

NOTICE OF MEETING

CABINET MEMBER SIGNING

Wednesday, 6th May, 2026, 10.00 am - Alexandra House, Station Road, N22 7TY (watch the live meeting [here](#), watch the recording [here](#))

Councillors: Seema Chandwani

1. **FILMING AT MEETINGS**

Please note that this meeting may be filmed or recorded by the Council for live or subsequent broadcast via the Council's internet site or by anyone attending the meeting using any communication method. Although we ask members of the public recording, filming or reporting on the meeting not to include the public seating areas, members of the public attending the meeting should be aware that we cannot guarantee that they will not be filmed or recorded by others attending the meeting. Members of the public participating in the meeting (e.g. making deputations, asking questions, making oral protests) should be aware that they are likely to be filmed, recorded or reported on. By entering the meeting room and using the public seating area, you are consenting to being filmed and to the possible use of those images and sound recordings.

The Chair of the meeting has the discretion to terminate or suspend filming or recording, if in his or her opinion continuation of the filming, recording or reporting would disrupt or prejudice the proceedings, infringe the rights of any individual or may lead to the breach of a legal obligation by the Council.

2. **APOLOGIES FOR ABSENCE**

To receive any apologies for absence.

3. **DECLARATIONS OF INTEREST**

A member with a disclosable pecuniary interest or a prejudicial interest in a matter who attends a meeting of the authority at which the matter is considered:

- (i) must disclose the interest at the start of the meeting or when the interest becomes apparent, and
- (ii) may not participate in any discussion or vote on the matter and must withdraw from the meeting room.

A member who discloses at a meeting a disclosable pecuniary interest which is not registered in the Register of Members' Interests or the subject of a

pending notification must notify the Monitoring Officer of the interest within 28 days of the disclosure.

Disclosable pecuniary interests, personal interests and prejudicial interests are defined at Paragraphs 5-7 and Appendix A of the Members' Code of Conduct

4. URGENT BUSINESS

The Chair will consider the admission of any late items of Urgent Business. (Late items of Urgent Business will be considered under the agenda item where they appear).

5. DEPUTATIONS / PETITIONS / QUESTIONS

To consider any requests received in accordance with Part 4, Section B, paragraph 29 of the Council's Constitution.

6. HARINGEY FEEDBACK POLICY (PAGES 1 - 62)

Richard Plummer Committees Manager
Tel – 020 8489 4319
Email: richard.plummer@haringey.gov.uk

Fiona Alderman
Director of Legal & Governance (Monitoring Officer)
George Meehan House, 294 High Road, Wood Green, N22 8JZ

Monday, 27 April 2026

Report for: Cllr Seema Chandwani, Cabinet Member for Resident Services & Tackling Inequality

Item number:

Title: Haringey Resident Feedback Policy

Report authorised by: Claire McCarthy, Director for Strategy, Communications and Collaboration

Lead Officer: Kirsten Webb: Kirsten.Webb@haringey.gov.uk

Ward(s) affected: N/A

**Report for Key/
Non-Key Decision:** N/A

1. Describe the issue under consideration

Following a review by the Housing Ombudsman Service in July 2025 and further review in February 2026, Haringey Council received recommendations to strengthen compliance with the Complaint Handling Code. The review highlighted areas for improvement, including clarity on excluded complaints, oversight of Tenant Management Organisation (TMO) complaint handling, timescale details for Stage 2 complaints and updates to the Council's self-assessment.

In response, the Council has revised its Resident Feedback Policy to incorporate these recommendations and ensure alignment with both the Housing Ombudsman and Local Government & Social Care Ombudsman complaint handling codes. The updated policy reinforces principles of fairness, transparency, accessibility, and accountability, while embedding mechanisms for learning and service improvement.

Consideration has also been given to the Haringey Deal, ensuring that the voices of those often overlooked have informed the revisions

2. Cabinet Member Introduction

N/A

3. Recommendations

It is recommended that the Cabinet Member for Resident Services & Tackling Inequality:

Approves the revised Haringey Resident Feedback Policy, which incorporates

recommendations from the Housing Ombudsman Service review and aligns with their Complaint Handling Code.

4. Reasons for Decision

The revised Resident Feedback Policy ensures compliance with the Housing Ombudsman Complaint Handling Code and addresses recommendations from the recent review. Failure to do so may result in non-compliance with the statutory code.

5. Background Information

The Housing Ombudsman Service reviewed Haringey Council's complaints policy in July 2025 & February 2026 and issued recommendations to strengthen compliance with the Complaint Handling Code.

In response, the Resident Feedback Policy has been revised to:

- Align fully with the Housing Ombudsman and Local Government & Social Care Ombudsman complaint handling codes.
- Clarify definitions of service requests and complaints.
- Specify the timescales for Stage 2 complaints.
- Reinforce principles of fairness, transparency, accessibility, and accountability.
- Provide clearer guidance on excluded complaints and oversight of Tenant Management Organisation (TMO) complaint handling.
- Embed monitoring and reporting requirements, including annual self-assessment.

The updated policy reflects the Haringey Deal by ensuring resident voices are central to service improvement.

6. Contribution to the Corporate Delivery Plan 2024-2026 High Level Strategic Outcomes

Theme 1 - Resident experience and enabling success

The revised Resident Feedback Policy directly supports this strategic outcome by:

Improving resident experience through a clear, accessible, and fair complaints process aligned with Ombudsman standards.

Empowering residents' voices by embedding the principles of the Haringey Deal and ensuring feedback informs service improvements.

Building trust and accountability through transparent handling of complaints and timely responses.

Enabling success by creating a culture of learning and continuous improvement across services, ensuring residents feel heard and valued.

7. Carbon and Climate Change

N/A

8. Statutory Officers comments (Director of Finance, Director of Legal & Governance, Equalities)

Finance

There are no direct financial implications arising from this update to the Council's Resident Feedback Policy.

Strategic Procurement

Strategic Procurement note the contents of this report and confirm there are no procurement related matters preventing Cabinet approving the Recommendations stated in paragraph 3 above.

Legal

The Director of Legal has been consulted in the preparation of this report.

The Social Housing (Regulation) Act 2023 amended the Housing Act 1996 to empower the Housing Ombudsman Service to issue a statutory Complaint Handling Code setting out the requirements that members of the Housing Ombudsman Scheme must meet when handling complaints.

The Complaint Handling Code came into effect in April 2024 pursuant to s51ZA of the Housing Act 1996. It places a duty on the Ombudsman to monitor landlord compliance and requires landlords to assess their performance against the Code on an annual basis. The Code establishes mandatory standards for complaint handling procedures, including timeliness and fairness. As a member of the Scheme, the Council is required to comply with these statutory requirements.

The revised policy incorporates the feedback to the council, from the Housing Ombudsman, in compliance with the Code of Practice.

9. Equality

The council has a Public Sector Equality Duty (PSED) under the Equality Act (2010) to have due regard to the need to:

- Eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act
- Advance equality of opportunity between people who share protected characteristics and people who do not
- Foster good relations between people who share those characteristics and people who do not

The three parts of the duty apply to the following protected characteristics: age, disability, gender reassignment, pregnancy/maternity, race, religion/faith, sex

and sexual orientation. Marriage and civil partnership status applies to the first part of the duty.

Although it is not enforced in legislation as a protected characteristic, Haringey Council treats socioeconomic status as a local protected characteristic.

Equality Considerations

This decision concerns the approval of the revised Haringey Resident Feedback Policy, updated following recommendations from the Housing Ombudsman Service reviews in July 2025 and February 2026. In line with the Public Sector Equality Duty (PSED), consideration has been given to the potential impacts of the revised policy on residents with protected characteristics.

Potential Positive or Negative Impacts

The updated policy strengthens clarity, accessibility, and transparency in how complaints are managed across the organisation. These improvements are expected to have a positive impact on several groups with protected characteristics.

No negative equality impacts have been identified from the revised policy. However, the council recognises that inconsistent practice within services can lead to unequal outcomes, and the new policy provides clearer standards to mitigate this.

Consultation and Engagement

Revisions to the policy have been informed by feedback from the Housing Ombudsman Service and by consideration of resident voices through the principles of the Haringey Deal. Further engagement will continue through future policy implementation and monitoring, particularly focusing on groups whose voices are often underrepresented.

