

REPORT OF THE DIRECTOR OF CUSTOMER AND CORPORATE SERVICES		
COMPLAINTS AND MEMBERS' ENQUIRIES PROCEDURES ANNUAL REPORT Standards Committee – 30 th June 2008	Classification Public	Enclosures Appendices A and B AGENDA ITEM NO.
	Ward(s) affected All	 7

1.0 SUMMARY

1.1 The Annual Report on the Complaints and Members' Enquiries Procedures provides detailed information on the following performance indicators: Volume of complaints and time taken to reply; the percentage of complaints resolved at each stage of the Council's procedure; and complainants' satisfaction both with how their complaint was handled and with the final outcome. It also provides an overview of the more serious issues of concern that are being raised by residents and of the actions being taken to address these.

2.0 RECOMMENDATIONS

2.1 The Standards Committee is recommended to

1. note and comment on the report

2. consider the following three priorities for improvement designed to drive up the quality of responses and the learning from complaints :

- achievement of an increase in the resolution rate of Stage 2 complaints to 75% in 2008/9 (currently 64%),
- achievement of an increase of customer satisfaction with stage 1 complaints to 75% (currently 61%),
- agreement that Council Directorates, as part of their overall service planning, identify specific service improvements and action plans based on complaints and customer feedback.

3. refer both comments and priorities to the Hackney Management Team for consideration.

3.0 RELATED DECISIONS

3.1 Annual Reports 2003 – 2007

4.0 FINANCIAL CONSIDERATIONS

- 4.1 The cost of administering and responding to complaints are borne by the Directorates concerned and are met from operational budgets. A number of complaints result in compensation being awarded and these are set out in paragraph 7.6 for the financial year 2007/8. As can be seen, £65k was paid in the year. This was made up of £21k for Hackney Homes and £44k for other directorates, with a significant sum of £41k in Children's Services related to the award of backdated child care and student support payments. These costs are also met from services operational budgets.
- 4.2 As referred to in the report, the data now available should be used to target service improvements in an effort to reduce complaints which would reduce the administrative burden and associated costs.

5.0 COMMENTS OF THE INTERIM CORPORATE DIRECTOR OF LEGAL AND DEMOCRATIC SERVICES

- 5.1.1 The Committee has responsibility in its terms of reference for "monitoring the progress of the Council's Members' Enquiry Protocol, Corporate Complaints Procedures and Ombudsman's cases". This report is the Annual Report and Committee is invited to note and comment on its contents.

6.0 INTRODUCTION

- 6.1 The Council operates a three stage complaints procedure. The responsibility for responding to initial, or stage one, complaints lies with the local management of the service. If the matter is not resolved at this stage the complaint will be escalated to the second stage and a response requested from the relevant Department. If this does not resolve the problem the complaint is escalated to stage three and the complaint is responded to by the corporate complaints team. The aim is to respond to all complaints as soon as possible and certainly within the target times of fifteen working days for stages one and two and twenty days for stage three.
- 6.2 If a complainant remains dissatisfied after receiving their stage three response they can take the matter further by contacting the Local Government Ombudsman, who will decide whether or not to accept the complaint. The Ombudsman can exercise discretion and accept complaints that have not gone through the three stages of the Council's procedure. However, if the matter has not previously been raised with the Council, the Ombudsman will classify the complaint as "premature" and refer it to the Council to be dealt with, normally as a stage one complaint.
- 6.3 In addition to these internal and external avenues for raising complaints, people can also raise their concerns with their elected representatives, the Mayor and Councillors, their MP, or with the Council's Chief Executive. The response time target for these complaints is ten working days, the same as the Council standard for replying to general correspondence.
- 6.4 As can be seen from the table below, the total number of complaints received from all sources has remained relatively stable over the past three years

	2005-6	2006-7	2007-8
Total for all complaints received	6,809	7,106	6,920

7.0 ANALYSIS

Performance Indicators

Stage 1 complaints

- 7.1 2,767 stage one complaints were received during the year. This is an 8% increase on the previous year. The number of stage one complaints received and the Council's performance on responding to these within timescale are shown in the table below

	2005-6	2006-7	2007-8
Stage One Complaints Received	2,393	2,550	2,767
% responded to within fifteen working days	76%	86%	92%

As reported in last year's annual report, the rise in stage one complaints is not an indicator of falling standards of service, as this rise is offset by the falling number of complaints being raised directly with Councillors or with the Chief Executive. The rise in the number of people raising their concerns through the complaints procedure is an indicator of the effectiveness of the information publicising the procedure, an increase in residents' knowledge of the procedure and, most importantly, their confidence in using it. Performance on responding promptly to complaints has also improved steadily over the past three years and this improvement has probably also boosted consumer confidence in the system.

