



simply  
affordable  
homes

# Simply Affordable Homes Complaints Performance and Service Improvement Report – 2025



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## Board response to self-assessment

Simply Affordable Homes RP Limited's board (the Board) believes that managing complaints is an important part of our service offering to customers and is committed to delivering a transparent, fair and effective complaints handling service.

The Board has reviewed the Annual Complaints Performance and Service Improvement Report as well as its self-assessment in relation to the Housing Ombudsman's Complaint Handling Code and believe they provide an accurate and honest reflection of the complaints received and handled during the year to March 2025.

Although only one complaint has been received during the year, the Board is encouraged by the process that has been set up at Simply Affordable Homes to track and resolve complaints as well as to learn from complaints and improve the service offering for customers.

This report outlines the annual complaint performance for the financial year 2024/25 and details the key learnings and service improvements made following the resolution of complaints. The report fulfills a requirement of the Housing Ombudsman Complaint Handling Code (the Code).

This statement has been prepared and agreed by the Board.



**Keith Exford CBE**  
Non-executive Chair

## Introduction

We are pleased to present Simply Affordable Homes RP Limited's first annual Complaints Report for the financial year 2024/25. This report contains a summary of the complaints that we have received during this financial year as well as the improvements made following the resolution of the complaints. In addition, this report contains an appendix containing our annual self-assessment against the Housing Ombudsmans' Complaint Handling Code (the Code).

The report fulfills a requirement of the Code and aims to provide transparency on Simply Affordable Homes' complaints performance.

The Code clarifies the definition of a complaint, the methods by which complaints can be made, the process that should be followed, and the governance structure surrounding complaints. It also requires the RP to produce this report and demonstrate compliance with the Code. The Complaint Handling Code became statutory on 1 April 2024, meaning that all members of the Housing Ombudsman Scheme are obliged by law to follow its requirements.

As this is our first report and we only received one complaint in the financial year, it serves as a starting point. In future years we aim to provide more detailed insights, track patterns over time and share broader learning as we grow and receive more feedback.

## Overview of complaints 2024/25

During the year we only received one complaint, which was dealt with and resolved at stage one of our complaints policy. The complaint was regarding the time it took to carry out redecoration works, following the rectification of a leak.

This complaint was not referred to or investigated by the Housing Ombudsman Service in 2024/25.

## Service Improvements

We only received one complaint during the year to March 2025, and as such it is difficult to identify trends and any specific learning from a single case. Nevertheless, we have subsequently introduced a requirement for our property manager, Pinnacle, to carry out post repair satisfaction surveys on all completed response repairs. We hope that this will provide immediate feedback on any repairs, improve communication on repairs and ultimately help increase customer satisfaction.

# Appendix: Self Assessment

## 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 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 1.6	This has been set out in the "service request" section of our complaints policy. All service requests will be recorded and actioned accordingly.
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 Section 1.6	Our complaints policy details how we will escalate a service request to 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	Our complaints policy Section 1.6-1.81	Any surveys we conduct with residents will explain how their feedback will be used and will provide a link to our website and include an email address.

## 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 Section 2.1-2.6	All complaints will be accepted unless the matter being raised is not covered under 3.7 of the complaint 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: <ul style="list-style-type: none"> <li>The issue giving rise to the complaint occurred over twelve months ago.</li> <li>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.</li> <li>Matters that have previously been considered under the complaints policy.</li> </ul>	Yes	Complaints Policy Section 3.7	Our Complaints Policy highlights the circumstances where we might not accept a complaint however, we will always ensure that residents are supported through the most appropriate channel.



CODE PROVISION	CODE REQUIREMENT	COMPLY: YES / NO	EVIDENCE	COMMENTARY / EXPLANATION
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 details that we will accept complaints within 12 months of the issue happening, or complainants becoming aware of the issue. Our policy also states that we will use discretion to accept older complaints.
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	If we do not accept a complaint, the reasoning, evidence, and details of how to refer the decision to the Housing Ombudsman is included in a written response.
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 the individual circumstances of each case. Refusals are only made in line with our Complaints Policy.

