

Complaints about Brent Council

Annual report 2003/04

1. Introduction

- 1.1. This is the fifth annual report on the operation of the Council's complaints procedure. It sets out the Council's performance under its own procedure, and analyses complaints dealt with by the Ombudsman.

2. Complaints to the Ombudsman

Number of Ombudsman complaints

- 2.1. In 2003/04 the Ombudsman considered only 95 complaints about the Council. This was an increase of 12 complaints from the previous year, but an overall drop of 67% since 1999/00. Brent continued to have fewer Ombudsman complaints than most of the London Boroughs with similar socio-economic profiles, including Ealing, Newham and Waltham Forest. It had fewer complaints than Westminster and Camden, both of which have been awarded excellent status in the Audit Commission's Comprehensive Performance Assessment. In 2003/04 Brent rated 17th out of the London Boroughs in terms of numbers of complaints considered by the Ombudsman, compared to 31st in 1999/00 (when Brent was worse than all other Boroughs except Lambeth). This has to be seen in the context of Brent being absolutely rigorous in making sure that its customers are aware of their right to approach the Ombudsman.
- 2.2. The London average for number of Ombudsman complaints considered in 2003/04 was 122. So Brent continues now to perform considerably better than average.

Table 1: Brent complaints made to the Ombudsman

	Complaints closed by the LGO
1999/00	286
2000/01	238
2001/02	98
2002/03	83
2003/04	95

Outcome of Ombudsman complaints

- 2.3. For the third year running, the Ombudsman did not issue any formal reports against the Council.
- 2.4. The Ombudsman did not uphold the vast majority of the Brent complaints that he considered. In 2003/04, only 10 of the 95 Ombudsman complaints were closed on the basis of local settlements. (This is where, as a result of the Ombudsman's involvement, the Council accepted that something had gone wrong and took steps to put matters right.) About 28% of the complaints made to him were out of his jurisdiction. In all the other complaints he found either that the Council was not at fault, or that it had already done sufficient itself to put matters right.

- 2.5. In terms of numbers of complaints settled locally by the Ombudsman, Brent was 8th from the top in the London league table. The councils higher in the league table were Harrow, Kingston, Hillingdon, Kensington and Chelsea, Bexley, Richmond, and Sutton, all of which have a different socio economic profile from Brent. Looked at in terms of the percentage of complaints closed by the Ombudsman, only about 11% of Brent complaints were settled locally. Only Kensington and Chelsea had a lower proportion of complaints settled locally, at 10%. The average number of complaints settled locally across London was 40.
- 2.6. Over the last five years the number of Brent complaints settled locally by the Ombudsman has dropped by 92%. In this respect, Brent is by far the most improved London council. The low level of local settlements in Brent is a significant achievement, and indicates that complaints are normally dealt with properly and fairly by the Council under its own complaints procedure.

Table 2: Outcome of Ombudsman complaints

	1999/00	2000/01	2001/02	2002/03	2003/04
Local settlements	130 (45%)	112 (47%)	34(35%)	7 (8%)	10(11%)
No maladministration	39 (14%)	49 (21%)	18(18%)	26(31%)	29(30%)
Ombudsman's discretion	72 (25%)	46 (19%)	26(27%)	28(34%)	29(30%)
Outside jurisdiction	35 (12%)	26 (11%)	20(20%)	22(27%)	27(28%)
Report – Maladmin.	8 (3%)	4 (2%)	0	0	0
Report – No maladmin.	1 (0%)	0	0	0	0
Report – Local sett.	1 (0%)	0	0	0	0
Total	286	237	98	83	95

- 2.7. In 2003/04, as in the previous two years, the Ombudsman decided to close most complaints without undertaking any further investigation himself. He made enquiries of the Council in 38 cases during the course of the year. At any one time there are about 10 open Ombudsman investigations across the Council. Five years ago there were as many as 130 open Ombudsman investigations. The reduction in Ombudsman complaints and investigations continues to represent a significant resource saving for the Council.

