

Appendix A: Self-assessment – Jigsaw Homes Group 2025

This self-assessment form has been completed by the complaints officer and each provision has been reviewed and approved by the Group's Member Responsible for Complaints (MRC), the Jigsaw Homes Group Board and its members – Jigsaw Homes North, Jigsaw Homes Tameside, Jigsaw Homes Midlands, Jigsaw Support.

The self-assessment is published on the Jigsaw Homes Group website as part of the annual complaints performance and service improvement report and the MRC response.

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	<ul style="list-style-type: none"> Complaints Policy – Section 3.1. 	Complaints-Policy-2025-26.pdf
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	<ul style="list-style-type: none"> Complaints Policy – Section 3.2. 	Complaints-Policy-2025-26.pdf
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	<ul style="list-style-type: none"> Complaints Policy – Section 3.1. Internal complaint handling guidance and training completed in 2024 and early 2025. 	Complaints-Policy-2025-26.pdf
1.5	A complaint must be raised when the resident expresses dissatisfaction with the response to their service request, even if the handling of	Yes	<ul style="list-style-type: none"> Internal complaint handling guidance and training completed in 2024 and 2025. 	

	the service request remains ongoing. Landlords must not stop their efforts to address the service request if the resident complains.		<ul style="list-style-type: none"> • CRM management of tasks associated with the complaint. 	
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	<ul style="list-style-type: none"> • Introduction to satisfaction surveys advises residents how to make a complaint. 	

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	<ul style="list-style-type: none"> Complaints Policy – Section 3.3 Jigsaw Rewards consultation - annual complaints policy review 	Complaints-Policy-2025-26.pdf You Said We Did Archives - Jigsaw Homes Group
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	<ul style="list-style-type: none"> Complaints Policy – Section 3.3 Jigsaw Rewards consultation - annual complaints policy review 	Complaints-Policy-2025-26.pdf You Said We Did Archives - Jigsaw Homes Group
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.	Yes	Complaints Policy – Section 3.3.	Complaints-Policy-2025-26.pdf

	Landlords must consider whether to apply discretion to accept complaints made outside this time limit where there are good reasons to do so.			
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 – Section 3.3.	Complaints-Policy-2025-26.pdf
2.5	Landlords must not take a blanket approach to excluding complaints; they must consider the individual circumstances of each complaint.	Yes	Complaints Policy – Section 3.3.	Complaints-Policy-2025-26.pdf

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	<ul style="list-style-type: none"> Complaints Policy – Section 3.4 and 3.5. Service Adjustment Policy. 	Complaints-Policy-2025-26.pdf Making reasonable adjustments - Jigsaw Homes Group
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	<ul style="list-style-type: none"> Complaints Policy Internal guidance and training provided in 2024 with refresher training in January 2025. E-learning for all staff – awareness and policy sign off (read and understood). 	Complaints-Policy-2025-26.pdf
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	<ul style="list-style-type: none"> Group complaints reporting Group KPIs and Tenant Satisfaction Measures Annual complaint handling and service improvement report. 	<p>Changes to complaint handling and training issued in 2024 and 2025 means that more cases of dissatisfaction are recognised and progressed appropriately through the internal complaints process.</p> <p>https://www.jigsawhomes.org.uk/wp-content/uploads/sites/2/2025/07/Complaint-</p>

				Handling-and-Service-Improvement-Report-2024-25.pdf Performance information - Jigsaw Homes Group
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 – Section 3.7.	Complaints-Policy-2025-26.pdf
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	<ul style="list-style-type: none"> • Complaints Policy – Section 4. • Annual complaint handling and service improvement report. • Tenants annual report • Quarterly customer feedback updates. 	Complaints-Policy-2025-26.pdf https://www.jigsawhomes.org.uk/wp-content/uploads/sites/2/2025/07/Complaint-Handling-and-Service-Improvement-Report-2024-25.pdf Performance information - Jigsaw Homes Group Tenants' Annual Report - Jigsaw Homes Group Customer Feedback Archives - Jigsaw Homes Group

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	<ul style="list-style-type: none"> Complaints Policy – Section 3.5. 	Complaints-Policy-2025-26.pdf
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	<ul style="list-style-type: none"> Complaints Policy Standardised acknowledgement template includes Ombudsman information. Standardised stage 1 and stage 2 template includes Ombudsman information. Standardised holding/extension request template includes Ombudsman information. Complaints section of websites. Tenants Annual Report Complaints handling and service improvement annual report Quarterly customer feedback updates. 	Complaints-Policy-2025-26.pdf https://www.jigsawhomes.org.uk/wp-content/uploads/sites/2/2025/07/Complaint-Handling-and-Service-Improvement-Report-2024-25.pdf Tenants' Annual Report - Jigsaw Homes Group Customer Feedback Archives - Jigsaw Homes Group

