

Housing Ombudsman Service Complaints Handling Code Self-Assessment 2025

Section 1 – Definition of a complaint

Code section	Code requirement	Comply: Yes/No	Evidence, commentary and any explanations
1.2	<p>A complaint must be defined as:</p> <p><i>‘an expression of dissatisfaction, however made, about the standard of service, actions or lack of action by the organisation, its own staff, or those acting on its behalf, affecting an individual resident or group of residents.</i></p>	Yes	<p>Raven Housing Trust Complaint Policy Complaint Policy - Section 3.1</p> <p>In alignment with the Complaint Handling Code, Raven defines a complaint as “an expression of dissatisfaction, however made, about the standard of service, actions or lack of action by the organisation, its own staff, or those acting on its behalf, affecting an individual resident or group of residents.</p>
1.3	<p>The resident does not have to use the word ‘complaint’ for it to be treated as such. Whenever a resident expresses dissatisfaction landlords must give them the choice to make complaint. A complaint that is submitted via a third party or representative must be handled in line with the landlord’s complaints policy.</p>	Yes	<p>Raven Housing Trust Complaint Policy 01.04.2023 Complaint Policy - Section 4.1</p>
1.4	<p>Landlords must recognise the difference between a service request and a complaint. This must be set out in their complaints policy. A service request is a request from a resident to the landlord requiring action to be taken to put something right. Service requests are not complaints, but must be recorded, monitored and reviewed regularly.</p>	Yes	<p>Raven Housing Trust Complaint Policy 01.04.2023 Complaint Policy - Section 4.8</p>

Section 1 – Definition of a complaint

Code section	Code requirement	Comply: Yes/No	Evidence, commentary and any explanations
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	We carry out training on how to raise a complaint and this include carrying out the service request even if a complaint has been raised. This is ongoing with new members of staff and refresher training.
1.6	An expression of dissatisfaction with services made through a survey is not defined as a complaint, though wherever possible, the person completing the survey should be made aware of how they can pursue a complaint if they wish to. Where landlords ask for wider feedback about their services, they also must provide details of how residents can complain.	Yes	<p>A script at the end of the Explain survey provides extra information on how they customer can complain: “If you wish to make a complaint regarding the services that Raven offers, you can do so in two ways.</p> <p>You can visit Raven’s website and look for How to make a complaint or you can call them on 0300 123 3399.</p> <p>Please make sure to give as much information as possible, such as what has happened, when it happened, the impact on you and your family and how you would like them to put things right.”</p> <p>In addition to the script all dissatisfied responses are also followed up by internal team and offered a complaint.</p>


Section 2 – Exclusions

Code section	Code requirement	Comply: Yes/No	Evidence, commentary and any explanations
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	Raven Housing Trust Complaint Policy 01.04.2023 If we do not accept an issue as a complaint, we contact the customer to explain why and evidence this on CRM system.
2.2	A complaints policy must set out the circumstances in which a matter will not be considered as a complaint or escalated, and these circumstances must be fair and reasonable to residents. Acceptable exclusions include: The issue giving rise to the complaint occurred over twelve months ago. Legal proceedings have started. This is defined as details of the claim, such as the Claim Form and Particulars of Claim, having been filed at court. Matters that have previously been considered under the complaints policy.	Yes	Raven Housing Trust Complaint Policy 01.04.2023 Exclusions are set out in section 4.8 and include these acceptable exclusions as well as others.
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	Raven Housing Trust Complaint Policy 01.04.2023 Set out in section 4.7. We will not normally consider a complaint if the issue giving rise to the complaint occurred more than 12 months ago. Where the problem is re-occurring, we will consider older reports if this helps resolve the issue. We will consider this where health and safety or illness has prevented a complaint being raised in the 6 months period.
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	Raven Housing Trust Complaint Policy 01.04.2023 Section 4.8 Where we decide not to accept a complaint, we will provide an explanation setting out the reasons why the matter is not suitable for the complaints process and the right to take that decision to the Housing Ombudsman and provide their details.

