

Complaints self-assessment form

Requirements set out by the Housing Ombudsman

This self-assessment form should be completed by the complaints officer and it must be reviewed and approved by the landlord's governing body at least annually.

Once approved, landlords must publish the self-assessment as part of the annual complaints performance and service improvement report on their website. The governing body's response to the report must be published alongside this.

Landlords are required to complete the self-assessment in full and support all statements with evidence, with additional commentary as necessary.

We recognise that there may be a small number of circumstances where landlords are unable to meet the requirements, for example, if they do not have a website. In these circumstances, we expect landlords to deliver the intentions of the Code in an alternative way, for example by publishing information in a public area so that it is easily accessible.

Our contact information

If you need this document in a different format that works for you get in touch with us:

- Telephone 0113 386 1000
- Email hello@leedsfed.com
- Website www.leedsfed.com

Social Media

- Facebook [Leedsfederated](https://www.facebook.com/Leedsfederated)
- LinkedIn [leeds-federated](https://www.linkedin.com/company/leeds-federated)



Section 1: Definition of a complaint

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
1.2	A complaint must be defined as: <i>‘an expression of dissatisfaction, however made, about the standard of service, actions or lack of action by the landlord, its own staff, or those acting on its behalf, affecting a resident or group of residents.’</i>	Yes	This definition is set out verbatim in our Putting Things Right Procedure. Staff have been trained on this definition in our Identifying and Logging a Complaint training session which is run regularly (most recently 15 June and 6 July 2026) and issued to all new starters on induction. Comments from our Customer Voice Panel from reviewing our Policy, Procedure and complaints guide include “a thorough, logical, step by step detailed in plain English policy on “Putting Things Right” in parallel with the complaints procedure” and “Clear explanation of what is a complaint and not a service request”.	
1.3	A resident does not have to use the word ‘complaint’ for it to be treated as such. Whenever a resident expresses dissatisfaction landlords must give them the choice to make complaint. A complaint that is submitted via a third party or representative must be handled in line with the landlord’s complaints policy.	Yes	Our procedure confirms that the resident does not need to use the word complaint. <i>“The word complaint does not have to be used”.</i> This is also made clear in our Guide to Putting Things Right. The Putting Things Right policy and procedure make it clear that anyone can make a complaint.	

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
			Training for all staff and in particular call handlers makes it clear that anyone can make a complaint and the word “complaint” does not have to be used. Comments from our Customer Voice Panel include “A choice is given at the first point of contact. Can it be resolved straight away? The customer is given the choice” and “In the policy, it states that any complaint submitted by a third party must be handled in the same way as if a customer had submitted it”	
1.4	Landlords must recognise the difference between a service request and a complaint. This must be set out in their complaints policy. A service request is a request from a resident to the landlord requiring action to be taken to put something right. Service requests are not complaints, but must be recorded, monitored and reviewed regularly.	Yes	This is set out in our Putting Things Right policy and procedure. Staff received training on the difference between a service request and a complaint at the Quarterly Lunch in April 2024 and have had refreshers on this in Stage 1 and Stage 2 complaints handling training delivered in July 2025 and June 2026. This is repeated as part of the Identifying and Logging a Complaint training that runs regularly and is issued to all new starters on induction. Comments from our Customer Voice Panel include “On the first page of the Complaints Procedure, LFHA states the definition of a complaint and gives 3 examples of the difference between both a service request and what a complaint could be re the same issue,	

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
			eg Outside light not working” and “clear, plain English explanation with examples”.	
1.5	A complaint must be raised when the resident expresses dissatisfaction with the response to their service request, even if the handling of the service request remains ongoing. Landlords must not stop their efforts to address the service request if the resident complains.	Yes	This is set out in our Putting Things Right procedure (<i>“If a complaint is made but the service request is ongoing, this must not be delayed or stopped”</i>) and is made clear to all staff in our Identifying and Logging a complaint training. The contact centre staff in particular work closely with the Resolutions Team to ensure services continue whilst complaint handling remains ongoing. We have many complaint cases where we continue to resolve repair and tenancy. Comments from CVP include “Stated in page two of the complaint procedure’s first explanation of the policy “The Basics”, then the policy goes on to define what LFHA’s approach is.	
1.6	An expression of dissatisfaction with services made through a survey is not defined as a complaint, though wherever possible, the person completing the survey should be made aware of how they can pursue a complaint if they wish to. Where landlords ask for wider feedback about	Yes	Our survey provider creates a “hot alert” when a customer expresses dissatisfaction during a survey and would like to discuss this further. This then prompts a phone call which is documented and the option to raise a complaint is offered.	

