

GROUP BOARD OF MANAGEMENT MEETING

LA1818

15 JUNE 2026

EXECUTIVE DIRECTOR, GROUP OPERATIONS & CUSTOMER EXPERIENCE ANNUAL COMPLAINTS UPDATE FOR 2025/2026

Purpose	☐ For decision	☒ For discussion
	☐ For information	☒ For recommendation to Board for approval
Author	Angela Prickett, Director of Housing & Customer Services	
Executive lead	Nicole Njie, Executive Director of Group Operations and Customer Experience	
Report summary	This paper sets out Look Ahead annual complaints performance and an assessment how we have delivered the complaints service in line with the Housing Ombudsman's complaints code. We are also required to submit performance and regulatory compliance submissions in the form of an annual assessment and Board response. 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, and these two areas are set out in the report. The report also includes complaints received and managed by subsidiaries. The report and supplementary documents were presented and discussed in full at Audit and Risk Committee (ARC) on the 21st of May 2026. ARC and the Board Lead for complaints requested further insights into the Diversity of complainants which is set out in section 5 of the report. The report also sets out 2 areas specific areas of focus for 2026/27 – A Director level review of “Local Resolutions” and clearer guidance which will be taken to TaLP on the 9th July In addition, a review of ASB incidents by the Complaints, Safeguarding and Housing teams as part of the work to improve ASB and compliant handling.	
Link to Strategic Objectives	• We will deliver and maintain high-quality, safe, and homely accommodation, which meets customers' needs and maximises use of our assets. • We will co-design and deliver high-quality, innovative services that deliver positive outcomes for our customers.	
Customer Insight and impact.	Customers benefit from prompt and appropriate responses to complaints. We acknowledge we sometimes make mistakes and aim to put things right as quickly as possible and improve so we do not make the same mistakes. We listen to and act on feedback to improve our service. The Transparency, Influence and Accountability Standard require all registered providers to generate and report Tenant Satisfaction Measures (TSM's) as specified by the Regulator of Social Housing. There are two measures of a complaints service and relate only to	

	performance and satisfaction of customers living in Look Ahead owned homes. In 25/26 for customers living in Look Ahead homes we achieved • 59% satisfaction with the approach to handling complaints (TSM) – of those who had made a complaint. • 94.4% Complaints responded to within Complaint Handling Code timescales.
Risks	This paper relates to Corporate Risk ID: 7 If governance or decision-making failures occur, then service performance may deteriorate, regulatory intervention may occur and significant issues may go unmanaged. The proposal reduces the organisation's exposure to this risk. Appropriate mitigation and assurance arrangements are in place, including mandatory training for all colleagues and specific training for investigating managers, quality assurance visits and lessons learnt insight. Complaints was subject to internal audit in late 2024 and all management actions have been delivered. Look Ahead has a lead Board Member for complaints and complaints is a core agenda item on our Tenant and Landlord Panel (TaLP) meetings. Oversight of this risk will continue through SLT, TALP, ARC, Board ensuring the organisation operates within its agreed risk appetite.
Recommendation	The Board are asked 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. • Board response to the self-assessment and the Annual Complaints Performance and Service Improvement Report (Appendix Three) • To note and approve changes Look Ahead's Complaints and Feedback Policy (Appendix Four).
Appendices included	Appendix 1 - 25/26 Service Improvement Plan Appendix 2 - Look Ahead's Self-Assessment Appendix 3 - Suggested Board Response Appendix 4 - Complaints and Feedback Policy Appendix 5 - Kingswood Care & Support Complaints Feedback Report and Policy Appendix 6 - Proactive Development Complaints Procedure

1. Introduction

1.1 The Housing Ombudsman's Complaint Handling Code became statutory on 1st April 2024, and as a Registered Social Landlord Look Ahead is obliged to comply with all provisions in the code.

1.2 Landlords are obliged to provide an annual submission to the Housing Ombudsman (HO) which consists of:

- A self-assessment against the code
- Complaints performance and service improvement report.
- Governing body's response to the self-assessment and report
- Our Complaints policy (Appendix 4).

- 1.3 Both ARC and Jo Ellis, the Board Member responsible for complaints (MRC under the code), have reviewed and discussed complaints performance and the self-assessment at the ARC meeting on the 21st of May 2026. Complaints performance remains a core agenda item at TaLP and forms part of the core KPI reports at quarterly ARC committee meetings and Board.
- 1.4 Once approved by the Board the self-assessment will be published alongside the Board's formal response. Complaints performance is published and updated every other month on Look the performance page of the website.

