ForHousing Complaint Handling Code Self-Assessment form September 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.

Date of self-assessment September 2026

Completed with – Director of Central Services, Executive Management Team (EMT), Customer Committee and Complaints and Feedback Panel.

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	FH's Complaints and Feedback Policy.	ForHousing (FH) define a complaint in its Policy as "an expression of dissatisfaction, however made, about the standard of services, actions or lack of action by FH, its own colleagues, of those acting on its behalf, affecting a customer or group of customers." The same definition is shared with customers and colleagues via the FH website.
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	FH's Complaints and Feedback Policy.	The Policy states that "the customer does not have to use the word 'complaint' for it to be treated as such, and that complaints made by a third party/representative are treated in line with the Policy." We accept complaints within twelve months of the event or within 12 months of the customer becoming aware of the issue and will use discretion where there are good reasons to do so. FH will register a complaint, made on behalf of customer, from a member of parliament of local elected councillor. This is reinforced in complaints training for customer facing colleagues.
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	FH's Complaints and Feedback Policy. Quarterly complaints analysis and reporting. Housing Management system (QL – CRM).	The Policy states: "FH will not treat service requests as complaints. A service request is a request from a customer requiring action to be taken to put something right, for example a request for a repair, reporting a neighbourhood issue or anti-social behaviour." We record service requests, within the Housing Management system, separately to complaints, and we monitor and review them regularly. If a service request is not dealt with appropriately, the customer can raise this as a formal complaint under this policy. 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. Raising a complaint will not prevent, delay or otherwise impact actions required to resolve the service request. The number of service requests received are reported, monthly, quarterly and annually to the Senior Leadership Team (SLT)/Executive Management Team (EMT)/Customer Committee and Board. If a service request is not dealt with appropriately, the customer can raise this as a formal complaint. Customer facing colleagues and those responsible for logging, receiving, and acknowledging service requests and complaints have received training which includes the flow charts suggested by the Ombudsman to differentiate between service requests and complaints.
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	FH's Complaints and Feedback Policy.	The Policy states, "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. Raising a complaint will not prevent, delay or otherwise impact actions required to resolve the service request."
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	FH's Complaints and Feedback Policy.	We ask customers to give their views about the services we provide, through transactional and Tenant Satisfaction Measures (TSM) perception surveys and wider customer engagement feedback, such as the Complaints and Feedback Panel. The Panel is made up of 9 active customers, who were recruited following a campaign on social media and all have experience of FH's complaints process. A complaint can be identified through these methods and raised, i.e. If dissatisfaction is received through CX Feedback transactional surveys. TSM Survey feedback information is provided to all managers, so they can follow up with any individual issues raised, which can result in complaints being raised. FH's TSM survey company (Kwest) is asked to share with customers that they can make a complaint if they are dissatisfied.

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	FH's Complaints and Feedback Policy.	We accept a complaint, unless there is a valid reason not to do so. Where we are unable to consider either the whole complaint, or any points being raised within it, we explain why and offer advice or support to customers to try and help them resolve the issue. When reviewing any exclusions from our policy we assess each complaint on a case-by-case basis.
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. Matters that have previously been considered under the complaints policy.	Yes	FH's Complaints and Feedback Policy.	FH provides a list of matters excluded from our complaints service, aligned to the exclusions set out withing the Housing Ombudsman Complaint Handling Code Any decision to exclude a complaint will be made on a case-by-case basis, with reasons provided to the resident together with information on their right to refer the decision to the Housing Ombudsman.
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	FH's Complaints and Feedback Policy.	FH accept complaints within twelve months of the event, or within 12 months of the individual becoming aware of the issue, but we use discretion to consider cases outside this timescale (see exclusions).
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	FH's Complaints and Feedback Policy. Copy of non-complaint letter. Housing Management system (QL – CRM).	The Policy confirms. "If FH decides not to accept a complaint, an explanation will be provided to the customer 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 advise FH to investigate the complaint." The Complaint Handler provides an explanation, in writing, for the reasons why the complaint is not suitable for the complaints process, as per the exclusions. This ensures monitoring of these instances and is reflected in the case closure code. To ensure transparency and effective oversight of the complaints process, all contacts that are not accepted as complaints are recorded and reported on. This enables us to monitor the application of complaint exclusions, identify any emerging trends, and provide assurance that decisions not to accept complaints are being applied consistently, fairly, and in accordance with our Policy and the Complaint Handling Code.
2.5	Landlords must not take a blanket approach to excluding complaints; they must consider the individual circumstances of each complaint.	Yes	FH's Complaints and Feedback Policy.	When reviewing any exclusions from the Complaints Policy we assess each complaint on a case-by-case basis. FH's 'Live it' Values sets out our values, drivers and strategic outcomes, including delivering Customer focused and equitable services.

