

London Borough of Camden

Self-Assessment – Housing Ombudsman Complaints Handling Code

The Housing Ombudsman Complaints Handling Code became mandatory from 1st April 2024 requiring landlords to complete a self-assessment

This self-assessment is based on handling complaints relating to services provided by the Council as Landlord i.e. Housing Management and Property Management. This self-assessment is for 2022/2023 and this version created following a review of the Council’s Complaints Policy and Procedure in June 2023.

The Council has a single complaints policy and procedure covering all corporate and statutory complaints handling for all service areas and is not just for Housing complaints. The Housing Ombudsman’s Complaints Handling Code requirements have been incorporated into the Corporate Complaints Handling Policy and Procedure.

Web pages:

[Complaints - Camden Council](#)

[Housing repairs - Camden Council](#)

Section 1: Definition of a complaint

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
1.2	<p>A complaint must be defined as:</p> <p><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></p>	YES	<p>Tenant handbook & welcome pack contains the definition of a complaint & exceptions.</p> <p>1619-29-tenants-guide-online-2024 (camden.gov.uk)</p> <p>The Complaint policy & procedure on the Council's website.</p> <p>Complaints - Camden Council</p>	<p>The Council's definition is a simplified version of the Ombudsman's, which has been feedback from a customer-led initiative.</p> <p>The Council uses a Plain English definition that covers complaints relating to all service areas: <i>'When someone lets us know that they are unhappy with our service and they want us to take action to resolve it'</i></p> <p>Our policy also provides detail on what defines a complaint</p> <p>The policy states that when an individual wishes to complain about a Council service, they should contact the Council for all matters even if that service is provided by a third party or contracted out service. The Council is responsible for handling all complaints and liaising with third parties as necessary.</p>
1.3	<p>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.</p>	YES	<p>Complaints - Camden Council</p>	<p>Our complaint e-form allows the resident to use their own words. Complaints are then triaged to check they meet the above definition and are handled in line with our complaints policy.</p>

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
				<p>The e-form has a section for a third party or representative to make a complaint on behalf of someone else. It requires proof that the resident has given consent for the third party to act on their behalf.</p>
1.4	<p>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.</p>	YES	<p>Our complaints policy states:</p> <p><i>We will deal with service requests as part of the Council's day to day business, rather than through our complaints process. Examples of a service request are:</i></p> <ul style="list-style-type: none"> • <i>A request to carry out a repair</i> • <i>When we are advised of a missed waste collection</i> • <i>Reports of anti-social behaviour.</i> 	<p>Being able to resolve a matter at the point of contact is important and the Council's aim is to resolve issues for our residents as quickly and simply as possible and to the resident's satisfaction. This is done by discussing with the resident their issue to see if it can be resolved as a service request (Business as Usual). Where an issue that has been raised has not been dealt with satisfactorily at the point of contact then the formal procedure is started and the issue is logged as a complaint. This is done within 5 days of the issue being first raised.</p>
1.5	<p>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.</p>	YES		<p>As set out above the Council's definition of a complaint is '<i>When someone lets us know that they are unhappy with our service and they want us to take action to resolve it</i>'. Where an issue that has been raised has not been dealt with to the resident's satisfaction at the</p>

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
				<p>point of contact then the formal procedure is started and the issue is logged as a complaint.</p> <p>The council will continue to work with the resident to resolve the service issue whilst the complaint is considered.</p>
1.6	<p>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.</p>	YES		<p>The Housing survey feedback now has the following information on the final “thank you for submitting” page of the survey:</p> <ul style="list-style-type: none"> • Explain how to make a complaint • Signpost to complaints policy & process • Explain Ombudsman Scheme & Complaint Handling Code • Signpost to Ombudsman including for early advice

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		<p>All complaints that meet the definition are accepted unless there is a valid reason why this is not the case.</p> <p>The portal allows officers to distinguish between “not a complaint” and “complaint”. “Not a complaint” is used if the enquiry does not meet our complaint criteria or is a “service request” also called “Business As Usual”. The resident is given a reason why their complaint is considered not to be a complaint.</p> <p>In training guidance staff are advised that if they are unsure if a complaint is a complaint or a service request to refer it the Complaints team.</p>
2.2	<p>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:</p> <ul style="list-style-type: none"> • 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. 	YES	<p>Other types of feedback or enquiries</p> <p>There are some types of feedback or enquiries that fall outside the scope of this policy because there are other more suitable processes for dealing with them.</p> <p>These include:</p> <ul style="list-style-type: none"> • Requests covered by legislation such as a Freedom of Information, Subject Access requests or Data Protection. • Claims for compensation. In most cases claims for compensation against the 	<p>Camden’s policy sets out the types of enquiries that are not treated as complaints as there are more appropriate routes to deal with the issue.</p> <p>The policy details that residents should submit their complaint within 12 months after the date of the incident and gives examples of when we may not be able to investigate the matter under the complaints process i.e. legal proceedings have issued.</p>

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	<ul style="list-style-type: none"> Matters that have previously been considered under the complaints policy. 		<p>Council will be referred to the insurer.</p> <ul style="list-style-type: none"> Enquiries from Councillors and Members of Parliament (MPs) We will deal with service requests as part of the Council's day to day business, rather than through our complaints process <p>When we are unable or may not investigate a complaint</p> <ul style="list-style-type: none"> We may not investigate if legal proceedings have started (i.e. when a claim is filed in court) and the Council considers the proceedings are inextricably linked to the complaint and therefore responding to the complaint would prejudice the proceedings. The threat of legal or other proceedings does not stop consideration of a complaint and the complaints manager will decide whether to investigate each case on an individual basis having taken legal advice when necessary We cannot investigate any complaints where the Court has made a decision about the subject of the complaint We cannot investigate when the complaint is not about Camden Council or a 	

