Thames Reach group Annual complaint handling and service improvement report 2025-26

Introduction

Fixing homelessness isn't simple.
If it was, we'd have solved it by now.
But there is hope.

At Thames Reach, we know how to reach and support people in London who are facing or experiencing homelessness. And every time our teams help someone keep their home, or get and stay off the streets, we see the difference our work can make.

Our team is part of the solution: from our outreach workers who help people on the streets all day – and all night – to our research and reports that helps shape government policy.

Today, Thames Reach runs homelessness services for local authorities in and around London, working with other specialist organisations from mental health to employment advice.

We're here to get people the support they need, at the right time, for as long as they need us.

Thames Reach group includes Thames Reach Charity and its registered provider subsidiary, Thames Reach Housing.

Thames Reach is a member of the Housing Ombudsman's Scheme and complies with their complaint handling code, updated in April 2024. Residents at Robertson Street hostel, where Thames Reach Housing is the landlord, can contact the Housing Ombudsman if the Thames Reach complaint process has been completed and the issues have not been resolved or if we are not responding to a complaint you have made to us.

Neither Thames Reach Charity nor Thames Reach Housing has received any reports about performance from the Ombudsman.

Board responses

We welcome this report on complaint handling performance and service improvement.

We are positive about complaints, seeing them as a chance to improve our services. This new year of data allows us to begin to recognise trends and identify areas for improvement, particularly around recording.

The Board has examined the information contained in this report, including the self-assessment, at its meeting in June 2026.

Irmani Smallwood
Member Responsible for Complaints
On behalf of the **Thames Reach Charity** Board

We saw a significant reduction in the number of complaints recorded in 2025-26. We hope and expect this to be because our staff team are responsive and able to resolve issues promptly. However, we recognise that we cannot be confident that this is the case without improved reporting.

The Board has examined the information contained in this report, including the self-assessment, at its meeting in June 2026.

Peter Fisher
Member Responsible for Complaints
On behalf of the **Thames Reach Housing** Board

