

Appendix B – Self-Assessment Form

This self-assessment form should be completed by the complaints officer and discussed at the landlord’s governing body annually.

Evidence should be included to support all statements with additional commentary as necessary.

Explanations must also be provided where a mandatory ‘must’ requirement is not met to set out the rationale for the alternative approach adopted and why this delivers a better outcome.

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	This is clearly reflected on our website and also applied when reviewing complaints, link below. Corporate complaints policy Westminster City Council
1.3	The resident 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	We accept complaints as an expression of dissatisfaction and the complaints team engage with services to ensure they self-assess failures and escalate accordingly or signpost the resident to their options
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	This is demonstrated as BAU for service and member enquiries
1.7	A landlord must accept a complaint unless there is a valid reason not to do so.	Yes	We triage all complaints requests to ensure they not only qualify as a complaint but can be responded to in line with our various

			housing policies. Exclusions are clearly set out in the complaints policy.
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	This is clearly outlined on our website, within our policy and also the response correspondence. Please see link below Corporate complaints policy Westminster City Council
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	With all declined requests for either a new complaint, a complaint escalation or end of complaints process the correct signposting is included within all responses and an explanation provided.

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	We triage all complaints requests to determine if the request is either a complaint or service request. Once this has been established, we confirm this in writing and outline the next steps
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.	No	We will explore how dissatisfaction can be escalated or signposted at point of completion or after should the resident wish to do so

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	We accept complaints currently via post, email, telephone, elected member, in person and online via our website
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 policy is accessible and clear. We accept complaints currently via post, email, telephone, elected member, in person and online via our website
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	Our website provides this information. Corporate complaints policy Westminster City Council
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	All policies and procedures comply with the Equality Act 2010 and complaints officers also undertake eLearning training as part of their induction

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	Our website provides this information Corporate complaints policy Westminster City Council
2.7	Landlords must provide residents with contact information for the Ombudsman as part of its regular correspondence with residents.	Yes	This is included in all complaint responses to residents and on the website
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	This is included in all complaint responses to residents and also highlighted on our website. Corporate complaints policy Westminster City Council

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	This is included in our policy and accessible via our website provides this information Corporate complaints policy Westminster City Council Complaints policy - Amended November 2022 (1).pdf

Section 3 - Complaint handling personnel

Mandatory 'must' requirements

Code section	Code requirement	Comply: Yes/No	Evidence, commentary and any explanations
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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	A complaints team is in place and each complaint is assigned to a complaints officer within that team.
3.2	...the complaint handler appointed must have appropriate complaint handling skills and no conflicts of interest.	Yes	Complaint officers’ complete internal complaint handling training as well as the Housing Ombudsman Service ‘Dispute resolution’ eLearning Dispute resolution e-learning - Housing Ombudsman (housing-ombudsman.org.uk)

Best practice ‘should’ requirements

Code section	Code requirement	Comply: Yes/No	Evidence, commentary and any explanations
3.3	Complaint handlers should: <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	Complaint officers’ complete internal complaint handling training as well as the Housing Ombudsman Service ‘Dispute resolution’ eLearning. They also complete various related in-house eLearning modules as well as being developed within team meeting and 1-2-1 development via their line manager. Dispute resolution e-learning - Housing Ombudsman (housing-ombudsman.org.uk)

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	There is a clear 2 stage complaints process in place and engagement to resolve service failures are evidenced by the service. This is outlined on our website Corporate complaints policy Westminster City Council
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.	No	Complaint acknowledgements are currently generic, and we are in the process of introducing personal and specific acknowledgement letters to residents
4.6	A complaint investigation must be conducted in an impartial manner.	Yes	We recognize that regular training is essential for this and plan to introduce this during 23/24.

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. 		<p>All complaints are independently reviewed by a member of the complaints team before being sent out to the resident to ensure all points have been addressed and policy/procedure adhered to by the service in question.</p>
4.11	<p>Landlords must adhere to any reasonable arrangements agreed with residents in terms of frequency and method of communication</p>	Yes	<p>This is adhered to whenever a request is made by the resident and the resident can select their preferred method of contact when submitting a complaint.</p>
4.12	<p>The resident, and if applicable any staff member who is the subject of the complaint, must also be given a fair chance to:</p> <ul style="list-style-type: none"> • set out their position • comment on any adverse findings before a final decision is made. 	Yes	<p>All complaint responses contain this information so the resident can see how a final decision was made.</p>
4.13	<p>A landlord must include in its complaints policy its timescales for a resident to request escalation of a complaint</p>	Yes	<p>This is included in our policy and accessible via our website provides this information</p> <p>Complaints policy - Amended November 2022 (1).pdf</p> <p>Corporate complaints policy Westminster City Council</p>
4.14	<p>A landlord must not unreasonably refuse to escalate a complaint through all stages of the complaints</p>	Yes	<p>This is clearly outlined in the Housing Ombudsman Code and has been cascaded</p>