Subject of Ombudsman complaints

- 2.8. As in previous years, most Ombudsman complaints were about Housing matters. In 2003/04 they made up just under half the Ombudsman complaints, the majority of which were about Brent Housing Partnership. However, in 2003/04 the Ombudsman found fault in only three Housing related complaints - one about Brent Housing Partnership, one about the Housing Resource Centre, and one about Private Housing Services – a much better record than in 2002/03. This is a very significant achievement indeed by Brent Housing Partnership and the Housing Service, and suggests that there has been a step change in the way complaints are handled by those services.
- 2.9. Environment complaints made up the second largest category of Ombudsman complaints, at 24% of the total. However, as in 2002/03, the Ombudsman did not find fault with any of these complaints.

- 2.10. There were a total of 20 complaints about the Revenue and Benefits Service, which made up 21% of Ombudsman complaints. However, of the 10 complaints where the Ombudsman found fault with the Council, seven of these were about Revenue and Benefits matters. In comparison, in 2002/03 the Ombudsman found fault in only one complaint about Revenue and Benefits. This is an indication of some difficulties the Revenue and Benefits Service experienced in 2003/04 in identifying complaints at the outset, and processing them speedily through the complaints process. This is also reflected in the figures on complaints under the Council's own complaints procedure, which are set out in paragraph 3.3.
- 2.11 Complaints about other service areas remained at fairly low levels.

Table 3: Subject of Ombudsman complaints¹

	1999/00	2000/01	2001/02	2002/03	2003/04
Housing – BHP	-	-	-	25(30%)	31(33%)
Housing Service	-	-	-	24(29%)	16(17%)
Housing – all	138 (48%)	106 (44%)	49(50%)	45(54%)	47(49%)
Revenue and Benefits	100 (35%)	99 (41%)	17(17%)	17(20%)	20(21%)
Environment	40 (14%)	22 (9%)	24(24%)	15(18%)	23(24%)
Corporate Services	0 (0%)	1 (0%)	4(4%)	0	1(1%)
Education	6 (2%)	4 (2%)	3(3%)	1(1%)	0
Social Services	2 (1%)	8 (3%)	2(2%)	5(6%)	4(4%)
Total	286	240	99	83	95

Complaints returned by the Ombudsman as premature

- 2.12 If a complainant approaches the Ombudsman before a council has itself had a reasonable opportunity to consider the complaint, the Ombudsman may return the complaint to the council to deal with. Since May 2000, the Ombudsman has been sufficiently confident in Brent's complaints procedure to allow us to deal with premature complaints ourselves. The number of premature complaints therefore initially increased considerably, but showed a significant fall in 2002/03, perhaps as word spread that people can expect to be treated fairly under the Council's own complaints procedure, and that they do not need to make the Ombudsman their first port of call. However, the 2003/04 figures have remained at about the same level as in 2002/03. We need to try and find out why some people still choose to approach the Ombudsman before they have contacted the Council, and to see what steps can be taken to improve confidence in the complaints procedure. To this end, we have since April 2004 been asking customers why they chose to approach the Ombudsman first. We expect to have some helpful information over the next few months, and to make any appropriate adjustments to the complaints process.

¹ The fact that one complaint may be about more than one subject means that, wherever complaints are broken down by subject, the figures may add up to more than the total number of complaints.

Table 4: Number of premature complaints

1997/98	30
1998/99	41
1999/00	42
2000/01	128
2001/02	124
2002/03	104
2003/04	102

2.13 Table 5 shows that 40% of premature complaints were about Housing matters (including complaints about Brent Housing Partnership) and 40% about Revenue and Benefits. But it also shows that there has been a steady drop in the number of premature complaints about Housing matters, but a steady increase in the number of premature complaints about Revenue and Benefits. There has also been a recent increase in premature complaints about Environmental Services. The results of our survey of complainants may give some indication of the reasons for these differences.

