

ANNUAL COMPLAINTS PERFORMANCE AND SERVICE IMPROVEMENT REPORT
(REPORTING YEAR: 1 FEBRUARY 2025 TO 31 JANUARY 2026)

Author: Cordelia Rocque

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Paper is for: Housing Ombudsman, Management Committee and Residents

1. Executive summary:

The Social Housing (Regulation) Act 2023 introduced a new regulatory regime for registered social landlords to comply with. This includes an Annual Complaints Performance and Service Improvement Report to be submitted to the regulator.

Kirkdale Housing Cooperative (KHC) will complete an annual self-assessment against the Housing Ombudsman's Complaint Handling Code to demonstrate ongoing compliance. Following its initial self-assessment in 2024, KHC identified that its complaints process would no longer meet the Code's requirements and began making the necessary changes. In response, KHC modernised its complaints policy, which was approved by the Management Committee in summer 2024, using themes which we have identified from our complaints to support improvements to our services.

2. Background:

Regulatory response: The Social Housing (Regulation) Act 2023 introduced a stronger regulatory framework for registered social landlords. Its purpose is to strengthen consumer standards, improve resident involvement and address underperformance. The Act also increased the powers of the Regulator of Social Housing and the Housing Ombudsman, placing greater expectations on landlords to support residents effectively.

Our response: During 2024, KHC worked towards compliance with the Complaint Handling Code by strengthening its approach to complaints. This included embedding a more resident-focused complaints culture, where residents are

ANNUAL COMPLAINTS PERFORMANCE AND SERVICE IMPROVEMENT REPORT
(REPORTING YEAR: 1 FEBRUARY 2025 TO 31 JANUARY 2026)

listened to and their concerns are addressed clearly and consistently. We have embedded our service standards for complaint handling to ensure we are compliant with the handling code. We have already begun to see better identification of complaints and separating these with genuine service requests, progress being made in our acknowledgement to complaints, response times to complaints improving and achieving better outcomes for tenants.

KHC actively encourages feedback from resident-members, as it provides valuable opportunities to improve services. Following the introduction of the new Complaints Policy in 2024, KHC replaced its previous five-stage complaints process with a clearer two-stage process. If a complainant remains dissatisfied with the outcome, the policy explains how they can escalate their complaint to the Housing Ombudsman or another relevant body.

Tenant Perception Survey: In line with regulatory requirements, KHC will carry out the Tenant Perception Survey in early 2026. This will provide another opportunity for residents to share their views on the services they receive and provide a useful method for us to learn where we can be better.

Scope of this paper: This paper summarises the number and types of complaints received during the reporting year and outlines the service improvements made as a result. It also includes an updated self-assessment against the Complaint Handling Code.

3. Summary of complaints received in the reporting year:

Table 1.

Stage 1	Stage 2	Ombudsman

KIRKDALE HOUSING COOPERATIVE

ANNUAL COMPLAINTS PERFORMANCE AND SERVICE IMPROVEMENT REPORT (REPORTING YEAR: 1 FEBRUARY 2025 TO 31 JANUARY 2026)

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Additional commentary: We received one complaint during the reporting year, which was responded to and resolved at Stage 1 of the Complaints process. Similarly to the previous year, we had no complaints escalated to Stage 2 of the process and no complaints were escalated to the Housing Ombudsman.		

Table 2: Breakdown of Complaint Type

Repairs	Estate services, including cleaning	ASB	Other
0	0	0	1
Additional Commentary: During the reporting year, KHC received one formal complaint. This complaint was in relation to allocation of property. Following an investigation the complaint was partially upheld, and an informal remedy was made to the customer. The remedy was accepted and the complaint did not escalate further. No other legal or non-legal remedies were required in response to complaints, and the landlord did not feel obliged to offer financial compensation.			

ANNUAL COMPLAINTS PERFORMANCE AND SERVICE IMPROVEMENT REPORT
(REPORTING YEAR: 1 FEBRUARY 2025 TO 31 JANUARY 2026)

4. Engagement with the Housing Ombudsman

The Housing Ombudsman will only investigate a complaint once it has been through our own internal complaints process. During the reporting year, KHC received ZERO formal determination decisions.

A summary of all complaints is shown in Appendix A.

5. Overview of Complaints Process and Service Standards

Complaints policy and response times: KHC introduced its Complaints Policy in 2024, creating a quicker and more robust process for investigating and responding to complaints. Under the policy, KHC aims to:

- acknowledge all complaints within five business days;
- investigate complaints and issue an outcome within 10 business days; and
- keep complainants informed where an extension is required.

