Trident Group Annual Self-assessment form 2025/2026

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: *'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	Complaints Policy, section 5 (Definition); complaints information published on Trident's website.	Section 5 of the Complaints Policy reproduces the Code's definition of a complaint in full and applies it to dissatisfaction about our service, actions or lack of action, including those acting on our behalf.
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	Complaints Policy, section 3 (Policy Objectives), including representatives and advocates.	The Policy confirms that the word 'complaint' does not need to be used. Residents are offered the complaints process when dissatisfaction meets the definition, and authorised representatives or advocates may act on their behalf.
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	Complaints Policy, section 8 (Resolving a Concern); CRM case management and service records.	Section 8 distinguishes a service request from a complaint. Staff first take action to resolve requests for service, while relevant records are retained on our systems and reviewed through service management arrangements.
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	Yes	Complaints Policy, sections 8.1 and 8.2.	Where dissatisfaction meets the complaint definition, it is logged and acknowledged at Stage 1 even if the original service request remains ongoing. The Policy confirms that a

	efforts to address the service request if the resident complains.			complaint will not prevent, stall or affect action needed to resolve the service request.
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	Complaints Policy and complaints information on Trident's website; survey guidance and signposting used by staff and survey providers.	Survey dissatisfaction is treated as feedback rather than automatically logged as a complaint. Staff and third-party survey providers signpost residents to the Complaints Policy and website so they can make a complaint if they wish.

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	Complaints Policy, section 15; complaint non-acceptance letter template.	Complaints are accepted unless a valid exclusion applies. Decisions are recorded, explained and considered on the individual facts of each case.
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	Complaints Policy, section 15.	Section 15 sets out the permitted exclusions, including the 12-month limit, issued court proceedings and previously concluded complaints. It also confirms that dissatisfaction about how ASB, health and safety or safeguarding matters were handled may still be raised as a complaint.
2.3	Landlords must accept complaints referred to them within 12 months of	Yes	Complaints Policy, section 15.1.	The Policy accepts complaints raised within 12 months of the event or the resident

	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.			becoming aware of it and provides discretion to accept older matters where there are good reasons.
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	Complaints Policy, section 15.2; complaint non-acceptance letter template.	Where a complaint is not accepted or escalated, we provide written reasons and the Housing Ombudsman's details. We will reconsider the decision if directed by the Ombudsman.
2.5	Landlords must not take a blanket approach to excluding complaints; they must consider the individual circumstances of each complaint.	Yes	Complaints Policy, section 15.1; CRM complaint records.	The Policy expressly states that every complaint is judged individually and that no blanket approach is taken to exclusions.

Section 3: Accessibility and Awareness

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
3.1	Landlords must make it easy for residents to complain by providing different channels through which they can make a complaint. Landlords must consider their duties under the Equality Act 2010 and anticipate the needs and reasonable adjustments of residents who may need to access the complaints process.	Yes	Complaints Policy, sections 3, 4.3, 6, 14.3 and 17; acknowledgement template.	Complaints can be made by telephone, email, website, in person or in writing. We ask about reasonable adjustments and provide accessible formats in line with the Equality Act 2010.
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	Complaints Policy, sections 3 and 6; staff guidance, intranet and complaint awareness activity.	Any member of staff can receive a complaint and refer it to the Customer Experience Team. The Policy and supporting guidance are available to staff and reinforced through training and awareness sessions.
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	Monthly KPI reports; quarterly committee reports; TSM survey questions; CRM complaints module.	Complaint volumes, categories and outcomes are monitored and reported. Low volumes are reviewed as a potential accessibility issue and prompt further awareness and engagement activity.
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	Yes	Complaints Policy; complaints process flowchart; Trident website.	The published Policy and flowchart explain the two-stage process, actions at each stage and acknowledgement, response and extension timescales. Alternative formats can be requested.

