

## Appendix A: Self-assessment form

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

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

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

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

## Section 1: Definition of a complaint

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
1.2	A complaint must be defined as: <i>‘an expression of dissatisfaction, however made, about the standard of service, actions or lack of action by the landlord, its own staff, or those acting on its behalf, affecting a resident or group of residents.’</i>	Yes	Complaints Policy	The definition is embedded within the Complaints Policy under the Policy Statement, which is available on our website, however, the website and complaints leaflet do not contain this statement, so this will be added for clarity and transparency.
1.3	A resident does not have to use the word ‘complaint’ for it to be treated as such. Whenever a resident expresses dissatisfaction landlords must give them the choice to make complaint. A complaint that is submitted via a third party or representative must be handled in line with the landlord’s complaints policy.	Yes	Complaints Policy	This is clearly stated in the Complaints Policy under the Policy Statement, which is available on our website. However, the website and complaints leaflet do not contain this statement, so this will be added for clarity and transparency.
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	Yes	Complaints Policy	Service requests are recorded on our Complaints Portal and reviewed and monitored regularly by the Complaints Officer. The website and complaints leaflet do not however detail

	are not complaints, but must be recorded, monitored and reviewed regularly.			this information, so this will be added for clarity and transparency.
1.5	A complaint must be raised when the resident expresses dissatisfaction with the response to their service request, even if the handling of the service request remains ongoing. Landlords must not stop their efforts to address the service request if the resident complains.	Yes	Complaints Policy	Service requests are defined in the Complaints Policy, which is available on our website, however, the website and complaints leaflet does not detail this information, so this will be added for clarity and transparency.
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	Website	Our website has a tenant survey section, with a 'Contact Us' section and link to our Complaints Policy. The TSM tenant perception survey will be updated to include details of how to make a complaint. All tenants are provided with our Complaints Leaflet when they first move into our properties.

## Section 2: Exclusions

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
2.1	Landlords must accept a complaint unless there is a valid reason not to do so. If landlords decide not to accept a complaint they must be able to evidence their reasoning. Each complaint must be considered on its own merits	Yes	Complaints Policy	Our Complaints Policy sets out where a complaint does not fall within the scope of our Complaints Policy, as well as detailing reasons why a complaint will not be considered. However, each complaint will be reviewed on its own merits and a full explanation offered, in writing as well as any other appropriate format as requested by the tenant, detailing our reasons why a complaint will not be considered under the Complaints Policy.
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:	Yes	Complaints Policy	Our Complaints Policy sets out where a complaint does not fall within the scope of our Complaints Policy, as well as detailing reasons why a complaint will not be considered. However, each complaint will be reviewed

	<ul style="list-style-type: none"> <li>• The issue giving rise to the complaint occurred over twelve months ago.</li> <li>• Legal proceedings have started. This is defined as details of the claim, such as the Claim Form and Particulars of Claim, having been filed at court.</li> <li>• Matters that have previously been considered under the complaints policy.</li> </ul>			on its own merits and a full explanation offered, in writing as well as any other appropriate format as requested by the tenant, detailing our reasons why a complaint will not be considered under the Complaints Policy.
2.3	Landlords must accept complaints referred to them within 12 months of the issue occurring or the resident becoming aware of the issue, unless they are excluded on other grounds. Landlords must consider whether to apply discretion to accept complaints made outside this time limit where there are good reasons to do so.	Yes	Complaints Policy	As referenced in our Complaints Policy.
2.4	If a landlord decides not to accept a complaint, an explanation must be provided to the resident setting out the reasons why the matter is not suitable for the complaints process and the right to take that decision to the Ombudsman. If the Ombudsman does not agree that the exclusion has been fairly applied, the Ombudsman may tell the landlord to take on the complaint.	Yes	Complaints Policy	As referenced in our Complaints Policy.

