



J & M Residential Lettings Limited trading as JMHA

Complaint Handling Code Self-Assessment 2025/26

Against the statutory Housing Ombudsman Complaint Handling Code 2024

Organisation	J & M Residential Lettings Limited trading as JMHA
Company number	06565577
Homes	86
Reporting period	6 April 2025 to 5 April 2026
Complaint Officer	Mark Camden-Clarke - Founder & Managing Director
MRC	Jovita Camden-Clarke - Complaints Review Director
Prepared	25 August 2026
Status	For Board review and approval / publication after approval

Assessment basis: each provision is assessed individually. “Yes” means JMHA’s current policy/process is designed to comply with that provision. Evidence identifies the relevant JMHA arrangement. The Board must satisfy itself that the arrangements described are embedded in practice as well as policy.

1. Definition of a complaint

Ref	Code provision	Comply?	JMHA evidence / commentary
1.1	Effective complaint handling enables residents to be heard and understood. The starting point for this is a shared understanding of what constitutes a complaint.	Yes	Complaints Policy sections 1 and 3. JMHA treats complaint handling as a means for residents to be heard and for the organisation to learn.
1.2	A complaint must be defined as: “an expression of dissatisfaction, however made, about the standard	Yes	Complaints Policy section 3 adopts the Code definition of a complaint.

Ref	Code provision	Comply?	JMHA evidence / commentary
	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.”		
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 a complaint. A complaint that is submitted via a third party or representative must be handled in line with the landlord’s complaints policy.	Yes	Complaints Policy sections 3 and 6. Residents do not need to use the word complaint and representatives are accepted.
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	Complaints Policy section 4 distinguishes service requests from complaints and requires service requests to be recorded and monitored.
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	Complaints Policy section 4. Dissatisfaction with a service-request response is offered the complaints process and the underlying service request continues.
1.6	An expression of dissatisfaction with services made through a survey is not defined as a	Yes	Complaints Policy section 4. Survey/feedback dissatisfaction is not automatically logged as a

Ref	Code provision	Comply?	JMHA evidence / commentary
	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.		complaint, but residents are signposted to the complaints process.

2. Exclusions

Ref	Code provision	Comply?	JMHA evidence / commentary
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	Complaints Policy section 7. Complaints are accepted unless a valid reason applies and each case is considered on its 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 12 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	Yes	Complaints Policy section 7 sets out fair exclusions: matters over 12 months old (subject to discretion), court proceedings already filed, and matters already considered.

Ref	Code provision	Comply?	JMHA evidence / commentary
	considered under the complaints policy		
2.3	Landlords must accept complaints referred to them within 12 months of the issue occurring or the resident becoming aware of the issue, unless they are excluded on other grounds. Landlords must consider whether to apply discretion to accept complaints made outside this time limit where there are good reasons to do so.	Yes	Complaints Policy section 7 accepts complaints within 12 months and provides discretion for older matters where there is good reason.
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	Complaints Policy section 7 requires a written explanation and Ombudsman signposting if a complaint is not accepted.
2.5	A landlord must not take a blanket approach to excluding complaints; it must consider the individual circumstances of each complaint.	Yes	Complaints Policy section 7 expressly prohibits blanket exclusions.

3. Accessibility and awareness

Ref	Code provision	Comply?	JMHA evidence / commentary
3.1	Landlords must make it easy for residents to complain by providing different channels through which	Yes	Complaints Policy sections 5 and 6. Routes include email, WhatsApp/text, telephone, post,

Ref	Code provision	Comply?	JMHA evidence / commentary
	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.		website/contact form, in person or through any member of staff. Reasonable adjustments are offered.
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	Complaints Policy section 5. A complaint can be raised in any way and with any staff member; it must be passed promptly to the Complaint Officer.
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	Annual Report section 4 expressly recognises that zero/low complaint volume is not treated as proof that there are no service issues and accessibility is reviewed.
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	Complaints Policy is in plain English, explains the two-stage process and timescales, and is to be published on JMHA's complaints webpage.
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	Complaints Policy sections 13 and 14 and the complaints webpage publicise the policy, Code and Ombudsman.
3.6	Landlords must give residents the opportunity to have a	Yes	Complaints Policy section 6 allows a representative and

Ref	Code provision	Comply?	JMHA evidence / commentary
	representative deal with their complaint on their behalf, and to be represented or accompanied at any meeting with the landlord.		accompaniment at 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	Complaints Policy section 13 and Tenant Complaints Guide explain access to the Ombudsman at any stage for advice and after Stage 2 for investigation.

4. Complaint handling staff

Ref	Code provision	Comply?	JMHA evidence / commentary
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	Mark Camden-Clarke, Founder & Managing Director, is designated Complaint Officer, responsible for complaint handling, Ombudsman liaison and Board reporting.
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	As Founder & Managing Director, the Complaint Officer has authority and access across JMHA and its contractors to resolve complaints.
4.3	Landlords are expected to prioritise complaint handling and a culture of learning from complaints. All relevant staff must be suitably	Yes	Complaints Policy section 2 and Annual Report section 7. Complaint handling is Board-led; relevant staff and contractors are briefed on

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	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.		routing, timescales and cooperation.

5. The complaint handling process

Ref	Code provision	Comply?	JMHA evidence / commentary
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	JMHA has one Complaints Policy covering complaints under the Code. It states residents will not suffer detriment for complaining.
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	Complaints Policy section 4 and sections 8-9. JMHA may resolve service requests promptly but has no “Stage 0” or informal complaint stage.
5.3	A process with more than two stages is not acceptable under any circumstances as this will make the complaint process unduly long and delay access to the Ombudsman.	Yes	Complaints Policy sections 8-9 contain only Stage 1 and Stage 2.
5.4	Where a landlord’s complaint response is handled by a third party (for example a contractor or independent adjudicator) at any stage, it must form part of the 2 stage complaints process set out in this Code. Residents must not be expected to go through two	Yes	Complaints Policy section 2 confirms complaints involving contractors remain within JMHA’s two-stage process.

Ref	Code provision	Comply?	JMHA evidence / commentary
	complaints processes.		
5.5	Landlords are responsible for ensuring that any third parties handle complaints in line with the Code.	Yes	Complaints Policy section 2 states JMHA remains accountable for third parties acting on its behalf.
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	Complaints Policy sections 8-9 require the complaint definition and desired outcome to be recorded at both stages and clarification sought if needed.
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	Complaints Policy sections 8-9 require acknowledgement to clarify what JMHA is and is not responsible for.
5.8	At each stage of the complaints process, complaint handlers must: 1. deal with complaints on their merits, act independently, and have an open mind 2. give the resident a fair chance to set out their position 3. take measures to address any actual or perceived conflict of interest; and 4. consider all relevant information and evidence carefully	Yes	Complaints Policy section 10 requires merits-based, independent, open-minded consideration, fair opportunity to be heard, conflict management and careful review of evidence.
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	Yes	Complaints Policy sections 8-9 require agreed update intervals where a response will fall outside Code timescales.

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	informed about their complaint.		
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	Complaints Policy section 6 requires reasonable adjustments to be recorded and kept under review, alongside disclosed accessibility needs.
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	Complaints Policy sections 7 and 9. Escalation is not refused unless a valid exclusion applies, with reasons and Ombudsman rights explained.
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	Complaints Policy section 11 requires a full complaint record including original complaint, dates, correspondence, evidence, decisions, remedies and follow-up.
5.13	Landlords must have processes in place to ensure that a complaint can be remedied at any stage of its complaints process. Landlords must ensure that appropriate remedies can be provided at any stage of the complaints process without the need for escalation.	Yes	Complaints Policy section 12 permits remedies at any stage without requiring escalation.
5.14	Landlords must have policies and procedures in place for managing	Yes	Complaints Policy section 15 contains JMHA's procedure for

Ref	Code provision	Comply?	JMHA evidence / commentary
	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.		unreasonable/unacceptable behaviour, evidence, restrictions and review.
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	Complaints Policy section 15 requires restrictions to be proportionate, time-limited/reviewed and applied with Equality Act 2010 regard.

