

## Housing Ombudsman Service

### Complaint Handling Code Self-Assessment – April 2024

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#### Section 1: Definition of a complaint

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
1.2	A complaint must be defined as: <i>'an expression of dissatisfaction, however made, about the standard of service, actions or lack of action by the landlord, its own staff, or those acting on its behalf, affecting a resident or group of residents.'</i>	Yes		This is defined in our published Complaints Policy document.
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		We use the Code's definition of a complaint in the Complaints Policy document. We also detail in the Complaint Policy who we will accept a complaint from. In summary, this is anyone, or the representative of anyone, who has expressed dissatisfaction about the services provided by Cognatum Estates.
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		We make a distinction between contacting us to make us aware of an issue, requesting that the issue be actioned and logging a complaint. In all instances we will monitor and review on a regular basis until resolution is achieved.
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	Yes		If the customer remains unhappy with how we dealt with a matter, we will log this as a

	service request remains ongoing. Landlords must not stop their efforts to address the service request if the resident complains.			complaint and explain the process we will follow until resolution is achieved.
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		We explain how to raise a complaint about any aspect of a project on an estate in our post contract survey form.

## 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		The requirement to provide such an explanation is set out in the Complaint Policy document. In exceptional circumstances, where we would not accept a complaint, we would provide a full explanation of why we won't, along with details of the Housing Ombudsman Service. The Senior Leadership Team will make a determination when a complaint is not accepted.
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:	Yes		This is defined in our published Complaints Policy document.

	<ul style="list-style-type: none"> <li>The issue giving rise to the complaint occurred over twelve months ago.</li> <li>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.</li> </ul> <p>Matters that have previously been considered under the complaints policy.</p>			
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 defined in our published Complaints Policy document and each complaint is treated on its own merit.
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		A detailed explanation is provided to the customer setting out the reasons why the complaint is not suitable for our complaints process and, if applicable, we signpost to the relevant external body.
2.5	Landlords must not take a blanket approach to excluding complaints; they must consider the individual circumstances of each complaint.	Yes		We treat each complaint on its own merit.

### Section 3: Accessibility and Awareness

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
3.1	Landlords must make it easy for residents to complain by providing different channels through which they can make a complaint. Landlords must consider their duties under the Equality Act 2010 and anticipate the needs and reasonable adjustments of residents who may need to access the complaints process.	Yes		Cognatum is committed to ensuring that no one is disadvantaged in accessing its services and we have included a Reasonable Adjustments Policy in our Complaints Policy document. A customer is able to contact us via phone (either at head office or the relevant local estate office) or alternatively by writing in or emailing to express dissatisfaction. This is explained in our Complaints Policy document.
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		All staff are aware of the complaints process and who the appropriate person is to pass on a complaint to. The local estate office is able to either signpost the customer to our website to download a copy of our Complaints Policy document or print off a copy.
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 welcome all complaints and treat them as a means of highlighting to us which of our services are working well and which need looking into.
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		Customers are able to access the Complaints Policy document either on our website, requesting a copy from the local estate office or by contacting head office. Upon request, the document is also available in both a clear and a large print and details the process we will follow in line

				with the code's requirements. All of the options are explained in our Complaints Policy document.
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 defined in our Complaints Policy document.
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 defined in our Complaints Policy document.
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 defined in our Complaints Policy document and is explained in our correspondence.

#### 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		<p>Our Customer Service Manager has full responsibility for our complaint handling performance and its adherence in line with the Housing Ombudsman guidance. This includes liaising with the Housing Ombudsman.</p> <p>The Customer Service Manager is also responsible for providing regular reports to the Board of Directors.</p>

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		Our Customer Service Manager ensures that agreed timescales are met and in line with the Housing Ombudsman Complaint Handling Code.
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		The Housing Ombudsman Complaint Handling Code, what a complaint is and the importance of getting it right has recently been a topic presented by the Customer Service Manager at a staff conference. A positive complaint culture is promoted throughout the company and all staff are aware of the process we follow. A workshop has taken place with relevant members of staff to share the updated code requirements and review current complaints and lessons learned.

### 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		Our complaints process is in line with the Housing Ombudsman's Complaint Handling Code 2024 and is clearly explained in our Complaints Policy document.
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 follow a 2 stage complaints process as clearly defined in our Complaints Policy document.
5.3	A process with more than two stages is not acceptable under any circumstances as this	Yes		We follow a 2 stage complaints process as clearly defined in our Complaints Policy

	will make the complaint process unduly long and delay access to the Ombudsman.			document.
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.	n/a		
5.5	Landlords are responsible for ensuring that any third parties handle complaints in line with the Code.	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		We ensure that we have a clear understanding of the nature of the complaint and the outcome the customer is hoping to achieve. We do this by explaining our understanding of the complaint in our acknowledgment letter and also give the customer the opportunity of clarifying.
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		At each stage we ensure that we have a clear understanding of the nature of the complaint and the outcome the customer is expecting and if applicable, we let the customer know if any part of the complaint should be directed elsewhere, with an explanation.
5.8	At each stage of the complaints process, complaint handlers must: <ul style="list-style-type: none"> <li>a. deal with complaints on their merits, act independently, and have an open mind;</li> <li>b. give the resident a fair chance to set out their position;</li> </ul>			Our complaint handlers are competent and fair in the way complaints are handled and responded to with each one being treated on its own merit.

