

## 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 &amp; 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	<a href="#">Tenant satisfaction measures 2024/25   Haringey Council</a>	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"> <li>The issue giving rise to the complaint occurred over twelve months ago.</li> <li>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.</li> </ul>	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"> <li>Matters that have previously been considered under the complaints policy.</li> </ul>			
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 &amp; 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	<a href="#">Feedback Resolutions Annual Report 2024-25 1.pdf</a>	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) <a href="#">Housing magazines and bulletins</a>	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> <ol style="list-style-type: none"> <li>a. deal with complaints on their merits, act independently, and have an open mind;</li> <li>b. give the resident a fair chance to set out their position;</li> <li>c. take measures to address any actual or perceived conflict of interest; and</li> <li>d. consider all relevant information and evidence carefully.</li> </ol>	Yes		<p>Our Feedback Forum is open to all responding officers &amp; 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 <b><u>within five working days of the complaint being received.</u></b>	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 <b><u>within 10 working days</u></b> 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.			<p>extending the target response time on complaints.</p> <p>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.</p>
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	<p>We have provided guidance of this following the introduction of the code via various channels across the organisation including our Feedback Forum.</p> <p>It is also stated in our policy.</p>
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"> <li>a. the complaint stage;</li> <li>b. the complaint definition;</li> <li>c. the decision on the complaint;</li> <li>d. the reasons for any decisions made;</li> <li>e. the details of any remedy offered to put things right;</li> <li>f. details of any outstanding actions; and</li> <li>g. details of how to escalate the matter to stage 2 if the individual is not satisfied with the response.</li> </ul>	Yes		Our templates have been amended to reflect this model.

Stage 2

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
6.10	If all or part of the complaint is not resolved to the resident's satisfaction at stage 1, it must be progressed to stage 2 of the landlord's procedure. Stage 2 is the landlord's final response.	Yes	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

				<p>investigation.</p> <p>The Senior Officer has no previous involvement in the stage 1 response. All responses are approved by a Senior Leader.</p>
6.14	Landlords must issue a final response to the stage 2 <b><u>within 20 working days</u></b> 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"> <li>• Apologising;</li> <li>• Acknowledging where things have gone wrong;</li> <li>• Providing an explanation, assistance or reasons;</li> <li>• Taking action if there has been delay;</li> <li>• Reconsidering or changing a decision;</li> <li>• Amending a record or adding a correction or addendum;</li> <li>• Providing a financial remedy;</li> <li>• Changing policies, procedures or practices.</li> </ul>	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	<a href="#">Feedback Resolutions Annual Report 2024-25 1.pdf</a>	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	<a href="#">Feedback Resolutions Annual Report 2024-25 1.pdf</a>	<p>Our annual complaints report is available on the Council's complaints webpage.</p> <p>This report is presented to Cabinet and the Overview &amp; 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 &amp; 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 &amp; 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	<p>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.</p>	Yes	<p><a href="#">Feedback Resolutions Annual Report 2024-25 1.pdf</a></p>	<p>The annual report on complaints is presented to Cabinet / Overview &amp; 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	<a href="#">Cabinet members   Haringey Council</a>	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	<a href="#">Cabinet members   Haringey Council</a>  <a href="#">Agenda for Cabinet on Tuesday, 16th September, 2025, 6.30 pm   Haringey Council</a>	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>