

Housing Ombudsman’s Complaint Handling Code of Practice Compliance Self-Assessment (April 2022) Trent & Dove Housing Limited (“T&D”)

In March 2022, the Housing Ombudsman made minor revisions to its revised Complaint Handling Code. This mandates the completion, approval and publishing of an Annual Self-Assessment. Customer Committee are asked to review and approve the

Section 1 - Definition of a complaint

Mandatory ‘must’ requirements

Code section	Code requirement	Comply: Yes/No	Evidence, commentary and any explanations
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 organisation, its own staff, or those acting on its behalf, affecting an individual resident or group of residents.</i>	Yes	Our Complaints Policy defines a complaint using the exact definition listed. See section 2 https://www.trentanddove.org/media/4582/complaints-policy-september-2021-september-2023-002.pdf
1.3	The resident does not have to use the word ‘complaint’ for it to be treated as such. A complaint that is submitted via a third party or representative must still be handled in line with the landlord’s complaints policy.	Yes	Annual refresher training was carried out 13 th and 16 th June 2022, and this forms part our recruitment training for Customer our Service staff.
1.6	... if further enquiries are needed to resolve the matter, or if the resident requests it, the issue must be logged as a complaint.	Yes	Our Complaints Policy enforces this requirement, and this is also covered through refresher and new recruitment training. We actively welcome complaints as a means of learning from and improving our services.
1.7	A landlord must accept a complaint unless there is a valid reason not to do so.	Yes	Our Complaints Policy clearly enforces this, with limited exclusions under Section 4 of our Complaints Policy (see 1.2 above) If there are valid reasons for not accepting a complaint, then we write to the customer explaining why this is the case and refer them to section 4 of our Complaints Policy.

1.8	A complaints policy must clearly set out the circumstances in which a matter will not be considered, and these circumstances should be fair and reasonable to residents.	Yes	As per 1.7 above.
1.9	If a landlord decides not to accept a complaint, a detailed 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.	Yes	Written communication is given to clearly state why the complaint has not been accepted, in line with our Complaints Policy and signposts escalation to The Housing Ombudsman.

Best practice 'should' requirements

Code section	Code requirement	Comply: Yes/No	Evidence, commentary, and any explanations
1.4	Landlords should recognise the difference between a service request , where a resident may be unhappy with a situation that they wish to have rectified, and a complaint about the service they have/have not received.	Yes	A revised workflow was introduced in April 2022, differentiating between a service request and a complaint. At the time of writing, this is being embedded across the business, so further assurance is planned throughout the year.
1.5	Survey feedback may not necessarily need to be treated as a complaint, though, where possible, the person completing the survey should be made aware of how they can pursue their dissatisfaction as a complaint if they wish to.	Yes	Our surveys ask for permission to contact the customer to discuss their feedback and where this both given and there is a clear service failure, then our Insight Officer contacts the customer to resolve the dissatisfaction through the complaints process.

