

Report for: Cabinet - 16 September 2025

Item number: 13

Title: Annual Feedback and Resolutions Report 2024/25

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: Non-Key

1. Describe the issue under consideration

This report provides an overview of the feedback received by the council—both positive and negative—between April 2024 and March 2025. It highlights how we have acted on this feedback to drive improvements and outlines the ways in which it has influenced and shaped our services.

Feedback plays a vital role in helping Haringey Council listen to residents and enhance the services we deliver, in line with the commitments set out in the Haringey Deal. A strong feedback process enables the council to respond promptly and effectively. As such, this report also details the steps we've taken to improve how we handle complaints and Members' Enquiries, ensuring residents have a better experience when sharing their views and that the council can make the most of the insights received.

Appendix One provides the annual data for staff compliments, complaints, Members Enquiries and Ombudsman cases.

2. Cabinet Member Introduction

As Cabinet Member for Resident Services and Tackling Inequality, I am pleased to introduce this report, which provides Cabinet with a detailed overview of our complaint handling performance in accordance with the Housing Ombudsman's Complaint Handling Code.

Ensuring that our residents are treated fairly, listened to, and responded to effectively is central to our commitment to tackling inequality and delivering inclusive, high-quality services. Complaints are a vital source of insight into how our services are experienced, and this report supports our ambition to build a culture of learning, accountability, and continuous improvement across the organisation.

I welcome Cabinet's consideration of this report and the opportunity it presents to strengthen our approach to resident engagement and service delivery.

3. Recommendations

That the Cabinet notes the contents of this report and the appendices.

4. Reasons for Decision

In alignment with the statutory requirements set out by the Housing Ombudsman's Complaint Handling Code, it is essential that the governing body maintains oversight of complaint performance. Presenting this report to Cabinet ensures transparency, accountability, and strategic governance in relation to our complaint handling processes. It enables Cabinet to assess organisational responsiveness, identify areas for improvement, and ensure that service delivery remains resident-focused and compliant with regulatory expectations.

5. Background Information

The Local Government and Social Care Ombudsman (LGSCO) and the Housing Ombudsman Service (HOS) introduced new, aligned Complaint Handling Codes, which came into effect on 1 April 2024. These codes require (in the case of the HOS) and encourage (in the case of the LGSCO) local authorities and landlords to demonstrate how they comply with the codes and how they are learning from feedback throughout the year. This is evidenced through the publication of an [annual self-assessment report](#) which must be made publicly available. Haringey Council has published its self-assessment on our website.

In November 2022, Haringey Council launched the Haringey Deal—a set of commitments aimed at reshaping and strengthening our relationship with residents and communities.

Feedback plays a vital role in embedding the principles of the Haringey Deal across the organisation, particularly in delivering on our commitments to get the basics right and to learn from our mistakes. The service improvements outlined in this report reflect our progress toward these goals, including efforts to meaningfully incorporate resident perspectives into service design.

We also recognise that valuable feedback is not limited to formal complaints and suggestions. A significant amount is gathered through other channels—such as proactive collaboration with residents and partners, day-to-day interactions in frontline services, and communications across various platforms. This includes consultations and engagement activities facilitated through the Haringey Engagement Hub. A key part of our journey is learning from the full spectrum of feedback we receive from residents and businesses, regardless of how it is shared.

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

Theme 1 - Resident experience and enabling success

We will ensure residents have an excellent experience when accessing our services and we will develop inclusive public participation, where residents have genuine opportunities to have a say in decisions that affect them. This theme also captures significant enabling work happening behind the scenes to ensure all Council officers have the support, tools and infrastructure they need to work effectively and provide residents with a high-quality service.

7. Carbon and Climate Change

N/A

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

Finance

There are no financial implications arising from the contents of this report.

Strategic Procurement

Strategic Procurement have been consulted in the preparation of this report.

Strategic Procurement note that the recommendations in section 3 of this report are not procurement related.

Strategic Procurement support the recommendations of this report.

Legal

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

The Housing Ombudsman's Complaint Handling Code came into force on the 1 April 2024. Councils, as social landlords, are now required to follow the requirements set out in the Code. The Social Housing (Regulation) Act 2023 places a duty on the Housing Ombudsman to monitor compliance with the statutory Complaint Handling Code.

The Local Government and Social Care Ombudsman (LGSCO) is an independent body responsible for investigating complaints made against a public body where it is alleged that there has been maladministration causing injustice. Under the Local Government Act 1974, the LGSCO has the power to investigate complaints against the Council where there has been maladministration causing injustice, a failure to provide a service that it was the Council's function to provide and there was a total failure to provide such a service. The Ombudsman is the

final stage in the complaints process, where an individual has been through the council's complaints process and remains dissatisfied with the outcome.

Complaints in respect of Children Social Care are governed by the Children Act 1989 and The Children Act 1989 Representations Procedure (England) Regulations 2006 and is supported by statutory guidance 'Getting the Best from Complaints'. In respect of Adult Social Care, complaints are governed by the Local Authority Social Services and National Health Service Complaints (England) Regulations 2009.

9. Equality

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

- a. Eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act
- b. Advance equality of opportunity between people who share protected characteristics and people who do not
- c. 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.

The decision asks for the Committee to note the contents of the annual Feedback and Resolutions report. It is not anticipated that the decision will have any impact on any protected characteristics.

The council will continue to monitor the equalities impacts of any complaints.

10. Use of Appendices

Appendix A: Feedback and Resolutions data 2024/25
Appendix B: Freedom of Information data 2024/25
Appendix C: Data Tables for 2024/25

11. Background Papers

None

12. Feedback Improvement Journey

We understand that having a reliable and effective feedback system is essential. It must enable us to meet our statutory responsibilities—such as responding to complaints in a timely and fair manner—while also ensuring a

positive experience for residents. Just as importantly, it should serve as a strong foundation for making the most of the feedback we receive, whether positive or negative.

The number of initial complaints has remained broadly steady at more than 4,000. However, the number being escalated to stage two and then on to the relevant Ombudsman has increased year on year, with significant growth in 2024/25. This places considerable pressure on the council's Feedback Team and on capacity across the council. Despite these challenges we remain steadfastly committed to meeting our statutory commitments and providing a high-quality complaint handling process via our improvement work.

The Feedback and Resolutions team has taken proactive steps to emphasise the importance of timely and high-quality responses to feedback. Doing so helps prevent issues from escalating later in the process. These efforts have included:

- Quarterly performance presentations to the Leadership Network and Council Leadership Team (CLT)
- Ongoing briefings with colleagues through the internal Feedback Forum
- Commencing the implementation and integration of the new case management system, Infreemation
- Monthly performance reviews with the Housing Services Leadership Team, focusing on Ombudsman outcomes, maladministration decisions, reducing upheld complaint rates, and minimising Complaint Handling Failure Orders.

Implementing organisational change involves not just adjustments to processes, but also a shift in culture. Through our efforts to embed the principles of the Haringey Deal, we encourage staff to prioritise the resident experience and consider their perspectives at the heart of their work. A crucial element of this is improving how feedback is received and acted upon, enabling officers not only to address concerns but also to resolve underlying issues and enhance service delivery.

A detailed breakdown on the data can be found at Appendix A.

13. Learning From Feedback

This section presents a selection of examples from across the organisation that illustrate how we are learning from resident feedback. These range from individual concerns raised through the formal complaints process to broader insights gathered through consultations and engagement activities involving groups of residents and partners. The examples are grouped by council directorate to reflect the breadth of learning and improvement across different service areas.

Adults, Housing and Health:

Tackling air pollution through community feedback.

Through public consultation on Haringey's Draft Air Quality Action Plan, residents raised several concerns about local air pollution. These included emissions from wood-burning canal boats and increased vehicle idling near schools. In response, we installed educational signage for boat owners, expanded air quality monitoring in affected areas, and partnered with Royal Holloway University to gather data to support discussions with the Canal and Rivers Trust. We also installed anti-idling signage at school gates, increased enforcement presence, and expanded the School Streets programme. Residents also highlighted growing concerns about air pollution from wood and charcoal burning by restaurants along Green Lanes. In response, we worked with the Greater London Authority and the Breathe London Project to install an air quality monitor in the area. This will provide data on particulate matter levels, forming an evidence base for future engagement with restaurant owners to address the issue.

