

# **HAMMERSMITH & FULHAM COUNCIL**

## **Annual Complaints Review**

**1 April 2010 to 31 March 2011**

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## **1. BACKGROUND**

The h&f InTouch team has been in operation since 1 April 2010. The team, managed by the Council's Corporate Complaints Manager, is currently staffed by three officers, who provide a frontline service to residents and other customers. h&f InTouch are responsible for the following:

- Management and oversight of the Council's complaints procedure and the policy governing this procedure;
- Responding to enquiries made of the Council by the Local Government Ombudsman;
- Providing advice and guidance about the complaints procedure to residents and customers;
- Training officers on the complaints procedure and the system used to manage complaints – iCasework;
- Recording requests for information made under the Freedom of Information Act 2000; and
- Governance of the Council's Potentially Violent Service Users records.

This report will cover both the performance of the h&f InTouch team and Council in respect of complaints received between 1 April 2010 and 31 March 2011, and also enquiries received from the Local Government Ombudsman during this same period.

This report does not include 'statutory complaints' – i.e. complaints about the provision of adult or children's social care – as these are outside of the h&f InTouch team's remit. A separate report on these services will be produced by the Customer Care and Complaints Manager responsible for these complaints.

## **2. H&F INTOUCH PERFORMANCE**

The overall aim of the h&f InTouch team is to make the Council's complaints procedure more efficient, and therefore better experience, for our residents and customers. The team focuses on the quality of responses to complaints, intervening where possible to prevent complaints from escalating.

iCasework was implemented across the Council, alongside the h&f InTouch team, on 1 April 2010. iCasework allows feedback to be recorded and monitored, from receipt to resolution, using a unique reference number. There are over 900 front and back office staff registered and trained to use iCasework.

The Council has a three Stage complaints procedure, as set out in the Corporate Complaints Policy. h&f InTouch record all complaints and take a greater level of involvement in a complaint, should it progress through the Stages. This can be illustrated as follows:

Stage 1: Advice, guidance and intervention; recording complaints and referral to service concerned for investigation.

Stage 2: Advice, guidance and intervention; determining review requests; referral to service concerned for further directed investigation, or notifying customer that the complaint has been adequately responded to.

Stage 3: Advice, guidance and intervention; determining review requests; notifying customer that the complaint has been adequately responded to, or an independent investigation by the h&f InTouch team.

The h&f InTouch team aims to record all work within a maximum of 2 working days, from the time of receipt. During the reporting period the h&f InTouch team received over 6100 emails – email being the majority means of contact (see Appendix 1) – and a random sample of 10% of the emails undertaken during the reporting period confirmed that, on average, all matters were being recorded within 1 working day of receipt.

The h&f InTouch team also assists the Information Management Team, by recording all new Requests for Information made to the Council on iCasework; a total of 1045 new Requests were recorded during the reporting period, again, this was within 1 working days of receipt in most cases.

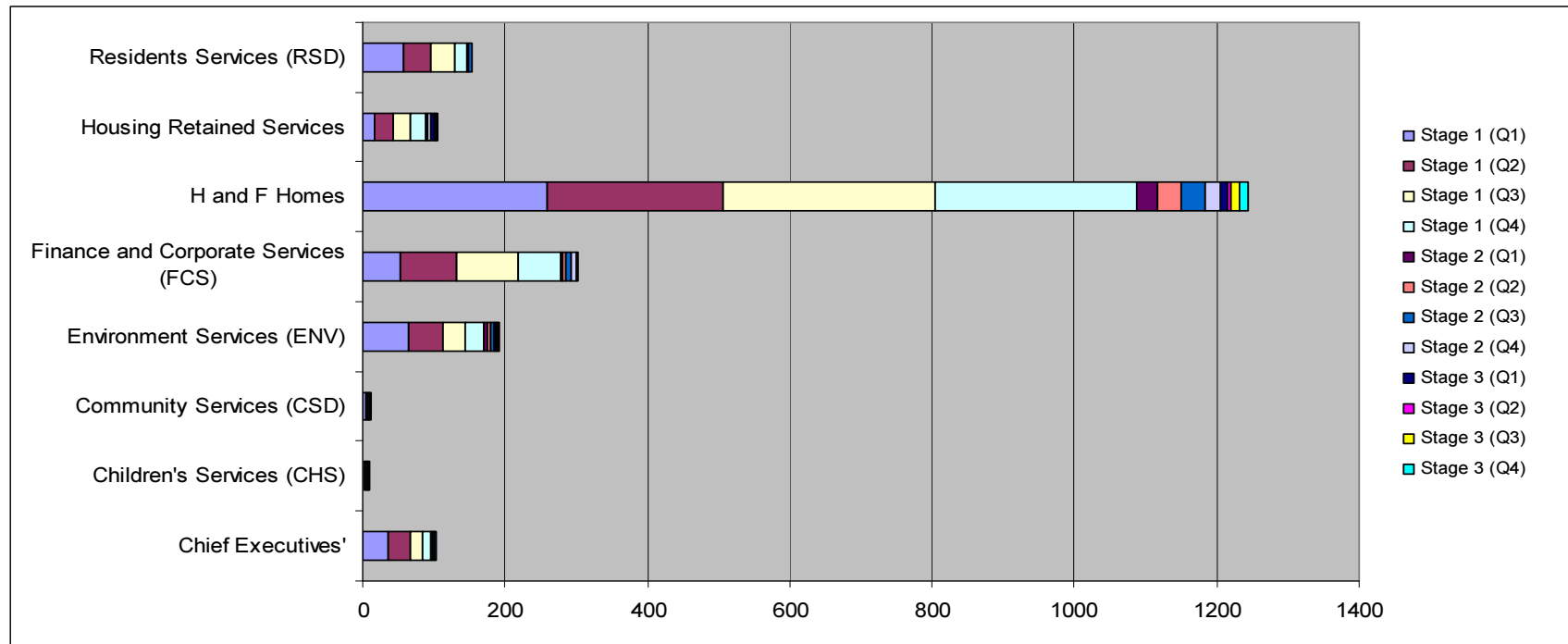
### 3. COUNCIL'S PERFORMANCE

For the reporting period, a total of 2121 complaints have been recorded by the h&f InTouch team across the three Stages of the Council's complaints procedure. The complaints can be broken down, across the Stages, as follows:

