

RELIANCE SOCIAL HOUSING CIC

Report To/Meeting	Resident Experience Committee	Date of Meeting	21 August 2025
Report Title:	Tenant & Support Services - Complaints Report		
Purpose of the report	The Committee is asked to review the Q4 2025 & FY 2024/25 complaints data from, noting the impact of recent changes to our reporting methodology and the updated Complaints Policy, which was revised in line with the Housing Ombudsman's self-assessment framework.		
Decision Action:	For Discussion & Noting		
Authority for Decision:	The Board holds delegated authority to receive and review reports on operational performance, including complaints handling.		
Executive Summary	This report outlines the activities of the Complaints Department for Q4 2025 and FY 2024/25. It provides a detailed breakdown of complaints figures, aligned with Reliance's internal reporting expectations and in accordance with the Housing Ombudsman's requirements.		
Regulatory/legal requirement:	Report complaints figure to ensure we are in line with regulatory requirements		
Business Plan Link:	Regulatory Compliance/ Tenant Satisfaction		
Equality, Diversity and Inclusion Impact Assessment/Comment	An Equality, Diversity, and Inclusion (EDI) assessment has been carried out for this report, and no negative impacts have been identified.		
Resource Implication/VFM Statement:	Nothing above the agreed budget VFM has been considered		
Risk:	Failure to comply with the regulatory requirements		
No of Pages	6	Appendices	1
Name, position and contact details of author:	Hasham Arif – Tenant and Support Manager		
Report Sponsor	Mohammed Arshad (COO)	Presenter:	Mohammed Arshad

1. Background

- 1.1 This report outlines the activities of the Complaints Department for Q4 and FY 2024/25, providing a detailed breakdown of complaints figures aligned with Reliance's internal reporting expectations and in accordance with the Housing Ombudsman's requirements.
- 1.2 See Appendix 1 for Complaints Data.

2. Executive Summary

- 2.1 The annual complaints performance demonstrates strong regulatory compliance with excellent performance in key areas including overall complaint rates, escalation prevention and tenant satisfaction. However, operational challenges emerged in Q4, particularly around response times and early resolution effectiveness. The persistent issues with repairs/maintenance and care/support categories require continued strategic focus.

2.2 Key Annual Movements and Trends (Q1-Q4)

- 2.2.1 Analysis of the annual complaints data reveals a mixed performance picture with strong regulatory compliance maintained alongside emerging operational challenges. Whilst we successfully kept overall complaint rates well below target thresholds and prevented escalations to the Housing Ombudsman, concerns emerged in Q4 regarding response times and service delivery consistency.

2.3 Positive Trends

- ✓ **Overall Complaint Rate:** Maintained excellent performance at 3.47%, well below the 5% target.
- ✓ **Stage 2 Escalations:** Minimal with only 1 complaint escalated across the year (0.01%).
- ✓ **Housing Ombudsman:** Zero escalations maintained throughout the year.
- ✓ **Early Resolution:** Strong annual performance at 43%, significantly exceeding the 25% target.
- ✓ **Tenant Satisfaction:** Only 3 complaints (0.7%) expressed dissatisfaction with outcomes.

2.4 Areas of Concern

- **Repairs & Maintenance:** Consistently exceeded target threshold, representing 30% of all complaints annually.
- **Care, Support & Supervision:** Second highest complaint category at 27%, above target.
- **Late Quarter Performance:** Q4 showed deterioration in several metrics including response times and early resolution rates.

3.0 Key Actions Taken During 2024/25

- 3.1 In response to the complaint trends identified throughout 2024/25, we implemented a range of targeted interventions across all key service areas which demonstrates our commitment to continuous improvement and regulatory compliance:

1) Repairs and Maintenance Response

- Collaborative working with Managing Agents for early resolution.
- Escalation to Community Liaison Officers (CLOs) for on-site inspections.
- Remedial works instructed to ensure HHSRS compliance.
- Renovation notices issued where necessary.