Enhancing privacy and wellbeing in emergency accommodation.

A resident living in a shared room with two others reported harassment, lack of privacy, and declining mental health. In response, we updated the Residents' Commitments form to include principles of respect, privacy, and personal space. We held individual and group meetings, moved the resident to a private room, issued Acceptable Behaviour Contracts (ABCs) and warnings, and provided additional privacy screens and lockers. These changes, along with improved internal procedures prioritising vulnerable residents' needs, led to a reported improvement in the resident's mental health.

Improving Unaccompanied Asylum-Seeking Children (UASC) accommodation through resident and staff feedback

In February 2025, a complaint raised by a Young Adults Service (YAS) Manager—on behalf of Personal Advisors (PAs) and Care Leavers in a commissioned UASC service—highlighted serious concerns, including infrequent support worker visits, broken furniture and appliances, and poor living conditions. These long-standing issues led to a lack of confidence in the service, with PAs reluctant to refer young people.

A joint audit was carried out by Housing Related Support (HRS) Commissioning and YAS, resulting in an improvement plan, staff disciplinary action, and training offers from YAS PAs. The process also revealed a breakdown in communication between the provider and YAS staff. Involving YAS PAs in the audit helped rebuild trust, improve collaboration, and ensure they were kept informed of progress. As a result, it's now agreed that YAS staff will co-lead audits of Care Leaver-specific services with HRS, promoting shared ownership and best practice in monitoring.

Children's Services:

Improving support for families navigating EHCP appeals.

The SEND service received recurring member enquiries and complaints regarding decisions not to assess or issue Education, Health and Care Plans (EHCPs). In most cases, a formal appeal is already in progress. To reduce confusion and improve response times in this area, we developed a tailored briefing for councillors to help them understand the formal redress process, enabling them to better support residents and avoid delays caused by the duplication of enquiries.

Smoother transitions from Children's to Adult services.

A newly created Transitions Team was created to support young people with care and support needs as they move from children's to adult services. This initiative was developed in response to parental concerns about delays, financial uncertainty, and planning difficulties. One case involved a vulnerable young person who, with the team's support, secured safe accommodation and avoided exposure to risk and harm. The service aims to ensure smoother transitions and support young people's aspirations into adulthood.

Strengthening complaint processes in the SEND service.

In response to the high volume of complaints received and feedback from residents about the quality of responses, the SEND service recognised the need to improve its complaint handling processes. Staff received training to ensure complaints are logged, categorised, and addressed using a person-centred approach. Additionally, all complaints are now reviewed weekly by the Head of Service to ensure they are handled with care and compassion.

Environment and Resident Experience:

Improving junction safety at Bounds Green.

Following public concerns about safety at the Bounds Green Road/Brownlow Road/Durnsford Road junction, we installed a yellow box junction and refreshed road markings to improve driver behaviour. We also approached Transport for London to explore changes to traffic light sequencing to further enhance safety.

Improving everyday accessibility for disabled residents.

Public engagement highlighted the barriers faced by residents with mobility challenges in accessing essential services. In response, the Council introduced dedicated disabled parking bays near GP surgeries and pharmacies to improve convenience and access. Additionally, we launched a virtual Blue Badge permit for non-resident Blue Badge holders working in Haringey—reducing the risk of vehicle break-ins and the distress caused by theft or damage.

Creating safer public spaces through lighting improvements.

Residents—particularly women and girls—shared concerns about poorly lit areas and the impact on their sense of safety. In response, the Council installed additional lighting columns in identified dark spots across the borough. These

improvements have enhanced visibility and contributed to a safer, more welcoming environment for everyone.

Transforming green spaces to reduce anti-social behaviour.

Several neglected green spaces had become hotspots for anti-social behaviour and criminal activity. In response to community feedback, we created a 'Small Greenspaces Officer' role. Through community engagement and investment, these areas have been transformed. For example, the Caversham Road Community Garden is now a vibrant, well-maintained space free from criminal activity.

Working with schools and parents to improve local road safety.

In response to concerns from the community and school leaders about road safety near The Brook and The Willow schools, the Council worked collaboratively with Head Teachers, parents, and pupils to develop practical improvements for Adams Road—a key traffic route where timed restrictions weren't feasible. The resulting changes included new pedestrian crossings, revised parking and enforcement measures, improved traffic flow, and enhanced access from the estate. Jointly funded by Highways and Housing, these improvements have significantly increased safety for children and families in the area.

Recycling hubs in libraries

Residents emphasised the need for more accessible recycling options for smaller household items, such as batteries, printer cartridges and lightbulbs. These items often contain valuable materials that can be reused, recycled, or recovered. The new recycling hubs in all libraries across Haringey were rolled out in late 2024 in response to this feedback and are part of Haringey Council's ongoing commitment to 'Destination 50' – making recycling easier for all residents and increasing our recycling rate to 50%.

Clean Wood Green

Following resident feedback – as part of Shaping Tottenham and Shaping Wood Green - that cleaner streets are a top priority especially in town centre areas, Haringey council have embraced new, innovative electric street cleansing equipment - namely 'multifunctional caged tippers' and 'electric sweeper barrows'. The barrows reduce manual handling for our street cleansing staff who work tirelessly to keep our streets clean whilst the tipper removes dumped waste off the streets more quickly meaning we can cover more ground. This is rapidly being seen as a best practice approach for town centre cleansing and has recently been submitted as the UK's entry for the European Urban Cleanliness Awards!

Culture, Strategy and Communities:

Enhancing voter awareness through digital tools.

We received multiple complaints from residents who found it difficult to locate their polling station without their poll card. In response, we took several steps

to improve the voting experience. We ensured all polling station information was available on [wheredoivote.co.uk](https://www.wheredoivote.co.uk), and sent reminder emails to all voters with registered email addresses the day before the general election. These emails included details about voter ID requirements, polling station locations, and how to find this information online. As a result, Customer Services reported an 83% reduction in call volumes on election day compared to the 2019 general election—demonstrating a significant improvement in voter access and awareness.

Reshaping library services through public consultation.

We carried out a major public consultation on proposed changes to Haringey's library opening hours, which had been among the longest in London. The aim was to deliver necessary budget savings, but the proposals generated strong responses from residents and stakeholders, including nearly 1,400 consultation submissions. We presented two models: one based on equality (equal reductions across all libraries) and one based on equity (prioritising longer hours in libraries serving more deprived communities, mainly in the East of the borough). The equity model received broad support, and additional feedback led to further refinements—such as avoiding lunchtime closures, retaining Sunday hours at the busiest West borough library, and adjusting shift patterns to extend hours at popular sites like Muswell Hill. These changes reflect our commitment to listening and adapting services based on community needs.

Appendix A: Feedback and Resolutions data 2024/25

1. Introduction

This section analyses complaints, Ombudsman cases, Members' Enquiries, and compliments received between 1 April 2024 and 31 March 2025. The data informing this report was sourced from reports generated within the Feedback case management system (Respond) for 2024/25.

We value all feedback from residents, businesses, Members, and partners. It arrives through various channels and is essential to improving services—especially insights from complaints and Members' Enquiries.

As part of the Haringey Deal, we are committed to learning and continuous improvement. This includes learning from mistakes as well as recognising and building on positive feedback that reflects the dedication of our staff.

While this report includes data on feedback volumes, these figures alone don't fully reflect performance. For example, high complaint volumes may indicate an accessible process, not poor service. As the Housing Ombudsman notes:

“High volumes of complaints must not be seen as a negative... Low complaint volumes are potentially a sign that residents are unable to complain.”

To provide context, we present data as percentages, show trends over time, and break it down by service area. We also include response times and the proportion of complaints upheld at each stage—key indicators of where service failures occurred and where early resolution was missed.

This data, alongside other performance measures, helps build a fuller picture of how we're doing and where we can improve.

2. Context

To provide context for the volumes outlined in this report, we estimate that our services now handle well over one million interactions or enquiries from residents and businesses each year.

