

Appendix A: Self-assessment form

This self-assessment form should be completed by the complaints officer, and it must be reviewed and approved by the landlord's governing body at least annually.

Once approved, landlords must publish the self-assessment as part of the annual complaint's performance and service improvement report on their website. The governing body's response to the report must be published alongside this.

Landlords are required to complete the self-assessment in full and support all statements with evidence, with additional commentary as necessary.

We recognise that there may be a small number of circumstances where landlords are unable to meet the requirements, for example, if they do not have a website. In these circumstances, we expect landlords to deliver the intentions of the Code in an alternative way, for example by publishing information in a public area so that it is easily accessible.

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	The definition set out in New Outlook Housing Association Complaints & Compliments policy & procedure.	
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	Our policy and procedure explain how we receive complaints, accepting complaints from representative with tenants' permission.	

1.4	Landlords must recognise the difference between a service request and a complaint. This must be set out in their complaints policy. A service request is a request from a resident to the landlord requiring action to be taken to put something right. Service requests are not complaints, but must be recorded, monitored and reviewed regularly.	Yes	This is set out in New Outlook Housing Association Complaints & Compliments policy and procedure.	
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	This is set out in New Outlook Housing Association Complaints & Compliments policy and procedure.	
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	This approach is set out in New Outlook Housing Association Complaints & Compliments policy and procedure. Survey feedback is published on our website and in each of our services We also post survey feedback to our general needs' tenants.	

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	This approach is set out in New Outlook Housing Association Complaints & Compliments policy and procedure. All complaints, including unaccepted ones will be recorded on our internal IT system	

2.2	A complaints policy must set out the circumstances in which a matter will not be considered as a complaint or escalated, and these circumstances must be fair and reasonable to residents. Acceptable exclusions include: • The issue giving rise to the complaint occurred over twelve months ago. • Legal proceedings have started. This is defined as details of the claim, such as the Claim Form and Particulars of Claim, having been filed at court. • Matters that have previously been considered under the complaints policy.	YES	New Outlook Housing Association complaints and compliments policy & procedure confirms the reasons for refusing a complaint and that they will be assessed on a case-by-case basis.	
2.3	Landlords must accept complaints referred to them within 12 months of the issue occurring or the resident becoming aware of the issue, unless they are excluded on other grounds. Landlords must consider whether to apply discretion to accept complaints made outside this time limit where there are good reasons to do so.	Yes	New Outlook Housing Association complaints and compliments policy & procedure confirms the reasons for refusing a complaint and that they will be assessed on a case-by-case basis.	

2.4	If a landlord decides not to accept a complaint, an explanation must be provided to the resident setting out the reasons why the matter is not suitable for the complaints process and the right to take that decision to the Ombudsman. If the Ombudsman does not agree that the exclusion has been fairly applied, the Ombudsman may tell the landlord to take on the complaint.	Yes	This approach is set out in New Outlook Housing Association Complaints & Compliments policy and procedure. We will take guidance from any judgements made by the Housing Ombudsman	
2.5	Landlords must not take a blanket approach to excluding complaints; they must consider the individual circumstances of each complaint.	Yes	This approach is set out in New Outlook Housing Association Complaints & Compliments policy and procedure. We will consider all complaints fairly and in line with policies and regulations.	

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	New Outlook Housing Association complaints and compliments policy & procedure lists several methods in which to make a complaint, including someone acting on their behalf with their permission. We have links on our website to make a complaint. We also promote how to make a complaint within services.	
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	New Outlook Housing Association employees receive Complaints training to ensure awareness and understanding, including a submission of reading and understanding the policy and procedure.	

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	Complaints across all services are monitored by the Complaints Officer. • Managers receive weekly information about the complaints process and data on all open complaints. • Operations Managers have undertaken training around complaints handling and are cascading this down to Service Managers and Deputy Service Managers.	
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	www.newoutlookhousing.org.ha Published on our website and in services. Available in different formats on request. Upon sign up, tenants are given a Nee Outlook handbook, which contains information on how to raise a complaint	
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	www.newoutlookhousing.org.ha This approach is set out in New Outlook Housing Association Complaints & Compliments policy and procedure. Posters are displayed in services, and on notice boards. Information is available on our website.	

