

Complaints Self Assessment APRIL 2026					
Code	Code Requirement	Evidence	Person responsible	compliant	Notes / Learning
1.2	<p><b>Section 1- Definition of a complaint</b>  <i>A complaint must be defined as:</i></p> <p><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></p>	Definition is set out in YMCA Brighton’s Complaints Policy	HB	YES	
1.3	The 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 a complaint. A complaint that is submitted via a third party or representative must be handled in line with the landlord’s complaints policy.	Set out in Complainants Policy. Our complaints policy is for clients, staff and members of the public.	HB	YES	
1.4	Landlords should recognise the difference between a <b>service request</b> , and a <b>complaint</b> . 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	Added to complaints policy - Service / maintenance tracker implemented.	HB	YES	

	requests are not complaints, but must be recorded, monitored and reviewed regularly.* required				
<b>1.5</b>	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.	This is covered in our Complaint Policy	HB	<b>YES</b>	
<b>1.6</b>	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.	The 2025 Client Satisfaction Survey has been amended to inform clients how they can pursue their dissatisfaction as a complaint if they wish to.	SD	<b>YES</b>	
<b>2.1</b>	<b>2. Exclusions</b> 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	We welcome complaints and will aim to resolve them as early as possible.	HB	<b>YES</b>	

	<p>complaint must be considered on its own merits.</p>				
<p><b>2.2</b></p>	<p>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:</p> <ul style="list-style-type: none"> <li>- the issue giving rise to the complaint occurred over 12 months ago</li> <li>- 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</li> <li>- matters that have previously been considered under the complaints policy</li> </ul>	<p>Policy clearly includes the following exclusions:</p> <p>a. Cases where a legal claim is made by, or against YMCA Brighton.</p> <p>b. Cases where a customer is taking a matter to court, or the matter is being dealt with by another statutory agency that has the power to resolve the complaint.</p> <p>c. Complaints reported to us more than six months after the incident or issue occurred*. *Safeguarding or health and safety issues may still be considered.</p> <p>The Policy has been updated to change 6 months to 12 months timeframe to raise a complaint.</p> <p>The Policy has been updated to specify that matters that have been previously considered under the complaints policy may be excluded.</p>	<p>HB</p>	<p><b>YES</b></p>	

<p><b>2.3</b></p>	<p>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.</p>	<p>Policy has been updated to clearly state that complaints will be accepted within 12 months of the issue occurring and discretion will be applied outside of this timeframe.</p>	<p>HB</p>	<p><b>YES</b></p>	
<p><b>2.4</b></p>	<p>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.</p>	<p>In complaints policy.</p>	<p>HB</p>	<p><b>YES</b></p>	
<p><b>2.5</b></p>	<p>Landlords must not take a blanket approach to excluding complaints; they must consider the individual circumstances of each complaint.</p>	<p>Policy has been updated to clearly state that all complaints will be carefully considered.</p>	<p>HB</p>	<p><b>YES</b></p>	

<p><b>3.1</b></p>	<p><b>Section 3- Accessibility and awareness</b></p> <p>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.</p>	<p>YMCA Brighton offers various channels for residents to make a complaint</p> <ul style="list-style-type: none"> <li>- Letter</li> <li>- In person</li> <li>- Email</li> <li>- Get in touch form on our website</li> <li>- Complaints form</li> </ul> <p>Reasonable adjustments are covered in the YMCA Brighton Equality Scheme.</p>	<p>HB</p>	<p><b>YES</b></p>	
<p><b>3.2</b></p>	<p>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.</p>	<p>The Staff Induction booklet covers complaint handling. Complaint workshops have been delivered to staff.</p>	<p>HB</p>	<p><b>YES</b></p>	
<p><b>3.3</b></p>	<p>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.</p>	<p>Complaints are reported to the Board quarterly.</p>	<p>HB</p>	<p><b>YES</b></p>	<p>We have seen an increase in complaints in Q4 25/26 as a result of the launch of a new database.</p>

