

Appendix 1: 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.

On the 6 January 2025 a formal merger between Housing Plus Group and Wrekin Housing Group took place. In March 2025, our Board approved a post-merger self-assessment. This indicated that there were areas of non-compliance, specifically related to the consistency of replying to complaints within the respective timescales. In the previous self-assessment reported to the Housing Ombudsman service in September 2025 our complaints service was non-compliant in some areas of the complaint handling code.

We are pleased that this self-assessment shows compliance in all areas of the Code. From April 2025 all complaints from both legacy housing associations were integrated into one housing management system, giving oversight and transparency of performance. Although both legacy organisations have used different procedures (a dispersed process and a centralised team) performance improved within the first quarter of 2025/26 for both stage 1 and stage 2.

The performance has been monitored closely by the Executive Management team, the Board and Service Performance and Customer Experience Committee (SPaCE) with the Member Responsible for Complaints (MRC) being customer led Chair of SPaCE and a Board member.

Throughout the year we have conducted an external Audit completed by RSM and also a service review on how to proceed with a process that is suitable for the merged organisation. Throughout 2026/27 a new process will be implemented across the Group with stronger learning actions ensuring that our customers are receiving the best services from us.

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	Complaints and Feedback Policy – Complaint definitions 3.1 Training documentation	This definition has been included in the Policy approved in March 2025, particularly section 3.1
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	Complaints and Feedback Policy – Policy statement 2.2 and 3.4 relating to third party and representatives Training documentation	This is embedded within the Policy approved in March 2025.
1.4	Landlords must recognise the difference between a service request and a complaint. This must be set out in their complaints policy. A service request is a request from a resident to the landlord requiring action to be taken to put something right. Service requests are not complaints, but must be recorded, monitored and reviewed regularly.	Yes	Complaints and Feedback Policy – Definition 3.2 & 3.3 Policy Scope 5.3 Complaints Procedures Training documentation	This is included in the Policy and training and guidance for staff.
1.5	A complaint must be raised when the resident expresses dissatisfaction with	Yes	Complaints and Feedback Policy – Policy statement 2.2	The definition of a service request is included within

	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.		Definitions 3.3 Procedure Training	the Policy and training documentation.
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	Complaints and Feedback Policy part 2.2 Complaint Procedures Training documentation. Transactional surveys have a link on how to make a complaint.	The definition of a service request is included within the Policy and training. Survey dissatisfactions are followed up to discuss next steps with the customer.

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	Complaints and Feedback Policy – Policy Scope 5.3 Complaint Case Examples Training documentation	The Policy sets out clear instances where a complaint may not be taken. Each case is considered individually and advice given with details logged on the Housing Management System.

2.2	A complaints policy must set out the circumstances in which a matter will not be considered as a complaint or escalated, and these circumstances must be fair and reasonable to residents. Acceptable exclusions include: • The issue giving rise to the complaint occurred over twelve months ago. • Legal proceedings have started. This is defined as details of the claim, such as the Claim Form and Particulars of Claim, having been filed at court. • Matters that have previously been considered under the complaints policy.	Yes	Complaints and Feedback Policy – Policy Scope 5.3 Procedures Staff Training	The policy is clear on reasons. Exceptional cases may still be looked at if older where there is an ongoing issue, for example.
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	Complaints and Feedback Policy – Policy Scope 5.3 Procedure Training documentation	Each case is considered individually and discretion shown, such as where an issue may be ongoing.
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	Yes	Complaints and Feedback Policy – Policy Scope 5.3, 5.4 & 5.5 Procedure Training documentation	Policy outlines reasons but each case is considered on an individual basis. Details are available about the Ombudsman service on our

	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.			website and would be provided if a complaint is not accepted.
2.5	Landlords must not take a blanket approach to excluding complaints; they must consider the individual circumstances of each complaint.	Yes	Complaints and Feedback Policy – Policy Scope 5.3, 5.4 & 5.5	Each case is considered in an individual way.

