

Purpose

CHADD welcomes complaints and looks upon them as an opportunity to learn, adapt, improve and provide better services. Complaints help us to know if our services are getting something wrong and we can put it right, learn from mistakes and ensure it does not happen again.

CHADD's Governance arrangement is to delegate to the P&S (People & Standards) Committee oversight of our Complaints process and cases.

The aim of this report is to provide an annual summary of complaints received during the financial year as per the Housing Ombudsman Complaint Handling Code.

The new Complaint Handling Code from the Housing Ombudsman service became statutory on 1 April 2024, meaning that registered providers are obliged by law to follow its requirements. The Code aims to achieve best practice in complaint handling and ultimately to provide a better service, and greater agency to residents.

The Housing Ombudsman requirements include that we submit an annual report to the board and to the Ombudsman on all complaint's activity, including an annual review of the self-assessment process. We need to submit and publish the annual report and self-assessment on our website within 6 months after their financial year-end (being a landlord with less than 1,000 homes).

The board, and delegated committee, are to provide oversight and accountability, a focus on improvements and ensure compliance with the Code. The board should provide an official response as part of the reporting requirement and space is provided at the end of the report for this.

Purpose – annual report for approval.

Financial Year	2025-2026
Reporting on	April 2025- March 2026
Written by	Suki Kaur (SK) Head of Business Improvement

Updates

Number of cases for this financial year (last financial year recorded 15)	18
Open	0
Service level requests and resolution CHADD recognises a service request is when a customer is unhappy with a situation that they want to have resolved. CHADD works on the basis that wherever possible, complaints are best resolved directly with the complainant and those providing the service at a local level.	4
Stage 1 If the complainant has spoken to their Support/Care Worker or Housing Officer and their Manager locally about issues and feel these have not been resolved, they can escalate their complaint to a more senior manager using any method they are most comfortable using. They can also go directly to stage 1, for example the complainant requests for a Head of Service to investigate.	10

Of the 10 cases at stage 1 there was 1 where this escalation was triggered the other 9 came in directly to stage 1, and 100% of the cases were resolved at Stage 1 within the timescales.	
Stage 2 If the complainant is not satisfied with the response received in Stage 1, or feels the matter cannot be raised with the relevant Head of, they do not need to provide an explanation or reasons as to why they are not satisfied. They can raise a stage 2 complaint with the Chief Executive of the Association or Complaints Lead (Head of Business Improvement). None of the 4 recorded stage 2 cases were escalated from former stages, they came in directly at stage 2 and 100% of the cases were resolved at stage 2 within the timescales.	4
Timescales are to: • Acknowledge any stage complaint within 5 days • Stage 1 - aim to investigate and respond in 10 working days from acknowledgement • Stage 2 - aim to investigate and respond within 20 working days from acknowledgement • This is the end of the CHADD internal process and unresolved cases can be then escalated to the Housing Ombudsman	
Closed	18
All cases closed without going further than stage 2, and all within the allotted timescales. Therefore 100% of cases were closed within the target timescales.	
Cases still open	0
All cases have been resolved.	

Cases broken down by team:				
Service	Service Request	Stage 1	Stage 2	Total
Sheltered (97)	0	1	2	3
Care (79 + Outreach)	0	6	1	7
Domestic Abuse (38 + Outreach)	2	2	0	4
Young People/Families (52)	2	1	1	4

Complaints categories and cases by services					
Complaint category	Sheltered	Care	Domestic Abuse	Young People	Total
Anti-Social Behaviour or Neighbour issues	1				1
Service delivery, quality of service		3	4	2	9
Repairs or Facilities	2	4		2	8
					18

Complaints received and any lessons learnt
Anti-social Behaviour/Neighbour Complaints 6% Complaints related to neighbour disputes or minor anti-social behaviour between residents living in our sheltered housing, these were issues around neighbours congregating in communal area until late, talking and playing music. The complainants felt CHADD had not intervened enough or put things in place.

Some reasonable actions were taken such as introducing smoke free and seating areas in the garden that are not close to residents' flats. Guidance for the use of communal spaces was introduced as was visual, engaging literature around the theme 'Being Neighbourly'.

Service Delivery & Quality 50%

Complaints were about the level of service received, support needs not being understood or the team being unavailable or unreachable, these all related to a specific or isolated incident and come from services that accommodate for high support needs.

The above complaints have shown that we need to:

- Ensure that the resident and the service are the right fit for each other
- Have more proactive recruitment to avoid staffing gaps
- Regularly hold refresher training for teams

Service managers for these services have had feedback from the complaints are working with their teams through supervisions, training and guidance to make improvements.

