

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	Complaints policy	The council’s complaints policy includes this definition of a complaint in section 6.
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	Complaints policy Canterbury City Council Complaints procedure	The word ‘complaint’ does not have to be used for the council to treat it as such. Complaints submitted by third parties or advocates are treated in the same way as the council would otherwise. Customers are given a choice to raise a complaint wherever they raise dissatisfaction with the service.
1.4	Landlords must recognise the difference between a service request and a complaint.	Yes	Complaints policy	The council’s complaints policy sets out the difference between a service request

	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.			and a complaint in section 5.1.
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	We continue with the handling of a service request if a complaint is also made as confirmed in section 10.1 of the complaints policy. The council always raises a complaint if the resident 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		The survey contains details of how to complain in question 8b as well as in the 'you said we did' insert. Any other surveys issued that ask about wider feedback will also provide details of how to complain.

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	Complaints policy Canterbury City Council Complaints procedure	The council clearly states reasons for not accepting a complaint within section 5 of the policy. Each complaint is considered on its own merits. If a complaint is not accepted, we will provide an explanation to the resident as to why.
2.2	A complaints policy must set out the circumstances in which a matter will not be considered as a complaint or escalated, and these circumstances must be fair and reasonable to residents. Acceptable exclusions include: • The issue giving rise to the complaint occurred over twelve months ago. • Legal proceedings have started. This is defined as details of the claim, such as the Claim Form and Particulars of Claim, having been filed at court.	Yes	Complaints policy	The council's complaints policy sets out the reasons why a complaint would not be accepted in 5.2.1 of the policy.

	Matters that have previously been considered under the complaints policy.			
2.3	Landlords must accept complaints referred to them within 12 months of the issue occurring or the resident becoming aware of the issue, unless they are excluded on other grounds. Landlords must consider whether to apply discretion to accept complaints made outside this time limit where there are good reasons to do so.	Yes	Complaints policy	Section 5.2 of the complaints policy states that the council will not investigate late complaints unless it is decided there are good reasons and that these should still be acknowledged.
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 5.2 of the complaints policy shows that council always accepts complaints unless they fall within an exception, in which case the resident will be informed.
2.5	Landlords must not take a blanket approach to excluding complaints; they must consider the individual circumstances of each complaint.	Yes	Complaints policy	Section 5 of the council's complaints policy sets out the exclusion criteria for complaints. A blanket approach is not applied.

				Each complaint is considered based upon its own merits.
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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	Complaints policy Canterbury City Council Complaints procedure	Residents can raise a complaint by the following methods: • Completing the online complaint form. • Calling the customer contact centre and verbally reporting complaint. • Making a complaint by post to the address supplied. • Contacting their local housing officer or any council officer and verbally reporting a complaint. • Delivering a written complaint to the office.

				• Contacting their local MP or councillor to advocate on their behalf. • Granting an advocate permission to raise complaints on their behalf. • Contacting the relevant ombudsman to raise complaints through them.
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		There is no requirement for a customer to choose one route over another. Staff are aware of the complaints process and can pass the complaint on through the appropriate channels.
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		The council does not view a high volume of complaints as negative, and each complaint is treated on its own merits.

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 Canterbury City Council Complaints procedure	The council's complaints policy is available through the website and Section 10 clearly details the two-stage process for complaints.
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	Section 15 of the complaints policy explains how we will publicise details of the policy as well as the Ombudsman's Complaint 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	Complaints policy	Under Section 8 of the council's complaint policy, the council allows representatives to raise and deal with complaints on a resident's behalf, should they wish.
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 Canterbury City Council Complaints procedure	Section 10 of the council's complaints policy provides information regarding the residents right to access the Housing Ombudsman Service on the complaints section of the website, as well as in extension requests and stage 2 response templates.

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		The council has a complaints team. Its role is to ensure reporting, take responsibility for complaint handling. There is also a Link Officer to liaise with the Ombudsman on behalf of the council.
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 council's complaints team can access staff at all levels and facilitate the prompt resolution of complaints. The council's complaints team meets on a weekly basis with the head of service and as required with other officers to support effective management of complaints.

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		There is a mandatory training programme in place for all housing staff and the training is being extended across the organisation Learning from complaints takes place for all areas and recording and monitoring of this now takes place. From 1 April 2025, we began to centrally capture lessons learned from complaints.
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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	Complaints policy	The council has one complaints policy. Residents are not treated any differently if they complain.
5.2	The early and local resolution of issues between landlords and residents is key to effective complaint handling.	Yes	Complaints policy	The council has two complaint stages as set out in Section 10 of the complaints policy.

	It is not appropriate to have extra named stages (such as 'stage 0' or 'informal complaint') as this causes unnecessary confusion.			There are no additional stages.
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	The council has 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		All housing contractor complaints are processed through Canterbury City Council, which is a two-stage process.
5.5	Landlords are responsible for ensuring that any third parties handle complaints in line with the Code.	Yes		Third party housing contractors have been issued with guidance about what a complaint is and how customers can complain and face to face training has taken place with main contractors.

