



Complaint handling code self-assessment form

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	Complaints policy - section 4 "definitions" explains the definition of a complaint. Complaints procedure – "what is a complaint" page 2 explains the definition of a complaint.	Our policy outlines what constitutes a complaint. "A complaint is defined as an expression of dissatisfaction, however made, about the standard of service, actions, or lack of action by the organisation, its own staff, or those acting on its behalf, affecting an individual customer or group of customers".
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	Our customer support team uses a tailored scripting tool to manage customer enquiries. This tool includes a prompt asking customers if they would like to raise a complaint, giving them the option to choose how they wish to proceed. Complaints procedure – "what is a complaint" page 2 highlights "A customer	We welcome complaints submitted using any method that suits our customers or by a third party or representative, as this can help build trust and confidence in our complaints process and demonstrate our commitment to customer service and satisfaction.



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			does not have to use the word ‘complaint’ for it to be treated as such. Whenever a customer expresses dissatisfaction, we must give them the choice to make a complaint”.	
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 must be recorded, monitored, and reviewed regularly.	Yes	<p>Complaints procedure – “service requests” page 9 states that they are not complaints. Appendix A also details examples for reference.</p> <p>This section also specifies that a customer can raise a complaint if the customer wishes to do so, it is their choice.</p> <p>Complaints procedure – “what is a complaint” page 2 sets out what qualifies as a complaint.</p>	Distinguishing between service requests and complaints is vital for ensuring compliance with the Complaints Code, effectively allocating resources, maintaining tenant satisfaction, and driving continuous improvement. By clearly understanding this distinction, we can respond appropriately, prioritise actions, and strengthen landlord-customer relationships through timely and efficient issue resolution.
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	Complaints procedure – “service requests” page 9 ensures “A complaint must be raised when the resident expresses dissatisfaction with the response to their service request”	Overall, raising a complaint when a customer is dissatisfied with the response to their service request promotes continued communication, helps build trust, ensures compliance with the Complaints Code, and



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				ultimately supports tenant satisfaction.
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	<p>We are committed to collecting feedback from our customers across all our services, using the Rant & Rave platform. Section 7 of our feedback procedure, Managing Low Scores, reflects our dedication to addressing dissatisfaction promptly.</p> <p>Additionally, we offer customers the chance to report complaints or raise issues through our tenant satisfaction surveys. These concerns are prioritised by our customer support team, ensuring proactive response and direct contact with the customer, provided they consent to communication.</p>	We recognise the importance of ensuring customers are aware of how to pursue a complaint if they are dissatisfied. This empowers them to voice concerns, seek resolution, and reinforces trust by demonstrating our commitment to addressing issues effectively. Clearly outlining our complaints process supports a culture of continuous improvement, strengthens communication, builds confidence in the process, and ultimately enhances landlord-customer relationships and overall service quality.



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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	Complaints policy - section 5 outlines the exclusions. Complaints procedure – “When we will not accept a complaint” page 2 explains the steps we will take if we do not accept a complaint, which include supplying the details of the Housing Ombudsman service.	It is good to have a policy that clearly states that complaints will be accepted unless there is a valid reason not to do so. This helps to ensure that all complaints are handled fairly and impartially and that we are consistent in our approach.
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: <ul style="list-style-type: none"> • 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 	Yes	Complaints policy - section 5 outlines the exclusions. Complaints procedure – “When we will not accept a complaint” page 2 explains the steps we will take if we do not accept a complaint, which include supplying the details of the Housing Ombudsman service.	Having a clearly defined policy that outlines when a complaint will not be considered is beneficial, as it helps set clear expectations and informs customers of any limitations from the outset. By specifying these exceptions, the complaints process remains fair and efficient—ensuring that genuine concerns are appropriately addressed while preventing unnecessary escalations.



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	<p>as the Claim Form and Particulars of Claim, having been filed at court.</p> <ul style="list-style-type: none"> Matters that have previously been considered under the complaints policy. 			
2.3	<p>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.</p>	Yes	<p>Section 10 of our Complaints Policy, Making and Resolving a Complaint, outlines the timeframes within which we will accept a complaint. It also confirms that we have the discretion to consider complaints submitted outside of these timescales</p>	<p>Establishing a timeframe for accepting complaints, while allowing discretion for valid cases submitted outside of this period, is key to promoting fairness, accountability, customer satisfaction, and effective problem-solving within landlord-customer relationships.</p>
2.4	<p>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.</p>	Yes	<p>Complaints policy - section 5 outlines exclusions.</p> <p>Complaints procedure – “When we will not accept a complaint” page 2 explains the steps we will take if we do not accept a complaint, which include supplying the details of the Housing Ombudsman service.</p>	<p>It is important to clearly explain the reasons for declining a complaint and signpost the individual to the relevant Ombudsman. This ensures they understand why their complaint was not accepted and are informed about the next steps they can take.</p>



