

## Nehemiah Housing Complaints Handling Self-assessment 2025

The Board of Nehemiah Housing remains committed to ensuring compliance with the Housing Ombudsman's Complaint Handling Code, which sets out the statutory requirements for landlords to respond to complaints effectively and fairly. This self-assessment reflects our dedication to transparency, accountability, and delivering excellent service to our tenants. In 2025, Nehemiah has once again completed its annual self-assessment against the Complaint Handling Code to demonstrate compliance. The Board continues to monitor complaint handling performance throughout the year, with regular updates on complaint volumes, categories, outcomes, and trends. This ensures continuous improvement and alignment with the Code. As part of our commitment to openness, this self-assessment will be published on our website, alongside Nehemiah's Annual Complaints Performance and Service Improvement Report for 2024/25, the Board's response to this report, and our Complaints, Compliments, and Comments Policy. Additionally, Nehemiah's Tenant Satisfaction Measures (TSM) outcomes will be submitted to the Regulator of Social Housing (RSH) by the September 30, 2025, deadline and shared with tenants to reinforce our focus on transparency and accountability.

## 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	Comments, Compliment and Complaint Policy Section 6 pg.3  <a href="https://nehemiah.co.uk/your-home/our-complaints-process">https://nehemiah.co.uk/your-home/our-complaints-process</a>	We have adopted the Housing Ombudsman definition of a complaint which is included in our Comments, Compliment and Complaint Policy.
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	Comments, Compliment and Complaint Policy Section 6.  Comments, Compliment and Complaint Policy Section 11  <a href="https://nehemiah.co.uk/your-home/our-complaints-process">https://nehemiah.co.uk/your-home/our-complaints-process</a>	A clear statement is included in our Comments, Compliment and Complaint Policy.  A complainant does not have to use the word 'complaint' for it to be treated as such.  We process all our complaints which includes from third parties, which is outline in our Comments, Compliment and Complaint 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.	Yes	Comments, Compliment and Complaint Policy Section 10.	We have a clear statement in our Comments, Compliments and Complaint Policy defining what a service request is: <i>A service request is a request from a tenant requiring action to be taken to put something right.</i>
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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	Comments Compliment and Complaint Policy: Section 10 pg. 4	To ensure clarity for our tenants, our policy distinguishes between a complaint and a service request. A complaint is an expression of dissatisfaction with our service delivery, whereas a service request is a formal request for assistance or information related to our service delivery.
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	Comments Compliment and Complaint Policy: Section 10 pg. 4 and Section 22 pg. 8	Our policy includes a statement in section defining service request, which ensures tenants are made aware of the process to log a complaint. Section 22 Customer Feedback explains how we are dedicated to providing accurate and insightful data through our surveys. To ensure the highest standards of quality and reliability, we collaborate with a reputable external research company. Their expertise in survey design, data collection, and analysis helps us deliver comprehensive and trustworthy results.

## 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	Comments Compliment and Complaint Policy: Section 9: pg. 3-4) Section 10: pg.4 and Section 16 pg. 6.	Our Comments, Compliment and Complaint Policy identifies when the complaint process should not be used; when the complaint raised is not a complaint; and what the process is for addressing unreasonable behaviour.
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	Comments Compliments and Complaint Policy: Section 15: pg. 5: Complaints Process  Comments Compliment and Complaint Policy: Section 9  Comments Compliment and Complaint Policy Section 15 paragraph 1	Our Comments, Compliments, and Complaint Policy clearly outlines the circumstances under which a complaint will not be considered or escalated. These include issues raised more than 12 months ago, cases where legal proceedings have commenced, and matters previously addressed under the complaints policy. This ensures fairness and consistency in handling exclusions while maintaining transparency for tenants.
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	Comments Compliment and Complaint Policy Section 9 page 3	A complaint raised where the incident is within the last 12 months will be investigated in line with our complaints policy. We investigate complaints raised within the last 12 months in line with our policy. However, we also consider complaints outside this timeframe where there are valid reasons, ensuring fairness and flexibility for tenants.

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	<p>Comments, Compliment and Complaint Policy section 12 page 5.</p> <p>Complaint Procedure:  <a href="#">Complaint-Handling-Procedure-2024-1.pdf</a></p> <p>Stage 2 Section 6: Ombudsman Involvement</p>	Complaint procedure explains the process for informing tenants when issues raised will not be logged as a complaint. A written explanation is provided, including details of their right to escalate the matter to the Ombudsman if they disagree with the decision. This information is also recorded on our housing management system against the tenant's account.
2.5	Landlords must not take a blanket approach to excluding complaints; they must consider the individual circumstances of each complaint.	Yes	<p>Comments, Compliment and Complaint Policy: pg: 6: Section 17</p> <p>Complaint Review Panel minutes (Complaint Officer, Customer Engagement Team, Senior Managers and investigation Officers).</p> <p><a href="https://nehemiah.co.uk/news/2024/7/2/our-new-customer-engagement-strategy">https://nehemiah.co.uk/news/2024/7/2/our-new-customer-engagement-strategy</a></p> <p><a href="https://nehemiah.co.uk/news/2025/3/3/tenants-conference">https://nehemiah.co.uk/news/2025/3/3/tenants-conference</a></p> <p><a href="https://nehemiah.co.uk/news/2025/6/11/spring-summer-newsletter-published">https://nehemiah.co.uk/news/2025/6/11/spring-summer-newsletter-published</a></p>	<p>We have a user-friendly, accessible website with key functions for accessibility, including Userway and translation tools located in the right-hand corner of our main page. Tenants can request translations of key documents, and our Comments, Compliments, and Complaint Policy outlines the various methods tenants can use to raise complaints. Tenants are provided with a tenant handbook at the start of their tenancy, which is also available upon request and on our website. Updates and changes are communicated via text, letter, and other accessible formats.</p> <p>Our Customer Engagement Strategy identifies the many ways we engage with tenants, ensuring inclusivity. To further improve accessibility, we are committed to regularly reviewing our processes to anticipate the needs of our tenants under the Equality Act 2010. This includes consulting with tenants to identify barriers and</p>

