

DRAFT Haringey Council Complaints Improvement Plan – 2026-2028

Introduction:

Haringey's complaints performance needs to improve. Levels of upheld complaints, complaint escalations and Ombudsman findings show the need for a sustained council-wide approach, with clear accountability and a stronger focus on resolving issues early and learning from where services have fallen short.

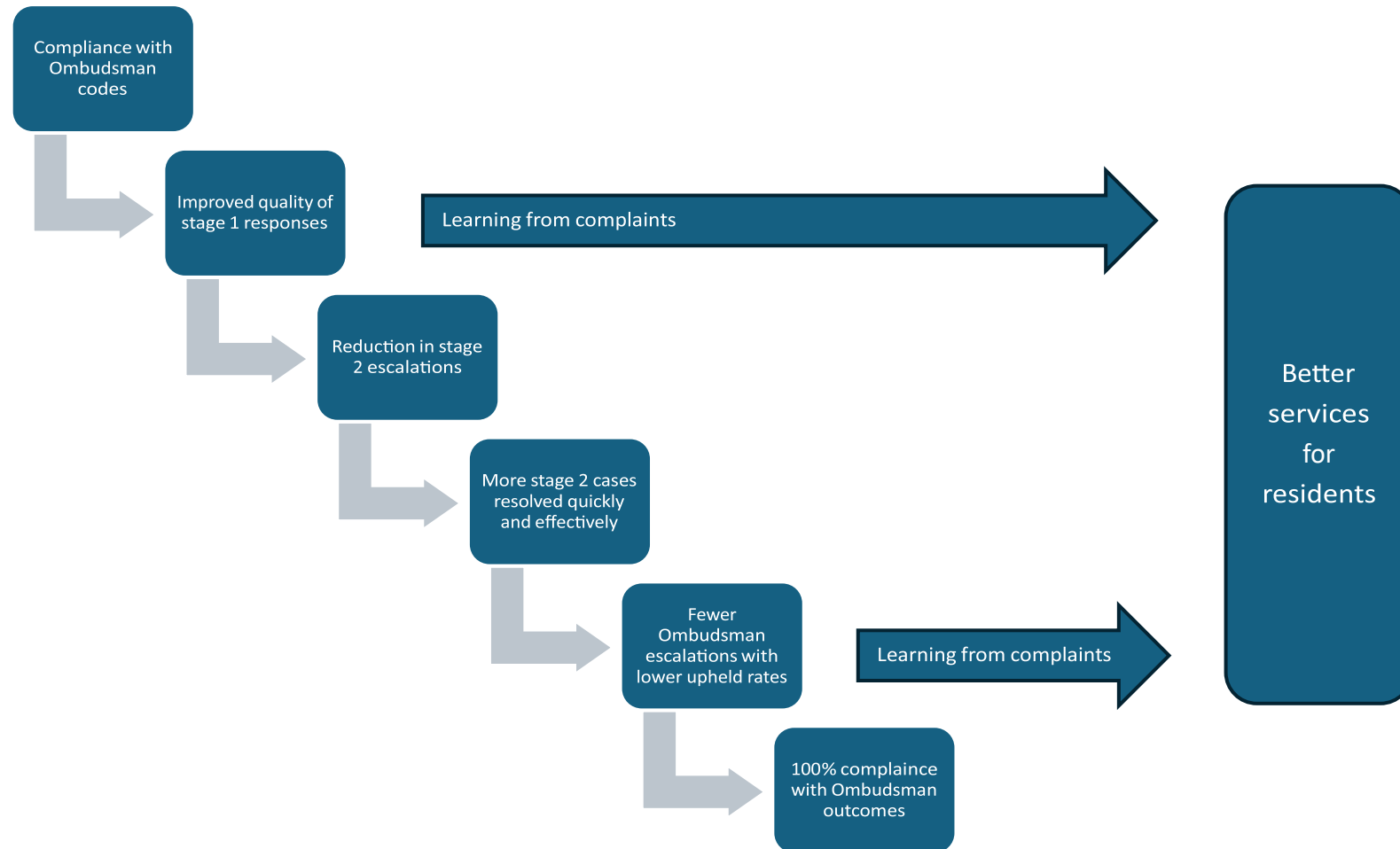
Purpose:

The Purpose of this plan is to support Haringey Council to improve its complaint handling performance by setting out clear objectives, priorities and actions. The delivery of the plan can then be monitored and analysed to ensure that the actions are delivering the expected outcomes.

