



# Annual Complaints Performance and Service Improvements Report

2024/25

# Contents



- Foreword from the Board
- Introduction
- Housing Ombudsman Complaint Handling Code Compliance & Self-Assessment
- Findings of non-compliance
- Housing Ombudsman Policy Review
- Complaints performance
- Trends, learning, resident feedback and improvements
- Comparing our performance
- Appendix A - Annual Self-Assessment
- Appendix B - Landlord Performance Report

# Foreword from the Board



## Welcome to Our Annual Complaints Performance and Service Improvement Report 2024/25

As a Board, we remain committed to delivering a high level of service to residents. We recognise that, at times, things may go wrong, and we want to ensure that residents can easily raise concerns so we can address them effectively, learn from them and improve what we do.

As a member of the Housing Ombudsman Scheme, it is essential that we have the right culture, policies, procedures, and staff in place to support this commitment. We also need to ensure compliance with the Housing Ombudsman's statutory **Complaint Handling Code (the Code)**. Additionally, as a Board, it is important that we listen to our residents, maintain strong oversight of our performance and identify areas for improvement and prioritise focus and investment where it is needed.

We are pleased to confirm our **compliance with the Code** as detailed in our self-assessment (found in Appendix A), and introduce you to a summary of our performance and learning from 2024/25 which we as a Board have reviewed and discussed. In July 2025, the Housing Ombudsman also completed a review of our Complaints Policy. This recognised the effort and hard work we had put into ensuring our policy was compliant and made six recommendations which the Board reviewed and have all now been implemented and reflected in the self-assessment.

To ensure good oversight, the Board, including our Member Responsible for Complaints (MRC), receive regular reports on how we are doing, what the issues are and what residents say are affecting them. We also attend events to speak directly with residents about their experiences and areas for improvement. This has included visiting our schemes, resident open days and offering direct links for our resident panel to feed back findings on the organisation. Our 'complaints officer' also attended one of our Committees to give direct feedback on complaints and the improvements we are working on. To help ensure transparency, our Resident Panel have also reviewed our report and had the opportunity to comment. They have also reviewed what information they would like to see about how we are performing and we have incorporated this feedback into this report.

We are aware that complaints have increased in the last year, that response times need to improve and that services are not where we would like them to be. As a result, we are supporting the organisation to make the changes and improvements residents have said are needed.

For **2024/25**, we allocated additional resources to conduct a **comprehensive review of the repairs service**, ensuring we establish a stronger, more effective service that meets residents' needs. The feedback received from residents led to the decision to change our repairs model and create a new customer contact centre from April 2025. This will ensure we have full oversight of our services and that we have staff who live our values and provide better customer service. All initial customer contact including the repairs calls are now reported through the customer contact centre and a new repairs contractor started in June 2025.

Additionally, we continue to focus on **enhancing customer service and communication**, areas that residents have highlighted for improvement. We have approved further resources to support these efforts and are confident that the decisions we have made will lead to **meaningful improvements in service delivery**.

We appreciate resident feedback and engagement and look forward to continuing to work together to create a **better, more responsive service** for all residents.

Thank you,

Maureen Adams (Chair)  
On behalf of the ccha board





# COMPLAINTS

Welcome to our Annual Complaints Performance and Service Improvement Report.

Our report details our complaints performance over the financial year of 2024/25. It confirms our compliance against the Housing Ombudsman Complaint Handling Code and ensures that complaint handling remains in line with the requirements of the Code.

It includes learning from complaints and resident feedback, and the changes and improvements we have made or are planning to make to our services as a result of this. It also includes the outcome of complaints which have escalated to the Housing Ombudsman and the recommendations they made as a result of reviewing our policy which have now been implemented.

We hope that this report provides transparency on our complaint handling and enables residents to scrutinise and challenge where we are, how we are performing and how we are intending to improve through learning and feedback.

## Introduction

# Compliance with the Complaints Handling Code



[Read our self-assessment against the Complaints Handling Code here.](#)



We are pleased to confirm compliance with the Code.



