

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	Policy and Procedure	Policy (4.1) and its associated procedure were formally reviewed, updated, and adopted to align with the Housing Ombudsman’s Complaint Handling Code. The revised documentation clearly defines what constitutes a complaint, in accordance with the Code’s standards. All relevant materials were published on the organisation’s website to ensure transparency and accessibility for residents and stakeholders.
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	Policy and Procedure	Policy (2.2, 2.3, 4.1, and 4.7) CRHA defines a complaint as any expression of dissatisfaction regarding the standard of service, actions, or lack of action by CRHA, its staff, or representatives, which affects an individual, customer, or group of customers. Complaints are accepted through multiple channels including in person, telephone, letter, email, social media,

				website, and via advocates with appropriate consent.
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	Policy and Procedure	CRHA sets out the difference between a service request and a complaint in their Policy (4.2 4.3 and 4.4) and their Procedure.
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	Policy and Procedure	CRHA aims to resolve issues at the first point of contact when a complaint or dissatisfaction is raised by our customer. We do not stop our efforts to address the service request if the customer complains and it is escalated to a formal Stage 1 complaint. This is documented in CRHA's Policy 4.4 and their Procedure.
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	Customer Satisfaction Surveys	Upon completion of a satisfaction survey CRHA ensures that all expressions of dissatisfaction, whether fairly dissatisfied or dissatisfied, are followed up with the customer following submission of a customer survey. Customers are offered the opportunity to escalate their concern as a formal complaint

	their services, they also must provide details of how residents can complain.			
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Section 2: Exclusions

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
2.1	Landlords must accept a complaint unless there is a valid reason not to do so. If landlords decide not to accept a complaint they must be able to evidence their reasoning. Each complaint must be considered on its own merits	Yes	Policy	Policy (4.10) outlines specific circumstances where CRHA will not accept a complaint, such as matters that have already been fully addressed, legal proceedings are underway, or the issue falls outside the scope of the complaints policy.
2.2	A complaints policy must set out the circumstances in which a matter will not be considered as a complaint or escalated, and these circumstances must be fair and reasonable to residents. Acceptable exclusions include: - 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.	Yes	Policy	Policy (4.10) identifies the circumstances where complaints will not be accepted, including: - Issues already fully addressed - Matters subject to legal proceedings - Concerns outside the scope of the complaints policy - Instances of unreasonable or vexatious behaviour by the complainant

	• Matters that have previously been considered under the complaints policy.			
2.3	Landlords must accept complaints referred to them within 12 months of the issue occurring or the resident becoming aware of the issue, unless they are excluded on other grounds. Landlords must consider whether to apply discretion to accept complaints made outside this time limit where there are good reasons to do so.	Yes	Policy	Policy (2.1) CRHA aim to treat all complainants fairly and equitably, in a non-discriminatory manner and without prejudice. Discretion may be applied to accept complaints submitted outside the 12-month time limit where there is a valid reason, ensuring a balanced and compassionate approach.
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	Policy	Policy (4.10) explains that if CRHA decide to accept a complaint, for any reason, an explanation will be provided to the customer explaining why and that the customer has the right to appeal the decision by bringing the matter to the Housing Ombudsman.
2.5	Landlords must not take a blanket approach to excluding complaints; they must consider the individual circumstances of each complaint.	Yes	Policy	CRHA does not apply a blanket approach to excluding complaints. Policy (2.1 and 4.10) outlines valid reasons for not accepting a complaint,

				Policy (2.1) and each case is treated fairly and equitably in a non-discriminatory manner without prejudice.
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Section 3: Accessibility and Awareness

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
3.1	Landlords must make it easy for residents to complain by providing different channels through which they can make a complaint. Landlords must consider their duties under the Equality Act 2010 and anticipate the needs and reasonable adjustments of residents who may need to access the complaints process.	Yes	Policy and Procedure	Policy (2.2, 2.3, 4.6 4.7, 4.9) and Procedure. CRHA ensures its complaints process is accessible and inclusive. We support customers who wish to be represented by a designated person or advocate, including Citizens Advice and other appropriate agencies. Where a customer lacks mental capacity, we accept complaints from an independent mental capacity advocate or legal representative. Complaints can be submitted via multiple channels, and we publicise the service widely, providing copies of the policy on request to customers or their advocates.
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	Policy and Procedure Periodic Staff training undertaken and all new employees undertake complaint handling training. Staff are encouraged to participate in HO learning via the learning hub	Policy 4.7 CRHA accepts complaints through various channels including in person, telephone, letter, email, social media, and the website. Complaints may also be submitted by advocates with

