

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.

"I have taken the time to review this self-assessment and the supporting evidence, and I am reassured by the progress Housing Services has made in strengthening how complaints are handled. It is clear that complaints are not simply viewed as problems to be resolved, but as opportunities to learn, improve services and build trust with our tenants. I am particularly encouraged by the work that has been undertaken to make the complaints process more accessible, improve oversight, and ensure that lessons learned from complaints lead to meaningful changes for residents. The improvements in complaint recording, customer satisfaction, and governance show a real commitment to transparency and continuous improvement.

As Cabinet Member for Housing Services and the Member Responsible for Complaints, I understand the importance of listening to tenants' experiences and ensuring their voices help shape our services. I will continue to work closely with officers to provide challenge, support, and oversight, ensuring we maintain high standards and remain focused on delivering better outcomes for residents.

While there is always more we can do, I am satisfied that Housing Services has a positive approach to complaint handling and a genuine commitment to learning from feedback. I am pleased to endorse this self-assessment and the continued work being undertaken to improve services for our tenants."

Director of Housing <i>Sian Grant</i> Signed Sian Grant Date: 12/8/2026	Cabinet member for Housing Services and Complaint Champion Signed Cllr Ayesha Arif, Date: 28/07/2026
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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>	Y	Complaints Policy	This is defined in the Complaints Policy within section 4
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.	Y	Complaints Policy	A complaint is recognised as any expression of dissatisfaction, without needing the word “complaint,” in line with the Code. This is referenced in Section 4 of the policy. This is supported by: • Staff and Contact Centre training to identify dissatisfaction and offer complaints/escalation • Multiple access routes (dedicated mailbox, online forms, third-party submissions)

				• Daily monitoring of tenant enquiries via Teams • Clear processes and templates in supporting documentation Overall, systems and training ensure all dissatisfaction is identified and handled in line with the complaints policy.
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.	Y	Complaints Policy Making a complaint - Bury Council	This is set out within the Housing Services Complaints Handling Policy - Section 5 It is also made clear on our Complaints overview online
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.	Y	Complaints Policy A Stage1 Complaint Process Map underpins our complaint policy	This is set out within the Housing Services Complaints Handling Policy - Section 5 Tenants receive a courtesy call from the Complaint Teams to clarify the reasons for dissatisfaction, find a resolution and / or log a formal complaint

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.	Y	We have Process Mapping for TSM and day to day satisfaction to capture dissatisfaction.	Survey feedback is not automatically treated as a complaint, but tenants are clearly signposted on how to raise one. • The TSM survey directs tenants to the complaints process via a link to the factsheet and website • Transactional survey and TSM dissatisfaction is escalated to managers, who contact tenants to resolve issues and log a complaint or service request where appropriate These measures ensure tenants can easily escalate concerns if they wish.
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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	Y	Complaints Policy	Complaints are accepted unless there is a clear and evidenced reason not to, with each case considered on its own merits. • Refusals are managed in line with Section 14 Fair Exclusions of the Complaints Policy. • Decisions not to accept a complaint are documented and evidenced • Standardised Stage 1 and Stage 2 refusal templates ensure consistency and transparency
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:	Y	Complaints Policy	The policy sets out the circumstances in which a matter will not be considered as a complaint this is set out within section 14 Fair Exclusions of the Complaints Policy. Decisions not to accept a complaint are documented and evidenced Standardised Stage 1 and Stage 2 refusal templates ensure consistency and transparency

	1.1 The issue giving rise to the complaint occurred over twelve months ago. 1.2 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. 1.3 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.	Y	Complaints Policy Making a complaint - Bury Council	This is set out within the complaints policy section 13 Timeframes and Discretion Information on our timeframes and discretion is also available on our website.
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	Y	Complaints Policy	This is set out within the complaints policy Section 14 Fair Exclusions. Information on this is contained in our refusal letter

