

## Appendix A: Self-assessment form

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

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

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

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

## Section 1: Definition of a complaint

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
1.2	A complaint must be defined as: <i>'an expression of dissatisfaction, however made, about the standard of service, actions or lack of action by the landlord, its own staff, or those acting on its behalf, affecting a resident or group of residents.'</i>	Yes	Complaints policy <a href="https://agememnon.org.uk/documentation/complaints-policy/">https://agememnon.org.uk/documentation/complaints-policy/</a>	Para 3 of the policy, which can be found on the website.
1.3	A resident does not have to use the word 'complaint' for it to be treated as such. Whenever a resident expresses dissatisfaction landlords must give them the choice to make complaint. A complaint that is submitted via a third party or representative must be handled in line with the landlord's complaints policy.	Yes	Complaints policy <a href="https://agememnon.org.uk/documentation/complaints-policy/">https://agememnon.org.uk/documentation/complaints-policy/</a>	Para 1 & 2 of the policy, which can be found on the website
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 <a href="https://agememnon.org.uk/documentation/complaints-policy/">https://agememnon.org.uk/documentation/complaints-policy/</a>	Para 3 of the policy, which can be found on the website.
1.5	A complaint must be raised when the resident expresses dissatisfaction with the response to	Yes	Complaints policy <a href="https://agememnon.org">https://agememnon.org</a>	Para 3 of the policy, which can be found on the website.

	<p>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.</p>		<p><a href="https://agamemnon.org.uk/documentation/complaints-policy/">.uk/documentation/complaints-policy/</a>          Compensation and other payments policy  <a href="https://agamemnon.org.uk/documentation/compensation-and-other-payments-policy/">https://agamemnon.org.uk/documentation/compensation-and-other-payments-policy/</a></p>	<p>Para 1 of the policy, which can be found on the website.</p>
1.6	<p>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.</p>	Yes	<p><a href="https://agamemnon.org.uk/wp-content/uploads/2025/02/Agamemnon-Tenants-Satisfaction-Survey-2024.pdf">https://agamemnon.org.uk/wp-content/uploads/2025/02/Agamemnon-Tenants-Satisfaction-Survey-2024.pdf</a></p>	<p>For wider Surveys we used an independent benchmarking experts to deliver the TSM's for the association. Within the Survey a statement on how to make a complaint.          Additionally, as a repair has been completed a survey form is provided for tenants on their experience. Feedback is given.</p>

## 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	No		We do not go into detail on our policy.
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"> <li>• The issue giving rise to the complaint occurred over twelve months ago.</li> <li>• Legal proceedings have started. This is defined as details of the claim, such as the Claim Form and Particulars of Claim, having been filed at court.</li> <li>• Matters that have previously been considered under the complaints policy.</li> </ul>	No		We do not go into detail on our 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	Yes	TSM survey and follow up meetings on what you said we will	

	consider whether to apply discretion to accept complaints made outside this time limit where there are good reasons to do so.		do as part of the Tenant Liaison Panel (TLP)	
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.	No		We do not go into detail on our policy.
2.5	Landlords must not take a blanket approach to excluding complaints; they must consider the individual circumstances of each complaint.	Yes	Housing Management System	Concerns / Comments / Complaints are raised as cases on our Housing Management System. The Operations Manager reviews cases with Court Managers on a regular basis to make sure Complaints are not missed.

### 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 <a href="https://agamemnon.org.uk/document-ation/complaints-policy/">https://agamemnon.org.uk/document-ation/complaints-policy/</a>	Multiple routes are available to make a complaint. Details are in Para 4 of the policy. In addition, tenant can raise a complaint with their Court Manager who is onsite 35hrs per week. Or independently via our whistleblowing policy. Communications methods are subject to continuous review and via our digital agenda, which will provide additional channels for tenants to raise 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	Complaints policy <a href="https://agamemnon.org.uk/document-ation/complaints-policy/">https://agamemnon.org.uk/document-ation/complaints-policy/</a>	The complaints policy is available to view on our website and can be downloaded. Written copies are supplied as requested. Training is provided via our training provider to all colleagues.
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 are discussed within Tenant groups. Additional support is given to individuals in understanding the process. As we have on site Court Managers (35hrs per week), Accountability & resolution can be delivered in a timely manner.

