



Annual Complaints Performance and Service Improvement Report

2026

1. Background

Since the Housing Ombudsman's (HO) Complaint Handling Code was introduced in 2021 and its statutory enforcement from 1 April 2024, Look Ahead has continued to align its Complaints Policy and processes to ensure full compliance with regulatory requirements.

The Code has strengthened transparency, accessibility, and accountability, enabling residents to raise complaints more easily and, where necessary, escalate matters directly to the Housing Ombudsman.

In line with the Code, a complaint is defined as:

"An expression of dissatisfaction, however made, about the standard of service, actions, or lack of action by an organisation, its staff, or those acting on its behalf, affecting an individual resident or group of residents."

The Customer Service Manager (CSM) provides central oversight of the complaints management process, with responsibility for:

- Coordinating complaints handling across the organisation.
- Monitoring compliance with response timescales..
- Undertaking quality assurance checks on all Stage One and Stage Two responses.

The CSM works in partnership with operational teams to promote best practice, improve consistency in complaint handling, and support the delivery of high-quality customer service.

Alongside the Head of Customer Service, this role ensures staff are equipped to manage complaints effectively through guidance, support, and targeted training. We triangulate complaints with our Quality Audit process, customer surveys, serious incidents and safeguarding as part of the assurance process.

Our Complaint and feedback policy is compliant with the Housing Ombudsman's complaint handling code and accessible to customers, colleagues, stakeholders and members of the public. This year, it has been updated to reflect Ofsted regulations on non-reprisals against customers logging complaints, and mandatory requirements for all staff to complete the relevant complaint in e-learning courses.

Look Ahead has maintained an appointed Member Responsible for Complaints to provide Board-level oversight and assurance. All required links and documentation were submitted to the Housing Ombudsman within the required timescales, and no Complaint Handling Failure Notices were issued during the year, providing assurance of continued compliance and effective governance of complaint handling.

2. Annual performance and service improvement report

The HO requires the report to consider the following:

- It covers the previous financial year.
- Complaint volume and trends.
- The landlord's performance.
- For group structures, clarity on which subsidiary is included and how the data analysis relates to each subsidiary of the group.
- Any findings of non-compliance by the Ombudsman.
- Any lessons learnt from complaints raised.
- The report notes we have received one determination from the Ombudsman.

The HO requires that our response considers the following:

- It is made clear the response is from the Board as a whole or the Chair.
- The governing body has had sight of the annual complaints' performance and service improvement report, including the self-assessment.
- The Member Responsible for Complaints has assured themselves the self-assessment reflects the complaint handling practice.
- For group structures, it is clear which subsidiaries are included and how the data analysis relates to each subsidiary within the group.
- The governing body response is published on the landlord's website

3. Performance and findings

This section of the report provides an overview of Look Ahead's complaints performance for the period 1 April 2025 to 31 March 2026, in accordance with the Housing Ombudsman (HO) Complaint Handling Code. In addition, it provides quantitative analysis of complaint trends, timeliness, outcomes, learning, and service improvements, including any complaints not accepted and rationale.

Look Ahead has four subsidiaries, two of which are private businesses providing regulated residential and independent living services for people with Learning Disabilities. Whilst they are not registered social landlords there are expected to manage complaints in line with the "Local Government and Social Care Ombudsman Handling Code", which is aligned to the Housing Ombudsman Complaint handling code.

Whilst Look Ahead has exceeded the organisational target (75%) of responding to complaints within 10 working days, we have not fully complied with the statutory Housing Ombudsman Complaint Handling Code. A comprehensive self-assessment against all provisions of the Code has been completed in line with the "comply or explain" approach, evidencing policy alignment, operational practice and learning from complaints. The two areas of non-compliance were our failure to acknowledge all complaints within five working days and to provide a full response within ten working days.

4. Complaints performance - trends

Between 1st April 2025 and 31st March 2026, Look Ahead logged a total of 158 formal customer escalations, split between complaints and local resolutions. Under the code, we are required to distinguish between a complaint and a service request. We define service requests as a local resolution. TaLP requested a review of our local resolutions which was undertaken and reported at the last Panel. A further full review is underway at Director level as two local resolutions were deemed to have been incorrectly categorised as local resolutions as part of a local service governance review. The Director of Housing and Customer Services and the Customer Housing and Landlord forum will have oversight of on-going management reviews to provide assurance. In addition, the complaints and feedback policy is undergoing a further review to include guidance on "local resolutions. this is also linked to ASB and Incident management improvement work underway, which is being managed through the Safeguarding panel.

Of the 158 customer concerns 39% of the total were categorised as complaints and 61% as local resolutions as set out in the chart below.



Local resolutions are recorded on our case management system and we aim to resolve them within three working days. This approach ensures customer issues are dealt with immediately by the local service, fulfilling the customer's requests.

