



Procedure: Complaints Procedure

Approved by: Leadership Group

**Date
Approved:** October 2026

**Frequency of
review:** Annually

1. PURPOSE

This Complaints Procedure (procedure) has been developed to ensure Broadland complies with current legislation, regulatory expectations and good practice, including the Housing Ombudsman Service Complaint Handling Code last revised on 17 April 2024 (Code), and will be subject to ongoing review. This procedure supports and provides the operational detail of the Complaints Policy (policy).

In this procedure, Broadland refers to Broadland Housing Association Limited and each of its group companies, Broadland St Benedicts, Broadland Development Services, and Broadland Meridian (unless otherwise stated).

2. KEY STAFF RESPONSIBILITIES

Staff:

All employees are responsible for ensuring they are fully aware and adhere to the terms set out in the policy.

Board:

The Board is responsible for ensuring that Broadland complies with the Code and relevant (RSH Consumer Standards in relation to complaints, including the TIA Standard. Board oversight will include regular reporting, annual self-assessment and scrutiny and assurance that lessons are being learned from complaints. Board members may be involved in stage 2 panel meetings (see further in the section 7 'Stage 2' below).

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Directorate: Resource and Business Services	Verified by: Wider Leadership Group

Member Responsible for Complaints (MRC):

The MRC is a Board Member who has additional responsibilities and oversight of complaints, as set out in the Code.

Chief Executive and Executive Directors:

When a complaint is escalated to stage 2, the Chief Executive or an Executive Director will independently review the complaint and provide the stage 2 response. Where a stage 2 panel meeting is required, they will chair the meeting.

Complaint Handlers:

Complaint Handlers are specific staff members who have been trained to investigate and respond to stage 1 complaints in line with the Code.

PA to the Executive Resources Director:

The PA to the Executive Resources Director provides administrative support only in relation to the administration of the stage 2 complaint escalations and where needed, stage 2 panel meeting arrangements. They create the information pack and coordinate the stage 2 panel meeting between the panel and complainant. They will also be present at any stage 2 panel meeting to take notes, including recording decisions and outcomes. They are not involved in any of the stage 1 complaint process and are entirely impartial in relation to the whole of the complaint resolution process.

Customer Experience Manager:

The Customer Experience Manager is the operational lead for complaint handling. They support Complaint Handlers, drive consistency and identify and direct learning requirements. They have the authority and autonomy to access staff and information across the organisation to resolve complaints fairly and promptly.

Head of Fire Safety:

This role is the 'Single Point of Contact' (see section 3 'Definitions' below) and only applies to in relation to relevant complaints relating to a higher-risk building.

Assistant Director:

In relation to their areas of responsibility, each Assistant Director is responsible for ensuring that service improvements are identified through the complaints process and delivered within agreed timeframes.

3. DEFINITIONS

AP – Accountable Person as defined under the Building Safety Act 2022 (BSA 2022) applies in relation to complaints from residents living in 'high-risk buildings' as defined under the BSA 2022.

BBS – Broadland Business Systems, our internal record-keeping system.

Board Member – may form part of a stage 2 panel meeting and approval of stage 2 complaint outcomes.

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Broadland – all entities of Broadland Housing Association (unless otherwise stated).

Community Complaint – When more than one resident is raising the same complaint and would like to do so alongside other residents.

Complainant – The person raising the complaint.

Complaint – A complaint is an expression of dissatisfaction, however made, about the standard of service, actions or lack of action by BHA or those acting on our behalf, affecting an individual resident or group of residents.

DPIA – Data Protection Impact Assessment.

EIA – Equality Impact Assessment.

H&S – Health & Safety.

PAP – Principal Accountable Person as defined under the BSA 2022. Applies in relation to complaints from residents living in ‘higher-risk buildings’ as defined under the BSA 2022.

Reasonable Adjustment – A request for Broadland to adapt their service to meet the needs of a resident or a member of their household on the basis of a protected characteristic under the Equality Act 2010, by making one or more reasonable adjustments.

Reasonable Expenses – Reasonable expenses will be considered if a complainant travels to attend a meeting in person at a mutually agreeable location which is usually a Broadland Housing Office.

Resident – Refers to a current tenant, shared owner, leaseholder, and licence holder.

RSH – Regulator of Social Housing.

Service Request – When a resident asks Broadland to put something right, and it is the first time that they have raised it.

Single Point of Contact – Applies to both complaints from complainants residing in a high-rise building as defined under the BSA 2022 (the definition of the accountable person is Broadland Housing Association), and to complainants where Broadland have identified a single point of contact is required to manage the complaint.

TAP – Tenant Assurance Panel.

TIA Standard – Transparency, Influence and Accountability Standard, one of the RSH’s Consumer Standards.

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4. RELEVANT KEY LEGISLATION, REGULATORY REQUIREMENTS AND RELATED DOCUMENTS

Legislation and Regulatory Requirements	Documents
Building Safety Act 2022	Anti-Social Behaviour Policy and Procedure
Data Protection Act 2018 as amended by Data Use and Access Act 2025	Complaints Policy
Equality Act 2010	Compensation Policy
Higher-Risk Buildings (Management of Safety Risks etc) (England) Regulations 2023	Equality, Diversity and Inclusion Policy and Procedure
Housing Ombudsman Complaint Handling Code (Code)	Housing Ombudsman guidance on managing unacceptable behaviour
Housing Ombudsman Scheme	Housing Ombudsman guidance on remedies
Regulator of Social Housing consumer standards, including the Transparency, Influence and Accountability (TIA) Standard	Mutual Exchange Policy and Procedure
Social Housing (Regulation) Act 2023	Reasonable Adjustments Policy and Procedure
	Responsive Repairs Policy and Procedure
	Tenancy Agreement
	Tenant Privacy Notice

5. COMPLAINT TRIAGE

5.1 Service requests

Where Broadland receives a request from a resident requiring action to be taken to put something right, this is classified as a service request. Where a resident expresses dissatisfaction with Broadland's response to a service request, or dissatisfaction about delays, lack of action, poor communication or quality of response, Broadland will ask the resident if they want the matter to be treated as a complaint. If taken forward as such, Broadland staff must continue to address the underlying service issue while the complaint progresses.

5.2 Early resolution and initial contact

Broadland is committed to resolving concerns at the earliest possible opportunity. Staff should look to understand the issue being raised, identify whether it is a

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service request or a complaint and consider whether it can be resolved at first contact.