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2.5	Landlords must not take a blanket approach to excluding complaints; they must consider the individual circumstances of each complaint.	Yes	Complaints procedure – “Assessing the complaint” page 3 sets out our approach to assessing each complaint individually, based on its own merits	By considering the individual circumstances of each complaint, we ensure a fair, thorough, and appropriate resolution—helping to maintain trust and satisfaction among customers. This approach enables a tailored response that recognises the unique aspects of each case, ultimately strengthening landlord-customer relationships.
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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	<p>Complaints policy– section 10 “making and resolving a complaint” sets out the various channels that a complaint can be made.</p> <p>Complaints procedure– “case manager considerations” Page 3 sets out the regard to the Equalities Act 2010.</p> <p>Complaint letters sent to customers include inquiries about any vulnerabilities or disabilities they may have, along with requests for details regarding reasonable adjustments needed.</p>	<p>Offering multiple ways for people to raise a complaint is important, as it makes sure everyone can access the process regardless of their individual needs.</p> <p>By taking into account the different requirements individuals may have, we can create a complaints process that is both accessible and inclusive.</p>
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	<p>Section 10 of the Complaints Policy outlines the different channels available for submitting a complaint.</p> <p>Complaints procedure – “Handling a complaint” page 3 outlines what we will do when we receive a complaint to ensure it is dealt with appropriately.</p>	<p>Offering a range of channels for customers to make a complaint is important, as it ensures that everyone can access the process regardless of their individual needs.</p> <p>By taking into account the diverse requirements of those who may need to use the complaints process, we can</p>



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				make sure it remains accessible and inclusive. In addition, all staff receive complaints training and complete refresher training at least once a year.
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	Complaints policy – section 21 shows that we produce an annual performance report on complaints to Selwood Housing Board and our customers. Regularly, we analyse complaints to identify patterns and common themes. These insights are then discussed with service managers and cross-referenced with customer satisfaction data.	Selwood Housing does not view a high volume of complaints as a negative; rather, it can reflect a well-publicised and accessible complaints process. Alternatively, a low volume of complaints may indicate that individuals are facing barriers to raising their concerns.
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	Complaints policy – section 10 outlines the ways that a customer can make a complaint and the number of stages. The Policy is accessible on our website at this address: https://www.selwoodhousing.com/wp-content/uploads/2024/11/Complaints-Policy-October-2024.pdf	It is important that our complaints policy is clear and accessible, supported by a proactive, fair, and transparent process for handling complaints. This approach helps to build trust and confidence both in us as an organisation and in the complaints process itself.



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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	<p>Complaints Policy – section 6 outlines where we will publicise the policy and provides our commitment to the Housing Ombudsman code.</p> <p>In addition, we provide the contact details of the Ombudsman in our Policy.</p> <p>We send a customer newsletter every quarter, at least one a year we will publicise our commitment to the code and how customers can view it.</p>	Clarity around these elements helps to build trust and confidence in both us and our complaints process. It also ensures that customers can easily access the complaints policy and relevant Ombudsman schemes, reducing the risk of confusion or misunderstanding.
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	<p>Complaints Policy – section 10 and 11 outlines our commitment to allow complaints to be submitted and managed by a designated representative.</p> <p>Complaints procedure – “Support with making a complaint” page 2 states our commitment to working with representatives.</p>	Allowing individuals to appoint a suitable representative to handle their complaint ensures that those who may struggle to represent themselves still have access to the process. It also supports objective and impartial handling of the complaint, while helping to reduce the stress and anxiety often associated with making a complaint.



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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	<p>Complaints policy - section 6.</p> <p>The following letters explain our commitment to the Housing Ombudsman complaint code and provides details of the scheme and contact details.</p> <ul style="list-style-type: none">• Acknowledgement letter• Stage one response• Stage two response <p>In addition, we provide the contact details of the Ombudsman in our Policy.</p>	<p>Providing information about the right to access the relevant Ombudsman service benefits both the individual and our organisation. It ensures customers are aware of their rights and available options, offers a clear route to escalate complaints if they remain dissatisfied with our response, and helps to build trust and confidence in both us and our complaints process.</p>
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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	We have the following specialist roles to assign complaints and oversee the handling process: <ul style="list-style-type: none">• Senior Customer Complaints Specialist• Customer Complaints Specialist Complaints performance is reported to our Customer and Homes Committee every six months, and annually to our Board and customers.	Having dedicated specialists to assign and manage complaints is important, as it helps to reduce confusion and misunderstandings. It also ensures that complaints are handled promptly and objectively, with the responsible person or team overseeing the process to guarantee it is followed correctly. Reporting to our governing body further enables monitoring of the complaints process, promotes accountability, and ensures complaints continue to be addressed efficiently and fairly