Section 2 - Accessibility and awareness

Mandatory 'must' requirements

Code section	Code requirement	Comply: Yes/No	Evidence, commentary, and any explanations
2.1	Landlords must make it easy for residents to complain by providing different channels through which residents can make a complaint such as in person, over the telephone, in writing, by email and digitally. While the Ombudsman recognises that it may not be feasible for a landlord to use all of the potential channels, there must be more than one route of access into the complaints system.	Yes	Trent & Dove offers customers several different ways to raise a complaint, and these are listed in Section 6 of the Complaints Policy. (sec 1.2) They include via telephone directly to the Complaints Team or Contact Team, in person, via the T&D website, by letter and via email. The latest survey information showed 88.8% of 161 customers knew how to make a complaint.
2.3	Landlords must make their complaint policy available in a clear and accessible format for all residents. This will detail the number of stages involved, what will happen at each stage and the timeframes for responding.	Yes	Complaint Policy is uploaded on our website and is clearly available to our residents. Our website caters for different languages and increased font sizes for easy reading.
2.4	Landlord websites, if they exist, must include information on how to raise a complaint. The complaints policy and process must be easy to find on the website.	Yes	We have our Policy uploaded on our website and a web form to raise a complaint.
2.5	Landlords must comply with the Equality Act 2010 and may need to adapt normal policies, procedures, or processes to accommodate an individual's needs. Landlords must satisfy themselves that their policy sets out how they will respond to reasonable adjustments requests in line with the Equality Act and that complaints handlers have had appropriate training to deal with such requests.	Partially	We have a language line, and our customers can request support with our Customer Services and Insight Team, together with support from our Customer Advocate Services. However, we accept there is not an explicit reference in our policy to the Equalities Act 2010, and this will be actioned for amending.
2.6	Landlords must publicise the complaints policy and process, the Complaint Handling Code and the Housing Ombudsman Scheme in leaflets, posters, newsletters, online and as part of regular correspondence with residents.	Partially	We have comprehensive information available on our website and reference how to complain in our Streetwise magazine. It is acknowledged that we do not have a leaflet and will action this. This needs balancing against our latest survey data showing 88.8% of our customers know how to make a complaint.

2.7	Landlords must provide residents with contact information for the Ombudsman as part of its regular correspondence with residents.	Yes	Part of our Streetwise customer magazine.
2.8	Landlords must provide early advice to residents regarding their right to access the Housing Ombudsman Service throughout their complaint, not only when the landlord's complaints process is exhausted.	Partially	Full information was given at Stage 2 of our process, however we have now included the information at Stage 1, as recommended.

Best practice 'should' requirements

Code section	Code requirement	Comply: Yes/No	Evidence, commentary, and any explanations
2.2	Where a landlord has set up channels to communicate with its residents via social media, then it should expect to receive complaints via those channels. Policies should contain details of the steps that will be taken when a complaint is received via social media and how confidentiality and privacy will be maintained.	Yes	Our complaints policy states the following: Social media – Please contact us via our official social media pages on Facebook and Twitter (please note, only our official social media pages are monitored). Where a complaint is received via social media, we will only communicate with you via the direct messaging (DM) or private messaging function in line with Data Protection legislation and to ensure that your privacy and confidentiality is maintained

Section 3 - Complaint handling personnel

Mandatory 'must' requirements

Code section	Code requirement	Comply: Yes/No	Evidence, commentary, and any explanations
3.1	Landlords must have a person or team assigned to take responsibility for complaint handling to ensure complaints receive the necessary attention, and that these are reported to the governing body. This Code will refer to that person or team as the "complaints officer".	Yes	We have a designated Customer Complaints Liaison Officer who reports to our Head of Customer and Communities. Performance is reviewed via our CRM dashboard and with our Executive Team monthly, and through updates via our Customer Committee to Board.
3.2	...the complaint handler appointed must have appropriate complaint handling skills and no conflicts of interest.	Yes	Reports directly to Head of Customer & Communities, does not have any affiliation with any other department.

Best practice 'should' requirements

Code section	Code requirement	Comply: Yes/No	Evidence, commentary, and any explanations
3.3	<p>Complaint handlers should:</p> <ul style="list-style-type: none"> • be able to act sensitively and fairly • be trained to handle complaints and deal with distressed and upset residents • have access to staff at all levels to facilitate quick resolution of complaints • have the authority and autonomy to act to resolve disputes quickly and fairly. 	Yes	The Complaint Officer works with Managers and Officers around the business to help facilitate quick resolution of complaints. They are regular trained, however post pandemic there is a need to further explore further training for customers with mental health problems. Effective Call handling booked 16 th June 2022 and Effective Complaint Handling on the 28 th June 2022.

