

Appendix A: Self-assessment form 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.

Improvement actions identified during the self-assessment are highlighted in ***bold italics*** in the 'Commentary/Explanation' column of the self-assessment form.

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	The complaint definition is included within the (ExtraCare Complaints Policy Section 2: Definitions. The definition of a complaint. For Housing Complaints: We use the Housing Ombudsman Service's definition of a complaint as per the Code, as a Registered Provider of social housing.	The complaint definition is in line with the Housing Ombudsman Complaint Handling Code.
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	(ExtraCare Complaints Policy) Section 2: Definitions - The definition of a complaint. Section: 6.6 Making a complaint from or on behalf of, residents. 'The word 'complaint' does not need to be used for an issue to be treated as a complaint.'	Employees are made aware through our internal communication channels (e.g. Weekly Bulletin, internal awareness emails to staff/complaint handlers and complaints training process) and our Complaints Policy.
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	Yes	(ExtraCare Complaints Policy) Section 2: Definition, Section 6.2 Service Requests and 6.3 Complaint Process details the difference between a complaint and a Service Request. Service	Service requests are recorded and managed locally at each location. The data is collated centrally on a monthly basis, enabling us to review, monitor

	to put something right. Service requests are not complaints, but must be recorded, monitored and reviewed regularly.		Requests are recorded and managed by each location team. This information is requested/shared with the Compliance & Quality Officer monthly. A Service Request report is produced quarterly by the Compliance & Quality Officer which is shared with the Regional Operations Managers to review with their teams	performance, and escalate any concerns through village management or regional operations. In addition, it provides a framework to review any escalation from Service Request to Stage 1 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	(ExtraCare Complaints Policy) Section 6.2 Service Requests, "If the resident becomes dissatisfied with how the Service Request is handled, it will be logged as a complaint.'	When a resident expresses dissatisfaction with a response to a service request we will follow the complaint process in accordance with our Complaints Policy. The concerns raised in the service request will continue to be addressed during the Stage 1 response process.
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	Yes	ExtraCare Complaints Policy Section 6.1 How to Raise a Complaint. Residents can give feedback through an internal survey system called 'We're Listening' at all locations. Advice in relation to how to pursue a complaint is	Low scoring feedback submitted through our We're Listening survey devices, where the respondent is identifiable, prompts a follow up conversation to ensure the resident is aware of how

	their services, they also must provide details of how residents can complain.	defined in our Complaints Policy, which is referenced in the Annual Landlord Survey. Residents are invited to complete the Annual Landlord Survey which is then shared with Locations to help improve performance. (ExtraCare Complaints Policy) Section 6.1 How to raise a complaint: <i>'We will exercise reasonable judgement in responding to expressions of dissatisfaction raised through other means, such as on our social media sites or through 'one-star' feedback via 'We're Listening.' We are unable to respond to anonymous complaints.'</i>	they can make a formal complaint should they wish to do so. This enables us to clarify dissatisfaction and signpost the appropriate complaints process. We review survey feedback about complaints to identify themes and improve our approach. We also carry out follow-up telephone surveys after a complaint is closed. Results are anonymised and analysed to capture learning, share positive feedback, and support annual performance reporting.
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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	(ExtraCare Complaints Policy) Section: 6.6 Making a complaint from or on behalf of, residents and Section 6.10 Exclusions.	The Compliance & Quality Officer reviews every submission to confirm whether it meets the definition of a complaint. Each case is considered individually, taking account of the specific circumstances. Where a decision is made not to accept a complaint, the rationale is recorded in the ExtraCare Complaint Management System (COLIN) to ensure transparency and an auditable record. We provide complainants with a formal written explanation outlining the reasons why ExtraCare have not accepted their complaint.
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	Yes	(ExtraCare Complaints Policy) Section: 6.10 Exclusions	Our Complaints Policy sets out the circumstances in which a matter will not be accepted or escalated.

	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.			
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	(ExtraCare Complaints Policy) Section: 6.10 Exclusions We will not be able to accept or escalate a complaint where: They are raised more than 12 months after the issue occurred (unless good reason is provided).	Provision is made in the policy to exercise discretion where complaints are made outside of 12 months. This will be reviewed by the Compliance & Quality Manager, or an appropriate member of the senior management team.
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	Yes	(ExtraCare Complaints Policy) Section: 6.10 Exclusions	ExtraCare Complaints Team formally respond and provide justification if we do not accept a complaint

	not agree that the exclusion has been fairly applied, the Ombudsman may tell the landlord to take on the complaint.			
2.5	Landlords must not take a blanket approach to excluding complaints; they must consider the individual circumstances of each complaint.	Yes	(ExtraCare Complaints Policy) Section: 2 The definition of a complaint Section: 6.10 Exclusion	The Compliance & Quality Officer will conduct an initial evaluation of the complaint prior to it being recorded and acknowledged. All complaints are assessed on their individual circumstances. Exclusions are signed off by the Compliance & Quality Manager, a member of SMT, or the relevant Department Head, depending on the circumstances. Our Complaints Policy explains when we may not accept a complaint or when we will use another policy (for example, the Anti-Social Behaviour Policy).

