

Appendix A: Self-assessment form

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.

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	Complaints policy	This is set out in our Policy and on our website. How we deal with complaints – Cornerstone Housing
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	Complaints policy	Our policy states ‘Customers can make a complaint via a third party, for example, friends or family, a neighbour, their MP, a councillor or another advocate. These will be logged and this policy will be followed’. All complaints are handled via the same process, no matter who submits them and our policy states ‘the customer does not need to ask to make a complaint or use the word ‘complaint’, we will recognise what a complaint is from talking to them’. This is covered in staff training.

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	Complaints policy and our customer database (CRM)	Complaints have a specified case workflow in our customer database which separates them from other cases (service requests). Staff training covers what is and is not a complaint.
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	Complaints policy and customer database	Complaints have a specified case workflow in our customer database which separates them from other cases (service requests) and a complaint or disrepair claim will not affect ongoing service delivery.
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 their services, they also must provide details of how residents can complain.	Yes	Complaints policy	We aim to contact all customers following dissatisfaction in surveys and will record a complaint in line with our Complaints Policy. We regularly publicise details of our complaints process. We preface surveys with a statement about making complaints.

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	Complaints policy and records in our customer database	Our policy states 'we will explain to the customer the reasons why the issue is not suitable for the complaints process if we decide not to accept it as a complaint. In our customer database we log letters, notes and activities as evidence directly related to the complaints case on the case timeline.
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: • 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	Yes	Complaints policy	The policy clearly sets out circumstances where a complaint will not be accepted

	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	Complaints policy	The policy states that where a complaint relates to something that happened more than 12 months ago this would not usually be investigated. However, this will be reviewed on a case by case basis.
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 fairly applied, the Ombudsman may tell the landlord to take on the complaint.	Yes	Complaints policy and website	Information on how to contact the ombudsman is included in our complaints policy, on the website and within standard complaint response letters
2.5	Landlords must not take a blanket approach to excluding complaints; they must consider the individual circumstances of each complaint.	Yes	Complaints policy	Each complaint is reviewed on an individual basis

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	Policy, website and customer database	Complaints do not need to be in writing and can come via telephone call, email, sms, in person and on our website. This is set out in the policy and covered in staff training. This is evidenced in our customer database as the origin of contact and preferred method of contact is logged and reportable. In 2026 we have implemented a new resident data model where we can more easily record and identify reasonable adjustments required.
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	Policy, website, training records	All staff have had complaints training and understand the responsibility to record complaints. The majority have access to our customer database or can report to someone with access to it to record a

				complaint. Our policy and website set out the ways in which a complaint can be raised.
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	Policy, website, newsletters	Cornerstone have provided staff training on recognising complaints, and we encourage feedback and complaints from our residents. Information has been provided in the tenant newsletter. Complaint numbers have increased in 2025/26. We have a complaints dashboard as the landing page for all staff in our customer database so complaints are always visible.
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	Policy, website and customer leaflet	Comprehensive complaints information, including our complaints policy and the two stage process, is available on our website. Our website is fully accessible with the ReciteMe toolbar

				including in different languages and can be read aloud. The complaints leaflet is available in alternative formats if required.
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	Policy and website	Our policy says 'We will publish this policy on our website and in a customer leaflet, we will also publicise information about complaints in our customer newsletter.
3.6	Landlords must 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.	Yes	Policy	This is set out in policy and we record on our customer database where complaints are logged on behalf of someone and who that person is.
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	Policy, website and leaflet	Details of how to access the Ombudsman Service are included in our policy, on our website and within complaint response letters to residents.

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	Customer database	We have a nominated "Complaints Team" made of staff within our leadership team. They have responsibility for handling relevant and appropriate complaints assigned to them on an individual basis. The Governance Manager takes overall responsibility for liaison with the Ombudsman Service. Our Executive Team reviews complaints on a monthly basis.
4.2	The complaints officer must have access to staff at all levels to facilitate the prompt resolution of complaints. They must also have the authority and autonomy to act to resolve disputes promptly and fairly.	Yes	Job description for Governance Manager	Our Governance Manager has access to all staff and has authority to resolve disputes.
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	Yes	Training records, staff briefing notes, learning data in our customer database, annual complaints report.	All staff have had complaints training. The Complaints Team have had advanced training in the Ombudsman Code, and in Leadership workshops on

	a core service and must be resourced to handle complaints effectively			complaints and learning from complaints reports from the Ombudsman. Each case in our customer database has a learning activity that is completed at the end of a complaint. This is used to support our learning from complaints.
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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	Complaints policy	Single policy in place
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	Complaints policy	We have two defined stages within our policy and an explanation of a service request and a complaint.
5.3	A process with more than two stages is not acceptable under any circumstances as this will make the	Yes	Complaints policy	We have two defined stages within our policy and an explanation of a service request and a complaint.