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
			contractor or partner acting on our behalf	
2.3	Landlords must accept complaints referred to them within 12 months of the issue occurring or the resident becoming aware of the issue, unless they are excluded on other grounds. Landlords must consider whether to apply discretion to accept complaints made outside this time limit where there are good reasons to do so.	YES	<p>What do you need to do? We ask that you:</p> <p>Submit the complaint within 12 months after the date of the incident</p>	Our policy asks residents to submit the complaint within 12 months of the matter arising. Complaint handlers can use their discretion when deciding how far back a complaint investigation can go and whether to accept the matter.
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	<p>Date:</p> <p>Case reference:</p> <p>Dear</p> <p>Camden Council’s definition of a complaint is: “When someone lets us know that they are unhappy with our service and they want us to take action to resolve it.” Such as a failure to follow our policy/procedure in the service we have provided. (Further information on accessing our complaints policy can be found in the covering email to this attachment).</p>	<p>The portal allows officers to distinguish between “not a complaint” and “complaint”. “Not a complaint” is used if the enquiry does not meet our complaint criteria (see 2.1) or is a “service request” also called “Business As Usual”.</p> <p>In training guidance staff are advised that if they are unsure if a complaint is a complaint or a service request to refer it the Complaints team.</p> <p>When such a decision is made the reason for the decision is explained to the resident. Where appropriate, details are also included as to which department will be dealing with the ongoing issue</p>

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
			<p>However, some requests and enquiries fall outside the scope of the formal complaints process because there are other more suitable processes for dealing with them. Unfortunately, the issues you have raised falls outside of our formal complaints process.</p> <p>This is because (Reason to be added) .</p> <p>As such, your complaint has been closed and withdrawn from the formal complaints process. And your request has been passed to XXXX to action.</p> <p>If you're unhappy with our decision that the issues raised falls outside of our formal complaints process, you can refer this decision to an Ombudsman, contact details provided below.</p> <p>Local Government and Social Care Ombudsman Website: https://www.lgo.org.uk/ Phone: 0300 061 0614 Address: Local Government and Social Care Ombudsman, PO Box 4771, Coventry, CV4 0EH</p>	

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
			Housing Ombudsman Website: https://www.housing-ombudsman.org.uk/ Phone: 0300 111 3000 Email: info@housing-ombudsman.org.uk Address: Housing Ombudsman Service, PO Box 152, Liverpool L33 7WQ Yours sincerely,	
2.5	Landlords must not take a blanket approach to excluding complaints; they must consider the individual circumstances of each complaint.	YES		All complaints are considered on the individual facts and evidence before a decision is made.

Section 3: Accessibility and Awareness

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
3.1	Landlords must make it easy for residents to complain by providing different channels through which they can make a complaint. Landlords must consider their duties under the Equality Act 2010 and anticipate the needs and reasonable adjustments of residents who may need to access the complaints process.	YES	Camden is committed to making our complaints process barrier-free and as accessible as possible for everyone. This includes making reasonable adjustments or changes for disabled people, neurodiverse people, or people with long-term health conditions. If you would like us to do anything differently during the complaints process, including providing information in alternative format, then please let us know.	The main channel is a digital e-form on the Council's complaints webpage for submitting both Stage 1 and Stage 2 complaints. Other available channels are listed in our policy (see evidence)

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
			<p>Some examples of tools that make access to our complaints process easier</p> <ul style="list-style-type: none"> • If you are blind or partially sighted you can navigate our website including the complaints webpages using our Browse aloud tool, which can read the contents of the webpage out to you. • People who use British Sign Language (BSL) can contact the Council using Sign Video, a specialist interpreting service. <ul style="list-style-type: none"> • Browse aloud allows you to translate the Council's web pages into 99 different languages. <p>Format of complaint We accept complaints in a variety of formats - e-form, telephone, letter, email and in person.</p>	
3.2	Residents must be able to raise their complaints in any way and with any member of staff. All staff must be aware of the complaints process and be able to pass details of the complaint to the appropriate person within the landlord.	YES	<p>Camden is committed to making our complaints process barrier-free and as accessible as possible for everyone. This includes making reasonable adjustments or changes for disabled people, neurodiverse people, or people with long-term health conditions. If you would like us to do anything differently during the complaints process, including providing information in an alternative format, then please let us know.</p>	There are a number of routes into the complaint process in a variety of formats - e-form, telephone, letter, email and in person. A resident may contact a named member of staff via telephone or email or in person to make a complaint.

