

Appendix A: Self-assessment form

This self-assessment form should be completed by the complaints officer and it must be reviewed and approved by the landlord's governing body at least annually.

Once approved, landlords must publish the self-assessment as part of the annual complaints performance and service improvement report on their website. The governing body's response to the report must be published alongside this.

Landlords are required to complete the self-assessment in full and support all statements with evidence, with additional commentary as necessary.

We recognise that there may be a small number of circumstances where landlords are unable to meet the requirements, for example, if they do not have a website. In these circumstances, we expect landlords to deliver the intentions of the Code in an alternative way, for example by publishing information in a public area so that it is easily accessible.

Section 1: Definition of a complaint

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
1.2	A complaint must be defined as: <i>‘an expression of dissatisfaction, however made, about the standard of service, actions or lack of action by the landlord, its own staff, or those acting on its behalf, affecting a resident or group of residents.’</i>	Yes	This definition is included under Section 1 of the Corporate complaints Procedure which can be accessed www.hillingdon.gov.uk/complaints	This precise wording is used in Hillingdon Council's Corporate Complaints Policy and Procedure
1.3	A resident does not have to use the word 'complaint' for it to be treated as such. Whenever a resident expresses dissatisfaction landlords must give them the choice to make complaint. A complaint that is submitted via a third party or representative must be handled in line with the landlord's complaints policy.	Yes	Presentations were delivered virtually to all staff involved in the handling of complaints that the word "complaint" did not need to be used for us to progress by way of a complaint. Complaint handling Masterclasses are delivered four times a year for all staff that handle complaints and this message is re-iterated in each class. This is also stated under Section 2 of the Corporate complaints procedure under "The Corporate complaints procedure"	Every resident is given the option to make a complaint when they express dissatisfaction.
1.4	Landlords must recognise the difference between a service request and a complaint. This must be set out	Yes	The definition of a Service Request and complaint is included under Section 2 of the	The Council makes a distinction between a

	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.		Corporate complaints procedure. Service requests are logged, monitored and processed in the same way as complaints and using the same system. Officers in the complaints team have oversight on whether a service request has been responded to or not and will chase Officers where necessary.	service request and a complaint.
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	This is part of the Council's Corporate complaints procedure and is set out under Section 2 which can be accessed at www.hillingdon.gov.uk/complaints	
1.6	An expression of dissatisfaction with services made through a survey is not defined as a complaint, though wherever possible, the person completing the survey should be made aware of how they can pursue a complaint if they wish to. Where landlords ask for wider feedback about their services, they also must provide details of how residents can complain.	Yes	We will advise someone responding to a survey where and how they can submit a complaint.	The Council recognises that survey responses may contain a 'complaint'. We ensure that appropriate signposting to the complaints service takes place, and we raise awareness of how to complain while conducting surveys.

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	This is included in the Council's Corporate complaints procedure under Section 1 – “Who can complain” and “What can people complain about”.	The Corporate complaints policy includes the following text <i>“If we do not intend to progress your complaint, we will inform you of this in writing, tell you why we will not progress your complaint and give you the contact details of the Ombudsman to whom you may escalate your complaint to for independent review.”</i>
2.2	A complaints policy must set out the circumstances in which a matter will not be considered as a complaint or escalated, and these circumstances must be fair and reasonable to residents. Acceptable exclusions include: • The issue giving rise to the complaint occurred over twelve months ago. • Legal proceedings have started. This is defined as details of the	Yes	This is included in the Corporate complaints procedure under Section 1 (What can people complain about and Who can complain) which can be located at: www.hillingdon.gov.uk/complaints	The Corporate complaints policy sets those complaints we will not progress and this is set out under Section 1 “Who can complain” and “What can people complain about”. This includes issues over 12 months old, legal proceedings, matters already considered.

	claim, such as the Claim Form and Particulars of Claim, having been filed at court. • Matters that have previously been considered under the complaints policy.			
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	This is contained within the Corporate complaints procedure under Section 1 – “Who can complain” which can be found on the following web page: www.hillingdon.gov.uk/complaints	It states within our policy that “<i>The Council will accept complaints received within 12 months of the issue/incident complained of and within 12 months when you became aware of the issue. Complaints made after this time limit may still be accepted if there are good reasons for the delay in submitting.</i>” If we are unable to accept the complaint, we will notify the resident and explain clearly our reasoning for this, referring to the Complaints Procedure where necessary.
2.4	If a landlord decides not to accept a complaint, an explanation must be	Yes	This is included within the Corporate complaint's procedure	A written communication is always sent if a complaint is

