

Complaints Strategy Statement



The Guinness Partnership is a large, diverse organisation. We have more than 3,000 employees within our five operating companies, working with many agencies, consultants, contractors and other organisations to provide homes and services to over 100,000 customers and service users.

Strategic Overview:

Complaints can provide us with valuable information about where we can improve. We welcome this feedback as it provides us with an opportunity to learn more about our customers' needs and expectations, and to continually improve the services that we deliver.

This strategy outlines how The Guinness Partnership will handle all complaints efficiently and effectively in accordance with our Complaints Policy to ultimately monitor, review and continually improve our service.

Strategic Objectives:

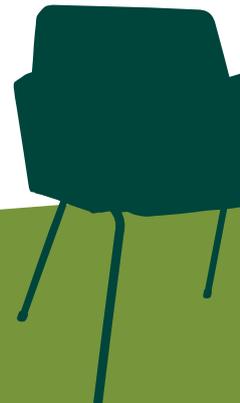
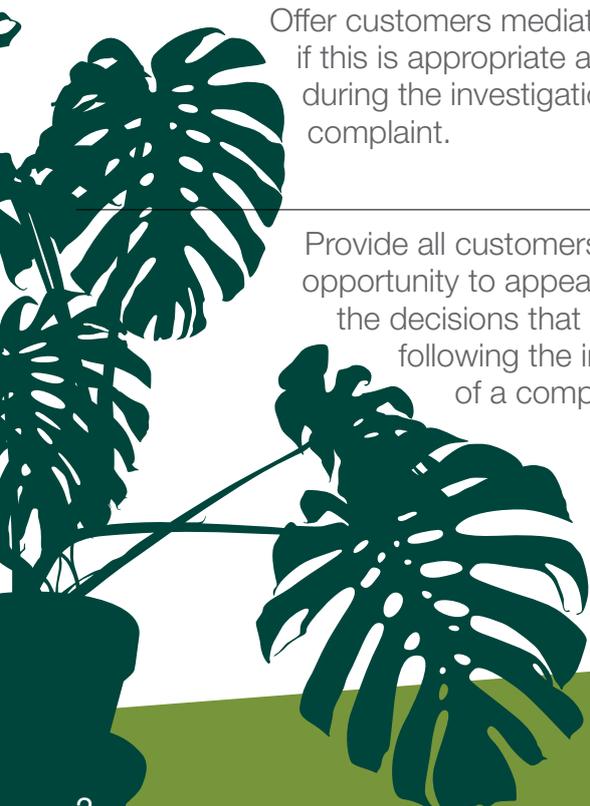
The delivery of our policy and strategy requires a set of objectives with targets that can be measured. The Guinness Partnership will set annual targets for each of our objectives.

We recognise that the Partnership covers a wide geographical area. Each area will have different issues, and may vary these targets to support them.

Our objectives are:

To develop an effective, efficient, customer-focused and high performing complaints service for the Partnership that is accessible to all customers

How	Success measure
Develop a consistent complaints procedure in consultation with our customers.	Implementing a consistent Partnership-wide complaints process from April 2009.
Ensure the procedure is accessible to all customers through a clear communication plan.	<p>The complaints policy and strategy are widely promoted to all customers across the Partnership using a variety of communication methods and formats including newsletters, leaflets, sign up packs, customer handbooks and the website.</p> <p>An increase in customer satisfaction with the accessibility of the complaints service.</p>
Ensure the procedure includes clear and challenging service standards so that we can respond to complaints efficiently and effectively.	Service standards are developed in partnership with customers, reflecting current best practice and launched in April 2009.
Ensure that our customers receive a prompt and fully investigated response to their complaint.	<p>95% of complaints are investigated within timescales published in our service standards.</p> <p>At least 80% of customers who make complaints are satisfied with our complaints service and handling.</p>
Offer customers mediation services if this is appropriate at any stage during the investigation of a complaint.	<p>Confirmed, current contact details for external mediation services available to all members of the Partnership.</p> <p>Use of mediation services monitored.</p>
Provide all customers with the opportunity to appeal against the decisions that we reach following the investigation of a complaint.	<p>The complaints process includes two appeals stages and an independent appeal to the relevant external agency.</p> <p>All complaints decisions will clearly promote the relevant appeals stage/s to customers.</p>



How	Success measure
Offer customers help if they choose to refer their case to the Housing Ombudsman Service or Care Quality Commission.	Assistance clearly promoted to customers in all general complaints communication and in standard complaints letters to all customers.
Offer customers compensation after a complaint has been investigated, if it is appropriate.	A consistent approach to compensation payments is developed across the Partnership by April 2010 Compensation paid is reported as part of complaints reports to boards, customers and the Executive Teams
Regular review of complaints procedure in partnership with customers to agree customer service standards for complaints, and to ensure that it reflects current best practice.	An annual review of complaints service standards and targets in partnership with customers.

