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ANNUAL SELF-ASSESSMENT • 2025/26

Housing Ombudsman Complaint Handling Code

London Borough of Croydon | Housing (landlord) services

Landlord	London Borough of Croydon
Services covered	Housing (landlord) services, including repairs, housing management and leasehold services
Period covered	1 April 2025 to 31 March 2026
Date of self-assessment	28 August 2026
Completed by	Andrea Ware, Customer Insight Manager
Senior officer accountable for complaint handling (provision 9.4)	Head of Change, Assurance and Performance
Member Responsible for Complaints (provision 9.5)	Cabinet Member for Homes
Scrutinised by the Member Responsible for Complaints	22 September 2026
Considered by the Chair of the Governing body	Executive Mayor of Croydon, 24 September 2026
Chair response published	30 September 2026
Published at	Croydon.gov.uk
Overall position	Compliant with 72 of the 72 provisions of the Code.

About this self-assessment

This self-assessment sets out how the London Borough of Croydon, in its role as a social landlord, complies with the Housing Ombudsman's Complaint Handling Code. It covers the period 1 April 2025 to 31 March 2026 and has been completed against all 72 provisions of the Code.

The Council recognises that effective complaint handling is an essential component of service delivery and provides valuable opportunities to learn from resident feedback, improve services and strengthen trust with residents.

The Housing Ombudsman's review of the Council's policy

In March 2026 the Housing Ombudsman Service reviewed the Council's Corporate Complaints Policy and Procedure and made 16 recommendations. These covered complaint definitions, exclusions, complaint acknowledgements, escalation arrangements, complaint extensions and Ombudsman signposting. The policy was amended in July 2026 to address them. All recommendations have been implemented into the updated policy. References in this self-assessment to "the Housing Ombudsman review" relate to that exercise.

Statement of compliance

The Council assesses itself as compliant with all of the 72 provisions of the Code.

Scrutiny, approval and publication

This self-assessment forms part of the Council's Annual Complaints Performance and Service Improvement Report. It has been scrutinised and challenged by the Member Responsible for Complaints, The Executive Mayor of Croydon and distributed to Cabinet. It is published on the complaints section of the Council's website together with the Board's formal response.

Evidence

The documents relied on in this self-assessment are listed at Annex A, with their publication location. Where evidence is held internally rather than published, this is stated.

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	Corporate Complaints Policy and Procedure	The Council's complaint definition is contained within section 2.4 of the Corporate Complaints Policy and reflects the definition set out in the Housing Ombudsman's Complaint Handling Code
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	Section 2.10 of the Complaints Policy states that a resident does not have to use the word ‘complaint’ or ask to make a complaint. Section 1.2 of the Complaints Policy states, anyone who is affected by our services can make a complaint. This includes: • Residents • People who work or visit the borough • Local businesses • Community groups	Following a review of the Council's complaints policy by the Housing Ombudsman Service in March 2026, section 2.10 of the policy was amended to explicitly state that whenever a resident expresses dissatisfaction, they will be given the opportunity to make a complaint. The policy also confirms that a resident does not need to use the word "complaint" and that

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
			Any person/s acting on behalf of an individual or group of individuals (provided that the person affected has given their written consent).	complaints made by representatives or third parties will be handled in accordance with the policy.
1.4	Landlords must recognise the difference between a service request and a complaint. This must be set out in their complaints policy. A service request is a request from a resident to the landlord requiring action to be taken to put something right. Service requests are not complaints, but must be recorded, monitored and reviewed regularly.	Yes	Section 2.4 confirms the definition of a complaint Section 2.8 highlights the difference between a service request and a complaint Staff have been trained to understand the difference between service requests and complaints and aim to resolve service requests as quickly as possible	The distinction between complaints and service requests is set out within section 2.8 of the policy. Service requests are recorded separately, and a complaint will be raised where a resident remains dissatisfied with the response to the service request
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	Complaints are raised when the resident expresses dissatisfaction with a service request. These are logged on the Infreemation complaints system.	Section 2.8 confirms that where a service request is not resolved following the initial request and the resident contacts the Council again expressing dissatisfaction, the matter will be recorded as a complaint. Service requests continue to be progressed

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
				irrespective of complaint activity
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	Telephone satisfaction surveys are conducted on the Council's behalf by Acuity. Survey responses are treated as an opportunity to improve services and are followed up with individuals. Residents are signposted to the complaints process if they are unhappy.	Customer feedback and survey responses are not treated as complaints. Residents are provided with information about how to access the Council's complaints procedure through published customer information and website content

