

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 Staff training	The definition is embedded within the Complaints Policy under the Policy Statement, which is available on our website. It has also been incorporated into staff training on complaint handling.
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 Completed complaint investigations	This is clearly stated in the Complaints Policy under the Policy Statement, which is available on our website. It has also been incorporated into staff training on complaint handling. Previous complaints also evidence this approach.
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	Complaints Policy Staff training Complaints portal Quarterly reports to Board / sub committees	Service requests are recorded on our Complaints Portal and reviewed and monitored regularly by the Complaints Officer. Also detailed in the Complaints Policy, which is on our

	recorded, monitored and reviewed regularly.			website, and incorporated into staff training.
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	Complaints Policy Staff training Complaints portal Quarterly reports to Board / sub committees	Service requests are defined in the Complaints Policy, which is available on our website. Also incorporated into staff training and reported to sub committees of the Board.
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	Website	Our website has a tenant survey section, with a 'Contact Us' section and link to our Complaints Policy. The TSM tenant perception survey has also been updated with a link to the complaint page of our website. All tenants are provided with our Complaints Leaflet when they first move into our properties.

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	Our Complaints Policy sets out where a complaint does not fall within the scope of our Complaints Policy, as well as detailing reasons why a complaint will not be considered. However, each complaint will be reviewed on its own merits and a full explanation offered, in writing as well as any other appropriate format as requested by the tenant, detailing our reasons why a complaint will not be considered under the Complaints Policy.
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:	Yes	Complaints Policy	Our Complaints Policy sets out where a complaint does not fall within the scope of our Complaints Policy, as well as detailing reasons why a complaint will not be considered. However, each complaint will be reviewed

	<ul style="list-style-type: none"> • 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. 			on its own merits and a full explanation offered, in writing as well as any other appropriate format as requested by the tenant, detailing our reasons why a complaint will not be 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	As referenced in our Complaints Policy. Discretion is applied at the triage stage in respect of time limits for complaints.
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	Complaints Policy Quarterly reports to the Board / sub committees	As referenced in our Complaints Policy.

2.5	Landlords must not take a blanket approach to excluding complaints; they must consider the individual circumstances of each complaint.	Yes	Complaints Policy	As referenced in our Complaints Policy.
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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	Complaints Policy	As referenced in our Complaints Policy. Vulnerability and / or disability is considered at the point of triage to establish if a different approach or method of communication is required.
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	Complaints Policy Staff training	As referenced in our Complaints Policy.
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	As a small provider of supported exempt accommodation, largely based in staffed services, we are often able to be very reactive to issues before they become a complaint. However, through staff

				training and by raising awareness and access to our Complaints Policy we have seen an increase to the number of complaints received this year, and have welcomed the opportunity to learn from these and make service improvements, which are discussed monthly in leadership meetings.
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 and P3 Housing website	As referenced in our Complaints Policy. Copy of the Policy is also attached to acknowledgement letters.
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 and P3 Housing website	Dedicated page on website for complaints and complaints leaflet issued to all new tenants as part of the sign up.
3.6	Landlords must give residents the opportunity to have a representative deal with their complaint on their behalf, and to be represented or	Yes	Complaints Policy	As referenced in our Complaints Policy.

	accompanied at any meeting with the landlord.			
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	Complaints Policy and P3 Housing website	As referenced in our Complaints Policy and 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 Policy and P3 Housing website Quarterly reports to the Board and subcommittees	As referenced in our Complaints Policy and on our website.
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 nominated Complaints Officer is the Managing Director, part of the Executive Leadership Team. Complaint investigations may be delegated to the Head of Housing from time to time, who is a member of the Senior Leadership Team.	As referenced in our Complaints Policy and on our website.
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	Attendance at the HOS Complaint Handling Code webinar, organisational wide in-house training, lessons learned following complaints and discussed in Housing Leadership Team meetings, oversight from Executive Leadership Team and Board Members, monthly	As part of our commitment to adopting a positive complaint handling culture, complaints are discussed regularly at a senior level, actions from lessons learnt are tracked and learning shared via team meetings. We have reviewed our staff

			reporting, cross team commitment to contributing to and resolving complaints, Compensation Policy.	induction to incorporate complaint handling training so all new staff are aware of our Policy and approach to complaints. It is embedded within our culture and values and will form part of the wider Group involvement strategy which is currently in development.
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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	As referenced in our Complaints Policy and on our website.
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	Complaints Policy	As referenced in our Complaints Policy and on our website.
5.3	A process with more than two stages is not acceptable under any circumstances as this will make the	Yes	Complaints Policy	Two stage Complaints Policy

	complaint process unduly long and delay access to the Ombudsman.			
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.	Yes	Complaints Policy	P3 Housing manages all complaints currently.
5.5	Landlords are responsible for ensuring that any third parties handle complaints in line with the Code.	Yes	Complaints Policy	P3 Housing manages all complaints currently.
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	Complaint response letter templates Completed complaint response letters	Letter templates offer guidance to Investigating Managers to ensure their response follows the Code, which includes a summary of our understanding of the complaint.
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	Complaint response letter templates Complaints flow chart Completed complaint response letters	These offer guidance to Investigating Managers to ensure their response follows the Code.

