Housing Ombudsman Service Complaints Handling Code

Self-Assessment 2025/26

Section 1: Definition of a complaint

Code provision	Code Requirement	Comply: Yes / No	Evidence, Commentary / explanation	Commentary / explanation
1.2	A complaint must be defined as: *'an expression of dissatisfaction, however made, about the standard of service, actions or lack of action by the landlord, its own employees or those acting on its behalf, affecting a resident or group of residents.'*	Yes	Definition of a complaint is included in Section 2 of the Complaints Policy.	The policy was reviewed and updated in June 2025.
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	This is explained in Section 4 of the Complaints Policy.	The policy was reviewed and updated in June 2025.
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	Section 3 of the Complaints Policy defines a service request	The policy was reviewed and updated in June 2025
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	This is explained in Section 3 of the Complaints Policy	The policy was reviewed and updated in June 2025
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	As a small organisation we mostly use online or posted anonymous surveys and publish the results transparently with a commitment to follow up expressions of dissatisfaction raised in the survey responses.	Our Resident Handbook and information on our website explains how residents can make a complaint. All employees are aware of the process so can explain to individual residents who express dissatisfaction with a service.

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	This is explained in Section 3 of the Complaints Policy	All complaints will be accepted unless there is a valid reason not to do so. We will consider the individual circumstances of each complaint before excluding any.
2.2	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: • The issue giving rise to the complaint occurred over 12 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	This is explained in Section 3 of the Complaints Policy	Exclusions are detailed in the 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	This is explained in Section 3 of the Complaints Policy	Complaints over 12 months, will be accepted where there is a justified reason for the delay i.e. ill health, health & safety issues, safeguarding issues or where a customer was unaware of a service failure until it had a detrimental impact. Discretion will be applied when necessary to ensure residents are not unfairly excluded from the complaint process.
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	This is explained in Section 3 of the Complaints Policy	No complaint will be unreasonably refused to be escalated through all stages of the complaints process. Where we decline a complaint, we explain to the resident the reasons why and what action (if any) we will take to resolve their dissatisfaction Where a senior manager decides it is not appropriate to escalate a complaint, a full explanation will be provided to the resident. At this point it will be made clear

				that the response is full and a final response, and the resident will be provided with information about accessing the Housing Ombudsman Service.
2.5	Landlords must not take a blanket approach to excluding complaints; they must consider the individual circumstances of each complaint.	Yes	This is explained in Section 3 of the Complaints Policy.	We will consider the individual circumstances of each complaint.

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	This is explained in Section 4 of the Complaints Policy	A variety of methods are available for residents to complain which are easy to use and accessible. They include, over the telephone, face to face, in writing, email and via our website.
3.2	Residents must be able to raise their complaints in any way and with any employee. All employees must be aware of the complaints process and be able to pass details of the complaint to the appropriate person within the landlord.	Yes	This is explained in Section 4 of the Complaints Policy	
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	We have regular meetings with service areas to track complaint themes, learnings and improvement actions. We produce a quarterly report on complaints performance for our Board of Trustees.	The relative low number of formal complaints is reflective of the size of the organisation and number of properties.
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 Complaints Policy is published on the website and details the two-stage process.	The Complaints Policy is available on website and paper copies on request.

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	This is explained in Section 1 of the Complaints Policy	The Complaints Policy is promoted via our website, resident handbook and resident newsletters.
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	This is explained in Section 4 of the Complaints Policy.	Residents can ask a representative or advocate of their own choice to act on their behalf. Permission will need to be given from the resident to disclose information to their advocate in compliance with data protection requirements before proceeding.
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 explained in Section 7 of the Complaints Policy and on our website Complaints & Compliments - Whiteley Village	

Section 4: Complaint Handling Employees

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	We have a Complaints Officer who oversees all complaints, coordinates responses and provides a single point of contact for residents. We have a Complaints team email inbox and defined responsibilities for logging and responding to complaints.	As a small organisation we do not have a dedicated complaints team.
4.2	The complaints officer must have access to employees 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	The Complaints Officer prioritises complaints and allocates to an appropriate Head of Department to respond to.	All colleagues assist with investigations where necessary.

4.3	Landlords are expected to prioritise complaint handling and a culture of learning from complaints. All relevant employees 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 are investigated thoroughly. Lessons learned from complaints are shared with residents and employees.	We are committed to delivering a transparent, accessible and objective complaint process with the aims of being fair, putting things right and learning from outcomes.

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	The Complaints Policy was updated in June 2025	Just one complaint policy exists, and residents will not be treated differently should they complain.
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	The Complaints Policy was updated in June 2025 with 2 clear stages.	The policy has just two stages.
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	The Complaints Policy was updated in June 2025 with 2 clear stages.	The policy has just two stages.
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	No third parties respond to complaints.	All complaints are dealt with by a member of our team.
5.5	Landlords are responsible for ensuring that any third parties handle complaints in line with the Code.	n/a	Third parties do not respond to complaints.	n/a
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	This is explained in Section 5 of the Complaints Policy.	Where we are unable to contact the resident to understand scope and desired outcome the complaint investigation will continue based on the information available.

