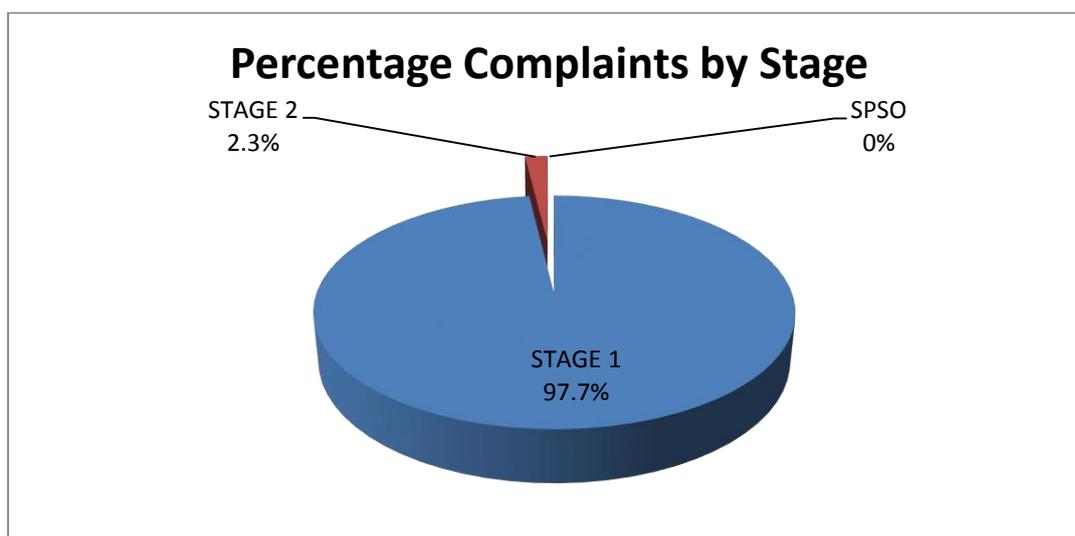
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During the reporting period from 1 April 2013 to 31 March 2014 the number of complaints recorded through the association’s CHP was **397**. The breakdown of complaints is detailed below with the headline statistics for the reporting year being:

#### **Number of Complaints Received In the Year**

A total of **397** complaints were received by the association this reporting year

- Stage One Complaints    388    = 97.7%
- Stage Two Complaints    9       = 2.3%
- Escalated to SPSO        0       = 0%



Quarter	Stage One	Stage Two	Total
1 (1 April to 30 June)	69	2	71
2 (1 July to 30 September)	79	2	81
3 (1 October to 31 December)	106	2	108
4 (1 January – 31 March)	134	3	137
<b>Total</b>	<b>388</b>	<b>9</b>	<b>397</b>

## Stage 2 Complaints – Escalation & Direct Recording

In terms of Stage 2 Complaints during the reporting period, nine of these were recorded through the Association’s CHP. Four complaints were escalated from Stage 1 to Stage 2 by the customer with five complaints over the reporting period being recorded directly in the CHP as Stage 2 complaints.