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 <a href="https://agamemnon.org.uk/documentation/complaints-policy/">https://agamemnon.org.uk/documentation/complaints-policy/</a>	The complaints policy is available to view on our website and can be downloaded. Written copies are supplied as requested. If tenants require the document in another format we will support the tenant in these requirements.
3.5	The policy must explain how the landlord will publicise details of the complaints policy, including information about the Ombudsman and this Code.	No	Housing Ombudsman Annual Report <a href="https://agamemnon.org.uk/documentation/housing-ombudsmans-annual-report/">https://agamemnon.org.uk/documentation/housing-ombudsmans-annual-report/</a>	Although we have a webpage designated to the Housing Ombudsman, we do not provide the right details.
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 <a href="https://agamemnon.org.uk/documentation/complaints-policy/">https://agamemnon.org.uk/documentation/complaints-policy/</a>	Para 2 of the policy, which can be found on the website
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	Complaints policy <a href="https://agamemnon.org.uk/documentation/complaints-policy/">https://agamemnon.org.uk/documentation/complaints-policy/</a>	Para 7 / 8 of the policy, which can be found on the website. Additional information will be provided on the Housing Ombudsman annual report page of the website.

Section 4: Complaint Handling Staff

Code provision	Code requirement	Comply : Yes / No	Evidence	Commentary / explanation
4.1	Landlords must have a person or team assigned to take responsibility for complaint handling, including liaison with the Ombudsman and ensuring complaints are reported to the governing body (or equivalent). This Code will refer to that person or team as the 'complaints officer'. This role may be in addition to other duties.	Yes	Complaints policy <a href="https://agamemnon.org.uk/documentation/complaints-policy/">https://agamemnon.org.uk/documentation/complaints-policy/</a>	As we are a small Senior Leadership Team (SLT), we do not have a designated "complaints officer" this is because a complaint may be about, or actions taken by an individual in the SLT. When we receive a complaint I as the CEO will designate one of the three colleagues in the SLT to be the Complaints Officer for Stage 1 of the process. If the matter escalates further another colleague will act as the stage 2 Complaints Officer. This then leaves the CEO to manage the complaint with the Ombudsman or other stakeholders on appeal or review.
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		As the designated Complaints Officer is a member of the SLT they have access at the highest level to colleagues, policies and the Main Board of Management if required.
4.3	Landlords are expected to prioritise complaint handling and a culture of learning from	Yes	People & Culture Committee (PAC) <a href="https://agamemnon.org.uk/">https://agamemnon.org.uk/</a>	At Agamemnon we priorities complaint handling and foster a culture of learning from every complaint we receive. This way we can put our Veteran community



	<p>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</p>		<p><a href="https://agamemnon.org.uk/documentation/people-culture-committee-terms-of-reference/">rg.uk/documentation/people-culture-committee-terms-of-reference/</a></p> <p>Tenant &amp; Community Engagement Policy <a href="https://agamemnon.org.uk/documentation/tenant-and-community-engagement-policy/">https://agamemnon.org.uk/documentation/tenant-and-community-engagement-policy/</a></p>	<p>at the heart of what we do. Colleagues attend webinars, independent training and support from colleagues in the understanding what a complaint is and how to effectively manage the process.</p> <p>As part of our commitment, complaints are an agenda point on the PAC meeting. Additionally, we have one tenant who sits on this Committee with other Directors and the plan is that this will increase to three tenants in the next 12 months.</p> <p>Complaint themes or trends are reported to the Main Board of Management for review or strategic action.</p>
--	---	--	---	--

### 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 <a href="https://agamemnon.org.uk/documentation/complaints-policy/">https://agamemnon.org.uk/documentation/complaints-policy/</a>	Para 1 of the policy, which is online.
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	Yes	Complaints policy <a href="https://agamemnon.org.uk/documentation/complaints-policy/">https://agamemnon.org.uk/documentation/complaints-policy/</a>	As stated in the policy we aim to resolve a complaint at the earliest opportunity. As we have Court Managers onsite (35hrs per week) a face to face discussion can in the first instance resolve complaints in the first instance. We only have the two stages as part of resolution with in the policy.