Period	Stage 1	Stage 2	Stage 3	Total
1 Apr – 30 Jun (Q1)	496	41	17	554
1 Jul – 31 Aug (Q2)	468	52	8	528
1 Sept – 31 Dec (Q3)	496	52	14	562
1 Jan – 31 Mar (Q4)	424	35	18	477
<b>Total</b>	<b>1884</b>	<b>180</b>	<b>57</b>	<b>2121</b>

The recording of complaints against each of the Council's service areas can be shown as follows. Please note that complaints recorded against 'Chief Executives' are those that were considered to have insufficient information, or should be dealt with outside of the complaints procedure (e.g. a Housing Benefit appeal) and were registered against the h&f InTouch team for record keeping purposes.

Service area	Stage 1				Stage 2				Stage 3				Total
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Chief Executives'	36	31	17	12	1	2	1	2	0	0	0	2	104
Children's Services (CHS)	1	1	2	4	0	0	0	0	0	2	0	0	10
Community Services (CSD)	4	2	2	1	2	0	1	0	0	0	0	0	12
Environment Services (ENV)	66	46	31	27	5	6	5	0	2	0	1	2	191
Finance and Corporate Services (FCS)	54	78	87	60	2	5	8	5	1	0	2	0	302
H and F Homes	260	246	299	282	30	34	33	22	10	4	11	12	1243
Housing Retained Services	18	25	24	21	0	3	1	5	4	2	0	2	105
Residents Services (RSD)	57	39	34	17	1	2	3	1	0	0	0	0	154
<b>Total</b>	<b>496</b>	<b>468</b>	<b>496</b>	<b>424</b>	<b>41</b>	<b>52</b>	<b>52</b>	<b>35</b>	<b>17</b>	<b>8</b>	<b>14</b>	<b>18</b>	<b>2121</b>



The Council has not completed an annual report on complaints since the reporting year 2006-07, due to differing recording practices in each of the Council's services. The report completed that year stated that a total of 834 complaints were received, which was a significant decrease on the 1380 complaints reported in the previous year (i.e. 2005-06). Taking these figures at face value, the total of 2121 complaints represents a significant increase, which can most likely be attributed to having a single, consistent, corporate approach to recording and managing complaints and also the introduction of iCasework.

Although there has not been an annual report, the number of Stage 3 complaints has been monitored each year. During the year 2009-10, a total of 91 Stage 3 complaints were investigated by the Corporate Complaints Manager. The total for the reporting year of 57 represents a significant reduction (37.36%) and demonstrates a positive impact of the intervention role of the h&f InTouch team.

#### 4. TIMELINESS

The timeliness of the responses to complaints responded to within the reporting period, by service, can be shown as follows:

Service area	Stage 1	Stage 2
Children's Services (CHS)	63%	n/a
Community Services (CSD)	67%	100%
Environment Services (ENV)	78%	50%
Finance and Corporate Services (FCS)	74%	77%
H and F Homes	70%	37%
Housing Retained Services	68%	43%
Residents Services (RSD)	88%	57%

Across all services, 67.6% of Stage 1 complaints were responded to within deadline; however, only 38.2% of Stage 2 complaints were within deadline. Where complaints were independently investigated at Stage 3 of the complaints procedure, by the h&f InTouch team, 73% of complaints were responded to within deadline.

The Corporate Complaints Policy has a target timeliness of 80% for all complaints, so improvements are required at Stages 1 and 3, but significant improvements are necessary at Stage 2 (see Recommendations).

## 5. OUTCOMES

The outcomes, or decisions, of those complaints made during the reporting period can be shown as follows:

Outcome	Stage 1	Stage 2	Stage 3	Total	%
Not Upheld	732	61	27	<b>820</b>	45
Partially upheld	475	62	12	<b>549</b>	30
Resolved immediately	6	0	0	<b>6</b>	0
Upheld	408	39	10	<b>457</b>	25
<b>Total</b>	<b>1621</b>	<b>162</b>	<b>49</b>	<b>1832</b>	
<b>%</b>	89	9	2		

\*Please note that the number of decisions will not match the number of complaints received, some of these complaints are currently ongoing and therefore an outcome has not been determined.

## 6. ESCALATION

When a customer is not satisfied with the outcome to their complaint, they can appeal to the h&f InTouch team for further investigation at either Stage 2 or Stage 3 of the complaints procedure.

The table below shows the percentage of complaints that were escalated during the reporting period. A complaint that has a Stage 1 decision in April 2010, but is recorded at Stage 2 in May would show as escalating in April – as this is when the decision that is being challenged was first made.

Period	Stage 1	Stage 2	Stage 3
Apr-10	28%	0%	50%
May-10	14%	50%	25%
Jun-10	11%	27%	57%
Jul-10	12%	0%	50%
Aug-10	13%	54%	50%
Sep-10	14%	19%	50%
Oct-10	12%	47%	57%
Nov-10	13%	22%	43%
Dec-10	8%	25%	0%
Jan-11	8%	22%	0%
Feb-11	5%	29%	0%
Mar-11	3%	11%	0%

It is logical that the rate of escalation reduces over time, as the decisions that are being challenged are more recent and there is still an opportunity to escalate the complaint. If the same information is compiled in six months time, the percentage rates will likely increase the values shown in previous months.

