

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	Complaint Resolution policy and internal complaint handling procedures. Section 2.1 of the Complaint Resolution policy.	The Housing Ombudsman's definition of a complaint is incorporated into Onward's Complaint Resolution Policy and embedded in our complaint handling procedures. The Complaint Resolution Policy has been co-produced with our Customer Complaints Forum (June 26).
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	Complaint Resolution policy and internal complaint handling procedures. Section 1.6 of the Complaint Resolution policy. Mandatory E-learning. Housing Ombudsman's Complaint Handling Code E-Learning certificates.	Our contact handling procedures, colleague guidance and systems are designed to ensure that expressions of dissatisfaction are identified and acted on consistently, even where the resident does not use the word 'complaint'. Colleagues are expected to explain the complaints process clearly and give residents the choice to have their concerns considered as a complaint, including where concerns are raised through a third party or representative. Feedback from the Customer Resolution Forum has been used constructively to reinforce the importance of clarity and consistency at first point of contact. We recognise that residents must understand whether their concerns have been recorded as a complaint, what will happen next, and how their complaint will be handled. Our procedures, correspondence and colleague guidance are designed to support this and promote a consistent customer experience. Compliance is supported through colleague training, mandatory Ombudsman Code e-

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
				learning, internal guidance, regular quality assurance and case reviews. These checks test whether expressions of dissatisfaction are being consistently recognised, whether residents are being given a clear choice to complain, and whether complaints are appropriately recorded.
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	Complaint Resolution policy and internal complaint handling procedures. Sections 2 and 3 of the Complaint Resolution policy. Section 3 includes example scenarios which aim to provide clarity as to the difference between a service request and a complaint. Complaints Policy Plain Guide. E-learning. Housing Ombudsman's Complaint Handling Code E-Learning certificates	The Complaint Resolution policy explains the distinction between a complaint and a service request with examples. These principles are incorporated into our internal complaint handling procedures. It also confirms that where a resident is dissatisfied with the response to a service request, the matter will be handled as a complaint while the underlying service request continues to be progressed. Instructions on differentiating service requests from complaints have been provided to colleagues and are included in our e-learning material. In addition to our in-house E-learning, members of our Customer Resolutions Team are required to complete the Housing Ombudsman's Complaint Handling Code E-Learning module.
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	Yes	Complaint Resolution policy and internal complaint handling procedures. Complaints Policy Plain Guide.	We aim to resolve initial enquiries and any follow-up contact about service requests promptly and effectively from first contact through to completion. Our colleagues follow the Complaint Handling Code to distinguish clearly between a service

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
	to address the service request if the resident complains.			request and a complaint, particularly where a resident expresses dissatisfaction. They consider the circumstances of each case and take the appropriate action. Where a complaint needs to be logged, the relevant details are recorded in the housing management system.
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	Colleague guidance and procedures. Information signposting our complaints procedure and the Ombudsman service is included in our surveys. Satisfaction survey scripts.	Our teams contact residents who express dissatisfaction through satisfaction surveys, gather further information, assess their concerns, and take appropriate action where possible. Residents are informed of the complaints process and given the opportunity 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	Complaint Resolution policy and internal complaint handling procedures. Sections 2 and 3 of the Complaint Resolution policy.	The Complaint Resolution Policy sets out what may and may not be treated as a complaint, including examples that help residents distinguish complaints from service requests. Each case is assessed on its individual merits. Where a complaint is not accepted, the complainant receives a written explanation in

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
			Complaint Policy plain guide. Complaint rejection template/correspondence/data.	line with the policy, including information on referral to the Housing Ombudsman Service. Such cases are recorded, monitored and included in management information to support continuous improvement.
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. • Matters that have previously been considered under the complaints policy.	Yes	Complaint Resolution policy and internal complaint handling procedures. Sections 3 and 12 of the Complaint Resolution policy. Complaints Policy Plain Guide. Customer Complaint Forum evaluation documentation.	Exclusions are set out in the Complaint Resolution Policy and are based on objective criteria to ensure fair and consistent decision-making. The policy is reviewed regularly to maintain clarity and accessibility for residents, and each complaint is considered on its individual merits.
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	Yes	Complaint Resolution policy and internal complaint handling procedures. Section 12 of the Complaint Resolution policy.	Our Complaint Resolution Policy requires complaints to be made within 12 months of the resident becoming aware of the issue but also allows discretion to accept complaints outside this timeframe where there are good reasons to do so.

