Complaints self-assessment form

2024-2025

Appendix A: Self-assessment form

This self-assessment form should be completed by the complaints officer, and it must be reviewed and approved by the landlord's governing body at least annually.

Once approved, landlords must publish the self-assessment as part of the annual complaints performance and service improvement report on their website. The governing body's response to the report must be published alongside this.

Landlords are required to complete the self-assessment in full and support all statements with evidence, with additional commentary as necessary.

We recognise that there may be a small number of circumstances where landlords are unable to meet the requirements, for example, if they do not have a website. In these circumstances, we expect landlords to deliver the intentions of the Code in an alternative way, for example by publishing information in a public area so that it is easily accessible.

Section 1: Definition of a complaint

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / improvements
1.2	A complaint must be defined as: *'an expression of dissatisfaction, however made, about the standard of service, actions or lack of action by the landlord, its own staff, or those acting on its behalf, affecting a resident or group of residents.'*	Yes	Detailed in Complaints and Compliments Policy 2024-2027. We record all dissatisfaction and the actions taken to address in our system.	
1.3	A resident does not have to use the word 'complaint' for it to be treated as such. Whenever a resident expresses dissatisfaction landlords must give them the choice to make complaint. A complaint that is submitted via a third party or representative must be handled in line with the landlord's complaints policy.	Yes	Detailed in Complaints and Compliments Policy 2024-2027. We record all dissatisfaction and the actions taken to address in our system.	
1.4	Landlords must recognise the difference between a service request and a complaint. This must be set out in their complaints policy. A service request is a request from a resident to the landlord requiring action to be taken to put something right. Service requests are not complaints, but must be recorded, monitored and reviewed regularly.	Yes	Detailed in Complaints and Compliments Policy 2024-2027. All service requests are recorded on our CRM system.	We are working to develop reporting on service requests, so that we can identify key themes and trends.
1.5	A complaint must be raised when the resident expresses dissatisfaction with the response to their service request, even if the handling of the service request remains ongoing. Landlords must not stop their	Yes	Detailed in Complaints and Compliments Policy 2024-2027. Enquiries are logged as a complaint if they can't be resolved following	

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / improvements
	efforts to address the service request if the resident complains.		initial contact or at the customer's request.	
1.6	An expression of dissatisfaction with services made through a survey is not defined as a complaint, though wherever possible, the person completing the survey should be made aware of how they can pursue a complaint if they wish to. Where landlords ask for wider feedback about their services, they also must provide details of how residents can complain.	Yes	Recovery calls are made to a cross section of customers who share negative survey feedback. They are made aware of how to complain during these calls. Included on our website and customer communications.	

Section 2: Exclusions

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / improvements
2.1	Landlords must accept a complaint unless there is a valid reason not to do so. If landlords decide not to accept a complaint they must be able to evidence their reasoning. Each complaint must be considered on its own merits	Yes	Detailed in Complaints and Compliments Policy 2024-2027.	
2.2	A complaints policy must set out the circumstances in which a matter will not be considered as a complaint or escalated, and these circumstances must be fair and reasonable to residents. Acceptable exclusions include: • The issue giving rise to the complaint occurred over twelve months ago. • Legal proceedings have started. This is defined as details of the claim, such as the Claim Form and Particulars of Claim, having been filed at court. • Matters that have previously been considered under the complaints policy.	Yes	Detailed in Complaints and Compliments Policy 2024-2027.	
2.3	Landlords must accept complaints referred to them within 12 months of the issue occurring or the resident becoming aware of the issue, unless they are excluded on other grounds. Landlords must consider whether to apply discretion to accept complaints made outside this time limit where there are good reasons to do so.	Yes	Detailed in Complaints and Compliments Policy 2024-2027. We will consider issues more than 12 months on a case-by-case basis as appropriate.	

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / improvements
2.4	If a landlord decides not to accept a complaint, an explanation must be provided to the resident setting out the reasons why the matter is not suitable for the complaints process and the right to take that decision to the Ombudsman. If the Ombudsman does not agree that the exclusion has been fairly applied, the Ombudsman may tell the landlord to take on the complaint.	Yes	Detailed in Complaints and Compliments Policy 2024-2027.	
2.5	Landlords must not take a blanket approach to excluding complaints; they must consider the individual circumstances of each complaint.	Yes	Detailed in Complaints and Compliments Policy 2024-2027.	