				implementing reasonable adjustments to ensure all tenants can access the complaints process effectively.
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### 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="https://nehemiah.co.uk/">https://nehemiah.co.uk/</a> <a href="https://nehemiah.co.uk/your-home/our-complaints-process">https://nehemiah.co.uk/your-home/our-complaints-process</a> <a href="https://nehemiah.co.uk/admin/wp-content/uploads/2024/03/Nehemiah-Tenant-Handbook.pdf">https://nehemiah.co.uk/admin/wp-content/uploads/2024/03/Nehemiah-Tenant-Handbook.pdf</a> <a href="#">Nehemiah-Housing-Customer-Engagement-Strategy-2024-final.pdf</a>	<p>We have a user-friendly, accessible website with key functions for accessibility, including Userway and translation tools located in the right-hand corner of our main page.</p> <p>Tenants can request translations of key documents, and our Comments, Compliments, and Complaint Policy outlines the various methods tenants can use to raise complaints. Tenants are provided with a tenant handbook at the start of their tenancy, which is also available upon request and on our website. Updates and changes are communicated via text, letter, and other accessible formats. Our Customer Engagement Strategy identifies the many ways we engage with tenants, ensuring inclusivity. To further improve accessibility, we are committed to regularly reviewing our processes to anticipate the needs of tenants under the Equality Act 2010. This includes consulting with tenants to identify barriers and implementing reasonable adjustments to ensure all complaints process effectively.</p>



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	Comments Compliment and Complaint Policy: Section 11 <a href="https://nehemiah.co.uk/your-home/our-complaints-process">https://nehemiah.co.uk/your-home/our-complaints-process</a> <a href="https://nehemiah.co.uk/admin/wp-content/uploads/2024/05/Complaints-Leaflet-10.5.24-1.pdf">https://nehemiah.co.uk/admin/wp-content/uploads/2024/05/Complaints-Leaflet-10.5.24-1.pdf</a>	We have updated our policy and procedure in 2024 to ensure tenants and staff understand this process. All staff acknowledging and logging complaints at Stage 2 have been briefed and understand what to do when a tenant wants to escalate their complaint from Stage 1. Training and briefing sessions were held for the leadership team in March 2024. Additionally, the updated complaint leaflet (2024) has been made available to tenants to provide clear guidance on the complaint process.
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3.3	<p>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.</p>	Yes	<p>Complaints Dashboard contains information relating to complaints that is reported to Board with Key Performance Indicators (CC1 number of Complaints) quarterly and annually. Comments, Compliments and Complaints Policy: Section 21.</p>	<p>We ensure that all communication methods, both past and present, are utilised to monitor all levels of dissatisfaction raised by tenants. This includes tracking complaints, feedback, and other forms of communication to identify trends and areas for improvement. Our approach ensures a comprehensive understanding of tenant concerns and supports continuous service enhancement. Nehemiah's Comments, Compliments, and Complaint Policy clarifies the process for logging dissatisfaction, ensuring all concerns are captured and addressed effectively.</p>
3.4	<p>Landlords must make their complaint policy available in a clear and accessible format for all residents.</p> <p>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.</p>	Yes	<p><a href="https://nehemiah.co.uk/your-home/our-complaints-process">https://nehemiah.co.uk/your-home/our-complaints-process</a>  <b>Complaint-Handling-Procedure-2024-1.pdf</b></p> <p>Comments Compliment and Complaint Policy: Section 15</p>	<p>We have a dedicated page for complaints on our website that is accessible in different languages using the language tool (world) in right hand corner of website. Our policy highlights the two stages of our complaint process.</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	Comments Compliment and Complaint Policy: Section: 17: Information for Customer; Section 12: Role of Regulator, which includes their contact details; & Section 25: Review	Nehemiah Housing publishes details of its complaints process, including timescales for dealing with complaints, on its website. Additionally, tenants or their representatives can contact the Housing Ombudsman at any stage during the complaints process if they are unhappy with how their complaint is being handled. The Housing Ombudsman contact details are also provided in the policy. This ensures transparency and accessibility for customers seeking further assistance.
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	Comments Compliment and Complaint Policy: Section 11 & 12 And Complaint Leaflet ( <a href="https://nehemiah.co.uk/admin/wp-content/uploads/2024/05/Complaints-Leaflet-10.5.24-1.pdf">https://nehemiah.co.uk/admin/wp-content/uploads/2024/05/Complaints-Leaflet-10.5.24-1.pdf</a> )	Nehemiah Housing provides tenants the opportunity to have representation when raising complaints, ensuring their concerns are addressed fairly and comprehensively. This includes advocates such as relatives, support workers, tenant advocates, legal services, MPs, or Councillors, with proper authorisation. This approach aligns with the Complaint Handling Code and supports tenant empowerment.

