

Solihull Care Housing Association

Complaints Self-Assessment Form Actions and Outcomes – August 2023

Items detailed align with the Housing Ombudsman Complaint Handling Code and cross-reference with SCHA’s Complaints Policy and Procedure and Complaints Self-Assessment Form.

Section 1 – Definition of a Complaint		
Complaint Details, e.g. Code Section and Requirement (e.g. mandatory – “must do”, or best practice – “should do”)	Evidence, commentary and any explanations	Action completed and Outcome
<p>Code Section 1.2 Mandatory A complaint must be defined as: “an expression of dissatisfaction, however made, about the standard of service, actions or lack of action by the organisation, its own staff, or those acting on its behalf, affecting an individual resident or group of residents.</p>	<p>Definition adopted, as per revised complaints policy June 2023</p>	
<p>Code Section 1.3 Mandatory The resident does not have to use the word ‘complaint’ for it to be treated as such. A complaint that is submitted via a third party or representative must still be handled in line with the landlord’s complaints policy.</p>	<p>Accepted, as per revised complaints policy June 2023</p>	
<p>Code Section 1.6 Mandatory ... if further enquiries are needed to resolve the matter, or if the resident requests it, the issue must be logged as a complaint.</p>	<p>All expressions of dissatisfaction are logged and where these cannot be resolved at first point of contact, they are recorded as complaints and progress in line with the complaints policy.</p>	
<p>Code Section 1.7 Mandatory A landlord must accept a complaint unless there is a valid reason not to do so.</p>	<p>Section 1.7 adopted, as per revised complaints policy June 2023</p>	

Section 1 – Definition of a Complaint (cont.)		
Complaint Details, e.g. Code Section and Requirement (e.g. mandatory – “must do”, or best practice – “should do”)	Evidence, commentary and any explanations	Action completed and Outcome
<p>Code Section 1.8 Mandatory A complaints policy must clearly set out the circumstances in which a matter will not be considered, and these circumstances should be fair and reasonable to residents.</p>	<p>In line with Section 1.8, any exceptions are as per revised complaints policy June 2023</p>	
<p>Code Section 1.9 Mandatory If a landlord decides not to accept a complaint, a detailed 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.</p>	<p>Accepted, as per revised complaints policy June 2023</p>	
<p>Code Section 1.4 Best Practice Landlords should recognise the difference between a service request, where a resident may be unhappy with a situation that they wish to have rectified, and a complaint about the service they have/have not received.</p>	<p>Accepted, for example a resident may approach a team member to advise a repairs appointment has not been attended. It will be resolved quickly by offering a new appointment and apologising for any inconvenience.</p>	
<p>Code Section 1.5 Best Practice Survey feedback may not necessarily need to be treated as a complaint, though, where possible, the person completing the survey should be made aware of how they can pursue their dissatisfaction as a complaint if they wish to.</p>	<p>Our TSM (Tenant Satisfaction Measures) survey 2023 will be undertaken by an external market research company which will gauge awareness and satisfaction with the complains process. Residents are able to disclose any concerns within the survey – so they can be logged and addressed.</p>	

