

Appendix A: Self-assessment form

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

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

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

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

Section 1: Definition of a complaint

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
1.2	<p>A complaint must be defined as:</p> <p><i>‘an expression of dissatisfaction, however made, about the standard of service, actions or lack of action by the landlord, its own staff, or those acting on its behalf, affecting a resident or group of residents.’</i></p>	Yes	<p>Policy 2.9</p> <p>Procedure 6.2</p>	We have adopted the Ombudsman’s complaint definition.
1.3	<p>A resident does not have to use the word ‘complaint’ for it to be treated as such. Whenever a resident expresses dissatisfaction landlords must give them the choice to make</p>	Yes	<p>Policy Section 3 Principles</p> <p>CRM System functionality to record 3rd Party complaints</p> <p>Procedure 6.2</p>	

	complaint. A complaint that is submitted via a third party or representative must be handled in line with the landlord's complaints 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	Yes	Policy 3.2 Procedure 6.2 E-Learning to be launched in September 2025	

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	recorded, monitored and reviewed regularly.			
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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	Policy 3.2 Procedure 6.2	
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	Yes	Customer experience survey	<p><i>Thank you for your time today.</i></p> <p><i>For more information on Riverside's complaints process all details can be found on Riverside's customer feedback page. You can also find information about the Housing Ombudsman service on their website.</i></p> <p><i>Finally, I would just like to confirm that this survey has been carried out under IFF instructions and within the rules of the MRS code of conduct. Thank you very much for your help today.</i></p>

	residents can complain.			
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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	Yes	Refusal to accept complaint template letter and supporting Guidance Functionality in CRM system to record Policy 3.16 Procedure 6.6	Every complaint is considered on the individual circumstances. If a complaint is refused a detailed explanation will be provided.

	considered on its own merits			
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	Policy Section 2 – Scope Procedure 2.4	Reasons for not accepting a complaint are set out in both the Policy. These reasons include issues over 12 months old, the matter is linked to a legal or enforcement action, or the matter has already been fully considered through our complaints process, the courts or another legal process.

	<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	Policy Section 2 - Scope Procedure 2.4	Refer to 2.2
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	Yes	Exclusions set out in Section 2 of Policy Document Refusal Guidance set out in Policy 3.16 Procedure 6.6	A detailed explanation will be provided if a complaint is not accepted and will include the advice that they have the right to take their issue to the Ombudsman. This is recorded and captured on our CRM Salesforce.

	Ombudsman may tell the landlord to take on the complaint.			
2.5	Landlords must not take a blanket approach to excluding complaints; they must consider the individual circumstances of each complaint.	Yes	Policy – Section 3 Principles	

Section 3: Accessibility and Awareness

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
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3.1	Landlords must make it easy for residents to complain by providing different channels through which they can make a complaint. Landlords must consider their duties under the Equality Act 2010 and anticipate the needs and reasonable adjustments of residents who may need to access the complaints process.	Yes	Email Social Media Face to Face Telephone Live Chat	Advice on how to make a complaint is regularly promoted and a wide number of communication channels available to do so. We have added a field to our process on our CRM system so any reasonable adjustments can be identified and recorded as part of registering a complaint.
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	E- Learning Module / Salesforce Training Scripts. Policy and Procedure.	A complaint can be made to any member of staff who are able to take the details of a complaint.
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	Evidence is complaint volumes and refusal volumes	Riverside recorded 8124 complaints 2024/2025

	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	Yes	Complaints Policy Website (Link here) Customer Complaint Letters	Complaint Policy is available in a clear and accessible format from our website along with an overview of the process.

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	will happen at each stage, and the timeframes for responding. The policy must also be published on the landlord'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	Policy 3.8	The Complaints Policy is available on the website. The Ombudsman's details are publicised, including how we monitor complaints and information on the Complaint Handling Code Self-assessment
3.6	Landlords must give residents the opportunity to have a representative deal with their complaint on their behalf, and to be	Yes	Policy 2.4 Scope Procedure 2.4 (Also see 1.3)	We accept complaints from representatives who can, with the person's authorisation, act on their behalf.

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	represented or accompanied at any meeting with the landlord.			
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 and Procedure Website Customer Complaint letters all stages	All documents, including complaint related letters, and the website provide information on resident's right to access and engage with the Ombudsman at any point in the complaint process.

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	Head of Complaints	

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		
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	Ongoing Training completed June 2025 in line with integration E- Learning roll out starting September 2025	Colleagues managing complaints must undertake the Ombudsman's Dispute Resolution Training E-learning modules. Complaints are viewed as a core operational service The quality assurance framework is now in place to ensure our training is effective and we are compliant against the code but also have the right skills to provide excellent customer service.