				appropriate consent, ensuring accessibility for all customers
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	Policy and Procedure	CRHA publicise how customers can access the complaints process and report this in our Quarterly Performance Dashboards and Customer and Service Improvement Report.
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	Policy and Procedure	CRHA issue our complaint process to all customers who wish to make a complaint. This can also be found on our website.
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	Policy and Annual Customer and Service Improvement Report	Details of the Complaints Code, including information about the Housing Ombudsman, and our performance are published in our Customer and Service Improvement Report.
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	Policy and Procedure	CRHA recognises that some customers may wish to be represented by a "designated person." This option is outlined in our Policy (section 2.2) and detailed in the Complaints Procedure.

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	Policy, Procedure and Stage 2 Outcome Letter	The Housing Ombudsman contact details, including postal address, website, email, and telephone number, are provided in our complaints infographic, as well as in our Stage 2 decision letter and Stage 1 and Stage 2 extension letters. Reference to the Housing Ombudsman is referenced in the Policy and Procedure.
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Section 4: Complaint Handling Staff

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
4.1	Landlords must have a person or team assigned to take responsibility for complaint handling, including liaison with the Ombudsman and ensuring complaints are reported to the governing body (or equivalent). This Code will refer to that person or team as the 'complaints officer'. This role may be in addition to other duties.	Yes	The Complaints Officer role sits with the Head of Homes and Customers.	The Head of Homes and Customers has responsibility for complaint handling, including liaison with the Housing Ombudsman and ensuring complaints are reported to the board of management.
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	Head of Homes and Customers is CRHA's Complaints Officer.	The Head of Homes and Customers at CRHA is responsible for overseeing the complaints process and managing the team to ensure prompt and effective resolution of all complaints. She has 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	Yes	Policy	CRHA Policy (4.8). promotes a positive culture about complaints to ensure that colleagues understand the policy, procedure and their responsibilities. Appropriate

	core service and must be resourced to handle complaints effectively			training is given to colleagues and new starters. Weekly complaints meetings are held with the team and colleagues are encouraged to use the Housing Ombudsman learning hub to continue with their learning and development.
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Section 5: The Complaint Handling Process

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
5.1	Landlords must have a single policy in place for dealing with complaints covered by this Code. Residents must not be treated differently if they complain.	Yes	Policy	CRHA Policy (1.2) is committed to operating an open and accountable complaints procedure, underpinned by clear service standards. Complaints will be addressed through a structured, stage-by-stage process to ensure all expressions of dissatisfaction are thoroughly investigated. CRHA Policy (2.1) is dedicated to treating all complainants fairly, equitably, and without discrimination or prejudice. Our complaints handling policy and processes are designed to promote equality, fairness, inclusivity, diversity, and respect at every stage.

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	Policy and Procedure	Timeframe and stages are outlined in CRHA's Complaint Procedure. CRHA have adopted a 48 hour service request timeline to resolve complaints followed by a two stage formal complaint 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	Policy and Procedure	CRHA's formal complaint handling process involves 2 stages.
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	Policy	CRHA Policy (4.6) will ensure that any customer complaint handled by a third party at any stage will form part of the two stage complaints process.
5.5	Landlords are responsible for ensuring that any third parties handle complaints in line with the Code.	Yes	Policy and Procedure	CRHA Policy (2.2) and (4.6) ensure that any third parties handle complaints in line with the complaint handling 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 to this as "the complaint definition". If	Yes	Stage 1 and 2 correspondence (acknowledgement, extension, outcome letters and review template)	CRHA includes their understanding of the complaint and the outcomes the customer is seeking in "the complaint definition" on all