	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.			
2.5	Landlords must not take a blanket approach to excluding complaints; they must consider the individual circumstances of each complaint.	Y	Complaints Policy	This is set out within the complaints policy Section 13 Timeframes and Discretion and Section 14 Fair Exclusions. Information on this is contained in our refusal letter

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.	Y	Complaints Policy Making a complaint - Bury Council NBPO0005 Reasonable Adjustments Policy	This is set out within the complaints policy Section 7 How to make a complaint Targeted messages and new tenancy sign up messages are sent to tenants informing them how to complain. Other improvements we have made include: Dedicated inbox to triage complaints Reoccurring article in every tenant newsletter QR code online along with all methods of making a complaint HOS – Bilingual video on making a complaint is also on our webpage. Our Reasonable Adjustments Policy helps ensure all tenants can access the complaints process. Where a tenant has a disability, health condition, communication need, or other vulnerability, we will consider appropriate adjustments so they can make and engage with the complaint

				process on an equal basis. This is supported by our Equality Impact Assessment and action plan.
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.	Y	Complaints Policy	This is set out within the complaints policy Section 7. How to Make a Complaint Tenants can raise complaints through any channel and with any staff member, who are trained to recognise and refer them appropriately. This is supported by: • Mandatory training for all staff (including new starters and annual refreshers) • Ongoing staff engagement and awareness sessions • Improved tracking of referral routes via our CRM, showing increased staff-led complaints • A focus on early resolution Work is in progress to align Councillor enquiries with the complaints process, and all complaints are logged appropriately.
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	Y	Our Complaints Performance - Bury Council	• Management Tasks have been phased out to ensure all complaints are formally captured, regardless of how they are received

	process. Low complaint volumes are potentially a sign that residents are unable to complain.			• Our current complaint rate is 28 per 1,000 properties, which sits within an appropriate and expected range and is much improved on last year's underreporting. • Stage 2 escalations have increased in line with higher Stage 1 volumes; however, the escalation rate has improved, reducing from 54% to 30% • Year-end performance shows increased tenant confidence in raising complaints, alongside improved satisfaction levels • TSM complaint satisfaction has improved to 48% • Day-to-day complaint satisfaction is currently 60%, indicating stronger handling of operational complaints
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.	Y	Making a complaint - Bury Council Complaints Policy	See Sections 7 to 11 of the complaints policy Working with the Tenant's Complaints Review Group, we reviewed our Complaints Factsheet and introduced a simplified route to complain. Accessibility and Routes to Complain Working with the Complaints Review Group, we reviewed our Complaints online

				overview and introduced a simplified route to complain. Accessibility has been further enhanced through: • A QR code linking directly to complaints information and online access • Hard copies of the policy are available at the Town Hall reception and on request.
3.5	The policy must explain how the landlord will publicise details of the complaints policy, including information about the Ombudsman and this Code.	Y	Complaints Policy	Set out in the complaints policy 7. How to Make a Complaint In addition, new tenants are made aware of the policy at the start of the tenancy and in targeted annual messages from there on.
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.	Y	Making a complaint - Bury Council Complaints Policy	See section 7. We outline that a representative can make a complaint on a tenant's behalf. This is also published online.
3.7	Landlords must provide residents with information on their right to access the Ombudsman service and how the individual can	Y	Making a complaint - Bury Council Complaints Policy	See section 12 – Within the Complaints Policy there is a specific section on escalation to the Housing Ombudsman Service which provides the tenant with information on their rights to escalate to the Ombudsman

	engage with the Ombudsman about their complaint.			All acknowledgement, response letters and all extensions refer to the Housing Ombudsman, we also promote Housing Ombudsman bilingual videos.
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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.	Y		We have a dedicated Complaints Team (1 x manager and 2 investigator officers) responsible for overseeing complaint handling across Housing Services, including: - Investigating Stage 1 complaints - Managing escalation of Stage 2 complaints - Ensuring compliance with the Housing Ombudsman Complaint Handling Code A Complaints Manager leads this function and acts as the key liaison with the Housing Ombudsman Service (HOS). The Complaints Team works closely with service managers to support investigations and ensure subject matter expertise is applied.

