

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	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	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 the landlord requiring action to be taken to put something right. Service requests are not complaints, but must be recorded, monitored and reviewed regularly.	Yes	Haringey Resident Feedback Policy 2026 v1	Our complaints policy sets out the difference between a service request and a complaint. We triage all complaints requests to determine if the request is either a complaint or service request. Service requests and complaints are distinguished in accordance with the Resident Feedback Policy. All expressions of dissatisfaction received by the Feedback and Resolutions Team are triaged on receipt to determine whether they should be recorded as a complaint or managed as a service request. Service requests are referred to the relevant service area for action and monitoring, while complaints are recorded within the Council's complaints process. Where a resident expresses dissatisfaction with the handling of an ongoing service request, the matter is recorded as a complaint in line with the Housing Ombudsman's Complaint Handling Code.
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	Haringey Resident Feedback Policy 2026 v1	Our work instructions reminds relevant officers that expressions of dissatisfaction with a service request should be considered a complaint. This is also referred to in our policy.

1.6	An expression of dissatisfaction with services made through a survey is not defined as a complaint, though wherever possible, the person completing the survey should be made aware of how they can pursue a complaint if they wish to. Where landlords ask for wider feedback about their services, they also must provide details of how residents can complain.	Yes	Tenant satisfaction measures 2024/25 Haringey Council	Our tenant satisfaction survey is conducted by a third party. They advise tenants and leaseholders on how to make a complaint where necessary.
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Section 2: Exclusions

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
2.1	Landlords must accept a complaint unless there is a valid reason not to do so. If landlords decide not to accept a complaint they must be able to evidence their reasoning. Each complaint must be considered on its own merits	Yes	Haringey Resident Feedback Policy 2026 v1	All requests for service and expressions of dissatisfaction are reviewed on their individual merits. Where a matter does not meet the definition of a complaint or falls within one of the policy exclusions, the reasons are clearly recorded and communicated to the resident together with details of their right to approach the Housing Ombudsman Service if they disagree with the decision.

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: • The issue giving rise to the complaint occurred over twelve months ago. • Legal proceedings have started. This is defined as details of the claim, such as the Claim Form and Particulars of Claim, having been filed at court. • Matters that have previously been considered under the complaints policy.	Yes	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.
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	Yes	Haringey Resident Feedback Policy 2026 v1	This is made clear in the complaints policy.

	apply discretion to accept complaints made outside this time limit where there are good reasons to do so.			
2.4	If a landlord decides not to accept a complaint, an explanation must be provided to the resident setting out the reasons why the matter is not suitable for the complaints process and the right to take that decision to the Ombudsman. If the Ombudsman does not agree that the exclusion has been fairly applied, the Ombudsman may tell the landlord to take on the complaint.	Yes	Haringey Resident Feedback Policy 2026 v1	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. We have template responses to ensure that the information we provide is consistent, which includes signposting to the Housing Ombudsman Service.
2.5	Landlords must not take a blanket approach to excluding complaints; they must consider the individual circumstances of each complaint.	Yes	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
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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	Haringey Resident Feedback Policy 2026 v1	Complaints can be made through various channels including in person, telephone, letter, online and via representatives. Mandatory training is provided to all staff on the Equality Act 2010 and how to respond to reasonable adjustments in line with this.
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		Residents can raise complaints through any service area and via multiple channels including telephone, email, online forms, correspondence, face-to-face contact and through representatives. Staff are supported through guidance, work instructions, regular Feedback Forums and targeted training to ensure complaints are recognised, logged and referred appropriately. Additional complaint handling training is currently being developed to further strengthen organisational awareness and consistency.
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	Yes		The Council actively encourages feedback and does not view high complaint volumes as negative. During 2025/26 complaint volumes increased across all complaint categories and the Council received 5,656 Stage 1 complaints. This information is used as a source of customer insight and service improvement rather than as a measure of failure. Analysis of

	sign that residents are unable to complain.			complaint trends is reported to senior leaders and informs improvement activities across services.
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	Haringey Resident Feedback Policy 2026 v1	The policy is published on our website, and if residents require it in a different format, this is available upon request. 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. 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.
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	Haringey Resident Feedback Policy 2026 v1 Homezone (in-house Housing magazine) Housing magazines and bulletins	The policy is published on our website, along with details of each Ombudsman and this code. We also communicate how to provide feedback to the Council in our regular tenant and leaseholder magazine – Homezone.
3.6	Landlords must give residents the opportunity to have a representative deal with their complaint on their	Yes	Haringey Resident Feedback Policy 2026 v1	This is included within our policy.

	behalf, and to be represented or accompanied at any meeting with the landlord.			
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	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.

