



Annual Self-Assessment against the Housing Ombudsman's Complaint Handling Code for the period covering 19 December 2024 to 18 December 2025

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	We have adopted the Housing Ombudsman’s definition of a Complaint and a service request in our 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	Complaints Policy Support logs	This is still being done as evidenced by direct communication and support logs. Complaints have been raised from residents, care providers, family members or case workers.
1.4	Landlords must recognise the difference between a service request and a complaint. This must be set out in their complaints policy. A service request is a request from a resident to the landlord requiring action to be taken to put something right. Service requests are not complaints, but must be recorded, monitored and reviewed regularly.	Yes	Complaints Policy Evidence through both Asset Management reports, and Service delivery reports showing treatment and differentiation of such cases.	Making a complaint information has been included on the website. This includes definitions and details about recognising the difference between complaints and service requests and Information on how to report repairs.

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
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 are recorded when received, with any associated service requests tracked concurrently	Dissatisfaction raised related to service requests received remains an ongoing process whilst handling complaints.
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.	No	Tenant Survey is scheduled for March/April 2026. The questions drafted include references to the website.	Making a complaint information has been included on the website. All staff have received training and during support sessions residents are reminded of the complaints process. The tenant survey questions also directed residents to the website for details about the complaints process. .

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	Responses to and communications about complaints received set out the rationale that is based on thorough assessment and root cause analysis.

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
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. • Matters that have previously been considered under the complaints policy. 	Yes	Exclusions that will not be considered have been added to the complaints policy.	A complaints policy is in place that includes exclusions and is subject to an annual review.
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	Evidence of cases not accepted are noted on the database many of which were erroneously created however there are numerous cases where cases from prior periods were considered.

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
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	This is included in our complaints policy. Where we do refuse any complaint received an explanation is provided.
2.5	Landlords must not take a blanket approach to excluding complaints; they must consider the individual circumstances of each complaint.	Yes	Complaints policy	Each complaint is considered on it's own merits and the same procedures are applied to assessing it.

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	<p>Various methods of communicating complaints are included in the policy.</p> <p>Channels are through Housing Support Officers, a customer care email, dedicated phone line and in person.</p> <p>The company website includes a page on making a complaint.</p>	<p>Making a complaint information has been included on the website with a link to a form to be completed.</p> <p>Residents & third parties are made aware during ongoing support visits as well as during onboarding.</p>

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
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 training has been provided to all services and operations staff.	Updated training is held as and when required and is to be included in onboarding of new staff and third parties.
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 is a standing agenda item on weekly operations, service and maintenance meetings and CEO reports.	All complaints are logged and, where necessary, escalated appropriately. A formal register is maintained, and regular reports are provided to the Board. Each complaint is viewed as an opportunity to enhance and improve 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	Complaints policy is available on the website. Copies are sent via email when requested.	Making a complaint information has been included on the website including the complaints policy.
3.5	The policy must explain how the landlord will publicise details of the complaints policy, including information about the Ombudsman and this Code.	No	The website publishes details about the Housing Ombudsman and the code. The policy includes details about the Housing Ombudsman and the code. Publication details are not yet included.	Details about the publication of the policy will be included in the annual review postponed to 2026.

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
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	Representatives are permitted and included in the complaints policy.	Numerous cases to evidence that this does take place and isn't prevented.
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	Engagement with the Ombudsman is included in the policy and included in stage 1 and 2 response letters and correspondence.	Numerous cases to evidence that this does take place and isn't prevented.

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 fall under the Director of Risk & Governance (DRG), and resolution is driven through guidance by DRG. DRG is responsible for communications with the Ombudsman as well as escalation to WHA Board.	Complaints are initially received via the online form on the website as well as via the service teams or HSO's.

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
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 DRG has access to all appropriate staff, but has Operations Meetings weekly, which includes SMT, Service, Asset Management (Repairs and Maintenance), Housing Benefit and Supply Chain Teams.	In agreement with Code requirement
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	Both internal and external training is mandatory and provided regularly.	In agreement with Code requirement

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	A single policy is in place with an annual review postponed to 2026.
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 Complaints register	Only Stage 1 and Stage 2 exist within the complaints policy and process.

