

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	Corporate complaints policy, 3.1	The word ‘landlord’ is replaced by ‘organisation’; and ‘resident(s)’ by ‘individual(s)’. This is to enable the simplicity of a single policy whilst retaining the required definition.
1.3	A resident does not have to use the word ‘complaint’ for it to be treated as such. Whenever a resident expresses dissatisfaction landlords must give them the choice to make complaint. A complaint that is submitted via a third party or representative must be handled in line with the landlord’s complaints policy.	Yes	Corporate complaints policy, 3.1 Staff training materials	Staff training regularly takes place with staff directly involved in complaints investigation and resolution. Training has been undertaken with all housing staff. This approach is being revisited and will likely be further strengthened as part of the Competence and Conduct standard implementation.
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	Yes	Corporate complaints policy, 3.3 Service requests and complaints are logged on the CRM for monitoring purposes	Determining whether a contact is a complaint or service request is taken at manager level.

	are not complaints, but must be recorded, monitored and reviewed regularly.			
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	Corporate complaints policy, 3.3	Staff training has emphasised the definition of, and requirements for logging, complaints. Oversight of such escalations is taken at manager level.
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	Corporate complaints policy, 3.3	Our Tenant Satisfaction Measures contractor provides any survey participant expressing dissatisfaction with details of how to complain.

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	Corporate complaints policy, 3.4	Records are kept and retained on the CRM system.
2.2	A complaints policy must set out the circumstances in which a matter will not be considered as a complaint or escalated, and these circumstances must be fair and reasonable to residents. Acceptable exclusions include: • The issue giving rise to the complaint occurred over twelve months ago. • Legal proceedings have started. This is defined as details of the claim, such as the Claim Form and Particulars of Claim, having been filed at court.	Yes	Corporate complaints policy, 4.1; Appendix 1	Clear list provided in complaints policy.

	• Matters that have previously been considered under the complaints policy.			
2.3	Landlords must accept complaints referred to them within 12 months of the issue occurring or the resident becoming aware of the issue, unless they are excluded on other grounds. Landlords must consider whether to apply discretion to accept complaints made outside this time limit where there are good reasons to do so.	Yes	Corporate complaints policy, 4.1	Historic complaints are considered on their respective merits and discretion applied.
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	Corporate complaints policy, 3.4	Reasons for not accepting a complaint are reviewed at manager level.
2.5	Landlords must not take a blanket approach to excluding complaints; they must consider the individual circumstances of each complaint.	Yes	Corporate complaints policy, 4.1	Reasons for not accepting a complaint are reviewed at manager level.

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	Corporate complaints policy, 4	See housing complaints website page . Content revised for clarity in 2026. Complaints process and access routes publicised via posters and leaflets in key resident-facing locations, display screens and Housing News, now known as Around Ealing Homes.
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	Corporate complaints policy, 4	See housing complaints website page (including 'Adjustments' section). All housing staff mandatory training emphasises the role of every officer in the complaints process.
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	Yes	Corporate complaints policy, 5	The complaints process is proactively advertised to tenants through various channels including Housing News, now known as

	sign that residents are unable to complain.			Around Ealing Homes and display screens in blocks.
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	Corporate complaints policy and website	The website contains key information about the complaints policy in easy-read English and can be translated into all main community languages.
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	Corporate complaints policy, 12. & 13	We engage with residents on an ongoing basis to understand how best to publicise our complaints policy.
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	Corporate complaints policy, 3.1, 9	
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	Corporate complaints policy, 3.4; 4.1; 4.2; 5.1; 5.2; 6	Information about the right to access to Ombudsman is included on all complaint response letters.