<p><b>3.4</b></p>	<p>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.</p>	<p>Policy is available to view and download on YMCA Brighton’s website Policy is available for residents to view in projects Policy details the number of stages involved, what will happen and the timeframes for responding.</p>	<p>HB</p>	<p><b>YES</b></p>	<p>Policy is now clearly stated in the Welcome Handbook.</p>
<p><b>3.5</b></p>	<p>The policy must explain how the landlord will publicise details of the complaints policy, including information about the Ombudsman and this Code.</p>	<p>The policy outlines the ways our complaint policy is publicised as well as information about the Ombudsman and the Code</p>	<p>HB</p>	<p><b>YES</b></p>	
<p><b>3.6</b></p>	<p>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.</p>	<p>Advocacy leaflets are given when a Stage one complaint is acknowledged. Complainants may involve an independent advocate, friend or carer – detailed in our policy.</p>	<p>HB</p>	<p><b>YES</b></p>	
<p><b>3.7</b></p>	<p>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.</p>	<p>This is included in the complaints Policy.</p>	<p>HB</p>	<p><b>YES</b></p>	

<p><b>4.1</b></p>	<p><b>Section 4 - Complaint Handling Staff</b> 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.</p>	<p>Complaints Officer at Head Office – Sascha Deighton In addition: Manager/Deputy Manager at each Project act as the complaint lead officers.</p>	<p>HB</p>	<p><b>YES</b></p>	
<p><b>4.2</b></p>	<p>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.</p>	<p>The complaints officer is a member of the leadership team who has the authority and autonomy to act and resolve disputes promptly and fairly.</p>	<p>SD</p>	<p><b>YES</b></p>	
<p><b>4.3</b></p>	<p>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</p>	<p>All complaint handlers are at manager level or above and are aware of the complaint handling channels / conflicts as set out in the YMCA Brighton Complaints Policy. Our aim is to resolve complaints as early as possible which requires oversight from the Managers at</p>	<p>HB</p>	<p><b>YES</b></p>	

	resourced to handle complaints effectively.	individual projects. Where necessary the complaint handler can access the Senior leadership Team. The new database Vatrix is enabling the Complaint Officer to have better oversight of all complaint management processes.			
<b>5.1</b>	<b>Section 5- The complaint handling process</b> 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.	We have a single policy for dealing with complaints. Feedback and complaints are promoted within services. This is clearly stated in the Welcome Handbook.	HB	<b>YES</b>	
<b>5.2</b>	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.	Our complaints policy is clear about the difference between service requests and complaints. Our complaints policy comprises of 2 stages.	HB	<b>YES</b>	
<b>5.3</b>	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.	Our complaints policy comprises of 2 stages.	HB	<b>YES</b>	

5.4	Where a landlord’s complaint response is handled by a third party (for example a contractor or independent adjudicator) at any stage, it must form part of the 2 stage complaints process set out in this Code. Residents must not be expected to go through two complaints processes.	Our organisation handles complaints internally	HB	YES	
5.5	Landlords are responsible for ensuring that any third parties handle complaints in line with the Code.	Our organisation handles complaints internally.	HB	YES	
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.	Full records are kept of the original complaint and all relevant correspondence in the Vatix database.  Our policy states that all complaints received by YMCA Brighton through any communication channel will be logged and acknowledged within 5 working days. In Complaints policy and appendix.			

<p><b>5.7</b></p>	<p>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.</p>	<p>In Complaints policy and appendix</p>	<p>HB</p>	<p><b>YES</b></p>	
<p><b>5.8</b></p>	<p>At each stage of the complaints process, complaint handlers must:</p> <ul style="list-style-type: none"> <li>a) deal with complaints on their merits, act independently, and have an open mind</li> <li>b) give the resident a fair chance to set out their position</li> <li>c) take measures to address any actual or perceived conflict of interest; and</li> <li>d) consider all relevant information and evidence carefully</li> </ul>	<p>Complaint handlers are managers and above and receive training to handle complaints effectively.</p>	<p>HB</p>	<p><b>YES</b></p>	
<p><b>5.9</b></p>	<p>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.</p>	<p>In Complaints policy. We ask staff to complete a central logging system that records whether a complaint has been dealt with within the 10-day target, if not why and whether the client was notified. Client satisfaction with the outcome of the complaint is also recorded</p>	<p>HB</p>	<p><b>YES</b></p>	<p>Recording of client satisfaction is not consistent across services. Data Lead will</p>

					focus on improving this recording in 2026/2027.
<b>5.10</b>	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.	Included in Complaints policy.	HB	<b>YES</b>	
<b>5.11</b>	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.	Made clear in policy.	HB	<b>YES</b>	
<b>5.12</b>	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.	Full records are kept of the original complaint and all relevant correspondence in the Vatrix database.	HB	<b>YES</b>	

