

LOOK AHEAD COMPLAINT HANDLING CODE ANNUAL SUBMISSION

APPENDIX ONE

Self-assessment form 2024-2025

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.

Look Ahead Care and Support – Annual Self-Assessment – 2024/25

Approved by Look Ahead's Board

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	https://www.lookahead.org.uk/for-our-customers/tenant-handbook/complaints-and-feedback/ Under pdf 'Complaints Policy' Section 2.1	Look Ahead has adopted the Housing Ombudsman definition of a complaint and this is available on our website and in our Complaints and Feedback policy
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	https://www.lookahead.org.uk/for-our-customers/tenant-handbook/complaints-and-feedback/ Under pdf 'Complaints Policy' Section 3.2	It is clear in the complaint policy that we will accept complaints from customers, advocates, neighbours, MP's etc and we do not require the use of the word complaint to be treated as such
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	https://www.lookahead.org.uk/for-our-customers/tenant-handbook/complaints-and-feedback/ Under pdf 'Complaints Policy' Section 2.3	Head Office staff and Operational teams are trained and clear about a service request and a complaint. This is set out in our Complaints and Feedback policy

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	https://www.lookahead.org.uk/for-our-customers/tenant-handbook/complaints-and-feedback/ Under pdf 'Complaints Policy' Section 2.3	Without exception we log dissatisfaction as a complaint for audit trail purposes and for identifying trends and patterns
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	https://www.lookahead.org.uk/for-our-customers/tenant-handbook/complaints-and-feedback/ Under pdf 'Complaints Policy' Section 3.4	When a customer expresses dissatisfaction through a survey, we review the feedback carefully and reach out to the individual to provide information on how to formally lodge a complaint, should they wish to do so. If the customer chooses not to pursue a formal complaint, we still take steps to understand the issue and explore ways to resolve it informally wherever possible.

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	https://www.lookahead.org.uk/for-our-customers/tenant-handbook/complaints-and-feedback/ Under pdf 'Complaints Policy'	Exceptions are provided under our Complaints and Feedback policy. We ensure that all customers can access clear, simple and accessible processes and if the matter is not suitable for the complaint process an alternative offer will be provided. As a last resort details regarding the Ombudsman details are provided in letter templates.
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: 1.1 The issue giving rise to the complaint occurred over twelve months ago. 1.2 Legal proceedings have started. This is defined as details of the claim, such as the	Yes	https://www.lookahead.org.uk/for-our-customers/tenant-handbook/complaints-and-feedback/ Under pdf 'Complaints Policy' Section 3.1	On the occasion that we do not accept a complaint, the complainant will be informed as to why and referred to our policy.

	Claim Form and Particulars of Claim, having been filed at court. 1.3 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	https://www.lookahead.org.uk/for-our-customers/tenant-handbook/complaints-and-feedback/ Under pdf 'Complaints Policy' Section 3.1 & 3.5	Explicit in our Complaints and Feedback policy under section 3.1 & 3.5 which covers exclusions.
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 applied, the Ombudsman may tell the landlord to take on the complaint.	Yes	https://www.lookahead.org.uk/for-our-customers/tenant-handbook/complaints-and-feedback/ Under pdf 'Complaints Policy' Section 3.6	We ensure that all customers can access clear, simple and accessible processes and if matter is not suitable for the complaint process an alternative offer will be provided. As a last resort details regarding the Ombudsman details are provided in letter templates.
2.5	Landlords must not take a blanket approach to excluding complaints; they must consider the individual circumstances of each complaint.	Yes	https://www.lookahead.org.uk/for-our-customers/tenant-handbook/complaints-and-feedback/ Under pdf 'Complaints Policy'	We do not unreasonably reject complaints, and our policy sets out the specific circumstances We always consider individual circumstances.

