

Director of Housing and Tenant Experience

Housing Ombudsman's Complaint Handling Code

Compliance Self-assessment 2025

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	The definition is set out in our Complaints Policy at section 2.1.	Actions: None Lead: Completion date:
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 section 4 confirms that we will work in line with the requirement. All colleagues complete complaint/Housing Ombudsman online training as part of induction process. All colleagues have received internal complaints process training which includes "identifying a complaint". Any new starters will receive this training as part of the induction process.	Actions: None Lead: Completion date:
1.4	Landlords must recognise the difference between a service request and a complaint. This must be set out	Yes	Complaints Policy section 2 confirms that we will work in line with the requirement.	Improvement Actions: Undertake a review to check embedment of training around the

	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.		All colleagues have received internal complaints process training which includes “service request and complaint definitions”. Any new starters will receive this training as part of the induction process.	process to record, monitor and review service requests.
				Lead: Head of Tenant Experience
				Completion date: 31/03/26
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	<p>All colleagues complete complaint/Housing Ombudsman online training as part of induction process.</p> <p>All colleagues have received internal complaints process training which includes “raising a complaint”. Any new starters will receive this training as part of the induction process.</p> <p>An increase in complaints logged for 2024/2025 supports this is embedded.</p>	Actions: None
				Lead:
				Completion date:
1.6	An expression of dissatisfaction with services made through a survey is not	Yes	The Tenant Experience Team collate survey responses and follow up on	Actions: None
				Lead:

	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.		any expression of dissatisfaction. This follow up includes giving the tenant the choice to raise a complaint. The Tenant Experience Manager is responsible for this process.	Completion date:
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Section 2: Exclusions

Code provision	Code requirement	ComplyYes / 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	<p>Point 2.2, Exclusions in our Complaints Policy confirms that we will work in line with this requirement. Head of Tenant Experience responsible to determine if complaint not accepted.</p> <p>All colleagues have received internal complaints process training which includes "exclusions". Any new starters will receive this training as part of the induction process.</p> <p>Our complaint letter templates include an explanation and space</p>	Actions: None
				Lead:
				Completion date:

			to provide evidence should we choose not to accept a complaint.	
2.2	<p>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:</p> <ul style="list-style-type: none"> • 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. 	Yes	<p>Point 2.2, Exclusions in our Complaints Policy confirms that we will work in line with the Code requirement.</p> <p>All colleagues have received internal complaints process training which includes “exclusions”. Any new starters will receive this training as part of the induction process.</p>	Actions: None
				Lead:
				Completion date:
2.3	<p>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.</p>	Yes	<p>Point 2.2, Exclusions in our Complaints Policy confirms that we will work in line with this requirement.</p> <p>All colleagues have received internal complaints process training which includes “decision making and accepting complaints</p>	Actions: None
				Lead:
				Completion date:

			within a 12-month period". Any new starters will receive this training as part of the induction process.	
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	<p>Point 2.2, Exclusions in our Complaints Policy confirms that we will work in line with the Code requirement.</p> <p>All colleagues have received internal complaints process training which includes "upheld and not upheld complaints". Any new starters will receive this training as part of the induction process.</p> <p>Our complaint letter templates include an explanation around upheld and not upheld complaints.</p>	Actions: None
				Lead:
				Completion date:
2.5	Landlords must not take a blanket approach to excluding complaints; they must consider the individual circumstances of each complaint.	Yes	<p>Point 2.2, Exclusions in our Complaints Policy confirms that we will work in line with this requirement. Point 3 in complaints policy confirms we will consider individual circumstances</p> <p>All colleagues have received internal complaints process training which includes</p>	Actions: None
				Lead:
				Completion date:

			“considering individual circumstances when excluding complaints”. Any new starters will receive this training as part of the induction process.	
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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	<p>Points 1.3 and 4 in our Complaints Policy confirm that we work in line with the Code requirement.</p> <p>Our complaints policy is on the website in different formats, plain English, easy read and video format.</p> <p>Our “how to make a complaint” button has been made more visually prominent.</p> <p>All colleagues have received internal complaints process training which includes “different channels to make a complaint”. Any new starters will receive this training as part of the induction process.</p>	Actions: None
				Lead:
				Completion date:

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	<p>Point 4 in our Complaints Policy confirms that we work in line with the Code requirement.</p> <p>All colleagues have received internal complaints process training which includes “identifying and logging a complaint”. Any new starters will receive this training as part of the induction process.</p>	Actions: None
				Lead:
				Completion date:
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	<p>All colleagues have received internal complaints process training which includes “identifying and logging a complaint”. Any new starters will receive this training as part of the induction process.</p> <p>An increase in complaints logged for 2024/2025 supports that this is embedded.</p> <p>Tenant Complaint Group and Complaint Rep Role launched which provides tenants with skills and knowledge around our complaint process and logging a complaint.</p>	Actions: None
				Lead:
				Completion date:

			Complaint reporting in place which tracks volumes this is shared in reports to tenants, colleagues and Housing and Property Committee and Board.	
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	Complaint policy available on the website in plain English, easy read and an accessible video. Point 4.3, 4.4 and 4.5 in our Complaints Policy confirms that we will work in line with this requirement.	Actions: None
				Lead:
				Completion date:
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	<p>Point 1.5 in our Complaints Policy confirms that we will work in line with this requirement.</p> <p>Our complaint letter templates include information about the Ombudsman.</p> <p>Our Self-Assessment against the Code is published on our website.</p>	Actions: None
				Lead:
				Completion date:
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	<p>Point 4 in our Complaints Policy confirms that we will work in line with the requirement.</p> <p>All colleagues have received internal complaints process training which includes "allowing</p>	Actions: None
				Lead:
				Completion date:

			a representative to make a complaint". Any new starters will receive this training as part of the induction process.	
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	<p>Point 5 in our Complaints Policy confirms that we will work in line with the requirement.</p> <p>Our complaint letter templates include information about the Ombudsman.</p> <p>All colleagues have received internal complaints process training which includes "Ombudsman contact details and customer rights to access the service". Any new starters will receive this training as part of the induction process. This training means colleagues can accurately and quickly signpost customers if needed.</p>	Actions: None
				Lead:
				Completion date:

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	Yes	The Tenant Experience Manager is responsible for recording	Actions: None
				Lead:

	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.		<p>complaints and monitoring regulatory requirements.</p> <p>The Tenant Experience Manager is responsible for complaint liaison with stakeholders.</p> <p>All colleagues have received training and awareness around the complaint duties that the Tenant Experience Manager and Head of Tenant Experience are responsible for (managing and reporting on complaints)</p> <p>A group of colleagues across all service areas have received internal complaint training which includes "complaint handling" Any new starters whose role means they will handle complaints will receive this training as part of the induction process.</p>	Completion date:
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	Head of Tenant Experience reports to the Director of Housing and Tenant Experience and is responsible for the management, reporting and delivery of the complaints service.	Actions: None Lead: Completion date:

			<p>All colleagues have received internal complaints process training which includes “complaint officer duties and authority”. Any new starters will receive this training as part of the induction process.</p>	
4.3	<p>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</p>	Yes	<p>All colleagues complete the Ombudsman training as part of the induction process.</p> <p>All colleagues have received internal complaints process training which includes “prioritising complaints and complaint learning”. Any new starters will receive this training as part of the induction process.</p> <p>A group of “complaint officers” have been trained across all services areas to ensure the appropriate resource is in place to handle all complaints.</p>	<p>Improvement Actions:</p> <p>Put a plan in place to ensure refresher training for existing colleagues is planned every 3 years</p> <p>Put a plan in place to deliver training to new colleagues through induction</p> <p>Lead: Organisational Business Partner</p> <p>Completion date: 30/09/2025</p>

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	One Single Complaints Policy is in place.	Actions: None
				Lead:
				Completion date:
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	<p>Point 4 in our Complaints Policy confirms that we have 2 stages of the complaints process.</p> <p>All colleagues complete the Housing Ombudsman training as part of the induction process.</p> <p>All colleagues have received internal complaints process training which includes "complaint stages". Any new starters will receive this training as part of the induction process.</p>	Actions: None
				Lead:
				Completion date:
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	<p>Point 4 in our Complaints Policy confirms that we have 2 stages of the complaints process.</p> <p>All colleagues complete the Housing Ombudsman training as part of the induction process.</p>	Actions: None
				Lead:
				Completion date:

