

Populo Homes

Annual Complaints Performance

Self-Assessment September 2026

1. Summary

1.1 Populo Homes, a not-for profit housing association registered with the Regulator of Social Housing, is a member of the [Housing Ombudsman](#) Scheme.

1.2 This report outlines our performance regarding complaints; a summary of complaints received over the last financial year (1 April 2025- 31 March 2026) and an overview of service improvements made as a result.

1.3 For our Populo Homes households the report outlines our compliance with the [Housing Ombudsman Complaints Handling Code](#).

2. Performance

2.1 The table below outlines the volume of complaints received over the last year:

Entity	Number of Complaints Received	Number of Complaints per 1,000 homes
Populo Homes	19	75

2.2 The table below shows the number of stage one and two complaints received against the number we responded to in line with the Housing Ombudsman, and our own Policy's timeframes.

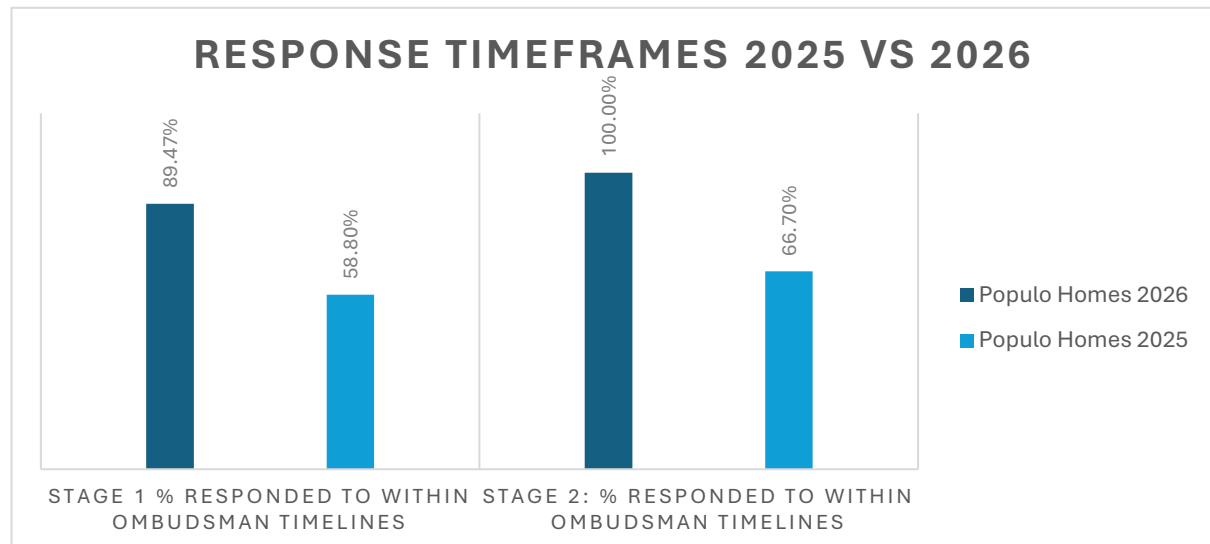
Entity	Number of stage 1s	% Acknowledged within Ombudsman timelines	% responded to within Ombudsman timelines	Number of stage 2s	% Acknowledged within Ombudsman timelines	% responded to within Ombudsman timelines
Populo Homes	19	89.47%	89.47%	8	87.50%	100.00%

2.3 Now that we have been able to reliably analyse a full year of data from April 2025 to March 2026, we have a comprehensive overview of response times. This enables a direct comparison with the previous reporting period and demonstrates a clear improvement.

2.4 In the previous year, performance was lower, with Populo Homes achieving 58.8% compliance for Stage 1 responses and 66.7% for Stage 2. Delays were largely concentrated earlier in the reporting period, with performance improving significantly over time.

