

Self-assessment against the Housing Ombudsman Service Complaint Handling Code April 2026

Section 1: Definition of a complaint

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
1.2	A complaint must be defined as: <i>'an expression of dissatisfaction, however made, about the standard of service, actions or lack of action by the landlord, its own staff, or those acting on its behalf, affecting a resident or group of residents.'</i>	Yes	IVH complaints policy. The policy can be found here: Compliments and complaints - Irwell Valley Homes	As member of the Housing Ombudsman Scheme, we use the same definition for a complaint within our policy.
1.3	A resident does not have to use the word 'complaint' for it to be treated as such. Whenever a resident expresses dissatisfaction landlords must give them the choice to make complaint. A complaint that is submitted via a third party or representative must be handled in line with the landlord's complaints policy.	Yes	IVH complaints policy. The policy can be found here: Compliments and complaints - Irwell Valley Homes	Complainants do not need to use the word complaint for it to be treated as such by us.
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	IVH complaints policy. The policy can be found here: Compliments and complaints - Irwell Valley Homes	We will recognise the difference between a service request and a complaint. A service request is a request from a customer requiring action to be taken to put something right. Service requests are recorded, monitored and reviewed regularly. A complaint is about the service they have/have not received.

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	IVH complaints policy. The policy can be found here: Compliments and complaints - Irwell Valley Homes	Our policy sets out that we continue to address service requests regardless of whether a customer has made a complaint.
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	All transactional survey's include link to complaints process.	Our transactional surveys are sent to customers (via text message) after they have received a service from us. All the surveys include the following information: <i>"To find out more about Irwell Valley Homes complaints process please click here."</i> In addition, any expression of dissatisfaction that is recorded through our transactional survey programme creates an action for the relevant service manager to contact the customer to understand the issues and resolve the matter.

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	IVH complaints policy. The policy can be found here: Compliments and complaints - Irwell Valley Homes IVH complaints procedure.	We always accept a complaint unless there is a valid reason not to do so. For example: • If the issue occurred over twelve months ago (unless the concern was around safeguarding or health and safety). However, we will accept complaints made outside this time limit where there are good reasons to do so. • Where legal proceedings related to the matter have begun. This includes Claims having been filed at court. • Concerns that have previously been dealt with under the complaints policy; however, where the problem is a reoccurring issue, we will consider older reports as part of the background to the complaint. • If a customer continues to complain about issues that have already been responded to where no additional information has been provided and/ or no additional actions can be taken. (Please refer to the Unacceptable Behaviour Policy). If we do not accept a complaint, we will explain why and provide information about how to take the matter to the Housing Ombudsman.

2.2	A complaints policy must set out the circumstances in which a matter will not be considered as a complaint or escalated, and these circumstances must be fair and reasonable to residents. Acceptable exclusions include: • The issue giving rise to the complaint occurred over twelve months ago. • Legal proceedings have started. This is defined as details of the claim, such as the Claim Form and Particulars of Claim, having been filed at court. • Matters that have previously been considered under the complaints policy.	Yes	IVH complaints policy. The policy can be found here: Compliments and complaints - Irwell Valley Homes IVH complaints procedure.	Our policy sets out the circumstances where a complaint may not be accepted, including time limits, legal proceedings, and previously considered complaints. These exclusions are applied on a case-by-case basis and in line with the Code.
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	IVH complaints policy. The policy can be found here: Compliments and complaints - Irwell Valley Homes IVH complaints procedure.	Our policy sets out the circumstances where a complaint may not be accepted, including time limits, legal proceedings, and previously considered complaints. These exclusions are applied on a case-by-case basis and in line with the Code.
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	Yes	IVH complaints policy. The policy can be found here: Compliments and complaints - Irwell Valley Homes	Our policy sets out the circumstances where a complaint may not be accepted, including time limits, legal proceedings, and previously considered complaints. These exclusions are applied on a case-by-case basis and in line with the Code.

	exclusion has been fairly applied, the Ombudsman may tell the landlord to take on the complaint.		IVH complaints procedure.	
2.5	Landlords must not take a blanket approach to excluding complaints; they must consider the individual circumstances of each complaint.	Yes	IVH complaints policy. The policy can be found here: Compliments and complaints - Irwell Valley Homes IVH complaints procedure.	When considering whether to exclude a complaint from our process we consider whether the exclusions shown in our policy are relevant to that specific complaint, we also consider the circumstances of the complaint, any customer vulnerabilities and whether any reasonable adjustments should be considered.

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	IVH complaints policy. The policy can be found here: Compliments and complaints - Irwell Valley Homes	Complaints can be made through the following channels: ○ Over the telephone ○ Online using Live Chat, our on-line customer portal, a form on our website, or via our own social media channels. ○ In writing - by e-mail or by post. ○ In person with one of our colleagues. ○ Through surveys we send to customers. Any complaints received via an MP or local councillor that meet the complaint definition will also be resolved using our complaints process. A person may choose to use an advocate to act on their behalf. Where this happens, we will get the expressed permission from the customer for us to discuss the matter with their chosen advocate. This will be done using a 'permission to discuss' form that once received will be stored on our CRM system. The matter will then be resolved using our complaints process. We aim to understand our customers individual needs and tailor our approach to serving them.