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	This approach is set out in New Outlook Housing Association Complaints & Compliments policy and procedure.	
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	This approach is set out in New Outlook Housing Association Complaints & Compliments policy and procedure. This is also available on our website.	

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	Complaints & Compliments Policy and Procedure. The Complaints Officer and Director of Quality oversee complaints handling across New Outlook Housing Association, The Complaints Officer is responsible for liaising with the Ombudsmen and providing reports to Audit and Risk Committee (ARC).	
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 and each Head of service, along with the Director of quality & Care have access to staff at all levels of the Association.	

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	New Outlook Housing Association employees are trained on complaint handling, with automated continual training via our internal E Learning system. We also provide up to date face to face refresher training for new and existing staff. We have documentation on Sharepoint which all staff have access to	
-----	---	-----	--	--

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	New Outlook Housing Association has a single Complaints & compliments policy & procedure which covers the organisation.	
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	This is set out in New Outlook Housing Association Complaints & Compliments policy and procedure. Our Complaints policy has been updated to recognise this with concerns and informal complaints removed from 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	This is set out in New Outlook's Complaints & Compliments policy and procedure. Complaints policy updated to reflect this. We operate a two-stage policy	
5.4	Where a landlord's complaint response is handled by a third party (e.g. a contractor or independent adjudicator) at any stage, it must form part of the two stage complaints process set out in this Code. Residents must not be expected to go through two complaints processes.	Yes	New Outlook Housing Association manages all complaints even where these are against 3rd party contractors working on our behalf.	
5.5	Landlords are responsible for ensuring that any third parties handle complaints in line with the Code.	Yes	New Outlook Housing Association manages all complaints even where these are against 3rd party contractors working on our behalf.	
5.6	When a complaint is logged at Stage 1 or escalated to Stage 2, landlords must set out their understanding of the complaint and the outcomes the resident is seeking. The Code will refer to this as "the complaint definition". If any aspect of the complaint is unclear, the resident must be asked for clarification.	Yes	This is set out in New Outlook Housing Association Complaints & Compliments policy and procedure.	

5.7	When a complaint is acknowledged at either stage, landlords must be clear which aspects of the complaint they are, and are not, responsible for and clarify any areas where this is not clear.	Yes	This is set out in New Outlook Housing Association Complaints & Compliments policy and procedure.	
5.8	At each stage of the complaints process, complaint handlers must: a. deal with complaints on their merits, act independently, and have an open mind; b. give the resident a fair chance to set out their position; c. take measures to address any actual or perceived conflict of interest; and d. consider all relevant information and evidence carefully.	Yes	This is set out in New Outlook Housing Association Complaints & Compliments policy and procedure.	
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	This is set out in New Outlook Housing Association Complaints & Compliments policy and procedure. We have digital prompts to ensure regular updates are done.	

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	This is set out in New Outlook Housing Association Complaints & Compliments policy and procedure. Each tenant's individual needs are recorded on our internal system. Any specific adjustments would be identified and actioned at this stage.	
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	This is set out in New Outlook Housing Association Housing Association Complaints & Compliments policy and procedure. This complies with section 2 of the code.	
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	his is set out in New Outlook Housing Association Housing Association Complaints & Compliments policy and procedure. All complaints are recorded on New Outlooks internal system and recorded against the individuals record on Pyramid	

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	This is set out in New Outlook Housing Association Complaints & Compliments policy and procedure.	
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.	Yes	This approach is set out in New Outlook Housing Association anti-social behaviour policy. This available on our website, throughout services and on SharePoint	
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	This approach is set out in New Outlook Housing Association anti-social behaviour policy. This available on our website, throughout services and on SharePoint	

