

# Leeds Federated Housing Association: 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		Y/N	Comments
	<b>Mandatory 'must' requirements</b>		
1.2	A complaint must be defined as: 'an expression of dissatisfaction, however made, about the standard of service, actions or lack of action by the organisation, its own staff, or those acting on its behalf, affecting an individual resident or group of residents.'	Yes	Leeds Federated uses the Housing Ombudsman's definition of a complaint in our Complaints Policy.
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	Customers do not have to use the word 'complaint' and can simply express that they are unhappy with a service provided or the way a service was provided. This includes complaints made by third parties or representatives of the customer. This is communicated in our leaflet, A guide to complaints

Section 1: Definition of a complaint		Y/N	Comments
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	We ask customers whether they want their issue treating as a complaint and we log a complaint where customers must chase us for a response to an issue.
1.7	A landlord must accept a complaint unless there is a valid reason not to do so.	Yes	Our Complaints Policy states when a complaint may not be accepted.
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	Our Complaints Policy states in what circumstances a matter would not be dealt with through the complaints process and this is communicated to the customer.
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	Customers are advised if their complaint is not suitable for the complaints process and their right to take that decision to the Ombudsman. This happens infrequently as most complaints are accepted by Leeds Federated.
	<b>Best practice 'should' requirements</b>		
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	Within the Complaints Policy and Complaints Procedure, examples are provided to demonstrate the difference between a service request and a complaint.
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.	Partially	Customers expressing high levels of dissatisfaction with a service in a survey are flagged as a 'hot alert' and contacted to discuss their feedback if they so wish. This may on occasion result in a complaint being opened. This will be explored further with our perception survey supplier.

	Section 2: Accessibility and awareness	Y/N	Comments
	<b>Mandatory 'must' requirements</b>		
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 the potential channels, there must be more than one route of access into the complaints system.	Yes	Customers can make their complaint over the phone, in writing, in person or via one of our electronic channels such as My Account, our website, social media channels or email. This is reflected in the Complaints Policy and 'A guide to complaints' leaflet.
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	Our Complaints Policy clearly details the stages involved, what happens at each stage and the timeframes for responding. This is provided in a clear and accessible format via the leaflet 'A guide to complaints' which is available on our website.
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	Information on how to raise a complaint can be found on the Leeds Federated website via the Contact Us page which then takes you to a dedicated complaints page. The Complaints Policy is available on 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	The focus is on trying to resolve complaints at the first attempt, so case handlers are encouraged to seek guidance around the best approach to resolve a complaint where they have concerns. The CRM system holds flags against customers who may have specific needs or requirements which assists case handlers with adjusting as necessary. Equality Impact Assessments on policies are carried out to ensure we mitigate any disproportionate negative impacts that are identified. All staff undertake mandatory equality and diversity training every years.

	Section 2: Accessibility and awareness	Y/N	Comments
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 is publicised on our website and via customer newsletters as appropriate. Contact details for the Housing Ombudsman Service are provided in relevant correspondence to customers. We are also reviewing the sign-up pack for new customers which will include details of how to make a complaint.
2.7	Landlords must provide residents with contact information for the Ombudsman as part of its regular correspondence with residents.	Yes	This information is available on our website, in the Complaints Policy and 'A guide to complaints' leaflet which is included in all complaint related correspondence to customers.
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 is included in our Complaints Policy and 'A guide to complaints' leaflet.
	<b>Best practice 'should' requirements</b>		
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	The Complaints Policy covers complaints received via social media; in such cases, the customer making the complaint will be contacted and advised that Leeds Federated reserves the right to request that further communication is undertaken outside of the public domain. The complaint will be handled in the same way as all other complaints received.

	Section 3: Complaint handling personnel	Y/N	Comments
	<b>Mandatory 'must' requirements</b>		
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	The Head of Customer Services currently has responsibility for monitoring complaint handling and is assisted by the Area Manager (South). The Head of Customer Services reports performance on complaint handling quarterly to the Operations Committee and facilitates any learning from complaints across the organisation. A dedicated Complaints Officer is to be appointed during 2023/24 to take on this role.
3.2	...the complaint handler appointed must have appropriate complaint handling skills and no conflicts of interest.	Yes	Complaint handlers do not investigate complaints relating to themselves. Training on handling complaints is provided as necessary and on a day-to-day basis, peer reviews of complaint responses are carried out to share good practice.
	<b>Best practice 'should' requirements</b>		
3.3	Complaint handlers should: <ul style="list-style-type: none"> <li>• be able to act sensitively and fairly</li> <li>• be trained to handle complaints and deal with distressed and upset residents</li> <li>• have access to staff at all levels to facilitate quick resolution of complaints</li> <li>• have the authority and autonomy to act to resolve disputes quickly and fairly.</li> </ul>	Yes	Heads of Service are responsible for the resolution of complaints within their service area and complaint handlers are encouraged to take ownership of complaints and as far as possible achieve the best outcome at the first attempt.

