

Outreach Housing Ltd - Complaints Handling Code Self-Assessment

A comprehensive self-assessment report in compliance with the Housing Ombudsman's Complaints Handling Code as per <https://www.housing-ombudsman.org.uk/app/uploads/2024/09/03.Complaint-Handling-Code-24.pdf>

Prepared: October 2024

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Section 1: Definition of a Complaint

Code Provision	Code Requirement	Comply (Yes/No)	Evidence	Commentary/Explanation
1.2	<p>A complaint must be defined as: '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.'</p> <p>A resident does not have to use the word 'complaint' for it to be treated as such. Whenever a resident expresses dissatisfaction</p>	Yes	<p>Complaints are defined as expressions of dissatisfaction, regardless of how they are made, as per Outreach's Complaints Policy.</p>	<p>Complaints can be submitted via email, phone, or in person.</p>
1.3	<p>landlords must give them the choice to make a complaint. A complaint that is submitted via a third party or</p>	Yes	<p>Outreach recognises all expressions of dissatisfaction and accepts complaints from third parties with consent.</p>	<p>Residents do not need to formally label an issue as a "complaint."</p>

Code Provision	Code Requirement	Comply (Yes/No)	Evidence	Commentary/Explanation
1.4	<p>representative must be handled in line with the landlord's complaints policy. 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 put something right. Service requests are not complaints, but must be recorded, monitored and reviewed regularly.</p>	Yes	<p>The Complaints Policy makes clear distinctions between service requests and complaints.</p>	<p>Service requests are recorded and regularly reviewed.</p>
1.5	<p>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.</p>	Yes	<p>Dissatisfaction with a service request is automatically escalated to a complaint.</p>	<p>Service requests remain open while complaints are handled simultaneously.</p>

Code Provision	Code Requirement	Comply (Yes/No)	Evidence	Commentary/Explanation
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	Surveys can include information about the complaints process to ensure residents know how to escalate issues.	Outreach plans to inform residents about complaint options when gathering feedback.

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	Outreach accepts all complaints unless valid exclusions apply, such as time limits or legal proceedings.	Valid exclusions are clearly outlined, and reasons are communicated to residents.
2.2	A complaints policy must set out the circumstances	Yes	The Complaints Policy lists	Outreach ensures fairness in its exclusions and explains these to residents.

Code Provision	Code Requirement	Comply (Yes/No)	Evidence	Commentary/Explanation
2.3	<p>in which a matter will not be considered as a complaint or escalated, and these circumstances must be fair and reasonable to residents.</p> <p>Acceptable exclusions include:</p> <ul style="list-style-type: none"> • the issue giving rise to the complaint occurred over 12 months ago • legal proceedings have started - this is defined as details of the claim, such as the Claim Form and Particulars of Claim, having been filed at court • matters that have previously been considered under the complaints policy <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</p>	Yes	<p>valid exclusions, such as issues older than 12 months and cases under legal action.</p> <p>Outreach accepts complaints within 12 months of the incident and may use discretion for older issues.</p>	Outreach applies reasonable discretion in considering late complaints.

Code Provision	Code Requirement	Comply (Yes/No)	Evidence	Commentary/Explanation
2.4	<p>limit where there are good reasons to do so.</p> <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>Explanations are given for any exclusion, and Ombudsman contact details are provided.</p>	<p>Residents are informed of their right to escalate the matter to the Ombudsman.</p>
2.5	<p>Landlords must not take a blanket approach to excluding complaints; they must consider the individual circumstances of each complaint.</p>	Yes	<p>Complaints are handled on a case-by-case basis, and blanket exclusions are not applied.</p>	<p>Individual consideration ensures fairness for all complaints.</p>

Section 3: Accessibility and Awareness

Code Provision	Code Requirement	Comply (Yes/No)	Evidence	Commentary/Explanation
3.1	<p>Landlords must make it easy for residents to complain by providing different</p>	Yes	<p>Complaints can be made by email, phone, or in person, and reasonable</p>	<p>Outreach ensures accessibility and equality in handling complaints.</p>

Code Provision	Code Requirement	Comply (Yes/No)	Evidence	Commentary/Explanation
3.2	<p>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.</p> <p>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.</p>	Yes	<p>adjustments are made for residents with specific needs.</p> <p>All staff are trained to handle complaints and pass them on to the appropriate team.</p>	Complaints can be made to any Outreach staff member.
3.3	<p>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</p>	Yes	Complaints are treated as opportunities for learning, and the board reviews them regularly to identify potential barriers.	Outreach encourages feedback and sees complaints as a tool for improving services.