Section 3: Accessibility and Awareness

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / improvements
3.1	Landlords must make it easy for residents to complain by providing different channels through which they can make a complaint. Landlords must consider their duties under the Equality Act 2010 and anticipate the needs and reasonable adjustments of residents who may need to access the complaints process.	Yes	Detailed in Complaints and Compliments Policy 2024-2027 To comply with the Equality Act 2010, an Equality Analysis (EqIA) was completed and approved in September 2023, as part of the scheduled policy review. Clearly displayed on our website and customer communications.	
3.2	Residents must be able to raise their complaints in any way and with any member of staff. All staff must be aware of the complaints process and be able to pass details of the complaint to the appropriate person within the landlord.	Yes	Detailed in Complaints and Compliments Policy 2024-2027. Included on our website and customer communications. Included in colleague training.	We are developing service standards that will clearly explain this to customers and colleagues.
3.3	High volumes of complaints must not be seen as a negative, as they can be indicative of a well-publicised and accessible complaints process. Low complaint volumes are potentially a sign that residents are unable to complain.	Yes	Detailed in Complaints and Compliments Policy 2024-2027. Clearly displayed on our website and customer communications. We welcome all feedback and regularly encourage customers to give us feedback. We monitor themes and areas of complaint and report to CSC.	

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / improvements
3.4	Landlords must make their complaint policy available in a clear and accessible format for all residents. This will detail the two-stage process, what will happen at each stage, and the timeframes for responding. The policy must also be published on the landlord's website.	Yes	Detailed in Complaints and Compliments Policy 2024-2027. Clearly displayed on our website and customer communications.	
3.5	The policy must explain how the landlord will publicise details of the complaints policy, including information about the Ombudsman and this Code.	Yes	Detailed in Complaints and Compliments Policy 2024-2027. Clearly displayed on our website and customer communications.	
3.6	Landlords must give residents the opportunity to have a representative deal with their complaint on their behalf, and to be represented or accompanied at any meeting with the landlord.	Yes	Detailed in Complaints and Compliments Policy 2024-2027. We have a dedicated email inbox for Cllr/MP enquiries. Complaints raised via this method then follow the complaints process.	
3.7	Landlords must provide residents with information on their right to access the Ombudsman service and how the individual can engage with the Ombudsman about their complaint.	Yes	Detailed in Complaints and Compliments Policy 2024-2027. Clearly displayed on our website, communal notice board in our blocks of flats, and customer communications and response letters.	

Section 4: Complaint Handling Staff

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / improvements
4.1	Landlords must have a person or team assigned to take responsibility for complaint handling, including liaison with the Ombudsman and ensuring complaints are reported to the governing body (or equivalent). This Code will refer to that person or team as the 'complaints officer'. This role may be in addition to other duties.	Yes	We have a dedicated central complaints team, with end-to-end ownership of complaint management, resolution and liaison with the Housing Ombudsman. The team all have clearly identified roles and responsibilities and job descriptions.	
4.2	The complaints officer must have access to staff at all levels to facilitate the prompt resolution of complaints. They must also have the authority and autonomy to act to resolve disputes promptly and fairly.	Yes	The central complaints team are responsible for the end-to-end resolution of complaints. They have an agreed SLA's for the provision of information from other service areas to facilitate the prompt investigation and resolution of complaints. They also manage all follow up actions through to completion. These are all managed using our complaint case management system.	
4.3	Landlords are expected to prioritise complaint handling and a culture of learning from complaints. All relevant staff must be suitably trained in the importance of complaint handling. It is important that complaints are seen as a core service and must be resourced to handle complaints effectively	Yes	All complaints are closed with an individual learning outcome. These outcomes can be analysed and reported on to identify key themes and areas of improvement. We have developed actionable insight packs that aggregate key themes of dissatisfaction from all areas of customer feedback (complaints, TSM surveys,	We have developed and documented a new learning from complaints framework to further embed a culture of learning from complaints.

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / improvements
			transactional satisfaction surveys and customer engagement initiatives) to provide recommendations for service improvement.	

