

Appendix B – Self-Assessment Form

This self-assessment form should be completed by the complaints officer and discussed at the landlord's governing body annually.

Evidence should be included to support all statements with additional commentary as necessary.

Explanations must also be provided where a mandatory 'must' requirement is not met to set out the rationale for the alternative approach adopted and why this delivers a better outcome.

Section 1 - Definition of a complaint

Mandatory 'must' requirements

Code section	Code requirement	Comply: Yes/No	Evidence, commentary and any explanations
1.2	A complaint must be defined as: <i>'an expression of dissatisfaction, however made, about the standard of service, actions or lack of action by the organisation, its own staff, or those acting on its behalf, affecting an individual resident or group of residents.'</i>	Yes	Definition included in complaints policy (section 2.2) and procedure (section 2) and in training materials used internally for colleagues.
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	Included in internal training for colleagues.
1.6	... if further enquiries are needed to resolve the matter, or if the resident requests it, the issue must be logged as a complaint.	Yes	Included in internal training for colleagues.
1.7	A landlord must accept a complaint unless there is a valid reason not to do so.	Yes	Included in internal training for colleagues, detail in complaints policy (section 6.3 – 6.4) to show reasons why we would not accept a complaint.

1.8	A complaints policy must clearly set out the circumstances in which a matter will not be considered, and these circumstances should be fair and reasonable to residents.	Yes	Information in complaints policy (section 6.3 – 6.4).
1.9	If a landlord decides not to accept a complaint, a detailed explanation must be provided to the resident setting out the reasons why the matter is not suitable for the complaints process and the right to take that decision to the Ombudsman.	Yes	A summary of the reason for complaint and the section of policy this relates to would be provided along with details for the Housing Ombudsman.

Best practice ‘should’ requirements

Code section	Code requirement	Comply: Yes/No	Evidence, commentary and any explanations
1.4	Landlords should recognise the 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	Where a resident has made previous reports of a situation that has not yet been rectified, this would be handled as a complaint. Where there have been no earlier reports and this is the first time we become aware of the situation, this would be handled as a service request and an explanation given to the resident about why this is the approach we are taking.
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	All survey responses which express dissatisfaction are reviewed by a manager and the resident is contacted to discuss their experience. Where appropriate, further action required to rectify a situation may then be pursued as a complaint.

Section 2 - Accessibility and awareness

Mandatory 'must' requirements

Code section	Code requirement	Comply: Yes/No	Evidence, commentary and any explanations
2.1	Landlords must make it easy for residents to complain by providing different channels through which residents can make a complaint such as in person, over the telephone, in writing, by email and digitally. While the Ombudsman recognises that it may not be feasible for a landlord to use all of the potential channels, there must be more than one route of access into the complaints system.	Yes	Complaints can be made to Curo through the following channels: <ul style="list-style-type: none"> - In person - Telephone - Email - Web form - Social media
2.3	Landlords must make their complaint policy available in a clear and accessible format for all residents. This will detail the number of stages involved, what will happen at each stage and the timeframes for responding.	Yes	This is predominantly digital; however, paper form and other formats are available on request.
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	This can be found on the complaints page of our website.
2.5	Landlords must comply with the Equality Act 2010 and may need to adapt normal policies, procedures, or processes to accommodate an individual's needs. Landlords must satisfy themselves that their policy sets out how they will respond to reasonable adjustments requests in line with the Equality Act and that complaints handlers have had appropriate training to deal with such requests.	Yes	We currently complete a triage exercise at the beginning of the complaints process when logging the complaint to confirm what information we already have or any change in circumstances for the resident to ensure we act appropriately for their needs. We have also completed an Equality Impact Assessment against our complaints policy and procedure to ensure we are equipped to respond suitably and that our policies do accommodate adaptations and reasonable adjustments.
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	This information is publicised on our website, in complaint correspondence and during customer meetings and activities.