Section 2 – Accessibility and awareness

Code section	Code requirement	Comply: Yes/No	Evidence, commentary and any explanations
2.5	Landlords must not take a blanket approach to excluding complaints; they must consider the individual circumstances of each complaint.	Yes	<p>Raven Housing Trust Complaint Policy</p> <p>01.04.2023</p> <p>Each complaint is considered individually, taking into account the specific circumstances and any vulnerabilities or additional needs of the resident. A fair and thorough assessment ensures that residents are treated with respect and that valid concerns are not overlooked.</p> <p>Section 5.1 Our approach when considering remedies to a complaint follows the Housing Ombudsman Service remedy guidance and includes: Be Fair – we will seek fair outcomes ensuring we treat each case individually and considering the behaviour of complainant as well as our actions Put Things Right – we will consider a range of measures to put things right for a complainant including financial compensation where appropriate. Learn from Outcomes – We will ensure that changes are made to policies, procedures, systems, staff training or all of these to reduce future complaints</p>

Section 3 – Accessibility and awareness

Code section	Code requirement	Comply: Yes/No	Evidence, commentary and any explanations
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	Raven Housing Trust Complaint Policy 01.04.2023  We have Reach Deck on our policy to facilitate read loud and translation if required. Complaint Policy – Section 4.3 Complaint Procedure - Section 4.1 We offer our Reasonable Adjustment policy where required and check support needs throughout the complaints process.
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	Frontline staff are trained to recognise where offering to raise a complaint is appropriate. If the resident is happy for the issue to be resolved without raising a complaint our CRM will document that the complaint process was offered but declined. Complaint Procedure - Section 4.1 Staff training and use of HOS E Learning platform
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	We have seen complaint volume rise from 395 in 23/24 to 816 in 24/25. Complaint numbers are reported to Board on biannual basis and monthly to the MRC

Section 3 – Complaint handling personnel

Code section	Code requirement	Comply: Yes/No	Evidence, commentary and any explanations
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	Raven Housing Trust Complaint Policy 01.04.2023 We have Reach Deck on our website page to facilitate read loud and translation for the policy if required. Further information on the complaints process is found on our website Making a complaint - Raven Housing Trust
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	Raven Housing Trust Complaint Policy 01.04.2023 Section 4.4. We will make the complaint policy available in a clear and accessible format for customers including publicising the policy on our website and through regular correspondence with customers.
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	Raven Housing Trust Complaint Policy 01.04.2023 Section 4.1 Any person acting behalf of a resident as long as they have had authority to do so. This may include but not limited to a councillor, member of parliament or the Housing Ombudsman

Section 3 – Complaint handling personnel

Code section	Code requirement	Comply: Yes/No	Evidence, commentary and any explanations
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	Raven Housing Trust Complaint Policy 01.04.2023 There is reference to the Housing Ombudsman in our policy and on our website and through the communication sent to the complainant as part of the process. Further information on the complaints process is found on our website Making a complaint - Raven Housing Trust

Section 4 – Complaint handling staff

Code section	Code requirement	Comply: Yes/No	Evidence, commentary and any explanations
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	<p>Raven's Complaint Team comprises of:</p> <p>Member Responsible for Complaints (Board Member)</p> <p>Executive Director of Customer Experience – receives regular performance reports.</p> <p>Head of Customer Experience – senior lead for complaints, accountable for complaint handling and assessment of themes, regulatory quality checks and driving continuous improvement</p> <p>Complaint Team Leader – responsibility for formal complaint process including adherence to timescales and quality of responses.</p> <p>Complaint Handlers – acknowledging and responding to formal complaints.</p> <p>Our centralised complaints team operates with clearly defined responsibilities and accountability outlined in each role's job description</p>

Section 4 – Complaint handling staff

Code section	Code requirement	Comply: Yes/No	Evidence, commentary and any explanations
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	<p>Complaint Handlers have undergone customer service training and have direct access to all senior managers to resolve complaints. Complaints Team Managers attends Insight to Action meetings where all senior managers are present.</p> <p>Complaint handlers escalate any issues to Head of Customer Experience and other Heads of Service where required to reach resolution.</p> <p>Complaint Handlers have authority and autonomy to authorise compensation payments up to £250.</p>
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	<p>We hold a monthly mandatory meeting with the Insight to Action group to track learnings from complaints.</p> <p>All frontline teams have been trained on complaint handling and have also undertaken Housing Ombudsman E Learning and HQN courses.</p> <p>Complaint handling aligns with our culture statement “Put Customers First”</p> <p>We have recruited additional complaint resource to handle increased volume.</p>

Section 5 – The complaint handling process

Code section	Code requirement	Comply: Yes/No	Evidence, commentary and any explanations
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	<p>Raven Housing Trust Complaint Policy</p> <p>01.04.2023</p> <p>We view complaints as an opportunity to learn and put issues right recognising that this builds trust with our customers.</p> <p>Policy covers: Residents named on a Raven Housing Trust tenancy for any of our properties, leaseholders, shared owners including applicants.</p> <p>Any third party that has been affected by our actions or decisions</p> <p>Any person acting behalf of a resident as long as they have had authority to do so. This may include but not limited to a councillor, member of parliament or the Housing Ombudsman</p>
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	<p>We do not have an informal stage to our complaint process as outlined in our guide to making a complaint - Making a complaint - Raven Housing Trust</p>

