Housing Ombudsman Complaints code - self assessment - October 2022

	Housing Ombudsman Complaints code - self assessment - October 2022						
Section 1 - Def	finition of a	complaint					
	Code section	Code requirement	Comply:Y/N	Evidence, commentary and any explanations	Improvements required		
	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 on individual resident or group of residents.	Yes	As per complaint policy	N/a		
	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	As per complaint policy and included in all training and induction courses	N/a		
	1.6	Chasers on a service request, such as a missed appointment, can often be resolved there and then' with an apology and the provision of another appointment and may not need to enter the complaints system. However, if further enquiries are needed to resolve the matter, or if the resident requests it, the issue must be logged as a complaint.	Yes	We aim to resolve the majority of chasers or dissatisfaction at 'Frontline' by end of next working day	N/a		
Mandatory	1.7	A landlord must accept a complaint unless there is a valid reason not to do so.	Yes	Policy reviewed to ensure exclusions in line with Ombudsman code Extended policy terms to confirm we will make every effort to resolve dissatisfaction until the point of formal legal action and widened scope of dissatisfaction with service charges	Policy amended . Training to be delivered		
	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. E.g. *The issue giving rise to the complaint occurred over six months ago. However, it may not be appropriate to exclude any complaints that concern safeguarding or health and safety issues. *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	Policy reviewed to ensure exclusions in line with Ombudsman code	Confirm obligation for staff to raise a complaint following service charge enquiry process		
	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 Housing Ombudsman	Yes	Policy reviewed to ensure clarity on this requirement for all staff			
	Code section	Code requirement	Comply: Yes/No	Evidence, commentary and any explanations			
actice '	1.4	Landlords should recognise the 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.	Yes	Policy reviewed to ensure clarity for all staff . Training for Customer Experience team held monthly to ensure dissatisfaction is captured effectively	Review internal training courses to ensure clear for all staff		
Best Practice Should'	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	We follow up on all low satisfaction scores of 1 or 2 from transactional surveys. Where a customer remains dissatisfied, and staff member is unable to resolve the issue, it is registered as a complaint	Advise external provider of perception surveys to refer customers to complaint page to register any dissatisfaction		
Section 2 - Acc	essibility a	nd awareness					
	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		Customers can raise dissatisfaction in person, via telephone.			

Section 2 - Accessibility and awareness						
	Code section	Code requirement	Comply: Yes/No	Evidence, commentary and any explanations		
	2.1	Landiords 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 landiord to use all of the potential channels, there must be more than one route of access into the complaints system		Customers can raise dissatisfaction in person , via telephone , social media , email, writing , and digital form	N/a	
	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	Policy in place and publicised internally and externally on our website. Also available on request to customers with no digital access	N/a	
	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	Policy and summary of process available on the Feedback page of our website with a link to a digital form to raise feedback	N/a	
tory	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.		Our Equality and Diversity Policy confirms our obligations to make reasonable adjustments . This is reviewed annually	N/a	
Mandatory		Landlords must satisfy themselves that their policy sets out how they will respond to reasonable adjustments requests in line with the Equality Act and that complaints handlers have had appropriate training to deal with such requests.	Yes - once training delivered	Our Equality Policy clarifies the requirement for staff to provide personalised services , but could be more specific to clarify how staff will respond to reasonable adjustments requests	Identify and deliver training to ensure it guides staff on how to respond to reasonable adjustments requests	
	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	The complaints policy and process, the Complaint Handling Code and the Housing Ombudsman Scheme are published on our website. In conjunction with our Scrutiny Panel, agreed additional promotion methods: +Hard copies sent to non digitally included customers by	in addition to information online , publicise Ombudsman and our Complaints process in twice yearly hard copy letter, digital newsletter and social media posts	
	2.7	Landlords must provide residents with contact information for the Ombudsman as part of its regular correspondence with residents.	Yes	Inclusion as above at 2.6		
	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	Included in all complaint correspondence	N/a	
e	Code section	Code requirement	Comply: Yes/No	Evidence, commentary and any explanations		
Best Practice 'should'	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 when a complaint is received via social media and how confidentiality and privacy will	Yes	As per complaint policy	N/a	

