

Aves Housing

Annual Complaints Performance and Service Improvement Report

Reporting year: 1 January – 31 December 2025

Aves Housing is a learning organisation: we use complaints to keep improving the services our residents receive.

1. Introduction and scope

This is Aves Housing’s Annual Complaints Performance and Service Improvement Report for the year 1 January to 31 December 2025. It is produced in line with the Housing Ombudsman’s Complaint Handling Code 2024 (the “Code”), provision 8.1, and is structured to cover each element the Code requires: the annual self-assessment (section 2); a quantitative and qualitative analysis of complaint handling performance, including complaints not accepted (sections 3 and 4); any findings of non-compliance by the Ombudsman (section 5); service improvements made as a result of learning from complaints (section 6); any annual report from the Ombudsman about Aves Housing (section 7); and any other relevant Ombudsman publications (section 8).

Aves Housing approaches complaints as a learning organisation. We regard every complaint as an opportunity to understand where we can do better and to improve our residents’ experience, and we act on what we learn. This report is written in that spirit – clear about what the year’s data shows and, above all, forward-looking about the opportunities we are pursuing. Where our 2025 records measure something different from a particular Code measure, we report the closest measure we hold and set out the improvement we have already made, rather than omitting the measure.

2. Self-assessment against the Code (8.1a)

Aves Housing has completed the Housing Ombudsman’s self-assessment against all 72 provisions of the Code. Assessed against the complaints policy in force during 2025 (version 1.0.5), the self-assessment identified full compliance on 43 provisions and shortfalls on 29 (22 partial, 7 not met). The principal gaps were the operation of a third “review panel” stage contrary to the Code’s two-stage requirement, non-compliant Stage 2 response timescales, and a number of omissions in accessibility, record-keeping, reporting and governance. We have used the self-assessment not as a list of shortcomings but as a practical roadmap for improvement, and we have already begun to act on every area it identified.

A revised policy (version 1.0.6) addresses every provision: it establishes a clean two-stage process, corrects the response timescales, removes the third stage, and adds the missing accessibility, record-keeping, governance and reporting commitments. Assessed against version 1.0.6, we record compliance with all 72 provisions of the Code.

The completed self-assessment is reproduced in full at Appendix A to this report.

3. Complaints received in 2025 – quantitative analysis (8.1b)

3.1 Volume and trend

Aves Housing received 85 complaints in 2025, broadly in line with the organisation’s longer-run average of around 80 complaints a year. Complaints were heavily concentrated in the first quarter (42 complaints, 49% of the year) and fell steadily thereafter (Q2: 17; Q3: 18; Q4: 8), reaching one complaint per month by November and December.