Nevertheless, the escalation rates, on average, are consistent with the volumes of the complaints made at each Stage, as a percentage of the total – i.e. approximately 10% of all complaints received escalate to Stage 2, 30% of these escalate to Stage 3 and 30% of Stage 3 complaints escalate to the Local Government Ombudsman.

The following table shows the percentage of customer complaints escalating, by service:

Service area	Stage 1	Stage 2	Stage 3
Children's Services (CHS)	0%	0%	50%*
Community Services (CSD)	33%	0%	n/a
Environment Services (ENV)	11%	29%	20%
Finance and Corporate Services (FCS)	9%	15%	66%
H and F Homes	12%	25%	35%
Housing Retained Services	12%	57%	28%
Residents Services (RSD)	5%	0%	n/a

\*The complaints considered at Stage 3 for Children's Services were considered at Stages 1 and 2 prior to the reporting year commencing. It is for this reason that two Stage 3 complaints are recorded without showing at Stages 1 or 2.

## 7. CATEGORIES

iCasework allows the Council to 'categorise' a customer complaint, meaning that we can record what particular service/team was the subject of the complaint and what 'problem' led to the complaint being made. The table below shows the top 10 categories of customer complaints for the reporting period:

Category	Typical category usage	Total	%
Programme of maintenance	Decent Homes - H&F Homes	226	14
Repairs - general	Day-to-day repairs - H&F Homes	185	12
Gas servicing	Boiler breakdowns - H&F Homes	102	6
Repairs - leaks and floods	Repairs following leaks - H&F Homes	97	6
Car parking	Removal of vehicles from estates - H&F Homes	94	6
Individual account enquiries	Council Tax - Finance & Corporate Services	76	5
Repairs - damp proofing	Repairs following damp - H&F Homes	44	3
Housing benefit current claim	Housing Benefit - Finance & Corporate Services	39	2
Repairs - roof	Repairs following leaks - H&F Homes	38	2
Caretaking	Estates caretaking – H&F Homes	35	2



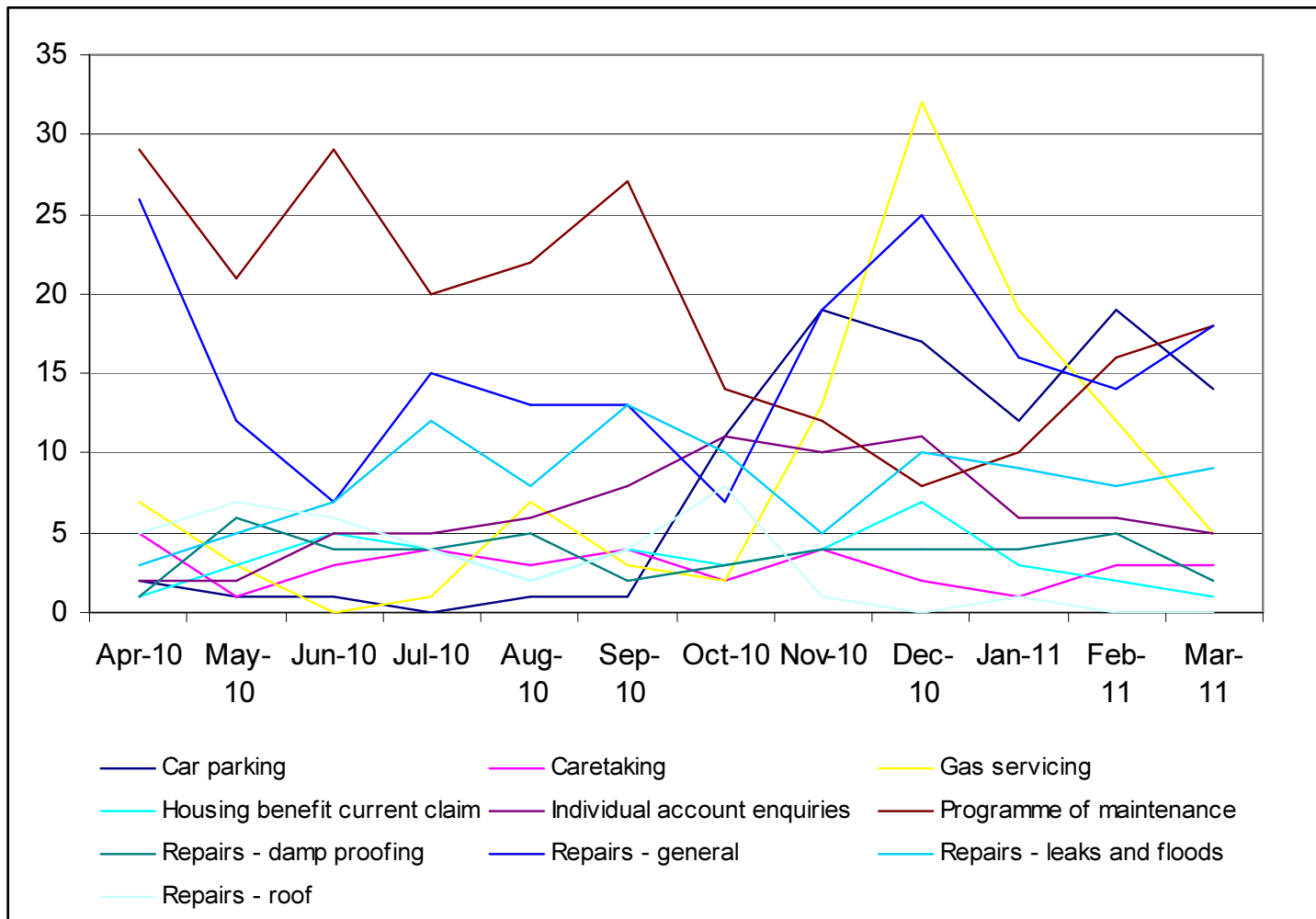
The table below shows the top ten 'problems' that residents and customers informed the h&f InTouch team that they had experienced:

<b>Problem</b>	<b>Total</b>	<b>%</b>
Delay in delivering a service	369	39
Failure or refusal to deliver a service	91	10
Delay in taking action	57	6
Failure or refusal to take action	43	5
Inadequate or incorrect advice given	43	5
Other quality issue	41	4
Loss or damage to property	30	3
Unreasonable decision	30	3
Other delay problem	24	3
Inappropriate action taken	21	2

The problem type 'Delay in delivering a service' is dominant. Shown across the categories of complaints, it has been mostly been used in complaints concerning Repairs and Gas servicing.

