



Annual Complaints Performance & Service Improvement Report

2025 / 26



Message from our Board

We're pleased to present our Annual Complaints Performance and Service Improvement Report for 2025/26. It sets out the progress we've made over the past 12 months in strengthening how we manage complaints and learn from customer feedback.

This year, we've seen a significant reduction in complaint volumes, alongside improvements in how we handle and respond to complaints. This reflects the action taken to tackle key service issues and our continued focus on improving our customers' experience.

We remain committed to openness and transparency, recognising that complaints provide valuable insight into where we need to do better. While it's encouraging to see the progress made, we know there's more to do to ensure consistency, strengthen how we learn from complaints, and deliver better outcomes for our customers.

Strong governance and customer oversight are central to this. Our Customer Influence Committee and Customer Scrutiny Panel continue to provide challenge and make sure customer voices shape the improvements we make.

The Board has reviewed this report, including the self-assessment against the Housing Ombudsman's Complaint Handling Code. We're assured that the right actions are in place to address areas for improvement. We'll continue to monitor performance closely to make sure progress is sustained and that learning from complaints leads to meaningful, lasting change.

1. Introduction

Every year, we share what we've learned from the complaints we receive, how many there were, what they were about, and how we sorted them.

We look at every complaint carefully, using what we learn to improve our services and how we deliver them. This helps us keep getting better at what we do and build a stronger organisation for the future.

Complaints are an important way for our customers to tell us what matters most. They give us a chance to listen, learn and take action where it counts.

This report covers complaints across The Pioneer Group (TPG) from 1 April 2025 to 31 March 2026.

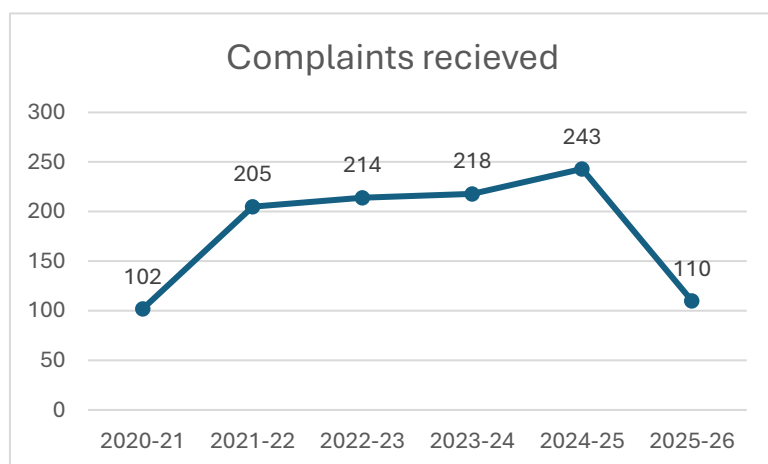
We manage complaints in line with the Housing Ombudsman Complaint Handling Code, using a two-stage process. We always aim to put things right as early as possible by resolving issues quickly at the first point of contact, while still capturing what we learn so we can improve.

2. Complaint Handling performance

2.1 Managing complaints

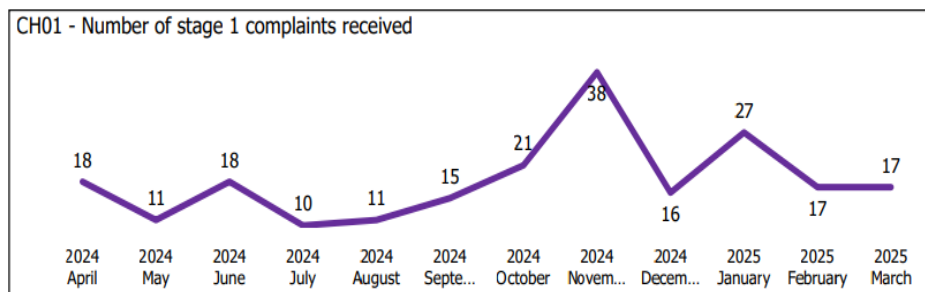
From 1st April 2025 to 31st March 2026, we have received 110 formal complaints:

- 86 Stage 1 complaints
- 22 were escalated to Stage 2
- 1 complaint was heard before a panel at Stage 3 (this was an exception due to the timing that the complaint started)
- 1 complaint was refused.