Section 5 – The complaint handling process

Code section	Code requirement	Comply: Yes/No	Evidence, commentary and any explanations
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	Raven Housing Trust Complaint Policy 01.04.2023 Our policy sets out the two-stage process. Section 4.6. Our formal complaint process comprises of two stages: Formal- Stage One and Review -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.	Yes	Raven Housing Trust Complaint Policy 01.04.2023 We handle all third-party complaints through our complaint process and all responses are investigated and responded to by internal complaint team.
5.5	Landlords are responsible for ensuring that any third parties handle complaints in line with the Code.	Yes	As above. You can make a complaint when we, Raven Housing Trust, or someone acting on our behalf: Making a complaint - Raven Housing Trust
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	Our standard acknowledgement letter for Stage 1 and Stage 2 sets out the reasons for the complaint and the expected outcome if provided by the customer during initial call In line with the Housing Ombudsman's Complaint Handling Code, when a complaint is received at Stage 1 or escalated to Stage 2, we clearly define the complaint by setting out our understanding of the issues raised and the outcomes the resident is seeking. This “complaint definition” helps ensure clarity and transparency for both parties.

Section 5 – The complaint handling process

Code section	Code requirement	Comply: Yes/No	Evidence, commentary and any explanations
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	Our standard acknowledgement letter sets out the reasons for the complaint. Where an issue sits outside of our responsibility this is included.
5.8	At each stage of the complaints process, complaint handlers must: deal with complaints on their merits, act independently, and have an open mind; give the resident a fair chance to set out their position; take measures to address any actual or perceived conflict of interest; and consider all relevant information and evidence carefully.	Yes	<p>For each complaint received a case review is carried out by the complaints handler where any staff member involved in the complaint is invited. The case review looks at evidence pertaining to the complaint which include CRM records, repair history and any other relevant information.</p> <p>The complaint handler will decide on whether the complaint is upheld or not based on the information available and what is discussed at the case review interviews.</p> <p>We phone the customer prior to the complaint investigation to gain more information from customer about the complaint and resolution they are seeking, and this is also passed to the complaint handler carrying out the investigation.</p>
5.9	Where a response to a complaint will fall outside the timescales set out in this Code, the landlord must agree with the resident suitable intervals for keeping them informed about their complaint.	Yes	<p>Raven Housing Trust Complaint Policy</p> <p>01.04.2023</p> <p>Any extensions to timescales are documented on CRM system and are reported on.</p> <p>There is discretion to extend these deadlines which are set out in the Housing Ombudsman Complaint Handling Code. If timescales need to be extended the complainant will be kept informed and updated about any extensions, and those exceeding 10 days at stage one or 20 days at stage two will be agreed with the complainant.</p>

Section 5 – The complaint handling process

Code section	Code requirement	Comply: Yes/No	Evidence, commentary and any explanations
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	Reasonable adjustments policy - Raven Housing Trust All reasonable adjustments are checked at the initial phone call stage and are recorded on the CRM system. If a permanent adjustment is required, this is also recorded by a flag
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	We do not refuse any escalations to Stage 2
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	We record all complaints on our CRM system. This maintains a record of each stage, outcome, all complaint correspondence, and any other relevant documentation Complaints Procedure – sets out expectations of complaint recording
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	A complaint should be resolved at the earliest possible opportunity, having assessed what evidence is needed to fully consider the issues, what outcome would resolve the matter for the resident and whether there are any urgent actions required. Complaints Procedure Section 6.2 where we set out what is in our formal response letter

Section 5 – The complaint handling process

Code section	Code requirement	Comply: Yes/No	Evidence, commentary and any explanations
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	Raven Housing Trust Complaint Policy 01.04.2023 Section 4.11. In circumstances where complainants are thought to be unreasonable, unreasonably persistent, or even vexatious, and this behaviour is having a significant or detrimental impact on staff this may affect the way a complaint is dealt with. In these cases, we will decide on the most appropriate way to manage and conclude the complaint and demonstrate regard for the provisions of the Equality Act 2010. Full details of our response to unreasonable behaviour can be found in Challenging Behaviour Procedure.
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	Full details of our response to unreasonable behaviour can be found in Challenging Behaviour Procedure. Website - Complaints policy - Raven Housing Trust (ravenht.org.uk) Unacceptable Behaviour Procedure - Raven Housing Trust (ravenht.org.uk) Any restriction of contact is authorised by Head of Service

