

# Self-Assessment Form – London Borough of Redbridge

## Section 1 - Definition of a complaint Mandatory

### 'must' requirements

Code section	Code requirement	Comply: Yes/No	Evidence, commentary and any explanations
1.2	A complaint must be defined as: <i>'an expression of dissatisfaction, however made, about the standard of service, actions or lack of action by the organisation, its own staff, or those acting on its behalf, affecting an individual resident or group of residents.'</i>	Y	This definition is included in our policy which is available on our website: <a href="http://redbridge.gov.uk/corporate-complaints-policy">corporate complaints policy (redbridge.gov.uk)</a>
1.3	The resident does not have to use the word 'complaint' for it to be treated as such. A complaint that is submitted via a third party or representative must still be handled in line with the landlord's complaints policy.	Y	Staff are trained to recognise an expression of dissatisfaction as a complaint. Our website also invites customers to tell us what we did wrong. A complaint submitted by a third party or representative will still be dealt with as a complaint according to our complaints policy once we have had written consent from the complainant
1.6	... if further enquiries are needed to resolve the matter, or if the resident requests it, the issue must be logged as a complaint.	Y	This is our standard practice
1.7	A landlord must accept a complaint unless there is a valid reason not to do so.	Y	Our complaints policy sets out the exceptions and what will and will not be dealt with as a complaint for example if a complaints is a repeat request, the complaint is more than six months old or there are legal proceedings currently in train <a href="http://redbridge.gov.uk/corporate-complaints-policy">corporate complaints policy (redbridge.gov.uk)</a>

1.8	A complaints policy must clearly set out the circumstances in which a matter will not be considered, and these circumstances should be fair and reasonable to residents.	Y	Please see the response to 1.7
1.9	If a landlord decides not to accept a complaint, a detailed 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.	Y	If we decide not to accept a complaint we will inform the resident or tenant and provide a detailed explanation and any alternative forms of redress including to the Housing Ombudsman

### Best practice 'should' requirements

Code section	Code requirement	Comply: Yes/No	Evidence, commentary and any explanations
1.4	Landlords should recognise the difference between a <b>service request</b> , where a resident may be unhappy with a <b>situation</b> that they wish to have rectified, and a <b>complaint</b> about the <b>service</b> they have/have not received.	Y	Our policy recognises the difference between a service request and a complaint
1.5	Survey feedback may not necessarily need to be treated as a complaint, though, where possible, the person completing the survey should be made aware of how they can pursue their dissatisfaction as a complaint if they wish to.	N	We are exploring how our future surveys will incorporate information for tenants and residents to advise them of how they can complain

## Section 2 - Accessibility and awareness

### Mandatory 'must' requirements

Code section	Code requirement	Comply: Yes/No	Evidence, commentary and any explanations
2.1	Landlords must make it easy for residents to complain by providing different channels through which residents can make a complaint such as in person, over the telephone, in writing, by email and digitally. While the Ombudsman recognises that it may not be feasible for a landlord to use all of the potential channels, there must be more than one route of access into the complaints system.	Y	Tenants and residents can use a variety of channels to contact the council for example in writing, by phone, online, at the local housing office and via email. Evidence includes our complaints policy available on our website and on request.
2.3	Landlords must make their complaint policy available in a clear and accessible format for all residents. This will detail the number of stages involved, what will happen at each stage and the timeframes for responding.	Y	Our complaints policy is available in a clear and accessible format to all residents. It includes a 10 day response target for Stage 1 complaints and a 20 day response target for Stage 2 complaints. Our policy is available online using the link below: <a href="https://www.redbridge.gov.uk/corporate-complaints-policy">corporate complaints policy (redbridge.gov.uk)</a>
2.4	Landlord websites, if they exist, must include information on how to raise a complaint. The complaints policy and process must be easy to find on the website.	Y	Our complaints policy is available in a clear and accessible format to all residents. Our policy is available on line using the link below: <a href="https://www.redbridge.gov.uk/corporate-complaints-policy">corporate complaints policy (redbridge.gov.uk)</a>
2.5	Landlords must comply with the Equality Act 2010 and may need to adapt normal policies, procedures, or processes to accommodate an individual's needs. Landlords must satisfy themselves that their policy sets out how they will respond to reasonable adjustments requests in line with the Equality Act and that complaints handlers have had appropriate training to deal with such requests.	N	Our complaints staff have been trained in the necessary equalities and diversity legislation. We treat our residents and tenants as sensitively as possible with regards to their particular needs and provide any assistance needed to enable them to make a complaint. The quickest and easiest way for a resident to make a complaint is via the online form and to widen access our policy includes a section on accessibility.
2.6	Landlords must publicise the complaints policy and process, the Complaint Handling Code and the Housing Ombudsman Scheme in leaflets, posters, newsletters, online and as part of regular correspondence with residents.	N	Our complaints policy is available on our website. <a href="https://www.redbridge.gov.uk/corporate-complaints-policy">corporate complaints policy (redbridge.gov.uk)</a> <a href="#">Redbridge - Housing Ombudsman Complaint Handling Code</a> Going forward we will be working collaboratively with the corporate communications team and resident engagement team to develop a communication plan for our residents.