				We know people's circumstances change, so every year we contact every customer and ask them to update the information we hold about them to ensure we have the most up to date information to be able to respond to their needs. Every time a customer contacts our Customer Service Team, we check if they have any additional needs that we need to consider when dealing with their request. Where customers have additional needs, we use a range of support tools to help us. This includes: • Providing an online accessibility tool that lets customers access information in a way that works for them. The tool can combine more than one type of support to meet multiple needs for example, providing large font at the same time as language translation. • Using a telephone translation service when speaking to customers in person or over the phone where the customer speak a different language to English. • Offering sign language service. • Providing customers with information in a specific format to meet their needs such as large print, audio, Braille or in another language.
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				• Using notes on our system to alert colleagues visiting customers of any specific requirements to ensure they meet their needs while visiting their home. • Providing 121 support for customers who may need it to complete forms and paperwork. • Training colleagues to ensure they are supported to respond to customer's needs. This includes: ○ Mary Gober International customer service training. ○ Training on equality and diversity and cultural awareness ○ Professional boundaries training. ○ Safeguarding training.
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	IVH complaints policy. The policy can be found here: Compliments and complaints - Irwell Valley Homes Rubixx CRM system and IVH intranet.	All colleagues can raise a complaint and log this on our Housing Management System (Rubixx). Workflows are built into the system to ensure they are automatically routed to the Complaints Team who process all complaints received. Our complaints processes are publicised on our intranet and set out in our policy; both are accessible to all colleagues. All colleagues are trained in this process as part of their induction. Our complaints team oversee all complaints and support colleague investigations to ensure they are handled effectively.

				There is a dedicated complaints channel on our company TEAMS for advice, guidance and support. There is also a dedicated complaints group email so referrals to the team don't get missed.
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	The number of complaints is published on our website: Compliments and complaints - Irwell Valley Homes Board minutes. Leadership Team minutes. Consumer Standards Group minutes.	We report and discuss the number of complaints we receive on a regular basis to our Leadership Team, IVH Board, Customer Standards Group and share monthly statistics to all colleagues. Whilst we are working to embed any learning from complaints to stop issues happening again, we do not see high volumes as negative. We publish information on the number of complaints received on our website.
3.4	Landlords must make their complaint policy available in a clear and accessible format for all residents. This will detail the two-stage process, what will happen at each stage, and the timeframes for responding. The policy must also be published on the landlord's website.	Yes	The policy can be found here: Compliments and complaints - Irwell Valley Homes	Our complaints policy sets out the two-stage process and explains how a customer can go to the HOS at any stage in the process. The policy is available on our website along with information about the HOS and our annual self-assessment: Compliments and complaints - Irwell Valley Homes. This information can be translated and accessed from there in several formats using our on-line accessibility tool. This allows the information to be read in different languages, text to voice translation, and different contrast settings (or a combination of these).

				Information about how to make a complaint and access the policy is also listed in our welcome pack that is given to all new customers. Existing customers receive reminders in their rent statements and the annual customer report, both of which are mailed to customers. A physical copy of our policy can be sent by post or any required accessible format on request.
3.5	The policy must explain how the landlord will publicise details of the complaints policy, including information about the Ombudsman and this Code.	Yes	The policy can be found here: Compliments and complaints - Irwell Valley Homes	As per above in 3.4.
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	The policy can be found here: Compliments and complaints - Irwell Valley Homes	Any complaints received via an MP or local councillor that meet the complaint definition are also dealt with under our complaints process. A person may choose to use an advocate to act on their behalf. Where this happens, we ask for the expressed permission from the customer for us to discuss the matter with their chosen advocate. This is done using a 'permission to discuss' form. Once received this is stored on our CRM system so all colleagues are aware that they can discuss the matter with the advocate. The matter is then investigated using our complaints

				process and the advocate kept informed throughout.
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	The policy can be found here: Compliments and complaints - Irwell Valley Homes Complaint acknowledgement email template. Complaint response templates (stage one and two).	In all complaint acknowledgments and responses (at every stage) we let the complainant know that they have the right to contact the Housing Ombudsman Service at any point throughout their complaint and include the contact details of how to do this. This information is also included in our annual report and on our website. All customer transactional surveys have a link to the complaints area on our website.

Section 4: Complaint Handling Staff

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
4.1	Landlords must have a person or team assigned to take responsibility for complaint handling, including liaison with the Ombudsman and ensuring complaints are reported to the governing body (or equivalent). This Code will refer to that person or team as the 'complaints officer'. This role may be in addition to other duties.	Yes	The policy can be found here: Compliments and complaints - Irwell Valley Homes	IVH has a dedicated complaints team. The Complaints Officers are responsible for ensuring all complaints are handed in accordance with the Housing Ombudsman guidelines. The Complaints Officers handle all aspects of stage one complaints, including investigating, preparing responses and arranging remedies where necessary. The Rents and Complaints Manager (Emma Burke) oversees the day-to-day running of the complaints team, ensuring the policy is adhered to and performance is monitored. The Rents and Complaints Manager sign off stage one responses and resolutions. The Head of Customers and Communities (Ross Powell) is the author of the Policy and Complaints Lead with overall responsibility for ensuring the Policy is adhered to by all colleagues and learnings reported to the Leadership Team. They also sign off stage two responses and resolutions. The Chief Operations Officer (Ceris Esplen) owns the Policy and is responsible for performance against it including reporting to the Board. They