	any aspect of the complaint is unclear, the resident must be asked for clarification.			complaint correspondence to ensure clarity for the customer.
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	Stage 1 and 2 correspondence (acknowledgement, extension, outcome letters and review template)	The complaint is identified in full and any aspect that CRHA is not responsible for is made clear in all complaint handling correspondence.
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	Policy	CRHA Policy (1.1) states that customers have the right to complain about a service failure and there will be occasions when customers will express dissatisfaction about something we have done or have failed to do or about a decision we have taken. Policy 2.1 CRHA aim to treat all complainants fairly and equitably, in a non-discriminatory manner and without prejudice. We seek to embed equality, fairness, inclusivity, diversity and respect in our complaints handling policy and processes.
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	Yes	Stage 1 and 2 acknowledgement and extension Letters	Both Stage 1 and 2 acknowledgement letters set out the timeframe required to investigate the complaint and

	keeping them informed about their complaint.			both mention that if this is not achievable CRHA will extend the timescale giving reasons and keep the customer up to date on progress.
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	Policy	CRHA Policy (3.1) outlines the legislation including the Equality Act 2010. CRHA due to its small size have a good understanding of their customer profile and keep equality diversity and inclusion data recorded on customers tenancy records. Reasonable adjustments for the customer will always be made.
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	Policy	CRHA Policy (4.10) will not refuse to escalate a complaint through all stages of the complaint handling procedure unless there are valid reasons to do so. Exceptions include:- Where the problem is a recurring issue, and we consider we have previously resolved the matter. Where a complainant is not engaging with CRHA and failing to provide relevant information relating to their complaint.

				Where legal proceedings have started. Where a customer displays behaviour which CRHA consider to be unreasonable or vexatious.
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	Our Software (SDM) and Tenancy Records File	All complaints are recorded on our Complaints module in SDM including nature of complaint, how it was made, date received and individual staff member who it has been assigned to. All relevant correspondence and communication related to the complaint is saved on the customers tenancy record file on Microsoft SharePoint and in SDM our complaints software.
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	Policy and Procedure	CRHA will always try to remedy the complaint at the first point of contact (service request) with a view to resolving the complaint and closing it within 48 hours. At Stage 1 and Stage 2 CRHA will try and resolve the complaint and consider any loss the complainant has had and compensate accordingly.
5.14	Landlords must have policies and procedures in place for managing unacceptable behaviour from residents and/or their representatives. Landlords	Yes	Unacceptable Behaviour Policy and Procedure	CRHA's Policy and Procedure (1.1) The Management of Unacceptable policy and procedure outlines the

	must be able to evidence reasons for putting any restrictions in place and must keep restrictions under regular review.			definitions defining unacceptable actions. The Unacceptable Behaviour Incident Record Log records date, name of customer/advocate, address and brief description of incident. The incident is also recorded on the tenancy records file in Microsoft SharePoint and SDM. A warning flag will be included if the incident warrants it and on the customers records.
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 and Procedure	CRHA Policy (3.1) states that they will deal fairly, honestly, consistently and appropriately with all our customers including those whose actions we consider to be unacceptable. CRHA believes that all of our customers have the right to be heard, understood and respected. CRHA Policy (6.1) has been written with consideration of the Equality Act 2010 and seeks not to consciously or subconsciously discriminate or to have an adverse effect upon anyone on the grounds of age, disability, gender identity or

				sexual orientation, race, religion or belief or sex. CRHA Policy (6.2) states that CRHA is committed to a customer first approach promoting an environment of respect, understanding and encouraging diversity and reasonable adjustments as outlined in the Equality Act 2010 will be made where appropriate to take account of situations where a customer may have a physical or mental health impairment, which has a long term or substantial effect on their everyday abilities.
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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	Policy and Procedure	CRHA Policy (4.3) states that they will try and resolve any complaint about the services we provide within 48 hours. CRHA Policy (4.4) states that we will raise a complaint when our customer/s expresses dissatisfaction and will not stop our efforts to address the service request once the complaint has been raised.
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	Policy and Procedure	Complaints are acknowledged within five working days of the complaint being received in accordance with the Housing Ombudsman timescale, which is documented in the Policy, Procedure and Stage 1 correspondence.
6.3	Landlords must issue a full response to stage 1 complaints <u>within 10 working days</u> of the complaint being acknowledged.	Yes	Policy and Procedure	A full response to a stage 1 complaint is given within ten working days of the complaint being received in accordance with the Housing Ombudsman timescale, which is documented in the Policy,