[Our complaints policy and self-assessment can be found on our website.](#)



We can confirm that our report & self-assessment were reviewed by the Board in June 2025.



This report is also available on our website and will be highlighted in our summer resident newsletter and in the annual report.



Our Board's response to this report and self-assessment can be found in the Foreword at the beginning of this report.



If you would like to make a complaint, please contact our Customer Service team by calling 0800 054 6710, or by email at [customers@ccha.biz](mailto:customers@ccha.biz) or visit our website [here](#).

# Ombudsman Findings 2024/25 of non-compliance with Complaints Code



0

Complaint Handling Orders



0

Duty to monitor



0

Specialist reports on  
complaint handling /  
service provision –  
see Appendix B



0

Severe  
maladministration



1

Maladministration



0

Service failures

The Housing Ombudsman has powers to issue orders which we must adhere to. We are disappointed that our complaints process failed on this occasion, receiving 1 determination of maladministration. We accepted the findings and recommendations, addressed the issues and took steps to avoid this occurring again.

We continue to hold weekly complaint meetings to improve our processes and how we handle complaints. This year we have continued to provide staff training and utilise learning from the Housing Ombudsman reports and guidance.

# Housing Ombudsman Policy Review



- In July 2025, the Ombudsman reviewed our Complaints Policy:
  - They recognised the effort and hard work that had gone into ensuring our policy was compliant
  - They made six recommendations which have been fully implemented
  - These required us to provide further clarity in our policy and consistency across our policy, procedures and leaflet and ensure our wording was aligned with the Code
- We have made it clearer:
  - When we will accept a complaint, what our exclusions are and how we handle complaints from third party representatives
  - That we will consider all requests to make our policy and procedures available in accessible formats
  - That our stage 2 complaints will be dealt with by a different person from the stage 1
  - That we will agree appropriate intervals for updates on complaints when outside the extended timescales