2.7	Landlords must provide residents with contact information for the Ombudsman as part of its regular correspondence with residents.	N	We will be working collaboratively with the corporate communications team and resident engagement team to develop a forward communication plan for our residents.
2.8	Landlords must provide early advice to residents regarding their right to access the Housing Ombudsman Service throughout their complaint, not only when the landlord's complaints process is exhausted.	Y	As standard practice, staff in our complaints team advise customers of their rights to access the Housing Ombudsman. We have recently refreshed our approach to this and put in place standard responses that include early advice on how to contact the Housing Ombudsman service in both verbal communication early in the process and in stage one complaint responses.

### Best practice 'should' requirements

Code section	Code requirement	Comply: Yes/No	Evidence, commentary and any explanations
2.2	Where a landlord has set up channels to communicate with its residents via social media, then it should expect to receive complaints via those channels. Policies should contain details of the steps that will be taken when a complaint is received via social media and how confidentiality and privacy will be maintained.	N	Currently, social media is used as a sign posting tool. Work is in progress to develop it as a customer service tool.

### Section 3 - Complaint handling personnel

#### Mandatory 'must' requirements

Code section	Code requirement	Comply: Yes/No	Evidence, commentary and any explanations
3.1	Landlords must have a person or team assigned to take responsibility for complaint handling to ensure complaints receive the necessary attention, and that these are reported to the governing body. This Code will refer to that person or team as the "complaints officer".	Y	We have a team of three full time equivalent staff within the housing department known as the complaints team. This team has been operational since the 1st of April 2022 and is responsible for handling all of housing's complaints as well Freedom of Information and Subject Access Requests
3.2	...the complaint handler appointed must have appropriate complaint handling skills and no conflicts of interest.	Y	<p>Staff in the complaints team receive an induction into how to manage complaints and ongoing training. The training provided this year includes:</p> <ul style="list-style-type: none"> <li>• 23/02/2022 Responding to cases via iCasework</li> <li>• 02/03/2022 iCasework processes</li> <li>• 09/03/2022 Investigating cases</li> <li>• 16/03/2022 Exemptions/GDPR</li> </ul> <p>Staff are required to complete a pecuniary interest form which asks them to make a declaration if they have any conflicts of interest, these are then risk assessed by the manager.</p> <p>Where a conflict of interest arises (for example where the resident is known to the responding officer) our practice is for a declaration to be held on the case file and for the case to be managed by an impartial officer.</p>

### Best practice 'should' requirements

Code section	Code requirement	Comply: Yes/No	Evidence, commentary and any explanations
3.3	<p>Complaint handlers should:</p> <ul style="list-style-type: none"> <li>• be able to act sensitively and fairly</li> <li>• be trained to handle complaints and deal with distressed and upset residents</li> <li>• have access to staff at all levels to facilitate quick resolution of complaints</li> <li>• have the authority and autonomy to act to resolve disputes quickly and fairly.</li> </ul>	<p>Y</p> <p>N</p> <p>Y</p> <p>Y</p>	<p>We have identified a training need amongst staff when engaging with distressed and upset residents which we plan to complete this financial year.</p>