<p><b>5.13</b></p>	<p>Landlords must have processes in place to ensure that a complaint can be remedied at any stage of its complaints process. Landlords must ensure that appropriate remedies can be provided at any stage of the complaints process without the need for escalation.</p>	<p>We aim to resolve complaints at Stage 1 and at the earliest opportunity.</p>	<p>HB</p>	<p><b>YES</b></p>	
<p><b>5.14</b></p>	<p>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.</p>	<p>Our ASB and Hate Crime policy, our Sanctions policy and our Support Interventions policy clearly state the action we will take to manage unacceptable behaviour from residents and/or their representatives. All actions taken are recorded in the client recording systems.</p>	<p>HB</p>	<p><b>YES</b></p>	
<p><b>5.15</b></p>	<p>Any restrictions placed on contact due to unacceptable behaviour must be proportionate and demonstrate regard for the provisions of the Equality Act 2010.</p>	<p>Equality Impact Assessments have been completed for the above policies.</p>	<p>HB</p>	<p><b>YES</b></p>	

<p><b>6.1</b></p>	<p><b>6 Complaint Stages</b> 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.</p>	<p>Complaints are discussed with the Organisation Complaint lead at the earliest opportunity to assess resolution.</p>	<p>SD</p>	<p><b>YES</b></p>	
<p><b>6.2</b></p>	<p>Complaints must be acknowledged, defined and logged at stage 1 of the complaints procedure within 5 working days of the complaint being received.</p>	<p>Made clear in policy</p>	<p>HB</p>	<p><b>YES</b></p>	
<p><b>6.3</b></p>	<p>Landlords must issue a full response to stage 1 complaints within 10 working days of the complaint being acknowledged.</p>	<p>Made clear in policy</p>	<p>HB</p>	<p><b>YES</b></p>	

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.	We ask staff to complete a central logging system that records whether a complaint has been dealt with within the 10-day target, if not why and whether the client was notified. Client satisfaction with the outcome of the complaint is also recorded.	HB	YES	
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.	Policy has been amended to reflect the need to provide the contact details of the Ombudsman when an extension is required beyond 10 working days for Stage 1, and beyond 20 working days for Stage 2.	HB	YES	
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.	As per complaints policy.	HB	YES	

<p><b>6.7</b></p>	<p>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.</p>	<p>Stage 1 and Stage 2 letters are used.</p>	<p>HB</p>	<p><b>YES</b></p>	
<p><b>6.8</b></p>	<p>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.</p>	<p>Included in Complaints' policy.</p>	<p>HB</p>	<p><b>YES</b></p>	
<p><b>6.9</b></p>	<p>Landlords must confirm the following in writing to the resident at the completion of stage 1 in clear, plain language:</p> <ul style="list-style-type: none"> <li>a) the complaint stage</li> <li>b) the complaint definition</li> <li>c) the decision on the complaint</li> <li>d) the reasons for any decisions made</li> </ul>	<p>Housing Ombudsman template letter is used.</p>	<p>HB</p>	<p><b>YES</b></p>	

	<ul style="list-style-type: none"> <li>e) the details of any remedy offered to put things right</li> <li>f) details of any outstanding actions</li> <li>g) details of how to escalate the matter to stage 2 if the individual is not satisfied with the response</li> </ul>				
<b>6.10</b>	<p>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.</p>	<p>This is covered in the policy and the Stage 1 letter.</p>	HB	<b>YES</b>	
<b>6.11</b>	<p>Requests for stage 2 must be acknowledged, defined, and logged at stage 2 of the complaint procedure within 5 working days of the escalation request being received.</p>	<p>This is covered in the policy.</p>	HB	<b>YES</b>	

