

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	Draft Complaints Policy, section 2.1	Included in 2024 Draft Complaints Policy
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	Draft Complaints Policy, section 2.1	Included in 2024 Draft Complaints Policy
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 (caveated)	Our recognition of the difference is set out in the policy. However at present we do not record, monitor and review service requests and therefore this is not included in the policy.	We are replacing the iCasework system with a new system and this will capture service requests or enquiries that don't meet the criteria for a complaint where these are made via the central complaints service. However need to

				consider what happens when service areas triage and reject potential complaints themselves – these won't be recorded
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	Draft Complaints Policy, section 2.1	Included in 2024 Draft Complaints Policy
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	Draft Complaints Policy, section 2.2	Included in 2024 Draft Complaints Policy. We are also exploring integrating a point into forthcoming surveys making tenants aware of their right to raise a complaint and the route to do so.

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	Draft Complaints Policy, section 3.1	We respond to complaints that we do not choose to accept in writing, which includes explanation for why it doesn't meet the criteria
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. 	Yes	Draft Complaints Policy, section 3.2	Included in 2024 Draft Complaints Policy

	<ul style="list-style-type: none"> 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	Draft Complaints Policy, section 3.2	Included in 2024 Draft Complaints Policy
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	Draft Complaints Policy, section 3.1	We respond to complaints that we do not choose to accept in writing, which includes explanation for why it doesn't meet the criteria
2.5	Landlords must not take a blanket approach to excluding complaints; they must consider the individual circumstances of each complaint.	Yes	Draft Complaints Policy, section 3.1	Included in 2024 Draft Complaints Policy

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	Draft Complaints Policy, section 2.3 and 11 Council Complaints webpages	<p>The Council provides a range of ways through which to access the complaints process including:</p> <ul style="list-style-type: none"> • Online via a webform • By telephone • Face-to-face at the housing hubs <p>The Council makes reasonable adjustments for residents such as identifying an officer within the Housing Complaints Team whose role includes visiting residents where they are unable to make a complaint through normal channels</p> <p>The Council is also in the process of training call handlers from the corporate call centre to fill in complaints forms on behalf</p>

				<p>of residents who are unable to complete the webforms themselves. This could be for a number of reasons, such as digital exclusion or difficulties with written English.</p>
3.2	<p>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.</p>	Yes	<p>Draft Complaints Policy, section 2.3</p>	<p>Managers and heads of service have been sent the Complaints Policy and Complaints Handling Code and are expected to share it with their wider teams.</p> <p>The Council makes reasonable adjustments for residents such as identifying an officer within the Housing Complaints Team whose role includes visiting residents where unable to make a complaint through normal channels.</p> <p>The Council is also in the process of training call handlers from the corporate call centre to fill in complaints forms on behalf of residents who are unable to complete the webforms themselves. This could be</p>

				for a number of reasons, such as digital exclusion or difficulties with written English.
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	Draft Complaints Policy, section 9.2	Included in the Draft Complaints Policy
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	Draft Complaints Policy, section 11	The Draft Complaints Policy is available online and a hard copy can also be viewed at both of the Council's Housing Hubs
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	Draft Complaints Policy, section 11	Included in the Draft 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	Draft Complaints Policy, Section 2.1	Included in the Draft Complaints Policy

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	Draft Complaints Policy, section 6.1 Stage 2 response templates	In policy, all complaints emails, link on webpage
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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	N/A	The Head of Resident Involvement and Participation is responsible for the Housing Complaints Team

<p>4.2</p>	<p>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.</p>	<p>Yes</p>	<pre> graph TD A[Head of Resident Involvement] --> B[Governance & Compliance Manager PO6] A --> C[Governance & Compliance Manager PO6] B --> D[PO3 Housing Project Officer (Complaints)] C --> E[PO3 Housing Project Officer (Complaints)] D --> F[PO1 Assistant Housing Project Officer] D --> G[PO1 Assistant Housing Project Officer] E --> H[PO1 Assistant Housing Project Officer] E --> I[PO1 Assistant Housing Project Officer] </pre>	<p>An organogram of the Housing Complaints Team has been included.</p>
<p>4.3</p>	<p>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</p>	<p>Yes</p>	<p>Draft Complaints Policy, Section 9.1</p>	<p>Included in the Draft Complaints Policy and also emphasised through on-boarding training.</p> <p>The current focus is on the two most common complaints – repairs and lettings.</p>

