

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, Section 1.3	We have adopted this definition in full within our Complaints Policy.
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 1.4	This is set out in the 'service request' section of our Complaints Policy. All service requests are recorded and actioned accordingly, and residents are given the choice to make a complaint whenever they express dissatisfaction, including where this is raised via a third party or representative.
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	Yes	Complaints Policy, Sections 1.6-1.7	Our Complaints Policy sets out the distinction between a service request and a complaint, and details how a service request is

	the landlord requiring action to be taken to put something right. Service requests are not complaints, but must be recorded, monitored and reviewed regularly.			escalated to a complaint. All service requests are recorded, monitored and reviewed regularly by Pinnacle and SAH.
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, Section 1.8	Our Complaints Policy provides for a service request to be escalated to a complaint where the resident expresses dissatisfaction with the response, and confirms that efforts to address the underlying service request continue regardless.
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, Section 1.8.1	Any surveys we conduct with residents explain how their feedback will be used and provide a link to our website and complaints email address so that residents can pursue a complaint if they wish. Where we seek wider feedback on our services, we also signpost residents to how to make a complaint.

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, Sections 2.6, 2.7, 3.7-3.9	All complaints are accepted unless the matter raised falls under the exclusions set out in Section 3.7 of our Complaints Policy.
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 Particulars of Claim, having been filed at court.	Yes	Complaints Policy, Section 3.7	Our Complaints Policy sets out the circumstances in which we might not accept a complaint. We ensure residents are supported through the most appropriate channel even where a complaint is not accepted.

	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, Section 2.4	Our Complaints Policy confirms that we will accept complaints within 12 months of the issue occurring, or of the complainant becoming aware of the issue, and that we will use discretion to accept older complaints where there is good reason to do so.
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, Section 2.7	Where we do not accept a complaint, our written response sets out our reasoning, the evidence relied upon, and how the resident can refer the decision to the Housing Ombudsman Service.
2.5	Landlords must not take a blanket approach to excluding complaints; they must consider the individual circumstances of each complaint.	Yes	Complaints Policy, Section 3.9	All complaints are considered on their individual circumstances. We do not apply a blanket approach to exclusions; any refusal is made in line with our Complaints Policy. No complaints were declined or

				refused under our exclusion criteria during 2025/26; all eleven complaints received were accepted and investigated.
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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	Complaints Policy, Sections 2.1 & 2.3	Complaints can be made by phone, letter, email, in person or via the ARK app. We take individual preferences and needs into account for residents accessing the complaints process, in line with the Equality Act 2010. Pinnacle's front-line teams are trained on reasonable adjustments and vulnerable needs, and their systems prompt complaint handlers to record the needs and circumstances we should consider.
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	Complaints Policy, Sections 2.1 and 2.9 (updated July 2026)	Complaints can be made by phone, letter, email, in person or via the ARK app. The Policy was updated to confirm a complaint may be raised with any member of staff, and that all staff are made aware of the policy

				and how to pass details of a complaint to the appropriate person without delay.
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	Website links	Our Complaints Policy is published on both the SAH and Pinnacle websites, showing residents how to make a complaint. We do not view complaint volumes as a negative indicator in isolation, and use complaints to learn lessons and drive our improvement plans.
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	Website links; Complaints Policy, Section 2.10 (updated July 2026)	Our Complaints Policy sets out our two-stage process, including what will happen at each stage and the timescales for responding. The Policy was updated to confirm it, and information about how to complain, can be provided in large print, translated, or in other accessible formats on request.
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	Complaints Policy, Section 2.8	Our Complaints Policy details how we publicise the policy, including information about the Housing Ombudsman Service and this Code. Links to both

				websites are included in the start-of-tenancy welcome pack.
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	Complaints Policy, Section 1.11	We accept and progress complaints made via third parties with the resident's consent, as detailed in our Complaints Policy.
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	Complaints Policy, Section 3.5; website links	Our Complaints Policy, welcome pack and websites all provide residents with information on how to access the Housing Ombudsman Service.

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	Complaints Policy, Section 1.12 (updated July 2026)	Following our year-end review, the Complaints Policy was updated to confirm that the Head of Housing is responsible for oversight of complaint handling at SAH, including liaison with the Housing Ombudsman Service via Pinnacle and ensuring complaints are reported to the Board and our Member Responsible for Complaints. Pinnacle's Complaints Officers and Senior Managers have the authority and autonomy to investigate and resolve complaints at each stage.
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	Complaints Policy, Section 1.12 (updated July 2026)	As above; the Policy now explicitly confirms that Pinnacle's Complaints Officers and Senior Managers have the authority and autonomy to resolve disputes, in addition

				to liaising with colleagues at all levels.
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	Complaint handling & policy distribution training records.	Pinnacle's front-line employees receive external and internal training on the importance of putting things right, learning from complaints to prevent reoccurrence, and improving the customer experience. Complaints are discussed at Pinnacle's operational team meetings, as well as at the weekly catch-ups and monthly management meetings between SAH and Pinnacle.