	must also be published on the landlord's website.			
3.5	The policy must explain how the landlord will publicise details of the complaints policy, including information about the Ombudsman and this Code.	Yes	Complaints Policy, sections 3 and 11; Trident website; resident information.	The Policy is published online and can be provided by email or post. Information about the Code and access to the Housing Ombudsman is publicised through complaints information and correspondence.
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	Complaints Policy, sections 3.1, 9.4 and 14.	Residents may authorise a representative or advocate to manage a complaint and may be supported or accompanied at meetings, subject to appropriate consent arrangements.
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	Complaints Policy, sections 3, 9, 10 and 11; acknowledgement, extension and final response templates; Trident website.	Residents receive the Ombudsman's details at relevant points in the process, including non-acceptance, extensions and final responses, and can access this information on our website.

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	Complaints Policy, sections 6, 19.1, 19.3 and 19.6; Customer Experience Team role profiles; complaints situation reports.	The Customer Experience Team is responsible for recording, coordinating and monitoring complaints, liaising with the Ombudsman and reporting complaint performance and learning to the governing body. A Member Responsible for Complaints is appointed.
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 Experience Team role profiles; fortnightly cross-departmental complaint case review meetings; escalation and reporting arrangements.	The Customer Experience Team has access to staff and managers across the organisation and can escalate concerns where information, decisions or actions are needed. The team coordinates case reviews and supports prompt and fair resolution.
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	Complaints Policy, sections 19.4–19.8; complaint handling training; Stage 1 and Stage 2 templates; CRM learning and recommendation fields; lessons learned and performance reports.	Complaint handling is treated as a core service. Relevant staff receive training and guidance, responses are quality checked, and complaint outcomes, themes, learning and improvement actions are recorded and reported through operational, resident and governance arrangements.

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	Complaints Policy.	Trident has one Complaints Policy for complaints covered by the Code. The Policy commits to fair, non-discriminatory handling and residents are not disadvantaged for making a complaint.
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	Complaints Policy, sections 7–10; complaints process flowchart.	The process has two formal stages only. Service requests are addressed promptly, but there is no additional informal complaint or Stage 0.
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	Complaints Policy, sections 7, 9 and 10; complaints process flowchart.	The Complaints Policy provides a two-stage process. Stage 2 is the final response and there is no Stage 3.
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 Policy; contractor and third-party service arrangements.	Complaints remain within Trident's two-stage process. Where a third party contributes to an investigation or response, residents are not required to follow a separate complaints process.

5.5	Landlords are responsible for ensuring that any third parties handle complaints in line with the Code.	Yes	Complaints Policy; contract management and complaint investigation arrangements.	Trident remains responsible for complaints about services delivered on its behalf. Information from contractors or other third parties is incorporated into our investigation and response under 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	Complaints Policy, sections 9.1 and 10.3; Stage 1 and Stage 2 acknowledgement templates.	Acknowledgements set out our understanding of the complaint, the outcomes sought and any clarification required from the resident at both stages.
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	Complaints Policy, section 9.1; acknowledgement templates; CRM case notes.	Acknowledgements confirm which matters we will investigate and identify any matters outside our responsibility, with clarification sought where necessary.
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	Yes	Complaints Policy, sections 9 and 10; complaint handling training; response quality assurance arrangements.	Complaint handlers investigate each case on its merits, consider the resident's account and relevant evidence, act independently and address actual or perceived conflicts of interest.

	d. consider all relevant information and evidence carefully.			
5.9	Where a response to a complaint will fall outside the timescales set out in this Code, the landlord must agree with the resident suitable intervals for keeping them informed about their complaint.	Yes	Complaints Policy, sections 9.2, 9.5, 10.4 and 10.5; extension letter template.	Where an extension is required, the resident is informed before the deadline, given the reason and revised response date, and suitable update intervals are agreed.
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	Complaints Policy, sections 14.3 and 17; acknowledgement template; resident profile and complaints records.	We ask residents about reasonable adjustments, record agreed adjustments and disclosed needs on relevant systems, and review them during the complaint where circumstances change.
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	Complaints Policy, sections 10 and 15.2; Stage 2 acknowledgement and non-escalation templates.	Stage 2 requests are accepted unless a valid exclusion applies. Any refusal is explained in writing, with reasons and the resident's right to approach the Ombudsman.
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,	Yes	CRM complaints module; complaint correspondence, evidence and action records.	The CRM complaint record retains the original complaint, dates, correspondence, supporting evidence, decisions, outcomes, remedies and outstanding actions at each stage.

