



Annual Complaints Performance and Service Improvement Report

2024 / 25

Message from our Board

We are pleased to present our first Annual Complaints Performance and Service Improvements Report, marking a significant milestone in how we listen to and learn from our customers. Transparency and accountability are central to our values, and this report reflects our commitment to understanding where we can do better and how we can improve.

Across the sector, there has been a noticeable rise in complaints, and this trend is reflected in our own data. However, we view this increase not as a negative, but as a sign that our customers are more aware of and confident in using our complaints process. Accessibility and openness are essential to building trust, and the fact that more people are coming forward tells us that our processes are working.

Our ambition is to build a positive complaints culture, one where feedback is welcomed, acted upon, and used to drive continuous improvement. The insights gained from complaints help us reflect honestly on how we deliver services and identify the steps we need to take to improve outcomes for our customers.

We are also committed to strong oversight and governance in this area. Our Customer Influence Committee and Customer Scrutiny Panel play an active role in reviewing our complaints handling and the learning that arises from it. Their involvement ensures that our customers' voices continue to shape how we improve.

It is encouraging to see that this report includes an honest self-assessment. It highlights both the progress we've made and the areas where further work is needed. Clear actions have already been taken to address the issues raised, and we have further plans in place to ensure ongoing improvements.

This first report demonstrates our commitment to listening, learning, and acting. As we move forward, we will continue to build on this approach, ensuring our services evolve in ways that benefit all of our customers and align with the ambitions set out in our 2025–2028 Corporate Plan. You can take a look at our [vision for the next three years here](#)

[Find out more about our Board](#)

1. Introduction

Each year, we publish information about the complaints we receive including their number, nature and outcome. We review the outcomes of all complaints and use lessons learned to improve the quality and focus of our services moving forward. Our approach to complaints enables us to continually improve what we do, and the way we do things, enabling us to develop our organisational strength.

Complaints are a positive form of customer feedback, giving us an ideal opportunity to listen and act on what matters to our tenants and service users. This report provides information about our customer complaints for the period 1st April 2024 to 31st March 2025 for The Pioneer Group (TPG).

We deliver our service within the framework of the Housing Ombudsman code, having two formal complaint stages. We aim to resolve service requests at first point of contact simply and quickly, and capture these so we can continue to learn

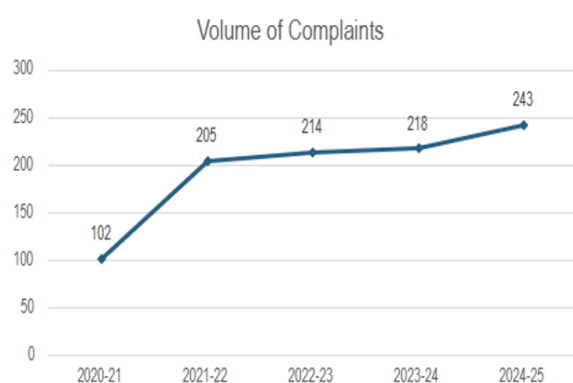
2. Complaint Handling performance

2.1 Managing complaints

From 1st April 2024 to 31st March 2025, we received a total of 243 complaints:

- 218 stage 1 complaints
- 24 were escalated to Stage 2
- 1 complaint was heard before a panel at Stage 3 (this was an exception requested by the Housing Ombudsman due to the timing that the complaint started)

Figure 1



This year there has been a significant increase in the number of complaints in comparison to previous years with an 11.5% increase in the number of complaints received.

As in previous years we continue to see a high number of complaints in relation to Assets, in particular repairs and planned

worked.

This is as expected as this is our biggest touch point with customers. We have also rolled out our replacement windows and doors programme this year increasing the number of interactions with customers – we can see when reflecting on the

complaints that we have had and on the lessons learnt that this programme has had an impact on the number of complaints received.

Figure 2

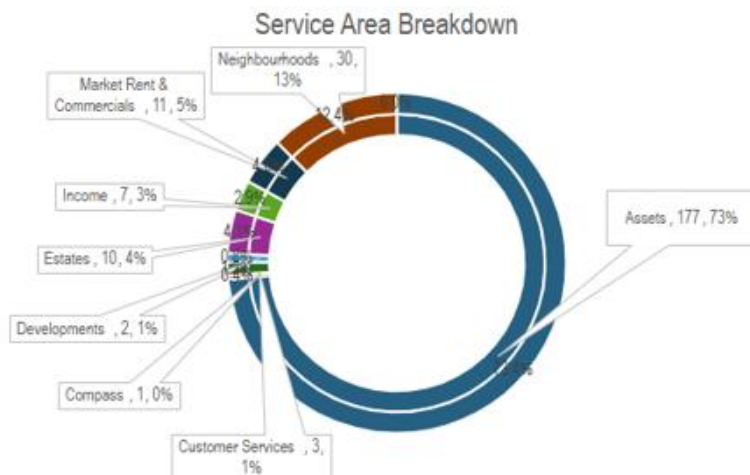


Figure 2 shows that of the complaints received, 73% (177) related to Asset Management. 112 of these complaints were related to responsive repairs*.

