



Populo Homes

Annual Complaints Performance

Self-Assessment September 2025

Rev: 01 - November 2025

1. Introduction

1.1 The purpose of this Report is to appraise our Compliance with the Complaints Handling Code and give an overview of our Complaint Handling Performance.

1.2 The Complaint Handling Code (CHC) became statutory for Populo Homes on 1 April 2024, and we now have a legal obligation to ensure full compliance. The Housing Ombudsman will be monitoring adherence to the Code and has been granted additional powers to intervene where Registered Providers (RPs) are found to be non-compliant. The purpose of the CHC is to promote best practice in complaint handling, ultimately leading to improved services for residents.

Although the Code formally applies only to Registered Providers, we have made the decision to implement its requirements across all Populo homes and services, including both Populo Living (PL) and Populo Homes (PH). As part of our compliance obligations, we are required to complete an annual self-assessment to demonstrate how we are meeting the Code's standards. Let me know if you'd like this tailored further for a specific audience or tone (e.g. more concise, more strategic, or more operational).

2. Summary of our performance for 2024/25

Housing Ombudsman's Referrals and Determinations

2.1 We had five cases referred to the Housing Ombudsman. Of these, three were related to delays in responding to complaints in accordance with our internal complaints policy. These delays were primarily due to recent changes within the Customer Services team, which resulted in a lack of staff resource and temporarily impacted our capacity to manage cases within expected timeframes. In response, we have appointed a dedicated team member to oversee complaints handling and are in the process of implementing a new housing management system. This system will enhance our ability to track, manage, and respond to complaints more efficiently and consistently going forward.

2.2 The complaints currently remain under review by the Housing Ombudsman. We have submitted all requested documentation and supporting information in full and within the required timeframes. Based on our internal review and the actions taken to date, we are confident that we have taken all reasonable and appropriate steps to resolve the issues raised and to demonstrate our commitment to fair and transparent complaint handling.

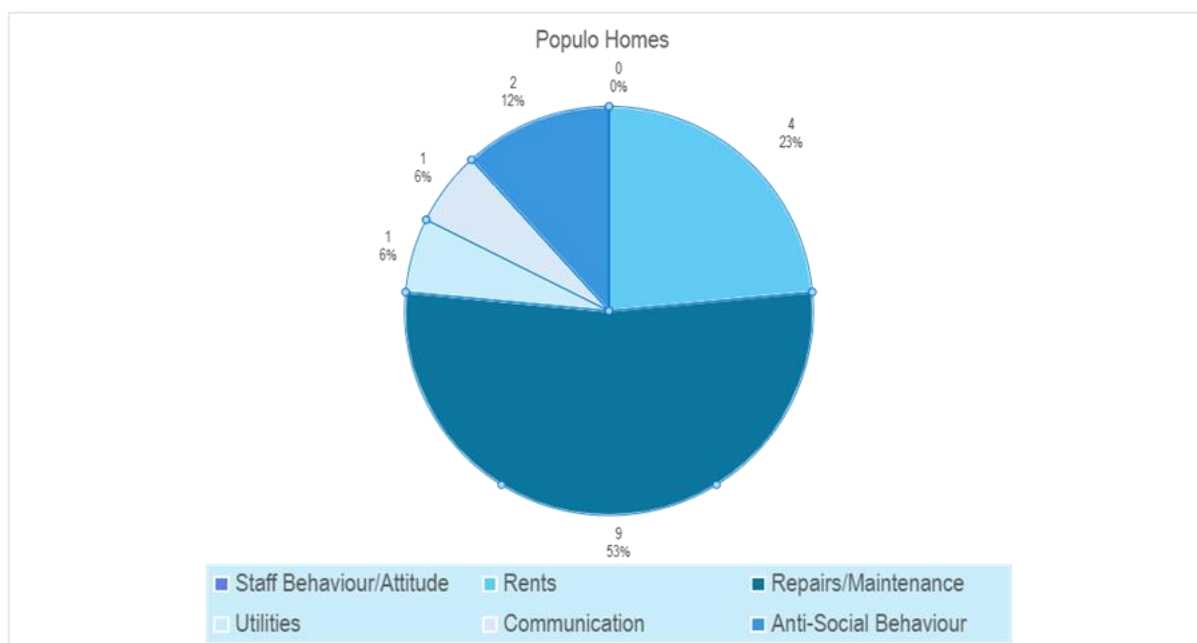
2.3 We have not received any reports or similar from the Housing Ombudsman relating to determinations.

3. Complaints Performance Analysis

3.1 During the reporting period, a total of 52 complaints were received across both Populo Homes (PH) and Populo Living (PL), with 17 of these relating specifically to PH.

3.2 Of the total complaints:

- 11 were resolved at Stage 1.
- 6 progressed to Stage 2.
- 5 cases were subsequently referred to the Housing Ombudsman.



