

Appendix 1: City of Lincoln Council - Annual Complaints Self-assessment 2025-2026

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	This is section 3.1 of the corporate 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	See section 3.2 of the corporate complaints policy.	We consider that this provision has led to an increase in the number of complaints recorded over this year compared to previous years. See below. 2021-2022 – 392 complaints 2022-2023 – 459 complaints 2023-2024 – 418 complaints 2024-2025- 562 complaints 2025-2026 – 648 complaints
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	Yes	See sections 3.4 through 3.6 of the corporate complaints policy.	Quite often a customer will state that they want to complain that their refuse has not been collected. In

	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 must be recorded, monitored and reviewed regularly.			this instance – where this is a one-off service request, and the customer is satisfied when we either return to rectify the missed collection or explain the reasons why their bin has not yet been emptied. This is not recorded or dealt with as a complaint.
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	See section 3.6 of the corporate complaints policy.	
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	See section 3.7 of the corporate complaints policy. In all surveys sent to tenants and general citizens surveys we include the following statement: “If you would like to make a complaint about any of our services you can do this by completing our on-line form at https://lincoln.gov.uk/y/provide-us-feedback or call our Customer Services team on 01522 881188”	

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	See Section 6 of our corporate complaints policy which sets out the limited circumstances when we would justify excluding a complaint from the process.	We have no recorded instances of any complaints being refused during the year.
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. • Matters that have previously been considered under the complaints policy.	Yes	See Section 6 of our corporate complaints policy which sets out the limited circumstances when we would justify excluding a complaint from the process.	

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 6.2 of the corporate complaints policy.	Where a customer had good reason for a delay in complaining we would always consider and investigate the complaint.
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	Section 6.5 of the corporate complaints policy.	There have been no excluded complaints in the last 12 months and therefore we have not had to apply this part of the policy.
2.5	Landlords must not take a blanket approach to excluding complaints; they must consider the individual circumstances of each complaint.	Yes	Section 6.1 through 6.5 of the corporate complaints policy. Each complaint received will be considered under the provisions set out in our policy.	

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	See section 7 of the corporate complaints policy	We accept complaints via any channel which the customer wishes to use. Where a customer makes a verbal complaint, it is often to a Customer Service adviser who will complete the online complaint form on behalf of the customer if possible. This is to ensure that as much relevant data as possible is captured and provides an audit trail for the 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	See section 7 of the corporate complaints policy.	The complaints officer has completed a staff briefing shared with all staff either in meetings or via a recording published on the Hub. This sets out the provisions of the policy and the important role of all staff in ensuring compliance.
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	Yes		We have seen an increase in the number of complaints recorded since changing our policy. See below. 2021-2022 – 392 complaints 2022-2023 – 459 complaints

	sign that residents are unable to complain.			2023-2024 – 418 complaints 2024-2025 - 562 complaints 2025-2026 – 648 complaints These complaints have been discussed and learning points recorded.
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	The policy is on our website. It can be viewed via this link: Corporate complaints policy	We do not print leaflets as they go out of date easily and potentially deliver the wrong information. However, staff will print the policy and send in the post or issue to face to face customers 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	See section 11 of the corporate complaints Policy which outlines how we will demonstrate our compliance with the code and where the public can access our reports.	
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	See the corporate complaints policy - section 3.3	
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	See the corporate complaints policy section 7.4 and Appendix 1. All level 2 complaint response letters include information about the relevant Ombudsman	

			Service and how to contact them.	
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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		The responsible person for handling and reporting on corporate complaints is the Business Intelligence Officer/acting 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		The Complaints Officer is able to contact staff at all levels including the CEO. As Complaint officer they are able to contact staff at all levels across the organisation and request information or escalate for action.
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	Yes		In addition to the Corporate Complaints Officer, each Directorate has its own Complaints Officer. Complaints Outcome forms

	important that complaints are seen as a core service and must be resourced to handle complaints effectively			are completed for all complaints, and these are monitored for trends, learning points and follow-up action.
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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	The corporate complaints policy is applied across all services and for all complainants	
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	We have a 2-stage complaints process which sees all complaints as 'formal'. There are no informal levels or pre-complaint stages.	
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	We have a 2-stage process which ends at the level 2 response. Complainants who remain dissatisfied at this stage are directed to the Ombudsman.	
5.4	Where a landlord's complaint response is handled by a third party (e.g. a	Yes		All complaints received about our services, whether

	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 expected to go through two complaints processes.			they are delivered in-house or by a contractor are dealt with through our complaint policy. Customers are not directed to complain direct to the contractor.
5.5	Landlords are responsible for ensuring that any third parties handle complaints in line with the Code.	Yes		All complaints received about our services, whether they are delivered in-house or by a contractor are dealt with through our complaint policy. Customers are not directed to complain direct to the contractor.
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	See corporate complaint policy section 4.10	
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	The manner in which staff are expected to investigate and respond to a complaint is set out in the policy and also in internal staff guidance which exists to clarify how complaints should be approached and dealt with.	

