



COMPLAINTS HANDLING POLICY

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Policy control

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1. Purpose and commitment

Dawson Housing Limited (Dawson) is committed to an open and positive complaints culture. We want residents to tell us when something has gone wrong, when a service has fallen below the expected standard, or when an action or omission has caused dissatisfaction. Complaints are a core service and an important source of information about resident experience.

Our aim is to resolve complaints fairly, promptly and as close to the point of service delivery as possible; to put things right where Dawson or someone acting on Dawson's behalf has failed; and to use complaint learning to improve services, policies, systems and the performance of delivery partners.

Core rule

Dawson operates one complaints policy and a two-stage complaints process. There is no informal complaint stage, 'Stage 0' or Stage 3. Early resolution is encouraged within Stage 1, but it is not a separate complaint stage.

2. Legal and regulatory framework

This policy is designed to support compliance with the following framework:

- Housing Ombudsman statutory Complaint Handling Code (effective from 1 April 2024);
- Housing Ombudsman Scheme;
- Social Housing (Regulation) Act 2023;
- Housing Act 1996, as amended;
- Regulator of Social Housing Consumer Standards, including the Transparency, Influence and Accountability Standard;
- Equality Act 2010;
- Data Protection Act 2018 and UK GDPR; and
- other legislation, regulatory requirements and contractual duties relevant to the subject matter of an individual complaint.

Where this policy is inconsistent with a mandatory requirement of the statutory Complaint Handling Code, Dawson will follow the Code and promptly review this policy.

3. Scope

This policy applies to complaints about Dawson's services, decisions, actions or omissions, and to services delivered on Dawson's behalf by managing agents, contractors, consultants, support or service delivery partners.

It applies to complaints raised by current or former residents, tenants and licensees, household members, authorised representatives and, where relevant, applicants or other people directly affected by a Dawson housing service. Whether a person is eligible to bring a matter to the Housing Ombudsman is determined by the Housing Ombudsman Scheme, not by Dawson.

Employment grievances, whistleblowing concerns and purely commercial supplier disputes are dealt with under the appropriate separate procedure. However, where a resident's complaint also raises such matters, the resident-facing complaint must still be considered under this policy to the extent that it concerns the resident's housing service or Dawson's actions.

4. What is a complaint?

For the purposes of this policy, a complaint is:

“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.”

A resident does not have to use the word 'complaint'. If a resident expresses dissatisfaction, Dawson will give them the choice to have the matter treated as a complaint. Dawson will not require a resident to complain more than once about the same issue before logging a Stage 1 complaint.

Where multiple issues arise from the same circumstances, Dawson may manage them within one complaint where this is fair and helps resolution. Distinct issues must not be merged merely to reduce complaint numbers or obscure separate outcomes.

5. Service requests, feedback and surveys

5.1 Service requests

A service request is a request for Dawson or someone acting on its behalf to take action to put something right, such as reporting a repair or requesting a routine housing management action. Service requests are not complaints, but they must be recorded, monitored and reviewed.

If a resident expresses dissatisfaction with Dawson's response to a service request, the dissatisfaction must be treated as a complaint if the resident wishes, even where the service request itself is still being addressed. Dawson will continue efforts to resolve the underlying service request while the complaint is investigated.

5.2 Feedback and surveys

General feedback, suggestions and compliments are not complaints unless they contain an expression of dissatisfaction that the resident wishes Dawson to treat as a complaint. An expression of dissatisfaction made through a survey is not automatically a complaint, but wherever possible Dawson will explain how the resident can pursue it as a complaint.

6. Who can complain and representation

Residents may complain directly or through an authorised representative. A representative may include a relative, friend, advocate, MP, councillor, solicitor or other person chosen by the resident.

Dawson will seek appropriate authority before disclosing personal information to a representative, unless another lawful basis applies. Residents may also be accompanied at complaint meetings.

Anonymous complaints will be recorded and considered where there is enough information to investigate or identify service learning. Dawson may be unable to provide an individual response or remedy where the complainant cannot be identified.

7. Accessibility and reasonable adjustments

Dawson will make the complaints process easy to access and will anticipate that some residents may need additional support or reasonable adjustments. Complaints may be raised in different ways and with any member of staff.

Dawson will not regard a high volume of complaints as inherently negative. Complaint volumes will be considered alongside accessibility, resident awareness and service performance. Where complaint volumes are unusually low, Dawson will consider whether residents may be experiencing barriers to making complaints and take proportionate action to improve awareness and access.