<b>Problem</b>	<b>Delay in delivering a service</b>
Repairs – general	117
Gas servicing	71
Repairs – leaks and floods	71
Programme of maintenance	37
Repairs – damp proofing	27
Repairs – roof	19
Individual account enquiries	12
Caretaking	7
Housing benefit current claim	7
Car parking	1
<b>Total</b>	<b>369</b>

The following graph shows the top ten categories of complaint, by month, over the reporting period:



## 8. OMBUDSMAN COMPLAINTS

In addition to recording all corporate customer complaints, the h&f InTouch team also manage the Council's responses to the Local Government Ombudsman. During the reporting period, a total of 103 complaints were referred from the Ombudsman for investigation. This is an increase on the previous year's total of 75.

Period	Enquiries made
Q1	19
Q2	27
Q3	23
Q4	34
<b>Total</b>	<b>103</b>

During the reporting period, the Ombudsman determined 98 complaints against the Council, which is an increase on the 62 decisions made in the previous year. The decisions can be shown, as follows:

Outcome	2010-11	%	2009-10	%
Local settlement	31	32	14	23
No evidence of maladministration	31	32	25	40
Ombudsman's discretion	21	21	13	21
Outside jurisdiction	15	15	9	15
Maladministration	0	0	1	2
<b>Total decisions*</b>	<b>98</b>	<b>100</b>	<b>62</b>	<b>100</b>

\*The number of decisions does not necessarily match the number of enquiries, as some investigations are still ongoing.

Although it should not be seen as negative to settle a complaint, it can be costly to do this at the point the Ombudsman is involved. Nationally, the average percentage of Local settlement decisions, against the total number of decisions, is around 27%; the Council is broadly consistent with this average, but the proportion of Local settlements has increased on the previous year.

Information on the amount of compensation paid following complaints to the Ombudsman can be found at later in this report (Appendix 2).

The Council is provided with 28 days to respond to each enquiry. A total of 1814 days were taken to respond to the 61 enquiries that the Council was asked to comment on; therefore, an average of 29.8 days was taken for each enquiry. This is an improvement on the average of 30.3 days in the previous year, but is not within the Ombudsman's target.

The above information is consistent with the Ombudsman's records, as stated in the Ombudsman's annual review for the same reporting period.

## 9. COMPENSATION

iCasework enables the Council to record and report on the volume of compensation being paid at each Stage of the complaints procedure and those complaints made to the Ombudsman. For the reporting period, a total of £12,062.88 compensation is recorded as being paid. The following table shows the amounts paid across each of the Council's services for the reporting period:

<b>Service</b>	<b>Amount</b>
Community Services	£175.00
Environment Services	£30.00
Finance & Corporate Services	£75.00
H&F Homes	£7,898.39
Housing Retained Services	£2,360.00
Residents Services	£1,524.49
<b>Total</b>	<b>£12,062.88</b>

A table showing each of the payments made, and the noted reason for the payment, is available at Appendix 2. A summary of these reasons can be seen below:

<b>Reason</b>	<b>Amount</b>
Delay	£5834.39
Distress and inconvenience	£3388.99
Goodwill	£655
Other	£1400.5
Right to Repair	£124
Time and Trouble	£660
<b>Total</b>	<b>£12062.88</b>

## 10. CASE DIGEST

Each quarter, the top three customer complaints which have either resulted in significant settlements, or can be used for corporate learning, are summarised in the quarterly complaints report. The same model is being followed in this annual report. Further information regarding these cases can be provided on request by the Corporate Complaints Manager.

### *Direct payments of Housing Benefit*

Having pursued his complaint through each Stage of the Council's complaints procedure, a landlord complained to the Local Government Ombudsman that the Council had failed to deal with his request for direct payment – under the eight week rule; following the landlord's request, a payment of £1,260 in Housing Benefit was paid to his tenant. It was the landlord's view that this particular payment should have been paid to him.

Although the Council had offered £630 compensation at Stage 2 of the complaints procedure, and issued a cheque for this amount, the landlord remained of the view that he should be compensated for the full amount – i.e. £1,260 – and returned the cheque.

Following an investigation by the Ombudsman, which included interviews with Council officers, the Council later settled this complaint by paying the complainant £1,260 compensation and by agreeing to improve the processes for dealing with such requests from a landlord.

#### *Delay in completing repairs and installing a wash-hand basin*

Having complained at Stage 1 of the complaints procedure, a tenant complained to the Local Government Ombudsman that the Council had failed to complete repairs to address problems with mould and tiling at the property.

The tenant also complained that the Council had unreasonably refused to install a wash-hand basin into the downstairs toilet, which was considered necessary by the tenant, due to a health problem.

Previously, the tenant had been informed that it was not possible to install the wash-hand basin, due to size restrictions in the downstairs toilet. However, an inspection from an Occupational Therapist confirmed that the installation was possible and this subsequently went ahead.

The Ombudsman found that the Council had delayed unreasonably and recommended that the Council pay the tenant £1250 in compensation and completes the outstanding repairs. The Council agreed to settle the complaint on this basis.

