

## 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>	Y	We have adopted the definition within our Policy - Section 5.1.5	
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.	Y	We have adopted this practice within our Policy - Section 5.1.5  We seek confirmation of consent for 3 <sup>rd</sup> parties to representative tenants as required by GDPR.	
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	Y	We have adopted this within our Policy - Section 5.19  We have set up regular MRC monitoring meetings and they will also review complaints and service requests to check for quality assurance.	

	recorded, monitored and reviewed regularly.			
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.	Y	We have adopted this within our Policy - Section 5.2.5 We aim to resolve service requests to the tenant's satisfaction without the need for them to raise a 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.	Y	Staff contact tenants who report they are unhappy with services via surveys to discuss the issue and agree a solution.	

## 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	Y	There is an exclusion clause in the Policy - Section 6.2 During 23/24 no complaints received were refused.	
2.2	<p>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:</p> <ul style="list-style-type: none"> <li>• The issue giving rise to the complaint occurred over twelve months ago.</li> <li>• 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.</li> </ul>	Y  Y	<p>There is an exclusion clause in our Policy – Section 6.1</p> <p>A revision to our policy was approved by Board in May 2024 altering the time frame from 6 to 12 months for issues giving rise to a complaint.</p>	

	<ul style="list-style-type: none"> <li>Matters that have previously been considered under the complaints policy.</li> </ul>	Y		
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.	Y	<p>There is an exclusion clause in our Policy – Section 6.1</p> <p>A revision to our policy was approved by Board in May 2024 altering the time frame from 6 to 12 months for issues giving rise to a complaint</p> <p>We would apply discretion when complaints are raised that relate to issues more than 12 months ago. In the last year we have had none.</p>	
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.	Y	We have adopted this within our Policy – Section 6.2	
2.5	Landlords must not take a blanket approach to excluding complaints; they	Y	We consider each complaint and exclusion on its merit and don't take a blanket approach. Our Customer Service Manager has	

	must consider the individual circumstances of each complaint.		an oversight of complaints to ensure this approach is adopted and evidenced. Section 8.2.1 of the policy refers.	
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### 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.	Y	We have adopted this practice within our Policy – Sections 5.1.1 and 5.2.1 and Section 7.9 covers our approach to Reasonable Adjustments. Our policy was EDI Impact Assessed by an external consultant	
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.	Y	Our Complaints Policy covers this at Section 5.2.1. All operational staff have had training on complaint handling and are aware of the importance of complaint management.	
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.	Y	We received 40 complaints in the last year, with 3 moving to stage 2 of our complaints process. We are open to receiving feedback from tenants via complaints, and surveys on our services and we review for lessons learned. Complaints are reviewed	

			regularly and lessons learned discussed at team meetings. Quarterly reporting to Board from April 2024.	
3.4	Landlords must make their complaint policy available in a clear and accessible format for all residents. This will detail the two stage process, what will happen at each stage, and the timeframes for responding. The policy must also be published on the landlord's website.	Y	This is adopted within our Policy – Section 5.1.2 We have 2 stages to complaint handling detailed in our Policy at 5.29 – 5.2.15 The Policy is published on our 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.	Y	This is adopted within our policy at Section 5.1.4 – we update tenants via newsletters, website and our Tenant Quality Panel discuss service improvement. The Housing Ombudsman reference is Section 7. We also state in our complaints correspondence tenants can access the Housing Ombudsman Service at any time.	
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.	Y	We have adopted this practice in our Complaints Policy – Section 5.1.5 We have had Support Workers represent tenants during complaint processes	



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.	Y	This is adopted in our Complaints Policy – Section 5.2.6 We also inform tenants who have accessed our complaints process that they can contact the Housing Ombudsman Service at any time.	
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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.	Y	We are a small association. The Customer Services Manager is the person responsible for logging all communication accurately and following the Policy (Section 3g) The Ops Director reports to Board regularly and is the contact for the Housing Ombudsman including for complaint investigations that have been through our 2 stage process	
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.	Y	The Customer Service Manager co-ordinates responses in conjunction with others in the association to provide robust responses to 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	Y	Staff training was undertaken following the Complaint Handling Code April 2024 being introduced.	

	core service and must be resourced to handle complaints effectively			
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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.	Y	We have one policy for dealing with complaints and all residents are treated equally.	
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.	Y	We have a stage 1 and stage 2 process and remind tenants they can access the Housing Ombudsman Service at any time in our correspondence, and our policy is available on the website.	
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.	Y	We have a stage 1 and stage 2 process and remind tenants they can access the Housing Ombudsman Service at any time in our correspondence.	
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	Y	Any complaints handled by a representative / 3 <sup>rd</sup> party are managed in line with our 2 stage process.	