## Section 4 - Complaint handling principles

### Mandatory 'must' requirements

Code section	Code requirement	Comply: Yes/No	Evidence, commentary and any explanations
4.1	<p>Any decision to try and resolve a concern must be taken in agreement with the resident and a landlord's audit trail/records should be able to demonstrate this. Landlords must ensure that efforts to resolve a resident's concerns do not obstruct access to the complaints procedure or result in any unreasonable delay. It is not appropriate to have extra named stages (such as 'stage 0' or 'pre-complaint stage') as this causes unnecessary confusion for residents. When a complaint is made, it must be acknowledged and logged at stage one of the complaints procedure <b>within five days of receipt.</b></p>	<p>Y</p>	<p>Our approach is to work with residents to resolve complaints to help improve how we deliver this our asset management service has recently launched a resident engagement hub.</p> <p>Our complaints staff use a corporate case management system which records the actions that we have taken to resolve the complaint and logs of the correspondence.</p> <p>Our policy available via the link below is a two-stage policy. We do not record stage 0 or pre-complaint stages.</p> <p><a href="https://www.redbridge.gov.uk/corporate-complaints-policy">corporate complaints policy (redbridge.gov.uk)</a></p>

4.2	Within the complaint acknowledgement, landlords must set out their understanding of the complaint and the outcomes the resident is seeking. If any aspect of the complaint is unclear, the resident must be asked for clarification and the full definition agreed between both parties.	Y	Our standard practice is to acknowledge the various elements of the complaint and the outcomes the resident is seeking. In instances where further clarification is needed, we contact the resident.
4.6	A complaint investigation must be conducted in an impartial manner.	Y	The housing service has a dedicated complaints team, and our complaint investigations are conducted in an impartial manner.
4.7	<p>The complaint handler must:</p> <ul style="list-style-type: none"> <li>• deal with complaints on their merits</li> <li>• act independently and have an open mind</li> <li>• take measures to address any actual or perceived conflict of interest</li> <li>• consider all information and evidence carefully</li> <li>• keep the complaint confidential as far as possible, with information only disclosed if necessary to properly investigate the matter.</li> </ul>	Y	<p>The expectations here are standard practice in our approach.</p> <p>We have a dedicated complaints team who review complaints on their merits.</p> <p>In 2021 staff received training from the Housing Ombudsman regarding Drafting Effective Complaint Responses and Appropriate Remedies.</p> <p>Staff also are required to undertake training in Data Protection.</p>
4.11	Landlords must adhere to any reasonable arrangements agreed with residents in terms of frequency and method of communication	Y	We deal sensitively with requests tenants and residents may have in terms of communicating information in the case handling process.
4.12	<p>The resident, and if applicable any staff member who is the subject of the complaint, must also be given a fair chance to:</p> <ul style="list-style-type: none"> <li>• set out their position</li> <li>• comment on any adverse findings before a final decision is made.</li> </ul>	Y	As part of our standard practice residents and if applicable staff members who are the subject of the complaint, are given opportunity to set out their position and comment on any adverse findings.
4.13	A landlord must include in its complaints policy its timescales for a resident to request escalation of a complaint	Y	Our complaints policy outlines the time scales for a resident to request an escalation of the complaint. Our complaints policy can be found online using the hyperlink below:

			<a href="http://redbridge.gov.uk/corporate-complaints-policy">corporate complaints policy (redbridge.gov.uk)</a>
<b>4.14</b>	A landlord must not unreasonably refuse to escalate a complaint through all stages of the complaints procedure and must have clear and valid reasons for taking that course of action. Reasons for declining to escalate a complaint must be clearly set out in a landlord's complaints policy and must be the same as the reasons for not accepting a complaint.	Y	Our complaints policy sets what will and will not be dealt with as a complaint and the requirements for escalation to stage two of the process. Our complaints policy can be found online using the hyperlink below:  <a href="http://redbridge.gov.uk/corporate-complaints-policy">corporate complaints policy (redbridge.gov.uk)</a>