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4.2	<p>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.</p>	Yes	<p>Complaints are managed and dealt with by senior service managers.</p> <p>The senior complaints specialist reports to the Heads of housing for quick decision-making processes.</p>	<p>Enabling complaints officers to have the appropriate authority and autonomy is important to resolve disputes quickly and fairly for both us and the complainant. It ensures that complaints are handled promptly and objectively, allows decisions based on the specific circumstances of the complaint, and can help to reduce the likelihood of complaints escalating.</p>
4.3	<p>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.</p> <p>It is important that complaints are seen as a core service and must be resourced to handle complaints effectively.</p>	Yes	<p>We have a dedicated Customer Complaints Team responsible for overseeing the complaints process, analysing trends, reviewing learning outcomes, and implementing improvements with service managers. All new staff are required to complete complaints handling training as part of their induction, and annual refresher training is mandatory for all other staff, including repairs and maintenance operatives. Also, detailed training is provided to complaint case managers.</p>	<p>Having a dedicated complaints team is important for several reasons. First, it ensures that all complaints are directed to the appropriate service area and investigated thoroughly, helping to speed up the process and ensure complaints are handled promptly and objectively. Second, it allows us to identify areas for improvement in our services, ultimately leading to higher customer satisfaction.</p>



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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 Policy is accessible on our website at this address: https://www.selwoodhousing.com/wp-content/uploads/2024/11/Complaints-Policy-October-2024.pdf Policy procedure – “case manager considerations” sets out the responsibility to treat customers who complain with respect and not to treat differently if they complain.	Having a single complaints policy is important, as it ensures all complaints are handled consistently and fairly, regardless of their nature or the individual making them. This consistency helps to build trust and confidence in the organisation and its complaints process.
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	Complaints policy - section 12 confirms the number of stages to our complaints process. Complaints procedure – “Complaint stages” page 4 outlines the number of stages to our complaints process.	Being clear about the number of stages in our complaints process ensures that individuals understand the steps involved, helps us handle complaints promptly and objectively, and builds trust and confidence in both our organisation and our complaints process.



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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	<p>Complaints policy - section 12 confirms the number of stages to our complaints process.</p> <p>Complaints procedure – “complaint stages” page 4 outlines the number of stages to our complaints process.</p>	<p>Limiting the complaints process to two stages is important for ensuring efficiency and timely resolution. Extending the process beyond this can lead to delays, making it harder for complainants to receive a prompt response.</p> <p>A streamlined, two-stage approach allows us to address grievances quickly, maintain accountability, and facilitate faster access to the Ombudsman if needed.</p>
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 expected to go through two complaints processes.	Yes	<p>Complaint handling is discussed with third party contractors as part of the contract arrangements and performance management meetings.</p> <p>Our complaints policy and procedure does form an addendum to new contracts, procured via a tender process managed by the procurement department.</p>	When a complaint is managed by a third-party contractor, it is essential that their process aligns with ours to ensure fairness, transparency, and effective handling.



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5.5	Landlords are responsible for ensuring that any third parties handle complaints in line with the Code.		Complaints are carefully reviewed and discussed during performance management meetings. The purpose is to verify that they are handled consistently and in accordance with our established procedure.	Our oversight ensures that third-party complaint handling remains transparent, fair, and aligned with our own established guidelines.
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	<p>Complaints procedure – “assessing the complaint” outlines our approach to clarifying the complaint by our customer complaints team.</p> <p>Response letters at Stage one and Stage two are structured in a prescribed manner to ensure clarity in defining the complaint and specifying the resolution the customer is seeking.</p>	<p>Clearly defining a complaint when it is logged at Stage 1 or escalated to Stage 2 is essential for effective handling. By fully understanding the customer’s concerns and desired outcomes, we can tailor our responses appropriately.</p> <p>This approach ensures complaints are addressed comprehensively, promotes transparency, and helps prevent misunderstandings. If any aspect is unclear, seeking clarification from the customer supports accurate interpretation and more efficient resolution.</p>



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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	<p>Complaints procedure – “complaint stages” page 4 outlines the elements we will cover in our Stage one and Stage two responses.</p> <p>Complaints procedure – “Assessing the complaint” page 3.</p> <p>Our customer complaints team ring the customer if any elements are unclear when the complaint is received.</p>	We recognise that clarity is essential when acknowledging complaints. We clearly define our responsibilities in relation to each aspect of the complaint, ensuring transparency and addressing any potential areas of ambiguity.
5.8	<p>At each stage of the complaints process, complaint handlers must:</p> <ul style="list-style-type: none"> 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 	Yes	<p>The ‘Case Manager Considerations’ section on page 3 of the Complaints Procedure outlines the key points that case managers should follow. This is also included in the complaints training provided to all staff.</p>	<p>We recognise that complaint handlers play a vital role throughout the complaints process. They must evaluate complaints impartially, ensuring decisions are based on merit, with independence being key to objective assessments.</p> <p>Providing customers with a fair opportunity to express their perspective promotes transparency and prevents bias, while addressing any actual or perceived conflicts of interest helps maintain integrity.</p>



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	d. consider all relevant information and evidence carefully.			Lastly, carefully considering all relevant information and evidence leads to robust outcomes and customer satisfaction
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	<p>Complaints policy - section 12 covers this element.</p> <p>Complaints procedure – “Extending the timescale for a complaint” page 5 sets out the steps we will take when extending a complaint.</p>	<p>It is important to agree on suitable intervals for updating individuals about their complaint. This ensures they are aware of its status throughout the process and helps build trust and confidence in both our organisation and our complaints process, showing that their concerns are being taken seriously. .We use a prescribed template to inform customers when a time extension is needed. The template confirms the new response date, explains the reason for the extension, and includes the Housing Ombudsman’s contact details</p>



