DOCUMENT CONTROL	
Policy name:	Compensation Policy
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Approved by:	Customer Experience Committee (CEC)
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Customer facing:	Yes

1. Introduction

1.1 We aim to provide good quality homes and excellent services. Where we fail to meet our service standards, our priority is to put matters right and, where appropriate, provide compensation that is fair, reasonable, proportionate and consistent.

1.2 This policy sets out our approach to compensation and is aligned with the Housing Ombudsman's Complaint Handling Code and Compensation Guidance. It ensures that residents are treated consistently and that remedies focus on resolving the impact of service failure, learning from outcomes, and improving services.

1.3 When resolving a complaint, we offer a resolution to the concerns brought to our attention. Our staff can offer compensation as part of this resolution where they feel it is reasonable to do so under the circumstances.

1. Policy statement and aims

1.1 Our Compensation Policy will enable staff who handle complaints to offer compensation where they feel it is reasonable to do so under the circumstances.

1.2 We will consider compensation where a service failure has occurred and this has caused a resident:

- financial loss;
- distress and inconvenience; and/or
- time and trouble in pursuing a complaint.

1.3 Compensation must be fair, reasonable and proportionate, consistent with our policy and procedure. Compensation is not automatic and each case will be considered on its own merits, taking account of the circumstances, the impact on the resident, and the severity and duration of the service failure.

1.4 Compensation will be offered as part of a wider resolution and will not replace our responsibility to put things right, apologise, or learn from failures.

1.5 Where a complaint investigation identifies that compensation may be appropriate, we will assess this in line with our Compensation Procedure and the Housing Ombudsman's guidance. We aim to assess and respond to compensation requests in line with our complaints timescales and will clearly explain the outcome of any decision.

1.6 This policy aims to:
- ensure a fair, transparent and consistent approach to compensation;
- provide remedies that reflect the impact of service failure on residents;
- support early resolution of complaints;
- empower staff to make proportionate decisions within clear controls;
- ensure compliance with regulatory and Ombudsman expectations; and
- promote learning and service improvement.

2. Legislation or regulatory requirements

2.1 This policy has regard to the following legislation and regulatory requirements:
- Housing Acts 1985, 1988, 1996 and 2004
- Landlord and Tenant Act 1985
- Localism Act 2011
- Equality Act 2010
- Data Protection Act 2018 and UK GDPR
- RSH – Transparency, Influence and Accountability Standard
- Housing Ombudsman Service Complaint Handling Code
- Housing Ombudsman Compensation Guidance

3. Scope

3.1 This policy applies to:
- current tenants, licensees and leaseholders;
- named household members;
- former tenants, licensees and leaseholders, where the complaint relates to an issue that occurred no later than 12 months after the tenancy or lease ended.

4. Definitions:

4.1 **Compensation:** A financial payment made in recognition of service failure, reflecting financial loss, distress and inconvenience, or time and trouble.

4.2 **Service failure:** Where we have failed to provide a service, delivered it outside agreed timescales, or delivered it below an agreed or reasonable standard.

4.3 Examples of service failure are listed below but are not limited to:
- Failure to keep an appointment without providing at least 12 hours notice.
- Failure to reply to, or acknowledge, correspondence within our service standards.
- Repairs not completed within the timescales set out in our service standards or agreed with the resident.

4.4 Financial compensation may reflect:
- financial loss, where evidenced and directly attributable to our service failure;
- distress and inconvenience, taking account of vulnerability, severity and duration;
- time and trouble, where a resident has had to pursue a matter unreasonably due to

4.5 Distress and inconvenience may be caused to the complainant during a service failure; we may recognise this when looking at providing a resolution.

4.6 On occasion, a complainant may have used an excessive amount of their time and trouble in bringing a complaint to us. We will recognise times when complaints have not been handled in line with the timeframes we set in our Complaints Policy.

5. Exclusions

5.1 Compensation will not normally be offered in the following circumstances:

- Loss of earnings or income; whilst we may recognise the associated distress and inconvenience, we will not provide compensation for loss of earnings, wages or holiday entitlement.

- Legal damages, where matters are subject to legal proceedings or damages are being pursued through the courts.

- Insurance claims, where the issue should be addressed through an insurance claim.

- Loss or damage to personal belongings. Residents are responsible for arranging appropriate home contents insurance.

- Repayment of rent, unless required through a legal or regulatory process.

- Loss of opportunity, where a resident claims a missed opportunity or potential benefit that cannot reasonably be evidenced.

- Additional unforeseen costs or avoidable expenses that were not directly caused by our service failure.

- Where no prior notice was given to the landlord, meaning we were not given a reasonable opportunity to resolve the issue.

- Record keeping matters, such as requests for copies of records or documents.

- Requesting a service or making a complaint, including the act of reporting an issue or raising a complaint itself.

- Where access has been unreasonably denied for us to carry out work.

- Damage caused to property that we did not directly cause, for example; a leaking pipe damaging items would be covered under a resident's home contents insurance.

- Loss or damage caused by a resident or a third party that we have not instructed.

- Where there is an insurance or legal claim in process with a court date scheduled.

5.2 These exclusions do not prevent us from considering the individual circumstances of a case where it is reasonable and proportionate to do so.

6. Roles and Responsibilities

6.1 Any staff member who handles a complaint is responsible for identifying service failure, considering appropriate remedies, and applying this policy and the Compensation Procedure.

6.2 The Customer Excellence Manager is responsible for oversight, calibration of awards, monitoring trends, and ensuring consistency.

6.3 The Director of Operations responsible for governance oversight, assurance of proportionality, and monitoring overall compensation expenditure.

6.4 The Customer Experience Committee will monitor performance, outcomes and learning.

6.5 The Board will monitor overall assurance of fairness, compliance and effectiveness.

7. Monitoring, including audit and review

7.1 Compensation outcomes and themes will be monitored regularly to:
- ensure consistency and proportionality;
- identify learning and service improvements; and
- provide assurance to senior management, the Customer Experience Committee and the Board.

7.2 Learning from compensation decisions will be embedded into service improvement activity.

8. Compensation Principles

8.1 **Empowering Staff:** We empower appropriately authorised staff to offer compensation in accordance with this policy and the Compensation Procedure.

8.2 **Without Prejudice:** All offers of compensation are made without prejudice and in recognition of a service failure.

8.3 **Payment Methods:** Compensation will normally be provided by bank transfer or, with the resident's agreement, credited to their rent account.

8.4 **Procedural Guidance:** Detailed guidance on eligibility, payment timelines, thresholds, and internal approvals is set out in the Compensation Procedure.

9. Equality Impact Assessment

9.1 We will apply this policy in line with the Equality Act 2010. Compensation decisions will take account of individual circumstances and vulnerabilities, and reasonable adjustments will be made to ensure residents are not disadvantaged.

9.2 Should a complainant need support to raise concerns, we will consider the request and, where possible, act to aid them by making reasonable adjustments to suit their needs. Some examples of the support we can provide include providing information in alternative formats, adapting our communication method, and allowing more time for a complaint to be brought to our attention.

10. Contacts

10.1 If you have any queries on this policy, please contact the Customer Excellence Manager.

11. References

RELATED EXTERNAL DOCUMENTS	
Reference	**Link to reference**

RELATED INTERNAL DOCUMENTS
Reference
Compensation Procedure
Compensation Form
Complaints Policy
Complaints Procedure

Internal control not for publication:

Policy changes	
Policy version	**Proposed changes**
Compensation Policy	2023 - 2026