Appendix A: Self-assessment form

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

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

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

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

Section 1: Definition of a complaint

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
1.2	A complaint must be defined as: *'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.'*	Yes	Complaint Policy Staff training	The policy includes the following *We define a complaint as an expression of dissatisfaction, however made, about the standard of service, actions, or lack of action with any service delivered by any member of THA or those acting on its behalf, affecting a customer or a group of customers.* This has also been included as part of the training for all staff.
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	Complaints Policy Staff training	The policy includes the following *A customer does not have to use the word "complaint" for it to be treated as such. We'll consider our customers' dissatisfaction and will investigate and put it right. We'll raise a service request or log a complaint. This policy also applies to contractors and third parties providing services on behalf of THA* This has also been included as part of the training for all staff.
1.4	Landlords must recognise the difference between a service request	Yes	Complaints Policy Staff training	The policy includes the following

	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.			*A service request is a request from a customer requiring action to be taken to put something right.* *We do not consider a service request a complaint, but will record, monitor and review them regularly.* This has been included as part of the training for all staff.
1.5	A complaint must be raised when the resident expresses dissatisfaction with the response to their service request, even if the handling of the service request remains ongoing. Landlords must not stop their efforts to address the service request if the resident complains.	Yes	Complaints Policy Staff training	The policy includes the following *A service request will become a complaint if the customer expresses a dissatisfaction with the response to the service request* included as part of the training for all staff.
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	Complaints Policy	The policy includes the following *If a customer expresses a dissatisfaction with services made through a survey we won't define it as a complaint, though we will make the customer aware of how they can pursue a complaint if they wish to*

Section 2: Exclusions

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
2.1	Landlords must accept a complaint unless there is a valid reason not to do so. If landlords decide not to accept a complaint they must be able to evidence their reasoning. Each complaint must be considered on its own merits	Yes	Complaints Policy Our Publications & Policies - Teachers' Housing Association Specific examples of when something hasn't been accepted as a complaint	Detail is contained in the policy for what will and won't be accepted as a complaint Our internal complaints tracker will demonstrate where something has not been accepted as a formal complaint and the reasons for that.
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.	Yes	Complaints Policy Our Publications & Policies - Teachers' Housing Association	The policy includes the following Some matters are not considered to be a complaint or an escalation and will be excluded from our complaints policy. These circumstances are: A complaint where there is an alternative appropriate process in place (e.g. ASB), unless there was a service failure. Issues over 12 months old. Services outside of THA's control or where there is another appeal route available. A matter already exhausted through the complaint process, the court, or another legal process. A complaint where legal proceedings have started is defined as details of the claim,

	• Matters that have previously been considered under the complaints policy.			such as the claim form and particulars of claim, having been filed at the court.
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	Complaints Policy Our Publications & Policies - Teachers' Housing Association	See 2.2 above
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	Complaints Policy Our Publications & Policies - Teachers' Housing Association	See 2.2 above
2.5	Landlords must not take a blanket approach to excluding complaints; they must consider the individual circumstances of each complaint.	Yes	Complaints Policy Our Publications & Policies - Teachers' Housing Association	The policy advises we may deal with a complaint differently where individual circumstances merit it.

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 policy wording Our Publications & Policies - Teachers' Housing Association Specific complaints and compliments email Telephone calls Letters In person Information on website Reasonable adjustments policy	The policy includes different ways of making complaints, and our website has a dedicated page to complaints and compliments including a webform for reporting
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 policy wording Our Publications & Policies - Teachers' Housing Association Staff training Noticeboards	Training has taken place with all staff during the last 12 months and we have updated our noticeboard standard across all sites to include details of who to contact and how to make a complaint/compliment. Our website advises of different ways a tenant can make a complaint including completing a form, emailing, or phoning.
3.3	High volumes of complaints must not be seen as a negative, as they can be	Yes	No target for number of complaints Training taken place	Staff training stressed that complaints are viewed as an opportunity to learn, and to be seen