			<p>to all complaint staff and appropriate service area staff.</p> <p>This is also evidenced on our website and within our policy.</p> <p>All escalations requests are reviewed by senior management within the complaints team and services are encouraged to always review and provide an appropriate response</p> <p>Complaints policy - Amended November 2022 (1).pdf</p> <p>Corporate complaints policy Westminster City Council</p>
	<p>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.</p>	<p>Yes</p>	<p>This is clearly outline in the Housing Ombudsman Code and has been cascaded to all complaint staff and appropriate service area staff.</p> <p>This is also evidenced on our website and within our policy.</p> <p>All escalations requests are reviewed by senior management within the complaints team and services are encouraged to always review and provide an appropriate response</p> <p>Complaints policy - Amended November 2022 (1).pdf</p>

			Corporate complaints policy Westminster City Council
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	This is currently in practice and evidenced on each case with greater detail gathered and stored for stage 2 cases.
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	This sits within the complaints policy under the heading 'Unreasonable behaviour'. Complaints policy - Amended November 2022 (1).pdf

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	No	We are currently putting into place acknowledgment calls for all complaints received which will address this point once implemented
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	This is currently in place and best demonstrated when complaint officers are triaging complaint escalations

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	This is currently in place and evidence within our policy and on our complaints website page. Corporate complaints policy Westminster City Council Complaints policy - Amended November 2022 (1).pdf
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	This is currently in place and evidence within our policy and on our complaints website page and also within all complaint responses. Corporate complaints policy Westminster City Council Complaints policy - Amended November 2022 (1).pdf
4.9	Communication with the resident should not generally identify individual members of staff or contractors.	Yes	Complaint responses are checked to ensure this point is adhered to
4.10	Landlords should keep residents regularly updated about the progress of the investigation.	Yes	This is outlined within the complaint policy and within complaint handling internal training. Corporate complaints policy Westminster City Council
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.	Yes	Complaint satisfactions surveys are regularly conducted for closed complaints and the feedback sent to the

			complaints teams as well as appropriate stakeholder
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	Learning from complaints is a key function of the complaints team and the manager, who's job title is 'Complaints and Service Improvement'. This information is used to present recommendation to the wider housing service.
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	This is adhered to and is outlined within the complaint policy and also within complaint handling internal training. Corporate complaints policy Westminster City Council

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	This is outlined within the complaint policy and also within complaint handling internal training. Corporate complaints policy Westminster City Council We aim to meet this timescale and contact the resident with good reason should we fail to do so.

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.	No	<p>This is currently being tracked with all stage 2 cases but not with stage 1 cases due to current volume.</p> <p>We are in the process of introducing a new online system that will track all agreed works at all stages.</p>
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	<p>This is outlined within the complaint policy and within complaint handling internal training.</p> <p>Complaint officers also provide final assessment to all responses before they are sent out to residents.</p> <p>Corporate complaints policy Westminster City Council</p>
5.8	<p>Landlords must confirm the following in writing to the resident at the completion of stage one in clear, plain language:</p> <ul style="list-style-type: none"> • the complaint stage • 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 stage two if the resident is not satisfied with the answer 	Yes	<p>This is outlined within the complaint policy and within complaint handling internal training.</p> <p>This is also evidence with all complaint responses sent out to residents.</p> <p>Corporate complaints policy Westminster City Council</p>

Stage 2

Code section	Code requirement	Comply: Yes/No	Evidence, commentary and any explanations
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 not escalating as well as the resident's right to approach the Ombudsman about its decision.	Yes	This is outlined within the complaint policy and within complaint handling internal training. This is also evidence with all complaint responses sent out to residents. Corporate complaints policy Westminster City Council
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.	No	Acknowledgement of complaints and escalations are currently generic but in the process of changing to personal and complaint specific acknowledgement of complaints and escalation requests
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	This is adhered to and is outlined within the complaint policy and within complaint handling internal training. Corporate complaints policy Westminster City Council
5.12	The person considering the complaint at stage two, must not be the same person that considered the complaint at stage one.	Yes	This is adhered to and is outlined within the complaint policy and within complaint handling internal training. There are separate complaint officers for stage 1 and 2 cases.