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	This approach is set out in New Outlook Housing Association Complaints & Compliments policy and procedure.	
6.2	Complaints must be acknowledged, defined and logged at stage 1 of the complaint's procedure <u>within five working days of the complaint being received</u> .	Yes	This approach is set out in New Outlook Housing Association Complaints & Compliments policy and procedure. Current performance is 100%	
6.3	Landlords must issue a full response to stage 1 complaints <u>within 10 working days</u> of the complaint being acknowledged.	Yes	This approach is set out in New Outlook Housing Association Complaints & Compliments policy and procedure. Performance 100%	

6.4	Landlords must decide whether an extension to this timescale is needed when considering the complexity of the complaint and then inform the resident of the expected timescale for response. Any extension must be no more than 10 working days without good reason, and the reason(s) must be clearly explained to the resident.	Yes	This approach is set out in New Outlook Housing Association Complaints & Compliments policy and procedure.	
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 approach is set out in New Outlook Housing Association Complaints & Compliments policy and procedure.	
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 approach is set out in New Outlook Housing Association Complaints & Compliments policy and procedure	
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	This approach is set out in New Outlook Housing Association Complaints & Compliments policy and procedure	

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	This approach is set out in New Outlook Housing Association Complaints & Compliments policy and procedure.	
6.9	Landlords must confirm the following in writing to the resident at the completion of stage 1 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; and g. details of how to escalate the matter to stage 2 if the individual is not satisfied with the response.	Yes	This approach is set out in New Outlook Housing Association Complaints & Compliments policy and procedure. New supporting documents are in place - letters have been drafted for each stage for MRC to send out to complainants in response to their complaint. A copy will be saved on individual records.	

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 approach is set out in New Outlook Housing Association Complaints & Compliments policy and procedure.	
6.11	Requests for stage 2 must be acknowledged, defined and logged at stage 2 of the complaint's procedure within five working days of the escalation request being received.	Yes	This approach is set out in New Outlook Housing Association Complaints & Compliments policy and procedure.	
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 approach is set out in New Outlook Housing Association Complaints & Compliments policy and procedure. Tenants are not required to submit a reason for requesting a stage 2 consideration.	
6.13	The person considering the complaint at stage 2 must not be the same person that considered the complaint at stage 1.	Yes	This approach is set out in New Outlook Housing Association Complaints & Compliments policy and procedure.	
6.14	Landlords must issue a final response to the stage 2 <u>within 20 working days</u> of the complaint being acknowledged.	Yes	This approach is set out in New Outlook Housing Association Complaints & Compliments policy and procedure.	

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 approach is set out in New Outlook Housing Association Complaints & Compliments policy and procedure.	
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 approach is set out in New Outlook Housing Association Complaints & Compliments policy and procedure. .	
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 approach is set out in New Outlook Housing Association Complaints & Compliments policy and procedure.	
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	This approach is set out in New Outlook Housing Association Complaints & Compliments policy and procedure.	

6.19	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; and g. details of how to escalate the matter to the Ombudsman Service if the individual remains dissatisfied.	Yes	This approach is set out in New Outlook Housing Association Complaints & Compliments policy and procedure. This information is clearly given to all managers and Heads of Services to ensure compliance is met. Sharepoint holds templates so all staff use the same documents.	
6.20	Stage 2 is the landlord's final response and must involve all suitable staff members needed to issue such a response.	Yes	This approach is set out in New Outlooks Complaints & Compliments policy and procedure.	

Section 7: Putting things right

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
7.1	Where something has gone wrong a landlord must acknowledge this and set out the actions it has already taken, or intends to take, to put things right. These can include: • Apologising; • Acknowledging where things have gone wrong; • Providing an explanation, assistance or reasons; • Taking action if there has been delay; • Reconsidering or changing a decision; • Amending a record or adding a correction or addendum; • Providing a financial remedy; • Changing policies, procedures or practices.	Yes	This approach is set out in New Outlook Housing Association Complaints & Compliments policy and procedure. This information is clearly given to all managers and Heads of Services to ensure compliance is met. Sharepoint holds templates so all staff use the same documents. The compensation policy is in place with the amounts payable in line with the code, for loss of services like heating water and electrics.	
7.2	Any remedy offered must reflect the impact on the resident as a result of any fault identified.	Yes	This approach is set out in New Outlook Housing Association Complaints & Compliments policy and procedure.	

