

Section 1: Definition of a Complaint

Section:	Code Requirement:	Compliance:	Comments:	Evidence:
1.1	Definition of a complaint	Yes	“Any expression of dissatisfaction, not resolved immediately to the customer’s satisfaction, about the level, quality, or nature of a service which the customer feels should have been provided. This includes services provided by people or organisations acting on behalf of the Council”.	Definition of a complaint highlighted at section 2 of Lambeth’s complaints policy published on the website: Our complaints procedure Lambeth Council
1.2	A resident does not have to use the word ‘complaint’ for it to be treated as such. A complaint that is submitted via a third party or representative must still be handled in line with the Mandatory ‘must’ requirements	Yes	The complaint definition does not require the use of the word "complaint" for an expression of dissatisfaction to be treated as such. Complaints submitted by representatives with informed consent are handled in the same manner as those submitted by customers.	Section 2 of Lambeth’s complaints policy states that a complaint must be raised when there is dissatisfaction expressed with the response to a service request, even if the handling of the service request remains ongoing. Customers do not have to use the word ‘complaint’ for it to be treated as such: Our complaints procedure Lambeth Council
1.3	Landlords must know the difference between a service request and a complaint, and	Yes	A service request is a request from a resident to the landlord to take action to put something right, e.g., carry out a repair or consider	Service requests are defined at Section 2 of Lambeth’s complaints policy with examples:

	this must be set out in their complaints policy.		implementing a new system or scheme that may benefit all residents. Service requests are not complaints but should be recorded, monitored, and responded to.	Our complaints procedure Lambeth Council
1.4	A complaint must be raised when the resident raises dissatisfaction with the handling of their service request even if the service request is ongoing. The landlord must continue all efforts to address the service request if the resident complains.	Yes	Lambeth recognises that a complaint must be raised when there is dissatisfaction expressed with the service request response, even if the handling of the service request remains ongoing.	Section 2 of Lambeth’s complaints policy states that a complaint must be raised when there is dissatisfaction expressed with the response to a service request, even if the handling of the service request remains ongoing: Our complaints procedure Lambeth Council
1.5	Expressions of dissatisfaction of service delivery from survey feedback are not defined as complaints, but recipients completing the survey should be made aware of how they can raise a complaint through the formal complaints process.	Yes	All feedback from residents is appreciated as Lambeth is always keen to consider what potentially we could do differently.	Consultations and feedback surveys provide information on how to make a complaint if dissatisfied with any of the services delivered by the Council. This requirement was again highlighted to staff within recent staff briefing: Article from June 2024 Staff Housing Briefing:

Section 2: Exclusions

Section:	Code Requirement:	Compliance:	Comments:	Evidence:
2.1	Landlords must accept a complaint unless there is a valid reason for not doing so. If landlords decide not to accept a complaint that must evidence their reasoning with each complaint considered on its own merits.	Yes	Lambeth will always consider complaints received on an individual basis and in circumstances where we are unable to consider a complaint fairly a full explanation will be provided to the complainant.	Section 3 of Lambeth's complaints policy highlights that anyone who uses or is affected by the services delivered by Lambeth can make a complaint if dissatisfied with the service provided: Our complaints procedure Lambeth Council
2.2	A complaints policy must set out the circumstances in which a matter raised will not be considered as a complaint or escalated, and these circumstances must be fair and reasonable to residents.	Yes	Some complaints are not intended to be dealt with via the complaints process and are more appropriately dealt with through other channels. When an issue raised falls outside of the remit of the complaints policy, Lambeth will provide an explanation to the customer, and they will be advised of their right to refer the Council's decision to not consider as a complaint to the relevant Ombudsman.	Section 8 of the complaints policy sets out those issues that fall outside of the remit of the complaint's policy: Our complaints procedure Lambeth Council
2.3	Landlords must accept complaints referred to them within 12 months of the issue occurring or the resident	Yes	The council will not usually consider historic complaints unless there are reasonable exceptional circumstances for the complainant	Section 6 of the complaints policy states that complaints should normally be raised within 12 months after the complainant became aware

