



ASH SHAHADA
HOUSING ASSOCIATION LIMITED

Ash-Shahada Housing Association Annual
Complaints Performance and Service
Improvement Report 2024-25

Contents

Overview	3
Report Purpose	3
Top Level Summary	4
Complaints	5
Learning From Complaints	6
Lessons Learnt	7
Housing Ombudsman Complaint Handling Code Self-Assessment	9

Overview

Ash-Shahada HA has been diligently addressing the issues/services that could lead to complaints. We have made significant progress, by revamping our process, especially around repairs services, where we traditionally had the most complaints. Many of the learning points identified through these repairs related complains have already been addressed via our complaints and repairs improvement workstreams. However, we continue to seek new areas of learning and collaborate with the Ombudsman to address them.

We have separated our Customer Service Strategy and the Digital Transformation Strategy, as we recognise that the digitalisation transformation of our services should stand alone and feed into the overall customer services delivered. It is envisaged that with a much more improved communication method which the digitisation transformation will bring about will reduce the complaints received and better cater for the needs of our tenants

We also expanded our team during the year, provided regular training to staff to enhance their knowledge and reviewed our complaints handling processes. As a result, our engagement has improved. This will continue into the next financial year. Despite the increased demands on social landlords in an ongoing challenging economic and regulatory environment, Ash Shahada HA remain committed to delivering excellent customer service.

Report Purpose

This report offers a thorough overview of Ash Shahada's performance in resolving complaints, lessons learnt from the complaints received, mitigating measures to prevent reoccurrence and how the Housing Ombudsman's determinations have assisted us to further improve our services.

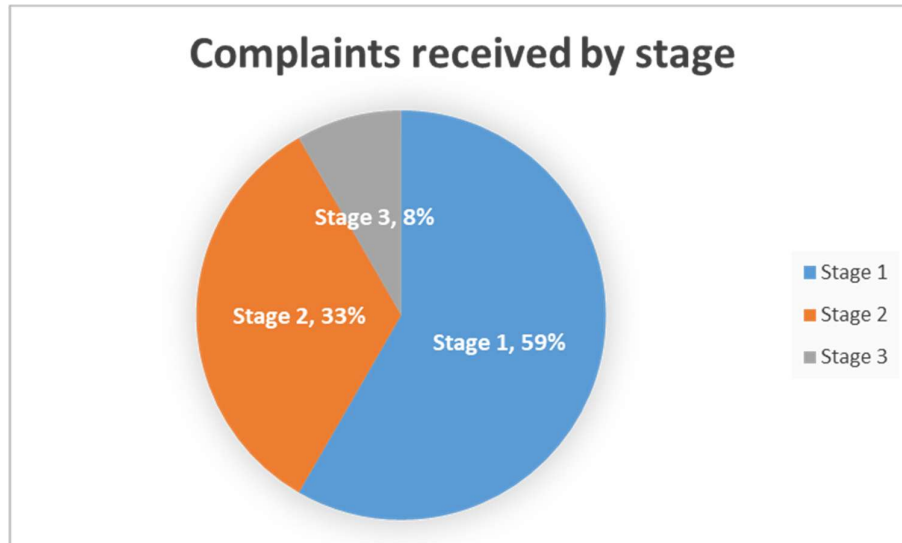
This report offers a thorough overview of the performance concerning complaints and Ombudsman determinations managed within Housing and Safer Communities, specifically those under the jurisdiction of the Housing Ombudsman ("landlord complaints"). This is defined as:

Top Level Summary

Type	2024/25
Stage 1 Complaints	7
Stage 2 Complaints	4
Stage 3 Complaints	1

- A total of 12 complaints were received across 2024/25. 7 Stage 1 complaints, out of these, 4 progressed to Stage 2 and 1 to Stage 3 complaint. (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 5 complaints. In comparison, cluster representatives received 1 complaint related to ASB and 1 complaint about administration.
- The proportion of Stage 1 complaints responded to within target times was 71.43%. Compliance with target times for Stage 2 and Stage 3 complaints was 100%.
- Across both Stage 1 and Stage 2 complaints, holding responses had a large positive impact on meeting target times. In some instances, compliance remained consistent, suggesting that we responded promptly without needing to issue holding responses
- Across both Stage 1 and Stage 2 complaints, holding responses had a large positive impact on meeting target times. In some instances, compliance remained consistent, suggesting that we responded promptly without needing to issue holding responses.