Timeliness

- 92% of complaints were acknowledged within five working days. This does not fully comply with the code. Measures were put in place in October 2025 to improve our performance and since then we have met the target and fully complied with the code.
- Look Ahead's KPI for the numbers of complaints to be responded to within our policy timeframe (with/without an approved extension) is 75%. Our response performance where no extension was needed was 88.2% and with an approved extension this rises to 94.4%. for Stage One and Stage Two responses.
- Over the year 4.5% of complaints have not been resolved within the timescales set with the code.

Escalations

Our KPI target for the number of complaints resolved at Stage One is 95%, our performance in 25/26 was below target at 81.5%.

Reasons for Complaints

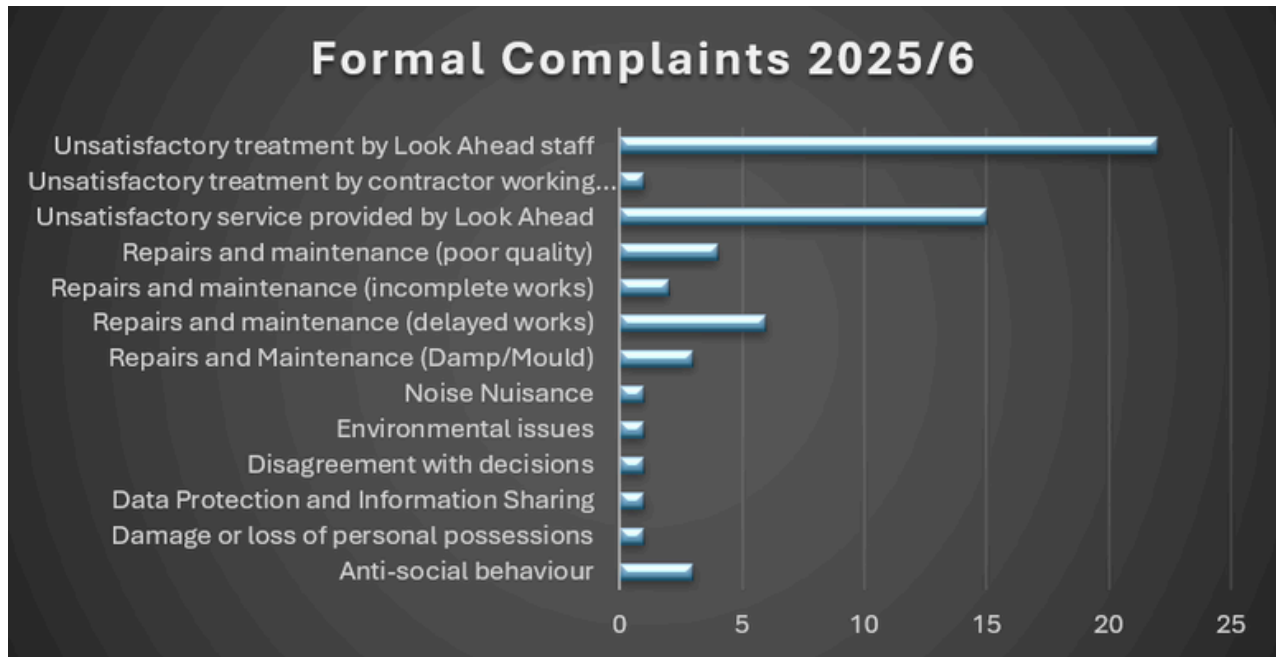


Like previous years, the table above "Complaints 2025/26" shows that two most common reasons for customers complaints are in relation to staff, service provision and repairs and maintenance.

Over the last 2 years most complaints received due to "Unsatisfactory treatment by Look Ahead staff" are disproportionately from young people services – predominately Horn Lane, Bracknell Young People and Campbell Road services. The other outlier is Hope Place a mental health service. Except for Horn Lane, these services are rated as Requires Improvement under our internal quality audit process and subject to formal service improvement measures. Bracknell Young People and Hope Place are also included in our services of concern monitoring through Safeguarding Panel and the Board Quality and Safety Committee.