2. Background

- 2.1 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.
- 2.1.1 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.
- 2.1.2 In line with the Code, a complaint is defined as:
- 2.1.3 "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."
- 2.1.4 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.
- 2.1.5 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.
- 2.1.6 We triangulate complaints with our Quality Audit process, customer surveys, serious incidents and safeguarding as part of the assurance process.
- 2.2 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. The policy is set out in Appendix 4 and changes are highlighted in yellow.
- 2.3 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.
- 2.4 Self-Assessment against the code (Appendix Two)
- 2.4.1 This requires landlords to assess itself against each provision of the code and to identify any areas of operation or policy where changes are required. It requires landlords to evidence how we comply with the code and it gives an opportunity to review current practices to identify any gaps or actions required to comply.

2.5 Annual Performance and Service Improvement Report

2.5.1 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.

2.6 Requirements for the Governing Body's response to the self-assessment (Appendix Four).

2.6.1 The HO requires that our response considers the following:

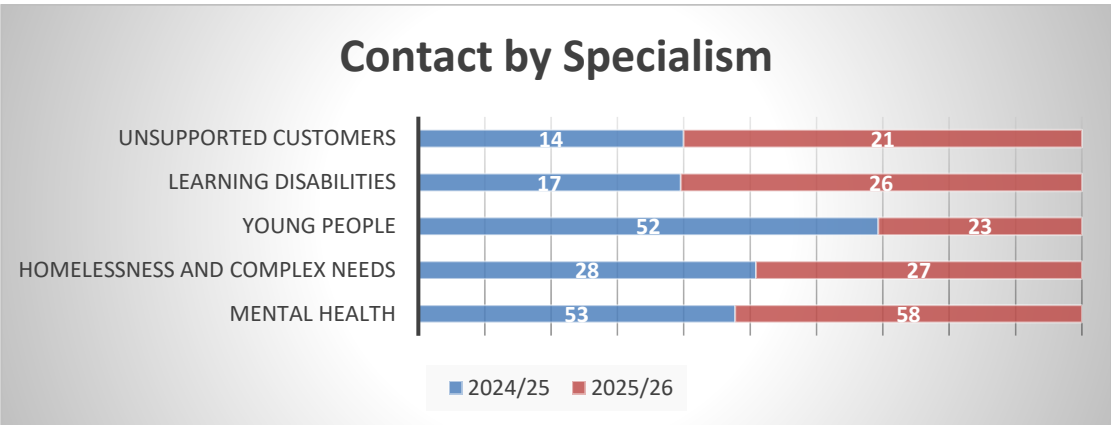
- It is made clear the response is from the Board as a whole or the Chair.
- The governing body has had sight of the annual complaints' performance and service improvement report, including the self-assessment.
- The Member Responsible for Complaints has assured themselves the self-assessment reflects 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 & Findings

- 3.1 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.
- 3.2 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. Between the two businesses, they have only received two complaints which are detailed in Appendix 5 and 6.
- 3.3 In response to Boards previous request, Section 12 of the report separates and distinguishes performance where Look Ahead is the Landlord and where Look Ahead operates as the managing agent in other Landlords buildings.
- 3.4 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.

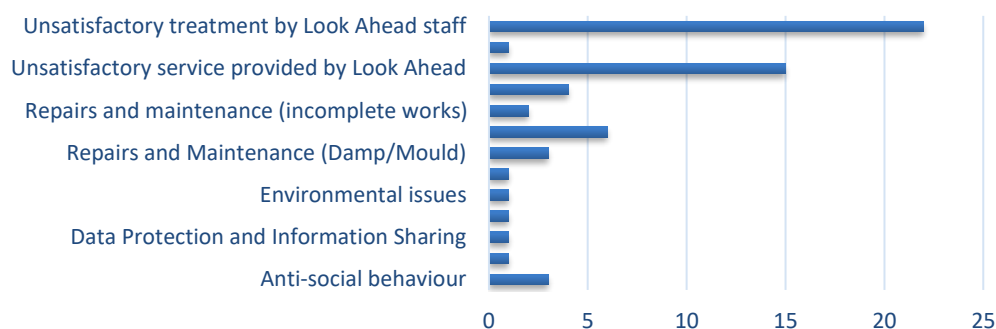
4. Complaints Performance - Trends

- 4.1 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.
- 4.2 Of the 158 customer concerns 39% of the total were categorised as complaints and 61% as local resolution as set out in the chart below.