13% (30) related to Neighbourhoods/Community Housing.

** on average over 100 responsive*

repairs were raised each week in the year 2024/25 and this remains our biggest touchpoint with customers.

2.2 Summary of complaint outcomes

Of the 243 complaints raised:

- 38% (92) upheld
- 30% (73) partially upheld
- 32% (78) not upheld.

Figure 3



2.3 Refusal of Complaints

There may be occasions when we will refuse to accept and investigate a complaint. Our policy clearly sets out the reasons we would do this. However, during 2024/25 we have refused zero complaints.

3. Identified Learnings

287 lessons learnt were identified from the complaints raised during 2024/25. Of which 51% identified communication with customer as an area of improvement

When looking in further detail at the learnings for these complaints in particular, the majority are breakdowns in communication are:

- where follow on works are required at properties there is a breakdown in communication in when work will be completed,
- customers not being informed about the process that is being followed and associated timelines and activities
- incorrect correspondence around financial transactions such as rent increases, chargeable repairs etc

24% of lessons learnt relate directly to contract management, in particular responsive repairs and the windows and doors replacement scheme.

Over the last 12 months we have not been as good as we could have been at learning from the complaints we have received, and this is a key focus as we move into 25/26. Steps have been taken to improve communication, but this has been predominately around the complaints process and not across the organisation. Moving forward actions plans will be developed based on the learnings identified to ensure that there is clear accountability in making change happen.

4. Housing Ombudsman Cases

10 complaints were referred to the Housing Ombudsman, three have been reviewed and we are awaiting determination for the remaining seven. Out of the three complaints reviewed, two cases of maladministration were determined. The two determinations of maladministration were for Responsive Repairs and complaint handling of anti-social behaviour. As a result of this our processes have been reviewed.

5. Resident Scrutiny Panel Review

During 2024/25 our Resident Scrutiny Panel undertook a deep dive review of the complaints process, looking at each stage of the process from the acknowledgement and understanding of the complaints, through to the resolution and follow through of complaints. Their findings aligned with our concerns and highlighted areas such as tone of voice in letters, missed deadlines, communication and lack of dedicated resources as key issues. The actions we have taken to address these issues can be found in Section 6 below.

6. Satisfaction with complaints handling

During 2024/25 all customers who raised a complaint were invited to provide feedback via a text message survey on their satisfaction/ experience. Our target for customer satisfaction was 75%, however unfortunately we did not achieve this with on average only 55% of customers being satisfied.

Overwhelming, feedback from those who are dissatisfied with the complaint process state that the communication with Pioneer Group has not met their expectations. Another area of dissatisfaction includes delays to investigations being completed.

Throughout the course of the year several steps have been taken to try and rectify these issues:

- Additional training has been given to investigating officers – focusing on the time frame for completing the investigation
- More colleagues have been trained as investigating officers to ensure that complaints can be reviewed and resolved quickly
- A full review of the complaints process and discussions/ reviews with our leadership time, Board and our Member Responsible for Complaints (MRC)
- We have changed to the structure of teams to make two new roles that focus on Complaints
- Additional customer touch points have been put into the complaints process to encourage more communication with customers
- Letter templates have been rewritten to be more user friendly and customer centric
- New training has been developed with guidance and will be rolled out in Q1 of 2025/26

7. Self-Assessment

In order to ensure compliance with The Complaint Handling Code, the Housing Ombudsman have instructed landlords to carry out a self-assessment against the code annually. The Self-Assessment is an opportunity for The Pioneer Group to review our current approach and if necessary, make changes to how we work in order to improve service delivery. TPG must submit the annual self-assessment and service improvement plan to the Housing Ombudsman and publish it on our website.

Appendix A in this report is the Self-Assessment TPG has completed against the Complaint Handling Code. There are two points where TPG needs to make some improvements to be compliant. Actions to address these issues are identified in Section 9.