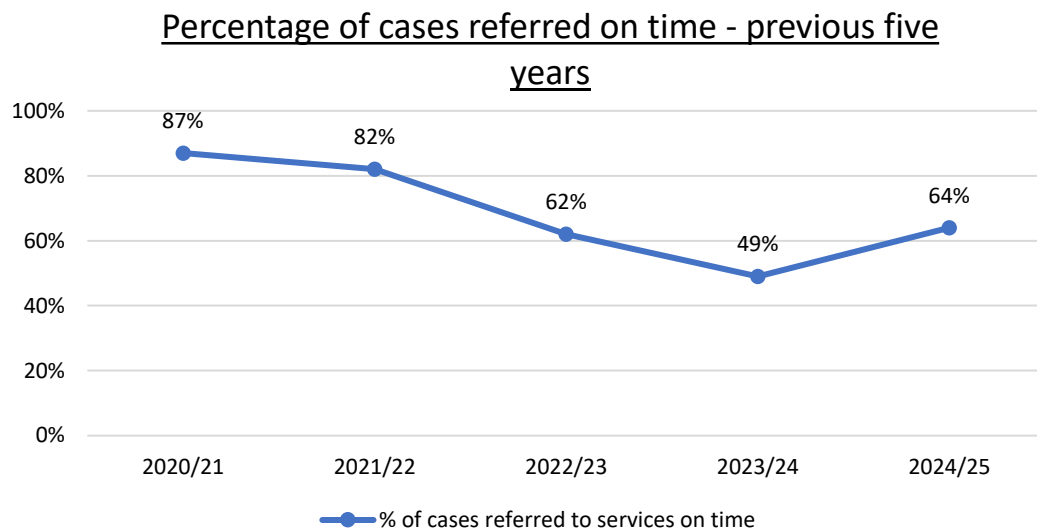
The table below highlights the areas where resident engagement was highest in 2024/25, based on the volume of contacts received by key services:

Service area	Volume of contacts	Volume of complaints	% of complaints vs contacts
Customer Services	579,412	120	0.02%
Revenues	203,509	321	0.16%
Benefits	186,337	87	0.05%

3. Feedback & Resolution referrals

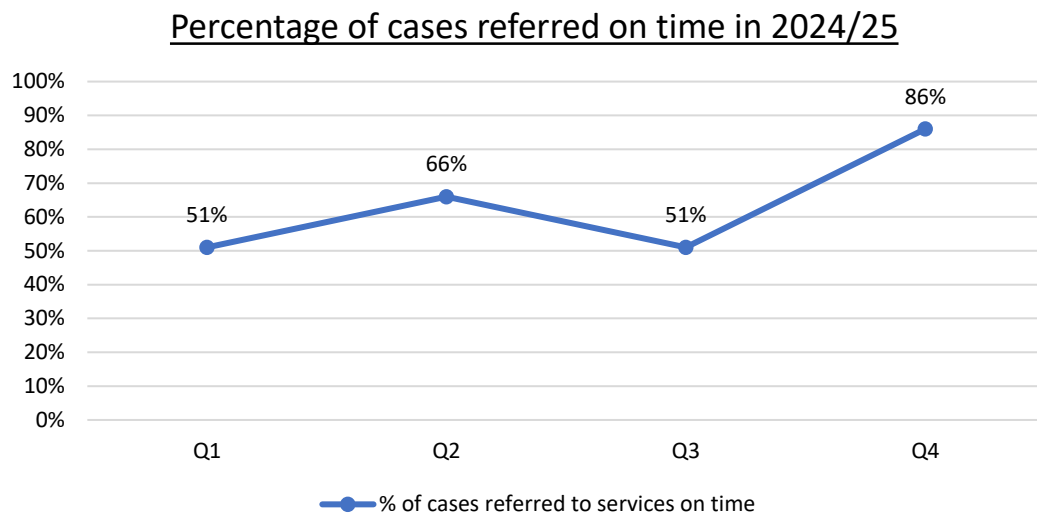
The F&R team is the first point of contact for all types of feedback received by the council. They ensure that all feedback is formally recorded and promptly directed to the appropriate service area for resolution. They aim to process and refer cases within the following service level agreements (SLAs):

- Complaints: within 5 working days of receipt, in line with guidance from the Local Government and Housing Ombudsman.
- Member Enquiries: within 2 working days of receipt
- Freedom of Information Requests: within 5 working days of receipt



On-time referral rates were at their lowest over 2023/24, primarily due to the merger of the former Corporate Feedback and Homes for Haringey Feedback teams. This transition brought a significant adjustment period, as officers from both teams had to learn new systems, processes, and responsibilities, which temporarily impacted performance.

These effects continued into the early part of 2024/25. However, a number of targeted changes introduced by the team in 2024—such as the creation of a dedicated FOI sub-team, additional resourcing to help manage the backlog, and the introduction of a dedicated Insights Officer role—began to take effect. As a result, performance improved notably by Q4 of 2024/25, as shown in the chart below, with on-time referrals showing a clear upward trend.



4. Complaint performance

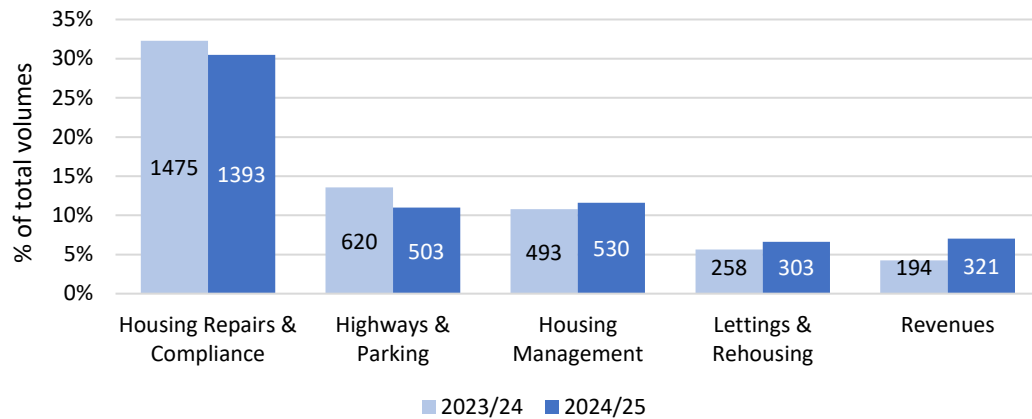
In 2024/25, the Council received a total of 4,441 Stage 1 corporate complaints, a slight decrease from 4,512 in 2023/24.

The majority of complaints in 2024/25 were concentrated in five key areas. Housing Repairs & Compliance with the largest share at 31% (1,393 complaints), followed by Housing Management with 12% (530), Highways and Parking at 11% (503), Revenues with 7% (321), and Lettings & Rehousing also at 7% (303).

As of 1 April 2025, three of the five service areas with the highest volume of complaints now fall under the newly established Adults, Health and Housing Directorate. This underscores the directorate as a continued priority for service improvement and performance monitoring.

Notably, these same five service areas also recorded the highest complaint volumes in 2023/24, highlighting a consistent trend in complaint distribution that warrants ongoing attention.

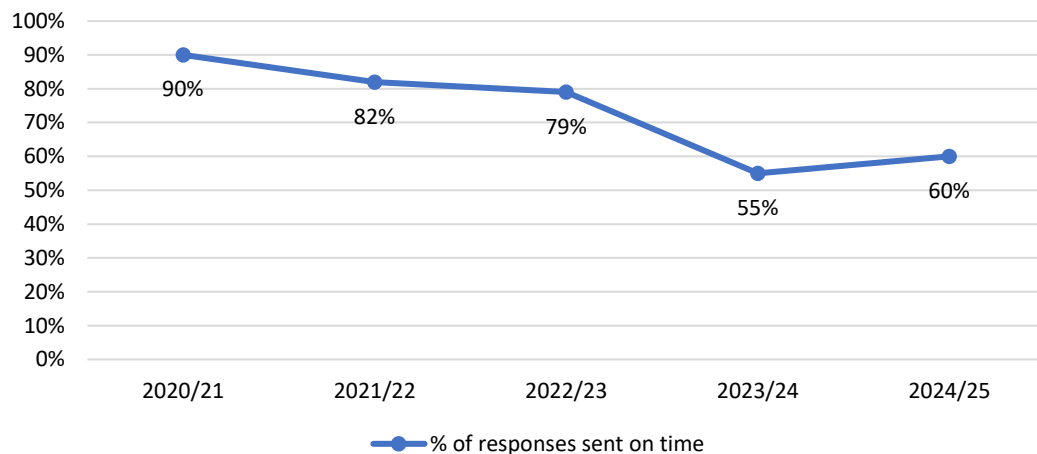
Services with the highest Stage 1 complaint volumes in 2023/24 vs 2024/25



Stage 1 complaint response times

The target response time for Stage 1 complaints is 10 working days. The graph below illustrates the percentage of cases responded to within this.

