



ASH SHAHADA
HOUSING ASSOCIATION LIMITED

Ash-Shahada Housing Association Annual
Complaints Performance and Service
Improvement Report 2025/26

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Overview

Ash-Shahada Housing Association has been proactive in addressing service issues that could lead to complaints. We have made significant progress by reviewing and strengthening our processes, particularly within our repairs service, which has historically generated the highest number of complaints. Many of the learning points identified through repairs-related complaints have already been addressed through our complaints and repairs improvement workstreams. However, we remain committed to continuous improvement and actively seek further learning opportunities, working closely with the Housing Ombudsman to identify trends, implement recommendations, and enhance our services for residents.

During the year, we had a team restructure, whereby we streamlined our work force, with staff being responsible for specified service areas, provided regular staff training, and tweaked our complaints-handling processes. These actions have strengthened engagement and will continue into the next financial year. Our improved digital communication systems have supported the delivery of an enhanced service to better meet tenants' needs.

Despite increasing demands on social landlords within a challenging economic and regulatory environment, Ash Shahada HA remains committed to delivering excellent customer service.

Report Purpose

This report provides an overview of Ash Shahada's complaints performance, including how complaints were resolved, the lessons learned, the actions taken to prevent recurrence, and how Housing Ombudsman determinations have supported further service improvement.

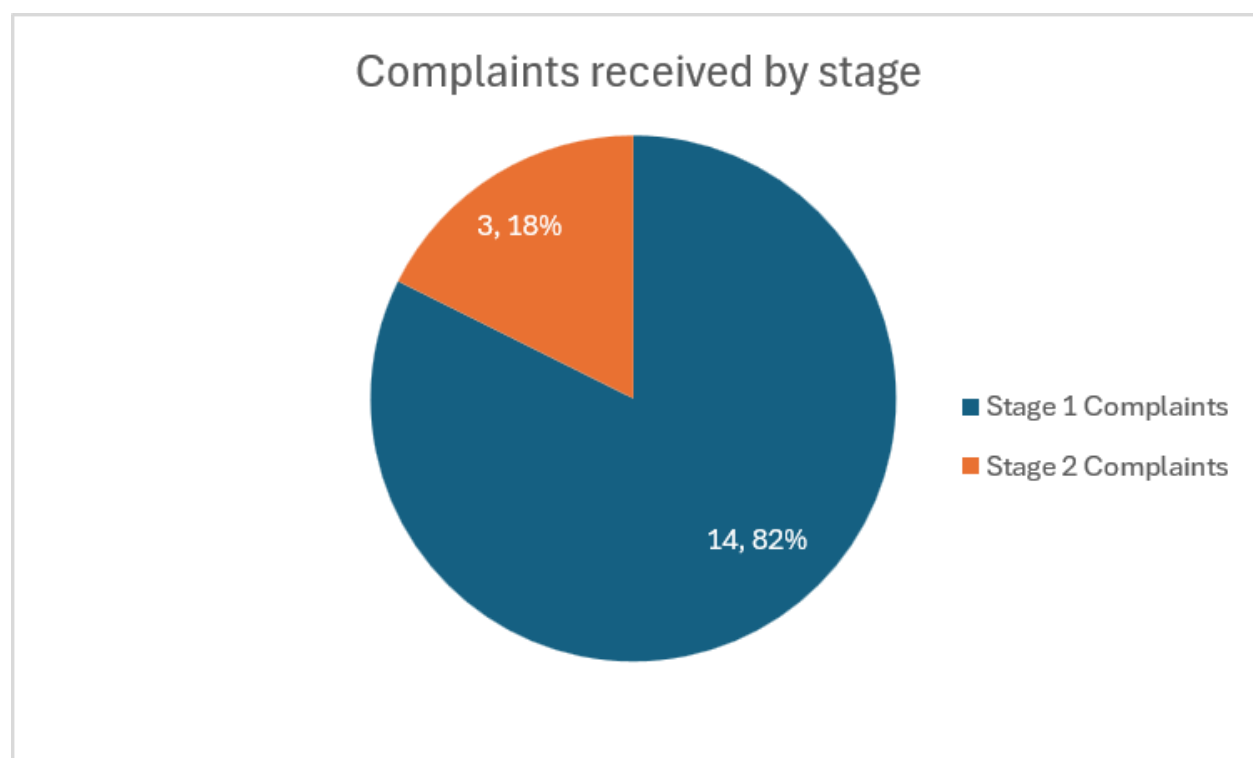
It also summarises complaints and Ombudsman determinations managed within Housing and Safer Communities, specifically those within the Housing Ombudsman’s jurisdiction (“landlord complaints”).