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	<ul style="list-style-type: none"> Complaints Officer: Sarah Chilton, Head of Chief Executive's Department 	
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	<ul style="list-style-type: none"> Complaints Officer is a senior manager with authority and autonomy to act and resolve disputes promptly and fairly. 	
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	<ul style="list-style-type: none"> Complaints Policy Internal guidance and training E-learning for all staff – awareness and Policy sign off (read and understood). External complaints audit 2025 – reasonable assurance. CCA accreditation (complaints are assessed as part of the contact centre accreditation). 	Complaints-Policy-2025-26.pdf

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	<ul style="list-style-type: none"> Group Complaints Policy. 	Complaints-Policy-2025-26.pdf
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	<ul style="list-style-type: none"> Complaints Policy – Section 3.7 - Two stage process. 	Complaints-Policy-2025-26.pdf
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	<ul style="list-style-type: none"> Complaints Policy – Section 3.7 - Two stage process. 	Complaints-Policy-2025-26.pdf
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	<ul style="list-style-type: none"> Single complaints policy to respond to complaints about service delivered by a third party or contractors. 	
5.5	Landlords are responsible for ensuring that any third parties handle complaints in line with the Code.	Yes	<ul style="list-style-type: none"> Customer service standards and complaints handling included in procurement process. 	

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	<ul style="list-style-type: none"> Complaints Policy Standard acknowledgement template used to request if any aspect of our understanding is unclear, the customer should contact us. In cases where amends are required, an updated acknowledgment is issued. 	Complaints-Policy-2025-26.pdf
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	<ul style="list-style-type: none"> Complaints Policy Standard acknowledgement template used to request if any aspect of our understanding is unclear, the customer should contact us. In cases where amends are required, an updated acknowledgment is issued. Complaint responses set out the complaint points we have considered with explanation of any points not considered and reasons why. 	Complaints-Policy-2025-26.pdf
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	<ul style="list-style-type: none"> Stage 1 complaints handled by service area managers are overseen by a senior manager. Stage 1 complaints with multiple or complex issues are handled by the central complaints team. All stage 2 escalations are handled by the central complaints team. 	

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	<ul style="list-style-type: none"> Standardised holding/extension email used with information about how to escalate to the Housing Ombudsman if the resident is unhappy with the complaint handling. 	
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	<ul style="list-style-type: none"> Complaints Policy Service Adjustment Policy Internal process in place for documenting vulnerabilities. Standardised complaint acknowledgement requests vulnerability information. 	Complaints-Policy-2025-26.pdf Making reasonable adjustments - Jigsaw Homes Group
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	<ul style="list-style-type: none"> We accept all escalations. 	
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	<ul style="list-style-type: none"> Specialist case management system used for complaints (claims control). 	
5.13	Landlords must have processes in place to ensure a complaint can be remedied at any stage of its complaints process. Landlords must	Yes	<ul style="list-style-type: none"> Complaints Policy Internal guidance/training 	Complaints-Policy-2025-26.pdf

	ensure appropriate remedies can be provided at any stage of the complaints process without the need for escalation.			
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	<ul style="list-style-type: none"> • Unreasonable Behaviour Policy 2025-27 • Internal procedure guidance in place for staff and managers handling incidents of unreasonable behaviour. 	Complaints - Jigsaw Homes Group
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	<ul style="list-style-type: none"> • Unreasonable Behaviour Policy. • Internal procedure guidance and escalation form takes account of vulnerability. 	Complaints - Jigsaw Homes Group

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	<ul style="list-style-type: none"> Majority of stage 1 complaints are handled by the relevant service area managers who are best placed to agree resolutions and act promptly. Where cases are considered complex or high risk such as health & Safety concerns or raise a number of different service delivery issues, these cases are handled by the central complaints team working with service area managers. 	
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	<ul style="list-style-type: none"> Complaints Policy Complaints handling and performance monitoring shared with senior managers weekly. Monthly performance and learning report. Quarterly performance dashboard Complaint handling and service improvement report. Tenant satisfaction measures reporting. 	Complaints-Policy-2025-26.pdf Performance information - Jigsaw Homes Group https://www.jigsawhomes.org.uk/wp-content/uploads/sites/2/2025/07/Complaint-Handling-and-Service-Improvement-Report-2024-25.pdf