	0' or 'informal complaint') as this causes unnecessary confusion.			
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 <a href="https://agamemnon.org.uk/documentation/complaints-policy/">https://agamemnon.org.uk/documentation/complaints-policy/</a>	We only have the two stages as part of resolution with in the policy.
5.4	Where a landlord's complaint response is handled by a third party (e.g. a contractor or independent adjudicator) at any stage, it must form part of the two stage complaints process set out in this Code. Residents must not be expected to go through two complaints processes.	Yes	Contractor's code of conduct policy <a href="https://agamemnon.org.uk/documentation/contractors-code-of-conduct-policy/">https://agamemnon.org.uk/documentation/contractors-code-of-conduct-policy/</a>	Contractors are required to sign up to our code of conduct. Tenants receive a feedback form on completion of any works completed. Contract Monitoring meetings are conducted. Any complaint will be delt with as part of Agamemnon's policy.
5.5	Landlords are responsible for ensuring that any third parties handle complaints in line with the Code.	Yes	Contractors tender	As part of the tender process contractors are required to follow Agamemnon's policy and work in line with the code.
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	Yes	Initial acknowledgement letter to tenant under Para 6 of Complaints policy <a href="https://agamemnon.org">https://agamemnon.org</a>	As part of the initial investigation the Complaints Officer will either use any letters sent as part of the complaint or as part of a face-to-face meeting to understand the complaint and what outcomes the tenant would like to see. This will be set out in a letter to the tenant outlining what will be investigated.

	to this as “the complaint definition”. If any aspect of the complaint is unclear, the resident must be asked for clarification.		<a href="https://www.agamemnon.org.uk/documentation/complaints-policy/">g.uk/documentation/complaints-policy/</a>	
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		This forms part of the initial letter outlined in section 5.6
5.8	At each stage of the complaints process, complaint handlers must: <ul style="list-style-type: none"> <li>a. deal with complaints on their merits, act independently, and have an open mind;</li> <li>b. give the resident a fair chance to set out their position;</li> <li>c. take measures to address any actual or perceived conflict of interest; and</li> <li>d. consider all relevant information and evidence carefully.</li> </ul>	Yes	Complaints policy <a href="https://www.agamemnon.org.uk/documentation/complaints-policy/">https://www.agamemnon.org.uk/documentation/complaints-policy/</a>	Tenants are treated with respect through out the complaints process. They are informed of the outcomes as developments progress and feedback is asked. Complaints Officers are training to be active listeners and not to be mindful of unconscious biases. The outcome the Association wants is to rectify the complaint in a meaningful way and if appropriate what lessons do we need to learn to correct future activities or actions taken.
5.9	Where a response to a	Yes	Complaints policy	It is important that the Complaints Officer creates 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.		<a href="https://agamemnon.org.uk/documentation/complaints-policy/">https://agamemnon.org.uk/documentation/complaints-policy/</a>	positive relationship from the beginning to build trust and confidence. Regular contact is made during and after a complaint to monitor and support tenants.
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		This is completed at the initial face to face meeting. Additional information is within our Housing Management platform to support the Complaints Officer in making reasonable adjustment when supporting a tenant through a complaint.
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.	No		Further clarity will need to be given on our 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	Yes	Housing Management system	All complaints are securely stored on our Housing Management System.

	correspondence with the resident, correspondence with other parties, and any relevant supporting documentation such as reports or surveys.			
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		It is important that the Complaints Officer creates a positive relationship from the beginning to build trust and confidence. Regular contact is made during the process, there resolutions can be discussed and actioned in a timely manner should both parties agree. If a resolution is found the Complaints Officer will monitor and support the tenant thereafter for a period of time.
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	Examples: Abusive and Threatening Behaviour Policy <a href="https://agamemnon.org.uk/documentation/abusive-and-threatening-behaviour-policy/">https://agamemnon.org.uk/documentation/abusive-and-threatening-behaviour-policy/</a> Anti-Social Behaviour (ASB) and Nuisance Policy <a href="https://agamemnon.org.uk/documentation/anti-social-behaviour-asb-and-nuisance-">https://agamemnon.org.uk/documentation/anti-social-behaviour-asb-and-nuisance-</a>	Policies are in place to support tenants from various unacceptable practices. These can be found on our website. Colleagues will work with tenants or groups of tenants to support them through any circumstances. While maintaining confidentiality and safeguarding the most vulnerable.