### 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 Section 2.3 & 2.1	Complaints are accepted in many ways. For example, by phone, letter, email, in person and via our tenancy app. We are committed to taking individual preferences into account for residents who need to access the complaints process, and when communicating with us, in line the Equality Act 2010. Our Property Manager (Pinnacle) are trained on reasonable adjustment and vulnerable needs. Their CRM systems prompt complaint handlers to find out the needs and circumstances that we need to 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 Section 2.1	Complaints are accepted in many ways. For example, by phone, letter, email, in person and via our Property Managers (Pinnacle) tenancy app. All SAH and Pinnacle's employees are made aware of the complaints process.
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's links	Our complaints policy is available on both SAH and Pinnacle's websites showing residents how to make a complaint. We are using complaints to learn lessons, and this drives 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	Websites links	Our complaints policy outlines our two-stage process, with details of each stage. It can be printed, translated, or provided in large print, when required by residents.
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 this information and is available on both websites. Links to the websites are included in 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 via third parties with 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 Websites link	The Complaints Policy, welcome pack and websites provide information to residents 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 3.1  SAH employ an Operations Director and Head of Housing who oversee complaints.  Pinnacle have Complaint Officers and Senior Managers who coordinate complaints through to resolution	See Complaints Policy for managers response for handling complaints at the different stages.  SAH track complaints with the Property Manager (Pinnacle) on a weekly and monthly basis and report on them at every board meeting (as part of the performance report).  Pinnacle's dedicated Complaints Officers and Senior Managers are responsible for the management and oversight of complaints, including liaison with the Housing Ombudsman. Compliance and reporting for complaints to our governing body and Member Responsible for Complaints (MRC) are the responsibility of the Area Directors who report quarterly or as required to Board.
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 3.1	Pinnacle's Complaints Officers liaise with all levels of appropriate colleagues and have the authority and autonomy 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 a core service and must be resourced to handle complaints effectively	Yes	External training completed July 2024.	Pinnacle frontline employees receive external and internal training to embed the importance of putting things right when we have got it wrong, learning from complaints to prevent reoccurrence and improve the customer experience. Complaints are discussed at operational team meetings.  Complaints are also discussed at the weekly catch ups and the 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. Complaints handling process document	We have a single policy in place to handle complaints. Residents will not be treated differently if they complain.
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 2.5, 2.6, 3.0	We clearly define the stages in our Complaints Policy.
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	Complaints Policy Section 3.0	Our complaints process consists of two stages.
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 3.0	See Policy for the different stages. Stage one is managed by Pinnacle and Stage two is jointly managed by Pinnacle and SAH. Ensuring there is only one process for residents.
5.5	Landlords are responsible for ensuring that any third parties handle complaints in line with the Code.	Yes	Complaints Policy Section 3.0	As above.

CODE PROVISION	CODE REQUIREMENT	COMPLY: YES / NO	EVIDENCE	COMMENTARY / EXPLANATION
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 3.0. Complaints handling process document	A complaint definition is included in all formal responses. Pinnacle summarise their understanding in writing, giving residents the opportunity to highlight any errors or misunderstanding.
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	Complaints Policy Section 3.0. Complaint Handling Process document	Pinnacle discuss with residents at the earliest opportunity where we are unable to meet their desired outcome, or expectation and explain why. We set out in our communication and responses to residents, what we are and are not responsible for.
5.8	At each stage of the complaints process, complaint handlers must: <ol style="list-style-type: none"> <li>deal with complaints on their merits, act independently, and have an open mind;</li> <li>give the resident a fair chance to set out their position;</li> <li>take measures to address any actual or perceived conflict of interest; and</li> <li>consider all relevant information and evidence carefully.</li> </ol>	Yes	Complaints Policy Section 3.0. Complaints handling process document	This is reflected in our Complaints Policy.
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 the complainant with a full response within the target timeframe, this will be discussed with the complainant and a revised timeframe will be given.
5.10	Landlords must make reasonable adjustments for residents where appropriate under the Equality Act 2010. Landlords must keep a record of any reasonable adjustments agreed, as well as a record of any disabilities a resident has disclosed. Any agreed reasonable adjustments must be kept under active review.	Yes	Complaints Policy Section 2.3	We ask residents if there are needs or circumstances that we should be aware of at the start of their tenancy. This information is recorded on Pinnacle’s CRM and reasonable adjustments are made. This includes how we communicate during the complaints process, the frequency of updates and best method of communications with the resident.
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 a complaint are outlined in our Complaints Policy. This list is not exhaustive, and each case will be looked at on its own merit.
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 1.7. Complaints handling process document.	Our complaints process ensure we capture all records of communications, documents, and decisions of every case on Pinnacle’s CRM “Tracker.” We carry out checks to make sure we are doing this consistently and will act on any issues arising.
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	Complaints Policy Section 1.10	Our aim is to remedy the complaint at the earliest opportunity at all stages of the complaint, in line with our Complaints Policy.
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 4.0	Our ASB Policy refers to unacceptable and persistent 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	Complaints Policy Section 4.0	Any restrictions will follow these provisions.

