

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 / explanation
1.2	A complaint must be defined as: <i>‘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.’</i>	Yes	Complaints Policy	This definition is in our complaint policy with our policy shaped around this definition.
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	- Complaints Policy - Staff Training Slides	All residents that express dissatisfaction are given the option to raise a complaint. Staff have received training in this.
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	Yes	- Training slides for staff - Feedback Information on Website - Complaint Leaflet	This is covered in our process and staff have received training on the differences between a request for service, ASB and a complaint. Guidance is available to residents via

	recorded, monitored and reviewed regularly.			our website and Complaint leaflet.
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 efforts to address the service request if the resident complains.	Yes	• Training slides for staff • Email examples	This is covered in our policy and staff have been given training in this.
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	• Acuity scripts • Transactional Survey with complaint details at the bottom	In our scripts for telephone TSM surveys, residents are given details by the interviewer on how to make a complaint if they are dissatisfied. We conduct telephone transactional surveys and Customer Services refer concerns back to the Complaints team when residents tell us their complaint is unresolved or have further concerns

Section 2: Exclusions

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
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	- Complaints policy - Email examples	Within our policy we have an exclusion section which sets out when we would not accept a complaint.
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.	Yes	- Complaints policy - Unacceptable behaviour policy	This information is supplied in our policy under the exclusion section. We also have an appeal process for when we put in communication restrictions with residents and this is separate to complaints process with appeal decision final.

	• Matters that have previously been considered under the complaints policy.			
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	• Complaints policy • Email example	This is covered in our exclusion section within our policy. Individual consideration is given to each case with research taking place to assess whether to accept any complaints outside of timelines.
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	• Email example	When this occurs we have given explanations. HO information is made available in all complaint comms.
2.5	Landlords must not take a blanket approach to excluding complaints; they must consider the individual circumstances of each complaint.	Yes	• Complaints Policy	Discussion takes place within the complaints team and staff involved on any decision to exclude a complaint.

Section 3: Accessibility and Awareness

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
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	• Website • Complaints Policy • Training slides • Easy Read Complaint leaflet	There are multiple and various ways for residents to complain including website, app, call centre and via email, letter and in person as per our policy. Staff have been given training in this. We have introduced an Easy Read Complaints leaflet as well as offering audio and braille versions, along with language translation, Type Talk and BSL video available on request.
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	• Training slides • Training guides	All staff have been informed of the complaints policy. Front line staff and new starters have all received training and have ongoing training. The facility to log a complaint is available to all staff. Repair operatives have the

				Complaints leaflet available in their vans.
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	Complaints Policy	We have a culture of welcoming and learning from complaints. Complaints data is regularly reviewed by the Resident Experience Group which contains both Board and resident representation.
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	- Complaints Policy - Website - Complaint Leaflet/Easy read version.	The complaints policy is available upon request and via the website, along with our complaint leaflets. Can be sent via email or post.
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	- Complaints Policy - Website	This information is available in our policy and on our website.
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	- Complaints Policy - Website - Complaint Leaflet	This offer is made in the policy, complaints leaflet and on our website. We have examples of where we have worked with residents' advocates.
3.7	Landlords must provide residents with information on their right to access the Ombudsman service and how the	Yes	- Complaints Policy - Website - Sample Letter	At each stage of the complaints process in writing we provide details on

	individual can engage with the Ombudsman about their complaint.			the HO and contact details. This information is also available on our website.
--	---	--	--	--

Section 4: Complaint Handling Staff

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
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	Complaints Team info	We have expanded the Complaints team to have 3 Complaints Officer and a Complaints Manager who is responsible to the HOS
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	Job description	All of the Complaints Team have access to the Senior Leadership Team, Executive Team and the Board in their handling of complaints. The Complaints Manager reports directly to the Head of Resident Experience, and a direct relationship with the Board member with responsibility for complaints.
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	Yes	- Regular communications to staff - Training slides - Complaints Policy	Following the formation of the new Resident Experience Group, learning has become the main

	importance of complaint handling. It is important that complaints are seen as a core service and must be resourced to handle complaints effectively		Complaint Annual Report	priority in 2026 and continues into 2027 with many new processes and improvements introduced.
--	---	--	---	---

