

## Housing Ombudsman Complaint Handling Code – Self-Assessment

<b>Self-Assessment Completed on:</b>	19 <sup>th</sup> May 2025
<b>Self-Assessment Completed by:</b>	Sue Davies – Director (Complaints Officer)
<b>Self-Assessment Reviewed and Approved by:</b>	Glyn Morrey – Chair (Member Responsible for Complaints)
<b>Self-Assessment Reviewed and Approved on:</b>	23 <sup>rd</sup> May 2025

### Section 1 - Definition of a complaint

Code provision	Code requirement	Comply: Yes/No	Evidence	Commentary/Explanation
1.2	A complaint must be defined as: <i>‘an expression of dissatisfaction, however made, about the standard of service, actions or lack of action by the landlord, its own staff, or those acting on its behalf, affecting a resident or group of residents.’</i>	Yes	Complaints Policy 3.1	Stoke on Trent Housing Society use this definition in our policy, guidance for staff and training.
1.3	A resident does not have to use the word ‘complaint’ for it to be treated as such. Whenever a resident expresses dissatisfaction landlords must give them the choice to make complaint. A complaint that is submitted via a third party or representative must be handled in line with the landlord’s complaints policy.	Yes	Complaints Policy 3.3 & 3.6	Stoke on Trent Housing Society use this definition in our policy, guidance for staff and training. <i>An increase in complaints for 24/25 reflects the training we have done with staff on this definition.</i>
1.4	Landlords must recognise the difference between a service request and a complaint. This must be set out in their complaints policy. A service request is a request from a resident to the landlord requiring action to be taken to put something right. Service requests are not complaints, but must be recorded, monitored and reviewed regularly.	Yes	Complaints Policy 3.1	Housing Management System (Rubixx) is used to record and monitor all service requests. <i>An increase in complaints for 24/25 reflects the training we have done with staff on this definition.</i>
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.	Yes	Complaints Policy 3.3	Also included in our Complaints Handling Guidance for staff and training.

	Landlords must not stop their efforts to address the service request if the resident complains.			
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 Policy 3.5	All Satisfaction Surveys include information on how to make a complaint. Annual Tenancy Visits ask for service feedback and tenants offered complaints leaflet.

## Section 2: Exclusions

Code provision	Code requirement	Comply: Yes/No	Evidence	Commentary/Explanation
2.1	Landlords must accept a complaint unless there is a valid reason not to do so. If landlords decide not to accept a complaint they must be able to evidence their reasoning. Each complaint must be considered on its own merits	Yes	Complaints Policy 4.1 & 4.2	Also included in our Complaints Handling Guidance for staff and training. Information specifically relating to this is also on our website. Unacceptable Behaviour Policy is available where required.
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: <ul style="list-style-type: none"> <li>The issue giving rise to the complaint occurred over twelve months ago.</li> <li>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.</li> <li>Matters that have previously been considered under the complaints policy.</li> </ul>	Yes	Complaints Policy 4.1 & 4.2	Also included in our Complaints Handling Guidance for staff and training. Information specifically relating to this is also on our website.
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 4.2	Also included in our Complaints Handling Guidance for staff and training. Information specifically relating to this is also on our website.  <a href="#">We have examples of cases outside the time limit where we have applied discretion.</a>

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 4.3	Also included in our Complaints Handling Guidance for staff and training. Information specifically relating to this is also on our website.
2.5	Landlords must not take a blanket approach to excluding complaints; they must consider the individual circumstances of each complaint.	Yes	Complaints Policy 4.1	Also included in our Complaints Handling Guidance for staff and training.

### Section 3 - Accessibility and awareness

Code provision	Code requirement	Comply: Yes/No	Evidence	Commentary/Explanation
3.1	Landlords must make it easy for residents to complain by providing different channels through which they can make a complaint. Landlords must consider their duties under the Equality Act 2010 and anticipate the needs and reasonable adjustments of residents who may need to access the complaints process.	Yes	Complaints Policy 5.1  Complaints Policy Section 13 (Equality, diversity, and inclusion)	Leaflet available for residents explaining various access channels. Standard form in Housing Management system for staff to complete when taking complaint calls. Also included in our Complaints Handling Guidance for staff and training. <a href="#">Website contains a new section specifically for complaints.</a>
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 5.1	Standard form in Housing Management system for staff to complete when taking complaint calls. Also included in our Complaints Handling Guidance for staff and training. <a href="#">Website contains a new section specifically for complaints.</a> <a href="#">Newsletter periodically advises on how to raise a complaint.</a> <a href="#">Business Support Officer (new role) to administer complaints.</a>