Section 4 - Complaint handling principles

Mandatory 'must' requirements

Code section	Code requirement	Comply: Yes/No	Evidence, commentary and any explanations
4.1	<p>Any decision to try and resolve a concern must be taken in agreement with the resident and a landlord's audit trail/records should be able to demonstrate this. Landlords must ensure that efforts to resolve a resident's concerns do not obstruct access to the complaints procedure or result in any unreasonable delay. It is not appropriate to have extra named stages (such as 'stage 0' or 'pre-complaint stage') as this causes unnecessary confusion for residents. When a complaint is made, it must be acknowledged and logged at stage one of the complaints procedure within five days of receipt.</p>	Yes	Our Complaints Policy is very clear as it states we have only 2 stages of our complaints process and we monitor our performance of acknowledging our complaints within 5 days of receipt. We have Microsoft dynamics CRM as our Housing Management System, which logs all information regarding a customer's concern or complaint.

4.2	Within the complaint acknowledgement, landlords must set out their understanding of the complaint and the outcomes the resident is seeking. If any aspect of the complaint is unclear, the resident must be asked for clarification and the full definition agreed between both parties.	Partially	Our acknowledgment letter is under review to fully comply with this requirement. It currently acknowledges receipt and advises next steps but does not always set out our understanding of the complaint.
4.6	A complaint investigation must be conducted in an impartial manner.	Yes	Our Complaint Handler is impartial to any previous decisions taken and is the “Voice of the Customer”
4.7	The complaint handler must: <ul style="list-style-type: none"> • deal with complaints on their merits • act independently and have an open mind • take measures to address any actual or perceived conflict of interest • consider all information and evidence carefully • keep the complaint confidential as far as possible, with information only disclosed if necessary to properly investigate the matter. 	Yes	From April 2022, we introduced a new complaint handling process via “CRM”, and this uses workflows to assign cases to Managers or individuals within the business. Details of the individual complaint would only be available to others when searching a particular customer name or address. Complaints are continually monitored to ensure that all criterion listed are met.
4.11	Landlords must adhere to any reasonable arrangements agreed with residents in terms of frequency and method of communication	Yes	We have evidence to support at least two incidences where Trent & Dove have made reasonable adjustments to support individual needs and requests. We also subscribe to language line and have a referral process for our independent Customer Advocate Support Service.
4.12	The resident, and if applicable any staff member who is the subject of the complaint, must also be given a fair chance to: <ul style="list-style-type: none"> • set out their position • comment on any adverse findings before a final decision is made. 	Partially	There is further work to do to ensure that customers are able to comment in every case about adverse findings, before a decision is made
4.13	A landlord must include in its complaints policy its timescales for a resident to request escalation of a complaint	Yes	This is set out in our Complaints Policy section 10, detailing 20 working days to escalate to stage 2.
4.14	procedure and must have clear and valid reasons for taking that course of action. Reasons for declining to	Yes	Complaint Policy section 10 clearly illustrates what can be escalated as follows:

	escalate a complaint must be clearly set out in a landlord's complaints policy and must be the same as the reasons for not accepting a complaint.		<ul style="list-style-type: none"> a) Our complaint response has not answered the concerns which you raised in your complaint. b) Key pieces of information or evidence which you submitted in support of your complaint have not been considered in our response to you; or c) You have new or additional information or evidence that you can provide in relation to your complaint, and you think that we should use it to reconsider the conclusion that we have reached.
4.15	A full record must be kept of the complaint, any review 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 reports or surveys prepared.	Yes	This is all logged on our Microsoft Dynamics CRM System, which includes all communications and documents from all parties involved in the complaint.
4.18	Landlords must have policies and procedures in place for managing unacceptable behaviour from residents and/or their representatives when pursuing a complaint.	Yes	We have a Managing Unacceptable Behaviour Policy in place. This is referenced in section 12 of our Complaint Policy.

