

## Appendix A: Self-assessment form

This self-assessment form should be completed by the complaints officer and it must be reviewed and approved by the landlord's governing body at least annually.

Once approved, landlords must publish the self-assessment as part of the annual complaints performance and service improvement report on their website. The governing body's response to the report must be published alongside this.

Landlords are required to complete the self-assessment in full and support all statements with evidence, with additional commentary as necessary.

We recognise that there may be a small number of circumstances where landlords are unable to meet the requirements, for example, if they do not have a website. In these circumstances, we expect landlords to deliver the intentions of the Code in an alternative way, for example by publishing information in a public area so that it is easily accessible.

## Section 1: Definition of a complaint

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
1.2	A complaint must be defined as: <i>'an expression of dissatisfaction, however made, about the standard of service, actions or lack of action by the landlord, its own staff, or those acting on its behalf, affecting a resident or group of residents.'</i>	Yes	Clause 2.1 in the Complaint policy covers all of these points.	
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 doesn't specify that the word complaint is needed.	Complaints can be submitted by third parties or representatives. Member Enquiries (MEQ) are separate from the complaints process, and if needed a MEQ can become a complaint which would then follow the full complaint policy.
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,	Yes	Complaints policy 6.1 references a service request and noting if this is the first instance of the council being aware.	Contact to the council is reviewed case by case to see if this is the first time the issue was told to the council, and reviewing if it meets the complaint definition. Each case is dealt with accordingly.

	monitored and reviewed regularly.			
1.5	A complaint must be raised when the resident expresses dissatisfaction with the response to their service request, even if the handling of the service request remains ongoing. Landlords must not stop their efforts to address the service request if the resident complains.	Yes	Complaints policy 2.1 'A complaint is an expression of dissatisfaction'	Staff are trained, and regularly reminded to pass on complaints from residents if they receive them directly.
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		This has been shared with necessary services who we know are conducting surveys to ensure this is included, we also have plans to share this in our monthly newsletter to ensure staff are aware of the requirement.

## 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	2.3 complaints corporate 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> <p>1.1 The issue giving rise to the complaint occurred over twelve months ago.</p> <p>1.2 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.</p> <p>1.3 Matters that have previously been considered under the complaints policy.</p>	Yes	2.3 complaints corporate policy	
2.3	Landlords must accept complaints referred to them within 12 months of the	Yes	Appendix A corporate policy	

	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.			
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	2.3 complaints corporate policy	
2.5	Landlords must not take a blanket approach to excluding complaints; they must consider the individual circumstances of each complaint.	Yes	'2 What is a complaint' - corporate complaints policy	Section 2 of the Complaints Policy details – what complaint themes are covered, and what areas are not. Each complaint is reviewed alongside this criteria and proceeded accordingly.

### 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	4.1,4.2,4.3 complaints corporate policy  13.7 Corporate Complaints 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	Section 4 – Corporate complaints policy	Details are listed here about how complaints can be received. All staff are regularly reminded and briefed about the complaints process and how to share complaint details with a centralised team to formally log.
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		The council captures this data for regular performance monitoring as well as to provide on statutory returns.

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	<a href="#">Make a formal complaint   Enfield Council Corporate Complaints Policy (PDF)</a>	
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	<a href="#">Make a formal complaint   Enfield Council Corporate Complaints Policy (PDF)</a>	Also information is included in <a href="#">Council Housing Newsletters</a>
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	5.5 Corporate complaints policy.	This also includes our handling of member enquiries which should be handled under the complaints process.
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	8 Corporate Complaints Policy  Also included on responses (first and final stage)	

## 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	Currently called, 'Place 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		All staff dealing with complaint investigations are trained to follow the Ombudsman's Complaints Handling Code and other necessary statutory, regulatory or ombudsman guidance.
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	Yes	Central training on the Complaints process.  All staff have had training on the complaint process in the past 6 months.	<ul style="list-style-type: none"> <li>• Place Complaints Team</li> <li>• Learning, Feedback &amp; Insight Officer</li> <li>• Customer Service Team (Repairs)</li> </ul>



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### Section 5: The Complaint Handling Process

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
5.1	Landlords must have a single policy in place for dealing with complaints covered by this Code. Residents must not be treated differently if they complain.	Yes	Enfield Corporate Complaints Policy	There are notes that some of the policy may differ alongside the Ombudsman Code to ensure we comply with both regulations.
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	Enfield has a 2 stage complaints process.	
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	Enfield has a 2 stage complaints 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		Enfield work with any third parties to capture their response in the necessary time scales.

