# 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 complaint’s 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

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| Code provision | Code requirement | Comply: Yes / No | Evidence | Commentary / explanation |
| 1.2 | A complaint must be defined as:  *‘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.’* | Yes | Evidenced within the LHP Complaints Policy approved by the LHP Board in March 2024. | N/A |
| 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 | Evidenced through quality audit of customer service calls, whereby advisors inform customers of the LHP complaints process and how they can assist. | N/A |
| 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 | Service request process introduced. | Flow charts provided by the Housing Ombudsman Service have been shared as part of this process. Service requests are logged on systems to capture any learning opportunities. |

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|  | 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 | Evidenced through quality audit of customer service calls, whereby advisors inform customers of the LHP complaints process and how they can assist. | Service requests that have also escalated or been logged as complaints will be reported on a quarterly basis to senior leadership. |
| 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 | Surveying partner, Acuity, email ‘flags’ of comments or feedback provided during survey that could be actionable by LHP. These are reviewed and actioned by the Customer Experience Manager and updates provided to the performance team on outcomes. | N/A |

## Section 2: Exclusions

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| 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 | Reasons for exclusion provided in the LHP complaints policy. Refusal letter templates providing information on reasons and where customers can seek further support or advice. | Each complaint is reviewed by the Customer Experience Team to ensure details provided by the customer fall within the complaint remit. |
| 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 | Evidenced within the LHP Complaints Policy approved by the LHP Board in March 2024. | N/A |

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|  | * 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 | Evidenced within the LHP Complaints Policy approved by the LHP Board in March 2024. |  |
| 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 | Template refusal letter sets out next steps for customer and Ombudsman details. | Any instruction from the Ombudsman is emailed to the customer experience team and reviewed by the customer experience manager for action via the new online portal. |
| 2.5 | Landlords must not take a blanket approach to excluding complaints; they must consider the individual circumstances of each complaint. | Yes | Reasons for exclusion provided in the LHP complaints policy. Refusal letter templates providing information on reasons and where customers can seek further support or advice. | Each complaint is reviewed by the Customer Experience Team to ensure details provided by the customer fall within the complaint remit. |

## Section 3: Accessibility and Awareness

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| Code provision | Code requirement | Comply: Yes / No | Evidence | Commentary / explanation |
| 3.1 | Landlords must make it easy for residents to complain by providing different channels through which they can make a complaint. Landlords must consider their duties under the Equality Act 2010 and anticipate the needs and reasonable adjustments of residents who may need to access the complaints process. | Yes | Complaints are received via telephone, email, web form, the MyLHP app, social media, in writing or in person. | LHP accepts complaints via any of its communication methods with customers.  If translation services are required, LHP will provide these to ensure no customer is disadvantaged to accessing the service. |
| 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 | All LHP staff are trained on the complaints process upon induction to the business. | N/A |
| 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 | Monthly and Quarterly complaints report to senior leadership, Committees, and the Board. Performance data is also shared with our customer complaint panel for scrutiny. | Complaints analysis of numbers, trends and themes are reported regularly to offer insight and learning to improve services. |
| 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 | Yes | Evidenced within the LHP Complaints Policy approved by the LHP Board in March 2024. Policy has been updated on the LHP website March 2024. | N/A |

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|  | will happen at each stage, and the timeframes for responding. The policy must also be published on the landlord’s 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 | Evidenced within the LHP Complaints Policy approved by the LHP Board in March 2024. | N/A |
| 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 | Evidenced within the LHP Complaints Policy approved by the LHP Board in March 2024. | N/A |
| 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 | Evidenced within the LHP Complaints Policy approved by the LHP Board in March 2024.  Complaint acknowledgement and response letters.  Website | All complaint acknowledgement and response letters include Ombudsman details as standard.  The LHP website has information specific to the Ombudsman’s role and how customers can make contact. |

## Section 4: Complaint Handling Staff

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| 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 | Customer experience team comprising of customer experience manager and customer experience administrator to manage the complaints process and reporting. | N/A |
| 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 | As specified in the customer experience manager job description. | N/A |
| 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 | Complaints training as standard part of employee induction process.  Investigating officers training for all staff with responsibility of investigating and responding to complaints. | N/A |