				also sign off all HOS evidence packs. They also signed of any stage two responses and resolutions in the absence of the Head of Customers and Communities. Christie Finegan is the member of the governing board who is appointed as the Complaints Lead (Member Responsible for Complaints). The MRC is responsible for complaints to support a positive complaint culture. The MRC is responsible for ensuring the governing body receives regular information on complaints that provides insight on the landlord's complaint handling performance.
4.2	The complaints officer must have access to staff at all levels to facilitate the prompt resolution of complaints. They must also have the authority and autonomy to act to resolve disputes promptly and fairly.	Yes	The policy can be found here: Compliments and complaints - Irwell Valley Homes The Customer Complaints and Liaison Officers Job descriptions	When a customer makes a complaint, our priority is to resolve the matter and make things right as quickly as possible, so the Customer Complaints have the authority to offer resolutions and remedies from the first point of contact until the final resolution. The Complaints Team work in collaboration with the Service Managers to deal with complaints and ensure remedies and responses are appropriate and proportionate at Stage One. The Head of Customer and Communities works with stage two investigators (Heads of Service) to ensure remedies and responses are appropriate and proportionate.

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	All Complaints Officers and relevant staff complete mandatory training aligned to the Housing Ombudsman Complaint Handling Code, including the Ombudsman's Learning Hub modules. For 2025/26: 100% of Complaints Team staff completed Code-aligned training 100% of customer-facing colleagues completed customer service and complaint handling training (including Mary Gober International)	Training for all the Complaints Team has been conducted during the year which included - Complaint policy and process - Mary Gober International Customer Service - Compensation Policy - Communications training - Housing Ombudsman Learning Hub e-learning training modules Relevant colleagues across the organisation undertake - Complaint training - Mary Gober International Customer Service - Compensation Policy

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 can be found here: Compliments and complaints - Irwell Valley Homes	We have a single policy for dealing with complaints covered by the code and have a culture whereby complaints are seen as an opportunity to learn and improve. We have a separate Heat Network Complaints Policy for the heating or hot water issues which are overseen by the Energy Ombudsman.
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	The policy can be found here: Compliments and complaints - Irwell Valley Homes	We do not have an informal complaint complaints stage and stick to criteria 1.2 and 1.4 of the Handling Code.
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	The policy can be found here: Compliments and complaints - Irwell Valley Homes	There are 2 stages to our complaints process. This is communicated to customers. All stage two templates and responses advise that this is the final stage of the process and as with all our response letters, sets out how the customer can take their complaint to the Housing Ombudsman Service. Details are provided for how to do this.
5.4	Where a landlord's complaint response is handled by a third party	Yes	The policy can be found here:	All complaints regarding the services provided by a contractor working on behalf of Irwell Valley are covered by IVH's complaints policy and process. Whilst we will

	(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.		Compliments and complaints - Irwell Valley Homes	contact the contractor to discuss the complaint, the investigation, findings, remedies and response are dealt with by Irwell Valley Homes.
5.5	Landlords are responsible for ensuring that any third parties handle complaints in line with the Code.	Yes	The policy can be found here: Compliments and complaints - Irwell Valley Homes	As per 5.4 above.
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	The policy can be found here: Compliments and complaints - Irwell Valley Homes Complaint response templates for stage one and stage two. Complaint acknowledgement email template.	From our initial discussion with the complainant, we clarify the reasons for the complaint and the remedy they are seeking. This is followed up after the phone call/ or visit by an email setting this out. This provides the customer an opportunity to correct any misunderstanding at the earliest opportunity. Following that, both our Stage 1 and Stage 2 response letters set out our understanding of the reasons for the complaint and the remedy the customer is looking for. Where there is more than one element to the complaint, colleagues respond to these individually within the response and individual determinations and remedies are listed for each element.
5.7	When a complaint is acknowledged at either stage, landlords must be	Yes	The policy can be found here:	Where we are not responsible for an aspect of a complaint, this is included in the acknowledgement letter, together with the reason. The need to manage

	clear which aspects of the complaint they are, and are not, responsible for and clarify any areas where this is not clear.		Compliments and complaints - Irwell Valley Homes IVH complaints procedure.	expectations is covered is our complaint handling training. We contact the complainant to provide further information where this is not clear.
5.8	At each stage of the complaints process, complaint handlers must: - deal with complaints on their merits, act independently, and have an open mind. - give the resident a fair chance to set out their position. - take measures to address any actual or perceived conflict of interest; and - consider all relevant information and evidence carefully.	Yes	The policy can be found here: Compliments and complaints - Irwell Valley Homes All Complaints Officers and relevant staff have completed mandatory training aligned to the Housing Ombudsman Complaint Handling Code, including the Ombudsman's Learning Hub modules. For 2025/26: 100% of Complaints Team staff completed Code-aligned training 100% of customer-facing colleagues completed customer service and complaint handling training (including Mary Gobar International) 100% of stage two investigators have	These key principles are included in the job description for the Complaints Officer role. We have robust quality assurance arrangements in place to ensure complaints are handled fairly, consistently and in line with the Code. All Stage 1 responses are reviewed and approved by the Rents and Complaints Manager. All Stage 2 responses are reviewed and signed off by a Head of Service or senior leader independent of Stage. A sample of complaint responses is subject to regular quality assurance checks against defined standards. Complaints are investigated and completed by the Complaints Officers. They will work with the relevant service areas team to ensure any works are completed within timescales and a full and fair response is provided. All Complaints Officers have had training to ensure fairness of approach and to ensure complaints are thoroughly investigated and where appropriate backed up by evidence. This includes: - Complaint's policy and process - Mary Gobar International Customer Service - Compensation Policy - Communications training - Housing Ombudsman Learning Hub e-learning