Section 6 – Complaints stages

Stage 1

Code section	Code requirement	Comply: Yes/No	Evidence, commentary and any explanations
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	<p>A complaint should be resolved at the earliest possible opportunity, having assessed what evidence is needed to fully consider the issues, what outcome would resolve the matter for the resident and whether there are any urgent actions required.</p> <p>Complaints Procedure 6.2 where we set out what is in our formal response letter</p>
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	<p>Daily monitoring of complaint tasks by the Complaint Team and portal requests to ensure compliance with the Complaint Handling Code timescales.</p> <p>Raven Housing Trust Complaint Policy</p> <p>01.04.2023</p> <p>Section 4.6</p>
6.3	Landlords must issue a full response to stage 1 complaints <u>within 10 working days</u> of the complaint being acknowledged.	Yes	<p>This is set out in our Complaint Policy and Complaint Procedure.</p> <p>This is reported on monthly and is subject to internal audit</p>
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	<p>This is set out in our Complaint Policy and Complaint Procedure and any extensions are communicated to customer in writing and documented on the CRM system</p> <p>This is reported on monthly and is subject to internal audit</p>

Section 6 – Complaints stages

Stage 1

Code section	Code requirement	Comply: Yes/No	Evidence, commentary and any explanations
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	Implementation of Stage 1 and Stage 2 Extension Letter – Effective from 08/04/2025 The Stage 1 and Stage 2 Extension Letter has now been formally implemented into the complaints handling process as of 8th April 2025. This letter provides: The current due date of the complaint response The new extended due date Contact details for the Housing Ombudsman, in line with regulatory requirements All complaint handlers are expected to use this letter when requesting an extension to a complaint response timeline.
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	This is set out in our Complaint Procedure, and we have maintained an Action Tracker for outstanding actions. Where there are multiple or complex actions outstanding, a case manager is allocated to ensure they are completed
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	Set out in Complaints Procedure 6.2

Section 6 – Complaints stages

Stage 1

Code section	Code requirement	Comply: Yes/No	Evidence, commentary and any explanations
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	Complaint handlers are responsible for reviewing any additional concerns raised during the complaint investigation. If a resident raises further issues that are related to the original complaint and the Stage 1 response has not yet been issued, the complaint handler will include those new related concerns in the Stage 1 response. If the Stage 1 response has already been issued, or if the new issues are unrelated to the original complaint or would cause an unreasonable delay to the response, the complaint handler will log the new concerns as a separate complaint to be addressed in line with our complaints procedure.
6.9	Landlords must confirm the following in writing to the resident at the completion of stage 1 in clear, plain language: the complaint stage; the complaint definition; the decision on the complaint; the reasons for any decisions made; the details of any remedy offered to put things right; details of any outstanding actions; and details of how to escalate the matter to stage 2 if the individual is not satisfied with the response.	Yes	Raven Housing Trust Complaint Policy 01.04.2023 Section 4.6. We use template letters for responses and use these headings. The letter concludes how to escalate to Stage 2 and details of the Housing Ombudsman

Section 6 – Complaints stages

Stage 2

Code section	Code requirement	Comply: Yes/No	Evidence, commentary and any explanations
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	Raven Housing Trust Complaint Policy 01.04.2023 The complaint case is updated and tracked in the CRM system, and its current stage is visible to all staff members, ensuring everyone is on the same page. This approach helps with transparency and accountability.
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	This is in our complaint policy and in complaint procedure. This is reported and tracked on the CRM system
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	A phone call is made to understand why the complaint was not resolved at Stage 2 and this information is passed to the investigation officer.
6.13	The person considering the complaint at Stage 2 must not be the same person that considered the complaint at Stage 1.	Yes	Raven Housing Trust Complaint Policy 01.04.2023
6.14	Landlords must issue a final response to the Stage 2 <u>within 20 working days</u> of the complaint being acknowledged.	Yes	Raven Housing Trust Complaint Policy 01.04.2023 This is reported and tracked on the CRM system.