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
	their services, they also must provide details of how residents can complain.			

Section 2: Exclusions

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
2.1	Landlords must accept a complaint unless there is a valid reason not to do so. If landlords decide not to accept a complaint they must be able to evidence their reasoning. Each complaint must be considered on its own merits	Yes	This is clear within our Putting Things Right policy and procedure. Our Complaints Coordinator ensures any decisions not to accept a complaint are documented and that this is clearly communicated to the customer. Comments from CVP include “Must accept after it is decided it is not a service request. Policy does state what will happen and why if complaint not accepted.	
2.2	A complaints policy must set out the circumstances in which a matter will not be considered as a complaint or escalated, and these circumstances must be fair and reasonable to residents. Acceptable exclusions include:	Yes	This is clear within our Putting Things Right policy. Comments from CVP include “Clear explanation”	

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
	- The issue giving rise to the complaint occurred over twelve months ago. - Legal proceedings have started. This is defined as details of the claim, such as the Claim Form and Particulars of Claim, having been filed at court. - Matters that have previously been considered under the complaints policy.			
2.3	Landlords must accept complaints referred to them within 12 months of the issue occurring or the resident becoming aware of the issue, unless they are excluded on other grounds. Landlords must consider whether to apply discretion to accept complaints made outside this time limit where there are good reasons to do so.	Yes	This is clear within our Putting Things Right policy. CVP asked for examples here and what evidence the customer could/should provide to support this. This would be considered on a case by case basis and the customer advised accordingly.	
2.4	If a landlord decides not to accept a complaint, an explanation must be provided to the resident setting out the reasons why the matter is not suitable for the complaints process and the right to take that decision to the Ombudsman. If the Ombudsman does not agree that the exclusion has been	Yes	This is clear within our Putting Things Right policy. CVP noted this is “clear step by step” in our Putting Things Right guide.	

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
	fairly applied, the Ombudsman may tell the landlord to take on the complaint.			
2.5	Landlords must not take a blanket approach to excluding complaints; they must consider the individual circumstances of each complaint.	Yes	This is clear within our Putting Things Right policy and procedure and is discussed in the training offered for investigating and responding to stage 1 and stage 2 complaints. This was most recently issued to all relevant staff in June 2026. The role of Complaints Coordinator helps to highlight the individual circumstances of each complaint. CVP noted this was “as stated”.	

Section 3: Accessibility and Awareness

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
3.1	Landlords must make it easy for residents to complain by providing different channels through which they can make a complaint. Landlords must consider their duties under the Equality Act 2010 and anticipate the needs and reasonable adjustments of residents who may need to access the complaints process.	Yes	We accept complaints by any means including in person, by phone, by post, by MyAccount and by email. All contact information is on the How to Make a Complaint page of our website. Our Guide to Putting Things Right also makes this clear. Our Putting Things Right Policy confirms this. Our Needs and Adjustments Policy sets out how we approach reasonable adjustments and ensures all customers have access to our complaints process. We host a Customer Hub once a month and on 24 April 2026 I attended the Hub and spoke to all 9 customers who attended this session. All customers said they knew how to make a complaint and would feel happy contacting us through any means to do so.	
3.2	Residents must be able to raise their complaints in any way and with any member of staff. All staff must be aware of the complaints process and be able to pass details of the complaint to the appropriate person within the landlord.	Yes	Our 'Identifying and Logging a complaint' training session is run regularly (most recently 15 June and 6 July 2026) and issued to all new starters on induction.	