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 handling code, 5 Housing and environment directorate staff structure charts	A core team within housing and environment handles all housing complaints that fall under the jurisdiction of the Housing Ombudsman Service. The corporate complaints team liaises with the ombudsman.
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 handling code, 5 Complaints resolution officer role profiles	Complaints officers have access to relevant staff at all levels and have regular, scheduled meetings with key staff required to investigate and respond to 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 handling code, 5; 14 Complaints resolution officer role profiles	A new training syllabus has been rolled out to complaints officers, including key ombudsman training modules. This is in addition to the wider staff training offer. All staff are being required to undertake ombudsman training in knowledge and information

				Management during 2026. Complaints handling resourcing levels are kept under constant review and flexed as required to ensure effective complaints management.
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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	Corporate complaints policy (including 9, 'Customer rights')	
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	Corporate complaints policy (including 5, 'The complaint process')	
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	Corporate complaints policy (including 5, 'The complaint process')	

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 policies for Aster Group	Complaints for SCBC (our tenant management organisation) are currently handled through our internal complaints policy.
5.5	Landlords are responsible for ensuring that any third parties handle complaints in line with the Code.	Yes	Desktop review of Aster policy (and separate submission to HOS)	SCBC operate in accordance with Ealing Council complaints policy. Compliance with this is monitored as part of partnership meetings with the housing management department.
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	Corporate complaints policy, 5. Complaints quality assurance (QA) process.	Standard template for complaint acknowledgement and response letters and call to all complainants on receipt of their complaint to clarify our understanding of the complaint, and outcomes sought. Adherence to this is checked through our QA process.
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	Yes	Corporate complaints policy, 5.	We have a standard template for complaint acknowledgement and response letters and attempt to call all tenants

	clarify any areas where this is not clear.			upon receipt of their complaint, to clarify our understanding of it.
5.8	At each stage of the complaints process, complaint handlers must: a. deal with complaints on their merits, act independently, and have an open mind; b. give the resident a fair chance to set out their position; c. take measures to address any actual or perceived conflict of interest; and d. consider all relevant information and evidence carefully.	Yes	Corporate complaints policy, 2; 3.4; 4.2; 5 Complaints QA process.	Regular QA of complaints responses assesses against criteria including acting independently, clearly setting out the complaint, investigation and outcome including appropriate redress.
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	Corporate complaints policy, 5; 9; Appendix 2, 'Timescales'	All extensions monitored at manager level to ensure appropriate agreement with residents.
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	Corporate complaints policy, 2. Housing complaints website, 'Adjustments'	We place flags on our Open housing management system (OHMS) to record vulnerabilities and reasonable adjustments and review these to maintain accurate status. Vulnerabilities are confirmed with residents at the initial stage of complaints acknowledgement. There

				has been significant work undertaken as part of our Regulator of Social Housing improvement work to ensure resident vulnerabilities are captured and can be effectively acted upon.
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	Corporate complaints policy, 5.2; Appendix 1	Policy makes clear residents' rights of escalation.
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	Corporate complaints policy, 2; 4.2	Complaints are recorded on our case management system. Data relating to tenants and properties is held on our OHMS and related systems.
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	Corporate complaints policy, 2; 8 Housing Compensation Policy	We routinely offer remedies at both stages of our complaints process. We have a compensation policy to strengthen the way we calculate and consistently apply financial remedies. This will be updated during 2026-27 to

				reflect the Housing Ombudsman Service April 2026 guidance.
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	Corporate complaints policy, 10. Unreasonable behaviour policy	Clear rationale is documented in the few cases where restrictions are applied.
5.15	Any restrictions placed on contact due to unacceptable behaviour must be proportionate and demonstrate regard for the provisions of the Equality Act 2010.	Yes	Unreasonable behaviour policy (including 'Key principles')	Clear rationale is documented in the few cases where restrictions are applied.

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	Corporate complaints policy 2	This happens as part of initial triage, the allocation of complaints, and following acknowledgement and discussion with the resident.
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	Corporate complaints policy, 5.1; Appendix 2 Regular performance reporting	There is a target of 90% acknowledgement within 5 working days which is being achieved.
6.3	Landlords must issue a full response to stage 1 complaints <u>within 10 working days</u> of the complaint being acknowledged.	Yes	Corporate complaints policy, 5.1; Appendix 2 Regular performance reporting	There is a target of 90% responses within 10 working days. Performance had been below this level, an improvement plan was put in place to address this. During Q4 this target was achieved and exceeded.

