

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	The Council’s complaints policy is in place for all council services including Housing, and includes this definition	No change
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	Staff are aware that where a customer raises an issue as defined in 1.3, this is logged as a complaint. Where a third party raises a complaint on behalf of a customer, we will log this as a complaint. If we don’t have permission/advocacy in place to deal with that third party, we will ask for advocacy to be put in place, or address the response to the customer	No change
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	No	An assessment is made of service requests and complaints logged where requested/appropriate but now need policy to specifically reflect this.	New or updated provision. Action: To update the Complaints Policy by end June 2024 and share with teams in ‘Housing Leeds Matters’ as part of regular complaint update for staff teams. To share in July 2024 residents email

	be recorded, monitored, and reviewed regularly.			bulletin a link to updated policy and self-assessment.
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	Staff ensure that all service requests are followed through as per policy and process. Where a complaint is raised about the service request, staff will decide whether the Investigating Officer is best placed to progress the service request as part of the complaint resolution. The customer will be kept up to date with who is dealing with their service request	New or updated provision
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	Our quarterly overall tenant satisfaction survey (the main survey programme we have in use) makes this clear to residents and signposts to how to log a complaint. During 2024, the service will be reviewing our approach to satisfaction surveys and, where possible, will take this into account	No change

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	Our policy states “Not all complaints are be dealt with under this policy. (See Appendix 1). If a formal appeal process exists, then this will be used to address your concerns. Appeals processes exist for several areas including school admissions, benefit claims and planning applications. To ensure you are using the correct route for the issues you are raising, please see Appendix 1 for guidance on what we cannot deal with”	No change
2.2	A complaints policy must set out the circumstances in which a matter will not be considered as a complaint or escalated, and these circumstances must be fair and reasonable to residents. Acceptable exclusions include: <ul style="list-style-type: none"> <li data-bbox="360 1246 853 1353">• The issue giving rise to the complaint occurred over twelve months ago. 	Yes	Reasons for exclusions are detailed within the complaints policy.	No change

	<ul style="list-style-type: none"> • 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. 			
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	We accept all complaints referred to us within 12 months of the issue occurring or the resident becoming aware of the issue unless they are excluded on other grounds. Where the complaint is outside these timescales, we will apply exceptions where it reasonable to do so	No change
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	We will inform the customer of the reason why we're unable to investigate and signpost to the relevant appeals process (if applicable) and to the HOS. If the HOS advises us to reconsider investigating a complaint, we will do so.	No change
2.5	Landlords must not take a blanket approach to excluding complaints; they	Yes	We will consider the individual customer's circumstances and	No change

	must consider the individual circumstances of each complaint.		consider the complaint where it is reasonable to do so	
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Section 3: Accessibility and Awareness

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
3.1	Landlords must make it easy for residents to complain by providing different channels through which they can make a complaint. Landlords must consider their duties under the Equality Act 2010 and anticipate the needs and reasonable adjustments of residents who may need to access the complaints process.	Yes	<p>Customers can raise a compliment or complaint by:</p> <ul style="list-style-type: none"> • Completing an online form • Calling 0113 222 4405 (the dedicated Customer Relations line) or 0800 188 4000 (Contact Centre) or any local Housing team • Emailing complaints@leeds.gov.uk • In writing or in person to any of our local community hubs or housing teams <p>During any enquiry (email, telephone, or in person), if a customer expresses a wish to complain, we will direct or transfer the customer to the Customer Relations Team. We can also take the complaint on the customer's behalf and send this to the Customer Relations Team to log and allocate for investigation.</p>	No change

			<p>Our policy states that “We are committed to understanding the impact of a complaint on a customer, taking their individual circumstances into account. To assist in this, where reasonable adjustments are required concerning how complaints are made, considered, or responded to, we aim to accommodate requests where possible. We encourage in the first instance to discuss any reasonable adjustments with the Customer Relations team (0113 2224405, csu.customer.relations@leeds.gov.uk)”.</p> <p>Additionally, our in-house Customer Care training and Investigating Officer training reminds staff about the different considerations/needs of our customers.</p>	
3.2	Residents must be able to raise their complaints in any way and with any member of staff. All staff must be aware of the complaints process and be able to pass details of the complaint to the appropriate person within the landlord.	Yes	As part of induction staff are made aware of the complaint process and their role in supporting customers to access this process. Regular reminders are shared in our staff e-bulletin. During any enquiry (email, telephone, or in person), if a customer expresses a wish to complain, we will direct or transfer the customer to the Customer Relations Team. We can also take the complaint on the customer’s behalf and send this to the Customer Relations	New or updated provision