	Section 4: Complaint handling principles	Y/N	Comments
	<b>Mandatory 'must' requirements</b>		
4.1	Any decision to try and resolve a concern must be taken in agreement with the resident and a landlord's audit trail/records should be able to demonstrate this. Landlords must ensure that efforts to resolve a resident's concerns do not obstruct access to the complaints procedure or result in any unreasonable delay. It is not appropriate to have extra named stages (such as 'stage 0' or 'pre-complaint stage') as this causes unnecessary confusion for residents. When a complaint is made, it must be acknowledged and logged at stage one of the complaints procedure within five days of receipt.	Yes	Our Complaint Policy has two stages and clearly outlines the timescales for responding which comply with the Complaint Handling Code. There is no 'stage 0' or 'pre-complaint' stage and all complaints are logged at stage 1 of the complaints process at the point of receiving the complaint. Complaint cases are given a unique case number and all details relating to the case are held against the case.
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	The complaint acknowledgement letter sets out our understanding of the complaint and where there are any aspects that are not clear, the complainant is contacted for clarification.
4.6	A complaint investigation must be conducted in an impartial manner.	Yes	Our policy and procedure ensure that we comply with this requirement.

	Section 4: Complaint handling principles	Y/N	Comments
4.7	<p>The complaint handler must:</p> <ul style="list-style-type: none"> <li>• deal with complaints on their merits</li> <li>• act independently and have an open mind</li> <li>• take measures to address any actual or perceived conflict of interest</li> <li>• consider all information and evidence carefully</li> <li>• keep the complaint confidential as far as possible, with information only disclosed if necessary to properly investigate the matter.</li> </ul>	Yes	<p>Our Complaint Policy states that the purpose is 'to understand the customer's expressed dissatisfaction and fairly address it in order to gather learning outcomes to review and improve services.'</p> <p>In responding to complaints, we aim to listen to customers, be honest and open to challenge, show empathy and communicate effectively.</p>
4.11	Landlords must adhere to any reasonable arrangements agreed with residents in terms of frequency and method of communication	Yes	Customers are asked how they wish us to communicate with them and we will contact them via that method throughout the process.
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"> <li>• set out their position</li> <li>• comment on any adverse findings before a final decision is made.</li> </ul>	Yes	Customers can set out their position and provide additional information throughout the investigation of their complaint. Staff members subject to a complaint are also given an opportunity to set out their position. Leeds Federated encourages a 'no blame culture' when dealing with complaints.
4.13	A landlord must include in its complaints policy its timescales for a resident to request escalation of a complaint	Yes	Our Complaints Policy has been updated to include a timescale of 28 days for customers to request an escalation of their complaint, however requests outside of this timescale will be considered where the customer can offer a good reason for the delay.



	Section 4: Complaint handling principles	Y/N	Comments
4.14	A landlord must not unreasonably refuse to escalate a complaint through all stages of the complaints procedure and must have clear and valid reasons for taking that course of action. Reasons for declining to escalate a complaint must be clearly set out in a landlord's complaints policy and must be the same as the reasons for not accepting a complaint.	Yes	Our intention is that all complaints follow the complaints process. If we refuse to escalate a complaint through to the next stage of the complaints process, the customer will be given a full explanation of the reasons for this and provided with details of the Housing Ombudsman Service. Reasons for declining a complaint are set out in the Complaints 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 records relating to a complaint are held against the specific case within the Complaints Module of our CRM 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	This is covered under our Challenging Behaviour policy which is referenced within the Complaints Policy.
	<b>Best practice 'should' requirements</b>		
4.3	Landlords should manage residents' expectations from the outset, being clear where a desired outcome is unreasonable or unrealistic.	Yes	Complaint handlers are required to discuss the desired outcome with the customer and be honest about our ability to meet their expectations. The focus is on reaching an acceptable solution wherever possible.



	Section 4: Complaint handling principles	Y/N	Comments
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	Our Complaints Procedure states that a full response is to be provided to the customer as soon as the outcome is known. Where there are actions outstanding at this point, the customer should be provided with a timescale for when these actions will be done.
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	Leeds Federated will deal with the representatives of customers where they have requested this. This is contained in the leaflet 'A guide to complaints.'
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	Legal advice is sought where necessary in such cases.
4.9	Communication with the resident should not generally identify individual members of staff or contractors.	Yes	Our Complaints Policy and Procedure is clear on this. Unless already identified by a customer, individual members of staff and contractors are not identified as their actions are undertaken on behalf of Leeds Federated.
4.10	Landlords should keep residents regularly updated about the progress of the investigation.	Yes	The complaints process encourages complaint handlers to regularly update customers on the progress of the investigation.
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	Customer satisfaction with dealing with complaints is included in the quarterly perception survey. A transactional survey has also been designed and was introduced from April 2023.