6.3	Landlords must issue a full response to stage 1 complaints <u>within 10 working days</u> of the complaint being acknowledged.	Yes	<ul style="list-style-type: none"> • Complaints Policy • Complaints handling and performance monitoring shared with senior managers weekly. • Monthly performance and learning report. • Quarterly performance dashboard • Complaint handling and service improvement report. • Tenant satisfaction measures reporting. 	Complaints-Policy-2025-26.pdf Performance information - Jigsaw Homes Group https://www.jigsawhomes.org.uk/wp-content/uploads/sites/2/2025/07/Complaint-Handling-and-Service-Improvement-Report-2024-25.pdf
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	<ul style="list-style-type: none"> • Complaints Policy • Guidance/scripting in place to for relevant managers and the Complaints Team including extension templates compliant with code standards. 	Complaints-Policy-2025-26.pdf
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	<ul style="list-style-type: none"> • Complaint extensions are handled by the central complaints team to ensure compliance with code requirements. • Standardised extension includes contact details of the Ombudsman. 	
6.6	A complaint response must be provided to the resident when the answer to the complaint is known, not when the	Yes	<ul style="list-style-type: none"> • This approach is in place. Any follow up actions are recorded and monitored through 	

	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.		'corrective actions' in the complaints system.	
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	<ul style="list-style-type: none"> Case officers/managers works to a checklist and guidance designed to comply with the requirements of the code, best practice from spotlight reports and ombudsman centre for learning courses. 	
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 – Section 3.7.	Complaints-Policy-2025-26.pdf
6.9	Landlords must confirm the following in writing to the resident at the completion of stage 1 in clear, plain language: <ul style="list-style-type: none"> a. the complaint stage; b. the complaint definition; c. the decision on the complaint; d. the reasons for any decisions made; 	Yes	<ul style="list-style-type: none"> We use a standard response template with checklist prompts to ensure code compliant. 	

	<p>e. the details of any remedy offered to put things right;</p> <p>f. details of any outstanding actions; and</p> <p>g. details of how to escalate the matter to stage 2 if the individual is not satisfied with the response.</p>			
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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	<ul style="list-style-type: none"> Complaints Policy – Section 3.7 	Complaints-Policy-2025-26.pdf
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	<ul style="list-style-type: none"> Complaints Policy – Section 3.7 Internal complaints handling performance data. Annual Tenant Satisfaction Measures Reporting Annual complaint handling and service improvement report. 	Complaints-Policy-2025-26.pdf Performance information - Jigsaw Homes Group https://www.jigsawhomes.org.uk/wp-content/uploads/sites/2/2025/07/Complaint-Handling-and-Service-Improvement-Report-2024-25.pdf
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	Yes	<ul style="list-style-type: none"> Complaints Policy – Section 3.7 	Complaints-Policy-2025-26.pdf

	understand why a resident remains unhappy as part of its stage 2 response.			
6.13	The person considering the complaint at stage 2 must not be the same person that considered the complaint at stage 1.	Yes	<ul style="list-style-type: none"> Complaints Policy – Section 3.7 	Complaints-Policy-2025-26.pdf
6.14	Landlords must issue a final response to the stage 2 within 20 working days of the complaint being acknowledged.	Yes	<ul style="list-style-type: none"> Complaints Policy – Section 3.7 Internal complaints handling performance data. Annual Tenant Satisfaction Measures Reporting Annual complaint handling and service improvement report. 	Complaints-Policy-2025-26.pdf Performance information - Jigsaw Homes Group https://www.jigsawhomes.org.uk/wp-content/uploads/sites/2/2025/07/Complaint-Handling-and-Service-Improvement-Report-2024-25.pdf
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	<ul style="list-style-type: none"> Complaints Policy Complaint extensions are handled by the central complaints team to ensure compliance with code requirements. 	Complaints-Policy-2025-26.pdf
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	<ul style="list-style-type: none"> Complaint extensions are handled by the central complaints team to ensure compliance with code requirements. Standardised extension includes contact details of the Ombudsman. 	

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	<ul style="list-style-type: none"> This approach is in place. Any follow up actions are recorded and monitored through 'corrective actions' in the complaints system. 	
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	<ul style="list-style-type: none"> Case officers/managers works to a checklist and guidance designed to comply with the requirements of the code, best practice from spotlight reports and ombudsman centre for learning courses. 	
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		
6.20	Stage 2 is the landlord's final response and must involve all suitable staff	Yes	<ul style="list-style-type: none"> Complaints Policy – Section 3.7 Stage 2 complaints are handled by the central complaints team 	Complaints-Policy-2025-26.pdf

	members needed to issue such a response.		overseen by the Complaints Officer.	
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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; • 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	<ul style="list-style-type: none"> • Guidance/procedure in place including templates with prompts to ensure code compliance. • The new complaints system records and tracks 'corrective actions' associated with the individual complaint and wider business 'preventive' actions that may require consideration to changes to policies, procedures or practices. • Offers of redress take account of The Housing Ombudsman Guidance on Remedies, ombudsman case studies and the Group's Compensation Policy. 	
7.2	Any remedy offered must reflect the impact on the resident as a result of any fault identified.	Yes		
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		