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	FH's Complaints and Feedback Policy. Quarterly and Annual Complaints performance reporting. Reasonable Adjustment Statement of Intent Annual Reasonable Adjustment Report 2025-6	The Policy sets out ways to make a complaint: "Complaints can be made by phone, email, in person, by letter and through an electronic form on FH's website." All channels are active and monitored. Complaints can also be escalated when reported within a transactional survey. The profile of customers raising a complaint is cross-referenced against the overall data we hold for our customers and reported on a quarterly and annual basis to the EMT and Customer Committee. The profile of customers raising a complaint generally mirrors FH's overall customer base. Data indicates that the ethnic origin, religion, and sexual orientation of complainants broadly aligns to FH's customer base. Profiling data for 2025/26 suggests that FH's complaints process is fair and accessible, with no demographic being significantly under- or overrepresented. From analysis undertaken, there is indication that the accessibility to the complaints is broadly inclusive, certain groups are more frequently engaging with or are affected by failure is service delivery. The Complaints Policy is published on our accessible website – which has an option to translate information, via google translate as well as adjustable colour contrast & font size and is compatible with screen readers. Information is available in other accessible formats on request. Should a tenant wish to speak to an advisor, we have a service where live BSL translators can support. We endeavour to understand and make any reasonable adjustments required for customers in line with FH's Reasonable Adjustment Statement and the Equality Act 2010. Any reasonable adjustments provided are recorded and kept under active review. FH produces a report relating to reasonable adjustments completed, this report goes to EMT and Customer Committee. Examples of reasonable adjustments we might make include providing a translator or information in a different format.
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	FH's Complaints and Feedback Policy. Colleague training information. Intranet briefings.	The Policy states that our customers can raise a complaint with any member of FH staff or appointed contractors. All staff are aware of the complaints process and can escalate complaints to the Complaints Team. Toolbox talks have been delivered to our Repairs and Maintenance Contractor so they are aware of how to raise a complaint should a customer report it to them. Customer facing colleagues receive regular training on how to log a complaint. Regular intranet briefings are provided to all colleagues on the complaints process.
3.3	High volumes of complaints must not be seen as a negative, as they can be indicative of a well-publicised and accessible complaints process. Low complaint volumes are potentially a sign that residents are unable to complain.	Yes	FH's Complaints and Feedback Policy. Complaints Performance reporting	We welcome complaints and actively encourage customers to express their dissatisfaction to us. All expressions of dissatisfaction are a positive opportunity to gather insight that help us improve our services. We regularly promote to customers and colleagues how to report a complaint. These include; Customer newsletters, our website, social media, customer portal and the annual rent statement insert. The Complaints Policy is published on our accessible website – which has an option to translate information, via google translate as well as adjustable colour contrast & font size and is compatible with screen readers. Information is available in other accessible formats on request. We also report on complaints received per 1000 properties to comply with the TSMs. In addition, we monitor satisfaction with the complaints handling process and complaints responded to within specified timescales in line with TSM requirements. Complaints performance is subject to detailed reporting to the Board and Customer Committee. FH regularly review the number of views and users of the complaints page ("how to make a complaint") on the FH website. In the last 12 months, this page has had 5387 views from 2886 users. In addition, the complaint form which is used to submit a complaint has been viewed 4018 times by 2238 users.
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	Yes	FH's Complaints and Feedback Policy. Complaint outcome letters.	The Policy is published on our website – which has an option to translate information, via google translate as well as adjustable colour contrast & font size and is compatible with screen readers, together with details of the Housing Ombudsman Service and Complaint Handling Code.

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
	the timeframes for responding. The policy must also be published on the landlord's website.		Reasonable Adjustment Statement. Examples of individual customer communication preferences. FH's Knowing our Tenant Project.	An easy-read version of the Complaints Policy is also available on our website and can also be provided in printed format upon request. This version is designed to make the policy more accessible and easier to understand, using clear, simple language alongside graphics and visual aids to support the written information and help residents navigate the complaints process. For customers who are unable to access digital channels, a printed version of the Complaints Policy is provided upon request. FHs "Knowing Our Tenants" program evaluates and improves data quality related to customer demographics and better understanding of the individual needs and requirements of our customers accessing services so appropriate reasonable adjustments can be applied, logged, and monitored. This initiative aims to inform service delivery, decision-making, and strategic objectives, aligning with FH's commitment to customer-centred services.
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	FH's Complaints and Feedback Policy. FH website. Complaint outcome letters.	The Policy is published on our website – which has an option to translate information, via google translate as well as adjustable colour contrast & font size and is compatible with screen readers. An easy-read version of the Complaints Policy is also available on our website and can also be provided in printed format upon request. The Policy states "FH will publicise details of the Complaints and Feedback Policy, including information about the Ombudsman and its Code on their website. Throughout the whole complaint process FH will provide customers with information on their right to access and engage with the Ombudsman Service about their complaint. Details of the Ombudsman Service are included in the Stage 1 and Stage 2, extension and outcome letters."
3.6	Landlords must give residents the opportunity to have a representative deal with their complaint on their behalf, and to be represented or accompanied at any meeting with the landlord.	Yes	FH's Complaints and Feedback Policy.	The Policy states "Any person using FH services can make a complaint. This includes customers of FH owned properties, leaseholders, market rent and shared owners." Customers can also authorise a representative to make a complaint on their behalf. This could be a friend, partner, relative or someone from an external organisation. The Policy states "If you would like someone to act on your behalf, let us know. We need your consent to share details with your representative."
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	FH's Complaints and Feedback Policy. FH website- designated Complaints page. Complaint outcome letters.	Details of the Housing Ombudsman Service are detailed with the Policy, on FH website and contained with the Stage 1 and Stage 2 outcome letters.