Table 5: Subject of premature complaints

	2001/02	2002/03	2003/04	% change 02/03-03/04
Housing	69	54	41	-24%
Revenue and Benefits	35	37	42	+13%
Environment	16	8	19	+137%
All service areas	124	104	102	

3 Complaints under the Council's procedure

Numbers of complaints

- 3.1 There were 4,588 formal complaints registered under the Council's procedure in 2003/04. This was a decrease of about 5% from 2002/03, when the figure was 4812. While a decrease in complaints made under the complaints procedure might at first sight be welcomed, it is important to stress that it is how complaints are dealt with, and the lessons that are learnt from them, that should be the key measure of performance. It is vital that complaints are properly identified and recorded, and too great a focus on the number of complaints made is likely to encourage complaints to be swept under the carpet. The Council's message on complaints is that, while we want to provide services that give no cause for complaint, we want to make it as easy as possible for our customers to voice their concerns.
- 3.2 Looking at the number of complaints made at each stage of the complaints procedure, however, does suggest that the decrease in complaints is the result of a real overall improvement in the quality of complaint responses. The number of stage 1 complaints has dropped slightly, but the significant decreases have been in stage 2 complaints. There was also a welcome decrease in the number of stage 3 complaints for the first time over the last

five years. This suggests that complaints are increasingly being resolved at the first stage of the procedure. A more detailed analysis of escalation rates is given in paragraph 3.6 below.

- 3.3 The largest number of complaints in 2003/04 was, as in 2002/03, about the Revenue and Benefits Service (36% of all complaints). However, there was a significant reduction in the total number of Revenue and Benefit complaints at all stages of the procedure. Although there have been real improvements in service delivery, and this may in part account for the drop of 17% in stage 1 Revenue and Benefit complaints, there have also during the year been some problems with properly identifying complaints in the first place. This is in part why the number of Revenue and Benefit complaints settled locally by the Ombudsman has increased (see paragraph 2.10). The second largest category was Housing complaints, at 1503, making 33% of the total, of which 1,117 were about Brent Housing Partnership matters. Complaints about Environmental Services made up 19% of the total, and showed quite a significant increase from 2002/03.
- 3.4 Complaints about other service areas remained at quite low levels. An increase in complaints about Corporate Services from 47 to 188 is due in large part to the fact that the One Stop Shops have now taken over responsibility for the Revenue and Benefits call centre.

Table 6: Complaints made under the Council's procedure

Service area	Stage 1		Stage 2		Stage 3		Total	
	02/03	03/04	02/03	03/04	02/03	03/04	02/03	03/04
Housing – HMS/BHP	904	883	221	173	60	61	1185	1117
Housing Service	412	280	85	71	36	35	533	386
Housing - all	1300	1163	305	244	96	96	1701	1503
R&B	1711	1420	290	197	76	52	2077	1669
Environment	516	732	90	116	30	39	636	887
Social Services	264	231	27	21	5	3	296	255
Ed, Arts & Lib	51	83	2	1	2	2	55	86
Corporate	46	173	1	13	0	2	47	188
Total	3888	3802	715	592	209	194	4812	4588

- 3.5 Almost 1,000 complaints in 2003/04 were made via the One Stop Shops or Call Centre, which is about 22% of the total. A notable change between 2002/03 and 2003/04 is that the number of complaints made by email or online has increased significantly, from 69 in 2002/03 to 163 in 2003/04.

Table 7: Complaints made via the One Stop Shops/ Call Centre in 2003/04

Method of contact	Number	%
Reception desk/interview	589	60%
Post	104	11%
Fax	46	5%
Phone	86	9%
Online/email	163	16%
Total	988	