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
3.3	High volumes of complaints must not be seen as a negative, as they can be indicative of a well-publicised and accessible complaints process. Low complaint volumes are potentially a sign that residents are unable to complain.	Yes	Our new approach to complaints launched in January 2024. Since then, we have seen an increase in the number of complaints. This has been welcomed as a positive measure within the organisation. We are happy that customers can access this process, that colleagues can direct customers to this process and that we can learn from the lessons raised as a result of these complaints. 2023/2024 we had 288 stage 1 complaints and 22 progressed to stage 2 2025/2026 we had 601 stage 1 complaints and 99 progressed to stage 2.	
3.4	Landlords must make their complaint policy available in a clear and accessible format for all residents. This will detail the two stage process, what will happen at each stage, and the timeframes for responding. The policy must also be published on the landlord's website.	Yes	Our Putting Things Right policy was designed in consultation with our Customer Voices Panel. We measure how easy customers found it to raise a complaint with us and report on this quarterly. Our Putting Things Right policy sets out the two stage process and is published on our website.	
3.5	The policy must explain how the landlord will publicise details of the complaints policy, including information about the Ombudsman and this Code.	Yes	This is clear within our Putting Things Right policy.	
3.6	Landlords must give residents the opportunity to have a representative	Yes	This is clear within our Putting Things Right policy.	

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
	deal with their complaint on their behalf, and to be represented or accompanied at any meeting with the landlord.			
3.7	Landlords must provide residents with information on their right to access the Ombudsman service and how the individual can engage with the Ombudsman about their complaint.	Yes	This is clear within our policy, procedure, guidance document and information on how to contact the Ombudsman is included in response letters to complaints. This information is available on our website.	

Section 4: Complaint Handling Staff

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
4.1	Landlords must have a person or team assigned to take responsibility for complaint handling, including liaison with the Ombudsman and ensuring complaints are reported to the governing body (or equivalent). This Code will refer to that person or team as the 'complaints officer'. This role may be in addition to other duties.	Yes	We have a Resolutions Team which includes a Complaints Coordinator. The Complaints Coordinator, Resolutions Manager and Heads of Service take responsibility for complaints, including liaising with the Ombudsman and ensuring complaints are reported to the governing body (or equivalent). We work closely with our Member Responsible for Complaints who sits on our Board. The MRC critically assesses monthly reports on complaints and also works with us to discuss and work through complex decision making around particular complaints.	
4.2	The complaints officer must have access to staff at all levels to facilitate	Yes	The Complaints Coordinator has access to all colleagues and regularly meets with	

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
	the prompt resolution of complaints. They must also have the authority and autonomy to act to resolve disputes promptly and fairly.		managers, Heads of Service and Directors to discuss complaints. We operate a high support, high challenge culture, empowering the Complaints Coordinator to challenge colleagues at all levels with the support of the Resolutions Manager and Head of Customer Experience and Insight. Our Complaints Coordinator has the support of the Resolutions Manager and Head of Customer Experience and Insight to resolve disputes promptly and fairly.	
4.3	Landlords are expected to prioritise complaint handling and a culture of learning from complaints. All relevant staff must be suitably trained in the importance of complaint handling. It is important that complaints are seen as a core service and must be resourced to handle complaints effectively	Yes	Viewing complaints as a core service has been central to the implementation of our Customer Experience and Insight Department and Resolutions Team. We have a dedicated Complaints Coordinator supported by a Resolutions Manager. Lessons learned are recorded on each case and we record the actions taken to implement the lessons learned. We have launched a Lessons Learned Portal where we can track actions assigned to lessons learned.	

Section 5: The Complaint Handling Process

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
5.1	Landlords must have a single policy in place for dealing with complaints covered by this Code. Residents must not be treated differently if they complain.	Yes	We have a single complaints policy for dealing with complaints covered by this Code. We encourage a culture of lessons learned and “putting things right”. Staff are trained not to let any complaint interfere with the service provided or treatment given to those residents raising complaints. This is also clearly stated in our procedure which says “<i>Customers must also not be treated any differently because of their complaint.</i>”	
5.2	The early and local resolution of issues between landlords and residents is key to effective complaint handling. It is not appropriate to have extra named stages (such as ‘stage 0’ or ‘informal complaint’) as this causes unnecessary confusion.	Yes	Any expression of dissatisfaction is recorded as a complaint and dealt with within a two stage process.	
5.3	A process with more than two stages is not acceptable under any circumstances as this will make the complaint process unduly long and delay access to the Ombudsman.	Yes	Our process has two stages, as set out in our policy, procedure and guidance document.	
5.4	Where a landlord’s complaint response is handled by a third party (e.g. a contractor or independent adjudicator) at any stage, it must form part of the two	Yes	We coordinate the responses from any third party, including our contractors, and provide a response within the two stage process and	

