

Haringey - Annual Feedback and Resolutions Report 2025/26

1. Introduction

- 1.1. This report analyses complaints, Ombudsman cases, and compliments received between 1 April 2025 and 31 March 2026. The data informing this report was sourced from reports generated within Infreemation, which is the case management system used to capture and record feedback received across the Council.
- 1.2. The presentation of complaints data has changed for 2025/26. Previous reports combined Corporate and Housing complaints, while Adult Social Care and Children's Services were reported separately. To align with the Council's new case management system and the distinct complaint frameworks and statutory requirements that apply to each area, complaints are now reported across all four separate case types: Corporate, Housing, Adult's Statutory and Children's Statutory. As a result, some figures may differ from those reported in previous years.
- 1.3. We value all feedback from residents, businesses, elected members, and partners. It arrives through various channels and is essential to improving services – especially insights from complaints.
- 1.4. We recognise that complaints often represent situations where residents feel we have fallen short of expectations, and they provide an important opportunity to understand the resident experience and improve the services we deliver.
- 1.5. As part of our commitment to listening to and working with residents, 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.
- 1.6. 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."
- 1.7. To provide context, we present data as percentages, show trends over time, and break it down by service area. This data, alongside other performance measures, helps build a fuller picture of how we're doing and where we can improve.
- 1.8. Following the introduction of a new case management system in April 2025, a combination of system functionality issues and operational challenges during implementation affected the accuracy and completeness of some data. This was evident in the recording and reporting of acknowledgement and response timeliness. Consequently, validated on-time performance data is only available for Housing complaints. Comparable data for Corporate, and Adult's & Children's statutory complaints is not available for this reporting period and should therefore be treated with caution when considering overall complaints performance.
- 1.9. While these challenges have affected aspects of performance reporting during

2025/26, they have also highlighted opportunities to strengthen complaint handling arrangements, improve oversight and make better use of feedback to drive service improvement.

2. Context

- 2.1. To provide context for the volumes outlined in this report, we estimate that our services handle well over one million interactions or enquiries from residents and businesses each year.
- 2.2. While the Council's Customer Services Contact Centre alone received 448,843 contacts during 2025/26, this represents only one of the many channels through which residents engage with the Council.
- 2.3. A substantial number of enquiries, service requests, concerns and feedback are also received directly by individual officers, service teams and dedicated team mailboxes across the organisation.
- 2.4. The table below compares contact centre engagement volumes with the number of complaints received across both the Corporate and Housing complaints processes. While this provides a useful indication of the scale of complaint demand relative to recorded customer contact, it does not capture the full range of interactions received directly by services across the Council. The figures should therefore be considered as contextual information rather than a definitive measure of the proportion of customer contacts that result in a complaint.

Service type	Vol. of contacts	Vol. of complaints	% of complaints vs contacts
Corporate Non-statutory Services	313,848	3,053	0.97%
Landlord Function Services	136,148	2,283	1.67%

3. Feedback Improvement Journey

- 3.1. The Council recognises that complaint handling performance is not yet where we want it to be. Whilst performance varies across services and complaint types, residents should expect complaints to be handled consistently, fairly and within published timescales. During 2025/26 we have taken significant steps to strengthen our complaint handling arrangements, improve governance and embed learning from feedback. This work has been brought together through the Complaints Improvement Plan 2026-2028, which sets out a corporate framework for improvement across all service areas. Given the scale of complaint demand, the complexity of housing services, and the level of Housing Ombudsman activity, a dedicated Housing Complaints Improvement Sub-Plan has also been developed to support targeted service-specific improvements.
- 3.2. To achieve this, we need a reliable and effective feedback system. It must enable us to meet our statutory responsibilities, such as responding to complaints in a timely and fair manner, whilst 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.

- 3.3. During 2025/26, the Council continued to strengthen its approach to complaint handling and learning from feedback. Working collaboratively across service areas, a number of improvements were introduced to enhance governance, improve performance oversight, strengthen organisational learning and support more effective complaint resolution. These included:
 - 3.3.1. Implemented Infreemation as the Council's new corporate case management system, providing a single customer view, improved case management, enhanced reporting capabilities and stronger oversight of complaint handling, learning and service improvement actions.
 - 3.3.2. Introduced a centralised complaints dashboard, providing services and senior leaders with improved visibility of complaint volumes, performance trends, Ombudsman outcomes and learning actions, enabling more effective oversight and earlier intervention where performance concerns are identified.
 - 3.3.3. Continued to enhance the data presented at quarterly complaints performance reporting to the Corporate Leadership Team, providing greater organisational oversight of complaint trends, performance, Ombudsman outcomes and emerging risks.
 - 3.3.4. Expanded the Feedback Forum programme, creating opportunities for responding officers and managers to share learning, discuss performance, Ombudsman findings, promote good practice and improve consistency in complaint handling across the Council.
 - 3.3.5. Attended monthly Housing Services Leadership Team sessions to present data in relation to complaint performance, focusing on Ombudsman outcomes, maladministration findings, complaint escalation trends, Complaint Handling Failure Orders and progress against improvement actions.
 - 3.3.6. Collectively, these changes have strengthened the Council's ability to monitor complaint performance, identify recurring issues, respond to Ombudsman findings and ensure that learning from complaints is translated into practical service improvements.
- 3.4. The introduction of Infreemation has strengthened the Council's feedback and complaints service by providing a single customer view. This enables officers to quickly identify all cases associated with an individual resident and review previous interactions and feedback history, supporting more informed decision-making and a more joined-up approach to complaint handling.
- 3.5. Officers can access a complete case record in a single location, including correspondence, case notes, supporting documents and a chronological timeline of activity. This improves continuity when cases are transferred between officers, supports more informed decision-making and helps ensure complaint investigations take account of all relevant information. In addition, the system provides easy access to guidance, templates and escalation procedures, promoting greater consistency and quality in complaint handling across the organisation.
- 3.6. Enhanced reporting capabilities now enable the Council to capture and analyse additional information about complaints, including reasons for escalation, recurring themes and learning actions arising from investigations. Although these measures were introduced during the latter part of 2025/26 and are not yet included within this report, they are already being used to identify performance issues, monitor complaint

handling and support service improvement activity. As a full year of data becomes available, these insights will be incorporated into future reports to provide a deeper understanding of complaint trends, escalation drivers and the effectiveness of learning from complaints.

