Housing Ombudsman Complaint Handling Code Self-assessment

Red Kite – 2026/2027

The Social Housing (Regulation) Act 2023 places a legal duty on the Housing Ombudsman to monitor compliance with the Complaint Handling Code (the Code). As such, social landlords have an obligation to complete a self-assessment as set out in provision 8.1 of the Code.

This self-assessment form assesses Red Kite Community Housing against each provision of the Code. In doing so, assurance is provided on current policies and procedures, or necessary amendments identified.

This self-assessment is published on our website as part of the annual complaints performance and service improvement report. The self -assessment form has been completed by the Head of Feedback and reviewed by our Board.

Section 1: Definition of a complaint

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
1.2	A complaint must be defined as: *'an expression of dissatisfaction, however made, about the standard of service, actions or lack of action by the landlord, its own staff, or those acting on its behalf, affecting a resident or group of residents.'*	Yes	Complaints Policy (2.2)	Our policy definition is: *"A complaint is defined as an expression of dissatisfaction, however made, about the standard of service, actions, or lack of action by the organisation, its own staff, or those acting on its behalf, affecting a resident or a group of residents."*
1.3	A resident does not have to use the word 'complaint' for it to be treated as such. Whenever a resident expresses dissatisfaction landlords must give them the choice to make 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 (2.2, 11.2)	We train staff on recognising a complaint and provide periodic reminders. We make it clear that the word complaint does not need to be used for it to be recognised as a complaint. Our Complaints Policy has a section on Accessibility and Confidentiality which makes it clear that feedback can be given on behalf of a tenant by another person acting on their authority. This is further supported in our Feedback Leaflet.

1.4	Landlords must recognise the difference between a service request and a complaint. This must be set out in their complaints policy. A service request is a request from a resident to the landlord requiring action to be taken to put something right. Service requests are not complaints, but must be recorded, monitored and reviewed regularly.	Yes	Complaints Policy (2.3)	Staff are provided with training in their induction and routinely thereafter on the difference between a service request and a complaint. Our Complaints policy also provides a clear definition of service requests.
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 (2.2)	We train staff to respond to complaints whilst efforts to resolve the service request remains ongoing. This is also reiterated in our Complaints Policy.
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	Complaints Policy (6.3)	Where a tenant has expressed dissatisfaction in a survey response, we will not treat this as a complaint. However, when possible they will be made aware of how to raise a complaint if they wish to.

	their services, they also must provide details of how residents can complain.			

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 (6.1, 6.2)	Our Complaints Policy details the circumstances where we would not accept a complaint. If we do not accept a complaint, we will provide a detailed explanation of our decision and inform the resident of their right to contact the Ombudsman.

2.2	A complaints policy must set out the circumstances in which a matter will not be considered as a complaint or escalated, and these circumstances must be fair and reasonable to residents. Acceptable exclusions include: • The issue giving rise to the complaint occurred over twelve months ago. • Legal proceedings have started. This is defined as details of the claim, such as the Claim Form and Particulars of Claim, having been filed at court. • Matters that have previously been considered under the complaints policy.	Yes	Complaints Policy (6.1)	Our Complaints Policy details fair and reasonable circumstances where we would not accept a complaint or escalation request. If we do not accept a complaint, we will provide a detailed explanation of our decision and inform the resident of their right to contact the Ombudsman.
2.3	Landlords must accept complaints referred to them within 12 months of the issue occurring or the resident becoming aware of the issue, unless they are excluded on other grounds. Landlords must consider whether to apply discretion to accept complaints made outside this	Yes	Complaints Policy (6.1)	Our Complaints Policy illustrates we would not normally accept a complaint about something which occurred over 12 months ago, unless there are exceptional circumstances.

	time limit where there are good reasons to do so.			If we do not accept a complaint, we will provide a detailed explanation of our decision and inform the resident of their right to contact the Ombudsman.
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 (6.2)	Our Complaints Policy details the circumstances where we would not accept a complaint. If we do not accept a complaint, we will provide a detailed explanation of our decision and inform the resident of their right to contact the Ombudsman.
2.5	Landlords must not take a blanket approach to excluding complaints; they must consider the individual circumstances of each complaint.	Yes	Complaints Policy (6.1)	Our Complaints Policy illustrates that complaints are excluded on an individual basis.