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		The Council has a dedicated Feedback and Resolutions Team responsible for the administration, oversight and quality assurance of complaints handling across the organisation. The team acts as the central point of contact for liaison with both the Housing Ombudsman Service and Local Government and Social Care Ombudsman, supports services in responding to complaints, monitors compliance with complaint handling requirements and coordinates organisational learning arising from complaints.

				Cabinet fulfils the role of the Council's governing body. Complaint performance is reported through established governance arrangements including Housing Services Leadership Team, Corporate Leadership Team and the Council's Annual Feedback and Resolutions Report, which is presented to Cabinet and subsequently considered by Overview and Scrutiny Committee.
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 and Resolutions Team has direct access to officers, managers, heads of service, directors and senior leadership teams across the Council. This enables prompt escalation of concerns, supports the effective resolution of complaints and ensures that complex cases can be addressed appropriately. The team has the authority to challenge complaint responses, seek additional information, request further investigation where required and escalate performance concerns through management and governance structures
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	Yes		The Council recognises that effective complaint handling is a core service and an important source of resident insight. Promoting a positive complaint handling culture and embedding learning from complaints remain key priorities. The Feedback and Resolutions Team receives ongoing professional development, regular supervision and support to ensure knowledge of complaint handling requirements remains current. In

	resourced to handle complaints effectively			addition, the Council has established quarterly Feedback Forums for officers involved in complaint handling. These sessions are used to communicate good practice, Ombudsman learning, policy updates and organisational performance trends. During 2025/26, the Council strengthened its approach to complaints management through the implementation of a new corporate case management system (Infreemation), the introduction of a centralised complaints dashboard and the creation of a dedicated Feedback and Resolutions Insights Officer role. These developments have improved oversight of complaint handling performance, Ombudsman outcomes, escalation trends and organisational learning. The Council has also adopted a Complaints Improvement Plan 2026-2028 and a Housing Complaints Improvement Sub-Plan, which include actions to strengthen complaint handling capability, improve response quality and timeliness, and ensure learning from complaints results in measurable service improvements. Further complaint-handling training and learning resources are being developed in partnership with Learning and Development to support officers across the organisation
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Section 5: The Complaint Handling Process

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
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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	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	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	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	Yes	Haringey Resident Feedback Policy 2026 v1	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. Our policy is also clear that residents are not expected to go through two complaint processes.

	process set out in this Code. Residents must not be expected to go through two complaints processes.			
5.5	Landlords are responsible for ensuring that any third parties handle complaints in line with the Code.	Yes		Where responsibility for investigating a Stage 1 complaint sits with a contractor or managing agent, the Council retains overall responsibility for ensuring complaints are handled in accordance with the Housing Ombudsman's Complaint Handling Code. Complaint handling expectations are incorporated into contract management arrangements and performance discussions with relevant providers. During 2025/26 the Council continued to strengthen oversight of contractor complaint handling and is embedding Code compliance requirements within procurement and contract management processes. Residents are not required to pursue separate complaints procedures and may raise complaints directly through the Council's Feedback and Resolutions Team at any stage.
5.6	When a complaint is logged at Stage 1 or escalated to Stage 2, landlords must set out their understanding of the complaint and the outcomes the resident is seeking. The Code will refer	Yes	Haringey Resident Feedback Policy 2026 v1	All acknowledgement letter templates require the officer to include the complaint definition and desired outcomes. Our work instructions make it clear how we should clarify any aspects of the complaint where these are unclear