## 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. Complaints handling process document.	All complaints are assessed to understand what is required to fully consider the issues and resolution actions. Pinnacle's Complaints Officers will consider vulnerabilities and potential risks and use this information to prioritise actions and provide a response at the earliest opportunity.
6.2	Complaints must be acknowledged, defined, and logged at stage 1 of the complaint's procedure within five working days of the complaint being received.	Yes	Complaints Policy Section 3.0	We define the stages of our complaint process in our Complaints Policy. When a complaint is received, Pinnacle/we commit to logging and acknowledgement within five working days of receipt.
6.3	Landlords must issue a full response to stage 1 complaints within 10 working days of the complaint being acknowledged.	Yes	Complaints Policy Section 3.0	This timescale is included in our Complaints Policy.
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, during the investigation, we need more time to respond, Pinnacle will contact the resident, explain the reasons, and seek agreement. Then we will confirm 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 3.0, 3.5	Pinnacle signpost the resident to the Housing Ombudsman Service for independent advice, or review when we must extend a timescale for investigation.
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. Complaints handling process document.	Pinnacle send a response as soon as they/we know the outcome of the complaint. This may be before we have completed all the actions required to remedy the issue. Pinnacle's responses include an action plan for 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. Complaints handling process document.	Pinnacle's Complaint Officers and Senior Management ensure that all concerns 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 delay the response, the new issues must be logged as a new complaint.	Yes	Complaints Policy Section 3.0. Complaints handling process document.	Any additional complaints raised during a complaint investigation will be incorporated into the original complaint and recorded on the Complaint Management Tracker and Pinnacle's CRM. New issues unrelated to the original complaint will be raised 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 3.0. Complaints handling process document.	These details are provided in our responses and are included in our Complaints Policy and training. We use plain language in our responses to residents.



## 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 3.0. Complaints handling process document.	Our Complaints Policy details how we will escalate to stage two, our final response. If the complaint is not resolved to the resident's satisfaction, we provide the Housing Ombudsman Service contact information.
6.11	Requests for stage 2 must be acknowledged, defined, and logged at stage 2 of the complaint's procedure within five working days of the escalation request being received.	Yes	Complaints Policy Section 3.0. Complaints handling process document.	When a stage two escalation is requested, we commit to acknowledging and logging the complaint as stage two within five working days of receipt. When acknowledging Stage two complaints, we summarise our understanding of the issues outstanding and the desired outcomes.
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 3.0. Complaints handling process document.	We do not require an explanation of reasons for requesting a Stage two review. We do seek to understand why the resident remains unhappy and the outcomes they are seeking to resolve the complaint, 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.	Our Complaints Policy states a joint review will be carried out by a Director within Simply Affordable Homes and a different senior manager within our appointed property managers.
6.14	Landlords must issue a final response to the stage 2 within 20 working days of the complaint being acknowledged.	Yes	Complaints Policy Section 3.1. Complaints handling process document.	This timescale for response is included in our Complaints Policy, compliance and performance are monitored and reported to management and governance groups/board.
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, during our investigation, we need more time to provide a response, we will inform the resident and explain and document why additional time is needed to resolve the complaint. We will 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 Section 3.2, 3.3	For any extension to timescales, we will 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 1.7, 3.0. Complaints handling process document.	We send a response as soon as we know the outcome of the complaint. This may be before we have completed all the actions required to remedy the issue. 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. Complaints handling process document.	Pinnacle's Complaint officers ensure that all points agreed in the complaint are fully answered in the complaint response.

CODE PROVISION	CODE REQUIREMENT	COMPLY: YES / NO	EVIDENCE	COMMENTARY / EXPLANATION
6.19	Landlords must confirm the following in writing to the resident at the completion of stage 2 in clear, plain language: <ol style="list-style-type: none"> <li>the complaint stage;</li> <li>the complaint definition;</li> <li>the decision on the complaint;</li> <li>the reasons for any decisions made;</li> <li>the details of any remedy offered to put things right;</li> <li>details of any outstanding actions; and</li> <li>details of how to escalate the matter to the Ombudsman Service if the individual remains dissatisfied.</li> </ol>	Yes	Complaints Policy Section 3.0. Complaints handling process document.	These details are provided in our Complaints Policy and in the responses.
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 will be carried out by a Director within Simply Affordable Homes and a different senior manager within our appointed property managers.