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	Quarterly and Annual Complaints Performance reporting. Examples of ongoing training undertaken by the centralised team. FH Org chart – Complaints	Since October 2023, we have had a specialist, centralised complaint handling team which takes responsibility for managing complaints at Stage 1 and Stage 2. As part of our Complaints Team, we have dedicated Surveyors who play a key role in overseeing repairs that are the subject of a complaint. They work closely with operational teams to monitor remedial works through to completion, ensuring that actions agreed as part of the complaint resolution are delivered in a timely manner. The Surveyors also undertake post-work inspections where appropriate to verify that repairs have been completed to the required standard. This additional level of oversight provides assurance that repairs are resolved effectively, supports customer confidence in the complaints process. During this year we have also introduced a dedicated Housing Ombudsman Complaints Lead role. This position is responsible for coordinating and managing all Housing Ombudsman investigations, enquiries, information requests and determinations. The role provides a clear point of accountability for overseeing Ombudsman cases, identifying themes and trends, and ensuring that lessons learned are captured and translated into meaningful service improvements. The Customer Committee receives quarterly complaints reports and has delegated responsibility. The Complaints and Feedback Panel monitor complaints handling from a customer perspective.
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	FH Org chart – Complaints	The handling of complaints at FH is delivered by a specialist centralised team. The Complaint Handlers are supported by subject matter experts within the relevant service areas. The Complaint Handlers have access to staff at all levels to facilitate the prompt resolution of complaints. In addition, they have authority and autonomy to act to resolve disputes promptly and fairly. Regular feedback sessions are held with service areas to report back on volumes of complaints, themes, learning opportunities and service improvements. All Stage 2 escalations are reviewed by a member of the SLT or EMT. Where the agreed complaint resolution involves a repair, the work is allocated to a dedicated Surveyor. The Surveyor is responsible for overseeing the repair from instruction through to completion, ensuring that works are progressed in a timely manner and that any agreed actions are delivered without unnecessary delay. They monitor the progress of repairs, liaise with contractors and operational teams where required, and undertake post-completion inspections when appropriate to confirm that the work has been completed to a high standard. This additional oversight provides assurance that complaint-related repairs are effectively managed, that quality expectations are met, and that residents receive a satisfactory outcome. We have also introduced a Housing Ombudsman Complaints Lead role. This position is responsible for coordinating and managing all Housing Ombudsman investigations, enquiries, information requests and determinations. The role provides a clear point of accountability for overseeing Ombudsman cases, identifying themes and trends, and ensuring that lessons learned are captured and translated into meaningful service improvements.
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	Quarterly and Annual Complaints Performance report. Intranet Articles. FH Website – "You Said We Listened." HOS Severe Maladministration Learning reports – workshops and action plans. FH HOS Determinations - workshops and action plans.	We prioritise complaint handling and a culture of learning from complaints. All staff are suitably trained in the importance of complaint handling. This is led by EMT and Board issuing communications and regular updates on complaints performance within our intranet as well as part of our quarterly colleague briefings. We have also introduced a dedicated Housing Ombudsman Complaints Lead role. This position is responsible for coordinating and managing all Housing Ombudsman investigations, enquiries, information requests and determinations. The role provides a clear point of accountability for overseeing Ombudsman cases, identifying themes and trends, and ensuring that lessons learned are captured and translated into meaningful service improvements. Complaint training is delivered to any new starters within the centralised team and refresher training is delivered to colleagues within the central complaints team on a regular basis. Learnings are promoted in a "you said we listened" format internally and externally. Tenant feedback videos are shared with our Board and colleagues at all levels through the staff intranet and digital boards within the offices, the videos include detail of the complaint issues.

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
				EMT complete regular back to the floor sessions with colleagues to understand the key issues. The centralised Complaints Team meet on a weekly basis to review any learning opportunities from open and closed complaints. In addition, we also meet weekly with our principal contractor regarding open complaints. Complaints analysis is discussed at monthly contract meetings and improvement actions are agreed where appropriate. The EMT and SLT are involved in Stage 2 complaints to support learning at senior leadership level.