Code Provision	Code Requirement	Comply (Yes/No)	Evidence	Commentary/Explanation
3.4	<p>unable to complain.</p> <p>Landlords must make their complaint policy available in a clear and accessible format for all residents. This will detail the 2-stage process, what will happen at each stage, and the timeframes for responding. The policy must also be published on the landlord's website.</p>	Yes	The Complaints Policy is published online and available to residents.	Outreach ensures that the policy is accessible and clearly outlines the process.
3.5	<p>The policy must explain how the landlord will publicise details of the complaints policy, including information about the Ombudsman and this Code.</p>	Yes	The policy explains how it will be publicised, including Ombudsman details.	Outreach ensures that residents are aware of their right to contact the Ombudsman.
3.6	<p>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.</p>	Yes	Residents can appoint a representative to handle their complaint, provided consent is verified.	Outreach allows representatives to act on behalf of residents.
3.7	<p>Landlords must provide residents with information on their right to access the Ombudsman</p>	Yes	Information on accessing the Ombudsman is provided throughout the	Residents are informed of their right to contact the Ombudsman at all stages.

Code Provision	Code Requirement	Comply (Yes/No)	Evidence	Commentary/Explanation
	service and how the individual can engage with the Ombudsman about their complaint.		complaints process.	

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	Outreach has a dedicated Complaints Officer who manages complaints and liaises with the Ombudsman.	The Complaints Officer ensures effective handling of all complaints.
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 Complaints Officer has the authority and autonomy to resolve disputes quickly and independently.	The officer has access to staff at all levels and can act promptly.

Code Provision	Code Requirement	Comply (Yes/No)	Evidence	Commentary/Explanation
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	Staff are trained in handling complaints, and complaints are treated as a core service.	Complaint handling is prioritised and regularly reviewed for improvement.

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	Outreach follows a single, clear policy for handling complaints.	Residents are treated fairly, and complaints are handled consistently.
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	Yes	The Complaints Policy encourages prompt resolution at the earliest possible stage.	Outreach prioritises early resolution of complaints to avoid escalation.

Code Provision	Code Requirement	Comply (Yes/No)	Evidence	Commentary/Explanation
5.3	<p>named stages (such as 'stage 0' or 'informal complaint') as this causes unnecessary confusion.</p> <p>A process with more than 2 stages is not acceptable under any circumstances as this will make the complaint process unduly long and delay access to the Ombudsman.</p>	Yes	<p>Outreach follows a two-stage complaints process as per the Ombudsman's guidelines.</p>	<p>The two-stage process ensures efficiency and fairness.</p>
5.4	<p>Where a landlord's complaint response is handled by a third party (such as a contractor or independent adjudicator) at any stage, it must form part of the 2-stage complaints process set out in this Code.</p> <p>Residents must not be expected to go through 2 complaints processes.</p>	Yes	<p>Outreach ensures that third-party contractors adhere to the same complaints process, with no duplication for residents.</p>	<p>Complaints are dealt with through a single, streamlined process even when third parties are involved.</p>
5.5	<p>Landlords are responsible for ensuring that any third parties handle complaints in line with the Code.</p>	Yes	<p>Outreach ensures third-party contractors follow its complaints process in line with the Code.</p>	<p>Outreach maintains responsibility even when third parties are involved.</p>

Code Provision	Code Requirement	Comply (Yes/No)	Evidence	Commentary/Explanation
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	The Complaints Policy ensures that Outreach seeks to clarify complaints where necessary and documents the complaint definition.	Outreach seeks to ensure that the complaint is understood and correctly defined early on.
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	Outreach acknowledges complaints and clarifies the responsibilities outlined in each stage.	The Complaints Officer ensures that the scope of responsibility is clearly explained to the resident.