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
	apply discretion to accept complaints made outside this time limit where there are good reasons to do so.		Complaints Policy Plain Guide. Customer Complaint Forum evaluation documentation.	Each case is assessed on its individual merits, including the resident's circumstances and any reasons for delay, to ensure decisions are fair, reasonable and in line with the Complaint Handling Code.
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	Complaint Resolution policy and internal complaint handling procedures. Section 12 of the Complaint Resolution policy. Complaint rejection template/correspondence.	Where a complaint is not accepted, the complainant is provided with a written explanation in accordance with the Complaint Resolution Policy, including details of their right to refer the matter 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	Complaint Resolution policy and internal complaint handling procedures. Section 3 of the Complaint Resolution policy. Customer Complaint Forum evaluation documentation.	The Complaint Resolution policy states that each complaint will be assessed individually based on its merits.

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	Compliments, complaints and feedback web-page. Complaint Resolution policy and internal complaint handling procedures. Complaints Policy Plain Guide. Alternative Requirements policy.	Our dedicated complaints webpage and Complaint Resolution Policy set out the different ways residents can make a complaint and access support. The policy is supported by a plain-language guide, an easy-read guide, alternative contact routes and accessible formats on request, helping residents use the complaints process in a way that meets their needs. The Alternative Requirements Policy supports compliance with the Equality Act 2010 by enabling reasonable adjustments and providing colleagues with guidance on identifying and meeting residents' access needs.
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	Complaint Resolution policy and internal complaint handling procedures. Section 4 of the Complaint Resolution policy. Complaints Policy Plain Guide. Customer Complaint Forum evaluation documentation.	The Complaint Resolution Policy outlines the channels through which complaints may be submitted. We have delivered training to help colleagues identify complaints and follow the correct internal process. In 2024, we introduced a business wide training programme for all colleagues, focused on customer service and complaint handling. Phase II of the training was delivered throughout May 2025. We supplement colleague training with ongoing monitoring of customer contacts and complaint logs to provide assurance that complaints are consistently identified and routed correctly, regardless of how or where they are raised.

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
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	Complaint Resolution policy and internal complaint handling procedures. E-Learning. Annual Complaints Performance & Service Improvement report. Customer newsletters.	We encourage residents to share concerns and aim to resolve enquiries at the earliest opportunity. Complaints are welcomed as an important source of insight, enabling us to identify themes, improve services and strengthen the customer experience. Complaint volumes, themes and outcomes are recorded, monitored and analysed through established reporting arrangements. Performance and learning are published through our Annual Complaints Performance and Service Improvement Report and quarterly customer updates, while the complaints process and Housing Ombudsman Service are actively promoted through a range of customer communication channels.
3.4	Landlords must make their complaint policy available in a clear and accessible format for all residents. This will detail the two-stage process, what will happen at each stage, and the timeframes for responding. The policy must also be published on the landlord's website.	Yes	Complaint Resolution policy and internal complaint handling procedures. Sections 5, 6, 7 and 8 of the Complaint Resolution policy. Complaints Policy Plain Guide. Recite technology embedded within the Onward website. Translation services are available.	The Complaint Resolution Policy is published on our website and is easy to access through the dedicated compliments and complaints page, as well as the 'Policies' and 'Contact Us' sections. To support accessibility, we also provide a plain-language guide, multilingual instructions for requesting translated copies, Recite technology on our website, and translation services.

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
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	Complaint Resolution policy and internal complaint handling procedures. Section 1 of the Complaint Resolution policy. Customer newsletters.	The Complaint Resolution Policy sets out our approach to publicising the complaints service. Information about the complaints service is communicated through customer newsletters, annual reports and other relevant communications. Details of the Housing Ombudsman Service are also included in all complaint correspondence.
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	Section 4 of the Complaint Resolution policy and internal complaint handling procedures. Complaints Policy Plain Guide. Mp-enquiries@onward.co.uk	The Complaint Resolution Policy confirms that complaints may be made directly by residents, by representatives acting with consent, or by third parties affected by Onward's actions or decisions. This ensures fair and inclusive access to the complaints process. Residents may also be represented or accompanied during engagement with us. Complaints submitted by representatives, including Members of Parliament and councillors through our dedicated mailbox, are managed in line with the Complaint Resolution Policy and our internal complaint handling procedures.
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	Compliments, complaints and feedback web-page Onward Complaint Resolution policy and internal complaint handling procedures.	Residents are clearly informed of their right to contact the Housing Ombudsman Service for help and support at any stage of the complaints process, and of their right to refer their complaint for external review once Onward's process has been completed.

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
			Section 10 of the Complaint Resolution policy. Customer newsletters. The Housing Ombudsman Service and contact details are detailed in all complaint correspondence and on our website.	This information is set out in the Complaint Resolution Policy and reinforced through customer communications and complaint correspondence, including Stage 1 and Stage 2 acknowledgements and responses, which include the Ombudsman's role and contact details.