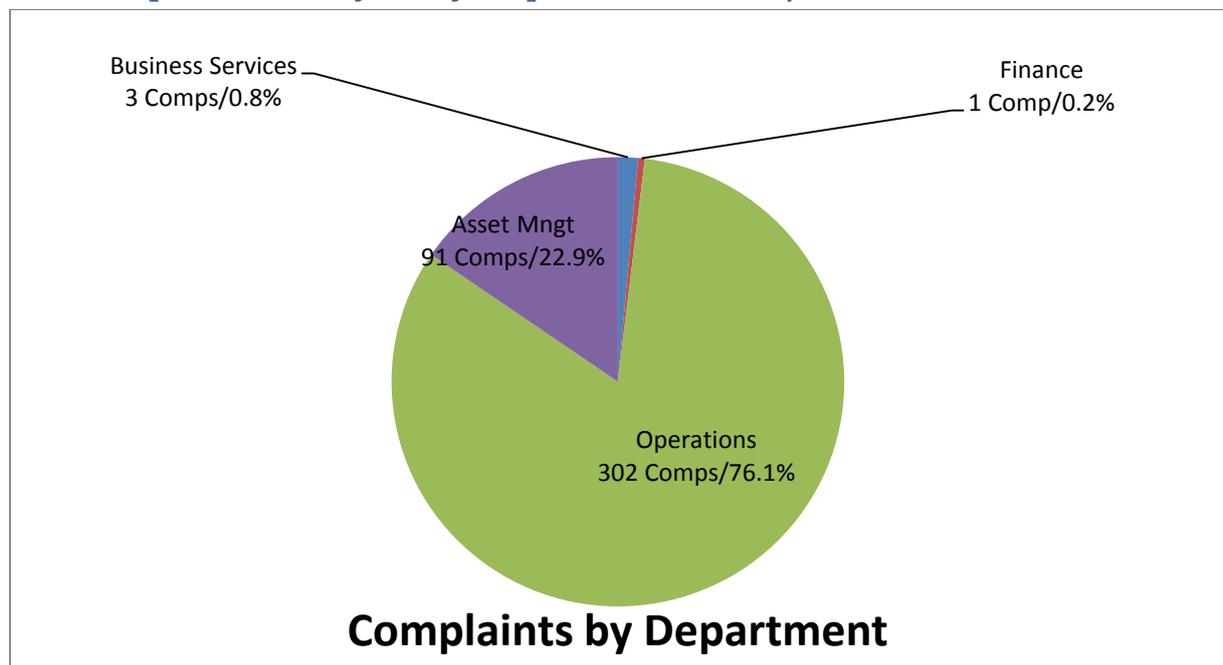
## Complaints Made to the Scottish Public Sector Ombudsman & Equality Related Complaints

No complaints initially recorded and handled through the association’s CHP were escalated to the SPSO for further investigation during the reporting period. However it should be noted that customers can request the SPSO investigate a complaint providing the complaint has been received by the SPSO within 12 months of when the issues occurred.

It should also be noted that during the reporting period no equality-related complaints were recorded through the Association’s CHP (equality-related complaints is one of the SSHC indicators).

The performance during the 2013/14 reporting year in relation to equality-related complaints and complaints being reported to the SPSO is similar to the 2012/13 performance in that no complaints were recorded for either of those categories.

### 3.1 Complaints Analysis by Department 2013/14



Department	2013/14 Complaint Numbers	2013/14 Percentage	2012/13 Percentage	% Variance Between Years
Business Services	3	0.8%	1.4%	-0.6%
Finance	1	0.2%	0.5%	-0.3%
Operations	302	76.1%	82.7%	-6.6%
Asset Management	91	22.9%	15.4%	+7.5%

The above table highlights the spread of complaints over the departments with the majority of complaints being recorded against two departments - Operations (76.1%) and Asset Management (22.9%).

Over the full reporting year the Operations Department recorded the highest number of complaints with 76% (302) of the total complaints received by the Association (397). However it is important to bear in mind the scale and scope of the Operations Department with 42,563 customer contacts alone being handled by the association's Customer Services Team during the reporting year.

As reported in the previous CHP annual report, given the high levels of interaction with customers as a result of the services provided by Asset Management, and Operations, it is understandable that these departments will receive the highest number of complaints; the situation is similar to customer facing departments in other registered social landlord organisations across Scotland.

The complaint category that had the highest amount of complaints recorded during reporting year was the repairs and maintenance service provision. This particular service activity had 68.3% (271 complaints in total that was split between 208 being recorded against Operations and the remaining 63 against Asset Management) of the 397 complaints received by the Association.