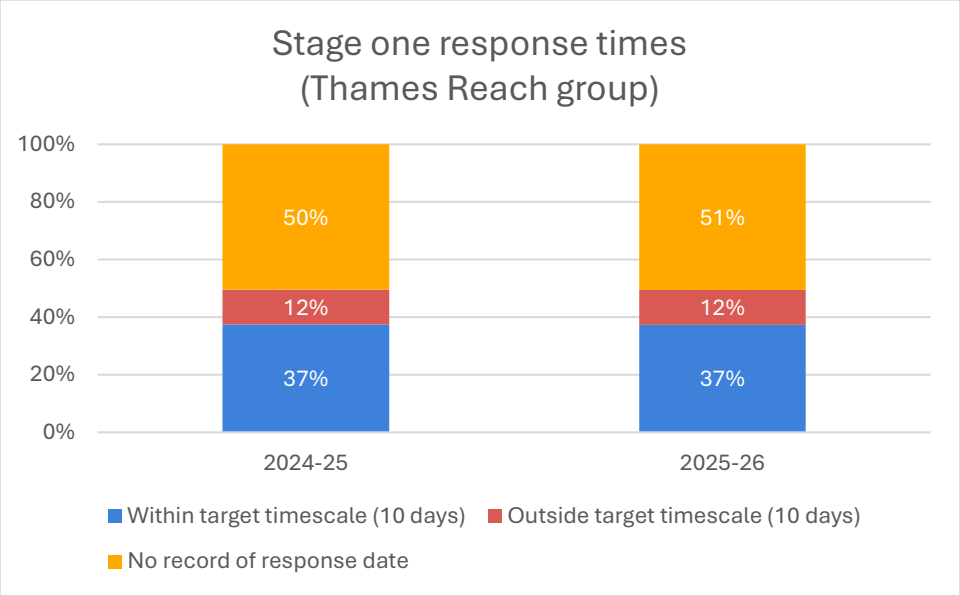
Complaint handling in 2025-26

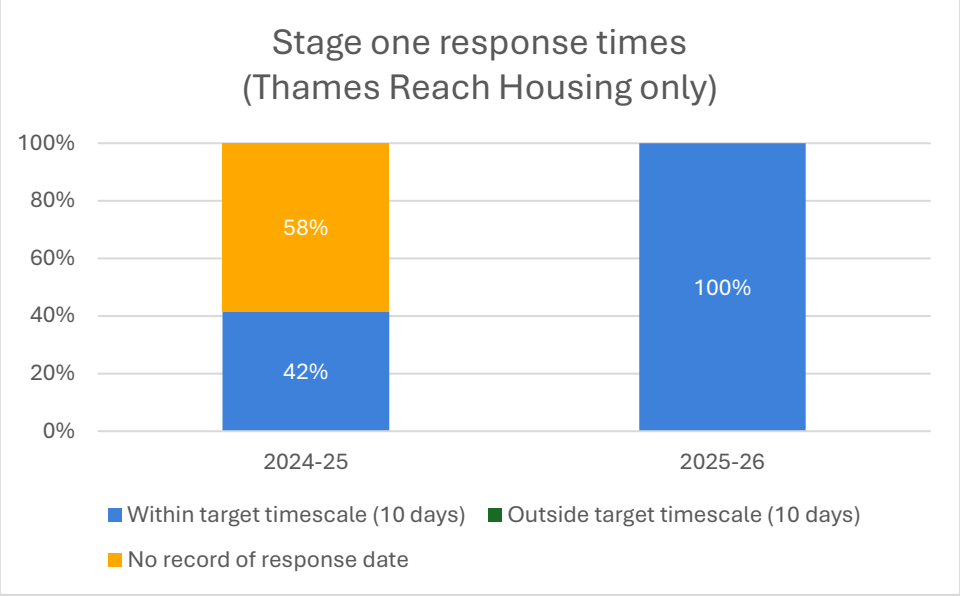
Number of complaints received

	Thames Reach group	Thames Reach Housing only
2023-24	114	23
2024-25	107	12
2025-26	99	1

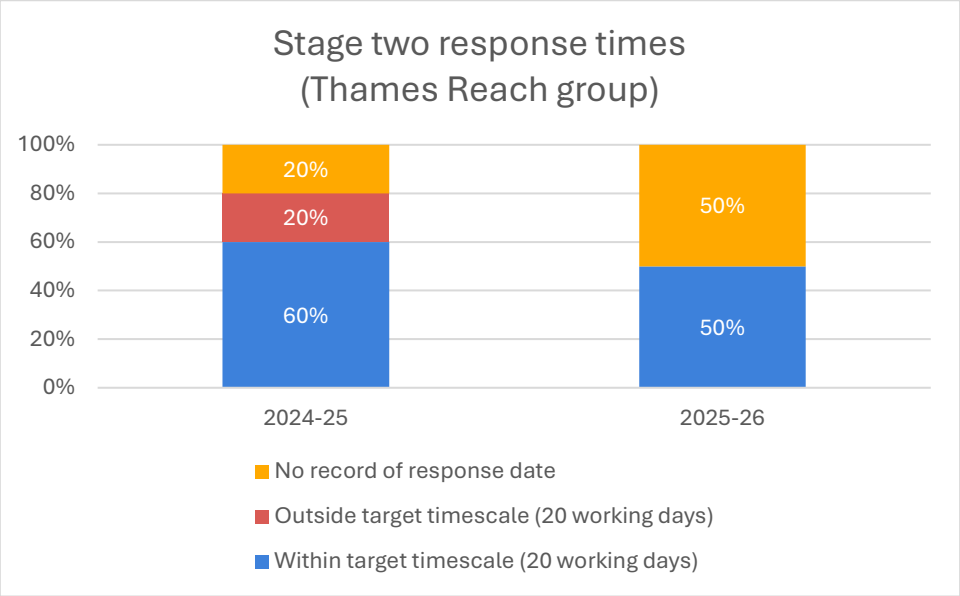
Overview of complaints performance

We aim to respond to all stage one complaints within 10 working days of our written acknowledgement being sent.