Percentage of Stage 1 complaints responded to on time



The trend illustrated in the graph closely aligns with our referral rates, indicating a strong correlation between the timeliness of referrals made by the F&R team and the likelihood of services responding within the 10-working-day target.

This pattern also somewhat reflects fluctuations in case volumes. As the number of cases increases, our on-time response rate tends to decline—largely due to increased pressure on capacity and resources. For context, the number of complaints received each year has been as follows:

- 2,544 in 2020/21
- 3,978 in 2021/22
- 4,366 in 2022/23
- 4,512 in 2023/24

- 4,441 in 2024/25

Despite the high volume of cases in 2024/25—only 74 fewer than the previous year—our on-time response rate improved from 55% to 60%, suggesting that recent efforts to enhance efficiency may be yielding positive results.

Table F in the appendices presents a service-level breakdown of response volumes and each service’s on-time rate in 2024/25. The target level is 95%.

Stage 1 complaint outcomes

In 2024/25, 61% of Stage 1 complaints were upheld, indicating that in most cases, the organisation accepted that an error or shortcoming had occurred. This represents a slight decrease from the 63% upheld rate in 2023/24. However, it remains significantly higher than in previous years, with upheld rates of 50% in 2022/23, 46% in 2021/22, and 44% in 2020/21.

This upward trend over the past five years suggests that more complaints are being found to have merit, and that the organisation is increasingly recognising when the service has not met expected standards. It may also reflect a more transparent and accountable approach to complaint handling.

Stage 2 complaints

The annual number of Stage 2 escalations has consistently increased over the past five years. In the 2024/25 period, there was a significant 44% rise compared to 2023/24.

The service areas predominantly responsible for this year’s increase were: Resident Experience (131% increase on last year), Housing Demand (67% increase) and Housing (32% increase).

Stage 2 escalations				
2020/21	2021/22	2022/23	2023/24	2024/25
251	419	537	580	835

The table below also presents the proportion of cases escalated from Stage 1 to Stage 2 during 2024/25, alongside a comparison with the previous year’s escalation rate. This year’s escalation rate of 19% represents a significant increase compared to last year’s 13% and highlights a need to review Stage 1 processes to better understand and address the root causes of escalation.

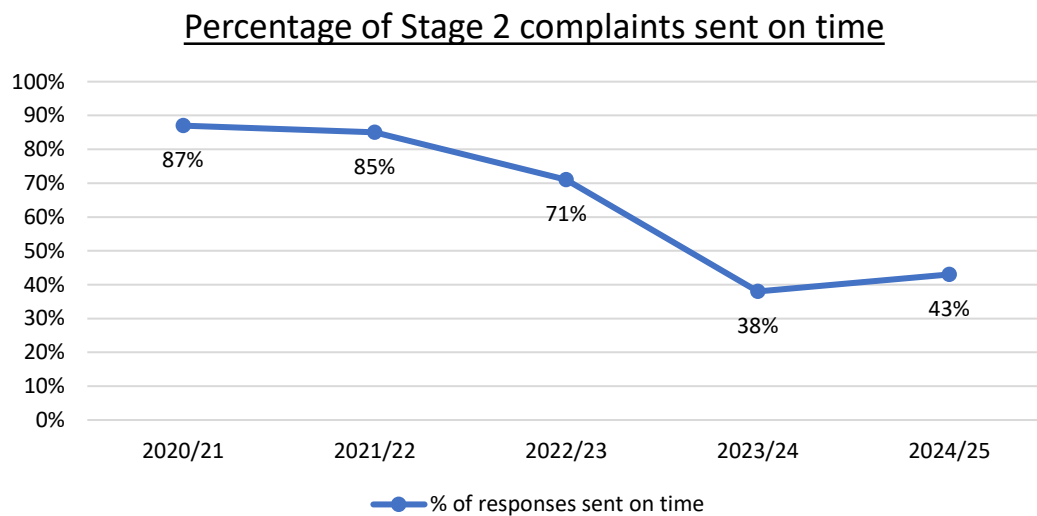
Percentage of Stage 1s escalated to Stage 2

Q1	Q2	Q3	Q4	2024/25	2023/24
18%	18%	20%	19%	19%	13%

Stage 2 complaint response times

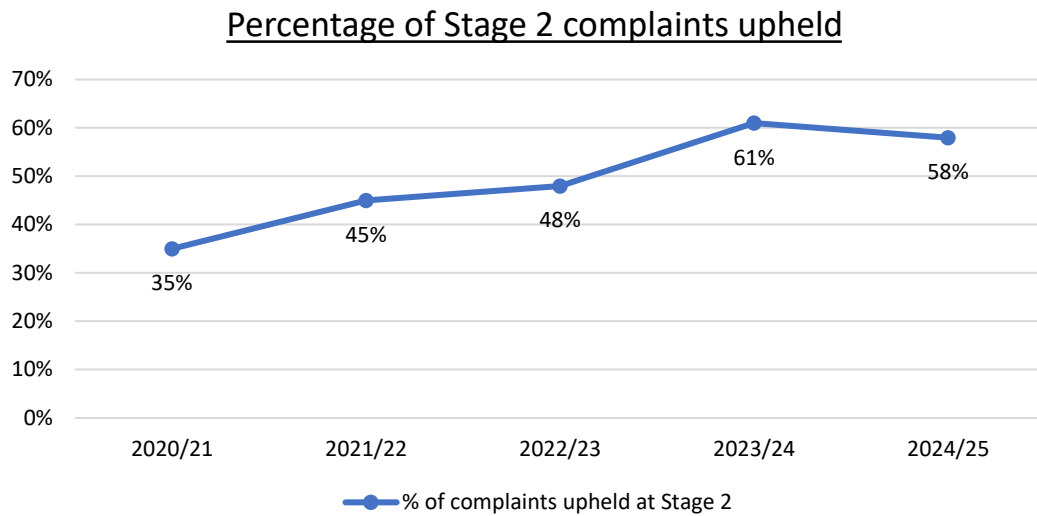
As with our Stage 1 complaints, we've also experienced a notable increase in the number of Stage 2 escalations. This rise in volume has, in turn, contributed to a decline in the proportion of responses issued within the 20-working day SLA. To address this challenge and strengthen our capacity, we have recently appointed two new Senior Feedback & Resolutions Officers who will take the lead on housing-related cases.

This targeted investment in staffing directly supports one of the priorities of our 2025/26 Service Plan: *“Enhance the timeliness of responses to complaints, including corporate, statutory, and adult social care-related issues, to ensure adherence to response time targets.”* By bolstering our Feedback Team, we aim to improve response times, reduce backlogs, and ensure a more consistent and timely service for residents—particularly in high-demand areas such as housing.



Stage 2 complaint outcomes

In 2024/25, 58% of complaints were upheld to Stage 2, a slight drop from 61% in 2023/24 but still higher than previous years (48% in 2022/23, 45% in 2021/22, and 35% in 2020/21).



While the small decline this year is encouraging, the overall rise in upheld Stage 2s since 2020/21 points to a growing need to strengthen the quality and clarity of Stage 1 responses. The data suggests that residents may still feel their concerns are not being fully addressed. Improving resolutions at Stage 1 will help reduce escalation rates and enhance overall trust in the complaints process.

Adults social care (ASC) statutory complaints

In 2024/25, ASC's statutory on-time performance averaged 43% across 146 complaints—marking a 14-point improvement from 29% in 2023/24 (140 complaints). This annual uplift was driven in part by a strong final quarter, during which performance rose to 61%—the highest level in the past eight quarters—despite ASC managing its largest quarterly caseload of the year (46 complaints).

Recurring themes in ASC complaints include delays in referrals and assessments, concerns about the responsiveness and conduct of support workers, and issues related to funding and care charges.

