

# AWOL London Limited Annual Complaint Handling Self-Assessment

This self-assessment has been conducted in accordance with the 2024 Complaint Handling Code issued by the Housing Ombudsman Service (HOS). It has been prepared by AWOL London Limited’s Complaints Officer and formally approved by our governing body to ensure compliance with best practices in complaint resolution.

## 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	We have adopted the definition of a complaint as set out in the Complaint Handling Code. This is set out in AWOLs Complaints Policy under sub section 'what is a complaint'.	
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	This is detailed in AWOLs complaint policy under sub section 'how complaints will be handled'.	

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.	NO		We recognise that as part of this self-assessment that our complaints policy could better outline the difference between a service request & complaint, providing examples where necessary. This policy will be updated to reflect this change.
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	AWOLs complaints policy outlines when a complaint should be raised.  Colleagues are also aware that they should raise a matter as a potential complaint internally as soon as they identify dissatisfaction.	
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.	No		Although resident surveys are conducted, we have not previously noted in a survey how a resident can raise a complaint if outlining any form of dissatisfaction. This will be implemented for all surveys moving forward.

## 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	<p>Circumstances under which AWOL may decide not to accept a complaint is detailed within AWOLs Complaints policy.</p> <p>The policy stipulates that AWOL will exercise its discretion appropriately and any decision to exclude a complaint will be provided.</p> <p>In such cases contact details for the Ombudsman will be provided so that any decision taken to exclude a complaint can be challenged.</p>	
2.2	<p>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:</p> <ul style="list-style-type: none"> <li>• The issue giving rise to the complaint occurred over twelve</li> </ul>	YES	<p>Circumstances under which AWOL may decide not to accept a complaint is detailed within AWOLs Complaints policy.</p> <p>The policy stipulates that AWOL will exercise its discretion appropriately and any decision to</p>	

	<p>months ago.</p> <ul style="list-style-type: none"> <li>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.</li> </ul> <p>Matters that have previously been considered under the complaints policy.</p>		<p>exclude a complaint will be provided.</p> <p>In such cases contact details for the Ombudsman will be provided so that any decision taken to exclude a complaint can be challenged.</p>	
2.3	<p>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.</p> <p>Landlords must consider whether to apply discretion to accept complaints made outside this time limit where there are good reasons to do so.</p>	YES		<p>Our Complaints procedure notes the previous 6 months period which previously stood rather than 12 months. The complaints Policy will be updated immediately to reflect this.</p>
2.4	<p>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.</p>	YES	<p>Any decision taken to exclude a complaint will be clearly explained to the resident – as set out in AWOLs Complaints Policy.</p>	

2.5	landlords must not take a blanket approach to excluding complaints; they must consider the individual circumstances of each complaint.	YES	The need to consider each case on its merits and to not take a blanket approach to excluding complaints is set out in AWOLS complaint policy.  This is also outlined to colleagues via training.	
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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 can be raised via telephone, email social media, the resident engagement app & in person. AWOL operates in one development only which has colleagues on site 24/7. Each resident when moving to the development is meet by a member of the front of house team and provided a home demo. Here, the various points of contacts are discussed.	
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	All staff members are aware of the complaints policy and that complaints can be raised in any way seen fit.	
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	Adopting a positive complaint handling culture has been the focus point for training sessions relating to complaints handling.  This is with the aim of increasing the number of complaints	

			identified internally where a feeling of dissatisfaction from residents may be noted.	
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	AWOLs Complaints Policy is available via email & post and clearly outlines the two-stage process.  AWOL are also based on site so can provide to residents upon request.	
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	AWOLs complaint policy outlines how this information will be publicised.	
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	AWOLs complaints policy outlines that this is possible.	
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	AWOLs complaints policy outlines that this is possible.	AWOL look to further improve this by updating the complaints policy to provide contact information for the Housing Ombudsman.

## 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	AWOLS property services team oversee complaint handling alongside the front of house manager who is responsible for communal matters such as noise disturbances. AWOLs senior management team is responsible for ensure compliance with the code of practice and reporting to the governing body.	
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	YES	The Senior team are responsible for the day-to-day management of all colleagues across AWOL and as a result have the ability to facilitate quick resolution to 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	A positive complaint handling culture is encouraged. Colleague training focuses on seeing complaints as a method of identifying ways to improve business operations. Weekly meetings are also in place to discuss complaints openly team.	



## 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	AWOL has a complaints policy in place.	
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	AWOL does not operate any additional (informal) stages, and none are set out in AWOLs Complaints Policy.	
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	AWOLs operates a two stage internal complaints procedure.	
5.4	Where a landlord's complaint response is handled by a third party (e.g. a contractor or independent adjudicator) at any stage, it must form part of the two stage complaints process set out in this Code. Residents must not be expected to go through two complaints processes.	N/A	N/A	
5.5	Landlords are responsible for ensuring that any third parties handle complaints in line with the Code.	N/A	N/A	

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	Colleagues are trained to define the complaint and to check their understanding is correct before compiling a response.	
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	In AWOLs acknowledgements to a complaint, a summary of the issue is outlined to confirm understanding. If part of the complaint cannot be considered, it will be outlined.	
5.8	At each stage of the complaints process, complaint handlers must: <ul style="list-style-type: none"> <li>a. deal with complaints on their merits, act independently, and have an open mind</li> <li>b. give the resident a fair chance to set out their position</li> <li>c. take measures to address any actual or perceived conflict of interest</li> <li>d. consider all relevant information and evidence carefully</li> </ul>	YES	Colleagues are provided training to ensure complaints are handled in this way.	