Section 5: The Complaint Handling Process

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
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	- Complaints Policy - Complaints Team - Complaints email address	We have a Complaints Team and processes that ensure effective complaint handling. We have a culture of respect when communicating and handling complaints from residents. We have a Complaints policy in place for dealing with complaints covered by this code.
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	- Complaint policy detailing that all complaints are "Stage 1 complaints", and how these are to be handled the 'quick response' - Training guide/slides	Within our policy under stage 1 we have a 'quick response' process and workflow for all staff to aim to achieve rapid resolution within 3 days, when appropriate. All complaints are named "Stage 1" complaints. All staff have received training in this or have access to guides.

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	- Complaints Policy - Website	Our complaints policy and process details our 2 stages.
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 must not be expected to go through two complaints processes.	n/a	n/a	We do not use a 3 rd party to carry out our complaint handling.
5.5	Landlords are responsible for ensuring that any third parties handle complaints in line with the Code.	n/a	n/a	We do not use a 3 rd party to carry out our complaint handling.
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	- Complaints Policy - Template Letters	All our internal processes and workflows require determination of definition and outcome. These are detailed in complaint correspondence.
5.7	When a complaint is acknowledged at either stage, landlords must be clear which aspects of the complaint they	Yes	Email examples	We have examples of not including certain issues within complaint

	are, and are not, responsible for and clarify any areas where this is not clear.			correspondence and have explained why. This is discussed and agreed within the team.
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	• Complaints Policy • Template Letters • Stage 2 guidance • Staff Conduct Complaint Process	Our complaints policy and processes allow us to meet this area of the code. We give and encourage the resident to provide all the information they feel is relevant to their complaint. Where the complaint is regarding a staff member, we follow the staff conduct complaint process by carrying out and documenting interviews with all parties.
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	• Complaints Policy • Email examples	We have strict timeframes and workflows that we adhere to. We have templates for extension to any complaint response. We ask case managers to regularly communicate with the resident.
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	Yes	• QL screen for reasonable adjustments • Complaint Questionnaire • Reasonable Adjustments Policy	The Complaints Team will ask the resident if they have any vulnerabilities or reasonable adjustments, we should consider in the

	well as a record of any disabilities a resident has disclosed. Any agreed reasonable adjustments must be kept under active review.			handling their complaint. This is part of a questionnaire and staff are made aware of this. We also have any vulnerabilities or special adjustments visible on the front screen of our housing management system. We are updating our Reasonable Adjustment policy in Autumn 2026 and will roll out training to all appropriate staff.
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	Complaint Policy	We have accepted all requests for stage 2 for residents.
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	Case notes of a complaint	Within our housing management system, we have workflows that allow staff to add notes, documents and complete each action. Accurate and full record keeping is instilled and encouraged in all staff.
5.13	Landlords must have processes in place to ensure a complaint can be	Yes	Complaints Policy	Our complaints policy details this and we

	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.			encourage speedy resolution of complaints at each stage where possible.
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	• Complaints Policy • Unreasonable Behaviour Policy • Complaint Policy	We have this policy available to staff and residents with template letters. We specify any reasons for restrictions, and timescales for review. We also address unreasonable behaviour within our complaints policy.
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	• Unreasonable Behaviour Policy	Within this policy consideration is given to vulnerabilities.

Section 6: Complaints Stages

Stage 1

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
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	- Complaints Workflow - Complaints Policy	Within our policy and workflows we have a 'quick response' option to resolve and respond within 5 days and a 'full investigation' option for more complex cases. Staff have received training on identifying the appropriate option.
6.2	Complaints must be acknowledged, defined and logged at stage 1 of the complaints procedure <u>within five working days of the complaint being received</u> .	Yes	- Complaints Workflow - Complaints Policy	Our policy and workflows ensure all complaints are acknowledged or acknowledged/responded to in writing within 5 days.
6.3	Landlords must issue a full response to stage 1 complaints <u>within 10 working days</u> of the complaint being acknowledged.	Yes	- Complaints Workflow - Complaints Policy - Template letters	Our policy and workflows ensure all complaints are responded to in 10 days unless an extension has been agreed.
6.4	Landlords must decide whether an extension to this timescale is needed	Yes	- Complaints Workflow - Email examples	Our policy allows for us to extend response by 10