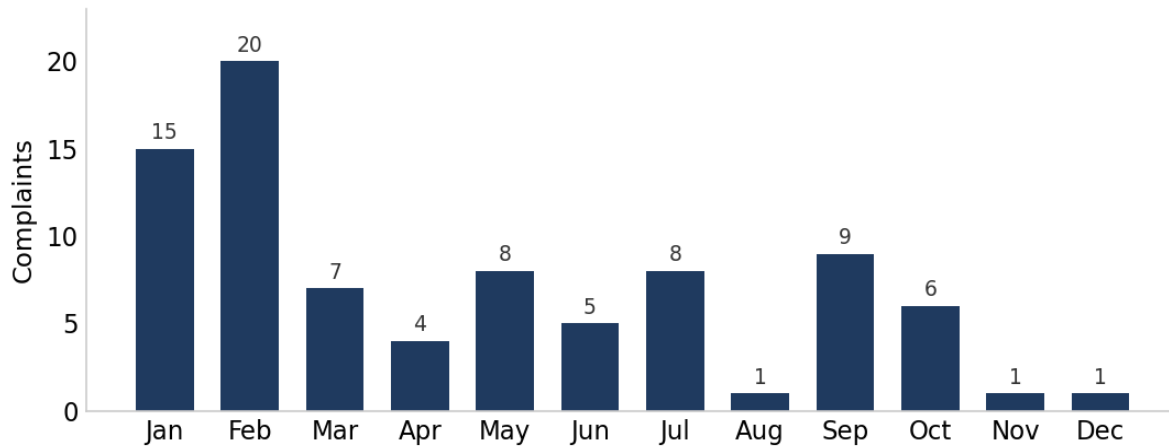


Figure 1: Complaints received by month, 2025

The concentration of complaints early in the year, and the lower numbers later, most likely reflect how consistently complaints were recorded rather than a change in demand. In the spirit of the Code (provision 3.3), we treat this as an opportunity: we want every complaint captured, and we want it to stay easy for every resident to complain. Confirming that is an action we take forward in section 9.

3.2 What complaints were about

Complaints were spread across the following categories:

Category	Complaints	Share
Management	21	25%
Organisation	20	24%
Other	19	22%
Client of Aves	13	15%
Support Staff	7	8%
Maintenance	5	6%
Total	85	100%

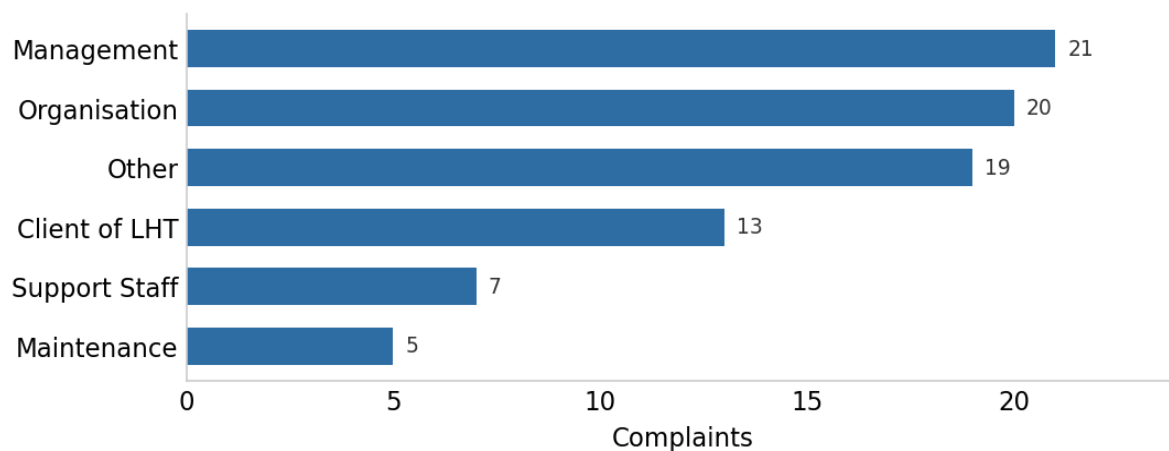


Figure 2: Complaints by category, 2025

Around 71% of complaints sit in three broad categories – Management, Organisation and Other. These tell us where complaints arise but not always which service is involved, so we are redesigning our category framework around real service areas (section 6). That will let us identify themes precisely and act on them faster. A proportion of “Client of Aves” complaints concern the behaviour of other residents, which is better handled through our anti-social behaviour process, and we are routing these accordingly.

3.3 Who complained

Most complaints came directly from residents, which indicates the complaints process is accessible to those it primarily serves:

Complainant	Complaints	Share
Client (resident)	55	65%
Other	18	21%
External organisation	6	7%
Staff	4	5%
Referral agency	2	2%

3.4 Repeat complaints

Our complaint form asks whether the issue has come up before. Of the 85 complaints, 82 gave a yes or no; on 59 of those (72%) the answer was yes. Those 59 came from 34 residents. Counted differently, 11 residents complained more than once, accounting for 48 complaints (56%).

Encouragingly, 8 of those 11 raised a different issue each time; only 3 raised the same one repeatedly, and we are addressing those directly. The message is clear: first-time resolution is where we can make the most difference, and it is the focus of our improvement plan (sections 6 and 9).

