

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	<p>A complaint must be defined as:</p> <p><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></p>	Yes	<p>Section 3.1 of the Company Complaints Management policy contains this definition of a complaint for reference for all colleagues and tenants.</p>	
1.3	<p>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.</p>	Yes	<p>Identification of a complaint is supported by the use of the HOS flowcharts. Additionally, tenants are advised of their right to make a complaint should they be dissatisfied.</p> <p>Section 2.2 of the Company Complaints Management policy references how third-party complaints will be managed.</p>	
1.4	<p>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</p>	Yes	<p>This is set out at Section 3 of the Complaints Management policy and supported by the use of the HOS complaint identification flowcharts.</p> <p>Feedback received by the Complaints Team that is referred as service requests is recorded on the system with the details of</p>	

	be recorded, monitored and reviewed regularly.		the individual to whom the request has been referred.	
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	Staff have been trained on the identification of complaints and informed of the process to raise a complaint. Works are not postponed during the course of an investigation.	
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	Complaint posters containing definitions of complaints and compliments and how to make a complaint are made available to tenants and the process of how to raise a complaint and the subsequent steps are discussed with tenants at forums.	

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	Reasons why we may not manage a request as a complaint are detailed at section 4 of the Complaints Management policy.	
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	Reasons why we may not manage a request as a complaint are detailed at section 4 of the Complaints Management policy and also at section 7.9, which details reasons that a complaint may not be escalated to Stage 2 of the complaints process.	

2.3	Landlords must accept complaints referred to them within 12 months of the issue occurring or the resident becoming aware of the issue, unless they are excluded on other grounds. Landlords must consider whether to apply discretion to accept complaints made outside this time limit where there are good reasons to do so.	Yes	Details are checked to confirm a timeline for the details of the complaint and the policy is followed as required – details of potential exclusions relating to the complaint due to the time period in which it occurred are in section 4.1.3. Decisions to consider a complaint are made by management unconnected to the issue at hand.	
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	Acknowledgement letters are provided to complainants advising of the process in respect of ASB complaints or service requests. This is informed by the guidance at section 4 and section 7.9 of the Complaints Management policy.	
2.5	Landlords must not take a blanket approach to excluding complaints; they must consider the individual circumstances of each complaint.	Yes	Each complaint is considered on its own merit.	

Section 3: Accessibility and Awareness

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
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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 can be made in five different ways with support provided from staff as per section 5 of the Complaints Policy. Where complaints are made about staff an alternative staff member will support the complainant. The complaints poster can be made available in alternate formats when needed, along with further communication methods as identified, as outlined at section 6 of the Complaints Management 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	The Complaints Management policy is made available to all staff to read and accept, and staff are aware of the process to log and report complaints.	
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	Analysis to identify trends and areas for improvement, along with a lessons learned review for each individual complaint is completed. Further, the culture around complaints is one of improvement and not blame and therefore encourages a more positive result	

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	The timeframes are outlined in the Complaints poster and the Complaints Management policy. The policy is available on the website. Section 7 of the policy also provides details of the two stage process.	
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	Sections 9.4 and 10 of the Complaints Management policy advises details will be reported as part of the Self-Assessment process and in the annual report, and the need to have and publish a complaint 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	Accessibility and support for complainants during the complaints process is available and is detailed in section 6 of the Complaints Management 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	This is outlined in the policy, on the Complaints poster and in all letters that are sent to complainants.	

Section 4: Complaint Handling Staff

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
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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	Designated person is identified and made available to all staff.	
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 Officer has access to all staff including remote workers and executive team and Trustees. The process supports objective complaints handling with strict timelines in line with the HOS Complaints Handling Code 2024.	
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	Training has been delivered to all managers on the HOS Complaints Handling Code 2024, what this means, how we comply and the importance of handling complaints effectively.	