Complaints performance, trends and learning

2024/25

# Number of complaints received in 2024/25



**167** complaints  
received



**41** escalated to  
Stage 2



**3** complaints  
escalated to the  
Ombudsman

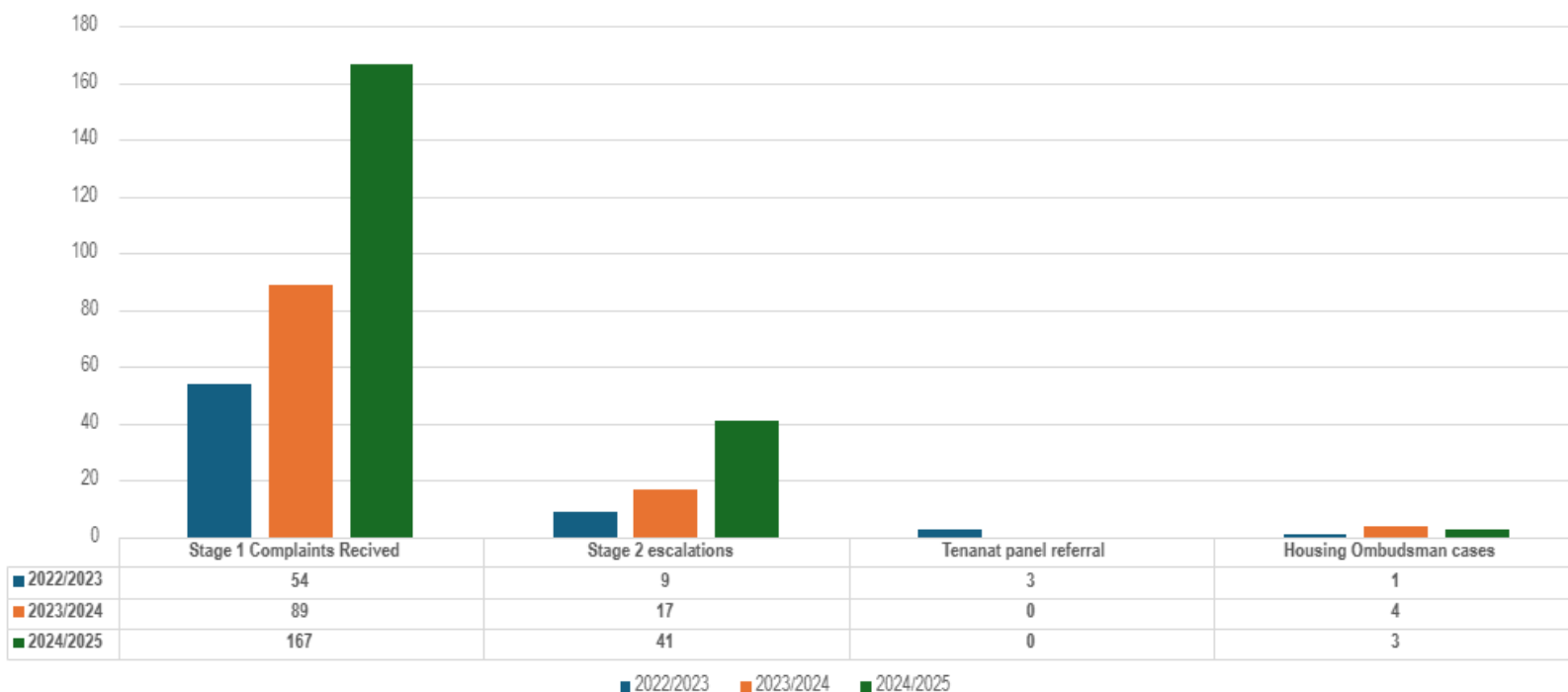


**0** complaints  
refused

# Number of complaints received year on year



**Complaints Totals**



The number of Stage 1 complaints received in 2024/25 rose by 88%. Our Stage 2s increased by 141%. In 2025/26 we will be working hard to reduce the number of complaints we receive and to improve the number of complaints we resolve at Stage 1.

We are aware that some of our services needed to improve. This has led to an increase in complaints whilst we address the underlying issues.

We have also got better at capturing complaints through our new Customer Contact Centre for residents. As the first point of contact, they have been trained to identify and capture dissatisfaction and repeat contact and offer the opportunity to raise a formal complaint.

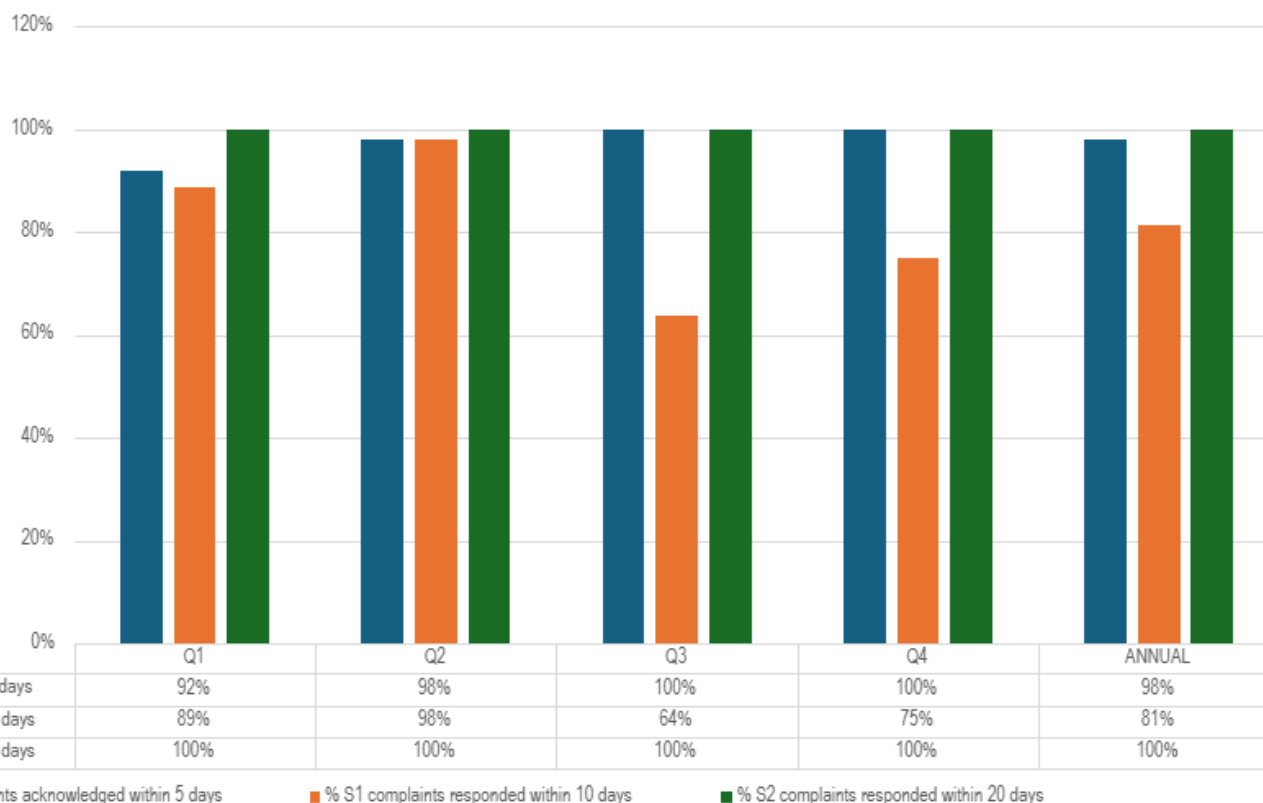
In 2024/25 we received 1 determination from the Housing Ombudsman. This outcome was for a 2023/24 complaint where 1 maladministration and 3 recommendations were made. All the required actions have been completed, and the case is closed.