- 3.7. Through Infreemation's workflow functionality, actions arising from complaints can be assigned, monitored and tracked to completion. This strengthens accountability, provides greater oversight of agreed actions and helps ensure that learning and service improvements identified through complaints are implemented and monitored across services.
- 3.8. The Council is also exploring opportunities to work in more agile and efficient ways through the use of emerging technologies and automation. This includes the responsible use of AI-enabled tools to support activities such as complaint categorisation, consistency checking, information management and drafting support. These tools are intended to assist officers, improve consistency and free up capacity for investigation, engagement and service improvement activity, while maintaining appropriate oversight and professional judgement.
- 3.9. To further strengthen complaint handling and organisational learning, the Council introduced a Complaints Improvement Plan for 2026-2028. The plan establishes a clear framework for improving complaint handling performance, strengthening compliance with Housing Ombudsman and Local Government and Social Care Ombudsman requirements, and promoting a more consistent approach across all services. It also introduces measurable objectives to reduce complaint escalation rates, improve response timeliness, reduce Ombudsman findings against the Council and ultimately deliver better outcomes for residents.
- 3.10. Central to the Improvement Plan is the principle that learning from complaints should lead to better outcomes for residents. Alongside improving compliance and performance, the plan seeks to strengthen how learning and service improvement actions are identified, recorded and monitored through Infreemation. This will enable services and senior leaders to better understand recurring themes, track improvement actions and use complaint insight to inform service delivery and decision-making.
- 3.11. The Improvement Plan also introduces enhanced governance and oversight arrangements. These include more active monitoring of escalation rates across services, quarterly reporting to senior leadership, targeted interventions where performance concerns are identified, and a strengthened approach to sharing learning from Ombudsman decisions. Together, these measures are intended to improve accountability, strengthen organisational oversight and ensure that complaint performance and learning from complaints receive sustained focus across the Council.
- 3.12. As services within our Housing Directorate accounted for 53% of all complaints received during 2025/26 and continue to generate the highest levels of Ombudsman activity, Housing was identified as the priority area for targeted improvement activity. A dedicated Housing Complaints Improvement Sub-Plan was developed to address the key drivers of complaints and improve both service delivery and complaint handling performance. The plan includes service improvement projects across Repairs, Housing Demand and Housing Management, alongside targeted work to

reduce complaint backlogs and strengthen organisational learning.

- 3.13. The Housing plan also focuses on improving the quality and timeliness of complaint responses through officer training, increased engagement with complainants, Ombudsman learning programmes and enhanced use of complaint data. Regular review of complaint themes, service improvement actions and Ombudsman outcomes will help ensure that learning is translated into meaningful service improvements, improving the resident experience and reducing the likelihood of recurring issues.
- 3.14. The Council recognises that improving complaint performance requires sustained commitment and cultural change. While both the Corporate Complaints Improvement Plan and Housing Sub-Plan are at an early stage of implementation, they provide a clear roadmap for improving complaint handling, strengthening accountability, embedding organisational learning and delivering better outcomes for residents. Progress against both plans will be monitored through strengthened governance arrangements and regular performance reporting.
- 3.15. Governance and oversight arrangements have also been strengthened during 2025/26. Complaint performance is monitored through regular reviews by service leadership teams, monthly Housing Services performance meetings, quarterly reporting to the Corporate Leadership Team, and annual reporting to Cabinet. These arrangements provide oversight of complaint performance, Housing Ombudsman findings, Complaint Handling Failure Orders, improvement actions and compliance with complaint handling requirements, helping to ensure that risks are identified, performance is challenged and improvement activity is monitored.

4. Ombudsman Self-Assessments and Assurance

- 4.1. As part of its annual review of complaint handling, the Council has completed self-assessments against the Housing Ombudsman Service (HOS) Complaint Handling Code and the Local Government and Social Care Ombudsman (LGSCO) complaint handling expectations. Both self-assessments have been reviewed alongside the performance, learning and resident experience set out within this report and form an important part of the Council's wider assurance and improvement arrangements.
- 4.2. The review provides assurance that the Council has established policies, procedures and complaint handling arrangements which align with the relevant Ombudsman requirements, and that many of these requirements are being delivered effectively in practice. The review also highlights areas where operational performance is not yet consistently meeting the standards required or the Council's own expectations, most notably in relation to the timeliness of Housing complaint handling. The Council is committed to being transparent about these challenges and to addressing the gap between its established complaint handling arrangements and residents' experience of those arrangements in practice.
- 4.3. The learning and areas for improvement identified through this process are reflected within the Complaints Improvement Plan 2026-2028 and, where specific Housing challenges have been identified, the Housing Services Complaints Improvement Plan. This provides a clear link between the issues identified through

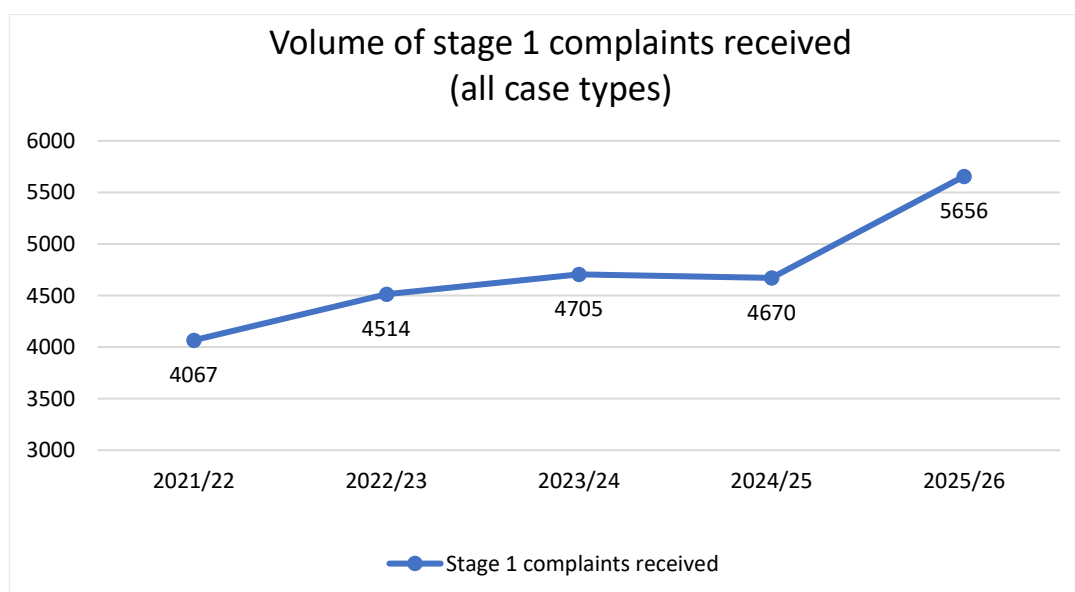
internal and external scrutiny and the actions being taken to improve complaint handling and resident experience.