- 4.3 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.
- 4.4 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.
- 4.5 Escalations
- 4.5.1 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%.
- 4.6 Reasons for Complaints

Complaints 2025/6



- 4.6.1 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.
- 4.6.2 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.
- 4.6.3 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.
- 4.6.4 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.

5. Customer Groups and Diversity

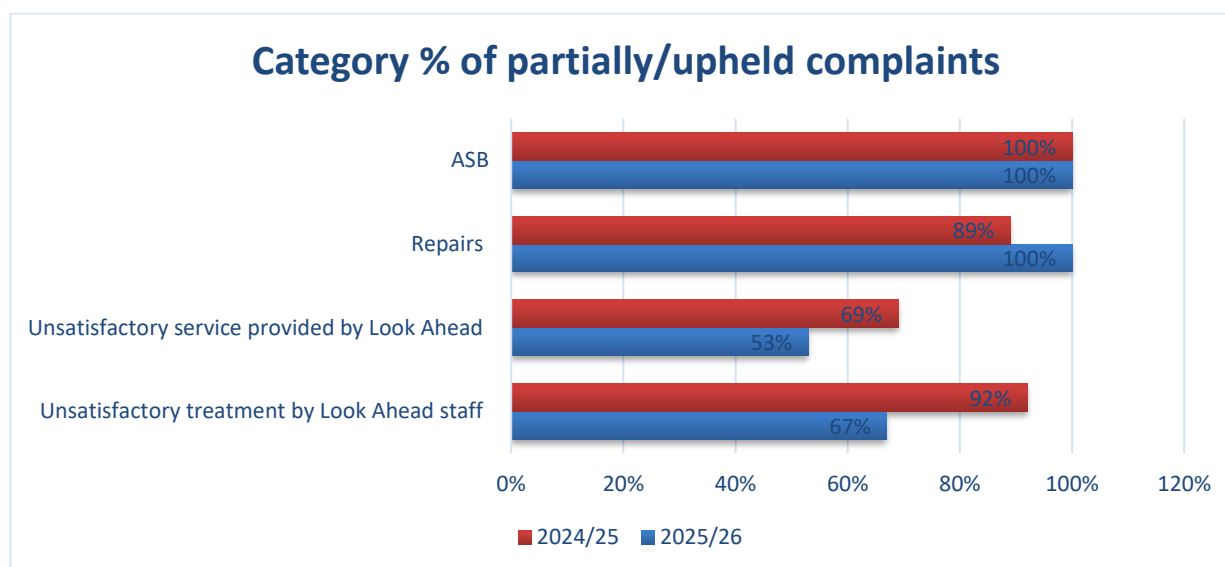
Customer Group	Homelessness & Complex Needs Services	Mental Health Services	Young People Services	Unsupported Units	Unsupported
Customer Population Look Ahead	415	571	183	113	367
Number of Complaints Look Ahead	10	19	11	3	19

- 5.1 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.
- 5.2 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.

- 5.3 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.
- 5.4 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.
- 5.5 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.

6 Complaint Redress – Outcomes

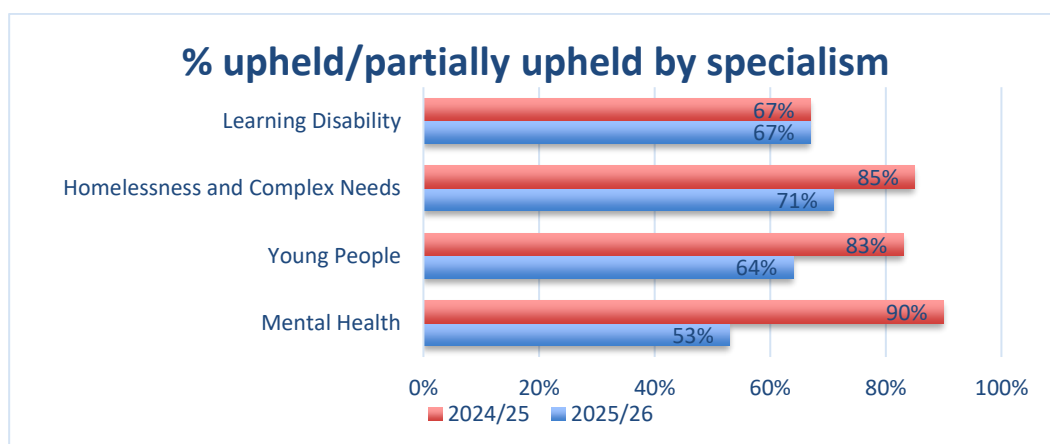
- 6.1 During the reporting period, 70% of Stage One complaints were upheld or partially upheld. The bar chart below provides a breakdown of the categories with the highest rate of upheld complaint categories, and a comparison of the position from 24/25 to 25/26.