2.7	Landlords must provide residents with contact information for the Ombudsman as part of its regular correspondence with residents.	Yes	This information is included in all complaint correspondence.
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	This information is included in every complaint letter and is pre-set for colleagues to use to ensure the correct information is provided consistently.

Best practice 'should' requirements

Code section	Code requirement	Comply: Yes/No	Evidence, commentary and any explanations
2.2	Where a landlord has set up channels to communicate with its residents via social media, then it should expect to receive complaints via those channels. Policies should contain details of the steps that will be taken when a complaint is received via social media and how confidentiality and privacy will be maintained.	Yes	Complaints can be logged via any of our communication channels as previously mentioned and we have set out in our complaints policy how these will be handled via social media. We do also have a social media policy which covers confidentiality and privacy of resident's information.

Section 3 - Complaint handling personnel

Mandatory 'must' requirements

Code section	Code requirement	Comply: Yes/No	Evidence, commentary and any explanations
3.1	Landlords must have a person or team assigned to take responsibility for complaint handling to ensure complaints receive the necessary attention, and that these are reported to the governing body. This Code will refer to that person or team as the "complaints officer".	Yes	We have a dedicated Customer Resolution team who oversee all complaints activity across the business and provide reporting to our governing body.
3.2	...the complaint handler appointed must have appropriate complaint handling skills and no conflicts of interest.	Yes	Initial and ongoing training is in place to ensure we continue to manage complaints in line with regulation and best practice.

Best practice 'should' requirements

Code section	Code requirement	Comply: Yes/No	Evidence, commentary and any explanations
3.3	<p>Complaint handlers should:</p> <ul style="list-style-type: none">• be able to act sensitively and fairly• be trained to handle complaints and deal with distressed and upset residents• have access to staff at all levels to facilitate quick resolution of complaints• have the authority and autonomy to act to resolve disputes quickly and fairly.	Yes	Continuous training is provided to maintain high levels of soft skills, and complaints remains a high profile subject in regular conversation between senior management and colleagues, ensuring that the Customer Resolution team have access to colleagues at all levels and have the authority to act to resolve quickly. This is the same for any colleague managing a complaint across the business and the Customer Resolution team will support to ensure these are given the same level of attention.

Section 4 - Complaint handling principles

Mandatory 'must' requirements

Code section	Code requirement	Comply: Yes/No	Evidence, commentary and any explanations
4.1	<p>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.</p>	Yes	We have recently re-designed our process and updated our systems to record when a complaint is received and provide clear prompts to colleagues to ensure it is acknowledged within five days of receipt.

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 parties.	Yes	Acknowledgement templates have been set up to support with following this process and colleagues are trained to clarify any part of the complaint which may be unclear.
4.6	A complaint investigation must be conducted in an impartial manner.	Yes	Complaints are generally managed by colleagues who have not been involved with the situation itself at Stage 1. Where the complaint is escalated to Stage 2, this is managed by our Customer Resolution team who are independent of any other team in the business and are therefore best placed to investigate impartially.
4.7	The complaint handler must: <ul style="list-style-type: none"> • deal with complaints on their merits • act independently and have an open mind • take measures to address any actual or perceived conflict of interest • consider all information and evidence carefully • keep the complaint confidential as far as possible, with information only disclosed if necessary to properly investigate the matter. 	Yes	Colleagues are trained to manage complaints with all these points in mind and to seek support from a manager or the Customer Resolution team where they have concerns.
4.11	Landlords must adhere to any reasonable arrangements agreed with residents in terms of frequency and method of communication	Yes	Where a resident has already told us their preferred method of communication, this will be used by default and will be changed at the request of the resident. Colleagues are encouraged to agree this at the beginning of managing the resident's complaint. We will also look to introduce an ad-hoc agreement on frequency of communication where we are receiving high volumes of contact from particular residents, which may be unmanageable or risk a poorer service for the resident because of the high volume.