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	The Complaints Policy defines the formats in which a complaint can be made. (ExtraCare Complaints Policy) Section: 6.1 How to raise a complaint • 'Tell Us Your Concern' form • In writing • Dedicated complaints email address • Verbally (in person or by telephone (staff member at location or Head Office) • ExtraCare website We complete an Equality Impact Assessment alongside the policy to meet our duties under the Equality Act 2010. We also provide regular opportunities for residents to raise concerns or complaints, including quarterly drop-in sessions with Regional Operations Managers, monthly maintenance drop-ins, and monthly 'Street Meetings' led by Location Managers with Maintenance.	Residents can make a complaint in several accessible ways, so the process is simple to use and inclusive. We meet individual communication needs by accepting complaints in other formats where required, and we support any resident who needs help to complain. In 2025/26, a Resident Scrutiny Group was set up to help improve the complaints process. This includes creating resident-friendly information and simple process maps for complaints and service requests, to make the journey easier to understand. <i>Resident friendly complaints literature to be produced (Complaint</i>

				process and Service Requests). Review the ExtraCare website and the provision of information in relation to complaints.
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	Our ExtraCare Complaints Policy clearly defines how someone can make a complaint (Section: 6.1 How to raise a complaint). The Policy is accessible to all staff via our internal SharePoint system and on our website. Internal communication briefings are shared with staff when there are amends to the policy and supporting guidance. The Compliance & Quality Officer provides staff training on handling complaints either as part of the induction process for new complaint handlers or as an ongoing support function for existing complaints handlers	Residents can raise a complaint through any channel and with any member of staff. Staff are trained to recognise and report complaints and must pass the details promptly to the Complaints Team to be logged and allocated. The complaint is then logged and assigned to an appropriate handler, who remains the resident's main point of contact throughout. Review the process by which residents can raise a complaint at Villages and Schemes using the 'Tell Us Your Concern' form.
3.3	High volumes of complaints must not be seen as a negative, as they can be	Yes	The Complaints Policy is accessible on the ExtraCare	We actively encourage residents to raise concerns

	indicative of a well-publicised and accessible complaints process. Low complaint volumes are potentially a sign that residents are unable to complain.		website and is actively discussed at our resident forums and other location meetings. Complaint Volume is reported in the following way: • Weekly Complaints Dashboard • Monthly Operations Report • Quarterly ELT Report • Quarterly Operations Committee Report	and provide feedback through multiple channels, including our website and follow-up communications after complaint resolution. These actions support a well-publicised process and help ensure that residents feel able to complain, recognising that higher complaint volumes can reflect increased accessibility rather than service failure. <i>We are creating new resident friendly complaints literature related to the complaint process and service requests.</i>
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	Our Complaints Policy is available to residents via our website which provides accessible ways to review the information including a 'browse aloud' function. A link to our Complaints Policy is provided on outcome letters.	Our Complaints Policy is published on the ExtraCare website and available in accessible formats, including printed copies and QR code access at our locations.

			A paper copy of our Complaints Policy is available on request. (ExtraCare Complaints Policy) Section: 6.1 How to raise a complaint. Complaints Policy also states that the Complaints Policy and associated information is available in different formats on request. Complaints Policy clearly defines the 2 stage process (Section 6.3 Complaint Process (Housing and Care related complaints))	The policy clearly sets out the two-stage process and response times. It is reviewed every three years with input from the Residents Forum, and in 2025 the Resident Scrutiny Group also reviewed the complaints process to help keep it clear and accessible.
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	(ExtraCare Complaints Policy) Section: 3.1 Regulatory and Legal Considerations – Housing Ombudsman Complaint Handling Code 2024 Section: 6.1 How to raise a complaints Section: 6.12 External Adjudication 7. Monitoring & Review	Our Complaints Policy is available on our website and details can be found on our 'Tell Us Your Concerns' leaflet. As members of the Housing Ombudsman Scheme we review information shared as an ongoing external reference point: • to align our existing processes; • to seek opportunities for improvement and

				• identify lessons
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	(ExtraCare Complaints Policy) Section: 6.6. Making a complaint from or on behalf of, residents. Section: 6.9 Reasonable Adjustments	Our Complaints Policy allows residents to appoint a representative and confirms their right to advocacy support and reasonable adjustments, including adjusted meeting arrangements.
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	Details of how to contact the Ombudsman are included within all our responses throughout the complaint journey. (ExtraCare Complaints Policy) Section: 6.12 - External Adjudication	Information regarding access to the Housing Ombudsman is provided when we acknowledge a complaint, and also upon resolution of a Stage 1 or Stage 2 complaint.