Escalation through the complaints procedure

- 3.6 The escalation of complaints from stage 1 to stage 2 has decreased over the last two years, from 19% in 2001/02 to 18% in 2002/03 and 16% in 2003/04. This is a very welcome trend, and suggests that the quality of stage 1 responses continues to improve. Escalation rates for Brent Housing Partnership and Housing Service complaints remains the highest at 20% and 25% respectively. It ought to be possible in due course to achieve escalation rates of not much more than 10% from stage 1 to stage 2 complaints.
- 3.7 Escalation from stage 2 to stage 3, on the other hand, has increased slightly over the last two years from 28% in 2001/02 to 29% in 2002/03 and 33% in 2003/04. Most of the increase this year was because of high escalation rates for Brent Housing Partnership and Housing Service complaints. The target is to achieve escalation rates of about 20% from stage 2 to stage 3.
- 3.8 Of the 95 complaints decided by the Ombudsman in 2003/04, 63 had been dealt with at stage 3 of the Council's procedure, giving an escalation rate of about 32%. The Ombudsman upheld the stage 3 decision in all but 4 of these 63 complaints. In two of these cases the Ombudsman had some concerns about events since the stage 3 investigation, and in one the Ombudsman awarded a modest increase in compensation. It is clear, then, that the stage 3 responses are robust and fair, and stand up to external scrutiny.
- 3.9 Details of escalation by service area is set out in Appendix 1, table A1.

Outcome of complaints

- 3.10 As in previous years, complainants remain more likely than not to have their complaints upheld, in whole or in part, with almost 60% of complaints fully or partially upheld. It is of some concern that the number of complaints fully or partially upheld at stage 2 is slightly higher than at stage 1. We would hope that, if complaints are got right at the first stage, the number upheld at stage 2 would be low. It would appear, then, that although there have been some improvements, more work remains to be done to make sure that complaints are got right at the first stage of the complaints procedure. It is also of concern that over half the stage 3 complaints overturned the stage 2 decision and were either fully or partially upheld. Clearly, then, the stage 2 decisions are not always as robust as they should be, or as they have been in previous years.

Table 8: Percentage of complaints upheld

	Stage 1		Stage 2		Stage 3	
	02/03	03/04	02/03	03/04	02/03	03/04
Fully upheld	49	42	49	42	22	30
Partially upheld	13	15	15	19	15	22
Total upheld	63	57	64	61	37	52

- 3.11 An analysis of outcomes by service area is given in Appendix 1, table A2. Complaints about the Housing Service, excluding BHP, were as in previous years, the least likely to be upheld. This is no doubt a reflection of the

pressures the Housing Service is under, and the lack of resources to meet customers' expectations. Complaints about Revenue and Benefits were the most likely to be upheld at all stages of the complaints procedure. Environment complaints were the least likely to be upheld at stage 3, which is a reflection of the good quality of the stage 2 responses.

Performance in meeting time targets

- 3.12 The time targets for replies to complaints are 15 working days at stage 1, 20 working days at stage 2 and 30 working days at stage 3. Different time targets apply to complaints dealt with under the statutory provisions for some social services complaints. Inevitably, some complaints will always take longer than the target time to deal with. The Council aims to respond to 85% of complaints within the target times.
- 3.13 The percentage of complaints meeting time targets improved in 2003/04, but still remained well adrift from the target times. At stage 1, the percentage of complaints answered within the target time increased from 54% to 62%, and at stage 2 from 45% to 51%. Performance at stage 3 dropped slightly from 55% to 53% within target time. Overall, the percentage of complaints at all stages answered within target times was about 60%. Work towards achieving better compliance with time targets must remain a priority for 2004/05. The key is to increase the timeliness and quality of stage 1 responses, and so reduce escalation and work pressures at stages 2 and 3 of the complaints procedure.
- 3.14 There were significant differences between service areas in meeting time targets. Education, Arts and Libraries as usual performed extremely well, with 96% of stage 1 complaints dealt with within target times (although the numbers were small). Brent Housing Partnership made considerable improvements in meeting target times, increasing the stage 1 complaints within time from 59% in 2002/03 to 78% in 2003/04, and at stage 2 from 41% to 66%. Performance in Environmental Services remained steady at about 70% at stage 1, and increased to 78% at stage 2. As in 2002/03, the poorest performance was from Revenue and Benefits, with only 42% of stage 1 complaints answered within time, and a drop at stage 2 from 36% in 2002/03 to 20% in 2003/04.