Early resolution may include an explanation, clarification, apology, immediate action to put something right and/or another practical step. Early resolutions are not used to avoid logging complaints where dissatisfaction has been expressed. Where residents remain dissatisfied, the issue must continue to move through the formal complaints process without undue delay. In all cases a record is made in the complainant's customer record.

Where Broadland receives an expression of dissatisfaction that meets the definition of a complaint, the complaint must be logged, defined and acknowledged within 5 working days of receipt.

5.3 Stage 1 complaints will be logged on BBS

Broadland will use its Power BI reporting and timescale tracking document to monitor complaint handling timescales to support oversight of acknowledgements, responses, extensions and overdue cases.

5.4 Relevant complaints in relation to higher-risk buildings

Relevant complaints will be prioritised taking account of the level of risk involved.

6. STAGE 1

6.1 Complaint ownership and coordination

Each complaint will be assigned to a Complaint Handler. That person will be responsible for managing the complaint from start to finish at stage 1, maintaining communication with the complainant, coordinating with relevant service areas, ensuring actions are progressed and preparing the complaint response.

Broadland will ensure effective cross departmental communication and collaboration throughout the complaints process where required. Where multiple departments are required to support the investigation and delivery of actions, those service areas will be expected to actively contribute and take ownership of their respective elements of the complaint.

Broadland will use Microsoft Teams Complaint Coordination Team, with individual complaint channels created where appropriate, to support structured communication, transparency and accountability. Relevant teams must engage with this process, provide timely, accurate and complete information, and respond within agreed timescales.

Employees with the appropriate skills, training and technical knowledge will be required to support the investigation, provide professional judgement, and contribute to identifying fair and reasonable outcomes where appropriate.

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Complaint Handlers will be supported to access the necessary expertise, information and resources to ensure that complaints are fully understood, properly investigated and appropriately resolved at stage 1 wherever possible.

6.2 Acknowledgement

The acknowledgement will:

- confirm who the assigned member of staff investigating the complaint is (the Complaint Handler);
- confirm Broadland's understanding of the complaint;
- state the outcomes sought by the complainant where known;
- identify the aspects of the matter Broadland is responsible for and any aspects that fall outside of its responsibilities; and
- confirm the next steps in the process including information for contacting the Housing Ombudsman service.

6.3 Stage 1 Investigation

At stage 1, the Complaint Handler will investigate the complaint. Complaint Handlers will deal with complaints on their merits, act objectively, give the complainant a fair opportunity to set out their position, consider all relevant information and evidence and take reasonable steps to identify and address any actual or perceived conflict of interest.

The Complaint Handler should:

- make contact with the complainant to confirm the issues, and understand the outcome sought (as set out in section 6.2 above); and
- identify any vulnerability or disability, communication needs or reasonable adjustments requests.

If residents raise additional complaints during the investigation, these must be incorporated into the stage 1 response if they are related and the stage 1 response has not been issued. If the new issues are unrelated to the issues already being investigated or it would unreasonably delay the response, the new issues should be separately triaged in accordance with section 5 'complaint triage' above.

6.4 Evidence gathering

Complaint Handlers will maintain a clear and accurate chronology of the events, actions and communications relevant to the issues raised within the complaint, together with all relevant activity and actions taken during the complaint investigation.

6.5 Stage 1 quality checks and response

Before issuing a stage 1 response, the Complaint Handler must be satisfied that all reasonable steps have been taken to investigate and resolve the complaint. This includes confirming that relevant service areas have engaged with the investigation, that the appropriate evidence, technical input and professional judgement have been obtained and considered, that any actions, remedies or learning have been identified or progressed where appropriate, and that the response is informed, accurate and addresses all complaint issues.

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Broadland will issue a written stage 1 complaint response within 10 working days of acknowledgement, unless a 10 working day extension has been provided in accordance with the policy. Complaint responses will be issued when Broadland has reached its answer on the complaint, and will not be delayed until all actions to put things right in accordance with its investigation have been completed. Where actions remain outstanding, the response will set out what those actions are, who is responsible and the timescale(s) for completion.

The response will set out the complaint, the decision on the complaint including addressing all issues raised, provide clear reasons for any decisions and, where appropriate, reference the relevant policy, law and good practice. It will set out details of any remedy and any details of any outstanding actions.

It must also provide details of how the complainant can escalate the matter to stage 2 if they are not satisfied with the response.

6.6 Compensation and other remedies at stage 1

Any offer of compensation will be made in accordance with the Compensation Policy. Compensation offered at stage 1 will be raised by the Complaint Handler for approval by the agreed approvers.

Where compensation or another remedy is offered at stage 1, the complainant may:

- accept that outcome as full and final resolution of the whole of the complaint (in which case the whole of the complaint is resolved at stage 1); or
- accept that outcome in relation to one or more agreed elements of the complaint (in which case that/those element(s) of the complaint is/are resolved at stage 1) and reject the outcome regarding the remainder of the complaint and ask for a stage 2 review; or
- reject the outcome entirely and ask for a stage 2 review.

If compensation or another remedy has been accepted as full and final resolution of an agreed element of a complaint, because that element has been resolved it cannot be considered at stage 2. Only the other elements that still require resolution can be part of the stage 2 review.

6.7 Refusal to accept a complaint

Where Broadland refuses to accept a complaint, it will explain the reasons in writing and, where relevant, provide the complainant with information to access the Housing Ombudsman service.

6.8 Communication

Broadland expects communication during complaint handling to be clear, timely, respectful and proportionate. Staff should use plain English, avoid unnecessary jargon, abbreviations and in-depth technical details, except where necessary to properly explain the outcome, in which case technical language and details should be explained clearly, or using plain English summaries of complex or technical provisions. Broadland will explain what is happening, manage expectations realistically and keep complainants updated even where there is not material progress.

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Where a complaint requires an extension, Broadland will explain the reason for the extension, confirm the revised response date, and agree suitable update intervals with the complainant.

In some cases, where it considers appropriate, Broadland may offer follow up contact after a written response has been issued in order to explain the position and answer any questions.

7. STAGE 2

7.1 Stage 2 escalation

If a complainant is dissatisfied with all or part of the stage 1 response, they may request escalation to stage 2. A complainant must request escalation of their complaint to stage 2 within 4 weeks of the date of the stage 1 response. They do not need to explain or justify why they want to escalate. Broadland may contact the complainant to clarify which parts of the complaint remain unresolved in order to define the scope of the stage 2 review.

