

Report to the Virtual Meeting of the Performance Committee of Langstane Housing Association Limited to be held on 25 May 2022.

This report is:

For approval

For noting

A performance report

Complaints Analysis Report

Executive Summary

This report provides analysis of service complaints recorded by Langstane Housing Association during the quarter January to March 2022.

Stage one complaints performance has held steady and within performance targets, although the volume of complaints received has dropped. Stage two complaints performance is within target for the quarter, with one outstanding complaint to be resolved.

A breakdown of complaints received by service area is provided. Details of how learning points are collated are provided in order to demonstrate compliance with procedural requirements. A summary of one compliment received for the quarter is provided.

1. Background

Effective complaints handling is an important element of the Association's work. The core values of continual improvement; acting with integrity; and being open and transparent at all times, are demonstrated through the culture of welcoming complaints and treating them as an opportunity to review service provision and learn more about what is important to tenants.

The Complaint Handling Procedure (CHP) has been in place since 2012. It is the model for handling complaints, developed by the Scottish Public Services Ombudsman (SPSO), used across the public and third sectors in Scotland. Performance is reported annually to the Scottish Housing Regulator via indicators in the Annual Return on the Charter (ARC).

2. Stage One Complaints (target timescale 5 working days)

	Jan – Mar 21	April – June 21	Jul – Sept 21	Oct – Dec 21	Jan – Mar 22
No. of complaints	74	54	73	73	53
Responded to in full	97%	94%	92%	97%	98%
Upheld	59%	55%*	43%	45%	37%
Responded to within timescales	84%	84%*	85%	76%	63%
Average working days to complete (new indicator)	4.00*	4.00*	4.02*	4.47*	4.69*

* indicates that these figures were calculated with cases still open on the system. Final figures for the year will vary to take into account these cases being closed off and included in the annual calculation

2.1 What does the performance trend tell us?

- a) **Numbers of complaints** – 53 stage one service complaints were logged during quarter four of the year. This is a drop, both compared to last quarter, and against the same period last year. A reminder was issued to all staff to ensure complaints are logged, and the definition of a complaint.

A detailed breakdown of all complaints is reported to the senior staff concerned on a monthly basis. Procedure requires that these are then reviewed quarterly to identify learning points and record these onto the complaints action list. This allows prevention of recurring issues and promotion of the effectiveness of the complaints process.

- b) **Responded to in full** – Follow up action is taken to ensure teams deal with complaints as quickly as possible. Monitoring reports are issued at regular intervals to alert teams to open cases, and to summarise the complaints activity to allow for improvement actions to be identified and recorded.

There is one open stage one complaint at the time of writing this report. This case will have a minimal impact upon the final figures reported on to the annual return.

- c) **Upheld complaints** – at 37% this indicator reflects a slowly decreasing trend over the year. The introduction of the new completion code 'RESOLVED' is highly likely to be the root cause for this reduction. Introduction of this new code is a positive step as it better reflects the work done to achieve the overall aim of the model procedure, which is early resolution.
- d) **Average working days to complete** –The internal target for this indicator is to keep to within the target timescale for the complaint, which is five working days for stage one cases.

Performance this quarter is 4.69 days. This is within target of 5 working days. There is one open case that will minimally impact this performance for reporting on to the Annual Return on the Charter. Teams continue to work hard to keep within target timescales, although for the first time during February and March 2022 the overall monthly performance figure was slightly above 5 working days.

2.2 What issues are being highlighted?

A detailed breakdown of all complaints is reported to the senior staff concerned on a monthly basis. A summary of complaints categories is shown below. The categories in the housing system are changed from 1 April 2022 to reflect the new organisational structure. This is the final report containing classifications for the previous system set-up.

Service Area	Classification	No. of Complaints	% total complaints
RENT MANAGEMENT (2)	DIRECT DEBIT	1	3.77%
	ARREARS	1	
CUSTOMER CARE (2)	STAFF	1	3.77%
	TENANT SATISFACTION	1	
LETTINGS (3)	ALLOCATION	2	5.66%
	VOID MANAGEMENT	1	
HOUSING (10)	ANTI SOCIAL PROCEDURE	1	18.87%
	CLEANING	2	
	ESTATE MANAGEMENT	3	
	GARDENING	1	
	PARKING PROCEDURE	1	
	STAFF	2	
ASSET MANAGEMENT (1)	CONTRACTOR	1	1.89%
PROPERTY (35)	APPOINTMENT	1	66.04%
	CONTRACTOR	15	
	PROPERTY CONDITION	3	
	RECHARGE	3	
	REPAIR DELAY	10	
	REPAIR QUALITY	2	
	STAFF	1	
TOTAL		53	

As is expected for the housing sector, 66.04% of complaints relate to various aspects of the repairs service. Around half of these relate to the contractors, with 60% of those being upheld. The team have regular meetings to discuss contract operations, and this includes a review of complaints received.

Another issue attracting complaints in Property Team is delays experienced. However, only 40% of these are upheld, reflecting high customer expectations.. The Customer Service Team is now setting expectations for tenants about repair timescales with the goal to reduce the frustration. Staff now provide

advise on timescales for different repairs. In addition, Customer Service set expectations for when Officers will call tenants back (within 48 hours). This activity should impact future complaints trends, the expectation being the number of complaints about repairs will decrease.