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	https://www.lookahead.org.uk/for-our-customers/tenant-handbook/complaints-and-feedback/ Under pdf 'Complaints Policy' Section 4.2 – 4.4	We accept complaints via various platforms including emails, post, face to face, online web form and telephone call. This information is provided in our Complaints and Feedback policy and Complaint and Feedback posters and flyers 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	https://www.lookahead.org.uk/for-our-customers/tenant-handbook/complaints-and-feedback/ Under pdf 'Complaints Policy' Section 5.1 – 5.2	We ensure that all customers have access to clear, simple and accessible processes and if the matter is not suitable for the complaint process an alternative offer will be provided. All staff have a clear understanding of our policy by undertaking eLearning courses on Managing and investigating complaint and Managing Complaints and Feedback.
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	Yes	https://www.lookahead.org.uk/for-our-customers/tenant-handbook/complaints-and-feedback/ Under pdf 'Complaints Policy'	Our Complaint standards welcome and encourage complaints and are dealt with

	complaint volumes are potentially a sign that residents are unable to complain.			in an open, accountable and respectful way.
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	https://www.lookahead.org.uk/for-our-customers/tenant-handbook/complaints-and-feedback/ Can be seen under 'Timescales for complaints'	This can be seen on our website and provided in our Complaints and Feedback posters and flyers within services
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	On our website, letters, leaflets and tenant handbook	Information about the policy, the Ombudsman and code is provided with contact details in letters, website, leaflets and tenant handbook.
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	https://www.lookahead.org.uk/for-our-customers/tenant-handbook/complaints-and-feedback/ Under pdf 'Complaints Policy' Section 3.2	We allow all our customers to have someone represent their complaint on their behalf. We always ask for consent before going forward with this
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	https://www.lookahead.org.uk/for-our-customers/tenant-handbook/complaints-and-feedback/ Under pdf 'Complaints Policy'	We offer this in the acknowledgement letter and within the Stage 1 and Stage 2 outcome letter

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	https://www.lookahead.org.uk/for-our-customers/tenant-handbook/complaints-and-feedback/ Under pdf 'Complaints Policy' Section 11 and 12	We have a dedicated Complaints Services Manager who is responsible for the co-ordination of all complaints. They report to the Head of Customer Services who will liaise with the Ombudsman and prepare Executive/Board reports. Responsibilities for complaint handling and reporting come under the Housing and Customer Service Directorate.
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	Available in our policy and website https://www.lookahead.org.uk/for-our-customers/tenant-handbook/complaints-and-feedback/ Under pdf 'Complaints Policy'	The complaints officer - [Customer Service Manager] has the right skills and knowledge to have corporate oversight of all complaints. They work with services and Heads of Departments to ensure there is no conflict of interest and complaints are assigned and managed with impartiality.
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	Yes	https://www.lookahead.org.uk/for-our-customers/tenant-handbook/complaints-and-feedback/ Under pdf 'Complaints Policy'	The Customer Services Manager is trained and skilled in complaints handling. They also monitor the completion rate of mandatory complaints and feedback e-learning

	must be resourced to handle complaints effectively		Section 11	courses for all staff in the organisation.
--	--	--	------------	--

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	https://www.lookahead.org.uk/for-our-customers/tenant-handbook/complaints-and-feedback/ Under pdf 'Complaints Policy'	If a customer wishes to lodge a complaint, we follow our Complaints and Feedback Policy which can be seen on our website
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	https://www.lookahead.org.uk/for-our-customers/tenant-handbook/complaints-and-feedback/ Under pdf 'Complaints Policy' Section 5.3	This is highlighted in our e-learning course 'Managing complaints and feedback' – it guides staff members on how to respond to service requests and resolve issues locally. It is also stated in our 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	https://www.lookahead.org.uk/for-our-customers/tenant-handbook/complaints-and-feedback/ Under pdf 'Complaints Policy'	We only have two stages (Stage 1 and Stage 2) in accordance with the HO code.
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	Yes	https://www.lookahead.org.uk/for-our-customers/tenant-handbook/complaints-and-feedback/	Customers will only go through our complaints two stage process.

	process set out in this Code. Residents must not be expected to go through two complaints processes.		Under pdf 'Complaints Policy'	
5.5	Landlords are responsible for ensuring that any third parties handle complaints in line with the Code.	Yes	https://www.lookahead.org.uk/for-our-customers/tenant-handbook/complaints-and-feedback/ Under pdf 'Complaints Policy'	Our Complaint and Feedback policy with code timelines and protocols are applicable to any third-party involvement.
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	https://www.lookahead.org.uk/for-our-customers/tenant-handbook/complaints-and-feedback/ Under pdf 'Complaints Policy' Section 5.6	This is set out in the acknowledgement letter that is sent to the customer within 5 working days of receiving the complaint. If there is confusion, we will contact the customer to enquire the context of their complaint and desired outcome
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	https://www.lookahead.org.uk/for-our-customers/tenant-handbook/complaints-and-feedback/ Under pdf 'Complaints Policy'	This is highlighted in the acknowledgement letters at both stage 1 and stage 2 complaints
5.8	At each stage of the complaints process, complaint handlers must:	Yes	https://www.lookahead.org.uk/for-our-customers/tenant-handbook/complaints-and-feedback/	This is standard practice within our policy and highlighted in our eLearning courses so staff investigating complaints are