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	Our policy clearly states that complaints will be accepted unless there is a valid reason not to do so. Exceptions are set out in the Complaints Policy at section 4.	The policy adopts a presumption of complaint acceptance unless a clear exclusion applies. Section 4 sets out the exclusions and confirms that complaints should be considered on their individual merits
2.2	A complaints policy must set out the circumstances in which a matter will not be considered as a complaint or escalated, and these circumstances must be fair and reasonable to residents. Acceptable exclusions include: - The issue giving rise to the complaint occurred over twelve months ago. - Legal proceedings have started. This is defined as details of the claim, such as the Claim Form and Particulars of Claim, having been filed at court.	Yes	Section 2.10 of Complaints Policy advises that complaints should be made to the Council within 12 months of when a customer feels that something has gone wrong. If it is longer the Council may ask customers to explain why they could not complain sooner. Section 4 of Complaints Policy lists the exceptions under which we would not consider a complaint	Following the Housing Ombudsman review, section 4.1 was revised to ensure exclusions are fair, reasonable and Code compliant. The policy clarifies that complaints relating to services delivered on behalf of the Council remain within scope, while Housing Register and Homelessness review decisions subject to statutory review or appeal rights are excluded

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
	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 included at section 2.10 in the Complaints Policy	The policy states that complaints should normally be submitted within 12 months of the issue occurring or the resident becoming aware of the issue. The Council retains discretion to accept complaints outside this period where there is a justified reason for delay.
2.4	If a landlord decides not to accept a complaint, an explanation must be provided to the resident setting out the reasons why the matter is not suitable for the complaints process and the right to take that decision to the Ombudsman. If the Ombudsman does not agree that the exclusion has been fairly applied, the Ombudsman may tell the landlord to take on the complaint.	Yes	Section 4 of the Complaints Policy lists exclusions. If a complaint is not accepted, we will provide a full explanation to the resident Section 3.6.3 states where we refuse to escalate a complaint to stage 2, we write to the resident explaining our reasons and signpost them to the relevant Ombudsman — the Housing Ombudsman Service for landlord complaints, or the Local	Following the Housing Ombudsman review, section 4.4 was amended to ensure residents are advised of their right to refer a decision not to accept a complaint to the appropriate Ombudsman

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
			Government and Social Care Ombudsman for other Council services.	
2.5	Landlords must not take a blanket approach to excluding complaints; they must consider the individual circumstances of each complaint.	Yes	Each complaint is considered on an individual basis	The policy confirms that complaints will be assessed on a case-by-case basis and that discretion may be exercised where appropriate. Exclusions are not applied on a blanket basis

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	Complaints do not have to be made in writing. Residents can complain using any of the following: • the Council's online complaint form • by letter • by email • by telephone • in person • in audio format • in languages other than English, through the Council's translation and interpreting service Complaints raised through the Council's social media channels are logged on the resident's behalf and handled through the corporate complaints process. The Council does not investigate or respond to complaints within social media channels themselves, and residents are	The policy provides multiple routes for making complaints, including online forms, telephone, email, written correspondence, audio recording and translation services. Reasonable adjustments are available under the Equality Act 2010

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
			not asked to re-submit a complaint they have already made. Reasonable adjustments are made and recorded in line with the Equality Act 2010.	
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	As detailed in 3.1 above - residents can make complaints to any member of staff in any way they wish to do so	Complaints can be raised through a variety of channels, and all staff are expected to ensure complaints are appropriately logged and managed through the corporate complaints process.
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	We consider complaints as feedback on our performance and look for opportunities for improvements in all areas and not just those that have a high volume of complaints	Complaint volumes are reported to the Divisional Management Team and the Member Responsible for Complaints as a measure of access and resident confidence, not as a failure measure in themselves. Landlord Stage 1 complaints rose by 19% when comparing 24/25 and 25/26, and Stage 2 complaints rose by 98%

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
				when comparing 24/25 and 25/26. We recognise that we still need to improve the learning on complaints and the learning framework as described in 9.1 is part of that improvement journey.
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	The Complaints Policy is published on our complaints web page and we request that individuals get in touch if they require a more accessible format	The complaints policy is published on the Council's website and explains the complaint process, stages and timescales. Information is available in accessible formats where required.
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 Complaints Policy sets out both Ombudsman schemes — the Housing Ombudsman Service and the Local Government and Social Care Ombudsman — and how to contact each. Section 2.2 also confirms the Policy is published on the Council's website.	Following the Housing Ombudsman review, section 2.2 was amended to explain how the Council publicises the complaints process, Complaint Handling Code and Ombudsman information through its website, resident communications and other customer information channels

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
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	Section 1.2 of the Complaints Policy states that a complaint can be considered by any person/s acting on behalf of an individual or group of individuals (provided that the person affected has given their written consent).	The policy permits complaints to be raised by representatives acting on behalf of residents and appropriate support arrangements are available where required
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	Section 3.7 of the Policy explains how residents can engage with the relevant Ombudsman scheme. Residents are advised of their right to approach the Ombudsman in Stage 1 and Stage 2 decisions, in delay notifications and where the Council declines to escalate a complaint.	Following observations made during the Housing Ombudsman review, Housing Ombudsman contact details were expanded within section 6.3 to include website and postal information. Residents are signposted to Ombudsman services at the conclusion of the complaints process and where complaints are not accepted.