Section 6 – Complaints stages

Stage 2

Code section	Code requirement	Comply: Yes/No	Evidence, commentary and any explanations
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	Raven Housing Trust Complaint Policy 01.04.2023 We write to the customer to agree an extension, and this is recorded our Complaint record.
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	Refer to 6.1
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 is set out in our Complaint Procedure, and we have maintained an Action Tracker for outstanding actions. Where there are multiple or complex actions outstanding, a case manager is allocated to ensure they are completed.
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	This set out clearly to all points raised detailing an explanation and referring to relevant policy to support decision. Complaint Handlers attend HQN training courses to improve letter writing.

Section 6 – Complaints stages

Stage 2

Code section	Code requirement	Comply: Yes/No	Evidence, commentary and any explanations
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	We use template letters for responses and use these headings. The letter concludes how to escalate to the Housing Ombudsman if we have not been able to resolve.
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 investigations are assigned to Heads of Service or managers to investigate. Raven Housing Trust Complaint Policy 01.04.2023 Section 4.6

Section 7 – Putting things right

Code section	Code requirement	Comply: Yes/No	Evidence, commentary and any explanations
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	This is included in the Stage 1 Response letter
7.2	Any remedy offered must reflect the impact on the resident as a result of any fault identified.	Yes	When handling Stage 1 and Stage 2 investigations, a thorough assessment of the situation, considers both the immediate impact on the tenant and any underlying vulnerabilities, ensuring that the remedy provided is appropriate and following the remedy guidance.
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	This is included in our response letters which breakdown the remedy amounts offered and details of repairs and dates.
7.4	Landlords must take account of the guidance issued by the Ombudsman when deciding on appropriate remedies.	Yes	We calculate a remedy amount using the Housing Ombudsman Remedy Guidance

Section 8 – Self assessment, reporting and compliance

Code section	Code requirement	Comply: Yes/No	Evidence, commentary and any explanations
8.1	Landlords must produce an annual complaints performance and service improvement report for scrutiny and challenge, which must include: the annual self-assessment against this Code to ensure their complaint handling policy remains in line with its requirements. 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; any findings of non-compliance with this Code by the Ombudsman; the service improvements made as a result of the learning from complaints; any annual report about the landlord's performance from the Ombudsman; and any other relevant reports or publications produced by the Ombudsman in relation to the work of the landlord.	Yes	Our compliance with the Handling Code - Raven Housing Trust
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	Our compliance with the Handling Code - Raven Housing Trust
8.3	Landlords must also carry out a self-assessment following a significant restructure, merger and/or change in procedures.	N/A	This does not apply
8.4	Landlords may be asked to review and update the self-assessment following an Ombudsman investigation.	N/A	This has yet to apply
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.	N/A	

Section 9 – Scrutiny and oversight: continuous learning and improvement

Code section	Code requirement	Comply: Yes/No	Evidence, commentary and any explanations
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	Learnings are discussed at Insight to Action meeting and a learning tracker is monitored
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	We promote learnings to staff on our internal Facebook site and through the Insight to Action panel. We align complaints with our Raven culture and behaviour statements.
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	We publish learnings on our website We Hear You - Raven Housing Trust (ravenht.org.uk) We also share them with our customer voice panel and as part of our annual report. Learnings and insight are also published to the Board
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 Customer Experience is accountable for Raven Housing Trust complaints process.
9.5	In addition to this a member of the governing body (or equivalent) must be appointed to have lead responsibility for complaints to support a positive complaint handling culture. This person is referred to as the Member Responsible for Complaints ('the MRC').	Yes	We have appointed a Member Responsible for complaint from our Board.
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	They will receive regular complaint performance reports and metrics including adherence to complaint code timescales and satisfaction with complaint data.

Section 9 – Scrutiny and oversight: continuous learning and improvement

Code section	Code requirement	Comply: Yes/No	Evidence, commentary and any explanations
9.7	As a minimum, the MRC and the governing body (or equivalent) must receive: <ul style="list-style-type: none"> 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	<p>The Board receive quarterly operations report which contains this information as well as a biannual and annual complaints performance report.</p> <p>All Determinations are published to the Executive Directors when they are issued as well as confirmation that orders have been completed.</p>
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: <ul style="list-style-type: none"> have a collaborative and co-operative approach towards resolving complaints, working with colleagues across teams and departments; take collective responsibility for any shortfalls identified through complaints, rather than blaming others; and act within the professional standards for engaging with complaints as set by any relevant professional body. 	Yes	<p>This is also in line with our culture statements and behaviours.</p>

How to make a complaint

www.ravenht.org.uk/making-a-complaint

Please share your experiences and feedback

raven@ravenht.org.uk

Contact us

0300 123 3399

Joanne Silner

Senior Manager Responsible for Complaints

Joanne Stewart

Member Responsible for Complaints