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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	Draft Complaints Policy, Section 2.3	We have a single policy which includes a commitment not to treat residents differently as a result of making a complaint is set out in the policy.
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	Draft Complaints Policy, Section 4	The policy has no extra named 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	Draft Complaints Policy, Section 4	The policy has only two named stages
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	Yes`	Draft Complaints Policy, Section 4	The policy has only two named stages and residents are not expected to go through another complaints process for third parties.

	expected to go through two complaints processes.			
5.5	Landlords are responsible for ensuring that any third parties handle complaints in line with the Code.	Yes	Complaint-handling forms part of the contracts between the PFIs and TMOs	Newham Council's PFI schemes and TMOs are required to follow Council policy, including compliance with the new Draft Complaints Policy.
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	Template responses for Stage 1 and Stage 2	Officers are required to set out their understanding of Stage 1 and Stage 2 complaints. This is embedded within the template used.
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	Draft Complaints Policy, Section 3.2	The list of issues for which the Council is not responsible is listed in section 3.2. Officers refer to this list in their responses to residents.
5.8	At each stage of the complaints process, complaint handlers must: <ul style="list-style-type: none"> a. deal with complaints on their merits, act independently, and have an open mind; 	Yes	Draft Complaints Policy, Section 4	This approach and expectation of complaint handlers is set out in the draft policy and is emphasised to team

	<ul style="list-style-type: none"> 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. 			members via regular training.
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	Draft Complaints Policy, Section 4	Included in Draft Complaints Policy
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.	Partial	Draft Complaints Policy, Section 2.3	<p>The Council makes reasonable adjustments for residents such as identifying an officer within the Housing Complaints Team whose role includes visiting residents where unable to make a complaint through normal channels.</p> <p>However at present records are not kept of disabilities disclosed, and these are not kept under active review.</p>
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	Yes	Draft Complaints Policy, Section 4.2	Included in Draft Complaints Policy

	must comply with the provisions set out in section 2 of this Code.			
5.12	A full record must be kept of the complaint, and the outcomes at each stage. This must include the original complaint and the date received, all correspondence with the resident, correspondence with other parties, and any relevant supporting documentation such as reports or surveys.	Yes	Currently held in iCasework	iCasework to be replaced by a new system by spring 2025
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	Draft Complaints Policy, Section 2.1	Included in Draft Complaints Policy
5.14	Landlords must have policies and procedures in place for managing unacceptable behaviour from residents and/or their representatives. Landlords must be able to evidence reasons for putting any restrictions in place and must keep restrictions under regular review.	No	N/A	The Council has a draft policy and an aim of formal public adoption in July.
5.15	Any restrictions placed on contact due to unacceptable behaviour must be proportionate and demonstrate regard	No	N/A	We will be considering this as part of the design and implementation of the iCasework replacement

	for the provisions of the Equality Act 2010.			project which is due to complete in February 2025
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Section 6: Complaints Stages

Stage 1

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
6.1	Landlords must have processes in place to consider which complaints can be responded to as early as possible, and which require further investigation. Landlords must consider factors such as the complexity of the complaint and whether the resident is vulnerable or at risk. Most stage 1 complaints can be resolved promptly, and an explanation, apology or resolution provided to the resident.	Yes	Draft Complaints Policy, section 4.1	Included in Draft Complaints Policy
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	Draft Complaints Policy, section 4.1	Included in Draft Complaints Policy
6.3	Landlords must issue a full response to stage 1 complaints <u>within 10 working days</u> of the complaint being acknowledged.	Yes	Draft Complaints Policy, section 4.1 Tenant Satisfaction Measures	Included in Draft Complaints Policy Current tenant satisfaction measures (TSM) stats indicate that 72.16% of

				stage 1 cases are responded to on time.
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	Draft Complaints Policy, section 4.1	Included in Draft Complaints Policy
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	Draft Complaints Policy, section 4.1 Stage 1 response template	Included in Draft Complaints Policy and included in the stage 1 response template
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	Draft Complaints Policy, section 4.1	Included in Draft Complaints Policy
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	Draft Complaints Policy, section 4.1	Included in Draft Complaints Policy
6.8	Where residents raise additional complaints during the investigation,	Yes	Draft Complaints Policy, section 4.1	Included in Draft Complaints Policy

