

Self-Assessment Form

August 2023

This self-assessment form should be completed by the complaints officer and discussed at the landlord's governing body annually. Evidence should be included to support all statements with additional commentary as necessary. Explanations must also be provided where a mandatory 'must' requirement is not met to set out the rationale for the alternative approach adopted and why this delivers a better outcome.

Section 1 -Definition of a complaint

Mandatory 'must' requirements

Code section	Code requirement	Comply: Yes/No	Evidence, commentary and any explanations
1.2	A complaint must be defined as: 'an expression of dissatisfaction, however made, about the standard of service, actions or lack of action by the organisation, its own staff, or those acting on its behalf, affecting an individual resident or group of residents.	Yes	Complaints Policy includes the Code definition.
1.3	The resident does not have to use the word 'complaint' for it to be treated as such. A complaint that is submitted via a third party or representative must still be handled in line with the landlord's complaints policy.	Yes	Complaints received on behalf of a customer are handled in line with the Group Complaints Policy and procedures providing we are satisfied we have valid authority to act evidence. Some contacts such as MP or Councillor enquires are handled as complaints through the formal process if we consider the constituents issue is a complaint rather than an enquiry.
1.6	... if further enquiries are needed to resolve the matter, or if the resident requests it, the issue must be logged	Yes	If the customers issue cannot be resolved quickly or they request a formal complaint, the issue will be

	as a complaint.		logged as a complaint and handled through the formal process.
1.7	A landlord must accept a complaint unless there is a valid reason not to do so.	Yes	There are some circumstances where we will not accept a formal complaint detailed under the exclusions section of the Policy.
1.8	A complaints policy must clearly set out the circumstances in which a matter will not be considered, and these circumstances should be fair and reasonable to residents.	Yes	<p>The Chief Executive's Department (Complaints Team) will contact the customer and explain why the complaint cannot be considered under the policy; they will also signpost to the most appropriate service or team to progress the matter in the suitable way.</p> <p>In August 2023 we consulted our Jigsaw Rewards members on our approach to complaint handling. There was strong support for all key parts of the policy with 93% in favour of an initial put it right approach, 85% and 80% respectively supporting the timescales for investigations and reviews, and 95% agreeing the exclusions list is reasonable.</p>
1.9	If a landlord decides not to accept a complaint, a detailed 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.	Yes	If we do not accept a complaint a detailed explanation will always be provided. In these cases we provide information about the right to take the decision to The Housing Ombudsman.

Best practice 'should' requirements

Code section	Code requirement	Comply: Yes/No	Evidence, commentary and any explanations
1.4	Landlords should recognise the	Yes	Guidance is provided to teams and

	difference between a service request , where a resident may be unhappy with a situation that they wish to have rectified, and a complaint about the service they have/have not received.		reviewed regularly. Should a customer wish to escalate to the formal complaints process, the team will forward the request to the designated complaints mailbox managed by the 'Complaints Team'.
1.5	Survey feedback may not necessarily need to be treated as a complaint, though, where possible, the person completing the survey should be made aware of how they can pursue their dissatisfaction as a complaint if they wish to.	Yes	The 'Complaints Team' also handles our customer satisfaction surveys. If a customer requests a call back about their feedback an officer will usually contact within 5 working days to discuss their feedback and if this should be considered as a formal complaint escalation in agreement with the customer.

Section 2 -Accessibility and awareness

Mandatory 'must' requirements

Code section	Code requirement	Comply: Yes/No	Evidence, commentary and any explanations
2.1	Landlords must make it easy for residents to complain by providing different channels through which residents can make a complaint such as in person, over the telephone, in writing, by email and digitally. While the Ombudsman recognises that it may not be feasible for a landlord to use all of the potential channels, there must be more than one route of access into the complaints system.	Yes	The Complaints Policy details the different channels through which residents can make a complaint. <ul style="list-style-type: none"> • In writing • By telephone • By email • In person at our offices or Hubs • Social media