## Section 7: Complaints Stages

CODE PROVISION	CODE REQUIREMENT	COMPLY: YES / NO	EVIDENCE	COMMENTARY / EXPLANATION
7.1	re 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"> <li>Apologising;</li> <li>Acknowledging where things have gone wrong;</li> <li>Providing an explanation, assistance or reasons;</li> <li>Taking action if there has been delay;</li> <li>Reconsidering or changing a decision;</li> <li>Amending a record or adding a correction or addendum;</li> <li>Providing a financial remedy;</li> <li>Changing policies, procedures or practices.</li> </ul>	Yes	Complaints Policy Section 3.0. Complaints handling process document.	In our responses to residents, we apologise, acknowledge where things went wrong and say 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. Complaints handling process document.	We will offer remedies that reflect the extent of service failure and detriment caused to the resident.
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	Complaint Policy Section 3.11	We send a response as soon as we know the outcome of the complaint. This may be before we have completed all the actions required to remedy the issue. Our responses include an action plan
7.4	Landlords must take account of the guidance issued by the Ombudsman when deciding on appropriate remedies.	Yes		Our Compensation Policy has been created using the Housing Ombudsman remedies guidance.

## 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: <ol style="list-style-type: none"> <li>the annual self-assessment against this Code to ensure their complaint handling policy remains in line with its requirements.</li> <li>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;</li> <li>any findings of non-compliance with this Code by the Ombudsman;</li> <li>the service improvements made as a result of the learning from complaints;</li> <li>any annual report about the landlord's performance from the Ombudsman; and</li> <li>any other relevant reports or publications produced by the Ombudsman in relation to the work of the landlord.</li> </ol>	Yes	Complaint Handling Self-Assessment and Complaints Performance And Service Improvement Report.  Website  Board minutes	We will publish our self- assessment, complaints performance and service improvement report on our website. This will have been scrutinised by Board and responded to in line with requirements.
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	Service Improvement Report.  Website  Board minutes	
8.3	Landlords must also carry out a self-assessment following a significant restructure, merger and/or change in procedures.	Yes		No significant restructure, merger and/or change in procedures
8.4	Landlords may be asked to review and update the self-assessment following an Ombudsman investigation.	Yes		We will review and update this self-assessment if required to do so.
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		If we are unable to comply with the code. We will inform the Ombudsman and provide a timescale for compliance.

## 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	We review lessons learnt from complaints and take action to make improvements to resident experience to prevent further complaints. Lessons learnt from complaints and service improvements made over the last years are outlined in our annual 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	As above
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	Learnings from complaints are included in our reports to residents and Board.



CODE PROVISION	CODE REQUIREMENT	COMPLY: YES / NO	EVIDENCE	COMMENTARY / EXPLANATION
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	We have appointed a senior lead person as accountable for complaints handling. This person, amongst other things, reviews complaints and lessons learnt to identify any systemic risks or issues.
9.5	In addition to this a member of the governing body (or equivalent) must be appointed to have lead responsibility for complaints to support a positive complaint handling culture. This person is referred to as the Member Responsible for Complaints ('the MRC').	Yes	Board minutes	We have a lead Board Member who is responsible for complaints (MRC) and who is provided with regular information to ensure oversight and insight for the Board. The Board also received regular 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 complaint handling performance. This person must have access to suitable information and staff to perform this role and report on their findings.	Yes		Our Board Member has direct access to the Operations team and all relevant management information. The Board receive regular updates on Complaints.
9.7	As a minimum, the MRC, and the governing body (or equivalent) must receive: <ol style="list-style-type: none"> <li>regular updates on the volume, categories, and outcomes of complaints, alongside complaint handling performance;</li> <li>regular reviews of issues and trends arising from complaint handling;</li> <li>regular updates on the outcomes of the Ombudsman's investigations and progress made in complying with orders related to severe maladministration findings; and</li> <li>annual complaints performance and service improvement report.</li> </ol>	Yes	Complaints Performance And Service Improvement Report.	Our MRC and Board receive and review: <ul style="list-style-type: none"> <li>regular updates on the volume, categories, and outcomes of complaints, alongside complaint handling performance</li> <li>regular reviews of issues and trends arising from complaint handling</li> <li>regular updates on the outcomes of the Ombudsman's investigations and progress made in complying with orders related to severe maladministration findings</li> <li>annual complaints performance and service improvement report.</li> </ul>
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: <ol style="list-style-type: none"> <li>have a collaborative and co-operative approach towards resolving complaints, working with colleagues across teams and departments;</li> <li>take collective responsibility for any shortfalls identified through complaints, rather than blaming others; and</li> <li>act within the professional standards for engaging with complaints as set by any relevant professional body.</li> </ol>	Yes		All senior members of staff have an objective about working in collaboration with colleagues and other departments.  Once we employ operational members of staff, they will have a standard objective in relation to complaints.



## Important information

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