Best practice 'should' requirements

Code section	Code requirement	Comply: Yes/No	Evidence, commentary, and any explanations
4.3	Landlords should manage residents' expectations from the outset, being clear where a desired outcome is unreasonable or unrealistic	Yes	All information is clarified at Stage 1 acknowledgment, so we are clear of what outcome the customer is seeking, before we accept the complaint. If further information is required, we contact the customer before raising the complaint.
4.4	A complaint should be resolved at the earliest possible opportunity, having assessed what evidence is needed to fully consider the issues, what outcome would resolve the matter for the resident and whether there are any urgent actions required.	Partially	We introduced our Complaints Management system from April 2022. This operates via a workflow management system and tracks complaints at every stage of their resolution. This will improve our resolution times as 67% of Stage 1 complaints were resolved within 10 working days for the year 2021/2022.
4.5	Landlords should 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 where this is reasonable.	Yes	We have our Customer Advocates Service available and additionally receive complaints directly from local MP's and Councillors. Support available is outlined in section 8 of our Complaint Policy.
4.8	Where a key issue of a complaint relates to the parties' legal obligations landlords should clearly set out their understanding of the obligations of both parties.	Yes	If there is any reference to legal obligations, then Trent & Dove would take advice from our Company Solicitor or seek advice from Anthony Collins Solicitors.

4.9	Communication with the resident should not generally identify individual members of staff or contractors.	Yes	All communications do not identify the individual Staff Member, they only identify their Company title.
4.10	Landlords should keep residents regularly updated about the progress of the investigation.	Partially	We identify there are opportunities to routinely update all customers on a regular basis, and these will form the basis of our plans in 22/23.
4.16	Landlords should seek feedback from residents in relation to the landlord's complaint handling as part of the drive to encourage a positive complaint and learning culture.	Yes	Part of our regular customer surveying. Latest results show 67.4% of 129 respondents were very or fairly satisfied with the handling of complaints.
4.17	Landlords should recognise the impact that being complained about can have on future service delivery. Landlords should ensure that staff are supported and engaged in the complaints process, including the learning that can be gained	Yes	During the year there were regular 'learning from complaints' meetings and root cause analysis investigations across the business. The new complaints system mandates the completion of lessons learnt. There is a "you said we did page" which is scheduled to go live in June 2022.
4.19	Any restrictions placed on a resident's contact due to unacceptable behaviour should be appropriate to their needs and should demonstrate regard for the provisions of the Equality Act 2010.	Yes	This is referenced fully in Section 2 of our Managing Unacceptable Behaviour Policy.

Section 5 - Complaint stages

Mandatory 'must' requirements Stage 1

Code section	Code requirement	Comply: Yes/No	Evidence commentary and any explanations
5.1	Landlords must respond to the complaint <u>within 10 working days</u> of the complaint being logged. Exceptionally, landlords may provide an explanation to the resident containing a clear timeframe for when the response will be received. This should not exceed a further 10 days without good reason.	Partially	67 % Of Stage 1 complaints were resolved within 10 working days. This is a focus for 22/23 aided by a new Complaints Management System.
5.5	A complaint response must be sent 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 expeditiously with regular updates provided to the resident.	Yes	This is a new requirement from March 2022, as part of a Complaint Handling Code update, and from this date has formed part of our process.

5.6	Landlords must address all points raised in the complaint and provide clear reasons for any decisions, referencing the relevant policy, law and good practice where appropriate.	Yes	Our letter template encourages all complaints responses, to address all points raised by the Customer and letters are regularly sampled by Head of Customer and Communities.
5.8	Landlords must confirm the following in writing to the resident at the completion of stage one in clear, plain language: <ul style="list-style-type: none"> • the complaint stage • the decision on the complaint • the reasons for any decisions made • the details of any remedy offered to put things right • details of any outstanding actions • details of how to escalate the matter to stage two if the resident is not satisfied with the answer 	Yes	Letter template addresses all the information as required.