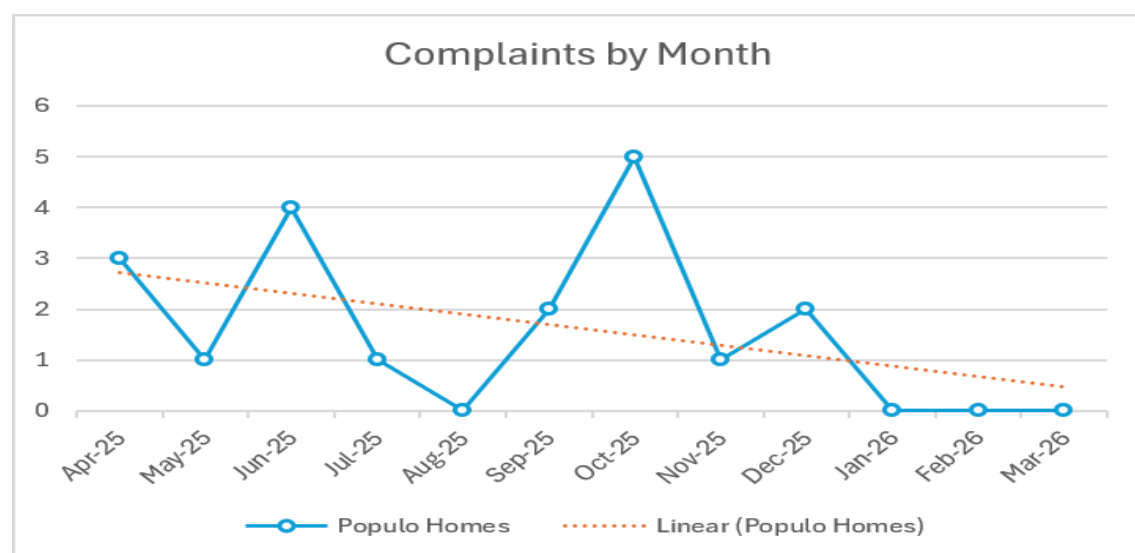
2.5 In comparison, this year's data shows significant progress. Populo Homes improved to 89.47% compliance for both acknowledging and responding to Stage 1 complaints and achieved 100% compliance for Stage 2 responses.

2.6 The chart below provides a visual comparison of compliance with the Code, highlighting the improvement from 2024/25 to the most recent 2025/26 dataset.



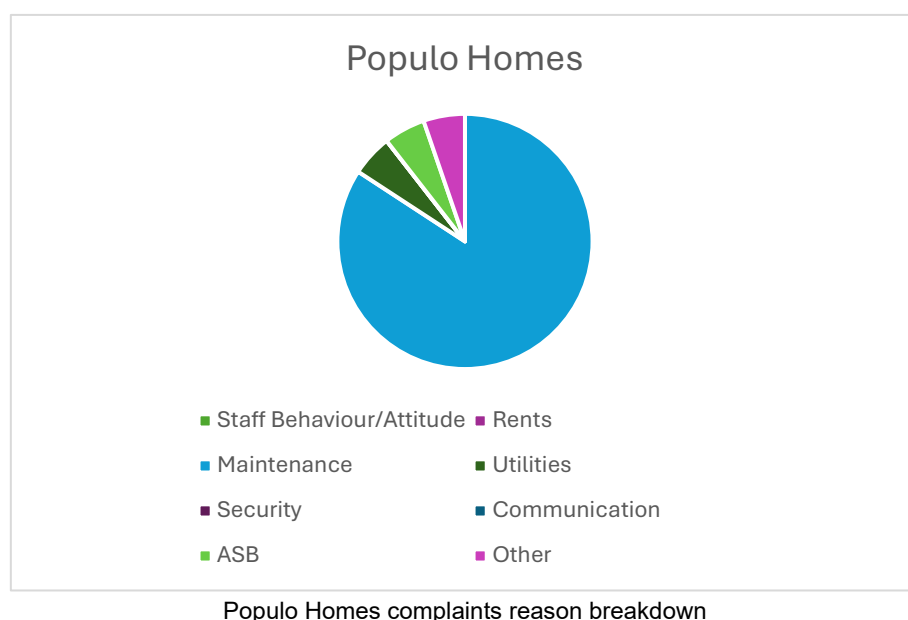
3. Complaints By Month

3.1 The chart illustrates the monthly volume of complaints between April 2025 and March 2026. While there are a small number of notable spikes at certain points in the year, the overall trend shows a gradual reduction in the number of complaints received over the reporting period. This downward pattern suggests an improvement in service delivery and/or early issue resolution, contributing to a steady decline in complaint volumes.