Section 4: Complaint Handling Staff

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
4.1	Landlords must have a person or team assigned to take responsibility for complaint handling, including liaison with the Ombudsman and ensuring complaints are reported to the governing body (or equivalent). This Code will refer to that person or team as the 'complaints officer'. This role may be in addition to other duties.	Yes	The Customer Insight Manager is the designated Complaints Officer for the purposes of provision 4.1 and has oversight of all housing (landlord) complaints. Stage 1 repairs complaints are managed by a dedicated team; other landlord service complaints are managed by designated complaints officers within the service. Stage 2 landlord complaints are managed by designated Stage 2 officers within the Customer Insight Team. Non-landlord corporate complaints are handled by the Council's corporate Complaints Resolution Team.	The Customer Insight Manager is the designated complaints officer, responsible for Ombudsman liaison and reporting to the Housing Assurance Board. During 2025/26, Stage 2 landlord complaints were handled by the Corporate Complaints Team. Since June 2026, all landlord Stage 2 complaints have been managed by a dedicated Stage 2 team in the Customer Insight Team. Stage 1 repairs complaints are handled by the Customer Insight Team; Housing Management Stage 1 landlord complaints are handled by designated officers within the service.
4.2	The complaints officer must have access to staff at all levels to facilitate the prompt resolution of complaints.	Yes	Complaints Officers have authority to facilitate the resolution of complaints and	The complaints officer and Customer Insight Team can request information from

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
	They must also have the authority and autonomy to act to resolve disputes promptly and fairly.		escalation processes to Director level are in place.	any service, manager, or contractor, and can escalate to Director level. We need to improve in this area as this is one of the reasons Stage 1 and Stage 2 responses don't always meet the HO timescales. To support this the Head of Change, Assurance and Performance sends out weekly updates to the Divisional Management Team so that delays are visible and addressed. This is supporting the reduction in the time taken to resolve complaints.
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	We have designated complaints officers within each of our service divisions who are responsible to complaint handling. Officers are provided with training on effective complaint handling.	The Council promotes a positive complaint handling culture and recognises complaints as a valuable source of customer insight. Complaint themes, trends, Ombudsman decisions and service failures are reviewed regularly to identify learning opportunities and service

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
				improvements. The Council has established a learning framework which continues to be developed and strengthened. Complaint handling guidance and support is provided to complaint responders, managers and service leads. Learning arising from complaints is shared through management meetings, performance reporting and service improvement activity. The Council continues to strengthen its learning framework to ensure that complaint outcomes drive service improvements, improve customer experience and reduce repeat service failures. Extra resource has been agreed for the financial year 26/27 to support the increase in complaints

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	We have a single policy, and the Complaints Policy is published on our website. We see complaints as an opportunity to put things right and residents are not treated differently if they complain.	The Corporate Complaints Policy and Procedure is in place for all council complaints
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	We aim to resolve all complaints within timescales and have a 2 stage complaints process as set out at 3.1 of the Complaint Policy.	Following the Housing Ombudsman review, references to informal complaint stages were removed from the policy to reinforce the Council's formal two-stage complaints process.
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	We have a 2 stage complaints process as set out in the Complaints Policy	Following the Housing Ombudsman review, references to informal complaint stages were removed from the policy to reinforce the Council's formal two-stage complaints process.

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
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	Where any part of the response is handled by a third party this is treated as part of the two-stage process.	The Council retains responsibility for all complaints relating to services delivered on its behalf, including those provided by contractors and other third-party organisations. Residents are not required to pursue a separate complaints process with a contractor or service provider. Where input from a third party is required, this is coordinated as part of the Council's own two-stage complaints process, with the Council remaining accountable for the investigation, findings and response. This ensures residents have a single, clear route for raising concerns and receiving a resolution, regardless of who delivered the service in question.
5.5	Landlords are responsible for ensuring that any third parties handle complaints in line with the Code.	Yes	Contracts for services delivered on the Council's behalf require contractors to co-operate with	The Council retains responsibility for all complaints relating to

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
			the Council's complaints process and to provide information within the timescales set by the Complaint Handling Code. Contractor responsiveness to complaint investigations is reviewed at contract management meetings. No landlord complaint was passed to a third party to answer in 2025/26; all were investigated and answered by the Council.	services delivered on its behalf, including those provided by contractors. Complaints are managed through the Council's complaints process, with relevant information obtained from contractors as part of the investigation. The Council remains accountable for the quality, timeliness and outcome of the complaint response, ensuring residents receive a consistent service regardless of who delivered the work.
5.6	When a complaint is logged at Stage 1 or escalated to Stage 2, landlords must set out their understanding of the complaint and the outcomes the resident is seeking. The Code will refer to this as "the complaint definition". If any aspect of the complaint is unclear, the resident must be asked for clarification.	Yes	When complaints are acknowledged, we set out our understanding of the complaint and what the complainant has requested in order to resolve the complaint.	Section 3.5 and section 3.6.4 were updated following the Housing Ombudsman review to require Stage 1 and Stage 2 acknowledgements to include the complaint definition and the outcomes sought by the resident
5.7	When a complaint is acknowledged at either stage, landlords must be clear	Yes	As at 5.6, the acknowledgement is clear about what aspects of	Following recommendations from the Housing