To provide some context to the repairs and maintenance complaints figure, the Operations Department issued 8,720 reactive repairs works orders during the reporting period, and received only 271 complaints in relation to those repair jobs. Furthermore a number of these complaints were either not upheld, or were only partially upheld. When taking into account the number of complaints received in relation to the 8,720 reactive repair jobs carried out during 2013/14, this figure equates to only 3.1% dissatisfaction expressed by tenants.

The other major source of complaints relates to dissatisfaction with the quality of services provided by the Association. During the reporting period, 23.9% (95 complaints) of the total number of complaints received were in relation to tenants or service-users being unhappy with the service they received. The source of dissatisfaction included issues such the quality and standards of the caretaking service; communication failures such as failure by the Association or appointed contractors to return calls or to advise tenants when property works were due to commence.

The analysis of the complaints information established that 92.2% (366) of the total complaints recorded during the reporting period related to two service provision areas (repairs & maintenance, and unhappy with service). The remaining 7.8% of the complaints received related to the following:

- 4.8% (19 complaints) relating to staff attitude;
- 2% (8 complaints) relating to various association's policies; and
- 1% (4 complaints) relating to processes/procedures developed and implemented by the association.

## Breakdown by Quarters

Department	Quarter 1 (Oct – Dec)	Quarter 2 (Jan – Mar)	Quarter 3 (Apr – Jun)	Quarter 4 (Jul – Sep)	Total
Business Services	0	0	3	0	3
Finance	0	0	0	1	1
Operations	58	62	87	95	302
Asset Mgt.	13	19	18	41	91

The key analysis finding for the 2013/14 reporting year was that both Operations and Asset Management experienced increase in complaints over each quarter. For Operations there was a 6.9% increase in complaints between the 1<sup>st</sup> and 2<sup>nd</sup> quarter, with a significant increase, 40.3% between quarters 2 and 3. However, the increase between quarters 3 and 4 was only 9.2%.

In terms of correlation between the increase in the number of complaints received by the Operations Department over each quarter there was no one specific reason other than the majority of complaints related to dissatisfaction with the services provided by the association's contractors.

The main cause of dissatisfaction with contractors' performance relates to poor communication between the contractor and the tenant as opposed to dissatisfaction with staff directly employed by the association. Given the high levels of dissatisfaction expressed by tenants with the repairs and maintenance contractors, the association has instructed contractors to address their poor levels of communication with tenants which in turn should lead to a reduction in the number of complaints having to be recorded through the CHP for this particular type of complaint category. Another source of dissatisfaction recorded during the reporting period related to perceived poor quality of the caretaking service provided by the association.

In regards to Asset Management, again there was an upwards trend with complaints received between quarters 1 to 4 (with the exception of quarter 3 where there was a slight reduction (1) in comparison with quarter 2). Between quarters 1 to 3, the number of complaints being received was relatively close in terms of absolute numbers however quarter 4 showed a spike in terms of complaints received with over double the amount of

complaints received in comparison to the preceding quarters. The main cause of this significant increase in complaints was due to snagging issues with a number of new properties in the Herald Building in Arbroath which came on line in quarter 4.

During the reporting year only a very small amount of complaints were recorded against support departments such as Business Services and Finance. Three complaints recorded against Business Services related to dissatisfaction expressed by customers in regards to receiving complaint feedback survey forms. The single statement of dissatisfaction against Finance related to a complaint from a customer in regards to a direct debit issue. In all of these complaints, none were held upheld by the association due to the nature of the complaint.

Although there was a significant number of complaints recorded through the CHP during the reporting year, consideration needs to be made of the fact that only 54.4% of total complaints were upheld. Furthermore, despite having only upheld just over half of the total amount of complaints received, the very low number (4) of Stage 1 complaints escalated to Stage 2 would indicate that the association is making the right decision when deciding to either not uphold, or partially uphold a complaint.

Further details regarding complaint outcomes for the 2013/14 reporting year is provided in Section 4 of this report.