2.5	Landlords must not take a blanket approach to excluding complaints; they must consider the individual circumstances of each complaint.	Yes	Complaints Policy	As referenced in our Complaints Policy.
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### Section 3: Accessibility and Awareness

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
3.1	Landlords must make it easy for residents to complain by providing different channels through which they can make a complaint. Landlords must consider their duties under the Equality Act 2010 and anticipate the needs and reasonable adjustments of residents who may need to access the complaints process.	Yes	Complaints Policy	As referenced in our Complaints Policy.
3.2	Residents must be able to raise their complaints in any way and with any member of staff. All staff must be aware of the complaints process and be able to pass details of the complaint to the appropriate person within the landlord.	Yes	Complaints Policy	As referenced in our Complaints Policy.
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	Complaints Policy	Complaints are encouraged where a tenant expresses their dissatisfaction, however we have very few. As we have a small number of units (less than 700) and only deliver supported housing (with the support

				<p>being delivered by our parent organisation, P3 Charity), all tenants have regular contact with a member of staff and many of our services are delivered from hostel accommodation where issues can be easily resolved on site. Following a HOS complaint investigation in early 2023, we worked with the HOS to develop a complaints policy specifically for P3 Housing, that is separate to our P3 Charity Complaints Policy, as this does not align with the Complaint Handling Code. Complaints to the Charity are reviewed by the Complaints Officer to determine if P3 Housing's Complaint Policy should be followed (for example, whether the complaint relates solely to the support provided by the Charity, or where the complaint is housing related) to ensure that support related complaints are appropriately escalated to the correct</p>
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				Regulator, the Charity Commission. Consideration is also given to our Ofsted registered services and the requirements for complaint handling under that framework.
3.4	Landlords must make their complaint policy available in a clear and accessible format for all residents. This will detail the two stage process, what will happen at each stage, and the timeframes for responding. The policy must also be published on the landlord's website.	Yes	Complaints Policy and P3 Housing website	As referenced in our Complaints Policy.
3.5	The policy must explain how the landlord will publicise details of the complaints policy, including information about the Ombudsman and this Code.	Yes	Complaints Policy and P3 Housing website	As referenced in our Complaints Policy.
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	Complaints Policy	As referenced in our Complaints Policy.
3.7	Landlords must provide residents with information on their right to access the Ombudsman service and how the	Yes	Complaints Policy and P3 Housing website	As referenced in our Complaints Policy and on our website.

	individual can engage with the Ombudsman about their complaint.			
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## Section 4: Complaint Handling Staff

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
4.1	Landlords must have a person or team assigned to take responsibility for complaint handling, including liaison with the Ombudsman and ensuring complaints are reported to the governing body (or equivalent). This Code will refer to that person or team as the 'complaints officer'. This role may be in addition to other duties.	Yes	Complaints Policy and P3 Housing website	As referenced in our Complaints Policy and on our website.
4.2	The complaints officer must have access to staff at all levels to facilitate the prompt resolution of complaints. They must also have the authority and autonomy to act to resolve disputes promptly and fairly.	Yes	Complaints Policy and P3 Housing website	As referenced in our Complaints Policy and on our website.
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	Attendance at the HOS Complaint Handling Code webinar, in house training, lessons learned following complaints, oversight from Executive Leadership Team and Board of Trustees, monthly reporting, cross team commitment to contributing to and resolving complaints, Compensation Policy.	A wider training programme on positive complaint handling is being developed to include all staff delivering services to P3 Housing tenants.

## Section 5: The Complaint Handling Process

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
5.1	Landlords must have a single policy in place for dealing with complaints covered by this Code. Residents must not be treated differently if they complain.	Yes	Complaints Policy	<p>P3 Charity is the parent organisation which is commissioned to deliver supported accommodation by local authorities. P3 Housing provides the accommodation element and all landlord services, with the Charity providing the support. Complaints are reviewed by the Complaints Officer to determine if P3 Housing's Complaint Policy should be followed or the Complaints Procedure for P3 Charity (for example, whether the complaint relates solely to the support provided by the Charity, or where the complaint relates to housing). If the complaint relates solely to the support provided by the Charity, the Charity's complaint procedure will be followed. If the complaint is regarding a housing issue, P3</p>

				Housing's Complaint Policy will be followed. This is because the Charity is regulated by the Charity Commission, so complaints regarding the Charity only, need to be progressed to the appropriate Regulator. Consideration is also given to our Ofsted registered services and the requirements for complaint handling under that framework.
5.2	The early and local resolution of issues between landlords and residents is key to effective complaint handling. It is not appropriate to have extra named stages (such as 'stage 0' or 'informal complaint') as this causes unnecessary confusion.	Yes	Complaints Policy	As referenced in our Complaints Policy and on our website.
5.3	A process with more than two stages is not acceptable under any circumstances as this will make the complaint process unduly long and delay access to the Ombudsman.	Yes	Complaints Policy	As referenced in our Complaints Policy and on our website.
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	Yes	Complaints Policy	As referenced in our Complaints Policy and on our website.