Complaints

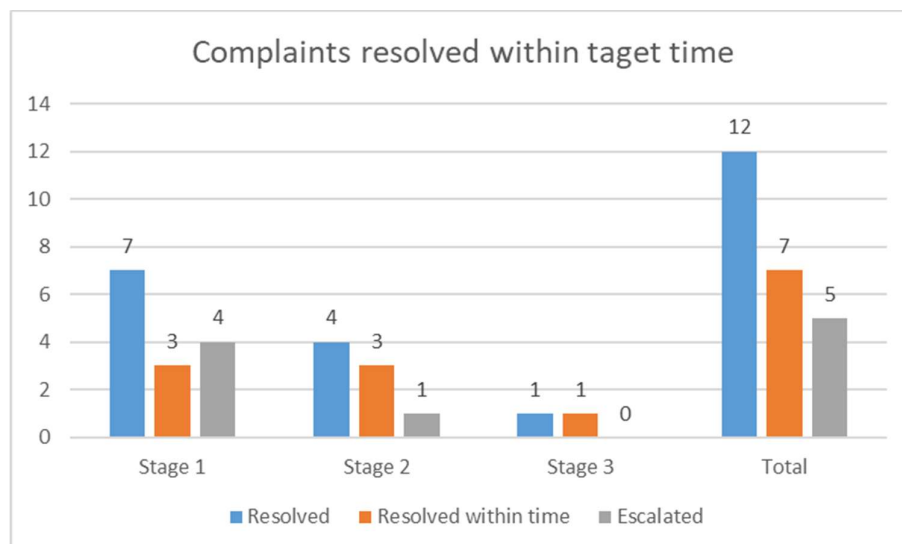


The complaints received are categorized as follows:

- Stage 1 complaints 59%
- Stage 2 complaints 33%
- Stage 3 complaints 8%

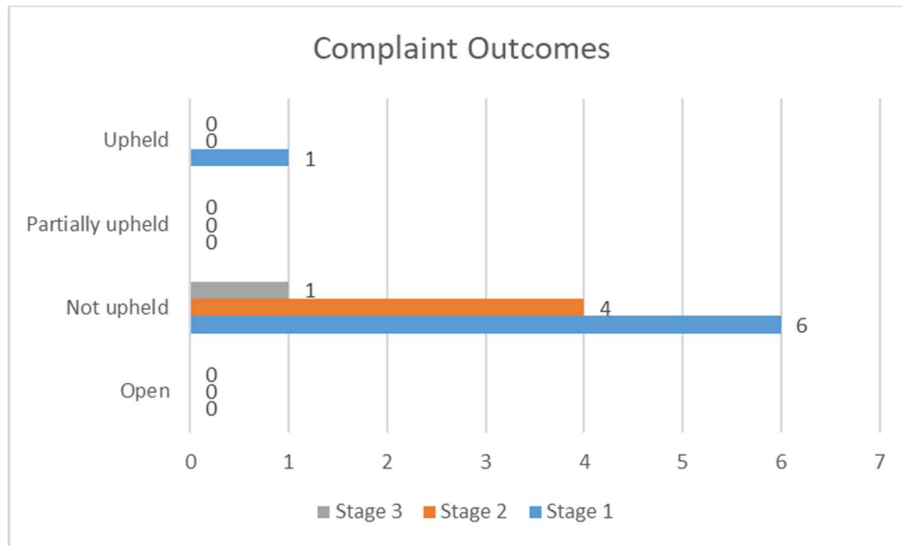
The aim is to resolve the complaints at stage 1 but where the tenants are not satisfied with the responses, they are able to escalate it to the next stage.

Two of the complaints received have resulted in the Housing Ombudsman wanting to investigate the handling of the complaints further. We are of the opinion that we handled these two complaints correctly. In both cases, tenants requested for a reimbursement of money. We have reimbursed one (Overpayment of rent), the other reimbursement is expected from an energy company and so out of our control.