				We also deliver regular and annual training to managers, setting clear expectations and ensuring complaints are handled consistently in line with the Code.
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.	Y		The Complaints Team operates at management level, with full access to systems, records, and staff across the organisation, including call data via the Contact Centre. They are supported by a Senior Leadership Team member, ensuring any barriers are resolved quickly and giving them the authority and autonomy to investigate and resolve complaints 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 core service and must be resourced to handle complaints effectively	Y	Cabinet Reports - Annual Complaints Performance and Service Improvement Report 202425 (6).pdf - All Documents Our Complaints Performance and learning report - Bury Council	Complaints are treated as a core service, supported by an expanded Complaints Team to ensure capacity and alignment with the Complaint Handling Code. All complaints are risk assessed on receipt, considering vulnerabilities and potential hazards. We promote a strong culture of learning, supported by: • An annual Complaint Performance and Learning Report • Quarterly reporting to the Housing Advisory Board (HAB)

				• Regular reporting through quarterly managers' meetings • Ongoing tracking of learning and improvement actions Staff receive mandatory complaint handling training, with refreshers or targeted training where required. Action in progress • Further strengthening visibility of learning through operational management forums • Delivery against the HouseMark accreditation recommendations • Upgrade of the CRM Housing Management System that will provide more detailed and automated reporting
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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.	Y	Complaints Policy	We have a single policy in place for dealing with complaints. Within the policy it outlines that tenants will not be treated any differently for making a complaint. This is outlined in Section 4 What is a Complaint.

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.	Y	Complaints Policy	There is no informal complaint stage
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.	Y	Complaints Policy	We operate a 2-stage process.
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.	Y	Complaints Policy	All complaints, including contractors complaints are handled by Bury Council Housing Services. Contractors are made aware of this. This is outlined in Section 4 of the complaints policy
5.5	Landlords are responsible for ensuring that any third	Y	Complaints Policy	All complaints are handled by dedicated Complaints Team following the Complaints Policy

	parties handle complaints in line with the Code.			
5.6	When a complaint is logged at Stage 1 or escalated to Stage 2, landlords must set out their understanding of the complaint and the outcomes the resident is seeking. The Code will refer to this as “the complaint definition”. If any aspect of the complaint is unclear, the resident must be asked for clarification.	Y	Complaints Policy	See Sections 10 and 11 of the Complaints Policy – stage one and two investigating complaints It is outlined in our acknowledgement letters and response templates
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.	Y	Complaints Policy	See Sections 10 and 11 of the Complaints Policy – stage one and two investigating complaints It is outlined in our acknowledgement letters and response templates
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;	Y	Complaints Policy	See Sections 10 and 11 of the Complaints Policy – stage one and two investigating complaints It is outlined in our acknowledgement letters and response templates Stage 1 and Stage 2 follow a service led investigation. A checklist and toolkit have been devised to ensure we are

	c. take measures to address any actual or perceived conflict of interest; and d. consider all relevant information and evidence carefully.			adhering to policy and service standards including timescales as a main reference to resolve issues and treat tenants fairly based on evidence.
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.	Y	Complaints Policy	This is outlined within the complaints policy Section 10 and 11 – Stage 1 and 2 complaints We have an extension template which includes HOS referral and updates. This normally relates to a complex complaint or a specialist investigation where a report is produced.
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.	Y	Complaints Policy NBPO0005 Reasonable Adjustments Policy	This is outlined in section 7 of the Complaints Policy How to make a complaint We also have a Reasonable Adjustment Policy. All reasonable adjustments are logged on our housing management system and our regularly reviewed. They are updated on several touch points, including Tenancy visits, annual data cleansing, and first point of contact.

