

Code section	Point	Action	Open/Closed
1.1	Effective complaint handling enables individuals to be heard and understood. The starting point for this is a shared understanding of what constitutes a service request and what constitutes a complaint. In most cases organisations should be able to put things right through normal service delivery processes	The definition of a complaint is defined in section 3.1 of the Corporate Complaints procedure and 3.7 defines what is a service request	Compliant
1.2	A service request may be defined as: 'a request that the organisation provides or improves a service, fixes a problem or reconsiders a decision.'	Set out in section 3.7 of the Corporate Complaints procedure. "A service request should not be logged as a complaint. For example, if a customer contacts to complain that their refuse bin has not been collected and this has not been reported previously, it should be logged and responded as a service request. If a customer contacts to complain that a previously reported missed refuse bin collection has not been completed or not completed satisfactorily, this will be recorded as a complaint".	Compliant
1.3	This provides organisations with opportunities to resolve matters to an individual's satisfaction before they become a complaint.	Set out in section 3.4 of the Corporate Complaints procedure."The council encourages any customer who has a concern to first speak to a member of staff in the relevant service area. If there has been a problem the member of staff should try to resolve it. However, if a service user is not happy and wants to make a complaint, we need to make it easy for them to do so".	Compliant
1.4	A complaint may be defined as: 'an expression of dissatisfaction, however made, about the standard of service, actions or lack of action by the organisation, its own staff, or those acting on its behalf, affecting an individual or group of individuals.'	The definition of a complaint is defined in section 3.1 of the Corporate Complaints procedure	Compliant
1.5	An individual should not have to use the word 'complaint' for it to be treated as such. A complaint that is submitted via a third party or representative should still be handled in line with the organisation's complaints policy	Not stated in current procedure.The Corporate Complaints procedure will be reviewed and include this in the policy by 1st April 2025.	Open
1.6	Organisations should recognise the difference between a service request and a complaint. This should be set out in their complaints policy.	This is explained and set out within the Corporate Complaints procedure Section 3.7 "A service request should not be logged as a complaint. For example, if a customer contacts to complain that their refuse bin has not been collected and this has not been reported previously, it should be logged and responded as a service request. If a customer contacts to complain that a previously reported missed refuse bin collection has not been completed or not completed satisfactorily, this will be recorded as a complaint.	Compliant
1.7	Service requests are not complaints but may contain expressions of dissatisfaction. Organisations should have the opportunity to deal with a service request before a complaint is made. A complaint may be raised when the individual expresses dissatisfaction with the response to their service request, even if the handling of the service request remains ongoing. An organisation should not stop its efforts to address the service request if the individual complains.	Section 3.7 of the Corporate Complaints policy. 'If a customer contacts to complain that a previously reported missed refuse bin collection has not been completed or not completed satisfactorily, this will be recorded as a complaint'	Compliant
1.8	Service requests should be recorded, monitored and reviewed regularly	Wording not stated in the current procedure. The Corporate Complaints procedure will be reviewed and include this in the policy by 1st April 2025.	Open

2.1	An organisation should accept a complaint unless there is a valid reason not to do so. If the organisation decides not to accept a complaint, it should be able to evidence its reasoning. Each complaint should be considered on its own merits	Section 3.5 of the Complaints Policy outlines conditions under which a complaint may not be accepted. 'Certain types of complaint will not be dealt with through the Council's complaints procedure because there are other processes more suitable for dealing with them, or because they are outside the Council's control.'	Compliant
2.2	Organisations should accept complaints referred to them within 12 months of the issue occurring, or the individual becoming aware of the issue. Organisations should consider whether to apply discretion to accept complaints made outside this time limit where there are good reasons to do so.	Not stated in the current procedure. The Corporate Complaints procedure will be reviewed and include this in the policy by 1st April 2025.	Open
2.3	A complaints policy should set out the circumstances in which a matter might not be considered or escalated. Organisations should ensure that these are reasonable, and should not deny individuals access to redress.	4.4 of Corporate Complaints Procedure ' If a complainant continues to express their dissatisfaction, but does not provide specific reasons as to why they are not satisfied by the Council's response, in some circumstances the complaint will not be escalated to the next stage, but instead be responded to as an ongoing matter. This process is used to ensure that complaints are only escalated when necessary and not just because a complainant continues to express their dissatisfaction'	Compliant