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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	Selwood is committed to meeting its obligations under the Equality Act 2010. Our dedicated staff receive regular training, including refresher sessions, to ensure a thorough understanding of the Act and its practical application. Complaint letters sent to customers include questions about any vulnerabilities or disabilities, along with requests for information on any reasonable adjustments that may be required.	Making reasonable adjustments under the Equality Act 2010 is important to ensure that people with disabilities are not disadvantaged. These adjustments help remove barriers and create a more inclusive environment for everyone. It is also important to keep a record of agreed adjustments and review them regularly. This ensures they remain effective and relevant over time, while demonstrating our commitment to equality and diversity, which helps build trust and confidence.
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	Complaints policy - section 13 sets out our approach to refusing to escalate a complaint. Complaints procedure – “Escalating a complaint” page 6 covers escalating the complaint.	Complaints should not be refused escalation without a valid reason, as doing so can undermine trust and confidence in both our organisation and our complaints process.



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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	We operate a housing management system with a specific complaints module. This enables all correspondence and case notes to be kept in one central location with full reporting functionality.	Keeping accurate records is important as it ensures the complaints process remains transparent and objective, with all details recorded and available for review if necessary. It also allows us to identify trends and patterns in complaints, helping to highlight areas for improvement in our services.
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	Enabling complaints officers to have the appropriate authority and autonomy is important to resolve disputes quickly and fairly for both us and the complainant. Complaints officers have appropriate delegated authority for goodwill payments and settlement of claims, in line with our financial regulations.	Complaints are managed and addressed by senior service managers. The Senior Complaints Specialist reports to the Heads of Housing to facilitate prompt decision-making



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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	<p>Complaints policy – section 16 This outlines our approach to unacceptable behaviour.</p> <p>We also include provisions in our tenancy agreements to address unacceptable behaviour.</p> <p>We have developed a “managing unacceptable behaviour” policy and procedure with input and involvement from our customers – this was completed May 2024 and is currently active.</p>	Having a policy to manage unacceptable behaviour is important to maintain a safe and respectful environment for both staff and customers. It helps reduce the risk of harm or injury and promotes a positive organisational culture.
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	<p>Complaints policy – section 16 outlines our position when dealing with unacceptable behaviour.</p> <p>We have developed a “managing unacceptable behaviour” policy and procedure with input and involvement from our customers – this was completed May 2024 and is currently active.</p> <p>Complaints procedure – “Unacceptable behaviour” page 8 outlines the process in dealing with unacceptable behaviour.</p>	Restrictions on individuals are only applied as a last resort and are never taken lightly. It is essential that everyone has access to our complaints process so that issues can be resolved in an open and transparent way. In the rare event that a restriction is applied, it will be reviewed in line with our responsibilities under the Equality Act 2010, helping to build trust and confidence in both our



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				organisation and our complaints process.
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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	All complaints are forwarded to our Customer Complaints Team, who promptly acknowledge them in writing. The team reviews each case to fully understand the issues raised, consider any customer vulnerabilities, and allocate the complaint to the most appropriate service manager for swift resolution.	Early complaint resolution is crucial for our customers. Prompt processes benefit both customers and Selwood by preventing issues from escalating, enabling quicker resolutions, and reducing dissatisfaction. Considering factors such as complaint complexity and



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				customer vulnerability ensures efficient conflict resolution. Early complaint resolution promotes efficiency, risk mitigation, and positive customer-landlord relationships.
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	<p>Once a complaint is received, it is forwarded immediately to our customer complaints team who acknowledge the complaint in writing within 5 working days and forward to the appropriate Service manager to investigate.</p> <p>Complaints procedure – “Handling a complaint” page 3 outlines how complaints will be logged and acknowledged.</p>	It is important that we adhere to the timescales set out in the Housing Ombudsman Complaint Code. Doing so helps build trust and confidence in both our organisation and our complaints process, reassuring individuals that their complaint is being taken seriously.



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6.3	Landlords must issue a full response to stage 1 complaints <u>within 10 working days</u> of the complaint being acknowledged.	Yes	<p>Complaints policy – section 12 sets out our response timescales.</p> <p>Complaints procedure – “Complaint stages” page 3 outlines our complaint timescales.</p>	<p>It is important that timescales that we have committed to within the Housing Ombudsman complaint code are adhered to, this helps to build trust and confidence in us and our complaint process, as individuals are aware that their complaint is being taken seriously.</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 working days without good reason, and the reason(s) must be clearly explained to the resident.	Yes	<p>Complaints policy – section 12 covers complaint handling times and extensions.</p> <p>Complaints procedure – “Extending the timescale for a complaint” page 5 sets out the process for extending timescales.</p>	<p>Keeping customers informed if additional time is needed to address their complaint, while setting reasonable limits on extensions, is essential. This approach demonstrates transparency and ensures customers remain aware of the process and any potential delays.</p> <p>It is equally important that we adhere to the timescales set out in the Housing Ombudsman Complaint Code, as this builds trust and confidence in both our organisation and our</p>