			Team to log and allocate for investigation.	
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	Numbers of complaints continue to increase as we ensure that the process is publicised to customers through regular communications	New or updated provision – this is more a statement than a requirement. No additional action required.
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	Our complaints policy is included on the ‘complaints, compliments and feedback’ page of our website. This describes the different ways customers can make a complaint, the stages involved, and what happens next. A printed copy of the policy can be provided on request. The website version is accessible for screen-readers and other supportive technology such as translation tools.	No change
3.5	The policy must explain how the landlord will publicise details of the complaints policy, including information about the Ombudsman and this Code.	No	This isn’t specifically included within the policy though we regularly promote the complaints process and signpost the HOS on different channels	New or updated provision. Action: To include in the Complaints Policy by end June 2024 and share with teams in ‘Housing Leeds Matters’ as part of regular complaint update for staff teams. To share in July 2024 residents email bulletin a link to updated policy and self-assessment.

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	We accept complaints from advocates or representatives where this has been agreed with the customer. If no advocacy in place, we would direct the response to the customer and give advice about how advocacy can be established. If a customer wishes to have an advocate present at any meetings, we will accommodate this where reasonable	No change
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	We include information on the Housing Ombudsman, and the Complaint Handling Code on the complaints, compliments, and feedback page of our website. Information is also shared via the monthly tenant email, and social media. For those customers who aren't online, we make sure that communication clearly signposts the HOS at the beginning of the complaint's process, and in all stage 2 response letters.	No change

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	Yes	The Council has a central Customer Relations Team who are responsible for complaints administration and ensuring that complaints are allocated to	No change

	<p>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.</p>		<p>appropriate named Investigating Officers and the customer is informed by way of an acknowledgement. The Customer Relations team also collate and share management information with the housing service leadership team. During 2023 we set up the new Leeds Housing Board. Complaints performance and compliance with the Code is reviewed regularly at the Board meetings.</p> <p>Additionally, we have an ‘intervention team’ which works directly in the repairs service and looks to provide early resolution to complaints where possible.</p>	
4.2	<p>The complaints officer must have access to staff at all levels to facilitate the prompt resolution of complaints. They must also have the authority and autonomy to act to resolve disputes promptly and fairly.</p>	Yes	<p>Investigating Officers are empowered to resolve complaints. Investigating Officers are also supported with guidance and advice from the Customer Relations Team if needed. In-house complaint handling training is provided for Investigating Officers.</p> <p>We also provide customer care training for all staff and additional training related to customer care skills to enable staff to sensitively and fairly deal with all enquiries (regardless of whether a complaint or not).</p>	No change
4.3	<p>Landlords are expected to prioritise complaint handling and a culture of learning from complaints. All relevant staff</p>	Yes	<p>The Customer Relations Team sit under a different directorate to Housing Leeds. They ensure that we adopt a ‘one council’ response for complaints and</p>	New or updated provision

	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		encourage ownership by the service that most of the complaint relates to. The team provide regular feedback to the Housing Leadership Team and complete quality assurance checks on 10% of complaint responses using an agreed matrix.	
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Section 5: The Complaint Handling Process