5.5	Landlords are responsible for ensuring that any third parties handle complaints in line with the Code.	Yes		<p>Enfield work with all third parties to capture their response in the necessary time scales.</p> <p>In instances of complex cases, we will ensure the resident is notified if there is a need to extend the deadlines, agreeing where necessary as per the Complaints Code.</p>
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	Acknowledgement response includes expectations and understanding of the complaint as part of First and Final stages.	
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	Acknowledgement response includes expectations and outcomes. Which inform the complaint as part of the First and Final stages.	
5.8	At each stage of the complaints process, complaint handlers must: <ul style="list-style-type: none"> <li>a. deal with complaints on their merits, act independently, and have an open mind;</li> </ul>	Yes		All staff dealing with complaint investigations are trained to follow the Ombudsman's Complaints Handling Code

	<ul style="list-style-type: none"> <li>b. give the resident a fair chance to set out their position;</li> <li>c. take measures to address any actual or perceived conflict of interest; and</li> <li>d. consider all relevant information and evidence carefully.</li> </ul>			
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	6.3 Corporate Complaints Policy  - 'we will contact the complainant to let them know of delay and advise when we are able to respond by'	
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	13.6 Corporate Complaints Policy	Resident information is stored on our Housing Management system CX, including vulnerabilities. This would be updated accordingly.
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		The Place complaints team escalate complaints that are unable to be resolved at their current stage as outlined in 6.5 and 6.11, and would not refuse to escalate a complaint unless they had a valid reason to do so.

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	Yes CRM / Verint Database	
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	7.1 and 7.2 remedies outlined	
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	Customer Service Commitment  Unacceptable Behaviours – Including Vexatious 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	Customer Service Commitment  Unacceptable Behaviours – Including Vexatious 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	Place Complaints Team assess complaints early on, and officers are knowledgeable to use a 'high, medium, low risk' indicator on correspondence which navigate the complaint pathway. Also, vulnerability flags are applied on cases within the IT council housing systems.	Officers review cases when they come in on a case-by-case basis. When there is a note of complexities or additional needs these are highlighted to ensure these are prioritised.
6.2	Complaints must be acknowledged, defined and logged at stage 1 of the complaints procedure <b><u>within five working days of the complaint being received.</u></b>	Yes	6.2 Corporate Complaints Policy	
6.3	Landlords must issue a full response to stage 1 complaints <b><u>within 10 working days</u></b> of the complaint being acknowledged.	Yes	6.2 Corporate Complaints Policy	
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	Yes	6.2 Corporate Complaints Policy	

	of the expected timescale for response. Any extension must be no more than 10 working days without good reason, and the reason(s) must be clearly explained to the resident.			
6.5	When an organisation informs a resident about an extension to these timescales, they must be provided with the contact details of the Ombudsman.	Yes		Templates are used for extension requests to ensure compliance with the code.
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		Complaints are responded to as soon as the answer is known. Where follow up action is required this is tracked and the resident is informed and updated.
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		All staff dealing with complaint investigations are trained to follow the Ombudsman's Complaints Handling Code and other necessary statutory, regulatory or ombudsman guidance.
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	Yes	The Place Complaints Team incorporate best practise for customers by assessing whether the new information is part of the	Not specifically featured in the policy but used in best practice. Enfield has agreed to follow all steps of the code as per 6.7

	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.		existing complaint or is a brand-new topic which becomes a new stage 1.	Corporate Complaints Policy
6.9	Landlords must confirm the following in writing to the resident at the completion of stage 1 in clear, plain language: <ul style="list-style-type: none"> <li>a. the complaint stage;</li> <li>b. the complaint definition;</li> <li>c. the decision on the complaint;</li> <li>d. the reasons for any decisions made;</li> <li>e. the details of any remedy offered to put things right;</li> <li>f. details of any outstanding actions; and</li> <li>g. details of how to escalate the matter to stage 2 if the individual is not satisfied with the response.</li> </ul>	Yes	.	Complaints team can provide support in writing in plain English and complaint handling.  Guidance document created to help improve the way we communicate when responding to complaints and templates shared on council's intranet.

