

# Appendix 3

## 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	<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>The Complaint policy &amp; procedure on the Council’s website.</p> <p><a href="#">Complaints - Camden Council</a></p>	<p>The Council’s definition of a complaint mirrors the Housing Ombudsman’s definition.</p> <p>‘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.’</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>The Complaint policy &amp; procedure on the Council’s website.</p> <p><a href="#">Complaints - Camden Council</a></p>	<p>The Council’s complaint policy clarifies that the term ‘complaint’ does not need to be explicitly used for an issue to be treated as one. Whenever dissatisfaction is expressed, we will offer the opportunity to raise a formal complaint.</p> <p>Our online complaint form includes a section for third parties or representatives to submit a complaint on behalf</p>

				<p>of a resident. In such cases, we require evidence that the resident has provided consent for the third party to act on their behalf. If a complaint is received through an alternative channel, we will also request that a Third-Party Consent Form be completed before we can respond to the representative.</p>
<p>1.4</p>	<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>	<p>YES</p> <p> Not a complaint (2).pdf</p> <p> Service request guidance (1).pdf</p>	<p>Our complaint policy states that we will deal with service requests directly, in the first instance, as part of the Council's day to day business, rather than through our complaints process. Examples of a service request are:</p> <ul style="list-style-type: none"> <li>• A request to carry out a repair</li> <li>• When we are advised of a missed waste collection</li> <li>• Reports of anti-social behaviour</li> </ul>	<p>The Council is committed to resolving matters for our residents as quickly and effectively as possible. Wherever appropriate, we aim to address concerns at the first point of contact by engaging with the resident to understand the issue and determine whether it can be resolved as a service request as part of our Business-as-Usual approach.</p> <p>If the issue cannot be resolved satisfactorily at this stage, or if the resident remains dissatisfied, the matter will then be escalated through</p>

				<p>the formal complaints procedure to ensure a thorough and fair resolution.</p> <p>If we receive contact regarding a matter that is classified as a service request rather than a complaint, we will clarify this to the resident and advise that they may contact us again should any concerns arise regarding the delivery of the service.</p> <p>Guidance for managing service requests and classifying a case as not a complaint are attached.</p>
1.5	A complaint must be raised when the resident expresses dissatisfaction with the response to their service request, even if the handling of the service request remains ongoing. Landlords must not stop their efforts to address the service request if the resident complains.	YES	Our complaint policy states that a complaint will not prevent, stall or impact actions needed to resolve immediate issues.	The council will continue to work with the resident to resolve the service issue whilst the complaint is considered. We will not stop our efforts to address the service request if the resident complains.
1.6	An expression of dissatisfaction with services made through a survey is not defined as a complaint, though wherever possible, the person	YES	See commentary	The Housing survey feedback now has the following information on the final “thank you for submitting” page of the

	<p>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>			<p>survey:</p> <ul style="list-style-type: none"><li>• Explain how to make a complaint</li><li>• Signpost to complaints policy &amp; process</li><li>• Explain Ombudsman Scheme &amp; Complaint Handling Code</li><li>• Signpost to Ombudsman including for early advice.</li></ul>
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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	All complaints that meet the definition are accepted unless there is a valid reason why this is not the case. The complaint 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.	If a complaint is not accepted, a response is issued which clarifies the reasons and includes the Housing Ombudsman’s contact details.
2.2	A complaints policy must set out the circumstances in which a matter will not be considered as a complaint or escalated, and these circumstances must be fair and reasonable to residents. Acceptable exclusions include: <ul style="list-style-type: none"> <li data-bbox="360 1246 853 1353">• The issue giving rise to the complaint occurred over twelve months ago.</li> </ul>	YES	Our complaint policy sets out this provision under the other types of feedback or enquiries section.	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. These include: <ul style="list-style-type: none"> <li data-bbox="1630 1283 2029 1353">• Requests covered by legislation such as a</li> </ul>