The Ombudsman publishes summaries of their findings on their website for most cases. If you wish to find out more, please click [here](#).

# Complaint response times



**Complaints Performance**



In April 2024 we amended our acknowledgement timescale from 2 to 5 days in line with the Housing Ombudsman Code. Whilst we changed our processes, we had some setbacks which we learnt from. By Q3 we were back on track and finished the year with 98% of complaints acknowledged in time.

We are disappointed with our response times for Stage 1 complaints which dropped to 81% in 2024/25. This was due to a much higher volume of complaints and changes in staff. We have recognised this as an issue and have invested in additional resources for 2025/26 including creating a new dedicated complaints officer role who will work closely with our service teams.

100% of Stage 2 complaints were responded to in time.

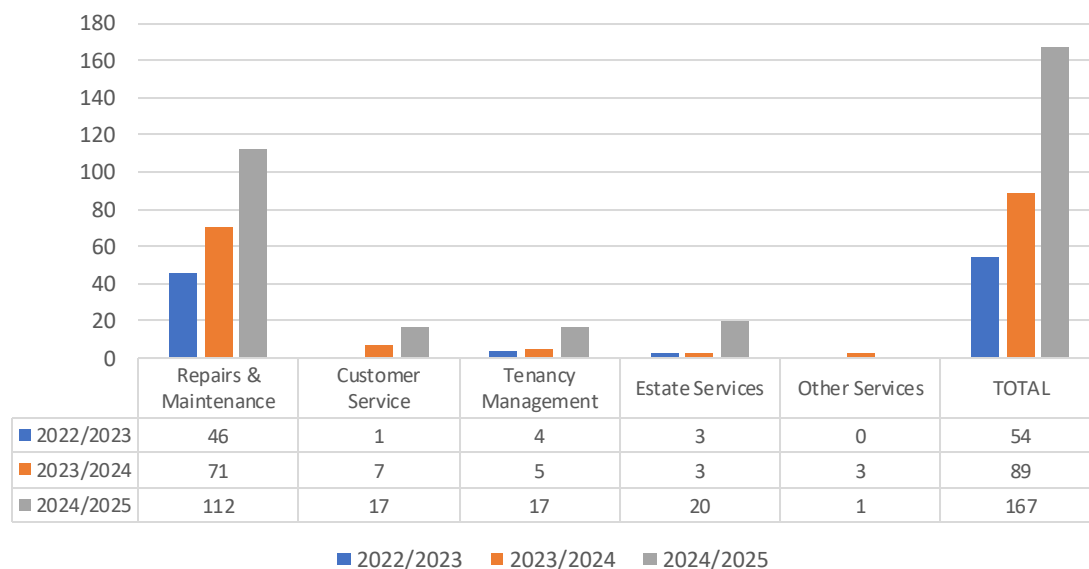
# Category of complaint & numbers upheld