## Complaint Analysis by Department - Category Breakdown

### **Business Services**

Theme	Number of Complaints
Policy	3
<b>Total</b>	<b>3</b>

1. **Narrative:** Complaints relating to the issuing of complaint handling satisfaction survey forms to customers who had their complaint recorded through the CHP

### **Finance**

Theme	Number of Complaints
Unhappy With Service	1
<b>Total</b>	<b>1</b>

2. **Narrative:** Complaint related to direct debit issues.

### **Operations**

Theme	Number of Complaints
Repairs & Maintenance	208
Unhappy With Service	70
Staff Attitude	17
Policy	4
Process	3
<b>Total</b>	<b>302</b>

3. **Narrative:** Complaints centred on repair and maintenance issues - mainly in relation to communication breakdown between contractor and tenant

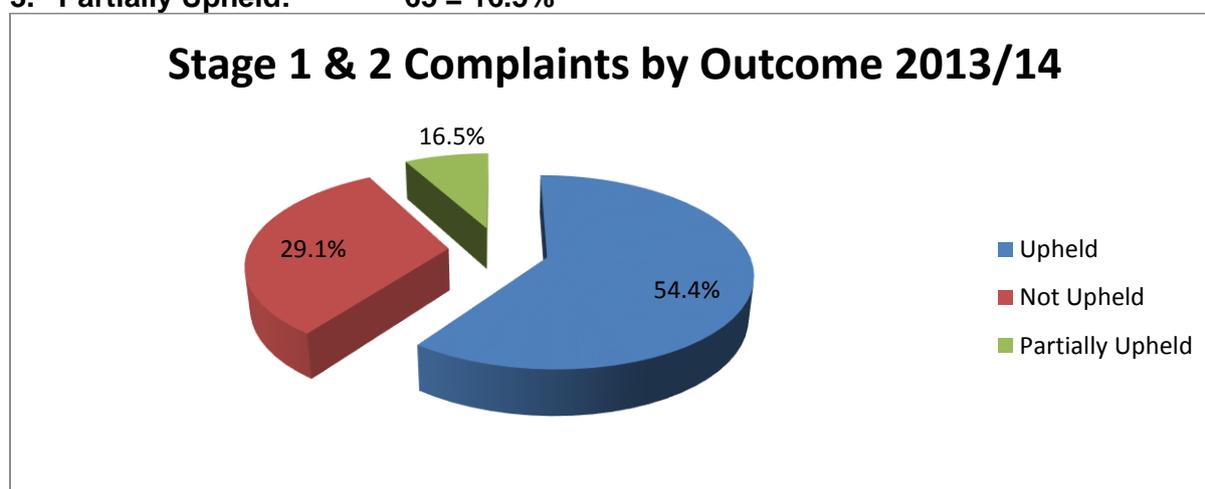
### Asset Management

Theme	Number of Complaints
Repairs & Maintenance	63
Unhappy With Service	24
Staff Attitude	2
Policy	1
Process	1
<b>Total</b>	<b>91</b>

4. **Narrative:** Complaints mostly related to repairs & maintenance issues such as snagging

## 4. Complaints by Outcome -2013/14

1. Upheld: 215 = 54.4%
2. Not Upheld: 115 = 29.1%
3. Partially Upheld: 65 = 16.5%



Stage 1 Complaints Per Quarter	% Upheld	% Not Upheld	% Partially Upheld
1 (1 Apr –30 June)	41.7%	51.4%	6.9%
2 (1 July – 30 Sept)	66.2%	24.3%	9.5%
3 (1 Oct- 31 Dec)	50.5%	32.1%	17.4%
4 (1 Jan – 31 Mar)	56.4%	18.8%	24.8%
<b>% &amp; Total Number</b>	<b>53.9% / (209)</b>	<b>29.6% / (115)</b>	<b>16.5% / (64)</b>

In terms of the outcome for Stage 2 complaints recorded during 2013/14, six were upheld with one being partially upheld and the remaining two complaints being carried over into the 2014/15 reporting year.