4.12	<p>The resident, and if applicable any staff member who is the subject of the complaint, must also be given a fair chance to:</p> <ul style="list-style-type: none"> • set out their position • comment on any adverse findings before a final decision is made. 	Yes	Colleagues are encouraged to obtain perspective from both the resident and any colleague(s) or contractor(s) involved in the situation. Residents will have an opportunity to comment on adverse findings and we will consider a revised decision at either stage of the process where a resident brings to light new information which may influence the final decision before escalating to the next stage in the process or signposting to the Housing Ombudsman Service.
4.13	A landlord must include in its complaints policy its timescales for a resident to request escalation of a complaint	Yes	Our timescales for residents to request escalation of a complaint match the timeframes landlords have to provide a final response to the complaint. At stage 1, a resident has 10 working days to request an escalation and at stage 2, they have 20 working days to respond if they are unhappy with the final response. As above, if they are unhappy, we will consider a revised response if new information is given or we will signpost to the Housing Ombudsman Service. This information is included in our complaints policy (see section 6).
4.14	A landlord must not unreasonably refuse to escalate a complaint through all stages of the complaints	Yes	This information is included in our complaints policy (section 6.3 – 6.4).

	procedure and must have clear and valid reasons for taking that course of action. Reasons for declining to escalate a complaint must be clearly set out in a landlord's complaints policy and must be the same as the reasons for not accepting a complaint.		
4.15	A full record must be kept of the complaint, any review and the outcomes at each stage. This must include the original complaint and the date received, all correspondence with the resident, correspondence with other parties and any reports or surveys prepared.	Yes	A complaint record is set up on our system as soon as this is received, and any correspondence related to this is recorded in the complaint notes. These are also archived in our online email system where correspondence is via email and other forms of information such as letters, reports and surveys are held on our document management system.
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	We have a policy in place which outlines how we manage unacceptable behaviour from residents. This will be referenced to support managing this type of behaviour during the complaints process.

Best practice 'should' requirements

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	Colleagues are encouraged to have this conversation as early as possible during the process to manage the residents' expectations and work towards agreeing a realistic outcome which will be suitable for the resident.
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	When a complaint is logged, we ask a series of questions linked to the reason for complaint and the customers' circumstances. This allows us to identify complaints which may be higher risk and require urgent actions to resolve, ensuring complaints are resolved at the earliest possible opportunity.
	Landlords should give residents the opportunity to have	Yes	We would always accommodate this upon

4.5	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.		request of a resident and will ensure we have Third Party Permission for this to take place. We will also suggest this as an option if we feel it would be appropriate based on the communication we have with the resident.
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	We will always provide information and guidance around our understanding of Curo's legal obligations and those of the resident, clarifying that the residents' understanding is the same.

4.9	Communication with the resident should not generally identify individual members of staff or contractors.	Yes	Where possible, we will avoid this; however, there are times where this specific information is pertinent to the proper investigation of an issue and will need to be referred to.
4.10	Landlords should keep residents regularly updated about the progress of the investigation.	Yes	We provide clear timeframes to residents about when they should expect to receive a complaint response by depending on the extent of investigation required. Where this needs to be extended, we will contact the resident to keep them updated and where other complaint related activities are ongoing during this time (property inspections, repairs etc.), we will continue to update the resident in respect of those too.
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	We hold a quarterly Complaints Review Forum, which is made up from a panel of engaged residents. During these sessions, we review randomly selected anonymised complaints that have been recently closed and the group provide feedback and insight on how they think Curo have dealt with the complaint, with the process and policies in mind, including what we could have done differently to improve the residents' experience. An action plan is created, and actions are taken back into the business where opportunities for improvement have been identified.
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	We have introduced bi-monthly learning reviews involving senior management from all business areas to review complaint case studies and understand root causes deriving from their teams/processes. Actions to address the causes and make improvements are assigned and the action owners are responsible for delivering the changes and briefing their teams on the learning and the positive impact of the

			changes made as a result.
4.19	Any restrictions placed on a resident's contact due to unacceptable behaviour should be appropriate to their needs and should demonstrate regard for the provisions of the Equality Act 2010.	Yes	This is detailed in our unacceptable behaviour policy.