Equality Impact Assessment

A full Equality Impact Assessment has not been required. However, equalities considerations have been thoroughly integrated into this review, and ongoing monitoring through service-level data, annual self-assessment, and the complaints learning process will help ensure that any disproportionate impacts on protected groups are identified and addressed.

10. Use of Appendices

Appendix A: Housing Ombudsman Service - Haringey London Borough Council - Complaints Policy Review Outcome

Appendix B: DRAFT Haringey Resident Feedback Policy 2026 v1

Appendix C: 2026-02-18 Haringey Borough Council - Second review findings - Engagement required

Appendix D: Self-Assessment Form - Feb 2026

11. Background Papers

None

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30 July 2025

Housing
Ombudsman Service

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Unit D

Preston

PR2 0ET

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compliance@housing-ombudsman.org.uk

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SENT VIA EMAIL ONLY

FAO Andy Donald CEO
Haringey London Borough Council
River Park House
5th Floor, 225 High Road
London
N22 8HQ

Dear Andy Donald

Re: Findings from our review of the landlord's complaint policy

Thank you for providing the annual Complaint Handling Code compliance submission form on 27 June 2024.

We have now had an opportunity to review the landlord's complaint policy. Our review is focussed on ensuring landlords have met the requirements of the Code based on what residents can reasonably expect to be included in a policy document. You will see, therefore, that our comments and recommendations do not cover all provisions.

By taking this approach, we aim to work with landlords to achieve consistency across the sector and ensure that residents receive a fair service, regardless of where they live and who provides housing services.

We would encourage the landlord to review our published guidance and tools available on our Centre for Learning. This includes key information about the Code and how it can be applied, and also how senior leaders (including the Member Responsible for Complaints) can use the self-assessment to scrutinise the service effectively.

Our review has identified 22 recommendations, as outlined in Appendix 1.

In terms of next steps, we encourage all landlords to carefully consider any recommended changes to policy and to take time to ensure that any changes are embedded across the organisation.

We will review the landlord's response to our recommendations through next year's annual submissions process. In the case of Haringey London Borough Council, we

would expect the submission to be provided within 6 months of the financial year-end, and no later than 30 September 2025.

It is also important to highlight that although our review has focussed on the landlord's complaint handling policy, the wider provisions of the Code still apply. It is vital that the landlord does not lose focus on both handling complaints effectively in practice and using learning from these as a valuable tool to drive change and improvement, where needed.

In addition to complaint handling, we publish a range of reports to share insights from the complaints we investigate to help landlords drive change in their service provision. These include:

- our spotlight reports that focus on areas of landlord service provision where we see reoccurring failure through our casework,
- severe maladministration and insight reports that focus on case studies and key learning points.
- special investigation and wider order reports which share learning from investigations relating to specific landlords or complaints.

I hope that you find this review helpful and that our comments support the landlord to make positive changes to its complaint handling service. We are committed to using our monitoring activities to provide support where needed, whilst still holding landlords accountable.

Yours sincerely

Paul Mallon
Duty to Monitor Officer
Duty to Monitor Team

Appendix 1

Code Provision	Code Requirement	Commentary / Observations	Recommendation
1.3	<p>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.</p>	<p>The landlord refers to its policy as evidence in its self assessment.</p> <p>The landlord does not set out in its policy, that a resident does not have to use the word 'complaint' for it to be treated as such.</p> <p>It is noted from the landlord's self-assessment that it treats "any indication of dissatisfaction as a complaint", however this is not included in its policy.</p> <p>The landlord indicates in section 8 of its policy that a complaint submitted via a third party or representative is handled in line with the same.</p>	<p>Recommendation for Haringey London Borough Council to review and update its policy to include that a resident does not have to use the word 'complaint' for it to be treated as such.</p> <p>Recommendation for Haringey London Borough Council to review and update its policy to include that any residents/individuals that express dissatisfaction will be given a choice to make a complaint.</p>
1.5	<p>A complaint must be raised when the resident expresses dissatisfaction with the response to their service request, even if the handling of the service request remains ongoing. Landlords must not stop their efforts to address the service request if the resident complains.</p>	<p>The landlord refers to 'work instructions' as evidence in its self-assessment and further explains that its system enables for service requests to be escalated to a complaint, so they are able to link the two.</p> <p>The landlord in its policy does not indicate that that it will raise a complaint if the resident expresses dissatisfaction with the response to their service request.</p> <p>The landlord does not indicate in its policy, that a complaint will not prevent/stall or impact on actions needed to resolve any immediate issues (i.e. the service request)</p>	<p>Recommendation for Haringey London Borough Council to review and update its policy to include that it will raise a complaint if the resident expresses dissatisfaction with the response to their service request.</p> <p>Recommendation for Haringey London Borough Council to review and update its policy to include that a complaint will not prevent/stall or impact on actions needed to resolve any immediate issues (i.e. the service request)</p>

2.2	<p>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:</p> <ul style="list-style-type: none"> • The issue giving rise to the complaint occurred over twelve months ago. • Legal proceedings have started. This is defined as details of the claim, such as the Claim Form and Particulars of Claim, having been filed at court. • Matters that have previously been considered under the complaints policy. 	<p>The landlord refers to its policy as evidence in its self assessment.</p> <p>The landlord sets out in section 7 of its policy its list of exclusions. However, it refers to "complaints raised about a Council Service through elected members" as an exclusion and that these are dealt with as "member enquiries". In the context of Housing complaints, this would not be considered a valid exclusion as an MP or Cllr should be able to act as a representative for a resident and to make a complaint on their behalf.</p>	<p>Recommendation for Haringey London Borough Council to review and update its policy to ensure that any exclusions listed are fair and reasonable.</p>
5.6 5.7	<p>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.</p> <p>5.7 - When a complaint is acknowledged at either stage, landlords must be clear which aspects of the complaint they are, and are not, responsible for and clarify any areas where this is not clear.</p>	<p>The landlord refers to 'templates', 'work instructions' and 'respond manual' as evidence on its self assessment. It further explains that these have been updated to reflect the requirements of the provision.</p> <p>The landlord in its policy does set out that it acknowledges complaints at stage 1 and at stage 2. However, it does not include that at acknowledgement, it will set out its understanding of the complaint, the outcomes the resident is seeking and which aspects they are and are not responsible for.</p> <p>The landlord does not set out in its policy that if any aspect of the complaint is unclear, the landlord will ask the resident for clarification.</p>	<p>Recommendation for Haringey London Borough Council to review and update its policy to include that in the landlord's acknowledgement of any stage 1 complaints or escalations to stage, that it will set out:</p> <ul style="list-style-type: none"> -Its understanding of the complaint -The outcomes the resident is seeking -Which aspects they are and are not responsible for. <p>Recommendation for Haringey London Borough Council to review and update its policy to include that if any aspect of the complaint is unclear, the landlord will ask the resident for clarification.</p>

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.	<p>The landlord refers to its policy, feedback forum, template and work instructions as evidence in its self-assessment.</p> <p>The landlord in section 9 of its policy explains that "if more time is needed for the investigation, we will let you know and give you a new response date." However, the landlord does not detail the extension timescales set out in the Code and therefore does not include when its response falls outside of the extension timescales.</p>	<p>Recommendation for Haringey London Borough Council to review and update its policy include the extension timescale of 10 working days as set out in the code.</p> <p>Recommendation for Haringey London Borough Council to review and update its policy to include that the landlord will agree with the resident suitable intervals for being updated on their complaint, when their response falls outside of the extended timescales set out in the Code.</p>
6.2	Complaints must be acknowledged, defined and logged at stage 1 of the complaints procedure within five working days of the complaint being received.	<p>The landlord refers to its policy and CLT Quarterly Reports as evidence in its self-assessment.</p> <p>The landlord in 9.2 of its policy sets out that upon receiving a complaint, it will acknowledge it within 5 working days and provide a reference number. However, it does not set out that it will be defined.</p>	Recommendation for Haringey London Borough Council to review and update its policy to include that Stage 1 complaints will be acknowledged, defined and logged within 5 working days of the complaint being received.
6.3	Landlords must issue a full response to stage 1 complaints within 10 working days of the complaint being acknowledged.	<p>The landlord refers to its policy and CLT Quarterly Reports as evidence in its self-assessment.</p> <p>The landlord in 9.2 of its policy sets that that it aims "to resolve complaints within 10 working days of acknowledgement". However, it does not set out that it will issue a full response to a Stage 1 complaint within 10 working days of the complaint being acknowledged.</p>	Recommendation for Haringey London Borough Council to review and update its policy to include that it will issue a full response to a Stage 1 complaint within 10 working days of the complaint being acknowledged.

