



## **Housing Ombudsman Complaint Handling Code Self-Assessment Eastbourne Borough Council**

This self-assessment form has been completed by the Customer Experience and Performance Lead in conjunction with

The Member Responsible for Complaints – Cllr Peter Diplock

And approved by LET Listening to Eastbourne Tenants at their meeting on 19<sup>th</sup> August 2025

This document It will be reviewed at least annually or following an Ombudsman investigation and published as part of the annual complaints performance and service improvement report on our website.

## Section 1: Definition of a complaint

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
1.2	A complaint must be defined as: <i>'an expression of dissatisfaction, however made, about the standard of service, actions or lack of action by the landlord, its own staff, or those acting on its behalf, affecting a resident or group of residents.'</i>	yes	<a href="#">Complaints Management policy</a> – approved June 2024	<p><b>See policy - How we define a Complaint</b></p> <p>A complaint is defined 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 or group of individuals. Each complaint will be judged on its own merit.</p> <p>As a corporate complaints policy the word individual is used not resident</p>
1.3	A resident does not have to use the word 'complaint' for it to be treated as such. Whenever a resident expresses dissatisfaction landlords must give them the choice to make complaint. A complaint that is submitted via a third party or representative must be handled in line with the landlord's complaints policy.	yes	<a href="#">Complaints Management policy</a> – approved June 2024	<p><b>See policy - Making a Complaint</b></p> <p>... When an officer first receives information from a customer which is indicating dissatisfaction, whether this is over the phone, by email or face to face, the first response should always be to try to resolve the issue. If further enquires are needed to resolve the issues, or if the customer requests it, the issue will be logged as a complaint.</p> <p>This is covered in internal training and guidance for staff</p>
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	yes	<a href="#">Complaints Management policy</a> – approved June 2024	<p><b>See policy - What is Not a Complaint</b></p> <p>A service request, which is defined as a request that the organisation provides or improves a service, fixes a problem or reconsiders a decision</p> <p>This is covered in internal guidance and training for staff</p>

	action to be taken to put something right. Service requests are not complaints, but must be recorded, monitored and reviewed regularly.			
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	Internal guidance	This is covered under internal guidance and our policy allows for a complaint to be made at any point when the customer is dissatisfied with the service they receive. As of August 2025 we will be adopting a new internal process for complaints management whereby operational teams will be responsible for responding to complaints. Review of the process will include consideration of service requests and complaints to ensure consistency
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	Survey scripts	Acuity who undertake our surveys across Lewes and Eastbourne ask the respondent <i>If you are dissatisfied with the service provided, (<b>client name</b>) do have a complaints process you can access by calling (<b>client tel no.</b>), emailing (<b>client email address</b>) or by completing a form on their website where you will find more information.</i>

## 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	Yes	<a href="#">Complaints Management policy</a> –	<b>See policy- What is Not a Complaint</b> If we are unable to accept the customer complaint, we will advise the customer of this, provide evidence as to why we have reached this conclusion, and refer them to the relevant Ombudsman.

	able to evidence their reasoning. Each complaint must be considered on its own merits		approved June 2024	
2.2	<p>A complaints policy must set out the circumstances in which a matter will not be considered as a complaint or escalated, and these circumstances must be fair and reasonable to residents.</p> <p>Acceptable exclusions include:</p> <ul style="list-style-type: none"> <li>• The issue giving rise to the complaint occurred over twelve months ago.</li> <li>• Legal proceedings have started. This is defined as details of the claim, such as the Claim Form and Particulars of Claim, having been filed at court.</li> <li>• Matters that have previously been considered under the complaints policy.</li> </ul>	Yes	<a href="#">Complaints Management policy</a> – approved June 2024	<p><b>See policy - Timescales and exceptions</b></p> <p>Is something which has already been subject to appeal or legal action, where an appeal is in progress, or the complainant could reasonably have made an appeal, or taken legal action, but has chosen not to do so. In this situation, the council will decline to investigate, stating the reasons why in their response to the complainant, as indicated above, and explain the right for the customer to take that decision to the Ombudsman</p>
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	<a href="#">Complaints Management policy</a> – approved June 2024	<p><b>See policy - Timescales and exceptions</b></p> <p>‘The council is committed to investigating complaints that have occurred within 12 months of the customer becoming aware of the issue or the issue occurring. Complaints made outside of this time limit, where there are good reasons to do so, the council will apply discretion and the complaint may still be accepted.’</p>