Broadland will consider any reasonable requests for an extension on a case-by-case basis. Any extension requests not granted by Broadland will be explained in writing to the complainant.

Broadland will log, define and acknowledge the Stage 2 complaint within 5 working days of receipt of the escalation request.

7.2 Initial stage 2 complaint review

During the initial review of the stage 2 complaint, a member of the Executive Team, and a Complaint Handler who was not involved in the stage 1 process, will review the complaint information and in some cases may contact the complainant where it considers it appropriate, to gain a clear understanding of unresolved issues and the outcome sought.

7.3 Stage 2 review findings

The member of Executive Team will discuss the findings of their review with the Member Responsible for Complaints, or another Board Member, to decide whether a panel meeting is required. A panel meeting will only take place where the member of Executive Team and Board member decide that further clarification and understanding of the complaint is required. If no panel meeting is required, a written stage 2 response will be issued without a panel meeting.

7.4 Stage 2 panel and meeting arrangements

Where a Stage 2 panel meeting is required, it will be chaired by the Chief Executive or an Executive Director. They will be accompanied by either two Board Members or one Board Member and one TAP member, depending on availability.

They will review the complaint and decide whether it has been dealt with correctly and in line with Broadland's policies.

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The stage 1 Complaint Handler will attend the panel meeting to explain the complaint history, investigation, findings and actions taken. Other relevant officers and staff members, including technical or senior managers, will also attend where their involvement is needed to assist the panel in understanding the matters within the complaint, its subject and reaching a fair outcome.

The PA to the Executive Resources Director, or another appropriate member of staff (also not involved in any of the stage 1 complaint process and entirely impartial in relation to the whole of the complaint resolution process) will support the administration of the stage 2 escalation and meeting by taking notes including recording key decisions and outcomes.

7.5 Stage 2 evidence and complaint pack

Stage 2 is a review of the complaint as raised and investigated at stage 1 (but only in relation to the elements of the complaint that have not been resolved at stage 1, if applicable). The stage 2 review will consider the complaint definition agreed at stage 1, the information and evidence gathered during the stage 1 investigation, the stage 1 response, and any clarification provided by the complainant as part of the escalation. The stage 1 Complaint Handler will create a pack during the course of each complaint.

Where a complainant introduces a new issue at stage 2, Broadland is likely to decide that the new matter should be logged and considered separately as a new complaint rather than included in the existing stage 2 review.

Where a stage 2 panel meeting is to take place, in most cases Broadland will require any documents, statements or representations that a complainant wishes to be included in the stage 2 complaint pack to be provided no later than 5 working days before the date of the meeting. This is to ensure that Broadland has enough time to prepare the stage 2 complaint pack ahead of the panel date. Documents received after that deadline will not be included in the pack or considered at the meeting, unless Broadland decides that an exception is required in the interests of fairness and it is reasonably possible for Broadland to produce the complaint pack to the shorter timescale.

7.6 Format of stage 2 panel meetings

Where Broadland decides that a stage 2 panel meeting is required, Broadland reserves the right to determine the format of that meeting in a way that is fair, safe, accessible and proportionate.

Depending on the circumstances, this may include the following:

- conducting the meeting in two parts;
- hearing from staff separately to the complainant;
- hearing from the complainant by written accounts;
- allowing remote attendance; and/or
- making other procedural adjustments to reflect the needs of the complainant (including any reasonable adjustment requests), the needs of staff, logistical or resourcing considerations, and/or the efficient management of the process.

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7.7 Attendance, support and expenses

Where a panel meeting is convened, the complainant will be given the opportunity to attend and may bring a friend, family member, or representative for support.

Details of who will be attending must be provided in advance so that Broadland can manage the meeting fairly and effectively.

The complainant is not required to attend the meeting if they do not wish to do so. Broadland may proceed in their absence where it is fair to do so and may invite written accounts or other representations instead.

Where Broadland invites a complainant to attend a stage 2 panel meeting in person, at an office or mutually agreed location, reasonable travel expenses may be reimbursed upon request. This may include mileage, public transport costs and other pre-agreed reasonable costs. Broadland will require evidence of the costs incurred and may refuse to reimburse costs that are excessive, unnecessary, not evidenced or not agreed in advance.

7.8 Recordings, transcripts and minutes

Where a stage 2 panel meeting is recorded, any audio or video recording will be made solely for the purpose of creating an accurate written record to support the key decisions and outcomes of this meeting. All attendees will be told the meeting is being recorded.

Video or audio recordings of the meeting will not be shared and will be deleted 1 month after the meeting, in line with our Tenant Privacy Notice.

7.9 Stage 2 response

Broadland's stage 2 response will be issued in writing within 20 working days of acknowledgement and (usually) within 3 working days of a panel meeting, unless an extension has been notified in accordance with the Complaints Policy.

Where Broadland has concluded that a panel meeting is not required, the stage 2 response will confirm that the complaint has nevertheless been fully reviewed at stage 2.

Where a complaint requires an extension, Broadland will explain the reason for the extension, confirm the revised response date, and agree suitable update intervals with the complainant.

The response will confirm Broadland's final position on the complaint. The response will set out the complaint, the decision on the complaint including address all issues raised, provide clear reasons for any decisions and, where appropriate, reference the relevant policy, law and good practice. It will set out details of any remedy and any outstanding actions.

The complaint response will also provide details of how the complainant can escalate the matter to the Housing Ombudsman service if they remain dissatisfied.

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8. COMPLAINTS FROM NON-RESIDENTS

Broadland will accept and consider complaints from non-residents where the complaint relates to the standard of service, actions or lack of action by Broadland, its own staff, or those acting on our behalf, affecting a resident or group of residents.

This is subject to the exclusions set out in the policy.

The procedure will be as set out above, i.e., the same as for complaints from residents, except that a complaint from a non-resident will never be considered at a stage 2 panel meeting. A review of the stage 1 complaint will be completed.

9. HOUSING OMBUDSMAN

9.1 Refusal to accept

Where Broadland refuses to accept a complaint in accordance with the policy, it will explain the reasons in writing and, where relevant, provide the complainant with information to access the Housing Ombudsman service.

9.2 Refusal to escalate to stage 2

Where Broadland refuses to escalate a complaint to stage 2, such as where the complainant has previously accepted the outcome of the stage 1 review in full, it will explain the reasons in writing and, where relevant, provide the complainant with information to access the Housing Ombudsman Service.