#### *Engagement party at Fulham Town Hall*

A customer complained that his engagement party at the Concert Hall, Fulham Town Hall, was ruined due to the heating failing and he sought compensation for this.

The complaint was considered at Stage 1 of the complaints procedure and was partially upheld. The customer was offered a goodwill gesture of 20% of the booking fee. However, this was not considered adequate by the customer, who requested further consideration of the complaint at Stage 2.

Following further investigation of the complaint, the decision was reached to offer 100% of the booking fee – equal to £1,054 – to the customer; this was subsequently accepted and the customer was satisfied..

## **11. OVERALL PERFORMANCE**

The Corporate Complaints Policy sets out four corporate targets for measuring of performance of how complaints are managed. These are as follows:

1. Complaints acknowledged within timescale – 80%
2. Complaints fully responded to within timescale – 80%
3. Complainant's satisfaction with the complaints process – 30%
4. Number of Ombudsman maladministration decisions – 0%

So how did we do against these measures?

*Complaints acknowledged within timescale – 80%*

iCasework shows that only 519 acknowledgements were sent, across all services, in response to the 1884 complaints received; this means that only 27.5% of complaints received are being acknowledged. Although the acknowledgement emails and letters that were timely, it is not good enough that almost three-quarters of complaints went unacknowledged – especially when iCasework produces an automatic acknowledgement template in both email and letter format. A recommendation has been made later in this report to address this failing.

*Complaints fully responded to within timescale – 80%*

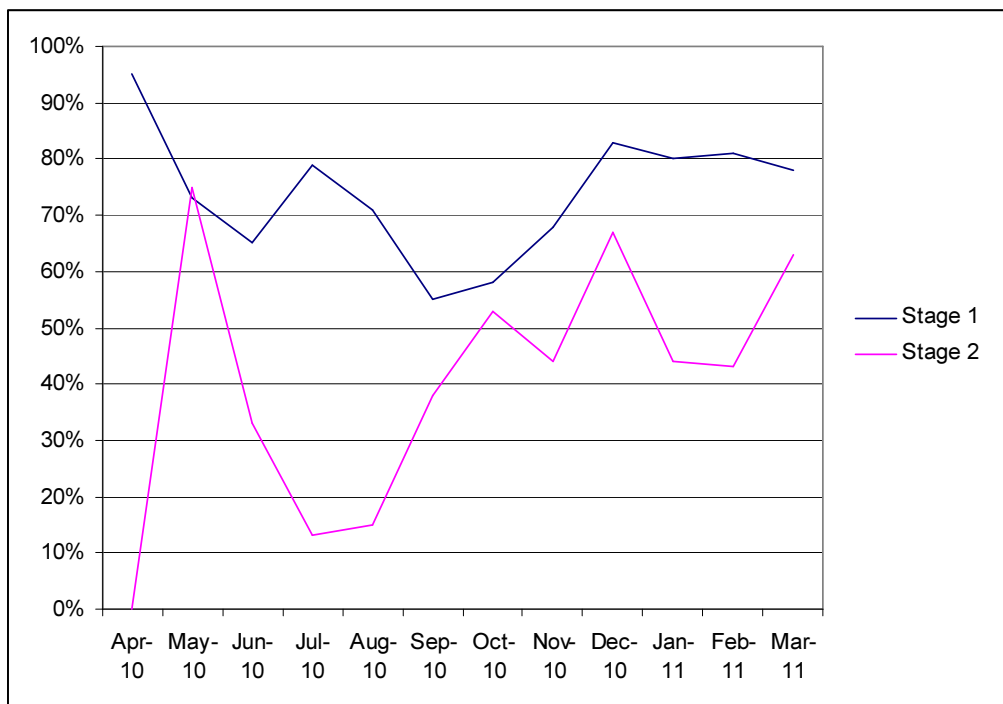
The overall timeliness of responses is as follows:

Stage 1: 67.6%

Stage 2: 38.2%

Stage 3: 73%

The introduction of iCasework in April 2010 placed greater emphasis on officers to manage their own complaints, via the system. It can be seen in the below chart (on the following page) that the initial trend was for performance to slip, with gradual improvement thereafter:



Although the Council has not met its target of 80% of complaints being responded to within deadline, with iCasework becoming a more commonly used application and through increased monitoring (see recommendations, page 16), this figure will be achieved in the next reporting year.

### *Complainant's satisfaction with the complaints process – 30%*

The overall satisfaction with the complaints process is currently measured by using the feedback from the Annual Residents' Survey (ARS).

The most recent survey, completed within the reporting year, stated that of those who have made a complaint in the last 12 months, nearly two in five residents (37%) are satisfied with the way in which their complaint was handled, compared with 37% in ARS 2009, 31% in ARS 2007 and 27% in 2006.

In addition, the ARS stated that those most likely to make a complaint are:

- Aged 19-34 (45% of the total number who made a complaint);
- Males (26% compared to 23% of females);
- BME (28% compared to 24% from a White British/Irish/Other White ethnic background).
- Residents living in the South of the Borough.

However, caution was given to both the percentage of satisfaction and the type of resident most likely to make a complaint, due to the relatively small number of respondents to this aspect of the survey.

iCasework allows for monitoring information, such as age, gender, ethnicity and disability to be captured, but in practice this information is rarely volunteered by residents and customers making complaints.

Taken by their title or name, 44% of complaints were made by females and 33% by males (the remaining 23% cannot be inferred, due to titles such as Dr or unisex names). With regard to age, disability, ethnicity, this information was provided in less than 5% of the total new – i.e. Stage 1 – complaints (1884), making the results statistically insignificant.

A map detailing all of the complaints made, and a map showing the two main categories of complaints – Decent Homes and Repairs, is available in the appendix 4.

### *Number of Ombudsman maladministration decisions – 0%*

The Ombudsman did not issue a decision of maladministration against the Council during the reporting period, and therefore this target has been met.

