

Paradigm Housing Group
Compliance with the Housing Ombudsman Service's Complaint Handling Code
Self-Assessment Form 2022-23

Section 1 - Definition of a Complaint

Section 1 - Definition of a Complaint - Mandatory 'must' requirements			
Code section	Code requirement	Comply: Yes/No	Evidence, commentary, and any explanations
1.2	A complaint must be defined as: <i>'an expression of dissatisfaction, however made, about the standard of service, actions or lack of action by the organisation, its own staff, or those acting on its behalf, affecting an individual resident or group of residents.'</i>	Yes	The definition is included in the Complaints Policy.
1.3	The customer does not have to use the word 'complaint' for it to be treated as such. A complaint that is submitted via a third party or representative must still be handled in line with the landlord's complaints policy.	Yes	As per the definition, when customers raise dissatisfaction or where enquires are ongoing, staff are trained to offer the complaints process to customers (see roles and responsibilities of the Complaints Policy).
1.6	... if further enquiries are needed to resolve the matter, or if the resident requests it, the issue must be logged as a complaint.	Yes	The Complaints Policy and publication of it and supporting information on our website confirms complaints can be raised via a customer's representative or advocate, subject to data protection requirements.
1.7	A landlord must accept a complaint unless there is a valid reason not to do so.	Yes	In-line with the Housing Ombudsman Service's (HOS) guidance, the Complaints Policy includes examples of matters that will not be treated as a complaint and confirms how these will be dealt with.
1.8	A complaints policy must clearly set out the circumstances in which a matter will not be considered, and these circumstances should be fair and reasonable to residents.	Yes	
1.9	If a landlord decides not to accept a complaint, a detailed explanation must be provided to the resident setting out the reasons why the matter is not suitable for the complaints process and the right to take that decision to the Ombudsman.	Yes	

Section 1 - Definition of a Complaint - Best practice 'should' requirements			
Code section	Code requirement	Comply: Yes/No	Evidence, commentary, and any explanations
1.4	Landlords should recognise the difference between a service request, where a resident may be unhappy with a situation that they wish to have rectified, and a complaint about the service they have/have not received.	Yes	Staff are trained to distinguish between an initial enquiry/service requests and dissatisfaction about the service they have or have not received.
1.5	Survey feedback may not necessarily need to be treated as a complaint, though, where possible, the person completing the survey should be made aware of how they can pursue their dissatisfaction as a complaint if they wish to.	Yes	The Complaints Policy is promoted via our website, social media platforms and customer newsletters and where any dissatisfaction is raised, staff are trained to offer the complaints process to customers. Our appointed third party who carry out qualitative surveys on our behalf are aware of our Complaints Policy and will highlight options available to customers if a complaint is raised and will make us aware of it to follow up.

Section 2 - Accessibility and Awareness

Section 2 - Accessibility and Awareness - Mandatory 'must' requirements			
Code section	Code requirement	Comply: Yes/No	Evidence, commentary, and any explanations
2.1	Landlords must make it easy for residents to complain by providing different channels through which residents can make a complaint such as in person, over the telephone, in writing, by email and digitally. While the Ombudsman recognises that it may not be feasible for a landlord to use all of the potential channels, there must be more than one route of access into the complaints system.	Yes	A variety of methods are available for customers to complain which are easy to use and accessible. They include, verbally, face to face, in writing and via our website which includes an online form.
2.3	Landlords must make their complaint policy available in a clear and accessible format for all residents. This will detail the number of stages involved, what will happen at each stage and the timeframes for responding.	Yes	The Complaints Policy and our complaints leaflet is published on our website, including a process map of the stages, our response timescales and an online form. The complaints process is easily accessible under "contact us"