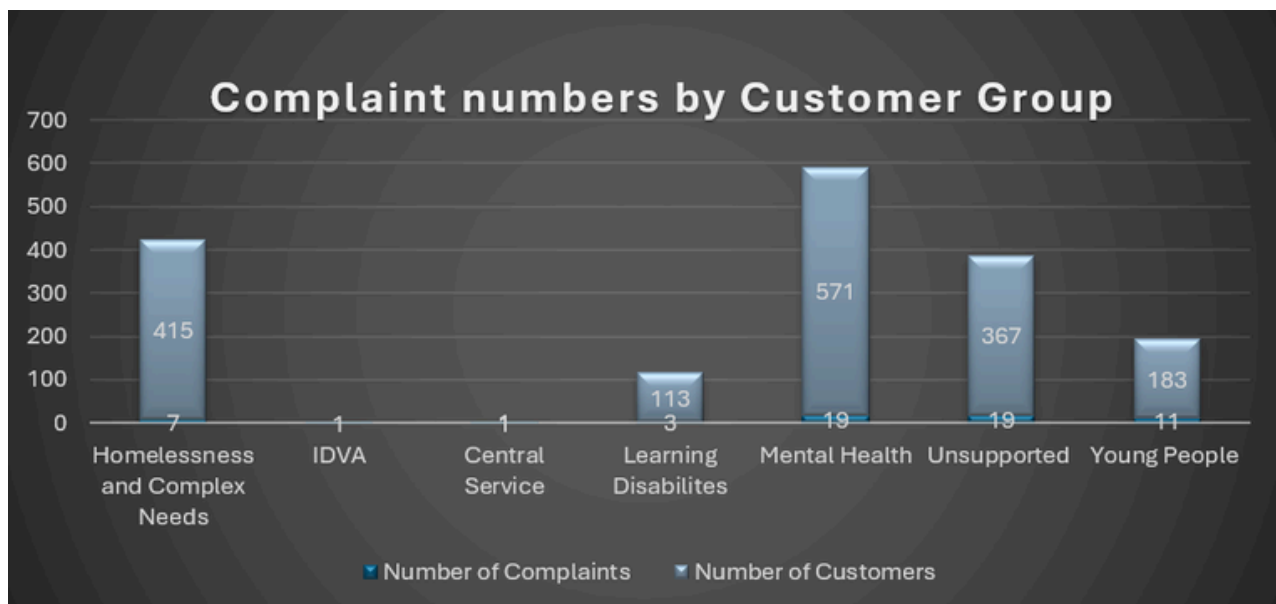
In relation to "unsatisfactory services provided by Look Ahead" complaints are spread across customer groups and types of service provision and the same for repair complaints, with a spike in complaints from Bracknell Young People services.

Unsupported customers are more likely to have cause to complain in relation to repairs and maintenance, unsatisfactory service provided and unsatisfactory treatment by contractors. Over the past 3 years the volume of these complaints have reduced by 70% of compared to the previous 3 years, this is In line with service improvement initiatives, such as contractor procurement and contract management and demonstrable improved performance across customer services, repairs contractor performance and conduct.



Complaints made by service and Customer Group Services

This reporting period saw more contacts from unsupported customers; these are customers who do not live in a commissioned service. This is expected as our unsupported customers do not have support from onsite staff and are a composite group as opposed to differentiated services.



5. Customer Groups and Diversity

71% of complaints are received, come directly from customers and 21% from family, Social Workers and Advocates etc. The remaining 8% are made by members of the public/ neighbours.

There is an equal split of complaints received from customers who identify as Male and Female Females who have cause to complain have predominately resided in our young people accommodation. Male complainants are typically older 40+ and predominately live in our Mental Health accommodation.

Where customers have provided ethnicity information (54%) 50% are from black and other ethnic minority groups (BAME), of which 55% are female, and 64% of white complainants identified as female.

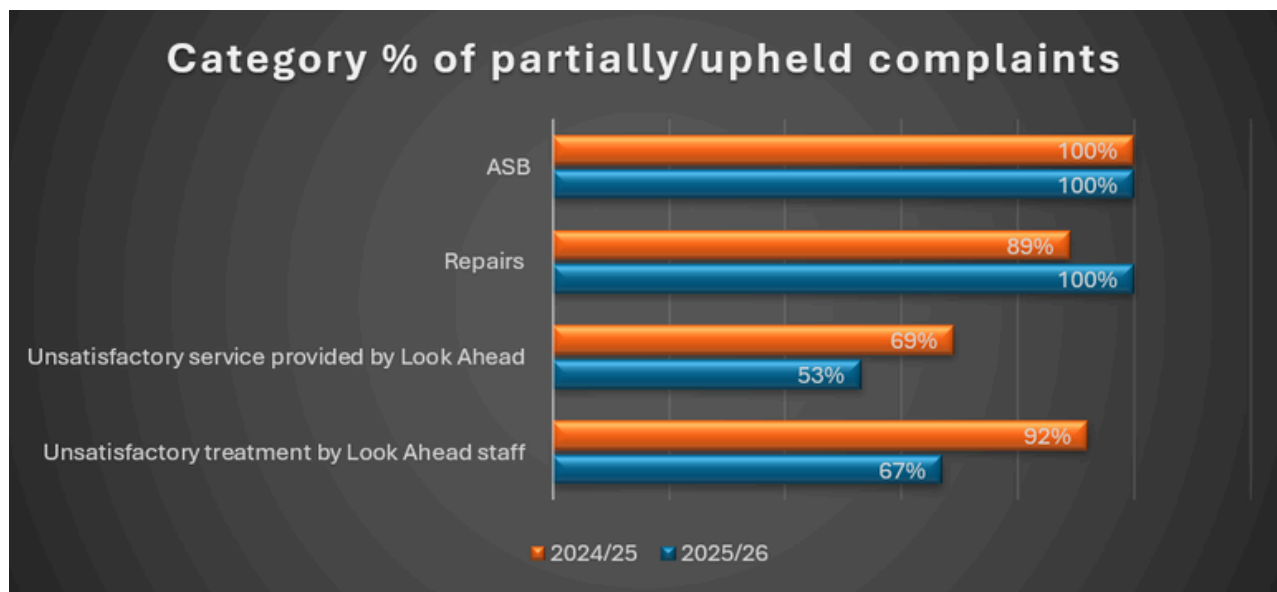
In general young people are disproportionately represented in the volume of complaints and more likely to complain about interactions with support staff. This also follows through into Tenant Satisfaction Measures (TSM) where young people are less satisfied across the TSM measures.