2.4	If an organisation decides not to accept a complaint, an explanation should be provided to the individual setting out the reasons why the matter is not suitable for the complaints process and the right to take that decision to the Ombudsman.	Not stated in the procedure. The Corporate Complaints procedure and process will be reviewed and include this in the policy by 1st April 2025.	Open
2.5	Organisations should not take a blanket approach to excluding complaints; they should consider the individual circumstances of each complaint.	Section 2 of the corporate complaints procedure 'The Council will deal with complaints impartially, objectively and professionally. All feedback should be dealt with in a fair, confidential, consistent, effective and timely manner.'	Compliant
3.1	Organisations should make it easy for individuals to complain by providing different channels through which they can make a complaint. Organisations must consider their duties under the Equality Act 2010 and anticipate the needs and reasonable adjustments of individuals who may need to access the complaints process.	3.4 of the corporate complaints procedure and on the council's website. " The council encourages any customer who has a concern to first speak to a member of staff in the relevant service area. If there has been a problem the member of staff should try to resolve it. However, if a service user is not happy and wants to make a complaint, we need to make it easy for them to do so. We accept complaints: • online via the council's corporate complaints form • by letter; Corporate complaints team, 25 Windsor Road, Slough, SL1 2EL • by email; complaints@slough.gov.uk • by telephone; 01753 475111 Although we accept complaints made by telephone it's helpful to have them in writing, so that we have a clear record of the complainant's views on what went wrong and what the Council should do to put things right. If a complainant wishes to make a complaint by telephone, they must not be prevented from doing so". Section 1 "We will ensure that everyone is treated fairly and consistently in expressing their views and opinions, and we take into account equality and diversity issues".	Compliant
3.2	Individuals should be able to raise their complaints in any way and with any member of staff. All staff should be aware of the complaints process and be able to pass details of the complaint to the appropriate person within the organisation.	Review of the Corporate Complaints procedure will include staff awareness as part of the training by 1st April 2025.	Compliant
3.3	High volumes of complaints should 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 individuals are unable to complain.	Slough Borough Council currently do not benchmark their complaints data against local boroughs, this is an area that will be reviewed. The Council will be reviewing their approach to complaints handling and will include this by 1st April 2025.	Open

3.4	Organisations should make their complaint policy available in a clear and accessible format for all individuals. This should detail the process, what will happen at each stage, and the timeframes for responding. The policy should also be published on the organisation's website	The policy is published on the council website and is easily accessible. It is a 2-stage process set out in section 4 of the Corporate Complaints procedure. Our website has an Accessibility tab which provides information. We want as many people as possible to be able to use this website. We have also made the website text as simple as possible to understand. AbilityNet has advice on making your device easier to use if you have a disability.	Compliant
3.5	The policy should explain how the organisation will publicise details of the complaints policy, including information about the Ombudsman and this Code.	The Corporate Complaints procedure will be reviewed and include this in the policy by 1st April 2025.	Open
3.6	Organisations should give individuals the opportunity to have a suitable representative deal with their complaint on their behalf, and to be represented or accompanied at any meeting with the organisation.	Already in place and covered within the current complaint policy -Sections 3.2 & 5.3. " Many people feel daunted at the prospect of making a complaint. They may be unsure about how to go about it, or how best to put their case. The council has a positive approach to complaints and will encourage people to seek the support of friends or other advocates such as Citizens Advice Bureau. The council will also give assistance to those who have difficulty with written or spoken English and those who are disabled. The council will, where appropriate, accept complaints from advocates or third parties, provided that the person affected has given their written consent". "We will take into account customers' communication needs and preferences. We will offer support or tailor our approach accordingly and make any reasonable adjustments necessary to the operation of this process to ensure that it is open and accessible to all. This can include: • Advice, advocacy or representation • Translation and interpretation, including sign language, Braille and large print • Accessible meeting locations".	Compliant