2.4	Landlord websites, if they exist, must include information on how to raise a complaint. The complaints policy and process must be easy to find on the website.	Yes	section of the website.
2.5	Landlords must comply with the Equality Act 2010 and may need to adapt normal policies, procedures, or processes to accommodate an individual's needs. Landlords must satisfy themselves that their policy sets out how they will respond to reasonable adjustments requests in line with the Equality Act and that complaints handlers have had appropriate training to deal with such requests.	Yes	Paradigm's internal processes ensure the compliance against the Equality Act 2010. The Complaints Policy includes details of reasonable adjustments and how requests will be responded to.
2.6	Landlords must publicise the complaints policy and process, the Complaint Handling Code and the Housing Ombudsman Scheme in leaflets, posters, newsletters, online and as part of regular correspondence with residents.	Yes	The Complaints Policy is promoted via our website, social media platforms and customer newsletters. The Complaints Policy, the publication on the leaflet and website and template letters used throughout the complaints process includes information about HOS and provides their contact details.
2.7	Landlords must provide residents with contact information for the Ombudsman as part of its regular correspondence with residents.	Yes	
2.8	Landlords must provide early advice to residents regarding their right to access the Housing Ombudsman Service throughout their complaint, not only when the landlord's complaints process is exhausted.	Yes	

Section 2 - Accessibility and Awareness - Best practice 'should' requirements

Code section	Code requirement	Comply: Yes/No	Evidence, commentary, and any explanations
2.2	Where a landlord has set up channels to communicate with its residents via social media, then it should expect to receive complaints via those channels. Policies should contain details of the steps that will be taken when a complaint is received via social media and how confidentiality and privacy will be maintained.	Yes	The Complaints Policy includes how social media complaints will be handled. Complaints received via Paradigm's social media accounts will be acknowledged and ongoing communication will be sent directly to customers using alternative communication methods, within our agreed timescales and in adherence to data protection and Paradigm's Privacy Statement .

Section 3 - Complaint Handling Personnel

Section 3 - Complaint Handling Personnel - Mandatory 'must' requirements			
Code section	Code requirement	Comply: Yes/No	Evidence, commentary, and any explanations
3.1	Landlords must have a person or team assigned to take responsibility for complaint handling to ensure complaints receive the necessary attention, and that these are reported to the governing body. This Code will refer to that person or team as the "complaints officer".	Yes	<p>The Complaints Policy includes details of the different roles and responsibilities.</p> <p>The Customer Resolution Team are responsible for overseeing and monitoring the delivery of the complaints process and regular management information reports detailing complaint volumes, trends and learnings are provided to the Executive Board and Amalgamated Board.</p>
3.2	...the complaint handler appointed must have appropriate complaint handling skills and no conflicts of interest.	Yes	<p>Team Leaders, Managers, Heads of Service and Directors who are responsible for investigating and responding to complaints are trained on effective complaint handling and are supported by Customer Resolution Team.</p> <p>The Customer Resolution Team ensure complaints are allocated to staff who have had no prior involvement of the case.</p>
Section 3 - Complaint Handling Personnel - Best practice 'should' requirements			
Code section	Code requirement	Comply: Yes/No	Evidence, commentary, and any explanations
3.3	<p>Complaint handlers should:</p> <ul style="list-style-type: none"> be able to act sensitively and fairly be trained to handle complaints and deal with distressed and upset residents have access to staff at all levels to facilitate quick resolution of complaints have the authority and autonomy to act to resolve disputes quickly and fairly. 	Yes	<p>Staff responsible for investigating and responding to complaints are trained on effective complaint handling and have the autonomy and authority to make decisions, as well as having the support of staff at all levels to facilitate quick resolution of complaints</p> <p>Guidance documents and template letters are also in place to support staff with complaint investigations.</p>