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	ExtraCare has an independent Complaints Team comprising of: A Compliance & Quality Manager who is the lead for complaints management. A Compliance & Quality Officer who is responsible for complaint handling. In accordance with the Housing Ombudsman Complaint Handling Code 2024 the Complaints Team is defined as our 'Complaint Officers'. A Complaints Administrator provides administrative support for the complaints process	Our Compliance & Quality Officer acts as the designated Complaints Officer and is responsible for coordinating complaints through to resolution. This role also includes liaison with the Housing Ombudsman and ensuring that complaint performance and themes are reported to the governing body through our established reporting framework.
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	(ExtraCare Complaints Policy) Section: 5. Responsibilities	The Compliance & Quality Officer has access to staff at all levels to support effective investigation and facilitate the prompt resolution of complaints. The Compliance & Quality Officer's responsibilities also involve liaising with the Ombudsman. The Compliance & Quality

				Officer has the authority and autonomy to coordinate and resolve complaints promptly and fairly. An internal Complaints Handling Allocation Matrix also guides the officer in allocating cases to the most appropriate complaint handler.
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	(ExtraCare Complaints Policy) 1.1 Policy Purpose & Aims. ExtraCare is committed to handling complaints fairly, transparently and in line with the Housing Ombudsman Complaint Handling Code. We aim to: • Encourage residents and others to raise concerns without fear of disadvantage • Resolve complaints and put the issue right at the earliest opportunity • Respond fairly, consistently and on time • Learn from complaints to improve our services Complaint Handlers are internally trained by the Compliance & Quality Officer.	We have an internal 'Complaints Handling Allocation Matrix' to guide the Compliance & Quality Officer when allocating a complaint to an appropriate complaint handler. Weekly Complaints Dashboard highlights active complaints and priorities. New internal complaints escalation process introduced in 2025 whereby complaints are escalated to Line Managers, SMT and ELT if no responses forthcoming from complaint handlers.

				<i>Improve our processes by sharing good practice and compliments with complaint handlers.</i> <i>Explore opportunities to broaden the capabilities and skillset of our Complaint Handling Team.</i>
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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	(ExtraCare Complaints Policy) 6.13 Acceptable Behaviour	We have a single Complaints Policy which details how we deal with complaints and this applies to all residents. Section 6.13 states that 'We will not discriminate against anyone who makes a complaint.'
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	Yes	(ExtraCare Complaints Policy) Section: 6.3 Complaint Process Complaints Stage 1 & Stage 2	We do not operate any informal or 'Stage 0' processes. We follow a clear two-stage complaints

	complaint') as this causes unnecessary confusion.			procedure in line with the Code. Early and local resolution is encouraged, but this is delivered within Stage 1, ensuring clarity, consistency, and avoiding unnecessary additional stages.
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	(ExtraCare Complaints Policy) Section: 6.3 Complaints Process Complaints Stage 1 & Stage 2	We operate a clear two-stage complaints process in full alignment with the Code. No additional stages are used, ensuring the process remains straightforward and does not delay access to the Ombudsman.
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 of ExtraCare's complaint responses are handled by ExtraCare staff. No complaints are handled by third parties.	Where a third party, such as a contractor or independent specialist, contributes to the investigation or response, this activity sits <i>within</i> our existing two-stage complaints process. Residents are not required to follow a separate complaints procedure with the third party. All complaints remain managed

				and overseen by ExtraCare, ensuring the response forms part of our formal two-stage process and that residents are not directed through more than one complaint route.
5.5	Landlords are responsible for ensuring that any third parties handle complaints in line with the Code.	Yes	All of ExtraCare's complaint responses are handled by ExtraCare staff. No complaints are handled by third parties.	Complaints from residents about services provided by independent traders concerning the standard of their service will be directed to the traders themselves.
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	(ExtraCare Complaints Policy) Section: 6.3 Complaint Process Where a complaint is raised, we acknowledge the complaint within a maximum of five working days of receiving it. We send our acknowledgement in writing (by letter or email). The complaint itself does not need to be made in writing. If any further clarification is required in relation to the outstanding complaint points either the Compliance and Quality Officer will contact the complainant by telephone or email or a meeting is arranged with the resident to obtain	When a complaint is received, it is initially triaged by the Compliance & Quality Officer to gain an understanding of the issues raised. At Stage 1 or Stage 2, we confirm our understanding of the complaint and the outcome the resident wants. If anything is unclear, we contact the resident to agree the details before moving forward.

			clarification. Meetings can be arranged in person, over the phone or via an appropriate link dependant on the resident's preference and to avoid delays in managing the complaint. Our acknowledgement letter details the points which the complainant has raised.	
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	Our letter template acts as guidance to respond in the appropriate format to the complainant. It ensures all mandatory information is provided regarding: a) the complaint stage. b) the complaint definition. c) who the complaint handler will be. d) directions/link to the ExtraCare Complaints Policy.	Our acknowledgement letter explains which parts of the complaint will be reviewed. If there are any issues we are not responsible for, we will make this clear and help the resident take other appropriate steps. This information is also included in the Complaint Handling Guidance to support complaint handlers.
5.8	At each stage of the complaints process, complaint handlers must: a. deal with complaints on their merits, act independently, and have an open mind; b. give the resident a fair chance to set out their position;	Yes	(ExtraCare Complaints Policy) Section: 5. Responsibilities	a) Complaint Handlers act independently, approach each case with an open mind, and assess complaints on their individual merits.

