

Teachers Housing Association – 2023/2024 – Housing Ombudsman self-assessment against the complaint handling code

Appendix 1: 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	Complaints policy	Our current complaints policy uses the HOS definition.
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	Complaint procedure Staff training material	We have created a complaint procedure document and all relevant staff have been trained in May 2024.
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 Staff training material	The policy reflects this requirement. Staff training took place in May 2024.
1.5	A complaint must be raised when the resident expresses dissatisfaction with the	Yes	Complaint procedure Staff training material	This has been included in our complaint procedure.

	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.			Staff training took place in May 2024.
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	Not applicable	When we carry out satisfaction surveys in the future, we will ensure it is designed in a way that makes this clear to staff.

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	All complaints assessed in line with the complaints policy and only excluded in line with policy criteria.
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"> 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 Staff training notes	<p>The Complaints policy was amended to reflect the 12-month notification period and bring clarity around when a complaint will not be considered as a complaint.</p> <p>Training for relevant staff took place in May 2024.</p>
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	Yes	Complaints policy	<p>The Complaints policy was amended to reflect the 12 months notification period.</p> <p>Training for relevant staff took place in May 2024.</p>

	this time limit where there are good reasons to do so.			
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	Complaint Policy Complaint recording keeping	If a complaint is not accepted, the complainant is provided a reason in writing and a record kept.
2.5	Landlords must not take a blanket approach to excluding complaints; they must consider the individual circumstances of each complaint.	Yes	Complaint record keeping	The individual circumstance of each complaint is considered.

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 Website Newsletters Annual report	Complaint handling information is shared on our website, newsletters and annual report. Copies of these documents can be provided in large print if required. ACTION: Create a reasonable adjustment policy.
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	Complaint records. Complaint procedure. Staff training material.	Staff training took place in May 2024.

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	Complaint records. Complaint quarterly reporting to Board	Complaint information, including numbers, are reported to Board and there is no complaint target to reduce the number of complaints or to disincentive complaints.
3.4	Landlords must make their complaint policy available in a clear and accessible format for all residents. This will detail the two-stage process, what will happen at each stage, and the timeframes for responding. The policy must also be published on the landlord's website.	Yes	Complaints policy approved by Board in October 2022. Website: How to make a complaint .	The 2-stage process is included in the Complaints policy and published on the 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	This is included in the 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	Complaints policy	This is specifically referenced in the 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	Complaints policy Template complaint letters	This is specifically referenced in the Complaints Policy and in complaint response letters.

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	This is part of the role of the Operations Director.
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	Complaints policy	This role is part of the senior management team and has the authority needed to resolve disputes.
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 Complaint procedure Staff training material	All relevant staff received complaint training in May 2024 as well as the complaint policy, complaint procedure and training material.

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	There is only one complaints policy in place.
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 Complaints procedure Training material	All relevant staff received complaint training in May 2024 as well as the complaint policy, complaint procedure and training material.
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	The Complaints policy has two stages only.
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	Third parties adopt the same Complaint handling process.

5.5	Landlords are responsible for ensuring that any third parties handle complaints in line with the Code.	Yes	Complaints record keeping	All complaints are tracked and monitored by the THA allocated investigating officer, even when a third party is involved.
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 Procedure Template letters	Written confirmation is sent to confirm the complainants desired resolution outcome. Staff training completed in May 2024.
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	All complaints are acknowledged in writing and responses aim to make this clear to customers.
5.8	At each stage of the complaints process, complaint handlers must: <ul style="list-style-type: none"> 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	Staff Training Training material	All investigation officers are impartial, and cases are allocated and processed thoroughly. Case outcomes are scrutinised by SMT at stage 1 and SMT respond to complaints at stage 2.

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 Procedure Staff Training Training material	Holding letters are issued with clear timelines with regular resident progress updates.
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	Central record keeping	We record any reasonable adjustments agreed with customers and note any vulnerabilities that should be considered when dealing with complainant.
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 Procedure	Escalation requests are accepted with reasons recorded. All relevant staff received complaint training in May 2024 as well as the complaint policy, complaint procedure and training material.
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	Yes	Case Record keeping Staff training Training manuals	Case communication/ evidence is recorded in a designated case file.