Section 4 - Complaint Handling Principles

Section 4 - Complaint Handling Principles - Mandatory 'must' requirements			
Code section	Code requirement	Comply: Yes/No	Evidence, commentary, and any explanations
4.1	Any decision to try and resolve a concern must be taken in agreement with the resident and a landlord's audit trail/records should be able to demonstrate this. Landlords must ensure that efforts to resolve a resident's concerns do not obstruct access to the complaints procedure or result in any unreasonable delay. It is not appropriate to have extra named stages (such as 'stage 0' or 'pre-complaint stage') as this causes unnecessary confusion for residents. When a complaint is made, it must be acknowledged and logged at stage one of the complaints procedure within five days of receipt .	Yes	<p>Where concerns can be resolved quickly and easily staff are trained to discuss the matter with the customer to agree how their concerns will be handled.</p> <p>If concerns are more complex or if customers express a wish for their concerns to be treated as a formal complaint, staff will not deny that opportunity.</p> <p>All formal complaints will be logged and acknowledged by the Customer Resolution Team within 5 working days from when it's received in the business.</p>
4.2	Within the complaint acknowledgement, landlords must set out their understanding of the complaint and the outcomes the resident is seeking. If any aspect of the complaint is unclear, the resident must be asked for clarification and the full definition agreed between both parties.	Yes	Template acknowledgement letters are used by the Customer Resolution Team which includes details of the complaint and the outcome the customer is seeking. Where aspects of the complaints are unclear, the Customer Resolution Team will contact customers (by preferred method) to obtain further information.
4.6	A complaint investigation must be conducted in an impartial manner.	Yes	Staff responsible for investigating and responding to complaints are trained on effective complaint handling.
4.7	<p>The complaint handler must:</p> <ul style="list-style-type: none"> • deal with complaints on their merits • act independently and have an open mind • take measures to address any actual or perceived conflict of interest • consider all information and evidence carefully • keep the complaint confidential as far as possible, with information only disclosed if necessary to properly investigate the matter. 	Yes	

4.11	Landlords must adhere to any reasonable arrangements agreed with residents in terms of frequency and method of communication.	Yes	The Complaints Policy includes examples of reasonable adjustments that may be agreed with the customer and how these will be dealt with.
4.12	The resident, and if applicable any staff member who is the subject of the complaint, must also be given a fair chance to: <ul style="list-style-type: none"> • set out their position • comment on any adverse findings before a final decision is made. 	Yes	Staff responsible for investigating and responding to complaints are trained on effective complaint handling which includes meeting with those subject to the complaint.
4.13	A landlord must include in its complaints policy its timescales for a resident to request escalation of a complaint	Yes	The Complaints Policy includes examples of why complaints may not be escalated to stage two; escalation must be requested within 6 months from when the stage one response is issued. Extensions will be granted if there is a delay due to e.g. ill health, health & safety issues, safeguarding issues or where a customer was unaware of a service failure until it had a detrimental impact Escalations will not be unreasonably refused and if is not appropriate to escalate a complaint, customers will receive an explanation.
4.14	A landlord must not unreasonably refuse to escalate a complaint through all stages of the complaints procedure and must have clear and valid reasons for taking that course of action. Reasons for declining to escalate a complaint must be clearly set out in a landlord's complaints policy and must be the same as the reasons for not accepting a complaint.	Yes	
4.15	A full record must be kept of the complaint, any review and the outcomes at each stage. This must include the original complaint and the date received, all correspondence with the resident, correspondence with other parties and any reports or surveys prepared.	Yes	All complaints are recorded on our system which captures the stage, the dates of when a complaint is logged and resolved, any correspondence relating to the complaint, the outcome, actions needed and learnings.
4.18	Landlords must have policies and procedures in place for managing unacceptable behaviour from residents and/or their representatives when pursuing a complaint.	Yes	Unacceptable Behaviour Policy is in place.
4 - Complaint Handling Principles - Best practice 'should' requirements			
Code section	Code requirement	Comply: Yes/No	Evidence, commentary, and any explanations
4.3	Landlords should manage residents' expectations from the outset, being clear where a desired outcome is unreasonable or unrealistic	Yes	The Customer Resolution Team and/or staff responsible for investigating and responding to complaints will manage any expectations where a desired outcome is unreasonable.