Section 2 – Accessibility and awareness		
Complaint Details, e.g. Code Section and Requirement (e.g. mandatory – must do, or best practice – should do)	Evidence, commentary and any explanations	Action completed and Outcome
<p>Code Section 2.1 Mandatory Landlords must make it easy for residents to complain by providing different channels through which residents can make a complaint such as in person, over the telephone, in writing, by email and digitally. While the Ombudsman recognises that it may not be feasible for a landlord to use all of the potential channels, there must be more than one route of access into the complaints system.</p>	Complaints can be logged in person, phone, in writing and by email	
<p>Code Section 2.3 Mandatory Landlords must make their complaint policy available in a clear and accessible format for all residents. This will detail the number of stages involved, what will happen at each stage and the timeframes for responding.</p>	<p>Complaints Policy is displayed on noticeboards alongside Housing Ombudsman Complaint Handling Code and contact details.</p> <p>In addition, complaints policy is included in all tenancy starter packs</p>	
<p>Code Section 2.4 Mandatory Landlord websites, if they exist, must include information on how to raise a complaint. The complaints policy and process must be easy to find on the website.</p>	Once approved Complaints Policy to replace existing document on SCHA website	
<p>Code Section 2.5 Mandatory Landlords must comply with the Equality Act 2010 and may need to adapt normal policies, procedures, or processes to accommodate an individual's needs. Landlords must satisfy themselves that their policy sets out how they will respond to reasonable adjustments requests in line with the Equality Act and that complaints handlers have had appropriate training to deal with such requests.</p>	Equality Diversity Inclusion (EDI) training rolled out three yearly as class-based training – with yearly online refreshers. Training on revised Complaints Policy 2023 to include a key component on EDI.	

Section 2 – Accessibility and awareness		
Complaint Details, e.g. Code Section and Requirement (e.g. mandatory – must do, or best practice – should do)	Evidence, commentary and any explanations	Action completed and Outcome
<p>Code Section 2.6 Mandatory Landlords must publicise the complaints policy and process, the Complaint Handling Code and the Housing Ombudsman Scheme in leaflets, posters, newsletters, online and as part of regular correspondence with residents.</p>	<p>Complaints Policy, Complaint Handling Code & Housing Ombudsman scheme to be uploaded on SCHA website following Board June 2023.</p> <p>Housing Ombudsman posters to be displayed on noticeboards and leaflets included in residents’ starter packs. Ombudsman contact details provided during each resident meeting – during complaints section of the meeting.</p>	
<p>Code Section 2.7 Mandatory Landlords must provide residents with contact information for the Ombudsman as part of its regular correspondence with residents.</p>	<p>In Complaints Policy, also a standard agenda item in resident meetings.</p>	
<p>Code Section 2.8 Mandatory Landlords must provide early advice to residents regarding their right to access the Housing Ombudsman Service throughout their complaint, not only when the landlord’s complaints process is exhausted.</p>	<p>Detailed in policy. Each complaint routed via complaints lead – who tailors support and advice to customers as a single point of contact.</p>	
<p>Code Section 2.2 Best Practice Where a landlord has set up channels to communicate with its residents via social media, then it should expect to receive complaints via those channels. Policies should contain details of the steps that will be taken when a complaint is received via social media and how confidentiality and privacy will be maintained.</p>		

Section 3 – Complaint handling personnel		
Complaint Details, e.g. Code Section and Requirement (e.g. mandatory – must do, or best practice – should do)	Evidence, commentary and any explanations	Action completed and Outcome
<p>Code Section 3.1 Mandatory Landlords must have a person or team assigned to take responsibility for complaint handling to ensure complaints receive the necessary attention, and that these are reported to the governing body. This Code will refer to that person or team as the “complaints officer”.</p>	Operational Manager (RV) Complaints Lead	
<p>Code Section 3.2 Mandatory ...the complaint handler appointed must have appropriate complaint handling skills and no conflicts of interest.</p>	Operational lead is an experienced housing manager with a strong record in complaint management.	
<p>Code Section 3.3 Best Practice Complaint handlers should:</p> <ul style="list-style-type: none"> • be able to act sensitively and fairly • be trained to handle complaints and deal with distressed and upset residents • have access to staff at all levels to facilitate quick resolution of complaints • have the authority and autonomy to act to resolve disputes quickly and fairly. 	Operational lead is an experienced housing manager. Additional specialist training on complaints management being secured.	