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	This is outlined in the complaint response.	
5.8	At each stage of the complaints process, complaint handlers must: 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	Comprehensive complaint responses outline the investigations and considerations.	The investigating officer will have no previous involvement in the case and will conduct and independent, unbiased investigation.
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	Letters are sent to the complainant if extension is needed explaining why and when they will be updated.	If for any reason the complaint cannot be responded within timescales the resident will be informed of this and timescales for updating the resident will be agreed.
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	We are aware of residents and record any disabilities they have disclosed.	Reasonable adjustments in accordance with the Equality Act 2010 will be made where appropriate and recorded on our systems and reviewed 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	This is explained in Section 6 of the Complaints Policy.	Complaints will not be refused unless there is a valid reason. The resident will receive written communication outlining the reason for refusal and will be provided information for the Housing Ombudsman Service.
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	All correspondence is saved.	All complaints are recorded. We capture the stage, dates logged and resolved, correspondence relating to the complaint, outcome, actions and learnings.

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	We use the Housing Ombudsman guidelines to ensure any remedy offered is fair and proportionate. Our Compensation Policy was reviewed in February 2026 and is based on the Housing Ombudsman's guidance on remedies.	We will work with the resident to identify and agree on a desired outcome/ remedy, and we will work towards this regardless of the complaint stage.
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	Unacceptable Behaviour Policy approved by Board June 2025.	Where we have used the policy to manage unacceptable behaviour, we have provided evidence and review dates so the resident is aware of the expectations.
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	Referenced in the Unacceptable Behaviour Policy	The Unacceptable Behaviour Policy takes the Equality Act 2021 into consideration.

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	The Complaints Policy was updated in June 2025. The Complaints tracker records the dates each action was completed.	We are committed to resolving complaints in a timely way.
6.2	Complaints must be acknowledged, defined and logged at stage 1 of the complaints procedure within five working days of the complaint being received.	Yes	The Complaints Policy was updated in June 2025. The complaints tracker can evidence that this is applied in practice.	All complaints will be logged within 5 working days of being received.

6.3	Landlords must issue a full response to stage 1 complaints within 10 working days of the complaint being acknowledged.	Yes	The Complaints Policy was updated in June 2025. The complaints tracker can evidence that this is applied in practice.	We aim to respond to all stage one complaints within 10 working days.
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	Extension letters explain the reasons for the extension.	A Head of Department or higher will authorise any extension request. This will be communicated to the resident and timescales for updating the resident will be agreed.
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 Housing Ombudsman contact details are included in extension letters.	
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 responses clarify outstanding actions and target completion dates. Any delays in completing works are communicated to the resident.	
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	Complaint responses included required detail set out in the Ombudsman Complaint Handling Code.	
6.8	Where residents raise additional complaints during the investigation, these must be incorporated into the stage 1 response if they are related and the stage 1 response has not been issued. Where the stage 1 response has been issued, the new issues are unrelated to the issues already being investigated or it would unreasonably delay the response, the new issues must be logged as a new complaint.	Yes	If residents raise additional complaints during the investigation, where possible we will include these in the stage one response. If new issues are unrelated to the initial complaint, or if responding to these issues would cause an unreasonable delay to the response, we will log the new issues 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:	Yes	Complaint responses include these details.	

	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.			

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	The Complaints Policy was updated in June 2025.	If all or part of the complaint is not resolved to the resident's satisfaction, the complaint will be escalated to stage 2, the final stage. The resident does not need to explain their reason for requesting a stage 2. We will make all efforts to understand why the resident remains unhappy.
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	The Complaints Policy was updated in June 2025. The complaints tracker can evidence that this is applied in practice.	All complaints will be logged within 5 working days of being received.
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 explained in Section 6 of the Complaints Policy.	The resident does not need to explain their reason for requesting a stage 2. We will always attempt to speak to residents directly to ensure we understand the reasons for their continued dissatisfaction and what resolution they are seeking.
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 explained in Section 6 of the Complaints Policy.	
6.14	Landlords must issue a final response to the stage 2 within 20 working days of the complaint being acknowledged.	Yes	This is explained in Section 6 of the Complaints Policy and the	Stage two responses will be issued within 20 working days.

