

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	Policy section 3 adopts the Housing Ombudsman definition of a complaint.	
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	Policy section 3 states the word "complaint" need not be used and third-party complaints will be handled under the policy.	
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	Yes	Policy section 3 distinguishes service requests from complaints.	

	recorded, monitored and reviewed regularly.			
1.5	A complaint must be raised when the resident expresses dissatisfaction with the response to their service request, even if the handling of the service request remains ongoing. Landlords must not stop their efforts to address the service request if the resident complains.	Yes	Policy section 3 states complaints should be raised where dissatisfaction with a service request exists. Stage 1 progresses irrespective of other processes.	
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	Policy section 3 explains survey dissatisfaction is not automatically a complaint and complainants are informed how to raise one.	

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	Policy section 5 states complaints will be accepted unless there is a valid reason not to do so.	
2.2	A complaints policy must set out the circumstances in which a matter will not be considered as a complaint or escalated, and these circumstances must be fair and reasonable to residents. Acceptable exclusions include: • The issue giving rise to the complaint occurred over twelve months ago. • Legal proceedings have started. This is defined as details of the claim, such as the Claim Form and Particulars of Claim, having been filed at court.	Yes	Policy section 5 identifies permitted exclusions.	

	• Matters that have previously been considered under the complaints policy.			
2.3	Landlords must accept complaints referred to them within 12 months of the issue occurring or the resident becoming aware of the issue, unless they are excluded on other grounds. Landlords must consider whether to apply discretion to accept complaints made outside this time limit where there are good reasons to do so.	Yes	Policy allows complaints within 12 months and applies discretion for safeguarding matters.	
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	Policy section 5 requires written explanation within 5 working days and advises of Ombudsman rights.	
2.5	Landlords must not take a blanket approach to excluding complaints; they must consider the individual circumstances of each complaint.	Yes	Policy states complaints considered on individual 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	Multiple complaint routes available including email, telephone, post, online, survey feedback, inspections staff and Home Provider staff. Reasonable adjustment provisions included	
3.2	Residents must be able to raise their complaints in any way and with any member of staff. All staff must be aware of the complaints process and be able to pass details of the complaint to the appropriate person within the landlord.	yes	Complaints may be raised through any reasonable route, including directly with Sustain staff, inspection staff, Home Provider staff, by telephone, email, post, online form or survey feedback. Home Providers are required to escalate complaints to Sustain without delay. Sustain provides annual refresher briefings on complaint handling requirements and requires annual confirmation of understanding of the Complaints Policy from Home Providers.	

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	Annual reporting explains that complaints are analysed alongside service requests to understand tenant experience and service demand. Complaint themes, trends and learning are reported to TEEC	Sustain actively uses complaints and wider feedback mechanisms to understand tenant experience and improve services rather than viewing complaint volumes negatively.
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	The policy is available in multiple clear and accessible formats and is published on our website.	
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	Policy section 6.1 sets out the channels through which a complaint may be raised, and section 15 sets out Housing Ombudsman contact details within the published policy. The policy, self-assessment and annual report are published together on the complaints section of the website (policy section 18).	
3.6	Landlords must give residents the opportunity to have a representative deal with their complaint on their behalf, and to be represented or	Yes	Advocacy rights are outlined in section 8 of the policy	

	accompanied at any meeting with the landlord.			
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	Ombudsman details and the right to contact them at any stage is detailed within the policy. This information is also included on correspondence sent in relation to complaints.	

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	Policy section 10.1 confirms a complaints officer is appointed at Stage 1, with Stage 2 handled by a manager (policy section 10.2). The Tenant Engagement Team, with the Director of Governance, coordinates quarterly Board reporting (policy section 18), and the MRC provides Board-level oversight and liaison (policy section 8).	
4.2	The complaints officer must have access to staff at all levels to facilitate the prompt resolution of complaints. They must also have the authority and autonomy to act to resolve disputes promptly and fairly.	Yes	Complaint handlers are authorised to investigate complaints, gather evidence and coordinate responses. Investigation records evidence reviewed and actions taken	
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	Annual Home Provider complaints briefings are required. Complaint investigations identify service improvements, training requirements and learning points. Governance reports evidence management scrutiny	Complaint handling is embedded within governance, assurance and organisational learning arrangements.