9.3 After Broadland's final response

Following Broadland's final stage 2 response, residents may refer the complaint to the Housing Ombudsman service if they remain dissatisfied. Broadland's final response will clearly explain when the complaints process has concluded and how the Housing Ombudsman may be contacted.

10. NO CONTACT OR DISENGAGEMENT

Where Broadland is unable to make contact with the complainant, reasonable attempts will be made using the complainants preferred method of communication where known. Attempts will be recorded. Reasonable attempts are likely to include Broadland attempting to contact the complainant on at least three separate occasions and where appropriate by more than one communication route.

If no contact is achieved, Broadland may place the complaint on hold and write to the complainant explaining that contact is required in order to progress the complaint. If no response is received within 4 weeks from the date of the letter, Broadland will close the complaint.

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11. MANAGING UNACCEPTABLE BEHAVIOUR

11.1 Managing unacceptable behaviour during the complaints process

Broadland is committed to ensuring that complainants are treated with respect and fairness. Broadland also recognises that, in a small number of cases, the behaviour of a complainant may affect its ability to investigate, respond or engage effectively and safely.

Where behaviour is abusive, threatening, discriminatory, persistent or otherwise unacceptable, Broadland will take proportionate steps in accordance with its other Housing Management policies. Within our complaints process, we will apply similar principles within the Housing Ombudsman Guidance for Landlords on managing unacceptable behaviour to deal with such behaviour.

11.2 Duty of care to employees

Broadland has a duty of care to its employees and will take reasonable steps to ensure their health, safety and wellbeing during the complaints process.

Where the nature, volume or manner of a complaint presents a risk to staff wellbeing or impacts on their ability to effectively and safely carry out their role, Broadland will consider and implement appropriate measures. These may include reasonable adjustments to how the complaint is managed, in line with the Reasonable Adjustments Policy and Procedure, to ensure a fair, proportionate and safe process for both complainants and staff.

These measures may include managing contact arrangements, identifying a single point of contact, defining scope, consolidating issues or adjusting communication methods where necessary to protect staff time and ensure service delivery to all residents.

11.3 Examples of behaviour

Examples of behaviour that will lead Broadland to manage contact:

- excessive volume of calls, emails, or correspondence;
- sending unmanageable, repetitive or disproportionate information;
- repeatedly raising the same issue after Broadland has issued its final response;
- repeat or unsubstantiated allegations about staff; and
- requests for staff members not to investigate a stage 1 complaint, or staff members or Board members not to review a stage 2 complaint.

Any decisions to place restrictions on contact will be made on a case-by-case basis and will be reviewed 6 monthly. Broadland will consider any known vulnerability, disability, communication need or reasonable adjustments before imposing restrictions in the way of an impact assessment which will be approved by a member of the Executive Team.

Restrictions on contact will not prevent Broadland from considering a complaint. Broadland will write to the complainant to explain the restriction, the reason for it, how long it will apply and when it will be reviewed.

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12. REASONABLE ADJUSTMENTS AND OTHER ADJUSTMENTS

12.1 Reasonable adjustments

Where a reasonable adjustment request is received from a complainant, Broadland will follow its Reasonable Adjustments Policy and Procedure.

Broadland recognises that, in some cases, we may need to make reasonable adjustments to how we manage a complaint to ensure a fair and effective process.

Any agreed reasonable adjustments will be recorded and kept under review.

12.2 Other adjustments

There may be other circumstances where it is appropriate for us to agree an adjustment with a complainant, for example, to account for vulnerabilities. Such adjustments would be considered fairly on a case-by-case basis.

13. RECORD KEEPING

13.1 BBS, complaint records and chronology

Broadland will retain complaint records to demonstrate compliance with the Code. This includes complaint definitions, outcomes sought, acknowledgement and response timescales, remedies agreed, reasonable adjustments, learning identified and completion of actions.

Stage 1 and 2 complaint records will be maintained on BBS and the timescale tracking spreadsheet. Broadland will use its complaint pack template and chronology of records to ensure a clear audit trail of events, actions, communications and evidence relevant to the complaint.

13.2 Exclusions and central records

Any decisions made with regard to exclusions will be logged on a central register so that they are clear and auditable.

14. MONITORING OUTSTANDING ACTIONS AND REMEDIES

14.1 Monitoring actions and remedies

Where Broadland agrees actions, remedies or learning outcomes as part of a complaint response, these will be tracked through to completion and recorded appropriately by the Complaint Handler.

14.2 Monitoring approval of compensation

Compensation offered at stage 1 will be raised by the Complaint Handler for approval by the agreed approvers.

15. LEARNING FROM COMPLAINTS

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Broadland will use complaint information to improve its services.

Complaint handling performance will be monitored regularly and reported through the appropriate channels.

Learning will be monitored and implemented by the appropriate staff member. Identified learnings and associated action plans will be documented and reported to Wider Leadership Group.

Performance, themes, outcomes, learning and compensation information are provided at monthly meetings with the Member Responsible for Complaints.

16. MONITORING, SELF-ASSESSMENT AND REPORTING

16.1 Self-assessment

Broadland will complete an annual self-assessment against the Code and submit to the Housing Ombudsman service as required and publish it along with any action plans on our website.

Broadland will also refresh its self-assessment where there has been a significant change in operating environment.

16.2 Monitoring

Broadland will produce a bi-annual complaints performance and service improvement report. This report will be submitted to Broadland's Board. The report, along with the governing body's response will be published on our website in accordance with the Housing Ombudsman's requirements.

16.3 Reporting

Complaint handling performance, themes, learning, remedies and compliance issues will be reported to the Member Responsible for Complaints and the Board at agreed intervals.

17. REVIEW

This procedure will be reviewed at least annually, or sooner where there are legislative, regulatory or operational changes, or following Ombudsman learning, material, complaint trends or governance instructions.

