

HOS Complaint Handling Code - 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	Complaints Policy	<p>Definition has been adopted in the Complaints Policy to comply with that specified in the Housing Ombudsman’s Complaint Handling Code 2024.</p> <p>3.1 Complaint: we use the Housing Ombudsman definition and define a complaint as an expression of dissatisfaction, however made, about the standard of service, actions or lack of action by the organisation, its own staff, or those acting on its behalf, affecting an individual resident or group of residents.</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</p>	Yes	Complaints Policy	<p>2.2. A resident does not have to use the word complaint for it to be recognised as a complaint</p>

	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.			and for the policy to be applied.
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	<p>The Complaints Policy has a definition of what is considered a service request and not a complaint.</p> <p>3.3. Service Request: These are first time requests from a resident to the landlord requiring action to put something right. This includes a first-time request for service, a complaint about anti-social behaviour or a request for information or explanation. These are not recorded as complaints but will be recorded, monitored and reviewed.</p>
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	Yes	Complaints Policy	Zen, and its agents, will raise a complaint when requested to do so whilst continuing to handle the service request. Whilst an early local resolution of issues may be preferred in some cases, the formal

	the service request if the resident complains.			complaints process is available to anyone who wants to pursue a formal complaint.
1.6	An expression of dissatisfaction with services made through a survey is not defined as a complaint, though wherever possible, the person completing the survey should be made aware of how they can pursue a complaint if they wish to. Where landlords ask for wider feedback about their services, they also must provide details of how residents can complain.	Yes	Complaints Policy	Where negative feedback is received, a representative contacts the complainant within two working days to confirm if they wish to pursue an early local resolution of issue or log a formal complaint as detailed in the Complaints Policy.

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	Our policy confirms that each complaint will be considered on its own merits (10.2 -complaints policy) Reasons for refusal to accept a complaint will be provided and the resident given details of the Housing Ombudsman Service.
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. 	Yes	Complaints Policy	This is outlined in section 4 of Zen's Complaints Policy.

	<ul style="list-style-type: none"> Matters that have previously been considered under the complaints policy. 			
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	Complaints Policy	The policy confirms that complaints will be accepted up to 12 months after the incident or issue occurred, or the resident became aware of it.
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	Complaints Policy	4.2 The policy confirms that a resident will be notified of the reason that a complaint is not accepted and the details of the HOS will be provided.
2.5	Landlords must not take a blanket approach to excluding complaints; they must consider the individual circumstances of each complaint.	Yes	Complaints Policy	10.2 The policy confirms that each complaint will be considered on its own merit.

Section 3: Accessibility and Awareness

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
3.1	Landlords must make it easy for residents to complain by providing different channels through which they can make a complaint. Landlords must consider their duties under the Equality Act 2010 and anticipate the needs and reasonable adjustments of residents who may need to access the complaints process.	Yes	Complaints Policy	Complaints can be made by telephone, email, letter or via the website. Reasonable adjustments will be made for those with protected characteristics.
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	Complaints Policy	5.4 A complaint may be submitted to any member of Zen's staff or managing agents, who will forward the details to the complaints officer.
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	Yes	N/A	The board has not set any targets or KPIs related to the number or volume of complaints.

	sign that residents are unable to complain.			
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	The Complaints Policy has two formal stages. Residents can request a copy of the complaints policy and it can be posted or emailed to them. The policy is also available on Zen's Website.
3.5	The policy must explain how the landlord will publicise details of the complaints policy, including information about the Ombudsman and this Code.	Yes	Complaints Policy	The policy confirms that it will publicise the policy with the details of the Housing Ombudsman on the website
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	3.2 The Complaints Policy states that a third-party representative can act on behalf of a resident with the resident's authorisation.
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	10.9 The policy includes details of the Housing Ombudsman Service. Complaint responses will also include details of the HOS.

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	6.2 The Complaints Policy confirms there is a designated CO.
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	6.1 The Complaints Policy confirms that the CO has access to staff at all levels to facilitate complaint handling.
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	Our commitment to promoting the positive complaints handling culture is stated in our policy as we commit to providing policy briefings and training to staff and third-party agents.