- provide information in an accessible format or alternative language where reasonably required;
- accept complaints by telephone, in person, in writing, by email, through the website or through an authorised representative;
- record disabilities and reasonable adjustments disclosed for complaint handling where it is lawful and necessary to do so;
- keep agreed reasonable adjustments under active review;
- consider communication preferences, literacy, language, sensory, cognitive, neurodivergent and other accessibility needs; and
- avoid disadvantaging a resident because they require support to make or progress a complaint.

A request for a reasonable adjustment will be considered in accordance with Dawson's Reasonable Adjustment Policy and the Equality Act 2010. The need for an adjustment must not delay the logging of a complaint.

8. How to make a complaint

A complaint can be raised with any Dawson employee or through any of the following routes:

- in person with a Dawson officer or other member of staff;
- by telephone: 0330 043 4541;
- by email: enquiries@dawson-housing.co.uk;
- through Dawson's website feedback/contact route at www.dawson-housing.co.uk; or
- in writing to: Dawson Housing Limited, Unit 10 Sovereign Court, 8 Graham Street, Birmingham, B1 3JR.
- Dawson will publish the current version of this policy on the complaints section of its website and will publicise how residents can complain, the role of the Housing Ombudsman Service and the statutory Complaint Handling Code through appropriate resident communications, including website information, resident or tenancy materials, scheme information and engagement activity. Accessible or alternative-format versions will be provided where reasonably required.

If a complaint is received by a managing agent, contractor or service partner about a service delivered on Dawson's behalf, the third party must ensure it is promptly brought into Dawson's complaint process so that the resident is not required to repeat the complaint.

9. Exclusions

Dawson will accept a complaint unless there is a valid, fair and reasonable reason not to do so. Each complaint will be considered on its individual merits. Dawson will not apply blanket exclusions.

Examples of circumstances in which Dawson may decide not to accept all or part of a complaint include:

- the issue giving rise to the complaint occurred more than 12 months ago, or the resident became aware of it more than 12 months ago, unless there is a good reason to exercise discretion and accept it;
- legal proceedings about the same issue have started, meaning details of the claim, such as a Claim Form and Particulars of Claim, have been filed at court; or
- the same matter has previously been considered and concluded under Dawson's complaints process.

A complaint will not be excluded merely because it concerns a policy, rent or service charge administration, an insurance-related matter, a member of staff, a managing agent, or because the resident's behaviour is challenging. Dawson will identify what part of the dissatisfaction it can properly investigate and will explain any alternative route that applies to a distinct issue.

If Dawson declines to accept or escalate a complaint, it will give the resident a written explanation, set out the reasons, and explain the resident's right to ask the Housing Ombudsman to consider whether the exclusion was fairly applied.

10. Complaint handling principles

At both stages, complaint handlers will:

- consider the complaint on its merits and keep an open mind;
- give the resident a fair opportunity to explain their position and desired outcome;
- identify and manage any actual or perceived conflict of interest;
- consider relevant evidence carefully and distinguish facts, findings and opinion;
- clearly define the complaint and the outcomes the resident is seeking; if any aspect is unclear, ask the resident for clarification without creating an unnecessary barrier or delay;
- when acknowledging a complaint at either stage, clearly state which aspects Dawson is and is not responsible for, and clarify any area where responsibility is unclear;
- use clear, plain and respectful language;
- consider vulnerability, risk and reasonable adjustments where relevant;
- seek early and fair resolution without creating an extra complaint stage; and
- record learning and any service improvement arising from the complaint.

11. Managing agents, contractors and other third parties

Dawson remains accountable for ensuring that complaints about services delivered on its behalf are handled in accordance with this policy and the statutory Complaint Handling Code.

- A resident will not be required to complete a managing agent's or contractor's separate complaints process before accessing Dawson's two-stage process.
- Where a managing agent or contractor investigates or responds on Dawson's behalf, that work forms part of Dawson's Stage 1 or Stage 2 process and must meet the same standards and timescales.
- Third parties must provide records and cooperate with Dawson promptly enough for Dawson to meet its complaint deadlines.
- Dawson may require remedial action, service improvement, training or other corrective action from a managing agent or contractor where complaint learning identifies a failure.

- Managing agent performance and complaint themes may be considered through the Managing Agent Panel and other assurance mechanisms; these forums are not additional complaint stages and must not delay an individual complaint.