4.4	A complaint should be resolved at the earliest possible opportunity, having assessed what evidence is needed to fully consider the issues, what outcome would resolve the matter for the resident and whether there are any urgent actions required.	Yes	The Customer Resolution Team review initial complaints and if matters can be resolved quickly, this will be agreed with the customer and resolved accordingly. Any urgent actions required will be processed.
4.5	Landlords should give residents the opportunity to have a representative deal with their complaint on their behalf, and to be represented or accompanied at any meeting with the landlord where this is reasonable.	Yes	The Complaints Policy, complaints leaflet and website confirms complaints can be raised via a customer's representative or advocate subject to data protection requirements, who can also accompany them in meetings if needed.
4.8	Where a key issue of a complaint relates to the parties' legal obligations landlords should clearly set out their understanding of the obligations of both parties.	Yes	Staff are trained to review any legal obligations set out such as Tenancy Agreements, repair obligations when investigating and responding to complaint. This is also included in the guidance documents and template letters. Staff will also seek guidance from our inhouse Legal Team to confirm any legal obligations.
4.9	Communication with the resident should not generally identify individual members of staff or contractors.	Yes	Staff are trained not to name individuals within the correspondence with the customer. Guidance is also included within the template letters.
4.10	Landlords should keep residents regularly updated about the progress of the investigation.	Yes	Customer touch points are included within the complaint process.
4.16	Landlords should seek feedback from residents in relation to the landlord's complaint handling as part of the drive to encourage a positive complaint and learning culture.	No	Complaints satisfaction will be considered in 2022/23, once the Tenant Satisfaction Measures are confirmed.
4.17	Landlords should recognise the impact that being complained about can have on future service delivery. Landlords should ensure that staff are supported and engaged in the complaints process, including the learning that can be gained	Yes	Staff are trained on the benefits of effective complaint handling which includes service improvements. A structure is in place to regularly review that learnings identified are implemented.
4.19	Any restrictions placed on a resident's contact due to unacceptable behaviour should be appropriate to their needs and should demonstrate regard for the provisions of the Equality Act 2010.	Yes	Unacceptable Behaviour Policy is in place which complies with the Equality Act 2010.

Section 5 - Complaint Stages

Section 5 - Complaint Stages - Mandatory ‘must’ requirements - Stage 1			
Code section	Code requirement	Comply: Yes/No	Evidence, commentary, and any explanations
5.1	Landlords must respond to the complaint <u>within 10 working days</u> of the complaint being logged. Exceptionally, landlords may provide an explanation to the resident containing a clear timeframe for when the response will be received. This should not exceed a further 10 days without good reason.	Yes	All stage one complaints will be responded to within 10 working days. The Complaints Policy includes good reason why a complaint may be extended. Any extensions will be agreed with customers and will not exceed a further 10 days without good reason. The Customer Resolution Team will also monitor extension requests to ensure it's in line with the Complaints Policy.
5.5	A complaint response must be sent to the resident when the answer to the complaint is known, not when the outstanding actions required to address the issue, are completed. Outstanding actions must still be tracked and actioned expeditiously with regular updates provided to the resident.	Yes	All complaints are responded within the timescales set once the outcome is known and any outstanding actions are noted within the complaint response with details of who will be overseeing the actions and a timeframe is provided where possible. All outstanding actions are monitored and progressed with customers outside of the formal process.
5.6	Landlords must address all points raised in the complaint and provide clear reasons for any decisions, referencing the relevant policy, law and good practice where appropriate.	Yes	Staff responsible for investigating and responding to complaints are trained on effective complaint handling which includes aspects to consider when investigating and responding to complaints. Template letters are also in place to support staff which includes details of the stage, the outcome with an explanation, any remedies to put things right and/or follow on actions where appropriate and details of how to escalate a complaint to stage two if the resident remains dissatisfied.
5.8	Landlords must confirm the following in writing to the resident at the completion of stage one in clear, plain language: <ul style="list-style-type: none">the complaint stagethe decision on the complaintthe reasons for any decisions madethe details of any remedy offered to put things rightdetails of any outstanding actionsdetails of how to escalate the matter to stage two if the resident is not satisfied with the answer	Yes	
Section 5 - Complaint Stages - Mandatory ‘must’ requirements - Stage 2			
5.9	If all or part of the complaint is not resolved to the resident’s satisfaction at stage one it must be progressed to stage two of the landlord’s procedure, unless an exclusion ground now applies. In instances where a landlord declines to escalate a complaint it must clearly communicate in writing its reasons for	Yes	The Complaints Policy includes examples of why a complaint may not be escalated. Where a customer expresses dissatisfaction with one element of their stage one complaint response or handling of any