6. Complaint stages

Ref	Code provision	Comply?	JMHA evidence / commentary
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	Complaints Policy section 8 requires early resolution where possible and proportionate investigation having regard to complexity, vulnerability and risk.
6.2	Complaints must be acknowledged, defined and logged at stage 1 of the complaints procedure within 5 working days of the complaint being received.	Yes	Complaints Policy section 8: Stage 1 acknowledged, defined and logged within 5 working days of receipt.
6.3	Landlords must issue a full response to stage 1 complaints	Yes	Complaints Policy section 8: full Stage 1 response within 10 working

Ref	Code provision	Comply?	JMHA evidence / commentary
	within 10 working days of the complaint being acknowledged.		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	Complaints Policy section 8: extension normally no more than 10 working days without good reason, with reasons and expected response date.
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	Complaints Policy section 8: any Stage 1 extension notice includes current Housing Ombudsman contact details.
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	Complaints Policy section 8: response is issued when the answer is known; outstanding actions are separately tracked and 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	Complaints Policy section 8: response addresses all points and gives clear reasons, referring to policy/law/good practice 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	Yes	Complaints Policy section 8 explains when related new issues are incorporated and when a new complaint is logged.

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	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.		
6.9	Landlords must confirm the following in writing to the resident at the completion of stage 1 in clear, plain language: 1. the complaint stage 2. the complaint definition 3. the decision on the complaint 4. the reasons for any decisions made 5. the details of any remedy offered to put things right 6. details of any outstanding actions 7. details of how to escalate the matter to stage 2 if the individual is not satisfied with the response	Yes	Complaints Policy section 8 lists all required Stage 1 response elements.
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	Complaints Policy section 9: unresolved dissatisfaction progresses to Stage 2, which is JMHA's final stage.
6.11	Requests for stage 2 must be acknowledged, defined, and logged at stage 2 of the complaint procedure within 5 working days of the escalation request being received.	Yes	Complaints Policy section 9: Stage 2 acknowledged, defined and logged within 5 working days.
6.12	Residents must not be required to explain their reasons for	Yes	Complaints Policy section 9: residents are not required to justify

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	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.		escalation; JMHA will seek to understand remaining dissatisfaction.
6.13	The person considering the complaint at stage 2 must not be the same person that considered the complaint at stage 1.	Yes	Complaints Policy section 9: Stage 2 is considered by a different person. Normally this is Jovita Camden-Clarke, Complaints Review Director.
6.14	Landlords must issue a final response to the stage 2 within 20 working days of the complaint being acknowledged.	Yes	Complaints Policy section 9: final Stage 2 response within 20 working days of 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	Complaints Policy section 9: extension normally no more than 20 working days without good reason, with reasons and expected response date.
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	Complaints Policy section 9: any Stage 2 extension notice includes current Housing Ombudsman contact details.
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	Yes	Complaints Policy section 9: final response is issued when the answer is known; outstanding actions remain tracked and updated.

Ref	Code provision	Comply?	JMHA evidence / commentary
	provided to the resident.		
6.18	Landlords must address all points raised in the complaint definition and provide clear reasons for any decisions, referencing the relevant policy, law and good practice where appropriate.	Yes	Complaints Policy section 9 requires all complaint points to be addressed with reasons and relevant references where appropriate.
6.19	Landlords must confirm the following in writing to the resident at the completion of stage 2 in clear, plain language: 1. the complaint stage 2. the complaint definition 3. the decision on the complaint 4. the reasons for any decisions made 5. the details of any remedy offered to put things right 6. details of any outstanding actions 7. details of how to escalate the matter to the Ombudsman Service if the individual remains dissatisfied	Yes	Complaints Policy section 9 lists all required Stage 2 response elements including Ombudsman referral information.
6.20	Stage 2 is the landlord's final response and must involve all suitable staff members needed to issue such a response.	Yes	Complaints Policy section 9 states Stage 2 is final and involves all suitable staff/contractors needed to reach the response.

7. Putting things right

Ref	Code provision	Comply?	JMHA evidence / commentary
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	Yes	Complaints Policy section 12 sets out available remedies including apology, acknowledgement, explanation, action,

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	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		reconsideration, record correction, financial remedy and policy/process change.
7.2	Any remedy offered must reflect the impact on the resident as a result of any fault identified.	Yes	Complaints Policy section 12 requires the remedy to reflect the impact of identified fault on the resident.
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	Complaints Policy section 12 requires clear actions and timescales and tracking through to completion.
7.4	Landlords must take account of the guidance issued by the Ombudsman when deciding on appropriate remedies.	Yes	Complaints Policy section 12 states JMHA will take account of the Ombudsman's current remedies guidance.