4. Complaint Issue Groups

4.1 Maintenance is the predominant complaint type, accounting for the majority of cases (16 instances) with minimal activity demonstrated outside of maintenance related issues. All other complaint categories remain low in volume.



5. Compliance with Housing Ombudsman Complaints handling Code

5.1 We have carried out our self-assessment against the Housing Ombudsman's complaint handling code. The full assessment is attached in appendix A of this report.

5.2 In most instances we are compliant with the code, however there are some additional steps we need to take to become fully compliant with every element. The table below outlines our performance against the code;

Met	64
Partly met	6
Not met	0

The required actions have been added to Populo Homes' Customer Services' service improvement tracker.

6. Service Improvements

6.1. Ongoing Improvements

6.1.1 Last years' service improvement actions focused on enhancing access, visibility and resident engagement. Key measures included extending to a 7-day service, introducing

caretaker roles to strengthen oversight of communal areas, and holding scheme-specific resident meetings. Improvements were also made to communication channels and call handling processes, alongside increasing staff visibility through formalised, branded uniforms.

6.2. As of April 2026:

- A new Housing Management System (HMS) and integrated CRM, called Home Master, was implemented in April 2026, which going forward will enable improved tracking, allocation and oversight of complaint cases through staff dashboards.
- This strengthens accountability, supports compliance with response timeframes, and provides a full audit trail of actions, improving reporting accuracy.
- The system facilitates the storage of Equality, Diversity and Inclusion (EDI) data, enabling a better understanding of residents and their individual needs, which is paramount to effective case handling.
- The CRM also allows early capture and management of arrears and ASB cases, helping to resolve issues before they escalate into formal complaints.
- Resident engagement has been strengthened through the rollout of this year's engagement strategies, using resident feedback to inform service improvements across both entities.

7. Maintaining Momentum

7.1 We have continued to embed improved practices across complaint handling and service delivery, supported by new systems and strengthened oversight:

- The new Housing Management System (HMS) is now live and fully in use by the team, with early improvements seen in case management and contact handling capabilities. Further service improvements are expected as the system continues to embed throughout the year.
- We have maintained weekly Stage 2 complaint review meetings, supporting the management of complex cases and improving visibility across all levels of the team.

8.0 Appendix A:

8.1 Appendix A: Self-assessment form

This self-assessment form should be completed by the complaints officer and it must be reviewed and approved by the landlord's governing body at least annually.

Once approved, landlords must publish the self-assessment as part of the annual 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.

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	Section 2.1 of the complaints policy	
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	Outlined in Section 2 of the complaints policy	
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	YES	Outlined in Section 2 of the complaints policy	

	are not complaints, but must be recorded, monitored and reviewed regularly.			
1.5	A complaint must be raised when the resident expresses dissatisfaction with the response to their service request, even if the handling of the service request remains ongoing. Landlords must not stop their efforts to address the service request if the resident complains.	YES	Examples of individual complaints (logged in the complaints tracker)	
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	Repair survey/callback Customer Service Advisors and Housing Staff encouraged to refer cases to the complaints lead. Contractor Surveys Our TSM surveyor has instructions to inform Populo if anyone complains through the survey	We will be improving how we carry out transactional surveys. Surveys will be sent out via HomeMaster. This will be live by the end of October 2026.