Section 5 - Complaint stages

Mandatory 'must' requirements

Stage 1

Code section	Code requirement	Comply: Yes/No	Evidence, commentary and any explanations
5.1	Landlords must respond to the complaint <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	This is set out in our complaints policy (section 6) and our systems are set up to prompt colleagues ensuring this timeframe is met or an extension is agreed with the resident where this is not possible.
5.5	A complaint response must be sent to the resident when the answer to the complaint is known, not when the outstanding actions required to address the issue, are completed. Outstanding actions must still be tracked and actioned expeditiously with regular updates provided to the resident.	Yes	Our newly designed process splits the two parts of the complaint process into individual tasks to ensure responses are sent in a timely manner, ideally within the 10 working days but that agreed actions remain live with a point of contact overseeing them to completion, providing updates to the resident along the way.

5.6	Landlords must address all points raised in the complaint and provide clear reasons for any decisions, referencing the relevant policy, law and good practice where appropriate.	Yes	Complaint response templates are provided for all colleagues as guidance to ensure all points raised are addressed and responded to. Our training and Customer Resolution teams support with relevant references where required or appropriate.
5.8	Landlords must confirm the following in writing to the resident at the completion of stage one in clear, plain language: <ul style="list-style-type: none"> the complaint stage the decision on the complaint the reasons for any decisions made the details of any remedy offered to put things right details of any outstanding actions details of how to escalate the matter to stage two if the resident is not satisfied with the answer 	Yes	The complaint response templates mentioned above are designed to ensure all these points are included in the correspondence with the resident and clarity is provided on current position and next steps.

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	Where a suitable resolution cannot be agreed at Stage 1, the complaint will be escalated to Stage 2 for further investigation.
5.10	On receipt of the escalation request, landlords must set out their understanding of issues outstanding and the outcomes the resident is seeking. If any aspect of the complaint is unclear, the resident must be asked for clarification and the full definition agreed between both parties.	Yes	Acknowledgement templates have been set up to support with following this process and colleagues are trained to clarify any part of the complaint which may be unclear.
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	A stage 1 response will always be sent giving the resident the opportunity to escalate to stage 2 if they remain unhappy. The only time a complaint will be escalated straight to stage 2 is where the complaint is about an individual colleague's behaviour

			or attitude or about a policy. In these instances, the colleague's manager will complete a stage 2 investigation only or the policy owner will be responsible for completing a stage 2 review of the complaint linked to the policy they are responsible for.
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5.12	The person considering the complaint at stage two, must not be the same person that considered the complaint at stage one.	Yes	Stage 2 complaints will always be managed by a different colleague to the person who managed it at stage 1.
5.13	Landlords must respond to the stage two complaint <u>within 20 working days</u> 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	This is set out in our complaints policy (section 6) and our systems are set up to prompt colleagues ensuring this timeframe is met or an extension is agreed with the resident where this is not possible.
5.16	Landlords must confirm the following in writing to the resident at the completion of stage two in clear, plain language: <ul style="list-style-type: none"> the complaint stage the complaint definition the decision on the complaint the reasons for any decisions made the details of any remedy offered to put things right details of any outstanding actions and <ul style="list-style-type: none"> if the landlord has a third stage, details of how to escalate the matter to stage three if this was the final stage, details of how to escalate the matter to the Housing Ombudsman Service if the resident remains dissatisfied. 	Yes	The complaint response templates mentioned above are designed to ensure all of these points are included in the correspondence with the resident and clarity is provided on current position and next steps.

Stage 3

Code section	Code requirement	Comply: Yes/No	Evidence, commentary and any explanations
5.17	Two stage landlord complaint procedures are ideal. This ensures that the complaint process is not unduly long. If landlords strongly believe a third stage is necessary, they must set out their reasons for this as part of their self-assessment. A process with more than three stages is not acceptable under any circumstances.	Yes	Our complaints process consists of two stages only.