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	FH's Complaints and Feedback Policy.	We have a single Complaints Policy which has been reviewed by the FH Equity, Diversity, and Inclusion Excellence Group, the Complaints and Feedback Panel and members of the SLT. As stated in the Complaints Policy ,"we welcome complaints and actively encourage customers to express their dissatisfaction to us. All expressions of dissatisfaction are a positive opportunity to gather insight that help us improve our services."
5.2	The early and local resolution of issues between landlords and residents is key to effective complaint handling. It is not appropriate to have extra named stages (such as 'stage 0' or 'informal complaint') as this causes unnecessary confusion.	Yes		In accordance with the requirements set by the Housing Ombudsman in the Complaint Handling Code, FH operates a two stage complaints process. Our focus is on timely and local resolution.
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	FH's Complaints and Feedback Policy. FH's Website.	FH operates a two stage complaints process. Information about how to escalate to the next stage or to the Housing Ombudsman Service, is included within our complaint responses at each stage of the process and is clearly set out within our Complaints Policy.
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	All complaints are handled by FH.	FH doesn't outsource its Complaint Management.
5.5	Landlords are responsible for ensuring that any third parties handle complaints in line with the Code.	Yes	All complaints are handled by FH.	FH doesn't outsource its Complaint Management.
5.6	When a complaint is logged at Stage 1 or escalated to Stage 2, landlords must set out their understanding of the complaint and the outcomes the resident is seeking. The Code will refer to this as "the complaint definition." If any aspect of the complaint is unclear, the resident must be asked for clarification.	Yes	FH's Complaints and Feedback Policy. Complaint Outcome Letters.	The Policy states "When a complaint is logged at Stage 1 or escalated to Stage 2, FH will set out our understanding of the complaint and the outcomes the customer is seeking. This is referred to as "the complaint definition." If any aspect of the complaint is unclear, we will make reasonable efforts to agree the complaint definition with the customer."
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 Outcome Letters. Complaint and Feedback Panel – Letter audit.	At each stage of the complaints process, we are clear which aspects of the complaint we are, and are not, responsible for investigating. With every complaint we will: • Listen to the customer and understand the reasons for their complaint, requesting clarification where required. • Establish the outcomes the customer is seeking. • Thank the customer for their feedback. • Note all the facts on our system. • Be clear on what we can and cannot do for the customer – we will never make false promises to a customer. • Clearly explain the complaints process
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; give the resident a fair chance to set out their position; take measures to address any actual or perceived conflict of interest; and consider all relevant information and evidence carefully.	Yes	FH's Complaints and Feedback Policy. Heart values. Liveit framework.	All complaints handlers receive training on how to investigate complaints fairly, fully and independently. The Policy states "At each stage of the complaints process, the complaint handlers will: • deal with complaints on their merits, act independently, and have an open mind. • give the resident a fair chance to set out their position. • take measures to address any actual or perceived conflict of interest. • and consider all relevant information and evidence carefully." All colleagues receive annual General Data Protection Training (GDPR) which is clear around the responsibilities of not sharing information unless necessary. Complaints are triaged within the Complaints team and any conflicts of interest are highlighted at the first point so that complaints are handled in a compliant way.

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
				Complaint handling skills have been aligned to the Code, and this informs all training completed by the centralised team. Our organisational values and customer care principles (known as HEART) are part of colleague induction are also regularly promoted and embedded through our LIVEIT framework and annual mandatory training. Colleague behaviour and competencies are also supported through staff check-ins and annual objective setting and objective reviews.
5.9	Where a response to a complaint will fall outside the timescales set out in this Code, the landlord must agree with the resident suitable intervals for keeping them informed about their complaint.	Yes	FH's Complaints and Feedback Policy.	The Policy states "If an extension to this timescale is needed when considering the complexity of the complaint, we will inform the customer of the expected timescale for response. Any extension will only be applied in exceptional circumstances and will not exceed 10 working days, in line with the Code, and the reason(s) will be clearly explained to the customer, the date they can expect to receive a response. The customer will be provided with the contact details of the Housing Ombudsman Service and advised of their right to approach the Ombudsman if extension timescales exceed those stated by the Code."
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	FH's Complaints and Feedback Policy. Reasonable Adjustment Statement. FH's "Knowing Our Tenant" project. Annual Reasonable Adjustment Report 2025-6	The Policy states that we are committed to providing excellent customer services, which are fair, equitable and inclusive. As such, we endeavour to understand and make any reasonable adjustments required for customers and household members in line with FHs Reasonable Adjustment Statement and the Equality Act 2010. FHs "Knowing Our Tenants" program evaluates and improves data quality related to customer demographics and better understanding of the individual needs and requirements of our customers accessing services so appropriate reasonable adjustments can be applied, logged, and monitored. This initiative informs service delivery, decision-making, and strategic objectives, aligning with FH's commitment to customer-centred services.
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	FH's Complaints and Feedback Policy.	The Policy states that we accept a complaint, unless there is a valid reason not to do so. We also say that when reviewing any exclusions from our policy we assess each complaint on a case-by-case basis.
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	FH's Complaints and Feedback Policy. Housing Management system (QL – CRM).	A full record is kept of the complaint, and the outcomes at each stage. This includes the original complaint, and the date received (subject to FHs retention timescales), all correspondence with the customer, correspondence with other parties, and any relevant supporting documentation such as reports or surveys. FH's Complaints Team utilise a shared Outlook mailbox for customers to send in evidence, communications, and updates on complaints. All Complaint Handlers have access to the shared mailbox. All emails, webform submissions, telephone conversations (subject to FHs retention timescales), and complaint correspondence, including the incoming complaint and outcomes, are held together in our housing management system (QL) and are recorded in full via a case management function. Each stage of the complaint process has an individual action code.
5.13	Landlords must have processes in place to ensure a complaint can be remedied at any stage of its complaints process. Landlords must ensure appropriate remedies can be provided at any stage of the complaints process without the need for escalation.	Yes	FH's Complaints and Feedback Policy.	FH ensures appropriate remedies can be provided at any stage of the complaints process without the need for escalation, including compensation awards at Stage 1 and Stage 2. Repairs which need to be carried out as part of any complaint resolution are processed using a complaints priority and are monitored through to completion by a Surveyor. Complaint responses provide detail of how to escalate to the Housing Ombudsman Service throughout each stage of our complaints process. We undertake regular training for complaint handlers to ensure they can deal with complaints at any stage, they can act with autonomy and authority.
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.	The Policy requires that any assessment will demonstrate regard for the provisions of the Equality Act 2010 and includes review arrangements for any restrictions put in place.

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
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	Unacceptable Behaviour Policy	The Policy outlines how unacceptable behaviour is managed, specifically in relation to complainants.