	becoming aware of the issue unless they are excluded on other grounds. Landlords must consider whether to apply discretion to accept complaints made outside of the time limit where there are good reasons to do so.		not raising the matter within the 12-month period. All cases will be considered on an individual basis	of the issue they wish to complain about, unless there are reasonable exceptional circumstances for not doing so: Our complaints procedure Lambeth Council
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 issue not suitable for the complaints process and the right to take that decision to the Ombudsman. If the Ombudsman feel the exclusion has not been fairly applied the Ombudsman may ask the landlord to consider the complaint.	Yes	Lambeth will always provide explanations to residents in such circumstances and make them aware of their option to refer to the Ombudsman for an independent view.	Sections 6 and 8 of the complaints policy highlights what issues cannot be considered through the complaints process and explains the position regarding any historic complaints received: Our complaints procedure Lambeth Council
2.5	Landlords must not take a blanket approach to excluding complaints and must consider the individual circumstances of each complaint.	Yes	Lambeth treats all complaints received on its own merits and considers any reasonable exceptional circumstances.	Sections 6 and 8 within the complaints policy recognises the need to consider each complaint on an individual basis and consider any exceptional circumstances:

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Section 3: Accessibility and Awareness

Section:	Code Requirement:	Compliance:	Comments:	Evidence:
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	<p>Lambeth’s complaints process is easy and accessible to all where anyone wishing to make a complaint can do so by calling us on a designated telephone number, using our online form, emailing us, or writing to us.</p> <p>Lambeth’s aim is to assist customers in the most appropriate way to resolve their issues. In line with the Equality Act we will provide reasonable assistance or adjustments to enable a complaint to be made. We will also record any disabilities a resident discloses and any reasonable adjustments that we have agreed which will be kept under review.</p>	<p>Complaint access routes and contact details are set out on our website and within the Tenants Handbook:</p> <p>Our complaints procedure Lambeth Council</p> <p>https://www.lambeth.gov.uk/housing/council-tenants/your-tenancy/tenant-handbook</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	A complaint can be made to any officer of the council, who is responsible for making sure the concerns raised are managed through the formal complaints process.	<p>Making a complaint with any member of staff is referred to in Section 4 of the complaints policy:</p> <p>Our complaints procedure Lambeth Council</p> <p>This requirement was highlighted again recently within the June Staff Briefing:</p> <p>Article from June 2024 Housing Staff Briefing:</p>
3.3	High volumes of complaints must not be seen as 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	Lambeth provides clear and concise information on how to make a complaint which is published on our website and in the Tenants Handbook.	<p>Lambeth's complaints procedure and how to make a complaint setting out the different channel routes is published at the following website link:</p> <p>Our complaints procedure Lambeth Council</p>
3.4	Landlords must make their complaints policy available in	Yes	Lambeth recognises the importance of providing different	The range of channels through which a complaint can be submitted are clearly set

	a clear and accessible format for all residents. This will detail the two-stage process, what will happen at each stage, and the timeframes for responding. The policy must also be published on the landlord's website.		access routes to making a complaint to meet all residents needs and capabilities.	out on our website and in the Tenants Handbook. Information regarding the two-stage complaints process is highlighted within our complaint's procedure on our website: Our complaints procedure Lambeth Council https://www.lambeth.gov.uk/housing/council-tenants/your-tenancy/tenant-handbook
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	Lambeth's complaint policy provides information on the Ombudsman escalation process and the Handling Code.	The complaints policy at Appendix C explains the function of the Housing Ombudsman and the Local Government and Social Care Ombudsman with contact details and provides a link to the Handling Code: Our complaints procedure Lambeth Council
3.6	Landlords must give residents the opportunity to have a representative deal with their complaint on their behalf and be represented or accompanied at any meeting with the landlord.	Yes	Lambeth recognises that some people may need a representative to act on their behalf when raising a complaint. We accept complaints made on behalf of anyone unable to do so themselves for whatever reason, but we will ask the representative to provide consent from the resident to ensure they are aware	Information regarding representatives raising complaints on behalf of the resident is highlighted in Section 3 of the complaints policy: Our complaints procedure Lambeth Council

			of and agree to a complaint being made on their behalf.	
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	Residents are advised that whilst the Ombudsman would usually expect the Council to have been given the opportunity to consider a complaint in the first instance, they can contact the Ombudsman at any time.	Information on the Council's complaints process and referring to the Ombudsman are highlighted in the complaints policy under the Appendix section and provided within stage 2 final review complaint responses: Our complaints procedure Lambeth Council