Stage 2 complaints

- 7.2 332 stage two complaints were received during the year. This is a 13% increase on the previous year. The number of stage two complaints received and the Council's performance on responding to these within timescale are shown in the table below

	2005-6	2006-7	2007-8
Stage Two Complaints Received	236	295	332
% responded to within fifteen working days	49%	82%	77%

Performance on responding to stage two complaints has fallen back slightly last year. Two thirds of all stage two complaints now relate to Hackney Homes and just as the dramatic improvement in performance in 2006 was the result of significant improvements by Hackney Homes, so this year's decline reflects a slight decline in their performance from 78% to 74% done within timescale.

Stage 3 complaints

- 7.3 121 stage three complaints were received during the year. This is a 6% increase on the previous year. The number of stage three complaints received and the Council's performance on responding to these within timescale are shown in the table below

	2005-6	2006-7	2007-8
Stage Three Complaints Received	116	114	121
% responded to within twenty working days	92%	75%	81%

Resolution

- 7.4 One measure of the effectiveness of the response to a complaint is whether it resolves the matter. In looking at the drivers of customer satisfaction, most research shows that the way in which organisations put things right is crucial in building customer confidence. The Council monitors the resolution rate at each stage of the complaints procedure by measuring the proportion of complaints that proceed to the next stage, as this provides an indicator, albeit not a comprehensive one, of effectiveness. The target is to resolve 90% of complaints at the first attempt and 75% at the second and third stage. The table below shows the resolution rate for the three stages for the past three years. The stage three resolution rate figures relate to complaints proceeding on to the Local Government Ombudsman.

	2005-6	2006-7	2007-8
Stage One resolution	90%	88%	88%
Stage Two resolution	49%	61%	64%
Stage Three resolution	71%	77%	89%

The stage two resolution rate continues to be an area of concern. Eleven complainants who were either dissatisfied with their stage two response, or were experiencing a delay in receiving one, discontinued their involvement with the Council's complaints procedure and took their problem to the Local Government Ombudsman. Improving the effectiveness of the second stage of the complaints procedure is being addressed through regular meetings of complaints managers.

- 7.5 The resolution rate for stage three complaints improved significantly in the course of the year and has been achieved without any increase in the amount of compensation being paid. The Ombudsman has made decisions on 11 of the 13 stage three complaints that were taken further. In four cases the Ombudsman agreed with the stage three decisions. He disagreed with the compensation payments in the remaining seven and increased them by £2,250.

Compensation payments.

- 7.6 The Council employs a range of remedies to resolve complaints. If the Council is at fault and if the mistake cannot be rectified, then a compensatory payment may be appropriate. The table below gives a breakdown of the compensation payments made in 2007-8. Compensation payments in 2006-7 totalled £39,696.

Cost	Children's Services	Community Services	Finance & Resources	Hackney Homes	Neighbourhoods & Regeneration	Total
Goodwill Gesture	£0.00	£0.00	£0.00	£2,580	£0.00	£2,580
Ombudsman Local Settlement	£22,313	£1,250	£100.00	£3,429	£900.00	£27,992
Stage 1 Local Settlement	£0.00	£0.00	£0.00	£2,800	£50	£2,850
Stage 2 Local Settlement	£18,600	£0.00	£0.00	£7,830	£0.00	£26,430
Stage 3 local settlement	£300	£50	£1,145	£4,245	£100	£5,840
Total	£41,213	£1,300	£1,245	£20,884	£1,050	£65,692

The large payments in Children's Services relate to the award of backdated child care and student support payments. Hackney Homes compensation payments are generally related to disrepair issues.