Section 4 – Complaint handling principles		
Complaint Details, e.g. Code Section and Requirement (e.g. mandatory – must do, or best practice – should do)	Evidence, commentary and any explanations	Action completed and Outcome
<p>Code Section 4.1 Mandatory Any decision to try and resolve a concern must be taken in agreement with the resident and a landlord’s audit trail/records should be able to demonstrate this. Landlords must ensure that efforts to resolve a resident’s concerns do not obstruct access to the complaints procedure or result in any unreasonable delay. It is not appropriate to have extra named stages (such as ‘stage 0’ or ‘pre-complaint stage’) as this causes unnecessary confusion for residents. When a complaint is made, it must be acknowledged and logged at stage one of the complaints procedure within five days of receipt.</p>	<p>There is a clear definition of what constitutes a complaint in the Complaints Policy.</p> <p>This is explained to residents upon receipt of their concern.</p> <p>We contact all customers to discuss their concerns or complaints, before confirming what process is being followed. This ensures an audit trail is always able to be evidenced.</p>	
<p>Code Section 4.2 Mandatory Within the complaint acknowledgement, landlords must set out their understanding of the complaint and the outcomes the resident is seeking. If any aspect of the complaint is unclear, the resident must be asked for clarification & the full definition agreed between both parties.</p>	<p>Housing Ombudsman model acknowledgement and complaint response templates adopted by SCHA</p>	
<p>Code Section 4.6 Mandatory A complaint investigation must be conducted in an impartial manner</p>	<p>Complaint lead (Operational Manager) is based in corporate function and oversees all management functions but does not directly deliver a local management service – which offers impartiality.</p>	
<p>Code Section 4.7 Mandatory The complaint handler must:</p> <ul style="list-style-type: none"> • deal with complaints on their merits • act independently and have an open mind • take measures to address any actual or perceived conflict of interest • consider all information and evidence carefully • keep the complaint confidential as far as possible, with information only disclosed if necessary to properly investigate the matter. 	<p>All complaints are dealt with on an individual basis.</p>	

Section 4 – Complaint handling principles (Cont.)		
Complaint Details, e.g. Code Section and Requirement (e.g. mandatory – must do, or best practice – should do)	Evidence, commentary and any explanations	Action completed and Outcome
Code Section 4.11 Mandatory Landlords must adhere to any reasonable arrangements agreed with residents in terms of frequency and method of communication	Clear process for Complaints Lead, in terms of contact. Investigation expected to offer a timely response / resolution.	
Code Section 4.12 Mandatory The resident, and if applicable any staff member who is the subject of the complaint, must also be given a fair chance to: <ul style="list-style-type: none"> • set out their position • comment on any adverse findings before a final decision is made. 	A thorough investigation takes place for each complaint.	
Code Section 4.13 Mandatory A landlord must include in its complaints policy its timescales for a resident to request escalation of a complaint	Included in Complaints Policy	
Code Section 4.14 Mandatory A landlord must not unreasonably refuse to escalate a complaint through all stages of the complaints procedure and must have clear and valid reasons for taking that course of action. Reasons for declining to escalate a complaint must be clearly set out in a landlord’s complaints policy and must be the same as the reasons for not accepting a complaint.	All complaints accepted.	
Code Section 4.15 Mandatory A full record must be kept of the complaint, any review 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 reports or surveys prepared.	Complaint document held securely on shared drive. This contains key details relating to each case.	
Code Section 4.18 Mandatory Landlords must have policies and procedures in place for managing unacceptable behaviour from residents and/or their representatives when pursuing a complaint.	Unreasonable Complaints Policy – as tabled June 2023.	

Section 4 – Complaint handling principles (Cont.)		
Complaint Details, e.g. Code Section and Requirement (e.g. mandatory – must do, or best practice – should do)	Evidence, commentary and any explanations	Action completed and Outcome
Code Section 4.3 Best Practice Landlords should manage residents' expectations from the outset, being clear where a desired outcome is unreasonable or unrealistic	Complaints Lead provides a skilled specialist resource to support company response to complaints.	
Code Section 4.4 Best Practice A complaint should be resolved at the earliest possible opportunity, having assessed what evidence is needed to fully consider the issues, what outcome would resolve the matter for the resident and whether there are any urgent actions required.	Where possible we aim to resolve complaints at earliest opportunity	
Code Section 4.5 Best Practice Landlords should 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 where this is reasonable.	Agreed as per Complaints Policy	
Code Section 4.8 Best Practice Where a key issue of a complaint relates to the parties' legal obligations landlords should clearly set out their understanding of the obligations of both parties.	Where this is the case, we will always reference the relevant legal information, such as tenancy agreements, with support on hand to explain the details of this to the tenant – if required.	
Code Section 4.9 Best Practice Communication with the resident should not generally identify individual members of staff or contractors.	Complaint responses will address service concerns rather than personnel. There is a clear escalation process internally for complaints relating to specific member of staffs conduct or behaviour. This action is supported by our HR function.	
Code Section 4.10 Best Practice Landlords should keep residents regularly updated about the progress of the investigation.	Complaint lead is accessible throughout investigation and proactive as possible to bring complaint to a speedy resolution.	

Section 4 – Complaint handling principles (Cont.)		
Complaint Details, e.g. Code Section and Requirement (e.g. mandatory – must do, or best practice – should do)	Evidence, commentary and any explanations	Action completed and Outcome
<p>Code Section 4.16 Best Practice Landlords should seek feedback from residents in relation to the landlord’s complaint handling as part of the drive to encourage a positive complaint and learning culture.</p>	<p>Feedback on our complaint handling process is queried within our TSM (2023) and any concerns raised investigated.</p> <p>Business Support Officer to undertake a complaint feedback exercise with all residents that make a complaint. Business Support Officer is not service based and removed from the management structure handling the complaint.</p>	
<p>Code Section 4.17 Best Practice Landlords should recognise the impact that being complained about can have on future service delivery. Landlords should ensure that staff are supported and engaged in the complaints process, including the learning that can be gained</p>	<p>Learning from complaint reports produced after each complaint. Any lessons learnt considered.</p>	
<p>Code Section 4.19 Best Practice Any restrictions placed on a resident’s contact due to unacceptable behaviour should be appropriate to their needs and should demonstrate regard for the provisions of the Equality Act 2010.</p>	<p>Unacceptable Complaints Policy is available to guide colleagues and inform customers of decisions of this nature.</p>	

Section 5 – Complaint stages		
Stage 1		
Complaint Details, e.g. Code Section and Requirement (e.g. mandatory – must do, or best practice – should do)	Evidence, commentary and any explanations	Action completed and Outcome
<p>Code Section 5.1 Mandatory Landlords must respond to the complaint within 10 working days of the complaint being logged. Exceptionally, landlords may provide an explanation to the resident containing a clear timeframe for when the response will be received. This should not exceed a further 10 days without good reason.</p>	Key Performance target in place in Complaints log for response time – monitored for compliance.	
<p>Code Section 5.5 Mandatory A complaint response must be sent 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 expeditiously with regular updates provided to the resident.</p>	Each Complaint has a corresponding action plan in place.	
<p>Code Section 5.6 Mandatory Landlords must address all points raised in the complaint and provide clear reasons for any decisions, referencing the relevant policy, law and good practice where appropriate.</p>	Prompts within template ensure we offer a fully considered and reasoned response.	
<p>Code Section 5.8 Mandatory Landlords must confirm the following in writing to the resident at the completion of stage one in clear, plain language:</p> <ul style="list-style-type: none"> • the complaint stage • the decision on the complaint • the reasons for any decisions made • the details of any remedy offered to put things right • details of any outstanding actions • details of how to escalate the matter to stage two if the resident is not satisfied with the answer 	Prompts within template ensure we offer a fully considered and reasoned response.	

