



Horton Housing Association (HHA)

ANNUAL COMPLAINTS EVALUATION OF PERFORMANCE AND SERVICE IMPROVEMENT REPORT 2025-2026

Horton Housing Association (HHA) is a charitable association which provides housing related support services, training and temporary accommodation to people in Yorkshire. There are a number of other business entities within the 'Horton Housing Group', including Horton Housing Support Limited (HHS) and **Chartford Housing Limited (CHL) who are a Registered Provider of Social Housing.**

HHA is the parent body of Horton Housing Group and therefore our Complaints Policy and Procedure applies across all of our services including those which are non-accommodation related.

**During 2025 to 2026 we received a total of 37 complaints.
100% of complaints were accepted and investigated**

35 of the 37 (94%) of complaints were responded to within timescale

- 1 complaint was late in response by one day due to the Investigating Manager going on sick leave and the complaint being picked up again by another Manager. An apology was made and satisfactory outcome achieved
- 1 complaint was delayed due to difficulties with engagement however was resolved satisfactorily following delay

21 of the 37 complaints were from residents living in CHL homes (56%)

- 1 complaint related to compensation amounts for disruption around retro-fit works
- 2 complaints related to Rent or Service Charges.
- 2 complaints related to Service Allocations
- 3 complaints related to use of personal information
- 5 complaints related to repairs or timing of repairs
- 2 complaints related to access to accommodation
- 1 complaint related to potential conflict of interest between support worker and individual's previous landlord
- 1 complaint related to visitors policy
- 1 complaint related to unfair treatment following an incident
- 2 complaints related to lack of support
- 1 complaint related to the type of paint used in the property

16 of the 37 complaints were non-CHL accommodation related (44%)

- 3 complaints related to quality of support

- 2 complaints related to being discharged from support
- 5 complaints related to colleague attitude/approach
- 1 complaint related disposal of belongings
- 1 complaint related to information/advice provided by the support worker
- 2 complaints related to expectations re: private rented accommodation
- 2 complaints related to visitor access at a specific service

13.5% of complainants (5 of the cases) were not satisfied with our reply at Stage 1 of the complaints process and they asked for their complaint to be escalated to Stage 2.

Outcomes at Stage 2

3 of the 5 Stage 2 cases were non-accommodation related complaints.

- 1 was inconclusive and action taken to resolve
- 2 were not upheld

2 of the 5 Stage 2 cases were made by CHL tenants

- 1 was not upheld
- 1 was partly upheld

Where complaints are support related, complainants who are not satisfied with the outcome of their complaint, are able to escalate this to the relevant contract commissioning team or if accommodation related, these can be escalated to the Housing Ombudsman Service.

This information is provided to all of the people who access our services and is available in our Complaints Policy, Complaints Posters, Service Handbook and Complaint Outcome responses.

None of our complaints were referred to or investigated by the Housing Ombudsman Service during 2025/26 reporting period.

Service Requests

(Where a person expressing dissatisfaction is happy for this to be resolved informally)

These were varied and included: change of support worker, change of utility supplier. Some were around noise in buildings which could be quickly addressed, some were related to keeping pets and having visitors.

Service Requests were mostly responded to scheme by scheme and in a solution focussed way with resolutions being found or explanations of why things may not be changed or fair and appropriate compromises being agreed. With agreement from the person making the request, these were not escalated to formal complaints.

Learning from complaints to improve services

Issue	Learning point
Five complaints were about our repairs and maintenance service. In one case a contractor was provided access to a property to complete a repair. This was	This was an error in communication as the contractor had presumed that the property was void and therefore had not recognised that the visit had been agreed for a specific

<p>agreed with the tenant however the contractor attended at a different time than had been agreed and therefore this caused alarm for the tenant as the visit was unexpected.</p>	<p>day and time. This was addressed by the Maintenance Administration Team and relevant Scheme Manager to ensure this does not happen again. The complaint was upheld and an apology provided.</p>
<p>One complaint was regarding allocation to service where the complainant had viewed a property and was of the understanding that they would be offered the property, however was surprised and disappointed when an offer was not made. This was down to poor communication on our part and the incorrect message being given to the applicant.</p>	<p>We recognised that by not following the correct process, the person felt that they were being unfairly treated. The Scheme Manager met with the complainant to explain, apologies and offer a resolution. The complaint was upheld.</p>
<p>We received a number of complaints in relation to colleague attitude/approach or lack of support.</p>	<p>Some complaints were related to unrealistic expectations, however in some cases, gaps in support and/or expected levels of performance were identified. Where a specific issue was identified, this was addressed through individual guidance/training or in some cases our HR processes and procedures.</p> <p>In a small number of cases, complaints were from external landlords, some were valid complaints and some were unrealistic expectations, however all were followed via positive communication to resolve any concerns and maintain positive working relationships.</p>
<p>Two complaint outcome letters were provided late.</p>	<p>We anticipate that the new Software System we are introducing this year will help to prevent any delays in response time or at least remind people to send a holding letter to explain any cause for delay. The system will send prompts to Investigation Managers to ensure timely response.</p>

Conclusions:

The complaints we received covered a range of issues, however the most common theme of dissatisfaction was related to colleague approach/attitude or support provided, which overall there were 10 complaints, 5 of which were either upheld or partially upheld.