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.	<p>The landlord refers to its policy and Feedback Forum as evidence in its self-assessment.</p> <p>Please see commentary/observations against Code provision 5.9</p> <p>The landlord sets out in 9.2 of its policy that if needs more time for the investigation, it will let the complainant know and provide them with a new response date. However, it does not set out that it will explain the rationale for its decision to extend.</p>	<p>Please see recommendations against Code provision 5.9 which further addresses compliance with this provision.</p> <p>Recommendation for Haringey London Borough Council to review and update its policy to include that it will contact the resident following any Stage 1 complaint extension and explain the rationale for their decision and the expected timescale for response.</p>
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.	<p>The landlord refers to 'Ombudsman Complaint Handling Codes (Briefing) and 'Feedback Forum' as evidence in its self-assessment</p> <p>The landlord does not indicate in its policy that a complaint response will be provided to the resident when the answer is known, not when all outstanding actions are completed.</p> <p>The landlord does not indicate in its policy that updates will be provided to the resident on outstanding actions.</p> <p>The above has not been applied in respect of Stage 1 and Stage 2 of the landlord's procedure.</p>	<p>Recommendation for Haringey London Borough Council to review and update its policy to include that a complaint response will be provided to the resident when the answer is known, not when all outstanding actions are completed.</p> <p>Recommendation for Haringey London Borough Council to review and update its policy to include that updates will be provided to the resident on outstanding actions.</p> <p>N.B. Further to the above, Haringey London Borough Council may also consider making specific reference to Stage 1 responses or a statement covering both Stage 1 and Stage 2 responses.</p>

6.8	<p>Where residents raise additional complaints during the investigation, these must be incorporated into the stage 1 response if they are related and the stage 1 response has not been issued. Where the stage 1 response has been issued, the new issues are unrelated to the issues already being investigated or it would unreasonably delay the response, the new issues must be logged as a new complaint.</p>	<p>The landlord refers to 'work instructions' as evidence in its self-assessment.</p> <p>The landlord does not set out in its policy that any related additional complaints will be incorporated into the stage 1 response if it has not already been issued.</p> <p>The landlord does not set out in its policy that any new issues will be logged as a new complaint if the stage 1 response has been issued, the issues are unrelated or if it would unreasonably delay the response.</p>	<p>Recommendation for Haringey London Borough Council to review and update its policy to include that any related additional complaints received, will be incorporated into the stage 1 response if it has not already been issued.</p> <p>Recommendation for Haringey London Borough Council to review and update its policy to include that any new issues will be logged as new complaint if the Stage 1 response has been issued, the issues are unrelated or if it would unreasonably delay the response.</p>
6.10	<p>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.</p>	<p>The landlord refers to its policy as evidence in its self-assessment.</p> <p>The landlord does not indicate in its policy that a complaint will progress directly from Stage 1 to Stage 2, if all or part of the complaint is not resolved to the residents satisfaction.</p>	<p>Recommendation for Haringey London Borough Council to review and update its policy to include that a complaint will progress directly from Stage 1 to Stage 2, if all or part of the complaint is not resolved to the residents satisfaction.</p>

6.11	Requests for stage 2 must be acknowledged, defined and logged at stage 2 of the complaints procedure within five working days of the escalation request being received.	<p>The landlord refers to its policy and 'work instructions' as evidence in its self-assessment.</p> <p>The landlord in its policy sets out that "the team will acknowledge the request within 5 working days". However, it has not included that Stage 2 complaints will be defined and logged within 5 working days of the escalation request being received.</p>	Recommendation for the landlord to review and update its policy to include that Stage 2 complaints will be acknowledged, defined and logged within 5 working days of the escalation request being received.
6.12	Residents must not be required to explain their reasons for requesting stage 2 consideration. Landlords are expected to make reasonable efforts to understand why a resident remains unhappy as part of its stage 2 response.	<p>The landlord refers to 'work instructions' as evidence in its self-assessment.</p> <p>The landlord sets out in 9.3 of its policy that a Stage 2 request should "specify the reasons for dissatisfaction and the desired outcomes". As per the requirements of the Code provision, residents must not be required to explain their reasons for requesting a stage 2 consideration.</p>	Recommendation for Haringey London Borough Council to review and update its policy to include that residents will not be required to provide reasons for requesting their complaint to be escalated to Stage 2.
6.13	The person considering the complaint at stage 2 must not be the same person that considered the complaint at stage 1.	<p>The landlord refers to 'work instructions' and its website as evidence in its self-assessment.</p> <p>The landlord sets out in its self-assessment that "S2 investigations are completed by an impartial central team and signed off by the relevant Assistant Director". However, the landlord's policy is unclear at Stage 2 that complaints will be considered by someone that was not involved in the complaint at Stage 2.</p> <p>The landlord refers to a 'Senior Feedback & Resolutions Officer' in outlining extensions at Stage 2 but again it is unclear if they oversee the investigation at this stage.</p>	Recommendation for Haringey London Borough Council to review and update its policy to include that Stage 2 complaints will be considered by someone that was not involved in the complaint at Stage 1.

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.	<p>The landlord refers to 'Stage 2 work instructions' as evidence in its self-assessment and further that its "investigating officers are aware that where a complaint investigation cannot be completed within the required timeframe, the resident must be informed and kept updated".</p> <p>Similarly as observed against Code provision 5.9, the landlord does not set out complaint extension timescales as outlined by the Code. In this instance, the landlord should include that Stage 2 complaint extensions will be no more than 20 working days without good reason.</p> <p>Furthermore, the landlord has indicated in 9.3 of its policy that an officer will contact the complainant to let them know and provide a new response date. However, it does not set out that it will explain the rationale for its decision.</p>	<p>Recommendation for Haringey London Borough Council to review and update its policy to include that Stage 2 complaint extensions must be no more than 20 working days without good reason.</p> <p>Recommendation for Haringey London Borough Council to review and update its policy to include that it will contact the reason following any stage 2 complaint extension and explain the rationale for its decision including the expected timescale for response.</p>
6.16	When an organisation informs a resident about an extension to these timescales, they must be provided with contact details of the Ombudsman.	Please see commentary/observations against Code provision 6.5	A recommendation has been made in respect of Code provision 6.5 which addresses compliance with this provision.

6.17	A complaint response must be provided to the resident when the answer to the complaint is known, not when the outstanding actions required to address the issue are completed. Outstanding actions must still be tracked and actioned promptly with appropriate updates provided to the resident.	Please see commentary/observations against Code provision 6.6	A recommendation has been made in respect of Code provision 6.6 which addresses compliance with this provision.
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Haringey Council Feedback Policy

1. Introduction

- 1.1. Haringey Council is committed to providing excellent services to our residents, business owners and visitors. We understand that sometimes things can go wrong, and we welcome feedback to rectify mistakes, learn from them and improve our services.
- 1.2. This policy outlines our commitment to effectively handle complaints in line with the current Ombudsman guidance:
 - [Local Government and Social Care Ombudsman complaints handling code.](#)
 - [Housing Ombudsman complaints handling code.](#)
- 1.3. Additionally, this policy addresses how we will handle compliments and suggestions.

2. Scope

- 2.1. We encourage anyone that uses or is affected by our services to give us feedback. We also accept feedback from people acting on behalf of someone else with their consent, such as friends, representatives, or advocacy workers.

3. Definition of a Service Request

- 3.1. Haringey Council has adopted the Ombudsman's definition of a service request which is:

“a request that the organisation provides or improves a service, fixes a problem or reconsiders a decision”.
- 3.2. If a resident expresses dissatisfaction with the response to a service request, this will be treated as a complaint. The Council will continue to address the service request while the complaint is investigated.