	not escalating as well as the resident's right to approach the Ombudsman about its decision.		outstanding actions once a stage one response has been issued, if an agreement cannot be reached quickly as part of a follow-on response to stage one, complaints are escalated to stage two.
5.10	On receipt of the escalation request, landlords must set out their understanding of issues outstanding and the outcomes the resident is seeking. If any aspect of the complaint is unclear, the resident must be asked for clarification and the full definition agreed between both parties.	Yes	Template acknowledgement letters are used by the Customer Resolution Team which includes details of the complaint and the outcome the customer is seeking. Where aspects of the complaints are unclear, the Customer Resolution Team will contact customers to obtain further information.
5.11	Landlords must only escalate a complaint to stage two once it has completed stage one and at the request of the resident.	Yes	The Complaints Policy confirms that a complaint will only be escalated once the stage one process has been completed
5.12	The person considering the complaint at stage two, must not be the same person that considered the complaint at stage one.	Yes	The Customer Resolution Team review stage 2 complaints and only allocate to someone not involved at stage one.
5.13	Landlords must respond to the stage two complaint <u>within 20 working days</u> of the complaint being escalated. Exceptionally, landlords may provide an explanation to the resident containing a clear timeframe for when the response will be received. This should not exceed a further 10 days without good reason.	Yes	All stage two complaints will be responded to within 20 working days. The Complaints Policy includes good reason why a complaint may be extended. Any extensions will be agreed with customers and will not exceed a further 10 days without good reason. The Customer Resolution Team will also monitor extension requests to ensure its in line with the Complaints Policy.
5.16	Landlords must confirm the following in writing to the resident at the completion of stage two in clear, plain language: <ul style="list-style-type: none"> • the complaint stage • the complaint definition • the decision on the complaint • the reasons for any decisions made • the details of any remedy offered to put things right • details of any outstanding actions • and • if the landlord has a third stage, details of how to escalate the matter to stage three • if this was the final stage, details of how to escalate the matter to the Housing Ombudsman Service if the resident remains dissatisfied. 	Yes	Staff responsible for investigating and responding to complaints are trained on effective complaint handling which includes aspects to consider when investigating and responding to complaints. Template letters are also in place to support staff which includes details of the stage, the outcome with an explanation, any remedies to put things right and/or follow on actions where appropriate, confirmation this is the final stage and details of how to escalate a complaint to the HOS if the customer remains dissatisfied.

Section 5 - Complaint Stages - Mandatory 'must' requirements - Stage 3

5.17	Two stage landlord complaint procedures are ideal. This ensures that the complaint process is not unduly long. If landlords strongly believe a third stage is necessary, they must set out their reasons for this as part of their self-assessment. A process with more than three stages is not acceptable under any circumstances.	N/A	Paradigm has a two stage complaints process.
5.20	Landlords must confirm the following in writing to the resident at the completion of stage three in clear, plain language: <ul style="list-style-type: none"> the complaint stage the complaint definition the decision on the complaint the reasons for any decisions made the details of any remedy offered to put things right details of any outstanding actions details of how to escalate the matter to the Housing Ombudsman Service if the resident remains dissatisfied 	N/A	

Section 5 - Complaint Stages - Best practice 'should' requirements - Stage 1

Code section	Code requirement	Comply: Yes/No	Evidence, commentary, and any explanations
5.2	If an extension beyond 20 working days is required to enable the landlord to respond to the complaint fully, this should be agreed by both parties.	Yes	All extensions are between the customer and the responding manager. The Customer Resolution Team's details are also provided to the customer should they be unhappy with the extension.
5.3	Where agreement over an extension period cannot be reached, landlords should provide the Housing Ombudsman's contact details so the resident can challenge the landlord's plan for responding and/or the proposed timeliness of a landlord's response.	Yes	Paradigm will formally respond if an extension cannot be agreed with the customer. HOS details are provided throughout our communication with customers.
5.4	Where the problem is a recurring issue, the landlord should consider any older reports as part of the background to the complaint if this will help to resolve the issue for the resident.	Yes	Staff responsible for investigating and responding to complaints are trained on effective complaint handling which includes reviewing the history of the case to identify any reoccurring.