Section 5: The Complaint Handling Process

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / improvements
5.1	Landlords must have a single policy in place for dealing with complaints covered by this Code. Residents must not be treated differently if they complain.	Yes	Detailed in Complaints and Compliments Policy 2024-2027.	
5.2	The early and local resolution of issues between landlords and residents is key to effective complaint handling. It is not appropriate to have extra named stages (such as 'stage 0' or 'informal complaint') as this causes unnecessary confusion.	Yes	Detailed in Complaints and Compliments Policy 2024-2027.	
5.3	A process with more than two stages is not acceptable under any circumstances as this will make the complaint process unduly long and delay access to the Ombudsman.	Yes	Detailed in Complaints and Compliments Policy 2024-2027.	
5.4	Where a landlord's complaint response is handled by a third party (e.g. a contractor or independent adjudicator) at any stage, it must form part of the two stage complaints process set out in this Code. Residents	N/A	Not applicable, we don't use a third party at any stage in our process.	

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / improvements
	must not be expected to go through two complaints processes.			
5.5	Landlords are responsible for ensuring that any third parties handle complaints in line with the Code.	N/A	Not applicable, as we don't use a third party at any stage in our process.	
5.6	When a complaint is logged at Stage 1 or escalated to Stage 2, landlords must set out their understanding of the complaint and the outcomes the resident is seeking. The Code will refer to this as "the complaint definition". If any aspect of the complaint is unclear, the resident must be asked for clarification.	Yes	Detailed in Complaints and Compliments Policy 2024-2027. Response letter templates.	
5.7	When a complaint is acknowledged at either stage, landlords must be clear which aspects of the complaint they are, and are not, responsible for and clarify any areas where this is not clear.	Yes	Detailed in Complaints and Compliments Policy 2024-2027. Response letter templates.	
5.8	At each stage of the complaints process, complaint handlers must: a. deal with complaints on their merits, act independently, and have an open mind; b. give the resident a fair chance to set out their position; c. take measures to address any actual or perceived conflict of interest; and d. consider all relevant information and evidence carefully.	Yes	Detailed in Complaints and Compliments Policy 2024-2027. We have a dedicated Complaints and detailed complaints procedure and guidance documentation.	

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / improvements
5.9	Where a response to a complaint will fall outside the timescales set out in this Code, the landlord must agree with the resident suitable intervals for keeping them informed about their complaint.	Yes	Detailed in Complaints and Compliments Policy 2024-2027.	
5.10	Landlords must make reasonable adjustments for residents where appropriate under the Equality Act 2010. Landlords must keep a record of any reasonable adjustments agreed, as well as a record of any disabilities a resident has disclosed. Any agreed reasonable adjustments must be kept under active review.	Yes	Detailed in Complaints and Compliments Policy 2024-2027. We record any reasonable adjustments and requirements as a 'flag' on our system. There is an expiry date to enable regular review. We complete Equality Act reviews where appropriate.	We are developing an automated report to enable regular review of reasonable adjustments in place.
5.11	Landlords must not refuse to escalate a complaint through all stages of the complaints procedure unless it has valid reasons to do so. Landlords must clearly set out these reasons, and they must comply with the provisions set out in section 2 of this Code.	Yes	Detailed in Complaints and Compliments Policy 2024-2027.	
5.12	A full record must be kept of the complaint, and the outcomes at each stage. This must include the original complaint and the date received, all correspondence with the resident, correspondence with other parties, and any relevant supporting documentation such as reports or surveys.	Yes	All complaints are recorded on our CRM system. Complaints are logged as cases and escalated through each stage as appropriate for a full record and audit trail of case progression.	

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / improvements
5.13	Landlords must have processes in place to ensure a complaint can be remedied at any stage of its complaints process. Landlords must ensure appropriate remedies can be provided at any stage of the complaints process without the need for escalation.	Yes	Detailed in Complaints and Compliments Policy 2024-2027.	
5.14	Landlords must have policies and procedures in place for managing unacceptable behaviour from residents and/or their representatives. Landlords must be able to evidence reasons for putting any restrictions in place and must keep restrictions under regular review.	Yes	Detailed in Complaints and Compliments Policy 2024-2027.	We are developing an automated report to enable regular review of any restrictions in place.
5.15	Any restrictions placed on contact due to unacceptable behaviour must be proportionate and demonstrate regard for the provisions of the Equality Act 2010.	Yes	To comply with the Equality Act 2010, an Equality Analysis (EqIA) was completed and approved in September 2023, as part of the scheduled policy review. We complete Equality Act reviews where appropriate.	