7.4	Landlords must take account of the guidance issued by the Ombudsman when deciding on appropriate remedies.	Yes		
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Section 8: Putting things right

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
8.1	<p>Landlords must produce an annual complaints performance and service improvement report for scrutiny and challenge, which must include:</p> <ol style="list-style-type: none"> the annual self-assessment against this Code to ensure their complaint handling policy remains in line with its requirements. 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; any findings of non-compliance with this Code by the Ombudsman; the service improvements made as a result of the learning from complaints; any annual report about the landlord's performance from the Ombudsman; and any other relevant reports or publications produced by the Ombudsman in relation to the work of the landlord. 	Yes	<ul style="list-style-type: none"> The complaint handling and service improvement report will be submitted to the Ombudsman and published to websites following Board approval in May 2025. 	https://www.jigsawhomes.org.uk/wp-content/uploads/sites/2/2025/07/Complaint-Handling-and-Service-Improvement-Report-2024-25.pdf

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		https://www.jigsawhomes.org.uk/wp-content/uploads/sites/2/2025/07/Complaint-Handling-and-Service-Improvement-Report-2024-25.pdf
8.3	Landlords must also carry out a self-assessment following a significant restructure, merger and/or change in procedures.	Yes	Noted.	
8.4	Landlords may be asked to review and update the self-assessment following an Ombudsman investigation.	Yes	Noted.	
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	<ul style="list-style-type: none"> • Business/Team Continuity Plans 	

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	<ul style="list-style-type: none"> The complaints system records and monitors both individual 'corrective' actions and wider business 'preventive' actions' associated with complaints. Learning from complaints is reported monthly to Senior Management Teams and the MRC. Annual complaints handling and service improvement report. 	https://www.jigsawhomes.org.uk/wp-content/uploads/sites/2/2025/07/Complaint-Handling-and-Service-Improvement-Report-2024-25.pdf
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	<ul style="list-style-type: none"> The complaints system records and tracks both individual 'corrective' actions and wider business 'preventive' actions' associated with the complaints. Learning from complaints is reported monthly to Senior Management Teams and the MRC. Annual complaints handling and service improvement report. External complaints audit 2025 – reasonable assurance. 	https://www.jigsawhomes.org.uk/wp-content/uploads/sites/2/2025/07/Complaint-Handling-and-Service-Improvement-Report-2024-25.pdf

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	<ul style="list-style-type: none"> Complaint handling and Service Improvement Annual Report Tenants annual report Use learning from complaints to prompt tenant scrutiny topics The results are shared on websites. Monthly complaints handling and learning reports provided to Executive Management Team and the MRC. 	https://www.jigsawhomes.org.uk/wp-content/uploads/sites/2/2025/07/Complaint-Handling-and-Service-Improvement-Report-2024-25.pdf Tenants' Annual Report - Jigsaw Homes Group
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	<ul style="list-style-type: none"> Sarah Chilton, Head of Chief Executive's Department Complaint handling and learning reports provided monthly to Executive Management Team and the MRC. 	
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	<ul style="list-style-type: none"> Group Chair - Roli Barker 	Board of Management - Jigsaw Homes Group
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	Yes	<ul style="list-style-type: none"> Complaint handling and learning report provided monthly to Executive Management Team and the MRC. 	https://www.jigsawhomes.org.uk/wp-content/uploads/sites/2/2025/07/Complaint-Handling-and-Service-Improvement-Report-2024-25.pdf

	staff to perform this role and report on their findings.		<ul style="list-style-type: none"> Quarterly performance dashboards reviewed by Board. 	
9.7	<p>As a minimum, the MRC and the governing body (or equivalent) must receive:</p> <ul style="list-style-type: none"> a. regular updates on the volume, categories and outcomes of complaints, alongside complaint handling performance; b. regular reviews of issues and trends arising from complaint handling; c. regular updates on the outcomes of the Ombudsman's investigations and progress made in complying with orders related to severe maladministration findings; and d. annual complaints performance and service improvement report. 	Yes	<ul style="list-style-type: none"> Annual complaint handling and service improvement report reviewed by Board and the MRC. Monthly meeting with the Group's Complaint Lead and MRC to discuss complaint handling and learning. 	
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	<ul style="list-style-type: none"> Standard objectives in relation to complaint handling for all employees: <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 	

			c. Ensure you follow the company complaints policy when dealing with complaints.	
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