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
5.1	Landlords must have a single policy in place for dealing with complaints covered by this Code. Residents must not be treated differently if they complain.	Yes	The Council's complaints policy is in place for all council services including Housing in line with the HOS Code. Complaints are viewed as valuable feedback on the service that we provide – customers who complain are not treated differently	No change
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	In line with the HOS Code, we operate a two stage complaints process.	No change
5.3	A process with more than two stages is not acceptable under any circumstances as this will make the complaint process	Yes	In line with the HOS Code, we operate a two stage complaints process.	No change

	unduly long and delay access to the Ombudsman.			
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	Complaints are covered as part of the contractual obligations we have with third party providers such as repair contractors. Complaints are investigated and responded to in line with the Leeds City Council policy	New or updated provision
5.5	Landlords are responsible for ensuring that any third parties handle complaints in line with the Code.	Yes	As above, complaints are investigated and responded to in line with the Leeds City Council policy and the HOS Code	New or updated provision
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	Written acknowledgements briefly describe the nature of the complaint. For complaints acknowledged over the phone, the officer will clarify all the details with the customer before allocating to an Investigating Officer. As part of the investigation, the Investigating Officer should attempt to speak to the customer about their complaint. This is our opportunity to understand the complaint in full, the impact to the customer, and what the customer would like us to do to resolve the complaint.	No change

5.7	When a complaint is acknowledged at either stage, landlords must be clear which aspects of the complaint they are, and are not, responsible for and clarify any areas where this is not clear.	Yes	Leeds City Council complaints are managed by a central team. Where a complaint involves a service other than Housing, this is acknowledged at the beginning of the process. The service with most of the complaint will lead on the response with input from the other service/s.	No change
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	In-house complaint handling training is provided for Investigating Officers. Further advice and guidance can be obtained from the Customer Relations Team if necessary. Additionally, the Housing Customer Care and Inclusion team provide support sessions for Investigating Officers on individual complaints. All staff also undertake mandatory annual information governance training so that we properly manage people’s information.	No change
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	When a complaint is logged, the officer asks the customer how they would like to be communicated with. If the response timescale needs to be extended, this is communicated to the customer. We would agree communication methods and frequency with the customer as part of the investigation.	No change

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.	No	<p>Our policy states that “We are committed to understanding the impact of a complaint on a customer, taking their individual circumstances into account. To assist in this, where reasonable adjustments are required concerning how complaints are made, considered, or responded to, we aim to accommodate requests where possible. We encourage in the first instance to discuss any reasonable adjustments with the Customer Relations team (0113 2224405, csu.customer.relations@leeds.gov.uk)”</p> <p>Additionally, our in-house Customer Care training and Investigating Officer training reminds staff about the different considerations/needs of our customers.</p>	<p>New or updated provision. Action: The service acknowledge that we need to improve how we manage reasonable adjustments in terms of being ‘kept under active review’ could be improved. This will be reviewed and changes incorporated into current service improvement plans by the end of December 2024.</p>
5.11	Landlords must not refuse to escalate a complaint through all stages of the complaints procedure unless it has valid reasons to do so. Landlords must clearly set out these reasons, and they must comply with the provisions set out in section 2 of this Code.	Yes	As above, this is set out in the complaints policy. A customer will be provided with reasons for why their complaint isn’t being escalated alongside signposting to the relevant appeals process (if applicable) and to the HOS.	No change
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	Yes	We have a central complaint logging system, and records are held on this	No change

	correspondence with the resident, correspondence with other parties, and any 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	Investigating Officers are empowered to resolve complaints at the earliest opportunity. Investigating Officers are also supported with guidance and advice from the Customer Relations Team if needed. In-house complaint handling training is provided for Investigating Officers.	No change
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	Our complaints policy (appendix 2) describes how we manage persistent and vexatious complainants. We seek as far as possible to apply a balanced approach to ensure residents can maintain access to our service and make service requests. Should any aspect of this policy be applied, officers will also consider any equality considerations.	No change
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	We will only restrict or reduce customer contact as a last resort to safeguard staff. We will always ensure that a channel of communication is available	No change