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 (11.1 - 11.4)	Multiple accessible routes for raising complaints are available, such as, in person, email, online form, telephone or by letter. Reasonable adjustments are also provided when needed, in line with our Equality duty.
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	Yes	Complaints Policy (3.1, 11.1)	Multiple accessible routes for raising complaints are available, such as, in person, email, online form, telephone or by letter.

	pass details of the complaint to the appropriate person within the landlord.			Complaints can be made to any member of staff and can be made on a tenant's behalf if there are appropriate permissions in place. Complaint handling is part of all new staff inductions and all staff are reminded of good complaint handling regularly.
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 (5.4 - 5.5)	As illustrated in our Complaints policy, we welcome all feedback including complaints as a positive. Complaint volumes are monitored regularly and high volume of complaints are not seen as a negative.

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 (7.7, 8, 11)	We have a clear and accessible policy published on our website, detailing our 2 stage complaints process. We will provide copies in alternative formats upon request.
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 (7.7)	We publicise details of how to raise a complaint, on our website, in our reception area, in newsletters, tenancy handbook and feedback leaflets.
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 (11.2)	Tenants can act through a representative.
3.7	Landlords must provide residents with information on their right to access the Ombudsman service and how the	Yes	Complaints Policy (9)	Our Complaints policy provides information on the Ombudsman.

	individual can engage with the Ombudsman about their complaint.			And our final response letters inform tenants of their ability to escalate their complaint to the Ombudsman if they remain unhappy. We also regularly share this information in our tenant newsletter and in our reception area.

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	Yes	Complaints Policy (3)	The Head of Feedback and the Feedback team are responsible for ensuring good complaint handling, including liaising with the Ombudsman

	person or team as the 'complaints officer'. This role may be in addition to other duties.			and reporting to our governing body.
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 (3.4)	All staff have access to staff at all levels, plus the authority and autonomy to act to resolve disputes promptly and fairly.
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	Complaints Policy (5)	Our commitment to learning from complaints is clearly illustrated throughout the Complaints policy. All staff are trained on complaint handling and its importance.

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 (whole policy)	There is a single policy covering complaint handling. And tenants are not treated differently if they raise 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 complaint') as this causes unnecessary confusion.	Yes	Complaints Policy (8)	We operate a 2 stage complaints process.
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 (8)	We operate a 2 stage complaints process.
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	Yes	Complaints Policy (8)	Our complaints are not handled by a third party. We

	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.			have an internal 2 stage complaints process.
5.5	Landlords are responsible for ensuring that any third parties handle complaints in line with the Code.	Yes	Complaints Policy (8)	Our complaints are not handled by a third party. We have an internal 2 stage complaints process.
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	Complaints Policy (8.2.1, 8.3.6)	The complaint definition is provided in the formal acknowledgement letter.
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	Complaints Policy (8.2.1, 8.3.6)	When acknowledging a complaint, we inform the complainant of any issues we're not responsible for investigating, when relevant.

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; c. take measures to address any actual or perceived conflict of interest; and d. consider all relevant information and evidence carefully.	Yes	Complaints Policy (5)	This expectation is made clear in our Complaints Policy.
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 (8.2.6, 8.3.12)	When unable to meet the timescales set out in this Code, updates at regular intervals will be agreed with the complainant
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	Yes	Complaints Policy (11.3)	Our Complaints Policy reflects our commitment to ensuring the accessibility of

	a record of any disabilities a resident has disclosed. Any agreed reasonable adjustments must be kept under active review.			our services and makes it clear that we will consider any reasonable adjustments that may be required.
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 (6.1-6.3)	Exclusion grounds are made clear in our Complaints policy and they comply with the Code
5.12	A full record must be kept of the complaint, and the outcomes at each stage. This must include the original complaint and the date received, all correspondence with the resident, correspondence with other parties, and any relevant supporting documentation such as reports or surveys.	Yes	Complaint records are held on our restricted internal systems.	Details of complaints are kept on our internal CRM system