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, Section 1.13 (updated July 2026)	The Complaints Policy was updated to state explicitly that residents will not be treated differently, or disadvantaged in any other area of our service, as a result of making a complaint.

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, Section 3.1	We clearly define the stages of our complaints process in our Complaints Policy, with no additional named stages such as 'stage 0'. During our 2025/26 year-end review, we identified that 4 complaints handled earlier in the year by staff who have since left Pinnacle were resolved directly with residents without formal Stage 1 documentation being retained. This reflects a gap in practice rather than in policy design. Since the Head of Housing was appointed, Pinnacle has been required to notify SAH's Head of Housing immediately upon receipt of any Stage 1 complaint, so that every complaint is logged, tracked and reviewed independently of Pinnacle's own records, regardless of individual staff changes.
5.3	A process with more than two stages is not acceptable under any circumstances as this will make the	Yes	Complaints Policy, Section 3.1	Our complaints process consists of two stages only.

	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, Section 3.1	Stage 1 is managed by Pinnacle and Stage 2 is jointly managed by Pinnacle and SAH, ensuring there is only one process for residents to follow, regardless of which party is responsible for the service failure.
5.5	Landlords are responsible for ensuring that any third parties handle complaints in line with the Code.	Yes	Complaints Policy, Section 3.1	As above; SAH retains oversight of Pinnacle's complaint handling to ensure it is carried out in line with 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	Complaints Policy, Section 3.14 (updated July 2026)	The Complaints Policy was updated to require our understanding of the complaint to be confirmed in writing at the completion of each stage. Pinnacle also summarise their understanding in writing when a complaint is logged or escalated, giving residents the opportunity to highlight any errors or misunderstanding.
5.7	When a complaint is acknowledged at either stage, landlords must be clear	Yes	Complaints Policy, Section 3.14 (updated July 2026)	The Complaints Policy was updated to require our

	which aspects of the complaint they are, and are not, responsible for and clarify any areas where this is not clear.			decision and reasons to be confirmed in writing at the completion of each stage. Pinnacle also discuss with residents at the earliest opportunity where we are unable to meet their desired outcome or expectation, and explain why.
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 Policy, Section 3.0	This is reflected in our Complaints Policy: complaints are dealt with on their merits, residents are given a fair chance to set out their position, conflicts of interest are addressed, and all relevant information and evidence is considered 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	Complaints Policy, Section 3.2	If it is not possible to provide a complainant with a full response within the target timeframe, this is discussed with the complainant and a revised timeframe is agreed and confirmed.
5.10	Landlords must make reasonable adjustments for residents where appropriate under the Equality Act	Yes	Complaints Policy, Section 2.3	We ask residents about any needs or circumstances we should be aware of at the

	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.			start of their tenancy. This is recorded on Pinnacle's CRM, and reasonable adjustments are made, including to how we communicate during the complaints process, the frequency of updates and the best method of contact.
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, Section 3.7	Our reasons for not accepting or escalating a complaint are set out in our Complaints Policy. This list is not exhaustive, and each case is considered on its own merits.
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	Complaints Policy, Section 3.13 (updated July 2026)	The Complaints Policy was updated to require a full record of each complaint and its outcome to be kept at every stage, including the original complaint and date received, all correspondence with the resident and other relevant parties, and any supporting documentation. This is maintained in practice on Pinnacle's CRM ('Tracker').
5.13	Landlords must have processes in place to ensure a complaint can be remedied at any stage of its complaints	Yes	Complaints Policy, Section 1.10	Our aim is to remedy the complaint at the earliest opportunity at any stage of

	process. Landlords must ensure appropriate remedies can be provided at any stage of the complaints process without the need for escalation.			the process, in line with our Complaints Policy. This was reflected in 2025/26, where the majority of complaints (64%) were resolved at Stage 1 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, Section 4.2	Our Anti-Social Behaviour Policy addresses unacceptable and persistent behaviour from residents or their representatives.
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	Complaints Policy, Section 4.4	Any restrictions on contact are proportionate and applied with regard to the Equality Act 2010.

