

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
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1.2	<p>A complaint must be defined as:</p> <p><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></p>	Yes	Complaints Policy 2024, Section 3	We have adopted the Ombudsman’s definition of a complaint.
1.3	<p>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.</p>	Yes	Complaints Policy 2024, Section 4	Any expression of dissatisfaction can be registered as a complaint. Staff are trained to recognise a complaint, even if the word “complaint” is not used, and to accept complaints made via representatives.
1.4	<p>Landlords must recognise the difference between a service request and a complaint. This must be set out in their complaints policy. A service request is a request from a resident to the landlord requiring action to be taken to put something right. Service requests are not complaints, but must be recorded, monitored and reviewed regularly.</p>	Yes	Complaints Policy 2024, Section 3	A ‘service request’ is any issue that can be resolved immediately. All service requests are recorded, monitored, and reviewed monthly to ensure quality control and oversight.

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 2024, Sections 2 & 3	If a resident is unhappy with the outcome of a service request, they can escalate it to Stage 1 of the complaints process. At the same time, we continue to address the service request.
1.6	An expression of dissatisfaction with services made through a survey is not defined as a complaint, though wherever possible, the person completing the survey should be made aware of how they can pursue a complaint if they wish to. Where landlords ask for wider feedback about their services, they also must provide details of how residents can complain.	Yes	Complaints Surveys	Tenant surveys help gather feedback. If a resident indicates dissatisfaction, they are informed of the option to formally register a complaint. This ensures clarity on both service improvement and the resident's right to escalate.

Section 2: Exclusions

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
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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 2024, Section 6	Every complaint is reviewed based on its individual circumstances. If we refuse a complaint, we provide a detailed explanation, including the reasons for refusal and how the resident can contact the Ombudsman if they wish to challenge it.
2.2	<p>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:</p> <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. 	Yes	Complaints Policy 2024, Section 6	Reasons for non-acceptance include issues over 12 months old without good reason, matters already dealt with via legal routes, or those outside Karin Housing's remit.

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 2024 Section 6	We will consider late complaints if there are valid reasons (e.g., serious health impediments) and document our rationale when deciding whether to accept.
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 2024, Section 6	A detailed refusal letter is always issued, including contact details for the Ombudsman for further advice or challenge.
2.5	Landlords must not take a blanket approach to excluding complaints; they must consider the individual circumstances of each complaint.	Yes	Complaints Policy 2024, Section 6	All complaints are evaluated on a case-by-case basis, with no automatic exclusions.

Section 3: Accessibility and Awareness

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
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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 2024, Section 2	We offer multiple channels (phone, email, letter, online form). Staff are trained to identify whether a resident may need adjustments, such as large-print documents or support with language.
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 2024, Section 4	Any staff member can capture complaint details and forward them to the Complaints Team. Staff training ensures they understand the process and timeframes.
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 2024	We encourage openness to complaints, and staff understand that resident feedback is valuable. Low complaint levels may be scrutinized to ensure there are no barriers.

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 2024, Section 8	Our Complaints Policy, including the two-stage approach, is on our website in accessible formats.
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 2024, Section 8	We publicize our policy via the website, resident welcome packs, and complaint forms. Information about the Ombudsman, including contact details, is also provided.
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 2024, Section 8	Complaints can be made by an authorized representative. Residents can also bring someone to support them during any meetings.
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 2024, Section 9	Ombudsman information is given at every stage of our process, including acknowledgments, extension notices, and final responses

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 2024, Section 5	Karin Housing has a dedicated Complaints Officer who leads on performance reports, serves as liaison with the Ombudsman, and reports to the Board.
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	Complaints Policy 2024, Section 5	The Complaints Officer collaborates with all relevant staff/teams and has sufficient authority to ensure fair resolution of 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 importance of complaint handling. It is important that complaints are seen as a core service and must be resourced to handle complaints effectively	Yes	Complaints Policy 2024, Section 20 (Training)	Staff are required to complete the Ombudsman's Dispute Resolution E-learning. Complaint handling is a critical function, with lessons used to drive improvements

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 2024, Section 5	We have a single overarching Complaints Policy applying equally to all. We do not discriminate or treat anyone differently for raising a complaint.
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 2024, Section 3	We differentiate between service requests (resolved immediately) and formal Stage 1 complaints. There is no "Stage 0."
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 2024, Sections 8 & 10	Our process is strictly two stages: Stage 1 (Investigation and Resolution) and Stage 2 (Senior Manager Review) .
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 2024, Section 5	Third parties (e.g., contractors) provide only supporting evidence. The complaint remains under Karin Housing's ownership and accountability.

