Appendix A: Self-assessment form

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

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

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

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

Section 1: Definition of a complaint

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
1.2	A complaint must be defined as: *'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.'*	Yes	Our shared Complaints Policy training brief mirrors THO complaint definition. This is also referred to within our complaints policy *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* – Refresher training with complaint handlers held on 08/09, and held with the whole company via our Market Place monthly meeting on 24/09. Provided to all complaint handlers and is available on intranet to review. Part of our regular training program and induction program.	
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	Yes	This matter is addressed in our Complaints Policy training brief. Refresher training with	

	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.		leadership team held on 08/09, and held with the whole company via our Market Place monthly meeting on 24/09.	
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	Barnes Fund and RLHA complaints policies differentiate between a request and an expression of dissatisfaction. Refresher training with leadership team held on 08/09, and held with the whole company via our Market Place monthly meeting on 24/09.	
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	RLHA complaints training brief clarifies that service requests will still be addressed while a complaint process is being followed. Refresher training with leadership team held on 08/09, and held with the whole company via RLHA Market Place monthly meeting on 24/09.	
1.6	An expression of dissatisfaction with services made through a survey is not defined as a	Yes	Now in RLHA standard survey covering letter.	*We will utilise feedback obtained from surveys to enhance our*

	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.			*services. If you wish to escalate any concerns as a formal complaint, please visit our website to access our complaints policy or contact us at customerservices@elmgroup.org.uk Kindly note that complaints cannot remain anonymous due to the requirements of the investigation process; however, survey responses will continue to be treated anonymously.*

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	Detailed in complaints procedure where it is/isn't appropriate. Mentioned in refresher training with complaint handlers held 08/09	
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 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	The complaints policy details the procedure, supported by the Training Brief.	

	• 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	RLHA and Barnes Fund complaints policies allows individuals to raise a complaint without any time restrictions, we use our discretion about time scales when complaints are raised, and it is very rare that we would exclude complaints on this basis.	
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	The complaints policy details the procedure, supported by the Training Brief. Mentioned in refresher training with complaint handlers on 08/09	
2.5	Landlords must not take a blanket approach to excluding complaints; they must consider the individual circumstances of each complaint.	Yes	This is referred to in our Complaints Policy and training brief.	This is included in the RLHA mission statement “to treat everybody as an individual”.

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 referred to in our Complaints Policies and training brief. Refresher training with leadership team held on 08/09, and held with the whole company via our Market Place monthly meeting on 24/09.	Residents may make a complaint to a number of channels, verbally to on-site staff, via email, via post, or via telephone.
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	As above	As above

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	Although we have not had any complaints for Walsingham Lodge this year, we do also receive feedback via customer focus surveys. Visibility of on-site staff helps to resolve issues before they escalate to a formal complaint.	
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	Available on the Barnes Fund Website, RLHA complaints policy available on ELM Group website. Available in different formats on request by reaching out to RLHA/ELM customer services.	TBF-WLT-Complaints-Policy-agreed-May-2025.pdf How+to+complain+RLHA+reviewed+May+2026.pdf
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	Evidenced on our website, and through a call/email to head office or speaking with on-site staff.	Updated complaints policy is evidenced via Barnes Fund and RLHA/ELM websites.
3.6	Landlords must give residents the opportunity to	Yes	This is referred to in our Complaints	

	have a representative deal with their complaint on their behalf, and to be represented or accompanied at any meeting with the landlord.		Policy and training brief	
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 included on our websites within the complaints policies.	

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 Customer Experience – referenced in RLHA complaints policy. Residents are directed to the Housing Services Officer as a first step, and then the Customer Services team inbox or Area Manager if the HSO is unavailable, for it to then be overseen by the Head of Customer Experience and allocated to a complaint handler.	
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	This is included in the job description.	
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	This is referred to in our Complaints Policy and training brief. Refresher training with leadership team held on 08/09, and held with the whole company via our Market Place monthly meeting on 24/09.	We value feedback even when negative, as it helps us improve our services and identify areas.