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
	which aspects of the complaint they are, and are not, responsible for and clarify any areas where this is not clear.		the complaint will be investigated and for which we are not responsible.	Ombudsman Service, the policy was revised to require Stage 1 and Stage 2 acknowledgements to include a complaint definition, the outcomes sought by the resident and clarification of the aspects of the complaint the Council is responsible for investigating
5.8	At each stage of the complaints process, complaint handlers must: - deal with complaints on their merits, act independently, and have an open mind; - give the resident a fair chance to set out their position; - take measures to address any actual or perceived conflict of interest; and - consider all relevant information and evidence carefully.	Yes	Our designated complaints officers and the dedicated customer insight team are provided with effective complaint handling training prior to investigating complaints which includes the requirements set out in this Code	All complaints handlers are given training and guidance in their roles as either complaints handlers or departmental complaints officers which covers these requirements
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	Yes	Section 3.5.9 and 3.6.5 states where we are unable to respond to a complaint in time we will keep the resident up to date on the progress of their case.	Following the Housing Ombudsman review, the policy was updated to require suitable update intervals to be agreed with

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
	keeping them informed about their complaint.			residents where responses are expected to fall outside Complaint Handling Code timescales
5.10	Landlords must make reasonable adjustments for residents where appropriate under the Equality Act 2010. Landlords must keep a record of any reasonable adjustments agreed, as well as a record of any disabilities a resident has disclosed. Any agreed reasonable adjustments must be kept under active review.	Yes	We make reasonable adjustments in line with the Equality Act 2010 and record this.	Reasonable adjustments and any disability disclosed by a resident are recorded against the complaint record on Infreemation and are kept under active review for the duration of the complaint. A resident's communication needs determine how, and how often, the Council corresponds with them about their complaint.
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	Section 3.6 of the Complaints Policy sets out that complaints will progress to Stage 2 where the resident remains dissatisfied, unless a valid exclusion under Section 4 applies.	Following recommendations made by the Housing Ombudsman Service, the policy was amended so that complaints will progress to Stage 2 where the resident remains dissatisfied, unless a valid exclusion applies.

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
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	We record all details relating to a complaint on our Infreemation complaints management system	A full record of each complaint, including the original complaint, date received, all correspondence with the resident and with other parties, and supporting documentation, is held on the Infreemation complaints management system.
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	A remedy may be offered at any stage of the process. See section 3.5.11 of the policy	Complaints handlers are empowered to make the appropriate offers of redress to resolve complaints at any stage of the 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	We have an Unacceptable Behaviour Policy in place.	The council has a corporate unacceptable behaviour policy for managing unacceptable behaviour from residents. Any restrictions made are evidenced and kept under review
5.15	Any restrictions placed on contact due to unacceptable behaviour must be proportionate and demonstrate regard	Yes	Each individual's circumstances are considered before a decision is taken to restrict contact.	When considering restricting contact, we give due regard to any vulnerability in line with our

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
	for the provisions of the Equality Act 2010.		This is covered within the Unacceptable Behaviour Policy.	policy and the Equality Act 2010

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	We encourage all complaints to be acknowledged over the telephone with an aim to try and resolve the complaint as quickly as possible. We assess each case on its own merits whilst taking into consideration an individual's personal circumstances and aim to resolve the complaint as quickly as possible.	All complaints are risk assessed on receipt to determine their complexity, urgency and any vulnerabilities or risks to the resident. Complaints that can be resolved promptly are assigned for an early response, enabling residents to receive a timely explanation, apology and/or resolution where appropriate. More complex complaints, or those requiring detailed investigation across multiple service areas, are progressed through a full investigation process to ensure all relevant evidence is considered before a response is issued. To support our performance vulnerability will be added

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
				into the information recorded and the Customer Insight Team Leaders will check 10% of cases a month for this information. This will be reported to the Divisional Management Team and the Member Responsible for complaints.
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	Stage 1 complaints are logged and acknowledged within 5 working days.	Following the Housing Ombudsman review, Stage 1 acknowledgements were revised with the aim of ensuring complaints are acknowledged and defined within 5 working days and include complaint definition requirements. The Council's policy is compliant with this requirement and reflects the timescale set out in the Housing Ombudsman's Complaint Handling Code. The average time to acknowledge Stage 1

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
				complaints in the financial year 25/26 was 7.5 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	Corporate Complaints Policy and Procedure, section 3.5.7 advises that we will provide a full response to the complaint within 10 days of the complaint being acknowledged	The Council's policy is compliant with this requirement and reflects the timescale set out in the Housing Ombudsman's Complaint Handling Code. Performance against this requirement is monitored through regular complaints reporting. While the Council does not achieve the target in every case, the requirement is embedded within policy, procedures, staff guidance, and complaint management processes. The average time to resolve Stage 1 complaints for the financial year 25/26 was 20.6 working days. This has improved to 12.6 working days for April to August of the financial year 26/27 and

