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Name of Committee:	Board Meeting	Date:	30 th September 2025
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Title & Brief Summary:	The Governing Body's Response to the Annual Complaints Performance and Service Improvement Report
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Board Author:	Terry Rocque	Presented By:	Terry Rocque
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Classification:	<input type="checkbox"/> For info and discussion <input checked="" type="checkbox"/> For info and decision	<input type="checkbox"/> Confidential <input checked="" type="checkbox"/> Non-Confidential
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Background Papers
<p>Regulatory Framework – Economic</p> <p>Regulatory Framework – New Consumer Standard</p> <p>Housing Ombudsman Complaint Handling Code and Self-Assessment</p>
Summary of Recommendations Action Requested
<p>To note the information and approval</p> <p>Revised - Complaint Policy and Procedure</p> <p>Self-Assessment against the new Complaints Handling Code</p> <p>Annual Complaints Performance and Service Improvement Report</p>
Diversity Impact
<p>Shian is mindful of its equality duties under the Equality Act 2010 and will take a proportionate approach to its equality obligations and has at this stage identified no specific equalities implication in this report. However, equality will continue to be considered during future reports.</p>
Value for Money and Financial Implications
<p>At Shian VFM is a central part of ensuring we meet our customers' expectations and our business objectives. Delivering VFM is about what you achieve for the amount of money you spend. This means spending money wisely to deliver excellent customer service and make a positive contribution to the communities we serve.</p>

OUR MISSION STATEMENT

To provide quality homes to the BME and wider community. To know and understand our

residents and to deliver services that respond to their needs and challenges.

Risk Assessment						
Impact Severity	Impact Multiplier	Assessment of risk Impact multiplier x Likelihood Multiplier (see below)				
Catastrophic	5	5	10	15	20	25
Major	4	4	8	12	16	20
Moderate	3	3	6	9	12	15
Minor	2	2	4	6	8	10
Insignificant	1	1	2	3	4	5
Multiplier		1	2	3	4	5
Likelihood		Rare	Unlikely	Possible	Likely	Almost Certain

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1. Complaints

Critical Success Factor (CSF): Timely resolution of complaints regarding services

Key Result Indicator (KRI): Gold Standard introduced for Complaint management

- 100% acknowledgment response within 5 working days
- 90% of stage 1 complaints are investigated and a final response is sent within 10 working days
- 90% of stage 2 complaints are investigated and a final response is sent within 20 working days

From 1st April 2024 to 6th April 2025, we received 11 complaints which were related to Repairs and Maintenance Services, and the Housing Management Services.

Acknowledgment of Areas of Concern

1. Repairs and Maintenance

We recognise that a number of complaints highlighted recurring themes which require urgent action. These include:

- Delays and poor responses to urgent repairs, particularly in an out-of-hours cases affecting vulnerable tenants.

[Giving fair access to decent housing for members of the BME community](#)

- Extended loss of heating and hot water, which caused hardship and distress during colder months. Poor performance from the gas heating contractor with repeated failures to attend scheduled gas heating repairs.
- Damp, condensation and mould problems impacting tenants' comfort, health and wellbeing.
- Delays in repairing security gates leading to damage to tenants' vehicles and concerns about safety.

Housing Management

We noted the concerns raised by our residents, which have caused frustration and raised questions about fairness. These issues highlight the need for clearer communication, greater empathy in tenant support, and more consistent and transparent decision-making.

- Removal of personal belongings from communal areas to comply with the requirements of fire safety obligations. While information has been circulated regularly, the residents felt that they did not receive adequate notice before the items were removed from the communal area.
- Complaints were made about staff behaviour as some tenants felt harassed or treated unfairly when contacted for arrears. Allegations of lack of empathy when supporting tenants in managing their rent account. We recognise the importance of training our staff to handle incidents with the utmost professionalism and sensitivity
- Disputes over access to parking permits concerns about fairness.