			<a href="https://agamemnon.org.uk/documentation/domestic-violence-policy/">policy/ Domestic Violence Policy</a> <a href="https://agamemnon.org.uk/documentation/anti-modern-slavery-and-human-trafficking-policy/">https://agamemnon.org.uk/documentation/d omestic-violence- policy/</a> Anti-Modern Slavery & Human Trafficking Policy <a href="https://agamemnon.org.uk/documentation/anti-modern-slavery-and-human-trafficking-policy/">https://agamemnon.org.uk/documentation/a nti-modern-slavery- and-human- trafficking-policy/</a> Countering Harassment Policy <a href="https://agamemnon.org.uk/documentation/countering-harassment-policy/">https://agamemnon.org.uk/documentation/c ountering- harassment-policy/</a>	
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	Housing Management System	Within our housing management system and restrictions to contact will be recorded. This will also include the rationale, a risk assessment, when it will next be reviewed and the details that have been shared with the tenant.

## 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 <a href="https://agamemn.on.org.uk/documentation/complaints-policy/">https://agamemn.on.org.uk/documentation/complaints-policy/</a>	When the complaint is first being responded to, the aim is to see what we can do at the earliest opportunity and what outcomes a tenant would like to see before escalating the matter further. This will be recorded as a case of our Housing Management system to look for future trends or patterns. So that action can be taken in a more preventative manner.
6.2	Complaints must be acknowledged, defined and logged at stage 1 of the complaints procedure <b><u>within five working days of the complaint being received.</u></b>	Yes	Complaints policy <a href="https://agamemn.on.org.uk/documentation/complaints-policy/">https://agamemn.on.org.uk/documentation/complaints-policy/</a>	As per Para 6 of the policy, which is online.
6.3	Landlords must issue a full response to stage 1	Yes	Complaints policy <a href="https://agamemn.on.org.uk/documentation/complaints-policy/">https://agamemn.on.org.uk/documentation/complaints-policy/</a>	As per Para 6 of the policy, which is online.

	complaints <b><u>within 10 working days</u></b> of the complaint being acknowledged.		<a href="https://www.housing-ombudsman.org.uk/documentation/complaints-policy/">on.org.uk/documentation/complaints-policy/</a>	
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		It is important that the Complaints Officer creates a positive relationship from the beginning to build trust and confidence. Regular contact is made during the process, where any extension is needed both parties will discuss the reason why and action needed to resolve the complaint in a timely manner should both parties agree.
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		Any letter sent to tenants will have the Housing Ombudsman's contact details within the letter.
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	Yes		This forms the thread of effect communication and putting the tenant at the heart of what we do. Communication at the right time with the right information is timely, correct with lessons learnt and outcomes achieved.



	and actioned promptly with appropriate updates provided 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		The scope of the complaint is established at the beginning of the process, to make sure that we fully understand the complaint and the outcomes the tenant would like to see.
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		This forms part of the process of responding in a timely appropriate manner and not putting barriers in front of tenants when making a complaint. It is part of the honest open way of working.
6.9	Landlords must confirm the following in writing to the resident at the completion of stage 1 in clear, plain language:	Yes		We do not have template letter as we want to make sure that we respond to tenant on an individual basis, with the key points reference within the codes requirements.

	<p>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.</p>			
--	---	--	--	--

## 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 <a href="https://agamemnon.org.uk/documentation/complaints-policy/">https://agamemnon.org.uk/documentation/complaints-policy/</a>	Para 6 of the Complaints Policy states - if the complaint is not upheld, we will explain why. A complainant can ask for a review to escalate to Stage 2 if they are not satisfied with the outcome.
6.11	Requests for stage 2 must be acknowledged, defined	Yes	Complaints policy <a href="https://agamemnon.org.uk/documentation/complaints-policy/">https://agamemnon.org.uk/documentation/complaints-policy/</a>	Para 7 of the Complaints Policy states - If a tenant requests escalation to Stage 2 the request is