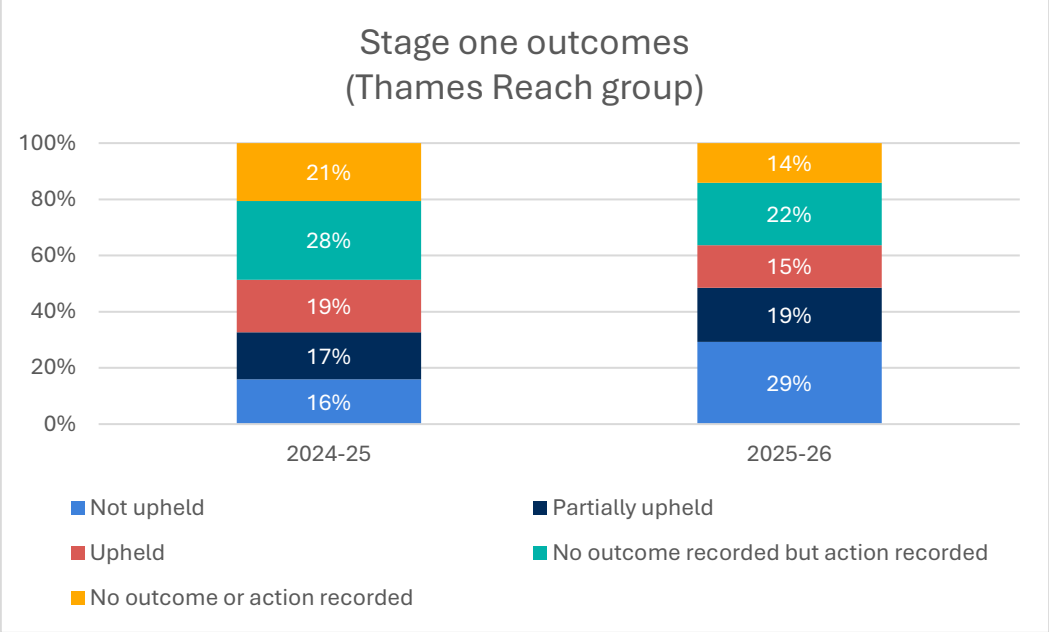


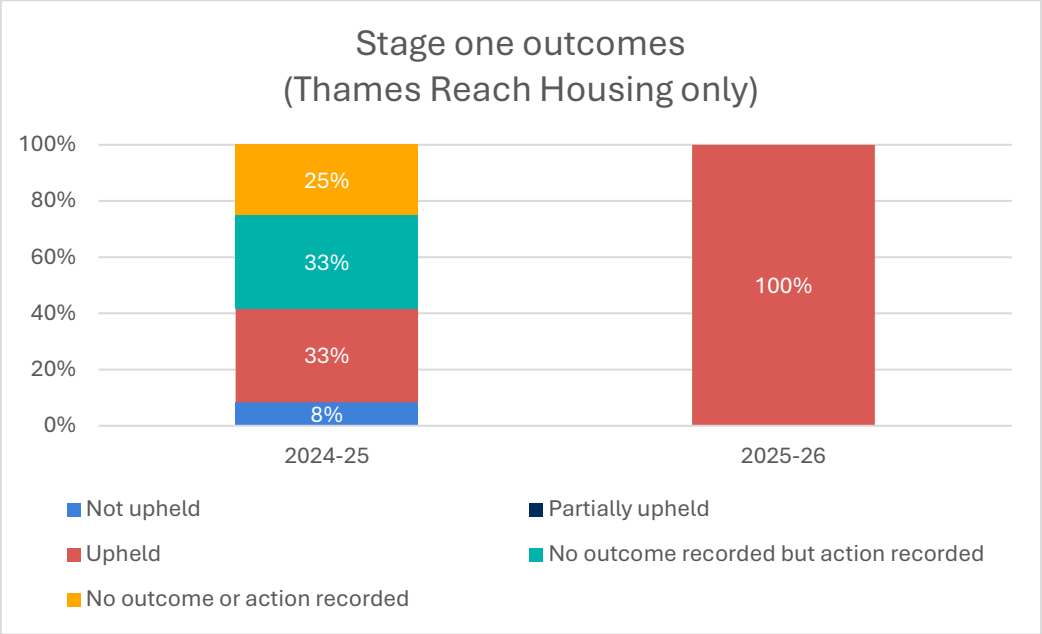
We aim to respond to all stage two complaints within 20 working days of our written acknowledgement being sent. Thames Reach Housing did not receive any stage two complaints during 2025-26.



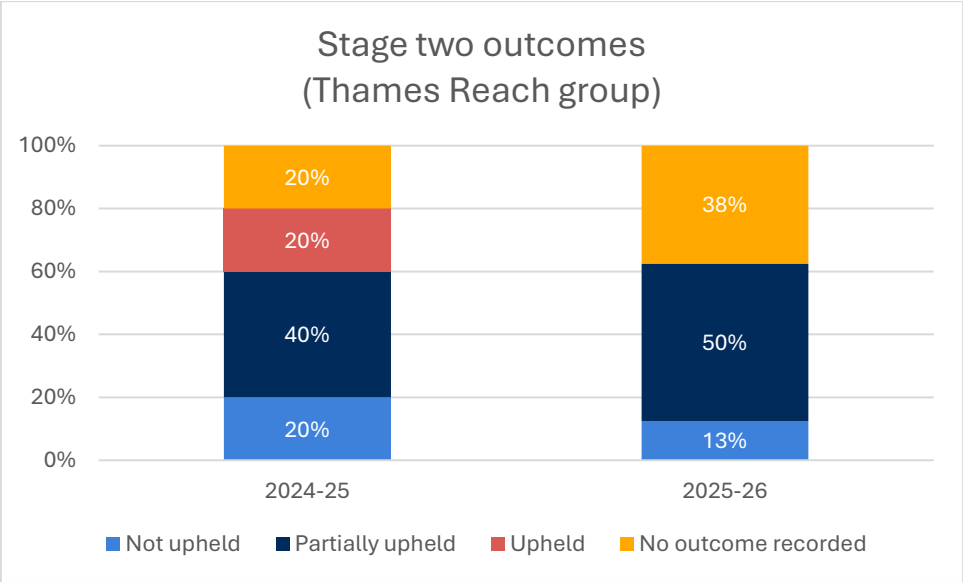
Complaint outcomes

These graphs show our stage one complaint outcomes.





