



Appendix A: Self-assessment form

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

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

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

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

Section 1: Definition of a complaint

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
1.2	<p>A complaint must be defined as:</p> <p><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></p>	Yes	Section 2.1 of Complaints policy	This is clearly defined in our revised policy
1.3	<p>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.</p>	Yes	<p>Section 3.1.2 of complaints policy</p> <p>Section 2.3 of the complaints policy</p> <p>Section 1.3 and 2.2 of staff guidance document</p>	This is clearly demonstrated in our policy and is included in guidance and training for all staff members.
1.4	<p>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</p>	Yes	<p>Section 3.1.1 of complaints policy</p> <p>Section 3.1.2 of complaints policy</p>	This is clearly demonstrated in our policy and is included in guidance and training for all staff members.

	requests are not complaints, but must be recorded, monitored and reviewed regularly.			
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	Section 3.1.3 of Complaints Policy •Section 2.7 of staff guidance document	This is clearly demonstrated in our policy and is included in guidance and training for all staff members.
1.6	An expression of dissatisfaction with services made through a survey is not defined as a complaint, though wherever possible, the person completing the survey should be made aware of how they can pursue a complaint if they wish to. Where landlords ask for wider feedback about their services, they also must provide details of how residents can complain.	Yes	Section 2.4 of Complaints Policy Acuity contract for TSM & Estate/Repairs responsive surveys Resident Roadshow Survey 2025	This information is provided to residents completing surveys by our survey provider acuity, we also provide this internally on any survey forms.

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	Section 3.2.5 of the complaints Policy complaints tracker	This is clearly defined in the complaints policy. Arhag has not excluded any complaints at least within the last 18 months.
2.2	<p>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:</p> <ul style="list-style-type: none"> • 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	Section 3.2.5 of complaints policy	Our policy gives clear guidance over when complaints will be excluded from the complaints process in line with HO guidance.
2.3	Landlords must accept complaints referred to them within 12 months of	Yes	Section 3.2.5 of complaints policy	Our policy is clearly aligned with this provision and gives

	<p>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.</p>			<p>examples as to when discretion may be applied.</p>
2.4	<p>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.</p>	Yes	<p>Section 3.2.6 of complaints policy Complaints Tracker Exclusion letter</p>	<p>This is clearly defined in the complaints policy. Arhag has not excluded any complaints within the last 24 months. We have a standard exclusions letter and this is clear in our policy & staff guidance.</p>
2.5	<p>Landlords must not take a blanket approach to excluding complaints; they must consider the individual circumstances of each complaint.</p>	Yes	<p>Section 3.2.5 of complaints policy</p>	<p>All complaints are considered on a case by case basis, giving examples of when complaints may be excluded from being accepted, and gives guidance as to when to exercise discretion, for example taking a complaint outside of the 12 month timeframe on safeguarding.</p>

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	Section 3.2.1 of complaints policy Section 4.1 of complaints policy Section 9 of staff guidance	Arhag provides a wide range of channels to make complaints and also provides additional support to residents who may struggle to engage with the complaints service.
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	Section 3.2.1 of complaints policy Staff guidance document Staff training records	All staff are aware of how to manage complaints. We have a staff guidance document and all staff have received training which is included for new starters.
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	Corporate KPI	Arhag does not consider large volumes of complaints to be of a concern. Our corporate target for complaints is to respond to 90% within the set timescales, we are currently at 100%.

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	<p>Link to website: https://www.arhag.co.uk/about-arhag/policies Section 3.1.7 of complaints policy. Page 3 of complaints policy (available in different languages).</p>	The policy is clear and accessible on our website and is provided to residents on request and a copy provided in all complaint acknowledgements.
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	Section 3.11.1 of complaints policy	This is detailed in the complaints policy
3.6	Landlords must give residents the opportunity to have a representative deal with their complaint on their behalf, and to be represented or accompanied at any meeting with the landlord.	Yes	Section 3.2.3 of complaints policy	This is detailed in the complaints policy
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	Section 3.4.2 of complaints policy Complaint letters	Arhag informs residents throughout its policy and in all complaint letters regarding a residents right to contact the ombudsman at any stage.

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	The Executive Director of Customer Services is responsible & accountable for complaint handling	
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	The Executive Director of Customer Services is responsible & accountable for complaint handling	
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	The Executive Director of Customer Services is responsible & accountable for complaint handling Staff training and lessons learned information	All staff have received new Complaints handling training in Sept 2025 to ensure that a culture of learning from complaints is embedded

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	Arhag operates only 1 complaints policy & residents are not treated differently by staff members as a result of complaints.
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	Sections 3.2 & 3.3 of complaints policy Section 3.2.7 of complaints policy	Arhag seeks to resolve complaints as early as possible by utilising "officer" level colleagues to handle stage 1 complaints, seeking early redress where possible, and only has 2 stages in line with the ombudsman guidance.
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	Sections 3.2 & 3.3 of complaints policy	Arhag only has 2 stages to its complaints process in line with ombudsman guidance.
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	Yes	Section 2.3 of complaints policy. Contractor meeting minutes	Arhag manages all complaints regarding contractors delivering service in house. However contractors may separately issue