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	Comments, Compliments and Complaint Policy: Section 12	This is included in our Comments, Compliments, and Complaint Policy and in our complaint leaflet. We ensure tenants are informed of their right to access the Ombudsman Service and how they can engage with the Ombudsman about their complaint. Additionally, we actively promote awareness of the Ombudsman Service through our website, tenant handbook, and other accessible formats, ensuring all tenants are aware of their rights and the support available to them.
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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.	Yes	Comments, Compliments and Complaint Policy: Section 4	The Complaint Lead responsible for complaints, including liaising with the Housing Ombudsman, is the Director of Operations. Additionally, the Member Responsible for Complaints (MRC) is the Operations Committee Chair, who is part of the governing body on the Board. This role reports directly to our governing body and is a senior member of the management team within Nehemiah which means they can resolve disputes quickly.
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	Comments, Compliments and Complaint Policy: Section 2 & 4	The Complaint Officer (Director of Operations) is responsible for handling complaints across all levels. Their role includes: Taking responsibility for complaint handling. Liaising with the Housing Ombudsman. Ensuring complaints are reported to the governing body. Overseeing the resolution of complaints effectively and fairly. Promoting conciliation and resolving complaints at an early stage while allowing customers a fair opportunity to appeal decisions if they remain dissatisfied.

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	Comments, Compliments and Complaint Policy: Section 22	Complaint Handling Training is mandatory and all staff both frontline and back office have received complaint handling training. 2024, our Customer Engagement Officer attended the new Complaint Handling Code training. Following this, they provided comprehensive feedback to our leadership team. This ensures that our leaders are fully updated on the latest changes and are equipped with the necessary information to implement best practices. By sharing insights from the training, we continue to foster a culture of continuous improvement and excellence in our complaint handling processes.
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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.	Yes	Comments, Compliments and Complaint Policy: Section 2 & 16	Nehemiah Housing is committed to dealing with all complaints fairly and impartially, ensuring professionalism, patience, and empathy in addressing the needs of all complainants. The policy emphasizes fairness and respect in handling complaints, without bias or discrimination.
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	Comments, Compliments and Complaint Policy: Section 14 (for contractors) & Section 15 for Nehemiah staff,	Nehemiah Housing's complaints process consists of only two stages: Stage 1 – Investigation and Stage 2 – Review. The policy explicitly states that complaints about contractors or managing agents will not exceed two stages, in line with the Complaint Handling Code. Additional stages are not permitted in the complaints process.
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	Comments, Compliments and Complaint Policy: Section 14 (for contractors) & Section 15 for Nehemiah staff, ( <a href="#">Nehemiah Housing - Our Complaints Process</a> ) <a href="#">Complaint-Handling-Procedure-2024-1.pdf</a>	Nehemiah Housing only have 2 stages in our complaints process, which is highlighted in our policy, complaint procedure and complaint leaflet.

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	Comments, Compliments and Complaint Policy: Section 14 (for contractors)	<p>Our contractors/third parties have to follow the same process in terms of two stages which is included in our policy. 'When a managing agent or contractor deals with a complaint directly from a tenant, the process will not be more than two stages in line with the Complaint Handling Code'.</p> <p>The complaint process for contractors follows the same two-stage process as outlined in Nehemiah Housing's policy: Stage 1 – Investigation: Complaints about contractors are investigated by a senior officer or manager. Nehemiah Housing retains responsibility for investigating these complaints and responding to customers.</p> <p>Stage 2 – Review: If the complainant is dissatisfied with the Stage 1 outcome, the complaint escalates to Stage 2, where it is reviewed by a member of the management or executive team.</p> <p>The process will not exceed two stages, in line with the Complaint Handling Code.</p>
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5.5	Landlords are responsible for ensuring that any third parties handle complaints in line with the Code.	Yes	Comments, Compliments and Complaint Policy 2024.	All our contractors and managing agents have received a copy of our Comments, Compliments and Complaint Policy, which includes the process in handling Complaints.
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	Templates for complaint responses are stored on our HomeMaster Housing Management System, allowing staff to create and finalise completed response letters efficiently.	We use the Housing Ombudsman letter as a template when responding to our tenants to ensure outcomes are included. This includes the definition of complaint, clarify tenant’s complaint, desired outcome, recommendations, if the complaint has been upheld and any lessons learnt etc. We ensure the complainant is aware of the outcomes and include any outstanding actions in our final response at stage 1. All complaint responses are now stored on the HomeMaster Housing Management System, where staff have access to create and complete response letters efficiently, ensuring consistency and accuracy in communication.
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	In 2024, we implemented a new housing management system called HomeMaster, which streamlines the complaint process and enhances performance monitoring and reporting capabilities.	Our complaint process for recording has been updated to reflect the implementation of a new housing management system. The system includes templates for acknowledgment letters, which are connected to tenants' files. This integration initiates the complaint process and also monitors performance for reporting purposes.