			complaints tracker can evidence that this is applied in practice.	
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 explained in Section 6 of the Complaints Policy.	A Head of Department or higher will authorise any extension request. This will be communicated to the resident and timescales for updating the customer will be agreed
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 Ombudsman contact details are included in extension letters.	
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 responses clarify outstanding actions and target completion dates. Any delays in completing works are communicated to the resident.	
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	Complaint responses included required detail set out in the Housing Ombudsman Complaint Handling Code.	
6.19	Landlords must confirm the following in writing to the resident at the completion of stage 2 in clear, plain language: h. the complaint stage; i. the complaint definition; j. the decision on the complaint; k. the reasons for any decisions made; l. the details of any remedy offered to put things right; m. details of any outstanding actions; and n. details of how to escalate the matter to the Ombudsman Service if the individual remains dissatisfied.	Yes	This is explained in Section 6 of the Complaints Policy. Complaint responses include these details.	
6.20	Stage 2 is the landlord's final response and must involve all suitable employees needed to issue such a response.	Yes	This is explained in Section 6 of the Complaints 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; • 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.	Yes	The Complaints Policy was updated in June 2025.	
7.2	Any remedy offered must reflect the impact on the resident as a result of any fault identified.	Yes	We use the Housing Ombudsman guidelines to ensure any remedy offered is fair and proportionate. Our Compensation Policy was reviewed in February 2026 and is based on the Housing Ombudsman's guidance on remedies.	We will work with the resident to identify and agree on a desired outcome/ remedy.
7.3	The remedy offer must clearly set out what will happen and by when, in agreement with the resident where appropriate. Any remedy proposed must be followed through to completion.	Yes	Complaint responses outline the remedy offered. All actions are tracked by the Head of Housing to ensure they are followed through to completion.	
7.4	Landlords must take account of the guidance issued by the Ombudsman when deciding on appropriate remedies.	Yes	We use the Housing Ombudsman guidelines to ensure any remedy offered is fair and proportionate.	We will work with the resident to identify and agree on a desired outcome/ remedy.

Section 8: Self-assessment, reporting and compliance

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
8.1	Landlords must produce an annual complaints performance and service improvement report for scrutiny and challenge, which must include: o. the annual self-assessment against this Code to ensure their complaint handling policy remains in line with its requirements. p. 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; q. any findings of non-compliance with this Code by the Ombudsman; r. the service improvements made as a result of the learning from complaints; s. any annual report about the landlord's performance from the Ombudsman; and t. any other relevant reports or publications produced by the Ombudsman in relation to the work of the landlord.	Yes	Annual Complaints Performance Report is published on the website.	
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 Board receive a quarterly update on complaints performance and lessons learned and approve the annual report before it is published on the website.	
8.3	Landlords must also carry out a self-assessment following a significant restructure, merger and/or change in procedures.	Yes	The Complaints Policy and process was updated when the Trust became a Registered Provider.	
8.4	Landlords may be asked to review and update the self-assessment following an Ombudsman investigation.	Yes	No Housing Ombudsman investigations or reports to date.	
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	Yes	The Business Continuity plan / Incident Management Plan was updated in May 2026 and includes	The Ombudsman will be informed in the event we are unable to comply with the Code. This information will also be shared with affected residents and

	website Landlords must provide a timescale for returning to compliance with the Code.		notifying the Housing Ombudsman if a significant event occurs.	published on our website and will include timescales.

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	Heads of Departments and Leadership Team review complaints monthly and discuss any themes, learning and improvements, We produce a quarterly report on complaints performance for our Board of Trustees. Lessons learned published in the annual report and in individual responses to complaints.	
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	Heads of Departments and Leadership Team review complaints monthly and discuss any themes, learning and improvements, We produce a quarterly report on complaints performance for our Board of Trustees. Lessons learned published in the annual report and in individual responses to 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, employees and relevant committees.	Yes	Heads of Departments and Leadership Team review complaints monthly and discuss any themes, learning and improvements, We produce a quarterly report on complaints performance for our Board of Trustees.	
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	Yes	The Director of Operations job description.	The Director of Operations has overall responsibility for complaint handling.

	issues, serious risks, or policies and procedures that require revision.			
9.5	In addition to this a member of the governing body (or equivalent) must be appointed to have lead responsibility for complaints to support a positive complaint handling culture. This person is referred to as the Member Responsible for Complaints ('the MRC').	Yes	The MRC is Carol Morris, a Trustee, who sits on the Resident Experience & Community Committee as well the Main Board.	
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 employees to perform this role and report on their findings.	Yes	We produce a quarterly report on complaints performance for our Board of Trustees. Lessons learned are published in the annual report and in individual responses to complaints.	
9.7	As a minimum, the MRC and the governing body (or equivalent) must receive: u. regular updates on the volume, categories and outcomes of complaints, alongside complaint handling performance; v. regular reviews of issues and trends arising from complaint handling; w. regular updates on the outcomes of the Ombudsman's investigations and progress made in complying with orders related to severe maladministration findings; and x. annual complaints performance and service improvement report.	Yes	We produce a quarterly report on complaints performance for our Board of Trustees. Lessons learned are published in the annual report and in individual responses to complaints.	
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: y. 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	We are committed to delivering a positive complaints culture where complaints are viewed as opportunities to learn and improve the quality of our services. Complaints are investigated in collaboration with Team Leaders, Managers, Heads of Departments and Directors	We work in collaboration to identify learnings and drive service improvements identified through complaints in accordance with professional standards set by relevant professional bodies.