

## **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	<p>A complaint must be defined as:</p> <p><i>'an expression of dissatisfaction, however made, about the standard of service, actions or lack of action by the landlord, its own staff, or those acting on its behalf, affecting a resident or group of residents.'</i></p>	Yes	As evidenced in our Corporate Complaint Policy and in our Complaint Handling Procedure	<p>We use the term organisation instead of Landlord as this policy applies to more than just our landlord function, The inclusion of this definition in our Corporate Complaint Policy and in our Complaint Handling Procedure ensures that both staff and residents have a clear understanding of what constitutes a complaint.</p>
1.3	<p>A resident does not have to use the word 'complaint' for it to be treated as such. Whenever a resident expresses dissatisfaction landlords must give them the choice to make complaint. A complaint that is submitted via a third party or representative must be handled in line with the landlord's complaints policy.</p>	Yes	As evidenced in our Complaint Handling Procedure	<p>The procedure and subsequent training ensures that all staff members have an understanding to recognise and treat any form of dissatisfaction as a potential complaint.</p>

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	As evidenced in our Corporate Complaint Policy and in our Complaint Handling Procedure	This is documented in both our Complaint policy and procedure – There is also a flow chart in our Complaint Procedure
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	As evidenced in our Corporate Complaint Policy and in our Complaint Handling Procedure	Our process ensures that a service request can seamlessly become a complaint if the complainant dissatisfaction continues. It also ensures that our efforts to resolve the original service request continues, reflecting our commitment to service excellence.
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	As evidenced in our Corporate Complaint Policy and in our Complaint Handling Procedure and evidenced through our email and telephone surveys	Surveys carried out provide guidance to staff and customers through emails on how to make complaints



## 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	As evidenced in our Corporate Complaint Policy and in our Complaint Handling Procedure	Guidance provided for staff on cases that are not accepted and what to do if the case is not for Southwark to answer

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"> <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	As evidenced in our Corporate Complaint Policy and in our Complaint Handling Procedure	The exclusions in our complaints policies are designed to be fair and reasonable. We have also ensured that mechanisms are in place for considering exceptions in cases of reasonable delay.
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	As evidenced in our Corporate Complaint Policy	As above

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	As evidenced in our Corporate Complaint Policy	Complainants are made aware that the Ombudsman may instruct us to revisit our decision on not accepting a complaint
2.5	Landlords must not take a blanket approach to excluding complaints; they must consider the individual circumstances of each complaint.	Yes	As evidenced in our Complaint Handling Procedure	Guidance given to staff on how to consider each complaint

### 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	As evidenced in our Corporate Complaint Policy	Complainants can make complaints via phone, email, website, face to face or in writing.
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	As evidenced in our Complaint Handling Procedure	Our Complaint Procedure outlines the responsibility to all staff to accept complaints and how to pass it on. Training & development supports awareness of the approach to complaint handling.
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	As evidenced in our Corporate Complaint Policy and in our Complaint Handling Procedure	Complaints aren't seen as negative, however, the focus remains for a "right first time" service delivery



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	Our Complaints Policy is accessible on our website	Our policy helps set clear expectation for our residents on how their complaints will be managed and resolved. Including information of our two stage processes.
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	Our Complaints Policy is accessible on our website	Our policy and self-assessment are regularly reviewed and updated to remain compliance with the Ombudsman 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	As evidenced in our Corporate Complaint Policy	This is stated within the policy, as long as authorisation is provided
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	As evidenced in our Corporate Complaint Policy and in our Complaint Handling Procedure	A standard paragraph is included in our review responses advising customers of the right to escalate their complaints

## 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	The Complaints Manager	The Complaints Manager takes responsibility for the complaints, reports to Senior Management every month, with a full performance report every quarter. The manager also reports performance and issues to the Leader of the Council monthly
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	The Complaints Manager completes this duty	The Complaints Manager meets with senior management as above. They also chair the Complaints Community to raise issues and discuss performance
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	Training documents attached	Over 400 complaint handling staff attended training based on the complaint handling code from November until January. We also have a Complaint Handling Quality Monitoring Team