To embed a culture across the Partnership which values complaints.

How	Success measure
Develop and deliver a consistent complaints training programme that embraces our customer service principles.	All relevant staff to be aware of the complaints service standards by April 2009 and fully trained on the new complaints procedure by April 2010.
Ensure the training programme reflects the current complaints policy and procedure and captures staff training and development needs that have been identified.	We meet or exceed key performance indicators for the complaints service.
Ensure the training programme communicates current complaints performance and shares best practice across the Partnership.	Effective use of new and good practice shared across the Partnership which leads to an improvement in the quality of complaints handling.



To effectively record, monitor and evaluate the complaints that we have received and resolved, and effectively monitor and evaluate how we have delivered our complaints service so that we can continually improve.

How	Success measure
Implement effective complaints software across the Partnership to record and monitor all complaints.	All complaints recorded and monitored consistently from June 2009.
Carry out regular reviews of complaints performance in consultation with our customers.	Establish a suite of key performance indicators and complaints reports to monitor and evaluate the complaints service from April 2009.

To ensure that we use complaints as an opportunity to learn from feedback.

How	Success measure
Implement a consistent framework so that we can learn from complaints.	80% of customers who make a complaint are confident that their complaint will lead to an improvement in service delivery. Lessons learnt are fed into company service improvement plans.
Develop a complaints feedback process to gather and measure customer satisfaction and evaluate our complaints service.	Introduce customer feedback forms from April 2009 and ensure that they are effectively monitored.

To develop an effective communications plan to publicise our complaints service to all customers.

How	Success measure
Develop effective communication plan for our complaints service, clearly promoting our complaints service standards and how we have learnt from complaints.	Clear promotion of complaints service to all customers using a variety of communication methods and formats from April 2009.
Clearly publicise our performance and customer satisfaction levels.	Include performance and customer satisfaction levels in a wide range of communications and formats for customers.

Delivering the Strategy

The Partnership's boards and Executive Team have approved this strategy and are responsible for ensuring its delivery. The Customer Policy Strategy Group supports the delivery of the strategy and membership is drawn from staff and customers across The Guinness Partnership. The group is chaired by a director nominated by the Executive Team. The group will develop action plans designed to support the delivery of this strategy and build good practice across this service.

Monitoring the Strategy

The Customer Policy Strategy Group is responsible for monitoring the delivery of this strategy against its objectives. Progress against the success measures will be reported to the Executive Team every 6 months. The involvement of customers in monitoring the strategy is supported by the Customer Strategy Group

The action plans and targets will be reviewed annually and the outcomes of these reviews will be included in annual reports to the boards.



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Arabic

هذا المستند متوفر بلغات أخرى، وبطباعة كبيرة، وبطريقة برايل للمكفوفين، وبتسجيل صوتي وذلك عند الطلب من مكتبك المحلي.

Polish

Na życzenie, niniejszy dokument dostępny jest w lokalnym biurze w innych językach, wydrukowany dużą czcionką, pisany językiem Brajla lub w wersji dźwiękowej.

Somali

Dokumentigaan waxaa lagu heli karaa luqado kale, daabacad far waa-weyn, farta indhoolaha Braille iyo hab la dhegaysan karo markii aad ka soo codsato xafiiska xaafaddaada.

Bengali

আপনার স্থানীয় অফিস থেকে অনুরোধ করলে এই ডকুমেন্টটি অন্য ভাষায়, বড় প্রিন্টে, ব্রেইলিতে এবং অডিও ফরম্যাটে পাওয়া যাবে।

Portuguese

Este documento encontra-se disponível em outros idiomas, em letras aumentadas, em Braille e em formato áudio no seu gabinete local.

Tamil

தங்கள் உள்ளூர் அலுவலகத்தின் வேண்டுகோளுக்கிணங்க, மற்ற மொழிகளிலும், பெரிய அச்சு, பிரெய்ல் மற்றும் ஒலி வடிவங்களில், இந்த ஆவணம் கிடைக்கிறது.

French

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Punjabi

ਤੁਹਾਡੇ ਸਥਾਨਕ ਆਫਿਸ ਦੁਆਰਾ ਬਿਨਤੀ ਕੀਤੀ ਜਾਣ 'ਤੇ ਇਹ ਦਸਤਾਵੇਜ਼ ਦੂਜੀਆਂ ਭਾਸ਼ਾਵਾਂ, ਵੱਡੇ ਅੱਖਰਾਂ, ਬ੍ਰੇਲ ਅਤੇ ਸੁਣੇ ਜਾ ਸਕਣ ਵਾਲੇ ਰੂਪਾਂਤਰ ਵਿੱਚ ਉਪਲਬਧ ਹੈ।

Urdu

یہ دستاویز دیگر زبانوں، بڑی چھپائی، بریل اور صوتی شکل میں اپنے مقامی دفتر سے درخواست کر کے حاصل کی جاسکتی ہے۔