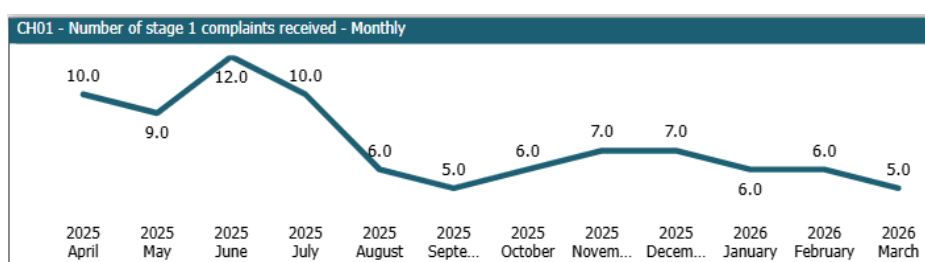


Over the last 12 months, complaints have reduced significantly compared to 2024/25, when volumes were unusually high due to the windows and doors programme and issues with our grounds maintenance contractor.

These were known pressure points and resulted in unusually high complaint volumes, particularly in Q3 and early Q4 of 2024/25. By the end of that year, complaint numbers had already begun to decline as lessons learnt were reflected upon and mitigating actions took effect.



Stage 1 complaints -
2024-25



Stage 1 complaints -
2025-26

As a direct response to the themes and volumes of complaints received in 2024/25, we took a number of targeted actions designed to improve both service delivery and the customer experience. These included:

- changing our grounds maintenance contractor following sustained performance concerns raised through complaints;
- strengthening communication and customer engagement for the windows and doors replacement programme, including clearer advance notice and expectations about timescales;
- appointing a dedicated Complaints Assistant to improve capacity, consistency and oversight;
- introducing an improved complaints triage process to ensure issues are responded to appropriately and proportionately; and
- improving the way, we distinguish between service requests and formal complaints, in line with the Housing Ombudsman Complaint Handling Code.

These changes have helped to address some of the underlying causes of dissatisfaction and as a result of this, during 2025/26, complaints around windows and doors decreased by 87% and complaints related to cleaning and landscaping have reduced by 86%.

While complaint volumes have reduced this year, we recognise that there is still work to do to ensure that all expressions of dissatisfaction which are closed at point of contact (and don't progress to formal investigation) are consistently identified and recorded where appropriate.

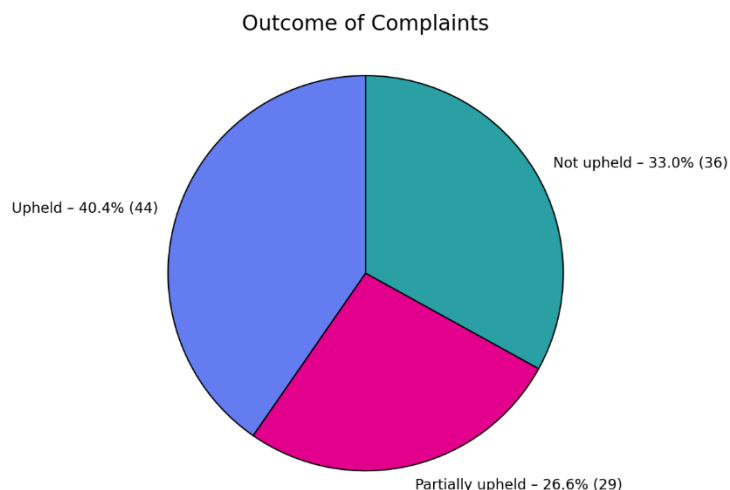
Historically, some service requests were recorded as complaints, and we have been taking steps to improve clarity and consistency in how issues are triaged. However, we are clear that this must not create any barriers for residents who wish to complain, and that the onus remains on us to recognise complaints, rather than on residents to label them as such.

To mitigate this risk, we have:

- continued to develop staff understanding and confidence in recognising complaints through training and guidance;
- launched a communications campaign for residents, reinforcing how easy it is to raise a complaint and the different ways they can do so.

We actively monitor complaint trends to identify any potential under-reporting. We will continue to review volumes and themes closely to ensure complaints remain accessible and visible

2.2 Summary of complaint outcomes



Of the 109 complaints investigated, assets continue to generate the highest number of complaints, reflecting its scale as our largest service area.

