

John Bowley and Sherwood Almshouses Annual Complaints Performance and Service Improvement Report 2024

Approved at trustees meeting on: 11 July 2024

Latest Review date: 23 March 2025 or when Tenant Satisfaction Measures are published

1. Annual Complaints and Service Improvement Report

The John Bowley and Sherwood Almshouses is working on compliance for the Self-Assessment Process on complaints for the year ending March 2024. The Charity is delayed from full compliance, whilst the Almshouses Association updates the Complaints Model Policy. As soon as an updated version is approved this will be presented to trustees for approval and added to the Charity's website.

2. Governing Body Response to the Annual Complaints and Service Improvement Report up to 31/3/24

2.a Qualitative and quantitative analysis of the John Bowley and Sherwood Almshouses Complaint Handling Performance

Inherent faults with fire doors at John Bowley House were picked up on a Fire Door Inspection in 2022 and a Fire Service Inspection in 2023. There was no option but to replace all the internal communal doors at John Bowley House, even though none of the residents wanted their front doors replaced. Installation started in September 2023. The charity received complaints from residents about the weight of doors, closing mechanism of the new doors and delays with the Supplier completing the work in a timely manner. The doors have all been adjusted and there are now just minor faults (like wood treatment for door thresholds). The doors are undoubtedly heavier than the old doors to meet modern fire door standards and the trustees acknowledge this is problem for frailer residents. The trustees and Scheme Manager have kept in touch with residents through the process and wrote to each resident individually thanking them for the patience throughout the process.

All complaints made were accepted.

2.b. Findings of non-compliance with the Code by the Ombudsman during the year

Not Applicable

2.c. Service Improvements made because of the learning from complaints

The trustees note the importance of keeping residents informed when making material changes to the buildings and acknowledging when the charity has made mistakes. The trustees are looking at changing the record keeping procedures and will be trialling Charity Log in October 2024.

2.d Actions following any annual report about the landlord's Performance from the Ombudsman

Not applicable

2.e.Actions following any other relevant reports or publications produced by the Ombudsman in relation to the work of the landlord

Scheme Manager will be working through the training on the Ombudsman Website in October. She is currently working on a level 4 Housing Qualification, which finishes in September 2024

3. John Bowley and Sherwood Almshouses Complaints Self-Assessment

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 in Policy	Trustees listen to all residents views, comments, expressions of dissatisfaction.
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	Included in policy	Trustees and Scheme Manager works with residents and their families/ carers to resolve problems and complaints
1.4	Landlords must recognise the difference between a service request and a complaint. This must be set out in their complaints policy. A service request is a request from a resident to the landlord requiring action to be taken to put something right. Service requests are not complaints, but must be	Yes	Included in the policy	Complaints and Service requests are discussed at quarterly trustees meetings

	recorded, monitored and reviewed regularly.			
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.	No	Not covered by the complaints policy	Almshouses Association is updating the complaints policy
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	Residents have a copy of the complaints policy in their residents handbook. Trustees surveying residents take on board complaints, despite them not falling into the definition in 1.6	Trustees addressed service requests and complaints when TSM surveys were undertaken

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	Refer to complaints policy	Trustees have listened to all service request & complaints in 23/2024
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	Policy to be updated	Almshouses Association have a new model complaints policy and this will be adopted in October 2024

2.3	Landlords must accept complaints referred to them within 12 months of the issue occurring or the resident becoming aware of the issue, unless they are excluded on other grounds. Landlords must consider whether to apply discretion to accept complaints made outside this time limit where there are good reasons to do so.	Yes	Policy to be updated	Almshouses Association have a new model complaints policy and this will be adopted in October 2024
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	Included in policy	All complaints accepted in time frame
2.5	Landlords must not take a blanket approach to excluding complaints; they must consider the individual circumstances of each complaint.	No	All complaints listened to- but policy needs updating to reflect this	Almshouses Association have a new model complaints policy and this will be adopted in October 2024

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	In policy.	Residents complain in group and individual whatsapp groups, by text, by phone, in person &, via website. These routes can be used by family members too.
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	In policy	Staff member working through Housing Ombudsmen training
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	Needs a statement about this in policy but policy is well published and residents are encouraged to complain	Trustees and staff are keen to maintain properties to a high standard and keen to keep a good local reputation as it makes easier then to let out properties. We don't have high volumes of complaints but we aim to resolve complaints ASAP

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.	No	Policy needs to be amended. Policy is only 2 stages but the timeframes need adjusting	Almshouses Association have a new model complaints policy and this will be adopted in October 2024
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	Included in policy	Included in policy
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.	No	Needs to be added to policy	Almshouses Association have a new model complaints policy and this will be adopted in October 2024
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	Included in policy and, on website	Residents have copies of complaints policy

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	Refer to January 2024 minutes. Chairman appointed to deal with complaints	Scheme Manager, trustees and chairman follow up on complaints and service requests
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	Refer to January 2024 minutes. Chairman appointed to deal with complaints	Approved by trustees
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	Scheme Manager working through latest Housing Ombudsman training	Scheme Manager working through latest Housing Ombudsman training

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	There is only one complaints policy	Almshouses Association have a new model complaints policy and this will be adopted in October 2024
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	Refer to policy	Almshouses Association have a new model complaints policy and this will be adopted in October 2024
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	Refer to policy	Refer to 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.	N/A	Response not handled by third party	Almshouses Association have a new model complaints policy and this will be adopted in October 2024

5.5	Landlords are responsible for ensuring that any third parties handle complaints in line with the Code.	No	Policy needs updating to reflect 3 rd parties	Almshouses Association have a new model complaints policy and this will be adopted in October 2024
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.	No	Policy needs to be updated to say: if any aspect of the complaint is unclear the resident must be asked for clarification	Almshouses Association have a new model complaints policy and this will be adopted in October 2024
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.	No	Policy needs updating to include this	Almshouses Association have a new model complaints policy and this will be adopted in October 2024
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	Yes	Refer to policy	Almshouses Association have a new model complaints policy and this will be adopted in October 2024

	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.	No	Almshouses Association updating model policy	Almshouses Association have a new model complaints policy and this will be adopted in October 2024
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.	No	Almshouses Association updating model policy	Almshouses Association have a new model complaints policy and this will be adopted in October 2024
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	Partially covered by policy could be clearer-Almshouses Association updating model policy	Almshouses Association have a new model complaints policy and this will be adopted in October 2024
5.12	A full record must be kept of the complaint, and the outcomes at each stage. This must include the original complaint and the date received, all correspondence with the resident, correspondence with other parties, and	Yes	All contact and complaints logged in residents notes/ copies of paperwork kept on file (dropbox)	Looking at trialling Charity Log in November when Scheme Manager has completed level 4 housing qualification as hoping this will be a better way of recording all contact

	any relevant supporting documentation such as reports or surveys.			
5.13	Landlords must have processes in place to ensure a complaint can be remedied at any stage of its complaints process. Landlords must ensure appropriate remedies can be provided at any stage of the complaints process without the need for escalation.	Yes	Refer to complaints policy	Almshouses Association have a new model complaints policy and this will be adopted in October 2024
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	Refer to licence agreement and antisocial behaviour policy	Refer to licence agreement and antisocial 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	Refer to antisocial behaviour policy	Refer to and antisocial behaviour policy

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	Refer to complaints policy	Refer to complaints policy
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	Refer to complaints policy	Refer to complaints policy
6.3	Landlords must issue a full response to stage 1 complaints <u>within 10 working days</u> of the complaint being acknowledged.	Yes	Refer to complaints policy	Refer to complaints policy
6.4	Landlords must decide whether an extension to this timescale is needed when considering the complexity of the complaint and then inform the resident	No	Policy needs updating	Almshouses association model policy to be adopted in October 2023

	of the expected timescale for response. Any extension must be no more than 10 working days without good reason, and the reason(s) must be clearly explained to the resident.			
6.5	When an organisation informs a resident about an extension to these timescales, they must be provided with the contact details of the Ombudsman.	No	Almshouses Association have a new model complaints policy and this will be adopted in October 2024	Almshouses Association have a new model complaints policy and this will be adopted in October 2024
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.	No	Almshouses Association have a new model complaints policy and this will be adopted in October 2024	Almshouses Association have a new model complaints policy and this will be adopted in October 2024
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.	No	Almshouses Association have a new model complaints policy and this will be adopted in October 2024	Almshouses Association have a new model complaints policy and this will be adopted in October 2024
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	No	Almshouses Association have a new model complaints policy and this will be adopted in October 2024	Almshouses Association have a new model complaints policy and this will be adopted in October 2024

	investigated or it would unreasonably delay the response, the new issues must be logged as a new complaint.			
6.9	Landlords must confirm the following in writing to the resident at the completion of stage 1 in clear, plain language: 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.	No	Almshouses Association have a new model complaints policy and this will be adopted in October 2024	Almshouses Association have a new model complaints policy and this will be adopted in October 2024