- 6.2 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.
- 6.3 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

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



7.2 There are small numbers of complaints made within the Learning Disability service with identical figures as last year. Three 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.

7.2.1 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

8.1 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. This is in agreement with the customer or the requirement for more time explained.

8.2 Stage One

8.2.1 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.

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

8.3 Escalations to Stage Two

8.3.1 82.6% of all complaints were resolved at Stage One against a target of 95%.

8.3.2 13 complaint cases were escalated to Stage Two. Of these four were 'not upheld,' six were 'partially upheld' and one was 'upheld.'

- 8.3.3 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

- 9.1 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.
- 9.2 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.
- 9.3 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

- 10.1 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.
- 10.1 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.
- 10.2 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.
- 10.3 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

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

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

- 11.2 The % of complaints upheld.

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

11.3 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

11.4 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

11.5 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

12.1 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

- 13.1 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.
- 13.2 As described in section 12.2 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.
- 13.3 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.
- 13.4 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)
- 13.5 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.
- 13.6 The Service Improvement Plan is set out in Appendix 1. It sets out open and closed actions.
- There has been a delay in completing tenancy reviews as completing the tenancy audits and living standard checks for unsupported customers has taken priority. The tenancy review project will be undertaken in quarters 2 and 3, aligning this with the review of tenure as part of the renter's rights bill project plan. 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.
- 13.7 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 26/27

- 14.1 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:

- 15.1 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.
- 15.2 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.
- 15.3 Promotion and Accessibility
- Create and maintain a Complaint Management Hub page on our intranet.
 - Maintain our complaints page on our website.
- 15.4 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.
 - Deep dive of "Local resolutions" and guidance and updating our e-learning.

16. Resource Implications

- 16.1 The papers do not include any resource implications.

17. Value for Money

- 17.1 The papers do not have a Value for Money impact.

18. Recommendation

- To approval 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 (Appendix Three)
- To note and approve the changes in Look Ahead's Complaints and Feedback Policy (Appendix Four).

APPENDIX 2

LOOK AHEAD COMPLAINT HANDLING CODE ANNUAL SUBMISSION

Self-assessment form 2025-2026

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 – 2025/26

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	Complaints and feedback - Look Ahead Complaints Policy - Section 2.1	Look Ahead follows the Housing Ombudsman's definition of a complaint, which is set out within our Complaints and Feedback Policy and published on our website
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	Complaints and feedback - Look Ahead Complaints Policy - Section 3.2	Our customers are not required to use the word "complaint" for their concerns to be treated as such. We accept complaints from residents and third parties, including advocates, neighbours and Members of Parliament.
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	Complaints and feedback - Look Ahead Complaints Policy - Section 2.3	All Lookahead colleagues are trained to distinguish between a service request and a complaint. We record service requests and feedback as local resolutions. We monitor in case they escalate to a complaint.
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.	Yes	Complaints and feedback - Look Ahead Complaints Policy - Section 2.3	Any expression of dissatisfaction is recorded as a complaint to ensure a clear audit trail and to support the identification of trends and learning.

	Landlords must not stop their efforts to address the service request if the resident complains.			
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	Complaints and feedback - Look Ahead Complaints Policy - Section 3.4	Where dissatisfaction is raised through a survey, we respond to the individual to explain how to submit a formal complaint if they wish. Where a formal complaint is not pursued, we still seek to understand the issue and, where possible, resolve it as a local resolution.

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	Complaints and feedback - Look Ahead Complaints Policy - Section 3.6	Our Complaints and Feedback Policy set out clear and fair exceptions to accepting complaints. Where a matter is not suitable for the complaints process, we provide an appropriate alternative route and ensure residents are informed of their right to contact the Housing Ombudsman.
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.	Yes	Complaints and feedback - Look Ahead Complaints Policy - Section 3.1 and 6	Where we decide not to accept a complaint, we inform the customer of the reasons for this decision and signpost them to the relevant section of the Complaints and Feedback Policy.