5.8	At each stage of the complaints process, complaint handlers must: deal with complaints on their merits, act independently, and have an open mind. give the resident a fair chance to set out their position; take measures to address any actual or perceived conflict of interest; and consider all relevant information and evidence carefully.	Yes	Comments , Compliments and Complaint Policy: Section 2, 17 & 18	Our staffing structure and the two-stage complaints process enable officers and managers to handle complaints fairly and independently. This ensures tenants have a fair chance to present their concerns. Staff are trained in complaint handling and follow established procedures to investigate complaints thoroughly. To address any actual or perceived conflicts of interest, all staff complete annual declarations of interest, and appropriate actions are taken, such as restricting access to tenant information or assigning another staff member to manage the complaint. These measures ensure that all relevant information and evidence are carefully considered during the investigation process.
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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	Comments, Compliments and Complaint Policy: Section 9 & 15; Complaint Procedure; Complaint Leaflet & Nehemiah Tenant Handbook.	If a complaint is outside the 12-month time scale, it will not usually be considered unless there are exceptional circumstances that prevented the complainant from notifying Nehemiah Housing sooner. In such cases, historical complaint outcomes may be reviewed to resolve the issue for the complainant.
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	Comments, Compliments and Complaint Policy: Section 11, 17 & 18	Nehemiah Housing ensures reasonable adjustments are made for tenants under the Equality Act 2010 when investigating, reviewing, and resolving complaints. Adjustments are tailored to the individual needs of the complainant, and requirements are discussed to reach an agreement on what is reasonable in the circumstances. Assumptions are not made about the needs of disabled persons, and expert advice may be sought if necessary. Additionally, tenants are kept informed of their complaints throughout the investigation process at agreed intervals suitable to their needs.

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	Comments, Compliments and Complaint Policy: Section 6 defines complaint; Section 9 sets out when we will not follow the complaints process; Section 16 unreasonable behaviour.	Nehemiah Housing does not refuse to escalate complaints and ensures all complaints are treated fairly and impartially. Customers have the right to request escalation if dissatisfied with the outcome at any stage, and regular complaint panel meetings ensure thorough review and resolution. However, if a tenant exhibits unreasonable behaviour, such as being abusive, offensive, threatening, or making persistent and unreasonable demands, Nehemiah Housing reserves the right to restrict or change access to its complaints service. The tenant will be informed in writing about the restrictions, their duration, and the reasons for implementation. Restrictions may be reviewed and lifted if behaviour improves, but persistent unreasonable behaviour may lead to extended restrictions alongside the housing management procedure. Staff are trained to handle complaints with professionalism, patience, and empathy, but unreasonable behaviour will not be tolerated.
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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	Comments, Compliments and Complaint Policy: Section 21 Governance Oversight: Learning from Complaints and Monitoring.	We ensure that all complaint correspondences are logged on our new Homemaster System in the Complaints Management section. This system enables us to track, monitor, and respond to complaints in a timely manner. It includes the original complaint, all correspondence with the resident and other parties, and any supporting documentation such as reports or surveys. The logged information is regularly reviewed to identify trends, improve service delivery, and ensure compliance with the Housing Ombudsman's standards. This addition highlights the capabilities of the new system and its role in enhancing complaint handling efficiency.
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	Comments, Compliments and Complaint Policy: Section 15	Complaints are investigated by officers within departments where a complaint has been raised. Officers and Managers are authorised to make decisions based at their level of responsibility within the organisation.

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	Comments, Compliments and Complaint Policy: Section 16 <a href="https://nehemiah.co.uk/your-home/tenant-wellbeing/anti-social-behaviour">https://nehemiah.co.uk/your-home/tenant-wellbeing/anti-social-behaviour</a>	Within our Comments, Compliments, and Complaint Policy, as well as our Anti-Social Behaviour Policy, we clearly define what constitutes unacceptable behaviour. This includes abusive, threatening, or discriminatory actions towards staff or other tenants. When restrictions are placed due to unacceptable behaviour, a risk assessment is conducted to ensure decisions are fair and proportionate, with regard to the provisions of the Equality Act 2010. These restrictions are kept under regular review to maintain fairness and compliance.
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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	Comments, Compliments and Complaint Policy: Section 16	When a decision is made to restrict access a risk assessment is carried out on the individual to ensure our decision is put in place fairly.
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## 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	Comments, Compliment and Complaint Policy Section: 15	We adhere to the recommended timeframes for complaint resolution as outlined by the Housing Ombudsman. For complaints that are complex or require coordination with external statutory bodies, we proactively communicate with tenants to explain the situation and request an extension. This approach ensures transparency and maintains trust while prioritizing the prompt and fair resolution of complaints, particularly for vulnerable tenants or those at risk.
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	Comments, Compliment and Complaint Policy: Section 15 & our Complaint Procedure <a href="https://nehemiah.co.uk/your-home/our-complaints-process">https://nehemiah.co.uk/your-home/our-complaints-process</a>	Our Comments, Compliments, and Complaints Policy clearly outlines the requirement to acknowledge, define, and log complaints within five working days of receipt. This process is further detailed in Section 15 of the policy and reinforced through our Complaint Leaflet, ensuring tenants are informed of the procedure and timelines for complaint handling.

6.3	Landlords must issue a full response to stage 1 complaints <u>within 10 working days</u> of the complaint being acknowledged.	Yes	Comments, Compliment and Complaint Polic: Section 9 &15 ; Complaint Procedure & <a href="https://nehemiah.co.uk/your-home/our-complaints-process">https://nehemiah.co.uk/your-home/our-complaints-process</a>	At Stage 1 of Nehemiah Housing's complaints process, the organisation commits to acknowledging a complaint within 5 working days and providing a written response within 10 working days from the date of acknowledgment. If the complaint is complex, such as involving third parties or statutory agencies, Nehemiah will communicate with the complainant to agree on a reasonable resolution date. Efforts will be made to avoid exceeding an additional 10 working days, where possible, with the complainant's consent. This ensures timely and effective resolution while accommodating complexities in certain cases.
6.4	Landlords must decide whether an extension to this timescale is needed when considering the complexity of the complaint and then inform the resident of the expected timescale for response. Any extension must be no more than 10 working days without good reason, and the reason(s) must be clearly explained to the resident.	Yes	Comments, Compliments and Compliant Policy section 15  <a href="https://nehemiah.co.uk/your-home/our-complaints-process">https://nehemiah.co.uk/your-home/our-complaints-process</a>	For complex cases, Nehemiah Housing may extend the resolution timeline beyond the standard working days set to investigate and respond to complaint. This extension is typically agreed upon with the complainant and aims not to exceed an additional day stated in our policy and procedure where possible. Nehemiah will communicate with the complainant to ensure they are informed and consent to the extended timeline for a reasonable resolution.