Top Level Summary

Type	2025/26
Stage 1 Complaints	14
Stage 2 Complaints	3

- A total of 14 complaints were received across 2025/26. 14 Stage 1 complaints, out of these, 3 progressed to Stage 2. (We have now updated our complaint process and changed to a two-stage process in line with the Housing Ombudsman’s Code of Conduct)
- The Central Repairs team received a total of 6 complaints (3 of these are related to contractor conduct).
- The proportion of Stage 1 complaints responded to within target times was 100%. Compliance with target times for Stage 2 was also 100%.
- We responded promptly to all complaints without needing to issue holding responses

Complaints

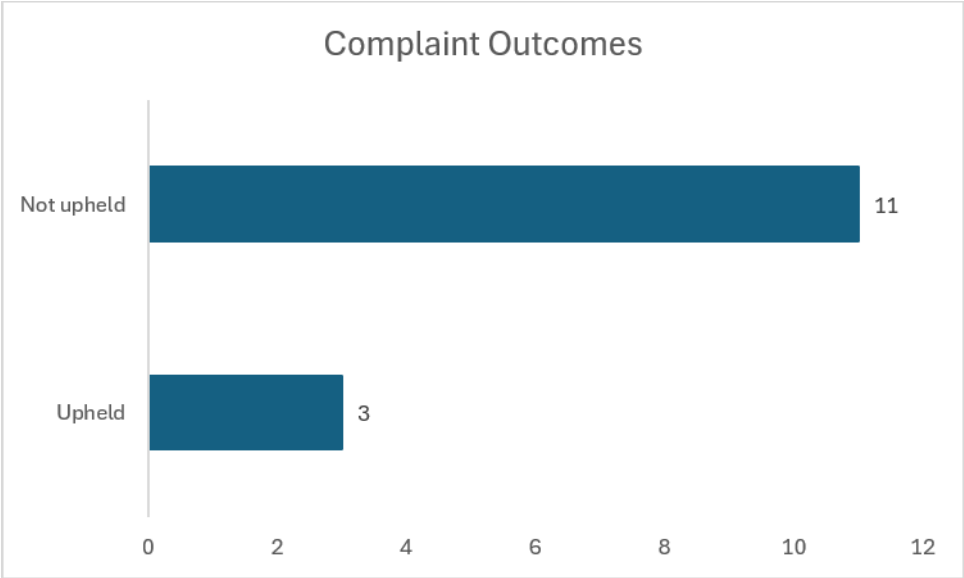


The complaints received are categorized as follows:

- Stage 1 complaints 82%
- Stage 2 complaints 18%

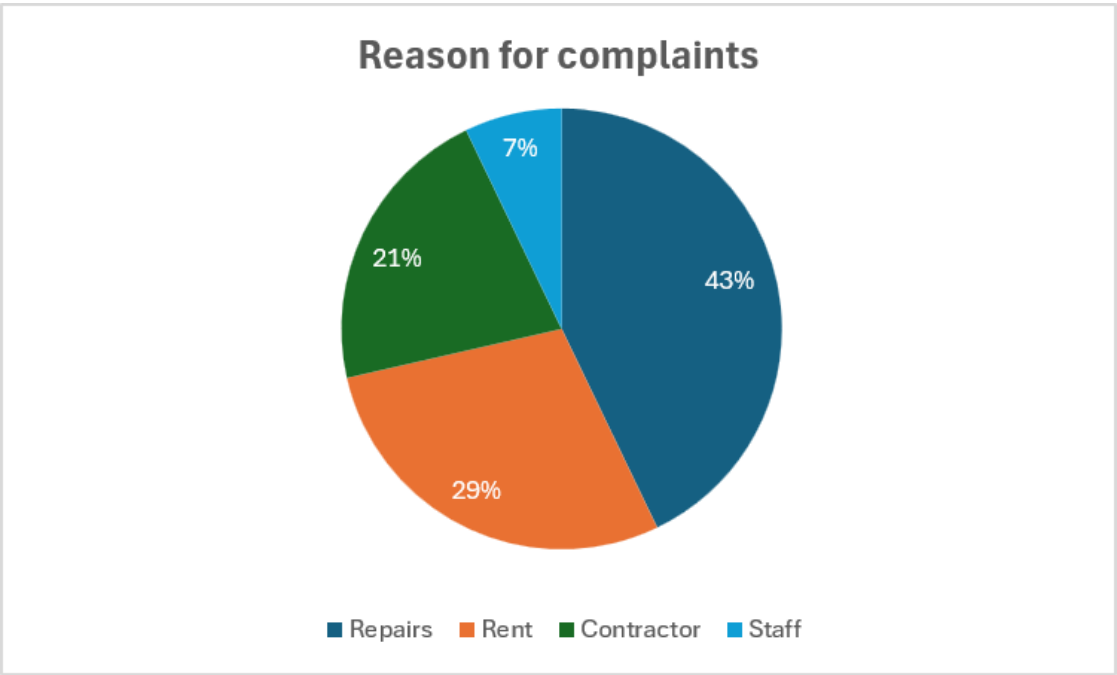
Our aim is to resolve complaints at Stage 1. Where tenants are not satisfied with the response, they may escalate the complaint to the next stage. None of the complaints received this financial year have progressed to further investigation by the Housing Ombudsman.