Section 5: The Complaint Handling Process

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
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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	The policy applies to all staff and complainants.	Complaints are handled as a form of feedback and do not influence the service received from My Space.
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	Two stage process as outlined in section 7 of the Complaints Management policy and in compliance with the HOS Complaint Handling Code 2024.	
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	Two stage process as outlined in section 7 of the Complaints Management policy and in compliance with the HOS Complaint Handling Code 2024.	
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.	N/A	Complaints are all handled in house.	
5.5	Landlords are responsible for ensuring that any third parties handle complaints in line with the Code.	N/A	Complaints are all handled in house.	
5.6	When a complaint is logged at Stage 1 or escalated to Stage 2, landlords must set out their understanding of	Yes	The details of the complaint and the desired outcome are shared in writing to the complainant to	

	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.		confirm our understanding of the issues to be investigated.	
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	The details of the investigation are outlined in the acknowledgment letters at both stage 1 and stage 2.	
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	The investigation process supports an objective viewpoint with a culture of learning and focus on remedial action with the outcomes agreed to ensure all facets of the complaint are considered and responded to.	
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	Where the timescales are not met, the complainant is contacted to advise of the reasons why and to agree a revised deadline. Written confirmation via email or letter is also provided to this effect. Any revised deadlines are recorded	

			on the complaints system. The reasons for extensions are set out at section 7.8 of the policy.	
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	Our commitment to accessibility and support for complainants is outlined at section 6 of the Complaints Management policy.	
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	Reasons why a complaint would not be escalated are outlined at section 7.9 of the Complaints Management policy.	
5.12	A full record must be kept of the complaint, and the outcomes at each stage. This must include the original complaint and the date received, all correspondence with the resident, correspondence with other parties, and any relevant supporting documentation such as reports or surveys.	Yes	The timeline and all documents and evidence are stored alongside the individual complaint on the company IM system.	
5.13	Landlords must have processes in place to ensure a complaint can be remedied at any stage of its	Yes	The investigation report format supports allocation and completion of remedial actions.	

	complaints process. Landlords must ensure appropriate remedies can be provided at any stage of the complaints process without the need for escalation.		Additionally, any works are not suspended during the course of an investigation so as not to cause any delay for the complainant in having resolution to the problem.	
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	This is referenced at section 7.5 of the Complaints Management policy and actions to address unacceptable behaviour are outlined in the Company Management of Unacceptable 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	Any restrictions are evidence based and in line with the individuals' circumstances, as outlined in the Management of Unacceptable 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	Where an outcome is identified, the response is issued as soon as possible without waiting for the full time allowance to elapse, so as to provide resolution to the complainant at the earliest opportunity.	
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	This is outlined in the Complaints Management policy at section 7.6 and tracked through internal reporting and monitoring processes.	
6.3	Landlords must issue a full response to stage 1 complaints <u>within 10 working days</u> of the complaint being acknowledged.	Yes	This is outlined in the Complaints Management policy at section 7.6 and tracked through internal reporting and monitoring processes.	
6.4	Landlords must decide whether an extension to this timescale is needed when considering the complexity of	Yes	This is outlined in the Complaints Management policy at sections 7.6 and 7.8 and tracked through	

	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.		internal reporting and monitoring processes. Reasons for extensions are provided at the time of communicating the need for one.	
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	The contact details for the Ombudsman are included in all letters. Written confirmation via email or letter is also provided if a complaint is extended to this effect, even if a tenant has been called to discuss this.	
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	The response letters are issued and where there are outstanding remedial actions, these are listed with timescales and the contact details of the responsible team / individual. The tracking report allows ongoing monitoring to completion of all outstanding actions.	
6.7	Landlords must address all points raised in the complaint definition and provide clear reasons for any decisions, referencing the relevant policy, law and good practice where appropriate.	Yes	The letter is formatted to respond to all issues highlighted in the complaint and the report checklist ensures all items are considered and have an outcome.	
6.8	Where residents raise additional complaints during the investigation, these must be incorporated into the stage 1 response if they are related	Yes	We follow the guidance outlined in the HOS flowcharts and raise new complaints where different	

	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.		issues are identified as a 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"> 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	The outcome letters are formatted to include each of these requirements.	

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	Yes	This is outlined in the Complaints Management policy at section 7.7 and tracked through internal	

	stage 2 of the landlord's procedure. Stage 2 is the landlord's final response.		reporting and monitoring processes.	
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	This is outlined in the Complaints Management policy at section 7.7 and tracked through internal reporting and monitoring processes.	
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	This is outlined in the Complaints Management policy at section 7.7.	
6.13	The person considering the complaint at stage 2 must not be the same person that considered the complaint at stage 1.	Yes	This is outlined in the Complaints Management policy at section 7.7.	
6.14	Landlords must issue a final response to the stage 2 <u>within 20 working days</u> of the complaint being acknowledged.	Yes	This is outlined in the Complaints Management policy at section 7.7 and tracked through internal reporting and monitoring processes.	
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	This is outlined in the Complaints Management policy at sections 7.7 and 7.8. Section 7.7.7 states " <i>and a new response date provided which is no longer than 30 working days from the date the escalation was acknowledged.</i> ". This is an internal business decision to try	