## 12. RECOMMENDATIONS

It is recommended that the contents of this report are considered by the senior management team, EMT and Scrutiny.

The information in this report should be used as a basis for service improvement and the h&f InTouch team welcomes opportunities to discuss the findings and, where possible, help learn lessons from the customer complaints made over the reporting period.

As a result of this report, the h&f InTouch team will be concentrating on the following:

### ***Acknowledgements***

Acknowledging a complaint is a key step to managing the expectations of our residents and customers. The acknowledgement confirms that the complaint has been received, confirms which officer is responsible for the investigation and when a decision will be reached. Failure to send an acknowledgement results in additional, unnecessary, enquiries to the h&f InTouch team, which increases the volume of interactions from our residents and customers.

Given this, that only 27.5% of complaints are being acknowledged is not acceptable; especially considering that the Council uses the timeliness of acknowledgements as a performance measure.

iCasework generates an automated acknowledgement email or letter, once a complaint has been assigned to an officer and an initial assessment of the complaint has been completed. This functionality should be used.

It is **recommended** that the low proportion of complaints being acknowledged is addressed by services and efforts are made to improve on this. A monthly report on the number of complaints being acknowledged against the total received, by service, will now be produced and circulated by the h&f InTouch team until such time that performance increases and remains or exceeds consistently within the required 80%.

In addition, the h&f InTouch team will be exploring the possibility of opening iCasework via the Customer Portal, which will allow residents and customers to track the progress of their complaints, providing they are registered to do so via the Council's website.

### ***Stage 2 complaints***

Although the chart on page 12 shows that the timeliness of Stage 2 complaints is improving, it is overall the area of most concern.

It is **recommended** that the low proportion of Stage 2 complaints being responded to on time is addressed by services and efforts are made to improve on this.

In addition, h&f InTouch will provide a named team member to provide guidance, at an early stage, for each Stage 2 complaint to ensure that responses are more timely and to further reduce the number of complaints escalating to Stage 3.



### ***Promised actions***

A number of complaints have recently been brought to the Corporate Complaints Manager's attention where a response has been issued to the complaint, but the matter that led to the complaint – e.g. a repair or failed service – is yet to have been carried out. Understandably, the complainant has then requested further consideration of their complaint, which causes needless and costly escalation through the complaints procedure.

As such, it is **recommended** that wherever a complaint is made regarding the delay in delivering a service, the service that led to the complaint must be completed before the complaint is responded to. That is not to say the response can be delayed; the Council's policy is clear that the response must be sent within 15 working days of the complaint.

As such, the service should be completed and the response sent within this timescale – where this is not practicable, a clear schedule for the service should be sent out to the complainant, alongside confirmation of the name of the officer responsible for monitoring this schedule. This will assist in managing the complainant's expectations and ensure accountability.

### ***Compensation***

A number of complaints have recently been brought to Corporate Complaints Manager's attention where compensation has been offered to the complainant, but this has not matched the complainant's expectations and has been poorly justified within the response to the complaint. This, again, causes needless and costly escalation through the complaints procedure. This is particularly relevant for compensation in housing repair complaints.

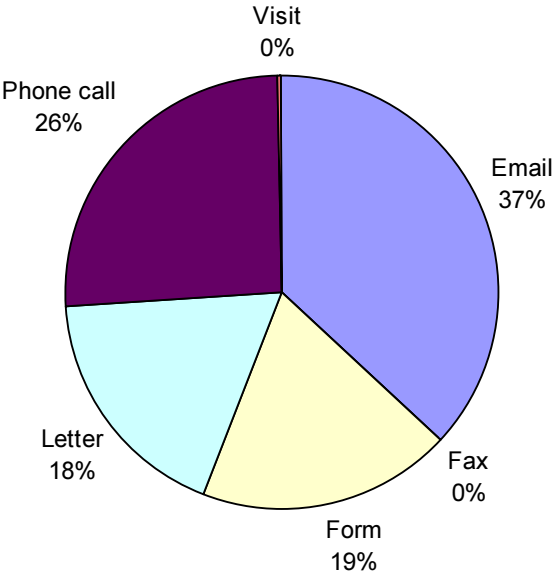
As such, it is **recommended** that where compensation is to be offered, the guidance from the Local Government Ombudsman is consulted and any offer is made in light of, and with specific reference within the response to the complainant, this guidance. If any officer is uncertain on how to interpret this guidance, assistance can be sought from the h&f InTouch team. A full version of the Ombudsman's guidance on remedies can be viewed here:

[www.lgo.org.uk/GetAsset.aspx?id=fAAxADIANGB8AHwAVABYAHUAZQB8AHwAMAB8AA2](http://www.lgo.org.uk/GetAsset.aspx?id=fAAxADIANGB8AHwAVABYAHUAZQB8AHwAMAB8AA2)

**Appendix 1**

**1. Method of complaint**

The majority were received by email, but a significant proportion were also received by telephone. In certain circumstances, officers from the h&f InTouch team will meet with customers to help them make a complaint; this occurred 7 times in the reporting year.



\* Please note that 'form' refers to both online forms and the paper-based complaints leaflets produced by the h&f InTouch team.