	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.		under Section 1- under “Who can complain” and “What people can complain about” which can be found on the following web page: www.hillingdon.gov.uk/complaints	not accepted setting out our reasons for not progressing the complaint and the contact details of the relevant Ombudsman for independent review.
2.5	Landlords must not take a blanket approach to excluding complaints; they must consider the individual circumstances of each complaint.		Each complaint is assessed on its own individual circumstances. Officers are required to consider the merits of each case before deciding whether a complaint can be accepted or excluded under the policy.	Officers ensure they speak to residents who want to complain, to fully understand the circumstances and agree what will be investigated.

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	This is set out within Section 1 of the Corporate complaints procedure (How can People complain) which can be found on the following web page: www.hillingdon.gov.uk/complaints	Complaints can be made in person, by telephone, in writing, or via our website. All requests for reasonable adjustment(s) are considered on their merit and we keep a log of all reasonable adjustments requested and our response to each request.

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	The Corporate complaints procedure sets out the options open to residents to submit a complaint. For staff there is the staff portal (SharePoint) where information is available on the handling of complaints and it sets out what they need to do and who to contact when a communication is received that needs to be processed as a complaint.	Online training sessions have been delivered for staff dealing with complaints on 29 April and 5 May 2026 which were attended by over 200 staff. A recording was made of the session on 29 April and is available for staff to view at any time.
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	Volumes of complaints has risen significantly, and this information is available in the Annual Complaint and Service Monitoring report which is published on the following web page: www.hillingdon.gov.uk/complaints	1,416 Stage 1 complaints and 337 Stage 2 complaints were recorded for 2024/25 and this rose to 2,335 Stage 1 complaints and 596 Stage 2 complaints for 2025/26. Data is benchmarked and shared with the Tenant Special Interest Group. We recognise that high volumes of complaints are positive and used to improve our services.
3.4	Landlords must make their complaint policy available in a clear and accessible format for all residents. This will detail the two stage process, what will happen at each stage, and the timeframes for responding. The policy	Yes	Published on our website and it sets out the 2 Stage Corporate complaints procedure – www.hillingdon.gov.uk/complaints We also publish information on how to complain in our e newsletter.	We have been meeting with residents in the Special Interests Groups to discuss how else to advertise. We are exploring other options such as including complaint details on Council Tax

	must also be published on the landlord's website.			demands and rent statements.
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	The Corporate complaints policy is published on our website and advertised in our E-newsletter. The policy contains information about how to submit a complaint; the contact details of the Ombudsmen and the Complaint Handling Codes are also published on our web page at www.hillingdon.gov.uk/complaints	
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	The Corporate complaints procedure sets this out under Section 1, which can be found at: www.hillingdon.gov.uk/complaints	The policy states that " <i>The Council will also accept complaints by an advocate on behalf of a resident, with appropriate consent.</i> "
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	When we write to a complainant and for example decline to progress their complaint, we will always provide them with the contact details of the relevant Ombudsman. This approach is part of the Corporate complaint's procedure which can be found at: www.hillingdon.gov.uk/complaints	The contact details of the Local Government and Social Care Ombudsman and the Housing Ombudsman Service is included in the Corporate complaints procedure.

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	There is a dedicated centralised Complaint and Members Enquiry Team that is responsible for processing all complaints, service requests and enquiries from the Ombudsmen. The annual complaint and service monitoring report is put before the Corporate Resources and Infrastructure Select Committee for scrutiny and then published on the complaints page, which can be found at: www.hillingdon.gov.uk/complaints	We have a corporate complaint handling team and a complaint manager responsible for processing complaints and providing advice and guidance to staff/complainants. The annual complaint and service improvement report is provided for the Corporate Resources and Infrastructure Select Committee. The report contains information about complaints, compliments and Members Enquiries submitted.
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	A centralised complaint team is responsible for engaging with staff at all levels and where there are issues, they have access to senior managers for support and resolution.	We have a centralised complaint handling team that is responsible for processing complaints, providing advice and guidance, delivering training sessions for officers across the Council and in attending management meetings to provide information and