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	The Customer Resolutions team is the central function responsible for complaint handling. Internal complaint handling procedures. Complaint performance, insight and learning are reported regularly to the Customer Committee, Complaint Forum and Board via an established reporting framework.	The Customer Resolutions Team is responsible for complaint handling and is led by the Customer Resolutions Manager, who acts as the designated complaints officer and principal liaison with the Ombudsman. An established reporting framework ensures that complaint performance, themes, learning and service improvements are reported regularly to the Customer Committee, Customer Complaint Forum and Board, providing governance oversight and scrutiny.
4.2	The complaints officer must have access to staff at all levels to facilitate the prompt resolution of complaints. They must also have	Yes	Complaint Resolution policy and internal complaint handling procedures.	The Customer Resolutions Manager leads a dedicated team of Resolution Specialists. Acting as the customer advocate, the Customer Resolutions Team works collaboratively across

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
	the authority and autonomy to act to resolve disputes promptly and fairly.			the business while retaining the independence required to secure fair, customer-focused outcomes. The team manages complainant relationships, coordinates investigations and oversees complaints through to resolution. It is responsible for determining complaint outcomes and has the authority to agree appropriate remedies and actions, including financial redress where appropriate.
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 Resolution policy and internal complaint handling procedures. Our learning and improvement framework comprises of various colleague-led and customer-facing groups which support learning from complaints. E-Learning and enhanced training programmes.	We maintain a structured learning and improvement framework that treats complaints as a source of service insight and improvement. All relevant colleagues complete mandatory complaint handling training, while those responsible for investigating and resolving complaints receive enhanced training in complaint handling procedures, systems and remedies. Learning from complaints is reviewed through case analysis, thematic review and feedback forums, and is used to inform service improvements, quality assurance and colleague development. Each business area has clear responsibilities for complaint management and sufficient resources to deliver an efficient, timely complaints service.

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	Complaint Resolution policy and internal complaint handling procedures. Complaints Policy Plain Guide. Remedies and Financial Redress guidance.	The Complaint Resolution Policy is our single framework for handling complaints. It is supported by a plain-language guide and supplementary guidance on remedies and financial redress. We promote a positive complaint handling culture that values feedback as a driver of learning and service improvement, and we treat complaints constructively.
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	Complaint Resolution policy and internal complaint handling procedures. Sections 5, 6, 7 and 8 of the Complaint Resolution policy.	We aim to resolve residents' concerns at the earliest opportunity and as close to the point of service as possible. Colleagues make clear that residents can ask for their concerns to be treated as a complaint at any stage. Our complaint resolution process has two stages only, with no additional formal or informal steps.
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	Complaint Resolution policy and internal complaint handling procedures.	Our complaint resolution process consists of two stages, with no additional formal or informal steps.
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	Yes	Complaint Resolution policy and internal complaint handling procedures. Sections 5, 6, 7 and 8 of the Complaint Resolution policy.	Complaints are handled by our Customer Resolution Team rather than by third parties. Our complaint resolution process consists of two stages, with no additional formal or informal steps.

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
	this Code. Residents must not be expected to go through two complaints processes.			
5.5	Landlords are responsible for ensuring that any third parties handle complaints in line with the Code.	Yes	Complaint Resolution policy and internal complaint handling procedures.	Complaints are handled by our Customer Resolution team and not by third parties.
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	Complaint Resolution policy and internal complaint handling procedures. Sections 5, 6, 7 and 8 of the Complaint Resolution policy.	When a complaint is received, the case handler contacts the complainant to acknowledge it, introduce themselves and explain their role. At this stage, the case handler confirms the complaint definition with the complainant, gathers any further information needed to support the investigation, and confirms the outcome the complainant is seeking. Complaint definitions are revisited where necessary to ensure there is a shared understanding of what is being investigated and recorded. This supports transparency and reduces the risk of misunderstanding about the scope of the complaint.
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	Complaint Resolution policy and internal complaint handling procedures. Sections 6 and 7 of the Complaint Resolution policy.	During the initial acknowledgement process, we explain which aspects of the complaint fall within our responsibility and which do not. This is also confirmed in writing.