12. Stage 1

Stage 1 is the first formal stage of Dawson's complaints process. Complaints must be acknowledged, defined and logged within five working days of receipt.

The Stage 1 acknowledgement will confirm Dawson's complaint definition, the outcomes the resident is seeking, any aspect for which Dawson is not responsible, the complaint handler, the response due date and any reasonable adjustment or communication arrangement relevant to complaint handling. If any aspect of the complaint is unclear, Dawson will seek clarification from the resident.

Dawson will issue a full written Stage 1 response within 10 working days of the complaint being acknowledged. Most complaints should be capable of prompt resolution; complexity, vulnerability and risk will inform the level of investigation required.

Where related new issues are raised before the Stage 1 response is issued, Dawson will normally include them if doing so will not unreasonably delay the response. Unrelated new issues, or issues raised after the response where inclusion would cause unreasonable delay, will be logged separately.

The Stage 1 response must clearly set out:

- that the response is a Stage 1 complaint response;
- Dawson's understanding of the complaint;
- the decision or finding on each complaint point;
- the reasons for the decision, with reference to relevant policy, law or good practice where appropriate;
- any remedy offered to put things right;
- any outstanding actions, with owners and target dates; and
- how the resident can request Stage 2 if they remain dissatisfied.

13. Stage 2

If all or part of the complaint remains unresolved to the resident's satisfaction, the complaint must be progressed to Stage 2. Stage 2 is Dawson's final internal complaint response.

Dawson will not refuse to escalate a complaint to Stage 2 unless there is a valid, fair and reasonable reason that falls within the exclusions set out in section 9. Any refusal will be explained in writing and will include the resident's right to ask the Housing Ombudsman to consider whether the refusal was fairly applied.

A resident does not have to justify why they want Stage 2. Dawson may ask questions to understand what remains unresolved and what outcome the resident is seeking, but this must not become a barrier to escalation.

The Stage 2 complaint must be acknowledged, defined and logged within five working days of the escalation request. The person determining Stage 2 must not be the same person who determined Stage 1.

The Stage 2 acknowledgement will confirm the complaint definition, the matters under review, the outcomes the resident is seeking, any aspect for which Dawson is not responsible, the Stage 2 reviewer and the response due date. If any aspect is unclear, Dawson will seek clarification without requiring the resident to justify the escalation.

Dawson will issue a final written response within 20 working days of the Stage 2 complaint being acknowledged.

The Stage 2 final response must clearly set out:

- that it is Dawson's Stage 2 and final internal complaint response;
- the complaint definition and matters reviewed;
- the decision or finding on each complaint point;
- the reasons for the decision, with reference to relevant policy, law or good practice where appropriate;
- any remedy offered to put things right;
- any outstanding actions, with owners and target dates; and
- how the resident can contact the Housing Ombudsman Service if they remain dissatisfied.
- The Stage 2 review will involve all suitable staff members needed to issue a complete and properly informed final response, while preserving the independence of the Stage 2 decision-maker.

14. Extensions, updates and outstanding actions

Where additional time is genuinely required because of the complexity of a complaint, Dawson will decide this as early as possible and explain the reason to the resident.

- At Stage 1, an extension should be no more than 10 additional working days unless there is a good reason.
- At Stage 2, an extension should be no more than 20 additional working days unless there is a good reason.
- Whenever an extension is applied, Dawson will tell the resident the revised response date, explain the reason and provide Housing Ombudsman contact information.
- If a response will fall outside the Code timescales, Dawson will agree suitable update intervals with the resident.

A complaint response will be issued when Dawson knows its answer; it will not be held open solely because remedial actions are still outstanding.

Outstanding actions must be separately tracked to completion, with appropriate updates to the resident.

15. Putting things right: remedies and financial redress

Where Dawson identifies that something has gone wrong, it will acknowledge the failure and consider a fair and proportionate remedy that reflects the impact on the resident. A remedy can be offered at any stage of the complaints process and must not depend on the resident escalating the complaint to Stage 2 or to the Housing Ombudsman.

Depending on the circumstances, remedies may include:

- a clear and meaningful apology;
- an explanation or acknowledgement of what went wrong;
- urgent or corrective action to restore a service;

- reconsidering or changing a decision;
- correcting or adding an appropriate note to a record;
- reimbursement of reasonable, evidenced financial loss caused by a service failure;
- a discretionary financial remedy where appropriate for avoidable distress, inconvenience, detriment, delay or poor complaint handling;
- completing works or another practical action by an agreed date;
- staff, contractor or managing agent training;
- changes to policies, procedures, systems or practice; and
- other proportionate action that is within Dawson's powers and is appropriate to the individual circumstances.

