

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: 'an expression of dissatisfaction, however made, about the standard of service, actions or lack of action by the landlord, its own staff, or those acting on its behalf, affecting a resident or group of residents.'	Yes	Complaints, Suggestions and Compliments, Vexatious Complaints Policy & Procedure	
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.	No		The wording will be updated to state 'explicitly'.
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	See page 1 - Definitions	
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	See page 1 - Definitions	

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	No	Complaints Procedure states: 'Feedback given through surveys is not considered a formal complaint. However, residents should be given information on how to file a complaint if desired.' This	Partial compliance. The policy addresses survey feedback but does not require complaint signposting when seeking all wider forms of feedback. Policy must be updated to include
Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
	landlords ask for wider feedback about their services, they also must provide details of how residents can complain.		partially addresses the requirement but does not cover all wider feedback channels.	this broader requirement.

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	See page 3 - Complaints that cannot be accepted	
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: <ul style="list-style-type: none"> - The issue giving rise to the complaint occurred over twelve months ago. - Legal proceedings have started. This is defined as details of the claim, such as the Claim Form and Particulars of Claim, having been filed at court. - Matters that have previously been considered under the complaints policy. 	Yes	See page 3 - Complaints that cannot be accepted	RISK: The Complaints Procedure contains exclusions beyond those listed in the Code as acceptable — including staff disciplinary matters, neighbour disputes/ASB, Subject Access Requests, and complaints not about Kentish Homes. These must be reviewed to confirm they are fair and reasonable. Selfassessment should not be marked 'Yes' without this review being completed.

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.	No	Complaints Procedure states complaints over 12 months old 'cannot be investigated' — stated as an absolute rule with no discretion clause.	The 2025 Code (2.3) requires landlords to also consider applying discretion to accept complaints outside the 12-month limit where there are good reasons. The Complaints Procedure contains no discretion provision. Policy must be updated. Compliance changed from 'Yes' to 'No' pending policy update.
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	Yes	If a complaint cannot be accepted a written detailed explanation will be provided. Before you let a complainant know Kentish Homes Ltd will not accept their complaint, please gain written confirmation first from a member of the Senior Management Team. This decision can be challenged	
Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
	fairly applied, the Ombudsman may tell the landlord to take on the complaint.		by bringing the complaint to the Ombudsman. See page 3 - Complaints that cannot be accepted.	
2.5	Landlords must not take a blanket approach to excluding complaints; they must consider the individual circumstances of each complaint.	Yes	Dealing with complaints. See page 3 - Dealing with complaints.	

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	See page 2 - Complaints can be received by:	
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	See page 2 - Complaints can be received by telling a Kentish Homes Ltd member of staff	

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	A total of 6 complaints, comprising of 4 Stage 1 and 2 Stage 2 complaints were received for FY2024/25.	
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	See page 2 – Complaints- Kentish Homes Complaint policy	
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	See page 6- Stage 1 and page 8- Stage 2- Kentish Homes complaints policy	
3.6	Landlords must give residents the opportunity to have a representative deal with their complaint on their behalf, and to	Yes	See page 2 - Complaints can be received by: Representation from an advocate acting on behalf of the person such as the Citizens Advice Bureau, MP, friend, or family member.	
Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
	be represented or accompanied at any meeting with the landlord.		See page 3 - Dealing with complaints - At any stage during the complaint, the client can approach the Housing Ombudsman (or other relevant Ombudsman) for independent advice around your complaint. Once the complaint has exhausted our internal procedure, you can contact the Ombudsman for a further investigation should you remain unhappy.	
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	See page 6 - Closing as stage 2 complaint, and pages 6 - 7 - Follow up of Kentish Homes Ltd Complaints policy	

Section 4: Complaint Handling Staff

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
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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	All complaints will be reviewed quarterly by the Complaints Manager and shared with the Senior Team and the Board of Directors.	
4.2	The complaints officer must have access to staff at all levels to facilitate the prompt resolution of complaints. They must also have the authority and autonomy to act to resolve disputes promptly and fairly.	Yes	The Complaint Manager is a member of the Senior Leadership Team (SLT), contributing to strategic decision-making and leadership within Kentish Homes Ltd.	
4.3	Landlords are expected to prioritise complaint handling and a culture of learning from complaints. All relevant staff must be suitably trained in the importance of complaint handling. It is important that complaints are seen as a core service and must be resourced to handle complaints effectively.	Yes	Training on complaint handling has been conducted and is now a regular agenda item at team meetings. Data from the review of complaints is used to drive improvements in the process.	