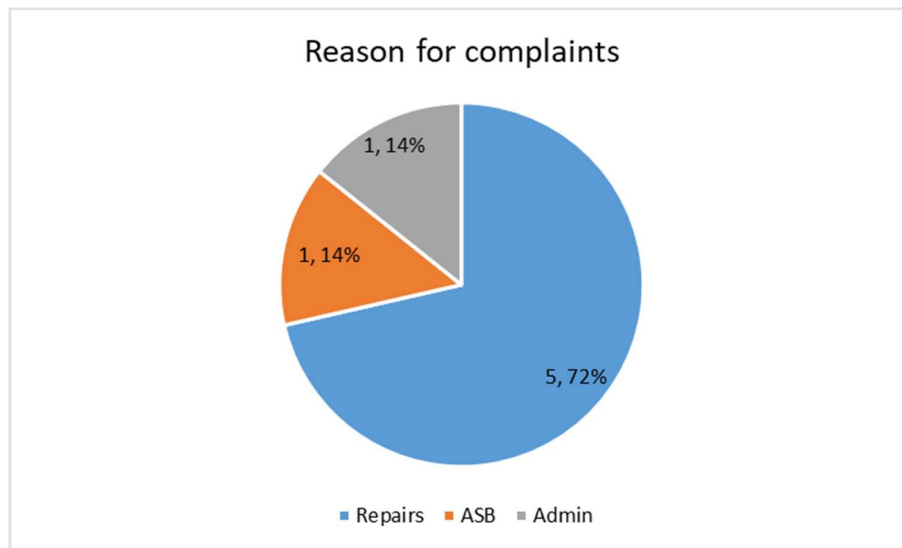
This table illustrates the number of complaints addressed within the target response time. Notably, there were no delays in response times for Stage 2 and Stage 3 complaints. However, one Stage 1 complaint experienced a delay due to operational issue.

Out of the 7 complaints received, one was upheld. There was a delay in the response due to operational issues. All procedures were meticulously followed, confirming the integrity of the decisions made. In the process of handling all complaints, resolutions were offered to ensure that Ash-Shahada could continue to support tenants despite not upholding any complaints.



Learning From Complaints

It is important for the organisation to learn from the complaints it receives to reduce the potential for future complaints in the same areas. Whilst it may not always be possible to do so, we can learn from what went well and went wrong when dealing with complaints from tenants. Understanding the underlying issues will help to improve the service delivery.



The most common reason we had for complaints were our repairs services (72%), but complaints also included our handling of ASB & Noise (28%) and Administration.

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		
We did not meet our target response times for Complaints at Stage 1.	<ol style="list-style-type: none"> 1) Complaints management is now centralised to a dedicated manager. 2) Dedicated cluster representatives are now responsible for the repair's issues of all tenants in the cluster. 3) To facilitate effective internal communication, weekly performance reports are provided to management, and daily reports are issued to managers, highlighting complaints due within a fixed period of time to assist with time management. 4) Regular training through the Housing Ombudsman on complaints handling and sharing of reports issued. 5) Regular staff training session with the Deputy Chief Executive 6) Monthly staff training meetings with Associate Directors. 7) Digital transformation has now been completed; tenants now have personal login details to their tenancy account. 	As a result, logging and response times have become better and there is increased accountability and visibility for tenants. This has also resulted in fewer complaints being escalated. Regular staff training has improved knowledge and communication skills within the staff members.
Systems and Processes		
The Digital Transformation has now been completed. Tenants now have access to the tenant portal, 73 tenants have signed on, we are encouraging other tenants to do this, the messaging service has also been invaluable.	<ol style="list-style-type: none"> 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
Repairs have been our biggest complaint category.	<ol style="list-style-type: none"> 1) Use of independent consultants where necessary including. Surveyors and specialist damp and mould contractors. 	The backlog of appointments for damp and mould reports has been reduced.

	<ol style="list-style-type: none"> 2) A damp and mould guide booklet was created and circulated to tenants. This is published on our website and also in two consecutive newsletters. 3) Revised our repairs/maintenance categories for job orders to be clearer. The repairs responsibilities of both tenants and ASHA as landlord has been published on our website, to manage the expectation of our tenants and avoid ambiguity. 4) Training for staff to mitigate against any knowledge/skills gaps have been addressed. 5) We have created an internal procedure to prioritise damp and mould repairs with a RAG rating for high/medium/low to reflect the urgency of repairs. 6) Tenants are now able to log repairs on the new tenancy portal. 	<p>systematic approach has been implemented, allowing for quicker attendance to these cases.</p>
General Learning		
<p>There are some actions which have been taken to facilitate the above that are more strategic in nature.</p>	<ol style="list-style-type: none"> 1) A restructure of staffing to include two Associate Directors, one for Housing and another for Compliance, risk and Legal Assurance. 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. 4) A new and improved complaints policy approved in 24/25 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 	<p>This will support enhanced service delivery, scrutiny and tenant involvement.</p>

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 (April 2024) is available on the ASHA website.