

## **Housing Ombudsman's Complaint Handling Code Compliance Self-assessment 2026**

This self-assessment form should be completed by the designated complaints lead within Fairoak Housing association and it must be reviewed and approved by the Board at least annually. All statements must be supported with evidence, and with additional useful commentary.

Once approved, Fairoak Housing Association must publish the self-assessment as part of an annual complaints performance and service improvement report on their website. The Board's response to the report must also be published alongside that documentation



## Section 1: Definition of a complaint

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
1.2	<p>A complaint must be defined as:</p> <p><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 tenant or group of residents.’</i></p>	Yes	<p>Complaints and Compliments Policy, Version 2.1</p> <p>Point 3.1</p>	<p>Complaints and Compliments Policy, section 3 confirms we will use the definition set by the Housing Ombudsman.</p>
1.3	<p>A tenant does not have to use the word ‘complaint’ for it to be treated as such. Whenever a tenant 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.</p>	Yes	<p>Complaints and Compliments Policy, Version 2.1</p> <p>Point 3.2</p>	<p>Complaints are defined and handled in line with the Housing Ombudsman’s definition. Tenants do not need to use the word ‘complaint’ for it to be treated as such, and complaints made via representatives are accepted.</p>
1.4	<p>Landlords must recognise the difference between a service request and a complaint. This must be set out in their Complaints and Compliments Policy, Version 2.1 (May 2026). A service request is a request from a tenant to the landlord requiring action to</p>	Yes	<p>Complaints and Compliments Policy, Version 2.1</p> <p>Point 3.3</p>	<p>A definition of a service request is included in the complaint policy section 3.</p>

	be taken to put something right. Service requests are not complaints, but must be recorded, monitored and reviewed regularly.			
1.5	A complaint must be raised when the tenant 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 tenant complains.	Yes	Complaints training materials and escalation guidance (complaint vs service request);	When dissatisfaction is expressed with how a service request has been handled, staff offer the option to raise a Stage 1 complaint (without requiring the tenant to use the word 'complaint'). The underlying service request continues to be progressed and tracked to completion, with updates provided as agreed.
1.6	1.1 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 tenants can complain.	Yes	There is a dedicated Complaints page on our website which sets out how to make a complaint. Easy Read information is made available to all tenants.	The Customer Engagement Officer follows up on any expression of dissatisfaction. This includes giving the tenant the choice to raise a complaint or raising a complaint on their behalf.



## Section 2: Exclusions

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
2.1	Landlords must accept a complaint unless there is a valid reason not to do so. If landlords decide not to accept a complaint, they must be able to evidence their reasoning. Each complaint must be considered on its own merits	Yes	Complaints and Compliments Policy, Version 2.1 4.1, 4.2	All complaints or expressions of dissatisfaction made by our tenants or their families are logged and actioned. Exclusions in our Complaints and Compliments Policy, confirms that we will work in line with this requirement.
2.2	<p>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:</p> <ul style="list-style-type: none"><li>• The issue giving rise to the complaint occurred over twelve months ago.</li><li>• 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.</li></ul>	Yes	Complaints and Compliments Policy, Version 2.1 4.1	Exclusions are applied on a case-by-case basis, and tenants are provided with clear written reasons and information about their right to challenge the decision via the Housing Ombudsman.

	<ul style="list-style-type: none"> <li>Matters that have previously been considered under the Complaints Policy.</li> </ul>			
2.3	Landlords must accept complaints referred to them within 12 months of the issue occurring or the tenant 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	Complaints and Compliments Policy, Version 2.1 4.1a	We consider complaints on their own merit and use our discretion to complaints made outside of the 12-month period.
2.4	If a landlord decides not to accept a complaint, an explanation must be provided to the tenant 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	Complaints and Compliments Policy, Version 2.1 7.1 4.1	This point is set out in our Complaints and Compliments Policy, The process would be undertaken by our Complaints Handler, and an explanation would be given to the tenant along with the relevant contact details for the Ombudsman.
2.5	Landlords must not take a blanket approach to excluding complaints; they must consider the individual circumstances of each complaint.	Yes	Complaints and Compliments Policy, Version 2.1 4.2	Each complaint is considered individually and personal responses provided.