	1.2 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. 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	Complaints and feedback - Look Ahead Complaints Policy- Section 3.1 & 3.5	Our policy includes discretion being applied when complaints are made outside of the standard time limits. Taking account of individual circumstances where there are good reasons to do so.
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	Complaints and feedback - Look Ahead Complaints Policy - Section 3.6	Where a complaint is not accepted, we provide a clear explanation to the complainant outlining why the matter is not suitable for the complaints process and advising them of their right to approach the Housing Ombudsman.
2.5	Landlords must not take a blanket approach to excluding complaints; they must consider the individual circumstances of each complaint.	Yes	Complaints and feedback - Look Ahead Complaints Policy - Section 3.6	Complaints are considered on an individual basis. We do not apply blanket exclusions and ensure that each case is assessed on its own merits.

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	Complaints and feedback - Look Ahead Complaints Policy - Section 4.2-4.4	We accept complaints through multiple channels, including email, post, telephone, face-to-face contact and an online web form. This information is clearly set out in our Complaints and Feedback Policy and reinforced through posters and flyers displayed 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	Complaints and feedback - Look Ahead Complaints Policy - Section 5.1-5.2	All colleagues are required to understand the complaints process and how to signpost or refer complaints appropriately. This is supported through mandatory e-learning on 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 complaint volumes are potentially a sign that residents are unable to complain.	Yes	Complaints and feedback - Look Ahead 'Complaints Policy' Sections 1.1-1.6	Look Ahead promotes a positive complaint-handling culture, recognising that complaint volumes can indicate an accessible and well-publicised complaints process. All colleagues are trained to have a clear understanding of our policy by undertaking eLearning courses on Managing and investigating complaint and Managing Complaints and Feedback. Both courses are mandatory and are required to be completed within 3 months of their employment start date.
3.4	Landlords must make their complaint policy available in a clear and accessible format	Yes	Complaints and feedback - Look Ahead	Our Complaints and Feedback Policy, including the complaints stages and

	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.		On our website under timescales for complaints	response timescales, is published on our website and made available through posters and information displayed 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, and in letters, leaflets and our tenant handbook	Information about our complaints process, the Housing Ombudsman and the Complaint Handling Code is made available through our website, correspondence, 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	Complaints and feedback - Look Ahead Complaints Policy - Section 3.2	Customers are able to appoint a representative to act on their behalf. We always seek appropriate consent before progressing a complaint through a representative.
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	Complaints and feedback - Look Ahead Under pdf 'Complaints Policy'	Information about the customer's right to contact the Housing Ombudsman is provided at complaint acknowledgement stage and within all Stage1 and Stage 2 outcome letters.

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	Yes	Complaints and feedback - Look Ahead Complaints Policy	Look Ahead has a designated Customer Services Manager responsible for coordinating complaint handling, liaising with the Housing Ombudsman and reporting to the Head of Customer Service. Complaints governance sits

	person or team as the 'complaints officer'. This role may be in addition to other duties.		Section 11 & 12	within the Housing and Customer Services 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 Complaints and feedback - Look Ahead Under pdf 'Complaints Policy'	Our Customer Services Manager who has appropriate authority, skills and access across the organisation to ensure complaints are managed impartially and without conflict of interest.
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	Complaints and feedback - Look Ahead Complaints Policy - Section 11	Complaint handling is prioritised as a core service. Mandatory training and monitoring of complaint-handling e-learning completion rates ensure staff are suitably equipped to manage complaints effectively.

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	Complaints and feedback - Look Ahead Under pdf 'Complaints Policy'	All complaints are managed through a single Complaints and Feedback Policy, ensuring customers are treated fairly and consistently.
5.2	The early and local resolution of issues between landlords and residents is key to effective complaint handling. It is not	Yes	Complaints and feedback - Look Ahead Complaints Policy - Section 5.3	Early local resolution is encouraged, and our policy does not include informal or additional complaint stages beyond the two-stage process required by the