	complaint process unduly long and delay access to the Ombudsman.			
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 stage complaints process set out in this Code. Residents must not be expected to go through two complaints processes.	Yes	Complaints policy	Complaints are dealt with internally. If additional information is required from a third party communication will be handled by Cornerstone as part of the second stage.
5.5	Landlords are responsible for ensuring that any third parties handle complaints in line with the Code.	Yes	Complaints policy	With the exception of the reasonable ground for excluding a complaint, our complaint process would deal with any complaint independently of any third party.
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	Complaints on our customer database, letters to complainants	When logging complaints staff are required to identify what the complaint is about and what outcome the resident is seeking. Our understanding of the complaint is clearly set out within our complaint responses (and our internal guides and templates).
5.7	When a complaint is acknowledged at either stage, landlords must be clear which aspects of the	Yes	Complaint letters	Our understanding of the complaint is clearly set out within our complaint responses

	complaint they are, and are not, responsible for and clarify any areas where this is not clear.			(including any areas we are not responsible for). Acknowledgement letters clarify responsibility for residents regarding complaint.
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; 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.	Yes	Complaints Service Standards	This is set out in our complaint service standards which are published on our website www.cornerstonehousing.net/how-we-deal-with-complaints/
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	Complaints policy and website	Our policy clearly sets out timeframes and that if we're not able to resolve a complaint within the timeframes set out, we will explain the reasons why, provide a revised timescale and keep residents informed on progress.
5.10	Landlords must make reasonable adjustments for residents where appropriate under the Equality Act 2010. Landlords must keep a record of any reasonable	yes	Complaint policy	Appendix one of the complaints policy is specifically about reasonable adjustments for complaints handling. In 2026 we have implemented an improved

	adjustments agreed, as well as a record of any disabilities a resident has disclosed. Any agreed reasonable adjustments must be kept under active review.			resident data model in our customer database which clearly highlights disabilities and reasonable adjustments.
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	Complaints Policy	Complaints will be escalated as requested unless grounds within the policy are relied upon.
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	These are recorded in our customer database	Complaints records are held electronically. There is a separate workflow for each stage within a complaint case in our customer database. At each of these stages the dates are recorded for the date of the incident, the date received and the escalation date if necessary. All documents relied upon are saved to the complaint case.
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	Yes	Complaints Policy and Compensation Policy.	We seek to respond to and resolve the root cause of the complaint as a priority, with the complaint process used to provide clarity and a performance benchmark.

	complaints process without the need for escalation.			
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	Complaints Policy and Unacceptable Behaviour Policy	It is covered in part in the Complaints Policy and expanded on further in our Unacceptable Behaviour Policy. There are clear definitions and actions noted in respond to unacceptable behaviour.
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	Unacceptable Behaviour Policy	Policy refers to Equality Act Assessments being completed before measures are put in place.

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	Yes	Complaints policy	We seek an early resolution to complaints and try to meet with residents personally (if possible), to ensure we fully understand their complaint, their circumstances and what resolution is sought. We have the option to acknowledge and close complaints in one within 5 days for

	resolved promptly, and an explanation, apology or resolution provided to the resident.			simple easily resolved complaints, usually at the first point of contact. For other more complex complaints, vulnerabilities and risks will be considered and other relevant guidance followed. At the beginning of each case process flow staff are prompted to check vulnerabilities and other warning markers. These are clearly recorded against the contact(resident) record.
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	Complaints Policy and annual complaints performance report.	Our current policy fully complies with this requirement, in 2025/26 - 89.2% were acknowledged within 5 days
6.3	Landlords must issue a full response to stage 1 complaints <u>within 10 working days</u> of the complaint being acknowledged.	Yes	Complaints Policy and annual complaints performance report.	Our current policy fully complies with this requirement, in 2024/25 - 89.2% were responded to 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	Complaints Policy and our complaint case records	This is stated in the policy, we communicate with residents where there was an expected delay. Our complaints cases record agreed extensions for reporting.
6.5	When an organisation informs a resident about an extension to these	Yes	Customer database and complaint records	Recorded on complaint cases. All acknowledgement letters and email

	timescales, they must be provided with the contact details of the Ombudsman.			templates in our complaints work flow include ombudsman contact details and information
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 actions must still be tracked and actioned promptly with appropriate updates provided to the resident.	Yes	Complaints policy	Outstanding actions will continue and not be delayed due to a complaint being raised. Complaint cases are auditable records of all communication in the complaint case timeline, this includes complaint response and retrospective actions are able to be added afterwards. Actions from complaints are reportable.
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	Complaint Letters	This is included in the response letter which are also logged on complaint case on our customer database.
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	Complaint Policy/ Letters	We fully comply with this requirement and are clear with residents if we are treating a further complaint as part of their original issue or as a new complaint. All communication regarding the case is tracked in the complaint case timeline, included but not limited to additional related complaints.