Extensions to timescales: In exceptional circumstances, KHC may need to extend these timescales. This may happen where a complaint is complex, further information is needed, or KHC is waiting for information from a third party.

Agreed actions and remedies: Where timescales allow, KHC will complete agreed actions before issuing its response to the complainant. This means the response can clearly explain the remedies or actions already taken and provide greater assurance that the complaint has been fully resolved.

ANNUAL COMPLAINTS PERFORMANCE AND SERVICE IMPROVEMENT REPORT
(REPORTING YEAR: 1 FEBRUARY 2025 TO 31 JANUARY 2026)

6. Using insights to improve services

Learning from resident feedback: KHC values feedback from residents, whether it is received as a complaint, compliment or through a less formal route. This feedback helps us understand residents' experiences, identify where services can be improved and support a culture of continuous learning.

Service improvements: Table 3 sets out examples of the improvements KHC will make in response to feedback received from residents. We have already begun making improvements to many aspects of our services, including complaints and anti-social behaviour.

Table 3.

Trend identified	Improvement made
Our Allocations processes required a clearer application process where expectations of applicants are better managed while KHC carry out the necessary background checks.	Background checks are carried out quicker through an external resource, which speeds up the process, manages the expectation of the applicant through clear communication and reduces letting timescales.

ANNUAL COMPLAINTS PERFORMANCE AND SERVICE IMPROVEMENT REPORT
(REPORTING YEAR: 1 FEBRUARY 2025 TO 31 JANUARY 2026)

7. Ensuring compliance with the Complaints Handling Code

Self-assessment and policy improvement: In 2024, KHC completed a self-assessment against the new Complaint Handling Code. This identified that KHC was not fully compliant and that changes were needed to its complaints policy and processes. The new Complaints Policy has since been approved during the reporting year, allowing KHC to introduce improved procedures and strengthen the way complaints are handled.

To ensure full compliance, the following action was required: *“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”.*

Management Committee response and publication: To meet this requirement, the Management Committee will be asked to provide a formal response to this report. The report, the Committee’s response and the updated self-assessment in Appendix B will then be shared with residents through KHC’s newsletter and published on the KHC website.

Appendix A: Summary of Complaints

Summary of Complaint	Outcome or Determination	Date Received	Action Plan to Improve Services
KHC-01	Partially upheld	26 June 2025	Improve allocation processes

ANNUAL COMPLAINTS PERFORMANCE AND SERVICE IMPROVEMENT REPORT
(REPORTING YEAR: 1 FEBRUARY 2025 TO 31 JANUARY 2026)

Appendix B: Self-assessment of Complaint Handling Code

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	The new complaints policy correctly defines a complaint in this way at paragraph 2.1	Compliant.
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	These points are correctly referenced in the new complaints policy at paragraph 2.9	Compliant.
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	Yes	These points are referenced within the new policy at paragraph 2.2 and 2.5	Compliant.

KIRKDALE HOUSING COOPERATIVE

ANNUAL COMPLAINTS PERFORMANCE AND SERVICE IMPROVEMENT REPORT (REPORTING YEAR: 1 FEBRUARY 2025 TO 31 JANUARY 2026)

	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	This point is referenced within the new policy at paragraph 2.5	
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	This point is referenced within the new policy at paragraph 2.2 and 2.6	Compliant.

KIRKDALE HOUSING COOPERATIVE

ANNUAL COMPLAINTS PERFORMANCE AND SERVICE IMPROVEMENT REPORT (REPORTING YEAR: 1 FEBRUARY 2025 TO 31 JANUARY 2026)

Section 2: Exclusions

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
2.1	Landlords must accept a complaint unless there is a valid reason not to do so. If landlords decide not to accept a complaint they must be able to evidence their reasoning. Each complaint must be considered on its own merits	Yes	This point is referenced within the new policy at paragraph 2.2	
2.2	A complaints policy must set out the circumstances in which a matter will not be considered as a complaint or escalated, and these circumstances must be fair and reasonable to residents. Acceptable exclusions include: • The issue giving rise to the complaint occurred over twelve months ago. • Legal proceedings have started. This is defined as details of the claim, such as the Claim Form and Particulars of Claim, having been filed at court. • Matters that have previously been considered under the complaints policy.	Yes	This point is referenced within the new policy at paragraph 2.2 and 2.4	
2.3	Landlords must accept complaints referred to them within 12 months of the issue occurring or the resident becoming aware	Yes	This point is referenced within the new policy at paragraph 2.4	

KIRKDALE HOUSING COOPERATIVE

ANNUAL COMPLAINTS PERFORMANCE AND SERVICE IMPROVEMENT REPORT (REPORTING YEAR: 1 FEBRUARY 2025 TO 31 JANUARY 2026)

	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.			
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	This point is referenced within the new policy at paragraph 2.3	Compliant.
2.5	Landlords must not take a blanket approach to excluding complaints; they must consider the individual circumstances of each complaint.	Yes	This point is referenced within the new policy at paragraph 2.2	Compliant.