5.5	Landlords are responsible for ensuring that any third parties handle complaints in line with the Code.	Yes	Complaints Policy 2024, Section 5	We remain the single point of accountability, ensuring Code compliance at all stages.
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 2024, Section 7	We confirm our understanding of the complaint and desired outcomes in our acknowledgement.
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	Complaints Policy 2024, Section 7	Acknowledgment letters clearly state if certain issues are outside Karin Housing’s control.
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;	Yes	Complaints Policy 2024, Section 7	Our staff training and procedures embed these principles, ensuring a thorough and unbiased process.

	<p>c. take measures to address any actual or perceived conflict of interest; and</p> <p>d. consider all relevant information and evidence carefully.</p>			
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 2024, Section 15	We only extend for valid reasons, informing the resident and providing Ombudsman contact details.
5.10	Landlords must make reasonable adjustments for residents where appropriate under the Equality Act 2010. Landlords must keep a record of any reasonable adjustments agreed, as well as a record of any disabilities a resident has disclosed. Any agreed reasonable adjustments must be kept under active review.	Yes	Complaints Policy 2024, Sections 5 & 11	The Complaints Officer ensures any vulnerabilities or special requirements are recorded and addressed.
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	Complaints Policy 2024, Section 11	If escalation is refused (e.g., complaint is already resolved or out of scope), we provide a written explanation, including Ombudsman details.

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	Yes	Complaints Policy 2024, Section 16	All complaints are logged in our Housing Management System. Each communication is documented for future reference.
	correspondence with the resident, correspondence with other parties, and any relevant supporting documentation such as reports or surveys.		Complaints Policy 2024, Section 2	explanation, including Ombudsman details.
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 2024, Section 8	We encourage resolution at Stage 1 where feasible. Staff are empowered to resolve issues promptly, if 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 2024, Section 10	We apply an Unacceptable Behavior Policy for persistent or abusive conduct. Any restrictions are periodically reviewed (every 6 months) to ensure fairness.
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	Complaints Policy 2024, Section 10	We remain mindful of equality duties when imposing restrictions. Residents may appeal restrictions.

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 2024, Section 8	We review the nature of the complaint on receipt to determine complexity, urgency, and any support the resident may need.
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 2024, Section 14	We issue an, acknowledgment letter within five working days, clarifying our understanding of the complaint and any desired outcomes.
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 2024, Section 15	Our timescale for Stage 1 complies with the Code's recommendation of 10 working days.

6.4	Landlords must decide whether an extension to this timescale is needed when considering the complexity of the complaint and then inform the resident of the expected timescale for response. Any extension must be no more than 10 working days without good reason, and the reason(s) must be clearly explained to the resident.	Yes	Complaints Policy 2024, Section 15	If extension is necessary (e.g., complexity, waiting on contractor reports), we provide reasons and a revised due date, plus Ombudsman details.
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 2024, Section 15	Extension letters always include Ombudsman contact details so residents are aware of their rights.
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 2024, Section 15	We issue the final response once we know our decision. Any ongoing works are separately monitored, with updates given to the resident.
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	Complaints Policy 2024, Section 15	Our template response outlines each issue, explains findings, and references the policy or law used

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 2024, Section 15	We add related issues to the ongoing complaint, unless it would significantly delay resolution. Unrelated or newly emerged issues may become a separate complaint.
6.9	Landlords must confirm the following in writing to the resident at the completion of stage 1 in clear, plain language: a. the complaint stage;	Yes	Complaints Policy 2024,	Our Stage 1 response template ensures all these, points are covered in plain language, with escalation details provided.
	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.		Section 15	points are covered in plain language, with escalation details provided

Stage 2

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
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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 2024, Section 10	If a resident remains unhappy after Stage 1, they can escalate to Stage 2. This is Karin Housing's final internal stage before Ombudsman involvement.
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 2024, Section 11	We send a Stage 2 acknowledgment within five working days, ensuring clarity on the outstanding issues.
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 2024, Section 11	Our procedure does not require the resident to formally justify an escalation; we contact them to clarify or confirm the unresolved aspects.
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 2024, Section 11	A senior manager not involved in Stage 1 conducts the Stage 2 review to ensure impartiality.
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 2024, Section 11	We meet the recommended 20 working days for the Stage 2 final response.