	to this as “the complaint definition”. If any aspect of the complaint is unclear, the resident must be asked for clarification.			
5.7	When a complaint is acknowledged at either stage, landlords must be clear which aspects of the complaint they are, and are not, responsible for and clarify any areas where this is not clear.	Yes	Haringey Resident Feedback Policy 2026 v1	As part of the triaging of complaints, acknowledgements must confirm which aspects of the complaint will be considered.
5.8	At each stage of the complaints process, complaint handlers must: a. deal with complaints on their merits, act independently, and have an open mind; b. give the resident a fair chance to set out their position; c. take measures to address any actual or perceived conflict of interest; and d. consider all relevant information and evidence carefully.	Yes		Complaint investigations are expected to be fair, evidence-based and focused on resolution. Officers are supported through complaint handling guidance, response templates, management oversight and regular Feedback Forums that promote consistency and good practice. Complaints are considered on their individual merits and investigators are expected to review all relevant records, correspondence, policies and available evidence before reaching a conclusion. Where conflicts of interest are identified, appropriate arrangements are made to ensure an independent review of the issues raised

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	Haringey Resident Feedback Policy 2026 v1	The Council's policy requires residents to be informed where a complaint investigation cannot be completed within published timescales. Standard correspondence templates include information regarding delays, revised response dates and residents' rights to seek support from the Housing Ombudsman Service. We recognise that during 2025/26 residents were not always updated as consistently as we would expect, particularly where complaint backlogs existed. To address this, automated reminders and enhanced monitoring arrangements have been introduced through the Council's new case management system, alongside additional management oversight through the Complaints Improvement Plan.
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	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 maintained within the Council's corporate case management system, Infreemation. The system stores the original complaint, correspondence, complaint responses, supporting documents, case notes, investigation records and learning actions. The introduction of Infreemation has strengthened record keeping, improved visibility of resident interactions and enabled more effective performance monitoring and organisational learning.
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	Yes		The Council seeks to resolve complaints at the earliest opportunity and empowers officers to identify and implement appropriate remedies at any stage of the complaints process. Remedies may include apologies, explanations, corrective action, service improvements, compensation or other actions designed to put matters right.

	be provided at any stage of the complaints process without the need for escalation.			The Council's Housing Compensation Policy provides guidance on financial redress and officers are encouraged to resolve issues without requiring unnecessary escalation. The introduction of Infreemation has strengthened the Council's ability to record, monitor and track remedial actions through to completion.
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	Our policy for Managing Unreasonable or Unacceptable Customer Behaviour sets out how we manage unreasonable / unacceptable behaviour. A record of restrictions is attached to the relevant case in our case management system. We also have a local version of restrictions which can be accessed by the Feedback and Resolutions management team.
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	Any restrictions on contact are considered on a case-by-case basis and are required to be proportionate, evidence-based and consistent with the Equality Act 2010. Decisions are recorded, subject to management oversight and reviewed periodically to ensure restrictions remain appropriate and necessary.

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		All complaints are reviewed on receipt to determine the most appropriate route for investigation and resolution. Consideration is given to the nature and complexity of the complaint, any vulnerabilities or support needs disclosed by the resident, and whether immediate action is required to prevent detriment. The Council seeks to resolve complaints at the earliest opportunity wherever possible and supports services to provide prompt explanations, apologies and practical resolutions
6.2	Complaints must be acknowledged, defined and logged at stage 1 of the complaints procedure <u>within five working days of the complaint being received.</u>	Yes		Our policies are compliant with the code. The Council's complaint policy and case management system requires all Stage 1 complaints to be acknowledged, defined and logged within five working days of receipt. We acknowledge that during 2025/26, Housing complaint acknowledgement performance was below the standard expected by the Code, with 61% of acknowledgements issued within target timescales. This was affected by operational challenges associated with the implementation of a new case