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				complaints process, reassuring customers that their concerns are being taken seriously.
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	<p>Complaints policy – section 12 covers complaint handling times and extensions.</p> <p>Complaints procedure – “Extending the timescale for a complaint” page 5 sets out the process for extending timescales.</p>	It is important that we provide details of the relevant Ombudsman to ensure individuals have access to an independent and impartial body if they remain dissatisfied with our response. This helps build trust and confidence in our complaints handling process.
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	<p>It is the role of our customer complaints team to ensure all outstanding actions post-complaint closure are monitored and resolved to customer satisfaction.</p> <p>Complaints procedure – “Responding to the complaint” page 6 sets out the role of the customer complaints team.</p>	It is crucial to set clear expectations for resolution and adhere to them, as this demonstrates our commitment to addressing concerns promptly and effectively. Doing so helps prevent misunderstandings, builds trust in the complaints process, and strengthens both customer relations and our organisational reputation.



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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	Our complaint response letters use standardised templates, enabling case managers to clearly outline the issues to address. These letters provide a detailed explanation of the determination, referencing relevant policies, law and best practices where appropriate.	Addressing all points raised in a complaint is essential. This ensures transparency, fairness, and effective communication with customers. By providing clear reasons for decisions, supported by relevant policies, laws, and best practices, we demonstrate professionalism and accountability. This approach builds trust, resolves issues efficiently, and maintains positive customer-landlord relationships. Overall, it promotes clarity, compliance, and constructive resolution of complaints.
6.8	<p>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.</p> <p>Where the stage 1 response has been issued, the new issues are unrelated to the issues already being investigated or</p>	Yes	Complaints procedure – “Responding to a complaint” page 6 outlines our approach to responding to complaints. This section also addresses how we handle any other complaints raised both before and after our stage 1 response.	<p>Incorporating additional complaints raised during an investigation into the Stage 1 response ensures a comprehensive resolution by addressing all related issues together.</p> <p>This approach prevents piecemeal handling, ensures</p>



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	it would unreasonably delay the response, the new issues must be logged as a new complaint.			that all relevant matters are considered, and avoids unnecessary delays caused by issuing separate responses for each complaint..
6.9	<p>Landlords must confirm the following in writing to the resident at the completion of stage 1 in clear, plain language:</p> <ul style="list-style-type: none"> 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	Complaints procedure – “Complaint stages” pages 3 and 4 outlines the elements we will cover in our response letters at the various stages.	Clear communication about the elements of a complaint is essential for transparency and accountability. Customers need to understand their place in the process and what to expect next. Explaining the outcome fosters trust, helping customers understand why a decision was made, while outlining how any issues will be resolved provides reassurance and supports a positive landlord-customer relationship.
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	Complaints policy – Section 12 “stages of the complaint process” outlines the number of stages in our complaints process.	his is important because it ensures that unresolved complaints receive further attention and consideration, with the goal of achieving a



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			Complaints policy – section 13 “escalating a complaint” details the process for escalating a complaint. It also acknowledges that in some instances, reasons for escalation may not be provided, but assures that requests will still be acted upon accordingly.	satisfactory resolution for the customer. Progressing to Stage 2 of our procedure allows for a comprehensive review and final response, demonstrating our commitment to addressing concerns effectively.
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	Complaints policy – section 12 “stages of the complaint process” details the process for acknowledging stage two escalations. Complaints procedure – “complaint stages” page 4 details the actions we will take when escalating a complaint.	This action is necessary to ensure that escalated complaints are acknowledged and handled promptly, demonstrating our responsiveness and commitment to addressing customer concerns. Doing so helps build trust and confidence among customers while adhering to the standards set out in the Complaint Handling Code.



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6.12	Residents must not be required to explain their reasons for requesting a stage 2 consideration. Landlords are expected to make reasonable efforts to understand why a resident remains unhappy as part of its stage 2 response.	Yes	<p>Complaint policy – section 13 covers this element.</p> <p>Complaints procedure – “Escalating a complaint” page 5 covers escalating a complaint.</p>	It is important that individuals do not have to justify their reasons for requesting a Stage 2 review, only that they remain dissatisfied. Our complaints process should be accessible, fair, and transparent, and we want to ensure that no one is discouraged from pursuing their complaint if they are not completely satisfied.
6.13	The person considering the complaint at stage 2 must not be the same person that considered the complaint at stage 1.	Yes	<p>Complaints policy – section 12 states that it must be a different person not involved in the Stage one process.</p> <p>Complaints procedure – “Complaint stages” page 4 states that it will be a different person to the Stage one.</p>	It is important that the person reviewing a complaint at Stage 2 is not the same individual who handled it at Stage 1. This ensures the process remains fair and impartial, allows the complaint to be considered objectively without preconceived notions, and helps build trust and confidence in our complaints handling process.



