

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	Compliments and Complaints Policy, page 2	LEAP's policy adopts the Ombudsman's definition verbatim and applies it to all stakeholders including beneficiaries.
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	Procedure section, "What is a complaint?"	Policy clearly states that complaints can be made by third parties and do not need to be labelled as such to be treated as complaints.
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	Yes	Definitions section; Procedure section on "What isn't a complaint?"	Clear distinction is made between service requests and complaints, with guidance on how each is handled.

	are not complaints, but must be recorded, monitored and reviewed regularly.			
1.5	A complaint must be raised when the resident expresses dissatisfaction with the response to their service request, even if the handling of the service request remains ongoing. Landlords must not stop their efforts to address the service request if the resident complains.	Yes	Procedure section on service requests	Policy confirms that complaints can be made about service request handling and that service efforts continue during complaint resolution.
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	Procedure section on surveys and feedback	Policy states that surveys and feedback are not complaints but includes guidance on informing residents how to complain.

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	Procedure section: "Refusing complaints"	LEAP outlines valid reasons for not accepting complaints and confirms that each case is considered individually.
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	Procedure section: "Refusing complaints"	Policy lists acceptable exclusions and allows for discretion in exceptional cases.

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	Procedure section: "Refusing complaints"	Policy includes 12-month rule and explicitly allows for discretion where appropriate.
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	Procedure section: "Refusing complaints"	Policy requires written explanation and Ombudsman referral if a complaint is not accepted.
2.5	Landlords must not take a blanket approach to excluding complaints; they must consider the individual circumstances of each complaint.	Yes	Procedure section: "Refusing complaints"	Policy explicitly states that a blanket approach will not be taken, and each case is reviewed individually.

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	Procedure section: "Accessibility"	LEAP provides multiple access points (website, handbooks, posters, etc.) and offers reasonable adjustments under the Equality Act.
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	Procedure section: "Accessibility"	All staff are trained and responsible for passing complaints to the Lead Housing and Support Manager.
3.3	High volumes of complaints must not be seen as a negative, as they can be indicative of a well-publicised and accessible complaints process. Low complaint volumes are potentially a sign that residents are unable to complain.	Yes	Policy statement; Learning from Feedback	LEAP encourages complaints as a learning opportunity and monitors trends through KPI reporting.
3.4	Landlords must make their complaint policy available in a clear and accessible format for all residents. This will detail the two stage process, what will happen at each	Yes	Procedure section: "How to handle a complaint"	The policy clearly outlines the two-stage process, responsibilities, and timeframes.

	stage, and the timeframes for responding. The policy must also be published on the landlord's website.			
3.5	The policy must explain how the landlord will publicise details of the complaints policy, including information about the Ombudsman and this Code.	Yes	Procedure section: "Accessibility"	Information is shared via website, handbooks, leaflets, and letters, including Ombudsman details.
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	Procedure section: "Accessibility"	LEAP allows representation and accompaniment at complaint-related meetings.
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	Procedure section: "Accessibility"	Ombudsman access is explained in all relevant communications and materials.

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	Procedure: "Responsibility"	LEAP assigns the Lead Housing and Support Manager, supported by Housing Manager, to coordinate complaints. The CEO oversees compliance and reporting to the Board.
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	Procedure: "Responsibility"	The Lead Housing and Support Manager has autonomy and authority to act promptly and fairly, with access to all staff and support from the CEO.
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	Procedure: "Responsibility"; Policy: "Accountability and Monitoring"	All staff are trained in complaint handling and expected to cooperate. The Lead Housing and Support Manager monitors compliance and performance in real time.

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	Policy: "Policy Statement"; Procedure: "Receiving a complaint"	LEAP has a unified policy and procedure for all complaints. It ensures equal treatment and encourages a positive complaints culture.
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	Procedure: "Stage 1 Complaints"	LEAP uses a clear two-stage process. Early resolution is encouraged and supported by trained staff.
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	Procedure: "Stage 1" and "Stage 2"	LEAP's process is limited to two formal stages, in line with the Code.
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	Procedure: "Responsibility"	Complaints handled by contractors are integrated into LEAP's two-stage process.

5.5	Landlords are responsible for ensuring that any third parties handle complaints in line with the Code.	Yes	Procedure: "Responsibility"	LEAP ensures that any third-party complaint handling aligns with its policy and the Code.
5.6	When a complaint is logged at Stage 1 or escalated to Stage 2, landlords must set out their understanding of the complaint and the outcomes the resident is seeking. The Code will refer to this as "the complaint definition". If any aspect of the complaint is unclear, the resident must be asked for clarification.	Yes	Procedure: "Acknowledging complaints"	Complaints are acknowledged with a clear definition and clarification of desired outcomes.
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	Procedure: "Acknowledging complaints"	LEAP's acknowledgements specify responsibilities and clarify any uncertainties.
5.8	At each stage of the complaints process, complaint handlers must: a. deal with complaints on their merits, act independently, and have an open mind; b. give the resident a fair chance to set out their position; c. take measures to address any actual or perceived conflict of interest; and d. consider all relevant information and evidence carefully.	Yes	Procedure: "Stage 1 Complaints"	Staff are trained to act impartially and avoid conflicts. Serious complaints are escalated to senior staff.