4. Definition of a complaint

- 4.1. Haringey Council has adopted the Ombudsman's definition of a complaint which is:

“An expression of dissatisfaction, however made, about the standard of service, actions or lack of action by the organisation, its staff, or those acting on its behalf, affecting an individual or group of individuals.”
- 4.2. A resident does not need to use the word “complaint” for their concern to be treated as one. Any expression of dissatisfaction, regardless of the language used or the method of communication, will be considered a complaint and handled in accordance with this policy.
- 4.3. Residents who express dissatisfaction will be given the option to have their concern formally treated as a complaint. This applies regardless of the language used or the method of communication.
- 4.4. In this policy the term ‘resident’ denotes an individual or group of individuals, including council tenants, council leaseholders, council licensees, and service users.

5. Principles

- 5.1. Our complaints handling process adheres to the following principles:
 - **Fairness:** We will treat all complainants with fairness, impartiality, and respect, regardless of their background or circumstances.
 - **Transparency:** We will be transparent in our communication and provide clear information about the complaint process.
 - **Accountability:** We will take responsibility for addressing complaints promptly and effectively.
 - **Accessibility:** We will ensure that our complaints procedure is accessible to all residents, including those with disabilities or language barriers.
 - **Learning and Improvement:** We view complaints as opportunities for learning and improving our services.

6. Making a complaint

- 6.1. A simple enquiry, request or report of a single service failure will not be recorded as a complaint (e.g. a report of a missed bin collection, streetlight not working, or repair being needed). This is because such issues can usually be put right reasonably quickly and without detailed investigation.
- 6.2. Matters excluded from our complaints policy are set out in section 7 below
- 6.3. Complaints relating to Adult Social Care and/or Children and Young Peoples' Social Care are dealt with under different regulations and are set out in [Appendix One and Two](#).
- 6.4. Residents can make complaints through various channels including:

- Online: [Via our official website](#).
- Email: feedback@haringey.gov.uk
- Phone: 0208 489 3424
- In Person:

Customer Service Centres based in two locations:

Marcus Garvey Library & Customer Service Centre,
Tottenham Green Pools and Fitness,
1 Philip Lane,
Tottenham, N15 4JA

Wood Green Customer Service Centre (located within Wood Green Library)
187-197A High Road,
Wood Green, N22 6XD

- In Writing:
Feedback and Resolutions Team,
Alexandra House, 10 Station Road,
Wood Green, N22 7TR.

6.5. Complaints must include:

- The resident's name and contact details.
- A clear description of the issue.
- Any supporting evidence if available.

6.6. We recognise some residents may need additional support with submitting complaints, and in those circumstances, we will endeavour to make reasonable adjustments to simplify the process.

7. Matters not addressed under this policy

- 7.1. If Haringey Council determines a complaint does not fall within the scope of this policy, an explanation will be provided to the resident setting out the reasons why.
- 7.2. Complainants retain the right to challenge this decision by escalating their complaint to the relevant Ombudsman, as advised in our response. The Ombudsman may instruct the Council to accept the complaint where appropriate.
- 7.3. Exclusions:
 - The commencement or conduct of legal proceedings.
 - Matters of law or central government policy.
 - Personnel matters, including an employee appointments, removals, pay, discipline, or pension.
 - Where there is an alternative appeal process before a court or tribunal, e.g. about the refusal of planning permission, school admissions or exclusions, housing benefit, penalty charge notices, contractors or suppliers disputing invoices, terms of contracts or alleging a breach of contract.
 - Matters already decided by a court, tribunal or ombudsman ruling.

- Complaints involving insurance claims against the council (unless they are about how a service has communicated with a customer about an insurance claim, e.g. they have delayed sending information)
- Data protection breaches.
- Freedom of information / environmental information requests.
- Complaints relating to Child Protection Conferences, which are referred to the Haringey Safeguarding Children Partnership. Such complaints may be about:
 - the process of the conference.
 - the outcome; and/or
 - a decision about a child protection plan.
- Complaints about Children and Young People's Social Care which are dealt with under a separate statutory procedure.
- Adult Social Care complaints that are dealt with under a separate statutory procedure.
- Disputes between tenants unless directly related to the handling of the dispute.
- Complaints about Councillors, which are handled separately by the Monitoring Officer and Standards Committee.
- Matters outside the designated time frame or are beyond the Council's control.

8. Use of advocate or support person and consent

- 8.1. Residents may choose to have an advocate or support person to assist with their complaint. Written consent is required if the resident wants the Council to liaise directly with the support person or advocate.
- 8.2. Haringey Council will:
 - Aim to simplify the consent process.
 - Ensure the process does not make it difficult for someone to make a complaint.
- 8.3. If written consent cannot be given, alternative options for obtaining consent or responding to the issue will be considered.
- 8.4. Complaints submitted via Elected Members (Councillors or MPs) will be logged as a Member Enquiry in the first instance. Should the Elected Member or their Constituent remain unhappy with the response, they will have the ability to escalate their enquiry to Stage 2 of the complaints process as referenced in 9.3 of this policy. There is no requirement to restart the complaints process. Information about the relevant Ombudsman will be provided to support further escalation if needed.

9. Complaints Handling Procedure

- 9.1. Our complaints handling procedure comprises two stages:
- 9.2. Stage 1 – Service Investigation
 - Upon receiving a complaint, we will acknowledge, log and define it within 5 working days and will provide a reference number.
 - When acknowledging a complaint, we will:
 - Set out our understanding of the complaint.
 - Clarify the outcomes the resident is seeking.
 - Identify which aspects the Council is and is not responsible for.
 - Request clarification if any part of the complaint is unclear.
 - The complaint is assigned to the relevant department for investigation and resolution. The Council will issue a full written response to Stage 1 complaints within 10 working days of the complaint being acknowledged.
 - If a resident raises additional related issues during the investigation and the Stage 1 response has not yet been issued, these will be incorporated into the response. If the issues are unrelated or would cause unreasonable delay, they will be logged as a new complaint.
 - A complaint response will be issued when the answer is known, even if outstanding actions remain. These actions will be tracked and updates provided to the resident until completion.
 - Disagreement with Council policy is addressed at this stage of the procedure only.
 - Complaints about staff members are investigated by the officer's line manager.

There is only one internal stage.

- Where the complaint relates to a third-party contractor, we will refer the complaint to them to undertake the service investigation.

9.3. Stage 2 – Review

- If all or part of the complaint is not resolved to your satisfaction at Stage 1, you can request the complaint be reviewed at Stage 2.
- Residents are not required to justify their request for escalation. We will make reasonable efforts to understand why the complainant remains dissatisfied.
- Stage 2 complaints will be reviewed by someone who was not involved in the Stage 1 investigation to ensure impartiality.
- Stage 2 complaints will be acknowledged, defined, and logged within five working days of receipt of the escalation request.
- When acknowledging a complaint, we will:
 - Set out our understanding of the complaint.
 - Clarify the outcomes the resident is seeking.
 - Identify which aspects the Council is and is not responsible for.
 - Request clarification if any part of the complaint is unclear.
- The Council will issue a full written response to Stage 2 complaints within 20 working days of the complaint being acknowledged.
- A complaint response will be issued when the answer is known, even if outstanding actions remain. These actions will be tracked and updates provided to the resident until completion.

9.4. Extensions

- If a response cannot be provided within the standard timescale (Stage 1 or Stage 2), we will:
 - Inform the resident of the reason for the delay.
 - Agree suitable intervals for providing updates.
 - Ensure any extension does not exceed 10 working days (Stage 1) or 20 working days (Stage 2) without good reason.
 - Provide contact details for the Ombudsman when informing the complainant of the extension.

9.5. Review by the Ombudsman

- If dissatisfied after Stage 2, the complainant can escalate the complaint to the relevant Ombudsman for an independent review.

9.6. Although residents can complain directly to the Ombudsman at any point, completing the Council's complaints process first is encouraged.

10. Time limits for complaints

10.1. Haringey Council will not normally accept complaints made after 12 months, but exceptions may apply in exceptional circumstances.

10.2. An explanation for the delay with supporting evidence will normally be required.

10.3. Factors considered include:

- Council responsibility for the delay;
- Personal circumstances of the complainant; and
- Any disability or vulnerability contributing to the delay

10.4. Requests to escalate complaints to Stage 2 should be made within 6 months of the Stage 1 response.

11. Right to withdraw a complaint

11.1. Residents have the right to withdraw a complaint at any time.

11.2. Please contact the Feedback & Resolutions Team to withdraw your complaint.

12. Complaints made directly to the Chief Executive

12.1. Complaints raised directly with the Chief Executive are forwarded to the Feedback & Resolutions Team for acknowledgement and handling under the complaints process.