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	Complaints and Feedback Policy part 6.1 (ways to make a complaint) and 2.5 and 5.7 on reasonable adjustments. Examples of ways customers can complain Equality Impact Assessment	There are a number ways to complain: • In writing • Email • In person • Telephone • Surveys/online customer portal/forms • Social Media
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 and Feedback Policy – Complaints process 6.1 Procedure Training documents	Our process and training are clear to ensure that customers complaints are raised effectively.
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	Yes	The Service Performance and Customer Experience Committee (SPaCE) review;	Volumes of complaints are monitored and considered to balance that too few may indicate customers are facing

	complaint volumes are potentially a sign that residents are unable to complain.		- Volumes of complaints, by theme and service area, and how this compares with peers; - Learning themes and action taken; - Tenant Satisfaction Measure results The Executive Management team review performance, numbers of complaints and themes.	difficulties in making a complaint. Our focus is on learning from complaints to enhance resident experience. As services are re-aligned throughout 2026/27 the learning from 2025/26 will assist in shaping those services for residents. Member Responsible for complaints chairs the SPaCE Committee and is a Group Board Member.
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	Complaints and Feedback Policy – Complaints Process 6.1 Website information https://www.housingplusgroup.co.uk/about-us/complaints-and-feedback/Complain or Compliment The Wrekin Housing Group Complaint Letters	Websites are accessible to all with accessibility tool. It can also be provided in a range of formats such as large print or translated. The Policy and all information set out the two-stage process and timescales for response.
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	Complaints and Feedback Policy – Learning from complaints 7.2 Ombudsman Service 8.1 & 8.2 Letters	There are clear links within the policy and procedure on how we will publish the relevant Ombudsman service or Regulator. Our performance is also accessible on our websites.
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	Complaints and Feedback Policy – Definitions 3.2, 3.4 and 5.7	We are committed to ensuring residents can have a representative deal with the complaint or support them at meetings.
3.7	Landlords must provide residents with information on their right to access the Ombudsman service and how the individual	Yes	Complaints and Feedback Policy – Ombudsman section 8 Complaint letters	All complaint responses from stage 2 advise of the Ombudsman service alongside

	can engage with the Ombudsman about their complaint.		Website information	our website where there is an Ombudsman leaflet and details of how to contact them. In our Retirement living and Shire living schemes there are posters with the details of how to complain and the relevant Ombudsman. Within our high rise blocks the details of the Building Safety Regulator are on posters and any complaint letters.
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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	Complaints and Feedback Policy – Complaints process 6.11 & 6.12 and Section 9 Roles & Responsibilities Job roles – Team structures	In 2025/26 we prioritised improving our complaints handling, securing significant improvements in replying within timescales. During 2026/27, as planned, we are moving to one delivery model across the organisation.
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	Complaints and Feedback Policy – Complaints process 6.11 & 6.12. Principles of complaints handling within 1.2 Roles & Responsibilities Job roles – Team structures	Performance on replying to complaints within respective timescales has significantly improved. Complaints handling satisfaction is also showing the impact of

			Training	improvements made in 2025/26.
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 and Feedback Policy – Introduction 1.1 Learning from Complaints part 7 Training SPaCE Committee performance reports including learning and Equality Diversity and Inclusion Assurance Review	Complaints are prioritised within the business, and this has shown throughout 2025/26 in the performance and compliance with the Code.

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	Complaints and Feedback Policy – Policy Statement 2.1	Board approved policy for the whole group from March 2025
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	Complaints and Feedback Policy – Complaints process 6 Procedure Training documents	Our two key objectives for this year were: 1) Improved performance on complaints being responded to within respective timescales 2) Through a service review, develop the culture of learning from complaints and