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	Comments, Compliment and Complaint Policy: Section 12	The Housing Ombudsman's contact details are included in all correspondence with tenants when informing them about an extension to the complaint response timescale. This ensures transparency and provides tenants with the necessary information to escalate their concerns if required.
6.6	A complaint response must be provided to the resident when the answer to the complaint is known, not when the outstanding actions required to address the issue are completed. Outstanding actions must still be tracked and actioned promptly with appropriate updates provided to the resident.	Yes	This is included on the response given at stage 1. Complaint Process	We ensure the complainant is aware of the outcomes and include any outstanding actions in our final response at both stage 1.
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	Stage 1 templates are used to respond to complaints.	Nehemiah utilise the Housing Ombudsman's recommended complaint response template to ensure all aspects of the complaint definition are addressed comprehensively. This includes providing clear reasons for decisions made, referencing relevant policies, laws, and best practices where applicable, to deliver a transparent and thorough response to tenants.

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	Comments, Compliment and Complaint Policy: Section 15: <a href="https://nehemiah.co.uk/your-home/our-complaints-process">https://nehemiah.co.uk/your-home/our-complaints-process</a>	If an individual raises an additional complaint during the investigation at Stage 1, Nehemiah Housing will incorporate it into the Stage 1 response if the new issue is related and the Stage 1 response has not yet been issued. However, if the Stage 1 response has already been issued, or the new complaint is unrelated to the existing one, or addressing it would unreasonably delay the response, the new issue will be logged as a separate complaint.
6.9	Landlords must confirm the following in writing to the resident at the completion of stage 1 in clear, plain language: the complaint stage; the complaint definition; the decision on the complaint; the reasons for any decisions made; the details of any remedy offered to put things right; details of any outstanding actions; and details of how to escalate the matter to stage 2 if the individual is not satisfied with the response.	Yes	Complaint Procedure Stage 1	Our complaint procedure aligns with the Housing Ombudsman guidelines, ensuring that all required elements are included in the final response letter at the completion of Stage 1. This includes the complaint stage, definition, decision, reasoning, remedies offered, outstanding actions, and escalation details. This structured approach guarantees clarity and transparency for tenants.

## 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	Yes	<a href="https://nehemiah.co.uk/your-home/our-complaints-process">https://nehemiah.co.uk/your-home/our-complaints-process</a> Complaint Procedure , Comments Compliment and Complaints Policy & Complaint Leaflet: nehemiah.co.uk/admin/wp-content/uploads/2024/07/Complaints-Leaflet-REVISED-JULY-24-1.pdf	This requirement is clearly outlined in our Complaint Policy and Complaint Leaflet, ensuring tenants are informed that unresolved complaints at Stage 1 will be progressed to Stage 2 as part of our commitment to providing a fair and transparent complaints process.

	of the landlord's procedure. Stage 2 is the landlord's final response.			
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	Comments, Compliment and Complaint Policy: Section 15 & Complaint Procedure. <a href="https://nehemiah.co.uk/your-home/our-complaints-process">https://nehemiah.co.uk/your-home/our-complaints-process</a>	This code provision requirement is included in our policy, which is also located on Nehemiah's website.
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	Comments, Compliment and Complaint Policy: Section 15 & Complaint Procedure. Complaint Procedure Stage 2 <a href="https://nehemiah.co.uk/your-home/our-complaints-process">https://nehemiah.co.uk/your-home/our-complaints-process</a>	We ensure that tenants are not required to explain their reasons for requesting Stage 2 consideration. Our staff are trained to make reasonable efforts to understand why a resident remains dissatisfied as part of the Stage 2 response, in line with our established policy and procedures.
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="https://nehemiah.co.uk/your-home/our-complaints-process">https://nehemiah.co.uk/your-home/our-complaints-process</a> Comments, Compliments and Complaints Policy: Section 15	Our Comments, Compliments and Complaints Policy explains the role and responsibilities of the investigating officer and who the person will be if complaint escalates.
6.14	Landlords must issue a final response to the stage 2 <u>within 20 working days</u> of the complaint being acknowledged.	Yes	Comments, Compliments and Complaints Policy: Section 15 Complaint Procedure Complaint Leaflet <a href="https://nehemiah.co.uk/your-home/our-complaints-process">https://nehemiah.co.uk/your-home/our-complaints-process</a>	Our Comments, Compliments, and Complaints Policy clearly outlines the requirement to issue a final response to Stage 2 complaints within 20 working days of acknowledgment. This timeframe is consistently adhered to, ensuring prompt and effective resolution for tenants.