Stage 2

Code section	Code requirement	Comply: Yes/No	Evidence, commentary, and any explanations
5.9	If all or part of the complaint is not resolved to the resident's satisfaction at stage one it must be progressed to stage two of the landlord's procedure, unless an exclusion ground now applies. In instances where a landlord declines to escalate a complaint it must clearly communicate in writing its reasons for not escalating as well as the resident's right to approach the Ombudsman about its decision.	Yes	In all cases where the customer has expressed dissatisfaction with the resolution, a Stage 2 escalation has been opened. There are no instances where we have refused this in the last financial year.
5.10	On receipt of the escalation request, landlords must set out their understanding of issues outstanding and the outcomes the resident is seeking. If any aspect of the complaint is unclear, the resident must be asked for clarification and the full definition agreed between both parties.	Yes	All information is clarified at Stage 2, so we are clear of what outcome the customer is seeking, before we accept the complaint. If further information is required, we contact the customer before raising the escalation.
5.11	Landlords must only escalate a complaint to stage two once it has completed stage one and at the request of the resident.	Yes	As part of the discussion in section 5.9 we understand if the customer wishes to escalate and if they do, we act on this by immediately reopening the complaint at Stage 2.

5.12	The person considering the complaint at stage two, must not be the same person that considered the complaint at stage one.	Yes	Stage 2 is dealt with by the Head of Customer & Communities, or if independence is not possible then the review is undertaken by our Head of Governance.
5.13	Landlords must respond to the stage two complaint <u>within 20 working days</u> of the complaint being escalated. Exceptionally, landlords may provide an explanation to the resident containing a clear timeframe for when the response will be received. This should not exceed a further 10 days without good reason.	Yes	Our Complaints Handling System monitors the time taken to respond to the complaint to ensure outstanding complaints are responded to within the specified timeframe. In the current financial year (2022/2023), there have been 2 escalated complaints resolved and both in less than 20 working days.
5.16	Landlords must confirm the following in writing to the resident at the completion of stage two in clear, plain language: <ul style="list-style-type: none"> • the complaint stage • the complaint definition • the decision on the complaint • the reasons for any decisions made • the details of any remedy offered to put things right • details of any outstanding actions and <ul style="list-style-type: none"> • if the landlord has a third stage, details of how to escalate the matter to stage three • if this was the final stage, details of how to escalate the matter to the Housing Ombudsman Service if the resident remains dissatisfied. 	Yes	Letter template highlights all requirements to be acknowledged and responded to. No stage 3.

Stage 3

Code section	Code requirement	Comply: Yes/No	Evidence, commentary and any explanations
5.17	Two stage landlord complaint procedures are ideal. This ensures that the complaint process is not unduly long. If landlords strongly believe a third stage is necessary, they must set out their reasons for this as part of their self-assessment. A process with more than three stages is not acceptable under any circumstances.	Yes	Our Complaints Policy outlines 2 stages only. (sec 1.2 above)

5.20	<p>Landlords must confirm the following in writing to the resident at the completion of stage three in clear, plain language:</p> <ul style="list-style-type: none"> • the complaint stage • the complaint definition • the decision on the complaint • the reasons for any decisions made • the details of any remedy offered to put things right • details of any outstanding actions • details of how to escalate the matter to the Housing Ombudsman Service if the resident remains dissatisfied 	N/A	N/A
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Best practice 'should' requirements