	and logged at stage 2 of the complaints procedure within five working days of the escalation request being received.		<a href="https://agamemnon.org.uk/documentation/complaints-policy/">on.org.uk/documentation/complaints-policy/</a>	acknowledged, defined and logged within 5 working days of escalation request being received by the designated Manager.
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		This forms the thread of effect communication and putting the tenant at the heart of what we do. Communication at the right time with the right information is timely, correct with lessons learnt and outcomes achieved and not putting barriers in front of tenants when making a complaint or escalating a complete to stage two. It is part of the honest open way of working.
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 <a href="https://agamemnon.org.uk/documentation/complaints-policy/">https://agamemnon.org.uk/documentation/complaints-policy/</a>	Para 7 of the Complaint Policy states - The acknowledgement letter will include the name of the colleague from the Senior Leadership Team who will be investigating Stage 2.
6.14	Landlords must issue a final response to the stage 2 <b>within 20 working days</b> of the complaint being acknowledged.	Yes	Complaints policy <a href="https://agamemnon.org.uk/documentation/complaints-policy/">https://agamemnon.org.uk/documentation/complaints-policy/</a>	Para 7 of the Complaint Policy states - They will contact the complainant to understand what outcome they would like to see. An investigation and response to the stage two complaint will be sent within 20 working days of the complaint being escalated.
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	Yes		It is important that the Investigating Officer creates a positive relationship from the beginning to build trust and confidence. Regular contact is made during the process, where any extension is needed both parties will discuss the reason why and action needed to resolve the complaint in a timely manner should both parties agree.

	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.			
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		Any letter sent to tenants will have the Housing Ombudsman's contact details within the letter.
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		This forms the thread of effect communication and putting the tenant at the heart of what we do. Communication at the right time with the right information is timely, correct with lessons learnt and outcomes achieved.
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		The scope of the complaint is established at the beginning of the stage 2 process, to make sure that we fully understand the complaint and the outcomes the tenant would like to see, without having to explain the reasons why again.
6.19	Landlords must confirm the following in writing to the	Yes		We do not have template letter as we want to make sure that we respond to tenant on an individual

	<p>resident at the completion of stage 2 in clear, plain language:</p> <ul style="list-style-type: none"> <li>a. the complaint stage;</li> <li>b. the complaint definition;</li> <li>c. the decision on the complaint;</li> <li>d. the reasons for any decisions made;</li> <li>e. the details of any remedy offered to put things right;</li> <li>f. details of any outstanding actions; and</li> <li>g. details of how to escalate the matter to the Ombudsman Service if the individual remains dissatisfied.</li> </ul>			<p>basis, with the key points reference within the codes requirements.</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>Complaint final responses are taken very seriously as the impact on both the tenant and Association can be profound. We will support tenants through this part of the process and if required use an advocate (if not already being used during the complaint). The final response will be from a member of the SLT, with the authority to issue the report.</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"> <li>• Apologising;</li> <li>• Acknowledging where things have gone wrong;</li> <li>• Providing an explanation, assistance or reasons;</li> <li>• Taking action if there has been delay;</li> <li>• Reconsidering or changing a decision;</li> <li>• Amending a record or adding a correction or addendum;</li> <li>• Providing a financial remedy;</li> <li>• Changing policies, procedures or practices.</li> </ul>	Yes	<p>Tenant &amp; Community Engagement Policy  <a href="https://agamemnon.org.uk/documentation/tenant-and-community-engagement-policy/">https://agamemnon.org.uk/documentation/tenant-and-community-engagement-policy/</a></p> <p>Compensation and Other Payments Policy  <a href="https://agamemnon.org.uk/documentation/compensation-and-other-payments-policy/">https://agamemnon.org.uk/documentation/compensation-and-other-payments-policy/</a></p> <p>Complaints policy  <a href="https://agamemnon.org.uk/documentation/complaints-policy/">https://agamemnon.org.uk/documentation/complaints-policy/</a></p>	<p>This forms the thread of effect communication and putting the tenant at the heart of what we do. Communication at the right time with the right information is timely, correct with lessons learnt and outcomes achieved.</p> <p>We do not have template letter as we want to make sure that we respond to tenant on an individual basis, with the key points reference within the codes requirements.</p> <p>Within the Compensation and Other Payments Policy Para 14 we additionally have a link to the Housing Ombudsman's guidance notes on compensation policy.</p> <p>Within the Complaints Policy Para 8, there is a link to Housing Ombudsman's website for guidance and support.</p>
7.2	Any remedy offered must reflect the impact on the resident as a result of any	Yes	Compensation and Other Payments Policy	This forms the thread of effect communication and putting the tenant at the heart of what we do. Communication at the right time with the right