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 2025	
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	We do not have an informal stage	
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 – 2 stage process	

5.4	Where a landlord's complaint response is handled by a third party (e.g. a contractor or independent adjudicator) at any stage, it must form part of the two stage complaints process set out in this Code. Residents must not be	Yes	Complaints Policy 3.7	Third party contractors are not responsible for handling complaints but for supporting investigations following a complaint. Overall ownership remains with Riverside ensuring all aspects of the complaint is responded to This also includes Evolve Facility Services part of the Riverside Group.
	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	Refer to 5.4
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	Procedure 6.5 E – Learning CSC Training Customer Complaint letters	

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	As above	
5.8	At each stage of the complaints process, complaint handlers must: a. deal with complaints on their merits, act independently, and b. have an open mind; c. give the resident a fair chance to set out their position; d. take measures to address any actual or perceived conflict of interest; and	Yes	Guidance included in Complaint Template letters Complaint Training Materials Policy – Principles Procedure 6.4	
	d. consider all relevant information and evidence carefully.			

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	Procedure – Section 6 Procedure content	
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.	Partially	<p>We have undertaken research to understand good practice from across the sector and in other sectors providing services to customers, including organisations that have been rated C1 from the Regulator</p> <p>We have held workshops with ED&I colleague groups to understand good practice and gaps in our current service offer and with colleagues from across all business streams and central services, including those not generally seen as customer-facing but who interact with customers on an infrequent basis, to understand local variation, current workarounds in place, and systems used to record data.</p>	

			<p>We conducted analysis of comments and themes from the Customer Experience Perception and Annual Supported Housing Surveys and commissioned a bespoke customer research survey to understand any barriers to accessing our services and other good practice they have experienced from other organisations.</p> <p>We have met with involved customers from our scrutiny panel and the Tenants and Residents Influence Panel (TRIP) and have now set up a Reasonable Adjustments Co-Creation Group with customer representatives to develop a customer-friendly version of the Policy and to assist with the development of the training, bringing the Policy to life with customer stories. A specific colleague training plan is also in development in partnership with Learning and Development.</p>	
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			<p>We have completed an initial discovery project to understand the systems and resource requirements to deliver the solution that will enable us to consistently record diverse needs, which includes the data framework and reporting requirements. We have had approval for the business case and are awaiting confirmation of scheduling for this work, which is expected to take 26-weeks to deliver.</p> <p>A communications plan is also in development that will detail how we will communicate with customers and colleagues throughout this process.</p>	
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	<p>Complaints Policy 3.15</p> <p>Procedure 6.16</p>	

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	Yes	Salesforce (CRM) Case Management	
	any relevant supporting documentation such as reports or surveys.			
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 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	Unacceptable Behaviour - Procedure 2024	
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	Unacceptable Behaviour Procedure - Section 5.7 EIA	

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	RAG Assessment by New Triage team	
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>	No	Policy 3.10 Procedure Section 6	Our process is compliant and aligned to the code and this is evidenced in our policy. However, we cannot demonstrate compliance operationally

6.3	Landlords must issue a full response to stage 1 complaints <u>within 10 working days</u> of the complaint being acknowledged.	No	Policy 3.11 Procedure Section 6	Our process is compliant and aligned to the code and this is evidenced in our policy. However, we cannot demonstrate compliance operationally
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	No	Policy 3.11 Procedure Section 6	Our process is compliant and aligned to the code and this is evidenced in our policy. However, we cannot demonstrate compliance operationally Our CRM system can record volumes of complaints where an extension has been applied
	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	Policy 3.11 Procedure Section 6 Complaints Training/ Guidance Materials Functionality within CRM	

			Extension letter to customer	
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	Policy 3.13 Procedure Section 6 Functionality within Salesforce – (Resolution – not closed stage)	
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	Guidance in Template Letters	
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	Yes	Complaints Policy 3.12 Procedure Section 6	
	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	Complaint Training Guides Complaint Template Letters	All complaint responses are provided in clear and plain language using the Ombudsman's templates. They include all the points listed.
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Stage 2

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
6.10	If all or part of the complaint is not resolved to the resident's satisfaction at stage 1, it must be progressed to stage 2 of the landlord's procedure. Stage 2 is the landlord's final response.	Yes	Policy 3.14 Procedure Section 6 Complaint Training Materials CRM System functionality	
6.11	Requests for stage 2 must be acknowledged, defined and logged at stage 2 of the complaints procedure	No	Complaint Policy 3.17 Procedure Section 6	Our process is compliant and aligned to the code and this is evidenced in our policy. However, we cannot

				demonstrate compliance operationally
	within five working days of the escalation request 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	Complaint Policy 3.14 Procedure Section 6	
6.13	The person considering the complaint at stage 2 must not be the same person that considered the complaint at stage 1.	Yes	Complaint Policy 3.17 Procedure Section 6	
6.14	Landlords must issue a final response to the stage 2 <u>within 20 working days</u> of the complaint being acknowledged.	No	Complaint Policy 3.18 Procedure Section 6	Our process is compliant and aligned to the code and this is evidenced in our policy. However, we cannot demonstrate compliance operationally