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	Colleagues are trained to ensure regular communication is provided to ensure all parties are kept updated in the event of any extensions to timeframes.	
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	<p>Colleagues have been trained to flag any instances where reasonable adjustments may be required. These instances are raised with the senior management team and reviewed to ensure reasonable adjustments are made.</p> <p>Where adjustments are agreed, it will be noted on AWOLs CRM system.</p>	
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	AWOLs complaint policy outlines the limited reasons a complaint can be refused. In the rare instance that a complaint is declined, a full explanation is provided with details of the Housing Ombudsman.	

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	All complaints are tracked in a single location accessible to all colleagues. this is kept up to date and monitored by the senior team to ensure compliance.  Supporting documents are recorded on AWOLs CRM system.	
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	Colleagues are actively encouraged to identify and implement the right remedy as swiftly as possible to ensure complaints are addressed quickly and in a fair and proportionate manor.	
5.14	Landlords must have policies and procedures in place for managing unacceptable behaviour from residents and/or their representatives. Landlords must be able to evidence reasons for putting any restrictions in place and must keep restrictions under regular review.	NO	Colleagues are trained to flag these matters to the senior team for review.  Where appropriate, restrictions are put in place and monitored for compliance.  AWOLs CRM system is updated to collate evidence.	Although colleagues are trained on how to handle these processes, AWOL has committed to documenting the policy in further detail to provide transparency to all ensuring there is easily accessible guidance to colleagues.
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	All restrictions are reviewed to ensure they are measured and abide by all applicable legislation & codes of practice.	

## 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	Colleagues will always look to provide a resolution as quickly as possible. Where a response can be submitted sooner than the time frames outlined, colleagues will do so.	
6.2	Complaints must be acknowledged, defined and logged at stage 1 of the complaints procedure within five working days of the complaint being received.	YES	This is noted in AWOLs complaint policy.	
6.3	Landlords must issue a full response to stage 1 complaints within 10 working days of the complaint being acknowledged.	YES	This is noted in AWOLs complaint policy.	
6.4	Landlords must decide whether an extension to this timescale is needed when considering the complexity of the complaint and then inform the resident of the expected timescale for response. Any extension must be no more than 10 working days without good reason,	YES	This is noted in AWOLs complaint policy.	

	and the reason(s) must be clearly explained to the resident.			
6.5	When an organisation informs a resident about an extension to these timescales, they must be provided with the contact details of the Ombudsman.	YES	This is noted in AWOLs complaint policy.	
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	This is noted in AWOLs complaint policy.	
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	Colleagues are trained to provide clear explanations for decisions when responding to complaints.	
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	Colleagues are trained to handle stage one complaints in this way.	

6.9	<p>Landlords must confirm the following in writing to the resident at the completion of stage 1 in clear, plain language:</p> <ul style="list-style-type: none"> <li>a. the complaint stage;</li> <li>b. the complaint definition;</li> <li>c. the decision on the complaint;</li> <li>d. the reasons for any decisions made;</li> <li>e. the details of any remedy offered to put things right;</li> <li>f. details of any outstanding actions; and</li> <li>g. details of how to escalate the matter to stage 2 if the individual is not satisfied with the response.</li> </ul>	YES	Colleagues are trained to handle stage one complaints in this way.	
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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	This is noted in AWOLs complaint policy.	
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.		This is noted in AWOLs complaint policy.	

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	This is noted in AWOLs complaint policy.	
6.13	The person considering the complaint at stage 2 must not be the same person that considered the complaint at stage 1.	YES	Stage two complaints will be handled by the senior team only. Where the complaint is handled by a member of the senior team at stage one, a different colleague will be assigned stage two and will be required to independently review the complaint.	
6.14	Landlords must issue a final response to the stage 2 within 20 working days of the complaint being acknowledged.	YES	This is noted in AWOLs complaint policy.	
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	This is noted in AWOLs complaint policy.	
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	This is noted in AWOLs complaint policy.	



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	This is noted in AWOLs complaint policy.	
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	Colleagues are trained to provide clear explanations for decisions when responding to complaints.	
6.19	Landlords must confirm the following in writing to the resident at the completion of stage 2 in clear, plain language: <ul style="list-style-type: none"> <li>a. the complaint stage;</li> <li>b. the complaint definition;</li> <li>c. the decision on the complaint;</li> <li>d. the reasons for any decisions made;</li> <li>e. the details of any remedy offered to put things right;</li> <li>f. details of any outstanding actions; and</li> <li>g. details of how to escalate the matter to the Ombudsman Service if the individual remains dissatisfied.</li> </ul>	YES	Colleagues are trained to handle stage two complaints in this way.	
6.20	Stage 2 is the landlord's final response and must involve all suitable staff members needed to issue such a response.	YES	Stage two complaints are only handled by the senior team.	