Table 9: Percentage of complaints answered within target times

Service area	Stage 1		Stage 2		Stage 3	
	02/03	03/04	02/03	03/04	02/03	03/04
BHP	59	78	41	66		
Housing Service	79	77	60	50		
Housing – all	64	78	47	61		
R&B	41	42	36	20		
Environment	70	69	70	78		
Social Services	51	55	47	9		
Ed, Arts & Lib	90	96	na	100		
Corporate	66	68	na	91		
Total	54	62	45	51	55	53 ²

² Excludes complaints dealt with under the statutory Social Services procedure

4 Compensation payments

- 4.1 Details of compensation payments by stage and service area are set out in Appendix 1, table A3. In 2003/04 the Council paid out £71,534 in compensation on 398 complaints under the complaints procedure, and complaints to the Ombudsman. About £1,135 of this was paid by the Council's contractors. The total amount of compensation paid in 2002/03 was about £85,000 on 498 complaints. This is a reduction of about 15% in compensation payments between 2002/03 and 2003/04. This comes on top of a reduction of 27% in compensation payments between 2001/02 and 2002/03. So the amount of compensation paid out has declined significantly over the last three years. The average payment in 2003/04 was about £180 per case, compared to an average of about £170 in 2002/03.
- 4.2 The amount of compensation paid out on complaints at stage 1 of the complaints procedure increased slightly between 2002/03 and 2003/04. On the basis that the earlier a complaint is resolved the better, we would hope that, in due course, more compensation payments will be made at stage 1, and less at later stages. However, in 2003/04 about the same amount of compensation was paid at stage 2 and at stage 3. This suggests that some reluctance to pay compensation at stage 2 may be developing. It is important that compensation is paid as early as possible in the process, to avoid unnecessary and expensive escalation.
- 4.3 The amount of compensation payments made on the basis of complaints to the Ombudsman has continued to decline, and in 2003/04 amounted to just over £2,000.
- 4.4 Looking at payment by service areas, a significant proportion of the compensation continues to be paid by Brent Housing Partnership. Much of this will no doubt be payments on disrepair complaints, which are likely to decline further in the coming years. Compensation on Revenue and Benefits complaints also makes up a substantial proportion of the total, although the amount paid out in 2003/04 was substantially reduced from 2002/03. This too should decline in future years, as improvements to the administration of the Revenue and Benefits Service begin to take effect.
- 4.5 The Council's complaints procedure provides a simple and cost effective mechanism for resolving disputes between the Council and its customers. We aim to encourage as many complainants as possible to take their claims through the complaints procedure, rather than taking legal action, with the attendant costs for all parties. A properly operated compensation scheme, as we have in Brent, saves the Council money by resolving legitimate disputes internally, promptly and cheaply.

5 Lessons learnt from complaints

- 5.1 An important part of dealing with complaints is ensuring that the lessons are learnt from the things that go wrong, and steps taken to put them right. Each service area has its own managerial arrangements for identifying and implementing changes arising from complaints. Formal mechanisms remain in place in most service areas for senior staff to review the outcome of stage 3 and Ombudsman complaints, and these are important in making sure that

systems are in place to prevent mistakes from recurring. Details of specific changes can be obtained from service area designated complaints officers.

6 The Ombudsman's view of Brent's complaints process

- 6.1 In June 2004 the Ombudsman, in his annual letter on the Council's performance in complaint handling, commented extremely favourably on the operation of the Council's complaints procedure, and said that the way the Council deals with complaints has contributed significantly to the low level of complaints where he found any fault by the Council. He said that his impression is that the Council's complaints system is robust and effective. He found the Council's response to his enquiries to be of high quality and timely, and concluded that the Council deserved credit for its management of complaints.