## 2. Compensation paid

The following table shows all of the compensation payments made, across all Stages of the complaints procedure and following enquiries from the Local Government Ombudsman. The service responsible for the complaint and the noted reason(s) for the payment is also provided:

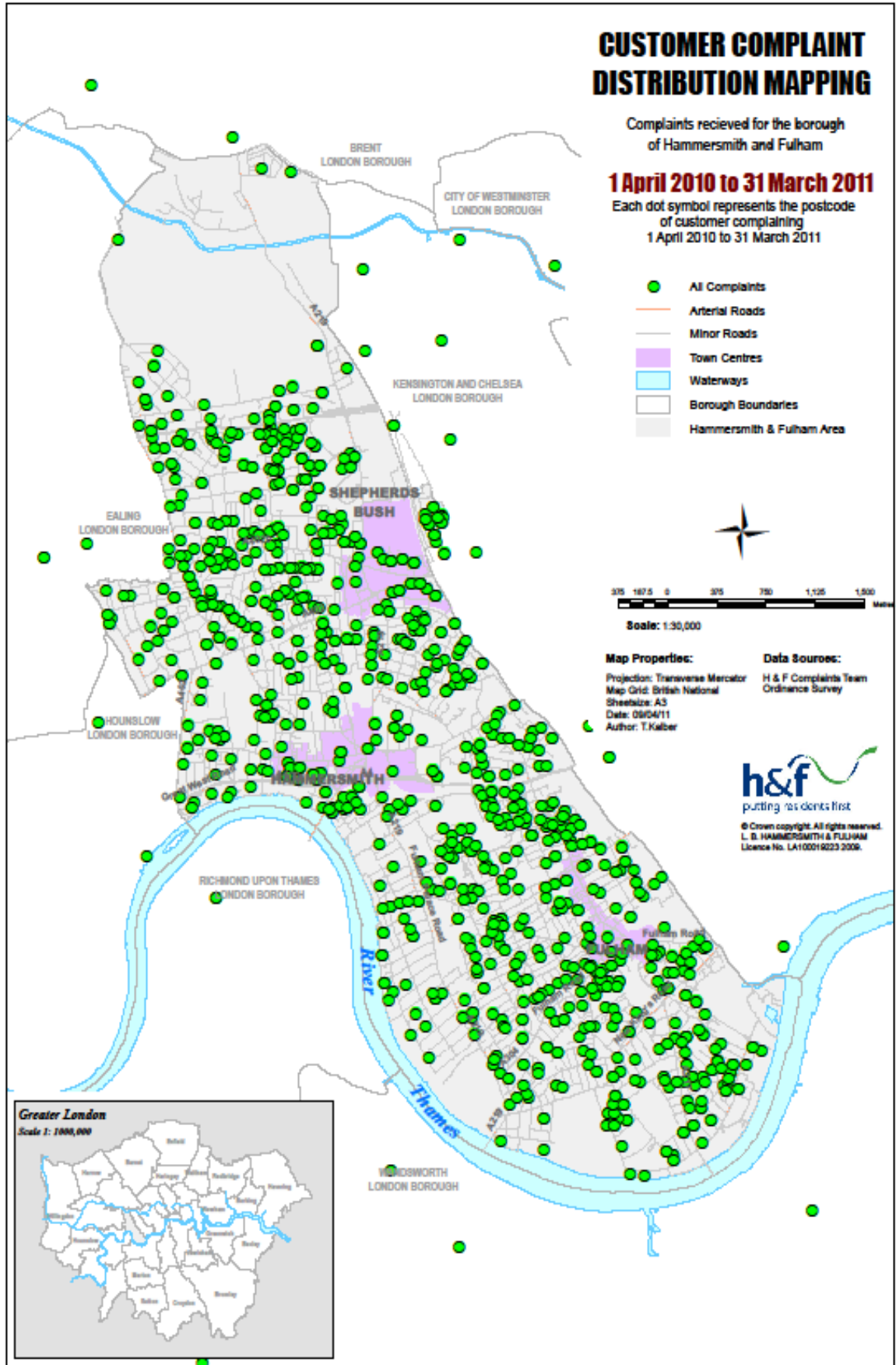
Service	Case number	Stage	Reason	Amount
Community Services (CSD)	N/a	LGO	Delay	100.00
	N/a	LGO	Time and trouble	75.00
<b>Community Services total</b>				<b>175.00</b>
Environment Services (ENV)	N/a	Stage 1	Goodwill	30.00
<b>Environment Services total</b>				<b>30.00</b>
Finance and Corporate Services (FCS)	N/a	LGO	Time and trouble	75.00
<b>Finance and Corporate Services total</b>				<b>75.00</b>
H & F Homes	N/a	Stage 1	Delay	100.00
	N/a	Stage 1	Delay	1098.63
	N/a	Stage 1	Delay	34.00
	N/a	Stage 1	Delay	50.00
	N/a	Stage 1	Delay	50.00
	N/a	Stage 1	Delay	50.00
	N/a	Stage 1	Delay	90.51
	N/a	Stage 1	Distress and inconvenience	100.00
	N/a	Stage 1	Distress and inconvenience	150.00
	N/a	Stage 1	Distress and inconvenience	200.00
	N/a	Stage 1	Distress and inconvenience	25.00
	N/a	Stage 1	Distress and inconvenience	50.00
	N/a	Stage 1	Distress and inconvenience	80.00
	N/a	Stage 1	Goodwill	25.00
	N/a	Stage 1	Goodwill	50.00
	N/a	Stage 1	Right to Repair	124.00
	N/a	Stage 1	Time and trouble	150.00
	N/a	Stage 2	Delay	50.00
	N/a	Stage 2	Delay	50.00
	N/a	Stage 2	Distress and inconvenience	100.00
	N/a	Stage 2	Distress and inconvenience	50.00
	N/a	Stage 2	Goodwill	150.00
	N/a	LGO	Delay	250.00
	N/a	LGO	Delay	600.00
	N/a	LGO	Delay	1250.00
	N/a	LGO	Delay	200.00
	N/a	LGO	Delay	350.00
	N/a	LGO	Delay	50.00
N/a	LGO	Delay	536.25	