				management system and increased complaint volumes. Improvement actions have been implemented through enhanced monitoring, system development and the Complaints Improvement Plan.
6.3	Landlords must issue a full response to stage 1 complaints <u>within 10 working days</u> of the complaint being acknowledged.	Yes		Our policies are compliant with the code. The Council's complaint policy requires Stage 1 responses to be issued within 10 working days of acknowledgement. We acknowledge that during 2025/26, Housing Stage 1 response performance was below target, with 59% of responses issued within timescales. The Council has acknowledged this as an area requiring improvement and has implemented additional performance monitoring, improved workflow management and targeted improvement activity through the Housing Complaints Improvement Sub-Plan
6.4	Landlords must decide whether an extension to this timescale is needed when considering the complexity of the complaint and then inform the resident of the expected timescale for response. Any extension must be no more than 10 working days without good reason, and the reason(s)	Yes		Where a complaint cannot reasonably be concluded within the initial target timeframe, officers are required to explain the reasons for the delay, provide a revised response date and maintain contact with the resident throughout the investigation. Standard templates and guidance support compliance with this requirement.

	must be clearly explained to the resident.			
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	Haringey Resident Feedback Policy 2026 v1	We have provided guidance of this following the introduction of the code via various channels across the organisation including our Feedback Forum. It is also stated in our policy.
6.7	Landlords must address all points raised in the complaint definition and provide clear reasons for any decisions, referencing the relevant policy, law and good practice where appropriate.	Yes		Complaint response templates, management review processes and quality assurance arrangements support investigators in addressing all elements of the complaint definition. Responses are expected to reference relevant policies, service standards, legislation or good practice where appropriate, and clearly explain how conclusions were reached.

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	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: 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;	Yes		Standard response templates require officers to confirm the complaint definition, complaint outcome, reasons for decisions, remedies offered, outstanding actions and escalation rights. Responses are subject to review and approval arrangements designed to promote consistency and compliance with the Complaint Handling Code.

	f. details of any outstanding actions; and g. details of how to escalate the matter to stage 2 if the individual is not satisfied with the response.			
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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	Haringey Resident Feedback Policy 2026 v1	Escalation requests are reviewed by senior officers and are accepted unless there is a valid reason not to do so in accordance with the Council's complaints policy. The Council seeks to understand any outstanding concerns and ensure residents have access to a fair and independent review at Stage 2.
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	Haringey Resident Feedback Policy 2026 v1	Our policies are compliant with the code. The Council's complaint policy and case management system require Stage 2 complaints to be acknowledged within five working days. We acknowledge that during 2025/26 performance was below the standard expected by the Code, with 19% of acknowledgements completed within target timescales. Improvement actions have been implemented through strengthened case monitoring,

				performance management and workflow improvements
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	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	Haringey Resident Feedback Policy 2026 v1	Stage 2 complaints are overseen by senior officers who have had no previous involvement in the Stage 1 investigation. Investigations involve a fresh review of the complaint, relevant records, responses provided at Stage 1 and any additional evidence supplied by the resident. Final responses are reviewed through senior management arrangements to ensure consistency, fairness and compliance with the Complaint Handling Code.
6.14	Landlords must issue a final response to the stage 2 <u>within 20 working days</u> of the complaint being acknowledged.	Yes	Haringey Resident Feedback Policy 2026 v1	Our policies are compliant with the code. The Council's complaint policy requires Stage 2 responses to be issued within 20 working days of acknowledgement. We acknowledge that during 2025/26, Housing Stage 2 response performance fell significantly below target, with 12% of responses issued within timescale. This reflected a combination of increased complaint volumes, historic complaint backlogs and

				operational challenges associated with implementation of the Council's new case management system. In response, the Council implemented a range of measures including additional temporary resource, dedicated backlog reduction activity, enhanced performance monitoring, Stage 2 review sessions with services and strengthened governance arrangements. These actions form part of the wider Complaints Improvement Plan and Housing Complaints Improvement Sub-Plan.
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		Where additional time is required, residents are informed of the reasons for the delay, provided with revised timescales and kept updated on progress. Complaint handling guidance and standard correspondence templates support compliance with this requirement.
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 actions must still be tracked and actioned promptly with appropriate updates provided to the resident.	Yes	Haringey Resident Feedback Policy 2026 v1	We have provided guidance of this following the introduction of the code via various channels across the organisation including our Feedback Forum. It is also stated in our policy.
6.18	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		Stage 2 investigations are expected to consider all elements of the complaint definition, findings made at Stage 1, any new information provided by the resident and relevant evidence held by the Council. Decisions are supported by reference to policy, legislation, service standards and good practice where appropriate.
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;	Yes		Standard Stage 2 response templates require officers to confirm the complaint definition, complaint outcome, rationale for decisions, remedies offered, outstanding actions and details of the resident's right to approach the Housing Ombudsman Service. Responses are reviewed through established approval arrangements to support consistency and compliance with the Complaint Handling Code.

