



Complaints Policy

1. Aim of policy	
1.1	This policy outlines our definition of a complaint, and states how we'll manage, monitor and learn from all dissatisfaction. We will use our complaints procedure to resolve dissatisfaction at the earliest opportunity.
1.2	This policy also covers our stance on unacceptable behaviour when using our complaints service including aggressive or abusive behaviour and unreasonable demands.
2. Scope of policy	
2.1	This policy applies to anyone who has been directly affected by us, our homes or our services and includes: • Tenants, homeowners, licensees and former tenants • Users of support services • Users of our lettings, allocations services or sales process • Resident representatives or advocates, providing consent has been provided from the resident(s) they are representing. • Private residents (those without a contractual relationship with us, but may be affected by our services, such as neighbouring properties) • Partner agencies • Customers receiving heat through a communal heat network owned or operated by us, where we act as a heat supplier under Ofgem's Heat Network Regulations.
2.2	We do not investigate complaints from anonymous parties.
2.3	Where a representative or advocate with consent raises a complaint on behalf of a customer, our complaint response will be sent to both parties
2.4	We define a complaint as an expression of dissatisfaction, however made, about the standard of service, actions or lack of action by us or our staff, or those acting on our behalf, affecting an individual resident or group of residents.
2.5	A customer does not need to use the word 'complaint' for it be treated as such
2.6	Matters that are not considered as complaints under this policy are:



- An initial request for a service, information or an explanation of how a decision has been made.
- A report regarding neighbour nuisance or disputes between neighbours, as these will be managed in line with our Anti-Social Behaviour policy.
- Dissatisfaction regarding the level of rent or service charge or the amount of a rent or service charge increase (Enquiries or disputes regarding the calculation of charges on service charge statements will be managed in accordance with our Service Charge Policy, in line with relevant legislation and referred back through the complaints process should there be dissatisfaction with the quality of the services provided)
- A claim for damages or personal injury which will be dealt with as an insurance claim.
- Matters which are the subject of legal proceedings, defined as details of the claim, such as the Claim Form and Particulars of Claim, having been filed at court. This includes disrepair claims.
- Statutory matters where there is a more appropriate appeal procedure.
- Matters relating solely to services or decisions outside of our control.
- Requests to reopen previously concluded complaints or to have a complaint reconsidered where we have provided our final decision.
- Matters which concern the terms and operation of commercial or contractual relationships not connected with the complainant's application for, or occupation of, a property for residential purposes.
- In relation to disagreeing with a term contained within a customer's Tenancy Agreement or Lease.

2.7 Occasionally, we may decline to accept a complaint. If we do, we will explain why the matter is not suitable for the complaints process, in line with this policy and advise our customer of their right to take our decision to the Housing Ombudsman. We will confirm this in writing within 5 working days. On occasion, a complaint may become ineligible for the complaint process during the investigation. We will confirm in writing where this is the case and explain why.

2.8 We will consider the individual circumstances of a complaint alongside our policy, plus the Housing Ombudsman Code and Scheme if we are considering excluding a complaint from this process.

2.9 We won't normally consider complaints that relate to matters that happened more than twelve months ago, unless there is a valid reason for the delay. We will use our discretion where complaints concern safeguarding or health and safety issues. Where there is a recurring issue, we may consider older reports as part of the background to the complaint if this will help to resolve the issue.

2.10 Where a customer has legal entitlement to redress, we will still aim to offer a resolution where possible, obtaining legal advice as to how any offer of resolution should be worded.



- 2.11 All complaints including those made directly to our Executive Team, including our Chief Executive Officer (CEO), or any Board members, will be passed back to the most appropriate member of staff and will be dealt with in line with this policy.
- 2.12 Any complaints received in relation to dissatisfaction with debt advice we have provided or any other service for which we are regulated by the Financial Conduct Authority (FCA) will be investigated in line with this policy by the Governance team who will observe the FCA handbook Dispute resolution: Complaints (DISP).
- 2.13 Any complaints received regarding how we handle your data, will be handled in accordance with this policy with due regard to the Data (Use & Access) Act 2025. This does not affect your right to contact the Information Commissioner's Office (ICO) or to pursue the matter independently through the courts. You can also contact the ICO if you're not satisfied with your complaint outcome, their details can be found here <https://ico.org.uk/global/contact-us/contact-us-public/>
- 2.14 All staff need to be aware of this policy.