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.	Y	Complaints Policy	This is outlined in our complaints policy in Section 11 Stage 2 Review
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.	Y	Complaints Policy	All complaints have case management folders created and filed by stage and year accessible to the Complaints Team, Contact Centre, Business Managers, and Head of Service. All complaints, outcomes, and learning are recorded on our housing management system. Referenced in the complaints policy in Section 19 Complaint Recording and Record Keeping
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	Y	Complaints Policy	This is outlined in the Section 6 and 9 of the complaints policy – Early Resolution and Putting things Right (Remedies) The Complaints Team is tasked to provide a quick resolution where possible. The role is to risk assess complaints, considering tenant

	without the need for escalation.			vulnerability, health, and safety concerns to determine the urgency of the issues raised. This can be evidenced in several complaint decisions where remedies have been actioned before the compliant response has been sent and as part of a follow-up conversation. This is set out in our complaints process
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.	Y	Complaints Policy	This is outlined in section 14 Fair Access and Acceptable Behaviour of the complaints policy We have a Zero-tolerance procedure to manage unacceptable behaviour. Managing unacceptable behaviour is referenced in our letters that go out to tenants.
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.	Y	Complaints Policy	Our commitment to this is outlined in the Complaints Policy Section 14 and 18 Fair Access and Acceptable Behaviour.

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.	Y	Complaints Policy	This is outlined in our complaints policy in Section 6 – Early Resolutions and Section 10 – Stage one – Investigating complaints. We adopt a risk-based approach to our investigations and responses. T We have process maps in place to ensure complaints are assessed promptly, enabling straightforward cases to be resolved quickly while more complex or high-risk cases are identified early for further investigation
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>	Y	Complaints Policy	This is outlined in section 10 of the complaints policy

6.3	Landlords must issue a full response to stage 1 complaints <u>within 10 working days</u> of the complaint being acknowledged.		Complaints Policy	This is outlined in section 10 of the complaints policy – Response Timing and Actions
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.	Y	Complaints Policy	This is outlined in our his is outlined in our complaints policy section 10 - Extensions (Stage 1) We use a standard letter template to confirm any agreed extensions with the tenant, clearly outlining the reasons for the extension.
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.	Y	Complaints Policy	We provide the tenant with the housing ombudsman details within the letter that we send. This is outlined in the complaints policy section 10 - Extensions (Stage 1)
6.6	A complaint response must be provided to the resident when the answer to the complaint is known, not when the outstanding actions	Y	Complaints Policy	Complaints are responded to once the outcome is known Each complaint will list the next steps, agreed timescales and single point of contact.

	required to address the issue are completed. Outstanding actions must still be tracked and actioned promptly with appropriate updates provided to the resident.			This is outlined in section 9 of the complaints policy – Response Timing and Actions This is outlined in the service lead response template letters.
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.	Y	Complaints Policy	This is outlined in Section 10 of the complaints policy – Response Timing and Actions We have standard response letters to ensure all points are addressed that are raised in the complaint.
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	Y	Complaints Policy	Issue relevant to the complaint may be added whilst before a response is due. This may result in an extension to investigate the added issues. We will notify the tenant. When the additional complaints are not related or the response has been issued, we will log and investigate a new complaint. This is outlined in the complaints policy Section 10 Additional Issues Raised During Investigation

	must 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 g. details of how to escalate the matter to stage 2 if the individual is not satisfied with the response.	Y	Complaints Policy	This is outlined in the complaints policy Section 10 Response Timing Actions The Stage 1 letter template is formatted to ensure all required information is clearly provided to the tenant, including the complaint definition, decision, reasons, remedies, and escalation details

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	Y	Complaints Policy	This is outlined in Section 10 and 11 of the complaint policy

	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.			Tenants are provided with this information within the Stage 1 template with the response or agreed actions
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.	Y	Complaints Policy	This is outlined in Section 11 of the complaint policy – Stage 2
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.	Y	Complaints Policy	This is outlined in Section 11 of the complaint policy – Stage 2
6.13	The person considering the complaint at stage 2 must not be the same person that considered the complaint at stage 1.	Y	Complaints Policy	This is outlined in Section 11 of the complaint policy – Stage 2
6.14	Landlords must issue a final response to the stage 2 <u>within 20 working days</u> of the complaint being acknowledged.	Y	Complaints Policy	This is outlined in Section 11 of the complaint policy – Stage 2