### 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	Complaints and Compliments Policy, Version 2.1 5.3	Fairoak routinely provides complaints information in accessible formats, including Easy Read versions, and anticipates reasonable adjustments in line with the Equality Act 2010. Adjustments are recorded and kept under review.
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	Complaints and Compliments Policy, Version 2.1 5.1	Tenants can raise a complaint through any staff member and via different channels (in person, telephone, email and in writing). Staff record expressions of dissatisfaction and pass them to the Complaints Officer promptly for logging/acknowledgement within Code timescales. All staff have been given access to training for the Complaints Code of Conduct

				from the Housing Ombudsman.
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	We have received more complaints in 2025/26. This is due to tenants being more aware of their rights.	We are a smaller housing association as a result we have low numbers of complaints. Information about how to raise a complaint and ensuring tenants understand that they will not 'get into trouble' has been sent out in information sheets.
3.4	Landlords must make their complaint policy available in a clear and accessible format for all residents. This will detail the two-stage process, what will happen at each stage, and the timeframes for responding. The policy must also be published on the landlord's website.	Yes	Complaints and Compliments Policy, Version 2.1 is available on the website as a webpage and as a document.	Complaints and Compliments Policy, available on the website in easy read. The Complaints Policy is given to all new tenants in the tenant's handbook. The website has been updated where appropriate.
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	Complaints and Compliments Policy, Version 2.1 1.1	Our policy and website include information about the Housing Ombudsman including contact details and the Code.
3.6	Landlords must give residents the opportunity to have a representative deal with their complaint on their behalf,	Yes	Complaints and Compliments Policy, Version 2.1 5.3e	We would support tenants to understand the policy and ensure that they had the

	and to be represented or accompanied at any meeting with the landlord.			necessary support from family or from an external provider.
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	Complaints and Compliments Policy, Version 2.1 7.3	This information is set out in our Complaints and Compliments Policy and our easy read Complaints and Compliments Policy. This is on the website with the necessary links.



## 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	Complaints and Compliments Policy, Version 2.1 9.1	The Customer Engagement Officer is the Designated Complaints Officer with responsibility for complaint handling, learning and compliance with the Complaint Handling Code, supported by the Chief Executive and Board.
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	Complaints and Compliments Policy, Version 2.1 9.2	The Complaints Officer is supported by the Chief Executive and has access to the staff team and all board members.
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	Complaints and Compliments Policy, Version 2.1 12.1	Complaint handling training is completed at induction and refreshed periodically. The Complaints Officer keeps a training record and provides briefings/updates when the Code, policy or templates change to ensure staff can recognise a

				complaint and escalate it promptly.
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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	Complaints and Compliments Policy V2.1 2.1	Complaints are handled under one policy, and all tenants are treated equally.
5.2	The early and local resolution of issues between landlords and residents is key to effective complaint handling. It is not appropriate to have extra named stages (such as 'stage 0' or 'informal complaint') as this causes unnecessary confusion.	Yes	Complaints and Compliments Policy v2.1 The policy has two stages as required by the Ombudsman	We seek to resolve issues as early as possible, but where a complaint meets the Code definition it is logged at Stage 1 (rather than being labelled as an 'informal complaint'). Any early resolution is recorded as the Stage 1 outcome.
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 has two stages as required by the Housing Ombudsman	No additional stages are included in the process.

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	No third parties are used for this purpose.	Complaints are processed in house.
5.5	Landlords are responsible for ensuring that any third parties handle complaints in line with the Code.	Yes	No third parties are used for this purpose.	Complaints are processed in house
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 tenant is seeking. The Code will refer to this as "the complaint definition". If any aspect of the complaint is unclear, the tenant must be asked for clarification.	Yes	Complaints and Compliments Policy v2.1	At acknowledgement (Stage 1 or Stage 2) we confirm in writing our understanding of the complaint and the outcomes sought.
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	Yes	Complaints and Compliments Policy v2.1 6.1d	Complaints Handlers would support complainants to access other services to help resolve their complaint.