## Section 7: Putting things right

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
7.1	<p>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.</p> <p>These can include:</p> <ul style="list-style-type: none"> <li>• Apologising;</li> <li>• Acknowledging where things have gone wrong;</li> <li>• Providing an explanation, assistance or reasons;</li> <li>• Taking action if there has been delay;</li> <li>• Reconsidering or changing a decision;</li> <li>• Amending a record or adding a correction or addendum;</li> <li>• Providing a financial remedy;</li> <li>• Changing policies, procedures or practices.</li> </ul>	YES	<p>AWOLS complaint policy outlines details on remedies such as compensation.</p> <p>Colleagues are also trained on types of remedies which can be applied and when it is appropriate to use them.</p>	

7.2	Any remedy offered must reflect the impact on the resident as a result of any fault identified.	YES	<p>AWOLS complaint policy outlines details on remedies such as compensation.</p> <p>Colleagues are also trained on types of remedies which can be applied and when it is appropriate to use them.</p>	
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	<p>If the remedy involves completing a task or action, colleagues will clearly set out a plan of action detailing what steps are required.</p> <p>Where compensation has been agreed, a clear explanation of how this has been calculated will be provided.</p>	
7.4	Landlords must take account of the guidance issued by the Ombudsman when deciding on appropriate remedies.	YES	AWOLs complaint policy has been created using the Ombudsman code of practice.	

## Section 8: Self-assessment, reporting and compliance

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
8.1	<p>Landlords must produce an annual complaints performance and service improvement report for scrutiny and challenge, which must include:</p> <ul style="list-style-type: none"> <li>a. the annual self-assessment against this Code to ensure their complaint handling policy remains in line with its requirements.</li> <li>b. a qualitative and quantitative analysis of the landlord's complaint handling performance. This must also include a summary of the types of complaints the landlord has refused to accept;</li> <li>c. any findings of non-compliance with this Code by the Ombudsman;</li> <li>d. the service improvements made as a result of the learning from complaints;</li> <li>e. any annual report about the landlord's performance from the Ombudsman; and</li> <li>f. any other relevant reports or publications produced by the Ombudsman in relation to the work of the landlord.</li> </ul>	YES	Our Annual Complaints Performance and Service Improvement Report will be submitted alongside this self-assessment.	

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.	NO		This has not yet been published to AWOLs website. Work to improve the AWOL website so that this step can be actioned has been instructed.
8.3	Landlords must also carry out a self-assessment following a significant restructure, merger and/or change in procedures.	N/A	N/A	
8.4	Landlords may be asked to review and update the self-assessment following an Ombudsman investigation.	Yes	We will comply with this request if/when 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 timescale for returning to compliance with the Code.	YES	We will comply with this request if/when required.	

## 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	<p>All complaints are seen as an opportunity to learn about the service AWOLs provides as well as how well its operational processes work.</p> <p>Each complaint is reviewed to see if there is an opportunity to learn from its outcome.</p> <p>Complaints are also reviewed collectively to identify any trends.</p>	
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	<p>All complaints are seen as an opportunity to learn about the service AWOLs provides as well as the deficiency of its operational processes.</p> <p>Each complaint is reviewed to see if there is an opportunity to learn from its outcome.</p> <p>Complaints are also reviewed collectively to identify any trends.</p>	

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	AWOL operates a number of resident events throughout the year where residents have the opportunity to meet colleagues and discuss concerns.  Complaints are also reported to the board bimonthly.	
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 Head of AWOL has recently been appointed to oversee complaints moving forward with the support of the senior team.	
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	Group MD & Chief Legal Officer for City & Docklands has been assigned the role of 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 Head of AWOL has access to all staff and information and reports to the MRC and board.  The MRC has the ability to access all information & colleagues where required.	

9.7	<p>As a minimum, the MRC and the governing body (or equivalent) must receive:</p> <ul style="list-style-type: none"> <li>a. regular updates on the volume, categories and outcomes of complaints, alongside complaint handling performance;</li> <li>b. regular reviews of issues and trends arising from complaint handling;</li> <li>c. regular updates on the outcomes of the Ombudsman’s investigations and progress made in complying with orders related to severe maladministration findings; and</li> <li>d. annual complaints performance and service improvement report.</li> </ul>	YES	Board meetings are held once every two months. A Summary of complaints for the period is reviewed.	
9.8	<p>Landlords must have a standard objective in relation to complaint handling for all relevant employees or third parties that reflects the need to:</p> <ul style="list-style-type: none"> <li>a. have a collaborative and co-operative approach towards resolving complaints, working with colleagues across teams and departments;</li> <li>b. take collective responsibility for any shortfalls identified through complaints, rather than blaming others; and</li> <li>c. act within the professional standards for engaging with complaints as set by any relevant professional body.</li> </ul>	YES	AWOL proa actively encourage a culture of positive attitudes towards complaints which incorporates these points.	