## 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	As evidenced in our Corporate Complaint Policy	The council has one corporate complaints 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	As evidenced in our Corporate Complaint Policy	No 0 stage within the policy
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 evidenced in our Corporate Complaint Policy	Two stage complaints process is in place, it aligns with best practice principles and facilitate prompt resolution

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	As evidenced in our Corporate Complaint Policy	All cases dealt with by a 3 <sup>rd</sup> party are then reviewed at Stage 2 by the council
5.5	Landlords are responsible for ensuring that any third parties handle complaints in line with the Code.	Yes	As evidenced in our Corporate Complaint Policy and in our Complaint Handling Procedure	3 <sup>rd</sup> parties are aware of the code
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	As evidenced in our Complaint Handling Procedure	This is detailed in our Complaint Handling Procedure to ensure that we capture and clarify the details for each complaint at the initial logging stage and when it is escalated to Stage two
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	As evidenced in our Complaint Handling Procedure	As per 5.6

5.8	<p>At each stage of the complaints process, complaint handlers must:</p> <ul style="list-style-type: none"> <li>a. deal with complaints on their merits, act independently, and have an open mind;</li> <li>b. give the resident a fair chance to set out their position;</li> <li>c. take measures to address any actual or perceived conflict of interest; and</li> <li>d. consider all relevant information and evidence carefully.</li> </ul>	Yes	As evidenced in our Complaint Handling Procedure	<p>This section of our Complaints Procedure ensures that each complaint is treated with the utmost care and impartiality, reflecting our commitment to fairness and transparency in the complaint handling process.</p>
5.9	<p>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.</p>	Yes	As evidenced in our Corporate Complaint Policy and in our Complaint Handling Procedure	<p>Our policy and procedures document the specific timescales set for responding to a complaint and outline process for keeping complainants informed if a response will be delayed</p>
5.10	<p>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.</p>	Yes	As evidenced in our Corporate Complaint Policy	<p>Our policy reflects on the importance of the Equality Act 2010. Vulnerabilities information are recorded on our systems</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 must comply with the provisions set out in section 2 of this Code.	Yes	As evidenced in our Corporate Complaint Policy and in our Complaint Handling Procedure	Our policy and procedure ensures that all complaints received the attention they deserve and are escalated as necessary. Exceptions are applied as per Section 2 of the code mentioned in 2.2 of this form
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	Our ICasework System	The council has a case management system that can track a complaint through all processes
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	As evidenced in our Complaint Handling Procedure	Our customer engagement team will assist in addressing concerns straight away at the first instance.

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	Habitual Contact Policy attached	This is managed by the Complaints Manager and sign off on any restrictions are agreed by Senior Management with evidence provided
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	Habitual Contact Policy attached	This is managed by the Complaints Manager and sign off on any restrictions are agreed by Senior Management with evidence provided and each cases are assessed on individual basis and taking all circumstances into considerations

## 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	As evidenced in our Complaint Handling Procedure	Our procedure includes detailed guidelines for identifying complaints that can be resolved early and those that require investigation.
6.2	Complaints must be acknowledged, defined and logged at stage 1 of the complaints procedure <b><u>within five working days of the complaint being received.</u></b>	Yes	As evidenced in our Corporate Complaint Policy	The Council aims to acknowledge all complaints within 5 working days
6.3	Landlords must issue a full response to stage 1 complaints <b><u>within 10 working days</u></b> of the complaint being acknowledged.		As evidenced in our Corporate Complaint Policy	Corporate target days in now 10 working days