				advice on the handling of complaints. Where there are disputes the Business Manager for Complaints and Enquiries will step in and take control of the situation.
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	A centralised complaint team is in place, where staff have been trained to process complaints, with all staff having worked in the team for over 8+ years. The complaint portal has categories to capture learning, and this is reported on in the annual complaint and service improvement report, which can be accessed at www.hillingdon.gov.uk/complaints	The complaint team has received training from an Officer from the Local Government and Social Care Ombudsman on handling complaints including offers of compensation. The Business Manager for Complaints and Enquiries run 4 masterclasses in handling complaints a year and also delivered online complaint handling training to over 200 staff across the Council. Training delivered during preparation of the 2025/26 assessment and ahead of 2026/27 implementation.

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	The Corporate complaints procedure is the policy that we use, and it can be accessed at www.hillingdon.gov.uk/complaints	Under Section 1 of the Corporate complaints procedure, it states that: <i>"We will carry out enquiries fairly, deal with your complaint as quickly and effectively as we can while maintaining confidentiality and keeping you informed of progress. We want to reassure you that the service you get will not be affected if you raise concerns or make a complaint."</i>
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	The Corporate complaint procedure sets out our two-stage complaint procedure which complies with the requirements set out in the Complaint Handling Codes. This policy is published on the following web page: www.hillingdon.gov.uk/complaints	The Council will always attempt to resolve issues early on in the process and give residents an opportunity to withdraw a complaint if they are satisfied with the outcome.
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	The Corporate complaint procedure sets out our 2 Stage complaint process, which can be found at: www.hillingdon.gov.uk/complaints	

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	The Council will investigate and respond to complaints, even if it relates to a service provided by one of our contractors. As part of this commitment, we carry out monthly contractor review meetings. These cover KPIs, complaints received in the last month, any procedural and invoicing issues from either side, and other topics as required. Monthly reports are sent to senior management, which include complaint stats and a Lessons Learned summaries. Quarterly complaints reporting go to HRA Operational Group to be reviewed by Corporate Director.	
5.5	Landlords are responsible for ensuring that any third parties handle complaints in line with the Code.	Yes	The Council will investigate and respond to complaints, even if it relates to a service provided by one of our contractors. As part of our investigation, we will contact our contractor for their response to various aspects of the complaint. The Contracts Manager regularly reviews performance of each contractor in monthly meetings.	We will process complaints in accordance with the Corporate Complaints Procedure. www.hillingdon.gov.uk/complaints Where input is required from a third party, we will ensure we liaise with them directly for any evidence needed for the complaint investigation.
5.6	When a complaint is logged at Stage 1 or escalated to Stage 2,	Yes	Within the acknowledgment we send to a complainant it will	We will acknowledge receipt within 5 working days and inform

	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.		contain a summary of our understanding of the complaint and what they want by way of a resolution. This will also be summarised in the complaint responses that we issue at Stages 1 and 2 of the Corporate complaints procedure.	the complainant of the reference number, who will be investigating, when they can expect a response to be sent to them, set out details of their complaint, etc. If anything is unclear, we will always ask for clarification before beginning the investigation.
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	This is set out under Stages 1 and 2 of the Corporate complaints procedure which can be found at www.hillingdon.gov.uk/complaints	We will set out in our acknowledgment our understanding of the complaint and what we understand the complainant is seeking by way of a resolution. As part of the triaging of complaints, acknowledgement responses will confirm which aspects of the complaint will be considered and which we will not be progressing and the reason why.
5.8	At each stage of the complaints process, complaint handlers must: a. deal with complaints on their merits, act independently, and have an open mind; b. give the resident a fair chance to set out their position;	Yes	This is set out within the policy statement in the Corporate complaints procedure which can be accessed at www.hillingdon.gov.uk/complaints	

	c. take measures to address any actual or perceived conflict of interest; and d. consider all relevant information and evidence carefully.			
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	This is set out in the Corporate complaints procedure which can be found at: www.hillingdon.gov.uk/complaints	Within the Corporate complaints procedure under Stages 1 and 2 it states that: <i>"If this is not possible, we will write to you and let you know if more time is needed, the reason why more time is needed, the estimated time it will take to provide a full response and the contact details of the relevant ombudsman. Any extension will not be more than 10 working days without good reason. If this is the case, and we are unable to respond within the extended timeframe, we will agree with you how and when we will keep you updated on the progress of your complaint."</i>
5.10	Landlords must make reasonable adjustments for residents where appropriate under the Equality Act 2010. Landlords must keep a	Yes	A log is kept by the Complaint and Members Enquiries team of any reasonable adjustments	The log is reviewed at quarterly intervals by the Business Manager for Complaints and Enquiries.