	clarify any areas where this is not clear.			
5.8	At each stage of the complaints process, complaint handlers must: <ul style="list-style-type: none"> <li>a. deal with complaints on their merits, act independently, and have an open mind;</li> <li>b. give the tenant a fair chance to set out their position;</li> <li>c. take measures to address any actual or perceived conflict of interest; and</li> <li>d. consider all relevant information and evidence carefully.</li> </ul>	Yes	Complaints and Compliments Policy, Version 2.1 9.2	Complaint responses will be reviewed by the Complaints Handler before they go back to the tenant to ensure that they comply with the standards.
5.9	Where a response to a complaint will fall outside the timescales set out in this Code, the landlord must agree with the tenant suitable intervals for keeping them informed about their complaint.	Yes	6.1c 6.4	If a response cannot be issued within the Code timescale, we would agree with the tenant how often they will be updated and record the agreed interval and revised target date on the complaints log.
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 tenant has disclosed. Any agreed	Yes	1.1	Reasonable adjustments are agreed with the tenant (or representative), recorded securely, and kept under active review. Complaint handlers check the recorded communication preferences/adjustments at acknowledgement and before issuing responses.

	reasonable adjustments must be kept under active review.			
5.11	Landlords must not refuse to escalate a complaint through all stages of the complaints procedure unless it has valid reasons to do so. Landlords must clearly set out these reasons, and they must comply with the provisions set out in section 2 of this Code.	Yes	Complaints and Compliments Policy, Version 2.1 5.4	Improved wording to make this explicit in the policy
5.12	A full record must be kept of the complaint, and the outcomes at each stage. This must include the original complaint and the date received, all correspondence with the resident, correspondence with other parties, and any relevant supporting documentation such as reports or surveys.	Yes	Complaints log (SharePoint) with unique reference number; case files containing original complaint/date received, acknowledgements, complaint definition, all correspondence, evidence, outcomes at each stage and remedies/outstanding actions.	Each complaint is allocated a unique reference number and recorded on the complaints log with key dates (received/acknowledged/responded), stage, outcome, remedies offered, and any outstanding actions. Supporting evidence (for example, inspection notes, emails, photos if provided) is stored with the case file so a full audit trail is available for internal review and for the Ombudsman if required.
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	Yes	Complaints and Compliments Policy, Version 2.1 5.1	We would aim to resolve the issue in parallel to the complaint's investigation.

	can be provided at any stage of the complaints process without the need for escalation.			
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	Appendix 1	Policy has been updated to show our procedure for managing unacceptable behaviour from tenants or their representatives
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	Equality, Diversity and Inclusion Policy plus Complaints and Compliments Policy Appendix 1	Appendix 1 added to policy to ensure that this is compliant

## 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 tenant is vulnerable or at risk. Most stage 1 complaints can be resolved promptly, and an explanation, apology or resolution provided to the resident.	Yes	Complaints and Compliments Policy, Version 2.1 5.2	Fairoak will acknowledge Stage 1 complaints, confirm the scope (and signpost any issues outside our remit), then decide what can be resolved quickly and what needs investigation, considering complexity and any vulnerability/safeguarding risks. We will provide the tenant with an explanation, apology and/or remedy as soon as the outcome is known.
6.2	Complaints must be acknowledged, defined and logged at stage 1 of the complaint's procedure <b><u>within five working days of the complaint being received.</u></b>	Yes	Complaints and Compliments Policy, Version 2.1 6.1b	Stage 1 complaints are acknowledged, logged and defined within 5 working days. The response includes information about who will be investigating the case.
6.3	Landlords must issue a full response to stage 1 complaints <b><u>within 10 working</u></b>	Yes	Complaints and Compliments Policy, Version 2.1	This is set out in our policy.

	<u>days</u> of the complaint being acknowledged.		6.1c	
6.4	Landlords must decide whether an extension to this timescale is needed when considering the complexity of the complaint and then inform the tenant 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	6.1c 6.4	Where an extension is needed due to complexity or other good reason, we would notify the tenant in writing, explain the reason(s), and provide a revised due date (up to 10 working days additional at Stage 1). The extension and revised date are recorded on the complaints log.
6.5	When an organisation informs a tenant about an extension to these timescales, they must be provided with the contact details of the Ombudsman.	Yes	Contact details for the Housing Ombudsman are on the Complaints and Compliments Policy, Version 2. and the Easy Read Policy	Complaints Handler would ensure that individual was aware of the contact details throughout the process.
6.6	A complaint response must be provided to the tenant 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	Complaints and Compliments Policy, Version 2.1 6.2	We issue the Stage 1 response once the complaint decision is known, even if there are outstanding actions. Any outstanding actions are clearly listed with target dates, are tracked to completion, and the tenant is kept updated until completion.