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	Corporate complaints policy, 5.1	We monitor the reasons for extensions to ensure that extensions are properly applied.
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	Corporate complaints policy, 5.1	Ombudsman details are routinely provided at the point of extension.
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	Corporate complaints policy, 5	Complaints responses are provided within agreed timescales with actions tracked for delivery by the relevant service areas.
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	Corporate complaints policy, 5.2 Complaints QA process	The quality of complaints responses, including definition, reasons for decisions and clear rationale are assessed as part of QA monitoring with any issues addressed by appropriate remedial actions.

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	Corporate complaints policy, 4.3	We routinely abide by this provision of the code.
6.9	Landlords must confirm the following in writing to the resident at the completion of stage 1 in clear, plain language: a. the complaint stage; b. the complaint definition; c. the decision on the complaint; d. the reasons for any decisions made; e. the details of any remedy offered to put things right; f. details of any outstanding actions; and g. details of how to escalate the matter to stage 2 if the individual is not satisfied with the response.	Yes	Corporate complaints policy, 5.2 Complaints QA process	The quality of complaints responses, including all matters itemised in 6.9, is reviewed as part of the complaints QA process.

Stage 2

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
6.10	If all or part of the complaint is not resolved to the resident's satisfaction at stage 1, it must be progressed to stage 2 of the landlord's procedure. Stage 2 is the landlord's final response.	Yes	Corporate complaints policy, 5.	Residents' right of escalation is stated in the policy to ensure their rights are clearly defined.
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	Corporate complaints policy, 5.2; Appendix 2	There is a target of 90% acknowledgement within 5 working days which is being achieved.
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	Corporate complaints policy, 5.2	Residents' right of escalation is stated in the policy to ensure their rights are clearly defined.
6.13	The person considering the complaint at stage 2 must not be the same person that considered the complaint at stage 1.	Yes	Corporate complaints policy, 5.	Stage 2 complaints are considered by a different person to the stage 1 complaint with responses reviewed and approved at assistant director level.
6.14	Landlords must issue a final response to the stage 2 <u>within 20 working days</u> of the complaint being acknowledged.	Yes	Corporate complaints policy, 5.2, p.12	There is a target of 90% responses within 20 working days. This target was achieved in 5 of 12 months during 2025-2026. Two

				specialist stage 2 complaints officers have been recruited to ensure stage 2 timeliness consistently exceeds target.
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	Corporate complaints policy, 5.2	We monitor the reasons for extensions to ensure that extensions are properly applied.
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	Corporate complaints policy, 5.2	Ombudsman details are routinely provided at the point of extension.
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	Corporate complaints policy, 5	Complaints responses are provided within agreed timescales with actions tracked for delivery by the relevant service areas.
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	Corporate complaints policy, 5.2	Stage 2 complaints are reviewed and approved at assistant director level to ensure responses address all points raised in the complaints definition and

				provide clear reasons for 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	Corporate complaints policy, 5.2	Stage 2 complaints are reviewed and approved at assistant director level to ensure responses contain all the requirements laid out in 6.19.
6.20	Stage 2 is the landlord's final response and must involve all suitable staff members needed to issue such a response.	Yes	Corporate complaints policy, 5.2	Stage 2 responses are reviewed at assistant director level to ensure the input of all suitable staff has been obtained.

Section 7: Putting things right

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
7.1	Where something has gone wrong a landlord must acknowledge this and set out the actions it has already taken, or	Yes	Corporate complaints policy, 8	The suitability of complaint remedies, and the clarity with which these are

	intends to take, to put things right. These can include: • Apologising; • Acknowledging where things have gone wrong; • Providing an explanation, assistance or reasons; • Taking action if there has been delay; • Reconsidering or changing a decision; • Amending a record or adding a correction or addendum; • Providing a financial remedy; • Changing policies, procedures or practices.			explained to residents, is routinely monitored as part of complaints quality assurance.
7.2	Any remedy offered must reflect the impact on the resident as a result of any fault identified.	Yes	Corporate complaints policy, 8., p.15	Remedies are reviewed as part of sign-off and quality assurance processes, compensation remedies are guided by our 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	Corporate complaints policy, 8., p.15	Actions are tracked with service staff and relevant contractors, to ensure their completion.
7.4	Landlords must take account of the guidance issued by the Ombudsman when deciding on appropriate remedies.	Yes	Corporate complaints policy, 8., p.15 Housing Compensation Policy	Our compensation policy guides the way we calculate and apply financial remedies.