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	Complaints Policy, Section 3.0	All complaints are assessed to understand what is required to fully consider the issues and resolution actions. Pinnacle's Complaints Officers consider vulnerabilities and potential risks and use this to prioritise actions and respond at the earliest opportunity.
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> .	No (partially compliant)	Complaints Policy, Section 3.1; complaints tracker	Pinnacle commits to logging and acknowledging complaints within five working days of receipt. This was evidenced for 7 of the 11 complaints received in 2025/26. For the remaining 4, handled earlier in the year by staff who have since left Pinnacle, formal acknowledgement documentation could not be located, though the underlying issues were

				resolved directly with residents. Pinnacle is now required to notify SAH's Head of Housing immediately on receipt of any Stage 1 complaint, so this can be independently tracked going forward.
6.3	Landlords must issue a full response to stage 1 complaints <u>within 10 working days</u> of the complaint being acknowledged.	No (partially compliant)	Complaints Policy, Section 3.1; complaints tracker	This timescale is included in our Complaints Policy and was evidenced for 7 of the 11 Stage 1 complaints received in 2025/26. As above, formal response documentation could not be located for the remaining 4 complaints, handled by staff no longer with Pinnacle; this has informed the new requirement for Pinnacle to notify SAH's Head of Housing of all Stage 1 complaints since July 2025.
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, Section 3.2	If more time is needed to respond, Pinnacle contacts the resident, explains the reasons, seeks agreement, and confirms this in writing.

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	Complaints Policy, Section 3.5	Pinnacle signpost residents to the Housing Ombudsman Service for independent advice or review whenever a timescale for investigation is extended.
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, Section 3.0	Pinnacle send a response as soon as the outcome of the complaint is known, which may be before all remedial actions are complete. Responses include an action plan for any remaining actions with expected completion dates.
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	Complaints Policy, Section 3.0	Pinnacle's Complaints Officers and Senior Management ensure all concerns raised are fully answered in the complaint response.
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	Yes	Complaints Policy	Any additional complaints raised during an investigation are incorporated into the original complaint where related, and recorded on the Complaint Management Tracker and Pinnacle's CRM. Unrelated new issues are raised as a new complaint.

	delay the response, the new issues must be logged as a new complaint.			
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	Complaints Policy, Section 3.14 (updated July 2026)	The Complaints Policy was updated to require written confirmation to the resident at the completion of Stage 1, covering the complaint stage, our understanding of the complaint, our decision and reasons, any remedy offered, outstanding actions, and how to escalate to Stage 2. This is reflected in our Stage 1 responses and training, using plain language.

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, Section 3.1	Our Complaints Policy details how a complaint is escalated to Stage 2, our final response stage. Where a complaint remains unresolved to the resident's satisfaction, we provide Housing Ombudsman Service contact details.

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, Section 3.1	We commit to acknowledging and logging a Stage 2 escalation within five working days of receipt, summarising our understanding of the outstanding issues and desired outcomes. 100% of Stage 2 responses in 2025/26 were issued within 20 working days of escalation.
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	Complaints Policy, Section 3.1	We do not require residents to explain their reasons for requesting a Stage 2 review. We seek to understand why the resident remains unhappy and the outcomes they are seeking, so that we can give an effective 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, Section 3.1	A joint review is carried out at Stage 2 by a Director within Simply Affordable Homes and a different senior manager within Pinnacle, who was not involved in the Stage 1 decision.
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, Section 3.1	This timescale is included in our Complaints Policy, and compliance is monitored

				and reported to management and governance groups. 100% of Stage 2 responses in 2025/26 were issued within 20 working days of escalation.
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, Section 3.2	If more time is needed to provide a Stage 2 response, we inform the resident, explain and document why additional time is required, and confirm this in writing.
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	Complaints Policy, Sections 3.2, 3.3	For any extension to timescales, we signpost the resident to the Housing Ombudsman Service for independent advice or review.
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	Complaints Policy, Section 3.0	We send a response as soon as the outcome of the complaint is known, which may be before all remedial actions are complete. Our responses include an action plan for any remaining actions with expected completion dates.

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	Complaints Policy, Section 3.0	Pinnacle's Complaint Officers ensure all points raised in the complaint are fully answered in the Stage 2 response.
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; 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.	Yes	Complaints Policy, Section 3.14 (updated July 2026)	The Complaints Policy was updated to require the same written confirmation at the completion of Stage 2, including how to escalate to the Ombudsman Service if the resident 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, Section 3.1	At Stage 2, a joint review is carried out by a Director within Simply Affordable Homes and a different senior manager within Pinnacle.