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	FH's Complaints and Feedback Policy.	We consider which complaints can be responded to as early as possible, and which require further investigation. We consider factors such as the complexity of the complaint and whether the customer is vulnerable or at risk. Most Stage 1 complaints can be resolved promptly with an explanation, apology or resolution provided to the customer and any learning points taken from the complaint.
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	FH's Complaints and Feedback Policy. Upon receipt of a complaint, it is acknowledged and logged within five working days from the date received.	The Policy states "FH will acknowledge, define and log the complaint within 5 working days of receiving the complaint, with the next working day being 'day one'. For complaints received outside of normal office hours, the received date is the next working day. The acknowledgement will be sent in writing. The acknowledgment will include a summary of the complaint including any outcomes the customer may be seeking and will inform the customer of who will be conducting the investigation. We will be clear about which aspects of the complaint we are and are not responsible for investigating and clarifying any areas where this is not clear. We will clearly confirm the outcomes the customer is seeking within the acknowledgment."
6.3	Landlords must issue a full response to stage 1 complaints **within 10 working days** of the complaint being acknowledged.	Yes	FH's Complaints and Feedback Policy.	Stage 1 complaints are responded to within 10 working days of the complaint being acknowledged. The average handling time of a complaint is a performance metric which we report to EMT and SLT on a monthly, quarterly and annual basis. Monitoring of complaint actions and associated timescales is managed through FH's Customer Relationship Management (CRM) system, which automatically generates actions and corresponding target completion dates. This provides a robust framework for tracking progress and ensuring accountability throughout the complaint handling process. Performance and compliance with these timescales are monitored through Power BI reporting, enabling real-time oversight and early identification of any anomalies, delays, or emerging trends.
6.4	Landlords must decide whether an extension to this timescale is needed when considering the complexity of the complaint and then inform the resident of the expected timescale for response. Any extension must be no more than 10 working days without good reason, and the reason(s) must be clearly explained to the resident.	Yes	FH's Complaints and Feedback Policy.	The Policy "If an extension to this timescale is needed when considering the complexity of the complaint, we will inform the customer of the expected timescale for response. Any extension will only be applied in exceptional circumstances and will not exceed 10 working days, in line with the Code, and the reason(s) will be clearly explained to the customer, the date they can expect to receive a response. The customer will be provided with the contact details of the Housing Ombudsman Service and advised of their right to approach the Ombudsman if extension timescales exceed those stated by the Code.". The Senior Complaints Officer or Complaints and Feedback Lead will approve any request from a Complaint Handler to extend a complaint. Extended complaints is a performance metric which we report monthly.
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	FH's Complaints and Feedback Policy. Complaint extension letter.	The Policy states "Any extension will only be applied in exceptional circumstances and will not exceed 10 working days, in line with the Code, and the reason(s) will be clearly explained to the customer, the date they can expect to receive a response. The customer will be provided with the contact details of the Housing Ombudsman Service and advised of their right to approach the Ombudsman if extension timescales exceed those stated by the Code."
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	FH's Complaints and Feedback Policy. Complaint Outcome Letter. Power BI Dashboard – monitoring of "Outstanding Actions."	The Policy states "a complaint response is provided to the customer when the answer to the complaint is known, not when the outstanding actions required to address the issue are completed." Outstanding actions are tracked, through our housing management system (QL) and Power BI Dashboard and actioned promptly with appropriate updates provided to the customer.
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	FH's Complaints and Feedback Policy. Complaints and Feedback Panel – letter audit.	The response to a Stage 1 complaint addresses all points raised in the complaint definition and provide clear reasons for any decisions, referencing the relevant policy, law, and good practice where appropriate. As part of complaint investigation, the Complaint Handler ensures all the elements of the complaint are investigated. Quality checks are carried out on cases with feedback provided to case handlers at Stage 1 and 2 . checks are completed by the Complaints Management Team.

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
				A sample of complaint responses are as audited every quarter by the Complaints and Feedback Panel.
6.8	Where residents raise additional complaints during the investigation, these must be incorporated into the stage 1 response if they are related and the stage 1 response has not been issued. Where the stage 1 response has been issued, the new issues are unrelated to the issues already being investigated or it would unreasonably delay the response, the new issues must be logged as a new complaint	Yes	FH's Complaints and Feedback Policy.	The Policy states "where customers raise additional complaints during the investigation, these are incorporated into the Stage 1 response if they are related, and the Stage 1 response has not been issued. Where the Stage 1 response has been issued, the new issues are unrelated to the issues already being investigated or it would unreasonably delay the response, the new issues are 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	Complaint Outcome Letter. Complaints and Feedback Panel – letter audit.	Complaint response templates from within the housing management system (QL) provide a framework to ensure key information is included as detailed in the Code. The written complaint response to the customer at the completion of Stage 1 will be in clear, plain language and include: • the complaint stage; • the complaint definition; • the decision on the complaint; • the reasons for any decisions made; • the details of any remedy offered to put things right; • details of any outstanding actions; • an apology when we have done something wrong; • details of how to escalate the matter to Stage 2 if the individual is not satisfied with the response and • contact details of the Ombudsman should the customer wish to seek further advice regarding their complaint. Complaint responses are individual, if a customer requires a complaint response translating, and we hold their communication preferences, the response is translated into their preferred language. The Policy states "issue are completed. Outstanding actions will be tracked and actioned promptly with appropriate updates provided to the resident. The response will 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. Where customers raise additional complaints during the investigation, these will be incorporated into the Stage 1 response if they are related, and the Stage 1 response has not been issued. Where the Stage 1 response has been issued, the new issues are unrelated to the issues already being investigated or it would unreasonably delay the response, the new issues will be logged as a new complaint.