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6.14	Landlords must issue a final response to the stage 2 <u>within 20 working days</u> of the complaint being acknowledged.	Yes	Complaints policy – section 12 explains the complaint timescales. Complaints procedure – “complaint stages” page 4 outlines the timescales.	It is important that we adhere to the timescales set out in the Housing Ombudsman Complaint Code. Doing so helps build trust and confidence in both our organisation and our complaints process, reassuring individuals that their complaint is being taken seriously.
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	Complaints policy – section 12 “stages of the complaint process” details the extension timescales. Complaints procedure – “complaint stages” page 4 outlines the extension timescales and the requirement to clearly explain to the customer.	Adhering to the timescales set out in the Housing Ombudsman Complaint Code is important. It helps build trust and confidence in our organisation and complaints process, assuring individuals that their complaint is being taken seriously.
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	Complaints policy – section 12 covers timescales and extensions. Complaints procedure – “Complaint stages” page 4 outlines the timescales, including extensions to a complaint.	Providing the relevant Ombudsman details is important to ensure individuals have access to an independent and impartial body if they remain dissatisfied. This helps build trust



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			Both documents note that we will provide the details of the Ombudsman if the customer does not agree to the proposed timescale.	and confidence in our complaints handling process.
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	It is the role of our customer complaints team to ensure all outstanding actions post-complaint closure are monitored and resolved to customer satisfaction. Complaints procedure – “Responding to a complaint” page 6 covers this element.	Setting clear expectations for resolution and adhering to them is crucial, as it demonstrates our commitment to addressing concerns promptly and effectively. This approach helps prevent misunderstandings, fosters trust in the complaints resolution process, and contributes to stronger customer relations and a positive organisational reputation.
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	Our complaint response letters utilise standardised templates, allowing case managers to comprehensively outline the issues they will address. These letters provide a thorough explanation of their determination,	Addressing all points raised in a complaint is essential. This ensures transparency, fairness, and effective communication with customers. Providing clear reasons for decisions, supported by relevant policies, laws, and best practices,



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			referencing relevant policies, laws, and good practices where appropriate.	demonstrates professionalism and accountability. It helps build trust, resolves issues efficiently, and maintains positive customer-landlord relationships. Overall, this approach promotes clarity, compliance, and constructive resolution of complaints.
6.19	<p>Landlords must confirm the following in writing to the resident at the completion of stage 2 in clear, plain language:</p> <ul style="list-style-type: none"> 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. 	Yes	Complaints procedure – “Complaint stages” pages 3 and 4 outlines the elements we will cover in our response letters at the various stages.	<p>Clear communication about the elements of a complaint is essential for transparency and accountability.</p> <p>Customers need to understand their place in the process and what to expect next. Explaining the outcome fosters trust, helps customers understand why decisions were made, and outlining how issues will be resolved provides reassurance, supporting a positive landlord-customer relationship.</p>



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6.20	Stage 2 is the landlord's final response and must involve all suitable staff members needed to issue such a response.	Yes	Complaints procedure – “complaint stages” page 4 highlights the necessity of engaging all crucial staff members.	This is important because Stage 2 represents the final opportunity to address a complaint comprehensively and effectively. Involving all relevant staff ensures that the response is well-informed, considers all perspectives, and maximises the likelihood of achieving a satisfactory resolution for the customer.



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Section 7: Putting things right

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
7.1	<p>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:</p> <ul style="list-style-type: none"> • 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	Complaints procedure – “putting things right” page 6 outlines the actions we will take to address and resolve the issue, presenting this list as potential outcomes.	<p>This is important because it demonstrates accountability, transparency, and a commitment to rectifying mistakes or addressing shortcomings.</p> <p>By acknowledging when something has gone wrong and outlining the actions to remedy the situation, we maintain trust and credibility with our customers.</p> <p>It also reflects a culture of continuous improvement, where policies, procedures, or practices can be adjusted to prevent similar issues in the future</p>



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7.2	Any remedy offered must reflect the impact on the resident as a result of any fault identified.	Yes	Complaints procedure – “financial compensation” page 7 details the factors that should be considered, aligning with the recommendations provided by the ombudsman.	<p>It is important that any remedy offered takes into account the impact experienced by the customer due to identified faults, emphasising fairness and accountability in resolving issues.</p> <p>This approach helps maintain customer trust and satisfaction while promoting positive relationships.</p>
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	<p>It is the role of our customer complaints team to ensure all outstanding actions post-complaint closure are monitored and resolved to customer satisfaction.</p> <p>Complaints procedure – “responding to the complaint” page 6 sets out the role of the customer complaints team.</p> <p>Complaints procedure – “complaint stages” page 4 sets out the information we provide in our response letters.</p>	It is crucial to set clear expectations for resolution and adhering to them, it demonstrates our commitment to addressing concerns promptly and effectively. This approach helps prevent misunderstandings and fosters trust in the complaint resolution process, ultimately contributing to improved customer relations and organisational reputation.