70.9% (280 complaints) of all Stage 1 & 2 complaints recorded through the association's CHP were either upheld or partially upheld. In terms of trends analysis there was a downward trend for the not upheld figure over the four quarters (with the exception of quarter 3) which seen a 32.6% difference between quarters 1 and 4. However the upheld figure has

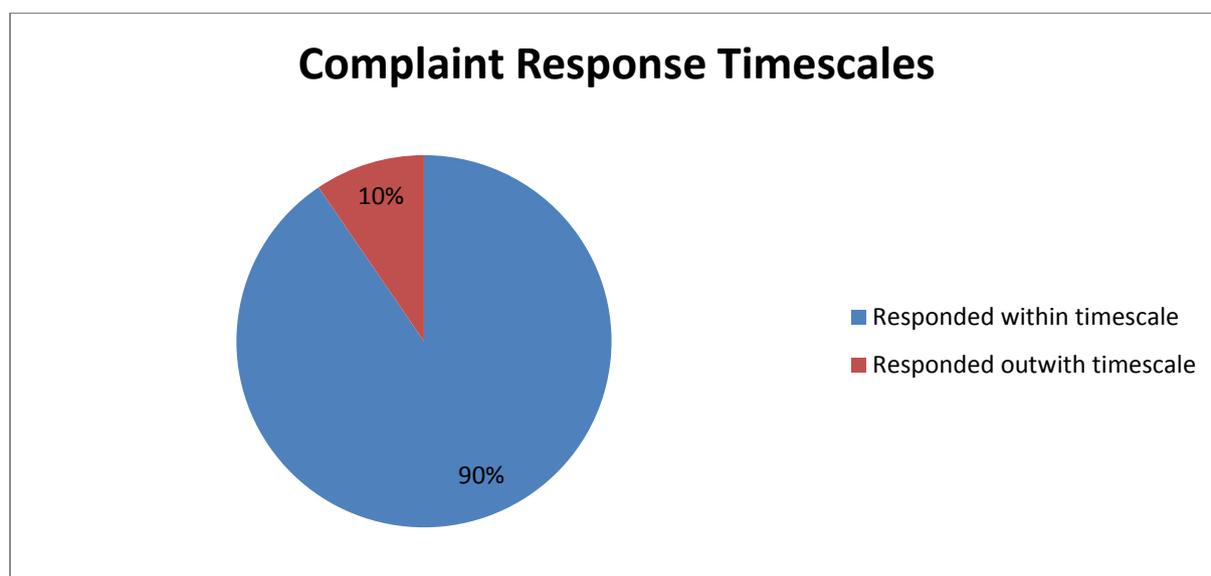
ranged from 41.7% for quarter 1 to 66.2% in quarter 2 with quarters 3 & 4 remaining around the 50-56% range.

In terms of the partially upheld, there was a consistent upward trend over the course of the reporting year.

One potential indicator of success in terms of the association making the correct decision in relation to not upholding high percentage of complaints is the low number of complaints being escalated to Stage 2 or passed to the SPSO for investigation. The association provides all customers who have recorded a complaint through the CHP the opportunity to provide feedback on how their complaint was handled and the outcome.

Section 6 of this report provides detailed analysis based on the completed questionnaires returned by customers for complaints or statements of dissatisfaction recorded through the CHP during the reporting year.

## 5. Complaints Response Timescales



### **Complaints Response Timescale**

- Complaints Responded to Within Timescale (Stage 1 & 2): **388 = 98.2%**
- Complaints Responded to Outwith Timescale (Stage 1 & 2)<sup>1</sup>: **7 = 1.8%**
- Average Timescale to Respond to Stage 1 Complaints: **3.4 days**
- Average Timescale to Respond to Stage 2 Complaints: **19 days**

95.9% of all Stage 1 complaints were responded to within their 5 day timescale during the 2013/14 reporting year. In respect to Stage 2, 100% of all Stage 2 complaints were responded to within the SPSO stipulated timescale of 20 days<sup>1</sup>. The cause for a number of the Stage 1 complaints not being responded to within timescale during the 2013/14 reporting years was due to weaknesses in internal workflow processes which has now been resolved.