	<p>c. take measures to address any actual or perceived conflict of interest; and</p> <p>d. consider all relevant information and evidence carefully.</p>			
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		This is defined in our Complaints Procedure document.
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 have included a Reasonable Adjustments Policy within our complaints procedure document. A record of each complaint and any disabilities a resident has disclosed is retained on our system.
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		We follow the process which is clearly defined in our Complaints Policy document, in line with the code's requirements.
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		Full records are retained on our system.



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		This is defined in our Complaints Handling document.
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		We have a policy for Managing Unacceptable Behaviour within our Complaints Policy document.
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		We always endeavour to act in the best interest of the customer and ensure that any restrictions are appropriate to the customer on a case-by-case basis.

## 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		We always strive to act in the best interest of the customer, and we will treat each complaint on its own merit.

6.2	Complaints must be acknowledged, defined and logged at stage 1 of the complaints procedure <b><u>within five working days of the complaint being received.</u></b>	Yes		In line with our Complaints Policy document, we provide an acknowledgment within 5 working days of the complaint being received.
6.3	Landlords must issue a full response to stage 1 complaints <b><u>within 10 working days</u></b> of the complaint being acknowledged.	Yes		In line with our Complaints Policy document, we provide a stage 1 response within 10 working days. Where this is not possible, we will write to the customer to explain why an extension of time is necessary and when they can expect to receive a response.
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.		Complaints policy link provided above	Where this is not possible to provide a stage 1 response within 10 working days, we will write to the customer to explain why an extension of time is necessary. The code's requirement of no more than 10 working days will be adhered to where appropriate.
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		This is the process we follow. Correspondence sent at each stage of the complaints process contains the contact details and role of the Housing Ombudsman. We also attach a copy of our Complaints Policy document for ease of reference at each stage.
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	Yes		We send a full response to the resident as soon as a resolution or decision is made.

	issue are completed. Outstanding actions must still be tracked and actioned promptly with appropriate updates provided to the resident.			Where further actions are required, these are tracked to their conclusion and the customer is kept updated.
6.7	Landlords must address all points raised in the complaint definition and provide clear reasons for any decisions, referencing the relevant policy, law and good practice where appropriate.	Yes		We provide a response to each point raised with a clear explanation of how a decision was reached, references are added where appropriate.
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		This is actioned on a case-by-case basis and clearly explained in writing to the customer.
6.9	Landlords must confirm the following in writing to the resident at the completion of stage 1 in clear, plain language: <ul style="list-style-type: none"> <li>a. the complaint stage;</li> <li>b. the complaint definition;</li> <li>c. the decision on the complaint;</li> <li>d. the reasons for any decisions made;</li> <li>e. the details of any remedy offered to put things right;</li> <li>f. details of any outstanding actions; and</li> <li>g. details of how to escalate the matter to stage 2 if the individual is not satisfied with the response.</li> </ul>	Yes		This is the process we follow in line with our Complaints Policy document.

## 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		This is the process we follow as defined in our Complaints Policy document.
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		This is the process we follow as defined in our Complaints Policy document.
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		If the customer does not make the reasons clear for escalating the complaint, we will proceed with the stage 2 review with the information available to us at that time as defined in our Complaints Policy document.
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 process we follow and the member of staff responsible for the response at each stage is defined in our Complaints Policy document.
6.14	Landlords must issue a final response to the stage 2 <b><u>within 20 working days</u></b> of the complaint being acknowledged.	Yes		In line with our Complaints Policy document, we provide a stage 2 response within 20 working days of the complaint being acknowledged. Where this is not possible, we will write to the customer to explain why an extension of time is necessary.

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		Where it is not possible to provide a stage 2 response within 20 working days, we will write to the customer to explain why an extension of time is necessary and when they can expect to receive a response.
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		These details are contained in our correspondence at all stages and a copy of the Complaints Policy document is attached.
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		We send a full response to the resident as soon as a resolution or decision is made. Where further actions are required, these are tracked to their conclusion.
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		Once we have a full understanding of the nature of the complaint/s and the expected outcome, we will address each one and provide a reason for our decision on a case-by-case basis.
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"> <li>a. the complaint stage;</li> <li>b. the complaint definition;</li> <li>c. the decision on the complaint;</li> </ul>	Yes		This is the process we follow in line with our Complaints Policy document.

	<p>d. the reasons for any decisions made;</p> <p>e. the details of any remedy offered to put things right;</p> <p>f. details of any outstanding actions; and</p> <p>g. details of how to escalate the matter to the Ombudsman Service if the individual remains dissatisfied.</p>			
6.20	Stage 2 is the landlord's final response and must involve all suitable staff members needed to issue such a response.	Yes		During the investigation of the complaint the complaint handler will speak to all parties concerned before the relevant response is provided to the customer.