Section 4: Complaint Handling Staff

Section:	Code Requirement:	Compliance:	Comments:	Evidence:
4.1	Landlords must have a team or person 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 team or person as the 'complaints officer'. This role may be in addition to other duties.	Yes	Lambeth has two designated teams who manage complaints, liaise with the Ombudsman, provide complaint management intelligent reports, capture the learning from complaints and make recommendations for identified service improvements.	Quality & Review Team Structure: PDF shared with the Housing Ombudsman. Corporate Complaints Team Structure: PDF shared with the Housing Ombudsman.

			<p>The Quality & Review team manages all stage 1 complaints across Housing Services.</p> <p>The Corporate Complaints Team manages all stage 2 complaints across Housing Services and corporate and statutory complaints across all other service areas. In addition, the Corporate Complaint Team manage the Ombudsman function, respond to FOIs (Freedom of Information), and liaise with the ICO (Information Commissioner s Office).</p>	
4.2	<p>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.</p>	Yes	<p>The complaints officer raises the profile of the complaints team in staff briefings and by attending regular operational service team meetings and senior leadership meetings setting out the team’s service offer in relation to complaint management highlighting the complaints process and the responsibility of all staff in ensuring complaints are addressed fully and in a timely manner meeting set deadlines. Lambeth provides the complaints officer with the authority and autonomy to act on behalf of</p>	<p>Point 10 under Key Accountabilities within the job description states that the post holder is to make complaint adjudication decisions on behalf of the Council and in agreeing remedies in consultation with service areas.</p> <p>Article from June 2024 Staff Housing Briefing.</p>

			Lambeth 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	<p>Lambeth's aim is to provide customers with a consistent high standard of service but recognise that occasionally we may not always meet our expected standards. In such circumstances we want to make sure we put things right and learn from any service failures.</p> <p>An adequate resource that is fully trained is key to ensuring complaints are managed effectively and lessons learnt from complaints are captured with recommendations for improvements shared with relevant leaders and service areas.</p>	<ul style="list-style-type: none"> • New starter induction presentation • Quality & Review Team New Starter • Complaint Training Presentations • Management of Stage 1 complaints • The Role and Powers of the Ombudsman • Effective Complaint Response Writing

Section 5: The Complaint Handling Process

Section :	Code Requirement:	Compliance :	Comments:	Evidence:
5.1	Landlords must have a single policy in place in dealing with complaints covered by this code. Residents must not be treated differently if they complain.	Yes	All complaints received will be considered on an individual basis, fairly and promptly with complainants treated respectfully and in a professional manner.	Lambeth's complaints policy sets out how complaints will be managed in line with the Ombudsman's Complaint Handling Code: Our complaints procedure Lambeth Council
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	Lambeth has a 2-stage complaint process, stage 1 local resolution and stage 2 final review.	Our website and Tenants Handbook clearly sets out the 2-stage process: Our complaints procedure Lambeth Council https://www.lambeth.gov.uk/housing/council-tenants/your-tenancy/tenant-handbook
5.3	A process with more than two stages is not acceptable under	Yes	Lambeth has a 2-stage complaint process with stage 1 clearly signposting to the next stage of the complaints process and stage 2 providing	Please see link to our website setting our complaints process and policy:

	any circumstances as this will make the complaint process unduly long and delay access to the Ombudsman.		details on how to escalate to the Ombudsman in the event of remaining dissatisfied.	Our complaints procedure Lambeth Council
5.4	Landlords are responsible for ensuring that any third parties handle complaints in line with the code.	Yes	<p>Residents who live in a Tenant Management Organisation (TMO) property are requested to send any complaints about their TMO directly to their appropriate area housing office: https://www.lambeth.gov.uk/housing/council-tenants/get-involved/tenant-management-organisations-tmos</p> <p>TMO's will consider the complaint at stage 1 and if the complainant remains dissatisfied this will be referred to Lambeth to consider at stage 2 of the complaints process. The TMO Partnership team will monitor the progress of stage 1 complaints considered by the TMOs.</p>	<p>Examples of TMO websites highlighting their complaints process:</p> <p>Complaints Process – Angel Town RMO (angelltownrmo.org.uk)</p> <p>Comments and complaints - Blenheim Gardens RMO (bgrmo.org.uk)</p> <p>Nuisance & General complaints Cetra Housing (cetra-housing.co.uk)</p> <p>Link to all TMO websites:</p> <p>Tenant Management Organisations (TMOs) Lambeth Council</p>
5.5	When a complaint is logged at stage 1 or escalated to stage 2, landlords must set	Yes	Lambeth's complaint acknowledgement highlights the complaint definition and the outcome being sought. If any aspects of the complaint received are unclear, the case	<ul style="list-style-type: none"> Standard acknowledgement and response templates.

	<p>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.</p>		<p>officer will contact the complainant to obtain further details.</p> <p>The complaint response sets out the complaint definition, findings, actions taken, complaint decision and how to escalate to the next stage of the complaints process or referral to the Ombudsman.</p>	<ul style="list-style-type: none"> Stage 2 response final paragraph providing details on escalation to the Ombudsman.
5.7	<p>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.</p>	Yes	<p>If any matters raised fall outside of the remit of the Council, it will be made clear within the acknowledgement what issues will be considered. If all concerns do not fall within the remit of the Council’s complaints policy, a written response will be sent advising of such and signposting to the appropriate organisation.</p>	<p>Section 8 of the complaints policy sets out those issues that fall outside the remit of the complaints policy:</p> <p>Our complaints procedure Lambeth Council</p>
5.8	<p>At each stage of the complaints process, complaint handlers must:</p>		<p>At each stage of the complaints process complaint handlers will:</p>	<p>Section 4 and the Appendix of the complaints policy:</p> <p>Our complaints procedure Lambeth Council</p>

	<p>a. Deal with complaints on their merits, act independently and have an open mind;</p> <p>b. Give the resident a fair chance to set out their position;</p> <p>c. Take measures to address any actual or perceived conflict of interest; and</p> <p>d. Consider all information and evidence carefully</p>		<ul style="list-style-type: none"> • Clarify with the complainant or their representative any aspects of the complaint they are unclear about • Deal with complaints on their merits, act independently, and have an open mind • Give complainants 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 	
5.9	Where a response to a complaint will fall outside the timescales set out in this code, the landlord must agree	Yes	Some complaints can be complex potentially involving multiple areas and, in such circumstances, where a response cannot be provided within timescale, the complainant or representative will be contacted on or before	<p>Please see the Appendix of the complaints policy:</p> <p>Our complaints procedure Lambeth Council</p>

	with the resident suitable intervals for keeping them informed about their complaint.		<p>the original deadline date and advised as follows:</p> <ul style="list-style-type: none"> • Why an extension is necessary • The expected timescale for the full response • Provided with the contact details of the relevant Ombudsman if they wish to escalate at that point • Any agreed extension will not be more than 10 working days without good reason 	
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 any disabilities a resident has disclosed. Any agreed reasonable adjustments must be kept under active review.	Yes	All complaints received are considered fairly on an individual basis with full consideration given to any specific needs/disabilities. In line with the Equality Act we will provide any reasonable adjustments to enable a complaint to be made and record any disclosed disabilities and agreed reasonable adjustments which are kept under review.	<p>Section 4 and the Appendix of the complaints policy:</p> <p>Our complaints procedure Lambeth Council</p>