Section 5: The Complaint Handling Process

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
5.1	Landlords must have a single policy in place for dealing with complaints covered by this Code. Residents must not be treated differently if they complain.	Yes	Complaints Policy	A single Complaints Policy is in place.
5.2	The early and local resolution of issues between landlords and residents is key to effective complaint handling. It is not appropriate to have extra named stages (such as 'stage 0' or 'informal complaint') as this causes unnecessary confusion.	Yes	Complaints Policy	Zen Housing operates a two-stage approach to handling complaints. We do give residents the opportunity to have an early resolution option where they just want something put right rather than go through a formal 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	Complaints Policy	There are only two formal complaints stages in the policy.
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	Yes		Complaints through the managing agent will be under this policy and so will not be progressed to another internal process or policy if not resolved.

	expected to go through two complaints processes.			
5.5	Landlords are responsible for ensuring that any third parties handle complaints in line with the Code.	Yes	Complaints Policy	Zen has shared the policy with their managing agent and reporting on compliance with the policy will incorporate the managing agent's complaint handling activity.
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	11.1 This will be checked through sample checking of responses and feedback provided. Trends will be reported to the Board.
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	10.3 The policy specifies issues that Zen will not deal with and that reasons for refusal of a complaint will be provided to the complainant.
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; 	Yes	Complaints Policy	The policy states that residents will be notified of any necessary extensions to timescales, and they will be agreed with the resident.

	<ul style="list-style-type: none"> 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. 			This is also outlined in the duties of CO to act sensitively and fairly.
5.9	Where a response to a complaint will be 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	Extensions will be agreed with the resident and the resident will be kept informed. This will be monitored through the complaint response audit.
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	5.3 Our policy has a stated commitment to make reasonable adjustments to ensure residents can make a complaint
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	Our policy states that if a complaint meets any exclusion criteria – the reasons will be explained to the resident.

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	The policy confirms that the CO is responsible for ensuring all records of a complaint are appropriately stored.
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	The policy confirms that remedies will be offered at any stage of the process and in line with the Housing Ombudsman's guidance.
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	Unreasonable Behaviour Policy	Pinnacle (managing agent) has a policy for dealing with unreasonable behaviour that is applicable for interactions with Zen residents.
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	Unreasonable Behaviour Policy	Pinnacle (managing agent) are aware of their obligations under the Equality Act 2010.

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 Policy	10.7 The policy is aimed at resolving issues quickly. Where the case is more complex, and it requires the full 10 or 20 day timescales (stage 1 and stage 2 respectively) any extension will not exceed the permitted 10 or 20 days.
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	Complaints Policy	10.4 The policy timescale for acknowledgement is a maximum of five working days and performance will be monitored through reporting to the Board.
6.3	Landlords must issue a full response to stage 1 complaints <u>within 10 working days</u> of the complaint being acknowledged.	Yes	Complaints Policy	10.5 The policy timescale for a response is a maximum of ten working days (and possible further 10 for complex cases) and performance will be monitored through reporting to the Board.

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	Any extension is only due to the complexity of the case and agreed with the resident. This will be monitored through the complaints performance reporting to the board.
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	10.7 The policy contains details of the Housing Ombudsman and residents are notified.
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 Policy	The response will be sent when the required information is known. Performance of this will be monitored through reporting to the Board.
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	Monitoring	This will be monitored through quality checking/audit of complaint responses.
6.8	Where residents raise additional complaints during the investigation, these must be incorporated into the stage 1 response if they are related	Yes	Monitoring	This will be monitored through quality checking/audit of complaint cases and responses.

	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.			
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	Monitoring	Compliance with this will be monitored through audits of responses sent.

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	Yes	Complaints Policy	10.6 This is the approach confirmed in the complaints policy and will be monitored

	2 of the landlord's procedure. Stage 2 is the landlord's final response.			through reporting to the Board.
6.11	Requests for stage 2 must be acknowledged, defined and logged at stage 2 of the complaints procedure within five working days of the escalation request being received.	Yes	Complaints Policy	10.6 The five-day acknowledgement timescale is confirmed in the policy. Performance will be monitored through reporting to the Board.
6.12	Residents must not be required to explain their reasons for requesting a stage 2 consideration. Landlords are expected to make reasonable efforts to understand why a resident remains unhappy as part of its stage 2 response.	Yes	Complaints Policy	10.6 When the case goes to the appeals panel, the resident or their representative are given the opportunity to provide additional information which will assist the panel in understanding the full details of the complaint.
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	10.6 Stage 1 is dealt with by the Complaints Officer and stage 2 is dealt with by an appeals panel.
6.14	Landlords must issue a final response to the stage 2 complaint within 20 working days of the complaint being acknowledged.	Yes	Complaints Policy	Required timescale is reflected in the policy.
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,	Yes	Complaints Policy	Maximum of an additional 20 days is specified in the policy and only for complex cases. This will be monitored through complaints reporting to the Board.