3.5 Complainant satisfaction

Our complaint form asks the person completing it to rate their satisfaction across four areas – service quality, hygiene, responsiveness, and kindness and helpfulness. The questions were answered on between 67 and 71 of the 85 complaints, and of those, between 87% and 91% selected “Not Satisfied” on each. The sample size for each measure is shown beneath it:

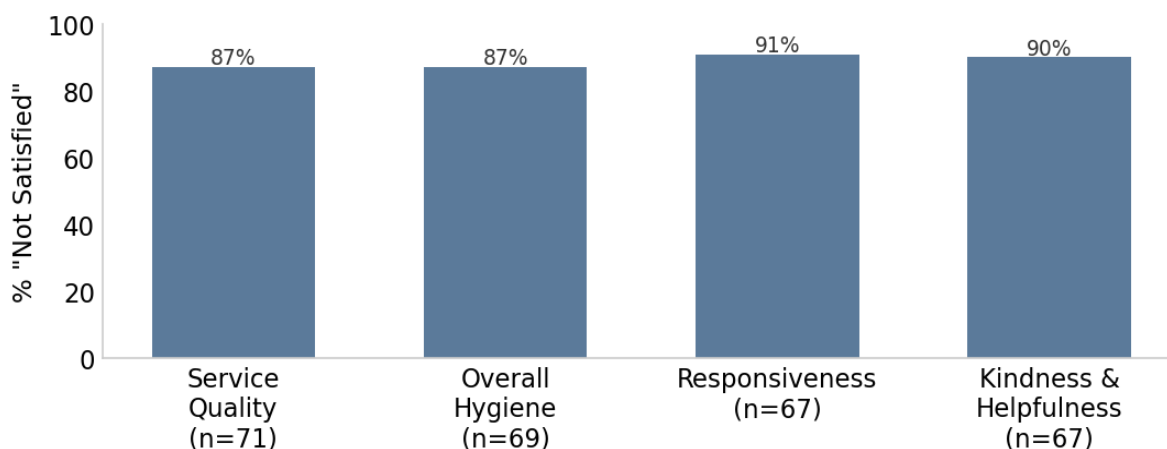


Figure 3: Percentage of complainants “Not Satisfied”, by dimension, 2025

These ratings are collected on the complaint form, so they capture how someone felt when complaining – not how we then handled it. Most who answered gave identical ratings across all four questions, so we draw no conclusions from the small differences between them.

The measure that matters is residents’ satisfaction with our complaints handling, reported through the Tenant Satisfaction Measures (TP09): 85% satisfied. This is unrelated to the 85% at section 3.8, which measures speed. Of the 85 complaints, 81 were closed as resolved. From 2026 we record each complaint’s outcome and remedy, so both sit on one record.

3.6 Where complaints arose

Complaints spanned around 60 locations, and a small number of schemes accounted for a larger share than the rest – the busiest single scheme was associated with roughly a dozen complaints once inconsistent spellings are combined. We do not identify individual addresses in this report. Our location records are being cleansed as part of the improvements in section 6, so that complaints by scheme can be analysed reliably and any pattern acted on.

3.7 Complaints not accepted (8.1b)

The Code requires a summary of any complaints refused, with the reasons. Our 2025 records did not separately flag complaints declined at the point of receipt. Our new tracker records, for every case, whether it was accepted or excluded and why, so this summary will be available from 2026.

3.8 Timeliness

Our 2025 records captured when a complaint was made and when work started on resolving it. That is not the same thing as the date the complaint was acknowledged: acknowledging a complaint means confirming to the resident that we have received it and setting out what we understand it to be, whereas the resolution start date records when a member of staff began working on it. The two can fall on different days, in either order, and in 2025 we recorded only the second.

We therefore report the closest measure we hold, and we report it against the right standard: the working days from a complaint being made to resolution work starting, measured against the Code’s 5 working-day standard. These figures are indicative rather than a certified compliance position.