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	Refer to policy	Refer to policy
6.11	Requests for stage 2 must be acknowledged, defined and logged at stage 2 of the complaints procedure	No	Almshouses Association have a new model complaints policy and	Almshouses Association have a new model complaints policy and this

	within five working days of the escalation request being received.		this will be adopted in October 2024	will be adopted in October 2024
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.	No	Almshouses Association have a new model complaints policy and this will be adopted in October 2024	Almshouses Association have a new model complaints policy and this will be adopted in October 2024
6.13	The person considering the complaint at stage 2 must not be the same person that considered the complaint at stage 1.	No	Almshouses Association have a new model complaints policy and this will be adopted in October 2024	Almshouses Association have a new model complaints policy and this will be adopted in October 2024
6.14	Landlords must issue a final response to the stage 2 <u>within 20 working days</u> of the complaint being acknowledged.	No	Almshouses Association have a new model complaints policy and this will be adopted in October 2024	Almshouses Association have a new model complaints policy and this will be adopted in October 2024
6.15	Landlords must decide whether an extension to this timescale is needed when considering the complexity of the complaint and then inform the resident of the expected timescale for response. Any extension must be no more than 20 working days without good reason, and the reason(s) must be clearly explained to the resident.	No	Almshouses Association have a new model complaints policy and this will be adopted in October 2024	Almshouses Association have a new model complaints policy and this will be adopted in October 2024
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.	No	Almshouses Association have a new model complaints policy and this will be adopted in October 2024	Almshouses Association have a new model complaints policy and this

				will be adopted in October 2024
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.	No	Almshouses Association have a new model complaints policy and this will be adopted in October 2024	Almshouses Association have a new model complaints policy and this will be adopted in October 2024
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.	No	Almshouses Association have a new model complaints policy and this will be adopted in October 2024	Almshouses Association have a new model complaints policy and this will be adopted in October 2024
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.	No	Almshouses Association have a new model complaints policy and this will be adopted in October 2024	Almshouses Association have a new model complaints policy and this will be adopted in October 2024

6.20	Stage 2 is the landlord's final response and must involve all suitable staff members needed to issue such a response.	No	Almshouses Association have a new model complaints policy and this will be adopted in October 2024	Almshouses Association have a new model complaints policy and this will be adopted in October 2024
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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.	No	Almshouses Association have a new model complaints policy and this will be adopted in October 2024	Almshouses Association have a new model complaints policy and this will be adopted in October 2024

7.2	Any remedy offered must reflect the impact on the resident as a result of any fault identified.	No	Almshouses Association have a new model complaints policy and this will be adopted in October 2024	Almshouses Association have a new model complaints policy and this will be adopted in October 2024
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.	No	Almshouses Association have a new model complaints policy and this will be adopted in October 2024	Almshouses Association have a new model complaints policy and this will be adopted in October 2024
7.4	Landlords must take account of the guidance issued by the Ombudsman when deciding on appropriate remedies.	No	Almshouses Association have a new model complaints policy and this will be adopted in October 2024	Almshouses Association have a new model complaints policy and this will be adopted in October 2024

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	supplied	Supplied

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	attached	Attached
8.3	Landlords must also carry out a self-assessment following a significant restructure, merger and/or change in procedures.	NA	NA	NA
8.4	Landlords may be asked to review and update the self-assessment following an Ombudsman investigation.	NA	NA- this year	NA-this year
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.	NA	NA- this year	NA- this year

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	Complaints and requests are discussed at trustee meetings	Complaints and requests are discussed at trustee meetings
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	Complaints and requests are discussed at trustee meetings	Complaints and requests are discussed at trustee meetings
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	completed required reports	completed required 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 potential systemic issues, serious risks, or policies and procedures that require revision.	Yes	Refer to Jan 24 trustee meeting minutes	Refer to Jan 24 trustee meeting minutes

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	July 24 minutes	July 24 minutes
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	July 24 minutes	Refer to minutes. Complaints section in minutes
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; b. regular reviews of issues and trends arising from complaint handling; c. regular updates on the outcomes of the Ombudsman's investigations and progress made in complying with orders related to severe maladministration findings; and	Yes	Complaints is an agenda item	Complaints is an agenda item Still need to complete additional service report etc

	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	Refer to complaints policy and minutes	Trustees keen to deal with complaints and service request effectively – as want to maintain positive local image