	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.		requested and the outcome of that request.	
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	The Corporate complaints procedure sets out our two-stage complaint procedure which all complaints will go through.	
5.12	A full record must be kept of the complaint, and the outcomes at each stage. This must include the original complaint and the date received, all correspondence with the resident, correspondence with other parties, and any relevant supporting documentation such as reports or surveys.	Yes	All complaint data is stored on our complaint portal called Jadu including pictures, surveys, reports, emails, correspondence, etc	We also hold historic complaint data on systems we have used in the past called Onyx and GOSS.
5.13	Landlords must have processes in place to ensure a complaint can be remedied at any stage of its complaints process. Landlords	Yes	Our aim is to resolve a complaint, where we can, either by way of a Service Request or the complaint stages. This is set out in the	Under section 1 of the Corporate complaints procedure (Remedies for redress) it sets out the remedies we provide and this is

	must ensure appropriate remedies can be provided at any stage of the complaints process without the need for escalation.		Corporate complaint procedure which can be accessed at www.hillingdon.gov.uk/complaints	offered at any stage of the complaint procedure.
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	The Council's "<i>Unreasonable or Unreasonably Persistent complainants</i>" policy is published at: Complaint procedures Hillingdon Council This policy is also referred to under Section 1 of the Corporate complaints procedure which can be found at www.hillingdon.gov.uk/complaints	
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	We are required to follow the "Unreasonable or Unreasonably Persistent Complainants" Policy which is published at: Complaint procedures Hillingdon Council	The 'Unreasonable or Unreasonably Persistent Complainants Policy' is followed when someone is placed on the Restricted Persons Register (RPR). Where someone is placed on the RPR we will write to them and inform them why they have been placed on the RPR, for how long, the appeal procedure, etc.

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	The Corporate complaints procedure sets this out and this policy can be accessed at: www.hillingdon.gov.uk/complaints	Cases involving vulnerability, safeguarding concerns, risk of homelessness, health impacts or serious detriment are prioritised. In such cases, an email will be sent to the Head of Service/Director/Corporate Director by the Complaint and Members Enquiry Team for the investigation to be expedited as a matter of priority.
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	The Corporate Complaints Team actively track all complaints received using our Complaints system (JADU), and ensure these are acknowledged within five working days.	
6.3	Landlords must issue a full response to stage 1 complaints <u>within 10 working days</u> of the complaint being acknowledged.	Yes	Each team tracks and monitors all their complaints. Weekly Complaint review meetings are carried out to ensure officers	Team performance against compliance is monitored on a quarterly basis. Where repeat issues of compliance

			remain on track. Reports are provided at the end of each Quarter to monitor compliance and performance.	are identified, further training is provided and escalated if necessary, using internal policies and procedures.
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	The Corporate complaints procedure sets this out and it can be accessed at: www.hillingdon.gov.uk/complaints	This is set out under Section 2 of the Corporate complaints procedure which states: <i>"Any extension will not be more than 10 working days without good reason. If this is the case, and we are unable to respond within the extended timeframe, we will agree with you how and when we will keep you updated on the progress of your complaint."</i>
6.5	When an organisation informs a resident about an extension to these timescales, they must be provided with the contact details of the Ombudsman.	Yes	This is stated in the Corporate complaints procedure under Stage 1 and 2 under Section 2. This policy can be accessed at www.hillingdon.gov.uk/complaints	Staff in the complaint handling team ensure that when an extension is granted, the communication to the complainant provides details of the relevant Ombudsman depending on the nature of the complaint
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	Yes	This is stated in the Corporate complaints procedure under Stage 1 and 2 under Section 2. This policy can be accessed at www.hillingdon.gov.uk/complaints	Under Section 2 of the Corporate complaints procedure under Stages 1 and 2, it states: "We will respond to your complaint as soon as we have the