2.3	Landlords must make their complaint policy available in a clear and accessible format for all residents. This will detail the number of stages involved, what will happen at each stage and the timeframes for responding.	Yes	The revised Policy complies with the code requirements. We provide a copy of the full Complaints Policy at each stage of the complaints process.
2.4	Landlord websites, if they exist, must include information on how to raise a complaint. The complaints policy and process must be easy to find on the website.	Yes	<p>Complaints information published on all websites: https://www.jigsawhomes.org.uk/information-article/complaints/ https://midlands.jigsawhomes.org.uk/information-article/complaints/ https://north.jigsawhomes.org.uk/information-article/complaints/ https://tameside.jigsawhomes.org.uk/information-article/complaints/ https://support.jigsawhomes.org.uk/information-article/complaints/</p> <p>In August 2023 we consulted our Jigsaw Rewards members on our approach to complaint handling. Only one in five respondents reported any difficulty with accessing the complaints information on the website, with the majority finding it easy or very easy to find. Some responses suggest that there is out of date information able to be accessed via search engines and this will be further investigated.</p>
2.5	Landlords must comply with the Equality Act 2010 and may need to adapt normal policies, procedures, or processes to accommodate an individual's needs. Landlords must satisfy themselves that their policy sets out how they will respond to reasonable adjustments requests in line with the Equality Act and	Yes	<p>We do not have a specific Policy on Reasonable Adjustments; however both our Customer Contact Strategy and Complaints Policy make reference to making adjustments considering customer needs.</p> <p>Our Complaints Policy includes section; 'Help in making a complaint' with advice to contact the Chief Executive's Department if customers need help making a complaint. Staff within the team will assess if an individuals needs requires reasonable</p>

	that complaints handlers have had appropriate training to deal with such requests.		adjustments based on the specific circumstances of the case in line with the Equality Act.
2.6	Landlords must publicise the complaints policy and process, the Complaint Handling Code and the Housing Ombudsman Scheme in leaflets, posters, newsletters, online and as part of regular correspondence with residents.	Yes	Complaints Policy is published on all websites. We publish information about customer feedback including complaints every 3 months on our websites and annually in our tenant's annual report. Going forward, we will publish information specifically about the Complaints Policy and process including the right to take decisions to The Housing Ombudsman with contact information.
2.7	Landlords must provide residents with contact information for the Ombudsman as part of its regular correspondence with residents.	Yes	Complaints Policy is published on all websites and includes contact information for The Housing Ombudsman. The Housing Ombudsman contact information is included in complaint letters.
2.8	Landlords must provide early advice to residents regarding their right to access the Housing Ombudsman Service throughout their complaint, not only when the landlord's complaints process is exhausted.	Yes	Complaints Policy is published on all websites and includes information about the right to access The Housing Ombudsman service throughout the complaint with contact information. Standard paragraph included in complaint letters with information about The Housing Ombudsman.

Best practice 'should' requirements

Code section	Code requirement	Comply: Yes/No	Evidence, commentary and any explanations
2.2	Where a landlord has set up channels to communicate with its residents via social media, then it should expect to receive complaints via those channels. Policies should contain details of the steps that will be taken	Yes	We ask customers who wish to make a complaint via social media to send us a direct message. Confidentiality and privacy will be maintained in line with Group

	when a complaint is received via social media and how confidentiality and privacy will be maintained.		Policies and procedures. <ul style="list-style-type: none"> • Data Protection Policy • Privacy notice
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Section 3 -Complaint handling personnel

Mandatory ‘must’ requirements

Code section	Code requirement	Comply: Yes/No	Evidence, commentary and any explanations
3.1	Landlords must have a person or team assigned to take responsibility for complaint handling to ensure complaints receive the necessary attention, and that these are reported to the governing body. This Code will refer to that person or team as the “complaints officer”.	Yes	We have a designated team (Chief Executive’s Department) responsible for the handling and investigation of complaints through the formal process. An external audit completed in September 2021 resulted in a rating of Reasonable Assurance.
3.2	...the complaint handler appointed must have appropriate complaint handling skills and no conflicts of interest.	Yes	