				All third-party complaints are directed to the council and answered by Canterbury City Council.
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	As outlined in Section 10.2.3 and Section 10.3.3 the council sets out the understanding of the complaint (the complaint definition) in the complaint acknowledgement. The council asks for clarification when needed – Section 10.3.4
5.7	When a complaint is acknowledged at either stage, landlords must be clear which aspects of the complaint they are, and are not, responsible for and clarify any areas where this is not clear.	Yes		This is made clear to customers and where there is an area that the council is not responsible for the customer will be notified.
5.8	At each stage of the complaints process, complaint handlers must: • deal with complaints on their merits, act independently, and have an open mind • give the resident a fair chance to set out their position • take measures to address any actual or perceived conflict of interest; and • consider all relevant information and evidence carefully.	Yes	Complaints policy	Section 10.1.1 of the complaints policy details that complaints are always dealt with upon their own merits, independently and with an open mind by the complaint handler. All relevant information and evidence are considered, and the resident is given the opportunity through the correspondence to set out their position.

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	Complaints policy	This is within the policy for the exceptional cases section 10.3.9 and covered in the mandatory training on complaints handling. We acknowledge this has not always happened and reminders have been sent to staff and they are being supported with this. More recently extensions are being used appropriately, but we will keep this under review.
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	The services hold information about the ways that customers need to be communicated with. This is adhered to when a complaint is received to ensure that the customer is communicated to in an effective way as per Section 10.4.4 of the complaints policy. As part of this assessment, we recognised this could also be asked at the complaint stage and the form will be updated to reflect this.

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	The council does not refuse to escalate complaints except for the reasons set out in the complaints policy.
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		The council keeps accurate records of all complaints at all stages including their outcomes.
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 policy	The council always seeks to remedy a complaint in the first instance.
5.14	Landlords must have policies and procedures in place for managing unacceptable behaviour from residents and/or their representatives.	Yes	Customer behaviour and incident policy (canterbury.gov.uk) Complaints policy	There is a Customer Behaviour and Incident Policy which details how this is managed and is referenced to in Section 9 of the complaints policy.

	Landlords must be able to evidence reasons for putting any restrictions in place and must keep restrictions under regular 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	Customer behaviour and incident policy (canterbury.gov.uk) Managing unreasonable actions by complainants: A guide for organisations - Local Government and Social Care Ombudsman	Canterbury City Council's Customer and Incident Behaviour Policy refer to the LGSO's guide on this matter and reference to Equality considerations in parts 1,3,4,5 & 6 of this guide.

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	Complaints policy	As detailed in section 10.2 of the council's complaints policy. Individual circumstances are considered when resolving a complaint.

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	Complaints policy	The council acknowledges, logs, and triages all complaints within 5 working days.
6.3	Landlords must issue a full response to stage 1 complaints <u>within 10 working days</u> of the complaint being acknowledged.	Yes	Complaints policy	This is set out within Sections 10 and 12 of the complaints policy. However, we acknowledge that not all stage 1 complaints are completed within the required timescale and we are working on improving this position. We closed 157.3% more stage 1 complaints on time during 2025-26 compared to the previous year, despite receiving double the amount of stage 1 complaints.
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		We acknowledge this has not always happened and reminders have been sent to staff and they are being supported with this. More recently extensions are being used appropriately, but we will keep this under review.
6.5	When an organisation informs a resident about an extension to these timescales,	Yes		When a customer is advised they are informed of the

	they must be provided with the contact details of the Ombudsman.			timescales and contact details for the Ombudsman, this is contained in the template for an extension.
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	The council issues complaint responses when the answer to the complaint is known, not when any actions have been completed (Section 10.2.11).
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	The council clearly addresses all the points the resident is raising in their complaint as part of the response and provide clear rationales for any decisions.
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	Complaints policy	The council endeavours to deal with multiple issues in one instance and will add additional related concerns into the complaint if raised prior to the response being sent. If additional complaints arise following the completion of the complaint a new complaint will be taken.

6.9	Landlords must confirm the following in writing to the resident at the completion of stage 1 in clear, plain language: • the complaint stage; • the complaint definition; • the decision on the complaint; • the reasons for any decisions made; • the details of any remedy offered to put things right; • details of any outstanding actions; and • details of how to escalate the matter to stage 2 if the individual is not satisfied with the response.	Yes	Stage 1 complaint template	This is included in all complaint responses and the complaint stage letter templates support in doing this.
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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		The council does not decline to escalate a complaint to stage 2 if the customer wishes us to.
6.11	Requests for stage 2 must be acknowledged, defined and logged at stage 2 of the complaints procedure within five working days of the escalation request being received.	Yes	Complaints policy	All complaints are acknowledged, defined, logged, and triaged within five 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	Complaints policy	The council does not insist that a resident justifies their reasoning should they wish to escalate their complaint to stage 2 (section 10.3.1).
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	A stage 2 complaint is dealt with by an independent officer/manager. Section 10.3.5 of the complaints policy.
6.14	Landlords must issue a final response to the stage 2 within 20 working days of the complaint being acknowledged.	Yes	Complaints policy	This is within Section 1 of the policy, but it is acknowledged that not all stage 2 complaints are completed within the required timescale. The council is working on improving this position. We closed 228% more stage 2 complaints on time during 2025-26 compared to the previous year, despite receiving 129.5% more stage 2 complaints.
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	Yes		We acknowledge this has not always happened and reminders have been sent to staff and they are being supported with this. More recently extensions are being used appropriately,