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	Our in-house Intervention Team aim to deal with repair related complaints as quickly as possible to support customers in getting repairs completed and receive a speedy resolution. All Investigating Officers are encouraged to contact customers as soon as possible to discuss the complaint and what resolution the customer is seeking.	No change
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	This is set out in our policy – during 2023/24 all complaints met this standard	No change
6.3	Landlords must issue a full response to stage 1 complaints <u>within 10 working days</u> of the complaint being acknowledged.	No	Between April 2023 and March 2024, 88% of stage 1 complaints received a response in the initial 10 working days or within the extended 10 working day timeframe.	No change Action: To continue to support and train Investigating Officers and application of the extension

				process and guidance for staff.
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.	No	Between April 2023 and March 2024, 88% of stage 1 complaints received a response in the initial 10 working days or within the extended 10 working day timeframe. Any extensions were clearly explained to the customer.	Updated provision Action: To continue to support and train Investigating Officers and application of the extension process and guidance for staff.
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	As part of the update to the customer about the extension, the contact details for the HOS are provided. During 2024/25 we will include this within the quality assurance checks	No change
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	This is in line with our current guidance to Investigating Officers.	No change
6.7	Landlords must address all points raised in the complaint definition and provide clear	Yes	Response templates support and guide Investigating Officers to respond to the	No change

	reasons for any decisions, referencing the relevant policy, law and good practice where appropriate.		complaint in full, with all relevant information	
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	Investigating Officers are encouraged to be flexible. At both stage 1 and stage 2, the complainant is given the opportunity to speak with the Investigating Officer for both the Investigating Officer and customer to understand each other's position and to help provide a considered and high-quality response. At this time, additional concerns or queries can be raised, if relevant.	No change
6.9	Landlords must confirm the following in writing to the resident at the completion of stage 1 in clear, plain language: the complaint stage; a) the complaint definition; b) the decision on the complaint; c) the reasons for any decisions made; d) the details of any remedy offered to put things right; e) details of any outstanding actions; and	Yes	Our response templates have been reviewed and updated to ensure that customers are receiving detailed responses to their complaints. 10% of responses are checked for quality assurance and outcomes are fed back to the leadership team and relevant officers.	No change

	f) details of how to escalate the matter to stage 2 if the individual is not satisfied with the response.			
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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	Within the Council's two stage policy, should a customer be unhappy with how their complaints has been handled at stage 1, they are able to escalate this to stage 2. A stage 2 response to a complaint would be considered the final decision and would then allow the customer to address their complaint to the Housing Ombudsman Service.	No change
6.11	Requests for stage 2 must be acknowledged, defined and logged at stage 2 of the complaints procedure within five working days of the escalation request being received.	Yes	This is set out in our policy – during 2023/24 all complaints met this standard.	No change
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	Customers are invited to set out the reasons for their dissatisfaction and these will be investigated by a senior officer. The complainant is given the opportunity to speak with the Investigating Officer for both the Investigating Officer and customer to understand each other's	New or updated provision

			position and to help provide a considered and high-quality response.	
6.13	The person considering the complaint at stage 2 must not be the same person that considered the complaint at stage 1.	Yes	As per policy, the stage 2 will be investigated by a different senior officer	No change
6.14	Landlords must issue a final response to the stage 2 <u>within 20 working days</u> of the complaint being acknowledged.	No	Between April 2023 and March 2024, 88% of stage 2 complaints received a response in the initial 20 working days or within the extended 20 working day timeframe.	No change Action: To continue to support and train Investigating Officers and application of the extension process and guidance for staff.
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.	No	Between April 2023 and March 2024, 88% of stage 2 complaints received a response in the initial 20 working days or within the extended 20 working day timeframe. Any extensions were clearly explained to the customer.	Updated provision Action: To continue to support and train Investigating Officers and application of the extension process and guidance for staff.
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	As part of the update to the customer about the extension, the contact details for the HOS are provided. During 2024/25 we will include this within the quality assurance checks	No change
6.17	A complaint response must be provided to the resident when the answer to the complaint is	Yes	This is in line with our current guidance to Investigating Officers.	No change

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	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.			
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	Response templates support and guide Investigating Officers to respond to the complaint in full, with all relevant information	No change
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	Our response templates have been reviewed and updated to ensure that customers are receiving detailed responses to their complaints. 10% of responses are checked for quality assurance and outcomes are fed back to the leadership team and relevant officers.	No change

6.20	Stage 2 is the landlord’s final response and must involve all suitable staff members needed to issue such a response.	Yes	As per policy, stage 2 is dealt with by an appropriate senior officer who will liaise with all relevant staff members before sending a final, considered, response.	New or updated provision
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Section 7: Putting things right