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
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	Complaint Resolution policy and internal complaint handling procedures. Sections 6, 7 and 8 of the Complaint Resolution policy.	As customer advocates, the Customer Resolution Team handles complaints independently and impartially, with a focus on fair and customer-focused outcomes. Our acknowledgement and investigation procedures give all parties the opportunity to explain their position and provide evidence. By working independently from operational teams and following established procedures and system controls, complaint handlers gather and assess information in a structured way to support balanced, consistent investigations and resolutions.
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	Complaint Resolution policy and internal complaint handling procedures. Sections 6 and 7 of the Complaint Resolution policy.	We aim to resolve complaints promptly and thoroughly, taking account of the circumstances of each case. Where a response is likely to exceed the timescales set out in the Code, the case handler will notify the resident as soon as possible, explain the reason for the delay, and agree a schedule for regular updates until the complaint is resolved.
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	Yes	Internal complaint handling procedures. Additional requirements policy. Equality Diversity and Inclusion Policy Statement.	Our Equality, Diversity and Inclusion Policy, together with our Alternative Requirements Policy, supports compliance with the Equality Act 2010. As part of the complaint acknowledgement process, case handlers complete a special circumstance review to identify any vulnerabilities or support needs that may affect

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
	reasonable adjustments must be kept under active review.			how the complaint should be managed, including whether reasonable adjustments are required. Agreed adjustments are recorded on the housing management system, kept under review and applied throughout the complaint process where appropriate. The Public Sector Equality Duty justification exercise is incorporated within our procedures. Consideration of vulnerability and individual circumstance is embedded throughout the complaint lifecycle, from initial assessment through to remedy decisions, and is subject to quality assurance review to ensure it is applied consistently.
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	Complaint Resolution policy and internal complaint handling procedures. Sections 6. 7 and 8 of the Complaint Resolution policy.	We would not usually refuse to escalate a complaint unless it falls within the exclusions set out in the Complaint Resolution Policy. Where a decision is made not to escalate a complaint to the next stage, the reasons are confirmed to the complainant in writing in accordance with our complaint handling procedures. Complainants are also informed of their right to refer the matter to the Housing Ombudsman Service, and the relevant contact details are provided.
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	Yes	Internal complaint handling procedures.	Information, correspondence, and evidence related to complaints is securely stored within our housing management system.

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
	received, all correspondence with the resident, correspondence with other parties, and any relevant supporting documentation such as reports or surveys.			
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	Complaint Resolution policy and internal complaint handling procedures.	We aim to resolve residents' concerns promptly and at the earliest appropriate stage of the complaint process. Our Customer Resolutions Team has the authority to determine complaint outcomes and agree appropriate remedies without the need for escalation. This supports timely, proportionate resolution and helps ensure that issues are addressed as soon as the relevant facts are established.
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	Complaint Resolution policy and internal complaint handling procedures. Section 12 of the Complaint Resolution policy. Unacceptable behaviour policy. Violence and aggression policy.	The Complaint Resolution Policy sets out our approach to managing unacceptable behaviour. This is supported by a dedicated Unreasonable Behaviour and Violence and Aggression policies, which provide a clear framework for managing restrictions consistently and safely. Any restrictions are applied on the basis of the individual circumstances of the case, supported by evidence, kept under regular review, and applied with due regard to the Equality Act 2010.
5.15	Any restrictions placed on contact due to unacceptable behaviour must be proportionate and demonstrate regard for the	Yes	Complaint Resolution policy and internal complaint handling procedures.	Our approach to managing unacceptable behaviour is proportionate and takes account of the nature, seriousness and impact of the behaviour on colleagues, residents and service

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
	provisions of the Equality Act 2010.		Unacceptable behaviour policy. Violence and aggression policy.	delivery. Wherever appropriate, we will first seek to de-escalate the situation and give the resident an opportunity to modify their behaviour before considering any restrictions on contact. Where restrictions are necessary, they are applied according to the individual circumstances of the case, supported by evidence, clearly recorded, and kept under regular review to ensure they remain appropriate, justified and no more restrictive than necessary. Our Unreasonable Behaviour and Violence and Aggression policies provide the framework for making these decisions consistently, fairly and safely, with due regard to the Equality Act 2010 and the need to make reasonable adjustments where appropriate.

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	Yes	Internal complaint handling procedures. Quality management framework.	We aim to resolve Stage 1 complaints as quickly as appropriate, while ensuring each case receives proportionate investigation. The Customer Resolutions Team assess complaints promptly, agree remedies and provide explanations or apologies where service failure is identified.

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
	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.			Complaint handlers use established procedures, judgement and customer information to assess complexity, vulnerability, support needs and risk, and decide whether early resolution or further investigation is required. Complaint definitions are confirmed with residents and revisited where needed to maintain shared understanding and transparency about what is being investigated. Regular quality checks of open and closed complaints identify learning, support improvement and strengthen service delivery.
6.2	Complaints must be acknowledged, defined and logged at stage 1 of the complaints procedure <u>within five working days of the complaint being received.</u>	Yes	Complaint Resolution policy and internal complaint handling procedures. Sections 5 and 6 of the Complaint Resolution policy.	Our complaint response timescales are clearly set out in the Complaint Resolution Policy and reflect the requirements of the Complaint Handling Code. Where it becomes apparent that the published timescale may not be met, the policy requires the resident to be informed promptly, the reason for the delay to be explained, and a revised response date to be provided. In such cases, residents are also provided with the contact details of the Housing Ombudsman Service, in line with the Code.