More work need to be undertaken to increase complaint demographic data in relation to ethnicity, disability and gender, and this will form part of refreshed Diversity and Inclusion strategy, and the complaint teams work plan, which is already underway.

Customer Group	Homelessness and Complex Needs	Mental Health	Young People	Unsupported units	Unsupported
Customer population Look Ahead	415	571	183	113	367
Number of complaints Look Ahead	10	19	11	3	19

6. Complaint redress - outcomes

During the reporting period, 70% of Stage One complaints were upheld or partially upheld. The bar chart below provides a breakdown of the categories with the highest rate of upheld complaints, and a comparison of the position from 24/25 to 25/26.

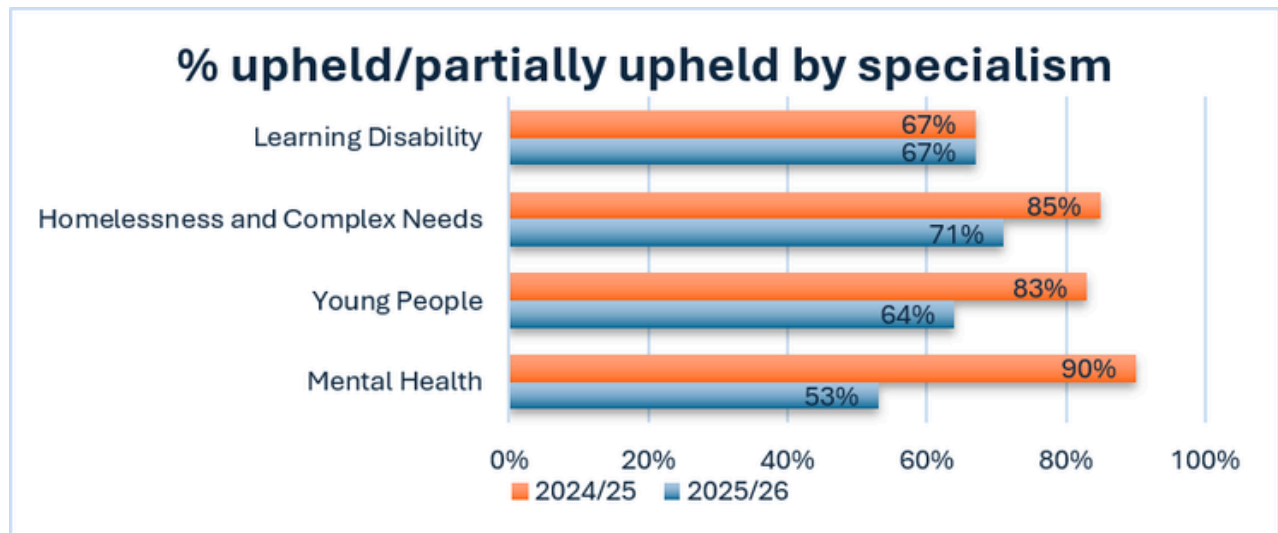


While unsatisfactory service and treatment by staff remain in areas to be addressed, there are issues where we can see a downward trend. We track complaint outcomes and share with the relevant teams responsible for monitoring and completing any agreed actions. This has helped teams review their service by considering the themes and implementing lessons learned.

During the year, we have improved our quality assurance approach and have audited all Stage One and Stage Two complaints. We provide comprehensive feedback to investigating managers and their line managers to improve the quality of our responses and to share learning. We assign investigations to ensure transparency in the complaints handling process.

7. Complaint outcomes by specialism

The bar chart below compares the percentage of upheld complaints by specialism from 24/25 and 25/26.



There are small numbers of complaints made within the Learning Disability service with identical figures as last year. Three formal complaints were logged, one of which was 'not upheld.' There is ongoing work to ensure customers and families are supported to raise their concerns. Conversely, we see through our safeguarding and quality monitoring that customer, stakeholder and family concerns are generally raised and managed through our safeguarding policy and procedures.