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
7.1	<p>Where something has gone wrong a landlord must acknowledge this and set out the actions it has already taken, or intends to take, to put things right. These can include:</p> <ul style="list-style-type: none"> • Apologising; • Acknowledging where things have gone wrong; • Providing an explanation, assistance or reasons; • Taking action if there has been delay; • Reconsidering or changing a decision; • Amending a record or adding a correction or addendum; • Providing a financial remedy; • Changing policies, procedures or practices. 	Yes	<p>Part of the template response used by Investigating Officers prompts the officer to describe the actions they are taking to put things right. For example, putting right any outstanding repairs, undertaking further visits or appointments to support tenants, or working with our contractors to carry out any further works. Any practical action to put the customer back in the position they would have been in if something hadn’t gone wrong, including an apology for the failure in service.</p> <p>Investigating Officers have the autonomy to consider a financial remedy if this is appropriate.</p>	No change

7.2	Any remedy offered must reflect the impact on the resident as a result of any fault identified.	Yes	Our guidance encourages Investigating Officers to understand the individual impact of any service failures and take appropriate action. This includes taking measures or steps to support residents with any additional needs. Our Financial Remedy Guidance has been reviewed in line with good practice as suggested by the HOS. This provides staff guidance around financial and non-financial redress, which helps ensure a fair and consistent approach. Additionally, Investigating Officers are aware of adhering to city-wide policies and processes so that a consistent and fair service is provided for all.	No change
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	As per the guidance provided to Investigating Officers	No change
7.4	Landlords must take account of the guidance issued by the Ombudsman when deciding on appropriate remedies.	Yes	Our Financial Remedy Guidance has been reviewed in line with good practice as suggested by the HOS. All HOS Spotlight reports are reviewed, and action plans developed from the recommendations	New or updated provision

Section 8: Self-assessment, reporting and compliance

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
8.1	<p>Landlords must produce an annual complaints performance and service improvement report for scrutiny and challenge, which must include:</p> <ul style="list-style-type: none"> 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 	Yes	<p>For our governing body, the Leeds Housing Board, we provide regular complaints management information and the opportunity for our board to challenge our performance and wider complaints management activity.</p> <p>Complaints’ performance and an overview of service actions in response to complaints learning is also reported to the council’s Environments, Housing and Communities Scrutiny Board and the Corporate Governance and Audit Committee.</p> <p>Complaint information is also offered to the Tenant Scrutiny Board to help inform them of potential future areas of inquiry.</p>	No change

	f) any other relevant reports or publications produced by the Ombudsman in relation to the work of the landlord.			
8.2	The annual complaints performance and service improvement report must be reported to the landlord's governing body (or equivalent) and published on the section of its website relating to complaints. The governing body's response to the report must be published alongside this.	No	Whilst a range of information is provided to the Leeds Housing Board we have not previously asked for a response from the Board or published this.	New or updated provision. Action: To review the work programme of the Leeds Housing Board for 2024/25 and ensure this report is presented to board and their response is published alongside the report. Hosted online, linked/promoted in the complaints section of the website and in the tenant email.
8.3	Landlords must also carry out a self-assessment following a significant restructure, merger and/or change in procedures.	Yes	This will be completed as required. This self-assessment is in response to the updated HOS Code valid from 1 April 2024	No change
8.4	Landlords may be asked to review and update the self-assessment following an Ombudsman investigation.	Yes	We will review as per any HOS outcome recommendation	No change
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	Yes	We would update the HOS if relevant	New or updated provision

	website Landlords must provide a timescale for returning to compliance with the Code.			
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Section 9: Scrutiny & oversight: continuous learning and improvement