	tracked and actioned promptly with appropriate updates provided to the resident.			answers to your complaint, and we will not delay our response while outstanding actions are completed. Any outstanding actions will be tracked, actioned promptly and updates provided to you by the service area."
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	This is set out in the Corporate complaints procedure which can be accessed at www.hillingdon.gov.uk/complaints	The complaint response letter clearly lists out the reasons for the complaint and addresses each point fully during the investigation.
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	This is set out under Section 2 of the Corporate complaints procedure under Stages 1 and 2, which can be accessed at: www.hillingdon.gov.uk/complaints	In the Corporate complaints procedure it states: <i>"If we receive related complaints before we send the Stage 1 response, they will be included in that response. However, if the new issues are unrelated to the complaint being investigated, or if it would unreasonably delay the stage 1 response to incorporate them, they will be treated as a new Stage 1 complaint."</i>

6.9	Landlords must confirm the following in writing to the resident at the completion of stage 1 in clear, plain language: a. the complaint stage; b. the complaint definition; c. the decision on the complaint; d. the reasons for any decisions made; e. the details of any remedy offered to put things right; 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	This is included in the response that we send.	The letters that we send at each stage of the process sets out our findings, the decision, the remedy (where appropriate) and to whom a complainant can request an escalation.

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	This is set out in the Corporate complaints procedure which can be accessed at www.hillingdon.gov.uk/complaints	The complaint responses at Stages 1 will inform a complainant how to progress their complaint to Stage 2.
6.11	Requests for stage 2 must be acknowledged, defined and logged at stage 2 of the complaints procedure	Yes	This is set out in the Corporate complaints procedure which can be accessed at www.hillingdon.gov.uk/complaints	The Corporate complaints team maintain a live complaints log in JADU, and ensure all stage 2

	within five working days of the escalation request being received.			responses are acknowledged within five working days
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	This is set out in the Corporate complaints procedure which can be accessed at www.hillingdon.gov.uk/complaints	A resident does not have to give a reason(s) why they want their complaint escalated to Stage 2. The Senior Officer reviewing the complaint at stage 2 is responsible for contacting the resident to agree the resolution being sought and respond to the stage 2 complaint following a thorough review
6.13	The person considering the complaint at stage 2 must not be the same person that considered the complaint at stage 1.	Yes	This is set out in the Corporate complaints procedure which can be accessed at www.hillingdon.gov.uk/complaints	At Stage 1 a Team Leader, Manager or specialist complaint officer will investigate and respond and at Stage 2, this will be reviewed either by the Head of Service or Director or Corporate Director, depending on who has investigated and responded at Stage 1.
6.14	Landlords must issue a final response to the stage 2 <u>within 20 working days</u> of the complaint being acknowledged.	Yes	This is set out in the Corporate complaints procedure which can be accessed at www.hillingdon.gov.uk/complaints	
6.15	Landlords must decide whether an extension to this timescale is needed	Yes	This is set out in the Corporate complaints procedure which can	This is set out under Section 2 of the Corporate

	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.		be accessed at www.hillingdon.gov.uk/complaints	complaints procedure which states: <i>"Any extension will not be more than 20 working days without good reason. If this is the case, and we are unable to respond within the extended timeframe, we will agree with you how and when we will keep you updated on the progress of your complaint."</i>
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	This is set out in the Corporate complaints procedure which can be accessed at www.hillingdon.gov.uk/complaints	Staff in the complaint handling team ensure that when an extension is granted, the communication to the complainant provides details of the relevant Ombudsman depending on the nature of the complaint
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	This is set out in the Corporate complaints procedure which can be accessed at www.hillingdon.gov.uk/complaints	Under Section 2 of the Corporate complaints procedure under Stages 1 and 2, it states: "We will respond to your complaint as soon as we have the answers to your complaint, and we will not delay our response while outstanding actions are completed. Any outstanding actions will be

				tracked, actioned promptly and updates provided to you by the service area.”
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	This is included in the response that we send.	
6.19	Landlords must confirm the following in writing to the resident at the completion of stage 2 in clear, plain language: a. the complaint stage; b. the complaint definition; c. the decision on the complaint; d. the reasons for any decisions made; e. the details of any remedy offered to put things right; f. details of any outstanding actions; and g. details of how to escalate the matter to the Ombudsman Service if the individual remains dissatisfied.	Yes	This is included in the response that we send.	The letters that we send at each stage of the process sets out our findings, the decision, the remedy (where appropriate) and to whom a complainant can request an escalation to.
6.20	Stage 2 is the landlord’s final response and must involve all suitable staff members needed to issue such a response.	Yes	The Reviewing officer will collate information from all relevant staff before issuing our final response	