Section 6: Complaints Stages

Stage 1

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / improvements
6.1	Landlords must have processes in place to consider which complaints can be responded to as early as possible, and which require further investigation. Landlords must consider factors such as the complexity of the complaint and whether the resident is vulnerable or at risk. Most stage 1 complaints can be resolved promptly, and an explanation, apology or resolution provided to the resident.	Yes	Detailed in Complaints and Compliments Policy 2024-2027.	
6.2	Complaints must be acknowledged, defined and logged at stage 1 of the complaints procedure within five working days of the complaint being received.	Yes	Detailed in Complaints and Compliments Policy 2024-2027.	
6.3	Landlords must issue a full response to stage 1 complaints within 10 working days of the complaint being acknowledged.	- Yes	Detailed in Complaints and Compliments Policy 2024-2027. We have a complaints case management system, where dates for acknowledgment and response are automatically calculated in line with the code, and compliance against this is monitored and reported.	96% of stage 1 complaints were responded within timescale (inc. extensions) in 2024/2025

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / improvements
6.4	Landlords must decide whether an extension to this timescale is needed when considering the complexity of the complaint and then inform the resident of the expected timescale for response. Any extension must be no more than 10 working days without good reason, and the reason(s) must be clearly explained to the resident.	Yes	Detailed in Complaints and Compliments Policy 2024-2027. Our complaints case management system automatically calculates target dates for extensions, in line with the code and compliance against this is monitored to ensure extensions do not exceed this timeframe.	96% of stage 1 complaints were responded within timescale (inc. extensions) in 2024/2025
6.5	When an organisation informs a resident about an extension to these timescales, they must be provided with the contact details of the Ombudsman.	Yes	Detailed in Complaints and Compliments Policy 2024-2027. Response letter templates.	
6.6	A complaint response must be provided to the resident when the answer to the complaint is known, not when the outstanding actions required to address the issue are completed. Outstanding actions must still be tracked and actioned promptly with appropriate updates provided to the resident.	Yes	Detailed in Complaints and Compliments Policy 2024-2027. Outstanding actions are tracked through our case management system, and we undertake a 30 day review of all complaints to ensure all actions have been completed.	
6.7	Landlords must address all points raised in the complaint definition and provide clear reasons for any decisions, referencing the relevant policy, law and good practice where appropriate.	Yes	Detailed in Complaints and Compliments Policy 2024-2027. Response letter templates.	
6.8	Where residents raise additional complaints during the investigation, these must be incorporated into the stage 1 response if they are related and the stage	Yes	Detailed in Complaints and Compliments Policy 2024-2027. Response letter templates.	

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / improvements
	1 response has not been issued. Where the stage 1 response has been issued, the new issues are unrelated to the issues already being investigated or it would unreasonably delay the response, the new issues must be logged as a new complaint.			
6.9	Landlords must confirm the following in writing to the resident at the completion of stage 1 in clear, plain language: a. the complaint stage; b. the complaint definition; c. the decision on the complaint; d. the reasons for any decisions made; e. the details of any remedy offered to put things right; f. details of any outstanding actions; and g. details of how to escalate the matter to stage 2 if the individual is not satisfied with the response.	Yes	Response letter templates.	

Stage 2

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / improvements
6.10	If all or part of the complaint is not resolved to the resident's satisfaction at stage 1, it must be progressed to stage 2 of the landlord's procedure. Stage 2 is the landlord's final response.	Yes	Detailed in Complaints and Compliments Policy 2024-2027. Response letter templates.	

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / improvements
6.11	Requests for stage 2 must be acknowledged, defined and logged at stage 2 of the complaints procedure within five working days of the escalation request being received.	Yes	Detailed in Complaints and Compliments Policy 2024-2027.	
6.12	Residents must not be required to explain their reasons for requesting a stage 2 consideration. Landlords are expected to make reasonable efforts to understand why a resident remains unhappy as part of its stage 2 response.	Yes	Detailed in Complaints and Compliments Policy 2024-2027.	
6.13	The person considering the complaint at stage 2 must not be the same person that considered the complaint at stage 1.	Yes	Detailed in Complaints and Compliments Policy 2024-2027. We have a dedicated Complaints team with defined roles.	
6.14	Landlords must issue a final response to the stage 2 **within 20 working days** of the complaint being acknowledged.	Yes	Detailed in Complaints and Compliments Policy 2024-2027.	98% of stage 2 complaints were responded to within timescale incl. extensions in 2024-2025
6.15	Landlords must decide whether an extension to this timescale is needed when considering the complexity of the complaint and then inform the resident of the expected timescale for response. Any extension must be no more than 20 working days without good reason, and the reason(s) must be clearly explained to the resident.	Yes	Detailed in Complaints and Compliments Policy 2024-2027.	98% of stage 2 complaints were responded to within timescale incl. extensions in 2024-2025