	and the reason(s) must be clearly explained to the resident.			
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	10.7 Contact details for the Housing Ombudsman are included in the policy.
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	The response will be sent when the required information is known. Performance of this will be monitored through reporting to the Board.
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	Monitoring	Compliance will be monitored through audits of complaint responses.
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	Yes	Monitoring	Compliance will be monitored through audits of complaint responses.

	g. details of how to escalate the matter to the Ombudsman Service if the individual remains dissatisfied.			
6.20	Stage 2 is the landlord's final response and must involve all suitable staff members needed to issue such a response.	Yes	Complaints Policy	10.6 Stage 2 is a panel comprising non-executive directors of the landlord.

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"> • 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; 	Yes	Complaints Policy	The Complaints Policy confirms that when things go wrong, we will aim to put things right. Appropriate remedies offered will be in line with the HOS guidance. This will be monitored through the complaints reporting to the Board.

	<ul style="list-style-type: none"> 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	The Complaints Policy confirms that when things go wrong we will aim to put things right. Appropriate remedies (including compensation – section 9 of complaints policy) offered will be in line with the HOS guidance. This will be monitored through the complaints reporting to the Board.
7.3	The remedy offer must clearly set out what will happen and by when, in agreement with the resident where appropriate. Any remedy proposed must be followed through to completion.	Yes	Report to Board	This will be monitored through audits of complaints.
7.4	Landlords must take account of the guidance issued by the Ombudsman when deciding on appropriate remedies.	Yes	Complaints Policy	The Complaints Policy confirms that when things go wrong we will aim to put things right. Appropriate remedies offered will be in line with the HOS guidance. This will be monitored through the complaints reporting to the Board.

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"> 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	Report to Board	An annual complaints performance and service improvement report was considered at a board meeting on 26th September 2024.
8.2	The annual complaints performance and service improvement report must	Yes	Report to Board	Zen will publish on its website annual report's

	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.			findings and the board's response will be made available to residents.
8.3	Landlords must also carry out a self-assessment following a significant restructure, merger and/or change in procedures.	Yes	CHC self-assessment	Document will be available, submitted to the HOS and put on the website when it is available.
8.4	Landlords may be asked to review and update the self-assessment following an Ombudsman investigation.	Yes	Reports to Board	This will be overseen by Board who will have sight of any HOS investigation outcomes.
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	Reports to HOS	If Zen is unable to publish on a website and will confirm to HOS along with approximate timescale for compliance. In the meantime, the self-assessment will be provided to residents who request it.

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	Report to Board	Trends and learning from complaints will be provided to the Board for oversight.
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	Report to Board	Reports to the Board will confirm any positive changes made to services as a result of complaints.
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	Annual report	Information will be included in the annual report, newsletters to residents and shared with staff and our managing agent.
9.4	Landlords must appoint a suitably senior lead person as accountable for their complaint handling. This person must assess any themes or trends to identify potential systemic issues, serious risks, or policies and procedures that require revision.	Yes	Complaints Policy Named Complaints Officer	The Complaints Policy requires a named CO.

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	Complaints Policy Named MRC	The Complaints Policy requires a named 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	MRC	The MRC is an independent non-executive director.
9.7	As a minimum, the MRC and the governing body (or equivalent) must receive: a. regular updates on the volume, categories and outcomes of complaints, alongside complaint handling performance; b. regular reviews of issues and trends arising from complaint handling; c. regular updates on the outcomes of the Ombudsman's investigations and progress made in complying with orders related to severe maladministration findings; and	Yes	Reports to Board	Quarterly reports are being implemented in 2024/25.

	d. annual complaints performance and service improvement report.			
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 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	Complaints Policy Reports to Board	This will be demonstrated in the reports to Board to show the approach and collective responsibility for complaints.