

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
1.2e	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	Complaints Policy section 2.1.2
1.3	A resident does not have to use the word 'complaint' for it to be treated as such. Whenever a resident expresses dissatisfaction landlords must give them the choice to make complaint. A complaint that is submitted via a third party or representative must be handled in line with the landlord's complaints policy.	Yes	Complaints Policy	Complaints Policy section 2.1.2 Regular training delivered to CSC and CRT to ensure they understand the definition of a complaint and how this is to be handled. Complaints Policy Section 4.1.4 and 6.1.8
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	Complaints Policy sections 2.1.2 – 2.1.6 Training delivered to Complaints Team and Customer Services Team.

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		Complaints Policy section 2.1.5
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	All Surveys clearly state that the feedback collected is not considered a complaint. The link to the website on how to make a complaint is encrypted within the survey.	All surveys have the following <i>statement</i> : Thank you for your feedback, if any of your answers/comments relate to an issue you have had with the service you have received, you can raise your concerns via the link below. www.emh.co.uk/housing/contact-us/how-to-make-a-complaint/

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	Complaints Policy sections 2.1.7 – 2.1.8

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	Complaints Policy sections 2.1.7 – 2.1.8
2.3	<p>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.</p>	Yes	Complaints Policy	Complaint Policy section 2.1.8
2.4	<p>If a landlord decides not to accept a complaint, an</p>	Yes	Complaints Policy	Complaints Policy – section 2.1.8

	<p>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.</p>			
2.5	<p>Landlords must not take a blanket approach to excluding complaints; they must consider the individual circumstances of each complaint.</p>	Yes	Complaints Policy	Complaints Policy – section 2.1.8

Section 3: Accessibility and Awareness

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
3.1	<p>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.</p>	Yes	Complaints Policy	<p>Complaints policy section 4.1.2 – 4.1.5 includes a list of all the channels available for residents to make a complaint, which are: Telephone, Myhomeonline, face to face, Email, social media, contacting a local MP or councillor, letter via the post. We are committed to ensuring that no one is at a disadvantage when accessing our complaint process. We will accept reasonable adjustments that support the</p>

				<p>resident to access or services. A few examples include:</p> <ul style="list-style-type: none"> ▶ Large Print Letters ▶ Translation services ▶ Verbal communication <p>through telephone calls or home visits. We have updated our on-line simple complaint process guide to ensure it is more customer friendly and easier to read. An easy read version is also available. Paper copies of these documents will be made available at our sheltered housing and extra care schemes.</p>
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		<p>Sheltered Housing and Extra Care Scheme Staff have a copy of the policy on site which is available to residents on request. Most schemes post the complaints policy on the communal notice board.</p> <p>Updated complaints policy/simple guide to be circulated to staff and residents.</p> <p>By 30 June 2024</p>
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		<p>Complaint volumes monitored and reported weekly to EMT and quarterly to Board. Complaint trends/lessons learned reported and discussed at resident panel meetings.</p>

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 /Simple Complaints Guide published on website	Complaints Policy - section 7.1.1 – 7.1.19
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	Complaints Policy - section: 4.1.3 to 4.1.7
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	Complaints Policy - section: 4.0
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, Process guide and response letters	Complaints Policy - section: 4.0

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	Complaints Policy section 5. Emh have a dedicated complaints team.
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	Complaints Policy - section 6.0.
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	The complaints team has doubled in size in the last two years, and we have invested in training to improve the quality of our complaint handling. All complaint advisors, team leaders and managers have completed 'Learning from complaints' sessions that the HOS facilitated via HQN. Team meetings include regular training and updates. Complaint response letters are quality checked during one to one and learning from complaints is embedded within our stage 2 and Ombudsman complaint review processes. In summer/autumn 2023 external consultants rolled out complaint handling and letter writing training to staff and managers across the business,

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	One single Complaints Policy	
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/Process Guide	We have a 2-stage process. Section 7 of the complaints policy covers the complaint handling stages and timescales.
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 and Process guide	We have a 2-stage process.
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	Complaints Policy - Section 6.