Section 3 - Complaint handling personnel						
	Code section	Code requirement	Comply: Yes/No	Evidence, commentary and any explanations		
ndatory		Landlords must have a person or team assigned to take responsibility for complaint handling to ensure complaint 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	Customer Success Team support the business to effectively resolve complaints and ensure compliance with complaints and compensation policies	N/a	
Σ	3.2	the complaint handler appointed must have appropriate complaint handling skills and no conflicts of interest.		Customer Success Team Advisors access training as required for the role and are a centralised service offering support	N/a	
e	Code section	Code requirement	Comply: Yes/No	Evidence, commentary and any explanations		
Best Practi	3.3	Complaint handlers should: 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.		All complaint handlers attend mandatory complaint training and are encouraged to resolve disastifaction at the earliest opportunity, having access to staff at all levels and supported by a centralised team. Training is provided to staff at all levels on how to deal with distressed and upset residents	N/a	

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Section 4 - Complaint handling principles						
Code section Code	le requirement	Comply: Yes/No	Evidence, commentary and any explanations			

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	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.	Partial	We have retained our 'Frontline' process , focussing on resolving dissatisfaction at the earliest opportunity. Customer feedback evidences quicker resolution and higher satisfaction if service requests and dissatisfaction are resolved at this point. If a customer does not confirm they are satisfied with the outcome, case is escalated to Stage 1 by the end of the following day and acknowledged by the subsequent day	Continue to monitor all customer feedback to ensure Frontline process is meeting customer expectation
	4.2	Within the complaint 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	Yes	Stage 1 complaints are acknowledged directly with customer by end of next working day to ensure a full understanding of the issue and desired outcome	N/a
	4.6	A complaint investigation must be conducted in an impartial manner.	Yes	Complaints training is mandatory for investigators and covers the Ombudsman principle 'Be Fair'. Where there may be conflict of interest, complaints are allocated to an alternative investigator	N/a
tory	4.7	The complaint handler must: 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	Complaints training is mandatory for investigators and covers the Ombudsman principles' Be Fair'. Staff are trained to conduct fact based investigations against our policies and procedures making any necessary adjustments dependant on the customers circumstances. All staff are trained in handling data appropriately to retain confidentiality	N/a
Mandatory	4.11	Landlords must adhere to any reasonable arrangements agreed with residents in terms of frequency and method of communication	Yes	Our policy confirms we will keep customers updated at least once a week during the complaint investigation via their preferred communication channel	N/a
	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: - set out their position - comment on any adverse findings before a final decision is made.	Yes	Complaint investigators are obligated to contact the customer to outline the results of their investigation , an 'outcome call' before sending their resolution . Training includes the rights of employees to be included in any	Updated policy to ensure clarity on this requirement at 4.21
	4.13	A landlord must include in its complaints policy its timescales for a resident to request escalation of a complaint	Yes	investigation regarding their conduct Customers have 15 days to escalate a complaint. Discretion can be applied	N/a
	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 cours 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 compolaint.	Yes	Policy defines reasons for not escalating a complaint. It is noted that there are differing reasons for not accepting and refusing to escalate complaints but they are both clearly defined in the policy and do not conflict.	No changes needed to the policy
	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	All complaint records are stored within the Housing management system	N/a
	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	Unacceptable Behaviour policy in place	N/a
	Code section	Code requirement	Comply: Yes/No	Evidence, commentary and any explanations	
	4.3	Landlords should manage residents' expectations from the outset, being clear where a desired outcome is unreasonable or unrealistic	Yes	Staff are trained to ensure they have honest conversations with customers to manage expectations. These form part of the conversation within the acknowledgment call	N/a
	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	Staff focus on resolving dissatisfaction at the earliest opportunity using our 'Frontline' process	Continue to monitor all customer feedback to ensure Frontline process is meeting customer expectation
,p al	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	As per Complaint Policy	N/a
Sho	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	Complaint investigators will clarify legal responsibilities as required as per complaint policy	N/a
Best Practice ' Should'	4.9	Communication with the resident should not generally identify individual members of staff or contractors.	Yes	Included in our training for staff. However, where necessary to identify actions taken, or ownership of outcomes, names may be included	N/a
st Pra	4.1	Landlords should keep residents regularly updated about the progress of the investigation.	Yes	Investigators are required to update customers at least once per week during the investigation	N/a
Bes	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	Every dissatisfaction or complaint is surveyed , enabling us to learn from feedback	N/a
	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	The Customer Success Team support individual investigators and feedback to departments on positive complaint handling , root causes and lessons learnt that improve service delivery	N/a
	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.		Policy is not explicit in its reference to the Equality Act and will be updated	Unacceptable Behaviour Policy to be reviewed to refer to the Equality Act - by October 2022