6.4	Landlords must decide whether an extension to this timescale is needed when considering the complexity of the complaint and then inform the resident of the expected timescale for response. Any extension must be no more than 10 working days without good reason, and the reason(s) must be clearly explained to the resident.	Yes	As evidenced in our Corporate Complaint Policy and in our Complaint Handling Procedure	Resolution plan and holding response are in place to assist with extensions when there are delays
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	As evidenced in our Corporate Complaint Policy	The complainant would be advised to contact the ombudsman, at any stage of the complaint process
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	As evidenced in our Complaint Handling Procedure	Our Complaint Handling procedure specifies that a response to a complaint should be provided as soon as the investigation is completed, regardless whether all actions to address the issue has been done
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	As evidenced in our Complaint Handling Procedure	This is well documented in our Complaint Handling Procedure under the responses

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	As evidenced in our Complaint Handling Procedure	Our policy ensures that all concerns raised by a resident during the complaint process are addressed efficiently and effectively
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	As evidenced in our Complaint Handling Procedure	This is documented in our Complaint Handling Procedure under resolution and investigation. Our quality assurance processes review compliance to the requirements.

## 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	As evidenced in our Corporate Complaint Policy and in our Complaint Handling Procedure	Our policy ensures that residents have the opportunity to seek further resolution if they are dissatisfied with the initial response.
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	As evidenced in our Corporate Complaint Policy and in our Complaint Handling Procedure	All stage 2 complaints are logged and acknowledged within 5 working days. Southwark Council has only 2 Complaint Stages. Stage 1 and Stage 2
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	As evidenced Complaint Handling Procedure	This is well documented in our complaint Procedure and listed
6.13	The person considering the complaint at stage 2 must not be the same person that considered the complaint at stage 1.	Yes	As evidenced in our Corporate Complaint Policy	All stage 2 complaints are handled by the Corporate Complaints Team
6.14	Landlords must issue a final response to the stage 2 <b><u>within 20 working days</u></b> of the complaint being acknowledged.	Yes	As evidenced in our Corporate Complaint Policy	We aim to answer All Stage 2 complaints within 20 working days

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	As evidenced in our Corporate Complaint Policy	Our Complaints Procedure explicitly details the condition under which timescales for Stage 2 responses may be extended. It states that any extension must be informed of the new expected timescale and the reasons for the extension.
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	As evidenced in our Corporate Complaint Policy and in our Complaint Handling Procedure	Our Complaints Handling Procedures states that whenever an extension is granted beyond the standard response times, the resident must be informed of this extension and the reasons for it. Additionally, the contact details of the ombudsman are provided.
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	As evidenced Complaint Handling Procedure	Our Complaints Procedure specifies that a response to the resident's complaint must be provided as soon as the findings are determined, even if the actions to fully address the complaint are still ongoing.

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	As evidenced Complaint Handling Procedure	Our Complaints Procedure states that all points raised in the complaints definition, policy and law, must be thoroughly addressed and included in our responses.
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	As evidenced Complaint Handling Procedure	Our complaints procedure details the structure and content required in a stage 2 response, ensuring that each response addresses all aspects required by our policy. This includes acknowledgment of the receipt of the complaint, an apology if the response is delayed, a summary of the complaint, a thorough description of the investigation, clear explanations of decision made, details on remedies and resolution plans, and information on further escalation options, including Ombudsman details.
6.20	Stage 2 is the landlord's final response and must involve all suitable staff members needed to issue such a response.	Yes	As evidenced Complaint Handling Procedure	Directors sign off all stage 2 housing complaints

## Section 7: Putting things right

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
7.1	<p>Where something has gone wrong a landlord must acknowledge this and set out the actions it has already taken, or intends to take, to put things right. These can include:</p> <ul style="list-style-type: none"> <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>	Yes	As evidenced Complaint Handling Procedure	<p>Our Complaints Procedure states that when something has gone wrong, it must be acknowledged by the handling team. The procedure includes provisions for issuing apologies, providing explanations, and detailing any corrective actions or planned. We also have reminder tasks in place in our systems to track the implementations and actions.</p>