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
				reducing this further remains a priority. Where a response cannot be provided within 10 working days, provision 6.4 of the Code is applied. Where possible residents are informed of the delay before the deadline expires, provided with an explanation, given a revised response date, and advised of their right to contact the Housing Ombudsman Service.
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	We communicate to complainants when an extension is required in order to respond to a complaint, and we agree with them how often we will keep them updated on progress. Section 3.5.9 confirms an extension to the timescale will not exceed 10 working days	The policy was amended to clarify Stage 1 extension requirements, including the maximum extension period, requirement for good reason and communication requirements for residents.
6.5	When an organisation informs a resident about an extension to these	Yes	Section 3.5.9 confirms an extension to the timescale will	This requirement is embedded within our

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
	timescales, they must be provided with the contact details of the Ombudsman.		not normally exceed 10 working days. Residents are provided with details of the Housing Ombudsman.	complaint handling process. Where an extension to the response timescale is required, residents are notified in writing of the revised response date and are provided with the contact details of the Housing Ombudsman, ensuring they are aware of their right to seek independent advice and support
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	We issue a response to complaints as soon as we are able to clarify the actions to put matters right. We track and monitor any actions to ensure the case is seen through to resolution.	Following the Housing Ombudsman review, the policy now confirms that complaint responses will be issued when the outcome of the investigation is known and that outstanding actions will continue to be monitored and communicated separately
6.7	Landlords must address all points raised in the complaint definition and provide clear reasons for any decisions, referencing the relevant	Yes	Our templates require investigating officers to address each complaint point separately to resolve the complaint	This requirement is embedded within our complaint handling processes. Complaint handlers address each

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
	policy, law and good practice where appropriate.			element of the complaint individually and give clear, evidence-based reasons for the decisions reached, referencing the relevant policy, law or good practice.
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	The complaint response letters cover each of these expectations.	The policy now explains how additional issues raised during an investigation are managed, including when new issues should be incorporated into an existing complaint or recorded separately
6.9	Landlords must confirm the following in writing to the resident at the completion of stage 1 in clear, plain language: a. the complaint stage; b. the complaint definition; c. the decision on the complaint; d. the reasons for any decisions made; e. the details of any remedy offered to put things right;	Yes	All complaints officers use templates to formulate responses in line with this requirement.	These requirements are incorporated into our stage 1 complaint response templates and complaint handling process. The templates are designed to guide complaint handlers through each required element, ensuring that the complaint stage, complaint definition, decision and supporting rationale are

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
	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.			clearly set out in the response. Management oversight and quality assurance arrangements provide additional assurance that responses are comprehensive, consistent and compliant with the requirements of the Complaint Handling Code.

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	Corporate Complaints Policy and Procedure	Section 3.6.3 confirms that complaints may progress to Stage 2 where the resident remains dissatisfied with the Stage 1 response. This amendment was made following Housing Ombudsman recommendations
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	The Complaints Policy sets out at 3.6.4 that all complaints are acknowledged within 5 working days	Following the Housing Ombudsman review, Stage 2 acknowledgements were revised with the aim of ensuring complaints are

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
				acknowledged and defined within 5 working days and include complaint definition requirements. The average time to acknowledge Stage 2 complaints in the financial year 25/26 was 3.3 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	Residents are not required to give reasons when requesting escalation to Stage 2, and escalation requests are accepted whether or not a reason is given. Section 3.5.13 of the Complaints Policy, and the Stage 1 response template, invite residents to set out anything they remain dissatisfied with so that the Stage 2 review can be focused. This is an invitation, not a condition of escalation. Where no reasons are given, the Stage 2 officer reviews the complaint history and correspondence and, where appropriate, contacts the	Residents are not required to provide a reason when requesting escalation to stage 2, and requests will be accepted regardless of whether a rationale is provided. Our stage 1 response template encourages residents to outline any remaining concerns or areas of dissatisfaction where possible, as this can assist in focusing the stage 2 review and ensuring all relevant issues are fully considered. However, this is not a requirement for escalation. Where reasons are not provided, complaint

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
			resident to understand what remains unresolved.	handlers make reasonable efforts to understand the resident's ongoing dissatisfaction through a review of the complaint history, previous correspondence and any further engagement with the resident.
6.13	The person considering the complaint at stage 2 must not be the same person that considered the complaint at stage 1.	Yes	Stage 1 complaints are investigated by either dedicated Stage 1 Complaint Officers or departmental Complaint Officers. Stage 2 complaints are investigated independently by dedicated Stage 2 Complaint Officers within the Customer Insight Team, ensuring a separate and impartial review of the complaint.	Following a review of complaint governance arrangements, Housing Stage 2 complaints are independently investigated by the Housing Customer Insight Team. Non-landlord corporate complaints continue to be reviewed independently by the Council's corporate Complaints Resolution Team, or by another officer not involved 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.	No	Corporate Complaints Policy and Procedure, section 3.6.4 advises that we will provide a full response to the complaint within	The Council's policy is compliant with this requirement and reflects the timescale set out in the