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	<a href="#">Complaints Management policy</a> – approved June 2024	<b>See policy - What is NOT a complaint</b> <ul style="list-style-type: none"> <li>- Poor service standards</li> <li>- Repeated service failures</li> <li>- Equality breaches</li> <li>- Staff/contractor complaint</li> </ul>
2.5	Landlords must not take a blanket approach to excluding complaints; they must consider the individual circumstances of each complaint.	yes	<a href="#">Complaints Management policy</a> – approved June 2024	<b>See policy - How we define a complaint</b> <p>‘Each complaint will be judged on its own merit’</p>

### 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	<a href="#">Complaints Management policy</a> –	<b>See policy - How the customer makes a Complaint</b> This includes <ul style="list-style-type: none"> <li>- Website / email / social media</li> <li>- Telephone</li> <li>- Face to face</li> <li>- Letter</li> <li>- To a Council Officer</li> </ul> <p>All policies undergo Equalities &amp; Fairness analyses.  All staff attend mandatory E&amp;D training</p>

				Having adopted a revised process for managing complaints the customer feedback team will focus on service improvements and which will include staff training on the Attitudes, Respect and Rights during 25/26
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	<a href="#">Complaints Management policy</a> – approved June 2024	<b>See policy - How the customer makes a Complaint</b>  As above
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.	partial	Complaints annual review to Lead officers and to Governing bodies	Quarterly complaints reports have identified complaint trends. These are reported to our Tenant groups and Members Responsible for Complaints. Of note that during 24/25 all disrepair claims have been dealt with as part of our internal complaints process which has increased complaint numbers We have reviewed our complaint numbers as part of the Housemark benchmarking for 24/25 and note the that our complaints received are above the median average for the South and England as a whole. The Customer feedback team will further review this in 25/26 Communication to tenants on how to make a complaint continues through regular newsletter articles.
3.4	Landlords must make their complaint policy available in a clear and accessible format for all	Yes	<a href="#">Complaints Management policy</a> –	<b>See policy - How the Customer makes a complaint</b>

	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.		approved June 2024	<p>If the customer requires any reasonable adjustment to be made in line with the Equality Act, then this will be recorded as part of the complaint and kept under review throughout the process. Examples may include translation and interpretation services, large print and assistance to record the complaint.</p> <p>This policy is published on our website  Consultation with tenant groups informed the policy .</p>
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	<a href="#">Complaints Management policy</a> – approved June 2024	<p><b>See policy - introduction</b>  Within Eastbourne and Lewes we regularly use our newsletters to promote the complaints handling code. We promote Complaints handling awareness courses to our involved residents  We publicised the opportunity to join the Housing Ombudsman's tenant panel and we have a number of residents on this group.</p>
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	<a href="#">Complaints Management policy</a> – approved June 2024	<p><b>See policy - How we define a complaint</b>  A complaint submitted by a third party or a customer's representative will be handled in the same way as a complaint made directly by the customer. Appropriate authority must be provided to act on the customers behalf before any enquiries are carried out.</p>
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	<a href="#">Complaints Management policy</a> – approved June 2024	<p><b>See policy - Responding to Complaints</b>  When responding to a complaint the Investigating officer should normally include  h) Details of the relevant Ombudsman at every stage of the complaint process including response extension times</p>

#### 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'. The role may be in addition to other duties.	Yes	New process effective from August 2025	During 24/25 we managed complaints through a dedicated team of Specialist Advisors within the Customer Experience Team. We reviewed our approach and piloted with the Property Service Team services responding to complaints relating to their team. The Customer Experience team retained stage 2 complaints management and Housing Ombudsman Administration. Following a successful pilot which saw response rates improve the model will be extended to all service from August 2025 for both stage 1 and stage 2 complaints – with different officers responding to stage 2 cases. The Customer First team will ensure that response times are in line with the Housing Ombudsman code and will quality check a sample of responses. They will also take over responsibility for managing housing ombudsman cases.
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	New process effective from August 2025	Officers managing complaints will be typically team leaders who will liaise with staff in relation to responses. Customer First will sample responses to ensure consistency and fairness along with the Customer Feedback Team who will retain some oversight in order to report to Members Responsible for Complaints and our Governing bodies. A Tenant Scrutiny of the complaints process has taken place and recommendations will form part of

				this new process along with a new compensation policy to support consistency
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	Complaints are reported through our Governance structures	The Customer Experience Team will deliver face to face training to support complaint resolution and maintain regular feedback with teams on themes and complaint reporting. This will enable the Customer Experience Team to support learning from complaints and service improvements