2) Care, Support and Supervision Improvements

- Targeted reviews conducted at affected properties.
- Collaborative approach with CLOs and Auditing team.
- Performance Risk Framework (PRF) flagging for inadequate support levels.

3) Tenant Service Enhancements

- Updated notice boards across all properties.
- Introduction of welcome packs for new residents.
- Clear guidance on service expectations and contact details.
- Launched a WhatsApp channel for residents to improve accessibility.

4.0 Key Areas to Develop in 2025/26

4.1 Building on the insights gained from FY 2024/25 complaints data and performance analysis, we have identified four strategic priority areas for development and enhancement in the upcoming year. These initiatives will focus on strengthening our operational capacity, improving resident experience and ensuring continued regulatory compliance:

- **Team Development and Capacity Building** - Strengthen Community Liaison Officer (CLO) teams through comprehensive targeted training programmes and strategic recruitment initiatives to build enhanced capacity and specialised expertise across all service areas.
- **Partnership and Stakeholder Engagement** - Enhance multi-agency partnerships with local policing action teams to develop more effective and coordinated approaches to addressing Anti-Social Behaviour (ASB) issues; Strengthen collaborative working relationships with local neighbourhood teams to implement proactive strategies for tackling ASB concerns before they escalate.
- **Community Presence and Visibility** - Increase community engagement through regular participation in community walkabouts alongside local authority representatives and policing teams to enhance visibility, accessibility and responsiveness to resident concerns.
- **Service Accessibility and Communication** - Maintain and continuously improve accessibility for residents by actively identifying and implementing innovative ways to enhance communication channels and community engagement opportunities e.g. Residents Voice Panel (RVP).

4.2 The initiatives above represent our commitment to delivering exceptional service while addressing the primary concerns identified through our complaints analysis.

5. Next Steps

5.1 An action plan will be developed to implement these strategic priorities, with clear timelines, responsible officers and measurable outcomes assigned to each initiative. This detailed implementation plan will be presented to the Committee for approval in

Q2 2025/26, ensuring accountability and progress monitoring throughout the delivery phase.

6. Recommendations

- 6.1 Members are asked to note the content of the report.

Appendix 1: Complaints Performance Data

KPI	Metric	Target	Q1	Q2	Q3	Q4	Annual 2024/25	KPI Achieved
C1	Total number of tenants at quarter end	10,625	10,125	10,025	9,463	9,444	Avg: 9,764	No
C2	Total Stage 1 complaints recorded	5%	92	86	68	93	339 (3.47%)	Yes
C3	Complaints concluded as 'Early Resolution'	25%	83 (90%)	30 (35%)	23 (34%)	13 (14%)	149 (43%)	Yes
C4	Stage 1 complaints concluded	95%	92 (100%)	86 (100%)	68 (100%)	74 (80%)	320 (95%)	Yes
C5	Complaints not accepted/withdrawn/extended	-	0 (0%)	0 (0%)	0 (0%)	19 (20%)	19 (5.6%)	-
C6	Stage 1 complaints within target time	95%	N/A	86 (100%)	68 (100%)	74 (100%)	228 (100%)	Yes
C7	Stage 2 complaints recorded	3%	0	1	0	0	1 (0.01%)	Yes
C8	Stage 2 complaints within target time	95%	0	1 (100%)	0	0	1 (100%)	Yes
C9	Complaints upheld	N/A	92	74	22	27	215	-

KPI	Metric	Target	Q1	Q2	Q3	Q4	Annual 2024/25	KPI Achieved
C10	Complaints dissatisfied with outcome	1%	1	1	1	0	3 (0.7%)	Yes
C11	Complaints escalated to Housing Ombudsman	0	0	0	0	0	0 (0%)	Yes
C12	Ombudsman determinations	0	0	0	0	0	0	Yes

Complaints by Category (Key Areas of Concern)