			and operational review of complaints performance.	
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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	A single Complaints, Compliments and Comments Policy (Document 13a) applies to all complaints covered by the Code; there is no differential process by complainant type (policy sections 1 and 4).	
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	Policy section 6.1 confirms issues are first considered for resolution as a service request; where unresolved they are logged as a Stage 1 complaint. No additional named stages (e.g. 'Stage 0') are used before Stage 1.	
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	Policy section 10 sets out a two-stage process only (Stage 1 and Stage 2), with Stage 2 confirmed as the landlord's final response (policy section 10.2).	
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	Yes	Both stages are handled internally by Sustain (complaints officer at Stage 1, manager at Stage 2 - policy section 10);	

	two stage complaints process set out in this Code. Residents must not be expected to go through two complaints processes.		complaint responses are not delegated to a third party or independent adjudicator.	
5.5	Landlords are responsible for ensuring that any third parties handle complaints in line with the Code.	Yes	Home Provider obligations described in section 19.	
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	Stage 1 and 2 acknowledgement requires a complaint summary and desired outcome and invites the resident to clarify Sustain's understanding. Investigation form records complaint details and desired outcomes	
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	Acknowledgement letters define the complaint and investigation scope. Stage 2 acknowledgement sets out matters to be reviewed and evidence to be considered.	
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;	Yes	Investigation form requires evidence assessment, findings and application of the balance of probabilities. Stage 2 reviews are completed by an independent manager.	

	c. take measures to address any actual or perceived conflict of interest; and d. consider all relevant information and evidence carefully.			
5.9	Where a response to a complaint will fall outside the timescales set out in this Code, the landlord must agree with the resident suitable intervals for keeping them informed about their complaint.	Yes	Policy sections 10.1 and 10.2 confirm that any extension is communicated to the resident with reasons and the Housing Ombudsman's contact details; complaint handlers keep residents updated at agreed intervals during an extension.	
5.10	Landlords must make reasonable adjustments for residents where appropriate under the Equality Act 2010. Landlords must keep a record of any reasonable adjustments agreed, as well as a record of any disabilities a resident has disclosed. Any agreed reasonable adjustments must be kept under active review.	yes	Investigation form captures reasonable adjustments, representation and vulnerabilities. Policy requires recording and active review of adjustments.	
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	Policy section 10.1 confirms the right to request escalation to Stage 2 within 10 working days of the Stage 1 response; the only grounds on which a complaint may be declined are the exclusions at policy section 5,	

			which relate to acceptance and not to escalation.	
5.12	A full record must be kept of the complaint, and the outcomes at each stage. This must include the original complaint and the date received, all correspondence with the resident, correspondence with other parties, and any relevant supporting documentation such as reports or surveys.	yes	Complaint Investigation Forms record complaint definitions, evidence reviewed, correspondence, findings, remedies, learning and escalation history. Board reporting identifies record keeping and audit trails as key themes for continual improvement and assurance.	Comprehensive complaint records are maintained and reviewed through governance arrangements.
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	Policy section 11 (Putting things right and compensation) sets out remedies available at any stage, including apology, explanation, corrective action and compensation, without requiring escalation to access a remedy.	
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	Policy section 14 (Unreasonable and unreasonably persistent complainants) and the Managed Behaviour Policy set out the process for managing unacceptable behaviour, including the reasons that must be evidenced for any restriction.	
5.15	Any restrictions placed on contact due to unacceptable behaviour must be proportionate and demonstrate regard	Yes	Policy section 14 confirms that any restriction of contact is documented, time-limited, proportionate and subject to	

	for the provisions of the Equality Act 2010.		review, and that reasonable adjustments continue to apply in line with the Equality Act 2010 (policy section 9).	
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Section 6: Complaints Stages

Stage 1

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
6.1	Landlords must have processes in place to consider which complaints can be responded to as early as possible, and which require further investigation. Landlords must consider factors such as the complexity of the complaint and whether the resident is vulnerable or at risk. Most stage 1 complaints can be resolved promptly, and an explanation, apology or resolution provided to the resident.	Yes	Policy section 6.1 requires issues to be considered for early resolution as a service request before being logged as a complaint; a vulnerability flag is recorded at Stage 1 intake to identify complaints requiring particular care (policy section 9).	
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	Policy section 10.1 requires complaints to be acknowledged, defined and logged within five working days of receipt.	
6.3	Landlords must issue a full response to stage 1 complaints <u>within 10 working days</u> of the complaint being acknowledged.	Yes	Policy section 10.1 requires a full response to be issued within ten working days of acknowledgement.	
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	Yes	Policy section 10.1 confirms any extension is no more than a further ten working days without	