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
6.3	Landlords must issue a full response to stage 1 complaints <u>within 10 working days</u> of the complaint being acknowledged.	Yes	Complaint Resolution policy and internal complaint handling procedures. Sections 5 and 6 of the Complaint Resolution policy. Annual Complaints Performance & Service Improvement report.	Complaint response timescales are detailed in the Complaint Resolution policy. The policy also explains what action we will take if the timescale may not be achieved. Performance against this timescale is detailed in the Annual Complaints Performance and Service Improvement Report and our Tenant Satisfaction Measures results which are published on our website.
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	Complaint Resolution policy and internal complaint handling procedures. Sections 5 and 6 of the Complaint Resolution policy.	Our complaint response timescales are clearly set out in the Complaint Resolution Policy and reflect the requirements of the Complaint Handling Code. Where a complaint is more complex and an extension is needed, the resident is informed promptly, the reason for the extension is explained, and a revised response date is provided in line with the Code. This helps ensure that any extension is proportionate, clearly communicated and no longer than necessary.
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	Complaint Resolution policy and internal complaint handling procedures. Correspondence templates.	Where an extension is communicated, complaint correspondence includes details of the resident's right to contact the Housing Ombudsman Service and how to do so.

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
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	Complaint Resolution policy and internal complaint handling procedures. Section 6 of the Complaint Resolution policy.	Complaint findings are confirmed and the formal response is issued once the outcome is known, rather than being delayed until all follow-on actions have been completed. Where actions remain outstanding, these are clearly explained to the resident, tracked through to completion and followed up to ensure delivery. Before issuing the response, the case handler will contact the complainant to explain the findings, communicate the decision, and discuss any proposed remedy or outstanding actions. This provides assurance that agreed actions are not closed prematurely and are fully implemented.
6.7	Landlords must address all points raised in the complaint definition and provide clear reasons for any decisions, referencing the relevant policy, law and good practice where appropriate.	Yes	Complaint Resolution policy and internal complaint handling procedures. Sections 6 and 8 of the Complaint Resolution policy. Quality management framework. Customer Complaint Forum learning session (complaint responses).	Our Customer Resolutions Team follows established procedures to gather, assess and record all relevant information and evidence, ensuring complaints are investigated thoroughly, fairly and consistently. Standard templates, guidance and complaint handling controls support clear, structured responses that address each element of the complaint definition, explain the reasons for decisions, and reference relevant policy, good practice and the Complaint Handling Code where appropriate. Completed cases are reviewed through our quality management framework to provide assurance on accuracy, consistency,

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
				customer focus and compliance with the Code.
6.8	Where residents raise additional complaints during the investigation, these must be incorporated into the stage 1 response if they are related and the stage 1 response has not been issued. Where the stage 1 response has been issued, the new issues are unrelated to the issues already being investigated or it would unreasonably delay the response, the new issues must be logged as a new complaint.	Yes	Complaint Resolution policy and internal complaint handling procedures.	New or supplementary information may be provided at any stage of the complaint process and is reviewed as part of the ongoing investigation where relevant. Our case management procedures support the prompt sharing, assessment and recording of additional information so that it can be considered in a structured and timely way. Where further issues are raised during an investigation, we consider whether they are related to the existing complaint and can reasonably be addressed within the current response without causing unnecessary delay. Where this is not appropriate, the new issue is logged as a separate complaint and the resident is informed accordingly. When a separate complaint is required, the Stage 1 acknowledgement process is started promptly to ensure the new complaint is handled in line with the Code and within the published timescales.
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;	Yes	Complaint Resolution policy and internal complaint handling procedures.	Our correspondence templates have been updated in line with guidance from the Housing Ombudsman, the Complaint Handling Code and Customers to support clear, plain-language communication at the conclusion of Stage 1.

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
	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.		Quality management framework. Internal correspondence templates. Colleague training.	These requirements are embedded in colleague training so that complaint handlers understand how to set out the complaint stage, complaint definition, decision, reasons, remedy, any outstanding actions and the right to escalate in a clear and consistent way. Our quality management framework provides assurance that these principles are applied accurately and consistently, including the routine inclusion of escalation rights in all relevant complaint correspondence.

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	Complaint Resolution policy and internal complaint handling procedures. Section 8 of the Complaint Resolution policy. Correspondence templates.	Before closing a complaint at Stage 1, case handlers will attempt to contact the complainant to explain the outcome, discuss any proposed remedy or outstanding actions, and seek to resolve any remaining concerns. Where a complainant remains dissatisfied, the Complaint Resolution Policy and our Stage 1 correspondence clearly explain the right to escalate the complaint to Stage 2 and how to do so. Stage 2 provides the final response and is considered by a different complaint handler to support an independent review.