### 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	<a href="#">Complaints Management policy</a> – approved June 2024	Our complaints management policy covers Lewes and Eastbourne Councils and covers complaints relevant to housing alongside those relating to Local Government generally. Specific reference is made within the policy, where appropriate to housing related complaints
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	<a href="#">Complaints Management policy</a> – approved June 2024	<b>See policy - Making a Complaint</b> .... the first response should always be to try to resolve the issue.  We operate a 2 stage internal process – stage 3 is referral to the Housing Ombudsman
5.3	A process with more than two stages is not acceptable under	yes	<a href="#">Complaints Management</a>	We operate a 2 stage internal process - stage 3 is referral to the Housing Ombudsman

	any circumstances as this will make the complaint process unduly long and delay access to the Ombudsman.		<a href="#">policy</a> – approved June 2024	
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	<a href="#">Complaints Management policy</a> – approved June 2024	<b>See Policy - How we Define a complaint</b> If you are dissatisfied with the actions, outcomes, service or behaviour of a contractor or person delivering a service for Lewes District Council or Eastbourne Borough Council  All complaints are managed internally by Homes First on behalf of Eastbourne and Lewes Council which includes complaints as above, in line with the Complaints Handling Code.
5.5	Landlords are responsible for ensuring that any third parties handle complaints in line with the Code.	yes	<a href="#">Complaints Management policy</a> – approved June 2024	All complaints are managed internally by Homes First on behalf of Eastbourne and Lewes Council in line with the Complaints Handling Code and includes complaints relating to services provided on behalf of either Council e.g. repairs.
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	Standard template for correspondence	Our internal process for managing complaints requires a member of staff to contact (by phone or email) any new complainant at both stage 1 or 2 to establish the cause of the complaint / escalation. This information is then confirmed in writing to the tenant in a format which includes the complaint definition. Complaint responses have been reviewed as part of our Tenant Scrutiny project on complaints processing and this will inform staff guidance and training
5.7	When a complaint is acknowledged at either stage,	yes	<a href="#">Complaints Management</a>	<b>See Policy - Timescales and Exceptions</b>

	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.		<a href="#">policy</a> – approved June 2024	As per our Policy when an exception is applied this is explained to the complainant. In addition the Customer Experience Complaints Team member who contacts the complainant seeks to clarify aspects of any complaint which we may not be responsible for. This will then be confirmed in writing to the complainant From 1 <sup>st</sup> August contact will be made by Homes First teams dealing with the complaint
5.8	At each stage of the complaints process, complaint handlers must: 1. deal with complaints on their merits, act independently, and have an open mind; 2. give the resident a fair chance to set out their position; 3. take measures to address any actual or perceived conflict of interest; and 4. consider all relevant information and evidence carefully.	yes	<a href="#">Complaints Management policy</a> – approved June 2024	<b>See Policy - How we Define a complaint</b>  ...Each complaint will be judged on its own merit...  Staff investigating the complaint will have received Complaints training – from 1 <sup>st</sup> August training will be provided to a wider range of staff dealing with complaints. The investigation / approach and resulting correspondence is randomly and regularly peer reviewed (by the Customer Feedback Manager) From 1 <sup>st</sup> August 2025 this oversight will be part of the Customer First team's role
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	<a href="#">Complaints Management policy</a> – approved June 2024	<b>See Policy - Extensions</b>  In exceptional circumstances an extension of a further 10 days is allowable, with the justification for this extension being clearly explained to the customer. If 10 days is not sufficient the Council will agree a new response timeline with the customer
5.10	Landlords must make reasonable adjustments for	partial	<a href="#">Complaints Management</a>	<b>See Policy - How the customer Makes a Complaint</b>