	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.		good reason, with the reason explained to the resident.	
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	Policy section 10.1 confirms Housing Ombudsman contact details are provided to the resident whenever an extension is communicated.	
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	Stage 1 response templates confirm the decision once known; outstanding actions are tracked separately and updates provided to the resident (policy section 11).	
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	Stage 1 investigation forms require all points in the complaint definition to be addressed, with reasons referencing policy, law and good practice where relevant.	
6.8	Where residents raise additional complaints during the investigation, these must be incorporated into the stage 1 response if they are related and the stage 1 response has not been issued. Where the stage 1 response has been issued, the new issues are	Yes	Stage 1 case handlers assess whether related issues raised during investigation should be incorporated into the response or logged as a new complaint, in line with the complaint definition	

	unrelated to the issues already being investigated or it would unreasonably delay the response, the new issues must be logged as a new complaint.		and logging process at policy section 6.1.	
6.9	Landlords must confirm the following in writing to the resident at the completion of stage 1 in clear, plain language: a. the complaint stage; b. the complaint definition; c. the decision on the complaint; d. the reasons for any decisions made; e. the details of any remedy offered to put things right; f. details of any outstanding actions; and g. details of how to escalate the matter to stage 2 if the individual is not satisfied with the response.	Yes	Stage 1 response templates require the complaint stage, definition, decision, reasons, remedy, outstanding actions and escalation route to Stage 2 to be confirmed in writing (policy section 10.1).	

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	Policy section 10.2 confirms a complaint not resolved to the resident's satisfaction at Stage 1 is progressed to Stage 2, which is the landlord's final response.	
6.11	Requests for stage 2 must be acknowledged, defined and logged at	Yes	Policy section 10.2 requires a Stage 2 escalation request to be	

	stage 2 of the complaints procedure within five working days of the escalation request being received.		acknowledged within five working days of receipt.	
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	Policy section 10.2 (as approved 30 July 2026) no longer requires the resident to explain their reasons for escalation; a Stage 2 request should be made within 4 weeks of the Stage 1 response, with discretion applied to requests made outside this window on their individual circumstances.	
6.13	The person considering the complaint at stage 2 must not be the same person that considered the complaint at stage 1.	Yes	Policy section 10.2 confirms the Stage 2 handler is a different person to the Stage 1 handler.	
6.14	Landlords must issue a final response to the stage 2 <u>within 20 working days</u> of the complaint being acknowledged.	Yes	Policy section 10.2 requires a full response within twenty working days of acknowledgement of the escalation request.	
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	Policy section 10.2 confirms any extension is no more than a further twenty working days without good reason, with reasons explained to the resident.	
6.16	When an organisation informs a resident about an extension to these	Yes	Policy section 10.2 confirms Housing Ombudsman contact	

	timescales, they must be provided with the contact details of the Ombudsman.		details are provided whenever an extension is communicated.	
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	Stage 2 response templates confirm the decision once known, with outstanding actions tracked and updates provided (policy section 11).	
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	Stage 2 investigation records address all points in the complaint definition with reasons referencing policy, law and good practice (policy section 10.2).	
6.19	Landlords must confirm the following in writing to the resident at the completion of stage 2 in clear, plain language: a. the complaint stage; b. the complaint definition; c. the decision on the complaint; d. the reasons for any decisions made; e. the details of any remedy offered to put things right; f. details of any outstanding actions; and g. details of how to escalate the matter to the Ombudsman Service if the individual remains dissatisfied.	Yes	Stage 2 response templates require the complaint stage, definition, decision, reasons, remedy, outstanding actions and route to the Housing Ombudsman to be confirmed in writing (policy section 10.2).	

6.20	Stage 2 is the landlord's final response and must involve all suitable staff members needed to issue such a response.	Yes	Stage 2 is confirmed as the landlord's final response (policy section 10.2), involving the appropriate manager and, where needed, other suitable staff to reach a decision.	