This graph shows our stage two complaint outcomes. Thames Reach Housing did not receive any stage two complaints during 2025-26.



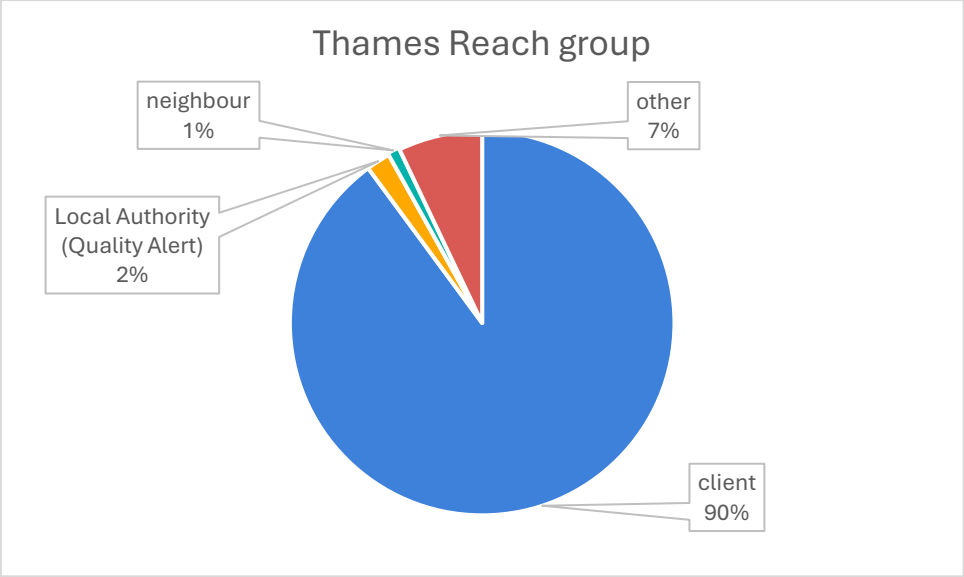
Complaints are an important form of feedback on our service delivery and we recognise that many of the people who use our services have a history of not being listened to, and consequently of feeling that complaining is pointless.

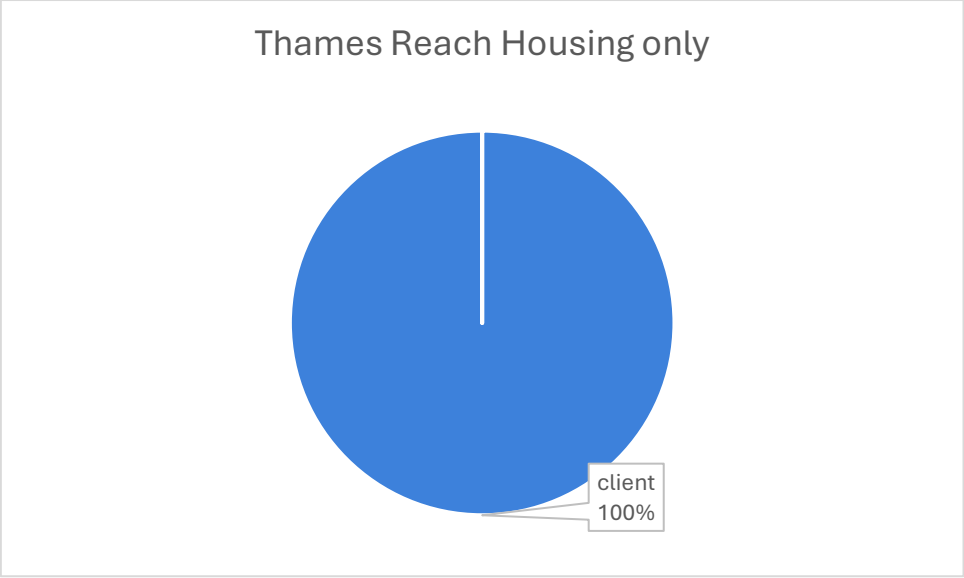
We are confident that our services are taking complaints seriously and we are taking action to resolve any issues where this is possible. However, we recognise our recording of complaint resolution and in some cases the timeliness of this recording, needs to improve, and we will review training and our recording systems to facilitate this.

It should be noted that some complaints - for example, in our floating support services, relate to the quality and management of accommodation. In these services we do not control the accommodation and our role is limited to advocacy.