	Section 4: Complaint handling principles	Y/N	Comments
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	Complaint trends and learning from complaints is shared with Heads of Service and Operational Managers on a quarterly basis. These staff members are actively involved in identifying and monitoring service improvement actions stemming from complaints. Our website has a 'You said we did' section which highlights improvements that have been implemented because of complaints.
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	Any restrictions placed on customers are done in line with our Challenging Behaviour Policy and reviewed regularly.

	Section 5: Complaint stages: Stage 1	Y/N	Comments
	<b>Mandatory 'must' requirements</b>		
5.1	Landlords must respond to the complaint within 10 working days of the complaint being logged. Exceptionally, landlords may provide an explanation to the resident containing a clear timeframe for when the response will be received. This should not exceed a further 10 days without good reason.	Yes	The Leeds Federated Complaints Policy follows these timescales. In 2022/23, 95% of complaints were responded to within the overall target timescales.
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 Complaints Policy and Procedures clearly state that a response must be provided as soon as the outcome is known and not delayed due to outstanding actions. Any actions not completed at the time of the response being sent are raised as tasks and tracked separately.
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	The Complaints Policy contains this requirement and peer reviews of complaint responses helps to monitor that it is happening in practice.
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"> <li>• the complaint stage</li> <li>• the decision on the complaint</li> <li>• the reasons for any decisions made</li> <li>• the details of any remedy offered to put things right</li> <li>• details of any outstanding actions</li> <li>• details of how to escalate the matter to stage two if the resident is not satisfied with the answer</li> </ul>	Yes	This is covered by the Complaints Policy and Procedure.

	Section 5: Complaint stages: Stage 2	Y/N	Comments
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	Our complaints process allows for complaints to be escalated if customers are unhappy with the response. See 4.14 above regarding declining to escalate complaints.
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	The stage 2 complaint acknowledgement letter sets out our understanding of the complaint and where there are any aspects that are not clear, the complainant is contacted for clarification.
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	This is contained in the Complaints Policy.
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 our Complaints Policy, Stage 2 complaints are escalated to someone with sufficient seniority to review the last case handler's investigation.
5.13	Landlords must respond to the stage two complaint within 20 working days of the complaint being escalated. Exceptionally, landlords may provide an explanation to the resident containing a clear timeframe for when the response will be received. This should not exceed a further 10 days without good reason.	Yes	The Leeds Federated Complaints Policy follows these timescales. In 2022/23, 95% of complaints were responded to within the overall target timescales.

	Section 5: Complaint stages: Stage 2	Y/N	Comments
5.16	<p>Landlords must confirm the following in writing to the resident at the completion of stage two in clear, plain language:</p> <ul style="list-style-type: none"> <li>• the complaint stage</li> <li>• the complaint definition</li> <li>• the decision on the complaint</li> <li>• the reasons for any decisions made</li> <li>• the details of any remedy offered to put things right</li> <li>• details of any outstanding actions</li> </ul> <p>and</p> <ul style="list-style-type: none"> <li>• if the landlord has a third stage, details of how to escalate the matter to stage three</li> <li>• if this was the final stage, details of how to escalate the matter to the Housing Ombudsman Service if the resident remains dissatisfied.</li> </ul>	Yes	<p>This is covered by the Complaints Policy and Procedure.</p> <p>We do not have a third stage in our complaints process.</p>

	Section 5: Complaint stages: Stage 3	Y/N	Comments
5.17	Two stage landlord complaint procedures are ideal. This ensures that the complaint process is not unduly long. If landlords strongly believe a third stage is necessary, they must set out their reasons for this as part of their self-assessment. A process with more than three stages is not acceptable under any circumstances.	Yes	We comply with this requirement and only have 2 stages in our complaints process.
5.20	Landlords must confirm the following in writing to the resident at the completion of stage three in clear, plain language: <ul style="list-style-type: none"> <li>• the complaint stage</li> <li>• the complaint definition</li> <li>• the decision on the complaint</li> <li>• the reasons for any decisions made</li> <li>• the details of any remedy offered to put things right</li> <li>• details of any outstanding actions</li> <li>• details of how to escalate the matter to the Housing Ombudsman Service if the resident remains dissatisfied</li> </ul>	N/A	N/A
	<b>Best practice 'should' requirements: Stage 1</b>		
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	The customer is contacted and an extension beyond 20 days is agreed with them.
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	Through the leaflet 'A guide to complaints', customers are advised at all stages that they can contact the Ombudsman for support in dealing with their complaint.