			undergone complaints training.	training modules Relevant colleagues across the organisation undertake • Complaint training • Mary Gobar International Customer Service • Compensation Policy This training helps to embed a positive complaints culture throughout the organisation. All customer facing teams undertake Mary Gobar Customer Service Training and are provided with a Communications Guide and templates for correspondence to ensure they follow our policy and procedure and consider and address all points.
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	The policy can be found here: Compliments and complaints - Irwell Valley Homes IVH complaints procedure.	Customers are kept informed and updated during the complaints process. We always aim to meet the policy timescales. There may be occasions when we need to extend to ensure a thorough investigation i.e. if we need to hire specialist equipment or contractors. If we need to extend, we speak to the customer about this and agree new timescales. Where timescales have been extended outside service standards, this is always in agreement with the customer and the reasons for this are explained and provided to the customer. We then keep the customer informed by their chosen contact method. We capture this information in our CRM System to ensure the effective management of the complaint and any association work or actions that are required as part of the remedy.
5.10	Landlords must make reasonable adjustments for residents where appropriate under the	Yes	The policy can be found here:	IVH consider all the protected characteristics covered by the Act which are: Race, Sex, Gender Reassignment, Disability, Sexual Orientation, Religion or Belief, Age,

	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.		Compliments and complaints - Irwell Valley Homes	Marriage/Civil Partnership and Pregnancy and Maternity explicitly. Further to the protected characteristics, IVH is mindful of socio-economic disadvantage and will do everything in its power to minimise this through our complaint investigations and remedies. When we acknowledge a complaint, we look on our CRM system to see if we are aware of any specific needs, if none are listed, we will ask the complainant if they need any additional support and ensure we comply with Equality Act 2010. We will help people through the complaints process and make any reasonable adjustment(s) they need to ensure everyone can access this service. Reasonable adjustments are recorded on our CRM system are reviewed at each stage of the complaint. The complaints process is applied equally to ensure that each complaint is looked at in its own merit, investigated by trained Complaints Officer. We know the customers may require the document in a different format or language. We arrange for it to be provided in a format that meets their needs. The policy is available on website from where it can be translated into different languages and formats.
5.11	Landlords must not refuse to escalate a complaint through all stages of the complaints procedure	Yes	The policy can be found here:	We will accept a complaint and or escalation unless there is a valid reason not to do so. For example: • If the issue occurred over twelve months ago (unless the concern was around safeguarding or health and

	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.		Compliments and complaints - Irwell Valley Homes	safety). However, we will accept complaints made outside this time limit where there are good reasons to do so. • Where legal proceedings related to the matter have begun. This includes Claims having been filed at court. • Where concerns have previously been dealt with under the complaints policy; however, where the problem is a reoccurring issue, we will consider older reports as part of the background to the complaint. • If a customer continues to complain about issues that have already been responded to where no additional information has been provided and/ or no additional actions can be taken. (Please refer to the Unacceptable Behaviour Policy). When considering whether to exclude a complaint from any stage of our process we will consider the exclusions above and consider the circumstances of the complaint, any vulnerabilities they may have, and whether any reasonable adjustments should be considered. If we do not accept a complaint or escalation, we will explain why not and provide details of how to raise the matter with the Housing Ombudsman Service
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	Yes	IVH complaints procedure. Rubixx CRM system.	All customer interaction is logged on our CRM system. Within the system there is a dedicated module for managing complaint cases which captures every contact and all associated files, actions and post-learning surveys. This provides a full audit trail of the complaint. All file notes, surveys, photos and correspondence relevant to the case is stored here.

	relevant supporting documentation such as reports or surveys.			
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	IVH complaints procedure. IVH Compensation policy: communities_compensation_policy.pdf (irwellvalley.co.uk)	Our aim is to remedy complaints as soon as possible. All staff are aware of this through complaints training. All colleagues dealing with complaints have access to raise work orders, issue compensation, e-vouchers, and decoration vouchers. Our Compensation policy sets out how we deal with remedies.
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	IVH Acceptable Behaviour Policy	This is explained in our complaints policy. We have warning procedures in place for all employees to follow for managing unacceptable behaviours. This can be found on our website: https://www.irwellvalley.co.uk/media/x1bmftp2/managing-unacceptable-behaviour-policy-july-2024-rp.pdf Any restrictions placed on contact due to unacceptable behaviour are reviewed and applied in line with our Unacceptable Behaviour Policy and the Equality Act 2010. All restrictions are: ○ Clearly communicated to the customer ○ Recorded within our CRM system

				○ Subject to regular review by a senior manager to ensure they remain appropriate and necessary We ensure that restrictions do not prevent residents from accessing the complaints process.
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	IVH complaints procedure. IVH Unacceptable Behaviour Policy	This is set out in our Complaints Policy which includes sections for unreasonable behaviour and also sections on reasonable adjustments. All employees undertake mandatory equality and diversity training.