	indicative of a well-publicised and accessible complaints process. Low complaint volumes are potentially a sign that residents are unable to complain.		Information on complaints on website	as a positive opportunity to put things right.
3.4	Landlords must make their complaint policy available in a clear and accessible format for all residents. This will detail the two stage process, what will happen at each stage, and the timeframes for responding. The policy must also be published on the landlord's website.	Yes	Complaints policy is published on our website Our Publications & Policies - Teachers' Housing Association Information provided at sign up	Information includes two stages and timescales This is published on the website as a summary version on the complaints and compliments page https://teachershousing.org.uk/how-we-are-run/complaints-compliments/ There is more detailed information contained within the policy.
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 policy Our Publications & Policies - Teachers' Housing Association	The policy includes the following *We will make our customers aware of this Policy at sign up, through our website, and newsletters throughout the year.*
3.6	Landlords must give residents the opportunity to have a representative deal with their complaint on their behalf, and to be represented or	Yes	Complaints policy Our Publications & Policies - Teachers' Housing Association	The policy includes the following *Customers may have a third party or a representative deal with their complaint on their behalf and be represented or accompanied at any meeting with THA.*

	accompanied at any meeting with the landlord.			
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 policy Complaints & Compliments - Teachers' Housing Association Information contained within standard complaint response templates Information is included on the website https://teachershousing.org.uk/how-we-are-run/complaints-compliments/	Details are included in our complaints policy and on the website specifically on our complaints and compliments page. Response templates include information on the ombudsman including as an escalation option after stage 2. Correspondence to complaints at earlier stages advises they can contact the ombudsman; however the ombudsman may not investigate until it has exhausted our internal process.

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 policy Our Publications & Policies - Teachers' Housing Association	The complaints officer is the Director of Operations

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	Job description for Director of Operations Organisational structure chart Complaints policy	The Director of Operations is part of the executive management team, reporting directly into the CEO and has access to staff at all levels.
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	Staff training Staff meetings Performance meetings	Staff training has taken place which included information of what we have learnt from complaints and the changes we have implemented as a result.

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 policy Our Publications & Policies - Teachers' Housing Association	There is one complaints policy in place and it specifically states *We will not treat customers who make a complaint different from any other customers*
5.2	The early and local resolution of issues between landlords and residents is key to effective complaint handling. It is not	Yes	Complaints policy Our Publications & Policies - Teachers' Housing Association	We do not have a stage 0

	appropriate to have extra named stages (such as ‘stage 0’ or ‘informal complaint’) as this causes unnecessary confusion.			
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	Complaints policy Our Publications & Policies - Teachers' Housing Association	We have a two-stage 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	Complaints policy Our Publications & Policies - Teachers' Housing Association	The policy includes the following This policy also applies to contractors and third parties providing services on behalf of THA.
5.5	Landlords are responsible for ensuring that any third parties handle complaints in line with the Code.	Yes	Complaints policy Our Publications & Policies - Teachers' Housing Association Contractor instructions	Tenants will typically complain directly to us about third party issues e.g. contractors and contractors have specific timescales in which they are required to provide us with information.
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	Yes	Standard guidance letter templates Training	Training has highlighted the requirement for staff to clarify the complaint and what outcome is being sought. This information is

	to this as “the complaint definition”. If any aspect of the complaint is unclear, the resident must be asked for clarification.			included in standard guidance letter template responses
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	Complaints policy Our Publications & Policies - Teachers' Housing Association Response letters	This will be detailed as applicable in responses
5.8	At each stage of the complaints process, complaint handlers must: a. deal with complaints on their merits, act independently, and have an open mind; b. give the resident a fair chance to set out their position; c. take measures to address any actual or perceived conflict of interest; and d. consider all relevant information and evidence carefully.	Yes	Complaint policy Our Publications & Policies - Teachers' Housing Association Staff training Complaint responses	We consider upon allocation of a complaint who may be the best person to respond, this may include utilising a member of staff outside the main service area if there are any potential conflict of interest. We emphasis a positive complaint culture as an opportunity to learn and approach with an open mind. Complaint responses are reviewed
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	Yes	Complaint policy Our Publications & Policies - Teachers' Housing Association Staff training	Staff training in May 2025 stressed the requirement to maintain contact as agreed with the complainant