Local Government Ombudsman

(a) Ombudsman revised working practices

- 7.7 The Ombudsman introduced new working practices from 1st April 2008. The major changes are that complaints no longer have to be received in writing; they can now also be received over the telephone at the Ombudsman's National Call Centre. This may lead to more complaints being received. The Ombudsman also intends to introduce a new category of "service failure" when determining the outcome of an investigation. Last year the Ombudsman made no findings of maladministration against the Council. 61 complaints where there had been errors were successfully negotiated to a mutually acceptable local settlement. In the future many of these complaints will be determined by the Ombudsman as "service failure" and in his annual letter to the Council, he will count service failure and maladministration together. This indicator should provide a better means of Hackney benchmarking its performance against other boroughs rather than the current indicator of "complaints received". It will also assist in the measures that are already being taken to use the information from complaints to target service improvement initiatives.

(b) Number of complaints to the Ombudsman

- 7.8 229 complaints were made to the Local Government Ombudsman last year, compared to 227 in 2006-7. The Council's performance on responding to these of complaints also remained stable with an average response time of 23.8 days, compared to 23.9 in 2006-7. The Ombudsman's target time is for an average response time of 28 days or less.
- 7.9 The overall number of complaints, at 229, remains high compared to the majority of other London Boroughs. However, 137 of these are not taken up for investigation by the Ombudsman. Of the ones rejected, (55 were referred back to the Council because the complainant has not previously raised the matter with the Council. The remaining 82 complaints were not proceeded with either because they were outside the Ombudsman's jurisdiction (normally because an alternative appeal system should have been used), or because they were insufficiently serious. A revised Complaints Procedure leaflet was issued in January. It is hoped that increased publicity about the Council's complaints procedure and about the alternative appeal systems will reduce the number of these complaints being made to the Ombudsman.
- 7.10 The Ombudsman decided to investigate 92 of the 229 complaints he received compared to 96 in the previous year. Of these 13 had been through the Council's complaints procedure and 11 had taken their complaint to stage two before contacting the Ombudsman. In the 68 other cases, the Ombudsman used his discretionary powers and accepted the complaint for investigation because the complainant had raised the matter previously, in most cases by letter, but had either not received a response, or were dissatisfied with the response they had received. It is a source of concern that some 68 separate communications from the public were either not responded to at all or responded to in an unsatisfactory manner. This poor performance has also been shown in mystery shopping exercises in 2007/8 where response rates to letters have been shown to be inadequate.

7.11 To improve performance on responding to contact from the public the Council re-launched its customer service standards during the year. Under the brand name of the Service Seven, these standards set out what the public can expect in terms of response times to telephone, face to face and written communication. Quarterly reports on performance against these standards, including the results of further mystery shopping, will be provided to all Directorates and to residents. Training in “customer friendly” writing skills has been introduced to help teams drive up the quality of communications. It is hoped that improved monitoring of the speed and quality of replies to correspondence will not only benefit the public, but will also reduce the number of subsequent Ombudsman investigations.

Complaints raised with the Mayor, Members and the Chief Executive

7.12 In addition to the formal complaints procedure people also raise their problems directly with the Mayor, their Ward Councillor or with the Chief Executive. The table below shows the number of complaints being raised by these routes over the past three years

	2005-6	2006-7	2007-8
The Mayor	1,246	1,736	1,725
Ward Councillor	2,551	2,294	1,953
Chief Executive	361	299	246

As reported above, the decline in complaints being made directly to elected Councillors and to the Chief Executive matches the increase in complaints being raised through the complaints procedure.

7.13 The timescale for staff to respond to the Mayor, Councillors and the Chief Executive is 7 working days and performance on these indicators now averages 80% done within timescale.