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	This approach is set out in New Outlook Housing Association Complaints & Compliments policy and procedure. Compensation policy records our approach.	
7.4	Landlords must take account of the guidance issued by the Ombudsman when deciding on appropriate remedies.	Yes	Complaints and Compliments Policy have been updated to ensure it complies with the code.	

Section 8: Self-assessment, reporting and compliance

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
----------------	------------------	---------------------	----------	-----------------------------

8.1	Landlords must produce an annual complaints performance and service improvement report for scrutiny and challenge, which must include: 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; and f. any other relevant reports or publications produced by the Ombudsman in relation to the work of the landlord.	Yes	New Outlook Housing Association provide an annual complaints report, which is made available on our website under publications. https://www.newoutlookha.org/publications/	
-----	--	-----	---	--

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	2024-2025 annual complaints report was submitted to the governing body June 2025, this is available on our website www.newoutlook.org.ha - publications.	
8.3	Landlords must also carry out a self-assessment following a significant restructure, merger and/or change in procedures.	Yes	No restructure, merger or change in procedures has taken place and therefore only the annual self-assessment has been completed this year.	
8.4	Landlords may be asked to review and update the self-assessment following an Ombudsman investigation.	Yes	New Outlook's Complaints Officer is responsible for liaising with the Ombudsmen and will ensure a review and any updates are made to the self-assessment following an Ombudsmen investigation.	

8.5	If a landlord is unable to comply with the Code due to exceptional circumstances, such as a cyber incident, they must inform the Ombudsman, provide information to residents who may be affected, and publish this on their website. Landlords must provide a timescale for returning to compliance with the Code.	Yes	Data Protection Policy and Procedure is in place and updated annually. Data Breach Procedure is in place. The Complaints Officer is responsible for liaising with the Ombudsmen and would ensure the Ombudsmen is contacted as required. IT team would ensure any data breaches or cyber incidents were managed in accordance with New Outlooks Policy and procedure. Appropriate notifications would be sent to any individual affected by a breach of data.	
-----	---	-----	--	--

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	Learning from complaints is discussed at management team meetings and informs future service improvements.	
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	Annual Complaints Report identify areas of learning from complaints and how this feed into New Outlook's continuous improvement of service delivery.	
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	New Outlook's annual Report for Tenants 24-25. This report is produced annually and is made available to all tenants within services and on our website www.newoutlookhousing.org.ha	
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	Accountability for complaint handling rests with the Director of Quality and Care, and a member of the Board.	

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	New Outlook has a designated MRC who has responsibility for complaints at board level. The Policy & Procedure sets out the responsibilities.	
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	This approach is set out in New Outlook Housing Association Complaints & Compliments policy and procedure.	

9.7	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 findings; and d. annual complaints performance and service improvement report.	Yes	Regular meetings at least once per month are held between the MRC, New Outlook's Complaints Officer and Head of Governance to review complaints data and performance.	
-----	---	-----	--	--

9.8	Landlords must have a standard objective in relation to complaint handling for all relevant employees or third parties that reflects the need to: a. have a collaborative and co-operative approach towards resolving complaints, working with colleagues across teams and departments; b. take collective responsibility for any shortfalls identified through complaints, rather than blaming others; and c. act within the professional standards for engaging with complaints as set by any relevant professional body.	Yes	The Complaints Officer, reporting to ARC reports all relevant information relating to complaints handling as part of the compliance report. (KPI) The Complaints Officer also answers any queries raised by members of the Executive leadership team (ARC) New Outlooks standard objective is to have 90% of all complaints resolved satisfactorily within the agreed timescales set out within the Complaints Policy & Procedure and in line with the Code	
-----	--	-----	--	--