12.2. This ensures all complaints receive equitable treatment and access to the relevant Ombudsman if dissatisfied with the outcome.

13. Compliments & Suggestions

- 13.1. We value compliments received from residents when an officer has demonstrated exceptional service that is beyond their daily duties. Officers receiving compliments will be recognised with a letter of appreciation from their Head of Service.
- 13.2. Our preferred method for receiving compliments or suggestions is through our [e- form](#).
- 13.3. We acknowledge that not all residents may have access to this, so we will accept compliments and suggestions through the contact methods outlined in section 6.4 above.
- 13.4. We make reasonable adjustments to support residents who are unable to use alternative means of communication.
- 13.5. Suggestions received will be acknowledged, and appropriate action will be taken within 10 working days. The service officer will update the customer on the implementation of the suggestion or give reasons if it cannot be implemented.

14. Equality & Diversity

- 14.1. Equality and diversity are of fundamental importance to services provided regardless of a person's protected characteristics under the Equality Act 2010 (age, disability, gender reassignment, marriage and civil partnership, religion, pregnancy and maternity, race, belief, or sex).
- 14.2. All must be treated with respect.
- 14.3. The Council treats everyone it houses, serves, and employs, fairly, and encourages others to do the same.
- 14.4. This policy provides assurance that compensation is offered in a fair and consistent way.

15. Data Protection

- 15.1. The Council is committed to ensure that data is:
- 15.2. Processed lawfully, fairly and in a transparent manner.
- 15.3. Collected for a specific and legitimate purpose and not used for anything other than this stated purpose.
- 15.4. Relevant and limited to whatever the requirements are for which the data is processed.
- 15.5. Accurate, and where necessary, kept up to date. Any identified inaccuracies will be amended or removed without undue delay.
- 15.6. Stored for as long as required, as specified within the Retention Policy.
- 15.7. Secured with appropriate solutions, which protect against unauthorised or unlawful processing, accidental loss, destruction, or damage.

16. Monitoring & Reporting

- 16.1. The Council has a responsibility to report on its complaints processes, including the number of complaints received, response times, and outcomes.
- 16.2. The Council will publish its annual self-assessment against the Complaint Handling Code, including any areas of non-compliance, actions taken, and timelines for improvement. This ensures transparency and accountability in our complaint handling service.
- 16.3. This information will be made publicly available.

17. Training & Development

- 17.1. Our staff will receive training on complaint handling, ensuring they are equipped to handle complaints effectively and in line with Ombudsman complaints handling codes.

18. Implementation & review

- 18.1. This policy will be implemented on 30th September 2025.
- 18.2. It will be reviewed every three years to ensure its effectiveness and relevance in addressing residents' needs and concerns, or sooner to incorporate legislative and/or regulatory amendments, best practice developments, or to address any operational issues identified with the process.
- 18.3. Next review date by September 2028.
- 18.4. This policy is published on the Haringey website.

19. Appendices

19.1 Appendix One - Complaints about Adult Social Care

Appendix One - Complaints about Adult Social Care

1. How we will deal with your complaint

We will:

- a. write to you to acknowledge your complaint within 5 working days.

- b. Assign your complaint to the relevant service or authority, who will conduct an investigation into your complaint.
 - c. offer to discuss your complaint with you and explain how the complaint will be investigated.
 - d. respond to your complaint with our decision in writing, where possible we will do this within 10 working days.
2. If you have an advocate
- a. If you have an advocate (someone who represents you), we will deal directly with them until the investigation into the complaint is completed. If you don't have an advocate, we will consider whether to appoint one.
3. High risk cases
- a. In high-risk cases, we will appoint an independent investigating officer. This is someone who:
 - does not work for us
 - is independent of the service involved
 - b. In these cases, we will appoint an adjudicating officer to consider the independent investigating officer's findings. The adjudicating officer will respond to you explaining whether or not they accept the investigating officer's findings with clear explanations.
 - c. The timescale may be extended in high risk or complex cases, and we will write to let you know if that is the case.
4. If we are unable to resolve the issue
- a. If we are unable to resolve the issue and you remain dissatisfied with the response, you can contact the [Local Government and Social Care Ombudsman](#). We will provide the relevant contact details when we respond to the complaint.

Appendix Two - Complaints about Children's Social Care

If you are a young person, you can get help with your complaint by contacting [Barnardo's – advocacy services in Haringey](#).

They help young people who want to complain about children's social care services. You can also ask

us to contact the organisations on your behalf.

1. How we will deal with your complaint
 - a. There are 3 stages to how we deal with your complaint.
2. Stage 1 – local problem solving
 - a. When we receive your complaint, we will try to sort out the problem straight away. If we can't, we will ask a senior manager to investigate and respond to you within 10 working days.
3. Stage 2 – the formal stage
 - a. An independent investigating officer will investigate your complaint.
 - b. The investigator will meet with you so that they can fully understand your complaint before they start the investigation.
 - c. An independent person will also be appointed to make sure that your concerns are taken seriously and that you are treated fairly.
 - d. The investigation should normally take between 25 to 65 working days.
4. Stage 3 – the review panel
 - a. A review panel meeting will consider your complaint, which you will be invited to.
 - b. The panel will be 3 independent people who will hear your complaint and consider how it can be resolved.
 - c. You have the right to bring an advocate or representative to speak on your behalf.
5. If we are unable to resolve the issue
 - a. If we are unable to resolve the issue and you remain dissatisfied with the response, you can contact the Local Government and Social Care Ombudsman. We will provide the relevant contact details when we respond to the complaint.

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18 February 2026

SENT VIA EMAIL ONLY

Housing
Ombudsman Service

Andy Donald (CEO) and Councillor Seema
Chandwani (MRC)
Haringey London Borough Council
River Park House 5th Floor, 225 High Road,
London
N22 8HQ

PO Box 1484
Unit D
Preston
PR2 0ET
Tel: 0300 111 3000
www.housing-ombudsman.org.uk

Dear Andy Donald and Councillor Seema Chandwani

Re: Complaint policy second review – Mandatory meeting

Following review of the landlord's complaint policy we contacted Haringey London Borough Council on 30 July 2025 to outline the findings.

The review identified 22 recommendations to meet the requirements of the Code based on what residents can reasonably expect to be included in a complaints policy document. In our letter we explained that we will review the landlord's response to our recommendations through its next annual submission which was received on 30 September 2025.

It is positive to note from our review that all recommendations have been applied to the landlord's complaints policy. However, through the second review process we have highlighted an additional area of the landlord's complaint policy that does not meet the requirements of the Code. This has resulted in a further recommendation which is outlined in Appendix A.

The purpose of the policy review process is to assist the landlord with assessing the changes required to its complaint policy, providing commentary and recommendations where revisions are required to comply with the Statutory Code. This supports in extending consistency across the sector, ensuring that residents receive a fair service, regardless of where they live and who provides housing services. It is important therefore that all landlord's take steps to carefully consider any recommended changes to policy to ensure it is meeting the requirements of the Code.

Self-assessment requires update.

As part of the review, we also noted that the landlord has not updated its self-assessment to reference its policy as supporting evidence for the following provisions:

- **5.6 & 5.7, 6.6 and 6.17**

The self-assessment should be revised to ensure these sections clearly link to the updated policy and accurately demonstrate compliance.

NEXT STEPS

1. Mandatory Meeting

To discuss and agree actions to support the landlord to meet the requirements of the Code we require Haringey London Borough Council to attend an online meeting on **11 March 2026 at 11am**.

The meeting will focus on the following key areas:

- outstanding recommendations – clarification and requirements
- action points to meet the policy recommendations
- actions required to meet the requirements of the self-assessment
- timeframe for actions to be completed

If the landlord has any additional points it would like to include as part of the meeting, please let us know in advance. While we can assist with Code related questions and queries please note that we are unable to provide advice or updates on individual complaints or cases that are currently with our casework teams.

Meetings are held remotely via Microsoft Teams as standard. Should the landlord require an alternative platform such as Zoom or have difficulty accessing an online meeting, please do let us know as soon as possible by contacting compliance@housing-ombudsman.org.uk so we can discuss alternative arrangements.