We have ensured visibility of complaint information, including easy-read materials and strengthened engagement with service managers through patch meetings and service visits. We have also provided staff with bespoke training to support customers in navigating the complaints process. This is particularly important within Learning Disability services, where some customers may require additional support to engage in the complaint process.

8. Case closures and extensions

The HO complaint handling code requires Governing Boards to have oversight of delays and extensions. Our target for responding to complaints is 10 working days and in line with the code, extensions are permitted for 20 days at Stage One and 40 days at Stage Two. Extensions are granted by the Customer Services Manager when it is agreed the investigation manager needs more time to talk to staff/customers or review documents to give a full response.

Stage One

Out of 61 Stage One formal complaint received in 2025/2026, 15 were responded to outside of the 10 day target and with an approved extension. We failed to comply with policy in six Stage One cases. (5.6%) The six out of time cases were due to investigating managers failing to provide an outcome by day 10 and not making a request for extension prior to the deadline. Now, upon assignment, the CSM requires investigating managers to provide a draft outcome letter for review, 3 days prior to the outcome deadline. This is to ensure compliance and meet the Ombudsman Code.

Performance for Stage One complaints within the 10 day time period was 88.2% and 94.4%, for complaints with a permitted extension.

Escalations to Stage Two

82.6% of all complaints were resolved at Stage One against a target of 95%.

13 complaint cases were escalated to Stage Two. Of these four were 'not upheld,' six were 'partially upheld' and one was 'upheld.'

There were two ongoing Stage Two complaint investigations at the end of March 2025/26. The outcome of these complaints will be included in the next reporting year – 2026/27.

9. Housing Ombudsman's Determination

Three customers escalated their complaint to the Housing Ombudsman during the 2025/26 reporting period. Two cases remain open at the time of reporting. On 30 April we received a determination from the Housing Ombudsman who found maladministration in our response to a customer's concerns about rehousing. We were ordered to pay £300 to compensate the customer. There was no maladministration found in our response to the customer's complaint.

Our Housing leadership team are reviewing the lessons learnt from the recent determination. We have already taken steps to strengthen the timeliness and quality of complaint responses. Specifically, through quality audit checks of all Stage One and Two complaint investigations and providing feedback to investigating managers and their line managers. We have emphasised the need to acknowledge and apologise for our service failings at both stages.

These actions form part of our wider programme of continuous improvement and our commitment to full compliance with the Housing Ombudsman Complaint Handling Code.

10. Compensation

In line with the Housing Ombudsman's guidance on financial remedies, and in accordance with our Complaints and Feedback Policy, supported by our Compensation Framework, we acknowledge financial compensation can be an appropriate form of redress. With each complaint we will consider if a financial payment is appropriate.

From 1 April 2025 the Housing Ombudsman's compensation guidance makes clear that compensation is a remedy designed to restore residents to the position they would have been in had maladministration not occurred. This is now applicable for any compensation claims, and we have aligned this with our Complaint and Feedback Policy. The HO determines using compensation to pay or contribute towards rent arrears is not acceptable.

Over the 2025/2026 period, nine cases resulted in a total of £965 being paid at either Stage One or Stage Two, in line with our Compensation Policy.

The majority of financial payments were made to acknowledge distress or inconvenience caused to customers and for damage to personal items or lack of heating/hot water for an extended period. We paid a goodwill gesture for service failure to support a customer.

11. Look Ahead - landlord vs acting as managing agent

The following five tables provide detail on the complaints made by customers living in Look Ahead owned homes and those living in a homes where Look Ahead is the managing agent.

	Stage 1	Stage 2
Owned by Look Ahead	42	10
Managing Agent	20	3

The % of complaints upheld

	Owned by Look Ahead	Managing Agent
Stage 1	84%	16%
Stage 2	100%	0%

Stage one complaints by category

	Owned by Look Ahead	Managing Agent
Anti-social behaviour	3	0
Damage or loss of personal possessions	1	0
Data Protection and Information sharing	0	1
Disagreement with decisions	0	1
Environmental issues	1	0
Noise Nuisance	0	1
Repairs and Maintenance (Damp and Mould)	3	0
Repairs and Maintenance (Delayed Works)	6	0

Repairs and Maintenance (Incomplete Works)	2	0
Repairs and Maintenance (Poor Quality)	4	0
Unsatisfactory service provided by Look Ahead	9	6
Unsatisfactory treatment by contractor working on behalf of Look Ahead	1	0
Unsatisfactory treatment by Look Ahead staff	12	11

Stage two complaints by category

Category of complaint	Owned by Look Ahead	Managing Agent
Anti-social behaviour	1	0
Repairs and Maintenance (Damp and Mould)	1	0
Repairs and Maintenance (Delayed Works)	1	0
Repairs and Maintenance (Incomplete Works)	1	0
Repairs and Maintenance (Poor Quality)	1	0
Unsatisfactory service provided by Look Ahead	3	1
Unsatisfactory treatment by Look Ahead staff	2	2

Number of Local Resolutions per customer group

Customer Group	Owned by Look Ahead	Managing Agent
Mental Health	8	31
Learning Disability	20	2
Young People	6	6
Homelessness and Complex Needs	3	17
IDVA	1	0
Unsupported	2	0

12. Quality assurance

During the year we have conducted quality checks on every complaint. The purpose of these checks is to identify the level of compliance when managers investigate complaints at both stages. Feedback is provided to managers with agreed actions with the aim of improving case management and the customer experience.