5.20	Landlords must confirm the following in writing to the resident at the completion of stage three in clear, plain language: <ul style="list-style-type: none"> • the complaint stage • the complaint definition • the decision on the complaint • the reasons for any decisions made • the details of any remedy offered to put things right • details of any outstanding actions • details of how to escalate the matter to the Housing Ombudsman Service if the resident remains dissatisfied 	N/A	No stage 3 in our process.
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Best practice 'should' requirements

Stage 1

Code section	Code requirement	Comply: Yes/No	Evidence, commentary and any explanations
5.2	If an extension beyond 20 working days is required to enable the landlord to respond to the complaint fully, this should be agreed by both parties.	Yes	Colleagues are trained that under no circumstances should a response extension be set without prior conversation and agreement with the resident.
5.3	Where agreement over an extension period cannot be reached, landlords should provide the Housing Ombudsman's contact details so the resident can challenge the landlord's plan for responding and/or the proposed timeliness of a landlord's response.	Yes	Whilst we have not experienced this before, we will take this course of action should it be required in future.
5.4	Where the problem is a recurring issue, the landlord should consider any older reports as part of the background to the complaint if this will help to resolve the issue for the resident.	Yes	Event timelines are produced for complaint cases to identify the very first indication of the problem and what action has been taken since then to rectify the problem.
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	Where a stage 1 response is still pending, any new complaints raised will be considered by the existing complaint case manager. If new issues are raised with that case manager following their final stage 1 response, this issue will be raised separately and possibly managed by a different colleague.

Stage 2

Code section	Code requirement	Comply: Yes/No	Evidence, commentary and any explanations
5.14	If an extension beyond 10 working days is required to enable the landlord to respond to the complaint fully, this should be agreed by both parties.	Yes	Colleagues are trained that under no circumstances should a response extension be set without prior conversation and agreement with the resident.
5.15	Where agreement over an extension period cannot be reached, landlords should provide the Housing Ombudsman's contact details so the resident can challenge the landlord's plan for responding and/or the proposed timeliness of a landlord's response	Yes	Whilst we have not experienced this before, we will take this course of action should it be required in future.

Stage 3

Code section	Code requirement	Comply: Yes/No	Evidence, commentary and any explanations
5.18	Complaints should only go to a third stage if the resident has actively requested a third stage review of their complaint. Where a third stage is in place and has been requested, landlords must respond to the stage three complaint <u>within 20 working days</u> 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	No stage 3 in our process.
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	No stage 3 in our process.

Section 6 - Putting things right

Mandatory 'must' requirements

Code section	Code requirement	Comply: Yes/No	Evidence, commentary and any explanations
6.1	Effective dispute resolution requires a process designed to resolve complaints. Where something has gone wrong a landlord must acknowledge this and set out the actions it has already taken, or intends to take, to put things right.	Yes	All complaint responses will detail if the resident's complaint is upheld or not. Where the complaint is upheld, actions will be proposed to put things right in agreement with the customer.
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	We rely on our policies and customer commitments to ensure that the extent of service failure is reflected in the offer of resolution. We may, at times, use our discretion to propose an enhanced offer, over and above our policies, where we recognise that there has been significant detriment; however, this will be determined on a case by case basis, taking into account the resident's individual circumstances.
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	Our new process allows more colleagues to be accountable for the agreement of remedies and closer involvement in the delivery of this through to completion.
6.6	In awarding compensation, a landlord must consider whether any statutory payments are due, if any quantifiable losses have been incurred, the time and trouble a resident has been put to as well as any distress and inconvenience caused.	Yes	All these points form part of our compensation policy and procedure, both of which are followed by colleagues to calculate and offer appropriate compensation packages.

Best practice 'should' requirements

Code section	Code requirement	Comply: Yes/No	Evidence, commentary and any explanations
6.3	Landlords should look beyond the circumstances of the individual complaint and consider whether anything needs to be 'put right' in terms of process or systems to the benefit of all residents.	Yes	Our Customer Resolution team work closely with our Insight team to identify patterns which may indicate wider problems with potential to affect multiple residents. This has resulted in wider consultations and a project managed approach to remedy situations like this as well as allowing preventative measures to be put in place to avoid the spread of such issues.
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	In situations such as this, we continue to manage the issues in line with our complaints policy and process but will seek legal guidance where required.