	<ul style="list-style-type: none"> <li>• Legal proceedings have started. This is defined as details of the claim, such as the Claim Form and Particulars of Claim, having been filed at court.</li> <li>• Matters that have previously been considered under the complaints policy.</li> </ul>			<p>Freedom of Information or Subject Access requests.</p> <ul style="list-style-type: none"> <li>• Claims for compensation for health relates issues or personal damages. In most cases claims for compensation against the Council will be referred to the insurer.</li> <li>• Complaints relating to compensation claims will be progressed under our complaint process up until the point legal proceedings have been filed.</li> <li>• Enquiries from Councillors and Members of Parliament (MPs). However, if such enquiries clearly constitute complaints submitted on behalf of a constituent by a Councillor or MP, they will be handled in accordance with the third-party complaints process.</li> <li>• We will deal with service requests directly, in the first instance, as part of the Council's day to day business, rather than through our complaints</li> </ul>
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				<p>process. Examples of a service request are:</p> <ul style="list-style-type: none"> <li>• A request to carry out a repair</li> <li>• When we are advised of a missed waste collection</li> <li>• Reports of anti-social behaviour</li> </ul>
2.3	<p>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.</p>	YES	<p>Our complaint policy states –</p> <p>What do you need to do? We ask that you: Submit the complaint within 12 months after the date of the incident</p> <p>To further clarify, complaints submitted more than twelve months after the issue occurred, or after the complainant became aware of the issue, will not be considered under the complaint's procedure.</p>	<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</p>
2.4	<p>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</p>	YES	<p>Our complaint policy states that We will provide an explanation and signpost to the relevant Ombudsman when a complaint is not accepted.</p>	<p>The complaint 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)</p>



	not agree that the exclusion has been fairly applied, the Ombudsman may tell the landlord to take on the complaint.			or is a “service request” also called “Business As Usual”. 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. 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 address the matter.
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	Our complaint policy states that Camden Council 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. Some examples of tools that make access to our complaints process easier • 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	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 complaints policy (see evidence).


			<p>contact the Council using Sign Video, a specialist interpreting service. • Browse aloud allows you to translate the Council's web pages into 99 different languages.</p> <p><b>Format of complaint</b> 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	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.</p>
3.3	High volumes of complaints must not be seen as a negative, as they can be indicative of a well-publicised and accessible complaints process. Low complaint volumes are potentially a	YES	The new complaints system providing a more accessible process was launched in January 2022.	Complaint levels are monitored regularly and the high volumes indicate that residents are able to access the complaints process.


	sign that residents are unable to complain.			
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	<a href="#">Complaints - Camden Council</a>	<p>The complaints policy is available on the Council's website. The policy is written in Plain English and details both stages and the timeframes for responding.</p> <p>Printed copies are available on request. 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.	YES	<p>(<a href="#">Complaints - Camden Council</a>)</p> <p><a href="#">1619-29-tenants-guide-online-2024</a></p>	<p>Details of this complaints policy including information about the Housing Ombudsman's complaint handling code are publicised on the Council's webpages (<a href="#">Complaints - Camden Council</a>) and in the tenant guide <a href="#">1619-29-tenants-guide-online-2024</a></p>
3.6	Landlords must give residents the opportunity to have a representative deal with their complaint on their behalf, and to be represented or accompanied at any meeting with the landlord.	YES	<p>Complaints policy: We accept feedback from third parties on behalf of someone else, such as family members, friends or representatives, solicitors, advice agencies or advocacy workers.</p> <p>This also includes ward councillors who are able to assist people through the process. To</p>	<p>Representatives can submit a complaint on behalf of someone else. The e-form asks the 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</p>

			comply with Data Protection legislation, we must have written and signed consent from the citizen before we respond to a third party	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.			<p>Our complaint policy has a Referrals to the Ombudsman</p> <p>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 (HOS) 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 (<a href="http://housing-ombudsman.org.uk">housing-ombudsman.org.uk</a>)</p>

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## Section 4: Complaint Handling Staff

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
4.1	Landlords must have a person or team assigned to take responsibility for complaint handling, including liaison with the Ombudsman and ensuring complaints are reported to the governing body (or equivalent). This Code will refer to that person or team as the 'complaints officer'. This role may be in addition to other duties.	YES	<p><a href="#">4.1 Process Map.pptx</a></p>  <p>2.6 Details of Complaint Handling C</p>	<p>All complaints enter via the Central Complaints team.</p> <p>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.</p>
4.2	The complaints officer must have access to staff at all levels to facilitate the prompt resolution of complaints. They must also have the authority and autonomy to act to resolve disputes promptly and fairly.	YES	See commentary	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

				<p>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.</p>
4.3	<p>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</p>	YES	<p> 2.4 Details of Complaint Training C</p>	<p>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</p>



				available. Central Complaints Team facilitate training to all other staff in the Council on the Council's complaints processes including the case management system.
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### Section 5: The Complaint Handling Process