When deciding on a remedy, Dawson will consider the seriousness and duration of the failure, the resident's individual circumstances and impact, any evidenced financial loss, whether vulnerability or disability increased the impact, and whether Dawson's handling compounded the original issue.

Financial remedies will be approved in accordance with Dawson's financial controls and Scheme of Delegation. The absence of a standalone compensation policy or the need for internal approval will not prevent Dawson from considering an appropriate financial remedy.

Any remedy will state what will happen and by when and, where appropriate, will be agreed with the resident. Dawson will track agreed remedies to completion and take account of current Housing Ombudsman remedies and compensation guidance when deciding what is appropriate.

Important

Dawson will not tell residents that compensation or other redress can only be awarded by the Housing Ombudsman. Dawson's complaint handlers and authorised decision-makers must actively consider appropriate remedies within Dawson's own process.

16. Unacceptable behaviour and contact restrictions

Dawson recognises that residents may be upset, persistent or forceful when pursuing a complaint. Behaviour will not be labelled unacceptable simply because a resident is dissatisfied or contacts Dawson repeatedly about an unresolved matter.

Where behaviour creates a genuine and evidenced risk to staff, residents or the effective operation of the service, Dawson may apply proportionate contact arrangements under its relevant unacceptable behaviour procedure. Any restriction must be reasoned, recorded, communicated, regularly reviewed and applied with due regard to the Equality Act 2010 and any reasonable adjustment needs.

Any contact restriction will be authorised at an appropriate management level, will specify the behaviour relied upon, the restriction imposed, its duration and review date, and will identify a proportionate route through which the resident can continue to access essential services and progress the complaint. The resident will be told how to request a review of the restriction. Restrictions will be lifted or varied when they are no longer necessary or proportionate.

A contact restriction does not automatically end or exclude the underlying complaint. Dawson will identify a safe and reasonable route for the complaint to continue wherever possible.

17. Safeguarding, serious risk and parallel processes

Where a complaint raises an immediate safeguarding concern, serious health and safety risk, disrepair hazard, potential criminal matter or other urgent issue, Dawson will take appropriate protective or operational action without waiting for the complaint investigation to conclude.

The existence of a safeguarding, disciplinary, insurance, legal or other parallel process does not automatically exclude a complaint. Dawson will determine which complaint points can still be considered and will explain any part that must be handled under a different process.

A complaint about the way Dawson handled a safeguarding referral, repair, ASB report, insurance communication or other process can still be considered under this policy even where the underlying substantive matter follows a separate procedure.

18. Records, confidentiality and data protection

Dawson will maintain a full and accurate record of each complaint and the outcome at each stage. Records will include the original complaint and date received, acknowledgements, complaint definition, all correspondence with the resident, correspondence with other parties, relevant supporting documentation such as reports or surveys, investigation activity, decisions, remedies, outstanding actions, learning and closure information.

Complaint information will be handled in accordance with data protection law, Dawson's privacy and data retention arrangements, and any lawful information-sharing requirements. Information will only be shared where necessary and appropriate for investigation, resolution, safeguarding, legal, regulatory or assurance purposes.

Where corrections to complaint records are required, Dawson will make them transparently. Historic records must not be backdated or reconstructed as though they were created contemporaneously.

19. Roles and responsibilities

19.1 Board

The Board is responsible for scrutiny and challenge of Dawson's complaint handling performance, approving the annual self-assessment and receiving the annual complaints performance and service improvement report.

19.2 Member Responsible for Complaints (MRC)

Neil Thorneycroft is Dawson Housing Limited's Member Responsible for Complaints (MRC). The MRC supports a positive complaint handling culture and ensures the Board receives suitable information on complaint volumes, categories, outcomes, performance, themes, trends, Ombudsman findings and service improvements.

The MRC will have access to suitable complaint information and to relevant staff in order to perform the role effectively, test assurances and report findings to the Board.

19.3 Accountable senior lead

The Head of Operations will act as Dawson Housing's Accountable Senior Lead for complaint handling. The Head of Operations will provide senior operational oversight of complaint performance, review themes and trends, identify potential systemic issues and serious risks, and ensure that appropriate corrective action is taken. This will include requiring changes to operational practice, policies and procedures where necessary and ensuring that learning from complaints is translated into service improvement.