				Procedure and Stage 1 correspondence.
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	Policy and Procedure	Any extension to the timescale needed is agreed with the customer and formalised in our extension letters. It states that the extension will be no more than 10 working days and an explanation why the extension is needed is given to the customer.
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	Stage 1 and 2 extension letters Complaint Procedure	Both Stage 1 and 2 extension letters have the full contact details of the Housing Ombudsman included in the letters and it is outlined in the Complaints Procedure.
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	Stage 1 and 2 outcome letters Complaint Procedure	Stage 1 and Stage 2 outcome letter confirms investigation has taken place and lists findings • (service failure established and resolution) • (no service failure established and reasons why). Any actions required to address the issue are tracked and actioned promptly with appropriate updates provided to the customer.

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	Stage 1 and 2 outcome letters Complaint review template	CRHA will carry out investigation and establish findings. In both outcome letters (Stage 1 and 2) CRHA set out the reasons for the decision and refer to policy and law if relevant.
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 Procedure	CRHA procedure states - If a complainant raises any additional complaints during the investigation, these will be incorporated into Stage 1 response if they are relevant, and the Stage one response has not been issued. Where the additional complaints are not relevant, or the Stage 1 response has been issued, or it would unreasonably delay the response, the complaint will be logged as a new complaint.
6.9	Landlords must confirm the following in writing to the resident at the completion of stage 1 in clear, plain language: 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	Yes	Stage 1 outcome letter Stage 1 complaint review template	CRHA Stage 1 outcome letter identifies the complaint stage in the heading, identifies the complaint, the decision following investigation on the complaint, the reasons why the decision has been made, any actions that are proposed and outstanding. If the customer remains dissatisfied, they are advised that they can escalate to a Stage 2 complaint.

	g. details of how to escalate the matter to stage 2 if the individual is not satisfied with the response.			
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Stage 2

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
6.10	If all or part of the complaint is not resolved to the resident's satisfaction at stage 1, it must be progressed to stage 2 of the landlord's procedure. Stage 2 is the landlord's final response.	Yes	Policy and Procedure	CRHA adhere to the Housing Ombudsman two stage complaint handling process. Customers are advised that they can escalate their complaint to a stage 2 if they remain dissatisfied with the stage 1 response.
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	Procedure	Requests for stage 2 complaints are acknowledged, defined and logged within five working days of the complaint being received in accordance with the Housing Ombudsman timescale, which is documented in the Policy, Procedure and stage 1 outcome letter.
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	Stage 1 Outcome Letter	CRHA advise customers of their findings following investigation and the reason/s for not finding a service failure. CRHA state that they understand that the customer may be disappointed with the outcome of the investigation

				and advises them that if they are not satisfied that all or part of their complaint has been resolved, they can escalate their complaint to Stage 2 of the complaints process.
6.13	The person considering the complaint at stage 2 must not be the same person that considered the complaint at stage 1.	Yes	Procedure	Our Heads of Service (Property Services, Housing Management, Finance and Development) deal with stage 1 complaints. Our Chief Executive and two board members deal with stage 2 complaints.
6.14	Landlords must issue a final response to the stage 2 <u>within 20 working days</u> of the complaint being acknowledged.	Yes	Procedure Stage 2 acknowledgement letter	CRHA Stage 2 acknowledgement letter states - It is anticipated that this part of the procedure will take no longer than 20 working days, however, if more time is needed to review your complaint, I will contact you giving the reasons why more time is needed and how long it will take.
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,	Yes	Procedure Stage 2 extension letter	CRHA stage 2 letter outlines the timescale for dealing with the complaint and advises the customer/s that if more time is needed to review the complaint they will contact the complainant/s giving the reasons and how long it will take to conclude. CRHA

	and the reason(s) must be clearly explained to the resident.			would only do this if more time was needed to investigate the complaint.
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	Procedure Stage 1 and 2 acknowledgement letters	CRHA Stage 1 and Stage 2 acknowledgement letters both mention that if more time is needed to investigate the complaint that the complainant will be informed giving the reasons why with a new timescale. The contact details of the Ombudsman are included.
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	Procedure Stage 1 and 2 outcome letters	Stage 1 and Stage 2 outcome letter confirms investigation has taken place and lists findings • (service failure established and resolution) • (no service failure established and reasons why). Any actions required to address the issue are tracked and actioned promptly with appropriate updates provided by the customer.
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	Procedure Stage 1 and 2 outcome letters	CRHA will investigate the complaint and establish their findings. In both outcome letters CRHA set out the reasons for the decision and refer to policy and law if relevant.