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	Yes	Complaints are categorised to ensure early resolution when possible.	Outreach strives for quick resolutions to avoid escalation.

Code Provision	Code Requirement	Comply (Yes/No)	Evidence	Commentary/Explanation
6.2	<p>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.</p> <p>Complaints must be acknowledged, defined and logged at stage 1 of the complaints procedure within 5 working days of the complaint being received.</p>	Yes	Complaints are acknowledged and logged within 5 working days as per the policy.	Outreach adheres to the 5-day acknowledgment window.
6.3	<p>Landlords must issue a full response to stage 1 complaints within 10 working days of the complaint being acknowledged.</p>	Yes	The policy states that complaints are responded to within 10 working days of acknowledgment.	Outreach provides a full response within the timeframe unless an extension is agreed upon.
6.4	Landlords must decide whether an extension to	Yes	Extensions are permitted, but residents must be	Extensions are only given in complex cases, with

Code Provision	Code Requirement	Comply (Yes/No)	Evidence	Commentary/Explanation
	<p>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.</p> <p>When an organisation informs a resident about an extension to these timescales, they must be provided with the contact details of the Ombudsman.</p>		<p>informed, and reasons clearly explained.</p>	<p>communication to residents.</p>
6.5	<p>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</p>	Yes	<p>The policy ensures that residents are informed of Ombudsman contact details when extensions occur.</p>	<p>Ombudsman details are provided alongside any notice of extensions.</p>
6.6	<p>Outreach provides the formal response as soon as the answer is known, even if actions are still in progress.</p>	Yes	<p>Further actions are tracked and updated separately after the response.</p>	<p>Further actions are tracked and updated separately after the response.</p>

Code Provision	Code Requirement	Comply (Yes/No)	Evidence	Commentary/Explanation
6.7	<p>be tracked and actioned promptly with appropriate updates provided to the resident.</p> <p>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.</p>	Yes	<p>The Complaints Policy ensures that all points are addressed, with reasons for decisions clearly explained.</p>	<p>Outreach references policies, laws, or good practice when making decisions.</p>
6.8	<p>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</p>	Yes	<p>Related complaints are incorporated into the Stage 1 response, and unrelated complaints are logged separately.</p>	<p>Outreach logs additional unrelated complaints as new cases.</p>

Code Provision	Code Requirement	Comply (Yes/No)	Evidence	Commentary/Explanation
6.9	<p>as a new complaint.</p> <p>Landlords must confirm the following in writing to the resident at the completion of stage 1 in clear, plain language:</p> <p>a. the complaint stage b. the complaint definition c. the decision on the complaint d. the reasons for any decisions made e. the details of any remedy offered to put things right f. details of any outstanding actions g. details of how to escalate the matter to stage 2 if the individual is not satisfied with the response.</p>	Yes	Residents are informed of their rights to escalate complaints to Stage 2 at the end of Stage 1.	The escalation process is clearly communicated to residents.

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	Yes	The Complaints Policy outlines a clear process for escalating complaints to Stage 2.	Complaints unresolved at Stage 1 are automatically escalated if requested by the resident.

Code Provision	Code Requirement	Comply (Yes/No)	Evidence	Commentary/Explanation
6.11	<p>procedure. Stage 2 is the landlord's final response.</p> <p>Requests for stage 2 must be acknowledged, defined and logged at stage 2 of the complaints procedure within 5 working days of the escalation request being received.</p>	Yes	Stage 2 complaints are acknowledged within 5 working days.	Outreach adheres to the required acknowledgment timeframe.
6.12	<p>Residents must not be required to explain their reasons for requesting a stage 2 consideration.</p> <p>Landlords are expected to make reasonable efforts to understand why a resident remains unhappy as part of its stage 2 response.</p>	Yes	Residents are not asked to provide further explanations for requesting escalation.	Outreach works to understand residents' dissatisfaction through the complaint review.
6.13	<p>The person considering the complaint at stage 2 must not be the same person that considered the complaint at stage 1.</p>	Yes	Stage 2 complaints are reviewed by a different individual from the one handling Stage 1.	A board member reviews complaints at Stage 2.
6.14	<p>Landlords must issue a final response to the stage 2 within 20 working days of the complaint being acknowledged.</p>	Yes	Stage 2 complaints are responded to within 20 working days, as stated in the policy.	Outreach aims to resolve Stage 2 complaints promptly and within the set timeframe.