Percentage of ASC statutory responses sent on time					
Q1	Q2	Q3	Q4	2024/25	2023/24
31%	46%	39%	61%	43%	29%

Children's Social Care (CSC) Statutory complaints

CSC's statutory on-time response rate improved notably in 2024/25, rising to 23% across 46 complaints—up from just 7% in 2023/24 (28 complaints).

Performance was particularly strong when assessed against the broader 20-working day guidance ([Getting the Best from Complaints](#)) with 65% of responses meeting this benchmark.

Breakdown of the 46 responses in 2024/25:

- 11 met the corporate target of 10 working days
- 19 were completed within the 20-working day guidance
- 16 exceeded the 20-working day limit

Quarterly performance also showed signs of progress. In the final quarter of 2024/25, the number of cases responded to remained consistent with Q3, but the on-time completion rate more than doubled—from 8% to 19%.

Percentage of CSC statutory responses sent on time (10 working days)					
Q1	Q2	Q3	Q4	2024/25	2023/24
17%	43%	8%	19%	24%	7%

5. Ombudsman performance

The table below shows the total number of decisions issued annually to Haringey by the Housing and Local Government Ombudsman, excluding cases outside jurisdiction or withdrawn before a decision—ensuring only formal decisions are counted.

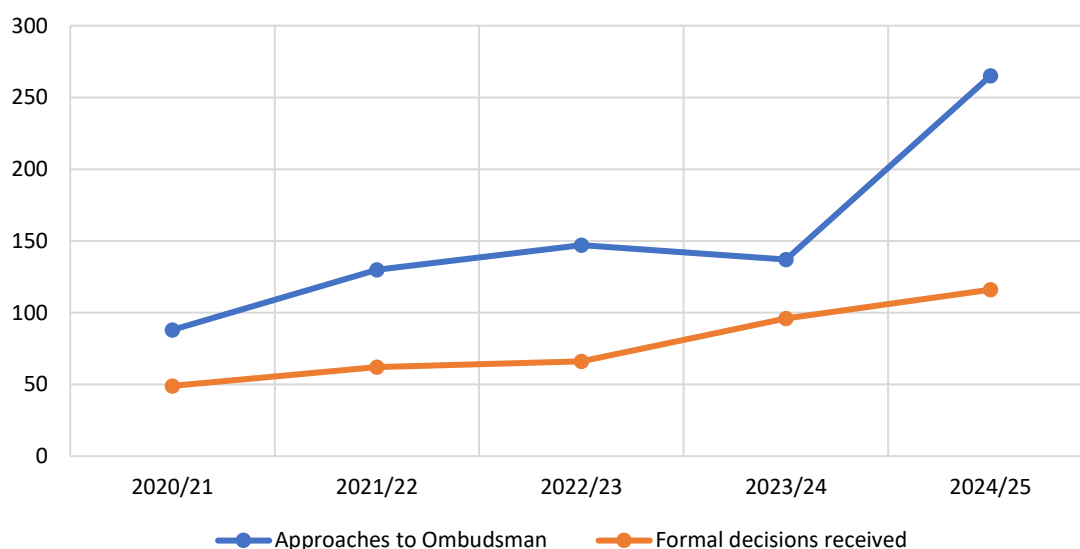
Total ombudsman decisions received				
2020/21	2021/22	2022/23	2023/24	2024/25
49	62	66	96	116

While ombudsman decisions have risen, internal Stage 2 escalations have increased even more sharply, indicating more residents are challenging Stage 1 outcomes but many complaints are resolved before reaching the ombudsman.

As illustrated in the graph below, further analysis reveals that while the number of residents approaching the ombudsman has also increased—particularly in 2024/25—less than half of these approaches typically result in a formal decision. This gap highlights the impact of jurisdictional limits and case withdrawals, which filter out a significant portion of complaints before a

decision is made. Notably, 2023/24 saw an unusually high conversion rate of 70%, which may reflect a temporary shift in case handling or complaint types. Overall, the data points to a more complex picture: rising engagement with complaints processes, but with many cases resolved or halted before reaching formal ombudsman adjudication.

Approaches to Ombudsman vs formal decisions received



Housing Ombudsman

The following data was sourced from the Housing Ombudsman's Annual Report. The full report can be found in the appendices under **External Link A**.

In 2024/25, the Housing Ombudsman investigated 66 determinations concerning Haringey Council, excluding cases that were withdrawn or deemed outside jurisdiction. These determinations resulted in 151 findings, of which 140 were classified as maladministration, giving Haringey a high maladministration rate of 95%, significantly above the national average of 71%.

- **Determinations made:** 66
- **Total findings:** 151
- **Maladministration findings:** 140
- **Maladministration rate:** 95% (vs. national average of 71%)

The breakdown of findings reveals that the majority were due to maladministration (62%) and severe maladministration (17%), with service failures accounting for 14%. Only 3% of cases resulted in findings of no maladministration, and another 3% were outside the Ombudsman's jurisdiction.

- **Severe maladministration:** 17%
- **Maladministration:** 62%

- **Service failure:** 14%
- **No maladministration / Outside jurisdiction:** 6% combined

The most frequent complaint categories were Complaint Handling, Property Condition, and Anti-Social Behaviour. Complaints Handling had the highest maladministration rate at 98%, followed by Property Condition at 95%, and Anti-Social Behaviour at 63%. These rates were all above national averages.

- **Complaint Handling:** 48 findings, 98% maladministration
- **Property Condition:** 65 findings, 95% maladministration
- **Anti-Social Behaviour:** 8 findings, 63% maladministration

Sub-categories under Property Condition were particularly problematic, with issues such as leaks, damp, and mould being the most common. Responsive repairs in general and heating/hot water issues also featured prominently.

- **Leaks/Damp/Mould:** 38 findings
- **General Repairs:** 19 findings
- **Heating/Hot Water:** 6 findings

In response to these findings, the Ombudsman issued 337 orders, including compensation, repairs, apologies, and staff training. Haringey demonstrated a strong compliance rate, with 99% of orders completed within target dates.

- **Orders issued:** 337
- **Order compliance rate:** 99%
- **Total compensation ordered:** £97,943

The largest compensation amounts were awarded for Property Condition issues (£68,787.44), followed by Complaints Handling (£11,350.00) and Moving to a Property (£8,624.00).

Top compensation categories:

- **Property Condition:** £68,787.44
- **Complaints Handling:** £11,350.00
- **Moving to a Property:** £8,624.00

This data highlights significant areas for improvement in Haringey's housing services, particularly around repairs and complaint handling. However, the high compliance rate with Ombudsman orders shows a strong willingness to address these issues and improve service delivery.

Local Government & Social Care Ombudsman

The following data was sourced from the Local Government Ombudsman's Annual Report. The full report and associated statistics can be found in the appendices under **External Link B** and **External Link C**.

During the 2024–2025 reporting year, the Local Government and Social Care Ombudsman (LGO) received a total of 264 complaints and enquiries about the London Borough of Haringey. These were categorised into three main groups based on how far they progressed through the Ombudsman’s process.

- 131 cases were either not within the LGO’s jurisdiction or were referred back to the Council as they had not yet been through the local complaints process.
- 72 cases were assessed and closed without a full investigation.
- 61 cases were fully investigated.

Of the 61 cases that were investigated, 53 were upheld, resulting in an uphold rate of 87%. This is only slightly higher than the average for similar authorities (85%).

Complaint Handling and Compliance Concerns:

In the accompanying Annual Review Letter (July 2025), the Ombudsman expressed serious concerns about the Council’s complaint handling performance. Despite previous warnings, the Council continued to show delays in both responding to their enquiries and implementing agreed remedies.

Key issues highlighted include:

- 47 pre-enquiries were made by the LGO during the year.
 - 19 (40%) of our responses were submitted outside the 20-working-day timeframe.
 - In some cases, responses took over 40 days.
 - The Ombudsman had to remind us of its power to issue a witness summons to secure a response.
- 45 cases resulted in agreed recommendations.
 - 10 of these were completed after the agreed timescales.
 - Delays were noted in both personal remedies (e.g. apologies & financial redress) and service improvements

Remedies and Outcomes:

The remedies issued in upheld cases typically included:

- Apologies
- Financial redress for distress, loss of service, or quantifiable loss
- Service provision or reinstatement
- Policy and procedure reviews
- Staff training and guidance

While 100% of remedies were eventually completed to the LGO’s satisfaction, the timeliness of compliance remains an area of concern. Haringey Council is fully committed to addressing the concerns raised by the Ombudsman and is

developing a refreshed improvement plan to achieve this.