19.4 Complaints Officer / Resident Engagement Team

The designated Complaints Officer function is responsible for coordinating complaint logging, acknowledgements, case oversight, liaison with the Housing Ombudsman, quality assurance, records, performance reporting and ensuring complaints are escalated appropriately.

The Complaints Officer will have access to staff at all levels necessary to facilitate prompt resolution and sufficient authority and operational autonomy, within Dawson's approved governance and financial controls, to resolve disputes promptly and fairly and to recommend or secure appropriate remedies.

19.5 Managers and staff

All staff must recognise expressions of dissatisfaction, explain the right to complain, pass complaints promptly to the appropriate function, cooperate with investigations and take collective responsibility for remedying service failures.

19.6 Managing agents and third parties

Managing agents, contractors and other delivery partners must cooperate with Dawson's complaint process, provide evidence promptly, implement agreed remedies and service improvements, and meet any complaint-handling requirements included within their contracts, agreements or quality standards.

19.7 Independent External Investigation

Where a complaint concerns the most senior levels of the organisation, raises a significant actual or perceived conflict of interest, presents serious or systemic risk, or is otherwise considered to require additional independence, Dawson may commission an appropriately qualified external organisation or independent investigator to undertake or support the investigation.

Any external investigation will remain part of Dawson's formal Stage 1 or Stage 2 complaints process and will not constitute an additional complaint stage. Dawson will retain overall responsibility and accountability for the complaint, including compliance with applicable response timescales, communication with the resident, consideration of remedies and issue of the formal complaint response.

The external investigator will be provided with appropriate access to relevant records, staff and other evidence, subject to confidentiality, data protection and information-governance requirements. The investigation should produce clear findings, recommendations and identified lessons learned. Dawson will record resulting learning, themes, risks and improvement actions within its complaints and assurance arrangements and, where appropriate, report these to senior management, the Member Responsible for Complaints and the Board.

Actions arising from the investigation will be assigned to named owners, monitored through to completion and used to inform wider service, policy, procedural, training or governance improvements where required.

20. Learning, service improvement and resident assurance

Dawson will look beyond the circumstances of individual complaints and use complaint information as intelligence to identify recurring issues, systemic risk and opportunities to improve resident outcomes.

Complaint learning may be shared, in an anonymised and proportionate way, through:

- Board and committee reporting;
- senior management and operational performance reviews;
- the Resident Voice Panel and other resident engagement arrangements;
- the Managing Agent Panel and managing agent performance assurance;
- staff and contractor learning and training; and
- the Dawson Quality Standard and wider quality assurance framework, where complaint themes identify service standards requiring clarification, strengthening or review.

The Resident Voice Panel, Managing Agent Panel and Dawson Quality Standard are assurance and improvement mechanisms. They do not replace, extend or add stages to the two-stage complaint process and must not delay a resident receiving a complaint response.

21. Governance, scrutiny and annual reporting

Dawson will monitor complaint handling through management information and governance reporting. As a minimum, the MRC and Board will receive regular updates on complaint volumes, categories, outcomes and handling performance; regular reviews of issues and trends; relevant Housing Ombudsman investigation outcomes and, where applicable, progress in complying with orders arising from severe maladministration findings; and the Annual Complaints Performance and Service Improvement Report.

At least annually, Dawson will complete the Housing Ombudsman self-assessment and produce an Annual Complaints Performance and Service Improvement Report for scrutiny and challenge. The report will include: the annual self-assessment; qualitative and quantitative analysis of complaint handling performance, including a summary of the types of complaints refused; any Housing Ombudsman findings of non-compliance with the Code; service improvements made as a result of complaint learning; the most recent annual report about Dawson's performance from the Ombudsman, where published; and any other relevant Ombudsman reports or publications relating to Dawson. The report and self-assessment will be scrutinised by the governing body, accompanied by the governing body's response, and published on the complaints section of Dawson's website in accordance with the statutory Complaint Handling Code.

Dawson will carry out a fresh self-assessment following a significant restructure, merger and/or change in complaint procedures. Dawson will also review and update the self-assessment where requested or recommended following a Housing Ombudsman investigation and will make any required resubmission.

If exceptional circumstances prevent Dawson from complying with a requirement of the Complaint Handling Code, Dawson will inform the Housing Ombudsman of the reasons, provide relevant information to affected residents, publish the position on its website and state the timescale for returning to compliance.