OR

2. Policy and Self Assessment Update

We recognise that the required policy change is minor, and if the landlord agrees to adopt the outstanding recommendation and update the complaints policy accordingly, a meeting will not be necessary.

In this case, the landlord should send us:

- A draft updated complaints policy showing the recommended change, and
- the expected publication date for the final version.
- Its revised self-assessment, which should reflect the changes made following our policy review and the subsequent recommendations applied.

This must be emailed to compliance@housing-ombudsman.org.uk by **4 March 2026**.

ACTION REQUIRED

Within the next 10 working days, in any event no later than **4 March 2026** the landlord is required to confirm its attendance providing confirmation of who will be joining the meeting alongside their contact email address for the purposes of the meeting invites.

Should the meeting time or date not be convenient please come back to us as soon as possible with your suggested availability.

Please contact us at: compliance@housing-ombudsman.org.uk.

If the landlord does not respond by the above date, we may find it has failed to demonstrate compliance with the Code. The Ombudsman may take further action such as making a referral to the governing body or the Regulator of Social Housing.

If you require any further information or you are experiencing any difficulties, you must contact the Ombudsman Service compliance@housing-ombudsman.org.uk before the above date.

Yours sincerely

Paul Mallon
Duty to Monitor Officer
Duty to Monitor Team

Appendix A

Code Provision	Code Requirement	Second Review Commentary	Recommendation (Second Review)
6.14	Landlords must issue a final response to the stage 2 within 20 working days of the complaint being acknowledged.	<p>The landlord in its previous policy set out in 9.3 of the same that "a written response will be given within 20 working days of the acknowledgement". However, this appears to be missing from the current version of its policy (and from its website).</p> <p>In its self assessment the landlord has recorded its compliance with the provision and refers to its policy as evidence. However, as noted above, the Stage 2 response timescale is no longer present in the policy.</p>	Recommendation: For the landlord to review and update its policy to include on the same that it will issue "a final response to a stage 2 complaint within 20 working days of the complaint being acknowledged".

Appendix A: Self-assessment form

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

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

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

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

Section 1: Definition of a complaint

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
1.2	A complaint must be defined as: <i>'an expression of dissatisfaction, however made, about the standard of service, actions or lack of action by the landlord, its own staff, or those acting on its behalf, affecting a resident or group of residents.'</i>	Yes	DRAFT Haringey Resident Feedback Policy 2026 v1	Our definition of a complaint in our complaints policy is consistent with this wording. We refer to our policy throughout this self-assessment
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	DRAFT Haringey Resident Feedback Policy 2026 v1	This is evidenced in our complaints policy. When a resident expresses dissatisfaction that complies with the definition of a complaint to be recorded as a complaint we do so, regardless of how it is expressed. Our complaints policy specifically explains that we will accept complaints raised by a third party.
1.4	Landlords must recognise the difference between a service request and a complaint. This must be set out in their complaints policy. A service request is a request from a resident to	Yes	DRAFT Haringey Resident Feedback Policy 2026 v1	Our complaints policy sets out the difference between a service request and a complaint.

	the landlord requiring action to be taken to put something right. Service requests are not complaints, but must be recorded, monitored and reviewed regularly.			<p>We triage all complaints requests to determine if the request is either a complaint or service request.</p> <p>Service Requests sent to the Feedback & Resolutions Team are shared with the relevant service area where it is recorded, monitored and reviewed on their local systems.</p>
1.5	A complaint must be raised when the resident expresses dissatisfaction with the response to their service request, even if the handling of the service request remains ongoing. Landlords must not stop their efforts to address the service request if the resident complains.	Yes	DRAFT Haringey Resident Feedback Policy 2026 v1	<p>Our work instructions reminds relevant officers that expressions of dissatisfaction with a service request should be considered a complaint.</p> <p>This is also referred to in our policy.</p>
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	Tenant satisfaction measures 2024/25 Haringey Council	Our tenant satisfaction survey is conducted by a third party. They advise tenants and leaseholders on how to make a complaint where necessary.

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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	DRAFT Haringey Resident Feedback Policy 2026 v1	Our complaints policy details the circumstance where we do not accept complaints. We triage all complaint requests to ensure they qualify as a complaint in line with this policy.
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: <ul style="list-style-type: none"> The issue giving rise to the complaint occurred over twelve months ago. Legal proceedings have started. This is defined as details of the claim, such as the Claim Form and Particulars of Claim, having been filed at court. 	Yes	DRAFT Haringey Resident Feedback Policy 2026 v1	This is outlined on our website and within our complaints policy. Our complaints policy includes clear definitions of what can and cannot be considered as a complaint.

	<ul style="list-style-type: none"> 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	DRAFT Haringey Resident Feedback Policy 2026 v1	This is made clear in the complaints policy.
2.4	If a landlord decides not to accept a complaint, an explanation must be provided to the resident setting out the reasons why the matter is not suitable for the complaints process and the right to take that decision to the Ombudsman. If the Ombudsman does not agree that the exclusion has been fairly applied, the Ombudsman may tell the landlord to take on the complaint.	Yes	DRAFT Haringey Resident Feedback Policy 2026 v1	<p>With all declined requests for either a new complaint, a complaint escalation or end of complaints process an explanation is provided along with the correct signposting.</p> <p>We have template responses to ensure that the information we provide is consistent, which includes signposting to the Housing Ombudsman Service.</p>
2.5	Landlords must not take a blanket approach to excluding complaints; they must consider the individual circumstances of each complaint.	Yes	DRAFT Haringey Resident Feedback Policy 2026 v1	Each complaint is considered on its own merits, and our policy sets out some areas where exceptions may be made.

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	DRAFT Haringey Resident Feedback Policy 2026 v1	<p>Complaints can be made through various channels including in person, telephone, letter, online and via representatives.</p> <p>Mandatory training is provided to all staff on the Equality Act 2010 and how to respond to reasonable adjustments in line with this.</p>
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		<p>We use our Feedback Forum as an opportunity to remind Responding Officers of this & any other relevant updates.</p> <p>We also provide ad-hoc training to services when required, however we are in the process of developing a training package around the importance of Feedback – in addition to the material we already have.</p>

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	Feedback Resolutions Annual Report 2024-25 1.pdf	We believe our complaint volumes are comparative to other Local Authorities in London.
3.4	Landlords must make their complaint policy available in a clear and accessible format for all residents. This will detail the two stage process, what will happen at each stage, and the timeframes for responding. The policy must also be published on the landlord's website.	Yes	DRAFT Haringey Resident Feedback Policy 2026 v1	<p>The policy is published on our website, and if residents require it in a different format, this is available upon request.</p> <p>If residents are not digitally confident or do not have access, they are able to approach an officer in one of our customer service centres, where they will be happy to print a copy.</p> <p>Our complaints policy is available online and states we will make reasonable adjustments for accessibility where appropriate. We also outline the complaints process, detailing the timeframes for responding at each stage.</p>

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	DRAFT Haringey Resident Feedback Policy 2026 v1 Homezone (in-house Housing magazine) Housing magazines and bulletins	The policy is published on our website, along with details of each Ombudsman and this code. We also communicate how to provide feedback to the Council in our regular tenant and leaseholder magazine – Homezone.
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	DRAFT Haringey Resident Feedback Policy 2026 v1	This is included within our policy.
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	DRAFT Haringey Resident Feedback Policy 2026 v1	Information about how to contact the Housing Ombudsman Service is included in our complaints policy. This information is also routinely shared with residents as part of our acknowledgement of complaints, in holding responses when we have not been able to meet our target response times and when sending complaint responses.

				We have Housing Ombudsman posters displayed in our face-to-face contact centres and libraries throughout the Borough.
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Section 4: Complaint Handling Staff

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
4.1	Landlords must have a person or team assigned to take responsibility for complaint handling, including liaison with the Ombudsman and ensuring complaints are reported to the governing body (or equivalent). This Code will refer to that person or team as the 'complaints officer'. This role may be in addition to other duties.	Yes		<p>We have a Feedback and Resolutions Team dedicated to the administration of complaints.</p> <p>Cabinet is our Governing Body.</p> <p>Our annual report was presented to Cabinet in September 2025, and then to the Overview and Scrutiny Committee in October 2025.</p>
4.2	The complaints officer must have access to staff at all levels to facilitate the prompt resolution of complaints. They must also have the authority and autonomy to act to resolve disputes promptly and fairly.	Yes		The Feedback & Resolutions Team has access to Officers, Managers and Senior Managers to assist with complaint resolution.