6. Member Enquiry performance

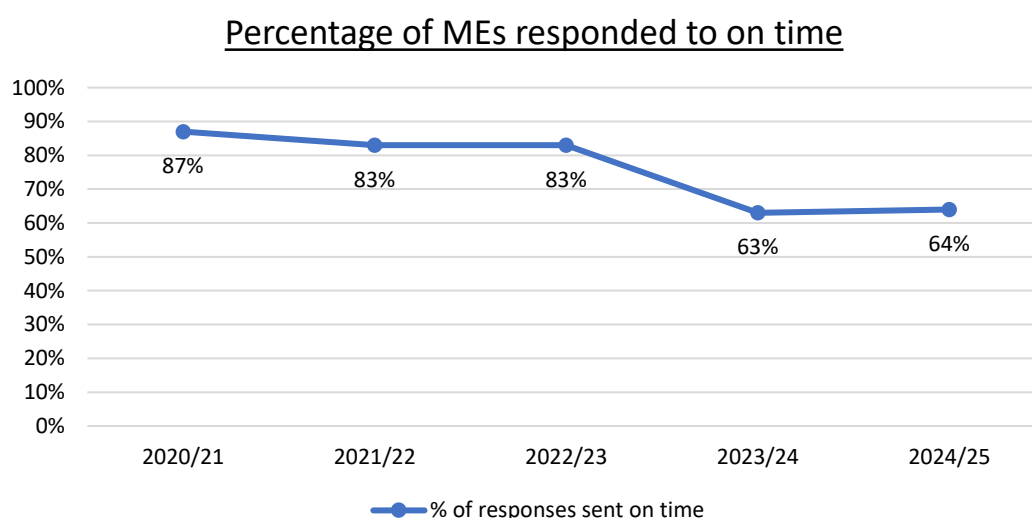
In the 2024/25 period, a total of 4,714 Member Enquiries (MEs) were processed. Of these, 3,490 (74%) were submitted by Councillors and 1,224 (26%) by MPs.

This figure exceeds the total number of unique ME cases logged, which stood at 4,024, due to multiple enquiries being raised by both Councillors and MPs regarding the same issues.

The overall volume and distribution closely mirror the previous year (2023/24), which saw 4,737 enquiries processed—76% from Councillors and 24% from MPs—with 4,060 unique cases logged.

Member Enquiry response times

The target response time for MEs is 10 working days from the date of receipt. The graph below illustrates the percentage of cases responded to within this SLA.



The on-time response rate for Member Enquiries in 2024/25 rose slightly from 63% to 64%. However, this remains well below the levels seen in the three years prior, which recorded rates of 87%, 83%, and 83%.

Table N in the appendices provides a breakdown of response volumes and on-time performance by service area for 2024/25. The corporate target is 95%.

Issues raised in Member Enquiries

Of the 4,024 ME cases raised, 74% were enquiries submitted on behalf of residents. This is broadly consistent with the previous year (2023/24), when

71% of cases were submitted on residents' behalf.

Highways & Parking received the largest share of ME cases, accounting for 15% (600 cases), followed by Housing Repairs & Compliance with 14% (567 cases). Housing Management and Lettings & Rehousing each accounted for 11% (460 and 458 cases respectively), while Parks & Leisure received 7% (269 cases).

7. Compliments

We're committed to recognising the excellent work happening across our organisation each year to deliver the best outcomes for residents—and the appreciation residents often express in return.

To capture this, we have a formal compliments logging process, which can be used directly by residents or by managers when compliments are received through other channels.

In 2024/25, 176 staff compliments were recorded through this process, down from 214 in 2023/24 and 210 in 2022/23. However, we know many compliments go unlogged, meaning the true number is likely higher.

We continue to encourage managers to use the formal process, as it helps us celebrate great work and learn from what's going well.

In 2024/25, Customer Services received the most compliments (72), reflecting both the quality of service and the high volume of resident interactions. A full breakdown of the service area share can be found in **Table U**.

Here are a few examples of compliments received in 2024/25:

Adults, Housing and Health

For the Adult Social Care service:

"Thank you so much for putting me in touch with Haringey occupational therapy team. They have been absolutely marvellous; this has given me a huge relief in seeking help for my mother's age and health conditions. I am very happy with the speed and response I have had from the team regarding my mother. I have also copied in Amanda, service manager, to let her know how great her staff are and what a great credit to the service they are. I would like to say I am very impressed with both Jess, in the office, and Kate, the visiting occupational therapist. Everything happened way quicker than I was expecting, from first contact by Jess, to Kate's visit and subsequent arrangement of adaptations. This has taken a huge burden of worry away from me in regard to my mother's care. Kate was brilliant when she visited and really put my mother at ease by the way she was so friendly and thoughtful towards her throughout. These things mean a great deal to both my mother and I. Pierre; I will be eternally grateful for your help in putting me in contact with Haringey OT. Your help has been invaluable. Thank you all so much."

For Marie in the Housing Repairs service:

"Marie, Repairs Team Operative. I am registered disabled, and we have no working lift and the Communal Door was broken, we had to lighting on the stairwell and outside of the lift leading to my floor (which is the 4th floor). I explained everything to Marie and explained that I have 6 disabilities and one of them is blacking out without warning, Marie chased up all relevant sub-contractors, and gave me feedback, and I was pleased to come home yesterday and have the security of stair well lighting, thank you so much Marie for being so diligent and understanding to a disabled tenant."

Children's Services**For Ermanda in the Early Help service:**

"I am writing to express my heartfelt gratitude for the support we've received from Ermanda through the Early Help Service in Haringey. Ermanda's involvement came at a time when things felt incredibly heavy for our family. My son had been struggling both emotionally and academically, and school had become an overwhelming place for him. He often felt misunderstood, and the impact of those experiences filtered into every corner of our lives—his confidence, his wellbeing, and even our connection at home. From the beginning, Ermanda approached us with genuine care, consistency, and deep understanding. What stood out immediately was how she saw (client). Not just as a child who needed help, but as a whole person—someone with potential, emotions, and struggles that needed compassion, not judgement. Her ability to build trust with him, especially given how complex and layered his attachment can be, has been nothing short of remarkable. She has walked alongside us through school meetings, supported us in navigating systems that often feel overwhelming, and offered not only practical help, but emotional validation—both for (client) and for me as a parent. Her support helped me find clarity when everything felt foggy, and strength when I was running on empty. It's hard to put into words just how much of a difference it has made to feel like we're not alone. Like someone gets it. That kind of support isn't just helpful—it's life-changing. We still have challenges ahead, but because of Ermanda's involvement, we are now on steadier ground. (client) feels safer. I feel more confident advocating for him. And we both feel less invisible. Thank you for having someone like Ermanda in this role. She's made a real difference in our lives—and I imagine in the lives of many others, too."

For the Project 2020 Youth Hub:

"I am writing to express my heartfelt gratitude for all the amazing work you are doing at Northumberland Park. As a resident with children, living at Robert Burns House for the past few years has shown me how vital your support has been. From helping with my children, job opportunities, food and vouchers, to offering advice and connecting me with the right people when I needed help, your team has made a huge difference in my life. Having the right people to talk to during challenging times is invaluable, and your support has truly been a lifeline for me and my family. For those who don't live here, it's hard to understand just how much initiatives like Project2020 mean to parents and

children in the community. Thank you for being such an important and positive force in our lives."

Environment and Resident Experience

For Allyson in the Revenues service:

"This is just a short note to say thank you to Allyson of the Council Tax divisions who helped me navigate through a problem that I had encountered in getting a letter for my partner to send to the people who manage the Freedom Pass. She was very knowledgeable about what I needed to do to get this done. She also informed me that I had a refund from a previous account with the Council and explained my options regarding how to deal with this. She was patient and courteous and I left feeling that I had been extremely well treated by her during our conversation. So a big thanks to Allyson."

For Gabrielle in the Benefits service:

"Her name is Gabrielle and she works in the housing benefits service. Such a dedicated, helpful and mannered lady she is. I am quite happy with her incredible customer service. So helpful."