	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.		handbook/complaints-and-feedback/ Under pdf 'Complaints Policy'	doing so in line with the code. All complaint responses are quality checked by our Customer Services Manager.
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	https://www.lookahead.org.uk/for-our-customers/tenant-handbook/complaints-and-feedback/ Under pdf 'Complaints Policy' Section 6.3 & 7.6 & 8.3	Our policy requires an extension to be agreed between involvement/notification of the customer and Customer Service Manager who will monitor the progress of the investigation to ensure timescales are met
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	https://www.lookahead.org.uk/for-our-customers/tenant-handbook/complaints-and-feedback/ Under pdf 'Complaints Policy'	Look Ahead has a Reasonable Adjustment policy and adapts policies and processes such as this.
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	Yes	https://www.lookahead.org.uk/for-our-customers/tenant-handbook/complaints-and-feedback/	This requirement is set out in our complaints policy.

	set out these reasons, and they must comply with the provisions set out in section 2 of this Code.		Under pdf 'Complaints Policy' Section 7.2	
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	RIVO case management system	We use 'RIVO' as an Information Management System to record all complaints, the date the complaint was received and all correspondence / documents relevant to the case.
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	https://www.lookahead.org.uk/for-our-customers/tenant-handbook/complaints-and-feedback/ Under pdf 'Complaints Policy'	This is part of our Complaints process, Complaints Standards and Compensation Policy and procedure. This can all be seen on page 2 in our Complaints and Feedback policy, appendix 1.
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	https://www.lookahead.org.uk/for-our-customers/tenant-handbook/complaints-and-feedback/ Under pdf 'Complaints Policy' - Section 10	This is also set out in our Anti-Social behaviour Policy and our Managing Unreasonable Complaint Behaviour procedural guidance document
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	https://www.lookahead.org.uk/for-our-customers/tenant-handbook/complaints-and-feedback/	This is set out in our Managing Unreasonable Complaint Behaviour procedural guidance document

			Under pdf 'Complaints Policy' Section 10.2	
--	--	--	---	--

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	https://www.lookahead.org.uk/for-our-customers/tenant-handbook/complaints-and-feedback/ Under pdf 'Complaints Policy' Section 5.3	This requirement is set out in our Complaints and Feedback policy
6.2	Complaints must be acknowledged, defined and logged at stage 1 of the complaints procedure <u>within five working days of the complaint being received.</u>	No	https://www.lookahead.org.uk/for-our-customers/tenant-handbook/complaints-and-feedback/ Under pdf 'Complaints Policy' Section 6.1	This requirement is set out in our Complaints and Feedback policy, and we endeavour to achieve this timescale for all complaints received. Our performance against this requirement is a key operational performance indicator (KPI) and monitored monthly by senior managers.

				From October 2025 we will publish performance on our website – under the Tenant Handbook – Performance page
6.3	Landlords must issue a full response to stage 1 complaints <u>within 10 working days</u> of the complaint being acknowledged.	No	https://www.lookahead.org.uk/for-our-customers/tenant-handbook/complaints-and-feedback/ Under pdf 'Complaints Policy' Section 6.1	This requirement is set out in our Complaints and Feedback policy and we endeavour to achieve this timescale for all complaints received. Our performance against this requirement is a Board key performance indicator (KPI) and monitored monthly by senior leaders and our Audit and Risk Committee (ARC) We also publish performance on our website – under the Tenant Handbook – Performance page
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	https://www.lookahead.org.uk/for-our-customers/tenant-handbook/complaints-and-feedback/ Under pdf 'Complaints Policy' Section 6.3	This requirement is set out in our Complaints and Feedback policy
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	https://www.lookahead.org.uk/for-our-customers/tenant-handbook/complaints-and-feedback/	This requirement is set out in our Complaints and Feedback policy