KPI	Category	Target	Q1	Q2	Q3	Q4	Annual (%)	KPI Achieved
C13	Repairs & Maintenance	20%	27 (30%)	26 (31%)	18 (27%)	28 (31%)	99 (30%)	No
C14	Care, Support & Supervision	20%	21 (23%)	11 (13%)	27 (40%)	28 (31%)	87 (27%)	No
C15	RSH Customer Service	20%	0 (0%)	1 (2%)	4 (6%)	13 (14%)	18 (6%)	Yes
C16	Tenancy Management	20%	13 (14%)	12 (14%)	16 (23%)	12 (13%)	53 (17%)	Yes

PERFORMANCE ANALYSIS AND NARRATIVE

C1 – This year, we averaged 9,764 residents across our provision, with 9,444 in Q4.

C2 – There were 93 complaints recorded this quarter (see below), contributing to a total of 339 complaints recorded year-to-date.

Source of Complaints (Q4 Analysis)

Source	Number	%
Residents	56	60%
Neighbours/Community	9	10%
West Midlands Police	3	3%
MP/Local Councillor	1	1%
Other	24	26%
Total	93	100%

C3 – Of the 93 complaints received this quarter, 13 were resolved at the early resolution stage, with the team successfully reaching a satisfactory outcome for the complainants.

C4/C5/C6 – Of the 93 complaints received this quarter, 74 were concluded and addressed within the target time. The remaining 19 complaints were either not accepted, withdrawn or required additional time for investigation and resolution, with the complaints team requesting extensions to ensure a thorough and fair outcome can be reached.

C9 – Of the 93 complaints received this quarter, 27 were upheld. Following our investigations, we identified valid concerns that justified the complaints. Our review ensured satisfactory outcomes for the complainants and that appropriate actions were taken to address any associated risks.

C13/C14 – Repairs and Maintenance, along with Care, Support, and Supervision, were the two primary areas of concern this quarter, accounting for the highest number of complaints. In response, we have reviewed the managing agents responsible for these issues, particularly where

inadequate support was identified. Our Community Liaison Officers (CLOs) conducted spot checks on affected properties to ensure all necessary remedial works were completed and appropriate actions were taken where required.

Throughout the investigation period, we prioritised resident safety by maintaining visibility and accessibility. Residents were also offered the opportunity to move to alternative suitable accommodations where necessary.

We will continue to work closely with our internal and external partners to reduce the risks associated with repairs and maintenance, while ensuring that adequate levels of care, support, and supervision are provided by our support teams. Where additional training and support are identified as necessary, we will initiate targeted programs to help drive improvements in these critical areas.

C15 - This year, overall, 6% of complaints received were related to customer service, with 13 complaints (14%) reported in Q4. These primarily concerned the service delivered by our managing agents and align with areas outlined in our Service Level Agreement (SLA).

To address this, we are committed to being more accessible and visible to our residents. As part of this commitment, we are updating notice boards across all properties and have introduced a welcome pack for all new residents. The pack includes clear guidance on what to expect from our service, along with key contact details for relevant departments and support teams.

Additionally, we have launched a WhatsApp channel to improve accessibility and ensure residents have up-to-date, user-friendly communication methods. This allows residents to more easily reach out when they feel they are not receiving adequate customer service, helping us respond more quickly and effectively to concerns.

RELEVANT LEGISLATION & STANDARD

- RSH Transparency, Influence and Accountability Standard
- Housing Ombudsman Complaint Handling Code and Self-Assessment
- Social Housing Regulation Act 2023