Complaint themes

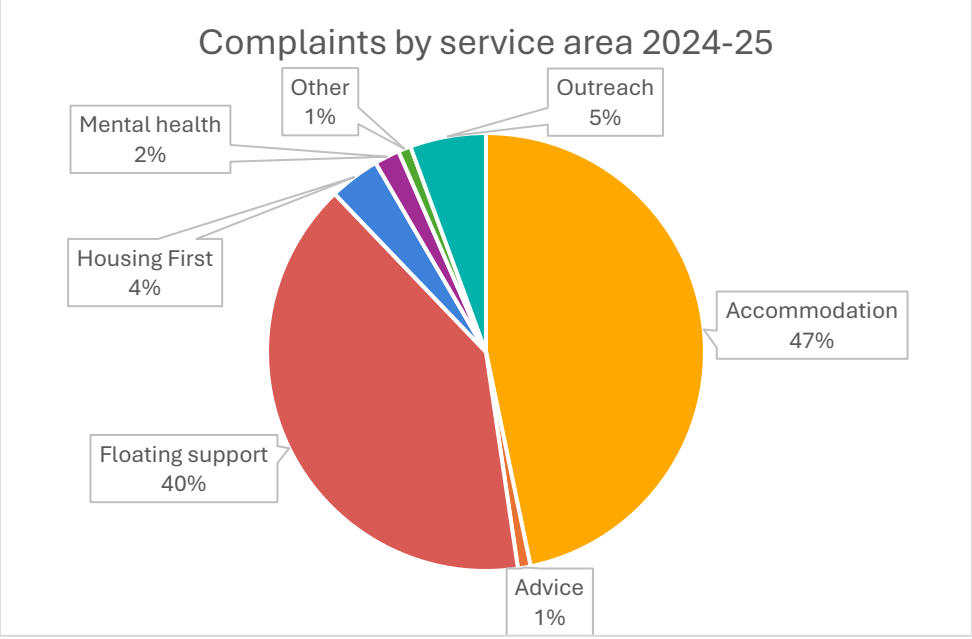
Most of the complaints that we receive are from people who are using our services. 'Other' complainants include family members, local authorities and other external agencies, and members of the public.