	this Code. Residents must not be expected to go through two complaints processes.			
5.5	Landlords are responsible for ensuring that any third parties handle complaints in line with the Code.	Yes	Complaints Policy	As referenced in our Complaints Policy and on our website.
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	Complaint response letter templates.	These offer guidance to Investigating Managers to ensure their response follows the Code.
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 response letter templates.	These offer guidance to Investigating Managers to ensure their response follows the Code.
5.8	At each stage of the complaints process, complaint handlers must: <ul style="list-style-type: none"> <li>a. deal with complaints on their merits, act independently, and have an open mind;</li> <li>b. give the resident a fair chance to set out their position;</li> </ul>	Yes	Complaints Policy	As referenced in our Complaints Policy.

	<ul style="list-style-type: none"> <li>c. take measures to address any actual or perceived conflict of interest; and</li> <li>d. consider all relevant information and evidence carefully.</li> </ul>			
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	Complaints Policy	As referenced in our Complaints Policy.
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	Complaints Policy	As referenced in our Complaints Policy.
5.11	Landlords must not refuse to escalate a complaint through all stages of the complaints procedure unless it has valid reasons to do so. Landlords must clearly set out these reasons, and they must comply with the provisions set out in section 2 of this Code.	Yes	Complaints Policy	As referenced in our Complaints Policy.
5.12	A full record must be kept of the complaint, and the outcomes at each	Yes	Details saved to our in-house systems.	All documents, notes of conversations or meetings

	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.			and complaint responses are saved to our in house CRM system against individual tenants
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	Complaints Policy, Compensation Policy	As referenced in our Complaints Policy and Compensation Policy.
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	Anti-Social Behaviour Procedure Withdrawal of Services Procedure	If a tenant makes a complaint and is abusive towards staff when trying to investigate and resolve their complaint, or day to day in the delivery of our services to that tenant, P3 Housing or the support provider, P3 Charity, may take the decision, if appropriate and necessary, to restrict contact with the tenant, take action or withdraw support services in line with our policies and procedures. This will not prejudice the complaint investigation,



				which will still be followed, however their behaviour may hinder the investigation process or attempts to put things right, and where this happens, it will be detailed as part of the response to the complaint.
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.		Anti-Social Behaviour Procedure Withdrawal of Services Procedure	As above.

## Section 6: Complaints Stages

### Stage 1

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
6.1	Landlords must have processes in place to consider which complaints can be responded to as early as possible, and which require further investigation. Landlords must consider factors such as the complexity of the complaint and whether the resident is vulnerable or at risk. Most stage 1 complaints can be resolved promptly, and an explanation, apology or resolution provided to the resident.	Yes	Complaints Policy Safeguarding Policy and Procedure	As referenced in our Complaints Policy and Safeguarding Policy and Procedure.
6.2	Complaints must be acknowledged, defined and logged at stage 1 of the complaints procedure <b><u>within five working days of the complaint being received</u></b> .	Yes	Complaints Policy	As referenced in our Complaints Policy and on our website.
6.3	Landlords must issue a full response to stage 1 complaints <b><u>within 10 working days</u></b> of the complaint being acknowledged.	Yes	Complaints Policy	As referenced in our Complaints Policy and on our website.
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	Yes	Complaints Policy	As referenced in our Complaints Policy and on our website.

	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.			
6.5	When an organisation informs a resident about an extension to these timescales, they must be provided with the contact details of the Ombudsman.	Yes	Complaints Policy	As referenced in our Complaints Policy and on our website.
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	Complaints Policy	As referenced in our Complaints Policy and on our website.
6.7	Landlords must address all points raised in the complaint definition and provide clear reasons for any decisions, referencing the relevant policy, law and good practice where appropriate.	Yes	Complaint response letter templates.	These offer guidance to Investigating Managers to ensure their response follows the Code.
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	Yes	Complaints Policy	As referenced in our Complaints Policy.

	investigated or it would unreasonably delay the response, the new issues must be logged as a new complaint.			
6.9	Landlords must confirm the following in writing to the resident at the completion of stage 1 in clear, plain language: <ul style="list-style-type: none"> <li>a. the complaint stage;</li> <li>b. the complaint definition;</li> <li>c. the decision on the complaint;</li> <li>d. the reasons for any decisions made;</li> <li>e. the details of any remedy offered to put things right;</li> <li>f. details of any outstanding actions; and</li> <li>g. details of how to escalate the matter to stage 2 if the individual is not satisfied with the response.</li> </ul>	Yes	Complaint Policy	As referenced in our Complaints Policy.