Three complaints were upheld. One related to the pest control element of the service charge, where we agreed that the cost should have been covered by ASHA. The other two related to contractors’ conduct. In response, we reviewed and strengthened our contractor terms of engagement. We also produced a leaflet, shared through the newsletter, to inform tenants what to expect when contractors attend their properties.



Learning From Complaints

Learning from complaints helps the organisation reduce the likelihood of similar issues arising in the future. While not every complaint can be prevented, each one provides valuable insight into what worked well, what could be improved, and how services can be strengthened for our tenants.



The most common reason we had for complaints were our repairs services (42.86%), but complaints also included contractor conduct, rent/service charge increase and staff.

Lessons Learnt

We recognise that we may not always get everything right the first time. Resident feedback plays a crucial role in helping us improve our services, alongside insights drawn from our own performance data. The table below outlines key areas identified for improvement, along with the actions we have taken — or plan to take — in response.

Lesson Learnt	Action(s) Taken	Impact
Complaint Handling		
Although we met our target response times for complaints at both stages, we identified opportunities to further improve our complaints-handling process.	1) Complaints management is now centralised to the Office/Housing Manager. 2) A dedicated tenancy officer now investigates and responds to all Stage 1 complaints, with support from the Office Manager where required. 3) To support effective internal communication, weekly performance reports are provided to management, with daily updates issued to managers highlighting complaints due within agreed timescales. 4) Staff continue to receive regular complaints-handling training through the Housing Ombudsman, with relevant learning and reports shared across the team. 5) Regular staff training sessions are held with the Deputy Chief Executive. 6) Monthly staff training meetings with Associate Directors. 7) Digital transformation has been completed, enabling tenants to access their tenancy accounts using personal login details.	As a result, complaint logging and response times have improved, with greater accountability and visibility for tenants. These changes have also contributed to fewer complaints being escalated. Regular staff training has strengthened knowledge, consistency and communication across the team.

Systems and Processes		
The Digital Transformation has now been completed. Tenants now have access to the tenant portal, 127, which represents 59% of our tenants have signed on. We are encouraging other tenants to do this, the messaging service has also been an invaluable way of communicating with our tenants.	1) We have implemented our Customer Service Strategy and Digital Transformation Strategy. 2) Integrated all data from stock conditions surveys into housing management system. 3) All historical gaps in the software were resolved and closed. 4) Training for staff to ensure that any knowledge/skills gaps have been addressed. 5) Upgrade of our system to the new version has been completed. 6) Our new website has been launched.	We can now better manage repairs and maintenance quicker and provide information with an enhanced understanding. A new member of staff is dedicated to managing the repairs issue at our blocks with many tenants.
Although, repairs were the largest complaint category, the proportion has reduced.	1) We used independent consultants where required, including surveyors and specialist damp and mould contractors. 2) We created and shared a damp and mould guide with tenants. The guide is available on our website and was also promoted in two consecutive newsletters. 3) We revised repairs and maintenance categories to make job orders clearer. We also published tenant and landlord repair responsibilities on our website to manage expectations and reduce ambiguity. 4) We provided staff training to address knowledge and skills gaps. 5) We introduced an internal procedure to prioritise damp and mould repairs using a high, medium, and low RAG rating to reflect urgency. 6) Tenants can now log repairs through the new tenancy portal.	The backlog of damp and mould appointments has been reduced A more systematic approach has been implemented, enabling quicker responses to these cases.

General Learning		
There are some actions which have been taken to facilitate the above that are more strategic in nature.	1. The Associate Director for Housing has general oversight of the complaints process. 2. Regular formal training for staff with the Deputy CEO and to empower them to take responsibility and to have the right knowledge and skills to make decisions for tenants. 3. Board member recruitment to enhance robust oversight, including Tenant Board members for better insight. 4. A new and improved complaints policy approved to encompass learning and changes for all new complaints to be dealt with under the new policy. This is in line with the Housing Ombudsman's Code of Conduct and is posted on our website.	This will support enhanced service delivery, scrutiny and tenant involvement.

Housing Ombudsman Complaint Handling Code Self-Assessment

- In accordance with the Housing Ombudsman Complaint Handling Code, we are required to produce and publish a self-assessment based on the code's requirements. This is accessible on the ASHA website.
- We plan to review our self-assessment with tenants to keep them informed and gather their feedback on the document.
- Our new Complaints Policy is available on the ASHA website.