3.3 Overall, 58.8% of complaints were resolved within the required response times. However, a number of responses were delayed due to recent structural and resourcing changes within the Customer Services team, which temporarily affected our capacity to respond within expected timeframes. Measures have since been put in place to address this, including the allocation of dedicated team member and the implementation of improved tracking systems.

4. Learning Outcomes and Improvement Actions

4.1 Learning Outcomes and Improvement Actions: The team continues to reflect on and learn valuable lessons regarding more effective communication with customers, as highlighted in other areas of our service improvement efforts. Some of the challenges experienced in communication can be attributed to the relative newness of the team and the ongoing refinement of roles, responsibilities, and operational processes.

4.2 Weekly Complaints Meetings: To improve adherence to internal processes and organisational guidelines, we have introduced weekly team meetings. These sessions are designed to enhance communication, ensure consistent understanding of policies and procedures, and provide a regular forum for discussing complaints, sharing updates, and addressing blocks and challenges. By embedding this routine into our working practices, we aim to foster a more cohesive and responsive team environment, ultimately leading to more effective service delivery and improved accountability.

4.3 Resident Engagement Forums: As part of our ongoing commitment to strengthening resident involvement and improving service delivery, we have taken steps to establish a programme of regular resident engagement forums. These forums will provide a structured and consistent platform for residents to share feedback, raise concerns, and contribute to shaping the services they receive. Through this we aim to build stronger relationships with our communities, increase transparency, boost staff visibility amongst residents, and ensure that resident voices are meaningfully reflected in our decision-making processes.

4.4 Customer Services Team Restructure: In April, we undertook a significant team restructure following a period of limited resources. This restructure included the appointment of a dedicated Customer Services team member responsible for overseeing operational aspects of complaints, ensuring they are accurately tracked, appropriately assigned across the management team, and managed through to resolution. This change has strengthened our end-to-end complaints handling process. The restructure also marked the onboarding of a new cohort of diligent Customer Service Advisors and Housing Assistants, whose contributions have substantially enhanced our overall service delivery. Their presence has led to marked improvements in responsiveness and the handling of formal complaints, reinforcing our commitment to resident satisfaction and operational excellence.

4.5 Improved Service Delivery: We have made significant improvements to our service delivery model to better accommodate the needs of our residents. Our Customer Services team now operates on a rota basis between the hours of 8:00am and 6:00pm, ensuring residents can reach us during key times both before and after their own working hours. In addition, we have extended our service provision to cover seven days a week. Dedicated members of the Housing Services team, who form part of the wider Customer Services structure, are now present on-site from Thursday to Sunday between 12:00pm and 8:00pm. This enhanced availability provides residents with greater access to support outside of traditional weekday hours and reinforces our commitment to responsive and resident-focused service.

4.6 Newly Introduced Caretaking Service: We have recently introduced a dedicated caretaking service to further enhance the safety and upkeep of our buildings. Designated members of staff now carry out regular patrols across our schemes, ensuring that communal areas remain compliant, secure, and well-maintained. This proactive approach helps to identify and resolve issues swiftly, reducing the time required to raise and complete remedial actions. In addition, the increased staff presence on-site reinforces our commitment to resident wellbeing and provides visible reassurance of our care and attentiveness within the community.

4.7 Repair Callbacks: Our Customer Service Advisors now conduct regular callbacks with residents following repair works, focusing on gauging satisfaction and capturing feedback. This initiative directly targets repairs, which remain the most common source of complaints, and enables us to identify and address issues early. By proactively engaging with residents, we strengthen service quality, reduce the likelihood of formal complaints, and ensure that maintenance concerns are resolved swiftly and effectively.

4.8 Complaints Training: The team member responsible for [operational](#) complaints [handling](#) has delivered comprehensive training to the Customer Services team, covering our internal complaints handling procedures with practical examples. The sessions also included detailed guidance on the Housing Ombudsman's Code and outlined approaches to mitigation and compensation, ensuring staff are well-equipped to manage complaints effectively and in line with regulatory standards.

4.9 Contractor Meetings: Services team hold regular meetings with contractors to review performance and service delivery. These sessions provide a structured forum to relay resident

feedback, highlight recurring concerns, and collaboratively identify areas where improvements are needed. This ongoing dialogue helps ensure that contractor services remain aligned with resident expectations and organisational standards.