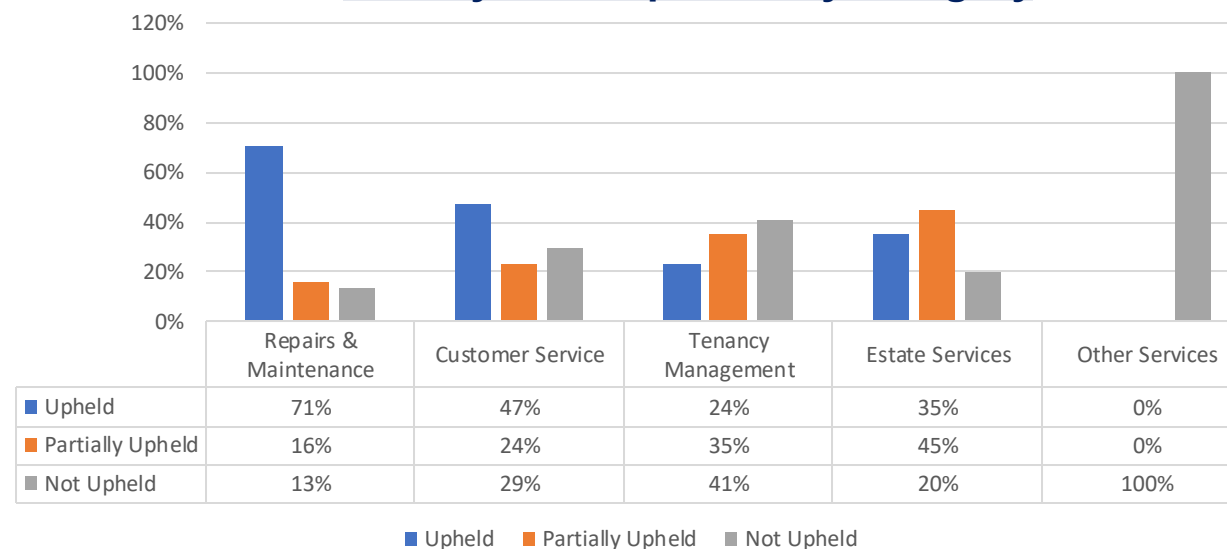
Repairs and maintenance issues account for 67% of our complaints in 2024/25.

Most complaints were upheld with the majority of these being repairs or customer service related.