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	Procedure: "Extensions"	LEAP informs residents of delays and provides Ombudsman contact details.
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	Procedure: "Accessibility"	Adjustments are recorded, reviewed, and tailored to individual 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	Procedure: "Refusing complaints"	Escalation is only refused under specific, justified circumstances.
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	Procedure: "Record keeping"	LEAP uses LIS to maintain comprehensive records of all complaints.

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	Procedure: "Principles for resolving complaints"	LEAP encourages resolution at the earliest opportunity.
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	Procedure: "Unacceptable Behaviour"	LEAP outlines clear criteria and review processes for managing such behaviour.
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	Procedure: "Unacceptable Behaviour"	Restrictions are recorded, reviewed regularly, and applied proportionately.

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	Procedure: "Principles for resolving complaints"	LEAP encourages early resolution and considers complexity and vulnerability when determining the approach.
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	Procedure: "Stage 1 Complaints"	Complaints are acknowledged in writing within 5 days, with a clear definition and expected outcomes.
6.3	Landlords must issue a full response to stage 1 complaints <u>within 10 working days</u> of the complaint being acknowledged.	Yes	Procedure: "Stage 1 Complaints"	LEAP commits to responding within 10 working days of acknowledgement.
6.4	Landlords must decide whether an extension to this timescale is needed when considering the complexity of the complaint and then inform the resident of the expected timescale for response. Any extension must be no more than 10 working days without	Yes	Procedure: "Extensions"	Extensions are only granted for complex cases and must be

	good reason, and the reason(s) must be clearly explained to the resident.			explained to the complainant.
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	Procedure: "Extensions"	Ombudsman details are provided when extensions are communicated.
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	Procedure: "Stage 1 Complaints"	Responses are issued promptly, with outstanding actions tracked separately.
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	Procedure: "Stage 1 Complaints"	Responses include decisions, reasons, and references to policy or law.
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	Procedure: "Stage 1 Complaints"	Related issues are incorporated; unrelated or late issues are logged as new complaints.

6.9	Landlords must confirm the following in writing to the resident at the completion of stage 1 in clear, plain language: a. the complaint stage; b. the complaint definition; c. the decision on the complaint; the reasons for any decisions made; a. the details of any remedy offered to put things right; b. details of any outstanding actions; and c. details of how to escalate the matter to stage 2 if the individual is not satisfied with the response.	Yes	Procedure: "Stage 1 Complaints"	All required elements are included in the final Stage 1 response.
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Stage 2

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
6.10	If all or part of the complaint is not resolved to the resident's satisfaction at stage 1, it must be progressed to stage 2 of the landlord's procedure. Stage 2 is the landlord's final response.	Yes	Procedure: "Stage 2 Complaints"	Unresolved complaints are escalated to Stage 2 without requiring justification from the complainant.
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	Procedure: "Stage 2 Complaints"	Acknowledgement and definition are provided within 5 days.

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	Procedure: "Stage 2 Complaints"	LEAP does not require justification for escalation and seeks to understand dissatisfaction.
6.13	The person considering the complaint at stage 2 must not be the same person that considered the complaint at stage 1.	Yes	Procedure: "Stage 2 Complaints"	Complaints are reassigned to ensure independence.
6.14	Landlords must issue a final response to the stage 2 <u>within 20 working days</u> of the complaint being acknowledged.	Yes	Procedure: "Stage 2 Complaints"	LEAP commits to 20-day turnaround for Stage 2 responses.
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	Procedure: "Stage 2 Complaints"	Extensions are rare and must be explained.
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	Procedure: "Stage 2 Complaints"	Ombudsman details are included in extension communications.
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	Procedure: "Stage 2 Complaints"	Final responses are issued promptly, with actions tracked separately.

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	Procedure: "Stage 2 Complaints"	Responses are comprehensive and reference relevant policies.
6.19	Landlords must confirm the following in writing to the resident at the completion of stage 2 in clear, plain language: a. the complaint stage; b. the complaint definition; c. the decision on the complaint; d. the reasons for any decisions made; e. the details of any remedy offered to put things right; f. details of any outstanding actions; and g. details of how to escalate the matter to the Ombudsman Service if the individual remains dissatisfied.	Yes	Procedure: "Stage 2 Complaints"	Final responses include all required elements and escalation guidance.
6.20	Stage 2 is the landlord's final response and must involve all suitable staff members needed to issue such a response.	Yes	Procedure: "Stage 2 Complaints"	The Lead Housing and Support Manager or CEO ensures appropriate staff are involved in Stage 2 responses.