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	Comments, Compliments and Complaints Policy: Section 15 stage 2. Complaint Procedure stage 2.	For complex cases at Stage 2, Nehemiah Housing will speak to the complainant and agree on a reasonable resolution date. The organisation will aim not to exceed an additional 10 working days beyond the standard 20 working days for a response, where possible, with the consent of the complainant.
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	Comments, Compliment and Complaint Policy: Section 12.	The Housing Ombudsman's contact details are included in all correspondence with tenants when informing them about an extension to the complaint response timescale. This ensures transparency and provides tenants with the necessary information to escalate their concerns if required.
6.17	A complaint response must be provided to the resident when the answer to the complaint is known, not when the outstanding actions required to address the issue are completed. Outstanding actions must still be tracked and actioned promptly with appropriate updates provided to the resident.	Yes	This is included on the response given at Stage 2. Complaint Process	We follow the Housing Ombudsman guidelines within the complaint handling code and ensure all concerns raised by tenants in a complaint is answered including recommendations. We ensure the tenants are made aware of the outcomes and include any outstanding actions in our final response at both stage 2.

6.18	Landlords must address all points raised in the complaint definition and provide clear reasons for any decisions, referencing the relevant policy, law and good practice where appropriate.	Yes	Stage 2 templates are used to respond to complaints.	We utilise the recommended complaint response template provided by the Housing Ombudsman. This ensures that all points raised in the complaint definition are addressed comprehensively, with clear reasons for decisions, referencing relevant policies, laws, and good practices where appropriate.
6.19	Landlords must confirm the following in writing to the resident at the completion of stage 2 in clear, plain language:	Yes	Comments, Compliment and Complaint Policy Complaint Procedure Stage 2 <a href="https://nehemiah.co.uk/your-home/our-complaints-process">https://nehemiah.co.uk/your-home/our-complaints-process</a>	Our Complaint Procedure and Policy, along with the accompanying leaflet, clearly outline the required elements to be included in the final response at Stage 2. This ensures that tenants receive comprehensive and transparent communication, including the complaint stage, definition, decision, reasons for decisions, remedies offered, outstanding actions, and escalation details to the Ombudsman Service if dissatisfaction persists.

	the complaint stage; the complaint definition; the decision on the complaint; the reasons for any decisions made; the details of any remedy offered to put things right; details of any outstanding actions; and details of how to escalate the matter to the Ombudsman Service if the individual remains dissatisfied.			
6.20	Stage 2 is the landlord's final response and must involve all suitable staff members needed to issue such a response.	Yes	Comments, Compliment and Complaint Policy: Section 15 and Complaints Procedure Stage 2	Our Complaint Procedure and Policy ensure that Stage 2 responses involve all appropriate staff members, including Officers and Managers with line management or contract management responsibilities. This approach guarantees that the final response is thorough, well-informed, and reflective of the necessary expertise to address the complaint effectively.

#### Section 7: Putting things right

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
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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> <p>Apologising;</p> <p>Acknowledging where things have gone wrong;</p> <p>Providing an explanation, assistance or reasons;</p>	Yes		<p>When something goes wrong, Nehemiah Housing listens to customers, addresses their concerns, and uses the feedback to improve services. Complaints are treated seriously, investigated fairly, and resolved effectively, with clear outcomes provided to the customer. The organisation aims to learn from complaints to prevent repeat issues and improve customer service.</p>
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improvements.

Response final letters

	<p>Taking action if there has been delay;</p> <p>Reconsidering or changing a decision;</p> <p>Amending a record or adding a correction or addendum;</p> <p>Providing a financial remedy;</p> <p>Changing policies, procedures or practices.</p>		<p>Comments, Compliments and Complaint Policy: Sections 1 &amp; 19 outline the organisation's commitment to addressing issues and taking corrective actions.</p> <p>Nehemiah Compensation Policy: Provides details on financial remedies and discretionary payments.</p> <p>Our Newsletters, both winter and spring 2024 highlights lessons learned and service for Stage 1 &amp; 2: Ensures tenants are informed of outcomes and remedies.</p> <p>Complaint Review Meeting: Regular reviews of cases and actions taken, evidence in minutes of meeting held.</p> <p>Complaint Procedure updated May 2024, demonstrates ongoing updates and approval by our governing body.</p>	<p>These pieces of evidence collectively show that Nehemiah Housing has processes in place to acknowledge faults, take corrective actions, and learn from complaints.</p> <p>We identify lessons learnt in our publications to tenants.</p> <p>Our response letters at each stage ensures we demonstrate that we address when things go wrong.</p> <p>Complaint Review meetings are held regularly with Complaint Officer and Community Partnership and Engagement Officer. All cases and their actions are reviewed. Lessons learnt and identified actions are included in action plan and monitored.</p>
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7.2	Any remedy offered must reflect the impact on the resident as a result of any fault identified.	Yes	<p>Final response letter to tenants at stage 1&amp;2  Compensation Policy  Comments, Compliments and Complaint Policy: Section 19</p> <p>Compensation Policy</p>	<p>Remedies, including apologies or discretionary compensation payments, are provided in accordance with the Compensation Policy and aim to address the tenant's concerns appropriately. Nehemiah Housing demonstrates compliance in complaint handling through a structured and transparent process aligned with its Complaints Policy.</p> <p><b>Key practices include:</b>  Clear Communication: Customers are promptly notified in writing if their compensation claim is rejected, with guidance on their right to escalate the matter through the Complaints Policy.</p> <p>Accessible Complaints Process: The Complaints Policy is readily available upon request, ensuring customers can easily access the procedure for raising concerns.</p> <p>Fair Review of Compensation Offers: If a customer disputes a compensation offer, the amount is reviewed as part of the complaints process to ensure fairness and proportionality.</p> <p>Impact-Based Remedies: Compensation offers reflect the level of inconvenience, distress, or financial loss experienced by the customer, categorized as</p>
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				<p>minor, medium, or high impact.</p> <p>Proactive Resolution: Complaints are thoroughly investigated, and remedies are tailored to address the specific circumstances of the household, ensuring fairness and appropriateness.</p> <p>Monitoring and Improvement: The Complaints Policy and compensation handling are subject to regular review by the Operations Committee to maintain compliance and improve service delivery.</p>
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	Yes	Final response letter to tenants at stage 1&2	<p>All cases and their action are reviewed. Lessons learnt and identified.</p> <p>actions are included in</p>