	Code. Residents must not be expected to go through two complaints processes.			compensation or gestures of goodwill separately to Arhag's internal practices. These are still recorded in Arhag's complaints records.
5.5	Landlords are responsible for ensuring that any third parties handle complaints in line with the Code.	Yes	Section 2.3 of complaints policy. Contractor meeting minutes	Arhag manages all complaints regarding contractors delivering service in house. However, contractors may separately issue compensation or gestures of goodwill separately to Arhag's internal practices. These are still recorded in Arhag's complaints records.
5.6	When a complaint is logged at Stage 1 or escalated to Stage 2, landlords must set out their understanding of the complaint and the outcomes the resident is seeking. The Code will refer to this as "the complaint definition". If any aspect of the complaint is unclear, the resident must be asked for clarification.	Yes	Complaint acknowledgement letter Section 3.2.4 of complaints policy Section 3.3.5 of complaints policy	Arhag has standard complaint letters where this information is shared with residents.
5.7	When a complaint is acknowledged at either stage, landlords must be clear which aspects of the complaint they are,	Yes	Complaint acknowledgement letter Staff guidance document	Arhag has standard complaint letters where

	and are not, responsible for and clarify any areas where this is not clear.			this information is shared with residents.
5.8	<p>At each stage of the complaints process, complaint handlers must:</p> <ul style="list-style-type: none"> 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	<p>Section 3.1.9 of complaints policy Section 7 of staff guidance document</p>	This is clearly laid out in the policy and staff guidance
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	<p>Section 3.2.8 of complaints policy Standard extension letter</p>	This is covered by the policy and is evident in practice.
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	<p>Section 4 of complaints policy Section 2.4 of staff guidance document</p>	This is covered by our policy and staff guidance.

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	Section 3.2.5 & 3.3.3 of Complaints Policy	This is covered in the policy
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	Complaints tracker Internal SharePoint site Housing Management system	All records are kept for complaints in line with internal practices.
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	Section 3.1.10 of complaints policy	This is covered in policy & in staff guidance
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	Yes	Section 3.7 of complaints policy Zero Tolerance policy ASB policy	Arhag has clear policies and procedures in place in order to address unacceptable behaviour by residents.

	putting any restrictions in place and must keep restrictions under regular review.			
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	Section 3.7.6 of complaints policy	This is covered in policy.

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	Section 3.3.2 of staff guidance document and training	Our staff guidance advises complaint handlers to consider the complexity of the complaint.
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	Section 3.2 of complaints policy Complaints tracker MS Planner	Arhag works within these guidelines, SIM & EMT closely monitor these deadlines.
6.3	Landlords must issue a full response to stage 1 complaints <u>within 10 working days</u> of the complaint being acknowledged.	Yes	Section 3.2.7 of complaints policy Complaints tracker MS Planner	Arhag works within these guidelines and EMT closely monitor these deadlines
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	Yes	Section 3.2.8 of complaints policy. Section 3.3.2 of staff guidance	Our policy, guidance and processes comply with this code.

	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 tracker Standard extension letter	Arhag has clear procedures in place and monitors this.
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	Section 3.1.9 of complaints policy. Section 4.1 of staff guidance.	Our policy is aligned to this code, and is evidenced by our complaints tracker showing complaints are generally responded to before the deadline.
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	Case examples	We always ensure to cover all points.
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	Yes	Section 3.1.3 of complaints policy	This is covered in the policy and has been expanded in new guidance for staff

	<p>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.</p>			
6.9	<p>Landlords must confirm the following in writing to the resident at the completion of stage 1 in clear, plain language:</p> <ul style="list-style-type: none"> a. the complaint stage; b. the complaint definition; c. the decision on the complaint; d. the reasons for any decisions made; e. the details of any remedy offered to put things right; f. details of any outstanding actions; and g. details of how to escalate the matter to stage 2 if the individual is not satisfied with the response. 	Yes	Standard complaint template letters	Our standard template letters cover all aspects of this code

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	Section 3.3.1 of complaints policy	This is covered in our 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	Section 3.3 of complaints policy	This is covered in our 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	Template letters Case examples Complaints tracker	Whilst we do ask residents to provide us with further details, this is not mandatory for complaint escalation
6.13	The person considering the complaint at stage 2 must not be the same person that considered the complaint at stage 1.	Yes	Section 3.3.7 of complaints policy. Case examples Complaints tracker	Our policy makes this clear. All stage 2 complaints panel meetings are chaired by the SIM & are considered by an independent senior manager who was not involved in considering the stage 1 complaint.