	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.			
6.20	Stage 2 is the landlord's final response and must involve all suitable staff members needed to issue such a response.	Yes		Stage 2 represents the Council's final complaint response. Investigations are supported by all relevant officers, managers and service areas required to fully consider the issues raised. Final responses are subject to senior management review and approval to ensure they provide a comprehensive and authoritative position on behalf of the Council.

Section 7: Putting things right

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
7.1	Where something has gone wrong a landlord must acknowledge this and set out the actions it has already taken, or intends to	Yes	Housing Compensation policy and procedure 2023 v3	Where service failure is identified, the Council seeks to acknowledge this openly and take appropriate action to put matters right. Remedies may include apologies, explanations, corrective actions, service improvements, compensation, or changes to policies and processes. Complaint investigations are

	take, to put things right. These can include: • Apologising; • Acknowledging where things have gone wrong; • Providing an explanation, assistance or reasons; • Taking action if there has been delay; • Reconsidering or changing a decision; • Amending a record or adding a correction or addendum; • Providing a financial remedy; • Changing policies, procedures or practices.			expected to consider both the individual circumstances of the complaint and any wider learning opportunities arising from identified failings. The Council's Housing Compensation Policy provides a framework for determining financial remedies where appropriate, while managers and complaint investigators are encouraged to identify practical solutions that address the resident's concerns at the earliest opportunity.
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	When determining appropriate remedies, consideration is given to the impact of the service failure on the resident, including any distress, inconvenience, delay, time and trouble, or additional costs incurred. Officers are supported by the Council's Housing Compensation Policy and Ombudsman guidance when assessing appropriate levels of redress.

7.3	The remedy offer must clearly set out what will happen and by when, in agreement with the resident where appropriate. Any remedy proposed must be followed through to completion.	Yes		Complaint responses are expected to clearly set out any agreed actions, responsible service areas and expected completion timescales. The introduction of Infreemation has strengthened the Council's ability to record, assign and monitor follow-on actions arising from complaints, helping ensure commitments made to residents are tracked through to completion. The Council recognises the importance of not only identifying appropriate remedies but also ensuring that agreed actions are delivered and lessons learned are incorporated into service improvement activity.
7.4	Landlords must take account of the guidance issued by the Ombudsman when deciding on appropriate remedies.	Yes		The Council takes account of Housing Ombudsman guidance when determining remedies and responding to complaint findings. Housing Ombudsman decisions, orders, recommendations and wider learning publications are reviewed by the Feedback and Resolutions Team and shared with relevant services to support consistency in decision-making and continuous improvement in complaint handling practice.

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	Yes		The Council produces an Annual Feedback and Resolutions Report which provides both quantitative and qualitative analysis of complaint handling performance across Housing, Corporate & Statutory