	keeping them informed about their complaint.			
5.10	Landlords must make reasonable adjustments for residents where appropriate under the Equality Act 2010. Landlords must keep a record of any reasonable adjustments agreed, as well as a record of any disabilities a resident has disclosed. Any agreed reasonable adjustments must be kept under active review.	Yes	Complaint policy Our Publications & Policies - Teachers' Housing Association Reasonable adjustments policy IT systems	The policy refers specifically to reasonable adjustments and the Equality Act 2010.
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	Complaint policy Our Publications & Policies - Teachers' Housing Association Complaint tracker	The complaint policy details examples of valid reasons for not escalating a complaint. The complaint tracker identifies complaint escalations.
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	Complaint tracker Complaint folders Staff training	There is a complaint tracker which records all key dates and actions. In addition, there are individual complaint folders in place for correspondence. Staff are aware of the requirement to save all correspondence in the complaint folder.
5.13	Landlords must have processes in place to ensure a complaint can be remedied at any stage of its complaints	Yes	Staff training	Complaints training emphasised the benefits of early resolution and problem

	process. Landlords must ensure appropriate remedies can be provided at any stage of the complaints process without the need for escalation.			solving on the part of the person receiving the complaint. They are encouraged to act with autonomy to resolve matters
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	Unacceptable behaviour policy	unacceptable behaviour policy
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	The complaints policy Our Publications & Policies - Teachers' Housing Association references our unacceptable behaviour policy Unacceptable Behaviour policy	The unacceptable behaviour policy references the Equality Act 2010

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	Complaints policy Our Publications & Policies - Teachers' Housing Association Complaints tracker Standard guidance letter templates	The complaints tracker captures any known vulnerabilities and trackers response timescales. Our policy details Where we are able to provide a quicker resolution or response we will always attempt to do so, though
6.2	Complaints must be acknowledged, defined and logged at stage 1 of the complaints procedure **within five working days of the complaint being received**.	Yes	Complaints policy Our Publications & Policies - Teachers' Housing Association Complaints tracker	This is monitored and dates tracked
6.3	Landlords must issue a full response to stage 1 complaints **within 10 working days** of the complaint being acknowledged.	Yes	Complaints policy Our Publications & Policies - Teachers' Housing Association Complaints tracker	This is monitored and dates tracked. This is reported at SMT performance meetings and staff have diarised calendar reminders.
6.4	Landlords must decide whether an extension to this timescale is needed when considering the complexity of the	Yes	Complaints policy Our Publications & Policies - Teachers' Housing Association	Examples for individual cases where an extension has been requested.

	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.		Staff training Letter template	
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	Complaints policy Our Publications & Policies - Teachers' Housing Association Letter template	Letter template includes details of how to contact the ombudsman
6.6	A complaint response must be provided to the resident when the answer to the complaint is known, not when the outstanding actions required to address the issue are completed. Outstanding actions must still be tracked and actioned promptly with appropriate updates provided to the resident.	Yes	Complaint tracker	Actions which remain open are tracked, but complaint closed.
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	Complaint responses	The standard letter template provides prompts on areas considered e.g. policies and procedures.
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	Yes	Complaints policy Our Publications & Policies - Teachers' Housing Association Staff training	This is was included in staff training and is referenced in the complaints policy Where a customer raises additional complaints during the investigation, these will be added to the stage 1 response if they

	unrelated to the issues already being investigated or it would unreasonably delay the response, the new issues must be logged as a new complaint.			are related, and the stage 1 response has not been issued. Where the stage 1 response has been issued, and the new issues are unrelated to the issues already being investigated or it would be unreasonably delaying the response, the new issues 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	Standard template responses	The standard template response for stage 1 complaints includes these requirements

Stage 2

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
6.10	If all or part of the complaint is not resolved to the resident's satisfaction at	Yes	Complaint records Complaint tracker	The policy details ability to progress to stage 2 for final

	stage 1, it must be progressed to stage 2 of the landlord's procedure. Stage 2 is the landlord's final response.		Complaint policy Standard response templates	outcome. Letters detail that Stage 2 is our final response.
6.11	Requests for stage 2 must be acknowledged, defined and logged at stage 2 of the complaints procedure within five working days of the escalation request being received.	Yes	Complaints policy Our Publications & Policies - Teachers' Housing Association Complaints tracker	the policy details this timescale, and acknowledgement timescales are monitored through our complaints tracker.
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	Complaints policy Our Publications & Policies - Teachers' Housing Association	the policy does not specify any requirement to explain reasons If a complaint is not resolved to the customer's satisfaction at stage 1, they can request for their complaint to be escalated to stage 2
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 policy Our Publications & Policies - Teachers' Housing Association Complaints tracker	Policy states Stage 2 complaints will be reviewed by a SMT member Complaints tracker details officer responding and can evidence that the stage 2 handler is different from stage 1
6.14	Landlords must issue a final response to the stage 2 **within 20 working days** of the complaint being acknowledged.	Yes	Complaints policy Our Publications & Policies - Teachers' Housing Association	Detailed as a requirement in the policy and complaints tracker details timescales. This is reported on at SMT performance meetings
6.15	Landlords must decide whether an extension to this timescale is needed	Yes	Complaints policy	Complaints policy details this