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Service Request or Complaint flow chart (HOS)

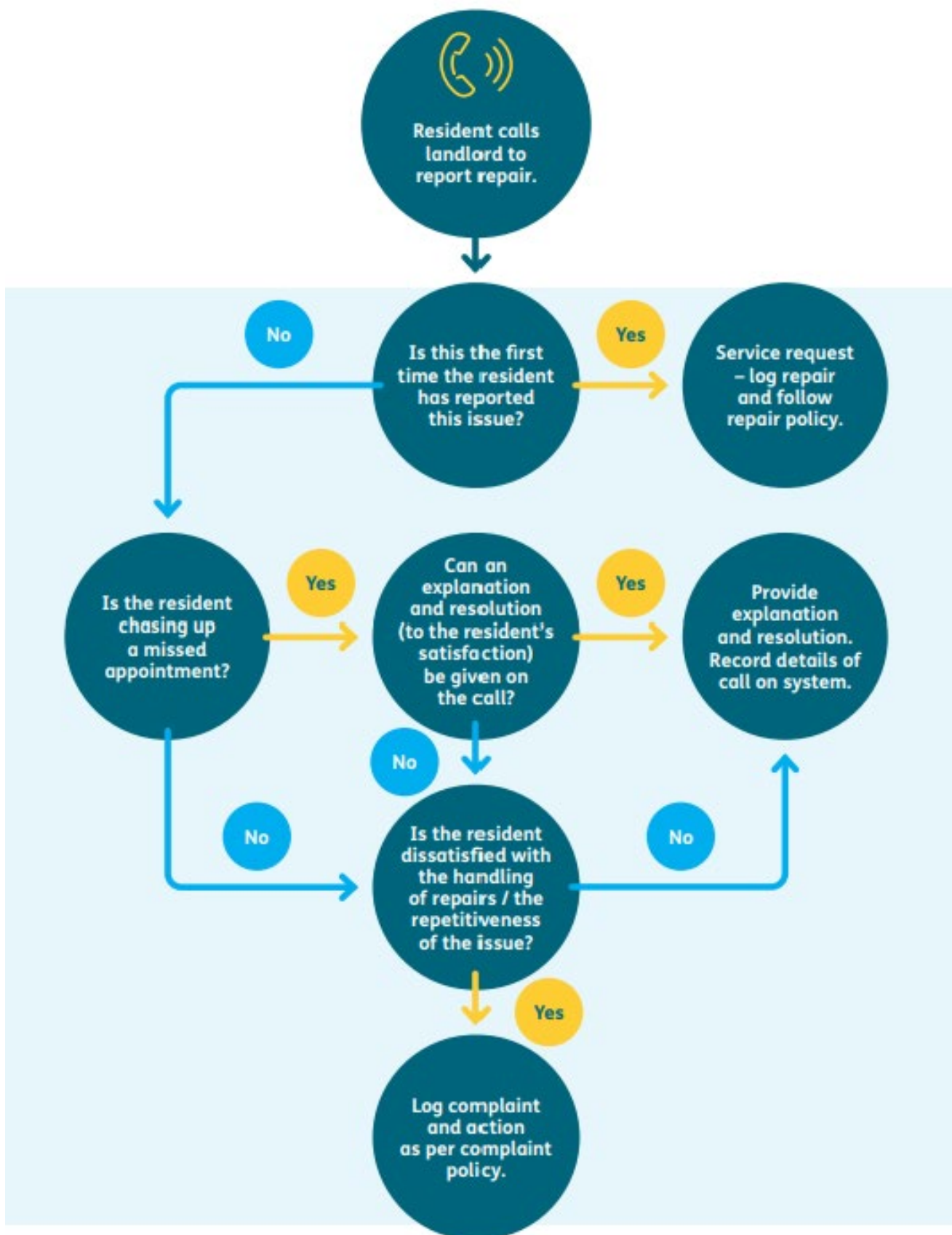


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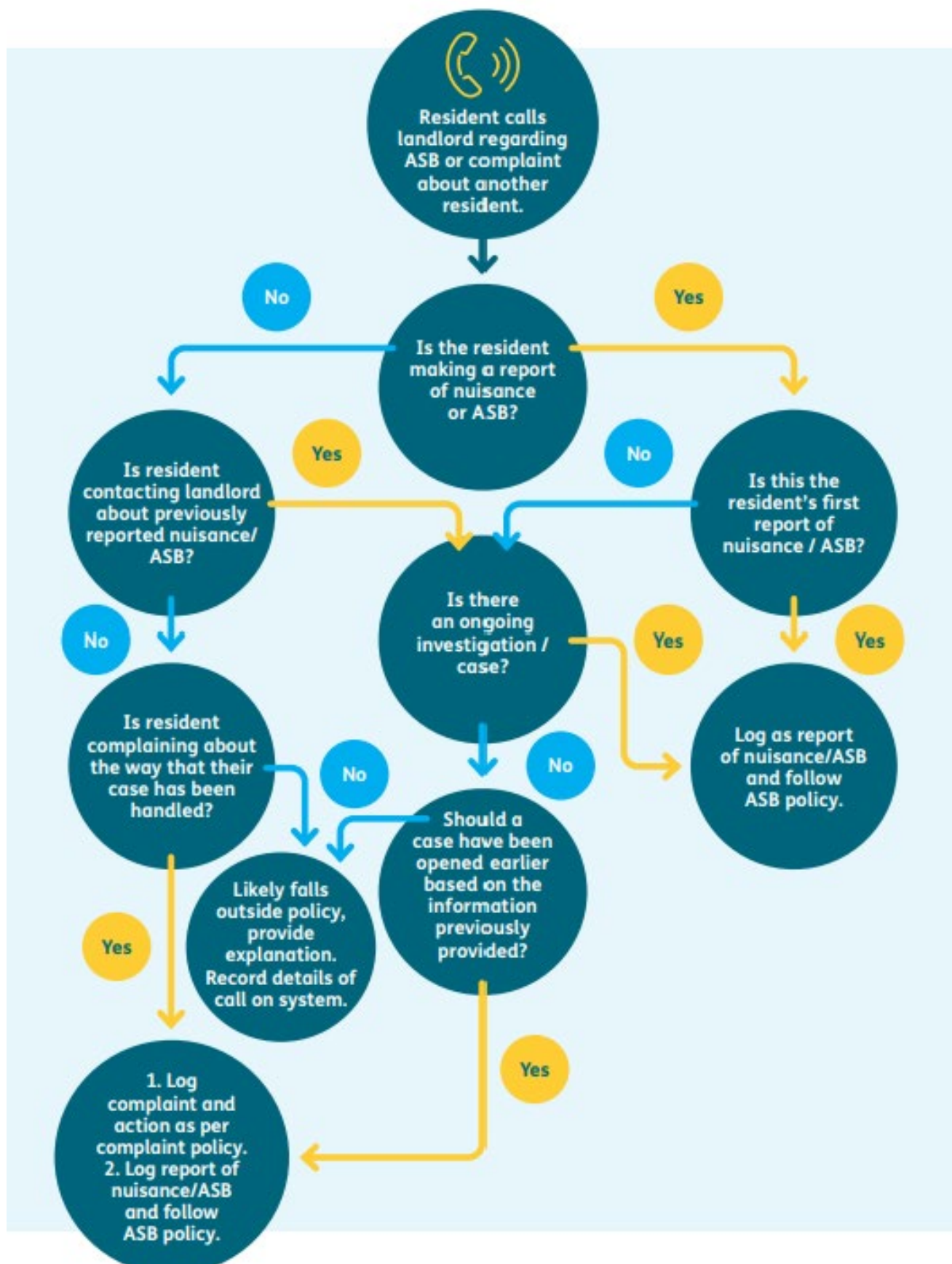
