



Complaints Performance Annual Self-Assessment 2025-26

Date Approved: Sept 2026

Website statement: Annual complaints performance and service improvement

Self Help Community Housing Association has completed its annual self-assessment against the Housing Ombudsman Complaint Handling Code and has reviewed complaints performance and service improvement for the year.

The Board has reviewed and approved the self-assessment and annual complaints performance and service improvement report. The Board is satisfied that the self-assessment provides a fair and accurate assessment of SHCHA's compliance with the Complaint Handling Code and that complaints are used as an opportunity to learn, improve services and strengthen accountability to residents.

The approved self-assessment, annual complaints performance and service improvement review, and governing body response are published here so residents and stakeholders can see how SHCHA handles complaints, what we have learned, and how we are using feedback to improve.

Appendix A: Self-assessment form August 2026

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.

Board Approval and Publication Record

Purpose: This self-assessment has been completed to demonstrate SHCHA's compliance with the Housing Ombudsman Complaint Handling Code and to support annual Board scrutiny, approval and publication.

Board recommendation: The Board is asked to review and approve this self-assessment and confirm that it may be published alongside the annual complaints performance and service improvement report and the governing body's response.

Board assurance statement: The Board has reviewed the self-assessment, including the supporting evidence and commentary, and is satisfied that it provides a fair and accurate assessment of SHCHA's compliance with the Housing Ombudsman Complaint Handling Code.

Approval item	Record
Board meeting date	Via email 12/09/2026
Self-assessment approved?	Yes
Annual complaints performance and service improvement report approved?	Yes
Governing body response approved for publication?	Yes
Chair / Member Responsible for Complaints	Shaun Fitzpatrick
Publication date	15/09/2026
Website publication location	www.selfhelpha.co.uk

Section 1: Definition of a complaint

Code provision	Code requirement	Comply: Yes / No	Evidence, commentary and 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	Evidence: Complaints Policy and Procedure. "We define a complaint as an expression of dissatisfaction, however made, about the standard of service, actions or lack of action by the organisation, its own staff or those acting on its behalf, affecting an individual resident or group of residents."
1.3	A resident does not have to use the word 'complaint' for it to be treated as such. Whenever a resident expresses dissatisfaction landlords must give them the choice to make a complaint. A complaint submitted via a third party or representative must be handled in line with the landlord's complaints policy.	Yes	Evidence: Complaints Policy and Procedure. "The person complaining does not have to use the word 'complaint' for their concern to be treated as a complaint."
1.4	Landlords must recognise the difference between a service request and a complaint. This must be set out in their complaints policy. A service request is a request from a resident to the landlord requiring action to be taken to put something right. Service requests are not complaints, but must be recorded, monitored and reviewed regularly.	Yes	Evidence: Complaints Policy and Procedure. "There are some circumstances where we may choose not to use this procedure. These circumstances may also be reasons for declining to escalate a complaint: where a resident is notifying us about a situation they wish to have rectified, this may be treated as a service request rather than a complaint."
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	The Complaints Policy and Procedure covers dissatisfaction with the handling of service requests. Complaint records include examples where a complaint was opened because a resident was dissatisfied with how a service request had been handled.
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	Residents are told how to complain through the website and sign-up documentation. Survey feedback is followed up directly where the resident agrees to be contacted, and records of those follow-up conversations are retained.

Section 2: Exclusions

Code provision	Code requirement	Comply: Yes / No	Evidence, commentary and 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	Evidence: Complaints Policy and Procedure. Commentary: The policy sets out the limited circumstances in which a complaint may not be accepted. Decisions are made on the merits of the individual complaint, recorded, explained to the resident and signposted to the Housing Ombudsman where appropriate.
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 where the issue occurred over twelve months ago, legal proceedings have started, or the matter has previously been considered under the complaints policy.	Yes	Our Complaints Policy and Procedure explains the circumstances in which we may decide not to proceed with a complaint or escalation. These include matters already considered under the complaints process, legal proceedings, insurance matters and historic issues, while allowing discretion where there are good reasons to accept a complaint.
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	Our policy provides for complaints to be considered within the required timeframe and allows discretion where there are good reasons to consider matters outside that timeframe.
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.	Yes	Evidence: Complaints Policy and Procedure. Commentary: Where a complaint is not accepted, the resident is given the reason for the decision and advised of their right to contact the Housing Ombudsman.
2.5	Landlords must not take a blanket approach to excluding complaints; they must consider the individual circumstances of each complaint.	Yes	Evidence: Complaints Policy and Procedure. Commentary: The policy requires complaints to be considered individually and does not permit a blanket approach to exclusions.