			Under pdf 'Complaints Policy' Section 6.3	
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	https://www.lookahead.org.uk/for-our-customers/tenant-handbook/complaints-and-feedback/ Under pdf 'Complaints Policy' Section 6.6 & 6.8	This requirement is set out in our Complaints and Feedback policy The outcome is sent within the procedural timeframe. Actions are tracked and followed up.
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	https://www.lookahead.org.uk/for-our-customers/tenant-handbook/complaints-and-feedback/ Under pdf 'Complaints Policy' Section 6.8	This requirement is set out in our Complaints and Feedback policy and quality framework. All complaints responses are quality checked by our Customer Services Manager.
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	Yes	https://www.lookahead.org.uk/for-our-customers/tenant-handbook/complaints-and-feedback/ Under pdf 'Complaints Policy' Section 6.7	We would extend the scope of the complaint if matters were raised during the complaint handling. Where new matters are raised after the complaint has been addressed a new complaint will be raised.

	issues must be logged as a new complaint.			
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	https://www.lookahead.org.uk/for-our-customers/tenant-handbook/complaints-and-feedback/ Under pdf 'Complaints Policy' Section 6.8	This requirement is set out in our Complaints and Feedback policy and quality framework. We undertake quality checks before any final responses are sent.

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	https://www.lookahead.org.uk/for-our-customers/tenant-handbook/complaints-and-feedback/ Under pdf 'Complaints Policy' Section 7.1	Further to the new complaints code published in February 2024, Look Ahead's Board approved a new 2 stage complaints policy. This was effective as of the 1st of April 2024.

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	https://www.lookahead.org.uk/for-our-customers/tenant-handbook/complaints-and-feedback/ Under pdf 'Complaints Policy' Section 7.4	This requirement is set out in our Complaints and Feedback policy
6.12	Residents must not be required to explain their reasons for requesting a stage 2 consideration. Landlords are expected to make reasonable efforts to understand why a resident remains unhappy as part of its stage 2 response.	Yes	https://www.lookahead.org.uk/for-our-customers/tenant-handbook/complaints-and-feedback/ Under pdf 'Complaints Policy'	This requirement is set out in our Complaints and Feedback policy
6.13	The person considering the complaint at stage 2 must not be the same person that considered the complaint at stage 1.	Yes	https://www.lookahead.org.uk/for-our-customers/tenant-handbook/complaints-and-feedback/ Under pdf 'Complaints Policy'	The Customer Services Manager will always ensure that the Stage 2 manager is a different person that investigated the Stage 1 complaint
6.14	Landlords must issue a final response to the stage 2 within 20 working days of the complaint being acknowledged.	Yes	https://www.lookahead.org.uk/for-our-customers/tenant-handbook/complaints-and-feedback/ Under pdf 'Complaints Policy' Section 7.4	This requirement is set out in our Complaints and Feedback policy. We met this requirement.
6.15	Landlords must decide whether an extension to this timescale is needed when considering the complexity of the	Yes	https://www.lookahead.org.uk/for-our-customers/tenant-handbook/complaints-and-feedback/	This requirement is set out in our Complaints and Feedback policy

	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.		Under pdf 'Complaints Policy' Section 7.6	
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	https://www.lookahead.org.uk/for-our-customers/tenant-handbook/complaints-and-feedback/ Under pdf 'Complaints Policy'	When we inform our complainants about an extension, we provide them contact details of the HO.
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	https://www.lookahead.org.uk/for-our-customers/tenant-handbook/complaints-and-feedback/ Under pdf 'Complaints Policy' Section 7.8	This requirement is set out in our Complaints and Feedback policy
6.18	Landlords must address all points raised in the complaint definition and provide clear reasons for any decisions, referencing the relevant policy, law and good practice where appropriate.	Yes	https://www.lookahead.org.uk/for-our-customers/tenant-handbook/complaints-and-feedback/ Under pdf 'Complaints Policy' Section 7.8	This requirement is set out in our Complaints and Feedback policy
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	https://www.lookahead.org.uk/for-our-customers/tenant-handbook/complaints-and-feedback/ Under pdf 'Complaints Policy' Section 7.8	This requirement is set out in our Complaints and Feedback policy

	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	https://www.lookahead.org.uk/for-our-customers/tenant-handbook/complaints-and-feedback/ Under pdf 'Complaints Policy'	This was effective as of the 1 st of April 2024, in accordance with the HO – Stage 2 is the final stage in our complaints process

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;	Yes	https://www.lookahead.org.uk/for-our-customers/tenant-handbook/complaints-and-feedback/ Under pdf 'Complaints Policy' - Complaints Decisions & Remedy	Our Complaints and Feedback policy aims to put things right as quickly as possible and at the first point of contact. This requirement is set out in our Complaints and Feedback policy