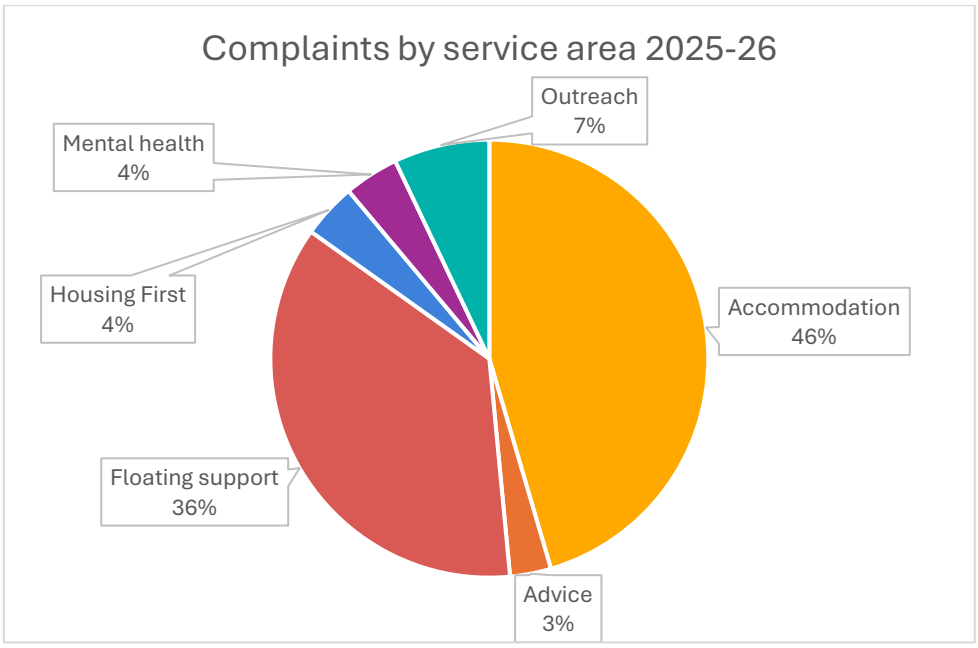




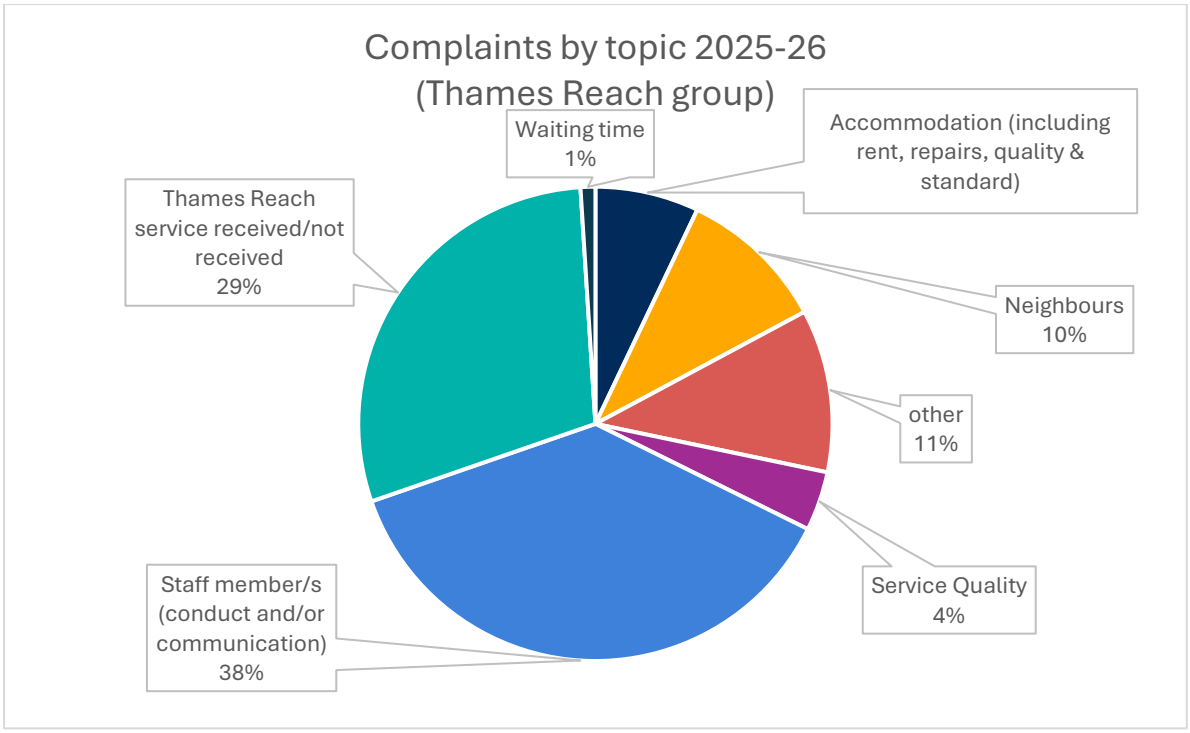
Thames Reach delivers a wide variety of services across London, east Surrey and East Sussex. Most of the complaints that we receive relate to our accommodation services, which include hostels and supported housing. Floating support services provide support by visiting people in their own homes. This graph shows complaints across the whole Thames Reach group. Thames Reach Housing owns a single hostel and so all complaints received would fall into the 'accommodation' category.

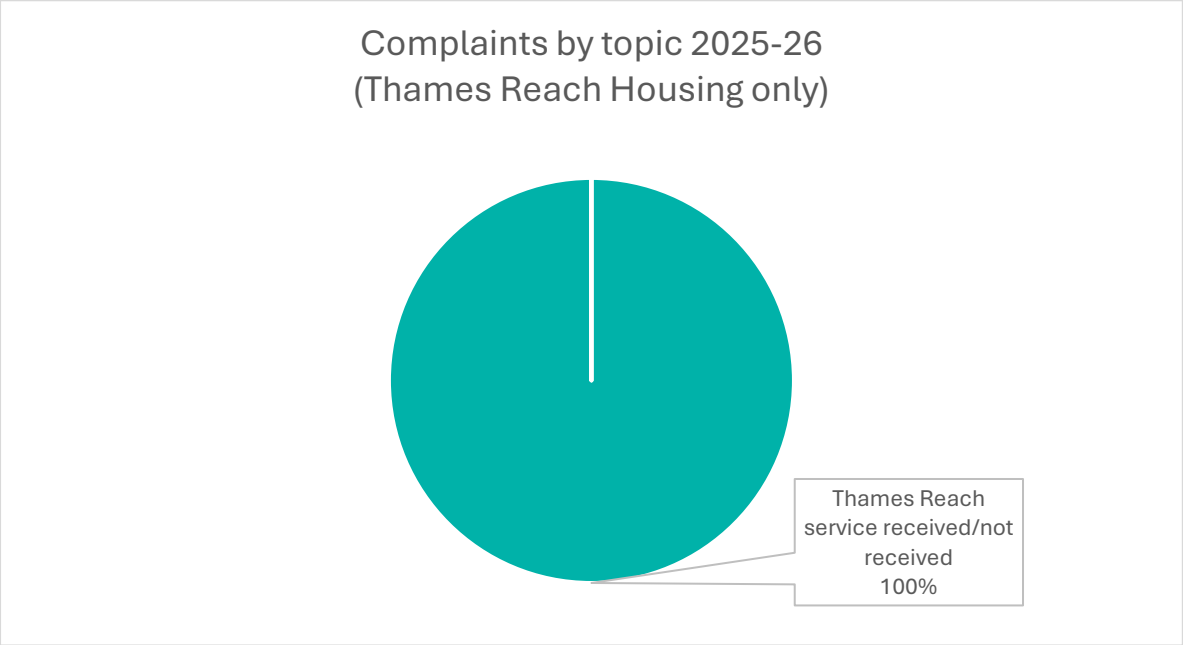
Complaints largely reflect the size of service types as a proportion of the services we deliver, although outreach services are under-represented in the totals below. The nature of the service (delivered often with brief contact with service users at a time of stress), can make it difficult to complain and dissatisfied users are more likely to disengage from support. However, we will continue to encourage service feedback through complaints in this as in other areas.