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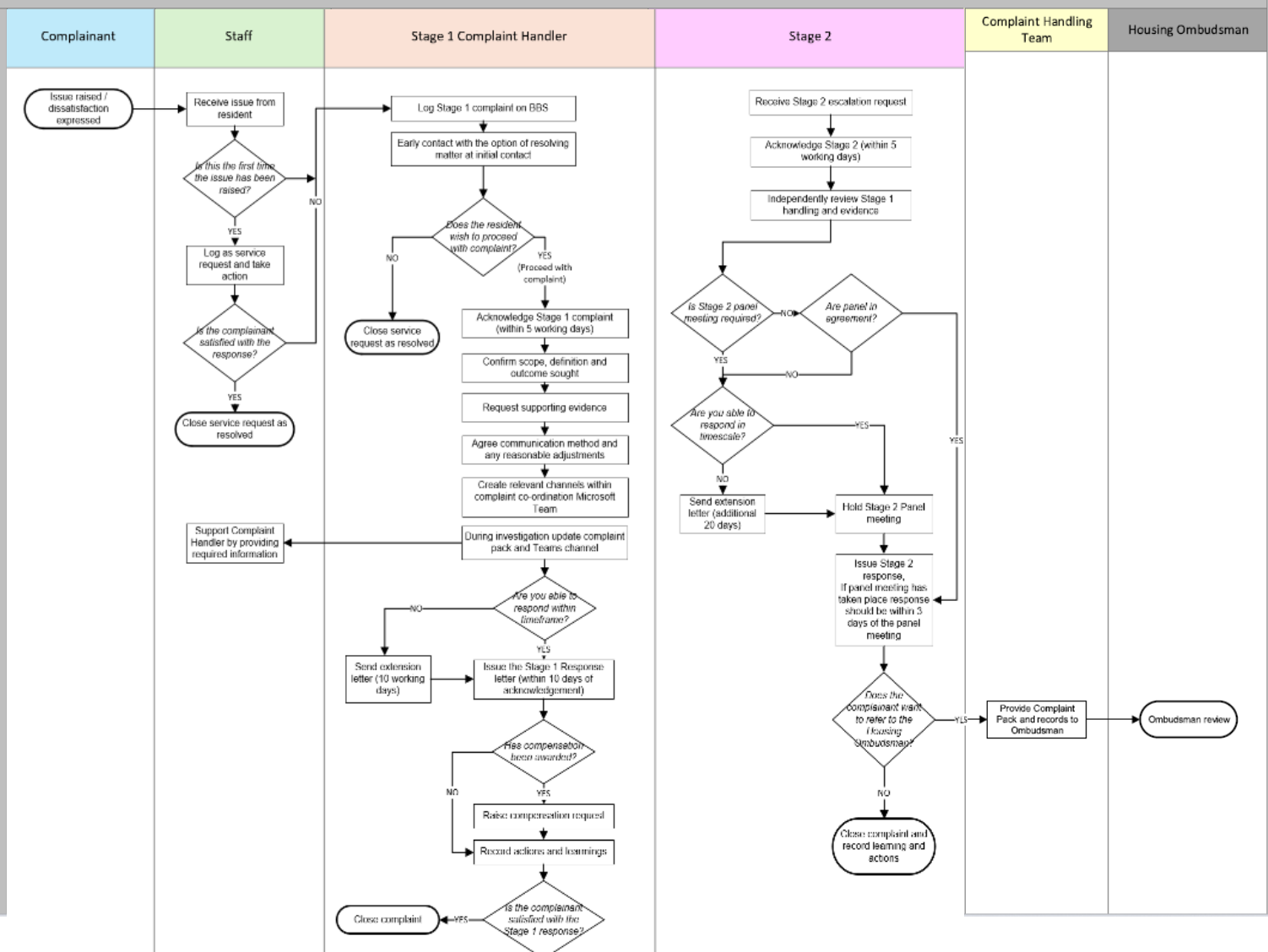
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Complaint Flowchart – End to End