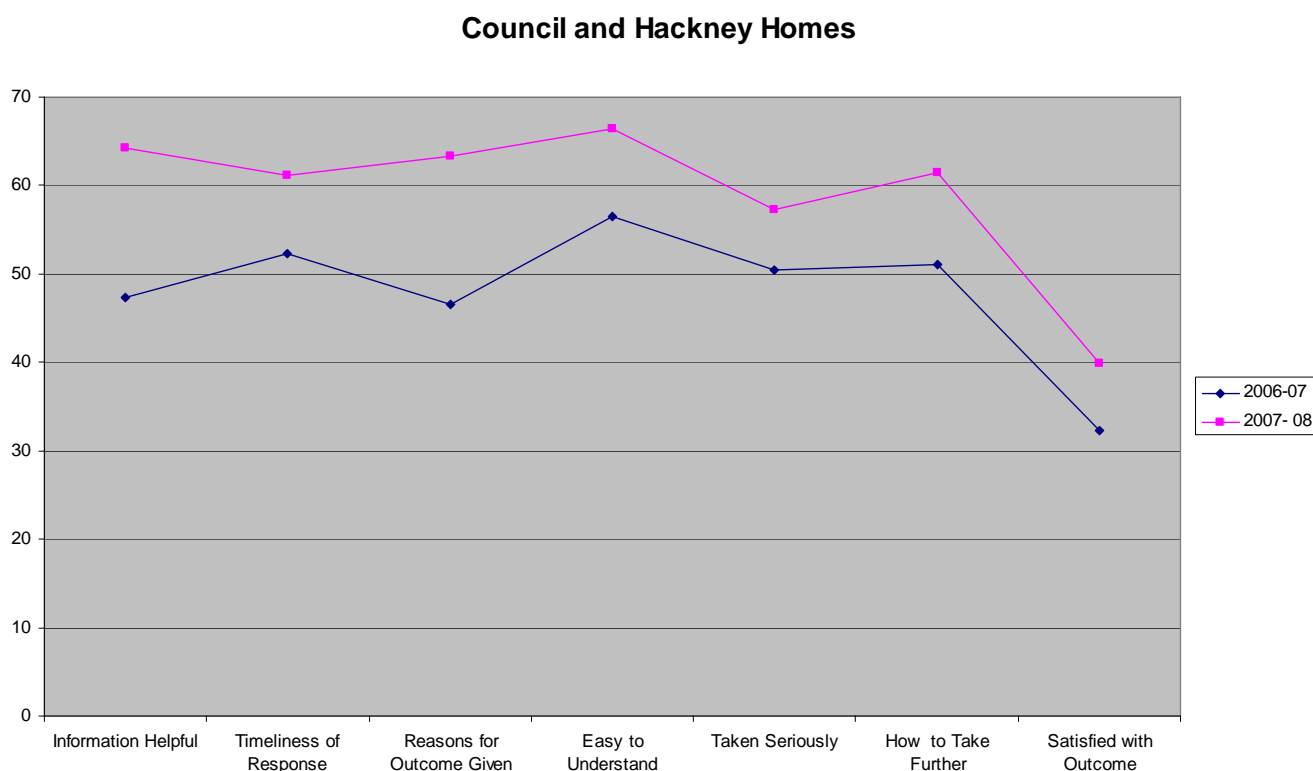
	2005-6	2006-7	2007-8
The Mayor	67%	84%	82%
Ward Counsellor	61%	76%	80%
Chief Executive	62%	73%	79%

Customer satisfaction

7.14 For the past two years a customer satisfaction questionnaire has been sent to people who made a stage one complaint. The questionnaire attempts to get behind the 88% stage one resolution rate to find out from the recipient how satisfied they really were with their response. The questionnaire is sent to everyone one month after they receive

their stage one response, provided they have not requested that their complaint be taken further to stage two. Seven questions are asked. Six are to do with the process and ask whether the complaints publicity information was helpful, whether the response was quick enough, whether the response letter provided reasons for the Council's decision, whether it was easy to understand, whether it explained how to take the matter further and a more overarching question about whether they felt they were taken seriously. The seventh question asks whether they were satisfied with the final outcome. The response rate to the questionnaire is 24% and with that level of return there can be a fair degree of confidence that these results are representative of the group as a whole.

7.15 As can be seen from the chart below, there has been a noticeable improvement in customer satisfaction over the past year and this improvement is quite consistent across all the questions. These figures are aggregates and performance does vary between service areas. Reports on customer satisfaction levels are now considered quarterly by Directorates and this regular attention to the specific messages that are being received from the public does seem to be having the effect of improving the quality of written responses.