	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.			
6.9	Landlords must confirm the following in writing to the resident at the completion of stage 1 in clear, plain language: <ul style="list-style-type: none"> a. the complaint stage; b. the complaint definition; c. the decision on the complaint; d. the reasons for any decisions made; e. the details of any remedy offered to put things right; f. details of any outstanding actions; and g. details of how to escalate the matter to stage 2 if the individual is not satisfied with the response. 	Yes	Draft Complaints Policy, section 4.1 Stage 1 response template	Included in Draft Complaints Policy

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	Draft Complaints Policy, section 4.2 Stage 2 response template	Included in Draft Complaints Policy and response template
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	Draft Complaints Policy, section 4.2	Included in Draft Complaints Policy
6.12	Residents must not be required to explain their reasons for requesting a stage 2 consideration. Landlords are expected to make reasonable efforts to understand why a resident remains unhappy as part of its stage 2 response.	Yes	Draft Complaints Policy, section 4.2	This is included in the policy however in practice most residents include explanation of the reasons for their escalation to Stage 2
6.13	The person considering the complaint at stage 2 must not be the same person that considered the complaint at stage 1.	Yes	Draft Complaints Policy, section 4.2 Stage 1 and Stage 2 response templates	This is set out in the Draft Complaints Policy and forms part of the template response to both Stage 1 and Stage 2.
6.14	Landlords must issue a final response to the stage 2 <u>within 20 working days</u> of the complaint being acknowledged.	Yes	Draft Complaints Policy, section 4.2 Tenant Satisfaction Measures	Included in Draft Complaints Policy Current tenant satisfaction measures (TSM) stats indicate that 68.61% of stage 2 complaints were completed within the timescale

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	Included in Draft Complaints Policy	Included in Draft Complaints Policy
6.16	When an organisation informs a resident about an extension to these timescales, they must be provided with the contact details of the Ombudsman.	Yes	Draft Complaints Policy, section 4.2	Included in Draft Complaints Policy
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.	Partial	Draft Complaints Policy, section 4.2	This aim is set out in the Draft Complaints Policy but not all outstanding actions are tracked, although this does happen in some cases.
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	Draft Complaints Policy, section 4.2	In order to ensure that all points raised are addressed, all Stage 2 responses are subject to review by a manager prior to being issued as part of a robust quality control process.
6.19	Landlords must confirm the following in writing to the resident at the completion of stage 2 in clear, plain language:	Yes	Draft Complaints Policy, section 4.2 Stage 2 response template	In order to ensure that all points raised are addressed, all Stage 2

	<ul style="list-style-type: none"> a. the complaint stage; b. the complaint definition; c. the decision on the complaint; d. the reasons for any decisions made; e. the details of any remedy offered to put things right; f. details of any outstanding actions; and g. details of how to escalate the matter to the Ombudsman Service if the individual remains dissatisfied. 			responses are subject to review by a manager prior to being issued as part of a robust quality control process.
6.20	Stage 2 is the landlord's final response and must involve all suitable staff members needed to issue such a response.	Yes	Draft Complaints Policy, section 4.2	In order to ensure that all points raised are addressed, all Stage 2 responses are subject to review by a manager prior to being issued as part of a robust quality control process.