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 Section 11	Complaints performance, including numbers are scrutinised by Board every quarter. Training for staff includes the importance of recording complaints. <a href="#">An increase in complaints for 24/25 reflects this.</a>
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 5.3	Policy available on website alongside leaflet explaining the 2 stage process. <a href="#">Website contains a new section specifically for complaints.</a> <a href="#">Translation available via website.</a>
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 5.5, 5.6 & 5.7	Various communication channels used to publicise the complaints policy. Website also used. Leaflet and website also provide information in relation to the Ombudsman and the Code.
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 5.2	Also included in leaflet/website. <a href="#">Case example where representative was suggested by the Society in order to assist the complaint process.</a>
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 5.7	Also included in leaflet/website <a href="#">and all complaint correspondence.</a>

#### 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 6.1 & 6.2	Complaints Officer is the Director. Complaints Officer has attended statutory Code Webinar. <a href="#">Complaints Officer receives updates from the Housing Ombudsman and liaises on any cases.</a>

				New Business Support Officer role to support the Complaints Officer and process.
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 6.3	Complaints Officer is the Director who is responsible for all staff and operations of the Society.
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 6.4, 6.5, 6.6 & 6.7	All staff have received complaints training. Complaints and their outcomes are also discussed with staff at meetings and 121's. Ombudsman press releases and newsletters used in learning discussions. Complaints training is a core element in our annual training programme.

## 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 1.2 & 1.5	All staff have received complaints training and understand the rights of residents to complain. An increase in complaints for 24/25 reflects the training we have done with staff on this definition
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 7.1	Our policy has only 2 stages. There are no other informal or formal stages.
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	As above	As above
5.4	Where a landlord's complaint response is handled by a third party (e.g. a contractor or independent adjudicator) at any	Yes	Complaints Policy 7.2	

	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.			The Society does not use any third-party service in respect of complaints handling.
5.5	Landlords are responsible for ensuring that any third parties handle complaints in line with the Code.	<b>Yes</b>	As above	As above
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.	<b>Yes</b>	Complaints Policy 7.3	Our response letters follow a standard template to ensure consistency and will always refer to the complaint definition and outcomes the resident is seeking. Complaints Control & Check Sheet in Place.
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.	<b>Yes</b>	As above	As above
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; d. consider all relevant information and evidence carefully.	<b>Yes</b>	Complaints Policy 7.4	Also included in our Complaints Handling Guidance for staff and training. Complaints Control & Check Sheet in Place. <a href="#">Quality checking in place.</a>
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.	<b>Yes</b>	Complaints Policy 7.5	Also included in our Complaints Handling Guidance for staff and training. Complaints Control & Check Sheet in Place. <a href="#">Examples available where we have extended timescales and communicated this with agreement of the complainant.</a>
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.	<b>Yes</b>	Complaints Policy 13.3	Our Housing Management IT System is used to record all E&D information including disabilities.

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.	<b>Yes</b>	Complaints Policy 4.2	Also refer to our Unacceptable Behaviour Policy.
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.	<b>Yes</b>	Complaints Policy 7.6	Our Housing Management IT System is used to record all complaints alongside all correspondence and supporting documents relative to the complaint case.
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.	<b>Yes</b>	Complaints Policy 7.4	Also included in our Complaints Handling Guidance for staff and training.
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.	<b>Yes</b>	Complaints Policy 4.5	Unacceptable Behaviour Policy is also in place that includes process for reviews.
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.	<b>Yes</b>	As above	Unacceptable behaviour policy includes reference to Equality Act 2010.

## 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.	<b>Yes</b>	Complaints Policy 8.1	Also included in our Complaints Handling Guidance for staff and training. Complaint response times are monitored and analysed. Complaints Control & Check Sheet in Place.