3. Policy statement

- 3.1 We're committed to delivering services of the highest quality and achieving high levels of customer satisfaction. We recognise that sometimes we might get it wrong, or our services may not meet the expectations of our customers. This policy provides a clear, simple and accessible opportunity for our customers to be able to raise complaints and have them promptly, politely and fairly handled.
- 3.2 This policy supports our Customer Influence Strategy and our commitment to engage and learn from our customers, developing our services to meet changing expectations. This policy and approach enables us to continually improve what we do, by identifying root causes, learning from complaints, making improvements and developing a positive complaint culture.
- 3.3 We'll use our discretion, with senior management approval, in the implementation of this policy and may at times make a decision outside of, but within the spirit of the policy. We'll make it clear in our records where we have done this.
- 3.4 We'll ensure our policy and practice is in line with any best practice guidance issued by the Housing Ombudsman Service, including any temporary guidance on the management of complaints due to unforeseen events.



3.5 Complaints regarding heat networks are managed in line with the requirements of the Energy Ombudsman scheme as outlined in Section 11

4. Accessibility

- 4.1 We want it to be easy and accessible for all our customers to raise dissatisfaction, and you can tell us about your issue in a variety of ways:
- Digitally via our website, social media or online account
 - By telephone
 - In person
 - In writing
 - Through a representative or advocate (where consents have been provided)
- 4.2 We will comply with the Equality Act 2010 and may adapt normal policies, procedures, or processes, making reasonable adjustments to accommodate an individual's needs throughout the complaint process and in reaching a resolution.
- 4.3 Should a customer raise dissatisfaction through a public channel, such as X or Instagram, we will follow this up directly through a private channel, wherever possible, to ensure the issue is dealt with confidentially.
- 4.4 Where dissatisfaction is raised by a customer who is also a staff member, this will be investigated by a complaint handler outside of the staff members team.
- 4.5 We will ensure our customers individual circumstances are taken into account whilst any investigation is ongoing, making reasonable adjustments where appropriate and in line with our reasonable adjustments policy, ensuring consideration is given to the impact of any enforcement action when considering resolutions.
- 4.6 Complaints regarding staff members will be investigated in line with this complaint procedure or may be escalated to HR dependant on the nature of the complaint. We will not be able to provide the outcome of an HR investigation to the complainant.

5. Service Requests

- 5.1 Although they do not form part of our complaint process, where an issue or 'service request' can be resolved quickly and simply for our customer, we will do so and record these to ensure we can learn from feedback to improve our services. A service request is defined as a request from a customer requiring action to put something right. Should the issue require further investigation these will be acknowledged as a Stage 1 complaint.



6. Investigation -Stage 1

- 6.1 Should we not be able to resolve dissatisfaction when a customer first tells us about it and further investigation is needed or requested, we'll handle this through our complaints process.
- 6.2 During a Stage 1 formal investigation, the complaint investigator will aim to make personal contact to acknowledge the complaint within five working days. This personal contact is to help the complaint investigator understand issues raised. However, if our customer doesn't wish to be contacted as part of the investigation, or no contact's been possible following reasonable efforts, the investigator will continue the investigation using the information available. If there isn't adequate information to investigate, or clarity on what our customer is seeking, the complaint investigator may make contact advising the investigation cannot continue without further information being provided and the matter will be closed.
- 6.3 We will contact you by phone (where preferable) to discuss your complaint and confirm our understanding of the complaint in our written acknowledgement within five working days.
- 6.4 Where a customer has raised multiple complaints to different complaint investigators within the same time frame, we will arrange one single point of contact for our customer, who will address all areas of dissatisfaction within one response, where it is practical to do so. This applies to both complaint stages.
- 6.5 We'll aim to carry out a full investigation and communicate our findings in writing within 10 working days of our acknowledgement. By exception, if this isn't possible, we'll inform the customer within these 10 working days, to advise when we expect to deliver a full response. We'll aim to provide updates once a week during the investigation, unless less frequent contact is preferred. We will confirm any extension in writing and provide the contact details of the Housing Ombudsman. Extensions will be no more than 10 days unless by exception.
- 6.6 Where a customer raises additional dissatisfaction relevant to the original complaint during the investigation, these may be incorporated within the review if the response has not yet been issued. Where the response has been issued, or it would unreasonably delay the response, the dissatisfaction should be logged as a new complaint.
- 6.7 Where we receive multiple complaints on the same matter by different members of the same household, we may combine the complaints to provide one consistent reply, dependant on the circumstances and discussion with our customer.