Volumes have reduced significantly compared to previous years. Some cases arose following the severe

weather in November/December, which exposed a small number of issues that were quickly addressed with our supplier.

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. During 2025/26 we refused to accept one complaint as it related to a request for repairs to a property that had been

purchased from us several years earlier. As ownership had transferred, the responsibility for maintaining the property sits with the owner, and there was no ongoing landlord service to assess. The decision was explained to the customer, including clarification of their repair responsibilities following purchase. The customer was advised of their right to refer this decision to the Housing Ombudsman.

Identified Learnings

Complaints continue to provide valuable insight into where our services need to improve. Over the year, we have reviewed individual complaints, trends, and outcomes to identify learning and make changes to how we work.

The main themes identified through complaints and case reviews were:

- **Communication** – customers not always receiving timely updates, follow-ups, or call-backs.
- **Monitoring and follow-up** – agreed actions were not always picked up or completed after complaints were closed.
- **Contractor-related issues** – delays, quality of work, damage, and behaviour.
- **Process clarity** – a need for clearer procedures so both customers and colleagues have clear expectations.
- **Management of Leaseholders** – inconsistencies and issues in our approach to managing leaseholders was identified

These themes were consistent across Stage 1 and Stage 2 complaints, particularly in relation to repairs and service delivery.

In response to this learning, a number of improvements have already been made:

Area for Improvement	Outcome
Communication	• Introduced clearer communication standards, including defined timescales for keeping customers updated – these can be found on our website: Our Service Standards - Pioneer Group • Strengthened internal triage and escalation, with clearer routes for involving senior managers where complaints are complex or delayed. • If an action from a complaint is to arrange a follow up meeting or repair, we are now booking this appointment prior to sending out the letter and including details in the closure letter.
Monitoring and Follow Up	• Implemented a complaints outcome and resolution tracker to ensure agreed actions are completed and learning is followed through.

	Strengthened internal triage and escalation, with clearer routes for involving senior managers where complaints are complex or delayed.
Contractor related issues	Improved contractor oversight, with complaints intelligence shared with asset management teams to inform contract management discussions
Process Clarity	- Developed and rolled out guidance and training for investigating officers, including clearer expectations on identifying lessons learned. - Strengthened cross-team working, particularly where customer vulnerabilities or complex circumstances are involved - Continued improvements to data, dashboards, and oversight to support monitoring and assurance.
Management of Leaseholders	This has led to a specific project with dedicated staff to understand the challenges we have and to address these

Whilst we have made significant progress over the last 12 months in how we make changes as a result of the lessons we have learnt from complaints, we recognise that embedding learning from complaints takes sustained effort. Our ongoing focus is on:

- Improving the quality and consistency of lessons learned.
- Ensuring actions are tracked and closed, with clear accountability.
- Embedding changes into everyday practice so improvements are sustained over time.

Further training has been developed to support colleagues, alongside closer monitoring of actions and outcomes, supported by senior management oversight

3. Housing Ombudsman Cases

During 2025-26, four complaints were raised with the Ombudsman. In total we had 12 complaint cases awaiting investigation. These cases relate to complaints raised in 2023 (2 cases), 2024 (6 cases), and 2025 (4 cases).

The 12 Ombudsman cases focus around a small number of recurring themes:

1. Anti-social behaviour (ASB)
2. Service charges and leasehold account management
3. Repairs and property condition
4. Right to Buy/Acquire
5. Complaint handling and communication standards

Four cases were investigated and closed by the Ombudsman. All four cases were from 2023. Two cases were closed with no Maladministration. For the other two cases, maladministration was found in:

- How a repair was handled
- How customers concerns and the complaint was handled

The Ombudsman findings reported this year relate to legacy complaints from 2023. Since that time, we have strengthened our complaint handling approach, with improvements already in place to address the issues identified. One area remains under review and requires further investigation - this is work in progress and findings will be shared with our Member Responsible for Complaints, CIC and Board.

All Ombudsman cases are monitored and reviewed as part of our governance arrangements, including regular discussion with the Member Responsible for Complaints (MRC) and are reviewed by our Customer Influence Committee. We use the insight from Ombudsman cases to strengthen communication standards, improve consistency in complaint handling, and ensure learning is tracked through to completion.