These graphs show a breakdown of complaints by topic.





Our analysis of the complaints received shows that a proportion of complaints arise from a lack of knowledge of the role of services and what they can and cannot provide. We work with people facing or experiencing homelessness, which is a very stressful situation. This makes it more difficult for people to absorb the information that we are giving them. We will focus on clarifying our offer at the outset of all work and multiple times while we are working with people.

Complaints not accepted

We are not aware of any complaints being refused during the year.

We have planned changes to our main client database which will allow us to record refusals and the reasons for refusing a complaint.

Service improvements made as a result of learning from complaints

Thames Reach group	Thames Reach Housing only
1. We reported on complaints each quarter to the Board's Services Committee. 2. The majority of complaints we receive are from residents of our 24/7 hostel services and most relate to other residents' behaviour, staff conduct and facilities management. We have responded to complaints individually by taking action to	1. We carried out our first tenant perception survey in April 2025, which showed that 66% of respondents were satisfied with our approach to complaints handling.

address staff performance, improving facility management and identifying actions we can take to manage resident behaviour. 3. Our Floating Support services also see high numbers of complaints. We have addressed staff performance and conduct where appropriate and carried out actions to ensure we are accurately communicating the remit of this service at the outset of delivery.	

Future plans

Thames Reach group	Thames Reach Housing only
1. We want to improve our recording of complaints. We will continue to embed our approach to complaint handling and recording across the organisation. 2. We have planned improvements to the complaints recording form on our main client database. These changes should improve the quality and completeness of our complaints records. 3. We will ensure that each service clearly explains its purpose and what it can and cannot offer to each person using the service on a regular basis. 4. We will share these results with all managers and seek feedback on how to make improvements.	1. We will continue to measure our residents' satisfaction with complaint handling via an annual tenant perception survey. 2. We will ensure the staff team understand the importance of recording all complaints.

Thames Reach

Self-assessment form

Section 1: Definition of a complaint

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
1.2	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.'*	Yes	Policy section 6 (resources and definitions)	
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	• 'Complaint' does not need to be mentioned: policy section 6 (resources and definitions) • Can submit via third party: policy section 7 (making it happen)	
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	Yes	Policy section 6 (resources and definitions)	

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
	the landlord requiring action to be taken to put something right. Service requests are not complaints, but must be recorded, monitored and reviewed regularly.			
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	Policy section 6 (resources and definitions) and appendix 1 (guidance for employees on handling complaints – receiving a complaint)	
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	Policy section 6 (resources and definitions)	

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	Policy section 3 (rationale)	
2.2	A complaints policy must set out the circumstances in which a matter will not be considered as a complaint or escalated, and these circumstances must be fair and reasonable to residents. Acceptable exclusions include: • The issue giving rise to the complaint occurred over twelve months ago. • Legal proceedings have started. This is defined as details of the claim, such as the Claim Form and Particulars of Claim, having been filed at court.	Yes	Policy section 7 (making it happen)	

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
	• Matters that have previously been considered under the complaints policy.			
2.3	Landlords must accept complaints referred to them within 12 months of the issue occurring or the resident becoming aware of the issue, unless they are excluded on other grounds. Landlords must consider whether to apply discretion to accept complaints made outside this time limit where there are good reasons to do so.	Yes	Policy section 7 (making it happen)	
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	Policy section 7 (making it happen)	
2.5	Landlords must not take a blanket approach to excluding complaints; they must consider the individual circumstances of each complaint.	Yes	Policy section 7 (making it happen)	

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	Policy section 7 (making it happen)	
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	Policy section 5 (roles and responsibilities)	
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	Policy section 3 (rationale)	
3.4	Landlords must make their complaint policy available in a clear and	Yes	Complaints policy and leaflet are both available on our website	

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
	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.		(https://thamesreach.org.uk/about-us/feedback-and-complaints/)	
3.5	The policy must explain how the landlord will publicise details of the complaints policy, including information about the Ombudsman and this Code.	Yes	Policy section 7 (making it happen)	
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	Policy section 7 (making it happen)	
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	Our general complaints leaflet refers people to 'relevant external bodies' if they are not satisfied with the outcome. Our Robertson Street complaints leaflet gives details of the Ombudsman, as Thames Reach Housing is the landlord.	