	scrutiny and challenge, which must include: a. the annual self-assessment against this Code to ensure their complaint handling policy remains in line with its requirements. b. a qualitative and quantitative analysis of the landlord's complaint handling performance. This must also include a summary of the types of complaints the landlord has refused to accept; c. any findings of non-compliance with this Code by the Ombudsman; d. the service improvements made as a result of the learning from complaints; e. any annual report about the landlord's performance from the Ombudsman; and f. any other relevant reports or publications produced by the Ombudsman in relation to the work of the landlord.			complaints. The report includes complaint volumes, escalation rates, complaint outcomes, Ombudsman findings, learning from complaints, service improvements and areas requiring further improvement. The Housing Ombudsman Self-Assessment forms part of this annual review process and is published alongside the report. The findings from the report are used to inform service improvement activity and organisational learning.
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8.2	The annual complaints performance and service improvement report must be reported to the landlord's governing body (or equivalent) and published on the on the section of its website relating to complaints. The governing body's response to the report must be published alongside this.	Yes		The Annual Feedback and Resolutions Report and Housing Ombudsman Self-Assessment are reported annually to Cabinet, which fulfils the role of the Council's governing body for the purposes of the Complaint Handling Code. Following Cabinet's consideration of these documents, a separate Governing Body Response is prepared and approved by the Cabinet Member with responsibility for complaints. The response is published alongside the Annual Feedback and Resolutions Report and Housing Ombudsman Self-Assessment. The Governing Body Response reflects Cabinet's consideration of the Annual Feedback and Resolutions Report and Housing Ombudsman Self-Assessment, including complaint handling performance, key risks, service improvement activity and assurances received regarding complaint handling arrangements. The response provides assurance regarding the arrangements in place to monitor performance, oversee improvement activity and support compliance with the Housing Ombudsman Complaint Handling Code. The Annual Feedback and Resolutions Report is subsequently considered by the Overview and Scrutiny Committee as part of the Council's wider scrutiny and accountability arrangements.

8.3	Landlords must also carry out a self-assessment following a significant restructure, merger and/or change in procedures.	Yes		Compliance with the Complaint Handling Code is reviewed throughout the year by the Feedback and Resolutions Team and formally assessed on an annual basis. Additional reviews may be undertaken following significant organisational change, amendments to complaint handling arrangements, changes in legislation or guidance, or where requested by the Housing Ombudsman Service. During 2025/26 the Council reviewed and updated its Resident Feedback Policy and continued implementation of a new corporate case management system, both of which provided opportunities to review complaint handling arrangements and strengthen compliance with the Code.
8.4	Landlords may be asked to review and update the self-assessment following an Ombudsman investigation.	Yes		The Council recognises that the Housing Ombudsman may request a review of this self-assessment following investigations or findings relating to complaint handling. Where required, the Feedback and Resolutions Team will coordinate a review of compliance, identify any required actions and report progress through the Council's established governance arrangements.
8.5	If a landlord is unable to comply with the Code due to exceptional circumstances, such as a cyber incident, they must inform the Ombudsman, provide information to	Yes		The Council maintains business continuity arrangements to support the continued delivery of complaint handling services during periods of disruption. Where exceptional circumstances impact compliance with the Complaint Handling Code, the Council will notify the Housing Ombudsman Service, communicate with affected residents, publish

	residents who may be affected, and publish this on their website Landlords must provide a timescale for returning to compliance with the Code.			relevant information where appropriate and establish a plan to return to compliance within agreed timescales.
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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		The Council is committed to using complaints as a source of organisational learning and service improvement. Learning actions arising from complaints are recorded and monitored through the Council's case management system and reviewed through regular reporting arrangements. During 2025/26, learning identified through complaints contributed to improvements across a number of areas including resident communication, complaint handling practices, repairs processes, contractor oversight and cross-service coordination. The Council's Complaints Improvement Plan 2026-2028 and Housing Complaints Improvement Sub-Plan further strengthen arrangements for identifying, recording and monitoring learning arising from complaints to ensure improvements are embedded across services.
9.2	A positive complaint handling culture is integral	Yes		The Council recognises that a positive complaint handling culture is essential to delivering good

	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.			services and improving outcomes for residents. Complaints are viewed as valuable feedback and an opportunity to identify service failures, improve customer experience and strengthen service delivery. Complaint performance, Ombudsman outcomes, escalation trends and learning from complaints are reported through established governance arrangements including Housing Services Leadership Team, Corporate Leadership Team and Cabinet reporting. Learning and good practice are also shared through the Council's quarterly Feedback Forums and ongoing engagement with responding officers and managers.
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		The Council shares information regarding complaint performance, Ombudsman findings, learning and service improvements through a range of governance and engagement forums. These include publication of the Annual Feedback and Resolutions Report, reporting to Cabinet and Overview and Scrutiny Committee, engagement with the Residents Voice Board and regular communication with service leaders and responding officers. This approach supports transparency, accountability and wider awareness of lessons learned from complaints across the organisation.
9.4	Landlords must appoint a suitably senior lead person as accountable for their	Yes	Claire McCarthy – Director of Strategy,	The Director of Strategy, Communications and Collaboration acts as the senior officer accountable for complaint handling arrangements across the