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; 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	Stage 2 outcome letter	CRHA Stage 2 letter identifies the complaint stage in the heading, identifies the complaint, the decision following investigation on the complaint, the reasons why the decision has been made, any actions that are proposed and if still dissatisfied how to refer the matter to the Ombudsman.
6.20	Stage 2 is the landlord's final response and must involve all suitable staff members needed to issue such a response.	Yes	Procedure	CRHA have a 2 stage complaint handling process, and designated colleagues are responsible for investigating and providing a response to the customer/s.

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			CRHA Compensation Policy (1.1) defines that a financial payment or an offer of something tangible as an

	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	Complaint handling policy and compensation policy	apology for any inconvenience incurred. CRHA Compensation Policy (5.1) states any offer of compensation made by CRHA will be accompanied by:- • An apology • An explanation as to how the failures in service occurred CRHA Compensation Policy (1.1) states that the organisation strives to provide good quality housing and services to all its customers. However, it recognises that there will be instances where CRHA have not met its service standards and customers may be inconvenienced or suffer a loss as a result. In such circumstances customers may be offered compensation as a form of redress for the failure in line with this policy. CRHA Compensation Policy (1.2) details the circumstances under which compensation will be considered by CRHA and the process for determining any amount of financial or non-financial compensation offered.
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				CRHA Compensation Policy (2.1) outlines the circumstances in which compensation will be paid highlighting three categories: Mandatory, Quantifiable loss payments and Discretionary payments. CRHA Compensation Policy (1.5) says any compensation payments made by CRHA will be fair and proportionate taking into account the Housing Ombudsman compensation recommendations. Each case is considered on its individual merits, and CRHA will apply discretion and common sense to the decision-making process while also promoting consistency. CRHA Compensation Policy (3.1) states the amount of compensation awarded will fall into line with the circumstances in which the compensation is issued. Each case will be considered on its merits and the impact the service failure has had on the individual/s, and these will fall into three separate categories 'minor', 'moderate' or and 'severe'.
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				CRHA Compensation Policy (6.0) declares the organisation will compensate anyone who has suffered a financial loss because of our service failure with a fair and reasonable sum and explain how the amount has been determined and allow its customers with a reasonable period of time in order to accept the offer. If the complainant is a CRHA tenant in rent arrears, we will offset any financial compensation against any debt owed to CRHA. CRHA Compensation Policy (5.1) says that the organisation will demonstrate learning and a commitment to making service improvements.
7.2	Any remedy offered must reflect the impact on the resident as a result of any fault identified.	Yes	Compensation policy	CRHA Compensation Policy (3.1) states the amount of compensation awarded will fall into line with the circumstances in which the compensation is issued. Each case will be considered on its merits and the impact the service failure has had on the individual/s, and these will fall into three separate categories 'minor', 'moderate' or and 'severe'.

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.	No	Compensation Policy	CRHA's compensation policy was reviewed in March 2026. As part of the review CRHA will remedy any compensation in line with our complaints procedure timeframe. Complainants are notified of the amount of compensation offered and if accepted payment or redress is made.
7.4	Landlords must take account of the guidance issued by the Ombudsman when deciding on appropriate remedies.	Yes	Compensation Policy	CRHA do follow the compensation award guidance issued by the Housing Ombudsman and is in the policy.