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
5.1	Landlords must have a single policy in place for dealing with complaints covered by this Code. Residents must not be treated differently if they complain.	YES	<a href="#">Complaints - Camden Council</a>	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. 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	YES	<a href="#">Complaints - Camden Council</a>	Our complaints process comprises of two stages. There is no other named stage.

	complaint') as this causes unnecessary confusion.			
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	<a href="#">Complaints - Camden Council</a>	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	<p>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.</p> <p>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</p>	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

				<p>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>
5.6	<p>When a complaint is logged at Stage 1 or escalated to Stage 2, landlords must set out their understanding of the complaint and the outcomes the resident is seeking. The Code will refer to this as “the complaint definition”. If any aspect of the complaint is unclear, the resident must be asked for clarification.</p>	YES	<p>Policy: 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</p> <p>Updates to the Council's complaints case management system in December 2024 require mandatory completion of a section that outlines the scope of the complaint and confirms the complaint stage to the complainant.</p>	<p>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 acknowledgement email is sent to the resident which states what the Council understands the complaint to be about and who will be dealing with it.</p> <p>Acknowledge <u>of</u> the complaint which will include understanding of the complaint, the outcomes being sought, and aspects the Council is not responsible for.</p>

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>Policy: When we receive a complaint at Stage 1 or 2, we will:</p> <ul style="list-style-type: none"> <li>- Acknowledge the complaint</li> <li>- Contact you to ensure we have listened and understand the complaint when further clarification is needed</li> </ul>	<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 complaint but a service request or something that the Council is not responsible for then the officer will send an email to the resident to explain this. All of this has a full audit trail and documents are held on the system. The responding service officer can also telephone the resident to ask for clarification. A record of this</p>
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				contact can be placed on the case notes. (Note: telephone calls handled by the central complaints team are not recorded).
5.8	<p>At each stage of the complaints process, complaint handlers must:</p> <ol style="list-style-type: none"> <li>a. deal with complaints on their merits, act independently, and have an open mind;</li> <li>b. give the resident a fair chance to set out their position;</li> <li>c. take measures to address any actual or perceived conflict of interest; and</li> <li>d. consider all relevant information and evidence carefully.</li> </ol>	YES	See commentary	<p>Stage 1 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: • 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 • Resolve any issues and find a suitable outcome and identify service failure to ensure service improvements are made where required</p> <p>Stage 2</p>

				<p>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	<p>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.</p>	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. • All stages (acknowledgement) - 5 working days 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</p>	<p>In practice the acknowledgement is sent automatically immediately on receipt of a complaint into the system. 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> <p>The complaint handler will proactively keep agree with the resident suitable intervals for keeping them informed about their complaint and provide the Housing Ombudsman contact details where the response falls</p>

			<p>the response will be received.          (This is particularly relevant to complex cases such as in adult or children social care cases)          Stage 2 – 20 working days          Exceptionally, the Council may extend the timescales to respond by a further 20 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>	<p>outside the timescales set out in the code.</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. Some examples of tools that make access to our complaints process easier • If you are blind or partially sighted you can navigate our website including the complaints</p>	<p>There are corporate guidelines on accessibility that all officers in the Council must adhere to.</p>

			<p>webpages using our Browsealoud tool, which can read the contents of the webpage out to you.</p> <p><a href="#">Using our website - Camden Council</a></p>	
5.11	<p>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.</p>	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:</p> <p>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>We will not accept a complaint outside of these timescales except where exceptional reasons for the delay can be demonstrated and reasonable discretion will be applied in such cases.</p>	<p>The Council asks residents to escalate their complaint within one month This is clearly stated within the complaints policy and is set out in the stage 1 response letter. 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	<p>A full record must be kept of the complaint, and the outcomes at each</p>	YES	<p>The complaints case management system keeps a</p>	<p>The complaints case management system keeps</p>



	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.		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	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 ensure appropriate remedies can be provided at any stage of the complaints process without the need for escalation.	YES	 LBC Remedies Policy and Procedure 2.2.pdf	Staff have authority to offer redress and remedy the problems 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	 Unreasonable Complainant Behavior	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 2nd 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.	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><b>Stages of complaint</b></p> <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, 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><b>Stage 1</b></p> <ul style="list-style-type: none"> <li>• The local resolution stage</li> <li>• Dealt with directly by the officers and managers responsible for the service.</li> </ul>	<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. Once a case has been assigned to the responding service officer, they will make a further assessment to determine complexity or vulnerability</p>