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; • 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	Complaints Policy, Sections 3.10-3.11	In our responses to residents we apologise, acknowledge where things have gone wrong, and set out what we will do to fix the problem.
7.2	Any remedy offered must reflect the impact on the resident as a result of any fault identified.	Yes	Complaints Policy, Section 3.10	We offer remedies that reflect the extent of service failure and detriment caused to the resident. This was applied to the four Stage 2 compensation cases resolved during 2025/26, with individual awards ranging from £81 to

				£498 depending on the impact identified.
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	Complaints Policy, Section 3.11	We send a response as soon as we know the outcome of the complaint, which may be before we have completed all actions required to remedy the issue. Our responses include an action plan with target dates, which is followed through to completion.
7.4	Landlords must take account of the guidance issued by the Ombudsman when deciding on appropriate remedies.	Yes	Compensation Policy	Our Compensation Policy has been developed using the Housing Ombudsman's remedies guidance. In 2025/26, all compensation paid in relation to complaints was funded by Pinnacle as the party responsible for the service failure identified, rather than from SAH's own funds.

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	Complaints Performance and Service Improvement Report 2025/26; website; Board minutes	We will publish our self-assessment alongside our Complaints Performance and Service Improvement Report 2025/26 on our website, once scrutinised by our Member Responsible for Complaints, Jack Stephen, and approved by the Board. The 2025/26 report includes a qualitative and quantitative analysis of complaint handling performance and the service improvements made, and discloses: (b) no complaints were declined under our exclusion criteria during the year; (c) the Ombudsman has made no findings of non-compliance with the Code, though one complaint (included in our totals) is subject to an open Housing Ombudsman investigation opened on 31 March 2026 and assessed

				by the Ombudsman as high-risk/priority, with a determination awaited; and (e)/(f) the Ombudsman has not issued any annual report or other publication specifically about SAH's performance during the year. The report also discloses a self-identified documentation gap for 4 complaints and the resulting property managers process change.
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	Complaints Performance and Service Improvement Report 2025/26; website; Board minutes	This report and self-assessment will be brought to the Board for approval in August 2026, ahead of publication on our website, alongside the Board's response.
8.3	Landlords must also carry out a self-assessment following a significant restructure, merger and/or change in procedures.	Yes	Board minutes	There has been no significant restructure, merger or change to our complaints procedures during 2025/26.
8.4	Landlords may be asked to review and update the self-assessment following an Ombudsman investigation.	Yes	Board minutes	We will review and update this self-assessment if required to do so, including following any Housing Ombudsman investigation.

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	Board minutes	If we are unable to comply with the Code due to exceptional circumstances, we will inform the Housing Ombudsman, provide information to affected residents, publish this on our website, and provide a timescale for returning to compliance.
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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 Performance and Service Improvement Report 2025/26	We review the learning from complaints and take action to improve resident experience and prevent further complaints. The lessons learned and service improvements made during 2025/26 are set out in our Annual Complaints Performance and Service Improvement Report.
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	Complaints Performance and Service Improvement Report 2025/26	As above; complaints are used as a source of intelligence to identify issues and introduce positive changes in service delivery, including in relation to communication and repairs and maintenance.
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	Complaints Performance and Service Improvement Report 2025/26	Learning from complaints is reported to the Board and reflected in our Resident Engagement Plan for 2026/27.

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	Board minutes	Our Head of Housing is the senior lead accountable for complaint handling, and reviews complaints and lessons learned to identify any systemic risks or issues, working closely with Pinnacle. This included identifying, through year-end review, that Stage 1 documentation could not be located for 4 complaints handled by staff who have since left Pinnacle, which led directly to the new requirement for Pinnacle to notify the Head of Housing of all Stage 1 complaints.
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	Jack Stephen is our Non-Executive Director and Member Responsible for Complaints (MRC), providing oversight and insight to support a positive complaint handling culture. The Board receives 6-monthly updates on complaints.
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	Board minutes	Our MRC, Jack Stephen, has direct access to the Head of Housing and all relevant management

	complaint handling performance. This person must have access to suitable information and staff to perform this role and report on their findings.			information, including Pinnacle's live complaints tracker, and scrutinises this report prior to Board approval.
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	Complaints Performance and Service Improvement Report 2025/26	Our MRC and Board receive and review regular updates on the volume, categories and outcomes of complaints alongside complaint handling performance; regular reviews of issues and trends, including the documentation gap identified for 4 complaints in 2025/26 and the resulting process change; regular updates on the outcomes of any Ombudsman investigations, including the open investigation opened on 31 March 2026 into one Stage 2 complaint; and the 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:	Yes	Staff objectives	All senior members of staff have an objective relating to working collaboratively with colleagues and other departments, and taking

	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.			collective responsibility for shortfalls identified through complaints.
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