### Section 7: Putting things right

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
7.1	<p>Where something has gone wrong a landlord must acknowledge this and set out the actions it has already taken, or intends to take, to put things right. These can include:</p> <ul style="list-style-type: none"> <li>• Apologising;</li> <li>• Acknowledging where things have gone wrong;</li> <li>• Providing an explanation, assistance or reasons;</li> <li>• Taking action if there has been delay;</li> <li>• Reconsidering or changing a decision;</li> </ul>	Yes		<p>When providing a response to the customer, the outcome is that the complaint is either 'not upheld' or 'upheld'. Where it is upheld, we will acknowledge this in our response with the assurance that appropriate action will be taken.</p>

	<ul style="list-style-type: none"> <li>Amending a record or adding a correction or addendum;</li> <li>Providing a financial remedy;</li> <li>Changing policies, procedures or practices.</li> </ul>			
7.2	Any remedy offered must reflect the impact on the resident as a result of any fault identified.	Yes		Each remedy offered is on a case by case basis.
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		When we offer a remedy, we clearly set out what will happen and by when, in agreement with the resident where appropriate. Any remedy proposed is tracked to completion.
7.4	Landlords must take account of the guidance issued by the Ombudsman when deciding on appropriate remedies.	Yes		The process we follow is in line with the Housing Ombudsman Complaints Handling Code.

### 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> <ol style="list-style-type: none"> <li>the annual self-assessment against this Code to ensure their complaint handling policy remains in line with its requirements.</li> <li>a qualitative and quantitative analysis of the landlord's complaint handling performance. This must also include a summary of the types</li> </ol>	Yes		Our Customer Service Manager is responsible for completing the self-assessment on an annual basis, will ensure we remain compliant against the code requirements and report to the board of directors.

	<p>of complaints the landlord has refused to accept;</p> <p>c. any findings of non-compliance with this Code by the Ombudsman;</p> <p>d. the service improvements made as a result of the learning from complaints;</p> <p>e. any annual report about the landlord's performance from the Ombudsman; and</p> <p>f. any other relevant reports or publications produced by the Ombudsman in relation to the work of the landlord.</p>			
8.2	<p>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.</p>	Yes		<p>The outcome of our self-assessment is reported to the board of directors and will be published on our website.</p>
8.3	<p>Landlords must also carry out a self-assessment following a significant restructure, merger and/or change in procedures.</p>	Yes		<p>Our organization will comply with this requirement should such circumstances arise.</p>
8.4	<p>Landlords may be asked to review and update the self-assessment following an Ombudsman investigation.</p>	Yes		<p>Our company will comply with this requirement should such circumstances arise.</p>
8.5	<p>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.</p>	Yes		<p>Our company will comply with this requirement should such circumstances arise.</p>



## 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		We always endeavor to act in the best interest of the customer. When considering how to remedy a situation, we will ensure it reflects the extent of any service failures as well as the detriment caused to the customer as a result. When arriving at a decision on how to remedy a situation, we will consider: The length of time that the situation has been ongoing. The frequency with which something has occurred. The severity of the service failure. A resident's particular circumstances or vulnerabilities.
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		Learning from a complaint has allowed us to introduce/update our internal processes where appropriate to make improvements to the service we provide to our customers.
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		When we offer a remedy, we clearly set out what will happen and by when, in agreement with the resident where appropriate. Any remedy proposed is tracked to completion. Our Customer Services Manager reports to the board of directors on all reports.
9.4	Landlords must appoint a suitably senior lead person as accountable for their complaint handling. This person must assess any themes or trends to identify	Yes		The board of directors fills this role.

	potential systemic 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		A member of our board of directors is responsible for filling this requirement.
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		A member of our board of directors is responsible ensuring this requirement is met.
9.7	As a minimum, the MRC and the governing body (or equivalent) must receive: <ul style="list-style-type: none"> <li>a. regular updates on the volume, categories and outcomes of complaints, alongside complaint handling performance;</li> <li>b. regular reviews of issues and trends arising from complaint handling;</li> <li>c. regular updates on the outcomes of the Ombudsman's investigations and progress made in complying with orders related to severe maladministration findings; and</li> <li>d. annual complaints performance and service improvement report.</li> </ul>	Yes		<p>A member of our board of directors is responsible for ensuring these requirements are met.</p> <p>An annual complaints performance and service improvement report will be available end of September 2024.</p>
9.8	Landlords must have a standard objective in relation to complaint handling for all	Yes		We promote a positive culture when it comes to complaints as they are seen as a means to introduce/update our internal processes where

	<p>relevant employees or third parties that reflects the need to:</p> <ul style="list-style-type: none"><li>a. have a collaborative and co-operative approach towards resolving complaints, working with colleagues across teams and departments;</li><li>b. take collective responsibility for any shortfalls identified through complaints, rather than blaming others; and</li><li>c. act within the professional standards for engaging with complaints as set by any relevant professional body.</li></ul>			<p>appropriate to make improvements to the service we provide to our customers. All staff members are aware of the complaints process and how to treat either a service request or a complaint.</p>
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