Stage 2

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
6.10	If all or part of the complaint is not resolved to the resident's satisfaction at stage 1, it must be progressed to stage 2 of the landlord's procedure. Stage 2 is the landlord's final response.	Yes	FH's Complaints and Feedback Policy. Complaints org chart	The Policy states "If the customer remains dissatisfied, the complaint will be reviewed at Stage 2 by a different investigator. The Stage 2 investigator will not have had any prior involvement in the Stage 1 investigation." FH operates a two-stage complaint handling structure, with Stage 1 Complaint Case Officers and Stage 2 Complaint Partners undertaking distinct roles within the process. This separation provides an independent review where complaints escalate, ensuring that Stage 2 investigations are undertaken by colleagues who have not been directly involved in the original Stage 1 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	FH's Complaints and Feedback Policy.	The Policy states FH will acknowledge, define and log the complaint within 5 working days of receiving the complaint, with the next working day being 'day one'. For complaints received outside of normal office hours, the received date is the next working day." Monitoring of complaint actions and associated timescales is managed through FH's Customer Relationship Management (CRM) system, which automatically generates actions and corresponding target completion dates. This provides a robust framework for tracking progress and ensuring accountability throughout the complaint handling process. Performance and compliance with these timescales are monitored through

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
				Power BI reporting, enabling real-time oversight and early identification of any anomalies, delays, or emerging trends.
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	FH's Complaints and Feedback Policy.	The Policy states "customers are not required to explain their reasons for requesting a Stage 2 escalation. FH will make reasonable efforts to understand why a customer remains unhappy as part of its Stage 2 response."
6.13	The person considering the complaint at stage 2 must not be the same person that considered the complaint at stage 1.	Yes	Within the Complaints Team at FH, the Stage 2 investigation is not conducted by the same person that considered the complaint at Stage 1.	Stage 1 complaints are investigated by Complaint Case Officers and Stage 2 complaints are investigated by Complaint Partners.
6.14	Landlords must issue a final response to the stage 2 **within 20 working days** of the complaint being acknowledged.	Yes	FH's Complaints and Feedback Policy.	Stage 2 complaints are responded to within 20 working days of the complaint being acknowledged. Stage 2 complaints are reviewed by a member of the SLT or EMT at a Stage 2 review meeting. This allows for an objective review of each complaint prior to the outcome being determined. The average Stage 2 handling time of a complaint is a performance metric that is reported to EMT and SLT on a monthly, quarterly and annual basis. Monitoring of complaint actions and associated timescales is managed through FH's Customer Relationship Management (CRM) system, which automatically generates actions and corresponding target completion dates. This provides a robust framework for tracking progress and ensuring accountability throughout the complaint handling process. Performance and compliance with these timescales are monitored through Power BI reporting, enabling real-time oversight and early identification of any anomalies, delays, or emerging trends
6.15	Landlords must decide whether an extension to this timescale is needed when considering the complexity of the complaint and then inform the resident of the expected timescale for response. Any extension must be no more than 20 working days without good reason, and the reason(s) must be clearly explained to the resident.	Yes	FH's Complaints and Feedback Policy. Complaint extension letter.	If an extension to this timescale is needed when considering the complexity of the complaint, we will inform the customer of the expected timescale for response. Any extension will only be applied in exceptional circumstances and will not exceed 20 working days, in line with the Code, and the reason(s) will be clearly explained to the customer. The customer will be provided with the contact details of the Housing Ombudsman Service and advised of their right to approach the Ombudsman if extension timescales exceed those stated by the Code." The Policy states ".
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	FH's Complaints and Feedback Policy. Complaint extension letter.	The Policy states "Any extension will only be applied in exceptional circumstances and will not exceed 20 working days, in line with the Code, and the reason(s) will be clearly explained to the customer. The customer will be provided with the contact details of the Housing Ombudsman Service and advised of their right to approach the Ombudsman if extension timescales exceed those stated by the Code."
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	FH's Complaints and Feedback Policy. Complaint Outcome Letter. Power BI Dashboard – monitoring of "Outstanding Actions."	The Policy states "a complaint response is provided to the customer when the answer to the complaint is known, not when the outstanding actions required to address the issue are completed." Outstanding actions are tracked, through our housing management system (QL) and Power BI Dashboard and actioned promptly with appropriate updates provided to the customer.
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	FH's Complaints and Feedback Policy. Complaints and Feedback Panel – letter audit.	The written complaint response to the customer at the completion of Stage 2 will be in clear, plain language and include: • the complaint stage. • the complaint definition. • the decision on the complaint. • the reasons for any decisions made. • the details of any remedy offered to put things right. • details of any outstanding actions; • an apology when we have done something wrong; • details of how to escalate the matter to the Ombudsman Service if the individual remains dissatisfied and • contact details of the Ombudsman should the customer wish to seek further advice regarding their complaint." As part of complaint investigation, the Complaint Handler ensures all the elements of the complaint are investigated. A sample of complaint responses are as audited every quarter by the Complaints and Feedback Lead.
6.19	Landlords must confirm the following in writing to the resident at the completion of stage 2 in clear, plain language:	Yes	Complaint Outcome Letter. Complaints and Feedback Panel – letter audit.	Complaint response templates from within the housing management system (QL) provide a framework to ensure key information is included. Complaint responses are all individual.