	complaint handling. This person must assess any themes or trends to identify potential systemic issues, serious risks, or policies and procedures that require revision.		Comms & Collaboration	Council. Through oversight of the Feedback and Resolutions Team, the Director receives information regarding complaint performance, complaint themes, Ombudsman findings, service improvement actions and emerging risks. The Feedback and Resolutions Team provides analysis and insight to senior leaders and works alongside services to identify recurring themes, systemic issues and opportunities for improvement. Complaint performance and associated risks are monitored through established governance arrangements and improvement plans.
9.5	In addition to this a member of the governing body (or equivalent) must be appointed to have lead responsibility for complaints to support a positive complaint handling culture. This person is referred to as the Member Responsible for Complaints ('the MRC').	Yes	Cabinet members Haringey Council	The Council has appointed a Cabinet Member with responsibility for complaints, fulfilling the role of Member Responsible for Complaints (MRC). The MRC supports a positive complaint handling culture, receives information regarding complaint performance and provides political oversight of complaint handling arrangements. The MRC is involved in consideration of the Annual Feedback and Resolutions Report and receives information relating to complaint performance, Ombudsman outcomes and improvement activity.
9.6	The MRC will be responsible for ensuring the governing body receives regular information on complaints that provides	Yes	Cabinet members Haringey Council	The MRC has access to relevant officers, senior leaders and complaint performance information to support effective oversight of complaint handling.

	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.			This includes the Annual Feedback and Resolutions Report, Housing Ombudsman Self-Assessment, Housing Ombudsman findings, Complaint Handling Failure Orders, service improvement plans and performance reporting. Following Cabinet's consideration of the Annual Feedback and Resolutions Report and Self-Assessment, the MRC approves the Governing Body Response which is published alongside the annual report and self-assessment
9.7	As a minimum, the MRC and the governing body (or equivalent) must receive: a. regular updates on the volume, categories and outcomes of complaints, alongside complaint handling performance; b. regular reviews of issues and trends arising from complaint handling; c. regular updates on the outcomes of the Ombudsman's investigations and progress made in complying with orders related to severe maladministration findings; and	Yes		Complaint performance is monitored through a range of governance arrangements throughout the year. Housing complaint performance is reviewed regularly by Housing Services Leadership Team, and complaint performance is reported quarterly to the Leadership Network and Corporate Leadership Team. Information reported includes complaint volumes, timeliness, escalation rates, complaint outcomes, Ombudsman investigations, Ombudsman orders and recommendations, Complaint Handling Failure Orders, learning arising from complaints and progress against improvement actions. Cabinet receives the Annual Feedback and Resolutions Report, Housing Ombudsman Self-Assessment and associated improvement plans, providing oversight of complaint handling performance and identified areas for improvement.

	d. annual complaints performance and service improvement report.			The report is subsequently considered by the Overview and Scrutiny Committee as part of the Council's wider scrutiny arrangements
9.8	Landlords must have a standard objective in relation to complaint handling for all relevant employees or third parties that reflects the need to: a. have a collaborative and co-operative approach towards resolving complaints, working with colleagues across teams and departments; b. take collective responsibility for any shortfalls identified through complaints, rather than blaming others; and c. act within the professional standards for engaging with complaints as set by any relevant professional body.	Yes		The Council's complaint handling arrangements promote collaborative working, professional accountability and resident-focused resolution. Complaint handling guidance, standard templates, governance arrangements and quality assurance processes support officers in working across service boundaries to resolve complaints effectively and identify opportunities for improvement. Through the Complaints Improvement Plan 2026-2028 and associated training and development activity, the Council continues to strengthen organisational expectations regarding ownership of complaints, learning from feedback and collective responsibility for service improvement