Code Provision	Code Requirement	Comply (Yes/No)	Evidence	Commentary/Explanation
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	Extensions are only granted in complex cases, and residents are informed of the reasons.	Any extensions are communicated clearly to residents, with reasons for delays.
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	Ombudsman contact details are provided whenever a timescale extension is communicated.	Outreach provides the Ombudsman's details when informing residents of an extension.
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	Yes	A final response is provided once the outcome is known, regardless of any outstanding actions.	Any further required actions are communicated separately to the resident.

Code Provision	Code Requirement	Comply (Yes/No)	Evidence	Commentary/Explanation
6.18	<p>actioned promptly with appropriate updates provided to the resident.</p> <p>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.</p>	Yes	<p>All aspects of the complaint are addressed in the final response, with clear reasons given for decisions.</p>	<p>Outreach ensures that residents receive clear explanations for any decisions made.</p>
6.19	<p>Landlords must confirm the following in writing to the resident at the completion of stage 2 in clear, plain language: a. the complaint stage b. the complaint definition c. the decision on the complaint d. the reasons for any decisions made e. the details of any remedy offered to put things right f. details of any outstanding actions g. details of how to escalate the matter to the Ombudsman Service if the individual</p>	Yes	<p>Residents are provided with a detailed response that includes all the required information.</p>	<p>All required information is clearly outlined in the final Stage 2 response.</p>

Code Provision	Code Requirement	Comply (Yes/No)	Evidence	Commentary/Explanation
6.20	remains dissatisfied. Stage 2 is the landlord's final response and must involve all suitable staff members needed to issue such a response.	Yes	Outreach ensures that all necessary personnel are involved in issuing the final response at Stage 2.	The Complaints Officer works with relevant teams to ensure the final response is accurate and comprehensive.

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: <ul style="list-style-type: none"> • 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, 	Yes	Outreach acknowledges errors and outlines steps to rectify them, such as issuing apologies or explanations.	Outreach is committed to correcting mistakes through prompt actions and communication.

Code Provision	Code Requirement	Comply (Yes/No)	Evidence	Commentary/Explanation
	procedures, or practices.			
7.2	Any remedy offered must reflect the impact on the resident as a result of any fault identified.	Yes	Remedies, including financial compensation or policy changes, are tailored to the impact on the resident.	Outreach tailors remedies based on the specific impact on the resident.
7.3	The remedy offer must clearly set out what will happen and by when, in agreement with the resident where appropriate. Any remedy proposed must be followed through to completion.	Yes	Outreach provides clear timelines and follows through on any actions required to resolve the issue.	Actions are monitored to ensure completion in line with any agreed remedy.
7.4	Landlords must take account of the guidance issued by the Ombudsman when deciding on appropriate remedies.	Yes	Outreach follows the Housing Ombudsman's guidance in determining appropriate remedies.	Remedies are based on best practice and Ombudsman recommendations.

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	Yes	Outreach produces an annual report reviewing complaints and service improvements.	The report includes qualitative and quantitative analysis, including service improvements.