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation						
3.3	High volumes of complaints must not be seen as a negative, as they can be indicative of a well-publicised and accessible complaints process. Low complaint volumes are potentially a sign that residents are unable to complain.	YES	<p>The new complaints system providing a more accessible process was launched in January 2022.</p> <p>Stage 1 volumes increase (comparable Quarters pre and post new system)</p> <table border="1"> <thead> <tr> <th></th> <th>Qtr 3 2021/22 (pre new system)</th> <th>Qtr 3 2022/23 (post new system)</th> </tr> </thead> <tbody> <tr> <td>Stg1</td> <td>272</td> <td>440</td> </tr> </tbody> </table>		Qtr 3 2021/22 (pre new system)	Qtr 3 2022/23 (post new system)	Stg1	272	440	Complaint levels are monitored regularly and the high volumes indicate that residents are able to access the complaints process.
	Qtr 3 2021/22 (pre new system)	Qtr 3 2022/23 (post new system)								
Stg1	272	440								
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	<p>Complaints - Camden Council</p>	<p>The complaints policy is available on the Council’s website and links to it can be found on Housing-related web pages.</p> <p>The policy is written in Plain English and details both stages and the timeframes for responding.</p> <p>Printed copies are available on request.</p> <p>See 3.1 for more detail on accessible formats</p>						
3.5	The policy must explain how the landlord will publicise details of the complaints policy, including information about the Ombudsman and this Code.	NO	<p>The complaints policy and procedure is due to be reviewed by in July 2024 and this text will be added. If there are any significant changes to the policy then it needs to be approved by the Audit and Corporate Governance Committee – next meeting is 26th September 2024.</p>	<p><i>Details of this complaints policy including information about the Housing Ombudsman’s complaint handling code are publicised on the Council’s Housing webpages and in the tenant guide 1619-29-tenants-guide-online-2024 (camden.gov.uk)</i></p>						
3.6	Landlords must give residents the opportunity to have a representative deal with their complaint on their behalf, and to be	YES	<p>Complaints policy: We accept feedback from third parties on behalf of someone else, such as</p>	<p>Representatives can submit a complaint on behalf of someone else. The e-form asks the</p>						

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
	represented or accompanied at any meeting with the landlord.		family members, friends or representatives, solicitors, advice agencies or advocacy workers. This also includes ward councillors who are able to assist people through the process. To comply with Data Protection legislation, we must have written and signed consent from the citizen before we respond to a third party.	question: Is this your own complaint or are you doing it on behalf of someone else? Under Data Protection we are required to get authorisation from the resident that the representative can act on their behalf.
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	<p>Referrals to the Ombudsman If you have exhausted Camden's complaints procedure and you are not happy with the outcome, you can ask the Ombudsman to assess your case. You can also contact the Ombudsman for free impartial advice at any point including before making a complaint or while Camden are investigating a complaint you have made. The Housing Ombudsman deals with enquiries and complaints that are related to services provided by the council as a social landlord e.g., repairs to properties. Make a complaint - Housing Ombudsman (housing-ombudsman.org.uk)</p>	

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	4.1 Process Map.pptx 2.6 Details of Complaint Handling Governance(April-24).pdf	All complaints enter via the Central Complaints team. The complaint is acknowledged, an initial assessment undertaken and the complaint is allocated to the appropriate team. The Central Complaints team oversee the complaint handling from start to finish, including any liaison with the Ombudsman to ensure services are handling complaints effectively and in a timely manner.
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 Central Complaints Team staff can directly contact all staff in the Council (Chief Executive, Leader of the Council, Executive Directors, Directors, Head of Service, Managers, Officers, Councillors) to resolve complaints. There is an escalation process followed when a complaint response is nearing its deadline or has got "stuck": Complaints Officer/Case Co-ordinator escalates to Team Leader, TL escalates to Service Manager, Service Manager escalates to Directors/Executive Directors/Heads of Service.

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
4.3	Landlords are expected to prioritise complaint handling and a culture of learning from complaints. All relevant staff must be suitably trained in the importance of complaint handling. It is important that complaints are seen as a core service and must be resourced to handle complaints effectively	YES	2.4 Details of Complaint Training Central complaints (Apr-24).pdf	Mandatory Safeguarding awareness training is required for all roles in the Central Complaints Team to allow them to spot possible safeguarding issues when dealing with distressed residents. Specific training on handling challenging customers and for dealing with people with mental health issues including suicide awareness is part of the Council's mandatory learning for all staff. Staff attend Effective Complaints Handling provided by governing bodies as available. Central Complaints Team facilitate training to all other staff in the Council on the Council's complaints processes including the case management system.

Section 5: The Complaint Handling Process

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
5.1	Landlords must have a single policy in place for dealing with complaints covered by this Code. Residents must not be treated differently if they complain.	YES	Complaints - Camden Council	The Council has a single complaint policy for all complaints. Residents are encouraged to get in touch when things go wrong so that we can put things right and learn from our mistakes.

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
				No resident will be treated differently if they complain.
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	Our policy says: 'Being able to resolve a matter at the point of contact is important and the Council's aim is to resolve issues for our residents as quickly and simply as possible and to the resident's satisfaction, where possible'.	Our complaints process comprises of two stages. There is no other named stage.
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	Complaints - Camden Council	Our complaints process comprises of two stages. There is no other named stage.
5.4	Where a landlord's complaint response is handled by a third party (e.g. a contractor or independent adjudicator) at any stage, it must form part of the two stage complaints process set out in this Code. Residents must not be expected to go through two complaints processes.	YES	Policy: A number of services are delivered by our partners or private suppliers. This policy applies to services that Camden Council currently provide directly and the procedure can be used for any council service regardless of how it is delivered. It is flexible to allow for complaints to be at least taken through stage one of the process before a referral to a contractor is made. We encourage you to feedback to us your experiences with our contractors or partners. We may ask them to put things right and respond to your complaint directly at Stage one.	The complaints policy is clear that the procedure applies to complaints about any council service, including those provided by a third party.
5.5	Landlords are responsible for ensuring that any third parties handle complaints in line with the Code.	YES	See 5.4	The complaints policy states that when an individual wishes to complain about a Council service, they should contact the Council for all matters even if that service is provided by a third party or