<b>4.15</b>	A full record must be kept of the complaint, any review 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 reports or surveys prepared.	Y	We have a case management system where complaints information is recorded including correspondence from the tenant or resident together with records of the case.
<b>4.18</b>	Landlords must have policies and procedures in place for managing unacceptable behaviour from residents and/or their representatives when pursuing a complaint.	Y	Section 12 of our complaints policy deals with unreasonable behaviour from tenants or residents <a href="http://redbridge.gov.uk/corporate-complaints-policy">corporate complaints policy (redbridge.gov.uk)</a>  We also have a policy and procedure that manages unreasonable complaints and behaviour. <a href="#">Policy-unreasonable-complaints-behaviour.pdf</a> <a href="#">Process-Managing-Unreasonable-comp.pdf</a>



### Best practice 'should' requirements

Code section	Code requirement	Comply: Yes/No	Evidence, commentary and any explanations
4.3	Landlords should manage residents' expectations from the outset, being clear where a desired outcome is unreasonable or unrealistic	N	We manage expectations as part of our standard approach to complaints handling. Going forward we will emphasise this at the outset.
4.4	A complaint should be resolved at the earliest possible opportunity, having assessed what evidence is needed to fully consider the issues, what outcome would resolve the matter for the resident and whether there are any urgent actions required.	N	Our approach is to resolve the matter quickly. We have not always managed to achieve this and have put in place a service improvement plan to address this by enhancing early contact.
4.5	Landlords should give residents the opportunity to have a representative deal with their complaint on their behalf, and to be represented or accompanied at any meeting with the landlord where this is reasonable.	Y	Our policy allows for a complaint to be made by a representative of the resident/tenant. Residents can be represented or accompanied at any meetings with the landlord.
4.8	Where a key issue of a complaint relates to the parties' legal obligations landlords should clearly set out their understanding of the obligations of both parties.	Y	Our approach to complaints handling is to use plain English and where there are specific legal obligations we refer to these as appropriate.

4.9	Communication with the resident should not generally identify individual members of staff or contractors.	Y	As standard practice communication does not identify individual members of staff or contractors.
4.10	Landlords should keep residents regularly updated about the progress of the investigation.	N	We have not always managed to achieve this and taking steps to address performance. A new resident engagement hub, including two resident liaison officers, to support communication regarding repairs and asset management has been created and is now operational. Additionally, we have a service improvement plan to address performance in this area with specific reference to communication and updates.

4.16	Landlords should seek feedback from residents in relation to the landlord's complaint handling as part of the drive to encourage a positive complaint and learning culture.	Y	We report to Resident Housing Panel annually on complaints performance. Our Residents Scrutiny Panel are in the process of undertaking a scrutiny of our complaints process. We also undertake a satisfaction survey of customers who have raised a complaint and plan to develop on how we will use this information.
4.17	Landlords should recognise the impact that being complained about can have on future service delivery. Landlords should ensure that staff are supported and engaged in the complaints process, including the learning that can be gained	Y	We recognise the impact complaints have on future service delivery. A new Complaints Team was created in April 2022. It is the plan of the team to explore learning outcomes from complaints to improve future service delivery in this financial year.
4.19	Any restrictions placed on a resident's contact due to unacceptable behaviour should be appropriate to their needs and should demonstrate regard for the provisions of the Equality Act 2010.	Y	As standard practice restrictions on contact will consider our appropriate to the context, customer's needs and the Equality Act 2010

## Section 5 - Complaint stages

### Mandatory 'must' requirements

#### Stage 1

Code section	Code requirement	Comply: Yes/No	Evidence, commentary and any explanations
5.1	Landlords must respond to the complaint <b><u>within 10 working days</u></b> of the complaint being logged. Exceptionally, landlords may provide an explanation to the resident containing a clear timeframe for when the response will be received. This should not exceed a further 10 days without good reason.	N	Our complaints policy requires us to respond to Stage 1 Complaints within 10 working days. We have not always managed to achieve this and have put in place a service improvement plan to address this and improve performance.
5.5	A complaint response must be sent 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 expeditiously with regular updates provided to the resident.	Y	It is our standard practice to send out a complaint response to the resident when the response is known, to enhance this, we have recently started identifying a single point of contact for enquiries that require action following a complaint response.  Outstanding actions are tracked as part of the case management system.
5.6	Landlords must address all points raised in the complaint and provide clear reasons for any decisions, referencing the relevant policy, law and good practice where appropriate.	Y	As standard practice investigating officers confirm and address all points raised in complaints referencing law and good practice where appropriate.
5.8	Landlords must confirm the following in writing to the resident at the completion of stage one in clear, plain language: <ul style="list-style-type: none"> <li>• the complaint stage</li> <li>• the decision on the complaint</li> <li>• the reasons for any decisions made</li> <li>• the details of any remedy offered to put things right</li> <li>• details of any outstanding actions</li> <li>• details of how to escalate the matter to stage two if the resident is not satisfied with the answer</li> </ul>	Y	We have a standard letter template that includes all the necessary information referred to.