3.7	Organisations should provide individuals with information on their right to access the Ombudsman service and how the individual can engage with the Ombudsman about their complaint.	Our Corporate complaints – Slough Borough Council page gives more information. This will be reviewed alongside the Corporate Complaints procedure by 1st April 2025.	Compliant
3.8	Where an organisation asks for feedback about its services through a survey, it should provide details of how individuals can complain so they can pursue any dissatisfaction if they so wish.	*Need to check with Communications.	Open
4.1	Organisations should have designated, sufficient resource assigned to take responsibility for complaint handling, including liaison with the relevant Ombudsman and ensuring complaints are reported to the governing body (or equivalent).	Currently have we have different teams managing complaints for different service areas, including a key contact for the LGSCO. Policy to be reviewed by 1st April 2025	Compliant
4.2	Anyone responding to a complaint should have access to staff at all levels to facilitate the prompt resolution of complaints. They should also have the authority and autonomy to act to resolve disputes promptly and fairly.	Complaints are sent to complaints managers who have authority and autonomy.	Compliant
4.3	Organisations are expected to prioritise complaint handling and a culture of learning from complaints. All relevant staff should be suitably trained in the importance of complaint handling. It is important that complaints are seen as a core service and resourced accordingly	We prioritise complaint handling however we lack a culture of learning from complaints. A review will be carried out to ensure best practise in line with LGSCO code of complaint handling, Training of staff and learning from complaints will form part of this by 1st April 2025.	Open
5.1	Organisations should have a single policy for dealing with complaints covered by the Code.	Section 4 of the Corporate Complaints procedure. "The Council should seek to resolve complaints at the earliest opportunity. Where possible, prior to implementing the formal two-stage process outlined below, every attempt should be made to deal with complaints quickly and informally, at the point of service delivery".	Compliant
5.2	The early and local resolution of issues between organisations and individuals is key to effective complaint handling. Organisations should not have extra named stages (such as 'stage 0' or 'informal complaint') as this causes unnecessary confusion.	We have a two-stage Corporate Complaints process.	Compliant

5.3	When an individual expresses dissatisfaction that could meet the criteria for a complaint as set out in section 1 of the Code, they should be given the opportunity to make a complaint. Organisations should recognise that individuals may be reluctant to raise complaints out of fear it may impact services they receive in future.	Section 5.3 of the Corporate Complaints procedure. "We will take into account customers' communication needs and preferences".	Compliant
5.4	The person responding to the complaint should: a. clarify with the individual any aspects of the complaint they are unclear about; b. deal with complaints on their merits, act independently, and have an open mind; c. give the individual a fair chance to set out their position; d. take measures to address any actual or perceived conflict of interest; and e. consider all relevant information and evidence carefully.	Our template letters will be reviewed alongside the Corporate Complaints procedure by 1st April 2025.	Open
5.5	Where a response to a complaint will fall outside the timescales set out in this Code the organisation should inform the individual of when the response will be provided and the reason(s) for the delay.	Not stated in policy / no standard process however there are pockets of good practice being delivered around this within the organisation. The Corporate Complaints procedure will be reviewed by 1st April 2025.	Open
5.6	Organisations must make reasonable adjustments for individuals where appropriate under the Equality Act 2010.	Equality and discrimination advice page . Mentioned in current policy. While we do not have a separate policy, reasonable adjustments can be requested as per the Equalities Act 2010.	Compliant
5.7	Organisations should not refuse to escalate a complaint through all stages of the complaints procedure unless there are valid reasons to do so. Organisations should clearly set out these reasons, and they should align with the approach to exclusions set out in section 2 of the Code	4.4 of Corporate Complaint process. "If a complainant continues to express their dissatisfaction, but does not provide specific reasons as to why they are not satisfied by the Council's response, in some circumstances the complaint will not be escalated to the next stage, but instead be responded to as an ongoing matter. This process is used to ensure that complaints are only escalated when necessary and not just because a complainant continues to express their dissatisfaction".	Compliant
5.8	A full record should be kept of the complaint, and the outcomes at each stage. This should include the original complaint and the date received, all correspondence with the individual, correspondence with other parties, and any relevant supporting documentation such as reports. This should be retained in line with the organisation's data retention policies.	*Intex system covers this. Slough Children First use a different logging system and may also need to use Intex. To be discussed/actioned with them.	Open
