



Self-assessment form

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

Once approved, landlords must publish the self-assessment as part of the annual complaints' performance and service improvement report on their website. The governing body's response to the report must be published alongside this.

Landlords are required to complete the self-assessment in full and support all statements with evidence, with additional commentary as necessary.

We recognise that there may be a small number of circumstances where landlords are unable to meet the requirements, for example, if they do not have a website. In these circumstances, we expect landlords to deliver the intentions of the Code in an alternative way, for example by publishing information in a public area so that it is easily accessible.

Section 1: Definition of a complaint

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
1.2	A complaint must be defined as: <i>'an expression of dissatisfaction, however made, about the standard of service, actions or lack of action by the landlord, its own staff, or those acting on its behalf, affecting a resident or group of residents.'</i>	Yes	Housing Complaints Policy.pdf Section 4 of the policy sets out the definition of a complaint.	Our Policy definition: '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 an individual resident or group of residents'.
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	Housing Complaints Policy.pdf Section 4 of the policy confirms this.	Our Policy wording: Customers do not have to use the word "complaint" for us to treat it as one. If a customer tells us they are unhappy, we will give them the option 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	Yes	Housing Complaints Policy.pdf Section 6.1 of the policy confirms this.	Our Policy wording: A service request is a request from a resident to the landlord requiring action to be taken to put something

	something right. Service requests are not complaints, but must be recorded, monitored and reviewed regularly.			right. Service requests are not complaints. SCH will record all service requests and action as appropriate. If a customer expresses dissatisfaction regarding the service they have received or if we have not done what we promised to deliver, the customer will be given the option to make a complaint. Should a complaint be made, this won't prevent SCH from delivering the requested service request.
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	Housing Complaints Policy.pdf Section 6.1 of the policy confirms this.	Our Policy wording: Should a complaint be made, this won't prevent us from delivering the requested service request.
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	Yes	An independent company undertakes customer satisfaction surveys, they advise how the customer can complain should they wish. Any reports of dissatisfaction are shared with us and appropriate action taken.	Acuity, which is the independent company has confirmed that they follow this practice.



	their services, they also must provide details of how residents can complain.			
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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	Housing Complaints Policy.pdf Section 7 of the policy confirms this.	Our Policy wording: We will review each request for a complaint based on its individual merit and at times may deviate from the above guidance.
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 12 months ago. - Legal proceedings have started. This is defined as details of the claim, such as the Claim Form and Particulars of Claim, having been filed at court.	Yes	Housing Complaints Policy.pdf Section 7 of the policy confirms this.	Our policy lists examples of complaints that do not fall in scope.



	Matters that have previously been considered under the complaints policy.			
2.3	Landlords must accept complaints referred to them within 12 months of the issue occurring or the resident becoming aware of the issue, unless they are excluded on other grounds. Landlords must consider whether to apply discretion to accept complaints made outside this time limit where there are good reasons to do so.	Yes	Housing Complaints Policy.pdf Section 7.3 of the policy confirms this.	Our policy wording: 1. vi. Issues /incidents referred to us whereby the customer was aware of the issue over 12 months ago, unless there are exceptional circumstances.
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	Housing Complaints Policy.pdf Section 7.2 and 10.9 of the policy confirms this.	Our policy wording: Where a complaint is not accepted, SCH will write to the resident on the Council's behalf explaining the reasons for the decision and advising them of their right to contact the appropriate Ombudsman.
2.5	Landlords must not take a blanket approach to excluding complaints; they must consider the individual circumstances of each complaint.	Yes	Housing Complaints Policy.pdf Section 7.4 of the policy confirms this.	Our Policy wording: We will review each request for a complaint based on its individual merit and at times may deviate from the above guidance.

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	Housing Complaints Policy.pdf Sections 5.2 and 9 of the policy confirms this. Reasonable-Adjustments-Policy-for-Customer-Complaints.pdf Section 4 of the policy confirms this. Section 3 includes information about making complaints accessible.	Our Policy outlines methods available to complain and confirms that complaints will be made accessible.
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	Housing Complaints Policy.pdf Section 9 of the policy confirms this. Communications and guidance for staff is issued relating to complaints. Complaints information is included in a monthly Core Brief that is delivered to all staff.	All Staff are made aware of how to pass details of complaints to the Customer Feedback Team.
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	Yes	We monitor the volume of complaints received, however there is no associated target,	



	complaint volumes are potentially a sign that residents are unable to complain.		results are not rated Red, Amber or Green.	
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	Housing Complaints Policy.pdf Section 2.1 confirms this. Our policy is published on the SMBC and SCH websites.	
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	Housing Complaints Policy.pdf Section 2.1 of the policy confirms this.	The Complaints Policy is published on the SMBC and SCH websites and can be obtained in accessible formats, such as audio, large print, or different languages by request. The Housing Ombudsman Complaint Handling Code is publicised to customers on our website, within our Newsletters and on Noticeboards.
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	Housing Complaints Policy.pdf Sections 4.5 and 9.2 of the policy confirms this.	