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	This is referred to in our Complaints Policy, and referenced in refresher training with leadership team held on 08/09, and held with the whole company via our Market Place monthly meeting on 24/09.	
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	As last, referenced in refresher training with leadership team held on 08/09, and held with the whole company via our Market Place monthly meeting on 24/09.	
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 Barnes Fund and RLHA complaints policies mention that the resident can contact the Housing Ombudsman if dissatisfied with the complaint response, and includes contact details.	
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	Yes	The complaints for Walsingham Lodge are handled by RLHA, and residents are not expected to undertake two processes. Any	

	two stage complaints process set out in this Code. Residents must not be expected to go through two complaints processes.		complaints received are reported back to the Barnes Fund for oversight and implementation of any service improvements.	
5.5	Landlords are responsible for ensuring that any third parties handle complaints in line with the Code.	Yes	As above. RLHA complaints policy references Housing Ombudsman Complaint Handling Code.	
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 in within our complaints training brief. Retrained in complaints refresher training 08/09	
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 in within our complaints training brief. Retrained in complaints refresher training 08/09	
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;	Yes	This is in within our complaints training brief. Retrained in complaints refresher training 08/09	

	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.			
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	Included in our complaints policy and training brief.	
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	As outlined in our complaints policy and training brief, we securely store any disclosed information regarding residents' disabilities locally. Treat as individual, if someone asks for us to correspond to them in a certain way we would honour that.	
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	Outlined in our policy on complaints and training documentation	

5.12	A full record must be kept of the complaint, and the outcomes at each stage. This must include the original complaint and the date received, all correspondence with the resident, correspondence with other parties, and any relevant supporting documentation such as reports or surveys.	Yes	Yes, the RLHA complaints register contains a comprehensive record of all progress and related correspondence. Although we have not received any complaints for Walsingham Lodge this year, the same register will be used.	
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	Our complaints policy advocates for a "one touch approach," aimed at resolving complaints at any stage of the process.	
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	RLHA have a policy addressing unreasonable behaviour, which is subject to regular review. The Barnes Fund reserves the right to close a complaint where a resident's actions or behaviours are deemed unreasonable.	Evidenced in Unreasonable Behaviour Policy
5.15	Any restrictions placed on contact due to unacceptable behaviour must be proportionate and demonstrate regard for the provisions of the Equality Act 2010.	Yes	As above. We constantly re-assess in line with any complaints to ensure we are staying compliant.	

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	RLHA and Barnes Fund have both got Safeguarding policies that cover this.	TBF-WLT-Safeguarding-policy-agreed-Jan-2026.pdf
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 policies and the Training Brief provide support for this.	
6.3	Landlords must issue a full response to stage 1 complaints **within 10 working days** of the complaint being acknowledged.	Yes	As above	
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	Yes	As above	

	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	The complaints policy and the Training Brief provide support for this. Refresher training for complaint handlers covered this on 08/09.	All complaints will be logged on the register including any mitigations, and reported to the Barnes Fund.
6.6	A complaint response must be provided to the resident when the answer to the complaint is known, not when the outstanding actions required to address the issue are completed. Outstanding actions must still be tracked and actioned promptly with appropriate updates provided to the resident.	Yes	The complaints policy and the Training Brief provide support for This. Tracking outstanding actions if issues are ongoing.	
6.7	Landlords must address all points raised in the complaint definition and provide clear reasons for any decisions, referencing the relevant policy, law and good practice where appropriate.	Yes	The complaints policy and the Training Brief provide support for this.	
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	Yes	Will be tracked in our register of Complaints.	

	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: 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	Documented in our register of complaints. Refresher training for complaint handlers covered this on 08/09 & resources available to complaint handlers.	

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	Yes. The policy states that the resident can contact the Housing Ombudsman if dissatisfied. All complaints received in relation to Walsingham Lodge are reported to The Barnes Fund, but are not expected to go through multiple complaint procedures.	

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 dictates this and the Training Brief supports this.	
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	The complaints policy mandates this, and it is reinforced by the Training Brief. Reinforced in training	
6.13	The person considering the complaint at stage 2 must not be the same person that considered the complaint at stage 1.	Yes	The complaints policy mandates this, and it is reinforced by the Training Brief.	
6.14	Landlords must issue a final response to the stage 2 **within 20 working days** of the complaint being acknowledged.	Yes	The complaints policy mandates this, and it is reinforced by the Training Brief and logged in the RLHA complaints register	
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	Will be logged in the RLHA complaints register with any mitigation for extension requests.	
6.16	When an organisation informs a resident about an extension to these	Yes	The complaints policy details the procedure, supported by the Training Brief.	The complaints policy details the procedure, supported by the