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
	the complaint stage; the complaint definition; the decision on the complaint; the reasons for any decisions made; the 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 individual remains dissatisfied.			A sample of complaint responses are as audited every quarter by the Complaints and Feedback Panel.
6.20	Stage 2 is the landlord's final response and must involve all suitable staff members needed to issue such a response.	Yes	FH's Complaints and Feedback Policy.	Stage 2 is FH's final response, and we involve all suitable members needed to issue such a response. The Stage 2 response is collated following a review meeting which is conducted by the Complaints Partner and supported by a member of the SLT or EMT and any appropriate subject matter experts (SME's).

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; Providing an explanation, assistance or reasons; Taking action if there has been delay; Reconsidering or changing a decision; Amending a record or adding a correction or addendum; Providing a financial remedy; Changing policies, procedures or practices.	Yes	FH's Complaints and Feedback Policy. Complaint Outcome Letter.	The Policy states "Where something has gone wrong FH will acknowledge this and set out the actions it has already taken, or intends to take, to put things right. This can happen at any stage of the process, without the need for escalation. 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. • Changing policies, procedures, or practices."
7.2	Any remedy offered must reflect the impact on the resident as a result of any fault identified.	Yes	FH's Remedies and Compensation Policy. HOS Severe Maladministration Learning reports – workshops and action plans. FH's HOS Determinations - workshops and action plans.	Any remedy FH offers reflect the impact on the customer because of any fault identified and take account of the guidance issued by the HOS. The remedy offer is clearly set out what will happen and by when, in agreement with the customer where appropriate. Any remedy proposed is followed through to completion. Following any learning from individual HOS determinations and best practice in HOS Spotlight reports, we regularly review the remedies that we offer to customers.
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	FH's Remedies and Compensation Policy.	FH's compensation guidance is based on the principle of what is fair and reasonable in the circumstances, taking into account the customer's individual experience. • Any financial remedy made under the guidance is proportionate to any shortfalls in service to address: • The severity of the mistake or failures made. • The frequency with which something has occurred. • The level of distress, worry and inconvenience caused including the cumulative impact on the customer. • The length of time taken to address the service failure and restore the situation. • Any necessary costs incurred by the customer. • The number of people affected and their vulnerabilities. • Where there may be reason to refund part or all rent charges. We communicate the remedy and any timescales with the customer before issuing the complaint response. The Complaint Handler takes ownership of completing any actions identified.
7.4	Landlords must take account of the guidance issued by the Ombudsman when deciding on appropriate remedies.	Yes	FH's Compensation and Remedies Policy	FH Compensation and Remedies Policy has been aligned to the Remedies and Compensation Policy guidance provided by the Ombudsman.

Section 8: Putting things right

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: the annual self-assessment against this Code to ensure their complaint handling policy remains in line with its requirements. 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; any findings of non-compliance with this Code by the Ombudsman; the service improvements made as a result of the 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	FH's Complaints and Feedback Policy. Monthly Complaints Performance reporting.	We report to the Customer Committee and Board at agreed intervals providing an overview of complaint handling and management. We also produce and publish, on our website, an annual Complaints Performance and Service Improvement Report. The annual Complaints Performance and Service Improvement Report includes the information as set out by the Housing Ombudsman in the Complaint Handling Code. FH regularly monitors complaints data and customer EDI characteristics which enable us to identify trends, track progress, and inform strategic decision-making. This reporting aligns to the requirements of the HOS Complaint Handling Code. To ensure that both the Senior Leadership Team (SLT) and Executive Management Team (EMT) receive regular oversight and assurance regarding complaints performance throughout the year, the existing monthly performance report has been enhanced to include information aligned with the content and requirements of the annual Complaints Performance and Service Improvement Report. This provides greater visibility of complaint trends, outcomes, learning, service improvements, Housing Ombudsman activity, and compliance with the Complaint Handling Code on an ongoing basis. The inclusion of this information within regular performance reporting enables timely scrutiny, supports effective governance and accountability, and ensures that performance monitoring remains consistent with the requirements and expectations of the Housing Ombudsman Service.
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	Annual Complaints Performance and Service Improvement Report 2024/25.	We produce and publish an Annual Complaints Performance and Service Improvement Report which was presented to the EMT in April 2025 and then the Customer Committee (Board equivalent) in May 2025. In addition to this, we also publish Customer Committee's response to the report alongside the report on our website.
8.3	Landlords must also carry out a self-assessment following a significant restructure, merger and/or change in procedures.	Yes		If required, we will repeat this self-assessment following any significant changes.
8.4	Landlords may be asked to review and update the self-assessment following an Ombudsman investigation.	Yes		A review would be carried out if requested by the Housing Ombudsman.
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		If we are unable to comply with the code due to exceptional circumstances, we will inform the Ombudsman and customers and identify the timescale for restoring compliance.