On that basis:

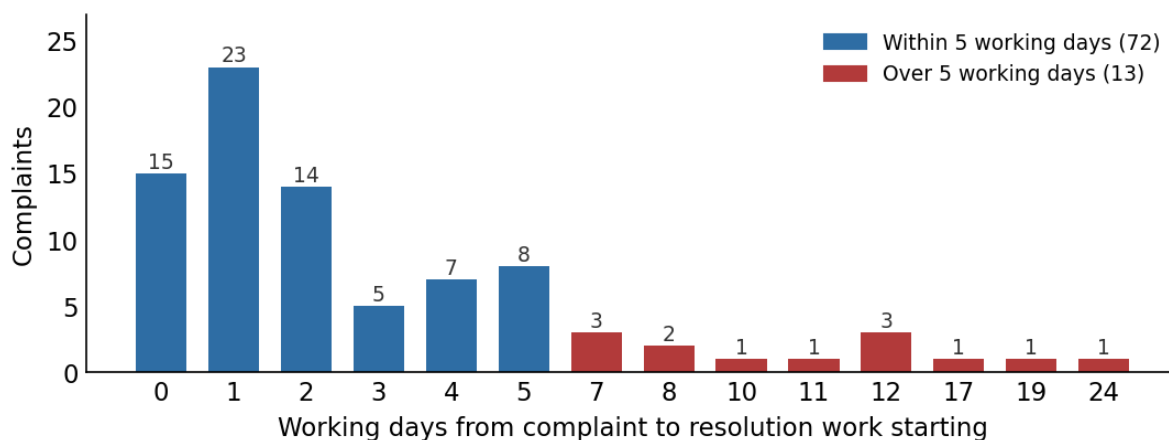


Figure 4: Working days from complaint to resolution work starting (85 complaints)

Measure (working days, complaint → resolution work started)	Complaints	Share
Same or next working day	38	45%
Within 5 working days	72	85%
Over 5 working days	13	15%

Measure (working days, complaint → resolution work started)	Complaints	Share
Median	2 working days	–
Longest	24 working days	–

Most complaints are picked up quickly, and a median of 2 working days is a real strength we intend to protect. Our opportunity is the tail: 13 complaints took longer than 5 working days to reach, the longest at 24. Under the “28 day” measure we previously used, that entire tail was invisible because all but one still fell inside 28 calendar days. Measuring against the Code makes it visible, and that is where our improvement effort now goes.

The corresponding Tenant Satisfaction Measure – complaints responded to within Complaint Handling Code timescales (measure CH02) – is not available for this period, which is consistent with the recording gap described above rather than a separate issue.

From 2026 this limitation disappears. Our new complaints tracker records the acknowledgement date, the Stage 1 and Stage 2 response dates, the outcome and the remedy for every complaint, and automatically flags any complaint approaching or breaching the Code’s timescales. Next year we will report both our Code compliance and CH02 as fact rather than proxy.

3.9 Outcomes

Recorded closure status	Complaints	Share
Complaint Resolved	81	95%
Unresolved – no contact after four attempts	3	4%
Unresolved – escalated to the Council	1	1%
Total	85	100%

“Complaint Resolved” is the status our staff apply when a case is closed. It records that the case was closed rather than capturing the resident’s own view, so we report it as case information rather than as a success rate. Residents’ own view of how we handle complaints is measured through the Tenant Satisfaction Measures, and stands at 85% satisfied (section 3.5).

The opportunity this year’s review has identified is to record, for each individual complaint, the outcome reached and what we did to put things right. From 2026 we do exactly that – upheld, partly upheld or not upheld, together with the remedy provided – so that next year we can report not only that residents are satisfied with our handling, but what changed as a result of each complaint.

The single complaint escalated to the Council also touches the question of which ombudsman scheme applies to our supported-housing service users.

4. Qualitative analysis and themes (8.1b)

Taken together, the data tells a coherent story. Residents rate our approach to complaints handling at 85% satisfaction, most complaints are picked up within two working days, and no findings of non-compliance were made against us. Our strength is in how we handle complaints once they reach us, and we intend to protect it.

What complaints tell us is that too many concern matters residents had raised before – on 59 of the 82 complaints where the question was answered (72%), the resident said the issue had come up before. Read alongside the satisfaction result, the message is clear and useful: our opportunity lies not in handling complaints better once they arrive, but in resolving issues first time so that fewer complaints are needed at all. That is where our improvement effort is directed.