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
				contracted out service. The Council is responsible for handling all complaints and liaising with third parties as necessary.
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 to this as “the complaint definition”. If any aspect of the complaint is unclear, the resident must be asked for clarification.	YES	Policy: When we receive a complaint at Stage 1 or 2, we will: <ul style="list-style-type: none"> - Acknowledge the complaint - Contact you to ensure we have listened and understand the complaint when further clarification is needed 	When a case is allocated at both stage one and stage two, checks are undertaken regarding the complaint outline, as well as the outcomes that the resident is seeking to resolve the matter. When the complaint is assigned an email is sent to the resident which states what the Council understands the complaint to be about and who will be dealing with it
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	<p><i>Dear XXX</i></p> <p><i>Thank you for contacting us about your concerns.</i></p> <p><i>Your complaint is in the Local Resolution stage of our Complaints Procedure which aims to resolve your concerns within 10 working days.</i></p> <p><i>If you require any special assistance or support to communicate with us then please let us know.</i></p> <p><i>Kind regards,</i></p> <p><i>Complaints Team</i></p> <p><i>Dear XXX</i></p>	The first acknowledgement is an auto-generated template used for ALL complaints across the Council (not just Landlord-related complaints). The case is allocated to a complaints officer who will then assess the extent of the complaint. If the officer has any queries about the complaint then they can send an email via the system to the resident asking for clarification. The resident can respond via a link. If the officer assesses that aspects of the complaint are not a

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
			<p><i>We need further information before we can consider your complaint/review request.</i></p> <p><i>Please provide the following (this is editable)</i></p> <ul style="list-style-type: none"> • The dates and names of any officers you have spoken to • Attach emails you have sent to us and any responses you have received • Tell us the outcome you are looking for • Tell us why you are dissatisfied with the local resolution response and the outcome you are looking for 	<p>complaint but a service request or something that the landlord is not responsible for then the officer will send an email to the resident to explain this.</p> <p>All of this has a full audit trail and documents are held on the system.</p> <p>The responding service officer can also telephone the resident to ask for clarification. A record of this contact can be placed on the case notes. (Note: telephone calls handled by the central complaints team are not recorded).</p>
5.8	<p>At each stage of the complaints process, complaint handlers must:</p> <ol style="list-style-type: none"> 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 d. consider all relevant information and evidence carefully. 	YES		<p>Stage 1</p> <p>When carrying out a Stage 1 investigation responding service officers ensure that all decisions are based on facts and the evidence available to them. Officers act independently and have an open mind ensuring the following:</p> <ul style="list-style-type: none"> • Ensure that residents have a fair and effective way to provide feedback about our services • Respond to feedback in a fair, consistent, and professional manner • Make the complaints experience as simple as possible

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
				<ul style="list-style-type: none"> Resolve any issues and find a suitable outcome and identify service failure to ensure service improvements are made where required <p>Stage 2 Complaints Officers are trained on how to conduct an investigation that is objective and independent.</p> <p>All staff are required to do Data Protection Awareness training which includes keeping information secure and data sharing principles.</p>
5.9	Where a response to a complaint will fall outside the timescales set out in this Code, the landlord must agree with the resident suitable intervals for keeping them informed about their complaint.	YES	<p>Policy: We will discuss your concerns and agree timescales with you and keep you updated on the progress of your complaint. The following are guidelines which we will follow although some complaints may be resolved sooner than this and others that are more complex may take longer.</p> <ul style="list-style-type: none"> All stages (acknowledgement) - 5 working days <p>Stage 1 - 10 working days</p> <p>Exceptionally, the Council may extend the timescales to respond by a further 10 working days and will provide an explanation to the resident for the reasons for the extension and a clear timeframe for when the response will be</p>	<p>In practice the acknowledgement is sent automatically immediately on receipt of a complaint into the system.</p> <p>For complaints that have been made through other channels, these will be uploaded to the system by a complaint handler and the acknowledgement sent automatically as above.</p>

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
			<p>received. (This is particularly relevant to complex cases such as in adult or children social care cases)</p> <p>Stage 2 – 20 working days</p> <p>Exceptionally, the Council may extend the timescales to respond by a further 10 working days and will provide an explanation to the resident for the reasons for the extension and a clear timeframe for when the response will be received.</p>	
5.10	<p>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.</p>	YES	<p>Camden is committed to making our complaints process barrier-free and as accessible as possible for everyone. This includes making reasonable adjustments or changes for disabled people, neurodiverse people or people with long-term health conditions. If you would like us to do anything differently during the complaints process, including providing information in alternative format, then please let us know.</p> <p>Some examples of tools that make access to our complaints process easier</p> <ul style="list-style-type: none"> • If you are blind or partially sighted you can navigate our website including the complaints webpages using our Browsealoud tool, which can read the contents of the webpage out to you. <p>Accessibility - Camden Council</p>	<p>There are corporate guidelines on accessibility that all officers in the Council must adhere to.</p>