Section 5	- Comp	laint stages

Stage 1				
Code section	Code requirement	Comply: Yes/No	Evidence, commentary and any explanations	
	Landlords must respond to the complaint <u>within 10 working days</u> 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.	Yes	As per Complaints policy, extensions are by exception and in agreement with customer. All active cases are monitored weekly by the Customer Success Team . 76.6% of Stage 1 complaints were closed within 10 days	N/A
	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	As per complaint policy , any further actions will be outlined in our resolution letter. Actions are captured and monitored by the Customer Success Team to ensure completion and customer satisfaction with the outcomes	n/A
	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	All complaint resolutions are quality checked by the Customer Success Team	N/a
	Landlords must confirm the following in writing to the resident at the completion of stage one in clear, plain language: - 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 remedy offered to stage two if the resident is not satisfied with the answer	Yes	Stage one complaint resolution based on Ombudsman best practice	N/a
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 for not escalating as well as the resident's right to approach the Ombudsman about its decision.	Yes	As per complaint policy , reasons for no escalation and refusals and rights explained to customers	N/a		
tory	5.1	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	Customers are asked specifically 'What remains unresolved' and 'What can we do to put things right'	N/a		
Mandatory	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	Clarified within policy at 4.19 . We aim to resolve at the earliest opportunity	N/a		
S _S	5.12	The person considering the complaint at stage two, must not be the same person that considered the complaint at stage one.	Yes	As per policy at 4.30, no previous involvement in complaint	N/a		
	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	As per Complaints policy, extensions are by exception and in agreement with customer. All active cases are monitored weekly by the Customer Success Team . 62.1% of Stage 2 complaints were closed within 20 days	Further training to be provided to Stage 2 managers regarding 20 day timescales		
	5.16	Landlords must confirm the following in writing to the resident at the completion of stage two in clear, plain language: 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 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	Stage two complaint resolution based on Ombudsman best practice	N/a		
	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.	N/a	We have a two stage formal complaint process	N/a		
	5.2	Landlords must confirm the following in writing to the resident at the completion of stage three in clear, plain language: 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 votstanding actions *details of how to escalate the matter to the Housing Ombudsman Service if the resident remains dissatisfied	N/a	We have a two stage formal complaint process	N/a		
	Stage 1						
	Code section	Code requirement If an extension beyond 20 working days is required to enable the landlord to respond to		Evidence, commentary and any explanations Only In exceptional circumstances . Our aim is to resolve			
	5.3	the complaint fully, this should be agreed by both parties.	Yes	dissatisfaction at the earliest possible opportunity	N/a		
	5.4	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. Where the problem is a recurring issue, the landlord should consider any older reports	Yes	As per Complaints policy at 4.31, extension are by exception and in agreement with customer. All active cases are monitored weekly by the Customer Success Team As per complaint policy. Customer Success Team interrogate	N/a		
		as part of the background to the complaint if this will help to resolve the issue for the resident.	Yes	the housing management system and provide case histories for investigators	N/a		
.pir	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	As per complaint policy at 4.18 and 4.32	N/a		
actice ' Should	Stage 2						
ce -	Code section 5.14	Code requirement If an extension beyond 10 working days is required to enable the	Comply: Yes/No Yes	Evidence, commentary and any explanations Only In exceptional circumstances . Our aim is to resolve	N/a		
Best Practi	5.15	landlord to respond to the complaint fully, this should be agreed by both parties. 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	dissatisfaction at the earliest possible opportunity As per Complaints policy, extensions are by exception and in agreement with customer. All active cases are monitored weekly by the Customer Success Team	Added clarity in policy 4.30		
8	Stage 3	 	ļ.				
	Code section 5.18	Code requirement Complaints should only go to a third stage if the resident has actively requested a third	Comply: Yes/No	Evidence, commentary and any explanations			
	3.10	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.	N/a	We have a two stage formal complaint process	N/a		
	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	We have a two stage formal complaint process	N/a		
Section 6 - Put	ection 6 - Putting things right						
Section 6 Put	Code section	Code requirement	Comply:	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/No Yes	Our complaint process is based on resolving dissatisfaction to customer satisfaction wherever possible. Our template complaint resolution letter is based on HOS best practice	N/a		
Mandatory	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	Our Compensation Policy and guidance reflects the Ombudsman's remedies guidance and considers service failure and impact. There is mandatory compensation policy training for staff involved in complaints	Ensure clarity in Compensation policy at next review and add to training that expectations should be managed and remedies should be fair		
Mar	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	Complaint outcomes and remedies are outlined in resolutions , captured and tracked by Customer success Team	N/a		
	6.6 Code section	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 Comply:	Our Compensation Policy and guidance reflects the Ombudsman's remedies guidance and considers service failure and impact. There is mandatory compensation policy training for staff involved in complaints	N/a		
	22 Section	Code requirement	_0p/y.	Euidanca commantary and any avolanations			