				early resolution further. These have been achieved and performance significantly improved.
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	Complaints and Feedback Policy – Complaints process 6 Procedure Training	A two-stage process is in place.
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 expected to go through two complaints processes.	Yes	Complaints and Feedback Policy – Complaints process 6 Procedure Training	No complaints are handled by a third party. When a complaint is about a contractor it is managed by Housing Plus Group.
5.5	Landlords are responsible for ensuring that any third parties handle complaints in line with the Code.	Yes	Complaints and Feedback Policy – Complaints process 6 Procedure Training	No complaints are handled by a third party. When a complaint is about a contractor it is managed by Housing Plus Group.
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	Yes	Complaints and Feedback Policy – Complaints process section 6 Training documents Example case files	Contact is made with the complainant to discuss the complaint definition and clarify any points. The complaints management system follows our

	any aspect of the complaint is unclear, the resident must be asked for clarification.			complaints process and all information can be added/recorded to the complaint.
5.7	When a complaint is acknowledged at either stage, landlords must be clear which aspects of the complaint they are, and are not, responsible for and clarify any areas where this is not clear.	Yes	Complaints and Feedback Policy – Complaints process 6.3 Procedure Training	A clear position is explained and outlined.
5.8	At each stage of the complaints process, complaint handlers must: a. deal with complaints on their merits, act independently, and have an open mind; b. give the resident a fair chance to set out their position; c. take measures to address any actual or perceived conflict of interest; and d. consider all relevant information and evidence carefully.	Yes	Complaints and Feedback Policy – Complaints process 6.9 Complaint letters Training documents	The policy sets out our process and all training provided gives the user the knowledge to manage a complaint.
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	Complaints and Feedback Policy – Complaints process 6.5 & 6.8 Procedure Examples of letters	Extensions are agreed with residents, this is shown within the complaints system.
5.10	Landlords must make reasonable adjustments for residents where appropriate under the Equality Act 2010.	Yes	Complaints and Feedback Policy – Policy statement 2.5 EDI strategy	We are compliant with this part, but the launch of our

	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.		Training documents	EDI Strategy will strengthen further.
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	Complaints and Feedback Policy – Complaints process 6.5 Procedure Training	Policy outlines position and individual cases show escalations handled in accordance with this.
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	Complaints and Feedback Policy – Complaints process 6 Procedure Training documents System screenshots Case files	We are compliant with this aspect and the move to one system (April 2025), strengthened this further.
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	Complaints and Feedback Policy – Introduction 1.2 Complaints Process 6.1 Compensation guidance Compensation policy Training documents	Staff are empowered to look for reasonable redress at all stages in the process.
5.14	Landlords must have policies and procedures in place for managing	Yes	Complaints and Feedback Policy – Policy Scope 5.3	Acceptable behaviour procedure has been used in

	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.		Acceptable behaviour procedure Training	a very small number of cases and actions are considered carefully.
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	Complaints and Feedback Policy part 5.3 Examples of policy application	Acceptable behaviour procedure has been used in a very small number of cases and actions are considered carefully.

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	Complaints and Feedback Policy – Policy Scope 5.5 and 5.6 Procedure SPaCE committee reports on complaints performance and learning from complaints.	During 2025/26 we have improved our complaints handling with customer satisfaction increasing. We are building upon this further with early resolution and ownership at the heart of the new operating model for the whole organisation.
6.2	Complaints must be acknowledged, defined and logged at stage 1 of the complaints procedure <u>within five</u>	Yes	Complaints and Feedback Policy – Complaints process 6 Procedure	We have improved performance on this part and

	<u>working days of the complaint being received.</u>		SPaCE performance reports on complaints and learning from complaints	are now compliant with the code for 2025/26. 99.0% of complaints were responded to within these timescales. This is within the Upper Quartile group when compared with other landlords.
6.3	Landlords must issue a full response to stage 1 complaints <u>within 10 working days</u> of the complaint being acknowledged.	Yes	Complaints and Feedback Policy – Complaints process 6 Procedure SPaCE performance reports on complaints performance and learning from complaints.	The impact of our improvement action plan has meant we are now compliant with this part.
6.4	Landlords must decide whether an extension to this timescale is needed when considering the complexity of the complaint and then inform the resident of the expected timescale for response. Any extension must be no more than 10 working days without good reason, and the reason(s) must be clearly explained to the resident.	Yes	Complaints and Feedback Policy – Complaints process 6.5 and 6.7 Procedure SPaCE performance reports on complaints	The impact of our actions to improve performance means that we have moved to being compliant from 1 April 2025.
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	Complaints and Feedback Policy – Complaints process 6.5,6.6,6.7 and 6.8 Procedure Training	Contact details of the Housing Ombudsman are given when an extension is applied.
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	Yes	Complaints and Feedback Policy – Complaints Process 6.7 Governance through SPaCE committee reporting	Completed through letters and actions are managed through the Housing Management system.