### 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	Escalation rights are given in the first and final response.	



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	6.6 Corporate Complaints Policy	
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		Residents are not required to explain their reason for requesting a stage 2 consideration, if they remain unsatisfied following a stage 1 response. At stage 2 we ensure we understand the reason the resident remains unhappy and remedy the issue.
6.13	The person considering the complaint at stage 2 must not be the same person that considered the complaint at stage 1.	Yes	6.5 Corporate Complaints Policy	Stage 2 managed by manager of service.
6.14	Landlords must issue a final response to the stage 2 <b><u>within 20 working days</u></b> of the complaint being acknowledged.	Yes	Enfield Council has updated the stage two process for a response within 20 working days, requesting the additional 10 days if good reason to do so.  6.6 AND 6.7 of the Corporate Complaints Policy – also note Appendix A	As the Council must have only one complaints policy and there are separate regulations from other regulators the council has noted the split for tenancy issues in 6.7 to ensure the necessary timeframes are met. The council has a separate Housing & Regeneration complaints team who action tenancy and leaseholder complaints

				and ensure full compliance with the code.
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	Enfield Council has updated the stage two process for a response within 20 working days, requesting the additional 10 days if good reason to do so.  6.6 and 6.7 of the Corporate Complaints Policy – also note Appendix A	
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		Templates are used for extension requests to ensure compliance with the code.
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 are responded to as soon as the answer is known. Where follow up action is required this is tracked and the resident is informed and updated.
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		All staff dealing with complaint investigations are trained to follow the Ombudsman's Complaints Handling Code
6.19	Landlords must confirm the following in writing to the resident at the completion	Yes	Details of Housing Ombudsman in final stage template.	

	<p>of stage 2 in clear, plain language:</p> <ol style="list-style-type: none"> <li>a. the complaint stage;</li> <li>b. the complaint definition;</li> <li>c. the decision on the complaint;</li> <li>d. the reasons for any decisions made;</li> <li>e. the details of any remedy offered to put things right;</li> <li>f. details of any outstanding actions; and</li> <li>g. details of how to escalate the matter to the Ombudsman Service if the individual remains dissatisfied.</li> </ol>		Breakdown includes the list.	
6.20	Stage 2 is the landlord's final response and must involve all suitable staff members needed to issue such a response.	Yes	Enfield has only a 2 stage process.	

### Section 7: Putting things right

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
7.1	<p>Where something has gone wrong a landlord must acknowledge this and set out the actions it has already taken, or intends to take, to put things right. These can include:</p> <ul style="list-style-type: none"> <li>• Apologising;</li> <li>• Acknowledging where things have gone wrong;</li> </ul>	Yes	7.2 Corporate Complaints Policy	

	<ul style="list-style-type: none"> <li>• Providing an explanation, assistance or reasons;</li> <li>• Taking action if there has been delay;</li> <li>• Reconsidering or changing a decision;</li> <li>• Amending a record or adding a correction or addendum;</li> <li>• Providing a financial remedy;</li> <li>• Changing policies, procedures or practices.</li> </ul>			
7.2	Any remedy offered must reflect the impact on the resident as a result of any fault identified.	Yes	7.2 Corporate Complaints Policy	
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	7.2 Corporate Complaints Policy	
7.4	Landlords must take account of the guidance issued by the Ombudsman when deciding on appropriate remedies.	Yes		All staff dealing with complaint investigations are trained to follow the Ombudsman's Complaints Handling Code and other necessary statutory, regulatory or ombudsman guidance.