5.8	<p>At each stage of the complaints process, complaint handlers must:</p> <ul style="list-style-type: none"> 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	<p>Complaints Policy Completed complaint investigations Lessons learned</p>	<p>As referenced in our Complaints Policy.</p>
5.9	<p>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.</p>	Yes	<p>Complaints Policy Completed complaint investigations</p>	<p>As referenced in our Complaints Policy.</p>
5.10	<p>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.</p>	Yes	<p>Complaints Policy</p>	<p>As referenced in our Complaints Policy. Vulnerability and / or disability is considered at the point of triage to establish if a different approach or method of communication is required.</p>
5.11	<p>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</p>	Yes	<p>Complaints Policy</p>	<p>As referenced in our Complaints Policy.</p>

	clearly set out these reasons, and they must comply with the provisions set out in section 2 of this Code.			
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	Details saved to our in-house system	All documents, notes of conversations or meetings and complaint responses are saved to our in house CRM system against individual tenant files.
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	Complaints Policy Compensation Policy Completed complaint investigations and responses	As referenced in our Complaints Policy and Compensation Policy.
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	Anti-Social Behaviour Procedure Withdrawal of Services Procedure	If a tenant makes a complaint and is abusive towards staff when trying to investigate and resolve their complaint, or day to day in the delivery of our services to that tenant, P3 Housing or the support provider, P3 Charity, may take the decision, if appropriate and necessary, to restrict

				<p>contact with the tenant, take action or withdraw support services in line with our policies and procedures. This will not prejudice the complaint investigation, which will still be followed, however their behaviour may hinder the investigation process or attempts to put things right, and where this happens, it will be detailed as part of the response to the complaint.</p>
5.15	<p>Any restrictions placed on contact due to unacceptable behaviour must be proportionate and demonstrate regard for the provisions of the Equality Act 2010.</p>	Yes	<p>Anti-Social Behaviour Procedure Withdrawal of Services Procedure</p>	<p>If a tenant makes a complaint and is abusive towards staff when trying to investigate and resolve their complaint, or day to day in the delivery of our services to that tenant, P3 Housing or the support provider, P3 Charity, may take the decision, if appropriate and necessary, to restrict contact with the tenant, take action or withdraw support services in line with our policies and procedures. This will not prejudice the complaint investigation, which will still be followed,</p>

				however their behaviour may hinder the investigation process or attempts to put things right, and where this happens, it will be detailed as part of the response to the complaint.
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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 Policy Safeguarding Policy and Procedure	As referenced in our Complaints Policy and Safeguarding Policy and Procedure. Vulnerability and / or disability is considered at the point of triage to establish if a different approach or method of communication is required.
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 Policy Completed complaint investigations	As referenced in our Complaints Policy and on our website.
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 Policy Completed complaint investigations	As referenced in our Complaints Policy and on our website.
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	Yes	Complaints Policy Completed complaint investigations	As referenced in our Complaints Policy and on our website.

	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.			
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	Complaints Policy	As referenced in our Complaints Policy and on our website. Complaints Policy is sent to the tenant along with the acknowledgement letter. Formal extension letter template is under development.
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	Complaints Policy Completed complaint investigations	As referenced in our Complaints Policy and on our website.
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	Complaint response letter templates Completed complaint investigations	The letter templates offer guidance to Investigating Managers to ensure their response follows the Code.
6.8	Where residents raise additional complaints during the investigation, these must be incorporated into the	Yes	Complaints Policy	As referenced in our Complaints Policy.

	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.			
6.9	Landlords must confirm the following in writing to the resident at the completion of stage 1 in clear, plain language: <ul style="list-style-type: none"> 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	Complaint Policy Complaint response letter templates Completed complaint investigations	As referenced in our Complaints Policy. The letter templates offer guidance to Investigating Managers to ensure their response follows the Code.

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	Yes	Complaints Policy Completed complaint investigations	As referenced in our Complaints Policy.

	2 of the landlord's procedure. Stage 2 is the landlord's final 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	Complaints Policy Completed complaint investigations	As referenced in our Complaints Policy.
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 Completed complaint investigations	As referenced in our Complaints Policy.
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 Completed complaint investigations	As referenced in our Complaints Policy.
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 Completed complaint investigations	As referenced in our Complaints Policy.
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	Complaints Policy Completed complaint investigations	As referenced in our Complaints Policy.