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 intends to take, to put things right. These can include:	Yes	Draft Complaints Policy, section 5	Included in Draft Complaints Policy

	<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. 			
7.2	Any remedy offered must reflect the impact on the resident as a result of any fault identified.	Yes	Draft Complaints Policy, section 5 The Council has internal guidance around the use of compensation.	This guidance is being reviewed in summer 2024, following Ombudsman guidelines.
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	Draft Complaints Policy, section 5	Following the remedy through to completion rests with the service and may not be checked by the Housing Complaints Team.
7.4	Landlords must take account of the guidance issued by the Ombudsman when deciding on appropriate remedies.	Yes	Forthcoming internal guidance on use of compensation (see 7.2 above)	As noted above, new guidance is being issued in summer 2024, following Ombudsman guidelines.

Section 8: Self-assessment, reporting and compliance

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
8.1	<p>Landlords must produce an annual complaints performance and service improvement report for scrutiny and challenge, which must include:</p> <ul style="list-style-type: none"> a. the annual self-assessment against this Code to ensure their complaint handling policy remains in line with its requirements. b. a qualitative and quantitative analysis of the landlord's complaint handling performance. This must also include a summary of the types of complaints the landlord has refused to accept; c. any findings of non-compliance with this Code by the Ombudsman; d. the service improvements made as a result of the learning from complaints; e. any annual report about the landlord's performance from the Ombudsman; and f. any other relevant reports or publications produced by the Ombudsman in relation to the work of the landlord. 	Yes	Draft Complaints Policy, section 10	<p>Complaints performance is monitored through our corporate delivery plan that reports regularly to Cabinet. The Council produces an annual complaints performance report which is presented to the Council's Audit Committee and Cabinet. This will include an annual self-assessment of the Housing Complaints Policy</p>

8.2	The annual complaints performance and service improvement report must be reported to the landlord's governing body (or equivalent) and published on the on the section of its website relating to complaints. The governing body's response to the report must be published alongside this.	Yes	N/A	Cabinet is our governing body. We don't upload to the complaints website.
8.3	Landlords must also carry out a self-assessment following a significant restructure, merger and/or change in procedures.	Yes	N/A	We will if required
8.4	Landlords may be asked to review and update the self-assessment following an Ombudsman investigation.	Yes	N/A	We will if required
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	N/A	We will if required, part of business continuity arrangements to tell key stakeholders including Ombudsman

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	Draft Complaints Policy We Are Housing Damp and Mould Strategy (2023)	<p>Learning from past complaints has been the key driver for key Council activities and improvement programmes such as the Damp and Mould Taskforce and the Repairs Improvement Plan (part of the We Are Housing programme).</p> <p>A role has been designed and recruited to with a focus on learning from complaints however due to the high volume of complaints at present, their aspect of the officer's role has not yet started.</p>
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	As above	As above

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	Resident involvement strategy, complaints review panel, repairs panel (up and running), opportunity to share repairs complaints Feedback on repairs complaints	The Resident Involvement Strategy is planned for a refresh in Summer 2024
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	Programme of complaints review, resident experience programme	The Senior Reporting Officer is the Assistant Chief Executive and Chief Transformation Officer, supported by the Assistant Director of Resident Experience, Operations & Resolution.
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	N/A	Cabinet Member for Resident Engagement and Resident Experience has overall responsibility for Complaints, with Cabinet Member Member for Housing Management and Modernisation; Housing Needs, Homelessness and Private Rented Sector responsible for housing complaints.
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	Yes	Draft Complaints Policy, section 10	Via Cabinet Portfolio Meetings to lead and deputy, monthly update

	person must have access to suitable information and staff to perform this role and report on their findings.			
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 d. annual complaints performance and service improvement report. 	Yes	Draft Complaints Policy, section 10	<p>CAPM for a/b, c not yet, d, covered above</p> <p>Complaints stage 1 and members enquiries KPIs in Corporate Delivery Plan, goes quarterly to cabinet</p>
9.8	<p>Landlords must have a standard objective in relation to complaint handling for all relevant employees or third parties that reflects the need to:</p> <ul style="list-style-type: none"> 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 	Yes	N/A	Internal guidance has been produced around writing responses to complaints

	c. act within the professional standards for engaging with complaints as set by any relevant professional body.			
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