	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.		<a href="#">policy</a> – approved June 2024	<p>If the customer requires any reasonable adjustment to be made in line with the Equality Act, then this will be recorded as part of the complaint and kept under review throughout the process. Examples may include translation and interpretation services, large print and assistance to record the complaint.</p> <p>Staff undertake mandatory E&amp;D training which addresses ‘reasonable’ adjustments. Our draft reasonable adjustments policy is currently with tenants as part of the consultation process. A vulnerability strategy will be dealt with during 25/26</p>
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	<a href="#">Complaints Management policy</a> – approved June 2024	<p><b>See Policy - Timescales and Exceptions</b></p> <p>Our Complaints Management Policy clarifies what is classed as an exception and these mirror those contained within the code. The right to take the decision to the Housing Ombudsman is also covered.</p>
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	Internal staff guidance and Customer Relationship Management (CRM) software	<p>Our internal process is detailed in staff guidance which has been updated as of Aug 2025 to account for the new process. Ensuring that reports and documents are recorded on our CRM software will form part of the process managed by Customer First.</p> <p>The Customer Feedback team will work with services as part of the service improvement work to streamline record keeping</p>

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 href="#">Complaints Management policy</a> – approved June 2024	<b>See Policy - Remedial action</b> Our Customer facing policy outlines what remedies we can take to resolve issues and these remedies can be applied at any time. This is also covered in staff training In addition our Compensation Policy (currently developed with Tenant Scrutiny Team July 25) provides further guidance on remedies
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	<a href="#">Complaints Management policy</a> – approved June 2024  <a href="#">Unreasonable Customer Behaviour policy</a>	<b>See Policy - Unreasonable and unreasonably persistent complainants</b> Linked to this section of the policy is our Unreasonable & Unreasonably Persistent Complainant 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	<a href="#">Unreasonable Customer Behaviour policy</a>	Decision is to record a complainant as unreasonable / unreasonably persistent is taken by Corporate Management Team. Decisions are reviewed regularly and can be appealed through the complaints process. Policy has been subject to an equality and fairness analysis.

## 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	Yes	<a href="#">Complaints Management</a>	<b>See Policy - Stages of considering a complaint</b>

	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.		<a href="#">policy</a> – approved June 2024	Initially the complaint should be discussed informally with the customer. If resolution cannot be achieved this way, then the complaint should be moved to an investigation stage. Complaints resolved immediately by the Customer Contact Team will be recorded as a stage one response.  All complaints which come through to the Customer Experience Team have been logged as complaints and managed in line with the policy. The complainant is contacted to establish the issues and to identify if there are any vulnerabilities that inform the resolution. Every attempt is made to resolve the issues at the earliest opportunity, whilst formally responding to the complaint.
6.2	Complaints must be acknowledged, defined and logged at stage 1 of the complaints procedure <b><u>within five working days of the complaint being received.</u></b>	Yes	<a href="#">Complaints Management policy</a> – approved June 2024	<b>See Policy - Stage 1 Complaint</b> A stage 1 complaint will be acknowledged within 5 days of receipt and responded to within 10 working days of the acknowledgement
6.3	Landlords must issue a full response to stage 1 complaints <b><u>within 10 working days</u></b> of the complaint being acknowledged.	Yes	<a href="#">Complaints Management policy</a> – approved June 2024	<b>See Policy - Stage 1 Complaint</b> A stage 1 complaint will be acknowledged within 5 days of receipt and responded to within 10 working days of the acknowledgement
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	Yes	<a href="#">Complaints Management policy</a> – approved June 2024	<b>See Policy - Extensions</b>  In exceptional circumstances an extension of a further 10 days is allowable, with the justification for this extension being clearly explained to the customer. If 10 days is not sufficient the Council will agree a new response timeline with the customer

	be no more than 10 working days without good 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	<a href="#">Complaints Management policy</a> – approved June 2024	<b>See Policy Section - Extensions</b> The Council will advise the customer or the relevant Ombudsman if an extension is proposed or agreed.
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	Internal staff guidance	This approach has now been embedded within internal staff guidance and is included in staff training. There remains a caveat that if the tenant expressly wishes us <b>not to close a complaint</b> until the matter is fully concluded we will respect their wishes and confirm this to them accordingly
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	Internal staff guidance	The complaint definition is established during the initial contact call / email with the complainant and confirmed to the customer in writing. The formal response to the complainant covers the issues identified from the initial contact and subsequent acknowledgement letter. The formal response will also include any additional issues raised during the course of the investigation.
6.8	Where residents raise additional complaints during the investigation, these must be incorporated into the stage 1	Yes	<a href="#">Complaints Management policy</a> – approved June 2024	<b>See Policy - Stage 1 Complaint</b> If an additional issue, clearly related to the original complaint, is raised during the investigating period then the response should address this new issue