Quality Checks – Formal Complaints	2024/25	2025/26
Exceeds	80%	89%
Meets	18%	11%
Partial	2%	0%
Unmet	0%	0%

13. Service improvements, actions and lessons learnt

During 2025/26 we continued to strengthen awareness and accessibility of the complaints process for customers through:

- Updated and widely distributed complaints leaflets and posters across services and online platforms.
- Targeted service visits and engagement sessions to reinforce understanding of complaint handling processes.
- Ongoing promotion of learning and good practice across teams.

We have revised their compensation framework and policy. We have included £15 in compensation to be given for each missed appointment. We have also increased the following 'rights to repair' qualifying rates for loss of hot water and/or heating and power.

The HO service also produced a spotlight report this financial year. "Repairing Trust" a spotlight report on repairs and maintenance. We embedded the learning through a review of our Contractor Code of Conduct, strengthened repairs and access controls, and made for clearer accountability for contractors. This ensures respectful behaviour in customers' homes, robust evidence of attempts to access and appointments, and stronger oversight of repairs performance. Fortnightly meetings are also held between the repair manager and customer service team to discuss repair issues/concerns and update actions and timelines.

The internal audit of complaint management issued in May 2025 found substantial assurance of the design of our controls and reasonable assurance in the operation of our control. Three recommendations were made, all of which have been actioned and closed, this included making our complaints e-learning mandatory:

- Managing and Investigating Complaints (for managers)
- Managing Complaints and Feedback (for all staff)

Compliance with training is actively monitored by the CSM with a target of 100% completion. Learning outcomes are shared across operational and central teams to drive continuous improvement.

The Service Improvement Plan for last year, 25/26 is at Appendix 1. There has been a delay in completing tenancy reviews as completing the tenancy audits and living standard checks for unsupported customers was the priority. The tenancy review project will be done in Q2 of this year. During 2025/26, we have continued to strengthen our complaints handling framework, building on the introduction of the CSM role and embedding a more structured, consistent, organisation-wide approach to oversight, quality, and learning.

We've worked in collaboration with customers at our Tenancy and Landlord panel (TaLP) and benefited from their insight. As a result of TaLP Feedback, the TaLP Chair sought further assurance and the Executive Director of Group Operations commissioned a "Closed Culture" review in relation to the handling of a specific case and the culture of the complaint team. The findings upheld the feedback. As a result, the following actions were taken.

- The Customer Service Manager robustly reviews correspondence to ensure the management of the complaint is customer-centred, and their customers' experience within a Look Ahead service is considered.
- The service completed the Closed Culture indicator checklist and held a reflective practice session.

14. Service improvement plan 2026/27

While progress has been made in embedding a positive complaints culture, key areas requiring continued focus include:

- Timeliness of responses
- First-stage resolution
- Addressing service quality concerns and staff conduct

15. Specific actions are as follows:

Reporting

- We will continue to report to TaLP each quarter on our performance against this service improvement plan.
- We will report quarterly to services on themes and learning.

Training

- We will continue to actively monitor training with the completion of two key e-learning courses required for all staff.
- We will develop a training approach through e.g. Lunch and learn on complaints performance/policy, best practice, and a specific slot in staff inductions.
- Performance Management of Complaints.
- We will aim to achieve 100% compliance with responding to Stage One complaints.
- We will raise the profile of complaints performance through our monthly KPI reports.
- We will programme to attend every local team and patch meeting.
- We will hold monthly performance review meetings with the service director.
- We will conduct a deep dive into and report with an improvement plan to TaLP and SLT complaints of unsatisfactory service provided by Look Ahead Unsatisfactory Complaints of unsatisfactory treatment provided by staff and instigate improvements.

Promotion and Accessibility

- Create and maintain a Complaint Management Hub page on our intranet.
- Maintain our complaints page on our website.

Service Specific Improvements

- With CQC and OFSTED leads we will review both regulators' standards on complaint handling is being practiced, whilst keeping in line with the Housing Ombudsman code.

16. Resource implications

The papers do not include any resource implications.