	• 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	https://www.lookahead.org.uk/for-our-customers/tenant-handbook/complaints-and-feedback/ Under pdf 'Complaints Policy' Section 8.5 & Under pdf 'Compensation policy'	This requirement is set out in our Complaints and Feedback Policy and Compensation Framework.
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	https://www.lookahead.org.uk/for-our-customers/tenant-handbook/complaints-and-feedback/ Under pdf 'Complaints Policy' Section 8.4	This requirement is set out in our Complaints and Feedback Policy
7.4	Landlords must take account of the guidance issued by the Ombudsman when deciding on appropriate remedies.	Yes	https://www.lookahead.org.uk/for-our-customers/tenant-handbook/complaints-and-feedback/ Under pdf 'Complaints Policy' – Complaints Decisions & Remedy	This requirement is set out in our Complaints and Feedback policy

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	Published on our website. Complaints and feedback - Look Ahead	Annual report for 2024/25 has been completed and approved by our Board.
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.	Yes	Published on our website. Complaints and feedback - Look Ahead	2024/25 Report available

	The governing body's response to the report must be published alongside this.			
8.3	Landlords must also carry out a self-assessment following a significant restructure, merger and/or change in procedures.	Yes	Complaints and feedback - Look Ahead	Not applicable this year but would otherwise be reported on our Website via our Senior Leadership Team and Board to ensure compliance
8.4	Landlords may be asked to review and update the self-assessment following an Ombudsman investigation.	Yes	Complaints and feedback - Look Ahead	Not applicable this year but will be reported on our website and approved by our Senior Leadership Team and Board and ensure compliance.
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	Complaints and feedback - Look Ahead	Not applicable this year but would be reported to customers, the Board and the Ombudsman.

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	Complaints and feedback - Look Ahead	Our Service improvement Plan is included within our annual report which is developed through lessons learnt exercises carried out and any Ombudsman findings,
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	Yes	Complaints and feedback - Look Ahead	Complaint reports are presented to our Executive and Board to make informed decisions.

	intelligence to identify issues and introduce positive changes in service delivery.			We report on performance to customers at our quarterly Tenant & Landlord Panel which is chaired by our Board Member responsible for Complaints, customer annual report and online performance page within our online tenant handbook. Our Audit and Risk Committee scrutinise complaints performance every quarter. Operational Directors receive a Complaints Insight Report each quarter from the Customer Services Manager which highlights trends/performance within their Directorates.
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	Complaint reports are presented to our Executive and Board Complaints and feedback - Look Ahead	We report on performance to customers at our quarterly Tenant & Landlord Panel, quarterly Audit and Risk Committee ARC (sub-committee of the Board), Customer annual report, Quarterly Director reports and our online performance page within our online tenant handbook.
9.4	Landlords must appoint a suitably senior lead person as accountable for their	Yes	Executive Lead Appointed	

	complaint handling. This person must assess any themes or trends to identify potential systemic issues, serious risks, or policies and procedures that require revision.			The Executive Director Group Operations & Customer Experience is the Executive Lead appointed by the Board, accountable for complaints handling, assessing themes, risks and procedural issues. Our Head of Customer Service retains accountability and ownership of the day-to-day Complaint handling management. The Director of Housing and Customer Services scrutinises complaints management each month with the Customer Services Manager.
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	Appointed Board Lead	Sharon Slotnick is the Board Member Responsible for Complaints (MRC) who also chairs our Tenant and Landlord Panel (TALP) where complaints are reported quarterly.
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	Appointed Board Lead	Quarterly reporting on complaints performance are submitted to Look Ahead's Audit and Risk Committee.

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	Appointed Board Lead Complaints and feedback - Look Ahead	As above. Complaints are reported quarterly through the the MRC at our TALP meetings and to our quarterly ARC sub-committee. Look Ahead's Executive Team and Board are required to review and approve the self-assessment and Annual performance report/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	Complaint Standards Complaints and feedback - Look Ahead	Our values in our Complaint standards document welcome and encourage complaints and are dealt with in an open, accountable and respectful way. This can all be seen on page 2 in our Complaints and Feedback policy under Appendix 1. Quality and continuous improvement underpins our Complaint Standards. The Customer Services Manager joins Heads of Service's patch meetings to discuss complaint handling.

				All staff have a clear understanding of our policy by undertaking eLearning courses on Managing and investigating complaint and Managing Complaints and Feedback.
--	--	--	--	---