5.11	Landlords must not refuse to escalate a complaint through all stages of the complaints procedure unless it has valid reasons to do so. Landlords must clearly set out these reasons, and they must comply with the provisions set out in section 2 of this code.	Yes	Lambeth will always consider complaints received on an individual basis and in circumstances where we are unable to consider a complaint fairly a full explanation will be provided to the complainant.	Sections 6 & 8 set out circumstances where we may not consider a complaint where the matter falls outside of the remit of the complaints policy: Our complaints procedure Lambeth Council
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	Yes	Lambeth has a central system to record complaints which includes any accompanying notes and documents to ensure a full investigation is undertaken. This information will be used should the complainant request a further review by the relevant Ombudsman. Records are retained in line with the Council's data retention policy	Please see Section 5 of the complaints policy: Our complaints procedure Lambeth Council

	documentations such as reports or surveys.			
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.		Where fault is identified case officers will offer suitable resolutions or where appropriate consider any compensation at any stage of the complaints process in line with the Council's Compensation Policy.	Please see Section 7 of the complaints policy: Our complaints procedure Lambeth Council
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	Yes	<p>Most people who contact Lambeth Council behave in a reasonable and courteous manner even when they feel they have just cause to be upset or angry, with only a small minority behaving unreasonably by adopting a repetitive, persistent, or abusive approach.</p> <p>When it is necessary for any individual to contact us, Lambeth is committed to ensuring everyone is treated fairly and respectfully and welcomes feedback from our customers to assist us in identifying any necessary improvements to the services we deliver and anyone contacting us will be treated with courtesy and respect, and the</p>	Lambeth's customer behaviour guidance explains the behaviours that are not acceptable to the Council, ensures our staff have a safe environment without being negatively affected by those who behave unreasonably and enables Council employees to manage such behaviours confidently and effectively. The guidance also sets out the process for managing unreasonable customer behaviours.

	restrictions under regular review.		Council expects its staff to be treated in the same way.	
5.15	Any restrictions placed on contact due to unacceptable behaviour must be proportionate and demonstrate regard for the Equality Act 2010.	Yes	Decisions taken to implement a temporary access restriction are not taken lightly with consideration given to any need or disability in accordance with the Equality Act 2010. Whenever it is necessary to do so the individual is notified in writing, clearly setting out the reasons for the temporary restriction, action to be taken and proposed review date. Review of the access restriction will be carried out on an agreed date dependent on the case may be every 2, 3 or 6 months. The review will consider the individual's behaviour during the restriction period and whether it is appropriate or necessary to extend the restriction for a further agreed period or allow the individual to reconvene contacting the Council through all available channels.	<ul style="list-style-type: none"> Customer Behaviour Guidance

Section 6: Complaints Stages

Section:	Code Requirement:	Compliance:	Comments:	Evidence:
6.1	Landlords must have processes in place to consider which complaints can be responded to	Yes	Lambeth's complaint procedure provides guidance on how to	Please see appendix to complaint policy.

	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.		respond to complaints at stage 1 of our process.	Our complaints procedure Lambeth Council
6.2	Complaints must be acknowledged, defined, and logged at stage 1 of the complaint's procedure within five working days of the complaint being received	Yes	Lambeth's Complaints Procedure and policy confirm how and when complaints will be acknowledged.	Please see appendix to complaint policy. Our complaints procedure Lambeth Council
6.3	Landlords must issue a full response to stage 1 complaints within 10 working days of the complaint being acknowledged.		Lambeth's complaint procedure and policy confirm that responses will be issued within 10 working days of the acknowledgment.	Please see appendix to complaint policy. Our complaints procedure Lambeth Council
6.4	Landlords must decide whether an extension to this timescale is needed when considering the complexity of the complaint and then inform the resident of the expected timescale for response. Any extension must	Yes	The arrangements for extensions are covered in full in our complaint procedure and policy.	Please see appendix to complaint policy. Our complaints procedure Lambeth Council

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	be no more than 10 working days without good reason, and the reason(s) must be clearly explained to the resident			
6.5	When an organisation informs a resident about an extension to these timescales, they must be provided with the contact details of the Ombudsman.	Yes	The arrangements for extensions, and in particular the requirement to provide Ombudsman contact details are covered in full in our complaint procedure and policy.	Our complaints procedure Lambeth Council
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 covered in our complaint procedure	Our complaints procedure Lambeth Council
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	This is covered in our complaint procedure.	Our complaints procedure Lambeth Council

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	Where a complainant or their representative raises additional issues during the investigation, these are recorded under the same case and incorporated into one response if they are related, and the response has not yet been issued. If the response has been issued, the new issues are unrelated to those being investigated, or it would unreasonably delay the response, the new issues will be logged as a new complaint.	Please see the Appendix under the complaints policy: Our complaints procedure Lambeth Council
6.9	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	As per point 6.8 above.	As per point 6.8 above.