5.7	Where residents raise additional complaints during the investigation, these should be incorporated into the stage one response if they are relevant, and the stage one response has not been issued. Where the stage one response has been issued, or it would unreasonably delay the response, the complaint should be logged as a new complaint.	Yes	If customers raise any new or additional concerns whilst there is an open formal complaint, these matters will be incorporated into the existing complaint. Where the complaint response has been issued and the concerns are not linked with a previous complaint, these will be logged as a new complaint.
Section 5 - Complaint Stages - Best practice 'should' requirements - Stage 2			
5.14	If an extension beyond 10 working days is required to enable the landlord to respond to the complaint fully, this should be agreed by both parties.	Yes	All extensions are between the customer and the responding manager. The Customer Resolution Team's details are also provided to the customer should they be unhappy with the extension
5.15	Where agreement over an extension period cannot be reached, landlords should provide the Housing Ombudsman's contact details so the resident can challenge the landlord's plan for responding and/or the proposed timeliness of a landlord's response.	Yes	Paradigm will formally respond if an extension cannot be agreed. HOS details are provided throughout our communication with customers.
Section 5 - Complaint Stages - Best practice 'should' requirements - Stage 3			
5.18	Complaints should only go to a third stage if the resident has actively requested a third stage review of their complaint. Where a third stage is in place and has been requested, landlords must respond to the stage three complaint within 20 working days of the complaint being escalated. Additional time will only be justified if related to convening a panel. An explanation and a date for when the stage three response will be received should be provided to the resident.	N/A	Paradigm has a two stage complaints process.
5.19	Where agreement over an extension period cannot be reached, landlords should provide the Housing Ombudsman's contact details so the resident can challenge the landlord's plan for responding and/or the proposed timeliness of a landlord's response.	N/A	

Section 6 - Putting Things Right

Section 6 - Putting Things Right - Mandatory ‘must’ requirements			
Code section	Code requirement	Comply: Yes/No	Evidence, commentary, and any explanations
6.1	Effective dispute resolution requires a process designed to resolve complaints. Where something has gone wrong a landlord must acknowledge this and set out the actions it has already taken, or intends to take, to put things right.	Yes	Staff responsible for investigating and responding to complaints are trained on effective complaint handling which includes acknowledging when something has gone wrong, apologising and setting out actions to put things right with detailed timescales. A Remedies and Compensation Policy is in place which sets out the circumstances redress will be offered and the values that will be considered. Guidance documents and template letters are also in place to support staff with complaint investigations.
6.2	Any remedy offered must reflect the extent of any service failures and the level of detriment caused to the resident as a result. A landlord must carefully manage the expectations of residents and not promise anything that cannot be delivered or would cause unfairness to other residents.	Yes	
6.5	The remedy offer must clearly set out what will happen and by when, in agreement with the resident where appropriate. Any remedy proposed must be followed through to completion.	Yes	
6.6	In awarding compensation, a landlord must consider whether any statutory payments are due, if any quantifiable losses have been incurred, the time and trouble a resident has been put to as well as any distress and inconvenience caused.	Yes	
Section 6 - Putting Things Right - Best practice ‘should’ requirements			
Code section	Code requirement	Comply: Yes/No	Evidence, commentary, and any explanations
6.3	Landlords should look beyond the circumstances of the individual complaint and consider whether anything needs to be ‘put right’ in terms of process or systems to the benefit of all residents.	Yes	Staff are trained on effective complaint handling which includes making service improvements where appropriate to reduce issues reoccurring for other customers.
6.7	In some cases, a resident may have a legal entitlement to redress. The landlord should still offer a resolution where possible, obtaining legal advice as to how any offer of resolution should be worded.	Yes	All matters will be considered as a formal complaint unless an issue is, or has been, subject to legal proceedings involving Paradigm. Legal guidance will be sought from our in-house legal team where necessary.