Best practice ‘should’ requirements

Code section	Code requirement	Comply: Yes/No	Evidence, commentary and any explanations
3.3	Complaint handlers should: <ul style="list-style-type: none"> • be able to act sensitively and fairly • be trained to handle complaints and deal with distressed and upset residents • have access to staff at all levels to facilitate quick resolution of complaints • have the authority and autonomy to act to resolve disputes quickly and fairly. 	Yes	The Chief Executive’s Department is an independent team who work with managers and teams from other departments to resolve complaints which can include challenging decisions to ensure the customer receives a fair and reasonable outcome to their complaint.

Section 4 -Complaint handling principles

Mandatory 'must' requirements

Code section	Code requirement	Comply: Yes/No	Evidence, commentary and any explanations
4.1	Any decision to try and resolve a concern must be taken in agreement with the resident and a landlord's audit trail/records should be able to demonstrate this. Landlords must ensure that efforts to resolve a resident's concerns do not obstruct access to the complaints procedure or result in any unreasonable delay. It is not appropriate to have extra named stages (such as 'stage 0' or 'pre-complaint stage') as this causes unnecessary confusion for residents. When a complaint is made, it must be acknowledged and logged at stage one of the complaints procedure within *five days of receipt.	Yes *No	Two stage clear complaints process (no stage '0'). In most situations, the quickest and most effective way to resolve complaints or dissatisfaction for a customer is for us to work with managers in the relevant department to find an informal solution outside the formal complaints process. Any informal arrangements are agreed with a customer. Formal complaints are usually logged and acknowledged within 5 working days. During busy periods, this can take longer, but we will at a minimum acknowledge receipt and advise when we will contact the customer. Currently, the service is not to our usual standard. We are receiving a significant increase in service requests from both MP and Councillor enquires and formal complaints which is affecting our response times. We are prioritising complaints as best we can depending on the urgency and we are also recruiting more staff to reduce waiting times for our customers and to ensure that we can give each investigation the time and consideration that it deserves. We are acknowledging and apologizing for the delays in our complaint responses.
4.2	Within the complaint	Yes	The formal complaint acknowledgment letter

	acknowledgement, landlords must set out their understanding of the complaint and the outcomes the resident is seeking. If any aspect of the complaint is unclear, the resident must be asked for clarification and the full definition agreed between both parties.		sets out the complaint and the desired outcomes as agreed with the customer. We ask the customer to check the letter and let us know if anything is incorrect. If changes are made, a further acknowledgement letter is sent.
4.6	A complaint investigation must be conducted in an impartial manner.	Yes	The designated 'complaints team' is an independent team who work with managers and teams to ensure complaints are investigated and responded to fairly and efficiently.
4.7	The complaint handler must: <ul style="list-style-type: none"> • deal with complaints on their merits • act independently and have an open mind • take measures to address any actual or perceived conflict of interest • consider all information and evidence carefully • keep the complaint confidential as far as possible, with information only disclosed if necessary to properly investigate the matter. 	Yes	
4.11	Landlords must adhere to any reasonable arrangements agreed with residents in terms of frequency and method of communication	Yes	This is delivered on the specific requirements of each case agreed with the customer and complaint handler.
4.12	The resident, and if applicable any staff member who is the subject of the complaint, must also be given a fair chance to: <ul style="list-style-type: none"> • set out their position • comment on any adverse 	Yes	Our approach to complaint handling is: <ul style="list-style-type: none"> • deal with complaints on their merits • act independently and have an open mind • take measures to address any actual or perceived conflict of interest • consider all information and evidence