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	Housing Complaints Policy.pdf Section 10 and 12 of the policy confirms this.	All responses to Stage 2 complaints advise residents that if they are unhappy with the Stage 2 response, they can refer their complaint to the Ombudsman and contact details for the Ombudsman are included in the response.
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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	SCH has a centralised Customer Feedback Team who review, investigate and respond to complaints. This team liaise with the Housing Ombudsman and ensure management information is available for reporting.	The Head of Customer Experience is responsible for complaint handling within SCH, while SMBC, as the landlord, is responsible for oversight and scrutiny of complaint handling.
4.2	The complaints officer must have access to staff at all levels to facilitate the prompt resolution of complaints. They must also have the authority and autonomy to act to resolve disputes promptly and fairly.	Yes	Processes are in place to ensure the Customer Feedback Team have access to information, staff and resources to resolve disputes. An SLA for responses in 48 hours is in place.	



4.3	Landlords are expected to prioritise complaint handling and a culture of learning from complaints. All relevant staff must be suitably trained in the importance of complaint handling. It is important that complaints are seen as a core service and must be resourced to handle complaints effectively	Yes	Increased resourcing of complaints through centralised team centralisation of complaints. All staff have a complaints related objective. Complaint module mandatory for all staff. Learning case conferences in place. Monthly complaints updates in Core Brief.	
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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	Housing Complaints Policy.pdf We operate under one complaint policy, applicable to all customers.	
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	Housing Complaints Policy.pdf Section 10 of the policy confirms that we operate a 2 Stage complaint process only.	



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	Housing Complaints Policy.pdf Section 10 of the policy confirms that we operate a 2 Stage complaint process only.	
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	Housing Complaints Policy.pdf Section 10 of the policy confirms that SCH deliver landlord services on behalf of SMBC which includes complaints.	Policy wording: As a Registered Social Landlord, Solihull Metropolitan Borough Council (SMBC) is responsible for how complaints about landlord services are handled. SMBC is also legally responsible for ensuring compliance with the Housing Ombudsman Complaint Handling Code. Solihull Community Housing (SCH) delivers landlord services on behalf of SMBC to Council tenants and leaseholders and is responsible for managing complaints on the Council's behalf and for implementing this policy.
5.5	Landlords are responsible for ensuring that any third parties handle complaints in line with the Code.	Yes	Housing Complaints Policy.pdf Section 1 of the policy confirms that SCH deliver landlord	Policy wording: As a Registered Social Landlord, Solihull



			services on behalf of SMBC which includes complaints.	Metropolitan Borough Council (SMBC) is responsible for how complaints about landlord services are handled. SMBC is also legally responsible for ensuring compliance with the Housing Ombudsman Complaint Handling Code. Solihull Community Housing (SCH) delivers landlord services on behalf of SMBC to Council tenants and leaseholders and is responsible for managing complaints on the Council's behalf and for implementing this policy.
5.6	When a complaint is logged at Stage 1 or escalated to Stage 2, landlords must set out their understanding of the complaint and the outcomes the resident is seeking. The Code will refer to this as "the complaint definition". If any aspect of the complaint is unclear, the resident must be asked for clarification.	Yes	Housing Complaints Policy.pdf Section 5.1 and 5.2 confirm this part of the process.	
5.7	When a complaint is acknowledged at either stage, landlords must be clear which aspects of the complaint they are,	Yes	Housing Complaints Policy.pdf	If elements of a complaint do not fall within our remit, we clearly communicate this to



	and are not, responsible for and clarify any areas where this is not clear.		Section 10.1 and 10.11 confirm this part of the process.	the resident and re-iterate what is being investigated.
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	Complaint Handling training is in place for the centralised complaints team to ensure this is achieved. Audits of complaints take place which considers this criteria.	The Complaints Team is independent from any operational functions of the Housing Landlord Service allowing them to act independently and consider all information carefully.
5.9	Where a response to a complaint will fall outside the timescales set out in this Code, the landlord must agree with the resident suitable intervals for keeping them informed about their complaint.	Yes	Housing Complaints Policy.pdf Section 10 details the process for extensions.	
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	We capture these needs when the complaint is logged, the case management system allows for adjustments to be noted and updated as needed.	
5.11	Landlords must not refuse to escalate a complaint through all stages of the complaints procedure unless it has valid	Yes	Housing Complaints Policy.pdf	