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
	stage complaints process set out in this Code. Residents must not be expected to go through two complaints processes.		within the timescales of the Complaint Handling Code.	
5.5	Landlords are responsible for ensuring that any third parties handle complaints in line with the Code.	Yes	We advise third parties, including contractors, of the timescales when providing us with their investigation/response to a complaint. We then coordinate the response within the framework set out by the Code.	
5.6	When a complaint is logged at Stage 1 or escalated to Stage 2, landlords must set out their understanding of the complaint and the outcomes the resident is seeking. The Code will refer to this as “the complaint definition”. If any aspect of the complaint is unclear, the resident must be asked for clarification.	Yes	Our Complaints Coordinator sets out the complaint definition on our case management system and in the acknowledgment letter to the customer, allowing the customer the opportunity to redirect our investigation prior to responding if we have incorrectly identified the issues.	
5.7	When a complaint is acknowledged at either stage, landlords must be clear which aspects of the complaint they are, and are not, responsible for and clarify any areas where this is not clear.	Yes	The complaint is broken down when triaged and this is set out in the acknowledgment letter at both stage 1 and stage 2. This would then set out any areas of the complaint that we are not responsible for.	
5.8	At each stage of the complaints process, complaint handlers must: a. deal with complaints on their merits, act independently, and have an open mind;	Yes	This is set out in our Putting Things Right procedure and our training session on Investigating and Responding to a Stage 1/Stage 2 complaint most recently delivered in June 2026.	

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
	b. give the resident a fair chance to set out their position; c. take measures to address any actual or perceived conflict of interest; and d. consider all relevant information and evidence carefully.			
5.9	Where a response to a complaint will fall outside the timescales set out in this Code, the landlord must agree with the resident suitable intervals for keeping them informed about their complaint.	Yes	This is clear within our Putting Things Right policy and procedure.	
5.10	Landlords must make reasonable adjustments for residents where appropriate under the Equality Act 2010. Landlords must keep a record of any reasonable adjustments agreed, as well as a record of any disabilities a resident has disclosed. Any agreed reasonable adjustments must be kept under active review.	Yes	We record any reasonable adjustments agreed and disabilities disclosed on our case management system. Our new approach to vulnerabilities, needs and adjustments ensures these measures are kept under active review.	
5.11	Landlords must not refuse to escalate a complaint through all stages of the complaints procedure unless it has valid reasons to do so. Landlords must clearly set out these reasons, and they must comply with the provisions set out in section 2 of this Code.	Yes	We offer full access to the complaints procedure unless the exemptions set out in our putting things right policy are met. In which case, this would be clearly explained to the customer.	

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
5.12	A full record must be kept of the complaint, and the outcomes at each stage. This must include the original complaint and the date received, all correspondence with the resident, correspondence with other parties, and any relevant supporting documentation such as reports or surveys.	Yes	Our complaints module on our case management system allows us to track and record all information relevant to the complaint. We upload correspondence with the customer to each case along with investigation documents. The outcomes are recorded on this system for both stage one and stage two. This is kept in line with our Data Retention Policy.	
5.13	Landlords must have processes in place to ensure a complaint can be remedied at any stage of its complaints process. Landlords must ensure appropriate remedies can be provided at any stage of the complaints process without the need for escalation.	Yes	This is made clear to staff in training. Our new Rights and Remedies Including Compensation Policy was launched on 1 April 2026 and training has been delivered to all staff encouraging resolution for complaints at any stage.	
5.14	Landlords must have policies and procedures in place for managing unacceptable behaviour from residents and/or their representatives. Landlords must be able to evidence reasons for putting any restrictions in place and must keep restrictions under regular review.	Yes	Our Challenging Behaviour policy sets out how we do this. Our Resolutions Team manages single point of contact arrangements and we have built in regular reviews for this.	
5.15	Any restrictions placed on contact due to unacceptable behaviour must be proportionate and demonstrate regard for the provisions of the Equality Act 2010.	Yes	This is our approach pursuant to our Challenging Behaviour policy. Any such restrictions would include a Justification Exercise to demonstrate our regard to the Equality Act 2010 and the specific circumstances of the case. An entry would be	