Section 7: Putting things right

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
7.1	Where something has gone wrong a landlord must acknowledge this and set out the actions it has already taken, or intends to take, to put things right. These can include: • Apologising; • Acknowledging where things have gone wrong; • Providing an explanation, assistance or reasons; • Taking action if there has been delay; • Reconsidering or changing a decision; • Amending a record or adding a correction or addendum; • Providing a financial remedy; • Changing policies, procedures or practices.	Yes	Procedure: "Principles for resolving complaints"	LEAP acknowledges faults and outlines actions to rectify them, including apologies, explanations, and policy or procedural changes.
7.2	Any remedy offered must reflect the impact on the resident as a result of any fault identified.	Yes	Procedure: "Principles for resolving complaints"	Remedies are proportionate to the impact on the resident and are tailored to individual circumstances.
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	Procedure: "Principles for resolving complaints"	LEAP ensures remedies are clearly communicated, time-bound, and monitored for completion.

7.4	Landlords must take account of the guidance issued by the Ombudsman when deciding on appropriate remedies.	Yes	Procedure: "Principles for resolving complaints"	LEAP follows the Ombudsman's guidance to ensure remedies are fair, consistent, and in line with best practice.
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Section 8: Self-assessment, reporting and compliance

Code provision	Code requirement	Compl y: Yes / No	Evidence	Commentary / explanation
8.1	Landlords must produce an annual complaints performance and service improvement report for scrutiny and challenge, which must include: a. the annual self-assessment against this Code to ensure their complaint handling policy remains in line with its requirements. b. a qualitative and quantitative analysis of the landlord's complaint handling performance. This must also include a summary of the types of complaints the landlord has refused to accept; c. any findings of non-compliance with this Code by the Ombudsman; d. the service improvements made as a result of the learning from complaints; e. any annual report about the landlord's performance from the Ombudsman; and f. any other relevant reports or publications produced by the Ombudsman in relation to the work of the landlord.	Yes	Policy: "Accountability and Monitoring"	LEAP conducts annual self-assessments and reports the outcomes to the Board.
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	Policy: "Accountability and Monitoring"	Self-assessment outcomes are reported to the Board and used to inform service improvements.

8.3	Landlords must also carry out a self-assessment following a significant restructure, merger and/or change in procedures.	Yes	Policy: "Accountability and Monitoring"	Self-assessment outcomes are published on LEAP's website for transparency.
8.4	Landlords may be asked to review and update the self-assessment following an Ombudsman investigation.	Yes	Policy: "Accountability and Monitoring"	Self-assessment outcomes are included in LEAP's annual report to stakeholders.
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	Policy: "Accountability and Monitoring"	LEAP complies with Ombudsman recommendations and incorporates them into policy and practice.

Section 9: Scrutiny & oversight: continuous learning and improvement

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
9.1	Landlords must look beyond the circumstances of the individual complaint and consider whether service improvements can be made as a result of any learning from the complaint.	Yes	Policy: "Learning from Feedback"	LEAP values complaints as opportunities for learning and improvement.
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	Policy: "Learning from Feedback"	Complaints data is analysed to identify trends and inform service improvements.
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	Policy: "Accountability and Monitoring"	Complaint handling performance is reported to the Board regularly.

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	Policy: "Accountability and Monitoring"	Complaint handling performance is published in LEAP's annual report and on the website.
9.5	In addition to this a member of the governing body (or equivalent) must be appointed to have lead responsibility for complaints to support a positive complaint handling culture. This person is referred to as the Member Responsible for Complaints ('the MRC').	Yes	Policy: "Learning from Feedback"	Learning from complaints is disseminated to all staff to drive continuous improvement.
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	Procedure: "Responsibility"; Policy: "Scrutiny of Complaints"	LEAP's MRC (Housing Manager and CEO) ensures the Board receives regular updates on complaint handling, supported by access to data and staff.

9.7	As a minimum, the MRC and the governing body (or equivalent) must receive: a. regular updates on the volume, categories and outcomes of complaints, alongside complaint handling performance; b. regular reviews of issues and trends arising from complaint handling; c. regular updates on the outcomes of the Ombudsman's investigations and progress made in complying with orders related to severe maladministration findings; and d. annual complaints performance and service improvement report.	Yes	Policy: "Scrutiny of Complaints"	LEAP provides quarterly KPI reports and an annual performance report to the Board, covering all required elements.
9.8	Landlords must have a standard objective in relation to complaint handling for all relevant employees or third parties that reflects the need to:	Yes	Policy: "Responsibility"; "Learning from Feedback"	LEAP embeds complaint handling expectations into staff responsibilities and promotes a collaborative, accountable culture.

	a. have a collaborative and co-operative approach towards resolving complaints, working with colleagues across teams and departments; b. take collective responsibility for any shortfalls identified through complaints, rather than blaming others; and c. act within the professional standards for engaging with complaints as set by any relevant professional body.			
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