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.	As per complaints policy	HB	YES	
6.13	The person considering the complaint at stage 2 must not be the same person that considered the complaint at stage 1.	As per complaints policy, the Head of Operations will manage most Stage 2 complaints.	HB	YES	
6.14	Landlords must issue a final response to the stage 2 within 20 working days of the complaint being acknowledged.	As per complaints policy	HB	YES	
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.	As per complaint policy	HB	YES	

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.	Complaint policy has been amended to reflect the need to provide the Ombudsman details if we require an extension beyond 20 days.	HB	YES	
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.	As per complaints policy.	HB	YES	
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.	Stage 2 template letter outlines these sections.	HB	YES	
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	Stage 2 template covers all of these points.	HB	YES	

	<ul style="list-style-type: none"> <li>e) the details of any remedy offered to put things right</li> <li>f) details of any outstanding actions</li> <li>g) details of how to escalate the matter to the Ombudsman Service if the individual remains dissatisfied</li> </ul>				
<b>6.20</b>	<p>Stage 2 is the landlord’s final response and must involve all suitable staff members needed to issue such a response.</p>	<p>The Stage 2 letter specifies this is the final stage. Stage 2 complaints are led by members of the leadership team.</p>	HB	<b>YES</b>	
<b>7.1</b>	<p><b>Section 7- Putting things right</b></p> <p>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:</p> <ul style="list-style-type: none"> <li>a) apologising</li> <li>b) acknowledging where things have gone wrong</li> <li>c) providing an explanation, assistance, or reasons</li> <li>d) taking action if there has been delay</li> <li>e) reconsidering or changing a decision</li> </ul>	<p>Stage 1 and 2 response letters include findings with an explanation for what may have gone wrong, as well actions YMCA Brighton has taken or intends to take to put things right. Financial compensations are considered where relevant.</p>	HB	<b>YES</b>	

	<ul style="list-style-type: none"> <li>f) amending a record or adding a correction or addendum</li> <li>g) providing a financial remedy</li> <li>h) changing policies, procedures, or practices</li> </ul>				
<b>7.2</b>	Any remedy offered must reflect the impact on the resident as a result of any fault identified.	See Client Compensation Policy	HB	<b>YES</b>	
<b>7.3</b>	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.	Vatix database launched in September 2025 and includes a complaint module (Stage 1 and Stage 2). Learning and action completion is more effectively monitored and reported upon as a result.	HB	<b>YES</b>	Action tracking needs to improve to ensure timely actions are taken. This will be a focus for 2026/2027.
<b>7.4</b>	Landlords must take account of the guidance issued by the Ombudsman when deciding on appropriate remedies.	A Remedy guidance appendix has been created for the Complaints policy. It is based on the Ombudsman guidance.	HB	<b>YES</b>	

<p><b>8.1</b></p>	<p><b>Section 8 - Self-assessment, reporting and compliance</b></p> <p>Landlords must produce an annual complaints performance and service improvement report for scrutiny and challenge, which must include:</p> <ul style="list-style-type: none"> <li>a) the annual self-assessment against this Code to ensure their complaint handling policy remains in line with its requirements</li> <li>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</li> <li>c) any findings of non-compliance with this Code by the Ombudsman</li> <li>d) the service improvements made as a result of the learning from complaints</li> <li>e) any annual report about the landlord’s performance from the Ombudsman</li> <li>f) any other relevant reports or publications produced by the</li> </ul>	<p>We produce an annual complaint review report which is presented to the Board. It includes:</p> <ul style="list-style-type: none"> <li>- the annual self-assessment including findings of non-compliance against the Code,</li> <li>- a qualitative and quantitative analysis of the complaint handling performance</li> <li>- actions required to improve our performance.</li> </ul> <p>Learning from complaints is included in Board reports and Managers reports. It is also discussed at the Monthly Managers Meetings.</p>	<p>HB</p>	<p><b>YES</b></p>	
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	Ombudsman in relation to the work of the landlord				
<b>8.2</b>	The annual complaints performance and service improvement report must be reported to the landlord's governing body (or equivalent) and published on the section of its website relating to complaints. The governing body's response to the report must be published alongside this.	The annual report is presented to the Board of Trustees and published on our website. The Board response is published on our website.	HB	<b>YES</b>	
<b>8.3</b>	Landlords must also carry out a self-assessment following a significant restructure, merger and/or change in procedures.	This will be completed when necessary.	HB	<b>YES</b>	
<b>8.4</b>	Landlords may be asked to review and update the self-assessment following an Ombudsman investigation.	We will comply when required to do so.	HB	<b>YES</b>	