7 Developments in complaint handling in 2003/04

Development of a corporate complaints recording system

- 7.1 Work has continued in 2003/04 on developing a common system across the Council for recording complaints, to which the One Stop Shops and Call Centre will have access. A complaints module is being developed as part of the Council's Customer Relations Management (CRM) computer system, currently in use in the One Stop Shops and Call Centre. Brent and Islington Councils have continued to work together with Deloitte and Touche on this project. The complaints module includes simple arrangements for recording and monitoring complaints, to which it is anticipated all staff will eventually have access. It will bring together in one place records of both complaints and MPs' and Members' enquiries, to prevent duplication and overlap. It also includes improved arrangements for quality assurance – both for assessing the quality of complaint responses, and measuring customers' satisfaction with the complaints process. There have been some hold ups in implementation of the system because of problems with upgrading the CRM system. Problems have also arisen from attempting to roll out the CRM system beyond the One Stop Shops, for example about security and access. So the development has taken longer than might have been hoped. It is anticipated that the system will be piloted in Social Services in the autumn of 2004.
- 7.2 Work has progressed on developing the link between the CRM complaints system and the Electronic Document Management (EDM) system currently in use by Brent Housing Partnership and the Housing Resource Centre. The intention is to provide a seamless workflow across the two systems, and thus to improve the efficiency of complaint handling. This project is being carried out under the auspices of the National CRM Project, and it is hoped that it will be a pathfinder for solutions for other authorities. The development work has now been done, and testing will be completed in the autumn of 2004.
- 7.3 Both the CRM complaints system and the EDM integration will require considerable work during 2004/05, to make sure that the systems are fully implemented.

Children and young people's complaints procedure

- 7.4 We have worked together with the One Stop Shops, complaints officers in Education and Social Services and a representative from the Local Government Ombudsman in developing a procedure which will allow children and young people easy access and support when giving feedback, making suggestions or making a complaint about a Council service. We will be consulting widely on the proposed procedure, and on an accompanying leaflet specifically aimed at young people.

Customer feedback from complaints handling

- 7.5 Since April 2004 we have sent a questionnaire to all complainants who have received a decision on their stage 3 complaint. As might be expected there is a direct correlation between complainants whose complaints have been upheld and their satisfaction with the process. However a significant number of complainants whose complaints were not upheld by the Chief Executive nevertheless expressed their satisfaction with the way their complaints were investigated. It is gratifying to know that complainants respect the independence and robustness of the stage 3 process even though they may be disappointed with the outcome.
- 7.6 We have also worked on mechanisms for finding out why customers approach the Ombudsman before using the complaints process; and with Brent Housing Partnership on measuring customer satisfaction with stage 1 of the complaints process, which in due course we plan to extend to other service areas.

Training in complaint handling

- 7.7 The Corporate Complaints Team and complaints staff in service areas have continued to provide training, support and advice on complaint handling. The focus has particularly been on trying to improve the quality of stage 1 complaint responses, and to help staff find ways of resolving customers' concerns before they become formal complaints, while being open about what services the Council can realistically provide.

Complaint handling in Social Services

- 7.8 Following successful training and liaison work with other service areas, we are now working with Social Services to provide support and training on complaint handling. We have programmed two initial courses for managers in Children's Services who deal with complaints at stage one. This will be followed by training for other Social Services service units as required.

Liaison with the Local Government Ombudsman

- 7.9 We have continued to work closely with the Ombudsman's office on a range of projects. We have assisted in the induction of a new Ombudsman investigator, who spent about a week in Brent seeing how a large local authority functions. The Ombudsman's office is starting to develop training for council staff in complaint handling, and we have provided comment and advice on their proposals. The Ombudsman's office in turn has kindly provided us with their advice and expertise in helping to develop arrangements for dealing with complaints from children and young people.

We have had some concerns recently that the Ombudsman may be stepping in too early before the Council has had an opportunity to consider complaints fully under the complaints procedure, and the Chief Executive, the Director of Housing and the Corporate Complaints Manager met with the Ombudsman in August 2004 to discuss the issues. Both the Council and the Ombudsman have a common concern to see complaints dealt with fairly and quickly, and at minimum cost. Good liaison arrangements have helped us continue to achieve that.