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 (5.1)	Staff are required to resolve complaints at the earliest opportunity.
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	Complaints Policy (12) and Unacceptable Behaviour Policy	The Complaints policy and Unacceptable Behaviour Policy illustrate how we manage unacceptable behaviour
5.15	Any restrictions placed on contact due to unacceptable behaviour must be proportionate and demonstrate regard for the provisions of the Equality Act 2010.	Yes	Unacceptable Behaviour Policy (whole policy)	Our Unacceptable Behaviour Policy is proportionate and complies with our Equality duty.

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 (5.1, 5.2)	Our complaints process resolves disputes at the earliest opportunity. This includes directing services to take further action before/during an investigation.
6.2	Complaints must be acknowledged, defined and logged at stage 1 of the complaints procedure **within five working days of the complaint being received**.	Yes	Complaints Policy (8.2.1)	This expectation is made clear in our Complaints Policy.
6.3	Landlords must issue a full response to stage 1 complaints **within 10 working days** of the complaint being acknowledged.	Yes	Complaints Policy (8.2.2)	Our policy illustrates we will provide a response within 10 working days of acknowledgement.
6.4	Landlords must decide whether an extension to this timescale is needed when considering the complexity of the	Yes	Complaints Policy (8.2.2)	This is reflected in our Complaints Policy.

	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.			
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 (8.2.2)	This expectation to signpost to the Ombudsman when we are unable to meet the Ombudsman's timescales is made clear in our Complaints policy and is reflected in our extension templates.
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 (8.2.5)	This expectation is reflected in our Complaints policy.
6.7	Landlords must address all points raised in the complaint definition and provide clear	Yes	Complaints Policy (8.2.4)	This expectation is reflected in our Complaints policy.

	reasons for any decisions, referencing the relevant policy, law and good practice where appropriate.			
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	Complaints Policy (8.2.3)	This expectation is reflected in our Complaints policy.
6.9	Landlords must confirm the following in writing to the resident at the completion of stage 1 in clear, plain language: a. the complaint stage; b. the complaint definition; c. the decision on the complaint; d. the reasons for any decisions made;	Yes	This expectation is made clear in our complaint response templates.	This expectation is reflected in our response templates.

	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.			

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 (8.3.1)	This is reflected in our Complaints policy.
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	Complaints Policy (8.3.6)	This is reflected in our Complaints policy.

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 (8.3.3)	This is reflected 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 (8.3.7)	This expectation is made clear through our Complaints policy.
6.14	Landlords must issue a final response to the stage 2 **within 20 working days** of the complaint being acknowledged.	Yes	Complaints Policy (8.3.8)	This is reflected 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 (8.3.8)	This is reflected 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 (8.3.8)	This is reflected 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 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 (8.3.11)	This is reflected in our Complaints policy.
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	Complaints Policy (8.3.10)	This is reflected in our Complaints policy.
6.19	Landlords must confirm the following in writing to the resident at the completion of stage 2 in clear, plain language: a. the complaint stage;	Yes	This expectation is made clear in our complaint response templates.	This expectation is reflected in our response templates.

	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 the Ombudsman Service if the individual remains dissatisfied.			
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 (3, 8.3.13)	This is reflected in our Complaints policy.

Section 7: Putting things right

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation

7.1	Where something has gone wrong a landlord must acknowledge this and set out the actions it has already taken, or intends to take, to put things right. These can include: • Apologising; • Acknowledging where things have gone wrong; • Providing an explanation, assistance or reasons; • Taking action if there has been delay; • Reconsidering or changing a decision; • Amending a record or adding a correction or addendum; • Providing a financial remedy; • Changing policies, procedures or practices.	Yes	Compensation Policy (whole policy)	This is reflected in our Compensation policy

7.2	Any remedy offered must reflect the impact on the resident as a result of any fault identified.	Yes	Compensation Policy (whole policy)	This is reflected in our Compensation policy and procedure
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	Compensation Policy (whole policy)	This is reflected in our Compensation policy
7.4	Landlords must take account of the guidance issued by the Ombudsman when deciding on appropriate remedies.	Yes	Compensation Policy (whole policy)	This is reflected in our Compensation policy and we have updated compensation awards in line with Ombudsman guidance.