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / improvements
6.16	When an organisation informs a resident about an extension to these timescales, they must be provided with the contact details of the Ombudsman.	Yes	Detailed in Complaints and Compliments Policy 2024-2027. Response letter templates.	
6.17	A complaint response must be provided to the resident when the answer to the complaint is known, not when the outstanding actions required to address the issue are completed. Outstanding actions must still be tracked and actioned promptly with appropriate updates provided to the resident.	Yes	Detailed in Complaints and Compliments Policy 2024-2027. Response letter templates.	
6.18	Landlords must address all points raised in the complaint definition and provide clear reasons for any decisions, referencing the relevant policy, law and good practice where appropriate.	Yes	Detailed in Complaints and Compliments Policy 2024-2027. Response letter templates.	
6.19	Landlords must confirm the following in writing to the resident at the completion of stage 2 in clear, plain language: a. the complaint stage; b. the complaint definition; c. the decision on the complaint; d. the reasons for any decisions made; e. the details of any remedy offered to put things right; f. details of any outstanding actions; and g. details of how to escalate the matter to the Ombudsman Service if the individual remains dissatisfied.	Yes	Detailed in Complaints and Compliments Policy 2024-2027. Response letter templates.	

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / improvements
6.20	Stage 2 is the landlord's final response and must involve all suitable staff members needed to issue such a response.	Yes	Detailed in Complaints and Compliments Policy 2024-2027.	

Section 7: Putting things right

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / improvements
7.1	Where something has gone wrong a landlord must acknowledge this and set out the actions it has already taken, or intends to take, to put things right. These can include: • Apologising; • Acknowledging where things have gone wrong; • Providing an explanation, assistance or reasons; • Taking action if there has been delay; • Reconsidering or changing a decision; • Amending a record or adding a correction or addendum; • Providing a financial remedy; • Changing policies, procedures or practices.	Yes	Detailed in Complaints and Compliments Policy 2024-2027. Response letter templates.	
7.2	Any remedy offered must reflect the impact on the resident as a result of any fault identified.	Yes	Detailed in Complaints and Compliments Policy 2024-2027. Response letter templates.	

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / improvements
7.3	The remedy offer must clearly set out what will happen and by when, in agreement with the resident where appropriate. Any remedy proposed must be followed through to completion.	Yes	Detailed in Complaints and Compliments Policy 2024-2027. Response letter templates.	
7.4	Landlords must take account of the guidance issued by the Ombudsman when deciding on appropriate remedies.	Yes	Detailed in Complaints and Compliments Policy 2024-2027.	

Section 8: Self-assessment, reporting and compliance

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / improvements
8.1	Landlords must produce an annual complaints performance and service improvement report for scrutiny and challenge, which must include: a. the annual self-assessment against this Code to ensure their complaint handling policy remains in line with its requirements. b. a qualitative and quantitative analysis of the landlord's complaint handling performance. This must also include a summary of the types of complaints the landlord has refused to accept; c. any findings of non-compliance with this Code by the Ombudsman; d. the service improvements made as a result of the learning from complaints; e. any annual report about the landlord's performance from the Ombudsman; and f. any other relevant reports or publications produced by the Ombudsman in relation to the work of the landlord.	Yes	Detailed in Complaints and Compliments Policy 2024-2027. Annual report provided to Member Responsible for Complaints and Customer Services Committee (Governing Body).	
8.2	The annual complaints performance and service improvement report must be reported to the landlord's governing body (or equivalent) and published on the on the section of its website relating to	Yes	Annual report provided to Member Responsible for Complaints and Customer Services Committee (Governing Body).	