	- take measures to address any actual or perceived conflict of interest; and d. consider all relevant information and evidence carefully.			b) Residents are given a fair opportunity to explain their concerns and desired outcomes. c) Handlers are not allocated where a conflict of interest exists, and any potential conflicts are addressed immediately. d) All relevant information and evidence is gathered and reviewed carefully. Elements a-d are covered in the Complaint Handling Guidance that is provided to Complaint Handlers and this is re-iterated during initial training. The Compliance & Quality Officer provides initial training and ongoing support to ensure all four requirements (a–d) are consistently applied, with training materials being updated to explicitly reflect these standards.
5.9	Where a response to a complaint will fall outside the timescales set out in this Code, the landlord must agree with	Yes	(ExtraCare Complaints Policy) Section: 1.1. Policy Purpose & Aim.	Our Complaints Policy aims to resolve issues as quickly as possible. Complaints are

	the resident suitable intervals for keeping them informed about their complaint.			reviewed by the Compliance & Quality Officer, and complaint handlers can offer suitable solutions at any stage, allowing problems to be resolved without escalation where possible.
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	(ExtraCare Complaints Policy) Section: 6.9 Reasonable Adjustments. • Advocacy support • Translation and alternative formats • Adjusted meeting arrangements • Mediation or alternative dispute resolution We capture on our complaint recording system (COLIN) whether individuals disclose they are in receipt of regulated care activities. If this has not been disclosed, we will check our internal 'Customer Portal' system to clarify if they are in receipt of care to allow us to categorise and allocate the complaint effectively.	Our Equality, Diversity and Inclusion Policy promotes a person-centred approach and ensures individual needs are understood and met for both staff and residents. If a resident chooses to disclose a disability as part of a complaint, this information is kept on file with the relevant complaint records. Where a resident requests information in an accessible format, we will provide this where possible and as early as possible.
5.11	Landlords must not refuse to escalate a complaint through all stages of the complaints procedure unless it has	Yes	(ExtraCare Complaints Policy) Section: 6.10 Exclusions	We escalate complaints through our two-stage process unless there is a

	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.			valid and Code-compliant reason not to do so. If escalation is not appropriate, we explain the reasons clearly in writing. Our acknowledgement and response letters also confirm the complaint stage and explain the options for taking the complaint further.
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	All complaints are logged on COLIN and allocated an individual reference number upon receipt. This record includes the date received, complainant's name and address, complaint type, details on communications with the complainant, outcome etc. Details of the complaint are saved in a permission-controlled folder which is identified by the complaint reference. All associated documentation throughout the complaint process is stored in the folder. There is also a digital record (spreadsheet) held in our complaint recording system, which covers basic information	Complaint handlers are trained to carry out thorough reviews. All complaint evidence is stored centrally for future reference. The Compliance & Quality Officer provides clear instructions to ensure complaints are handled consistently and in line with policy. Complaint records and investigations are kept according to the retention schedule. Records are normally kept for six years, including emails. Complaint emails are stored in Outlook in the "Complaints" inbox,

			such as complaint reference number, date received, date closed, basic details of concerns being raised and outcome. This is utilised for reporting and analytical purposes.	organised into individual folders, and none are currently held beyond the retention period.
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	(ExtraCare Complaints Policy) Section: 1.1. Policy Purpose & Aim. 'We aim to resolve complaints and put the issue right at the earliest opportunity.'	Our Complaints Policy focuses on resolving issues as quickly as possible. Complaints are reviewed when received, and handlers can offer appropriate solutions at any stage, allowing concerns to be resolved promptly without escalation.
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	Policies referred to managing unacceptable behaviour: 1. Acceptable Behaviour Policy 2. Anti-Social Behaviour (ASB) policy. 3. Community Charter. 4. Tenancy Agreement. 5. Lease Agreement.	We have policies and procedures in place for managing unacceptable behaviour, including clear expectations for residents and their representatives. Where restrictions are applied, the reasons are documented in line with policy requirements. Any cases involving unacceptable behaviour, ASB, or boundary concerns are reviewed every three months by the appropriate

				manager, who determines whether restrictions remain appropriate or require adjustment. Managers can escalate to the appropriate Regional Operations Manager/Senior Manager.
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	(ExtraCare Complaints Policy) Section: 6.13. Acceptable Behaviour. ‘We will not discriminate against anyone who makes a complaint. If a resident behaves inappropriately in making a complaint, we will seek to manage that behaviour as necessary, while treating the complaint like any other.’ Acceptable Behaviour Policy Anti -Social Behaviour Policy Equality, Diversity & Inclusion Policy, Anti-Social Behaviour information for residents	Where behaviour breaches our Acceptable Behaviour Policy, we make reasonable efforts to support the resident to raise their complaint appropriately. Any restrictions placed on contact are proportionate, documented with clear reasons, and applied with regard to the Equality Act 2010. Restrictions are reviewed regularly to ensure they remain necessary and appropriate.

