

Cossington Housing Co-operative Self-assessment form

This self-assessment form has been completed by Ramesh Raikundal (the co-op's Complaints Officer) and it has been reviewed and approved by Cossington Housing Co-op's management committee on 1st September 2026

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	Included as Clause 10 of the Complaints Policy	
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	Clause 12 of the Complaints Policy details that a member does not have to use the word <i>complaint</i> . Clauses 8 and 9 set out how a complainant may make a complaint through a third party.	

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	Clause 13 of the Complaints Policy describes a service request.	
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	Clause 14 of the Complaints Policy sets out that the co-op will raise a complaint if a member expresses dissatisfaction with the response to a service request.	
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	Clause 15 of the Complaints Policy sets out that an expression of dissatisfaction with services made through a survey is not a complaint but that members will be invited to make a complaint if they wish to.	

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	Clause 16 of the Complaints Policy sets out that the co-op will accept and act on complaints unless there is a valid reason not to do so – which will be evidenced. Clause 18 refers to considering each complaint on its own merits.	
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. • Matters that have previously been considered under the complaints policy.	Yes	Clause 17 of the Complaints Policy sets out the reasons why a complaint would not be considered. Various previous exclusions have been removed leaving only the three reasons specified in the Code plus complaints relating to governance – particularly relevant to a housing co-op.	

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	Clause 17 refers to the co-op exercise discretion if a complaint fall within the potential exclusions.	
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	Clause 16 of the Complaints Policy refers to giving complainants explanations if the co-op refuses to accept a complaint and referral to the Ombudsman.	
2.5	Landlords must not take a blanket approach to excluding complaints; they must consider the individual circumstances of each complaint.	Yes	Clause 18 of the Complaints Policy refers to considering each complaint on its merits.	

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	Clause 19 of the Complaints Policy details the ways that members may make complaints. Clause 22 details that the co-op will make reasonable adjustments to ensure that all members are able to access the complaints process.	
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	Clause 20 of the Complaints Policy refers to any member of staff receiving complaints. The Complaints Officer has provided training to other staff members regarding receiving complaints.	
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	Clause 6 of the Complaints Policy refers to the co-op being pleased to receive as many complaints as members wish to make. The Management Committee has confirmed that it is excited about receiving complaints.	

3.4	Landlords must make their complaint policy available in a clear and accessible format for all residents. This will detail the two-stage process, what will happen at each stage, and the timeframes for responding. The policy must also be published on the landlord's website.	Yes	The Complaints Policy is available on the co-op's website. The policy has been sent to all members and is also available on request. A summary and translations of the policy are also available.	
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	Clause 42 of the Complaints Policy sets out how the policy will be provided to members. Clause 43 refers to providing contact information for the Ombudsman. The aims at the start of the policy refers to compliance with the Complaints Handling Code.	
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	Clause 8 of the Complaints Policy refers to members having representatives deal with complaints on their behalf. Clause 9 refers to representatives being welcomed to meetings.	
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	Clause 43 of the Complaints Policy refers to members' right of access to the Ombudsman. This is also included in the policy summary, and contact details are provided on the website.	

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	Clauses 24 to 26 detail the responsibilities of the Complaints Officer. Ramesh Raikundal has been appointed as the Complaints Officer.	
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	The Complaints Officer has access to all co-op staff and has the authority to resolve disputes promptly and fairly.	
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 co-op has instigated a culture of prioritising complaints handling. It is keen to learn lessons from complaints made and this is evidenced in this year's performance report. The importance of complaints and learning from them has been discussed at the co-op's management committee on 1st September 2026	

Section 5: The Complaint Handling Process

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
5.1	Landlords must have a single policy in place for dealing with complaints covered by this Code. Residents must not be treated differently if they complain.	Yes	The co-op has a single policy to deal with complaints. Members are not treated differently if they complain.	
5.2	The early and local resolution of issues between landlords and residents is key to effective complaint handling. It is not appropriate to have extra named stages (such as 'stage 0' or 'informal complaint') as this causes unnecessary confusion.	Yes	The co-ops aim to resolve complaints quickly and in accordance with the timescales set out. The co-op has removed the previous potential for "informal" complaints.	
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	Clauses 27 to 36 of the Complaints Policy detail a two stage complaints policy.	