	appropriate to have extra named stages (such as 'stage 0' or 'informal complaint') as this causes unnecessary confusion.			Complaint Handling Code.
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	Complaints and feedback - Look Ahead Under pdf 'Complaints Policy'	Look Ahead operates a two-stage complaints process only, in line with the Housing Ombudsman's requirements.
5.4	Where a landlord's complaint response is handled by a third party (e.g. a contractor or independent adjudicator) at any stage, it must form part of the two stage complaints process set out in this Code. Residents must not be expected to go through two complaints processes.	Yes	Complaints and feedback - Look Ahead Under pdf 'Complaints Policy'	Where third parties are involved, the complaint remains within Look Ahead's two-stage complaints process to avoid duplication or unnecessary delay.
5.5	Landlords are responsible for ensuring that any third parties handle complaints in line with the Code.	Yes	Complaints and feedback - Look Ahead Under pdf 'Complaints Policy'	Third-party organisations are required to comply with Look Ahead's complaints policy and associated Code-compliant timescales.
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	Complaints and feedback - Look Ahead Complaints Policy - Section 5.6	The complaint definition and desired outcomes are confirmed within the acknowledgement letter issued within five working days. Where clarification is required, we contact the complainant directly.
5.7	When a complaint is acknowledged at either stage, landlords must be clear which aspects of the complaint they are, and are	Yes	Complaints and feedback - Look Ahead	Acknowledgement letters clearly explain which aspects of the complaint are within Look Ahead's remit and identify

	not, responsible for and clarify any areas where this is not clear.		Under pdf 'Complaints Policy'	any exclusions where applicable.
5.8	At each stage of the complaints process, complaint handlers must: a. deal with complaints on their merits, act independently, and have an open mind. b. give the resident a fair chance to set out their position. c. take measures to address any actual or perceived conflict of interest; and d. consider all relevant information and evidence carefully.	Yes	Complaints and feedback - Look Ahead Under pdf 'Complaints Policy'	Complaints are investigated objectively and independently. All responses are quality-checked by the Customer Services Manager to ensure fairness and compliance with the Code.
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	Complaints and feedback - Look Ahead Complaints Policy Section 6.3 & 7.6 & 8.3	Where extensions are required, these are agreed with the complainant and monitored by the Customer Services Manager to ensure ongoing communication and oversight.
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	Complaints and feedback - Look Ahead Under pdf 'Complaints Policy'	Reasonable adjustments are made in line with Look Ahead's Reasonable Adjustment Policy and are reviewed throughout the complaint process.
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	Complaints and feedback - Look Ahead Complaints Policy' Section 7.2	Escalation rights are clearly set out within the Complaints and Feedback Policy and applied in line with the Code.

	set out these reasons, and they 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	RIVO case management system	All complaints are recorded within the RIVO case management system, ensuring a full audit trail of correspondence, decisions and outcomes.
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	Complaints and feedback - Look Ahead Within Complaints Policy	Complaints can be resolved at any stage through appropriate remedies, in accordance with our Complaints and Feedback Policy and Compensation Framework.
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	Complaints and feedback - Look Ahead Complaints Policy- Section 10	Policies and procedures are in place to manage unacceptable behaviour, with restrictions applied proportionately and reviewed regularly.
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	Complaints and feedback - Look Ahead Complaints Policy - Section 10.2	Any restrictions applied demonstrate due regard to the Equality Act 2010 and are supported by procedural guidance.

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	Complaints and feedback - Look Ahead Complaints Policy - Section 5.3	Processes are in place to assess complaint complexity and vulnerability at the earliest stage, with a focus on prompt resolution wherever possible.
6.2	Complaints must be acknowledged, defined and logged at stage 1 of the complaint's procedure <u>within five working days of the complaint being received.</u>	No	Complaints and feedback - Look Ahead Complaints Policy - Section 6.1	Acknowledgement timescales are set out in the policy and monitored as a key performance indicator, with performance reported internally and published on our website. We failed to comply with this requirement and in October 2025 reviewed our approach. From October 2025 we have complied with the requirement.
6.3	Landlords must issue a full response to stage 1 complaints <u>within 10 working days</u> of the complaint being acknowledged.	No	Complaints and feedback - Look Ahead Complaints Policy - Section 6.1	Stage 1 response performance is monitored as a Board-level KPI and reported monthly to senior leadership and quarterly to the Audit and Risk Committee. We failed to comply with this requirement and reviewed our approach in October and performance has significantly improved, exceeding the organisational target.