	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.		Our Publications & Policies - Teachers' Housing Association Standard letter template	Standard letter template in place
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	Standard letter template Our Publications & Policies - Teachers' Housing Association Complaints policy	Letter template includes details of how to contact the ombudsman
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	Standard letter template Our Publications & Policies - Teachers' Housing Association Complaints policy Complaints tracker	Actions which remain open are tracked, but complaint closed
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	Standard letter template Our Publications & Policies - Teachers' Housing Association Staff training	The standard letter template provides prompts on areas considered e.g. policies and procedures.
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;	Yes	Standard letter template	The standard template response for stage 2 complaints includes these requirements

	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.			
6.20	Stage 2 is the landlord's final response and must involve all suitable staff members needed to issue such a response.	Yes	Complaint folders	All staff required to support with answering a stage 2 complaint will be involved and provide details to the compliant handler. Details of staff involved will be included in complaint folders.

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;	Yes	Complaint responses Standard letters Compensation payments Lessons learned reports	The standard letter template provides guidance on areas to consider This was included in staff training Complaint responses will detail if a decision has changed

	• 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.			The complaint tracker details compensation payments and lessons learned
7.2	Any remedy offered must reflect the impact on the resident as a result of any fault identified.	Yes	See 7.1 above	See 7.1 above
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	See 7.1 above And complaint tracker	See 7.1 above Complaint tracker details outstanding actions and is monitored to ensure completion
7.4	Landlords must take account of the guidance issued by the Ombudsman when deciding on appropriate remedies.	Yes	Complaint responses	Spotlight and maladministration reports reviewed and key points are shared When we undertake a review of the complaints policy, latest guidance is considered.

Section 8: Self-assessment, reporting and compliance

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
8.1	Landlords must produce an annual complaints performance and service improvement report for scrutiny and challenge, which must include: a. the annual self-assessment against this Code to ensure their complaint handling policy remains in line with its requirements. b. a qualitative and quantitative analysis of the landlord's complaint handling performance. This must also include a summary of the types of complaints the landlord has refused to accept; c. any findings of non-compliance with this Code by the Ombudsman; d. the service improvements made as a result of the learning from complaints; e. any annual report about the landlord's performance from the Ombudsman; and f. any other relevant reports or publications produced by the Ombudsman in relation to the work of the landlord.	Yes	Completed in 2024, 2025 and this 2026 submission	

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	Website Board agenda and papers	
8.3	Landlords must also carry out a self-assessment following a significant restructure, merger and/or change in procedures.	Yes		We will complete this should the need arise
8.4	Landlords may be asked to review and update the self-assessment following an Ombudsman investigation.	Yes		We will comply with any such request
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		We will comply should this situation arise.

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	Complaint responses Annual report to the Board	Themes and trends for complaints are monitored and appropriate action plans are put in place
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	Staff training Complaint policy Our Publications & Policies - Teachers' Housing Association Reports to board SMT meetings	Staff training highlighted positive aspects to complaints and lessons learned from complaints, including what we had implemented as a result.
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	Staff meetings Tenant Influence Panel	Learning from complaints has been, and continues to be shared with staff. Our tenant influence panel receive performance information about complaints as standard at meetings, including lessons learned. They also received our annual performance and service improvement report.
9.4	Landlords must appoint a suitably senior lead person as accountable for their complaint handling. This person	Yes	Operations Director	The Operations Director is a member of the Executive Management team.

	must assess any themes or trends to identify potential systemic issues, serious risks, or policies and procedures that require revision.			
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	Member of the Board is MRC	Maggie Mcann is our MRC
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	Board meeting minutes Task and finish group minutes	Quarterly reports go to Board on 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;	Yes	Board meeting agenda and minutes	

	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.			
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	Staff objectives Complaints officer objective	Objective includes ensure complaint handling is carried out in accordance with the Ombudsman's Code. To collect and share complaint information as required by both the Code and our Board. .