Complaint Process – End to End



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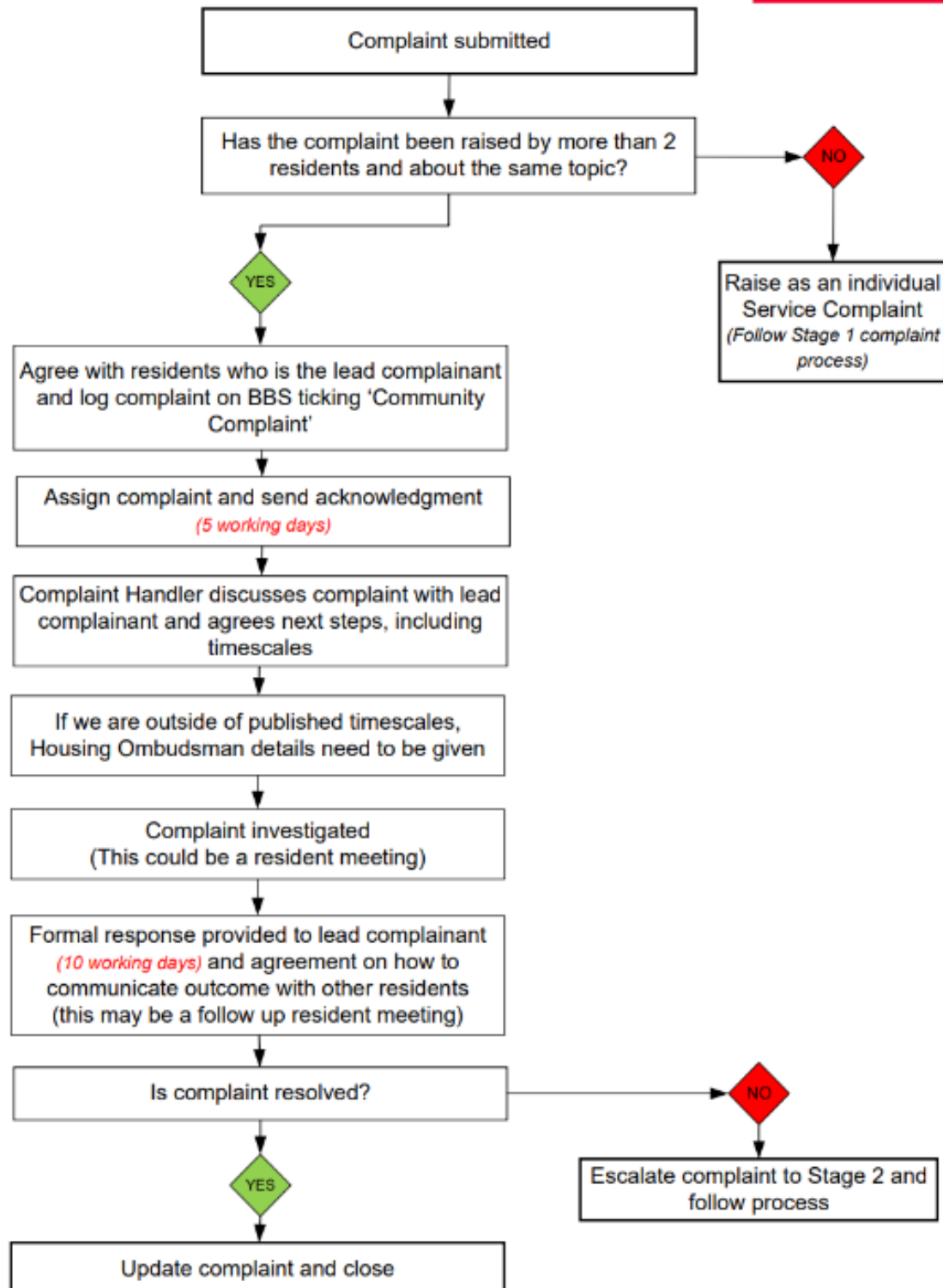
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Community Complaint Stage Flow chart (stage 1 and 2)



Community Complaint – Stage 1



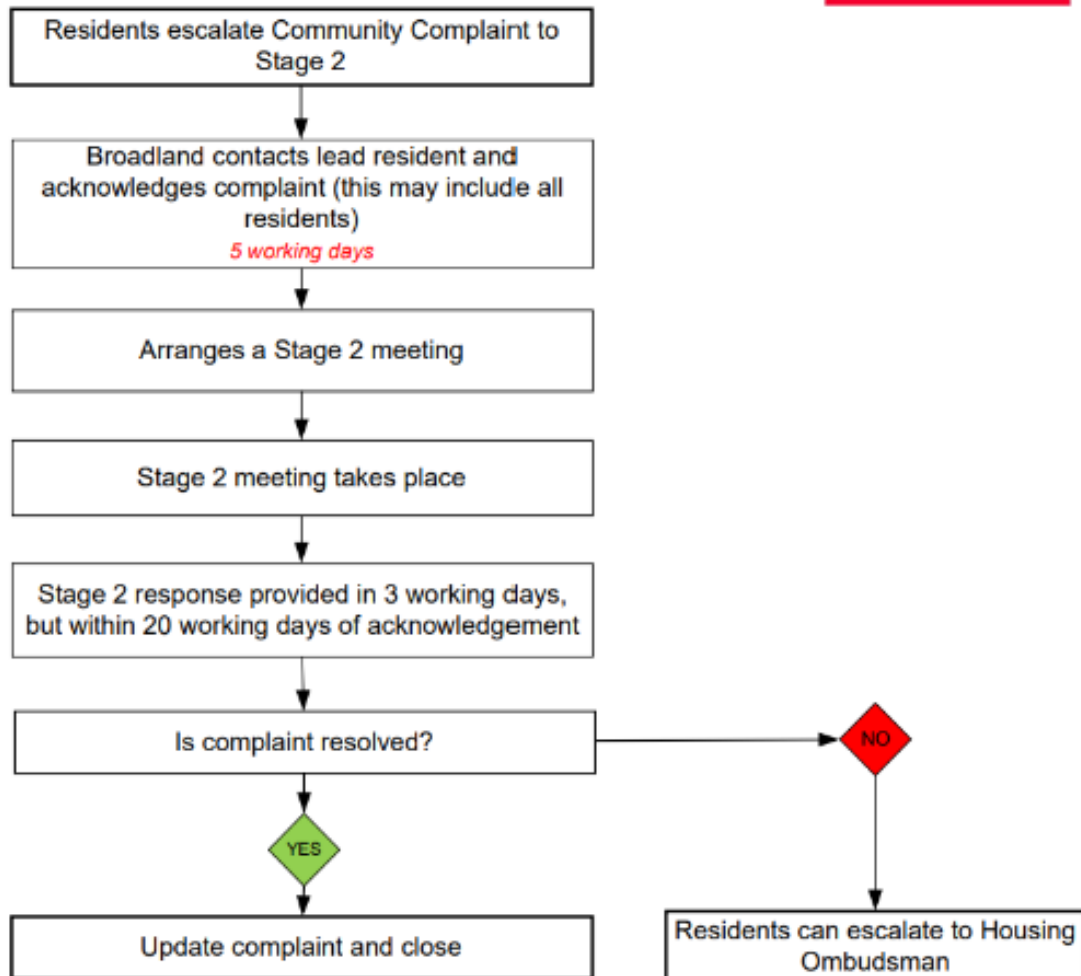
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Community Complaint – Stage 2



NB: All timescales or extensions are in line with the Housing Ombudsman Complaint Handling Code