Culture, Strategy and Communities

For Eleri after helping a member of the public involved in a road traffic accident:

"Eleri's actions speak volumes about her character, and we believe that Haringey is fortunate to have such a thoughtful and considerate individual on its team. In times where empathy is invaluable, Eleri exemplified the qualities we wish to see more of in our society."

For Rochelle in the Feedback & Resolutions service:

"I would like to feedback on the polite, and efficient manners I believe (Rochelle) from the feedback teams and complaints, has responded to me twice in separate matters arising. Very empathetic knowledgeable and her help / actions have so far assisted me greatly in resolving the issues without having to for through the whole complaint process. May the rest of your teams follow suit and improve the department continually thank you. As above deeply thankful".

Appendix B: Freedom of Information data 2024/25

1. Introduction

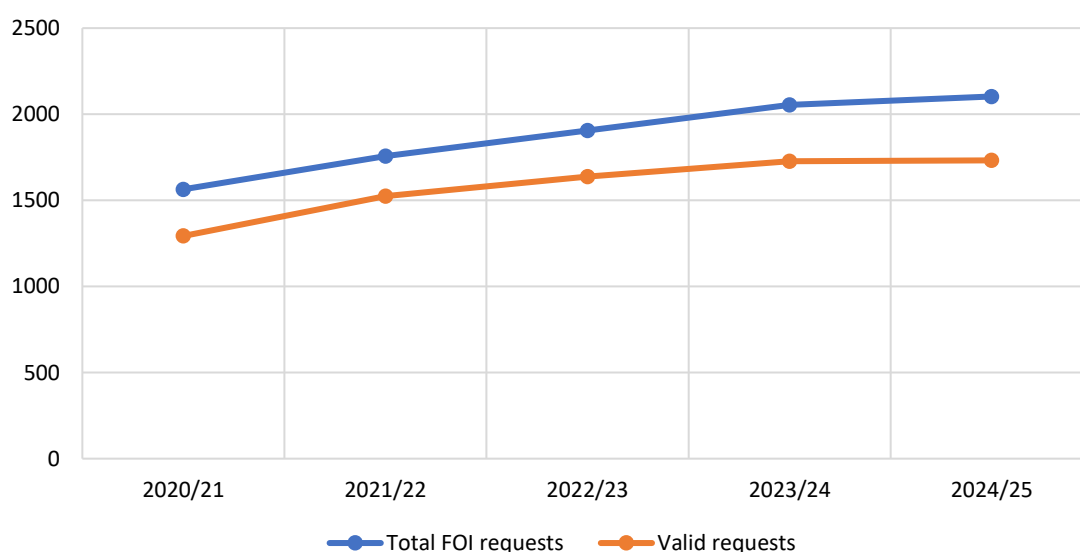
The Freedom of Information (FOI) Act, introduced in 2005, aims to promote openness and transparency by giving the public access to information held by public authorities. The Environmental Information Regulations (EIR) operate in a similar way and are handled through the same process as FOI requests. The figures provided below include both FOI and EIR requests.

Public authorities are required to respond to FOI and EIR requests within 20 working days from the date the request is received. All requests must be submitted in writing. Haringey provides a dedicated online form and email address for this purpose. In line with best practice, Haringey also proactively publishes data and information online. This includes a disclosure log showing all received requests and issued responses, as well as a comprehensive annual performance report, both of which are available to the public.

2. Freedom of Information performance

In 2024/25, we received a total of 2,103 requests—an increase from 2,054 in 2023/24. Of these, 1,732 were processed as valid, closely mirroring the 1,727 valid requests recorded the previous year. While the proportion of invalid requests has remained relatively stable over the past five years—ranging between 14% and 18%—the overall volume of requests has steadily grown. Compared to 2020/21, the total number of requests received has risen by 34%. For a detailed breakdown of total requests versus valid requests processed, please refer to **Table O** in the appendices.

FOIs received vs requests processed as valid

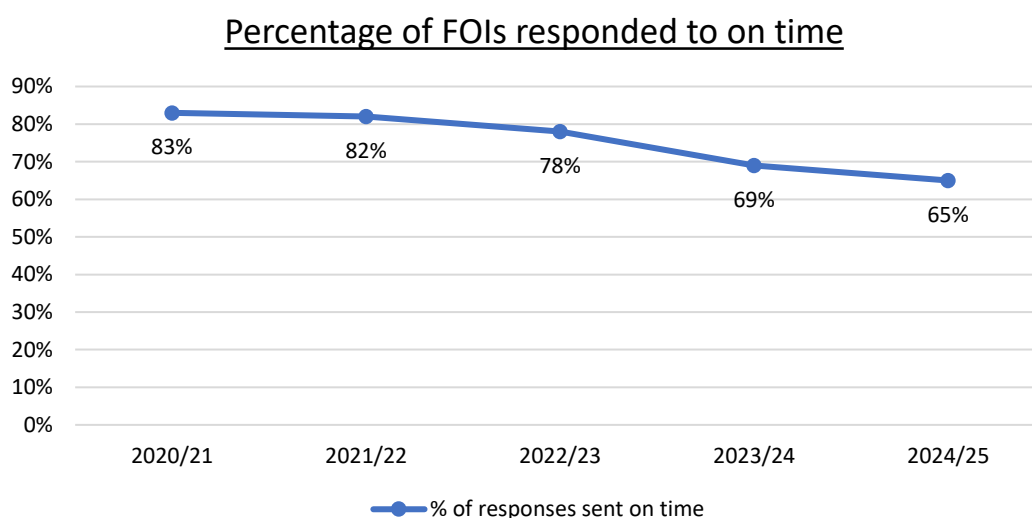


The five service areas with the highest volume of FOI requests were led by Resident Experience, which received 341 requests (20%), with approximately

two-thirds of these relating to Highways & Parking. This was followed by Environment with 246 requests (14%), Housing Demand with 119 (7%), Planning, Building Standards & Sustainability with 118 (7%), and Housing Services & Building Safety with 104 (6%).

FOI response times

As seen in our other feedback performance (stage 1 complaints, stage 2 complaints and member enquiries), as the number of cases increases, our on-time performance tends to decline, due to the pressure this puts on existing resources.



In late 2024, at the start of Quarter 4 we established a dedicated FOI sub-team within the wide Feedback Team to take direct ownership of all FOI-related casework. This strategic change has led to measurable improvements across nearly all performance indicators. Notably, our on-time response rate rose to 71% over Q4, with February and March achieving 76% and 82% respectively.

FOI responses sent on time in 2024/25			
Q1	Q2	Q3	Q4
65%	62%	62%	71%

FOI exemptions

Under the FOI Act, requests may be refused in cases where the information is not held, or where the cost of locating, retrieving, or extracting the information would exceed the statutory limit. In 2024/25, 188 requests were refused on

these grounds—a decrease of 35 compared to the previous year. A breakdown of these cases is provided in **Table R**.

In addition to these requests, a further 164 cases—representing 10% of all answered requests—were refused under one or more exemptions permitted by the FOI and EIR Acts. These exemptions allow public authorities to withhold information in specific circumstances, such as where disclosure would breach personal data protections, harm commercial interests, or endanger public safety. The most frequently applied exemption was Section 40 of the FOI Act, which relates to the protection of personal information, accounting for 57% of all exemptions applied. Full details are provided in **Table S**.

Internal Reviews and ICO decisions

If residents are dissatisfied with the response to their Freedom of Information (FOI) request, they have the right to request an internal review. This review is conducted by a senior officer who was not involved in the original response and focuses on assessing both the handling of the request and the appropriateness of the information provided.

In 2024/25, out of 1,624 FOI responses, only 49 (3%) progressed to the internal review stage. Of these, 21 cases (43%) were upheld or partially upheld, indicating that either insufficient information had been provided initially, or information had been withheld in error.

This mirrors the number of internal reviews received in 2023/24 (44), although a lower proportion—10 cases (23%)—were upheld or partially upheld that year. A breakdown of internal reviews by service area is provided in **Table T**.

If a resident remains dissatisfied following the internal review, they may escalate the matter to the Information Commissioner's Office (ICO) for an independent assessment. In 2024/25, only three FOI cases were referred to the ICO. Of these, two decisions upheld the council's response, while the other one was found in favour of the requester, requiring the release of the requested information.