Repairs or Facilities 44%

The complaints raised were due to repairs being left unresolved for a length of time and no communication from CHADD on progress and next steps.

Investigations have indicated some of the contributing factors:

- Team working versus silo working
- Managing budgets to do the minimum versus longer term investment
- Timelines and tracking
- Contractor performance; not being managed, assessed or tracked
- Communication not proactive or unclarity on the update or decision
- System effectiveness, decision making and efficiency

To address complaints regarding repairs we have been independently assessed by Ark who carried out a review which will provide a baseline for where CHADD is now, based on the strengths and weaknesses in the current approach to asset management and includes a brief insight to the compliance areas. We have now received this report which was presented to the Board in March 2026, it includes recommendations from which the Asset Manager and Head of Business Improvement will be producing an action plan and it will be overseen and scrutinised by the CEO and the People & Standards committee.

Summary

Overall, we have a low number of complaints and most issues are resolved efficiently at a local level or at stage 1 and 2, as we provide specialist supported housing with a significant number of services staffed 24/7 we are in a position to have ongoing and efficient dialogue with our tenants and service users.

Governance

- External audits completed by Ark (March 2026) specifically around our Asset and Repairs process and Tiaa (October 2025) audited us on the overarching complaints process, all recommendations and subsequent actions overseen by the Board.
- The complaints procedure continues to be picked up during scheme audits where the team are questioned on how they deal with a complaint and how they would support a resident to do so.
- As the Board Complaints Lead Sue Haywood continues to monitor complaints informally as they happen and formally through quarterly meeting with CHADD's complaint lead and reports back to the wider Board.
- Complaints data reported to People & Standards Committee on a quarterly basis.
- Complaints Policy & Procedure is live and up to date.
- Housing Ombudsman Self-assessment is in place and 2026-7 to be completed, approved by Board, submitted to the Ombudsman and published on CHADD website by October 2026.

- On approval of this internal report by Board it will be published on the CHADD website. - All complaints information is made available on the CHADD website.
Tenant Satisfaction Measures Survey
The survey is was distributed to all residents, a hybrid version has been made available to either complete a paper copy or online using a QR code. The data has been analysed and a report put together for the Board meeting specific to complaints responses were: 17% of respondents said they had raised a complaint in 2025 50% of these felt satisfied with CHADD's approach to complaint handling 32% felt dissatisfied with CHADD's complaint handling and 18% put neither CHADD aims to improve the satisfaction results in 2026-27 by sharing lessons learnt with leaders, delivering training and monitoring through supervisions, further complaints received and our board of governance.
Complaints Policy & Procedure
- Our complaints policy and procedure are up to date, live and available on CHADD website - In line with new Housing Ombudsman guidance CHADD is drafting a stand-alone Compensation Policy
Embedding Complaints as a Positive Culture
Our Complaints policy states 'CHADD welcomes complaints and look upon them as an opportunity to learn, adapt, improve and provide better services. Complaints help us to know if our services are getting something wrong and then we can put it right, learn from mistakes and ensure it does not happen again'. To achieve this: - We had have a dedicated complaints lead as part of the central senior team - We have ensured we have a dedicated complaints lead on our board to hold us accountable on quarterly basis - We have reviewed and refreshed our complaints leaflet - We have provided regular training to Leaders, equipping them to cascade this down to teams. We aim to have this as an ongoing agenda item - We have a leaflet and service standard readily available and displayed for tenants and service users - We have an easy read version of our complaints policy - We have been transparent by meeting the Housing Ombudsman expectation and publishing our annual complaints report and self assessment on our website - We thank tenants and service users for their feedback and acknowledge it supports us to improve
Priorities for 2026-27
- Tenant satisfaction measures – we have implemented a hybrid approach of paper survey and digital form - Further training and refresher and awareness raising for any updates and changes - Focus on our repairs service - Completion of 2026-27 self-assessment and submit to Housing Ombudsman within 6 months from end of financial year (October 2026) - Update and review Complaints Policy and Procedure if required following completion of self-assessment or lessons learnt - Embedding a positive complaints culture - Have a Compensation Policy in place that meets Housing Ombudsman guidance

Board/Committee Response:

The People & Standards Committee and Complaint Lead on the Board were happy with the contents of the Annual Complaints Report for 2025-26.

The Report was commended to the Board for approval at the Board Meeting held on 21st July 2026. The Board noted the contents of the Report and appreciated the work that goes into the timely investigation and resolution of complaints. The Board also noted the development of the Report in order to identify and address any themes or trends that emerge. The Board approved the Report unanimously.

Date of Meeting: 21st July 2026