Section 7: Putting things right

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
7.1	Where something has gone wrong a landlord must acknowledge this and set out the actions it has already taken, or intends to take, to put things right. These can include: • Apologising; • Acknowledging where things have gone wrong; • Providing an explanation, assistance or reasons; • Taking action if there has been delay; • Reconsidering or changing a decision; • Amending a record or adding a correction or addendum; • Providing a financial remedy; • Changing policies, procedures or practices.	Yes	This is set out in the Corporate complaints procedure which can be accessed at www.hillingdon.gov.uk/complaints	Under Section 1 of the Corporate complaints procedure it sets out the “Remedies for redress”, namely: <i>“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.”</i> Any response that we send includes what we will be doing to put things right where they have gone wrong.
7.2	Any remedy offered must reflect the impact on the resident as a result of any fault identified.	Yes	This is included in the response that we send	
7.3	The remedy offer must clearly set out what will happen and by when, in	Yes	This is included in the response that we send	

	agreement with the resident where appropriate. Any remedy proposed must be followed through to completion.			
7.4	Landlords must take account of the guidance issued by the Ombudsman when deciding on appropriate remedies.	Yes	The Complaint Handling Codes are available and key staff have received additional training from an officer in the Local Government and Social Care Ombudsman in relation to appropriate remedies to offer.	Additional training was provided on 29 April and 5 May 2026 on handling complaints.

Section 8: Self-assessment, reporting and compliance

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
8.1	Landlords must produce an annual complaints performance and service improvement report for scrutiny and challenge, which must include: a. the annual self-assessment against this Code to ensure their complaint handling policy remains in line with its requirements. b. a qualitative and quantitative analysis of the landlord's complaint handling performance. This must also include a summary of the types of complaints the landlord has refused to accept; c. any findings of non-compliance with this Code by the Ombudsman; d. the service improvements made as a result of the learning from complaints; e. any annual report about the landlord's performance from the Ombudsman; and f. any other relevant reports or publications produced by the	Yes	An annual complaint and service monitoring report is provided for the Corporate Resources & Infrastructure Select Committee.	We produce an annual complaint and service monitoring report covering Code compliance, performance analysis (including refused complaints), any Ombudsman findings, and improvements made from complaint learning, alongside relevant Ombudsman decisions. The report includes all mandatory elements: 1) self-assessment; 2) non-compliance; 3) Ombudsman findings; 4) refused complaints; 5) learning.

	Ombudsman in relation to the work of the landlord.			
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	This is reported to the Corporate Resources & Infrastructure Select Committee. The report is published on the following website: www.hillingdon.gov.uk/complaints	The response from the Governing Body is also published on the same web page: www.hillingdon.gov.uk/complaints
8.3	Landlords must also carry out a self-assessment following a significant restructure, merger and/or change in procedures.	Yes	A submission is required to Cabinet where any changes are made to the Corporate complaints procedure. We will undertake self-assessments when required.	
8.4	Landlords may be asked to review and update the self-assessment following an Ombudsman investigation.	Yes	As a result of feedback from the Housing Ombudsman Service, we made changes to our self-assessment and the Council's Corporate complaints procedure in June/July 2026.	As a result of decisions made by the Ombudsman, senior managers are made aware of the decision and actions are monitored to ensure that they are completed. Changes made are then noted and the self-assessment is then changed/added to when next reviewed.
8.5	If a landlord is unable to comply with the Code due to exceptional circumstances, such as a cyber	Yes	This has not happened, but it is noted and the Corporate complaints team have an internal	

	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.		escalation process in place to monitor compliance and to quickly identify any arising issues.	
--	---	--	--	--