## Stage 2

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
6.10	If all or part of the complaint is not resolved to the resident's satisfaction at stage 1, it must be progressed to stage 2 of the landlord's procedure. Stage 2 is the landlord's final response.	Yes	Complaints Policy	As referenced in our Complaints Policy.
6.11	Requests for stage 2 must be acknowledged, defined and logged at stage 2 of the complaints procedure	Yes	Complaints Policy	As referenced in our Complaints Policy.

	within five working days of the escalation request being received.			
6.12	Residents must not be required to explain their reasons for requesting a stage 2 consideration. Landlords are expected to make reasonable efforts to understand why a resident remains unhappy as part of its stage 2 response.	Yes	Complaints Policy	As referenced in our Complaints Policy.
6.13	The person considering the complaint at stage 2 must not be the same person that considered the complaint at stage 1.	Yes	Complaints Policy	As referenced in our Complaints Policy.
6.14	Landlords must issue a final response to the stage 2 <b><u>within 20 working days</u></b> of the complaint being acknowledged.	Yes	Complaints Policy	As referenced in our Complaints Policy.
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	Complaints Policy	As referenced in our Complaints Policy.
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	Complaints Policy	As referenced in our Complaints Policy.
6.17	A complaint response must be provided to the resident when the answer to the complaint is known, not when the	Yes	Complaints Policy	As referenced in our Complaints Policy.

	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.			
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	Complaint response letter templates.	These offer guidance to Investigating Managers to ensure their response follows the Code.
6.19	Landlords must confirm the following in writing to the resident at the completion of stage 2 in clear, plain language: <ul style="list-style-type: none"> <li>a. the complaint stage;</li> <li>b. the complaint definition;</li> <li>c. the decision on the complaint;</li> <li>d. the reasons for any decisions made;</li> <li>e. the details of any remedy offered to put things right;</li> <li>f. details of any outstanding actions; and</li> <li>g. details of how to escalate the matter to the Ombudsman Service if the individual remains dissatisfied.</li> </ul>	Yes	Complaints Policy	As referenced in our Complaints Policy.
6.20	Stage 2 is the landlord's final response and must involve all suitable staff members needed to issue such a response.	Yes	Complaints Policy	As referenced in our Complaints Policy.

## Section 7: Putting things right

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
7.1	<p>Where something has gone wrong a landlord must acknowledge this and set out the actions it has already taken, or intends to take, to put things right. These can include:</p> <ul style="list-style-type: none"> <li>• Apologising;</li> <li>• Acknowledging where things have gone wrong;</li> <li>• Providing an explanation, assistance or reasons;</li> <li>• Taking action if there has been delay;</li> <li>• Reconsidering or changing a decision;</li> <li>• Amending a record or adding a correction or addendum;</li> <li>• Providing a financial remedy;</li> <li>• Changing policies, procedures or practices.</li> </ul>	Yes	Complaints Policy Compensation Policy	As referenced in our Complaints Policy and Compensation Policy.
7.2	Any remedy offered must reflect the impact on the resident as a result of any fault identified.	Yes	Complaints Policy Compensation Policy	As referenced in our Complaints Policy and Compensation Policy.
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	Complaints Policy	As referenced in our Complaints Policy.

7.4	Landlords must take account of the guidance issued by the Ombudsman when deciding on appropriate remedies.	Yes	Complaints Policy Compensation Policy	As referenced in our Complaints Policy and Compensation Policy.
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## Section 8: Self-assessment, reporting and compliance