17. Value for money

The papers do not have a Value for Money impact

18. Recommendation

- To approve Look Ahead's Annual Self-Assessment against the Housing Ombudsman's Complaints Handling Code (Appendix One) based on the annual performance and improvement plans
- Approve the draft Board response to the self-assessment and the Annual Complaints Performance and Service Improvement Report
- To note and approve the changes in Look Ahead's Complaints and Feedback Policy

Board response

We're determined to provide the best service we can to our customers. We are continuing to improve our services and use the feedback from our customers to do so.

The Look Ahead Board fully recognises the importance of effective complaints management and learning from customer feedback to enhance our services, maintain customer trust and work towards continuous improvement.

This report outlines our performance and self-assessment for the year April 2025 to March 2026 against the Housing Ombudsman Code.

Look Ahead operates a group structure with four subsidiaries. In the reporting year 25/26, two of our subsidiaries are social housing providers and we have included any complaints related to these subsidiaries within our report. The subsidiaries are private business providing regulated Residential and Independent living services for people with Learning Disabilities. While they are not registered social landlords there are expected to manage complaints in line with the "Local Government and Social Care Ombudsman Handling Code", which is aligned to the Housing Ombudsman Complaint handling code.

Our Board member responsible for complaints and our Tenant and Resident Landlord Panel (TaLP) have ensured the self-assessment reflects our complaints handling, the improvements we have made and our plan to further improve.

Look Ahead Board met on 15 June 2026 we can confirm all documents required for the submission have been reviewed and all Board members are satisfied we are adhering to the Housing Ombudsman Complaint Handling Code.

There is always more we can do to improve our customer service, and we note there remains work to do to ensure we comply with the code on response times.

As a Board, we recognise that as a Care and Support provider, complaints can be complex and may need additional time for us to provide a full response. The code allows for extensions, and we need to ensure we focus to comply with this in 26/27.

The Board are fully in support of the actions within our 2026/27 service improvement plan. The Board is further assured that learning from complaints and customer feedback is taken seriously and thematic findings and lessons learnt are set out in our service improvement and operational plans.

Complaints performance is a standard agenda item at our Tenant and Landlord Panel (TaLP), and our customers and the Board Member responsible for Complaints have reviewed the annual submission and are clear that the self-assessment is reflective of Look Ahead's complaint handling practice and is a true reflection of our compliance with the code.

The Board also received assurance through our 24/25 internal audit programme when complaints management was audited. Most significantly 100% of staff have completed mandatory training on complaint handling.

The Annual Complaints Performance and Service Improvement report provides insights into our handling of complaints, notes trends and highlights areas for improvement. In the coming year, we will monitor the effectiveness of these initiatives and, together with our customers, continue to scrutinise complaints' data and trends. As the governing body, we will continue to oversee performance and progress against the Ombudsman's code, ensuring that resources are available for continuous learning.

Baroness Mary Watkins
Look Ahead Board Chair

Jo Ellis
Look Ahead Board Member
*Responsible for Complaints and Chair of
Tenant and Landlord Panel*

Appendix 1

Service Improvement Plan 2026/27

Open Complaints Service Improvement Actions			
Service Improvement Area	Service Improvement Action	Lead Department	Status
Complaints Satisfaction	Relaunch Complaint surveys to improve completion rates	Customer Services Manager	In progress
Complaint Handling	2nd Review local resolutions – sign-off by Director of Housing & Customer Services	Director of Housing & Customer Services	In Progress
Complaint Handling	Update complaints Policy with Local Resolution guidance	Director of Housing & Customer Services	In progress
Complaint Handling	Update complaints e-learning to include local resolution guidance	Director of Housing & Customer Services	In progress
Trends and Learning	Review complaints ASB and local resolution, Serious incident as part ASB services improvement review	Director of Housing & Customer Services & Director of Practice Development, Quality and Safeguarding	In progress
Trends and Learning	Introduce satisfaction survey spot checks for unsupported customers to complement Contractor surveys results	Head of Customer Service & Customer Contact Centre Service Lead	Not delivered on time - Director of Housing and Customer Service to prioritise as part of housing work plan.
Complaint Handling	We will carry out a review of the wording in our Tenancy Agreements to ensure that the content is reflective of our obligations and services provided.	Head of Housing	In progress part of tenure review project
Trends and Learning	Capture D&I data as part of complaint handling and add to Dip Sampling quality framework	Head of Customer Services	In progress