	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.		Section 7 outlines the reasons for exclusions.	
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	SCH case management system captures the date the complaint was received and logged. Correspondence is held in the case along with any evidence relating to the investigation.	Monthly and quarterly reports are produced.
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	SCH centralised complaints team have access to all possible remedies; an escalation is not required to enhance a remedy.	Examples include apologies, compensation, and additional repair works.
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	SCH have an Unreasonable Communication Policy , which was updated in September 2026.	
5.15	Any restrictions placed on contact due to unacceptable behaviour must be proportionate and demonstrate regard	Yes	We capture and record such reasons and have a process in	Any decisions to impose restrictions are made on a case-by-case basis and with



	for the provisions of the Equality Act 2010.		place to ensure action taken is appropriate.	due regard to Equality & Diversity.
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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	Housing Complaints Policy.pdf Section 10 of the policy confirms that we triage complaints as they are received and identifies complexity as early as possible.	
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	Housing Complaints Policy.pdf Section 10 of the policy confirms this.	
6.3	Landlords must issue a full response to stage 1 complaints <u>within 10 working days</u> of the complaint being acknowledged.	Yes	Housing Complaints Policy.pdf Section 10 of the policy confirms this.	



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	Housing Complaints Policy.pdf Section 10 of the policy confirms this.	We state why we require an extension. All extensions and the reason for extensions are recorded on the case management system.
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	Housing Complaints Policy.pdf Section 10 of the policy confirms this.	The extension letter contains details for the Ombudsman.
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	Housing Complaints Policy.pdf Section 10 of the policy confirms this.	We respond to complaints with 10 working days and explain any outstanding work due to be completed. This is monitored by the complaints team.
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	Housing Complaints Policy.pdf Section 10 of the policy confirms this.	
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	Yes	Housing Complaints Policy.pdf Section 10 of the policy confirms this.	Additional complaints during an investigation are considered if they are related otherwise a



	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.			separate Stage 1 complaint is raised.
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	Housing Complaints Policy.pdf Section 10 of the policy confirms this.	The letter template contains all points set out a-g.

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	Yes	Housing Complaints Policy.pdf	

	Stage 1, it must be progressed to Stage 2 of the landlord's procedure. Stage 2 is the landlord's final response.		Section 5 of the policy confirms this.	
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.	No	Housing Complaints Policy.pdf Section 10 of the policy confirms this.	The policy confirms that acknowledgements will be issued within five working days. However, throughout the 2025/26 performance year 28 of the 162 Stage 2 complaints were acknowledged late. We took steps to ensure the outcome was still issued in line with the original acknowledgement date that was missed however these complaints are reported as late due to the acknowledgement being late. The move to a centralised case management system has now mitigated the risk of late acknowledgments happening.
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	Housing Complaints Policy.pdf Section 10 of the policy confirms this.	
6.13	The person considering the complaint at Stage 2 must not be the same person	Yes	Housing Complaints Policy.pdf	



	that considered the complaint at Stage 1.		Section 10 of the policy confirms this.	
6.14	Landlords must issue a final response to the Stage 2 <u>within 20 working days</u> of the complaint being acknowledged.	Yes	Housing Complaints Policy.pdf Section 10 of the policy confirms this.	92% of complaints were issued a final response within 20 working days of the acknowledgement being issued.
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	Housing Complaints Policy.pdf Section 10 of the policy confirms this.	
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	Housing Complaints Policy.pdf Section 10 of the policy confirms this.	Included in letter template.
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	Housing Complaints Policy.pdf Section 10 of the policy confirms this.	
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	Housing Complaints Policy.pdf Section 10 of the policy confirms this.	Included in letter template.



6.19	Landlords must confirm the following in writing to the resident at the completion of Stage 2 in clear, plain language: a. the complaint stage; b. the complaint definition; c. the decision on the complaint; d. the reasons for any decisions made; e. the details of any remedy offered to put things right; f. details of any outstanding actions; and g. details of how to escalate the matter to the Ombudsman Service if the individual remains dissatisfied.	Yes	Housing Complaints Policy.pdf Section 10 of the policy confirms this.	
6.20	Stage 2 is the landlord's final response and must involve all suitable staff members needed to issue such a response.	Yes	Housing Complaints Policy.pdf Section 10 of the policy confirms this.	Staff involved include: Stage 2 complaints handler Customer Contact Manager.