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	See page 2- Who can make a service report or Complaint-Kentish Homes complaints policy	

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
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	Kentish Homes Ltd Complaint Policy comprises of two stages: Stage 1 and Stage 2.	
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	Kentish Homes Ltd Complaint Policy comprises of two stages: Stage 1 and Stage 2.	

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.	N/A		Kentish Homes Ltd complaint process is handled internally.
5.5	Landlords are responsible for ensuring that any third parties handle complaints in line with the Code.	N/A		Kentish Homes Ltd complaint process is handled internally.
5.6	When a complaint is logged at Stage 1 or escalated to Stage 2, landlords must set out their understanding of the complaint and the outcomes the resident is seeking. The Code will refer to this as "the complaint definition". If any aspect of the complaint is unclear, the resident must be asked for clarification.	Yes	Kentish Homes Ltd will listen to the complaint and carefully consider the client expectations and desired outcomes.	
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	See page 4 and 5 under Kentish Homes Ltd policy, we have a two stage complaints process. At both stages, Stage 1 and Stage 2, our complaint response will address the following areas: The complaint will be titled 'Complaint Stage x Reference No.' The outcome of the complaint The reasons for the decisions made	

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
			The details of any remedy offered to put things right Details of any outstanding actions	

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	See page 4-5, and 7 - 12 of the Kentish Homes Ltd complaint policy	
5.9	Where a response to a complaint will fall outside the timescales set out in this Code, the landlord must agree with the resident suitable intervals for keeping them informed about their complaint.	Yes	See page 6- Stage 1 & page 7- Stage 2- Kentish Homes complaints policy.	
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	See page 2 - Reasonable adjustments - Reasonable adjustments will be made for residents with protected characteristics, this may mean allowing additional time to provide information in response to enquiries etc (part of The Equality Act 2010).	
5.11	Landlords must not refuse to escalate a complaint through all stages of the complaints procedure unless it has valid reasons to do so. Landlords must clearly set out these reasons, and they must comply with the provisions set out in section 2 of this Code.	Yes	Complaints Procedure - Complaints that cannot be accepted (p.3): Kentish Homes Ltd will accept all complaints unless there is a valid, fair, and reasonable reason to exclude the complaint. Reasons for not escalating must comply with the same exclusion grounds as reasons for not accepting a complaint. See Section 2 of this self-assessment.	NOTE: Previous evidence cited was mismatched — it referenced complaint response timing rather than escalation. Evidence has been updated to reference the correct policy section on acceptance/exclusion grounds which also governs escalation refusals.
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	Yes	Complaints will be recorded centrally and on a secured file within the Kentish Homes computer system.	

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
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	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	<p>In our two-stage complaint process, we have established robust procedures to ensure that complaints can be effectively remedied at any stage without the need for escalation.</p> <p>Clear Communication Channels: We provide multiple channels for clients to submit their complaints, ensuring accessibility and prompt acknowledgment. This includes Kentish Homes Ltd website, email, letter, telephone, WhatsApp.</p> <p>Empowered Frontline Staff: Our frontline staff are trained and empowered to resolve complaints at the initial point of contact whenever possible. They have the authority to offer appropriate remedies and make decisions to address the issues raised by clients.</p> <p>Comprehensive Documentation: All complaints are thoroughly documented from the moment they are received. This ensures that any staff member handling the complaint has full visibility of the issue and the actions taken so far, facilitating seamless resolution at any stage.</p> <p>Regular Training and Updates: Staff involved in the complaints process receive regular training on the latest policies, procedures, and best practices.</p> <p>Feedback and Continuous Improvement: We actively seek feedback from clients on the complaints process and use this information to make continuous improvements.</p> <p>Monitoring and Accountability: We have a robust monitoring system in place to track the progress of</p>	