Stage 1

Code section	Code requirement	Comply: Yes/No	Evidence, commentary, and any explanations
5.2	If an extension beyond 20 working days is required to enable the landlord to respond to the complaint fully, this should be agreed by both parties.	Yes	Any extensions are only used during a particularly complex case or where additional information is not readily available and agreed with the customer.
5.3	Where agreement over an extension period cannot be reached, landlords should provide the Housing Ombudsman's contact details so the resident can challenge the landlord's plan for responding and/or the proposed timeliness of a landlord's response.	Yes	This situation has not yet arisen; however, our Customer Liaison Officer is fully aware the requirement.
5.4	Where the problem is a recurring issue, the landlord should consider any older reports as part of the background to the complaint if this will help to resolve the issue for the resident.	Yes	A full review of the tenancy history and customer records are undertaken at the time of investigating the complaint, to fully understand any previous instances and to provide our best customer service.
5.7	Where residents raise additional complaints during the investigation, these should be incorporated into the stage one response if they are relevant and the stage one response has not been issued. Where the stage one response has been issued, or it would unreasonably delay the response, the complaint should be logged as a new complaint.	Yes	We adopt a customer friendly approach and look to fully resolve without causing unnecessary administration delays and in doing so, fully adhere to this requirement.

Stage 2

Code section	Code requirement	Comply: Yes/No	Evidence, commentary, and any explanations
5.14	If an extension beyond 10 working days is required to enable the landlord to respond to the complaint fully, this should be agreed by both parties.	Yes	We had a complex complaint via our Shared Owner complaint process during the year, that demonstrates our compliance.
5.15	Where agreement over an extension period cannot be reached, landlords should provide the Housing Ombudsman's contact details so the resident can challenge the landlord's plan for responding and/or the proposed timeliness of a landlord's response	Yes	This situation has not yet arisen; however, our Customer Liaison Officer is fully aware the requirement.

Stage 3

Code section	Code requirement	Comply: Yes/No	Evidence, commentary, and any explanations
5.18	Complaints should only go to a third stage if the resident has actively requested a third stage review of their complaint. Where a third stage is in place and has been requested, landlords must respond to the stage three complaint <u>within 20 working days</u> of the complaint being escalated. Additional time will only be justified if related to convening a panel. An explanation and a date for when the stage three response will be received should be provided to the resident.	N/A	N/A
5.19	Where agreement over an extension period cannot be reached, landlords should provide the Housing Ombudsman's contact details so the resident can challenge the landlord's plan for responding and/or the proposed timeliness of a landlord's response.	N/A	N/A

Section 6 - Putting things right

Best practice 'should' requirements

Code section	Code requirement	Comply: Yes/No	Evidence, commentary and any explanations
6.1	Effective dispute resolution requires a process designed to resolve complaints. 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.	Yes	Our Complaint response always outlines actions taken and actions to be taken to demonstrate lessons learnt. During the year there were regular 'learning from complaints' meetings and root cause analysis investigations. The new complaints system mandates the completion of lessons learnt. There is a "you said we did page" which is scheduled to go live in June 2022.
6.2	Any remedy offered must reflect the extent of any service failures and the level of detriment caused to the resident as a result. A landlord must carefully manage the expectations of residents and not promise anything that cannot be delivered or would cause unfairness to other residents.	Yes	Our remedy reflects service failure and any detriment caused to the customer. Our Compensation Policy clearly sets out what we can offer and what we cannot offer and is available for all to refer to.
6.5	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.	Partially	All resolution letters clearly outline our proposed remedy, where compensation is agreed, this is followed through for payment. However, where future works have been agreed the checking to ensure completion after the complaint has been closed is sporadic. The new complaint handling system will clearly identify these cases and there are plans to add resource to the team to ensure this happens in all cases.
6.6	In awarding compensation, a landlord must consider whether any statutory payments are due, if any quantifiable losses have been incurred, the time and trouble a resident has been put to as well as any distress and inconvenience caused.	Yes	A holistic approach is taken to all compensation awards. This encompasses all statutory requirements, and any award is decided in conjunction with our Compensation Policy.

Code section	Code requirement	Comply: Yes/No	Evidence, commentary and any explanations
6.3	individual complaint and consider whether anything needs to be 'put right' in terms of process or systems to the benefit of all residents.	Yes	This always forms part of our root cause analysis work
6.7	In some cases, a resident may have a legal entitlement to redress. The landlord should still offer a resolution where possible, obtaining legal advice as to how any offer of resolution should be worded.	Yes	If there is any reference to legal obligations, then Trent & Dove would take advice from our Company Solicitor or from Anthony Collins Solicitors.