Section 8: Self-assessment, reporting and compliance

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
8.1	Landlords must produce an annual complaints performance and service improvement report for scrutiny and challenge, which must include: a. the annual self-assessment against this Code to ensure their complaint handling policy remains in line with its requirements. b. a qualitative and quantitative analysis of the landlord's complaint handling performance. This must also include a summary of the types of complaints the landlord has refused to accept; c. any findings of non-compliance with this Code by the Ombudsman; d. the service improvements made as a result of the learning from complaints; e. any annual report about the landlord's performance from the Ombudsman; and f. any other relevant reports or publications produced by the Ombudsman in relation to the work of the landlord.	Yes	Submission of Self-Assessment Form to Housing Ombudsman Performance Dashboard (quarterly) Adhere to the Housing Ombudsman Complaint Handling Code Annual Customer and Service Improvement Report	CRHA adhere to the Housing Ombudsman Complaint handling code. Complaint performance is publicised on our social media platforms and to our board of management. To date there have not been any finds on non-compliance with the code by the Housing Ombudsman. As a result of complaints and TSM levels of dissatisfaction CRHA have implemented improvements to the service. CRHA are committed to carry out regular training to new colleagues and refresher training, if required, for all colleagues. Our customer and service improvement report has a focus on our service performance including complaint handling. To date there has not been any annual report about CRHA's performance from the Housing Ombudsman.

				To date there has not been any other relevant reports or publications produced by the Housing Ombudsman in relation to the work of CRHA.
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 reported to our Board members on a quarterly basis and is published in our customer and service improvement report and annual report which is accessible on the website.	CRHA report their complaints performance and service improvement to their Board on a quarterly basis. The annual complaints performance and service improvement is included in CRHA's Customer and Service Improvement report. The response to the annual complaints performance and service improvement is published on our website on an annual basis.
8.3	Landlords must also carry out a self-assessment following a significant restructure, merger and/or change in procedures.	Yes	Agreed	There has been no 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	Agreed	CRHA agree to review and 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	Yes	Agreed	CRHA will inform the Housing Ombudsman if they are unable to comply with the Code due to exceptional circumstances,

	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.			such as a cyber incident and ensure that information is provided to our customers who may be affected and publish this on their website. CRHA agree to provide a timescale for returning to compliance with the Code.
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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	Policy	CRHA Policy (9.1) states that they will record performance on complaints on a designated dashboard and report findings to the Board of Management on a quarterly basis. Where there is a clear service failure we will consider improvements to the service as a result of learning from the complaint.
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	Policy	CRHA Policy (1.1) states that there customers have the right to complain about a service failure and there will be occasions when customers will express dissatisfaction about something we have done or have failed to do or about a decision we have taken.
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	Policy Performance Dashboards	CRHA Policy (5.2, 5.4) states complaints performance and service improvements will be published to colleagues and board members on a quarterly basis. Complaints performance and service improvements on an annual basis in a designated

				Customer and Service Improvement report. CRHA monitor trends and recognises where service improvement needs to be made and implements accordingly.
9.4	Landlords must appoint a suitably senior lead person as accountable for their complaint handling. This person must assess any themes or trends to identify potential systemic issues, serious risks, or policies and procedures that require revision.	Yes	Head of Homes and Customers	CRHA's Head of Homes and Customers is the lead person 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	CRHA have a MRC in place	CRHA's MRC is a board member who is accountable for complaint handling. The MRC has lead responsibility to support a positive complaint handling culture and is acquainted with all complaints received by CRHA and how they have been handled.
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	CRHA's MRC has access to suitable information and colleagues who perform the complaint handling 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	MRC	The MRC ensures that CRHA provides their Performance Dashboard showing the board of management the volume, categories and outcomes of complaints alongside complaint handling performance. Regular reviews of issues and trends from complaint handling are identified in the Performance Dashboard and TSM report (every other year). CRHA agree to give regular updates of any outcomes if the Housing Ombudsman investigate and present any progress made in complying with orders related to severe maladministration findings if they occur. CRHA agree to publish their annual complaints performance and service improvement report.
9.8	Landlords must have a standard objective in relation to complaint handling for all relevant employees or third parties that reflects the need to: a. have a collaborative and co-operative approach towards resolving complaints, working with colleagues across teams and departments;	Yes	Policy and Procedure	CRHA Policy (1.1) states that the organisation is committed to the provision of high quality services. Our vision is to provide homes to make life better, we also take pride in being a people business. Our customers have the right to complain about a service failure and there will be

	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.			occasions when customers will express dissatisfaction about something we have done or have failed to do or about a decision we have taken. CRHA Policy (4.6) states CRHA will promote a positive culture about complaints to ensure that colleagues understand the policy and procedure and are appropriately trained and supported. CRHA have signed up to the Housing Ombudsman Complaint Handling Code and will act within the professional standards for engaging with complaints as set by this relevant professional body.
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