<sup>1</sup> Figure adjusted to reflect the exclusion of two Stage 2 complaint that were carried over into the 2014/15 reporting year

The average timescale for completing Stage 1 complaints during the reporting year was 3.4 days, many of which were resolved by the Customer Service Team at the first point of contact with the tenant/service-user. Average timescale for Stage 2 complaint resolution was 19 days.

In comparison to the previous annual CHP report, the 2013/14 complaint resolution performance has improved with an increase from 90% to 98.2% for all Stage 1 and 2 complaints being responded to within their respective timescales (5 & 20 days).

## 6. Customer Satisfaction with the Association's CHP

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One of the key methods for assessing how effective the association's CHP is for customers is to seek their views on how their particular complaint was handled and the outcome of the complaint. Naturally, some customers will not be satisfied with the outcome of their complaint but in all cases, the association will be expecting the customer to have received the highest quality of customer care in how the complaint was handled.

The objective of the questionnaire is to customer measure satisfaction levels in relation to the following:

- *overall satisfaction with Caledonia*
- *satisfaction with the way the complaint was handled by the association; and*
- *satisfaction with the outcome of the complaint processed through the CHP.*

Over the 2013/14 reporting year all customers who recorded a complaint through the association's CHP were sent out a customer satisfaction survey. The response rate for the returned questionnaires was disappointing with only 23 questionnaires being returned. A variety of methods will be employed during the 2014/15 reporting year for obtaining greater levels of feedback from customers with regards to how their complaint was handled and its subsequent outcome.

Although the feedback gained from the 23 returned questionnaires cannot provide an accurate representation of customer satisfaction levels, it does provide a very limited insight: the feedback indicates moderate levels of satisfaction (very satisfied and fairly satisfied) expressed by customers in regards to how their complaint was handled (65.3%) and the outcomes of their complaint (73.9%).