	<p>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.</p>			<p>alongside the original complaint. If a new issue is identified which is not related to the original complaint, or the stage 1 response has already been completed, then it should be addressed as a new complaint.</p>
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"> <li>a. the complaint stage;</li> <li>b. the complaint definition;</li> <li>c. the decision on the complaint;</li> <li>d. the reasons for any decisions made;</li> <li>e. the details of any remedy offered to put things right;</li> <li>f. details of any outstanding actions; and</li> <li>g. details of how to escalate the matter to stage 2 if the individual is not satisfied with the response.</li> </ul>	Yes	<p><a href="#">Complaints Management policy</a> – approved June 2024</p>	<p><b>See Policy - Responding to Complaints</b></p> <p>When responding to a complaint the Investigating officer should normally include;</p> <ul style="list-style-type: none"> <li>a) The complaint stage</li> <li>b) The complaint definition</li> <li>c) The decision on the complaint</li> <li>d) The reasons for the decision</li> <li>e) The details of any remedy offered to put things right</li> <li>f) Details of any outstanding actions</li> <li>g) Details of how to escalate the matter to the next stage, if not satisfied</li> <li>h) Details of the relevant Ombudsman at every stage of the complaint process including response extension times</li> </ul> <p>Standard template letters highlight these areas for response. Specifically in relation to (h) this is not normally included in stage 1 responses unless there has been an extension</p>

## Stage 2

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
6.10	If all or part of the complaint is not resolved to the resident's satisfaction at stage 1, it must be progressed to stage 2 of the landlord's procedure. Stage 2 is the landlord's final response.	Yes	<a href="#">Complaints Management policy</a> – approved June 2024	<b>See Policy - Stage 2 complaint</b> If a customer is not satisfied with the investigation that has been carried out at stage 1 they may ask for it to be escalated to 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	<a href="#">Complaints Management policy</a> – approved June 2024	<b>See Policy - Stage 2 complaint</b> A stage 2 complaint will be acknowledged within 5 days of receipt of the request to escalate
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	Internal Complaints process – Guidance	All stage 2 complainants are contacted by a member of staff (not involved in the original stage 1 response) to understand why the resident remains dis-satisfied.
6.13	The person considering the complaint at stage 2 must not be the same person that considered the complaint at stage 1.	Yes	<a href="#">Complaints Management policy</a> – approved June 2024	<b>See Policy - Stage 2 Complaint</b> The Investigating Officer for stage 2 should be different to the Investigating Officer for stage 1.  A sample of Stage 2 complaint responses are reviewed by a senior member of staff for consistency and to ensure that it is inline with the housing ombudsman code

6.14	Landlords must issue a final response to the stage 2 <b><u>within 20 working days</u></b> of the complaint being acknowledged.	Yes	<a href="#">Complaints Management policy</a> – approved June 2024	<b>See Policy - Stage 2 Complaint</b> A stage 2 complaint will be acknowledged within 5 days of receipt of the request to escalate and responded to within 20 working days of the acknowledgement
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.	Partial	<a href="#">Complaints Management policy</a> – approved June 2024	<b>See Policy - Extensions</b>  In exceptional circumstances an extension of a further 10 days is allowable, with the justification for this extension being clearly explained to the customer. If 10 days is not sufficient the Council will agree a new response timeline with the customer  Complaint response times are not inline with the expectations of the code due to resourcing issues. As a result a change in process will be introduced from August (following a three month pilot with Property Services) with operational services responsible for their own complaints responses. This will provide for greater accountability and spreads the response writing across a wider staff group which mitigates the resourcing issues.
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	<a href="#">Complaints Management policy</a> – approved June 2024	<b>See Policy Section - Extensions</b> The Council will advise the customer or the relevant Ombudsman if an extension is proposed or agreed.  This forms part of the letter templates
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	Yes	Internal staff guidance	This approach has now been embedded within internal staff guidance and is included in staff training. There remains a caveat that if a tenant expressly wishes us <b>not to close a complaint</b> until the matter is fully concluded we will

	completed. Outstanding actions must still be tracked and actioned promptly with appropriate updates provided to the resident.			respect their wishes and confirm this to them accordingly
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	Internal staff guidance	The complaint definition is established during the initial acknowledgement call with the complainant. The discussion is confirmed to the complainant in writing. The formal response to the complaint covers the issues identified and will include any additional issues raised during the course of the investigation.
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	<a href="#">Complaints Management policy</a> – approved June 2024	<b>See Policy - Responding to Complaints</b> When responding to a complaint the IO should normally include;  i) The complaint stage j) The complaint definition k) The decision on the complaint l) The reasons for the decision m) The details of any remedy offered to put things right n) Details of any outstanding actions o) Details of how to escalate the matter to the next stage, if not satisfied p) Details of the relevant Ombudsman at every stage of the complaint process including response extension times  Standard template letters highlight these areas for response.