	correspondence with other parties, and any relevant supporting documentation such as reports or surveys.			
5.13	Landlords must have processes in place to ensure a complaint can be remedied at any stage of its complaints process. Landlords must ensure appropriate remedies can be provided at any stage of the complaints process without the need for escalation.	Yes	Complaints Policy, sections 8, 11 and 16; Compensation Policy; Stage 1 and Stage 2 response templates.	Complaints can be remedied at either stage through practical action, explanation, apology, reconsideration or financial redress. Resolution action continues without requiring escalation.
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	Complaints Policy, section 18; Hazard Warning Marker Policy and procedures; restriction decision records.	Unacceptable behaviour is managed through proportionate, evidenced restrictions after attempts to agree an informal arrangement. Residents are told what action is taken and why, and restrictions are reviewed.
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	Complaints Policy, sections 17 and 18.2; Equality Act 2010; restriction review records.	Any contact restriction is tailored to the behaviour, kept proportionate and communicated with reasons. Individual needs and reasonable adjustments are considered in line with the Equality Act 2010.

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	Complaints Policy, sections 8, 9 and 14; Customer Experience Team triage arrangements; vulnerability records.	The Customer Experience Team reviews new complaints, considering complexity, urgency, risk and vulnerability, and supports early resolution where a full investigation is not required.
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	Complaints Policy, section 9.1; Stage 1 acknowledgement template; CRM complaints module; performance reports.	Stage 1 complaints are logged, defined and acknowledged within five 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	Complaints Policy, section 9.2; Stage 1 response template; complaint performance reports.	A full Stage 1 response is issued within 10 working days of acknowledgement unless an extension is required under the Code.
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	Yes	Complaints Policy, sections 9.2 and 9.5; extension letter template.	Extensions are considered according to complexity, limited to 10 working days without good reason, and communicated

	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.			before the deadline with reasons and a revised date.
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	Complaints Policy, section 9.5; Stage 1 extension letter template.	Stage 1 extension correspondence includes the Housing Ombudsman's contact details.
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	Complaints Policy, section 9.8; Stage 1 response template; CRM outstanding action tracking.	Responses are issued when the answer is known. Outstanding actions are recorded, monitored and progressed, with updates provided to the resident.
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 Policy, sections 9.5 and 11.1; Stage 1 response template; quality assurance checks.	Stage 1 responses address each complaint point and explain decisions with relevant policy, law and good practice where appropriate.
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	Yes	Complaints Policy, section 9.6; CRM complaints module; Customer Experience Team guidance.	Related issues raised before the Stage 1 response are incorporated. Unrelated, late or materially delaying issues are logged separately.

	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	Stage 1 response template; response quality assurance checklist.	The Stage 1 template records the stage, definition, decision, reasons, remedy, outstanding actions and escalation route in plain language; responses are quality checked before issue.

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	Complaints Policy, sections 10.1 and 10.8; Stage 2 acknowledgement and response templates.	Unresolved Stage 1 complaints progress to Stage 2, which is Trident's final response.