Section 6: Complaints Stages

Stage 1

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
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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	Our aim is to resolve issues as early as possible. For more complex cases, we agree the approach with the resident. When assigning a complaint, we consider its complexity, any risks, and any vulnerabilities. Alongside our complaints system, we use an internal Customer Portal to record any health or support needs a resident chooses to share. A complainant's details are checked on the 'Customer Portal' when a complaint has been received to identify if any applicable vulnerabilities have been disclosed. Stage 1 complaints are clearly defined in our policy. If it is deemed appropriate (given the nature of the concerns being raised), an interim discussion may be arranged with the resident to mitigate any further risk to them or other residents. Where appropriate to do so we will consult with the wellbeing advisor, or our internal safeguarding policy	Because our vulnerable residents are known to us through the information, we have locally and on 'Customer Portal' we tailor our approach to meet the needs of vulnerability where they are known. We currently do not specifically prioritise complaints from residents/complainants who have vulnerabilities. Our policy states that we aim to resolve each complaint at the earliest opportunity.
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			(Safeguarding Adults and Children at Risk Policy).	
6.2	Complaints must be acknowledged, defined and logged at stage 1 of the complaints procedure <u>within five working days of the complaint being received</u> .	Yes	(ExtraCare Complaints Policy) Section: 6.3 Complaint Process (Housing & all Care related complaints) / Stage 1 'Where a complaint is raised, we will acknowledge the complaint within a maximum of 5 working days of receiving it – we will send our acknowledgement in writing (by letter or email).	Our Complaints Policy defines our acknowledgement response time; we also have an outgoing message on our complaints email inbox to set the complainant's expectations in terms of a response.
6.3	Landlords must issue a full response to stage 1 complaints <u>within 10 working days</u> of the complaint being acknowledged.	Yes	(ExtraCare Complaints Policy) Section: 6.3 Complaint Process (Housing & all Care related complaints) / Stage 1 'Where a complaint is raised, we will respond in writing (by letter or email) within a maximum of 10 working days from the date of its acknowledgement.	We aim to respond to complaints as soon as a solution is identified. Weekly reports have been updated to alert managers to complaints nearing their deadlines. Previously, response times were measured from when a complaint was received. All data for 2025/26 and earlier reflects this. Our Complaints Policy has now been updated to align with the Complaint Handling Code, so response times are measured from the date

				the complaint is acknowledged, not received.
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	(ExtraCare Complaints Policy) Section: 6.3 Complaint Process (Housing & all Care related complaints) / Stage 1. 'Where we legitimately need more time to respond at Stage 1, we will agree this with the resident/complainant (up to an additional 10 working days). This would only be done in the situation where further evidence is required or for other good reason which we will specify to the resident in writing. The aim will be to ensure that we provide a full response as quickly as possible, and within a maximum of 10 working days.'	Each complaint is reviewed on its individual merits and residents are consulted with/informed at the earliest possible opportunity if we feel additional time (in excess of our policy) will be required. Extensions are explained in writing and recorded on the complaints system. 2nd tier of approval system has been introduced for extension requests.
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	Ombudsman contact details included on our letter templates for extensions.	
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	Yes	(ExtraCare Complaints Policy) Section: 1.1 Policy Purpose & Aims 'We aim to resolve complaints and put the issue right at the earliest opportunity'	As part of the complaints handling investigation, if it becomes clear to the complaint handler that the answer to the complaint is 'known', we will close the complaint 'on a promise' to

	appropriate updates provided to the resident.			complete the agreed actions. Any agreed outstanding actions will be monitored by the appropriate complaint handler or department. They are responsible for providing updates to the resident.
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	Our letter template acts as guidance to respond in the appropriate format to the complainant. It ensures all mandatory information is provided regarding and ensures that the complaint response addresses the specific complaint: a) the complaint stage. b) the complaint definition. c) the decision on the complaint. d) the reasons for the decisions made. e) the details of any remedy offered; and f) in the body of our response letter we will detail any outstanding actions. g) highlight any learning points. h) next steps – escalation to Stage 2 for the complainant are defined in the letter template. The specific complaint points are included on	The complaint response uses a standard template that clearly lists each issue raised and provides a response to each one following the investigation. It also confirms whether the complaint is upheld, partly upheld, or not upheld. The template includes clear signposting to the next steps, in line with our policy and the Housing Ombudsman or Local Government & Social Care Ombudsman processes. If a complaint involves legal action, this is identified at the start of the process and the relevant section of the

			the complaint acknowledgement by the Compliance & Quality Officer. The complaint acknowledgement is then provided to the assigned complaint handler(s) when they are assigned so that they are fully aware of the complaint details and what should be specifically addressed in the complaint response.	policy is referenced for clarity. Any actions identified during the investigation are clearly set out in the final response.
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	(ExtraCare Complaints Policy) Section: 6.1 How to raise a complaint. ‘Where additional complaints are raised during a Stage 1 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, and 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.’	The Compliance & Quality Officer will analyse the complaint points and the complaint path to make an informed decision about the best approach to take. A letter confirming details will be provided to the resident by the complaints team.
6.9	Landlords must confirm the following in writing to the resident at the completion of stage 1 in clear, plain language:	Yes	(ExtraCare Complaints Policy) Section: 6.3 Complaint Process ‘The response will:	We have a structured template letter ensuring all mandatory information is