Code Provision	Code Requirement	Comply (Yes/No)	Evidence	Commentary/Explanation
	<p>and challenge, which must include: a. the annual self assessment against this Code to ensure their complaint handling policy remains in line with its requirements b. a qualitative and quantitative analysis of the landlord's complaint handling performance - this must also include a summary of the types of complaints the landlord has refused to accept c. any findings of non-compliance with this Code by the Ombudsman d. the service improvements made as a result of the learning from complaints e. any annual report about the landlord's performance from the Ombudsman f. any other relevant reports or publications produced by the Ombudsman in relation to the work of the landlord.</p>			

Code Provision	Code Requirement	Comply (Yes/No)	Evidence	Commentary/Explanation
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	The report is shared with the board and published online.	The board reviews and responds to the annual report, which is then made public.
8.3	Landlords must also carry out a self-assessment following a significant restructure, merger and/or change in procedures.	Yes	Self-assessments are conducted after any major structural or procedural changes.	Outreach ensures that self-assessments are conducted whenever needed.
8.4	Landlords may be asked to review and update the self-assessment following an Ombudsman investigation.	Yes	Any self-assessments required by the Ombudsman are completed as necessary.	Outreach follows Ombudsman recommendations for updates to the assessment.
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	Yes	Outreach notifies the Ombudsman and affected residents if compliance is delayed due to exceptional circumstances.	A clear communication plan is in place for exceptional circumstances.

Code Provision	Code Requirement	Comply (Yes/No)	Evidence	Commentary/Explanation
	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.			

Section 9: Scrutiny and Oversight: Continuous Learning and Improvement

Code Provision	Code Requirement	Comply (Yes/No)	Evidence	Commentary/Explanation
9.1	Landlords must look beyond the circumstances of the individual complaint and consider whether service improvements can be made as a result of any learning from the complaint.	Yes	Complaints are reviewed to identify potential improvements in service delivery.	Outreach learns from complaints to continuously improve its services.
9.2	A positive complaint handling culture is integral to the effectiveness with which landlords resolve disputes. Landlords must use complaints as a source of intelligence to identify issues and introduce positive changes in service delivery.	Yes	Complaints provide valuable insight for service improvement and positive change.	Outreach uses complaint data to inform service delivery improvements.

Code Provision	Code Requirement	Comply (Yes/No)	Evidence	Commentary/Explanation
9.3	<p>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.</p> <p>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.</p>	Yes	<p>Learning and improvements from complaints are reported to residents and the board.</p>	<p>The board and residents' panels receive regular updates on complaint handling.</p>
9.4	<p>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 (MRC).</p>	Yes	<p>The Complaints Officer is responsible for complaint handling and reports to senior staff.</p>	<p>A designated officer ensures accountability and improvement.</p>
9.5	<p>The MRC will be responsible for</p>	Yes	<p>A board member is appointed to lead on complaints, supporting a positive handling culture.</p>	<p>The board member reviews complaints and ensures performance is monitored.</p>
9.6		Yes	<p>Regular reports on</p>	<p>The board receives ongoing updates on the</p>

Code Provision	Code Requirement	Comply (Yes/No)	Evidence	Commentary/Explanation
9.7	<p>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.</p> <p>As a minimum, the MRC and the governing body (or equivalent) must receive: a. regular updates on the volume, categories and outcomes of complaints, alongside complaint handling performance b. regular reviews of issues and trends arising from complaint handling c. regular updates on the outcomes of the Ombudsman's investigations and progress made in complying with orders related to severe maladministration finding d. Annual Complaints Performance and Service Improvement report.</p>	Yes	<p>complaint handling are shared with the board and the MRC.</p> <p>The MRC and governing body receive regular updates on complaint volumes, categories, and outcomes.</p>	<p>volume, categories, and outcomes of complaints.</p> <p>Outreach's governing body reviews regular updates and reports on complaint handling performance.</p>

Code Provision	Code Requirement	Comply (Yes/No)	Evidence	Commentary/Explanation
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> <p>a. have a collaborative and co-operative approach towards resolving complaints, working with colleagues across teams and departments</p> <p>b. take collective responsibility for any shortfalls identified through complaints, rather than blaming others</p> <p>c. act within the professional standards for engaging with complaints as set by any relevant professional body.</p>	Yes	<p>Complaint handling is part of employee objectives, and staff are trained to work collaboratively to resolve issues and take collective responsibility.</p>	<p>Outreach ensures that staff and third parties are trained to work within professional standards to resolve complaints efficiently.</p>