22. Housing Ombudsman Service

Residents may contact the Housing Ombudsman Service for information or support during Dawson's complaint process. After Dawson issues its Stage 2 final response, a resident who remains dissatisfied may ask the Ombudsman to consider the complaint, subject to the Housing Ombudsman Scheme.

Dawson will not discourage a resident from contacting the Ombudsman and will cooperate fully with Ombudsman enquiries, investigations, orders and recommendations.

Current Housing Ombudsman routes for bringing a new complaint are:

- Online complaint form (preferred): www.housing-ombudsman.org.uk/online-complaint-form/
- Telephone: 0300 111 3000
- General correspondence by post: Housing Ombudsman Service, PO Box 1484, Unit D, Preston, PR2 0ET. The Ombudsman advises that new complaints should be brought through its online complaint form or by telephone.

Note: Housing Ombudsman contact routes can change. Dawson will keep website and template information under review and use the Ombudsman's current published contact details.

23. Training and awareness

Complaint handling is a core service and will be resourced sufficiently to enable effective and timely handling. Relevant employees and third parties will receive proportionate training on the Complaint Handling Code, Dawson's two-stage process, response standards, remedies, reasonable adjustments, record keeping and learning from complaints.

Dawson will maintain a standard complaint-handling objective for relevant employees and, where appropriate, third parties. It will require a collaborative and co-operative approach across teams; collective responsibility for shortfalls identified through complaints rather than blame-shifting; and professional conduct consistent with applicable professional standards when engaging with residents who complain.

24. Equality, monitoring and review

Dawson will monitor the accessibility and effectiveness of its complaint service and consider equality impacts in the operation and review of this policy. Complaint data may be analysed, where lawful and proportionate, to identify whether particular groups experience barriers or different outcomes.

This policy will be reviewed at least annually in conjunction with the statutory self-assessment, and earlier where there is a material change in the Complaint Handling Code, legislation, Dawson's operating model, complaint procedure or an Ombudsman finding that requires review.

Reference sources

This policy should be read alongside the current versions of:

- [Housing Ombudsman - Complaint Handling Code](#)
- [Housing Ombudsman - Remedies policy and guidance](#)
- [Housing Ombudsman - Compensation policy guidance for landlords](#)
- [Housing Ombudsman - Contact information](#)

Appendix A - Two-stage complaint workflow

Step	Stage	Requirement
1	Complaint received	Any expression of dissatisfaction can be raised with any member of staff or delivery partner.
2	Stage 1 log & acknowledge	Within 5 working days: log, define the complaint, confirm desired outcome and any adjustments.
3	Stage 1 investigate & respond	Full written response within 10 working days of acknowledgement. Remedy and track any outstanding actions.
4	Escalation requested	If resident remains dissatisfied, move to Stage 2. No requirement to justify escalation.
5	Stage 2 log & acknowledge	Within 5 working days of escalation request. Stage 2 reviewer must be different from Stage 1 reviewer.
6	Stage 2 final response	Full final response within 20 working days of acknowledgement. Include Ombudsman route.
7	Housing Ombudsman	Resident may ask the Housing Ombudsman to consider the complaint, subject to the Scheme.

Appendix B - Minimum response checklist

Check	Minimum content
Stage stated clearly	Stage 1 / Stage 2 final response
Complaint definition	What Dawson understands the resident is complaining about
Decision	Outcome on each complaint point
Reasons	Clear rationale, including relevant policy/law/good practice where appropriate
Remedy	What Dawson will do to put things right, including any financial redress
Outstanding actions	Action, owner and target date
Escalation route	Stage 2 route at Stage 1; Housing Ombudsman route at Stage 2
Plain language and accessibility	Format and communication adjusted where required

Appendix C - Minimum complaint record

The complaint record should contain, as applicable:

- complaint reference, date received, route received and resident/representative details;
- property/service/managing agent or contractor involved;
- complaint stage and acknowledgement date;
- complaint definition and desired outcome;
- communication preference, vulnerability or reasonable adjustment information relevant to handling;
- investigator/decision-maker and conflict-of-interest check;
- evidence considered and investigation actions;
- response due date, extensions and resident updates;
- decision on each point and reasons;
- remedy, compensation/redress and approval where applicable;
- outstanding actions, owners, target dates and evidence of completion;
- learning, theme/category and any wider service improvement;
- Stage 2 request and Stage 2 reviewer where applicable;
- Housing Ombudsman contact/case information where applicable; and
- closure date and resident feedback where available.