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	Complaints and feedback - Look Ahead Complaints Policy - Section 6.3	Extensions are managed in line with policy and communicated clearly to complainants
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	Complaints and feedback - Look Ahead Complaints Policy - Section 6.3	Housing Ombudsman contact details are provided whenever an extension is applied.
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	Complaints and feedback - Look Ahead Complaints Policy - Section 6.6 & 6.8	Responses are issued when the complaint outcome is known, with outstanding actions tracked and updated separately.
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	Complaints and feedback - Look Ahead Complaints Policy - Section 6.8	Complaint responses reference relevant policies, legislation and good practice, and are quality-checked prior to issue.
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	Yes	Complaints and feedback - Look Ahead Complaints Policy - Section 6.7	Related issues raised during the complaint are incorporated where appropriate; unrelated matters are logged as new complaints.

	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.			
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	Complaints and feedback - Look Ahead Complaints Policy - Section 6.8	All Stage 1 responses include the required elements set out in the Complaint Handling Code and are quality-assured.

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	Complaints and feedback - Look Ahead Complaints Policy - Section 7.1	Stage 2 operates as the final stage of Look Ahead's complaint process, following Board approval in April 2024.
6.11	Requests for stage 2 must be acknowledged, defined and logged at stage 2 of the complaint's procedure within five working days of the escalation request being received.	Yes	Complaints and feedback - Look Ahead Complaints Policy - Section 7.4	All Stage 2 requirements, including independence, timescales, content and escalation rights, are set out within the Complaints and Feedback Policy and consistently applied.

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	Complaints and feedback - Look Ahead Within Complaints Policy	All Stage 2 requirements, including independence, timescales, content and escalation rights, are set out within the Complaints and Feedback Policy and consistently applied.
6.13	The person considering the complaint at stage 2 must not be the same person that considered the complaint at stage 1.	Yes	Complaints and feedback - Look Ahead Within Complaints Policy	All Stage 2 requirements, including independence, timescales, content and escalation rights, are set out within the Complaints and Feedback Policy and consistently applied.
6.14	Landlords must issue a final response to the stage 2 within 20 working days of the complaint being acknowledged.	Yes	Complaints and feedback - Look Ahead Complaints Policy - Section 7.4	All Stage 2 requirements, including independence, timescales, content and escalation rights, are set out within the Complaints and Feedback Policy and consistently applied.
6.15	Landlords must decide whether an extension to this timescale is needed when considering the complexity of the complaint and then inform the resident of the expected timescale for response. Any extension must be no more than 20 working days without good reason, and the reason(s) must be clearly explained to the resident.	Yes	Complaints and feedback - Look Ahead Complaints Policy - Section 7.6	All Stage 2 requirements, including independence, timescales, content and escalation rights, are set out within the Complaints and Feedback Policy and consistently applied.
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	Complaints and feedback - Look Ahead Within the Complaints Policy'	All Stage 2 requirements, including independence, timescales, content and escalation rights, are set out within the Complaints and Feedback Policy and consistently applied.
6.17	A complaint response must be provided to the resident when the answer to the complaint is known, not when the	Yes	Complaints and feedback - Look Ahead	All Stage 2 requirements, including independence, timescales, content and escalation rights, are set out within 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.		Complaints Policy - Section 7.8	Complaints and Feedback Policy and consistently applied.
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	Complaints and feedback - Look Ahead Complaints Policy - Section 7.8	All Stage 2 requirements, including independence, timescales, content and escalation rights, are set out within the Complaints and Feedback Policy and consistently applied.
6.19	Landlords must confirm the following in writing to the resident at the completion of stage 2 in clear, plain language: a. the complaint stage. b. the complaint definition. c. the decision on the complaint. d. the reasons for any decisions made. e. the details of any remedy offered to put things right. f. details of any outstanding actions; and g. details of how to escalate the matter to the Ombudsman Service if the individual remains dissatisfied.	Yes	Complaints and feedback - Look Ahead Complaints Policy - Section 7.8	All Stage 2 requirements, including independence, timescales, content and escalation rights, are set out within the Complaints and Feedback Policy and consistently applied.
6.20	Stage 2 is the landlord's final response and must involve all suitable staff members needed to issue such a response.	Yes	Complaints and feedback - Look Ahead Within the Complaints Policy	Stage 2 responses involve appropriate senior staff and constitute the final landlord response.

Section 7: Putting things right.