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7.4	Landlords must take account of the guidance issued by the Ombudsman when deciding on appropriate remedies.		<p>Complaints procedure – “financial compensation” page 7 sets considerations for remedy.</p> <p>Complaints procedure – “guidance on suggested ranges of compensation” Appendix B gives guidance of payments used by the Housing Ombudsman.</p>	Considering the guidance issued by the Ombudsman when deciding on appropriate remedies is crucial. It ensures legal compliance, promotes fairness, achieves consistency, facilitates effective outcomes, and helps maintain a positive reputation.
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Section 8: Putting things right

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
8.1	<p>Landlords must produce an annual complaints performance and service improvement report for scrutiny and challenge, which must include:</p> <ol style="list-style-type: none"> 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 	Yes	<p>An annual complaints (and compliments) report was reported to the Selwood Housing board in May 2025, this summarises:</p> <ul style="list-style-type: none"> Types of complaints Breaches of the Housing ombudsman code Learning outcomes & service improvements Reports from the Ombudsman relevant to Selwood 	Producing an annual complaints performance and service improvement report is not only a regulatory requirement but also a strategic opportunity to demonstrate transparency, accountability, and commitment to continuous improvement in complaint handling. By embracing this process, we can enhance tenant satisfaction, ensure



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	<p>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 because 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>		<ul style="list-style-type: none"> • Response rates and rant & rave feedback • Role of our customer complaints forum • Disrepairs and comparable data <p>This report is published on our website.</p> <p>Six monthly reports of a similar nature go to Selwood Housings Group Customer and Homes committee.</p> <p>Performance is shared with our customer complaints forum at their quarterly meetings.</p> <p>Selwood Housing Annual customer report outlines complaints performance. This is also available on our website.</p> <p>Environmental, social and governance (ESG) report covers complaint performance. This is available on our website.</p>	<p>regulatory compliance, and foster a culture of excellence in customer service.</p>
8.2	The annual complaints performance and service improvement report must be reported to the landlord’s governing body	Yes	An annual complaints (and compliments) report is provided to the Selwood Housing board, this summarises:	This is important for transparency and accountability. Publishing the



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	<p>(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.</p>	<ul style="list-style-type: none"> • Types of complaints • Breaches of the Housing ombudsman code • Learning outcomes & service improvements • Reports from the Ombudsman relevant to Selwood • Response rates and rant & rave feedback • Role of our customer complaints forum • Disrepairs and comparable data <p>This report is published on our website for customer.</p> <p>Six monthly reports of a similar nature go to Selwood Housings Group Customer and Homes committee.</p> <p>Performance is shared with our customer complaints forum at their quarterly meetings.</p>	<p>annual complaints performance and service improvement report on our website ensures stakeholders can access information about how we handle complaints.</p> <p>Additionally, making the governing body's response to the report publicly available further enhances transparency and demonstrates our commitment to addressing feedback and improving services.</p>
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			<p>Selwood Housing Annual customer report outlines complaints performance. This is also available on our website.</p> <p>Environmental, social and governance (ESG) report covers complaint performance this is available on our website.</p>	
8.3	Landlords must also carry out a self-assessment following a significant restructure, merger and/or change in procedures.	Yes	Complaints policy – section 6 “Housing ombudsman” details the circumstances when we will carry out a self-assessment. These are listed.	<p>Conducting a self-assessment following such changes allows us to evaluate the effectiveness and efficiency of our complaints handling procedures under the new circumstances.</p> <p>It provides an opportunity to identify potential gaps, challenges, or areas for improvement and make necessary adjustments to ensure continued compliance with the Complaint Handling Code.</p>
8.4	Landlords may be asked to review and update the self-assessment following an Ombudsman investigation.	Yes	Complaints policy – section 6 “Housing ombudsman” details our commitment to	This is important because it ensures we continually assess and improve our processes



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			cooperate with the Housing ombudsman service.	<p>based on feedback and recommendations from Ombudsman investigations.</p> <p>Reviewing and updating the self-assessment after such investigations allows us to identify areas for improvement, address any deficiencies highlighted by the Ombudsman, and enhance our complaints handling procedures.</p>
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	Complaints policy – section 6 “Housing ombudsman” details our commitment to cooperate with the Housing ombudsman service.	<p>In cases where we cannot comply with the Code due to exceptional circumstances, such as a cyber incident, informing the Ombudsman and affected customers ensures transparency and keeps them informed.</p> <p>Publishing this information on our website demonstrates our commitment to openness and accountability.</p>



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				Providing a timescale for returning to compliance shows proactive efforts to address the situation and restore adherence to the Code, helping to maintain trust and confidence among customers and stakeholders.
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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	Complaints policy – section 15 “learning and service improvements” states that we will log learning outcomes for all complaints.	This is important because it fosters a culture of continuous improvement within the organisation. It allows systemic issues to be addressed, helping to prevent similar complaints in the future.



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			<p>Complaints procedure – “learning outcomes” page7 outlines the requirement to log learning outcomes.</p> <p>In addition to reviewing feedback from Rant & Rave and Tenant Satisfaction Measure (TSM) surveys, the complaints team holds quarterly meetings with service managers to analyse complaints and identify recurring themes. These insights are documented and used to implement improvements.</p>	<p>This approach demonstrates our commitment to enhancing overall service quality and customer satisfaction.</p>
9.2	<p>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.</p>	Yes	<p>An annual complaints (and compliments) report is provided to the Selwood Housing board, this summarises Learning outcomes & service improvements.</p> <p>This is published on our website.</p> <p>Performance is shared with our customer complaints forum at their quarterly meetings.</p> <p>Six monthly reports of a similar nature go to Selwood Housings Group Customer and Homes committee.</p>	<p>This is important because a positive complaints handling culture is essential for effectively resolving disputes.</p> <p>By viewing complaints as valuable sources of insight, we can identify underlying issues and implement improvements in service delivery.</p> <p>This proactive approach not only addresses immediate concerns but also helps prevent</p>