Section 7 - Continuous learning and improvement

Mandatory 'must' requirements

Code section	Code requirement	Comply: Yes/No	Evidence, commentary and any explanations
7.2	Accountability and transparency are integral to a positive complaint handling culture. Landlords must report back on wider learning and improvements from complaints in their annual report and more frequently to their residents, staff and scrutiny panels.	Yes	Results of learning activity are shared in our annual complaints report as well as to our regular resident panels who have an interest in our complaints performance (Complaints Review Forum, Oversight Group, Scrutiny Activity Group).

Best practice 'should' requirements

Code section	Code requirement	Comply: Yes/No	Evidence, commentary and any explanations
7.3	A member of the governing body should be appointed to have lead responsibility for complaints to support a positive complaint handling culture. This role will be responsible for ensuring the governing body receives regular information on complaints that provides insight to the governing body on the landlord's complaint handling performance.	Yes	Our CEO champions complaints and leads on this activity when linking to our governing body. This ensures complaints remains a high-profile topic at all levels of the business and the significance of learning and improvement is filtered throughout the organisation.
7.4	As a minimum, governing bodies should receive: <ul style="list-style-type: none"> Regular updates on the volume, categories and outcome of complaints, alongside complaint handling performance including compliance with the Ombudsman's orders Regular reviews of issues and trends arising from complaint handling, The annual performance report produced by the Ombudsman, where applicable Individual complaint outcomes where necessary, including where the Ombudsman made findings of severe maladministration or referrals to regulatory bodies. The implementation of management responses should be tracked to ensure they are delivered to agreed timescales. The annual self-assessment against the Complaint Handling Code for scrutiny and challenge. 	Yes	All of these topics are reported regularly to our governing body, either through quarterly updates on complaint performance and learning, annually through our end of year reporting or on an ad-hoc basis, where we have information to share about a particularly significant complaint case or a Housing Ombudsman determination.

7.5	Any themes or trends should be assessed by senior management to identify potential systemic issues, serious risks or policies and procedures that require revision. They should also be used to inform staff and contractor training.	Yes	Complaint themes and trends are reported on quarterly to our Operational Excellence Group, made up of senior management members from all areas of the business. This arena is used for the discussion of improvement recommendations, identification of systemic issues and what action(s) must be taken to rectify this, including colleague training, policy revisions and performance management, where applicable.
7.6	Landlords should have a standard objective in relation to complaint handling for all employees that reflects the need to: <ul style="list-style-type: none"> • have a collaborative and co-operative approach towards resolving complaints, working with colleagues across teams and departments • take collective responsibility for any shortfalls identified through complaints rather than blaming others • act within the Professional Standards for engaging with complaints as set by the Chartered Institute of Housing. 	Yes	All colleagues in the business have a complaints objective.

Section 8 - Self-assessment and compliance

Mandatory 'must' requirements

Code section	Code requirement	Comply: Yes/No	Evidence, commentary and any explanations
8.1	Landlords must carry out an annual self-assessment against the Code to ensure their complaint handling remains in line with its requirements.	Yes	Fully completed for 2023/24
8.2	Landlords must also carry out a self-assessment following a significant restructure and/or change in procedures.	Yes	This activity is now up to date and we will continue to monitor and update annually or on an ad-hoc basis in light of any changes within the organisation.

8.3	<p>Following each self-assessment, a landlord must:</p> <ul style="list-style-type: none"> • report the outcome of their self-assessment to their governing body. In the case of local authorities, self-assessment outcomes should be reported to elected members • publish the outcome of their assessment on their website if they have one, or otherwise make accessible to residents • include the self-assessment in their annual report section on complaints handling performance 	Yes	These actions have been taken.
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