The Housing Ombudsman is currently preparing its 2025/26 Annual Complaints Review and has contacted landlords to verify complaint handling data ahead of publication. We have not yet received the final report or confirmed comparative data. Once published, we will review the findings and share any relevant themes, risks or learning with our Board and with Customers via our website.

4. Customer Influence Committee

Quarterly complaints performance reports are presented to the Customer Influence Committee for assurance and challenge. These reports provide insight into complaint volumes, outcomes, themes, Housing Ombudsman cases, and the actions being taken in response. The Committee provides customer-led challenge and feedback, which is used to strengthen complaint handling, improve communication with customers, and ensure learning from complaints is embedded across the organisation.

5. Customers Satisfaction

Over the last 12 months, Tenant Satisfaction Measure (TSM) results relating to complaints handling have improved from 37% to 49%. This reflects the steps taken to strengthen communication, improve the quality and timeliness of responses, and ensure complaints are followed through to resolution.

While this improvement is encouraging, we recognise that satisfaction levels remain below where we want them to be. Further work is underway to continue improving the customer experience, particularly around keeping customers informed and completing agreed actions.

6. Service Improvements made over the last 12 months

During 2025-26 we have focused on making changes to our policy and process to improve complaint handling for customers

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

7. Continuous improvement in 2026-27

While we have made significant changes in our ways of working, we acknowledge that it is important to continue to develop and improve the service that we are providing for customers. Throughout 2026-27 our focus will be:

#	Action	Deadline
1	Development of new HMS which includes complaints module	June 2026
2	Training for all staff on how to raise / log an expression of dissatisfaction on Rubixx so that we get a better understanding of wider issues.	Sept 2026
3	Revised guidance and training for staff on identifying a complaint to support identification of complaints	Dec 2026
4	Training around identifying lessons learnt and actions to improve services	June 2026
5	Improving colleague, CIC and scrutiny panel knowledge on sector wide challenges through regular updates on Ombudsman findings across the sector	Sept 2026
6	Roll out of Ombudsman training across the organisation to facilitate colleagues being able to identify expressions of dissatisfaction	March 2027

7	Using data more to further identify trends and inform decision making around our approach to complaints and resolving them	Sept 2026 – Ongoing
8	Spotlight / deep dives into Contractor related complaints to better understand reoccurring issues in order to prevent issues and to resolve complaints	Dec 2026
9	Review of our transactional survey questions and how these surveys are carried out	March 2027

8. Housing Ombudsman Review of Complaints Policy

The Ombudsman reviewed our complaints policy as part of its 2024/25 casework assessment. This review related to the previous policy, as a revised version had already been approved by Board following our internal review. Of the 19 recommendations made as part of the review, most were already reflected in our updated approach. The remaining points have now been addressed, and a revised policy has been issued. This can be found on our website: [Complaint Procedure & Feedback - Pioneer Group](#)

9. 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. The Pioneer Group must submit the annual self-assessment and service improvement plan to the Housing Ombudsman and publish it on our website.

We are pleased to report that we are compliant with all areas of the Housing Ombudsman's Complaint Handling Code. This represents an improvement compared to the previous year, where a small number of areas around complaint triage and completion of investigations on time required further development.

This progress reflects the actions taken to strengthen our approach to complaint handling, including improvements to our processes, training, and oversight. While this is a positive position, we recognise that maintaining compliance requires ongoing focus, and we remain committed to continuing to improve the consistency and quality of our service.

See Appendix A in this report for our completed Self-Assessment for 2025/26.

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	https://www.pioneergroup.org.uk/about-us/reports-policies/our-policies/	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	https://www.pioneergroup.org.uk/about-us/reports-policies/our-policies/	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	https://www.pioneergroup.org.uk/about-us/reports-policies/our-policies/	Stated in Section 5 of our complaints policy. Customer 1 st staff receive frequent reviews at team meetings and any uncertainty when triaging a request is discussed with Complaints Assistant.
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	https://www.pioneergroup.org.uk/contact-us/complaints/	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 raised 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 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		Dissatisfaction identified through customer surveys, is reviewed and residents are advised of their right to raise a formal complaint. TSM feedback is shared with Heads of Service so that follow up contact can be made.
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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	https://www.pioneergroup.org.uk/about-us/reports-policies/our-policies/	Evident in sections 4 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.	Yes	https://www.pioneergroup.org.uk/about-us/reports-policies/our-policies/	Evident in sections 4 of complaints policy.