7.2	Any remedy offered must reflect the impact on the resident as a result of any fault identified.	yes	As evidenced Complaint Handling Procedure	We have a detailed resolution plan that is part of our complaint handling procedure, specifically designed to guide the remedial actions taken in response to feedback from complaints. Our resolution plan outlines corrective actions and also includes measures for service improvement based on the issues identified.
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	As evidenced Complaint Handling Procedure	Building on our structured resolution plan outlined in section 7.2, we have established procedures for ongoing monitoring and follow-up of remedial actions – The plan not only outlines corrective actions but also includes measures for service improvement based on the issues identified. All actions are documented and followed to ensure they are implemented and that the resident is satisfied with the outcome

7.4	Landlords must take account of the guidance issued by the Ombudsman when deciding on appropriate remedies.	Yes	As evidenced Complaint Handling Procedure	This is documented in our Complaint Procedure document, officers must refer to the policies and guidance from the housing ombudsman.
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### Section 8: Putting things right

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
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8.1	<p>Landlords must produce an annual complaints performance and service improvement report for scrutiny and challenge, which must include:</p> <ul style="list-style-type: none"> <li>a. the annual self-assessment against this Code to ensure their complaint handling policy remains in line with its requirements.</li> <li>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;</li> <li>c. any findings of non-compliance with this Code by the Ombudsman;</li> <li>d. the service improvements made as a result of the learning from complaints;</li> <li>e. any annual report about the landlord's performance from the Ombudsman; and</li> <li>f. any other relevant reports or publications produced by the Ombudsman in relation to the work of the landlord.</li> </ul>	Yes	Self-assessment will be published on the website in May	<p>An annual performance report will be issued in 2024 once the annual reports have been issued from the housing ombudsman, local government and social care ombudsman.</p>
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8.2	The annual complaints performance and service improvement report must be reported to the landlord's governing body (or equivalent) and published on the on the section of its website relating to complaints. The governing body's response to the report must be published alongside this.	Yes	Will be publish once presented to CMT and the leader of the council	The annual complaints performance report will be presented to our governing body for review and subsequently published, ensuring stakeholders engagement and accountability
8.3	Landlords must also carry out a self-assessment following a significant restructure, merger and/or change in procedures.	No	Not applicable but will comply if necessary	
8.4	Landlords may be asked to review and update the self-assessment following an Ombudsman investigation.	Yes	If asked we will comply	We are prepared to review and update our self-assessment following any Ombudsman investigation, affirming our commitment to compliance and improvement.
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	Reflected on our business continuity plan	In case of exceptional circumstances preventing compliance, we will inform the ombudsman and publish necessary notices, ensuring transparency and setting clear expectations.

## Section 9: Scrutiny and 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	As evidenced in the complaint handling procedure	Learning from complaints at all levels of complaints is encouraged. The quality assurance reviews will aim to actively promote learning from complaints.
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 evidenced in the complaint handling procedure	Complaints are also discussed at the Corporate Management Team (CMT), leaders board and Senior Management Team meetings
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	Learning from complaints will be included in the quarterly CMT report	We will look to develop a communications plan for key stakeholders to promote change as a result of learning from complaints.

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	The Complaints Manager	The Complaints manager has oversight of all complaints and attended CMT and the Leaders Board
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	Cabinet Member for Communities, Democracy and Finance is the MRC	Reports to be provided at the Lead Member Briefing monthly, in line with the guidance provided by the Housing Ombudsman
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	Reports to be reported on all points to be delivered monthly to the Cabinet Members briefing session monthly	The member responsible for complaints will be in attendance at the leaders' board for regular updates on complaints performance.

9.7	<p>As a minimum, the MRC and the governing body (or equivalent) must receive:</p> <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>	Yes	<p>Reports on all points to be delivered monthly to the Cabinet Members Briefing session</p>	<p>Additional reporting has been developed and will be kept under review and further enhanced to ensure compliance with the code.</p>
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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"> <li>a. have a collaborative and co-operative 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>	Yes	Complaint Handling Procedure & complaint community governance (minutes of meetings)	<p>Contractors and third parties to be supplied a copy of the Complaints Handling Procedure. Council wide complaints meeting with Departmental representatives aims to ensure a consistent, collaborative approach maintaining professional standards.</p>
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