5.4	Where a landlord's complaint response is handled by a third party (e.g. a contractor or independent adjudicator) at any stage, it must form part of the two stage complaints process set out in this Code. Residents must not be expected to go through two complaints processes.	Yes	The complaints policy is exclusively about the two stage process. An independent person may be part of the second stage review, but this would be as part of the two stage complaints process.	
5.5	Landlords are responsible for ensuring that any third parties handle complaints in line with the Code.	Yes	The co-op is not anticipating use of a third party to handle complaints but if a third party were used, the co-op would require them to comply with the 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	Clauses 31 and 36 of the Complaints Policy requires the Co-op to set out the definition of the complaint.	
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	Clause 27 of the Complaints Policy sets out that the Complaints Officer will inform the complainant if any part of a complaint does not fall within the co-op's jurisdiction.	

5.8	At each stage of the complaints process, complaint handlers must: a. deal with complaints on their merits, act independently, and have an open mind; b. give the resident a fair chance to set out their position; c. take measures to address any actual or perceived conflict of interest; and d. consider all relevant information and evidence carefully.	Yes	Clause 18 of the Complaints Policy requires those who handle complaints to consider complaints on their merits, independently, with an open mind, give complainants a fair opportunity to put across their position, consider all information, and consider potential conflicts of interest.	
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	Clause 28 and 35 of the Complaints Policy set out how the complaint will be managed if timescales cannot be met.	
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	Clause 22 refers to the co-op keeping records of reasonable adjustments necessary and their review.	

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	The co-op will escalate a complaint through the two stages of the complaints policy unless there are valid reasons not to.	
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	In managing the two complaints received in 2025-2026, the co-op kept full records of the complaints – the original complaint, the dates received, all correspondence with the members and other documentation.	
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 will be remedied as soon as practically possible and at the earliest possible stage after it has been received.	
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	The Co-operative currently has formal methods of managing unacceptable behaviours, and has developed 'Tenants Code of Conduct' policy in 2025 & ASB 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	No restrictions are currently place on contact due to unacceptable behaviour.	
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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.	No	The co-op does not yet have in place processes to consider which complaints can be responded to as early as possible.	With only a small number of homes, the co-op does not have enough empirical data about complaints by which to judge which complaints will take longer or shorter to resolve. The co-op will aim to resolve complaints within the specified timeframe and will aim to develop further processes to assess types of complaints as it assembles more empirical data.
6.2	Complaints must be acknowledged, defined and logged at stage 1 of the complaints procedure <u>within five working days of the complaint being received.</u>	Yes	Clause 27 of the Complaints Policy sets out that complaints must be acknowledged within 5 working days of the complaint being received.	

6.3	Landlords must issue a full response to stage 1 complaints <u>within 10 working days</u> of the complaint being acknowledged.	Yes	Clause 27 of the Complaints Policy sets out that there will be written communication with the complainant within 10 working days of acknowledgement.	
6.4	Landlords must decide whether an extension to this timescale is needed when considering the complexity of the complaint and then inform the resident of the expected timescale for response. Any extension must be no more than 10 working days without good reason, and the reason(s) must be clearly explained to the resident.	Yes	Clause 28 of the Complaints Policy sets out that the co-op will inform the complainant of any extension requirement and that this will only be for a maximum of 10 additional working days.	
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	Clause 28 of the Complaints Policy requires that contact details for the Ombudsman be provided.	
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	Clause 27 of the Complaints Policy requires that written communication regarding initial determination of a complaint be sent to the complainant within 10 working days (with the potential for an extension of a further 10 days). Clause 23 refers to actions being taken and reviewed to resolve complaints during the complaint.	

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 co-op will address all points in the complaint definition, will give clear reasons for any decisions and will refer to policies, the law and good practice where applicable.	
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	Clause 30 of the Complaints Policy refers to new complaints that come up during a complaints investigation.	
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 decisions made; e. the details of any remedy offered to put things right; f. details of any outstanding actions; g. details of how to escalate the matter to stage 2 if the individual is not satisfied with the response.	Yes	Clause 31 of the Complaints Policy refers to information provided to the complainant at the end of the stage.	

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	Clauses 32 to 36 of the Complaints Policy set out the Stage 2 procedure – the co-op's final response	
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	Clause 32 of the Complaints Policy requires that stage 2 requests are acknowledged within 5 working days	
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	Clause 34 of the Complaints Policy sets out that Review Panel will make reasonable efforts to understand why the complainant remains unhappy	
6.13	The person considering the complaint at stage 2 must not be the same person that considered the complaint at stage 1.	Yes	Clause 33 of the Complaints Policy sets out that Review Panel members will be sufficiently independent of the complaint and the Complaints Officer (who would have dealt with Stage One).	