			and keep response timescales as short as possible, but with a view to updating this policy to state an additional 10 days (therefore equalling the 20 additional day guidance from the Ombudsman) may be granted at the discretion of the Executive Team should there be a justifiable reason to do so.	
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	The contact details for the Ombudsman are included in all letters. Written confirmation via email or letter is also provided if a complaint is extended to this effect, even if a tenant has been called to discuss this.	
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	The response letters are issued and where there are outstanding remedial actions, these are listed with timescales and the contact details of the responsible team / individual. The tracking report allows ongoing monitoring to completion of all outstanding actions.	
6.18	Landlords must address all points raised in the complaint definition and provide clear reasons for any decisions, referencing the relevant policy, law and good practice where appropriate.	Yes	The letter is formatted to respond to all issues highlighted in the complaint and the report checklist ensures all items are considered and have an outcome.	

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	The outcome letters are formatted to include each of these requirements.	
6.20	Stage 2 is the landlord's final response and must involve all suitable staff members needed to issue such a response.	Yes	This is outlined at section 7.7.8 of the Complaints Management policy.	

Section 7: Putting things right

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
7.1	Where something has gone wrong a landlord must acknowledge this and set out the actions it has already taken, or intends to take, to put things right. These can include: • Apologising;	Yes	Template outcome letters include prompts for this information. This is detailed at section 8 of the Complaints Management policy.	

	<ul style="list-style-type: none"> • 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	<p>Template outcome letters include prompts for this information. This is detailed at section 8 of the Complaints Management policy.</p> <p>The Compensation policy also details remedial actions, including financial compensation, that will be considered based on each individual circumstance.</p>	
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	<p>Template outcome letters include prompts for this information. This is detailed at section 8 of the Complaints Management policy.</p> <p>The Compensation policy also details remedial actions, including financial compensation,</p>	

			that will be considered based on each individual circumstance. Action tracker report monitors actions and issuing of compensation to completion.	
7.4	Landlords must take account of the guidance issued by the Ombudsman when deciding on appropriate remedies.	Yes	As per the Purpose stated in our Complaints Management policy – section 1.5.	

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. 	No		<p>A report of this type has not been produced previously. This report is to be compiled by the new Complaints Officer and executive team to be presented to the new Board of Trustees.</p>
8.2	The annual complaints performance and service improvement report must	No		Report yet to be presented to the Board of Trustees.

	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.			
8.3	Landlords must also carry out a self-assessment following a significant restructure, merger and/or change in procedures.	Yes	Annual self-assessments are completed and are available on the website.	
8.4	Landlords may be asked to review and update the self-assessment following an Ombudsman investigation.	N/A		No request made at this time, but any request would be complied with.
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		No occurrences as yet.

Section 9: Scrutiny & oversight: continuous learning and improvement

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
9.1	Landlords must look beyond the circumstances of the individual complaint and consider whether service improvements can be made as a result of any learning from the complaint.	Yes	Lessons learned factor in the investigation reports for each individual report. Further analysis of and reporting on these lessons will form part of our activity moving forward as part of trend identification and associated action planning and implementation.	
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	The process is positive with a focus on improving standards and learning from issues to implement change where needed.	
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.	No		This activity will commence now that Quality Performance and Project Manager (QPPM) in role. Reports to be compiled and linked to wider feedback sources to provide holistic information on complaints and stakeholder satisfaction.
9.4	Landlords must appoint a suitably senior lead person as accountable for	Yes	Appointment of Quality Performance and Project	

	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.		Manager (QPPM) to oversee assessment of trends and identification and implementation of learnings and process/policy changes.	
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').	No		New Board of Trustees. MRC to be appointed at first 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.	No		New Board of Trustees. MRC to be appointed at first Board meeting.
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;	No		This activity will commence now that Quality Performance and Project Manager (QPPM) in role. New Board of Trustees. MRC to be appointed at first Board meeting.

	<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>			
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>	No		<p>To be determined by MRC and communicated to Complaints Officer, QPPM and staff workforce.</p>