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
9.1	Landlords must look beyond the circumstances of the individual complaint and consider whether service improvements can be made as a result of any learning from the complaint.	Yes	<p>Complaints management information, our performance and trends and issues are reported formally to our senior management team and key messages cascaded to managers. From this and other complaints management activity we have:</p> <ul style="list-style-type: none"> • provided refresher training/ extra guidance to staff • continued to share our monthly ‘hints, tips, and reminders’ for all staff • developed our damp and mould team to help with the early intervention and triage of cases. • used customer satisfaction data to address dissatisfaction and put in place service improvements 	No change
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	Yes	<p>Complaints management information and the learning from complaints is regularly considered by the leadership team and is reported to the Leeds Housing Board. We can strengthen this within the greater involvement of complaints champions.</p>	No change

	positive changes in service delivery.			
9.3	Accountability and transparency are also integral to a positive complaint handling culture. Landlords must report back on wider learning and improvements from complaints to stakeholders, such as residents’ panels, staff and relevant committees.	Yes	<p>We shared a summary of complaints performance and learning in our 2022 23 Annual Report to Tenants in August 2023. A summary will be included in our 2023/24 Annual Report due out in July 2024.</p> <p>For staff we share:</p> <ul style="list-style-type: none"> - Regular learning from complaints articles in our staff e-bulletin - A monthly performance summary of complaints with managers. This includes access to a dashboard where staff can access regular information in terms of numbers, types, and about what issues. - Quarterly summary reports are shared with the leadership team. - Feedback from quality assurance checks with relevant officers/the service <p>As above, we share regular information with our governing body and relevant committees.</p>	No change
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,	No	Complaints management information, our performance and trends and issues are reported formally to our senior management team and key messages cascaded to managers	New or updated provision. Action: To identify a lead officer accountable for complaint handling by the end of June 2024. To consider with the

	serious risks, or policies and procedures that require revision.			accountable person if any new complaints practice is required for them to undertake this responsibility. To make residents aware by adding to overview of senior roles and responsibilities on our website.
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').	No	The Leeds Housing Board are being requested to appoint an MRC at their June 6 th 2024 Board meeting.	New or updated provision Action: To confirm MRC at the Leeds Housing Board on the 6 th June 2024.
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.	No	As above	New or updated provision Action: To consider by the end of June 2024 with the newly appointed MRC the full role description. To ensure access to information, resources and ways of working are in place to allow the MRC to undertake their role.
9.7	As a minimum, the MRC and the governing body (or equivalent) must receive:	No	Complaints management information and the learning from complaints is regularly considered by the leadership team and is reported to the Leeds Housing Board.	New or updated provision Action: As above in relation to the role of the MRC and

	<p>a) regular updates on the volume, categories and outcomes of complaints, alongside complaint handling performance;</p> <p>b) regular reviews of issues and trends arising from complaint handling;</p> <p>c) regular updates on the outcomes of the Ombudsman’s investigations and progress made in complying with orders related to severe maladministration findings; and</p> <p>d) annual complaints performance and service improvement report.</p>		<p>We can strengthen this with the greater involvement of complaints champions and subject to confirmation of the MRC by the Leeds Housing Board on the 6th June.</p>	<p>an annual complaints report.</p>
<p>9.8</p>	<p>Landlords must have a standard objective in relation to complaint handling for all relevant employees or third parties that reflects the need to:</p> <p>a) have a collaborative and co-operative approach towards resolving complaints, working with colleagues across teams and departments;</p> <p>b) take collective responsibility for any shortfalls identified through complaints, rather than blaming others; and</p>	<p>Yes</p>	<p>All Housing Leeds staff are set a complaints objective depending on their role.</p> <p>All staff</p> <ul style="list-style-type: none"> • Work with customers to resolve queries at first point of contact where possible • To be familiar with the complaints policy so that you can advise customers about this and how they can access the complaints process if needed. 	<p>No change</p>

	<p>c) act within the professional standards for engaging with complaints as set by any relevant professional body.</p>		<p>Investigating Officers</p> <ul style="list-style-type: none"> • Work with colleagues and other service areas to respond to complaints in line with the Housing Ombudsman Complaint Handling Code • Ensure that individual circumstances are taken into account, and reasonable adjustments considered for customers going through the complaints process • Using the support and training available, provide high quality complaints responses <p>Area/Service Managers</p> <ul style="list-style-type: none"> • To help create a strong learning from complaints culture by <ul style="list-style-type: none"> ○ regularly monitor performance and reviewing the quality of complaint responses within your service area ○ working with Customer Relations and Customer Insight to identify and share learning from complaints within your service area. ○ supporting teams to improve the quality of responses through regular training and awareness sessions or other 	
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