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	Policy section 5 (roles and responsibilities)	
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	Policy section 5 (roles and responsibilities)	
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	Culture of learning: policy section 3 (rationale) Staff training: policy section 5 (roles and responsibilities)	

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	Policy section 3 (rationale)	
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	Policy section 7 (making it happen)	
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	Policy section 7 (making it happen)	
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	N/A	No complaints are handled by a third party	

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
	expected to go through two complaints processes.			
5.5	Landlords are responsible for ensuring that any third parties handle complaints in line with the Code.	N/A	No complaints are handled by a third party	
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	Policy section 7 (making it happen)	
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	Policy section 7 (making it happen)	
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;	Yes	Policy section 7 (making it happen)	

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
	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.			
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	Policy section 7 (making it happen)	
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	Policy section 4 (equality statement)	
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	Yes	Policy section 7 (making it happen)	

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
	must comply with the provisions set out in section 2 of this 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	Policy section 7 (making it happen)	
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	Policy section 3 (rationale)	
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	Yes	Policy section 7 (making it happen)	

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
	must keep restrictions under regular review.			
5.15	Any restrictions placed on contact due to unacceptable behaviour must be proportionate and demonstrate regard for the provisions of the Equality Act 2010.	Yes	Policy section 7 (making it happen) refers to separate anti-social and challenging behaviour policy	

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	Policy section 7 (making in happen) and appendix 1 (guidance for employees on handling complaints)	
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	Policy section 7 (making it happen)	
6.3	Landlords must issue a full response to stage 1 complaints **within 10 working days** of the complaint being acknowledged.	Yes	Policy section 7 (making it happen)	

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
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	Policy section 7 (making it happen)	
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	Policy section 7 (making it happen)	
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	Policy section 7 (making it happen)	
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	Policy section 7 (making it happen)	

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
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	Policy section 7 (making it happen)	
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	Policy section 7 (making it happen)	

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	Policy section 7 (making it happen)	
6.11	Requests for stage 2 must be acknowledged, defined and logged at stage 2 of the complaints procedure within five working days of the escalation request being received.	Yes	Policy section 7 (making it happen)	
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	Policy section 7 (making it happen)	
6.13	The person considering the complaint at stage 2 must not be the same person that considered the complaint at stage 1.	Yes	Policy section 7 (making it happen)	
6.14	Landlords must issue a final response to the stage 2 **within 20 working days** of the complaint being acknowledged.	Yes	Policy section 7 (making it happen)	
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	Yes	Policy section 7 (making it happen)	

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
	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.			
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	Policy section 7 (making it happen)	
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	Policy section 7 (making it happen)	
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	Policy section 7 (making it happen)	
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;	Yes	Policy section 7 (making it happen)	

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
	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.			
6.20	Stage 2 is the landlord's final response and must involve all suitable staff members needed to issue such a response.	Yes	Policy section 7 (making it happen)	

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;	Yes	Policy section 7 (making it happen)	

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
	• 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.			
7.2	Any remedy offered must reflect the impact on the resident as a result of any fault identified.	Yes	Policy section 7 (making it happen)	
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	Policy section 7 (making it happen)	
7.4	Landlords must take account of the guidance issued by the Ombudsman when deciding on appropriate remedies.	Yes	Policy section 7 (making it happen)	

Section 8: Putting things right

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	Yes	Policy section 5 (roles and responsibilities	

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
	Ombudsman in relation to the work of the landlord.			
8.2	The annual complaints performance and service improvement report must be reported to the landlord's governing body (or equivalent) and published on the section of its website relating to complaints. The governing body's response to the report must be published alongside this.	Yes	The report and the Boards' responses are published on the website thamesreach.org.uk/feedback-and-complaints	The annual complaints performance and service improvement report was reported to the Thames Reach Charity Board and Thames Reach Housing Board at their meetings in June 2026.
8.3	Landlords must also carry out a self-assessment following a significant restructure, merger and/or change in procedures.	N/A		No restructure, merger or change in procedures has occurred.
8.4	Landlords may be asked to review and update the self-assessment following an Ombudsman investigation.	N/A		No Ombudsman investigation has taken place.
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	Policy section 7 (making it happen)	

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	Policy section 3 (rationale)	
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	Policy section 3 (rationale)	
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	Policy section 7 (making it happen)	
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,	Yes	Policy section 5 (roles and responsibilities)	

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
	serious risks, or policies and procedures that require revision.			
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	Policy section 5 (roles and 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	Policy section 5 (roles and responsibilities)	
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;	Yes	Policy section 7 (making it happen)	

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
	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.			
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	Policy section 5 (roles and responsibilities)	