KIRKDALE HOUSING COOPERATIVE

ANNUAL COMPLAINTS PERFORMANCE AND SERVICE IMPROVEMENT REPORT (REPORTING YEAR: 1 FEBRUARY 2025 TO 31 JANUARY 2026)

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	The methods made available to complainants to make a complaint are limited to post and email. See paragraph 2.13 of the policy.	There are limitations to the methods we can provide as our offices do not have daily staff coverage, meaning in-person and phone methods are not realistic.
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	This point is referenced within the new policy at paragraph 2.14	Compliant.
3.3	High volumes of complaints must not be seen as a negative, as they can be indicative of a well-publicised and accessible complaints process. Low complaint volumes are potentially a sign that residents are unable to complain.	Yes	This point is referenced within the new policy at paragraph 7.3	Compliant.
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	Yes	This point is referenced within the new procedure at section 2	Compliant.

KIRKDALE HOUSING COOPERATIVE

ANNUAL COMPLAINTS PERFORMANCE AND SERVICE IMPROVEMENT REPORT (REPORTING YEAR: 1 FEBRUARY 2025 TO 31 JANUARY 2026)

	for responding. The policy must also be published on the landlord's website.			
3.5	The policy must explain how the landlord will publicise details of the complaints policy, including information about the Ombudsman and this Code.	Yes	This point is referenced within the new policy at paragraph 5.3	Compliant.
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	This point is referenced within the new policy at paragraph 8.9	Compliant.
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	This point is referenced within the new policy at paragraph 5.4	Compliant.

KIRKDALE HOUSING COOPERATIVE

ANNUAL COMPLAINTS PERFORMANCE AND SERVICE IMPROVEMENT REPORT (REPORTING YEAR: 1 FEBRUARY 2025 TO 31 JANUARY 2026)

Section 4: Complaint Handling Staff

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
4.1	Landlords must have a person or team assigned to take responsibility for complaint handling, including liaison with the Ombudsman and ensuring complaints are reported to the governing body (or equivalent). This Code will refer to that person or team as the 'complaints officer'. This role may be in addition to other duties.	Yes	This point is referenced within the new policy at paragraph at 6.3 and 6.4	Compliant.
4.2	The complaints officer must have access to staff at all levels to facilitate the prompt resolution of complaints. They must also have the authority and autonomy to act to resolve disputes promptly and fairly.	Yes	The complaints officer is a member of the senior management team and therefore has access to staff at all levels and the authority and autonomy to act to resolve disputes promptly and fairly.	
4.3	Landlords are expected to prioritise complaint handling and a culture of learning from complaints. All relevant staff must be suitably trained in the importance of complaint handling. It is important that complaints are seen as a core service and must be resourced to handle complaints effectively	Yes	The sub-committee is responsible for reviewing stage 2 complaints and identifying any learning points as referenced in the new policy at paragraph 1.3 and 8.4.	

KIRKDALE HOUSING COOPERATIVE

ANNUAL COMPLAINTS PERFORMANCE AND SERVICE IMPROVEMENT REPORT (REPORTING YEAR: 1 FEBRUARY 2025 TO 31 JANUARY 2026)

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		Compliant.
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		Compliant.
5.3	A process with more than two stages is not acceptable under any circumstances as this will make the complaint process unduly long and delay access to the Ombudsman.	Yes	The new process is limited to stage 1 and stage 2 only.	Compliant.
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	This point is referenced at paragraph 8.10 of the policy.	Compliant.
5.5	Landlords are responsible for ensuring that any third parties handle complaints in line with the Code.	Yes	This point is referenced at paragraph 8.10 of the policy	Compliant.