			<p>Emphasis is on trying to reach a resolution. If that resolution</p> <ul style="list-style-type: none"> <li>• resolution is not reached, the resident has the right to escalate matters to stage 2</li> </ul>	
6.2	<p>Complaints must be acknowledged, defined and logged at stage 1 of the complaints procedure <b><u>within five working days of the complaint being received.</u></b></p>	YES	See commentary	<p>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. When the complaint is assigned to a service officer, a second acknowledgement is sent to the complainant informing them who will be handling the complaint, including a complaint definition, and timescales. A review of this process has recommended</p>

				<p>that the first email sent automatically should be the 'receipt' of the complaint and the second one is the formal acknowledgement. This second email will be sent within 5 working days of receipt of the complaint. The response timescale will be started from the date this acknowledgement was sent.</p>
6.3	<p>Landlords must issue a full response to stage 1 complaints <b><u>within 10 working days</u></b> of the complaint being acknowledged.</p>	YES	<p><a href="#">Complaints - Camden Council</a></p>	<p>Our policy confirms that full responses to Stage 1 complaints should be issued within 10 working days of acknowledgement, with the option to extend to 20 days where necessary, in line with the Code. Performance is monitored and reported regularly.</p>
6.4	<p>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.</p>	YES	<p>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.</p>	<p>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</p>
6.5	<p>When an organisation informs a resident about an extension to these</p>	YES	<p>See commentary</p>	<p>If the responding officer considers that a response</p>

	timescales, they must be provided with the contact details of the Ombudsman.			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 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	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.

	policy, law and good practice where appropriate.			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.
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"> <li>a. the complaint stage;</li> <li>b. the complaint definition;</li> <li>c. the decision on the complaint;</li> <li>d. the reasons for any decisions made;</li> <li>e. the details of any remedy offered to put things right;</li> </ul>	YES	<p><b>Local Resolution complaint</b>  Thank you for contacting XXXX regarding XXXX Summary of action taken I uphold/I partly uphold/I do not uphold your complaint. Compensation</p> <p><b>Your complaint</b> Short summary of complaint</p> <p><b>My investigation</b></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. Details of how to escalate to stage 2

	<p>f. details of any outstanding actions; and</p> <p>g. details of how to escalate the matter to stage 2 if the individual is not satisfied with the response.</p>	<p><b>My decision</b> Having taken the above investigation into account, I uphold/partly uphold/I am unable to uphold your complaint.</p> <p><b>Review stage appeal</b> • 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 within 1 calendar month of receipt of the stage 1 response, or whichever is later. 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:</p>	<p>(and how to contact the Housing Ombudsman for advice) are given at the end of the response. A Stage 1 response template is provided to Responding Officers:</p>
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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	YES	<p>We do not require complainants to provide reasons when requesting a Stage 2 review, and a complaint will not be declined on this basis. However, if the grounds for escalation are unclear, we will make reasonable efforts to understand the nature of the dissatisfaction</p>	<p>Stage 1 complaints will be escalated to Stage 2 If all or part of the complaint is not resolved to the resident's satisfaction at stage d</p>



	2 is the landlord's final response.			
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	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. When the complaint is assigned to a service officer, a second acknowledgement is sent to the complainant informing them who will be handling the complaint and timescales. A review of this process has

				recommended that the first email sent automatically should be the 'receipt' of the complaint and the second one is the formal acknowledgement. This second email will be sent within 5 working days of receipt of the complaint. The response timescale will be started from the date this acknowledgement was sent.
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	<a href="#">Complaints - Camden Council</a>	We do not require complainants to provide reasons when requesting a Stage 2 review, and a complaint will not be declined on this basis. However, if the grounds for escalation are unclear, we will make reasonable efforts to understand the nature of the dissatisfaction
6.13	The person considering the complaint at stage 2 must not be the same person that	YES	See process maps above under point 4.1	All stage 1s are responded to by officers in the relevant service

	considered the complaint at stage 1.			area. All Stage 2 reviews are investigated and considered by a Complaints Officer in the Central Complaints Team which is an independent team.
6.14	Landlords must issue a final response to the stage 2 <b><u>within 20 working days</u></b> of the complaint being acknowledged.	YES	<a href="#">Complaints - Camden Council</a>	The Council's policy reflects the Code's requirement to issue Stage 2 responses within 20 working days of acknowledgement
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	<a href="#">Complaints - Camden Council</a>	Policy states: we will... <ul style="list-style-type: none"> <li>• Keep you informed and notify you if there is a delay and commit to a new timescale in which you will receive a response.</li> <li>• Contact you to tell you what we have done and why we have done it (the outcome and reasons for the decision)</li> </ul>
6.16	When an organisation informs a resident about an extension to these timescales, they must be	YES	See commentary	If the complaint officer considers that a response will take longer, they will contact the resident and explain