8. Housing Ombudsman Annual Report

The Ombudsman publishes reports for individual landlords where 5 or more findings have been made in the 12-month period. A report for TPG will be published on <https://www.housing-ombudsman.org.uk/landlords> or can be found on our website here: [Reports & Policies | Who We Are | The Pioneer Group](#) along with a statement for our Board of Trustees.

9. Continuous Improvement for 25/26

Whilst significant progress has been made in improving our complaint handling, there are still key actions which we are committed to achieving in order to continue to make a difference in this area:

#	Action	Deadline
1	Delivery of new training to Investigating Officers	June 2025
2	Full role out of revised Complaints Process	Sept 2025
3	Additional training for staff on letter writing to improve communication	June 2025
4	Changes to the way that we record complaints to create better visibility of upcoming deadlines etc	August 2025
5	Development of new HMS which includes complaints module	June 2026
6	Implementation of new Triage Process (linked to Self Assessment)	Sept 2025
7	Changes to process to agree extensions with Customer (linked to Self Assessment)	Sept 2025

Appendix A: Self-assessment form

This self-assessment form should be completed by the complaints officer and it must be reviewed and approved by the landlord's governing body at least annually.

Once approved, landlords must publish the self-assessment as part of the annual complaints performance and service improvement report on their website. The governing body's response to the report must be published alongside this.

Landlords are required to complete the self-assessment in full and support all statements with evidence, with additional commentary as necessary.

We recognise that there may be a small number of circumstances where landlords are unable to meet the requirements, for example, if they do not have a website. In these circumstances, we expect landlords to deliver the intentions of the Code in an alternative way, for example by publishing information in a public area so that it is easily accessible.

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	Our Policies Reports & Policies Who We Are The Pioneer Group 703-Complaints-Policy.pdf	Evidenced in Section 4 of our complaints policy available on our website, also posters are present in shared living spaces.

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	Our Policies Reports & Policies Who We Are The Pioneer Group 703-Complaints-Policy.pdf	Evident in Section 4 of complaints 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	Our Policies Reports & Policies Who We Are The Pioneer Group 703-Complaints-Policy.pdf	Stated in Section 4 of our complaints policy. Customer 1 st staff receive 6 monthly refresher training and frequent review at team meetings.
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	Complaints Contact Us The Pioneer Group	If an issue is initially logged as a service request and the resident later expresses dissatisfaction with how that service was delivered or managed, the matter will be reclassified and handled as a formal complaint.
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	Yes	We use online surveys to monitor satisfaction across a variety of service areas. We specifically ask if customers would like to be contacted to discuss any issues.	.

	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.		Details of customers who request to be contacted are shared with the appropriate service area who as part of the conversation make them aware of the complaints process. If we contact the customer and there remains dissatisfaction, then we would raise a complaint on their behalf	
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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	Our Policies Reports & Policies Who We Are The Pioneer Group 703-Complaints-Policy.pdf	Evident in sections 4 and 12 of complaints policy.
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	Our Policies Reports & Policies Who We Are The Pioneer Group 703-Complaints-Policy.pdf	Evident in sections 4 and 12 of complaints policy.

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	Our Policies Reports & Policies Who We Are The Pioneer Group 703-Complaints-Policy.pdf	Evident in section 4 of complaints policy.
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	Our Policies Reports & Policies Who We Are The Pioneer Group 703-Complaints-Policy.pdf	Evident in sections 4 and 12 of complaints policy.
2.5	Landlords must not take a blanket approach to excluding complaints; they must consider the individual circumstances of each complaint.	Yes	Our Policies Reports & Policies Who We Are The Pioneer Group 703-Complaints-Policy.pdf	Evident in section 4 of complaints policy.

Section 3: Accessibility and Awareness

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
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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	Our Policies Reports & Policies Who We Are The Pioneer Group 703-Complaints-Policy.pdf	Customers can make a complaint by: • Telephoning our main reception desk • Coming into Reception and raising a complaint with a member of our Customer Service Team • Emailing our complaints inbox: contactus@pioneergroup.org.uk • Completing an online form available on our website: Complaints Contact Us The Pioneer Group • Speaking to any member of staff at any time
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	Our Policies Reports & Policies Who We Are The Pioneer Group 703-Complaints-Policy.pdf	Staff training has been provided so that all staff can identify a complaint and understand the process to raise this.
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	Yes	The number of complaints received are monitored and reported on to Board. We review against benchmarking stats.	

	sign that residents are unable to 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	Our Policies Reports & Policies Who We Are The Pioneer Group 703-Complaints-Policy.pdf	Published on our website and available in alternative formats available upon request.
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	Our Policies Reports & Policies Who We Are The Pioneer Group 703-Complaints-Policy.pdf	Evident in section 9 of complaints policy.
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	Our Policies Reports & Policies Who We Are The Pioneer Group 703-Complaints-Policy.pdf	Evident in section 4 of complaints policy.
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	Our Policies Reports & Policies Who We Are The Pioneer Group 703-Complaints-Policy.pdf	Evident in policy and all letters, posters in reception service and in the noticeboards of blocks.