	N/a	LGO	Delay	600.00
	N/a	LGO	Delay	75.00
	N/a	LGO	Other	900.00
	N/a	LGO	Time and trouble	260.00
<b>H and F Homes total</b>				<b>7898.39</b>
Housing Retained Services	N/a	Stage 1	Distress and inconvenience	200.00
	N/a	Stage 2	Distress and inconvenience	50.00
	N/a	Stage 2	Time and trouble	100.00
	N/a	LGO	Delay	250.00
	N/a	LGO	Distress and inconvenience	1260.00
	N/a	LGO	Other	500.00
<b>Housing Retained Services total</b>				<b>2360.00</b>
Residents Services (RSD)	N/a	Stage 1	Distress and inconvenience	29.99
	N/a	Stage 1	Goodwill	100.00
	N/a	Stage 1	Goodwill	300.00
	N/a	Stage 1	Other	0.50
	N/a	Stage 2	Distress and inconvenience	1054.00
	N/a	Stage 2	Distress and inconvenience	40.00
<b>Residents Services total</b>				<b>1524.49</b>
<b>All services total</b>				<b>12062.88</b>

#### 4. Mapping complaints

#### Appendix 3

The following maps shows the location of all complaints made within the Borough; those complaints concerning Decent Homes works; and, those complaints concerning the Repairs services – these being the main category of complaints:



# CUSTOMER COMPLAINT "Programme of maintenance" DISTRIBUTION MAPPING

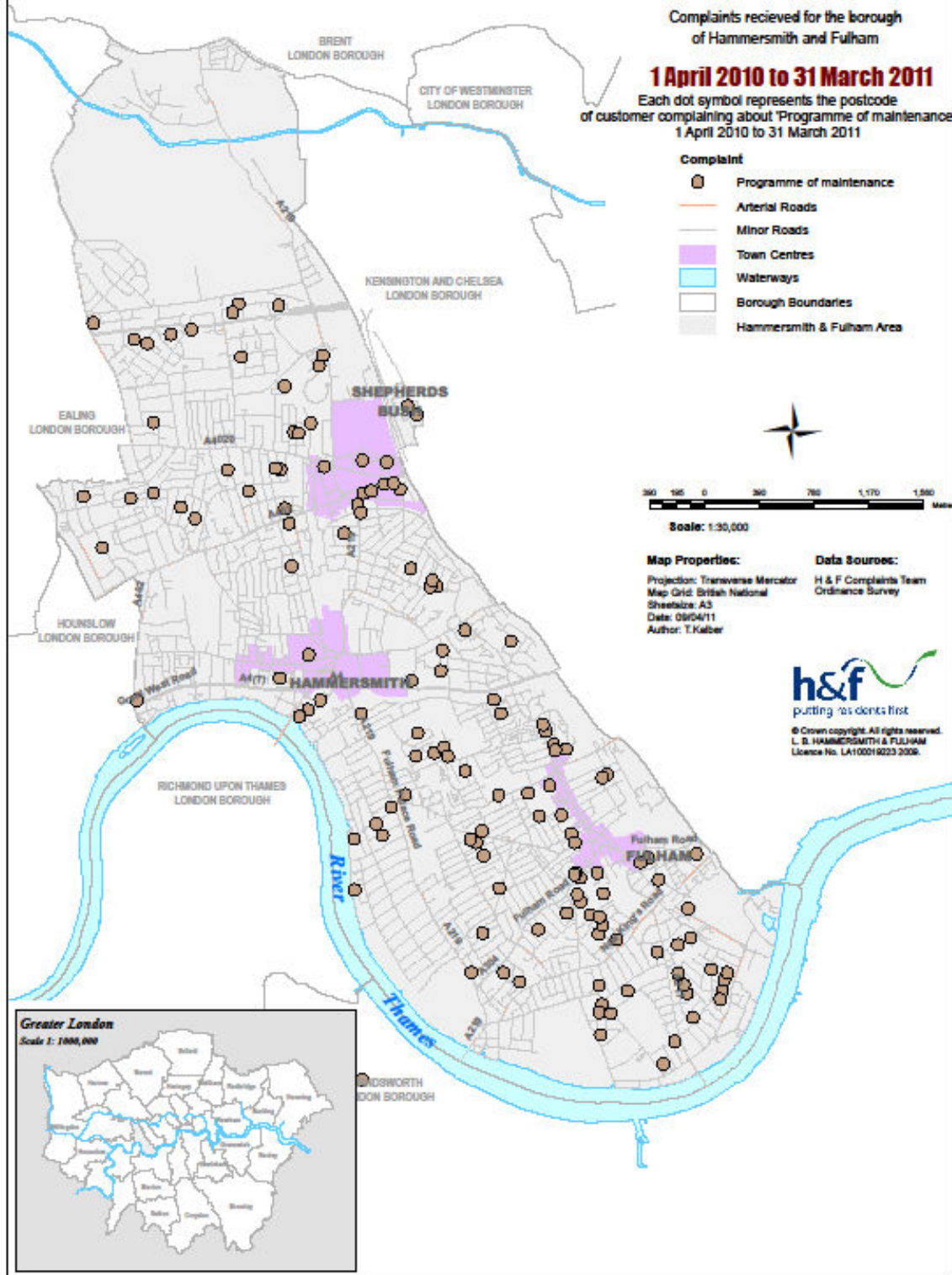
Complaints received for the borough of Hammersmith and Fulham

**1 April 2010 to 31 March 2011**

Each dot symbol represents the postcode of customer complaining about 'Programme of maintenance' 1 April 2010 to 31 March 2011

### Complaint

-  Programme of maintenance
-  Arterial Roads
-  Minor Roads
-  Town Centres
-  Waterways
-  Borough Boundaries
-  Hammersmith & Fulham Area



# CUSTOMER COMPLAINT "Repairs and renovation" DISTRIBUTION MAPPING

Complaints received for the borough  
of Hammersmith and Fulham

**1 April 2010 to 31 March 2011**

Each dot symbol represents the postcode  
of customer complaining about 'Repairs and renovation'  
1 April 2010 to 31 March 2011