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
			20 days of the complaint being acknowledged	Housing Ombudsman's Complaint Handling Code. Performance against this requirement is monitored through regular complaints reporting. While the Council does not achieve the target in every case, the requirement is embedded within policy, procedures, staff guidance, and complaint management processes. The average time to resolve Stage 2 complaints for the financial year 25/26 was 63 working days. This has improved to 46 working days for April to August of the financial year 26/27 and reducing this further remains a priority. Where a response cannot be provided within 20 working days, provision 6.4 of the Code is applied. Where possible

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
				residents are informed of the delay before the deadline expires, provided with an explanation, given a revised response date, and advised of their right to contact the Housing Ombudsman Service.
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	Extensions to respond to a complaint are in line with the code 3.6.5 of the Complaints Policy states that if a complaint is complicated and likely to take longer to resolve the investigating officer will set and agree a revised timescale, of no more than 20 working days as an extension, and keep the resident up to date on its progress.	The policy now clearly sets out Stage 2 extension arrangements, maximum extension periods, communication requirements and agreed update intervals. These amendments were made following the Housing Ombudsman review.
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	Stage 2 extension letters include referral rights to the relevant Ombudsman scheme and the Housing Ombudsman Service's contact details.	This requirement is embedded within our complaint handling process. Where an extension to the response timescale is required, residents are

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
				notified in writing of the revised response date and are provided with the contact details of the Housing Ombudsman, ensuring they are aware of their right to seek independent advice and support. Standard template communications have been updated to ensure this information is included consistently whenever an extension is communicated.
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	We issue a response to complaints as soon as we are able to clarify what we aim to do to put matters right. For stage 2 and Ombudsman cases we track and monitor any actions to ensure the case is seen through to resolution.	Following Housing Ombudsman recommendations, the policy confirms that Stage 2 responses will be issued when the outcome is known and that outstanding actions will continue to be tracked and communicated until completion
6.18	Landlords must address all points raised in the complaint definition and provide clear reasons for any decisions, referencing the relevant	Yes	Our templates require investigating officers to address each complaint point separately to resolve the complaint	This requirement is embedded within our complaint handling framework. Complaint

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
	policy, law and good practice where appropriate.			handlers address each element of the complaint individually and give clear, evidence-based reasons for the decisions reached, referencing the relevant policy, law or good practice.
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	All complaints officers use templates to formulate responses to stage 2 complaints as per the guidance issued by the Ombudsman	These requirements are incorporated into our stage 2 complaint response templates and complaint handling process. The templates are designed to guide complaint handlers through each required element, ensuring that the complaint stage, complaint definition, decision and supporting rationale are clearly set out in the response. Management oversight and quality assurance arrangements provide additional assurance that responses are comprehensive, consistent and compliant with the requirements of the Complaint Handling Code

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
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 Complaints Policy sets out that we have a two-stage process with stage two being the final stage. Complex case meetings are held where the response and actions involve staff from a number of teams.	Stage 2 complaints are subject to senior management oversight to ensure a thorough and independent review of the issues raised. Responses are developed with input from all relevant service areas and officers involved in the case, ensuring that all available evidence is considered before a final decision is reached. Final responses are reviewed and approved at Director level, providing appropriate scrutiny and assurance that the investigation has been comprehensive, the findings are evidence-based, and any necessary learning or service improvements have been identified.

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	Template response letters include the actions that have and/or will be taken to put things right.	This requirement is embedded within our complaint handling approach. Where a complaint investigation identifies service failure, delay or an opportunity for improvement, responses acknowledge what has gone wrong and set out the steps taken, or to be taken, to remedy the issue. Depending on the circumstances of the case, this may include an apology, a detailed explanation, corrective action, service improvements, a review of previous decisions, amendments to records, or consideration of financial redress in line with our compensation arrangements. Complaint response templates prompt handlers to consider appropriate remedies and learning outcomes, helping

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
				to ensure residents receive a clear explanation of how we intend to put matters right and prevent similar issues from occurring in the future.
7.2	Any remedy offered must reflect the impact on the resident as a result of any fault identified.	Yes	Remedies are in line with the Ombudsman guidelines. There are compensation guidelines in place.	This requirement is reflected within our complaint handling process and guidance for complaint handlers. Where service failure, delay or other fault is identified, consideration is given not only to what went wrong, but also to the extent of the impact on the resident. Complaint responses explain how the impact on the resident has been assessed and how the proposed remedy is proportionate to the circumstances of the case. This may include practical actions, service improvements, apologies or financial redress, where appropriate. Quality assurance processes and

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
				management oversight support consistency in decision-making and help ensure that remedies are fair, reasonable and proportionate to the impact experienced by the resident.
7.3	The remedy offer must clearly set out what will happen and by when, in agreement with the resident where appropriate. Any remedy proposed must be followed through to completion.	Yes	We ensure our complaint responses clearly set out our proposal on what we aim to do and when. The service areas track actions through to completion.	Where a remedy is identified, complaint responses set out the actions that will be taken, who is responsible for delivering them and the timescales for completion. Where appropriate, residents are engaged in discussions regarding proposed remedies to ensure the outcome is reasonable and addresses the impact experienced. Actions arising from complaints are recorded and monitored to support delivery, and complaint handlers are responsible for ensuring agreed remedies are progressed and