	fault identified.		<a href="https://agamemn.on.org.uk/documentation/compensation-and-other-payments-policy/">https://agamemn.on.org.uk/documentation/compensation-and-other-payments-policy/</a>	<p>information is timely, correct with lessons learnt and outcomes achieved.</p> <p>We do not have template letter as we want to make sure that we respond to tenant on an individual basis, with the key points reference within the codes requirements.</p> <p>Where appropriate, as outlined in our Compensation and Other Payments Policy.</p>
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	<p>Appendix 3 Compensation Payments <a href="https://agamemn.on.org.uk/documentation/appendix-3-compensation-payments/">https://agamemn.on.org.uk/documentation/appendix-3-compensation-payments/</a></p>	<p>We do not have template letter as we want to make sure that we respond to tenant on an individual basis, with the key points reference within the codes requirements. Any remedial offer will be clearly set out and we will work with tenants to establish the desired outcome.</p> <p>If as an Association there is compensation to be agreed we will follow our Policy and Appendix's.</p>
7.4	Landlords must take account of the guidance issued by the Ombudsman when deciding on appropriate remedies.	Yes	<p>Compensation and Other Payments Policy <a href="https://agamemn.on.org.uk/documentation/compensation-and-other-payments-policy/">https://agamemn.on.org.uk/documentation/compensation-and-other-payments-policy/</a></p> <p>Complaints policy <a href="https://agamemn.on.org.uk/documentation/complaints-policy/">https://agamemn.on.org.uk/documentation/complaints-policy/</a></p>	<p>We review guidance from the regulator to make sure we all are following the most up to date advise. Additionally, tenants can review the guidance as we have links to relevant webpages embedded within policies.</p> <p>Within the Compensation and Other Payments Policy Para 14 we additionally have a link to the Housing Ombudsman's guidance notes on compensation policy.</p> <p>Within the Complaints Policy Para 8, there is a link to Housing Ombudsman's website for guidance and support.</p>

## Section 8: Putting things right

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
8.1	<p>Landlords must produce an annual complaints performance and service improvement report for scrutiny and challenge, which must include:</p> <ul style="list-style-type: none"> <li>a. the annual self-assessment against this Code to ensure their complaint handling policy remains in line with its requirements.</li> <li>b. a qualitative and quantitative analysis of the landlord's complaint handling performance. This must also include a summary of the types of complaints the landlord has refused to accept;</li> <li>c. any findings of non-compliance with this Code by the Ombudsman;</li> <li>d. the service improvements made as a result of the learning from complaints;</li> <li>e. any annual report about the landlord's performance from the Ombudsman; and</li> <li>f. any other relevant reports or publications produced by the Ombudsman in relation to the work of the landlord.</li> </ul>	Yes		<p>This is the first year's report and relevant data/information will be published on our website for transparency, scrutiny and challenges.</p>



8.2	The annual complaints performance and service improvement report must be reported to the landlord's governing body (or equivalent) and published on the on the section of its website relating to complaints. The governing body's response to the report must be published alongside this.	Yes		This is the first year's report and relevant data/information will be published on our website for transparency, scrutiny and challenges.
8.3	Landlords must also carry out a self-assessment following a significant restructure, merger and/or change in procedures.	Yes		This is written within our Internal Controls measures as an action point should there be 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		This is written within our Internal Controls measures as an action point following an Ombudsman investigation and/or change in procedures.
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		This is written within our Internal Controls measures / Business Continuity Plan if we are unable to comply with the Code due to exceptional circumstance.