RELIANCE SOCIAL HOUSING CIC

Report To/Meeting	The Board	Date of Meeting	15 September 2025
Report Title:	Housing Ombudsman Self-Assessment 2024/25 and Complaints Performance 2024/25		
Purpose of the Report	This paper presents the Board with two key items relating to our complaints handling performance and regulatory compliance with the Housing Ombudsman Service requirements for the 2024/25 financial year.		
Decision Action:	For Discussion & Approval		
Authority for Decision:	The Board has the authority to receive reports on the operational performance		
Executive Summary	This paper presents three critical items for Board consideration to ensure continued compliance with Housing Ombudsman requirements: Housing Ombudsman Self-Assessment 2024/25 - Completed assessment confirming full compliance with all Code provisions across nine key areas. Updated Complaints Policy - Revised policy incorporating Housing Ombudsman feedback from 2023/24 review, requiring Board approval for implementation. Annual Complaints Performance 2024/25 - Board response to complaints performance		
Regulatory/legal requirement:	Housing Ombudsman Code of Compliance		
Business Plan Link:	Regulatory Compliance		
Equality, Diversity and Inclusion Impact Assessment/Comment	Has been assessed and no negative impact on EDI		
Resource Implication/VFM Statement:	Nothing above the agreed budget VFM has been considered		
Risk:	Failure to comply with the regulatory requirements		
No of Pages	2	Appendices	2
Name, position and contact details of author:	Mohammed Arshad (COO)		
Report Sponsor	Mohammed Arshad (COO)	Presenter:	Mohammed Arshad (COO)

1. Executive Summary

- 1.1 This paper presents the Board with three key items relating to our complaints handling performance and regulatory compliance with the Housing Ombudsman Service requirements for the 2024/25 financial year.
-

2. Background

- 2.1 Under the Housing Ombudsman's Complaint Handling Code, landlords must:
- Complete an annual self-assessment against the Code requirements
 - Publish an annual complaints performance and service improvement report and ensure the governing body reviews and responds to this report
 - Publish both the report and the governing body's response on their website
- 2.2 This paper brings together these compliance requirements and presents the Board with the necessary documentation for review and approval.
-

3. Housing Ombudsman Self-Assessment 2024/25 (Appendix A)

- 3.1 The annual self-assessment against the Housing Ombudsman's Complaint Handling Code has been completed for 2024/25. This comprehensive review demonstrates our compliance with all code provisions across nine key areas:
- Definition of a complaint
 - Exclusions
 - Accessibility and awareness
 - Complaint handling staff
 - The complaint handling process
 - Complaint stages
 - Putting things right
 - Self-assessment, reporting and compliance
 - Scrutiny and oversight
- 3.2 **Status:** The self-assessment confirms full compliance with the Code requirements.
-

4. Updated Complaints Policy (Appendix B)

- 4.1 Following the Housing Ombudsman's review of our 2023/24 self-assessment, we have updated our Complaints Policy to incorporate their feedback and recommendations.
- 4.2 Key enhancements include:
- Strengthened accessibility provisions
 - Clarified reasonable adjustment procedures
 - Enhanced record-keeping requirements

- Improved communication protocols regarding extensions
 - Reinforced learning and improvement frameworks
- 4.3 The updated policy has been reviewed by the Chief Executive in September 2025 and now requires Board approval.
-

5. Board's response to the Annual Complaints Performance & Service Improvement Report 2024/25 (Appendix C)

- 5.1 The Annual Complaints Performance Report 2024/25 was presented to the Resident Experience Committee (August 2025) and it provided comprehensive analysis of our complaints handling performance, including:
- 5.2 **Performance Highlights:**
- Overall complaint rate: 3.47% (below 5% target)
 - Stage 2 escalations: 0.01% (1 complaint)
 - Housing Ombudsman escalations: 0%
 - Early resolution rate: 43% (exceeding 25% target)
 - Tenant satisfaction: 99.3% satisfied with outcomes
- 5.3 **Areas for Improvement:**
- Repairs & Maintenance complaints: 30% of total (exceeding 20% target)
 - Care, Support & Supervision complaints: 27% of total (exceeding 20% target)
- 5.4 **Strategic Priorities for 2025/26:**
1. Team development and capacity building
 2. Partnership and stakeholder engagement
 3. Community presence and visibility
 4. Service accessibility and communication
- 5.5 The Board is required to respond to the Annual Complaints Performance & Service Improvement Report (2024/25) which will be published on the website.
-