	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.	• Explain our findings • Say whether the complaint is upheld • Set out any outstanding actions or remedies • Explain how to escalate We respond by providing the resident with a summary of our investigation which states the reasons for our decision and the steps that we have taken / will take to resolve the issue. We will also explain their rights to escalation and provide relevant advice (such as referring them to information provided by the Housing Ombudsman Service) to assist in resolving the complaint.' Our standard template and policy approach follows the recommended steps required by the Complaint Handling Code.	provided as per the requirements of the code.: We have a letter check mechanism that ensures all response letters have the necessary information. Once approved by the complaints team, the letter can be distributed.
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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	If any part of the complaint is not resolved to the resident's satisfaction at Stage 1, the unresolved elements will be progressed to Stage 2 of our complaints procedure, which is our final response. In accordance with our Complaints Policy (Section 6.8), 'If, after receipt of our Stage 1 response the resident/complainant remains dissatisfied, the complaint will then be escalated.' Stage 2 complaints are escalated to a senior manager—such as a Regional Operations Manager or a Head of Department—for review.	In line with the Housing Ombudsman complaint handling guidelines, ExtraCare have a 2-stage complaint process and Stage 2 is our final response to the complaint.
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	(ExtraCare Complaints Policy) Section: 6.3 Complaint Process (Housing & all Care related complaints) 'Where a complaint is escalated, we will acknowledge the complaint within a maximum of 5 working days.'	Our Complaints Policy defines our acknowledgement response time, we also have an outgoing message on our complaints email inbox to set the complainants

				expectations in terms of a response. All complaints are logged and recorded on COLIN.
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	(ExtraCare Complaints Policy) Section: 6.10 Exclusions	We aim to understand why a complaint is being escalated and to resolve the remaining concerns through our Stage 2 response. In rare cases where escalation is not appropriate, we will clearly explain the reasons in writing. We may also offer alternative dispute options, such as mediation, and advise the resident of their right to contact the Housing Ombudsman Service or the Local Government & Social Care Ombudsman.
6.13	The person considering the complaint at stage 2 must not be the same person that considered the complaint at stage 1.	Yes	(ExtraCare Complaints Policy) Section: 6.3 Complaint Process (Housing & all Care related complaints) ‘Where a complaint is escalated, we will assign the complaint to a senior manager, independent of Stage 1 where possible.’	Our policy ensures a different individual (not involved at Stage 1) reviews the Stage 2 complaint. All complaints are triaged by the Complaints Team and allocated to the most appropriate handler.

				When a complaint progresses to Stage 2, it is reassigned to a more senior staff member than the Stage 1 handler to ensure independence and robust review.
6.14	Landlords must issue a final response to the stage 2 <u>within 20 working days</u> of the complaint being acknowledged.	Yes	(ExtraCare Complaints Policy) Section: 6.3 Complaint Process (Housing & Care related) 'Where a complaint is escalated, we will provide a written response within 20 working days of acknowledgement'	Complaints Policy – We aim to respond to all our complaints at the earliest opportunity once a resolution has been achieved or solution has been identified. We report on a weekly basis to notify management of complaints nearing their deadlines. This ensures management oversight and timely intervention where required so that complaint responses are issued within the required timeframes.
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	Yes	Our aim is to ensure that we provide a full response as quickly as possible, confirming our findings. (ExtraCare Complaints Policy) Section:6.3 Complaint Process	If additional time is required to investigate the concerns raised, gather evidence and formulate our response verifying findings, we will

	20 working days without good reason, and the reason(s) must be clearly explained to the resident.		‘Any extension (up to an additional 10 working days) will be agreed with the complainant’. Housing Ombudsman Complaint Handling Code allows an additional 20 working days when agreeing an extension. However, such an extension may mean that the complaint is at risk of being processed beyond the timescale of our voluntary commitment under the ARCO Consumer Code, therefore, we would seek to avoid this situation by ensuring that the aggregate response time does not exceed 56 calendar days. Therefore, in our Complaints Policy we state that we will respond within 10 working days when an extension is applied. All requests for extensions of time by us will be made with the agreement of the resident.’	work with the resident to agree an extension. An extension is only granted when there is a clear reason. The complaints team reviews the request and sends the resident a holding letter explaining the delay and confirming the new timescale. A second-level approval process exists for extensions.
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	Ombudsman contact details included on our letter templates for extensions.	

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		If, during the investigation, the complaint handler establishes the facts and agrees a clear way forward, the complaint may be closed based on a commitment to complete the agreed actions. Any outstanding actions will be tracked by the relevant complaint handler or department, who will also keep the resident updated.
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	(ExtraCare Complaints Policy) & Internal letter templates.	The complaint response uses a standard template that lists each point raised and gives a clear response to each one after investigation. It also confirms whether each point is upheld in full, in part, or not upheld. All decisions are clearly explained, with reference to relevant policies, procedures, or good practice where needed. The response includes clear signposting to next steps in line with our policy and the

				Housing Ombudsman or Local Government & Social Care Ombudsman processes. Any actions identified during the investigation are clearly set out.
6.19	Landlords must confirm the following in writing to the resident at the completion of stage 2 in clear, plain language: - 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.	Yes	(ExtraCare Complaints Policy) Section: 6.3 Complaint Process The response will: • Explain our findings • Say whether the complaint is upheld • Set out any outstanding actions or remedies • Explain how to escalate to the appropriate Ombudsman Service if the individual remains dissatisfied Our standard template and policy approach follows the recommended steps required by the Complaint Handling Code.	We have a structured template letter ensuring all mandatory information is provided: a) the complaint stage. b) the complaint definition. c) the decision on the complaint. d) the reasons for the decisions made. e) the details of any remedy offered; and f) In the body of our response letter we will detail any outstanding actions. g) highlight any learning points. h) next steps – escalation to Stage 2 for the complainant are defined in the letter template. We have a letter check mechanism that ensures all answer letters have the necessary information. Once approved by the Complaints team, the letter can be distributed.