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	Annual Complaints and Performance Report. FH's Website – "You Said, We Listened." HOS Severe Maladministration Learning reports – workshops and action plans. FH's HOS Determinations - workshops and action plans.	Our aim is to foster a positive complaint handling culture that values customer feedback, promotes openness and accountability, and uses complaints as a key driver for service improvement. We are committed to ensuring that complaints are viewed as opportunities to learn, improve service delivery, and enhance the customer experience. Through a transparent and customer-focused approach, we seek to build trust and confidence with our residents while demonstrating accountability for the services we provide. Complaints are thoroughly investigated and, as part of every complaint investigation, we consider whether there are any lessons learned, service improvements, or wider organisational actions that can be identified. This ensures that learning is embedded within our complaint handling processes and that appropriate action is taken to reduce the likelihood of similar issues occurring in the future. Learning and service improvements arising from complaints are monitored and tracked through to completion. Examples of improvements are shared with colleagues across the organisation and with customers through the "You Said, We Listened" section of our website, demonstrating how resident feedback directly influences service delivery and organisational decision-making. In addition to learning from our own complaints, we proactively review Housing Ombudsman Service (HOS) Severe Maladministration reports, Spotlight reports, and other published good practice guidance to identify opportunities for improvement. Learning is captured within structured action plans and reviewed through dedicated learning workshops facilitated by the Complaints Team.
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	Annual Complaints and Performance Report. FH's Website – "You Said, We Listened." HOS Severe Maladministration Learning reports – workshops and action plans. FH's HOS Determinations - workshops and action plans. Annual Customer Influence Report 2025-6	Complaints and lessons learned enable us to focus on getting things right first time, understanding customers better and using what they tell us to improve our services. On a quarterly basis, the Complaints and Feedback Panel will review any trends or themes from complaints and help to audit our processes.
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	FH's Complaints and Feedback Policy. Annual Complaints and Service Improvement report. FH's Website – "You Said, We Listened." HOS Severe Maladministration Learning reports – workshops and action plans. FH's HOS Determinations - workshops and action plans.	The Policy states "we recognise the importance of learning from complaints and value the opportunities they give us to make improvements. We will share what we have learned and the service improvements we implement with customers, colleagues, and relevant committees."
9.4	Landlords must appoint a suitably senior lead person as accountable for their complaint handling. This person must assess any themes or trends to identify potential systemic issues, serious risks, or policies and procedures that require revision.	Yes	FH Org chart	FH's Executive Director of Customer has executive accountability for our complaint handling and receives regular updates on volume, trends, satisfaction, complaint management and complaint learning.
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	FH's website	The Member Responsible for Complaints (MRC) is a member of FH's governing body (the FH Board) who is appointed to have lead responsibility for complaints to support a positive complaint handling culture. The MRC is the Customer Committee Chair as well as being a Board member.
9.6	The MRC will be responsible for ensuring the governing body receives regular information on complaints that	Yes		The MRC receives a quarterly complaints performance and insight report and when necessary, meets with the Director of Central Services who is responsible for operational complaint handling performance.

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
	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.			
9.7	As a minimum, the MRC and the governing body (or equivalent) must receive: regular updates on the volume, categories and outcomes of complaints, alongside complaint handling performance; regular reviews of issues and trends arising from complaint handling; regular updates on the outcomes of the Ombudsman's investigations and progress made in complying with orders related to severe maladministration findings; and annual complaints performance and service improvement report.	Yes		The MRC, Board, Customer Committee and the EMT as a minimum receive: • Annual self-assessment against the Complaint Handing Code. • Annual complaints performance and service improvement report. • Non-compliance findings by the Ombudsman • Landlord's annual performance report from the Ombudsman. • Self-assessment against Ombudsman spotlight reports. • Quarterly complaints performance report. • Resident annual 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: have a collaborative and co-operative approach towards resolving complaints, working with colleagues across teams and departments; take collective responsibility for any shortfalls identified through complaints, rather than blaming others; and act within the professional standards for engaging with complaints as set by any relevant professional body.	Yes		All colleagues within the centralised Complaints Team have individual objectives set and monitored through Cornerstone, including mid-year check-ins and annual performance reviews. These objectives include responsibilities relating to the promotion and delivery of a positive complaint handling culture, ensuring that complaint handling remains customer-focused, fair, and aligned with organisational values and regulatory expectations. Complaint handling is recognised as a shared organisational responsibility and is supported through ForHousing's performance management and behavioural framework. Relevant customer-facing colleagues and managers are expected to work collaboratively across teams to resolve complaints, implement learning and improve customer outcomes. Through our LIVEIT values and performance review process, colleagues are expected to take collective responsibility for service failures and improvement actions rather than attributing blame to individuals or teams. All colleagues involved in complaint resolution are expected to engage constructively with complaint investigations, provide information within agreed timescales and support timely resolution for customers. Performance relating to complaints, service improvement actions and lessons learned are reviewed through regular management meetings, team discussions and governance reporting arrangements. Complaint information, outcomes, lessons learned and service improvement actions are routinely shared with Service Leads, EMT, Customer Committee and Board to promote organisational learning and accountability. ForHousing's repairs contractor, Wates, is expected to work collaboratively with complaint investigations and service improvement activity. Weekly operational meetings and monthly partnership meetings review complaint cases, learning and performance, ensuring a co-operative approach to resolving complaints and implementing improvements arising from customer feedback. Complaint handlers, operational colleagues and contractor partners are expected to act in accordance with organisational values, relevant professional standards, equality and data protection requirements, and the Housing Ombudsman's Complaint Handling Code