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	Weekly Stage 2 complaint meetings. Evidenced in individual complaints	We have not rejected any complaints in the last 12 months
2.2	A complaints policy must set out the circumstances in which a matter will not be considered as a complaint or escalated, and these circumstances must be fair and reasonable to residents. Acceptable exclusions include: - The issue giving rise to the complaint occurred over twelve months ago. - Legal proceedings have started. This is defined as details of the claim, such as the Claim Form and Particulars of Claim, having been filed at court.	YES	Visible in the following sections of the Complaints Policy 2.8.3-Legal proceedings 2.8.4-Legal proceedings 2.8.7-12 months 2.8.8-Matters previously considered 2.10 Outlines what we will do if we are not going to accept a complaint	

	Matters that have previously been considered under the complaints policy.			
2.3	Landlords must accept complaints referred to them within 12 months of the issue occurring or the resident becoming aware of the issue, unless they are excluded on other grounds. Landlords must consider whether to apply discretion to accept complaints made outside this time limit where there are good reasons to do so.	YES	Section 2.8.7 of the Complaints Policy	Following on from the 2024/2025 Self-assessment the Complaints policy was reviewed to make this code requirement explicit
2.4	If a landlord decides not to accept a complaint, an explanation must be provided to the resident setting out the reasons why the matter is not suitable for the complaints process and the right to take that decision to the Ombudsman. If the Ombudsman does not agree that the exclusion has been fairly applied, the Ombudsman may tell the landlord to take on the complaint.	YES	Outlined in Section 2.10 of the policy	Unable to evidence as we have not yet denied a complaint request
2.5	Landlords must not take a blanket approach to excluding complaints; they must consider the individual circumstances of each complaint.	YES	Evidenced in individual complaint responses	

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	Resident portal Complaints@populoliving.co.uk Hello@populoliving.co.uk Customer Services Phoneline Complaints can be raised through on-site staff	Multiple channels through which to make a complaint
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	As Above Staff are trained on the procedure + Handbooks printed and distributed to new starters.	Full Team training session delivered on complaints handling.
3.3	High volumes of complaints must not be seen as a negative, as they can be indicative of a well-publicised and accessible complaints process. Low complaint volumes are potentially a sign that residents are unable to complain.	YES	Evidenced in Board Reports	

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	Published on Our Website, Available on Request.	
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	Section 6.2 of the complaints Policy Ombudsman's details are included at the conclusion of stage 1 and 2 responses	
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	Section 4.3-4.8 of the complaints Policy Evidenced in individual complaints	
3.7	Landlords must provide residents with information on their right to access the Ombudsman service and how the individual can engage with the Ombudsman about their complaint.	YES	Section 6 of the policy is centred around the Ombudsman Service Ombudsman's details are included in complaint response templates	

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	Customer Services Team Leader responsible for complaint handling.	
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	Weekly stage 2 meetings Evidenced in internal communications such as emails	
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	YES	Weekly stage 2 complaint meetings Customer services staff induction (packs)	Team Training Sessions Delivered and Learning materials are available on our shared company drive.

	core service and must be resourced to handle complaints effectively			
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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 Policy in place and published on our website	
5.2	The early and local resolution of issues between landlords and residents is key to effective complaint handling. It is not appropriate to have extra named stages (such as 'stage 0' or 'informal complaint') as this causes unnecessary confusion.	YES	Evidenced in our two-stage policy	
5.3	A process with more than two stages is not acceptable under any circumstances as this will make the complaint process unduly long and delay access to the Ombudsman.	YES	Evidenced in our two-stage policy	
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	YES	Section 2.9 of the complaints policy	

	two stage complaints process set out in this Code. Residents must not be expected to go through two complaints processes.			
5.5	Landlords are responsible for ensuring that any third parties handle complaints in line with the Code.	YES	Section 2.9 of the complaints policy	
5.6	When a complaint is logged at Stage 1 or escalated to Stage 2, landlords must set out their understanding of the complaint and the outcomes the resident is seeking. The Code will refer to this as “the complaint definition”. If any aspect of the complaint is unclear, the resident must be asked for clarification.	YES	Evidenced in complaint response templates (stage 1+2) Evidenced in individual complaint responses that have been issued	
5.7	When a complaint is acknowledged at either stage, landlords must be clear which aspects of the complaint they are, and are not, responsible for and clarify any areas where this is not clear.	YES	Evidenced in individual complaints Directed to do so in templates	
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;	YES	Evidenced in communication with residents. Acknowledgement letters ask for clarification	The Stage 1 and Stage 2 acknowledgement letters set out the landlord’s understanding of the complaint and give the resident an opportunity to clarify or expand on any