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	A Customer Service & Complaints Manager and a dedicated Complaints Assistant with further support from Customer 1 st Team is in place.	Customer service team has been restructured this year with the appointment of our Customer Service & Complaints Manager and Complaints Assistant
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	Customer Service and Complaints Manager has access to all levels of leadership within the organisation, including Exec, Senior and Operations Managers. Regular attendance at Management meetings occurs as well as attendance at Service Team meetings to discuss complaints.	
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	Yes	A Complaints handling handbook has been created to establish consistency when investigating officers are handling complaints,	

	complaints are seen as a core service and must be resourced to handle complaints effectively		with increased focus on capturing any lessons to be learnt. Updated complaints training implemented to all staff that handle complaints to ensure effective triage.	
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Section 5: The Complaint Handling Process

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
5.1	Landlords must have a single policy in place for dealing with complaints covered by this Code. Residents must not be treated differently if they complain.	Yes	Our Policies Reports & Policies Who We Are The Pioneer Group 703-Complaints-Policy.pdf	
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	Our Policies Reports & Policies Who We Are The Pioneer Group 703-Complaints-Policy.pdf	All complaints are logged and administered with Stage 1 as the starting point.
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	Our Policies Reports & Policies Who We Are The Pioneer Group 703-Complaints-Policy.pdf	We have removed our optional Stage 3 as per the changes to the Code from 1st April 2024.

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	Complaints are all investigated by and responded to from Pioneer Group employees, contractors will not deal with complaints separately	.
5.5	Landlords are responsible for ensuring that any third parties handle complaints in line with the Code.	Yes	Third parties do not handle complaints; we take ownership of the complaint and liaise with third parties and customer.	
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	This is included in all stage 1 and stage 2 acknowledgement letters and is reiterated in outcome letters.	
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.	No	Currently clarification comes as part of the investigation process to ensure the complaint is investigated thoroughly. Customers are then advised as part of the complaint which areas we are not responsible for and advice on next steps is given. However, following the appointment of a dedicated complaints officer we will include	.

			this in the complaint triage when it is received and provide further information in the acknowledgement letter	
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	Complaints Handbook provides guidance and training is provided	
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.	No	Our Policies Reports & Policies Who We Are The Pioneer Group 703-Complaints-Policy.pdf	Whilst our policy states that we will complete all complaints within the specified timescale or agree an extension with our customer, we have experienced issues over the last 12 months in achieving this. We always endeavour to meet this standard, however, having recognised that we do not always do this we have taken steps to try and prevent this from happening as we move forward. Actions include:

				additional training and guidance for staff, the creation of a complaint handling handbook, the appointment of a dedicated Complaints Assistant to support investigating officers. Poor performance by colleagues is also being managed through formal performance management in one-to-one meetings and Annual reviews.
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	Our Policies Reports & Policies Who We Are The Pioneer Group 703-Complaints-Policy.pdf	Evident in section 3 and section 11 of complaint policy.
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	Yes	Our Policies Reports & Policies Who We Are The Pioneer Group 703-Complaints-Policy.pdf	Evident in section 6 of complaints policy.

	comply with the provisions set out in section 2 of this Code.			
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	All complaint records are stored on our Housing Management System or on a central drive and managed by the Customer Service & Complaints Manager / Complaints Assistant.	
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	Our Policies Reports & Policies Who We Are The Pioneer Group 703-Complaints-Policy.pdf	Evident in section 7 of complaints policy.
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	Our Policies Reports & Policies Who We Are The Pioneer Group 703-Complaints-Policy.pdf	
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	Our Policies Reports & Policies Who We Are The Pioneer Group 703-Complaints-Policy.pdf	Evident in section 12 of complaints policy.

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	Our Policies Reports & Policies Who We Are The Pioneer Group 703-Complaints-Policy.pdf Complaints Handbook Staff training	
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	Our Policies Reports & Policies Who We Are The Pioneer Group 703-Complaints-Policy.pdf	Performance monitored and reported as KPI.
6.3	Landlords must issue a full response to stage 1 complaints <u>within 10 working days</u> of the complaint being acknowledged.	Yes	Our Policies Reports & Policies Who We Are The Pioneer Group 703-Complaints-Policy.pdf	Performance monitored and reported as KPI.