## Category of complaints



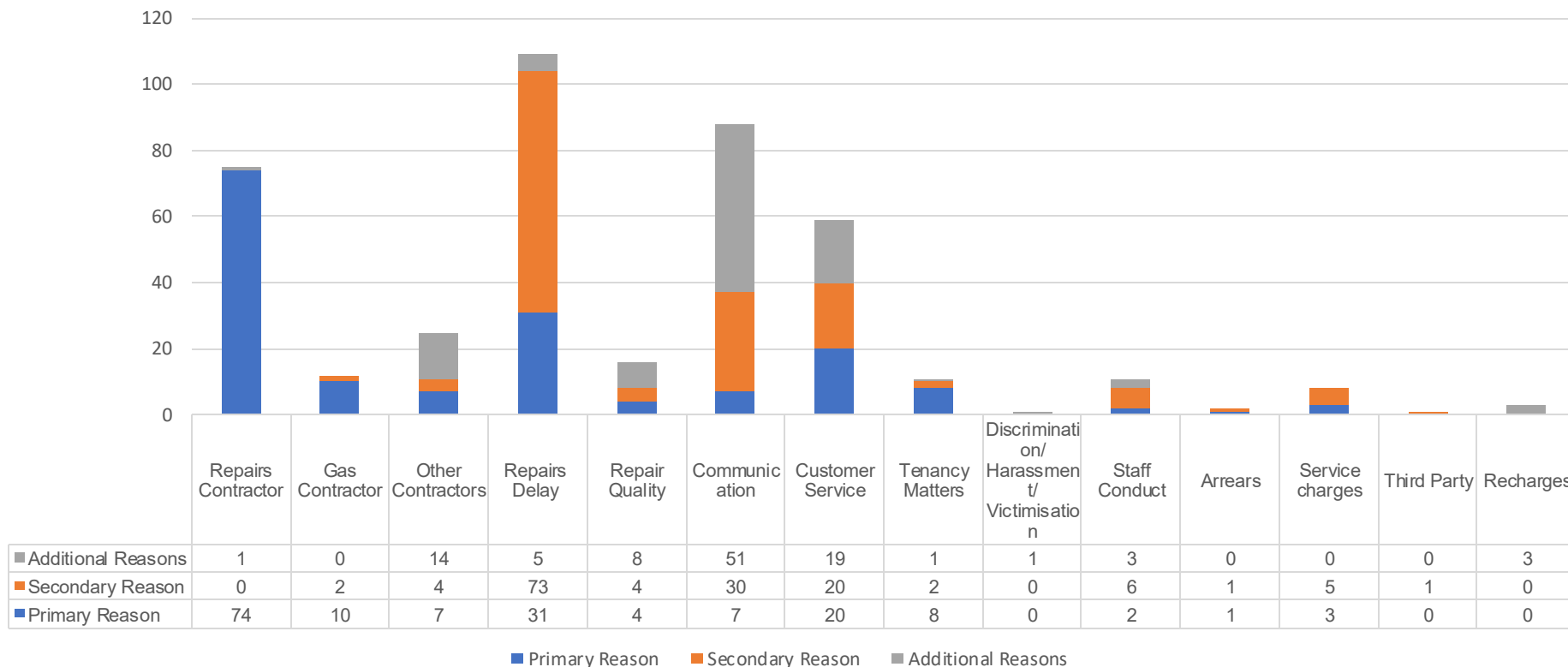
## Validity of complaints by category



# Analysis Trend



## Complaints Trends



An analysis of our complaints trends has identified that a significant portion - **45%** - relate to our responsive repairs service.

Key contributing factors / trends include:

- 65% are associated with delays
- 53% include poor communication
- 35% include customer service issues
- 15% relate to other contractors (not repairs-related e.g. estate services)
- 7% include an element of staff conduct

# Learning from complaints



## We learn from complaints by:

- Reviewing individual issues raised
- Reviewing feedback from the Ombudsman
- Analysing and acting on trends
- Investigating and discussing underlying issues
- Reviewing comments from our resident satisfaction surveys and complaint surveys



## Complaints, resident feedback and learning are discussed:

- With residents when they make complaints and through other engagement activities including our Resident Panel
- With staff, managers and the leadership team
- At our quarterly complaints forum
- With our Board and Committees



## Learning and changes as a result of resident feedback and complaints are shared:

- With residents via our newsletter, annual report and on our website
- With all staff in our quarterly complaints' bulletins
- With staff in team meetings - the complaints team attend operational meetings to provide feedback and insight on trends
- With the Board and Committees

# Learning & changes as a result of resident feedback and complaints



**Clarity and oversight of repairs:** To improve clarity and oversight we separated repairs and compliance into two teams. This has helped to ensure a more focused approach to service delivery, enhancing efficiency and accountability in both areas.



**New repairs service:** To improve our repairs service we have redesigned our repairs model and procured a new repairs contractor. These changes will provide a more responsive service with better customer service and communication and raise the overall quality of our repairs service.



**Quality of planned works:** To help maintain high standards, quicker post-inspections have been introduced following planned works. These will ensure defects are identified and addressed promptly, helping to reduce delays in fixing issues for residents.



**Communal door upgrades:** To prevent access issues, a new process has been implemented for the distribution of keys before any communal door upgrades take place. This will ensure a smooth transition for residents accessing their communal areas.