It is hoped that similar levels of improvement will be achieved in 2008-9 and that satisfaction scores in excess of 80%, which are currently being achieved in some service areas, will become the norm.

7.16 Satisfaction with the speed of the response has improved by 9 percentage points, which is in line with the improvement in response time that was actually achieved in the course of the year. However, at 61%, is surprisingly low when compared to the 92% of responses that go out on time. The response time target at stage one is 15 working days and the consistent message from the public is that this is too long.

7.17 Satisfaction with the information on how to take the complaint further is also low, at 61%. The reason for this is unclear, as audits of stage one responses show that this

information is regularly included at the end of stage one letters. Possibly this information needs to be highlighted in bold.

- 7.18 People's perception of having been taken seriously has improved by 7 percentage points over the year. This indicator is lower than the scores for the quality of the written responses and would appear to be strongly influenced by respondents' views on the final outcome of their complaint. 60% of complaints are found to be upheld, but only 40% of complainants say that they are satisfied with the final outcome to their complaint. The clear message from our customers is that more work is needed to deliver appropriate remedies.
- 7.19 Overall, 62% of complainants reported positively on the way they had been dealt with. These figures give a good message as far as the customer care aspect of the process is concerned, because they show that there are a significant number of people, 22% of the total, who did not achieve their desired outcome, but who still felt that the experience of raising their concerns with the Council had been a positive one. The Council is determined to build on this positive experience and last year set an initial target of achieving 60% customer satisfaction with the handling of their complaint. Having achieved this initial target, improving further to 75% will be a focus of work for complaints officers over the coming year.

Service improvements

- 7.20 In general, the data shows that the complaints procedure is working well. Further improvements can be made at stage two, but at stages one and three responses are prompt and successfully resolve individual's problems nearly 90% of the time. Customer satisfaction with the process is also rising. However, these indicators are only one side of the equation. The effectiveness of a complaints procedure is also measured by the benefits that an organisation gains from the process, through using this information to identify problematic areas and then taking action to improve them.
- 7.21 Last year's annual report provided information on the major causes of complaints. This information is also provided to Directorates and is reviewed regularly as part of the quarterly complaints analysis that is undertaken by each Directorate Management Team. Attached as Appendix B are detailed breakdowns of the issues being raised in relation to Council Tax, Housing Benefits, Hackney Homes, and the Neighbourhoods & Regeneration and Community Services Directorates.
- 7.22 This data shows the subject matter of the complaint and the route by which it has been received. They are not a record of the number of complaints received, as some complaints contain more than one issue. These data sets report on both service specific issues and on general customer care concerns. Issues raised by Members of Parliament on behalf of their constituents are dealt with by the Mayor's office and in these tables complaints received from MP's have been added in to the overall work of the Mayor's office. The following paragraphs set out the problem areas that have been identified in the past year and the actions being taken to remedy them.

Finance Directorate

- 7.23 The Revenues and Benefits service handles the payment of Housing and Council Tax Benefit and the collection of Council Tax and Non-Domestic Rates. These services handle a high number of customer transactions and the incidents of complaints are very low; nonetheless there are some patterns. The Benefits Service received 209 complaints last year and, after investigation, 70% of these were found not to be upheld. A possible cause for unjustified complaints could be that customers did not fully understand how their benefit entitlement had been worked out. To address this the

Benefits Service has completed Phase 1 of the process of reviewing all their standard notification letters and revising them where appropriate to make them easier to understand. In addition, the Benefits Service also produces a weekly update for managers, identifying issues and errors that have been identified from complaints. Errors are then addressed in staff supervision and process improvements identified and implemented by the management team.

- 7.24 For the Council Tax Service, complaints about action to recover arrears continue to be the largest source of complaints. This number has reduced significantly this year, with 92 being received compared to 330 the year before. Not only is this problem reducing, but the cause of complaint is also changing. Two years ago there was a problem with correctly allocating some payments to the right account. That has been resolved. Last year most of these complaints came from people who were paying the current year's bill, but who hadn't realised that these payments were being used to pay off previous years arrears. As the Council Tax collection rate has improved, arrears have fallen and these complaints have declined.
- 7.25 This year the predominant cause is prompt recovery action being taken against people who are making regular, but late, payments. The majority of these complaints are not upheld and are expected to decline further in the coming year. Recovery action sometimes takes the form of compulsory deductions from earnings or Benefits. Following a recent complaint, when wrongful deductions were made following a mistake that was made by the Department of Work and Pensions, the Council Tax Service will now ensure that all advice notices from employers or benefit agencies are properly reviewed and checked for accuracy before they are filed.