8 Targets for 2004/05

8.1 Improvements in complaint handling continue both to reflect and to contribute to real improvements in service delivery. Some of the areas of difficulty in complaint handling, that have until recently been difficult to resolve, now appear to be beginning to shift. In particular, there have this year been some gratifying improvements in meeting time targets and reducing escalation. But work is needed to build on these improvements, and to try and ensure that Brent continues to keep its position as one of the best complaint handling authorities in London. Targets for 2004/05 include:

- To roll out the implementation of the CRM complaints module across the Council;
- To implement the links between the complaints system and electronic document management for Housing and Brent Housing Partnership complaints;
- To use the roll out of the CRM complaints system to review complaint handling in service areas, and to continue work on the timeliness and quality of stage 1 complaint responses, including mechanisms for assessing stage 1 complaint responses;
- To continue to develop mechanisms for measuring customers' satisfaction with the complaints process, and for feeding the outcomes into reviews of the complaints process;
- To revise and update the complaints procedure, and guidance on its use;
- To conclude the review of the handling of complaints within Social Services, particularly at stage 1 (taking account of the recent best value reviews), to achieve further improvement;
- To continue to provide training and support in complaint handling across the Council, including reviewing the arrangements for inducting new staff in the complaints process;
- To implement arrangements with the One Stop Shops for dealing with complaints from children and young people;
- To improve Members' access to and use of the complaints procedure;
- To undertake further outreach work with advice agencies, local solicitors and community groups to improve access to and use of the complaints procedure, and reduce litigation against the Council;
- To continue to use the lessons from complaints in best value reviews, and to ensure they are fully taken into account in arrangements being developed for performance management and in the Council's scrutiny process.

Angela Hickey
Corporate Complaints Manager
August 2004

Appendix 1

Table A1: Percentage escalation of complaints by service area

Service	Year	S1-S2	S2-S3
BHP	03/04	20	35
	02/03	24	27
Housing Service	03/04	25	49
	02/03	21	42
Housing - all	03/04	21	39
	02/03	23	31
R&B	03/04	14	26
	02/03	17	26
Environment	03/04	16	34
	02/03	17	33
Social Services	03/04	9	14
	02/03	10	19
Ed, Arts and Libs	03/04	1	na
	02/03	4	na
Corporate Services	03/04	8	15
	02/03	2	na
All services	03/04	16	33
	02/03	18	29

Table A2: Outcome of complaints by service area

Service	Stage	Fully upheld(%)	Part upheld(%)	Total upheld(%)
BHP	S1	45	14	59
	S2	57	20	76
	S3	41	22	63
Housing Service	S1	9	8	17
	S2	6	19	24
	S3	17	14	31
Housing-all	S1	36	13	49
	S2	42	19	61
	S3	33	19	52
R&B	S1	52	11	63
	S2	56	10	66
	S3	49	33	82
Environment	S1	37	20	57
	S2	27	24	51
	S3	5	18	23
Social Services	S1	18	24	42
	S2	20	56	76
	S3	N/A	N/A	N/A
Ed, Arts and Libs	S1	43	31	75
	S2	N/A	N/A	N/A
	S3	N/A	N/A	N/A
Corporate Services	S1	43	14	57
	S2	10	50	60
	S3	N/A	N/A	N/A
All services	S1	42	15	57
	S2	42	19	61
	S3	22	30	52

Table A3: Compensation payments by service area (£)

Service	Year	Stage 1	Stage 2	Stage 3	Ombudsman	Total
BHP	03/04	10263	18449	10472	1200	40383
	02/03	7408	23960	11291	5290	47948
Housing Service	03/04	853	967	8745	350	10915
	02/03	2470	1395	3648	1450	8963
Housing-all	03/04	11116	19416	19216	1550	51298
	02/03	9878	25355	14938	6740	56911
R&B	03/04	1445	6094	7379	580	15497
	02/03	250	17321	2130	200	19901
Environment	03/04	484	779	1075	0	2338
	02/03	125	3892	0	0	4017
Social Services	03/04	50	2000	100	0	2150
	02/03	0	2307	1500	0	3807
Ed, Arts and Libs	03/04	0	0	250	0	250
	02/03	0	0	0	0	0
Corporate Services	03/04	0	0	0	0	0
	02/03	0	0	0	0	0
All services	03/04	13095	28289	28020	2130	71534
	02/03	10253	48875	18568	6940	84636