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		<p>We recognise corporately that systematically learning from complaints is an area that continues to require further work.</p> <p>Officers working in the Feedback and Resolutions team receive relevant and appropriate training and professional development. This is also discussed and supported within team meetings and 1-2-1 development via their line manager.</p> <p>Additionally, we created a Feedback and Resolutions Insights Officer post which focuses on the quality of our data, and how we can learn from it.</p> <p>We also hold quarterly Feedback Forums for Responding Officers across the Council.</p> <p>All complaint responses are reviewed by managers and</p>
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				<p>directors to ensure responses seek to resolve complaints and are customer centric.</p> <p>We are continuing to work with our Learning and Development team about how relevant information about complaint handling is available to all staff, and specifically how we can provide e-learning for those officers responsible for responding to complaints within their service area. Officers working in the Feedback and Resolutions team already receive relevant and appropriate training and professional development.</p>
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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	DRAFT Haringey Resident Feedback Policy 2026 v1	The Council's complaints policy is adopted across all services, including housing.

5.2	The early and local resolution of issues between landlords and residents is key to effective complaint handling. It is not appropriate to have extra named stages (such as 'stage 0' or 'informal complaint') as this causes unnecessary confusion.	Yes	DRAFT Haringey Resident Feedback Policy 2026 v1	There is a clear 2-stage complaints process in place which includes this requirement.
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	DRAFT Haringey Resident Feedback Policy 2026 v1	The Council adopts a 2-stage process.
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	DRAFT Haringey Resident Feedback Policy 2026 v1	<p>Our policy outlines that where a complaint relates to a third party, they may undertake the Stage 1 investigation. This will depend on the specific arrangements in place under each contract.</p> <p>Our policy is also clear that residents are not expected to go through two complaint processes.</p>
5.5	Landlords are responsible for ensuring that any third parties handle complaints in line with the Code.	Yes		Where contractors are responsible for handling Stage 1 complaints, we are actively engaging with them to ensure their processes align fully with the Housing

				<p>Ombudsman's Complaint Handling Code.</p> <p>This expectation is embedded into our contract management framework, with regular monitoring and review to ensure compliance.</p> <p>Furthermore, we are strengthening our procurement and tendering processes to include clear requirements around complaint handling. For all new contracts where the contractor is deemed best placed to manage Stage 1 complaints, adherence to the Code will be a formal condition of the award. This approach ensures consistency, accountability, and a resident-focused complaints service across all delivery partners.</p> <p>Within our stock, we have a site currently managed by a Co-Operative (26 properties), which is in the</p>
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				<p>process of being brought back in-house. We anticipate that this transition will be completed by the end of the financial year. In the interim, we have informed residents of the Co-Operative—through various communication channels—that if they wish to raise a complaint, they may do so directly with the team or by contacting the Feedback Team, who will log and acknowledge their concerns.</p>
5.6	<p>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.</p>	Yes	DRAFT Haringey Resident Feedback Policy 2026 v1	<p>All acknowledgement letter templates require the officer to include the complaint definition and desired outcomes.</p> <p>Our work instructions make it clear how we should clarify any aspects of the complaint where these are unclear</p>
5.7	<p>When a complaint is acknowledged at either stage, landlords must be clear which aspects of the complaint they are, and are not, responsible for and</p>	Yes	DRAFT Haringey Resident Feedback Policy 2026 v1	<p>As part of the triaging of complaints, acknowledgement responses must confirm which aspects of the</p>

	clarify any areas where this is not clear.			complaint will be considered.
5.8	<p>At each stage of the complaints process, complaint handlers must:</p> <ul style="list-style-type: none"> 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		<p>Our Feedback Forum is open to all responding officers & Senior Managers, which is held quarterly. This has created a network for responding officers to enable effective resolution and to share good practice.</p> <p>We have recently set objectives for officers in the Feedback and Resolution Team which is in line with the Ombudsman code.</p>
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	DRAFT Haringey Resident Feedback Policy 2026 v1	<p>Our policy makes it clear that when an investigation will require more than the target response time to complete, we will keep residents informed.</p> <p>We recognise that residents are not consistently and proactively updated on delays in investigating their concerns. We are developing our case management system to ensure that there are automated reminders on the</p>

				target response date to support officers to provide updates in a timely fashion.
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		We have a 'flag' system in place on our housing system which will indicate any resident vulnerability. The information that filters through to these flags are formally reviewed through tenancy audits and welfare checks but these procedures are also subject to review following the new policy.
5.11	Landlords must not refuse to escalate a complaint through all stages of the complaints procedure unless it has valid reasons to do so. Landlords must clearly set out these reasons, and they must comply with the provisions set out in section 2 of this Code.	Yes	DRAFT Haringey Resident Feedback Policy 2026 v1	Our policy details how we manage requests for escalations.
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		All complaint records are held on a central case management system.

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		<p>We set out our approach to remedies our housing compensation policy.</p> <p>We encourage all staff to remedy complaint issues at any stage where service failures are apparent.</p>
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	Policy for Managing Unreasonable or Unacceptable Customer Behaviour	<p>Our policy for Managing Unreasonable or Unacceptable Customer Behaviour sets out how we manage unreasonable / unacceptable behaviour.</p> <p>A record of restrictions is attached to the relevant case in our case management system.</p> <p>We also have a local version of restrictions which can be accessed by the Feedback and Resolutions management team.</p>
5.15	Any restrictions placed on contact due to unacceptable behaviour must be proportionate and demonstrate regard for the provisions of the Equality Act 2010.	Yes	Policy for Managing Unreasonable or Unacceptable Customer Behaviour	Please refer to policy.

Section 6: Complaints Stages

Stage 1

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
6.1	Landlords must have processes in place to consider which complaints can be responded to as early as possible, and which require further investigation. Landlords must consider factors such as the complexity of the complaint and whether the resident is vulnerable or at risk. Most stage 1 complaints can be resolved promptly, and an explanation, apology or resolution provided to the resident.	Yes		We review all complaints to ensure they are directed to the most suitable team, with the aim of resolving most cases promptly and within our target response time of 10 working days.
6.2	Complaints must be acknowledged, defined and logged at stage 1 of the complaints procedure <u>within five working days of the complaint being received.</u>	Yes		Our system has been configured to accommodate a 5-working day acknowledgement period, and this is reiterated in our policy.
6.3	Landlords must issue a full response to stage 1 complaints <u>within 10 working days</u> of the complaint being acknowledged.	Yes		Our system has been configured to accommodate 10 working day response period from acknowledgement, and this is reiterated in our policy.
6.4	Landlords must decide whether an extension to this timescale is needed	Yes		Our complaints policy sets out our approach to

	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.			extending the target response time on complaints. All responding officers are aware that where a complaint investigation cannot be completed within the required timeframe, the resident must be informed and kept updated.
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		We have template letters for extending complaint timescales which include information about how to approach the Housing Ombudsman Service.
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	DRAFT Haringey Resident Feedback Policy 2026 v1	We have provided guidance of this following the introduction of the code via various channels across the organisation including our Feedback Forum. It is also stated in our policy.
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		Our templates are designed to assist services to provide thorough responses in line with the code.

				The sign off process ensures that this is adhered to.
6.8	Where residents raise additional complaints during the investigation, these must be incorporated into the stage 1 response if they are related and the stage 1 response has not been issued. Where the stage 1 response has been issued, the new issues are unrelated to the issues already being investigated or it would unreasonably delay the response, the new issues must be logged as a new complaint.	Yes	DRAFT Haringey Resident Feedback Policy 2026 v1	This is referenced in our policy and work instructions.
6.9	Landlords must confirm the following in writing to the resident at the completion of stage 1 in clear, plain language: <ul style="list-style-type: none"> 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		Our templates have been amended to reflect this model.