6.0 Recommendation

- 6.1 The Board is asked to:
1. **Note** the completion of the Housing Ombudsman Self-Assessment 2024/25 (Appendix A)
 2. **Approve** the updated Complaints Policy which will be published on the website (Appendix B)
 3. **Prepare & Approve** the Board's response to the Annual Complaints Performance 2024/25
 4. **Approve** the publication of both the Annual Complaints Performance & Service Improvement Report and Board's response on the website

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	Complaints Policy, 2.1	
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, 2.5 2.6 2.7 5.2	
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	Yes	Complaints Policy, 2.2 2.3 2.4	

	recorded, monitored and reviewed regularly.			
1.5	A complaint must be raised when the resident expresses dissatisfaction with the response to their service request, even if the handling of the service request remains ongoing. Landlords must not stop their efforts to address the service request if the resident complains.	Yes	Complaints Policy, 2.6	
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, 2.8	

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, Section 4	
2.2	A complaints policy must set out the circumstances in which a matter will not be considered as a complaint or escalated, and these circumstances must be fair and reasonable to residents. Acceptable exclusions include: • The issue giving rise to the complaint occurred over twelve months ago. • Legal proceedings have started. This is defined as details of the claim, such as the Claim Form and Particulars of Claim, having been filed at court.	Yes	Complaints Policy, 4.2	

	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	Complaints Policy, 3.2 4.4	
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, 4.1	
2.5	Landlords must not take a blanket approach to excluding complaints; they must consider the individual circumstances of each complaint.	Yes	Complaints Policy, 4.4	

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, 5.4, 6.1, 6.3	
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	
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, 1.1	
3.4	Landlords must make their complaint policy available in a clear and	Yes	Complaints Policy, Section 7	

	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.			
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, 10.3	
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, 5.3	
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, 7.11, 10.3	This is also outlined on our website

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, 7.5, 7.6	
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, 7.5, 7.6	
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, 1.1, 10.1	

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	Reliance reviews all complaints in line with our singular 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	Complaints Policy, Section 8	
5.3	A process with more than two stages is not acceptable under any circumstances as this will make the complaint process unduly long and delay access to the Ombudsman.	Yes	Complaints Policy, Section 8	
5.4	Where a landlord's complaint response is handled by a third party (e.g. a contractor or independent adjudicator) at any stage, it must form part of the two stage complaints process set out in this Code. Residents must not be expected to go through two complaints processes.	Yes	Complaints Policy, 7.8	

5.5	Landlords are responsible for ensuring that any third parties handle complaints in line with the Code.	Yes	Complaints Policy, 7.8	
5.6	When a complaint is logged at Stage 1 or escalated to Stage 2, landlords must set out their understanding of the complaint and the outcomes the resident is seeking. The Code will refer to this as "the complaint definition". If any aspect of the complaint is unclear, the resident must be asked for clarification.	Yes	Complaints Policy, 7.1, 7.2	
5.7	When a complaint is acknowledged at either stage, landlords must be clear which aspects of the complaint they are, and are not, responsible for and clarify any areas where this is not clear.	Yes	Complaints Policy, 7.1, 7.2	
5.8	At each stage of the complaints process, complaint handlers must: a. deal with complaints on their merits, act independently, and have an open mind; b. give the resident a fair chance to set out their position; c. take measures to address any actual or perceived conflict of interest; and	Yes	Complaints Policy, 7.5	

	d. consider all relevant information and evidence carefully.			
5.9	Where a response to a complaint will fall outside the timescales set out in this Code, the landlord must agree with the resident suitable intervals for keeping them informed about their complaint.	Yes	Complaints Policy, 7.4	
5.10	Landlords must make reasonable adjustments for residents where appropriate under the Equality Act 2010. Landlords must keep a record of any reasonable adjustments agreed, as well as a record of any disabilities a resident has disclosed. Any agreed reasonable adjustments must be kept under active review.	Yes	Complaints Policy, 5.4, 6.1, 6.2	
5.11	Landlords must not refuse to escalate a complaint through all stages of the complaints procedure unless it has valid reasons to do so. Landlords must clearly set out these reasons, and they must comply with the provisions set out in section 2 of this Code.	Yes	Complaints Policy, 4.2	
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	Yes	Complaints Policy, 7.10	