			All colleagues have received internal complaints process training which includes “complaint stages”. Any new starters will receive this training as part of the induction process.	
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	Point 4 in our Complaints Policy confirms that we have 2 stages of the complaints process. Point 4.1 specifies that we will accept and handle a complaint in the same way with a representative.	Actions: None
				Lead:
				Completion date:
5.5	Landlords are responsible for ensuring that any third parties handle complaints in line with the Code.	Yes	We have a Repairs Code of Conduct in place for third parties.	Improvement Actions: Define list of all third parties. Ensure code of conduct and complaints duties are communicated to all and Complaints Policy included in procurement process
				Lead: Head of Tenant Experience
				Completion date: 30/09/25
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	Yes	Point 4 in our Complaints Policy confirms that will work in line with this requirement.	Actions: None
				Lead:
				Completion date:

	to this as “the complaint definition”. If any aspect of the complaint is unclear, the resident must be asked for clarification.		Our complaint letter acknowledgement template includes the complaint definition and outcomes the resident is seeking.	
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	<p>Providing clarity on responsibility for all complaint points is the role of the complaints officer.</p> <p>A group of colleagues across all service areas have received internal complaints process training to include “role of the complaint officer” Any new starters whose role includes being a complaint officer will receive this training as part of the induction process.</p> <p>Our complaint template letters upheld and not upheld support providing explanation around our responsibility.</p>	Actions: None
				Lead:
				Completion date:
5.8	At each stage of the complaints process, complaint handlers must: <ul style="list-style-type: none"> 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; 	Yes	<p>Point 3 and 4.4 in our Complaints Policy confirms that will work in line with this requirement.</p> <p>Internal complaint process documented on training guides.</p>	Improvement Actions: Document the detailed complaint procedure for colleagues in standard GLH template.
				Lead: Head of Tenant Experience
				Completion date: 31/03/2025

	<p>c. take measures to address any actual or perceived conflict of interest; and</p> <p>d. consider all relevant information and evidence carefully.</p>			
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	<p>Point 4 of our complaints policy confirm how we agree to keep residents informed about their complaint when outside Code timescales.</p> <p>Extensions, agreements and contact frequency are all defined by the complainant and the complaints officer.</p> <p>Our complaint template letters include complaint timescale extensions.</p> <p>A group of colleagues across all service areas have received internal complaints process training to include “extending complaint timescales” Any new starters whose role includes being a complaint officer will receive this training as part of the induction process.</p>	Actions: None
				Lead:
				Completion date:
5.10		Yes		Improvement Actions:

	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.		<p>Application form records identified support needs. Tenant data recorded on ActiveH housing management system.</p> <p>Vulnerabilities and warning messages section recorded in Active H.</p> <p>CRM training delivered to all staff around adding/viewing vulnerability and warning messages in Active H.</p> <p>Section 4.4 of complaint policy confirms reasonable adjustments</p>	<p>1.Undertake a review of the embedment of CRM training.</p> <p>2.Introduce process to periodically check and act on any changes to a resident's needs.</p> <p>Lead: Head of Tenant Experience</p> <p>Completion date: 31/03/26</p>
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	<p>Section 2.2 in Our Complaints Policy details any exclusions.</p> <p>Section 4.5 in our Complaints Policy confirms that we will work in line with this criteria.</p> <p>A group of colleagues across all service areas have received internal complaints process training to include escalating a complaint and exclusions" Any new starters whose role includes being a complaint officer will</p>	<p>Actions: None</p> <p>Lead:</p> <p>Completion date:</p>

			receive this training as part of the induction process.	
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	<p>The Tenant Experience Manager is responsible for recording incoming complaint and complaint responses.</p> <p>Our ActiveH CRM housing management system is used to support logging and recording of complaints.</p> <p>CRM training provided to all colleagues around logging contacts and correspondence on Active H.</p> <p>Our Stage 1 and Stage 2 complaint template letters include outcomes.</p>	<p>Improvement Actions:</p> <p>1.Undertake a review of the embedment of CRM training to give assurance around logging service requests and complaints.</p> <p>Lead: Head of Tenant Experience</p> <p>Completion date: 31/03/2026</p>
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	A group of colleagues across all service areas have received internal complaints process training to include “remedies” Any new starters whose role includes being a complaint officer will receive this training as part of the induction process	<p>Improvement Actions:</p> <p>1. Update Compensation Policy</p> <p>2. Define Compensation procedure for colleagues on standard GLH template.</p> <p>Lead: Head of Tenant Experience</p> <p>Completion date: 31/03/2026</p>

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	Unreasonable behaviour policy in place and publicised on our website Anti-Social Behaviour Policy in place on our website	Actions: None
				Lead:
				Completion date:
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	Unreasonable behaviour policy in place and publicised on our website	Actions: None
				Lead:
				Completion date:

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	Section 4.4 in our Complaints Policy confirms that we will work in line with this criteria. A group of colleagues across all service areas have received internal complaints process training to include “remedies” Any new starters whose role includes being a complaint	Actions: None
				Lead:
				Completion date:

			officer will receive this training as part of the induction process	
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	Section 4.3 in our Complaints Policy confirms that we work in line with this criteria. Monitoring and monthly reporting in place	Actions: None
				Lead:
				Completion date:
6.3	Landlords must issue a full response to stage 1 complaints <u>within 10 working days</u> of the complaint being acknowledged.	Yes	Section 4.3 in our Complaints Policy confirms that we work in line with this criteria. Monitoring and monthly reporting in place	Actions: None
				Lead:
				Completion date:
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	Section 4.3 in our Complaints Policy confirms that we work in line with this criteria. A group of colleagues across all service areas have received internal complaints process training to include “extensions” Any new starters whose role includes being a complaint officer will receive this training as part of the induction process	Actions: None
				Lead:
				Completion date:
6.5	When an organisation informs a resident about an extension to these	Yes	This is the role of the complaints officer.	Actions: None
				Lead:

	timescales, they must be provided with the contact details of the Ombudsman.		<p>A group of colleagues across all service areas have received internal complaints process training to include “extensions” Any new starters whose role includes being a complaint officer will receive this training as part of the induction process</p> <p>Our complaint letter extension template includes details of the Ombudsman.</p>	Completion date:
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	<p>CRM training delivered to all colleagues around the tasking process in Active H.</p> <p>This is the role of the complaints officer.</p> <p>A group of colleagues across all service areas have received internal complaints process training to include “monitoring complaint updates” Any new starters whose role includes being a complaint officer will receive this training as part of the induction process</p>	<p>Improvement Actions:</p> <p>1.Review embedment of complaints training (monitoring updates)</p> <p>2.Review embedment of CRM training tasking process.</p> <p>3.Define communication process for service request updates across all service areas.</p> <p>Lead: Head of Tenant Experience</p> <p>Completion date: 31/03/26</p>
6.7		Yes		Improvement Actions:

	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.		<p>Our complaint letter templates include space for all points in the complaint definition.</p> <p>The complaint definition is documented in our acknowledgement and checked again by our complaint officer.</p> <p>A group of colleagues across all service areas have received internal complaints process training to include “addressing all complaint points and auditing complaints” Any new starters whose role includes being a complaint officer will receive this training as part of the induction process</p> <p>Complaint responses from the complaint officer are reviewed by a manager or Head of Service.</p>	<p>1.Undertake a review of the Complaint Quality Check process.</p> <p>Lead: Head of Tenant Experience</p> <p>Completion date: 31/03/26</p>
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	Yes	<p>Section 4.2 of Complaints Policy outlines stage 1 requirements.</p> <p>A group of colleagues across all service areas have received internal complaints process training to include “raising</p>	<p>Actions: None</p> <p>Lead:</p> <p>Completion date:</p>

	unrelated to the issues already being investigated or it would unreasonably delay the response, the new issues must be logged as a new complaint.		additional complaints” Any new starters whose role includes being a complaint officer will receive this training as part of the induction process	
6.9	Landlords must confirm the following in writing to the resident at the completion of stage 1 in clear, plain language: <ul style="list-style-type: none"> 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	Complaint template letters are in place and enable core requirements to be complied. Complaint responses from the complaint officer are reviewed by a manager or Head of Service	Actions: None
				Lead:
				Completion date:

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	Section 4.5 in our Complaints Policy confirms that we will work in line with this criteria. All colleagues have received internal complaints process	Actions: None
				Lead:
				Completion date:

			training to include “stage 2 complaints” Any new starters will receive this training as part of the induction process	
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	Section 4.5 in our Complaints Policy confirms that we will work in line with this criteria. Monitoring and reporting undertaken of timescales.	Actions: None
				Lead:
				Completion date:
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	Section 4.4 and 4.5 in our Complaints Policy confirms that we will work in line with this criteria.	Actions: None
				Lead:
				Completion date:
6.13	The person considering the complaint at stage 2 must not be the same person that considered the complaint at stage 1.	Yes	Section 4.5 in our Complaints Policy confirms that we will work in line with this criteria. Procedure in place to ensure a different complaint officer handles the stage 2 complaint. A group of colleagues across all service areas have received internal complaints process training to include “stage 2 complaints” Any new starters	Actions: None
				Lead:
				Completion date:

			whose role includes being a complaint officer will receive this training as part of the induction process	
6.14	Landlords must issue a final response to the stage 2 <u>within 20 working days</u> of the complaint being acknowledged.	Yes	<p>Section 4.5 in our Complaints Policy confirms that we will work in line with this criteria.</p> <p>Monitoring and reporting of timescales in place.</p>	Actions: None
				Lead:
				Completion date:
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	<p>Section 4.5 in our Complaints Policy confirms that we will work in line with this criteria.</p> <p>A group of colleagues across all service areas have received internal complaints process training to include “stage 2 extensions” Any new starters whose role includes being a complaint officer will receive this training as part of the induction process</p>	Actions: None
				Lead:
				Completion date:
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	<p>This is the role of the complaints officer.</p> <p>A group of colleagues across all service areas have received internal complaints process</p>	Actions: None
				Lead:
				Completion date:

			<p>training to include “extensions” Any new starters whose role includes being a complaint officer will receive this training as part of the induction process</p> <p>Our complaint letter extension template includes details of the Ombudsman.</p>	
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	<p>CRM training delivered to all colleagues around the tasking process in Active H.</p> <p>This is the role of the complaints officer.</p> <p>A group of colleagues across all service areas have received internal complaints process training to include “monitoring complaint updates” Any new starters whose role includes being a complaint officer will receive this training as part of the induction process</p>	<p>Improvement Actions:</p> <p>1.Review embedment of complaints training (monitoring updates)</p> <p>2.Review embedment of CRM training tasking process.</p> <p>3.Define communication process for service request updates across all service areas.</p> <p>Lead: Head of Tenant Experience</p> <p>Completion date: 31/03/26</p>
6.18	Landlords must address all points raised in the complaint definition and provide clear reasons for any decisions, referencing the relevant	Yes	Our complaint letter templates include space for all points in the complaint definition.	<p>Improvement Actions:</p> <p>1.Undertake a review of the Complaint audit process.</p> <p>Lead: Head of Tenant Experience</p>

	policy, law and good practice where appropriate.		<p>The complaint definition is documented in our acknowledgement and checked again by our complaint officer.</p> <p>A group of colleagues across all service areas have received internal complaints process training to include “addressing all complaint points and auditing complaints” Any new starters whose role includes being a complaint officer will receive this training as part of the induction process</p>	Completion date: 31/03/26
6.19	<p>Landlords must confirm the following in writing to the resident at the completion of stage 2 in clear, plain language:</p> <ul style="list-style-type: none"> a. the complaint stage; b. the complaint definition; c. the decision on the complaint; d. the reasons for any decisions made; 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. 	Yes	<p>Complaint template letters are in place and enable core requirements to be complied.</p> <p>Complaint responses from the complaint officer are reviewed by a manager or Head of Service</p>	Actions: None
				Lead:
				Completion date:
6.20		Yes		Improvement Actions:

	Stage 2 is the landlord's final response and must involve all suitable staff members needed to issue such a response.		Responses are reviewed by a manager or Head of Service before sending to the resident.	1.Undertake a review of the Complaint Quality Check process.
				Lead: Head of Tenant Experience
				Completion date: 31/03/26

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: <ul style="list-style-type: none"> • 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. 	Yes	Complaint template letters enable core requirements to be complied and followed by the complaints officer.	Actions: None Lead: Completion date:

7.2	Any remedy offered must reflect the impact on the resident as a result of any fault identified.	Yes	<p>The process follows the Housing Ombudsman remedy guidance.</p> <p>A group of colleagues across all service areas have received internal complaints process training to include “remedies and compensation” Any new starters whose role includes being a complaint officer will receive this training as part of the induction process</p>	<p>Improvement Actions:</p> <p>1.Update Compensation Policy</p> <p>2. Define Compensation procedure for colleagues on standard GLH template.</p> <hr/> <p>Lead: Head of Tenant Experience</p> <p>Completion date: 31/03/26</p>
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	<p>The process follows the Housing Ombudsman remedy guidance.</p> <p>A group of colleagues across all service areas have received internal complaints process training to include “remedies and compensation” Any new starters whose role includes being a complaint officer will receive this training as part of the induction process</p> <p>Our complaint template letters meet the criteria.</p>	<p>Improvement Actions:</p> <p>1.Review embedment of complaints training (monitoring updates)</p> <hr/> <p>Lead: Head of Tenant Experience</p> <p>Completion date: 31/03/26</p>