Where we receive complaints from a group of customers raising the same issue as a collective, we will ask for a named representative in order to register and investigate the complaint.

- 6.8 Where a key issue of a complaint relates to legal obligations, we will aim to clearly set out our understanding of the obligations of both parties.
- 6.9 Our written response will include the outcome of the investigation and an explanation of any decisions or actions that have been or will be taken to put things right. Where a response includes promises of future actions, such as repair works, the complaint investigator will agree a date for the actions to be completed. The written response will also include information on how to escalate the case to the next Stage. We'll call to discuss our findings with the customer by phone in the first instance before providing our response in writing.
- 6.10 Should the complaint be about a member of staff, they will also be notified of the outcome ahead of the written response.
- 6.11 Should the complaint investigator identify any service failures or other monetary losses, then compensation can be considered in line with our Compensation Policy and Guidance Framework. Staff will ensure that any remedies offered do not cause unfairness to other customers.
- 6.12 We will provide our complaint response when the answer to the complaint is known, not when the outstanding actions required to address the issue are completed as this may delay the response and could prevent the customer from escalating their complaint to the next stage should they wish.
- 6.13 We will monitor to ensure that any future actions are completed within agreed timescales ensuring customers are kept updated. Should timescales not be reasonably kept then customers can request for their complaint to be escalated to the next stage of the complaint's procedure.

7. Investigation Review – Stage 2

- 7.1 We appreciate that outcomes for complaints can sometimes be delayed whilst we, for example, wait for parts for a repair. We will keep our customers updated during these times. Should the customer feel that the actions taken or proposed by the Stage 1 complaint investigator does not resolve the issues raised in their complaint, they can request for their complaint to be reviewed at Stage 2. At Stage 2, the matters raised as part of the original complaint will be reviewed.



- 7.2 Requests can be made in any format within 15 working days from the date of the Stage 1 resolution response. We will exercise discretion where there is a valid reason for a delay of the request outside of 15 days, but where we feel the delay is unreasonable, we may decline the request to escalate the complaint.
- 7.3 When our customer requests an escalation, we will ask the following questions to enable us to find the earliest possible resolution. Where this information is not available, we will make reasonable efforts to understand why a resident remains unhappy.
- What part of the original complaint hasn't been resolved?
 - How can we help to resolve it?
- 7.4 We'll let the customers know if their case will be reviewed at Stage 2 within 5 working days of the request.
- 7.5 We'll not unreasonably decline a request for a complaint to be reviewed at Stage 2, but it may be declined if the customer:
- solely seeks a resolution that's outside of our control, our policies or tenancy agreements.
 - has refused to engage with staff in trying to resolve the complaint at an earlier stage.
 - is behaving in a manner which is considered unacceptable.
 - Is solely claiming damages or personal injury which are matters for our insurers.
 - Is engaged with legal proceedings, defined as details of the claim, such as the Claim Form and Particulars of Claim, having been filed at court.
- 7.6 If a customer requests a Stage 2 review solely for an increased compensation amount, we will review any service failures against our Compensation policy and procedures to assess if compensation was applied correctly. Our Stage 2 response will advise if there are to be any changes to the amount.
- 7.7 Where a request is declined, this decision will be authorised by a manager, and the reasons will be clearly communicated in writing, advising customers of their right to refer to the Ombudsman.
- 7.8 Where a Stage 2 request is accepted, the complaint will be reviewed by complaint investigators who haven't previously been involved in the complaint, and the resolution will be reviewed by a manager.
- 7.9 The investigator may contact the customer to understand further what remains outstanding. If the issue is property related, a home visit may also be offered.



- 7.10 Where a customer raises additional dissatisfaction relevant to the original complaint during the investigation, these may be incorporated within the review if the response has not yet been issued. Where the response has been issued, or it would unreasonably delay the response, the dissatisfaction should be logged as a new complaint.
- 7.11 Where a customer raises additional dissatisfaction not related to the original complaint, it should be agreed with the customer if they would like the matter added to the current complaint (unless it would unreasonably delay the response) or a new complaint be raised.
- 7.12 We'll aim to have completed and provided the outcome of the review to our customer within 20 working days of the complaint being escalated to Stage 2. If this isn't possible, we'll make contact within these 20 working days, to agree a date to deliver a full response. We will provide the Housing Ombudsman's contact details so the complainant can challenge our plan for responding and/or the proposed timeliness of our response.
- 7.13 We will provide our complaint response when the answer to the complaint is known, not when the outstanding actions required to address the issue are completed as this may delay the response and the customer's right to refer to the Ombudsman.
- 7.14 Stage 2 is the final Stage of our complaint process.
- 7.15 We measure our service delivery against our published policies and procedures. We are aware that some Artificial Intelligence (AI) tools can access older versions of documents or information from sources outside of VIVID, but we will only assess our service against our most recent published documentation.

8. External Referral

- 8.1 Should our customer feel that the actions taken or proposed by the Stage 2 review does not resolve the issues raised in their complaint they may take their case to be externally reviewed by:
The Housing Ombudsman Service
- 8.2 In some cases, complaints may need to be referred to alternative organisations for external review:
- Residential Leaseholder complaints to First Tier Tribunal (Property Chambers)
 - Financial Services to the Financial Ombudsman Service
 - Home buyers to the Home Warranty Body
- The above organisations may apply fees in some circumstances.



- 8.3 At any stage of the complaint, customers can seek support or advice from the Citizens Advice Bureau, the Housing Ombudsman, or seek legal representation
- 8.4 When complaints are resolved through the formal process these will be logged, root causes identified, complaint resolutions recorded and monitored so that we continue to listen to and learn from our customers

9. MP and Councillor Enquiries

- 9.1 Third party complaints made by MP's or Councillors on behalf of customers, will be responded to in line with our complaint process and both customer and third party will be provided with the resolution.

Where a third-party contact is an enquiry only, these will be responded to outside the complaint process and responses provided within 5 working days

10. Managing Agent Complaints

- 10.1 This policy applies to services supplied to VIVID customers by Managing Agents that we either manage directly or are in place via a section 106 agreement.
- 10.2 If we receive a complaint regarding services supplied by a Managing Agent, it will enter into our two Stage process, and we will work closely with the Managing Agent to reach resolution.
- 10.3 For Managing Agents that we directly manage:
- 10.4 Should we not reach resolution for our customers at Stage 1, we will provide the Managing Agent with a 1st warning if there is a breach of contract.
- 10.5 If we further do not reach resolution at Stage 2, we will provide a second warning if there is a breach of contract and allow 4 weeks for resolution to be provided.
- 10.6 If a resolution is not provided, we may serve notice to end the contract.
- 10.7 We do not have a direct contractual relationship with Managing Agents that are in place via a Section 106 or similar agreement. In these cases, we will enter into our 2 two stage complaint process. If we can't reach a resolution, we will raise a complaint directly to the Managing Agent and advise our customer of their rights to escalate to the appropriate body.
- 10.8 Where we do not have a direct contractual relationship with the Managing Agent, we will engage with the Managing Agent's complaints process on behalf of our customer. If the



issue remains unresolved, the customer may escalate the matter to the Property Ombudsman Service. In parallel, we will raise the concern with the Management Company that holds the contractual agreement with the Managing Agent

11. Heat Network Complaints

- 11.1 Complaints regarding heat networks are managed differently and in line with the requirements of the Energy Ombudsman scheme. They will be compliant with the Heat Networks (Market Framework) Regulations 2025 and Ofgem's Heat Network Consumer Protection requirements.
- 11.2 Customers receiving heat through a heat network have protections relating to service continuity, vulnerability support, fair pricing, metering accuracy, and debt management under Ofgem's 'Ability to Pay' principles
- 11.3 We want to put things right as quickly as possible. If you receive your heating or hot water through one of our heat networks, and are dissatisfied, you can raise a complaint with us about things like:
- Your heating or hot water supply
 - Billing and charges
 - Metering or usage information
 - Missed appointments or delays
 - Our customer service or communication in relation to your heat network
- 11.4 We won't normally consider heat network complaints that relate to matters that happened more than twelve months ago, unless there is a valid reason for the delay
- 11.5 What's not considered by the Energy Ombudsman
- Change of supplier or lack of choice of supplier
 - Standing charges or capital replacement fund charges
 - Technical standards or metering regulations
 - Any issue not raised with us first
 - Issue not escalated within a reasonable time frame (usually within 6 months of our final response)
- 11.6 We'll always aim to resolve your heat network complaint through our internal complaints process