6.14	Landlords must issue a final response to the stage 2 <u>within 20 working days</u> of the complaint being acknowledged.	Yes	Clause 34 of the Complaints Policy requires that the final response should be issued within 20 working days of the acknowledgement	
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	Clause 35 of the Complaints Policy refers to any necessary extensions	
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	Clause 35 requires that Ombudsman contact details be provided to the complainant	
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	Clause 34 of the Complaints Policy requires that written communication regarding initial determination of a complaint be sent to the complainant within 20 working days of the acknowledgement (with the potential for an extension of a further 20 days). Clause 23 refers to actions being taken and reviewed to resolve complaints during the complaint.	

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 co-op will address all points in the complaint definition, will give clear reasons for any decisions and will refer to policies, the law and good practice where applicable.	
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 decisions made; e. the details of any remedy offered to put things right; f. details of any outstanding actions; g. details of how to escalate the matter to the Ombudsman Service if the individual remains dissatisfied.	Yes	Clause 36 refers to writing to the complainant at the end of the second stage review	
6.20	Stage 2 is the landlord's final response and must involve all suitable staff members needed to issue such a response.	Yes	Clause 37 refers to written communication at the end of Stage 2 being the co-op's final response.	

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	Clause 38 of the Complaints Policy refers to actions the co-op may take to put things right. Specifically, the co-op has and may make future policy changes because of the complaints it receives	
7.2	Any remedy offered must reflect the impact on the resident as a result of any fault identified.	Yes	Clause 39 of the Complaints Policy refers to considering the impact on the member as a result of something going wrong.	
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	Clause 40 of the Complaints Policy refers to specifying actions to be taken and dates by which they will be taken.	

7.4	Landlords must take account of the guidance issued by the Ombudsman when deciding on appropriate remedies.	Yes	Clause 41 of the Complaints Policy refers to the co-op considering Ombudsman guidance and Clause 38 specifically refers to Ombudsman guidance in respect of compensation	
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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;	Yes	Clause 45 of the Complaints Policy refers to an annual complaints performance and service improvement report being produced to, Such report are considered and scrutinised by the Management Committee before being approved	

	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.			
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	Clause 47(d) of the Complaints Policy requires that report is presented to the management committee. This year's report was presented to the management committee on 1st September 2026. The management committee considered its response to the report and both have been published on the website.	
8.3	Landlords must also carry out a self-assessment following a significant restructure, merger and/or change in procedures.	NA	A significant restructure, merger and/or change in procedures is not currently planned. If any are – the co-op will carry out a further self-assessment.	
8.4	Landlords may be asked to review and update the self-assessment following an Ombudsman investigation.	NA	The co-op has not been asked to review or update the self-assessment by the Ombudsman, but if asked to, it will do.	

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	The co-op will inform the Ombudsman and tenants of any delay to providing the necessary information within the set time scale so that it is compliant with the Code.	
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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	The co-op has carefully considered updates to policies as a result of the two complaints it received in 2025/2026.	
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	The co-op welcomes complaints and sees them as a part of its tenant involvement strategy. It will learn how to improve as a result of receiving complaints.	

9.3	Accountability and transparency are also integral to a positive complaint handling culture. Landlords must report back on wider learning and improvements from complaints to stakeholders, such as residents' panels, staff and relevant committees.	Yes	The co-op will analyse complaints received, actions taken and improvements to policies in its Annual Report to its members at its Annual General Meeting	
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	The co-op has appointed its Chief Executive Ramesh Raikundal as its Complaints Officer and the lead person accountable for complaints handling. He will assess each complaint and any trends emerging and make proposals for policy changes as necessary.	
9.5	In addition to this a member of the governing body (or equivalent) must be appointed to have lead responsibility for complaints to support a positive complaint handling culture. This person is referred to as the Member Responsible for Complaints ('the MRC').	Yes	The co-op has appointed its chairperson, as its Member Responsible for Complaints. will lead Cossington Housing Co-op's approach to instilling a positive complaints culture.	
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	The Chairperson will work closely with Mr Raikundal to examine complaints received, any trends, and consider any changes necessary to policies. The Chairperson will have access to any information regarding complaints necessary.	

9.7	As a minimum, the MRC and the governing body must receive: a. regular updates on the volume, categories and outcomes of complaints, alongside complaint handling performance; b. regular reviews of issues & 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.	Yes	As a small housing co-op, the co-op is unlikely to receive a high volume of complaints. The Management Committee will therefore receive summary and anonymous information regarding each complaint received and associated proposals for policy changes. It will particularly receive any outcomes from Ombudsman investigations, and the 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	The Chief Executive shall ensure that all staff have an appropriate approach to complaints handling and take collective responsibility for any shortfalls that may arise. He will also ensure that the co-op complies with appropriate professional standards when handling complaints.	