- 4.4. The Council regards the self-assessment process as more than an annual compliance exercise. It provides an opportunity to test the effectiveness of complaint handling arrangements, recognise progress, identify risks and areas requiring further improvement, and ensure that these are subject to appropriate action and oversight. Progress will continue to be monitored through the Council's governance and assurance arrangements, including oversight by the Member Responsible for Complaints.

5. Stage 1 Complaint Volumes

- 5.1. This section provides an overview of all complaints received by the Council at the first point of entry into the relevant complaints process. The figures include Corporate, Housing, Adult Social Care and Children's Services complaints, each of which is managed under its own complaints' framework and statutory requirements.
- 5.2. In 2025/26, the Council received a total of 5,656 Stage 1 complaints, a 21% increase from 4,670 in 2024/25. Similar trends are being reported across local government and social housing sectors. While increased complaint volumes can indicate greater awareness of, and access to, complaints processes, they also provide valuable insight into areas where residents are dissatisfied and where service improvements may be required.

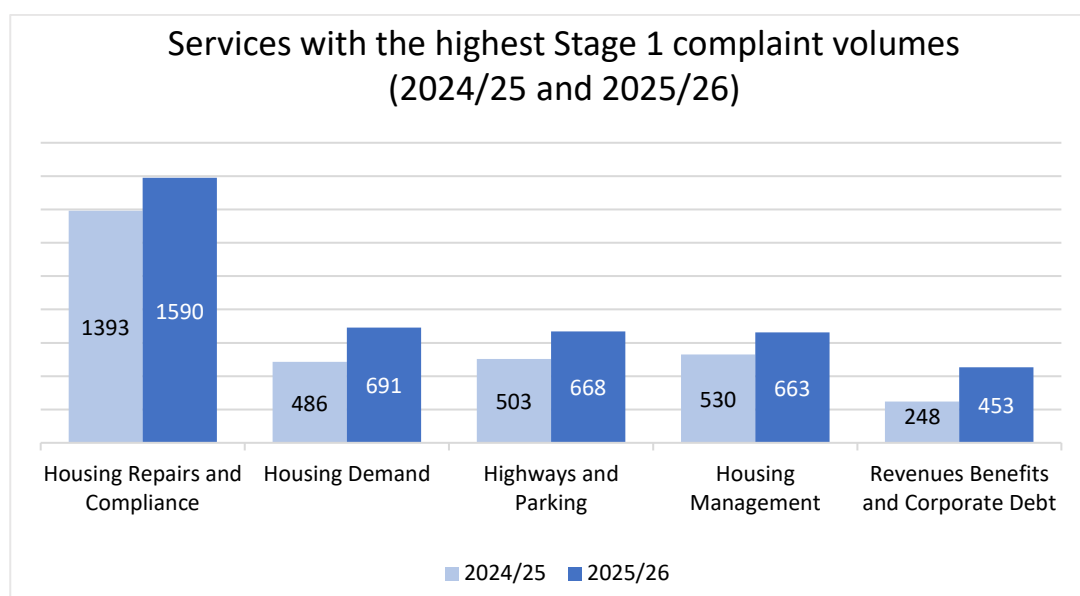
Complaint type	Vol. of complaints in 2025/26
Corporate	3,053
Landlord Function	2,283
Adult's Statutory	233
Children's Statutory	87
Total	5,656



- 5.3. Most complaints were concentrated within five key service areas. Housing Repairs & Compliance accounted for the largest share at 28% (1,590), followed by Housing

Demand at 12% (691), Highways and Parking at 12% (668), Housing Management at 12% (663), and Revenues, Benefits & Corporate Debt at 8% (453)

- 5.4. Notably, the same five service areas also recorded the highest complaint volumes in 2023/24 and 2024/25, highlighting persistent areas of customer demand and recurring sources of dissatisfaction. This consistency reinforces the importance of targeted service improvement activity and ongoing performance monitoring within these areas.
- 5.5. These services also account for a significant proportion of the Council's day-to-day interactions with residents and businesses, meaning higher complaint volumes are not unexpected. Similar patterns are seen across other London boroughs, where high-demand services such as housing, highways, parking and revenues consistently generate the largest share of complaints.
- 5.6. Three of these five service areas fall within the Haringey Housing Directorate. Together, these services accounted for more than half of all complaints received during 2025/26, reinforcing Housing as a priority area for performance monitoring and service improvement. This has informed the development of the Housing Complaints Improvement Sub-Plan and the targeted improvement activity described earlier in this report.



Stage 2 Complaint Volumes

- 5.7. The volume of Stage 2 complaint escalations has increased over the past five years. In 2025/26, the Council received a total of 1,010 Stage 2 escalations across Corporate, Housing and Children's Social Care complaints. Adult Social Care is not included within these figures, as it operates a single-stage statutory complaints process.
- 5.8. Following a significant increase of 44% between 2023/24 and 2024/25, volumes rose further in 2025/26. However, this latest increase was largely driven by the overall rise in Stage 1 complaint volumes rather than a deterioration in Stage 1

complaint handling, as the proportion of Stage 1 complaints escalating to Stage 2 remained broadly stable during the year.