	expected to go through two complaints processes.			
5.5	Landlords are responsible for ensuring that any third parties handle complaints in line with the Code.	Y	Any complaints handled by a representative / 3 <sup>rd</sup> party are managed in line with our 2 stage process.	
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.	Y	The complaint response includes details of the complaint and the tenant’s desired outcome.	
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.	Y	The complaint acknowledgement includes details of the aspects of the complaint we are responsible for and areas we are not responsible for. If required we signpost tenants to other organisations where we are not responsible (eg complaints re standards of roads/footpaths, bin collections, etc)	
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;	Y	The Customer Services Manager works with others across the association, may visit the tenant at home, to address the	

	<ul style="list-style-type: none"> <li>b. give the resident a fair chance to set out their position;</li> <li>c. take measures to address any actual or perceived conflict of interest; and</li> <li>d. consider all relevant information and evidence carefully.</li> </ul>		complaint in a fair and respectful manner.	
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.	Y	Where a complaint falls outside of the timescales within the Code we ensure the tenant is provided with updates and agree timeframes.	
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.	Y	This is covered in our Complaints Policy at Section 7.9 We record reasonable adjustments so the information is accessible and shapes how we deliver our service. These are reviewed regularly.	
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.	Y	All requests to move to stage 2 of the complaints policy have been accepted.	

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.	Y	We are a small association so are currently using an excel spreadsheet to record our complaint management cases with defined folders for correspondence. In the next 12 months we will explore a new case management system.	
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.	Y	We aim to resolve complaints at the first opportunity and to reach solutions with tenants quickly being mindful of the Housing Ombudsman remedies to make sure an appropriate solution is offered.	
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.	Y	This is covered in our Complaints Policy at Section 7.8. Staff refer to our Unacceptable Behaviour procedure for guidance when dealing with tenants who fall into this category.	
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.	Y	Our Unacceptable Behaviour procedure references proportionality and the provisions of the Equality Act are fully considered.	

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.	Y	We aim to resolve cases at first point of contact. Where complaints are logged at stage 1 we aim to conclude them within 5-10 days taking account of the circumstances, complexities and health needs of the tenant. Where we have got things wrong we apologise, aim to resolve promptly and provide an explanation to the tenant. (Policy Section 5.2.9)	
6.2	Complaints must be acknowledged, defined and logged at stage 1 of the complaints procedure <b><u>within five working days of the complaint being received.</u></b>	Y	We adopt this practice within our Complaints Policy – Section 5.2.9	
6.3	Landlords must issue a full response to stage 1 complaints <b><u>within 10 working days</u></b> of the complaint being acknowledged.	Y	We adopt this practice within our Complaints Policy – Section 5.2.9	
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	Y	We adopt this practice within our Complaints Policy – Section 5.2.10	

	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.			
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.	Y	We inform tenants at all stages that they can contact the Housing Ombudsman Service at any time.	
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.	Y	A response is provided at the earliest opportunity without waiting for works/issues to be completed. We include the next steps and give timescales for completion of actions. The Customer Services Manager is responsible for tracking actions through to completion.	
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.	Y	We address all points in complaints and provide clear reasons for our decision. Where appropriate we reference details of policy, law, and / or good practice.	
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	Y	We consider any relevant complaints and incorporate in to stage 1 of our process where possible. If the stage 1 response has been issued, or issues are unrelated, we log a new complaint.	



	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: <ul style="list-style-type: none"> <li>a. the complaint stage;</li> <li>b. the complaint definition;</li> <li>c. the decision on the complaint;</li> <li>d. the reasons for any decisions made;</li> <li>e. the details of any remedy offered to put things right;</li> <li>f. details of any outstanding actions; and</li> <li>g. details of how to escalate the matter to stage 2 if the individual is not satisfied with the response.</li> </ul>	Y	Each of these stages are incorporated into the correspondence sent to tenants at stage 1 of our process.	

### 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.	Y	In line with the Housing Ombudsman's code and our policy unresolved complaints are escalated to stage 2.	

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.	Y	This practice is adopted within our Complaints Policy – Section 5.2.14	
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.	Y	A full review of the complaint is undertaken at stage 2.	
6.13	The person considering the complaint at stage 2 must not be the same person that considered the complaint at stage 1.	Y	The Chief Executive (or Operations Director in the absence of the CE) review stage 2 complaints. They have had no input to the stage 1.	
6.14	Landlords must issue a final response to the stage 2 <b><u>within 20 working days</u></b> of the complaint being acknowledged.	Y	This practice is adopted within our Complaints Policy – Section 5.2.15	
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.	Y	We would only extend timescales in exceptional circumstances and agree a revised timeframe with the tenant.	