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. c. take measures to address any actual or perceived conflict of interest; and d. consider all relevant information and evidence carefully.	Yes	The manner in which staff are expected to investigate and respond to a complaint is set out in the policy and also in internal staff guidance which exists to clarify how complaints should be approached and dealt with.	
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	This is in our complaint handling guidance which is issued to all staff who investigate complaints. Section 2.6 of the guidance document refers.	
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	Reasonable adjustments for residents are made where appropriate under the Equality Act 2010. Individual vulnerability assessments or equality impact assessments are completed when appropriate. A full tenant census is in progress and providing updated information about the current needs of our tenants.	The new housing system which is in the process of development will allow for improved recording and review of tenant needs and preferences.
5.11	Landlords must not refuse to escalate a complaint through all stages of the	Yes	All valid complaints are investigated at level one and	

	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.		escalated to level two at the request of the complainant or their representative.	
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	Records for 2025/26 were kept in spreadsheets and individual files by the Directorate Complaints Officers. These were then sent to the Corporate Complaints Officer on a quarterly basis for reporting to Members and senior management. We have developed an automated process and database which will collate all the complaints in one place and make reporting a simpler process. This new case management system was implemented May 2026.	
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	See section 9 of the corporate complaint policy and the separate DHI Remedies Policy.	
5.14	Landlords must have policies and procedures in place for managing unacceptable behaviour from residents	Yes	The Unreasonable Customer Actions policy covers complainants as well as other	

	and/or their representatives. Landlords must be able to evidence reasons for putting any restrictions in place and must keep restrictions under regular review.		kinds of unacceptable customer contact.	
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	The Unreasonable Customer Actions policy has regard to the Equality act 2010 and other relevant legislation.	Where appropriate an Equality Impact Assessment will be undertaken before taking enforcement action.

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	The manner in which staff are expected to investigate and respond to a complaint is set out in the policy and also in internal staff guidance which exists to clarify how complaints should be approached and dealt with.	
6.2	Complaints must be acknowledged, defined and logged at stage 1 of the complaints procedure <u>within five</u>	Yes	The corporate complaints policy has this standard – see section 2.2	Performance for 2025-2026 demonstrates that 100% of all complaints dealt with

	<u>working days of the complaint being received.</u>			were acknowledged and allocated to an investigator within 5 working days.
6.3	Landlords must issue a full response to stage 1 complaints <u>within 10 working days</u> of the complaint being acknowledged.	Yes	The corporate complaints policy has this standard – see section 2.2	We endeavoured to achieve full compliance, however there were 69 out of a total of 566 level 1 complaints responded to, which were not answered within 10 working days. This is an 88% compliance at level 1 with 12% not reaching the target response time. We have made improvements on the 67% compliance reported in 2024/25, but we will work to achieve full compliance in the coming year, supported by the implementation of the new case management system.
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	Section 4.9 in the corporate Complaint Policy and set out in Complaint Handling Guidance section 2.6	

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	Section 4.9 in the corporate Complaint Policy and set out in Complaint Handling Guidance section 2.6	
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	See section 3.6 in the Complaint handling guidance for staff. This contains the text as set out in the commentary column to the right.	Where relevant, ensure that remedial work has been done or is planned to put things right as soon as possible. Where it has not yet been completed ensure that you follow-up the issue to make sure that the customer is satisfied that the issue has been resolved.
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	This is set out in our policy and in the complaint handling guidance issued to staff. See section 3.	
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	Section 4.8 in the corporate Complaint Policy	

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	This is set out in our corporate complaints policy at section 4.10. The manner in which staff are expected to investigate and respond to a complaint is set out in the policy and also in internal staff guidance which exists to clarify how complaints should be approached and dealt with. It sets out clearly what information should be included in letters to the complainant.	
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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	The corporate complaints policy complies with this provision	
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	The corporate complaints policy complies with this provision. Additionally, we have guidance documents setting out the process for all staff.	
6.12	Residents must not be required to explain their reasons for requesting a	Yes	The corporate complaints policy complies with this provision	