Year	Vol. of stage 2 complaints
2021/22	419
2022/23	537
2023/24	580
2024/25	835
2025/26	1,010

- 5.9. Within Corporate complaints, the Stage 2 conversion rate remained unchanged at 17% in both 2024/25 and 2025/26. Housing complaints saw a positive reduction, with the escalation rate decreasing from 26% to 23%. Children's Social Care complaints increased from 13% to 23%; however, these percentages are based on very small volumes, with Stage 2 cases increasing from 6 to 15.
- 5.10. Looking at escalation rates beyond the first stage of the complaints process across all service areas and complaint types, including Ombudsman escalations for Adult Social Care, the overall escalation rate remained at 18% in both 2024/25 and 2025/26. Although stable, this remains higher than the rates recorded in the previous three years:

Year	% of stage 1 cases escalated beyond their initial stage
2021/22	10%
2022/23	11%
2023/24	12%
2024/25	18%
2025/26	18%

6. Housing Complaint Performance

- 6.1. Housing Complaints relate to services provided by the Council in its capacity as a social landlord and freeholder, specifically Housing Repairs and Compliance and Housing Management.
- 6.2. Although Housing Demand sits within the Haringey Housing Directorate, it operates as a non-landlord function service and, as such, complaints relating to Housing Demand are reported within the Corporate Complaints figures rather than the Housing Complaints figures presented in this report.
- 6.3. Housing Complaints are managed through a two-stage process in line with the Housing Ombudsman's Complaint Handling Code.
- 6.4. Where residents remain dissatisfied following completion of the Council's complaints process, they may refer their complaint to the Housing Ombudsman Service for independent investigation. Housing complaints are subject to specific regulatory expectations and reporting requirements set out by the Housing Ombudsman.
- 6.5. **Stage 1 volumes:** In 2025/26, the Council received a total of 2,283 Housing Stage 1 complaints, a 19% increase from 1,925 in 2024/25. Housing complaints continue

to represent a significant source of resident feedback and provide important insight into service delivery, resident experience and areas where further improvement is required.

- 6.6. **Stage 2 volumes and escalation rate:** During the same period, the Council responded to 2,174 complaints and 495 cases progressed to Stage 2, representing an escalation rate of 23%. Despite the increase in Stage 1 volumes, the escalation rate reduced from 26% in 2024/25 to 23% in 2025/26. While escalation rates should not be viewed in isolation, this reduction suggests that a greater proportion of complaints were resolved without requiring a Stage 2 review.
- 6.7. The last five year's Housing Stage 1 and Stage 2 volumes, together with the corresponding Stage 2 escalation rates, are set out in **Table I**.
- 6.8. **Acknowledgment timeliness:** Under the Housing Ombudsman's Complaint Handling Code, landlords are expected to ensure complaints are acknowledged within 5 working days. Timely acknowledgement is a key component of good complaint handling, providing residents with assurance that their concerns have been received and are being progressed.
 - 6.8.1. 61% of Stage 1 complaints, and 19% of Stage 2 complaints, were acknowledged within the required timescale.
 - 6.8.2. Performance against acknowledgement timescales did not meet the standards expected by either the Council or the Housing Ombudsman. Improving the timeliness of complaint acknowledgements remains a key focus of our improvement activity.
- 6.9. **Response timeliness:** 59% of Stage 1 responses, and 12% of Stage 2 responses were issued within the required timescale. This represents a decline from the previous year's performance, when 70% of Stage 1 responses and 39% of Stage 2 responses were issued on time.
- 6.10. We recognise that response timeliness remained significantly below the standards expected by both the Council and the Housing Ombudsman, particularly at Stage 2. A combination of factors contributed to this performance, including historic complaint backlogs, increasing complaint volumes and the need to prioritise the resolution of older outstanding cases. While reducing these backlogs was necessary, we recognise the impact that delayed complaint responses can have on residents and improving timeliness remains one of our key priorities.
- 6.11. To address the backlog, a range of improvement measures have been implemented. These include additional temporary resource within the Feedback and Resolutions Team, dedicated Stage 2 focus days with the most affected services, enhanced daily monitoring of case allocation through email updates and a new Power BI dashboard, weekly performance and volume reviews, and a streamlined approval process to help accelerate final responses. These measures form part of the wider Housing Complaints Improvement Sub-Plan and are intended to improve timeliness, strengthen oversight and support a more consistent approach to complaint handling across Housing Services.

- 6.12. **Complaint outcomes:** of complaints with a recorded outcome, 77% of both Stage 1 and Stage 2 complaints were upheld or partially upheld. This compares with 74% and 79% respectively in 2024/25. The high proportion of upheld complaints indicates that residents' concerns frequently identify service failures or opportunities for improvement. Learning arising from these complaints continues to inform service improvement activity across Housing Services and is reflected in the Housing Complaints Improvement Sub-Plan.

7. Housing Ombudsman Performance

- 7.1. The following data was provided by the Housing Ombudsman in advance of the publication of its Annual Report for Haringey and is intended for inclusion in its report.
- 7.2. In 2025/26, the Housing Ombudsman made 92 determinations concerning Haringey Council, excluding cases that were withdrawn or deemed outside jurisdiction. These determinations resulted in 225 findings, of which 193 were classified as maladministration, giving the Council a maladministration rate of 86%. While this represents an improvement from 95% in 2024/25, it remains above the national average of 80% for landlords of a similar size and type and demonstrates that significant improvement is still required.
- 7.3. The breakdown of findings reveals that the majority were due to maladministration (51%) with severe maladministration at 8%. Service failures accounted for 27% and 9% of cases resulted in findings of no maladministration. A further 5% were resolved through mediation or were cases where we had already provided suitable redress. The findings highlight continuing challenges in both service delivery and complaint handling. They also provide valuable insight into the areas where residents are most affected by service failure and where improvement activity should be prioritised
- 7.4. The most frequent complaint categories were Responsive Repairs Activity (95 findings) and Complaint Handling (87 findings), followed by Anti-Social Behaviour/Nuisance (9 findings) and Moving/Buying/Selling Home (9 findings). These findings align closely with the areas identified through the Housing Complaints Improvement Sub-Plan, particularly in relation to repairs performance, complaint handling and the resident experience.
- 7.5. The most common sub-categories under Repairs Activity were Damp & Mould (28 findings) and Leaks (22 findings).
- 7.6. In response to its findings, the Ombudsman issued 383 orders and 52 recommendations, including compensation, apologies, repairs and other service improvement actions. Compliance with Ombudsman orders and recommendations remains a key area of focus and is monitored through established governance arrangements to ensure actions are implemented and learning is embedded across Housing Services.
- 7.7. The total compensation ordered was £81,299. The largest compensation amounts were awarded for Repairs Activity (£62,190), followed by Complaints Handling

(£8,650) and Planned Works (£5,564).