## Section 5: The Complaint Handling Process

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| 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 | Evidenced within the LHP Complaints Policy approved by the LHP Board in March 2024. | N/A |
| 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 | Evidenced within the LHP Complaints Policy approved by the LHP Board in March 2024. | There is only a 2-stage complaint process as per the instruction of the code.  A separate process captures any service requests. |
| 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 | Evidenced within the LHP Complaints Policy approved by the LHP Board in March 2024. | There is only a 2-stage complaint process as per the instruction of the code.  A separate process captures any service requests. |
| 5.4 | Where a landlord’s complaint response is handled by a third party (e.g., a contractor or independent adjudicator) at any stage, it must form part of the two stage complaints process set out in  this Code. Residents must not be | Yes | Evidenced within the LHP Complaints Policy approved by the LHP Board in March 2024. | N/A |

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|  | 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 | Evidenced within the LHP Complaints Policy approved by the LHP Board in March 2024. | N/A |
| 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 | Evidenced within the LHP Complaints Policy approved by the LHP Board in March 2024. | N/A |
| 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 | Evidenced within the LHP Complaints Policy approved by the LHP Board in March 2024.  Template letters support employees to identify and respond appropriately. | N/A |
| 5.8 | At each stage of the complaints process, complaint handlers must:   1. deal with complaints on their merits, act independently, and have an open mind. 2. give the resident a fair chance to set out their position. 3. take measures to address any actual or perceived conflict of interest; and | Yes | Evidenced within the LHP Complaints Policy approved by the LHP Board in March 2024.  Covered in any complaints training. | N/A |

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|  | d. considers 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 | Evidenced within the LHP Complaints Policy approved by the LHP Board in March 2024.  Covered in complaints training for all investigating officers. | Prompts within the investigation report templates for any extension remind officers of this.  Dedicated extension letter templates are sent outlining the reasons for the delay and when the customer can expect a response. |
| 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 | Evidenced within the LHP Complaints Policy approved by the LHP Board in March 2024.  Evidenced within the Reasonable Adjustments Policy.  EDI sought from all complainants via Customer Contact Centre. | Project to collect all LHP customer EDI data was launched in 2024/25. This data is used to ensure that any reasonable adjustments are taken into account when investigating and responding to complaints. |
| 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 | Evidenced within the LHP Complaints Policy approved by the LHP Board in March 2024. | Reasons for refusals are listed within the policy, but each case is reviewed on its own merit. |
| 5.12 | A full record must be kept of the complaint, and the outcomes at each stage. This must include the original complaint and the date received, all correspondence with the resident,  correspondence with other parties, and | Yes | QL Housing Management System.  Sharepoint complaint folders for letters and investigation reports. | N/A |

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|  | 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 | Evidenced within the LHP Complaints Policy approved by the LHP Board in March 2024. | Advice, support, and assistance is offered from customer experience team to all investigating officers, seeking approval from senior management where necessary to ensure resolution can be found. |
| 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 | Evidenced within the Limited Contact Policy. | Reported to senior management and the Board when enacted. |
| 5.15 | Any restrictions placed on contact due to unacceptable behaviour must be proportionate and demonstrate regard for the provisions of the Equality Act 2010. | Yes | Evidenced within the Limited Contact Policy. | Working group of relevant managers and colleagues instructed when reviewing appropriate action to ensure any reasonable adjustments have been sought ahead of action. |

## Section 6: Complaints Stages

Stage 1

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| 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 | Evidenced within the LHP Complaints Policy approved by the LHP Board in March 2024.  New service request process. | Service request is used where issue can be resolved swiftly, with apology. Customers can still choose to have their complaint investigated at stage 1.  Service requests logged to capture any learning. |
| 6.2 | Complaints must be acknowledged, defined, and logged at stage 1 of the complaint’s procedure **within five working days of the complaint being received**. | Yes | Evidenced within the LHP Complaints Policy approved by the LHP Board in March 2024. | N/A |
| 6.3 | Landlords must issue a full response to stage 1 complaints **within ten working days** of the complaint being acknowledged. | Yes | Evidenced within the LHP Complaints Policy approved by the LHP Board in March 2024. | N/A |
| 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 | Evidenced within the LHP Complaints Policy approved by the LHP Board in March 2024.  Prompt included in investigation report template and action outcome on QL case. | N/A |