	findings before a final decision is made.		carefully <ul style="list-style-type: none"> • keep the complaint confidential as far as possible, with information only disclosed if necessary to properly investigate the matter.
4.13	A landlord must include in its complaints policy its timescales for a resident to request escalation of a complaint	Yes	The Complaints Policy explains that customers have 1 month from the stage 1 response to escalate their complaint.
4.14	A landlord must not unreasonably refuse to escalate a complaint through all stages of the complaints procedure and must have clear and valid reasons for taking that course of action. Reasons for declining to escalate a complaint must be clearly set out in a landlord's complaints policy and must be the same as the reasons for not accepting a complaint.	Yes	We accept all requests for escalation to stage 2 within the documented timescale.
4.15	A full record must be kept of the complaint, any review 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 reports or surveys prepared.	Yes	A bespoke Access Database records all formal complaints and escalations. The company shared drive stores all complaint documents and correspondence securely.
4.18	Landlords must have policies and procedures in place for managing unacceptable behaviour from residents and/or their representatives when pursuing a complaint.	Yes	Unreasonable Behaviour Policy 2023-2025 published to all websites. https://www.jigsawhomes.org.uk/wp-content/uploads/sites/2/2023/01/Unreasonable-Behaviour-Policy-2023-25.pdf

Best practice 'should' requirements

Code section	Code requirement	Comply: Yes/No	Evidence, commentary and any explanations
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4.3	Landlords should manage residents' expectations from the outset, being clear where a desired outcome is unreasonable or unrealistic	Yes	Complaint handlers have the knowledge and skills to understand if a desired outcome is unreasonable or unrealistic and we manage customer expectations from the outset. We are clear in complaint acknowledgement letters what we can and cannot deliver and always provide an explanation for our decisions.
4.4	A complaint should be resolved at the earliest possible opportunity, having assessed what evidence is needed to fully consider the issues, what outcome would resolve the matter for the resident and whether there are any urgent actions required.	Yes	Complaint handlers have the knowledge and skills to identify potential risk or urgent issues that require immediate action while we carry out the full investigation into a complaint.
4.5	Landlords should 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 where this is reasonable.	Yes	Providing we receive signed authorisation or other valid evidence to support that a representative is acting on a customer's behalf, we will accept the complaint.
4.8	Where a key issue of a complaint relates to the parties' legal obligations landlords should clearly set out their understanding of the obligations of both parties.	Yes	Where we are confident, we will utilise in-house specialist knowledge to set out our understanding of legal obligations. If we are unable to confidently advise on legal obligations, we take advice from external legal advisors.
4.9	Communication with the resident should not generally identify individual members of staff or contractors.	Yes	We generally refer to staff by job title rather than name.
4.10	Landlords should keep residents regularly updated about the progress of the investigation.	Yes	If delays occur and more time is needed to fully investigate complaints, we always send a holding response with a date when

			the customer can expect a full response.
4.16	Landlords should seek feedback from residents in relation to the landlord's complaint handling as part of the drive to encourage a positive complaint and learning culture.	Yes	<p>We do not seek feedback on individual cases, however we offer our Jigsaw Rewards members opportunity to comment on our approach to handling complaints at the annual policy review.</p> <p>The new regulator tenant satisfaction measures will also capture this more widely to help us identify areas for improvement.</p>
4.17	Landlords should recognise the impact that being complained about can have on future service delivery. Landlords should ensure that staff are supported and engaged in the complaints process, including the learning that can be gained	Yes	<p>Complaint activity and learning from complaints is shared with our Group Chief Executive weekly.</p> <p>Complaints activity, performance and key learning themes are reported to senior management and Boards quarterly.</p>
4.19	Any restrictions placed on a resident's contact due to unacceptable behaviour should be appropriate to their needs and should demonstrate regard for the provisions of the Equality Act 2010.	Yes	<p>We ensure that any contact restriction imposed on a customer is appropriate and proportionate considering both their needs in line with the Equality Act and the nature of the customer's contacts with the Group at that time.</p> <p>We will always give customers the opportunity to modify their actions or behaviour before applying restricted contact conditions unless the behaviour is considered serious or a health & safety concern requiring immediate action.</p>