	must be followed through to completion.			action plan and monitored.
7.4	Landlords must take account of the guidance issued by the Ombudsman when deciding on appropriate remedies.	Yes	Comments, Compliments and Complaint Policy: Section 12: <u>Nehemiah Housing - Our Complaints Process</u>	We refer to the Complaints Handling Code, any lessons learned during the investigation process, and any cases shared by the Housing Ombudsman. Additionally, we review guidance issued by the Ombudsman, including letters of determination, to ensure our remedies align with best practices and address the impact on tenants effectively. This approach helps us continuously improve our complaint handling and service delivery.

#### Section 8: Self-assessment, reporting and compliance

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
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8.1	<p>Landlords must produce an annual complaints performance and service improvement report for scrutiny and challenge, which must include:</p> <ul style="list-style-type: none"> <li>the annual self-assessment against this Code to ensure their complaint handling policy remains in line with its requirements.</li> <li>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>any findings of non-compliance with this Code by the Ombudsman;</li> <li>the service improvements made as a result of the learning from complaints;</li> </ul>	Yes	<p>Complaint Dashboard submitted to Board quarterly/annually.</p> <p>Comments, Compliments and Complaint Policy: Section 21 Governance Oversight</p> <p><b><u>Nehemiah Housing - Annual Reports and Accounts</u></b> (Tenant Annual Report 2024 page 23)</p> <p>Housing Ombudsman Newsletters</p>	<p>A self-assessment review is carried out each year and results are displayed on our website.</p> <p>A complaint dashboard is produced on a quarterly/annual basis is presented to Nechemiah's Governing Bodies.</p> <p>Tenant Report includes statistics and how we can improve services.</p> <p>Key staff have signed up to Housing Ombudsman and receive regular newsletters. All updates are shared across staff teams.</p>
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	any annual report about the landlord's performance from the Ombudsman; and any other relevant reports or publications produced by the Ombudsman in relation to the work of the landlord.			
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	Nehemiah submits a Complaints Dashboard to Board monthly/annually. This is an agenda item at both Board and Operations Committee meetings.	Our annual complaints performance and service improvement report is presented to the governing body as a dedicated agenda item during both Board and Operations Committee meetings. This report is also published on the complaints section of our website, alongside the governing body's response, ensuring transparency and accountability in our complaint handling processes.
8.3	Landlords must also carry out a self- assessment following a significant restructure, merger and/or change in procedures.	Yes	<a href="https://nehemiah.co.uk/your-home/our-complaints-process">https://nehemiah.co.uk/your-home/our-complaints-process</a> <a href="https://nehemiah.co.uk/about-us/corporate-information/policies">https://nehemiah.co.uk/about-us/corporate-information/policies</a>	Nehemiah Housing reviews its policies in line with any changes to any related Codes, Acts, and Legislations as part of our policy review process. Changes are approved by the Operations Committee. This is evidenced by the updated complaints process in line with the Complaints Handling Code in April 2024.

8.4	Landlords may be asked to review and update the self-assessment following an Ombudsman investigation.	Yes	Comments, Compliments and Complaint Policy. <a href="https://nehemiah.co.uk/your-home/our-complaints-process">https://nehemiah.co.uk/your-home/our-complaints-process</a>	We have not been asked to revisit our self-assessment by the Housing Ombudsman. However, we have noted recommendations and included when reviewed our complaint process.
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	Yes	<a href="https://www.housing-ombudsman.org.uk/landlords-info/membership/">https://www.housing-ombudsman.org.uk/landlords-info/membership/</a>	

	must provide a timescale for returning to compliance with the Code.			As a social landlord, Nehemiah Housing is a member of the Housing Ombudsman scheme and adheres to the required compliance standards outlined in the Code. In the event of exceptional circumstances, such as a cyber incident, which prevent compliance with the Code, Nehemiah Housing will promptly inform the Housing Ombudsman, provide relevant information to affected tenants, and publish updates on its website. Additionally, a clear timescale for returning to compliance will be provided to ensure transparency and accountability.
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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	<a href="https://nehemiah.co.uk/news/2025/6/11/spring-summer-newsletter-published">https://nehemiah.co.uk/news/2025/6/11/spring-summer-newsletter-published</a> <a href="https://nehemiah.co.uk/news/2025/4/22/you-said-we-did-update">https://nehemiah.co.uk/news/2025/4/22/you-said-we-did-update</a> <a href="https://nehemiah.co.uk/about-us/corporate-information/annual-reports-and-accounts">https://nehemiah.co.uk/about-us/corporate-information/annual-reports-and-accounts</a>	All complaint outcomes are review by our Complaint and Community Partnership and Engagement Officers. All responses at stage 1 and 2 include recommendation, service improvement and lesson learnt are used to improve any service delivery for all our tenants. Improvements are published under You said we did, in our annual reports and newsletters published quarterly.
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	Minutes of Complaint Panel Meetings. <a href="https://nehemiah.co.uk/about-us/corporate-information/annual-reports-and-accounts">https://nehemiah.co.uk/about-us/corporate-information/annual-reports-and-accounts</a> Complaint Satisfaction Survey (carried out by Customer Engagement Team). KPI (Key Performance Indicators), monitored by Operations Committee. <a href="#">Nehemiah Housing - Tenant Satisfaction Measures</a> <a href="#">Microsoft Word - Compensation Scheme Policy 2025</a>	All complaint outcomes are reviewed as part of our tenant satisfaction surveys carried out when cases are closed. All responses will where applicable include recommendations, service improvements, and lessons learned. These are used to improve service delivery for all tenants. Our Compensation Policy was updated in November 2024 to reflect these improvements, ensuring remedies are fair and impactful. Additionally, the Tenant Report 2024 highlights how tenant feedback and complaints have contributed to service enhancements and organisational learning.