5.5	Landlords are responsible for ensuring that any third parties handle complaints in line with the Code.	Yes		Midland Rural CHC Self-Assessment reviewed.
5.6	When a complaint is logged at Stage 1 or escalated to Stage 2, landlords must set out their understanding of the complaint and the outcomes the resident is seeking. The Code will refer to this as “the complaint definition”. If any aspect of the complaint is unclear, the resident must be asked for clarification.	Yes	Complaints Policy	All complaints and correspondence are logged on and managed on our CRM. Complaints Policy - section 6 outlines our complaint handling principles.
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	Complaints Policy - Section 6
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	Complaints Policy	Complaints Policy - Section 6

5.9	Where a response to a complaint will fall outside the timescales set out in this Code, the landlord must agree with the resident suitable intervals for keeping them informed about their complaint.	Yes	Complaints Policy	Complaints Policy - Section 7
5.10	Landlords must make reasonable adjustments for residents where appropriate under the Equality Act 2010. Landlords must keep a record of any reasonable adjustments agreed, as well as a record of any disabilities a resident has disclosed. Any agreed reasonable adjustments must be kept under active review.	Yes	Complaints Policy	Recording mechanisms in place for disability/vulnerability on our housing system (MRI)
5.11	Landlords must not refuse to escalate a complaint through all stages of the complaints procedure unless it has valid reasons to do so. Landlords must clearly set out these reasons, and they must comply with the provisions set out in section 2 of this Code.	Yes	Complaints Policy	Complaints Policy - Section 2
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	Complaints Policy	All complaints and correspondence are logged and managed on our CRM. Complaints Policy - section 6 outlines our complaint handling principles.

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	Service request issues are dealt with by CSC by offering an apology, an explanation or further follow up actions. If the issue cannot be resolved, it is escalated to a stage one complaint. If any part of the complaint is not resolved to the resident's satisfaction at stage one it is progressed to stage two of our complaint's procedure. Staff are aware of the compensation policy, which can be applied, where appropriate, as a potential remedy.
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		Managed in line with the Acceptable Behaviour 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		Managed in line with the Acceptable Behaviour 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. Landlords must consider factors such as the complexity of the complaint and whether the resident is vulnerable or at risk. Most stage 1 complaints can be resolved promptly, and an explanation, apology or resolution provided to the resident.	Yes		Complaints are reviewed and prioritised each morning according to urgency and vulnerabilities.
6.2	Complaints must be acknowledged, defined and logged at stage 1 of the complaint's procedure <u>within five working days of the complaint being received.</u>	No		We are largely compliant with 6.2. During winter 2024 when weekly complaint volumes increased by 150-200%, we were not always able to acknowledge and log complaints within 5 working days. Temporary staff were put in place to support our efforts to meet provision 6.2. A forthcoming Operation Design within the complaints and customer services teams and provision of additional resource during the seasonal cold period, will ensure compliance with provision 6.2 throughout the whole year.
6.3	Landlords must issue a full response to stage 1 complaints	No		We are largely compliant with 6.3. During the winter months when weekly complaint volumes increase by 200% or

	within 10 working days of the complaint being acknowledged.			more, we were not always able to provide a response within 10 working days. The vast majority of stage 1 complaints were responded to within the customer agreed extension period. Temporary staff were put in place to support our efforts to meet provision 6.3. A forthcoming Operation Design within the complaints and customer services teams and provision of additional resource during the seasonal cold period, will ensure compliance with provision 6.3 throughout the whole year.
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	Complaints Policy	Complaints Policy - Section 7.13-7.14
6.5	When an organisation informs a resident about an extension to these timescales, they must be provided with the contact details of the Ombudsman.	Yes	Complaints Policy	Complaints Policy - Section 7.14
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	Yes		The response letters contain a target date for completion and a clear plan of any outstanding work that needs to be completed. The resident will be updated on timescales for outstanding actions by the relevant

	must still be tracked and actioned promptly with appropriate updates provided to the resident.			department. As part of the complaints survey feedback, works completed is checked.
6.7	Landlords must address all points raised in the complaint definition and provide clear reasons for any decisions, referencing the relevant policy, law and good practice where appropriate.	Yes	Complaints Policy	This is part of the complaints process. All points of the complaint are addressed in the response letter, referencing any policy, law and good practice. Any compensation offered will be broken down into sections of the complaint too.
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	Complaints Policy	Complaints Policy - Section 7.19
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"> a. the complaint stages. 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. 	Yes	Complaints Policy	Complaints Policy - Section 7 Letter templates are used to formulate the response. These areas are mandatory sections within the template.