	any relevant supporting documentation such as reports or surveys.			
5.13	Landlords must have processes in place to ensure a complaint can be remedied at any stage of its complaints process. Landlords must ensure appropriate remedies can be provided at any stage of the complaints process without the need for escalation.	Yes	Complaints Policy, 7.3	
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	1. ASB Policy 2. Unreasonable Behaviour Policy 3. Excluded License Agreement	
5.15	Any restrictions placed on contact due to unacceptable behaviour must be proportionate and demonstrate regard for the provisions of the Equality Act 2010.	Yes	Unreasonable Behaviour Policy	

Section 6: Complaints Stages

Stage 1

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
6.1	Landlords must have processes in place to consider which complaints can be responded to as early as possible, and which require further investigation. Landlords must consider factors such as the complexity of the complaint and whether the resident is vulnerable or at risk. Most stage 1 complaints can be resolved promptly, and an explanation, apology or resolution provided to the resident.	Yes	Complaints Policy, 7.3, 7.9	
6.2	Complaints must be acknowledged, defined and logged at stage 1 of the complaints procedure <u>within five working days of the complaint being received.</u>	Yes	Complaints Policy, 7.1	
6.3	Landlords must issue a full response to stage 1 complaints <u>within 10 working days</u> of the complaint being acknowledged.	Yes	Complaints Policy, 7.1	
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	Yes	Complaints Policy, 7.1	

	10 working days without good reason, and the reason(s) must be clearly explained to the resident.			
6.5	When an organisation informs a resident about an extension to these timescales, they must be provided with the contact details of the Ombudsman.	Yes	Complaints Policy, 7.4	
6.6	A complaint response must be provided to the resident when the answer to the complaint is known, not when the outstanding actions required to address the issue are completed. Outstanding actions must still be tracked and actioned promptly with appropriate updates provided to the resident.	Yes	Complaints Policy, 7.9	
6.7	Landlords must address all points raised in the complaint definition and provide clear reasons for any decisions, referencing the relevant policy, law and good practice where appropriate.	Yes	Complaints Policy, 7.1	
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	Yes	Complaints Policy, 7.1	

	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: 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	Complaints Policy, 7.1	

Stage 2

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
6.10	If all or part of the complaint is not resolved to the resident's satisfaction at stage 1, it must be progressed to stage 2 of the landlord's procedure. Stage 2 is the landlord's final response.	Yes	Complaints Policy, 7.2	
6.11	Requests for stage 2 must be acknowledged, defined and logged at stage 2 of the complaints procedure	Yes	Complaints Policy, 7.2	

	within five working days of the escalation request being received.			
6.12	Residents must not be required to explain their reasons for requesting a stage 2 consideration. Landlords are expected to make reasonable efforts to understand why a resident remains unhappy as part of its stage 2 response.	Yes	Complaints Policy, 7.7	
6.13	The person considering the complaint at stage 2 must not be the same person that considered the complaint at stage 1.	Yes	Complaints Policy, 7.7	
6.14	Landlords must issue a final response to the stage 2 <u>within 20 working days</u> of the complaint being acknowledged.	Yes	Complaints Policy, 7.2	
6.15	Landlords must decide whether an extension to this timescale is needed when considering the complexity of the complaint and then inform the resident of the expected timescale for response. Any extension must be no more than 20 working days without good reason, and the reason(s) must be clearly explained to the resident.	Yes	Complaints Policy, 7.2	
6.16	When an organisation informs a resident about an extension to these timescales, they must be provided with the contact details of the Ombudsman.	Yes	Complaints Policy, 7.4	