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
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	Complaint Resolution policy and internal complaint handling procedures. Section 7 of the Complaint Resolution policy.	Our Stage 2 complaint response timescales are clearly set out in the Complaint Resolution Policy and reflect the requirements of the Complaint Handling Code. Where it becomes apparent that the published timescale may not be met, the resident is informed promptly, the reason for the delay is explained, and a revised response date is provided in line with the Code.
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	Complaint Resolution policy and internal complaint handling procedures.	While every effort will be made to understand the complainant's request to escalate their complaint, a personalised acknowledgement procedure is essential for the resolution process. This procedure ensures an ongoing and open dialogue during the resolution process and that all aspects of the complaint are properly understood, including the complainant's desired outcome.
6.13	The person considering the complaint at stage 2 must not be the same person that considered the complaint at stage 1.	Yes	Complaint Resolution policy and internal complaint handling procedures. Section 7 of the Complaint Resolution policy. Complaints Policy Plain Guide.	Stage 2 complaints are investigated by a director, or delegated individual who has not considered the complaint at Stage 1.
6.14	Landlords must issue a final response to the stage 2 <u>within 20 working days</u> of the complaint being acknowledged.	Yes	Complaint Resolution policy and internal complaint handling procedures. Section 7 of the Complaint Resolution policy.	Complaint response timescales are set out in the Complaint Resolution Policy, which also explains how delays and extensions will be managed in line with the Code.

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
			Complaints Policy Plain Guide. TSM results.	Performance against these timescales is reported through the Annual Complaints Performance and Service Improvement Report and Tenant Satisfaction Measures, providing transparency and assurance on compliance.
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	Complaint Resolution policy and internal complaint handling procedures. Section 7 of the Complaint Resolution policy. Complaints Policy Plain Guide.	Complaint response timescales are set out in the Complaint Resolution Policy, which also explains how extensions will be managed and communicated in line with the Code.
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	Complaint Resolution policy and internal complaint handling procedures. Internal correspondence templates.	Complaint response timescales are set out in the Complaint Resolution Policy, which also explains how delays and extensions are managed in line with the Code. Where an extension is required, residents are informed promptly and provided with details of their right to contact the Housing Ombudsman Service. Extensions are recorded and monitored through our case management system, providing assurance on compliance and supporting performance reporting.

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
6.17	A complaint response must be provided to the resident when the answer to the complaint is known, not when the outstanding actions required to address the issue are completed. Outstanding actions must still be tracked and actioned promptly with appropriate updates provided to the resident.	Yes	Complaint Resolution policy and internal complaint handling procedures. Section 7 of the Complaint Resolution policy.	Complaint findings are confirmed and the formal response is issued once the outcome is known, without waiting for all follow-on actions to be completed. Any outstanding actions are recorded, monitored and progressed promptly, with updates provided to the complainant where appropriate.
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	Complaint Resolution policy and internal complaint handling procedures. Section 7 of the Complaint Resolution policy. Correspondence templates. Quality management framework.	Stage 2 complaints are investigated using established procedures to ensure all relevant evidence is gathered and assessed fairly, thoroughly and consistently. Standard templates and guidance support clear, structured and customer-focused responses that address all aspects of the complaint and explain decisions fully. A sample of completed cases is reviewed through the quality management framework to provide assurance on quality, consistency and compliance with the Complaint Handling Code.
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;	Yes	Complaint Resolution policy and internal complaint handling procedures. Quality management framework. Internal correspondence templates.	Colleagues responsible for Stage 2 complaints are trained and competent to deliver these requirements. Quality assurance processes provide oversight to ensure responses are accurate, consistent and Code-compliant. Final complaint correspondence clearly sets out the complainant's right to refer the matter to the Housing Ombudsman Service.

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
	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.			The policy details the additional routes for external review where relevant, including the Energy Ombudsman for energy-related complaints and the Information Commissioner's Office for data protection concerns. This gives residents clearer information about their rights and the appropriate escalation routes for different complaint types.
6.20	Stage 2 is the landlord's final response and must involve all suitable staff members needed to issue such a response.	Yes	Complaint Resolution policy and internal complaint handling procedures.	Onward operates a two-stage complaints process. Stage 2 complaints are investigated by a director, or delegated senior officer, who has had no prior involvement at Stage 1, ensuring an independent and appropriately senior final review.