Section 3: Accessibility and Awareness

Code provision	Code requirement	Comply: Yes / No	Evidence, commentary and 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	Residents can make complaints in person, by telephone, email, letter, through our website, or through a representative. Reasonable adjustments are considered where needed so the complaints process remains accessible.
3.2	Residents must be able to raise their complaints in any way and with any member of staff. All staff must be aware of the complaints process and be able to pass details of the complaint to the appropriate person within the landlord.	Yes	Staff training covers the Complaints Policy and Procedure, including how to recognise and record complaints. Complaint handling is reinforced through team meetings, and staff are encouraged to promote the complaints process positively.
3.3	High volumes of complaints must not be seen as a negative, as they can indicate a well-publicised and accessible complaints process. Low complaint volumes are potentially a sign that residents are unable to complain.	Yes	Our policy and training reinforce a no-blame culture in which complaints are treated as opportunities to improve services and communication. Complaints are reported to the Board on a quarterly basis.
3.4	Landlords must make their complaint policy available in a clear and accessible format for all residents. This includes providing access in different formats where required.	Yes	The Complaints Policy and Procedure is available to residents and can be provided in alternative formats or with reasonable adjustments where required.
3.5	Landlords must give residents the information they need to make a complaint, including how to contact the landlord and how to access the Housing Ombudsman Service.	Yes	Resident communication and sign-up information explain how to make a complaint and how to contact the Housing Ombudsman.
3.6	Landlords must allow residents to be represented or accompanied at any meeting with the landlord where this is reasonable.	Yes	Residents may be supported by a representative or accompanied at meetings where this is requested, reasonable and appropriate.
3.7	Landlords must provide residents with information on their right to access the Ombudsman Service and how the individual can engage with the Ombudsman about their complaint.	Yes	The Complaints Procedure signposts residents to the Housing Ombudsman after Stage 2. Complaint correspondence also explains that residents may contact the Ombudsman at any time, although the Ombudsman may ask them to complete the internal complaint process first.
3.8	Landlords must make their complaint policy available in a clear and accessible format for all residents. The policy must 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	Evidence: Complaints Policy and Procedure; website complaints information. Commentary: The complaints policy and Housing Ombudsman information are published on the complaints section of the website. The website wording and links should be checked as part of the final publication process.

Section 4: Complaint Handling Staff

Code provision	Code requirement	Comply: Yes / No	Evidence, commentary and explanation
4.1	Landlords must have a person or team assigned to take responsibility for complaint handling, including liaison with the Ombudsman and ensuring complaints are reported to the governing body, or equivalent. This Code will refer to that person or team as the complaints officer. This role may be in addition to other duties.	Yes	The Chief Executive is SHCHA's Complaints Officer and is responsible for complaint handling oversight, Ombudsman liaison where required, and reporting complaint information through governance arrangements. Complaints data is reported to the 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	The Complaints Officer can obtain information from frontline staff, managers and senior leadership to investigate complaints, agree actions and progress resolution. The role has authority to coordinate responses, identify remedies and monitor completion.
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. Staff must be able to resolve disputes promptly and fairly, be aware of the complaints process and be able to pass details of complaints to the appropriate person or team.	Yes	Complaint handling is covered through staff training, team discussion and organisational reporting. Staff are expected to treat complaints as opportunities for learning and service improvement, with complaint performance reported to the Board as part of governance oversight.

Section 5: The Complaint Handling Process

Code provision	Code requirement	Comply: Yes / No	Evidence, commentary and 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	One single Complaints Policy and Procedure is in place and referenced throughout this self-assessment.