6.9	Landlords must confirm the following in writing to the resident at the completion of stage 1 in clear, plain language: 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.	Yes	Template letters	All these factors are set out in our complaint response template letters for our complaint handlers.
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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	Complaints Policy	Our Policy and information on our website and responses to Stage one complaint letters includes details of how to escalate.
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	Complaints Policy	Our policy is fully compliant, in 2025/26 81.3% acknowledged within 5 days

6.12	Residents must not be required to explain their reasons for requesting a stage 2 consideration. Landlords are expected to make reasonable efforts to understand why a resident remains unhappy as part of its stage 2 response.	Yes	Stage 1 responses, complaint investigations, complaint cases	Complaints will be escalated to stage two as requested. The complaint lead will then discuss with them the reasons they are unhappy with the response, anything outstanding and what they are looking for as a 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	Complaints Policy, complaint case records.	Complaints are usually dealt with at stage one by a manager and at stage two by the Executive team but will never be the same person.
6.14	Landlords must issue a final response to the stage 2 <u>within 20 working days</u> of the complaint being acknowledged.	Yes	Complaints policy	Our policy compliant, in 2025/26 - 87.5% were responded to 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	Complaints policy	Where an extension is required this will be discussed with the resident and agreed.
6.16	When an organisation informs a resident about an extension to these	Yes	Complaint policy and communication on case records	All complaints letters contain details of the ombudsman. Ombudsman

	timescales, they must be provided with the contact details of the Ombudsman.			contact details and information, are included in all automatic and manual Letter/email templates in our complaints database.
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	Complaint records and letters.	Outstanding actions will continue and not be delayed due to a complaint being raised. Complaint cases are auditable records of all communication in the complaint case timeline, this includes complaint response and retrospective actions are able to be added afterwards. Actions from complaints are reportable.
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	Letters	This is included in the response letter which are also logged on complaint case on our customer database.
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; c. the decision on the complaint;	yes	Letters	All these factors are set out in our complaint response template letters for our complaint handlers.

	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	Complaints policy	Stage two is the final stage and complaints at this level will usually be investigated by a member of the executive team. Executive team issue responses to stage 2 complaints via our customer database which is auditable and clearly identifies the staff member involved.

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:	Yes	Complaints policy and service standards.	Our service standards reference this, and our letter templates cover these as a guide for complaint handlers to include. We

	• Apologising; • Acknowledging where things have gone wrong; • 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.			also have complaint investigation documents which support a good investigation and learning.
7.2	Any remedy offered must reflect the impact on the resident as a result of any fault identified.	Yes	Complaints policy and Compensation policy	The response letter will include any appropriate remedy which will be assessed against our Compensation Policy.
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	Case records, and letters	Case records and letters indicate resolutions offered with details plans. Actions and recorded against the complaint for monitoring.
7.4	Landlords must take account of the guidance issued by the Ombudsman when deciding on appropriate remedies.	Yes	Compensation Policy	Our policy and guidance is based on that provided by the Ombudsman. This is undergoing review following the issue of new compensation guidance

				issued by the Housing Ombudsman
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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; 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.	Yes	Annual complaints report to Board and then summary version published on our website.	a. This assessment which will be submitted to the Ombudsman. b. Contained in the report to Board which also went to our Resident Engagement Panel and summarised in our published report on our website. c. In the complaint report d. In the complaint report e. N/A as no annual report provided by the Ombudsman f. We had one finding from the Ombudsman (no maladministration) in the year which is detailed in the complaints report but no reports or

				publications in relation to our work.
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	Annual performance report to the Board	Reported to the May 2026 Board meeting
8.3	Landlords must also carry out a self-assessment following a significant restructure, merger and/or change in procedures.	N/A		No significant restructure, merger and/or change in procedures has occurred.
8.4	Landlords may be asked to review and update the self-assessment following an Ombudsman investigation.	N/A		Not requested by the Ombudsman
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 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.	N/A		We are able to comply 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	Learning section in annual report	Themes from complaints discussed and cross referenced with other 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 introduce positive changes in service delivery.	Yes	Annual report	Includes section on learning and actions as a result of the learning.
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	Annual resident report, newsletters	Our Resident Engagement Panel reviewed the annual report on complaints and has identified areas for further scrutiny as a result. The report is published on our website.
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,	Yes	Annual complaints report	Our Governance Manager is responsible for monitoring complaint assignments and response times. They report to the

	serious risks, or policies and procedures that require revision.			Executive team and the MRC monthly.
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	Board minutes	Our Member Responsible for Complaints is a non-executive Board member and details are published on our website.
9.6	The MRC will be responsible for ensuring the governing body receives regular information on complaints that provides insight on the landlord's complaint handling performance. This person must have access to suitable information and staff to perform this role and report on their findings.	Yes		Access to complaint handling reporting on a monthly basis. They have access to our complaints dashboard and complaints case data. They meet with the Governance Manager and CEO to review complaints regularly.
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;	Yes	Annual report, quarterly performance reports.	The MRC has regular meetings with the CEO and Governance Manager to review complaints. Quarterly reporting on volume, performance and trends, Ombudsman findings. Annual report to goes to our Board in May.

	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.			
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 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.	Yes	Complaints Policy and training.	This is set out in our policy and training.