3. FOI Improvement Plan

We have taken significant steps to improve the way we manage Freedom of Information (FOI) requests. These improvements are designed to enhance efficiency, ensure statutory compliance, and provide a better experience for both internal stakeholders and the public. So far, we have:

- Established a dedicated FOI sub-team within the Feedback & Resolutions team, responsible for managing all FOI-related casework.
- Implemented daily monitoring of open and overdue FOI requests to maintain oversight and drive timely responses.
- Identified services with the highest or oldest overdue FOIs, enabling targeted support and intervention.

- Developed closer working relationships with key services, offering expedited advice and direct support to accelerate response times.
- Appointed a dedicated senior officer to handle all internal reviews, ensuring consistency and quality in outcomes.
- Introduced a monthly performance report presented to the Council Leadership Team, promoting transparency and accountability.

We are committed to building on this progress and will continue to refine our processes, strengthen cross-service collaboration, and invest in the resources needed to further improve our FOI performance.

Appendix C: Data Tables

Table A – Referrals sent on time

Year	% of referrals sent on time
2020/21	87%
2021/22	82%
2022/23	62%
2023/24	49%
2024/25	64%

Table B – Referrals sent on time in 2024/25

Quarter	% of referrals sent on time
Q1	51%
Q2	66%
Q3	51%
Q4	86%

Table C – Stage 1 complaint volumes

Year	Complaints received
2020/21	2,544
2021/22	3,978
2022/23	4,366
2023/24	4,512
2024/25	4,441

Table D – Services with the highest complaint volumes in 2023/24 vs 204/25

Service area	2023/24 volumes	2023/24 % of total	2024/25 volumes	2024/25 % of total
Housing Repairs & Compliance	1,475	33%	1,393	31%
Highways & Parking	620	14%	503	11%
Housing Management	493	11%	530	12%
Lettings & Rehousing	258	6%	303	7%
Revenues	194	4%	321	7%

Table E - Stage 1 responses sent on time

Year	No. of responses	% sent on time
2020/21	2,419	90%
2021/22	3,798	82%
2022/23	4,126	79%
2023/24	3,957	55%
2024/25	3,967	60%

Table F – Stage 1 responses sent on time in 2024/25 by service area

Service area	No. of responses	% sent on time
Housing Services & Building Safety	1,923	70%
Resident Experience	777	54%
Housing Demand	441	51%
Environment	225	77%
Corporate & Customer Services	213	48%
Adult Social Services	100	41%
Strategy, Communications and Collaboration	81	26%
Children's – Early Help, Prevention & SEND	70	27%
Wellbeing & Climate	64	44%
Children's – Safeguarding & Social Care	62	29%
Planning, Building Standards & Sustainability	44	77%
Culture & Communities	28	54%
Children's – Schools & Learning	24	58%
Finance	21	71%
Housing Strategy & Commissioning	19	68%
Legal & Governance	17	76%
Capital Projects & Property	9	11%
HR & OD	8	38%
Digital & Change	7	86%
Regeneration & Economic Development	4	75%

Table G – Stage 1 complaints upheld

Year	% of cases upheld
2020/21	44%
2021/22	46%
2022/23	50%
2023/24	63%
2024/25	61%

Table H – Stage 2 complaint volumes

Year	Stage 2 escalations
2020/21	251
2021/22	419
2022/23	537
2023/24	580
2024/25	835

Table I – Stage 2 complaints responded to on time and the case upheld rate

Year	No. of responses	% sent on time	% of cases upheld
2020/21	228	87%	35%
2021/22	372	85%	45%
2022/23	417	71%	48%
2023/24	479	38%	61%
2024/25	648	43%	58%

Table J – Ombudsman approaches vs formal decisions issued

Year	Approaches to the ombudsman	Formal decisions issued
2020/21	88	49
2021/22	130	62
2022/23	147	66
2023/24	137	96
2024/25	265	116

Table K – Adults statutory complaints and % sent on time

Year	No. of responses	% sent on time
2020/21	71	76%
2021/22	60	58%
2022/23	85	29%
2023/24	140	29%
2024/25	146	43%

Table L – Childrens statutory complaints and % sent on time

Year	No. of responses	% sent on time
2020/21	50	26%
2021/22	25	16%
2022/23	25	28%
2023/24	28	7%
2024/25	46	24%

Table M – Member Enquiries logged and % sent on time

Year	Member enquiries logged	% of responses sent on time
2020/21	3,780	87%
2021/22	4,317	83%
2022/23	4,916	83%
2023/24	4,060	63%
2024/25	4,024	64%

Table N – Member Enquiry responses sent on time in 2024/25 by service area

Service area	No. of responses	% sent on time
Housing Services & Building Safety	949	68%
Resident Experience	844	63%
Housing Demand	656	62%
Environment	446	72%
Adult Social Services	190	62%
Wellbeing & Climate	129	60%
Planning, Building Standards & Sustainability	111	85%
Corporate & Customer Services	93	41%
Strategy, Communications & Collaboration	88	27%
Capital Project and Property	65	58%
Children's – Early Help, Prevention & SEND	45	40%
Children's – Schools & Learning	41	49%
Children's – Safeguarding & Social Care	31	32%
Culture & Communities	25	80%
Housing Strategy & Commissioning	19	84%
Regeneration & Economic Development	19	79%
Finance	16	56%
Partnerships	15	53%
Legal & Governance	13	77%
Public Health	4	100%
HR & OD	2	50%
Children's – Commissioning & Programmes	1	100%
Digital & Change	1	100%

Table O – FOIs received vs valid requests

Year	FOIs received	FOIs processed as valid	% of invalid requests
2020/21	1,564	1,293	17%
2021/22	1,756	1,524	17%
2022/23	1,905	1,637	14%
2023/24	2,054	1,727	16%
2024/25	2,103	1,732	18%

Table P – Service areas with highest proportion of FOIs in 2024/25

Service area	No. of requests	% share of total FOIs
Resident Experience	341	20%
Environment	246	14%
Housing Demand	119	7%
Planning, Building Standards & Sustainability	118	7%
Housing Services & Building Safety	104	6%

Table Q – FOI responses and % sent on time

Year	No. of responses	% sent on time
2020/21	1232	83%
2021/22	1487	82%
2022/23	1553	78%
2023/24	1628	69%
2024/25	1624	65%

Table R – FOIs where information was not provided in 2024/25

Reason	No. of responses	% of total responses
Information not held	286	18%
Information not given due to cost	24	1%

Table S – FOI/EIR exemptions in 2024/25

FOI Exemption applied	No. of responses	% of total exemptions
FOI Section 40	93	57%
FOI Section 43	20	12%
FOI Section 31	19	12%
FOI Section 21	3	2%
FOI Section 22	3	2%
FOI Section 36	3	2%
FOI Section 42	2	1%
FOI Section 41	2	1%
FOI Section 38	2	1%
FOI Section 44	1	1%
EIR Exemption applied	No. of responses	% of total exemptions
EIR Regulation 12 d(b)	6	4%
EIR Regulation 13	3	2%
EIR Regulation 12 4(a)	2	1%
EIR Regulation 12 5(b)	1	1%
EIR Regulation 12 4(e)	1	1%
EIR Regulation 12 4(d)	1	1%

Table T – Internal Reviews by service area in 2024/25

Service area	No. of IRs	% upheld
Strategy, Communications & Collaboration	12	33%
Housing Services & Building Safety	10	60%
Resident Experience	7	43%
Housing Demand	4	50%
Finance	3	66%
Other	13	31%
Total	49	43%

Table U – Compliments by service area in 2024/25

Service area	Compliments logged
Corporate & Customer Services	72
Adult Social Services	30
Housing Services & Building Safety	15
Childrens Social Services	13
Housing Demand	8
Other	37
Total	175

External Link A – Housing Ombudsman Performance Report 2024/25

[LB Haringey - Housing Ombudsman Performance Report 2024/25](#)

External Link B – Local Government Ombudsman Annual Review 2024/25

[LB Haringey - Local Government Ombudsman Annual Review Letter 2024/25](#)

External Link C – Local Government Ombudsman Statistics 2024/25

[LB Haringey - Local Government Ombudsman Statistics 2024/25](#)