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.	No	Complaint Policy 3.18 Procedure Section 6	Our process is compliant and aligned to the code and this is evidenced in our policy. However, we cannot demonstrate compliance operationally Our CRM system is able to record volumes of complaints where an extension has been applied
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	Procedure Section 6 Complaints Training/ Guidance Materials Functionality within CRM Extension letter to customer	
6.17	A complaint response must be provided to the resident when the answer to the complaint is known, not when the	Yes	Functionality within Salesforce – (Resolution – not closed stage) E- Learning Module Policy 3.13 Procedure 6.11	
	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.			

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 Training Materials Complaint Template Letters	
6.19	Landlords must confirm the following in writing to the resident at the completion of stage 2 in clear, plain language: <ul style="list-style-type: none"> a. the complaint stage; b. the complaint definition; c. the decision on the complaint; d. the reasons for any decisions made; e. the details of any remedy offered to put things right; f. details of any outstanding actions; and g. details of how to escalate the matter to the Ombudsman Service if the individual remains dissatisfied. 	Yes	Complaint Training Guides Complaint Template Letters	All complaint responses are provided in clear and plain language using the Ombudsman's templates. They include all the points listed.
6.20	Stage 2 is the landlord's final response and must involve all suitable staff members needed to issue such a response.	Yes	Dedicated Stage 2 Complaint Handlers have autonomy to involve any colleagues required	

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; • Changing policies, procedures or practices. 	Yes	Complaints Policy 3.22 – 3.25 Compensation Policy	<p>Our approach towards handling customer complaints is designed to promote a positive complaint handling culture.</p> <p>Complaints are acknowledged, apologies and redress offered, and learnings used to improve out service delivery.</p>
7.2	Any remedy offered must reflect the impact on the resident as a result of any fault identified.	Yes	As Above	

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	As Above	
7.4	Landlords must take account of the guidance issued by the Ombudsman when deciding on appropriate remedies.	Yes	As Above	

Section 8: Putting things right

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
8.1	<p>Landlords must produce an annual complaints performance and service improvement report for scrutiny and challenge, which must include:</p> <ul style="list-style-type: none"> a. the annual self-assessment against this Code to ensure their complaint handling policy remains in line with its requirements. b. a qualitative and quantitative analysis of the landlord's complaint handling performance. This must also include a summary of the types of complaints the landlord has refused to accept; c. any findings of non-compliance with this Code by the Ombudsman; d. the service improvements made as a result of the learning from complaints; e. any annual report about the landlord's performance from the Ombudsman; and f. any other relevant reports or publications produced by the Ombudsman in relation to the work of the landlord. 	Yes	We will publish 2024/2025 by 30 th September 2025 and will submit to HOS	

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	As Above	
8.3	Landlords must also carry out a self-assessment following a significant restructure, merger and/or change in procedures.	Yes	As Above	
8.4	Landlords may be asked to review and update the self-assessment following an Ombudsman investigation.	Yes	If required	
8.5	If a landlord is unable to comply with the Code due to exceptional circumstances, such as a cyber incident, they must inform the Ombudsman, provide information to residents who may be affected, and publish this on their website Landlords must provide a timescale for returning to compliance with the Code.	Yes		

Section 9: Scrutiny & oversight: continuous learning and improvement

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
9.1	Landlords must look beyond the circumstances of the individual complaint and consider whether service improvements can be made as a result of any learning from the complaint.	Yes	Evidence through reporting of Continuous Learning The new role of Complaints Insight Lead will strengthen this area and focus on improvements from learnings. This role will also be supported by the newly formed Continuous Improvement function within the Quality and Improvement Team.	
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	Continuous Learning and Improvement section in Policy Sections 3.30 to 3.34	
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	As Above	

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 Officer – Head of Complaints	
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	MRC is Chair of Customer Experience Committee Policy 3.34	
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		

9.7	<p>As a minimum, the MRC and the governing body (or equivalent) must receive:</p> <ul style="list-style-type: none"> 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	<p>CEC / Board reports</p> <p>Quarterly reports ED</p> <p>6 monthly CEC / Board Reports</p>	
	d. annual complaints performance and service improvement report.	Yes		
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> <ul style="list-style-type: none"> 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 	Yes	<p>Complaint Satisfaction is part of our strategic objectives for 25/26 within the Customer pillar, including Improve end to end complaint management to deliver an improved customer experience, minimising escalation through the stages and achieving compliance with the HOS Code</p>	

	c. act within the professional standards for engaging with complaints as set by any relevant professional body			
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