Code provision	Code requirement	Comply: Yes / No	Evidence, commentary and explanation
5.2	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	Our Policy and Procedure reflect this requirement and operate a clear two-stage complaints process.
5.3	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	There are only two stages within the Procedure.
5.4	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	Evidence: Complaints Policy and Procedure. Commentary: The complaints process has two stages only; no additional stages are used.
5.5	Where a landlord’s complaint response is handled by a third party, or by a contractor, 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	Evidence: Complaints Policy and Procedure; contractor management arrangements. Commentary: SHCHA remains responsible for complaint handling where a contractor or third party is involved. Resident complaints are handled through SHCHA’s two-stage complaints process and residents are not required to complete a separate contractor process.
5.6	Landlords are responsible for ensuring that any third parties handle complaints in line with the Code.	Yes	Evidence: Complaints Policy and Procedure; contractor management arrangements. Commentary: SHCHA is responsible for ensuring that any contractor or third party involved in complaint handling follows the Code and SHCHA’s complaint process.
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	Complaint acknowledgements and responses clarify where SHCHA is responsible, where another party may be responsible, and what action will be taken. Any uncertainty is discussed with the resident so the complaint scope is clear.
5.8	At each stage of the complaints process, complaint handlers must deal with complaints on their merits, act independently and have an open mind. They must give the resident a fair chance to set out their position, take measures to address	Yes	Complaint handlers are expected to review each complaint fairly and objectively. The two-stage process allows for scrutiny of the Stage 1 response, with access to complaint material for review and assurance where required.

Code provision	Code requirement	Comply: Yes / No	Evidence, commentary and explanation
	any actual or perceived conflict of interest, and consider all relevant information and evidence carefully.		
5.9	Where a response to a complaint will fall outside the timescales set out in this Code, the landlord must agree suitable intervals with the resident for keeping them informed about their complaint.	Yes	Where timescales need to be extended, residents are contacted, the reasons are explained in writing, and revised timescales or update intervals are confirmed.
5.10	Landlords must make reasonable adjustments for residents where appropriate under the Equality Act 2010. Landlords must keep a record of agreed reasonable adjustments and any disabilities disclosed by a resident. Any agreed reasonable adjustments must be kept under active review.	Yes	Reasonable adjustments are considered as part of complaint handling and wider service delivery. Where an adjustment is agreed, this is recorded and kept under review so that the process remains accessible.
5.11	Landlords must not refuse to escalate a complaint through all stages of the complaints procedure unless there are valid reasons to do so. These reasons must clearly be set out in the complaints policy and must be the same as the exclusions set out in section 2 of this Code.	Yes	We do not refuse to escalate a complaint unless there is a valid reason in line with our Complaints Policy and section 2 of the Code. Any refusal would be explained clearly and signposted to the Ombudsman.
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 records are retained, including complaint details, correspondence, investigation notes, responses, decisions, outcomes and any follow-up actions required.
5.13	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	Evidence: Unacceptable Behaviour Policy. Commentary: The policy sets out how unacceptable behaviour is managed, how any restrictions are recorded, and how restrictions are reviewed.
5.14	Any restrictions placed on a resident's contact due to unacceptable behaviour must be proportionate and demonstrate regard for the provisions of the Equality Act 2010.	Yes	Evidence: Unacceptable Behaviour Policy. Commentary: Contact restrictions are considered case by case, proportionate to the behaviour, recorded, explained to the resident and

Code provision	Code requirement	Comply: Yes / No	Evidence, commentary and explanation
			reviewed with regard to Equality Act duties and reasonable adjustments.
5.15	Landlords must make residents aware of their right to access the Ombudsman Service through all stages of the complaints process, and provide contact details where appropriate.	Yes	Evidence: Complaints Policy and Procedure; complaint correspondence. Commentary: Residents are signposted to the Housing Ombudsman Service through the complaints process and are provided with contact details where appropriate.
5.16	Landlords must ensure that their complaints policy includes details of their approach to unacceptable behaviour from residents and/or their representatives, including how restrictions are applied, reviewed and removed.	Yes	Evidence: Unacceptable Behaviour Policy; Complaints Policy and Procedure. Commentary: The policy framework explains the approach to unacceptable behaviour, including how restrictions are applied, communicated, reviewed and removed.