8. Self-assessment, reporting and compliance

Ref	Code provision	Comply?	JMHA evidence / commentary
8.1	Landlords must produce an annual complaints performance and	Yes	JMHA has produced the 2025/26 Annual Complaints Performance &

Ref	Code provision	Comply?	JMHA evidence / commentary
	service improvement report for scrutiny and challenge, which must include: 1. the annual self-assessment against this Code to ensure their complaint handling policy remains in line with its requirements 2. 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 3. any findings of non-compliance with this Code by the Ombudsman 4. the service improvements made as a result of the learning from complaints 5. any annual report about the landlord's performance from the Ombudsman 6. any other relevant reports or publications produced by the Ombudsman in relation to the work of the landlord		Service Improvement Report covering 6 April 2025-5 April 2026, including this self-assessment, nil complaint/refusal data, Ombudsman position and improvement activity.
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 section of its website relating to complaints. The governing body's response to the report must be published alongside this.	Yes	Annual Report and Board Response are presented to the Board and are to be published on the complaints section of JMHA's website alongside this self-assessment.
8.3	Landlords must also carry out a self-assessment following a	Yes	Complaints Policy section 16 requires a fresh self-assessment

Ref	Code provision	Comply?	JMHA evidence / commentary
	significant restructure, merger and/or change in procedures.		following significant restructure, merger and/or complaint-procedure change.
8.4	Landlords may be asked to review and update the self-assessment following an Ombudsman investigation.	Yes	Complaints Policy section 16 requires review/update if requested following an Ombudsman investigation.
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	Complaints Policy section 16 requires notification to the Ombudsman and residents, website publication and a return-to-compliance timescale if exceptional circumstances prevent compliance.

9. Scrutiny & oversight: continuous learning and improvement

Ref	Code provision	Comply?	JMHA evidence / commentary
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 Policy section 14 and Annual Report section 7 require wider service-learning consideration beyond an individual case.
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 Policy section 14 treats complaints as management intelligence for positive service change.

Ref	Code provision	Comply?	JMHA evidence / commentary
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	Annual Report and Board Response publish wider learning and improvements. For JMHA's small structure, relevant learning is also shared directly with staff, contractors and residents where appropriate.
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	Mark Camden-Clarke, Founder & Managing Director, is the senior accountable lead and reviews themes, trends, systemic risk and policy/process implications.
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	Jovita Camden-Clarke, Complaints Review Director and Board member, is appointed Member Responsible for Complaints (MRC).
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 MRC has access to complaint records, the Complaint Officer, staff, contractors and all information required to report to the Board.
9.7	As a minimum, the MRC, and the governing body (or equivalent) must receive:	Yes	Complaints Policy section 14 provides for Board/MRC reporting on volumes, categories, outcomes,

Ref	Code provision	Comply?	JMHA evidence / commentary
	1. regular updates on the volume, categories and outcomes of complaints, alongside complaint handling performance 2. regular reviews of issues and trends arising from complaint handling 3. regular updates on the outcomes of the Ombudsman's investigations and progress made in complying with orders related to severe maladministration findings 4. the annual complaints performance and service improvement report		performance, trends, Ombudsman outcomes/orders and the annual report. Nil returns are still reported.
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: 1. have a collaborative and co-operative approach towards resolving complaints, working with colleagues across teams and departments 2. take collective responsibility for any shortfalls identified through complaints, rather than blaming others 3. act within the professional standards for engaging with complaints as set by any relevant professional body	Yes	Complaints Policy section 14 sets a standing complaint-handling objective for relevant staff/contractors: cooperate, take collective responsibility for shortfalls and act professionally.

Board review and approval

The self-assessment has been prepared by the Complaint Officer and is presented to the Board for scrutiny and approval. The MRC has reviewed the assessment and supporting documents as part of the assurance process.

Mark Camden-Clarke, Complaint Officer: _____ Date: _____

Jovita Camden-Clarke, MRC: _____ Date: _____

Approved by the Board: _____ Date: _____