Stage 2		
Complaint Details, e.g. Code Section and Requirement (e.g. mandatory – must do, or best practice – should do)	Evidence, commentary and any explanations	Action completed and Outcome
<p>Code Section 5.9 Mandatory If all or part of the complaint is not resolved to the resident’s satisfaction at stage one it must be progressed to stage two of the landlord’s procedure, unless an exclusion ground now applies. In instances where a landlord declines to escalate a complaint it must clearly communicate in writing its reasons for not escalating as well as the resident’s right to approach the Ombudsman about its decision.</p>	Agreed, as per Complaints Policy.	
<p>Code Section 5.10 Mandatory On receipt of the escalation request, landlords must set out their understanding of issues outstanding and the outcomes the resident is seeking. If any aspect of the complaint is unclear, the resident must be asked for clarification and the full definition agreed between both parties.</p>	Resident dialogue throughout complaints process to establish resolution aims.	
<p>Code Section 5.11 Mandatory Landlords must only escalate a complaint to stage two once it has completed stage one and at the request of the resident.</p>	All complaints follow the Stage 1 process before being escalated to Stage 2.	
<p>Code Section 5.12 Mandatory The person considering the complaint at stage two, must not be the same person that considered the complaint at stage one</p>	All Stage 2 complaints dealt with by General Manager.	
<p>Code Section 5.13 Mandatory Landlords must respond to the stage two complaint within 20 working days of the complaint being escalated. Exceptionally, landlords may provide an explanation to the resident containing a clear timeframe for when the response will be received. This should not exceed a further 10 days without good reason.</p>	Key Performance target in place in Complaints log for response time – monitored for compliance.	

Stage 2 (Cont.)		
Complaint Details, e.g. Code Section and Requirement (e.g. mandatory – must do, or best practice – should do)	Evidence, commentary and any explanations	Action completed and Outcome
<p>Code Section 5.16 Mandatory Landlords must confirm the following in writing to the resident at the completion of stage two in clear, plain language:</p> <ul style="list-style-type: none"> • the complaint stage • the complaint definition • the decision on the complaint • the reasons for any decisions made • the details of any remedy offered to put things right • details of any outstanding actions <p>and</p> <ul style="list-style-type: none"> • if the landlord has a third stage, details of how to escalate the matter to stage three • if this was the final stage, details of how to escalate the matter to the Housing Ombudsman Service if the resident remains dissatisfied. 	<p>Prompts within template ensure we offer a fully considered and reasoned response.</p> <p>Guidance on how to escalate matter to Housing Ombudsman (if resident remains dissatisfied) provided.</p>	

Stage 3		
Complaint Details, e.g. Code Section and Requirement (e.g. mandatory – must do, or best practice – should do)	Evidence, commentary and any explanations	Action completed and Outcome
<p>Code Section 5.17 Mandatory Two stage landlord complaint procedures are ideal. This ensures that the complaint process is not unduly long. If landlords strongly believe a third stage is necessary, they must set out their reasons for this as part of their self-assessment. A process with more than three stages is not acceptable under any circumstances.</p>	Two stage complaint procedure proposed in revised Complaints Policy.	
<p>Code Section 5.20 Mandatory Landlords must confirm the following in writing to the resident at the completion of stage three in clear, plain language:</p> <ul style="list-style-type: none"> • the complaint stage • the complaint definition • the decision on the complaint • the reasons for any decisions made • the details of any remedy offered to put things right • details of any outstanding actions • details of how to escalate the matter to the Housing Ombudsman Service if the resident remains dissatisfied 	N/A	