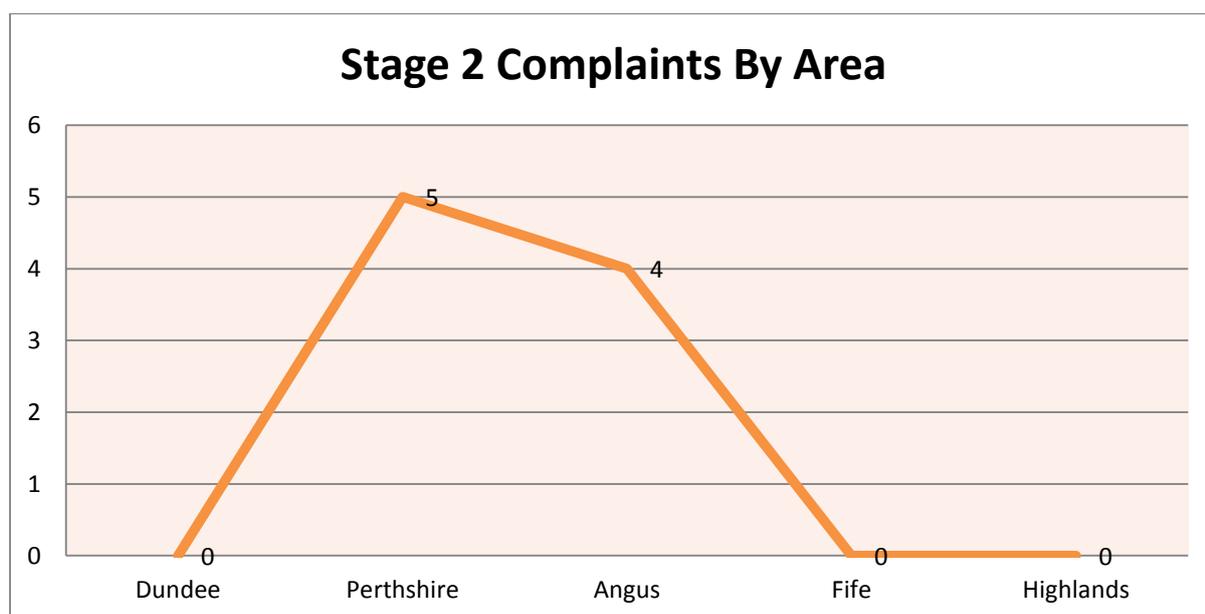
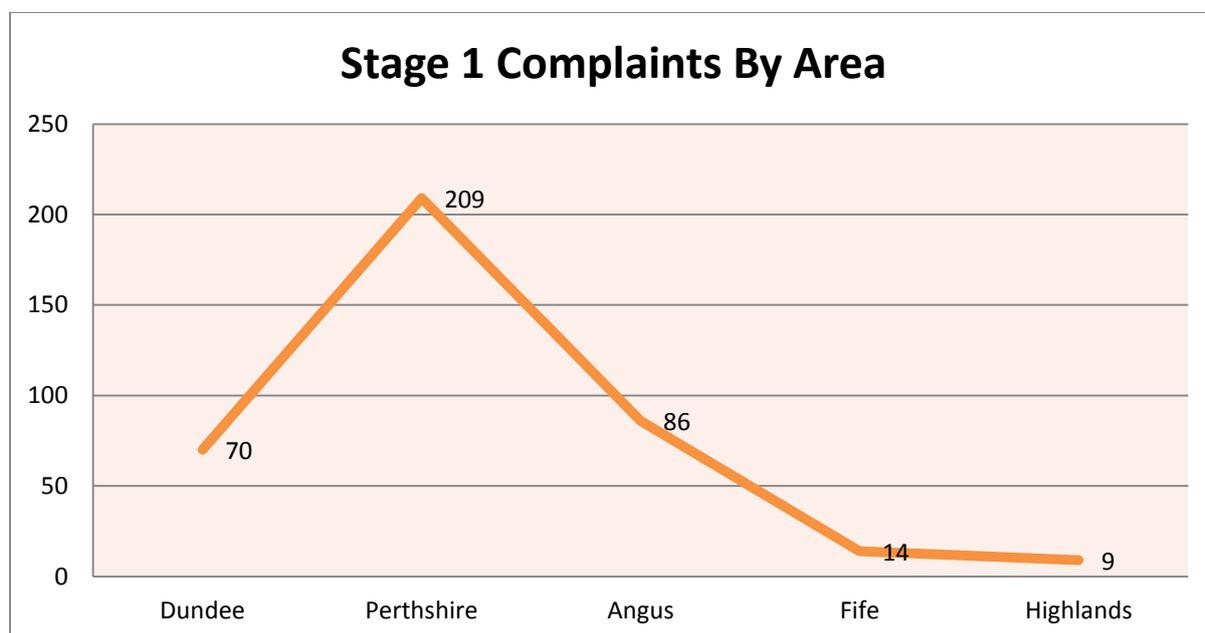
The positive feedback in regards to satisfaction with complaint outcome may provide some explanation for the very low number (4) of Stage 1 complaints that were escalated to Stage 2 in the 2013/14 reporting year.

<b>Satisfaction Category</b>	<b>Complaint Handled Satisfaction</b>	<b>Complaint Outcome Satisfaction</b>
<i>Very Satisfied</i>	<i>10 responses (43.5%)</i>	<i>11 responses (47.8%)</i>
<i>Fairly Satisfied</i>	<i>5 responses (21.8%)</i>	<i>6 responses (26.1%)</i>
<i>Neither</i>	<i>6 responses (26.1%)</i>	<i>4 responses (17.4%)</i>
<i>Fairly Dissatisfied</i>	<i>1 response (4.3%)</i>	<i>0 responses (0%)</i>
<i>Very Dissatisfied</i>	<i>1 response (4.3%)</i>	<i>2 responses (8.7%)</i>

# 7. Geographical Complaints Information

The below information provides some level of insight into the geographic spread of complaints across the association's service delivery areas (Dundee, Perthshire, Angus, Fife, and the Highlands).