Section 8: Putting things right

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
8.1	Landlords must produce an annual complaints performance and service	Yes	Housing Ombudsman Compliance	Our published reports can be found on our website.

	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.			
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 section of its website relating to complaints. The governing body's response to the report must be published alongside this.	Yes	Housing Ombudsman Compliance	Our published reports can be found on our website.
8.3	Landlords must also carry out a self-assessment following a significant restructure, merger and/or change in procedures.	Yes	We will comply in full if this occurs.	We have not had a significant restructure, merger and/or change in procedures.
8.4	Landlords may be asked to review and update the self-assessment following an Ombudsman investigation.	Yes	We will comply in full with any request to review our self-assessment.	We have not been asked to update the self-assessment following an Ombudsman investigation.
8.5	If a landlord is unable to comply with the Code due to exceptional circumstances, such as a cyber incident, they must inform the Ombudsman, provide information to	Yes	We are aware of this requirement and will inform the Ombudsman	There are currently no exceptional circumstances affecting compliance.

	residents who may be affected, and publish this on their website Landlords must provide a timescale for returning to compliance with the Code.		should this be required.	

Section G: Scrutiny s 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	Complaints Policy (14)	As well as delivering the proposed actions, we record, prioritise and deliver improvements based on learning from our complaints which may include changes to policies, procedures and practices.
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	Yes	Complaints Policy (14)	Our complaint handling work and our improvement work both involve teams across the organisation and promote a positive culture,

	and introduce positive changes in service delivery.			driving improvements and emphasising the importance of and opportunities enabled by listening to our tenants, for each case and at an overall strategic level. We record, prioritise and deliver improvements based on learning from our complaints.
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	Complaints Policy (15)	We regularly report on learning and improvements, including annually to our Board and share details of improvements with our tenants. Our Board Member Responsible for Complaints also monitors learning and improvements
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,	Yes	We have an appointed senior lead person accountable for complaint handling. Complaints Policy (3.3)	The Head of Feedback, a member of our Senior Leadership Team, is accountable for complaint handling and learning.

	serious risks, or policies and procedures that require revision.			
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	We have an appointed MRC.	Board have appointed a member to have lead responsibility for complaints to support a positive complaint handling culture.
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 responsibilities of the MRC fully align with Code requirements	Board have appointed a member to have lead responsibility for complaints. The MRC is also a member of our Operational Performance and Tenant Services Committee, where KPIs related to the Feedback service are reported and scrutinised.

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 details of internal updates to the MRC and Board are fully aligned to Code requirements. Complaints Policy (15)	The MRC and Board updates fully comply with these requirements.
9.8	Landlords must have a standard objective in relation to complaint	Yes	This expectation is made clear through our procedure and	All staff members are trained on our complaints handling approach, culture and behaviours, promoting a

	handling for all relevant employees or third parties that reflects the need to: 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.		corporate expectations.	positive, collaborative approach to resolutions, where members of all teams take ownership as appropriate. Our Feedback team lead by example and provide support across the business to ensure consistency of approach whilst maintaining our ethos of collective responsibility. Our contracts with third parties deliver services in partnership with us include expectations on tenant approach and culture, referencing our Complaints Policy. We follow the Professional Standards for engaging with complaints as set by the Chartered Institute of Housing. The standards as are based on seven characteristics: Integrity; Inclusive; Ethical; Knowledgeable; Skilled; Advocate; Leadership. https://redkitehousing.org.uk/give-us-your-feedback/the-housing-ombudsman/professional-standards/