	<p>f. details of any outstanding actions; and</p> <p>g. details of how to escalate the matter to stage 2 if the individual is not satisfied with the response.</p>			
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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	Complaints Policy	Complaints Policy - Section 7.1.12
6.11	Requests for stage 2 must be acknowledged, defined and logged at stage 2 of the complaint's procedure within five working days of the escalation request being received.	Yes	Complaints Policy	Complaints Policy - Section 7.1.12
6.12	Residents must not be required to explain their reasons for requesting a stage 2 consideration. Landlords are expected to make reasonable efforts to understand why a resident remains unhappy as part of its stage 2 response.	Yes	Complaints Policy	Complaints Policy - Section 7.1.12 and 7.1.19

6.13	The person considering the complaint at stage 2 must not be the same person that considered the complaint at stage 1.	Yes	Complaints Policy	Complaints Policy - Section 7.1.16
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	Complaints Policy - Section 7.1.17
6.15	Landlords must decide whether an extension to this timescale is needed when considering the complexity of the complaint and then inform the resident of the expected timescale for response. Any extension must be no more than 20 working days without good reason, and the reason(s) must be clearly explained to the resident.	Yes	Complaints Policy	Complaints Policy - Section 7.1.7
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	Complaints Policy	Complaints Policy - Section 7.1.18
6.17	A complaint response must be provided to the resident when the answer to the complaint is known, not when the outstanding actions required to address the issue are completed. Outstanding actions must still be tracked and actioned promptly with appropriate updates provided to the resident.	Yes	Complaints Policy	Complaints Policy - Section 7.1.19
6.18	Landlords must address all points raised in the complaint definition	Yes	Complaints Policy	Complaints Policy - Section 7.1.19

	and provide clear reasons for any decisions, referencing the relevant policy, law and good practice where appropriate.			
6.19	Landlords must confirm the following in writing to the resident at the completion of stage 2 in clear, plain language: <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 the Ombudsman Service if the individual remains dissatisfied. 	Yes	Complaints Policy	Complaints Policy - Section 7.1.19
6.20	Stage 2 is the landlord's final response and must involve all suitable staff members needed to issue such a response.	Yes	Complaints Policy	Complaints Policy - Section 7.1.19

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	Yes	Complaints Policy	Complaints Policy - Section 8.0

	<p>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"> • 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. 			
7.2	Any remedy offered must reflect the impact on the resident as a result of any fault identified.	Yes	Complaints Policy	Complaints Policy - Section 8.0
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	Complaints Policy	Complaints Policy - Section 8.0
7.4	Landlords must take account of the guidance issued by the Ombudsman when deciding on appropriate remedies.	Yes	Complaints Policy	Complaints Policy - Section 8.0

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 complaints performance and service improvement report completed and Complaints Policy updated in line with CHC requirements. Documents to be reviewed by Governing body and Member Responsible for Complaints and written response provided.</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.	Yes		Annual Complaints Performance and Service Improvement report to be presented and discussed at June Homes Board. Boards response to annual report will be published on website.
8.3	Landlords must also carry out a self-assessment following a significant restructure, merger and/or change in procedures.	Yes		Last restructure was in October 2021.
8.4	Landlords may be asked to review and update the self-assessment following an Ombudsman investigation.	Yes		
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		

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	Yes		We review all stage 2 and Ombudsman complaint determinations during lessons

	individual complaint and consider whether service improvements can be made as a result of any learning from the complaint.			learned meetings attended by Heads of Service, directors, service managers and complaints team members. The Group agree improvement actions which are monitored and reviewed at future meetings. Stage 1 complaints root causes and lessons learned data is monitored to identify trends and themes and reports provided quarterly to Board.
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		See above.
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		We report weekly and quarterly complaints performance data to the Board, Resident Service Quality Evaluation Group and Resident Influence Committee. This includes reporting on how we have learnt from complaints and changes introduced to drive service improvement.
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	Yes		The Executive Director for Housing is the accountable person for complaint handling.

	potential systemic issues, serious risks, or policies and procedures that require revision.			
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		Resident Complaint Champion appointed Member Responsible for Complaints (MRC).
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		The MRC and governing body a quarterly complaints report prepared by the Head of Quality and Performance. The report is reviewed and discussed at Homes Board.
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		The MRC and governing body receive a quarterly complaints report prepared by the Head of Quality and Performance. The report includes updates on complaint volumes/trends, complaint handling performance indicators, ombudsman determinations, and lessons learned. The MRC and Governing Body will review the Annual Complaint and Service

	<p>b. regular reviews of issues and trends arising from complaint handling;</p> <p>c. regular updates on the outcomes of the Ombudsman's investigations and progress made in complying with orders related to severe maladministration findings; and</p> <p>d. annual complaints performance and service improvement report.</p>			Improvement Report and provide a written response.
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>	Yes		<p>Internal processes ensure a collaborative and cooperative approach to complaint management and resolution across departments.</p> <p>Lessons learned processes ensure a collective approach to reviewing stage 2 and Ombudsman complaints, identifying shortfalls and learning, and agreeing and implementing improvement actions across teams</p>

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