Section 7: Putting things right

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
7.1	Where something has gone wrong a landlord must acknowledge this and set out the actions it has already taken, or intends to take, to put things right. These can include: • Apologising; • Acknowledging where things have gone wrong; • Providing an explanation, assistance or reasons; • Taking action if there has been delay; • Reconsidering or changing a decision; • Amending a record or adding a correction or addendum; • Providing a financial remedy; • Changing policies, procedures or practices.	yes	Complaint response templates include apologies, practical remedies, compensation and service improvement actions. Investigation form requires recording of redress	

7.2	Any remedy offered must reflect the impact on the resident as a result of any fault identified.	yes	Templates require consideration of impact on the resident, distress and inconvenience experienced	
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	Stage 1 and Stage 2 templates require actions, timescales and responsible teams to be identified	
7.4	Landlords must take account of the guidance issued by the Ombudsman when deciding on appropriate remedies.	Yes	Policy section 11 confirms Sustain's approach to remedies and compensation is informed by the Housing Ombudsman's Remedies Guidance, as updated from time to time; cases are considered on their merits against that guidance.	

Section 8: Self-assessment, reporting and compliance

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
8.1	Landlords must produce an annual complaints performance and service improvement report for scrutiny and challenge, which must include: a. the annual self-assessment against this Code to ensure their complaint handling policy remains in line with its requirements. b. a qualitative and quantitative analysis of the landlord's complaint handling performance. This must also include a summary of the types of complaints the landlord has refused to accept; c. any findings of non-compliance with this Code by the Ombudsman; d. the service improvements made as a result of the learning from complaints; e. any annual report about the landlord's performance from the Ombudsman; and f. any other relevant reports or publications produced by the Ombudsman in relation to the work of the landlord.	Yes	The Annual Complaints Performance and Service Improvement Report 2025/26 includes the self-assessment, quantitative and qualitative analysis (including complaints not accepted), Ombudsman findings, service improvements and relevant Ombudsman publications (report sections 3-10).	

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	Annual complaints reporting, learning and service improvements are reported to the board and published on the website	
8.3	Landlords must also carry out a self-assessment following a significant restructure, merger and/or change in procedures.	Yes	No significant restructure, merger or change in procedures occurred during 2025/26 requiring an out-of-cycle self-assessment.	
8.4	Landlords may be asked to review and update the self-assessment following an Ombudsman investigation.	Yes	No review of the self-assessment has been requested by the Ombudsman during the year; any such request would be monitored and actioned (policy section 18).	
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	No exceptional circumstances (e.g. a cyber incident) affecting compliance with the Code arose during 2025/26.	

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	Complaint investigations require learning and service improvements to be recorded. Annual reporting identifies recurring themes, service improvements and organisational learning from complaints, service requests and Ombudsman findings.	Learning is captured systematically and used to inform wider improvement activity.
9.2	A positive complaint handling culture is integral to the effectiveness with which landlords resolve disputes. Landlords must use complaints as a source of intelligence to identify issues and introduce positive changes in service delivery.	yes	Complaints are analysed alongside service requests, safeguarding activity, inspections and tenant feedback to identify trends and recurring themes. Annual reporting uses a triangulated assurance approach to analyse tenant experience.	Strong evidence of complaints being used as a source of operational and strategic intelligence.
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 themes, Ombudsman learning, service improvements and performance data are reported through Executive Team, SMT, TEEC and Board governance arrangements.	Strong governance oversight and organisational transparency.
9.4	Landlords must appoint a suitably senior lead person as accountable for their complaint handling. This person	yes	Governance reports identify senior leadership oversight, operational review processes	Complaint handling is subject to senior

	must assess any themes or trends to identify potential systemic issues, serious risks, or policies and procedures that require revision.		and responsibility for complaint analysis, trends and improvement activity.	management oversight and scrutiny.
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	Policy section 8 confirms a Board-level Non-Executive Director is appointed as Member Responsible for Complaints (MRC).	
9.6	The MRC will be responsible for ensuring the governing body receives regular information on complaints that provides insight on the landlord's complaint handling performance. This person must have access to suitable information and staff to perform this role and report on their findings.	Yes	Policy section 8 confirms the MRC receives and challenges the quarterly Board complaints report and signs off the annual self-assessment, with access to complaint performance information and staff to perform this role.	
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;	yes	Board reporting includes complaint volumes, complaint outcomes, themes, performance against deadlines, Ombudsman activity, service improvements and assurance assessments.	Exceeds minimum reporting expectations under the Code.

	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.			
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	Annual complaints training and briefings for Home Providers, annual policy assurance, investigation learning and governance oversight demonstrate a positive complaint handling culture	