KIRKDALE HOUSING COOPERATIVE

ANNUAL COMPLAINTS PERFORMANCE AND SERVICE IMPROVEMENT REPORT (REPORTING YEAR: 1 FEBRUARY 2025 TO 31 JANUARY 2026)

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	This point is covered at paragraph 2.1 of the procedure.	Compliant.
5.7	When a complaint is acknowledged at either stage, landlords must be clear which aspects of the complaint they are, and are not, responsible for and clarify any areas where this is not clear.	Yes	This point is referenced at paragraph 2.5 of the new procedure.	Compliant.
5.8	At each stage of the complaints process, complaint handlers must: a. deal with complaints on their merits, act independently, and have an open mind; b. give the resident a fair chance to set out their position; c. take measures to address any actual or perceived conflict of interest; and d. consider all relevant information and evidence carefully.	Yes	These points are referenced at paragraph 6.6 of the new policy.	Compliant.
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	Yes	This point is referenced at paragraph 2.9 of the new procedure	Compliant.

KIRKDALE HOUSING COOPERATIVE

ANNUAL COMPLAINTS PERFORMANCE AND SERVICE IMPROVEMENT REPORT
(REPORTING YEAR: 1 FEBRUARY 2025 TO 31 JANUARY 2026)

	suitable intervals for keeping them informed about their complaint.			
5.10	Landlords must make reasonable adjustments for residents where appropriate under the Equality Act 2010. Landlords must keep a record of any reasonable adjustments agreed, as well as a record of any disabilities a resident has disclosed. Any agreed reasonable adjustments must be kept under active review.	Yes	This point is referenced at paragraph 8.3 of the policy.	Compliant.
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	This point is referenced at paragraph 2.13 of the procedure	Compliant.
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	This point is referenced at paragraph 2.17 of the new procedure	Compliant.
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	Yes	This point is referenced at paragraph 2.14 of the new procedure	Our aim was always to resolve complaints at the earliest stage.

KIRKDALE HOUSING COOPERATIVE

ANNUAL COMPLAINTS PERFORMANCE AND SERVICE IMPROVEMENT REPORT
(REPORTING YEAR: 1 FEBRUARY 2025 TO 31 JANUARY 2026)

	without the need for escalation.			
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	KHC has an ASB Policy which is under review, to consider how we can best resolve challenging and unacceptable behaviours.	
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	In reviewing the ASB Policy, we shall carry out a self-assessment and an Equality Impact Assessment to ensure we are compliant with the provisions of the Equality Act 2010.	

KIRKDALE HOUSING COOPERATIVE

ANNUAL COMPLAINTS PERFORMANCE AND SERVICE IMPROVEMENT REPORT (REPORTING YEAR: 1 FEBRUARY 2025 TO 31 JANUARY 2026)

Section 6: Complaints Stages

Stage 1

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
6.1	Landlords must have processes in place to consider which complaints can be responded to as early as possible, and which require further investigation. Landlords must consider factors such as the complexity of the complaint and whether the resident is vulnerable or at risk. Most stage 1 complaints can be resolved promptly, and an explanation, apology or resolution provided to the resident.	Yes	This point is referenced at paragraph 2.4 of the new procedure.	Compliant.
6.2	Complaints must be acknowledged, defined and logged at stage 1 of the complaints procedure <u>within five working days of the complaint being received.</u>	Yes	This point is referenced at section 2 of the new procedure	Compliant.
6.3	Landlords must issue a full response to stage 1 complaints <u>within 10 working days</u> of the complaint being acknowledged.	Yes	This point is referenced at section 2 of the new procedure	Compliant.
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)	Yes	This point is referenced at section 2.12 of the new procedure	Compliant.

KIRKDALE HOUSING COOPERATIVE

ANNUAL COMPLAINTS PERFORMANCE AND SERVICE IMPROVEMENT REPORT (REPORTING YEAR: 1 FEBRUARY 2025 TO 31 JANUARY 2026)

	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	Details of how to contact the Ombudsman will be reflected in every communication following a complaint being received.	Compliant.
6.6	A complaint response must be provided to the resident when the answer to the complaint is known, not when the outstanding actions required to address the issue are completed. Outstanding actions must still be tracked and actioned promptly with appropriate updates provided to the resident.	Yes	This point is referenced at 5.4 of the policy	Compliant.
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	The procedure gives clear direction for complaint handlers on how to respond to a 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 must be logged as a new complaint.	Yes	This point is referenced at paragraph 2.15 of the procedure	

KIRKDALE HOUSING COOPERATIVE

ANNUAL COMPLAINTS PERFORMANCE AND SERVICE IMPROVEMENT REPORT (REPORTING YEAR: 1 FEBRUARY 2025 TO 31 JANUARY 2026)