## Section 8: Self-assessment, reporting and compliance

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
8.1	<p>Landlords must produce an annual complaints performance and service improvement report for scrutiny and challenge, which must include:</p> <ul style="list-style-type: none"> <li>a. the annual self-assessment against this Code to ensure their complaint handling policy remains in line with its requirements.</li> <li>b. a qualitative and quantitative analysis of the landlord's complaint handling performance. This must also include a summary of the types of complaints the landlord has refused to accept;</li> <li>c. any findings of non-compliance with this Code by the Ombudsman;</li> <li>d. the service improvements made as a result of the learning from complaints;</li> <li>e. any annual report about the landlord's performance from the Ombudsman; and</li> <li>f. any other relevant reports or publications produced by the Ombudsman in relation to the work of the landlord.</li> </ul>	Yes		<ul style="list-style-type: none"> <li>a) Complaints report is created and captured by the service lead and necessary requirements shared with the regulator for the TSMs and any other statutory returns.</li> <li>b) Analysis will be a part of the above report</li> <li>c) Any Ombudsman determinations are shared with senior management and the necessary cabinet officer.</li> <li>d) A service improvement plan is captured each year based of knowledge of the service needs from complaints.</li> <li>e) The Ombudsman report is shared when published (last year this was September / October)</li> <li>f) As and when these are / will be provided</li> </ul>

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	The annual report is published <a href="#">online</a> with key data. The learning from complaints and improvement actions are also shared. To improve response times the Repairs Service have introduced a web form to assist with speed of repair reporting and to improve customer experience.	The report will be shared with Cabinet officers at the necessary council interval and is accessible via the website.
8.3	Landlords must also carry out a self-assessment following a significant restructure, merger and/or change in procedures.	Yes		Enfield will update upon any significant restructure or merger.
8.4	Landlords may be asked to review and update the self-assessment following an Ombudsman investigation.	Yes		Completed April 2024
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		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		Lessons learnt are captured after each complaint.  When complaints arise issues regarding learning are also captured in the moment wherever possible.
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		Lessons learnt are captured after each complaint.  When complaints arise issues regarding learning are also captured in the moment wherever possible. Feeding into performance reviews etc.
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	Report contained as much information as possible. This year there will be more feedback from lessons learnt, staff and service areas as they have been logged.	
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		Business Change Manager leads the complaints team in association with the Service Development &

	potential systemic issues, serious risks, or policies and procedures that require revision.			Improvement Lead.
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		Two Cabinet Members, one who leads on Complaints & one who leads on Housing.
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		Updates are given to the necessary Cabinet members and performance data shared regularly or as and when needed.
9.7	As a minimum, the MRC and the governing body (or equivalent) must receive: <ul style="list-style-type: none"> <li>a. regular updates on the volume, categories and outcomes of complaints, alongside complaint handling performance;</li> <li>b. regular reviews of issues and trends arising from complaint handling;</li> <li>c. regular updates on the outcomes of the Ombudsman's investigations and progress made in complying with orders</li> </ul>	Yes	<p>Monthly KPI data helps track performance related to complaints.</p> <p>Ombudsman findings are shared as necessary alongside annual performance reporting for complaints and Ombudsman cases.</p>	Regular performance reporting is shared with the Members as and when necessary.



	related to severe maladministration findings; and d. annual complaints performance and service improvement report.			
9.8	Landlords must have a standard objective in relation to complaint handling for all relevant employees or third parties that reflects the need to: 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; and c. act within the professional standards for engaging with complaints as set by any relevant professional body.	Yes		Our standard objective is to respond to complaints in a timely manner within the timescales outlined in the Housing Ombudsman Code. We take a collaborative and co-operative approach with a Business Change Manager who leads the complaints team, in association with the Service Development & Improvement Lead and team. Any shortfalls can be identified through learning which is capture in lesson learnt. Our Service Development & Improvement team are continuously looking for ways to improve the complaints process. We work within the professional standards for engaging with complaints as outlined within the Housing Ombudsman code.