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;	Yes	Complaint Resolution policy and internal complaint handling procedures. Section 7 and 11 of the Complaint Resolution policy. Remedies and Financial Redress guidance.	Where service failure is identified, we acknowledge this promptly and set out clear, proportionate actions to put matters right. Our responses include an appropriate apology, which follows the Ombudsman's guidance, a clear explanation of the issues identified, and the steps taken or proposed to remedy them. Remedies may include corrective actions, service improvements, and financial redress where appropriate.

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
	• 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.			Outcomes are informed by established guidance and internal controls to ensure consistency, fairness and proportionality. Learning from complaints is captured and used to drive continuous improvement.
7.2	Any remedy offered must reflect the impact on the resident as a result of any fault identified.	Yes	Complaint Resolution policy and internal complaint handling procedures. Section 7 and 11 of the Complaint Resolution policy. Remedies and Financial Redress guidance.	Remedies and financial redress are determined with reference to the impact on the resident, including distress, inconvenience, delay and any identified service failure. When assessing an appropriate remedy, colleagues consider the resident's individual circumstances, including any known vulnerabilities, support needs or reasonable adjustments, to ensure the outcome is fair, proportionate and reflects the actual impact experienced. Clear guidance, tools and governance controls support consistent, fair and policy-aligned decision-making, with relevant guidance available internally and via our website. Consideration of vulnerability and individual circumstance is embedded throughout the complaint lifecycle, from initial assessment through to remedy decisions, and is subject to quality assurance review to ensure it is applied consistently.

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
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 Resolution policy and internal complaint handling procedures. Section 7 and 11 of the Complaint Resolution policy. Remedies and Financial Redress guidance.	Resolution outcomes are discussed and, where appropriate, agreed with complainants prior to case closure. Written responses provide a clear and comprehensive explanation of the issues identified, the findings of the investigation, and the actions taken or proposed to put matters right. Where actions remain outstanding, the response explains what will happen next, how progress will be tracked, and how delivery will be followed up. Complaint-specific learning is captured within the response and is used to inform wider continuous improvement and service improvement activity. Colleagues are supported by a range of tools, guidance and established frameworks to determine appropriate remedies. Internal governance and quality assurance controls ensure that remedies are applied consistently, fairly and in line with policy and the Housing Ombudsman's guidance. This provides assurance that agreed remedies and actions are not closed prematurely and are fully implemented.
7.4	Landlords must take account of the guidance issued by the Ombudsman when deciding on appropriate remedies.	Yes	Complaint Resolution policy and internal complaint handling procedures.	Our approach to remedies and financial redress is aligned with the Housing Ombudsman's guidance and is set out in our Remedies and Financial Redress Guidance. This ensures that outcomes are applied consistently,

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
			Remedies and Financial Redress guidance.	proportionately and in accordance with the Complaint Handling Code.

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;	Yes	Annual Complaints Performance & Service Improvement report	The Annual Complaints Performance and Service Improvement Report is published on our website to ensure transparency and accessibility for residents and stakeholders. The report is subject to governance oversight and is formally reviewed and approved by the Board and the Customer Complaints Forum prior to publication.

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
	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.			
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	Governing Body's response to the performance report	The Annual Complaints Performance and Service Improvement Report and the Governing Body's response to the report are published on our website to ensure transparency and accessibility for residents and stakeholders.
8.3	Landlords must also carry out a self-assessment following a significant restructure, merger and/or change in procedures.	Yes	Self-Assessment against the Housing Ombudsman's Complaint Handling Code.	We regularly assess compliance with the Complaint Handling Code through structured self-assessments conducted in line with the Code's requirements. This forms part of our wider audit and risk framework, which includes the annual self-assessment to ensure ongoing compliance and continuous improvement.
8.4	Landlords may be asked to review and update the self-assessment following an Ombudsman investigation.	Yes	Onward has consistently achieved 100% compliance with all Orders issued by the Ombudsman. Housing Ombudsman Annual Landlord Performance Report.	We maintain full compliance with the Code and promptly and positively respond to any order issued by the Ombudsman.

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
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	Business continuity plans and procedures.	Our business continuity framework includes arrangements to maintain complaint handling services and ensure compliance with the Complaint Handling Code during exceptional circumstances.