6.20	Stage 2 is the landlord's final response and must involve all suitable staff members needed to issue such a response.	Yes	(ExtraCare Complaints Policy) Section:6.3 Complaint Process 'Stage 2: This is our final response and will conclude our complaints procedure' 'Stage 2 complaints are assigned to a senior manager, independent of Stage 1 where possible'.	The Complaints team have access to relevant staff and have escalation routes for Stage 2 complaints to a more senior position i.e. SMT and ELT (if needed). Our internal letter templates for Stage 2 responses directs complainants to the relevant Ombudsman if they wish to escalate following the conclusion of a Stage 2 investigation.
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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;	Yes	(ExtraCare Complaints Policy) Section 6.4 Complaint Resolution Where complaints are upheld we will: • Apologise • Explain what went wrong • Confirm actions taken and learning Internal letter templates.	Our response will include an apology where a complaint is upheld or partly upheld. It will clearly explain the concerns raised, any service failures identified, lessons learned, and steps taken to prevent the issue happening again. Any remedies, including compensation where appropriate, will also be explained.

	• Reconsidering or changing a decision; • Amending a record or adding a correction or addendum; • Providing a financial remedy; • Changing policies, procedures or practices.		Our letter templates provide reminders to address these elements.	Our structured template ensures all mandatory elements are included: • the complaint stage. • the complaint points. • the decision and clear reasons. • any remedies offered. • any required amendments to records or decisions. • outstanding actions. • learning points; and • next steps, including escalation rights. In cases not upheld, we provide a clear explanation and guidance on next steps. All requirements of the Code are reflected within our internal complaint handler guidance notes.
7.2	Any remedy offered must reflect the impact on the resident as a result of any fault identified.	Yes	(ExtraCare Complaints Policy) Section:6.11 Compensation 'We will consider offering fair and reasonable financial compensation to those who have been adversely affected by an issue where this is appropriate	We do not take a blanket approach to remedying any complaints.

			and in line with the Housing Ombudsman remedies guidance.'	
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	(ExtraCare Complaints Policy) Section:6.4 Complaint Resolution Where complaints are upheld we will: • Apologise • Explain what went wrong • Confirm actions taken and learning	Our remedy response will: • identify service failure; • state what we have or will do; • confirm compensation amount; and • clarify what this is awarded for. Expectations are set for any outstanding remedies within the final response letter including when actions are due to take place. We provide details of when financial compensation will be paid on receipt of acceptance and the complainant providing banking details
7.4	Landlords must take account of the guidance issued by the Ombudsman when deciding on appropriate remedies.	Yes	(ExtraCare Complaints Policy) Section:6.11 Compensation 'We will consider offering fair and reasonable financial compensation to those who have been adversely affected by an issue where this is appropriate	We have incorporated guidance on compensation in line with the Housing Ombudsman's Complaint Handling Code, and this is included within both our Complaints Policy and our

			and in line with the Housing Ombudsman remedies guidance.'	internal Complaint Handler Guidance notes. <i>Separate Compensation Policy, Work Instruction or Guidance document to be produced to provide complaint handlers with guidance on providing complaint compensation.</i>
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Section 8: Self-assessment, reporting and compliance

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
8.1	Landlords must produce an annual complaints performance and service improvement report for scrutiny and challenge, which must include: a. the annual self-assessment against this Code to ensure their complaint handling policy remains in line with its requirements. b. a qualitative and quantitative analysis of the landlord's complaint handling performance. This must also include a summary of the types of complaints the landlord has refused to accept; c. any findings of non-compliance with this Code by the Ombudsman; d. the service improvements made as a result of the learning from complaints; e. any annual report about the landlord's performance from the Ombudsman; and f. any other relevant reports or publications produced by the Ombudsman in relation to the work of the landlord.	Yes	Annual Complaints and Service Improvement Report. Code requirements a-f are included in the report. Self-Assessment is uploaded to our website, any non-compliance will be discussed with our Senior Management Team members, our Executive Leadership Team and Operations Committee. Complaints data is analysed to produce internal reports to review any areas of noncompliance and our benchmarking in terms of complaints handling in line with our policy. Annual Landlord report is published on our website and shared with the locations and our Residents Forum.	a. The Annual Complaints and Service Improvement Report includes our annual self-assessment against the Code to ensure our complaint handling policy remains aligned with its requirements. This report is presented to the Executive Leadership Team, Operations Committee and Board for review and scrutiny. b. The report includes a qualitative and quantitative analysis of our complaint handling performance, including the volume and categories of complaints, outcomes achieved, themes identified, and a summary of any complaints we have not accepted in line with our policy. c. Any findings of non-compliance with the Code issued by the Housing Ombudsman are included within the report, along with

				the actions taken to address them. d. The report outlines the service improvements made as a result of learning from complaints, enabling us to review trends and identify areas for improvement. e. Where the Housing Ombudsman issues an annual performance report relating to ExtraCare, this information is reflected within our annual report. f. Any other relevant Housing Ombudsman reports or publications relating to our organisation or the wider sector are considered and referenced within the report where applicable.
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 in place and Self-Assessment published on website.	Annual Complaints Performance and Service Improvement Report includes a message from the Member Responsible for Complaints on behalf of the Board. The Annual Complaints Performance and Service