Community Services Directorate

- 7.26 The Community Services Directorate provides care services to adults and older people and is responsible for the provision of Leisure Centres, Parks, Libraries and Museums. This Directorate publishes an annual report on its complaints service and posts this on the Council's website. The Directorate has made considerable strides in the course of the year in identifying learning points and service improvements that arise from complaints. Complaints data analysis is considered by the Directorate Leadership Team each quarter and a summary goes to the Quarterly Performance Review. One of the purposes of placing the report on the Council's website is to enable complainants and service users to receive feedback on what changes can result from complaints.
- 7.27 Following complaints investigations care services drivers have received additional training around handling challenging situations and all home care staff have received more explicit guidance on their roles and responsibilities. In the Library Service, additional staff were allocated to the Stock Service following complaints about delays in responding to book requests. Complaints were also received about two libraries not opening on time. As a result, all staff were reminded of their obligations around timekeeping, staff rotas were revised to include additional Sunday managers and better monitoring processes were implemented. In the Parks Service complaints have led to health and safety improvements with additional lighting, anti-slip surfaces, concrete pathways and increased litter collections.

Hackney Homes

- 7.28 The majority of Hackney Homes' complaints are concerned with delays in carrying out repairs. One of the areas that has proved difficult to deal with is damage caused by leaks or dampness when the cause of the problem is hard to identify. These problems are exacerbated when there are difficulties getting into neighbouring properties and especially when these are occupied by leaseholders or their tenants. To remedy this problem, hard to detect leaks will be handled differently in the future. New procedures

have been written to promote more co-operative inter agency working and the problem will be case-managed until resolution by a named specialist. The effectiveness of these new working practices will be measured by the degree to which these type of complaints diminish.

- 7.29 Another area where inter-agency co-operation could be improved is in the support provided to victims of domestic violence. A complaint investigation identified aspects of this work that could be improved and a working group is currently addressing these issues. Additional training on Domestic Violence has already been provided and further guidance to staff is being issued later in the summer.
- 7.30 Sometimes Hackney Homes tenants need to be re-housed urgently, usually as a result of fire, flood or violence. Temporary accommodation is provided through the Council's Housing Needs Service. Two complaint investigations have found problems with the smooth operation of this arrangement. Meetings have been held to clarify roles and responsibilities and a new procedure for handling emergency moves is being prepared for publication.

Neighbourhoods and Regeneration Directorate

- 7.31 The Neighbourhoods and Regeneration Directorate provides an extensive range of services. A recommendation from a Planning complaint was that the Planning Department should keep proper records of any legal advice that is sought and received and of any substantive site visits. The Planning Legal team of the Council has been significantly strengthened by the addition of a Principal Planning Lawyer, and two Assistant Lawyers, who have updated and rationalised the record keeping system. Regular monthly monitoring meeting now take place between the Planning Legal Team and the Development Control Team. The Planning Service is also digitising all its records as part of a major Corporate Document Management (CDM) system upgrade. These records now also include notes and comments on meetings which are a crucial part of the case officers' consideration of a proposal.
- 7.32 Following a complaint investigation the wording and the layout of Parking Penalty Charge Notices was changed to provide clearer information on how to make a Representation against the penalty charge. Another complaint investigation identified a possible problem with the security of credit card details when payments were being made over the telephone. Further advice has been issued to staff to prevent the possibility of a security breach in this area.
- 7.33 The Street Markets Section has produced a new Service Charter for traders setting out the standards of service to expect. Part of this deals with the process for taking enforcement action. Following a complaint from a trader regarding the appeals process the Market Team have undertaken to provide written information to all traders on their rights of appeal should enforcement action be taken. This additional guidance will be issued later in the summer.