	c. take measures to address any actual or perceived conflict of interest; and d. consider all relevant information and evidence carefully.		Where anything is unclear, we offer a phone call or face-to-face meeting. A member of the team is allocated to the complaint alongside the responding officer, to gather information on the case.	points if we have misunderstood any aspect of their concerns
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	Residents informed of extensions Explanations for delays in individual complaint responses. Section 5.9 and 5.10 of the policy	
5.10	Landlords must make reasonable adjustments for residents where appropriate under the Equality Act 2010. Landlords must keep a record of any reasonable adjustments agreed, as well as a record of any disabilities a resident has disclosed. Any agreed reasonable adjustments must be kept under active review.	YES	Our New Housing Management System has the facilities to store EDI information.	Cases of physical copies of complaint responses and SAR's being issued if a resident opts out of a digital copy.

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	Expanded upon in Section 2.10 of the complaints policy	We have not refused any Complaints in the last 12 months.
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	New Housing Management system is equipped with a designated CRM function which allows for better record keeping and information storage.	
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	Section 1.2 - Complaints procedure is an opportunity to 'Put things right' Section 5.24 details remedies and compensation offers	
5.14	Landlords must have policies and procedures in place for managing unacceptable behaviour from residents and/or their representatives. Landlords must be able to evidence reasons for putting any restrictions in place and	YES	Section 4.9-4.13 of the complaints policy	

	must keep restrictions under regular review.			
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	Section 4.13 of the policy	Please note we are yet to encounter this situation

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 discussed with relevant team members Surveyor assigned to investigate if the complaint centred around maintenance/repairs	
6.2	Complaints must be acknowledged, defined and logged at stage 1 of the complaints procedure <u>within five working days of the complaint being received.</u>	YES	Stage 1 acknowledgment deadline is 3 working days (in line with the ombudsman's guidance)	
6.3	Landlords must issue a full response to stage 1 complaints <u>within 10 working days</u> of the complaint being acknowledged.	YES	Evidenced in individual complaint responses Housing Management System has a designated CRM function that tracks all actions related to the case	

			Response deadlines added into shared calendar	
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	Residents informed of extensions Explanations for delays in individual complaint responses Section 5.9 and 5.10 of the policy	
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	Team have been trained to signpost the Ombudsman Service at all stages.	
6.6	A complaint response must be provided to the resident when the answer to the complaint is known, not when the outstanding actions required to address the issue are completed. Outstanding actions must still be tracked and actioned promptly with appropriate updates provided to the resident.	YES	Evidenced in individual responses to residents	
6.7	Landlords must address all points raised in the complaint definition and provide clear reasons for any decisions, referencing the relevant policy, law and good practice where appropriate.	YES	Evidenced in individual complaint responses	Each point is clearly set out with a header, any points not upheld are explained.

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	Evidenced in individual complaint responses	
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; 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.	YES	Evidenced in individual complaint responses and the templates used to write them.	New Housing Management System automatically generates our templates for the responding officer to use. This ensures a uniform structure between responses.

Stage 2

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
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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	Section 5.15 of the complaints procedure	
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	Evidenced in previous years Tracker and CRM System.	Housing Management System's CRM function has a full trail of timescales and response dates.
6.12	Residents must not be required to explain their reasons for requesting a stage 2 consideration. Landlords are expected to make reasonable efforts to understand why a resident remains unhappy as part of its stage 2 response.	YES	Evidenced by individual responses	We have not disputed any Stage 2 Escalations.
6.13	The person considering the complaint at stage 2 must not be the same person that considered the complaint at stage 1.	YES	Section 5.16 of the complaints policy	Housing Management System's CRM function has a full trail of timescales and response dates.
6.14	Landlords must issue a final response to the stage 2 <u>within 20 working days</u> of the complaint being acknowledged.	YES	Section 5.19 of the complaints policy	Housing Management System's CRM function has a full trail of timescales and response dates.
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,	YES	5.21 of the complaints policy	