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
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	<p>Policy: We ask that you: Submit the complaint within 12 months after the date of the incident</p> <p>Submit a request for a stage 2 review: within 1 calendar month after the date of the agreed actions in the stage 1 response are due to be completed within 1 calendar month of receipt of the stage 1 response, or whichever is later.</p> <p>We will not accept a complaint outside of these timescales except where exceptional reasons for the delay can be demonstrated.</p>	<p>The Council asks residents to escalate their complaint within one month</p> <p>This is clearly stated within the complaints policy and is set out in the stage 1 response letter.</p> <p>This allows effective complaint management without providing hardship to residents. Where requests are made outside of this timeframe complaint staff have discretion to accept complaints where there are good reasons to do so.</p>
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		The complaints case management system keeps a record of the journey of a complaint. The Stages can be linked together so a clear chronology is available. All correspondence done outside of the system and records of phone calls can be uploaded to the case record making a full case record.
5.13	Landlords must have processes in place to ensure a complaint can be remedied at any stage of its complaints process. Landlords must		Remedies policy 56145c83-7562-dec5-498b-a408c648f633 (camden.gov.uk)	Staff have authority to offer redress and remedy the problems

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
	ensure appropriate remedies can be provided at any stage of the complaints process without the need for escalation.			presented at all stages of the complaints process.
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	2.13 2.14 Unreasonable Behaviour Procedure (Apr-19).pdf	The council has an unreasonable behaviour complainant policy and procedure and this is referred to in the complaints policy. Where services consider a resident to be behaving unreasonably they complete a report which includes evidence of the unreasonable behaviour and submit it to the Central Complaints Team. The Complaints Team write a 1st warning letter asking the resident to desist. If the behaviour continues then a 2 nd letter is written and if it continues then a final letter is sent and restrictions are put in place.
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		The Unreasonable Behaviour procedure takes into consideration the Equality Act 2010. Where restrictions are applied, communications are diverted to the central complaints team and all communications are reviewed to ensure that any needs or new issues raised by the resident are actioned as 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	<p>Stages of complaint Being able to resolve a matter at the point of contact is important and the Council’s aim is to resolve issues for our residents as quickly and simply as possible and to the resident’s satisfaction, where possible. This is done by discussing with the resident their issue and whether it can be resolved as a service request (Business as Usual). Where an issue that has been raised has not been dealt with to the resident’s satisfaction at the point of contact then the formal procedure is started and the issue is logged as a complaint. This is done within 5 days of the issue being first raised.</p> <p>Stage 1</p> <ul style="list-style-type: none"> • The local resolution stage • Dealt with directly by the officers and managers responsible for the service. <p>Emphasis is on trying to reach a resolution. If that resolution</p> <ul style="list-style-type: none"> • resolution is not reached, the resident has the right to escalate matters to stage 2 	<p>At the point of allocation to a complaint officer the case goes through triage. At this point an initial assessment is made of the complexity of the complaint, the resident’s vulnerability and the likely extent of the investigation. This ensures that the case is allocated to the most appropriate case officer.</p> <p>Once a case has been assigned to the responding service officer, they will make a further assessment to determine complexity or vulnerability.</p>

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
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	For April 2023 – March 2024: 100% of Stage 1s acknowledged within 1 day	Complaints submitted using the online form are logged automatically onto the Complaints Dashboard System. Complaints submitted using other channels are logged manually by the complaints team. The system generates an automatic acknowledgement with reference number that is sent immediately to the resident. Complaints are acknowledged and logged less than 24 hours from receipt.
6.3	Landlords must issue a full response to stage 1 complaints <u>within 10 working days</u> of the complaint being acknowledged.	YES	April 2023 – March 2024 Housing & Property Performance Stage 1 complaints responded to within 10 days = 49% Policy: Stage 1 - 10 working days	In Summer 23, the Housing case management team was under tremendous pressure due to unfilled vacancies and other factors. This resulted in longer response times than usual. Since then, the team have a full complement of staff in place and are answering more cases than ever before and generally meeting SLA targets.
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) must be clearly explained to the resident.	YES	Policy says: Exceptionally, the Council may extend the timescales to respond by a further 10 working days and will provide an explanation to the resident for the reasons for the extension and a clear timeframe for when the response will be received.	Where an investigation is going to take longer than 10 days then the officer can send an explanation for the delay and estimated timeframes. Where possible, we work with the resident to agree dates and the frequency of updates.
6.5	When an organisation informs a resident about an extension to these timescales, they must be	YES	See commentary	If the responding officer considers that a response will take longer, then they will contact the resident

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
	provided with the contact details of the Ombudsman.			and explain the reasons for the delay and agree a timeframe. If an extension beyond the above timeframe is required to enable the Council to respond to the complaint fully, this will be agreed by both parties. Where agreement cannot be reached, details of the relevant Ombudsman will be provided to the resident so they can challenge the Council's plan for responding.
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	See commentary	The case management system has two options to close a case "response sent with outstanding actions" & "response sent no outstanding actions". Any outstanding actions are logged with due dates and monitored until complete.
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	See commentary	On receipt of a complaint it is triaged and case coordinators look at all points to decide the lead service area to respond. The lead responding officer is then responsible for collating all relevant evidence from other services to provide a single response to all the points raised. When relevant the response includes reference to policy, law and good practice written in Plain English.