Three clear opportunities emerge, and we are actively working on each: resolving issues correctly the first time to reduce repeat contact; improving responsiveness and communication; and ensuring anti-social behaviour matters between residents are handled through the dedicated ASB route rather than recorded only as complaints. These opportunities shape the improvement actions below.

5. Findings of non-compliance by the Housing Ombudsman (8.1c)

No determinations of non-compliance with the Code, and no findings of maladministration, were recorded against Aves Housing by the Housing Ombudsman in respect of 2025. Any such findings received in future will be recorded in the complaints tracker and reported here, together with the progress made in complying with any orders.

6. Service improvements made and planned (8.1d)

As a learning organisation, Aves Housing has already turned this year's findings into action. In response to complaints received and to the analysis in this report, we have made, or are actively progressing, the following improvements:

- Updated the complaints policy (version 1.0.6): a clean two-stage process, corrected acknowledgement and response timescales, removal of the former third "review panel" stage, and new commitments on accessibility, reasonable adjustments, record-keeping, governance and reporting.
- Introduced a Code-compliant complaints tracker and performance dashboard that record complaint stage, acknowledgement and response dates, outcomes, remedies, escalations, Ombudsman referrals and learning – and automatically flag any breach of the 5, 10 and 20 working-day timescales.
- Appointed the Chair of the Board as the Member Responsible for Complaints, and established regular complaint-handling reporting to the Board.
- Committed to redesign the complaint-category framework around real service areas, and to clean the location data, so that themes can be identified and acted on.
- Identified, from the data, three service priorities for the coming year: reducing repeat complaints through better first-time resolution; improving responsiveness and staff communication; and routing anti-social behaviour matters through the dedicated ASB process.

7. Housing Ombudsman reports about Aves Housing (8.1e)

No annual report specific to Aves Housing's complaint handling performance was received from the Housing Ombudsman in respect of 2025. Should such a report be issued, it will be included and responded to in this report.

8. Other relevant Ombudsman reports and publications (8.1f)

Aves Housing has regard to the Housing Ombudsman's Complaint Handling Code 2024 and to the Ombudsman's wider guidance and thematic "Spotlight" reports – including on complaint handling culture, knowledge and information management, and attitudes, rights and fairness – in shaping its approach to complaints and service improvement.

9. Our opportunities and priorities for 2026

We are ambitious about what we can improve. Building on the actions already underway, we are actively pursuing the following opportunities in 2026:

- Record complaint handling in full – stage, acknowledgement and response dates, outcome, remedy, escalation and any Ombudsman referral – for every complaint, using the new tracker, so that next year's report can evidence timeliness and outcomes.

- Backfill handling data for recent complaints as far as practicable, so that we can measure our progress against a fuller baseline.
- Redesign complaint categories and clean location data to enable reliable theme analysis.
- Investigate the sharp fall in recorded complaints in the second half of 2025 to confirm whether complaints were being fully captured.
- Confirm the correct jurisdiction (Housing Ombudsman or Local Government and Social Care Ombudsman) for supported-housing service users, and reflect this in the scope of the complaints process.

Looking ahead. We are confident that the foundations now in place – a Code-compliant policy, a tracker that measures our performance in real time, clear Board ownership, and a genuine learning culture – position Aves Housing to improve year on year. We will hold ourselves to these commitments and report transparently on the progress we make.

Appendix A – Self-assessment against the Complaint Handling Code 2024

This is Aves Housing’s self-assessment against all 72 provisions of the Housing Ombudsman’s Complaint Handling Code 2024, completed by the Complaints Officer and approved by the Board of Trustees. It is assessed against Complaints Policy version 1.0.6.