Section 6: Complaint Stages

Stage 1 complaints

Code provision	Code requirement	Comply: Yes / No	Evidence, commentary and 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, with an explanation, apology or resolution provided to the resident.	Yes	Evidence: Complaints Policy and Procedure; complaint records. Commentary: Complaints are acknowledged, defined and recorded within five working days. Where early resolution is possible, the complaint handler clarifies the complaint and desired outcome before proposing an appropriate resolution.
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	Stage 1 complaints are acknowledged, defined and logged within five working days of receipt, in line with the Complaints Policy and Procedure.
6.3	Landlords must issue a full response to Stage 1 complaints within 10 working days of the complaint being acknowledged.	Yes	If further investigation is required, the complaint will be passed to the Complaints Officer, who will conduct an investigation, usually involving further discussion with the complainant. The

Code provision	Code requirement	Comply: Yes / No	Evidence, commentary and explanation
			Complaints Officer will provide the final Stage 1 response within 10 working days of the complaint being acknowledged.
6.4	Landlords must decide whether an extension to the Stage 1 response timescale is needed when considering the complexity of the complaint, and must inform the resident of the expected timescale for response. Any extension must be no more than 10 working days without good reason, and the reason(s) must be clearly explained to the resident.	Yes	Evidence: Complaints Policy and Procedure; complaint correspondence. Commentary: Where a Stage 1 extension is required, the reason for the extension and revised response date are explained to the resident. Stage 1 extensions are limited to exceptional circumstances and should not exceed 10 working days.
6.5	When an organisation informs a resident about an extension to these timescales, it must provide the resident with the contact details of the Ombudsman.	Yes	Extension letters include the reason for the extension, the revised response date and the Housing Ombudsman's contact details.
6.6	A complaint response must be provided to the resident when the answer to the complaint is known, not when 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 records show that responses are issued once the complaint decision is known, while any outstanding actions are recorded, tracked and followed up separately with resident updates where appropriate.
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 records show that responses address the issues raised and explain the reasons for decisions. In 2024/2025, two complaints concerned maintenance response times and carpet quality; the responses explained relevant maintenance timescales and considered how information had been communicated.
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, or it would unreasonably delay the response, the new issues must be logged as a new complaint.	Yes	We clarify the details of a complaint and the desired resolution early in the process. Where related issues are raised before the response is issued, they are considered within the Stage 1 response. Where unrelated matters are introduced or the scope changes significantly, the complainant may be advised that a separate complaint should be submitted.

Code provision	Code requirement	Comply: Yes / No	Evidence, commentary and explanation
6.9	Landlords must confirm the complaint stage, complaint definition, decision, reasons for any decisions made, details of any remedy offered to put things right, details of any outstanding actions and the details of how to escalate the matter to Stage 2 if the resident is not satisfied with the response.	Yes	Stage 1 response records confirm the complaint stage, complaint definition, decision, reasons, remedy, outstanding actions and the escalation route to Stage 2 in writing.
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	If the complainant is not satisfied with the outcome, they are advised to follow the escalation instructions within 10 working days and proceed to Stage 2. Stage 2 is the final stage of the Complaints Procedure.

Stage 2 complaints

Code provision	Code requirement	Comply: Yes / No
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 Stage 2 escalation requests are acknowledged, defined and formally recorded within five working days. The complaint is passed to a member of the Senior Leadership Team and a deadline is provided for a final response.
6.12	Residents must not be required to explain their reasons for requesting Stage 2 consideration. Landlords are expected to make reasonable efforts to understand why a resident remains unhappy as part of the Stage 2 response.	Yes Our procedure does not require residents to explain their reasons for requesting Stage 2 consideration, although we will make reasonable efforts to understand why they remain dissatisfied.
6.13	The person considering the complaint at Stage 2 must not be the same person that considered the complaint at Stage 1.	Yes Stage 2 reviews are carried out by a member of the Senior Leadership Team who was not the person who considered the complaint at Stage 1, except where arrangements require another suitably senior reviewer.
6.14	Landlords must issue a final response to the Stage 2 complaint within 20 working days of the complaint being acknowledged.	Yes Stage 2 complaints are acknowledged and assigned a final response deadline of no more than 20 working days from the date of escalation.