## Stage 2 - Best practice 'should' requirements

Code section	Code requirement	Comply: Yes/No	Evidence, commentary and any explanations
5.9	If all or part of the complaint is not resolved to the resident's satisfaction at stage one it must be progressed to stage two of the landlord's procedure, unless an exclusion ground now applies. In instances where a landlord declines to escalate a complaint it must clearly communicate in writing its reasons for not escalating as well as the resident's right to approach the Ombudsman about its decision.	Y	Our policy and standard approach are compliant to the process described.
5.10	On receipt of the escalation request, landlords must set out their understanding of issues outstanding and the outcomes the resident is seeking. If any aspect of the complaint is unclear, the resident must be asked for clarification and the full definition agreed between both parties.	Y	Our policy and standard approach are compliant to the process described.
5.11	Landlords must only escalate a complaint to stage two once it has completed stage one and at the request of the resident.	Y	Our policy and standard approach are compliant to the process described. In a small number of cases, a complaint may bypass a Stage One investigation and be considered directly at Stage Two, this is a limited approach described in our policy

5.12	The person considering the complaint at stage two, must not be the same person that considered the complaint at stage one.	Y	This is both our policy and standard practice.
5.13	Landlords must respond to the stage two complaint <b><u>within 20 working days</u></b> of the complaint being escalated. Exceptionally, landlords may provide an explanation to the resident containing a clear timeframe for when the response will be received. This should not exceed a further 10 days without good reason.	N	We have not always managed to achieve this and have put in place a service improvement plan to address this and improve performance.
5.16	Landlords must confirm the following in writing to the resident at the completion of stage two in clear, plain language: <ul style="list-style-type: none"> <li>• the complaint stage</li> <li>• the complaint definition</li> <li>• the decision on the complaint</li> <li>• the reasons for any decisions made</li> <li>• the details of any remedy offered to put things right</li> <li>• details of any outstanding actions</li> </ul> <b>and</b> <ul style="list-style-type: none"> <li>• if the landlord has a third stage, details of how to escalate the matter to stage three</li> <li>• if this was the final stage, details of how to escalate the matter to the Housing Ombudsman Service if the resident remains dissatisfied.</li> </ul>	Y	Our policy and standard approach are compliant to the process described.

**Stage 3**

<b>Code section</b>	<b>Code requirement</b>	<b>Comply: Yes/No</b>	<b>Evidence, commentary and any explanations</b>
5.17	Two stage landlord complaint procedures are ideal. This ensures that the complaint process is not unduly long. If landlords strongly believe a third stage is necessary, they must set out their reasons for this as part of their self-assessment. A process with more than three stages is not acceptable under any circumstances.	Y	We do have a two stage complaints process.
5.20	Landlords must confirm the following in writing to the resident at the completion of stage three in clear, plain language: <ul data-bbox="336 726 1086 1029" style="list-style-type: none"><li>• the complaint stage</li><li>• the complaint definition</li><li>• the decision on the complaint</li><li>• the reasons for any decisions made</li><li>• the details of any remedy offered to put things right</li><li>• details of any outstanding actions</li><li>• details of how to escalate the matter to the Housing Ombudsman Service if the resident remains dissatisfied</li></ul>	N/A	We do not have a Stage three complaints process.