6.20	Stage 2 is the landlord's final response and must involve all suitable staff members needed to issue such a response.	Yes	Internal complaints procedure	Our internal investigation approach involves all stakeholders relevant to the case in question,. Case work is regularly peer reviewed.
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### Section 7: Putting things right

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
7.1	<p>Where something has gone wrong a landlord must acknowledge this and set out the actions it has already taken, or intends to take, to put things right. These can include:</p> <ul style="list-style-type: none"> <li>• Apologising;</li> <li>• Acknowledging where things have gone wrong;</li> <li>• Providing an explanation, assistance or reasons;</li> <li>• Taking action if there has been delay;</li> <li>• Reconsidering or changing a decision;</li> <li>• Amending a record or adding a correction or addendum;</li> <li>• Providing a financial remedy;</li> <li>• Changing policies, procedures or practices.</li> </ul>	Yes	<p><a href="#">Complaints Management policy</a> – approved June 2024</p>	<p><b>See Policy - Remedial action</b> If the council upholds the complaint in full or part, it is expected that remedial action will be taken. This could include one or more of the following:</p> <p>a) <u>Apology</u> – the council says sorry for what has happened. Acknowledging where things have gone wrong; Providing an explanation, assistance, or reasons.</p> <p>b) <u>Action</u> – the council puts right what was wrong for the customer, if this is possible. This may also be accompanied by a commitment on the part of the council to instigate change in procedure, or training for staff, to ensure the same thing does not happen again.</p> <p>c) <u>Providing a financial remedy</u></p>

7.2	Any remedy offered must reflect the impact on the resident as a result of any fault identified.	Partial	Internal staff guidance on compensation	The compensation policy is currently with the tenant scrutiny team as part of a co-design project (July 2025) and is due for formal approval August 25
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	Template letters	Template letters – where a case has been upheld or partially upheld - include an apology, an outline of action taken or to be taken in discussion with the tenant. If financial remedy is being consider this will be identified in the letter
7.4	Landlords must take account of the guidance issued by the Ombudsman when deciding on appropriate remedies.	Yes	Internal guidance on remedies	The compensation policy is currently with the tenant scrutiny team as part of a co-design project (July 2025) and is due for formal approval August 25 and is aligned to the Housing Ombudsman guidance

### 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.	yes	The annual report and self-assessment are on the website	<b>Eastbourne 2024/25</b> Am working on this

	<ul style="list-style-type: none"> <li>b. a qualitative and quantitative analysis of the landlord's complaint handling performance. This must also include a summary of the types of complaints the landlord has refused to accept;</li> <li>c. any findings of non-compliance with this Code by the Ombudsman;</li> <li>d. the service improvements made as a result of the learning from complaints;</li> <li>e. any annual report about the landlord's performance from the Ombudsman; &amp;</li> <li>f. any other relevant reports or publications produced by the Ombudsman in relation to the work of the landlord.</li> </ul>			
8.2	<p>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.</p>	Yes	Annual report and self-assessment are on the website	The annual complaints report was considered initially by the Member Responsible for Complaints who recommended its approval to Listening to Eastbourne Tenants (LET) at their meeting in August 2025 as part of our formal signoff process within our governance structure.

8.3	Landlords must also carry out a self-assessment following a significant restructure, merger and/or change in procedures.	Yes	Revised governance terms of reference in Eastbourne / Lewes - approved Nov 24	Our Governance structures and terms of reference have been reviewed to incorporate enhanced reporting and transparency on complaints. Terms of reference for both governance groups will be reviewed at the AGM 2025 to consider inclusion of reference to Member Responsible for Complaints
8.4	Landlords may be asked to review and update the self-assessment following an Ombudsman investigation.	Yes	Statement as part of the introduction to this self assessment and in the annual reports to Governing bodies	This self-assessment will be reviewed at least annually and in line with Housing Ombudsman feedback as part of the quarterly meetings with the Member Responsible for Complaints and Service Leads
8.5	If a landlord is unable to comply with the Code due to exceptional circumstances, such as a cyber incident, they must inform the Ombudsman, provide information to residents who may be affected, and publish this on their website Landlords must provide a timescale for returning to compliance with the Code.	Yes	Statement as part of the introduction to this self assessment and in the annual reports to Governing bodies	This will continue to be monitored should such an issue arise