Code provision		Code requirement	Comply: Yes / No
6.15	Landlords must decide whether an extension to this timescale is needed when considering the complexity of the complaint, and must inform the resident of the expected timescale for response. Any extension must be no more than 20 working days without good reason, and the reason(s) must be clearly explained to the resident.	Yes	Our Complaints Procedure allows Stage 2 timescales to be extended only where required because of the complexity of the complaint or the investigation needed. Where an extension is required, we will explain the reason to the resident in writing and confirm the revised response date.
6.16	When an organisation informs a resident about an extension to these timescales, it must provide the resident with the contact details of the Ombudsman.	Yes	Evidence: Complaint correspondence. Commentary: Extension correspondence includes the reason for the extension, the revised response date and the Housing Ombudsman's contact details.
6.17	A complaint response must be provided to the resident when the answer to the complaint is known, not when any 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 responses are issued when the complaint decision is known. Any outstanding actions are recorded and followed up separately, with updates provided to the resident as appropriate.
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	Stage 2 responses address the issues raised, explain the outcome and reasons for the decision, and refer to relevant policy, legal obligations or good practice where appropriate. Evidence is retained through complaint records.
6.19	Landlords must confirm the complaint stage, complaint definition, decision, reasons for any decisions made, details of any remedy offered to put things right, details of any outstanding actions and details of how to escalate the matter to the Ombudsman Service if the resident remains dissatisfied.	Yes	Stage 2 response records confirm the complaint stage, complaint definition, decision, reasons, remedy, outstanding actions and signposting to the Housing Ombudsman in clear written language.
6.20	Stage 2 is the landlord's final response and must involve all suitable staff members needed to issue such a response.	Yes	Stage 2 is the final stage of SHCHA's Complaints Procedure. Relevant staff are involved as needed to ensure the final response is complete and accurate.
6.21	Landlords must ensure that complaint responses are clear, use plain language and include the complaint stage, complaint definition, decision, reasons, remedy, outstanding actions and	Yes	Stage 1 and Stage 2 response templates and complaint records are used to ensure responses are clear, complete

Code provision	Code requirement	Comply: Yes / No
escalation or Ombudsman information as required by the relevant stage.		and include the appropriate decision, reasons, remedy, outstanding actions and escalation information.

Section 7: Putting things right

Code provision	Code requirement	Comply: Yes / No	Evidence, commentary and explanation
7.1	Where something has gone wrong, landlords must acknowledge this and set out the actions they have already taken, or intend to take, to put things right. These can include: apologising; acknowledging where things have gone wrong; providing an explanation, assistance or reasons; taking action if there has been delay; reconsidering or changing a decision; amending a record or adding a correction or addendum; providing a financial remedy; and changing policies, procedures or practices.	Yes	Our complaint responses detail how we have fulfilled this requirement. Our Compensation Policy also sets out our approach to financial remedy where appropriate.
7.2	Any remedy offered must reflect the impact on the resident as a result of any fault identified.	Yes	Under our Compensation Policy, we set out the terms of financial remedy. We review each case on a case-by-case basis and assess the impact of the fault identified.
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	Complaint responses set out the proposed remedy, timescale for completion and follow-up action required. Remedies are monitored through complaint records until completed.
7.4	Landlords must take account of the guidance issued by the Ombudsman when deciding on appropriate remedies.	Yes	We are committed to reflecting Ombudsman guidance in our complaint responses and can evidence this in the 2025–2026 period where any proposed financial remedies align with that guidance.