	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.			days. We have templates for extension, where we detail reasons for this.
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	Extension letter	Extension letter has contact details for the HO.
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	Complaint Policy	We have systems in place for recording actions outstanding from any complaint with the case manager given responsibility for following up on these actions. Responses to complaints are issued when the answer is known, rather than when all actions are 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	- Training Slides - Example Letters	All complaint responses are sent by the Complaints Team to ensure compliance and quality. We have a culture of abiding by our policies and procedures and demonstrating this where applicable.

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 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.	Yes	• Complaints Policy • Examples of where we declined complaint	The Complaints team continually liaise with the resident and consider any additional information during the period of investigation. Where the resident raises new issues unrelated to the original complaint, we advise the resident we will open a new complaint. On many occasions we have accepted complaints with multiple issues.
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	• Training notes/slides • Template letter	We have templates that include the information required by the code. The Complaints Team send out all complaint communications and letters to ensure compliance and quality.

Stage 2

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
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	- Complaints Policy - Template Letters - Website & Complaint Leaflet	This is explained in our Complaints Policy, on our website, leaflet and details on escalation to stage 2 is included in our stage 1 response.
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	- Template Letters - Complaints Policy - Training guide/slides	Our policy and workflows ensure all stage 2 review requests are acknowledged in writing within 5 days.
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	- Complaints Policy - Email example	We endeavour to try and ascertain the reasons for escalating to stage 2 with the resident. If information is not forthcoming we summarise to the best of our knowledge and do not delay acknowledging their request.
6.13	The person considering the complaint at stage 2 must not be the same person that considered the complaint at stage 1.	Yes	- Complaints Policy - Letter Example	Within our policy we state that a Senior Manager and Complaint Officer/Manager unrelated to the complaint will review the stage 1 response.

6.14	Landlords must issue a final response to the stage 2 <u>within 20 working days</u> of the complaint being acknowledged.	Yes	Complaints Policy	Our policy and workflows ensure all stage 2 reviews are conducted and a response sent in writing within 20 days.
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	Email example	Our policy allows for us to extend the date for the response by 20 days. We have templates for extension, where we detail reasons for this.
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	Template letter	Extension letter has contact details for the HO.
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	Action Trackers	We have systems in place for recording actions outstanding from any stage 2 review with the complaints team/case manager given responsibility for following up on these actions. Responses to complaints are issued when resolution is known.
6.18	Landlords must address all points raised in the complaint definition and	Yes	Letter example	The stage 2 review panel are supplied with policies,

	provide clear reasons for any decisions, referencing the relevant policy, law and good practice where appropriate.			procedures, legal documents associated with the decision making of the complaint, so they can ensure we followed our own policies/procedure. We have a culture of abiding by our policies and procedures and demonstrating this where applicable.
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	• Template letter	We have templates that includes the information required by the code. The Complaints Manager reviews all stage 2 review responses before they are sent to ensure they comply with the code.
6.20	Stage 2 is the landlord's final response and must involve all suitable staff members needed to issue such a response.	Yes	• Complaint Policy	The stage 2 review is carried out by senior managers and Complaint Officer/Manager to ensure

				the appropriate decision can be made. It is stated in our stage 2 response this concludes our process and the next step if dissatisfied is the HO.
--	--	--	--	--

Section 7: Putting things right

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
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	• Complaints Policy • Response Templates • Examples • Training slides • Resident Experience Group Terms of Reference • Compensation Policy	We have a culture of accepting errors and apologising when appropriate. Our response template considers all the code requirements. We have examples of when we have changed a policy or way of working following a complaint resolution. We have recently formed a Resident Experience Group, which includes staff, board members and involved residents, which identifies and implements learning from complaints and other resident feedback. In early 2026 we aligned our compensation offering with the new HOS guidance.