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
			made on the Challenging Behaviour Log which is reviewed by our Health and Safety Committee.	

Section 6: Complaints Stages

Stage 1

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
6.1	Landlords must have processes in place to consider which complaints can be responded to as early as possible, and which require further investigation. Landlords must consider factors such as the complexity of the complaint and whether the resident is vulnerable or at risk. Most stage 1 complaints can be resolved promptly, and an explanation, apology or resolution provided to the resident.	Yes	The Complaints Coordinator triages complaints to identify those that can be acknowledged and responded to quickly versus those that need investigation. Our new Rights and Remedies Including Compensation Policy empowers colleagues to resolve complaints as quickly as possible, for example by offering compensation for missed appointments at the first point of contact rather than requiring investigation.	
6.2	Complaints must be acknowledged, defined and logged at stage 1 of the complaints procedure <u>within five working days of the complaint being received.</u>	Yes	This is within our procedure. Our case management system and reporting has been designed to capture compliance with this deadline.	
6.3	Landlords must issue a full response to stage 1 complaints <u>within 10 working</u>	Yes	This is within our procedure. Our case management system and reporting has been designed to capture compliance with this	

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
	days of the complaint being acknowledged.		deadline. For the year 2025/2026, 97.3% of stage 1 complaints were responded to on time. Our Complaints Coordinator has taken a proactive role in encouraging those responding to complaints to meet these deadlines. We have introduced weekly reminder emails to those responsible for outstanding complaints and added an email signature to complaints emails highlighting our targets for responding on time.	
6.4	Landlords must decide whether an extension to this timescale is needed when considering the complexity of the complaint and then inform the resident of the expected timescale for response. Any extension must be no more than 10 working days without good reason, and the reason(s) must be clearly explained to the resident.	Yes	The Complaints Coordinator reviews whether we need an extension to the timescale when triaging the complaint, rather than waiting until closer to the deadline to advise of an extension. This is a change we have implemented since the introduction of the Complaints Coordinator role and following our review of this service.	
6.5	When an organisation informs a resident about an extension to these timescales, they must be provided with the contact details of the Ombudsman.	Yes	We have trained colleagues to provide these details when any extension is required. Our complaints letters and Guide to Putting Things Right (Sent out with our Acknowledgment letter, response letter and extension letter) also include details of the Ombudsman.	
6.6	A complaint response must be provided to the resident when the answer to the complaint is known, not when the outstanding actions required to address the issue are completed. Outstanding	Yes	We respond to the customer within the timeframe and track any outstanding actions that fall outside of this. These are tracked on our case management system. Following customer feedback around delays in putting	

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
	actions must still be tracked and actioned promptly with appropriate updates provided to the resident.		things right, we launched an Action Planning module on our case management system to track these actions allowing the complaint response to be sent while actions are completed.	
6.7	Landlords must address all points raised in the complaint definition and provide clear reasons for any decisions, referencing the relevant policy, law and good practice where appropriate.	Yes	The Complaints Coordinator sets out the complaint definition. Each point is then addressed by the person investigating and responding to the complaint. As part of our tone of voice work, we are mindful to only reference policy, law and good practice where this is required to support our decision making and ensure this does not take away from the customer feeling heard and as though their complaint has been considered on its own merits.	
6.8	Where residents raise additional complaints during the investigation, these must be incorporated into the stage 1 response if they are related and the stage 1 response has not been issued. Where the stage 1 response has been issued, the new issues are unrelated to the issues already being investigated or it would unreasonably delay the response, the new issues must be logged as a new complaint.	Yes	We add new complaints to stage 1 responses where related. We also raise second complaints where the complaint is unrelated.	
6.9	Landlords must confirm the following in writing to the resident at the completion of stage 1 in clear, plain language:	Yes	We have trained all staff responsible for responding to complaints to include a-g in their response letters.	