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.	Y	Complaints Policy	This is outlined in Section 11 of the complaint policy – Stage 2
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.	Y	Complaints Policy	This is outlined in Section 11 of the complaint policy – Stage 2 Extension This is outlined in our response letter
6.17	A complaint response must be provided to the resident when the answer to the complaint is known, not when the outstanding actions required to address the issue are completed. Outstanding actions must still be tracked and actioned promptly with appropriate updates provided to the resident.	Y	Complaints Policy	This is outlined in Section 11 of the complaint policy – Stage 2 – Response

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.	Y	Complaints Policy	This is outlined in Section 11 of the complaint policy – Stage 2 – Response This is outlined in our response letter
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.	Y	Complaints Policy	This is outlined in Section 11 of the complaint policy – Stage 2 – Response This is outlined in our 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.	Y	Complaints Policy	This is outlined in section 11 of the complaint policy – Stage 2 – Response This is outlined in our response letter
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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 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;	Y	Complaints Policy	This is outlined in Section 11 of the complaint policy – Stage 2 – Response and section 8 Putting things Right (Remedies) This is outlined in our response letter

	• Providing a financial remedy; • Changing policies, procedures or practices.			
7.2	Any remedy offered must reflect the impact on the resident as a result of any fault identified.	Y	Complaints Policy	This is outlined in Section 9 - Putting things Right (Remedies)
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.	Y	Complaints Policy	This is outlined in Section 9 - Putting things Right (Remedies) This is outlined in our response letter
7.4	Landlords must take account of the guidance issued by the Ombudsman when deciding on appropriate remedies.	Y	Complaints Policy	This is outlined in Section 9 - Putting things Right (Remedies) This is outlined in our response letter

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;	Y	Cabinet Reports - Annual Complaints Performance and Service Improvement Report 202425 (6).pdf - All Documents Our Complaints Performance and learning report - Bury Council	Performance monitoring is undertaken throughout the year, supported by annual reporting and regular review. Recent assessments by Housing and Internal Audit have provided assurance that we are continuing to improve performance, maintain compliance, and remain on track to achieve excellence within the Complaint Handling Code

	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.			
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.	Y	Cabinet Reports - Annual Complaints Performance and Service Improvement Report 9 September 2026 Agenda item 9 - ANNUAL COMPLAINTS PERFORMANCE AND LEARNING REPORT 2025/26 AND SELF-ASSESSMENT AGAINST THE HOUSING OMBUDSMAN COMPLAINT HANDLING CODE (Pages 89 - 156)	The annual complaints performance and service improvement report is presented to the Housing Advisory Board, Cabinet, and the Council's leadership team to provide oversight of complaints performance, learning, and service improvement activity. The report is also shared with Lead Members through regular briefing arrangements to ensure appropriate scrutiny and governance.
8.3	Landlords must also carry out a self-assessment following a significant restructure, merger and/or change in procedures.	Y	N/A	N/A
8.4	Landlords may be asked to review and update the self-	Y		We will act and comply with any such request from the Ombudsman.

	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 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.	Y		In the event of exceptional circumstances such a cyber incident, we will inform the Ombudsman and take all necessary action as required.

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.	Y	Our Complaints Performance and learning report - Bury Council	Learning is considered and evidence individually for each complaint regardless of whether it is upheld or not (e.g. better ways to apply reasonable adjustments). Complaints are reviewed quarterly and Annually, to Understand all learning and identify emerging trends/themes to inform the service improvement plan.