	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 Staff training Training material	All relevant staff received complaint training in May 2024 as well as the complaint policy, complaint procedure and training material.
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 Unacceptable Behaviour policy	Our Complaints Policy refers to our Unacceptable Behaviour policy, which is used to manage unacceptable behaviour from customers and/or their representatives.
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 Unacceptable Behaviour policy	Our Complaints Policy refers to our Unacceptable Behaviour policy, which is used to manage unacceptable behaviour from customers and/or their representatives.

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	Staff training Training material Complaints Procedure	All relevant staff received complaint training in May 2024 as well as the complaint policy, complaint procedure and training material.
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	Complaint record keeping Complaint case files	Our complaint record keeping spread sheet records whether the acknowledgement has been sent on time. We also keep copies of all acknowledgement letters in our case files.
6.3	Landlords must issue a full response to stage 1 complaints <u>within 10 working days</u> of the complaint being acknowledged.	Yes	Complaints Policy Performance information Relevant reporting to the Board	THA policy sets out the HOS timelines. While these have not been consistently met, performance and improvement in this area is closely monitored by the Board on an ongoing basis.

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	Staff training Training material Complaints Procedure	Cases are assessed and extension requests are issued with notice, reasons and timeframe.
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	Template letters Staff training Complaint Procedure	All relevant staff received complaint training in May 2024 as well as the complaint policy, complaint procedure and training material. Template letters have been updated to reflect this requirement.
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	Complaint record keeping (tracker) Staff training Staff training material	Written responses are issued with the prescribed timeframe with follow up actions. Complaints are now monitored in a way to either close them or keep them open until all recorded actions have been completed.
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	Written responses	Complaint responses are scrutinised by a senior manager for quality accuracy and content.

6.8	<p>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.</p>	Yes	<p>Staff training Training material Complaints Procedure</p>	<p>Additional complaints are assessed and recorded appropriately.</p>
6.9	<p>Landlords must confirm the following in writing to the resident at the completion of stage 1 in clear, plain language:</p> <ul style="list-style-type: none"> 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	<p>Template letters Written responses Staff training Training manual</p>	<p>Case communication templates are used for consistency and responses are scrutinised.</p>

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	Complaint record keeping Written responses	Cases are escalated as per the code.
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	Stage 2 data is recorded, and a senior officer allocated to respond. The cases are reported to Board.
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	Written responses	We do not ask residents for an explanation for requesting a stage 2 consideration.
6.13	The person considering the complaint at stage 2 must not be the same person that considered the complaint at stage 1.	Yes	Complaint policy Complaint handling records Procedure	There is a separate case allocation process in place for Stage 2 complaints.

6.14	Landlords must issue a final response to the stage 2 <u>within 20 working days</u> of the complaint being acknowledged.	Yes	Complaints Policy Performance information Relevant reporting to the Board	THA policy sets out the HOS timelines. While these have not been consistently met, performance and improvement in this area is closely monitored by the Board on an ongoing basis.
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	Staff training Training manual Complaint procedure	Cases are assessed and extension requests are issued with notice, reasons and timeframe.
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	Staff training Training manual Complaint procedure	All relevant staff received complaint training in May 2024 as well as the complaint policy, complaint procedure and training material. Template letters have been updated to reflect this requirement.
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	Complaint record keeping (tracker) Staff training Staff training manual	Written responses are issued with the prescribed timeframe with follow up actions. Complaints are now monitored in a way to either close them or keep them open until all recorded actions have been completed.

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	Written responses Staff training Training manual	Complaint responses are scrutinised by a senior manager for quality accuracy and content.
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	Template letters Written responses	Case communication templates are used for consistency and responses are scrutinised.
6.20	Stage 2 is the landlord's final response and must involve all suitable staff members needed to issue such a response.	Yes	Complaint record keeping Written responses	A separate Stage 2 process is in place where senior staff review and respond at Stage 2.