- 7.8. While the findings continue to identify significant areas requiring improvement, there has been measurable progress compared with 2024/25. Despite the number of determinations increasing from 66 to 92, the overall maladministration rate reduced from 95% to 86%. However, the Council recognises that the overall level of maladministration remains too high and that further improvement is required.
- 7.9. The severity of findings has also reduced. Severe maladministration findings fell from 17% to 8%, while maladministration findings reduced from 62% to 52%. Conversely, service failure findings increased from 14% to 27%, which may indicate that while service issues remain, they are increasingly being assessed as less serious than in previous years.
- 7.10. There has also been an increase in findings of no maladministration and cases resolved through suitable redress or mediation, indicating that in a greater proportion of cases the Council was either able to demonstrate appropriate actions had been taken or had provided remedies before the Ombudsman's investigation concluded.
- 7.11. The number of Complaint Handling Failure Orders (CHFOs) issued by the Housing Ombudsman to Haringey reduced from six in 2024/25 to three in 2025/26. While any CHFO indicates that improvements are required, this reduction suggests progress in complaint handling compliance and reflects increased organisational focus on complaint performance and Ombudsman requirements.
- 7.12. These improvements reflect work undertaken to strengthen complaint handling, improve oversight of Ombudsman orders and recommendations, and embed learning from complaints across Housing Services. While early signs of progress are encouraging, the Council recognises that sustained improvement will be required over a number of years. The Housing Complaints Improvement Sub-Plan and Corporate Complaints Improvement Plan provide the framework through which this improvement activity will continue to be monitored and delivered.

8. Corporate Complaint Performance

- 8.1. Corporate Complaints relate to a wide range of Council services, including Highways and Parking, Revenues, Benefit, Environmental Services, Planning, and other non-statutory local authority functions. Residents can raise concerns about service delivery, delays, communication, decision-making, policy application, or staff conduct.
- 8.2. Corporate complaints are managed through a two-stage process, with residents able to escalate concerns to Stage 2 where they remain dissatisfied with the Stage 1 response.
- 8.3. Following completion of the Council's complaints process, complaints may be referred to the Local Government and Social Care Ombudsman (LGSCO) for independent review.
- 8.4. **Stage 1 volumes:** In 2025/26, the Council received a total of 3,053 Corporate Stage 1 complaints, a 21% increase from 2,516 in 2024/25. Whilst increasing

complaint volumes can indicate growing awareness of, and engagement with, the complaints process, they also provide important insight into areas where residents are dissatisfied and where further service improvement may be required.

- 8.5. **Stage 2 volumes and escalation rate:** During the same period, the Council responded to 2,968 complaints and 500 cases progressed to Stage 2, representing an escalation rate of 17%. Despite the increase in Stage 1 volumes, the escalation rate has remained stable and is unchanged from the 17% recorded last year. This suggests that, despite increased demand, the proportion of residents seeking a further review following receipt of a Stage 1 response has not increased.
- 8.6. The last five year's Corporate Stage 1 and Stage 2 volumes, together with the corresponding Stage 2 escalation rates, are set out in **Table O**.
- 8.7. **Acknowledgment and response timeliness:** Due to system functionality and operational challenges experienced during implementation of Infreemation, validated timeliness data for corporate complaints is not available for 2025/26. Work has continued throughout the year to improve the quality and reliability of management information and reporting within the new system, and greater assurance over complaint performance data is expected as these arrangements become more fully embedded.
- 8.8. **Complaint outcomes:** Of the complaints with a recorded outcome, 53% of Stage 1 complaints were upheld or partially upheld, compared with 56% in 2024/25. For Stage 2 complaints, 33% were upheld or partially upheld, down from 52% in 2024/25. The reduction in upheld outcomes across both stages will continue to be monitored alongside complaint escalation rates and service improvement activity to better understand underlying trends, Ombudsman outcomes and opportunities for further improvement.

9. Adult's Statutory Complaint Performance

- 9.1. Adult Social Care Complaints relate to services provided to adults who require care and support, including assessments, care packages, safeguarding, occupational therapy, and support for carers.
- 9.2. Complaints are considered under the statutory framework for adult social care complaints and are handled through a locally resolved process (Stage 1) rather than a two-stage process.
- 9.3. Where complainants remain dissatisfied with the Council's initial response, complaints may be referred to the Local Government and Social Care Ombudsman for independent review.
- 9.4. **Stage 1 volumes:** In 2025/26, the Council received a total of 233 Adult's Stage 1 complaints, a 25% increase from 187 in 2024/25. While complaint volumes remain relatively modest compared with Corporate and Housing complaints, these complaints provide valuable insight into the experiences of people accessing Adult Social Care services and help identify opportunities for service improvement.
- 9.5. **Ombudsman escalation rate:** As there is no Stage 2 process for Adult Statutory Complaints, escalation is measured from Stage 1 directly to the Ombudsman.

During the reporting period, we responded to 196 Stage 1 complaints, of which 14 were escalated to the Ombudsman, representing an escalation rate of 7%, compared with 5% in 2024/25. While the increase will continue to be monitored, escalation levels remain relatively low when considered against overall complaint volumes.

- 9.6. The last five year's Adult's Stage 1 volumes, together with the corresponding Ombudsman escalation rates, are set out in **Table R**.
- 9.7. **Acknowledgment and response timeliness:** Due to system functionality and operational challenges experienced during implementation of Infreemation, validated timeliness data for Adult Statutory complaints is not available for 2025/26. Work has continued throughout the year to improve the quality and reliability of management information and reporting within the new system, and greater assurance over complaint performance data is expected as these arrangements become more fully embedded.
- 9.8. **Complaint outcomes:** Of complaints with a recorded outcome, 65% of Stage 1 complaints were upheld or partially upheld, compared with 68% in 2024/25. While upheld complaints indicate that improvements, explanations or remedial actions were required, they also demonstrate that concerns raised by service users are being properly considered and addressed. Learning arising from these complaints continues to inform service development and improvement within Adult Social Care.

10. Children's Statutory Complaint Performance

- 10.1. Children's Social Care Complaints relate to services provided to children, young people and their families, including safeguarding, looked after children, adoption and fostering services.
- 10.2. Complaints are managed through the statutory three-stage Children's Services complaints procedure, comprising Local Resolution (Stage 1), Independent Investigation (Stage 2), and Review Panel (Stage 3).
- 10.3. Children's Social Care complaints are considered under the statutory "Getting the Best from Complaints" guidance. Stage 2 investigations are undertaken by an Independent Investigating Officer and overseen by an Independent Person, both commissioned externally. This ensures complaints receive an objective and independent review, reflecting the particular importance and sensitivity of Children's Social Care complaints.
- 10.4. Following completion of the statutory process, complainants may refer their concerns to the Local Government and Social Care Ombudsman for independent consideration. Children's Services complaints are governed by the Children Act 1989 Representations Procedure.
- 10.5. **Stage 1 volumes:** In 2025/26, the Council received a total of 87 Children's Statutory Stage 1 complaints, a 47% increase from 59 in 2024/25. Although complaint volumes remain relatively low, these complaints provide important insight into the experiences of children, young people and families accessing Children's Social Care services and help identify opportunities for service improvement.

- 10.6. **Stage 2 volumes and escalation rate:** During the same period, the Council responded to 66 complaints, with 15 cases progressing to Stage 2, resulting in an escalation rate of 23%. While complaint volumes are comparatively low, escalation rates continue to be monitored as an indicator of how effectively concerns are resolved at the earliest stage of the statutory complaints process.
- 10.7. Children's Statutory case types saw the largest increase in escalation rate, rising from 13% last year to 23% this year. However, higher rates have been recorded in two of the last five years. As complaint volumes are relatively low, these percentages should be interpreted with caution, as they are more susceptible to significant year-on-year fluctuations.
- 10.8. The last five year's Children's Stage 1 and Stage 2 volumes, together with the corresponding Stage 2 escalation rates, are set out in **Table T**.
- 10.9. **Acknowledgement and response timeliness:** Due to system functionality and operational challenges experienced during implementation of Infreemation, validated timeliness data for Children's Statutory complaints is not available for 2025/26. Work has continued throughout the year to improve the quality and reliability of management information and reporting within the new system, and greater assurance over complaint performance data is expected as these arrangements become more fully embedded.
- 10.10. **Complaint outcomes:** Among complaints where an outcome was recorded, 68% of Stage 1 complaints and 80% of Stage 2 complaints were upheld or partially upheld. In 2024/25, the corresponding figures were 71% and 33%. Given the relatively small volume of Children's Statutory complaints, these percentages can fluctuate significantly from year to year. Nevertheless, upheld complaints provide valuable opportunities for learning and service improvement, helping to ensure that the experiences of children, young people and families inform future service delivery.
- 10.11. **Stage 3 volumes and outcomes:** In 2025/26, two Children's Statutory complaints progressed to Stage 3 of the complaints procedure and were considered by an independent Review Panel.
- 10.12. One case was concluded during the year and was partially upheld, while the second case remained awaiting final adjudication at year-end. In the concluded case, the Review Panel upheld complaint elements relating to communication, safeguarding clarity, complaint handling and significant delay. As a result, the Council issued a formal apology, made a compensatory payment, and committed to reviewing arrangements for monitoring the implementation of Stage 2 recommendations. The introduction of the Infreemation case management system has strengthened the Council's ability to record, monitor and track learning and improvement actions arising from complaints, including recommendations made through the statutory complaints process.

11. Local Government & Social Care Ombudsman (LGO) Performance

- 11.1. The following data was sourced from the [Local Government Ombudsman's Annual Letter](#). The full letter and associated [annual statistics](#) have been published on the LGO's website.

- 11.2. During the 2025/26 reporting year, the LGO received a total of 337 complaints and enquiries about Haringey Council. These were categorised into three main groups based on how far they progressed through the Ombudsman's process.
- 11.3. 175 cases were either outside the LGO's jurisdiction or were referred to Haringey as they had not completed the complaints process, 105 cases were assessed and closed without a full investigation, and 57 cases were fully investigated.
- 11.4. Of the 57 cases that were investigated, 51 were upheld, resulting in an uphold rate of 89%. This is broadly in line with the average for similar authorities (88%). While upheld decisions indicate that improvements or remedies were required, they also provide valuable opportunities for organisational learning and service improvement.
- 11.5. In the accompanying Annual Review Letter (July 2026), the Ombudsman acknowledged some recent improvements in the Council's complaint handling performance but reiterated concerns regarding delays in responding to investigation enquiries and complying with agreed recommendations. The Ombudsman noted that these issues had persisted during the first part of the year, where some responses took significantly longer than expected.
- 11.6. During the year, the Ombudsman made 37 investigation enquiries to the Council, of which 24 were responded to outside the 20-day target timeframe. Delays were also recorded in complying with Ombudsman recommendations, with 14 of 48 compliance outcomes completed late. However, the Ombudsman also recognised significant improvement since November 2025, with only one late compliance case recorded during that period.
- 11.7. Positively, Haringey demonstrated a strong commitment to implementing Ombudsman recommendations, achieving a 100% compliance rate for all remedies and agreed actions during the year. While some remedies were completed outside the agreed timescales, all recommendations were ultimately implemented to the Ombudsman's satisfaction. The Council recognises that timeliness is an important aspect of compliance and will continue to focus on ensuring recommendations are implemented both fully and within agreed deadlines.
- 11.8. While the delays caused unnecessary frustration for complainants, the Ombudsman welcomed the positive progress made in recent months and encouraged us to build on these improvements over the coming year. We remain fully committed to strengthening our complaint handling arrangements, improving response times, ensuring recommendations are implemented promptly and effectively, and using Ombudsman findings as a source of learning to drive service improvement across the Council

12. Learning From Complaints

- 12.1. The learning actions recorded throughout 2025/26 demonstrate the value of complaints as a catalyst for service improvement and organisational learning. Consistent with the Council's commitment to continuous improvement, complaints have been used not only to resolve individual concerns but also to identify opportunities to strengthen processes, improve communication and prevent similar issues from recurring. These learning themes have informed both service

improvement activity and the Council's wider Complaints Improvement Plan.