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.	Y		In addition to oversight provided by the Leadership Complaints Monitoring Group, managers discuss complaint themes, learning, and tenant feedback with their teams on a quarterly basis to promote ownership of complaints and continuous service improvement. The Complaints Manager also delivers a weekly “Tea, Coffee, Cake and Chat” session, providing informal one-to-one sessions and catch-up opportunities across the service. This initiative has strengthened engagement with frontline staff, encouraged open discussions about complaints and tenant feedback, and helped identify new ways of working. As a result, positive changes have been implemented, including improvements to the identification and delivery of reasonable adjustments, supporting a more inclusive and tenant-focused service.
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,	Y	Our Complaints Performance and learning report - Bury Council We send a regular briefing note to the lead member for complaints as well a quarterly	We report on performance on complaints twice a year to our Housing Advisory Board We report complaints performance to Cabinet on an annual basis. The Tenant’s Voice Forum has been

	such as residents' panels, staff and relevant committees.		breakdown of volume, issues and themes. Refer to <u>Cabinet Reports - Annual Complaints Performance and Service Improvement Report 9 September 2026</u> <u>Agenda item 9 - ANNUAL COMPLAINTS PERFORMANCE AND LEARNING REPORT 2025/26 AND SELF-ASSESSMENT AGAINST THE HOUSING OMBUDSMAN COMPLAINT HANDLING CODE (Pages 89 - 156)</u> <u>Listening to you, improving together - Bury Council</u>	Reviewing our approach to complaint handling including learning and performance Review Group for complaints inspection documents Website listening to you improving together
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.	Y		Director of Housing & the Head of Performance, Assurance and Improvement are accountable for complaint handling
9.5	In addition to this a member of the governing body (or equivalent) must be	Y		An appointed elected member Cllr receives a monthly briefing as well as

	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').			regular meetings to have oversight of complaints handling and performance. The current MRC is new and will receive induction training and support in their new position. .
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.	Y		The MRC has direct access to the complaints team and is provided with regular updates, and should additional information be required it is provided.
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	Y	See Housing Ombudsman Complaint Handling Code: Self-assessment - Bury Council which shows our published self assessment And Our Governing body statement Please also refer to Cabinet Reports - Annual Complaints Performance and Service Improvement Report 9 September 2026 Agenda item 9 - ANNUAL COMPLAINTS PERFORMANCE AND	Monthly brief update is provided to MRC Monthly update is provided to Corporate Governance Assurance Board Six monthly reports to Housing Advisory Board on complaints Annual report to Cabinet on complaints

	and progress made in complying with orders related to severe maladministration findings; and d. annual complaints performance and service improvement report.		<i>LEARNING REPORT 2025/26 AND SELF-ASSESSMENT AGAINST THE HOUSING OMBUDSMAN COMPLAINT HANDLING CODE (Pages 89 - 156)</i> We send a regular briefing note to the lead member for complaints as well a quarterly breakdown of volume, issues and themes.	
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; 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	Y		The Complaints Manager meets with Leadership weekly where appropriate to ensure that complaint priorities and themes are understood and supports change and culture across the business and third parties. Standard agenda item on leadership meetings to discuss any issues with complaint handling Action for improvement – add as a standard agenda item to monthly operational managers meetings to discuss collective responsibility and ownership

	set by any relevant professional body.			
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Alternative options considered and rejected

- The publication of an annual self-assessment and complaints performance and learning report is a requirement of the HOS Complaints Handling Code. Failure to do so would reduce transparency and could result in noncompliance with the Complaints Handling Code and HOS expectations.

Publication date: 24/09/2026

Date of decision: 09/09/2026

Decided at meeting: [09/09/2026 - Cabinet](#)

Accompanying Documents:

- [Annual Complaints Performance and Learning Report 202526 and self-assessment against the Housing Ombudsman Complaint Handling Code](#) PDF 177 KB
- [Appendix 1 - Complaints Self-Assessment-Form-2026 \(1\)](#) PDF 546 KB
- [Appendix 2 - Annual Complaints Performance and Service Improvement Report 202425 \(9\)](#) PDF 1 MB
- [Appendix 3 - Governing Body Statement 2026 Leader Sign \(3\)](#) PDF 147 KB