The information contained in the below chart only provides general information in terms of complaints per area. However, the aim during the 2014/15 reporting year is to develop more sophisticated reporting that will provide complaints information that includes responsible department, complaint category and outcome.



## 8. Learning from Complaints

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During 2013/14 a number of service improvements were implemented in response to complaints or statements of dissatisfaction expressed by customers. Listed below is a number of the service delivery improvement that was introduced during the reporting period:

- development of new arrangements to enable association staff to effectively monitoring and report on contractor performance in regards to repairs and maintenance services;
- integrating complaints handling as a key part of the monthly Maintenance Officers 1:1 performance review;
- using 'Caledonia News' to reinforce or clarify policy decisions or procedures that have tendency to generate complaints through the CHP due to lack of understanding by customers;
- development of quality standard for caretaking to ensure a consistent level of quality is provided at all sites;
- piloting alternative cleaning methods such as steam cleaning and a variety of cleaning products to support the achievement of the new caretaking quality standard;
- ensuring appropriate records are kept in relation to estate management arrangements (e.g. parking) specific to particular housing developments, and that the appropriate staff members are briefed on these;
- relevant team members to ensure that the affected residents are advised and kept up to date on proposals to progress improvement works through the estate inspection budget at their housing development (including where any delays have been experienced);
- make sure actions identified from contact with residents are progressed and concluded within a reasonable timescale and that appropriate updates are communicated to residents; and
- review of the association's repairs procedures to determine any additional guidance that may be required for situations where major repair works are to be carried out and/or the needs of individual tenants need taken account of in arrangements made.

## 9. Outcome of SPSO Self-Assessment

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During the 2013/14 reporting year the Scottish Public Sector Ombudsman conducted a compliance exercise across a random sample of RSL's. The aim of the exercise was to assess compliance levels in relation to the following aspects of complaint handling:

- complaint definition by RSL's;
- accessibility of the CHP by customers;
- compliance with complaint timescales;
- signposting to the SPSO for anyone wishing to record their complaint with the SPSO;
- publicising of complaints performance information; and
- learning from complaints.

Although Caledonia Housing Association was not one of the RSL's selected, the association conducted its own self-assessment exercise using the SPSO scope for the compliance exercise.

The outcome of the self-assessment exercise was that there was evidence to demonstrate high levels of compliance by the association. However, whilst there was evidence to support learning from complaints was being achieved by the association, there was a requirement to strengthen this particular area of compliance by ensuring greater levels of learning from complaints is achieved in relation to Stage 1 complaints.

As a result of the self-assessment exercise the association has implemented new processes for recording both individual and team learning from Stage 1 and Stage 2 complaints.

## 10. Final Overview & Going Forward

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This report demonstrates how the association has fully embedded the CHP since its implementation on 1 October 2012. During the 2013/14 reporting year, the association has used the information provided by the CHP to identify and address the underlying causes of common complaints or statements of dissatisfaction expressed by customers. Furthermore, the association has made further progress towards becoming a 'learning organisation' by using the CHP as a means for sharing best practice across departments.

Although the association CHP has become an effective business improvement tool, further development work has to be undertaken during the 2014/15 reporting year to ensure the CHP remains fit-for-purpose: the identified areas for improvement during 2014/15 includes the following:

- provide bespoke training for association staff involved in recording complaints through QL;
- development of a new suite of QL complaint reports for departmental managers to use for monitoring and managing the complaints process from initial complaint through to complaint closure;
- implementing additional methods for collecting complaint handling satisfaction information for the purpose of obtaining more representative view of complaints handling by the association; and
- development of additional complaint categories within QL to facilitate more accurate recording of complaint information by association staff.