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
			complaints and ensure timely resolution. The Senior Leadership Team regularly reviews complaint data to ensure accountability and address any systemic issues.	
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	Kentish Homes Ltd Complaint Policy addresses risk from vexatious complaints from page 7 through 11	
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	Kentish Homes Ltd Complaint Policy addresses risk from vexatious complaints from page 7 through 11	

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	Stage 1 (page 4) of the Kentish Homes Ltd Complaint policy	
6.2	Complaints must be acknowledged, defined and logged at stage 1 of the complaints procedure within five working days of the complaint being received.	Yes	Stage 1 (page 4) of the Kentish Homes Ltd Complaint policy	
6.3	Landlords must issue a full response to stage 1 complaints within 10 working days of the complaint being acknowledged.	Yes	Stage 1 (page 4) of the Kentish Homes Ltd Complaint policy	.

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	Yes	Stage 1 (page 4) of the Kentish Homes Ltd Complaint policy	
Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
	reason, and the reason(s) must be clearly explained to the resident.			
6.5	When an organisation informs a resident about an extension to these timescales, they must be provided with the contact details of the Ombudsman.	Yes	See page 6- Stage 1 & page 8- Stage 2- Kentish Homes complaints policy	
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	Page 4 - Stage 1 (A complaint response must be sent 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 expeditiously with regular 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	Page 6 - Closing as stage 2 complaint "I trust we have now addressed all the points you have raised in your correspondence." If however you are not satisfied with our response you can contact the Housing Ombudsman	
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	See page 5- Stage 1- Kentish Homes complaints policy- 'If the resident raises additional complaints during an ongoing investigation, these must be incorporated into the Stage 1 response if they are related and the Stage 1 response has not yet been issued. If the stage 1 response has already been issued, or if the new issues are unrelated to the current investigation or would unreasonably delay the response, the new issues must be logged as a separate complaint'	

6.9	<p>Landlords must confirm the following in writing to the resident at the completion of stage 1 in clear, plain language:</p> <ul style="list-style-type: none"> a. the complaint stage; b. the complaint definition; c. the decision on the complaint; d. the reasons for any decisions made; e. the details of any remedy offered to put things right; f. details of any outstanding actions; and g. details of how to escalate the matter to stage 2 if the individual is not satisfied with the response. 	Yes	Page 4 - Stage 1 complaint response letter to the client	
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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	Page 5 - Stage 2	
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	Page 5 - Stage 2 Acknowledgement of the Stage 2 complaint is issued within 5 working days of being received. It will also briefly set out the complaint to ensure the response is correct.	
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	See page 7- Stage 2- Kentish Homes complaints policy	
6.13	The person considering the complaint at stage 2 must not be the same person that considered the complaint at stage 1.	Yes	Page 5 - Stage 2 The complaint will be investigated by the appropriate member of the Senior Management Team who will be independent of the Stage 1 investigation.	
6.14	Landlords must issue a final response to the stage 2 within 20 working days of the complaint being acknowledged.	Yes	See page 7- Stage 2- Kentish Homes complaints policy	

6.15	Landlords must decide whether an extension to this timescale is needed when considering the complexity of the complaint and then inform the resident of the expected timescale for response. Any extension must be no more than 20 working days without good reason, and the reason(s) must be clearly explained to the resident.	Yes	Page 5 - Stage 2 If it is not possible to complete the investigations within 20 working days, the complainant is informed and provided with a date for a response. Any extension should not exceed a further 10 working days without good reason.	
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	See page 8- Stage 2- Kentish Homes Complaints policy	
6.17	A complaint response must be provided to the resident when the answer to the complaint is known, not when the outstanding actions required to address the issue are completed. Outstanding actions must still be tracked and actioned promptly with appropriate updates provided to the resident.	Yes	Page 5 - Stage 2	
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	Acknowledgement of the Stage 2 complaint is issued within 5 working days of being received. It will also briefly set out the complaint to ensure the response is correct.	
Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
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	Response letter to Stage 2 Complaint Response letter	
6.20	Stage 2 is the landlord's final response and must involve all suitable staff members needed to issue such a response.	Yes	Stage 2 complaints are investigated by the appropriate member of the Senior Management Team who will be independent of the Stage 1 investigation.	