Section 8: Self-assessment, reporting and publication

Code provision	Code requirement	Comply: Yes / No	Evidence, commentary and explanation
8.1	Landlords must produce an annual complaints performance and service improvement report for scrutiny and challenge. This must include the annual self-assessment against the Code, a qualitative and quantitative analysis of complaint handling performance, any findings of non-compliance with the Code by the Ombudsman, the service improvements made as a result of learning from complaints, any annual report about the landlord's performance from the Ombudsman, and any other relevant reports or publications produced by the Ombudsman in relation to the work of the landlord.	Yes	The annual complaints performance and service improvement report was presented to the Board in September 2026 and published on our website with the self-assessment.
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 complaints section of the landlord's website. The governing body's response to the report must be published alongside this.	Yes	The annual complaints and service improvement report, together with the Board's response, is published 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.	Yes	Evidence: Complaints Policy and Procedure; self-assessment review process. Commentary: A further self-assessment will be completed following any significant restructure, merger or change in complaint handling procedures.
8.4	Landlords may be asked to review and update the self-assessment following an Ombudsman investigation.	Yes	Evidence: Self-assessment review process. Commentary: The self-assessment will be reviewed and updated if requested following an Ombudsman investigation.
8.5	If a landlord is unable to comply with the Code due to exceptional circumstances, such as a cyber incident, the landlord must inform the Ombudsman of its reasons, provide information to residents who may be affected, publish this	Yes	Evidence: Business continuity and complaint handling arrangements. Commentary: If exceptional circumstances prevented compliance with the Code, SHCHA would notify the Ombudsman, inform affected residents, publish relevant

Code provision	Code requirement	Comply: Yes / No	Evidence, commentary and explanation
	information on its website, and provide all parties with a timescale for returning to compliance with the Code.		information on the website and provide a timescale for returning to compliance.

Section 9: Scrutiny & oversight: continuous learning and improvement

Code provision	Code requirement	Comply: Yes / No	Evidence, commentary and 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 correspondence and the annual complaints report record learning from individual complaints and identify any wider service improvements required.
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	Complaint learning is reviewed through complaint correspondence, annual complaints reporting and Board oversight. This enables themes, trends and service improvements to be identified and reported through SHCHA's wider governance arrangements.
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	A Complaints Report is produced annually and made available to stakeholders on our website. Complaint learning and performance information is also reported through governance arrangements.
9.4	Landlords must appoint a suitably senior person to be accountable for complaint handling. This person must assess themes and trends to identify potential systemic issues, serious risks, or policies and procedures that may need to be revised. The senior lead must have regular oversight of complaint handling performance and learning.	Yes	The Chief Executive has been appointed as Complaints Officer with accountability for organisational complaint handling and learning from complaints. Complaints data is reviewed quarterly by the Board.
9.5	In addition to the senior lead, landlords must appoint a Member Responsible for Complaints on their governing body. This person is responsible for ensuring that the governing body receives regular information on complaints and has insight into the landlord's complaint handling performance.	Yes	Shaun Fitzpatrick, our Chair, is a full member of our governing board and has been appointed as the Member Responsible for Complaints.

Code provision	Code requirement	Comply: Yes / No	Evidence, commentary and explanation
9.6	The Member Responsible for Complaints must have access to suitable information and staff to perform this role and report on findings, learning, themes and areas for improvement.	Yes	We provide the MRC with access to our complaint handling monitoring spreadsheet and any additional information or detail on request.
9.7	As a minimum, the Member Responsible for Complaints and the governing body must receive regular updates on complaint volumes, categories and outcomes; complaint handling performance; the quality of complaint handling; progress on any non-compliance with this Code; any findings of severe maladministration; and service improvements made as a result of complaints and learning.	Yes	Regular reporting to the Board and Member Responsible for Complaints includes complaint volumes, categories, outcomes, handling performance, themes, Ombudsman outcomes where relevant, and annual complaints reporting.
9.8	Landlords must have a standard complaint-handling objective for all relevant employees or third parties. This must reflect the need to take a collaborative and co-operative approach to resolving complaints, work with colleagues across teams and departments, take collective responsibility for any shortfalls identified through complaints, and act in line with any relevant professional standards for engaging with complaints.	Yes	Complaint handling objectives are included in the Complaints Officer's annual targets, including handling complaints in accordance with the Ombudsman's Code, sharing complaint information with the Board, and supporting accountability and scrutiny by the Member Responsible for Complaints.