## Best practice 'should' requirements

### Stage 1

Code section	Code requirement	Comply: Yes/No	Evidence, commentary and any explanations
5.2	If an extension beyond 20 working days is required to enable the landlord to respond to the complaint fully, this should be agreed by both parties.	N	We have not always managed to achieve this and have put in place a service improvement plan to address this and improve performance.
5.3	Where agreement over an extension period cannot be reached, landlords should provide the Housing Ombudsman's contact details so the resident can challenge the landlord's plan for responding and/or the proposed timeliness of a landlord's response.	N	We have not always managed to achieve this. Going forward we will formally respond to the resident should we be unable to agree an extension with them and provide the Housing Ombudsman's contact details as part of this.
5.4	Where the problem is a recurring issue, the landlord should consider any older reports as part of the background to the complaint if this will help to resolve the issue for the resident.	Y	This is our standard practice.
5.7	Where residents raise additional complaints during the investigation, these should be incorporated into the stage one response if they are relevant and the stage one response has not been issued. Where the stage one response has been issued, or it would unreasonably delay the response, the complaint should be logged as a new complaint.	Y	This is our standard practice.

## Stage 2

Code section	Code requirement	Comply: Yes/No	Evidence, commentary and any explanations
5.14	If an extension beyond 10 working days is required to enable the landlord to respond to the complaint fully, this should be agreed by both parties.	N	We have not always managed to achieve this and have put in place a service improvement plan to address this and improve performance.
5.15	Where agreement over an extension period cannot be reached, landlords should provide the Housing Ombudsman's contact details so the resident can challenge the landlord's plan for responding and/or the proposed timeliness of a landlord's response	N	We have not always managed to achieve this and have put in place a service improvement plan to address this and improve performance.

## Stage 3

Code section	Code requirement	Comply: Yes/No	Evidence, commentary and any explanations
5.18	Complaints should only go to a third stage if the resident has actively requested a third stage review of their complaint. Where a third stage is in place and has been requested, landlords must respond to the stage three complaint <b><u>within 20 working days</u></b> of the complaint being escalated. Additional time will only be justified if related to convening a panel. An explanation and a date for when the stage three response will be received should be provided to the resident.	N/A	We do not have a Stage 3 in our complaints process.
5.19	Where agreement over an extension period cannot be reached, landlords should provide the Housing Ombudsman's contact details so the resident can challenge the landlord's plan for responding and/or the proposed timeliness of a landlord's response.	N/A	We do not have a Stage 3 in our complaints process.



## Section 6 - Putting things right

### Mandatory 'must' requirements

Code section	Code requirement	Comply: Yes/No	Evidence, commentary and any explanations
6.1	Effective dispute resolution requires a process designed to resolve complaints. 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.	Y	Where something has gone wrong we will acknowledge this and instigate actions to put things right for example changes to implement service improvements. We plan to undertake a root cause analysis of the complaints received this financial year to inform service improvements.
6.2	Any remedy offered must reflect the extent of any service failures and the level of detriment caused to the resident as a result. A landlord must carefully manage the expectations of residents and not promise anything that cannot be delivered or would cause unfairness to other residents.	Y	Remedies reflect the extent of service failures and any detriment to the resident. To improve how we manage expectations we are reviewing the need of guidance regarding goodwill gestures.
6.5	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.	Y	We use response templates that clearly sets out what our course of action will be in discussion with the resident where appropriate and any proposed remedy.
6.6	In awarding compensation, a landlord must consider whether any statutory payments are due, if any quantifiable losses have been incurred, the time and trouble a resident has been put to as well as any distress and inconvenience caused.	N	We have a compensation policy which guides awards. This does not give reference to statutory payments. A new complaints team has been created in April 2022 and plans to review the compensation policy .

### Best practice 'should' requirements

Code section	Code requirement	Comply: Yes/No	Evidence, commentary and any explanations
6.3	Landlords should look beyond the circumstances of the individual complaint and consider whether anything needs to be 'put right' in terms of process or systems to the benefit of all residents.	Y	This is our standard approach.
6.7	In some cases, a resident may have a legal entitlement to redress. The landlord should still offer a resolution where possible, obtaining legal advice as to how any offer of resolution should be worded.	Y	This is our standard approach.