7.2	Any remedy offered must reflect the impact on the resident as a result of any fault identified.	Yes	• Compensation Policy • Examples	We have a compensation policy and guidance which guides staff on the appropriate remedy or level of compensation, which is aligned with the HOS compensation and remedies guidance.
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	• Template Letters • Examples	In our stage 1 and stage 2 response letters we outline any compensation/remedy and seek agreement from resident. We have workflows with timeframes and template communications that let us follow up with residents through to resolution.
7.4	Landlords must take account of the guidance issued by the Ombudsman when deciding on appropriate remedies.	Yes	• Compensation Matrix	All staff are made aware of the Compensation Policy and Matrix, which is in line with Housing Ombudsman Guidance.

Section 8: Self-assessment, reporting and compliance

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
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	a. Self Assessment Document 25/26 b. Annual Report 25/26 c. N/A d. Annual Report 25/26 e. Annual Report 25/26 f. Board Minutes on work of HO and determinations. Deep dive action plans following HOS determinations.	This document provides explanations for compliance with this code. We have included our complaints handling performance for 2024/25. We have not received any findings of non-compliance. All improvements and learning are detailed in the report Includes reference to the Housing Ombudsman data The Board look at determinations, spotlights and case studies from the HO quarterly.

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 complaints. The governing body's response to the report must be published alongside this.	Yes	Board Statement - Website	The board have considered the self assessment and annual report and have given assurance
8.3	Landlords must also carry out a self-assessment following a significant restructure, merger and/or change in procedures.	n/a	n/a	
8.4	Landlords may be asked to review and update the self-assessment following an Ombudsman investigation.	n/a	n/a	We are open to reviewing and updating the self assessment at the HO request.
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.	n/a	n/a	

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	- Resident Experience Group Terms of Reference - Deep dive reports and action plans	We review complaint themes or issues at the Resident Experience Group and take away any learning/recommendations and implement this. Where we have a different outcome from a stage 1 response following a stage 2 review a Senior Manager unrelated to the case reviews the responses and produces any findings. We conduct deep dives on complex or upheld stage 1 and stage 2 complaints
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	- Performance Report - Board Minutes - Deep dive reports and action plans	We have a culture of learning from complaints and any issues or themes are discussed quarterly at the Resident Experience Group meetings. We report regularly to SLT, the boards and take learning/stats to individual teams.

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	Resident Experience Group	The Resident Experience Group is made up of involved residents, resident Board members and staff involved in receiving feedback from residents.
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	- Complaint Manager - Head of Resident Experience. - Deep dive reports and action plans.	The Head of Resident Experience is our senior lead person with accountability for our complaint handling, supported by the Complaint Manager they identify issues, risks, trends and themes arising from complaints.
9.5	In addition to this a member of the governing body (or equivalent) must be appointed to have lead responsibility for complaints to support a positive complaint handling culture. This person is referred to as the Member Responsible for Complaints ('the MRC').	Yes	Hayley Smith - MRC	We have appointed a resident Board member as MRC as having responsibility for complaints. They report to the Board on complaints.
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	Yes	Board minutes	The MRC is part of the Resident Experience Group and has regular meetings and communications with the Head of Resident Experience and Complaint Manager.

	information and staff to perform this role and report on their findings.			
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	• Regular meetings • Participation in Resident Experience Group	The MRC regularly attends Resident Experience Group. The MRC is updated to any determinations, issues or trends relating to complaint handling by the Complaint Manager and CEX.
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 complaints, working with colleagues across teams and departments; b. take collective responsibility for any shortfalls identified through complaints, rather than blaming others; and	Yes	• Complaint Policy • Cultural Principles • Job Roles	Within our Complaint Policy, complaint training, guidance and culture we stress the importance of effective complaint handling with staff. We regard complaints as a way to communicate with residents, put things right and learn from complaints to ensure our residents receive a good service from us and are happy in their homes.

	c. act within the professional standards for engaging with complaints as set by any relevant professional body.			
--	---	--	--	--