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 are not complaints, but	YES	Outlined in Section 2 of the complaints policy	

	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)	To be added into the complaints policy document
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 Contractor Surveys Our TSM surveyor has instructions to inform Populo if anyone complains through the survey	We are improving our transactional surveys

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	Cite 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	Implied in the Policy but not explicit	Make it explicit in the policy
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 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	YES	As Above	We will run a 'lunch-and-learn' session on the complaint's procedure for

	process and be able to pass details of the complaint to the appropriate person within the landlord.		Staff are Trained on the procedure + Handbooks Printed	all staff across departments to attend
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 recent Board Reports (i.e. January 2025)	
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	Policy published on website.	
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.	Need to formally recognise the Customer Services team leader as the organisation's complaints officer
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 core service and must be resourced to handle complaints effectively	YES	Weekly stage 2 complaint meetings Customer services staff induction (packs)	We will run a 'lunch-and-learn' session on the complaint's procedure for all staff across departments to attend

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	YES	Section 2.9 of the complaints policy	

	adjudicator) at any stage, it must form part of the two stage complaints process set out in this Code. Residents must not be expected to go through two complaints processes.			
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: deal with complaints on their merits, act independently, and have an open mind; give the resident a fair chance to set out their position; take measures to address any actual or perceived conflict of interest; and consider all relevant information and evidence carefully.	YES	Evidenced in communication with residents. Where anything is unclear, we offer a phone call or face-to-face meeting.	Team training to be organised reg. Phone calls to stage 2 complainants
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	NO	-	We are working towards this with adjustments to be made

	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.			via our upcoming housing management system.
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	We have not yet refused to escalate a complaint to stage 2 of our process.	-
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.	PARTLY	We have a complaints tracker saved in the shared drive	New Housing Management System to facilitate storage of all information related to the complaint/complainant
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 must keep restrictions under regular review.	YES	Section 4.9-4.13 of the complaints policy	
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 days (in line with the ombudsman's guidance)	Policy to be updated to reflect 3-day deadline
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 Response times logged in tracker 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.	NO	-	Training to be delivered on providing these details upon extensions
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	Individual complaint responses	
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	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: 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 details of how to escalate the matter to stage 2 if the individual is not satisfied with the response.	YES	Evidenced in individual responses and in the templates used to write them.	

Stage 2

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
6.10	If all or part of the complaint is not resolved to the resident's satisfaction at stage 1, it must be progressed to stage 2 of the landlord's procedure. Stage 2 is the landlord's final response.	YES	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 by complaints tracker/log	
6.12	Residents must not be required to explain their reasons for requesting a stage 2 consideration. Landlords are	YES	Evidenced by individual complaint responses.	

	expected to make reasonable efforts to understand why a resident remains unhappy as part of its stage 2 response.			
6.13	The person considering the complaint at stage 2 must not be the same person that considered the complaint at stage 1.	YES	Evidenced by individual responses and complaints tracker/log Section 5.16 of the policy	
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 Evidenced by the complaints log	
6.15	Landlords must decide whether an extension to this timescale is needed when considering the complexity of the complaint and then inform the resident of the expected timescale for response. Any extension must be no more than 20 working days without good reason, and the reason(s) must be clearly explained to the resident.	YES	5.21 of the complaints policy Evidenced by individual responses	
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.	NO		Further training to be provided to RP for complaints and wider CS team.
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.	PARTLY		Action log to be created and updated by responsible officers.
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: the complaint stage; the complaint definition; the decision on the complaint;	YES	Evidenced by Complaint Responses	

	the reasons for any decisions made; the details of any remedy offered to put things right; details of any outstanding actions; and 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; Amending a record or adding a correction or addendum; Providing a financial remedy; Changing policies, procedures or practices.	YES	Section 5.24-5.28 of the complaints policy Evidenced by individual responses	
7.2	Any remedy offered must reflect the impact on the resident as a result of any fault identified.	YES	We have a discretionary compensation guide for staff to use.	Populo to add a compensation matrix to the 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	PARTLY	Individual Responses (case by case)	Commitments log to be made to assist with following up on responses

	must be followed through to completion.			
7.4	Landlords must take account of the guidance issued by the Ombudsman when deciding on appropriate remedies.	PARTLY	Individual Responses (case by case)	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: the annual self-assessment against this Code to ensure their complaint handling policy remains in line with its requirements. 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; any findings of non-compliance with this Code by the Ombudsman; the service improvements made as a result of the learning from complaints; any annual report about the landlord's performance from the Ombudsman; and any other relevant reports or publications produced by the Ombudsman in relation to the work of the landlord.	YES	Annual Complaints performance and Governing Body response published on our website	
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.	N/A	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.	N/A	As above We have yet to encounter this situation	

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	
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		'Lunch and Learn' session to be delivered to all staff across departments.
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 logged in a tracker to observe trends	

			Stage 2 meetings to discuss open complaints.	
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	The Chair of Populo Homes is the Lead on 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 Customer Services on Complaints, lessons learned and service improvements.
9.7	As a minimum, the MRC and the governing body (or equivalent) must receive: regular updates on the volume, categories and outcomes of complaints, alongside complaint handling performance; regular reviews of issues and trends arising from complaint handling; regular updates on the outcomes of the Ombudsman's investigations and progress made in complying with orders related to severe maladministration findings; and annual complaints performance and service improvement report.	PARTLY		Quarterly meetings will be set up between the Director of Customer Services and the MRC.
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: 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; and act within the professional standards for engaging with complaints as set by any relevant professional body.	YES	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