			CRM training delivered to all colleagues to monitor and track actions.	
7.4	Landlords must take account of the guidance issued by the Ombudsman when deciding on appropriate remedies.	Yes	The process follows the Housing Ombudsman remedy guidance.	Actions: None
				Lead:
				Completion date:

Section 8: Putting things right

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	<p>The annual Complaints Performance and Service Improvement Report was presented to the Board annually and last May 2024.</p> <p>Annual self-assessment against the Complaint Handling Code presented to the Board annually and last in May 2024.</p> <p>Reporting on the Housing Ombudsman's Complaint Handling Code is included in our forward planning for board and committee meetings.</p>	Actions: None
				Lead:
				Completion date:

	<p>d. the service improvements made as a result of the learning from complaints;</p> <p>e. any annual report about the landlord's performance from the Ombudsman; and</p> <p>f. any other relevant reports or publications produced by the Ombudsman in relation to the work of the landlord.</p>			
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	<p>The Annual Complaints Performance and Service Improvement Report is reported and approved by the Board annually. This was last undertaken in May 2024.</p> <p>The Board approved the Response, and this is published on the Golden Lane Housing website.</p> <p>Reporting on the Housing Ombudsman's Complaint Handling Code is included in our forward planning for board and committee meetings.</p>	<div> <div>Actions: None</div> <div>Lead:</div> <div>Completion date:</div> </div>
8.3	Landlords must also carry out a self-assessment following a significant restructure, merger and/or change in procedures.	Yes	Self-assessment review is undertaken each year.	<div> <div>Actions: None</div> <div>Lead:</div> <div>Completion date:</div> </div>

			<p>The requirement will be followed should there be such significant change.</p> <p>No significant change in the past 12 months.</p>	
8.4	Landlords may be asked to review and update the self-assessment following an Ombudsman investigation.	Yes	A review and update of the self-assessment will be undertaken if asked	Actions: None Lead: Completion date:
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.	Yes	The requirement will be followed if we are unable to comply with the Code due to exceptional circumstances.	Actions: None Lead: Completion date:

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	Introduced new process to identify service improvements following complaints - "complaint survey"	Actions: None Lead: Completion date:

			<p>Themes, root cause analysis and service improvements are identified for each complaint and recorded and reported monthly to Executive as part of performance reporting.</p> <p>Complaints reporting to the Housing and Property Committee includes service improvements from learning from complaints</p>	
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	<p>A record of themes and actions are recorded against each complaint by the Tenant Experience Manager</p> <p>Introduced new process to identify service improvements following complaints - "complaint survey"</p> <p>All colleagues have received internal complaints process training to include "positive complaint handling culture" Any new starters will receive this training as part of the induction process</p>	Actions: None
				Lead:
				Completion date:
9.3		Yes		Actions: None

	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.		<p>Complaints handling is covered at: The tenants group More Choices More Voices and the Complaints group.</p> <p>Complaint discussions are recorded in the minutes for Board and Tenants Working Together and Housing and Property Committee.</p> <p>We have appointed a new Complaints Tenant Involvement Rep</p> <p>"How we are doing" performance document is published on website quarterly.</p> <p>Monthly/quarterly complaint performance reports and complaint communication is sent to leaders and managers.</p>	Lead: Completion date:
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	<p>Head Of Tenant Experience is responsible for these criteria.</p> <p>Monthly assessment and reporting in place</p>	Actions: None Lead: Completion date:

			Risk registers in place should complaint risks need to be added.	
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	The Chair of the Housing and Property Committee is appointed as the Member Responsible for Complaints.	Actions: None
				Lead:
				Completion date:
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	Complaint report is provided to each Housing and Property Committee. Quarterly performance reports which detail volume, categories, outcomes of complaints as well as reviews of service failings and issues.	Actions: None
				Lead:
				Completion date:
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	Yes	Housing and Property Committee receive complaint report at each meeting The Board receive the annual Performance report on complaints including the Ombudsman's Self-Assessment.	Actions: None
				Lead:
				Completion date:

	progress made in complying with orders related to severe maladministration findings; and d. annual complaints performance and service improvement report.		Quarterly performance reports which detail volume, categories, outcomes of complaints as well as reviews of service failings and issues	
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	This objective is set out in our Complaints Policy. Golden Lane Housing has in place a code of conduct for all employees.	Actions: None
				Lead:
				Completion date: