

## 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

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>	Y	Complaints policy section 2.1	
1.3	A resident does not have to use the word 'complaint' for it to be treated as such. Whenever a resident expresses dissatisfaction landlords must give them the choice to make complaint. A complaint that is submitted via a third party or representative must be handled in line with the landlord's complaints policy.	Y	Complaints policy section 2.10	
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	Y	Complaints policy Section 2.3. The definition of a service request is not specified in the Complaints policy in	

Section 1: Definition of a complaint				
Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
	not complaints, but must be recorded, monitored and reviewed regularly.		this exact way but is referenced.	
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.	Y	Complaint policy in section 4.2	
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.	Y	The outsourced provider of satisfaction surveys has been briefed on the different ways of making a complaint to LH. The company uses a flagging system to pass any serious concerns identified while undertaking the survey with residents for action by the relevant service area.	

## Section 2: Exclusions

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	Y	Complaint policy section 2.	A report has been developed to report on refused/rejected complaints. There is data on this in the Annual report on Complaints
2.2	<p>A complaints policy must set out the circumstances in which a matter will not be considered as a complaint or escalated, and these circumstances must be fair and reasonable to residents. Acceptable exclusions include:</p> <ul style="list-style-type: none"> <li>• The issue giving rise to the complaint occurred over twelve months ago.</li> <li>• Legal proceedings have started. This is defined as details of the claim, such as the Claim Form and Particulars of Claim, having been filed at court.</li> <li>• Matters that have previously been considered under the complaints policy.</li> </ul>	Y	Complaint policy section 2.3	The Complaints policy sets out the circumstances where it is not the appropriate mechanism for addressing some issues. We will never unreasonably refuse to accept or escalate a complaint through all stages of the complaints procedure. Where this is the case, clear and valid reasons for the decision will be provided, together with the resident's right to take that decision to be taken to the Housing Ombudsman. Training for complaint handlers covers the permissible reasons for rejecting a complaint or escalation, and how to record and communicate a rejection decision using iCasework and the templates within it.

Section 2: Exclusions				
Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
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.	Y	Complaint policy section 2.9	
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.	Y	Complaints policy section 2.5. This is stated explicitly in our policy.	This is covered in training. Rejection template includes ombudsman signposting. There is guidance at <a href="#">How-to Guide - Investigating a complaint</a>
2.5	Landlords must not take a blanket approach to excluding complaints; they must consider the individual circumstances of each complaint.	Y	Complaints policy section 2.5	

## Section 3: Accessibility and Awareness

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.	Y	Complaints policy section 2.11 Residents can complain in a number of ways including telephone, face to face with a member of staff, by email, by letter, online via the Lewisham Council's website and by social media.	In addition there are regular door knocking sessions by the Community Relations team as well as Repairs Open days and Roadshows. Both involve a number of services on hand to answer queries and take any complaints
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.	Y	Complaints policy section 2.11.	
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.	Y	Complaint volumes have increased significantly. (see complaints performance report).	

Section 3: Accessibility and Awareness				
Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
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.	Y	The policy and details of the process can be accessed via our website at <a href="#">Lewisham Council - Complaints</a>	
3.5	The policy must explain how the landlord will publicise details of the complaints policy, including information about the Ombudsman and this Code.	Y	Complaints policy section 5 and section 13.	
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.	Y	Complaints policy section 2.7	
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.	Y	Complaints policy section 5	

## Section 4: Complaint Handling Staff

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.	Y	The 'complaints officer' is designated as the Director of Resident Engagement and Services. The Housing Complaints and Feedback Team (HCF) is responsible for administering the Housing complaints process i.e. logging, allocating and monitoring all cases. In addition, a specialist Repairs Complaints team responds to complaints to the Housing Services directorate. The point of contact for all Ombudsman enquiries is the Corporate Complaints Team.	
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.	Y	As a senior officer, the Director of Resident Engagement and Services has the authority and autonomy to facilitate prompt resolution of complaints. There are weekly meetings to discuss both complaints and Housing Ombudsman casework. There are also monthly Complaints Project team meetings to ensure the improvement continues.	
4.3	Landlords are expected to prioritise complaint handling	Y	We have introduced a new module to our complaints management system to record	Further actions



Section 4: Complaint Handling Staff				
Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
	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		learning from complaints. Learning is discussed at management team meetings.	Work continues to improve reporting on the system and learning from complaints,

## Section 5: The Complaint Handling Process

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.	Y	Complaint policy.	
5.2	The early and local resolution of issues	Y	Complaint policy Section 4.	

Section 5: The Complaint Handling Process				
Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
	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.			
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.	Y	Complaint policy Section 4.	
5.4	Where a landlord's complaint response is handled by a third party (e.g. a contractor or independent adjudicator) at any stage, it must form part of the two stage complaints process set out in this Code. Residents must not be	Y	Complaint policy Section 4.	

Section 5: The Complaint Handling Process				
Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
	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.	N	Although we currently monitor the performance of our PFI and TMO partners through monthly performance meetings, more work is needed to ensure all of our third parties are in compliance with the updated provisions of the Code. We know that the complaints schedule to the management agreement with our TMOs is not in compliance with the Code.	<b>Further Action</b> Review and update the Schedule to the Management Agreement for the TMOs.
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	Y	Complaint policy Section 4.3 This is set out in our policy documents	Training has covered this for staff and the templates on the system support this

Section 5: The Complaint Handling Process				
Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
	resident must be asked for clarification.			
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.	Y	Complaint policy Section 4.3	
5.8	At each stage of the complaints process, complaint handlers must: <ul style="list-style-type: none"> <li>a. deal with complaints on their merits, act independently, and have an open mind.</li> <li>b. give the resident a fair chance to set out their position.</li> <li>c. take measures to address any actual or perceived conflict of interest; and</li> </ul>	Y		<b>Further Action</b> - Module 2 of our training covers these points

Section 5: The Complaint Handling Process				
Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
	d. consider all relevant information and evidence carefully.			
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.	N	Resident feedback, Housing Ombudsman casework and performance information show that in practice, we are consistently not keeping residents informed of the progress of their complaints.	<b>Further Action</b> Whilst all complaint handling staff have received training on extending complaints timelines we have yet to see this feed through to consistent practice. As extensions have to be recorded on the icasework system we are going to develop a report to track these.
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.	N	We have a vulnerability policy in place <a href="#">Lewisham Council - Council Housing policy library</a> .	A Reasonable Adjustment Policy is in development and due with our Mayor and Cabinet for decision in October 2025.

Section 5: The Complaint Handling Process				
Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
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.	Y	Complaints Policy section 2.5	
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.	Y	The icasework system allows full recording of the complaint and outcomes	
5.13	Landlords must have processes in place to ensure a complaint can	Y	Compensation, Reimbursements and Remedies Policy agreed and implemented	

Section 5: The Complaint Handling Process				
Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
	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.			
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.	Y	Unacceptable behaviour policy on website <a href="#">Managing unreasonable complainant behaviour</a>	
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.	Y	Single Point of Contact register maintained by the Corporate Complaints Team which is managed and monitored with regular reviews of expiry dates.	

## Section 6: Complaints Stages

### Stage 1

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.	Y	An updated Compensation, Reimbursements and Remedies policy has been implemented	
6.2	Complaints must be acknowledged, defined and logged at stage 1 of the complaints procedure <b><u>within five working days of the complaint being received</u></b> .	Y	Our system has been updated and reporting revised to show this for 2024/25. There is daily and weekly reporting on this metric to ensure that acknowledgements are taking place in a timely fashion	
6.3	Landlords must issue a full response to stage 1 complaints <b><u>within 10 working</u></b>	N	This is incorporated in our Complaints Policy	Performance in 2024/25 was affected by a number of factors



Section 6: Complaints Stages: Stage 1				
Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
	<b>days</b> of the complaint being acknowledged.		section 4.3.4. In practice. In 2024/25, we responded to 34% of Stage 1 complaints within the agreed timescales.	<ul style="list-style-type: none"> <li>Issues with our icasework system prevented accurate recording of the date the complaint was received. This was rectified with updates that came into force in October 2024</li> <li>We could not record and report on the timeliness of acknowledgements until the system updates in October 2024</li> <li>The team suffered a resourcing issue and a backlog of complaints built up over the summer of 2024 which led to delays in acknowledging and responding to complaints</li> </ul> <p>These issues have been resolved in 2025/26 but these figures are accurate for 2024/25</p>
6.4	Landlords must decide whether an extension to this timescale is needed when considering the complexity of the complaint and then inform the resident of the expected timescale for response. Any extension must be no more than 10	Y	All complaint handling staff have had training on extending complaints.	<b>Further action</b> A report to be developed on extensions

Section 6: Complaints Stages: Stage 1				
Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
	working days without good reason, and the reason(s) must be clearly explained to the resident.			
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.	Y	This is incorporated in our Complaints Policy section 4.3.5. Details of how to contact the Ombudsman are included in all our communications regarding complaints.	
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.	Y	Staff training has covered this point. Outstanding action tracking has been introduced through corrective actions in icasework.	
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.	Y	This is incorporated in our Complaints Policy section 4.3.4. All complaint handling staff have received training on complaint	

Section 6: Complaints Stages: Stage 1				
Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
			definition and 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.	Y	This is incorporated in our Complaints Policy section 4.3.3.	
6.9	Landlords must confirm the following in writing to the resident at the completion of stage 1 in clear, plain language: <ul style="list-style-type: none"> <li>a. the complaint stage;</li> <li>b. the complaint definition;</li> <li>c. the decision on the complaint;</li> <li>d. the reasons for any decisions made;</li> <li>e. the details of any remedy offered to put things right;</li> <li>f. details of any outstanding actions; and</li> </ul>	Y	This is incorporated in our Complaints Policy section 4.3.4. All complaint handling staff have been trained on responding to complaints at Stage 1 incorporating these requirements.	

Section 6: Complaints Stages: Stage 1				
Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
	g. details of how to escalate the matter to stage 2 if the individual is not satisfied with the response.			

## Stage 2

Section 6: Complaints Stages: 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.	Y	This is incorporated in our Complaints Policy section 4.3.6.	
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.	Y	Complaints policy section 4.4.1. We have continuing issues with our system that have prevented us from recording and reporting on this throughout 2024/25 .	We continue to work with Civica the providers of icasework to ensure that the system can allow us to accurately record and report on this.
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.	Y	Complaints policy section 4.4. Staff responsible for Stage 2 complaints have completed training on this point	

Section 6: Complaints Stages: Stage 2				
Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
6.13	The person considering the complaint at stage 2 must not be the same person that considered the complaint at stage 1.	Y	Complaints policy section 4.4.1.	A different officer or team is assigned to deal with a case from the one that dealt with it at Stage 2.
6.14	Landlords must issue a final response to the stage 2 <b><u>within 20 working days</u></b> of the complaint being acknowledged.	N	This is incorporated in our Complaints Policy section 4.3.4. In practice. In 2024/25, we responded to 74% of Stage 2 complaints within the agreed timescales. However we continue to receive casework from the Ombudsman where Stage 2 complaints have not been responded to within timescales.	All complaint handlers have received training on how to handle stage 2 complaints.
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.	Y	This is incorporated in our Complaints Policy section 4.4.4. Training has been provided to staff who complete Stage 2 complaints on these points	

## Section 6: Complaints Stages: Stage 2

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
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.	Y	This is incorporated in our Complaints Policy section 4.3.5. and the template for the timescale extension letter/email. Details of how to contact the Ombudsman are included in all our communications regarding complaints.	
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.	Y	Staff training has covered this point and corrective actions on icasework are used to track actions.	
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.	Y	Training has been provided to officers responding to Stage 2 complaints to cover these points.	
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;	Y	Details of how to escalate the complaint to the Ombudsman is included in all	

Section 6: Complaints Stages: Stage 2				
Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
	b. the complaint definition; c. the decision on the complaint; d. the reasons for any decisions made; e. the details of any remedy offered to put things right; f. details of any outstanding actions; and g. details of how to escalate the matter to the Ombudsman Service if the individual remains dissatisfied.		complaint letter and email templates. All staff who deal with complaints at Stage 2 have received training covering these points.	
6.20	Stage 2 is the landlord's final response and must involve all suitable staff members needed to issue such a response.	Y	Complaints policy section 4.	

## Section 7: Putting things right

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	Y	Complaints policy, section 3 covers this,	

## Section 7: Putting things right

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
	<p>out the actions it has already taken, or intends to take, to put things right. These can include:</p> <ul style="list-style-type: none"> <li>• Apologising;</li> <li>• Acknowledging where things have gone wrong;</li> <li>• Providing an explanation, assistance or reasons;</li> <li>• Taking action if there has been delay;</li> <li>• Reconsidering or changing a decision;</li> <li>• Amending a record or adding a correction or addendum;</li> <li>• Providing a financial remedy;</li> <li>• Changing policies, procedures or practices.</li> </ul>		<p>complaint handling staff have received training that covers this.</p> <p>An updated Compensation, Reimbursements and Remedies policy was agreed to meet the guidelines from the Housing Ombudsman and Local Government Ombudsman.</p>	
7.2	Any remedy offered must reflect the impact on the resident as a result of any fault identified.	Y	A Compensation, Reimbursements and Remedies policy was agreed and implemented in 2024.	
7.3	The remedy offer must clearly set out what will happen and by when, in agreement with the resident where	Y	A new Compensation, Reimbursement and Remedies policy and procedure was	