<b>6.2</b>	Complaints must be acknowledged, defined and logged at stage 1 of the complaint procedure within five working days of the complaint being received.	<b>Yes</b>	Complaints Policy 8.3	Also included in our Complaints Handling Guidance for staff and training. Explained to residents via our website and Complaints leaflet. Complaints Control & Check Sheet in Place. <a href="#">100% achieved in 24/25</a>
<b>6.3</b>	Landlords must issue a full response to stage 1 complaints within 10 working days of the complaint being acknowledged.	<b>Yes</b>	Complaints Policy 8.4	Also included in our Complaints Handling Guidance for staff and training. Explained to residents via our website and Complaints leaflet. Complaints Control & Check Sheet in Place. <a href="#">Business Support Officer now in place to monitor the complaints process.</a>
<b>6.4</b>	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.	<b>Yes</b>	Complaints Policy 8.4	As Above  <a href="#">Examples available where we have extended timescales and communicated this with agreement of the complainant.</a>
<b>6.5</b>	When an organisation informs a resident about an extension to these timescales, they must be provided with the contact details of the Ombudsman.	<b>Yes</b>	Standard Response Letter templates	Standard Response Letter templates carry this information.
<b>6.6</b>	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.	<b>Yes</b>	Complaints Policy 8.5	Also included in our Complaints Handling Guidance for staff and training
<b>6.7</b>	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.	<b>Yes</b>	Complaints Policy 8.5	Also included in our Complaints Handling Guidance for staff and training. Complaints Control & Check Sheet in Place.
<b>6.8</b>	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	<b>Yes</b>	Complaints Policy 8.7	Also included in our Complaints Handling Guidance for staff and training



	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.			
<b>6.9</b>	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.	<b>Yes</b>	Complaints Policy 8.6	Standard Response Letter templates to guide staff to include all relevant information. Also included in our Complaints Handling Guidance for staff and training. Complaints Control & Check Sheet in Place.

## STAGE 2

Code provision	Code requirement	Comply: Yes/No	Evidence	Commentary/Explanation
<b>6.10</b>	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.	<b>Yes</b>	Complaints Policy 8.8	Also included in our Complaints Handling Guidance for staff and training. Website and Complaints leaflet advises of this.
<b>6.11</b>	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.	<b>Yes</b>	Complaints Policy 8.9	As above <a href="#">100% achieved in 24/25</a>
<b>6.12</b>	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.	<b>Yes</b>	Complaints Policy 8.10	Also included in our Complaints Handling Guidance for staff and training.
<b>6.13</b>	The person considering the complaint at stage 2 must not be the same person that considered the complaint at stage 1.	<b>Yes</b>	Complaints Policy 8.8	Website and Complaints leaflet advises of this. Stage 1 Complaint handlers are Housing Manager & Head of Property. Stage 2 Complaints will generally be dealt with by the Complaints Officer.

<b>6.14</b>	Landlords must issue a final response to the stage 2 within 20 working days of the complaint being acknowledged.	<b>Yes</b>	Complaints Policy 8.11	Also included in our Complaints Handling Guidance for staff and training. Website and Complaints leaflet advises of this. Complaints Control & Check Sheet in Place. <a href="#">100% achieved in 24/25</a>
<b>6.15</b>	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.	<b>Yes</b>	As above	Also included in our Complaints Handling Guidance for staff and training. Standard Response Letter template to guide staff to include all relevant information. Complaints Control & Check Sheet in Place.
<b>6.16</b>	When an organisation informs a resident about an extension to these timescales, they must be provided with the contact details of the Ombudsman.	<b>Yes</b>	Standard Response Letter templates	Standard Response Letter templates carry this information.
<b>6.17</b>	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.	<b>Yes</b>	Complaints Policy 8.12	Also included in our Complaints Handling Guidance for staff and training. Standard Response Letter template to guide staff to include all relevant information. Complaints Control & Check Sheet in Place.
<b>6.18</b>	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.	<b>Yes</b>	Complaints Policy 8.12	Also included in our Complaints Handling Guidance for staff and training. Complaints Control & Check Sheet in Place. Standard Response Letter template to guide staff to include all relevant information.
<b>6.19</b>	Landlords must confirm the following in writing to the resident at the completion of stage 2 in clear, plain language:	<b>Yes</b>	Complaints Policy 8.13	Standard Response Letter templates to guide staff to include all relevant information. Letter templates also

	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.			include how to escalate the matter to the Ombudsman. Also included in our Complaints Handling Guidance for staff and training. Complaints Control & Check Sheet in Place.
<b>6.20</b>	Stage 2 is the landlord's final response and must involve all suitable staff members needed to issue such a response.	<b>Yes</b>	Complaints Policy 8.14	Also included in our Complaints Handling Guidance for staff and training