	the reason(s) must be clearly explained to the resident.			but we will keep this under review.
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	Complaint extension template	When a customer is advised they are informed of the timescales and contact details for the Ombudsman.
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	Complaints policy	The council issues complaint responses when the answer to the complaint is known, not when any actions have been completed. (Section 10.3.11)
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 council clearly addresses all the points the resident is raising in their complaint as part of the response and provide clear rationales for any decisions.
6.19	Landlords must confirm the following in writing to the resident at the completion of stage 2 in clear, plain language: • the complaint stage; • the complaint definition; • the decision on the complaint; • the reasons for any decisions made; • the details of any remedy offered to put things right;	Yes	Stage 2 complaint response template and sample responses can be provided	This is included in all complaint responses and the complaint stage letter templates support in doing this.

	• details of any outstanding actions; and • details of how to escalate the matter to the Ombudsman Service if the individual remains dissatisfied.			
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 10 of the policy confirms that council does not have a further stage to the complaint process, and all suitable staff will complete the stage 2 process.

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; 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	Housing compensation and redress policy	The council acknowledges where something has gone wrong, and detail what we will do to remedy that in the complaint response letters. The council does have a compensation and redress policy.
7.2	Any remedy offered must reflect the impact on the resident as a result of any fault identified.	Yes	Housing compensation and redress policy	The remedy the council offers reflects the impact the resident has suffered.
7.3	The remedy offer must clearly set out what will happen and by when, in agreement with the resident where	Yes	Housing compensation and redress policy	The council endeavours to plainly detail what will happen and when, when

	appropriate. Any remedy proposed must be followed through to completion.			offering a resolution to the resident.
7.4	Landlords must take account of the guidance issued by the Ombudsman when deciding on appropriate remedies.	Yes	Housing compensation and redress policy	The council does take into account the guidance issued by the Ombudsman and will give due regard to this when creating the compensation and redress policy.

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: - the annual self-assessment against this Code to ensure their complaint handling policy remains in line with its requirements. - 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; - any findings of non-compliance with this Code by the Ombudsman	Yes	Browse meetings - Cabinet Canterbury City Council	A performance report is created and presented to Cabinet annually, with the next report due on 2 July 2026

	- the service improvements made as a result of the learning from complaints; - any annual report about the landlord's performance from the Ombudsman; and - 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	Browse meetings - Cabinet Canterbury City Council	This is completed for 2025/26 and will be carried out for 2026/27.
8.3	Landlords must also carry out a self-assessment following a significant restructure, merger and/or change in procedures.	Yes		This will happen when required.
8.4	Landlords may be asked to review and update the self-assessment following an Ombudsman investigation.	Yes		This will happen if required.
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	Yes		This will happen if required.

	timescale for returning to compliance 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 council always considers what improvements can be made to the service if a complaint has highlighted a problem.
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 council conducts analysis on complaints that seeks to identify root cause issues and subsequently introduce changes in service delivery to address these.
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	Browse meetings - Cabinet Canterbury City Council	The council reports back to the Resident Engagement Panel and Cabinet about complaints.
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 council has a senior officer who acts as the complaints lead. They are provided with regular reports on complaint handling.

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 portfolio holder for housing is the MRC for housing complaints.
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 portfolio holder for housing is the MRC for housing complaints. There is a responsible lead that is able to provide this information.
9.7	As a minimum, the MRC and the governing body (or equivalent) must receive: • regular updates on the volume, categories and outcomes of complaints, alongside complaint handling performance; • regular reviews of issues and trends arising from complaint handling; • regular updates on the outcomes of the Ombudsman's investigations and progress made in complying with orders related to severe maladministration findings; and	Yes	Browse meetings - Cabinet Canterbury City Council	Information is provided regularly to Member Responsible for Complaints ('the MRC').

	• 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: • have a collaborative and co-operative approach towards resolving complaints, working with colleagues across teams and departments • take collective responsibility for any shortfalls identified through complaints, rather than blaming others; and • act within the professional standards for engaging with complaints as set by any relevant professional body.	Yes		The council recognises this important measure towards achieving a more positive and proactive culture in dealing with complaints and will look to implement this as part of the implementation plan. Section 1.4 of the complaint policy outlines the collaborative nature within the council for responding to complaints.