Section 6: Complaints Stages

Stage 1

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
6.1	Landlords must have processes in place to consider which complaints can be responded to as early as possible, and which require further investigation. Landlords must consider factors such as the complexity of the complaint and whether the resident is vulnerable or at risk. Most stage 1 complaints can be resolved promptly, and an explanation, apology or resolution provided to the resident.	Yes	The policy can be found here: Compliments and complaints - Irwell Valley Homes Complaints training for all Investigating Managers.	Our complaints procedure aims to respond and resolve issues at the earliest opportunity. Colleagues dealing with complaints have access to raise work orders and provide compensation at the earliest opportunity and do not need to wait for an investigation to conclude before we act where it is obvious from the outset what action needs taking. This is also covered in the complaints training delivered to colleagues and is referenced in our complaint policy and procedure.
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	The policy can be found here: Compliments and complaints - Irwell Valley Homes Acknowledgement email template	When we receive a complaint, we acknowledge it within 5 working days of receiving it. We will share a summary of the complaint, details of the Complaints Officer and our understanding of the resolution sought from the customer, as well as a copy of our complaints policy. Customers are reminded of their right to contact the Housing Ombudsman at this point and throughout their complaint.
6.3	Landlords must issue a full response to stage 1 complaints <u>within 10 working</u>	Yes	The policy can be found here:	The Complaints Officer will contact the customer to discuss the issue, thoroughly investigate the complaint

	days of the complaint being acknowledged.		Compliments and complaints - Irwell Valley Homes	with support from the relevant service area team and will aim to provide a response within 10 working days from the date of acknowledgement. If this timescale is not achievable, the Complaints Officer will keep the customer informed of the reasons and agree a revised timescale with the customer. This will not exceed a further 10 working days without a good reason and in agreement with the customer.
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	The policy can be found here: Compliments and complaints - Irwell Valley Homes	As above at 6.3. We do not extend responses beyond an additional 10 working days unless there are extenuating circumstances which are explained to the customer and agreed with them.
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	The policy can be found here: Compliments and complaints - Irwell Valley Homes Complaints procedure	We always provide the Housing Ombudsman's contact details where we have informed a complainant about an extension to the response timescales.
6.6	A complaint response must be provided to the resident when the answer to the complaint is known, not when the	Yes	The policy can be found here:	We always aim is to remedy complaints as soon as possible. All staff are aware of this through the complaints training

	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.		Compliments and complaints - Irwell Valley Homes	delivered to colleagues. All colleagues dealing with complaints have access to raise work orders to fix issues, issue compensation, e-vouchers, and decoration vouchers at any point in the process. Within our process we respond to complaints following the completion of the investigation, not when any actions agreed as part of the remedy have been completed, as we accept that sometimes this can take time to plan in and complete. We record and monitor all actions via our CRM system which has a dedicated complaints module. This is overseen by the Complaints Team to ensure they are delivered.
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	The policy can be found here: Compliments and complaints - Irwell Valley Homes Complaint response templates for stage one and stage two.	From our initial discussion with the complainant, we clarify the reasons for the complaint and the remedy they are seeking. This is followed up after the phone call/ or visit by an email setting this out. This provides the customer an opportunity to correct any misunderstanding at the earliest opportunity. Following that, both our Stage 1 and Stage 2 response letters set out our

			Complaint acknowledgement email template.	understanding of the reasons for the complaint and the remedy the customer is looking for. Where there is more than one element to the complaint, colleagues respond to these individually within the response including an individual determination and remedy for each element. In explaining our decisions, we will reference the relevant policy and provide a copy of this. We will also always specify and detail where a decision has a legal implication.
6.8	Where residents raise additional complaints during the investigation, these must be incorporated into the stage 1 response if they are related and the stage 1 response has not been issued. Where the stage 1 response has been issued, the new issues are unrelated to the issues already being investigated or it would unreasonably delay the response, the new issues must be logged as a new complaint.	Yes	The policy can be found here: Compliments and complaints - Irwell Valley Homes Complaint response templates for stage one and stage two. Complaint acknowledgement email template.	From our initial discussion with the complainant, we clarify the reasons for the complaint and the remedy they are seeking. This is followed up after the phone call/ or visit by an email setting this out. This provides the customer an opportunity to correct any misunderstanding at the earliest opportunity. Following that, both our Stage 1 and Stage 2 response letters sets out our understanding of the reasons for the complaint and the remedy the customer is looking for. Where there is more than one element to the complaint, colleagues respond to these individually within the response. Where an unrelated issue is raised this will be logged as a new complaint.

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	The policy can be found here: Compliments and complaints - Irwell Valley Homes Stage one letter template	Where we are not responsible for an aspect of a complaint, that this is included in the acknowledgement letter, together with the reason. The need to manage expectations is covered in our complaint handling training. We contact the complainant and provide further information where needed.
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Stage 2

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
6.10	If all or part of the complaint is not resolved to the resident's satisfaction at stage 1, it must be progressed to stage 2 of the landlord's procedure. Stage 2 is the landlord's final response.	Yes	The policy can be found here: Compliments and complaints - Irwell Valley Homes	Our policy includes a Stage Two review process which is communicated in correspondence to complainants.
6.11	Requests for stage 2 must be acknowledged, defined and logged at stage 2 of the complaint's procedure within five working days of the escalation request being received.	Yes	The policy can be found here: Compliments and complaints - Irwell Valley Homes	These timescales are set out in our policy and procedure and meet the requirement of the code.
6.12	Residents must not be required to explain their reasons for requesting a stage 2	Yes	The policy can be found here:	Customers are not required to provide a reason to request escalation to Stage 2.