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	Complaints Handler and Chief Executive would ensure that this is followed in any response.	The Complaint Handler would meet with the tenant to ensure that they understood the reason behind a decision.
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	We would attempt to deal with multiple issues within one complaint. This has not yet happened.	Record of communications with a tenant would be kept on the complaints log and in the individual complaint folder.
6.9	Landlords must confirm the following in writing to the tenant 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.	Yes	6.2	Should outstanding actions not be addressed we would encourage the tenant to escalate to stage 2.

	g. 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	Complaints and Compliments Policy, Version 2.1 6.3	There have been no stage 2 complaints.
6.11	Requests for stage 2 must be acknowledged, defined and logged at stage 2 of the complaints procedure within five working days of the escalation request being received.	Yes	Complaints and Compliments Policy, Version 2.1 6.3	We have had no stage 2 complaints. Evidence would be kept in our complaints folder.
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 tenant remains unhappy as part of its stage 2 response.	Yes	Complaints and Compliments Policy, Version 2.1 5.4	We would contact the tenant if we needed clarification on a specific area.
6.13	The person considering the complaint at stage 2 must not be the same person that considered the complaint at stage 1.	Yes	Complaints and Compliments Policy, Version 2.1 6.3	The Chair of the Board or another senior team member not involved in stage 1 would consider the complaint at Stage 2.

6.14	Landlords must issue a final response to the stage 2 <b><u>within 20 working days</u></b> of the complaint being acknowledged.	Yes	Complaints and Compliments Policy, Version 2.1 6.3	We will work to the recommended time scales.
6.15	Landlords must decide whether an extension to this timescale is needed when considering the complexity of the complaint and then inform the tenant of the expected timescale for response. Any extension must be no more than 20 working days without good reason, and the reason(s) must be clearly explained to the resident.	Yes	Complaints and Compliments Policy, Version 2.1 6.4	We will work to the recommended time scales.
6.16	When an organisation informs a tenant about an extension to these timescales, they must be provided with the contact details of the Ombudsman.	Yes	Complaints and Compliments Policy, Version 2.1 7.2 7.3	Information is provided at several stages in this process.
6.17	A complaint response must be provided to the tenant 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	Complaints and Compliments Policy, Version 2.1 6.2	We would issue the Stage 2 response once the complaint decision is known, even if there are outstanding actions. Any outstanding actions are clearly listed with target dates, are tracked to completion, and the tenant is kept updated until completion.

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	Complaints Handler and Chief Executive would ensure that this is followed in any response.	The Complaint Handler would meet with the tenant to ensure that they understood the reason behind a decision.
6.19	Landlords must confirm the following in writing to the tenant 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	6.2	All elements would be included in correspondence to ensure compliance.
6.20	Stage 2 is the landlord's final response and must involve all suitable staff members needed to issue such a response.	Yes	This would be managed by the Chair of the Board and coordinated by the Complaints Handler.	Complaints Investigator would speak to the relevant staff



**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"> <li>• Apologising.</li> <li>• Acknowledging where things have gone wrong.</li> <li>• Providing an explanation, assistance or reasons.</li> <li>• Taking action if there has been delay.</li> <li>• Reconsidering or changing a decision.</li> <li>• Amending a record or adding a correction or addendum.</li> <li>• Providing a financial remedy.</li> <li>• Changing policies, procedures or practices.</li> </ul>	Yes	Complaints and Compliments Policy, Version 2.1 (May 2026) 6.2	This would be evidenced in correspondence and saved on the Complaints Log. Actions would be monitored by the Complaints Handler.
7.2	Any remedy offered must reflect the impact on the tenant as a result of any fault identified.	Yes	Evidence in any correspondence and on complaints log	Complaints Handler to review correspondence to ensure the response is appropriate.
7.3	The remedy offer must clearly set out what will happen and by when, in agreement with the tenant where appropriate. Any remedy proposed	Yes	Complaints and Compliments Policy, Version 2.1 6.2	Evidenced in any correspondence and monitored by Complaints Handler.

	must be followed through to completion.			
7.4	Landlords must take account of the guidance issued by the Ombudsman when deciding on appropriate remedies.	Yes	Complaints and Compliments Policy, Version 2.1 (May 2026) 6.2	Fairoak will ensure they are following best practice. We will take into account the needs and expectations of tenants.