Section 7: Putting things right

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
7.1	Where something has gone wrong a landlord must acknowledge this and set out the actions it has already taken, or intends to take, to put things right. These can include: • Apologising;	Yes	We have a Remedies Policy in place to support investigations and the steps needed to put things right.	



	• 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	The Remedies Policy confirms this.	
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	Remedies and follow on actions are logged against the complaint case, these are tracked and monitored to completion.	
7.4	Landlords must take account of the guidance issued by the Ombudsman when deciding on appropriate remedies.	Yes	The Ombudsman guidance has been utilised to update the Remedies Policy which was updated in September 2026.	

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 Ombudsman in relation to the work of the landlord.	Yes	Annual Report 2025/26 - Solihull Community Housing The Annual Report has been published and publicised to customers. The report considers all of these requirements.	
8.2	The annual complaints performance and service improvement report must be reported to the landlord's governing	Yes	SCH and SMBC governance processes have been followed	



	body (or equivalent) and published on the on the section of its website relating to complaints. The governing body's response to the report must be published alongside this.		with the Board approval being sought prior to publication.	
8.3	Landlords must also carry out a self-assessment following a significant restructure, merger and/or change in procedures.	Yes	Should such activity occur we are aware of this requirement.	This has not happened so far, but if it were to arise, we would complete a new self-assessment setting out timescales for completion.
8.4	Landlords may be asked to review and update the self-assessment following an Ombudsman investigation.	Yes	We will work with the Housing Ombudsman should any such action be required. A review of our Complaints Policy took place in July 2026 after an audit from the compliance team at the Housing Ombudsman.	
8.5	If a landlord is unable to comply with the Code due to exceptional circumstances, such as a cyber incident, they must inform the Ombudsman, provide information to residents who may be affected, and publish this on their website. Landlords must provide a timescale for returning to compliance with the Code.	Yes	SCH have this step built into Business Continuity Planning.	

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	We have changed the approach to complaint handling and steps have been taken to address issues identified such as 'poor communication', this is detailed in the Annual Report. As the landlord, SMBC receive updates on performance and findings, which includes learning from complaints and the progress of the Service Improvement Plan.	Complaints quarterly report, Voice of the Customer (VOC) report and the complaints annual report refer.
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	Complaints are a regular feature in staff communications and customer communications alike. Complaints are viewed by the wider leadership team as a source of information for improvement and feedback is provided on a regular basis. The Complaints dashboard offers insight into performance and the Voice of the Customer Framework also surfaces the learning from complaints.	
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	Yes	SCH share learning from complaints on our website and within our customer communications. Reports regarding complaints are issued to committees and board	



	stakeholders, such as residents' panels, staff and relevant committees.		throughout the SCH and SMBC Governance structure. In 2026 the Customer Experience Committee has been created which is chaired by a tenant board member who is also the member responsible for complaints – information is shared and reviewed.	
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	As the landlord, SMBC have assigned the Assistant Director of Housing. SCH has assigned the Head of Customer Experience.	
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 is the Cabinet Member for Housing. SCH has a Tenant Board Member as a Complaints Champion.	
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	Both the MRC and SCH Complaints Champion have access to complaint data and performance. Case reviews are completed as required and reports issued to demonstrate learning.	



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 progress made in complying with orders related to severe maladministration findings; and d. annual complaints performance and service improvement report.	Yes	The MRC and SCH Complaints Champion receive this information via the governance structures in place. Reports from determinations are shared for review and consideration. The MRC and SCH Complaints Champion are involved in development of the Annual Report and Service Improvement Report.	
9.8	Landlords must have a standard objective in relation to complaint handling for all relevant employees or third parties that reflects the need to: a. have a collaborative and co-operative approach towards resolving complaints, working with colleagues across teams and departments; b. take collective responsibility for any shortfalls identified through complaints, rather than blaming others; and c. act within the professional standards for engaging with complaints as set by any relevant professional body.	Yes	SCH staff all have a mandatory objective in place that considers this requirement. Staff are required to demonstrate how they have achieved this requirement within their role as part of their annual review.	Our Policy is designed to ensure that we are accountable, apologise when we get things wrong & work towards learning to improve our processes, which includes mandatory training for staff etc.