5.9	Organisations should have systems in place to ensure that a complaint can be remedied at any stage of its complaints process. Organisations should ensure that appropriate remedies can be provided at any stage of the complaints process without the need for escalation to stage 2 or the Ombudsman.	LGSCO complaint handling online training with managers/complaint handlers in Feb 2024 covered this. Consider organising additional training with more managers. The Corporate Complaints procedure and process will be reviewed to include this by 1st April 2025	Open
5.10	Organisations should have policies and procedures in place for managing unacceptable behaviour from individuals and/or their representatives. Organisations should be able to evidence reasons for putting any restrictions in place and should keep an individual's restrictions under regular review.	Compliant with the use of Management of unreasonable customer behaviour policy and Incheck 365 system overseen by Health & Safety.	Compliant
5.11	Any restrictions placed on an individual's contact due to unacceptable behaviour should be proportionate and demonstrate regard for the provisions of the Equality Act 2010	Compliant with the use of Management of unreasonable customer behaviour policy https://www.slough.gov.uk/complaints-feedback/unreasonable	Compliant
6.1	Organisations should have processes in place to consider which complaints can be responded to as early as possible, and which require further consideration. Organisations should consider factors such as the complexity of the complaint and whether the individual is vulnerable or at risk. Most stage 1 complaints can be resolved promptly, and an explanation, apology or resolution provided to the individual.	The Corporate Complaints procedure does set out the stages of the complaint however it does not define what can be responded to as early as possible and which will require further investigation. The procedure and process will be reviewed and include this which will be undertaken by 1st April 2025.	Open

6.2	Complaints should be acknowledged, and logged at stage 1 of the complaints procedure within five working days of the complaint being received.	Update corporate complaint procedure to reflect 5 working days. Part of the review to include this which will be undertaken by 1st April 2025.	Open
6.3	Organisations should provide a full response to stage 1 complaints within 10 working days of the complaint being acknowledged.	Current stage 1 will have to be changed from 15 working day to 10. The procedure and process will be reviewed and include this which will be undertaken by 1st April 2025.	Open
6.4	Organisations should decide whether an extension to this timescale is needed when considering the complexity of the complaint and then inform individuals of the expected timescale for response. Any extension should be no more than 10 working days without good reason, and the reason(s) should be clearly explained to the individual.	The Corporate Complaints procedure sets out the timescale of logging stage 1 complaints. Acknowledgement sent within 2 working days.	Compliant
6.5	When an organisation informs an individual about an extension to these timescales, they should be provided with the details of the relevant Ombudsman.	Ombudsman details not stated in current procedure. Templates to be amended. Part of the review to include this which will be undertaken by 1st April 2025.	Open
6.6	A complaint response should be provided to the individual when the answer to the complaint is known, not when the outstanding actions required to address the issue are completed. Outstanding actions should still be tracked and actioned promptly, with appropriate updates provided to the individual.	Review of the Corporate Complaints procedure will include staff awareness as part of the training by 1st April 2025.	Open
6.7	Organisations should address all points raised in the complaint and provide clear reasons for any decisions, referencing the relevant policy, law and good practice where appropriate. Organisations should be clear which aspects of the complaint they are, and are not, responsible for and clarify any areas where this is not clear.	Review of the Corporate Complaints procedure we will include staff awareness as part of the training by 1st April 2025.	Compliant
6.8	At the conclusion of stage 1 organisations should provide details of how to escalate the matter to stage 2 if the individual is not satisfied with the response.	Within current templates. The Corporate Complaints procedure and process will be reviewed and include this in the review which will be undertaken by 1st April 2025.	Compliant
6.9	Where individuals raise additional complaints during stage 1, these should be incorporated into the stage 1 response if they are related, and the stage 1 response has not been provided. Where the stage 1 response has been provided, the new issues are unrelated to the issues already being considered, or it would unreasonably delay the response, the new issues should be logged as a new complaint.	Not reflected in our procedure. Review of the Corporate Complaints procedure we will include staff awareness as part of the training by 1st April 2025.	Open
6.10	Organisations should have systems in place to ensure that a complaint can be remedied at any stage of its complaints process. Individuals should not have to escalate a complaint in order to get an appropriate remedy.	Review of the Corporate Complaints procedure will include staff awareness as part of the training by 1st April 2025.	Open