## 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"> <li>a. the annual self-assessment against this Code to ensure their complaint handling policy remains in line with its requirements.</li> <li>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;</li> <li>c. any findings of non-compliance with this Code by the Ombudsman;</li> <li>d. the service improvements made as a result of the learning from complaints;</li> <li>e. any annual report about the landlord's performance from the Ombudsman; and</li> <li>f. any other relevant reports or publications produced by the Ombudsman in relation to the work of the landlord.</li> </ul>	Yes	<p>Annual Complaints Performance and Service Improvement Report pack (including: Code self-assessment, complaint performance analysis, summary of refused complaints, learning/actions, and any Ombudsman findings) submitted to Board for scrutiny and challenge.</p> <p>Complaints information to be presented to the Board via the Chief Executives Report.</p> <p>Complaints reported in Annual Report to Tenants</p>	<p>We compile and publish an annual Complaints Performance and Service Improvement Report (including this self-assessment) on the complaints section of our website, alongside the governing body's response, following Board review and approval.</p>

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	Board agenda/minutes recording consideration of the annual Complaints Performance and Service Improvement Report and the governing body response; published report pack on complaints webpage.	The annual complaints performance and service improvement report (including this self-assessment) was reviewed and approved by the Board on 20th May 2026. Following approval, the report and the governing body's response will be published together on the complaints section of our website.
8.3	Landlords must also carry out a self-assessment following a significant restructure, merger and/or change in procedures.	N/A		Not applicable as not merger, significant restructure or change in procedures has occurred.
8.4	Landlords may be asked to review and update the self-assessment following an Ombudsman investigation.	N/A		No request from the Ombudsman have been received.
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.	N/A		No such incident has occurred.

## Section 9: Scrutiny & oversight: continuous learning and improvement

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
9.1	Landlords must look beyond the circumstances of the individual complaint and consider whether service improvements can be made as a result of any learning from the complaint.	Yes	Complaints and Compliments Policy, Version 2.1 12.1	Each complaint is recorded and reported to the Board and the Tenant Board as part of performance reporting.
9.2	A positive complaint handling culture is integral to the effectiveness with which landlords resolve disputes. Landlords must use complaints as a source of intelligence to identify issues and introduce positive changes in service delivery.	Yes	Complaints and Compliments Policy, Version 2.1 (May 2026) 12.1	Service improvements are identified from each complaint and actions monitored
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	Complaints information will be feedback to the Board and Fairoak Owls as part of the assurance process.	Complaints and expressions of dissatisfaction will be discussed with the Tenant Board. Information will also be disseminated via our newsletters and the annual report.
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,	Yes	Complaints and Compliments Policy, Version 2.1 9.1	Customer Engagement Officer has been appointed and is overseen by the Chief Executive and The Board Discussion and

	serious risks, or policies and procedures that require revision.			updates to be held with the board as appropriate.
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	Complaints and Compliments Policy, Version 2.1 10.1	Rebecca Field is the Board member appointed to have lead responsibility for complaints.
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	Complaints and Compliments Policy, Version 2.1 (May 2026) 10.1	The MRC is able to contact the Complaints Handler and will be kept up to date with any active Complaints.
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	Yes	Complaints and Compliments Policy, Version 2.1 (May 2026) 10.1	The MRC will receive updates about Complaints as they occur.



	investigations and progress made in complying with orders related to severe maladministration findings; and d. annual complaints performance and service improvement report.			
9.8	Landlords must have a standard objective in relation to complaint handling for all relevant employees or third parties that reflects the need to: a. have a collaborative and co-operative approach towards resolving complaints, working with colleagues across teams and departments. b. take collective responsibility for any shortfalls identified through complaints, rather than blaming others; and c. act within the professional standards for engaging with complaints as set by any relevant professional body.	Yes	Relevant job descriptions and appraisal objectives include complaint-handling behaviours (early resolution, timely escalation, learning from complaints, collaborative working) and are reviewed at induction/supervision.	Complaint handling expectations are built into roles and objectives, so staff are accountable for recognising complaints, cooperating to resolve them, and implementing learning. Learning and actions are monitored through supervision and governance reporting.