Lessons Learned from Complaints:

Shian takes all complaints seriously and, where necessary, we will review our policies and practices to improve our services. Based on the findings of the recent complaints, we have taken on board their comments to improve our services.

- **Clear and regular communication is essential**, as some of the tenants may have felt mistreated or uninformed when actions are taken. (e.g. removal of belongings, parking permit restrictions). Relevant information will be given with explanations in plain language, so the information can be easily understood.
- **Improve communication when dealing with repair requests**, there is a need to improve communication with tenants advising them of the process of their service request, keeping them up to date in terms of appointments, change of plan and considering of their needs.
- **Close monitoring of contractor's performance especially during winter months**, missed appointments for gas inspections caused avoidable stress and potential safety risks. Stronger oversight of contractors is necessary.
- **Consistency in Decision-Making**, when making a decision in day-to-day service delivery, such as issuing parking permits or management of the communal areas;

decisions must be applied fairly and consistently, with clear criteria shared in advance and share the relevant policies with the service user.

- **Sensitivity in Staff Interactions**, while staff have followed the correct protocols in arrears and tenancy breach cases, feedback indicates that some tenants felt the manner of communication lacked sensitivity, leaving them feeling harassed or singled out. Staff should be more mindful of individual tenant circumstances, adopt a more empathetic approach, and provide appropriate assistance, including signposting to relevant support services

Service Improvement Plan

The proposed Service Improvement Plan addresses these issues comprehensively. To address these concerns and prevent recurrence, we will:

Repairs and Maintenance Service

- We have re-shared the escalation process with our Out-of-Hours Repairs Service provider, so they are clear with the escalation process especially for vulnerable residents. This information has formed part of their "Toolbox Talk".
- Regular follow up on going repairs and carry out customer satisfaction survey when a repair is completed, This is to ensure that all repairs are fully resolved on time with tenants' satisfaction.
- Set up quarterly Performance Review meetings with all contractors. The contractor should ensure to notify the tenants in advance if there is any change of plan, giving updates and offer rescheduling options promptly when service failures occur.
- Maintaining a central database for all cases related to damp, mould and condensation. Use data from complaints, stock condition survey, home visits, tenants and contractor's report to identify new or recurring issues and tackle root causes. Make follow up contacts are made every 6 months to find out the latest property condition.

Housing Management and Communication

- Issued a clearer guidance on the use of communal areas, re-advertised the Zero Tolerance policy on the Fire Safety on the communal notice board, uploaded on Tenants' portal and on the newsletter.
- Shared Parking Policy outlining the eligibility criteria(e.g. parking permits) to avoid confusion or perceived unfairness.
- Delivered a refresher training on empathetic communication for all staff members, particularly who deals managing rent arrears and breach of tenancy discussions. Encouraged staff to balance enforcement with a supportive approach.
- Complaint Handling, ensuring tenants are offered timely updates and written outcomes at each stage. Guidance on how to Complaint has been circulated to all tenants and is available on the website.

Regular Feedback and Surveys: Carrying out both independent and in-house has provided us valuable insight to improve our services and address any new issues promptly. In addition Customer Satisfaction surveys feedback are regularly circulated on the newsletter.

Transparency and Accountability: Ensuring transparency in our processes and holding staff accountable for the timely resolution of issues will build trust with our tenants.

Implementation Timeline

We support the proposed timeline for the implementation of the Service Improvement Plan by 30th September 2025, under the guidance of the Operations Director. This timeline is realistic and provides a clear framework for achieving our goals.

Conclusion

In conclusion, the Board endorses the findings of the report and the outlined Service Improvement Plan. We are committed to taking the necessary actions to enhance tenant satisfaction, reduce the number of complaints, and improve the overall quality of our services. We look forward to seeing positive changes and will closely monitor the implementation progress.

Thank you for your continued dedication to improving the overall service standard.

Shian Housing Association Board