	consideration. Landlords are expected to make reasonable efforts to understand why a resident remains unhappy as part of its stage 2 response.		Compliments and complaints - Irwell Valley Homes	We will always accept a request for escalation unless there is a valid reason not to do so in line with Section 2 of this Code. Whilst a reason is not required, we will make reasonable efforts to understand why the resident remains dissatisfied to ensure a thorough and fair review. This is used to inform the investigation and does not act as a barrier to escalation. All requests for escalation are acknowledged, defined and logged within 5 working days and progressed to Stage 2 as the final stage of our complaints process.
6.13	The person considering the complaint at stage 2 must not be the same person that considered the complaint at stage 1.	Yes	The policy can be found here: Compliments and complaints - Irwell Valley Homes	If the customer is dissatisfied with the response at stage one or the issue is complex and needs further investigation, the complaint will be assigned to a Head of Service or Senior Manager who will contact the customer within 5 working days of the stage 2 complaint being logged. We always aim for this to be the most relevant person based on the issues raised.
6.14	Landlords must issue a final response to the stage 2 <u>within 20 working days</u> of the complaint being acknowledged.	Yes	The policy can be found here: Compliments and complaints - Irwell Valley Homes	Our standard is to respond to the complaint in full within 20 working days. Where more time is required to investigate the complaint and issue a full response, time extensions are agreed with the customer.
6.15	Landlords must decide whether an extension to this timescale is needed when considering the complexity of the complaint	Yes	The policy can be found here:	We respond to Stage 2 complaints within 20 working days of acknowledgement.

	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.		Compliments and complaints - Irwell Valley Homes Complaints procedure.	Where the complaint is complex and additional time is required, we will agree an extension with the resident. Any extension will not exceed a further 20 working days without good reason, in line with the Code. Where an extension is required, we clearly explain the reasons, confirm revised timescales in writing, and provide details of the Housing Ombudsman Service. All extensions are recorded on our CRM system and monitored by the Complaints Team to ensure compliance.
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	The policy can be found here: Compliments and complaints - Irwell Valley Homes	We always provide the Housing Ombudsman's contact details where we have informed a complainant about an extension to the response timescales. All extensions are agreed with the customer and recorded on our CRM system.
6.17	A complaint response must be provided to the resident when the answer to the complaint is known, not when the outstanding actions required to address the issue are completed. Outstanding actions must still be tracked and actioned promptly with appropriate updates provided to the resident.	Yes	The policy can be found here: Compliments and complaints - Irwell Valley Homes	Our process is to respond to complaints following the completion of the investigation, not when any actions stemming from the investigation have been completed. We record and monitor all actions via our CRM system which has a dedicated complaints module. This is overseen by the Complaints Team to ensure they are delivered. Our aim is to remedy complaints as soon as possible. All staff are aware of

				this through the complaints training delivered to colleagues. All colleagues dealing with complaints have access to raise work orders to fix issues, issue compensation, e-vouchers, and decoration vouchers at any point in the process.
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	The policy can be found here: Compliments and complaints - Irwell Valley Homes	From our initial discussion with the complainant, we clarify the reasons for the complaint and the remedy they are seeking. This is followed up via the customers preferred communication preference (phone call, e-mail, text message, letter or in person). This provides the customer an opportunity to correct any misunderstanding at the earliest opportunity. Following that, both our Stage 1 and Stage 2 response letters sets out our understanding of the reasons for the complaint and the remedy the customer is looking for. Where there is more than one element to the complaint, colleagues respond to these individually within the response. We have robust quality assurance arrangements in place to ensure complaints are handled fairly, consistently and in line with the Code.

				All Stage 1 responses are reviewed and approved by the Rents and Complaints Manager. All Stage 2 responses are reviewed and signed off by a Head of Service or senior leader independent of Stage. A sample of complaint responses is subject to regular quality assurance checks against defined standards. Complaints are investigated and completed by the Complaints Officers. They will work with the relevant service areas team to ensure any works are completed within timescales and a full and fair response is provided. In explaining our decisions, we will reference the relevant policy and provide a copy of this. We will also always specify and detail where a decision has a legal implication.
6.19	Landlords must confirm the following in writing to the resident at the completion of stage 2 in clear, plain language: - the complaint stage. - the complaint definition. - the decision on the complaint. - the reasons for any decisions made. - the details of any remedy offered to put things right. - details of any outstanding actions; and	Yes	The policy can be found here: Compliments and complaints - Irwell Valley Homes	A full response is given to the customer in all cases and templates are used by the Complaints Team when responding to complaints to ensure all points (a-g) are considered and covered in the response. The Complaints Team ensure that all the criteria are followed. There is a procedure in place to make sure all parts of the complaints are answered in one response backed with full details of the investigation and remedial actions if applicable. Details of how to escalate to

	g. details of how to escalate the matter to the Ombudsman Service if the individual remains dissatisfied.			HOS if the complainant is not happy are included with the response.
6.20	Stage 2 is the landlord's final response and must involve all suitable staff members needed to issue such a response.	Yes	The policy can be found here: Compliments and complaints - Irwell Valley Homes	Our Policy sets out that Stage 2 reviews are undertaken and responded to by a Head of Service or Senior Manager. The letter to the complainant advises that this is the final response and advises on the contact details of the Housing Ombudsman's Office should the complainant remain dissatisfied.