Stage 1		
Complaint Details, e.g. Code Section and Requirement (e.g. mandatory – must do, or best practice – should do)	Evidence, commentary and any explanations	Action completed and Outcome
<p>Code Section 5.2 Best Practice If an extension beyond 20 working days is required to enable the landlord to respond to the complaint fully, this should be agreed by both parties.</p>	Contact is made with complainant should response require an extension in timeframe.	
<p>Code Section 5.3 Best Practice Where agreement over an extension period cannot be reached, landlords should provide the Housing Ombudsman’s contact details so the resident can challenge the landlord’s plan for responding and/or the proposed timeliness of a landlord’s response.</p>	Complaints Policy, Stage 1 & Stage 2 response letter templates include Housing Ombudsman contact details.	
<p>Code Section 5.4 Best Practice Where the problem is a recurring issue, the landlord should consider any older reports as part of the background to the complaint if this will help to resolve the issue for the resident.</p>	Background info is viewed as part of each complaint investigation to identify reoccurrence or themes.	
<p>Code Section 5.7 Best Practice Where residents raise additional complaints during the investigation, these should be incorporated into the stage one response if they are relevant and the stage one response has not been issued. Where the stage one response has been issued, or it would unreasonably delay the response, the complaint should be logged as a new complaint.</p>	This forms part of the existing process.	

Stage 2		
Complaint Details, e.g. Code Section and Requirement (e.g. mandatory – must do, or best practice – should do)	Evidence, commentary and any explanations	Action completed and Outcome
<p>Code Section 5.14 Best Practice If an extension beyond 10 working days is required to enable the landlord to respond to the complaint fully, this should be agreed by both parties.</p>	Contact is made with complainant should response require an extension in timeframe.	
<p>Code Section 5.15 Best Practice Where agreement over an extension period cannot be reached, landlords should provide the Housing Ombudsman’s contact details so the resident can challenge the landlord’s plan for responding and/or the proposed timeliness of a landlord’s response</p>	Complaints Policy, Stage 1 & Stage 2 response letter templates include Housing Ombudsman contact details.	

Stage 3		
Complaint Details, e.g. Code Section and Requirement (e.g. mandatory – must do, or best practice – should do)	Evidence, commentary and any explanations	Action completed and Outcome
<p>Code Section 5.18 Best Practice Complaints should only go to a third stage if the resident has actively requested a third stage review of their complaint. Where a third stage is in place and has been requested, landlords must respond to the stage three complaint within 20 working days of the complaint being escalated. Additional time will only be justified if related to convening a panel. An explanation and a date for when the stage three response will be received should be provided to the resident.</p>	N/A	
<p>Code Section 5.19 Best Practice Where agreement over an extension period cannot be reached, landlords should provide the Housing Ombudsman’s contact details so the resident can challenge the landlord’s plan for responding and/or the proposed timeliness of a landlord’s response.</p>	N/A	

Section 6 – Putting things right		
Complaint Details, e.g. Code Section and Requirement (e.g. mandatory – must do, or best practice – should do)	Evidence, commentary and any explanations	Action completed and Outcome
<p>Code Section 6.1 Mandatory Effective dispute resolution requires a process designed to resolve complaints. 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.</p>	<p>The aim is to resolve all complaints at earliest point in the process. Complaints Lead empowered to offer early resolution. Action to be taken is included as part of complaint response template letter.</p>	
<p>Code Section 6.2 Mandatory Any remedy offered must reflect the extent of any service failures and the level of detriment caused to the resident as a result. A landlord must carefully manage the expectations of residents and not promise anything that cannot be delivered or would cause unfairness to other residents.</p>	<p>Expectations carefully managed to ensure a consistent approach.</p>	
<p>Code Section 6.5 Mandatory 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.</p>	<p>This prompt is included within Complaint response template.</p>	
<p>Code Section 6.6 Mandatory In awarding compensation, a landlord must consider whether any statutory payments are due, if any quantifiable losses have been incurred, the time and trouble a resident has been put to as well as any distress and inconvenience caused.</p>	<p>This issue to be covered as part of a forthcoming Discretionary Payments Policy.</p>	
<p>Code Section 6.3 Best Practice Landlords should look beyond the circumstances of the individual complaint and consider whether anything needs to be ‘put right’ in terms of process or systems to the benefit of all residents.</p>	<p>Although a small association, with relatively few complaints we are keen to examine any lessons in terms of process or systems reviews as a consequence of a complaint.</p>	
<p>Code Section 6.7 Best Practice In some cases, a resident may have a legal entitlement to redress. The landlord should still offer a resolution where possible, obtaining legal advice as to how any offer of resolution should be worded.</p>	<p>This will be included in final quality checks on responses.</p>	