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
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 Complaints register	There are occasions when a tenant reopens a case, which may lead to an extension of the complaint stages. Despite this, WHA aims to resolve complaints within a two-stage process as standard practice.
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 Complaints register	All complaints are treated with a 2 stage process. This is evidenced by complaints raised by case workers, family or care providers as noted in the register.
5.5	Landlords are responsible for ensuring that any third parties handle complaints in line with the Code.	No	This is partially adhered to where we ensure that all third parties handle complaints within their complaints policy.	This is still an on-going process to obtain confirmation that all third-party policies are in line with the code and have been communicated to the tenant.
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	Included in correspondence to the resident.	This process takes place. In our correspondence we confirm the understanding of the complaint and expected outcomes from the resident. Where these are unclear, we request confirmation from the resident.

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
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	Included in correspondence to the resident.	This process takes place as our correspondence sets out clearly what aspects of a complaint are being addressed.
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; b. give the resident a fair chance to set out their position; c. take measures to address any actual or perceived conflict of interest; and d. consider all relevant information and evidence carefully. 	Yes	Included in correspondence to the resident.	This process takes place where complaint handlers investigate and analyse all information as evidenced by the training received.
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	Included in correspondence to the resident and the complaints policy.	This is communicated with the resident where extra time is required.
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	Included in the HSO visits	This is complied with and is included in the needs assessment form and in support visits conducted.

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
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	Section 2 on exclusions is complied with.
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	Complaints register	We have a register that includes this detail and additional data held on correspondence and support.
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 register Complaints policy	All relevant divisions interact and have transparent systems for sharing information and details of interactions with tenants.
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	Anti-Social Behaviour policy Domestic Abuse policy Safeguarding policy	Policies have been uploaded to the website. During support visits, residents are made aware of the policies when they are breached, and action needs to be taken. Continued policy development and updates occur regularly.

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
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	Included in our policies: Anti-Social Behaviour policy Domestic Abuse policy Safeguarding policy	We apply the provisions of the Equality Act in all our interactions

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 Complaints register Weekly operations, service and maintenance meetings	This occurs regularly and processes are supported by documentation, support logs and tenant communication
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 Complaints register	All efforts are made to adhere to the deadlines; however, certain complex cases require additional time and resources which are explained in the formal correspondence with the claimant.
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 Complaints register	All efforts are made to adhere to the deadlines; however, certain complex cases require additional time and resources which are explained in the formal correspondence with the claimant.

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
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	Complaints policy Complaints register	Due to the complexity of some cases in the last 12 months, extensions have been communicated to the complainant
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 Complaints register	All extensions to the timescales granted in the last 12 months have been performed via formal communication and contact details of the ombudsman have been included.
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 Complaints register	Any outstanding actions are incorporated into formal correspondence and followed up with the complainants at a later stage via email.
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 Complaints register	All complaint points are fully answered and explanations provided.

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
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	Complaints policy Complaints register	This is currently in place as related complaints are combined in agreement with the complainant.
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 Complaints register Complaints correspondence	Although not itemised specifically, the stage 1 and stage 2 formal correspondence does include all aspects noted from a to g.

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 Complaints register	Complaints recorded in the register evidence that this requirement is followed.
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	Complaints policy Complaints register	Complaints recorded in the register evidence that this requirement is followed.
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 Complaints register	Complaints recorded in the register evidence that this requirement is followed.
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 Complaints register	Stage 2 complaints are escalated to the DRG, who then responds accordingly
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 Complaints register	All efforts are made to adhere to the deadlines; however, certain complex cases require additional time and resources which are explained in the formal correspondence with the claimant.