### 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	Partial	Reports and notes from quarterly service	This was an area identified for improvement in 23/24 but resource issues prioritised complaints processing. Work was done in

	consider whether service improvements can be made as a result of any learning from the complaint.		improvement meetings with service leads	quarter 3 2024/25 to set up a process to review complaint themes. The new approach to complaints handling is intended to free resources within the Customer Feedback team to greater support – learning from complaints – this includes highlighting complaint themes, housing ombudsman determination review, service improvement logs and support in delivery. Currently a spreadsheet records service improvements recommended following complaint investigations. If the issue is a significant concern this will be raised immediately with the service lead. Quarterly review meetings have been set up these will be reviewed in 25/26 following feedback form Service Leads and Members Responsible for Complaint to focus more on feedback rather than numbers and processes. This work will form part of the quarterly monitoring report to Governing bodies.
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.	Partial	Reports and notes from quarterly service improvement meetings with service leads	A renewed focus will be made to look at how complaints and service improvements are feedback to residents through the formal governance process and more widely to both tenants and staff. This is a recommendation from the current tenant scrutiny review July 2025
9.3	Accountability and transparency are also integral to a positive complaint handling culture. Landlords	Partial	Individual issues / log of improvements / reports to leads	A renewed focus will be made to look at how complaints and service improvements are feedback to residents through the formal governance process and more widely to both

	must report back on wider learning and improvements from complaints to stakeholders, such as residents' panels, staff and relevant committees.			tenants and staff. This is a recommendation from the current tenant scrutiny review July 2025
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	<a href="#">Complaints Management policy</a> – approved by Cabinet July 2024 finalised Sept 24	The Customer Experience and Performance Lead is responsible for <ul style="list-style-type: none"> <li>- reviewing complaint management process and performance</li> <li>- reporting to Governing Bodies</li> <li>- coordinating discussions with Service leads and Member Responsible for Complaints on improvements / trends</li> </ul>
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	Role of MRC is on the website	Member Responsible for Complaints ('the MRC') has been appointed in Lewes and Eastbourne – in both local authorities this is the portfolio holder for housing. This role has been in place for 12 months and is currently under review to ensure that identifying themes and learning from complaints is the focus rather than numbers of complaints. The role requires further accountability as part of the governance structure and will be considered at the AGM for LET in Oct 2025
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	yes	Role of MRC is on the website	In 24/25 regular reporting to governing bodies on complaints handling was introduced and this will be developed at the request of the Member Responsible for Complaints ('the MRC') evolving the role to focus on complaint themes and improvements.

	must have access to suitable information and staff to perform this role and report on their findings.			
9.7	<p>As a minimum, the MRC and the governing body (or equivalent) must receive:</p> <ul style="list-style-type: none"> <li>a. regular updates on the volume, categories and outcomes of complaints, alongside complaint handling performance;</li> <li>b. regular reviews of issues and trends arising from complaint handling;</li> <li>c. regular updates on the outcomes of the Ombudsman's investigations &amp; progress made in complying with orders related to severe maladministration findings</li> <li>d. annual complaints performance and service improvement report.</li> </ul>	yes	Role of MRC is on the website the governing body receive regular performance reports	<p>This forms part of the new Terms of reference for the new Governance structure in both Lewes and Eastbourne</p> <p>In Eastbourne a complaints report is included in the suite of standard reports considered quarterly along with the annual report. More focus will be placed in trends and service improvements during 25/26</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	Yes	Objective setting is work in progress for 2024/25	<p>Each service area has been required to set complaints objectives Q2 2024/25</p> <p>With the revised customer feedback team role these will be randomly checked during the year with relevant managers in Homes First</p>

	<ul style="list-style-type: none"><li>a. have a collaborative and co-operative approach towards resolving complaints, working with colleagues across teams and departments;</li><li>b. take collective responsibility for any shortfalls identified through complaints, rather than blaming others; and</li><li>c. act within the professional standards for engaging with complaints as set by any relevant professional body.</li></ul>			And support a renewed focus on training
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