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	Complaints Policy	As referenced in our Complaints Policy and detailed on our website.
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	Complaints Policy	As referenced in our Complaints Policy.
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	Complaint response letter templates	These offer guidance to Investigating Managers to ensure their response follows the Code.
6.19	Landlords must confirm the following in writing to the resident at the completion of stage 2 in clear, plain language: <ul style="list-style-type: none"> 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 	Yes	Complaints Policy Complaint response letter templates Completed complaint investigations	As referenced in our Complaints Policy and letter templates. These offer guidance to Investigating Managers to ensure their response follows the Code.

	Service if the individual remains dissatisfied.			
6.20	Stage 2 is the landlord's final response and must involve all suitable staff members needed to issue such a response.	Yes	Complaints Policy	As referenced in our Complaints Policy.

Section 7: Putting things right

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
7.1	<p>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:</p> <ul style="list-style-type: none"> • 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	<p>Complaints Policy Compensation Policy Completed complaint investigations Annual Complaints & Service Improvement Report</p>	As referenced in our Complaints Policy and Compensation Policy.

7.2	Any remedy offered must reflect the impact on the resident as a result of any fault identified.	Yes	Complaints Policy Compensation Policy	As referenced in our Complaints Policy and Compensation Policy.
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	Complaints Policy Completed complaint investigations	As referenced in our Complaints Policy.
7.4	Landlords must take account of the guidance issued by the Ombudsman when deciding on appropriate remedies.	Yes	Complaints Policy Compensation Policy	As referenced in our Complaints Policy and Compensation Policy.

Section 8: Self-assessment, reporting and compliance

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
8.1	<p>Landlords must produce an annual complaints performance and service improvement report for scrutiny and challenge, which must include:</p> <ul style="list-style-type: none"> 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	<p>Self assessment and annual report Quarterly reports to the Board and subcommittees</p>	<p>Complaints Policy reviewed in August 2025.</p> <p>Detailed summary of complaints by type with lessons learned and service improvements included in the annual complaint report, which is published on our website.</p>

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	Annual Complaints Performance and Service Improvement report	Approved by Board, published on our website.
8.3	Landlords must also carry out a self-assessment following a significant restructure, merger and/or change in procedures.	Yes	No change	No extra self-assessment is needed, except for the annual requirement.
8.4	Landlords may be asked to review and update the self-assessment following an Ombudsman investigation.	Yes	Not required	There have been no investigations during this period and we have not been asked to carry out a review as part of an investigation by the Housing Ombudsman Service.
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	Not required	There have been no exceptional circumstances whereby P3 Housing Ltd has not been able to comply with the Code.

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	Lessons learned exercise following each complaint and reviewed by the MRC quarterly	All complaints and lessons learned, and subsequent actions, are reviewed quarterly by the MRC at the Board sub committee. Annual complaints report submitted to Board. Complaints discussed monthly in the Housing Leadership Team meeting.
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	Lessons learned exercise following each complaint and reviewed by the MRC quarterly	All complaints and lessons learned, and subsequent actions, are reviewed quarterly by the MRC at the Board sub committee. Annual complaints report submitted to Board. Complaints discussed monthly in the Housing Leadership Team meeting.
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	Complaint responses, internal reporting, Board reports	All complaints and lessons learned, and subsequent actions, are reviewed quarterly by the MRC at the Board sub committee. Annual complaints report submitted to Board.

				Complaints discussed monthly in the Housing Leadership Team meeting.
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	Managing Director appointed as Complaints Officer, supported by the Head of Housing	This analysis is captured in the Annual Complaints Report which includes lessons learned and service improvements.
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	Board Member appointed as MRC.	MRC reviews all complaints quarterly at sub committee, and feeds back to the wider Board at quarterly Board meetings
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	Sub committee minutes, Board meeting minutes	MRC reviews all complaints quarterly at sub committee, and feeds back to the wider Board at quarterly Board meetings
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,	Yes	Sub committee minutes, Board meeting minutes	MRC reviews all complaints quarterly at sub committee, and feeds back to the wider Board at quarterly Board meetings

	<p>alongside complaint handling performance;</p> <p>b. regular reviews of issues and trends arising from complaint handling;</p> <p>c. regular updates on the outcomes of the Ombudsman’s investigations and progress made in complying with orders related to severe maladministration findings; and</p> <p>d. annual complaints performance and service improvement report.</p>			
9.8	<p>Landlords must have a standard objective in relation to complaint handling for all relevant employees or third parties that reflects the need to:</p> <p>a. have a collaborative and co-operative approach towards resolving complaints, working with colleagues across teams and departments;</p> <p>b. take collective responsibility for any shortfalls identified through complaints, rather than blaming others; and</p> <p>c. act within the professional standards for engaging with complaints as set by any relevant professional body.</p>	Yes	<p>Complaints Policy</p> <p>Previous complaint responses</p> <p>Lessons learned</p>	<p>A new operational strategy is in development and will include complaint handling as a theme to continue embedding a positive complaint handling culture</p>