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
	a. the complaint stage; b. the complaint definition; c. the decision on the complaint; d. the reasons for any decisions made; e. the details of any remedy offered to put things right; f. details of any outstanding actions; and g. details of how to escalate the matter to stage 2 if the individual is not satisfied with the response.			

Stage 2

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
6.10	If all or part of the complaint is not resolved to the resident's satisfaction at stage 1, it must be progressed to stage 2 of the landlord's procedure. Stage 2 is the landlord's final response.	Yes	This is in our Putting Things Right policy and procedure	
6.11	Requests for stage 2 must be acknowledged, defined and logged at stage 2 of the complaints procedure within five working days of the escalation request being received.	Yes	This is in our Putting Things Right policy and procedure	
6.12	Residents must not be required to explain their reasons for requesting a	Yes	We have taken on this approach and escalate all complaints to stage 2 on customer request.	

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
	stage 2 consideration. Landlords are expected to make reasonable efforts to understand why a resident remains unhappy as part of its stage 2 response.			
6.13	The person considering the complaint at stage 2 must not be the same person that considered the complaint at stage 1.	Yes	Our Complaints Coordinator ensures that the stage 2 response is considered by someone other than the investigator at stage 1. This is clear within our Putting Things Right policy and procedure. Different training is offered to managers who respond at stage 1 and stage 2 to help differentiate.	
6.14	Landlords must issue a final response to the stage 2 <u>within 20 working days</u> of the complaint being acknowledged.	Yes	This is in our Putting Things Right policy and procedure. For the year 2025/2026, 89.7% of stage 2 responses were sent on time. Our Complaints Coordinator has taken a proactive role in encouraging those responding to complaints to meet these deadlines. We have introduced weekly reminder emails to those responsible for outstanding complaints and added an email signature to complaints emails highlighting our targets for responding on time.	
6.15	Landlords must decide whether an extension to this timescale is needed when considering the complexity of the complaint and then inform the resident of the expected timescale for response. Any extension must be no more than 20 working days without good reason, and the reason(s) must be clearly explained to the resident.	Yes	This is considered both by the Complaints Coordinator and the person investigating and responding to the complaint.	

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
6.16	When an organisation informs a resident about an extension to these timescales, they must be provided with the contact details of the Ombudsman.	Yes	We have trained colleagues to provide these details when any extension is required. Our complaints letters and Guide to Putting Things Right (Sent out with most complaints communications) also include details of the Ombudsman.	
6.17	A complaint response must be provided to the resident when the answer to the complaint is known, not when the outstanding actions required to address the issue are completed. Outstanding actions must still be tracked and actioned promptly with appropriate updates provided to the resident.	Yes	We respond to the customer within the timeframe and track any outstanding actions that fall outside of this. These are tracked on our case management system. Our case management system for complaints includes a module for outstanding actions relating to complaints.	
6.18	Landlords must address all points raised in the complaint definition and provide clear reasons for any decisions, referencing the relevant policy, law and good practice where appropriate.	Yes	The Complaints Coordinator sets out the complaint definition. Each point is then addressed by the person investigating and responding to the complaint. As part of our tone of voice work, we are mindful to only reference policy, law and good practice where this is required to support our decision making and ensure this does not take away from the customer feeling heard and as though their complaint has been considered on its own merits.	
6.19	Landlords must confirm the following in writing to the resident at the completion of stage 2 in clear, plain language: a. the complaint stage; b. the complaint definition;	Yes	We have trained all staff responsible for responding to complaints to include a-g in their response letters.	

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
	c. the decision on the complaint; d. the reasons for any decisions made; e. the details of any remedy offered to put things right; f. details of any outstanding actions; and g. details of how to escalate the matter to the Ombudsman Service if the individual remains dissatisfied.			
6.20	Stage 2 is the landlord's final response and must involve all suitable staff members needed to issue such a response.	Yes	Our Complaints Coordinator and the person investigating ensure that all relevant people are involved in the stage 2 response.	