Section 7: Putting things right

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
7.1	Where something has gone wrong a landlord must acknowledge this and set out the actions it has already taken, or intends to take, to put things right. These can include: • Apologising. • Acknowledging where things have gone wrong. • Providing an explanation, assistance or reasons. • Taking action if there has been delay. • Reconsidering or changing a decision. • Amending a record or adding a correction or addendum. • Providing a financial remedy. • Changing policies, procedures or practices.	Yes	The policy can be found here: Compliments and complaints - Irwell Valley Homes Compensation policy in code provision 5:13	We will be fair, put things right and learn from complaints to improve customer experience. If we find that we have failed a customer, we will apologise. We will agree and implement a solution with them, and provide compensation, where appropriate. We have a separate compensation policy for complaint handling. In awarding compensation, we will consider whether any statutory payments are due, if any quantifiable losses have been incurred, the time and trouble a customer has been put to as well as any distress and inconvenience caused. IVH adopt the Mary Gobar customer service principles. We will be empathic, respectful in our communication to customers and provide clear timescales. All colleagues undergo Mary Gobar training annually. We will use complaints to drive continuous learning and improvement. Themes and learning from complaints are over seen by our Business

				Improvement Team and action learning sessions are held with all related colleagues and oversight of this monitored by our Board of Management. We will proactively use learning from complaints to revise policies and procedures, to train colleagues and contractors and to improve communication and record-keeping.
7.2	Any remedy offered must reflect the impact on the resident because of any fault identified.	Yes	Compensation policy in code provision 5:13	All decisions and resolutions to complaint cases are dealt with on a case-by-case basis and reviewed in line with our Compensation policy and by reference to the Housing Ombudsman's remedies guidance. The Complaints Team act as a check and challenge with regard to the remedies proposed to ensure any remedy offered reflects the impact on the customer.
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	Examples of responses to complaints. Rubixx CRM system.	This information is included in the complaint response to the complainant. Actions are logged and managed via our CRM system and the Complaints Team track actions to ensure these are completed.
7.4	Landlords must take account of the guidance issued by the Ombudsman when deciding on appropriate remedies.	Yes	The policy can be found here:	Any remedy is awarded in line with our Compensation Policy and guidance issued by the Housing Ombudsman.

			Compliments and complaints - Irwell Valley Homes Compensation policy in code provision 5:13	
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Section 8: Self-assessment, reporting and compliance

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
8.1	Landlords must produce an annual complaints performance and service improvement report for scrutiny and challenge, which must include: - the annual self-assessment against this Code to ensure their complaint handling policy remains in line with its requirements. - a qualitative and quantitative analysis of the landlord's complaint handling performance. This must also include a summary of the types of complaints the landlord has refused to accept. - any findings of non-compliance with this Code by the Ombudsman. - the service improvements made as a result of the learning from complaints. - any annual report about the landlord's performance from the Ombudsman; and	Yes	The policy and self-assessment can be found here: Compliments and complaints - Irwell Valley Homes	We will use complaints to drive continuous learning and improvement. Every complaint is reviewed to identify any areas for learning. Following completion of a complaint response, a learning e-form is completed highlighting the key learning and outcome. Although, we will actively highlight any major service failures as a matter of urgency and without delay. Any issues identified will be raised with the relevant service area and/or contractor to aid service improvements. Complaint learnings and improvements are shared with customers quarterly on our website. They are also included in our annual report to customers and staff. All complaint learnings and service improvements are tracked through the IVH Hive and overseen by the Rents

	f. any other relevant reports or publications produced by the Ombudsman in relation to the work of the landlord.			and Complaints Manager and IVH's transformation team. These are reported to leadership and board quarterly. Our Customer Standards Panel review complaints performance quarterly and a nominated member works closely with Head of Customer and Communities to review culture and learnings. We monitor and report on complaints that are not accepted into the complaints process to ensure transparency and fairness. Key reasons for refusal include: ○ Complaints outside of the 12-month timeframe ○ Matters subject to legal proceedings ○ Duplicate complaints with no new information Each decision to refuse a complaint is considered on a case-by-case basis, with discretion applied where appropriate. All refusals are clearly explained to residents, including their right to refer the decision to the Housing Ombudsman Service. The annual self-assessment against the HOS code and the annual complaints report are located on our website.
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8.2	The annual complaints performance and service improvement report must be reported to the landlord's governing body (or equivalent) and published on the on the section of its website relating to complaints. The governing body's response to the report must be published alongside this.	Yes	Self-assessment and complaints report can be found on our website: Compliments and complaints - Irwell Valley Homes	Performance information relating to complaints is reported on a quarterly basis to the Board. Trends, learnings, and actions are reported to board quarterly as part of our customer insight report. An appointed member of the board oversees complaint learnings and ensures best practise is shared with other members. The MRC oversees complaint learnings and ensures best practise is shared with other members and a member of the board also sits our Customer Committee. We report back on wider learning and improvements by publishing information to customers, colleagues, and stakeholders, as well as providing evidence on our website and annual report. This includes regular updates on the volume, categories, and outcome of complaints, alongside complaint handling performance including compliance with the Ombudsman's orders. Individual complaints where failures are identified are reviewed and learnings tracked to improve services. All complaint learnings and service improvements are tracked and overseen

