



# The Annual Complaints Performance and Service Improvement Report

## Shian Housing Association

Giving BME people equality, dignity, and hope.

September 2025

## Annual Complaints Performance Report

This report provides an analysis of complaints received throughout the year, the broad areas covered by the complaints were repairs and maintenance, gas heating repairs, housing management, and staff behaviour.

### Key Areas of Concern:

**1. Repairs and Maintenance:** Complaints included delays in handling out of hours repairs for vulnerable resident, delay in completing repair to a communal vehicle gate, poor communication, and failure to consider disability needs.

**2. Gas Heating Servicing:** Poor service delivery by contractors for gas heating repairs causing hardship and distress during colder months. Not attending pre-booked appointments.

**3. Damp and Mould Reports:** Recurring damp, mould and condensation reports.

**4. Housing Management:** Issues with the removal of personal items from communal areas, allocation of parking permits and some tenants felt being unfairly treated, and responses to service requests.

**5. Staff Behaviour:** Allegations of inappropriate conduct and lack of empathy in handling rent arrears and supporting them.

### Lessons Learned from Complaints:

Lessons from the major themes emerged from the complaints received are as follows:

- 1. Communication and Responsiveness:** offering clear and timely communication when dealing with service requests, especially from vulnerable residents.
- 2. Proactive Maintenance and Repairs:** Better communication and management of our contractors so they are clear of our service standards and expectations. Contractors need to be kept up to date regarding escalation process.
- 3. Poor service of the Gas Heating Contactor:** missed appointments for gas inspections caused avoidable stress and potential safety risks. Regular monitoring and oversight of contractors is necessary.
- 4. Regular updates regarding communal services** are essential to keep the residents safe and for us to comply with the regulatory requirements. Information regarding fire safety, parking control and communal repairs needs to be updated regularly.
- 5. Staff Training and Conduct:** Perceived behaviour of staff in delivering customer service and lack of empathy in sensitive situations.

## Service Improvement Plan:

Key areas of improvement	Proposed actions	Priority
Enhance Communication Channels:	<ul style="list-style-type: none"> <li>- Service updates need to be circulated regularly using plain and clean English, so the information can be easily understood by the service users. Tenants are regularly up dated by both automative and non-automative about the status of their service requests, complaints, and repairs, via multiple communication channels such as phone calls, emails, letters, WhatsApp, Mytenancy, tenancy portal and text messages.</li> </ul>	Priority One
Proactive Repairs and Maintenance Services	<ul style="list-style-type: none"> <li>- All open repair requests are monitored almost daily to ensure that they are completed on time.</li> <li>- Tenants are kept informed of any changes.</li> <li>- Carry out repairs satisfaction survey after completing each repair order</li> <li>- Guidance on Repair Responsibilities have been circulated to all tenants, so they are clear about the repair obligation and the timescale for completion.</li> </ul>	Priority Two
Strengthen Out of Hours Services	<ul style="list-style-type: none"> <li>- Re-offered the Terms of Reference to the Out of Hours Repairs Contractor, so they are clear about the escalation route especially for any vulnerable resident.</li> </ul>	Priority One
Issue clear guidance on the use of communal areas	<ul style="list-style-type: none"> <li>- Circulated information leaflets, notices to increase awareness of the Fire Safety and reminded them that there is a “Zero Tolerance” policy in place and items will be removed from the site to keep communal areas free from combustible items.</li> <li>- A guidance note has also been issued to all tenants, information is regularly circulated by post, text message, email, newsletter, website and on My Tenancy, their portal.</li> </ul>	Priority One
Managing Damp and Mould cases	<ul style="list-style-type: none"> <li>- Use Stock Condition Data to identify and address potential issues before they become major problems.</li> <li>- Carry out follow up inspection after the repairs are completed.</li> </ul>	Priority Two

Improve Training	Staff	<ul style="list-style-type: none"> <li>- Implemented customer service training, empathy, and conflict resolution and sensitivity to tenant needs.</li> <li>- Review Policies and Procedures to ensure reasonable adjustments to the services where vulnerability or disability is known and improve policies to ensure the needs of tenants with vulnerabilities or disabilities are met.</li> </ul>	Priority Two
Key Performance Indicator (KPI)		<ul style="list-style-type: none"> <li>- Monthly KPI reports to be monitored by Senior Management Team and Board of Management</li> </ul>	Priority Two
Regular Feedback and Surveys		<ul style="list-style-type: none"> <li>- Conduct regular surveys to gather feedback from tenants about their satisfaction or dissatisfaction with services and see where there are potential areas for improvement.</li> <li>- This would promote accountability, transparency, and continuous improvement.</li> </ul>	Priority One
Transparency and Accountability		<ul style="list-style-type: none"> <li>- Ensure transparency in the handling of complaints by providing tenants with clear information about the process and expected timelines.</li> <li>- Hold staff accountable for the timely resolution of issues.</li> </ul>	Priority One
You Said and We did		<ul style="list-style-type: none"> <li>- We have introduced a regular section on our newsletter about the issues raised by our customer and the actions we have carried out to address them.</li> </ul>	Ongoing

### Timeline for implementation of Service Improvement Plan

Timeline – 30<sup>th</sup> September 2025

Responsible Person-- **Operations Director**

By implementing the service improvement plan, we aim to enhance tenant satisfaction, reduce the number of complaints, and improve overall service quality.  
available to and reviewed by the Board.