	Matters that have previously been considered under the 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	https://www.pioneergroup.org.uk/about-us/reports-policies/our-policies/	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	https://www.pioneergroup.org.uk/about-us/reports-policies/our-policies/	Evident in sections 4 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	https://www.pioneergroup.org.uk/about-us/reports-policies/our-policies/	Evident in section 4 of complaints policy.

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	https://www.pioneergroup.org.uk/about-us/reports-policies/our-policies/	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: https://www.pioneergroup.org.uk/contact-us/complaints/ • 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	Yes	https://www.pioneergroup.org.uk/about-us/reports-policies/our-policies/	Staff training has been provided so that all staff can identify a complaint and understand the process to raise this.

	the complaints process and be able to pass details of the complaint to the appropriate person within the landlord.			
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		The number of complaints received are monitored and reported on to our Executive Leadership Team, Board, our Customer Influence Committee and reviewed with our Member Responsible for Complaints We review against benchmarking stats.
3.4	Landlords must make their complaint policy available in a clear and accessible format for all residents. This will detail	Yes	https://www.pioneergroup.org.uk/about-us/reports-policies/our-policies/	Published on our website and available in alternative formats available upon request.

	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.			
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	https://www.pioneergroup.org.uk/about-us/reports-policies/our-policies/	Evident in section 12 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	https://www.pioneergroup.org.uk/about-us/reports-policies/our-policies/	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	https://www.pioneergroup.org.uk/about-us/reports-policies/our-policies/	Evident throughout policy and all letters, posters in reception service and in the noticeboards of blocks.
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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.
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 and Complaints Assistant have 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 complaints are seen as a core service and must be resourced to handle complaints effectively	Yes	Updated complaints training implemented to all staff that handle complaints to ensure effective triage.	A Complaints handling handbook is in use to ensure consistency when investigating officers are handling complaints, with increased focus on capturing any lessons to be learnt.
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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	https://www.pioneergroup.org.uk/about-us/reports-policies/our-policies/	
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	https://www.pioneergroup.org.uk/about-us/reports-policies/our-policies/	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	https://www.pioneergroup.org.uk/about-us/reports-policies/our-policies/	
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.	Yes		Earlier triage of complaints means that we are able to identify any areas that we are not responsible for earlier than in previous years. Clarification on what we are or are not responsible for is now provided in acknowledgment letters
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.	Yes	https://www.pioneergroup.org.uk/about-us/reports-policies/our-policies/	Evident in sections 6 and 7 of complaint policy.
5.10	Landlords must make reasonable adjustments for residents where appropriate under the Equality Act	Yes	https://www.pioneergroup.org.uk/about-us/reports-policies/our-policies/	Evident in sections 3 and section 12 of complaint policy.

	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.			
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	https://www.pioneergroup.org.uk/about-us/reports-policies/our-policies/	Evident in sections 6 and 7 of complaint policy.
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	Yes	https://www.pioneergroup.org.uk/about-us/reports-policies/our-policies/	

	complaints process without the need for 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	https://www.pioneergroup.org.uk/about-us/reports-policies/our-policies/	Evident in section 13 of complaint policy.
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	https://www.pioneergroup.org.uk/about-us/reports-policies/our-policies/	Evident in section 13 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.	Yes	https://www.pioneergroup.org.uk/about-us/reports-policies/our-policies/	Complaints Handbook Staff training

	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.			
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	https://www.pioneergroup.org.uk/about-us/reports-policies/our-policies/	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	https://www.pioneergroup.org.uk/about-us/reports-policies/our-policies/	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	https://www.pioneergroup.org.uk/about-us/reports-policies/our-policies/	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	https://www.pioneergroup.org.uk/about-us/reports-policies/our-policies/	Complaints Investigation Handbook Staff training Complaint Resolution Tracker in place to monitor outstanding actions.
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 1 response has not been issued. Where the stage 1 response has been issued, the new issues are unrelated to the issues already being investigated or it would unreasonably delay the response, the new issues must be logged as a new complaint.	Yes	https://www.pioneergroup.org.uk/about-us/reports-policies/our-policies/	Staff Training Complaints Investigation Handbook Evident in section 6 of complaint policy.
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;	Yes		Staff Training Complaints Investigation Handbook Letter Templates