6.11	If all or part of the complaint is not resolved to the individual's satisfaction at stage 1, it should be progressed to stage 2 of the organisation's procedure. Stage 2 is the organisation's final response..	Section 4,2 of Corporate Complaints Procedure " If the customer is dissatisfied with the outcome of the Stage 1 investigation, at their request, the Council will arrange for the complaint to be reviewed by a more senior manager".	Compliant
6.12	Requests for stage 2 should be acknowledged and logged at stage 2 of the complaints procedure within five working days of the escalation request being received. Within the acknowledgement, organisations should set out their understanding of any outstanding issues and the outcomes the individual is seeking. If any aspect of the complaint is unclear, the individual should be asked for clarification.	Update complaint policy so it is clear we have 5 working days to acknowledge and the time frame starts from date of acknowledgement. The Corporate Complaints procedure and process will be reviewed and include this in the policy by 1st April 2025.	Open
6.13	Individuals should not be required to explain their reasons for requesting a stage 2 consideration. Organisations should make reasonable efforts to understand why an individual remains unhappy as part of its stage 2 response.	Review of the Corporate Complaints procedure will include staff awareness as part of the training by 1st April 2025.	Compliant

6.14	The person considering the complaint at stage 2 should not be the same person that considered the complaint at stage 1.	There is an escalation detailed in the Corporate Complaints procedure advising who will investigate / review stage 1 and stage 2. Section 4.1. "The Council will nominate an appropriate officer to respond to the complaint at this stage". Section 4.2 " If the customer is dissatisfied with the outcome of the Stage 1 investigation, at their request, the Council will arrange for the complaint to be reviewed by a more senior manager. In most cases this will be the service Director or a designated officer".	Compliant
6.15	Organisations should issue a final response to the stage 2 within 20 working days of the complaint being acknowledged.	Update procedure to reflect this. By 1st April 2025.	Open
6.16	Organisations should decide whether an extension to this timescale is needed when considering the complexity of the complaint and then inform individuals of the expected timescale for response. Any extension should be no more than 20 working days without good reason, and the reason(s) should be clearly explained to the individual.	*Complaint policy to be updated to reflect this. The Corporate Complaints procedure and process will be reviewed to include this by 1st April 2025.	Open
6.17	When an organisation informs an individual about an extension to these timescales they should be provided with the details of the relevant Ombudsman.	*Templated to be updated. Part of the Corporate Complaints review.	Open
6.18	Organisations should confirm the following in writing to the individual at the completion of stage 2 in clear, plain language: a. the complaint stage; b. the organisation's understanding of the complaint; 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 if the individual remains dissatisfied	Within current template. This will be picked up as part of the review and reflected in training and process instructions going forward, by 1st April 2025.	Compliant
6.19	Stage 2 should be the organisation's final response and should involve all suitable staff members needed to issue such a response.	The policy does not clearly state this. The Corporate Complaint procedure and process will be reviewed and include this in the review which will be undertaken by 1st April 2025.	Open
6.20	A process with more than two stages will make the complaint process unduly long and delay access to the relevant Ombudsman. A process with a single stage means the organisation may lack the ability to check its response before an individual comes to the Ombudsman.	We have 2 stages	Compliant
6.21	Where an organisation's complaint response is handled by a third party (e.g. a contractor) or independent adjudicator at any stage, it should form part of the two stage complaints process set out in this Code. Individuals should not be expected to go through two complaints processes.	Set out in 3.1 of Corporate Complaints procedure. "Our definition of a complaint is an expression of dissatisfaction about a council service that requires a response. A complaint can relate to the standard of, or service received, the way a decision has been made, actions or lack of actions by the council, its staff or its partners and contractors".	Compliant
6.22	Organisations are responsible for ensuring that any third parties handle complaints in line with the Code.	Ensure that the code is shared with third party complaint handlers/investigators within 6 months. Review of the Corporate Complaints procedure will include staff awareness as part of the training by 1st April 2025.	Open
7.1	Where something has gone wrong an organisation should 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	This will be picked up as part of the review and reflected in training and process instructions going forward, by 1st April 2025.	Open
7.2	Any remedy offered should reflect the impact on the individual as a result of any fault identified.	As above	Open