Section 7: Putting things right

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
7.1	Where something has gone wrong a landlord must acknowledge this and set out the actions it has already taken, or intends to take, to put things right. These can include: - Apologising; - Acknowledging where things have gone wrong;	Yes	Our response letters, actions and learns demonstrate this approach. We have worked hard to encourage this culture of putting things right over the past year. By calling our policy and procedure "Putting Things Right", we have shifted the focus internally towards how we can put things right for customers. Our new Rights and Remedies Including Compensation Policy also supports this approach.	

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
	• Providing an explanation, assistance or reasons; • Taking action if there has been delay; • Reconsidering or changing a decision; • Amending a record or adding a correction or addendum; • Providing a financial remedy; • Changing policies, procedures or practices.			
7.2	Any remedy offered must reflect the impact on the resident as a result of any fault identified.	Yes	We listen to the impact on the customer and ask for their desired outcome. We then consider this when offering any remedy. Our new Rights and Remedies Including Compensation policy focuses on the impact experienced by the complainant and has a strong emphasis on the “time, trouble and inconvenience” as referenced in the HOS guidance.	
7.3	The remedy offer must clearly set out what will happen and by when, in agreement with the resident where appropriate. Any remedy proposed must be followed through to completion.	Yes	This is set out in the response letter along with any actions needed and completion dates. Our Action Planning module on our case management system allows actions to be tracked through to completion.	

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
7.4	Landlords must take account of the guidance issued by the Ombudsman when deciding on appropriate remedies.	Yes	Our Rights and Remedies Including Compensation Policy was developed following thorough review of the guidance issued by the Ombudsman and consideration of this guidance and our approach with our Customer Voices Panel.	

Section 8: Self-assessment, reporting and compliance

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
8.1	Landlords must produce an annual complaints performance and service improvement report for scrutiny and challenge, which must include: a. the annual self-assessment against this Code to ensure their complaint handling policy remains in line with its requirements. b. a qualitative and quantitative analysis of the landlord's complaint handling performance. This must also include a summary of the types of complaints the landlord has refused to accept; c. any findings of non-compliance with this Code by the Ombudsman;	Yes	This was produced last year and published on our website. We will continue to do this annually.	

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
	d. the service improvements made as a result of the learning from complaints; e. any annual report about the landlord's performance from the Ombudsman; and f. any other relevant reports or publications produced by the Ombudsman in relation to the work of the landlord.			
8.2	The annual complaints performance and service improvement report must be reported to the landlord's governing body (or equivalent) and published on the on the section of its website relating to complaints. The governing body's response to the report must be published alongside this.	Yes	This is taken to our board and published online annually together with the board's response. We prepare a "Complaints Snapshot" monthly which we share with our Member Responsible for Complaints and we answer questions from our MRC on notable trends/problems/solutions in regular meetings with the team. There is a quarterly report to our Customer Experience Committee.	
8.3	Landlords must also carry out a self-assessment following a significant restructure, merger and/or change in procedures.	Yes	Noted.	
8.4	Landlords may be asked to review and update the self-assessment following an Ombudsman investigation.	Yes	Noted.	
8.5	If a landlord is unable to comply with the Code due to exceptional circumstances, such as a cyber incident, they must inform the Ombudsman, provide	Yes	Noted. This is clear within our Business Continuity Plan and the Resolutions Manager has responsibility for this.	

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
	information to residents who may be affected, and publish this on their website Landlords must provide a timescale for returning to compliance with the Code.			