## Section 7 –Putting things right.

Code provision	Code requirement	Comply: Yes/No	Evidence	Commentary/Explanation
<b>7.1</b>	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: <ul style="list-style-type: none"> <li>• Apologising;</li> <li>• Acknowledging where things have gone wrong;</li> <li>• Providing an explanation, assistance or reasons;</li> <li>• Taking action if there has been delay;</li> <li>• Reconsidering or changing a decision;</li> <li>• Amending a record or adding a correction or addendum;</li> <li>• Providing a financial remedy;</li> <li>• Changing policies, procedures or practices.</li> </ul>	<b>Yes</b>	Complaints Policy 9.1	Also included in our Complaints Handling Guidance for staff and training. Complaints Control & Check Sheet in Place.  <a href="#">Quality Checks evidence this.</a>
<b>7.2</b>	Any remedy offered must reflect the impact on the resident as a result of any fault identified.	<b>Yes</b>	Complaints Policy 9.1	Also included in our Complaints Handling Guidance for staff and training. Complaints Control & Check Sheet in Place.
<b>7.3</b>	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.	<b>Yes</b>	Complaints Policy 9.2	Also included in our Complaints Handling Guidance for staff and training. Complaints Control & Check Sheet in Place.

				Business Support Officer monitors outcomes.
7.4	Landlords must take account of the guidance issued by the Ombudsman when deciding on appropriate remedies.	Yes	Complaints Policy 9.2	Also included in our Complaints Handling Guidance for staff and training

## 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	Complaints Policy 10.2	Standard Annual Complaints Performance and Service Improvement Report to be issued to the Board in July 2024 for their sign off. Report to be published on our website and included in resident newsletter.
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 section of its website relating to complaints. The governing body's response to the report must be published alongside this.	Yes	As above	As above
8.3	Landlords must also carry out a self-assessment following a significant restructure, merger and/or change in procedures	Yes	Complaints Policy 10.3	No re-assessment required currently
8.4	Landlords may be asked to review and update the self-assessment following an Ombudsman investigation.	Yes	Complaints Policy 10.3	No re-assessment required currently

<b>8.5</b>	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.	<b>Yes</b>	Complaints Policy 10.4	Currently able to comply with the code.
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#### Section 9 – Scrutiny & oversight: continuous learning and improvement.

Code provision	Code requirement	Comply: Yes/No	Evidence	Commentary/Explanation
<b>9.1</b>	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.	<b>Yes</b>	Complaints Policy 11.1	Also included in our Complaints Handling Guidance for staff and training  <a href="#">You said We did included in performance report.</a>
<b>9.2</b>	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.	<b>Yes</b>	Complaints Policy 11.1	Also included in our Complaints Handling Guidance for staff and training. Standard Annual Complaints Performance and Service Improvement Report records and monitors changes to service delivery. You said we did to be reported to residents via website
<b>9.3</b>	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	<b>Yes</b>	Complaints Policy 11.2	Website, newsletters, resident meetings, team meetings, staff appraisals are all used to report back on learning and improvements.
<b>9.4</b>	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.	<b>Yes</b>	Complaints Policy 6.1	This person is our Complaints Officer who is the Director and is responsible for all staff and operations of the Society. <a href="#">A new role of Business Support Officer is now in place to also support the complaints process.</a>
<b>9.5</b>	In addition to this a member of the governing body (or equivalent) must be appointed to have lead responsibility	<b>Yes</b>	Complaints Policy 11.3	

	for complaints to support a positive complaint handling culture. This person is referred to as the Member Responsible for Complaints ('the MRC').			The Society's MRC is the Chair of the Board
<b>9.6</b>	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.		As above	The Society's MRC is the Chair of the Board. The Chair has regular meetings with the Complaints Officer which enables them to all relevant information.
<b>9.7</b>	As a minimum, the MRC and the governing body (or equivalent) must receive: <ul style="list-style-type: none"> <li>a. regular updates on the volume, categories and outcomes of complaints, alongside complaint handling performance;</li> <li>b. regular reviews of issues and trends arising from complaint handling;</li> <li>c. regular updates on the outcomes of the Ombudsman's investigations and progress made in complying with orders related to severe maladministration findings; and</li> <li>d. annual complaints performance and service improvement report.</li> </ul>	<b>Yes</b>	Complaints Policy 11.4	Standard report in place that is reported to Board each quarter.
<b>9.8</b>	Landlords must have a standard objective in relation to complaint handling for all relevant employees or third parties that reflects the need to: <ul style="list-style-type: none"> <li>a. have a collaborative and cooperative approach towards resolving complaints, working with colleagues across teams and departments;</li> <li>b. take collective responsibility for any shortfalls identified through complaints, rather than blaming others; and</li> <li>c. act within the professional standards for engaging with complaints as set by any relevant professional body.</li> </ul>	<b>Yes</b>	Complaints Policy 6.6	Complaint handling is a standard objective that is discussed with all staff members during performance meetings, 121's and appraisals.