Section 5 -Complaint stages
Mandatory 'must' requirements

Stage 1

Code section	Code requirement	Comply: Yes/No	Evidence, commentary and any explanations
5.1	Landlords must respond to the complaint within 10 working days of the complaint being logged. Exceptionally, landlords may provide an explanation to the resident containing a clear timeframe for when the response will be received. This should not exceed a further 10 days without good reason.	No	<p>We try wherever possible to investigate and respond to stage 1 complaints within code timescales, but extensions do occur. Extensions are usually due to the complexity of the complaint subject, the number of issues requiring investigation or the impact on resources from an increase in caseload.</p> <p>If delays occur and more time is needed to fully investigate complaints, we always send a holding response with a date when the customer can expect a full response.</p>
5.5	A complaint response must be sent 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 expeditiously with regular updates provided to the resident.	Yes	Our approach complies with the code requirements.
5.6	Landlords must address all points raised in the complaint and provide clear reasons for any decisions, referencing the relevant policy, law and good practice where appropriate.	Yes	Our approach complies with the code requirements.
5.8	<p>Landlords must confirm the following in writing to the resident at the completion of stage one in clear, plain language:</p> <ul style="list-style-type: none"> • the complaint stage • 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 • details of how to escalate the matter to stage two if the resident is not satisfied with the answer 	Yes	Standard sections in our complaint response template prompt a full and comprehensive response in line with the code requirements.

Best practice 'should' requirements Stage 1

Code section	Code requirement	Comply:	Evidence, commentary and any
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		Yes/No	explanations
5.2	If an extension beyond 20 working days is required to enable the landlord to respond to the complaint fully, this should be agreed by both parties.	Yes	If delays occur and more time is needed past an extension of 20 working days, we always communicate the reasons to the customer.
5.3	Where agreement over an extension period cannot be reached, landlords should provide the Housing Ombudsman's contact details so the resident can challenge the landlord's plan for responding and/or the proposed timeliness of a landlord's response.	Yes	Housing Ombudsman details are provided.
5.4	Where the problem is a recurring issue, the landlord should consider any older reports as part of the background to the complaint if this will help to resolve the issue for the resident.	Yes	We consider all historical evidence if recurring issues/complaints are raised.
5.7	Where residents raise additional complaints during the investigation, these should be incorporated into the stage one response if they are relevant and the stage one response has not been issued. Where the stage one response has been issued, or it would unreasonably delay the response, the complaint should be logged as a new complaint.	Yes	Our approach complies with the code requirements.

Stage 2

Code section	Code requirement	Comply: Yes/No	Evidence, commentary and any explanations
5.9	If all or part of the complaint is not resolved to the resident's satisfaction at stage one it must be progressed to stage two of the landlord's procedure, unless an exclusion ground now applies. In instances where a landlord declines to escalate a complaint it must clearly communicate in writing its reasons	Yes	We accept all requests for escalation to stage 2 within the documented timescale.

	for not escalating as well as the resident's right to approach the Ombudsman about its decision.		
5.10	On receipt of the escalation request, landlords must set out their understanding of issues outstanding and the outcomes the resident is seeking. If any aspect of the complaint is unclear, the resident must be asked for clarification and the full definition agreed between both parties.	Yes	Our approach complies with the code requirements.
5.11	Landlords must only escalate a complaint to stage two once it has completed stage one and at the request of the resident.	Yes	Our approach complies with the code requirements.
5.12	The person considering the complaint at stage two, must not be the same person that considered the complaint at stage one.	Yes	Stage 2 (Review) complaints are handled by a manager who has not been involved in the stage 1 investigation.
5.13	Landlords must respond to the stage two complaint within 20 working days of the complaint being escalated. Exceptionally, landlords may provide an explanation to the resident containing a clear timeframe for when the response will be received. This should not exceed a further 10 days without good reason.	Yes	Stage 2 reviews are responded to within 20 working days.
5.16	Landlords must confirm the following in writing to the resident at the completion of stage two in clear, plain language: <ul 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 <ul style="list-style-type: none"> • if the landlord has a third stage, details of how to escalate the matter to stage three • if this was the final stage, details of how to escalate the matter to the Housing Ombudsman Service if the resident remains dissatisfied. 	Yes	Our approach complies with the code requirements.