- W		code requirement	Yes/No	cviuence, commentary and any explanations	
t Practic	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.	Voc	Themes and Root causes are shared with service areas to enable processes to be reviewed and /or improved	N/a
Best	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	As per complaint policy item 2.6	N/a

≥	Code section	Code requirement	Comply: Yes/No	Evidence, commentary and any explanations	
Mandatory	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	Performance and improvements are published in our annual report, and on our website. The Customer Service Committee receive twice yearly reports. Ombudsman determinations and learnings from are published on our website	For increased transparency , aim to publish twice yearly CS reports on the website
	Code section	Code requirement	Comply: Yes/No	Evidence, commentary and any explanations	
Best Practice ' Should'	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	Proposal for the new chair of CSC to take up this role from the next meeting in Oct	To implement
	7.4	As a minimum, governing bodies should receive: 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	Our Customer Services Committee receive this information in twice yearly reports Our main Board receives updates on all Ombudsman determinations, and an annual update on the self assessment	Share Ombudsman produced annual performance report with Board Customer Service Committee Chair to share relevant information with the team
		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	 The Executive Team are provided with monthly summary reports, plus twice yearly CSC report, highlighting any business risks Themes and trends are shared with senior managers and their teams at six monthly feedback sessions 	N/a
	7.6	Landlords should have a standard objective in relation to complaint handling for all employees that reflects the need to: 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	Yes once the objectives are agreed and added to the 90 day reviews	Under development	•To be agreed and embedded into 90 days

ion 8 - Self-assessment and compliance						
	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	Annual review published on website	N/a	
	8.2	Landlords must also carry out a self-assessment following a significant restructure and/or change in procedures.	Yes	As required	N/a	
	8.3	Following each self-assessment, a landlord must: 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	Yes	Self assessments are reported to CSC and Board	N/a	
		 publish the outcome of their assessment on their website if they have one, or otherwise make accessible to residents 		Self assessments are published on our website	N/a	
		 include the self-assessment in their annual report section on complaints handling performance 	Yes	Self assessments are included in the Annual report	For inclusion in annual reports	