Section 9: Scrutiny & oversight: continuous learning and improvement

Code provision	Code requirement	Comply: Yes/No	Evidence	Commentary / Explanation
9.1	Landlords must look beyond the circumstances of the individual complaint and consider whether service improvements can be made as a result of any learning from the complaint.	Yes	Learning and improvement Framework. Learning and improvement action trackers. Customer Scrutiny groups, Customer Complaints Forum, Customer Committee. Internal audits/reviews.	We adopt a structured approach to learning from complaints, ensuring that insights extend beyond individual cases to inform service improvement. Learning outcomes are included within complaint responses and captured through our learning and improvement framework. Feedback from the Customer Complaints Forum is systematically reviewed alongside complaint data and case analysis, and used to inform improvements to policy, procedures, training and quality assurance controls. Thematic analysis, including findings from Housing Ombudsman determinations, is used to

Code provision	Code requirement	Comply: Yes/No	Evidence	Commentary / Explanation
				identify trends, root causes and opportunities for improvement. Monthly reporting provides the business with insight into key themes and includes targeted recommendations to drive service improvement, policy development and system enhancements.
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	Learning and improvement framework. Cross-functional learning and improvement groups. Customer Scrutiny groups, Customer Complaints Forum, Customer Committee. Learning and improvement action trackers. Colleague engagement, communication, workshops.	We promote a positive complaint handling culture in which complaints are recognised as a valuable source of insight. Our Learning into Action framework supports a consistent, organisation-wide approach to learning and improvement. This is underpinned by principles of fairness, transparency, accountability, and proportionality, ensuring that complaints are handled effectively and that learning is translated into tangible service improvements.
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	Complaint reporting framework. Customer communications. Annual Customer Report. Annual Complaints Performance & Service Improvement report	We regularly communicate complaints performance, trends and learning outcomes to both colleagues and residents. This includes structured reporting as well as targeted updates, such as sector developments and relevant publications from the Housing Ombudsman, to support awareness and continuous learning.

Code provision	Code requirement	Comply: Yes/No	Evidence	Commentary / Explanation
			Governing Body's response to the report.	A range of channels are used to share complaints information with residents, including the Annual Report, customer newsletters, scrutiny panels and the Customer Complaints Forum, ensuring transparency, accessibility and effective stakeholder engagement.
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	Learning and improvement framework. Cross-functional learning and improvement groups. Customer Complaints Forum. Learning and improvement actions trackers.	Director of Customer Experience and Digital is accountable. Complaint themes are systematically monitored and reviewed with senior stakeholders on a regular basis. Insights derived from complaints data, including trends and root causes, are used to inform our learning and improvement activity.
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	Appointed Member Responsible for Complaints. Governing Body's response to the annual report.	A Non-Executive Director holds the position of Member Responsible for Complaints. This role is tasked with overseeing enhancements in customer resolution efforts to ensure that the culture, systems, and processes are functioning effectively and continuously improving. We ensure that the Customer Voice is integrated into our governance structure through various mechanisms, including the Customer Committee, which functions as a formal committee of the Board.
9.6	The MRC will be responsible for ensuring the governing body receives regular information on	Yes	Onward Annual Report	Quarterly and annual complaints performance reports are presented to the governing body, providing comprehensive oversight of complaint

Code provision	Code requirement	Comply: Yes/No	Evidence	Commentary / Explanation
	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.		Annual Complaints Performance & Service Improvement report Governing Body's response Customer Committee Reports. Complaint reporting framework.	volumes, performance against key measures, learning outcomes, and trend analysis. Reporting also includes details of Housing Ombudsman determinations, case outcomes, and compliance with any orders, ensuring transparency, accountability, and effective governance.
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	Onward Annual Report. Annual Complaints Performance & Service Improvement report. Governing Body's response to the report. Customer Committee Reports. Complaint reporting framework.	Quarterly and annual complaints performance reports are presented to the governing body, providing comprehensive oversight of complaint volumes at each stage, performance against key measures, learning outcomes, and trend analysis. Reporting also includes Housing Ombudsman determinations, case outcomes, and compliance with any orders, ensuring transparency, accountability, and effective governance. In cases of severe maladministration, enhanced scrutiny is applied, with specific management actions identified, implemented, and monitored to ensure timely resolution and sustained service improvement.

Code provision	Code requirement	Comply: Yes/No	Evidence	Commentary / Explanation
9.8	Landlords must have a standard objective in relation to complaint handling for all relevant employees or third parties that reflects the need to: a. have a collaborative and co-operative approach towards resolving complaints, working with colleagues across teams and departments; b. take collective responsibility for any shortfalls identified through complaints, rather than blaming others; and c. act within the professional standards for engaging with complaints as set by any relevant professional body.	Yes	Complaint handling performance is monitored on a regular basis through our performance and quality management frameworks. Learning and improvement activity is supported by our established framework and associated action trackers, which ensure that identified improvements are clearly defined, progressed, and monitored.	All relevant colleagues have clear objectives relating to complaint handling, embedded within our organisational performance framework. Our complaint handling procedures and learning and improvement frameworks are designed to promote a positive, collaborative and customer-focused culture across all aspects of complaint management and continuous improvement. We adopt a cross-functional approach to complaint resolution, with teams working collectively to deliver consistent, professional and high-quality outcomes. This ensures a coordinated approach to service delivery and supports the ongoing enhancement of the customer experience.