## 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	Service review plan  People & Culture Committee (PAC) Terms of Reference <a href="https://agamemnon.org.uk/documentation/people-culture-committee-terms-of-reference/">https://agamemnon.org.uk/documentation/people-culture-committee-terms-of-reference/</a>	As part of our SLT monthly meetings we discuss complaints, outcomes and lessons learnt. As part of our culture, we look beyond the individual complaint and look for and trends or patterns that our lack of / or actions can negatively impact others. Para 1 of the Terms of Reference for the PAC outlines the purpose of the committee.  The SLT will present to the PAC corrective actions we have / or will be undertaking as a response of lessons learnt.  The PAC will inform the Main Board of the actions taken.
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	Service review plan  Annual reports <a href="https://agamemnon.org.uk/wp-content/uploads/2025/02/20230101-Annual-Report-2023.pdf">https://agamemnon.org.uk/wp-content/uploads/2025/02/20230101-Annual-Report-2023.pdf</a>	This forms the thread of effect communication and putting the tenant at the heart of what we do.  Our annual reports outline the core objectives of our services.  Additionally, the work that the Tenant Liaison Panel undertake reviews the TSM's for solutions on how we can improve the services that the Association undertakes.
9.3	Accountability and transparency are also integral to a positive complaint handling culture. Landlords must report back	Yes		As per point 9.2

	on wider learning and improvements from complaints to stakeholders, such as residents' panels, staff and relevant committees.			
9.4	Landlords must appoint a suitably senior lead person as accountable for their complaint handling. This person must assess any themes or trends to identify potential systemic issues, serious risks, or policies and procedures that require revision.	Yes	People & Culture Committee (PAC) Terms of Reference <a href="https://agamemnon.org.uk/documentation/people-culture-committee-terms-of-reference/">https://agamemnon.org.uk/documentation/people-culture-committee-terms-of-reference/</a>	<p>As part of our culture, we look beyond the individual complaint and look for and trends or patterns that our lack of / or actions can negatively impact others. Para 1 of the Terms of Reference for the PAC outlines the purpose of the committee.</p> <p>Although the CEO has overall responsibility for complaint handling and reviewing trends and patterns with the support of the SLT. The PAC committee chair Sue Dewey OBE additionally has Board level oversight.</p>
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	People & Culture Committee (PAC) Terms of Reference <a href="https://agamemnon.org.uk/documentation/people-culture-committee-terms-of-reference/">https://agamemnon.org.uk/documentation/people-culture-committee-terms-of-reference/</a>	<p>As part of our culture, we look beyond the individual complaint and look for and trends or patterns that our lack of / or actions can negatively impact others. Para 1 of the Terms of Reference for the PAC outlines the purpose of the committee.</p> <p>Although the CEO has overall responsibility for complaint handling and reviewing trends and patterns with the support of the SLT. The PAC committee chair Sue Dewey OBE additionally has Board level oversight.</p>
9.6	The MRC will be responsible for ensuring the governing body receives regular information on complaints	Yes		As part of the PAC Chairs responsibilities, is to report to the Main Board on statistics of complaints. The Chair has full access to colleagues and details where required.

	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.			
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	Board Papers Agenda Point	PAC report to Main Board as part of the Agenda points outlined in the code requirements.
9.8	Landlords must have a standard objective in relation to complaint handling for all	Yes	Colleagues' handbook Tender documents for	This is part of the culture and behaviours that is the thread that is within the Association. Alongside Safeguarding our Tenants, Complaints is

	<p>relevant employees or third parties that reflects the need to:</p> <ul style="list-style-type: none"> <li>a. have a collaborative and co-operative approach towards resolving complaints, working with colleagues across teams and departments;</li> <li>b. take collective responsibility for any shortfalls identified through complaints, rather than blaming others; and</li> <li>c. act within the professional standards for engaging with complaints as set by any relevant professional body.</li> </ul>		<p>contractors</p> <p>Colleague training</p>	<p>a significant part of how we can foster a better lived experience for our tenants.</p> <p>Our aim is to make sure that we can collectively take responsibility for what we do and how we do it.</p> <p>Colleagues with responsibilities to support tenants have all completed a Chartered Institute Housing Qualification at a level 2, 3 or 4. With some colleagues moving onto a level 5.</p> <p>These qualification underpin the need to make sure that the Association follows good practice in managing Social Housing.</p>
--	---	--	--	---