Best practice 'should' requirements

Section 7 - Continuous learning and improvement

Mandatory 'must' requirements

Code section	Code requirement	Comply: Yes/No	Evidence, commentary and any explanations
7.2	Accountability and transparency are integral to a positive complaint handling culture. Landlords must report back on wider learning and improvements from complaints in their annual report and more frequently to their residents, staff and scrutiny panels.	Yes	Feedback from our complaints is reported back regularly to our Customer Advocates. Our Customer Annual Report shows headline complaint metrics and performance is reported through to our Operations Committee, now replaced by our Customer Committee, to Board.

Best practice 'should' requirements

Code section	Code requirement	Comply: Yes/No	Evidence, commentary and any explanations
7.3	A member of the governing body should be appointed to have lead responsibility for complaints to support a positive complaint handling culture. This role will be responsible for ensuring the governing body receives regular information on complaints that provides insight to the governing body on the landlord's complaint handling performance.	No	A newly formed Customer Committee has been set up, as part of our "Louder and Stronger strategy" and this has delegated authority for all aspects of complaints. The Chair and two delegates who are members of the Board. The first meeting is scheduled for the 29 th of June 2022.
7.4	As a minimum, governing bodies should receive: <ul style="list-style-type: none"> Regular updates on the volume, categories and outcome of complaints, alongside complaint handling performance including compliance with the Ombudsman's orders Regular reviews of issues and trends arising from complaint handling, The annual performance report produced by the Ombudsman, where applicable Individual complaint outcomes where necessary, including where the Ombudsman made findings of severe maladministration or referrals to regulatory bodies. The implementation of management responses should be tracked to ensure they are delivered to agreed timescales. The annual self-assessment against the Complaint Handling Code for scrutiny and challenge. 	Partially	All of this requirement will form part of the rolling Customer Committee Agenda. Some of this was previously reported to Operations Committee. This document for example is being provided to our Customer Committee for scrutiny and challenge.

7.5	Any themes or trends should be assessed by senior management to identify potential systemic issues, serious risks or policies and procedures that require revision. They should also be used to inform staff and contractor training.	Yes	Complaint performance and lessons learnt are reviewed daily by our Head of Customer & Communities, who reports regularly to our Executive Management Team. Quarterly meetings take place with Heads of Service to review lessons learnt and to identify / action improvements required.
7.6	Landlords should have a standard objective in relation to complaint handling for all employees that reflects the need to: <ul style="list-style-type: none"> • have a collaborative and co-operative approach towards resolving complaints, working with colleagues across teams and departments • take collective responsibility for any shortfalls identified through complaints rather than blaming others • act within the Professional Standards for engaging with complaints as set by the Chartered Institute of Housing. 	No	A new requirement from March 2022; this will be discussed and implemented during the current year.

Section 8 - Self-assessment and compliance

Mandatory 'must' requirements

Code section	Code requirement	Comply: Yes/No	Evidence, commentary and any explanations
8.1	Landlords must carry out an annual self-assessment against the Code to ensure their complaint handling remains in line with its requirements.	Yes	This document complies with regulation.
8.2	Landlords must also carry out a self-assessment following a significant restructure and/or change in procedures.	N/A	No restructure has taken place.
8.3	Following each self-assessment, a landlord must: <ul style="list-style-type: none"> • report the outcome of their self-assessment to their governing body. In the case of local authorities, self-assessment outcomes should be reported to elected members • publish the outcome of their assessment on their website if they have one, or otherwise make accessible to residents • include the self-assessment in their annual report section on complaints handling performance 	Yes	This self-assessment will be reviewed by our Customer Committee on the 29 th of June 2022, and then published on our website and included in our annual report to our customers. This report is scheduled to be published in September 2022.