Section 8: Self-assessment, reporting and compliance

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
8.1	Landlords must produce an annual complaints performance and service improvement report for scrutiny and challenge, which must include: a. the annual self-assessment against this Code to ensure their complaint handling policy remains in line with its requirements. b. a qualitative and quantitative analysis of the landlord's complaint handling performance. This must also include a summary of the types of complaints the landlord has refused to accept; c. any findings of non-compliance with this Code by the Ombudsman; d. the service improvements made as a result of the learning from complaints; e. any annual report about the landlord's performance from the Ombudsman; and f. any other relevant reports or publications produced by the Ombudsman in relation to the work of the landlord.	Yes	Corporate complaint policy , 13	Report is available via the link provided.

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	Housing complaints and improvement report Ealing Council	Governing body response is available via the link provided.
8.3	Landlords must also carry out a self-assessment following a significant restructure, merger and/or change in procedures.	Yes	This self-assessment.	
8.4	Landlords may be asked to review and update the self-assessment following an Ombudsman investigation.	Yes	This self-assessment is the annual self-assessment. It will be reviewed and updated, as required, in future.	
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	Engagement with the Housing Ombudsman Service as required.	

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	Corporate complaints policy, 14 Internal reporting on themes and improvement actions. Information shared with resident engagement groups outlining lessons learned and improvements made.	Themes from complaints are routinely examined and reported, with learning implemented and monitored through our governance structures.
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	Corporate complaints policy, 14 Internal reporting on themes and improvement actions. Information shared with resident engagement groups outlining lessons learned and improvements made.	Themes from complaints are routinely examined and reported, with learning implemented and monitored through our governance structures.
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	Corporate complaints policy, 14 Housing and Environment Scrutiny Panel: Housing Complaints Performance (November 2025)	Regular reporting takes places through internal governance structures, to resident engagement groups and through Housing News, now known as Around Ealing Homes, as well as through housing

				and environment scrutiny panel.
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	Corporate complaints policy, 14	Housing complaints themes and trends, as well as progress in implementing improvements, routinely reported through to the lead cabinet member.
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	Corporate complaints policy, 14	
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	Corporate complaints policy, 14	Quarterly reporting on housing complaints goes to the council's housing executive board and strategic leadership team. Complaints improvement is included in our provider improvement plan and reported quarterly to the scrutiny panel and periodically to cabinet.
9.7	As a minimum, the MRC and the governing body (or equivalent) must receive:	Yes	Corporate complaints policy, 14	Quarterly reporting on housing complaints goes to the council's housing

	a. regular updates on the volume, categories and outcomes of complaints, alongside complaint handling performance; b. regular reviews of issues and trends arising from complaint handling; c. regular updates on the outcomes of the Ombudsman's investigations and progress made in complying with orders related to severe maladministration findings; and d. annual complaints performance and service improvement report.			executive board and the strategic leadership team. Complaints improvement is included in our provider improvement plan and reported quarterly to scrutiny panel and periodically to cabinet.
9.8	Landlords must have a standard objective in relation to complaint handling for all relevant employees or third parties that reflects the need to: a. have a collaborative and co-operative approach towards resolving complaints, working with colleagues across teams and departments; b. take collective responsibility for any shortfalls identified through complaints, rather than blaming others; and c. act within the professional standards for engaging with complaints as set by any relevant professional body.	Yes	Corporate complaints policy, 14	These requirements are reinforced through internal staff training, quality assurance of complaints, regular management review and reporting through governance structures.