	and the reason(s) must be clearly explained to the resident.			
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	Team have been trained to signpost the Ombudsman Service at all stages.	
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	Commitments Log created following last year's self-assessment. New Housing Management System/ CRM allows for better tracking of cases and commitments.	
6.18	Landlords must address all points raised in the complaint definition and provide clear reasons for any decisions, referencing the relevant policy, law and good practice where appropriate.	YES	Evidenced in individual complaint response	
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	YES	Evidenced in individual complaint response	

	g. details of how to escalate the matter to the Ombudsman Service if the individual remains dissatisfied.			
6.20	Stage 2 is the landlord's final response and must involve all suitable staff members needed to issue such a response.	YES	Evidenced in stage 2 complaint response meetings, where every aspect of the complaint is discussed and all staff involved with the complaint must attend	

Section 7: Putting things right

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
7.1	Where something has gone wrong a landlord must acknowledge this and set out the actions it has already taken, or intends to take, to put things right. These can include: • Apologising; • Acknowledging where things have gone wrong; • Providing an explanation, assistance or reasons; • Taking action if there has been delay; • Reconsidering or changing a decision;	YES	Section 5.24-5.28 of the complaints policy Evidenced by individual responses	

	- Amending a record or adding a correction or addendum; - Providing a financial remedy; - Changing policies, procedures or practices.			
7.2	Any remedy offered must reflect the impact on the resident as a result of any fault identified.	YES	Evidenced in Compensation Policy	
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	Commitments Log and Weekly Stage 2 Meetings	
7.4	Landlords must take account of the guidance issued by the Ombudsman when deciding on appropriate remedies.	PARTLY	Evidenced by individual responses, the Ombudsman's Guidance is considered in all responses.	We have not self-assessed against some of the key spotlight reports.

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	YES	Annual Complaints performance and Governing Body response published on our website	

	Ombudsman in relation to the work of the landlord.			
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	Annual Complaints performance and Governing Body response published on our website	
8.3	Landlords must also carry out a self-assessment following a significant restructure, merger and/or change in procedures.	YES	Housing ombudsman self-assessment 2025 completed post-restructure	
8.4	Landlords may be asked to review and update the self-assessment following an Ombudsman investigation.	YES	If requested we would comply	
8.5	If a landlord is unable to comply with the Code due to exceptional circumstances, such as a cyber incident, they must inform the Ombudsman, provide information to residents who may be affected, and publish this on their website Landlords must provide a timescale for returning to compliance with the Code.	YES	As above	

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.	PARTLY	Evidenced in individual responses Residents informed of contingencies and actions taken to improve wider service recovery	This is an ongoing objective, we have made changes to service hours (8am-6pm) for example but there will always be an opportunity to improve.
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.	PARTLY	Learning Materials saved centrally	Complaint Handling Training delivered to Housing Services, Property Services and Customer Services. Sessions to the wider organisation are yet to be delivered.
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.	PARTLY		We have been hosting resident engagement forums and meetings at a couple of our buildings. These will feed into a wider engagement strategy applicable to all schemes.

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	Customer Service Team Leader responsible for complaint handling. All complaints prior to April 2026 are saved in a centrally saved tracker to observe trends CRM function on our new Housing Management System.	
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	One of our board members is the designated MRC to support a positive complaint handling culture.	
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		MRC is regularly updated by the Director of Operations on Complaints, lessons learned and service improvements
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,	PARTLY		Quarterly meetings will be set up between the Director of Operations and the MRC.

	alongside complaint handling performance; b. regular reviews of issues and trends arising from complaint handling; 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.	PARTLY	Weekly Stage 2 meetings to discuss open stage 2 complaints and identify cause/effect as well as actions to be taken to improve wider service improvements.	Lunch and Learn' to be organised and delivered to all departments