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			Selwood Housing Annual customer report outlines complaints performance. This is also available on our website.	future disputes and enhances overall customer satisfaction.
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	<p>Annual complaints (and compliments) report is provided to the Selwood Housing board, this summarises Learning outcomes & service improvements.</p> <p>This is published on our website.</p> <p>Learning outcomes are shared with our customer complaints forum at their quarterly meetings.</p> <p>Six monthly reports of a similar nature go to Selwood Housings Group Customer and Homes committee.</p> <p>Selwood Housing Annual customer report outlines complaints performance. This is also available on our website.</p>	<p>By reporting broader insights and improvements derived from complaints to stakeholders such as customer panels, staff, and relevant committees, we demonstrate our commitment to openness and responsiveness.</p> <p>This communication enhances transparency and actively involves stakeholders in the process of continuous improvement.</p> <p>Sharing lessons learned and showing proactive efforts to address feedback helps build trust, strengthen relationships, and foster a positive and constructive complaints handling environment.</p>



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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	<p>The senior lead person responsible for overseeing complaints is Verena Buchanan, Group head of operations.</p> <p>In addition to reviewing feedback from Rant & Rave and Tenant Satisfaction Measure (TSM) surveys, the complaints team holds quarterly meetings with service managers to analyse complaints and identify recurring themes. These insights are documented and used to implement improvements.</p>	<p>This is important because it ensures accountability and proactive management of complaints within the organisation.</p> <p>Appointing a senior lead responsible for complaint handling demonstrates our commitment to effective oversight and resolution.</p> <p>Additionally, having a senior lead accountable for complaints reinforces our dedication to transparency, accountability, and excellence in customer service.</p>
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 member responsible for complaints ("the MRC") is Hannah Jones, who is on our board of directors and Group Customer and Homes committee.	This is important because designating a member of the governing body or equivalent to oversee complaints demonstrates our commitment to fostering a positive complaints handling culture.



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				Having a designated Member Responsible for Complaints (MRC) ensures clear accountability and provides leadership in addressing complaints effectively and transparently.
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	<p>An annual complaints (and compliments) report is provided to the Selwood Housing board, this summarises:</p> <ul style="list-style-type: none"> • Types of complaints • Breaches of the Housing ombudsman code • Learning outcomes & service improvements • Reports from the Ombudsman relevant to Selwood • Response rates and rant & rave feedback • Role of our customer complaints forum • Disrepairs and comparable data <p>This report is published on our website for customer.</p>	Providing the governing body with regular information on complaints is essential for promoting accountability, monitoring performance, managing risks, driving continuous improvement, and supporting informed decision-making within the organisation.



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			Six monthly reports of a similar nature go to Selwood Housings Group Customer and Homes committee.	
9.7	<p>As a minimum, the MRC, and the governing body (or equivalent) must receive:</p> <ul style="list-style-type: none"> 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 progress made in complying with orders related to severe maladministration findings; and d. annual complaints performance and service improvement report. 	Yes	<p>An annual complaints (and compliments) report is provided to the Selwood Housing board, this summarises:</p> <ul style="list-style-type: none"> • Types of complaints • Breaches of the Housing ombudsman code • Learning outcomes & service improvements • Reports from the Ombudsman relevant to Selwood • Response rates and rant & rave feedback • Role of our customer complaints forum • Disrepairs and comparable data <p>This report is published on our website for customer.</p> <p>Six monthly reports of a similar nature go to Selwood Housings Group Customer and Homes committee.</p>	<p>Regular updates to the Member Responsible for Complaints (MRC) and the governing body ensure transparency, accountability, and continual improvement in complaint handling.</p> <p>This includes reporting on complaint volumes, outcomes, and performance, identifying trends to support issue resolution, updating on Ombudsman investigations, and providing an annual performance report, all of which help foster trust and ensure compliance.</p>



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9.8	<p>Landlords must have a standard objective in relation to complaint handling for all relevant employees or third parties that reflects the need to:</p> <ul style="list-style-type: none">a. have a collaborative and cooperative 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; andc. act within the professional standards for engaging with complaints as set by any relevant professional body.	Yes	<p>All Selwood housing employees work to one complaints policy, procedure and standard. Where a complaint cuts across multiple teams (internal and external) it is the role of the customer complaints team to seek responses from the most appropriate person(s) from each team and ensure that a combined response is provided to the customer.</p> <p>External contractors are provided with copies of our policy as part of the initial contract deployment, complaints and dissatisfaction is discussed at the regular contract meetings as a standard item to ensure we continue to comply with the code.</p>	<p>Establishing a standard objective for complaint handling that emphasises collaboration, collective responsibility, and adherence to professional standards helps foster a positive organisational culture, enhance customer satisfaction, and maintain credibility with both customers and regulatory bodies.</p>
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