

# Governing Body Statement on Complaints Handling Performance



ASH SHAHADA  
HOUSING ASSOCIATION LIMITED

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Our 2024/25 Complaints Handling Report evidences Ash Shahada's compliance with the Housing Ombudsman's Code. This is the second year we have produced this report. This statement highlights the improvements we have made to strengthen our complaints process, demonstrates the actions we are taking to keep our tenants at the heart of our services, and outlines how we continue to embed a positive complaints culture.

The material for this report has been scrutinised by the Board and informed by staff training, resident feedback, complaints data, and our annual self-assessment. This gives us confidence that our approach remains fair, transparent, and effective.

As a long-serving Board Member, I am proud to serve as Co-Vice Chair and Chair of the Operations Committee, bringing this experience forward to ensure services remain accountable and responsive. My background in financial oversight and governance and skills in strategic leadership and operational efficiency have enabled me to support and oversee the service improvements outlined in this report.

This report is of course one part of our journey of improvement. The board and operations committee consider complaints alongside other important KPIs including our Tenant Perception Survey scores, which shows a positive increase across all metrics.

## **Complaints as a Driver of Service Improvement**

Complaints provide vital insight into where we can do better. We see them not as negatives, but as opportunities to learn and adapt. This ethos is embedded across our organisation through:

- Quarterly reporting of complaints data to the Board and Committees, ensuring oversight and accountability.
- An annual complaints performance and service improvement report, published on our website for transparency.
- The Tenant Influence and Co-Creation Forum, which gives residents a direct voice in shaping service delivery and reviewing complaint responses.

## Key Improvements in 2024/25

- **Streamlined process:** We reduced our procedure from a three to a two-stage complaint response model, making the process quicker and more accessible, in addition to being compliant to the Complaint Handling Code.
- **Technology upgrades:** Residents can now report complaints via multiple channels (email, phone, online portal, in person, through elected members or cluster representatives). Staff track and resolve complaints using our housing management system, ensuring timely responses and accurate records.
- **Leadership investment:** The appointment of an Associate Director of Housing has provided stronger oversight, consistency, and accountability. This role has directly contributed to rising tenancy satisfaction scores.
- **Tenant voice at Board level:** We had a tenant board member who was part of the Operations Committee and Chair of the Tenant Influence and Co-Creation Forum. Tenant perspectives, alongside the launch of the Tenant Portal, means tenant voices directly shape our complaints processes and procedures, ensuring they remain fair, transparent, and responsive. We also ensure that it enhances our overall services so we can reduce the level of complaints. We have recruited two tenants to the board, and both are members of the Operations Committee, giving tenants a stronger presence at a strategic level.
- **Accessibility and equality:** Adjustments are made where needed – such as plain English materials, alternative formats, home visits, or representation – ensuring no resident is excluded from accessing our complaints process.
- **Staff training and culture:** Staff and cluster representatives receive regular Housing Ombudsman training. Learning from complaints is shared with teams and incorporated into policy reviews, creating a culture where complaints are valued as tools for improvement.

## Outcomes and Impact

The above actions have delivered tangible benefits for residents:

- Stage 1 complaints are acknowledged within five working days and resolved within 10 working days. Stage 2 complaints are responded to within 20 working days. Where delays occur, residents are kept informed and given Ombudsman details.
- Residents are now more aware of their rights, including their right to escalate to the Ombudsman at every stage.
- Complaints are investigated impartially, logged in detail, and resolved fairly – with apologies, remedies, or service improvements as required.
- Where appropriate, remedies include goodwill gestures (e.g. vouchers) alongside corrective actions, which are monitored and tracked until completion.

- Overall satisfaction scores have risen, supported by improved communication, stronger leadership, and a more efficient process.

**Performance Statistics for Complaints (2024–2025)**

Stage	2023–24	2024–25
Stage 1	10	7
Stage 2	5	4
Stage 3	2	1
Total	17	12

This reduction in complaint volumes reflects the positive impact of our process changes, stronger leadership oversight, and improved tenant engagement.

**Looking Ahead**

The Board is committed to improving communications with residents, and we remain committed to continuous improvement. In 2025/26 we will:

- Continue embedding learning from complaints into staff training and service planning.
- Strengthen resident engagement by widening participation in the Tenant Influence and Co-Creation Forum.
- Use quarterly and annual reporting to maintain transparency and accountability to both residents and the Ombudsman.