## Section 7 - Continuous learning and improvement

### Mandatory 'must' requirements

Code section	Code requirement	Comply: Yes/No	Evidence, commentary and any explanations
7.2	Accountability and transparency are integral to a positive complaint handling culture. Landlords must report back on wider learning and improvements from complaints in their annual report and more frequently to their residents, staff and scrutiny panels.	N	<p>We plan to undertake a root cause analysis of the complaints received to inform service improvements this financial year as part of our service improvement plan.</p> <p>Our annual report in December 2021 did not cover learning from complaints and we plan to address this in 2022. It did however, cover feedback from our STAR survey with residents.</p> <p>We have in place a Resident Housing Panel, a Leaseholder Forum and an Asset Management Group. We held a resident's conference on the 11th of June 2022 where complaints were discussed.</p> <p>Our residents' scrutiny panel has undertaken a review of our handling of complaints and we await the outcome of this in October 2022. Going forward we will have consideration of this review, separate to this we will also develop a communication plan regarding how we will share learning and improvements with residents.</p>

### Best practice 'should' requirements

Code section	Code requirement	Comply: Yes/No	Evidence, commentary and any explanations
7.3	A member of the governing body should be appointed to have lead responsibility for complaints to support a positive complaint handling culture. This role will be responsible for ensuring the governing body receives regular information on complaints that provides insight to the governing body on the landlord's complaint handling performance.	N	

7.4	<p>As a minimum, governing bodies should receive:</p> <ul style="list-style-type: none"> <li>• Regular updates on the volume, categories and outcome of complaints, alongside complaint handling performance including compliance with the Ombudsman’s orders</li> <li>• Regular reviews of issues and trends arising from complaint handling,</li> <li>• The annual performance report produced by the Ombudsman, where applicable</li> <li>• Individual complaint outcomes where necessary, including where the Ombudsman made findings of severe maladministration or referrals to regulatory bodies. The implementation of management responses should be tracked to ensure they are delivered to agreed timescales.</li> </ul> <p>The annual self-assessment against the Complaint Handling Code for scrutiny and challenge.</p>	N	<p>In April 2022 a new complaints team was created. Going forward we plan to update and engage our Scrutiny Panel and internal governance groups regarding complaints handling.</p>
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7.5	Any themes or trends should be assessed by senior management to identify potential systemic issues, serious risks or policies and procedures that require revision. They should also be used to inform staff and contractor training.	N	In April 2022 a new complaints team was created. Going forward we plan to report themes and trends to senior management to identify systemic issues, serious risks or policies and procedures that require revision.
7.6	Landlords should have a standard objective in relation to complaint handling for all employees that reflects the need to: <ul style="list-style-type: none"> <li>• have a collaborative and co-operative approach towards resolving complaints, working with colleagues across teams and departments</li> <li>• take collective responsibility for any shortfalls identified through complaints rather than blaming others</li> <li>• act within the Professional Standards for engaging with complaints as set by the Chartered Institute of Housing.</li> </ul>	N	This is our standard approach which we plan to formalise as an objective.

## Section 8 - Self-assessment and compliance

### Mandatory 'must' requirements

Code section	Code requirement	Comply: Yes/No	Evidence, commentary and any explanations
8.1	Landlords must carry out an annual self-assessment against the Code to ensure their complaint handling remains in line with its requirements.	Y	We undertook a self-assessment in April 2021 and are in the process of refreshing this in September 2022 We are complying with this and will ensure that we continue to carry out annual self-assessments going forward.
8.2	Landlords must also carry out a self-assessment following a significant restructure and/or change in procedures.	Y	We implemented a restructure of the complaints service in April 2022 and are in the process of completing a self-assessment in September 2022.

<p><b>8.3</b></p>	<p>Following each self-assessment, a landlord must:</p> <ul style="list-style-type: none"> <li>• report the outcome of their self-assessment to their governing body. In the case of local authorities, self- assessment outcomes should be reported to elected members</li> <li>• publish the outcome of their assessment on their website if they have one, or otherwise make accessible to residents</li> <li>• include the self-assessment in their annual report section on complaints handling performance</li> </ul>	<p>Y</p>	<p>Our initial self-assessment was completed in April 2021 and is on our website:  <a href="#">Redbridge - Housing Ombudsman Complaint Handling Code</a>  Our current self-assessment will be reported to the housing senior management team and the portfolio holder for housing will be briefed on the findings in September 2022. In addition, we will publish the assessment on our website and make it available to residents. The assessment will be included in our annual housing report published every December  <a href="#">Housing Annual Report 2021 (redbridge.gov.uk)</a></p>
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