7.3	The remedy offer should clearly set out what will happen and by when, in agreement with the individual where appropriate. Any remedy proposed should be followed through to completion.	The Compensation policy, process and procedure will be reviewed and include this in the review which will be undertaken by 1st April 2025.	Open
7.4	If a proposed remedy cannot be delivered, the individual should be informed of the reasons for this, provided with details of any alternative remedy and reminded of their right to complain to the Ombudsman,	Utilise holding replies	Open
7.5	Organisations should take account of the good practice guides issued by the Ombudsman when deciding on appropriate remedies.	Feed this into training that is provided. Review of the Corporate Complaints procedure will include staff awareness as part of the training by 1st April 2025.	Open
8.1	8.1 Organisations should produce an annual complaints performance and service improvement report for scrutiny and challenge, which should include: a. an annual self-assessment against this Code to ensure its complaint handling policy remains in line with its requirements. b. a qualitative and quantitative analysis of the organisation's complaint handling performance. This should also include a summary of the types of complaints the organisation has refused to accept; c. any findings of non-compliance with this Code; d. the service improvements made as a result of the learning from complaints; e. the annual letter about the organisation's performance from the Ombudsman; and f. any other relevant reports or publications produced by the Ombudsman in relation to the work of the organisation.	Annual Complaints Report is being worked on for presentation at Audit & Corporate Governance committee 30th September 2024. Thus will include an annual assessment against the code.	Open
8.2	The annual complaints performance and service improvement report should be reported through the organisation's governance arrangements and published on the section of its website relating to complaints. The response to the report from the relevant governance arrangement should be published alongside this.	As to similar years, the annual complaints report will be presented to the Audit and Corporate Governance Committee and published on our website	Compliant
8.3	Organisations should also carry out a self-assessment following a significant restructure, merger and/or change in procedures	Noted. Evidence not applicable in this case.	Compliant
9.1	Organisations should 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.	Ongoing. Learning from complaints will form part of the review to be completed by 1st April 2025.	Compliant
9.2	A positive complaint handling culture is important to the effectiveness with which organisations resolve disputes. Organisations should use complaints as a source of intelligence to identify issues and introduce positive changes in service delivery.	There are pockets of learnings throughout the different services of the Council, however this needs to be formalised, tracked and monitored to ensure they are embedded into the organisation.	Open
9.3	Accountability and transparency are also integral to a positive organisational culture. Organisations should report back on wider learning and improvements from complaints to stakeholders, such as citizens' panels, staff and relevant committees.	Within the annual complaints report.	Compliant
9.4	The organisation should appoint a suitably senior person to oversee its complaint handling performance. This person should assess any themes or trends to identify potential systemic issues, serious risks, or policies and procedures that require revision.	Already in place for Corporate Complaints - Finbar, Complaints, Casework & FOI Lead.	Compliant

9.5	In addition to this, organisations should assign lead responsibility for complaints in governance arrangements to support a positive complaint handling culture. We refer to this as the 'Member Responsible for Complaints' (the Member). This role could be carried out by an individual or committee depending on the governance arrangements in place	We have a lead Elected member, Councillor Mabu Shaik who is the Cabinet Member responsible for Lead Member for I.T., Customer Services, Revenue & Benefits, Procurement and Performance including Complaints.	Compliant
9.6	The Member should receive regular information on complaints that provides insight on the organisation's complaint handling performance. The Member should have access to suitable information and staff to perform this role and report on their findings	Preset fortnightly meetings with MRC, Director of Strategy Change and Resident Engagement and Service leads are currently in place. Information around complaint handling performance needs to be developed for it to be useful for the MRC to perform their role. A dashboard is available to provide information on complaints that provides insight on complaint handling performance. This will form part of the complaints review to be undertaken by 1st April 2025.	Open
9.7	As a minimum, the Member should 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; and c. the annual complaints performance and service improvement report.	This process will be reviewed by March 2025.	Open
9.8	Organisations should 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	There is no standard objective set in relation to complaint handling. This will be raised Cooperatively with our CLT (Corporate Leadership Team) colleagues to review and take forward. This will be reviewed by March 2025.	Open

Compliant - Low
Open - Medium
High