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 complaint policy and procedure clearly set out the right to escalate a complaint where a customer remains dissatisfied. Stage 1 responses include a standard paragraph advising customers how to escalate	Our complaints procedure Lambeth Council
6.11	Requests for stage 2 must be acknowledged, defined, and logged at stage 2 of the complaint's procedure		Lambeth's Complaints Procedure and policy confirm how and when complaints will be acknowledged.	Please see appendix to complaint policy. Our complaints procedure Lambeth Council
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		There is no requirement to set out reasons for escalation, as the choice to do so lies with the customer.	
6.13	The person considering the complaint at stage 2 must not be the same person that considered the complaint at stage 1.	Yes	Stage 1 complaints are managed by the Quality & Review team with Stage 2 managed by the Corporate Complaints team who are independent of the service handling the Stage 1 complaint.	Team Structures: <ul style="list-style-type: none"> • Quality & Review Team Structure • Corporate Complaints Team Structure:

6.14	Landlords must issue a final response to the stage 2 within 20 working days of the complaint being acknowledged		Lambeth's complaint procedure and policy confirm that responses will be issued within 20 working days of the acknowledgment.	Our complaints procedure Lambeth Council
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.		The arrangements for extensions are covered in full in our complaint procedure and policy.	Our complaints procedure Lambeth Council
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.		As above.	Our complaints procedure Lambeth Council
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		This is covered in our complaint procedure.	Our complaints procedure Lambeth Council

	promptly with appropriate updates provided to the resident.			
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		As above	Our complaints procedure Lambeth Council
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.		As above.	
6.20	Stage 2 is the landlord's final response and must involve all		Stage 2 investigations are carried out by experienced Complaint &	<ul style="list-style-type: none"> Complaint Officer JD

	suitable staff members needed to issue such a response.		Information Officers within the Corporate Complaint Team	
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Section 7: Putting Things Right

Section:	Code Requirement:	Compliance:	Comments:	Evidence:
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	We have adopted the Ombudsman's remedies guidance and Lambeth's complaint policy, and procedure reflects the range of remedies we will consider when assessing how to resolve a complaint following an investigation.	Our complaints procedure Lambeth Council
7.2	Any remedy offered must reflect the impact on the resident as a result of any fault identified.	Yes	When applying remedies, we consider the individual circumstances of each case considering any delays, distress, and difficulty caused, and the impact of any service failures on a customer.	Our complaints procedure Lambeth Council Staff training slides

			We take steps to ensure that remedies are both reasonable and proportionate, to provide an effective resolution where things have gone wrong. resolve the matter and replacing the customer back in the position they would have been in before and take into consideration the facts and issues raised in complaints about service failures	
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	The timescale for completion of remedies is set out in complaint responses. Lambeth's case management system facilitates the recording and monitoring of remedies through to completion. In addition, complaint outcomes can be collated and analysed to identify trends and learning.	
7.4	Landlords must take account of the guidance issued by the Ombudsman when deciding on appropriate remedies	Yes	Officers will have regard to the Housing Ombudsman Remedies Guidance when assessing and applying a suitable remedy.	

Section 8: Scrutiny and Oversight: Continuous learning and improvement

Section:	Code Requirement:	Compliance:	Comments:	Evidence:
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 f. any other relevant reports or publications produced by the Ombudsman in	Yes	<p>A bi-annual performance and service improvement report is presented to Corporate Committee every 6 months. In addition, quarterly reports are presented to our Departmental Leadership Team and the CE's Management Board.</p> <p>a. The self-assessment will be added as an appendix to the bi-annual Corporate Committee Report.</p> <p>b. Corporate Committee Reports include both a qualitative and quantitative analysis of Lambeth's complaint handling. Lambeth do not refuse to accept complaints but may make an outside jurisdiction decision where there is a separate process in place to handle matters.</p> <p>c. Any findings of non-compliance will be reported</p>	<p>The most recent Corporate Committee report can be accessed using the link below Completed Six-Months.pdf (lambeth.gov.uk)</p> <ul style="list-style-type: none"> • Q4 Report <p>a. As above</p> <p>b. As above</p> <p>c. As above</p>