Best practice 'should' requirements Stage 2

Code section	Code requirement	Comply: Yes/No	Evidence, commentary and any explanations
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5.14	If an extension beyond 20 working days is required to enable the landlord to respond to the complaint fully, this should be agreed by both parties.	Yes	Stage 2 reviews are responded to within 20 working days.
5.15	Where agreement over an extension period cannot be reached, landlords should provide the Housing Ombudsman's contact details so the resident can challenge the landlord's plan for responding and/or the proposed timeliness of a landlord's response.	Yes	Our approach complies with the code requirements.

Stage 3

Code section	Code requirement	Comply: Yes/No	Evidence, commentary and any explanations
5.17	Two stage landlord complaint procedures are ideal. This ensures that the complaint process is not unduly long. If landlords strongly believe a third stage is necessary, they must set out their reasons for this as part of their self-assessment. A process with more than three stages is not acceptable under any circumstances.	Yes	We have a two stage process.
5.20	Landlords must confirm the following in writing to the resident at the completion of stage three in clear, plain language: <ul 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 • details of how to escalate the matter to the Housing Ombudsman Service if the resident remains dissatisfied 	N/A	N/A

Best practice 'should' requirements Stage 3

Code section	Code requirement	Comply: Yes/No	Evidence, commentary and any explanations
5.18	Complaints should only go to a third stage if the resident has	N/A	We have a two stage process

	actively requested a third stage review of their complaint. Where a third stage is in place and has been requested, landlords must respond to the stage three complaint within 20 working days of the complaint being escalated. Additional time will only be justified if related to convening a panel. An explanation and a date for when the stage three response will be received should be provided to the resident.		
5.19	Where agreement over an extension period cannot be reached, landlords should provide the Housing Ombudsman's contact details so the resident can challenge the landlord's plan for responding and/or the proposed timeliness of a landlord's response.	N/A	N/A

Section 6 - Putting things right

Mandatory 'must' requirements

Code section	Code requirement	Comply: Yes/No	Evidence, commentary and any explanations
6.1	Effective dispute resolution requires a process designed to resolve complaints. 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.	Yes	Actions and redress to resolve complaints are agreed by the complaint handler in agreement with the relevant teams and the customer ensuring we put things right and the complaint outcome is fair and appropriate. When considering appropriate redress, we refer to our Compensation Policy and The Housing Ombudsman Remedies Guidance.
6.2	Any remedy offered must reflect the extent of any service failures and the level of detriment caused to the resident as a result. A landlord must carefully manage the expectations of residents and not promise anything that cannot be delivered or would cause unfairness to other residents.	Yes	
6.5	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	Actions and remedies are clearly set out in complaint response letters.
6.6	In awarding compensation, a landlord must consider whether any statutory payments are due, if any quantifiable losses have been incurred, the time and trouble a resident has been put to as well as any distress and inconvenience caused.	Yes	When considering appropriate redress we refer to the Group Compensation Policy 2021-24 and Housing Ombudsman Remedies guidance.

Best practice 'should' requirements

Code section	Code requirement	Comply: Yes/No	Evidence, commentary and any explanations
6.3	Landlords should look beyond the circumstances of the individual complaint and consider whether anything needs to be 'put right' in terms of process or systems to the benefit of all residents.	Yes	<p>The 'Complaints Team' often identifies wider business improvements from individual cases and this is shared with senior managers to encourage continual improvement to benefit all customers.</p> <p>We report key learning themes from complaints quarterly to our Executive Management Team to agree any follow up actions to ensure any learning is implemented as required.</p>
6.7	In some cases, a resident may have a legal entitlement to redress. The landlord should still offer a resolution where possible, obtaining legal advice as to how any offer of resolution should be worded.	Yes	<p>Where we are confident, we will utilise in-house specialist knowledge to set out our understanding of legal obligations and offer a resolution where possible. If we are unable to confidently advise on legal entitlement to redress, we take advice from our external legal advisors.</p>