Section 1: Definition of a complaint

Prov.	Code requirement	Comply	Evidence	Commentary / explanation
1.2	A complaint must be defined as: ‘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.’	Yes	Policy V1.0.6, s3 (What is a complaint?)	The Code definition is adopted verbatim.
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	Policy V1.0.6, s3	States the choice to complain and that third-party/representative complaints are handled under the 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	Policy V1.0.6, s4 (Service requests)	Distinguishes service requests from complaints; service requests are 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	Policy V1.0.6, s4	A complaint can be raised when a resident is dissatisfied with a service-request response, even while it is ongoing; efforts to resolve it continue.
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	Policy V1.0.6, s3	Survey/wider-feedback dissatisfaction is not automatically a complaint, and residents are signposted to the complaints route.

Section 2: Exclusions

Prov.	Code requirement	Comply	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	Policy V1.0.6, s5	Accept unless there is a valid reason not to; each complaint considered on its merits; reasons for a refusal recorded and evidenced.
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	Policy V1.0.6, s5	Exclusion grounds set out: over 12 months; legal proceedings (Claim Form and Particulars of Claim filed at court); previously considered.
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	Policy V1.0.6, s5	The 12-month window runs from when the resident became aware; discretion applied where there is good reason.
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	Yes	Policy V1.0.6, s5	Refusals explained in writing, with the right to ask the Ombudsman to review the decision.

Prov.	Code requirement	Comply	Evidence	Commentary / explanation
	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.			
2.5	Landlords must not take a blanket approach to excluding complaints; they must consider the individual circumstances of each complaint.	Yes	Policy V1.0.6, s5	No blanket approach; individual circumstances of each complaint considered.

Section 3: Accessibility and awareness

Prov.	Code requirement	Comply	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	Policy V1.0.6, s6 and s7	A range of channels is offered; Equality Act 2010 duties and reasonable adjustments are anticipated.
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	Policy V1.0.6, s6	Complaints may be raised in any way and with any member of staff, who pass them to Customer Services.
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 V1.0.6, s16	High volumes are not treated as negative; low volumes prompt a check that residents can complain.
3.4	Landlords must make their complaint policy available in a clear and accessible format for all residents. This will detail the two stage process, what will happen at each stage, and the timeframes for responding. The policy must also be published on the landlord's website.	Yes	Policy V1.0.6, s9 and s20	The two-stage process, stages and timeframes are set out and published in accessible formats.
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	Policy V1.0.6, s20	Explains how the policy is publicised, including information on the Ombudsman and the Code.
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	Policy V1.0.6, s6	Right to a representative and to be represented or accompanied at any meeting.
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	Policy V1.0.6, s12	Ombudsman contact details and the right to engage at any stage are provided.

Section 4: Complaint handling staff

Prov.	Code requirement	Comply	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	Policy V1.0.6, s18	The CEO is the Complaints Officer, responsible for complaint handling, Ombudsman liaison and Board reporting.
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	Policy V1.0.6, s18	The Complaints Officer has access to staff at all levels and the authority and autonomy to resolve disputes.
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	Policy V1.0.6, s18	Complaints are resourced as a core service and all relevant staff are suitably trained. Evidence: retain staff training records.

Section 5: The complaint handling process

Prov.	Code requirement	Comply	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 V1.0.6, s1 and s9	A single complaints policy applies; residents are not treated differently for complaining.
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	Policy V1.0.6, s9	Early and local resolution; no informal or 'stage 0' stages.
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	Policy V1.0.6, s9	A two-stage process only; the former Stage 3 review panel has been removed from the procedure.
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	Policy V1.0.6, s8	Third-party handling forms part of the single two-stage process; residents are not put through two processes.
5.5	Landlords are responsible for ensuring that any third parties handle complaints in line with the Code.	Yes	Policy V1.0.6, s8	The landlord remains responsible for ensuring third parties handle complaints in line with 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	Policy V1.0.6, s8 and s9	The complaint definition (understanding and outcomes sought) is set out at each stage, with clarification sought where unclear.
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	Policy V1.0.6, s8	The response is clear about which aspects the landlord is, and is not, responsible for.
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	Policy V1.0.6, s8	Handlers act on merits, independently and open-minded; give a fair opportunity; address conflicts of interest; consider all evidence.
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	Policy V1.0.6, s10	Suitable update intervals are agreed with the resident where a response will run beyond Code timescales.
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	Policy V1.0.6, s7	Reasonable adjustments are made; agreed adjustments and disclosed disabilities are recorded and kept under active review.
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	Policy V1.0.6, s8	Escalation is not refused without valid reasons that comply with the exclusions in section 5.
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	Policy V1.0.6, s14	A full record is kept at each stage (original complaint and date, all correspondence, third-party correspondence, supporting documents). Complaints are logged and tracked on AVES Console.
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	Policy V1.0.6, s11	Remedies can be provided at any stage without the need to escalate.
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	Policy V1.0.6, s13	Unacceptable behaviour is managed via the Acceptable Behaviour policy; reasons for restrictions are recorded and kept under review.