	the issue are completed. Outstanding actions must still be tracked and actioned promptly with appropriate updates provided to the resident.			
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	Complaints and Feedback Policy – Complaints process 6.6, 6.7 & 6.9 Procedure Letters Training	All of our response letters clearly indicate the complaint issues, the complaint remedies, policies that are relevant, any signposting to other services, and learning outcomes. The response also includes if we are upholding the complaint.
6.8	Where residents raise additional complaints during the investigation, these must be incorporated into the stage 1 response if they are related and the stage 1 response has not been issued. Where the stage 1 response has been issued, the new issues are unrelated to the issues already being investigated or it would unreasonably delay the response, the new issues must be logged as a new complaint.	Yes	Complaints and Feedback Policy – Complaints process 6.7 Procedure Letters Training	We would take a case-by-case decision. Where a new issue occurs after the stage 1 response, we will advise the customer that a new complaint ensures they have two chances for their case to be considered, for example.
6.9	Landlords must confirm the following in writing to the resident at the completion of stage 1 in clear, plain language: a. the complaint stage; b. the complaint definition; c. the decision on the complaint;	Yes	Complaints and Feedback Policy – Complaints process 6.9 Procedure Letter templates Example letters	All responses clearly address these points, guided by template letters.

	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.			
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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	Complaints and Feedback Policy – Complaints process 6 Procedure Letters Training	Our process is to escalate when requested by the resident.
6.11	Requests for stage 2 must be acknowledged, defined and logged at stage 2 of the complaints procedure within five working days of the escalation request being received.	Yes	Complaints and Feedback Policy – Complaints process 6 Procedure Letters Training	Performance is compliant with the code. At 94.4% of complaints responded to within timescales, performance is in the median group when compared with other landlords.
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	Yes	Complaints and Feedback Policy – Policy process 6.5 Procedure Training	Following the escalation, the resident is asked why they remain dissatisfied as part of working to find a resolution

	understand why a resident remains unhappy as part of its stage 2 response.			wherever we reasonably can.
6.13	The person considering the complaint at stage 2 must not be the same person that considered the complaint at stage 1.	Yes	Complaints and Feedback Policy – Complaints process 6 Procedure	Stage 2 cases are reviewed by a different person.
6.14	Landlords must issue a final response to the stage 2 <u>within 20 working days</u> of the complaint being acknowledged.	Yes	Complaints and Feedback Policy – Complaints process 6 Procedure Training Performance data reported to Board and Committee.	We have delivered our service improvement plan and are compliant with this part of the code.
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	Complaints and Feedback Policy – Complaints process 6.5 & 6.8 Procedure Training Performance oversight through routine reports to SPaCE and Executive Management Team.	We have delivered our improvement actions, moving to comply with this part of the Code. Extensions are agreed with the customer and are for clear reasons.
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	Complaints and Feedback Policy – Complaints process 6.5 & 6.8 Procedure Training	Contact details of the Housing Ombudsman are given when an extension is applied.
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	Complaints and Feedback Policy – Complaints process 6.6 Procedure Training documents Complaint letters	Responses are sent once the answers are known. Actions are then tracked through the system

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	Complaints and Feedback Policy – Complaints process 6.9 Procedure Training documents Letters	Response letters indicate the complaint issues, remedies, relevant policy and any signposting to other services and learning outcomes.
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	Complaints and Feedback Policy – Complaints process 6 Procedure Letter examples Training documents	All responses are compliant with the code.
6.20	Stage 2 is the landlord's final response and must involve all suitable staff members needed to issue such a response.	Yes	Complaints and Feedback Policy – Complaints process 6 Procedure Training Letter templates	Stage 2 complaints are handled by senior colleagues or specialists in Stage 2 responses.