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	Our Policies Reports & Policies Who We Are The Pioneer Group 703-Complaints-Policy.pdf	Monitored by Complaints Assistant whether extension is necessary and justified.
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	Included in letter templates	
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	Our Policies Reports & Policies Who We Are The Pioneer Group 703-Complaints-Policy.pdf Complaints Investigation Handbook Staff training	
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	Complaints Investigation Handbook Staff training Letter templates	
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	Yes	Staff Training Complaints Investigation Handbook	

	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.			
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; 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 stage 2 if the individual is not satisfied with the response.	Yes	Staff Training Complaints Investigation Handbook Letter Templates	

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	Our Policies Reports & Policies Who We Are The Pioneer Group 703-Complaints-Policy.pdf	

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	Our Policies Reports & Policies Who We Are The Pioneer Group 703-Complaints-Policy.pdf	
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	Our Policies Reports & Policies Who We Are The Pioneer Group 703-Complaints-Policy.pdf	
6.13	The person considering the complaint at stage 2 must not be the same person that considered the complaint at stage 1.	Yes	Our Policies Reports & Policies Who We Are The Pioneer Group 703-Complaints-Policy.pdf	
6.14	Landlords must issue a final response to the stage 2 <u>within 20 working days</u> of the complaint being acknowledged.	Yes	Our Policies Reports & Policies Who We Are The Pioneer Group 703-Complaints-Policy.pdf	
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	Our Policies Reports & Policies Who We Are The Pioneer Group 703-Complaints-Policy.pdf	
6.16	When an organisation informs a resident about an extension to these	Yes	Letter template	

	timescales, they must be provided with the contact details of the Ombudsman.			
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	Complaints investigation Handbook Staff Training Letter template	.
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	Complaints investigation Handbook Staff Training Letter template	
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	Complaints investigation Handbook Staff Training Letter template	.

6.20	Stage 2 is the landlord's final response and must involve all suitable staff members needed to issue such a response.	Yes	Our Policies Reports & Policies Who We Are The Pioneer Group 703-Complaints-Policy.pdf	
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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	Our Policies Reports & Policies Who We Are The Pioneer Group 703-Complaints-Policy.pdf	Evident in section 7 of our complaints policy.
7.2	Any remedy offered must reflect the impact on the resident as a result of any fault identified.	Yes	Compensation Policy	Currently undergoing review of Compensation Policy.

			Complaints Investigation Handbook Staff Training	Financial compensation reflects the Housing Ombudsman Guidelines on compensation
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	Letter templates Staff Training	
7.4	Landlords must take account of the guidance issued by the Ombudsman when deciding on appropriate remedies.	Yes	Our Policies Reports & Policies Who We Are The Pioneer Group 703-Complaints-Policy.pdf	

Section 8: Self-assessment, reporting and compliance

Code provision	Code requirement	Comply: 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	Reports & Policies Who We Are The Pioneer Group	
8.2	The annual complaints performance and service improvement report must	Yes	Reports & Policies Who We Are The Pioneer Group	

	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.			
8.3	Landlords must also carry out a self-assessment following a significant restructure, merger and/or change in procedures.	Yes	Applicable from Complaints procedure changes from April 2024	
8.4	Landlords may be asked to review and update the self-assessment following an Ombudsman investigation.	Yes	Customer Service and Complaints Manager available to do this	
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	Business Continuity Plan	

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	Lessons learnt completed for all complaints	
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	Insight reports are used to review and discuss changes These reports are shared with Exec and Board as well as our Customer Influence Committee	
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	A complaints report is shared each quarter with our leadership team, Board and Customer Influence Committee.	
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,	Yes	Customer Service and Complaints Manager has been appointed – they are part of our management structure.	

	serious risks, or policies and procedures that require revision.			
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	MRC is in place and is Chair of Audit and Assurance Committee and member of Board. Reports are shared quarterly and annually	
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	Reported on quarterly and annually	
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	Yes	MRC role profile has been drafted and delivery against this is in progress Quarterly and annual reports are provided	

	d. annual complaints performance and service improvement report.			
9.8	Landlords must have a standard objective in relation to complaint handling for all relevant employees or third parties that reflects the need to: a. have a collaborative and co-operative approach towards resolving complaints, working with colleagues across teams and departments; b. take collective responsibility for any shortfalls identified through complaints, rather than blaming others; and c. act within the professional standards for engaging with complaints as set by any relevant professional body.	Yes	Objectives were included in all staff Annual reviews at the beginning of 2025	