6.9	Landlords must confirm the following in writing to the resident at the completion of stage 1 in clear, plain language: • the complaint stage • the complaint definition; • the decision on the complaint; • reasons for any decisions made; • the details of any remedy offered to put things right; • details of any outstanding actions; and • details of how to escalate the matter to stage 2 if the individual is not satisfied with the response.	Yes	This is made clear in paragraph 2.5 of the new procedure and will be supported by a suite of letters to ensure effective communication.	Compliant.
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Stage 2

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
6.10	If all or part of the complaint is not resolved to the resident's satisfaction at stage 1, it must be progressed to stage 2 of the landlord's procedure. Stage 2 is the landlord's final response.	Yes	The procedure provides sufficient guidance of stage 2 of the new procedure.	Compliant.
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	See paragraph 2.7 of the new procedure.	Compliant.

KIRKDALE HOUSING COOPERATIVE

ANNUAL COMPLAINTS PERFORMANCE AND SERVICE IMPROVEMENT REPORT
(REPORTING YEAR: 1 FEBRUARY 2025 TO 31 JANUARY 2026)

6.12	Residents must not be required to explain their reasons for requesting a stage 2 consideration. Landlords are expected to make reasonable efforts to understand why a resident remains unhappy as part of its stage 2 response.	Yes	Stage 2 provides sufficient guidance at paragraph 2.7 of the new procedure.	Compliant.
6.13	The person considering the complaint at stage 2 must not be the same person that considered the complaint at stage 1.	Yes	The complaint handler at S2 will be the Secretary.	Compliant.
6.14	Landlords must issue a final response to the stage 2 <u>within 20 working days</u> of the complaint being acknowledged.	Yes	See paragraph 2.9 of the new procedure.	Compliant.
6.15	Landlords must decide whether an extension to this timescale is needed when considering the complexity of the complaint and then inform the resident of the expected timescale for response. Any extension must be no more than 20 working days without good reason, and the reason(s) must be clearly explained to the resident.	Yes	See paragraph 2.12 of the new procedure.	Compliant.
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	All letters and communication with the complainant will include contact details for the HOS.	Compliant.
6.17	A complaint response must be provided to the resident when the answer to the complaint is known, not when the outstanding actions required to address the issue are completed. Outstanding actions must still be tracked and actioned promptly with appropriate updates provided to the resident.	Yes	Both stages of the procedure provides sufficient guidance for the complaint handler to respond when an outcome/answer is known.	Compliant.

KIRKDALE HOUSING COOPERATIVE

ANNUAL COMPLAINTS PERFORMANCE AND SERVICE IMPROVEMENT REPORT
(REPORTING YEAR: 1 FEBRUARY 2025 TO 31 JANUARY 2026)

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	The procedure gives clear direction for complaint handlers on how to respond to a complaint.	Compliant.
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	See paragraph 2.9 of the new procedure.	Compliant.
6.20	Stage 2 is the landlord's final response and must involve all suitable staff members needed to issue such a response.	Yes	See paragraph 2.10 of the new procedure.	Compliant.

ANNUAL COMPLAINTS PERFORMANCE AND SERVICE IMPROVEMENT REPORT
(REPORTING YEAR: 1 FEBRUARY 2025 TO 31 JANUARY 2026)

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; • Providing a financial remedy; • Changing policies, procedures or practices.	Yes	See 2.16 of the new procedure.	KHC currently follows a process where complaints will be responded to through a problem-solving approach, where we look to remedy the issue through a range of options and interventions.

KIRKDALE HOUSING COOPERATIVE

ANNUAL COMPLAINTS PERFORMANCE AND SERVICE IMPROVEMENT REPORT (REPORTING YEAR: 1 FEBRUARY 2025 TO 31 JANUARY 2026)

7.2	Any remedy offered must reflect the impact on the resident as a result of any fault identified.	Yes	See 2.16 of the new procedure	KHC believes the remedies offered to complainants has reflected the impact on the resident.
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	See 2.16 of the new procedure	KHC is reviewing its communication strategy to better the management and handling of complaints.
7.4	Landlords must take account of the guidance issued by the Ombudsman when deciding on appropriate remedies.	Yes	See 2.16 of the new procedure	Compliant

ANNUAL COMPLAINTS PERFORMANCE AND SERVICE IMPROVEMENT REPORT
(REPORTING YEAR: 1 FEBRUARY 2025 TO 31 JANUARY 2026)