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|  | of the expected timescale for response. Any extension must be no more than ten working days without good reason, and the reason(s) must be clearly 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 | Evidenced within the LHP Complaints Policy approved by the LHP Board in March 2024.  Template extension letter. | Extension letters include contact details of the Ombudsman as standard. |
| 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 | Evidenced within the LHP Complaints Policy approved by the LHP Board in March 2024.  Follow on action case to track outstanding actions. | Follow on actions are linked to complaint case for audit trail and are reported daily to the business. |
| 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 | Evidenced within the LHP Complaints Policy approved by the LHP Board in March 2024.  Template response letter has prompts to include all parts of the complaint and to provide clear outcome. | Letters are quality checked by the customer experience team to ensure all information is present, correct and meets MGI principles. |
| 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 | Yes | Evidenced within the LHP Complaints Policy approved by the LHP Board in March 2024. | N/A |

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|  | investigated or it would unreasonably delay the response, the new issues must be logged as a new complaint. |  |  |  |
| 6.9 | Landlords must confirm the following in writing to the resident at the completion of stage 1 in clear, plain language:   1. the complaint stages. 2. the complaint definition. 3. the decision on the complaint. 4. the reasons for any decisions made. 5. the details of any remedy offered to put things right. 6. details of any outstanding actions; and 7. details of how to escalate the matter to stage 2 if the individual is not satisfied with the response. | Yes | Evidenced within the LHP Complaints Policy approved by the LHP Board in March 2024.  Template response letters and prompts in template investigation report. | N/A |

Stage 2

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| 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 | Evidenced within the LHP Complaints Policy approved by the LHP Board in March 2024. | N/A |
| 6.11 | Requests for stage 2 must be acknowledged, defined, and logged at stage 2 of the complaint’s procedure | Yes | Evidenced within the LHP Complaints Policy approved by the LHP Board in March 2024. | N/A |

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|  | within five working days of the escalation request being received. |  |  |  |
| 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 | Evidenced within the LHP Complaints Policy approved by the LHP Board in March 2024. | Template investigation report informs officer to make contact with the customer to discuss how complaint can be resolved at stage 2. |
| 6.13 | The person considering the complaint at stage 2 must not be the same person that considered the complaint at stage 1. | Yes | Evidenced within the LHP Complaints Policy approved by the LHP Board in March 2024. | N/A |
| 6.14 | Landlords must issue a final response to the stage 2 **within 20 working days** of the complaint being acknowledged. | Yes | Evidenced within the LHP Complaints Policy approved by the LHP Board in March 2024. | N/A |
| 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 | Evidenced within the LHP Complaints Policy approved by the LHP Board in March 2024.  Prompt within investigation report and as action outcome on QL. | N/A |
| 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 | Evidenced within the LHP Complaints Policy approved by the LHP Board in March 2024.  Template extension letter | Ombudsman details are included in the extension letter template as standard. |
| 6.17 | A complaint response must be provided to the resident when the answer to the complaint is known, not when the | Yes | Evidenced within the LHP Complaints Policy approved by the LHP Board in March 2024.  Follow on action case to track outstanding actions. | Follow on actions are linked to complaint case for audit trail and are reported daily to the business. |

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|  | 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. |  |  |  |
| 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 | Evidenced within the LHP Complaints Policy approved by the LHP Board in March 2024.  Template response letter has prompts to include all parts of the complaint and to provide clear outcome. | Letters are quality checked by the customer experience team to ensure all information is present, correct and meets MGI principles. |
| 6.19 | Landlords must confirm the following in writing to the resident at the completion of stage 2 in clear, plain language:   1. the complaint stages. 2. the complaint definition. 3. the decision on the complaint. 4. the reasons for any decisions made. 5. the details of any remedy offered to put things right. 6. details of any outstanding actions; and 7. details of how to escalate the matter to the Ombudsman Service if the individual remains dissatisfied. | Yes | Evidenced within the LHP Complaints Policy approved by the LHP Board in March 2024.  Template response letters and prompts in template investigation report. | N/A |
| 6.20 | Stage 2 is the landlord’s final response and must involve all suitable staff members needed to issue such a response. | Yes | Investigation report template | Dedicated section for outlining who should be involved in the investigation and resolution of the complaint to assist the lead investigating officer. |