Prov.	Code requirement	Comply	Evidence	Commentary / explanation
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	Policy V1.0.6, s13	Any restrictions are proportionate and have regard to the Equality Act 2010.

Section 6: Complaints stages

Prov.	Code requirement	Comply	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	Policy V1.0.6, s9 (Stage 1) and s15	Complaints are triaged for early resolution vs investigation; complexity and vulnerability/risk are considered.
6.2	Complaints must be acknowledged, defined and logged at stage 1 of the complaints procedure within five working days of the complaint being received.	Yes	Policy V1.0.6, s9 (Stage 1)	Acknowledged, defined and logged within 5 working days of receipt.
6.3	Landlords must issue a full response to stage 1 complaints within 10 working days of the complaint being acknowledged.	Yes	Policy V1.0.6, s9 (Stage 1)	Full Stage 1 response 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 good reason, and the reason(s) must be clearly explained to the resident.	Yes	Policy V1.0.6, s9 (Stage 1)	Extension of no more than a further 10 working days with good reason; the resident is informed.
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	Policy V1.0.6, s9 (Stage 1)	The Ombudsman's contact details are provided on any extension.
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	Policy V1.0.6, s9 (Stage 1)	The response is given when the answer is known; outstanding actions are tracked with updates.
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	Policy V1.0.6, s9 (Stage 1)	All points in the complaint definition are addressed with clear reasons referencing policy, law and good practice.
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	Policy V1.0.6, s9 (Stage 1)	Additional complaints are incorporated, or logged as a new complaint, in line with the Code.
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	Policy V1.0.6, s9 (Stage 1)	The Stage 1 letter confirms the stage, definition, decision, reasons, remedy, outstanding actions and how to escalate to Stage 2.
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	Policy V1.0.6, s9 (Stage 2)	Unresolved complaints progress to Stage 2, which is the final response (there is no Stage 3).
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	Policy V1.0.6, s9 (Stage 2)	Stage 2 is acknowledged, defined and logged within 5 working days of the escalation request.
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	Policy V1.0.6, s9 (Stage 2)	Residents are not required to explain their reasons; the landlord makes reasonable efforts to understand why they remain unhappy.

Prov.	Code requirement	Comply	Evidence	Commentary / explanation
6.13	The person considering the complaint at stage 2 must not be the same person that considered the complaint at stage 1.	Yes	Policy V1.0.6, s9 (Stage 2)	Stage 2 is considered by a person not involved at Stage 1 (ordinarily a Director).
6.14	Landlords must issue a final response to the stage 2 within 20 working days of the complaint being acknowledged.	Yes	Policy V1.0.6, s9 (Stage 2)	The final Stage 2 response is issued within 20 working days of acknowledgement.
6.15	Landlords must decide whether an extension to this timescale is needed when considering the complexity of the complaint and then inform the resident of the expected timescale for response. Any extension must be no more than 20 working days without good reason, and the reason(s) must be clearly explained to the resident.	Yes	Policy V1.0.6, s9 (Stage 2)	Extension of no more than a further 20 working days with good reason; the resident is informed.
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	Policy V1.0.6, s9 (Stage 2)	The Ombudsman's contact details are provided on any extension.
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	Policy V1.0.6, s9 (Stage 2)	The response is given when the answer is known; outstanding actions are tracked with updates.
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	Policy V1.0.6, s9 (Stage 2)	All points in the complaint definition are addressed with clear reasons referencing policy, law and good practice.
6.19	Landlords must confirm the following in writing to the resident at the completion of stage 2 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 the Ombudsman Service if the individual remains dissatisfied.	Yes	Policy V1.0.6, s9 (Stage 2)	The Stage 2 letter confirms the stage, definition, decision, reasons, remedy, outstanding actions and how to refer to the Ombudsman.
6.20	Stage 2 is the landlord's final response and must involve all suitable staff members needed to issue such a response.	Yes	Policy V1.0.6, s9 (Stage 2)	Stage 2 is the final response and involves all suitable staff needed to issue it.