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / improvements
	complaints. The governing body's response to the report must be published alongside this.			
8.3	Landlords must also carry out a self-assessment following a significant restructure, merger and/or change in procedures.	Yes		We have not had any significant changes, however if this occurs we would undertake the actions required to comply with the code
8.4	Landlords may be asked to review and update the self-assessment following an Ombudsman investigation.	Yes		We would adhere to any orders or recommendations made by the HOS.
8.5	If a landlord is unable to comply with the Code due to exceptional circumstances, such as a cyber incident, they must inform the Ombudsman, provide information to residents who may be affected, and publish this on their website Landlords must provide a timescale for returning to compliance with the Code.	Yes		If we were unable to comply with the code due to exceptional circumstances, we would inform the HOS and follow guidance.

Section 9: Scrutiny & oversight: continuous learning and improvement

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
9.1	Landlords must look beyond the circumstances of the individual complaint and consider whether service improvements can be made as a result of any learning from the complaint.	Yes	All complaints are closed in our case management system with a learning outcome. Learning outcomes can then be reported on to identify key themes and trends. We have developed actionable insight packs that aggregate key themes of dissatisfaction from all areas of customer feedback (complaints, TSM surveys, transactional satisfaction surveys and customer engagement initiatives) to provide recommendations for service improvement.	We continue to develop the case management system to ensure that learning from complaints are recorded consistently and are driving actionable insight for service areas. We are developing a service improvement plan framework for key service areas, that are based on key service performance indicators as well as complaints and customer feedback.
9.2	A positive complaint handling culture is integral to the effectiveness with which landlords resolve disputes. Landlords must use complaints as a source of intelligence to identify issues and introduce positive changes in service delivery.	Yes	All complaints are closed in our case management system with a learning outcome. Learning outcomes can then be reported on to identify key themes and trends. We have developed actionable insight packs that aggregate key themes of dissatisfaction from all areas of customer feedback	We continue to develop the case management system to ensure that learning from complaints are recorded consistently and are driving actionable insight for service areas. We are developing a service improvement plan framework for key service areas, that are

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
			(complaints, TSM surveys, transactional satisfaction surveys and customer engagement initiatives) to provide recommendations for service improvement.	based on key service performance indicators as well as complaints and customer feedback.
9.3	Accountability and transparency are also integral to a positive complaint handling culture. Landlords must report back on wider learning and improvements from complaints to stakeholders, such as residents' panels, staff and relevant committees.	Yes	Annual report provided to Member Responsible for Complaints and Customer Services Committee (Governing Body). We have developed 'talk to us, we're listening' to provide regular feedback to customers, colleagues and stakeholders. Our customer panel have recently reviewed our complaints handling approach.	
9.4	Landlords must appoint a suitably senior lead person as accountable for their complaint handling. This person must assess any themes or trends to identify potential systemic issues, serious risks, or policies and procedures that require revision.	Yes	We have a dedicated Complaints Team with defined roles.	
9.5	In addition to this a member of the governing body (or equivalent) must be appointed to have lead responsibility for	Yes	We have appointed a Member Responsible for Complaints (MRC)	

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
	complaints to support a positive complaint handling culture. This person is referred to as the Member Responsible for Complaints ('the MRC').		from our Customer Services Committee (Governing Body).	
9.6	The MRC will be responsible for ensuring the governing body receives regular information on complaints that provides insight on the landlord's complaint handling performance. This person must have access to suitable information and staff to perform this role and report on their findings.	Yes	Quarterly and annual performance reports are provided to the MRC prior to each Customer Services Committee meeting to review and comment.	
9.7	As a minimum, the MRC and the governing body (or equivalent) must receive: a. regular updates on the volume, categories and outcomes of complaints, alongside complaint handling performance; b. regular reviews of issues and trends arising from complaint handling; c. regular updates on the outcomes of the Ombudsman's investigations and progress made in complying with orders related to severe maladministration findings; and d. annual complaints performance and service improvement report.	Yes	Quarterly and annual performance reports are provided to the MRC prior to each Customer Services Committee meeting to review and comment.	
9.8	Landlords must have a standard objective in relation to complaint handling for all relevant employees or third parties that reflects the need to: a. have a collaborative and co-operative approach towards resolving	Yes	We have a dedicated Complaints team, who have clearly defined roles, responsibilities and job descriptions.	

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
	complaints, working with colleagues across teams and departments; b. take collective responsibility for any shortfalls identified through complaints, rather than blaming others; and c. act within the professional standards for engaging with complaints as set by any relevant professional body.		Our values and behaviours are clearly defined and embedded in our recruitment process, job descriptions and induction process.	