Closed Service Improvement Actions

Service Improvement Area	Service Improvement Action	Lead Department	Status
Quality Management	Improve investigations and interdepartmental complaints handling (linked to investigation guidance work)	Head of Safeguarding and Quality	Policy guidance and e-learning for complaint investigation managers New generic investigations and report writing to be commissioned – 2022. Completed
Complaints Handling	Increase number of repairs and maintenance and contractor complaints logged by local services (linked to tenant handbook and customer communication plan) over next 6 months – July 2020	Deputy Directors and Head of Operations	Completed
Complaints Handling	Update Complaints and compensation policy to ensure all disrepair and damp and mould cases are managed through the complaints policy and procedures	Customer Experience Directorate	Completed
Complaints Handling	Review and relaunch Compensation Policy	Customer Experience Directorate	Completed
Complaints Reporting	Launch complaints satisfaction survey by November 2019	Customer Experience Directorate	Completed
Complaints Reporting	Review how customers are supported to complain to other Landlords. New Rivo complaints category	Customer Experience Directorate, Operations and Housing-Agency Partnership Team	Rivo Category completed – monitoring
Complaints Handling	Develop further guidance for Stage 3 complaint panels	Customer Experience Directorate	Completed – and subsequently Stage 3 removed due to change by the HO Code
Complaint Handling	Introduce new category for Damp and Mould. New Rivo complaints category	Head of Customer Service	Completed
Complaints Reporting	Report on complaints to SLT and SMT Quarterly and Board twice a year. Board report scheduled for February 2020	Customer Experience Directorate	Closed

Trends and Learning	Ensure the evictions appeals procedure is followed. Review the “Ending Tenancy Policy” and relaunch by November 2019	Heads of Operations and Head of Housing Management	Closed
Trends and Learning	Ensure Customers are aware and engaged in relation to planned, cyclical and major works; utilise estate inspections. Replicate Linden gardens approach Stage 3 Panel recommendation	Director of Housing and Support, Head of Housing Management & Head of Asset Management & Head of Customer Service.	OT to write memo to relevant teams on actions to be taken - Completed
Trends and Learning	Refresh Customer Complaints leaflets and create Customer poster January 2020	Customer Experience Directorate & Communications	Closed
Trends and Learning	Improve Customer understanding of Tenancy obligations and Look Head responsibility (Tenant Handbook Project and Policy Development strategy. By March 2020)	Customer Experience Directorate	Web Handbook Completed. Young People handbook completed
Trends and Learning	Finalise review of Co-production rewards strategy and develop policy (Stage 3 panel recommendation) - January 2020	Customer Experience Directorate	Closed
Trends and Learning	Launch repairs satisfaction survey February 2020	Head of Customer Service	Completed - to be reported through Contractor KPI's
Trends and Learning	Improve Customer understanding of Tenancy obligations and Look Head responsibility (Tenant Handbook Project and Policy Development strategy. By March 2020)	Customer Experience Directorate	Web Handbook Completed. Hard Copy to commence June 2021
Trends and Learning	Service Charge Policy – Develop and implement policy and customer consultation process – December 2019	Head of Housing Management and Finance Director	Closed
Trends and Learning	Repairs performance improvement plan in place	Customer Experience Directorate	Completed
Trends and Learning	Review look and feel of rent statement (Stage 3 recommendation) – feedback that it is hard to understand	Head of Housing Management and Customer Experience Directorate	Completed via TALP
Regulation	Update the policy to reflect the new code: 5 days to ack; 10 days to respond from date logged. 10 days extension. Update website, leaflets and communicate to customers	Customer Experience Directorate	Completed
Regulation	Review complaints policy when joint Ombudsman codes is	Customer Experience Directorate	Completed

	published		
Regulation	Rename “Informal Complaints” to avoid misinterpretation as stage 0	Customer Experience Directorate	Completed
Regulation	Include Reasonable adjustments in D&I policy	Head of Customer Service	Separate Policy developed and launched - Completed
Complaint Handling	Review Local Resolutions and report back to TaLP – Feb 2026	Head of Service / Customer Services Manager	Completed
Internal Audit	Update policy with internal audit recommendations	Head of Customer Services	Completed
Internal Audit	Make E-learning mandatory	Head of Customer services	Completed
Internal Audit	Track and monitor acknowledgements	Head of Customer Services	Completed
Internal Audit	Add new Rivo category – Complaint handling	Head of Customer Services	Completed
Complaints Handling	Develop and Launch Complaints E-Learning, Tool kit and Lunch and Learns increase number of managers undertaking training	Customer Experience Directorate	Completed and now mandatory
Customer Satisfaction	Review customer feedback from TSM survey	Customer Experience Directorate	Completed
Complaints Handling	Increase number of complaints responded within timescale – focus on Monitoring and tracking of complaints. Improve from 30% - 70%	Customer Experience Directorate	Completed KPI reached and new KPI for 2026/27
Trends and Learning	Improve ASB management and procedural awareness - Most complaints are notifications of ASB and should be addressed through the ASB policy	Heads of Operations and Head of Housing Management	Completed - reduction in incorrectly logged ASB notifications under complaints and managed under ASB policy.
Trends and Learning	Complete closed culture review to complaint handling	Director of Practice Development, Quality & Safety	Completed - team to implement learning
Trends and Learning	Make D&I Date field of RIVO Mandatory	Head of Customer Services	Completed