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	Complaints Policy, section 10.3; Stage 2 acknowledgement template; CRM complaints module.	Stage 2 requests are logged, defined and acknowledged within five working days of receipt.
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	Complaints Policy, section 10.2; Stage 2 acknowledgement template.	Residents are not required to give reasons for escalation. We make reasonable efforts to understand and address why they remain dissatisfied.
6.13	The person considering the complaint at stage 2 must not be the same person that considered the complaint at stage 1.	Yes	Complaints Policy, section 10.3; CRM complaint allocation records.	Stage 2 is allocated to a different, appropriately senior responding officer from the person who considered Stage 1.
6.14	Landlords must issue a final response to the stage 2 **within 20 working days** of the complaint being acknowledged.	Yes	Complaints Policy, section 10.4; Stage 2 response template; performance reports.	A final Stage 2 response is issued within 20 working days of acknowledgement unless a Code-compliant extension is required.
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	Complaints Policy, section 10.5; Stage 2 extension letter template.	Extensions are considered according to complexity, normally limited to 20 working days, and communicated with reasons and a revised response date.
6.16	When an organisation informs a resident about an extension to these	Yes	Complaints Policy, section 10.5; Stage 2 extension letter template.	Stage 2 extension correspondence includes the Housing Ombudsman's contact details.

	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 Policy, section 10.8; Stage 2 response template; CRM outstanding action tracking.	Stage 2 responses are issued when the answer is known; outstanding actions remain tracked and residents receive 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	Complaints Policy, section 11.1; Stage 2 response template; quality assurance checks.	Stage 2 responses address every complaint point and give clear reasons, referring to relevant policy, law and good practice where appropriate.
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	Stage 2 response template; response quality assurance checklist.	The Stage 2 template records the stage, definition, decision, reasons, remedy, outstanding actions and Ombudsman escalation route in plain language; responses are quality checked.

6.20	Stage 2 is the landlord's final response and must involve all suitable staff members needed to issue such a response.	Yes	Complaints Policy, sections 10.3 and 10.8; Stage 2 allocation and response records.	Stage 2 is the final response, and the responding officer involves all relevant services and senior staff needed to reach a complete decision.

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	Complaints Policy, sections 11 and 16; Stage 1 and Stage 2 response templates; Compensation Policy.	Responses acknowledge failures and set out proportionate actions already taken or planned, including apologies, explanations, corrective action, financial redress and service improvement.

7.2	Any remedy offered must reflect the impact on the resident as a result of any fault identified.	Yes	Complaints Policy, section 11.2; Compensation Policy; Ombudsman remedies guidance.	Remedies reflect the identified failure, duration, severity, cumulative impact and the resident's individual circumstances.
7.3	The remedy offer must clearly set out what will happen and by when, in agreement with the resident where appropriate. Any remedy proposed must be followed through to completion.	Yes	Stage 1 and Stage 2 response templates; CRM action tracking; remedy follow-up records.	Responses state the action, owner and timescale, agree outcomes where appropriate, and track remedies through to completion.
7.4	Landlords must take account of the guidance issued by the Ombudsman when deciding on appropriate remedies.	Yes	Compensation Policy; Ombudsman remedies guidance; complaint handling guidance for responding officers.	Responding officers use the Ombudsman's remedies guidance alongside our Compensation Policy when deciding proportionate redress.

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	Situation Reports Housing and Community committee reports Customer Voice Group reports. Board reports	Governing bodies receive Situation Reports that contain this information. There have also been Board papers about complaints and Board updates in relation to Ombudsman involvement. The annual self-assessment is sent to governing bodies and scrutiny panels
8.2	The annual complaints performance and service improvement report must	Yes	annual complaints performance and service	• The Annual Complaints Performance and Service

	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.		improvement report will be published on our website alongside Tridents Governing Body's response	Improvement report has been shared and reviewed by Tridents governing body including the MRC. • The comments of the governing body is published on Tridents website.
8.3	Landlords must also carry out a self-assessment following a significant restructure, merger and/or change in procedures.	Yes	Not yet been required.	Should there be a significant restructure or change in procedures a new self-assessment will be completed.
8.4	Landlords may be asked to review and update the self-assessment following an Ombudsman investigation.		Not yet been required.	If following an Ombudsman investigation, it is identified that a review and update of the self-assessment is needed this will be carried out.
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.		Not yet been required.	If we are unable to comply with the code due to exceptional circumstances all residents will be made aware of when we will be returning to be compliant with the code. The Ombudsman would also be informed