	provided with the contact details of the Ombudsman.			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	<a href="#">Complaints - Camden Council</a>	Policy states: We will provide details of the Ombudsman where any extension exceeds those stated within the Housing Ombudsman's Code.
6.18	Landlords must address all points raised in the complaint definition and	YES	Policy: When we receive a complaint at Stage 1 or 2, we will:	Our complaint officer at stage two will initially conduct a review of the

	<p>provide clear reasons for any decisions, referencing the relevant policy, law and good practice where appropriate.</p>		<ul style="list-style-type: none"> <li>• Acknowledge the complaint which will include understanding of the complaint, the outcomes being sought, and aspects the landlord we are not responsible for</li> <li>• Contact you to ensure we have listened and understand the complaint when further clarification is needed</li> <li>• Offer translation and interpretation services to those of you who request it or inform us that English is not your first language</li> <li>• Make reasonable adjustments or changes for disabled people, neurodiverse people, or people with long-term health conditions for those who request it <ul style="list-style-type: none"> <li>• For children and young people appoint an advocate to support the process if requested using an external and appropriate advocacy service</li> </ul> </li> <li>• Tell you the name of the officer or team dealing with the complaint, what will happen next and when the response will be ready</li> <li>• Investigate the complaint and do what we say we will do to resolve the complaint</li> <li>• Keep you informed and notify you if there is a delay and commit to a new timescale in which you will receive a response</li> <li>• Contact you to tell you what we have done and why we have done it (the outcome and reasons for the decision)</li> </ul>	<p>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 outcome, the complaint officer may reinvestigate.</p>
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6.19	<p>Landlords must confirm the following in writing to the resident at the completion of stage 2 in clear, plain language:</p> <ul style="list-style-type: none"> <li>a. the complaint stage;</li> <li>b. the complaint definition;</li> <li>c. the decision on the complaint;</li> <li>d. the reasons for any decisions made;</li> <li>e. the details of any remedy offered to put things right;</li> <li>f. details of any outstanding actions; and</li> <li>g. details of how to escalate the matter to the Ombudsman Service if the individual remains dissatisfied.</li> </ul>	YES	<p><b>Stage2 response template</b> Thank you for contacting the Complaints Team, regarding (insert complaint definition)</p> <p><b>Your complaint</b></p> <p>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 You contacted the Complaints Team on (date) and your complaint was registered at Review stage (Stage 2)</p> <p><b>My investigation</b> The Complaints Team is independent of the service you have complained about. (enter details of investigation and findings)</p> <p><b>My decision</b> Having taken the above investigation into account, I am do not uphold/ I uphold/ your complaint. (enter reasons why)</p> <p>Your right of appeal to the Housing Ombudsman</p> <p>The signpost to the Housing Ombudsman says the following: 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: Online complaint form: <a href="http://www.housingombudsman.org.uk/residents/make-a-complaint/">www.housingombudsman.org.uk/residents/make-a-complaint/</a> Phone: 0300 111 3000 Email: <a href="mailto:info@housingombudsman.org.uk">info@housingombudsman.org.uk</a> Postal address: Housing Ombudsman Service,</p>	
6.20	Stage 2 is the landlord's final response and must involve all suitable staff members	YES	See commentary	Camden Council focuses on collaboration between services and

	needed to issue such a response.			<p>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>
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## Section 7: Putting things right

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
7.1	<p>Where something has gone wrong a landlord must acknowledge this and set out the actions it has already taken, or intends to take, to put things right. These can include:</p> <ul style="list-style-type: none"> <li>• Apologising;</li> <li>• Acknowledging where things have gone wrong;</li> <li>• Providing an explanation, assistance or reasons;</li> <li>• Taking action if there has been delay;</li> <li>• Reconsidering or changing a decision;</li> <li>• Amending a record or adding a correction or addendum;</li> <li>• Providing a financial remedy;</li> <li>• Changing policies, procedures or practices.</li> </ul>	YES	 <p>LBC Remedies Policy and Procedure 2.2.pdf</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>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"> <li>Recognise and acknowledge what we did wrong.</li> <li>A sincere written apology.</li> <li>Improve procedures so similar problems do not happen again.</li> </ul> <p>Once a decision is made in response to the complaint, review it to ensure it effectively addresses the concerns.</p>