Equalities and Diversity

- 7.34 To try and ensure that the complaints procedure is accessible to all of the Borough's residents, data on ethnicity, age, gender, disability, faith and sexual orientation has been gathered through the written complaints form and the on-line version. Providing this information is entirely voluntary and residents are advised that they do not need to provide any information about themselves. The demographic profile of people who have cause to complain is then checked against the overall profile for all residents to see if there are statistically significant variations.

- 7.35 The charts attached as Appendix A show that the ethnicity profile of people using the Council's complaints service matches the general population of the borough very closely. This is an averaged figure. As can be seen in Chart Eight, there are Departmental variations in the ethnicity profiles of complainants, with Black respondents being proportionally over-represented in Hackney Homes complaints and under-represented in Neighbourhoods and Regeneration's.
- 7.36 The age profile of complainants, though similar to the borough profile, shows that proportionately fewer people under the age of 45 complain about council services, but those over the age of 45 are slightly more likely to voice a complaint. The profiles for religious belief also match closely, though there is an under-presentation of people from the Muslim faith. A comparison of gender profiles show that while there are more women than men in the borough, men are more likely to make a complaint.
- 7.37 1212 complainants provided information on their disability status. 43.8% of these described themselves as having a disability. Making a comparison with the general population is difficult as the Office of National Statistics collects data on the proportion of the population with a limiting long term illness and adjusts this for age to give a Standardised Illness Ratio. Hackney's score on this indicator is 131.3, which is significantly in excess of the England average of 97.2.
- 7.38 575 complainants provided information on their sexual orientation. 84.5% described themselves as heterosexual, 11.3% as lesbian or gay and 4.2% as Bi-sexual.
- 7.39 The proportion of people having their complaint upheld is very similar across all ethnic groups.
- 7.40 The ethnicity profile of people who completed the customer satisfaction questionnaire shows slightly more White and fewer Black respondents than the general profile, but is generally very similar to the profile for all complainants. The results of the survey can therefore be taken as reasonably representative of the whole group. While ethnicity is not shown to have any connection with complaint outcome, White people are, proportionally more likely to report themselves as satisfied with the outcome and to have felt that their complaint was taken seriously. This variation would appear to be connected to the higher proportion of complaints from Black respondents about Housing matters and corresponds to the relatively low resolution rate for stage one complaints in this area, which last year averaged 80%.
- 7.41 Further analysis of this information will be undertaken and reported on in the Equalities Impact Assessment that will be completed during the 2008.

Looking forward : strengthening service improvement

- 8.1 The Service Improvement Review of Complaints and Members' Inquiries has recently been completed and a series of recommendations have been agreed by the Hackney Management Team which will be taken forward during 2008/9. The recommendations include moving to a 10 day target for responding to complaints (in line with the Council's standard for responding to other correspondence), requiring all complaint responses to be "signed off" by a chief officer, reporting the average numbers of days taken to respond to encourage swift responses to straightforward issues and fostering greater empowerment of staff so that they take ownership of problems, solve them and learn from them.
- 8.2 In terms of improvements in a range of services, the "Service improvements" section earlier in this report shows that progress is being made on making better use of

complaints information. However, a more systematic approach needs to be developed that links customer feedback to service planning, design and delivery more explicitly. An effective way of achieving this would be for all Directorates to include specific customer driven improvement priorities in their service plans, with associated action plans and effectiveness measures. In this way, recurring problems or consistently low levels of satisfaction would be highlighted and addressed.

- 8.3 In terms of complaints management, two main areas have been identified in this report - the improvement of the “resolution rate” for Stage 2 complaints (a target of 75% would be reasonable) and the improvement of the quality of stage 1 reports so that there is a higher satisfaction rate across the board (again, a target of 75% would be reasonable). Achieving progress on action planning based on customer feedback as set out above, improved second stage resolution and better quality stage 1 responses are all achievable and would certainly improve the Council’s performance. The Standards Committee may wish to refer these priorities to the Hackney Management Team for consideration.

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Background papers

The following documents have been relied upon in the preparation of this report:

Description of document	Location	Date
Complaints from the public and complaints data held on database	Room 117 HTH	Dates through 2007/8
Hackney Borough Profile	Room 117 HTH	2006