6.14	Landlords must issue a final response to the stage 2 within 20 working days of the complaint being acknowledged.	Yes	Section 3.3 of complaints policy Complaints tracker MS Planner	This is covered in our policy and performance is regularly monitored by the Executive Management Team (EMT)
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	Staff guidance Section 3.3.12 of Complaints Policy	This is covered in our complaints policy and will be included in new guidance for staff.
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	Staff guidance Template letters Case examples	Whilst this happens in practice, we will create a template letter to cover this and include in staff guidance.
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	Section 3.1.9 of complaints policy.	Our policy is aligned to this code, and is evidenced by our complaints tracker showing complaints are generally responded to before the deadline.
6.18	Landlords must address all points raised in the complaint definition and provide clear reasons for any decisions,	Yes	Case examples	We always ensure to cover all points where possible.

	referencing the relevant policy, law and good practice where appropriate.			
6.19	<p>Landlords must confirm the following in writing to the resident at the completion of stage 2 in clear, plain language:</p> <ul style="list-style-type: none"> 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 the Ombudsman Service if the individual remains dissatisfied. 	Yes	<p>Standard complaint template letters</p> <p>Staff guidance</p>	<p>Our standard template letters cover all aspects of this code.</p>
6.20	<p>Stage 2 is the landlord's final response and must involve all suitable staff members needed to issue such a response.</p>	Yes	<p>Case examples</p> <p>Section 3.3.7 of Complaints Policy.</p>	<p>The executive directors of the service area the complaint is about is always present at the complaints panel with an independent chair of the panel present</p>

Section 7: Putting things right

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
7.1	<p>Where something has gone wrong a landlord must acknowledge this and set out the actions it has already taken, or intends to take, to put things right. These can include:</p> <ul style="list-style-type: none"> • 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	<p>Section 3.1.9 of complaints policy Template complaint letters Staff guidance</p>	<p>We always ensure to give clear outcomes to residents, however we will make it clearer and categorise outcomes of complaints in this manner.</p>
7.2	<p>Any remedy offered must reflect the impact on the resident as a result of any fault identified.</p>	Yes	<p>Compensation & goodwill gestures policy</p>	<p>Our compensation and goodwill gestures policy seeks to provide guidance as to how compensation or goodwill gestures will be assessed and administered.</p>

<p>7.3</p>	<p>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.</p>	<p>Yes</p>	<p>Complaints tracker</p>	<p>All subsequent actions required are recorded in our complaints tracker and regularly monitored by EMT to ensure completion of actions within the set deadlines.</p>
<p>7.4</p>	<p>Landlords must take account of the guidance issued by the Ombudsman when deciding on appropriate remedies.</p>	<p>Yes</p>	<p>Staff guidance</p>	<p>All staff have been trained on complaints and the staff guidance gives direction to check the ombudsman's website for information in relation to individual complaints.</p>

Section 8: Self-assessment, reporting and compliance

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
8.1	<p>Landlords must produce an annual complaints performance and service improvement report for scrutiny and challenge, which must include:</p> <ul style="list-style-type: none"> 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 performance 24/25	This is completed annually with a all points covered in this report. This information is available on our website.

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 and performance 24/25	This is completed annually with a all points covered in this report. This information is available on our website.
8.3	Landlords must also carry out a self-assessment following a significant restructure, merger and/or change in procedures.	Yes	There is no restructure or merger in progress.	We would carry this out should there be any significant change
8.4	Landlords may be asked to review and update the self-assessment following an Ombudsman investigation.	Yes	Action plan S5.2 of complaints policy	The ombudsman reviewed our April 2024 policy and issued a letter to us on 6/8/25. We have used this information in our action plan and updated our policy to reflect the areas identified.
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	Business continuity plan section 4	This is included in the business continuity plan.

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	Section 3.9.1 of complaints policy Quarterly lessons learned reporting.	This is covered in the complaints policy and we regularly review the outcomes of complaints and lessons learned to inform strategic plans to improve services for residents
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	Section 3.9.2 of complaints policy Complaints Tracker.	This is covered in the complaints policy and we regularly review the outcomes of complaints and lessons learned to inform strategic plans to improve services for residents.
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	Section 3.10.2 of Complaints Policy. RSP minutes Operations committee Minutes Board meeting minutes Quarterly staff team meetings	Arhag has an embedded culture of learning and sharing outcomes of complaints through its business.
9.4	Landlords must appoint a suitably senior lead person as accountable for their complaint handling. This person must assess any themes or	Yes	EDCS complaint handling responsible person as per MRC.	The Executive Director of Customer Service & Experience is responsible

	trends to identify potential systemic issues, serious risks, or policies and procedures that require revision.			& accountable for complaint handling
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	MRC on board MRC terms of ref updated Section 3.10.4 of complaints policy	Arhag has an MRC on its board, has recently updated its terms of reference and this is included in the complaints policy.
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	MRC on board MRC terms of ref updated Section 3.10.4 of complaints policy	Arhag has an MRC on its board, has recently updated its terms of reference and this is included in the complaints policy.
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;	Yes	MRC on board MRC terms of ref updated Section 3.10.4 of complaints policy	Arhag has an MRC on its board, has recently updated its terms of reference and this is included in the complaints policy.

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



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