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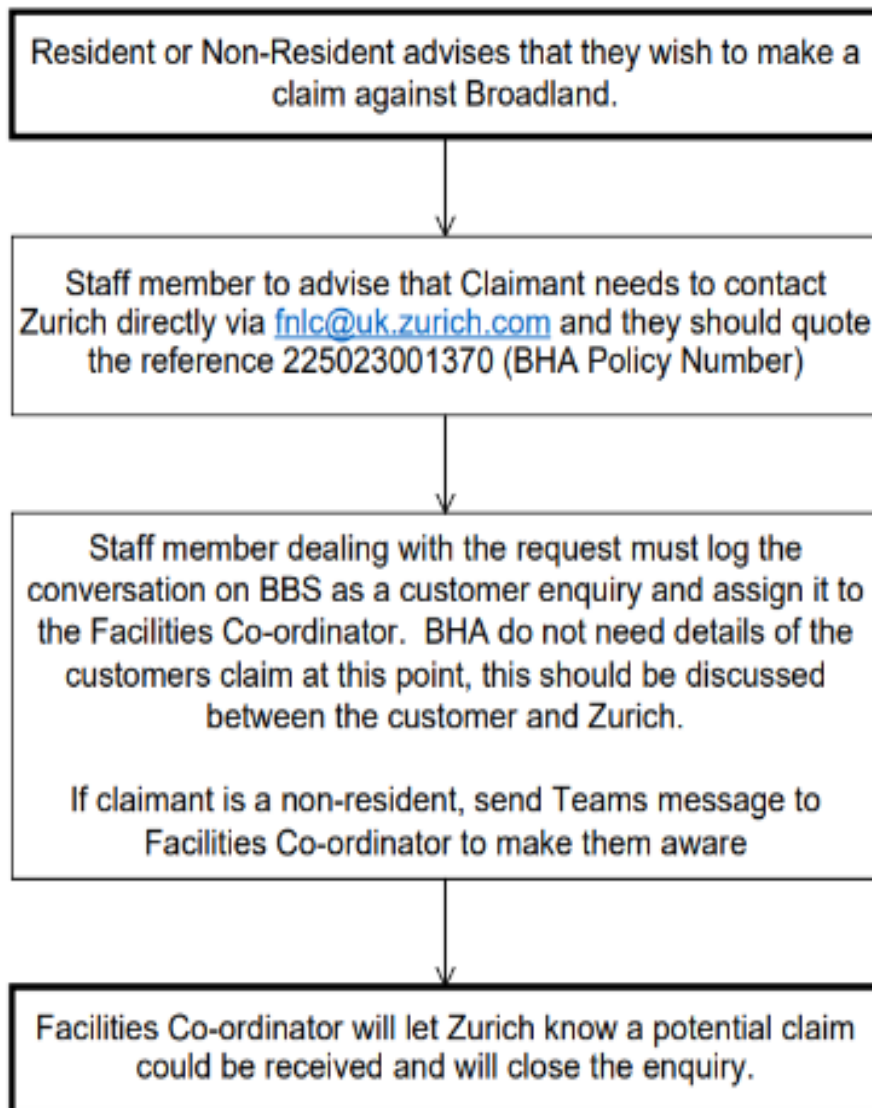
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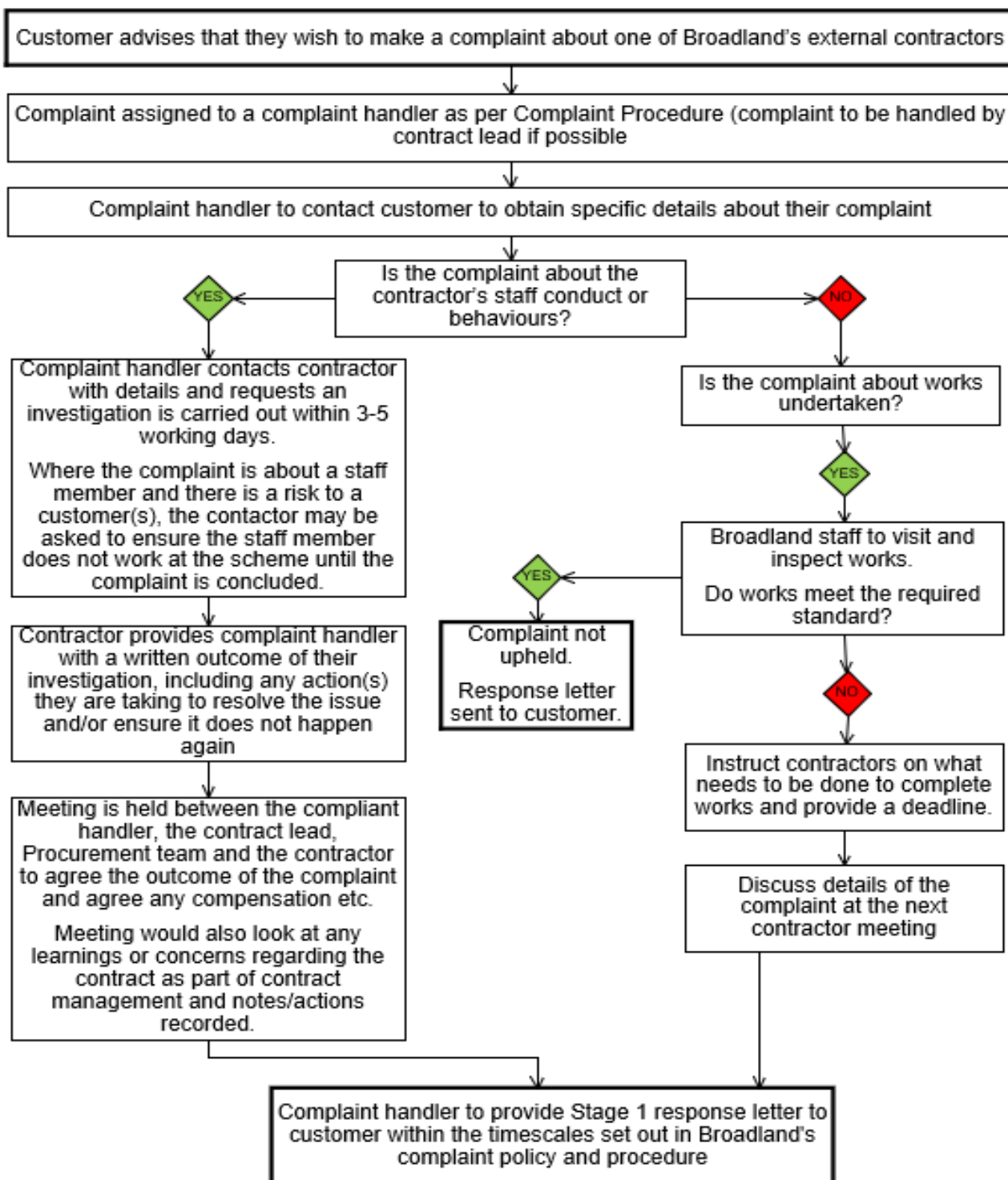
Health Claims Flowchart

Process for making a claim against Broadland Housing Association



Contractor Complaints

Customer Complaint about a Broadland Contractor



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