Section 7 - Continuous Learning and Improvement

Section 7 - Continuous Learning and Improvement - Mandatory 'must' requirements			
Code section	Code requirement	Comply: Yes/No	Evidence, commentary, and any explanations
7.2	Accountability and transparency are integral to a positive complaint handling culture. Landlords must report back on wider learning and improvements from complaints in their annual report and more frequently to their residents, staff and scrutiny panels.	Yes	The Customer Resolution Team include the learnings and service improvements from complaints within the regular performance reports shared across the business, including the Executive and Amalgamated Boards and our Customers Scrutiny Panel. Learning from complaints are included in The Annual Report.
Section 7 - Continuous Learning and Improvement - Best practice 'should' requirements			
Code section	Code requirement	Comply: Yes/No	Evidence, commentary, and any explanations
7.3	A member of the governing body should be appointed to have lead responsibility for complaints to support a positive complaint handling culture. This role will be responsible for ensuring the governing body receives regular information on complaints that provides insight to the governing body on the landlord's complaint handling performance.	No	<p>As a group, the Executive Board all have a role in ensuring there is a positive complaint handling culture.</p> <p>The Customer Resolution Team include details of complaint volumes, complaint handling performance, themes and trends, HOS cases and determinations reports in the quarterly Customer Experience Reports to Executive Board and Amalgamated Board. The annual self-assessment is also approved by both boards.</p>
7.4	<p>As a minimum, governing bodies should receive:</p> <ul style="list-style-type: none"> Regular updates on the volume, categories and outcome of complaints, alongside complaint handling performance including compliance with the Ombudsman's orders Regular reviews of issues and trends arising from complaint handling, The annual performance report produced by the Ombudsman, where applicable Individual complaint outcomes where necessary, including where the Ombudsman made findings of severe maladministration or referrals to regulatory bodies. The implementation of management responses should be tracked to ensure they are delivered to agreed timescales. The annual self-assessment against the Complaint Handling Code for scrutiny and challenge. 		

7.5	Any themes or trends should be assessed by senior management to identify potential systemic issues, serious risks or policies and procedures that require revision. They should also be used to inform staff and contractor training.	Yes	Regular management information reports detailing complaint volumes, trends and learnings are provided to the Senior Management Teams, Executive Board and Amalgamated Board. The implementation of service improvements, staff training needs, procedure or policy changes etc. are tracked by the Customer Resolution Team to ensure they are actioned accordingly.
7.6	Landlords should have a standard objective in relation to complaint handling for all employees that reflects the need to: <ul style="list-style-type: none"> • have a collaborative and co-operative approach towards resolving complaints, working with colleagues across teams and departments • take collective responsibility for any shortfalls identified through complaints rather than blaming others • act within the Professional Standards for engaging with complaints as set by the Chartered Institute of Housing. 	Yes	Detailed within the Complaints Policy

Section 8 - Self-Assessment and Compliance

Section 8 - Self-Assessment and Compliance - Mandatory 'must' requirements			
Code section	Code requirement	Comply: Yes/No	Evidence, commentary, and any explanations
8.1	Landlords must carry out an annual self-assessment against the Code to ensure their complaint handling remains in line with its requirements.	Yes	The self-assessment will be completed by the Customer Resolution Manager annually or following a change in structure or procedure. This will be submitted to Executive Board and Amalgamated Board for approval before being published on the website.
8.2	Landlords must also carry out a self-assessment following a significant restructure and/or change in procedures.	Yes	
8.3	Following each self-assessment, a landlord must: <ul style="list-style-type: none"> • report the outcome of their self-assessment to their governing body. In the case of local authorities, self-assessment outcomes should be reported to elected members • publish the outcome of their assessment on their website if they have one, or otherwise make accessible to residents include the self-assessment in their annual report section on complaints handling performance 	Yes	