	stage 2 consideration. Landlords are 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	The corporate complaints policy complies with this provision	In the past this is an area where we have received a finding of maladministration from the HOS. We made a mistake where a staff member responded to the level 1 and then as they had been promoted to a senior position, they responded at the level 2 as well. This was an uncomfortable situation for the council and has been a lesson learnt.
6.14	Landlords must issue a final response to the stage 2 <u>within 20 working days</u> of the complaint being acknowledged.	Yes	The corporate complaints policy has this standard – see section 2.2	We endeavoured to achieve 100% compliance, however there were 18 out of 82 level 2 complaints responded to which were not answered within 20 working days. This is a compliance of 78%. level 2 complaints have performed worse than those dealt with at level 1, so this is an area that we need to focus on going forwards, supported by the

				implementation of the new case management system.
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	Section 4.9 in the corporate Complaint Policy and set out in Complaint Handling Guidance section 2.6	
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	Section 4.9 in the corporate Complaint Policy and set out in Complaint Handling Guidance section 2.6	
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	The principle is that the response should be sent at the earliest possible opportunity. See points 2.2 and 2.3 and 2.5 in our guidance to complaint handling staff.	
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	This is set out in our policy and in the complaint handling guidance issued to staff. See section 3.	
6.19	Landlords must confirm the following in writing to the resident at the completion of stage 2 in clear, plain language:	Yes	This is set out in our corporate complaints policy at section 4.10.	

	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 the Ombudsman Service if the individual remains dissatisfied.		The manner in which staff are expected to investigate and respond to a complaint is set out in the policy and also in internal staff guidance which exists to clarify how complaints should be approached and dealt with. It sets out clearly what information should be included in letters to the complainant.	
6.20	Stage 2 is the landlord's final response and must involve all suitable staff members needed to issue such a response.	Yes	The manner in which staff are expected to investigate and respond to a complaint is set out in the policy and also in internal staff guidance which exists to clarify how complaints should be approached and dealt with.	

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	Yes	This is set out in our corporate complaints policy at section 9	

	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.			
7.2	Any remedy offered must reflect the impact on the resident as a result of any fault identified.	Yes	Remedies outlined in the Remedies policy look at impact on the complainant as well as actual financial loss if applicable.	
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	All upheld complaints are monitored to ensure that outstanding services are delivered and any redress that has been agreed is served.	
7.4	Landlords must take account of the guidance issued by the Ombudsman when deciding on appropriate remedies.	Yes	The DHI remedies policy was developed to take reflect the HOS guidance on Remedies.	

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	This is the third year since the Code was introduced, and we have been in a position to do the self-assessment having filled gaps in our existing provision. a. Our policy reflects the code and is in line with the provisions that it requires. b. The report details a quantitative analysis of the numbers of complaints and the response times. It also refers to the level of upheld complaints. We have not refused to accept any complaints this year. c. Ombudsman decisions are reported d. There is a section on lessons learnt and service improvements. e. Where available the Ombudsman annual report will be included	

	Ombudsman in relation to the work of the landlord.		f. Any reports or published decisions will be included	
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 section of its website relating to complaints. The governing body's response to the report must be published alongside this.	Yes	The annual Complaints Performance and Service Improvement Report was be reported to Performance Scrutiny Committee on 9 th July 2025, and the published report and governing body response can be found through the following link: Council Policies and Publications – City of Lincoln Council	
8.3	Landlords must also carry out a self-assessment following a significant restructure, merger and/or change in procedures.	Yes	Not applicable during the period covered by this report.	
8.4	Landlords may be asked to review and update the self-assessment following an Ombudsman investigation.	Yes	Not applicable during the period covered by this report	
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	Not applicable during the period covered by this report	

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.	Yes	Annual Complaints Performance and Service Improvement Report presented to CMT (23 June 2026) and Performance Scrutiny Committee (9 July 2026)	
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.	Yes		All upheld complaints are examined to identify lessons learnt and opportunities for service improvements and changes to process. Lessons earned are recorded and reported on. These are discussed at Directorate management level.
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.	Yes	The lessons learnt from complaints will form part of the Annual Complaints Performance and Service Improvement Report. This will be presented to our Tenants Panel as well as elected members. It will be available on our website for public scrutiny	
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	Yes	Business intelligence Officer/acting Complaints Officer	

	identify potential systemic issues, serious risks, or policies and procedures that require revision.			
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	This is our Portfolio Holder for Customer Experience, Review and Resources.	
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		
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, 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	Yes	Volume, outcomes and complaint handling performance are reported to the MRC at a quarterly meeting. Outcomes from Ombudsman investigations are reported quarterly via CMT and to the MRC Annual Complaints Performance and Service Improvement Report	

	progress made in complying with orders related to severe maladministration findings; and d. annual complaints performance and service improvement report.		presented to CMT (23 June 2026) and Performance Scrutiny Committee (9 July 2026)	
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.	Yes	This is a standard requirement under the corporate section of every job description	