Expectations of services provided and what colleagues can control can sometimes be misunderstood. For example, we cannot prevent the cost of utilities from increasing or find longer term housing as quickly as some individuals might hope for, however our role may include supporting people to budget for their utilities and to access longer term housing.

We investigated all complaints and provided clear responses to all concerns raised. We provided advice and advocacy information to all complainants to ensure that they could also seek advice and support from other appropriate agencies as required.

We have made improvements to our colleague induction and training programmes and have an ongoing programme of our Strength Based Trauma Informed training for all colleagues. We also offer support and counselling for colleagues should they require this.

We have a People's Committee and also a Maintenance Scrutiny Group, membership is people who access our services. Meetings are facilitated on a regular basis by an external consultant, providing impartiality and an opportunity for people to raise any concerns, ideas or suggestions about the services we provide. These events also provide face to face contact with colleagues and members of our Board enabling people to have their say whether positive or negative and ensure that these are acted upon.

Each service will use their own scheme evaluation of complaints and compliments as a constructive tool to support the development of their individual scheme Business Plan and for further exploration with the people they support to look at how they can continually improve service delivery.

We welcome complaints and strive to deliver high quality services and support, so we want to know if we fall short and we're grateful for any feedback on our complaints process.

Compliments and Stakeholder Feedback

We received 196 compliments and 28 Stakeholder Satisfaction returns

The general themes of compliments and positive feedback were:

- Quality of worker
- Quality of service
- Quality of support
- Satisfaction with repairs
- Quality of accommodation

The overarching trend and theme is that people are very happy with the support they have received and colleagues are kind, supportive and approachable.

Specific areas noted were in relation to:

- working above and beyond
- helping people to become tenancy ready
- assistance with move-on and helping people to set up their own home, including collecting and delivering furniture and access to white goods such as fridge freezers and washing machines
- helping people to attend hospital appointments
- supporting and empowering people

People told us that they feel listened to, some said length of support was just right and others expressed that they would have liked a longer length of support.

BOARD'S RESPONSE TO THE ANNUAL COMPLAINTS PERFORMANCE AND SERVICE IMPROVEMENT REPORT

On the 9th of June the Board received:

- The 25/26 annual complaints performance and service improvement report
- *Confirmation that we are compliant with the self-assessment against the Housing Ombudsman Complaint Handling Code 2025-26 (submitted online with a link to the Board's final statement)*
- *Assurance that our Complaints Policy and Procedure for all people who access our accommodation and training and support services, meets the requirements of the Housing Ombudsman Complaint Handling Code*

The Board has a Member Responsible for Complaints (MRC) who provides additional assurance to the Board on the effectiveness of our complaints process. The MRC and the Board have considered and approved the self-assessment that Horton Housing Association/Chartford Housing Limited, complies with all aspects of the Housing Ombudsman's Complaint Handling Code.

Throughout the year the Board are provided with the quarterly data and information on complaints and are able to challenge as required. Horton Housing Association Group adopts the Housing Ombudsman's definition of a complaint as any expression of dissatisfaction. This gives the Board assurance that we are recording an accurate volume of complaints, as the Board does not believe that a low volume of complaints would be a positive sign. A new complaints management system is under development and due to be in operation in the near future, with a trial to be rolled out July 2026. This will provide the Board with additional assurance on the accuracy of data on complaint handling.

We pride ourselves on continuous improvement. As a small provider owning and managing less than 1,000 homes, the Board considers a summary of each complaint and the lessons learned from individual complaints.

Given our size, we may not have enough complaints to learn from trends, however our learning from individual complaints shows that communication is a key factor across complaints. Training, expectations, and systems will continue to improve going forward. The Board will monitor the feedback on communication through the individual complaints reported to the Board during 26/27.

Message from the Board

"We take pride in providing high quality accommodation and delivering services that the people who access them and our stakeholders, expect. We recognise that there are occasions when things go wrong and the services we provide, may not meet those expectations. We believe that these occasions should be dealt with quickly, professionally and with every tenant or person accessing our services at the heart of the decisions.

We encourage and welcome feedback both negative and positive to ensure expectations are met or managed and this is used to help continuous service improvement across the organisation. We want to provide a positive experience for anyone who engages with our organisation and for people to feel confident to speak up or engage if this isn't the case.

In addition, our 'People's Committee', made up of people who access our services, hold regular meetings throughout the year and across our geographical areas of service delivery. These further promote opportunities for people to raise any concerns, ideas or

suggestions about the services we provide. These events also provide an opportunity for face-to-face contact with colleagues and members of our Board, enabling people to have their say, whether positive or negative and ensure that feedback is acted upon.

As part of our ongoing commitment to use complaints as a platform for service improvement, we endorse and comply with the Housing Ombudsman Complaint Handling Code and have returned our completed annual self-assessment. This sets out good practice for landlords to respond to complaints effectively and fairly across the services that they deliver.

Over the last 12 months (1st April 2025 to 31st March 2026) we received 37 formal complaints (21 were made by tenants and 16 non-CHL accommodation related services) and over 196 compliments. We have taken lessons learnt from complaints and fed this into our continuous service improvement plans. We have also shared the positive feedback received”.