Outside of this, there is a broad spread of complaints covering various aspects of the service.

2.3 Learning from Complaints

Procedure requires that complaints are used to identify learning points. This allows prevention of recurring issues and promotion of the effectiveness of the complaints process. A quarterly process is designed to be a robust system to demonstrate compliance with this requirement of the Complaints Handling Procedure.

Quarter three saw all teams successfully complete the learning review process, and 11 points were added to the complaints action list. A summary of these learning points is provided below along with the current status.

Team	Action point	Status
Property (10)	Review of Master Key letters to strike balance between the need to acquire access and avoid causing distress to tenants	In progress
	Review pre-inspection procedure to smooth process and reduce waiting time for customers	In progress
	New procedure to be developed for dealing with overdue repairs – to be part of process of team changeover to Customer Service handling repairs calls	In progress
	Review of automated email / text follow up to repairs calls as information out of date	In progress
	Customer Service training for Property Team staff to improve performance on call-backs, and Team Leader to regularly check for call back workflows and raise issues with staff	In progress
	Training for staff around importance of regular communication about services, especially where there are delays to repairs	In progress
	Team to be reminded of the importance of detailed comments in QL	In progress
	Automate the post-repairs inspection process to ensure regular follow-up quality checking for 10% of repairs	In progress
	Guidance note for staff to be provided around handling of requests for disabled parking provision	In progress
	Team to be reminded not to close off repairs that are only partially resolved	In progress
	Housing	One off incident involving disclosure of personal

(1)	information. Follow-up with individual staff member to prevent recurrence	
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3. Stage Two Complaints (target timescale 20 working days)

	Jan – Mar 21	April – June 21	July – Sept 21	Oct – Dec 21	Jan – Mar 22
No. of complaints	6	4	10	8	2
Responded to in full	100%	75%	70%	88%	50%
Upheld	33%	25%*	29%	57%	100%
Responded to within timescales	100%	100%*	100%	43%	100%
Average working days to complete (new indicator)	18.67	16.67*	15.86*	21.71*	20*

*One case remains open and will need to be taken into account for final calculations of performance

3.1 What does the performance trend tell us?

Case numbers have dropped, as would be expected with the corresponding drop in stage one cases for the same period. Issues handled at stage two this quarter are as follows:

Service Area	Classification	Summary
CUSTOMER CARE	TENANT SATISFACTION	Customer care / communication provided by the Association
PROPERTY	REPAIR DELAY	Damage to property caused by flooding and the associated customer service around this issue

There is no specific underlying issue causing concern.

4. Compliments Register

The Association records compliments received in order to track where service has gone well, and recognise the efforts of staff and contractors that make efforts to ensure positive outcomes for customers.

For quarter four, one compliment was recorded as follows:

Area	Compliment received	Source
Aberdeen	From tenant who was terminating her tenancy after 32 years. She wished to thank everyone she has spoken to and helped her through the years and also praised the Association for the efficient way any complaints were dealt with and also for repairing her property promptly when required.	Telephone

5. Alignment with Business Plan

The Langstane Group's Business Plan documents the Group's vision to "be the best we can be".

For customers, the business plan objectives are as follows:

Our customers	
OC 1	Fully understand the individual requirements of our tenants and other customers
OC2	Improve service delivery standards for tenants and other customers
OC3	Improve tenancy sustainment
OC4	Deliver value for money
OC5	Ensure Equality and Human Right Legislation is adhered to

The activity in this report is primarily aimed at delivering objectives OC1 and OC2, although OC4 and OC5 also come into play in all engagement activity.

6. Governance

Langstane Housing Association operates in a heavily regulated industry. The Scottish Housing Regulator has set down seven regulatory standards that must be adhered to. These are:

1. The governing body leads and directs the RSL to achieve good outcomes for its tenants and other service users;
2. The RSL is open about and accountable for what it does. It understands and takes account of the needs and priorities of its tenants, service users and stakeholders. And its primary focus is the sustainable achievement of these priorities;
3. The RSL manages its resources to ensure its financial well-being, while maintaining rents at a level that tenants can afford to pay;

4. The governing body bases its decisions on good quality information and advice and identifies and mitigates risks to the organisation's purpose.
5. The RSL conducts its affairs with honesty and integrity;
6. The governing body and senior offices have the skills and knowledge they need to be effective;
7. The RSL ensures that any organisational changes or disposals it makes safeguard the interest of, and benefit, current and future tenants.

This report and its actions are directly relevant in helping to meet the above standards with the exception of standard 7 which is not relevant to this report. In particular this report helps to achieve standards 1 and 2.

In addition, no other regulatory standard nor equality or human right is breached or negatively impacted by this report or its actions.

There is nothing within this report and its actions that would breach or negatively affect either the Association's Rules or charitable status or, where appropriate, any individual subsidiary Articles of Association.

7. Financial and staffing implications

No financial or staffing implications to report.

8. Risk management and assurance

It is critical that the Association complies with all aspects of the CHP. This includes:

- Identifying and recording complaints accurately
- Investigating and responding to complaints timeously
- Demonstrating and reporting on learning from complaints

Failure to fulfil the requirements of the CHP presents a high risk in terms being a significant performance failure.

9. Recommendation

Board of Management are requested to note the contents of this report.

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