				by the Rents and Complaints Manager and IVH's transformation team. These are reported to leadership and board quarterly. The annual self-assessment against the HOS code and the annual complaints report are located on our website.
8.3	Landlords must also carry out a self-assessment following a significant restructure, merger and/or change in procedures.	Yes	Evidence will be provided should this occur through self-assessment.	We have not undertaken any significant restructures. Should this happen, we will fully comply.
8.4	Landlords may be asked to review and update the self-assessment following an Ombudsman investigation.	Yes	Evidence will be provided should this occur.	Should this happen, IVH will fully comply.
8.5	If a landlord is unable to comply with the Code due to exceptional circumstances, such as a cyber incident, they must inform the Ombudsman, provide information to residents who may be affected, and publish this on their website. Landlords must provide a timescale for returning to compliance with the Code.	Yes	Evidence will be provided should this occur.	Should this happen, IVH will fully comply.

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	Performance reports to Leadership Team and Consumer Standards Panel. Quarterly board reports	Complaints performance is reported monthly to the Leadership Team and on a quarterly basis to the Board and our Customer Committee. This includes trends, learnings, and actions which are included in a customer insight report.

			Self-assessment reported to Board annually. Self-assessment and complaints report can be found on our website: Compliments and complaints - Irwell Valley Homes IVH complaints procedure and role carried out by the business improvement team.	The MRC oversees complaint learnings and ensures best practise is shared with other members and a member of the board also sits on our Customer Committee. We report and publish complaints performance quarterly via our website and an annual report is sent to every customer every year which updates on the volume, categories, and outcome of complaints, alongside complaint handling performance including compliance with the Ombudsman's orders. Individual complaints where failures are identified are reviewed and learnings tracked to improve services. All complaint learnings and service improvements are tracked through our Business Improvement System (the HIVE) and overseen by the Rents and Complaints Manager and IVH's business improvement team. This involves action learning workshops with relevant colleagues following every stage two complaint. These are reported to leadership monthly and board quarterly. Wider learning and feedback from stage one complaints and our transactional customer satisfaction surveys also feed into the HIVE and inform action plans.
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				Reviews are completed of every complaint escalated to the Housing Ombudsman. This is overseen by our Risk and Assurance Manager who also reports all determinations to our Audit and Risk Committee through along with progress against any live action plans.
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	Performance reports to Leadership Team and Consumer Standards Panel. Quarterly board reports Self-assessment reported to Board annually. Self-assessment and complaints report can be found on our website: Compliments and complaints - Irwell Valley Homes Slides from latest colleague learning session on complaints.	A positive complaint handling culture is promoted across the organisation using a variety of methods. Mary Guber Customer Service training focuses on providing effective services to customer and dealing with complaints. We have a communications guide which provides support to help colleagues communicate effectively and host regular on-line learning sessions for all colleagues on complaints and general customer service principles. During these sessions themes and learnings from complaints are shared and colleagues across the organisation are asked to share their thoughts for improvement. Feedback from complaints is discussed formally monthly at Leadership Team Meetings and Bi-Annually at the Managers Forum. As well as informally at individual team level consistently to

				inform changes in service delivery and improvements. The Complaints Team support all staff to be fully engaged in the complaints process, and a suite of templates and process guides provide support and help to embed a consistent approach. All complaint learnings and service improvements are tracked through our Business Improvement System (the HIVE) and overseen by the Rents and Complaints Manager and IVH's transformation team. This involves action learning workshops with relevant colleagues following every stage two complaint. Training and support of the process is given to every colleague who is involved in complaint handling.
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	Performance reports to Leadership Team and Consumer Standards Panel. Quarterly board reports Self-assessment, complaints performance and complaints report can be found on our website:	See 9.1 and 9.2 above

			Compliments and complaints - Irwell Valley Homes	
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	Board minutes	The Head of Customer and Communities' (Ross Powell) is the lead person accountable for complaint handling,
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	Board minutes	A member of the governing body (Christie Finegan) has been appointed.
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	Performance reports to Leadership Team and Consumer Standards Panel. Quarterly board reports Self-assessment, complaints performance and complaints report can be found on our website: Compliments and complaints - Irwell Valley Homes	As per 9.1 and 9.5 above.

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	Performance reports to Leadership Team and Consumer Standards Panel. Quarterly board reports Self-assessment, complaints performance and complaints report can be found on our website: Compliments and complaints - Irwell Valley Homes	As per 9.1 and 9.5 above.
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	Performance reports to Leadership Team and Consumer Standards Panel. Quarterly board reports Self-assessment, complaints performance and complaints report can be found on our website: Compliments and complaints - Irwell Valley Homes	Our leadership team work collaboratively to ensure that we are compliant with the Housing Ombudsman's code and to ensure that complaint is dealt with fairly and effectively. Our aim is to embed a positive complaints culture across the organisation and to ensure that learning from complaints is used positively to improve the customer experience and to ensure that where we have fell short, we put in place appropriate remedies and learning. The Complaints Officers job description specifies: <i>'Ensure complaint learnings are documented, considered,</i>

				<i>and implemented working alongside relevant managers and services, ensuring a positive complaint handling culture through continuous learning and improvement.'</i> Complaint responses and learnings are discussed with all Managers in their 121s as an objective. Our values and behaviours are in line with the professional standards set by the Chartered Institute of Housing. We are supporting colleagues in undertaking housing qualifications.
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