<p><b>8.5</b></p>	<p>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.</p>	<p>The complaint lead and the MRC are clear on their responsibility in relation to the Code and compliance to it. They will be taking the lead on reporting our inability to comply with the Code if necessary.</p>	<p>HB</p>	<p><b>YES</b></p>	
<p><b>9.1</b></p>	<p><b>Section 9 - Scrutiny &amp; oversight: continuous learning and improvement</b></p> <p>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.</p>	<p>Quarterly learning from complaints is compiled for the Quarterly learning bulletin which is shared with staff. Complaint learning is discussed at managers' meetings on a monthly basis and at project specific team meetings on a 6 weekly basis.</p>	<p>HB</p>	<p><b>YES</b></p>	
<p><b>9.2</b></p>	<p>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.</p>	<p>Quarterly learning from complaints is compiled for the Quarterly learning bulletin which is shared with staff. Complaint learning is discussed at managers' meetings on a monthly basis and at project specific team meetings on a 6 weekly basis. A complaint database was launched in September 2025 to more effectively</p>	<p>HB</p>	<p><b>YES</b></p>	

		oversee learning and actions taken to improve our services.			
<b>9.3</b>	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.	<p>The Resident Engagement Committee (subgroup of the Board) meets bimonthly. The group is made up of Resident Representatives, Board members and the Client Involvement coordinator. Client complaints are raised here, and details fed back to the wider client group by the Resident Representatives.</p> <p>Details from the aforementioned Resident Engagement Committee are discussed at each quarterly Board meeting. Annual report is published to staff, residents, board and published on our website</p>	HB	<b>YES</b>	
<b>9.4</b>	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.	The Complaint lead is a member of the leadership team who receives quarterly reports about complaints to review themes and trends prior to the report being submitted to Board.	HB	<b>YES</b>	

<p><b>9.5</b></p>	<p>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').</p>	<p>The Chair (Board member) of the Resident Engagement Committee has the lead responsibility for client complaints.</p>	<p>HB</p>	<p><b>YES</b></p>	
<p><b>9.6</b></p>	<p>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.</p>	<p>The MRC has access to quarterly reporting on complaints via the Compliance report.</p>	<p>HB</p>	<p><b>YES</b></p>	
<p><b>9.7</b></p>	<p>As a minimum, the MRC, and the governing body (or equivalent) must receive:</p> <ul style="list-style-type: none"> <li>a) regular updates on the volume, categories and outcomes of complaints, alongside complaint handling performance</li> <li>b) regular reviews of issues and trends arising from complaint handling</li> </ul>	<p>Board receives quarterly reports on complaints data as well as an annual report on complaint handling.</p> <p>Housing Ombudsman's self-assessment is submitted to the board annually</p>	<p>HB</p>	<p><b>YES</b></p>	

	<ul style="list-style-type: none"> <li>c) regular updates on the outcomes of the Ombudsman’s investigations and progress made in complying with orders related to severe maladministration findings</li> <li>d) the annual complaints performance and service improvement report</li> </ul>				
<p><b>9.8</b></p>	<p>Landlords must have a standard objective in relation to complaint handling for all relevant employees or third parties that reflects the need to:</p> <ul style="list-style-type: none"> <li>a) have a collaborative and co-operative approach towards resolving complaints, working with colleagues across teams and departments</li> <li>b) take collective responsibility for any shortfalls identified through complaints, rather than blaming others</li> <li>c) act within the professional standards for engaging with complaints as set by any relevant professional body</li> </ul>	<p>Covered in Complaint policy and complaints leaflets for residents.</p>	<p>HB</p>	<p><b>YES</b></p>	