Section 7: Putting things right

Prov.	Code requirement	Comply	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	Policy V1.0.6, s11	Fault is acknowledged and remedies set out (apology, explanation, action on delay, changing decisions, amending records, financial remedy, changing policies).
7.2	Any remedy offered must reflect the impact on the resident as a result of any fault identified.	Yes	Policy V1.0.6, s11	Any remedy reflects the impact on the resident of the fault identified.
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	Policy V1.0.6, s11	The remedy sets out what and by when, agreed where appropriate, and is followed through to completion.
7.4	Landlords must take account of the guidance issued by the Ombudsman when deciding on appropriate remedies.	Yes	Policy V1.0.6, s11	The Ombudsman's remedies guidance is taken into account.

Section 8: Self-assessment, reporting and compliance

Prov.	Code requirement	Comply	Evidence	Commentary / explanation
8.1	Landlords must produce an annual complaints performance and service improvement report for scrutiny and challenge, which must include: the annual self-assessment against this Code to ensure their complaint handling policy remains in	Yes	Policy V1.0.6, s19	The Annual Complaints Performance and Service Improvement report includes all required elements (a-f).

Prov.	Code requirement	Comply	Evidence	Commentary / explanation
	line with its requirements. 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; any findings of non-compliance with this Code by the Ombudsman; the service improvements made as a result of the learning from complaints; 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.			https://www.aveshousing.org/about/policies-qa/
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 V1.0.6, s19	The report is presented to the Board and published in the website's complaints section, with the Board's response alongside. https://www.aveshousing.org/about/policies-qa/
8.3	Landlords must also carry out a self-assessment following a significant restructure, merger and/or change in procedures.	Yes	Policy V1.0.6, s19	A self-assessment is carried out following any significant restructure, merger or change in procedures. https://www.aveshousing.org/about/policies-qa/
8.4	Landlords may be asked to review and update the self-assessment following an Ombudsman investigation.	Yes	Policy V1.0.6, s19	The self-assessment is reviewed and updated if required 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	Policy V1.0.6, s19	An exceptional-circumstances procedure is in place

Section 9: Scrutiny and oversight

Prov.	Code requirement	Comply	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 V1.0.6, s16	The landlord looks beyond the individual complaint to identify service improvements.
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 V1.0.6, s16	Complaints are used as a source of intelligence to drive positive service change.
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 V1.0.6, s16 and s17	Wider learning and improvements are reported to residents' panels, staff and relevant committees.
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 V1.0.6, s18	The CEO is the suitably senior accountable lead and assesses themes and trends.
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 V1.0.6, s18	The Chair of the Board is the Member Responsible for Complaints (MRC); the appointment and date are recorded in the governance register.
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	Policy V1.0.6, s18	The MRC ensures the Board receives regular complaint information and has the access needed to perform the role.
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	Yes	Policy V1.0.6, s18	The MRC and Board receive volumes/categories/outcomes and performance, issue/trend reviews,

Prov.	Code requirement	Comply	Evidence	Commentary / explanation
	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.			Ombudsman investigation outcomes and severe-maladministration progress, and the annual 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: have a collaborative and co-operative approach towards resolving complaints, working with colleagues across teams and departments; take collective responsibility for any shortfalls identified through complaints, rather than blaming others; and act within the professional standards for engaging with complaints as set by any relevant professional body.	Yes	Policy V1.0.6, s2	A standard complaint-handling objective applies to all relevant staff/third parties (collaboration, collective responsibility, professional standards).