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	Yes	Written responses Staff training	All relevant staff received complaint training in May 2024

	<p>the actions it has already taken, or intends to take, to put things right. These can include:</p> <ul style="list-style-type: none"> • 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. 		Training Manual Complaints Procedure	as well as the complaint policy, complaint procedure and training material.
7.2	Any remedy offered must reflect the impact on the resident as a result of any fault identified.	Yes	Written responses Reporting to Board	All remedial action is agreed and approved by a senior member of staff and appropriate as part of a case resolution. Case outcomes are also reported to Board.
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	Complaint record keeping (tracker) Written responses	A complaint tracker is in place to ensure to monitor all agreed actions until completion and subsequent closure of the complaint.
7.4	Landlords must take account of the guidance issued by the Ombudsman when deciding on appropriate remedies.	Yes	Written responses Reporting to Board Compensation Policy	We use our compensation policy as well as guidance issued by the HOS.

				ACTION: Review complaint policy in 2024/2025.
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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"> 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	<p>Annual complaint handling report to Board Minutes of the above meeting.</p>	<p>We report to the Board at on complaints handling at each meeting.</p> <p>We have produced an annual complaint handling report that was presented to our Board (Operations Task and Finish Group) in May 2024.</p>
8.2	<p>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.</p>	Yes	<p>Annual complaint handling report to Board Website</p>	<p>We have produced an annual complaint handling report that was presented to our Operations Task and Finish</p>

	The governing body's response to the report must be published alongside this.		Extract from Board minutes on the website	Group in May 2024, and will be ratified by our Board in July 2024. The report and the Board's comments will be published on our website before the end of June 2024.
8.3	Landlords must also carry out a self-assessment following a significant restructure, merger and/or change in procedures.	Yes	Not applicable	Not applicable
8.4	Landlords may be asked to review and update the self-assessment following an Ombudsman investigation.	Yes	Not applicable.	Noted.
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	Not applicable.	Noted.

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	Annual report to Board	Service improvement measures are identified, and action put in place to improve service.
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	Annual report to Board Complaints Policy approved by Board in October 2022. Staff training Staff manual Complaints Procedure	We use complaints as a valuable resource to learn about our services, how our customers experience or perceive them to make service improvements.
9.3	Accountability and transparency are also integral to a positive complaint handling culture. Landlords must report back on wider learning and improvements from complaints to stakeholders, such as residents' panels, staff and relevant committees.	Yes	SMT actions MP responses	SMT discuss all MP enquiries to ensure we manage stakeholder relationship and is aware of any customer issues that needs resolution.
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	SMT actions. Complaints policy	The Complaints policy appoints the Operations Director as the senior person accountable for complaints handling and the "responsible officer" in line with the HOS code.

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	Operations Task and Finish Group minutes (May 2024) Email correspondence with Board members (May 2024)	The appointment of an MRC has been agreed in writing by board members. The board member appointment to the role of MRC will be formally ratified at the July 2024 board meeting.
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	Operations Task and Finish Group papers and minutes Board meeting papers and minutes Meetings with the Operations Director (eg 3 June 2024)	The MRC is part of the Operations Task and Finish Group which oversees this self-assessment. The MRC also scrutinise any complaints performance at the Board and has regular meetings with the Operations Director.
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	Operations Task and Finish Group papers and minutes Board papers and minutes	Complaint handling is reported to each Board meeting and also each Task and Finish Group meeting for scrutiny.
9.8	Landlords must have a standard objective in relation to complaint handling for all	Yes	Staff objectives in HR records	Each relevant staff member has been trained and informed that complaint handling is one

	<p>relevant employees or third parties that reflects the need to:</p> <ul style="list-style-type: none">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; andc. act within the professional standards for engaging with complaints as set by any relevant professional body.			<p>of their key objectives. This has been recorded in their HR file.</p>
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