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	DRAFT Haringey Resident Feedback Policy 2026 v1	All stage 2 escalation requests are assessed by a senior officer. Only complaints that cannot be considered within the remit of the complaints policy are not escalated.
6.11	Requests for stage 2 must be acknowledged, defined and logged at stage 2 of the complaints procedure within five working days of the escalation request being received.	Yes	DRAFT Haringey Resident Feedback Policy 2026 v1	Our system has been configured to accommodate a 5-working day acknowledgement period, and this is reiterated in our policy.
6.12	Residents must not be required to explain their reasons for requesting a stage 2 consideration. Landlords are expected to make reasonable efforts to understand why a resident remains unhappy as part of its stage 2 response.	Yes	DRAFT Haringey Resident Feedback Policy 2026 v1	This is outlined in our complaints policy. While not mandatory, our stage 1 letter template explains to residents why providing this information can support the escalation process.
6.13	The person considering the complaint at stage 2 must not be the same person that considered the complaint at stage 1.	Yes	DRAFT Haringey Resident Feedback Policy 2026 v1	Senior Feedback & Resolution officers work in partnership with the appropriate service to review stage 2 complaints. This ensures that there is impartiality in the

				investigation. The Senior Officer has no previous involvement in the stage 1 response. All responses are approved by a Senior Leader.
6.14	Landlords must issue a final response to the stage 2 <u>within 20 working days</u> of the complaint being acknowledged.	Yes	DRAFT Haringey Resident Feedback Policy 2026 v1	Our complaints policy sets out that all complaints should be responded to within 20 working days at stage 2.
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		Our Investigating officers are aware that where a complaint investigation cannot be completed within the required timeframe, the resident must be informed and kept updated.
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		We have templates for extending complaint timescales which include information about how to approach the Housing Ombudsman Service.
6.17	A complaint response must be provided to the resident when the answer to the complaint is known, not when the outstanding actions required to address the issue are completed. Outstanding	Yes	DRAFT Haringey Resident Feedback Policy 2026 v1	We have provided guidance of this following the introduction of the code via various channels across the organisation including our

	actions must still be tracked and actioned promptly with appropriate updates provided to the resident.			Feedback Forum. It is also stated in our policy.
6.18	Landlords must address all points raised in the complaint definition and provide clear reasons for any decisions, referencing the relevant policy, law and good practice where appropriate.	Yes		Our templates are designed to assist services to provide thorough responses in line with your guidance. The sign off process should ensure that this is adhered to.
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		Our templates have been amended to reflect this model.
6.20	Stage 2 is the landlord's final response and must involve all suitable staff members needed to issue such a response.	Yes		The Senior Officer has no previous involvement in the stage 1 response.

				All responses are approved by a Senior Leader.
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Section 7: Putting things right

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
7.1	<p>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:</p> <ul style="list-style-type: none"> • 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	Housing Compensation policy and procedure 2023 v3	We set out our approach to remedies in our complaints policy and to paying compensation in our housing compensation policy.
7.2	Any remedy offered must reflect the impact on the resident as a result of any fault identified.	Yes	Housing Compensation Policy & Procedure 2023	Noted.
7.3	The remedy offer must clearly set out what will happen and by when, in	Yes		Our response templates specifically require

	agreement with the resident where appropriate. Any remedy proposed must be followed through to completion.			investigating officers to set out how any identified faults will be put right. We have recently introduced a new case management system, which will enable us to log resolution actions and track delivery of these more effectively.
7.4	Landlords must take account of the guidance issued by the Ombudsman when deciding on appropriate remedies.	Yes		Ombudsman guidance is regularly shared across the Feedback and Resolutions Team.

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	Yes	Feedback Resolutions Annual Report 2024-25 1.pdf	We carry out an annual review of complaints performance which is published in the autumn each year. This report is presented to Cabinet and the Overview & Scrutiny Committee.

	<p>complaints the landlord has refused to accept;</p> <p>c. any findings of non-compliance with this Code by the Ombudsman;</p> <p>d. the service improvements made as a result of the learning from complaints;</p> <p>e. any annual report about the landlord's performance from the Ombudsman; and</p> <p>f. any other relevant reports or publications produced by the Ombudsman in relation to the work of the landlord.</p>			
8.2	<p>The annual complaints performance and service improvement report must be reported to the landlord's governing body (or equivalent) and published on the on the section of its website relating to complaints. The governing body's response to the report must be published alongside this.</p>	Yes	Feedback Resolutions Annual Report 2024-25 1.pdf	<p>Our annual complaints report is available on the Council's complaints webpage.</p> <p>This report is presented to Cabinet and the Overview & Scrutiny Committee.</p>
8.3	<p>Landlords must also carry out a self-assessment following a significant restructure, merger and/or change in procedures.</p>	Yes		<p>The Feedback & Resolutions Team will carry out routine reviews of their compliance with this Code.</p> <p>We have recently updated our complaints policy in line with guidance from the Housing Ombudsman</p>

				Service. This included a review of exclusions and enhancements to improve clarity around the complaints process.
8.4	Landlords may be asked to review and update the self-assessment following an Ombudsman investigation.	Yes		The Feedback & Resolutions Team will comply with this requirement where applicable.
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		The Feedback & Resolutions Team will comply with this requirement where applicable.

Section 9: Scrutiny & oversight: continuous learning and improvement

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
9.1	Landlords must look beyond the circumstances of the individual complaint and consider whether service improvements can be made as a result of any learning from the complaint.	Yes		<p>We recognise that embedding systematic learning from complaints remains a priority.</p> <p>While we previously captured learning on an ad-hoc basis, we have now</p>

				<p>taken steps to strengthen this approach. Our new casework system—which is currently being delivered—will enable more effective tracking of learning and service improvements.</p> <p>We have also recruited to a Feedback & Resolutions Insights Officer role, which will focus on analysing complaint data to identify trends and drive service-wide improvements.</p> <p>Additionally, we continue to share insights through quarterly Feedback Forums and regular reporting to senior leadership.</p>
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	Feedback Resolutions Annual Report 2024-25 1.pdf	<p>The annual report on complaints is presented to Cabinet / Overview & Scrutiny Committee and includes a summary of learning and improvements. This is published on the website.</p> <p>We also report monthly / quarterly on performance</p>

				<p>across the organisation in relation to complaints to our Corporate Leadership Team.</p> <p>Highlights of this performance are then shared in our Feedback Forums, which are designed to encourage shared learning, good practice, problem solving and updates for all responding officers.</p>
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		In addition to the above, performance data is shared with our Residents Voice Board.
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	Claire McCarthy – Director of Strategy, Comms & Collaboration	The Feedback and Resolutions team report into the Director of Strategy, Communications and Collaboration. The Feedback Team, under the supervision of the Director, are responsible for providing data and insight on complaints themes and trends to services.

				We work with Service Directors to identify potentially serious risks or trends that require action alongside ensuring learning from complaints is embedded more generally in teams across the council.
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	Cabinet members Haringey Council	We have a lead Elected Member who is the Cabinet Member responsible for Residents Services & Tackling Inequality, which includes complaints.
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	Cabinet members Haringey Council Agenda for Cabinet on Tuesday, 16th September, 2025, 6.30 pm Haringey Council	Our MRC attends Cabinet, Overview and Scrutiny and other forums to present and discuss the annual report.
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;	Yes		Quarterly performance reports will be shared with the MRS to provide an additional overview of complaint performance. Cabinet Members also

	<p>b. regular reviews of issues and trends arising from complaint handling;</p> <p>c. regular updates on the outcomes of the Ombudsman’s investigations and progress made in complying with orders related to severe maladministration findings; and</p> <p>d. annual complaints performance and service improvement report.</p>			<p>receive a weekly report which illustrates open / overdue cases which is shared across the organisation.</p> <p>The Cabinet Member also receives the annual complaints report.</p>
9.8	<p>Landlords must have a standard objective in relation to complaint handling for all relevant employees or third parties that reflects the need to:</p> <p>a. have a collaborative and co-operative approach towards resolving complaints, working with colleagues across teams and departments;</p> <p>b. take collective responsibility for any shortfalls identified through complaints, rather than blaming others; and</p> <p>c. act within the professional standards for engaging with complaints as set by any relevant professional body.</p>	Yes		<p>Our complaints policy, supporting work instructions, and related documentation clearly reflect our collaborative approach to resolving complaints. We take shared responsibility for any shortcomings identified and ensure our engagement with complaints aligns with the professional standards set by relevant regulatory and professional bodies.</p>

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