	relation to the work of the landlord.		<p>in the next 6 monthly Corporate Committee report.</p> <p>d. Any service improvements implemented as a result of learning from complaints will be included in the next Corporate Committee Report.</p> <p>e. The HOS annual report will be considered as part of our 6-monthly reports.</p>	<p>d. As above</p> <p>e. As above</p>
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	The 6-monthly Corporate Committee report, minutes and recordings are available on our website.	Please see link below Browse meetings - Corporate Committee Lambeth Council
8.3	Landlords must also carry out a self-assessment following a significant restructure, merger and/or change in procedures.	Yes	We will undertake a further self-assessment in the event of significant change, which will be published via the website.	
8.4	Landlords may be asked to review and update the self-	Yes	We will review and update the self-assessment in these circumstances	

	assessment following an Ombudsman investigation.			
8.5	If a landlord is unable to comply with the Code due to exceptional circumstances, such as a cyber incident, they must inform the Ombudsman, provide information to residents who may be affected, and publish this on their website. Landlords must provide a timescale for returning to compliance with the Code.	Yes	We agree to comply with this requirement.	

Section 9: Scrutiny & oversight: continuous learning and improvement

Section:	Code Requirement:	Compliance:	Comments:	Evidence:
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	Learning from complaints has been incorporated into our regular quarterly and 6-monthly to Management Board and Corporate Committee. As stated above minutes for Corporate Committee are available on our website.	Please see Corporate Committee reports Browse meetings - Corporate Committee Lambeth Council
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	Yes	Lambeth's complaint policy and procedure is accessible to all, with staff fully trained on effective complaint resolution. We regularly conduct root cause analysis, provide monthly, quarterly, and 6-monthly	As above

	identify issues and introduce positive changes in service delivery.		reports where we identify trends highlighting key areas for service improvement.	
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	Taking ownership and transparency are key to our approach to complaint handling, ensuring that we utilise the feedback obtained from complaints to drive service improvement. Corporate Committee Reports and quarterly reports cover root cause analysis and lessons learnt. The Corporate Committee Terms of reference includes a requirement to consider any adverse reports issued by the Housing Ombudsman, with a view to promoting service improvement.	As above
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 Head of Customer Service has lead responsibility for complaints and for the presentation of complaints performance reports to Corporate Committee.	
9.5	In addition to this a member of the governing body (or equivalent) must be appointed		Cabinet Member leading on complaints is provided with regular reports and updates, as well as	

	to have lead responsibility for complaints to support a positive complaint handling culture. This person is referred to as the Member Responsible for Complaints ('the MRC')		details of all severe maladministration determinations.	
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	The MRC receives regular reports on volumes, performance, outcomes, and compliance with Ombudsman's orders. This in addition to the monthly, quarterly, and 6-monthly reports set out above. Any cases of severe maladministration are reported to the Cabinet Member for Housing & Homelessness and relevant senior managers.	As above
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		The Cabinet Member leading on complaints has sight of all quarterly and 6-monthly reports as stated above.	

	d. annual complaints performance and service improvement report.			
9.8	Landlords must have a standard objective in relation to complaint handling for all relevant employees or third parties that reflects the need to: a. have a collaborative and co-operative approach towards resolving complaints, working with colleagues across teams and departments; b. take collective responsibility for any shortfalls identified through complaints, rather than blaming others; and c. act within the professional standards for engaging with complaints as set by any relevant professional body.	Yes	Our policy and procedure and staff training focus on collaborative working to resolve complaints, including those where there are multiple issues covering a range of service areas. This ensures that customers are issued with one comprehensive response reflecting a fair and equitable approach to investigating complaints, taking responsibility for our mistakes, and putting things right.	Our complaints procedure Lambeth Council Please see listed training presentations at section 4.3 above.