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
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 Complaints register	All efforts are made to adhere to the deadlines; however, certain complex cases require additional time and resources which are explained in the formal correspondence with the claimant.
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 Complaints register	All extensions to the timescales granted in the last 12 months have been performed via formal communication and contact details of the ombudsman have been included.
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 Complaints register	Any outstanding actions are incorporated into formal correspondence and followed up with the complainants at a later stage via email.
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 Complaints register	All points are addressed, in some instances, issues of a similar nature may be grouped together and addressed collectively under each relevant sub-item to provide a clear and streamlined response. This approach is always clearly explained within the response.

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
6.19	Landlords must confirm the following in writing to the resident at the completion of stage 2 in clear, plain language: <ol style="list-style-type: none"> the complaint stage; the complaint definition; the decision on the complaint; the reasons for any decisions made; the details of any remedy offered to put things right; details of any outstanding actions; and details of how to escalate the matter to the Ombudsman Service if the individual remains dissatisfied. 	Yes	Complaints policy Complaints register Complaint correspondence	Although not itemised specifically, the stage 1 and stage 2 formal correspondence does include all aspects noted from a to g.
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 Complaints register Complaint correspondence	All staff assist when required to investigate or provide information.

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: <ul style="list-style-type: none"> Apologising; Acknowledging where things have gone wrong; 	Yes	Complaints policy	WHA strives to achieve this in recent responses; ensuring that in most cases, a root cause analysis is undertaken, with the findings clearly set out within the response.

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
	<ul style="list-style-type: none"> • 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	Complaints policy	The remedy offered is included in the response and in line with the complaints policy which includes a compensation section.
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	The remedy offered is included in the response and followed up.
7.4	Landlords must take account of the guidance issued by the Ombudsman when deciding on appropriate remedies.	Yes	Complaints policy	Ombudsman guidance will always be considered

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	Annual report on complaints performance and service improvement including the self-assessment was prepared for 2024/25 and 2025/26	The Board reviewed the Annual report on complaints performance and service improvement for 2024/25 and will review the 2025/26 report as well.
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	Website with published reports.	Annual report on complaints performance and service improvement including the self-assessment was approved by the Board and published on the website for 2024/25. The reports for 2025/26 will be the same.
8.3	Landlords must also carry out a self-assessment following a significant restructure, merger and/or change in procedures.	No	First self-assessment was for 2024/25	No significant events have occurred to prepare the self-assessment other than on an annual basis.

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
8.4	Landlords may be asked to review and update the self-assessment following an Ombudsman investigation.	No	No requests have been received from the Ombudsman	Requirements are noted for any future events.
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.	No	No exceptional circumstances have occurred.	Requirements are noted for any future events.

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 Process Complaints training	Insights gained from responding to complaints have helped strengthen and refine our overall approach to service delivery including feedback from staff training.
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 Process Complaints training	Insights gained from responding to complaints have helped strengthen and refine our overall approach to service delivery including feedback from staff training.

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
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	Website includes complaints handling information 2024/25 Annual report on complaints performance and service improvement including the self-assessment published.	The website has been used to publish annual reports. Plans are in place for a tenant satisfaction measures survey to be conducted in April/May 2026; after which the results will be published.
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 fall under the Remit of the Director of Risk & Governance (DRG), supported by a senior Manager	In agreement with Code requirement
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').	No	Currently no Board Members have been appointed as MRC until the complaints process is fully operational The Board does receive updates on complaints.	Project plans are in progress to ensure agreement with Code requirements.
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.	No	Currently no Board Members have been appointed as MRC until the complaints process is fully operational The Board does receive updates on complaints.	Project plans are in progress to ensure agreement with Code requirements.

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
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. 	No	<p>Currently no Board Members have been appointed as MRC until the complaints process is fully operational</p> <p>The Board does receive updates on complaints.</p>	<p>Project plans are in progress to ensure agreement with Code requirements.</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 c. act within the professional standards for engaging with complaints as set by any relevant professional body. 	Yes	<p>All Heads of Sections/Units work together to actively resolve complaints and take responsibility for any shortfalls and endeavour to rectify them.</p>	<p>In agreement with Code requirement.</p>