Section 8: Self-assessment, reporting and compliance

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
8.1	Landlords must produce an annual complaints performance and service improvement report for scrutiny and challenge, which must include: a. the annual self-assessment against this Code to ensure their complaint handling policy remains in line with its requirements. b. a qualitative and quantitative analysis of the landlord's complaint handling performance. This must also include a summary of the types of complaints the landlord has refused to accept; c. any findings of non-compliance with this Code by the Ombudsman; d. the service improvements made as a result of the learning from complaints; e. any annual report about the landlord's performance from the Ombudsman; and	Yes	See paragraph 7.4 of the new policy.	Compliant.

KIRKDALE HOUSING COOPERATIVE

ANNUAL COMPLAINTS PERFORMANCE AND SERVICE IMPROVEMENT REPORT
(REPORTING YEAR: 1 FEBRUARY 2025 TO 31 JANUARY 2026)

	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.	Yes	We are committed to providing an annual complaints performance and service improvement report which will be published and made available to residents, alongside a response from the Chair of the Management Committee.	Compliant.
8.3	Landlords must also carry out a self-assessment following a significant restructure, merger and/or change in procedures.	Yes	See paragraph 5.1 of the new procedure.	Compliant.
8.4	Landlords may be asked to review and update the self-assessment following an Ombudsman investigation.	Yes	See paragraph 5.6 of the new procedure.	Compliant.
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	See paragraph 5.7 of the new procedure.	Compliant.

KIRKDALE HOUSING COOPERATIVE

ANNUAL COMPLAINTS PERFORMANCE AND SERVICE IMPROVEMENT REPORT (REPORTING YEAR: 1 FEBRUARY 2025 TO 31 JANUARY 2026)

Section 9: Scrutiny & oversight: continuous learning and improvement

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
9.1	Landlords must look beyond the circumstances of the individual complaint and consider whether service improvements can be made as a result of any learning from the complaint.	Yes	See paragraph 8.4 of the new policy.	Compliant.
9.2	A positive complaint handling culture is integral to the effectiveness with which landlords resolve disputes. Landlords must use complaints as a source of intelligence to identify issues and introduce positive changes in service delivery.	Yes	See paragraph 7.3 of the new policy.	Compliant.
9.3	Accountability and transparency are also integral to a positive complaint handling culture. Landlords must report back on wider learning and improvements from complaints to stakeholders, such as residents' panels, staff and relevant committees.	Yes	See paragraph 7.2 of the new policy	Compliant.
9.4	Landlords must appoint a suitably senior lead person as accountable for their complaint handling. This person must assess any themes or trends to identify potential systemic issues, serious risks, or policies and procedures that require revision.	Yes	The complaint handlers consist of senior management and the organisations secretary.	
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	Yes	KHC has a management committee which includes a Chair and Secretary, both of	

KIRKDALE HOUSING COOPERATIVE

ANNUAL COMPLAINTS PERFORMANCE AND SERVICE IMPROVEMENT REPORT
(REPORTING YEAR: 1 FEBRUARY 2025 TO 31 JANUARY 2026)

	positive complaint handling culture. This person is referred to as the Member Responsible for Complaints ('the MRC').		whom will act as the MRC.	
9.6	The MRC will be responsible for ensuring the governing body receives regular information on complaints that provides insight on the landlord's complaint handling performance. This person must have access to suitable information and staff to perform this role and report on their findings.	Yes	We currently produce quarterly reports/ presentations to our Management Committee giving a complaints summary, while discussing any outstanding complaints.	
9.7	As a minimum, the MRC and the governing body (or equivalent) must receive: a. regular updates on the volume, categories and outcomes of complaints, alongside complaint handling performance; b. regular reviews of issues and trends arising from complaint handling; c. regular updates on the outcomes of the Ombudsman's investigations and progress made in complying with orders related to severe maladministration findings; and d. annual complaints performance and service improvement report.	Yes	We currently produce quarterly reports/ presentations to our Management Committee giving a complaints summary, while discussing any outstanding complaints.	
9.8	Landlords must have a standard objective in relation	Yes	See paragraph 6.7 of the new policy.	

KIRKDALE HOUSING COOPERATIVE

ANNUAL COMPLAINTS PERFORMANCE AND SERVICE IMPROVEMENT REPORT (REPORTING YEAR: 1 FEBRUARY 2025 TO 31 JANUARY 2026)

	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 set by any relevant professional body.			
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