Section 7 – Continuous learning and improvement		
Complaint Details, e.g. Code Section and Requirement (e.g. mandatory – must do, or best practice – should do)	Evidence, commentary and any explanations	Action completed and Outcome
<p>Code Section 7.2 Mandatory Accountability and transparency are integral to a positive complaint handling culture. Landlords must report back on wider learning and improvements from complaints in their annual report and more frequently to their residents, staff and scrutiny panels.</p>	<p>Our annual report will detail learning from complaints. With more regular information updates for residents (at resident meetings), staff and (forthcoming) scrutiny panel. Throughout the report back arrangements there will be due regard to GDPR / data protection, and confidentiality.</p>	

Section 7 – Continuous learning and improvement		
Complaint Details, e.g. Code Section and Requirement (e.g. mandatory – must do, or best practice – should do)	Evidence, commentary and any explanations	Action completed and Outcome
<p>Code Section 7.3 Best Practice A member of the governing body should be appointed to have lead responsibility for complaints to support a positive complaint handling culture. This role will be responsible for ensuring the governing body receives regular information on complaints that provides insight to the governing body on the landlord’s complaint handling performance.</p>	<p>Action: A Trustee to be nominated to have a lead on complaint handling performance.</p>	
<p>Code Section 7.4 Best Practice As a minimum, governing bodies should receive:</p> <ul style="list-style-type: none"> • Regular updates on the volume, categories and outcome of complaints, alongside complaint handling performance including compliance with the Ombudsman’s orders • Regular reviews of issues and trends arising from complaint handling, • The annual performance report produced by the Ombudsman, where applicable · Individual complaint outcomes where necessary, including where the Ombudsman made findings of severe maladministration or referrals to regulatory bodies. The implementation of management responses should be tracked to ensure they are delivered to agreed timescales. The annual self-assessment against the Complaint Handling Code for scrutiny and challenge. 	<p>An oversight complaints log tabled at all board meetings.</p>	
<p>Code Section 7.5 Best Practice Any themes or trends should be assessed by senior management to identify potential systemic issues, serious risks or policies and procedures that require revision. They should also be used to inform staff and contractor training.</p>	<p>Regular monthly review meets between Complaints Lead and General Manager.</p>	
<p>Code Section 7.6 Best Practice Landlords should have a standard objective in relation to complaint handling for all employees that reflects the need to:</p> <ul style="list-style-type: none"> • have a collaborative and co-operative approach towards resolving complaints, working with colleagues across teams and departments • take collective responsibility for any shortfalls identified through complaints rather than blaming others • act within the Professional Standards for engaging with complaints as set by the Chartered Institute of Housing. 	<p>This aligns to company values which all employees are expected to adhere to.</p>	

Section 8 – Self-assessment and compliance		
Complaint Details, e.g. Code Section and Requirement (e.g. mandatory – must do, or best practice – should do)	Evidence, commentary and any explanations	Action completed and Outcome
Code Section 8.1 Mandatory Landlords must carry out an annual self-assessment against the Code to ensure their complaint handling remains in line with its requirements.	Reviewed annually at AGM	
Code Section 8.2 Mandatory Landlords must also carry out a self-assessment following a significant restructure and/or change in procedures.	Agreed	
Code Section 8.3 Mandatory Following each self-assessment, a landlord must: <ul style="list-style-type: none"> • report the outcome of their self-assessment to their governing body. In the case of local authorities, self-assessment outcomes should be reported to elected members • publish the outcome of their assessment on their website if they have one, or otherwise make accessible to residents • include the self-assessment in their annual report section on complaints handling performance 	Reviewed at AGM. Published on website.	