- 12.2. A significant proportion of the recorded learning related to communication with residents. Across a range of services, complaints highlighted the importance of providing timely updates, managing expectations when delays occur, offering clear explanations of decisions, and ensuring residents understand what actions are being taken and when. Learning frequently emphasised the need for more proactive engagement, particularly where repairs, assessments or investigations are ongoing and outcomes cannot be delivered immediately. Communication continued to be one of the most common learning themes identified through complaints across multiple service areas.
- 12.3. Many learning actions also focused on service coordination and ownership of actions. Complaints involving multiple teams often highlighted the importance of clear accountability, effective handovers and stronger cross-service working. Learning points frequently identified the need for a single point of ownership, improved tracking of follow-on actions, and clearer oversight of complex cases involving several services or contractors.
- 12.4. Internal feedback from colleagues indicates that the introduction of Infreemation has supported improvements in coordination and ownership by providing greater visibility of case activity and enabling actions to be assigned and monitored more effectively.
- 12.5. Another common theme related to housing repairs delivery and processes. Common themes included improving the scheduling and monitoring of repairs, ensuring follow-on works are arranged promptly, strengthening contractor oversight, improving appointment management, and ensuring recommendations arising from inspections and surveys are fully implemented. These issues continue to inform service improvement activity and are reflected within the Housing Complaints Improvement Sub-Plan.
- 12.6. We also identified learning around complaint handling and complaint process compliance. This included ensuring complaints are correctly categorised and allocated, responding within published timescales, addressing all complaint points raised by residents, and providing clearer complaint outcomes and remedies. These themes have informed elements of both the Corporate Complaints Improvement Plan and Housing Complaints Improvement Sub-Plan.
- 12.7. The learning themes identified throughout 2025/26 demonstrate the Council's commitment to using complaints as a source of insight to improve services, strengthen accountability and enhance the customer experience. While individual learning points reflected the circumstances of specific cases, common themes emerged across services and have helped inform wider improvement activity.
- 12.8. The introduction of Infreemation has enhanced the Council's ability to record, monitor and act upon learning from complaints. This has strengthened oversight of improvement actions and helped ensure that identified learning is tracked through to implementation and completion.
- 12.9. As the Council continues to implement and embed the Complaints Improvement Plan 2026-2028, a key focus will be strengthening how learning is captured, shared,

monitored and acted upon across the organisation. Through improved governance, enhanced reporting, stronger oversight and a continued emphasis on learning from feedback, we aim to ensure that complaints lead to meaningful service improvements and better outcomes for residents.

13. Compliments

- 13.1. We are 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.
- 13.2. 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.
- 13.3. In 2025/26, 236 staff compliments were recorded through this process, up from 176 in 2024/25. We also know that many compliments go unlogged, meaning the true number is likely higher.
- 13.4. We continue to encourage managers to use the formal process, as it helps us celebrate great work and learn from what's going well. Compliments provide an important opportunity to understand what residents value most and identify good practice that can be shared more widely across the organisation.
- 13.5. Compliments were recorded across 52 different service teams, demonstrating that positive resident experiences are being generated across a wide range of council services rather than concentrated within a small number of areas. This broad distribution of recognition indicates a consistent commitment to customer service across the organisation.
- 13.6. Customer Services received the most compliments (91), reflecting both the quality of service and the high volume of resident interactions.

14. Conclusion

- 14.1. Feedback from residents, businesses, Members and partners continues to play a vital role in helping the Council understand customer experience, identify areas for improvement and recognise good practice across services. During 2025/26, complaint volumes increased across most complaint types and Ombudsman findings continued to highlight areas where further improvement is required. While performance has not consistently met the standards we expect, the Council has taken significant steps to strengthen complaint handling arrangements, improve governance and make better use of learning arising from feedback.
- 14.2. The introduction of Infreemation, enhanced performance reporting arrangements, strengthened governance processes, the Complaints Improvement Plan 2026-2028 and the Housing Complaints Improvement Sub-Plan provide a clear framework for improvement. These initiatives are intended not only to improve complaint handling performance, but also to strengthen organisational learning and support better outcomes for residents.

- 14.3. The Council recognises that meaningful and sustained improvement will take time. We remain committed to learning from complaints, compliments and Ombudsman findings, monitoring progress through strengthened governance arrangements, and ensuring that feedback continues to drive service improvement across the organisation.

Appendix B: Complaints and compliments data tables

Table A – Stage 1 complaint volumes (all case types)

Year	Vol. of stage 1 complaints
2021/22	4,067
2022/23	4,514
2023/24	4,705
2024/25	4,670
2025/26	5,656

Table B – Service area share of Stage 1 volumes in 2025/26 (all case types)

Service area	Vol. of stage 1 complaints	% share of total
Housing Repairs and Compliance	1,591	28%
Housing Demand	691	12%
Highways and Parking	668	12%
Housing Management	663	12%
Revenues Benefits and Corporate Debt	453	8%
Recycling Waste and Enforcement	195	3%
Adult's West / East / Central Locality	164	3%
Parks and Climate Action	135	2%
Customer Experience and Operations	125	2%
Feedback and Resolutions	103	2%
Community Safety	82	1%
Active Wellbeing	81	1%
Regulatory Services	78	1%
Special Education Needs and Disabilities	72	1%
Commissioning and Resident Experience	58	1%

Children in Need of Support and Protection	57	1%
Development Management	56	1%
Housing Delivery	41	0.7%
Integrated Care	37	0.7%
Asset Management	28	0.5%
Library Operations	23	0.4%
Children in Care Fostering and Adoption	23	0.4%
Service Improvement	22	0.4%
Central Locality and Learning Disabilities	20	0.4%
Transport and Travel	16	0.3%
Building Control	16	0.3%
Young Adult Service and Disabled Childrens	12	0.2%
Admissions and School Organisation	12	0.2%
Insurance	11	0.2%
Childrens Commissioning and Programmes	11	0.2%
Property	11	0.2%
Other (services with 10 or less complaints)	101	2%

Table C – Stage 1 acknowledgments sent on time (all case types)

Year	% of stage 1 acknowledgements on time
2021/22	82%
2022/23	62%
2023/24	49%
2024/25	64%
2025/26	data unavailable

Table D - Stage 1 responses sent on time (all case types)