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
8.1	<p>Landlords must produce an annual complaints performance and service improvement report for scrutiny and challenge, which must include:</p> <ul style="list-style-type: none"> <li>a. the annual self-assessment against this Code to ensure their complaint handling policy remains in line with its requirements.</li> <li>b. a qualitative and quantitative analysis of the landlord's complaint handling performance. This must also include a summary of the types of complaints the landlord has refused to accept;</li> <li>c. any findings of non-compliance with this Code by the Ombudsman;</li> <li>d. the service improvements made as a result of the learning from complaints;</li> <li>e. any annual report about the landlord's performance from the Ombudsman; and</li> <li>f. any other relevant reports or publications produced by the Ombudsman in relation to the work of the landlord.</li> </ul>	Yes	Self assessment and annual report	<p>P3 Housing had no complaints in 2023/24. In early 2023, the HOS investigated a complaint that was dealt with via P3 Charity's complaint policy. It was identified that this did not align with the HOS Code and as a result, a separate Complaints Policy was developed, specific to P3 Housing. This was reviewed by the HOS and approved, and the complaint investigation concluded in November 2023. For context, P3 Charity is the parent organisation and is commissioned by local authorities to deliver supported accommodation services, for which P3 Housing provides the properties and delivers the landlord services. P3 Charity provide the support element and are governed</p>

				<p>by the Charity Commission. P3 Housing has less than 700 units and many of our properties are hostel type accommodation, so issues often get resolved very swiftly on site. We therefore receive few complaints, although it is possible that any previous complaints regarding Housing have been addressed via the Charity's procedure, as was with the complaint in January of 2023. However, since introducing the P3 Housing Complaint Policy we have reviewed our internal process for recording, monitoring and responding to complaints.</p>
8.2	The annual complaints performance and service improvement report must be reported to the landlord's governing body (or equivalent) and published on the on the section of its website relating to complaints. The governing body's response to the report must be published alongside this.	No	Annual Complaints Performance and Service Improvement report	This will be discussed at the next Board meeting on 15 <sup>th</sup> August and the published report updated by 22 <sup>nd</sup> August, 2024.
8.3	Landlords must also carry out a self-assessment following a significant	Yes	Self assessment	Implementation of P3 Housing's Complaint Policy

	restructure, merger and/or change in procedures.			
8.4	Landlords may be asked to review and update the self-assessment following an Ombudsman investigation.	N/A	The self assessment will be reviewed and updated upon instruction from the HOS, where applicable.	No instruction given to date.
8.5	If a landlord is unable to comply with the Code due to exceptional circumstances, such as a cyber incident, they must inform the Ombudsman, provide information to residents who may be affected, and publish this on their website Landlords must provide a timescale for returning to compliance with the Code.	N/A		

## 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	Lessons learned exercises following each complaint	P3 Housing encourages complaints where tenants are dissatisfied and very much takes the view that complaints help to improve service delivery and each complaint is subject to a lessons learned exercise, with scrutiny and an annual review by our Executive Leadership 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	Lessons learned exercises following each complaint	Whilst there were no complaints in 2023/24, there has been a complaint in this reporting year and changes made to our processes and systems as a result following a lessons learned exercise.
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	Complaint responses, internal reporting, Board reports	P3 Housing is in the process of developing a Tenant Scrutiny Panel as part of its Tenant Involvement Strategy. The idea is that this group will review lessons learnt and service improvement plans

				to enable tenants to hold P3 Housing to account and provide transparency, in line with GDPR guidelines.
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	Head of Housing	With support from the Executive Director of Housing and wider Executive Leadership Team for the Group.
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	Executive Director of Housing (Executive Board Member)	
9.6	The MRC will be responsible for ensuring the governing body receives regular information on complaints that provides insight on the landlord's complaint handling performance. This person must have access to suitable information and staff to perform this role and report on their findings.	Yes	Quarterly Board reports	Discussed with Board Members at quarterly Board meetings
9.7	As a minimum, the MRC and the governing body (or equivalent) must receive:	Yes	Quarterly Board reports	Discussed with Board Members at quarterly Board meetings

	<p>a. regular updates on the volume, categories and outcomes of complaints, alongside complaint handling performance;</p> <p>b. regular reviews of issues and trends arising from complaint handling;</p> <p>c. regular updates on the outcomes of the Ombudsman's investigations and progress made in complying with orders related to severe maladministration findings; and</p> <p>d. annual complaints performance and service improvement report.</p>			
9.8	<p>Landlords must have a standard objective in relation to complaint handling for all relevant employees or third parties that reflects the need to:</p> <p>a. have a collaborative and co-operative approach towards resolving complaints, working with colleagues across teams and departments;</p> <p>b. take collective responsibility for any shortfalls identified through complaints, rather than blaming others; and</p> <p>c. act within the professional standards for engaging with complaints as set by any relevant professional body.</p>	Yes	Complaints Policy	As referenced in our Complaints Policy.