**Damp and mould:** To help improve living conditions for our residents, we have commissioned specialist reports on damp and mould in specific buildings linked to complaints. This enables proactive intervention by identifying potential structural issues and addressing them before they affect other residents.

# Learning & changes as a result of resident feedback and complaints



**Disrepair cases:** To enhance our approach when handling disrepair cases, we now proactively contact residents as soon as we are notified of their concerns. This ensures they have the opportunity to engage with the complaints process first, allowing for a swift and structured resolution before escalating the matter further.



**Customer service:** To improve customer experience we have set up a new customer contact centre with 2 additional customer service staff. This will improve call wait times and communication, help residents get their queries addressed quicker and give us better visibility of when things are going wrong so we can respond sooner.



**Staff training:** To ensure staff have a thorough understanding of the complaints process and the necessary steps for resolution, comprehensive training has been delivered. This includes practical guidance on maintaining clear and consistent communication with complainants and ensuring timely follow-ups to address concerns effectively.



**Capturing complaints:** To help capture and resolve issues, we have trained our customer service advisors to recognise dissatisfied residents who are experiencing reoccurring issues. These are then referred to our complaints team who ensure any complaints are captured and tracked through to resolution.



**Anti-social behaviour:** To improve how we handle and support residents experiencing anti-social behaviour, we have added additional support to our Neighbourhoods team. This specialist role will support our officers with additional knowledge and expertise and ensure that we are following our policy.

## Learning & changes as a result of resident feedback and complaints



**Estate Services:** To improve how our estate services are managed, we have provided additional training to front line staff on our contracts and expectations. This training along with improvements from our contractors will help to ensure residents have a nicer environment to live in.



**Parking:** To help ensure the effective management of our parking areas, we have consulted residents on changes to their parking arrangements. This has enabled us to bring in parking control and no parking areas to reduce the frustrations that some of our residents have experienced with parking on their estates.



**Mutual exchanges:** To provide clarity for residents and staff for mutual exchanges we have updated our policy. This now provides more detailed guidance on the process, helping to ensure all parties understand their roles and responsibilities especially with regards to repairs.



**Serious Incidents:** To improve our response to serious incidents, we have rolled out training to staff. This will help them to identify issues which could lead to a potential serious incident more quickly helping us to be more effective and improve communication to residents.

# Benchmarking – comparing our performance



Resident satisfaction with complaints handling is low at 41%.

We have improved on our 2023/24 results when we were at 37%.

This has also increased over 2024/25 and is higher than the Regulator median of 26.9% and upper quartile of 31.2% for our peer group in 2023/24\*.

\*Acuity TSM benchmarking report 2024/25 (London LCRA)

Whilst we have seen improvements over the past year, we know we need to do much better. To strengthen our complaints management process, we have appointed a dedicated Complaints Officer for 2025/26 to enhance oversight and accountability. We continue to hold weekly complaints tracking meetings and provide ongoing training to all staff to ensure consistent and effective handling of complaints.

We will continue to seek feedback from residents on how to improve our complaints management and have expanded feedback on complaints in our 2025/26 quarterly perception surveys.

# Appendix A – Annual Self-Assessment



Our annual self-assessment confirming our compliance against the Housing Ombudsman Complaint Handling Code can be found below:

[Housing Ombudsman Complaint Handling Code Self-Assessment 2025](#)

## Appendix B – Landlord Performance Report

- We only had one finding of maladministration in 2024/25, therefore we did not receive a performance report from the Housing Ombudsman this year.
- The last report we received was for 2023/24.
- In July 2025, the Ombudsman conducted a review of our complaints policy and issued six recommendations aimed at improving and strengthening our approach. We have fully accepted all recommendations and implemented the necessary amendments across all affected complaints-related documents.
- Where things have gone wrong, it is important to us that we continue to improve on our complaints handling and resolution and redress with our residents.
- To enable this, we have been working with our teams and service areas to make improvements to what we do and learn from our own complaints and the reviews and feedback from the Ombudsman.



## Contact us

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