Section 7: Putting things right

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
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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	Complaints and Feedback Policy – Complaints process 6 Procedure Training documents Letter templates and examples	All response letters adhere to the code. This is also supported with guidance of remedies using best practice from the Ombudsman service.
7.2	Any remedy offered must reflect the impact on the resident as a result of any fault identified.	Yes	Complaints and Feedback Policy – Complaints process 6 Compensation policy Guidance of remedies Training	Within the investigation and resolution redress is considered.
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	Complaints and Feedback Policy – Complaints process 6 Compensation policy Guidance of remedies Training	Contained within our response letters. Staff are expected to consider this and training is provided to build understanding.
7.4	Landlords must take account of the guidance issued by the Ombudsman when deciding on appropriate remedies.	Yes	Complaints and Feedback Policy – Complaints process 6 Compensation policy	This is embedded within the training and process and therefore decisions.

			Guidance of remedies Training	
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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	Self-assessment 2024/25 Service Improvement report 2024/25 SPaCE committee performance reports, including case studies and learning. TSM's	The self-assessment for 2024/25 showed that we were non-compliant with the Code. Our improvement plan delivery ensured we are compliant for this year. The MRC is also the resident Chair of the SPaCE committee and board member ensuring assurance and oversight is given. Regular performance reporting has been completed throughout the year.

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	Reported at SPaCE committee and Board. Website	Reports are sent to the committee and board for their approval ahead of publication in September 2026.
8.3	Landlords must also carry out a self-assessment following a significant restructure, merger and/or change in procedures.	Yes	Self-assessment completed in March 2025 This submission Board approval and minutes	Following the merger in March 2025 a self-assessment was completed and submitted to the Housing Ombudsman Service. A further assessment was submitted in September 2025
8.4	Landlords may be asked to review and update the self-assessment following an Ombudsman investigation.	N/A	Not requested	
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.	N/A	Not occurred	

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	Complaints and Feedback Policy – Learning from complaints 7 Procedure SPaCE performance reporting on learning from complaints	The process has learning actions for staff managing complaints to complete. Learnings is reported to governing body as part of complaints performance on a quarterly basis.
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 and Feedback Policy – Learning from complaints 7 Procedure SPaCE performance reporting Locality meetings	The process has learning actions for staff managing complaints to complete. Learning themes are also discussed in locality meetings quarterly.
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	Complaints and Feedback Policy – Introduction 1 Learning from complaints 7 SPaCE performance reporting Service Improvement report on website	Reported on websites and to customer and staff groups. Complaints performance reporting to SPaCE committee providing assurance to the Group Board via our Member Responsible for complaints. Complaints Performance and Service Improvement Reports, published on our websites.

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	Complaints and Feedback Policy – Roles & Responsibilities 9 Governance reports	Compliant - Jan Lycett Executive Director of Integration & Change
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	Complaints and Feedback Policy – Roles & Responsibilities 9 Governance reports	Compliant Sarah Watson - Chair of SPaCE committee and Board member.
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	Complaints and Feedback Policy – Roles & Responsibilities 9 SPaCE performance reports Board performance metrics	The MRC is Chair of SPaCE committee and gives assurance at Board as a Board member.
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	Complaints and Feedback Policy – Roles & Responsibilities 9 SPaCE performance reports Board performance metrics	The MRC is Chair of SPaCE committee and gives assurance at Board as a Board member.

	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	Complaints and Feedback Policy – Introduction 1 Procedure Training	We have clear values for the organisation of Own it Improve it Live it These give a collective responsibility and embed the complaints culture.