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 2024, Section 11	Any extension is communicated in writing, including revised timelines and Ombudsman contact details.
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 2024, Section 11	Extension letters always contain Ombudsman details
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 2024, Section 11	We do not delay the response while waiting on remedial actions. Those actions are separately monitored, with updates provided to the resident
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	Complaints Policy 2024, Section 11	The Stage 2 response restates the complaint issues and gives clear justifications for any decisions.

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	Complaints Policy 2024, Section 11	Our Stage 2 response template ensures all required details are included, in plain language.
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 2024, Section 11	The manager may consult any necessary teams or contractors to finalize the Stage 2 response comprehensively.

Section 7: Putting things right

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
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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	Complaints Policy 2024, Section 13	<p>When faults are identified, we acknowledge and take ownership, offering apologies, explanations, or remedial actions. Any lessons learned feed into service improvements.</p>
7.2	<p>Any remedy offered must reflect the impact on the resident as a result of any fault identified.</p>	Yes	Complaints Policy 2024, Section 15	<p>Remedial actions follows guidance from the Housing Ombudsman, reflecting the actual impact on the resident.</p>

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 2024 Section 15	The final response details exactly which steps will be taken, by whom, and when. The Complaints Team tracks these until fully completed.
7.4	Landlords must take account of the guidance issued by the Ombudsman when deciding on appropriate remedies.	Yes	Complaints Policy 2024, Section 15	We review the Ombudsman's remedies guidance to ensure consistency and fairness in offering redress.

Section 8: Self-assessment, reporting and compliance

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
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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. 		Complaints Policy 2024, Section 17	<p>We complete an annual self-assessment and issue a performance report to the Board, covering complaint volumes, outcomes, learning, and improvement actions. Non-compliance issues (if any) are also highlighted. This report is published on our website.</p>
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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	Complaints Policy 2024, Section 17	The Board receives the annual report for scrutiny. We publish both the report and the Board's response on the Karin HA website, ensuring
8.3	Landlords must also carry out a self - assessment following a significant restructure, merger and/or change in procedures.	Yes	Karin Complaint Handling Code Self-Assessment	We commit to re-evaluating our policies and self-assessment whenever significant organizational changes occur.
8.4	Landlords may be asked to review and update the self-assessment following an Ombudsman investigation.	Yes	Complaints Policy 2024, Section 18	We will comply with any Ombudsman request to revise our self-assessment and publish the updated version.
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	Complaints Policy 2024, Section 19	We will notify the Ombudsman and affected residents if we cannot meet Code requirements, explaining the reason and anticipated timeline for regaining compliance.

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	Complaints Policy 2024, Section 18	We always review the root causes of complaints and apply lessons learned to our procedures, policies, or staff training.
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	Complaints Policy 2024, Section 18	Our organization values complaints as constructive feedback, enabling us to refine service delivery and spot systemic issues.
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	Complaints Policy 2024, Section 17	We provide quarterly performance reports to the Board and resident panels, highlighting trends, key learning points, and resulting improvements.
9.4	Landlords must appoint a suitably senior lead person as accountable for their complaint handling. This person must	Yes	Complaints Policy 2024, Section 5	The Director takes overall responsibility for complaint handling performance, identifying any systemic or

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	or policies and procedures that require revision.			assessing the staff in performance.
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	Complaints Policy 2024, Section 5	The Board has appointed a lead member who oversees complaints, providing strategic direction on complaint handling and championing a positive culture.
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	Complaints Policy 2024, Section 5	Regular reporting ensures the governing body is well-informed about complaint volumes, categories, outcomes, and any non-compliance issues.

9.7	<p>As a minimum, the MRC and the governing body (or equivalent) must receive:</p> <ul style="list-style-type: none"> 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 	Yes	Complaints Policy 2024, Section 5	<p>Quarterly and annual reports are provided to the Board, with data broken down into categories, outcomes, trend analysis, and any Ombudsman-related developments.</p>
	<ul style="list-style-type: none"> d. annual complaints performance and service improvement report. 			

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> <ul style="list-style-type: none"> a. have a collaborative and cooperative 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 c. act within the professional standards for engaging with complaints as set by any relevant professional body. 	Yes	Complaints Policy 2024, Section	<p>Collaboration, collective ownership, and adherence to professional standards form part of staff objectives. The Complaints Officer ensures training and support are in place to foster these behaviours.</p>
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