			Corporate complaints policy Westminster City Council
5.13	Landlords must respond to the stage two complaint within 20 working days 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	<p>This is outlined within the complaint policy and also within complaint handling internal training.</p> <p>Corporate complaints policy Westminster City Council</p> <p>We aim to meet this timescale and contact the resident with good reason should we fail to do so.</p>
5.16	<p>Landlords must confirm the following in writing to the resident at the completion of stage two in clear, plain language:</p> <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	<p>This is outlined within the complaint policy and within complaint handling internal training.</p> <p>This is also evidence within all complaint responses sent out to residents.</p> <p>Corporate complaints policy Westminster City Council</p>

Stage 3

Code section	Code requirement	Comply: Yes/No	Evidence, commentary and any explanations
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.	Yes	We have a 2 stage complaint process in place. This is outlined within the complaint policy and within complaint handling internal training. This is also evidence with all complaint responses sent out to residents Corporate complaints policy Westminster City Council
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	N/a

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.	No	We are currently in the process of ensuring all extension are agreed with the resident and a contact is made to

			discuss, agree and document this agreement
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.	No	This will shortly be in place, and we will continue to progress the complaint after informing the resident of their options
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	Reviewing trends and trigger points are currently in place and discussed with stakeholder meeting with complaints management and service area management
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	This practice is adhered to and covered within complaint handling internal training. This is also evidence within all complaint responses sent out to residents.

Stage 2

Code section	Code requirement	Comply: Yes/No	Evidence, commentary and any explanations
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.	No	We are currently in the process of ensuring all extensions are agreed with the resident and a contact is made to discuss, agree and document this agreement

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	No	This will shortly be in place, and we will continue to progress the complaint after informing the resident of their options
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Stage 3

Code section	Code requirement	Comply: Yes/No	Evidence, commentary and any explanations
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 <u>within 20 working days</u> 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	n/a
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	n/a

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	This practice is currently, outlined within the complaint policy and within complaint handling internal training.

			<p>This is also evidence within all complaint responses sent out to residents.</p> <p>Corporate complaints policy Westminster City Council</p>
6.2	<p>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.</p>	Yes	<p>This practice is currently, outlined within the complaint policy and within complaint handling internal training.</p> <p>This is also evidence within all complaint responses sent out to residents.</p> <p>Corporate complaints policy Westminster City Council</p>
6.5	<p>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.</p>	Yes	<p>This practice is currently, outlined within the complaint policy and within complaint handling internal training.</p> <p>This is also evidence within all complaint responses sent out to residents.</p> <p>Corporate complaints policy Westminster City Council</p>
6.6	<p>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.</p>	Yes	<p>This practice is currently, outlined within the complaint policy and within complaint handling internal training.</p> <p>This is also evidence within all complaint responses sent out to residents.</p>

			Corporate complaints policy Westminster City Council
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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	<p>This practice is currently, outlined within the complaint policy and also within complaint handling internal training.</p> <p>There are also regular internal complaint stakeholder meetings to ensure consistency and we make appropriate reasonable adjustments</p> <p>Corporate complaints policy Westminster City Council</p>
	In some cases, a resident may have a legal entitlement to		<p>This practice is currently, outlined within the complaint policy and also within complaint handling internal training.</p> <p>This is also evidence within all complaint responses sent out to residents.</p> <p>Corporate complaints policy Westminster City Council</p>

6.7	redress. The landlord should still offer a resolution where possible, obtaining legal advice as to how any offer of resolution should be worded.	Yes	
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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.		The annual report on complaints to Audit and Performance committee includes a summary of learning and improvements. This is published on the website. Now that a residents' panel has been established we intend to report to them on complaints handling on a regular basis.

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.		The Cabinet Member for housing has lead responsibility for housing complaints and performance is reported to her each month, including all housing ombudsman reports and determinations. The cabinet member is held to account through the Council's scrutiny process.

			We also report on complaint handling to the Council's Statutory Officers Group
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. 		<p>Regular updates on trends are not currently provided and this will be addressed in 23/24.</p> <p>All other information listed is provided.</p>
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	<p>This practice is currently and delivered by the Complaints and Service Improvement Manager</p> <p>This is also evidence through the Service Improvement part of the role</p>

7.6	<p>Landlords should have a standard objective in relation to complaint handling for all employees that reflects the need to:</p> <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	The standard objective has not been documented – this will be addressed in 23/24.
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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	This practice is currently and delivered by the Complaints and Service Improvement Manager
8.2	Landlords must also carry out a self-assessment following a significant restructure and/or change in procedures.	Yes	This practice is currently and delivered by the Complaints and Service Improvement Manager and Head of Innovation
8.3	<p>Following each self-assessment, a landlord must:</p> <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	All senior management determination reviews, and self-assessments are shared with cabinet and appropriate elected members