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
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	See commentary	A responding officer will try to include any related complaints raised during the investigation but this will usually delay the provision of a response so these are logged as a new complaint.
6.9	Landlords must confirm the following in writing to the resident at the completion of stage 1 in clear, plain language: <ul style="list-style-type: none"> a. the complaint stage; b. the complaint definition; c. the decision on the complaint; d. the reasons for any decisions made; e. the details of any remedy offered to put things right; f. details of any outstanding actions; and g. details of how to escalate the matter to stage 2 if the individual is not satisfied with the response. 	YES	<p>Local Resolution complaint Thank you for contacting XXXX regarding XXXX Summary of action taken I uphold/I partly uphold/I do not uphold your complaint. Compensation Your complaint Short summary of complaint My investigation My decision Having taken the above investigation into account, I uphold/partly uphold/I am unable to uphold your complaint. Review stage appeal • If you are dissatisfied with my decision, you can submit a request for a stage 2 review: within 1 calendar month after the date of the agreed actions in the stage 1 response are due to be completed</p> <p>within 1 calendar month of receipt of the stage 1 response, or whichever is later.</p>	<p>Complaint officers are given training on how to write a response in Plain English and what needs to be included: It is important to give the decision first followed by the reasons for the decision and any remedies offered.</p> <p>Details of how to escalate to stage 2 (and how to contact the Housing Ombudsman for advice) are given at the end of the response.</p> <p>A Stage 1 response template is provided to Responding Officers:</p>

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
			We will work with the service to help resolve your concerns. If your complaint is accepted at Review stage, they will respond within 20 working days. Their contact details are:	

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	April 2023 – March 2024 Housing and Property Complaints Stage 2 = 251	This is the case for the majority of escalation requests. However, a small number may be refused for reasons allowed within the Complaint handling code: ie Out of time – Stage 1 decision over 12 months old (unless we decide it is still fair to carry out a review).
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	Policy: All stages (acknowledgement) - 5 working days. When we receive a complaint at Stage 1 or 2, we will: Acknowledge the complaint Contact you to ensure we have listened and understand the complaint when further clarification is needed	Stage 2 requests submitted using the online form are logged automatically onto the Complaints Dashboard System. Stage 2 requests submitted using other channels are logged manually by the complaints team. The system generates an automatic acknowledgement with reference number that is sent immediately to the resident. Stage 2 requests are acknowledged and logged less than 24 hours from receipt. The defining of the escalation may take slightly longer,

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
				depending upon whether clarification is needed from the resident.
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	<p>Policy: We will also: Ask you why you are dissatisfied with the response at stage 1 If there are no grounds to investigate at Stage 2, contact you to explain our decision If there are grounds for stage 2 then follow the above procedures for Stage 1 from the start</p> <p>We will usually not investigate at Stage 2 if:</p> <ul style="list-style-type: none"> • We are not responsible for the issues raised at stage 2. • A different process would be more appropriate for the issues raised (e.g. a parking fine issue which would be best considered by the London tribunal) • The complainant has taken too long to request a stage 2. • There's an ongoing legal case for the same issue. 	Our policy was amended in 2023 and residents are not required to meet any required grounds for escalation. We do however, make efforts to understand why they were dissatisfied with the stage one outcome. This ensures that we make the correct decision as to review or reinvestigation. Residents are expected to make such requests within a reasonable timeframe, as outlined above.
6.13	The person considering the complaint at stage 2 must not be the same person that considered the complaint at stage 1.	YES	See process maps above	All stage 1s are responded to by officers in the relevant service area. All Stage 2 reviews are investigated and considered by a Complaints Officer in the Central

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
				Complaints Team which is an independent team.
6.14	Landlords must issue a final response to the stage 2 within 20 working days of the complaint being acknowledged.	YES	April 2023 – March 2024 Housing & Property Performance Stage 2 complaints responded to within 20 days = 66% Policy: Stage 2 - 20 working days	In 2023 the Council amended its timescale for stage 2 review complaints to 20 working days. This consistent approach to all types of complaints by the Ombudsman is welcomed by the Council as it provides consistency for residents. Additional resources have been put in place to respond to the significant increase in Stage 2 complaints.
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	Policy: ...we will... <ul style="list-style-type: none"> • Keep you informed and notify you if there is a delay and commit to a new timescale in which you will receive a response. • Contact you to tell you what we have done and why we have done it (the outcome and reasons for the decision) 	

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
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		If the complaint officer considers that a response will take longer then they will contact the resident and explain the reasons for the delay and agree a timeframe. If an extension beyond the above timeframes is required to enable the Council to respond to the complaint fully, this will be agreed by both parties. Where agreement cannot be reached, details of the relevant Ombudsman will be provided to the resident so they can challenge the Council's plan for responding.
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	See commentary	The case management system has two options to close a case "response sent with outstanding actions" & "response sent no outstanding actions". Any outstanding actions are logged with due dates and monitored until complete.
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	Policy: When we receive a complaint at Stage 1 or 2, we will: <ul style="list-style-type: none"> • Acknowledge the complaint • Contact you to ensure we have listened and understand the complaint when further clarification is needed • Offer translation and interpretation services to those of you who request it or inform us 	Our complaint officer at stage two will initially conduct a review of the decision at stage one. This will include the complaint as defined, the evidence obtained, any policy, legal or good practice requirements and the outcome reached. If there are failings in the stage one decision, or new issues that may alter the