Section 9: Scrutiny & oversight: continuous learning and improvement

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
9.1	Landlords must look beyond the circumstances of the individual complaint and consider whether service improvements can be made as a result of any learning from the complaint.	Yes	Complaints handling sits within our Customer Experience and Insight Department. We highlight lessons learned from complaints and encourage discussions within teams as to how this could lead to service improvement. We have launched a Learning Portal where all learns from TSMs and complaints are logged and assigned to an appropriate manager. The manager must then document any action considered or taken as a result of this insight. We report every 6 months on the learning that has been actioned. From January to July 2026 we have actioned and tracked 123 unique learnings on the Learning Portal from complaints and TSM feedback.	
9.2	A positive complaint handling culture is integral to the effectiveness with which landlords resolve disputes. Landlords must use complaints as a source of intelligence to identify issues and	Yes	As above. We have worked hard over the past three years to encourage a positive complaint handling culture, looking at lessons learned and listening to customers. We discuss the 6 monthly learning portal reports at our joint	

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
	introduce positive changes in service delivery.		housing/assets/customer experience meetings. For example: One learn identified was that we needed a code of conduct for contractors, particularly addressing respect for customers, their homes and belongings. This is now in place. Another was to address HiSpec underperformance. Customers are unsatisfied with the standard and frequency of cleans. Hi-Spec were taken over by ATLAS FM in October 2025, the official handover date was April 2026. Since April 2026 we have worked more closely with ATLAS FM on cleaning audits, new sign in sheets and the Culverdox system which gives us live information on when cleans took place in communal areas. We have also introduced a new process from satisfaction captured, any score of 5 or less is now inspected by The Community Spaces Manager or Service Manager and then passed back to ATLAS FM for an audit to be undertaken. We then call the tenant back approximately 6 weeks after to monitor improvements. We have 123 unique learns that we have actioned and tracked as above.	

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
9.3	Accountability and transparency are also integral to a positive complaint handling culture. Landlords must report back on wider learning and improvements from complaints to stakeholders, such as residents' panels, staff and relevant committees.	Yes	We deliver our Learning Portal Report to our Customer Experience Committee. Actions are then scrutinised and questioned. We will be delivering the July 2026 learning report to our Customer Voices Panel in September 2026. There is room for us to improve here in terms of reporting back to customers. We report back to individual customers about the learning taken from their specific complaint, but the Resolutions Manager is tasked with sharing our learning more widely for 2026/2027.	
9.4	Landlords must appoint a suitably senior lead person as accountable for their complaint handling. This person must assess any themes or trends to identify potential systemic issues, serious risks, or policies and procedures that require revision.	Yes	The Resolutions Manager and Head of Customer Experience and Insight are accountable for complaints handling and highlights any such issues.	
9.5	In addition to this a member of the governing body (or equivalent) must be appointed to have lead responsibility for complaints to support a positive complaint handling culture. This person is referred to as the Member Responsible for Complaints ('the MRC').	Yes	We have an actively involved Member Responsible for Complaints. We provide monthly Complaint Snapshots and discuss these at regular meetings.	
9.6	The MRC will be responsible for ensuring the governing body receives regular information on complaints that provides insight on the landlord's	Yes	Our Head of Customer Experience and Insight presents this to the MRC and our governing body. The MRC meets regularly with our	

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
	complaint handling performance. This person must have access to suitable information and staff to perform this role and report on their findings.		Resolutions Manager to review any relevant data, information or complex cases.	
9.7	As a minimum, the MRC and the governing body (or equivalent) must receive: a. regular updates on the volume, categories and outcomes of complaints, alongside complaint handling performance; b. regular reviews of issues and trends arising from complaint handling; c. regular updates on the outcomes of the Ombudsman's investigations and progress made in complying with orders related to severe maladministration findings; and d. annual complaints performance and service improvement report.	Yes	The Head of Customer Experience and Insight shares these updates with the MRC and our Board. The Board receive these reports annually and the Customer Experience Committee quarterly.	
9.8	Landlords must have a standard objective in relation to complaint handling for all relevant employees or third parties that reflects the need to: a. have a collaborative and co-operative approach towards resolving complaints, working	Yes	This is now included in job descriptions for all operational managers and heads of service: <i>"Dealing with complaints in line with the Housing Ombudsman complaint handling code, taking a collaborative approach towards resolving complaints and taking responsibility</i>	

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
	with colleagues across teams and departments; b. take collective responsibility for any shortfalls identified through complaints, rather than blaming others; and c. act within the professional standards for engaging with complaints as set by any relevant professional body.		<i>for any shortfalls identified in an open and non-accusatory manner.”</i>	