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.		We inform the tenant at every stage they can contact the Housing Ombudsman Service at any time.	
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.	Y	A response is provided at the earliest opportunity without waiting for works/issues to be completed. We include the next steps and give timescales for completion of actions. The Chief Executive or Operations Director is responsible for tracking actions through to completion.	
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.	Y	We address all points in complaints and provide clear reasons for our decision. Where appropriate we reference details of policy, law, and / or good practice.	
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	Y	Each of these stages are incorporated into the correspondence sent to tenants at stage 2 of our process	

	g. details of how to escalate the matter to the Ombudsman Service if the individual remains dissatisfied.			
6.20	Stage 2 is the landlord's final response and must involve all suitable staff members needed to issue such a response.	Y	All relevant staff members are involved in making sure a complete and thorough investigation takes place.	

### Section 7: Putting things right

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
7.1	<p>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:</p> <ul style="list-style-type: none"> <li>• Apologising;</li> <li>• Acknowledging where things have gone wrong;</li> <li>• Providing an explanation, assistance or reasons;</li> <li>• Taking action if there has been delay;</li> <li>• Reconsidering or changing a decision;</li> <li>• Amending a record or adding a correction or addendum;</li> <li>• Providing a financial remedy;</li> </ul>	Y	Responses to complaints are tailored to individual circumstances and include all information to acknowledge where things have gone wrong and provide assurance that changes have been made to improve services.	

	<ul style="list-style-type: none"> <li>Changing policies, procedures or practices.</li> </ul>			
7.2	Any remedy offered must reflect the impact on the resident as a result of any fault identified.	Y	The Housing Ombudsman remedies guidance is used to reflect the impact on the resident where fault is identified.	
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.	Y	Details of the remedy are included in the response to the tenant and followed through to completion.	
7.4	Landlords must take account of the guidance issued by the Ombudsman when deciding on appropriate remedies.	Y	Remedies are offered in line with the guidance issued by the Housing Ombudsman.	

## Section 8: Putting things right

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
8.1	<p>Landlords must produce an annual complaints performance and service improvement report for scrutiny and challenge, which must include:</p> <ul style="list-style-type: none"> <li>a. the annual self-assessment against this Code to ensure their complaint handling policy remains in line with its requirements.</li> <li>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;</li> <li>c. any findings of non-compliance with this Code by the Ombudsman;</li> <li>d. the service improvements made as a result of the learning from complaints;</li> <li>e. any annual report about the landlord's performance from the Ombudsman; and</li> <li>f. any other relevant reports or publications produced by the Ombudsman in relation to the work of the landlord.</li> </ul>	Y	<p>Our self assessment is published and available on our website.</p> <p>Quarterly reporting to Board from April 2024 has been introduced to include findings from complaints, lessons learned, and improvements made to improve service delivery.</p> <p>An annual report is considered by Board, and complaint information is published in our Annual Report to tenants.</p> <p>Our MRC reviews cases on a regular basis.</p>	

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.		This self-assessment and the Board's response to the report will be published on the website.	
8.3	Landlords must also carry out a self-assessment following a significant restructure, merger and/or change in procedures.	Y	We will carry out a self-assessment following any significant changes to ensure ongoing compliance with the code.	
8.4	Landlords may be asked to review and update the self-assessment following an Ombudsman investigation.	Y	We will carry out a review of the self-assessment if requested to do so.	
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.	Y	We will notify the Housing Ombudsman is we are unable to comply with the code.	

## 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.	Y	Lessons learned sessions are held and findings progressed to inc review policies/processes. We also offer training on complaint handling and trauma informed training for staff	
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.	Y	Lessons Learned are recorded and shared with staff so we improve service delivery. MRC oversees this process	
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.	Y	Lessons learned are shared with staff, Board and our Tenant Quality Panel.	
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.	Y	The Operations Director is responsible for reviewing and implementing the Policy.	



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').	Y	MRC appointed from March 2024. Several meetings have been held.	
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.	Y	The MRC meets regularly with the Operations Director to review complaint and receives information on number of cases, complaint handling, review of remedies and reviews recommendations made and implemented. Board will receive quarterly reporting from April 2024.	
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	Y	The MRC meets regularly with the Operations Director to review complaint and receives information on number of cases, complaint handling, review of remedies and reviews recommendations made and implemented. They also attend Ombudsman findings lessons learned sessions. Board will receive quarterly reporting from April 2024	

	<p>complying with orders related to severe maladministration findings; and</p> <p>d. annual complaints performance and service improvement report.</p>			
9.8	<p>Landlords must have a standard objective in relation to complaint handling for all relevant employees or third parties that reflects the need to:</p> <p>a. have a collaborative and co-operative approach towards resolving complaints, working with colleagues across teams and departments;</p> <p>b. take collective responsibility for any shortfalls identified through complaints, rather than blaming others; and</p> <p>c. act within the professional standards for engaging with complaints as set by any relevant professional body.</p>	Y	<p>Operations staff have an objective from this year relating to complaint handling and professionalism.</p>	