## Section 7: Putting things right.

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| 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 | Evidenced within the LHP Complaints Policy approved by the LHP Board in March 2024.  Standard part of the complaints training and investigating officers training.  Included as prompts within the investigation report template. |  |
| 7.2 | Any remedy offered must reflect the impact on the resident as a result of any fault identified. | Yes | Evidenced within the LHP Complaints Policy approved by the LHP Board in March 2024.  Evidenced in the Compensation Policy.  Housing Ombudsman Remedies Guide used to inform. | N/A |
| 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 response letters.  Included in complaints training and investigating officers training. | Follow on actions are logged through QL and monitored on daily report. |

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| 7.4 | Landlords must take account of the guidance issued by the Ombudsman when deciding on appropriate remedies. | Yes | Ombudsman website and remedies guide used as support for decision making.  These are referenced in the Compensation Policy. | N/A |

## Section 8: Putting things right.

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| 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:   1. the annual self-assessment against this Code to ensure their complaint handling policy remains in line with its requirements. 2. 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. 3. any findings of non-compliance with this Code by the Ombudsman. 4. the service improvements made as a result of the learning from complaints. 5. any annual report about the landlord’s performance from the Ombudsman; and 6. any other relevant reports or publications produced by the Ombudsman in relation to the work of the landlord. | Yes | Annual Complaint report to the Board. | N/A |

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| 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 | LHP website – dedicated complaints page. | N/A |
| 8.3 | Landlords must also carry out a self- assessment following a significant restructure, merger and/or change in procedures. | Yes | Evidenced within the LHP Complaints Policy approved by the LHP Board in March 2024. | N/A |
| 8.4 | Landlords may be asked to review and update the self-assessment following an Ombudsman investigation. | Yes | Evidenced within the LHP Complaints Policy approved by the LHP Board in March 2024. | N/A |
| 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 | Evidenced within the LHP Complaints Policy approved by the LHP Board in March 2024. | N/A |

## Section 9: Scrutiny & oversight: continuous learning and improvement

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| 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 | Evidenced within the LHP Complaints Policy approved by the LHP Board in March 2024.  Prompt within the investigation template to consider learning/service improvement.  Covered in complaint training and investigating officers training. | N/A |
| 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 | Evidenced within the LHP Complaints Policy approved by the LHP Board in March 2024.  Covered in complaint training and investigating officers training.  Regular updates on complaints on LHP BaseCamp for colleagues.  Regular complaint updates and reports to senior leadership. | N/A |
| 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 | Evidenced within the LHP Complaints Policy approved by the LHP Board in March 2024.  Reported to the Customer Complaint Panel.  Reported in monthly and quarterly reports to senior leadership.  Shared via BaseCamp news updates.  Included in customer magazine and YourVoice. | N/A |
| 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 | Evidenced within the LHP Complaints Policy approved by the LHP Board in March 2024.  Head of Customers is the senior lead person. | To meet on a quarterly basis with customer experience manager and member responsible for complaints. |

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| 9.5 | In addition to this a member of the governing body (or equivalent) must be appointed to have lead responsibility for complaints to support a positive complaint handling culture. This person is referred to as the Member Responsible for Complaints (‘the MRC’). | Yes | Board member and Chair of operations committee is currently assigned this role. | N/A |
| 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 | Quarterly reports to operations committee and the Board.  Shadowing sessions with the customer experience manager. | 24/25 introduced quarterly meets with senior lead, customer experience manager and MRC. |
| 9.7 | As a minimum, the MRC, and the governing body (or equivalent) must receive:   1. regular updates on the volume, categories, and outcomes of complaints, alongside complaint handling performance. 2. regular reviews of issues and trends arising from complaint handling. 3. regular updates on the outcomes of the Ombudsman’s investigations and progress made in complying with orders related to severe maladministration findings; and | Yes | Quarterly reports to operations committee and the Board. | N/A |

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|  | 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:   1. have a collaborative and co- operative approach towards resolving complaints, working with colleagues across teams and departments. 2. take collective responsibility for any shortfalls identified through complaints, rather than blaming others; and 3. act within the professional standards for engaging with complaints as set by any relevant professional body. | Yes | Evidenced within the LHP Complaints Policy approved by the LHP Board in March 2024.  Dedicated complaints BaseCamp page with regular complaint updates on learning and trends/themes.  Complaint training for all new employees and investigating officers. | Complaint training covers the code but aligning with LHP values to ensure a positive and proactive complaints culture. |