Section 7: Putting things right				
Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
	appropriate. Any remedy proposed must be followed through to completion.		implemented in 2024. We have also trained complaint-handlers on how to record remedies and track progress to completion.	
7.4	Landlords must take account of the guidance issued by the Ombudsman when deciding on appropriate remedies.	Y	Guidance from the Housing Ombudsman has been used to develop our Compensation, Reimbursements and Remedies policy	-

## Section 8: Self-assessment, reporting and compliance

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	Y	<a href="#">Lewisham Council - Complaints</a>	The self-assessment against the Complaint Handling Code is carried out on an annual basis. The outcome is reported to the Executive Leadership team, the Service and Performance Panel and Mayor and

## Section 8: Self-assessment, reporting and compliance

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
	<p>complaint handling policy remains in line with its requirements.</p> <p>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;</p> <p>c. any findings of non-compliance with this Code by the Ombudsman;</p> <p>d. the service improvements made as a result of the learning from complaints;</p> <p>e. any annual report about the landlord's performance from the Ombudsman; and</p> <p>f. any other relevant reports or publications produced by the Ombudsman in relation to the work of the landlord.</p>			Cabinet and published on the LBL website for transparency. An annual report is produced on the LBL complaints service and handling performance, which is published on the website for residents' information and includes reference to the self-assessment document.
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	Y	The report will be considered by Mayor and Cabinet in September 2025 and submitted by 30 September.	

Section 8: Self-assessment, reporting and compliance				
Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
	response to the report must be published alongside this.			
8.3	Landlords must also carry out a self-assessment following a significant restructure, merger and/or change in procedures.	Y	No significant restructure/merger has taken place.	
8.4	Landlords may be asked to review and update the self-assessment following an Ombudsman investigation.	Y	We will review and update our self-assessment as directed by the Ombudsman.	
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.	Y		

## Section 9: Scrutiny & oversight: continuous learning and improvement

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.	Y	Case Reviews, performance reporting, resident feedback and Housing Ombudsman casework have been used to inform our Housing Transformation Programme and the corporate Complaints Handling Improvement Project.	The information collected from complaints is an invaluable tool to identify where services are not meeting residents' expectations. Analysis of the themes and trends highlights priorities for services and where best to apply resources. Information from our complaints have influenced the work we are prioritising in the Housing Transformation Programme.
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.	Y	Case Reviews, performance reporting, resident feedback and Housing Ombudsman casework have been used to inform our Housing Transformation Programme and the corporate Complaints Handling Improvement Project.	
9.3	Accountability and transparency are also integral to a positive complaint handling culture. Landlords must report	Y	Complaints performance is discussed at the	

Section 9: Scrutiny & oversight: continuous learning and improvement				
Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
	back on wider learning and improvements from complaints to stakeholders, such as residents' panels, staff and relevant committees.		following forums Scrutiny panel, weekly and monthly meetings, Executive Management Team, Directorate Management Team, Corporate Assurance Board, and the Housing Transformation Board. A quarterly report is provided to the Member Responsible for Complaints.	
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.	Y	The lead for complaints is the Director of Resident Engagement and Services.	
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	Y	Cabinet Member for Housing, Monitoring Officer, Cabinet Member for Complaints	The Cabinet Member for Housing is the Member Responsible for Complaints.

Section 9: Scrutiny & oversight: continuous learning and improvement				
Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
	is referred to as the Member Responsible for Complaints ('the MRC').			
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.	Y	Quarterly reports on the complaints service are received by the Member Responsible for Complaints. Service and Performance Panel to comply with this requirement.	
9.7	As a minimum, the MRC and the governing body (or equivalent) must receive: <ul style="list-style-type: none"> <li>a. regular updates on the volume, categories and outcomes of complaints, alongside complaint handling performance;</li> <li>b. regular reviews of issues and trends arising from complaint handling;</li> <li>c. regular updates on the outcomes of the Ombudsman's investigations and progress made in complying with orders related to severe maladministration findings; and</li> <li>d. annual complaints performance and service improvement report.</li> </ul>	Y	Quarterly reports on the complaints service are received by the the MRC to comply with this requirement.	

Section 9: Scrutiny & oversight: continuous learning and improvement				
Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
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: <ul style="list-style-type: none"> <li>a. have a collaborative and co-operative approach towards resolving complaints, working with colleagues across teams and departments;</li> <li>b. take collective responsibility for any shortfalls identified through complaints, rather than blaming others; and</li> <li>c. act within the professional standards for engaging with complaints as set by any relevant professional body.</li> </ul>	Y	This has been added to the objectives for staff in the Resident Engagement and Services division and the appraisal objectives for 2024/25.	