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
				completed. Management oversight provides additional assurance that commitments made through the complaints process are followed through and that residents are kept informed where delivery timescales change.
7.4	Landlords must take account of the guidance issued by the Ombudsman when deciding on appropriate remedies.	Yes	Our complaint handlers are trained and supported to ensure consistent responses that take into account Housing Ombudsman guidance.	Our complaint handling process requires complaint handlers to consider the Housing Ombudsman's guidance on remedies when determining appropriate outcomes for residents. This includes assessing the nature of any service failure, the impact on the resident and the actions required to put things right. Guidance on compensation and other forms of redress is incorporated into complaint handling training, procedures and quality assurance activities to support consistent decision-

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
				making. Where remedies are offered, consideration is given to ensuring they are fair, proportionate and aligned with Ombudsman expectations and best practice

Section 8: Self-assessment, reporting and compliance

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
8.1	Landlords must produce an annual complaints performance and service improvement report for scrutiny and challenge, which must include: a. the annual self-assessment against this Code to ensure their complaint handling policy remains in line with its requirements. b. a qualitative and quantitative analysis of the landlord's complaint handling performance. This must also include a summary of the types of complaints the landlord has refused to accept; c. any findings of non-compliance with this Code by the Ombudsman; d. the service improvements made as a result of the learning from complaints; e. any annual report about the landlord's performance from the Ombudsman; and f. any other relevant reports or publications produced by the Ombudsman in relation to the work of the landlord.	Yes	Annual Complaints Performance and Service Improvement Report 2025/26, which contains each of the elements required by this provision, including this self-assessment. The 2025/26 report was considered by the Executive Mayor on 24 September 2026 and published on our website on 30 September 2026.	The Council produces an annual Complaints Performance and Service Improvement Report, which includes the required self-assessment against the Complaint Handling Code, complaint performance analysis, learning from complaints, service improvements and relevant Housing Ombudsman publications and determinations. The report provides an opportunity to reflect on complaint handling performance over the year, identify areas for improvement and bring together the learning and improvement activities undertaken across housing services to improve outcomes for residents.

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
8.2	The annual complaints performance and service improvement report must be reported to the landlord's governing body (or equivalent) and published on the on the section of its website relating to complaints. The governing body's response to the report must be published alongside this.	Yes	The Annual Complaints Performance and Service Improvement Report 2025/26 was considered by the Executive Mayor, as the Chair of the Council's governing body for housing, on 24 September 2026. The report, this self-assessment and the Board's formal response are published together on the complaints section of the Council's website at Corporate complaints policy and procedure Croydon Council	The Council's Annual Complaints Performance and Service Improvement Report is reported to the Executive Mayor of Croydon and distributed to cabinet for scrutiny and challenge. The report, together with the Board's response, is published on the Council's website to provide transparency on complaint handling performance, learning and service improvement activity.
8.3	Landlords must also carry out a self-assessment following a significant restructure, merger and/or change in procedures.	Yes	There was no significant restructure, merger and/or change in procedures during 2025-26	The Council recognises this requirement and will undertake an updated self-assessment where there is a significant change to its complaint handling arrangements, organisational structure or relevant procedures. This will help ensure continued compliance with the Complaint Handling Code and identify any actions

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
				required following the change.
8.4	Landlords may be asked to review and update the self-assessment following an Ombudsman investigation.	Yes	This request has not been made by the Ombudsman in 2025-26.	The Council will review and update its self-assessment where required following an Ombudsman investigation to ensure any findings, recommendations and learning are appropriately reflected in its complaint handling arrangements and ongoing compliance with the Complaint Handling Code.
8.5	If a landlord is unable to comply with the Code due to exceptional circumstances, such as a cyber incident, they must inform the Ombudsman, provide information to residents who may be affected, and publish this on their website Landlords must provide a timescale for returning to compliance with the Code.	Yes	We have not had exceptional circumstances during 2025-26.	Should exceptional circumstances affect the Council's ability to comply with the Complaint Handling Code, the Council will notify the Housing Ombudsman, communicate with affected residents, publish the relevant information on its website and provide a clear timescale for returning to compliance.

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 has established a learning framework which continues to be developed and strengthened	The Council is embedding a learning framework for landlord complaints to ensure that lessons are identified, recorded and acted upon. The Council recognises complaints as a valuable source of intelligence and is committed to fostering a positive complaint handling culture. Complaints are viewed as an opportunity to understand customer experience, identify areas for improvement and strengthen service delivery. Through regular performance reporting, trend analysis and service reviews, complaint information is used to inform improvement activity and support better outcomes for residents. Learning from complaints is actively promoted across