	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.			
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Stage 2

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
6.10	If all or part of the complaint is not resolved to the resident's satisfaction at stage 1, it must be progressed to stage 2 of the landlord's procedure. Stage 2 is the landlord's final response.	Yes	https://www.pioneergroup.org.uk/about-us/reports-policies/our-policies/	Evident in section 7 of complaint policy.
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	https://www.pioneergroup.org.uk/about-us/reports-policies/our-policies/	Evident in section 7 of complaint policy.
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	Yes	https://www.pioneergroup.org.uk/about-us/reports-policies/our-policies/	Evident in section 7 of complaint policy.

	remains unhappy as part of its stage 2 response.			
6.13	The person considering the complaint at stage 2 must not be the same person that considered the complaint at stage 1.	Yes	https://www.pioneergroup.org.uk/about-us/reports-policies/our-policies/	Evident in section 7 of complaint policy.
6.14	Landlords must issue a final response to the stage 2 <u>within 20 working days</u> of the complaint being acknowledged.	Yes	https://www.pioneergroup.org.uk/about-us/reports-policies/our-policies/	Evident in section 7 of complaint policy.
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	https://www.pioneergroup.org.uk/about-us/reports-policies/our-policies/	Evident in section 7 of complaint policy.
6.16	When an organisation informs a resident about an extension to these timescales, they must be provided with the contact details of the Ombudsman.	Yes		Letter template
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	Yes		Complaints investigation Handbook Staff Training Letter template Complaint Resolution Tracker in place to

	promptly with appropriate updates provided to the resident.			monitor outstanding actions.
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 Evident in section 7 of complaint policy.
6.20	Stage 2 is the landlord's final response and must involve all suitable staff members needed to issue such a response.	Yes	https://www.pioneergroup.org.uk/about-us/reports-policies/our-policies/	

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	https://www.pioneergroup.org.uk/about-us/reports-policies/our-policies/	Evident in section 8 of our complaints policy.
7.2	Any remedy offered must reflect the impact on the resident as a result of any fault identified.	Yes		Financial compensation reflects the Housing Ombudsman Guidelines on compensation Compensation Policy Complaints Investigation Handbook Staff Training

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 Complaint Resolution Tracker in place to monitor outstanding actions.
7.4	Landlords must take account of the guidance issued by the Ombudsman when deciding on appropriate remedies.	Yes	https://www.pioneergroup.org.uk/about-us/reports-policies/our-policies/	Financial compensation reflects the Housing Ombudsman Guidelines on compensation

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	https://www.pioneergroup.org.uk/about-us/reports-policies/ https://pioneergroup.org.uk/about-us/our-performance/complaints-performance/	

8.2	The annual complaints performance and service improvement report must be reported to the landlord's governing body (or equivalent) and published on the on the section of its website relating to complaints. The governing body's response to the report must be published alongside this.	Yes	https://www.pioneergroup.org.uk/about-us/reports-policies/ https://pioneergroup.org.uk/about-us/our-performance/complaints-performance/	
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. Quarterly review meetings take place with MRC and Exec Director responsible for complaints to review wider complaints and identify any trends or service improvements outside of the lessons learnt.
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 Executive Leadership Team, MRC, 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	Yes		A complaints report is shared each quarter with our Executive Leadership Team, Board and Customer Influence Committee.

	stakeholders, such as residents' panels, staff and relevant committees.			
9.4	Landlords must appoint a suitably senior lead person as accountable for their complaint handling. This person must assess any themes or trends to identify potential systemic issues, serious risks, or policies and procedures that require revision.	Yes		Customer Service and Complaints Manager – they are part of our management structure.
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;	Yes		Meetings take place quarterly with the MRC where updates are provided on the number of complaints, outcomes, lessons learnt, overall

	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.			performance against TSMs and Transactional surveys, review of processes and ways of working.
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 are included in all staff's Annual Performance Reviews.