				<p>Carry out a social care assessment where relevant.</p> <p>Provide a financial remedy where appropriate</p> <p>Provide a remedy that is fair and appropriate to the service failure considering the specific merits and circumstances of each case.</p> <p>Assess and offer remedies (including compensation) as needed, regardless of whether the customer directly requests them.</p>
7.2	Any remedy offered must reflect the impact on the resident as a result of any fault identified.	YES	 <p>LBC Remedies Policy and Procedure 2.2.pdf</p>	<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"> <li>• Identify any issues/faults</li> <li>• Find out how/why this occurred</li> <li>• Identify if we caused the fault</li> <li>• Find out how this affected the citizen</li> <li>• Consider any appropriate remedies as per our remedies policy.</li> </ul>
7.3	The remedy offer must clearly set out what will happen and by when, in agreement with the resident where	YES	See commentary	The Council's case management system has a section called "Remedy

	appropriate. Any remedy proposed must be followed through to completion.			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	See commentary	If the residents views about desired outcomes and remedies are not already clear from the complaint, we may 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 Housing Ombudsman guidelines and adhering to our remedies policy.

## 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"> <li>a. the annual self-assessment against this Code to ensure their complaint handling policy remains in line with its requirements.</li> <li>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;</li> <li>c. any findings of non-compliance with this Code by the Ombudsman;</li> <li>d. the service improvements made as a result of the learning from complaints;</li> <li>e. any annual report about the landlord's performance from the Ombudsman; and</li> <li>f. any other relevant reports or publications produced by the Ombudsman in relation to the work of the landlord.</li> </ul>	YES	<p>We can submit this self-assessment and report with the caveat that it is subject to comments from the scrutiny committees</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 &amp; Corporate Performance Scrutiny Committee</p>

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	See commentary	Any restructures within Housing related services or complaint related services will include a review of the self-assessment. The corporate complaints policy and procedure was updated <b>DATE</b> and the self assessment was reviewed following that.
8.3	Landlords must also carry out a self-assessment following a significant restructure, merger and/or change in procedures.	YES	See commentary	Any restructures within Housing related services or complaint related services will include a review of the self-assessment. The corporate complaints policy and procedure was updated <b>DATE</b> 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	See commentary	We will comply with any request to update the self-assessment as directed by the Housing Ombudsman.
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	YES	See commentary	The Council will inform all relevant stakeholders if they unable to comply with the Code due to exceptional circumstances.

	must provide a timescale for returning to compliance with the Code.			
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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's complaints policy states: We are committed to learning from complaints and promoting a culture of continuous improvement. We will: 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.	The Council's learning outcomes include any improvements to service provision or processes and systems to the benefit of all residents. We have appointed two leads for 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.
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	See commentary	The case management system contains a mandatory section for recording learning and remedy outcomes. These can then be collated and analysed to identify

				<p>trends and ensure learning is acted on</p> <p>Housing repairs: 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	<p>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.</p>	YES	See commentary	<p>The council has a resident's complaint panel that are currently involved in a review of the 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</p>

				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	See commentary	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	See commentary	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.	YES	<a href="#">HOS CMRHC Responsibilities Final May24.docx</a>	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: a. regular updates on the volume, categories and outcomes of	YES		



	<p>complaints, alongside complaint handling performance;</p> <p>b. regular reviews of issues and trends arising from complaint handling;</p> <p>c. regular updates on the outcomes of the Ombudsman's investigations and progress made in complying with orders related to severe maladministration findings; and</p> <p>d. annual complaints performance and service improvement report.</p>			
9.8	<p>Landlords must have a standard objective in relation to complaint handling for all relevant employees or third parties that reflects the need to:</p> <p>a. have a collaborative and co-operative approach towards resolving complaints, working with colleagues across teams and departments;</p> <p>b. take collective responsibility for any shortfalls identified through complaints, rather than blaming others; and</p> <p>c. act within the professional standards for engaging with complaints as set by any relevant professional body.</p>	YES	As above	<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</p>

				<p>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. Performance is monitored by services in Directorate Management Team meetings and corporately via the corporate performance monitoring team.</p>
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