				Improvement Report is presented to the Executive Leadership Team (ELT, Operations Committee and Board for review, scrutiny and approval prior to the report being published on the Reports section of the ExtraCare website. The Annual Residents' Report includes the total complaints received and the breakdown between Stage One and Stage Two, along with performance against our response timeframes.
8.3	Landlords must also carry out a self-assessment following a significant restructure, merger and/or change in procedures.	Yes	This is part of our internal procedures.	A self-assessment is completed annually or following any significant organisational changes or changes outlined in the Housing Ombudsman Code.
8.4	Landlords may be asked to review and update the self-assessment following an Ombudsman investigation.	Yes	ExtraCare will review and update the self-assessment if requested to do so by the Housing Ombudsman following an investigation. In this instance we will review and update our self-assessment to reflect any	All decisions, orders and recommendations issued by the Housing Ombudsman are shared with the Senior Management Team as they are received.

			findings or recommendations arising from the investigation.	Lessons and actions are monitored by the Complaints Team.
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	Housing Ombudsman to be contacted by the Compliance & Quality Manager if ExtraCare are unable to comply with the code due to exceptional circumstances. This would involve providing a timescale for returning to compliance. Complaints team will collaborate with the Housing & Customer Engagement team to produce a communication to affected residents which will be published on the website.	Internal IT processes are in place to report cyber incidents and data breaches.

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	Learning and Improvement Group. Complaints are reviewed at both regional and national leadership meetings.	We pro-actively review internal complaints and those published on the Housing Ombudsman's website for reflection and guidance. Aim is to add prevention measures and

				improve complaint handling.
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	We contact residents directly by telephone to obtain feedback on their experience of the complaints process. Annual landlord surveys	Feedback from complainants via surveys are included in quarterly performance reports for the Executive Leadership Team and Operations Committee.
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	Quarterly report to Executive Leadership Team and Operations Committee contains detail in regard to complaint volumes per location, stage and categories. Annual Resident Report is shared at our Resident Forum.	We report wider learning and improvements from complaints to all key stakeholders. This includes quarterly reporting to the Executive Leadership Team and Operations Committee, sharing learning themes with staff, and presenting annual updates and learning outcomes to our Residents' Forum. Any complaints escalated to the Ombudsman (referrals/determinations) and any compensation awarded are reported through these governance and resident engagement channels.
9.4	Landlords must appoint a suitably senior lead person as accountable for their complaint handling. This person	Yes	(ExtraCare Complaints Policy) Section: 5. Responsibilities.	The Compliance & Quality Manager is the senior lead accountable for complaint

	must assess any themes or trends to identify potential systemic issues, serious risks, or policies and procedures that require revision.		The Compliance & Quality Manager leads complaint management, monitoring, reporting and organisational learning.	handling. As part of this role, they assess complaint themes and trends to identify any systemic issues, serious risks, or areas where policies and procedures may require revision. This ensures organisational learning is embedded and supports continuous improvement in line with the Code.
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	ExtraCare have a nominated Member Responsible for Complaints (MRC)	Role Profile for the Member Responsible for Complaints in place.
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	The MRC provides independent oversight and assurance to the Board on complaint handling and learning. The MRC is provided with complaints handling performance via the Quarterly Operations Committee Compliance Report.	<i>Explore how we can strengthen Board oversight of complaints.</i>

			The MRC is a member of the Operations Committee and is responsible for considering any complaints escalated to our Board. The MRC meets with the Complaints Team quarterly to review and discuss complaint handling performance.	
9.7	As a minimum, the MRC and the governing body (or equivalent) must receive: a. regular updates on the volume, categories and outcomes of complaints, alongside complaint handling performance; b. regular reviews of issues and trends arising from complaint handling; c. regular updates on the outcomes of the Ombudsman's investigations and progress made in complying with orders related to severe maladministration findings; and d. annual complaints performance and service improvement report.	Yes	The MRC receives regular information on complaints via the Quarterly Operations Committee Compliance Report. This report provides all information specified in a-c. Annual Complaints and Service reports provided by the Compliance & Quality Manager to the ELT, MRC, Operations Committee and Board for scrutiny, review and approval prior to it being published on the ExtraCare website.	Complaints reporting published to the MRC via our Operations Committee. This includes all statistics and analytics mentioned in a-c.
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:	Yes	A standard objective is communicated to all relevant employees, via the Complaints Policy	Policy in place with purpose and aims defined. All departments are involved in the complaints handling process (and complaints

	a. have a collaborative and co-operative approach towards resolving complaints, working with colleagues across teams and departments; b. take collective responsibility for any shortfalls identified through complaints, rather than blaming others; and c. act within the professional standards for engaging with complaints as set by any relevant professional body.			handlers are sourced from across the Charity). Learning through complaints is discussed on identification of any learnings in the learning and improvement group.
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