Objectives:

1. To ensure compliance with the Housing Ombudsman and Local Government and Social Care Ombudsman Complaint (LGSCO) Handling Codes.
2. Reduce the number of stage 2 escalations back to below 15% as it was in 2023/24.
3. Improve the percentage of Stage 2 complaints handled within the 20 day/40 day time frames year on year – with the aim of being in a position to reach +80% in the year 2028/29.
4. Return to a 'maladministration rate' with the Housing Ombudsman at or below the level for landlords of a 'similar size and type' by 2027/28 – in 2024/25 this was 80%. Haringey's maladministration rate was 95%, previously 84% in 2023/24 and 81% in 2022/23.
5. Aim for '0' complaint failure handling orders from the Housing Ombudsman in 2027/28 with a downwards trajectory from the starting point of 6 in 2024/25.
6. Reduce the % of complaints upheld by the Local Government and Social Care Ombudsman to at or below the 'average level for similar authorities' in 2027/28. In 2024/5, Haringey's upheld rate was 87%, other similar authorities were at 84%.
7. Reduce the number of upheld decisions by the LGSCO to at or below that for 'authorities of this type'. In 2024/25 Haringey's upheld rate was 20.2 per 100,000 residents. The average was 9.1. This will ensure we can no longer be described as 'the most complained about council'.
8. Maintain 100% compliance rate with LGSO decisions.

Theory of change



Actions:

Action ref.	Objective	Action	Commencement	To be completed by	Measures of success
COM1	1	Adoption of amended Complaints Policy following feedback from the Housing Ombudsman	On-going	In accordance with timescales in letter sent 19/2	Cabinet Member Signing – 6 th May 2026. COMPLETED.
COM2	1&2	Development of a new training offer for staff responding to complaints	June 2026	Plan agreed by October 2026 for roll out in 2027/28	Training offer in place to commence from April 2027
COM3	1	Ensure all learning commitments and service improvement actions are recorded in Infreemation so they can be seen clearly in our PBI dashboards. Highlight and trend analysis compiled and shared with CLT, HSMT and via other relevant routes.	Stage 2 – March 2026 Stage 1 – March 2026 Pilot reporting trialled from October 2026	June 2026 March 2027 Agreed approach by year end	By June all stage two cases closed have commitments included. By March 2027 all stage one cases closed have commitments included.
COM4	2	Move the council's FOI function to the Information Governance team to allow the Feedback Team to	Underway	Pilot to be implemented by 30 th March 2026.	COMPLETED – pilot began in March.

		focus on exclusively on complaints (and MEs)			Following review of the pilot after 6ms a permanent proposal to be developed and implemented by April 2027.
COM5	2	Continue to develop the Feedback and Information Governance Forum as a community of practise.	New TOR to be agreed at meeting in March 2026 Future agendas shaped by attendees.	June 2026	COMPLETED
COM6	2&4&6	Continued engagement with services to identify and resolve challenges with targeted interventions where required. Develop a Housing Services Complaints Improvement Action Plan as the first priority area of delivery under this Plan.	On-going May 2026	September 2026	An action plan will be approved by HSMT in September and will go to Housing Improvement Board ASAP after that.
COM7	2	More active monitoring of escalation rates broken down by service – data to be provided to CLT and more broadly on a quarterly basis	May 2026	On-going	Inclusion of this data on CLT slides and shared at Feedback Forum

COM8	2&4	Deep dive into stage twos with target services to understand issues and address systemic issues – housing to be the first service.	Summer 2026	On-going	Reviews twice a year are taking place with target services
COM9	3	Implement a new process for implementing 40 day timeframe where appropriate	April 2026	June 2026	A new process is in place and being used
COM10	5&8	Develop an Ombudsman Assurance Approach, including: - quarterly spotlight notes on learning from Ombudsman decisions. - good handling examples to support quality improvement. - a simple trends & themes log; and - a strengthened process for recording and tracking learning actions (links to 1).	Autumn 2026 TBC		
COM11	6&7	Through effective collaboration between the Feedback Team and the Adults Team ensure the implementation of relevant commitments in the Cabinet Report on the Public Interest Report (PART A1 - Local Government Social Care Ombudsman Public Report.pdf). This includes:	On-going		Delivery on these improvements is being reported via Adults Improvement process including via the board. Reduction in escalations to the LGSCO of adult social care complaints cases

		- Streamlined complaints process within adult's services - Improved initial triage arrangements in Feedback - Monthly performance reviews focusing on Ombudsman Outcomes, maladministration decisions and upheld complaint rates.			in 2027/8 compared to previous years.
COM12	6&7	Develop additional expertise around Adult's Statutory Complaints within the Feedback Team – either via training or appointment	June 2026	December 2026	A member of the team has received relevant training or a person has been recruited with specific expertise/experience.
COM13	7	Develop additional expertise around Children's Statutory Complaints within the Feedback Team – either via training or appointment	October 2026	April 2027	A member of the team has received relevant training or a person has been recruited with specific expertise/experience.
COM14	All	Review staffing structure and resources	April 2026	December 2026	Appropriate permanent structure in place

End