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 new complaint system, Jadu, now requires that the responding Officer/manager must say whether a complaint is upheld, any amount paid in compensation and any learning from that complaint. The learning is then analysed and used to make changes to our processes by way of service improvement(s). Examples of this include: 1) Weekly reviews introduced where repairs have exceeded timescales 2) Tracking introduced for follow-on works 3) Ensuring all correspondence for repair complaints contain a direct contact number	Once a complaint has been responded to, any learning from each complaint is fed back to managers/directors and what we are doing as a result of any learning identified and changes to our services that will be made. The analysis for each complaint will include the identification of any underlining themes and changes that will be made.
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	The Corporate complaint procedure sets out our procedure for handling of complaints (culture). The annual complaint and service monitoring report provides the analysis of complaints including volumes, lessons learnt and the changes to	Officers/managers also have access to Power BI via Teams which provides a suite of reports for staff with real time data on complaints received, lessons learnt, compensation paid, etc. This data is then used to

			service(s) we have made as a result. These two documents can be found on the following web page: www.hillingdon.gov.uk/complaints Weekly Complaints Management meetings are conducted to review findings and monitor performance.	make changes to operational practice, the review of services and to inform staff training and development.
9.3	Accountability and transparency are also integral to a positive complaint handling culture. Landlords must report back on wider learning and improvements from complaints to stakeholders, such as residents' panels, staff and relevant committees.	Yes	The annual complaint and service monitoring report is put before the Corporate Resources & Infrastructure Select Committee for scrutiny and challenge. There is also a Special Interest Group for complaints which includes external stakeholders and staff, which meets at least twice a year. Feedback from SIGs has led to: 1) The introduction of in-house Damp and Mould inspections, improving response times and accountability. 2) A project is in place to coordinate efforts with Planned Maintenance to replace metal-framed windows 3) Recruitment of over 10 Neighbourhood Officers with reduced patch sizes	Data, lessons learnt and service improvements is shared with residents at the Special Interest Group, where it is discussed and scrutinised. As part of our governance structure the annual complaint and service monitoring report is widely circulated to services, officers, managers, directors and the Chief Executive for feedback before it is presented to the select committee.
9.4	Landlords must appoint a suitably senior lead person as accountable for	Yes	There is a dedicated complaint manager at a senior level that	Quarterly and annual corporate reports show

	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.		produces the quarterly complaint and service monitoring report for the Select committee. This has been enhanced by introduction of the Member Responsible for Complaints which sits at Cabinet level.	themes and what action was taken to address them. Our new complaint handling system (Jadu) will provide officers/managers with more flexible and comprehensive reporting. This will increase the extent to which the council is able to learn from complaints, share the learning and institute improvements
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 sits at Cabinet level to emphasise the importance of complaints within this Council.	Cllr Nick Denys is our current MRC - The Cabinet Member designated as the Member Responsible for Complaints
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 quarterly report is provided for the MRC. This is discussed and scrutinised in quarterly briefings and any feedback or actions requested, are then provided to the Complaints Business Manager.	A rolling quarterly report is produced for the MRC, which provides an analysis of complaints, trends, lessons learnt, changes made, compensation paid, etc.
9.7	As a minimum, the MRC and the governing body (or equivalent) must receive:	Yes	A rolling quarterly report is produced for the landlord board, Corporate Management Team leads and MRC.	This process was approved and embedded by Cabinet on 27 June 2024.

	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.			
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	Under section 1 of the Corporate complaints procedure under "introduction" we set out our approach to complaint handling, which is stated below: <i>"The Council is committed to putting people at the centre of everything we do and aims to provide the best possible service to residents. However, sometimes things can go wrong and if you are not happy with the service you have received from the Council then please tell us so that we can, where possible, sort out the problem. We will carry out enquiries fairly, deal with your</i>	In addition, we have a standard objective incorporated in our procedures and explains that staff involved in the management and response to complaints are responsible for: • <i>working collaboratively to resolve resident issues</i> • <i>taking shared responsibility for addressing areas of development identified through complaints</i>

			<i>complaint as quickly and effectively as we can while maintaining confidentiality and keeping you informed of progress. We want to reassure you that the service you get will not be affected if you raise concerns or make a complaint.</i> <i>The policy and procedure:</i> • <i>allows managers to address issues of unsatisfactory service and seek improvements in service delivery;</i> • <i>ensures that people are treated fairly and consistently;</i> • <i>ensures that a proper and adequate investigation takes place before any action is taken;</i> • <i>requests for reasonable adjustments will be considered in line with the Equality Act 2010 and appropriate training is provided for staff; and</i> • <i>safeguards the integrity and good reputation of the Council.”</i>	• <i>Acting in accordance with any relevant professional registration that they hold.</i>
--	--	--	---	---