Section 7 - Continuous learning and improvement

Mandatory 'must' requirements

Code section	Code requirement	Comply: Yes/No	Evidence, commentary and any explanations
7.2	Accountability and transparency are integral to a positive complaint handling culture. Landlords must report back on wider learning and improvements from complaints in their annual report and more frequently to their residents, staff and scrutiny panels.	Yes	<p>We publish general learning themes and any specific examples in our Tenants Annual Report and quarterly customer feedback update.</p>

Best practice 'should' requirements

Code section	Code requirement	Comply: Yes/No	Evidence, commentary and any explanations
7.3	A member of the governing body should be appointed to have lead responsibility for complaints to support a positive complaint handling culture. This role will be responsible for ensuring the governing body receives regular information on complaints that provides insight to the governing body on the landlord's complaint handling performance.	Yes	Group Chief Executive. The Chief Executive Department (Complaints Team) report directly to the Group Chief Executive.
7.4	As a minimum, governing bodies should receive: <ul style="list-style-type: none"> • Regular updates on the volume, categories and outcome of complaints, alongside complaint handling performance including compliance with the Ombudsman's orders • Regular reviews of issues and trends arising from complaint handling, • The annual performance report produced by the Ombudsman, where applicable • Individual complaint outcomes where necessary, including where the Ombudsman made findings of severe maladministration or referrals to regulatory bodies. The implementation of management responses should be tracked to ensure they are delivered to agreed timescales. The annual self-assessment against the Complaint Handling Code for scrutiny and challenge. 	Yes	<p>The customer feedback performance dashboard provides this information including Housing Ombudsman determinations to senior management team and Boards quarterly.</p> <p>A separate learning report is provided quarterly identifying any key themes requiring follow up action.</p>
7.5	Any themes or trends should be assessed by senior management to identify potential systemic issues, serious risks or policies and procedures that require revision. They should also be used to inform staff and contractor training.	Yes	
7.6	Landlords should have a standard objective in relation to complaint handling for all employees that reflects the need to: <ul style="list-style-type: none"> • have a collaborative and co-operative approach towards resolving complaints, working with colleagues across teams and departments • take collective responsibility for any shortfalls identified through complaints rather than blaming others • act within the Professional Standards for engaging with 	Yes	<p>In April 2023 we introduced standard objectives for all employees as part of the annual performance review:</p> <ul style="list-style-type: none"> • Have a collaborative and helpful approach to resolving customer complaints and dissatisfaction, working with colleagues across

	complaints as set by the Chartered Institute of Housing		<p>teams and departments.</p> <ul style="list-style-type: none"> • Take responsibility for your mistakes, learn from them and demonstrate ownership for the actions to put things right. • Develop and champion excellent customer service for both internal & external customers.
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Section 8 - Self-assessment and compliance

Mandatory ‘must’ requirements

Code section	Code requirement	Comply: Yes/No	Evidence, commentary and any explanations
8.1	Landlords must carry out an annual self-assessment against the Code to ensure their complaint handling remains in line with its requirements.	Yes	Self-assessment completed at annual review of the Complaints Policy.
8.2	Landlords must also carry out a self-assessment following a significant restructure and/or change in procedures.	Yes	Noted and agreed.
8.3	<p>Following each self-assessment, a landlord must:</p> <ul style="list-style-type: none"> • report the outcome of their self-assessment to their governing body. In the case of local authorities, self-assessment outcomes should be reported to elected members • publish the outcome of their assessment on their website if they have one, or otherwise make accessible to residents • include the self-assessment in their annual report section on complaints handling performance 	Yes	<p>Self-assessment is reported to the Group’s Executive Management Team and Boards.</p> <p>Self-assessment is published to all websites under the Complaints Section.</p>