	Section 5: Complaint stages: Stage 2	Y/N	Comments
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	Relevant historical information will be considered as part of a complaints investigation to resolve a complaint.
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.	N/A	New information received during an ongoing investigation is considered, however where a stage 1 response has already been done, a new complaint would be raised.
	<b>Best practice 'should' requirements: Stage 2</b>		
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	The customer is contacted and an extension beyond 10 days is agreed with them.
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	Through the leaflet 'A guide to complaints', customers are advised at all stages that they can contact the Ombudsman for support in dealing with their complaint.



	Section 5: Complaint stages: Stage 2	Y/N	Comments
	<b>Best practice 'should' requirements: Stage 3</b>		
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 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 do not have a third stage in our complaints 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	We do not have a third stage in our complaints process.

	Section 6: Putting things right	Y/N	Comments
	<b>Mandatory 'must' requirements</b>		
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	We acknowledge where things have gone wrong. The response sets out the actions needed to put things right and these are monitored to ensure completion.
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	Remedies are considered on a case-by-case basis and are guided by our Compensation Policy which seeks to compensate customers for losses incurred because of a service failure.
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	Any actions required are included in the response and these are monitored to ensure they are completed.
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	These factors are considered when making payments as per the Compensation Policy.

	Section 6: Putting things right	Y/N	Comments
	<b>Best practice 'should' requirements</b>		
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	This is included in our Complaints Policy and is part of the learning from complaints.
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	Legal advice is sought where there is a legal element to a complaint.

	Section 7: Continuous learning & improvement	Y/N	Comments
	<b>Mandatory 'must' requirements</b>		
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	A quarterly complaints trends and learning from complaints report is considered by Operational Managers and actions identified for service improvements. Actions are logged and tracked by a Heads of Service and Operational Managers group. The complaints trend report is also shared with our customer Challenger Panel and Operations Committee. Changes and improvements are reported back to customers on the You said, we did page of the website and the annual report.
	<b>Best practice 'should' requirements</b>		
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	A tenant Board member of Leeds Federated has taken on the role of Complaints Champion. Complaints reports are provided to the Operations Committee which is made up of members from the main Board.

	Section 7: Continuous learning & improvement	Y/N	Comments
7.4	<p>As a minimum, governing bodies should receive:</p> <ul style="list-style-type: none"> <li>• Regular updates on the volume, categories and outcome of complaints, alongside complaint handling performance including compliance with the Ombudsman's orders</li> <li>• Regular reviews of issues and trends arising from complaint handling,</li> <li>• The annual performance report produced by the Ombudsman, where applicable</li> <li>• 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.</li> </ul>	Yes	<p>The Operations Committee receives the quarterly complaints trend report which provides information on the volume, categories and outcome of complaints as well as performance on complaint handling. The annual self-assessment against the Complaint Handling Code is also reviewed by the Operations Committee and this assessment will be presented at the May meeting.</p> <p>When applicable, the annual performance report produced by the Ombudsman would be provided to the Operations Committee.</p>
7.5	<p>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.</p>	Yes	<p>Heads of Service review complaints' themes and take action as necessary against any identified potential systemic issues or risks. Communication has been identified as a theme in complaint handling and this has resulted in an organisation wide review of our communications strategy.</p>

	Section 7: Continuous learning & improvement	Y/N	Comments
7.6	<p>Landlords should have a standard objective in relation to complaint handling for all employees that reflects the need to:</p> <ul style="list-style-type: none"> <li>• have a collaborative and co-operative approach towards resolving complaints, working with colleagues across teams and departments</li> <li>• take collective responsibility for any shortfalls identified through complaints rather than blaming others</li> <li>• act within the Professional Standards for engaging with complaints as set by the Chartered Institute of Housing.</li> </ul>	Partial	<p>Whilst all employees do not have standard objective in relation to complaint handling, Leeds Federated encourages a culture of resolving complaints using a collaborative and co-operative approach across teams to get the best outcome for the customer. Staff are expected to carry out all aspects of their duties with professionalism and this includes handling complaints.</p>

	Section 8: Self-assessment and compliance	Y/N	Comments
	<b>Mandatory 'must' requirements</b>		
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	An annual self-assessment has been carried out since the introduction of the Complaint Handling Code.
8.2	Landlords must also carry out a self-assessment following a significant restructure and/or change in procedures.	Yes	Self-assessments will be carried out following any significant restructure and/or change in procedure.
8.3	<p>Following each self-assessment, a landlord must:</p> <ul style="list-style-type: none"> <li>• 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</li> <li>• publish the outcome of their assessment on their website if they have one, or otherwise make accessible to residents</li> <li>• include the self-assessment in their annual report section on complaints handling performance</li> </ul>	Yes	<p>Self-assessments are reported to the Operations Committee.</p> <p>Self-assessments are published on our website. A link to the self-assessment is included in the annual report section on complaints handling performance.</p>