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
7.1	Where something has gone wrong a landlord must acknowledge this and set out the actions it has already taken, or intends to take, to put things right. These can include: • Apologising. • Acknowledging where things have gone wrong. • Providing an explanation, assistance or reasons. • Taking action if there has been delay. • Reconsidering or changing a decision. • Amending a record or adding a correction or addendum. • Providing a financial remedy. • Changing policies, procedures or practices.	Yes	Complaints and feedback - Look Ahead Within the Complaints Policy - Complaints Decisions & Remedy	Our Complaints and Feedback Policy focus' on timely resolution and appropriate remedies, including apologies, explanations, service improvements and financial redress where applicable.
7.2	Any remedy offered must reflect the impact on the resident as a result of any fault identified.	Yes	Complaints and feedback - Look Ahead Complaints Policy - Section 8.5 & Compensation policy	Remedies reflect the impact experienced by the complainant and are aligned with our 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	Complaints and feedback - Look Ahead Complaints Policy - Section 8.4	Remedy actions are clearly set out with agreed timescales and monitored to completion.
7.4	Landlords must take account of the guidance issued by the Ombudsman	Yes	Complaints and feedback - Look Ahead	We take account of Housing Ombudsman guidance when

	when deciding on appropriate remedies.		Within the Complaints Policy' – Complaints Decisions & Remedy	determining appropriate remedies.
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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 2025/26 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	Yes	Published on our website. Complaints and feedback - Look Ahead	Our 2025/26 Report will be placed on our website following Board approval

	section of its website relating to complaints. 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	This requirement has not applied during the reporting year. Where applicable, any future self-assessment following a significant organisational change would be reported via our website and subject to oversight by the Senior Leadership Team and Board.
8.4	Landlords may be asked to review and update the self-assessment following an Ombudsman investigation.	Yes	Complaints and feedback - Look Ahead	This requirement has not applied during the reporting year. Should a review be required following an Ombudsman investigation, the self-assessment would be updated, published on our website and approved through the Senior Leadership Team and Board governance arrangements.
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	This has not applied during the reporting year. In the event of exceptional circumstances affecting compliance, we would notify affected residents, the Board and the Housing Ombudsman, publish the information on our website and provide a clear timescale for returning to compliance.

Section 9: Scrutiny & oversight: continuous learning and improvement

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
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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	Look Ahead considers learning beyond the individual circumstances of each complaint. Service improvements arising from complaint learning and Ombudsman findings are captured within our Service Improvement Plan. This is included in the annual complaints' performance report.
9.2	A positive complaint handling culture is integral to the effectiveness with which landlords resolve disputes. Landlords must use complaints as a source of intelligence to identify issues and introduce positive changes in service delivery.	Yes	Complaints and feedback - Look Ahead	Complaint handling performance and emerging trends are reported regularly to senior leadership and the Board to support informed decision-making. We also report performance to customers through the quarterly Tenant and Landlord Panel, the annual customer report and our online performance information.
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 ensure transparency and accountability by sharing learning and service improvements arising from complaints with key stakeholders, including residents, staff, senior leaders and Board committees, through regular reporting and engagement forums.
9.4	Landlords must appoint a suitably senior lead person as accountable for their complaint handling. This person must assess any themes or trends to identify potential systemic issues, serious risks, or policies and procedures that require revision.	Yes	Executive Lead Appointed	The complaint handling service has been strengthened by the appointment of a Director for Housing and Customer Services reporting to the Executive Director has been appointed. They are accountable for oversight of themes, risks and systemic issues. Day-to-day operational accountability sits with the Head of Customer Service, supported by regular scrutiny from senior management.

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	The Board has appointed a Member Responsible for Complaints (MRC) to support a positive complaint handling culture. The MRC also chairs the Tenant and Landlord Panel, where complaints performance and learning are reported quarterly to customers.
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	The MRC is provided with regular and appropriate information to enable effective oversight of complaint handling performance and to report findings to the governing body through established committee structures.
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	The governing body and MRC receive regular updates on complaint volumes, themes, outcomes and performance, Ombudsman determinations and compliance with any orders, alongside the annual complaints' performance and service improvement report, which is reviewed and approved at Board level.
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:	Yes	Complaint Standards Complaints and feedback - Look Ahead	Look Ahead promotes a collaborative and accountable approach to complaint handling through its Complaint Standards and organisational values.

	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.			Staff are encouraged to take shared responsibility for learning and improvement, supported by mandatory training, quality assurance, and regular discussion of complaint themes at senior operational forums.
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