Year	% of stage 1 responses on time
2021/22	82%
2022/23	79%
2023/24	55%
2024/25	60%
2025/26	data unavailable

Table E – Stage 1 complaints upheld (all case types)

Year	% of stage 1 complaints upheld
2021/22	46%
2022/23	50%
2023/24	63%
2024/25	61%
2025/26	64%

Table F – Stage 2 complaints volumes (all case types)

Year	Vol. of stage 2 complaints
2021/22	419
2022/23	537
2023/24	580
2024/25	835
2025/26	1,010

Table G – Stage 2 responses sent on time (all case types)

Year	% of stage 2 responses on time
2021/22	85%
2022/23	71%
2023/24	38%
2024/25	43%
2025/26	data unavailable

Table H – Stage 2 complaints upheld (all case types)

Year	% of stage 2 complaints upheld
2021/22	45%
2022/23	48%
2023/24	61%
2024/25	58%
2025/26	58%

Table I – Housing stage 1 and stage 2 volumes with escalation rates

Year	Stage 1s received	Stage 1s answered	Stage 2s received	Escalation rate (%)
2021/22	1,917	1,815	185	10%
2022/23	1,775	1,676	264	16%
2023/24	1,976	1,729	347	20%
2024/25	1,950	1,772	461	26%
2025/26	2,283	2,174	495	23%

Table J – Housing stage 1 acknowledgments sent on time

Year	% of stage 1 acknowledgements on time
2021/22	data unavailable
2022/23	data unavailable
2023/24	data unavailable
2024/25	data unavailable
2025/26	61%

Table K – Housing stage 1 responses sent on time

Year	% of stage 1 responses on time
2021/22	85%
2022/23	89%
2023/24	53%

2024/25	70%
2025/26	59%

Table L – Housing stage 1 complaints upheld

Year	% of stage 1 complaints upheld
2021/22	64%
2022/23	74%
2023/24	80%
2024/25	74%
2025/26	77%

Table M – Housing stage 2 responses sent on time

Year	% of stage 2 responses on time
2021/22	81%
2022/23	67%
2023/24	34%
2024/25	39%
2025/26	12%

Table N – Housing stage 2 complaints upheld

Year	% of stage 2 complaints upheld
2021/22	65%
2022/23	71%
2023/24	79%
2024/25	79%
2025/26	77%

Table O – Corporate stage 1 and stage 2 volumes with escalation rates

Year	Stage 1s received	Stage 1s answered	Stage 2s received	Escalation rate (%)
2021/22	2,061	1,946	196	10%
2022/23	2,591	2,450	227	9%
2023/24	2,536	2,228	225	10%
2024/25	2,536	2,195	365	17%
2025/26	3,053	2,968	500	17%

Table P – Corporate stage 1 complaints upheld

Year	% of stage 1 complaints upheld
2021/22	39%
2022/23	40%
2023/24	61%
2024/25	56%
2025/26	53%

Table Q – Corporate stage 2 complaints upheld

Year	% of stage 2 complaints upheld
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2021/22	35%
2022/23	40%
2023/24	57%
2024/25	52%
2025/26	33%

Table R – Adult’s statutory stage 1 and Ombudsman volumes with escalation rates

Year	Stage 1s received	Stage 1s answered	LGO cases decided	Escalation rate (%)
2021/22	64	60	10	17%
2022/23	115	85	5	6%
2023/24	160	140	8	6%
2024/25	187	155	8	5%
2025/26	233	196	14	7%

Table S – Adult’s statutory stage 1 complaints upheld

Year	% of stage 1 complaints upheld
2021/22	40%
2022/23	67%
2023/24	83%
2024/25	68%
2025/26	65%

Table T – Children’s statutory stage 1 and stage 2 volumes with escalation rates

Year	Stage 1s received	Stage 1s answered	Stage 2s received	Escalation rate (%)
2021/22	25	25	6	24%
2022/23	33	25	4	16%
2023/24	33	28	8	29%
2024/25	59	48	6	13%
2025/26	87	66	15	23%

Table U – Children’s statutory stage 1 complaints upheld

Year	% of stage 1 complaints upheld
2021/22	33%
2022/23	41%
2023/24	56%
2024/25	71%
2025/26	68%

Table V – Children’s statutory stage 2 complaints upheld

Year	% of stage 2 complaints upheld
2021/22	0%
2022/23	33%
2023/24	60%
2024/25	33%
2025/26	80%

Table W – Compliment volumes by service area in 2025/26

Service area	Vol. of recorded compliments
Customer Experience and Operations	91
Adult's West / East / Central Locality	25
Highways and Parking	18
Housing Repairs and Compliance	15
Housing Demand	13
Housing Management	10
Parks and Leisure	9
Recycling Waste and Enforcement	7
Other (services less than 5 compliments)	48
Total	236

Appendix C: Member Enquiry data tables

Table X – Member Enquiry volumes (figures inclusive of enquiries on the same issue from separate members)

Year	Vol. of member enquiries
2021/22	4,317
2022/23	4,916
2023/24	4,750
2024/25	4,725
2025/26	5,414

Table Y – Service area share of Member Enquiries in 2025/26

Service area	Vol. of member enquiries	% share of total
Highways and Parking	833	15%
Housing Demand	817	15%
Housing Repairs and Compliance	783	14%
Housing Management	630	12%
Parks and Leisure	393	7%
Recycling Waste and Enforcement	301	6%
Revenues Benefits and Corporate Debt	220	4%
Adult's West / East / Central Locality	203	4%
Regulatory Services	180	3%
Community Safety	164	3%
Development Management	141	3%
Feedback and Resolutions	92	2%
Transport and Travel	78	1%
Property	49	1%
Special Education Needs and Disabilities	41	1%

Building Control	38	1%
Commissioning and Resident Experience	38	1%
Admissions and School Organisation	36	1%
Asset Management	35	1%
Housing Delivery	29	1%
Libraries	24	0.4%
Integrated Care	22	0.4%
Strategic Asset and Accommodation	21	0.4%
Customer Experience and Operations	20	0.4%
Spatial Planning	16	0.3%
Inclusive Economy	12	0.2%
Children in Need of Support and Protection	12	0.2%
Other (services with 10 or less enquiries)	186	3%