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	<p><u>Nehemiah Housing - Tenant Involvement &amp; Scrutiny</u></p> <p><u><a href="https://nehemiah.co.uk/about-us/corporate-information/annual-reports-and-accounts">https://nehemiah.co.uk/about-us/corporate-information/annual-reports-and-accounts</a></u></p> <p><u><a href="https://nehemiah.co.uk/your-home/our-complaints-process">https://nehemiah.co.uk/your-home/our-complaints-process</a></u></p>	We the valuable contribution of tenants' feedback contributing to the development and improvement of our services. Nehemiah publishes our performance in the Tenants Annual Report and how our tenants' voices have impacted on service improvements and lessons learnt from complaints. Nehemiah Housing welcomes all feedback from tenants.
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	Comments, Compliments and Complaint Policy: Section 4	The lead Complaint Officer (Operations Director) is responsible for overseeing complaint handling, monitoring trends, and identifying risks. This role involves assessing recurring themes or trends from complaints to identify potential systemic issues, serious risks, or areas where policies and procedures may require revision. Regular reviews are conducted to ensure continuous improvement in service delivery, compliance with the Code, and alignment with best practices. This proactive approach helps to address underlying issues and enhance the overall tenant experience.

9.5	In addition to this a member of the governing body (or equivalent) must be appointed to have lead responsibility for complaints to	Yes	Comments, Compliments and Complaint Policy: Section 4  <a href="https://nehemiah.co.uk/your-home/our-complaints-process">https://nehemiah.co.uk/your-home/our-complaints-process</a>	The Director of Operations acts as the lead Complaint Officer, managing complaint handling and identifying systemic issues. The Member Responsible for Complaints (MRC), the Chair of the Operations Committee, reports directly to the Board, providing updates on complaint trends, outcomes, and compliance with Housing Ombudsman findings. Our website now includes a designated email box for complaints and information about the responsible member, ensuring transparency and accessibility for tenants.
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	support a positive complaint handling culture. This person is referred to as the Member Responsible for Complaints ('the MRC').			The Director of Operations acts as the lead Complaint Officer, managing complaint handling and identifying systemic issues. The Member Responsible for Complaints (MRC), the Chair of the Operations Committee, reports directly to the Board, providing updates on complaint trends, outcomes, and compliance with Housing Ombudsman findings. Our website now includes a designated email box for complaints and information about the responsible member, ensuring transparency and accessibility for tenants.
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	Comments, Compliments and Complaint Policy: Section 21  Complaint Dashboard  <a href="https://nehemiah.co.uk/your-home/our-complaints-process">https://nehemiah.co.uk/your-home/our-complaints-process</a>	The Member Responsible for Complaints (MRC), as an existing member of the Board, receives quarterly and annual reports about complaint cases. These reports include detailed insights into complaint handling performance, such as volume, categories, outcomes, trends, and any findings from the Housing Ombudsman. Key Performance Indicators (KPIs) and any exceptions are also included in the reports submitted to the Operations Committee. Additionally, the Chair of the Operations Committee provides updates to the Board through the Chair's report, ensuring comprehensive oversight and accountability.

9.7	As a minimum, the MRC and the governing body (or equivalent) must receive: regular updates on the volume, categories and outcomes of complaints, alongside complaint handling performance; regular reviews of issues and trends arising from complaint handling; regular updates on the outcomes of the Ombudsman's investigations and progress made in complying with orders related to severe maladministration findings; and annual complaints performance and service improvement report.	Yes	Comments, Compliments and Complaint Policy: Section 21  Complaint Dashboard	The Member Responsible for Complaints (MRC), who is also a member of the Board, ensures the governing body receives regular reports on complaint handling performance. This includes access to suitable information and staff to provide insights into complaints, trends, and outcomes.
9.8	Landlords must have a standard objective in relation to complaint	Yes	Comments, Compliments and Complaint Policy: Section 2, 3, 4 & 21	

	<p>handling for all relevant employees or third parties that reflects the need to:</p> <ul style="list-style-type: none"> <li>have a collaborative and co-operative approach towards resolving complaints, working with colleagues across teams and departments;</li> <li>take collective responsibility for any shortfalls identified through complaints, rather than blaming others; and</li> <li>act within the professional standards for engaging with complaints as set by any relevant professional body.</li> </ul>		Complaint Dashboard Section 21	<p>Nehemiah's Comments, Compliments, and Complaint Policy demonstrates a clear commitment to fostering a collaborative and cooperative approach to complaint handling across all teams and departments. The policy ensures collective responsibility for addressing service shortfalls identified through complaints, rather than attributing blame to individuals or teams. Furthermore, it emphasizes adherence to professional standards for complaint handling, as set by relevant professional bodies. This objective is supported by staff induction processes and regular training, ensuring all employees and third parties understand and uphold the principles of effective complaint resolution.</p>
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