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
			<p>that English is not your first language</p> <ul style="list-style-type: none"> • Make reasonable adjustments or changes for disabled people, neurodiverse people, or people with long-term health conditions for those who request it • For children and young people appoint an advocate to support the process if requested using an external and appropriate advocacy service • Tell you the name of the officer or team dealing with the complaint, what will happen next and when the response will be ready • Investigate the complaint and do what we say we will do to resolve the complaint • Keep you informed and notify you if there is a delay and commit to a new timescale in which you will receive a response • Contact you to tell you what we have done and why we have done it (the outcome and reasons for the decision) 	<p>outcome, the complaint officer may reinvestigate.</p>
6.19	<p>Landlords must confirm the following in writing to the resident at the completion of stage 2 in clear, plain language:</p> <ol style="list-style-type: none"> a. the complaint stage; b. the complaint definition; c. the decision on the complaint; 	YES	<p>Stage2 response template <i>Thank you for contacting the Complaints Team, regarding (insert complaint definition)</i> <i>I do not uphold/partly uphold/uphold your complaint.</i></p>	

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
	<p>d. the reasons for any decisions made;</p> <p>e. the details of any remedy offered to put things right;</p> <p>f. details of any outstanding actions; and</p> <p>g. details of how to escalate the matter to the Ombudsman Service if the individual remains dissatisfied.</p>		<p>Your complaint <i>You first contacted the council on (insert date) and (insert name of responding officer for Stage 1) emailed you on (date) and did not uphold your complaint</i> <i>You contacted the Complaints Team on (date) and your complaint was registered at Review stage (Stage 2)</i></p> <p>My investigation <i>The Complaints Team is independent of the service you have complained about. (enter details of investigation and findings)</i></p> <p>My decision <i>Having taken the above investigation into account, I am unable to uphold/ I uphold/ I partly uphold your complaint. (enter reasons why)</i> <i>Your right of appeal to the Housing Ombudsman</i> The signpost to the Housing Ombudsman says the following: <i>If you remain dissatisfied with this response you can go direct to the Housing Ombudsman Service and they may be able to investigate how we dealt with the matter. The contact details for the Housing Ombudsman Service are:</i> <i>Online complaint form: www.housing-ombudsman.org.uk/residents/make-a-complaint/</i> <i>Phone: 0300 111 3000</i> <i>Email: info@housing-ombudsman.org.uk</i></p>	

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
			<p><i>Postal address: Housing Ombudsman Service, PO Box 152, Liverpool L33 7WQ</i></p>	
<p>6.20</p>	<p>Stage 2 is the landlord’s final response and must involve all suitable staff members needed to issue such a response.</p>	<p>YES</p>		<p>Camden Council focuses on collaboration between services and responding to a shared vision set out in We Make Camden 2025. The Way we Work is Camden’s renewed vision for how we as an organisation respond to the ambitions set out in ‘We Make Camden’. As part of this, the focus is on working beyond service silos and being creative to ensure we are doing the best for our residents. We do not have Service Level agreements between Central Complaints and the service departments as the expectation is that we work in collaboration to achieve our shared Camden vision. Performance is measured via broader metrics focusing on our residents. The Councils Complaints Policy and Procedure sets out the target timeframes.</p>

Section 7: Putting things right

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
7.1	<p>Where something has gone wrong a landlord must acknowledge this and set out the actions it has already taken, or intends to take, to put things right. These can include:</p> <ul style="list-style-type: none"> • 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. 	YES	<p>Remedies policy 56145c83-7562-dec5-498b-a408c648f633 (camden.gov.uk)</p>	<p>The Council has a Remedies Policy and Procedure. This document provides guidance on the offering of remedies which are proportionate, appropriate and reasonable and that take into consideration the facts and issues raised in complaints about service failures.</p> <p>Remedies</p> <p>If we find that we (including our contractors) are responsible/at fault, suitable remedies may include one or more of the following:</p> <ul style="list-style-type: none"> • Provide a response • Recognise what we did wrong • Apologise • Improve procedures so similar problems do not happen again • Review a decision • Carry out an assessment • Offer a financial remedy
7.2	<p>Any remedy offered must reflect the impact on the resident as a result of any fault identified.</p>	YES	<p>Remedies Policy: If we find that we (including our contractors) are responsible/at fault, suitable remedies may include one or more of the following:</p> <ul style="list-style-type: none"> • Provide a response • Recognise what we did wrong • Apologise 	<p>At each stage of a complaint, there will be an investigation carried out by a suitable person. This investigating officer will:</p> <ul style="list-style-type: none"> • Identify any issues/faults • Find out how/why this occurred • Identify if we caused the fault

			<ul style="list-style-type: none"> • Improve procedures so similar problems do not happen again • Review a decision • Carry out an assessment • Offer a financial remedy 	<ul style="list-style-type: none"> • Find out how this affected the citizen • Consider any appropriate remedies
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		The Council's case management system has a section called "Remedy Outcomes". All remedies are set out here with dates for completion. These are monitored until they are complete. All outcomes can be collated and analysed to see trends and where service improvement is required.
7.4	Landlords must take account of the guidance issued by the Ombudsman when deciding on appropriate remedies.	YES	When a citizen submits a complaint at any Stage there is a section they are invited to complete which asks: What outcomes would you like?	If the citizen's views about desired outcomes and remedies are not already clear from the complaint, we will contact the citizen to find out what they are seeking. However, we will arrive at our own decision on what are suitable outcomes and remedies and do so by following the Local Government and Social Care Guidelines or Housing Ombudsman guidelines.