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
				housing services to encourage accountability, transparency and continuous improvement
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	We use feedback from complaints as an opportunity to drive improvement. Each service has a service improvement action plan which is, in part, driven through customer learning.	The Council recognises complaints as a valuable source of insight and is committed to fostering a positive complaint handling culture. Learning from landlord complaints is being embedded through a structured learning framework, enabling complaint themes, trends and service failures to be identified and used to drive service improvements. Regular review of complaint data helps inform improvement activity
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	Yes	We provide monthly, quarterly and annual reports to key partners. During 2025/26 complaint performance and learning were	Accountability and transparency are key components of the Council's complaint handling arrangements. Learning arising from complaints is

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
	partners, such as residents' panels, staff and relevant committees.		reported to the resident Customer Influence and Assurance Panel, the Scrutiny and Overview Committee, Cabinet and the Housing Assurance Board.	reported through governance and assurance structures and increasingly shared with residents and staff through performance reporting and improvement activity. The Council is continuing to strengthen its approach to recording, monitoring and communicating learning from complaints to demonstrate how resident feedback is influencing service improvement.
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	The Head of Change Assurance and Performance is the senior accountable officer for complaint handling. They receive regular performance information, review complaint themes and trends, oversee learning activity and report to the Executive Mayor	The Head of Change Assurance and Performance is the senior officer accountable for complaint handling within Housing. Through regular performance reporting, complaint trend analysis and oversight of learning activities, they assess emerging themes, identify potential systemic issues and ensure that risks,

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
				policies and procedures are reviewed where improvements are required. This oversight supports continuous improvement and helps ensure learning from complaints is translated into service change.
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 Cabinet Member for Homes is the appointed Member Responsible for Complaints.	The Cabinet Member for Homes is the designated Member Responsible for Complaints (MRC). The Cabinet Member provides oversight and challenge in relation to complaint handling performance, learning and service improvement activity, supporting a positive complaint handling culture and ensuring that the resident voice is reflected in service delivery and decision-making.
9.6	The MRC will be responsible for ensuring the governing body receives regular information on complaints that	Yes	The MRC receives performance reports and monthly meetings take place between officers and	The Cabinet Member for Homes, as the Member Responsible for Complaints

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
	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.		the Member Responsible for Complaints.	(MRC), receives regular updates on complaint handling performance, emerging themes, learning and service improvements. The MRC attends monthly meetings with officers and is a member of the Housing Assurance Board, where complaint performance and learning are routinely reviewed. The MRC has access to the information and officers required to provide effective scrutiny, challenge and oversight of the Council's complaint handling arrangements.
9.7	As a minimum, the MRC and the governing body (or equivalent) must receive: a. regular updates on the volume, categories and outcomes of complaints, alongside complaint handling performance; b. regular reviews of issues and trends arising from complaint handling;	Yes	Reports issued to the governing body are in line with the guidance in the Code	These requirements are met through regular complaint performance reporting, which provides information on complaint volumes, outcomes, themes, trends and compliance with complaint handling timescales. The Cabinet Member for Homes, as the Member

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
	c. regular updates on the outcomes of the Ombudsman's investigations and progress made in complying with orders related to severe maladministration findings; and d. annual complaints performance and service improvement report.			Responsible for Complaints (MRC), receives regular updates through monthly meetings with officers and through the Housing Assurance Board. The Board also receives updates on Housing Ombudsman determinations, progress against any orders or recommendations, and the Annual Complaints Performance and Service Improvement Report, providing appropriate scrutiny, challenge and oversight of complaint handling performance and learning.
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;	Yes	We have objectives in relation to complaint handling for all employees who deal with complaints, and this is managed via the annual appraisal process.	The Council promotes a collaborative approach to complaint handling, with officers, managers and contractors expected to work together to resolve complaints and achieve positive outcomes for residents. Staff are

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
	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.			encouraged to take collective responsibility for service failures identified through complaints, focusing on learning and improvement rather than attributing blame. Expectations relating to complaint handling, professionalism and resident-focused service delivery are reinforced through policies, training, management oversight and the Council's values and behaviours framework.

Annex A: Evidence and document schedule

Each document relied on in this self-assessment is listed below. Where a document is published, the web address is given; where it is held internally it is available to the Housing Ombudsman Service on request.

Document / source	Version and date	Where it can be found
Corporate Complaints Policy and Procedure	September 2026	Corporate complaints policy and procedure Croydon Council
Annual Complaints Performance and Service Improvement Report 2025/26	September 2026	Corporate complaints policy and procedure Croydon Council

Document / source	Version and date	Where it can be found
Executive Mayor response to the annual report and self-assessment	September 2026	Corporate complaints policy and procedure Croydon Council
Unacceptable Behaviour Policy	V1 November 2025	Unacceptable behaviour policy Croydon Council
Compensation and remedies guidance	Under review	Internal
Stage 1 and Stage 2 acknowledgement and response templates	V1 July 2026	Internal
Complaint handling training materials and attendance records	April 2024 – September 2026	Internal
Infreemation complaints management system — complaint records, reasonable adjustment records and service request records	Live system	Internal
Complaint performance reports to the Housing Assurance Board, the Customer Influence and Assurance Panel, the Scrutiny and Overview Committee and Cabinet	15 December 2025, 13 April 2026	Committee details - Housing Assurance Board Croydon Council