Section 7: Putting things right

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
7.1	<p>Where something has gone wrong a landlord must acknowledge this and set out the actions it has already taken, or intends to take, to put things right. These can include:</p> <ul style="list-style-type: none"> - Apologising; - Acknowledging where things have gone wrong; - Providing an explanation, assistance or reasons; - Taking action if there has been delay; - Reconsidering or changing a decision; - Amending a record or adding a correction or addendum; - - Providing a financial remedy; - Changing policies, procedures or practices. 	Yes	Kentish Homes Ltd treats all complaints in a consistent, honest and proportional manner while ensuring that clients, staff and Kentish Homes Ltd do not suffer detriment	
7.2	Any remedy offered must reflect the impact on the resident as a result of any fault identified.	Yes	Kentish Homes Ltd treats all complaints in a consistent, honest and proportional manner while ensuring that clients, staff and Kentish Homes Ltd do not suffer detriment	
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	The outcome of any Stage 1 or Stage 2 complaints must address the details of any remedy offered to put things right.	
Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
7.4	Landlords must take account of the guidance issued by the Ombudsman when deciding on appropriate remedies.	Yes	<p>Page 6 - Follow up</p> <p>If Kentish Homes Ltd managers or senior managers are uncertain, they can contact the Ombudsman service for advice.</p>	

Section 8: Self-assessment, reporting and compliance

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
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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	See page 2, 3, 4 & 5 of Kentish Homes Annual report- self assessment data and analytics	
8.2	The annual complaints performance and service improvement report must be reported to the landlord's governing body (or equivalent) and published on the section of its website relating to complaints. The governing body's response to the report must be published alongside this.	Yes	Kentish-Homes-SelfAssessment-2025.pdf Kentish-HomesComplaints-Procedure-24-25.pdf Kentish-HomesBoard-response-2425.pdf Kentish-Homes-Annual-Report-25.pdf	Links to Self Assessment, Complaints Procedure, Board response and Annual report- as published on Kentish Homes website
8.3	Landlords must also carry out a selfassessment following a significant restructure, merger and/or change in procedures.	Yes	In December 2024, we updated the Complaints policy and procedure, in line with the Ombudsman Complaints Handling Code.	
8.4	Landlords may be asked to review and update the self-assessment following an Ombudsman investigation.	N/A		There has not been an Ombudsman investigation on Kentish Homes Ltd
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	N/A		Kentish Homes Ltd Complaints Policy and Procedure aligns with the Code.
Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
	affected, and publish this on their website. Landlords must provide a timescale for returning to compliance with the Code.			

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	Complaints investigations address root causes and ascertains if there are systemic issues that require to be addressed.	
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	Lessons learnt are incorporated in the complaints handling process. Clients are encouraged to make complaints, and each complaint report is understood, considered and investigated.	
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	Training sessions are organised that incorporate lessons learnt from complaints.	
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	The Complaints Manager is responsible for complaint handling. The Complaints Manager is a member of the Senior Leadership Team (SLT).	
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	The Member Responsible for Complaints is an active Board Member of Kentish Homes Ltd	
9.6	The MRC will be responsible for ensuring the governing body receives regular information on complaints that provides insight on the landlord's complaint handling performance. This person must have access to suitable information and staff to perform this role and report on their findings.	Yes	The MRC chairs the Board Meetings with Board members for regular updates and has access to all staff dealing with Complaints	
9.7	As a minimum, the MRC and the governing body (or equivalent) must receive: a. regular updates on the volume, categories and outcomes of complaints, alongside complaint handling performance;	Yes	At a minimum, the Board of Directors receives quarterly updates on complaints and service improvement reports.	
Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation

	<ul style="list-style-type: none"> 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. 			
9.8	<p>Landlords must have a standard objective in relation to complaint handling for all relevant employees or third parties that reflects the need to:</p> <ul style="list-style-type: none"> a. have a collaborative and co-operative approach towards resolving complaints, working with colleagues across teams and departments; b. take collective responsibility for any shortfalls identified through complaints, rather than blaming others; and c. act within the professional standards for engaging with complaints as set by any relevant professional body. 	Yes	<p>Page 9 - Matters to take into account before taking actions</p> <p>Depending on the scope of the complaint, Kentish Homes Ltd has provision for complaints to be collaboratively investigated and resolved.</p>	