- 11.7 We'll aim to resolve your complaint within 8 weeks of you raising the complaint as required by the Energy Ombudsman. We'll always aim to do this sooner
- 11.8 All heat network complaints will be reviewed by our specialist Energy Team
- 11.9 Where key complaint issues relate to obligations under heat network law or Ofgem's Heat Network Authorisation Conditions—for example, billing transparency, outages, metering, or pricing—we'll explain these obligations clearly in our response
- 11.10 **External Referral**
- 11.11 If we have not resolved your complaint within 8 weeks, or if we issue our final response, called a "deadlock letter" sooner, you have the right to refer your complaint to the Energy Ombudsman
- 11.12 We monitor heat network complaint trends to ensure compliance with Ofgem's reporting and consumer protection expectations.
- 11.13 We will share Information from complaints, including trends and systemic issues, with Ofgem to support regulatory oversight where appropriate

12. Unacceptable Behaviour

- 12.1 We understand that customers may feel upset or frustrated when making a complaint, however there are some behaviours or actions that we consider unacceptable. These include:
- Aggressive or abusive behaviour – examples include, but are not limited to, threats, physical violence, personal verbal abuse, derogatory and discriminatory remarks, rudeness, inflammatory statements and unsubstantiated or malicious allegations.
 - Unreasonable demands – examples include, but are not limited to, demanding responses within unreasonable timescales or not accepting a previous decision when we've provided our final response, refusing to speak to employees who can assist and/or insisting on speaking only to a particular member of staff, repeatedly changing the substance of a complaint or raising unrelated concerns.
 - Unreasonable persistence – examples include, but are not limited to, persistent refusal to accept decisions or explanations made in relation to a complaint, continuing to pursue a complaint without presenting any new information, making excessive and unwarranted contacts taking up a disproportionate amount of staff time and resources.



12.2 Demonstration of these behaviours may result in a complaint not being investigated, escalated and/or action being taken to prevent further unreasonable behaviour as per our Unacceptable Behaviour policy.

13. Statutory requirements

- RSH Tenant Involvement and Empowerment Standard
- Housing and Regeneration Act 2008
- GDPR together with the new Data Protection Act 2018 (DPA 2018)
- Equality Act 2010
- Housing Ombudsman Scheme and Code
- Social Housing Regulation Act 2023
- Renters Reform Act 2025
- Data (Use & Access) Act 2025
- Energy Act 2023
- Heat Networks (Market Framework) Regulations 2025
- Energy Ombudsman Scheme
- Ofgem Heat Network Authorisation Conditions
- Heat Network Consumer Protection Requirements

14. Related policies and strategies

This policy must be read in conjunction with:

- Appeals procedure.
- Reasonable Adjustment Policy
- Customer Influence Strategy
- Compensation Policy and Guidance
- Equality and Diversity Policy
- Unacceptable Behaviour Policy
- Anti-Social Behaviour Policy
- Lettings Policy
- Income Policy
- Data Protection Policy
- Speak Up Policy
- Energy and Sustainability Strategy 2025-2030
- Policies can be accessed at <https://www.vividhomes.co.uk/about-us/governance/policies-and-strategies>



15. Monitor and review process

- 15.1 We monitor and analyse the types of complaints we receive and the way they have been handled. This includes, upon conclusion of a complaint, satisfaction surveys being conducted to assess customer satisfaction.
- 15.2 We use our data to measure frequent contact ensuring we are proactive in our service delivery and build trust with our customers. This will not restrict access to our complaint process should dissatisfaction be raised.
- 15.3 The monitoring and analysis we do helps us to ensure that our policy is fit for purpose, our process is being managed in a fair and consistent manner, our staff training is appropriate, we deliver against our resolution promises, and we are achieving our complaint service standards.
- 15.4 Performance and trends relating to the complaints service will also be regularly reviewed by Management, Executive and Board/Committee, including our Member Responsible for Complaints (MRC) and performance results will be published to customers.
- 15.5 This policy will be approved by the Executive and reviewed annually.
- 15.6 This policy is published on our website alongside our assessment against the Housing Ombudsman code, our annual Ombudsman performance and links to decisions on the Housing Ombudsman [website: https://www.vividhomes.co.uk/about-us/our-performance/let-us-know/making-a-complaint](https://www.vividhomes.co.uk/about-us/our-performance/let-us-know/making-a-complaint). We will also promote the process periodically in our customer newsletters to reach a wider customer base.

Co-Creation	This policy was co-created with our customers in May 2025
Equality Impact Assessment	This policy underwent an Equality Impact Assessment in June 2026
Policy Author	Customer Resolution and Service Improvement Manager
Policy Owner	Head of Customer Experience
Approved by	Directors Group
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