6.17	A complaint response must be provided to the resident when the answer to the complaint is known, not when the outstanding actions required to address the issue are completed. Outstanding actions must still be tracked and actioned promptly with appropriate updates provided to the resident.	Yes	Complaints Policy, 7.9	
6.18	Landlords must address all points raised in the complaint definition and provide clear reasons for any decisions, referencing the relevant policy, law and good practice where appropriate.	Yes	Complaints Policy, 7.2	
6.19	Landlords must confirm the following in writing to the resident at the completion of stage 2 in clear, plain language: a. the complaint stage; b. the complaint definition; c. the decision on the complaint; d. the reasons for any decisions made; e. the details of any remedy offered to put things right; f. details of any outstanding actions; and g. details of how to escalate the matter to the Ombudsman Service if the individual remains dissatisfied.	Yes	Complaints Policy, 7.2	

6.20	Stage 2 is the landlord's final response and must involve all suitable staff members needed to issue such a response.	Yes	Complaints Policy, 7.2	
------	---	-----	------------------------	--

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: • Apologising; • Acknowledging where things have gone wrong; • Providing an explanation, assistance or reasons; • Taking action if there has been delay; • Reconsidering or changing a decision; • Amending a record or adding a correction or addendum; • Providing a financial remedy; • Changing policies, procedures or practices.	Yes	Complaints Policy, 9.1	

7.2	Any remedy offered must reflect the impact on the resident as a result of any fault identified.	Yes	Complaints Policy, 9.1	
7.3	The remedy offer must clearly set out what will happen and by when, in agreement with the resident where appropriate. Any remedy proposed must be followed through to completion.	Yes	Complaints Policy, 9.4	
7.4	Landlords must take account of the guidance issued by the Ombudsman when deciding on appropriate remedies.	Yes	Complaints Policy, 9.2	

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	This can be found on our website	

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	This can be found on our website	
8.3	Landlords must also carry out a self-assessment following a significant restructure, merger and/or change in procedures.	Yes	This will take place in line with any significant changes	
8.4	Landlords may be asked to review and update the self-assessment following an Ombudsman investigation.	Yes	This will take place should this be requested	
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	This will be adhered to	

Section 9: Scrutiny & oversight: continuous learning and improvement

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
9.1	Landlords must look beyond the circumstances of the individual complaint and consider whether service improvements can be made as a result of any learning from the complaint.	Yes	Complaints Policy, 1.1, 10.1	
9.2	A positive complaint handling culture is integral to the effectiveness with which landlords resolve disputes. Landlords must use complaints as a source of intelligence to identify issues and introduce positive changes in service delivery.	Yes	Complaints Policy, 1.1, 10.1	
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 Engagement Panel Tenant Satisfaction Measures Complaints Annual Report Residents Experience Committee	We are committed to providing a continuously improving service through feedback from residents and relevant committees
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	Complaints Policy, 10.1	Department Head

9.5	In addition to this a member of the governing body (or equivalent) must be appointed to have lead responsibility for complaints to support a positive complaint handling culture. This person is referred to as the Member Responsible for Complaints ('the MRC').	Yes	Complaints Policy, 10.2	Board Member (COO)
9.6	The MRC will be responsible for ensuring the governing body receives regular information on complaints that provides insight on the landlord's complaint handling performance. This person must have access to suitable information and staff to perform this role and report on their findings.	Yes	Complaints Policy, 10.2	Board Member (COO)
9.7	As a minimum, the MRC and the governing body (or equivalent) must receive: 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	Yes	Complaints Policy, 10.2	

	orders related to severe maladministration findings; and d. annual complaints performance and service improvement report.			
9.8	Landlords must have a standard objective in relation to complaint handling for all relevant employees or third parties that reflects the need to: a. have a collaborative and co-operative approach towards resolving complaints, working with colleagues across teams and departments; b. take collective responsibility for any shortfalls identified through complaints, rather than blaming others; and c. act within the professional standards for engaging with complaints as set by any relevant professional body.	Yes	Internal Framework	Complaints officers undergo additional training throughout their employment. Independent quality assurance reviews will be undertaken on our systems to ensure there is an equal and impartial response to all complaints in line with our policy and Housing Ombudsman code.