Section 8: Self-assessment, reporting and compliance

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
8.1	<p>Landlords must produce an annual complaints performance and service improvement report for scrutiny and challenge, which must include:</p> <ul style="list-style-type: none"> 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. 	YES	<p>We can submit this self assessment and report with the caveat that it is subject to comments from the scrutiny committees in July.</p>	<p>An annual complaints performance and service improvement report is prepared in June and includes:</p> <ul style="list-style-type: none"> • Self-assessment against the code • Analysis of the landlord’s complaint handling performance for 2023/2024 • Any complaint handling failures orders issued in 2023/2024 • Service improvements • The Housing Ombudsman annual report 2022/2023
8.2	<p>The annual complaints performance and service improvement report must be reported to the landlord’s governing body (or equivalent) and published on the on the section of its website relating to complaints. The governing body’s response to the report must be published alongside this.</p>	NO	<p>The report is on the agenda as follows: 15th July 2024 – RCP Scrutiny Committee 16th July 2024 – Housing Scrutiny Committee</p> <p>The report and self-assessment will be published once comments have been received from these committees – estimated to be by 1st August 2024</p>	<p>The Council has a governance structure that works to set dates each year. The governing bodies for Housing Complaints processes and performance are: Housing Scrutiny Committee Resources & Corporate Performance Scrutiny Committee</p>
8.3	<p>Landlords must also carry out a self-assessment following a significant restructure, merger and/or change in procedures.</p>	YES	<p>The corporate complaints policy and procedure was updated in June 2023</p>	<p>Any restructures within Housing-related services or complaints-related services will include a</p>

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
			and the self-assessment was reviewed following that.	review of the self-assessment. The corporate complaints policy and procedure was updated in June 2023 and the self-assessment was reviewed following that.
8.4	Landlords may be asked to review and update the self-assessment following an Ombudsman investigation.	YES		The Council has not been asked to date to review and update the self-assessment following an Ombudsman investigation but will do so if asked in future.
8.5	If a landlord is unable to comply with the Code due to exceptional circumstances, such as a cyber incident, they must inform the Ombudsman, provide information to residents who may be affected, and publish this on their website Landlords must provide a timescale for returning to compliance with the Code.	YES		The Council will inform all relevant stakeholders if they unable to comply with the Code due to exceptional circumstances.

Section 9: Scrutiny & oversight: continuous learning and improvement

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
9.1	Landlords must look beyond the circumstances of the individual complaint and consider whether service improvements can be made as a result of any learning from the complaint.	YES	<p>The Council's complaints policy states: We are committed to learning from complaints and promoting a culture of continuous improvement.</p> <p>We will:</p> <ul style="list-style-type: none"> - Share and apply lessons learnt across the Council always respecting the privacy of our residents - Provide relevant training to staff - Review and make changes to policies and procedures where necessary. 	<p>The Council's learning outcomes include any improvements to service provision or processes and systems to the benefit of all residents.</p> <p>We are in the process of appointing a lead on lessons learned to help our teams work better and smarter to understand information and data from our residents and our repairs to improve our service. This postholder will also be the key lead on the new Residents Oversight panel.</p>
9.2	A positive complaint handling culture is integral to the effectiveness with which landlords resolve disputes. Landlords must use complaints as a source of intelligence to identify issues and introduce positive changes in service delivery.	YES		<p>The case management system contains a mandatory section for recording learning and remedy outcomes. These can then be collated and analysed to identify trends and ensure learning is acted on</p> <p>Housing repairs:</p> <p>Once a case has been completed officers fill out a data capture form to capture any relevant information to identify service failures, which is shared with relevant management to ensure improvements are made.</p>
9.3	Accountability and transparency are also integral to a positive complaint handling culture. Landlords must report back on wider learning	YES		The council has a resident's complaint panel that are currently involved in a review of the

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
	and improvements from complaints to stakeholders, such as residents' panels, staff and relevant committees.			complaints process. Regular updates are provided on wider learning and a new assessment against the code will be undertaken once the review is complete and the recommendations implemented/embedded. Learning and improvements are reported in the annual complaints report which is presented to Cabinet and relevant scrutiny committees. It is published on the Council's website.
9.4	Landlords must appoint a suitably senior lead person as accountable for their complaint handling. This person must assess any themes or trends to identify potential systemic issues, serious risks, or policies and procedures that require revision.	YES	Constitution sets out Governing structure.	
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		The Member Responsible for Complaints is Councillor Sagal Abdi-Wali, Cabinet Member for Better Homes.
9.6	The MRC will be responsible for ensuring the governing body receives regular information on complaints that provides insight on the landlord's complaint handling performance. This person must have access to suitable information and staff to perform this role and report on their findings.		HOS CMRHC Responsibilities Final May24	Quarterly complaints reports to be presented to Cabinet Member that highlights learning outcomes and service improvements as a result.
9.7	As a minimum, the MRC and the governing body (or equivalent) must receive:	YES	As above	Complaints reports to be presented to Member

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
	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 d. annual complaints performance and service improvement report.			Responsible via portfolio meetings. Central Complaints Team to meet and discuss performance with Cabinet members alongside Housing-specific complaints team
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		Camden Council focuses on collaboration between services and responding to a shared vision set out in We Make Camden 2025. The Way we Work is Camden’s renewed vision for how we as an organisation respond to the ambitions set out in ‘We Make Camden’. As part of this, the focus is on working beyond service silos and being creative to ensure we are doing the best for our residents. We do not have Service Level agreements between Central Complaints and the service departments as the expectation is that we work in collaboration to achieve our shared Camden vision. Performance is measured via broader metrics focusing

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
				<p>on our residents. The Councils Complaints Policy and Procedure sets out the target timeframes.</p> <p>Performance is monitored by services in Directorate Management Team meetings and corporately via the corporate performance monitoring team.</p>