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	Complaints Policy, sections 3.1, 19.4 and 19.5; Customer Complaints Scrutiny Group; fortnightly Cross-Departmental Complaint Case Review meetings.	The Complaints Policy commits Trident to analysing and using complaint information to improve services. The Customer Complaints Scrutiny Group reviews how feedback has informed improvements, while fortnightly case review meetings identify learning beyond the individual complaint and ensure actions and lessons are shared across services.
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	Complaints Policy, sections 2.1, 3.1, 19.1, 19.4 and 19.5; complaint performance and learning reports.	The Policy recognises complaints as a source of learning and continuous improvement. Complaint performance, themes, outcomes and learning are monitored by the Customer Experience Team and reviewed through scrutiny and cross-departmental arrangements to identify trends, root causes and positive changes in service delivery.
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.		• Complaints Scrutiny Group • The customer voice group agenda / minutes • Website • SharePoint • Operational Learning Forum	Board reports about complaints reference learning and improvements. The Customer Complaints & Satisfaction Manager is holding quarterly meetings with our Complaints Scrutiny Group. We also hold an Operational Learning Forum with key service managers. We promote a positive complaint handling culture on our website, social media platforms and in resident newsletter

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	Complaints Policy, sections 19.1, 19.4–19.8; Customer Complaints & Satisfaction Manager role profile; Customer Experience Manager recruitment and role profile; Assistant Director of Housing oversight arrangements; complaint performance, trend and risk reporting.	The Customer Complaints & Satisfaction Manager is currently the senior lead responsible for complaint handling and for assessing themes, trends, systemic issues and serious risks. A new Customer Experience Manager has been recruited and will oversee the complaints function. The Assistant Director of Housing will provide senior management oversight and escalation, including where complaint intelligence indicates significant risk or a need to revise policies, procedures or service delivery.
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	Complaints Policy, section 19.3; governing body appointment records.	The Complaints Policy confirms that an appointed member of the governing body acts as the Member Responsible for Complaints and has lead responsibility for supporting a positive complaint handling culture.
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	Complaints Policy, sections 19.1–19.3; complaints performance reports; governing body reporting arrangements.	The Member Responsible for Complaints receives regular complaint performance information through the established governance reporting arrangements. This includes access to information on complaint volumes, Ombudsman referrals, response times, outcomes, health and safety concerns and customer satisfaction, with support

				from the Customer Experience Team and relevant staff.
9.7	As a minimum, the MRC and the governing body (or equivalent) must receive: a. regular updates on the volume, categories and outcomes of complaints, alongside complaint handling performance; b. regular reviews of issues and trends arising from complaint handling; c. regular updates on the outcomes of the Ombudsman's investigations and progress made in complying with orders related to severe maladministration findings; and d. annual complaints performance and service improvement report.	Yes	Complaints Policy, sections 19.1–19.5 and section 21; quarterly complaints reports; annual complaints performance and service improvement report; Ombudsman case and order monitoring.	The Member Responsible for Complaints and governing body receive regular reporting on complaint volumes, categories, outcomes, performance, themes and trends. Reporting also covers Ombudsman investigations and compliance with any orders, alongside the 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	Yes	Complaints Policy, sections 3.1 and 19.4–19.8; standard complaint-handling objectives; Operational Learning Forum (OLF) meetings; high-risk Ombudsman case reviews.	The Complaints Policy promotes collaborative complaint handling, shared ownership of identified shortfalls and learning across services. OLF meetings support collective review of themes, actions and service improvements, while high-risk Ombudsman case reviews bring relevant teams and senior colleagues together to manage risk, meet professional standards and secure timely resolution.

	c. act within the professional standards for engaging with complaints as set by any relevant professional body.			