	timescales, they must be provided with the contact details of the Ombudsman.			Training Brief.
6.17	A complaint response must be provided to the resident when the answer to the complaint is known, not when the outstanding actions required to address the issue are completed. Outstanding actions must still be tracked and actioned promptly with appropriate updates provided to the resident.	Yes	The complaints policy outlines this procedure, and the Training Brief provides support for it. Refresher training for complaint handlers covered this on 08/09.	
6.18	Landlords must address all points raised in the complaint definition and provide clear reasons for any decisions, referencing the relevant policy, law and good practice where appropriate.	Yes	The complaints policy outlines this procedure, and the Training Brief provides support for it.	
6.19	Landlords must confirm the following in writing to the resident at the completion of stage 2 in clear, plain language: a. the complaint stage; b. the complaint definition; c. the decision on the complaint; d. the reasons for any decisions made; e. the details of any remedy offered to put things right; f. details of any outstanding actions; and g. details of how to escalate the matter to the Ombudsman Service if the individual remains dissatisfied.	Yes	Copies of any complaints received filed under RLHA complaints register, training undertaken by complaint handlers to ensure compliance with HOS code.	

6.20	Stage 2 is the landlord's final response and must involve all suitable staff members needed to issue such a response.	Yes	The complaints policies and the Training Brief provide support for this. Any complaints received for Walsingham Lodge will be copied to the Barnes Fund, but all will be handled by RLHA.	

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 outlines this procedure, and the Training Brief provides support for it. The Barnes Fund are notified of any complaints in relation to Walsingham Lodge for oversight.	Weekly complaint review meetings to discuss areas for improvement/highlight additional training needs or policy/procedure changes.

7.2	Any remedy offered must reflect the impact on the resident as a result of any fault identified.	Yes	The complaints policy outlines this procedure, and the Training Brief provides support for it.	RLHA mission statement is to treat everyone as an individual
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	RLHA complaints register tracks issues from initial report through to resolution.	
7.4	Landlords must take account of the guidance issued by the Ombudsman when deciding on appropriate remedies.	Yes	RLHA and The Barnes Fund appreciate the guidance provided by the Ombudsman team. RLHA have previously collaborated with an officer, which was informative. The Head of Customer Experience has undertaken training modules offered by the Housing Ombudsman, and had a call with our Duty to Monitor officer to ensure understanding around submissions.	

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: 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	RLHA complaints are reviewed quarterly via KPI, but report to RLHA board monthly. Reviewed by senior management weekly. On our Internal Audit calendar. The Barnes Fund are notified about any complaints from Walsingham Lodge. Although Walsingham Lodge has not had any complaints in the last year, the report would contain any complaint themes and all of the items listed in 8.1 if any complaints received.	

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	Yes – now the annual report has been completed, it will be reviewed by The Barnes Fund board.	
8.3	Landlords must also carry out a self-assessment following a significant restructure, merger and/or change in procedures.	Yes	This would be included as part of our due diligence process.	
8.4	Landlords may be asked to review and update the self-assessment following an Ombudsman investigation.	Yes	We are committed to adhering to any directive issued by the Ombudsman	
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	RLHA disaster recovery plan has been amended to reflect this. Barnes Fund will be notified if any issues come up.	

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	RLHA creates a report to track monthly complaints statistics and trends/themes. RLHA hold monthly full team marketplace meetings to share any learnings and weekly reviews of ongoing/recently closed complaints. RLHA would report any complaints for Walsingham Lodge to The Barnes Fund for any amendments/updates to policies or procedures.	
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	As above	
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	Head of Customer Experience and Service Improvement is engaged.	
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	RLHA has two leaseholder board representatives are appointed as Members Responsible for Complaints, who The Barnes Fund rely on to oversee any Walsingham Lodge complaints if received.	
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	RLHA Executive Team confirm this to MRCs – put in quarterly report.	
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;	Yes	Regular monthly reporting to board & quarterly KPIs.	

	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 d. annual complaints performance and service improvement report.			
9.8	Landlords must have a standard objective in relation to complaint handling for all relevant employees or third parties that reflects the need to: a. have a collaborative and co-operative approach towards resolving complaints, working with colleagues across teams and departments; b. take collective responsibility for any shortfalls identified through complaints, rather than blaming others; and c. act within the professional standards for engaging with complaints as set by any relevant professional body.	Yes	RLHA Training policy and Mission Statement include items a, b, and c. Our work culture and environment support these principles in all aspects of our operations, including complaints handling.	